

DANNHAUSER LOCAL MUNICIPALITY 2024/2025



FINAL INTEGRATED DEVELOPMENT PLAN



TABLE OF CONTENTS

A.1 Purpose	1
A.2 Location and Size	2
A.3 Population Growth	3
A.4 Economic Profile	4
A.5 Public Participation	4
A.6 Budget Process Plan For 2024/2025 Multi Term Budget	8
A.7 Municipal Development Strategy and Long-Term Vision	21
A.8 Key Challenges facing Municipality and Intervention	24
A.9 Spatial Development Framework	30
B. Planning and Development Principle and Government Policies	35
B.1 Planning and Development Principle	35
B.1.1 Comprehensive Rural Development	35
B.1.2 Integrated Sustainable Rural Development	36
B.1.3 Breaking New Ground 2004	37
B.1.4 KZN Provincial Growth Strategy	39
C.1 Policy Context	43
C.1.1 Agenda 2063	43
C.1.2 National development Plan (2012)	43
C.2 The New Growth Path	43
C.2.1 The Industrial Policy Action Plan	44
C.2.2 Broad Based Black Economic Empowerment	44
C.2.3 Back to Basics (2014)	44
C.2.4 Spatial Planning and Land Use Management Act (SPLUM)	44
C.2.5 Integrated Urban Development Framework (2016)	45
C.2.6 Traditional Leadership and Governance Framework Act (2003)	45
C.2.7 Innovation For Local Economic Development	46

C.3.1 Provincial Growth and Development Plan	46
C3.2 Provincial Spatial Economic Development Strategy	47
C.3.3 Agricultural and Agro-processing Master Plan	48
C.3.6 Amajuba Development Plan	48
C.3.7 Amajuba District Growth and Development Plan	49
C.3.8 Amajuba Rural Development	49
C.3.9 Amajuba LED Strategy	49
C.3.10 Dannhauser Informal Economic Policy	50
C.3.11 EPWP Policy	50
D Situational Analysis	51
D.1 Demographic Characteristics	51
D.1.1 Population Size and Growth	51
D.1.2 Distribution and Population	51
D.1.3 Household Size	52
D.1.4 Population Groups	52
D.1.5 Age Distribution	53
D.1.6 Gender Profile	54
D.2 Key Findings	54
E. Spatial Analysis	55
E.1 Regional Context	55
E.2 Administrative Entities	56
E.3 Structuring Elements	56
E.4 Existing Elements	57
E.5 Broad Land Uses	68
E.5.1 Land Cover	68
E.5.2 Broad land uses	68
E.5.3 Forestry and Agriculture	69

E.5.4 Subsistence Agriculture	70
E.6 Land Ownership	70
E.6.1 South African Land Audit(Land Ownership) 2018	70
E.6.2 Land Ownership in South Africa (2018/2019)	72
E.6.3 Ingonyama Trust Land	73
E.6.4 Municipal Owned Land	74
E.6.5 State Owned Land	74
E.6.6 Privately Owned Land(Individual and Trusts)	74
E.6.7 Land Claim	75
E.6.8 Land Restitution	75
E.7 Land Reform	75
E.8 Land Capacity	77
E.8.1 Private Sector Development	78
E.9 Environmental Analysis	79
E.9.1 Biodiversity (Including Protected Areas) Environmental Assets	79
E.9.1.1 Geology and Soil	80
E.9.1.2 Conservation Areas	80
E.9.1.3 Historical Infrastructure	80
E.9.1.4 Cultural/Heritage	81
E.9.2 Vegetation	81
E.9.3 Environmental Management	82
E.9.4 Strategic Environmental Assessment	83
E.9.5 Spatial and Environmental: SWOT Analysis SDF Comparison	84
E.10 Disaster Management	84
E.10.1 Introduction	84
E.10.2 Disaster Management Challenges	85
E.10.3 Challenges will be Further Explained by Considering All Elements of Disaster Management	85

E.10.3.1 Prevention	85
E.10.3.2 Preparedness	85
E.10.3.3 Response and Relief	86
E.10.3.4 Rehabilitation	86
E.10.3.5 Suggestions/Solutions	86
E.10.4. Disaster Management SWOT Analysis	87
E.11. Municipal Transformation and Institutional Development Analysis	88
E.11.1 Organizational Development	88
E.11.2 Organizational Structure/Organogram-2024/2025	88
E.11.3 Human Resources Development strategy 2023/2024/2024/2025	93
E.11.4 Dannhauser Human Resources key Priority Areas	95
E.11.5 Current Workforce Profile	98
E.11.6 Numerical Goals	101
E.11.7 Barriers and Affirmative Action Measures	105
E.11.8 Employment Equity	131
E.11.9 Workplace Skills Plan	132
E.11.10 Environmental Management Personnel	140
E.11.11 Municipal Powers and functions	141
E.11.12 Vacancy Rate	149
E.11.13 Critical Post	151
E.11.14 Institutional Arrangement	152
E.11.15 Human Resources Policies	156
E.12 Municipal Transformation and Organizational Development SWOT Analysis	157
E.13 Basic Service Delivery and Infrastructure Analysis	158
E.13.1 Water and Sanitation Services	159

E.13.2 Bulk Water and Reticulation (WSDP AMAJUBA DM)	159
E.13.3 Pipped Water and Inside Dwelling	159
E.13.4 Source of Water	160
E.13.5 Sanitation Infrastructure	163
E.13.6 Flashing Toilet Connected to Sewerage	164
E.13.7 Solid Waste Management	166
E.13.8 Status Core of the Landfill Site	169
E.13.9 Status of Other Waste Facilities	170
E.13.10 Status of Waste Recyclers	170
E.13.11 Status Quo of Communication, Education and Cleanup Awareness Campaigns	171
E.13.12 Waste By-Laws enforcement and Signage	172
E.13.12.1 Waste By-Laws	173
E.13.12.2 Signage	173
E.13.12.3 Waste Management Project	173
E.13.12.4 Equipment Used for Solid Waste Collection	176
E.13.12.5 Number of Times Waste and Grass Cutting Occurs in a Month	177
E.13.12.5 Number of Times Waste and Grass Cutting Occurs in a Month	177
E.14 Transportation Infrastructure	178
E.14.1 Roads	178
E.14.2 Non-Motorized Transport	181
E.14.3 Dannhauser Rural and Tarred Roads-Actual Expenditure2014/2015/2020	182
E.14.4 Public Transport Infrastructure	183
E.14.5 Railway Line	183
E.14.6 Integrated Transport Plan	183
E.14.7 Transport Register	184
E.15 Energy	184

E.15 Energy	184
E.15.2 Electricity for Cooking, Heating and Lighting	186
E.15.3 Energy Sector Plan	188
E.15.4 Human Settlement	188
E.16.1 KZN Human Settlement 'Master Spatial Plan'	189
E.16.2 Dannhauser Housing Supply and Need	193
E.16.3 Households (Based on Income Band and Housing Typology) That Qualify for the Different Housing Subsidies, Programmes and Products	194
E.16.4 The Typology of the Need is Categorized as Follows	195
E.16.5 Rent Housing	196
E.16.6 Dannhauser Housing Development Strategy	196
E.16.7 Dannhauser Town Development Strategy	196
E.16.8 Settlements Patterns	197
E.16.9 Urban Settlement	198
E.16.10 Dannhauser Town	199
E.16.11 Hattingspruit	200
E.16.18 Household ownership	208
E.16.19 Current Project Awaiting Approval by Human Settlement	210
E.16.20 Future Planned Housing Projects	211
E.16.21 Planned Housing Project	213
E.16.22 Level of Services and Backlogs for the Housing Projects	213
E.16.23 Mechanisms for Coordinating Housing Projects	214
E.16.24 Bulk Infrastructure for new Housing Project/Development	214
E.16.25 Constraints Impacting on Dannhauser Municipality on Integrated Housing Delivery	215
E.16.26 Urban Sprawl	220
E.16.27 Dannhauser Housing Project SDF (2022/2023 to 2023/2024)	222

E.16.28 Department of Transport Roads Impacting on Housing Settlement Patterns SDF (2020/2021 to 2022/2023)	224
E.16.29 Dannhauser Municipality Roads Impacting on Housing Settlements Patterns SDF 2020/2021 to 2022/2023	226
E.16.30 Dannhauser Integrated Environmental Management Projects Impacting on Housing Settlement Patterns SDF 2020/2021 to 2022/2023	227
E.16.31 Dannhauser Proposed Rural Land Use Zones Impacting Settlement Pattern 2020//2021 to 2022/2023	230
E.16.32 Electricity Needs and Priorities	234
E.17 Access to Community Facilities	235
E.18 Telecommunication	239
E.18.1 Municipal Infrastructure Operation and Maintenance	239
E.18.1.1 The Key Objectives of the Plan	239
E.18.1.2 Key Functional and Operational Objectives	239
E.18.1.3 Areas of Operations and Maintenance	240
E.18.1.4 Dannhauser Key Element of Infrastructure Maintenance	240
E.18.1.5 Dannhauser Infrastructure Policy Framework	240
E.18.1.6 Dannhauser Maintenance of Physical Infrastructure	242
E.18.1.7 Future Demand Maintenance	243
E.19 Service Delivery and Infrastructure	245
E.20 Local Economic Development and Social Development Analysis	246
E.20.1 Dannhauser Municipality Local Economic Development Foundation Guidelines	246
E.20.2 Our Led Stakeholders Categories Summary	247
E.20.3 Our Foundation In- Participatory Summary	247
E.20.4 Our Foundation in Legal Environmental	250
E.20.5 Our Foundation Led Financing and Resourcing	250
E.20.6 Our Foundation in Community Readiness	251
E.20.7 Dannhauser Determinant of Community Readiness	252

E.20.8 Local Economic Development	257
E.20.9 Current Socio-Economic Projects Being Implemented by Various Stakeholders	260
E.20.10 LED Strategy	263
E.20.11 Stakeholder Participation	263
E.20.12 Alignment of Dannhauser LM (LED) to the KZN-PGDS-2035	264
E.20.13 PGDS-2035 Strategic Objectives Adopted by Dannhauser Funding Sources	269
E.20.14 Current Economic Development Strategy	273
E.20.15 Investment Attraction and Retention Policy Under Research	273
E.20.16 Informal Economic Policy	277
E.20.17 Economic Principles	277
E.20.18 Spatial and Environmental Principles	278
E.20.19 Dannhauser LM and DEDTEA Informal Policy Integration	278
E.20.20 Municipal Safety Strategy	279
E.20.21 Municipal Comparative and Competitive Advantage	281
E.20.22 LED Institutions	282
E.20.23 Policy Aspect for Promoting Sustainable LED	283
E.20.24 Dannhauser Quantitative Forecasting Comparative Analysis in LED Planning	284
E.20.25 Our Strategic Planning for LED	289
E.20.26 Context of LED Planning within Local Government	290
E.20.27 OUR LED Instrument	293
E.21. Social Development Analysis and Ward Plan Summaries	295
E.21.1 Ward Based Plans	295
E.21.2 Priority Community needs	303
E.21.3 Dannhauser Community Development	307
E.21.3.1 Youth Development	307

