



LOCAL MUNICIPALITY-UMKHANDLU WENDAWO

**DRAFT IDP 2012/2013**

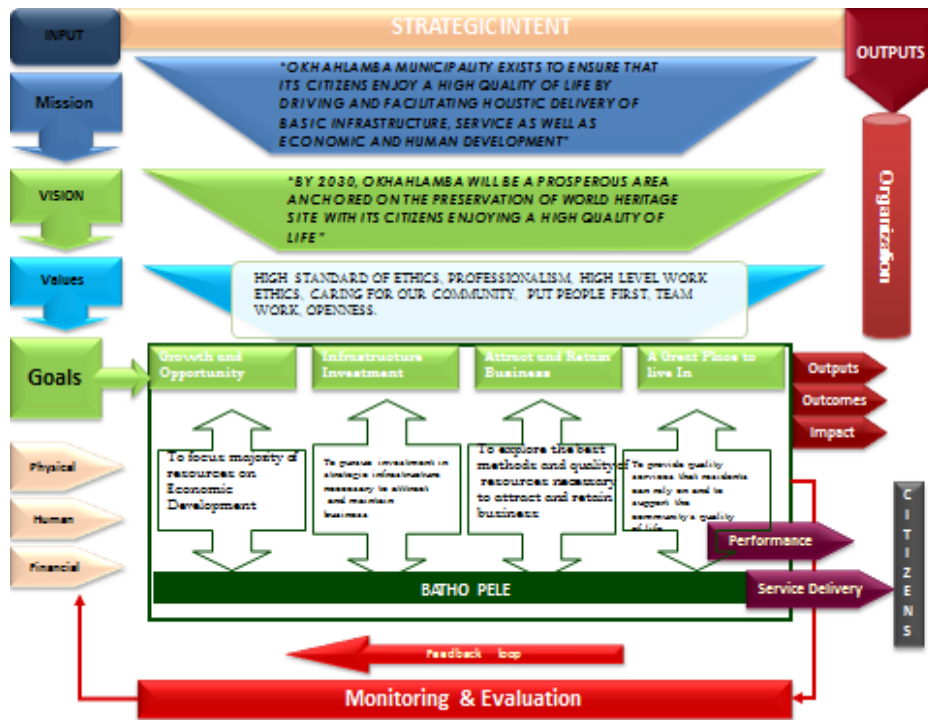
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**STRATEGIC INTENT**



**A. EXECUTIVE SUMMARY**

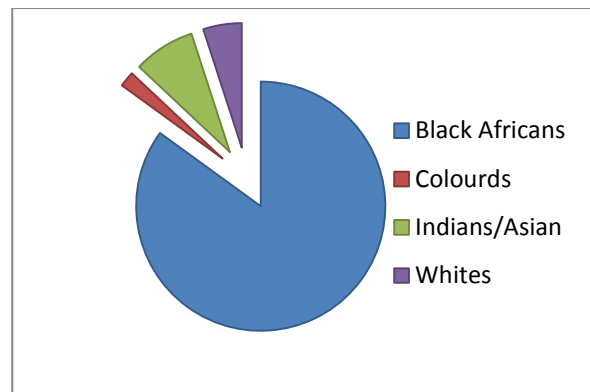
**A1. OVERVIEW**



Location of Okhahlamba

Okhahlamba Local Municipality (OLM) is one of the five Local Municipalities that fall under UThukela District Municipality. It is located in Bergville, west of Ladysmith, neighbouring the international boundary with Lesotho and Free State province in the north. The population estimates is approximately 151 441 people (Census, 2007), with 28 509 household.

The racial makeup (Census, 2007): Black Africans (85%), Coloured (2%), Indian/Asian (8%) and White (5%).



**Racial Makeup (Census 2007)**

According to the Municipal Systems Act (MSA) of 2000, all municipalities have to undertake an Integrated Development Plan (IDP) process to produce IDP's. As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at Corporate Governance level. For the IDP to be credible it should reflect the vision and mission of the Municipality and the projects contained should be aligned to the available budget within the Municipality. An Annual Review of the Council's IDP is required in terms of Section 34 of the Municipal Systems Act. **The vision and mission of Okhahlamba Local Municipality hinge around the creation of an enabling environment for renowned agricultural, tourism and commercially viable and sustainable livelihoods for optimized socio-economic development within the precinct of Okhahlamba Local Municipality.** In preparation for this IDP, the Municipality developed a process plan utilizing the National Department of Provincial and

Corporate Governance IDP Guide Pack, Guide VI, sets out the process and content of an Annual IDP Review. The Provincial Department of Co-operative Governance & Traditional Affairs (KZNCOGTA) has issued new IDP Format to be employed for the compilation of Integrated Development Plans in KwaZulu-Natal.

This IDP has also highlighted the priority areas for the Municipality that needs to be addressed in the next three to five years. Some of these areas include the **infrastructure development**, the **pandemic of HIV/Aids and poverty alleviation in general**. For the Municipality to be in a position to tackle these priority areas, **it has embarked on strategies to work closely with other sector Departments**. Furthermore, the current IDP has incorporated the elements contained in the **Spatial Development Framework and Performance Management System (both these plans have been developed)**.

The Municipality has ensured that public participation is of paramount importance for this IDP. In this regard, the project team attended all Mayoral Budget /IDP Road shows and also organized Community needs assessment meetings held in different wards.

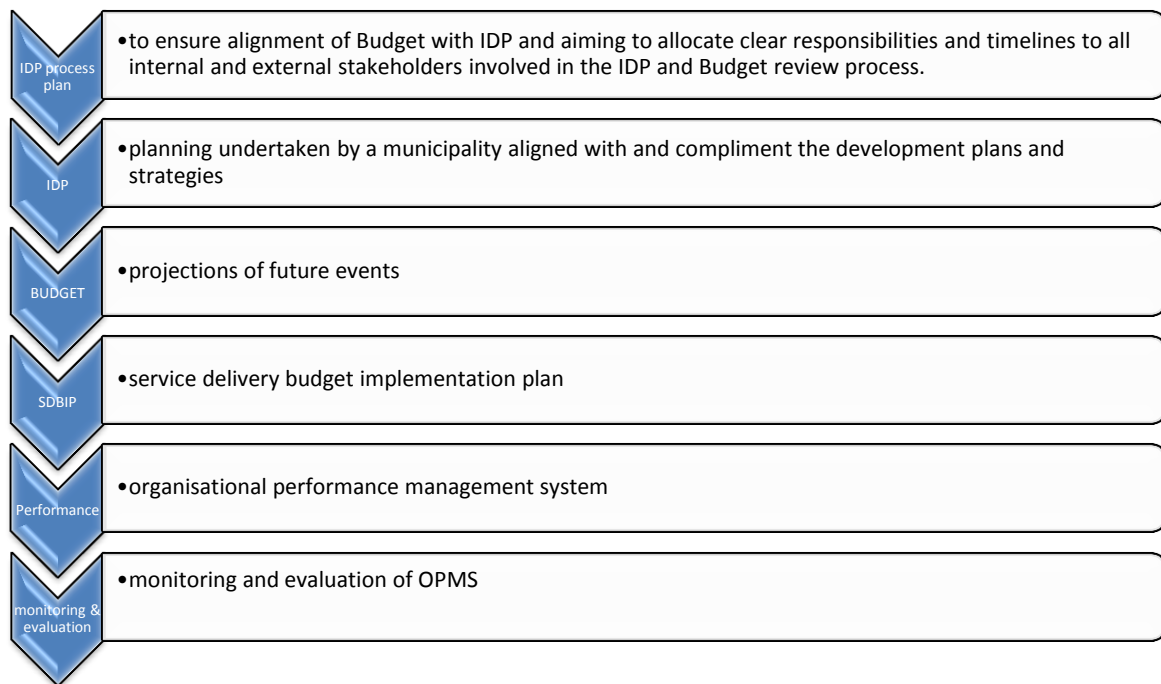
Furthermore, the manner in which the report is set out provides an overview of the objectives strategies, projects as well as other relevant and important details that can easily be obtained.

The review process has been guided by a Process Plan, which was prepared by the Okhahlamba Local Municipality advertised for public comment and submitted to the IDP Forum and Department of Co-operative Governance & Traditional Affairs. In undertaking the IDP Annual Review, Council had to ensure that the process is:

- Implementation orientated
- Strategic
- Integrated
- Participatory

## **A2. IDP DEVELOPMENT PROCESS**

### **A2.1 IDP PROCESS PLAN**



This plan was developed using the municipality’s process plan which outlines the municipality’s schedule of events detailing all events and activities involved leading to the drafting and completion of the five (5) year plan (Integrated Development Plan-IDP). It also outlines all the processes that the municipality will embark on in completing 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 with municipalities own capacities and processes. Therefore, the process plan outlines the operational plan for the development of the Integrated Development Plan for Okhahlamba Local Municipality, and is based on the unique character and circumstances of Okhahlamba Local Municipality, taking due cognizance of the process plan requirements as outlined in the Municipal Systems Act (S34) and guidelines for the Integrated Development Planning provided by National Department of Provincial and Local Government (DPLG).

In order for the municipality to ensure certain minimum quality standards of the Integrated Development Plan (IDP), a proper coordination between and within spheres of Government, the preparation of the process plan has been regulated in the Municipal Systems Act (2000). The preparation of this plan, which is in essence the IDP process set out in writing, required the adoption by Council, and this plan includes the following:

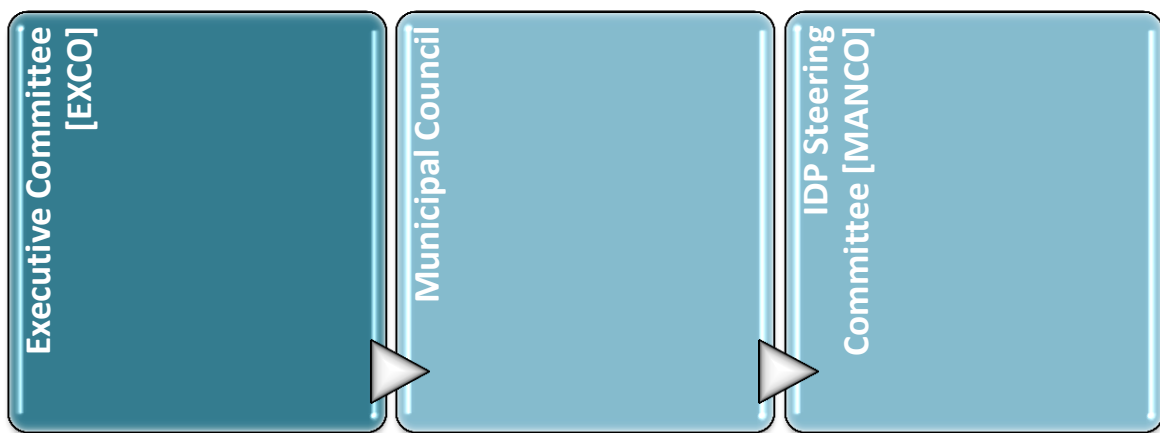
- A programme specifying the time frames for the different planning steps;

- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An indication of the organizational arrangements for the IDP Process;
- Binding Process and Planning requirements, i.e. policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment.

**A2.2 CONSULTATION**

The municipality’s Process Plan has various structures that participate in the planning processes of the Integrated Development Plan (IDP), i.e.:

**INTERNAL STRUCTURE:**



- The Internal Structure with role players and responsibilities [Municipal Council, Executive Committee, IDP Steering Committee];
- Internal Role Players and their responsibilities [The Mayor, Municipal Manager, IDP Manager, Municipal Officials];
- Ward Councillors, Ward Committees, CDW’s and Traditional Authorities.

**EXTERNAL ROLE PLAYERS:**



- The District Municipality;
- Sector Departments, Parastatals, NGO’s & National & Provincial Department for Local Government (DPLG & KZNCOGTA); and
- Professional Service Providers.

All the above role players have participated in the planning process of drafting this 2012/2013 Integrated Development Plan. The following is the schedule of meetings that have taken place and were approved by the Executive and the Municipal Council:

ACTIVITY	DATE	VENUE	PARTICIPANTS
KZN Provincial Planners Forum	30 September 2011	Durban	Planners
IDP Roadshow	07 November 2011	Emmaus Community Hall/Potshini	Local Community/CDW's & Ward Committees
IDP Roadshow	08 November 2011	Ngoba/Mhlwazini Community Hall	Local Community/CDW's & Ward Committees
IDP Roadshow	09 November 2011	Tabhane/Dukuza Community Hall	Local Community/CDW's & Ward Committees
IDP Roadshow	10 November 2011	Newsstand/Mazizini Community Hall	Local Community/CDW's & Ward Committees
IDP Roadshow	15 November 2011	Zwelisha/Okhombe Community Hall	Local Community/CDW's & Ward Committees
IDP Roadshow	16 November 2011	Langkloof/Rookdale Community Hall	Local Community/CDW's & Ward Committees
IDP Roadshow	17 November 2011	Bethany/Woodford Community Hall	Local Community/CDW's & Ward Committees
IDP Roadshow	18 November 2011	Oliviershook/Acton Homes	Local Community/CDW's & Ward Committees
IDP Roadshow	21 November 2011	Greenpoint/Hambrook Community Hall	Local Community/CDW's & Ward Committees
IDP Roadshow	22 November 2011	Mhloshana/Nqobile	Local Community/CDW's & Ward Committees
IDP Roadshow	23 November 2011	Khethani/Maswazini	Local Community/CDW's & Ward Committees
IDP	24 November 2011	Thintwa/Rooihoek	Local Community/CDW's & Ward Committees
	25 November 2011	Gloekner/Ngunjini	Local Community/CDW's & Ward Committees
IDP Representative Forum	29 November 2011	Municipal Offices	Ward Committees, Sector Departments, Parastatals, NGO's, Councillors & Officials
IDP Supporting	05 January	Umtshezi	Local District and local



Structure	2012	Municipality	municipal officials
IDP Stakeholders Meeting	09 February 2012	Mayville	Planners
UThukela District Municipal Service Providers Forum	06 March 2012	UThukela District Offices	Sector Departments, COGTA and municipal officials
Municipal Strategic Planning Session	07-08 March 2012	Bergville-Sandford Park	Executive Committee, Municipal Officials
Management Committee meetings which seat once every week, also regarded as the Steering Committee	Weekly	Municipal offices	Municipal officials (Management)
IDP Planning meeting	17 March 2012	Municipal Offices	Management

The first round of the IDP Roadshows was aimed at getting the local communities, sector departments, parastatals, CDW's, Ward Committees, and Traditional Authorities, to participate during the planning process of our draft IDP. The second round which will be in April/May 2012 where the municipality will be going back to the community with the intention of reporting back with regards to the draft IDP i.e. programmes, projects, sector plans, etc. After which the community will be given 21 days to comment as stated by the Municipal Systems Act (2000), thereafter 14 days notifying the community of the IDP adoption by the Municipal Council.



***IDP PLANNING PROCESS CYCLE***

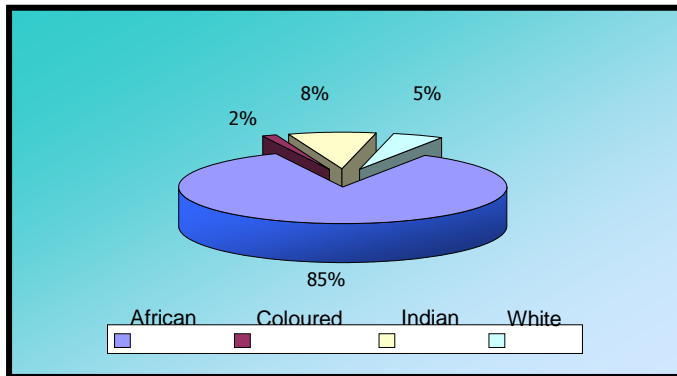
**B. SITUATION ANALYSIS**

**B1. MICRO-SITUATIONAL ANALYSIS**

**❖ POPULATION ESTIMATES**

The Community Survey of 2007 indicates that the total population in Okhahlamba Municipality is 151 441, with 28,508 households, this shows population increase from 137 525 in 1996 and the predominant group being the Africans.

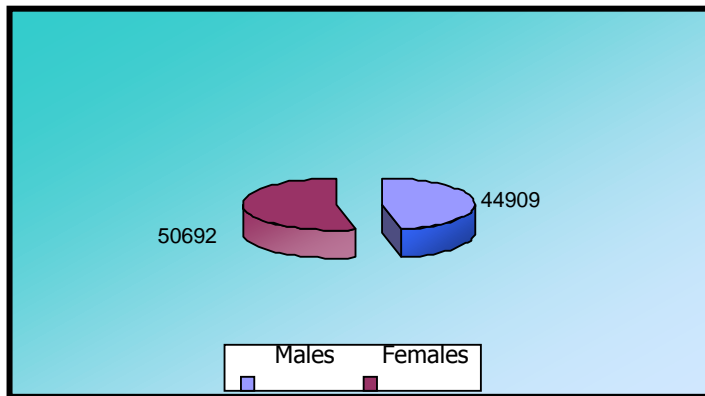
**Chart 1: Population**



**Data Source: Stats SA Community Survey 2007**

**Chart 2: Gender Profile**

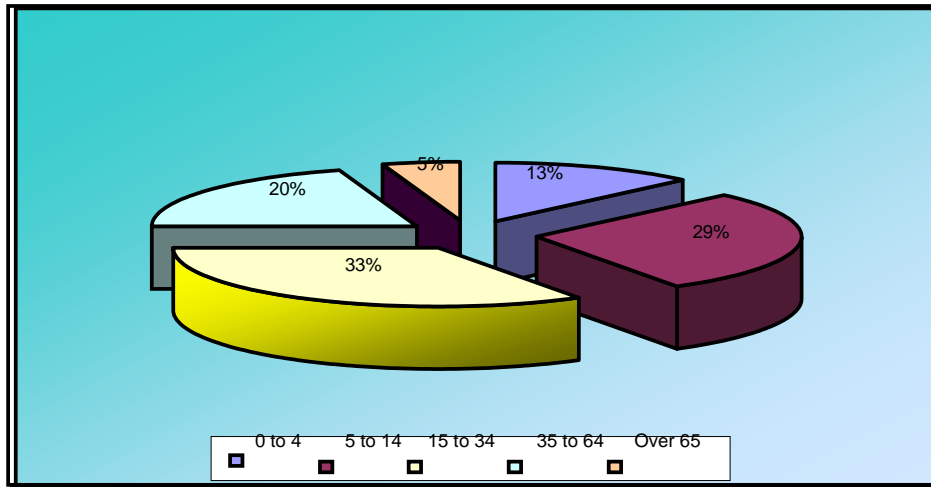
The statistics indicates that there are more females (50, 692 or 53%) than males (44, 909 or 47%) in the Okhahlamba Municipal area.



**Data Source: Statistics South Africa: CS 2007**

**Chart 3: Age Cohorts**

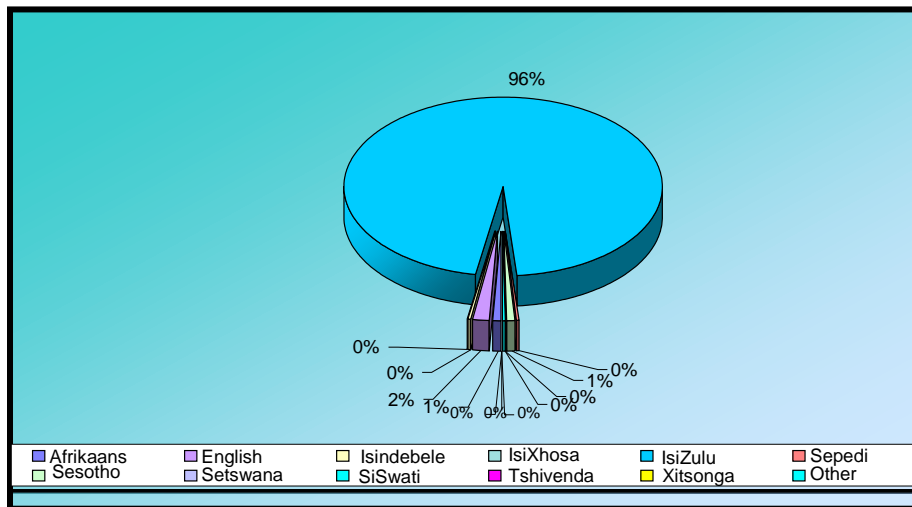
As indicated below, 75% of the population is below the age 34, which indicates that the Okhahlamba population is relatively young. The population is dominated by the youthful population of 42%. This relatively young population signified high potential for population growth in the future. However, it is also this part of the population that is most vulnerable to HIV/AIDS. Furthermore the demand and supply scenario for education and health serves will remain high for the foreseeable future. That segment of the population (64%) falling within the 15 – 64 age group would essentially be classified as the potentially economically active population of Okhahlamba Local Municipality.



Data Source: Statistics South Africa: CS 2007

**Chart 4: Language**

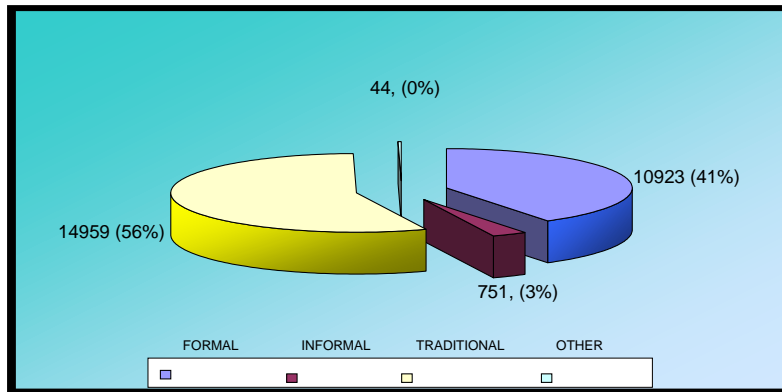
The most predominantly spoken language in OLM is IsiZulu (96%). A smaller percentage (4%) constitutes the rest of the languages as indicated below.



Data Source: Statistics South Africa: CS 2007

**Chart 5: Dwelling Type**

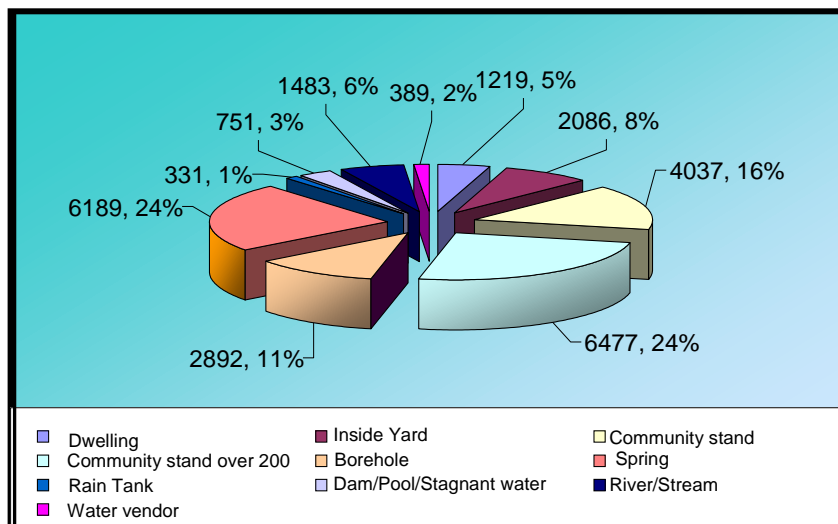
From the chart below 56% of households in Okhahlamba Municipality is categorized as Traditional in nature, followed by formal household (41%), with the remainder being either informal (3%) or other (0%) respectively.



Data Source: Statistics South Africa: CS 2007

As can be seen from the chart below, 73% of households in Okhahlamba Local Municipality have 5 or more people per household.

Chart 6: Household size

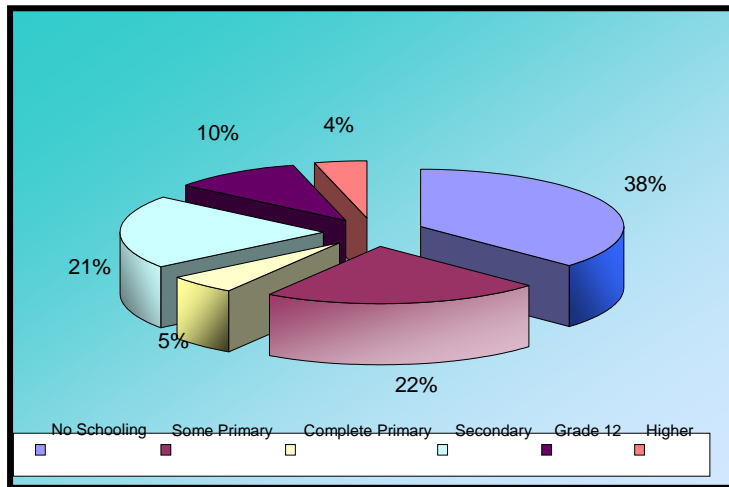


Data Source: Statistics South Africa: CS 2007

Chart 6: Education

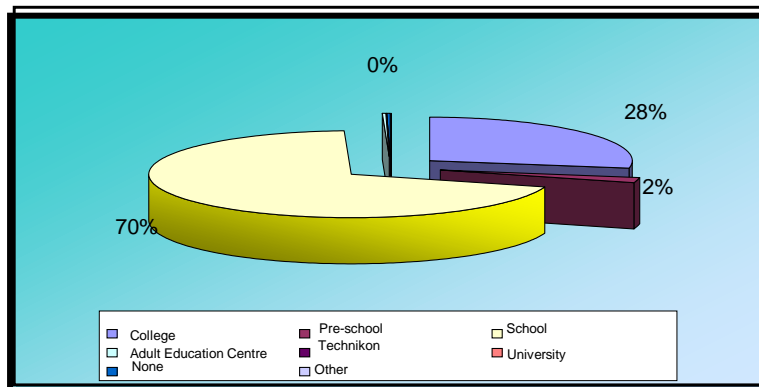
Education is the backbone for the future of any community. In Okhahlamba, it has been identified that the level of education of the residents is very low and this has impact both on social and economic spheres of the communities. The Chart 7 below illustrate that 58% of the Okhahlamba population over the age of twenty have received some level of education, but only 4% have received higher education, whilst the rest of the population (38%) has had no Schooling. This therefore suggests that people over the age of 20, generally do have had a secondary education base. The low number of people with a matriculation certificate can be ascribed to educated people migrating to the larger urban areas.

**Chart 7: Education Levels**



**Data Source: Statistics South Africa: CS 2007**

**Chart 8**



**Data Source: Statistics South Africa: CS 2007**

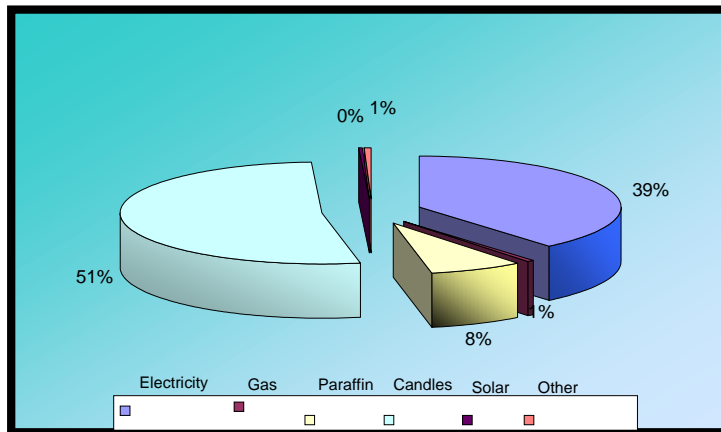
The above chart: 8 suggest that 70% of Okhahlamba Municipality’s populations between the 5 to 24 year age group are attending one or the other education institution as specified. Research has shown that, as a result of the historical disadvantages of black education the minimum level required for functional literacy is Grade 6 (preferably Grade 7). On this basis 56% of the population over the age of 5 could be classified as functionally illiterate.

**❖ PHYSICAL INFRASTRUCTURE AND SERVICES**

As stated in the introduction above, the municipality is experiencing challenges regarding infrastructure mainly due to the lack of funding for this purpose as well as the rural nature of the Municipality. The current funding that is utilized mainly for the infrastructure development is obtained from the Municipal Infrastructure Grant, which is allocated by the Department of Corporative Governance and Traditional Affairs. The infrastructure is predominantly for roads, community structures and electrification.

However, there are noticeable backlogs that still need to be quantified for the Municipality to address these backlogs effectively.

**Chart 9: Sources of Energy for Lighting**



**Data Source: Statistics South Africa: CS 2007**

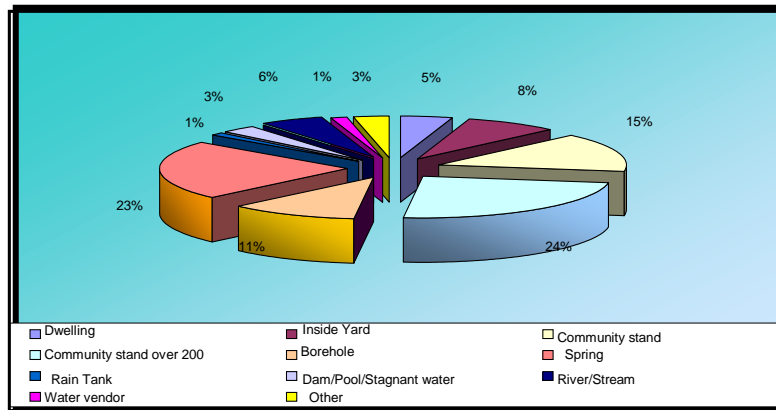
As Indicated above, 39% of the households in OLM do have access to electricity as a source of energy. The predominant (51%) source of lighting is candles and the remainder uses either paraffin (8%), Gas, solar and other sources of energy respectively.

❖ **WATER AND SANITATION**

Water and sanitation services fall under the powers and functions of the 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 chart below indicates that only 63% of households in OLM have access to water either within their dwelling or inside the yard and a community stand, 51% of households obtain water from either Community stand over 200m radius and Springs whilst the remainder 25% have access via Borehole, Rain tank, Dam/Pool/Stagnant water, River/stream, Rain water vendor and other sources, respectively.

UThukela District Water Services has developed a Water Services Development Framework 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.

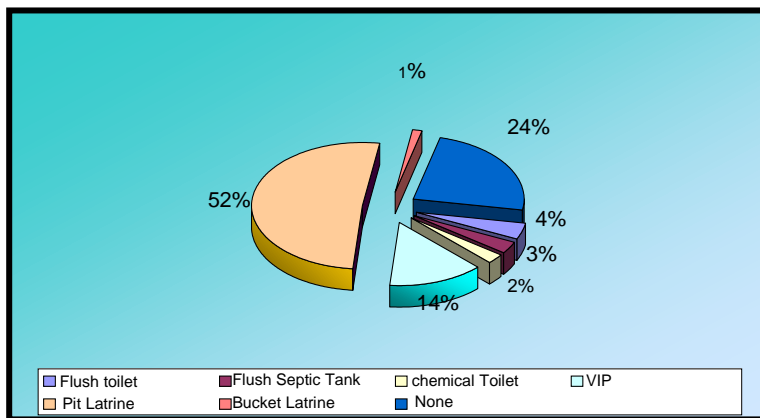
**Chart 10: Water Source**



**Data Source: Statistics South Africa: CS 2007**

The chart below indicates that the majority of households (75%) does have access to a basic level of sanitation service, of which 52% predominantly use pit latrines, the remainder use VIP(ventilated improved pitlatrine), Flush Toilet, Chemical toilet respectively and 25% of which is depicted as either using a Bucket latrine or do not have any form of sanitation.

