

# Okhahlamba Local Municipality Draft IDP Review-2011/2012



LOCAL MUNICIPALITY-UMKHANDLU WENDAWO

## DRAFT IDP REVIEW 2011/2012

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## **MAYOR'S FOREWORD**

It is once more that time of the year, when we take stock of our strengths and weaknesses to chart a way forward in how, jointly with all stakeholders of Okhahlamba Local Municipality, we propose to develop our area. The draft IDP Review for 2011/2012 Financial Year is being released to afford all stakeholders an additional opportunity to contribute ideas that can further enrich our noble intentions to take Okhahlamba Municipality on a new development and growth path.

The process that culminated into this Draft IDP Review started in earnest last year when the Council approved the IDP Review Process. As part of this process we have conducted a series of consultations with stakeholders in all 13 Wards of Okhahlamba and at the level of the IDP Stakeholder Forum. The Imbizo convened by the MEC for Corporative Governance and Traditional Affairs also provided a platform that enabled the people of Okhahlamba to highlight the development challenges that we still need to confront as we march forward to an era of more transparency and maturity in how we do our business. We would like to record our appreciation to all stakeholders for the invaluable inputs we received.

In this IDP Review we have tried to take on board all the comments and constructive criticisms we received. We have also tried to align our IDP to the Budget. Furthermore, we have also developed an Organizational Performance Management System with a defined set of Key Performance Areas, Key Performance Indicators, Delivery Targets with responsibility allocated to specific Senior Managers. This is a tool that we will be using to hold line managers to account and take responsibility for development. Similarly, the people of Okhahlamba and all stakeholders must hold us accountable for delivery targets outlined here.

During the Month of April, we will be holding further consultations with all stakeholders and dates and venues for this will be announced soon. We appeal to all stakeholders to attend these consultations and air their views

Councillor V.R. Mlotshwa

**Mayor of Okhahlamba Local Municipality**

## SECTION A: EXECUTIVE SUMMARY

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, neighboring the international boundary with Lesotho and Free State province in the north. The population estimates is approximately 151 441 people (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 review 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 2011/2012 financial year. 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 detail 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



## **A1 BACKGROUND & LEGAL CONTEXT**

### **A1.1 BACKGROUND**

Integrated Development Planning is a central process that has become a driving process to ensure the residents of the municipal area are ultimately the recipients of basic services that are provided by the municipality. The Integrated Development Plan is further seen as a consolidated process that provides a framework for the planning of future development in a municipality. In this regard, all other municipal plans must be aligned to the IDP and they must ultimately become annexure to the IDP. The development of Municipal Integrated Development Plans is not just for the purposes of meeting the requirements of the law, but IDP plays a very crucial part in the development of the municipal area.

According to the Department of Provincial & Local Government, the following constitute the *Credible IDP*:

- Consciousness by municipality of its constitutional and policy mandate for developmental local government
- Awareness by municipality of its role and place in the regional provincial and national context and economy
- Awareness by municipality of its own intrinsic characteristics and criteria for success
- Comprehensive description of the area – the environment and its spatial characteristics
- A clear strategy, based on local developmental needs
- Insights into the trade-offs and commitments that are being made re: economic choices, establishment of Sustainable Human Settlements, integrated service delivery etc
- The key deliverables for the next 5 years
- Clear measurable budget and implementation plans aligned to the Service Delivery and Budget Implementation Plan
- A monitoring system (Organizational Performance Management Systems)
- Determines capacity of municipality
- Communication, participatory and decision-making mechanisms

- The degree of intergovernmental action and alignment to government wide priorities

As required by the law, Okhahlamba Municipality adopted its first IDP in 2002/2003, and thereafter reviewed the IDPs annually from that period. These IDP's were reviewed on annual basis between the terms 2003/4 to 2009/10.

This IDP was a product of an intensive community participation process that was able to give a developmental direction to the Council of Okhahlamba Municipality. It is the task of the newly established council to give a developmental vision and direction for the next five years. This was achieved through Community IDP Road Shows whose objectives were to identify community needs in all Okhahlamba 13 wards. The product of the Community IDP Road Shows shall be Okhahlamba 2010/11 Integrated Development Plan. Okhahlamba Municipality 2007/12 IDP is a five year strategic plan which is aimed at providing the community of Okhahlamba with an access to basic services, health care, education, food and social security, housing, land reform, road infrastructure and safety and security amongst other things.

Efforts have been made to align Okhahlamba 2010/11 Integrated Development Plan to NSDPS, KwaZulu Natal Provincial Growth & Development Strategy, Provincial Spatial and Economic Development Strategy, AsgiSA and other national initiatives.

## A1.2 LEGAL OVERVIEW

The transformation of Local Government in South Africa has brought about drastic changes in the nature, powers and functions of municipalities. This transformation has placed an emphasis on developmental role of the municipalities, and hence, developmental local government. The notion of developmental local government commits the municipalities to work with the communities in ensuring that they together find sustainable ways of improving the quality of lives of the communities. Section 23 of the Local Government Municipal Systems Act No. 32 of 2000, which determines that all municipalities must undertake a development oriented planning, in order to ensure that they strive to achieve the objects of local government, further enhances the concept of developmental local government.

It is through this development oriented planning that the developmental local government can be realized.

The development oriented planning that is referred to above, is the integrated development planning, which is a process through which the municipalities prepare strategic development plans which extends for a five-year period. The ultimate product of this planning process is the Integrated Development Plan. Okhahlamba Integrated

Development Plan (IDP) is the principal strategic planning instrument that guides and informs all planning, budgeting, management and decision-making processes in Okhahlamba.

According to the Local Government Municipal Systems Act No. 32 of 2000, all municipalities have to undertake a 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 local government level.

Section 23 of the Local Government Municipal Systems Act, No. 32 of 2000 determines that a municipality must undertake a development oriented planning in-order to ensure that it strives to achieve the objectives of local government and gives effect to its developmental duties as set out in the Constitution.

Section 25 of the Local Government Municipal Systems Act, No. 32 of 2000 stipulates that immediately after the start of its term, each municipal council must within a prescribed period; adopt a single, inclusive and strategic plan for the development of the municipality.

Section 25 of the Government Municipal Systems Act, No. 32 of 2000 further stipulates that the municipal must on annual basis, review the adopted integrated development plan until the new council come into power, which will then adopt its own integrated development plan.

Section 25 (3) (a) of the Government Municipal Systems Act, No. 32 of 2000 further determines that a newly elected municipal council may adopt the integrated development plan of its predecessor, but must also ensure that it complies with Section 29, which states that *(The process followed by a municipality to draft its integrated development plan, must allow for:*

- *the local community to be consulted on its development needs and priorities;*
- *provide for the identification of all plans and planning requirements binding on the municipality in terms of provincial and national legislation; and, be consistent with any other matters that may be prescribed by regulation*

The integrated development planning process necessitates the coming together all relevant stakeholders, with an aim of:

- Identifying its key development priorities;
- Formulating a clear vision, mission and values;
- Formulating appropriate strategies;

- Developing the appropriate organizational structure and systems to realize the vision and mission; and
- Aligning resources with the development priorities

The Municipal Systems Act further compels the municipalities to draw up an Integrated Development Plan as a singular, inclusive and strategic development plan that is aligned with the strategic development plans of the surrounding municipalities and other spheres of government. In this regard, Okhahlamba Municipality shall endeavor to align its strategic development plan to that of the Municipalities of Emnambithi-Ladysmith, Umtshezi, Imbabazane, and Maluti a Phufong in the Free State, as they are all surrounding Okhahlamba Municipality.

Okhahlamba IDP shall by all means be made of the following components as required by Municipal Systems Act of 2000:

- A vision of the long term development of the municipality;
- An assessment of the existing level of development in the municipal area which must include an identification of the need for basic municipal services;
- The municipal development priorities and objectives for its elected term;
- The municipal development strategies which must be aligned with national and/or provincial sectoral plans and planning requirements;
- A spatial development framework which must include the provision of basic guidelines for a land use management system;
- The municipal operational strategies;
- A municipal disaster management plan;
- A municipal financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets

The **Municipal Planning and Performance Management Regulations of 2001** further set out the following requirements for the Integrated Development Plan:

- An institutional framework for the implementation of the Integrated Development Plan and to address municipality's internal transformation
- Investment opportunities that should be clarified;

- Development initiatives including infrastructure, physical, social and institutional development; and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state.

The **Municipal Finance Management Act (MFMA) of 2003** further provides for a total alignment between the municipal annual budget and the Integrated Development Plan. To ensure this, Okhahlamba Municipality has developed a single process to develop and review its annual budget and the integrated development plan.

The **Municipal Finance Management Act (MFMA) of 2003** further provides for the development of the Service Delivery and Budget Implementation Plan (**SDBIP**), which is a detailed plan that gives direction as to how the service delivery and annual budget should be implemented. SDBIP includes monthly revenue and expenditure projections, quarterly service delivery targets as well as performance indicators

## A1.3 MEC'S COMMENTS

KPI	MEC's COMMENTS	ACTION BY MUNICIPALITY	RESPONSIBLE PERSON	WHEN
Municipal Transformation and Institutional Development	<ul style="list-style-type: none"> <li>• Development and Implementation of the PMS</li> <li>• Organizational Structure [filling of critical posts, namely, Director Technical Services and Director IDP and PMS]</li> <li>• Development and Implementation of the HR Policy</li> <li>• Preparation of a Comprehensive PMS linked to the Budget, and Objectives and Strategies of the IDP</li> </ul>	<ul style="list-style-type: none"> <li>• Outsourced a service provider to develop a Comprehensive Performance Management System, that is linked to the Budget, Objectives and Strategies of the IDP, the Draft Framework has been developed, and will be tabled before Council for adoption;</li> <li>• Director Technical Services has been appointed; as for the Director:IDP/PMS, the municipality has the IDP/PMS Manager</li> <li>• An HR Policy has been is under review, and will be work shopped for adoption by Council</li> </ul>	<ul style="list-style-type: none"> <li>• IDP/Performance Manager</li> <li>• Director Corporate Services</li> <li>• Director Corporate Services</li> </ul>	<p>30 April 2011</p> <p>01 December 2010</p> <p>To be work shopped by the 17 June 2011;</p> <p>Submitted for adoption by the 29 June 2011</p>
Local Economic Development	<ul style="list-style-type: none"> <li>• Reviewal of the LED Strategy, with the inclusion of indicative Budgets for LED Projects, time frames for implementation, realistic and measurable KPI's, and assigned responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• An LED Strategy is under Review, and will be work shopped to Council and other Stakeholders, and thereafter submitted to Council for</li> </ul>	<ul style="list-style-type: none"> <li>• Director Social and Economic Services</li> </ul>	<p>To be work shopped by the 15 April 2011;</p> <p>Submitted for adoption by the 30 April 2011</p>

	<ul style="list-style-type: none"> <li>An Implementation Plan and Progress with regard to projects and clearly articulated Implementation needs in the IDP</li> </ul>	<p>adoption, and will be clearly articulating implementation needs in the IDP, including progress with regards to projects</p>		
Basic Service Delivery and Infrastructure Investment	<ul style="list-style-type: none"> <li>The roll-out of Free Basic Services (FBS) which is a challenge that needs to be addressed</li> <li>A need to make improvement through the development of Sector Plans and addressing service delivery needs in a holistic manner</li> </ul>	<ul style="list-style-type: none"> <li>An Indigent Policy in place needs reviewal to ensure proper and correct information for Indigent people</li> <li>The MTEF's from the Sector Departments to be obtained</li> </ul>	<ul style="list-style-type: none"> <li>Director Social and Economic Services</li> <li>Town Planner</li> </ul>	<p>29 June 2011</p> <p>30 April 2011</p>
Financial Viability and Financial Management	<ul style="list-style-type: none"> <li>The Development of a Comprehensive Financial Plan</li> <li>Ensuring that the Financial Plan provides, <i>inter alia</i>, a multiyear budget, a summary of the Capital and Operational Budget, Revenue raising strategies, Financial Management Strategies, Asset Management Strategies, Debt Management and Recovery Strategies and Capital Financing Strategies</li> </ul>	<ul style="list-style-type: none"> <li>A comprehensive Financial Plan is being developed by the CFO, adding to that a Draft Budget is to be finalized to ensure a Comprehensive Financial Plan</li> </ul>	<ul style="list-style-type: none"> <li>Director Financial Services</li> </ul>	<p>30 April 2011</p>
Good Governance and Community Participation	<ul style="list-style-type: none"> <li>Development and Implementation of a Community Participation Strategy/Plan, clearly articulating how community participation is implemented, strengthening Wards, Ward-</li> </ul>	<ul style="list-style-type: none"> <li>A Community Participation Strategy/Plan has been developed, and has already been submitted to Portfolio Committees,</li> </ul>	<ul style="list-style-type: none"> <li>Director Social and Economic Services</li> </ul>	<p>2 May 2011</p>

	<p>Based Plans and the Institution</p> <ul style="list-style-type: none"> <li>• Development of an HIV/AIDS Plan and Youth Plan</li> <li>• Information on how the needs of other special groups will be addressed</li> </ul>	<p>awaiting to be work shopped</p> <ul style="list-style-type: none"> <li>• An HIV/AIDS Plan in place, and the Youth Plan is to be developed</li> <li>• The Youth Plan will also be addressing other needs of Special Groups, i.e. Gender, Disability, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Director Social and Economic Services</li> </ul>	<p>2 May 2011</p>
<p>Spatial Development Framework</p>	<ul style="list-style-type: none"> <li>• An alignment of the SDF to the National and Provincial and Regional priorities and policies [in particular (NSDP) (DAP) and (SCAP)</li> <li>• Inclusion of a Capital Investment Framework</li> <li>• To undertake a Strategic Environmental Assessment (SEA) and Environmental Management Plan (EMP), to improve the credibility of this KPA</li> <li>• Alignment of the Environmental Plans to the SDF and LUMS when developed</li> <li>• Sourcing of funds for the development of the environmental sector plans (critical as our municipality encompasses areas of the Drakensberg, which is an area of environmental significance and a World Heritage Site</li> </ul>	<ul style="list-style-type: none"> <li>• The SDF is under review and the alignment between the SDF, National, Provincial and Regional priorities has been ensured, policies such as NSDF, DAP, and SCAP has also been aligned to the SDF, and the PSEDS has also been compiled and the report will be incorporated in the existing SDF;</li> <li>• MTEF's will be obtained from Sector Departments including the Districts Sector plans, Projects and Budget, to conclude the Capital Investment Framework;</li> <li>• The Department of Environmental Affairs are to be engaged in the development of LUMS to</li> </ul>	<ul style="list-style-type: none"> <li>• Town Planner</li> </ul>	<p>18 March 2011</p>



		ensure alignment between the SDF, LUMS and Environmental Plans		
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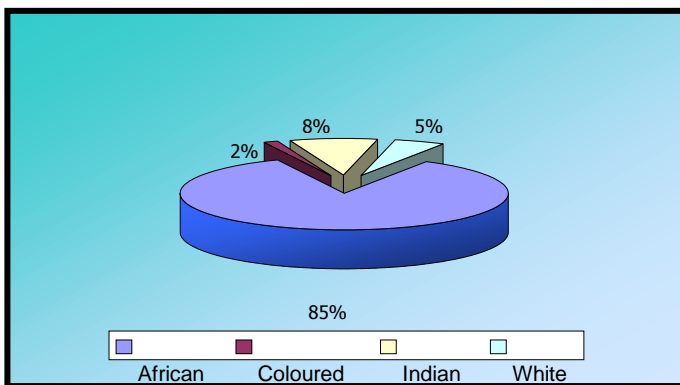
## SECTION B: SITUATIONAL ANALYSIS

### B1 POPULATION STATISTICS

#### B1.1 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**

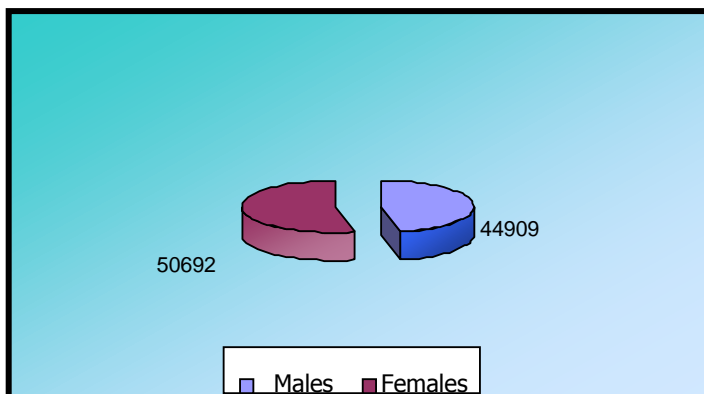


Data Source: Stats SA Community Survey 2007

#### B1.2 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.

**Chart 2: Gender Profile**

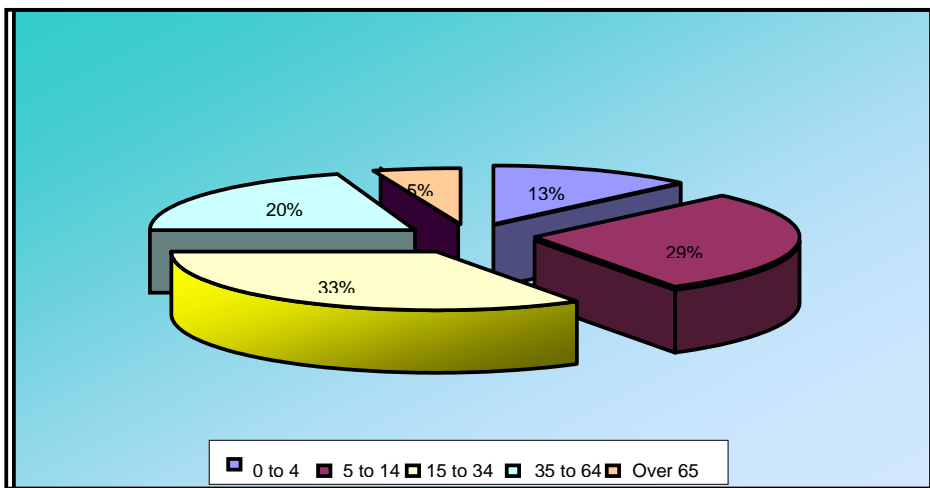


Data Source: Statistics South Africa: CS 2007

### B1.3 AGE

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.

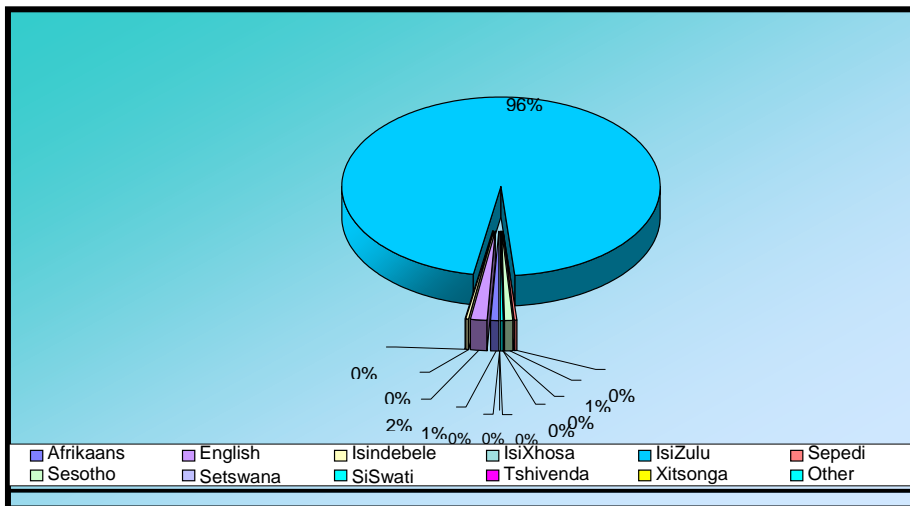
**Chart 3: Age cohorts**



Data Source: Statistics South Africa: CS 2007

### B1.4 LANGUAGE

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



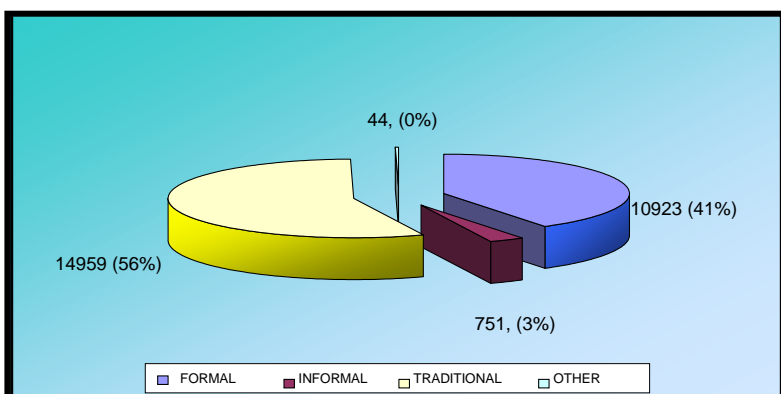
**Chart: 4**

Data Source: Statistics South Africa: CS 2007

**B1.5 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.

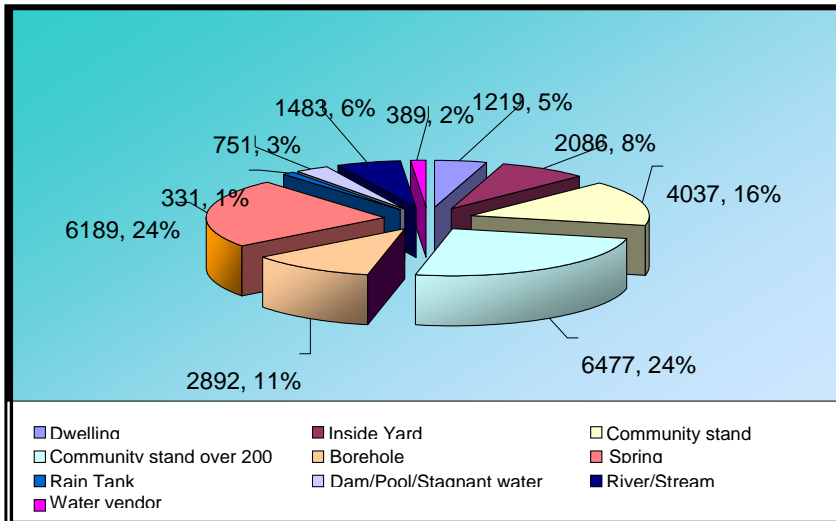
**Chart 5: Dwelling Type**



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**

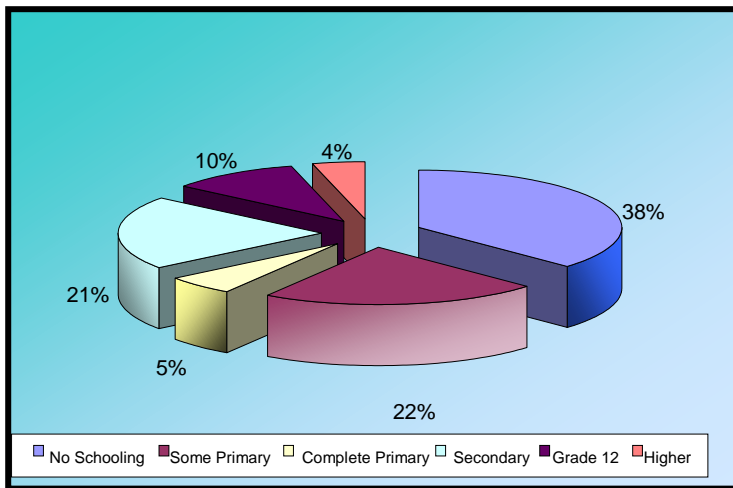


Data Source: Statistics South Africa: CS 2007

**B1.6 EDUCATION**

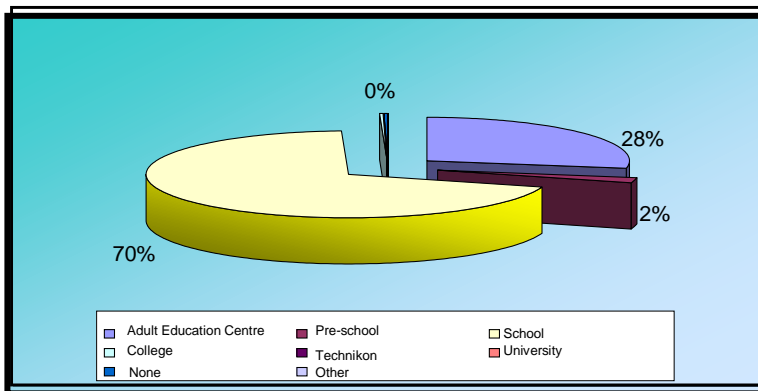
Education is the backbone for the future of any community. In Okhahlamba, it has been identified that the level of education of the residents is very low and this has impact both on social and economic spheres of the communities. **The Chart 7** below illustrate that 58% of the Okhahlamba population 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

