

FINAL
OKHAHLAMBA
INTEGRATED
DEVELOPMENT PLAN (IDP)
2021/2022



Okhahlamba Local Municipality
259 Kingsway Street
Bergville 3350
Tel Number: +27 036 448 8000
Fax Number: +27 036 448 1986

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EXECUTIVE SUMMARY

INTRODUCTION

Integrated Development Planning in South Africa is an integral planning process that steers development at local levels of government and guides service delivery. The Integrated Development Plan is a planning tool used to implement a co-operative and integrated development project in South Africa's spatial economy. This IDP process is dominated by community structures and allows for continuous and progressive development. Its development is guided by National and Provincial development and planning policies and other pieces of legislation. Therefore, the IDP is a legal obligation, which all government institutions must respect.

As a local government institution, the Okhahlamba Local Municipality (OLM) has adhered to municipal development policies such as the Municipal Systems Act, which state that all municipalities are obliged to undertake an IDP process to produce IDP's. In doing so, the Okhahlamba Local Municipality has considered the IDP Framework Guide during the process.

This process is based on a legislative mandate that gives guidance. This legislative mandate consists of various guiding documents namely:-

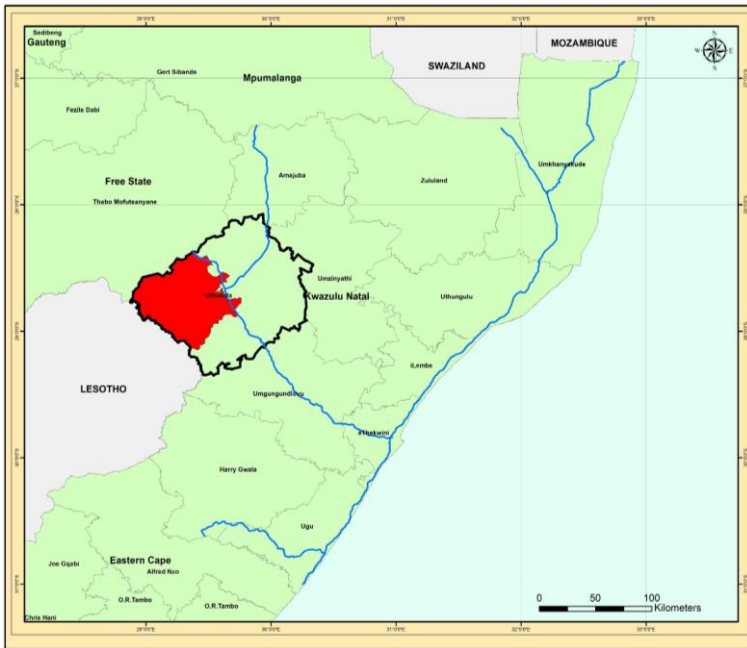
- The Municipal Systems Act (MSA);
- The Provincial Development Act (PDA);
- National Development Plan (NDP);
- Spatial Planning and Land Use Management Act (SPLUMA);
- Provincial Growth and Development Strategy (PGDS);
- Performance Management Regulations.

THE OKHAHLAMBA LOCAL MUNICIPALITY

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

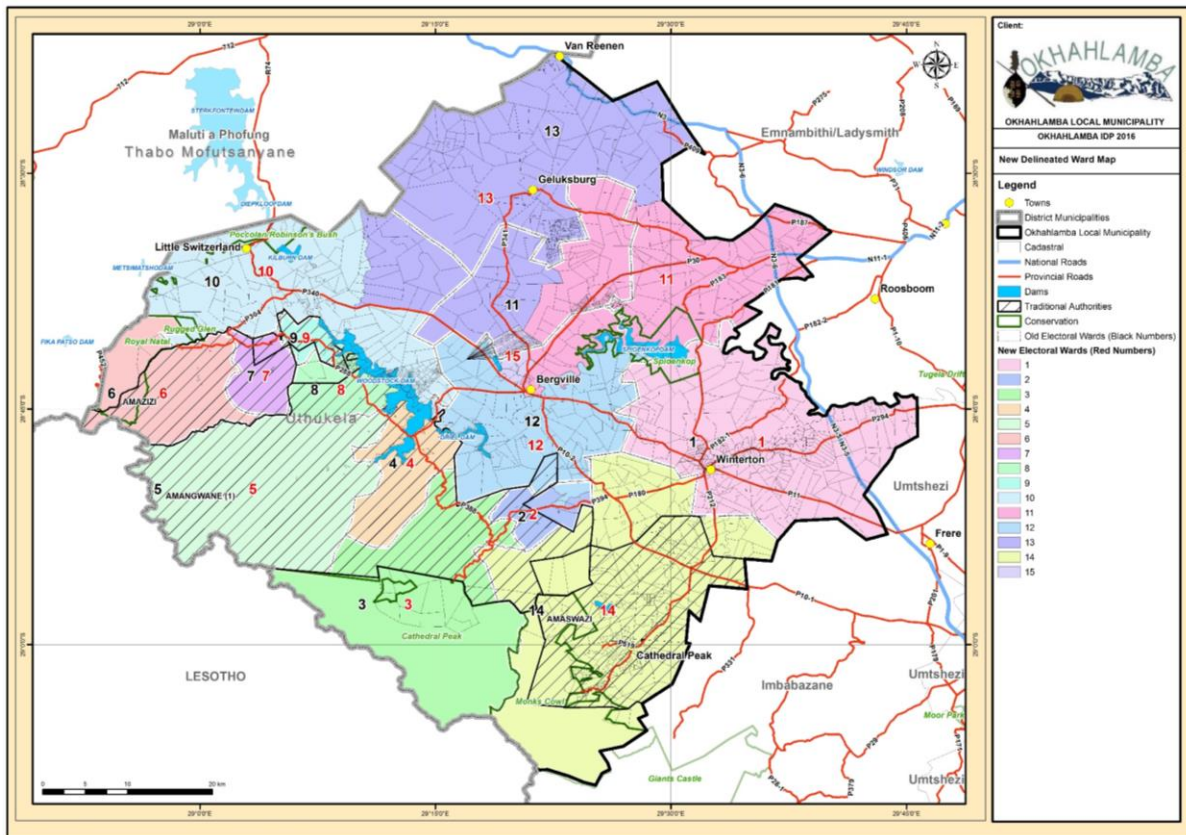
Okhahlamba municipality is one of the three Local Municipalities that fall under the uThukela District. The three local municipalities include:

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



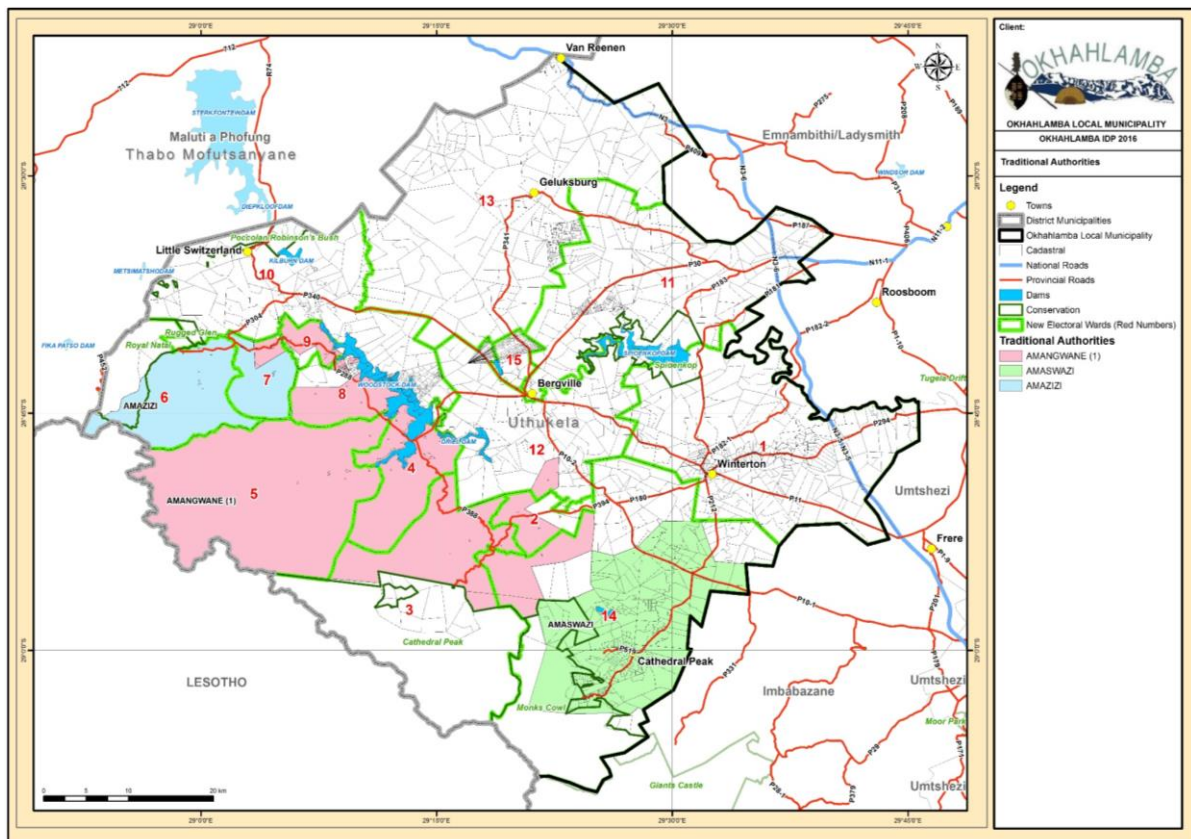
Okhahlamba Local Municipality is located on the western edge of uThukela District municipality. Alfred Duma Local Municipality borders it to the northeast, Inkosi Langalibalele Local Municipality to the southeast and Lesotho to the west. The municipality covers an area of approximately 3 543.63 km² and houses 15 wards.

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



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

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



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

DEMOGRAPHIC PROFILE

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

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

Source: Stats SA, Census 2011 and 2016 Community 2016

Municipality	Municipal Population			
	2011			
	Number	Percentage %	Number	Percentage %
DC23: Uthukela	668 849	0.17%	706 588	6.4%
KZN 235: OKHAHLAMBA	132 068	-0.43%	135 132	1.2%
KZN 238: Alfred Duma	340 554	-0.45%	356 274	3.2%
KZN 237: Inkosi Langalibalele	196 227	2.59%	215 182	1.2%

Source: Stats SA, Census 2011

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

THE LOCAL ECONOMY

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

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

The main source of employment in Okhahlamba is wholesale and retail trade, catering and accommodation (tertiary sector), followed by community, social and personal services; and then manufacturing

ELEMENTS OF THE SITUATIONAL OVERVIEW

Negative aspects of the economy elements for Okhahlamba, generally in line with what PGDS and District IDP emphasized (e.g. Limited investment of the type required to support an expansion of production), but draws upon a number of other key issues which includes:

- Decline of Concentration of economic activities around Municipality and District at large.
- Identification of a range of key constraints around the factors of production
- Identified the importance and problematic state of key infrastructure assets for economic activities
- Emphasised some tools & interventions to help address some of the problems at hand & need for right fundamentals to be in place
- Took cognizance of the contribution of all main economic actors, including those in the informal sector

NEGATIVE DEVELOPMENTS

- Some negative elements in the labour market. Rise in unemployment rate due to the pandemic.
- Unemployment of youth & women.
- High and problematic changes around long-term unemployment

RECOMMENDATIONS

Aligned sound purposes, principles & goals inclusivity:

- Draws on the importance of collaboration & partnership.
- Comprehensive – evidence driven & refer to some sensitive issue eg Land tenure uncertainty.

APPROACH TO THE DEVELOPMENT OF THE IDP

The review of the IDP for the 2021/2022 financial year was guided by the Revised KZN IDP Framework Guide, which was prepared by the Department of Co-Operative Governance and Traditional Affairs (COGTA).

IDP PROCESS PLAN

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



Municipal schedule for the IDP process is indicated below.

ACTIVITY NO.	ACTION/TASK FOR IDP PROCESS	TIME FRAMES
1	1 ST IDP REPRESENTATIVE FORUM	27 JULY 2020
2	1 ST IDP STEERING COMMITTEE (DRAFT PROCESS PLAN)	04 AUGUST 2020
	1 st UTHUKELA IDP SUPPORTING STRUCTURE COMMITTEE MEETING	AUGUST 2020
3	ADOPT IDP PROCESS PLAN-2021/2022	29 AUGUST 2020
4	PLANNING INDABA	SEPTEMBER 2020
	UTHUKELA IDP REPRESENTATIVE FORUM	23 OCTOBER 2020
5	WORLD PLANNING DAY	06 NOVEMBER 2020
6	IDP ALIGNMENT SESSIONS	06- 24 NOVEMBER 2020
7	2 ND IDP STEERING COMMITTEE <ul style="list-style-type: none"> • Review Municipal Strategy • Review MTAS (key priorities for the municipality) • Identify outstanding sector plans • Integrate finalized sector plans • Municipal PMS • Align with National KPA'S • Design projects • Review KPI targets, timeframes, etc where impacted upon by prioritization • Review municipal vision/mission • Review Spatial Development Framework / Land Use Management System 	27 NOVEMBER 2020
08	IDP BEST PRACTICE CONFERENCE	01 DECEMBER 2020
	UTHUKELA IDP REPRESENTATIVE FORUM	23 JANUARY 2021

9	IDP STAKEHOLDERS MEETING	12 FEBRUARY 2021
	MID-YEAR BUDGET & PERFORMANCE ASSESSMENT ENGAGEMENT WITH PROVINCIAL TREASURY	17 FEBRUARY 2021
	IDP CO-ORDINATING COMMITTEE MEETING	26 FEBRUARY 2021
	UTHUKELA IDP REPRESENTATIVE FORUM	28 FEBRUARY 2021
10	3 RD STEERING COMMITTEE MEETING (STRATEGIC PLANNING SESSION)	02 MARCH 2021
11	SUBMIT DRAFT IDP & SDF TO COGTA -2021/2022	26 MARCH 2021
12	ATTEND DRAFT IDP ASSESSMENTS	23 APRIL 2021
13	IDP- BUDGET PUBLIC PARTICIPATION	01-30 APRIL 2021
14	ATTEND IDP FEEDBACK SESSION-PROVINCIALY	07 MAY 2021
15	AMEND DRAFT IDP IN ACCORDANCE WITH PROVINCIAL IDP FORUMS'S COMMENTS	MAY 2021
16	4 TH STEERING COMMITTEE MEETING (STRATEGIC PLANNING SESSION) <ul style="list-style-type: none"> • Consider public comments • Alignment of the IDP and BUDGET 	14 MAY 2021
17	2 ND IDP REPRESENTATIVE FORUM (STRATEGIC PLANNING SESSION)	18 MAY 2021
	DRAFT BUDGET ENGAGEMENT WITH PROVINCIAL TREASURY	18 MAY 2021
18	ADOPT FINAL IDP / BUDGET 2020/2021	MAY/JUNE 2021
29	SUBMIT FINAL 2020/2021 IDP & SDF TO MEC	JUNE/JULY 2021

Note: Some action or task for the IDP process were suspended due to Covid 19 Global Pandemic.

KEY CHALLENGES

KPA	KEY CHALLENGES
Municipal Transformation & Organizational Development	<ul style="list-style-type: none"> • Limited resources (subscription on legal web site / Juta stat AND Lexis/Nexis). • Unstable network connections. • Back-up still centralised and collected once a week (Friday). • No electronic records management. • No security checks/ gate, entrance exit/ change of security personnel.
Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> • Electrical capacity is constrained. • Lack of plants and equipment for road maintenance and construction • Insufficient funding e.g grants dependent • Municipal refuse removal is limited to town. • High water service delivery backlogs • Majority of households (75%) does have access to a basic level of sanitation service.

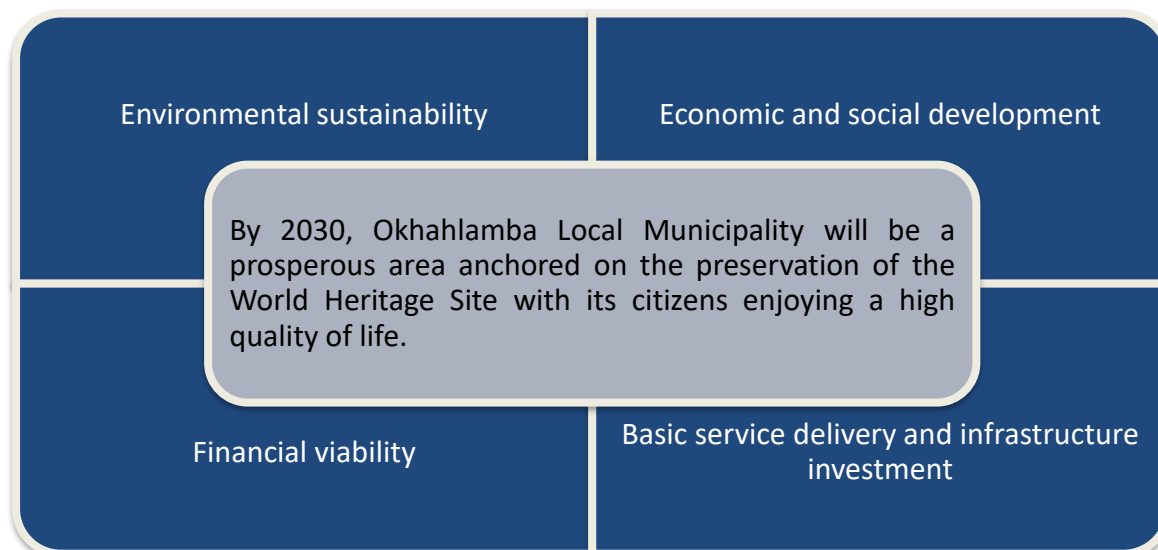
KPA	KEY CHALLENGES
Good Governance and Public Participation	<ul style="list-style-type: none"> • Complete/ Total lack of internal communication flow • A need exists for clear line of communication and line authority. • Improper records keeping • Lack of feedback on issues raised at MANCO meetings. • No occupational health and safety compliance mechanism in place • Lack of access in our building for people with disabilities • Lack of safety in the building especially burglar guards for windows • Lack of security systems to monitor equipment in other buildings besides the main building. • Inadequate transport for public meetings • Lack of adequate infrastructure • Large number of the population is illiterate. • Poor communication channels • Lack of security systems for monitoring equipment entering and leaving the building. • A need exists for a backup generator or number of UPS systems to service the entire municipality during power outages
Local Economic & Social Development	<ul style="list-style-type: none"> • Inadequate skills and lack of necessary technical knowledge • Lack of capital and funding • Lack of LED and tourism strategy • Unregulated informal traders • Lack of environmentally sound practices within the CBD • Lack of a learnership and youth service programme • Poor adherence to SRSA policies • Some communities are further than 20km away for emergency services. • Level of vulnerability of communities with low social-economic status is high. • Lack of accredited skills development programmes • Poor communication channels

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

MUNICIPAL DEVELOPMENT STRATEGY AND LONG-TERM VISION

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

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



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

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- Effective Public participation.

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

- Advance access to basic services.

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

- To improve institutional and organizational capacity.

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

- Promote economic growth and development.

FINANCIAL VIABILITY AND MANAGEMENT

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

CROSS- CUTTING INTERVENTIONS

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

KEY CHALLENGES AND INTERVENTIONS

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

KPA	KEY CHALLENGES	INTERVENTION
Municipal Transformation & Organizational Development	<ul style="list-style-type: none"> • Limited resources (subscription on legal web site / Juta stat AND Lexis Nexis). • Unstable network connections. • Back-up still centralised and collected once a week (Friday). • No electronic records management. 	<ul style="list-style-type: none"> • Provision of budget and procure services. • Increase bandwidth speed (within the next 12 months). • Introduce cloud back-up which is going to happen savvy. • Finalise office collection of documents and centralise at registry.

KPA	KEY CHALLENGES	INTERVENTION
	<ul style="list-style-type: none"> • No electronic records management. 	<ul style="list-style-type: none"> • Engagement of provincial and provision of budget for records management. • Implement electronic records management in phases.
Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> • Electrical capacity is constrained. • Lack of plants and equipment for road maintenance and construction • Insufficient funding e.g grants dependent • Municipal refuse removal is limited to town. • High water service delivery backlogs • Majority of households (75%) does have access to a basic level of sanitation service. 	<ul style="list-style-type: none"> • Engagement with Eskom to upgrade the networks. • The municipality has approved R20m loan to purchase additional plants and equipment. • Prepare business plans to source funding. • The municipality to extend the service to rural areas where necessary. • Engagement with uThukela District Municipality. • Engagement with uThukela District Municipality
	<ul style="list-style-type: none"> • Improper records keeping • Lack of feedback on issues raised at MANCO meetings. • No occupational health and safety compliance mechanism in place • Lack of access in our building for people with disabilities • Lack of safety in the building especially burglar guards for windows • Lack of security systems to monitor equipment in other 	<ul style="list-style-type: none"> • Develop a filing system. • Create platforms for feedbacks. • To appoint an occupational health and safety officer. • Municipality to erect escalators and a lift. • Municipality to allocate budget for the installation of burglar guards.

KPA	KEY CHALLENGES	INTERVENTION
Good Governance and Public Participation	<p>buildings besides the main building.</p> <ul style="list-style-type: none"> • Inadequate transport for public meetings • Lack of adequate infrastructure • Large number of the population is illiterate • Poor communication channels • Lack of security systems for monitoring equipment entering and leaving the building • A need exists for a backup generator or number of UPS systems to service the entire municipality during power outages 	<ul style="list-style-type: none"> • Municipality to install a device to detect unauthorised equipment. • Public meetings to be conducted per VD which is closer to the community. • Construction of more offices • Develop an ABET programme especially for ward committee members • To develop a detect device in order to monitor incoming and outgoing of equipment from the building • Municipality to purchase a back-up generator to be used during power outages.
Local Economic & Social Development	<ul style="list-style-type: none"> • Inadequate skills and lack of necessary technical knowledge • Lack of capital and funding • Lack of LED and tourism strategy • Unregulated informal traders • Lack of environmentally sound practices within the CBD • Lack of a learnership and youth service programme • Poor adherence to SRSA policies • Some communities are further than 20km away for emergency services. • Level of vulnerability of communities with low social-economic status is high. • Lack of accredited skills development programmes 	<ul style="list-style-type: none"> • Proper and necessary training/skill development programme. • Identify alternative source of funding e.g banks • Develop a strategy. • Develop information traders' policy. • Enforce municipality bi-laws • Introduce youth development programmes. • Introduce satellite emergency stations. • Socio-economic development programmes • Proper and necessary training/skill development programme.

KPA	KEY CHALLENGES	INTERVENTION
	<ul style="list-style-type: none"> Poor communication channels 	
Municipal Financial Viability & Management	<ul style="list-style-type: none"> Inadequate skills and lack of necessary technical knowledge Lack of capital and funding Lack of LED and tourism strategy Unregulated informal traders Lack of environmentally sound practices within the CBD 	<ul style="list-style-type: none"> Source for funding from Government Department and private donors. Will be reviewed in 2021/2022. Implementation of informal traders' allocation policy. Strengthening of law enforcement.
Spatial, Environmental and Rural Development	<ul style="list-style-type: none"> Unresolved Land Reform projects. Lack of municipal owned land to fast-track development. Lack of municipal records for previous development approval Lack of enforcement is a major factor that perpetrates illegal development in sensitive areas of the municipality. 	<ul style="list-style-type: none"> Municipality must purchase small plots of land all around Bergville and Winterton so that they can turn these plots to economic activity and development nodes. Try and get as many as possible development records from COGTA as possible, and try conducting a development compliance exercise to collect as much data as possible from the property owners. Ask DRDL or COGTA to host SPLUMA workshops for every management personnel and employees involved or affected by SPLUMA. Implement a tight SLUMA enforcement policy (to include some jail time and increase the penalty fee).

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

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

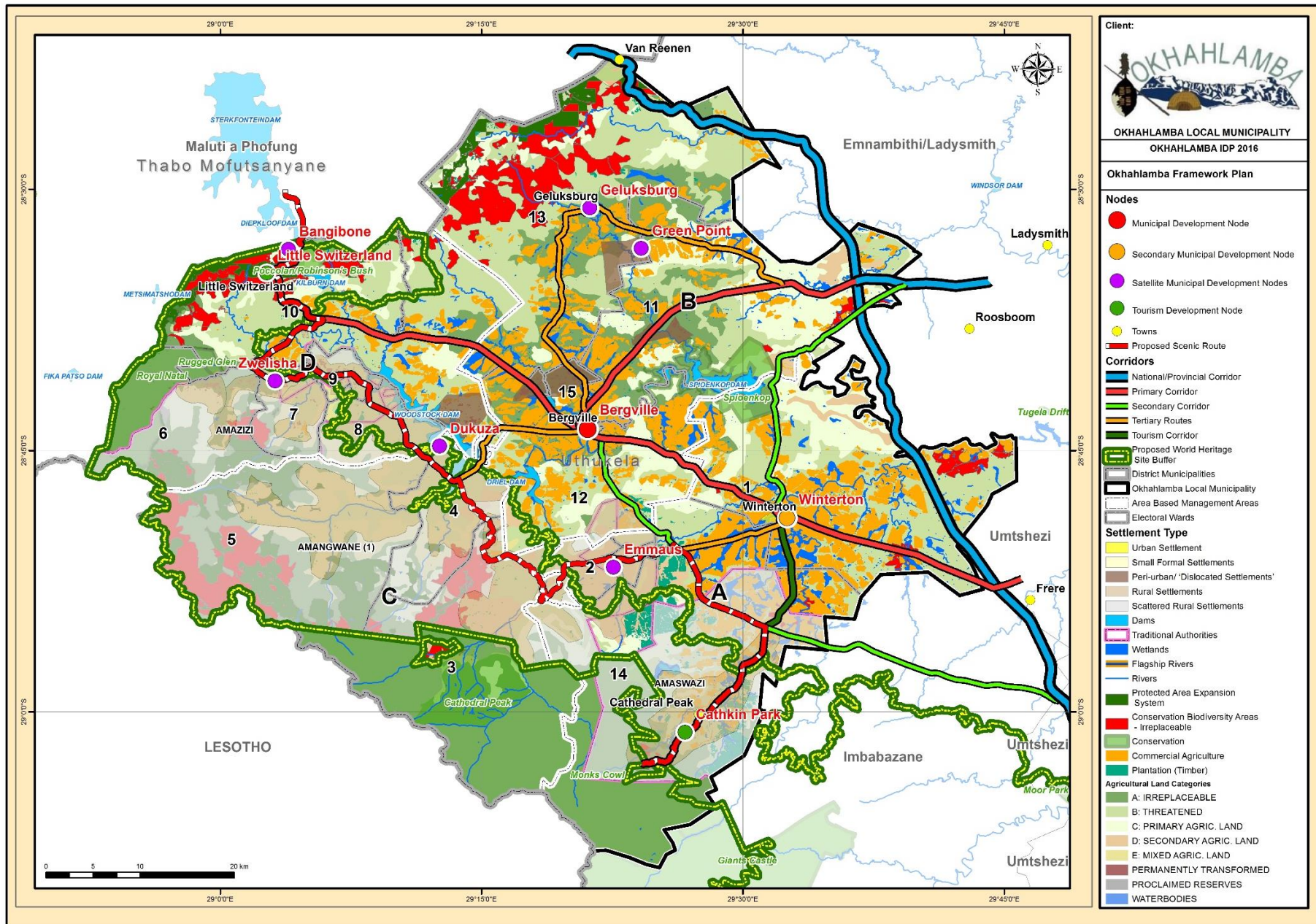
- Municipal Development Node: Bergville (Main focus area for municipal & government services and main economic hub).
- Secondary Municipal Development Node: Winterton (Provide services to surrounding farming community and tourism gateway).
- Tourism Development Nodes: Cathkin Park and Bonjaneni.
- Satellite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

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

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

The spatial vision for the municipality is depicted overleaf.

MAP 1: CONSOLIDATED SDF



1 GOVERNMENT POLICIES AND PLANNING AND DEVELOPMENT PRINCIPLES

PLANNING AND DEVELOPMENT PRINCIPLES

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

TABLE 1: PLANNING AND DEVELOPMENT PRINCIPLES

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

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

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

GOVERNMENT POLICIES AND IMPERATIVES

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

1.1.1 NATIONAL DEVELOPMENT PLAN

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

- Economic development and job creation;
- Improving infrastructure;
- Transitioning to a low carbon economy;

- Building an inclusive and integrated rural economy;
- Reversing the spatial effects of apartheid;
- Improving education, innovation and training;
- Quality health care for all;
- Social protection;
- Reforming the public service;
- Fighting corruption;
- Transforming society and uniting the country, and
- Positioning South Africa to seize opportunities of globalisation.

The 5 national priorities include Job creation (Decent work and economic growth); Education; Health; Rural development, food security and land reform; Fighting crime and corruption; Nation-Building and Good Governance (State of the Province of KZN Address February 2021). Okhahlamba strives to attain these priorities within a local context.

1.1.2 SUSTAINABLE DEVELOPMENT GOALS

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

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

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

1.1.3 THE 14 NATIONAL OUTCOMES

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

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

The seven outputs of outcome 9, are indicated below:

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

BOX 1: 14 NATIONAL OUTCOMES

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

OUTCOME 9:

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

1.1.4 NATIONAL INFRASTRUCTURE PLAN

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

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

of industrial and residential development in nodal points. Other SIPs that could be relevant to Okhahlamba, include the following:

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

1.1.5 STATE OF THE NATION ADDRESS

At the State of the Nation Address President Cyril Ramaphosa had much to ponder about. Covid 19, Covid 19 vaccine, unemployment, unemployment stimulus, Eskom, State owned enterprises (SOEs), land redistribution, corruption, crime and violence were key points highlighted at SONA 2021.

1. COVID 19 GLOBAL PANDEMIC

Covid 19 statistics showed that as of 11th February 2021 1,5 million people in the country have been infected with the virus. More than 45,000 people are known to have died. Mr President showed sympathy by saying “Beyond these statistics lies a human story of tragedy and pain. There is no family, no community and no place of work that has not lost someone they knew, worked with, and loved.”

He also highlighted that South Africa have just emerged from the second wave of infections since Covid-19 arrived on the country’s shores in March last year. Driven by a new variant of the virus, the second wave was more severe and cost many more lives than the first wave. Had not moved quickly to restrict movement and activity, had not prepared our health facilities, had South Africans not observed the basic health protocols, the devastation caused by this virus could have been far worse.

2. COVID 19 VACCINE

South Africa was able to procure the Covid 19 vaccine from India called AstraZeneca. The President was worried that the vaccination programme should not delay. The first phase of vaccination programme targeted at health and other frontline workers.

3. UNEMPLOYEMENT

Over the past year, South Africa has experienced a sharp decline in growth and a significant increase in unemployment. Poverty is on the rise. Inequality is deepening. In the third quarter of 2020, economy was 6% percent smaller than it was in the last quarter of 2019.

There were 1.7 million fewer people employed in the third quarter of 2020 than there were in the first quarter, before the pandemic struck. Unemployment rate now stands at a staggering 30.8%. As a result of the relief measures that we implemented and the phased reopening of the economy, we expect to see a strong recovery in employment by the end of 2021.

4. UNEMPLOYMENT STIMULUS

The largest numbers of jobs will be created by the private sector in a number of industries as the economy recovers. Government continues to work in a social compact with the private sector to create a more conducive environment for them to be able to create jobs. Government's compact with the private sector is underpinned by a clear commitment to grow the economy and to create jobs.

However, the public sector has a responsibility to stimulate job creation both through its policies and through direct job creation opportunities. The Presidential Employment Stimulus is one of the most significant expansions of public and social employment in South Africa's history.

By the end of January 2021, over 430,000 opportunities have already been supported through the stimulus. A further 180,000 opportunities are currently in the recruitment process. These opportunities are in areas like education, arts and culture, global business services, early childhood development, and small-scale and subsistence farming.

5. ESKOM

Restoring Eskom to operational and financial health and accelerating its restructuring process is central to this objective. Eskom has been restructured into three separate entities for generation, transmission and distribution. This will lay the foundations for an efficient, modern and competitive energy system.

Eskom is making substantial progress with its intensive maintenance and operational excellence programmes to improve the reliability of its coal fleet. Government is working closely with Eskom on proposals to improve its financial position, manage its debt and reduce its dependence on the fiscus. This requires a review of the tariff path to ensure that it reflects all reasonable costs and measures to resolve the problem of municipal debt.

In December 2020, government and its social partners signed the historic Eskom Social Compact, which outlines the necessary actions must be taken, collectively and as individual constituencies, to meet the country's energy needs now and into the future. Over the last year, action was taken to urgently and substantially increase generation capacity in addition to what Eskom generates:

The Department of Mineral Resources and Energy will soon be announcing the successful bids for 2,000 megawatts of emergency power. The necessary regulations have been amended and the requirements clarified for municipalities to buy power from independent power producers. Systems are being put in place to support qualifying municipalities.

Government will soon be initiating the procurement of an additional 11,800 megawatts of power from renewable energy, natural gas, battery storage and coal in line with the Integrated Resource Plan 2019. Despite this work, Eskom estimates that, without additional capacity, there will be an electricity supply shortfall of between 4,000 and 6,000 megawatts over the next 5 years, as old coal-fired power stations reach their end of life.

As part of the measures to address this shortfall, government will in the coming weeks issue a request for proposals for 2,600 megawatts from wind and solar energy as part of Bid Window 5. This will be followed by another bid window in August 2021.

Recent analysis suggests that easing the licensing requirements for new embedded generation projects could unlock up to 5,000 megawatts of additional capacity and help to ease the impact of load shedding. The state will therefore amend Schedule 2 of the Electricity Regulation Act within the next three months to increase the licensing threshold for embedded generation.

6. STATE OWNED ENTERPRISES (SOE)

To support state reform process, the Presidential State Owned Enterprises Council has outlined a clear set of reforms that will enable these vital public companies to fulfil their mandate for growth and development. Overarching legislation for state-owned companies will be tabled in Cabinet this financial year and Parliament in the next the financial year.

A centralised SOE model is being implemented this financial year, which will ensure a standardised governance, financial management and operational performance framework for all SOEs. The mandates of all SOEs are being re-evaluated to ensure that they are responsive to the country's needs and the implementation of the National Development Plan.

7. ON LAND REDISTRIBUTION

To date, government has redistributed over 5 million hectares of land, totalling around 5,500 farms, to more than 300,000 beneficiaries. This is in addition to the land restitution process, which has benefited over two million land claimants and resulted in the transfer of around 2.7 million hectares.

The state also pursuing programmes to assist smallholder and emerging farmers with market access, to develop skills across the entire agricultural value chain and increase the number of commercial black farmers. During the course of the next financial year, we will establish a Land and Agrarian Reform Agency to fast-track land reform.

8. ON CORRUPTION

Corruption is one of the greatest impediments to the country's growth and development. The revelations from the Zondo Commission of Inquiry lay bare the extent of state capture and related corruption. Testimony at the Commission has shown how the criminal justice system was compromised and weakened.

It is therefore vital that state sustain the momentum of the rebuilding effort that began three years ago. There has been great progress in turning around law enforcement bodies. Critical leadership positions have been filled with capable, experienced and trustworthy professionals.

When reports started to surface last year about possible fraud and corruption in the procurement of Covid-related goods and services, government acted decisively to put a stop to these practices, to investigate all allegations and to act against those responsible. Government established a fusion centre, which brings together key law enforcement agencies to share information and resources.

As it reported last week, the SIU has finalised investigations into 164 contracts with a total value of R3.5 billion. In a significant advance for transparency and accountability, the Political Party Funding Act will come into operation on the 1st of April this year. This

will regulate public and private funding of political parties. Among other things, it requires the disclosure of donations to parties and establishes two funds that will enable represented political parties to undertake their programmes.

9. ON CRIME AND VIOLENCE

Crime and violence continue to undermine people's sense of safety and security. Tackling crime is central to the success of our recovery. Crimes like cable theft, railway infrastructure vandalism, land invasions, construction site disruptions and attacks on truck drivers hamper economic activity and discourage investment.

Government have taken steps and will continue to stop these crimes and deal with those responsible in terms of the law. Task teams have been set up in a number of provinces to deal with extortion and violence on sites of economic activity. Government also fast-tracking the implementation and capacitation of the Border Management Agency to curb illegal immigration and cross-border crime.

1.1.6 NATIONAL STRATEGY FOR SUSTAINABLE DEVELOPMENT

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

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

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

1.1.7 STATE OF THE PROVINCE ADDRESS

State of the Province Address KwaZulu-Natal Province

KwaZulu-Natal Premier Sihle Zikalala was delivering his 2021 State of the Province address in Pietermaritzburg on the 26th February 2021.

Theme: "Quickening the Tempo to Economic Recovery and Job Creation"

1. TOURISM DEVELOPMENT

The global tourism industry is arguably the worst hit by the Covid-19 pandemic. A report recently released by South African Tourism shows that the number of tourism jobs lost in 2020 are estimated at 40 000 countrywide.

This year, we are focused on implementing our Tourism Recovery Plan which we put together with our industry partners when the pandemic hit us last year. Government has set aside R20 million towards the KZN Tourism Relief Fund, aimed at providing relief to majority black owned tourism businesses. The fund is modelled along the 2020 National Tourism Relief Fund and will be capped at R50 000 per business.

A strong focus has been placed on rural tourism, as well as on women and youth owned businesses. The projects include the development of a tourism precinct at Howick Falls in uMgungundlovu District Municipality; improvements at KwaXolo Caves Adventures in Ugu District Municipality; and the construction of uMtubatuba Tourism Information and SMME Centre in uMkhanyakude District Municipality.

We continue bidding for future events through the Durban KZN Convention Bureau and we have secured several events for 2021.

2. RADICAL ECONOMIC TRANSFORMATION: OPERATION VULA PROGRAMME

As the province, we adopted the Operation Vula as an overarching programme to drive Radical Economic Transformation. This includes focused sector development, training and incubation and linking SMMEs and Cooperatives with sustainable markets. Through this programme, the province is engaged on the following:

Black Industrialists: At least 35 KZN Black Industrialists have been approved for more than R700m of grant funding from DTI creating 4000 job opportunities.

In the 2021/22 financial year, we will finalise the KZN Localization Framework Plan as well as the Rural and Township Revitalization Strategy in order to ensure successful implementation of Radical Economic Transformation in the province.

Radical Agrarian Socio-Economic Transformation

The Radical Agrarian Socio-Economic Transformation (RASET) is a dedicated intervention which supports small scale farmers, especially subsistence farmers, through provision of implements, training and access to markets. This programme has yielded the following:

- In the current financial year, 228 famers benefited from the RASET programme and they were able to sell their produce to the value of R7.3 million. A number of private markets have been secured through the RASET programme because of its model where produce are aggregated and delivered on time. These markets include Fairfood who supplies Unilever, Tsogo Sun Hotels, FedEx, Boxer stores, Choppies, Spar, Massmart, PCK, Mecfair, Fieldcrest, the RSA group etc.

- 285 jobs have been facilitated through the RASET programme as follows: Ugu (37); uMgungundlovu (41); iLembe (55); eThekweni (16) King Cetshwayo (20); uMkhanyakude (77); and Harry Gwala (39).
- In eThekweni, we are starting an egg Hub at cottonland farm and a market requiring 80 000 eggs a day has been secured.
- A Poultry Hub in Cato Ridge has been secured and rehabilitated. The hub is operated by retrenched Rainbow Chicken employees. We have provided feed, chicks, and vaccination.

The RASET programme has managed to enhance economic productivity in rural areas. In 2021/22, we will:

- Extend RASET programme and training to UThukela, uMgungundlovu, Ugu and uMzinyathi.
- Install agro-processing equipment in prioritised DDAs for cleaning, sorting, grading packaging and weighing to enhance value addition.
- Construct banana ripening and storage facility in uMkhanyakude.
- Pilot enhanced food and energy production project in uMgungundlovu and Umdoni municipality

Operation Vula Fund

KwaZulu-Natal is addressing the historical exclusion of black people in general and Africans in particular in the mainstream economy by unapologetically implementing the Operation Vula Fund. As indicated, this is an SMME grant funding scheme initiated through the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs. The funding supports enterprises that demonstrates sustainable and profitable initiatives which create jobs.

A total of 961 applications with a value of R304, 913 million have been approved to date and ninety-one of them have already received business instruments to the value of R11,741 million. These SMMEs are located throughout the province in various sectors of the economy.

The department will be accelerating the sourcing of business instruments for all the successful applicants under the Operation Vula Fund in the months of March to June 2021. Once disbursements have been finalised, a second window under the same fund shall be opened inviting prospective applicants.

3. ENVIRONMENT SUSTAINABILITY

In line with government's plan for a just transition to a low carbon economy, Green House Gas (GHG) data for priority sectors in KZN was collected.

Over 86 000 hectares of land were rehabilitated through the Landrace and IASP Programmes by EDTEA and Ezemvelo KZN Wildlife.

In 2021/22, EDTEA will finalise the Green House Gas (GHG) inventory for KZN, which will further improve the province's performance on Climate Change mitigation and adaptation as well as the just transition towards a low carbon economy.

In line with the Provincial Spatial Economic Development Strategy (PSEDS), government is finalising the review of key district comparative advantages to promote corridor development in the province. Such developments will be done in a manner that protects the environment.

4. AGRICULTURE, RURAL DEVELOPMENT AND FOOD SECURITY

Our provincial government will continue to support agriculture and small-scale black farmers to optimise the full potential of this sector.

We welcome the announcement by the President in the SONA that the Sugar Master Plan was signed during the lockdown and that there is a commitment from large users of sugar to procure at least 80% of their sugar needs from local growers.

Agriculture and Agro-processing Master Plan

DARD is at an advanced stage in the development of an Agriculture and Agro-processing Master Plan which is undergoing the alignment with the National Master Plan. The plan advocates for the establishment of prioritized commodity production schemes which among others includes the Livestock Value Chain, Horticulture Value Chain and the Grain Value Chain.

Establishment of Mega-Nurseries and Agronomic Seed Production

We are pleased to report that in the last financial year, the Executive Council directed the Department of Agriculture and Rural Development to develop a plan that will enable the province to develop its seed production capability. In the 2021/22 financial year, the Department will fully operationalize the Makhathini Nursery, and two new Mega Nurseries will be built at Cedara and Dundee, respectively. These Nurseries will produce quality varieties of seedlings for distribution to RASET farmers and for household consumption.

The Department has started producing its own agronomic seeds to be harvested and ready for the next planting season. Using our own seeds, the department will contribute seeds to its multi-planting season programme to cover 8580 hectares of maize and 2100 hectares of beans.

5. RE-IGNITING ECONOMIC GROWTH THROUGH INFRASTRUCTURE DEVELOPMENT

As part of Economic Reconstruction and recovery plan, the province will fast-track infrastructure development.

In line with this, our government will be spending well over R23 billion in the next three years, mainly in engineering design, construction of new roads and maintenance of existing road network.

More than R9 billion will be spent on maintaining the existing network to improve the condition of our provincial road network over the next three years.

Over the next three years, through infrastructure projects, we plan to create more than 233 000 work opportunities. This will benefit mainly young people and women headed households.

In the next three years, we plan to upgrade 352 kilometres of new roads from gravel to tar, build 26 vehicle bridges to connect communities and 26 pedestrian bridges. These pedestrian bridges will add to the Bailey Bridges which are being built as a separate programme.

We have also directed Transport and COGTA to improve the early detection of potholes and develop proactive intervention plans. We also demand the same plans from municipalities, especially eThekweni and uMsunduzi. The complaints by our people every day on social media and on radio in this regard cannot be left unattended.

Priority also needs to be given to township roads as some are in appalling condition and have been deteriorated to gravel roads. The Department of Transport working with the Department of Cooperative Governance and Traditional Affairs, municipalities and Treasury must find a workable approach to address this challenge and advise on the measures to be undertaken.

6. EXPANDED PUBLIC WORKS PROGRAMME

The Expanded Public Works Programme (EPWP) remains one of the largest public employment programmes in the world. Public Works is responsible for the overall provincial coordination of EPWP. During the pandemic, over 6000 new entrants were mobilised to provide critical services like screening and monitoring at schools. While EPWP provides access to job opportunities, far greater investment is necessary in ensuring that these beneficiaries are able to receive credible training in critical skills to make them ready for the job market.

7. CREATING MASSIVE WORK OPPORTUNITIES

The impact of Covid-19 and pre-existing economic situation has impacted negatively especially to low skilled workers. To mitigate this plight, we will streamline all mass employment opportunities, repurpose it to ensure effectiveness - these will include Zibambele

and VRRM. The purpose will be to ensure that more allocation goes to intended beneficiaries and less is spent on management and facilitation.

All relevant departments, during the presentations of their Budget Votes will detail programmes, locations and numbers of jobs that will be created. The Premier's War Room on Jobs creation will provide an update report on quarterly basis to the Legislature.

While in the interim our interventions aim at poverty alleviation, serving as an interim solution in addressing unemployment and improving the financial position of EPWP beneficiaries. It is thus important to devise measures to build more long-terms and secure employment through appropriate reskilling. The Honourable MEC for Human Settlements and Public Works will also provide greater details in her budget speech in respect of the exit strategies that the Department will be implementing for the EPWP beneficiaries.

8. DISTRICT DEVELOPMENT MODEL

In the Province as a whole, we are forging ahead with the implementation of the District Development Model which was launched in KZN in October 2019. On the ground and centred around municipal districts, the new model is already enhancing intergovernmental relations to achieve integrated planning, budgeting and implementation among the three spheres of government. It is also helping to intensify the Operation Sukuma Sakhe approach which ensures that citizens are heard, and their needs are addressed. We as the Provincial Government are a key player in making the new model work.

9. MUNICIPAL INTERVENTIONS

There are currently 11 municipalities under intervention in terms of Section 139(1)(b) of the Constitution. The interventions at Mpofana, Msunduzi, Richmond, uThukela District, Inkosi Langalibalele, uMzinyathi District, Abaqulusi and Mtubatuba are due for termination on 31 March 2021 pending a review. The most recent interventions - at eMadlangeni, Nquthu and uMkhanyakude District - will be in place until situation stabilises.

For the needs of municipalities displaying consistent instability, we have established the Service Delivery War Room as a measure to strengthen our Section 154 oversight role over municipalities but also as a proactive strategy to provide high-level platforms for stakeholders to engage around contestations that result in instability at local government level. We have similarly deployed financial experts to targeted municipalities to ensure sound financial management and improved audit outcomes.

We are deeply concerned with slow progress in uMsunduzi Local Municipality. While there has been progress on political and administrative management, the progress has been slow and not felt in the pressing issues such as provision of electricity and other services. The Premier will lead a team composed of MEC for COGTA, MEC for Finance, and MEC Champion to work with the municipality to address long persistent decay. This will include allocating a strong technical team to support, improve and fasten implementation. We will restore the City of Choice to its former glory.

10. COVID 19

Investing in the health and wellbeing of the people of KZN

A Determined Fight against Covid-19

We once again wish to express our solidarity with all South Africans who have felt the brunt and devastation of Covid-19. We extend, once more, our gratitude to our frontline healthcare workers who continue to risk their lives to save our own.

As of 23 February 2021, KZN had a total of 327 760 positive cases identified. Recoveries are 309 113. Deaths are sadly 9549. In this second wave, the province has seen a decline in numbers from a high of 6000 to a seven-day average of 375. We still wish to encourage our citizens to reduce the pressure on the health sector by following the basics of washing hands regularly, sanitising, wearing of masks, social distancing and being extra cautious when socialising in numbers. Without discipline and respecting all health protocols, we will not win this war.

We call on leaders in all avenues of life to lead by example and help our nation fight deadly myths and disinformation campaigns about Covid-19, 5 G technology, and vaccines. We should all play our part to help our country and province achieve population immunity through both non-pharmaceutical ways and the use of vaccines.

To meet the urgent need for COVID-19 beds, the Province commissioned three field hospitals - Clairwood in eThekweni, General Justice Gizenga Mpanza at Ilembe and Ngwelezane at King Cetshwayo. Those provided us with 226, 113 and 113 beds respectively. Public Works also undertook extensive additions at existing hospitals such as R22m at Clairwood, R84m at Wentworth hospital, R270m at King Dinuzulu, R44m at Mosvold, R68m at GJ Crookes, R55m at St. Francis, R49m at Siloah and R85m at Catherine Booth Hospital. Throughout the Covid19 pandemic, we neither swamped nor were we unable to cope. That is a formidable track record which indicates the robust nature of our health system and our commitment to invest in it.

Vaccine Rollout Plan

Our vaccine rollout programme is progressing well. At least 33 399 people have already registered for the first phase of the vaccine rollout in the province. Most of our health workers have reported a renewed sense of positivity and feeling protected.

KZN received 10 800 vaccines in the first phase and we have vaccinated a total of 7337 health workers at our two sites in Albert Luthuli and Prince Mshiyeni Hospital.

1.1.8 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

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

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

TABLE 2: 6 KZN GOALS

PGDS Strategic Goals	Application
Human Resource Development	Engage the department of education in facilitating ABET. Through IDP roadshows, engagement of the local communities, ward communities, with the intension of fast tracking the implementation of the FET college, the process has started by COGTA.
Human and Community Development	The municipality has a capacitation of the SMMEs and COOPs. he municipality has engaged with human settlement and has prioritised housing projects, also working with the department of agriculture on the one home one garden projects where they work together with the ward committees and ward councillors.
Strategic Infrastructure	The municipality's SDBIP will ensure that the municipality improves on OPEX, CAPEX and stick only to what has been budgeted for. The municipality has started building multipurpose centres in all wards to bring essential services nearer to where people live
Responses to Climate Change	Through the municipalities SDF and the LED strategy, the municipality has secured funding under LED research wherein greening projects will be engaged into and Okhahlamba is one of the areas which are rich in agriculture. KZN Wildlife is also involved. Even though disaster is a district function but the municipality has secured funding for the development of a small disaster centre.
Governance and Policy	At a district level there is an IGR structure formed wherein the MM's meet to discuss matters relating to the municipalities. Fraud & corruption strategy is in place. Transparency is being promoted through the public participation strategy/policy that is in place, and the community is engaged in processes undertaken by the municipality and the municipality plays the accountability role to the local community.
Spatial Equity	The SDF identifies the primary, secondary and tertiary nodes and corridors in order to redress spatial inefficiencies. The municipality's SDF and LUMS are in place to guide the allocation and utilisation of

PGDS Strategic Goals	Application
	human and environmental resources towards sustainable growth and development, and they are being reviewed annually.

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

1.1.9 KZN PROVINCIAL GROWTH AND DEVELOPMENT PLAN

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

1.1.10 UTHUKELA DISTRICT GROWTH AND DEVELOPMENT PLAN

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

TABLE 3: DISTRICT STRATEGIC OBJECTIVES

PGDP Goal	District Strategic Objective
Job Creation	Promote Agriculture & rural development
	Promote Strategic Sectoral Development, Trade, Investment Promotion and Marketing
	Increase job creation in key sectors
	Create a developed and expanded business sector comprising of the full spectrum of large, medium, small, micro and informal businesses
	Spearhead Knowledge Development in the District
Human Resource Development	Strengthen Human Resource Capacity
	Creating an enabling environment for Economic Development

PGDP Goal	District Strategic Objective
	Strengthen Youth Skills Development
Human and Community Development	Increase access and provision of basic services
	Enhancing Health of Communities and Citizens
	Enhance sustainable Household Food Security
	Sustainable Human Settlements
	Safety and Security
	Social Capital
	Strategic Infrastructure
Development of Road and Rail Networks	
Development of ICT infrastructure	
Improve Water Resource Management & Supply	
Improve Energy Production and Supply	
Environmental sustainability	Increase in productive use of land
	Advance alternative energy generation & reduce reliance on Fossil fuels
Governance and Policy	Strengthen Policy, Strategy Co-ordination & IGR
	Building Government Capacity
	Eradicate fraud and corruption
	Promote participative, facilitative and accountable governance
Spatial equity	Actively promote spatial concentration and co-ordination of development interventions
	Effective spatial planning and land use management systems

1.1.11 OPERATION CLEAN AUDIT

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

1.1.12 LOCAL GOVERNMENT BACK TO BASICS

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

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

			<ul style="list-style-type: none"> • Ward committees must be functional and Councillors must meet and report back to their constituencies at least quarterly. • Utilise the Community Development Workers, Ward Committees and Ward Councillors to communicate projects earmarked for implementation. • PR councillors need to represent the interests of the municipality as a whole and ensure that effective oversight and leadership functions are performed. • Municipalities must communicate their plans to deal with backlogs. • Municipalities to monitor and act on complaints, petitions and other feedback.
Municipal Transformation and Institutional Development	To transform and develop institutional capacity to create an efficient organisation	To improve institutional and organisational capacity	<p>4. Building Capable Institutions and Administrations</p> <ul style="list-style-type: none"> • All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications. • All staff to sign performance agreements. • Implement and manage performance management systems. • Municipal management to conduct regular engagements with labour.
Financial Viability and Financial Management	To effectively manage municipal financial resources in sustainable and accountable manner	To improve budget implementation in the municipality	<p>5. Sound financial management</p> <ul style="list-style-type: none"> • All municipalities must have a functional financial management system which includes rigorous internal controls.

			<ul style="list-style-type: none"> • Cut wasteful expenditure. • Supply Chain Management structures and controls must be in place according to regulations and with appropriate oversight. • All budgets to be cash backed. • Ensure that Post Audit Action Plans are addressed. • Act decisively against fraud and corruption. • Conduct campaigns on 'culture of payment for services' led by councillors. • Conduct campaigns against 'illegal connections, cable theft, manhole covers' etc.
Local Economic Development and Social Development	To respond to social development issues and create a climate conducive for local development.	Promote economic growth and development	

2 SITUATIONAL ANALYSIS

DEMOGRAPHIC CHARACTERISTICS

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

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

2.1.1 POPULATION SIZE AND GROWTH

Okhahlamba experienced a positive growth on its population as the population size increased from 132 068 in 2011 to 135 132 in 2016 recording a 1.2% positive growth (see table 4). This increase in population can be attributed to various factors, some of which include reduced mortality rate, better medical facilities. This increase in population has significant implications particularly in development related issues.