**Chart 11: Sanitation**

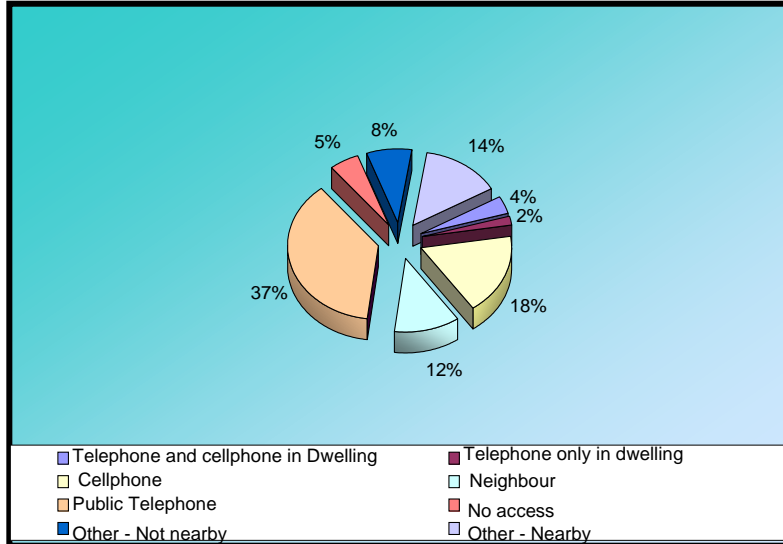


**Data Source: Statistics South Africa: CS 2007**



❖ COMMUNICATION AND NETWORKS

**Chart 12: Telephone**

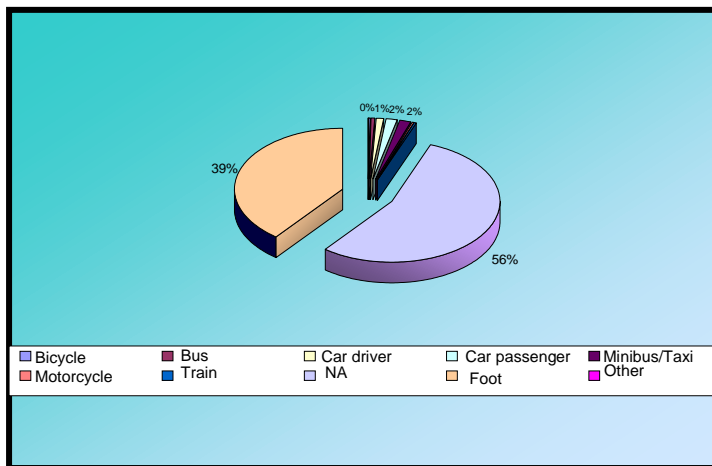


**Data Source: Statistics South Africa: CS 2007**

The above chart depicts that virtually 68% of the population of OLM does have access to a form of tele-communication service. 18% use their own cell phones and the remainders 14% have no access to any form of tele-communication service.

❖ PUBLIC TRANSPORT

**Chart 13: Modes of transport**



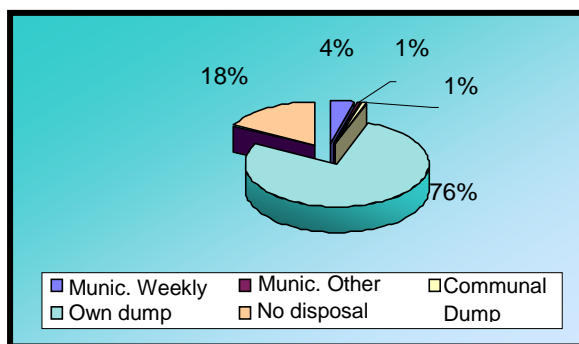
**Data Source: Statistics South Africa: CS 2007**

The Statistics above reveals that more than half of the population within OLM either do not use or do not have any form of transportation. The subsequent number of people (39%) travel on foot to work or school and the remainder of the population use either of the forms of transport as indicated.

❖ **REFUSE REMOVAL**

**Chart 14: Refuse**

The statistics of CS 2007 indicates that the majority of households (68%) receive the refuse removal services from the Okhahlamba Local Municipality; whilst 5.6% of households does not have refuse removal at all.



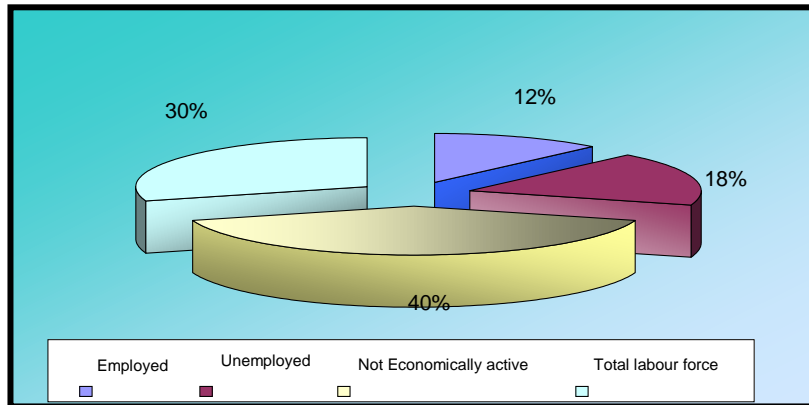
**Data Source: Statistics South Africa: CS 2007**

❖ **EMPLOYMENT LEVELS**

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

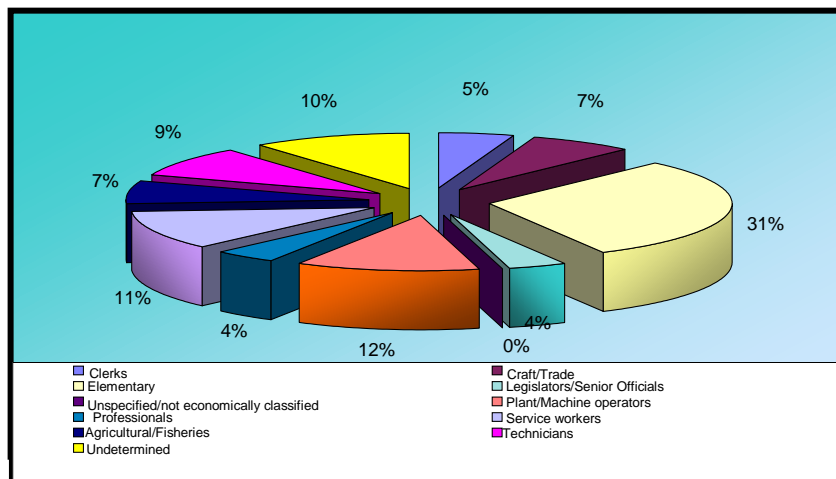
The charts below indicate that OLM has an unemployment rate 18%, whilst 40 to the population has been categorized as “Not economically active”. These people fall within the age group 15 – 64. Also, About 90% of the population in OLM is employed in the formal sector with the main occupation being elementary in nature 31%. The fewer number of highly skilled professional could be attributed to the in retrospect, to the level of education received, i.e. fewer people had education above grade 12.

**Chart 15: Labour force**



Data Source: Statistics South Africa: CS 2007

Chart 16: Occupation

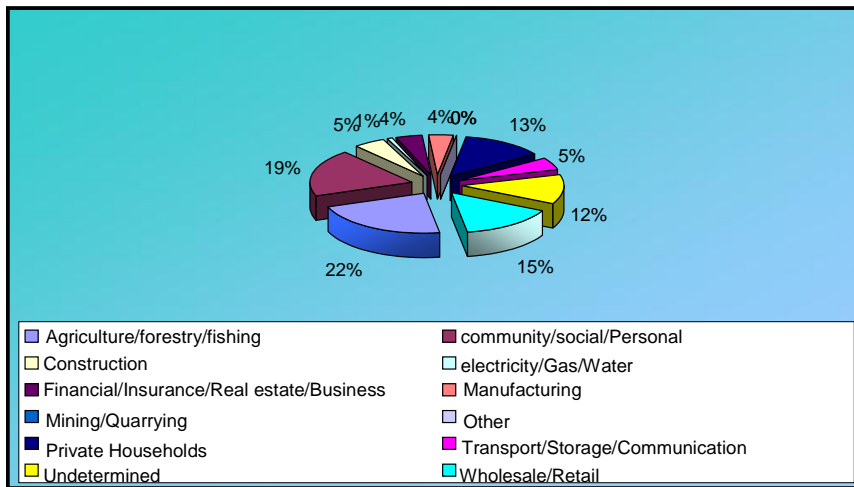


Data Source: Statistics South Africa: CS 2007

❖ **INDUSTRY**

The largest employment Sector in the OLM is the primary sector which constitutes 22%. The types of industry that people engage with generally comprise of community/social and personal, Wholesale/Retail and private households, respectively.

Chart: 17

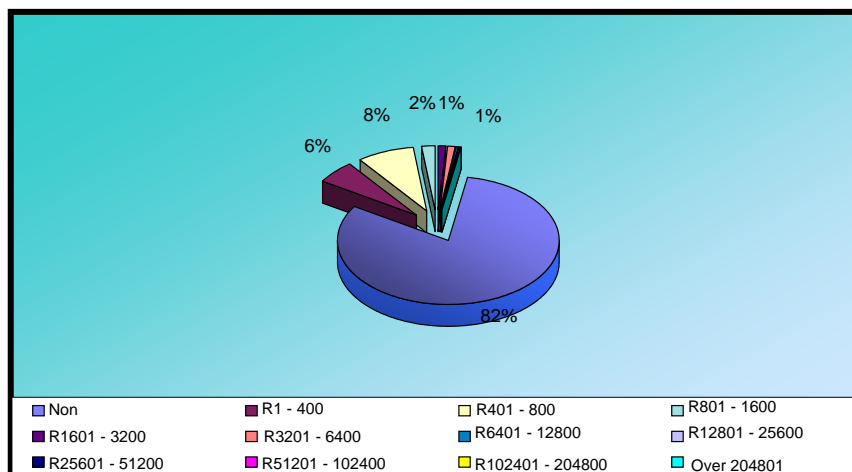


Data Source: Statistics South Africa: CS 2007

❖ INCOME LEVELS

The statistical data below from Statistics SA and the Municipal Demarcation Board illustrates that the majority of the population within OLM does not receive any form of income, whilst a minimal amount of people (16%) earn between R1 and R16000.

Chart 18: Individual Monthly income



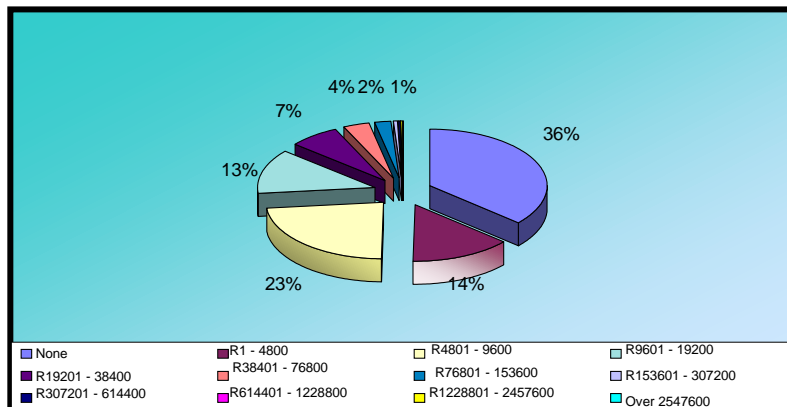
Data Source: Statistics South Africa: CS 2007

❖ HOUSEHOLD INCOME

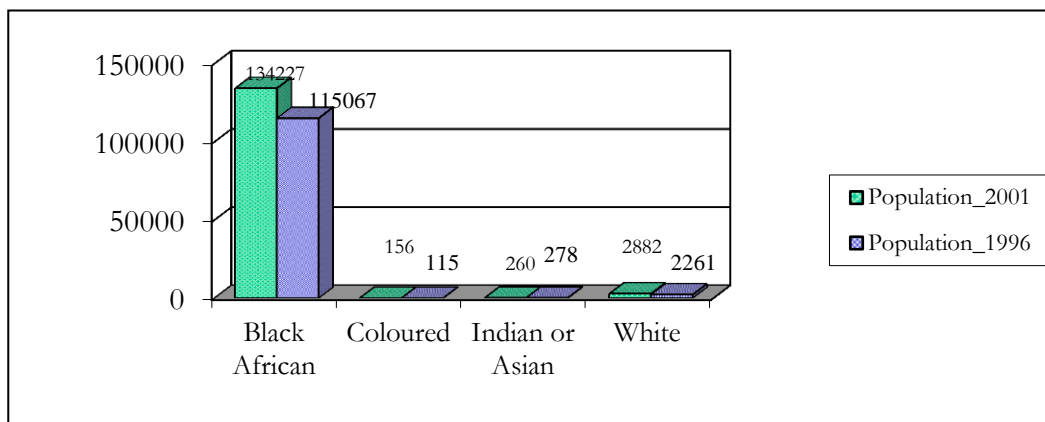
As illustrated in chart 18 above, the annual household income for OLM is generally low with 36% of households not having any form of income whilst almost tantamount to

that is 37% of households earning R1 to 9600 per annum which invariably qualify these households for Indigent support in terms of the Municipality’s Indigent policy. 20% of the households could be classified as average income households, with the remaining households being form the higher income category.

**Chart 19: ANNUAL HOUSEHOLD INCOME**



**Data Source: Statistics South Africa: CS 2007**



**❖ INFRASTRUCTURAL CONTEXT**

There is a huge disparity in provision of services and there is a major service backlog within the area of Okhahlamba Municipality. There is also a lack of maintenance of existing infrastructure. This is evident in the poor condition of roads due to poor standard of stormwater management and lack of maintenance. Transport routes concentrated along major arterial routes (R74).

Water infrastructure is a top priority in Okhahlamba Local Municipality with only sixty three percent of the population having access to water. Contrary to the above, water is reticulated from the area to areas outside the municipal area.

**Water Backlog in Okhahlamba (Source: UDM)**

Total Households Okhahlamba	Households with access to safe water supply	Household without access to safe water supply	Percentage Water Backlog
28 508	15 941	12 567	44,08%

Water supply backlog as at the end of June 2011 was 28,75% (based on 2007 community survey household figures). This translates to 40 146 households that do not have access to safe water supply in Okhahlamba area.

**Free Basic Water**

The majority of households that benefited from free basic water supply were rural based households.

**Sanitation Backlog in Okhahlamba (Source: UDM)**

Total Households Okhahlamba	Households with access to appropriate sanitation services	Household without access to appropriate sanitation services	Percentage Water Backlog
28 508	22 073	6 435	22,57%

Appropriate sanitation services backlog as at the end of June 2011 was 22,85% around UThukela District. This translates to 31 907 households that do not have access to appropriate sanitation services.

Approximately 75% of households have access to a basic level of formal sanitation service whilst 52% uses pit latrines. This could result in ground water contamination and could consequentially be detrimental to human health. Stormwater is managed on a daily basis by the municipality.

There is a lack of space for graveyards within the Municipality. This is characterised by uncontrolled burials especially in the rural areas as well as unavailability of land. There is a problem of refuse removal especially within the rural settlements and new housing developments. The Municipality needs to develop a waste management and refuse removal plan.

Existing bulk electricity supply in the area is limited. A program of installation of electricity is required. Street lighting should be addressed in order to fight crime in most areas, especially low cost housing and dense settlements.

❖ **DEVELOPMENT CHALLENGES**

Small holder agriculture faces a considerable number of constraints, the main one being the lack of effective farmer support services. These services are normally described as including, inputs, credit, advice, power and markets. Small farmers do not have linkages with these important services that are essential for commercial activity. Other constraints include a lack of a land market within communal areas, uncontrolled grazing and the lack of an appropriate land reform framework for commercialising or emergent agriculture. Overgrazing and stock theft are limiting returns from this type of activity.

Clearly, members of the community live under conditions of poverty. Majority of community members occupy traditional housing which vary significantly in character and quality. In fact, there is a huge housing backlog in rural areas. The rural parts of Okhahlamba should be considered and prioritised for rural housing projects.

High rate of illiteracy is one of the fundamental challenges facing Okhahlamba community. 23190 people do not have any school-based education. Very few people have secondary and tertiary education. This has a serious impact on the employability and trainability of the community members. Literacy programmes should be prioritised. Huge electricity backlog. About 13 883 households are using candles as their source of energy for lighting.

Huge sanitation and water backlogs with a significant number of households obtaining water from the river and other natural sources. This exposes the community into a danger of contracting waterborne diseases.

Waste removal is only available in the former TLC areas. There is a need to educate the rural communities about waste management.

Lack of all-weather access roads.

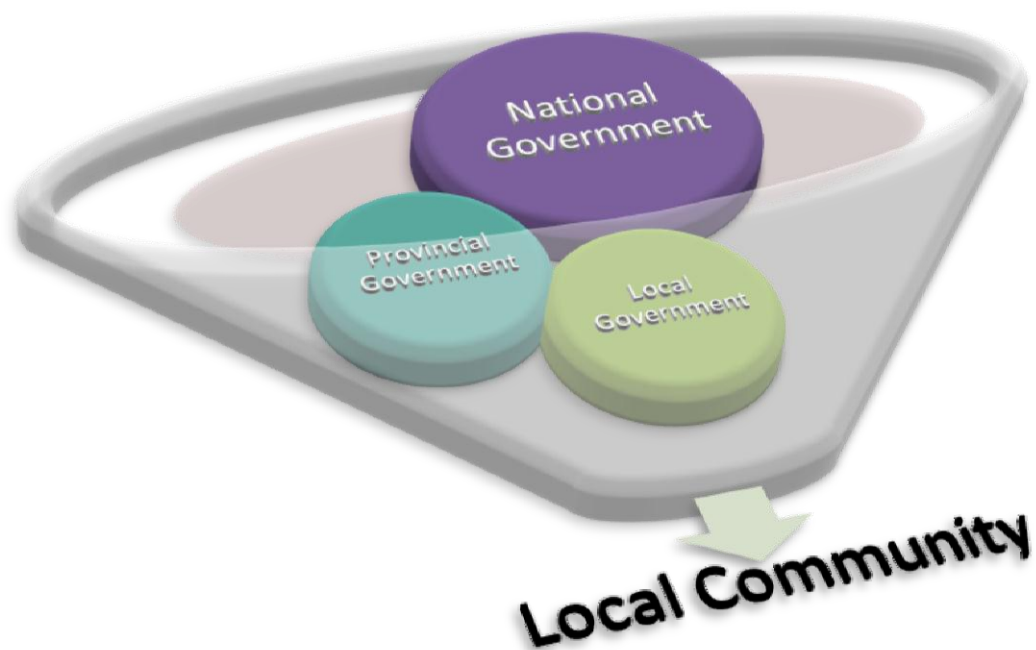
Need for the creation of employment opportunities as a result of a high rate of unemployment. This has resulted in a high rate of income poverty. A large number of households do not have a reliable source for monthly disposable income.

#### ❖ **SUMMARY OF KEY CHALLENGES**

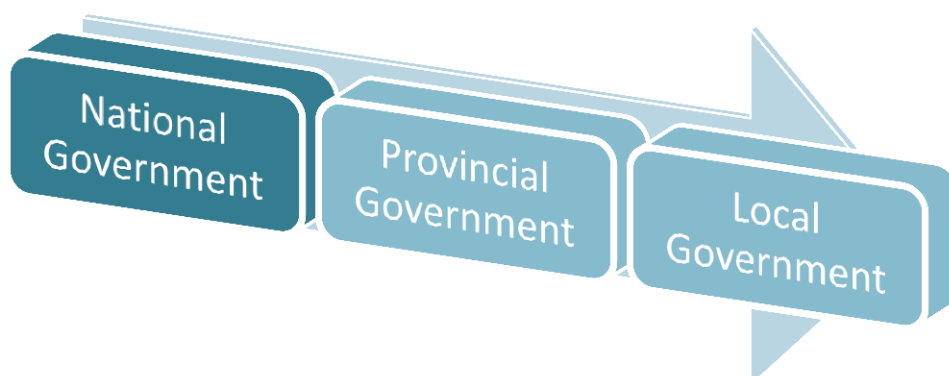
- Okhahlamba Main Town, Bergville needs to be given a facelift in order for Okhahlamba Municipality to attract investment and tourists in this town
- Investment opportunities especially in holiday letting, agricultural activities, tourism, light industry, communications, IT etc
- There is severe water shortage within Okhahlamba area of jurisdiction as most areas rely on boreholes for water
- There is high rate of unemployment in the area of Okhahlamba
- Level of illiteracy is very high
- There is a high rate of HIV/AIDS infections
- Road infrastructure needs to be upgraded

- Upgrading of the bulk electricity and sanitation infrastructure
- Storm water drainage needs to be upgraded
- Waste management needs to be attended to
- There is shortage of space for cemeteries
- There are areas in which the issue of land restitution and redistribution has not yet been resolved

❖ **ALIGNMENT WITH OTHER SPHERES**







**National Linkages**

The national sphere should provide a framework for the preparation of the Sector plans, and funding where possible. This will contribute to the creation of a normative framework and consistency between municipalities.

**Provincial Level**

As with the National Government, Provincial Government should prepare Sectoral Guidelines and funding for the preparation of these plans and these needs to be co-ordinated and aligned.

**Uthukela District Municipality**

Uthukela District Municipality will, in consultation with local municipalities within its jurisdiction prepare a framework plan to co-ordinate all planning activities during the review process. Through the IDP Manager, the District Municipality will also organise district level alignment meetings between all the municipalities and as well as between municipalities and service providers. There may be a need for Uthukela to liaise with the Regional Authorities via the Amakhosi Forum.

**Local Municipalities**

Local municipalities will participate in all district-level alignment events and specific alignment meetings, but will also attempt to draw individual service providers into the local planning processes. The local municipalities will also contribute strategies in addressing district-level issues during the alignment meetings.

**❖ POWERS AND FUNCTIONS**

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

<b>Schedule 4 Part B</b>	<b>Function Allocated to Okhahlamba Municipality</b>	<b>Function Allocated to District Municipality</b>
<b>Air pollution</b>	<b>YES</b>	
<b>Building regulations</b>	<b>YES</b>	
<b>Child care facilities</b>	<b>YES</b>	
<b>Electricity and gas reticulation</b>	<b>NO</b>	<b>NO</b>
<b>Fire-fighting services</b>	<b>NO</b>	<b>YES</b>
<b>Local tourism</b>	<b>YES</b>	
<b>Municipal airports</b>	<b>YES</b>	
<b>Municipal planning</b>	<b>YES</b>	
<b>Municipal health services</b>	<b>NO</b>	<b>NO</b>
<b>Municipal public transport</b>	<b>YES</b>	
<b>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</b>	<b>YES</b>	
<b>Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto</b>	<b>YES</b>	
<b>Stormwater management systems in built-up areas</b>	<b>YES</b>	
<b>Trading regulations</b>	<b>YES</b>	
<b>Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems</b>	<b>NO</b>	<b>YES</b>

<b>Schedule 5 Part B</b>	<b>Function Allocated to Okhahlamba Municipality</b>	<b>Function Allocated to District Municipality</b>
<b>Beaches and amusement facilities</b>	<b>YES</b>	
<b>Billboards and the display of advertisements in public places</b>	<b>YES</b>	
<b>Cemeteries, funeral parlours and crematoria</b>	<b>YES</b>	
<b>Cleansing</b>	<b>YES</b>	
<b>Control of public nuisances</b>	<b>YES</b>	
<b>Control of undertakings that sell liquor to the public</b>	<b>YES</b>	
<b>Facilities for the accommodation, care and burial of animals</b>	<b>YES</b>	
<b>Fencing and fences</b>	<b>YES</b>	
<b>Licensing of dogs</b>	<b>YES</b>	
<b>Licensing and control of undertakings that sell food to the public</b>	<b>YES</b>	
<b>Local amenities</b>	<b>YES</b>	
<b>Local sport facilities</b>	<b>YES</b>	
<b>Markets</b>	<b>YES</b>	
<b>Municipal abattoirs</b>	<b>YES</b>	
<b>Municipal parks and recreation</b>	<b>YES</b>	
<b>Municipal roads</b>	<b>YES</b>	
<b>Noise pollution</b>	<b>YES</b>	
<b>Pounds</b>	<b>YES</b>	
<b>Public places</b>	<b>YES</b>	
<b>Refuse removal, refuse dumps and solid waste disposal</b>	<b>YES</b>	
<b>Street trading</b>	<b>YES</b>	
<b>Street lighting</b>	<b>YES</b>	
<b>Traffic and parking</b>	<b>YES</b>	

❖ **PRIORITY ISSUES FOR THE MUNICIPALITY**

Based on a number challenges identified above ten (11) key priorities will be addressed in the 2012/2013 Financial Year as set out below.

**Promote more inclusive economic growth, decent work and sustainable livelihood**

The creation of decent work and sustainable livelihoods in order to reduce unemployment and poverty remains one such hill to climb. It is critical therefore, that Okhahlamba Local Municipality Officials must continue to work together in order to conquer this hill. Hence, we aim to ensure that the support remains critical in ensuring that business, particularly the SMME sector as well as the tourism sector, plays a meaningful role in the mainstream of the local economy to drive up growth and decent employment.

**Improve economic and social infrastructure**

The development and maintenance of essential public infrastructure is an important ingredient for sustained economic growth and poverty reduction. Poor infrastructure is perhaps the most binding constraint to growth throughout the local municipality. Emphasis is needed on reasonable access to social infrastructure in remote, rural environments where 80 per cent of the population live mostly without electricity and roads. Infrastructure investment can lift economic growth and support social objectives. Access to social services is limited due to different reasons that relates to the lack of infrastructure to communities and local institutions like clinics, schools. The local schools are in a dilapidated state without proper sanitation and portable water for both learners and educators. There are no pension pay points and community halls are far away from communities, this is due to inadequate financial muscle to provide such a service.

**Rural development, food security and land reform**

The municipality aims to encourage more to engagement with the Department of Rural Development and Land Reform as well as the Department of Agriculture, Environmental Affairs and Rural Development with regards to improving the state of the rural environment, stimulate food security projects and fast-track land reform. As the mandate for each departments mandate is to create “Vibrant, equitable and sustainable rural communities and food security for all” and to “Achieve economically, environmentally and socially sustainable integrated rural development”

**Access to quality education**

Many rural schools in South Africa still lack basic facilities like electricity, running water, libraries and laboratories. The majority of the population still have little access to tertiary education. The majority of the adult population in the municipality is unskilled and very few people have tertiary qualifications that will help them to find work in a globally competitive and modern economy. The municipality can ensure better access

to quality education through the provision of basic services, bulk infrastructure, building more schools closer to the communities, directing investment to schools, skills development and by partnering with the Department of Education and encouraging teacher training.

## **Cohesive sustainable communities**

The municipal area is largely characterised by rural communities that face challenges such as declining settlements, gender imbalances and out-migration especially by young people and men in an attempt to obtain employment in the larger cities mainly Johannesburg. It is a challenge for these communities to retain the population. Some of these rural settlements are simply not large enough to make commercial services viable in the traditional way. This is evident in the non-existence of “commercial lifeline” services such as shops, post offices and petrol filling stations in the remote areas. There is therefore a need to develop efficient and imaginative ways to increase access to a full range of good quality services throughout Okhahlamba LM.

## **Creation of a better africa and a better world**

Okhahlamba is one on the World Heritage Sites and we collaborate with the district municipality since tourism is one of our high income earners in our area. Application funding for this plan has been submitted to the Department of Environmental Affairs. The Municipality has been declared by UNESCO as a World Heritage site and therefore, it would be critical to ensure that communities are educated to preserve and manage their land as a valuable resource even for the future generations. The DAEARD has confirmed that they intend to fund the development of the SEA/EMP

## **A development state including improvement of public services**

Access to public services is limited due to different reasons that relates to the lack of infrastructure to communities and local institutions like schools and community halls. The community halls are in a dilapidated state without proper sanitation and portable water for the community wanting to use the public services. There are no pension pay points and community halls are far away from communities, this is due to inadequate financial muscle to provide such services, however the municipality is in the process of renovating existing Community Facilities and has also applied for Funding from MIG for additional Community Centres, and the funding has been secured.

The land ownership in Okhahlamba 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.

The Department of Land Affairs (DLA) has started the process of developing Area Based Plans that would inform how and by when the process of acquiring land should be completed.

## **Improve health care**

Access to social services is limited due to different reasons that relates to the lack of infrastructure to communities and local institutions like clinics, schools. The local schools are in a dilapidated state without proper sanitation and portable water for both learners and educators, this is due to inadequate financial muscle to provide such a service. Hence Okhahlamba Municipality has engaged the Department of Health to ensure proper Health Care Facilities, and even though the is still a challenge of identifying the Land, but the Department of Health has confirmed securing funding allocated for more Health Care Facilities, including additional Mobile Clinics , an Upgrade of an existing Hospital for mentally ill patients and Distribution of ARV's.

#### **The fight against crime and corruption**

This service is provided by the Municipality, in conjunction with the South African Police Services located in Winterton, Bergville, Oliviershoek and Upper Tugela police stations. Each police station has established a Community Policing Forum under its jurisdiction. Also The Department of Public Safety and Security has established a Programme called The Community Crime Prevention Programme, where they have recruited youth under the jurisdiction of Okhahlamba to work together with the Municipality in the fight against crime.

#### **Governance: political management and oversight**

Okhahlamba needs to improve the oversight role of the Council and its Committees. The Mayor, Speaker and Councillors need to be vigilant in how they scrutinise the working of the municipality to ensure not just compliance and clean audit outcomes, but also to accelerate service delivery. And the Department of Cooperative Governance and Traditional Affairs working together with the Municipalities have provided trainings to Councillors to capacitate them with regards to Oversight Role, clarifying their Roles and Responsibilities within the Municipality. Adding to that Okhahlamba has further provided more training to Councillors on their Roles and Responsibilities.

#### **Industrial Technology**

The municipality is still faced with a challenge of IT related issues. There are a lot of viruses in every system, the municipality is using 3G's to access information and this is costing too much for the council. Due to these reasons the municipal council is in the process of developing an IT Framework and a Plan and in the process of appointing an IT Specialist.