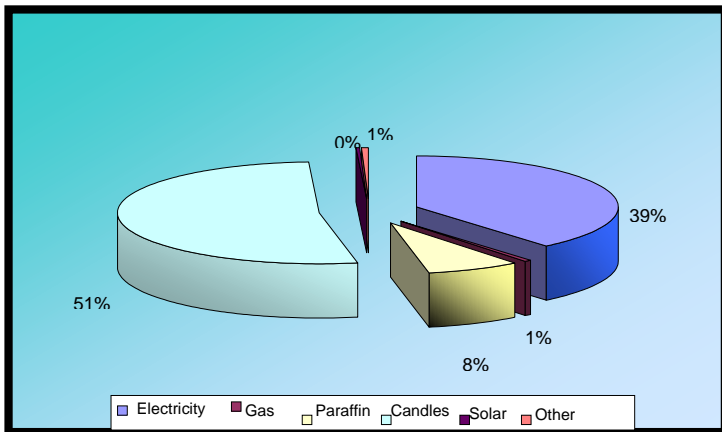
The above chart: 8 suggest that 70% of Okhahlamba Municipality’s populations between the 5 to 24 year age group are attending one or the other education institution as specified. Research has shown that, as a result of the historical disadvantages of black education the minimum level required for functional 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.

**B2 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

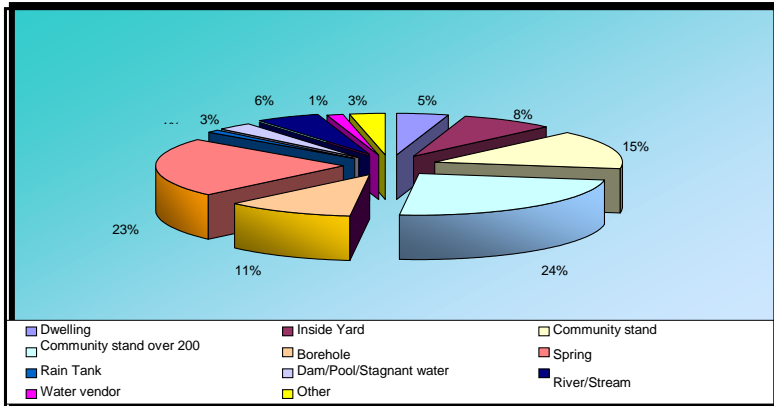
As Indicated above, 39% of the households in OLM do have access to electricity as a source of energy. The predominant (51%) source of lighting is candles and the remainder uses either paraffin (8%), Gas, solar and other sources of energy respectively.

## B2.1 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.

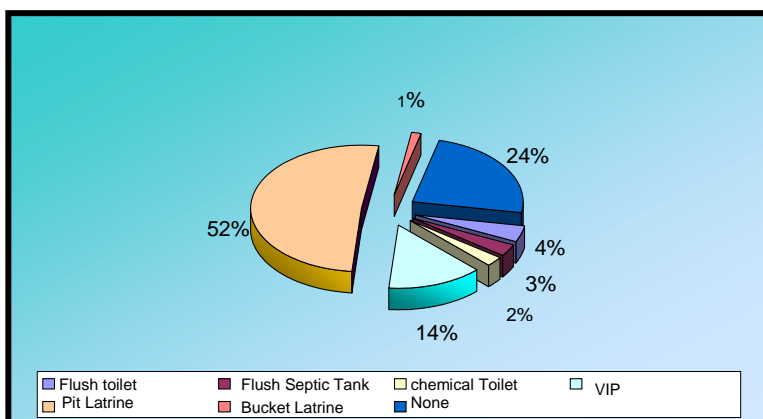
**Chart 10: Water Source**



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**

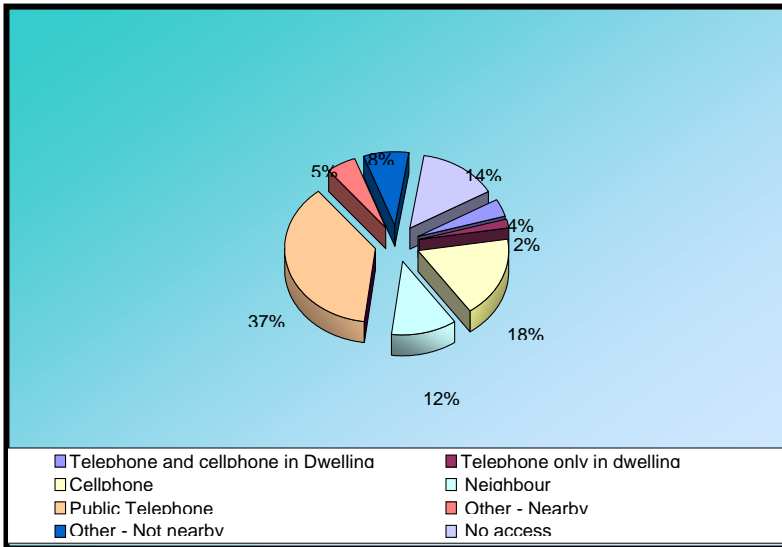


Data Source: Statistics South Africa: CS 2007



**B2.2 COMMUNICATION AND NETWORKS**

**Chart 12: Telephone**

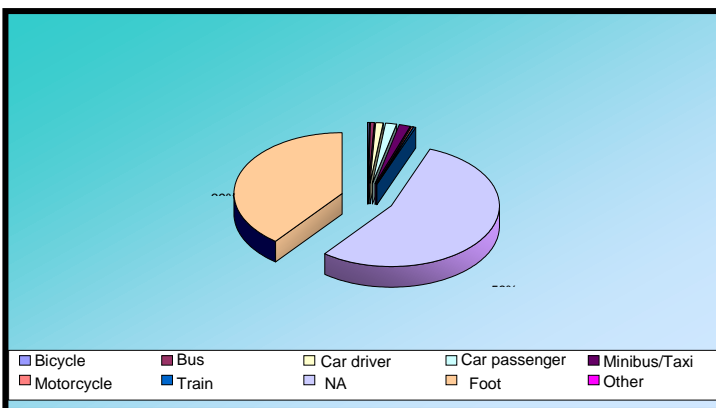


Data Source: Statistics South Africa: CS 2007

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.

**B2.3 PUBLIC TRANSPORT**

**Chart 13: Modes of transport**



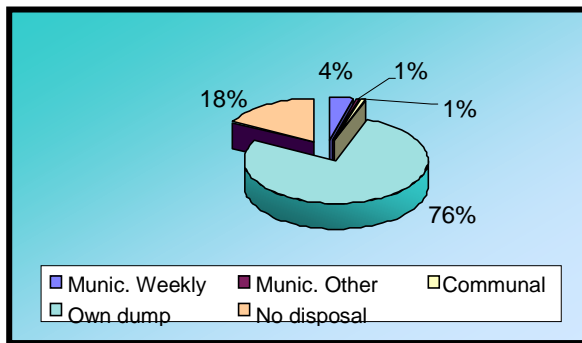
Data Source: Statistics South Africa: CS 2007

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.

## B2.4 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.



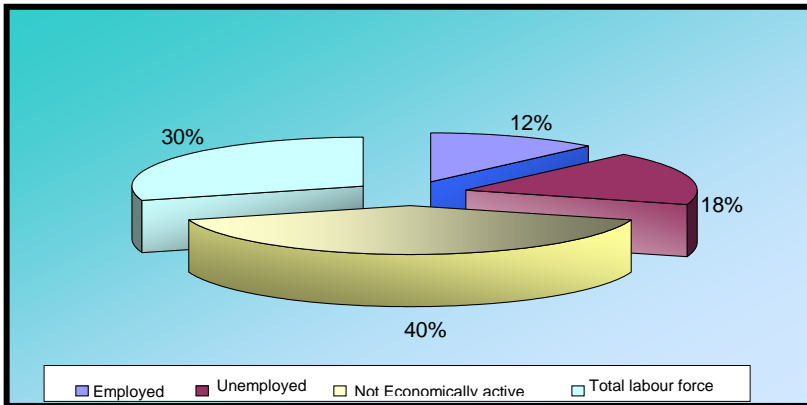
Data Source: Statistics South Africa: CS 2007

## B2.5 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.

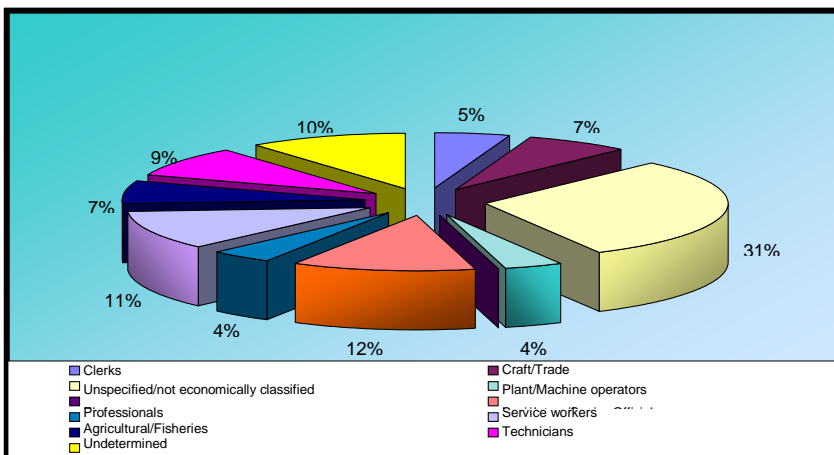
The charts below indicate that OLM has an unemployment rate 18%, whilst 40 to the population have been categorized as “Not economically active”. These people fall within the age group 15 – 64. Also, About 90% of the population in OLM is employed in the formal sector with the main occupation being elementary 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**

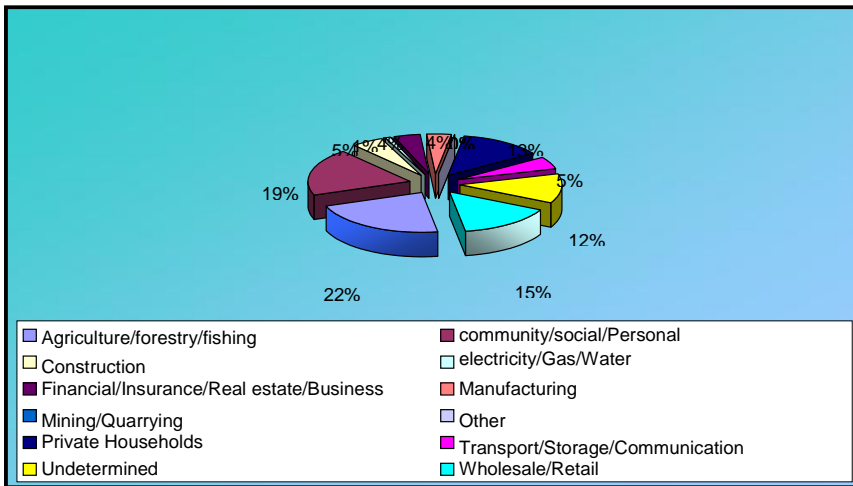


Data Source: Statistics South Africa: CS 2007

**B3 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**

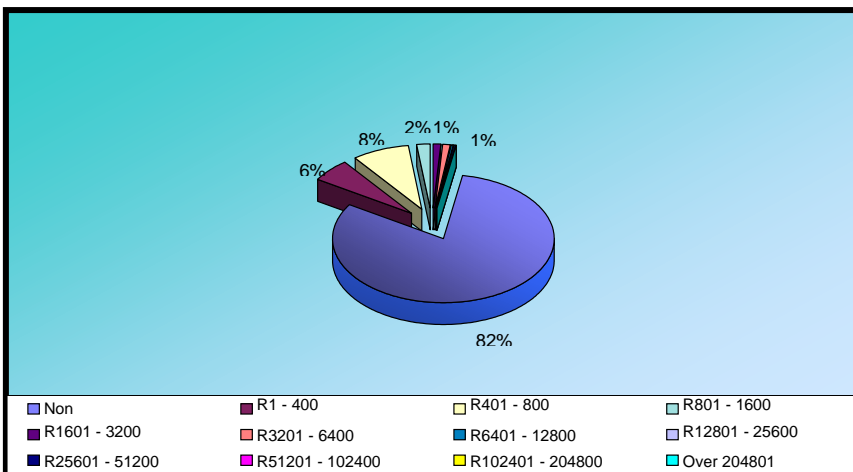


Data Source: Statistics South Africa: CS 2007

### B3.1 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**

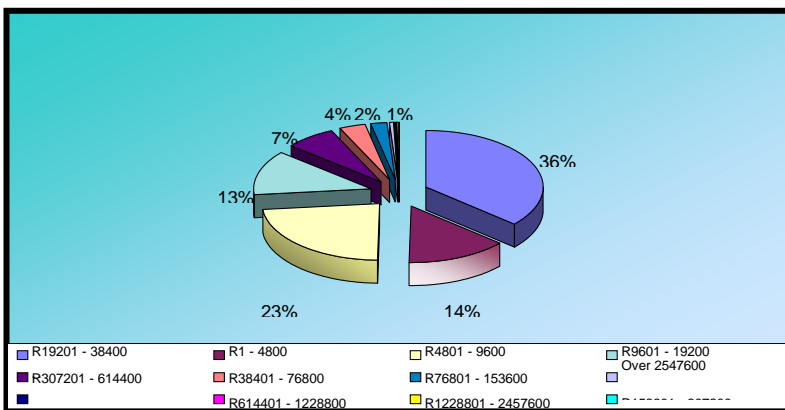


Data Source: Statistics South Africa: CS 2007

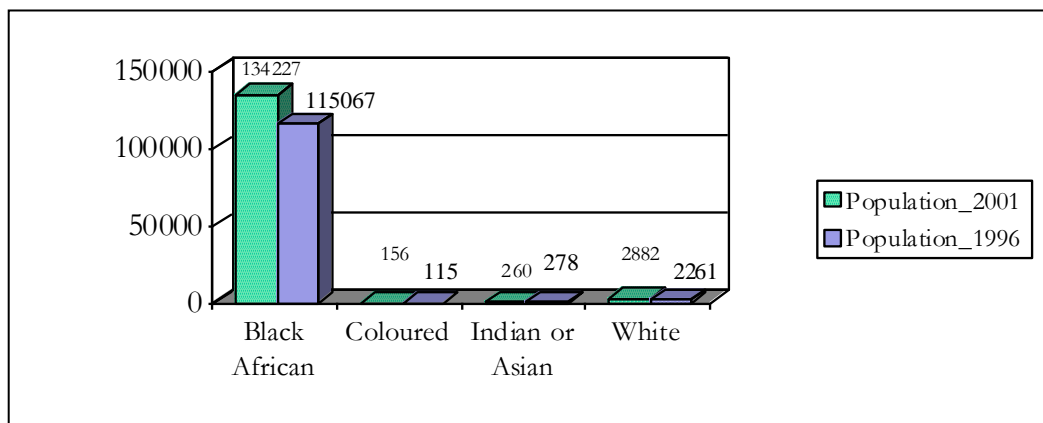
### B3.2 HOUSEHOLD INCOME

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



### B3.3 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 storm water 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, 2010)

Ward No	Houses	Backlog %	Backlog
1	3,468	14%	480
2	2,353	26%	611
3	1,921	28%	529
4	1,596	25%	405
5	2,170	28%	609
6	2,018	22%	453
7	2,215	24%	540
8	1,664	24%	406
9	1,762	24%	423
10	2,401	15%	355
11	2,310	24%	555
12	2,230	16%	353
13	2,402	22%	523
	<b>28,509</b>	<b>22%</b>	<b>6,242</b>

There is also no bulk municipal waterborne sewerage reticulation system available in the municipal area. There is no major sewer treatment works at Okhahlamba that pumps sewerage across the Municipality. Septic tank systems are used in many areas for disposal of liquid waste.

#### Sanitation Backlog in Okhahlamba (Source: UDM, 2010)

Ward No	Houses	Backlog %	Backlog
1	3,468	35%	1,224
2	2,353	56%	1,324
3	1,921	58%	1,105
4	1,596	59%	946
5	2,170	56%	1,226
6	2,018	60%	1,207
7	2,215	34%	749
8	1,664	53%	874

9	1,762	59%	1,039
10	2,401	43%	1,029
11	2,310	57%	1,320
12	2,230	46%	1,024
13	2,402	54%	1,307
	<b>28,509</b>	<b>50%</b>	<b>14,373</b>

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. Storm water is managed on a daily basis by the municipality.

There is a lack of space for graveyards within the Municipality. This is characterized 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.

#### B3.4 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 commercializing 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.

### B3.5 SUMMARY OF KEY CHALLENGES

A. Okhahlamba Main Town, Bergville needs to be given a facelift in order for Okhahlamba Municipality to attract investment and tourists in this town

b. Investment opportunities especially in holiday letting, agricultural activities, tourism, light industry, communications, IT etc

c. There is severe water shortage within Okhahlamba area of jurisdiction as most areas rely on boreholes for water

d. There is high rate of unemployment in the area of Okhahlamba

e. Level of illiteracy is very high

f. There is a high rate of HIV/AIDS infections

g. Road infrastructure needs to be upgraded

h. Upgrading of the bulk electricity and sanitation infrastructure

i. Storm water drainage needs to be upgraded

j. Waste management needs to be attended to

k. There is shortage of space for cemeteries



l. There are areas in which the issue of land restitution and redistribution has not yet been resolved

### B3.6 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 organize 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.

### B3.6.1 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>	YES	
<b>Billboards and the display of advertisements in public places</b>	YES	
<b>Cemeteries, funeral parlours and crematoria</b>	YES	
<b>Cleansing</b>	YES	
<b>Control of public nuisances</b>	YES	
<b>Control of undertakings that sell liquor to the public</b>	YES	
<b>Facilities for the accommodation, care and burial of animals</b>	YES	
<b>Fencing and fences</b>	YES	
<b>Licensing of dogs</b>	YES	
<b>Licensing and control of undertakings that sell food to the public</b>	YES	
<b>Local amenities</b>	YES	
<b>Local sport facilities</b>	YES	
<b>Markets</b>	YES	
<b>Municipal abattoirs</b>	YES	
<b>Municipal parks and recreation</b>	YES	
<b>Municipal roads</b>	YES	
<b>Noise pollution</b>	YES	
<b>Pounds</b>	YES	
<b>Public places</b>	YES	
<b>Refuse removal, refuse dumps and solid waste disposal</b>	YES	
<b>Street trading</b>	YES	
<b>Street lighting</b>	YES	
<b>Traffic and parking</b>	YES	

## B3.7 PRIORITY ISSUES FOR THE MUNICIPALITY

Based on a number challenges identified above eleven key priorities will be addressed in the 2011/2012 Financial Year as set out below.