E.21.3.2 Development of people with Disability	308
E.21.3.3 Development of the Elderly	308
E.21.3.4 Women Development	308
E.21.3.5 Vulnerable Groups	308
E.21.3.6 Poverty Alleviation Programmes	309
E.21.3.7 Early Childhood	309
E.21.3.8 Safety and Security	310
E.21.3.9 People Affected with HIV and AIDS and Drugs	311
E.21.3.10 Social Development Analysis	313
E.22 Municipal Financial Viability and Management	313
E.22.1 Grants and Subsidies	313
E.22.2 Municipal Consumer Debt Position and Strategies to Reduce the Debts	314
E.22.3 Credit Control and debts Control Policy 2023/2024	315
E.22.4 Supply Chain Management and Infrastructure	317
E.22.5 Asset Management and Infrastructure Maintenance	319
E.22.6 Loans/Borrowings	319
E.22.7 Expenditure 2023/2024	319
E.22.8 Skills transfer	320
E.23. Financial Viability and Management: SWOT Analysis	322
F. Good Governance and Public Participation	322
F.1 Operation Sukuma Sakhe	322
F.2 Ward Committee	327
F.3 Broad Based Community Needs	329
F.4 Participation of Traditional Leaders in Municipal council	329
F.5 Intergovernmental Relations	329
F.6 By-Laws	331

F.7 Legislative Provisions	331
F.8 Key Challenges	332
F.9 Good Governance and Public Participation: SWOT Analysis	333
G. Municipal Development Strategy	334
G.1 Development Vision, Mission, and Core Values	334
G.2 Development Goals	334
G.3 Development Goals, Objectives, Strategies, and performance Target	335
G.4 National and Provincial Programmes Rolled out at Municipal Level	342
G.4.1 Principles Applicable	342
G.4.2 Back to Basis	343
G.4.3 Principle of Batho Pele	343
G.4.4 Batho Pele Policy and Procedure Manual	344
G.4.5 Service Delivery Charter and Standards	344
G.4.6 Municipal Values	344
G.4.7 Mayoral Izimbizo and Constituency Meetings	345
G.4.8 Operation Sukuma Sakhe	346
G.4.9 Extended Public Works Program (EPWP) (Poverty Alleviation)	352
G.4.10 Community Works Program (CWP) (Poverty Alleviation)	354
G.4.11 Poverty Alleviation Program	354
G.4.12 Intergovernmental Relations (IGR)	354
G.4.13 Municipal Structures	357
G.4.14 Ward Committee	357
G.4.15 IDP Steering Committee	358
G.4.16 IDP Representative Forum	358
G.4.17 Portfolio Committees	358
G.4.18 Council	359
G.4.19 IDP Process Plan Structure	359

G.4.20 Communication Plan for Public Participation	359
G.4.21 Dannhauser ICT Governance Framework	360
G.4.21.1 Vision Governance (Political Leadership)	360
G.4.21.2 Planning Governance (Corporate Governance of ICT)	361
G.4.21.3 Implementation of ICT Governance Structures	363
G.4.21.4 ICT Governance Principles	365
G.4.21.5 Corporate Governance in Relations to ICT	365
G.4.21.6 ICT Governance	367
G.4.22 IT Steering Committee	367
G.4.22.1 Committee Role	367
G.4.22.2 Information Services	369
G.4.22.3 IT Initiative	371
G.4.22.4 Performance and Audit Committee	373
G.4.22.5 Internal Audit Unit	373
G.4.22.6 Audit – Performance Management System (PMS)	373
G.5 Municipal Risk Management	373
G.5.1 Sector Plan	378
H. Strategic Mapping	379
H.1 Strategic Intervention Areas	379
H.2 Desired Spatial Outcomes	380
H.3 Desired Spatial Form and Land Use	381
H.4 Hierarchy of Development Corridors	381
H.5 Primary Development Corridors	381
H.6 Secondary Development Corridors	381
H.7 Tertiary Node	382
H.8 Development Nodes	382
H.9 Primary Nodes	383

H.10 Secondary Nodes	383
H.11 Tertiary Node	383
I. Organizational and individual Performance management system	385
I.1 Performance management Policy Statement	385
I.2 Organizational Performance and Management System	386
I.3 Measurement and Analysis	386
I.4 Performance Reporting and Review	387
I.5 Organizational Performance Report	387
I.6 Organization Key Performance Indicators Linked to Departmental Indicators	387
I.7 Departmental indicators Linked to Output in the Performance Agreement	388
J. Sector Plans	390
J.1 Department of Transport	390
J.2 Department of Education	391

TABLES

Table: 1 Gross Value Added NDH 202	3
Table: 2 Summary of Dannhauser Integration With PGDS-2035	5
Table: 3 Municipal Strategic	21
Table: 4 2024/2025 SDF Dannhauser Influencing Factors	24
Table: 5 KZN Provincial Strategic Goals & Dannhauser Alignment	31
Table: 6 Population by Race Group (Census 2022)	
Table:7 Land Use and Area coverage in Dannhauser Municipal Area (SDF.2024/25)	38
Table:8 Number of landowners by land type, parcels, extent in hectares and landowner type	38

Table: 9 KwaZulu-Natal land Ownership by Ha &% of Total land in Province	65
Table: 10 Kwazulu-Natal Individuals by Race Land Ownership	65
Table: 11 KwaZulu-Natal Individual Landowners by Gender in Hectares	65
Table: 12 Status of Land Claims	67
Table: 13 SWOT ANALYSIS	68
Table: 14 Disaster Management SWOT Analysis	79
Table: 15 Implementation of Objectives	85
Table: 16 Snapshot of workforce profile for all employees, including people with disabilities - 2024	91
Table: 17 Snapshot for workforce profile for people with disabilities ONLY	92
Table: 18 Numerical goals for all employees, including people with disabilities – 2024 – 2025	93
Table: 19 Numerical goals for people with disabilities ONLY – 2024 – 2025	94
Table: 20 Numerical targets, including people with disabilities – 2024 – 2025	95
Table: 21 Numerical targets for people with disabilities ONLY – 2024 – 2025	96
Table: 22 Barriers & Affirmative Action (Source: Municipality)	98
Table: 23 HR Strategy & Implementation Plan Monitoring & Evaluation 2024 – 2025	127
Table: 24 Current Municipal Employment Equity Position	123
Table: 25 Total Planned Training Beneficiaries for 2024/2025	127
Table: 26 Total Actual Adult Education & Training Beneficiaries as at 30 April 2024	128
Table: 27 Total Actual Workplace Training System	129
Table: 27 Total Actual Workplace Training Systems Beneficiaries as at 30 April 2024	129

Table: 28 Total Planned Training Beneficiaries for 2024/25	130
Table: 29 Dannhauser Municipal Functions Capacity	133
Table: 30 (POWERS & FUNCTIONS) LEGISLATIVE COMPLIANCE OF DANNHAUSER LOCAL MUNICIPALITY	136
Table: 31 Municipal Legislative Mandate	138
Table: 32 Vacancy Rate	141
Table: 33 Critical Positions Vacant	142
Table: 34 Directorate, (HOD.Manager & Executive Councilor Responsible	144
Table: 35 Municipal Committee & Members of Committee	145
Table: 36 Human Resource Policies	147
Table: 37 SWOT ANALYSIS – MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	149
Table: 38 Stats SA: Census 2022 Per Ward	153
Table: 39 Schedule of Waste Collection	157
Table: 40 Stats SA: Solid Waste Removal by Ward (Census 2022)	159
Table: 41 Solid Waste Collection Weekly Schedule	160
Table: 42 Ward/Community Based Environmental Education and Awareness	162
Table: 43 School Based Environmental Education and Awareness Campaigns (2023-2024)	163
Table: 44 Clean Up Campaigns	163
Table: 45 Equipment Used for Solid Waste Collection	165
Table: 46 Grass Cutting Schedule	167
Table: 47 No. of Times waste & Grass Cutting Occurs in a Month	167
Table: 48 Equipment Used for Grass Cutting	167
Table: 49 Rural & Urban Rehabilitation Expenditure 2014/15 – 2019/20	172
Table: 50 Electricity Usage of Households in Dannhauser	175
Table: 51 Stats SA: (Census 2022) Settlement Types Per Ward	197

Table: 52 Current Housing Projects Waiting Approval by Human Settlement	200
Table: 53 Future Housing Projects Planned	201
Table: 54 Planned Housing Project	203
Table: 55 Dannhauser Housing Project SDF	212
Table: 56 Department of Transport Roads Impacting on Housing Settlement Patterns SDF	214
Table: 57 Dannhauser Municipal Roads Impacting on Housing Settlement Patterns SDF	216
Table: 58 Dannhauser Integrated Environmental Management Projects Impacting on Housing Settlement Patterns SDF	217
Table: 59 Dannhauser Proposed Rural Land Use Zones Impacting on Housing Settlement Patterns SDF	222
Table: 60 Community Facilities	225
Table: 61 Schedule of Costs for Social Facilities 2014/15 – 2019/20	225
Table: 62 Infrastructure & Operating Assets Rating System/Condition & Action Required	232
Table: 63 Operations & Maintenance Risk & Treatment Plans	232
Table: 64 SWOT ANALYSIS: KPA – BASIC SERVICE DELIVERY & INFRASTRUCTURE INVESTMENT	233
Table: 65 Dannhauser - Determinants of Community Readiness	242
Table: 66 Economic Investment Catalytic Projects	248
Table: 67 Summary of Dannhauser Integration With PGDS-2035	252
Table: 68 Dannhauser Business Retention/ Expansion Economic Thrust & Intervention Programmes	262
Table: 69 Dannhauser Business Attraction Thrusts & Programmes	263
Table: 70 Wards Base Plan	283
Table: 71 Ward Priority Need	291
Table: 72 planned Housing Project	294
Table: 73 Youth Development Programmes 2020	295