TABLE 4: DISTRICT POPULATION GROWTH TRENDS

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

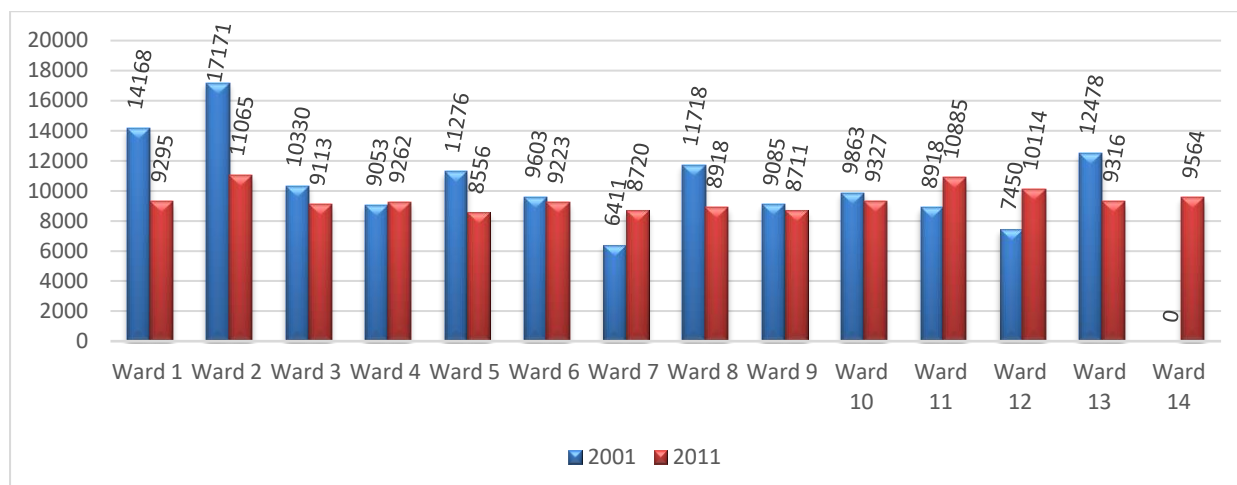
Source: Stats SA, Community survey 2016

2.1.2 POPULATION DISTRIBUTION

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

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

FIGURE 1: POPULATION DISTRIBUTION PER WARD



Source: Stats SA, Census 2011

2.1.3 HOUSEHOLD SIZE

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

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

TABLE 5: HOUSEHOLD SIZE

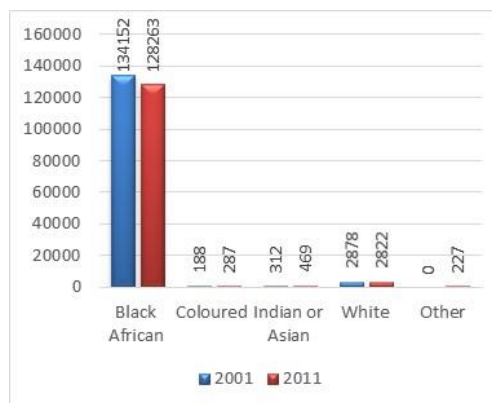
Population characteristics	2001	2011	2016
Number of households	26 756	22 365	29 510
Average household size	4.9	5.1	4.6
Female headed households	51.2	53.8	47,4

Source: Stats SA, Community survey 2016

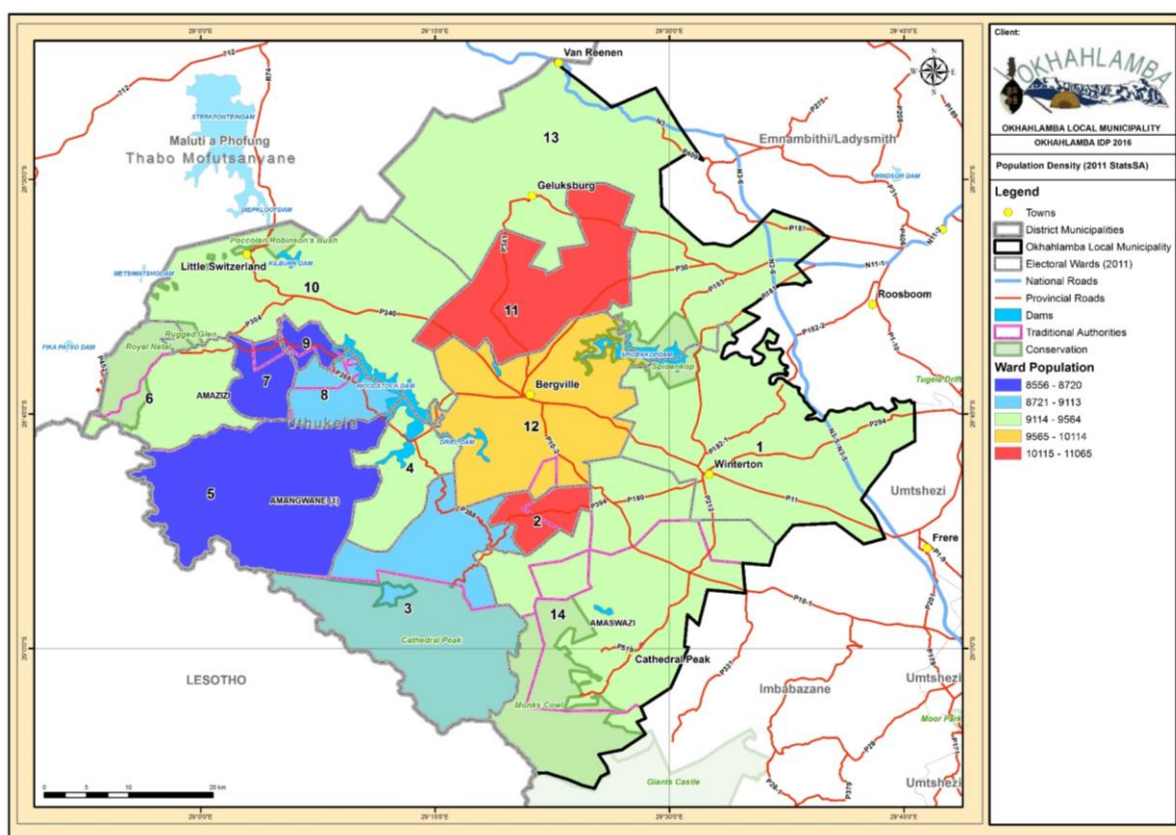
2.1.4 POPULATION GROUPS

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

FIGURE 2: POPULATION GROUPS



MAP 2: POPULATION DENSITY



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

2.1.5 AGE DISTRIBUTION

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

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

FIGURE 3: AGE DISTRIBUTION

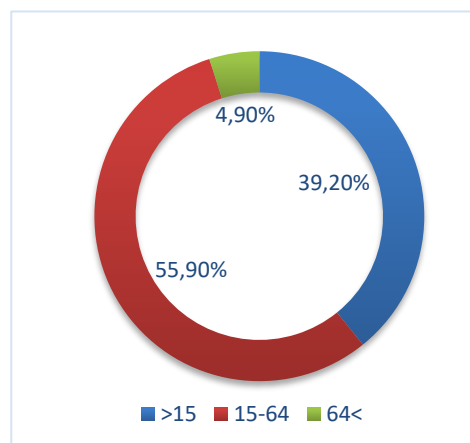
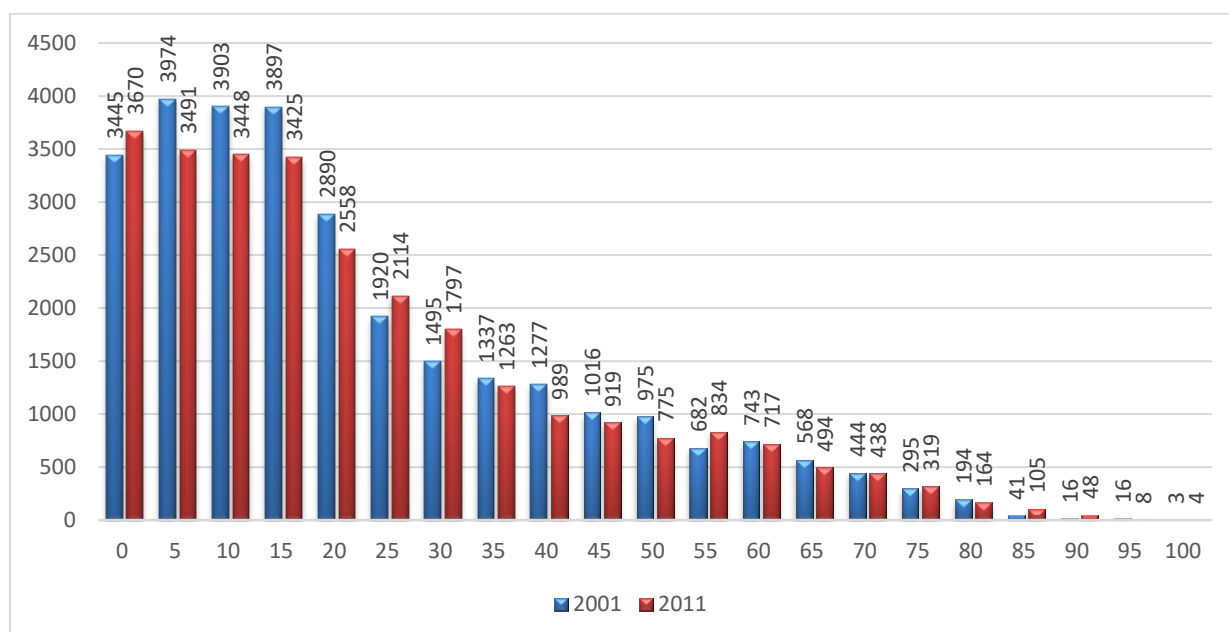


FIGURE 4: AGE STRUCTURE OF OKHAHLAMBA LOCAL MUNICIPALITY

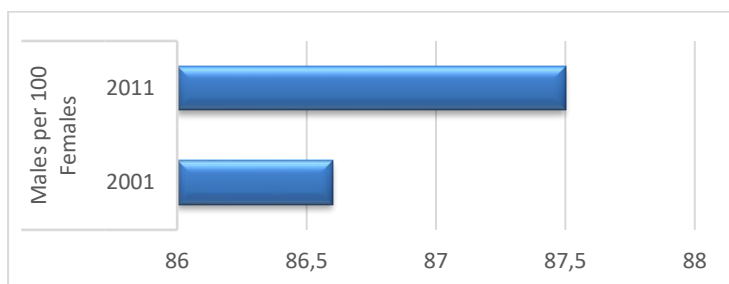


Source: Stats SA, Census 2011

2.1.6 GENDER PROFILE

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

FIGURE 5: SEX RATIO- OKHAHLAMBA MUNICIPALITY



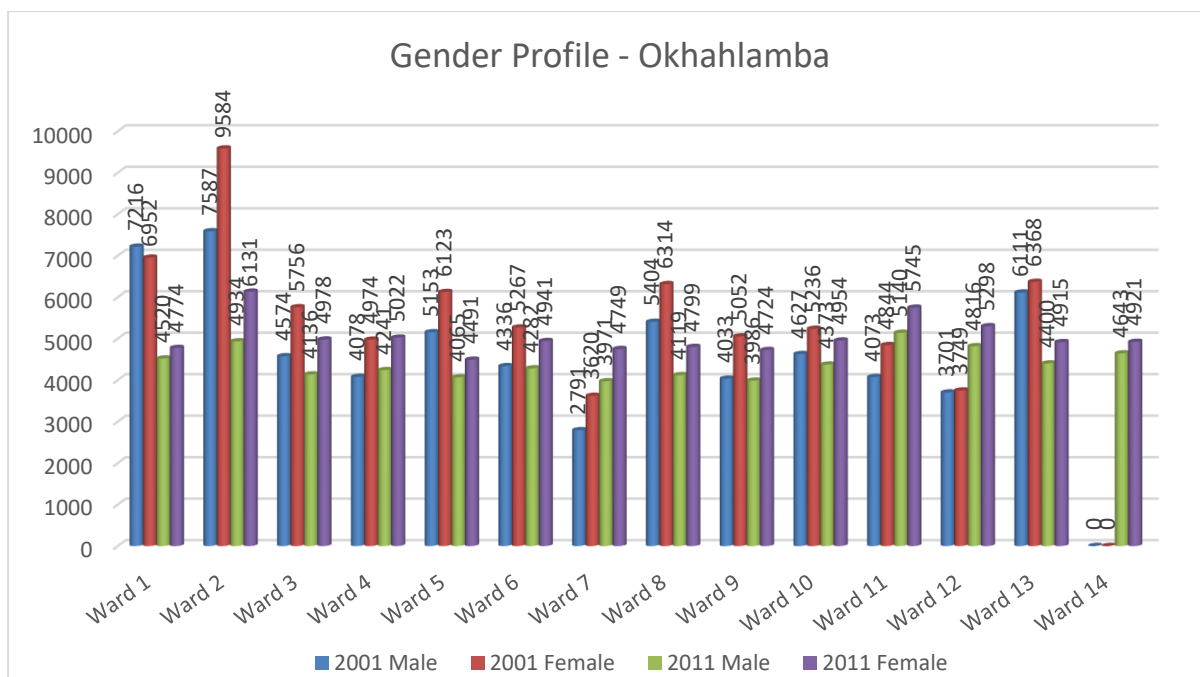
Source: Stats SA 2001 and 2011

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

Source: Stats SA, Community Survey 2016

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

FIGURE 6: GENDER PROFILE PER WARD



Source: Stats SA 2001 and 2011

2.1.7 KEY FINDINGS

Following is a summarized key findings of the demographic analysis:

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

SPATIAL ANALYSIS

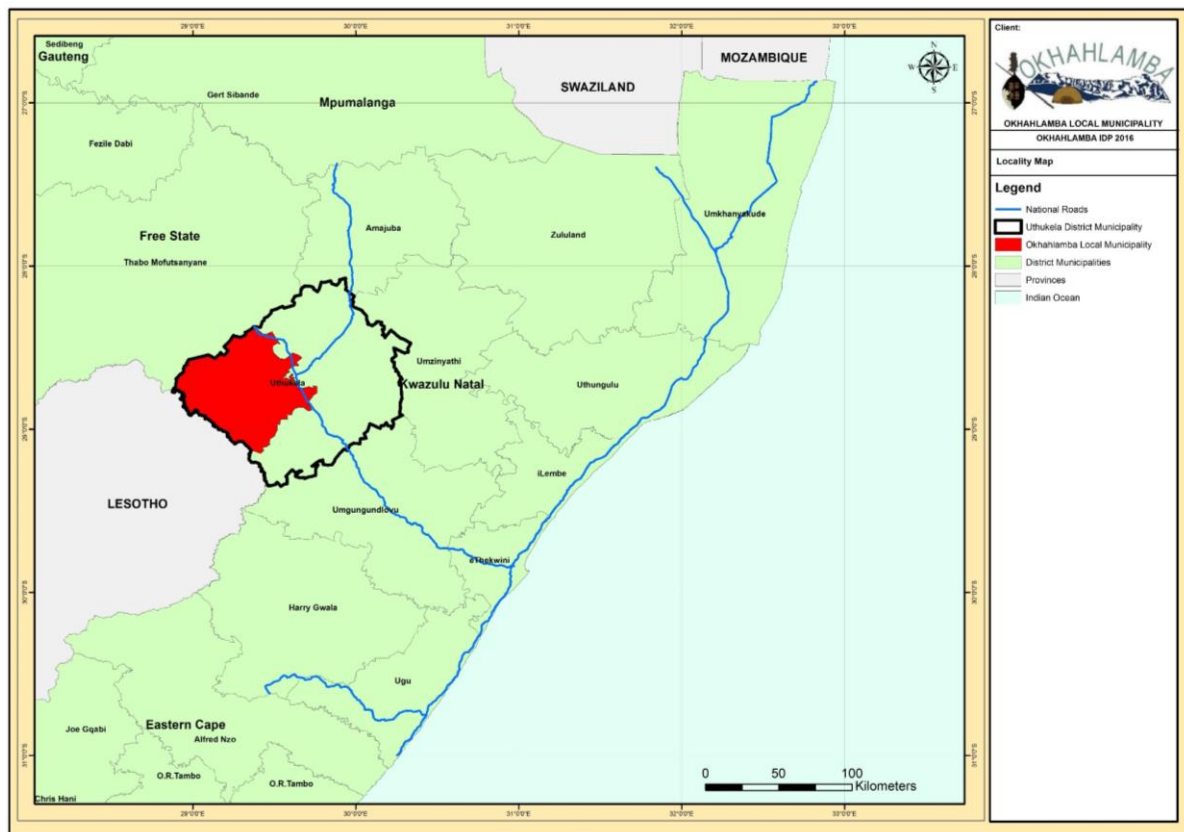
2.1.8 REGIONAL CONTEXT

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

TABLE 6: DISTRICT MUNICIPALITIES

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

MAP 3: LOCALITY OF OKHAHLAMBA WITHIN KZN

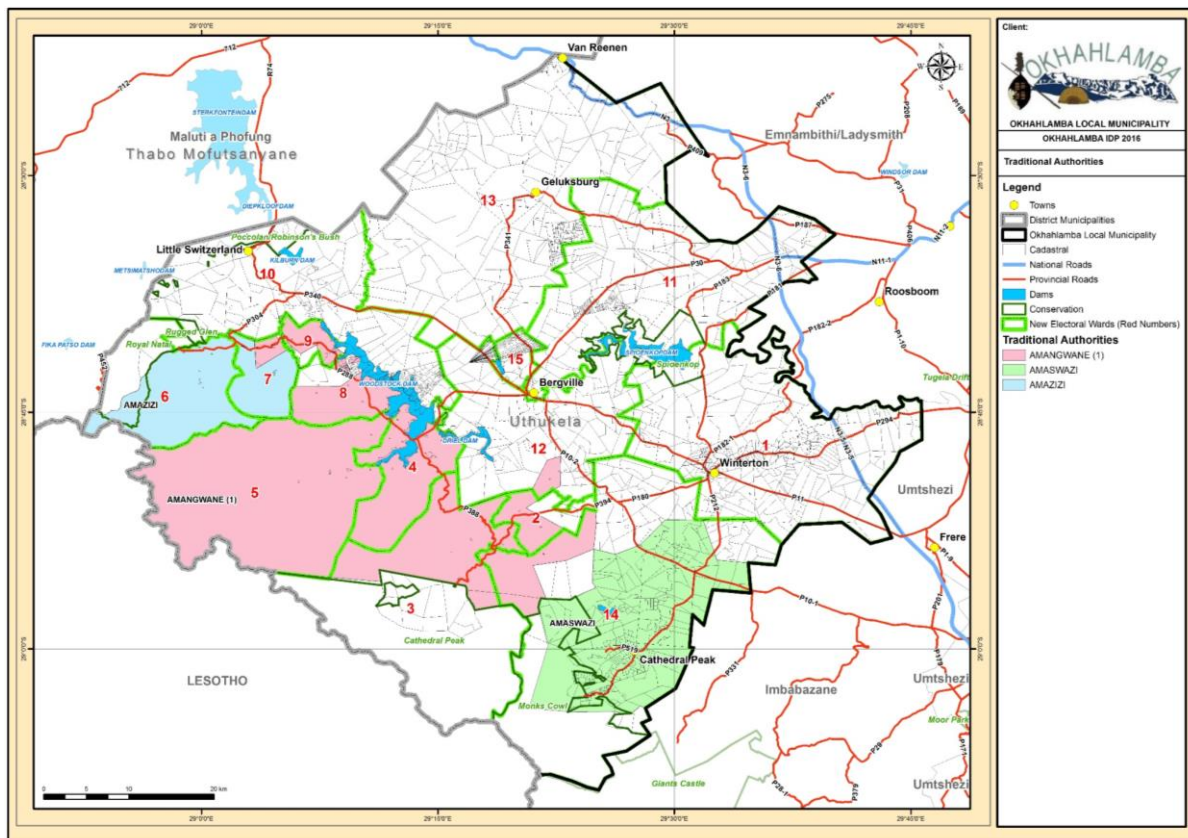


Okhahlamba covers an area of 3 541 km² and covers the largest geographic area in the Uthukela province. It is bounded by Maluti a Phofung (Free State province) to the northwest, Alfred Duma to the northeast, Inkosi Langalibalele to the south. The municipal area is made up of privately owned commercial farmland, smallholder settlements, the urban areas of Bergville, Winterton, Cathkin Park, Geluksburg, and three tribal authority areas.

2.1.9 ADMINISTRATIVE ENTITIES

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

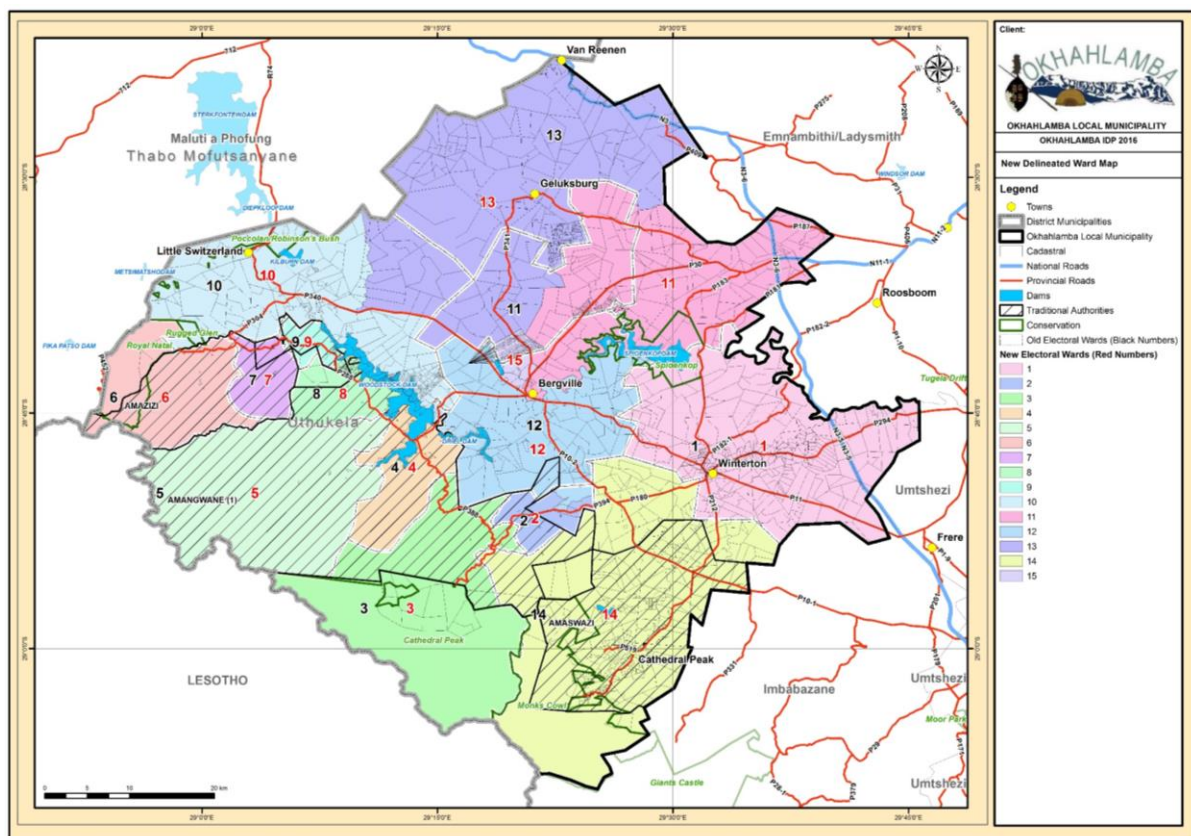
MAP 4: NEW DELIMITATED WARD MAP



Source: Municipal Demarcation Board

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

MAP 5: MAP SHOWING TRADITIONAL AUTHORITIES IN OKHAHLAMBA



2.1.10 STRUCTURING ELEMENTS

The main structuring elements within the municipality should be acknowledged as follows:

- R74 traverses the municipality in a south-east-north-westerly direction, dissecting the municipality in two. It provides important linkages to the Drakensberg area in the west and access to the N3 in the east.
- Topography: The Drakensberg Mountains have the greatest influence on settlement patterns, followed by the Tugela River, and the transport routes of Van Reenen's Pass and Oliviershoek Pass. Slopes are a useful topographical factor that limits the availability of land for agriculture, in particular for cropping. Croplands require relatively flat land for cultivation especially where complex irrigation systems are utilised. Areas around Bergville and Winterton are highly suitable for cropping. Slopes are more suitable for grazing and forestry, but must be limited in the Drakensberg in order to preserve the sensitive landscape.
- Rivers and wetlands: The Tugela River rises in the Drakensberg Mountains near Bergville where peaks rise to over 3 000 m. The river and its tributaries, meander through central KwaZulu-Natal, draining from the Drakensberg escarpment towards the Indian Ocean.
- Dams: the Woodstock Dam is located on the upper reaches of the Tugela River, 10 kilometres west of the town of Bergville in the foothills of the Drakensberg Mountains, while the Kilburn Dam is located 500 metres lower than the Sterkfontein Dam, on the Mnjaneni River, near Bergville.

2.1.11 EXISTING NODES AND CORRIDORS

2.1.11.1 DEVELOPMENT CORRIDORS

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

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

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

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

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

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

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

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

2.1.11.2 CLUSTERING PUBLIC FACILITIES AND ECONOMIC ACTIVITIES IN DEVELOPMENT NODES

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

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

2.1.11.3 URBAN EDGES

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

2.1.12 BROAD LAND USES

2.1.12.1 COMMERCIAL AGRICULTURE

Land occupied by commercial agricultural practices, covers approximately 56448.34ha or 14.2% of the geographic area of Okhahlamba. It extends as a central band from the eastern boundary to the northwest. Subsistence agriculture occurs along the foothills of the Drakensberg in the Traditional Council areas.

Commercial forestry is found to the south of the municipality around Cathkin Park and Emmaus and covers 6320.84ha or 1.6% of the geographic area. Other commercial agriculture is represented by orchards (86ha). The potential commercial agriculture category refers to grassland, covering 230160.36ha or 58% of the municipal area. This is the land use presenting significant potential for development.

2.1.12.2 SETTLEMENTS

Settlements are located primarily within the central band, with a concentration in the south-west along the foothills of the Drakensberg. Settlements are predominantly along transport routes and in the Traditional Council areas. It has been noted that there has been an accumulation of settlements around Emmaus area and around Woodford Dam.

Settlements cover approximately 29064.60ha or 7.3% of the geographic area and include low density, dense and rural settlements. Rural settlements seem to be the predominant settlement type, representing 4.85% of the settlement category.

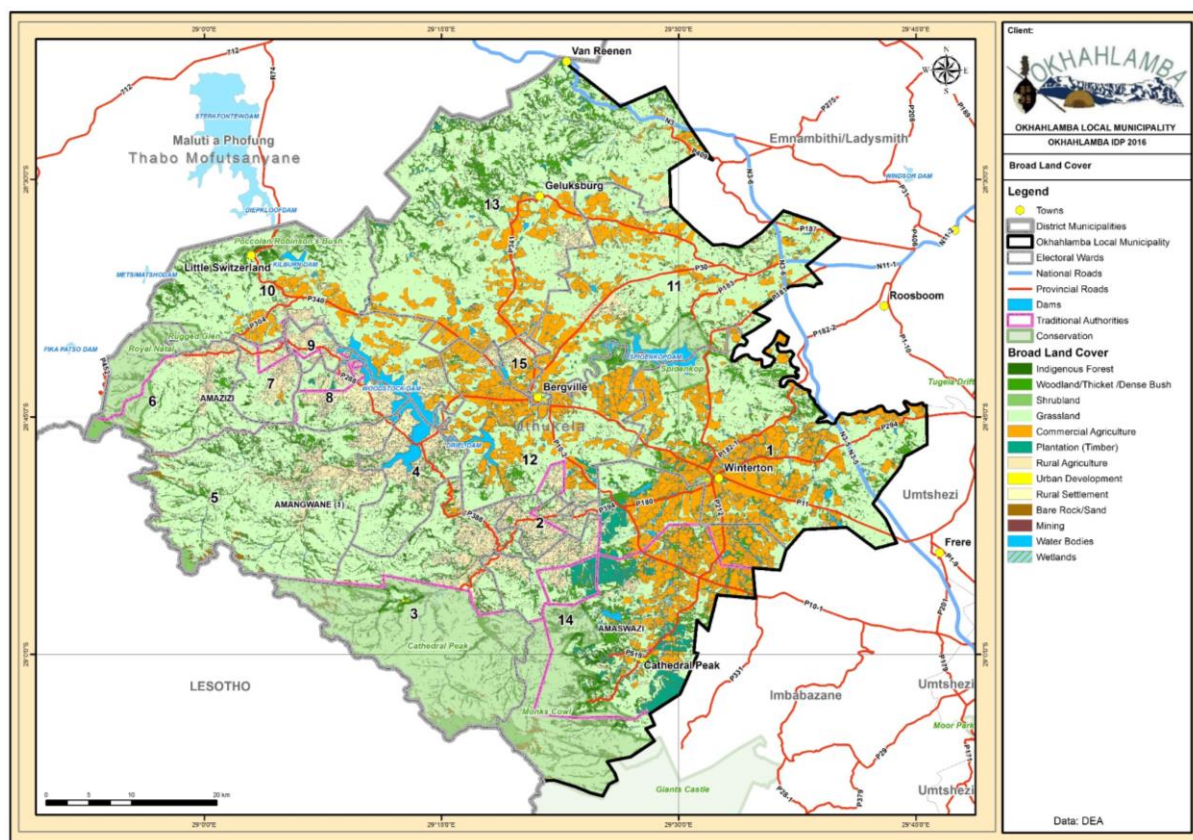
Urban settlements include the areas of Bergville, Winterton, Cathkin Park and Khethani. These settlements are formalised urban areas, being the main economic and administrative centres in Okhahlamba. Land uses within the main urban centres include residential, commercial, industrial and a range of other complementary land uses. These areas provide higher levels of social and infrastructural services.

2.1.12.3 ENVIRONMENTAL AREAS

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

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

MAP 6: BROAD LAND USE



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

TABLE 7: CONSERVATION AREAS

Protected Area	Category	Area (ha)
Poccolan Nature Reserve	Provincial Nature Reserve	1 093
Robinson's Bush Nature Reserve	Provincial Nature Reserve	165
Cathedral Peak (UDPWHS)	State Forest1	25 185
Rugged Glen (UDPWHS)	Provincial Nature Reserve	416
Royal Natal (UDPWHS)	Provincial Nature Reserve	6 935
Monks Cowl (UDPWHS)	State Forest	17 803
Spioenkop Nature Reserve	Provincial Nature Reserve	5 439

Source: Uthukela Biodiversity Sector Plan

2.1.13 LAND OWNERSHIP

The Okhahlamba Local Municipality is made up of privately owned commercial farmland and smallholder settlements; the urban areas of Bergville, Winterton, Cathkin Park and Geluksburg and the traditional authorities of Amazizi, Amangwane and Amaswazi. The majority of land ownership in

Okhahlamba Local Municipality comprises of Freehold, Ingonyama Trust and Privately owned land. The biggest challenge is that 90% of the land that is suitable for development has been held under the restitution act, thus impeding development since land development cannot continue whereas the land in question is being claimed.

2.1.14 LAND REFORM

The land reform in Okhahlamba includes the land restitution, land redistribution and land tenure reform programmes.

- The land tenure upgrading program makes provision for on-farm and off-farm settlement. However, on-farm settlement results in the proliferation of small isolated settlements, which do not create sufficient thresholds for the provision of basic services and community facilities.
- A substantial amount of land restitution claims were lodged with the Regional Land Claims Commission (RLCC).

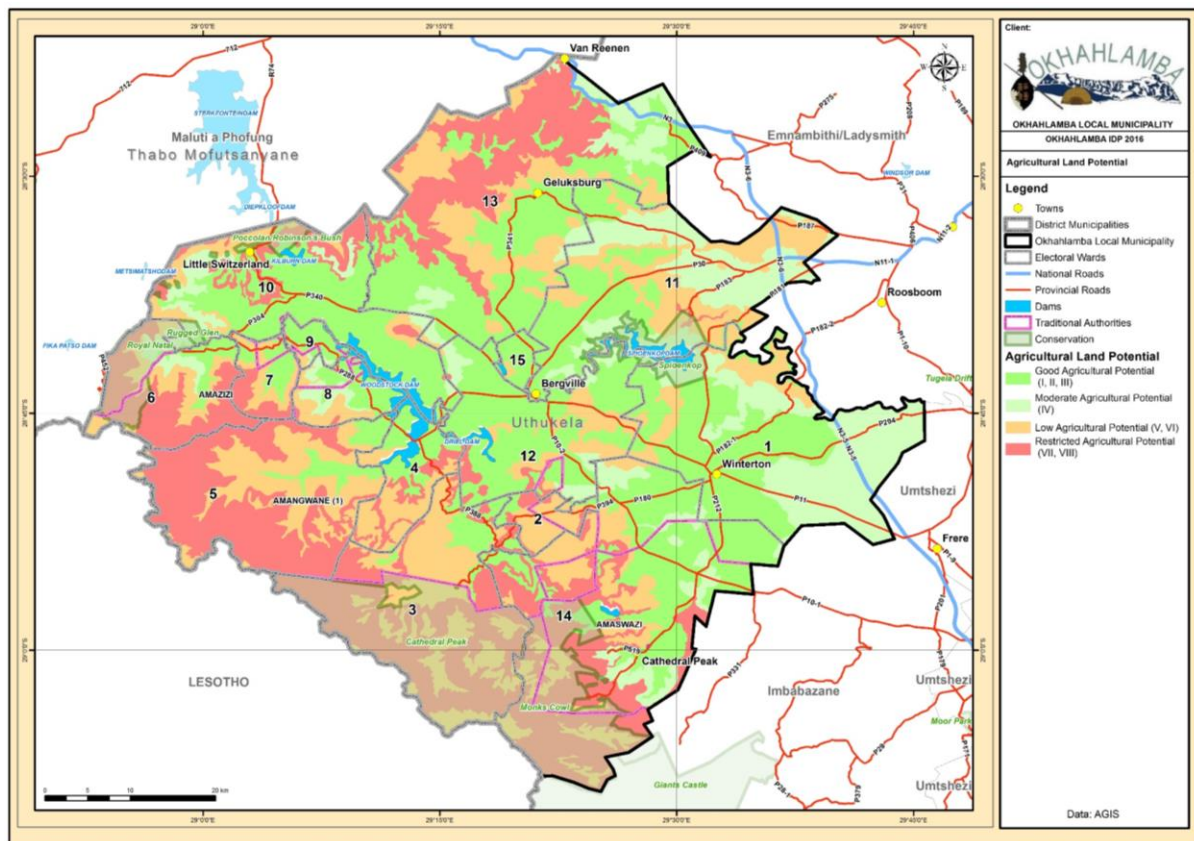
Information sourced from the Redistribution office indicates that there are 20 cases of transferred redistribution in Okhahlamba:

- 5% are through the Proactive Land Acquisition Strategy (PLAS) grant. PLAS focuses primarily on the poor, and is based on the State pro-actively purchasing land with high agricultural potential. The department then selects beneficiaries who can lease the land with the option to purchase it.
- 35% through the Land Distribution for Agricultural Development (LRAD) grant. This programme is a joint venture with the Department of Agriculture, through which qualifying beneficiaries may acquire land for agricultural purposes.
- 45% through the Settlement Land Acquisition Grant (SLAG). The Settlement Land Acquisition Grant (SLAG) was a cash grant for which poor and landless black South Africans could form a group to apply to buy and develop farmland. The applications took the form of group settlement with some production, cooperative production and /or commonage schemes, or farm settlements of farm workers and farm worker equity.
- 5% through SPLAG. The Settlement and Production Land Acquisition Grant (SPLAG) is a grant to provide for both the settlement and agricultural production land needs of people living and/or working on rural land. SPLAG caters for both settlement and agricultural production.
- 5% through the Commonage Grant. The commonage product aims to improve people's access to municipal land for agricultural purposes.
- 5% is unknown.

2.1.15 LAND CAPABILITY

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

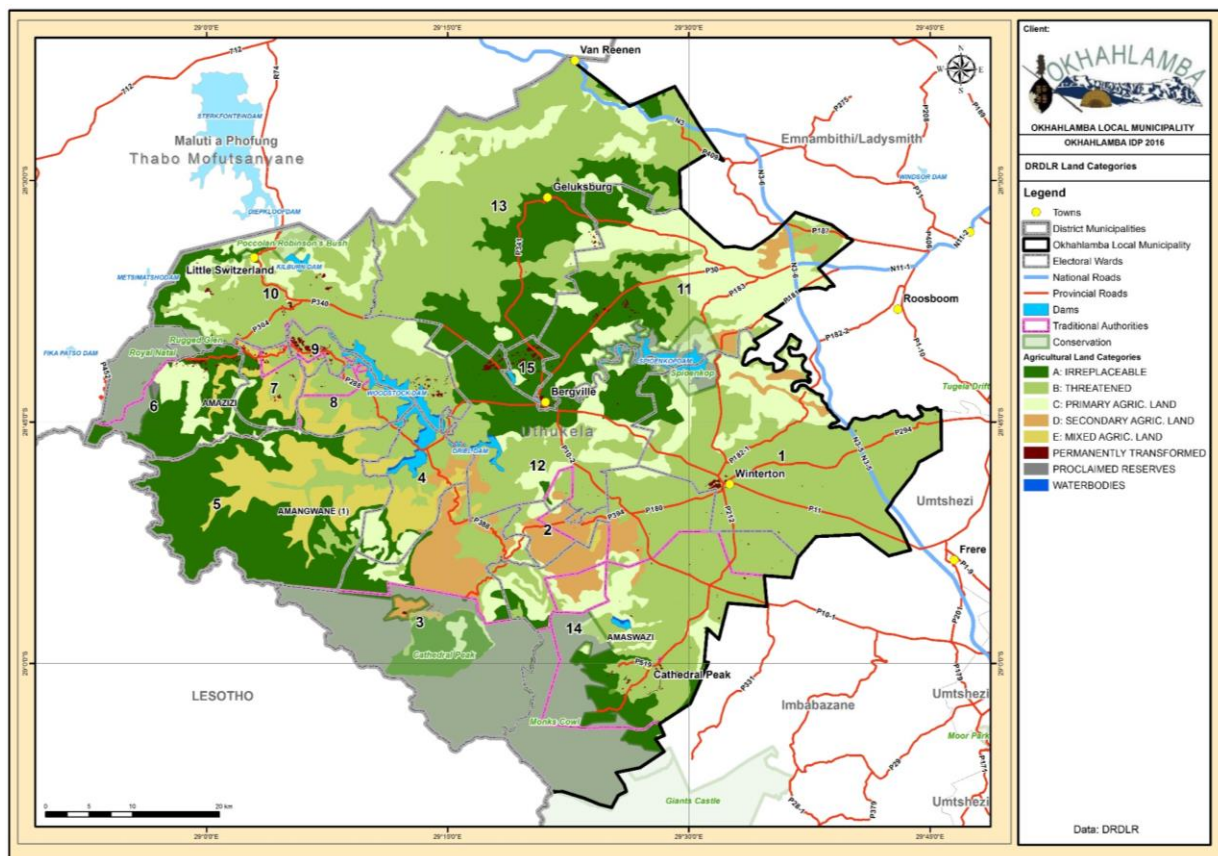
MAP 7: LAND CAPABILITY (AGRICULTURAL POTENTIAL) MAP



Commercial forestry (plantations) is found to the south of the municipality around Cathkin Park and Emmaus areas. Subsistence farming is prevalent within the municipality, with the main agricultural activity being traditional ranching of cattle. However, over-grazing and stock theft negatively impact on this type of activity. Smallholder agriculture also consists of maize, dry bean and vegetable production on a small scale and there is potential to produce a surplus for the market.

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

MAP 8: AGRICULTURAL LAND CATEGORIES



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

ENVIRONMENTAL ANALYSIS

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

2.1.16 BIODIVERSITY AND PROTECTED AREAS

The municipality has a significant Protected Area Network and reasonably intact vegetation, which offers a high diversity of habitats, which support a large proportion of important faunal and floral species. The majority of Red Data plant species occur predominantly in the higher altitudinal areas of the Drakensberg, which are to the greatest extent protected (with exception of the Mnweni Valley).

The Drakensberg Alpine Region is considered a centre of plant diversity and endemism. A total of 2153 species of plants have been recorded for the uKhahlamba Drakensberg Park World Heritage Site of which 29.5% are endemic and 109 are listed as threatened species. A large proportion of these species are found within the Okhahlamba area (uThukela Biodiversity Sector Plan).

2.1.16.1 DRAKENSBERG MOUNTAINS

The Drakensberg Mountain Range stretches from the Southern Cape to Mpumalanga Province. In KwaZulu-Natal it comprises two primary components, the High or Main Berg, and the Low Berg running through to Northern KwaZulu-Natal. The High Drakensberg area falls into five valleys, beginning with the Injusuthi valley in the south, Champagne Valley in the Central Berg, through the Cathedral Peak and Didima Valley, then the Royal Natal National Park and Amphitheatre Valley, and finally the Middledale Pass Valley in the Northern Berg. Three fall within the Okhahlamba area.

- **Royal Natal National Park and Amphitheatre Valley:** The 8 000 hectare Royal Natal National Park is situated in the northern Drakensberg and managed by Ezemvelo KZN Wildlife. The most famous feature is the Amphitheatre which is over 5 kilometres in length and has cliffs rising approximately 1 220 metres along its entire length. The summit is over 3 050 metres above sea level. Mont-Aux-Sources peak is important as the source of both the Orange and Tugela rivers. The Tugela Falls is the world's second highest waterfall falling 948 metres from the Amphitheatre's cliff tops. The Royal Natal National Park forms part of the uKhahlamba Drakensberg Park World Heritage Site.
- **Cathedral Peak and Didima Valley:** Cathedral Peak is a 3 004 m high free-standing mountain in the Drakensberg. The local Amangwane people also know the mountain as Mponjwana (Little Horn). Cathedral Peak is part of the Cathedral Ridge, which is at right angles to the main range. Other peaks in the spur are the Twins, also known as the Triplets, (2 899 m), the Bell (2 930 m), the Outer (3 006 m) and Inner (3 005 m) Horns, the Chessmen (2 987 m) and Mitre Peak (3 023 m). D.W Basset-Smith and R.G. Kingdon first climbed Cathedral Peak in 1917, via the gully. The Didima Valley has many examples of San Rock Art and many climbing and hiking routes. The Didima Resort and San Art Centre is an Ezemvelo KZN Wildlife Project situated approximately 45 km from Bergville. A 4x4 trail leads from the Amphitheatre in the Northern Drakensberg to Cathedral Peak via the Mnweni Valley. The Mnweni Cultural Centre, which provides accommodation, trails and guides, is also located in this area. Mike's Pass provides a route for vehicles to drive to the top of the Little Berg near the head of Didima Gorge. The Rainbow Gorge offers a relatively flat hiking trail along the Ndumeni River.
- **The Cathkin and Champagne Valley:** Champagne Castle (3 248 m) is a mountain in the central Drakensberg range, and is the second highest peak in South Africa. It contains a series of subsidiary peaks, amongst them, Cathkin Peak (3 149 m), Sterkhorn, Mount Memory, Monk's Cowl (3 234m) and Dragon's Back. These are some of the highest peaks of the Drakensberg Mountains. Cathkin was named after an area around Glasgow, Scotland by the first Scottish settlers in the Drakensberg. The Champagne Peak received its name because of the first climber to reach its peak taking a bottle of Champagne to celebrate his achievement and accidentally dropping it. Champagne Valley is noted for its many different sporting activities, especially golf, for which there are numerous challenging golf courses.

2.1.16.2 UKHAHLAMBA DRAKENSBERG PARK

The uKhahlamba Drakensberg Park is the largest protected area (World Heritage Site) on the Great Escarpment of the southern Africa. It is located in an inland mountain along the eastern border of

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

2.1.16.3 MALOTI-DRAKENSBERG TRANSFRONTIER PROJECT

The Maloti-Drakensberg Transfrontier Project (MDTP) is a joint initiative between the Kingdom of Lesotho and the Republic of South Africa that seeks to establish institutional linkages in order to enhance the conservation and sustainable development for the natural and cultural resources of the Maloti-Drakensberg mountain bioregion. The project area extends from Clarens in the Free State through to Matatiele in the Eastern Cape and encompasses numerous formally protected areas, including the Ukhahlamba Drakensberg Park that is a World Heritage Site. In addition to this, there are extensive tracts of community and privately owned land that give the initiative the distinctive characteristics of a biosphere reserve.

2.1.16.3.1 BIODIVERSITY

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

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

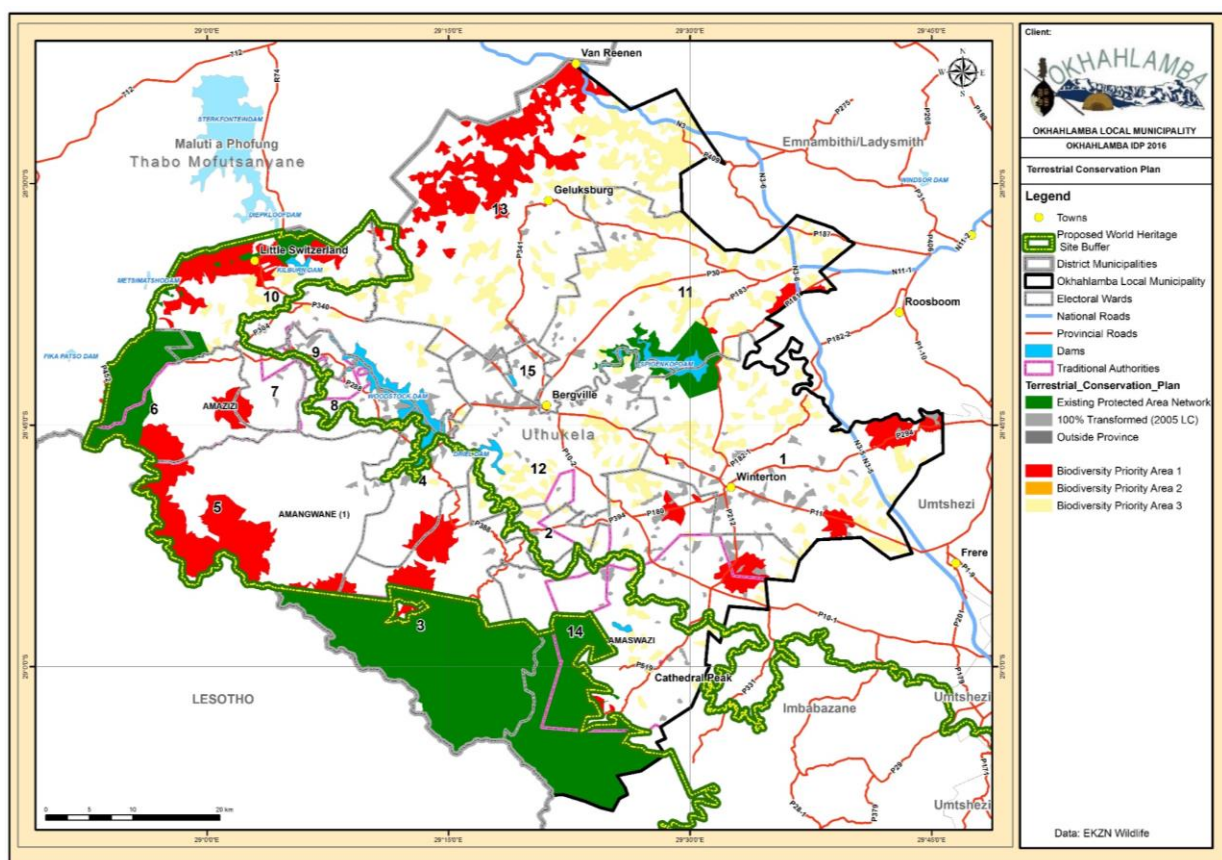
- Biodiversity conservation;
- Wise and sustainable use of natural resources;
- Provision of affordable eco-tourism destinations (Biodiversity Sector Plan for Uthukela District: Technical Report).

The Biodiversity Sector Plans look at both “terrestrial and aquatic features in the landscape that are critical for conserving biodiversity and maintaining ecosystem functioning” (Biodiversity Sector Plan for Uthukela District: Technical Report p 11). It is intended to serve as an informant or guideline for

multi-sectoral planning and decision-making. The majority of the protected areas relate to the Drakensberg, however, there is a reserve located around the Spioenkop Dam.

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

MAP 9: EXISTING PROTECTED AREAS



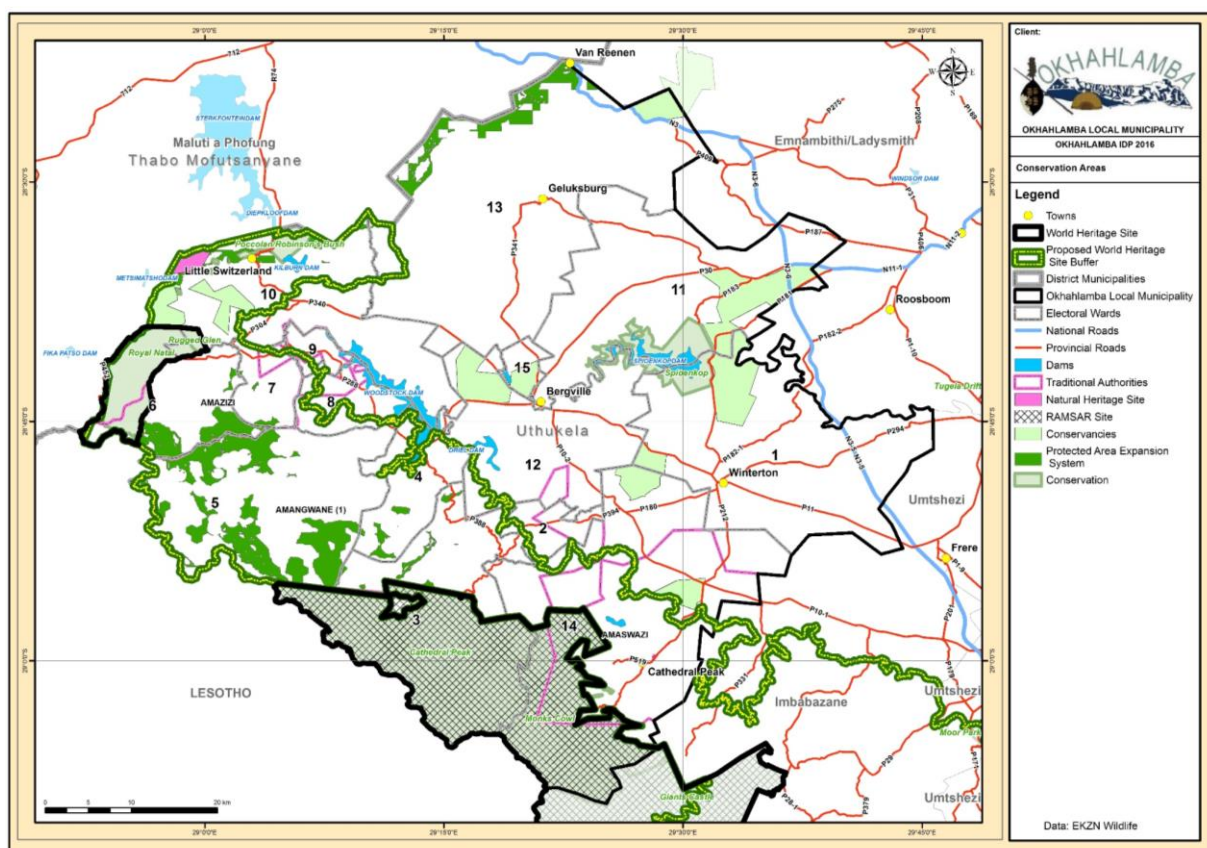
LANDSCAPE ECOLOGICAL CORRIDORS

According to the UTM Environmental Management Framework, the Ezemvelo KZN Wildlife (2010) corridor plan identifies corridors as areas of natural to near-natural conditions of vegetation that should ideally be conserved in their natural state in order to maintain linkages within a fragmented landscape. There are a number of corridors that were identified namely:

- The Maloti Drakensberg Transfrontier Conservation and Development Area: This area contains the highest peaks in the sub-region and is of great biodiversity significance.

- The Ezemvelo KZN Wildlife Community Conservation Area: This corridor consists of private game reserves, commercial game ranches, community conservation areas such as iSigweje, Kamelkop, Ngelangela and uMsuluzi.
- Areas under the Biodiversity Stewardship Programme: These areas are those that are outside the existing state-managed protected areas. In Okhahlamba, there is a process unfolding where the Royal Natal Park and Cathedral Peak in the UDP will be linked through the proclamation of the CCA in the upper portions of the Amazizi and Amangwane Traditional Council areas. This forms part of the Biodiversity Stewardship Programme. The proclamation of this CCA will include a 45 000 ha area as part of the UDP World Heritage Site. The earmarked area is located in the Maloti-Drakensberg Mountain System that is known as the 'Mnweni-Busingatha Gap', which is a particularly vulnerable section of the Drakensberg mountain system since it has no formal conservation status.
- RAMSAR Site: This site is characterised by high altitude mountain wetlands. These include high altitude tarns, ponds, springs, permanent rivers, marshes and streams. The site protects a high level of endemic and globally threatened species and the northern portion of this site falls within Okhahlamba Municipality.
- Drakensberg Alpine Centre: This area consists of species that are restricted to this area alone. It is rich with flora and high levels of endemism and includes the majority of UTDM that lies above 1800m.

MAP 10: CONSERVATION AREAS



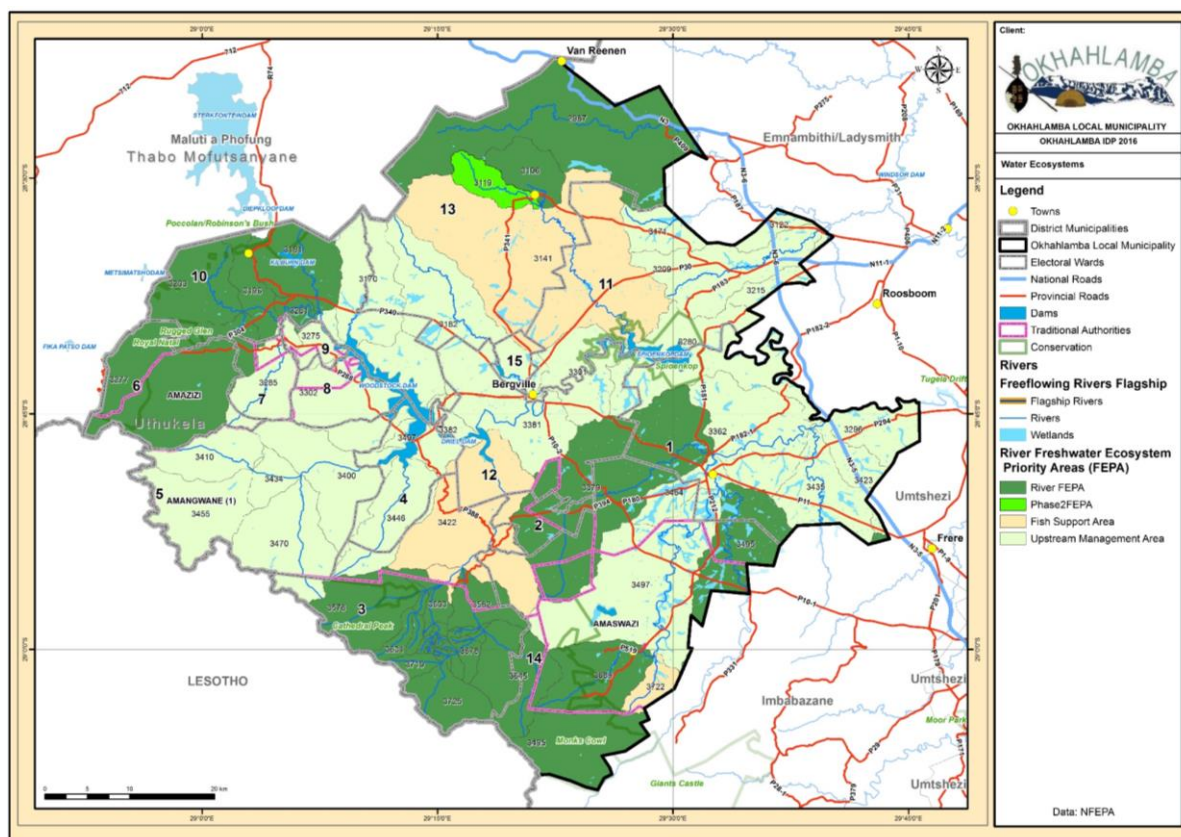
AQUATIC ECOSYSTEMS

The need to protect critical water resources and ecosystem goods and services that support the livelihoods of people are of critical importance. The National Freshwater Ecosystem Priority Areas

(NFEPA) identifies spatial priorities for conserving freshwater ecosystems and supporting the sustainable use of water resources.

Map 11 indicates that there are five FEPAs in Okhahlamba and have certain implications for development. Certain land use objectives and guidelines aimed at safeguarding the water resources in Okhahlamba thus becomes very important.

MAP 11: WATER ECOSYSTEMS



2.1.16.4 KEY HYDROLOGICAL FEATURES

The escarpment of the Drakensberg lies between 2 800 and 3 000 meters and determines the watershed between the interior catchments of Lesotho that feed into the Orange River and the shorter and steeper catchments of rivers feeding into KwaZulu-Natal such as the Tugela, Mooi and Mkomazi Rivers that flow towards the east coast. The key river arising in the Okhahlamba area is the Tugela River.

There are a number of wetland systems distributed throughout the municipality. Wetlands are of major importance for nature conservation, because of the variety of natural communities associated with them. The Afro-alpine and Montane Belts of the Drakensberg are of particular significance for the maintenance of regular stream-flow patterns, and acceptable water quality levels. Protection of the majority of these wetlands is afforded by the uKhahlamba Drakensberg Park World Heritage Site (UDPWHS). (Biodiversity Sector Plan for UThukela District: Technical Report)

Water resources are scarce in the Johannesburg area and this has a direct impact on water resources in the Drakensberg area. To address the scarce resources and supply water to Gauteng, two inter-

basin water transfer schemes were developed to operate in the Drakensberg region. The Tugela-Vaal Transfer Scheme and the Lesotho Highlands Water Project rely on these upper catchments and the area is South Africa's most important source of water.

2.1.16.5 DRAKENSBURG PUMPED STORAGE SCHEME

Construction on the Drakensberg Pumped Storage Scheme started in 1974 and was completed by 1981. Four dams are involved in the scheme, the Driekloof Dam (a branch of the Sterkfontein Dam), the Kilburn Dam, the Woodstock Dam and the Driel Barrage. Electricity generation equipment is located between Driekloof Dam and Kilburn Dam. The Driekloof Dam and Sterkfontein Dam (located just outside Okhahlamba in the Free State) also forms part of the Tugela-Vaal Water Project so some of the water pumped to Driekloof Dam may flow to the Vaal Dam and not to the Kilburn Dam. The Woodstock Dam and Driel Barrage are used to supply this additional water to Kilburn Dam when required. The scheme provides for up to 27,6 GWh of electricity storage in the form of 27 000 000 m³ of water. The water is pumped to Driekloof during times of low national power consumption (generally over weekends) and released back into Kilburn through four 250 MW turbine generators in times of high electricity demand.

2.1.16.6 TUGELA-VAAL TRANSFER SCHEME

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

2.1.16.7 WOODSTOCK DAM

Woodstock Dam is located on the upper reaches of the Tugela River, 10 kilometres west of the town of Bergville in the foothills of the Drakensberg Mountains. Woodstock Dam is the main source of water for the Tugela-Vaal Transfer Scheme. The dam was commissioned in 1983, has a storage capacity of 373 300 000 m³, and a surface area of 29,129 km². The dam wall is 49 metres high. The road from Bergville to the site is tarred all the way, offering visitors easy access. (UThukela District Municipality Business Plan for Woodstock Dam) The dam has untapped tourism potential due to its easy accessibility, scenic beauty and proximity to the Drakensberg.

2.1.16.8 KILBURN DAM

The Kilburn Dam is located 500 metres lower than the Sterkfontein Dam, on the Mnjaneni River, near Bergville. The dam was commissioned in 1981 and has a capacity of 35,577 m³ and a surface area of 1,947 km². The dam wall is 51 metres high.

2.1.16.9 *SPIOENKOP DAM*

The Spioenkop Dam was commissioned in 1973, has a capacity of 272 265 m³, and a surface area of 15,314 km². The dam wall is 53 metres high. The dam was built to regulate flow downstream of the Driel Barrage. The dam also supplies water to Ladysmith and supports water requirements for downstream farmers mainly between the dam and Winterton. Occasionally releases are made from Spioenkop Dam to dilute poor quality effluent release by SAPPI (at Mandini) into the lower Tugela River. (Thukela Water Management Area).

2.1.16.10 *LESOTHO HIGHLANDS WATER PROJECT*

The Lesotho Highlands Water Project is one of the largest and most intricate construction projects currently underway in the world. The aim is to transfer 70 m³/s from the upper portions of the Lesotho Highlands into the Vaal River basin. Although the project does not directly affect Okhahlamba, the source of the water arises in the Drakensberg Mountains. It is imperative that measures be taken to preserve the environment and ensure the quality and quantity of the water remains high in order to feed both the Lesotho Highlands Water Project and the Tugela-Vaal Transfer Scheme.

2.1.16.11 *TUGELA RIVER*

The Tugela is the largest river system in KwaZulu-Natal. The funnel shaped catchment area of the Tugela River lies predominantly in the KwaZulu-Natal. The Tugela River rises in the Drakensberg Mountains near Bergville where peaks rise to over 3 000 m. The river and its tributaries, meander through central KwaZulu-Natal, draining from the Drakensberg escarpment towards the Indian Ocean.