### B3.7.1 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.

### B3.7.2 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.

### B3.7.3 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”*

#### B3.7.4 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.

#### B3.7.6 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.

#### B3.7.7 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

#### B3.7.8 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.

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#### B3.7.9 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.

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#### B3.7.10 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.

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#### B3.7.11 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.

## SECTION C: DEVELOPMENT STRATEGIES

The situational analysis above has made all attempts to paint picture of the current realities of Okhahlamba Municipality, and therefore these strategies are meant to address the problems identified under the situational analysis phase.

### C1 VISION

Okhahlamba Municipality's vision has been reviewed as follows:

***“BY 2030, OKHAHLAMBA WILL BE A PROSPEROUS AREA ANCHORED ON THE PRESERVATION OF WORLD HERITAGE SITE WITH ITS CITIZENS ENJOYING A HIGH QUALITY OF LIFE”***

This will ensure that over the years, Okhahlamba Local Municipality would have sustainable development through growth in sectors such as Agriculture, Tourism, and Commerce with balanced infrastructure and social amenities. Empower and uplift its citizens through education, skills development, good health and safety, to that end, address the imbalances of the past, and the future needs of the youth, the elderly and those indigent. Integrated housing and all other basic services will have been sufficiently provided.

### C2 MISSION

Consistent with the above vision, the Purpose or Mission Statement of Okhahlamba Municipality has also been reviewed as reflected below.

***“OKHAHLAMBA MUNICIPALITY EXISTS TO ENSURE THAT ITS CITIZENS ENJOY A HIGH QUALITY OF LIFE BY DRIVING AND FACILITATING HOLISTIC DELIVERY OF BASIC INFRASTRUCTURE, SERVICE AS WELL AS ECONOMIC AND HUMAN DEVELOPMENT”***

Okhahlamba Municipality is entirely committed to the attainment of the vision and this, will further enhance the municipalities performance and work ethics to the best level in order to reach standards by which communities will live within boundaries filled with peace and prosperity, and by far, always placing emphasis on customer service satisfaction and quality management of all our resources at our disposal.

### C3 DEVELOPMENT OUTCOME

As expressed in the Vision above, Okhahlamba Municipality strives to achieve one central outcome, which is: **A High Quality of Life for All its Citizens.** To achieve this, several results must be achieved, namely:



- All citizens must enjoy life free from abject poverty, disease, crime, unemployment, illiteracy and ignorance, homelessness, and having access to quality and sustainable sources of livelihood;
- Make basic services such as water, sanitation and electricity accessible to all;
- Grow the economy of the area in such a way that people become self-employed and are organized into sustainable business enterprises especially in the tourism and agricultural sectors that have been found to be a competitive advantage for the area;
- Enable people to pursue opportunities for education and training and the production of appropriate and relevant knowledge;
- Ensure that people enjoy leisure opportunities and participate in sports and recreation, as well as arts and culture;
- Ensuring access to appropriate information and technology;
- Ensuring targeted development focused on the needs of defined constituencies and/or beneficiaries based on defined Spatial considerations; and
- Ensure that all spheres of government and agencies of state work together to deliver services that achieve holistic development.

#### C4 STRATEGIC FOCUS AREAS

In order to achieve its desired development outcome, Okhahlamba Municipality believes that its strategic focus must be based on three pillars, namely:

- Total Human Development;
- Economic Growth and Development; and
- Access to Basic Services and Infrastructure.

To achieve the three pillars, there are also three conditions that must not be violated.

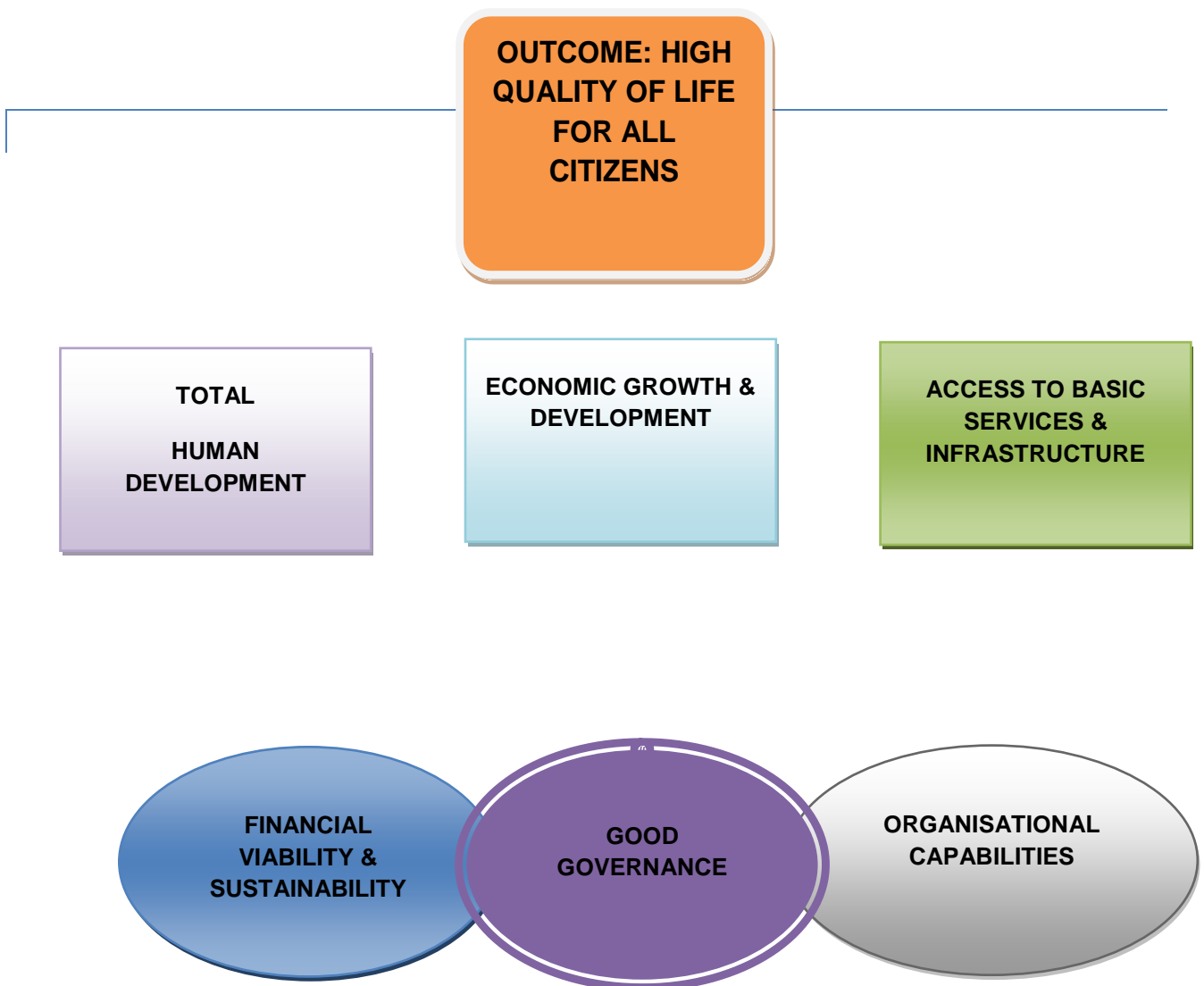
Firstly, the municipality will need to be Financially Viable and Sustainable. This recognizes that it will be critical to mobilize the necessary financial resources to translate dreams into reality and this has to be durable and sustainable over the long-term. This will entail the development of robust systems of internal control, debt management, collection of rates income and the generation of own revenue in particular.

Secondly, the municipality will need to strengthen good governance not for mere compliance, but to embrace it as fundamental business imperative that is critical to the

maturity of democratic and developmental local government. Two major interventions for this will be the strengthening of civil society and inter-governmental relations.

Thirdly, the municipality will need to progressively improve its organizational capabilities. By this we mean the improvement of organizational structure, culture of doing business and responsiveness to citizen's concerns and ideas, high developed, productive and customer-focused employees who are imbued with a sense of responsibility, discipline and ethics.

This is also about the development of political and administrative leadership capable of leading the people of Okhahlamba Municipality into new era of prosperity and people will be encouraged to take control of their destiny.



## C5 OUR STRATEGIC OBJECTIVES

Okhahlamba Municipality will strive to meet the following strategic objectives:

<b>WARD/S</b>	<b>BACKLOG</b>	<b>PROPOSED PROJECT</b>	<b>ESTIMATED BUDGET</b>
<b>A=TO ACCELERATE THE DELIVERY OF INFRASTRUCTURE AND BASIC SERVICES ESPECIALLY TO THE POOREST WARDS</b>			
3	Causeway; Access roads; Sport field; Footbridge; Electricity; Water; Sanitation; Aerial Network; Hall; RDP Houses; Road Tarring	Causeway; Access Roads; Foot bridge	R700 000 R2 500 000 R600 000
7	Access roads; Water; Electricity; crèche;	Access roads; Crèche;	R2 500 000 R2 000 000
5	Access roads; Bridge; Sanitation; Electricity; Water; RDP Houses	Access roads;	R2 500 000
13	Access roads; Water; Electricity; Sanitation; Apollo; Sports field; Crèche; Community centre @ Gelukksburg	Access roads; Crèche;	R2 500 000 R2 000 000

B=TO FACILITATE ECONOMIC DEVELOPMENT WITH PARTICULAR EMPHASIS ON THOSE SECTORS THAT CONSTITUTE COMPETITIVE ADVANTAGE FOR THE AREA, NAMELY,; AGRICULTURE AND TOURISM	
Poultry Project	R300 000
Pig Farming	R300 000
Fresh Produce	R7 000 000
Enterprise Centre	R4 500 000
Tourism Skills Development	R800 000
C=TO FACILITATE ACCESS TO SOCIAL AND COMMUNITY SERVICES SUCH AS EDUCATION , HEALTH FACILITIES, SPORTS & RECREATION, ARTS & CULTURE AND PUBLIC SAFETY & SECURITY	
Light Industrial Development	R5 000 000
Smart Rural Initiative	R200 000
D=TO IMPROVE FANANCIAL VIABILITY AND SUSTAINABILITY OF THE MUNICIPALITY'S OPERATIONS	
Financial Management Policies and Procedures for the entire Municipality will be implemented, to ensure proper management and use of public funds effectively, efficiently, transparency and in an accountable manner.	
E=TO STRENGTHEN OVERSIGHT ROLE	
Sufficient and appropriate capacity for effective Governance and service delivery will be created	This will be achieved by providing Training for Councillors on Governance matters and Ward Committees
F=TO IMPROVE ORGANISATIONAL CAPABILITIES TO MEET COMMUNITY NEEDS	
Efficient and effective Internal Administration;	This will be done by ensuring proper Registry and Archives;  This will be done by Implementing Learnership Programmes, Staff

<p>Staff will be capacitated to enable them to Implement the Integrated Development Plan</p>	<p>Development and reviewing the existing Employment Equity Plan</p>
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**C6 KEY PERFORMANCE AREAS (KPA'S)**

<b>1 Service Delivery &amp; Infrastructure</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
Energy	To facilitate energy supply	Engage Eskom & Dept of Energy on energy provision	Agreement adopted	Jun 11	Technical
		Influence/participate on planning & prioritization of projects	Project adopted List	Jun 11	Technical
		Indigent policy should be reviewed to address Free Basic Services (FBS)	Reviewed policy	Aug 10	Technical
Water	To provide portable water	Engage water services authorities on water provision (cooperative model)	Agreement adopted		Technical
		Influence planning & prioritization of projects [List - UDM projects for 2011/2012]	Project adopted List	Nov 10	Technical

<b>1 Service Delivery &amp; Infrastructure</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
Sanitation	To address sanitation backlog by 2014	Influence planning & prioritization of projects [List - UDM projects for 2011/2012]	Project adopted List	Mar 11	Technical
Housing	To facilitate delivery of sustainable human settlements	Review HOUSING Plan	Reviewed Housing Plan	Mar 11	Technical
Roads	To improve & facilitate access to road networks	Facilitate with DOT on improving the road networks in the municipal area [List - DOT projects for 2011/2012]	Approved list	Sept 10	Technical
		Facilitate the provision of crossways/foot bridges	Approved list	Mar 11	Technical
		Provide local access roads	Adopted list	Mar 11	Technical
		Develop a Storm Water Management Plan	Adopted Plan	Sept 10	Technical

<b>1 Service Delivery &amp; Infrastructure</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
Waste management	To increase access to solid waste disposal	Develop Waste Management Plan	Adopted Plan	Jun 11	Technical
		Develop a Landfill site	Feasibility Study	Jan 11	Technical
		Extend waste collection service to rural areas		Jun 11	Technical
Infrastructure Maintenance	To ensure maintenance of existing infrastructure	Develop systems for infrastructure maintenance	Approved O&M Plan	Jun 11	Technical
Community Facilities	To increase access to community facilities	Provide and facilitate the provision of these facilities	No of facilities provided	Oct 10	Social



<b>2 Local Economic Development</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
LED	To promote local economic development	Review Local Economic Development (LED) strategy	Tourism development: Approved LED Strategy	Aug 10	Social
		Unlock economic development opportunities	Business Forum established	Jul 10	Social
			No coops/SMMEs established	Jun 11	Social
			No of investors	Jun 11	Social

<b>2 Local Economic Development</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
			investing in OLM		
			An established Development Agency	Aug 10	Social

<b>3 Institutional/Human development</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
Education	To facilitate life-long learning & training	Address disparity in literacy (ABET, sewing classes etc)	No of learning opportunities established FET College	Jun 11	Social

			implemented		
Health	To develop Primary Health Care facilities	Construct new clinics/ hospitals	Two clinics constructed	Jun 11	Social
HIV/Aids Policy	To encourage people to get tested	Facilitate ARVs rollout & awareness	No of people accessing ARVs	Jun 11	Social
		Encourage testing	Increase in testing stats	Jun 11	Social
		Establish HIV/Aids Council	An established Council	Nov 10	Social
Sports & Recreation	To improve sporting facilities and increase sports codes in OLM	Influence planning & prioritization of recreational projects		Nov 10	Social
Arts & Culture	To facilitate development of cultural activities in OLM	Establish cultural clubs	No of clubs created	Jan 11	Social
<b>4 Spatial, Environmental &amp; Rural development</b>					

<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
Service centre	To develop Rural Service centres	Bring services closer to the where people live	Additional MPCCs applied for	Jun 11	Social
Land reform	To facilitate land restitution	Engagement of Land Claims Commissioner to fast track claims	No of claims resolved		Social
Food security	To encourage community gardens	Educate beneficiaries and monitor	No of Beneficiaries registered	Apr 10	Social
		Identify markets for successful farmers	No of emerging farmers	Jun 11	Social
	To investigate rural commercial development	Formulate a rural development strategy	RDS adopted	Jun 11	Social
Grazing	To demarcate areas for grazing	Ensure implementation of LUMS	LUMS implemented	Nov 10	Social

Environm ent	To protect & preserve environment	Maintain World Heritage Site status	Develop EMP	Jun 11	Social
Spatial Plans	To review Spatial Development Plans	Review Spatial Plans annually	Review SDF annually	Jun 10	Social

<b>5 Financial Viability</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
Municipal Finance	To be financially sustainable	Enhance financial management	Clean audit & debt reduction by 80%	Jun 11	CFO
			Total revenue received from Grants & Subsidies	Jul 10	CFO

<b>5 Financial Viability</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
			G&S spent by 100%	Jun 11	CFO
		Develop & implement Financial Policies			CFO
		Sound financial environment			CFO
		Budgeting and reporting compliance			CFO
		Enhance Revenue enhancement	80% revenue collected	Jun 11	CFO
		Control expenditure			CFO
		Monitor MPRA implementation			CFO
		Investigate (user friendly) financial systems			CFO

<b>6. Good Governance</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
Municipal Governance	To achieve clean audit by 2014	Training and development of councilors	No of certificates issued	Annually	Corporate
		Increase Councillors' oversight role	No of Quarterly Oversight Reports produced	Quarterly	Corporate
		Establish an Internal Audit	Internal Auditors appointed	Jul 10	Corporate
		Strengthen inter-governmental relations	No of quarterly forums held	Quarterly	Corporate

<b>6. Good Governance</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
		Enhance community participation	92% of functioning Ward Committees	Jun 11	Corporate
		Compliance with legislation & regulations	Audit compliant by HODs	Quarterly	Corporate
		Improve document management systems	Internal Audit finding	Quarterly	Corporate
		Implement Fraud and Anti-Corruption strategy	Strategy adopted & implemented	Mid-year	Corporate
		Community awareness campaigns	4 awareness campaigns held	Quarterly	Corporate
		Review Risk Management plan	Reviewed RMP	Jul 10	Corporate



<b>6. Good Governance</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
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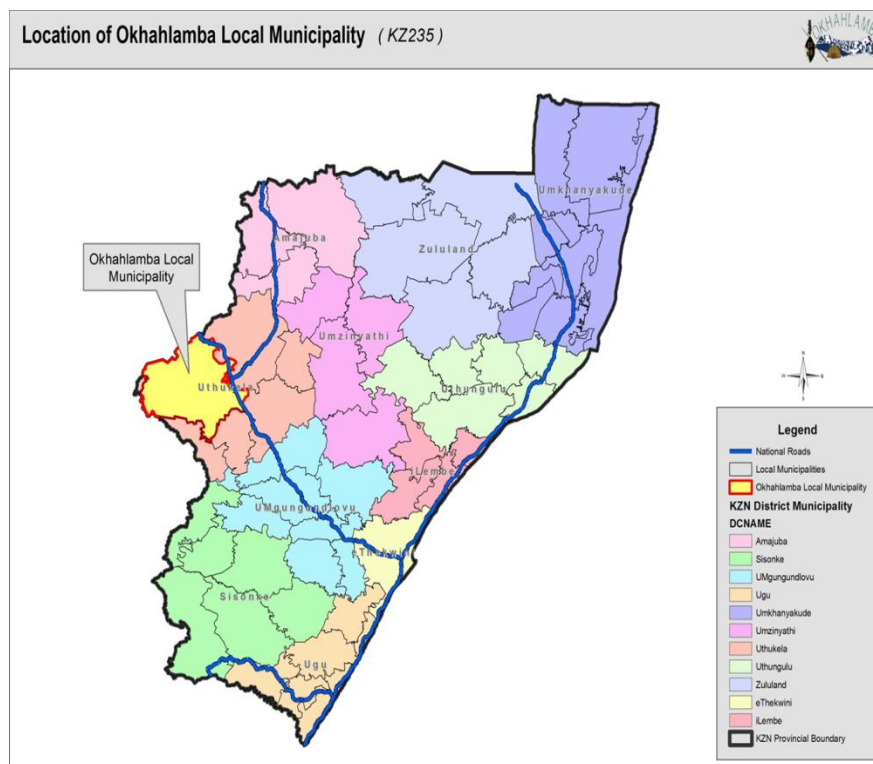
<b>7 Institutional Development/Organizational Capability</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
Municipal Structure	To implement approved organogram	Recruit competent staff (filling of critical vacancies)	4 critical posts be filled	Aug 10	Human Resource
	To have an effective HR strategy	Review Human Resources Policy	Adopted HR Policy	Nov 10	Human Resource

<b>7 Institutional Development/Organizational Capability</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
		Implement Workplace Skills Plan	Adopted WSP	Jun 10	Human Resource
		Implement Employment Equity Plan	Adopted EEP	Aug 10	Human Resource
	To improve on Information Technology	Develop IT Policy	Adopted IT	Aug 10	Human Resource
		IT Training & development	Personnel employed	Jul 10	Human Resource
		Review of IT equipment	Reviewed IT equipment by Aug 10	Aug 10	Human Resource

<b>8 Crime</b>					
<b>Issue</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Responsibility</b>
Safety & security	To ensure safety (&security) network to improve policing	Enhance Community Policing Forums	No of improved CPFs	Jun 11	Social
		Establish satellite police stations	No of stations built	Jun 11	Social

# OKHAHLAMBA LOCAL MUNICIPALITY

## DRAFT SPATIAL DEVELOPMENT FRAMEWORK



Prepared by: UDIDI-PIETERMARITZBURG; SBONGILE NENE FEBRUARY 2011

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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.



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- ❖ 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.

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- ❖ 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

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OFFICE OF THE MUNICIPAL MANAGER

### 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.

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## 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.