❖ **SWOT ANALYSIS**

<b>INTERNAL ENVIRONMENT</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• FAVORABLE GEOGRAPHIC LOCATION AND SURROUNDED BY POTENTIAL REVENUE SOURCES:                             <ul style="list-style-type: none"> <li>○ DRAKENSBERG MOUNTAINS</li> <li>○ BIO-DIVERSITY RESOURCES</li> <li>○ AGRICULTURAL AND SOIL POTENTIAL</li> </ul> </li> <li>• DEVELOPING ECONOMY</li> <li>• DEVELOPMENT CONTROL</li> <li>• ABILITY TO WORK WITH DIFFERENT TRADITIONAL AUTHORITIES</li> <li>• IMPROVED FINANCIAL MANAGEMENT WHICH RESULTED IN IMPROVED AUDIT OPINION</li> <li>• WILLINGNESS OF STAFF</li> <li>• UPDATING SPATIAL DEVELOPMENT FRAMEWORK (SDF)</li> </ul>	<ul style="list-style-type: none"> <li>• UNATTRACTIVE TOWN AND POOR BRANDING OF MUNICIPALITY'S NAME</li> <li>• SERVICE DELIVERY BACKLOG AND POOR MAINTENANCE OF INFRASTRUCTURE</li> <li>• INEFFECTIVE PERFORMANCE MANAGEMENT SYSTEM</li> <li>• LACK OF COMMUNICATION BETWEEN DEPARTMENTS</li> <li>• NO FORMAL PROCESS IN MONITORING LOGS OF CUSTOMER RELATED ISSUES AND FEEDBACK FROM COMMUNITY AT LARGE</li> <li>• POOR RECOGNITION OF STAFF EFFORTS RESULTING IN LOW STAFF MORALE</li> <li>• INABILITY TO ATTRACT DESIRED/SCARCE SKILLS</li> <li>• OUTDATED POLICIES AND INEFFECTIVE LAW ENFORCEMENT</li> </ul>
<b>EXTERNAL ENVIRONMENT</b>	
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• NUMBER OF EXISTING STUDIES AND STRUCTURES PROVIDING A BASIS FOR DEVELOPMENT</li> <li>• INVESTMENT OPPORTUNITIES</li> <li>• ABUNDANCE OF NATURAL RESOURCES.</li> <li>• EXISTING DEVELOPMENT AS A SOURCE OF REVENUE, JOB CREATION AND MARKETING THE AREA</li> <li>• ENHANCE COMMERCIAL AND SUBSISTENCE FARMING</li> </ul>	<ul style="list-style-type: none"> <li>• HISTORICAL EVENTS RESULTING IN COMMUNITY'S LACK OF CONFIDENCE IN MUNICIPALITY</li> <li>• SCATTERED SETTLEMENTS</li> <li>• SHORTAGE OF LAND FOR DEVELOPMENT</li> <li>• INEFFECTIVE WASTE MANAGEMENT SYSTEM</li> <li>• UNFAVOURABLE CHANGES IN THE ECONOMY</li> <li>• POLITICAL COALITION</li> <li>• INCREASE IN DEATH RATE AS A RESULT OF HIV/ AIDS</li> </ul>

	<ul style="list-style-type: none"> <li>• INCREASING RATE IN CRIME</li> <li>• HIGH UNEMPLOYMENT RATE</li> <li>• HIGH ILLITERACY RATE</li> </ul>
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**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 pursues 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 Spionkop 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 is 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.

- Improved financial management which resulted in improved audit opinion, the municipality has improved its financial affairs and the improved governance has enabled the municipality to achieve and improved audit opinion.
- Willingness of staff, the municipality's staff possesses a willingness to work hard in improving the operations and most importantly service delivery.
- Development of a new Spatial Development Framework (SDF), this will assist in directing future planning and rectifying past inadequacies.

## **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.
- Ineffective performance management, the municipality's performance management system has not been adequately rolled out and has resulted in delays in performance measurement and the municipality has not benefited from the system which is supposed to serve an early warning signal.
- 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.
- Out dated policies and ineffective law enforcement, the municipality's policies are out dated and have not been properly work shopped to the staff and the community. Further, the lack in the development and implementation of the municipal by-laws renders the law enforcement measures ineffective.

## **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.
- Unfavorable changes in the economy; this inevitably puts pressure on the municipality for the creation of jobs.
- Political Coalition, There is coalition between ANC and NFP. Most coalition agreements in the country have not succeeded beyond halftime of their office term.
  - 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.
- High Illiteracy Rate is one of the fundamental challenges facing the Okhahlamba community. About 23190 people do not have any school-based education. Very few people have secondary and tertiary education. This has a serious impact on the employment opportunities and training ability of the community members.

## ❖ SPATIAL ANALYSIS and ENVIRONMENTAL MANAGEMENT

### NATURAL CHARACTERISTICS

#### **Topography**

The Okhahlamba LM is strongly influenced by topography and the allocation of land by previous governments. Topographically, the Drakensberg Mountains have the greatest influence on settlement patterns, followed by the uThukela River, and the transport routes of Van Reenen's Pass and Oliviershoek Pass. The division of the landscape into freehold and customary tenure land is the major structuring element shaping where people live, where settlement is located and the potentials for future development.

#### **Geology**

The landscape spans a range of altitude from 3000 metres on the summit of the Drakensberg in the west to the undulating Bergville tableland at an average altitude of 1150 metres. Finally the landscape drops down into the valley bushveld areas of the uThukela river at 1040 metres. The morphology of the landscape comprises four terraces ranging from the lowest valley bushveld areas in the east, to the Bergville tableland which rises to the so-called little berg before finally escalating to the summit. The underlying rationale for this configuration is the geological and geomorphological history of the region.

Bainbridge (1998) notes that the High Drakensberg is derived from one of only seven large-scale outpourings of basaltic lava worldwide. The basalt was overlain on a series of sedimentary and rocks which have been exposed by progressive erosion over millennia. These sandstones, mudstones and shales have yielded a variety of soil types with varying potential for agricultural production. Coupled with the climatic variations in the region these forces combine to produce the bio-climatic variations that control the production and variety of biomass produced.

#### **Land Capability and Land Cover**

Most of the OLM area is grassland although valley bushveld intrudes into the eastern portion of the Thukela Valley. The Berg area at an altitude above 1 800 m experiences a Montane climate. It is recognised that a great diversity in plant communities and in climate exists in this zone which highlights the need for sensitive management and utilisation. In addition the aesthetic appeal of the Berg is an attraction for tourism and hence should not be compromised. The interior basin (largely used for livestock farming) is characterised by Hyparrhenia grasslands with scattered pockets of Acacia species spread through the area.

Within the Drakensberg grassland areas Everson (1998) describes three communities:

- Grassland
- Woody vegetation

- Wetlands

The climax grassland is *Themeda triandra*. While there are large areas of this variety the pressure on resource use has resulted in some areas being almost totally denuded.

The woody vegetation, notes Bainbridge (1998), is characterised by yellow woods (*Podocarpus latifolius*) as well as patches of temperate evergreen forest particularly on south facing slopes along stream courses. *Protea savannah* is also found.

The Drakensberg is an important centre of endemism (Martin 1990) and Hilliard (1978) indicates that there are approximately 300 endemic species out of a total of 1800 plant species.

Bainbridge (1998) records the importance of sound management practices in maintaining the circumstances within which the bird and animal life found in the Drakensberg can survive. While the DMA does not fall within the jurisdiction of the OLM, the high mountain areas of the Mnweni and Busingatha (between the Cathedral Peak portion of the DMA and the National park portion) are the responsibility of the Council. Most of the larger mammal species found in the Drakensberg have been wiped out by poachers. However, deep in some of the high valleys there may be limited numbers of antelope that have survived the poachers' snares or rifles.

### **Agricultural Activities**

Okhahlamba has a strong agricultural base. However, areas of arable land are small, stocking levels are uncontrolled and there is a lack of control over animals. The main product of the district is maize, and there is a large granary capable of storing 300 000 sacks of maize. Peanuts and milk are also produced. There has been an increase in soya bean and broiler production. The third Friday of each month sees the local cattle sales in Bergville.

This land is characterised by lack of individual ownership of land, high settlement densities in the planned areas and sparse settlement in the remoter areas. Areas of arable land are small, stocking levels are uncontrolled and there is a lack of control over animals which results in damage to crops. Subsistence farming is more common than producing a surplus for the market. Although there are numerous opportunities for developing this market and encouraging small scale commercial production, a lack of expertise, skills and knowledge seems to be the primary constraint which must be addressed, followed by better access to a range of inputs such as traction power to work the lands, and better quality seed and fertilizer.

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 it's 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.

The OLM consists of a total of 344 000 hectares of which 23% or 86189 hectares are available for arable production (inclusive of afforestation). There is considerable potential for irrigation development.

#### ❖ 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 recognised 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.

#### **1. Environmental Analysis (Biodiversity)**

#### **2. Projects & Sustainable Development**

Okhahlamba LM 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 got 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 LM has got 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.

### **3. Environmental Planning Tools & Plans**

#### **3.1 UThukela Biodiversity Sector Plan (BSP)**

OKhahlamba LM acknowledges the fact that, in terms of the National Environment Management Act (NEMA) 107 of 1998, all organs of state are obligated to take biodiversity considerations into account and to ensure decisions are informed by the most up to date information. NEMA also states that, although the environment is a functional area of concurrent national and provincial legislative competence, all spheres of government and all organs of state must co-operate with, consult and support one another. KZN Ezemvelo Wildlife has prepared a Biodiversity Sector Plan that will cover Okhahlamba LM as well.

The consultant team was appointed to fulfil the requirements of a Biodiversity Sector Plan for the uThukela District Municipality, as informed by SANBI, the Bioregional Guidelines (DEAT, 2007), current best practice, and the EKZWN Project Terms of Reference. The final product is a series of maps highlighting those areas that are critically important for biodiversity, with accompanying land-use and management guidelines that serve to guide decision-making and inform multi-sectoral planning.

The process involved extensive mapping of vegetation types and species data (where available), ecological processes, transformation and threats, and setting of biodiversity targets. This information was used to identify Critical Biodiversity Areas and Critical Ecological Support Areas. A Critical Biodiversity Area is considered to be an irreplaceable and highly significant, area that needs to be maintained in a natural state in order to ensure the continued existence and functioning of species and ecosystems and the delivery of ecosystem services. A Critical Biodiversity Area comprises the best choice of area for achieving biodiversity targets of the relevant biodiversity feature(s).

#### **3.2 UThukela District Environmental Management Framework (EMF)**

UThukela District Municipality has received R 1, 5 Million from Department of Agriculture, Environmental Affairs & Rural Development (DAERD) to develop UThukela District Environmental Management Framework (EMF). The service provider has been appointed to develop the plan. This plan will cover the entire district of UThukela as a result OKhahlamba LM will rely on district Environmental Management Framework (EMF).

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

### **3.3 Geographical Information System (GIS)**

OKhahlamba LM has Geographical Information System through shared services. OKhahlamba GIS system (through shared services) worked closely with its integrated development plan (IDP) in ensuring that people got the services they deserved. GIS has proven to be an effective tool for mapping and generating vital information for strategic planners. This is a powerful tool for the OKhahlamba IDP because we normally use the data when analysing who was getting services and who wasn't. Using GIS data we also know where development should be focused and what is happening on the ground, this helps OKhahlamba LM in decision making.

### **3.4 UThukela District Tourism Strategy**

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 LM as well & also includes the environmental analysis in it; this will help OKhahlamba LM to take into account conservation of biodiversity & natural resources which has a critical role in their Tourism attraction & local economic development.

OKhahlamba LM admits that there is a need for other environmental management tools & plans which are not covered in this portion. Okhahlamba LM has a core function of waste management services as per the requirements of the National Environmental Management: Waste Act (No. 59 of 2008) but it does not have critical tools to perform its required waste management duties. The municipality does not have Integrated Waste Management Plan (IWMP), no Environmental policies & by-laws etc.

Nevertheless, OKhahlamba LM is trained by Department of Environmental Affairs (DEA), Waste Policy & Information Management section; consequently there will be a constant reporting of waste related data on monthly basis through South African Waste Information System (SAWIS).

## **4. Environmental Governance**

OKhahlamba LM has uKhahlamba Drakensberg Park which is characterized by natural resources, biodiversity, and sensitive vegetation. All these contribute to UKhahlamba local economic development & 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 it is the responsible authority, recognizes the value of Inter-Government Relations and in this regard have established a Buffer Technical Committee comprising 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 LM 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 in regard to development and subdivision applications within the Buffer Area adjacent to the UDP WHS

OKhahlamba LM 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 LM 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,



Environmental Affairs & Rural Development (DAERD) has a municipal support section that solely deals with environmental planning in municipalities at UThukela District.

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

Okhahlamba LM ensures that it participates in all environmental management structures or forums in the district, local & provincial level. Participation & Engagement on environmental matters is aimed at acquiring knowledge on current environmental legislations to support sustainable development at OKhahlamba area. Okhahlamba LM 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.

#### ❖ **ECONOMIC ANALYSIS**

##### **Economy**

Bergville is described as the gateway to the tourism mecca of the Drakensberg. Some of the most picturesque holiday resorts, like Catkin Peak, Cathedral Peak, Champagne Castle, Oliviershoek, and Rugged Glen Nature Reserve Spioenkop's historical site, lakeside resort and dam run by KwaZulu-Natal Wildlife are all situated close to the town. Approximately half a million tourists are attracted to the Drakensberg annually from as far a field as the United Kingdom, Germany, France, Holland and North America, as well as domestic tourists primarily from Gauteng and KwaZulu-Natal. In addition, a considerable number of day visitors and hikers pass through the area. As such, it is one of the major sources of income generation within the tourism industry as the foreign spending in the area contributes significantly to the economy. It also plays a significant role regarding where people have settled.

The Royal Natal National Park and the Rugged Glen Nature Reserve boast one of South Africa's most beautiful mountain landscapes, which includes the magnificent peaks of Mont-Aux-Sources. The awesome pinnacle is 3 283 m high and the flat summit can be reached by means of a chain ladder. From that vantage point, the view over Natal and Lesotho is impressive.

A number of project proposals have been made for further tourism opportunities. Issues which need consideration are: substantial private sector involvement, partnerships with local communities, responsible infrastructure provision and efficient marketing and information centres.

Between Bergville and the Royal Natal National Park is the Zulu handicraft centre of Thandanani that sells a variety of traditional beadwork, woodwork and baskets.

Not far from Bergville are the Spioenkop Battlefield and Dam Resort and the Rangeworthy Cemetery that holds the graves of those killed in the battles of Spioenkop and Bastion Hill.

Van Reenen is located at the border between KwaZulu-Natal and the Orange Free State on the main N3. The little village is famous for having the Llandaff Oratory, the smallest church in the world - capable of a full house of 8 people. The church was built by a father in memory of his son who died in a mining accident.

### **Agriculture**

The Okhahlamba LM economy is currently dominated by agricultural activities, although its contribution to the local GGP appears to be declining.

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. Small holder 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.

Despite its illegality, cannabis (dagga) is grown as a cash crop in the inaccessible mountain slopes and constitutes possibly the most important part of the informal sector within the district.

Agri-processing: A small soya bean mill and cold storage facility have recently been opened in Bergville representing a market opportunity for farmers within the district.

Informal sector and Small Business Development: 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. 106 women’s groups have been identified within the municipality, many of which include productive enterprises.

Trade and Commerce: Commercial activity is centered around Bergville and Winterton which function as service centers to the surrounding rural areas. These, however rely on the larger centers of Ladysmith, Pietermaritzburg and Durban. Trade and commerce is the fourth highest contributor to GGP and the third highest contributor to employment within the municipality.




In conclusion, it would appear that one of the most significant constraints to the local economy is the lack of integration in all sectors and in most government and non-government structures. Support and strengthening of the institutions of civil society would appear in the case of Okhahlamba to be a key economic development issue.





**Tourism**

Tourism is playing an increasingly important role in the local economy, with the wide asset base including a range of accommodation facilities, and outdoor sporting and recreational activities. However, a lack of integration, marketing and a creative approach to local tourism need to be addressed. The tourism industry does provide jobs, but has not been integrated into the local community and its socio-economic impact as a result has been limited.

**B2. MACRO-SITUATIONAL ANALYSIS**

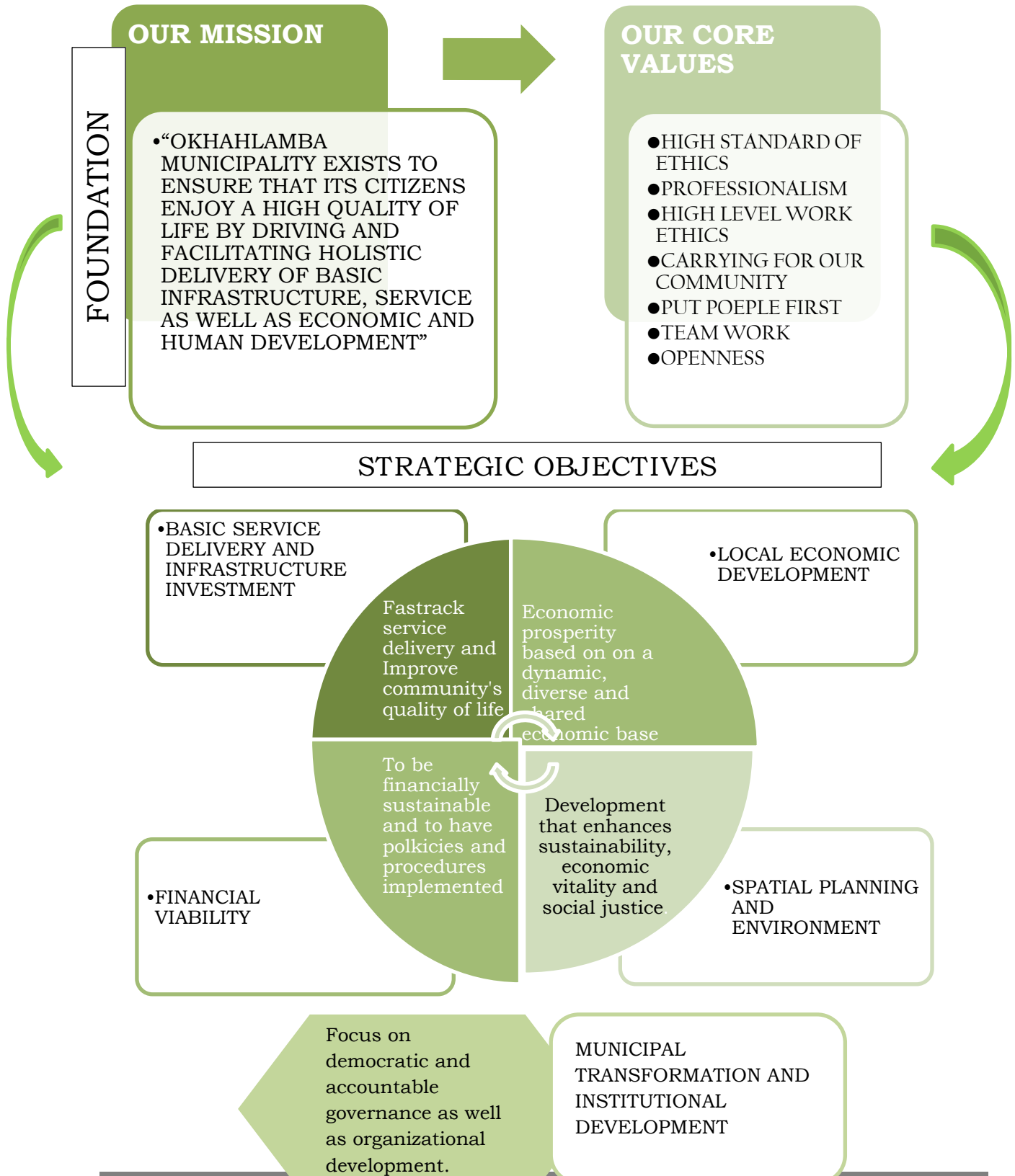
ACHIEVEMENTS OF THE MILLENNIUM GOALS

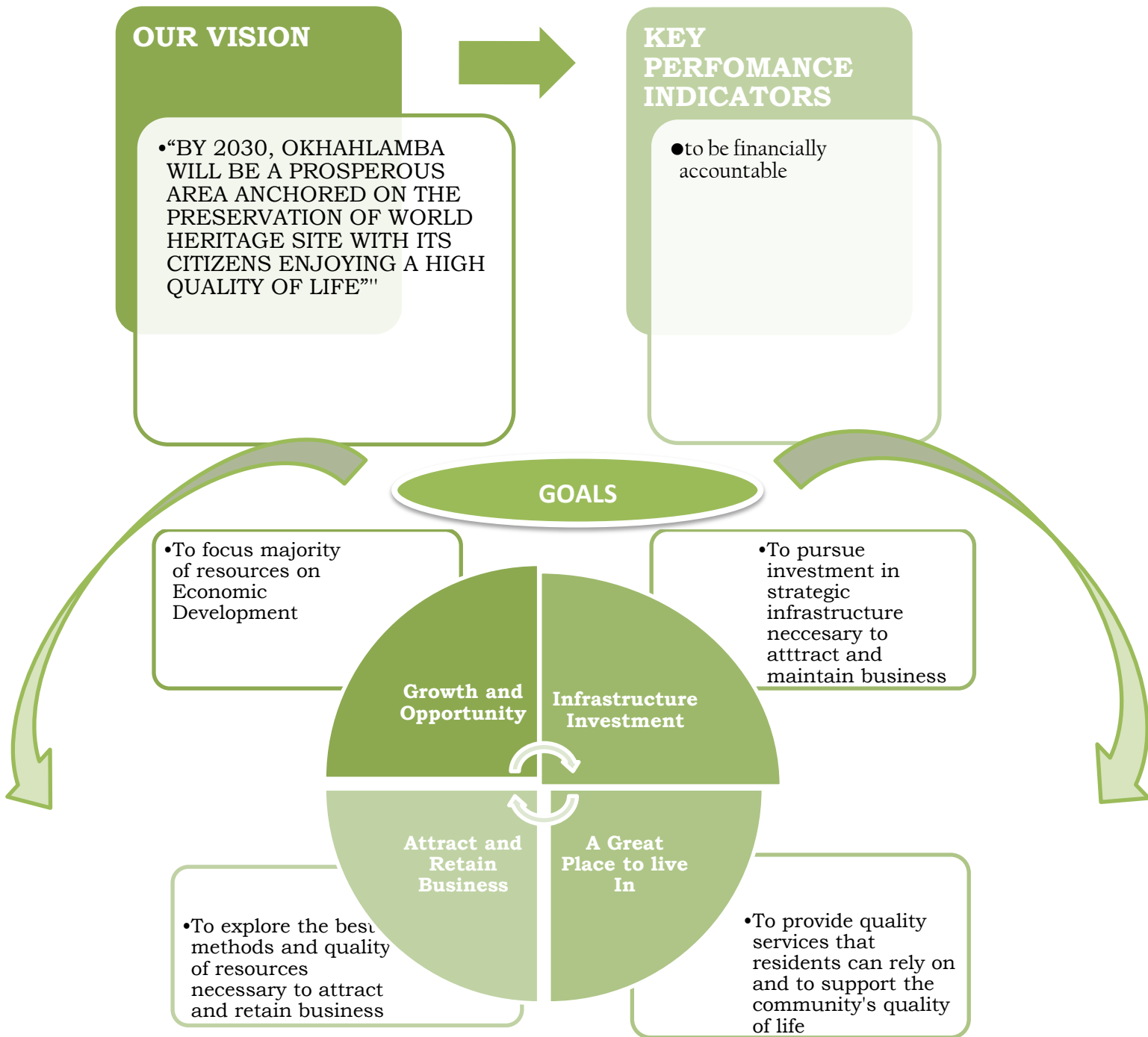
MILLENNIUM GOALS	MEASURES	TARGETS	ACHIEVEMENTS
	Number of jobs created	Halve unemployment between 1990 and 2015 the proportion of people whose income is less than \$1 a day.	Jobs created in the Municipal LED projects and the Public Works Program
	Number of early childhood development centres created (service delivery)	By 2015, children everywhere, boys and girls alike complete full course of primary schooling	Assist the department of education towards the construction of early childhood development centres
	The number of women employed in the senior level : Employment Equity Plan	Eliminate gender disparity	A number of women employed in the organization has increased

	<p>The number of clinics created in conjunction with the department of health</p>	<p>Reduce two-third of child mortality by 2015 – Reduce by three quarters the maternal mortality ratio</p>	<p>Though a function of department of health- the municipality provide basic service in terms of services</p>
	<p>The number of people that receive assistance with HIV-Aids programs</p>	<p>Reduce the number of people not taking treatment</p>	<p>The provision of an Employee Assistance Program</p>
	<p>Environmental programs implemented</p>	<p>Increase the number of people access to safe water and sanitation and removal of slums</p>	<p>The number of people without access to water and sanitation as well as housing is declining</p>
	<p>The number of MoU signed with the government departments</p>	<p>Develop an MoU with government departments and service providers</p>	<p>All MoU are concluded within a period of three months</p>

**C. DEVELOPMENT STRATEGIES**

**C.1 MISSION, VISION, VALUES, GOALS AND STRATEGIC OBJECTIVES**





**C.3 KEY PERFORMANCE AREAS**

NATIONAL KPA & RESPONSIBLE DEPT	PRIORITY	OBJECTIVE	PROJECTS	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPONSIBLE DEPARTMENT
<b>FINANCIAL VIABILITY</b> <b>DIRECTOR FINANCE</b>	Rotate all suppliers on the database and update the database regularly.	To have functioning and updated supplier database.	Rotate suppliers Update the database regularly		QUARTERLY	DIRECTOR FINANCE
<b>FINANCIAL VIABILITY</b> <b>DIRECTOR FINANCE</b>			Training of the SCM unit on how to update the database		SEPTEMBER 2012	DIRECTOR FINANCE
<b>FINANCIAL VIABILITY</b> <b>DIRECTOR FINANCE</b>	Enhance financial management, develop and implement Financial Policies	To be financially sustainable and policies and procedures implemented	Review all policies and draw a plan on the implementation of necessary procedures.	No of policies reviewed	ANNUALLY	DIRECTOR FINANCE
<b>FINANCIAL VIABILITY</b> <b>DIRECTOR FINANCE</b>	Asset Management	To have an updated and sustainable Asset Register.	Maintenance of the Fixed Assets Register	Updated Fixed Assets Register	QUARTERLY	DIRECTOR FINANCE
<b>FINANCIAL VIABILITY</b> <b>DIRECTOR FINANCE</b>	Revenue generation	Implementation of the property rates act	Prepare a comprehensive supplementary valuation roll	Supplementary Valuation roll	DECEMBER 2012	DIRECTOR FINANCE
<b>FINANCIAL VIABILITY</b> <b>DIRECTOR FINANCE</b>	Training of all finance employees	To achieve clean audit by 2014	Trainings	No. of certificates issued	SEPTEMBER 2012	DIRECTOR FINANCE
<b>FINANCIAL VIABILITY</b> <b>DIRECTOR FINANCE</b>	Develop a sustainable fleet management system.	To have a sustainable fleet management system	Draw reports and monitor driver behaviour through the system reports.	Monthly reports per municipal vehicle.	MONTHLY	DIRECTOR FINANCE
<b>FINANCIAL VIABILITY</b> <b>DIRECTOR FINANCE</b>	Asset verification	To reduce the number of asset movement and number of missing assets	Conduct stock count once in every quarter	No of stock counts performed	QUARTERLY	DIRECTOR FINANCE
<b>SPATIAL PLANNING AND ENVIRONMENT</b> <b>DIRECTOR TECHNICAL</b>	Development Planning	To promote co-ordinated and harmonious development	Appointment of Service Providers to assist in the development of Wall-to-Wall Schemes	A developed Scheme for the entire municipal Area	MONTHLY	DIRECTOR TECHNICAL
<b>SPATIAL PLANNING AND ENVIRONMENT</b> <b>DIRECTOR TECHNICAL</b>	Land Use Management System	To develop a uniform Land Use Management System (LUMS) To finalise the LUMS process To ensure municipality gets maximum benefit from the rates base	Appointment of Service Providers to review the existing Land Use Management Framework	A Land Use Management Framework for the Municipal Area	ANNUALLY	DIRECTOR TECHNICAL
<b>SPATIAL PLANNING AND ENVIRONMENT</b> <b>DIRECTOR TECHNICAL</b>	Spatial Development Framework	Promote efficient use of Land Economic development Protect natural	Manage the Service providers appointed by DRDLR to develop a Spatial Development	A reviewed SDF	ANNUALLY	DIRECTOR TECHNICAL

<b>SPATIAL PLANNING AND ENVIRONMENT</b>  <b>DIRECTOR TECHNICAL</b>	Administration	resources, To ensure a well-established an operational registry for the Planning Section	Framework (SDF) Develop a functional Registry	A well- developed and functional registry to keep a record of all development within the Municipality	QUARTERLY	DIRECTOR TECHNICAL
<b>SPATIAL PLANNING AND ENVIRONMENT</b>  <b>DIRECTOR TECHNICAL</b>	Environmental Planning	To ensure compliance with environmental legislation To promote environmental awareness	Develop an Environmental Management Plan (EMP) Develop a Strategic Environmental Assessment (SEA)	An Environmental Management Plan  A Strategic Environmental Assessment  Landfill Site	DECEMBER 2012	DIRECTOR TECHNICAL
<b>SPATIAL PLANNING AND ENVIRONMENT</b>  <b>DIRECTOR TECHNICAL</b>	Cemetery Development	To ensure provision of cemeteries for both urban and rural areas	Identification and purchase of sites for Cemetery Development	Development of new cemeteries within the Municipality	DECEMBER 2012	DIRECTOR TECHNICAL
<b>SPATIAL PLANNING AND ENVIRONMENT</b>  <b>DIRECTOR TECHNICAL</b>	Establishment of a GIS unit	To maximize efficiency , decision making and planning To provide efficient means for data distribution and handling	Training of relevant officials in GIS	An established and functional GIS unit	DECEMBER 2012	DIRECTOR TECHNICAL
<b>SPATIAL PLANNING AND ENVIRONMENT</b>  <b>DIRECTOR TECHNICAL</b>	Identification of Land for Housing Development	To ensure availability of land for housing development To effectively manage and control housing development	Appoint consultants to identify potential land for housing development	Database of potential sites to accommodate housing projects	ANNUALLY	DIRECTOR TECHNICAL
<b>SPATIAL PLANNING AND ENVIRONMENT</b>  <b>DIRECTOR TECHNICAL</b>	Land Reform	To keep a database and monitor all land that are subject to Land Reform including Restitution, Redistribution and Reform Encouraging sustainable planning by identifying and aligning Land Reform Projects with the Municipalities future plans	Updating the database should there be any land development applications on land this is subject to Land Reform  Ensuring that Land Reform	Clear database as to the status , ownership and proposed development on the land	MONTHLY	DIRECTOR TECHNICAL
<b>SPATIAL PLANNING AND ENVIRONMENT</b>  <b>DIRECTOR TECHNICAL</b>	Precinct Plans for Bergville, Winterton and Geluksburg	To identify and direct future development for Bergville, Winterton and Geluksburg	Appoint consultants to design a Precinct plan for the town of Bergville	A well –established future development Plan for the Town of Bergville.	ANNUALLY	DIRECTOR TECHNICAL



<b>SPATIAL PLANNING AND ENVIRONMENT</b>  <b>DIRECTOR TECHNICAL</b>	Identification and Development of Rural Service Nodes	<p>To enhance service delivery and promote economic development to areas in rural areas</p> <p>To promote infrastructure development within these nodes</p> <p>To ensure the co-ordinated development of Rural Service Nodes</p>	Identification and development of Service Nodes within rural areas of the Municipality	A well –established plan for the development of Nodal Points within the rural areas of the LM	QUARTERLY	DIRECTOR TECHNICAL
<b>SPATIAL PLANNING AND ENVIRONMENT</b>  <b>DIRECTOR TECHNICAL</b>	Urban Design Plan for Bergville	<p>To guide and control development within the Town</p> <p>To promote development that enhances sustainability, livability, economic vitality and social justice</p>	Appoint consultants to assist with the development of an urban design plan for the Town of Bergville	An Urban Design Plan for the Town of Bergville	DECEMBER 2012	DIRECTOR TECHNICAL
<b>MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>  <b>DIRECTOR COPORATE SERVICE</b>	Organisational Development	Review municipal organogram	Implement organizational structure	Adopted municipal organisational structure by Council	ANNUALLY	CORPORATE SERVICES DIRECTOR
		Recruitment of all critical post	Appointment of all section 56 and critical positions	Appointed personnel	JULY 2012	CORPORATE SERVICES DIRECTOR
	Performance Management system	<p>Review municipal PMS Framework</p> <p>Development of the municipal PMS</p>	<p>Implement PMS framework</p> <p>Implement PMS policy</p>	All appointed section 54A and section 56 signed Performance Agreements	JULY 2012	CORPORATE SERVICES DIRECTOR
	HIV/AIDS programme	Provide awareness on HIV/AIDS to all staff and Councillors	Conduct awareness programme/ workshop to all Staff and Councillors	Number of awareness programmes/ workshop had in a year	ANNUALLY	CORPORATE SERVICES DIRECTOR
	Health & Safety programme	Provide occupational health & safety awareness workshop to all staff and Councillors	Conduct awareness workshop to all staff and councillors	Number of awareness had in a year	ANNUALLY	CORPORATE SERVICES DIRECTOR
	Staff Retention	Review Retention policy	Implement retention policy and workshop all staff	Adopted Retention policy by municipal council	SEPTEMBER 2012	CORPORATE SERVICES DIRECTOR
	Human Resources	Review Human Resources policy	Implement Human Resources policy and workshop staff	Adopted Human Resources policy by municipal council	SEPTEMBER 2012	CORPORATE SERVICES DIRECTOR
		Review Human Resources Strategy	Implement HR Strategy	Adopted HR Strategy by municipal council	SEPTEMBER 2012	CORPORATE SERVICES DIRECTOR