The upper reaches of the Tugela River, upstream of the confluence with the Bushmans River, includes the towns of Bergville, Ladysmith, Colenso and Weenen. The Klip River is the main tributary in this area. This area is the source of water for the Tugela-Vaal Transfer Scheme, which, *inter alia*, transfers water to the Vaal River System.

2.1.17 ENVIRONMENTAL MANAGEMENT

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

Inadvisable human use of these environments contributes directly to their erosion and physical degradation and it is therefore desirable for these areas to fall under conservation management. The Okhahlamba Local Municipality, as currently defined has very little land falling into a formally conserved status, but the high Drakensberg areas have potential as conserved areas which would bring them in line with the rest of the Drakensberg areas falling into the Okhahlamba-Drakensberg Park. Efforts have been made by the Bergville and Winterton communities with support from KZN

Wildlife to promote species and habitat conservation through the eradication of unauthorised poaching and hunting.

In addition, the development of the Special Case Area Plan (SCAP), which outlines a land use management scheme in which preferred land uses and activities are identified for each zone, is invaluable and has made some important recommendations concerning those portions of the OLM situated in the Drakensberg area. The establishment of the Drakensberg-Maloti Transfrontier Conservation and Development Area has also done much to achieve greater value for both South Africa and Lesotho with respect to the Heritage status granted to the Drakensberg Mountains. Although there are currently vast areas of land degradation, especially in the communal tenure areas, donga reclamation projects are being successfully implemented to rehabilitate some of these areas.

2.1.17.1 UTHUKELA DISTRICT ENVIRONMENTAL MANAGEMENT FRAMEWORK (EMF)

UThukela District Municipality has an Environmental Management Framework (EMF). This plan covers the entire district of UThukela as a result Okhahlamba will rely on districts Environmental Management Framework (EMF).

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

2.1.17.2 ENVIRONMENTAL GOVERNANCE

Okhahlamba has uKhahlamba Drakensberg Park, which is characterized by natural resources, biodiversity, and sensitive vegetation. All these contribute to UKhahlamba local economic development and tourism. The only way to achieve this is to conserve natural environment in the UKhahlamba Heritage Site for both economic development & Tourism attraction.

In November 2000, the uKhahlamba Drakensberg Park which is part of Okhahlamba Local Municipality attained the status of a World Heritage Site known as the “uKhahlamba Drakensberg Park World Heritage Site (UDP WHS)”, this status was inscribed in the World Heritage list by UNESCO (United Nations Educational, Scientific and Cultural Organisation). This special international status was granted because of the unique set of Outstanding Universal Values that the World Heritage Site displays, at an international scale, in terms of its biological, geological and cultural diversity.

In attaining this international status, certain responsibilities were bestowed on the Country to conserve, maintain, manage and protect the uKhahlamba Drakensberg Park World Heritage Site. Ezemvelo KZN Wildlife was declared as the authority for the UDP WHS. One of Ezemvelo KZN Wildlife’s responsibilities was the establishment of a Buffer Zone area to the UDP WHS and the review of such

a buffer area to the UDP WHS. The buffer area is located around the UDP WHS and serves as a 'buffer', added layer of protection.

Ezemvelo KZN Wildlife, although the responsible authority, recognizes the value of Inter-Government Relations and in this regard have established a Buffer Technical Committee. The committee comprise of a partnership between the Department of Co-operative Governance and Traditional Affairs, AMAFA and municipalities (District and Local) located adjacent to the uKhahlamba Drakensberg Park World Heritage Site to develop a Buffer zone, which has inter-government support.

In this regard, Okhahlamba plays a critical role in this Technical Buffer Committee, especially since municipalities are responsible for developing and implementing Integrated Development Plans / Spatial Development Frameworks as well as Land Use Schemes. These legal requirements need to take cognisance of the UDP WHS, the buffer zone and its associated subzones in order to maintain the integrity of the uKhahlamba Drakensberg Park World Heritage Site. The Buffer Technical Committee also provides guidance and decision making support concerning development and subdivision applications within the Buffer Area adjacent to the UDP WHS.

Okhahlamba has embarked itself on a process to comply with environmental legislations to ensure that natural resources are managed in a sustainable & equitable manner. NEMA provides effect to a number of key elements of good environmental governance namely: access to information, public participation & co-operative governance. Since Okhahlamba does not have environmental management capacity in-house, it has established a strong relation with National Department of Environmental Affairs (DEA) & Provincial Departmental of Agriculture, Environmental Affairs & Rural Development (DAERD). There are National DEA officials deployed in municipalities with an intention to bring environmental management support to municipalities within UThukela District. The provincial Department of Agriculture and Rural Development (DARD) has a municipal support section that solely deals with environmental planning in municipalities at UThukela District.

One of the mechanisms that Okhahlamba is embarked on in ensuring that natural resources are not destroyed; Okhahlamba provides support to all environmental awareness initiatives in both local and District namely: Water Conservation initiatives, Arbour Day, World Environment Day, Wetlands Day and Greenest Town Competition.

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

2.1.17.3 PROJECTS AND SUSTAINABLE DEVELOPMENT

Okhahlamba is committed to all principles of sustainable development to ensure that all projects take into account the environmental legislation requirements to avoid environmental degradation e.g. loss of Biodiversity, loss of natural resources through poor application of environmental legislations. Each municipality has its own specific environmental concerns that would need to be addressed directly as a result all Integrated Development Planning Phases should talk to sustainable development. (Preparation, Analysis, Strategies, Projects, Integration, Approval, & Monitoring & Evaluation).

Okhahlamba has many projects, which are to be implemented; to ensure that there is sustainable development at Okhahlamba there is application environmental legislations which governs all development projects, which are planned for or implemented. NEMA principles, which entail EIA principles are adhered to in order to achieve sustainable development. All projects that will require Environmental Impact Assessment process are identified at a planning phase.

2.1.17.4 AREAS OF ENVIRONMENTAL SIGNIFICANCE

The existing landscape quality is one of the primary tourism attractions, and its maintenance should be taken into. The intrinsic bio-diversity value of eco-systems and natural habitats on agricultural farmlands provide the basis for eco-tourism diversification and sustainable farming practices, thus activities need to be carefully planned in order to integrate with the environmental attributes and minimize any negative impacts.

The objectives for designating such areas are to draw attention to their sensitive nature, and the need for appropriate special and sustainable management measures. Most of such areas are currently subjected to some form of agricultural use.

2.1.17.5 SCENIC BEAUTY AND VIEW

View corridors have been identified along Primary Corridor in Okhahlamba high quality scenic vistas for visitors to the Municipality. These view corridors play an important role in provision of the overall tourism experience in the Municipality, including an important sense of anticipation, and for appreciation of the sense of place. Preferred and Non Preferred land uses proposed for these areas are also provided in the table below:

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

2.1.18 CLIMATE AND CLIMATE CHANGE

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

TABLE 8: CLIMATE DEFINITIONS

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

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

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

2.1.18.1 IMPACT OF CLIMATE CHANGE

Climate change is a worldwide phenomenon, affecting the environment, habitats and eco-systems. It is likely to manifest in a number of different ways according to local conditions. As a direct consequence, extreme weather events have been increasing in scale, frequency and intensity. Climate change in this context refers to changes in the modern climate, including the rise in average temperatures known as global warming, and extreme weather events such as floods and droughts that are likely to become more frequent and intense. The impact of climate change will challenge the adaptive capacity and resilience of settlements, cities and regions especially with respect to infrastructure systems. Climate change in effect, affects settlement patterns and migration. The

impact of climate change in rural areas and on agricultural production can lead to increased urbanisation of rural communities in search of employment in larger towns and cities. Other anticipated effects of climate change include:

- an increase in conditions that promote wildfires (hotter, drier and windier conditions);
- reduced rainfall resulting to reduction in water supply;
- decreased soil moisture resulting from less rain and higher temperatures;
- temperature impacts on agricultural activities; and
- a possible increase in the presence of disease vectors (such as malaria) in areas that were previously relatively disease-vector-free.

According to the Guideline on Integration of Agro-hydrological Issues into Municipal Spatial Planning within KwaZulu-Natal (Ground Truth, 2009), rainfall is expected to increase throughout the province. In addition, temperatures will also increase which will result in higher atmospheric demands for water. The increase in precipitation will increase the risk of periodic and extreme flood events. This will have positive effects on water resources in terms of quantity of water in rivers, increased groundwater and filling of dams. There are however, negative impacts in terms of flooding, increased erosion and the effect on water quality.

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

- ✓ Healthy riparian buffers must be designated around water courses to cope with increased water and flooding.
- ✓ Fields must be properly planned and contoured with appropriate erosion control.

[Guideline on integration Agro-hydrological issues into Municipal Spatial Planning within KZN (Ground Truth 2009)]

2.1.19 STRATEGIC ENVIRONMENTAL ASSESSMENT

There is currently no Strategic Environmental Assessment in place for Okhahlamba Municipality. Environmental characteristics are however, elaborated on in the SDF. The district also has an Integrated Environmental Programme and a recently developed Environmental Management Framework. The primary aim of the Integrated Environmental Programme should be to provide the high-level environmental analysis for the district including the local municipalities.

2.1.20 SPATIAL AND ENVIRONMENTAL TRENDS AND ANALYSIS

2.1.20.1 SPATIAL TRENDS AND PATTERNS

- Dislocated settlements: One of the spatial features in Okhahlamba is dislocated settlements, located to the north, north-east and west of Bergville. These include Rookdale, Woodford, Bethany, Hambrook, Acton Homes, Malottaskraal, Greenpoint and Rooihoek. The key challenge is to contain further outward expansion of these settlements and to turn them into sustainable human settlements.

- Settlement growth has implications for spatial planning and management of these settlements. Proper management of the growth of these settlements becomes important and settlement plans and growth boundaries becomes important issues to address.
- Settlement sprawl: Settlements have been grotesquely distorted by the impact of the country's political past, which dictated its urban form. A review of the structure and form of the municipal area reveals a low-density settlement sprawl. Examples include private developer-led projects, large authority-led low-income housing projects that drives the search for cheaper land (e.g. housing projects such as Acton Homes and Bethany) and traditional settlements, most of which are located on traditional council, on Ingonyama Trust land.
- Small Town Rehabilitation: The towns of Bergville and Winterton plays an important role within the region. However, these towns have suffered over the years from institutional neglect and face several challenges. These are typical urban regeneration challenges and include urban decay, informal trading, parking, conflict between pedestrian and vehicular traffic, road maintenance etc.
- Impact of Traditional Land Allocation System: A large portion of the population in Okhahlamba resides in areas where there is strong influence of traditional leadership and the associated traditional land allocation practices. Homesteads are unsystematically spread in space, which renders infrastructure development inefficient from a cost perspective. Some households have located in areas that are poorly accessible, environmentally sensitive and generally not suitable for settlement purposes.
- Traditional land use practices: One of the traditional land uses associated with the homestead are traditional burial practices that takes place on-site. This is an important cultural tradition, which affects spatial planning in rural areas of Okhahlamba, as well as in the peri-urban settlements.
- Outmigration of Young People: The phenomenon of young people leaving the area is attributed to the lack of job opportunities and tertiary institutions within the municipality. This phenomenon has a number of socio-economic consequences.
- Impact of Land Reform: A large portion of the Okhahlamba municipality is subject to various elements of the land reform. While this will transfer productive assets to the rural poor, it may also have an effect of reducing commercial agricultural land, and create isolated settlements.
- Rural Settlement Dynamics: Rural settlements are not all the same and these settlements are dynamic complex spatial systems. The rural settlements in Okhahlamba neither followed legal prescripts nor has land use pattern evolved in line with the dictates of systems and procedures such as Town Planning Schemes. Instead, they have emerged in the context of land need, forced removals and livelihood strategies. Today, they are highly influenced by access to basic services and public facilities.
- Landscape and Settlement: Landscape should spatially guide development and should protect the intrinsic character of sensitive and valuable landscapes. In Okhahlamba, the most sensitive areas to landscape change are the high lying areas of the escarpment, the little berg and the foothills. The moderate and low sensitivity areas tend to be located in the lower lying areas of the region further away from the highly visible mountainous areas. Taking these trends into consideration, settlement, agriculture and tourism should be confined to the low-lying flatter areas in order to preserve the character of the landscape.

2.1.20.2 ENVIRONMENTAL (BIOPHYSICAL) ISSUES

- Water quality: Dense settlements affect the quality of surface water (rivers, wetlands and dams) and groundwater via contamination with human waste and nutrients. Increased and

uncontrolled settlement growth, close to valuable natural assets, are contributing to the declining quality of the water resources. Water pollution is further exacerbated by polluted and increased storm water runoff, failing wastewater treatment works and reticulation systems, and inadequate provision of services.

- **Land Degradation:** Changes in the fertility of arable soils and an increase in soil erosion and vegetation degradation are all contributing factors to the degradation of the environment. The most recent data on the state of soil erosion and vegetation degradation indicates that a very large portion of the area is still untransformed, the central areas (commercial agriculture areas), as well as pockets of land in the Amazizi Traditional Council area, have been transformed.
- **Topography and Settlement:** Okhahlamba is characterised by mountainous, undulating terrain and lowlands in the east. The terrain influences the drainage trends and patterns in the landscape, which in turn influence settlement patterns. This is evident in the mountainous areas of the municipality, where rural settlements tend to locate along ridgelines on lower elevations. Elevation also influences movement of people and access to land resources. As such, improved road access generally contributes to worsening environmental degradation. Settlements located in these areas are therefore of key management interest to the municipality and has implications for spatial planning and environmental management.
- **Biodiversity and Protected Areas:** Ezemvelo KZN Wildlife has defined critically important biodiversity areas to ensure that terrestrial biodiversity resources remain available to the local inhabitants and future generations. Okhahlamba has a number of formally protected areas (formally protected by law), conservation areas and conservation corridors. Biodiversity conservation is often perceived to conflict with economic and social needs, so it is imperative that this is managed pro-actively to ensure that potential conflicts are minimised.
- **Agricultural Resource Protection** is critical in the context of national agricultural priorities and agricultural assets in Okhahlamba.

2.1.21 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

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

STRENGTHS	OPPORTUNITIES
	<ul style="list-style-type: none"> ✓ Training is needed on NEMA Regulations & Green Governance at local level ✓ Allocate sufficient budget for environmental management programmes ✓ Need for municipality to participate in environmental management forums
WEAKNESSES	THREATS
<ul style="list-style-type: none"> ✓ The municipality does not have an Environmental Management Section ✓ There is no permitted waste disposal site; the dumping site is poorly controlled ✓ Lack of financial resource to develop environmental sector plans ✓ Lack of budgeted Environmental management education & awareness projects; ✓ Existing tourism potentials have not been maximally exploited; ✓ Poor agricultural practices. 	<ul style="list-style-type: none"> ✓ Prone to waterborne diseases due to lack of landfill; ✓ Prone to flooding; ✓ SDF is not updated.

DISASTER MANAGEMENT

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

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

2.1.22 MUNICIPAL INSTITUTIONAL CAPACITY

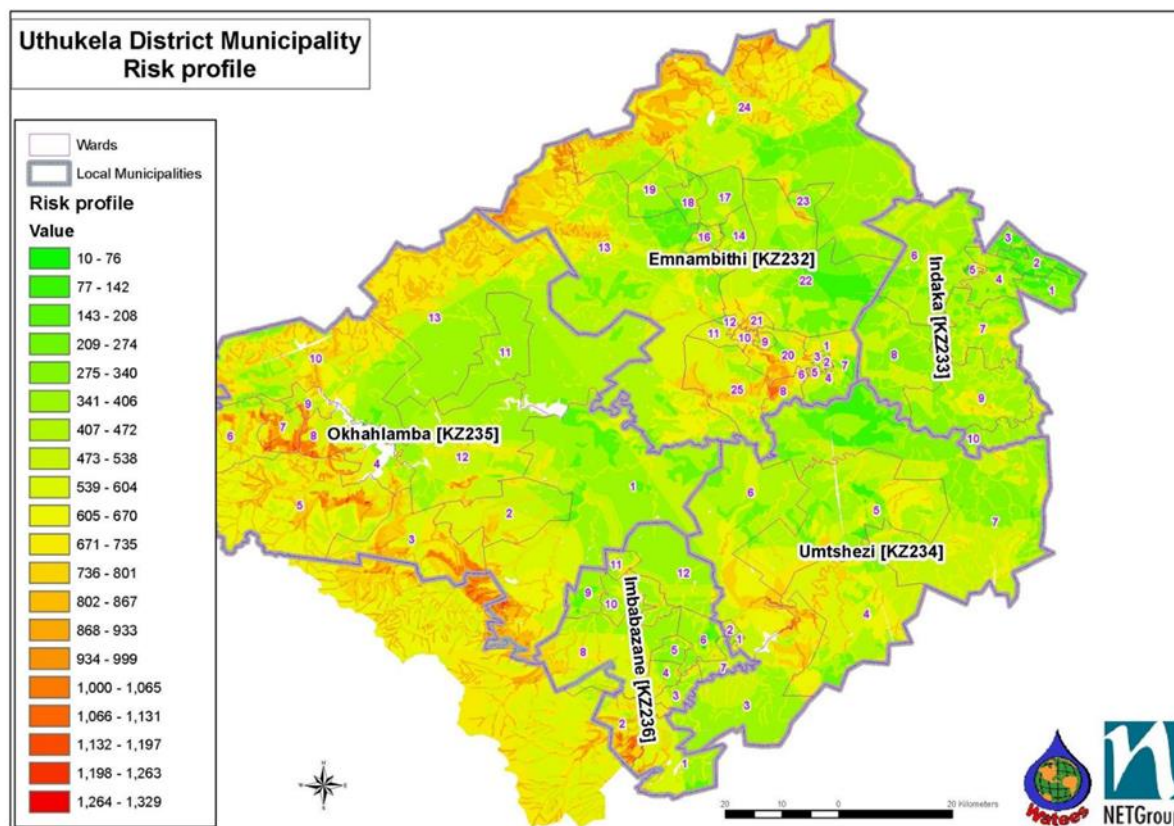
The proposed organisational structure of the municipality makes provision for a disaster management subsection under the Social and Economic Development Directorate. It will include an assistant superintendent, fire fighters, victim support and store facilitator, rescue and drivers.

2.1.23 RISK ASSESSMENT

Various disasters could occur within an area – some more likely or regular than others. Each disaster would have repercussions and mechanisms need to be devised to deal with each in the most

appropriate and effective way. In order to assist in the identification of possible disasters that could occur within the Okhahlamba municipal area. The following map illustrates risk:

MAP 12: UTHUKELA RISK PROFILE



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

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

2.1.23.1 DISASTER MANAGEMENT OBJECTIVES

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

2.1.23.2 *DISASTER MANAGEMENT STRATEGY*

At the outset it is put that the following be agreed to and implemented in the first instant:

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

2.1.24 RISK REDUCTION AND PREVENTION

There is a need to initiate a process of disaster mitigation within the municipal area. Actions and projects in this regard include the following:

- Determine existing hazards, risks and vulnerability;
- Promote awareness and the need to reduce and/or eliminate the identified risks and hazards;
- Maintain a database on all identified risks and hazards to study trends and measure effectiveness of disaster management projects, programmes and actions.

Undertake an audit of the preparedness of the municipality and other relevant role players in dealing with disasters and potential disasters and devise mechanisms to deal with such disasters. Actions and projects in this regard include the following:

- ❖ Based on the identified risks and hazards, do a vulnerability assessment of all related risks and consequences;
- ❖ In response to identified disasters and potential disasters, develop contingency plans, which will provide a comprehensive framework for disaster preparedness, emergency operations and recovery activities;
- ❖ Identify appropriate practical mechanisms and systems to be used to disseminate information, warnings and operational guidelines.

Develop appropriate response mechanisms, procedures, protocol and methodology to effectively deal with disasters. Actions and projects in this regard include the following:

- Determine agencies and role-players to be involved;
- Determine the resources that would be required;
- Determine the budgetary requirements and ensure that all participants in disaster management processes and procedures are adequately trained and equipped.

Identify specific locations and/or communities at risk of disaster and put plans and procedures in place to ensure maximum readiness to deal with such disasters. Actions and projects in this regard include the following:

- Avoid settlements in high-risk areas, particularly in floodplains and geologically unstable areas;
- Ensure that geotechnical investigations are undertaken prior to development and that appropriate construction technologies are used;
- Conduct public awareness and education programmes, particularly emphasizing emergency contact numbers and emergency procedures;
- Determine 1:50 and 1:100 year flood lines prior to development and prohibit development within these flood lines;
- Install new and additional fire hydrants throughout the area;
- Consider the establish of a 24-hour control centre, as contemplated in the Disaster Management Act;
- Establish linkages with district, provincial and national disaster management bodies, particularly in support of the development of the District Disaster Management Plan.

Enhance and expand security and policing in the municipal area. Actions and projects in support of this strategy include the following:

- Establish satellite police stations in rural areas not currently served by such services;
- Establish community-policing forums;
- Support existing forums and their activities, including those focusing on the protection of farms.

Devise and implement appropriate recovery mechanisms as part of the integrated approach to disaster management in the municipality in an effort to minimize the future potential of hazards, risks and vulnerability. Suggested actions and projects in this regard include the following:

- Provide sustainable and cost effective development;
- Encourage community empowerment, upliftment and self-development programmes;
- Evaluate recovery actions to minimize future threats;
- Continually re-evaluate the policies on disaster management.

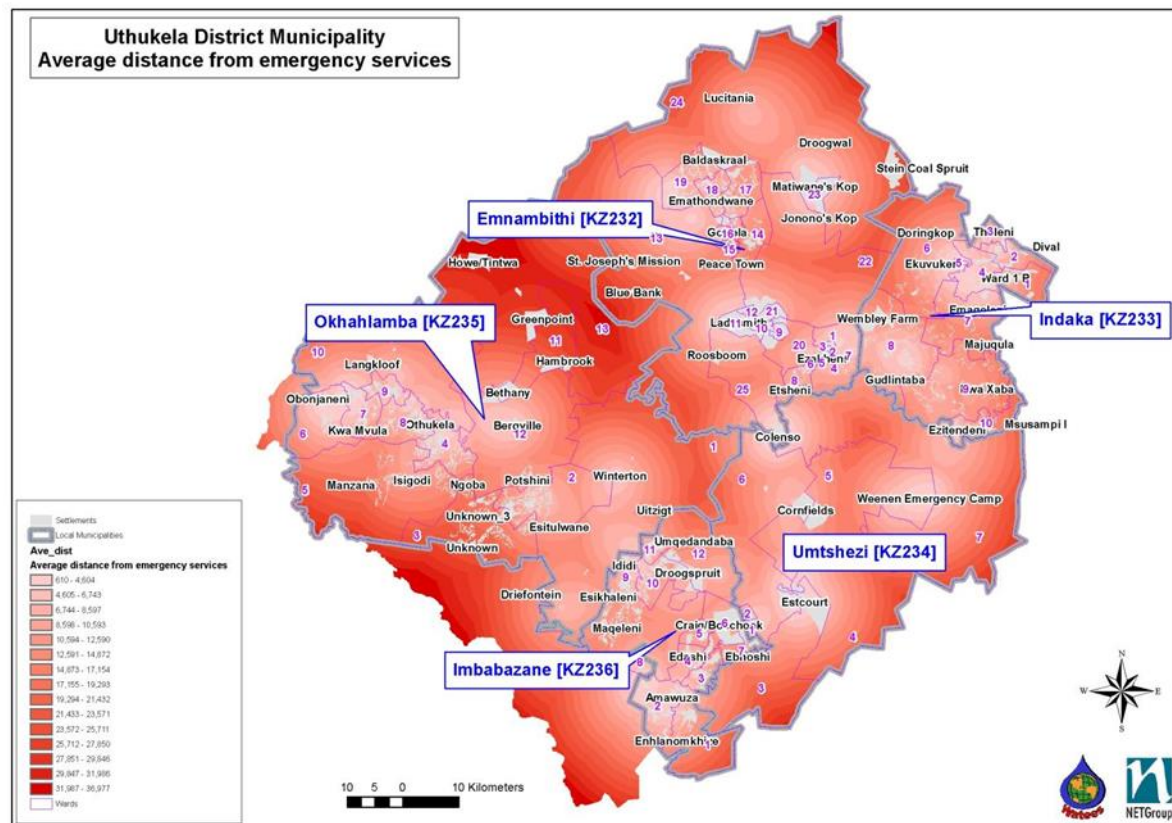
2.1.25 RESPONSE AND RECOVERY

The District's plan notes that the presence of well-equipped emergency services could lower the vulnerability of communities to disaster. The map following is a distance matrix, indicating the average straight-line distance to the nearest police station or health facility. Communities of the Okhahlamba municipality that is located more than 20km from the nearest police or health facility are indicated below:

- Acton Homes, Geluksberg, Greenpoint, Hambrook, Howe/Tintwa, Malottaskraal, Ngula/Tintwa, Rheibokspruit/Tintwa, Rooihoek, Thabela, Wittekop/Tintwa

The District's report notes that easy access to institutions or good spatial distribution of emergency services amongst communities will have no effect on the vulnerability status of communities if such institutions are not well equipped to deal with potential disaster risks. Hence, it was necessary to compile an institutional resource profile map.

MAP 13: AVERAGE DISTANCE FROM EMERGENCY SERVICES



2.1.25.1 INSTITUTIONAL RESOURCE PROFILE

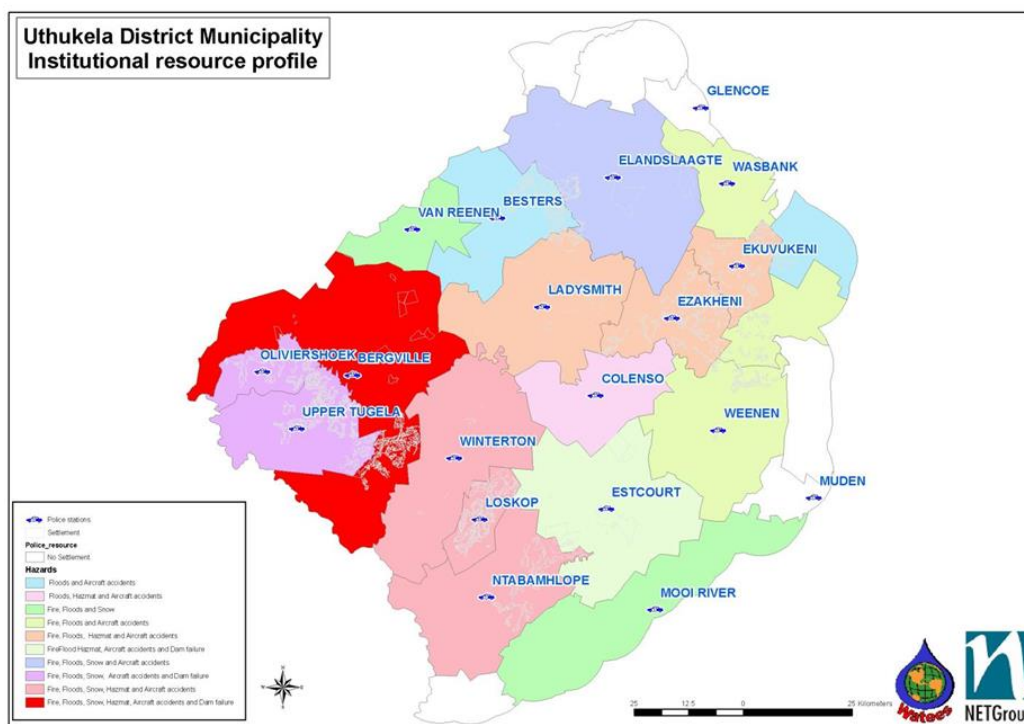
The results from the hazard and risk assessment were again used to compile an institutional resource profile. For this purpose, the following hazards were used:

- ❖ Fire (high hazard areas);
- ❖ Floods;
- ❖ Snow;
- ❖ Hazmat;
- ❖ Road accidents;
- ❖ Dam failure;
- ❖ Aircraft accidents

The spatial distribution of these hazards was then compared to the spatial distribution of emergency services to assess the type of resources these institutions may need to respond to a potential incident and / or disaster. Firstly, it was assumed that road accidents could occur on any road and therefore all emergency services should be able to respond to car accidents. The remaining hazards were then

used to compile the institutional resource profile map (See map below). This map indicates the types of relevant hazards found in each emergency service area of jurisdiction. The emergency services in these areas should therefore have measures in place to be able to respond to these potential disaster risks. It must also be considered that the patrol boundaries of police stations are not restricted by municipal boundaries and some emergency services might need to respond to emergency situations outside their area of jurisdiction.

MAP 14: UTHUKELA INSTITUTIONAL RESOURCE PROFILE



2.1.26 TRAINING AND AWARENESS

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

2.1.26.1 FUNDING ARRANGEMENTS

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

2.1.27 DISASTER MANAGEMENT: SWOT ANALYSIS

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

MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

2.1.28 MUNICIPAL TRANSFORMATION

2.1.28.1 EMPLOYMENT EQUITY

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

FIGURE 7: DEMOGRAPHIC PROFILE OF EMPLOYEES

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top/Senior Management	25	0	0	1	8	0	0	0	0	0	34
Middle Management	8	0	1	0	1	0	0	0	0	0	10
Professionally qualified and experienced specialists and mid-management	14	0	0	0	21	1	1	2	0	0	39
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	25	0	0	2	41	1	0	0	0	0	69
Semi-skilled and discretionary decision making	22	0	0	0	0	0	0	0	0	0	22
Unskilled and defined decision making	12	0	0	0	21	0	0	0	0	0	33
TOTAL PERMANENT	103		1	3	92	1	2	2	0	0	207
Temporary employees	90	0	0	0	67	0	0	0	0	0	150
GRAND TOTAL	196	0	1	3	159	1	2	2	0	0	364

Source: Okhahlamba Employment Equity Plan (2016-2021)

The main objective will be to focus on implementing the Employment Equity Plan to achieve a staff profile that will within set timeframes; proportionally reflect the demographic composition of the area. The duration of this plan is for a five-year period, to cover from 01 July 2017 to June 2021.

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

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

The municipality has recognized the provisions of Section 16 (2) of the Employment Equity Act and utilised the Local Labour Forum as model for representation of employees, the principles set out in the guidelines for workplace forums in Schedule 2 of the Labour Relations Act as well as the organizational rights collective agreement (section 2.8.4.2.1) when establishing the consultative forum. The municipality will use Local Labour Forum as the consultative forum since the representation of parties is well established. The municipality undertakes to consult with the Local Labour Forum on all matters referred to in section 17 of the Act. Management also recognizes the duty to disclose information in terms of Section 18 and commits itself to disclosing all relevant information to support effective consultation. To this end, the municipality will utilize the guidelines set out in the Labour Relations Act with regard to the disclosure of information and judicial interpretations of those principles.

The municipality has gathered information and completed an analysis in terms of Section 19 of the Employment Equity Act, including compiling a demographic profile of its workforce. The municipality has also established that there is under-representation in certain occupational categories and levels and has developed a set of strategies and goals to overcome this challenge. The Okhahlamba municipality has complied with its obligations in terms of section 25 (1) and a notice in the prescribed form is displayed at the workplace. The employment equity plan is available to all employees and the summary of the plan is displayed at the offices. The municipality in consultation with the consultative forum recognizes the need to embark on a more detailed communication strategy with all employees. It further intends to hold an orientation/ training or workshop on the Employment Equity Act and the implementation of the Employment Equity Plan. The municipality will continue to comply with its obligations in terms of section 25 (2). The Local Labour Forum, which serves as the Consultative Forum hold quarterly meeting in order to further deal with any problems.

Further to the above, the municipality has embarked on a strategy to eliminate employment barriers to entry, including discrimination. Here the municipal Local Labour Forum will complete an employment barrier audit and any undesirable practices identified will be eliminated as soon as practically possible. In addition, a survey will be initiated to identify what stereotypes, perceptions and other attitudinal barriers exist which may lead to employment barriers/ unfair discrimination. The municipality will free itself through training and workshops on employment equity in order to shift from stereotype to diversity acceptance. The municipality has considered the affirmative action measures in terms its Human Resources Policy; which is reviewed at least once on annual bases. The municipality will; through training engender a respect for diversity based on equal dignity and respect for all people. In an attempt to accommodate all designated groups, the Okhahlamba municipality will conduct a survey of all job descriptions with a view to modifying these to make positions more accessible to people with disabilities. In addition, a survey of the physical environment will be conducted with a view to making positions accessible to people with disabilities and most importantly; no person will be appointed to a position unless he/ she is suitably qualified for the job as defined in the Act.

Suitably qualified people from designated groups are preferential consideration in the filling of posts, either as new appointments or in promotions. Where more than one person from the designated groups is being considered for a post, the person from that category within the designated groups which is most under-represented within that category or level of the organisation's workforce shall be preferred. Where the application of clause 8.3 above does not provide a clear solution in choosing between persons from the designated groups, merit shall be applied as the overriding criteria in making the appointment. The municipality shall at no stage create an absolute barrier to the prospective or continued employment or advancement of people who are not from the designated groups.

It is critical that this plan be implemented while maintaining productivity in the organization and productivity will be monitored on an ongoing basis. The municipality recognizes that training and education are critical for the broader implementation of employment equity and will develop a training budget or action plans to further both internal training and support external training initiatives. This will be in line with the provisions of the Skills Development Act and industry practice. It is a continuing goal of the company to investigate measures to identify problems in this area and it will institute training programmes to deal with the problems as and when identified.

In conclusion, the Municipal Manager has accepted responsibility for the ultimate implementation of this Employment Equity Plan. The key players necessary for the successful implementation of this plan will be work-shopped and required to develop individual action plans to further the overall objectives of the Employment Equity Plans. The implementation of the Employment Equity Plan and the furthering of its objectives will be included as a key performance area in various managers' job descriptions and progress in this area will be monitored through the line function. A progress report covering all aspects of implementing employment equity within the organisation, shall be provided on a monthly basis to the consultative forum, which is Local Labour Forum. Developments and implementation in the employment equity will be communicated to every employee during staff meetings. Lastly, management shall meet with the consultative forum on a monthly basis on an agreed date, for the purposes of discussing the monthly management report and any other issues relating to employment equity.

2.1.28.2 WORKPLACE SKILLS PLAN

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

This section of Human Resources is governed by various acts and regulations; including the Skills Act, Skills Levies Act etc. The acts referred to above, guide implementation by way of various regulations prescribing the manner and procedures that should be institutionalized, specific to training within an organisation. The regulations, furthermore stipulate the annual submission of a Work Place Skills Plan

by institutions. The WSP consists of various core elements; namely the equity section, specific in terms of the equity profile of the organisation, linkage of the WSP to the municipal IDP objectives, and the academic qualification profile of the organisation.

A WSP and Annual Training Report has been compiled in April 2017, which reports on training expenditure, training beneficiaries and learning interventions, amongst others. The WSP targets legislators, managers, professionals, technicians and trade workers, clerical and administrative, sales and service workers, machinery operators and elementary occupations and aims to improve skills at all levels within the municipality. Training programmes attended

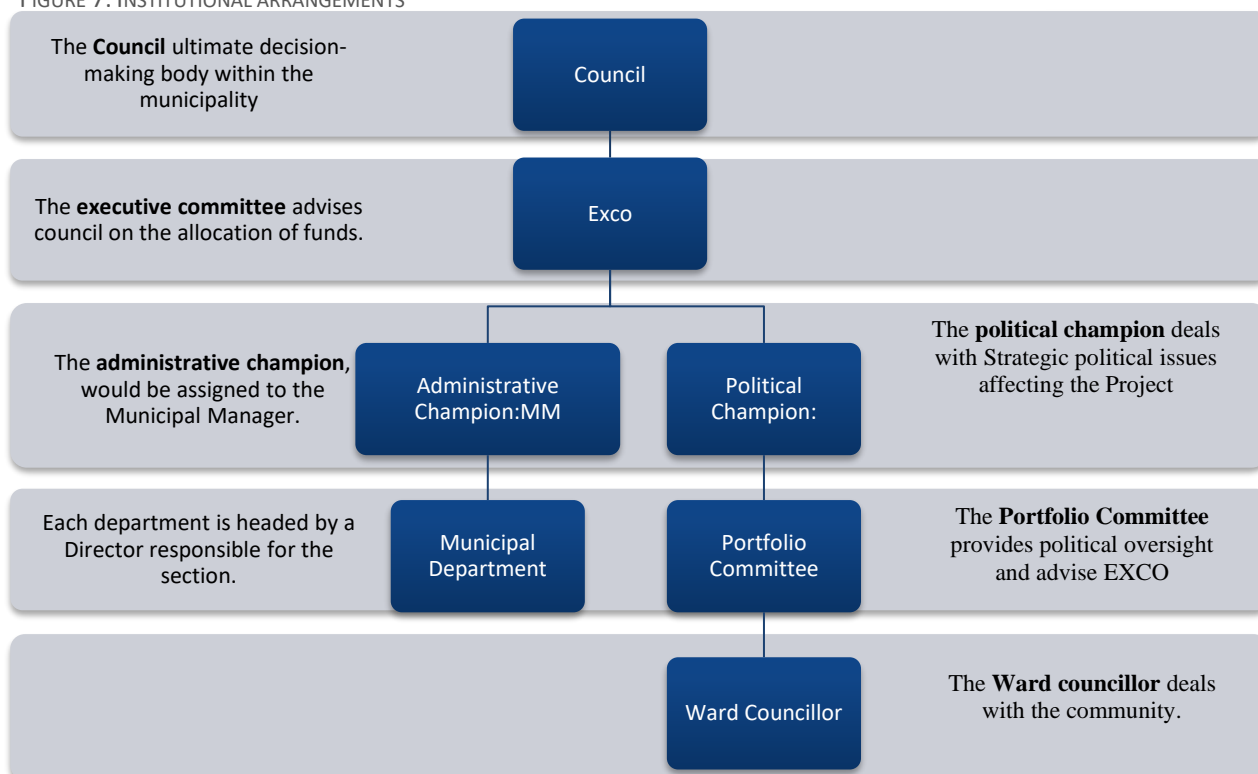
- Project Management and municipal regulations;
- Change Management;
- Performance Management System;
- Advance Excel;
- Case Ware;
- GCC 2010 2nd Edition Training;
- Customer Care Training.

2.1.29 ORGANISATIONAL DEVELOPMENT

2.1.29.1 INSTITUTIONAL ARRANGEMENTS

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

FIGURE 7: INSTITUTIONAL ARRANGEMENTS



The following portfolio committees are functional within the municipality:

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

2.1.29.2 POWERS AND FUNCTIONS

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

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

Schedule 4 Part B	Function Allocated to Okhahlamba Municipality	Function Allocated to District Municipality
Municipal roads	YES	
Noise pollution	YES	
Pounds	YES	
Public places	YES	
Refuse removal, refuse dumps and solid waste disposal	YES	
Street trading	YES	
Street lighting	YES	
Traffic and parking	YES	

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

TABLE 9: DEPARTMENTS WITHIN THE MUNICIPALITY

Department	Sub-directorates
Corporate services	Human resource; Information Technology, Administration
Financial services	Supply Chain Management, Accountant Expenditure, Accountant Income, Assets/Fleet Management
Technical services	Roads Maintenance, Human Settlement, Building Inspectorate, Project Management, Electricity, Mechanical and Waste Management
Social and economic services	Protection Services, Community services, Tourism, LED, EPWP and Council Support
Municipal Manger	Legal, IDP/PMS/Planning, Internal Audit

2.1.29.3 ORGANISATIONAL STRUCTURE / ORGANOGRAM

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

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

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

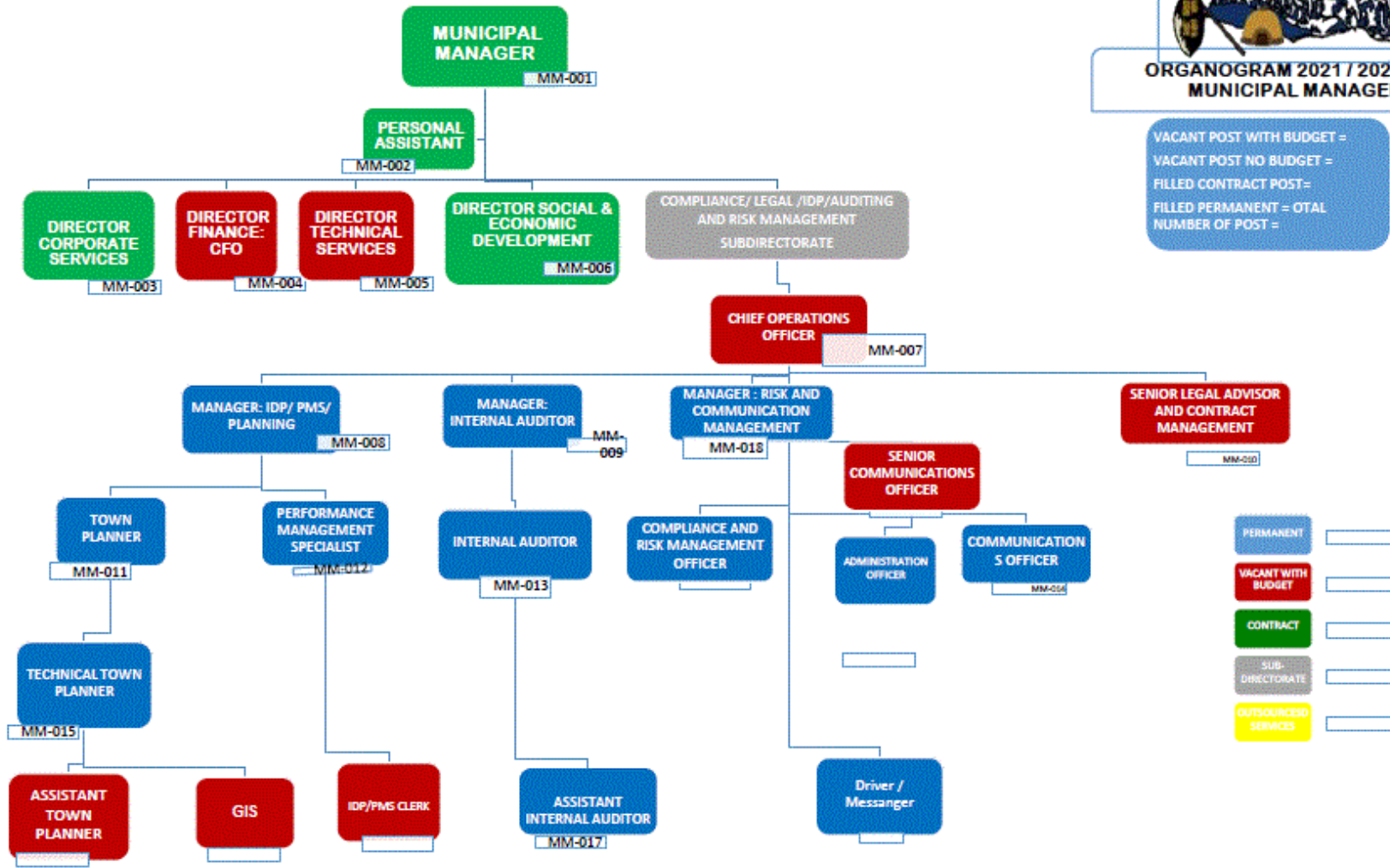
TABLE 10: STAFF COMPLEMENT AS PER 2015/2016 ORGANOGRAM

Function	No. of Staff	No. of Vacancies
Mayor	29 Councillors	None
Municipal Manager's Office	14	07
Corporate Services	33	08
Financial Services	34	13
Social and economic services	159	36
Technical Services	95	14
Total	335 (+ 29 Councillors)	78

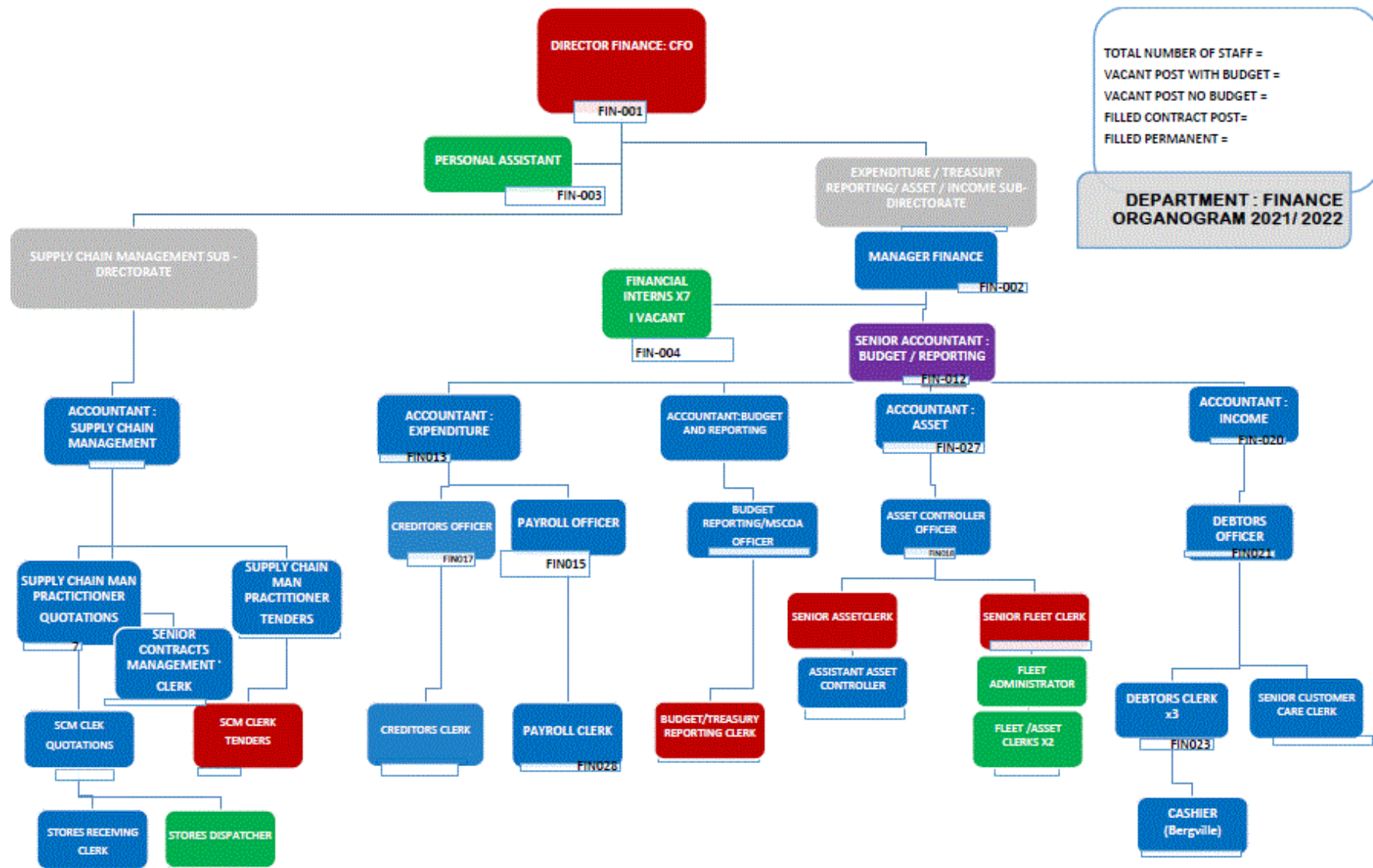


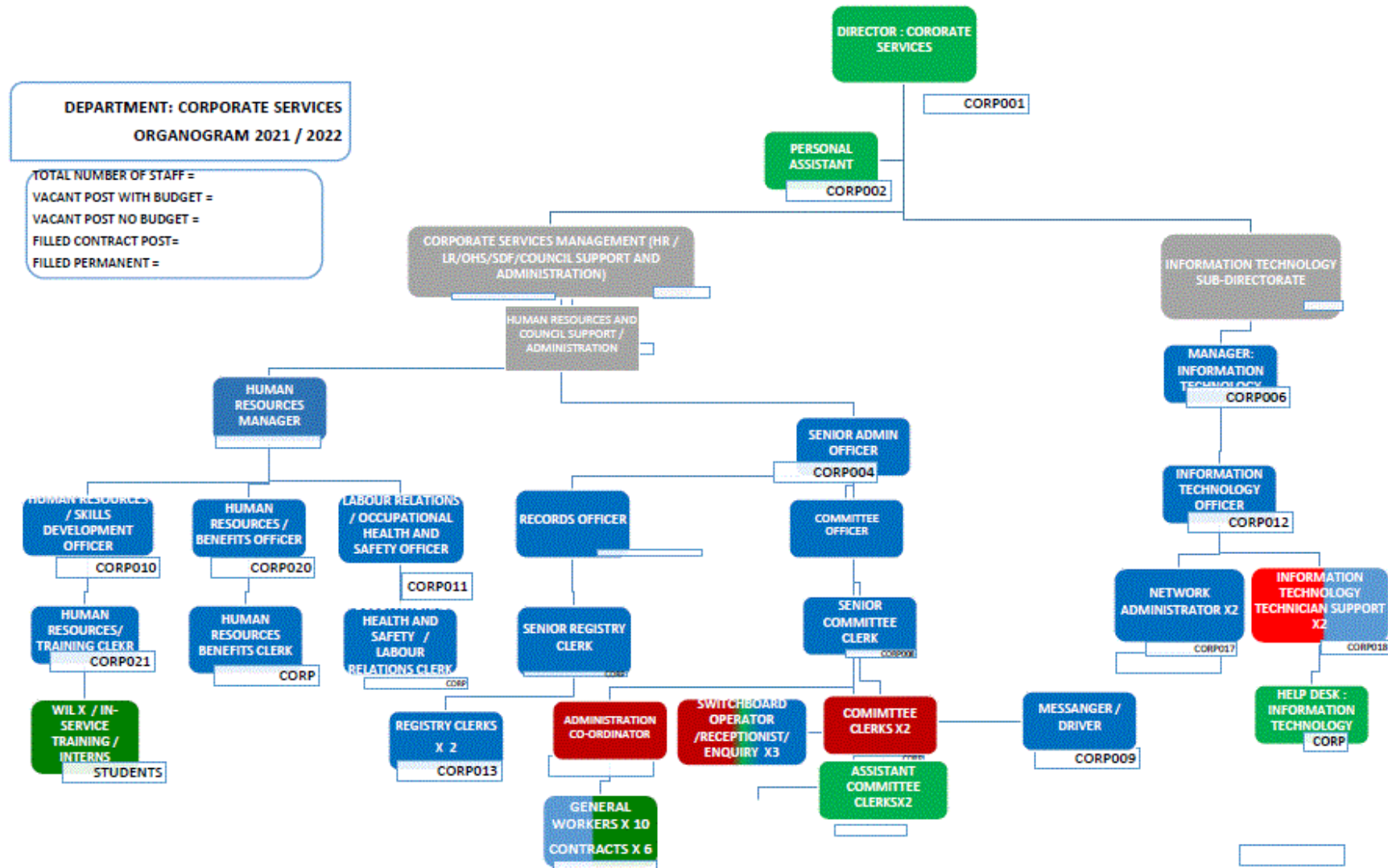
**ORGANOGRAM 2021 / 2022
MUNICIPAL MANAGER**

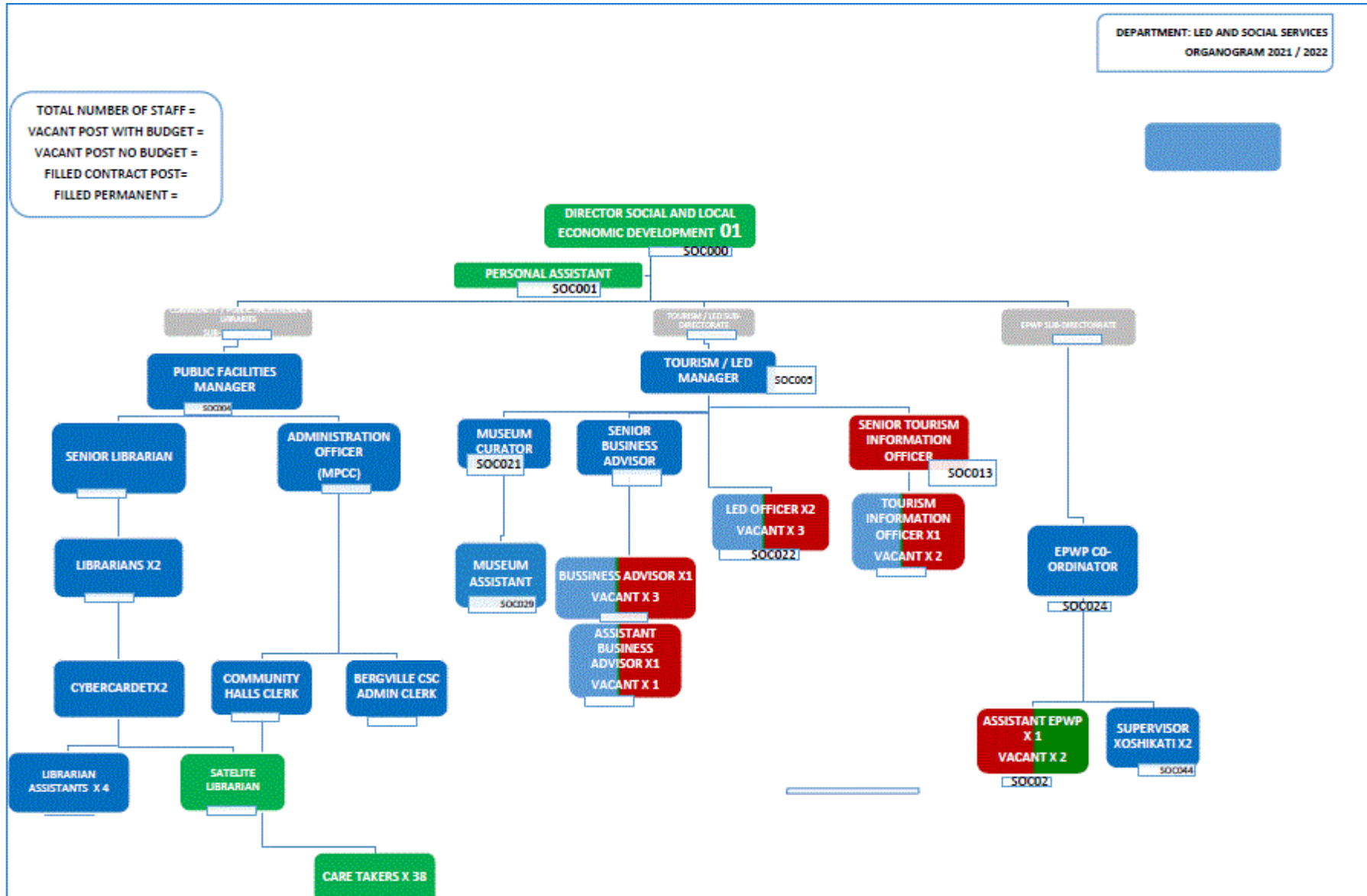
VACANT POST WITH BUDGET =
VACANT POST NO BUDGET =
FILLED CONTRACT POST =
FILLED PERMANENT = OTAL
NUMBER OF POST =



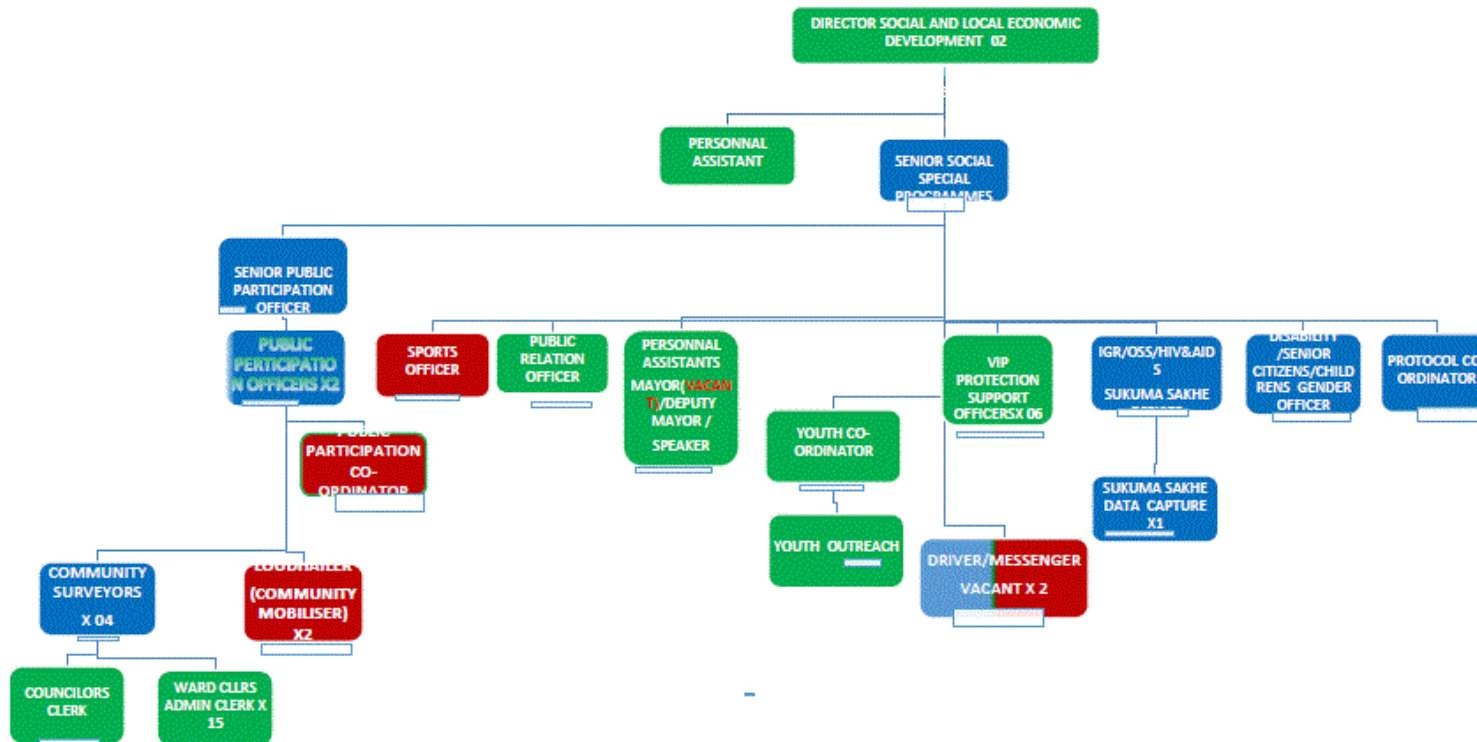
- PERMANENT
- VACANT WITH BUDGET
- CONTRACT
- SUB-DIRECTORATE
- OUTSOURCED SERVICES