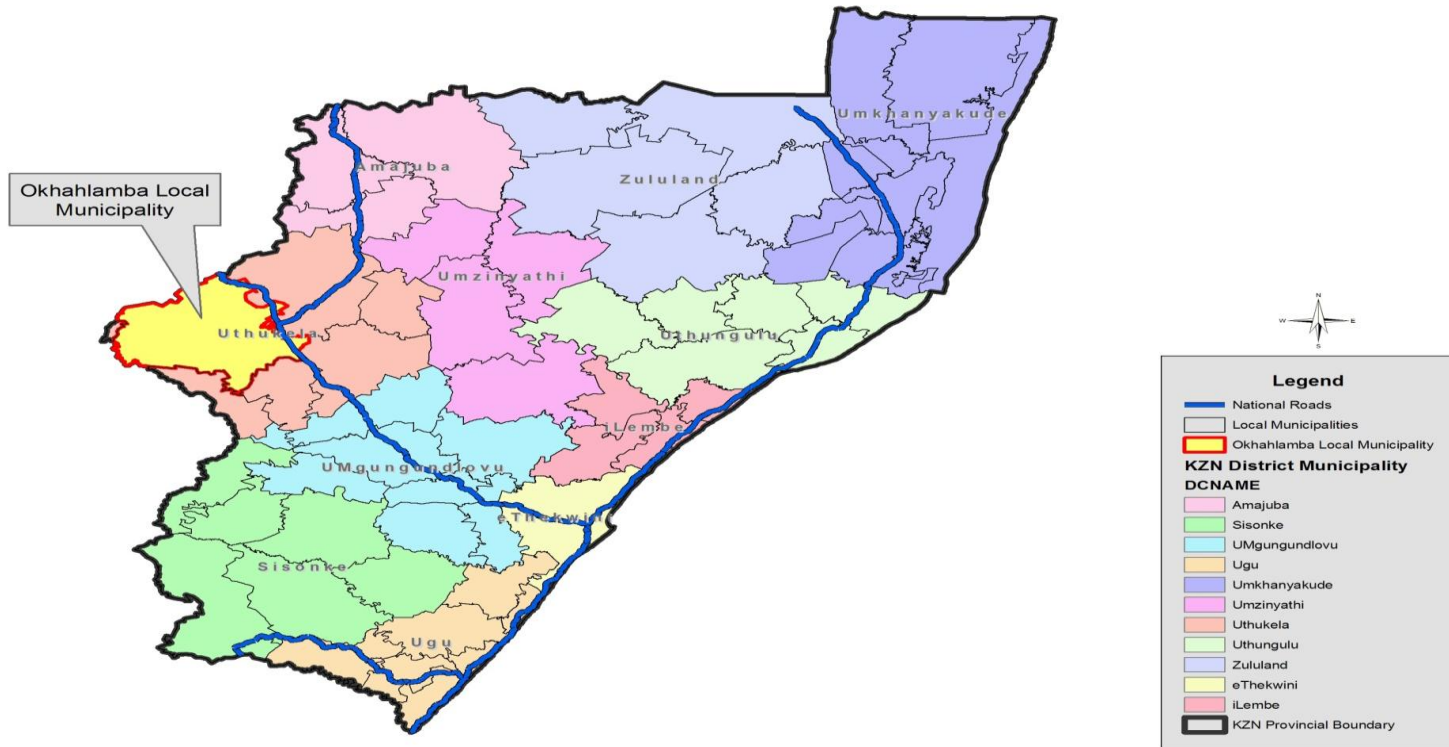
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The Council manages a caravan park and holiday huts on the bank of the uThukela River. A playground and facilities for sports, including swimming, tennis, bowls, cricket, golf, rugby and badminton, are available. A modern community hall serves as a town hall.

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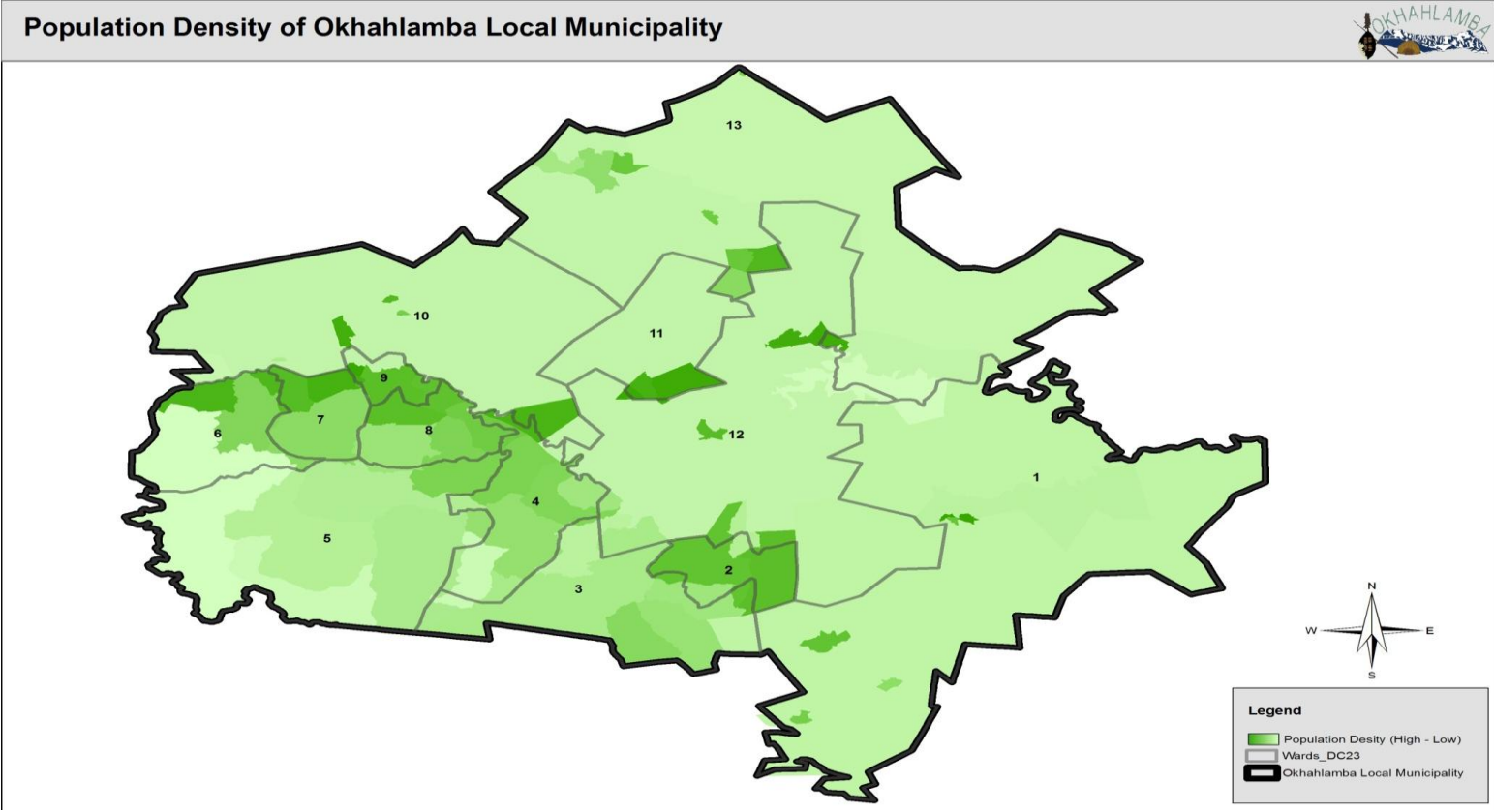
Location of Okhahlamba Local Municipality (KZ235)



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### 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;

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- ❖ maximise resources efficiency; for example:
  - ensure the protection of the available environmental resources within a municipality
  - 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:*

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- (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)

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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.*

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- 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)**

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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.



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#### 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

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- ❖ 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 pre-requisite 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.

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- ❖ **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.

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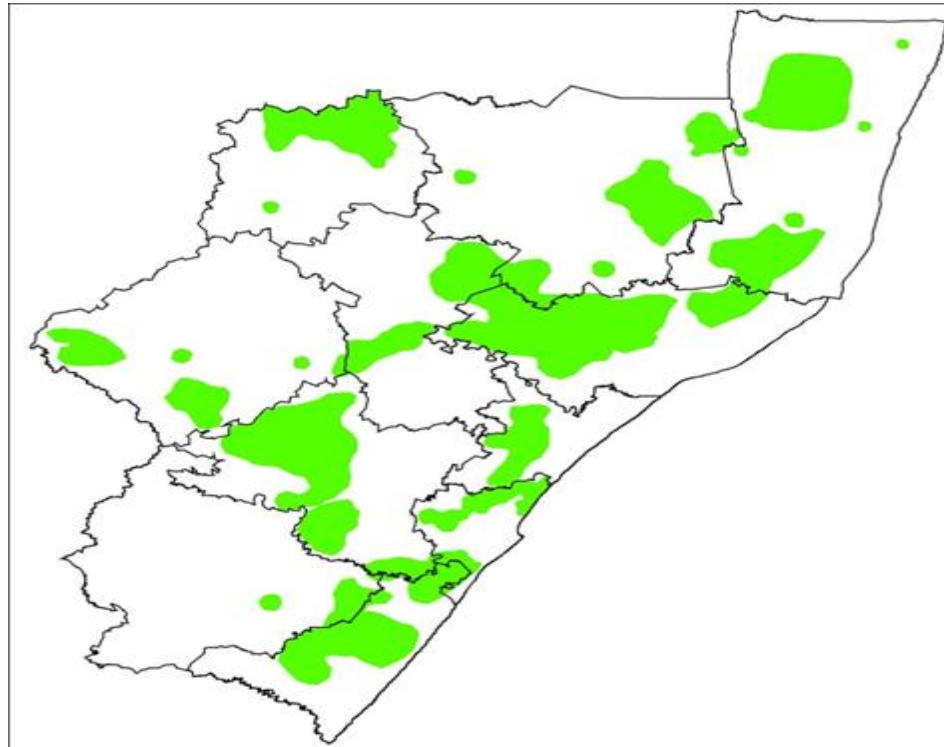
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The Provincial Spatial Economic Development Strategy (PSEDS) sets out to:

- ❖ 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 central 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**

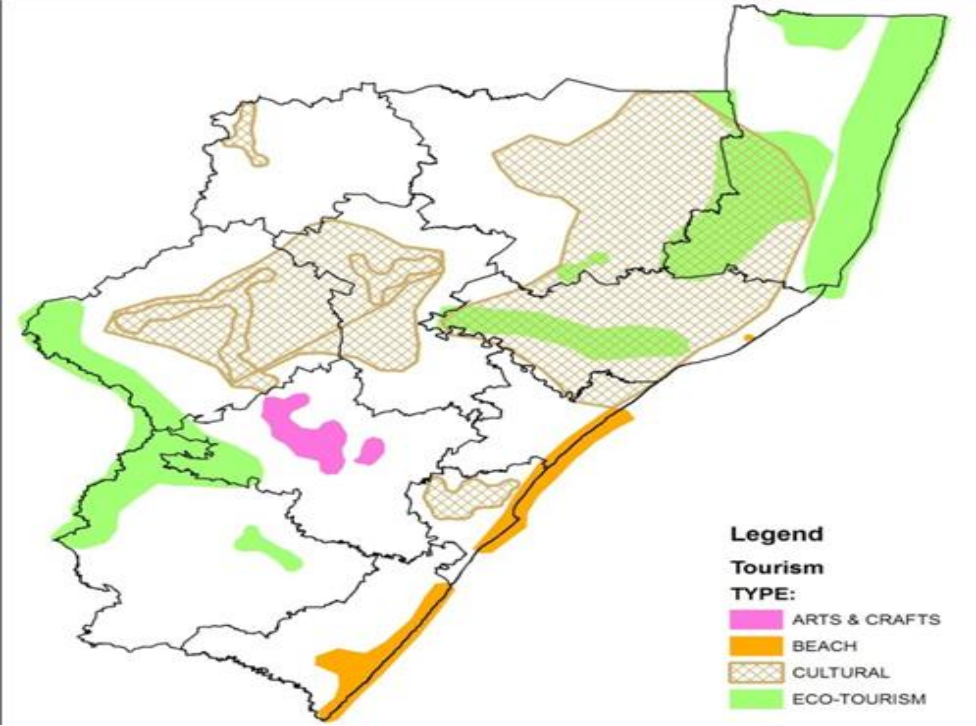
The map below illustrates the areas within KwaZulu-Natal identified as areas of a variety of large impact tourism opportunity. The Okhahlamba Local Municipality western and central

portions could make a significant contribution toward cultural related tourism activities as indicated on the map.

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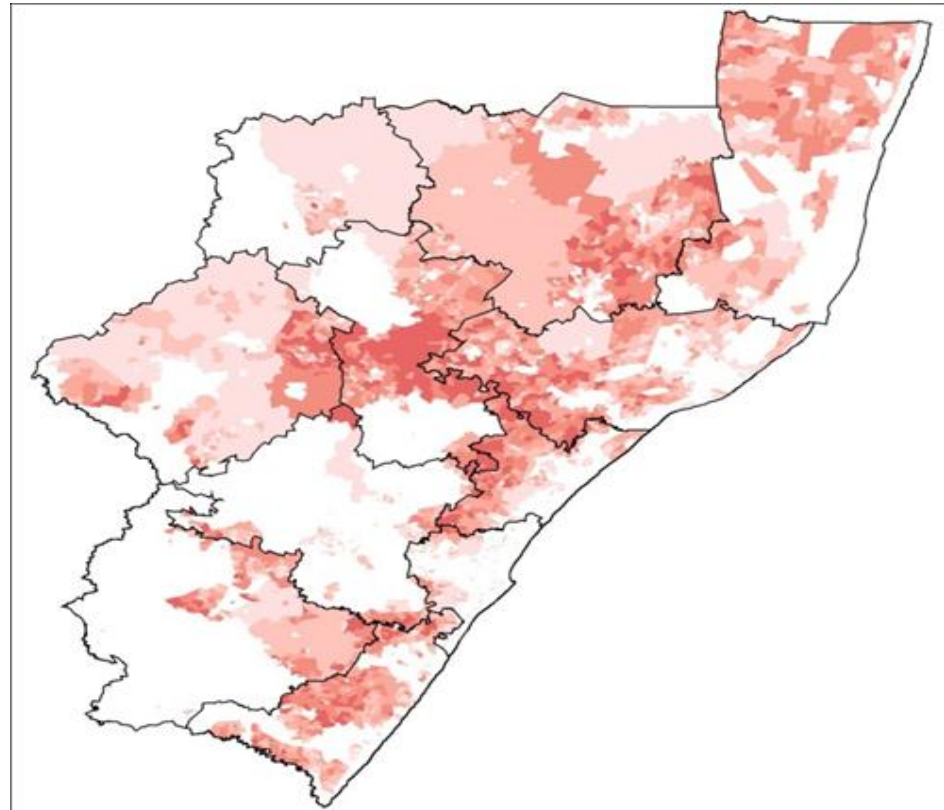


### **Poverty Levels**

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.

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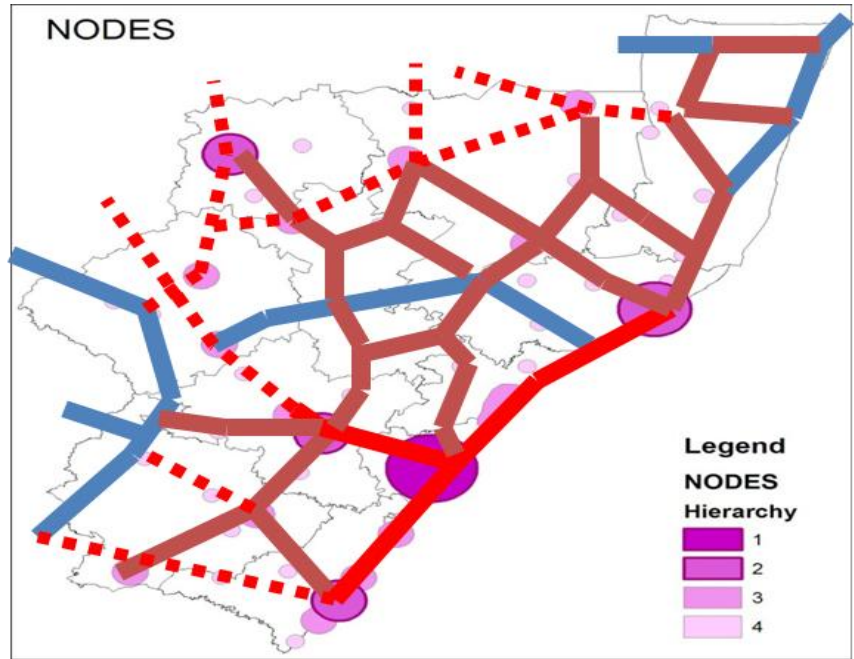
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### **Activity Corridors**

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.

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Primary Purpose of Activity Corridor


Multi-Sectoral Activity █

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Tourism Activity Corridor 

Agricultural Activity 

Existing Activity Corridor 

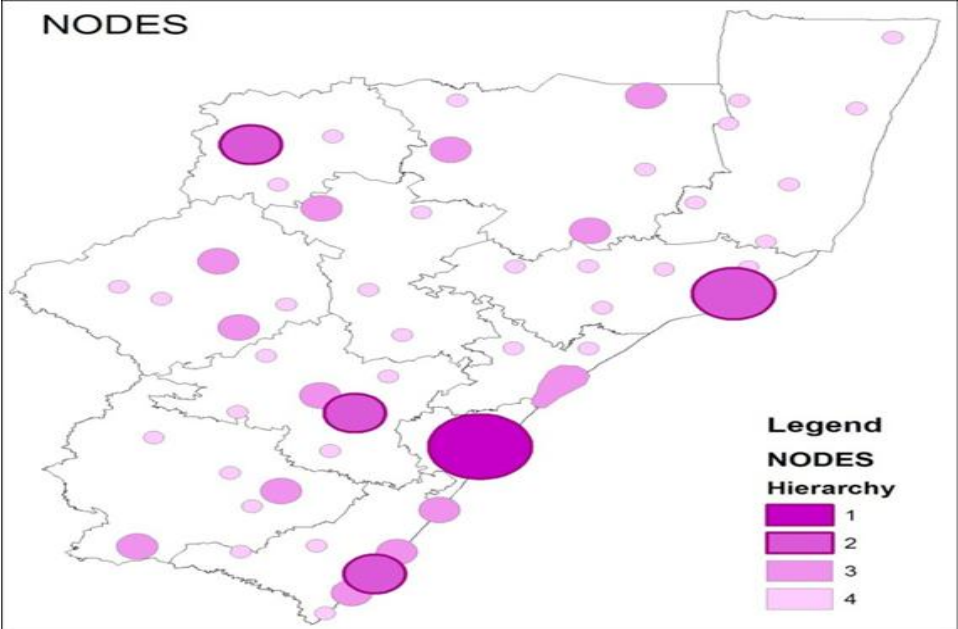
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**Nodes**

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.

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### 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)

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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

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- ❖ 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.

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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

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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. 101

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
- ❖ Natural Beauty
- ❖ Viewing Elements/ Dynamic Scenery
- ❖ Historical
- ❖ Ecological- flora and fauna
- ❖ Geological

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- ❖ Archaeological
- ❖ Serenity, Relaxation
- ❖ True Wilderness Experience
- ❖ Solitude
- ❖ Spiritual
- ❖ Country Atmosphere/ Clean Fresh Air
- ❖ Physical Experience- endurance survival
- ❖ Education
- ❖ Retreat from urban environment
- ❖ Trout fishing

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.

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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.

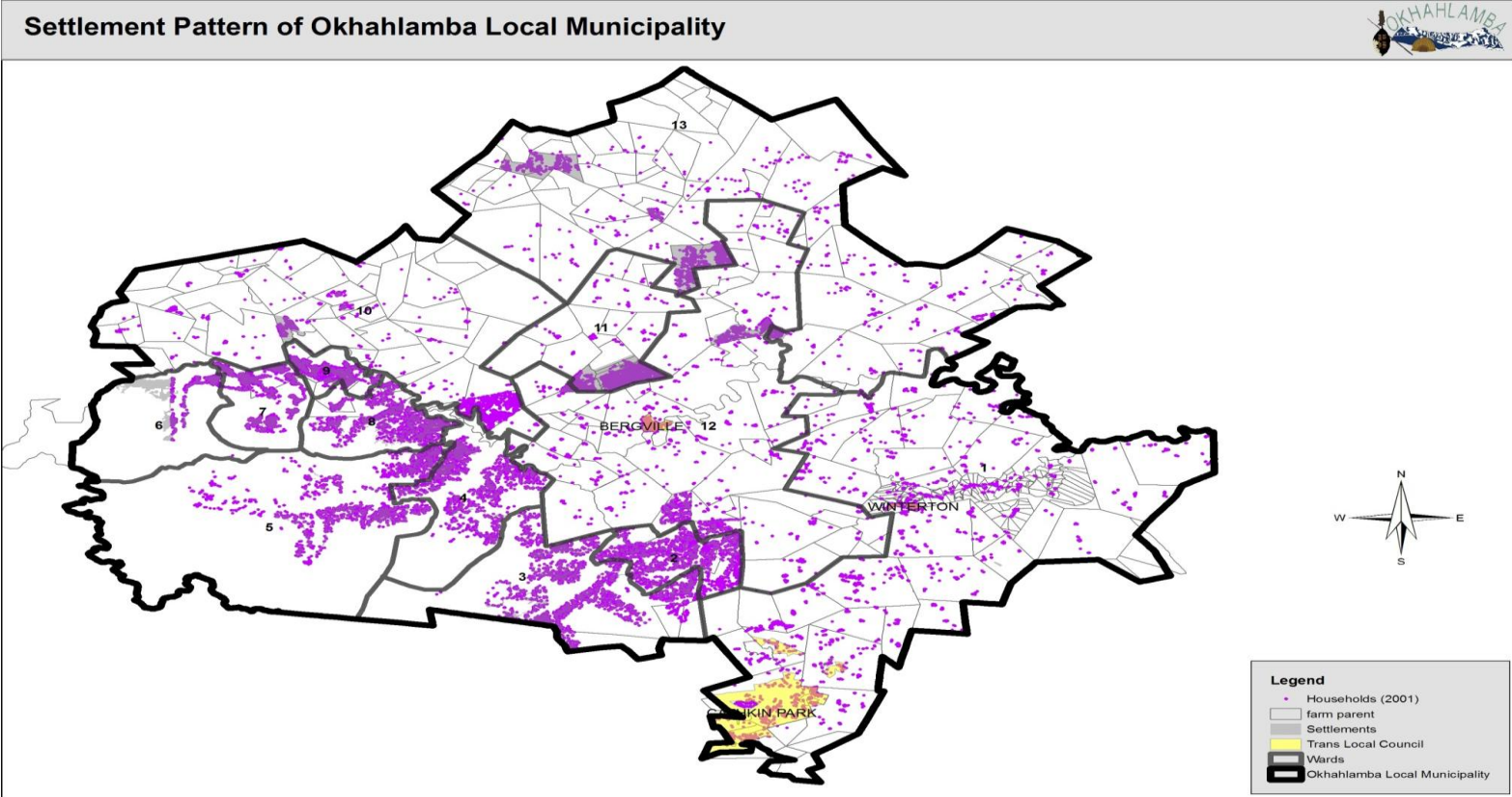
The node has a good access to trails and lies adjacent to wilderness areas through Monk's Cowl State Forest, although the potential does exist for another entry and control point should the need arise. Existing hard surface road access from the N3 and from RNNP and the proposed northern node make this 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.