		Review Workplace skills plan (WSP)	Implement WSP, Submitted to LGSETA	Adopted WSP by municipal Council	DECEMBER 2012	CORPORATE SERVICES DIRECTOR
		Review Employment Equity Plan (EEP)	Implement EEP Submitted to Department of Labour	Adopted EEP by municipal council		CORPORATE SERVICES DIRECTOR
Training and Development	Development of skills to all staff	Provide skills programme to all staff Bursary availability to all staff	Number of certificates obtained Number of staff applied for bursary	ANNUALLY	CORPORATE SERVICES DIRECTOR	
	Experiential training	Provide in-service trainee to local students	Number of students received in-service trainee on the quarterly basis			
Anti-Corruption and Fraud strategy	Develop Anti-Corruption and Fraud strategy	Implement Anti-Corruption and Fraud Strategy	Adopted Anti-Corruption Strategy adopted by municipal council	ANNUALLY	CORPORATE SERVICES DIRECTOR	
Archives and Records Management	Improve document management system and records management: develop municipal records and archives policy; procedure manual and file plan	Implement records and archives policy; procedure manual and file plan Workshop staff	Adopted by municipal council	SEPTEMBER 2012	CORPORATE SERVICES DIRECTOR	
Risk management Plan	Review Risk Management Plan	Implement recommendations	Council adopted such plan	SEPTEMBER 2012	CORPORATE SERVICES DIRECTOR	
Information Technology	Recruitment of IT officer	Advertisement of IT Officer post	Appointed IT personnel	SEPTEMBER 2012	CORPORATE SERVICES DIRECTOR	
	Develop IT Framework and IT Policy	Implement IT Framework and IT policy	Adopted by municipal council			
Safety and Security	Effective security and protection in the municipal offices	Review security programme and plan	Less complains from visitors and staff	MONTHLY	CORPORATE SERVICES DIRECTOR	
Fleet Management	Development of fleet management policy	Implementation of policy and workshop staff	Adopted by municipal council	SEPTEMBER 2012	CORPORATE SERVICES DIRECTOR	
Committee functioning	Improve municipal committee	Purchasing of the audible recording system for municipal meetings	Audible recording system working	JULY 2012	CORPORATE SERVICES DIRECTOR	
	Effective delivery of Agendas	Timeously delivery of Agendas	Less complains	MONTHLY	CORPORATE SERVICES DIRECTOR	
<b>GOOD GOVERNANCE</b>	Training of Councillors	Provide training to all municipal Councillors	All councillors attend computer training	Certificates obtained	DECEMBER 2012	CORPORATE SERVICES DIRECTOR

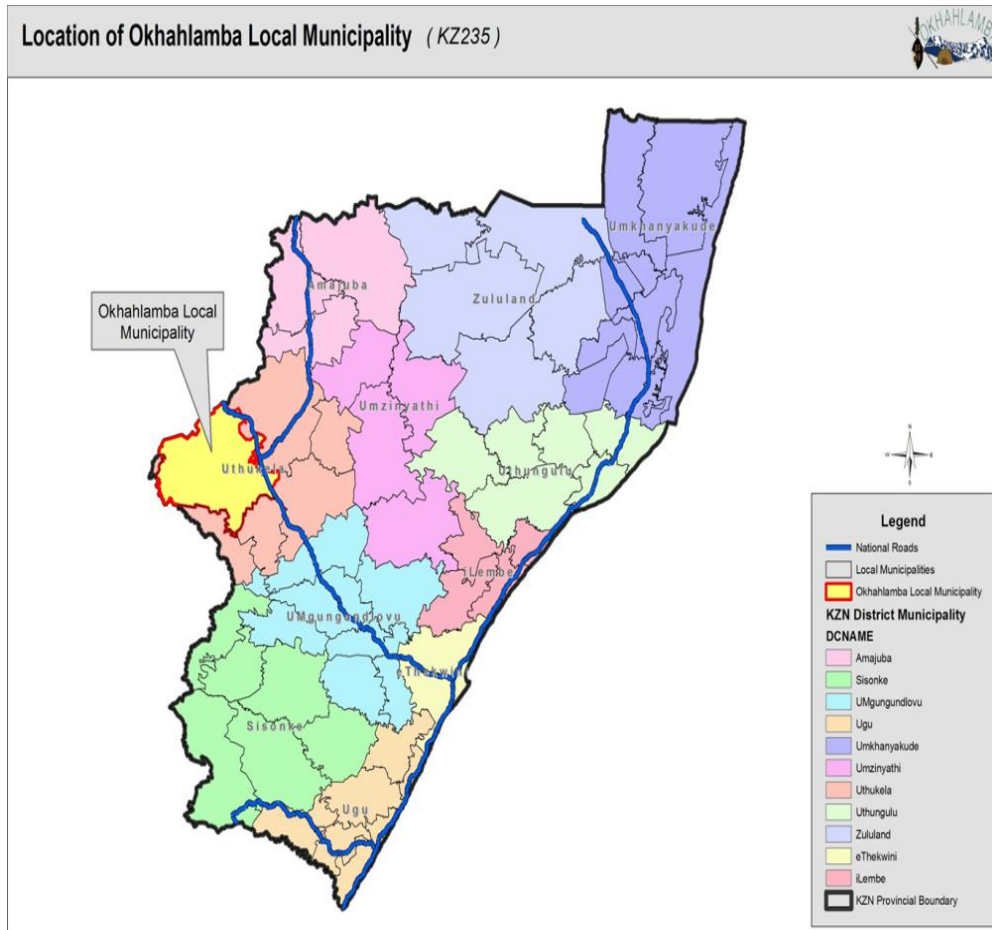
<b>DIRECTOR CORPORATE SERVICE</b>			Training on oversight role	Reports produced on quarterly basis		
	Training of Councillors	Provide training to all municipal Councillors	All councillors attend computer training			CORPORATE SERVICES DIRECTOR
	Training on oversight role	Certificates obtained			AUGUST 2012	CORPORATE SERVICES DIRECTOR
	Reports produced on quarterly basis	R39 200	1ST Quarter		QUARTERLY	CORPORATE SERVICES DIRECTOR
<b>SERVICE DELIVERY AND INFRASTRUCTURE</b>	Community facilities	To increase access to community facilities	Provide and facilitate the provision of these facilities	No of facilities provided	QUARTERLY	SOCIAL SERVICES DIRECTOR
	Out reach programs	Ensuring access to Government services to all	One-Stop Centre for Services and Information	Statistic	MONTHLY	SOCIAL SERVICES DIRECTOR
<b>DIRECTOR SOCIAL SERVICES</b>	Compliance					SOCIAL SERVICES DIRECTOR
	With IGR Act 13 of 2005	Promotion of working relation among sector Dept	Convene and facilitate meetings	Attendance register	MONTHLY	SOCIAL SERVICES DIRECTOR
	Connection of water and Power at Tabhane Thusong Centre	To have fully operational Centre catering the needs of the Community	Liaise with Spec Committee and Supply chain for expediting the process	Power and water usage within the Centre	JUNE 2013	SOCIAL SERVICES DIRECTOR
	Provision of security services,				MONTHLY	SOCIAL SERVICES DIRECTOR
	Maintenance and repairs of Dukuza and Tabhane Thusong Centers	To avoid further vandalism and to ensure maintenance of existing infrastructure	Follow supply chain process	Completed Centre	MONTHLY	SOCIAL SERVICES DIRECTOR
	Service delivery	To bring the service closer to the community	Appointment of a service provider to assist on building of a testing ground	Go out on tender and advertise for a consultant	DECEMBER 2012	SOCIAL SERVICES DIRECTOR
	and running and closer to the community					SOCIAL SERVICES DIRECTOR
						SOCIAL SERVICES DIRECTOR
						SOCIAL SERVICES DIRECTOR
	Road safety education	To reduce road accident and fatalities	Develop road safety education desk within the traffic section and support of KZN Dept. of transport to educate communities about road safety	Go out to schools ,work places, churches and with the assistance of ward cancellers in community gathering	QUARTERLY	SOCIAL SERVICES DIRECTOR
					SOCIAL SERVICES DIRECTOR	
Job creation and	To reduce	Employment of	Create the posts of	ANNUALLY	SOCIAL	

	road safety	accident, and to ensure the safety of our tourist and to enforce municipality bylaws in two towns Bergville and Winterton	personnel within local jurisdiction	two traffic officers ; six traffic wardens and advertise for suitable candidate		SERVICES DIRECTOR
	bylaws will be effective					SOCIAL SERVICES DIRECTOR
<b>LOCAL ECONOMIC DEVELOPMENT</b> <b>DIRRECTOR SOCIAL SERVICES</b>	To make information offices more accessible and easily to find.	Upgrade the signage	The number of Tourist to the office will increase	50 000	ANNUALLY	SOCIAL SERVICES DIRECTOR
	To increase the number of visitors to the berg	Develop our local Map with the list of establishments for everyone to be able to get it	Decreasing of telephone usage	80 000	QUARTERLY	SOCIAL SERVICES DIRECTOR
	To bring international Tourist to the area	Develop a live website with the places of interest and things to do.	The number of Tourists to the berg will increase		MONTHLY	SOCIAL SERVICES DIRECTOR
	To make Tourism everybody's business	•	Reviving of CTO		MONTHLY	SOCIAL SERVICES DIRECTOR
	•	Community Tourism awareness			DECEMBER 2012	SOCIAL SERVICES DIRECTOR
	•	Schools Tourism Awareness			SEPTEMBER 2012	SOCIAL SERVICES DIRECTOR
	Community tourism awareness				DECEMBER 2012	SOCIAL SERVICES DIRECTOR
		All stakeholders will be involved in all Tourism activities	50 000	2012/2013	ANNUALLY	SOCIAL SERVICES DIRECTOR
	To develop proper operational plan for Craft Centres	Mobilise community doing Tourism projects eg Craft, Tour guides, Tour operators to utilise these centres	Centres will be kept in operations and visitors will be able to receive their services and get proper understanding of the area and its culture	500 000	DECEMBER 2012	SOCIAL SERVICES DIRECTOR
	To make all craft centres attractive and represent the theme of Okhahlamba.	Renovations of all craft centres and include them in marketing strategy for Municipality.	Centres will be attractive	250 000	DECEMBER 2012	SOCIAL SERVICES DIRECTOR
	Formalise informal traders& develop policy	Upgrade trading structures and locate informal traders accordingly	Town image will improve	300 000	DECEMBER 2012	SOCIAL SERVICES DIRECTOR
<b>SERVICE DELIVERY AND INFRASTRUCTURE</b> <b>DIRECTOR</b>	Khethani	To ensure that all beneficiary on the waiting list are appointed	To monitor the Implementing Agents appointed by Municipality	Approximately 1000 units built at Khethani.	DECEMBER 2012	TECHNICAL DIRECTOR

<b>TECHNICAL SERVICES</b>		houses.				
	Acton Homes	Provide housing for the Acton Homes Community on Portion 46 of the Farm Klipplassfontein No. 1235, situated at Okhahlamba Municipality.	To monitor the Implementing Agents appointed by Municipality	1000 units to be constructed at Acton Homes/Hambrook.	ANNUALLY	TECHNICAL DIRECTOR
	Amazizi 1	To ensure that the community have proper and quality houses	To rectify unlawful occupants who occupy the houses without permission from the Municipality as the Environmental Impact Act (EIA) was not done on site.	The Nkonjane Development CC has to rectify the issue in terms of National Environmental Management Act (NEMA) section 24G.	ANNUALLY	TECHNICAL DIRECTOR
	Amazizi 2 phase 1	To ensure that the community have proper and quality houses	Need to extend the project to build Phase 2 of Amazizi 2 for 1000 units at Newstand and Magaba.	A additional 1000 units to be built at Newstand and Nkonjane.	ANNUALLY	TECHNICAL DIRECTOR
	Nhlanhleni	To provide 236 houses for Nhlanhleni Community on Portion of the Farm Grootgeluk – 1283 GS	The proposal from the Municipality to DoHS of 500 units to be erected then after physical studies of the Land the houses were reduced to 286.	Construct 286 houses at Nhlanhleni.	ANNUALLY	TECHNICAL DIRECTOR

**D. HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK (SDF)**

**OKHAHLAMBA LOCAL MUNICIPALITY  
SPATIAL DEVELOPMENT FRAMEWORK**



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**OKHAHLAMBA MUNICIPALITY  
SPATIAL DEVELOPMENT FRAMEWORK REVIEW**

**1.0 INTRODUCTION AND BACKGROUND**

1.1 Okhahlamba Municipality completed its compilation of the comprehensive Integrated Development Plan (IDP) in 2002 and is now in the process of reviewing its IDP. In terms of the Municipal Systems Act all Municipalities are required to prepare and review their IDP during the 5-Year period of its lifespan.

1.2 A SDF in this report refers to; “a plan that outlines developmental principles, policies and goals that are applicable to a municipal area in relation to physical space”.

**2.0 OBJECTIVES AND PURPOSE**

2.1 The main objective of the project is to review the existing SDF in order to provide the Municipality with sufficient information to facilitate land use and development.

2.2 The SDF, in its course of preparation includes the following:  
The principles as contained in Chapter 1 of the Development Facilitation Act (DFA) (Act No. 67 of 1995).

- To give effect to section 4 Chapter 2 of the Municipal Systems Act (Act No. 32 of 2000) and its regulations.
- Sets out IDP objectives that have a spatial impact to reflect the desired spatial form of the municipality.
- Provides strategies which:
  - (a) Indicate desired patterns of land use within the municipality.
  - (b) Address the spatial reconstruction of the municipality.
  - (c) And provide strategic guidance in respect of the location and nature of development within the municipality.
- Sets out basic guidelines for a land use management system in the municipality.
- Sets out a capital investment framework for the municipality’s development programs.
- Provides a strategic assessment of the environmental impact of the spatial development framework.
- Identifies programs and projects for the development of land within the municipality.
- Is aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities, and;
- Provides a visual representation of the desired spatial form of the municipality, which representation:
  - (a) Must indicate where public and private land development and infrastructure investment should take place.



- (b) Must indicate desired or undesired utilization of space in a particular area.
- (c) May delineate the urban edge.
- (d) Must identify areas where strategic intervention is required.
- (e) And must identify areas where priority spending is required.

2.2 The purpose of the Okhahlamba Municipality Spatial Development Framework (SDF) is to reflect the culmination of the other elements of the IDP, and is guided by those development informants, strategies and development actions, which have a spatial implication. It broadly informs decisions relating to future development and service provision.

### **3.0 LOCATION**

#### **3.1 Provincial Context**

uThukela District Municipality (UTDM) is one of ten District Municipalities in the Province of KwaZulu-Natal. It was established during the 2000 transformation of local government. UThukela District Municipality derives its name from one of the major rivers in the Province of KwaZulu-Natal, the uThukela River that rises from the Drakensberg Mountains and supplies water to a large portion of KZN and as well as Gauteng. uThukela District Municipality has three district municipalities bordering onto it within the Province of KwaZulu -Natal, namely Amajuba, Umzinyathi and Umgungundlovu.

The size of the Municipality is approximately 11500km<sup>2</sup>. It is located in the western boundary of KwaZulu-Natal. It is predominately rural, with three of the five local municipalities, rural based. This municipality is characterised by socio-economic indicators such as low revenue base, poor infrastructure, limited access to services; low economic base; high levels of poverty, unemployment, skills shortage, lack of resources and low level of education; under-developed land and settlement patterns that make it difficult to plan for effective service delivery.

#### **3.2 Regional Context**

uThukela District municipality consists of five Local Municipalities and one District Management Area (DMA), namely Indaka Local Municipality, Emnambithi/Ladysmith Local Municipality, Umtshezi Local Municipality, Okhahlamba Local Municipality, Imbabazane Local Municipality and District Management Area 23.

uThukela is highly accessible and linked to both the provincial and national economic centres by well-established provincial and national road networks. The N3 and N11 make uThukela an important entry point to the Province. The R74 is an alternative route from the Free State, and is an important tourist route linking the Drakensberg with the north coast of KwaZulu-Natal.

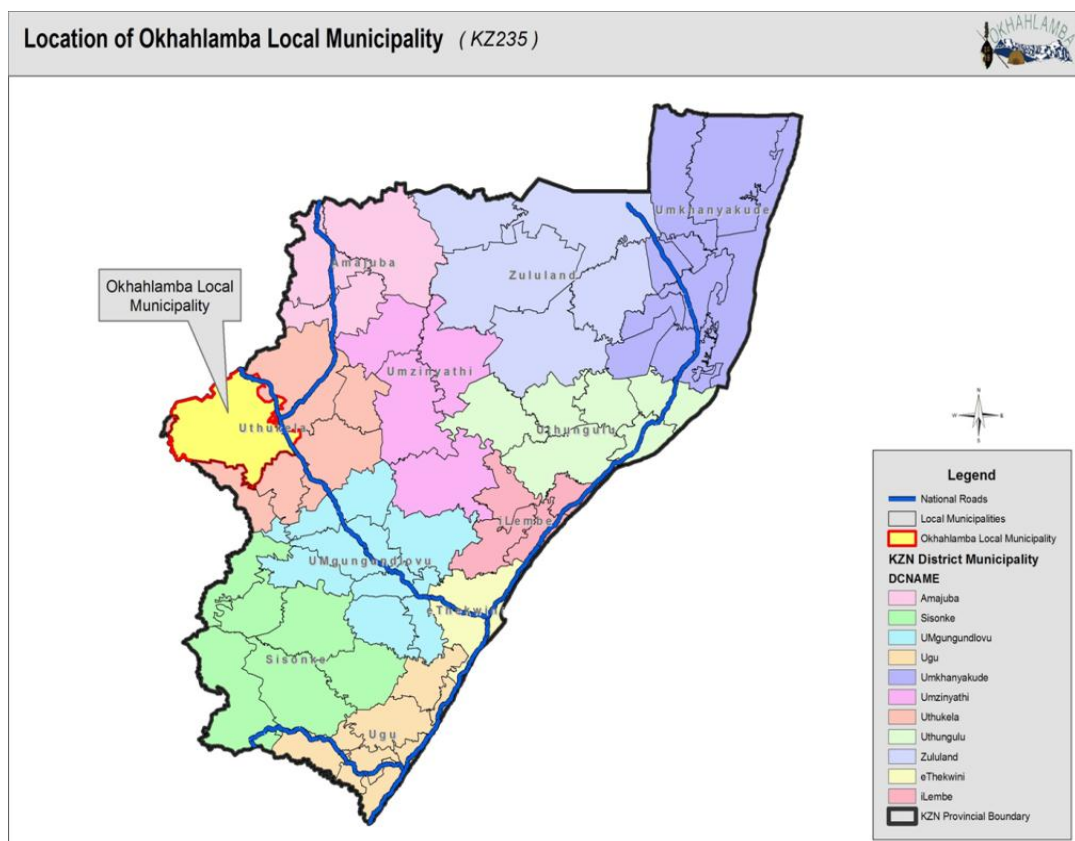
Two municipalities in the uThukela District Municipality, namely Indaka and Okhahlamba local municipalities were identified for infrastructural development under Project Consolidate. Both local municipalities had high levels of backlogs in water, sanitation, electricity, refuse and housing. However, investment into infrastructure and services such as water, sports fields, community halls, roads and crèches has benefited many rural communities.

**3.3 Local Context**

The Okhahlamba Local Municipality is situated in the mountainous region of KwaZulu-Natal between Lesotho, the Free State, Emnambithi and Mtshezi. Okhahlamba is made up of privately owned commercial farmland, smallholder settlements, the urban areas of Bergville, Winterton, Cathkin Park, Geluksberg, and two tribal authority areas.

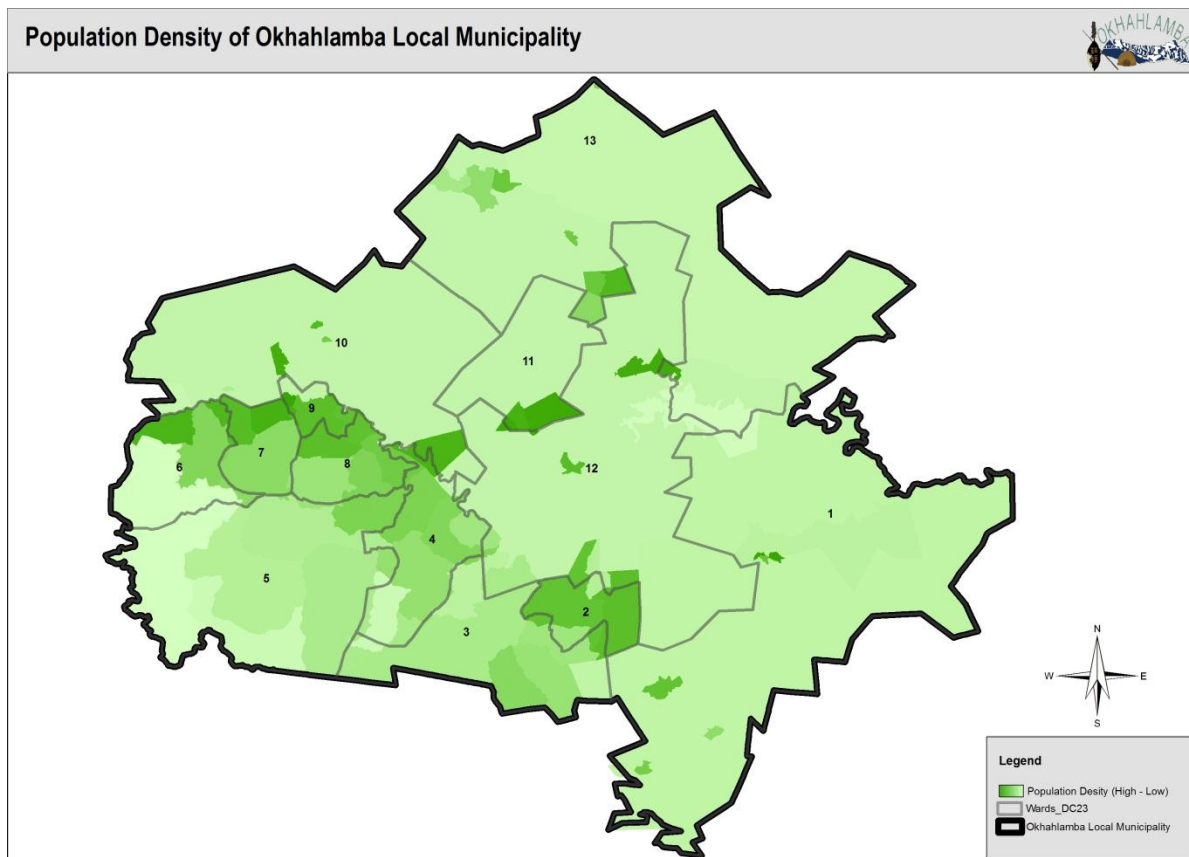
The area is relatively well linked through the network of existing provincial roads that run through the municipality. The municipality is largely reliant on Ladysmith for facilities such as shopping, medical services, education, among other services. However, large capital expenditure is needed to meet service backlogs in the area.

Bergville is a small town of South Africa and is known as the gateway to the Northern Drakensberg. Bergville hosts an office of the Drakensberg Publicity Association. Less than 50 km from the towering Amphitheatre of Royal Natal, the ideally-situated agricultural and trading centre of Bergville was laid out in 1897 by a retired sea captain. British forces built a blockhouse in the settlement two years later at the onset of the Anglo-Boer War - that building is now a Monument and Museum within the grounds of the Bergville Court House.



**POPULATION ESTIMATES**

The Community Survey of 2007 indicates that the total population in Okhahlamba Municipality is 151 441, with 28,508 households, this shows population increase from 137 525 in 1996 and the predominant group being the Africans.



**4.0 AIMS OF OKHAHLAMBA SDF**

3.1 The Okhahlamba Spatial Development Framework aims to achieve the following:

- promote sustainable functional and integrated settlement patterns in order to:
  - discourage low density urban sprawl;
  - generate social and economic opportunities for people; and
  - promote easy accessibility to those opportunities.
- to adapt services to meet local, social and economic needs
- guide Service Providers to work together towards a common goal of alleviating poverty;

- maximise resources efficiency; for example
- o ensure the protection of the available environmental resources within a municipality
- o protect productive land for agricultural purposes.
- to plan, adapt and integrate service delivery
- ensure conformance with the neighbouring local, district's and provincial spatial development frameworks

## 5.0 LEGISLATION AND POLICY

### 4.1 The Regulations promulgated in terms of the Municipal Systems Act, 2000 set out the following requirements for a Spatial Development Framework:

“A spatial development framework reflected in a municipality’s integrated development plan must:

- (a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act No. 67 of 1995);
- (b) set out objectives that reflect the desired spatial form of the municipality;
- (c) contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must-
  - (i) indicate desired patterns of land use within the municipality;
  - (ii) address the spatial reconstruction of the municipality; and
  - (iii) provide strategic guidance in respect of the location and nature of development within the municipality.
- (d) set out basic guidelines for a land use management system in the municipality;
- (e) set out a capital investment framework for the municipality’s development programs;
- (f) contain a strategic assessment of the environmental impact of the spatial development framework;
- (g) identify programs and projects for the development of land within the municipality;
- (h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
- (i) provide a visual representation of the desired spatial form of the municipality, which representation –
  - (ii) must indicate where public and private land development and infrastructure investment should take place;
  - (iii) must indicate desired or undesired utilization of space in a particular area;
  - (iv) may delineate the urban edge;
  - (v) must identify areas where strategic intervention is required; and
  - (vi) must indicate areas where priority spending is required”.

### 4.2 The principles contained in the Development Facilitation Act (DFA)

Chapter 1 of the DFA sets out a number of principles, which apply to all land development. The following principles would apply to the formulation and content of a Spatial Development Framework.

- a) Policies, administrative practice and laws should:
  - (i) provide for urban and rural land development;
  - (ii) facilitate the development of formal and informal, existing and new settlements;
  - (iii) discourage the illegal occupation of land, with due recognition of informal land development processes;
  - (iv) promote speedy land development;
  - (v) promote efficient and integrated land development in that they:
    - promote the integration of the social, economic, institutional and physical aspects of land development;
    - promote integrated land development in rural and urban areas in support of each other;
    - promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
    - optimize the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
    - promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
    - discourage the phenomenon of “urban sprawl” in urban areas and contribute to the development of more compact towns and cities;
    - contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
    - encourage environmentally sustainable land development practices and processes.
- b. Members of communities affected by land development should actively participate in the process of land development.
- c. The skills and capacities of disadvantaged persons involved in land development should be developed.
- d. Policy, administrative practice and laws should promote sustainable land development at the required scale in that they should –
  - (i) promote land development which is within the fiscal, institutional and administrative means of the Republic;
  - (ii) promote the establishment of viable communities;
  - (iii) promote sustained protection of the environment’
  - (iv) meet the basic needs of all citizens in an affordable way; and
  - (v) ensure the safe utilization of land by taking into consideration factors such as geological formations and hazardous undermined areas
- e. Each proposed land development area should be judged on its own merits and no particular use of land, such as residential, commercial, conservational, industrial, community facility, mining, agricultural or public use, should in advance or in general be regarded as being less important or desirable than any other use of land.

f. Land development should result in security of tenure, provide for the widest possible range of tenure alternatives, including individual and communal tenure, and in cases where land development takes the form of upgrading an existing settlement, not deprive beneficial occupiers of homes or land or, where it is necessary for land or homes occupied by them to be utilized for other purposes, their interests in such land or homes should be reasonably accommodated in some other manner.

g. A competent authority at national, provincial and local government level should coordinate the interests of the various sectors involved in or affected by land development so as to minimize conflicting demands on scarce resources.

h. Policy, administrative practice and laws relating to land development should stimulate the effective functioning of a land development market based on open competition between suppliers of goods and services.

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

Municipal planning should obviously be guided by planning initiatives undertaken by other spheres of government. Previous IDP's made reference to the Provincial Growth and Development Strategy, which was approved by the Provincial Cabinet in July 1996. It has been reviewed and is set out in a document entitled "Provincial Growth and Development Strategy Summit 2004," It provides strategic guidance in order to release economic growth and ensure sustainability. It consists of six programmes, some of which contain elements relevant to the SDF.

□ Programme 1: Good Governance requires the preparation of Municipal Spatial Development Frameworks and the implementation of Municipal Land Use Managements Systems. It emphasizes the need for inter-governmental co-ordination and co-operation, particularly with regard to service delivery to avoid duplication. It advocates the use of a GIS system for capture of data, and the use of e-Governance (Websites) as a way of bringing government service to the people of the province.

□ Programme 3: Competitive Investment provides strategies for industrial development identifying the need to consolidate, develop and diversify the province's manufacturing and agricultural bases and the need to develop a sustainable and competitive tourism industry.

□ Programme 4: Local Economic Development covers support of local business. Areas where these can be promoted need to be identified.

□ Programme 5: Sustainable Communities includes the provision of appropriate and sustainable housing. It is envisaged that all slums should be cleared within the next 6 years. Land Reform and Development processes need to be expedited.

Crosscutting strategies of a spatial nature include Environmental Management and Integration with surrounding Local Authority and the District Municipality Frameworks.

### **4.4 National Spatial Development Perspective (NSDP)**

The ultimate purpose of the National Spatial Development Perspective (NSDP) in the South African context is to fundamentally reconfigure apartheid spatial

planning and to implement spatial priorities that meet the constitutional imperative of providing basic services to all and alleviating poverty and inequality.

The key objectives of the NSDP are to:

- Provide a framework within which to discuss the future development of the national space economy by reflecting the localities of severe deprivation and need, of resource potential, of infrastructure endowment and of current and potential economic activity by describing the key social, economic and natural resource trends and issues shaping the national geography
- Act as a common reference point for national, provincial and local governments to analyse and debate the comparative development potentials of localities in the country by providing a coarse-grained national mapping of potential
- Identify key areas of tension and/or priority in achieving positive spatial outcomes with government infrastructure investment and development spending
- Provide national government's strategic response to the above for a given time frame.

In order to contribute to the broader growth and development policy objectives of government, the NSDP puts forward a set of five normative principles:

- Principle 1: Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.
- Principle 2: Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy health and educational facilities) wherever they reside.
- Principle 3: Beyond the constitutional obligation identified in Principle 2 above, Government spending on fixed investment, should be focused on localities of economic growth and/or economic potential in order to: gear up private sector investment; stimulate sustainable economic activities; and create long-term employment opportunities.
- Principle 4: Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government should, beyond the provision of spending should focus on providing social transfers, human resource development and labour market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate –if they choose to–localities that are more likely to provide sustainable employment and economic opportunities.
- Principle 5: In order to overcome the spatial distortions of apartheid, 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. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

#### **4.5 Provincial Spatial Economic Development Strategy (PSEDS)**

The Provincial Spatial Economic Development Strategy (PSEDS) sets out to focus where government directs its investment and development initiatives, it aims to capitalize on complementarities and facilitate consistent and focused decision making and to bring about strategic co-ordination, interaction and spatial alignment.