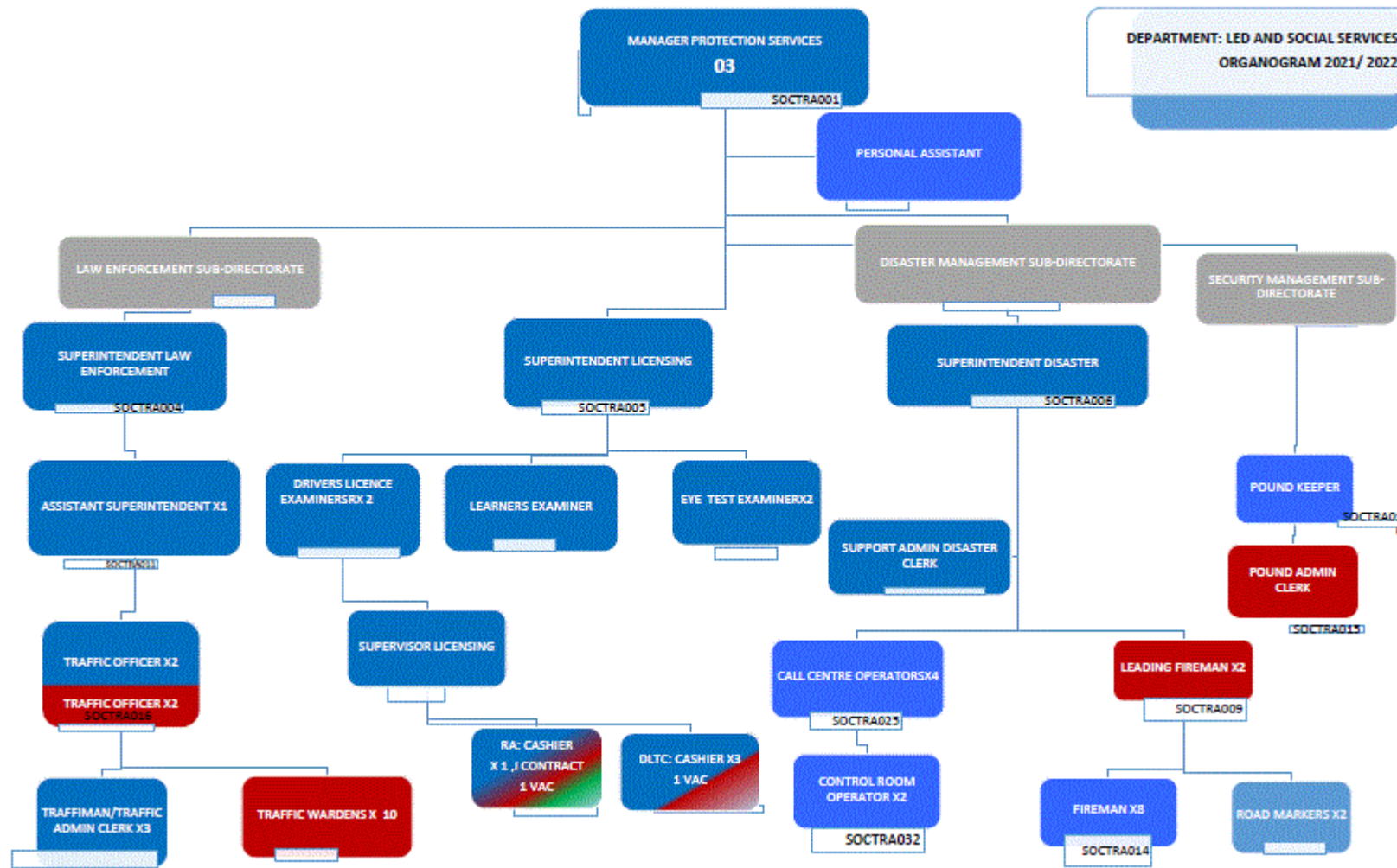


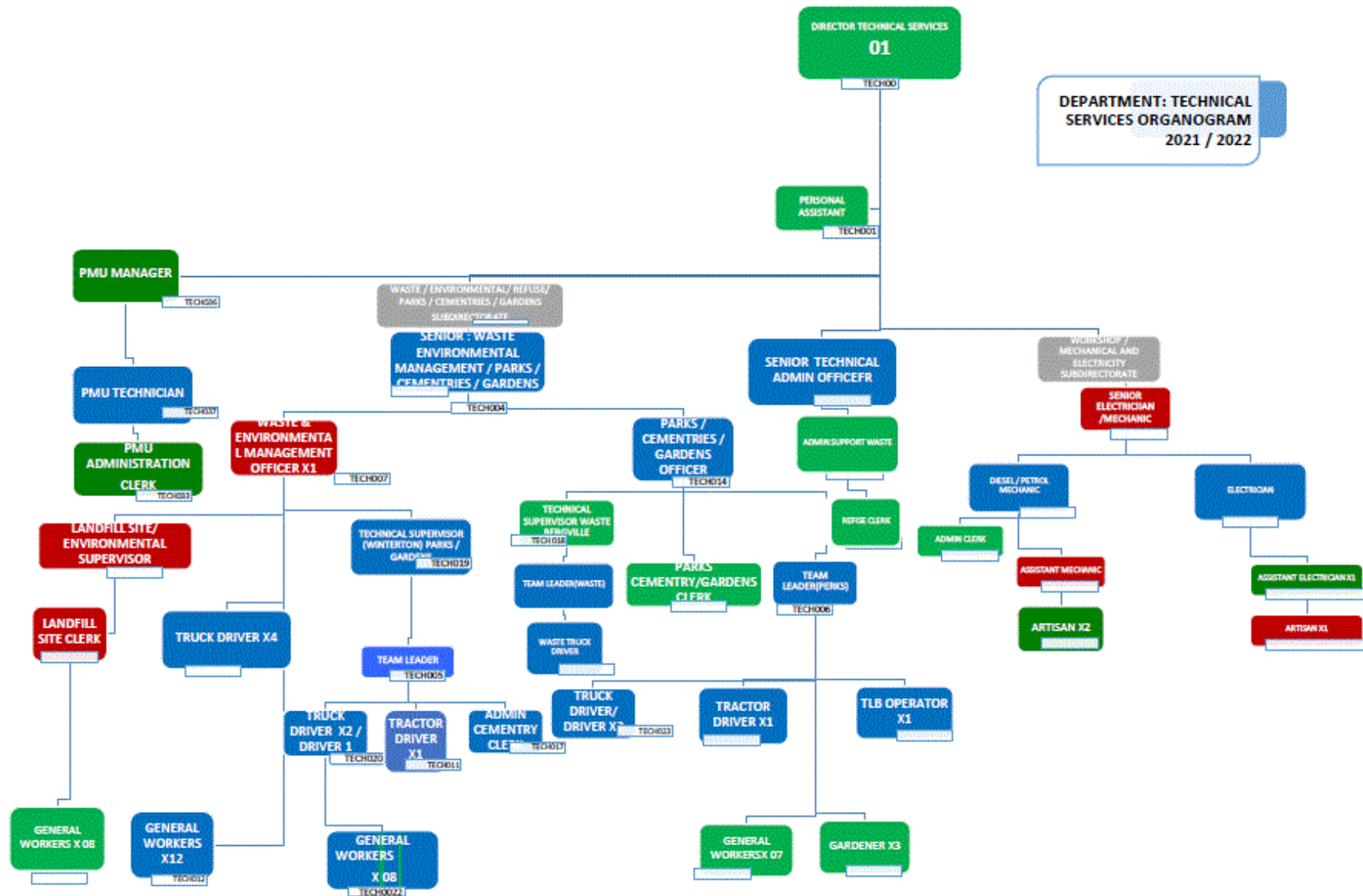


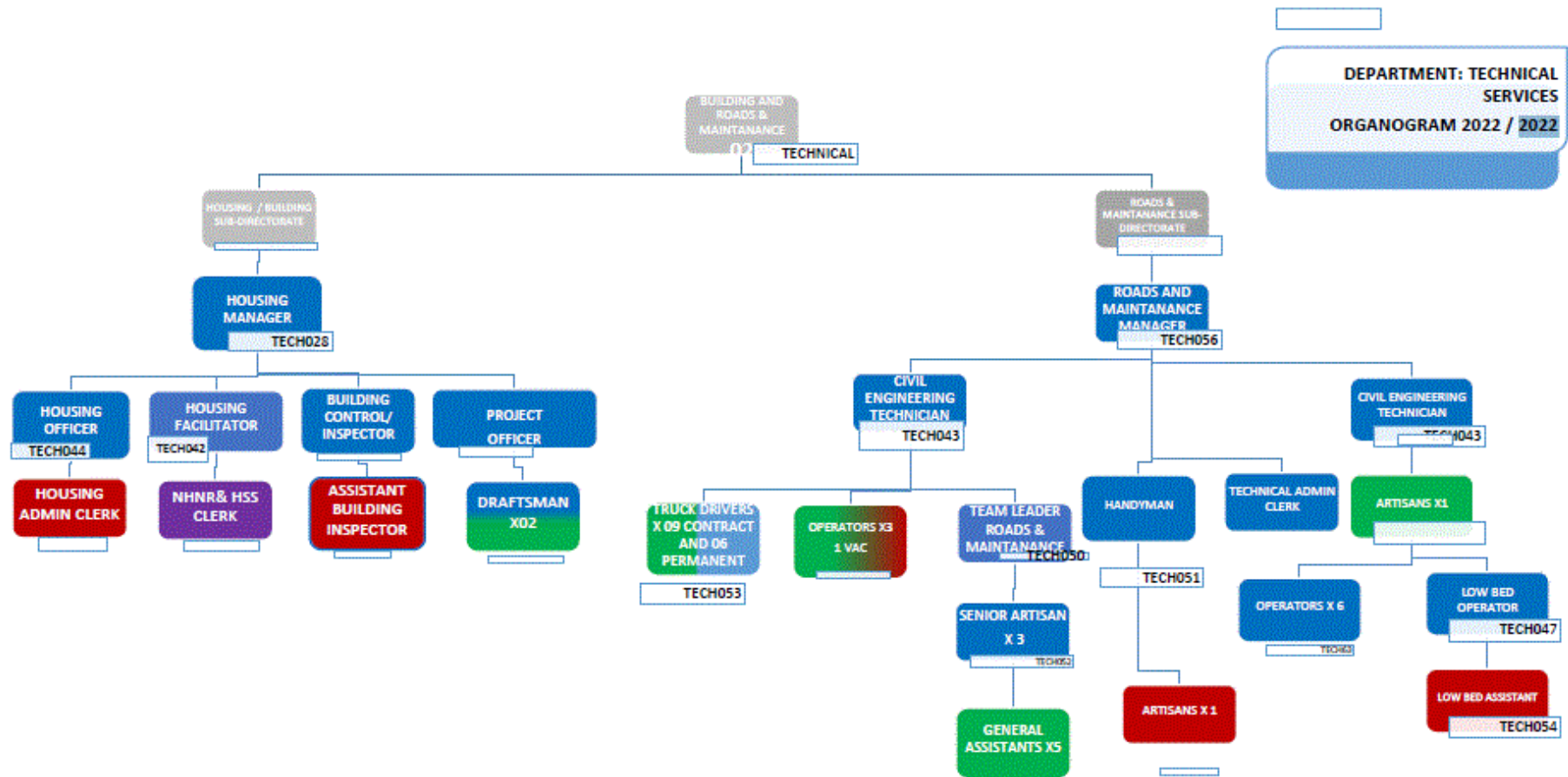


DEPARTMENT: PUBLIC PARTICIPATION SOCIAL SERVICES
ORGANOGRAM 2021/ 2022









2.1.29.4 MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

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

- ❖ Municipal Manager;
- ❖ Director Social and Economic Development;
- ❖ Director Corporate Services; and
- ❖ Manager Internal audit;
- ❖ IDP/PMS Manager

➤ Critical posts in the municipality that are **NOT FILLED**, are as follows:

- ❖ Director Technical Services;
- ❖ Director Finance (Chief Financial Officer);

2.1.29.5 SPLUMA - INSTITUTIONAL CAPACITY IMPLICATIONS

The Spatial Planning and Land Use Management Act, Act 16 of 2013, a municipality have established a Municipal Planning Tribunal. In this regard, Okhahlamba Municipality has appointed a Municipal Planning Tribunal.

2.1.30 HUMAN RESOURCE DEVELOPMENT

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

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

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

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

- The delivery of basic services and infrastructure to ensure access for all citizens;

- Holistic social development of its people through access to education, health, housing, sports and recreation and arts and culture; and
- Economic development that ensures sustainable income through sustainable job creation and opportunities for self-employment.

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

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

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

2.1.31 ICT POLICY

The effective use of Information and Communication Technology (ICT) is of grave importance, given the fact that the optimal deployment of ICT can play a critical role in development. To this end, the municipality developed an ICT Policy 2021/2022 to establish ethical guidelines for the use of the Municipality IT assets and computing facilities. ICT policy was adopted on 26 May 2021.

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

2.1.32 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Existing Legal service in house (assist in minimising general cost) ✓ Policies in place in the department ✓ Workshop on yearly basis to provide update ✓ WSP supported with budget ✓ Control access to server room ✓ Clocking system in place / entrance control ✓ Municipal organogram 2020/ 2021 adopted ✓ Full automated back-up system (IT) ✓ Cloud base exchange for emails ✓ Recording system with cd backup ✓ Implementation of job evaluation and alignment 	<ul style="list-style-type: none"> ✓ Unemployed database not supported by budget ✓ Policies not supported with budget(OHS) ✓ No backup Generator in case of electricity outage ✓ No electronic records management ✓ No security checks/ gate, entrance exit/ change of security personnel ✓ Increase in number of disciplinary matters ✓ None utilisation of clocking system due to Covid 19 ✓ Lack of supervisory on overtime ✓ Damage of laptops / computers ✓ No provision of office equipment (laptops)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Improve of municipal performance and compliance ✓ Promote learning environment (bursary provision) ✓ Mentorship programme TVET,COGTA,LGSETA ✓ LGSETA skills programme ✓ Municipal policies reviewed regulary ✓ Cloud based storage for users ✓ Enrollment of MFMP for employees from clerk to Senior Managers (LGSETA and municipal funding) 	<ul style="list-style-type: none"> ✓ High unemployment rate ✓ Corruption and unethical conducts ✓ Damage of equipment / office infrastructure (cellphones, laptops) ✓ Backup on records in case of Fire ✓ HIV/ AIDS epidemic ✓ Low staff morale ✓ No proper fencing (Main building etc) ✓ No control for incoming and outgoing of people in municipal buildings ✓ High rate of vacant position at top management / CFO and Dircetor Technical for long time(high turnover from senior managers ✓ Overspent budget/ fruitless and waistful expenditure on unplanned overtime / AG finding ✓ Vacant positions of Sec 57 ✓ Covid -19 pandemic

SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

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

2.1.33 WATER & SANITATION

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

2.1.33.1 WATER SERVICES DEVELOPMENT PLAN

uThukela District Water Services has developed a Water Services Development Plan since it is responsible for water and sanitation services delivery in the district. This was done in terms of the powers and functions stipulated in the Municipal Structures Act No.117 of 1998; Chapter 5. The Water Services Plan (WSDP) was reviewed in 2015 to ensure that it talks to needs of the uThukela and its family of municipalities. The main objective of the municipality is to ensure the quality of drinking water in the region is improved in as far as the blue and green drop is concerned. As a five year document that guides the provision of water and sanitation services and informs the integrated development plan, is now due for the review and update. The process plan for the review and update is as follows:-

- Appointment of a private service provider by DBSA to assist the municipality to upgrade GIS system, review and update the WSDP using the web-based format - March 2021
- Upgrading of the GIS system - April to June 2021
- Reviewal and updating of the web-based WSDP – July to December 2021
- Comments on the updated WSDP by stakeholders such as DWS and COGTA – January 2022
- Compilation of the final draft WSDP to be adopted by council – February 2022
- Adoption of the updated WSDP by council – March 2022

According to the 2015 WSDP, the DM has a wealth of surface water resources, however much of the dammed water is transferred to Gauteng Province as part of the Tugela-Vaal scheme. Most surface water is abstracted from the Tugela River or one of its tributaries, such as the Klip, LittleTugela or Bushmans. Council has also resolved a free basic water concept, to help the plight of indigent persons

with lower levels of services. In rural areas, free water is supplied to communities, under a policy of free communal water provision. The district strategies on water conservation and demand management are a priority and started implementing it. Through the Implementation of Sustainable Water Services Institutions Programme (ISWIP), the DM is assisted to attain the necessary capacity to perform these WSA functions. Water services infrastructure is more developed in the urban areas supplying a higher level of service, as opposed to the rural areas. Each urban area generally has its own water and wastewater treatment facility. The challenge that is facing the municipality is that some water infrastructure is dilapidated; the date of construction of some components is unknown.

2.1.33.2 WATER BACKLOGS

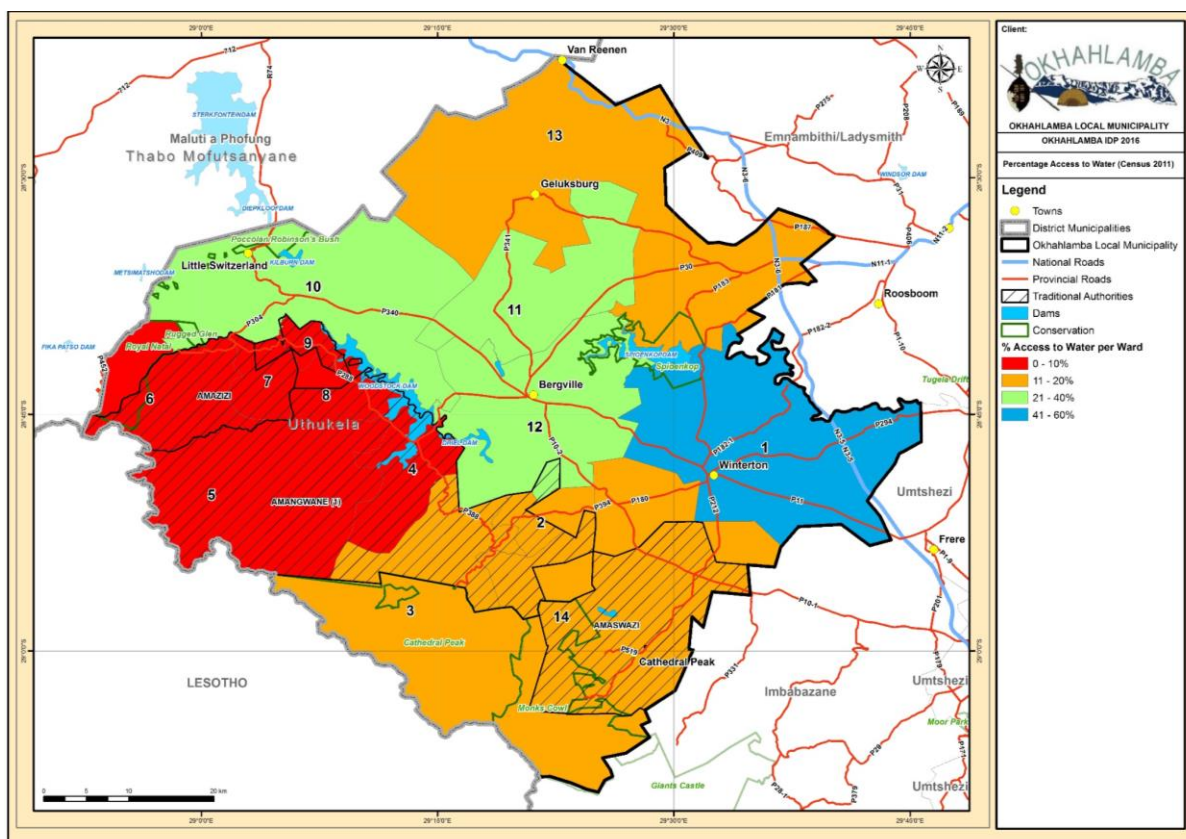
Water supply backlog as at the end of December 2016 was 17%. This translates that 26205 households do not have access to safe water supply and 132069 households have access to water supply in uThukela district municipality. The map below displays the areas that have access to portable water and those that do not have access to portable water.

These systems provide an indication of the water quality in the District, which are relatively low.

The rural areas do not have the advanced bulk water supply infrastructure such as the Water Treatment Works, Waste Water Treatment Works and water networks. It is normally within these areas where the highest backlogs are located. According to the Draft uThukela IDP (2021/2022:163), Okhahlamba has a 40% water backlog. This amounts to 13 256 households out of 32 784 households without access to water.

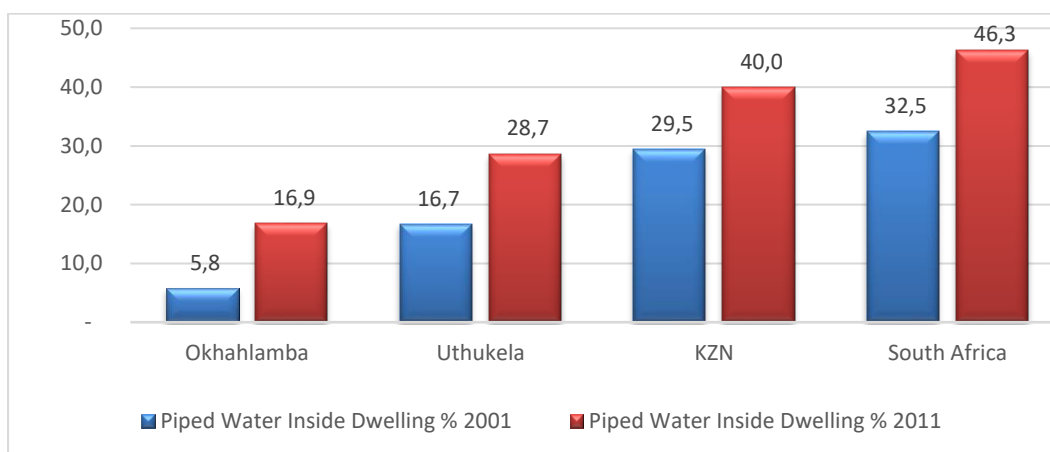
High water backlogs also results in the use of springs and boreholes as sources of water supply. As a water source, springs are vulnerable to contamination that could lead to an outbreak of water-borne diseases.

MAP 15: WATER BACKLOGS



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

FIGURE 8: PIPED WATER INSIDE DWELLING

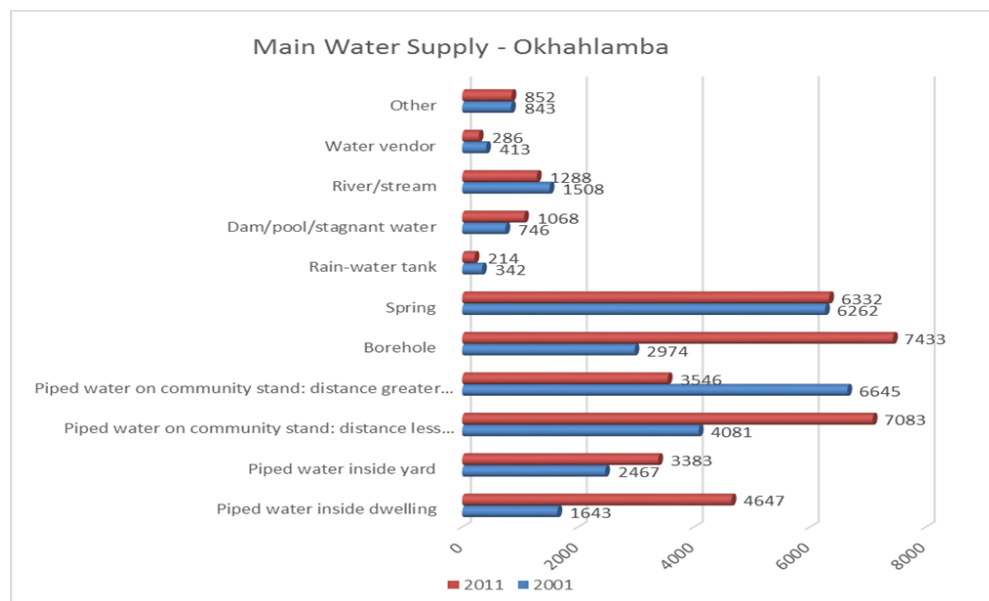


Source: Statistics SA, Census 2011

Figure 16 indicates that the number of households with piped water inside dwelling increased from 5.8% in 2001 to 16% in 2011. However, this was lower compared to the district, provincial and national average. In 2011, 28.7% households in uThukela District, 40% in KwaZulu-Natal Province and 46.3% in South Africa had piped water inside dwelling. This is indicative that Okhahlamba is facing water backlogs. Statistics indicate that in 2011, Okhahlamba Local Municipality had 28 508 household of

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

FIGURE 9: MAIN WATER SUPPLY



Source: Stats SA, Census 2011

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

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

2.1.33.3 SANITATION

Sanitation is one of the core functions of uThukela district municipality. In the 2018/2019 financial year, 6 504 new households were provided with appropriate sanitation services in form of VIP Latrines. During the implementation of sanitation projects, 5 298 local community people were employed for the duration of the projects and some of them were empowered with new skills such as building and project management. It is proper to say that in the whole of uThukela, there are no bucket systems as it was incorrectly stated in the 2011 statistics.

2.1.33.4 SANITATION BACKLOGS

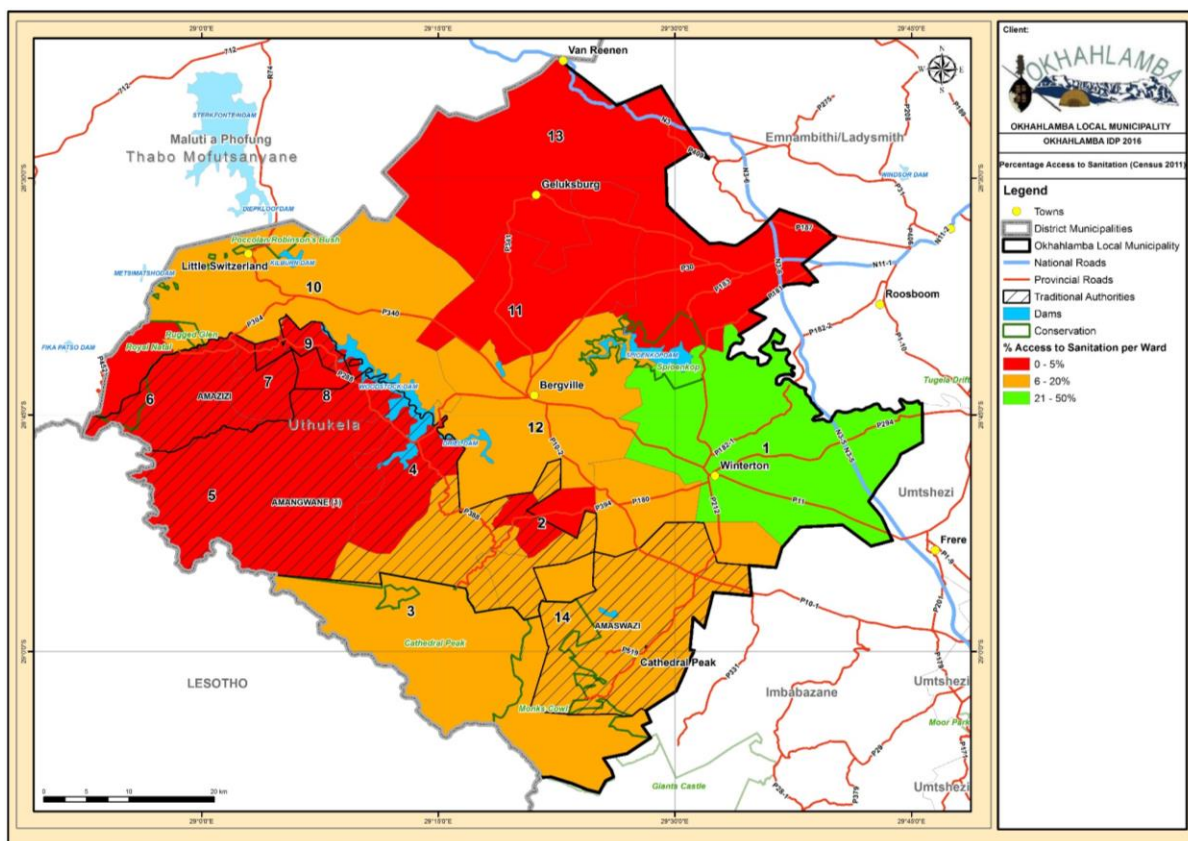
There are a number of rural areas that lack access to appropriate sanitation facilities. The appropriate sanitation services backlog as at the end of December 2016 was 18%. This translates that 28829 households do not have appropriate sanitation services.

FIGURE 10: SANITATION BACKLOGS

Municipality	Total Number of Households	Households with access to adequate sanitation	Percentage adequate access to sanitation	Households without access to adequate sanitation	Percentage Backlog
KZN235 Okhahlamba	32784	19703	60%	13081	40%
KZN237 Inkosi Langalibalele	42993	34907	81%	8086	19%
KZN238 Alfred Duma	82497	74835	91%	7662	9%
Grand Total	158274	129445	82%	28829	18%

Source: (Source: Bigen Africa) December 2016

MAP 16: SANITATION BACKLOGS



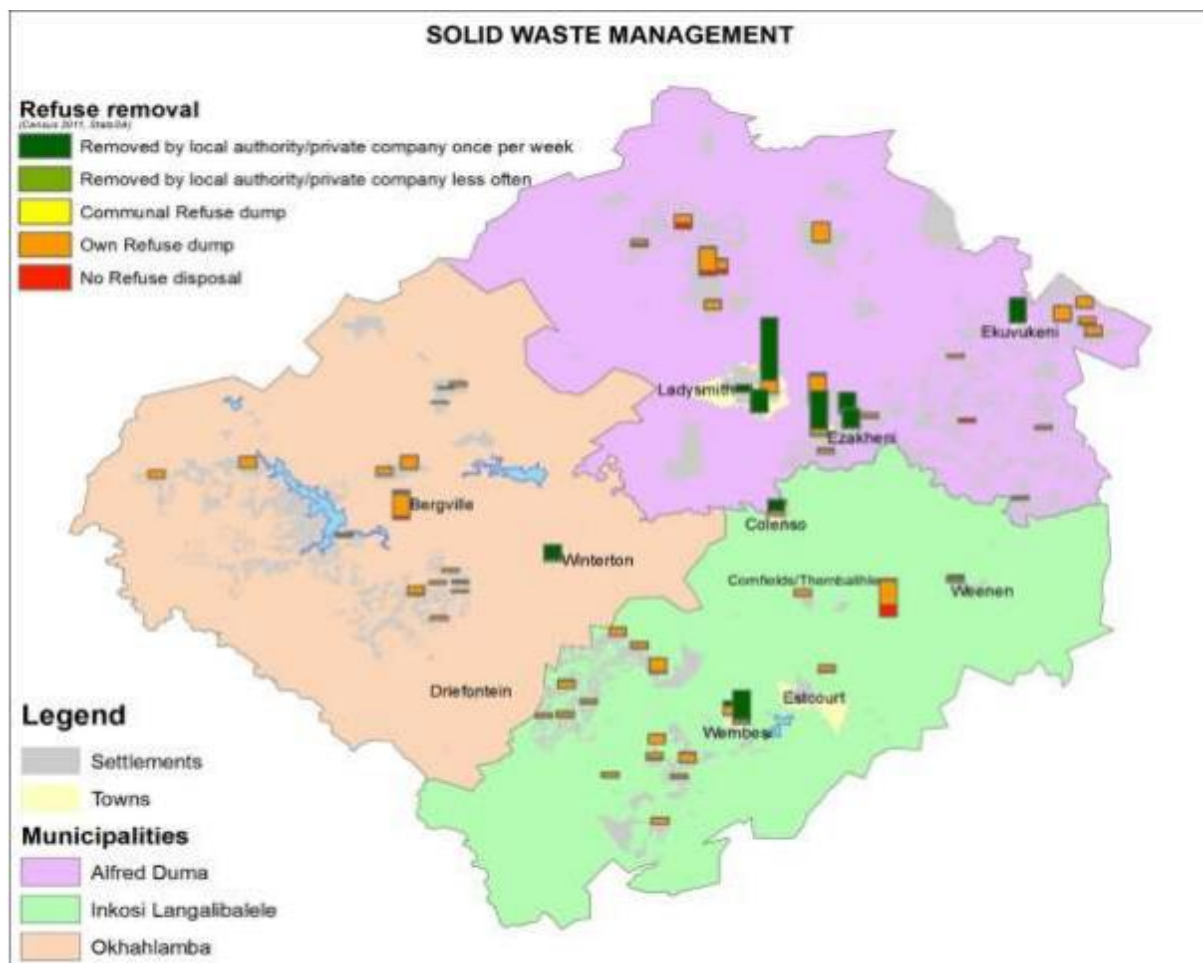
Areas with the least access to sanitation services are depicted in red on above map. These include large rural areas in wards 5, 6, 7, 8, 9, 11 and 13.

2.1.34 SOLID WASTE MANAGEMENT

Solid waste management is a shared function between the District and the Local Municipalities. In terms of section 84 of the Municipal Structures Act, the District Municipality is responsible for establishment, operation and control of District wide waste disposal sites, which must be accessible to more than one local Municipality. Currently all three local municipalities are operating their own waste disposal sites which are licenced appropriately, therefore there is no need for the District municipality to establish a district waste disposal site at this stage. The uThukela District Municipality is not responsible for waste collection. It is the responsibility of the local municipalities in our District that deal with solid waste collection removal and disposal.

2.1.34.1 STATUS OF SOLID WASTE

Access to refuse removal remains a problem in the district, particularly in Okhahlamba. There is however a decrease of households utilizing community and own dumps, as well as households receiving a service from the municipality, other than on a weekly basis. Refuse collection therefore remains a serious environmental health issue. The district municipality has finalized the Integrated Waste Management Plan and is providing strategies in addressing the backlogs in refuse collection, both at district and local level. Less capacitated local municipalities should however start to initiate a community based refuse collection service in order to address this challenge. The municipality is also implementing the free basic solid waste for the indigent. It is important to say that the waste quantities in the following are in Kilograms. The map and diagrams below shows the status of solid waste management in uThukela.



Source: 2011 statistics South Africa and 2016 community survey

Table 2: Refuse Removal Frequency

	Alfred Duma	Inkosi Langalibalele	Okhahlamba
Removed by local authority once a week	36,398	9,874	2,549
Private company less often	502	484	318
Communal refuse dump	801	630	510
Own refuse dump	30,880	26,042	20,766
No rubbish disposal	8,916	3,761	3,100
Other	596	827	333
Total	78,093	41,618	27,576

Source: 2011 statistics S.A and 2016 community survey

Table 2: Existing Waste Management Systems and Practices

VARIABLE	Alfred Duma	Inkosi Langalibalele	OKHAHLAMBA
Collection Services	Yes	Yes	Yes
Cleansing Services	Yes	Yes	Yes
Transport of Waste	Yes	Yes	Yes
Waste Minimization	No	No	No
Recycling Systems	No	No	No
Waste Disposal	Yes	Yes	Yes

Source: 2011 statistics S.A and 2016 community survey

Table 3: Waste Treatment Facility

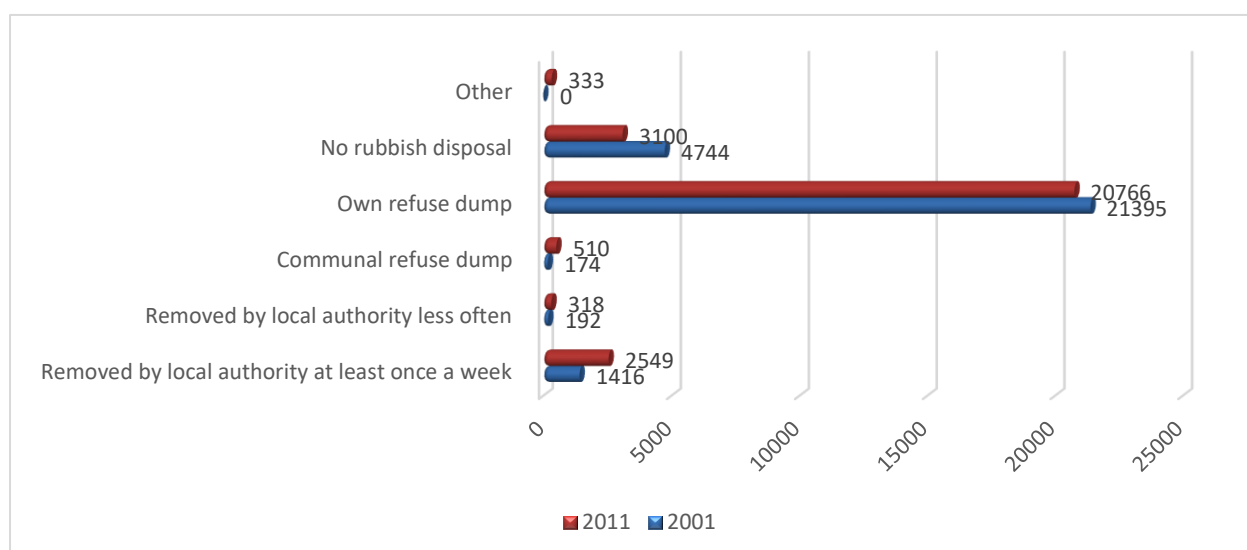
DESCRIPTION	Alfred Duma	Inkosi Langalibalele	OKHAHLAMBA
Geographic Location	None	None	Cathkin Park
Type of Treatment	None	None	Incineration
Year of Construction	None	None	2001
Capacity	None	None	NR
Throughput	None	None	NR
Hours of Operation	None	None	8
Input & Output Chart	None	None	None
Residue Characteristics	None	None	Ash
Environ Monitoring Program	None	None	Monthly
Environmental Impact	None	None	None
Permit Certificate	None	None	None

Source: 2011 statistics S.A and 2016 community survey

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

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

FIGURE 11: WASTE REMOVAL



Data Source: Statistics South Africa: CS 2011 and 2001

2.1.35 TRANSPORTATION INFRASTRUCTURE

Okhahlamba Municipality has a well-established road network servicing all settlements (map 19). The N3 runs along the eastern boundary of the municipality and provides linkages between Durban and Johannesburg. There are also a number of key provincial roads, which service the area.

The R74 is the main road providing linkages to Pietermaritzburg and the Free State and R616 provides linkages to Ladysmith, the N3 and the N11. The R600 links Cathkin Park to Winterton and the N3. The P10 creates a loop around the R74 providing access to areas such as Cathkin Park. The main roads within Okhahlamba, as mentioned above are surfaced, however there are many unsurfaced roads running throughout the municipality. (UThukela Public Transport Plan).

2.1.35.1 ROAD NETWORK

The road hierarchy within the municipal area can be divided in three major categories, which can be classified as:

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

TABLE 11: ROAD LENGTH AND CLASSIFICATION

Legend	Length (km)	%
National Roads	56.2	1.0
Provincial Roads	441.7	7.8
Provincial Right of Way	7.2	0.1

Legend	Length (km)	%
District Roads	368.5	6.5
Local Roads	198.0	3.5
Local Access/Tracks	4603.8	81.1
On/Off Ramps	4.6	0.1
Total	5679.9	100

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

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

2.1.35.1.1 NATIONAL ROADS

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

2.1.35.1.2 PROVINCIAL ROADS

The secondary and tertiary routes are mainly the provincial and district roads that exist within the area. Provincial roads account for 7.8% of roads within the municipality. The general quality of these routes are good with exception of some provincial roads and local access routes within the rural areas. The following provides an indication of the road condition:

- The R74 (P11 and P340) is a blacktop road.
- The R616 (P30) is a blacktop road linking Bergville to the N3 and N11 to Ladysmith.
- The P180 and P181, P294, P10-2 are all blacktop roads.
- The P212 between Winterton and Cathedral Peak is a blacktop road.
- There are several other provincial roads that are still gravel, such as the P341, P388, P198, P182-1.

The R74, which runs from the N3, through Winterton and Bergville and exits the Municipality at Oliviershoek Pass is also an important transportation route through the municipality, providing access to the Drakensberg and serving as an alternate route to the Free State.

2.1.35.1.3 DISTRICT AND LOCAL ROADS

These are the lower order of the movement routes that serves to connect different settlements and provide access to public facilities. It includes the following:

- District roads accounts for 6.5% of roads;
- Local roads accounts for 3.5% of roads and provide access to settlements.

Local access roads / tracks provide access within settlements. It accounts for 81% of roads, with a total length of 4 603.8km. These are clearly of the most important roads within the municipality, which provides access to and within all rural settlements.

2.1.35.2 ACCESSIBILITY

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

2.1.35.3 PUBLIC TRANSPORT

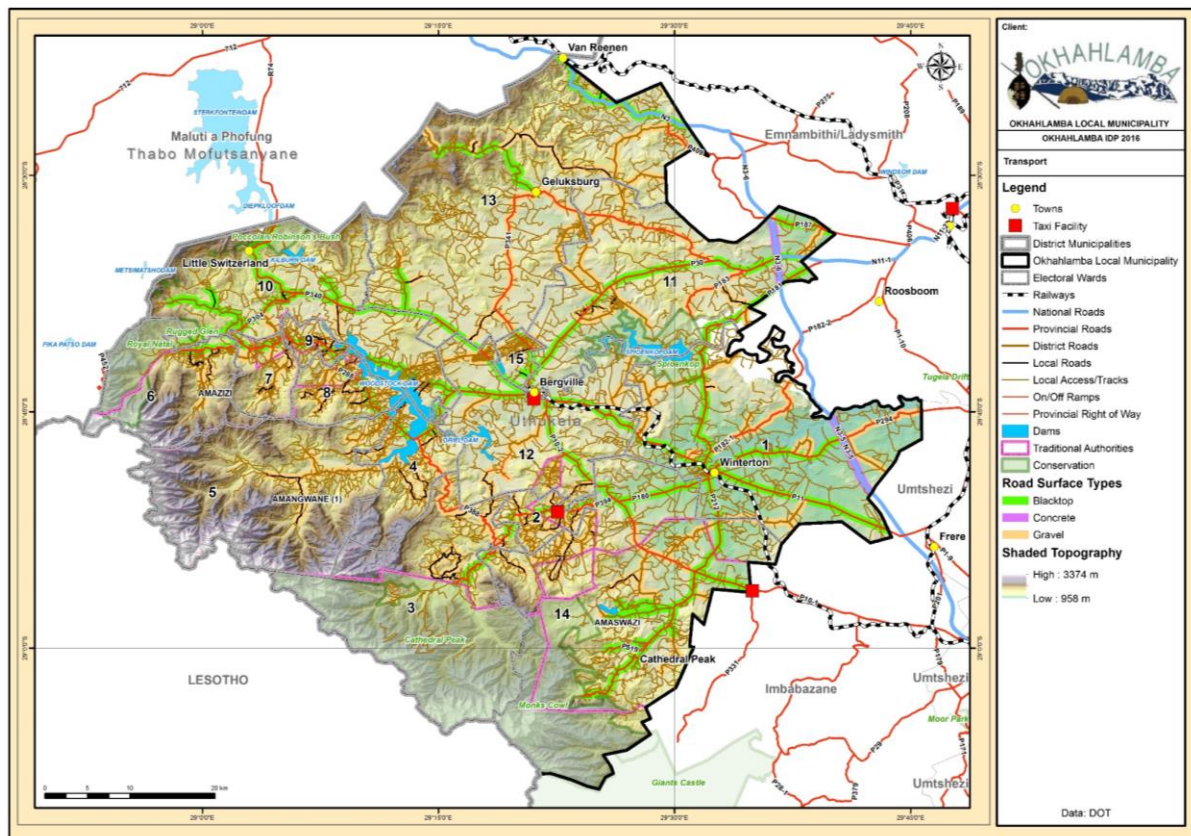
As many of the community do not have their own motor vehicles, public transport is essential in providing mobility and accessibility of these communities to socio-economic facilities. Transportation within the Municipality is almost exclusively achieved through the use of road vehicles.

Categories of transport are as follows:

- Public Transport – Taxis
- Private Transport – Passenger Vehicles
- Private Transport – Trucks

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

MAP 17: TRANSPORT NETWORK AND CLASSIFICATION



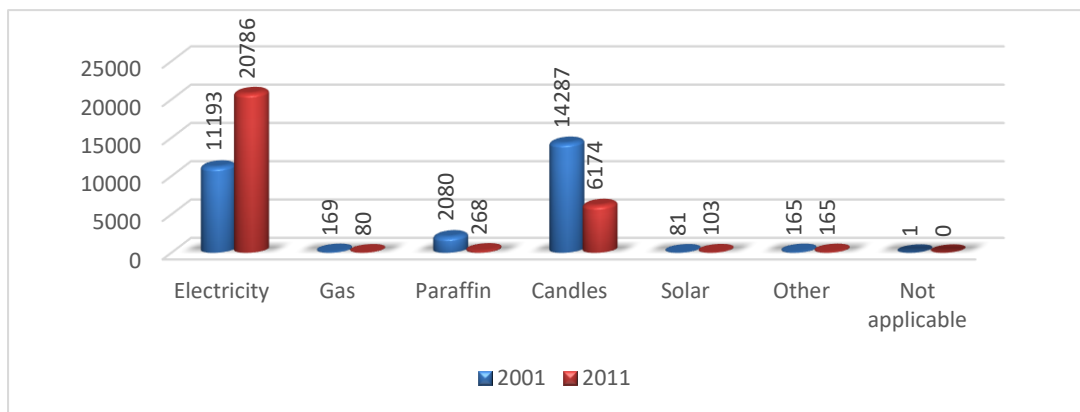
2.1.35.4 MUNICIPAL ROADS AND MAINTENANCE PLAN

uThukela district municipality has complied with the National Land Transport Transition Act (NLTTA), act 22 of 2000 that requires that the district and local municipalities must compile a public transport plan (PTP). The plan is a 5 year plan that is reviewed annually. This plan was prepared in conjunction with the local municipalities. It is aligned with the IDP. In the plan there are number of identified projects that require implementation over the period of 5 years. Additional projects were identified for implementation after 5-year period. The municipality is planning to have its Integrated Transport Plan (ITP) in the 2020/2021 financial year as per the requirement of the National Land Transport Transition Act (Act No.26 of 2006). UThukela District Municipality is currently gathering information relating to road classes, traffic studies and road inventory information through Rural Road Asset Management (RRAMS) as funded by Department of Transport. To fulfill this exercise the DOT has put aside the grant funding of R2.5 million to uThukela district municipality for 2021/2022 financial year.

2.1.36 ENERGY

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

FIGURE 12: ENERGY FOR LIGHTING

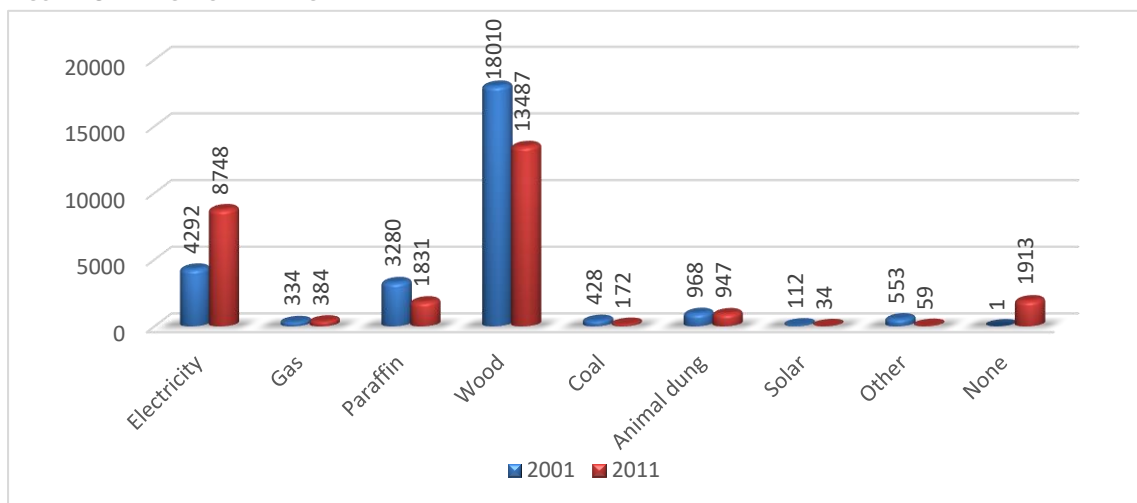


Source: Statistics South Africa: 2011

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

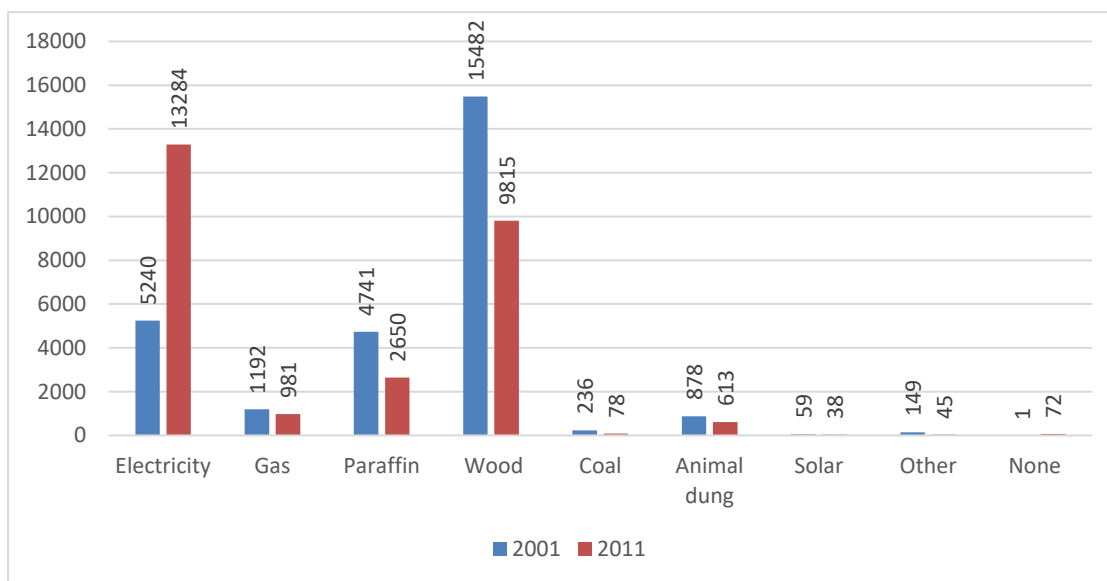
Figure 23 illustrates energy use for heating. This figure indicates that wood is used by the majority of households (49%) although there has been a decrease in the number of people that use wood. Electricity is used by a smaller percentage of households (38.7%), however this does not imply that the majorities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

FIGURE 13: ENERGY FOR HEATING



Source: Statistics South Africa: 2011

FIGURE 14: ENERGY FOR COOKING

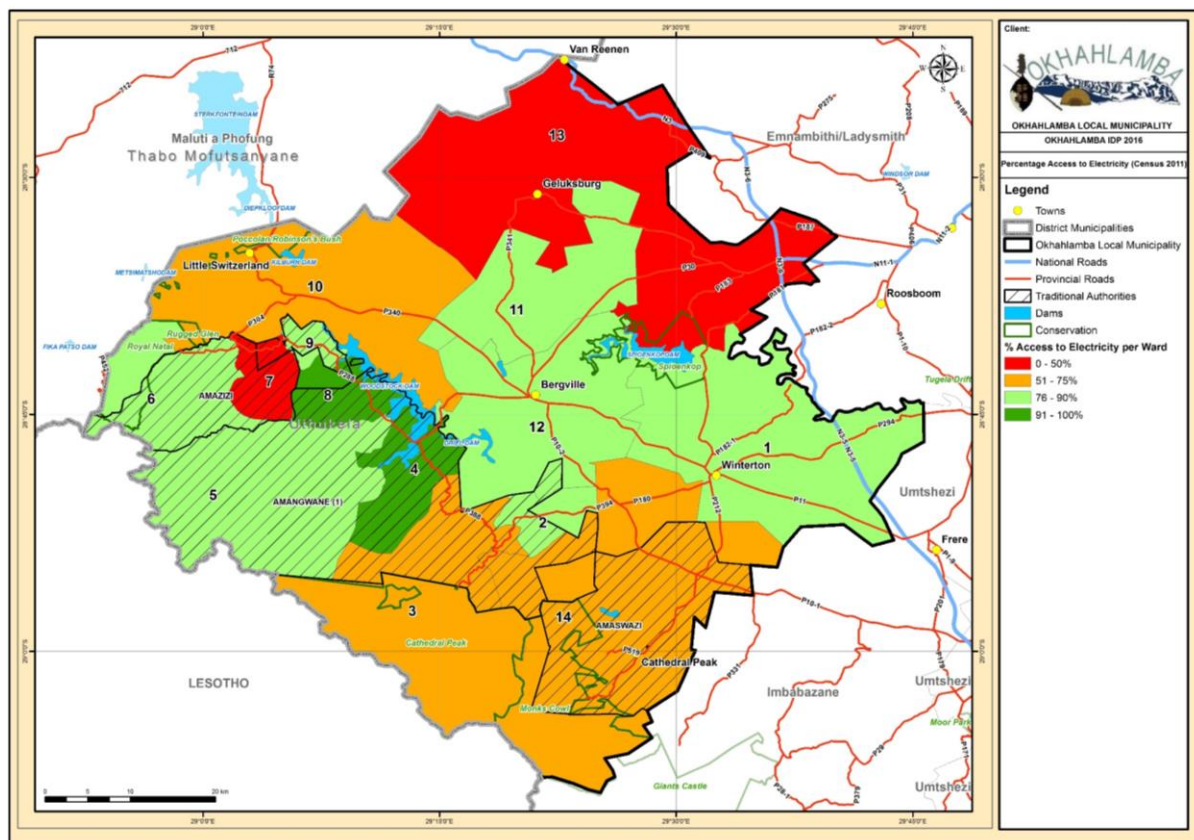


SOURCE: STATISTICS SOUTH AFRICA: 2011

Figure 24 indicates energy used for cooking. It is seen that in 2001, the majority of the population used wood to cook (35.6%), while in 2011 there was a decrease in the percentage of people using wood and an increase in the use of electricity (48%).

The three figures show that the majority of people in Okhahlamba Local Municipality use mostly electricity to cook and for lighting and use less electricity for heating. The graphs also show that between the year 2001 and 2011 there has been an increase in the number of people using electricity, which implies that more people had access to electricity.

MAP 18: ELECTRICITY BACKLOGS



Map 18 indicates that the majority of the municipality has access to electricity, with ward 7 and 13 seemingly experiencing the least access. Eskom supplies electricity to the Okhahlamba municipality. Electrical infrastructure covers the majority of the municipal area. Projects identified and implemented by Eskom includes the following:

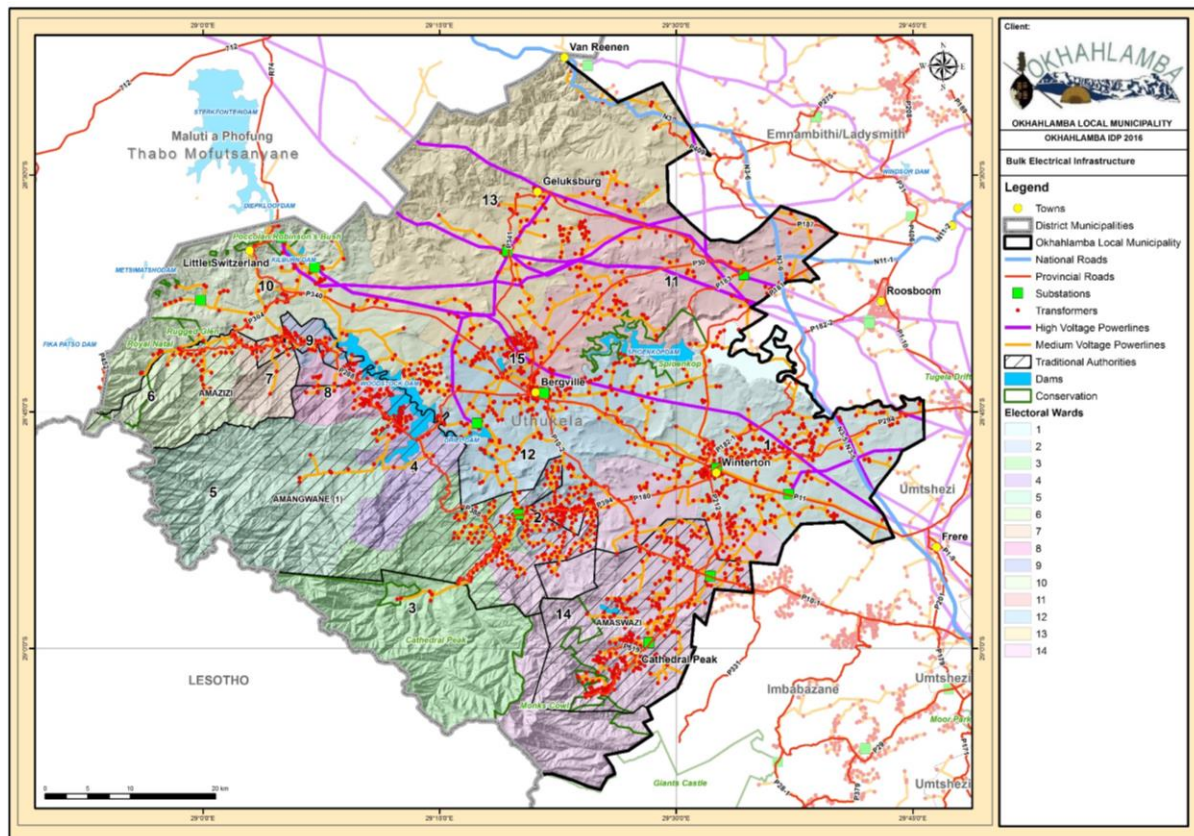
- Buffelshoek SS Capacity Increase and 33 kV Feeder bay Est – Completed (Construction completed and handed project hand over).
- Cathkin SS Capacity Upgrade – in construction (Construction completed and handed project hand over).
- Okhahlamba 132 kV SS est – Deferred (Concept Release Approval; Initiatives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

The Department of Energy (DOE) responsible for electrification while the National Government provide the budget for Electrification through DOE. Then DOE appoints licensed suppliers as implementing agents for Electrification. DOE set the priorities and Gazette the annual electrification plan. License holders only implements the plan. Municipalities Schedule 6 projects and ESKOM Schedule 7 projects. Schedule 6 Projects are in Municipal licensed areas mainly by municipalities. Schedule 7 Projects are by ESKOM in ESKOM licensed area. Electricity Service Delivery Planning Unit looks after prioritizing Nationally IDP's informed by Sector Electrification plans are used to set the priorities related to the allocation of electrification projects by DOE. This is done via the DOE application process annually. Projects will not be included into the DOE electrification plan without a resolution from the relevant Local Municipality EXCO. DOE will fund project via a Municipality in the

ESKOM supply area but specific criteria apply. The planning cycle related to electrification planning is 18 to 24 Months. Project identification need to be done two years in advance. DOE insists on project completion in the financial year that money is allocated.