Table: 74 Dannhauser Social Cohesion Committees Table	296
Table: 75 Municipal Grants Received as AT 30 April 2024	302
Table: 76 BID SPECIFICATION COMMITTEE	306
Table: 77 BID EVALUATION COMMITTEE	306
Table: 78 BID ADJUDICATION COMMITTEE	306
Table: 79 Expenditure Budget	307
Table: 80 Financial Viability and Management SWOT ANALYSIS	308
Table: 81 Municipal Public Participation Tools	309
Table: 82 War Rooms	313
Table: 83 Local Task Team Schedule	314
Table: 84 FUNCTIONALITY RESULTS OF EACH WARD PER QUARTER IN 2023/2024	316
Table: 85 Risk Management Committee	317
Table: 86 Dannhauser IGR Structures	318
Table: 87 Good Governance and Public Participation SWOT Analysis	321
Table: 88 Strategic, Goals, Objectives, Strategies, and Performance Targets	323
Table: 89 Municipal Public Participation Tools	335
Table: 90 War Rooms	338
Table: 91 Local Task Team Schedule	342
Table: 92 Dannhauser IGR Structures	344
Table: 93 ICT Governance & Decision-Making Authorities	352
Table: 94 ICT Steering Committee	362
Table: 95 IT SERVICES PROVIDED by Dannhauser	363
Table: 96 Dannhauser IT Initiatives	365
Table: 97 IDP Representatives Forum Public Consultation Meetings	366
Table: 98 Risk Management Committee	368
Table: 99 Municipal policies	369

Table: 100 Municipal Sector Plans	371
Table: 101 Summary Principles for Dannhauser PMS	379

LIST OF MAPS

Map: 1 Current Dannhauser Ward Boundaries	33
Map: 2 Traditional Authority Boundaries Dannhauser	34
Map: 3 Population Distribution	49
Map: 4 Regional Positioning of Dannhauser	52
Map: 5 Dannhauser Nodes	55
Map: 6 Dannhauser Town Areal Map	57
Map: 7 Durnacol Areal Map	58
Map: 8 Hattingspruit Town Areal Map	59
Map: 9 Milnedale/Skombaren Areal Map	60
Map: 10 KwaMdakane Areal Map	61
Map: 11 Ubuhlebmzinyathi Areal Map	62
Map: 12 Dannhauser Urban Edge	63
Map: 13 Hattingspruit Urban Edge	63
Map: 14 Dannhauser Road Networks	64
Map: 15 Land Cover	66
Map: 16 Agricultural Land Categories	67
Map: 17 Dannhauser Land Ownership	71
Map: 18 Land Reform	73
Map: 19 Land Reform and Agricultural Potential	74
Map: 20 Agricultural Land Categories	75
Map: 21 Protected Areas	77

Map: 22 Dannhauser vegetation	79
Map:23 Boreholes	157
Map: 24 Water Backlogs	158
Map: 25 Household Sanitation Backlogs	161
Map: 26 Landfill Site – Dannhauser	162
Map: 27 Durnacol Skip Bins	170
Map: 28 Hattingspruit Skip Bins	170
Map: 29 Kopijalleen Skip Bins	171
Map: 30 KwaMdakane Skip Bins	171
Map: 31 No Access to Solid Waste Removal	173
Map: 32 Municipal Road Network	174
Map: 33 Municipal Road Network Surface	175
Map: 34 Department of Transport Roads	175
Map: 35 Bulk Electrical Infrastructure Network	181
Map: 36 Positioning of Households	186
Map: 37 Settlement Topology	193
Map: 38 Dannhauser Town	194
Map: 39 Hattingspruit Town	195
Map: 40 Settlement Growth	198
Map: 41 Settlement Densities	199
Map: 42 Houses in Amara Sites	204
Map: 43 Positioning of Housing Projects in Dannhauser	204
Map: 44 No Access to Electricity	228
Map: 45 Dannhauser Households Within Eskom Buffer	229
Map: 46 Social Facilities	231
Map: 47 Police Stations	303
Map: 48 Hierarchy of Development Corridors	375

Map: 49 Dannhauser Developmental Nodes	377
Map: 50 Dannhauser Activity Nodes & Corridors	378

LIST OF ANNEXTURES

ANNEXTURES	POLICY/Framework
ANNEXTURE A	FINAL SPATIAL DEVELOPMENT FRAMEWORK (SDF)
ANNEXTURE B	AUDITOR GENERAL REPORT FOR YEAR ENDED 30 NOVEMBER 2023
ANNEXTURE B1	AUDIT ACTION PLAN
ANNEXTURE C1	ADOPTED DISASTER MANAGEMENT SECTOR PLAN
ANNEXTURE J	SUPPLY CHAIN MANAGEMENT POLICY
ANNEXTURE J1	INDIGENT REGISTER
ANNEXTURE J3	INDIGENT POLICY
ANNEXTURE D	FINAL LOCAL ECONOMIC DEVELOPMENT STRATEGY (LED)
ANNEXTURE D1	EPWP DRAFTED PROCESS PLAN
ANNEXTURE H3	RECRUITMENT SELECTION POLICY
ANNEXTURE H5	LEAVE MANAGEMENT POLICY
ANNEXTURE H6	SEXUAL HARASSMENT POLICY

ANNEXTURE H7	OCCUPATION HEALTH AND SAFETY POLICY
ANNEXTURE H8	SKILLS RETENTION POLICY
ANNEXTURE H9	PLACEMENT POLICY
ANNEXTURE H10	INDUCTION POLICY
ANNEXTURE H11	ACTING POLICY
ANNEXTURE H12	TERMINATION OF EMPLOYEMENT POLICY
ANNEXTURE H13	EMPLOYEE ASSISATANCE PROGRAME
ANNEXTURE H14	HR SUCCESSION PLANNING
ANNEXTURE H15	RECORDS MANAGEMENT POLICY
ANNEXTURE H16	CODE OF CONDUCT FOR EMPLOYEE
ANNEXTURE H17	PMS FRAMEWORK
ANNEXTURE H18	CELL PHONE POLICY
ANNEXTUERE H19	CONDOLATORY POLICY

SECTION A

A.1 PURPOSE

This document presents the review of the fifth-generation Integrated Development Plan (IDP) for Dannhauser Local Municipality situated within the Amajuba District Municipality. It has been prepared in accordance with the requirements of Chapter 5, Section 25 of the Local Government Municipal Systems Act (32 of 2000), which states; “a municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality”. The IDP outlines the development vision for the municipality over a period of five years. Processes to review the IDP annually serve to assess and refine the implementation of this vision over the five-year period of its adoption.

The IDP serves as an instrument of jurisdictional development framework which integrates the municipality’s vision, mission, goals, objectives, strategies, operational plans, and views of its community with those of provincial and national government organs to enhance and improve the quality of life for the community. It indicates the current situational context of the municipality, the challenges, and resources available for development together with the economic and social dynamics that serve as push and pull factors in the jurisdictional area.

The municipality’s strategic functions that are internalized incorporating planning, budgeting, operational management, and decision-making processes are informed and guided by the IDP. The vision of the municipality as endorsed in the IDP is aligned to the vision of the National Development Plan (NDP) 2030. Accordingly, it gives effect to vertical and horizontal co-ordination and integration across the three spheres of government that is imperative to achieving this development vision.

As per the provisions of the Municipal Systems Act, (Act No 32 of 200), the IDP must have amongst other matters, the following core elements for it to conform to the credibility framework in terms of compliance:

- ✓ Long term development vision of the municipality.
- ✓ An assessment of the existing level of municipal development with identification of the need for basic municipal services.
- ✓ The municipality’s development priorities and goals for its elected term.
- ✓ The municipality’s development strategies, which must be aligned with national and provincial sector plans and planning requirements.
- ✓ A spatial development framework that emphasizes clear guidelines for a land-use management system; and
- ✓ A financial plan that includes the budget forecast for at least three years, the associated implementation plan, key performance indicators and performance targets.

A.2 LOCATION AND SIZE

- ✓ Dannhauser Local Municipality (LM) (KZN 254) is located north in the Kwa-Zulu Natal Province in Amajuba District with Newcastle Local Municipality and Emadlangeni Local Municipality as part of its family. It is the smallest of three local municipalities within the district: with area coverage of approximately 1516 square kilometers. Dannhauser LM is a predominantly rural municipality and classified as a “Class B” municipality by national government. Mining towns with some residential areas were established within the jurisdiction prior to the 1980’s as the result of the numerous mines situated within and around the municipal area. These include Dannhauser Town, Hattingspruit, and other main towns such as Inverness, Kilegethe, Klipbank, Milford, Normandien, Nyanyadu, Rutland, Tendeka, Witteklip. The municipality has thirteen (13) wards with a combined total of 58 settlement areas.

- ✓ Dannhauser Town is the main node within the municipal area and currently is currently surrounded by some of the largest coal producing mines in KwaZulu-Natal. The municipality is strategically positioned in a midway point along a main railway line that provides linkage between Durban and Johannesburg and is located approximately eight (8) kilometres off a national road (N11). The landscape of the local municipality is characterized by numerous rivers that flow through the municipal area, the Ngagane and uMzinyathi Rivers are amongst the largest of these rivers. The western portion of the municipality is endowed with scenic landscapes.

A.3 POPULATION GROWTH / DECLINE

Population densities are highest in the Traditional Council areas in the north-eastern portion of the municipal area and in Dannhauser Town. The town functions as a primary node (providing commercial service facilities, agricultural industries, Industrial Area, public social infrastructure, economic infrastructure, and government services). The local economy is largely defined by the mining and agricultural sectors, these currently contribute to minimal employment within the jurisdiction. Residents rely on the larger urban centers of Dundee and Newcastle for employment opportunities and higher order goods and services. The population growth within the jurisdiction can be attributed to number of issues, including receiving quality government services, immigration by residents moving from neighboring areas such as Newcastle, Emadlangeni and other municipalities, increased housing development by Human Settlements, availability of land for agricultural activities, availability of employment in the mining industries, etc. If the growth rate persists, it is likely to encourage development in the area, but cause constraint to basic service delivery as is currently being experienced. The situation therefore warrants interventional measures that could encourage people to remain within the municipality.

Figure: 1 Population Growth



(Source statistics south Africa 2022)

A.4 ECONOMIC PROFILE SUMMARY

The current economic data is due to be updated, with comparison from other sources and reference to 2022 Census. Therefore, this data is still under research by the relevant stakeholders. *The following table 1 is a summary of the economic profile of the municipality as at year ended 2023;*

Table 1: Gross Value Added NDH 2023

ECONOMIC STATUS – 2023					
GROSS VALUE ADDED BY REGION (GVA-R)					
PRIMARY, SECONDARY & TERTIARY SECTOR AGGREGATES & SECTOR'S SHARE OF REGIONAL TOTAL (%)					
		PRIMARY SECTOR	SECONDARY SECTOR	TERTIARY SECTOR	TOTAL
ATO T	National Total	10.6%	20.9%	68.6%	100.0%
Provinces (2017 boundaries)					
JP05	KwaZulu-Natal	5.5%	26.0%	68.5%	100.0%
KwaZulu-Natal					
JC25	DC25 Amajuba	16.6%	24.4%	59.0%	100.0%
DC25 Amajuba (KZN)					
J252	KZN252 Newcastle	7.9%	27.5%	64.6%	100.0%

J253	KZN253 eMadlangeni	39.9%	11.3%	48.7%	100.0%
J254	KZN254 Dannhauser	50.4%	15.1%	34.5%	100.0%

(Provincial Treasury-KZN: 2024)

As per Provincial Treasury KZN 2024, economic contribution analysis published Dannhauser' s Gross Value-Added performance and contribution per economic sector combined to Kwazulu-Natal province was.