The PSEDS acknowledges that logistics and transport (including rail) in the services sector are important sub-sectors underpinning growth in all four sectors, that sustainable and affordable water and energy provision is crucial to the economic growth & development of the province and sound local governance promoting investors' confidence and providing supportive social services and infrastructure.

The Agricultural Sector (including agri-processing) and land reform, the Industrial Sector, the Tourism Sector and Service Sector (including government services) are acknowledged as priority sectors in the economy of KwaZulu-Natal by PSEDS.

The Provincial Spatial Economic Development Strategy has been developed in order to achieve the objectives of ASGISA within the framework of the NSDP and the PGDS.

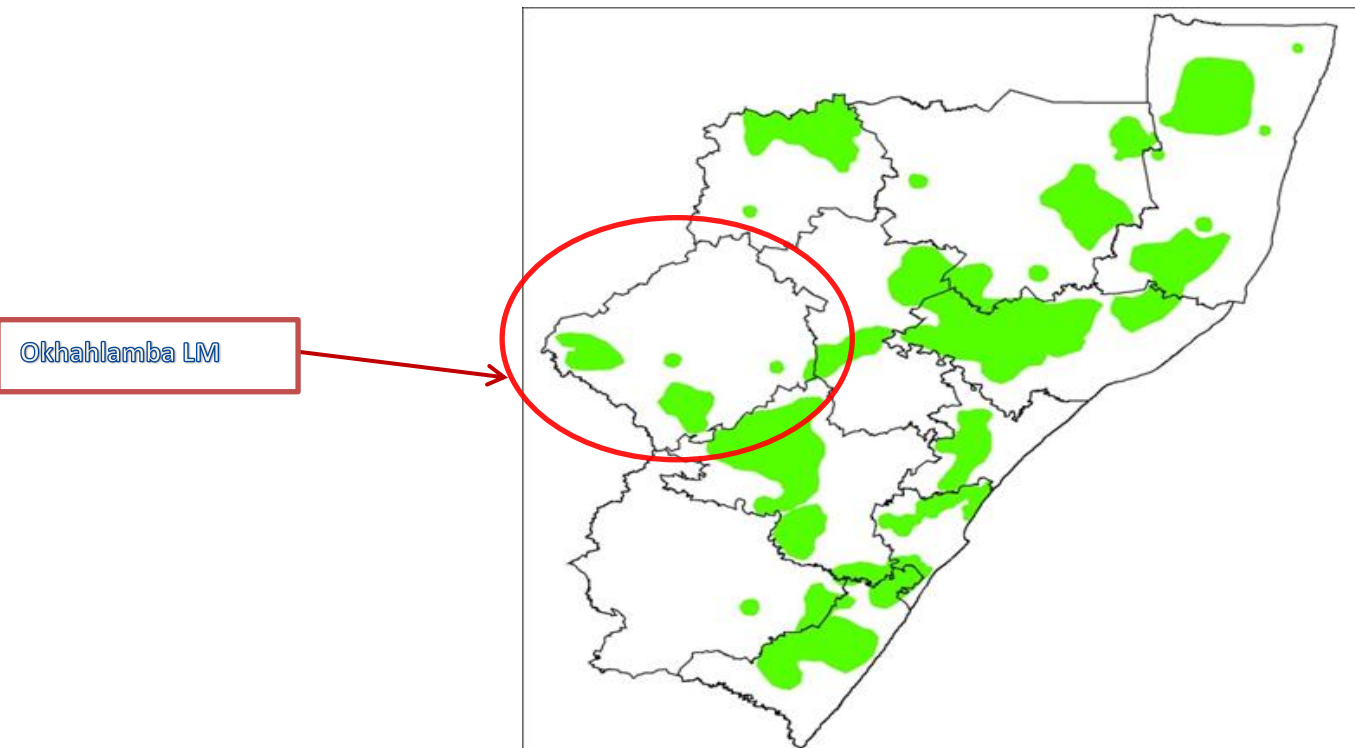
The Provincial Spatial Economic Development Strategy (PSEDS) sets out to:

- Focus where government directs its investment and development initiatives to ensure sustainable and maximum impact (Massification);
- Capitalise on complementarities and facilitate consistent and focused decision making;
- Act as a tool to help government to move beyond mere focusing on integration and;
- Co-ordination procedures to establishing processes & mechanisms to bring about strategic coordination, interaction and alignment.

#### Agriculture and Agri- Processing

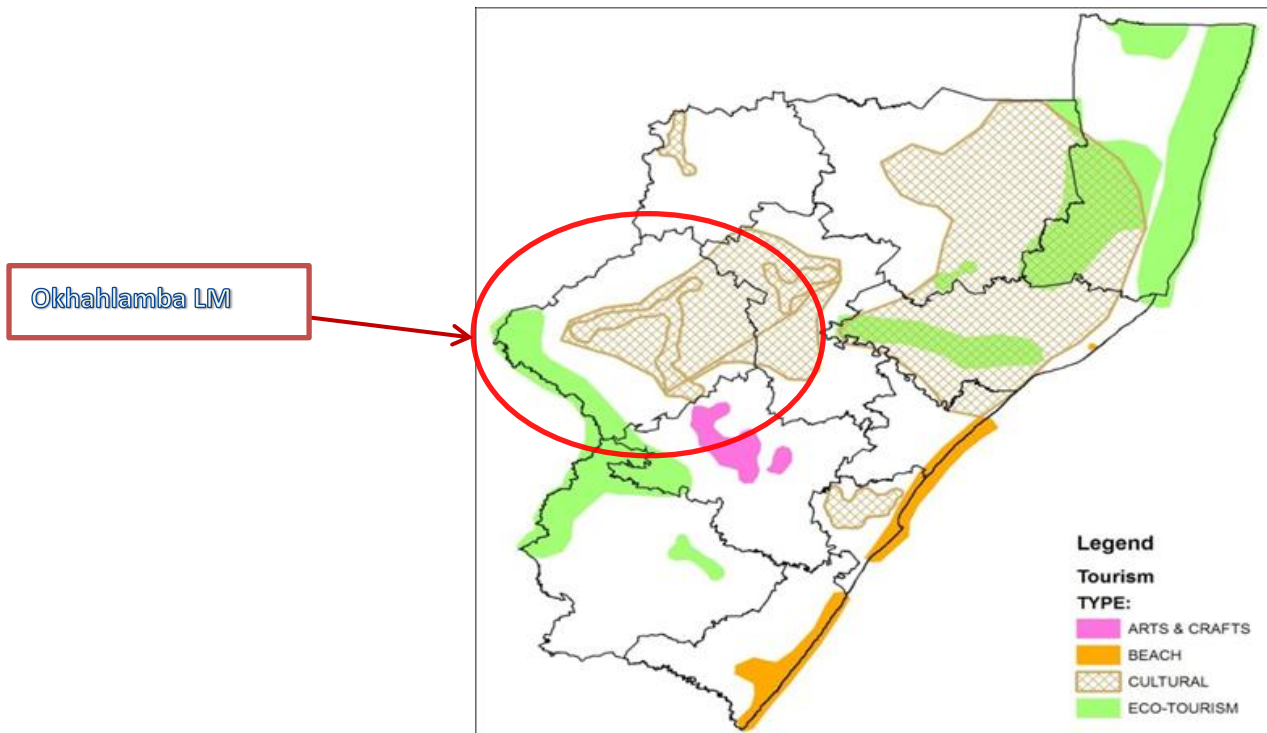
The map below illustrates the area in KwaZulu- Natal identified as areas of highest economic potential agriculture and agri-processing potential. The Okhahlamba Local Municipality is also indicated on the map and it is evident that the southern and western portions of the municipality have been identified as areas which could make a significant contribution towards agricultural production at a provincial scale





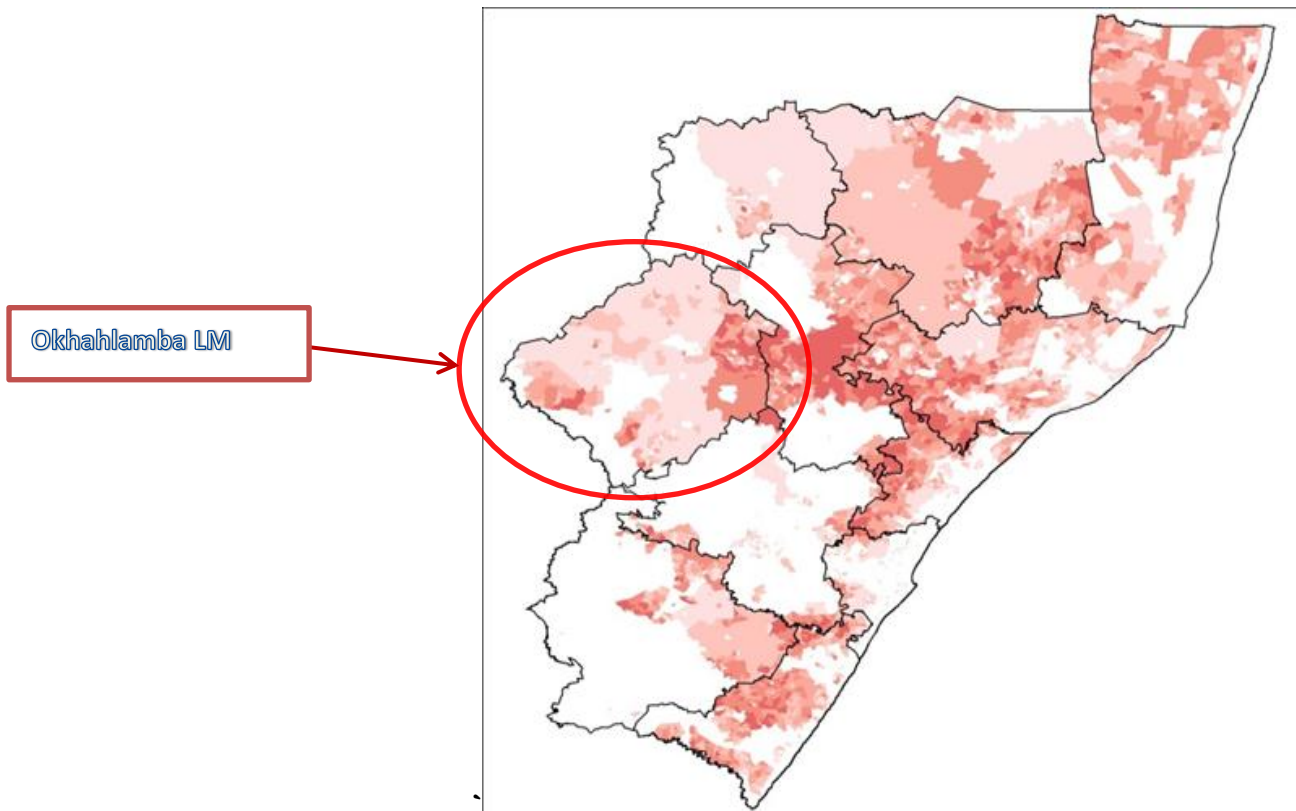
**Tourism**

The map 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 toward cultural related tourism activities as indicated on the map.



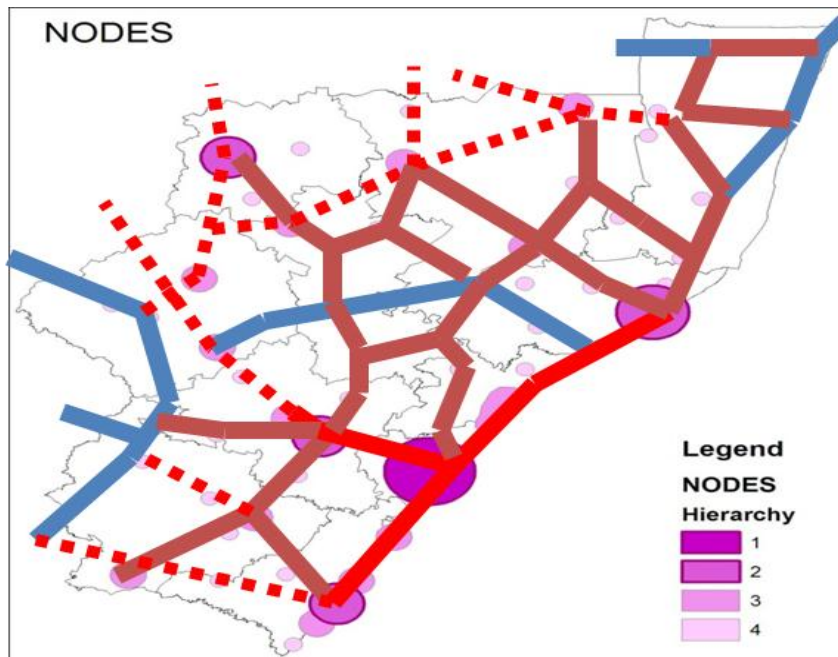
### Poverty Levels

The most deprived areas of economic need on a provincial level were identified within the PSEDS and are illustrated on the map. From the map it can be deduced that the Okhahlamba Local Municipality is characterized by medium to high poverty levels throughout the municipality that is significantly noticed even at provincial level.







**Activity Corridors**

The PSEDS resulted in the identification of a series of corridors of different levels which indicate New Activity Corridors as demonstrated by the map. The Okhahlamba Local Municipality has a Tourism Activity Corridor as well as an existing Activity Corridor that transverses the municipality in a South-West and a North-South direction respectively.

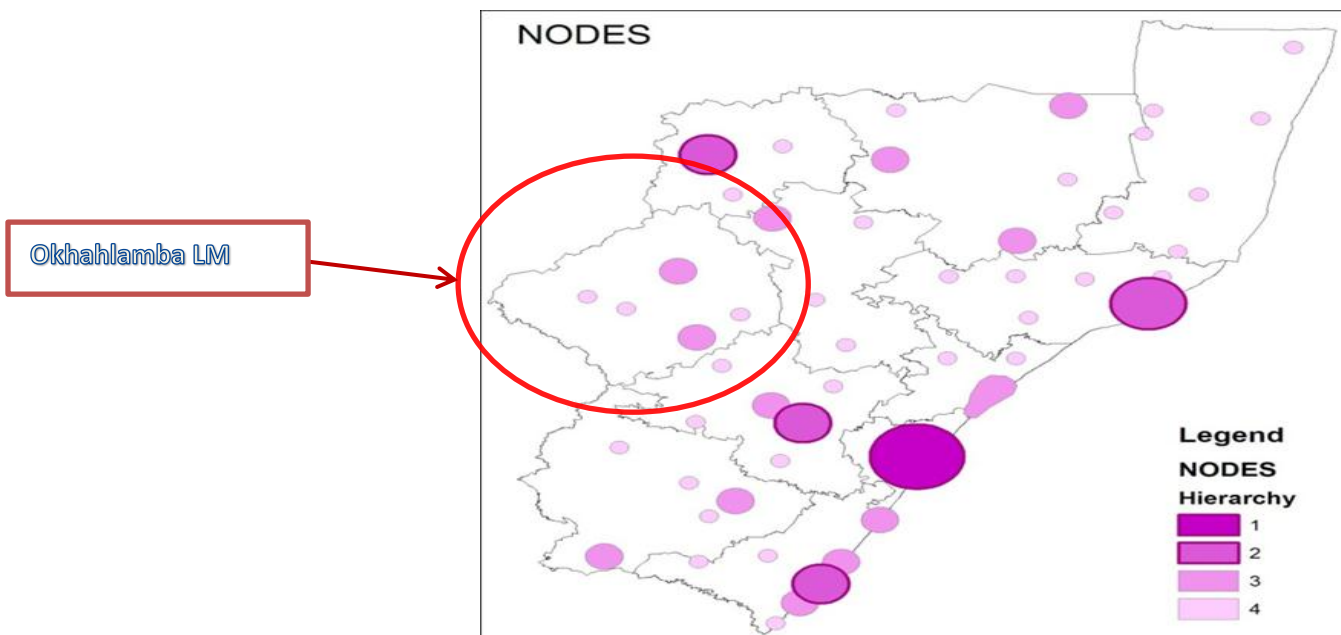


**Primary Purpose of Activity Corridor**

- |                           |   |                            |   |
|---------------------------|---|----------------------------|---|
| Multi-Sectoral Activity   |  | Existing Activity Corridor |  |
| Tourism Activity Corridor |  |                            |   |
| Agricultural Activity     |  |                            |   |

**Nodes**

The PSEDS has identified a series of nodes of different levels which indicate key areas of administrative and commercial centres as demonstrated by the map. Okhahlamba Local Municipality contains two 4th order service nodes that service the municipality.



#### 4.6 Environmental Conservation Act (ECA)

The Environmental Conservation Act (No. 73 of 1989) is intended to provide for the effective protection and controlled utilisation of the environment. Part five of the Act refers to the control of activities that may have a detrimental effect on the environment. Section 21 of the Act refers to the Minister being permitted to identify those activities, which in his opinion have substantially detrimental effects on the environment, whether in general or in respect of certain areas. Any change in land use from agriculture, or undetermined use, to any other land use, and any use for nature conservation or zoned open space to any other land use, is subject to a mandatory EIA (Environmental Impact Assessment).

Act No 73, 1989, Part VIII, Section 31, provides that:

If in the opinion of the Minister (of Environmental Affairs and Tourism) the competent authority, local authority or the government institution concerned, any person performs an activity, or fails to perform any activity as a result of which the environment is, or may be, seriously damaged, endangered or detrimentally affected, the minister, competent authority, local authority or government institution, as the case may be, may be in writing direct such person to cease such activity; or to take steps that the Minister, competent authority, local authority or the government institution may deem fit within a period specified in the directive, with the view to eliminating, reducing or preventing damage, danger or detrimental effect.

#### 4.7 National Environmental Management Act (NEMA)

The National Environmental Management Act (No. 27 of 1998) was drawn up to provide for co-operative, environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state; and to provide for matters connected therewith.

Section 28 of the Act that falls within Chapter 7 – Compliance, Enforcement and Protection can be related to future developments. Part 1 of the Chapter focuses on environmental hazards and Section 28 relates to the duty care and redemption of environmental damage. Section 28 provides that every person who causes, has caused, or may cause, significant pollution or degradation of the environment, must take reasonable measures to prevent such pollution or degradation from occurring, continuing or reoccurring or, insofar as such harm to the environment is authorised by law or cannot reasonably be avoided or stopped, to minimise and rectify such pollution or degradation of the environment.

#### **4.8 The White Paper on Spatial Planning and Land Use Management, 2001 and The Land Use Management Bill, 2001 give guidance.**

The White Paper states that the Spatial Development Framework should indicate (on a map / plan) desired patterns of land use, directions of growth, urban edges, special development areas, and conservation areas.

#### **4.9 National and Provincial Planning Initiatives that are relevant to the Okhahlamba Local Municipality Spatial Framework**

The Rural Service System initiative is a Provincial Planning Initiative, which arose in response to the need to address and alleviate the widespread rural poverty and the inequitable distribution of services within KwaZulu Natal. Rural Service Centres are envisaged from which a range of services could be rendered to rural settlements. To support the provision of services, linkages in terms of road connections and communication infrastructure between such centres and higher order centres are vital.

##### **4.9.1 DRAKENSBERG APPROACHES POLICY**

The Study Area for the Drakensberg Approaches Policy extends from Olivershoek in the north to Matatiele in the South. The Lesotho border forms the western boundary while a series of roads of varying quality are linked to form the eastern boundary. The study area was demarcated easily by the first three boundaries mentioned; however, the eastern limit was arrived at through the following:

- A feeling of being near the mountains;
- To include the service centres
- To achieve a manageable area; and
- To only identify development pockets relevant to the Drakensberg.

The roads of the eastern boundary, for the study comprise those linking Olivershoek, Bergville, Winterton, Kamberg, Himeville, Underberg, Swartberg and Matatiele.

The region thus demarcated forms a neat longitudinal area, of almost equal width, from the High Berg extending from north to south, in which one can generally feel close to the mountain range and which can be neatly managed.

As the Drakensberg is approached by road one becomes aware of the interesting combination of cultivated farm lands, country villages, farm homesteads, expansive rolling plains, dams and watercourses with spectacular views through clean fresh air. In the middle distance the picture gradually changes to winding valleys, grassy spurs, indigenous forests and swift clear streams with numerous waterfalls leading up to the Clarens Sandstone. Above it the Highland sourveld grassveld dominates, containing extensive varieties of flowering plants to finally end abruptly in the High Berg- a gigantic wall of basalt averaging approximately 3 000m above the sea forming a dramatic barrier with a few difficult access routes to the Lesotho Plateau. Harmonising hues in a variety of tones and tints effectively integrate these elements to create an incredible picture in the mind of the sensitive observer upon which further elements might be added to culminate in the full experience of a visit to the Drakensberg Mountain Range.

The stimulating climate, changing light values, calm water summer days, sudden heavy summer storms, frequent winds, mist and icy winter temperatures enhanced by spectacular snowfalls all comprise the fascinating character of the Drakensberg throughout the year.

In relation to the mountain range the country villages of Bergville, Winterton, Himeville, Underberg, Swartberg and Matatiele situated in the Approaches have a special rural quality, which reinforces the overall character of the region adding to the detached atmosphere of the Drakensberg from the busy urban and metropolitan areas elsewhere. In all, the Drakensberg Approaches retain a high level of environmental quality, thus proving to be an important resource in its own right. This further emphasises that the Drakensberg Approaches are an integral and important component to the full Drakensberg experience as the mountains themselves.

#### **Recreational Accommodation Consideration**

Recreational accommodation based on the natural recreation resources of the region to include private development, consist of:

- Hotels
- Guest Farms
- Houses
- Cottages
- Chalets
- Caravan Parks
- Camping Sites
- Overnight Huts and;
- Day Facilities

Some of these facilities occur in game reserves, nature reserves and State Forest areas, while most occur on privately owned property. Preliminary results from The National Recreation Study show 70 percent of recreation accommodation development in the region occurs on private property.

Development established in the Drakensberg serves to accommodate those who recreate there, thus it is lodged that these accommodation units should support the activities of visitors and essentially not interfere with the quality of the resource base.

### **Visual Impacts**

The impact that the subjective concepts that contribute to aesthetics depend on personal preferences, it could also be agreed that certain forms, textures, colours and designs of architecture are compatible with the natural characteristics. These should be incorporated into the overall development node rather than a juxtapose conglomeration of urban elements. A theme is therefore an important consideration in order to achieve this goal.

Town Planning Zoning legislation in itself indicates that aesthetics is an important and relevant factor to zoning. Section 47 (1) (c) of The Natal Town Planning Ordinance verifies this. Thus the imposition of aesthetic control is not considered an intrusion upon an individual's freedom but rather a tool with which enjoyment of the environment. Ironically, the importance of aesthetics is only appreciated fully once it has been interfered with, and is thus regarded as imperative that in an area as aesthetically pleasing as the Berg, strict aesthetic control should be employed.

### **The Drakensberg as a Recreational Resource Base**

The region consists of two main recreation resource bases, the primary being mountains and the secondary consisting of hills and plains. The latter would include the Threshold Zone although the base overlap to varying extents depending on personal interpretations.

The recreational system in this region is essentially land-orientated (wilderness experience and mountaineering) with diverse viewing elements such as flora, fauna, waterfalls, rapids, rock formations and topographical features, and to a lesser degree water based activities on rivers and dams.

### **Qualities and Value**

The value of this resource to the conservationist developer and the rest of society is subjective, complex and difficult to quantify due to personal influences. However, it can be generally found that a combination, or any one, of the following reasons might apply especially to the conservationist and recreationist:

- Water production  
Trout fishing
- Natural Beauty  
Retreat from urban environment
- Viewing Elements/ Dynamic Scenery  
Education
- Historical  
Physical Experience- endurance survival



- Ecological- flora and fauna
  - Atmosphere/ Clean Fresh Air
  - Geological
  - Archaeological
  - Serenity, Relaxation
  - True Wilderness Experience
  - Solitude
  - Spiritual
- Country

The developer on the other hand realizes the economic potential of the area with regard to its attraction for recreation and uses these inherent qualities to increase his investment in the short-term as compared with the conservationist's long term strategy of protecting the resource for posterity.

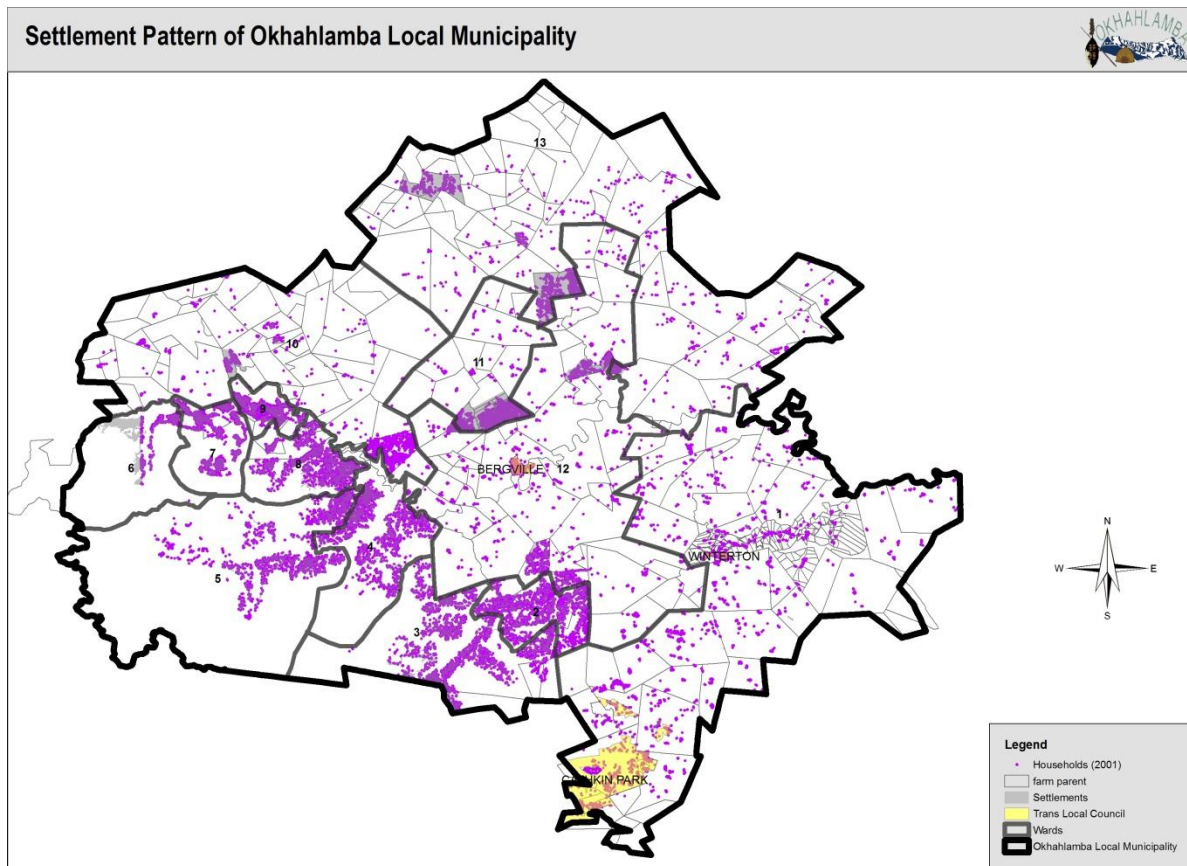
These qualities are sensitive to careless development and misguided land use can destroy the very quality that attracted the developer in the first place. This would leave a negative effect on tourism, reduce its natural resource importance and possibly affect water supplies in the long-term.

The value of the Drakensberg could be interpreted in a deeper sense, because of its great visual impact and geographical importance, to have a symbolic significance which people relate to as a specific and importance part of the Natal landscape which should not be adversely interfered with.

**Regional Location of Proposed Development Nodes**

The Cathkin Park Regulated Area already has a Town Planning Scheme in course of preparation with local authority control vested in the Development and Services Board. Many of the large Farms which once existed in the area are subdivide into smallholdings, which are considered uneconomical farming units and have thus become more suitable for other land uses: in this case especially for recreation accommodation. The Cathkin Park- Champagne Valley is also regionally well placed, relative to both metropolitan areas and the Natal inland towns. It forms the most southerly node in the northern high intensity section with potential infrastructure to support a large tourist population. Further, south, the land use, topography and infrastructure changes to one of low intensity.

The node has a good access to trails and lies adjacent to wilderness areas through Monk's Cowl State Forest, although the potential does exist for another entry and control point should the need arise. Existing hard surface road access from the N3 and from RNNP and the proposed northern node make this area easily accessible. Numerous streams, watercourses, a large trial zone and indigenous forests in the scheme area have a good potential for a public trail system which could relieve pressure on the forestry areas. It is recommended that the scheme be revised in light of a development node.



#### 4.9.2 SPECIALCASE AREA PLAN

The Drakensberg was investigated in terms of the Planning and Development Act as a possible Special Case Area (SCA) due to increasing pressure for the various forms of development in the Berg. A Special Case Area is an area which, because of its unique character, requires additional protection beyond the development application procedures which apply in any event.

Since the Drakensberg and its approaches is an environmentally sensitive area, and is the primary water catchment for the province, it is necessary to protect this region from potentially destructive development. Large components of the region are contained in statutorily proclaimed protected areas which form the uKhahlamba-Drakensberg Park. Inappropriate development of the foothills and the approaches could erode or destroy its tourism potential, undermine the water resources of the Province and negatively impact on biodiversity and cultural resources.