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#### **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;

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- ❖ 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 Transfrontier 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.

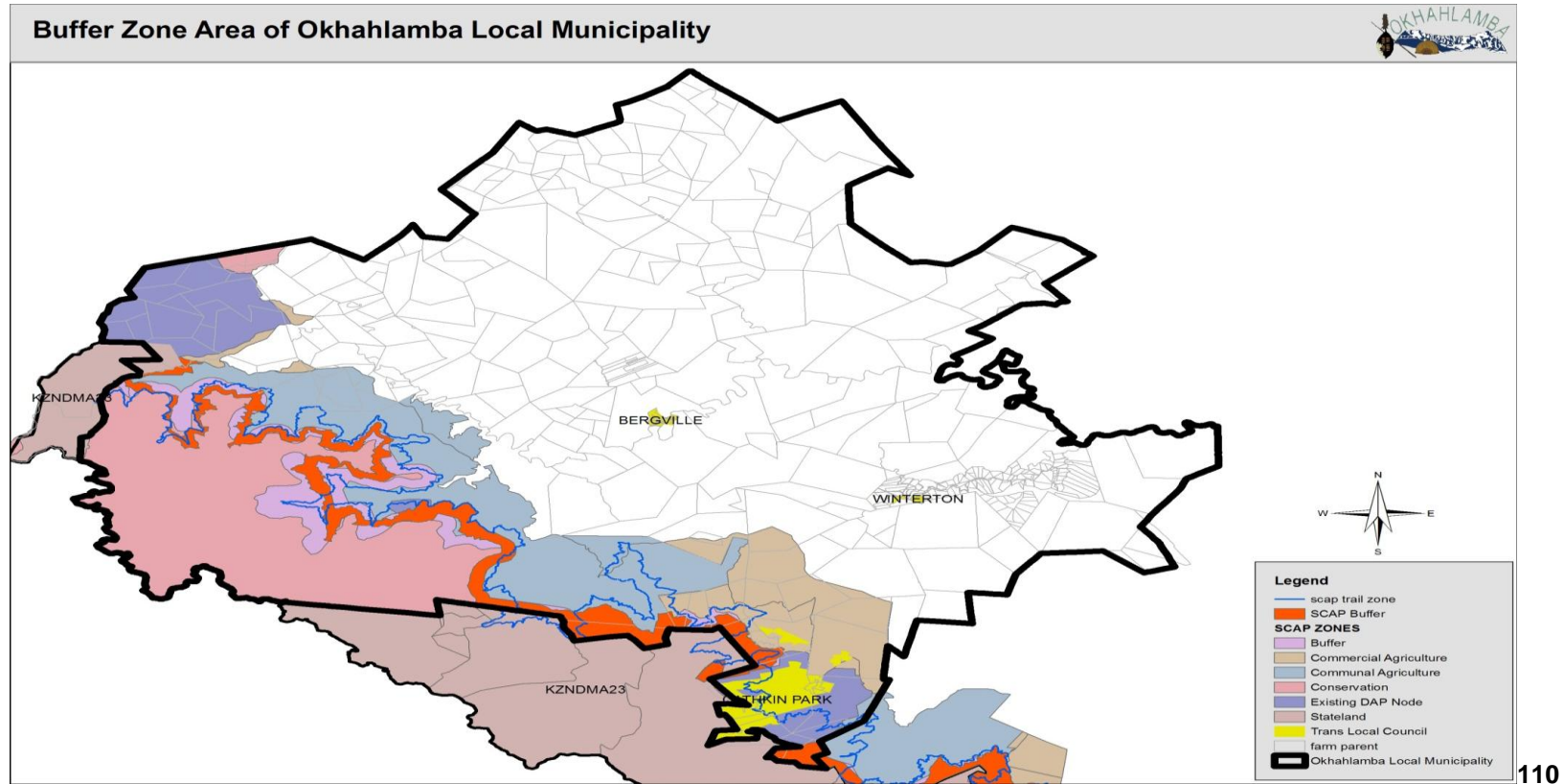
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The **View Corridors** have been identified along main access routes to the Drakensberg and provide scenic vistas for the traveller. They generally fall within agricultural/ forestry areas and any development likely to detract from its vital amenity 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.

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**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:

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- 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.

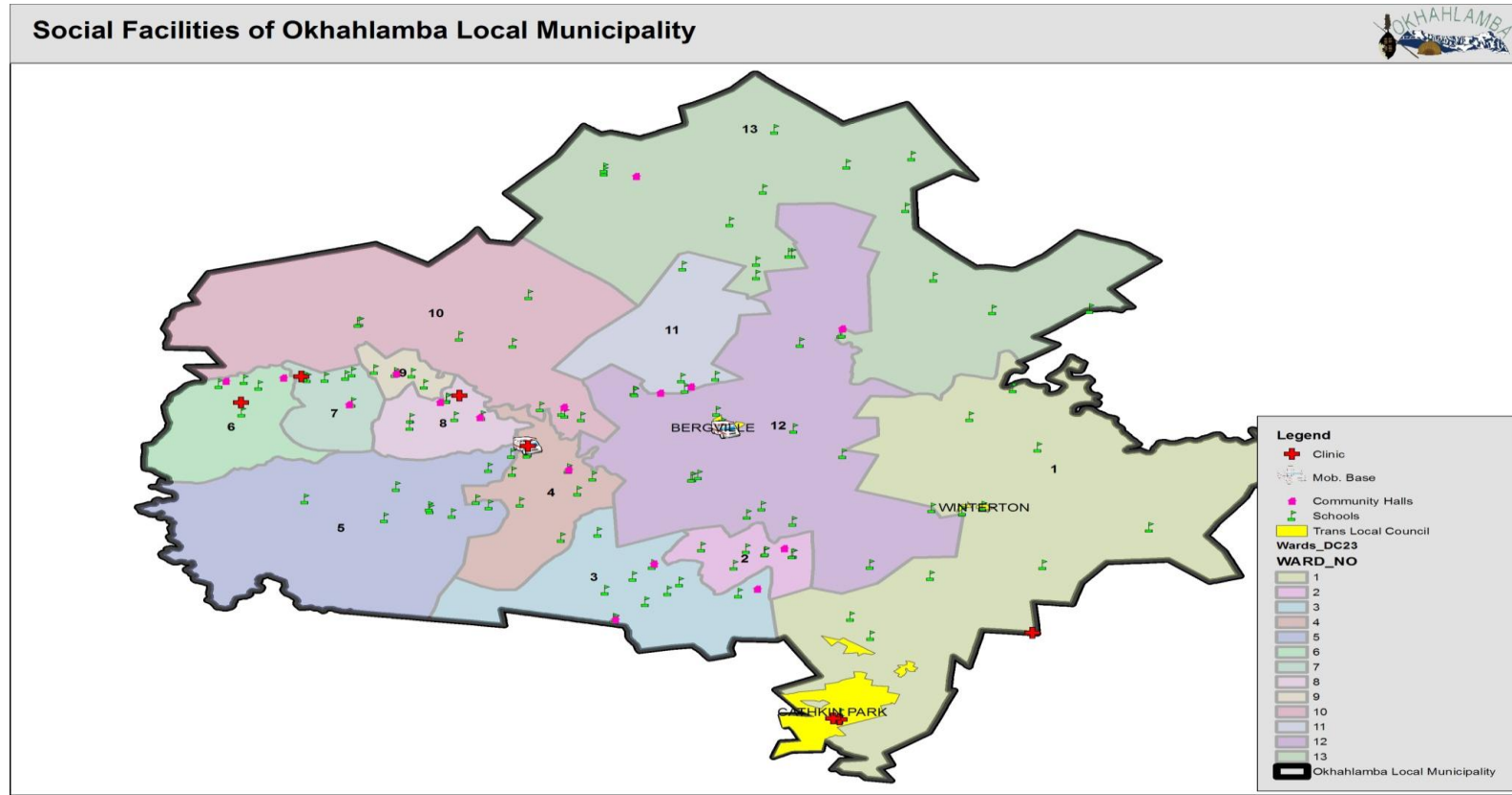


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- to improve the skills and expertise within the municipal staff to ensure efficient and effective administration and service delivery.
- retain the financial viability of the municipality.
- to initiate an entrepreneurial approach to local government through “strategic partnerships”

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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.

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- ❖ 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 - one 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:

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- ❖ 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

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- ❖ 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**

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- 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**

The Rural Service System Model proposes a tier model of service delivery<sup>1</sup>, and has been adapted for purposes of defining the Okhahlamba SDF.

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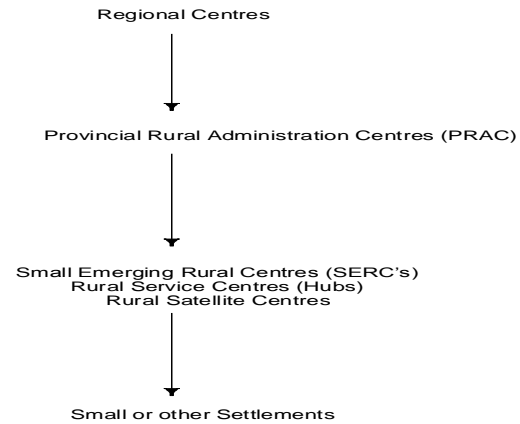
Small Emerging Rural Center's are relatively far apart (60-80KM) and therefore the model proposes that they in effect comprise of the following components:

- ❖ 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.

<sup>1</sup> The Integrated Rural Service System Work Group of the Provincial Growth and Development Strategy, August 1999

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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.

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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

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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.



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

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

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*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)*

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*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:*

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

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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. 135

*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**



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*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**

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*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**

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*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***

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*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**

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*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 o f 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.*

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*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***

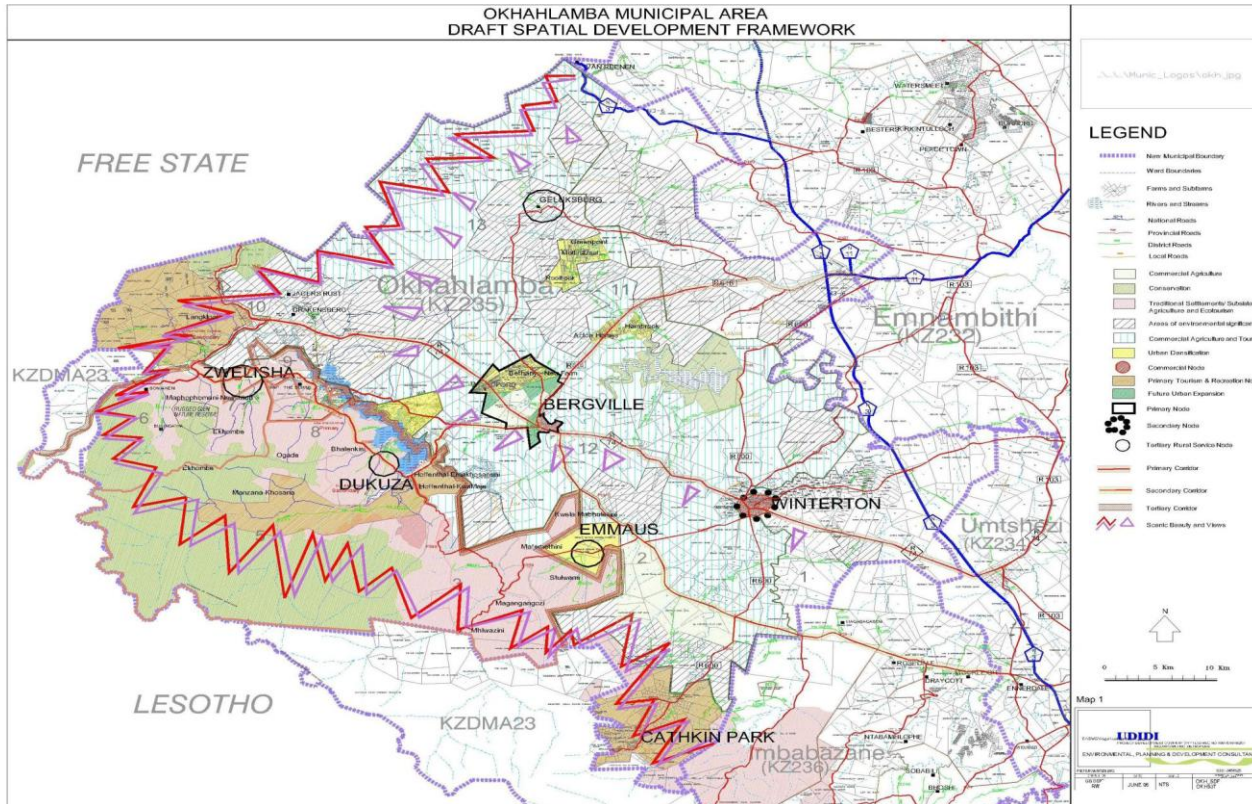
The production of crops or livestock primarily for own consumption. *Agriculture primarily for the needs of one family or a small community. Very little of the crop or other products are sold.*

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.*

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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;"

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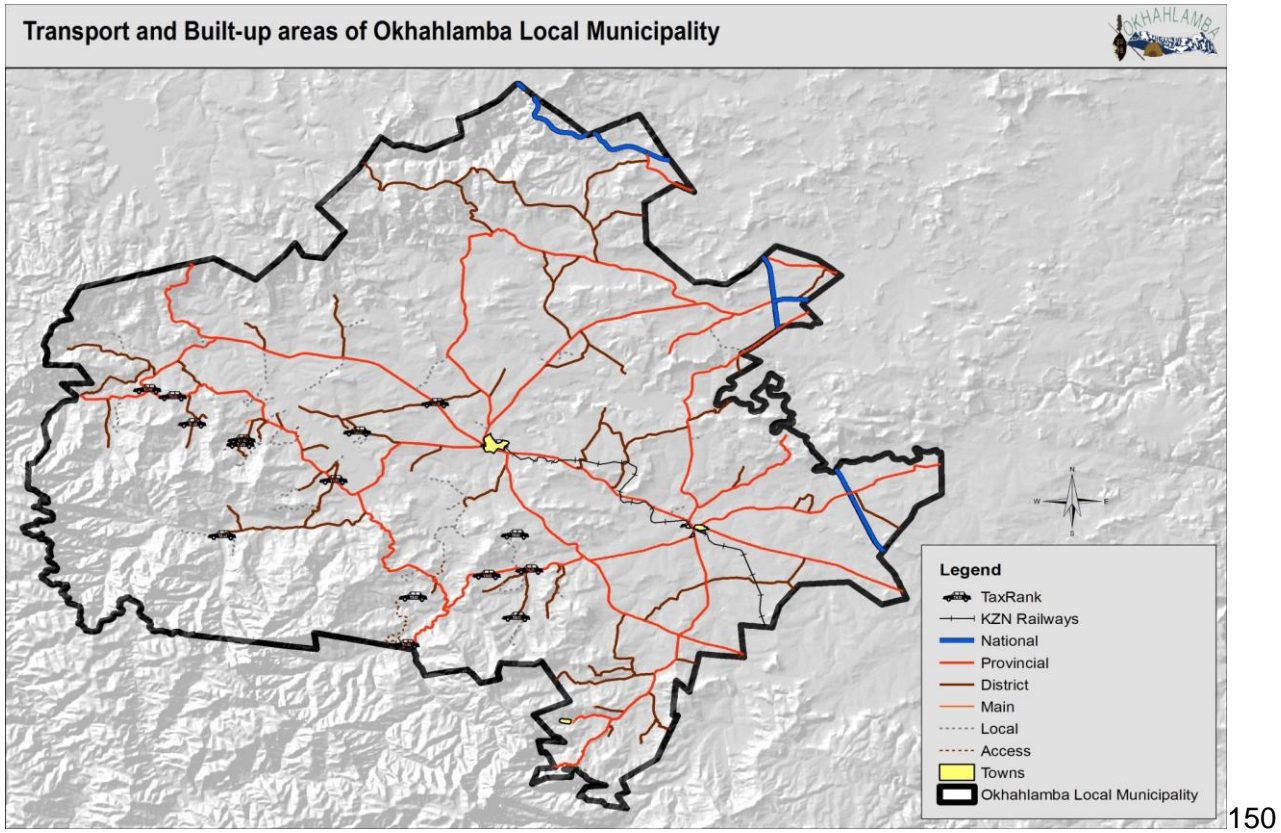
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It should be noted that Preferred and Non-Preferred land use and Activities in the zones should be applied as guidelines only and that necessary to its authorization should be received prior to any development. E.g. EIA's.

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## ❖ **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.

## ❖ **PRIMARY COMMERCIAL NODE**

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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 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.



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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; Zwelisha, Dukuza Complex, Emmaus and Geluksburg,

## ❖ **Primary Tourism and Recreation Node**

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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:

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PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
<p>Amenity planting within non-invasive species</p> <p>Extensive agriculture</p> <p>Intensive agriculture</p> <p>Large Scale Tourism Development</p> <p>Nature and culture based tourism</p> <p>Nature and resource conservation</p> <p>Small scale tourism development</p> <p>Small scale agriculture</p> <p>Subsistence agriculture</p> <p>Trails</p>	<p>Agri Industry</p> <p>Commercial afforestation</p> <p>Industrial development</p> <p>Intensive or semi intensive human settlement</p> <p>Large scale infrastructural projects</p> <p>Mines and Quarries</p> <p>New Roads</p>

❖ **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 accommodate 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.

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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

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PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
Agri Industry Amenity planting within non-invasive species Commercial afforestation Extensive agriculture Intensive agriculture Intensive or semi intensive human settlement Large scale tourism development Nature and resource conservation Nature and culture based tourism	Industrial development Large scale infrastructural projects Mines and Quarries

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New Roads	
Small scale tourism development	
Small scale agriculture	
Subdivision of land	
Subsistence agriculture	
Trails	

❖ 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.

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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.

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

PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
Amenity planting within non-invasive species Extensive agriculture Commercial afforestation Intensive agriculture Nature and culture based tourism Nature and resource conservation Small scale tourism development Small scale agriculture	Agri Industry Industrial development Intensive or semi intensive human settlement Large scale infrastructural projects Large scale tourism development Mines and Quarries New Roads

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Subsistence agriculture	Subdivision of land
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.

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### ❖ 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.

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### ❖ *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.