- Primary Sector contribution of 50.4% to Amajuba District combined of 16.6%, being higher than that of Emadlangeni and Newcastle Municipalities at 39.9% and 7.9% respectively.
- Secondary Sector contribution of 15.1% to Amajuba District combined of 24.4%, being the second highest to Newcastle and Emadlangeni at 27.5% and 11.3% respectively.
- Tertiary Sector contribution of 34.5% to Amajuba District combined of 59.0%, being less than that of Newcastle and Emadlangeni Municipalities at 64.6% and 48.7% respectively.

In totality, Dannhauser ranks second within the district, but needs to strengthen its secondary and tertiary economic sectors.

A.5 PUBLIC PARTICIPATION

The municipality is guided by the Municipal Systems Act, No.32 of 2000, and abides by the normative of public participation. An on-going consultative programme is undertaken by the LED Department with various stakeholders, this enables a continuous and rigorous re-engineering of the LED strategy, or areas of economic interest being constantly updated based on crucial information and data obtained.

The stakeholders involve:

- Formal big business
- Formal SMME Retail & Sole traders.
- Informal traders.
- Commercial & Subsistence farmers.
- Tourism stakeholders.
- Social groups; and
- The public

0

ALIGNMENT OF DANNHAUSER LM (LED) TO THE KZN - PGDS-2035

PGDS – 2035

The following principles were developed to facilitate overall guidance in the development of the 2011 KZN PGDS Strategic Framework and these still apply, and have been adopted by Dannhauser LM namely:

- (a) Grow the economy to achieve shared and inclusive growth.
- (b) Harness the Province's assets and endowments.

- (c) Develop the Province's greatest asset, its human capital.
- (d) Harmonise environmental integrity and human and social development with economic development.
- (e) Government must be developmental, competent, caring and facilitating as well as efficient in the use of its financial and human resources.
- (f) The private sector must be engaged and supported to grow a shared economy to provide employment and decent working conditions.
- (g) Organised labour must protect workers from exploitation while promoting labour productivity; and
- (h) Civil society must be strengthened, capacitated, and fully participate in shaping its own collective destiny and in the realisation of KZN Vision 2035.

The draft LED Strategy embraces the following seven (7) PGDS – 2035 Strategic Goals:

- 1) Inclusive Economic Growth.
- 2) Human Resource Development.
- 3) Human and Community Development.
- 4) Strategic Infrastructure Development.
- 5) Environmental Sustainability.
- 6) Governance and Policy; and
- 7) Spatial Equity.

Table: 2 Summary of Dannhauser Integration With PGDS-2035

	STRATEGIC GOAL	STRATEGIC OBJECTIVE 2024	DANNHAUSER COMPLIANCE
1	INCLUSIVE ECONOMIC GROWTH	<ul style="list-style-type: none"> ✓ Develop and promote the agricultural potential of KZN. ✓ Enhance sectorial development through trade investment and business retention. ✓ Enhance spatial economic development. ✓ Improve the efficiency, innovation, and variety of government-led job creation programmes. ✓ Promote SMME and entrepreneurial development. ✓ Enhance the Knowledge Economy 	<ul style="list-style-type: none"> ✓ The municipality is currently integrating with DRDLR to enhance agriculture through its Renier farm operations and FSPU. ✓ It has an Industrial Area developed by Cogta and will develop its investment attraction and retention strategy. ✓ It has integrated with DRDLR and Department of Economic Development to enhance trade through markets development. ✓ It trains its SMME's and Co-operatives including Informal traders; and

	STRATEGIC GOAL	STRATEGIC OBJECTIVE 2024	DANNHAUSER COMPLIANCE
			<ul style="list-style-type: none"> ✓ Regularly hosts economic empowering sessions for its business community through sector departments.
2	HUMAN RESOURCE DEVELOPMENT	<ul style="list-style-type: none"> ✓ Improve early childhood development, primary and secondary education. ✓ Support skills development to economic growth. ✓ Enhance youth and adult skills development and life-long learning 	<ul style="list-style-type: none"> ✓ This has been achieved through the social cohesion programmes that are implemented and monitored through the Municipal Manager's Office. ✓ The municipality has also integrated with the Department of Education to enhance pupils learning; and ✓ ABET trainers are appointed through the mining companies to enhance adult education.
3	HUMAN AND COMMUNITY DEVELOPMENT	<ul style="list-style-type: none"> ✓ Eradicate poverty and improve social welfare services. ✓ Enhance health of communities and citizens. ✓ Safeguard and enhance sustainable livelihoods and food security. ✓ Promote sustainable human settlements. ✓ Enhance safety and security. ✓ Advance social cohesion and social capital; and ✓ Promote youth, gender and disability advocacy and the advancement of women. 	<ul style="list-style-type: none"> ✓ This has been achieved through the social cohesion programmes that are implemented and monitored through the Municipal Manager's Office. ✓ The community department is working closely with the Department of Health in ensuring that individuals in different wards who are not close to the main clinic receive medical assistance; it is also working closely with the SAPS to enhance safety and security; and ✓ To enhance human settlements, the technical department is working

	STRATEGIC GOAL	STRATEGIC OBJECTIVE 2024	DANNHAUSER COMPLIANCE
			closely with the Department of Human Settlements to ensure housing delivery.
4	INFRASTRUCTURE DEVELOPMENT	<ul style="list-style-type: none"> ✓ Development of seaports and airports. ✓ Develop road and rail networks. ✓ Develop ICT infrastructure. ✓ Ensure availability and sustainable management of water and sanitation for all; ✓ Ensure access to affordable, reliable, sustainable and modern energy for all; ✓ Enhance KZN waste management capacity 	<ul style="list-style-type: none"> ✓ Dannhauser does not have any seaports or airports, and solely relies on road networks. The technical department is working to construct new roads and to maintain already existing municipal owned roads. ✓ ICT infrastructure is being enhanced through the Corporate Services Department, and this is supported by the ICT Governance Framework. ✓ Water & liquid sanitation is being implemented by Amajuba District the WSA, and the implementations are being monitored by the municipality. ✓ The municipality is overseeing its own waste management activities and has an IWMP; and ✓ Eskom is undertaking electrification projects in the jurisdiction through coordinating with the municipality.
5	ENVIRONMENTAL SUSTAINABILITY	<ul style="list-style-type: none"> ✓ Enhance resilience of ecosystem services. ✓ Expand the application of green technologies; and ✓ Adapt and respond climate change 	<ul style="list-style-type: none"> ✓ The community department is overseeing environmental compliance.
6	GOVERNANCE AND POLICY	<ul style="list-style-type: none"> ✓ Strengthen policy, strategy coordination and IGR. 	<ul style="list-style-type: none"> ✓ All IGR Forum meetings are being attended by the

	STRATEGIC GOAL	STRATEGIC OBJECTIVE 2024	DANNHAUSER COMPLIANCE
		<ul style="list-style-type: none"> ✓ Build government capacity. ✓ Eradicate fraud and corruption; and ✓ Promote participative, facilitative, and accountable governance 	municipal manager or the delegated person.
7	SPATIAL EQUITY	<ul style="list-style-type: none"> ✓ Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities; and ✓ Ensure integrated land management use across the province, ensuring equitable access to goods and services, attracting social and financial investment 	✓ This is overseen by the community and LED departments.

A.6 BUDGET PROCESS PLAN FOR 2024/2025 MULTI TERM BUDGET

Multi – Year IDP; Budget and OPMS Programme

Multi – Year IDP; Budget and OPMS Programme

MILESTONES		
JUNE 2024 TO JULY 2024	DATE	RESPONSIBILITY
First meeting Steering Committee (MANCO and Govt. Depts. Review provincial and national government sector and strategic plans	02 July 2024 Tuesday	Municipal Manager; IDP Manager

First meeting of the Technical Committee (MANCO)	03 July 2024 Wednesday	Municipal Manager; IDP Manager
Preparation of the Draft IDP, Budget and OPMS Process Plans	09 July 2024 Tuesday	Municipal Manager; CFO and IDP Manager
Advertise Draft Process Plan and notification of the IDP Forum	10 July – 24 July 2024	Municipal Manager; IDP Manager
Tabling of the 2024/2025 Performance Management System Policy and Framework, Performance Agreements of the Municipal Manager and Directors to Council for approval	25 July 2024 Thursday	Municipal Manager
Submit Draft 2024/2025 Reviewed IDP Framework and Process Plans for comments to COGTA	29 July 2024 Monday	IDP
Submission of the approved 2024/2025 Final PMS Policy and Framework, and signed Performance Agreements for Municipal Manager and Directors to COGTA KZN PMS Business Unit	30 July 2024 Tuesday	PMS Officer
Publish approved 2024/2025 Final PMS Policy and Framework and signed Performance Agreements for Municipal Manager to print media and municipal website.	31 July 2024 Wednesday	PMS Officer
AUGUST 2024	DATE	RESPONSIBILITY

Tabling of the 2024/2025 Draft Process Plan, 2024/2025 Final SDBIP, and PMS Policy and Framework, Final Budget, Approved Sector Plans, Financial Policies (Indigent Policy) and Ward Base Plans and Ward Operational Plans for 2024/2025 financial year	01 August 2024 Thursday	Municipal Manager; Dir. Corporate Services; Office of the Speaker, and other officials
Mayor establishes/reconstitute committees and consultation forums for the IDP, Budget and OPMS processes	05 August 2024 Monday	Municipal Manager; Mayor
Mayor tables timetable for the IDP, Budget and OPMS to Executive Committee	07 August 2024 Wednesday	Municipal Manager; Office of the Mayor
Analyze gaps between actual and planned performance and assess the impact on the next three-year plan	13 August 2024 Tuesday	Municipal Manager; CFO
Based on the financial statements of previous years and performance review, determine the financial position of the municipality and assess its financial capacity and potential impacts on future strategies and budgets	15 August 2024 Thursday	Municipal Manager; CFO & MANCO
COGTA finalize comments on Draft Framework and Process Plans	20 August 2024 Tuesday	IDP Co-ordination Business Unit, Spatial Planning Business Unit, Municipal Planners
Second meeting of the Technical Committee	21 August 2024 Wednesday	Municipal Manager; IDP Manager
Closing date for comments in Draft Process Plan	21 August 2024	Municipal Manager; IDP Manager