A key Planning Framework and a plan for the Special Case Area is proposed to make provision for the following:

- To conserve landscape quality, one of the unique resources of the region, and primary tourism attraction, and to promote protection of the present high quality of the landscapes in the approaches to the park;

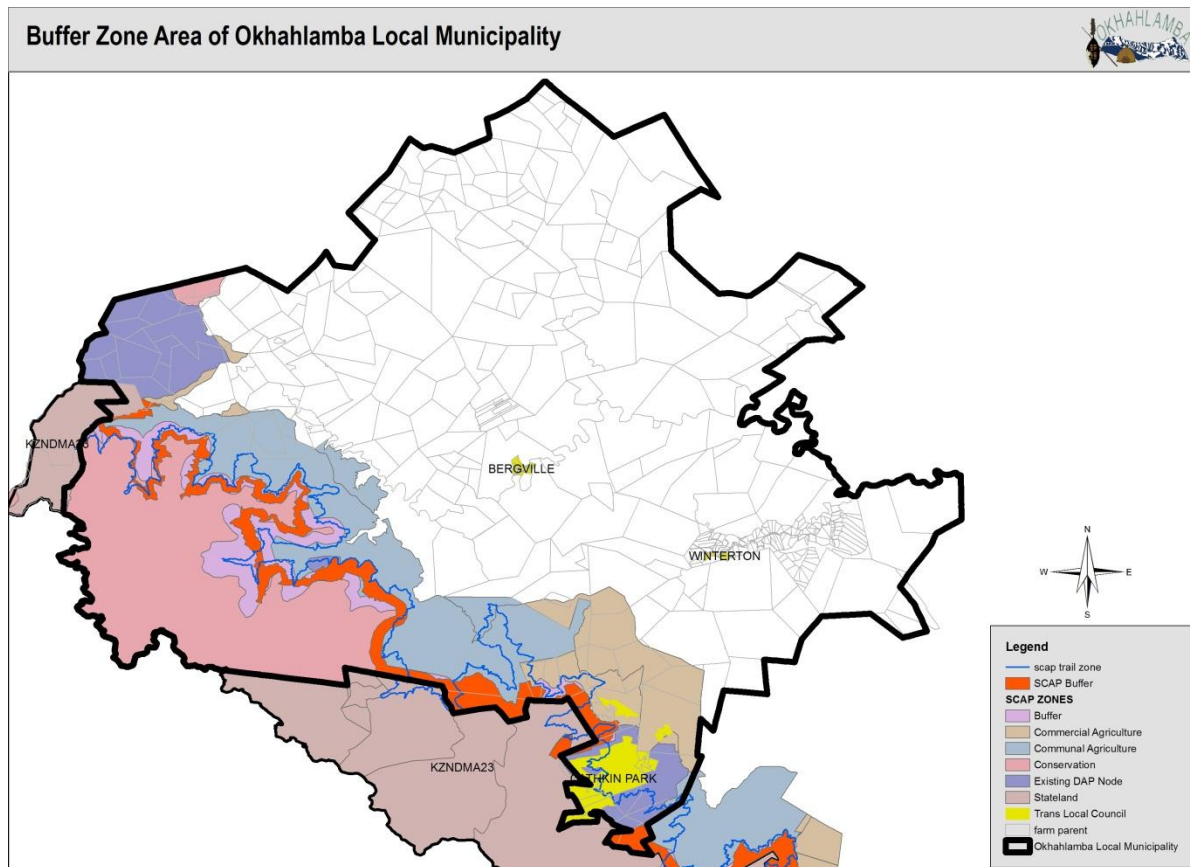
- To limit negative landscape transformation and to promote sustainable land uses and physical development within the SCA which are compatible with the natural environment of the Drakensberg, and the proposed Transformation World Heritage Site, and which will complement and not impair the important water, biodiversity, scenic and cultural resources of the area;
- To make provision for a gradation of development intensity away from the borders of the UDP World Heritage Site and avoiding ribbon development along the margins of the park, through the proposed zonation system; and the promotion of development in appropriate locations, including existing, and possible new development nodes, and elsewhere in the Flexible Transition Area;
- To recognize the exceptional potential for tourism in the region, in the context of the proposed Transfontier Conservation and Development Area; and the need to promote tourism as a parallel lead land use with agriculture, as well as the need to make provision for optimum use and improvement of existing facilities, and sustainable expansion of the industry;

According to the Special Case Area Plan the proposed Special Case Area comprises of the uKhahlamba- Drakensberg Park, The Buffer Zone, Development Nodes, The Resource Conservation Zone, The Agricultural Zone, International Access Corridors, View Corridors, Settlement Nodes, Settlement Nodes and Settlement Nodes in the Buffer Zone.

The Buffer Zone lies immediately to the east of the uKhahlamba- Drakensberg Park, and its function would be primarily to help protect the integrity of the Park and the natural communities within the buffer. The Agricultural zone occupies the eastern extremity of the proposed SCA, but all areas of this zone generally enjoy fine vistas of the Berg. Much of the privately owned land remains as indigenous grassland with some crops and afforestation. The tribal communal lands enjoy some of the best agricultural soils, but are used well below their potential by subsistence agriculture. The Resource Conservation Zone consists largely of privately owned and communal land, and has areas of important water and nature conservation value, but does not enjoy and formal protection. The zone in the northern area contains most of the important tributaries of the Thukela River in its upper reaches. The Swartberg area in the south has also areas of sensitive mountain water resources.

The View Corridors have been identified along main access routes to the Drakensberg and provide scenic vistas for the traveller. They generally fall within agricultural/ forestry areas and any development likely to detract from its vital amenity should be actively discouraged by the responsible authority. The Settlement Nodes include country towns or villages that are controlled by Town Planning Schemes in the more formal areas, but a number of rural settlement occur in the SCA are. These rural settlements need to be brought under some form of development control. Access Corridors are two authorized international access links between South Africa and Lesotho are Sani Pass and the Bushman's Nek Pass. Both passes are situated in State Forest Land, and are within the Park. These routes will play an important role in transfrontier tourism in the future. The Tourism Development Nodes are in fact generally a mixture of tourism facilities,

agriculture, afforestation and some more limited informal settlement. Most, if not all, of the land is privately owned, and the nodes are adjacent to the uKhahlamba Drakensberg Park, enjoying ready access to the official entry points to the Park. The nodes still have some development potential.



## 6.0 The Municipal IDP's Strategic Framework

In addition to the national and provincial legislation and policies as set out above, the IDP's Strategic Framework would also guide the SDF.

The vision of the Municipality focuses on the following key points:

- LOCAL ECONOMIC DEVELOPMENT**
- to develop and improve the services offered by the tourism sector of the local economy.
- to diversify the local economy.

through focussed investment by all spheres of government, and through the establishment of partnerships, achieve:

- the transfer of practical skills to residents to enable them to become entrepreneurs; and
- to jump-start the local economy by taking advantage of opportunities.

**SERVICES**

to provide basic / minimum levels of services to all residents, including health and social services, in accordance with the national governments guidelines on service delivery and with due regard to affordability.

**INSTITUTIONAL**

to improve communication channels both within the municipality, and between the municipality and other key role players.

to improve the skills and expertise within the municipal staff to ensure efficient and effective administration and service delivery.

retain the financial viability of the municipality.

to initiate an entrepreneurial approach to local government through “strategic partnerships”

The Strategic Framework also contains a wide-ranging set of objectives and strategies, which are aimed at addressing a number of key issues. The following objectives are especially relevant to the formulation of a SDF;

- Develop a set of incentives to attract tourists and potential developers
- The regular maintenance and upgrade of local access, urban and rural roads based on community needs
- To promote land ownership in the rural areas for housing development
- Improve accessibility in rural areas and improve road linkages between urban and rural components.
- Develop tourism activities and festivals further to firmly place Okhahlamba on the map
- To create an environment that is attractive to investors, and conducive to the development of small entrepreneurs.

The following strategies are especially relevant to the formulation of a SDF;

- Prioritise projects in areas of higher population density and in particular at service nodes as identified in the Spatial Development Framework.
- Promote the upgrading of rural road network based on community needs and development corridors as identified in the spatial framework.
- Undertake study to identify community cemetery sites and formulate a Cemetery Plan for the Municipality.

- Actively embark on a slums clearance project as proposed in the Department of Housing's Program.
- Identify sites for housing as part of the spatial development framework.
- Encourage Agri-industries and potential linkages between agriculture and the tourism industry.
- Initiate urban agriculture projects in and around lower income areas.
- As part of the IDP process Develop a SDF and review on an annual basis to deal with changing circumstances.
- Formulate a spatial development framework, which shall include:
  - a.) A land use policy to guide ;
    - (i) desired patterns of land used in the municipal area;
    - (ii) the spatial reconstruction of the municipal area, including –
      - the correction of past spatial imbalances and the integration of formerly disadvantaged areas;
      - directions of growth;
      - major movement routes;
      - the conservation of the natural and built environment
      - the identification of areas in which particular types of land use should be encouraged or discouraged; and the identification of areas in which the intensity of land development should be increased or reduced; and
      - (iii) decision-making relating to the location and nature of development in the municipal area; Basic guidelines for a land use management system in the municipal area.
- Preparation of a draft set of amalgamated scheme clauses for the towns of Bergville, Cathkin and Winterton for a revised Town Planning Scheme.

## **7.0 THE LINK BETWEEN SPATIAL PLANNING AND LAND USE MANAGEMENT**

It is important to note that the IDP Spatial Development Framework is intended to form the basis for the Land Use Management System for the municipal area (Land Use Management referring in this instance to a) the control of development and b) the facilitation of development). These two aspects place different requirements on the Spatial Development Framework - on the one hand it must be detailed enough to guide the implementation of land use rights (by means of Planning Schemes), while on the other hand it must identify measures to stimulate development.

## **8.0 SPATIAL DEVELOPMENT ISSUES**

The spatial development issues in Okhahlamba include;

- the strategic location of a major tourist attraction such as the Drakensberg Mountain.
- high quality potential recreation resources (eg. dams and rivers)
- relatively low levels of access to urban services and facilities for some rural communities

- extensive areas of watercourses and conservation requiring careful environmental management (eg. Mnweni Valley,etc)
- a number of areas of historical and heritage importance.

## 9.0 FORMULATION OF A SPATIAL DEVELOPMENT FRAMEWORK

Spatial = relating to physical space

Spatial Development Framework = A Spatial Development Framework is a framework that seeks to guide overall spatial distribution of current and desirable land uses within a municipality, in order to give effect to the vision, goals and objectives of the municipal IDP. It is a plan that outlines developmental principles, policies and goals that are applicable in the municipal area in relation to physical space.

A spatial Development Framework provides a broad indication of where different types of development should take place within the municipal area- in other words it provides a spatial guidance for development. The spatial framework is the structure, which allows for the development of a co-ordinated and integrated economic development strategy to harness and exploit opportunities on a large scale throughout the District Municipality. An important feature of any spatial framework is the system of nodes and corridors.

**The formulation of a Spatial Development Framework entails the following steps:**

- studying the spatial profile of the municipal area (i.e. the development informants);
- assessing the spatial impact of the various development strategies;
- preparing a Spatial Development Framework Plan.

## 10.0 AN INTEGRATED APPROACH TO DEVELOPMENT AND LAND USE MANAGEMENT

9.1 Specific areas will require targeted intervention to assist and guide development. The objectives set out below can also serve as guidelines for the municipality's Land Use Management System.

9.2 An Integrated Approach to Land Use Management;

- Ensure more efficient use of infrastructure
- Promoting a more appropriate land use mix
- Giving preference to those land uses that will assist in achieving the Municipality's Vision and particularly the local economic development and environmental objectives.
- Preserving high quality agricultural land
- Promoting diversity in land use, especially in and around the nodes

- Ensuring that environmental objectives are taken in to account in the formulation and adjudication of development proposals
- Creating an environment conducive to small entrepreneurs
- Optimising the inherent tourism and recreation potential of the area

### **9.3 Land Reform**

New land reform projects on appropriately located land should be identified, in particular those associated with commercial agriculture in order to prevent the loss of productive agricultural land to non-agricultural uses, and to facilitate the managed transition of tenure for farm worker communities.

### **9.4 Environmental Management Areas**

The value of landscape forms in the municipality should be conserved. In terms of land use management, the specific ecosystems and vegetation communities that require specific environmental management are wetlands and grasslands, which contain the habitats of important species.

### **9.5 Poverty Alleviation Areas**

- Provision of support for LED initiatives such as SMME's, small-scale agriculture and tourism.
- Provision of access to municipal, social and economic services

### **9.6 Tourism and Recreation**

To develop recreation and tourism in order to support LED and tourism initiatives and diversify agriculture, the following areas have been identified:

- Commercial Agriculture and Tourism
- Recreation

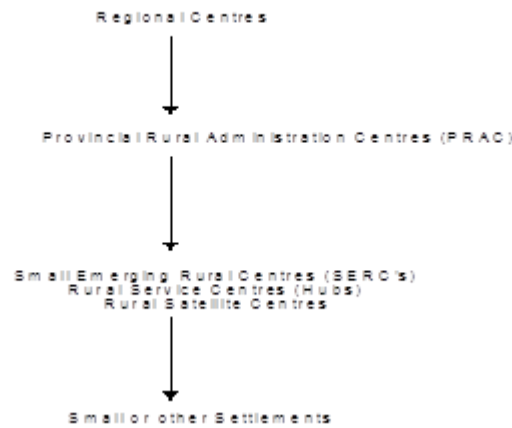
## **10.0 SPATIAL DEVELOPMENT FRAMEWORK**

10.1 The accompanying Spatial Development Framework map (See Map) sets out the strategic overview of future land use in the municipality bearing in mind that it takes place within a larger framework of UThukela District.

10.2 The settlement hierarchy and development corridors provide a framework for the future provision of bulk infrastructure, services and facilities and support to local economic development initiatives (LED), commercial agriculture, and tourism.



### 10.2.1 The Rural Service System Model



### 10.2.1 The Rural Service System Model

The Rural Service System Model proposes a tier model of service delivery, and has been adapted for purposes of defining the Okhahlamba SDF.

Small Emerging Rural Center's are relatively far apart (60-80KM) and therefore the model proposes that they in effect comprise of the following components:

- Rural Service Centre, or hub, which is located at the SERC. This is the distribution and co-ordination point for locations within the service area of the SERC.
- Satellite service, or lower order hub, located within the service area of the SERC. Satellites will deliver supplementary services.
- Connecting infrastructure linking the hubs of the various satellites.

The Integrated Rural Service System Work Group of the Provincial Growth and Development Strategy, August 1999

To illustrate the difference between a hub and a satellite, below is an example of typical services that could be provided at the hub and satellite.

HUB SERVICES	SATELLITE SERVICES
Police Station	Routine Patrol
Hospital	Clinic / Mobile Service
Welfare Office	Weekly Mobile Service

Secondary and Primary Schools	Secondary and Primary School
Tertiary Training Facility	None
Tribal Court	Tribal Court
Permanent Information Centre	Weekly Mobile Service
Post Office and Post Boxes	Post Boxes
Bank	Mobile Service
Regular Bus Service	Weekly Service
Rural Service Information Centre	Mobile Service as Required
Periodical Court	No Service

This model encourages service providers to work together in the integration of service activities, the co-ordination of service provision, reduction of cost of services and improving convenience to communities, through the spatial integration of services, and, creates economic opportunities at the service delivery points. The spatial hierarchy determines the hierarchy of service provision.

**10.2.2 The Approach for the Spatial Development Framework**

The proposed approach is similar to that of the Rural Service System. “Within a rural area, services are to be delivered through a common distribution network which will be known as the Rural Service System (RSS),” (Department of Traditional and Local Government Affairs). It should be noted that Okhahlamba is not entirely rural.

The RSS comprises of two components namely: a “Hub” which is a distribution and co-ordination point and a “Satellite” which delivers supplementary services. The proposed system consists of three components namely;

- Primary Node (Hub) - Administrative and Economic Center
- Secondary Node (Satellite) - Distribution and Co-ordination Point
- Tertiary Node (Satellite) - Delivery of Supplementary Services

The words above referring to nodes, distinguish between the higher order and lower order cores or centers within the area of influence of the service center.

**Typical services / facilities within each of the orders are tabled out below:**

PRIMARY NODE	SECONDARY NODE	TERTIARY NODE
--------------	----------------	---------------

Municipal Offices Hospital Welfare Offices Primary - High Schools Tertiary Training Facility Permanent Information Centre Post Office and Post Boxes Banks Bus and Taxi Terminals Police Station Magistrates Court Home Affairs Offices Municipal Hall Wholesalers / Stores / Shops	Satellite Police Station Clinic Primary - High Schools Tribal Court (Where Applicable) Rural Service Information Centre Post Boxes Regular Bus Service Community Halls Stores / Shops	Routine Police Patrol Weekly Mobile Clinic Primary - Secondary Schools Weekly Mobile Welfare Services Regular Bus Service Post Boxes Meeting Places Shops
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**10.2.3 Spatial Development Concept**

**The spatial development concept is based on the following;**

- location and accessibility
- population concentrations
- availability of services
- economic opportunities
- consideration of areas of conservation potential
- consideration of areas that are of historical importance

**There are three levels of service nodes influencing the SDF:**

- Primary Node
- Secondary Node
- Tertiary Node

**There are three levels of road networks namely;**

- Primary Transportation Routes (potentials presented by the N3 need to be explored further for economic development purposes)
- Secondary Transportation Routes
- Tertiary Transportation Route

**10.3 Definitions of Land Use Activities and Features**

Definitions for each group of land use activities included in the tables of this chapter 11 are listed for purposes of clarification and reference when using the tables.

**a. Agri-Industry**

Commercial activity supporting or complementing agricultural activities including concentrated plant or animal production units, or industries related to processing or beneficiation of agricultural products.

Included are operations that supply agricultural tools and machinery and agricultural requirements such as fertiliser and stock feeds; commercial mechanical or engineering workshops; plant nurseries and production tunnels or other such structures; processing of dairy products or saw milling of timber; abattoirs, cattle feedlots, chicken batteries and piggeries and the wastes or by-products from such activities. Excluded from the definition are any of the above activities which are carried for purely "own use" or non-commercial purposes. Also excluded are facilities for handling livestock for purposes of dipping, spraying, counting or shearing, or for basic cleaning and packaging of crops such as potatoes.

**b. Amenity Planting**

Use of plants, especially trees, for windbreaks or other shelter, ornamental purposes, or for view frames (but not for commercial timber production)

Ranges of plants are regularly used for amenity purposes but some have become invasive and are now classified as problem species. Attention is drawn to such plants in order to prevent the inadvertent spreading of problem species and the use of the following species is particularly inadvisable:

American bramble	Rubus Caneifoleus
Black wattle	Acacia Mearnsii
Silver wattle	A. Dealbata
Green wattle	A Decurrens
Fire thorn	Pyracantha sp
Silver (Grey) poplar	Populus canescens
Pine trees	Pinus spp, especially P. Patula
Gum trees	Eucalyptus spp.

**c. Commercial Afforestation**

Production of timber in plantations, greater than 10ha in extent, for commercial purposes.

Applications for timber planting permits within the municipality, and other related matters, are to be processed in the usual manner by the KwaZulu-Natal Afforestation Permit Review Panel. The obligatory Environmental Impact Assessments would, however, also be scrutinised by the municipality.

Within the municipality, commercial afforestation must follow recognised landscape management principles (UK Forestry Authority. 1992. Landscape design guidelines. HMSO Publication Centre, London). Such action is particularly important in the vicinity of scenic view points and along View Corridors.

**d. Extensive Agriculture**

Agriculture involving the use of the natural vegetation without any attempt to increase its yield above that of the original condition, and/or the cultivation of up to 20ha of land for crops or pastures.

This refers primarily to the grazing of livestock on natural veld but does allow for a limited amount of crop or pasture production. Included is the use of facilities such as dips, spray races, and holding kraals.

**e. Industrial Development**

Developments or industries, as identified in Section 21 of the Environmental Conservation Act (Act 73 of 1989), which are not allied with local tourism or agricultural activities.

Such developments will usually be based on some manufacturing or product processing activity, but are not linked to any tourism product or activity and neither use or produce any agricultural product.

**f. Intensive Agriculture**

A farming system involving high yields of crops or livestock products by means of replacing or enhancing the natural agricultural resource base.

Such activity is likely to impact significantly upon the local biodiversity and scenic resources and consists primarily of production of monospecific crops such as maize or vegetables on areas which exceed 20ha in extent, or the grazing of livestock on improved pastures. Included are operations involving irrigation of crops or pastures and use may be made of large machines such as combine harvesters and centre-pivot irrigation systems.

**g. Intensive or Semi-Intensive Human Settlement**

Settlements which are either greater than that needed for the agricultural or other activity on the property, or which are conventional residential developments.

Such settlements may or may not be formally defined and recognised but which are at a level requiring development of some communal infrastructure and which are almost totally dependent on food brought in from other areas. At greater densities they are tending toward urban development.

**h. Large Scale Tourism Development**

Development of large-scale tourism infrastructure such as large hotels, theme parks, cultural and heritage centres, camping and caravan facilities, timeshare or other such developments, and casinos.

Such tourism development will cater for hundreds or even thousands of visitors at any one time.

**i. Large-Scale Infrastructural Projects**

Large-scale infrastructure which has the potential to impinge on the functional integrity of the natural environment or on the aesthetic quality of the landscape.

Included are items such as regional powerlines, major dams and water canals, reservoirs or other infrastructure associated with water reticulation schemes, highways, railways, cellular telephone masts, cableways and the like.

**j. Mines and Quarries**

Sites established for the (commercial) extraction of materials such as minerals, rock, gravel, sand or shale, or soil borrow pits, or peat extraction. Also included are any associated facilities, such as crusher or screening plants, or other works which are used to process the product of any mine or quarry.

The sites referred to may be either on dry land or may be associated with a river channel or a wetland.

**k. Nature and Resource Conservation**

The long term management, including the associated environmental education opportunities, of natural resources such as biodiversity resources and sites of social, cultural, spiritual, archaeological, palaeontological, geological or scenic value, in order to ensure their continued existence in an acceptable condition, whether or not utilisation, active or passive, is taking place.

Environmental education is included in this definition as it is perceived to be an integral part of the conservation effort.

**l. Nature- and Culture-Based Tourism**

Outdoor recreation and participatory travel experience, to both natural as well as to cultural environments, that contribute to the sustainable use of these environments, respect the integrity of the host communities, and which produce economic opportunities that contribute to the long term conservation of the resource base and reinforce the concept that conservation can bring meaningful benefits.

This form of ecotourism is implemented at a low key and does not necessarily require the provision of accommodation or other built infrastructure.

**m. Roads**

Publicly funded national, provincial, or district, roads.

Excluded are roads or tracks on private land or communal land. The reference to new roads includes construction of new roads or widening and/or re-alignment of existing roads.

**n. Small-Scale Agriculture**

Agriculture on small areas of land (20ha in extent) or production of crops, usually for human or livestock consumption purposes, in small lands on a larger property.

Agriculture on small holdings or small-scale production of crops on a property that is otherwise used for extensive agriculture. Excluded are numbers of adjacent small fields (lands) which are operated by individuals or families on communal land.

**o. Small-Scale Tourism Development**

Development of tourism facilities such as bed-and-breakfasts, small-scale chalet complexes, small hotels, camping and caravan facilities, cottage industries and art and craft outlets. Overnight visitor numbers on any one property shall not exceed one person per two hectares and shall not exceed 60 such visitors per property. .

Tourism developments comprising facilities which will cater, at most, for no more than a few dozen visitors at any one time. Such developments will commonly be undertaken by the landowner and not by a large company.

**p. Subdivision of Land**

The formal subdivision of an existing cadastrally defined unit into two or more subdivisions through the office of the Surveyor-General with the intention of transferring such subdivisions to other parties.

In the Drakensberg region, small parcels of land are generally not economically viable unless some form of intensive agriculture or other business to generate income is practised upon them.

Clearly, not all proposed subdivisions of land will be undesirable in the buffer zone. However, land subdivision invariably increases development pressures, and uncontrolled subdivision will undoubtedly have serious negative impacts on the buffer zone. It is for this reason that it is recommended that it should be an activity requiring SCAAP's approval. Act 70 of 1970 has been repealed, but this will only become effective once "elaborated" principles for land development in terms of the DFA have been published. According to these principles, a responsible authority may not allow the development (and by implication subdivision) of land in certain instances, which include:

- i) land with high agricultural and amenity value;
- ii) environmentally sensitive or conservation worthy areas, and
- iii) areas that have cultural or historic significance that would be undermined.

This clearly implies that land sub-division in the Buffer Zone of the municipality should be controlled.

**q. Subsistence Agriculture**

The production of crops or livestock primarily for own consumption. Agriculture primarily for the needs of one family or a small community. Very little of the crop or other products are sold.

**r. Trails**

Pathways or tracks used by hikers, pedestrians, or animal traffic.

Distinction is made between a trail as defined above, and a road which is intended primarily for vehicular traffic.

**10.4 Okhahlamba SDF Preferred and Non-Preferred Land Uses and Activities in the Zones**

"Preferred activities" are those, which are considered to be unlikely to have a significant detrimental effect on the areas for which they are listed. It is intended that they should provide economic options for the owner/occupants of the area but that they will do so without degrading or depleting the resource on which the activity is based.

"Non-preferred activities" are those activities which could lead to degradation or depletion of the resource upon which they are based, and so could foreclose on opportunities for future development in the area.

Either of the above two types of activity may be a "prescribed activity" in terms of the Planning and Development Act. The term is derived from Section 31 (2) (a), which reads as follows:

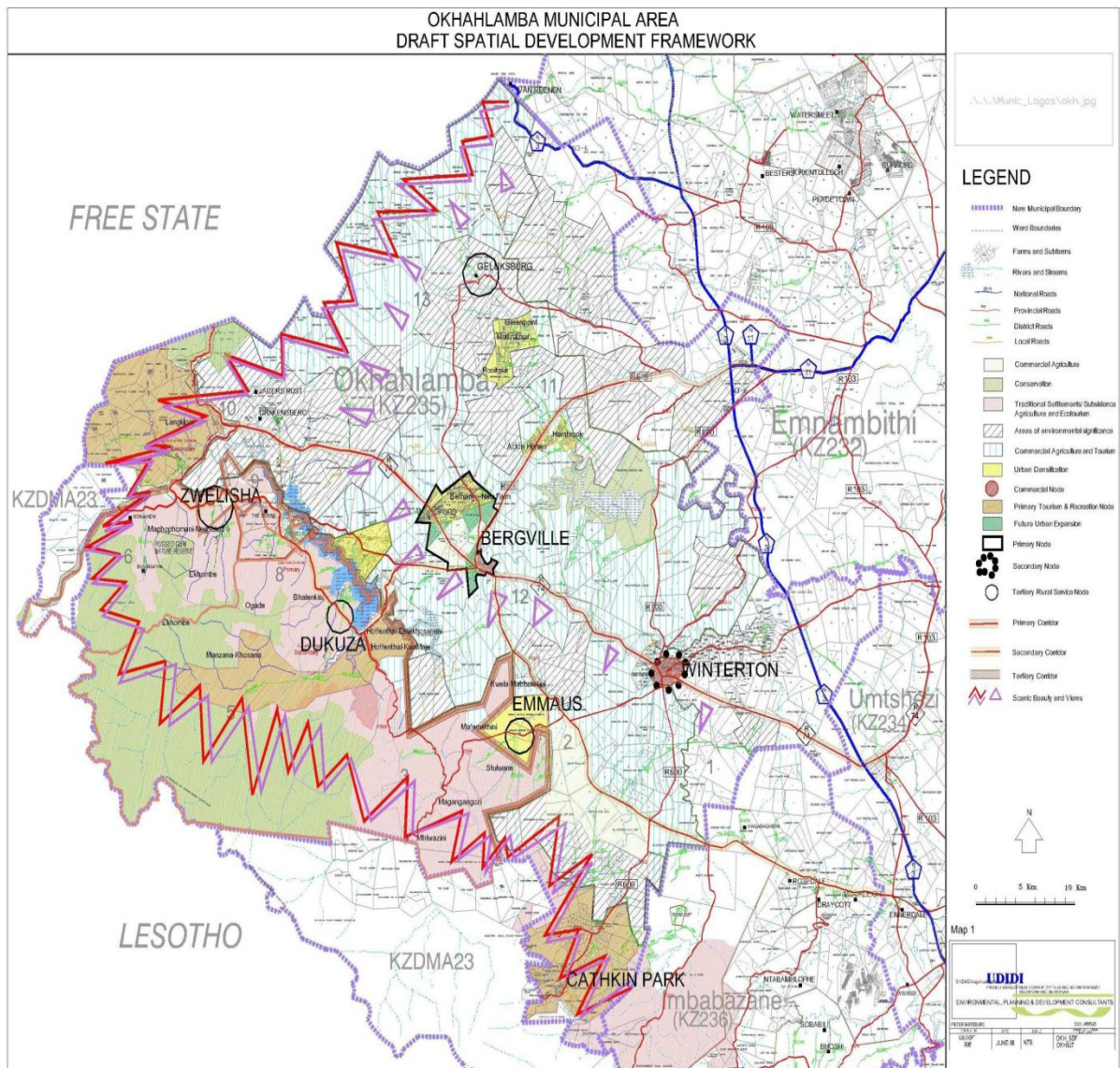
**The Minister may further prescribe:**

(a) activities which in his or her opinion will have a detrimental effect on the environment, and which shall be subject to environmental impact assessment;"

It should be noted that Preferred and Non-Preferred land use and Activities in the zones should be applied as guidelines only and that necessary to its authorization should be received prior to any development. E.g. EIA's.

**OKHAHLAMBA LOCAL MUNICIPALITY CONSOLIDATED SPATIAL DEVELOPMENT MAP**





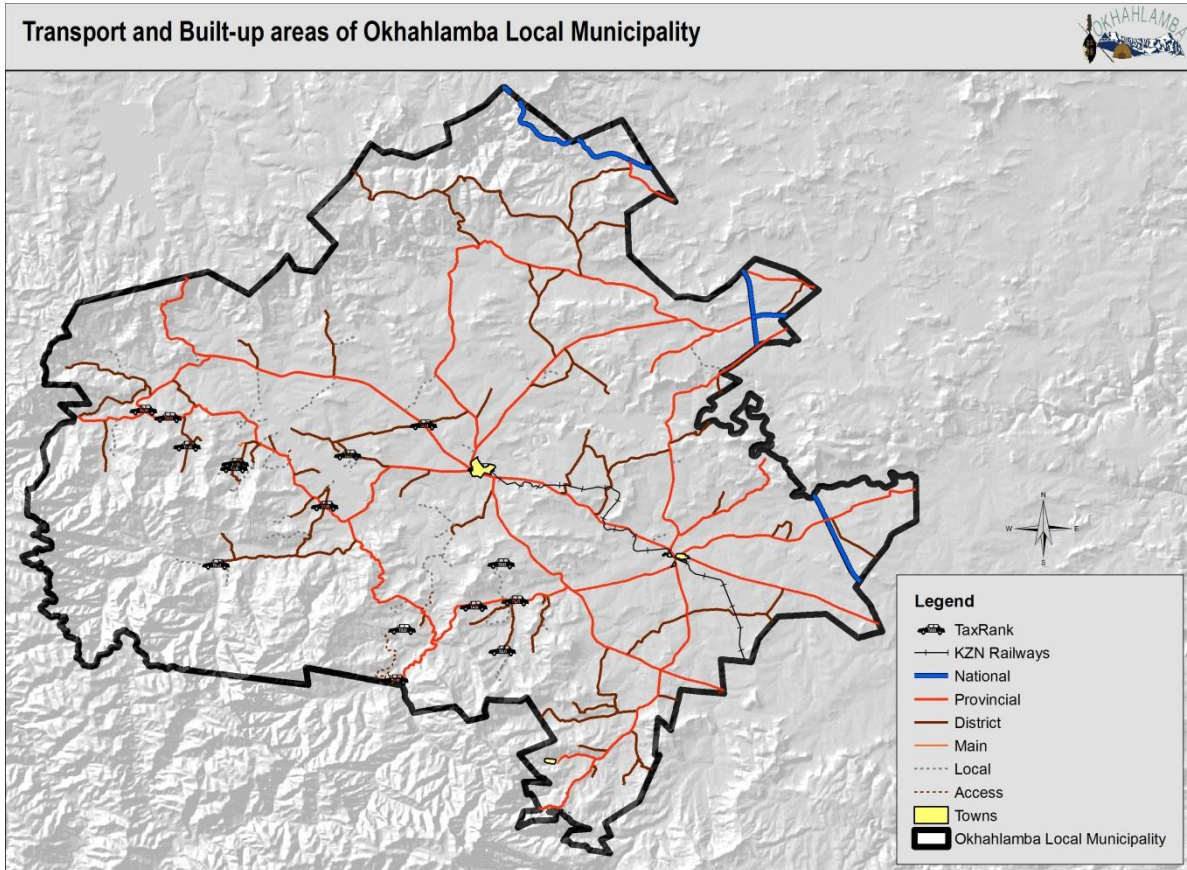
□ **Primary Corridor**

R 74 the main road providing linkages to Pietermaritzburg and the Free State and R 616 providing linkage to Ladysmith the N3 and the N 11. Along these routes there are views of scenic beauty and landscape, which can attract both domestic and international tourist thereby promoting LED projects at some locations.

□ **Secondary Corridor**

P10 through Emmaus, to create a loop around R 74 therefore enhancing tourism and providing access to areas such as Cathkin Park for additional tourism attention.

LED is also promoted along these routes as there are some tourism activities promoted in the area.