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

MAP 19: ELECTRICAL INFRASTRUCTURE

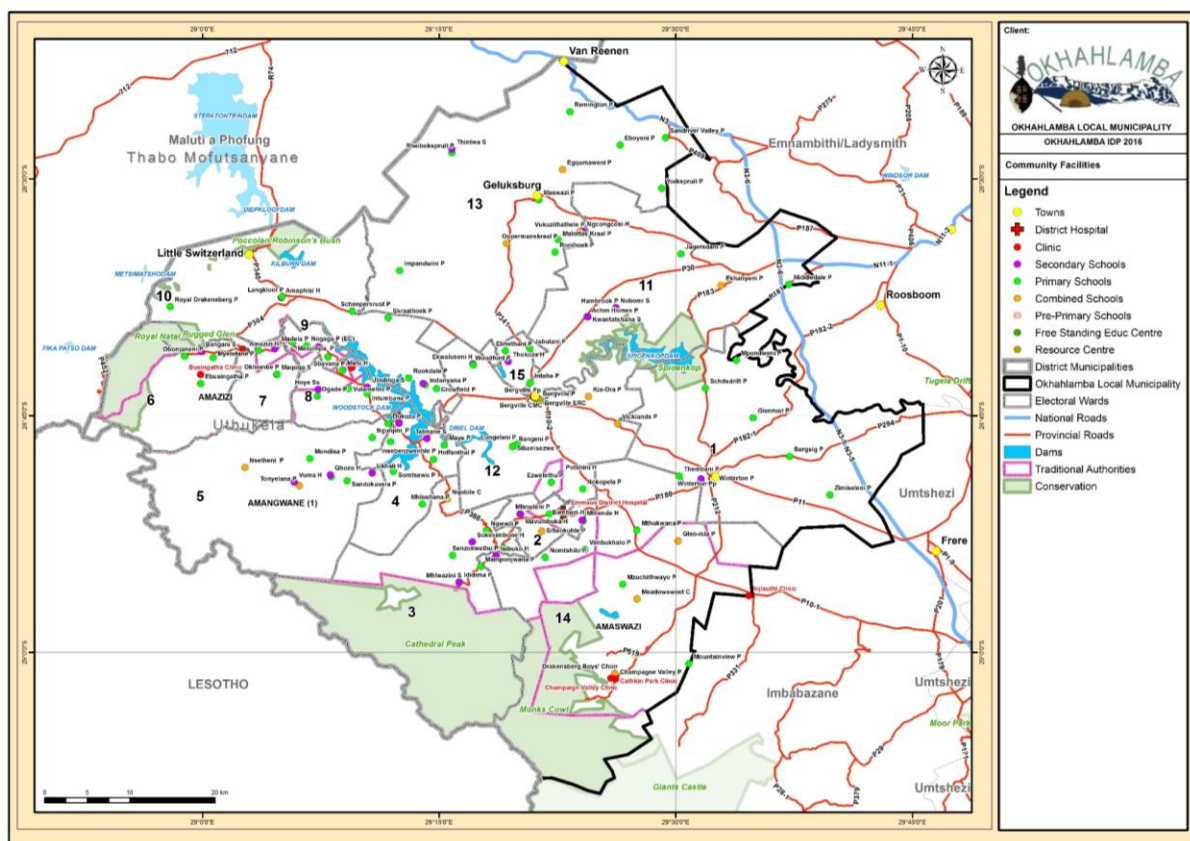


Although the Eskom electrification network is extensive and appears to cover the entire municipality it does not impact on the disadvantaged rural settlements (map 18). Recommended alternative technologies include safer and more efficient cookers, such as gas fuel and more efficient and sustainable use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

2.1.37 ACCESS TO COMMUNITY FACILITIES

Okhahlamba Municipality identifies the improvement of economic and social infrastructure, access to quality education, and improved health care as priority issues. The development and maintenance of essential public infrastructure is an important ingredient for sustained economic growth and poverty reduction. Poor infrastructure is considered one of the most binding constraints to growth throughout the municipality.

MAP 20: COMMUNITY FACILITIES



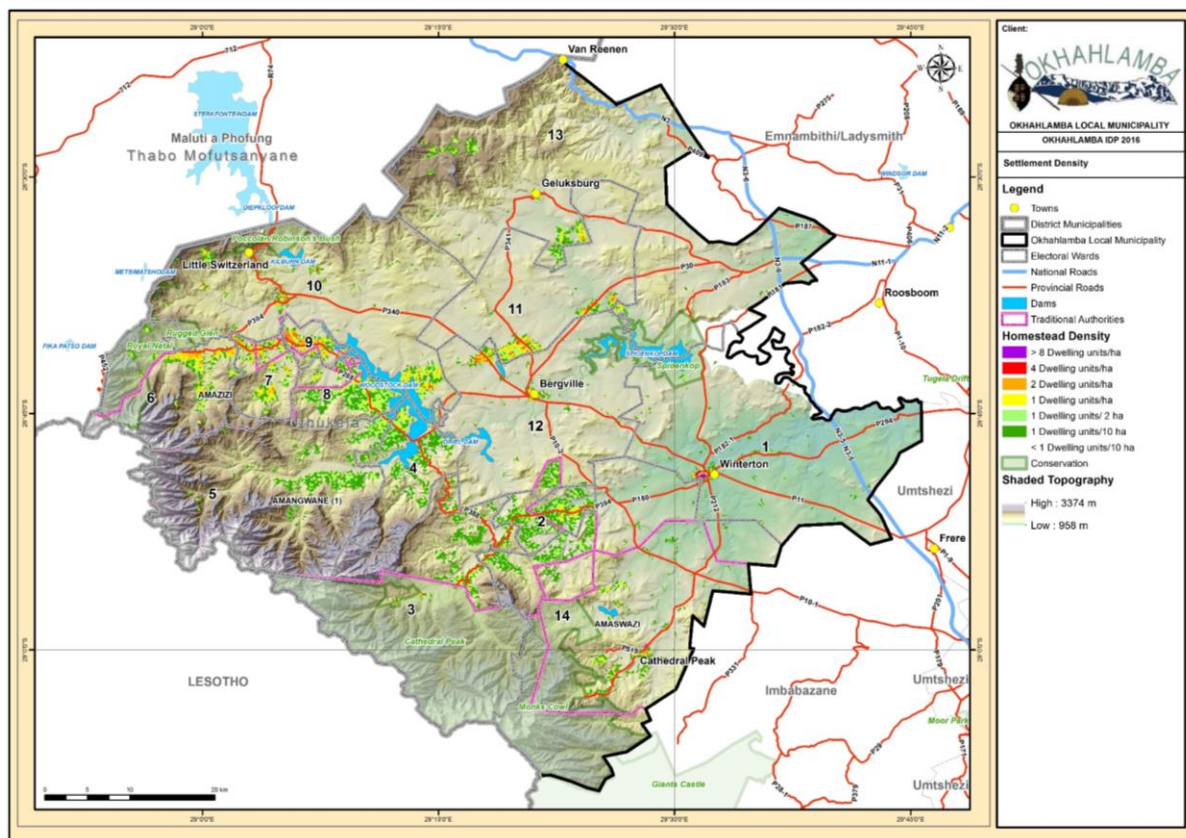
Reasonable access to social infrastructure in remote, rural environments where 80 per cent of the population live mostly without electricity and roads is essential. Infrastructure investment would contribute to economic growth and support social objectives. Access to social services is limited in terms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

2.1.38 HUMAN SETTLEMENTS

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

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

MAP 21: SETTLEMENT PATTERN



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

TABLE 12: HOUSING PROJECT FROM 2017-2018 TO 2021/2022

HUMAN SETTLEMENTS PROJECTS.

In terms of human settlements, we have made significant progress, and contained herewith is a summary of the current status of projects within human settlement section.

**1. Projects at close-out stage
Zwelisha-Nhlanhleni housing project
Ward 7 and 9**

- This project commenced transfer in October 2018.
- Project scope 285 transfers
- Project budget was R308, 300.00
- Project spent to date R251 500.00
- Project balance to date R56 800.00
- Project achievements
 - 224 transfers complete and ready to be handed over
 - Balance 61 transfers

**2. Projects at construction stage
Emmaus housing project
Ward 2**

- This project commenced construction in June 2019 and it ends date is October 2020
- Project scope is 500 units

Project budget is R65 571 675.00
 Project spend to date is R926 185.10
 Project balance to date is R64 645 489.90
 Project achievements to date:

- 1 unit constructed and complete balance is 499 units.
- Zero units sanitation complete
- Zero units in transfer is complete
- 1 unit on water harvesting is complete

Dukuza A housing project

Ward 4

This project commenced construction in May 2018 and its end date is November 2019

Project scope is 500 units

Projects budget is R63 804 965.00

Project spent to date R26 181 889.40

Project balance to date R37 623 075.60

Project achievement to date:

- 115 units construction and complete balance is 365 units
- Zero units in sanitation
- Zero transfers complete
- Water harvesting 37 units complete

Gugulethu housing project

Ward 8

This project commenced construction in June 2016 and its end date is May 2019

Project scope 500 units

Projects budget is R55 121 022.57

Project spent to date R38 323 811.43

Project balance to date R16 797 211.14

Project achievements to date:

- 349 units construction and complete balance 151 units
- 100 units sanitation VIP Latrine construction and complete balance 174 units
- 0 transfer complete balance 500 transfers

Project is at halt. There are various social issues that are blocking progress in the project

- Land issue
- Beneficiary administration issue remain unresolved
- Request to the DoHS for project scope extension by 100 units to accommodate beneficiaries that were not captured
- Revision of the project general plan to include households that were not included in the general plan
- Department response is positive but no budget is available at present
- The municipality is gathering required information for submission to the department

Project name	ward	No. of units	Project type	Budget	Start/end	Project status	Completion	
Amazizi Phase 3A	2	6	500	Rural	R1 464 295.00	16/18	Planning	98%
Moyeni A	8	500	rural	R1 464 295.00	16/18	Planning	95%	
Acton homes	11	1000	urban	R3 228 450.00	16/18	Planning	90%	
Insukanghlale B	7	750	Rural	R2 421 337.50	19/21	Planning	5%	

Ogade	8	1000	rural	R3 228 450.00	19/21	Planning	37%
Engobe	3	1000	rural	R3 228 450.00	19/21	Planning	40%
Potshini	12	1000	rural	R3 228 450.00	19/21	Planning	58%

Projects approved for stage 2

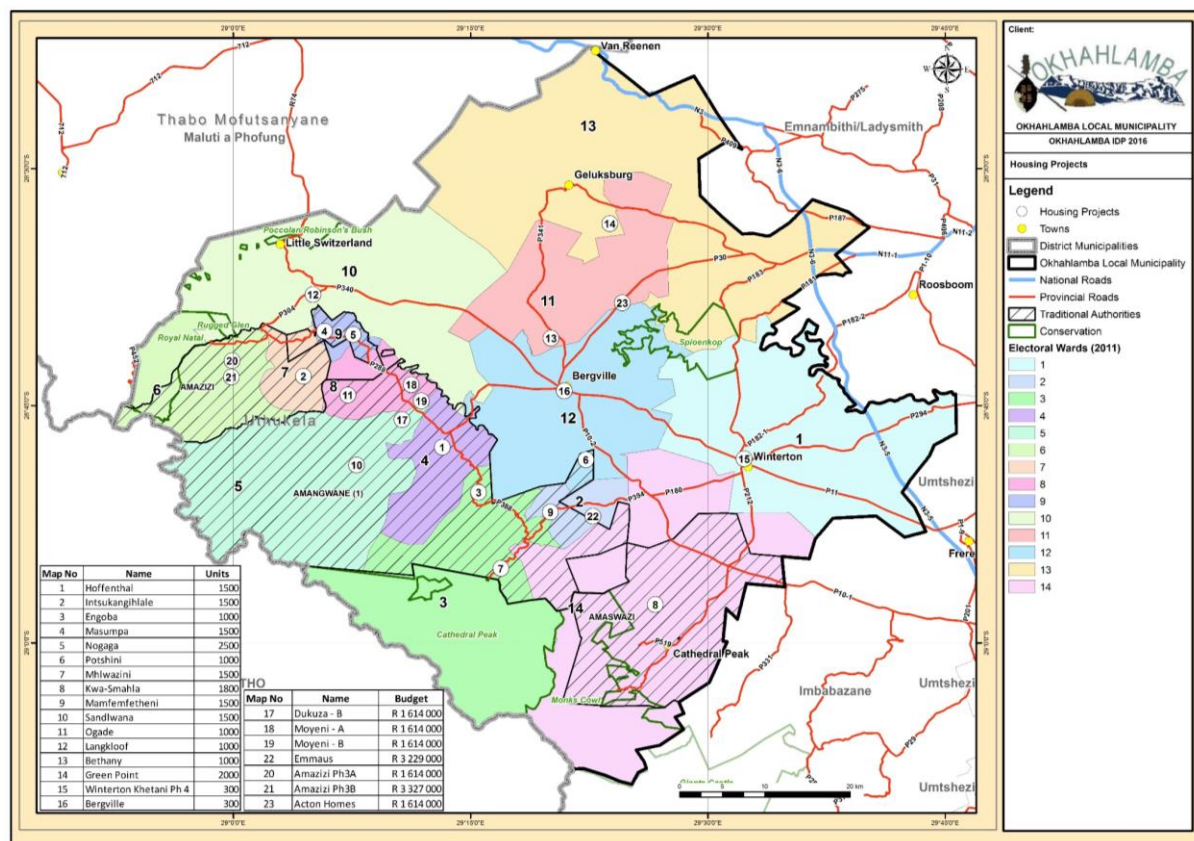
Project name	ward	No. of units	Project type	Budget	Start/end	Project status	Completion
Amazizi 2 phase 3B	6	500	Rural	Funding not approved	16/18	Construction	0%
Dukuza B	4 and 5	500	Rural	Funding not approved	16/18	Construction	0%
Acton homes	11	1000	Urban	Funding not approved	16/18	Internal services	0%

Projects at feasibility stage

Project name	Ward	No. of units	Project status
Hoffental A rural housing project	4	750	Feasibility
Hoffental B rural housing project	4	750	Feasibility
Insukangihlale A rural housing project	4	750	Feasibility
Masumpa A rural housing project	9	750	Feasibility
Masumpa B rural housing project	9	750	Feasibility
Mhlwazini A rural housing project	3	750	Feasibility
Mhlwazini B rural housing project	3	750	Feasibility
KwaSimahla A rural housing project	14	900	Feasibility
KwaSimahla B rural housing project	14	900	Feasibility
`Nogaga A rural housing project	9	1250	Feasibility
Nogaga B rural housing project	9	1250	Feasibility
Mamfemfetheni rural housing project	2	1500	Feasibility
Sandlwana rural housing project	5	1500	Feasibility

All the above are not yet registered with the department or do not have budget as yet.

MAP 22: HOUSING PROJECTS



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

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

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

The municipality envisages this to become a sustainable community development in rural KwaZulu-Natal, which can restore and further improve the human dignity and citizenship benefits of the

community. It will also facilitate and support local and economic development and become one of the nodal areas within the municipality.

2.1.39 TELECOMMUNICATIONS

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

FIGURE 15: HOUSEHOLD ACCESS TO TELECOMMUNICATION

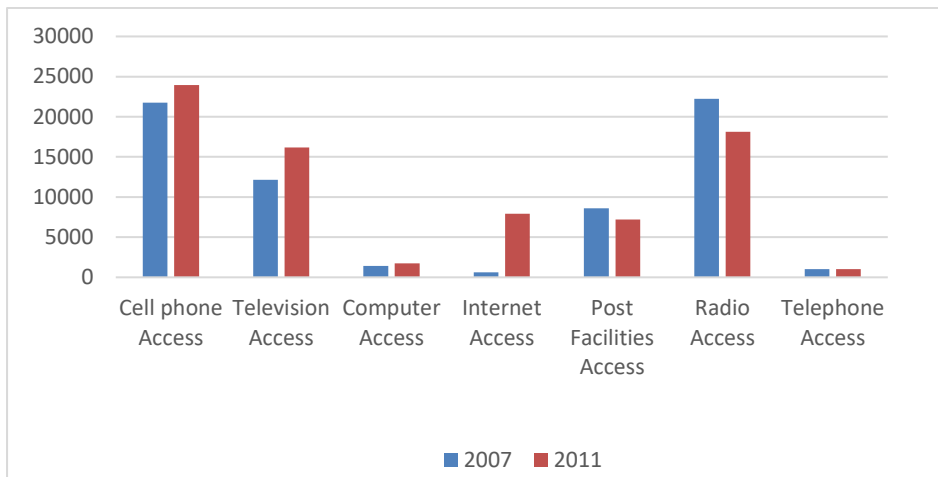
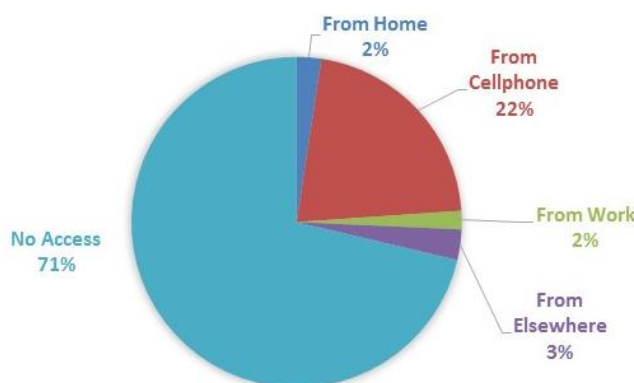


Figure 27 indicates that 71% of people do not have access to the internet, while the largest percentage with access to the internet use cell phones to access the internet.

FIGURE 16: ACCESS TO INTERNET (PERCENTAGE)



2.1.40 SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Capacity to consolidate and complete existing projects within timeframe using the available budget ✓ Electrical infrastructure available ✓ High level of access to electricity for lighting ✓ Maintenance of plant and Equipment in house (Mechanical w/shop) ✓ Availability of Sector Plans (Electricity, Housing and IWMP) ✓ Additional new equipments and machinery ✓ The new landfill site to address the issues of waste management ✓ Ability to address backlog using the additional plants and equipment in road construction ✓ Improved number of human settlements units delivered. 	<ul style="list-style-type: none"> ✓ Electrical capacity is constrained ✓ Insufficient funding e.g. grants dependently ✓ Non availability of land for development (land is privately owned) ✓ Non availability of infrastructure investment plan ✓ Non availability of parks and recreational strategic plan ✓ Non availability of cemetery management and maintenance plan ✓ Non availability of road master plan ✓ Lack of by-laws implementation ✓ Prolonged process for housing development ✓ Lack of funding for maintenance of infrastructure assets ✓ Non-existence of Local Integrated Transport Plan
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Improvement on access roads ✓ Housing projects provides opportunities to create sustainable human settlement ✓ High dependence on wood for cooking and heating ✓ Attracting more grant funding due to performance ✓ Completion of a new Landfill site (Technological) ✓ Alternative energy sources: Solar, Wind, Hydro Energy etc. <ul style="list-style-type: none"> ○ Rural ○ Urban ○ Farmlands 	<ul style="list-style-type: none"> ✓ Illegal dumping can pose threats to environmental health and water sources. ✓ Natural disasters ✓ Shortage of space for cemeteries ✓ Dilapidating of infrastructure ✓ Public protest

2.1.41 LOCAL ECONOMIC DEVELOPMENT

KEY PERFORMANCE AREA- LOCAL ECONOMIC DEVELOPMENT

1 EARLY CHILDHOOD DEVELOPMENT CENTRES

The Municipality built Early Childhood Development Centers to address the backlog of ECDs. The following table outline the number of ECDs built in different wards:

NO	ECD	NO OF JOBS CREATED	SECTOR ECD CONSTRUCTION		STATUS
1	Magogo Creche	18	6	12	Operational
2	Maromeni Creche	11	3	8	Operational
3	Madiba Creche	18	3	15	Operational
4	Mahlabathini Creche	23	5	18	Operational
5	Siyathanda Creche	11	3	8	Operational
6	Oolweni Creche	18	6	12	Operational
7	Nhlalwenhle Creche	21	6	15	Operational
8	Ndunwane Creche	18	4	16	Operational
9	Mpumelelo Creche	18	5	13	Operational
10	Mcijeni Creche	18	6	12	Operational
11	Gudliqele Creche	15	4	11	Operational
12	Ntuthwaneni Creche	20	5	15	Operational

2. Okhahlamba Municipality has developed the following policies and their status thereof is:

NO	POLICY	YEAR DEVELOPED	STATUS	REVIEWED
1	Informal Economy policy	2014	Adopted	Annually
2.	EPWP policy	2013	Adopted	Annually
3.	Business Licensing Bylaw	2015	Adopted	Annually
4.	SMMEs/Cooperatives policy	2013	Adopted	Annually
5.	LED Strategy	2019	Adopted	After 5 years

3 The following Catalytic projects has been identified by Okhahlamba Municipality as Key Economic drivers/ game changers, which will unlock economic opportunities and create employment.

NO	PROJECT	BACKGROUND	PROJECT VALUE	EMPLOYMENT
1	Steynburg Piggery project	This is a private investment built in Okhahlamba Municipality. This piggery project is targeting 4800 sows. Its area under roof is 800m2	R380 million	22 Already permanently employed and 40 temporal for construction
2	Grape Farming project	Project is implemented under 3 traditional Authorities(R 20 million	90

		Amaswazini, Amangwane and Amazizi). The project was funded by COGTA, and Department of Agriculture		
3.	Informal Trading Stalls	The project is implemented in phases. Grants for the construction of market stalls was received from COGTA, Small Business Development and EDTEA	R13 million	299
4	Municipal Driven Cooperatives	Okhahlamba Municipality appointed 9 Cooperatives to render services such as <ul style="list-style-type: none"> • Waste collection • Storm water drainage • Parks and garden maintenance 	R 5 million	342
4	Okhahlamba fresh produce	Project was funded by COGTA to assist local farmers to bring the market closer after struggling a long time. Again Informal traders had to go out of the province to do the stock for every day. Fresh produce came to rescue them from travelling long distances. The management of the fresh produce is outsourced.	R8 million	9
5	Ploughing program	This is a Municipal program started in 2018. It aimed at assisting emerging farmers and needy people to be able to plough their fields. The program is implemented in partnership with Department of Agriculture and Development Agency, They supply seeds and the Municipality bring tractors.	R3million	85 farmers 2 fulltime employees
5	Drakensberg Extravaganza	This is an annual event which was started in 2017 and taking place annually. It's a 10 days event. Different stakeholders are participating in it. Part of the event summits are coordinated to educate and showcase work done during	9 million	120 temporal job opportunities

		<p>the year. Below are summits held every year:</p> <ul style="list-style-type: none"> • Tourism summit • Land and Agricultural Summit • Youth Summit • Social cohesion • Fashion meets Tourism • Create Arts Industry 		
6	Tourism Skills Development	<p>Okhahlamba Municipality participated in Tourism Skills Development program funded by National Tourism Department. The Department appointed service providers to training unemployed youth on different courses which includes</p> <ul style="list-style-type: none"> • Food and Beverages • Hospitality • Tour guiding 	R 332 500	95 Temporal jobs and 15 permanent

PLANNED PROJECTS

PROJECT	PROJECT BRIEF	STATUS	ESTIMATED BUDGET	NO OF JOBS
Cable Car	This is a provincial project planned to be at Okhahlamba Municipality.	<ul style="list-style-type: none"> • Feasibility study was conducted • Business study was developed • 18 studies for project was completed • A full blown EIA is outstanding and a potential investor 	500 million	+/- 100 Jobs to be created.
Aquaculture (Fisheries)	The project is planned to be developed in Woodstock dam. Its aim is to promote cage culture.	A business plan has been developed and presented to Small Business Development	15 million	100 (cage owners)

Light Industrial Park	The project is planned to be developed at old Transnet office in Bergville. The purpose is to formalize street mechanics, bring together all sewing cooperatives, house SMMEs doing Cleaning detergents and saloons	A business plan has been developed. Negotiations with Transnet to release premises are ongoing	5 million	32 potential temporal job creation 52 permanent for stall owners
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4 Trainings and Workshops from 2017-2021

Women, Youth and people with Disabilities programs

Below are the programs targeted for Youth, Women and people living with disabilities.

EVENT	SKILLS	DATE	VENUE	NO. of Participants	Partnership Org/Department	Challenges
Rural Women's Workshop	Farming Sewing positive decision making, risk avoidance, life skills, career choice, budgeting, and finance	1 NOV 2017	Woodford Com. Hall Ward 06	60 Women	SABC Foundation	Transportation for collecting people from wards. There was a target number of 150 senior citizens but only 60 arrive.
Young Entrepreneurs workshop	Entrepreneurship	26 JAN 2018	OLM Council chamber	80 Young people 30 females 50 males 6 People with disabilities	NYDA	NONE.
Beadwork workshop	Beadwork	Aug 2018	OLM council chamber	25 females 7 Youth 1 person with disability	Department of Arts & Culture	Transport.
Workshop for people with Disabilities in Entrepreneur space	How to register or Bid as a contactor and the advantages of a person with disabilities in an entrepreneur industry.	14 Feb 2019	Kandahar Community Hall	15 People with disabilities from Okhahlamba Local Municipality 8 Males 7 Females	EDTEA	There are not enough people with disability at Okhahlamba who are registered for businesses because of lack of information.
Soap Making Workshop for people with disabilities	Soap making	November 2018	OLM Technical Boardroom	30 People with disabilities 20 females 10 Males	Department of Arts and Culture	
Age in active workshop	Training senior citizens on how they could keep active in sports and by also doing handwork	01-30 March 2019	Following ward 7, 8, 9, 12 and 15	150 senior citizens 30 Senior Citizens from per ward	Department of Sports and Recreation Department of Social Development	There was no budget for lunch, senior citizens had to bring their own lunch.

Creative arts workshop	Film Production Music production	22 Nov 2019	Bergville Sports Complex	250 participants	The Drakensberg Extravaganza	NONE.
Fashion, Film meets Tourism	Fashion skills Film Production	25 Nov 2019	Bergville Sports Complex	250 Participants	The Drakensberg Extravaganza	NONE.
Social Cohesion	Building shared values and communities of interpretation, reducing disparities in wealth and income, and generally enabling people to have a sense that they are engaged in a common enterprise, facing shared challenges, and that they are members of the same community.	28 Nov 2019	Bergville Sports Complex	1000 participants 850 Females 150 males	The Drakensberg extravaganza	NONE.
Filming production workshop	Script writing Directing Costume and make-up	15 August 2019	Didima Wildlife Park			
Ability in the hands of People with Disabilities	Promoting handwork that is done by people with disabilities from our local centre to the community to buy from.	2019 – 2020	Ithubalethu Well-being centre		Department of Arts and Culture	NONE.
Leather making workshop	HIDES, SKINS & LEATHER SKILLS PROGRAM How to make belts, bags and cushions using leather	August 2020 Duration: 40 days Theory: 15 days Practical: 25 days	Obonjaneni Community Hall	25 Youth Participants (18 females and 7 males)	Mnambithi TVET College	NONE.

SoulCity Workshop	Gender based violence. HIV & AIDS Early Childhood	30-31 March 2021	Bergville Sports Complex	60 participants	SOUL CITY Foundation	NONE.
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YOUTH DEVELOPMENT OFFICE

NO OF STAFF COMPLIMENT	PROGRAMS	YEAR OF IMPLIMENTATION
2 employees manning the office	<ul style="list-style-type: none"> • NYDA kiosk- to facilitate NSFAS application, Registration to tertiary institutions • Business skills development program • Career guidance day • Career guidance outreach to+ Matriculates/ • Funding facilitation through NYDA • Bursary program for youth funded by the Municipality • Outreach programs addressing the following issues: <ul style="list-style-type: none"> • Gender based Violence • Drug abuse • Early pregnancy awareness 	2011

6. RED TAPE REDUCTION

As part of developing Okhahlamba SMMes, the Municipality took an initiative of amending SCM policy as follows: The revised regulations require organs of state to identify tenders, where it is feasible, to sub-contract a minimum of 30% of the value of the contract for contracts above R30 million. Blacks; Black Youth; Black Women; Black people with disabilities; Black per The tenderer must sub-contract a minimum of 30% of the value of the contract to EMEs or QSEs or EMEs or QSEs which are 51% owned by either of the following people living in rural or underdeveloped areas or townships; cooperatives owned by Black people; Black people who are military veterans.

Acknowledging that in the main, the high value tender in the region of R30 million and above tend to be awarded to established companies due to economies of scale and affordability, leaving out categories of aspiring businesses, the revised regulations requires all those with ability to deliver the required service to demonstrate the element of subcontracting to the categorized groups at a tendering stage.

The implementation of the policy is monitored through SCM reports, where they report on the number of projects implemented for that particular Quarter and number of subcontracted SMMes.

The Municipality has put aside budget for SMMEs and Cooperatives as part of SMMEs/Cooperatives assistance program. The following services are now rendered by SMMEs and Cooperatives:

- Cleaning material
- Electrical material
- Road maintenance material
- and stationery SMMEs and Cooperatives entered into a 3 year contract with the Municipality.

If the Municipality is in need of one the above services, appointed service providers are requested to quote on the required items and be awarded an order to supply the Municipality. All invoices are paid within 30 days

Rates incentives are implemented to new investors.

6. IGR STRUCTURES

- Stakeholder involvement- The Municipality has an LED forum where all Government Departments and NGOs sit and plan investments that will be implemented for the financial year in Okhahlamba.
- Forum sits Quarterly and participation is satisfactory
- Each stakeholder reports on the progress of their programs if there are challenges forum becomes the nest of providing solutions of those challenges encountered in implementation of the project.
- Municipality is also participating on the following structures
 - District LED/Tourism Forum
 - Local CTO
 - Economic Cluster
 - Social Cluster
- The Municipality is also in partnership with Uthukela District Development Agency in terms of implementing projects within Okhahlamba.

7. INNOVATIVE SYSTEMS

OKHAHLAMBA MUNICIPALITY INNOVATION HUB

BACKGROUND

Okhahlamba Municipality has partnered with Moses Kotane Institute in establishing an innovation hub which seeks to provide skills development for fourth Industrial Revolution to the Youth, SMMEs and Cooperatives.

The main objectives of the program are as follows:

- Access to information & infrastructure
- ICT training and Enterprise development
- Coordinate and support idea to commercialisation
- Enhance support for innovators & entrepreneurs
- Promote innovation & technology activities
- Drive innovation at local government level

PROGRAM	START DATE	STATUS
Bergville Digital Centre	2019	- Set-up of the Digital Centre was completed. On the 16 th of December 2019 National Day of Reconciliation, President Cyril Ramaphosa, National Ministers, The Premier and Members of the KZN Executive Council visited the Digital Centre -The Bergville Digital Centre was launched on the 22 nd of September 2020

TRAININGS CONDUCTED THUS FAR

TRAINING	TRAINING DATE	NO OF PARTICIPANTS
Enterprise Development Training.	October 2019- February 2020	14 entrepreneurs completed the training.
Web design course targeting Unemployed Graduates	October 2020	8 unemployed graduates completed the course
International Computer Science Week	12 th of December 2020	10 learners between 14-24 years participated
Design thinking workshop	March 2021	9 Innovators
Digital Literacy Training in partnership with Africa Learn The induction was on the 26 th of March 2021.	26 th of March 2021 till 28 th of April 2021.	Targeting 20 unemployment youth within the area

In addition, Okhahlamba has got 3 libraries with full internet access to communities. They use these facilities for e-learning, online applications and research. New papers are also available in all libraries.

8. LED IMPLIMENTATION STRATEGY PLAN

PROJECT	BUDGET	TIMEFRAME	TARGET
Informal Trading Stalls	R13 million	5 Years	300 informal traders

Okhahlamba fresh produce	8 million	5 years	120 farmers supplying fresh produce
Ploughing program	R500 000	5 years	200 hectares
Drakensberg Extravaganza	9 million	5 years	100 000 attendance
Grape farming project	20 million	5 years	180 full time jobs
Tourism skill Development	R 332 500	3 years	95 Temporal jobs and 15 permanent
Aquaculture	15 million	5 years	100 (cage owners)
Cable Car	R500 Million	5 years	In 5 Years it should be implemented
Light Industrial Park	5 million	5 years	In 5 years it should be implimented

9. In implementation of LED strategy the Municipality established a LED unit which is as follows:

UNIT	RESPONSIBILITIES	STAFF COMPLIMENT
Business Support Unit	<ul style="list-style-type: none"> • Business Registration and compliance • Training of cooperatives and SMMEs 	3 Permanent employees
Business Licensing unit	<ul style="list-style-type: none"> • Issuing of business licenses • Renewals • Compliance and one employee permanent 	1 full time employee
Business Development unit	<ul style="list-style-type: none"> • Business plans development • Business Referrals to other agencies • Training • Community Awareness • Stakeholder engagement • Radical Economic Transformation 	2 full time employees
Tourism unit	<ul style="list-style-type: none"> • Tourism Exhibitions • Tourism Marketing locally and internationally • Develop Media Marketing Programme 	1 Senior tourism Officer 2 Information officers 2 Tourism Interns

10 IMPACT OF COVID 19

South Africa is one of the Countries facing the corona virus pandemic, which resulted on the state of disaster declaration by president on the 15th of March 2020.

This was done to limit the spread of virus and address this medical emergency under the Disaster Management Act 2002. A further series of restrictions were announced which includes lock down on the movement of South African citizens from midnight of the 26th of March 2020. The level 5 lock down was the hardest one, since all business activities were suspended.

The Okhahlamba Municipality felt the hit from both Informal traders and Tourism industry. Most establishment failed to pay Municipal rates and some resulted in closing their businesses. Which contributed on job losses.

10 MUNICIPAL INTERVENTION

- Municipality did not increase rates for the 2020/2021 financial year.
- Discounts were negotiated with the ones failed to pay rates
- Municipality resolved not to increase rates for the period of 2021/22 financial year
- Business Licensing unit introduced awareness encouraging them to comply to be able access Covid relief fund
- Informal traders were assisted on applying for Covid relief fund through SEDA and Small business Development.

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

2.1.41.1 COMPARATIVE ADVANTAGES

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

TABLE 13: LOCATION QUOTIENT FOR OKHAHLAMBA

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

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

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

TABLE 14: GVA CONTRIBUTION OF OKHAHLAMBA TO UTHUKELA (IN CONSTANT PRICES) RM

	2001	2006	2011	Average annual growth 2001-2011
uThukela total GVA	7 294	10 110	13 472	6%
Okhahlamba total GVA	1 170	1 982	3 141	10%

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

2.1.41.2 MAIN ECONOMIC SECTORS

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

TABLE 15: GVA CONTRIBUTION PER SECTOR IN CONSTANT PRICES (RM)

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

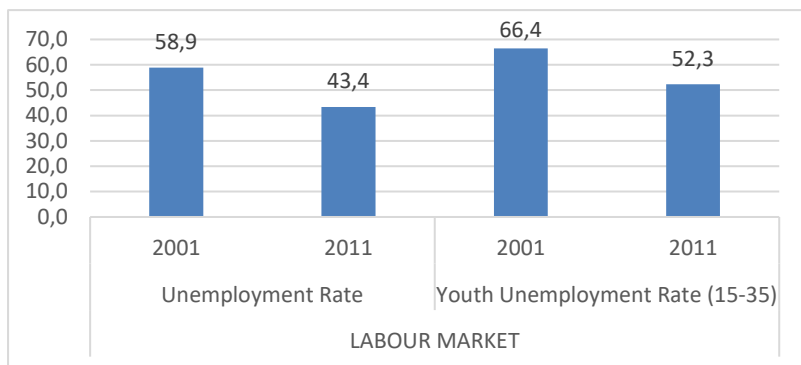
Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

2.1.41.3 EMPLOYMENT AND INCOME LEVELS

2.1.41.3.1 EMPLOYMENT

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

FIGURE 17: UNEMPLOYMENT RATE

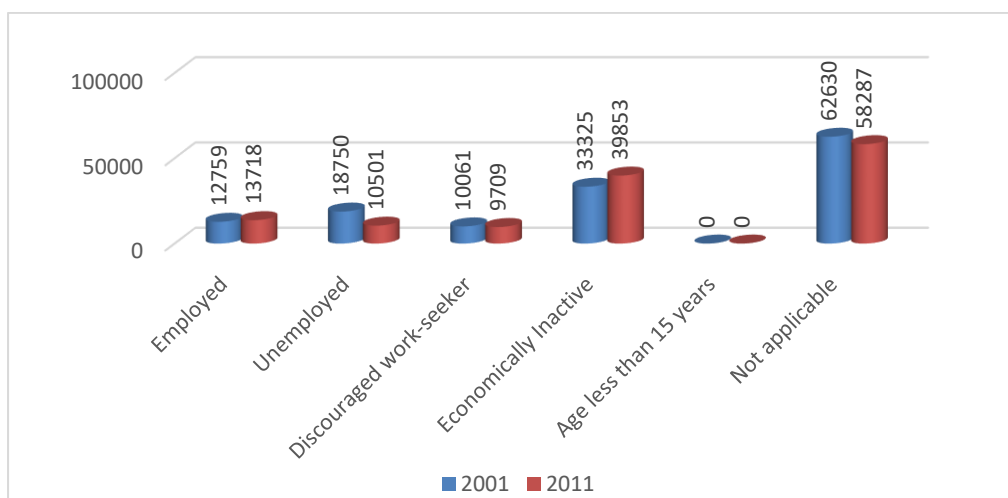


Source: StatsSA 2011

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

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

FIGURE 18: EMPLOYMENT STATUS

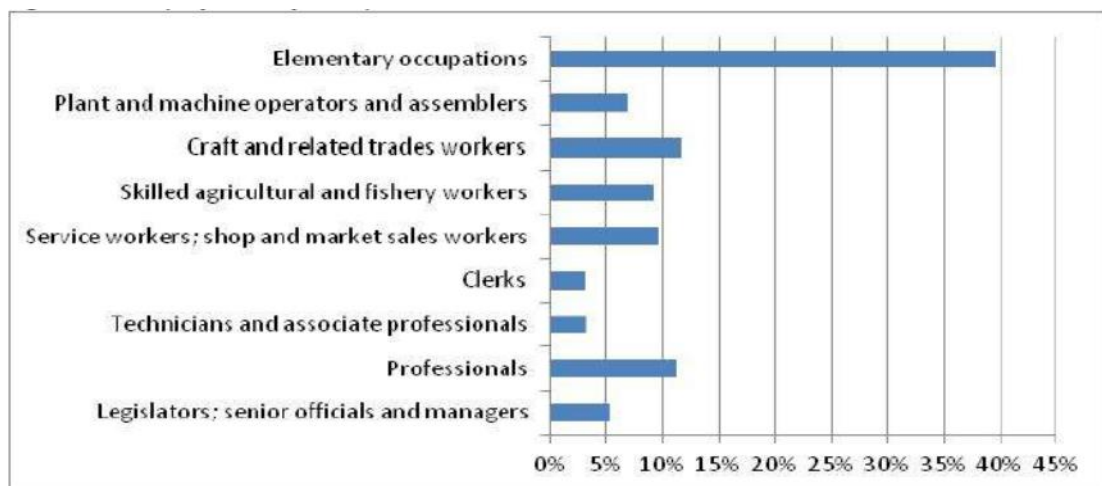


Source: Statistics South Africa: 2011

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

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

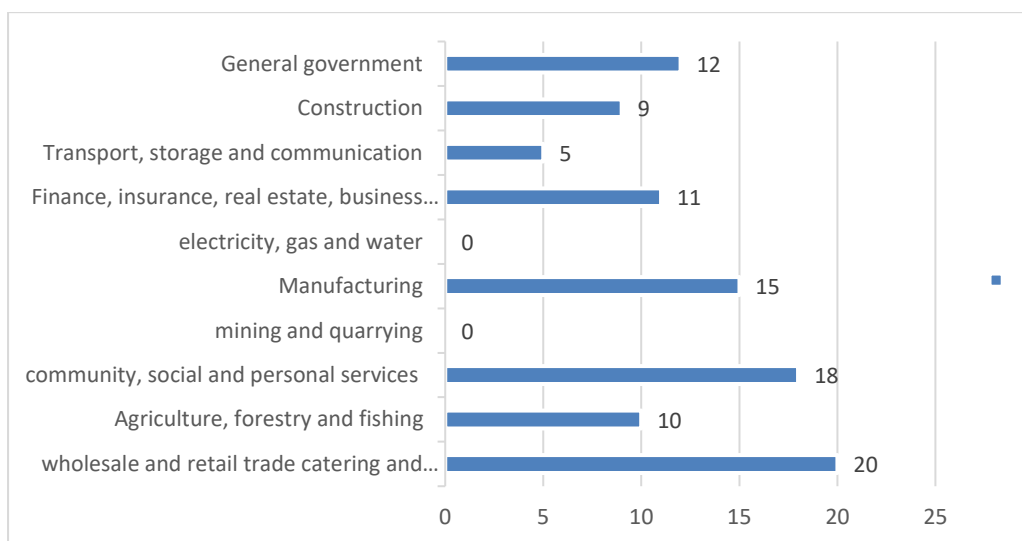
FIGURE 19: EMPLOYMENT BY OCCUPATION IN OKHAHLAMBA



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

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

FIGURE 20: EMPLOYMENT BY SECTOR



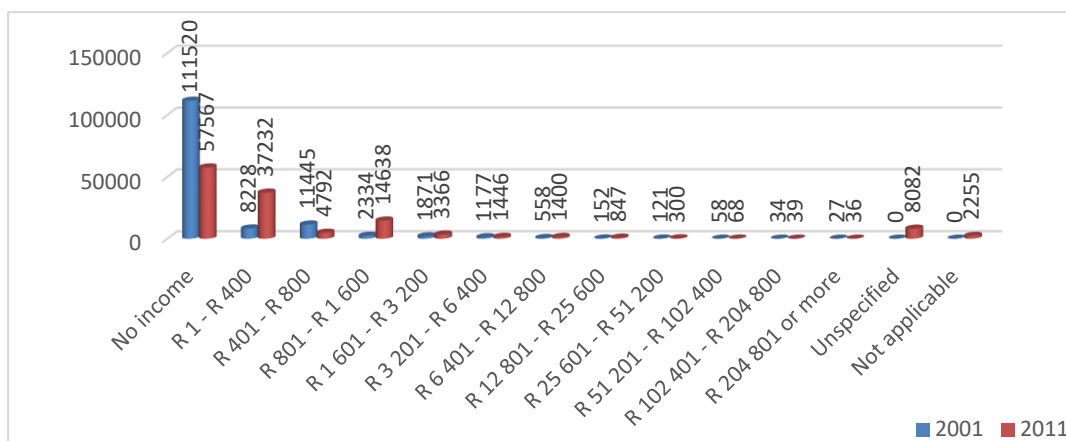
Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

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

2.1.41.3.2 INCOME

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

FIGURE 21: INDIVIDUAL MONTHLY INCOME



Source: Statistics South Africa: 2011

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

2.1.41.4 AGRICULTURE

The Okhahlamba economy is currently dominated by agricultural activities. Agriculture contributed R357 million to the economy of Okhahlamba in 2011 and employed 2 718 people. The sector had an average annual growth rate in GVA of 6% for 2001 to 2011, although employment growth was negative at -8% per annum. The number of people employed in agriculture, forestry and fishing started decreasing in 2006 from 6 538 to one third of employment in 2006 by 2011.

Approximately 23% of Okhahlamba are available for arable production (inclusive of afforestation) and considerable potential for irrigation development. Main crops planted was potatoes followed by maize. The western portion of the district consists of steep mountain slopes that are only suitable for grazing, forestry and wildlife. In the east there is considerable arable land, which represents some of the highest potential agricultural land in the Province. Commercial farming continues to perform as an important economic sector although its relative importance is declining. Semi intensive beef and irrigated dairy are still important enterprises but the main activities are maize, wheat, and soya bean production, the bulk of which are grown under irrigation.

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

Subsistence farming is prevalent in traditional settlement areas, with the main agricultural activity within these areas being traditional ranching of cattle. However, over-grazing and stock theft negatively impact on this type of activity. Smallholder agriculture also consists of maize, dry bean and

vegetable production on a small scale and there is potential to produce a surplus for the market. Although there are opportunities for developing this market and encouraging small-scale commercial production, there is a lack of expertise, skills, and knowledge, which must be addressed.

The traditional settlement areas have considerable agricultural potential. The main agricultural activity within these areas is the traditional ranching of cattle, but over-grazing and stock theft are limiting returns from this type of activity. Smallholder agriculture also consists of maize, dry bean and vegetable production on a small scale. Recent data indicates that the proportion of unemployed adults of working age is high at 60% and most households therefore grow maize largely for subsistence purposes. The data has also shown that “on farm” incomes are contributing less to family income and the proportion of pensions is increasing.

A number of positive steps are being taken to improve small holder agriculture in the area, including a programme which has been concentrating on the establishment of community gardens, small irrigation schemes and broiler units; a pilot programme introducing institutional reforms around the rental of arable land; and a project launched by the Department of Land Affairs which should provide opportunity for emerging black farmers.

Illegal practices, such as cannabis/informal tobacco that is grown in the inaccessible mountain slopes and which is a thriving market in Bergville, should be discouraged.

2.1.41.5 SMMES

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

2.1.41.6 MANUFACTURING

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

2.1.41.7 WHOLESALE AND RETAIL TRADE

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

total GVA and 20% to employment within the municipality in 2011. (Okhahlamba LED Strategy -as part of Uthukela LED Strategy 2013)

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

2.1.41.8 TOURISM

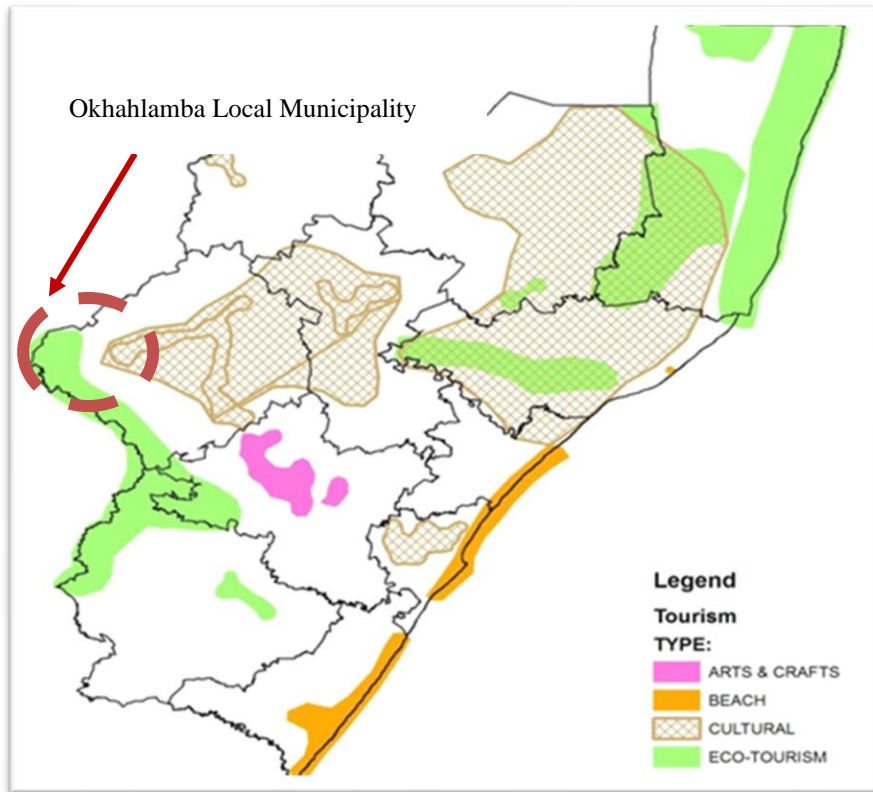
The Department of Economic Development and Tourism, KwaZulu-Natal, has funded the review of the uThukela District Tourism Strategy. The purpose of the strategy is to improve and guide the development of tourism in this district. Urban-Econ Development Economists were appointed to carry out the review. The Tourism Development Strategy covers Okhahlamba as well and also includes the environmental analysis in it; this will help Okhahlamba to take into account conservation of biodiversity & natural resources which has a critical role in their Tourism attraction & local economic development.

Tourism is playing an increasingly important role in the local economy of Okhahlamba, with the wide asset base including a range of accommodation facilities, outdoor sporting and recreational activities. The municipality also embarks on events promotions for tourism development.

The main tourism destinations in the OLM are Cathkin Park, Cathedral Peak, Royal Natal National Parkland Spioenkop, which includes the historical site, dam and lakeside resort run by Kwa-Zulu Wildlife. Locations of growing significance for tourism include the Mnweni Valley area, Okhombe and Busingatha Valley. Overall the Okhahlamba area represents (especially in partnership with surrounding areas e.g. Lesotho) one of the primary tourism potentials of South Africa.

Although there is a substantial private sector involvement and investment into the tourism industry there appears to be a lack of integration, marketing and a creative approach to local tourism. The tourism industry does provide jobs, but has not been integrated into the local community and its socioeconomic impact as a result has been limited.

The figure below illustrates the areas within KwaZulu-Natal identified as areas of a variety of large impact tourism opportunity. The Okhahlamba Local Municipality western and central portions could make a significant contribution towards cultural related tourism activities.



2.1.41.9 MINING

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

2.1.41.10 LED STRATEGY

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

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

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

- The KZN Tourism Masterplan and uThukela Tourism Strategy have both identified the potential to develop a cable car in the Drakensberg. The KZN Department of Economic Development and Tourism is in the process of commissioning an EIA study for the project, which is likely to be located at Woodstock Dam.

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

2.1.41.11 LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS

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

2.1.42 SOCIAL DEVELOPMENT ANALYSIS

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

Poor infrastructure is considered one of the most binding constraint to growth throughout the municipality. Reasonable access to social infrastructure in remote, rural environments where 80 per cent of the population lives mostly without electricity and roads is essential. Infrastructure investment would contribute to economic growth and support social objectives.

Access to social services is limited in terms of clinics and schools. Whilst there are schools in towns and settlements, they are in a dilapidated state without proper sanitation and potable water for both learners and educators.

2.1.42.1 BROAD BASED COMMUNITY NEEDS

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

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

The following priority projects per ward have been identified:

PRIORITY PROJECTS PER WARD

Ward 1

- SMME Assistance
- Electricity & toilets (Toilets not finished)
- Maintenance of Roads
- Hand Pumps for farm dwellers (water)
- RDP Houses built on Wetland
- Request for Clinic
- Sewerage bursts

Ward 2

- Request for Crèche
- Roads to be tarred
- Bridge kwa Mgobho

Ward 3

- Network Coverage
- Revival of Craft Centre
- Learning budget for Youth
- Sports facilities
- Request for water
- Maintenance of Roads
- Craft Centre to be converted into library
- Bridge construction at Ndunwana
- Installation of infills
- Slow services on housing projects at Mhlwazini A

Magangangozi Area

- Water Challenges
- Request for Bridge (Community Contributed to Purchase Cement)
- Livestock is being stolen
- Network Issues
- Request for Transportation for Learners to be transported to school
- Maintenance of Roads

Ngoba Area

- Water Challenges
- Road to Mabunzini needs Maintenance
- Bridge to Ngoba

Ward 4

- Water Challenges
- Roads Maintenance
- Unfinished Road by DOT

Ward 5

- Request for Toilets
- Request for Social Housing
- Request for Clinic
- Road Maintenance
- Request for infills
- Bridge at Gangedweni
- Guiderails removed

Ward 6

- Career guidance
- Roads to be regraded
- Water Challenges
- Request for infills
- Bridge has cracked
- Convert Orion hotel to TVET Collage

Ward 7

Okhombe Area

- Water Challenges
- Maintenance of Roads
- Stormwater blocking pipes
- Soil erosion is an issue
- Request for electricity
- Maintenance of Okhombe Hall
- Maintenance of water stand pipes
- Request for Road Humps
- Bridge to Mpameni Road
- Request Agriculture to cultivate their land
- Bridge to Shalastone

Nhlanhleni Area

- Request for library
- Water Challenges
- Natural disaster which destroyed houses

Ward 8

- Water Challenges
- Request for Bridge at Hoyo river
- Electricity that is not registered to Eskom
- Road next to Mdakane (Ogade)
- Request for houses at Ogade

- Soil erosion next to Bivawane Road
- Request houses at Olivershoek area
- Potholes on the main road
- Electricity power is weak when weather changes
- Scabha road needs to be maintained

Ward 9

- RDP houses leaking (plus no electricity & water)
- Request for Apollo lights
- Pedestrian Bridges to be fixed
- Request for Internet Café
- Tarring of main roads
- Request for infills
- Road maintenance at Eghudeni area
- Unfinished community Hall

Ward 10

- Water Challenges
- Road Maintenance
- Potholes from Maqala to Mahlabathini
- Request for Electricity

Langkloof

- Water Challenges
- Request for electricity
- Request for RDP houses
- Job Opportunities
- Renovation of community Hall
- Road from Maphisa School to be renovated/ maintained
- Bhuti Shadrack road needs to be maintained
- Apollo lights
- R74 road needs to be reworked
- High rate of drug abuse

Ward 11

- Acton Homes RDP houses still not built
- Request for Graveyard area
- Request for infills

Ward 12

- Road Maintenance
- Request for Bridge
- Network issues
- Police Station
- Water challenges
- Request for Home Affairs Office in Bergville

Ward 13

- Water Challenges
- Road Maintenance
- Production Boholes (unfinished)

Ward 14

- Water and electricity challenges at farm houses
- Grapes project neglected
- Road from Thokozisa to Maswazini to be tarred
- Pedestrian Bridge at Maswazini
- Access Roads to be fixed
- Request for Creche
- Career guidance request

Ward 15

- Request for full time Home Affairs Office
- Road from Bethani to Woodford to be tarred
- Request for infills
- Request for Apollo lights
- Sponsor for Sports
- Career Guidance for the Youth
- Crime rate is high
- Request for toilets
- Assistance from disaster during heavy storms
- Pedestrian bridge at kwa Masenjana
- Bergville TVET
- Request for side walks
- Refuse removal request
- Computer room at thokoza
- Request for Combo court
- Request for sports field to be fixed
- Request for soccer jersey
- Request for water for farm dwellers
- Request for RDP houses

2.1.42.2 HEALTH

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

HIV/AIDS

HIV/AIDS is one of the major factors influencing population growth. In South Africa, KZN was the province with the highest HIV/AIDS prevalence rate of 25.8% in 2008. Statistics regarding HIV/AIDS reflects that the prevalence of HIV/AIDS in KZN declined from 46% in 2006 to 37.7% in 2009. The prevalence of this disease affects the age group 15-39 the most adversely, resulting in higher mortality rates for this age group and a slower population growth. According to the Uthukela LED Strategy

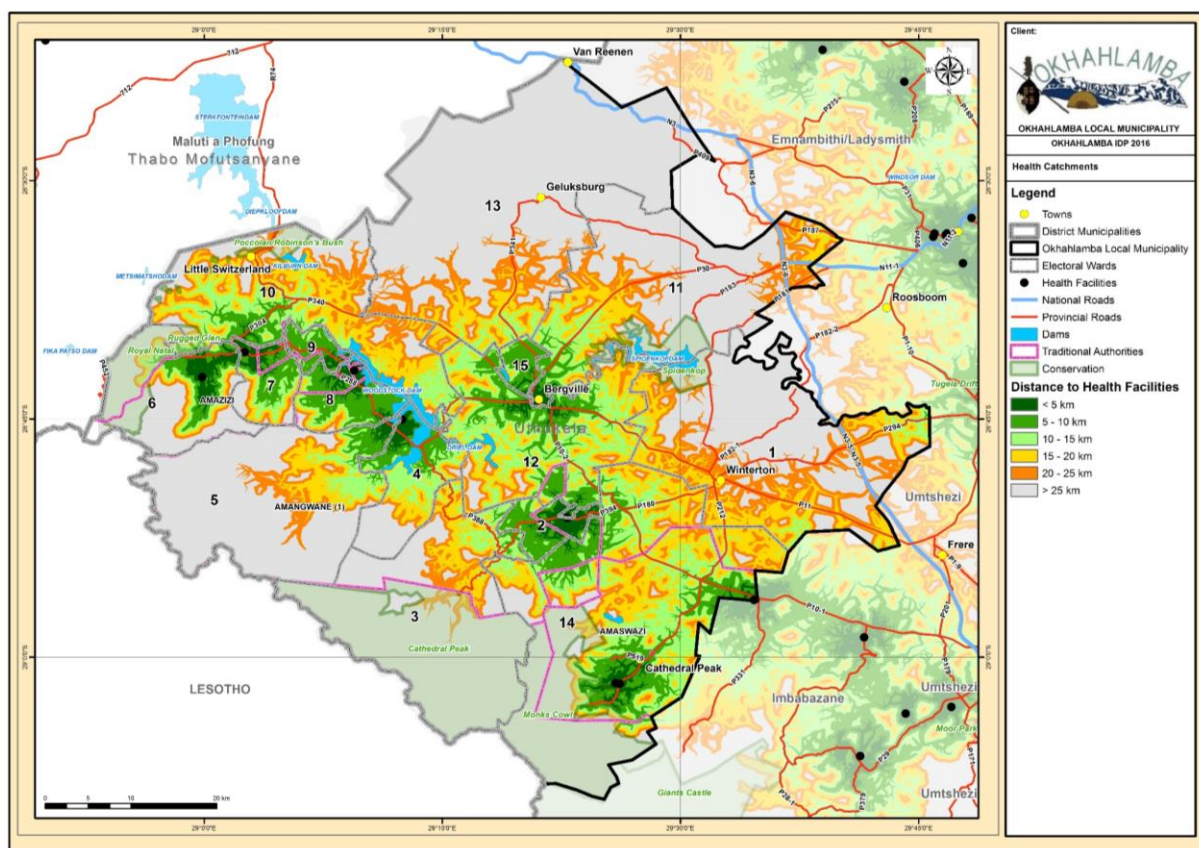
(2013), 14% of the population was living with HIV/AIDS in Okhahlamba in 2001, increasing to 15% in 2002 and remaining steady until 2011. The average infection rate in the municipality for 2001-2011 was 15%, which is equivalent to the district average of 15% for the same period. (Uthukela LED Strategy, 2013)

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

ACCESS TO HEALTH FACILITIES

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

MAP 23: HEALTH FACILITIES



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

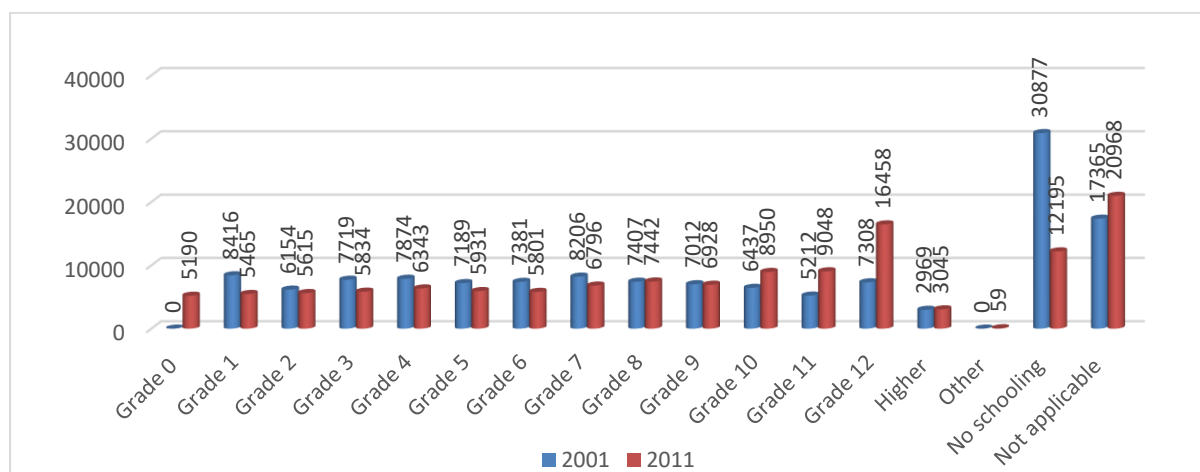
The only hospital in Okhahlamba is the Emmaus Provincial Hospital, located on the P394. The catchment analysis indicates that its catchments is much wider than 25 km, and that the majority of the municipal area has to travel more than 25km to access the hospital.