	Wednesday	
First IDP Forum meeting	23 August 2024 Friday	Municipal Manager; IDP Manager; Communications Manager
Analyze gaps between actual and planned performance and assess the impact on the next three-year plan	23 August 2024 Friday	Municipal Manager; CFO
Based on the financial statements of previous years and performance review, determine the financial position of the municipality and assess its financial capacity and potential impacts on future strategies and budgets	27 August 2024 Tuesday	Municipal Manager; CFO
Adoption of the 2024/2025 Financial Statements and Annual Performance Report by Council	28 August 2024 Wednesday	Municipal Manager
Submission of the Final and Adopted Process to Provincial Treasury, COGTA KZN, Ward Committees and Councillors with the Council resolution.	29 August 2024 Thursday	IDP Manager and Communication
Publishing of the final 2024/2025 Process Plan to print media and municipal website	29 August 2024 Thursday	
Sustainable Living Exhibition	26 August 2024 to 29 August 2024 Monday- Friday	MEC, IDP Co- ordination Business Unit, Municipal representatives, Sector Departments
SEPTEMBER 2024	DATE	RESPONSIBILITY

Identify factors that impact on future budgets and determine financial parameters	03 September 2024 Tuesday	Municipal Manager; CFO
Determine funding revenue available for next three years	10 September 2024 Tuesday	Municipal Manager; CFO
IDP Indaba (Op on PGDP, MEC Panel Feedback, Adoption of IDP Management Plan, review of assessment process and template	18 September 2024 Wednesday	IDP Co-ordination Business Unit, Municipal representatives, Sector Departments
Review funding policies and tariff structures	20 September 2024 Friday	Municipal Manager; CFO
Based on past year's performance compile draft medium – term expenditure framework	23 September 2024 Monday	Municipal Manager; CFO; HODs
Review of strategies, objectives, priorities desired for the next three years and notification of the IDP Forum	26 August 2024 Thursday	Municipal Manager; HODs
OCTOBER 2024	DATE	RESPONSIBILITY
Conducting Performance Assessments for Municipal Manager and Directors Quarter1	02 October 2024 Wednesday	Municipal Manager and Mayor

Performance and Finance Audit Committee Meeting review Section 71 Reports and Performance Reports	08 October 2024 Tuesday	PMS Officer
Cost estimate capital and operational plans	17 October 2024 Thursday	Municipal Manager; Dir. Infrastructure and Technical; CFO; IDP Manager
Ward Public Meetings (Ward 1-13) Second meeting of the Steering Committee e (MANCO and Govt. Dept.) Municipality receive inputs from Govt. Depts. and SOEs	21-25 October 2024 Monday to Friday	Municipal Manager; IDP Manager
Third meeting of the Technical Committee (MANCO)	29 October 2024 Tuesday	Municipal Manager; MANCO
Finalization of FP/PP (Bongani)	31 October 2024 Thursday	IDP co-ordination, Municipal Council, Municipal Planner
NOVEMBER 2024	DATE	RESPONSIBILITY
Tabling of the progress report on the implementation of the budget, IDP, Performance Report and other developmental reports Ward Committees	04 November 2024 Monday	Mayor and Municipal Manager
Community and stakeholders' engagement process and reporting on the current budget, IDP, PMS, and on the reviewing of the IDP, Budget and OPMS	11-14 November 2024 Monday to Thursday	Council; EXCO; Municipal Manager
IDP Feedback Session Amajuba District and Umzinyathi Municipalities	14 November 2024	IDP Co-ordination Business Unit, Municipal Planners,

	Thursday	Sector Depts. and SOEs
World Planning Day Celebrations	19 November 2024 Tuesday	IDP Co-ordination Business Unit, Municipal representatives
Support provided to Municipalities to improve IDPs	November 2024	IDP Co-ordination Business Unit
MANCO discussing public comments and inputs on Budget/IDP/OPMS, and considers inputs for reviewing of the IDP, compilation of the Budget and OPMS input.	28 November 2024 Thursday	Municipal Manager; IDP Manager
DECEMBER 2024	DATE	RESPONSIBILITY
EXCO discussing public inputs and MANCO recommendations on the IDP/Budget and OPMS	03 December 2024 Tuesday	Executive Committee
Support provided to Municipalities with weak IDPs	December 2024-March 2025	Municipal representatives, Sector Departments, SOE's
JANUARY 2025	DATE	RESPONSIBILITY
Assess midyear budget and performance to inform adjustments	06 January 2025 Monday	Municipal Manager; CFO
Tabling of the 2025/2026 Mid-Year to Mayor by the Municipal Manager	14 January 2025 Tuesday	Municipal Manager; CFO
Discussion, review and discussion of the 2025/2026 Mid-Year by the Mayor to EXCO	21 January 2025 Tuesday	Executive Committee

Consideration and adoption of the 2025/2026 Mid-Year Report by Council	23 January 2025 Thursday	Mayor and CFO
Submission of the adopted 2025/2026 Mid Year Report to Provincial Treasury and COGTA KZN	24 January 2025 Friday	Municipal Manager
Publishing of the adopted 2025/2026 Mid-Year Report to municipal website and print media	27 January 2025 Monday	Municipal Manager
FEBRUARY 2025	DATE	RESPONSIBILITY
Prepare Draft IDP Review, Budget and OPMS	03 February 2025 Monday	Municipal Manager; CFO; IDP Manager
Commencing process for compilation of the 2025/2026 Adjustment Budget and Revised SDBIP	05 February 2025 Wednesday	Municipal Manager and MANCO
Engage departments for finalization of the 2025/2026 Adjustment Budget and SDBIP	11 February 2025 Tuesday	HOD's
Submission of the proposed or draft Budget and SDBIP to Mayor for tabling to Executive Committee	12 February 2025 Wednesday	Municipal Manager
Tabling of the 2025/2026 Draft Adjustment Budget and Draft Revised SDBIP to Finance Committee for discussion and Consideration	17 February 2025 Monday	Municipal Manager and CFO
Align draft budget and IDP Review report	19 February 2025	Municipal Manager; CFO; IDP Manager

	Wednesday	
Meeting of COGTA, Sector Departments and Municipalities on IDP drafting and assessment process for 2025/2026	20 February 2025 Thursday	IDP Co-ordination Business Unit
Finalise budget for next three years in prescribed formats	21 February 2025 Friday	Municipal Manager; CFO
Determine future directions and priority areas for the municipality to guide the budget allocations and IDP	24 February 2025 Monday	Municipal Manager and MANCO
Set Key Performance Indicators and Targets	27 February 2025 Thursday	Municipal Manager; HODs; IDP Manager
Municipal Manager submit draft budget and plans, tariffs and related policies to Mayor	28 February 2025 Friday	Municipal Manager; CFO
Mayor tables budget adjustments to Council for the current financial year	28 February 2025 Friday	Mayor and CFO
Tabling of the Draft 2025/2026 Draft Adjustment Budget and Revised SDBIP to Executive Committee for discussion and recommended to Council for adoption	28 February 2025 Friday	Mayor
MARCH 2025	DATE	RESPONSIBILITY

Engage Ward Committees and War Rooms on the compilation of the 2025/2026 Ward Base Plans and Ward Operational Plans	04 March 2025 Tuesday	Director Corporate Services and Public Participation Officer
Submission of the 2025/2026 Draft Ward Base Plans and Ward Operational Plans to Municipal Manager	06 March 2025 Thursday	Director Corporate Services
Present draft IDP Review, preliminary Budget and OPMS proposals to Finance Committee for recommendation to Executive Committee	11 March 2025 Tuesday	CFO
Present draft IDP Review, preliminary Budget and OPMS proposals to EXCO for recommendation to Council	13 March 2025 Thursday	Municipal Manager; CFO; IDP Manager
Submission of the 2025/2026 Draft Ward Base Plans and Ward Operational Plans to Mayor and for Executive Committee to discuss the reports	14 March 2025 Friday	Municipal Manager and Director Corporate Services
Review and update of rates tariffs and policies and other financial policies	17-28 March 2025	Municipal Manager; CFO; HODs
Second meeting of the IDP Forum	19 March 2025 Wednesday	Municipal Manager; IDP Manager; Mayor
Incorporate EXCO proposals to the 2025/2026 Draft IDP Review	20 March 2025 Thursday	Municipal Manager; IDP Manager
Present Draft IDP Review, Budget, Draft Ward Base Plans and Ward Operational Plans, and OPMS reports to EXCO and Council. Council informs	21 March 2025 Friday	EXCO; Municipal Manager

strategic objectives, KPIs and Targets as set out in the Draft IDP Review		
Mayor tables draft multi – year budget to Council	26 March 2025 Wednesday	Mayor
Present the draft IDP Review to Council and submission of report to DLGTA for assessment	26 March 2025 Wednesday	Municipal Manager
Submit copies of the tabled budget to Provincial and National Treasury	28 March 2025 Friday	Municipal Manager; CFO
Municipalities complete draft Reviewed IDPs for submission to COGTA for Assessment Discussion Sessions	28 March 2025 Friday	Municipal Planners- COGTA Planners, Sector Departments, SOEs
Municipalities submit draft 2025/2026 to COGTA for Decentralized Assessment Discussion Sessions	28 March 2025 Thursday	Municipal Planners, COGTA Planners
APRIL 2025	DATE	RESPONSIBILITY
Publish tabled draft budget with all related policies, tariffs, and by-laws for comments	03 April 2025 Thursday	Municipal Manager; CFO
Tabling of the Draft Budget, IDP, OPMS, to Ward Committees, Traditional Leadership, Business, Focal Group, and other stakeholders (Mayoral Roadshow engagement)	8-11 April 2025 Tuesday to Friday	Office of the Speaker; Municipal Manager; CFO
Decentralized IDP Self-Assessment discussion session Amajuba	14 April 2025 (Gumede to check)	IDP Co-ordination Business Unit, COGTA Business Units, Municipal representatives