**BERGVILLE (PRIMARY COMMERCIAL NODE)**



□ **Primary Commercial Node**

Bergville is seen as a primary commercial node as; it is fed by development corridors in terms of people and physical thresholds. There is provision of concentration of different activities and services at Bergville. Potential in terms of economic development and property development is high in this town as it is in the region of national and international tourism recognition.

**WINTERTON (SECONDARY COMMERCIAL NODE)**



□ **Secondary Commercial Node**

Winterton is a low-key service, housing and administrative centre within the Municipality. Small-scale tourism development around this area should be encouraged.

□ **Tertiary Rural Service Node**

“Satellite Service Nodes represent the lowest order of locality, where a range of service and economic activities could be concentrated in a sustainable way and are located in the periphery of the Hub,” (ibid). Its locations are usually the most accessible locations within an acceptable walking distance of particular community. These services may be located at a clinic, store, tribal court or taxi rank.

**The level of service that are normally found at these nodes are:**

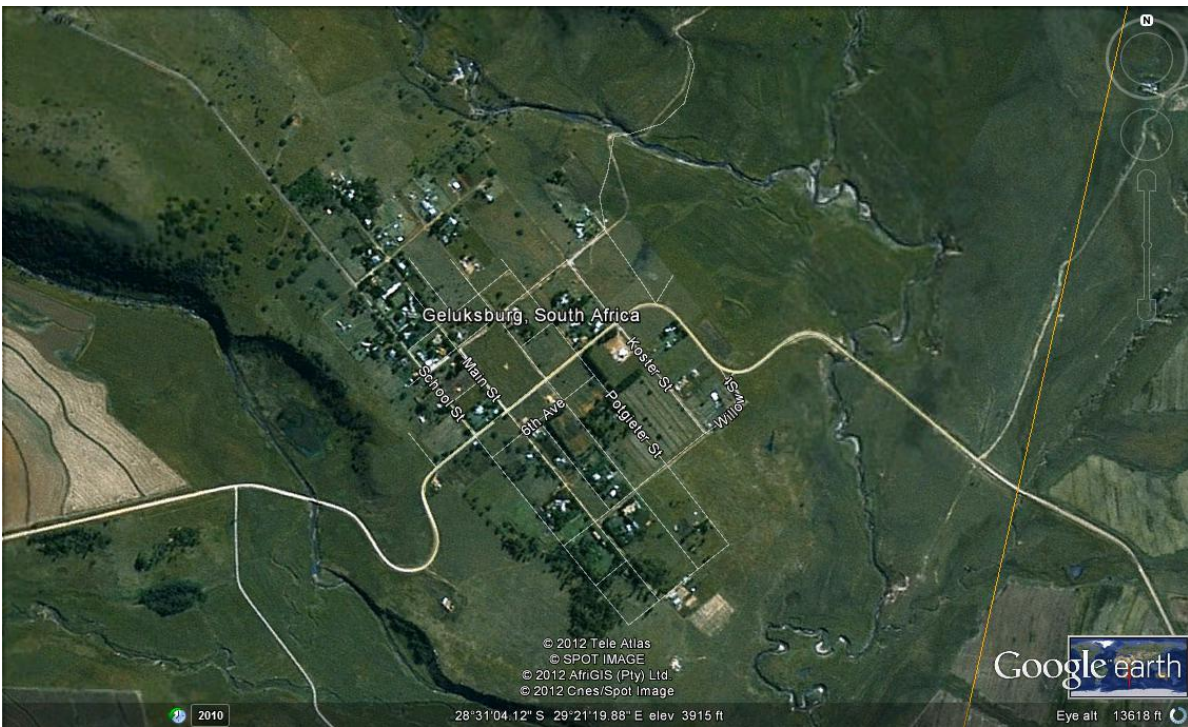
- I. Clinic / Mobile service
- II. Post Boxes
- III. Shops
- IV. Secondary and Primary School
- V. Weekly Service; and
- VI. Weekly / Mobile Service.

These were identified in; Dukuza Complex, Geluksburg, Zwelisha and Emmaus.

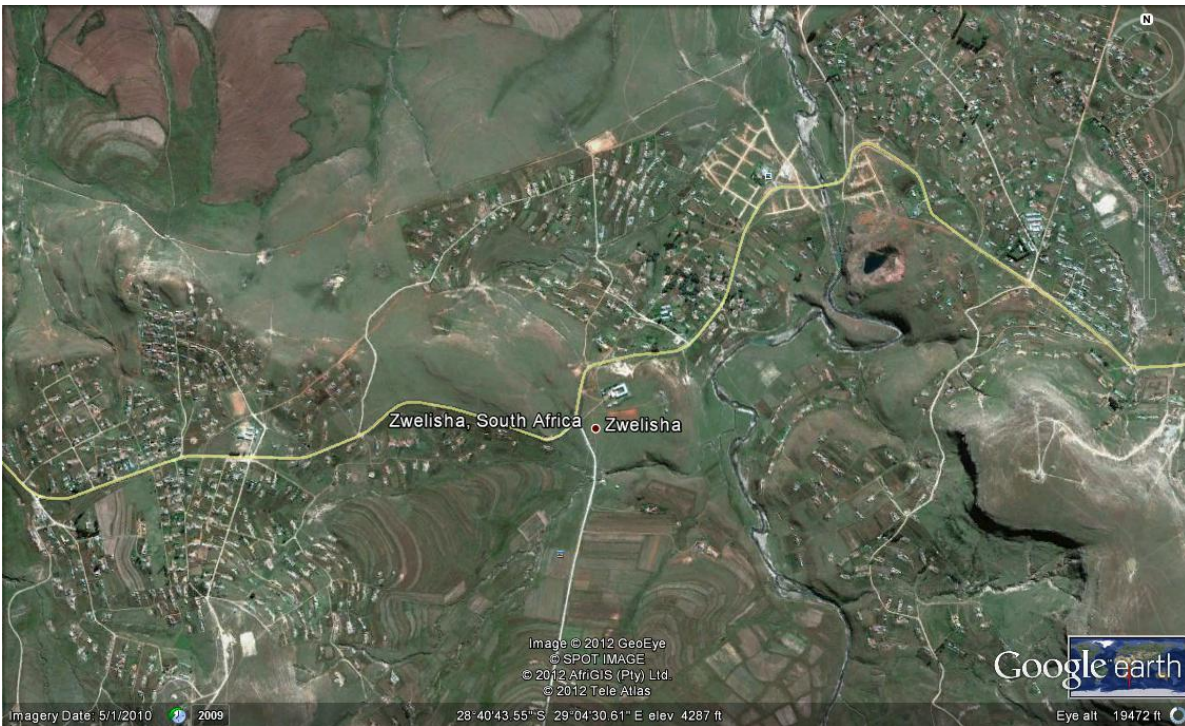
**DUKUZA COMPLEX (TERTIARY RURAL SERVICE NODE)**



**GELUKSBURG (TERTIARY RURAL SERVICE NODE)**



**ZWELISHA (TERTIARY RURAL SERVICE NODE)**



□ **Primary Tourism and Recreation Node**

These development nodes were identified in the Drakensberg Approaches Policy, to be “located within areas which are attractive, provide good views, a feeling of “being in the mountains” and have potential for resource orientated activities. Nodes should also have ready access to the wilderness / natural areas through controlled points”

Three nodes one of which is (Cathkin Park) have been identified.

Current land uses in the nodes are a mixture of tourism facilities, some settlement and various forms of agriculture. Preferred and Non Preferred land uses recommended for this zone largely aim at retention of the status quo and are 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
LARGE SCALE TOURISM DEVELOPMENT	INTENSIVE OR SEMI INTENSIVE HUMAN SETTLEMENT
NATURE AND CULTURE BASED TOURISM	LARGE SCALE INFRASTRUCTURAL PROJECTS
NATURE AND RESOURCE CONSERVATION	MINES AND QUARRIES
SMALL SCALE TOURISM DEVELOPMENT	NEW ROADS
SMALL SCALE AGRICULTURE	
SUBSISTENCE AGRICULTURE	
TRAILS	

**Urban Densification**

These are formalized urban areas, which are covered by a Town Planning Scheme, Bergville, Winterton and Cathkin. These areas have an urban setting usually with a concentration of economic and administration activities, they accommodates the municipal offices, major schools, main police station and magistrates court as well as a large variety of commercial, industrial, and retail outlets. Generally, densities would be lower than in the existing built-up areas, and the appropriate density would be determined by an analysis of factors such as accessibility, availability of services, physical features and environmental considerations. As a general rule a maximum density of 1 unit per 2 ha is suggested.

It is important that prior to any development, subdivisions and service provision (water, roads, etc) that a detailed structure plan be prepared to ensure coherent and harmonious development.

□ **Rural Settlements**

The following definition is based on rural housing where tourism developments should be rural-based, of a small scale, labour orientated and related to the existing agricultural activities and the natural resource base. It is envisaged that subsistence agriculture and housing will be the primary land use in this zone, exceeding tourism in importance

PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
<p>AGRI INDUSTRY</p> <p>AMENITY PLANTING WITHIN NON-INVASIVE SPECIES</p> <p>COMMERCIAL AFFORESTATION</p> <p>EXTENSIVE AGRICULTURE</p> <p>INTENSIVE AGRICULTURE</p> <p>INTENSIVE OR SEMI INTENSIVE HUMAN SETTLEMENT</p> <p>LARGE SCALE TOURISM DEVELOPMENT</p> <p>NATURE AND RESOURCE CONSERVATION</p> <p>NATURE AND CULTURE BASED TOURISM</p> <p>NEW ROADS</p> <p>SMALL SCALE TOURISM DEVELOPMENT</p> <p>SMALL SCALE AGRICULTURE</p> <p>SUBDIVISION OF LAND</p> <p>SUBSISTENCE AGRICULTURE TRAILS</p>	<p>INDUSTRIAL DEVELOPMENT LARGE SCALE</p> <p>INFRASTRUCTURAL PROJECTS MINES AND QUARRIES</p>

□ **Traditional Settlement, Subsistence Agriculture and Eco-tourism**

Traditional Settlements refers to areas in the ownership of Ingonyama Trust and is administered by Amakhosi in terms of the KwaZulu Land Affairs Act. The general objective is therefore that agricultural activities should continue. Tourism



developments should be limited to natural and culture-based activities, and preferably integrated with farming activities.

It is envisaged that subsistence agriculture and housing will be the primary land use in this zone, exceeding tourism in importance.

□ **Commercial Agriculture and Tourism**

Well-managed agriculture occurs almost throughout the municipality. Future development of the municipality should seek to preserve the agricultural land in the area, develop its specific potentials and provide for diversification eg. tourism.

Although much of the area is farmed for commercial agriculture it contains a vast combination of natural resources and landscapes for getaway tourism.

In the course of diversifying to tourism conservation efforts should be applied using protection mechanisms such as biosphere reserves. Any tourism development should integrate with such efforts

Most of land in this zone is characterized by high scenic values, and it is considered that there is a considerable potential for community-based tourism and ecotourism in this area.

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	INDUSTRIAL DEVELOPMENT
COMMERCIAL AFFORESTATION	INTENSIVE OR SEMI INTENSIVE HUMAN SETTLEMENT
INTENSIVE AGRICULTURE	LARGE SCALE INFRASTRUCTURAL PROJECTS
NATURE AND CULTURE BASED TOURISM	LARGE SCALE TOURISM DEVELOPMENT
NATURE AND RESOURCE CONSERVATION	MINES AND QUARRIES
SMALL SCALE TOURISM DEVELOPMENT	NEW ROADS
SMALL SCALE AGRICULTURE	SUBDIVISION OF LAND

SUBSISTENCE AGRICULTURE  
TRAILS

□ **Future Urban Expansion**

These are the areas, which form the interface between the existing built-up urban areas and the surrounding agricultural area, where development pressures are likely to occur. Agriculture, residential estates and tourism related developments are the type of land uses, which would be encouraged. Generally, densities would be lower than in the existing built-up areas, and the appropriate density would be determined by an analysis of factors such as accessibility, availability of services, physical features and environmental considerations. As a general rule a maximum density of 1 unit per 2 ha is suggested.

It is important that prior to any development, subdivisions and service provision (water, roads, etc) that a detailed structure plan be prepared to ensure coherent and harmonious development.

□ **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

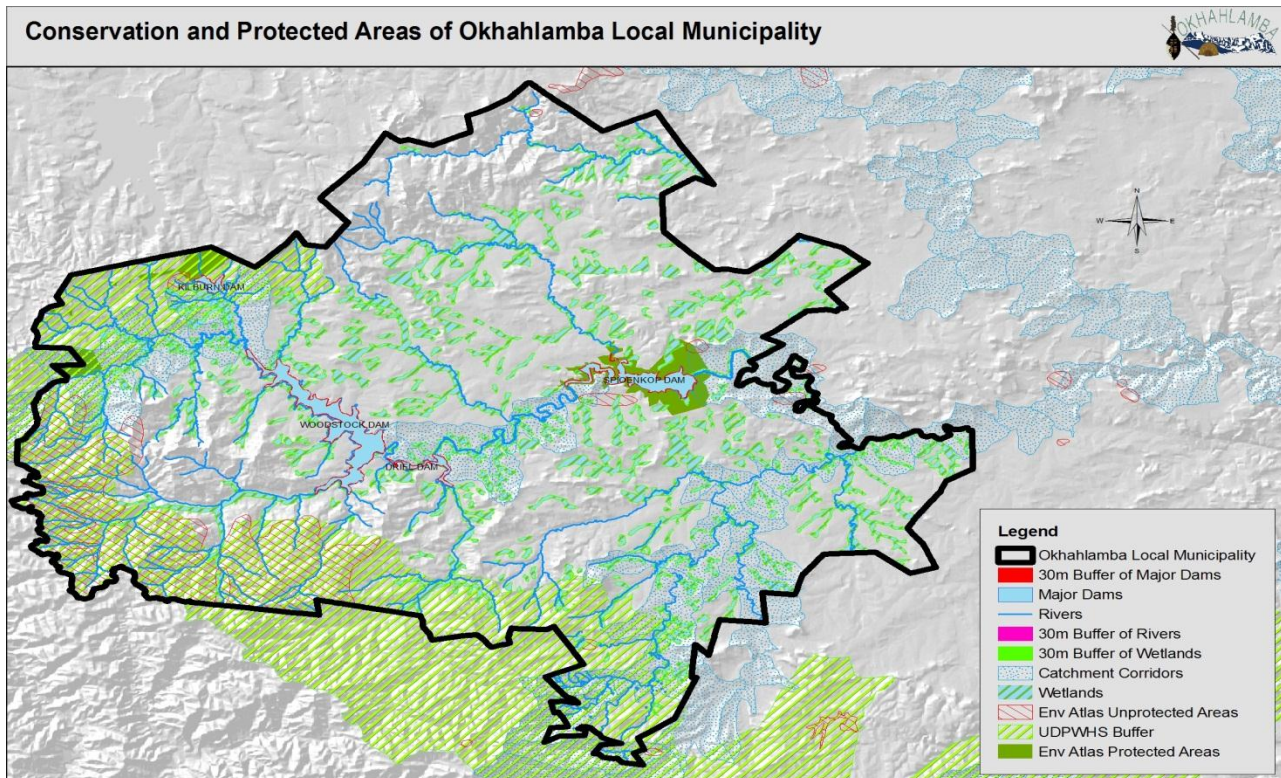
The objectives for designating such areas are to draw attention to their sensitive nature, and the need for appropriate special and sustainable management measures. Most of such areas are currently subjected to some form of agricultural use.

□ **Scenic Beauty and View**

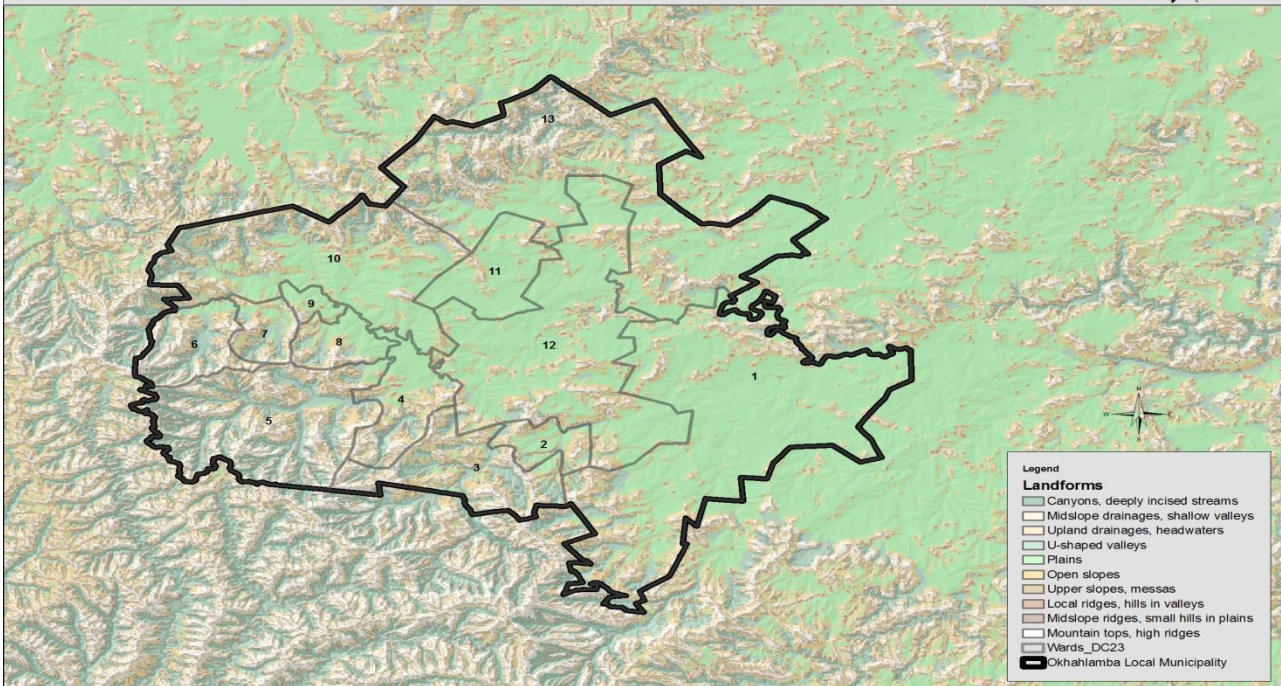
View corridors have been identified along Primary Corridor in Okhahlamba high quality scenic vistas for visitors to the Municipality. These view corridors play an important role in provision of the overall tourism experience in the Municipality, including an important sense of anticipation, and for appreciation of the sense of place.

**Preferred and Non Preferred land uses proposed for these areas are also provided in the table below:**

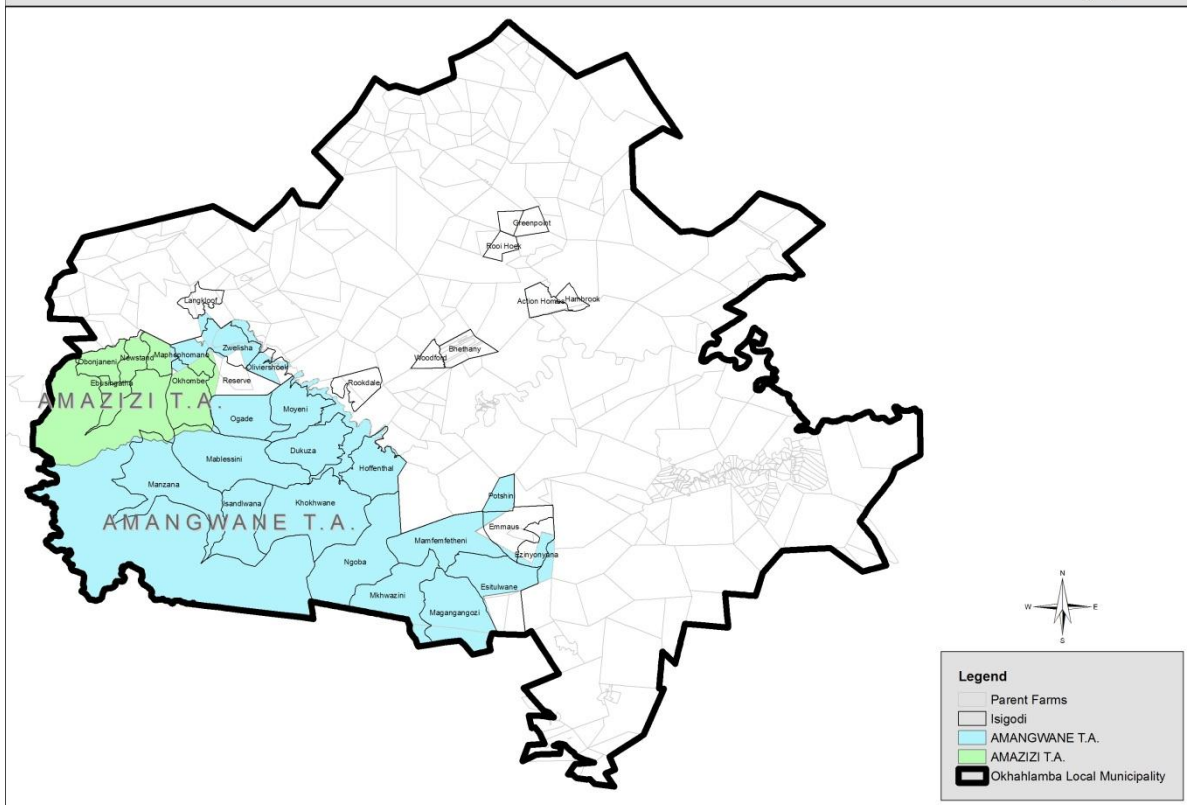
PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
AMENITY PLANTING WITHIN NON-INVASIVE SPECIES	AGRI INDUSTRY
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INTENSIVE AGRICULTURE	INDUSTRIAL DEVELOPMENT
NATURE AND CULTURE BASED TOURISM	INTENSIVE OR SEMI INTENSIVE HUMAN SETTLEMENT
NATURE AND RESOURCE CONSERVATION	LARGE SCALE INFRASTRUCTURAL PROJECTS
SMALL SCALE TOURISM DEVELOPMENT	LARGE SCALE TOURISM DEVELOPMENT
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SUBSISTENCE AGRICULTURE	NEW ROADS
TRAILS	SUBDIVISION OF LAND



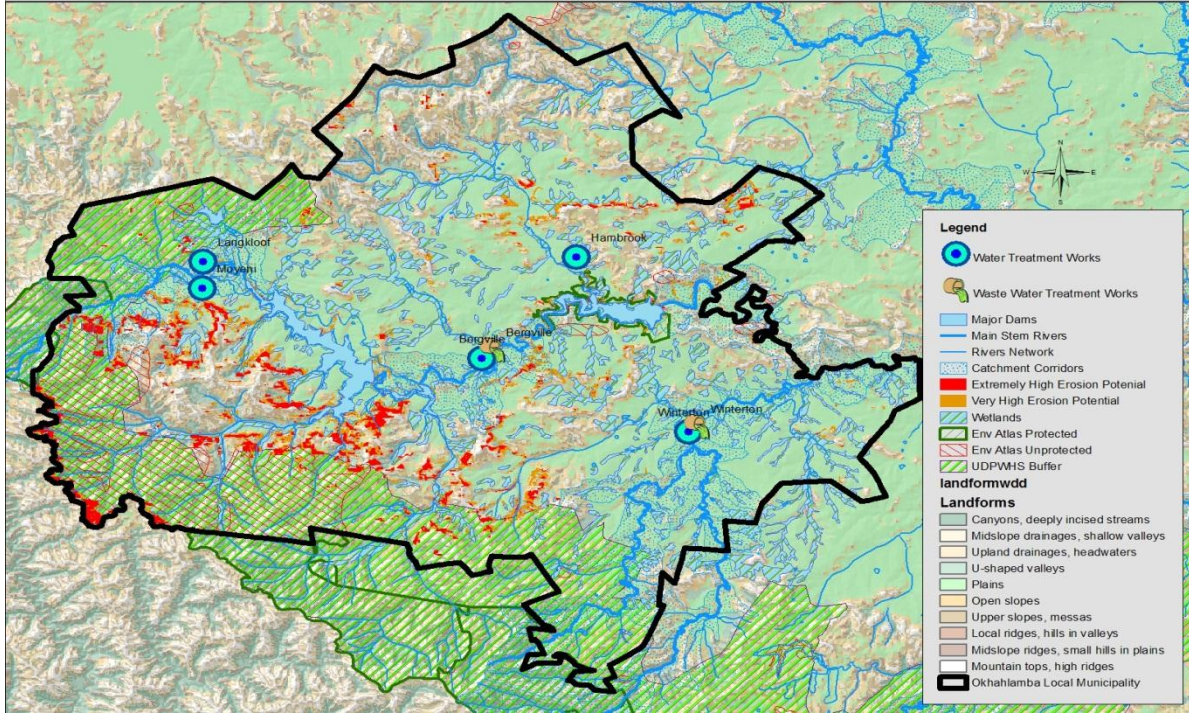
Slope Analysis of Okhahlamba Local Municipality

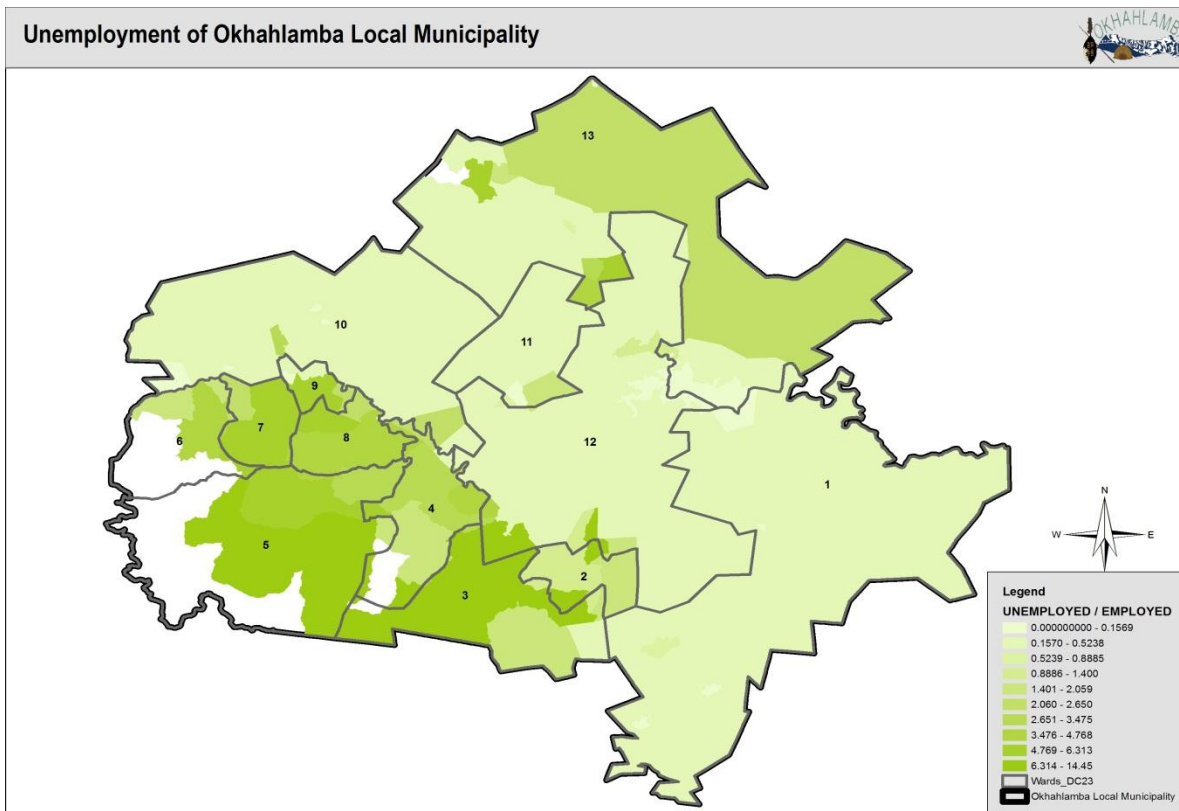


Traditional Authorities of Okhahlamba Local Municipality



Environmental Concerns of Okhahlamba Local Municipality





**E. 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 for the next three to five years:

**❖ DEPARTMENT OF TRANSPORT [2012/13 financial year]**

No.	Project Description	Ward	Inkosi	Allocation	Beneficiaries
1	Nsetheni RD	5	Hlongwane	R1 100 000.00	Nsetheni CP, Mobile Clinic
2	L444 Causeway	2	Hlongwane	R715 000.00	Emmaus Hospital
3	Eqeleni	2	Hlongwane	R1 200 000.00	Emmaus Hospital
4	D1377	5	Hlongwane	R800 000.00	Bambanani, Mobile Clinic
5	Regravelling D275	1	Private Land Owners	R1 500 000.00	Drakensberg Boys, Mobile Clinic

6	Regravelling P183	11	Private Land Owners	R2 250 000.00	Spionkop
7	Regravelling D118	11	Private Land Owners	R1 800 000.00	Mthokiya high
8	Regravelling P341	10	Private Land Owners	R3 900 000.00	Kwaggashoek, Mobile Clinic
9	Regravelling P388	4	Hlongwane	R2 100 000.00	Ngwadi CP, mobile clinic
10	Regravelling L1528	10	Private Land Owners	R600 000.00	Thintwa high
11	D1264 (3 year project)	6	Miya	R800 000 000.00	Amazizi

**CHALLENGES FACES BY THE DEPARTMENT OF TRANSPORT**

- Illegal signs and encroachments;
- Theft and vandalism of road furniture;
- Environmental issues;
- Ageing of roads and plant;
- Borrow pit access and material;
- Road safety to all the citizens need education;
- Road reserve for P=30m, D=20, L=10m and 15m building line must be adhered to.

**❖ DEPARTMENT OF HEALTH [2012/13 financial year]**

No.	Project Description	Ward	Land Owner	Allocation	Beneficiaries
12	Dukuza Clinic-Construction of maternity and obstretic unit	4	DOH	R1 500 000.00	Ward 4 community
13	Oliviershoek Clinic- construction of maternity and obstretic unit	8	DOH	R1 500 000.00	Oliviershoek community
14	Emmaus Hospital- new OPD, casualty, trauma unit, X-Rays and related facilities	2	DOH	R96 650 000.00	Okhahlamba Community
15	Khethani Clinic- construction of a new medium clinic with double accommodation	1	DOH	R20 000 000.00	Ward 1 community
16	Isandlwana Clinic	5	DOH	R20 000 000.00	Ward 5 community

**❖ HUMAN SETTLEMENT (five year planned projects)**

No.	Project Description	Ward	No. of Units	Allocation	Land availability
17	Emmaus	2	1000	R58 825 000.00	Land issue
18	Bhethany	11		R58 825 000.00	Land issue

19	Moyeni	8		R57 980 000.00	Ingonyama Trust
20	Langkloof	10		R58 825 000.00	Land issue
21	Dukuza	4		R57 980 000.00	Ingonyama Trust
22	Emagangangozi	3	250	R14 495 000.00	Ingonyama Trust
23	Ngoba	3	250	R14 495 000.00	Ingonyama Trust
24	Emhlwazini	3	250	R14 495 000.00	Ingonyama Trust
25	Ndunwane	3	250	R14 495 000.00	Ingonyama Trust
26	Zwelisha	9		R57 980 000.00	Ingonyama Trust
27	Proposed Rental Housing Project	OLM	Depending on funding	In the process of sourcing funds	Land availability

❖ **HUMAN SETTLEMENT (current projects)**

No.	Project Description	Ward	No. of units	Allocation	Project status
28	Gugulethu		500	R29412500.00	Under construction
29	Acton Homes	11	1000	R58 825 000.00	Conditional approval
30	Nhlanhleni		286	R16 823 950.00	Construction stage

❖ **WATER AND SANITATION CAPITAL PROJECTS:  
SANITATION:**

No.	Project Description	Ward	Source of funding	Allocation	Financial Year
31	Hambrook Sanitation Capital Project	13	Human Settlement	R2 000 000.00	2011/12
32	Acton Homes Sanitation Capital Project	11	Human Settlement	R2 000 000.00	2011/12
33	Hoffentaa Sanitation Capital Project	4	Human Settlement	R4 000 000.00	2012/13
34	Sandlwana Sanitation Capital Project	5	Human Settlement	R4 000 000. 00	2012/13
35					



**WATER:**

No.	Project Description	Ward	Source of funding	Allocation	Financial Year
36	Winterton Waste water Works Refurbishment	1	DWA	R1 200 000.00	2011/12
37	Winterton Waste Water Refurbishment	1	DWA	R550 000.00	2012/13
38	Bergville Bulk Water Supply Extension	12	MIG	R2 934 095.00	2011/12
39	Moyeni/Zwelisha Community Water Scheme	8/9	MIG	R5 301 991.00	2011/12
40	Okhombe Spring Protection	7	UTDM	R150 000.00	2011/12
41	Construction of new 50ML/day Water Works-Spionkop Dam	1	UTDM	R155 000 000.00	Not yet committed
42	Construction of 2 <sup>nd</sup> 50ML/day Water Works-Spionkop Dam	1	UTDM	R105 000 000.00	Not yet committed
43	Construction of 3 <sup>rd</sup> 50ML/day Water Works-Spionkop Dam	1	UTDM	R105 000 000.00	Not yet committed

**WATER BACKLOG:**

To eradicate water supply backlog by 2014 a sum of R2 500 000.00 is required. Building of a new treatment works near Spionkop Dam in phases will assist the District Municipality in eradicating water supply backlog in the longterm.