2.1.42.3 EDUCATION

LEVEL OF EDUCATION

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

FIGURE 22: EDUCATION LEVELS



Source: Stats SA 2011

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

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

TABLE 16: EDUCATION (AGED 20 +)

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

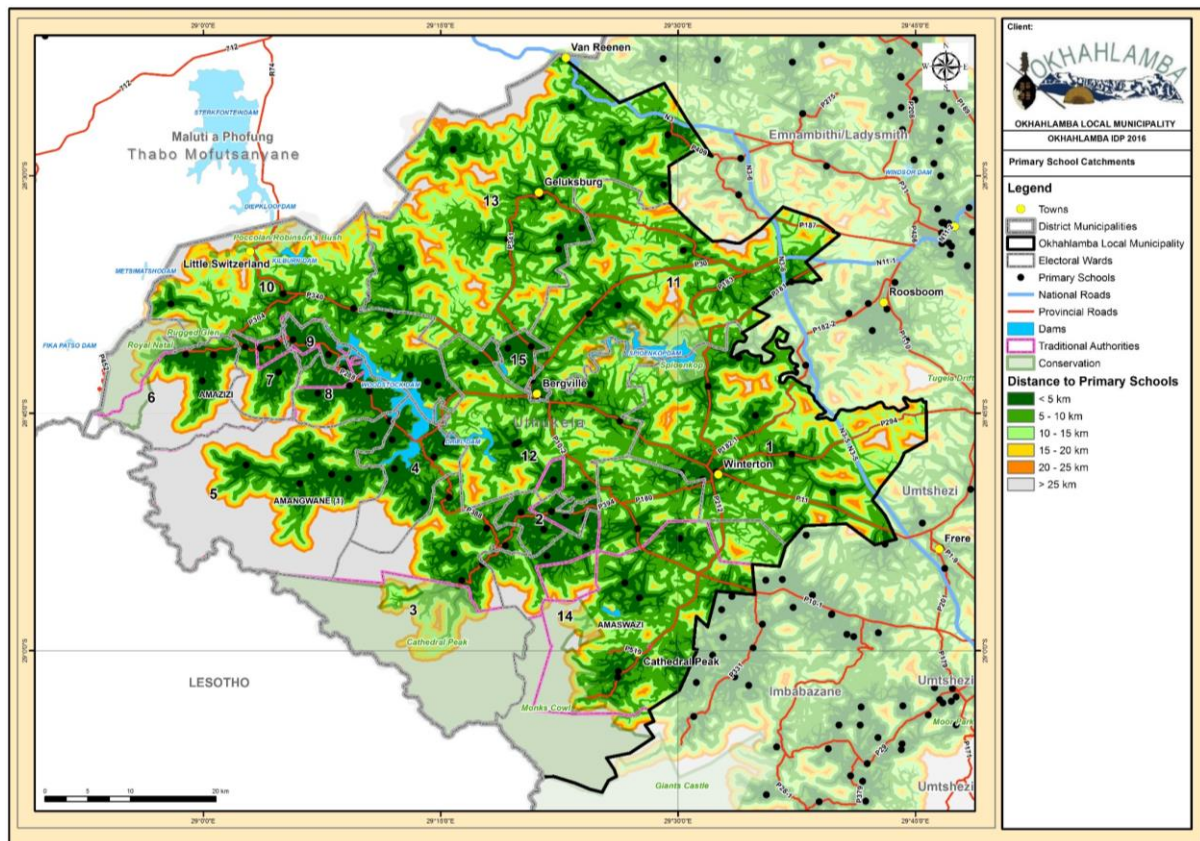
Source: Stats SA 2011

Education is a key factor in poverty alleviation and the up liftment of rural communities and is especially significant in Okhahlamba Municipality due to the large number of children under the age of 19.

ACCESS TO EDUCATIONAL FACILITIES

The municipal area is generally well provided with educational facilities with approximately 75 primary schools, 26 secondary schools and 6 combined schools. There are however no higher education institutions. Nearly all settlement has a primary school situated within a 5 km radius. This includes key settlements areas such as Woodford and Emmaus.

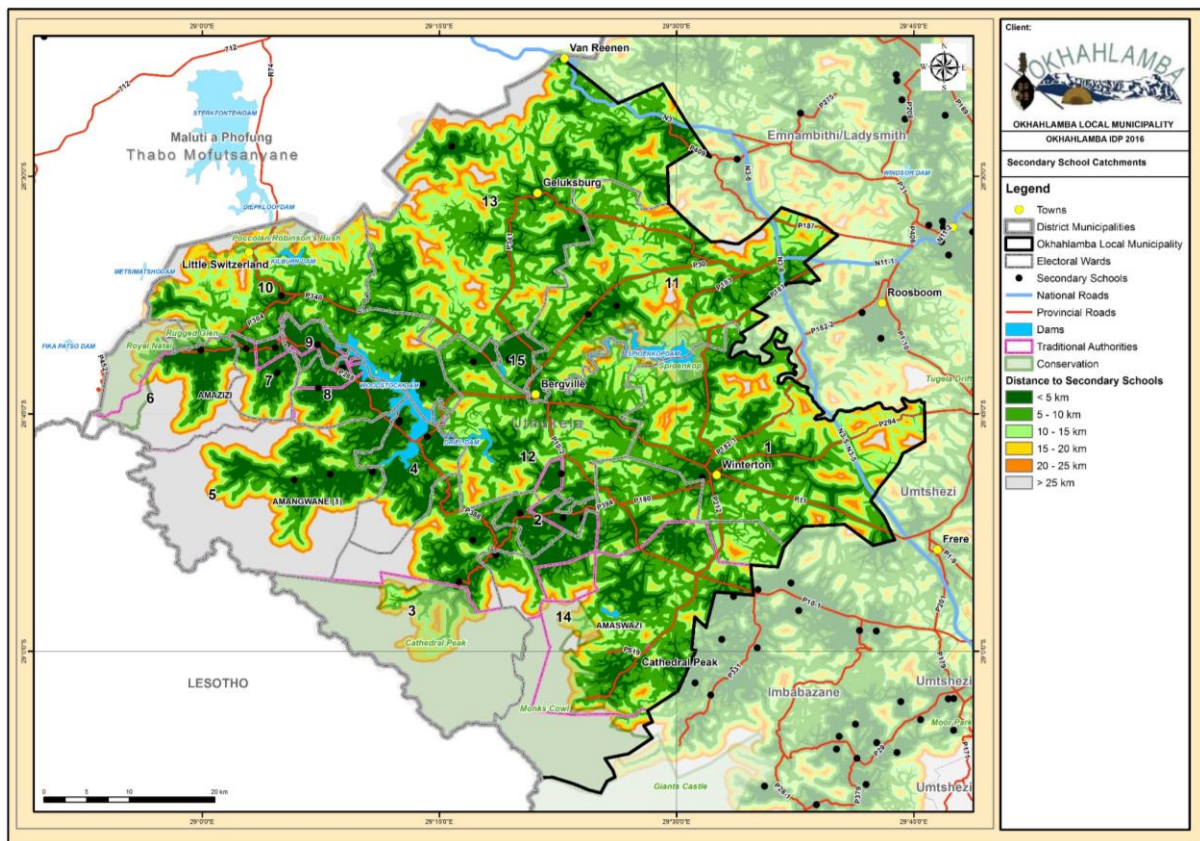
MAP 24: PRIMARY SCHOOLS



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

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

MAP 25: SECONDARY SCHOOLS

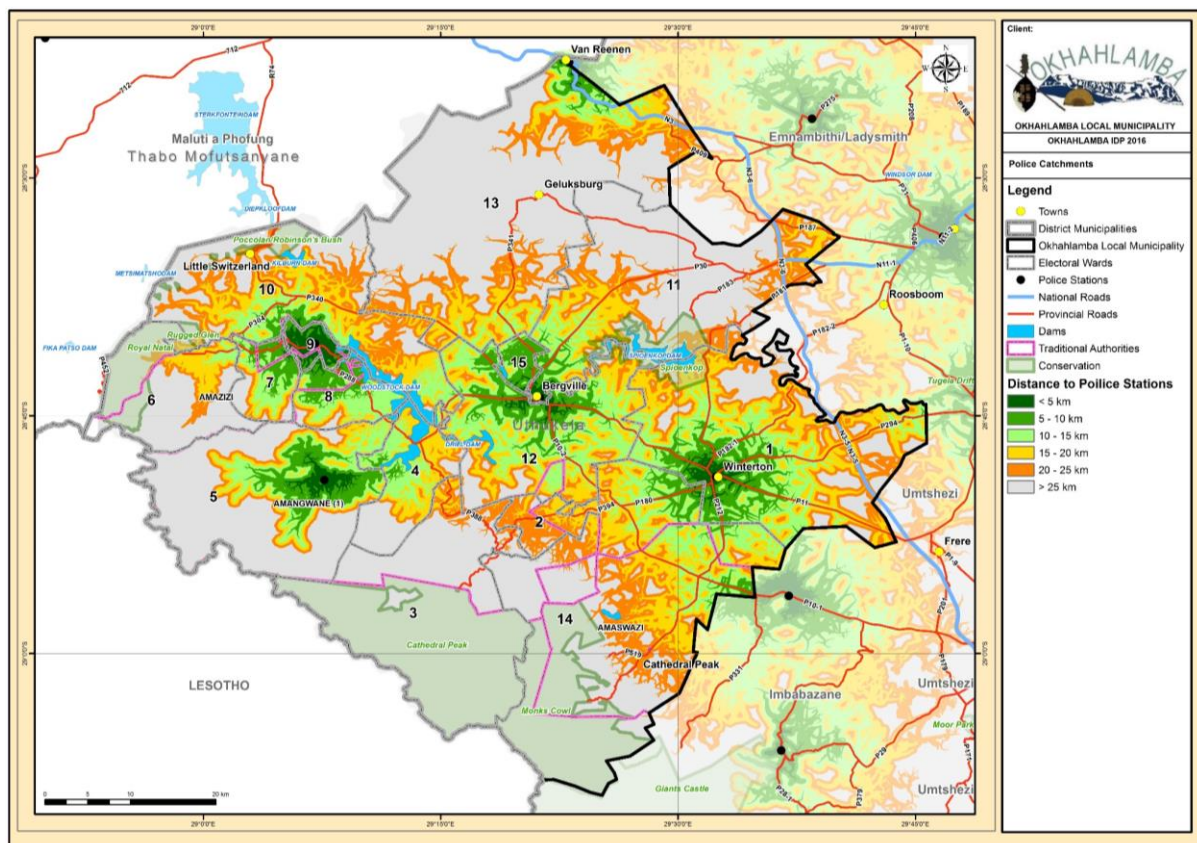


2.1.4.2.4 SAFETY AND SECURITY

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

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

MAP 26: POLICE STATIONS



2.1.42.5 NATION BUILDING & SOCIAL COHESION

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

- Mandela Day: This day, in honour of Nelson Mandela, when people in Okhahlamba are requested to dedicate 67 minutes of Mandela Day to community work.
- Sports month: To promote sport development and preparation of the SALGA games.

2.1.42.6 COMMUNITY DEVELOPMENT

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

YOUTH

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

ELDERLY (SENIOR CITIZENS) AND PEOPLE WITH DISABILITIES

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

PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS

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

2.1.43 SOCIAL DEVELOPMENT: SWOT ANALYSIS

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

MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS**2.1.44 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS**

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

2.1.45 INDIGENT SUPPORT

Okhahlamba Municipality adopted an Indigent Support policy to promote social and economic development within the community of Okhahlamba. This policy has been approved by the Municipal Council. The objective is to assist the indigent community with funding from the Inter-Governmental Transfer so that the community may enjoy services provided by the municipality irrespective of their financial situation. In order to qualify for such assistance, each indigent household will be required to meet certain criteria. The municipality recognizes the high level of poverty that exists within the community and the high number of households whose monthly income is below the poverty line. The number of households who will receive such assistance will be determined by the Council on an annual basis, in relation to the equitable share allocation available for such purposes as determined in the annual budget.)

2.1.46 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The Okhahlamba Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. Revenue raising strategies are listed as follows:

- Parking metres / Reserved parking fees: Due to the fact that we have limited parking available in Bergville and Winterton, charging parking fees will help control parking congestion, and only people who have come to do business in town will park in town.
- Business Licenses: Businesses should be required to have licenses to operate, and these should be renewable annually.
- Photocopier Register: A register should be kept for photocopier machines in order to record meter readings and the municipality should record copies made for private purposes, and minimal fees should be charged for these.
- Interest on Investments: Excess funds that are not due to be used in the current month should be invested with an approved financial institution so that extra interest can be earned from these funds.
- Asset management: It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme review and insurance cover. This part of the plan will be extended to assist in identifying and listing unutilised/ uneconomic assets with a view to disposal as previously indicated.
- Okhahlamba has a rates policy, which is mandated by Section 3 of the Local Government: Municipal Property Rates Act, 2004 (No. 6 of 2004), which specifically provides that a municipality must adopt a Rates Policy. This policy document guides the annual setting (or revision) of property rates. It does not make specific property rates proposals. As allowed for in the Act, the municipality has chosen to differentiate between various categories of property and categories of owners of property. Some categories of property and categories of owners are granted relief from rates. The municipality however does not grant relief in respect of payments for rates to any category of owners or properties, or to owners of properties on an individual basis, other than by way of an exemption, rebate or reduction provided for in this policy.

2.1.47 MUNICIPAL CONSUMER DEBT POSITION

This municipality raises income from property rates, refuse removal, letting of properties, rates clearances and building plans. Other services are rendered on cash basis, meaning you first pay and then a service is rendered, except for property rates, refuse removal and letting of properties. When the municipality bill, income is recognised, but not all of this income reaches the municipality. Our current recovery rate is sitting at 69%, meaning the municipality need to come up with a serious debt management and recovery strategy.

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

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

2.1.48 GRANTS & SUBSIDIES

A municipality is supposed to be self-sufficient or at least largely self-funded. Access to funds is a key to the fulfilment of local government objectives and is a major enabler for delivery of sustainable services. However, the fiscal arrangement set out in Chapter 13 of the Constitution provides that local government is 'entitled to an equitable share of revenue raised nationally' and may also receive additional conditional transfers from national and provincial government. The Constitution also requires a municipality to raise its own funds through property rates, surcharges, service fees, etc. To this end, the local government fiscal framework provides a range of sources of funds, and does not limit municipal funding simple to own funds.

Okhahlamba is heavily reliant on grant funding, which accounts for 81, 26% of revenue in the Final Annual 2018/19 budget. Equitable share accounts for 56% of grants, while Municipal Infrastructure Grant accounts for 16% of the Final Annual 2018/19 budget.

TABLE 17: GOVERNMENT GRANTS

Operating Grants	2019/2020
Local Government Equitable Share	124,946.000.00
Finance Management	1,900,000.00
EPWP Incentive	2,539,000.00
Provincialisation: Libraries & Archives	1,760,000.00
Subsidies: Library & Archives	834,000.00
Museum	202,000.00
	132,181,000.00
Capital Grants	
Municipal Infrastructure Grant (MIG)	28,304,000.00
Total	160,485,000.00

2.1.49 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (O&M)

The municipality has adopted a fixed asset policy, which requires the compilation of a fixed assets register and classification of assets. It also requires the preparation of maintenance plans in respect of new infrastructure assets.

The municipality's financial position as at 30 June 2019 indicated that 2% of the operating expenditure was spent on Repairs and Maintenance.

2.1.50 MUNICIPALITY'S CREDIT RATING

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

The municipality's financial position as at 30 June 2020, indicated that Okhahlamba Municipality had R91,730,771.00 in current assets and R78,377,102.00 in current liabilities. This means that the municipality had enough cash to settle its operating expenses.

2.1.51 EMPLOYEE RELATED COSTS

Employee related costs (salaries and allowances) accounts for 48% of the final annual budget for 2021/2022. Employee related costs for the financial year ending 30 June 2020 was 46 %. There has thus been an increase in employee related costs for this financial year.

2.1.52 SUPPLY CHAIN MANAGEMENT

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

2.1.53 FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Tourism ✓ Qualified Staff Complement ✓ Existing facilities for rental ✓ Policies in place ✓ Positive Audit outcome ✓ Less reliance on consultants 	<ul style="list-style-type: none"> ✓ Limited rate base ✓ Lack of staff retention ✓ Acquisition of land ✓ High grant dependency ✓ Financial strategies in place to enhance revenue raising ✓ SCM turnaround time
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Imposing Tariffs ✓ Revenue enhancement 	<ul style="list-style-type: none"> ✓ Staff turnover ✓ Debtors collection ✓ Major impairment on infrastructure assets ✓ Theft and abuse of municipal assets ✓ Cash management

GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

2.1.54 GOOD GOVERNANCE ANALYSIS

2.1.54.1 NATIONAL AND PROVINCIAL PROGRAMMES AT MUNICIPAL LEVEL

OPERATION SUKUMA SAKHE

Operation Sukuma Sakhe operates in all wards (15 wards) of Okhahlamba Local Municipality. Each ward has a war room and satellite war rooms to each and every ward, where all stakeholders (Government Departments, Non-Government Organisations (NGOs), Traditional leaders, Faith Based Organisations (FBO), Community Care Givers (CCGs) come to the war room to fight poverty, crime and other issues that are problematic in the community. Each war room has a convener who chairs the Ward Task Team (WTT) meetings and the ward Councillor is the champion of the war room.

The convener comes to the meetings and they meet every month with all stakeholders to discuss community issues that were identified during household profiling by the CCG's and the walk in registers in the war rooms. The war rooms operate in community halls and Traditional Courts. Some wards are too large, so sub-war rooms were established for the benefit of the entire ward. War rooms are open every day of the week for the community to come with their issues that need necessary interventions. Managers are deployed in these 15 wards to monitor the functionality of the war room.

CCG's do households' profiling whereby they identify different needs that need to be fulfilled through different referrals/ interventions from different stakeholders/government departments, also the community have an easy access to the war room walk in registers which are monitored by the OSS Office every after 3 months. Each ward conducts an Operation MBO (MBO is a Zulu name for the campaign to revoke communication) after finishing analysing the household profiling forms, where all government departments will come and render their services to people at a ward level.

Local Task Team meetings take place once a month in the Municipality Offices whereby all Departmental Managers, WTT conveners, traditional leaders and NGOs, ward Councillors and the Mayor come to the meeting to discuss issues that were unresolved in the war room and to get the report of the WTTs from the ward conveners. They also discuss the functionality of the war rooms and come up with solutions for those that need help. The Local Task Team writes a monthly report to the District Task team about the operations of the WTTs. OSS celebrates all calendar events.

EXPANDED PUBLIC WORKS PROGRAMME

Okhahlamba Local Municipality was identified as the Presidential poverty node, due to high levels of poverty, unemployment and inequality. In response to these challenges the Expanded Public Works Programme (EPWP) was introduced. This programme is one of the resolutions of the June 2003 Growth and Development Summit (GDS), which is guided by the Ministerial Determination: Code of Good Practice and Basic Condition of Employment Act for EPWP projects.

EPWP is aimed at improved social stability through mobilizing the unemployed in productive activities, and improving the quality of life for EPWP beneficiaries. The EPWP programme further focused on the following measurable outputs:

- Average duration of work opportunities created;
- Increased income per EPWP beneficiary; and
- Increased in number of EPWP work opportunities.

The Okhahlamba Local Municipality was allocated an incentive grant allocation of R 3 081 000 for the 2020/2021 Financial year in respect of the Expanded Public Works Programme, and 90 Full Time Equivalents had to be created. Based on the Municipality's performance, Okhahlamba Local Municipality received and had spent 100% grant allocation for the financial year 2020/21 as allocated.

In 2020/2021 the following projects were implemented and reported within the EPWP RS System to date.

TABLE 18: EPWP PROJECTS

PROJECT DESCRIPTION	PROJECT NUMBER	NO.OF BENEFICIARIES
IG/Handyman Team (Maintenance Phase 3)	Maintenance 02	08
IG/Roads and Stormwater Maintanace Phase 3	Roads 04	14
IG/ Municipal Parks and Cemeteries Phase 3	Parks 03	50
IG/ EWasre Management Phase 4	Waste 4	80
IG/Operation Xoshikati Eziko Programme Phase 3	Xoshikateziko 04	150
Winterton Waste Phase 3	Winterton 01	38
Total		340

Okhahlamba Local Municipality council took a resolution to assist community members coming from disadvantaged backgrounds working together with war rooms in all 15 wards to recruit beneficiaries. The elected beneficiaries were then grouped together to form municipal driven cooperatives. The municipality then assisted these beneficiaries with registration of their cooperatives, BBBEE certificates, tax clearances and registration on the municipal database.

Environment and Culture and the Infrastructure Sector remain the main mechanism that lead to active participation of the Expanded Public Works Programme (EPWP). The Municipality is trying to engage on efficient implementation of the programme through the conditional grant that was received from the National Department of Public Works. As part of compliance, Okhahlamba Local Municipality successfully developed and adopted the EPWP policy which guides the implementation of this programme

EPWP target for 2020/2021 was to increase the number of job opportunities, especially the FTE's. unfortunately the WO target was not achieved since the target is 380 and we are sitting at 341, with the actual achievement being greater than 100 FTE's and the municipality contributing a portion of their equitable share to the grant. The procurement of safety clothing was also a target, but could not

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

2.1.54.2 INTER-GOVERNMENTAL RELATIONS (IGR)

IGR structures have been established between the district and local municipalities and all the Mayors have signed the IGR protocols. IGR structures include:

- The District Intergovernmental Forum (DIF) or the Mayors Forum.
- The District Technical Support Forum (DTSF) or EPWP Co-ordinator.

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

Other IGR structures in the district include the following forums, which supports the Municipal Manager's Forum:

- Planning and Development Forum,
- District Area Finance Forum,
- Corporate Services and Communication Forum,
- Infrastructure forum
- General and Social Services Forum.

The Municipality also attends and form part of the Okhahlamba Drakensberg Park World Heritage Site Buffer Zone Technical Committee, an Integrated Governmental structure, which meets once a month. The structure provides strategic and technical advice to Planners / GIS specialists concerning the SDF and statutory applications.

2.1.54.3 MUNICIPAL STRUCTURES

The following structures have been created within Okhahlamba municipality:

COUNCIL

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

EXECUTIVE COMMITTEE

The Executive Committee made up of five Councillors and it is responsible for managing the IDP development through the Municipal Manager, ensuring legislative compliance by recommending the IDP review process to the Council and recommending the IDP revision and adoption to the Council.

The Mayor, as an Executive Committee Chairperson, is also responsible for chairing the IDP Representative Forum and allocating resources for reviewing the IDP.

MANCO

The Management Committee consists of Head of Departments (HOD's) and other Senior Officials.

MPAC

The Municipal Public Accounts Committee (MPAC) is functional.

PORTFOLIO COMMITTEES

Portfolio committees are functional.

WARD COMMITTEES

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

IDP STEERING COMMITTEE

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

IDP REPRESENTATIVE FORUM

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

- Members of the Okhahlamba Executive Committee.
- All Okhahlamba Councillors, particularly ensuring portfolio committee representation and input.
- Mayors, Deputy Mayors and relevant portfolio committee Councillors.
- Local level Amakhosi and/or their representatives.
- Municipal Manager; IDP Manager; Heads of Departments and relevant Senior officials of the Okhahlamba Local Municipality.

- Representatives from the National and Provincial Government Departments.
- Parastatals; Utilities and Service Providers.
- Representatives from the organised formal and informal Business Sector.
- Representatives from organised labour.
- Representatives from other stakeholders.
- Representatives from other stakeholder groupings (in response to the public advertisement.
- Non-Governmental Organizations.
- Ward Committee Representatives.

2.1.54.4 BID COMMITTEES

The Municipal Manager for the Okhahlamba Local Municipality has appointed and delegated the Bid Committee members for 2021/2022 financial year, in terms of section 79 of the MFMA and section 59 of the Municipal System Act. These members are to serve on committees as per the appointments in order to maintain “an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective”. The provisions of the MFMA are re-enforced by the Preferential Procurement Policy Framework Act of 2000 and its associated regulations.

FUNCTIONS AND POWERS OF THE BID COMMITTEES

A bid Specification Committee must:

- The bid specification committee compiles the specification for each procurement of goods or service for the Municipality.
- Specification must be compiled in terms of paragraph 27 of the SCM Regulations.

A bid Evaluation committee must:

- Evaluate bids in accordance with-
 - i) The specifications for a specific procurement; and
 - ii) The points system as set out in the supply chain management policy of the municipality;
- Evaluate each bidder’s ability to execute the contract;
- Check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears; and
- Submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter.

The bid Adjudication Committee must:

- Consider the report and recommendations of the Bid Evaluation Committee; and
- Either –
 - i) Depending on its delegations, make a final award or a recommendation to the Accounting Officer to make the final; or
 - ii) Make another recommendation to the Accounting Officer how to proceed with the relevant procurement.

Conditions:

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

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

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

Bid Adjudication Committee	Bid Evaluation Committee	Bid Specification Committee
<ul style="list-style-type: none"> • Khona Ntuli (Acting CFO – Chairperson) • Gugu M Mohlakoana (Director Corporate Services- Alternate Chairperson) • Thambisi Khumalo (Housing Manager) • Thulile B Maphalala (Accountant SCM) • Thandeka Miya (Secretary) • Thulani Mazibuko (Director – Social Development) 	<ul style="list-style-type: none"> • Zethembe Velaphi Shezi (Accountant Expenditure Chairperson) • Sboniso Khumalo (Member) • Hlengiwe Ndaba (Alternative) • Mlungisi Hlatshwayo (Member) • Siyabonga Mncube (Member) • Zandi Mqadi (Practitioner – member) • Bonga Sibiyi (Secretary) • Zanele Makhaza (Member) 	<ul style="list-style-type: none"> • Sfiso Nene (IDP/PMS Manager Chairperson) • Ramadimetja Shabalala (SCM Clerk – member) • Khethiwe Dubazane (Budget and Report- Secretary) • Neli Moloi – PMU Technician • Elphas Mtambo - Member

2.1.54.5 PARTICIPATION OF TRADITIONAL LEADERS IN MUNICIPAL COUNCIL

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

2.1.54.6 AUDIT COMMITTEE

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

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

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

FUNCTIONALITY CHALLENGES OF AUDIT COMMITTEE AND MPAC

The audit and performance audit committee held more meetings than the legislated minimum of four meetings during the financial year. The chairperson of the committee reports quarterly to the council of the municipality, complementing the municipality and gives recommendations for improvement in other areas as reported in the Internal Audit Reports that are tabled to the Audit and Performance Audit Committee.

The relationship of the Audit Committee and the MPAC needs to strengthen in order to improve the governance of the municipality. This is done by inviting the MPAC chair to all Audit Committee meetings.

2.1.54.7 MUNICIPAL PLANNING TRIBUNAL

Municipal Planning Tribunal (MPT) is appointed in terms of Section 35(1) of the Spatial Planning and Land Use Management Act, (the Act 16 of 2013) read with Section 37(4) of the Spatial Planning and Land Use Management Act, 2013 (the Act 16 of 2013) and Section 8(1)(a) of the Okhahlamba Spatial Planning and Land Use Management By-Laws.

The MPT is responsible with approving/disapproving, comment and recommendations on the development application lodge in terms of SPLUMA.

MPT MEMBERS

Internal members

Mr Mongezi Mlotshwa (Chairperson)

Mr Zaid Motala (Deputy Chairperson)

Mr Sifiso Nene – IDP/PMS Manager

Mr Mlungisi Hlatshwayo – Roads and stormwater Manager

Mrs Londiwe Motaung – LED Officer

Miss Andile Nkosi – Building Inspector

Mr Thembinkosi Langa – Chief Traffic Officer

External members

Mr Walter van Rensburg

Mr Prabin Govender

Mr Wynand Viljeon (Deputy Chairperson)

2.1.54.8 STATUS OF MUNICIPAL POLICIES

The municipality has the following policies, which were reviewed on 25th of June 2018:

1. Credit Control and Debt Collection Policy
2. Indigent Support Policy
3. Property Rates Policy
4. Tariff Policy
5. Virement Policy
6. Bank and Investment Policy
7. Fixed Asset Policy
8. Inventory Policy
9. Unallocated Revenue Policy
10. Supply Chain Management Policy
11. Budget Policy
12. Performance Management System Policy Framework
13. Performance Management System Evaluation Policy
14. Standing Rules & Orders for Council and its Committees
15. Appointment of Consultant Policy
16. Language Policy
17. IT Disaster Recovery Plan
18. IT Framework Policy
19. IT Policy
20. IT Security Policy
21. IT Strategy
22. Policy for Final Full and Registration Fees Bursary
23. Cooperatives/ SMMEs Policy
24. Indigent Burial Policy
25. Informal Traders Policy
26. Extended Public Works Programme Policy
27. Policy for Hire of Community Venues/ Halls
28. Employee Assistance Programme Policy
29. Occupational Health and Safety Policy
30. Overtime and Standby Policy
31. Staff Retention Policy
32. Ethics Policy
33. HR Strategy
34. HR Policy
35. Records Management Policy
36. Registry Procedure Manual Policy
37. Registry Filling System Policy

38. Risk Management Policy
39. Risk Management Strategy
40. Risk Management Framework
41. Risk Management Implementation Plan
42. Enterprise Risk Management Policy Framework
43. Fraud Prevention Strategy
44. Anti-Fraud and Corruption Policy
45. Fraud Response Plan
46. Policy on Private and Urban Housing Development
47. Infrastructure Management Policy
48. Standing Orders and General Rules for Okhahlamba Protection Services Personnel Policy
49. Fleet Management Policy
50. Transport Allowance Scheme Policy
51. Subsistence and Travel Allowance Policy
52. Petty Cash Policy

2.1.54.9 MUNICIPAL RISK MANAGEMENT

Okhahlamba Local Municipality is committed to a process of risk management that is aligned to the principles of good corporate governance, as supported by the Municipal Finance Management Act (MFMA), Act no 56 of 2003, and has developed an Enterprise Risk Management Policy and Framework.

Risk management is recognised as an integral part of responsible management and the Municipality therefore adopts a comprehensive approach to the management of risk. The features of this process are outlined in the Municipality's Risk Management Framework. It is expected that all departments, operations and processes will be subject to the risk management framework. It is the intention that these departments will work together in a consistent and integrated manner, with the overall objective of reducing risk, as far as reasonably practicable.

Effective risk management is imperative to the Municipality to fulfil its mandate, the service delivery expectations of the public and the performance expectations within the Municipality.

The realisation of the Municipality's strategic plan depends on the Municipality being able to take calculated risks in a way that does not jeopardise the direct interests of stakeholders. Sound management of risk will enable the Municipality to anticipate and respond to changes in its service delivery environment, as well as to take informed decisions under conditions of uncertainty. The Municipality subscribes to the fundamental principles that all resources will be applied economically to ensure:

- The highest standards of service delivery;
- A management system containing the appropriate elements aimed at minimising risks and costs in the interest of all stakeholders;
- Education and training of all staff to ensure continuous improvement in knowledge, skills and capabilities which facilitate consistent conformance to the stakeholders expectations; and
- Maintaining an environment, which promotes the right attitude and sensitivity towards internal and external stakeholder satisfaction.

The Municipality is adopting a wide approach to risk management, which means that every key risk in each part of the Municipality will be included in a structured and systematic process of risk

management. It is expected that the risk management processes will become embedded into the Municipality's systems and processes, ensuring that the Municipality's responses to risk remain current and dynamic. All risk management efforts will be focused on supporting the Municipality's objectives. Equally, they must ensure compliance with relevant legislation, and fulfil the expectations of employees, communities and other stakeholders in terms of corporate governance. The municipality has established a municipal risk management oversight structure.

2.1.54.10 MUNICIPAL BYLAWS

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

- Tariff By-Laws 2020/2021
- Property Rates By-Law 2020/2021
- Okhahlamba Local Municipality Street Trading Bylaws
- Okhahlamba Local Municipality Dogs Bylaws
- Okhahlamba Local Municipality Public Health Bylaws
- Okhahlamba Local Municipality Keeping of Animals, Birds, Poultry and Pets Bylaws
- Okhahlamba Local Municipality Traffic Bylaws
- Okhahlamba Local Municipality Dumping and Littering Bylaws
- Okhahlamba Local Municipality Cemetery Bylaws
- Okhahlamba Local Municipality Credit Management Bylaws
- Okhahlamba Local Municipality Funeral Undertakers Bylaws
- Okhahlamba Local Municipality Standing Rules and Orders for Council and its Committees Bylaws
- Okhahlamba Local Municipality Credit Control and Debt Collection Bylaws
- Okhahlamba Local Municipality Financial Bylaws
- Okhahlamba Local Municipality Control of parking Attendants and Car Guards Bylaws
- Okhahlamba Local Municipality Public Amenities Bylaws
- Okhahlamba Local Municipality Waste Management Bylaws
- Okhahlamba Local Municipality Parking Management Bylaws
- Okhahlamba Local Municipality Customer Care, Credit, and Debt Collection Bylaws
- Okhahlamba Local Municipality Advertising Signs Bylaws

2.1.55 PUBLIC PARTICIPATION ANALYSIS

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

Communication dissemination methods include the following:

TABLE 19: COMMUNICATION CHANNELS

Internal communication channels	External communication channels
Notice Boards	Web page: www.okhahlamba.gov.za
Internet	Newsletters
Internal newsletters	Media: electronic and print
Meetings	Print and Electronic media
Briefings	CDWs
Intranet	Billboards
Plasma Screens	Bulk SMS Systems
CD-roms and other promotional materials	Loud hailers
Bulk SMS Systems	

Community Based Planning forms the basis at community involvement in the development of IDPs. Structures used as part of the public participation process of the IDP includes the following:

- **Ward Committees:** - Ward committees are utilised as communicating agents to the community. They are continuously trained on IDP, budget and PMS and also on the reporting style, and also forms part of IDP Forums.
- **IDP Representative Forum:** This forum represents all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the IDP RF meetings and ensure their continued support and participation throughout the process.
- **Road Shows / Public Hearings/Izimbizo.** The venues of these meetings will be publicised at the IDP RF as well as through the media. Council shall try by all means with the available resources at its disposal to reach as many communities as possible to ensure participatory governance.
- **Media:** Community radio stations will be utilised to make public announcements, where necessary, and depending on financial availability. Flyers-to be distributed in Public Facilities

and Local Newspapers are commonly used to advertise dates and venues of meetings and other notices. Any persons that cannot read or write may come to the municipality to have their comments/ representations transcribed for them.

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

TABLE 20: PUBLIC PARTICIPATION PER WARD – PROGRAMME

Public participation per ward programmes were suspended due to global pandemic – Covid 19

2.1.56 GOOD GOVERNANCE & PUBLIC PARTICIPATION SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Established ward committees ✓ Functional ward committees ✓ Functional LTTs and War Rooms ✓ Experienced employees ✓ IDP budget/imbizo 	<ul style="list-style-type: none"> ✓ None
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Establish sector forums 	<ul style="list-style-type: none"> ✓ Strike ✓ Covid 19

KEY CHALLENGES

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

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

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

KPA	KEY CHALLENGES
	<ul style="list-style-type: none"> ✓ Prevention of fraud and corruption: Regular awareness campaigns in all departments in order to make sure that all employees understand that they are responsibility assigned when in use of any municipal assets. Regular workshops on fraud and corruption prevention ✓ Reliable service providers: Conduct interviews for professional service providers before appointment.
Spatial, Environmental and Rural Development	<ul style="list-style-type: none"> ✓ Illegal Dump Site ✓ Illegal Developments and town and surrounding Rural Areas. ✓ Shortage of Land for cemetery development ✓ Unresolved Land Reform projects ✓ Lack of municipal owned land for development ✓ Implementation of the KZN Planning and Development Act (Act 6 of 2008) ✓ Lack of municipal records for previous development approval

COMBINED SWOT ANALYSIS

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

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

SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> ✓ The LM has a rich biodiversity, and is well endowed with unique environmental features, including a mountain range, river systems and wetlands; ✓ Municipality had an SDF which provides a guideline; 	<ul style="list-style-type: none"> ✓ Good potential to be a tourist destination; ✓ Good potential for agriculture practices; ✓ Catchment management measure is required to arrest this trend; ✓ There is an opportunity to identify landfill site and undertake specialist studies to

<ul style="list-style-type: none"> ✓ Municipality is rich with eco-tourism products; ✓ Municipality is rich in rivers, streams and water sources; ✓ Municipality experiences good rainfall; ✓ Municipality is rich with biodiversity; ✓ Okhahlamba does not have major air pollution. 	<ul style="list-style-type: none"> develop municipal Integrated Waste Management Plan (IWMP); ✓ Room to develop environmental management policies & by-laws; ✓ Room to establish Environmental Management Section should be established at the Municipality ✓ Training is needed on NEMA Regulations & Green Governance at local level ✓ Allocate sufficient budget for environmental management programmes ✓ Need for municipality to participate in environmental management forums
WEAKNESSES	THREATS
<ul style="list-style-type: none"> ✓ The municipality does not have an Environmental Management Section ✓ There is no permitted waste disposal site; the dumping site is poorly controlled ✓ Lack of financial resource to develop environmental sector plans ✓ Lack of budgeted Environmental management education & awareness projects; ✓ Existing tourism potentials have not been maximally exploited; ✓ Poor agricultural practices. ✓ 	<ul style="list-style-type: none"> ✓ Prone to waterborne diseases due to lack of landfill; ✓ Prone to flooding;
DISASTER MANAGEMENT: SWOT ANALYSIS	
STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> ✓ Disaster management plan in place. ✓ Functional disaster and emergency centre ✓ 24 hour call centre ✓ CCTV cameras installed ✓ Fire fighting trucks ✓ Rescue boat ✓ Rescue equipment ✓ Trained employees 	<ul style="list-style-type: none"> ✓ Establish satellite disaster and management centres. Ie Central berg, Emmause and Amazizi areas ✓ Expansion of CCTV cameras

WEAKNESSES	THREATS
<ul style="list-style-type: none"> ✓ Some communities are further than 20km away from emergency services ✓ Level of vulnerability of communities with low socio-economic status is high 	<ul style="list-style-type: none"> ✓ Impact of Climate change ✓ Floods, erosion and veld fire ✓ Lightning ✓ Snow ✓ Drought ✓ Road accidents

MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ The municipality has an existing municipal organogram that is adopted and implemented also supported with budget. ✓ The Department is currently providing experiential training (In-service /Unemployed graduates) in line with WSP. ✓ The Department has a functional Information Technology section. ✓ The Department has implemented the VIP Payroll System for HR and Finance. ✓ The municipality is filling most critical vacant positions in the organisational structure. ✓ The department has a detailed Workplace Skills Plan that is currently being developed and supported with budget. ✓ Existing legal services in the municipality to assist in minimising general cost. ✓ The department has adopted policies in place ✓ The department has Introduce clocking system / biometrics implemented in phases, entrance control system ✓ Access control to server room to strengthen security. 	<ul style="list-style-type: none"> ✓ Limited resources (subscription on legal web site / Juta stat and Lexis Nexis) ✓ Policies not supported with budget ✓ Backup still centralised and collected once a week (Friday) ✓ Generator currently not working as backup to server ✓ No electronic records management ✓ No security checks / gate, entrance exit / change of security personnel ✓ Some employees have shown unethical behaviour and conduct. ✓ The municipality does not have a designated assembly point. ✓ The municipality is experiencing a high staff turn-over rate, which poses a serious challenge.

❖ OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ The department take advantage of the grants for apprenticeship / learnership (unemployed youth) from LGSETA and Premier's office. ✓ Availability of study opportunities through municipal bursaries, short skills programmes/ learnership to promote a learning environment. ✓ The department conducts Awareness Campaigns (Life skills). ✓ Municipal policies (guiding documents) are in place and reviewed regularly. ✓ Improvement of municipal performance and compliance 	<ul style="list-style-type: none"> ✓ Damage of equipment / office infrastructure due to power failure ✓ The municipality has high illiteracy levels especially among the youth. ✓ HIV/AIDS prevalence among staff. ✓ Failure to retain skilled, competent and staff committed to service delivery. ✓ Corruption and other unethical conducts. ✓

SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Consolidate and complete existing projects ✓ Electrical infrastructure available ✓ High level of access to electricity for lighting ✓ Eskom identified areas of constrain ✓ Eskom identified possible projects ✓ IWMP in place ✓ Improvement in access to water ✓ High water service delivery backlogs ✓ Majority of households (75%) does have access to a basic level of sanitation service 	<ul style="list-style-type: none"> ✓ Electrical capacity is constrained ✓ High dependence on wood for cooking and heating ✓ Lack of plants and equipment for road maintenance and construction ✓ Insufficient funding e.g. grants dependent ✓ Long term plan of infrastructure (road Electricity) ✓ Non alignment of plans with sector department ✓ Municipal refuse removal is limited ✓ Illegal dump site
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Improvement in water infrastructure ✓ Improvement of sanitation infrastructure ✓ Housing projects provides opportunities to create sustainable human settlement 	<ul style="list-style-type: none"> ✓ Household dumpsites can pose threats to environment and water sources ✓ Land constrains for development ✓ Covid 19

FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
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<ul style="list-style-type: none"> ✓ Qualified Staff Complement ✓ Positive Audit outcome ✓ Current Enterprise Resource Planning(ERP) MSCOA Compliance ✓ Less reliance on consultants 	<ul style="list-style-type: none"> ✓ Limited rate base ✓ High grant dependency ✓ Limited implementation on debt collection ✓ SCM structure ✓ Un-funded budget
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Imposing Tariffs ✓ Revenue enhancement ✓ MSCOA will improve financial reporting, planning and financial discipline ✓ Implementation of cost cutting measures 	<ul style="list-style-type: none"> ✓ Staff turnover ✓ Debtors collection ✓ Theft and abuse of municipal assets ✓ Change management on MSCOA
GOOD GOVERNANCE & PUBLIC PARTICIPATION SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Established ward committees ✓ Functional ward committees ✓ Functional LTTs and War Rooms ✓ Experienced employees ✓ IDP budget/imbizo 	<ul style="list-style-type: none"> ✓ None
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Establish sector forums 	<ul style="list-style-type: none"> ✓ Strikes ✓ Covid 19

STRENGTHS

- Favourable Geographic Location and surrounded by potential revenue sources, the Drakensberg is considered as one of the great natural spectacles of Southern Africa. The declarations of the Okhahlamba- Drakensberg Park and the Amphitheatre as World Heritage Sites by UNESCO in 2001 pursue to substantiate this point.
- Natural Environment and Natural Resources, the mountains systems are unique and contain significant scenic, water and agricultural resources as well as world- renowned archaeological resources and unique natural resources.

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

WEAKNESSES

- Unattractive town and poor branding of municipality's name, the town image is in a serious state of despair. In the same light the name and image of the municipality does not carry much weight due to poor branding.
- Service Delivery Backlog and poor maintenance of infrastructure, although limited infrastructure is available, it is poorly maintained resulting in aging road, water and sanitation infrastructure. The municipality is also experiencing serious backlog in the delivery of services resulting in a huge backlog in water and electricity provision, inadequate access to health, education and transport facilities.
- Lack of communication between departments, resulting in wasted efforts.

- Poor information management, the municipality registry is not operating as intended. There is also a lack in the information technology infrastructure to allow for regular back-ups and the municipality's website is not updated as required.
- No formal processes in monitoring logs of customer related queries issues and feedback from the community at large, this contributes largely to the expectation gaps and increase in dissatisfied consumers.
- Poor recognition of staff efforts resulting in low staff morale, the inferiority complexes among the staff from the various departments exist and at times within the same departments.
- Inability to attract desired / scarce skills, the scarce accommodation, undeveloped town/ other commercial resources, unattractive salaries and retention strategy contribute largely to this factor.

OPPORTUNITIES

- Number of Existing Studies and Structures providing a basis for development, that the municipality can take advantage of including the KZN Spatial Profile, uThukela Biodiversity Plan, Landscape Characterization Project, Urban Edges Project, Buffer Zone Technical Committee, Building in the Berg, Drakensberg Approaches Policy (DAP) as well as the uThukela Tourism Strategy that provide a basis for development in the municipality and assist in future planning.
- Investment Opportunities, opportunities for external funding lie in the Tourism, Agri-industry and Local Economic Development spheres. Here lies a huge potential that can be exploited by the municipality should the right planning and strategies be developed, enhanced and implemented within the municipality. The World Heritage Sites within Okhahlamba have provided a base for the hub of activities that the tourists as well as residents enjoy and provide a platform for future development potential.
- Abundance of Natural Resources, the scenic environment, cultural and historical heritage resource boosts the demand for high composite development and resource potential for investment into the municipality. The Game Reserves in the area also form a basis for Tourism development potential.
- Existing Development as a source of revenue, job creation and marketing the area, Okhahlamba is home to a few major resorts and holiday accommodation facilities in the Berg including the infamous Nondela Mountain Estate, Cathkin Estates, Little Switzerland, Montusi Mountain Lodge, Alpine Heath, Drakensberg Sun and a number other developments in the Champagne and Cathkin Valleys.
- Enhance Commercial and Subsistence Farming; investment opportunities in the agri-industry that need to be enhanced include livestock farming, maize production, timber farming, wheat as well as bean farming.

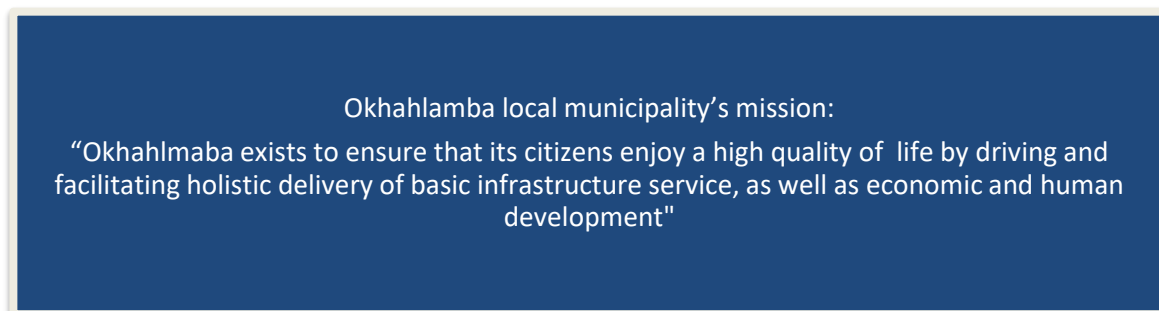
THREATS

- Historical events resulting in community's lack of confidence in municipality, the municipality has in the past been associated with corruption due to the maladministration of funds, which resulted in the intervention by the MEC in terms of s139 of the Constitution. This is exacerbated by the backlog in service delivery.
- Scattered settlements, within the municipality that hinder development and ultimately service delivery. These scattered settlements are located far from the major centres and in turn hamper access to basic services, economic opportunities and markets.

- Shortage of Land for Development, majority of the land in the municipality is privately owned and this causes a major constraint to development as the municipality has to purchase land for most of the proposed developments.
- Inefficient Waste Management System, the municipality is operating an illegal Landfill Site and there is a lack of proper infrastructure for waste collection.
- Unfavourable changes in the economy; this inevitably puts pressure on the municipality for the creation of jobs.
- Increase in death rate as a result of HIV/ AIDS, this remains a challenge for the municipality.
- Increasing rate in crime, more crime related cases are reported.
- High Unemployment Rate, this has resulted in a high rate of income poverty. A large number of households do not have a reliable source for monthly disposable income.