Community consultation process on the reviewing of the IDP, Budget and OPMS	15 April 2025 Tuesday	Council; EXCO; Municipal Manager
Incorporate comments from stakeholders including provincial and national departments.	18 April 2025 Friday	Municipal Manager; CFO
Closing date for public comments on draft budget	24 April 2025 Thursday	Municipal Manager; CFO
Consult with sector departments to finalize allocations from government0	24 April 2025 Thursday	Municipal Manager; CFO
Fourth meeting of the Technical/Steering Committee.	29 April 2025 Tuesday	Municipal Manager
MAY 2025	DATE	RESPONSIBILITY
MANCO discuss stakeholder's inputs and recommendations on Budget, IDP, and OPMS	06 May 2025 Tuesday	CFO, Municipal Manager and HOD's
Convening of Decentralized IDP Assessment Discussions and IDP Feedback session	08 May 2025 Thursday	
IDP Assessment Feedback Session	13 May 2025 Tuesday	IDP Co-ordination Business Unit COGTA Business Units Municipal Representatives

Third meeting of the IDP Forum (Tabling final 2025/2026 IDP Review, final 2025/2026 Budget, Final 2025/2026 Ward Base Plans and Ward Operational Plans and OPMS proposals to Finance Committee to discuss and recommend Council and its committees for approval	15 May 2025 Thursday	Municipal Manager; IDP Manager; Mayor
Tabling final 2025/2026 IDP Review, final 2025/2026 Budget, Final 2025/2026 Ward Base Plans and Ward Operational Plans and OPMS proposals to Finance Committee to discuss and recommend to Executive Committee	16 May 2025 Friday	Mayor and Municipal Manager
Tabling Final 2025/2026 IDP Review, Final 2025/2026 Budget, Final 2025/2026 Ward Base Plans and Ward Operational Plans and OPMS proposals to Finance Committee to discuss and recommend to Executive Committee	20 May 2025 Tuesday	Municipal Manager; EXCO
Mayor tabling Final 2025/2026 IDP Review, Final 2025/2026 Budget, Final 2025/2026 Ward Base Plans and Ward Operational Plans and OPMS proposals to Executive Committee to discuss and recommend to Council for approval	23 May 2025 Friday	Mayor and Municipal Manager
Prepare draft SDBIPs linked to IDP, Budget and OPMS.	29 May 2025 Thursday	Municipal Manager; CFO; HODs
JUNE & JULY 2025	DATE	RESPONSIBILITY

Publish budget and forward copies of approved budget to Provincial and National Treasury, COGTA	05 June 2025 Thursday	Municipal Manager; CFO.
Training of Sector Departments	18-19 June 2025 Wednesday and Thursday	IDP Co-ordination Business Unit,
Mayor approves SDBIPs within 28 days after approval of the budget setting tariffs, approving changes to IDP, budget related policies, approving measurable performance objectives for revenue by source and by vote before start of the financial year-. MFMA s 16,24,26,53	23 June 2025 Monday	Mayor
Publish the SDBIPs and Performance Agreements. Copies forwarded to National and Provincial Treasury; MEC for Local Government MFMA S75,87	30 July 2025 Wednesday	Mayor; Municipal Manager; HODs
Briefing session with Sector Departments and SOEs, handing out of CDs with draft IDPs and assembling of MEC Panel	31 July 2025 Thursday	IDP Co-ordination Business Unit, Sector Departments, SOEs

A.7 MUNICIPAL DEVELOPMENT STRATEGY AND LONG-TERM VISION

Table 3: Municipal Strategic

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES
1. Municipal Transformation & institutional Development	<ul style="list-style-type: none"> ➤ <i>To comply with EEP in line with WSP.</i> ➤ <i>To transform the Dannhauser into a performance driven Municipality.</i> ➤ <i>Regular monitor and evaluate performance of the Service Providers rendered services on behalf.</i> ➤ <i>To ensure a safe and secure municipal property through security services.</i> ➤ <i>Develop records management system which in line with norms and standard for national archives</i> ➤ <i>Adequately, develop, review, adopt and implementation of the municipal policies</i> ➤ <i>Review and adoption of the 2024/2025 organogram.</i> ➤ <i>Implement adopted organogram 2024/2025.</i> ➤ <i>To implement Batho Pele Principle for Dannhauser Municipal workforce in line with Batho Pele Principle.</i>
2. Basic Service Delivery	<ul style="list-style-type: none"> ➤ <i>Provide, improve and maintain new and existing infrastructure</i> ➤ <i>To provide access to electricity infrastructure for households</i> ➤ <i>To provide necessary tools of trade for service delivery (plant and equipment)</i> ➤ <i>To provide infrastructure with adequate office for administration to perform their daily duties for fast tracking service delivery</i> ➤ <i>To ensure safe and clean environment within Dannhauser Municipal Area</i> ➤ <i>Access to public library services within the municipal area.</i>

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES
	<ul style="list-style-type: none"> ➤ Provision of law enforcement/by-laws and crime prevention ➤ To effectively and rapidly respond on the reported disaster related incidents and the provision of relief to victims of disaster ➤ Provide, improve and maintain new and existing infrastructure ➤ Provision of law enforcement/by-laws and crime prevention ➤ To ensure the Implementation of the gazetted Animal Pound By-Law and its enforcement within the municipal jurisdiction ➤ To effectively and rapidly respond on the reported disaster related incidents and the provision of relief to victims of disaster ➤ To facilitate the provision of integrated human settlement in line with provincial and national norms and standards
3. Local Economic Development (LED)	<ul style="list-style-type: none"> ➤ Implement comprehensive LED strategy for the growth of all economic sectors in Dannhauser municipal area ➤ To develop tourism strategy ➤ Capacity building for local Economic Development related programs ➤ To promote employment opportunities through municipal EPWP programs and projects. ➤ To create jobs opportunities through circular economy to achieve zero waste to municipal landfilled
4. Good Governance & Public Participation (GGPP)	<ul style="list-style-type: none"> ➤ To implement and maintain effective enterprise-wide risk management system ➤ To ensure achievement of Unqualified Audit Opinion for 2023/2024 with no matters

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES
	<ul style="list-style-type: none"> ➤ <i>To ensure progressive compliance with institutional and governance requirements</i> ➤ <i>To provide reasonable assurance on the adequacy and effectiveness of internal control systems</i> ➤ <i>Regular provide council support to members of council through administration support to internal and external stakeholders throughout the year adequately, efficiently execution of standing rules of order for all council and its committees sitting</i> ➤ <i>To ensure achievement of Unqualified Audit Opinion for 2023/2024 with no matters</i> ➤ <i>To implement and maintain effective enterprise-wide risk management system</i> ➤ <i>To ensure Public Participation and Corporate Governance</i> ➤ <i>Review and adoption of the ICT policy</i> ➤ <i>Regular provision of the ICT support to the municipal personnel staff/governance</i> ➤ <i>Procure and provide fleet and equipment plant for adequately provision of the municipal services and support</i> ➤ <i>Review of fleet policy ensuring life span of the municipal fleet for proper use and reducing exploitation</i> ➤ <i>Comply with national occupational health and safety act in line with approved regulations</i>

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES
	<ul style="list-style-type: none"> ➤ <i>Ensure culture of Performance through Monitoring and Evaluation on the Individual Performance</i> ➤ <i>Ensure culture of Performance through Monitoring and Evaluation on the Individual Performance</i> ➤ <i>To implement and maintain effective enterprise-wide risk management system</i> ➤ <i>To provide disaster prevention, mitigation and preparedness measures.</i> ➤ <i>Develop, review and adopt sector plans related to department Implementation of IGR framework</i> ➤ <i>To direct law enforcement to improve safety and security Market the library it resources and facilities to its maximum usage</i> ➤ <i>To implement and maintain effective enterprise-wide risk management system</i> ➤ <i>To ensure achievement of Unqualified Audit Opinion for 2023/2024 with no matters</i> ➤ <i>To ensure regular review, implementation, monitoring and adoption of the 2025/2026 PMS Policy and Framework and 2024/25 performance assessment</i> ➤ <i>Public invitation for comment and updating public about plans of the municipality and implementation plan.</i> ➤ <i>Develop, adoption of the Public Participation Policy</i> ➤ <i>Ensure participative/consultation, transparent and accountable governance</i>

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES
	<ul style="list-style-type: none"> ➤ <i>To ensure regular review, monitoring, adoption and implementation of the 2024/2025 Risk Management Policy and Framework for the year ending 30 June 2025</i> ➤ <i>To ensure achievement of Unqualified Audit Opinion for 2023/2024 with no matters</i> ➤ <i>To implement and maintain effective enterprise-wide risk management system</i> ➤ <i>To ensure the functional of Audit and Performance Committee</i> ➤ <i>Develop, implement, adoption of the Communication Policy</i> ➤ <i>Regular issued, compile media and communication statements by the Municipality on matters of governance</i> ➤ <i>Manage and coordinate matters concerning governance across departments within the municipality</i> ➤ <i>Implement Special Programmes as per approved Budget and IDP</i> ➤ <i>Monitor, coordinate and attendance of IGR meetings as coordinated by external and internal stakeholders</i> ➤ <i>To ensure that the municipality has zero litigations gains</i>
5. Cross Cutting (CC)	<ul style="list-style-type: none"> ➤ <i>To ensure that the Spatial Development Framework is prepared and aligned with LUMS</i> ➤ <i>To provide services to the community in developing a Cemetery plan and maintaining cemeteries in the Urban and Rural Areas.</i>

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES
	➤ To regularly provide effective services to the Community to create clean and safe environment
6. Municipal Financial Management and Viability (MFMV)	<ul style="list-style-type: none"> ➤ To improve expenditure control/Regular monitoring departmental budget to curb irregular expenditure ➤ To improve expenditure control ➤ To Develop a sustainable and efficient Municipal based on sound financial management ➤ To Develop a sustainable and efficient Municipal based on sound financial management ➤ To effectively manage financial conditional grants ➤ To improve expenditure control Manage and effect proper by reducing UIFWE

VISION

A trusted, and caring local municipality that promotes good governance, inclusive and sustainable development.

MISSION

We are a united and trusted local municipality that prioritizes service delivery through co-operative governance and public participation.

A.8 KEY CHALLENGES facing municipality and interventions.

Dannhauser Local Municipality held its strategic planning sessions in 25March 27March 2024 and identified key challenges and proposed interventions based on KPA's guiding municipal performance, some are still being addressed into 2023/2024 financial year as a continuity to achievement of interventions; the following are noted.