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

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PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
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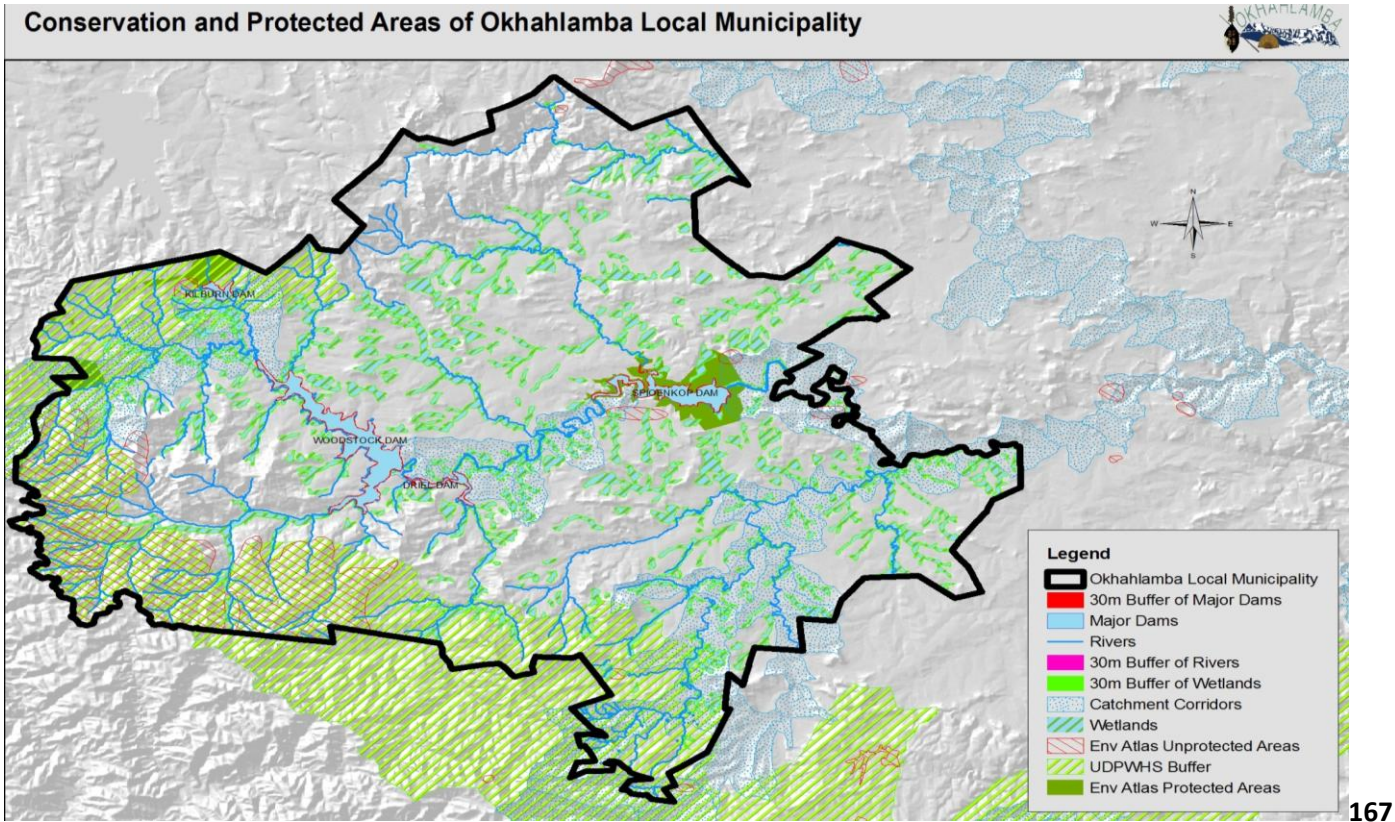
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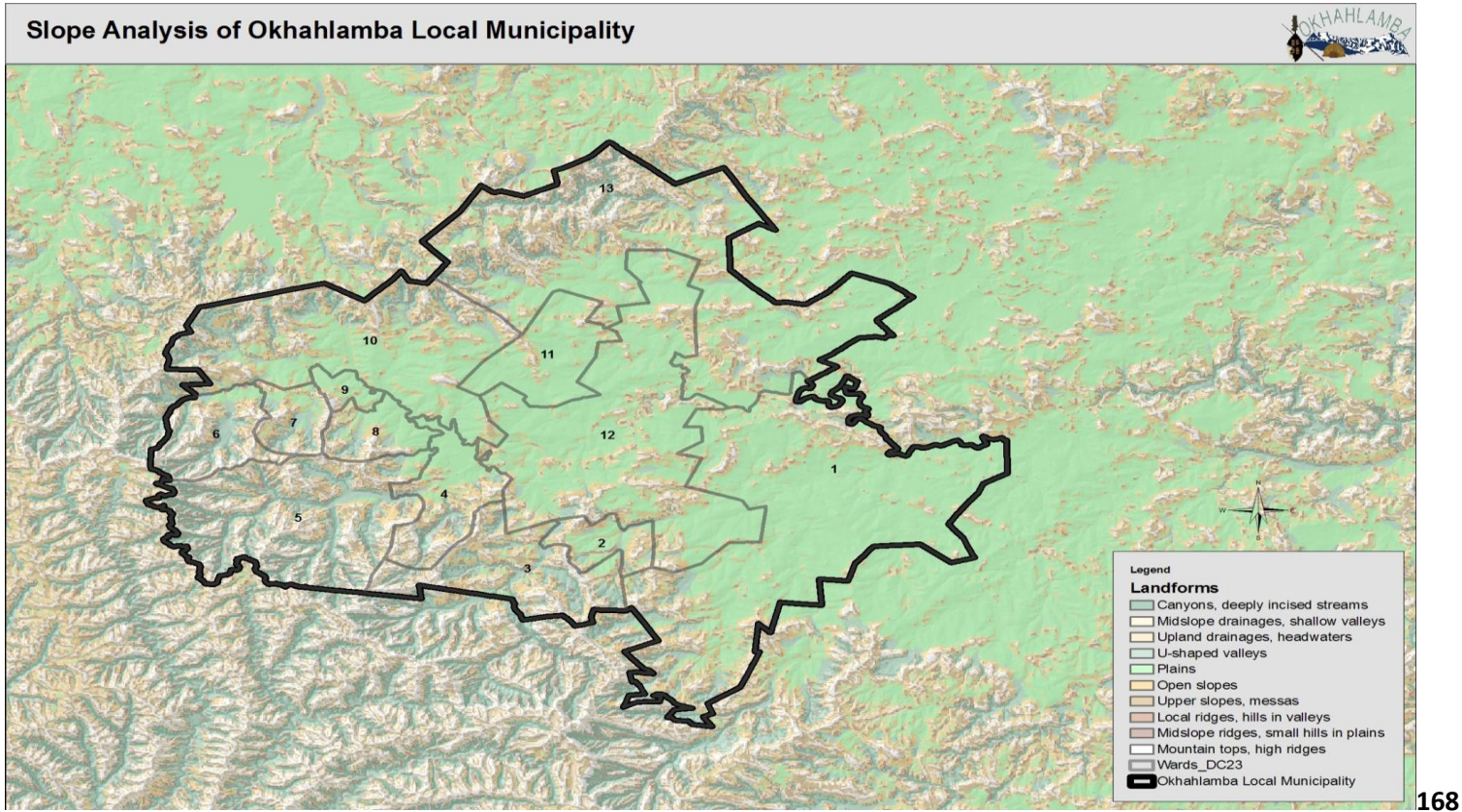


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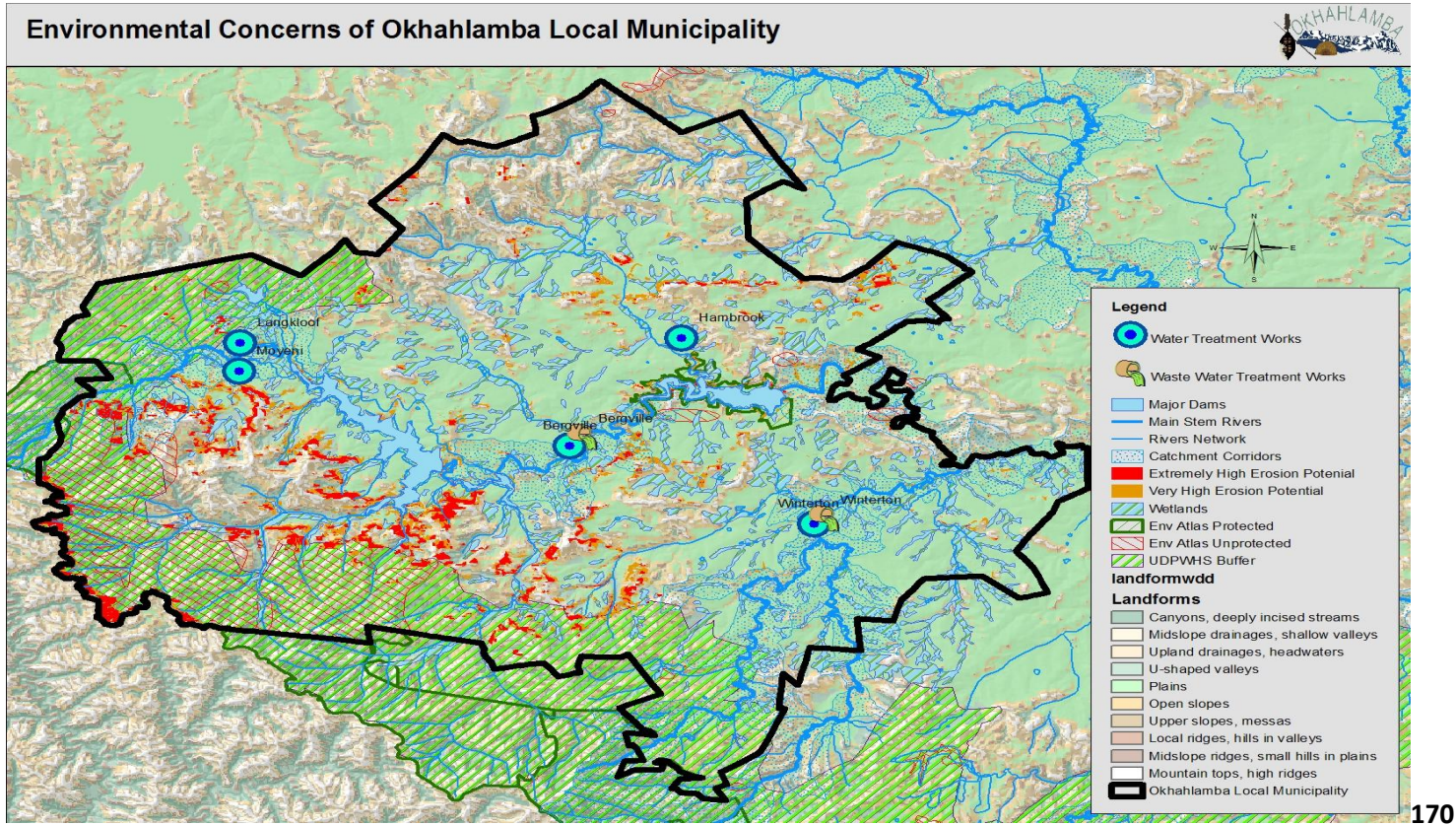
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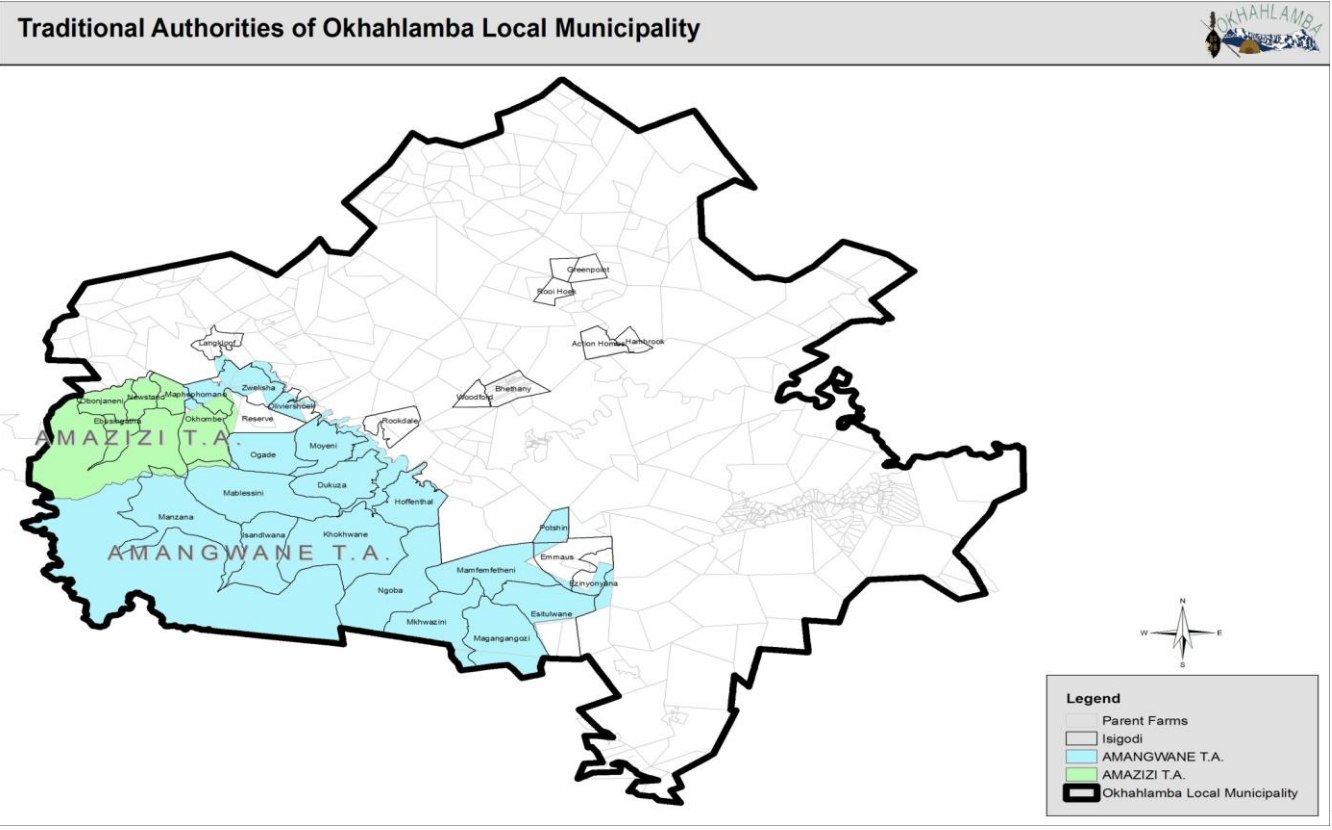
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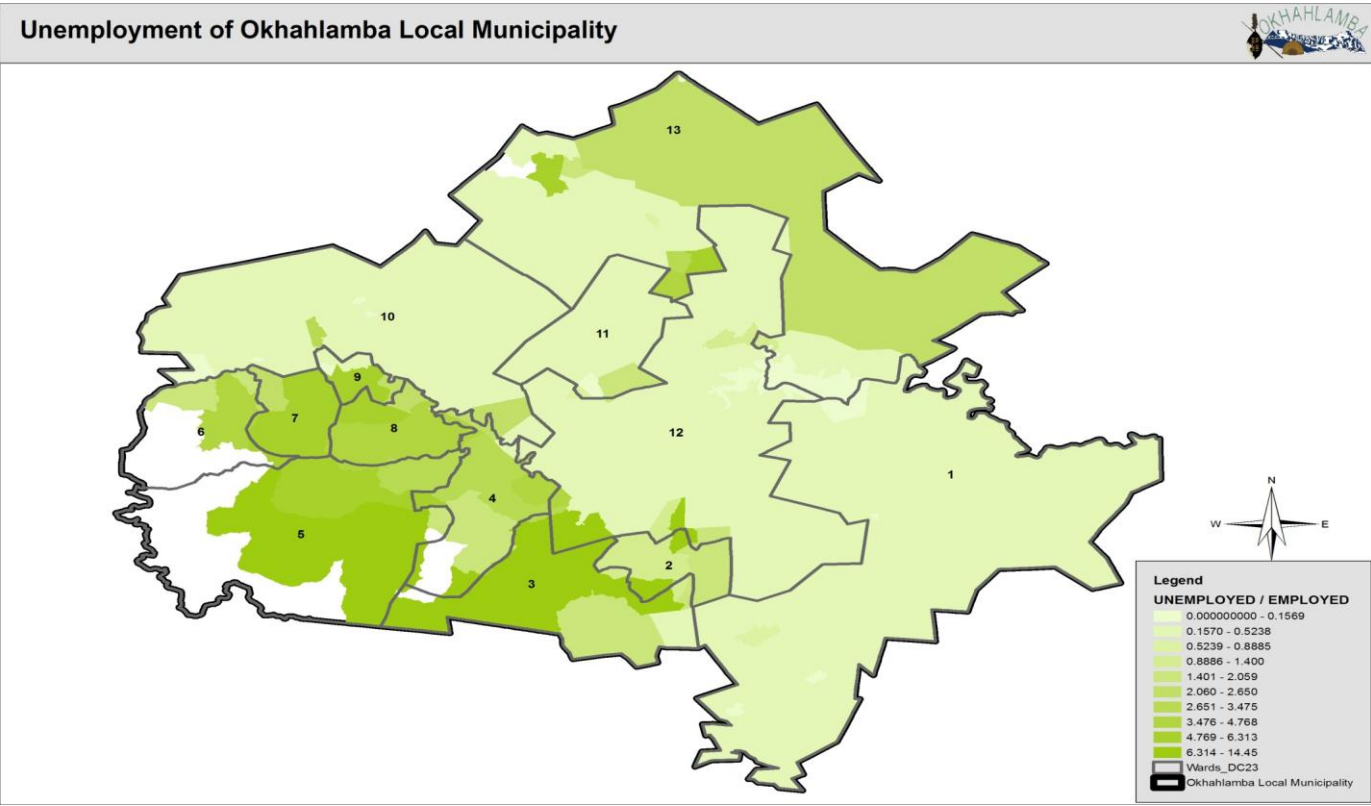
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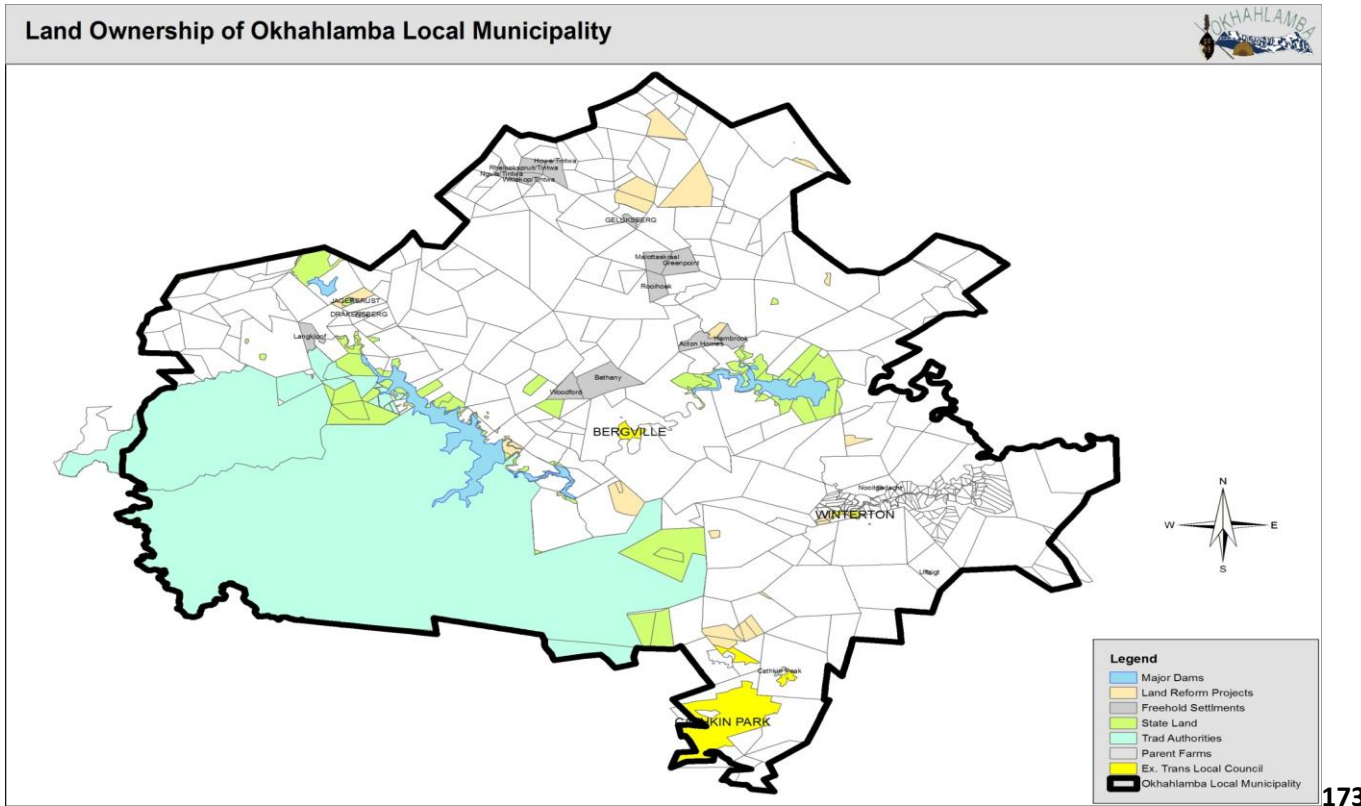
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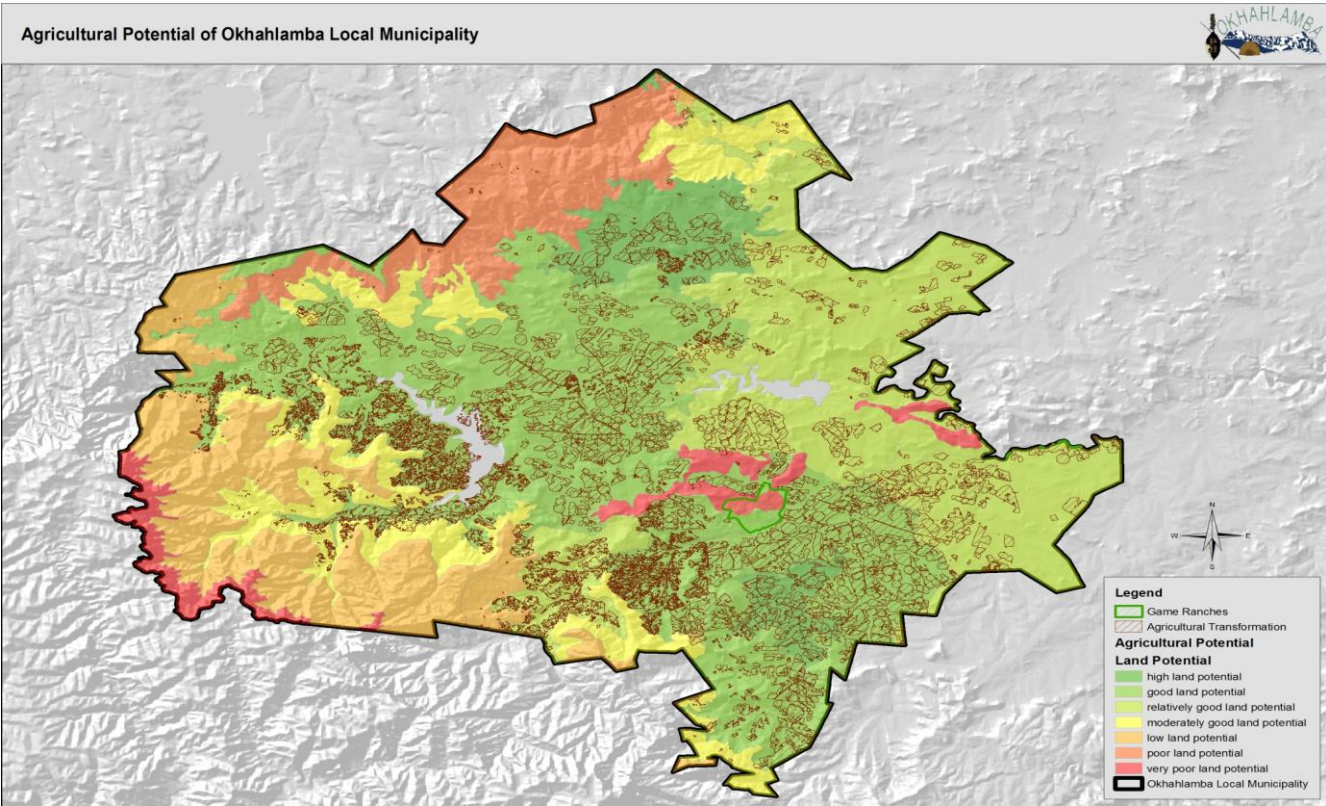
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## SECTION E: SECTOR INVOLVEMENT

The participation of the sector departments in the IDP meetings has since improved and only a few that still need to be encouraged to participate fully. The challenge is lack of understanding by sector departments of the importance of the integrated development planning. It is the intention of this municipality to undertake workshops and/or sessions with stakeholders to ensure all plans are integrated.