❖ **MINERALS AND ENERGY / ESKOM**

No.	Project Description	Ward	Source of funding	Allocation	Financial year
44	Emmaus S1 Infills (130 conn.)	2	Minerals & Energy / Eskom	R1 300 000.00	2011/12
45	Mazizini S1 infills (50 conn.)	7	Minerals & Energy/ Eskom	R500 000.00	2011/12
46	Zwelisha (150 conn.)	9	Minerals & Energy/ Eskom	R1 500 000.00	2011/12
PROPOSED PLAN FOR 2012/2013-pending NEAC and gazette approval					
47	Okhombe	7	Minerals	R11 940 000.00	2012/13

	household household (796 conn.)			& Energy/ Eskom		
48	Emmaus ext-3 (301 conn.)	2		Minerals & Energy/ Eskom	R4 515 000.00	2012/13
49	Emazizini ext pre-engineering	7		Minerals & Energy/ Eskom	R159 305.55	2012/13
50	Maphophomane ext pre-engineering	7		Minerals & Energy/ Eskom	R59 305.55	2012/13
51	Woodford ext pre-engineering	11		Minerals & Energy/ Eskom	R159 305.55	2012/13
52	Kwasmahla (142 conn.)	2		Eskom	Awaiting regional investment	2013/14
53	Mt Alice (56 conn.)	1		Eskom	R840 000.00	2012/13

❖ **DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM/INDUSTRIAL DEVELOPMENT CORPORATION**

54	Enterprise Centre	01	Funding by DEDT	Department of Economic Development & Tourism
55	Development Agency	01	Funding by IDC	Industrial Development Corporation

❖ **DEPARTMENT OF SPORTS AND RECREATION**

PRIORITY NO.	PROJECT DESCRIPTION	WARD	REQUIREMENT	WARDS TO BE CATERED FOR
1	Dukuza Sports Field	4	Upgrade	4,5 & 8
2	Bergville Sports Complex	12	Construction	10 & 12
3	Emmaus Moonlight Sports Field	02	Construction	1,2,3 & 14
4	Hambrook Sports Field	13	Construction	11 & 13
5	Newstand Sports Field	06	Upgrade	6,7 & 9

**F. IMPLEMENTATION PLAN**

One of the central challenges behind the success of any strategy is the efficacy of implementation. This challenge is even more pertinent in the case of Okhahlamba Municipality given the context that it is under 139 (1) (b) intervention. To address this matter properly, ten areas of emphasis for inclusion in the Implementation Plan have been identified. These are elaborated below.

**F1 ORGANISATIONAL STRUCTURE**

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.

**F2 CRITICAL VACANCIES**

A number of vacancies deemed critical to implementation have been identified, these include that of Directors: Corporate Services, Technical Services, Chief Financial Officer (CFO) and Social & Economic Services, which have been prioritized for urgent filling.

**F3 PROCUREMENT PLANNING**

To expedite procurement of goods and service and to achieve economies of scale and respond appropriately to the challenge of Broad-Based Black Economic Empowerment and to support SMMEs within the area, two critical interventions will be made. Firstly, a new data base of service providers will be developed. Secondly, a Procurement Plan will be developed in the first quarter of the new financial year.

**F4 TRAINING AND DEVELOPMENT**

Training and development programmes will be implemented at three levels. Level 1 will deal with Councillors' Training with emphasis on strengthening oversight role of Council and its Committees. Level 2 will focus on staff training with particular emphasis on executive leadership, technical competencies and supervisory training. Level 3 will be an externally focused on training for Community Development Workers (CDWs) and Ward Committees to ensure effective public participation in the development processes of the municipality.

**F5 DISTRICT INTER-GOVERNMENTAL FORUM**

Implementation will also be about extending the zones of influence of the municipality and its leadership within other spheres of government. In this regard, priority will be given to the implementation of the District Inter-Government Forum, which will be both at a political and technical level.

**F6 SDBIP**

The Draft Service Delivery and Budget Implementation Plan is attached in the document, and provides concrete details about what is to be achieved per each quarter and the resources that will be allocated for this.

**F7 PERFORMANCE CONTRACTING**

Performance contract will be signed with all section 57 employees once their appointments are finalised and these contracts will be made public.

**F8 POLICIES AND PROCEDURES**

Various policies will be reviewed with emphasis on improving the internal control environment.

**F9 COMMUNICATION**

Internal and external communication with all stakeholders will be enhanced. A strategy for this will be developed

**F10 INFORMATION AND TECHNOLOGY**

A review of IT systems and hardware will be done. This will also include IT governance and policies

**G. PROJECTS**

Project	2011/2012	2012/2013	2013/2014	2014/2015	2012/13	Source of funding
Office Furniture and Equipment	2 500 000.00				1800000	Own
Computers	1 450 000.00	200 000.00				Own
Franking Machine	30 000.00	30000.00				Own
Bergville Roads	14 300 000.00			9 000 000.00		Own
Woodford Creche	1 500 000.00					MIG
Mahlabathini Creche	1 500 000.00					MIG
Winterton Taxi Rank	1 853 000.00	4 415 020.61				MIG
traffic cars		1 000 000.00			800000	Own
Clocking Machine	80 000.00	800 000.00				Own
Plant	500 000.00	1015200.00	1 015 200.00		2500000	Own
Landfill Site	500 000.00	500 000.00		7 400 000.00		Own
Cemetery Site	500 000.00	1000000	500000	500000		Own
Traffic Offices and building	850 000.00	1 000000				Own
LED projects		2 800 000.00				Own
Nokopela hall		1 905 308.53				MIG
Nkwazini Road		3 402 000.00				MIG
Nsukangihlale Hall		1 905 308.00				MIG
Maswazini Road			4 364 250.00			MIG
Magangangozi Hall			1 905 308.53			MIG
Morathaba Road			3 311 500.00			MIG
Kwa-Sgubhu bridge			1 200 000.00			MIG
Emafusini			1 721 942.00			MIG
Sithebe Road			1 233 000.00			MIG
Mahambehlala Road			1 683 704.00			MIG
Kwaluseni Road			1 345 200.00			MIG
Ntabeni Road			2 163 312.00			MIG
Reserve C Road			1 308 750.00			MIG
Gelukburg Road				5 000 000.00		Own
Electricity	7 500 000.00	19 190 000.00	21 108	23 219		Grant

			000.00	000.00		
Foot Bridges / Causeway				3 401 902.00		Own
Fanancail System		1 200 000.00				Own
Recording System		100000				Own
<b>TOTAL</b>	<b>33 063 000.00</b>	<b>37 097 637.14</b>	<b>42 860 166.53</b>	<b>47 670 902</b>	<b>5100000</b>	

**LOCAL ECONOMIC DEVELOPMENT PROJECT:**

- This is a privately owned project along R74;
- Project name is Drak Oil Mills;
- They use locally grown crop of soya beans that is grown in Bergville, to make high protein feed for animals, i.e. chickens, etc.;
- This project will benefit the community of Okhahlamba by creating employment (job opportunities), mostly the disadvantaged families;
- It will also work with the municipality, in terms of assisting the poor families, the municipality can identify the most needy families, and this company is prepared to assist where they can.

**H. FINANCIAL PLAN AND SDBIP**

**OKHAHLAMBA MUNICIPALITY**

**FINANCIAL PLAN 2012 - 2017**

**1. Introduction**

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

## 2. 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.

### 2.1. General:

#### 2.1.1. 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.

#### 2.1.2. 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.

#### 2.1.3. 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 expenditure:

- Internal borrowings using existing funds
- External borrowings
- Grant funding from both National and Provincial government
- International funding
- Twin city funding
- Capital market
- Public/ private partnerships
- Disposal of un-utilised assets

Operational expenditure:

- Normal revenue streams, including property rates income, refuse removal billings, hiring out of municipal facilities, etc.
  
- Short term borrowings:
  - Internal
  - External

#### 2.1.4. 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:

**i) 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.

**ii) Business License**

Businesses should be required to have licenses to operate, and these should be renewable annually.

**iii) Photocopier Register**

A register should be kept for photocopy 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.

**iv) 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.

#### 2.1.5. 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 disposal as previously indicated.

#### 2.1.6. 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:

- Budgeting methods
- Cash forecasts and cash flow monitoring against forecasts
- Credit risk management
- Investment policies
- Management reporting
- Supply chain management policies
- Supplier payment periods
- Supplier selection and monitoring procedures
- Debt management and revenue enhancement
- Anti-corruption and Fraud prevention policy
- Indigent policy
- Credit Control policy
- Rates 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.

### 2.1.7. 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

### 2.1.8. 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.

#### 2.1.9. 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.

#### 2.1.10. 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 34%, 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.

#### ❖ DETAILED FINANCIAL ACTION PLAN

1. The financial action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality.
2. The financial action plan incorporates strategies covering a period of 5 years
3. 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.
4. 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.
5. 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.

#### Financial Issues – Okhahlamba Local Municipality

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

1. 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

2. 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
3. Financial Management
  - An IT system needs to be implemented
  - The annual report needs to be prepared
  - Employ consultants to assist with the implementation of GRAP
  - 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
4. 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 ACTIONPLAN – 2011/12 to 2015/16

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	BY WHO M	2011/12	2012/13	2013/14	2014/15	2015/16
Capital financing strategy		Obtain International and local grant funding to undertake projects	Dedicate a particular person to the function of raising grants	All Heads of Departments	√	√	√	√	√
			Identify, establish, maintain and update database of all grant funders	CFO/IDP Manager	√	√	√	√	√
			Undertake project feasibility studies and project plans	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Approach prospective funders with IDP and Financial plan for funding	Chief Financial Officer/IDP Manager	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	BY WHOM	2011/12	2012/13	2013/14	2014/15	2015/16
Asset management strategy	Effective asset management		Ensure asset management system is implemented and functional	CFO	√	√	√	√	√
			Obtain a complete inventory of all assets	CFO	√	√	√	√	√
			Ensure all assets are properly maintained	CFO	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
		Disposal of unutilised assets	Identify and list unutilised & uneconomic assets	CFO	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Dispose of unutilised assets	CFO	√	√	√	√	√
			Improve the use of uneconomic assets	All Departments	√	√	√	√	√
			Develop and review all financial policies, procedures and document flows	CFO	√	√	√	√	√
			Monitor cash forecasts and cash 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	√	√	√	√	√

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	BY WHOM	2011/12	2012/13	2013/14	2014/15	2015/16
			Employ consultants to aid with the implementation of GRAP	CFO	√				
			Ensure business plans are prepared for projects	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Determine operational costs of new capital projects	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Conduct a skills audit of financial division staff	HR Manager	√	√	√	√	√
			Review job descriptions and duty schedules in 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	√	√	√	√	√

FINANCIAL STRATEGIES	REDUCED COSTS	INCREASED REVENUE	ACTION REQUIRED	BY WHOM	2011/12	2012/13	2013/14	2014/15	2015/16
			<ul style="list-style-type: none"> <li>Develop a policy on the use of telephones</li> <li>Use the telephone monitoring system to control the private use of telephones</li> </ul>	Corporate Services Director	√	√	√	√	√
			Set up internal audit committee	MM	√				
			Review overtime claim and approval procedures and supporting documentation	CFO	√	√	√	√	√

**CAPITAL AND INVESTMENT PROGRAMMES**

The capital and investment programmes as set out in the main IDP document.

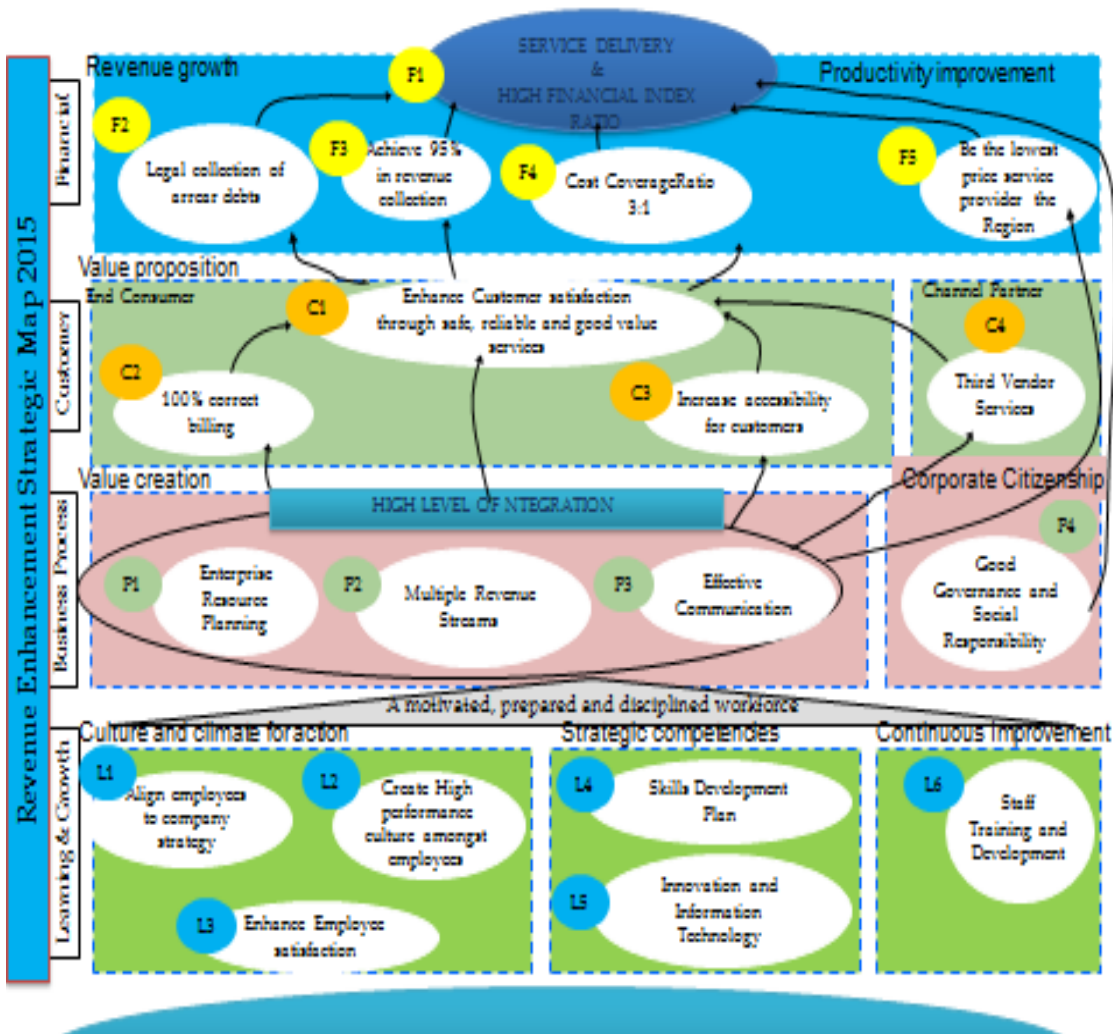
**MULTIYEAR BUDGET (Financial Projections)**

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:

**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 dependant on the 2011/12 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
- The critical outputs as illustrated in (figure 1a) are:
  - A five year projection of the operating and capital budget reflecting the projected revenue increases
  - Financial resources required for capital projects

**FINANCIAL STRATEGIC MAP 2015**



**BUDGET PROJECTIONS (OPERATIONAL) 2012/13 TO 2014/15**

**DRAFT BUDGET  
SUMMARY 2012-  
2015**

Department	Y2012/13			Y2013/14		Y2014/15	
	REVENUE	EXPENDITURE	INCOME	EXPENDITURE	INCOME	EXPENDITURE	INCOME
Council general: Okhahlamba			75 568 000.00		87 633 000.00		93 896 000.00
	Salaries & Allowances	6 130 000.00		6 620 400.00		7 150 032.00	
	General Exp	12 059 396.00		13 413 827.68		14 486 933.89	
Municipal Manager	Salaries & Allowances	1 774 902.79		1 895 596.18		2 024 496.72	
	General Exp	2 065 000.00		2 230 200.00		2 408 616.00	
Corporate Services	REVENUE		69 984.00		75 582.72		81 629.34
	Salaries & Allowances	5 313 876.00		5 354 819.57		5 718 947.30	
	General Exp	12 279 440.00		13 261 795.20		14 322 738.82	
	Repairs & Maint.	97 200.00		104 976.00		113 374.08	
Financial Services	REVENUE		4 016 500.00		4 337 820.00		4 684 845.60
	Salaries & Allowances	3 804 822.00		4 063 549.90		4 339 871.29	
	General Exp	4 362 800.00		4 711 824.00		5 088 769.92	
Tourism	REVENUE		96 000.00		103 680.00		111 974.40
	General Exp	2 326 000.00		2 512 080.00		2 713 046.40	
Library Bergville	REVENUE		448 000.00		483 840.00		522 547.20
	General Exp	119 760.00		209 620.80		219 190.46	
	Repairs & Maint.	100 000.00		-		-	
MPCC	REVENUE		150 000.00		162 000.00		174 960.00
	General Exp	324 700.00		350 676.00		378 730.08	
Museum Winterton	REVENUE		-		-		-
	General Exp	437 560.00		40 564.80		43 809.98	



Public Health Bergville	REVENUE		2 543 000.00		-		-
	General Exp	514 269.00			-		-
Social Services	REVENUE						
	Salaries & Allowances	7 578 356.00		8 093 684.21		8 741 178.94	
	General Exp	3 175 000.00		3 429 000.00		3 703 320.00	
Traffic Okhahlamba	REVENUE		300 000.00		324 000.00		349 920.00
	General Exp	506 000.00		546 480.00		590 198.40	
	Repairs & Maint.	570 000.00		-		-	
Technical Services	REVENUE		161 568.00		174 493.44		188 452.92
	Salaries & Allowances	9 121 841.00		9 746 926.19		10 414 901.17	
	General Exp	2 989 800.00		3 228 984.00		3 487 302.72	
	Repairs & Maint.	4 740 000.00		324 000.00		349 920.00	
Refuse Bergville	REVENUE		200 141.00		216 152.28		233 444.46
	General Exp	1 292 000.00		52 000.00		42 000.00	
	Repairs & Maint.						
<b>TOTAL</b>		<b>81 682 722.79</b>	<b>83 553 193.00</b>	<b>80 191 004.52</b>	<b>93 510 568.44</b>	<b>86 337 378.18</b>	<b>100 243 773.92</b>

- The table above reflects the current financial situation of the municipality
- Inflationary increases have been considered in projecting the future years' expenditure.

**BUDGET PROJECTIONS  
(CAPITAL) 2012/13 TO  
2014/15**

**DRAFT BUDGET  
SUMMARY 2013/2014**

		Y2012/13	Y2013/14	Y2014/15			
Department		EXPENDITURE	INCOME	EXPENDITURE	INCOME	EXPENDITURE	INCOME
Corporate Services	REVENUE		-		-		-
	Capital Costs	1 420 000.00		-		-	
Financial Services	REVENUE		-		-		-
	Capital Costs	1 200 000.00		-			
Tourism	REVENUE		3 000 000.00				
	Capital Costs	2 800 000		-		1 500 000.00	
Traffic Okhahlamba	REVENUE		2 000 000.00		-		-
	Capital Costs	-		-		-	
Technical Services	REVENUE		35 833 000.00		24 568 000.00		25 925 000.00
	Capital Costs	32 317 000.00		24 568 000.00		56 885 000.00	
<b>TOTAL</b>		<b>37737000</b>	<b>40 833 000.00</b>	<b>24 568 000.00</b>	<b>24 568 000.00</b>	<b>58 385 000.00</b>	<b>25 925 000.00</b>

- The table above reflects the current financial situation of the municipality
- Inflationary increases have been considered in projecting the future years' expenditure.

**BUDGET  
PROJECTIONS  
(CAPITAL)  
2012/13 TO  
2014/15**

**DRAFT BUDGET  
SUMMARY**

2013/2014		Y2012/13		Y2013/14		Y2014/15	
Department		EXPENDITURE	INCOME	EXPENDITURE	INCOME	EXPENDITURE	INCOME
Corporate Services	REVENUE		-		-		-
	Capital Costs	1 420 000.00		-		-	
Financial Services	REVENUE		-		-		-
	Capital Costs	1 200 000.00		-			
Tourism	REVENUE		3 000 000.00				
	Capital Costs	2 800 000		-		1 500 000.00	
Traffic Okhahlamba	REVENUE		2 000 000.00		-		-
	Capital Costs	-		-		-	
Technical Services	REVENUE		35 833 000.00		24 568 000.00		25 925 000.00
	Capital Costs	32 317 000.00		24 568 000.00		56 885 000.00	
<b>TOTAL</b>		<b>37737000</b>	<b>40 833 000.00</b>	<b>24 568 000.00</b>	<b>24 568 000.00</b>	<b>58 385 000.00</b>	<b>25 925 000.00</b>

**Capital Investment Program Summary**

PROJECT	2011/2012	2012/2013	2013/2014	2014/2015	2015/16	
Office Furniture and Equipment	2 500 000.00				1 800 000.00	Own
Computers	1 450 000.00	200 000.00				Own
Franking Machine	30 000.00	30 000.00				Own
Bergville Roads	14 300 000.00			9 000 000.00		Own
Woodford Creche	1 500 000.00					MIG
Mahlabathini Creche	1 500 000.00					MIG
Winterton Taxi Rank	1 853 000.00	4 415 020.61				MIG
traffic cars		1 000 000.00			800 000.00	Own
Clocking Machine	80 000.00	800 000.00				Own
Plant	500 000.00	1015200.00	1 015 200.00		2 500 000.00	Own

Landfill Site	500 000.00	500 000.00		7 400 000.00		Own
Cemetery Site	500 000.00	1000000	500 000.00	500000		Own
Traffic Offices and building	850 000.00	1 000000				Own
LED project		2 800 000.00				Own
Nokopela hall		1 905 308.53				MIG
Nkwazini Road		3 402 000.00				MIG
Nsukangihlale Hall		1 905 308.00				MIG
Maswazini Road			4 364 250.00			MIG
Magangangozi Hall			1 905 308.53			MIG
Morathaba Road			3 311 500.00			MIG
Kwa-Sgubhu bridge			1 200 000.00			MIG
Emafusini			1 721 942.00			MIG
Sithebe Road			1 233 000.00			MIG
Mahambehlala Road			1 683 704.00			MIG
Kwaluseni Road			1 345 200.00			MIG
Ntabeni Road			2 163 312.00			MIG
Reserve C Road			1 308 750.00			MIG
Gelukburg Road				5 000 000.00		Own
Electricity	7 500 000.00	19 190 000.00	21 108 000.00	23 219 000.00		Grant
Foot Bridges / Causeway				3 401 902.00		Own
Fanancail System		1 200 000.00				Own
Recording System		100 000.00				
<b>TOTAL</b>	<b>33 063 000.00</b>	<b>37 097 637.14</b>	<b>42 860 166.53</b>	<b>47 670 902</b>	<b>5 100 000.00</b>	

**H.1 SDBIP ANNEXURE**

**I. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS)****I1. Objectives and Principles of PMS**

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 fulfill the following functions:

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

**I2. Alternative Models for PMS**

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
- Departmental Scorecards.

Each of these will be dealt with in the following paragraphs.

**I3. Organisationa Scorecard**

This scorecard provides an overall picture of the 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.

(ii) 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.
- Strategic 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.

(iii) In terms of the Regulations, the Organisational Scorecard is to be reviewed annually.

(iv) 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.

(v) Performance Targets need to be set in relation to baseline information, which will be drawn from a variety of surveys, including the 2001 Census figures and Management information.

(vi) Version 0 Organisational Scorecard. Council will need to set targets for the KPI's utilizing as a baseline inter alia the 2001 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

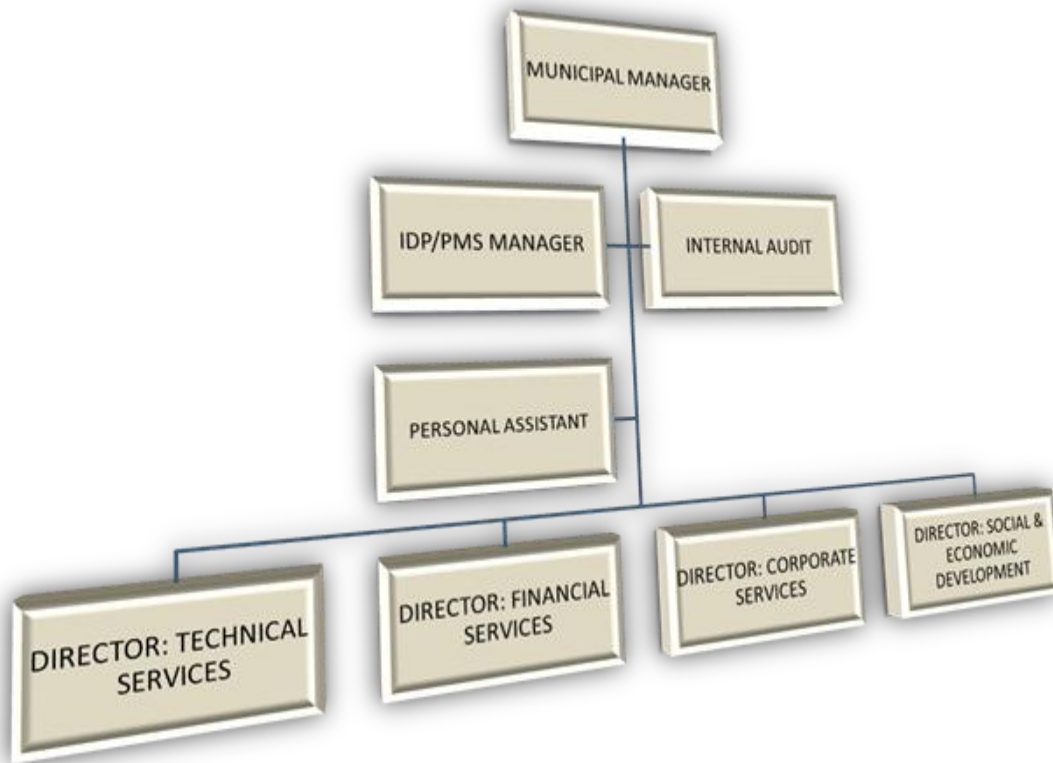
#### 14. Roles and Responsibilities in PMS

<b>Roles and Responsibilities in Organisational Performance Management Systems</b>	
<b>Municipal Council</b>	<ul style="list-style-type: none"> <li>• Approving the PMS, monitoring and reviewing the IDP in terms of the PMS.</li> </ul>
<b>Councillors</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Providing input into the development and implementation of the PMS and the annual</li> </ul>

	performance report.
<b>Executive Committee, Executive Mayor and Portfolio Committees</b>	<ul style="list-style-type: none"> <li>Decide on the PMS process. Nominate persons to 'drive' the PMS process, monitor the development, implementation and management process.</li> </ul>
<b>Municipal Manager</b>	<ul style="list-style-type: none"> <li>Overall management and coordination responsibility to ensure that all relevant role-players are involved and that the process is proceeding as planned.</li> </ul>
<b>IDP/PMS Manager</b>	<ul style="list-style-type: none"> <li>Day to day management of the IDP and PMS; fulfill the role of the "Performance Champion" refer page 10 for more detailed information of the PMS managers roles and responsibilities.</li> </ul>
<b>IDP/PMS Technical Committee /Task Team</b>	<ul style="list-style-type: none"> <li>Development and implementation of the PMS.</li> <li>Summarising and processing inputs from the consultative process.</li> </ul>
<b>Facilitators (Either from internal resources or contracted)</b>	<ul style="list-style-type: none"> <li>Methodological guidance, facilitation of planning workshops, documentation and special studies.</li> </ul>
<b>Municipal Officials (Heads of Departments and Senior Officials)</b>	<ul style="list-style-type: none"> <li>Providing technical and sector expertise and information relating to performance measures and targets.</li> <li>Implement and manage the PMS in their departments.</li> </ul>
<b>Internal Auditor</b>	<ul style="list-style-type: none"> <li>Auditing performance measures.</li> </ul>



**16. Organisation Structure**



**17. 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:

- (i) A customer satisfaction survey (involving households and businesses in Okhahlamba) and an employee satisfaction survey (conducted internally).
- (ii) 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.

**18. 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.

## **SUMMARY AND CONCLUSION**

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 contributions , 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.

**J. STATUS ON ALL APPLICABLE SECTOR PLANS**

SECTOR PLAN	STATUS
1.Detailed Spatial Development Framework	Under Review
2.Detailed Disaster Management Plan	Included in the Draft IDP
3.Land Use Management Framework	Under Review
4.Water Services Development Plan	Refer to Uthukela District Municipality
5.Housing Plan	Under Review

6. Local Economic Development Plan /Strategy	Under Review
7. PMS	Under Review
8. IDP Process Plan	Adopted
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	Draft – to be adopted within 14 days after budget adoption as per MFMA
14. Municipal Infrastructure Investment Plan	To be compiled during the next financial year
15. Anti- Fraud & Corruption Strategy	
16. BEE Policy	Adopted
17. Indigent Support Policy	Under Review
18. Supply Chain Management Policy	Under Review
19. Staff /Ward Committees Cell Phone Policy	Under Review
20. Asset Management Policy	Under Review
21. Cash Management & Investment Policy	Review
22. Budgeting Policy	Review
23. Integrated Waste Management Plan	Under Review

**J1. DETAILED SPATIAL DEVELOPMENT FRAMEWORK**



**J2. DITAILED DISASTER MANAGEMENT PLAN**

**K. APPENDICIES**

**K.1 LAND USE MANAGEMENT FRAMEWORK**

**K.4 INTEGRATER WASTE MANAGEMENT PLAN**



**K.7 HOUSING PLAN**

**K.9 LOCAL ECONOMIC DEVELOPMENT STRATEGY**

**K.12 ORGANISATIONAL PMS**

**K.13 IDP PROCESS PLAN**