Table: 3 Dannhauser KPAs Challenges &Interventions

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
KEY CHALLENGE(S)	INTERVENTIONS
➤ High staff turnover (the turnover is attributed to noncompetitive	➤ Implementation of staff retention strategy (to integrate with SALGA

<p>remuneration as compared to other municipal positions that are similar)</p> <ul style="list-style-type: none"> ➤ Critical positions still vacant (the remuneration is not competitive, and this is further impacted on by a lack of office space to accommodate any new staff members) ➤ Nonconductive working conditions due to limited office space 	<p>and Cogta on remuneration offered to staff members)</p> <ul style="list-style-type: none"> ➤ Advertising, selecting & recruiting of vacant positions as per approved Organogram in line with the prioritize critical positions. ➤ Human Resources Strategy and Implementation Strategy to be continuously implemented in 2024/25. ➤ To ensure the Employment Equity Plan is fully implemented in 2024/25. ➤ Staff retention Policy Implementation in 2024/25. ➤ The implementation of the Work Skills Plan, through Skills development to be intensified in all staff structures in 2024/25. ➤ Ensuring the implementation of the Recruitment & Selection policies; and ➤ Municipal Political Administrators to be empowered through various political skills empowerment in 2024/24.
--	---

KPA 2: BASIC SERVICE DELIVERY

KEY CHALLENGE(S)	INTERVENTIONS
<ul style="list-style-type: none"> ➤ Limited municipal revenue generating activities to enhance service delivery (municipality relies on minimal revenues from service charges – waste; urban property rates; licensing and traffic fines); ➤ Highly reliant on grants for infrastructure development & maintenance and basic service delivery (grants such as equitable share and MIG including smaller grants are the ones that aid the municipality to sustain itself in a financial year); ➤ Limited Equitable share Allocation to allow for basic service delivery to all areas (the allocation is for a few 	<ul style="list-style-type: none"> ➤ Municipality is identifying strategic economic sectors it can develop and grow to enhance revenue generating activities through economic infrastructure development. ➤ Development of business plans to source funding for various economic projects to supplement the minimal grant and other income revenue source. ➤ Development of business plans to source funding for various infrastructure projects to supplement the minimal grant and other income revenue source;

<p>households, but it is not extended to the greater households under the poverty margin in traditional authority areas);</p> <ul style="list-style-type: none"> ➤ Lack of funding to rehabilitate & upgrade tarred roads & storm water systems owned by the municipality in urban areas (the municipality cannot afford to rehabilitate and upgrade all its dilapidated tarred roads due to lack of funding sources that are not loans, this is due to limited revenues); ➤ Some areas still face major challenges of water & liquid sanitation services (Amajuba District the WSA still has major water & sanitation infrastructure backlogs within the jurisdiction that need to be addressed); ➤ Operations and maintenance activities are limited due to lack of funds (minimal revenue is collected from other sources of income by the municipality, the dilapidating infrastructure is at a critical level and the 8 % allocated for maintenance is mainly utilized on gravel roads they are constantly destroyed due to weather conditions and traffic); and ➤ Lack of public infrastructure such as recreational facilities; hawkers' shelters; nurseries; sports fields, and primary schools (the municipality does not have sufficient funds through its MIG funding as its MIG is fully committed to other projects, while it only caters for a few of the mentioned projects). 	<ul style="list-style-type: none"> ➤ Engage Amajuba District Municipality (Water Services Authority) to address water and liquid sanitation challenges; and ➤ Municipality to lobby for more funding through its MIG allocation. ➤ To lobby for an increase in Equitable Share Allocation to enable the delivery of basic services. ➤ The development of the Industrial Area that will support SMME & Co-ops business activities. ➤ The obtaining of a bulk water license for the Industrial Area. ➤ The development of support infrastructure for social and economic development and growth. ➤ To deliver additional mast lights and streetlights in all wards. ➤ To ensure that refuse removal is expanded to other wards which currently do not receive this service. ➤ The provision of a financial budget for operations & maintenance for municipal owned infrastructure and assets. ➤ Develop an infrastructure renewal strategy.
KPA 3: LOCAL ECONOMIC DEVELOPMENT (LED) & SOCIAL DEVELOPMENT	
KEY CHALLENGE(S)	INTERVENTION(S)
<ul style="list-style-type: none"> ➤ Low economic activities (the municipal jurisdiction lacks proper economic infrastructure to draw both foreign and local investors, and an investment strategy to market the municipality has to be undertaken to win the investors) 	<ul style="list-style-type: none"> ➤ Finalise and adoption of the Comprehensive LED Strategy by end of May 2024 ➤ Finalise establishment of the LED forum required to enhance

<ul style="list-style-type: none"> ➤ High rate of unemployment (this is due to low economic activities based on the above point) ➤ No investment framework ➤ Poor infrastructure to attract investors (a lack of economic infrastructure and dilapidating public infrastructures is causing a low investor to pull) 	<p>economic development and job creation.</p> <ul style="list-style-type: none"> ➤ Initiate programmes and incentives for support to SMMEs; Co-ops & Informal traders. ➤ To aid in sourcing funds for our local SMMEs & Co-ops to fulfill their operational mandate. ➤ To effectively monitor, develop and grow our SMMEs, Co-ops & informal Traders. ➤ To ensure that our SMMEs & Co-ops have access to markets. ➤ To tap into indirect funding & operational equipment for our SMMEs & Co-ops; ➤ To aid local SMMEs; Co-ops & Local Traders remain viable; sustainable and profitable. ➤ Develop SMMEs & Co-ops in the Agriculture; Agro-processing; manufacturing; Tourism; Mining Beneficiation; and other subsectors of the contributory sectors; ➤ To effectively identify opportunities within each contributing economic sector of the municipal jurisdiction and enhance investment from both local and international companies; and ➤ Sourcing of funds to develop and upgrade existing economic and public infrastructures.
KPA 4: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	
KEY CHALLENGE(S)	INTERVENTIONS
<ul style="list-style-type: none"> ➤ Low revenue base (this is due to the high reliant on grants from national and provincial government and minimal revenue from service charges and property rates mainly from the urban residential areas) ➤ Lack of funding (the municipality has outstanding projects that are required 	<ul style="list-style-type: none"> ➤ Integrate with LED identify key strategic economic sector to develop that can enhance revenue generation. ➤ Develop business plans for funds sourcing for critical areas that do not have any budget allocation. ➤ Enhance debtors' collection, the municipality has appointed a debt

<p>by the municipality, but they are unfunded due to budget limitations)</p> <ul style="list-style-type: none"> ➤ Significant debtors' book (the high debtor's book was caused by some individuals not seeking to pay the municipality and indigent debtors to be written-off of which a council resolution was passed approving their writing-off in 2019/20 financial year) ➤ Need of capacitation (there are vacant positions within the department which is currently causing strain to other staff members based on work overload. This work overload is leading to high staff turnover. This is further escalated by the need to have new office space) 	<p>collection company and has implemented key control systems to ensure collection rate is increased and debt owed to the municipality does not extend over 60 days. The indigent debtors will be written off.</p> <ul style="list-style-type: none"> ➤ Advertise positions and recruit the right candidates. ➤ Expediate the construction of the new municipal expansion offices. ➤ Enhance the management of the Indigent Register. ➤ Making a provision for disabled individuals within the SCM policy. ➤ Thorough development of an asset register. ➤ Development of an asset renewal plan. ➤ Implementation of the 2024/25 Audit Action Plan. ➤ Ensure the sourcing of funds for unfunded capital projects. ➤ Ensure strict financial viability and management of municipal funds. ➤ Ensure fruitless & wasteful expenditure is eliminated. ➤ Ensure that MSCOA is adhered too. ➤ Ensuring that the 2020/21 AFS are credible. ➤ Skills enhancement of staff is upheld within the department. ➤ The elimination of any financial risk areas that may cause fraud & or any loss to the municipality. ➤ Ensure full compliance to all legislations that govern municipal finances and reporting within required timeframes.
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION	
KEY CHALLENGE(S)	INTERVENTIONS
<ul style="list-style-type: none"> ➤ Full implementation of risk management required (the delay was 	<ul style="list-style-type: none"> ➤ Develop awareness of full risk management to departmental

<p>due to the delay in setting up the internal risk management committee)</p> <ul style="list-style-type: none"> ➤ The municipality urged to participate in the IGR Structures with the family of municipalities within the district and to implement the IGR Terms of Reference (although municipality is complying with the IGR Terms of Reference, the shortage of skills causes a slow implementation) 	<p>heads and ensure compliance with risk management findings and implementation of recommendations by the risk committee.</p> <ul style="list-style-type: none"> ➤ To ensure that if incapacitated the municipality to implement the IGR Terms of Reference. ➤ Ensure that all IGR meetings both in District & Provincial are attended and reported. ➤ Enhancing municipal to sector department integration for various reporting and support programmes and alignment to the mandates of the sector departments. ➤ Ensure that all Committee meetings as required by the Municipal Structures Act, are fulfilled and reported on.
KPA 6: ENVIRONMENTAL AND SPATIAL MANAGEMENT	
KEY CHALLENGE(S)	INTERVENTIONS
<ul style="list-style-type: none"> ➤ Land claims still not yet finalized (Amajuba District to fast track its finalization of follow-up with DRDLAR) ➤ Vast tracts of land that are not utilized (the municipality only owns a small portion of the land within its jurisdiction, the majority being owned by private stakeholders, Ingonyama Trust and SANRAL. The owners of most of the land are slow in responding to the requests of the municipality on land use.) 	<ul style="list-style-type: none"> ➤ Integrate with Amajuba District and DRDLR to resolve land claims. ➤ Land must be fully utilized, and more strides to be made in engaging stakeholders who own majority of the land. ➤ Creation of a municipal database for land within the jurisdiction. ➤ Develop a comprehensive Spatial Development Framework (SDF) in line with SPLUMA. ➤ Ensure that the SDF has a comprehensive Capital Investment Framework. ➤ Ensure that a Climate Change Strategy is developed. ➤ Ensure that the urban & rural LUMS policies are compliant and enhance development of the municipality. ➤ Ensure that the Disaster Management Strategy is

	<p>comprehensive and addresses all areas of disaster within the jurisdiction and that it is responsive to the needs of the affected communities.</p> <ul style="list-style-type: none"> ➤ Enhance capacitation of the department with skilled individuals. ➤ Ensure skills development within the unit.
--	---

A.9 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

INTRODUCTION

Dannhauser local municipality has a spatial development framework which outlines the developmental framework model intended. There are major imbalances of the past within the municipal jurisdiction, with most of the people residing within the rural areas and a few residing within the urban node. As a result, the municipality has an urban and rural land use management system. It further identifies capital projects that must be undertaken within each land use management zoning.

The capital projects within the SDF will aid in the process of urban/rural transformation, wherein one has to move from a low density, private transport dominated and dispersed urban structure that has been developed over many years to a public transport oriented higher density compact urban structure where high levels of safety and freedom of choice exist as related to transport modes, housing typologies and proximity to job and recreation opportunities. This Municipality's Spatial Development Framework (MSDF) must be viewed as first step towards guiding future spatial development in Dannhauser to achieve a more sustainable urban/rural structure, which can lead economic and social development in KwaZulu-Natal.