3 MUNICIPAL DEVELOPMENT VISION, GOALS AND OBJECTIVES

Okhahlamba Municipality's Vision reads as follows:



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

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

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

OKHAHLAMBA STRATEGIC FRAMEWORK

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	WARD/DEPARTMENTS
Municipal Transformation and Institutional Development	To transform and develop institutional capacity to create an effective and efficient organization	To improve institutional and organizational capacity	MTOD 01	The signing of performance agreements	Number of performance agreements signed reflecting national government priorities	CORPORATE SERVICES
			MTOD 02	Review and implement an effective organogram	Adoption date of reviewed Organogram	
			MTOD 03		Staff vacancy rate	
			MTOD 04		Percentage of vacant posts filled within 3 months	
			MTOD 05	Implementation of Workplace Skills Plan (WSP)	Number of trainings held as per the WSP	
			MTOD 06	Implementation of the Employment Equity Plan	% of people from employment equity target group employed in the three highest levels of management	
			MTOD 07	To promote a safe working environment	Number of health and safety inspection conducted	
			MTOD 08		Number of OHS meetings held	
			MTOD 09	To provide an effective and efficient HR support	Number of wellness programs implemented in a year	
			MTOD 10		Number of biometric reports printed	

			MTOD 11		Number of Local Labour Forum meetings held	
			MTOD 12		All posts in an organogram have a job description	
			MTOD 13	To ensure the functioning of IT	Sever backups and maintenance	
			MTOD 14	To improve the standard of administration and auxiliary support	Functional Registry	
			MTOD 15	To promote a sound council support	Delivery of agenda on time to [EXCO, COUNCIL & TRADITIONAL LEADERS]	
			MTOD 16		Number of Council meeting held	
			MTOD 17	Zero tolerance of fraud and corruption	Number of active suspension longer than three months	
			MTOD 18		Salary bill of suspended officials	
			MTOD 19	Review and implement Performance Management System	Number of quarterly performance reports reviewed, conducted and submitted to council	MUNICIPAL MANAGER
					Number of reports submitted on performance in terms of S46 of the MSA	
					% of evaluated Middle Managers (PMS)	

					% of evaluated Senior Managers (PMS)	
				Maintenance of Unqualified opinion	Number of Performance Audit Committee Meetings held	
					Number of Performance Audit Reports submitted to council	
					Ensuring and maintaining the Unqualified Audit Opinion	
					Number of repeat audit findings from Auditor General	
			MTOD 20	Risk Management	Number of Risk Management Committee Meetings Held	
			MTOD 21	Ensuring risk action plan are attended	Percentage of action plan attended	
Basic Service Delivery and Infrastructure Development	To improve service delivery and facilitate the provision and maintenance of new and existing	Advance access to basic services.	SDID 01 (A)	Provide access to solid waste disposal services	Number of households with access to basic solid waste disposal	ALL WARDS
			SDID 01 (B)		% of households with access to basic solid waste disposal	
			SDID 02 (A)	Provision of free basic services	Number of households earning less than R4 120 with access to free basic services (Entire households)	
			SDID 02 (B)		% of households earning less than R4 120 with access to free basic services (Entire households)	
			SDID 03 (A)	Improve access to electricity	Amount spent on Free Basic Electricity	

infrastruct ure.	SDID 03 (B)		Sandlwana electrification project	W11	
			SDID 03 (C)	Okhombe electrification project	W14
			SDID 03 (D)	Moyeni electrification project	W08
			SDID 03 (E)	Bethane electrification projects	W15
			SDID 04	Ntumba Vehicular bridge	W08
	SDID 05	Edotsheni Pedestrian bridge	W2		
	SDID 06	Hadebe gravel road	W15		
	SDID 07	Ubivane gravel road	W		
	SDID 08	Hambrook gravel road	W		
	SDID 09	Emaswazini gravel road	W		
		Improve access to roads			

			SDID 10		Halmence gravel road	W
			SDID 11	Improve access to Human Settlements Development	Number of units of the human settlements development projects to be completed	THE WHOLE MUNICIPALITY
			SDID 12	Improving building plans of building development in areas within the Municipal scheme	% of building plans approved inspection conducted in those development	
			SDID 13		%building plans drawn by the Municipal Draughtsman	
			SDID 14	To achieve 100% CAPEX	The amount of municipal capital budget actual spent on capital projects identified for a particular financial year in terms of the municipal IDP	FINANCE DERPARTMENT
			SDID 15	Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	TECHNICAL SERVICES
			SDID 16		Number of repeat audit findings from Auditor General	
			SDID 17	Ensuring risk action plans are attended to	Percentage of action plans attended	MUNICIPAL MANAGER
Local Economic and Social Development	To respond to social development issues	Promote economic growth and development	LESD 01	Create jobs through LED initiatives	Number of jobs created through municipal LED initiatives including capital projects	SOCIAL SERVICES
					Amount spent on jobs created through LED initiatives including capital projects	

	and create a climate conducive for local economic development				Number of SMMEs and Co-ops supported	
			LESD 02	EPWP implementation	Number of EPWP functionality reports	
			LESD 03	Provide support to LED	Number of LED Forums Held	
			LESD 04		Average time taken to finalize business license application	
			LESD 05	Provide support to Local Tourism Forums	Number of local Tourism forums held	
			LESD 06	Enhance revenue collection by operating the licensing center	Revenue collected from services rendered	
			LESD 07	Ensuring the functioning of libraries	Average number of library visits per library	
			LESD 08	Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	
			LESD 09		Number of repeat audit findings from Auditor General	
			LESD 10	Ensuring risk action plans are attended to	Percentage of action plans attended	MUNICIPAL MANAGER
Good Governance and Public Participation	To enhance and implement systems and procedures towards accountable local governance.	Effective Public participation	GGPP01	Ensure functional Ward Committees	Number of ward committee meetings held/ Year (15 wards) (1 meeting per month)	ALL WARDS
			GGPP02		Percentage of ward committee with 6 or more ward committee members excluding ward councilor	

Financial Viability and Financial Management	To Effectively Manage Municipal Financial Resources in a Sustainable and Accountable Manner	To Improve Budget Implementation in the Municipality	FVFM 01	Optimize the expenditure of capital budget	% of Capital expenditure budget Implementation (actual capital expenditure / budget capital expenditure x 100)	FINANCE DEPARTMENT
			FVFM 02	Optimize revenue collection	% of cash collected from customers against billing	
			FVFM 03	Optimize Expenditure of operational budget	% of Capital Budget (CAPEX) spent on repairs and maintenance of infrastructure	
			FVFM 04	Financial viability expressed in ratios	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year	
					Outstanding service debtors to revenue ratio: Total outstanding service debtors / annual revenue from services	
					Costs coverage ratio: ((available cash less unspent conditional grants less overdraft) plus short term investments) divided (by monthly fixed operating expenditure less depreciation, amortization, prov for bad debts, impairment and loss of disposal of assets)	
			FVFM 05	Updating of Fixed Asset Register	Number of updates made on the assets register with regard the physical verification of assets	
FVFM 06	To ensure the effective running of Supply Chain Management	Convening of BEC meetings within 30 working days after the closing date of an advert (Yes)				

			FVFM 07		Convening of BAC meetings within 14 working days after the BEC meetings (Yes)	
			FVFM 08	Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	
			FVFM 09		Number of repeat audit findings from Auditor General	
			FVFM09	Ensuring risk action plans are attended to	Percentage of action plans attended	
Cross-Cutting Interventions	Ensure that applications are processed within a required timeframe	Efficient and credible strategic and spatial municipal planning	CRCI01	Implementation of the Spatial Planning Land Use & Management Act	% of applications processed within the legal timeframes	MUNICIPAL MANAGER
	Emergency preparedness, A rapid and effective response to disasters and, Post-disaster recovery and rehabilitation	To mitigate the effect of disasters	CRCI02	Functional Disaster Management Centre	Percentage response to reported disasters	SOCIAL SERVICES
			CRCI04	Ensuring compliance and safeguarding of community by enforcing national and local legislation	Number of traffic fines issued	

		To mitigate the roads accidents					
	Ensure the implementation of the Integrated Development Plan (IDP)	Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	CRCI05	Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the IDP	CORPORATE SERVICES	
					Number of critical services identified and included in the IDP		
				CRCI06	Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	
						CRCI07	
			CRCI07	Ensuring risk actions plans are attended to	Percentage of action plans attended		

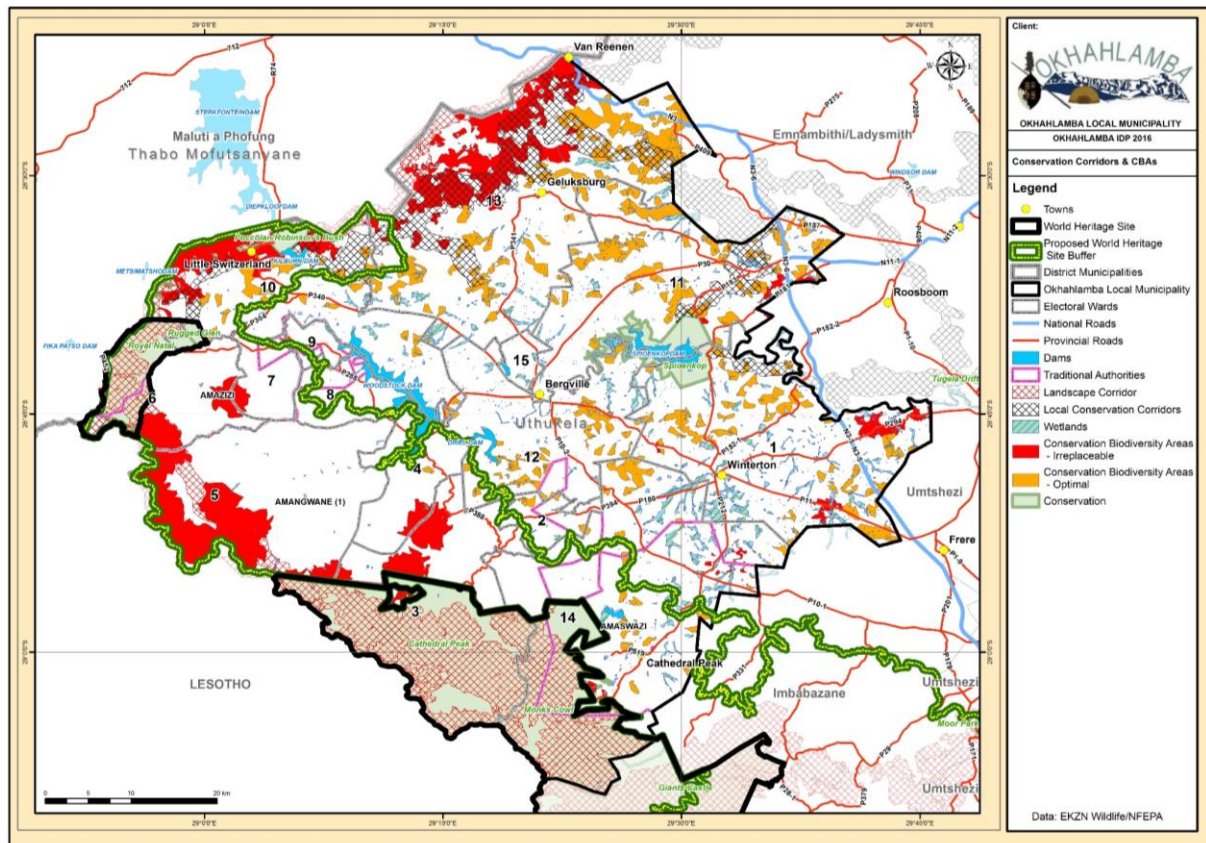
4 STRATEGIC MAPPING AND IMPLEMENTATION PLAN

STRATEGIC MAPPING

4.1.1 ENVIRONMENTAL SENSITIVE AREAS

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

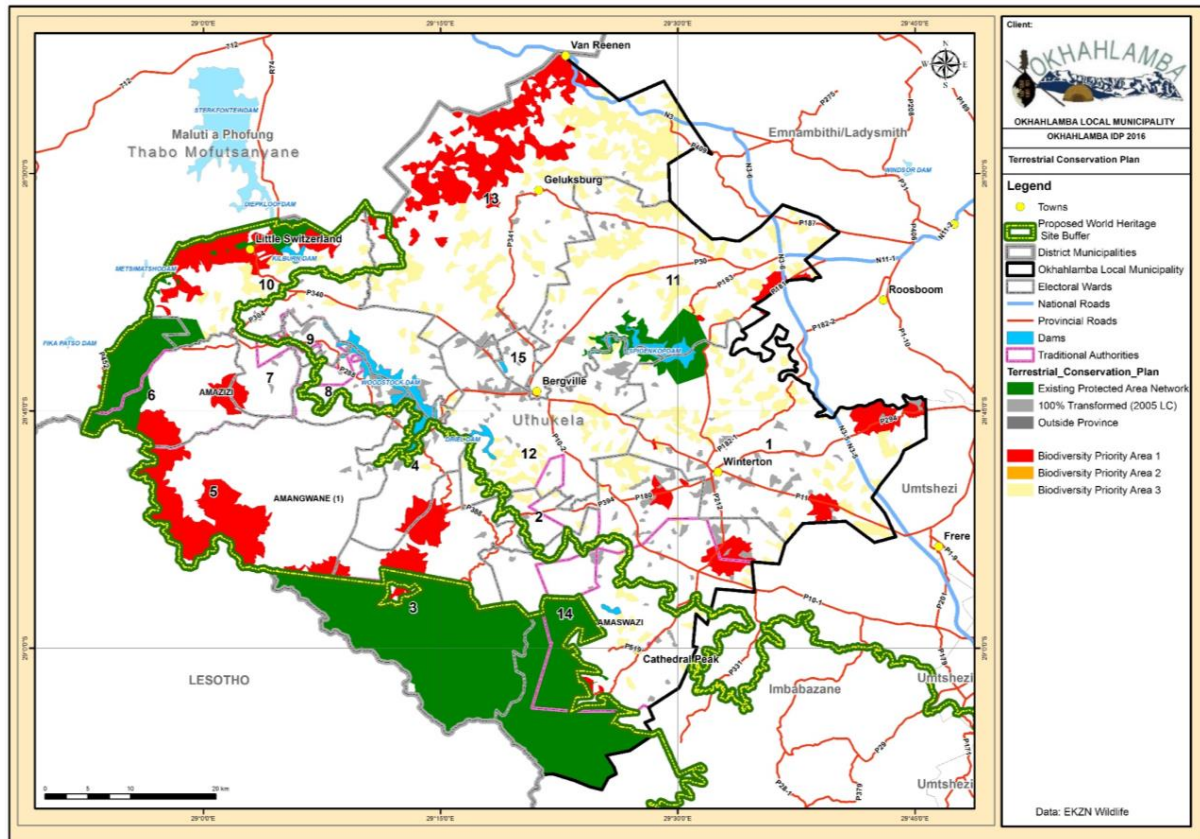
MAP 27: CONSERVATION CORRIDORS & CBAs



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

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

MAP 28: TERRESTRIAL CONSERVATION PLAN



4.1.2 STRATEGIC INTERVENTION AREAS

4.1.2.1 WARD/AREA BASED MANAGEMENT

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

4.1.2.2 CLUSTERING PUBLIC FACILITIES AND ECONOMIC ACTIVITIES IN DEVELOPMENT NODES

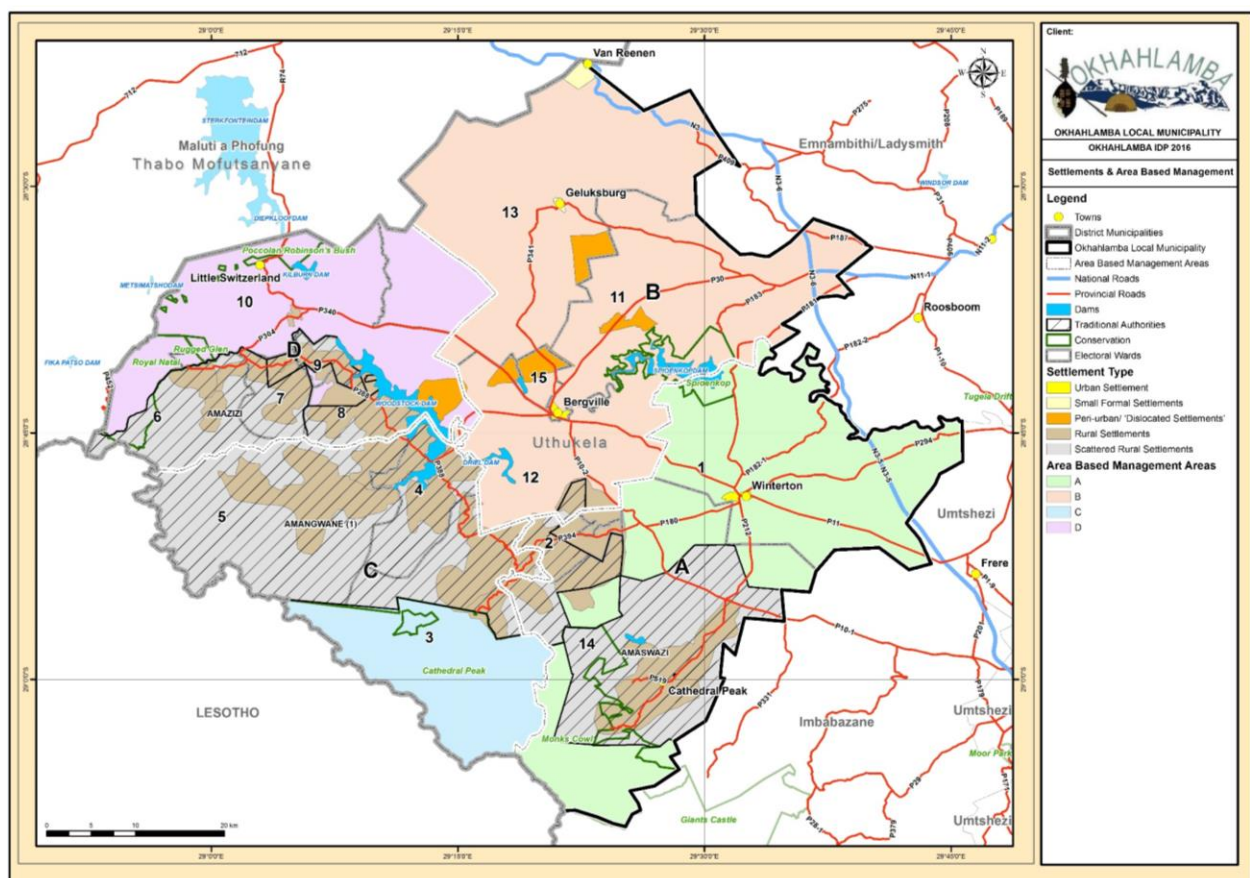
- Okhahlamba will facilitate and promote the clustering of a range of social services and economic opportunities at central locations as means to improve access and restructure the existing spatial pattern.
- The establishment of a hierarchy will assist in allocating facilities of various types to their most appropriate locations, based on the facility threshold and the appropriate number of people required within the catchment of that facility.
- Clustering will create opportunities for facility multi-use, sharing and land savings, cooperation and joint financial planning between the departments and the private sector. If

this is achieved within nodes, it can contribute positively to service delivery, spatial restructuring and financial sustainability.

4.1.2.3 CONTINUUM OF HUMAN SETTLEMENTS

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

MAP 29: CONTINUUM OF HUMAN SETTLEMENTS



4.1.2.4 COMPACT DEVELOPMENT

The promotion of compact development will mitigate the negative impact of sprawling settlements by encouraging the planning of co-ordinated, harmonious, sustainable and compact settlements. Growth in peripheral areas is an inevitable process, and needs to be managed in order to facilitate the establishment of planned settlements and to promote sustainable development. Compact development will further contribute to the protection of sensitive environmental and agricultural areas and will ensure effective and efficient social, engineering and other services:

- Limiting and containing the urban development footprint within the Urban Development Line (urban edge / growth boundary). The application of growth boundaries and other growth management techniques should take due cognisance of the adequacy of supply of land.
- Promoting higher “net” residential densities in strategically located areas within core areas, new growth areas and areas prioritised for infrastructure development.
- Creating new residential development opportunities that connect fragmented areas and consolidate urban form around high accessibility routes and nodes.
- Provide clear guidance on directions for future settlement growth and proposed release of land for development.

4.1.2.5 PROTECTION AND MANAGEMENT OF AGRICULTURAL LAND

IDENTIFICATION AND MAPPING OF AGRICULTURAL LAND

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

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

LAND USE REGULATIONS

The alienation of some productive agricultural land will inevitably occur as a consequence of development, but the municipality will not support such alienation when equally viable alternatives exist. When preparing, reviewing or amending planning schemes, the municipality will include provisions for protecting good quality agricultural land.

AGRO HYDROLOGICAL ASPECTS NEED TO BE TAKEN INTO ACCOUNT

- Agro-hydrological assessments must be conducted at a District level to ensure accurate identification of agricultural resources;
- Protection of prime agricultural land with emphasis on securing long-term food supply and security;

- Preservation of areas with the greatest potential for agriculture solely for future agricultural developments;
- Emphasis on developing the subsistence agricultural sector in order to improve rural livelihoods and promote sustainable agricultural practices;
- Climate change needs to be taken into account in order to negate against negative impacts and capitalise on positive impacts.

4.1.2.6 RURAL DEVELOPMENT AND AGRARIAN REFORM

The following should guide future implementation of the land reform program within the municipality:

- Clustering projects in a geographic area (across products) to optimise development potential, rationalise support services and promote efficient use of scarce resources. Identification of clusters should be based on access, social identity, development opportunities, land use pattern and social relationships. This will provide a framework for a comprehensive approach to the resolution of labour tenant and land restitution claims.
- Settlement of the emerging farmers in terms of the Land Redistribution for Agricultural Development (LRAD) or Proactive Land Acquisition Strategy should be located close to transport routes on good agricultural land.
- Land reform beneficiaries should be provided with agricultural development support including assistance with productive and sustainable land use, infrastructure support, agricultural inputs, and strategic linkages with the markets.
- There is a need to promote off-farm settlement as a land delivery approach where the main need for land is settlement. Such land should be located in accessible areas, which can be provided with social facilities and basic services in an efficient and effective manner. It may also form part of a cluster of projects. This will also facilitate housing delivery and development of such settlements as sustainable human settlements.
- Identification of high impact projects and integration into the local value chain or development proposals. These projects should also be integrated into the LED program of the Municipality.
- Land tenure upgrading should be undertaken for both urban and rural informal settlements as part of a process towards the development of human settlements. Particular focus should be paid to areas such as Rookdale, Woodford, Bethany, Hambrook, Acton Homes and the Greenpoint area.

4.1.2.7 SUSTAINABLE USE OF NATURAL RESOURCE BASE

FORMALLY PROTECTED AREAS

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

WHS BUFFER AREA

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

CRITICAL AREAS OF BIODIVERSITY

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

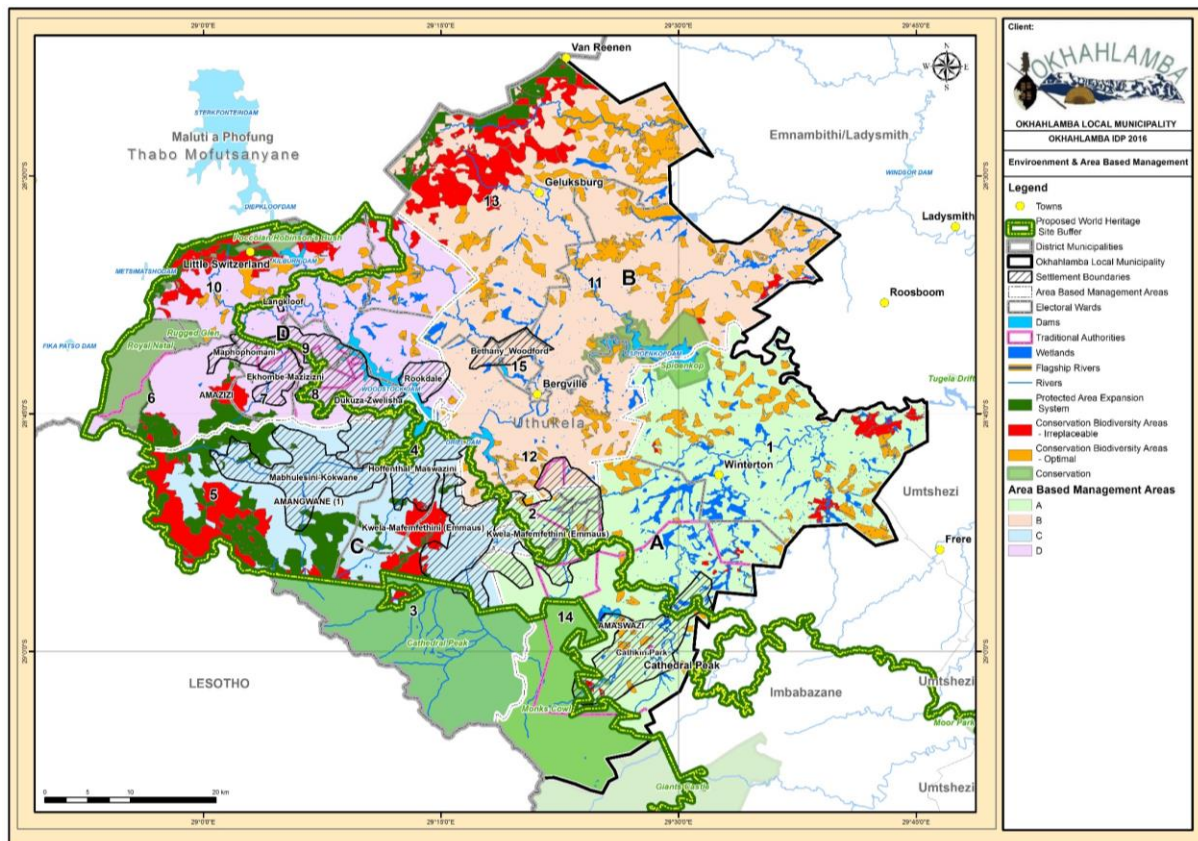
WATER RESOURCE MANAGEMENT

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

CULTURAL HERITAGE

- Cultural heritage sites in Okhahlamba municipality and the adjoining WHS is of international importance and require intensive management to avoid all types of destruction, such as vandalism and development. Heritage areas should thus be afforded the necessary importance and protected within the area.
- **ENVIRONMENTALLY SENSITIVE AREAS**
- Avoid development within sensitive areas and utilize appropriate buffer zones in order to limit the impact of development. The SDF provides a framework within which development must occur. It identifies areas for continued agricultural activities, areas that require protection from an environmental point of view and nodes where development must be encouraged.

MAP 30: ENVIRONMENTAL AREAS FOR INTERVENTION



- Environmental sustainability in environmentally sensitive areas which have already been developed require careful management of existing land use activities with strong discouragement of additional growth or intensification of development.
- Limit grazing in environmentally sensitive areas.
- Limit development in environmentally sensitive areas to complementary activities such as tourism and conservation.
- Delineation of an urban edge in settlements to ensure protection of highly sensitive environmental areas.
- Wetlands are important to environmental sustainability, water retention and filtration and flood mitigation and must be conserved as far as possible.
- No wetlands are to be converted or drained without approval from the Department of Agriculture and Environmental Affairs.
- Where not zoned for development, wetlands must be given conservation status.
- No future settlements within the 1:100 year flood line and dam failure flood lines.
- Existing settlements should be encouraged to relocate outside of these flood lines;
- No development should be closer than 20m from the high-water mark of any unprotected dam, until such time as the Disaster Management Plan identifies settlements that are at risk of being flooded.

4.1.2.8 *ECONOMIC INTERVENTIONS*

TOURISM

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

AGRICULTURE

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

COMMERCE AND INDUSTRY

- Nodal areas should be prioritised for commercial and industrial developments, depending on the size of the threshold, role of the node in the local and regional space economy, and availability of suitable land parcels.
- Reinforce the Primary, Secondary and Tertiary Corridors in order to strengthen economic linkages between nodes and adjacent municipalities.
- Generate economies of scale in terms of market opportunities to encourage local entrepreneurship and consequently local communities to spend their income locally.
- Investigation needs to be done with regard to placement of the markets and ensuring that adequate facilities and services are provided to the site such as access to water, sanitation, trees or shelters for shade and flat concrete surfaces.
- Promote local income circulation and reduce leakages of income to other areas through the establishment of periodic markets at identified nodes.
- In terms of the levels of services at the nodes, where gaps exist, capital investment must focus on addressing these deficiencies.

SUSTAINABLE INTEGRATED SPATIAL PLANNING SYSTEM

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

INTEGRATION OF THE MALOTI-DRAKENSBERG CORRIDOR FRAMEWORK

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

4.1.2.9 *INFRASTRUCTURE AND SOCIAL FACILITIES INTERVENTIONS*

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

4.1.2.10 *DRAKENSBERG INTERVENTIONS*

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

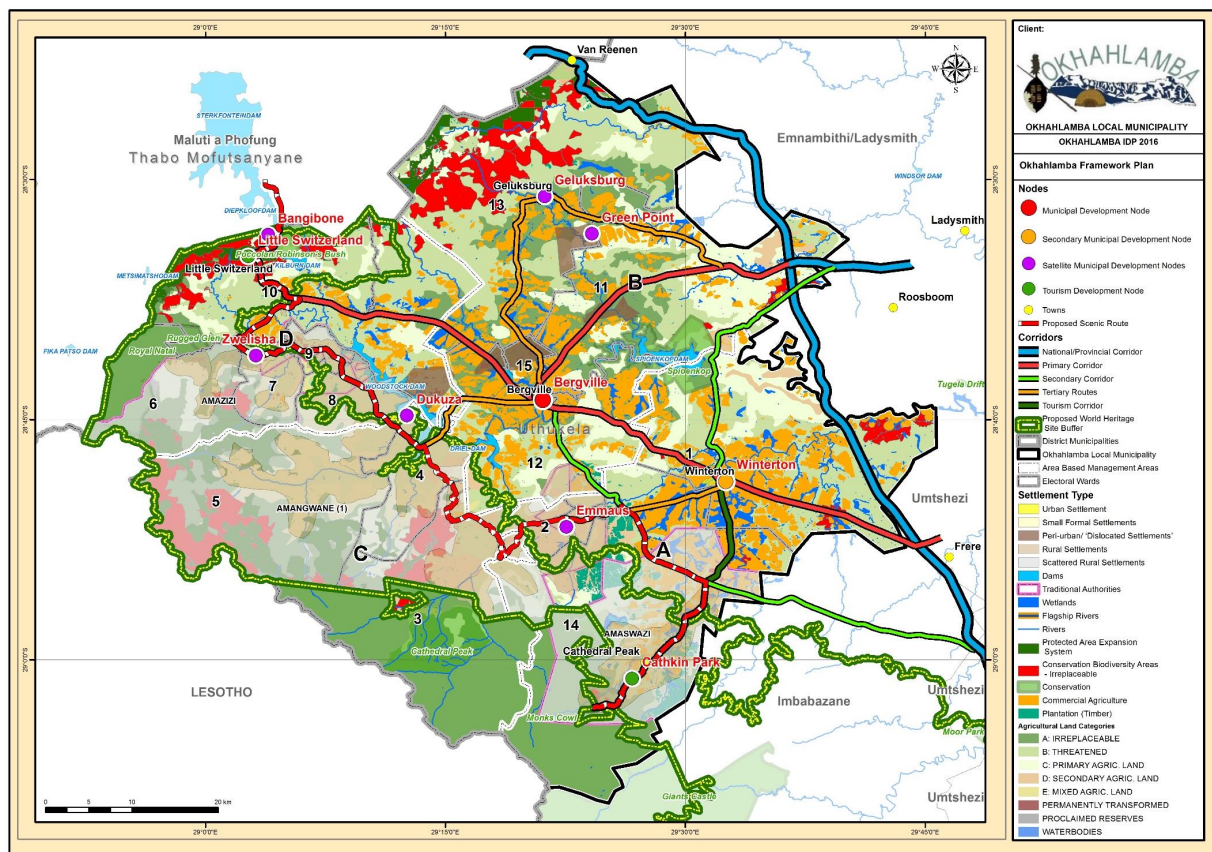
- A risk-averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions;
- Negative impacts on the environment and on the environmental rights of the people must be anticipated and prevented, and where they cannot be prevented, must be mitigated.

4.1.3 DESIRED SPATIAL FORM

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

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

MAP 31: OKHAHLAMBA FRAMEWORK PLAN



- To guide private and public investment to the most appropriate areas in support of the municipal spatial development vision;
- To provide a visual representation of the desired spatial form of the municipality.

SDF seeks to influence the substantive outcomes of planning decisions at different levels and to achieve planning outcomes that:

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

4.1.4 STRATEGIC GUIDANCE IN RESPECT OF DEVELOPMENT

4.1.4.1 GUIDELINES FOR LAND USE MANAGEMENT

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

The primary aim of the Okhahlamba Municipality Land Use Scheme is to create coordinated, harmonious and sustainable development, in a way that promotes health, safety, order, amenity convenience and general welfare, as well as efficiency and economy in the process of development. The scheme divides a municipal area into zones and regulates the use of land and buildings on the one hand, and the nature, extent and texture of development on the other. Okhahlamba Municipality scheme will therefore:

- Indicate what may or may not occur on particular areas of land.
- Provide land use certainty and boost investor confidence.
- Promote amenity, efficient land use practice and reserve land for essential services.
- Resolve conflict between different land uses and control negative externalities.
- Enable mix of convenient land usage, efficient movement processes and promote economic development.
- Protect natural and cultural resources and land with high agricultural production potential.
- Provide for public involvement in land management decision processes.
- Provide for sound local regulation and enforcement procedures.
- Accord recognition to indigenous and local spatial knowledge, land use practices land allocation practices.
- Facilitate social justice and equitable regulation of contested spaces.
- Reserve land for future uses where the need for location and extent is not certain at present.

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

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

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

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

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

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

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

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

- The three components (SDFs, Linking Elements and Schemes) go hand-in-hand, where SDFs give strategic direction; the Linking Elements provide quantification, more detailed spatial plans and operational and institutional guidance; and the Schemes provide the statutory basis for land use decision-making.

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

LAND USE PROPOSALS AND USE ZONES

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

TABLE 21: BROAD LAND USE TYPOLOGIES

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

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

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

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

ZONING AND MANAGEMENT OVERLAYS

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

- A detailed statement of its intention and even for specified areas;
- Type and intensity of development that shall be permitted or encouraged, and even for a particular area;
- Determines how any current or future development shall be phased; and
- Provides for the inclusion of specific urban design criteria.

Overlays are required in areas where it is necessary to indicate more detail about the way an area needs to be developed. It will facilitate the management of specific uses across several underlying zonings. The special development requirements are then managed in terms of a detailed Management Plan, and are identified through a Management Overlay on the Scheme map. Management Overlays are thus used to further inform and regulate development.

DEVELOPMENT PARAMETERS / SCHEME CONTROLS

The Municipality will manage development within each zone through a series of development parameters or Scheme controls relating to each zone. Conventionally, development parameters set out the maximum development permitted on a site. However, they may also be used to set out the desirable or minimum development allowed. The development parameters set out the uses within each zone that are:

- **Freely permitted:** This category includes land uses that are considered compatible with the surrounding land uses and which may be permitted by the municipality. A building plan is often sufficient in this regard.
- **Special Consent Use:** This category includes ancillary uses that might have a more intrusive impact and may require special conditions to protect the amenity of the area or mitigate the impact of the proposed use.
- **Prohibited Uses:** This category includes land uses which are incompatible with the surrounding land uses, and which a municipality is precluded from considering.

4.1.5 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

Okhahlamba forms part of a larger system of local governance and regional economy and is influenced and also influences development in the neighbouring areas. Cross-border planning issues have become more prevalent and significant. The focus is on strategic or shared development issues that would benefit from a joint approach, and engaging with the relevant neighbouring authorities to explore joint working potential. This section is thus intended to ensure that there is no disharmony between proposals that are suggested by the Okhahlamba SDF and its neighbouring municipalities.

Neighbouring municipalities include Maluti-a-Phofung (Free State province) to the northwest, Alfred Duma to the northeast, Inkosi Langalibalele to the south. Lesotho borders the western boundary of Okhahlamba.

4.1.5.1 UTHUKELA DISTRICT MUNICIPALITY

Cross-boundary issues between the uThukela District Municipality and Okhahlamba are as follows:

- Uthukela SDF identifies Ladysmith town as the primary administrative centre and industrial hub of the region, while Estcourt is identified as the primary agri-processing. These are the two major towns and economic hubs within the uThukela District Municipality. Both Ladysmith and Estcourt are commercial centres for surrounding farming areas and serves as shopping centres for towns such as Bergville, which lacks a strong commercial presence. Bergville is identified as a secondary administrative centre, while Winterton is a tertiary node and a place where a decentralization of administrative functions may take place. It will also be targeted for economic investment.
- Van Reenen is divided between the Free State and both Alfred Duma and Okhahlamba in KwaZulu-Natal and requires an integrated and collective approach to service provision in light of the different local and district authorities that it falls under. Alignment is imperative.
- The significance of tourism nodes along the Drakensberg are acknowledged by both SDFs, as well as tourism corridors that provides access to the Drakensberg area. The whole of the Berg area is a major tourist area within uThukela District and a significant portion of this is situated in Okhahlamba.

- The significance of the N3 as national/provincial corridor that runs through the district and a portion of Okhahlamba, which provides opportunities for economic development.
- The access roads within Okhahlamba are of major importance, as community access roads requires attention. This limits the level of health and social service that can be delivered to rural communities.
- Large and dense rural settlements and peri-urban settlements should be identified in the district SDF as priority areas for infrastructure development and upgrading.
- Agricultural land of varying potential, which is under threat from settlement, unsustainable land reform practices, land degradation, etc. Given the scarcity of agricultural land and relative decline of the agricultural sector in the district economy, there is a need for a comprehensive strategy for effective management of agricultural land.
- The Environmental Management Framework developed for the district provides an overarching framework for effective environmental management, catchment management, green corridors and balance between development and environmental management.

4.1.5.2 INKOSI LANGALIBALELE LOCAL MUNICIPALITY

Inkosi Langalibalele Local Municipality is located to the southeast of Okhahlamba. Estcourt is the main economic hub in Inkosi Langalibalele. Strategic cross-boundary planning issues between Inkosi Langalibalele and Okhahlamba include the following:

- The N3 is an important linkage running through Inkosi Langalibalele into Okhahlamba and then continuing through Alfred Duma.
- The P11 (R74) serves as a major link at a district level knitting together small towns from Bergville through Winterton to Inkosi Langalibalele Local Municipality. This route is identified as a primary corridor in the Okhahlamba SDF.
- Management of agricultural land given the prevalence of game farming and good agricultural land along the boundary between the two municipalities.
- Estcourt (primary node in Inkosi Langalibalele SDF) is the second largest urban area in the district. Its threshold extends beyond Inkosi Langalibalele Municipal boundaries and portions of Okhahlamba Municipality.
- An integrated and collective approach to the Drakensberg must be adopted especially in light of the World Heritage status.
- The Drakensburg Mountains serve as the main tourist attraction site for both Municipalities, from which both municipalities may benefit.
- The N3 national route, which runs along the eastern part of Okhahlamba boundary and the northeastern part of Inkosi Langalibalele, is an important linkage between Inkosi Langalibalele and other centres along this route. It also provides social and economic interaction.
- The P10-2 connects Bergville to Emmaus and Loskop within Inkosi Langalibalele and is identified as a secondary corridor in the Okhahlamba SDF.
- Catchment management is important, as some of the rivers that runs through Imbabazane rises from the mountains in Okhahlamba.

4.1.5.3 ALFRED DUMA LOCAL MUNICIPALITY

- Alfred Duma Municipality is located to the northeast of Okhahlamba. Strategic cross-boundary spatial planning issues between the OLM and Alfred Duma are as follows:

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

4.1.5.4 MALUTI-A-PHOFUNG LOCAL MUNICIPALITY

The Maluti-a-Phophung Local Municipality is located in the Free State province, to the northwest of Okhahlamba. Strategic cross-boundary spatial planning issues between the Okhahlamba and Maluti-a-Phophung are as follows:

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

4.1.5.5 LESOTHO

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

4.1.6 STRATEGIC INTEGRATED PROJECTS

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

4.1.7 THE MALOTI-DRAKENSBURG CORRIDOR FRAMEWORK

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

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

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

INTEGRATION OF THE MALOTI-DRAKENSBURG CORRIDOR FRAMEWORK

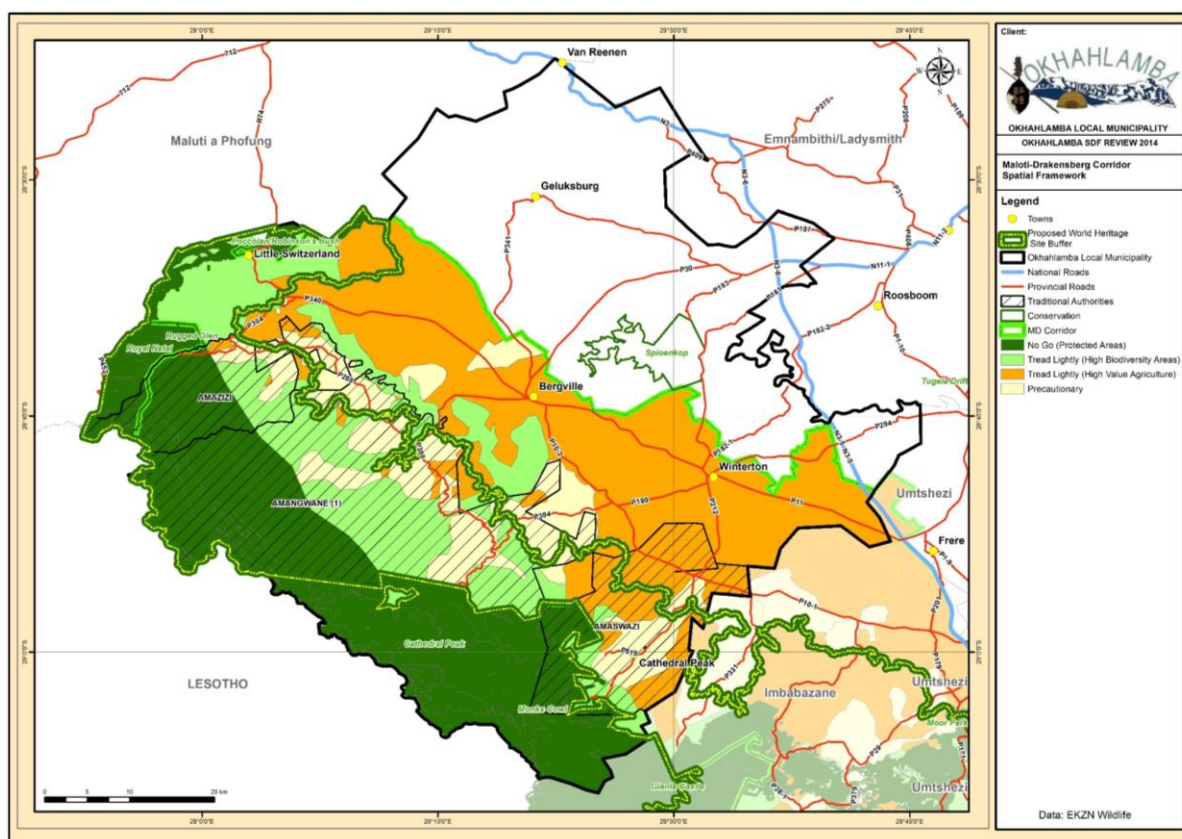
The identification of zones at a regional scale can only be used to provide a broad indication of what needs to be taken into account in spatial development frameworks and schemes at a local scale. As such, the proposed zonation proposed by the Regional Spatial Framework Plan for the Maloti-Drakensberg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

- The 'No go 'zone includes Protected areas, proposed conservation areas adjoining the northern and southern boundary of the WHS, the 2km buffer along the boundary of the WHS and high value biodiversity areas outside of the MDPWHS that form part of the Corridor such as Stewardship Sites and ecological corridors. This zone is set aside for biodiversity conservation and limited light impact activities such as trekking trails and adventure tourism.

No form of structural development should be contemplated in this zone. The wilderness /heartland of the zone, located in the WHS is further protected by the management plans and associated rules which are used to manage land use and enhance biodiversity in these areas.

- ‘Tread Lightly’ Zone: This zone includes areas adjoining the ‘no-go’ area and is sensitive both environmentally and agriculturally. It requires careful management for protection against the loss of these resources. The areas encompassing *biodiversity* in this zone include terrestrial and aquatic CBAs, ESAs, EGSAs, EIs and Stewardship Sites and need to be protected owing to their sensitivity and importance for the continued production of EGSAs. In terms of agriculture, this zone is limited to prime agricultural (mainly arable and grazing) areas, which need to be protected from ‘built environment’ types of development. Specific reference is made to agriculture in this zone since there are limited opportunities for expansion of arable land into ‘no go’ areas. Hence, best use needs to be made of limited agricultural resources for sustained long term food production and food security. The opportunities for tourism development in this zone depend upon the location in relation to landscape sensitivity, biodiversity issues and agriculture. The emphasis would need to be on carefully placed small scale and low impact type developments located in excess of 10kms from the WHS boundary and in areas identified as being suitable to different types of tourism activities.
- ‘Precautionary’ zone: This zone includes areas that are less sensitive and could be considered for appropriate forms of development. These are located in transformed lands in the region in the lower lying areas and valleys. This zone mainly includes land that is under rural settlement, smallholder subsistence agriculture, formal urban development and differing types of tourism related to hospitality and cultural heritage.

MAP 32: MALOTI-DRAKENSBERG CORRIDOR FRAMEWORK: NORTHERN REGION



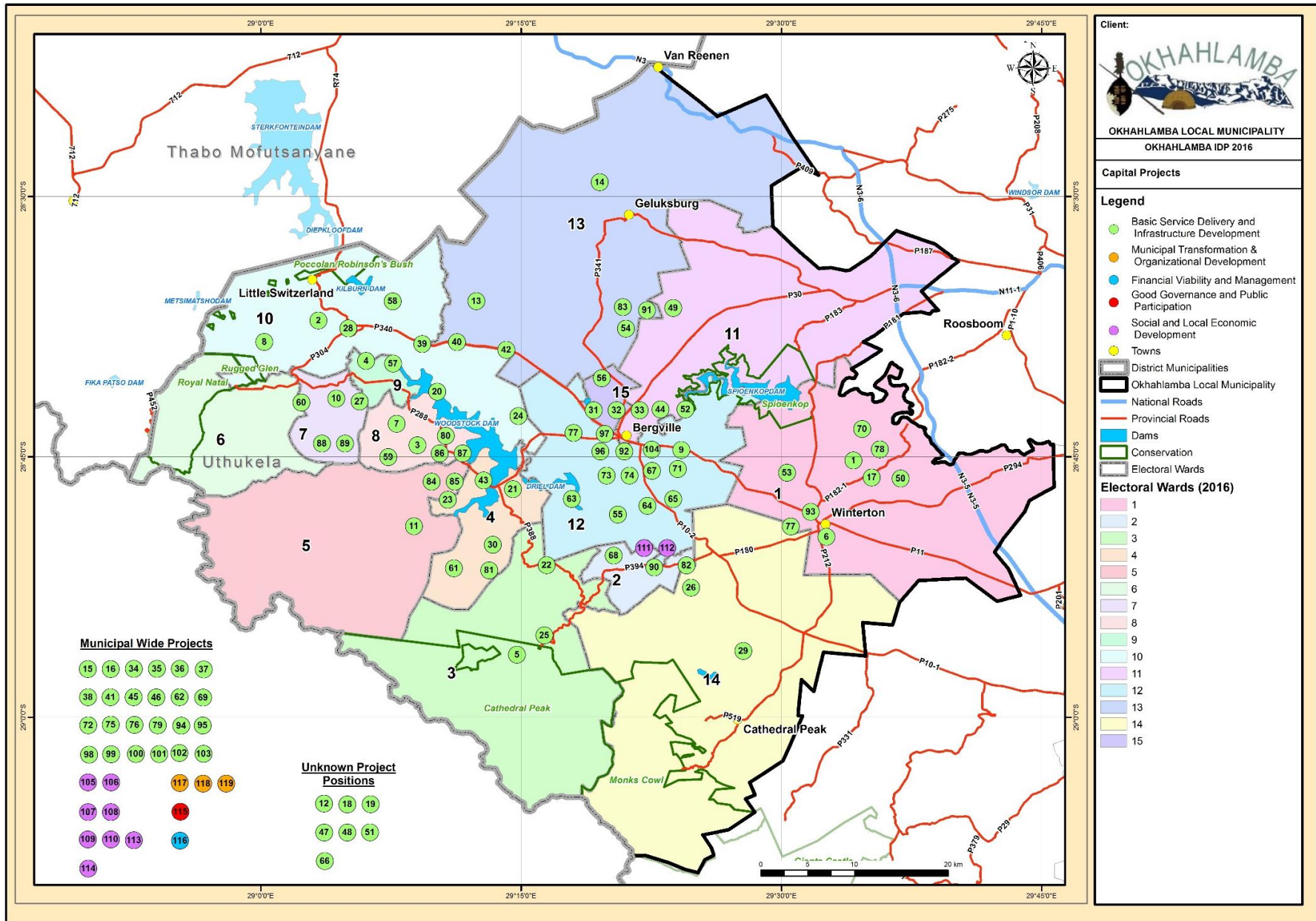
4.1.8 PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT

The aim of the Capital Investment Plan is to review the projects contained in the IDP taking into account activities, which have already been undertaken by the municipality. The objectives of the Capital Investment Plan can be summarized as follows:

- To link capital projects with potential sources of funding;
- To strive to ensure appropriate budget - IDP linkages; and
- To provide practical and appropriate alignment regarding capital investment.

The projects have also been spatially referenced, where possible, to assist the municipality with the evaluation of where capital expenditure will be focussed in the municipal area. Thus, the intent is capital investment that lays the foundations for sustainable development.

MAP 33: CAPITAL INVESTMENT FRAMEWORK



Map No	Group	Performance Indicator	5 Yr Targets					Budget
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	
1	Basic Service Delivery and Infrastructure Development	Maswazini Gravel Road (Ward 01)	√					R 4 364 250,00
2		Nkomfeni Gravel Road - Rehab (ward 10)	√					R 1 939 224,00
3		Reserve B - Vehicle Bridge Rehab (Ward 08)	√					R 1 200 000,00
4		Ngubhela - Vehicles Bridge Rehab (Ward 09)	√					R 850 000,00
5		Nkwazini Gravel Link Road(Ward 03)			√			R 3 000 000,00
6		Winterton Taxi Rank(Ward 01)	√					R 4 415 020,00
7		Ogade Pedestrian Bridge(Ward 08)			√			R 2 100 052,00
8		Mnceleni Gravel Road(Ward 10)				√		R 2 014 000,00
9		Bergville Tarred Road(Ward 12)		√				R 9 806 575,00
9		Bergville Tarred Road(Ward 12)			√			R 6 125 000,00
9		Bergville Tarred Road(Ward 12)				√		R 10 000 000,00
10		Okhombe Vehicular Bridge(Ward 07)			√			R 2 100 000,00
11		kekeni Gravel Road (Ward 05)		√				R 4 411 518,98
12		Mborompo Gravel Road			√			R 4 622 000,00
13		Nxumalo Gravel Road(Ward 10)			√			R 2 500 000,00
14		Masenga Gravel Road(Ward 13)			√			R 1 776 000,00
15		Construction of foot bridges				√		R 2 000 000,00
16		Renewal of roads				√		R 4 000 000,00
17		P182 Causeway				√		R 4 500 000,00
18		L559 Causeway				√		R 2 000 000,00
19		Mahlathini Road				√		R 2 800 000,00
20		Regravelling Of L 440				√		R 2 000 000,00
21		Regravelling Of L 2013				√		R 1 250 000,00
22		Regravelling Of L1511				√		R 1 250 000,00
23		Regravelling Of L461				√		R 1 250 000,00
24		Regravelling Of D2439				√		R 2 000 000,00
25		Regravelling Of L459				√		R 1 250 000,00
26		Regravelling Of L1012				√		R 2 800 000,00
27		Regravelling Of L 2131				√		R 2 450 000,00
28		Regravelling Of L 1367				√		R 2 000 000,00
29		Regravelling Of D277				√		R 2 800 000,00
30		Regravelling Of L 1526				√		R 1 650 000,00
31		Blading Contract Bergville Rrtf				√		R 2 017 529,00
32		Blacktop Contract Bergville Rrtf				√		R 2 066 823,00
33		Patch Gravelling Bergville Roads				√		R 1 000 000,00
34		Rehabilitation Of Structures				√		R 7 800 000,00
35		Road Marking And Studs				√		R 1 051 785,00
36		Regulatory And Warning Sign				√		R 70 000,00
36		Regulatory And Warning Sign				√		R 70 000,00
36		Regulatory And Warning Sig				√		R 93 730,00
37		Periodic Maintenance				√		R 349 176,00
38		Drain Cleaning And Verges Main (labour)				√		R 1 101 770,00
39		Cleaning Of Kerb And Channel P340				√		R 74 000,00
40		Cleaning Of Kerb And Channel P30				√		R 50 000,00
41		Grass Cutting Various Roads				√		R 50 000,00
41		Grass Cutting Various Roads				√		R 74 000,00
42		Guardrail Repairs P340				√		R 74 000,00
43		Guardrail Repairs P288				√		R 103 221,00
44		Guardrail Repair Material Bergville				√		R 103 221,00
45		Supply Of Labour No1				√		R 202 586,00
46		Electrification	√					R4 000 000,00
47		Sbhojeni Electrification			√			R 2000 000,00
48		Othukelane Electrification			√			R 1 000 000,00
49		Bethany/ Acton Homes Electrification			√			R 1 500 000,00
50		Khethani Extension/ Isbonelo Electrification			√			R 2 500 000,00
51		Nhlanhleni Low Cost Housing			√			R 3 000 000,00
52		Bergville taxi Rank lights (Long Distance)			√			R 2 000 000,00
53		Amount spent on ward 1 farmland electrification project				√		R1 500 000,00
54	Amount spent on ward 11 farmland electrification project				√		R1 500 000,00	
55	Amount spent on ward 12 farmland electrification project				√		R1 500 000,00	
56	Amount spent on Woodford infills electrification projects				√		R 1 000 000,00	
57	Amount spent on small areas in ward 9				√		R 2 000 000,00	
58	Amount spent on ward 10				√		R 1 000 000,00	

IMPLEMENTATION PLAN

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

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

➤ Parks and Gardens

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

➤ Roads & Maintenance (Plant & Equipment)

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	Excavator	R2,500,000.00			Technical Services
2	3 x Tipper Trucks	R950,000.00	R950,000.00	R950,000.00	Technical Services
3	Pad foot Roller		R1,000,000.00		Technical Services
4	Crew Cab Truck		R500,000.00		Technical Services
5	Water Cart	R1,000,000.00			Technical Services
6	Slurry Machine		R1.200,000.00		Technical Services
7	2 x Wacker	R30,000.00			Technical Services
8	Bomag	R150,000.00			Technical Services
9	2 x Concrete Cutter	R30,000.00			Technical Services
10	2 x Chisel Breaker	R15,000.00			Technical Services
11	Dumpy Level			R10,000.00	Technical Services
12	Chip and Spray Machine		R30,000.00		Technical Services
	TOTAL BUDGET	R4,925,000.00	R3,480,000.00	R760,000.00	

➤ Roads & Maintenance (human resources)

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

➤ Electricity

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

➤ Mechanical Workshop

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

➤ Waste Management

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

➤ Housing & Building Control

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

TOTAL BUDGET	R650,000.00			
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SOCIAL AND LOCAL ECONOMIC DEVELOPMENT➤ DISASTER

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

➤ YOUTH OFFICE

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

➤ SPORTS OFFICE

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

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

➤ TRAFFIC

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

➤ LOCAL ECONOMIC DEVELOPMENT

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

FINANCIAL VIABILITY AND MANAGEMENT

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	MSCOA implementation and monitoring				Finance
2	Implementation of new Valuation Roll	1 500 000.00	120 000.00	120 000.00	Finance
3	Improve financial reporting based on MSCOA requirements	496 800.00	519 156.00	542 518.00	Finance
4	Improve debts collection				Finance
5	Maintenance of Clean Audit opinion				Finance
6	Job creation - Finance Intern Programmes	800 000.00	800 000.00	800 000.00	Finance
7	Manage Assets and Liabilities	500 000.00	550 000.00	600 000.00	Finance
8	Improve Credit rating				Finance

MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	Job Evaluation				Corporate Services
2	The signing of performance agreements				Corporate Services
3	Review and implement an effective organogram				Corporate Services
4	Implementation of Workplace Skill Plan WSP				Corporate Services
5	Employ employees in the equity target				Corporate Services

6	Clocking system - appointment of full time personnel to monitor and print records				Corporate Services
7	OHS/ Implementation	R100 000.00			Corporate Services
8	Migrate from paper to electronic records management				Corporate Services
9	Appointment of Records Manager				Corporate Services
10	IT support				Corporate Services
11	Photocopying Machines				Corporate Services
12	Installation of Cameras and air conditions				Corporate Services
13	Corporate vehicle				Corporate Services
14	Network and data infrastructure				Corporate Services

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

CROSS CUTTING INTERVENTION

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

5 FINANCIAL PLAN

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

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

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

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

FINANCIAL STRATEGIES

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

5.1.1 GENERAL

5.1.1.1 ECONOMIC RESPONSIBILITY

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

5.1.1.2 ENGENDERING INVESTOR AND CONSUMER CONFIDENCE

Council's main aim is to increase investor and consumer confidence by building on the sound financial base. This will include developing sufficient reserves and limiting risks by ensuring that major contracts are awarded

to credible contractors and suppliers. At the same time, Council must take cognisance of its social responsibilities and will only enter into agreements with contractors and suppliers who can demonstrate a significant and continuing contribution to the empowerment of previously disadvantaged communities.

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

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

5.1.1.3 FINANCIAL RESOURCES

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

Capital Budget Funding

- ❖ External borrowings(R 20 m approved from ABSA Bank)
- ❖ Grant funding from both National and Provincial government
- ❖ International funding(application for funding)
- ❖ Capital market
- ❖ Public/ private partnerships
- ❖ Disposal of un-utilised assets

Operational Budget Funding:

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

- ❖ Traffic Fines
- ❖ Other grants

5.1.1.4 REVENUE RAISING

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

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

5.1.1.5 ASSET MANAGEMENT

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

5.1.1.6 FINANCIAL MANAGEMENT

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

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

- ❖ Human Resources Policy
- ❖ IT Policy
- ❖ Fleet Management Policy
- ❖ Filing System Policy
- ❖ Registry Procedure Manual Policy
- ❖ Record Management Policy
- ❖ Virement Policy

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

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

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

5.1.1.7 CAPITAL FINANCING

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

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

5.1.1.8 OPERATIONAL FINANCING

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

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

5.1.1.9 COST EFFECTIVENESS

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

5.1.1.10 DEBT MANAGEMENT AND RECOVERY

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

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

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

5.1.2 DETAILED FINANCIAL ACTION PLAN

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

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

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

FINANCIAL STRATEGIES AND ACTION PLAN – 2014/2015 TO 2019/2020

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2014/15	2015/16	2016/17	2017/18	2018/2019	2019/2020
Capital financing strategy		Obtain International and local grant funding to undertake projects	Dedicate a particular person to the function of raising grants	All Heads of Departments	√	√	√	√	√	√
			Identify, establish, maintain and update database of all grant funders	CFO/IDP Manager	√	√	√	√	√	√
			Undertake project feasibility studies and project plans	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Approach prospective funders with IDP and Financial plan for funding	Chief Financial Officer/IDP Manager	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Asset management strategy	Effective asset management		Ensure asset management system is implemented and functional	CFO	√	√	√	√	√	

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2014/15	2015/16	2016/17	2017/18	2018/2019	2019/2020
			Obtain a complete inventory of all assets	CFO	√	√	√	√	√	√
			Ensure all assets are properly maintained	CFO	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
		Disposal of unutilised assets	Identify and list unutilised & uneconomic assets	CFO	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Dispose of unutilised assets	CFO	√	√	√	√	√	√
			Improve the use of uneconomic assets	All Departments	√	√	√	√	√	√
Financial management	Implement internal controls		Develop and review all financial policies, procedures and document flows	CFO	√	√	√	√	√	√

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2014/15	2015/16	2016/17	2017/18	2018/2019	2019/2020
			Monitor cash forecasts and cash flow against forecasts	CFO	√	√	√	√	√	√
			Prepare meaningful monthly management reports	CFO	√	√	√	√	√	√
			Consider the impact of The Municipal Finance Management Act and Systems Act in the budgeting process	CFO	√	√	√	√	√	√
			Ensure business plans are prepared for projects	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Determine operational costs of new capital projects	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2014/15	2015/16	2016/17	2017/18	2018/2019	2019/2020	
Cost Effectiveness			Conduct a skills audit of financial division staff	HR Manager	√	√	√	√	√	√	
			Review job descriptions and duty schedules in terms of the task evaluation system	HR Manager	√						
			Effective implementation and monitoring of vehicle fleet and maintenance	CFO	√	√	√	√	√	√	√
			• Implement controls to monitor the use of photocopying and fax machines	Corporate Services Director	√	√	√	√	√	√	√
			• Develop a policy on the		√	√	√	√	√	√	√

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2014/15	2015/16	2016/17	2017/18	2018/2019	2019/2020
			<ul style="list-style-type: none"> use of telephones Use the telephone monitoring system to control the private use of telephones 	Corporate Services Director						
			Review overtime claim and approval procedures and supporting documentation	CFO	√	√	√	√	√	√

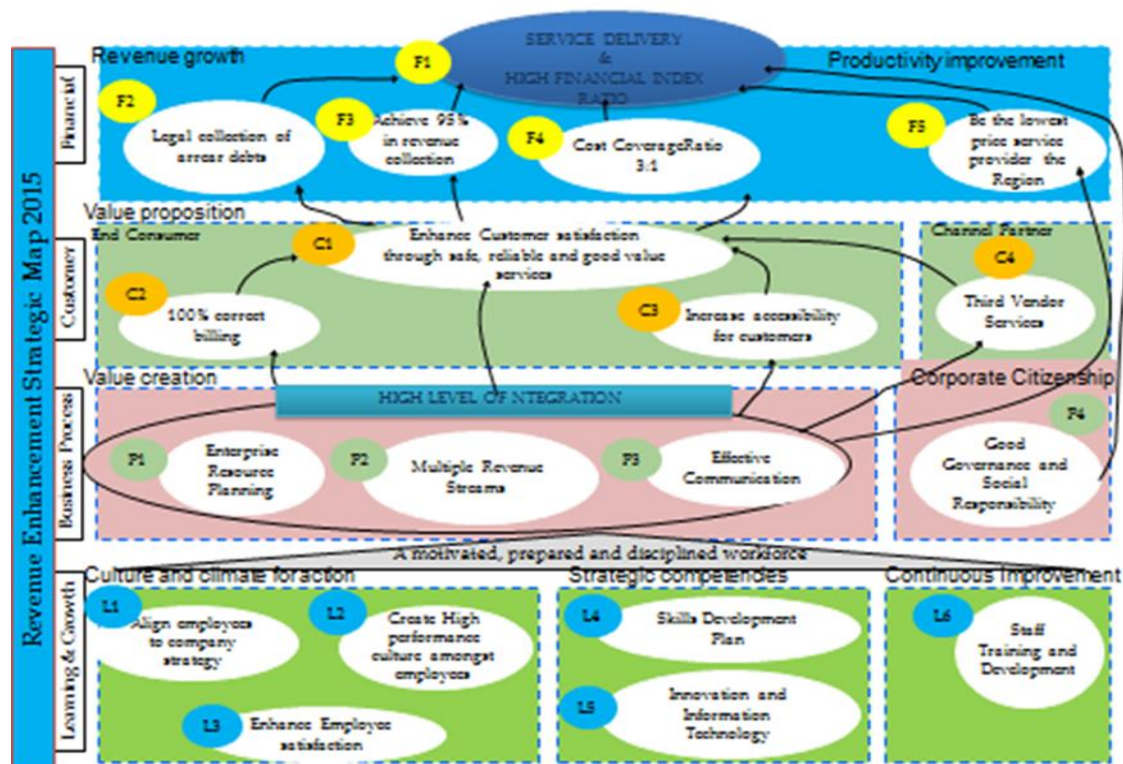
MULTI-YEAR BUDGET (Financial Projections)

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

5.1.3 FINANCIAL PROJECTIONS

- The financial projections are based on a financial model developed for Okhahlamba Municipality
- The model is used to assess the financial feasibility of those capital projects outlined in the IDP
- The financial model is dependent on the 2018/2019 operating budget, which has been used as the base year,
- The critical financial inputs are project operating costs, loans, sources of funding and terms of borrowing.
- A five year projection of the operating and capital budget reflecting the projected revenue increase;
- Financial resources required for capital projects.