The sector departments have submitted their Projects which will be implemented during the 2011/2012 Financial Year, below is the list of Projects:-

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<b>IDP No.</b>	<b>Project Description</b>	<b>Ward / Area</b>	<b>Allocation</b>	<b>Department</b>
1.1	Dukuza Service Office	4		Department of Social Development
1.2	Care for older persons	OLM		Department of Social Development
1.3	Siphisizwe maAfrika	6		Department of Social Development
1.4	Care for disability: Ithubalethu	8		Department of Social Development
1.5	Ekuthuleni Crèche	9		Department of Social Development
1.6	Emseni Crèche	9		Department of Social Development
1.7	Fundakahle Crèche	8		Department of Social Development
1.8	Gugulethu Crèche	6		Department of Social

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				Development
1.9	Lindokuhle Crèche	8		Department of Social Development
1.10	Masakhane Crèche	5		Department of Social Development
1.11	Ntokozweni Crèche	6		Department of Social Development
1.12	Phumuluzenzele Crèche	8		Department of Social Development
1.13	Sandlwane Crèche	5		Department of Social Development
1.14	Samukelokuhle Crèche	6		Department of Social Development
1.15	Zamukuzenzela Crèche	4		Department of Social Development
1.16	Okhahlamba Thuthukani Child Welfare	8		Department of Social Development
1.17	Bergville Wellbeing Centre	9		Department of Social Development
1.18	Mpumelelo Crèche	7		Department of Social Development
1.19	Vusanani Crèche	7		Department of Social Development
1.20	Zamokuhle Crèche	7		Department of

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				Social Development
1.21	Indlelenhle Community Poverty Alleviation Project: Soup Kitchen	4		Department of Social Development
1.22	Zamukuzenzela Flagship Programme	4		Department of Social Development
1.23	AmaZizi Women's Project	6		Department of Social Development
1.24	Sizanani Community Project (Soup Kitchen)	6		Department of Social Development
1.25	Qedumona Community (Food Security)	6		Department of Social Development
1.26	Fukulamagogosi	4		Department of Social Development
1.27	Gangadweni Soup Kitchen	5		Department of Social Development
1.28	Sandlwane Soup Kitchen	5		Department of Social Development
1.29	Zizamele Soup Kitchen	8		Department of Social Development
1.30	Makabongwe Luncheon Club	9		Department of Social Development
<b>PROJECTS TOTAL FOR THE DEPARTMENT OF SOCIAL DEVELOPMENT IS R1 714 870.04</b>				
1.31	Khethani Clinic	1		Department of Health

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1.32	Sandlwana Clinic	5		Department of Health
1.33	Upgrade of Emmaus Hospital: OPD ; Circulation Facility	2		Department of Health
1.34	Oliviershoek Clinic	8		Department of Health
1.35	Bergville PLC in Dukuza : Distribution of ARV's	4		Department of Health
1.36	Private Hospital	Land issue		Department of Health
1.37	Mobile Clinic	12: Taxi Rank		Department of Health
1.38	Parkhome Clinic with all facilities	12: Taxi Rank		Department of Health
1.39			R80 000 000.00	Rural Development and Land Affairs
<b>PROJECT LIST FOR THE DEPARTMENT OF RURAL DEVELOPMENT &amp; LAND AFFAIRS HAS NOT YET BEEN FINALISED; BUT THE TOTAL ALLOCATED TO OKHAHLAMBA LOCAL MUNICIPALITY IS R80 000 000.00</b>				
1.40	New Causeway: Eziqalabeni	OLM		Department of Transport
1.41	Regravelling of Road: Plant & Material	OLM		Department of Transport
1.42	Regravelling of Road-8km	D1259		Department of Transport
1.43	Regravelling of Road-5km	D1376		Department of Transport
1.44	Regravelling of Road-5km	D1261		Department of Transport
1.45	Regravelling of Road-5km	D1379		Department of Transport
1.46	Blading	OLM		Department of Transport
1.47	Drain Cleaning & Verge	OLM		Department of

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	Maintenance			Transport
1.48	Tree Felling	P11		Department of Transport
1.49	Tree Felling	P340		Department of Transport
1.50	Tree Felling	P10-2		Department of Transport
1.51	Grass Cutting	OLM		Department of Transport
1.52	Kerb & Channels	P340		Department of Transport
1.53	Patch Gravelling-8km	P10		Department of Transport
1.54	Patch Gravelling-2km	L1362		Department of Transport
1.55	Patch Gravelling-3km	L461		Department of Transport
1.56	Blacktop Patching	KZ 235		Department of Transport
1.57	Road Studs	P180		Department of Transport
1.58	Road Studs	P394		Department of Transport
1.59	Road Studs	P30		Department of Transport
1.60	Road Marking	P288		Department of Transport
1.61	Guard Rail Repairs	P340		Department of Transport
1.62	Guard Rail Repairs	P11-1		Department of Transport
1.63	Guard Rail Repairs	P394		Department of Transport
1.64	Guard Rail Repairs Materials	OLM		Department of Transport

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1.65	Sign Repair	P11-1		Department of Transport
1.66	Sign Repair	P340		Department of Transport
1.67	Sign Repair	P394 and P180		Department of Transport
1.68	Sign Material	OLM		Department of Transport
1.69	Handrail Repair	P30		Department of Transport
1.70	Handrail Repair	P11-1		Department of Transport
1.71	Minor Street Repairs	OLM		Department of Transport
<b>PROJECTS TOTAL FOR THE DEPARTMENT OF TRANSPORT</b>				<b>R17 262 636.00</b>
1.72	Acton Homes Electrification	12	50 households	Department of Energy
1.73	Bethany Electrification	11	50 households	Department of Energy
1.74	Rookdale Electrification	10	80 households	Department of Energy
1.75	Thintwa Electrification	13	80 households	Department of Energy
1.76	Rooihoek Electrification	13	60 households	Department of Energy
1.77	Woodford Electrification	11	80 households	Department of Energy
1.78	Okhombe Electrification	07	150 households	Department of Energy
1.79	Nsukanghlale Electrification	07	50 households	Department of Energy
1.80	Gudlucingo Electrification	07	30 households	Department of Energy
1.81	Makhosaneni Electrification	05	20 households	Department of Energy

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1.82	New York Electrification	04	40 households	Department of Energy
1.83	Reserve C Electrification	09	90 households	Department of Energy
1.84	Mhlwazini Electrification	03	90 households	Department of Energy
1.85	Ndunwane Electrification	03	100 households	Department of Energy
1.86	MaSwazini Electrification	01	100 households	Department of Energy
1.87	Sbonelo Electrification	01	30 households	Department of Energy
1.88	Stateni Electrification	01	30 households	Department of Energy
1.89	Emmaus Electrification	02	30 households	Department of Energy
<b>PROJECTS TOTAL FOR THE DEPARTMENT OF ENERGY IS R7 480 000.00</b>				
1.90	Mahlabathini Crèche	02	MIG Funding	Department of Cooperative Governance & Traditional Affairs
1.91	Mbholompo Road	03	MIG Funding	Department of Cooperative Governance & Traditional Affairs
1.92	Rooihoek Community Centre	13	MIG Funding	Department of Cooperative Governance & Traditional Affairs
1.93	Busingatha Community Centre	06	MIG Funding	Department of Cooperative Governance & Traditional Affairs
1.94	Sandlwana Community Centre	05	MIG Funding	Department of Cooperative

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				Governance & Traditional Affairs
1.95	Mshwathi Crèche	01	MIG Funding	Department of Cooperative Governance & Traditional Affairs
1.96	Ogade Crèche	08	MIG Funding	Department of Cooperative Governance & Traditional Affairs
1.97	Bergville Tarred Roads	OLM	MIG Funding	Department of Cooperative Governance & Traditional Affairs
1.98	Woodford Crèche	11	MIG Funding	Department of Cooperative Governance & Traditional Affairs
1.99	Gelukksburg Community Centre	11	MIG Funding	Department of Cooperative Governance & Traditional Affairs
<b>PROJECTS TOTAL FOR DEDT &amp; IDC IS R26 500 000</b>				
1.100	Enterprise Centre	01	Funding by DEDT	Department of Economic Development & Tourism
1.101	Development Agency	01	Funding by IDC	Industrial Development Corporation

OLM will endeavour to obtain lists of projects from other agencies, sector departments that operate within our area of jurisdiction. In most cases departments argued that their current financial year is ending at the end of March and only after the 1<sup>st</sup> April 2010, they will be able to furnish us with priority projects and funding committed.

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## SECTION 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 Director: Technical Services; Manager: IDP & PMS; etc. which have been prioritized for urgent filling at the beginning of the 2011/2012 Financial Year.

### 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 **185**

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 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 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

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**SECTION G: PROJECTS**

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PROJECTS	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Funding Source
Office Furniture and Equipment		2 500 000					Own
Computers	450 000	1 450 000					Own
Franking Machine		30 000					Own
Bergville Roads	2 000 000	14 300 000			9 000 000	11 000 000	Own + MIG
Woodford Creche		1 500 000					MIG
Mahlabathini Creche		1 500 000					MIG
Winterton Taxi Rank	1 624 000	1 853 000					MIG
Mfemfetheni Hall	6 000 000						MIG
Langkloof Multipurpose	4 300 000						MIG

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<b>Hall</b>							
<b>Roads</b>			697 127	8 550 238			Own
<b>MIG Projects</b>			23 287 000	24 568 000			MIG
<b>Cemetery</b>	1 500 000	500 000	1 191 636		1 000 000	1 000 000	Own
<b>Landfill</b>	282 000	500 000	5 000 000		7 000 000	4 000 000	Own
<b>Geluksburg Road</b>					5 000 000	5 000 000	Own
<b>Foot Bridges/Causeway</b>					3 401 902	6 434 055	Own
<b>Cloking Machine</b>	80 000	80 000					Own
<b>Plant</b>	1 730 000	500 000	940 000	1 015 200			Own
<b>Block Making Machine</b>			1 000 000				Own
<b>Poultry Farming</b>			1 000 000				Own
<b>Traffic Offices</b>	850 000	850 000					Own
<b>Pig Farming</b>			500 000				Own

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<b>Pounding, Speed Camera</b>	1 430 000						Own
<b>Total Cost of Projects</b>	<b>21 246 000</b>	<b>25 563 000</b>	<b>33 615 763</b>	<b>34 133 438</b>	<b>25 401 902</b>	<b>27 434 055</b>	



















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## SECTION H FINANCIAL PLAN AND SDBIP

### OKHAHLAMBA MUNICIPALITY

### FINANCIAL PLAN 2011 - 2016

#### 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. **199**

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# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT **2011/2012** IDP REVIEW

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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.



# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT IDP REVIEW

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### 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

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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

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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.

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## 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

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# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT **2011/2012** IDP REVIEW

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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.

# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT IDP REVIEW

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### 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

# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT IDP REVIEW

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- Supplier payment periods
- Supplier selection and monitoring procedures
- Debt management and revenue enhancement
- Anti-corruption and Fraud prevention policy
- Indigent 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



# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT **2011/2012** IDP REVIEW

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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.

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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.

# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT 2011/2012 IDP REVIEW

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## 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.

# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT IDP REVIEW

## 2011/2012

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### 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:

Lack of funds for capital projects

Various sources of grants and subsidies need to be identified and a person tasked with this function

Document policies relating to capital financing

Conditions attached to source of funding must be adhered to

Alignment of the budget process

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The IDP needs to be aligned with the budget

Business plans are needed for projects taking into consideration cost of inflation

Operational Costs of projects need to be determined

## Financial Management

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

## Asset Management

An asset management system is required.

Finance Department needs to maintain a tighter control over use of vehicles and fuel and oil

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The annual insurance premiums need to be reviewed

Identify unutilised assets

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## FINANCIAL STRATEGIES AND ACTION PLAN – 2010/11 TO 2014/15

# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT **2011/2012** IDP REVIEW

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	BY WHOM	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Capital financing strategy</b>		<b>Obtain International and local grant funding to undertake projects</b>	Dedicate a particular person to the function of raising grants	<b>All Heads of Departments</b>	√	√	√	√	√
			Identify, establish, maintain and update database of all grant funders	<b>CFO/IDP Manager</b>	√	√	√	√	√
			Undertake project feasibility studies and project plans	<b>All Departments</b>	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

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FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	BY WHOM	2010/11	2011/12	2012/13	2013/14	2014/15
			Approach prospective funders with IDP and Financial plan for funding	<b>Chief Financial Officer/IDP Manager</b>	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
<b>Asset management strategy</b>	<b>Effective asset management</b>		Ensure asset management system is implemented and functional	<b>CFO</b>	√	√	√	√	√
			Obtain a complete inventory of all assets	<b>CFO</b>	√	√	√	√	√

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OKHAHLAMBA LOCAL MUNICIPALITY DRAFT **2011/2012**  
IDP REVIEW

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	BY WHOM	2010/11	2011/12	2012/13	2013/14	2014/15
			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	√	√	√	√	√

OKHAHLAMBA LOCAL MUNICIPALITY DRAFT **2011/2012**  
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			Improve the use of uneconomic assets	<b>All Departments</b>	√	√	√	√	√
<b>Financial management</b>	<b>Implement internal controls</b>		Develop and review all financial policies, procedures and document flows	<b>CFO</b>	√	√	√	√	√
			Monitor cash forecasts and cash flow against forecasts	<b>CFO</b>	√	√	√	√	√
			Prepare meaningful monthly management reports	<b>CFO</b>	√	√	√	√	√

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			Consider the impact of The Municipal Finance Management Act and Systems Act in the budgeting process	<b>CFO</b>	√	√	√	√	√
			Employ consultants to aid with the implementation of GRAP	<b>CFO</b>	√				
			Ensure business plans are prepared for projects	<b>All Departments</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>Ongoing</b>
			Determine operational costs of new capital projects	<b>All Departments</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>Ongoing</b>

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<b>Cost Effectiveness</b>			Conduct a skills audit of financial division staff	<b>HR Manager</b>	√	√	√	√	√
			Review job descriptions and duty schedules in terms of the task evaluation system	<b>HR Manager</b>	√				
			• Effective implementation and monitoring of vehicle fleet and maintenance	<b>CFO</b>	√	√	√	√	√

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			<ul style="list-style-type: none"> <li>Implement controls to monitor the use of photocopying and fax machines</li> </ul>	<b>Corporate Services Director</b>	√	√	√	√	√
			<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>	<b>Corporate Services Director</b>	√	√	√	√	√
			Set up internal audit committee	<b>MM</b>	√				
			Review overtime claim and approval procedures and supporting documentation	<b>CFO</b>	√	√	√	√	√

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# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT IDP REVIEW

## 2011/2012

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### 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 2010/11 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

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- 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

# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT 2011/2012 IDP REVIEW

## ASSUMPTIONS:

The following assumptions were made when developing the model based on information provided:

Vote Category	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Salaries	0%	5%	4%	8%	4%	8%
General Expenses	0%	33%	-33%	8%	9%	8%
Repairs & Maintenance	0%	-18%	13%	-27%	187%	8%

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Capital	0%	20%	32%	2%	-26%	8%
Income	0%	17%	-2%	4%	1%	8%

- The percentage increases for the years 2011/12 and 2012/13 are based on the approved three-year budget forecast.
- The average year on year increase in revenue is as follows:

2011/12 – 17%

2012/13 – (2%)

2013/14 – 4%

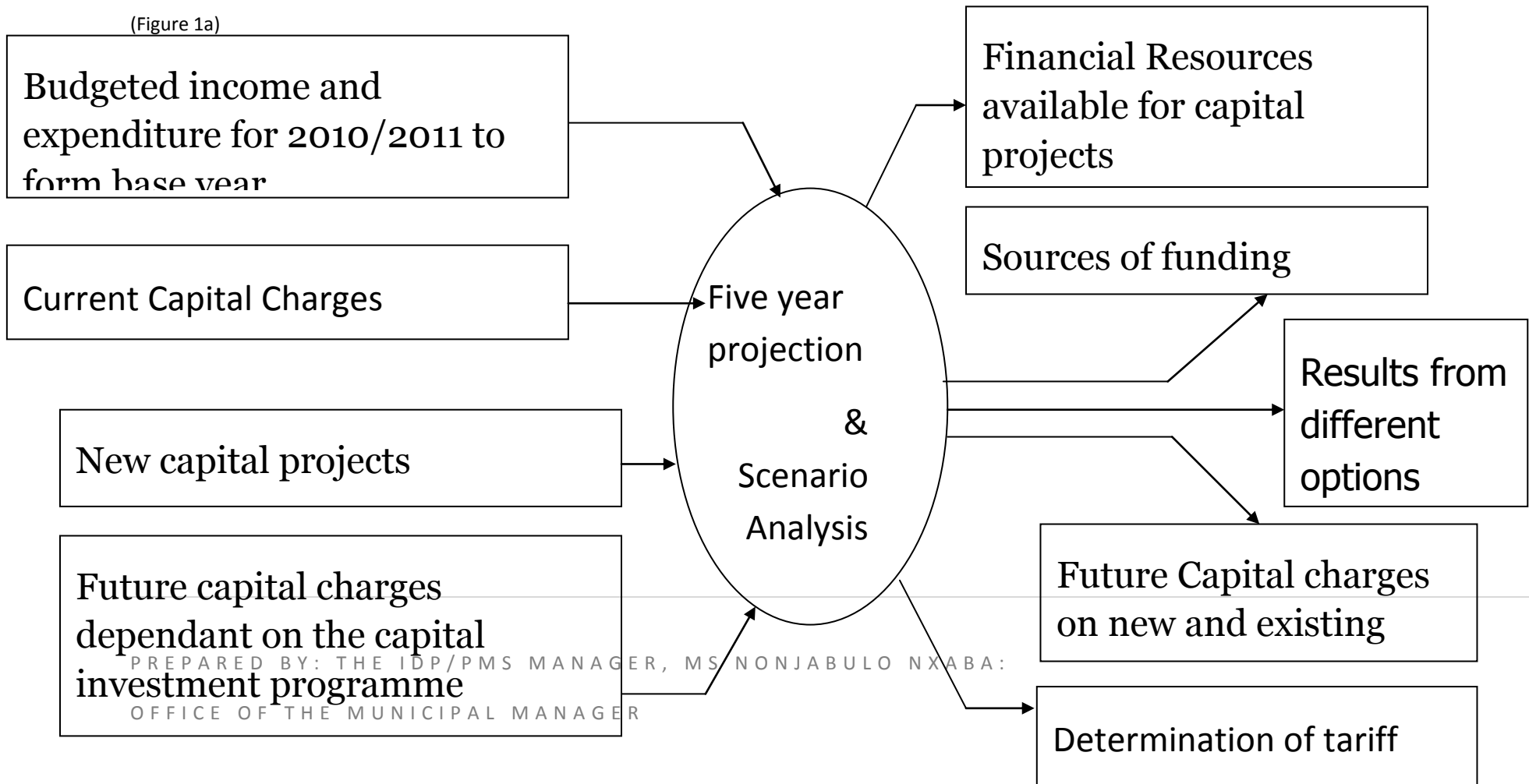
2014/15 – 1%

2015/16 – 8%

OKHAHLAMBA LOCAL MUNICIPALITY DRAFT **2011/2012**  
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PRINCIPLES OF FINANCIAL MODEL

(Figure 1a)



# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT **2011/2012** IDP REVIEW

## BUDGET PROJECTIONS 2010/11 TO 2015/16

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Salaries</b>	27,135,302.00	28,438,098.00	29,518,902.00	31,880,414.00	32,997,880.00	35,637,711.00
<b>General Expenses</b>	25,576,571.00	34,143,577.00	22,906,497.00	24,677,029.00	26,863,155.00	29,012,208.00
<b>Repairs and Maintenance</b>	4,879,524.00	4,000,000.00	4,538,000.00	3,324,240.00	9,525,493.00	10,287,533.00
<b>Capital Charges</b>	-	-	-	-	-	-
<b>Capital Ex Revenue</b>						
<b>Capital</b>	21,246,000.00	25,563,000.00	33,615,763.00	34,133,483.00	25,401,902.00	27,434,055.00

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<b>Total Expenditure</b>	78,837,397.00	92,144,675.00	90,579,161.00	94,015,165.00	94,788,430.00	102,371,507.00
<b>Income</b>	78,837,397.00	92,144,675.00	90,579,161.00	94,015,165.00	94,788,430.00	102,371,507.00
<b>Surplus/-Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

- The table above reflects the current financial situation of the municipality including the impact of the IDP.
- Inflationary increases have been considered in projecting the future years' expenditure.
- The 5-year projection has been balanced for 2010/2011 to 2015/2016 by determining the required income to fund expenditure.

# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT **2011/2012** IDP REVIEW

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## Capital Investment Program Summary

PROJECTS	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Funding Source
Office Furniture and Equipment		2 500 000					Own
Computers	450 000	1 450 000					Own
Franking Machine		30 000					Own
Bergville Roads	2 000 000	14 300 000			9 000 000	11 000 000	Own + MIG
Woodford Creche		1 500 000					MIG
Mahlabathini Creche		1 500 000					MIG

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<b>Winterton Taxi Rank</b>	1 624 000	1 853 000					MIG
<b>Mfemfetheni Hall</b>	6 000 000						MIG
<b>Langkloof Multipurpose Hall</b>	4 300 000						MIG
<b>Roads</b>			697 127	8 550 238			Own
<b>MIG Projects</b>			23 287 000	24 568 000			MIG
<b>Cemetery</b>	1 500 000	500 000	1 191 636		1 000 000	1 000 000	Own
<b>Landfill</b>	282 000	500 000	5 000 000		7 000 000	4 000 000	Own
<b>Geluksburg Road</b>					5 000 000	5 000 000	Own
<b>Foot Bridges/Causeway</b>					3 401 902	6 434 055	Own

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<b>Cloking Machine</b>	80 000	80 000					Own
<b>Plant</b>	1 730 000	500 000	940 000	1 015 200			Own
<b>Block Making Machine</b>			1 000 000				Own
<b>Poultry Farming</b>			1 000 000				Own
<b>Traffic Offices</b>	850 000	850 000					Own
<b>Pig Farming</b>			500 000				Own
<b>Pounding, Speed Camera</b>	1 430 000						Own
<b>Total Cost of Projects</b>	<b>21 246 000</b>	<b>25 563 000</b>	<b>33 615 763</b>	<b>34 133 438</b>	<b>25 401 902</b>	<b>27 434 055</b>	

# OKHAHLAMBA LOCAL MUNICIPALITY DRAFT **2011/2012** IDP REVIEW

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- A summary of the capital investment program is provided in the table above.
- The cost of projects need to be determined as part of the IDP review process which will assist in determining the funding requirements for the ensuing years.
- Project business plans will be required to estimate the project operating costs.



OKHAHLAMBA LOCAL MUNICIPALITY DRAFT **2011/2012**  
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**BUDGET PROJECTIONS 2009/10 TO 2014/15**

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Salaries</b>	22,421,730.00	26,194,781.00	28,290,364.00	30,553,593.00	32,997,880.00	35,637,711.00
<b>General Expenses</b>	16,136,055.00	17,523,952.00	21,616,564.00	24,873,292.00	26,863,155.00	29,012,208.00
<b>Repairs and Maintenance</b>	14,933,200.00	4,089,524.00	6,425,600.00	8,819,901.00	9,525,493.00	10,287,533.00
<b>Capital Charges</b>	-	-	-	-	-	-
<b>Capital Ex Revenue</b>						
<b>Capital</b>	675,320.00	9,464,000.00	19,368,000.00	23,520,280.00	25,401,902.00	27,434,055.00
<b>Total Expenditure</b>	54,166,305.00	67,272,257.00	75,700,528.00	87,767,067.00	94,788,430.00	102,371,507.00
<b>Income</b>	54,166,305.00	67,272,257.00	75,700,528.00	87,767,067.00	94,788,430.00	102,371,507.00
<b>Surplus/- Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### H3 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

See attached annexure

## SECTION I: ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM

### 11 OBJECTIVES AND PRINCIPLES OF A 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.

### 12 ALTERNATIVES MODELS FOR A 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.

## 12.1 THE ORGANISATIONAL SCORECARD

- (i) 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. **237**

(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

12.2 ROLES AND RESPONSIBILITIES IN PERFORMANCE MANAGEMENT

ROLES AND REPSONIBILITIES IN ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS	
<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 performance report.</li> </ul>
<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</li> </ul>

	to ensure that all relevant role-players are involved and that the process is proceeding as planned.
<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>

## 12.3 KEY PERFORMANCE INDICATORS (KPI'S)

Key Performance Area	Objective/s	Strategies	Key Performance Indicators
1. Service delivery & Infrastructure: Energy	To facilitate energy supply	Engage Eskom & Dept of Energy on energy provision	Agreement adopted
		Influence/participate on planning & prioritization of projects	Project List adopted
		Indigent policy should be reviewed to address Free Basic Services (FBS)	Reviewed policy
Service delivery & Infrastructure: Water	To provide portable water	Engage water services authorities on water provision (cooperative model)	Agreement adopted
		Influence planning & prioritization of projects [List - UDM projects for 2011/2012]	Project List adopted
Service delivery & Infrastructure: Sanitation	To address sanitation backlog by 2014	Influence planning & prioritization of projects [List - UDM projects for 2011/2012]	Project List adopted
Service delivery & Infrastructure:	To facilitate delivery of sustainable	Review HOUSING Plan	Reviewed Housing Plan

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Key Performance Area	Objective/s	Strategies	Key Performance Indicators
Housing	human settlements		
Service delivery & Infrastructure: Roads	To improve & facilitate access to road networks	Facilitate with DOT on improving the road networks in the municipal area  [List - DOT projects for 2011/2012]	Approved list
		Facilitate the provision of crossways/foot bridges	Approved list
		Provide local access roads	Adopted list
		Develop a Storm Water Management Plan	Adopted Plan
Service delivery & Infrastructure: Waste management	To increase access to solid waste disposal	Develop Waste Management Plan	Adopted Plan
		Develop a Landfill site	Feasibility Study
		Extend waste collection service to rural areas	
Service delivery & Infrastructure: Infrastructure Maintenance	To ensure maintenance of existing infrastructure	Develop systems for infrastructure maintenance	Approved O&M Plan
Service delivery & Infrastructure:	To increase access to	Provide and facilitate the	No of facilities

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<b>Key Performance Area</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
Community Facilities	community facilities	provision of these facilities	provided
<b>2. LED: Economic Development</b>	To promote local economic development	Review Local Economic Development (LED) strategy	Tourism development: Approved LED Strategy
		Unlock economic development opportunities	Business Forum established
			No of coops/SMMEs established
			No of investors investing in OLM
			An established Development Agency
<b>3. Institutional/Human development: Education</b>	To facilitate life-long learning & training	Address disparity in literacy (ABET, sewing classes etc)	No of learning opportunities established  FET College implemented
Human development: Health	To develop Primary Health Care facilities	Construct new clinics/ hospitals	Two clinics constructed
Human development:	To encourage people to get	Facilitate ARVs rollout &	No of people

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<b>Key Performance Area</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
HIV/Aids Policy	tested	awareness	accessing ARVs
		Encourage testing	Increase in testing stats
		Establish HIV/Aids Council	An established Council
Human development: Sports & Recreation	To improve sporting facilities and increase sports codes in OLM	Influence planning & prioritization of recreational projects	
Human development: Arts & Culture	To facilitate development of cultural activities in OLM	Establish cultural clubs	No of clubs created
<b>4. Spatial &amp; Rural Development: Service centre</b>	To develop Rural Service centres	Bring services closer to the where people live	Additional MPCCs applied for
Rural Development: Land reform	To facilitate land restitution	Engagement of Land Claims Commissioner to fast track claims	No of claims resolved
Rural Development: Food security	To encourage community gardens	Educate beneficiaries and monitor	No of Beneficiaries registered
		Identify markets for successful farmers	No of emerging farmers

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Key Performance Area	Objective/s	Strategies	Key Performance Indicators
Spatial & Rural Development	To investigate rural commercial development	Formulate a rural development strategy	Rural Development Strategy adopted
Spatial & Rural Development: Grazing	To demarcate areas for grazing	Ensure implementation of LUMS	LUMS implemented
<b>5. Financial Viability: Municipal Finance</b>	To be financially sustainable	Enhance financial management	Clean audit & debt reduction by 80%
			Total revenue received from Grants & Subsidies
			G&S spent by 100%
		Develop & implement Financial Policies	
		Sound financial environment	
		Budgeting and reporting compliance	
		Enhance Revenue enhancement	80% revenue collected
		Control expenditure	
		Monitor MPRA implementation	

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Key Performance Area	Objective/s	Strategies	Key Performance Indicators
		Investigate (user friendly) financial systems	
<b>6. Good governance: Municipal Governance</b>	To achieve clean audit by 2014	Training and development of councilors	No of certificates issued
		Increase Councillors' oversight role	No of Quarterly Oversight Reports produced
		Establish an Internal Audit	Internal Auditors appointed
		Strengthen inter-governmental relations	No of quarterly forums held
		Enhance community participation	92% of functioning Ward Committees
		Compliance with legislation & regulations	Audit compliant by HODs
		Improve document management systems	Internal Audit finding
		Implement Fraud and Anti-Corruption strategy	Strategy adopted & implemented
		Community awareness campaigns	4 awareness campaigns held

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Key Performance Area	Objective/s	Strategies	Key Performance Indicators
		Review Risk Management plan	Reviewed RMP
<b>7. Institutional Development: Municipal Structure</b>	To implement approved organogram	Recruit competent staff (filling of critical vacancies)	4 critical posts be filled
	To have an effective HR strategy	Review Human Resources Policy	Adopted HR Policy
		Implement Workplace Skills Plan	Adopted WSP
		Implement Employment Equity Plan	Adopted EEP
	To improve on Information Technology	Develop IT Policy	Adopted IT
		IT Training & development	Personnel employed
		Review of IT equipment	Reviewed IT equipment by Aug 10
<b>8. Crime: Safety &amp; security</b>	To ensure safety (&security) network to improve policing	Enhance Community Policing Forums	No of improved CPFs
		Establish satellite police	No of stations built

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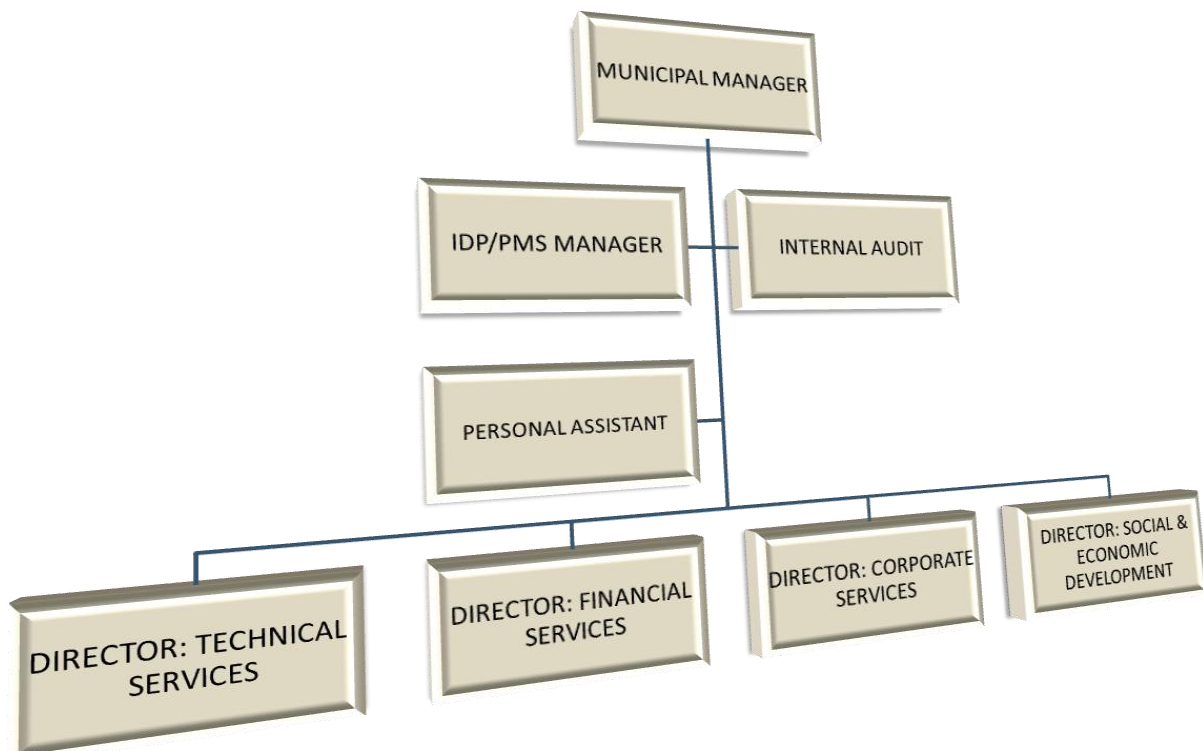
<b>Key Performance Area</b>	<b>Objective/s</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
		stations	







## 12.4 ORGANISATIONAL STRUCTURE



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## 12.5 MEASUREMENT AND ANALYSIS

Measurement and analysis will be the responsibility of respective line managers. Certain baseline data is not available on an annual basis (e.g. access to basic services), and surveys will therefore need to be conducted. It is suggested that the following annual surveys will be required:

- (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.

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## 12.6 PERFORMANCE REPORTING AND REVIEWS

Council will need to set up reporting and review processes, which will involve the following:

- Exco Review (quarterly).
- Council Reviews (bi-annually).
- Community (Biannually)

**Public Review** should be provided through an annual public report.

## SECTION 13 SUMMARY AND CONCLUSIONS

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.

<b>ANNEXURE J</b>	<b>STATUS ON ALL APPLICABLE SECTOR PLANS</b>
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**Status on Sector Development Plans:**

1.Detailed Spatial Development Framework	Under Review
2.Detailed Disaster Management Plan	To be included in the Final IDP
3.Land Use Management Framework	Under Review
4.Water Services Development Plan	Refer to Uthukela District Municipality
5.Housing Plan	Adopted
6.Local Economic Development Plan /Strategy	Adopted
7. PMS	Adopted
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	Under Review
14. Municipal Infrastructure Investment Plan	To be compiled during the next financial

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	year
15. Anti- Fraud & Corruption Strategy	
16. BEE Policy	Adopted
17. Indigent Support Policy	Adopted
18. Supply Chain Management Policy	Adopted
19. Staff /Ward Committees Cell Phone Policy	Adopted
20. Asset Management Policy	Adopted
21. Cash Management & Investment Policy	Review
22. Budgeting Policy	Review

## J.1 SPATIAL DEVELOPMENT FRAMEWORK

SEE ATTACHED ANNEXURE 'A'



## J.2 DISASTER MANAGEMENT PLAN

The municipality has developed the Draft Disaster Management Plan, however this section briefly looks at the strategy in place.

In accordance with the provisions of the Disaster Management Act of 2002, the Municipality is required to operate within a disaster management framework, which must provide a coherent, transparent and inclusive policy on disaster management appropriate for the district as a whole. The disaster management framework must reflect a proportionate emphasis on disasters of different kinds, severity and magnitude that occur or may occur in the district, place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households, and must-

- Guide the development and implementation of disaster management envisaged by the Disaster Management Act of 2002;
- Establish prevention and mitigation as the core principles of disaster management;
- Give effect to the application of co-operative governance on issues concerning disasters and disaster management between government, private sector and community organisations, and

(i) determine the relationship between the local government exercising primary responsibility for the co-ordination and management of a disaster in terms of sections 26 (l), 40( 1) and 54( 1) or (2) of The Act and the spheres of government, non-government organisations or the private sector performing supportive roles;

(ii) allocate specific responsibilities in this regard to the different spheres:

- Facilitate-

(i) the involvement of the private sector, non-governmental organisations, traditional leaders, technical experts and volunteers in disaster management;

(ii) community participation in disaster management; and

(iii) partnerships for purposes of subparagraphs (i) and (ii) between organs of state and the private sector, non-governmental organisations and communities;

- Facilitate disaster management capacity building, training and education, including in schools, and provide incentives for such capacity building, training and education;
- Promote disaster management research;

- Guide the development of a comprehensive information management system;
- Take into account indigenous knowledge relating to disaster management;
- Provide a framework within which the Okhahlamba Municipality can liaise with organs of state which may fund disaster management with specific emphasis on preventing or reducing the risk of disasters, including grants to contribute to post-disaster recovery and rehabilitation and payment to victims of disasters and their dependants;
- Address the requirements for co-operation and co-ordination between the different spheres of government, the private sector, non-governmental organisations and communities; and
- Provide key performance indicators in respect of the various aspects of disaster management.

## J2.1 INSTITUTIONAL SYSTEMS

Disaster management is a vital part of the core business of the Municipality as part of its Constitutional responsibility is to provide a safe and healthy environment. It is important that Council is overtly supportive of the process, both philosophically and materially, in order to promote disaster management to participating organisations and the public generally. Accordingly, elected members and senior executive personnel have a leading role in the disaster management strategies for the Municipality.

Okhahlamba Municipality subscribes to the Disaster Management Plan of the District. It has identified the following risks as most prevalent or probable within its area:

- Veld Fires
- Snow
- Draught
- Animal Diseases
- Thunderstorm
- Flooding
- Lightening
- Domestic Fires

To prepare the municipality in terms of readiness to deal with disasters, the municipality believes that communication or Disaster Management Structures are critical. For this reason, a Disaster Management Committee of Okhahlamba is to be established. This Committee will be chaired by the Municipal Manager.

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Members will include: Director: Technical Services; Director: Community and Social Services; Director: Corporate Services; Heads of Police Stations; Representative from Health Department; Chief Traffic Officer and representatives from District and Religious Organisations.

It will meet at least once per quarter. Its overall mandate will be the following:

- Identify potential hazards;
- Develop mitigating strategies;
- Develop early warning signal for anticipating disasters;
- Coordinate disaster relief interventions;
- Facilitate communication with different Disaster Management Centres
- Liaison with the District

This Committee will also implement Awareness Programmes about potential disasters and what to do in case of disasters. These programmes will be focused on mitigating the risk of disasters.

A special telephone line will be investigated. Similarly, the possibility of Fire Fighting Equipment stationed at Bergville will be investigated in consultation with the District.

Finally, investigation will also be carried out in terms of disaster recovery planning involving fire hazards in terms of potential impact on municipal offices.

### J3 LOCAL GOVERNMENT TURN-AROUND STRATEGY

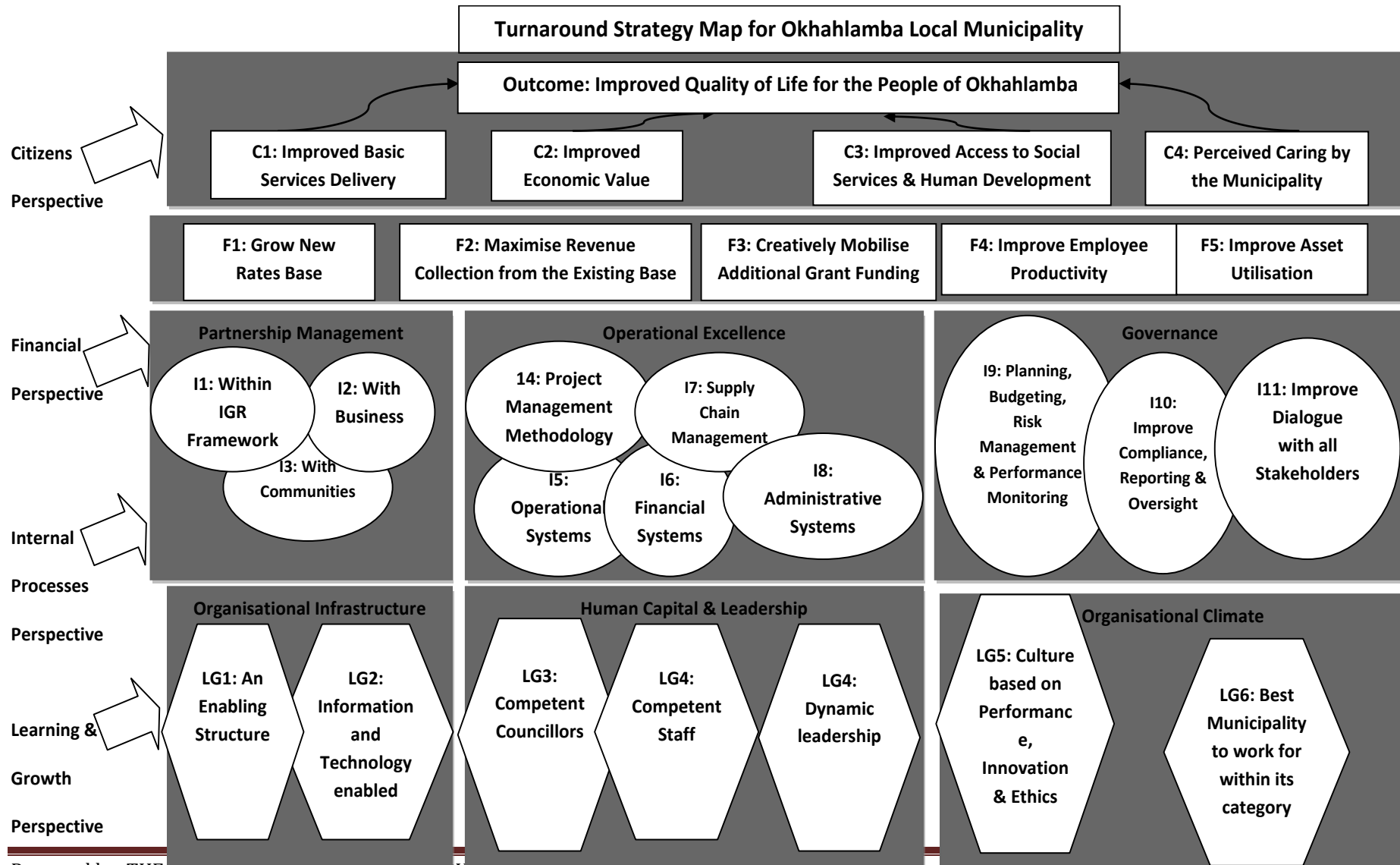
The Okhahlamba Municipality is currently under Administration. Consistent with the decision taken by CoGTA all municipalities under Administration were to be assisted to develop their Turn-Around Strategies. A three day workshop was planned for 6-8 April. This workshop was facilitated by the Provincial Turn-Around Strategy Team. However, based on the IDP Review Process and also experience in terms of implementing the Recovery Plan, there were emerging ideas on what the TAS of Okhahlamba should emphasise. These ideas were outlined in proposed Turn-Around Strategy Map of Okhahlamba Municipality as set out in the diagram below. **And the Municipal Turn Around Strategy [MTAS] was therefore adopted on the 14<sup>th</sup> of April 2010.**

**See attached Annexure**

**J4 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

**See attached annexure**

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**K APPENDICES**

K.7 HOUSING PLAN

## K.9 LOCAL ECONOMIC DEVELOPMENT STRATEGY

## K.12 ORGANISATIONAL PMS



## K.13 IDP PROCESS PLAN

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