FIGURE 23: FINANCIAL STRATEGIC MAP



MUNICIPAL BUDGET OVERVIEW

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

Okhahlamba Local Municipality

Draft Budget Summary – 2021/2022

Description	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand							
Revenue By Source							
Property rates	31 062	31 062	31 062	(72 984)	31 062	32 367	33 791
Service charges - refuse revenue	2 845	2 945	2 945	(2 945)	3 060	3 188	3 329
Rental of facilities and equipment	180	598	598	548	621	647	676
Interest earned - external investments	3 430	2 230	2 230	1 620	2 317	2 415	2 521
Interest earned - outstanding debtors	5 724	8 109	8 109	6 918	8 425	8 779	9 166
Fines, penalties and forfeits	852	552	552	495	573	597	623
Licences and permits	2 864	3 454	3 454	2 835	3 589	3 740	3 904
Agency services	941	1 441	1 441	884	1 497	1 560	1 628
Transfers and subsidies	147 237	173 174	173 174	172 370	144 906	148 614	144 653
Other revenue	618	466	466	381	485	505	527
Total Revenue (excluding capital transfers and contributions)	195 754	224 032	224 032	110 122	196 536	202 412	200 818
Expenditure By Type							
Employee related costs	94 555	100 312	100 312	77 851	104 770	108 602	113 380
Remuneration of councillors	10 949	10 949	10 949	9 125	10 949	11 409	11 911
Debt impairment	8 306	9 228	9 228	6 834	12 187	12 699	13 258
Depreciation & asset impairment	25 650	28 531	28 531	20 821	31 644	32 973	34 424
Finance charges	1 305	1 305	1 305	966	872	399	-
Inventory consumed	2 442	3 232	3 232	2 359	1 800	1 870	1 943
Contracted services	27 682	36 079	36 079	29 819	23 680	22 055	23 026
Transfers and subsidies	120	120	120	88	120	125	131
Other expenditure	40 884	43 346	43 346	35 228	30 928	32 227	33 645
Losses	-	-	-	-	-	-	-
Total Expenditure	211 894	233 102	233 102	183 090	216 950	222 360	231 718
Surplus/(Deficit)	(16 140)	(9 070)	(9 070)	(72 968)	(20 414)	(19 947)	(30 899)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	38 136	49 650	49 650	31 029	29 734	31 891	33 179
Surplus/(Deficit) after capital transfers & contributions	21 996	40 580	40 580	(41 939)	9 320	11 944	2 280
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	21 996	40 580	40 580	(41 939)	9 320	11 944	2 280
Total Capital Expenditure& funds sources	38 136	37 668	37 668	27 215	29 734	30 894	32 098
Capital Expenditure							
Transfers recognised - capital	38 136	49 580	49 580	31 324	29 734	30 894	32 098
Borrowing							
Internally generated funds	2 710	6 800	6 800	2 754			
Total sources of capital funds	40 846	56 380	56 380	34 078	29 734	30 894	32 098
Financial Position							
Total current assets	313 929	100 060	100 060	198 684	90 588	114 526	123 100
Total non current assets	421 028	503 441	503 441	709 905	423 208	439 713	456 862
Total current liabilities	(114 671)	3 751	3 751	(98 375)	63 131	83 453	85 835
Total non current liabilities	(8 187)	(20 091)	(20 091)	(24 435)	3 875	4 026	4 183
TOTAL COMMUNITY WEALTH/EQUITY	427 584	658 215	658 215	(694 636)	446 790	466 759	489 943
Cash flows							
NET CASH FROM/(USED) OPERATING ACTIVITIES	296 089	17 652	17 652	7 467	30 557	30 812	21 840
NET CASH FROM/(USED) INVESTING ACTIVITIES	(40 846)	(56 380)	(56 380)	-	(29 734)	(30 839)	(32 042)
NET CASH FROM/(USED) FINANCING ACTIVITIES	-	(4 074)	(4 074)	-	(4 506)	(4 682)	(4 864)
Cash/cash equivalents at the year end:	264 204	(42 802)	(42 802)	84 370	33 668	28 959	13 892
Cash backed reserves/accumulated surplus reconciliation							
Cash and investments available:	272 025	37 210	37 210	96 198	33 668	44 162	49 991
Application of cash and investments	(138 906)	(24 356)	(24 356)	(52 605)	29 018	28 190	28 610
Surplus(shortfall)	410 931	61 565	61 565	148 803	4 651	15 972	21 381
Asset Management							
ASSET REGISTER SUMMARY	419 361	502 052	502 052	-	421 819	438 270	455 362
Depreciation	25 650	28 531	28 531	-	31 644	32 973	34 424
Renewal and upgrading of Existing Assets as	-	-	-	-	-	-	-
Repairs and Maintenance	3 374	5 554	5 554	-	3 500	3 647	3 807
Free services							
Cost of Free Basic Services provided - Formal Sett	0	0	0	0	0	0	0
Revenue cost of subsidised services provided (R'	20 961	20 961	20 961	0	20 961	21 841	22 802
Households receiving Free Basic Service							
Water (6 kilolitres per household per month)	0	0	0	0	0	0	0
Sanitation (free minimum level service)	0	0	0	0	0	0	0
Electricity/other energy (50kwh per household pe	0	0	0	0	0	0	0
Refuse (removed at least once a week)	0	0	0	0	0	0	0

5.1.4 CONSOLIDATED BUDGETED FINANCIAL PERFORMANCE (REVENUE & EXPENDITURE)

5.1.4.1 3-YEAR MUNICIPAL BUDGET

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DRAFT CAPITAL BUDGET 2020/2021						
Descriptions	ORIGINAL BUDGET 2020/21	ADJUSTEMENT BUDGET 2020-21	TOTAL ADJUSTED BUDGET 2020-21	BUDGET YEAR 2021/22	BUDGET YEAR 2021/23	BUDGET YEAR 2021/24
REVENUE						
Reserves	2 210 000.00	4 090 000.00	6 300 000.00		-	-
National Funding	38 136 000.00		38 136 000.00	29 734 000.00	31 891 000.00	33 179 000.00
Smartcentre		8 912 063.69	8 912 063.69			
Building plans software/system			-			
Library Subsidy	500 000.00		500 000.00			
Informal economic infrastructure		3 000 000.00	3 000 000.00			
Market Stalls			-			
Arts and Culture			-			
TOTAL CAPITAL REVENUE	40 846 000.00	16 002 063.69	56 848 063.69	29 734 000.00	31 891 000.00	33 179 000.00
EXPENDITURE						
Khethani Access Road in Ward 01	19 933 658.99	(400 000.00)	19 533 658.99		31 891 000.00	33 179 000.00
Khethani Sportsfield in ward 01	9 600 000.00	400 000.00	10 000 000.00			
Edolsheni Pedestrian Bridge in ward 02	1 090 312.29		1 090 312.29	2 000 000.00		
Ntumba Vehicular Bridge in ward 10	1 500 211.30		1 500 211.30			
Hadebe gravel road		1 500 000.00	1 500 000.00	3 000 000.00		
Ubivane gravel road		1 500 000.00	1 500 000.00	3 000 000.00		
Hambrook access road		1 000 000.00	1 000 000.00	14 234 000.00		
Emaswazini Gravel Road Phase 04	5 607 027.15	(4 000 000.00)	1 607 027.15	5 000 000.00		
Hhalmense Gravel Road in ward 02	404 790.27		404 790.27	2 500 000.00		
Grand stands	-	8 912 063.69	8 912 063.69			
Informal economic infrastructure		3 000 000.00	3 000 000.00			
Bergville CSC (GRANT)	-		-			
Building plans software/system			-			
Bergville CSC (aircons and other)		2 500 000.00	2 500 000.00			
Market Stalls	-	500 000.00	500 000.00			
Two ways communication Radios	-		-			
Traffic Vehicles	-		-			
Chairs-Community Halls	200 000.00		200 000.00			
Fencing of Cemeteries	100 000.00	(100 000.00)	-			
Fire Fighting Truck & 4X4 Bakkie	-		-			
3M Machines for Libraries			-			
De Humidify	20 000.00	(20 000.00)	-			
Specilised Vacuum Cleaner	10 000.00	(10 000.00)	-			
Airconditioner			-			
Speed Camera	-		-			
Back Office	-	170 000.00	170 000.00			
Road Block Equipments	-		-			
Queing System			-			
Laptops & Desktop			-			
GPS			-			
Projector-3			-			
24 Cameras			-			
Computer equipments	150 000.00	200 000.00	350 000.00			
Generators (Main Building & Licensing)	250 000.00	250 000.00	500 000.00			
Brush Cutters & Slash	200 000.00		200 000.00			
Refuse Bins		200 000.00	200 000.00			
8 Hoovers			-			
11 Bucket Trolleys			-			
24 Filing Cabinets	200 000.00	50 000.00	250 000.00			
Burglar Gaurds for Ground Floor Offices	-		-			
Chairs	-		-			
Lock Drawer (Reception)			-			
2 Open Space Desk			-			
Pound Bakkie with Trailer			-			
Testing Pit Equipment	-		-			
Roads Small equipment	100 000.00		100 000.00			
Vehicle Messanger	-		-			
Traffic fines system			-			
Motor vehicles Disaster			-			
Messengers Vehicles	250 000.00	(250 000.00)	-			
Double Cab 4x4 Library	-		-			
SAGE 300 SERVER	200 000.00		200 000.00			
Single Cab LED	-		-			
Trailer for pound	-	100 000.00	100 000.00			
Fuel Management System			-			
Office Furniture (chairs)	300 000.00		300 000.00			
Office Furniture (Housing Department)	80 000.00		80 000.00			
Drainage systems	-	500 000.00	500 000.00			
Office Equipment Library			-			
Airconditioner	150 000.00		150 000.00			
Back up Solution for end users	-		-			
Help desk solution			-			
Bergville Town Rehabilitation	-		-			
Library Equipments	500 000.00		500 000.00			
TOTAL EXPENDITURE	40 846 000.00	16 002 063.69	56 848 063.69	29 734 000.00	31 891 000.00	33 179 000.00

DRAFT CAPITAL BUDGET 2019/2020				
Descriptions	BUDGET 2018/2019	Adjustment	Adjustment Budget 2018/19	BUDGET 2019/2020
REVENUE				
Reserves	7 680 000,00	721 521,73	8 401 521,73	4 500 000,00
National Funding	27 795 000,00		27 795 000,00	28 304 000,00
Community Service Centre Grant	-	500 000,00	500 000,00	-
Building plans software/system	-		-	500 000,00
Fresh Produce Grant		245 500,00	245 500,00	
Small Town	-	2 000 000,00	2 000 000,00	-
Market Stalls		5 000 000,00	5 000 000,00	
TOTAL CAPITAL REVENUE	35 475 000,00	8 467 021,73	43 942 021,73	33 304 000,00
	-			
EXPENDITURE				
Makekeni Gravel Road	3 070 050,00	632 236,03	3 702 286,03	
Ezimbokodweni Gravel Road	3 000 000,00	49 515,66	3 049 515,66	8 000 000,00
Masenga Gravel Road	2 100 000,00	- 909 118,65	1 190 881,35	-
Ndunwane Community hall	3 547 736,00	- 2 703 979,21	843 756,79	-
Qhozo Gravel Road Rehabilitation	4 000 000,00	- 1 565 989,19	2 434 010,81	1 302 238,00
Ogade Pedestrian Bridge		45 197,40	45 197,40	
Mnceleni		-	-	
Bergville Tarred Road	6 000 000,00	5 010 714,14	11 010 714,14	11 605 440,50
Sports Complex	6 077 214,00	- 885 794,97	5 191 419,03	6 922 786,00
Ntumba Bridge		140 542,93	140 542,93	
Edotsheni Pedestrian Bridge		40 006,87	40 006,87	473 535,50
Mpameni Gravel Road		104 406,78	104 406,78	
Vimbukhalo Community Hall		42 262,21	42 262,21	
Market Stalls		5 000 000,00	5 000 000,00	
Small Town		2 000 000,00	2 000 000,00	
Fresh Produce		245 500,00	245 500,00	
Bergville CSC (GRANT)		500 000,00	500 000,00	
Building plans software/system			-	500 000,00
Bergville CSC	5 000 000,00	-	5 000 000,00	
Fire Arms		54 900,00	54 900,00	
Chairs-Community Halls	200 000,00	- 200 000,00	-	
Sport Complex Furniture		200 000,00	200 000,00	
Fire Fighting Truck	200 000,00	- 200 000,00	-	
3M Machines for Libraries	150 000,00	200 000,00	350 000,00	
De Humidify	30 000,00		30 000,00	
Specilised Vacuum Cleaner		7 000,00	7 000,00	
Airconitioner	50 000,00	70 000,00	120 000,00	
Speed Camera	250 000,00	- 250 000,00	-	
Back Office	250 000,00	- 250 000,00	-	
Life Log	150 000,00	- 150 000,00	-	
Queing System	100 000,00	- 100 000,00	-	
Laptops & Desktop	200 000,00	539 351,72	739 351,72	30 000,00
GPS	20 000,00	- 10 000,00	10 000,00	
Projector-3	50 000,00	- 13 799,99	36 200,01	
24 Cameras	50 000,00	64 950,00	114 950,00	
Recording Management System	50 000,00		50 000,00	
Generator	80 000,00		80 000,00	-
Brush Cutters		23 000,00	23 000,00	
Refuse Bins		15 300,00	15 300,00	
8 Hoovers	30 000,00		30 000,00	
11 Bucket Trolleys	15 000,00		15 000,00	
24 Filing Cabinets	50 000,00		50 000,00	150 000,00
Burglar Gaurds for Ground Floor O	-		-	200 000,00
17 Chairs for Corporate Offices	30 000,00	- 30 000,00	-	
Lock Drawer (Reception)	10 000,00	- 10 000,00	-	
2 Open Space Desk	15 000,00	- 15 000,00	-	
Pound Bakkie with Trailer	-	100 000,00	100 000,00	
Franking and folding machines	200 000,00	- 1 600,00	198 400,00	
Roads Small equipment	200 000,00		200 000,00	200 000,00
Testing pit			-	-
Equipment Testing Pit			-	-
Motor vehicles			-	1 000 000,00
Printing machine town planning			-	-
Fencing			-	-
Financial System (Mscoa)			-	1 200 000,00
Nursary equipment			-	-
land			-	500 000,00
Fuel Management System		500 075,00	500 075,00	1 000 000,00
Office Furniture	300 000,00		300 000,00	
Office Equipment Library		177 345,00	177 345,00	
Airconitioner		-	-	220 000,00
Back up Solution for end users			-	-
Help desk solution			-	-
Open Desk			-	-
TOTAL EXPENDITURE	35 475 000,00	8 467 021,73	43 942 021,73	33 304 000,00
Grant Funded Projects	27 795 000,00	7 745 500,00	35 540 500,00	28 804 000,00
Loan	-	-	-	-
Internally funded	7 680 000,00	721 521,73	8 401 521,73	4 500 000,00
	35 475 000,00	8 467 021,73	43 942 021,73	33 304 000,00

AUDITOR GENERAL RESPONSES AND ACTION PLAN

5.1.5 AG FINDINGS AND LINK TO OPERATION CLEAN AUDIT

The municipality achieved a clean audit during the 2019/2020 financial period and is striving to maintain this opinion for the upcoming financial periods.

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

5.1.6 UPDATED OPERATION CLEAN AUDIT - ACTION PLAN

The plan is to maintain the clean audit for the upcoming financial periods and this should go hand-in-hand with service delivery. In achieving this, the municipality has filled critical vacant posts to ensure the smooth running of administrative operations. The municipality also prepared quarterly financial statements internally, which were then reviewed by the Internal Audit Unit and the Risk and Compliance Management Unit, the reports from the respective units are tabled to the Audit and Performance Audit Committee. The quarterly financial statement are improving by the quarter.

The Internal Audit Unit also followed up on action plans on their Internal Reports. Most of the Internal Audit Action Plans were implemented before the end of the 2019/2020 financial period. A few improvements are needed to eradicate repeat findings in some assignments conducted by the Internal Audit Unit; this can only be achieved if senior management sets a tone of excellence from the top

CATALYTIC PROJECTS

5.1.7 NONDELA DRAKENSBERG MOUNTAIN ESTATE

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



<p>BRIEF PROJECT DESCRIPTION</p>	<p>The project is aimed at:</p> <ul style="list-style-type: none"> • Mixed use development in a secure and gated community; • Provide suitable primary and secondary residential facilities for the new community; • Provide easily accessible social amenities such as a clinic, police station, post office, social services office, municipal office, transportation rank and wholesale merchant facilities; sport academy • Provide hospitality facilities in a form of a four star hotel facility • Create jobs through the construction of the houses and the ongoing maintenance of the village; • Create a quality product and environment that responds to the demand of the community; • Integrate an area within the village that will allow an opportunity for the “First Place” to include a world class tourism draw card by the name of the “/A!kunta” project.
<p>CHALLENGES AS IDENTIFIED IN THE 2020/2021 MUNICIPAL INTEGRATED DEVELOPMENT PLAN (IDP)</p>	<ul style="list-style-type: none"> • Land for development (Residential and Commercial) • Bulk infrastructure provision (Roads, Water, Sanitation ect) • Unemployment • High illiteracy rates • Inadequate health care facilities • Satellite service stations • Lack of a land market with communal areas • Uncontrolled grazing • Commercializing or emergent agriculture • Housing Backlogs • Poverty • Main Town Bergville to be given a facelift in order for Okhahlamba Municipality to attract investment and tourists in this town • Investment opportunities especially in holiday letting, agricultural activities, tourism, light industry, communications and Information Technology • Land for cemetery development

11 KEY PRIORITIES AS IDENTIFIED IN OUR INTEGRATED DEVELOPMENT PLAN (IDP)	<ul style="list-style-type: none"> • Promote more inclusive economic growth, decent work and sustainable livelihood; • Improve economic and social infrastructure; • Rural development, food security and land reform; • Access to quality education; • Cohesive sustainable communities; • Creation of a better Africa and a better world; • Rural development, food security and land reform; • Access to quality education; • Improve health care; • The fight against crime and corruption; • Governance: political management and oversight; • Industrial Technology.
OPPORTUNITIES AND STRENGTHS INTEGRATED DEVELOPMENT PLAN (IDP)	<ul style="list-style-type: none"> • Establishment of a cable car which is a future catalyst for down-stream economic development • Number of existing studies and structures providing a basis for development; • Investment opportunities; • Abundance of natural resources; • Existing development as a source of revenue, job creation and marketing the area; • Enhance commercial and subsistence farming; • Favourable geographic location and surrounded by potential revenue sources; • Drakensberg Mountains and the World Heritage Status • Bio-diversity resources • Good agriculture and soil potential • Development control • Ability to work with different Traditional Authorities • Improved financial management which resulted in improved audit opinion; • Updating Spatial Development Framework (SDF) • Lack of descent residential areas for the local professional, such as teachers, social workers and nurses.
OBJECTIVES OF PROJECT	<ul style="list-style-type: none"> • The creation of a sustainable community development in rural KwaZulu-Natal. • Restore and further improve the human dignity and citizenship benefits of the community. • Facilitate and support local and economic development.
BENEFITS OF THE PROJECT	<ul style="list-style-type: none"> • The following services and infrastructure have already been implemented and built on this property: • 5 Km tar access road from the R74 (built to a 60 Km/ hour specification); • 25 Km of tarred internal roads; • 17.5 Km of electrified perimeter fence line; • The Kopanong Dam, which has a 10m² catchment area and storage capacity of 530 million litres; • Portable water reservoir with a storage capacity of 2.8 million litres; • Irrigation water treatment works with a capacity of 960 000 litres per day; • Sewer treatment works with a capacity of 500 000 litres per day; • 3 MVA bulk Eskom electricity supply and full internal electrical reticulation system; • Individual service connections to 431 sites, with the remaining sites bulk serviced; • Gatehouse, estate offices and maintenance centre; • Four completed houses (one house is occupied by the property manager)

	<ul style="list-style-type: none">• Eight partially completed houses, which can easily be completed for use as community amenities
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5.1.8 FEASIBILITY STUDY AND BUSINESS PLAN FOR A DRAKENSBERG CABLE CAR

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

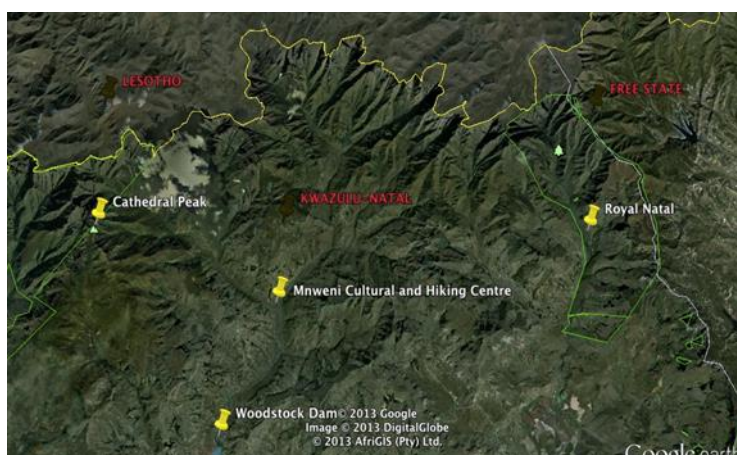
FIGURE 25: MAGNIFICENT VIEWS OF THE STUDY AREA

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

that more people are able to enjoy

FIGURE 24: STUDY AREA FOR THE PROJECT

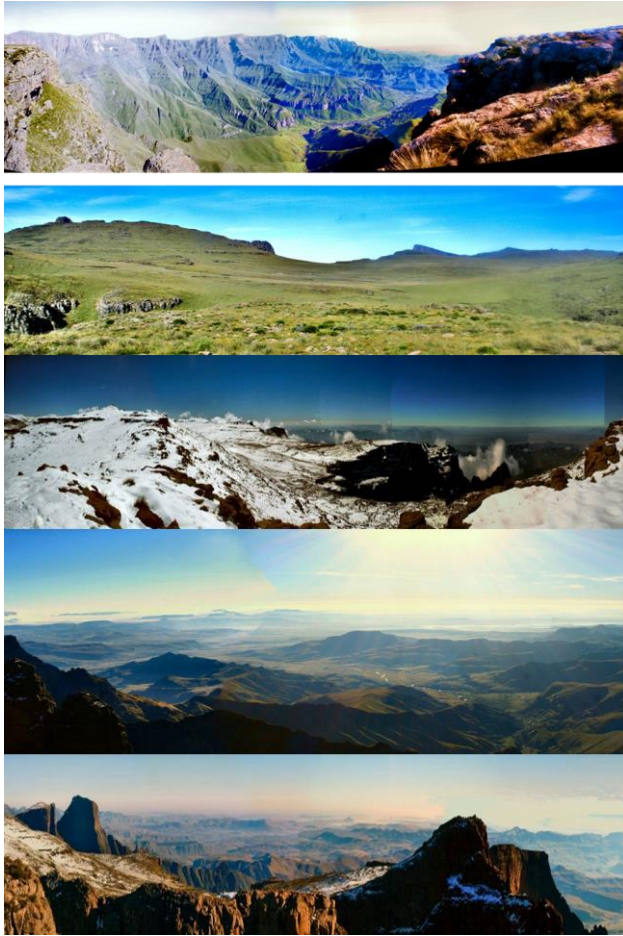
its scenic beauty, rather than just the hikers presently capable of climbing its rugged escarpment passes and peaks. For purposes of this study only the escarpment zone within South Africa above the Mnweni Valley between Royal Natal National Park and Cathedral Peak will be studied for potential sites.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



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

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

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




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

6.1.10 FRESH PRODUCE MARKET

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

The main objectives are to:

- To assess viability of establishing a fresh produce market in Bergville;
- To present financial analysis of the proposed initiative

NAME OF PROJECT:	WOODSTOCK WATERLANDS THEME PARK
	
BRIEF PROJECT DESCRIPTION	<p>The Woodstock Dam is located in the upper reaches of the Thukela River in Okhahlamba Local Municipality, approximately 10 kilometres west of the town of Bergville in the foothills of the Drakensberg Mountains. The two properties are 18 km apart when travelling by road. The intention is to use the two properties for complementary tourism ventures relating to water theme park and golf estate living. The following activities are proposed for the two properties.</p> <ul style="list-style-type: none"> ❖ Separate-entrance accommodation facilities facing the dam and taking in the picturesque mountains (with large entertainment facilities); ❖ A building that will house a food court for various franchises, a movie house, a child day-care facility, art and craft shop and a casino / games room; ❖ Various theme park games, including jumping castles, dodgems etc.; and ❖ Various water-related activities, including but not limited to water slides, water bubble, water skiing, speed boating, ferry rides, river rafting, sunbathing / lounging facilities, yacht/ ferry docking facility. ❖ An exclusive wedding venue; ❖ An exclusive restaurant (possibly extending onto the pier); ❖ A modern boma setup supplied with fresh meat straight from the farm; ❖ 18 hole golf course with driving range (later to act as golf retreat / academy); ❖ A 5 star boutique hotel with a conference centre; ❖ A day spa including hot springs; and ❖ Various golf estate establishments for holiday or permanent living.

<p>NAME OF PROJECT:</p>	<p>WOODSTOCK WATERLANDS THEME PARK</p>
<p>PROPOSED DOCKING FACILITIES</p>	<p>DOCKING FACILITIES</p> 
<p>PROPOSED THEME PARK</p>	<p>THEME PARK</p> 
<p>IMPLICATION</p>	<p>The transformation of land from subsistence cultivation to mixed-use land will certainly not have a significant impact on agriculture because the proposed development area is located on an area that is not tillable owing to its proximity to a water resource. For this reason, the proposed development does not occupy agricultural land. However, an agricultural assessment might need to be under taken to confirm the above conclusion.</p>
<p>ENVIRONMENTAL IMPACT</p>	<p>Afzelia Environmental Consultants were appointed to conduct an Environmental Screening of the proposed Woodstock Waterlands theme park and golf estate living. The environmental assessment practitioner is of the opinion that the proposed development has no fatal flaws. Review of the project at screening level and mitigation measures proposed it is likely that the proposed development would have</p>

NAME OF PROJECT:	WOODSTOCK WATERLANDS THEME PARK
	an overall positive impact on a local and regional scale and would be in the public interest. This opinion is based on current information, and further information obtained during the EIA process will provide additional information on which to base a more informed conclusion.
BENEFITS OF THE PROJECT	<p>The proposed tourism development would benefit the communities of Dukuza, Mkukwini and the surrounding areas in the following ways:</p> <ul style="list-style-type: none"> • Generation of temporary employment opportunities for unskilled, semi-skilled and skilled community members during the construction phase; • Provision of permanent employment opportunities for unskilled, semi-skilled and skilled community members during the operation phase associated with nursing, cleaning services, maintenance activities and security etc.; • Provision of opportunities for skills development for local people during the construction and operational phases of the proposed development; • Provision of an amenity that can be enjoyed by everyone; and • The development can open up ancillary tourism opportunities that can be exploited by the local community e.g. selling of curios, providing cultural dances and other displays etc.

SECTOR INVOLVEMENT

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

5.1.10 DEPARTMENT OF HUMAN SETTLEMENT

The table below shows the budget for all three local municipalities under uThukela District.

MUNICIPALITY	2020/2021	2021/22	2022/23	2023/24
ALFRED DUMA	R6 180 000	R4 750 000	R12 000 000	R10 000 000
INKOSI LANGALIBALELE	R3 960 000	R7 953 971		
OKHAHLAMBA	R4 969 000	R6 960 000		
TOTAL UTHUKELA	R14 109 000	R19 663 371		

FINANCIAL YEAR 2021/2022

Project Name	Units	Type	Ward
Engoba	1000	RURAL	Okhahlamba 03
Ogade	1000	RURAL	Okhahlamba 08
Potshini	1000	RURAL	Okhahlamba 12
Nsukangihlale B	750	RURAL	Okhahlamba 07
Mamfemfetheni	1500	RURAL	Okhahlamba 02
Nogaga - B Rural Housing Project	1250	RURAL	Okhahlamba 09
Hoffental - A	750	RURAL	Okhahlamba 04
Hoffental - B	750	RURAL	Okhahlamba 04
Mhlwazini - B Rural Housing Project	750	RURAL	Okhahlamba 03
KwaSmahla - A Rural Housing Project	900	RURAL	Okhahlamba 14
KwaSmahla - B Rural Housing Project	900	RURAL	Okhahlamba 14
Masumpa -B Rural Housing Project	750	RURAL	Okhahlamba 09
Sandlwana Rural Housing Project	1500	RURAL	Okhahlamba 05

FINANCIAL YEAR 2022/2023

Project Name	Units	Type	Ward
KwaSmahla - A Rural Housing Project	900	RURAL	Okhahlamba 14
KwaSmahla - B Rural Housing Project	900	RURAL	Okhahlamba 14
Masumpa -B Rural Housing Project	750	RURAL	Okhahlamba 09
Sandlwana Rural Housing Project	1500	RURAL	Okhahlamba 05

FINANCIAL YEAR 2023/2024

Project Name	Units	Type	Ward
Nazareth	1000	RURAL	Alfred Duma 32
Dunlop	3000	SERVICED SITES	Alfred Duma 21
Ezakheni D Ph2	319	SERVICED SITES	Alfred Duma 04
Indoor Sports Complex	2000	SERVICED SITES	Alfred Duma 01
Ekuvukeni	400	SERVICED SITES	Alfred Duma
Ezakheni D Ph3	400	SERVICED SITES	Alfred Duma 04
Ikhwezi	648	IRDP	Inkosi Langalibalele 23
Mthandi	500	IRDP	Alfred Duma 20
St Chads	1000	IRDP	Alfred Duma 07/27
Thembalihle	200	IRDP	Alfred Duma 10
Besters	400	RURAL	Alfred Duma 26
Nogaga - A Rural Housing Project	1250	RURAL	Okhahlamba 09
Intshukangihlale - A Rural Housing Project	750	RURAL	Okhahlamba 07
Mhlwazini - A Rural Housing Project	750	RURAL	Okhahlamba 03
Masumpa - A Rural Housing Project	750	RURAL	Okhahlamba 09

6 ANNUAL OPERATIONAL PLAN

The Draft Service Delivery and Budget Implementation Plan is attached in the document (Annexure C), and provides concrete details about what is to be achieved per each quarter and the resources that will be allocated for this.

The main objective of the Okhahlamba Local Municipality SDBIP 2021/2022 is to provide a critical link between the Mayor, Councillors and Administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Mayor, councillors, municipal manager, senior managers and community. It shall be circulated internally and externally for purposes of monitoring the execution of the budget performance of senior management and achievement of strategic objectives of council. It enables the Municipal Manager to monitor the performance of senior managers and the Mayor to monitor the performance of the Municipal Manager, and for the council and community to monitor the performance of the Municipality.

The SDBIP will not ensure the appropriate monitoring of the Municipal Budget alone, rather it will serve as kernel of the development and adoption of the annual performance contracts for senior managers and the due phasing-in of performance systems in the lower levels of management.

The SDBIP is a layered plan. The top layer deals with consolidated service delivery targets and in-year dead-lines, and links these targets to each top manager. Each senior manager is expected to develop the lower layer of details of the SDBIP. The responsible manager must provide more details on each output for which is responsible, break up these output into smaller outputs and then link these to each middle-level and junior manager. Much of these lower-layer detail will not be made public or tabled in council.

Only the highest layer of information of the SDBIP will be made public or tabled in the council. This information should also include per ward information, particularly for key expenditure items on capital programmes and projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their wards.

The SDBIP as a management and implementation plan (not a policy) should not be approved by council. It is however, tabled to council and the public for information and purpose of monitoring. The SDBIP will also empower all councillors specifically facilitating engagement at a ward level and allow them to undertake the appropriate oversight and monitoring of programs. Council Committees will also acquire appropriate ability to use the document to measure in-year progress in the implementation of the budget.

7 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

OBJECTIVES AND PRINCIPLES OF OPMS

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

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

ALTERNATIVE MODELS FOR OPMS

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

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

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

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

ORGANISATIONAL SCORECARD

This scorecard and performance reports provides an overall picture of the targets as well as performance of the Municipality as a whole, reflecting performance on its strategic priorities. It will be the basis for reporting to the Council and the public. The Scorecard includes the Key Performance Indicators (KPI's) prescribed by the Regulations, and other KPI's derived from Priority Areas and Objectives contained in the IDP.

The following concepts are used in the scorecard:

- Key Performance Areas, which reflects national and municipal priorities as identified in the IDP and related policies.
- Objectives, which are statements about what it is that needs to be achieved in priority areas.

- Measurable Objectives, which states how the strategic objective needs to be achieved
- Key Performance Indicators, which are measurements on the progress made towards achieving measurable objectives.
- Performance Targets, which set the value of the indicator that is to be achieved by a specific time.
- Portfolio of evidence, where the data for measurement will be obtained from.
- In terms of the Regulations, the Organisational Scorecard is to be reviewed annually.

In order to serve their purpose Key Performance Indicators should be:

- Focused and specific;
- Measurable;
- Valid and relevant;
- Reliable;
- Simple, and
- Rely on data that is available on a regular basis.
- Performance Targets need to be set in relation to baseline information, which will be drawn from a variety of surveys, including the 2011 Census figures and Management information.
- Version Organisational Scorecard.

Council will need to set targets for the KPI's utilizing as a baseline inter alia the 2011 Census information. As recommended by the Best Practice Guide, the process of setting targets should conform to the so-called "SMART" principle, in the sense that targets should be:

- Specific;
- Measurable;
- Attainable;
- Realistic; and
- Time-related

ROLES AND RESPONSIBILITIES IN OPMS

Roles and Responsibilities in Organisational Performance Management Systems	
Municipal Council	Approving the PMS, monitoring and reviewing the IDP in terms of the PMS.
Councillors	Encouraging the community to involve themselves in the development, implementation and review of the municipality's performance management system and, in the setting of appropriate key performance indicators and performance targets for the municipality. Providing input into the development and implementation of the PMS and the annual performance report.
Executive Committee and Portfolio Committees	Decide on the PMS process. Nominate persons to 'drive' the PMS process, monitor the development, implementation and management process.

Roles and Responsibilities in Organisational Performance Management Systems	
Municipal Manager	Overall management and coordination responsibility to ensure that all relevant role-players are involved and that the process is proceeding as planned.
IDP/PMS Manager	Day to day management of the IDP and PMS; fulfil the role of the “Performance Champion”.
IDP/PMS Technical Committee /Task Team	Development and implementation of the PMS. Summarising and processing inputs from the consultative process.
Facilitators (Either from internal resources or contracted)	Methodological guidance, facilitation of planning workshops, documentation and special studies.
Municipal Officials (Heads of Departments and Senior Officials)	Providing technical and sector expertise and information relating to performance measures and targets. Implement and manage the PMS in their departments.
Internal Auditor	Auditing performance measures.

MEASUREMENT AND ANALYSIS

Measurement and analysis will be the responsibility of respective line managers. Certain baseline data is not available on an annual basis (e.g. access to basic services), and surveys will therefore need to be conducted. It is suggested that the following annual surveys will be required:

- A customer satisfaction survey (involving households and businesses in Okhahlamba) and an employee satisfaction survey (conducted internally).
- A basic socio-economic survey to measure access to services and other indicators. Co-ordination of measurement and analysis of the surveys should be the responsibility of the Municipal Manager’s office.

PERFORMANCE REPORTING AND REVIEWS

Council will need to set up reporting and review processes, which will involve the following:

- Exco Review (quarterly).
- Council Reviews (bi-annually).
- Community (Biannually)
- Public Review should be provided through an annual public report.

ANNUAL PERFORMANCE REPORT

A municipality is required to prepare an Annual report in terms of the Municipal Finance Management Act (MFMA). The purpose of an annual report is to provide a record of activities, report on performance against the budget and promote accountability to the local community for the decisions made thorough the year. To this end, Okhahlamba has prepared an Annual report for the 2019/2020 period (refer to Annexure D).

ORGANISATION KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS

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

DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS

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

SUMMARY

The local economic development activities that stimulate the generation of cash have a considerable effect on stimulating further activity within the area. Cash generation activities such as commercial agricultural programmes, small business manufacturing and trading activities will have a substantial impact on the local economy.

Economic development activities that have a cash generation element to them need to be identified and targeted at rural households. The rural household needs to be brought into the commercial mainstream through commercial business linkages. Households could be contracted to supply agricultural and manufactured product on behalf of larger businesses.

One of the most significant constraints to the local economy would appear to be the lack of integration in all sectors and in most government and non-government structures. The Bergville community is blessed with some very strong civil society structures, especially within the greater rural development sector, but it still appears as if the lack of integration is preventing the municipality from achieving its full economic potential. The following sectors are important to the economy and improving the integration within and between these sectors is an imperative for sustainable economic development.

- Security provision
- Poverty alleviation
- Agricultural and agri-business sector
- Agricultural support and land reform services sector
- Business sector
- Small business development and support sector
- Tourism sector
- Socio-economic and health services

Support and the strengthening of the institutions of civil society would appear in the case of Okhahlamba to be a key economic developmental issue. This needs to be reinforced with generating

an understanding of the inter-dependence that exists between groups and encouraging a mood of co-operation, and partnership, between all institutions.

The OLM is an emerging Municipality that is very dependent on grants from National and Provincial government and funding from outside sources.

There has been significant input (albeit following a number of requests for same) from Government Departments highlighting their respective projects being invested in. However, for the OLM's future to be sustainable and it to deliver on its development mandate, there is a significant improvement in the responsibility that the Municipality takes in attempting to secure additional and future funding.

At an overall glance, there have been achievements to date that auger well in the Municipality's favour. However, in order to become self-sustaining, the Municipality has to channel its resources and focus itself around generating the local economy in a manner that will positively contribute to growth and development.

Furthermore, given that the Performance Management System has been completed it appears that there is some certainty and guidance in terms of performance measures. A workshop that included all Municipal Councillors and officials was held during the month of February 2010 in order to inform employees and Council about Performance Management Systems in place and also to give direction. It should be noted that on our IDP RF meeting held with sector departments showed tremendous improvements in terms of attendance and contribution, however the challenge being faced with is the issue of consistency.

There appears to be synergy between Provincial Governments who are the predominant financiers for development. However, it is recognized that Provincial departments have to serve the entire province and therefore, the responsibility to ensure that the Municipality "makes its mark" vests with the officials and stakeholders. There appears to be a clear understanding of the roles and responsibilities between the District and local Municipality in some areas. There is also a good synergy between the Local Municipality and the Department of Co-operative Governance and Traditional Affairs.

Finally, there was an element of IDP capacity building and education as part of the process. To this end, the officials and Councillors have supported the process in ensuring that it is a living document, strategic and meaningful. Furthermore, the process was geared around determining needs, but transferring responsibility to the OLM in that they needed to understand that the IDP was their process and the IDP Manager is merely a conduit to facilitate and co-ordinate the development process.

ANNEXURE A

KPA	GOAL	OBECTIVE	IDP REF NO	STRATEGY	INDICATOR	2021/2022 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN SDBIP									PORTFOLIO OF EVIDENCE	WARD/ DEPARTM ENTS
						PROJECT NAME	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	Q1 TARGET	Q2 TARGET	Q3 TARGET	Q4 TARGET		
Municipal Transformation and Institutional Development	To transform and develop institutional capacity to create an effective and efficient organization	To improve institutional and organizational capacity	MTOD 01	The signing of performance agreements	Number of performance agreements signed reflecting national government priorities	Number of performance agreements signed reflecting national government priorities	5	3	2	5	5	5	5	5	COUNCIL RESOLUTION AND PERFORMANCE AGREEMENTS	CORPORATE SERVICES
			MTOD 02	Review and implement an effective organogram	Adoption date of reviewed Organogram	Adoption date of reviewed Organogram	30-Jun-22	30-Jun-21	None	30-Jun-22				30-Jun-22	COUNCIL RESOLUTION	
			MTOD 03		Staff vacancy rate	Staff vacancy rate	100%	0	0	100%	100%	100%	100%	100%	REPORT OF VACANCY	
			MTOD 04		Percentage of vacant posts filled within 3 months	Percentage of vacant posts filled within 3 months	100%	0	0	100%	100%	100%	100%	100%	VACANCY REPORT OF POST FILLED	
			MTOD 05	Implementati on of Workplace Skills Plan (WSP)	Number of trainings held as per the WSP	Number of trainings held as per the WSP	4	4	0	4	1	1	1	1	ATTENDANCE REGISTER OF WSP	
			MTOD 06	Implementati on of the Employment Equity Plan	% of people from employment equity target group employed in the three highest levels of management	% of people from employment equity target group employed in the three highest levels of management	100%	100%	0	100%	100%	100%	100%	100%	EMPLOYMENT EQUITY PLAN	
			MTOD 07	To promote a safe working environment	Number of health and safety inspection conducted	Number of health and safety inspection conducted	4	0	0	4	1	1	1	1	SIGNED INSPECTION REPORT	
			MTOD 08		Number of OHS meetings held	Number of OHS meeting Held	4	0	0	4	1	1	1	1	ATTENDANCE REGISTER OF OHS MEETINGS	
			MTOD 09	To provide an effective and efficient HR support	Number of wellness programs implemented in a year	Number of wellness programs implemented in a year	1	1	0	1				1	ATTENDANCE REGISTERS OF WELLNESS PROGRAMMES	
			MTOD 10		Number of biometric reports printed	Number of biometric reports printed	12	12	0	12	3	3	3	3	SYSTEM REPORTS	
			MTOD 11		Number of Local Labuor Forum meetings held	Number of Local Labour Forum meetings held	4	4	0	4	1	1	1	1	ATTENDANCE REGISTERS OF LLF MEETINGS	
			MTOD 12		All posts in an organogram have a job description	All posts in an organogram have a job description	100%	100%	0	100%	100%	100%	100%	100%	100%	
			MTOD 13	To ensure the functioning of IT	Sever backups and maintenance	Sever backups and maintenance	8	0	0	8	2	2	2	2	GENERATED PRINTOUTS	

			MTOD 14	To improve the standard of administration and auxiliary support	Functional Registry	Functional Registry	100%	100%	0	100%	100%	100%	100%	100%	100%	FILE CONTROL CARDS	
			MTOD 15	To promote a sound council support	Delivery of agenda on time to [EXCO, COUNCIL & TRADITIONAL LEADERS]	Delivery of agenda on time to [EXCO, COUNCIL & TRADITIONAL LEADERS]	100%	100%	0	100%	100%	100%	100%	100%	100%	PROOF OF EMAILS	
			MTOD 16		Number of Council meeting held	Number of Council meeting held	12	12	0	12	3	3	3	3	3	ATTENDANCE REGISTERS OF COUNCIL	
			MTOD 17	Zero tolerance of fraud and corruption	Number of active suspension longer than three months	Number of active suspension longer than three months	0	0	0	0	0	0	0	0	0	SUSPENSION REPORT	
			MTOD 18		Salary bill of suspended officials	Salary bill of suspended officials	R0	0	0	R0	R0	R0	R0	R0	R0	SUSPENDED EMPLOYEES SALARY REPORT	
			MTOD 19	Review and implement Performance Management System	Number of quarterly performance reports reviewed, conducted and submitted to council	Number of quarterly performance reports reviewed, conducted and submitted to council	4	4	0	4	1	1	1	1	1	COUNCIL RESOLUTIONS	MUNICIPAL MANAGER
					Number of reports submitted on performance in terms of S46 of the MSA	Number of reports submitted on performance in terms of S46 of the MSA	1	1	0	1				1	1	ANNUAL PERFORMANCE REPORTS & COUNCIL RESOLUTION	
					% of evaluated Middle Managers (PMS)	% of evaluated Middle Managers (PMS)	100%	100%	0	100%				100%		ATTENDANCE REGISTER OF THE EVALUATION	
					% of evaluated Senior Managers (PMS)	% of evaluated Senior Managers (PMS)	100%	100%	0	100%				100%		ATTENDANCE REGISTER OF THE EVALUATION	
				Maintenance of Unqualified opinion	Number of Performance Audit Committee Meetings held	Number of Performance Audit Committee Meetings held	4	4	0	4	1	1	1	1	1	ATTENDANCE REGISTERS OF PERFORMANCE AUDIT COMMITTEE	
					Number of Performance Audit Reports submitted to council	Number of Performance Audit Reports submitted to council	4	4	0	4	1	1	1	1	1	PAC REPORT	
					Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	YES	YES	N/A	YES				YES		AUDIT REPORT	
					Number of repeat audit findings from Auditor General	Number of repeat audit findings from Auditor General	0	0	0	0				0		ACTION PLAN	
			MTOD 20	Risk Management	Number of Risk Management Committee Meetings Held	Number of Risk Management Committee Meetings Held	4	4	0	4	1	1	1	1	ATTENDANCE REGISTERS OF RISK MANAGEMENT COMMITTEE MEETINGS		

			MTOD 21	Ensuring risk action plan are attended	Percentage of action plan attended	Percentage of action plan attended	100%	89%	0	89%	20%	40%	60%	89%	SUMMARY OF ACTION PLANS IMPLEMENTED ANALYSIS		
Basic Service Delivery and Infrastructure Development	To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.	Advance access to basic services.	SDID 01 (A)	Provide access to solid waste disposal services	Number of households with access to basic solid waste disposal	Number of households with access to basic solid waste disposal	1825	1825	0	1825	1825	1825	1825	1825	BILLING REPORT	ALL WARDS	
			SDID 01 (B)		% of households with access to basic solid waste disposal	% of households with access to basic solid waste disposal	100%	100%	0	100%	100%	100%	100%	100%			
			SDID 02 (A)	Provision of free basic services	Number of households earning less than R4 120 with access to free basic services (Entire households)	Number of households earning less than R4 120 with access to free basic services (Entire households)	1969	1969	0	1969	1969	1969	1969	1969	1969		INDIGENT REGISTER
			SDID 02 (B)		% of households earning less than R4 120 with access to free basic services (Entire households)	% of households earning less than R4 120 with access to free basic services (Entire households)	100%	100%	0	100%	100%	100%	100%	100%			
			SDID 03 (A)	Improve access to electricity	Amount spent on Free Basic Electricity	Amount spent on Free Basic Electricity	R1,200,000.00	R1,200,000.00	0	R1,200,000.00	R300,000.00	R600,000.00	R900,000.00	R1,200,000.00	FREE BASIC ELECTRICITY REPORT		
			SDID 03 (B)		Sandlwana electrification project	Sandlwana electrification project	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W11
			SDID 03 (C)		Okhombe electrification project	Okhombe electrification project	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W14
			SDID 03 (D)		Moyeni electrification project	Moyeni electrification project	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W08
			SDID 03 (E)		Bethane electrification projects	Bethane electrification project	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W15
			SDID 04		Ntumba Vehicular bridge	Ntumba Vehicular bridge	100%	14%	36%	100%	70%	100%			PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W08
			SDID 05	Improve access to roads	Edotsheni Pedestrian bridge	Edotsheni Pedestrian bridge	100%	26%	24%	100%	70%	100%			PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W2
			SDID 06		Hadebe gravel road	Hadebe gravel road	100%	25%	100%	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W15

			SDID 07		Ubivane gravel road	Ubivane gravel road	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W
			SDID 08		Hambrook gravel road	Hambrook gravel road	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W
			SDID 09		Emaswazini gravel road	Emaswazini gravel road	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W
			SDID 10		Halmence gravel road	Halmence gravel road	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W
			SDID 11	Improve access to Human Settlements Development	Number of units of the human settlements development projects to be completed	Number of units of the human settlements development projects to be completed	546	0	0	546	137	137	136	136	PROGRESS REPORT / HAND-OVER CERTIFICATE	
			SDID 12	Improving building plans of building development in areas within the Municipal scheme	% of building plans approved inspection conducted in those development	% of building plans approved by inspection conducted in those development	100%	0	0	100%	100%	100%	100%	100%	PROGRESS REPORT ON BUILDING PLANS APPROVED	THE WHOLE MUNICIPALITY
			SDID 13		%building plans drawn by the Municipal Draughtsman	%building plans drawn by the Municipal Draughtsman	100%	0	0	100%	100%	100%	100%	100%	PROGRESS REPORT ON COMPLETE BUILDING PLANS DRAWN	
			SDID 14	To achieve 100% CAPEX	The amount of municipal capital budget actual spent on capital projects identified for a particular financial year in terms of the municipal IDP	The amount of municipal capital budget actual spent on capital projects identified for a particular financial year in terms of the municipal IDP	R29,734,000.00	R56,848,064.00	0	R29,734,000.00	R7,433,500.00	R14,867,000.00	R22,300,500.00	R29,734,000.00	SECTION 71 REPORT	FINANCE DEPARTMENT
			SDID 15	Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	YES	YES	N/A	YES			YES		AUDIT REPORT	TECHNICAL SERVICES
			SDID 16		Number of repeat audit findings from Auditor General	Number of repeat audit findings from Auditor General	0	0	0	0			0		ACTION PLAN	
			SDID 17	Ensuring risk action plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100%	88%	0	88%	20%	40%	60%	88%	SUMMARY OF ACTION PLANS IMPLEMENTED ANALYSIS	MUNICIPAL MANAGER
Local Economic and Social Development	To respond to social development issues and create a climate	Promote economic growth and development	LESD 01	Create jobs through LED initiatives	Number of jobs created through municipal LED initiatives including capital projects	Number of jobs created through municipal LED initiatives including capital projects	300	300	0	300	300	300	300	300	PAYROLL LIST	SOCIAL SERVICES

	conducive for local economic development			Amount spent on jobs created through LED initiatives including capital projects	Amount spent on jobs created through LED initiatives including capital projects	R6,013,000.00	R7,581,000.00	0	R6,013,000.00	R1,503,250.00	R3,006,500.00	R4,509,750.00	R6,013,000.00	GENERAL LEDGER PRINTOUT			
				Number of SMMEs and Co-ops supported	Number of SMMEs and Co-ops supported	40	40	0	40	10	10	10	10	10	LIST OF SMMEs & CO-OPS		
			LESD 02	EPWP implementation	Number of EPWP functionality reports	Number of EPWP functionality reports	4	4	0	4	1	1	1	1	1	EXPENDITURE REPORT/EPWP REPORT	
			LESD 03	Provide support to LED	Number of LED Forums Held	Number of LED Forums Held	4	4	0	4	1	1	1	1	1	ATTENDANCE REGISTERS OF BUSINESS FORUM	
			LESD 04		Average time taken to finalize business license application	Average time taken to finalize business license application	30 days	0	0	30 days	30 days	30 days	30 days	30 days	30 days	REPORT OF APPLICATION PROCESSED	
			LESD 05	Provide support to Local Tourism Forums	Number of local Tourism forums held	Number of local Tourism forums held	4	4	0	4	1	1	1	1	1	ATTENDANCE REGISTERS OF LTF	
			LESD 06	Enhance revenue collection by operating the licensing center	Revenue collected from services rendered	Revenue collected from services rendered	R5,086,000.00	R4,894,887.00	0	R5,086,000.00	R1,271,500.00	R2,543,300.00	R3,814,500.00	R5,086,000.00	R5,086,000.00	TRANSACTION SUMMARY REPORT	
			LESD 07	Ensuring the functioning of libraries	Average number of library visits per library	Average number of library visits per library	4	0	0	4	1	1	1	1	1	SITE VISIT REPORT	
			LESD 08	Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	YES	YES	N/A	YES			YES			AUDIT REPORT	
			LESD 09		Number of repeat audit findings from Auditor General	Number of repeat audit findings from Auditor General	0	0	0	0			0			ACTION PLAN	
LESD 10	Ensuring risk action plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100%	93%	0	93%	20%	40%	60%	93%	93%	SUMMARY OF ACTION PLANS IMPLEMENTED ANALYSIS	MUNICIPAL MANAGER			
Good Governance and Public Participation	To enhance and implement systems and procedures towards accountable local governance.	Effective Public participation	GGPP01	Ensure functional Ward Committees	Number of ward committee meetings held/ Year (15 wards) (1 meeting per month)	Number of ward committee meetings held/ Year (15 wards) (1 meeting per month)	180	180	0	180	45	45	45	45	ATTENDANCE REGISTERS OF WARD COMMITTEES	ALL WARDS	
			GGPP02		Percentage of ward committee with 6 or more ward committee members excluding ward councilor	Percentage of ward committee with 6 or more ward committee members excluding ward councilor											

Financial Viability and Financial Management	To Effectively Manage Municipal Financial Resources in a Sustainable and Accountable Manner	To Improve Budget Implementation in the Municipality	FVFM 01	Optimize the expenditure of capital budget	% of Capital expenditure budget Implementation (actual capital expenditure / budget capital expenditure x 100)	% of Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)	100%	100%	0	100%	25%	50%	75%	100%	SECTION 71 REPORTS	
			FVFM 02	Optimize revenue collection	% of cash collected from customers against billing	% of cash collected from customers against billing	100%	70%	0	70%	70%	70%	70%	70%	70%	BILLING RECONCILIATION REPORT
			FVFM 03	Optimize Expenditure of operational budget	% of Capital Budget (CAPEX) spent on repairs and maintenance of infrastructure	% of Capital Budget (CAPEX) spent on repairs and maintenance of infrastructure	8%	8%	0	8%	2%	3%	5%	8%	SECTION 71 REPORT	
			FVFM 04	Financial viability expressed in ratios	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year	2:1	2:1	0	2:1					2:1	AFS
					Outstanding service debtors to revenue ratio: Total outstanding service debtors / annual revenue from services	Outstanding service debtors to revenue ratio: Total outstanding service debtors / annual revenue from services	1:1	1:1	0	1:1					1:1	AFS
					Costs coverage ratio:((available cash less unspent conditional grants less overdraft) plus short term investments) divided (by monthly fixed operating expenditure less depreciation, amortization, prov for bad debts, impairment and loss of disposal of assets)	Costs coverage ratio:((available cash less unspent conditional grant less overdraft) plus short term investments) divided (by monthly fixed operating expenditure less depreciation, amortization, prov for bad debts, impairment and loss of disposal of assets)	2	2	0	2	2	2	2	2	2	SECTION 71 REPORTS
			FVFM 05	Updating of Fixed Asset Register	Number of updates made on the assets register with regard the physical verification of assets	Number of updates made on assets register with regard the physical verification of assets	2	2	0	2		1		1	ASSETS REGISTER	
			FVFM 06	To ensure the effective running of Supply Chain Management	Convening of BEC meetings within 30 working days after the closing date of an advert (Yes)	Convening of BEC meetings within 30 working days after the closing date of an advert (Yes)	BEC meetings convened within 30 working days after the closing date of an advert (Yes)	N/A	YES	BEC meetings convened within 30 working days after the closing date of an advert (Yes)	BEC meetings convened within working 30 days after the closing date of an advert (Yes)	BEC meetings convened within working 30 days after the closing date of an advert (Yes)	BEC meetings convened within working 30 days after the closing date of an advert (Yes)	BEC meetings convened within working 30 days after the closing date of an advert (Yes)	BEC meetings convened within working 30 days after the closing date of an advert (Yes)	ADVERT & ATTENDANCE REGISTERS OF BEC MEETINGS
FVFM 07	Convening of BAC meetings within 14 working days after the BEC meetings (Yes)	Convening of BAC meetings within 14 working days after the BEC meetings (Yes)	BAC meetings convened within 14		YES	N/A	BAC meetings convened within 14 working days	BAC meetings convened within 14 working days	BAC meetings convened within 14 working days	BAC meetings convened within 14 working days	BAC meetings convened within 14 working days	BAC meetings convened within 14 working days	ATTENDANCE REGISTERS OF BAC MEETINGS			

FINANCE DEPARTMENT

							working days after the BEC meetings (Yes)			after the BEC meetings (Yes)	after the BEC meetings (Yes)	after the BEC meetings (Yes)	after the BEC meetings (Yes)	after the BEC meetings (Yes)		
			FVFM08	Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	YES	YES	N/A	YES			YES		AUDIT REPORT	
			FVFM09		Number of repeat audit findings from Auditor General	Number of repeat audit findings from Auditor General	0	0	0	0			0		ACTION PLAN	
			FVFM09	Ensuring risk action plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100%	75%	14%	75%	20%	40%	60%	75%	SUMMARY OF ACTION PLANS IMPLEMENTED ANALYSIS	
Cross-Cutting Interventions	Ensure that applications are processed within a required timeframe	Efficient and credible strategic and spatial municipal planning	CRCI01	Implementation of the Spatial Planning Land Use & Management Act	% of applications processed within the legal timeframes	% of applications processed within the legal timeframes	100%	100%	0	100%	100%	100%	100%	100%	RESOLUTIONS & PLANNERS REPORTS	MUNICIPAL MANAGER
	Emergency preparedness, A rapid and effective response to disasters and, Post-disaster recovery and rehabilitation	To mitigate the effect of disasters	CRCI02	Functional Disaster Management Centre	Percentage response to reported disasters	Percentage response to reported disasters	100%	100%	0	100%	100%	100%	100%	100%	DISASTER MANAGEMENT REPORTS	SOCIAL SERVICES
		To mitigate the roads accidents	CRCI04	Ensuring compliance and safeguarding of community by enforcing national and local legislation	Number of traffic fines issued	Number of traffic fines issued	800	800	0	800	200	300	150	150	REPORT ON TRAFFIC FINES ISSUED	
	Ensure the implementation of the Integrated Development Plan (IDP)	Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	CRCI05	Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the IDP	2021/2022 IDP Adoption	30 Jun-22	30-Jun-21	None	30 Jun-22				30 Jun-22	COUNCIL RESOLUTION	CORPORATE SERVICES
				Number of critical services identified and included in the IDP	10		10	0	10				10	IDP DOCUMENT ON THE WEBSITE		
			CRCI06	Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	YES	YES	N/A	YES			YES	AUDIT REPORT		

			CRCI07		Number of repeat audit findings from Auditor General	Number of repeat audit findings from Auditor General	0	0	0	0			0		ACTION PLAN	
			CRCI07	Ensuring risk actions plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100%	88%	0	88%	20%	40%	60%	88%	SUMMARY OF ACTION PLANS IMPLEMENTED ANALYSIS	

ANNEXURES

SECTOR PLANS

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

These documents are available on the municipal website

ANNEXURE A: SPATIAL DEVELOPMENT FRAMEWORK (SDF)

ANNEXURE B: AG COMMENTS ON LATEST AUDIT FINANCIAL STATEMENTS

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

ANNEXURE D: ANNUAL PERFORMANCE REPORT OF THE PREVIOUS