Background

Dannhauser Municipality's Spatial Development Framework (DMSDF) was done against the legislative backdrop of the local government Municipal Systems Act (MSA), 32 of 2000 and the Spatial Planning and Land Use Management Act (SPLUMA) 16 of 2013. Policies that guided this planning process indicate inter alia the National Development Plan (NDP), the KZN Employment, Growth and Development Strategy, the Ten Pillar Programme, the KZN Spatial Development Strategy and the Amajuba District Growth and Development Strategy.

The normative principles as described in the NDP encompass the spirit within which this plan was prepared and, in this vein, can be described as the guiding principles for the compilation of the DMSDF.

These principles are:

- Spatial Justice.
- Spatial Sustainability.
- Spatial Resilience.
- Spatial Quality.
- Spatial Efficiency.

INFLUENCING FACTORS ON THE SDF 2024/2025

Table: 4 2024/2025 SDF Dannhauser Influencing Factors

GROWTH AND DEVELOPMENT STRATEGY	PLANNING PROCESS
<ul style="list-style-type: none"> ➤ Re-urbanize. ➤ Industrialize ➤ Re-generate. ➤ Re-mobilize. ➤ Govern 	<ul style="list-style-type: none"> ➤ Fragmented urban structure ➤ Municipal identity ➤ Peripheral urban development ➤ (Rural & Urban) Nodal transition ➤ Large open spaces and agriculture ➤ Regional opportunities ➤ National focus – road freight ➤ Strategic land parcels
HUMAN SETTLEMENTS	LOCAL ECONOMIC DEVELOPMENT
<ul style="list-style-type: none"> ✓ New housing projects ✓ Informal settlements ✓ Backyard shacks ✓ Mud huts. ✓ Housing backlog 	<ul style="list-style-type: none"> ✓ Economic Contributory Sectors - Areas of influence ✓ Research and manufacturing. ✓ Creative cluster ✓ Agri-business ✓ Logistics ✓ Mixed use infill

MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK GUIDING FACTORS

The following are guiding factors that influence the SDF of the municipality;

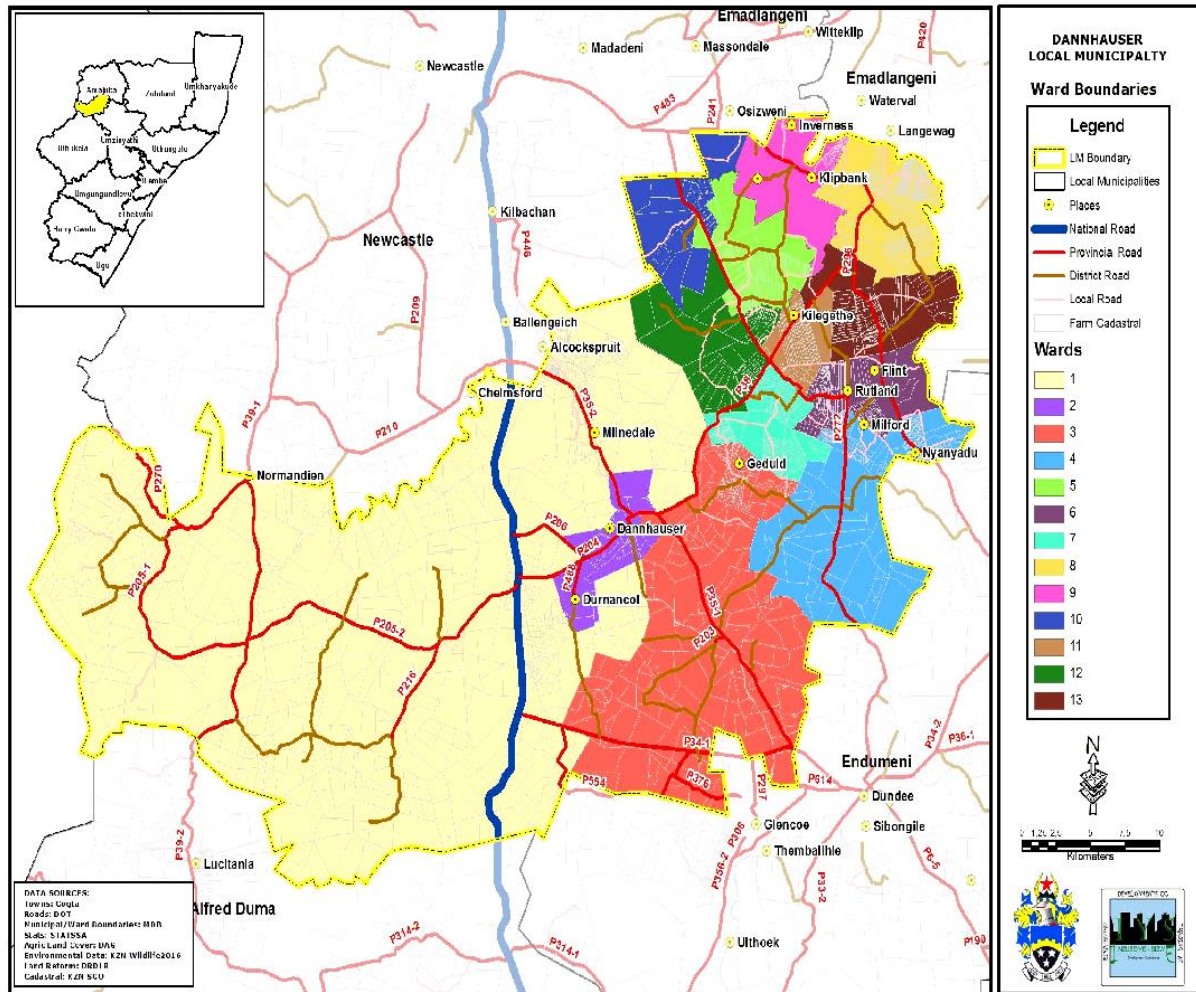
Dannhauser Municipal area does not have a discernible structure or pattern, however there are spatial key features that have been identified within the DLM. These are:

- **Commercial Farmlands:** These dominate the municipal landscape and accounts for most of the municipal area.
- **Urban Settlements:** Located mainly around Dannhauser Town. These include Durnacol, Hattingspruit, etc.

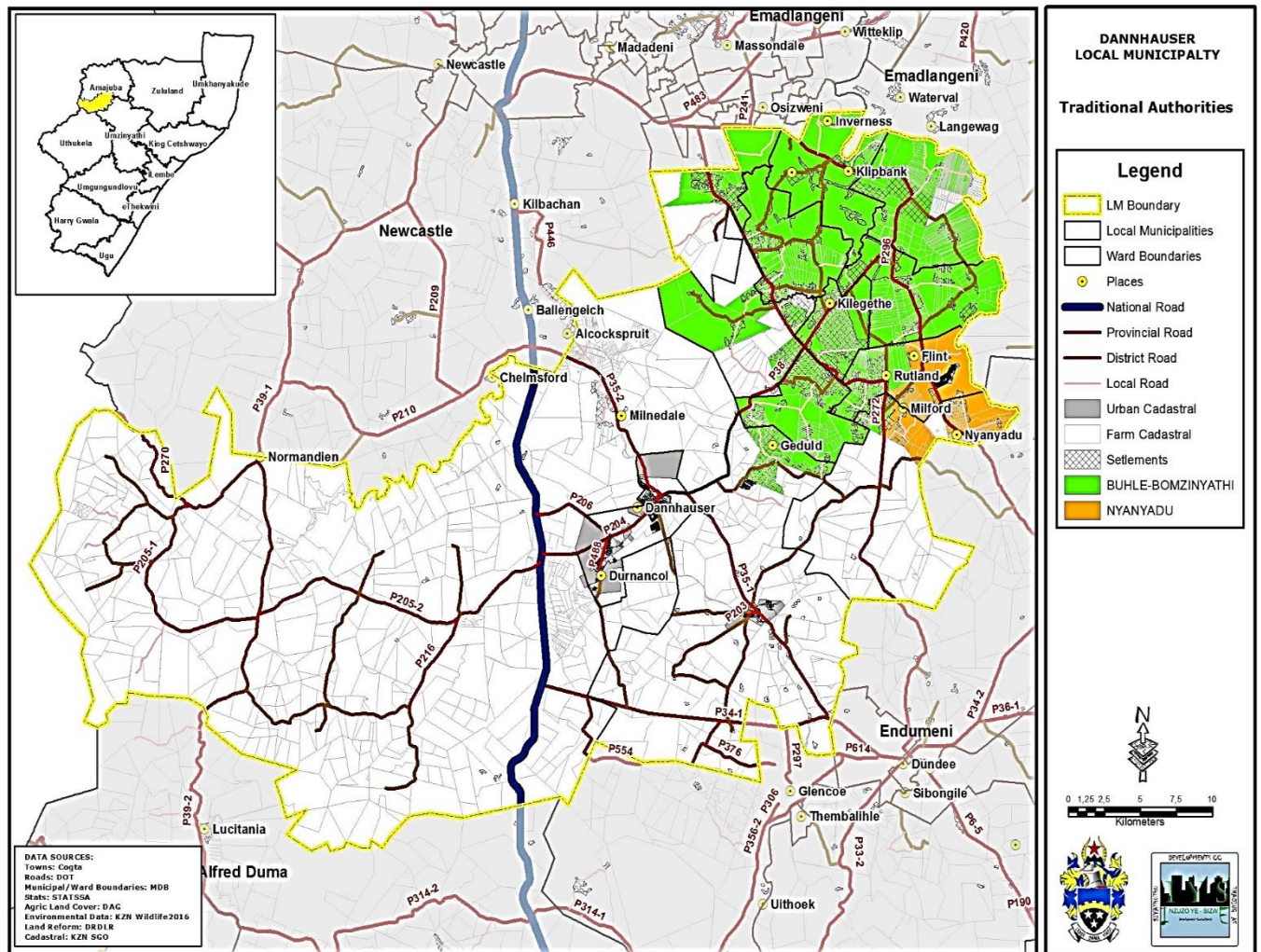
- **Peri-urban settlements:** These stretch from east of Osizweni (Newcastle LM) to the northern part of Dannhauser. These include Mahlwane, Imfundwane, Mbabane, Hadebe, Zondo etc. Some of these are on privately owned land and some on Ingonyama Trust Land; and
- **Settlements established through land reform programs:** These include Alcockspruit, Mossdale, Elandsklip and Long Lands.

Critical to note, is the impact of the Municipal boundary relative to surrounding municipalities and Traditional Authority Boundaries within the municipal jurisdiction. These impact on the positioning of capital investment projects.

Map:1 Current Dannhauser Ward Boundaries (SDF 2024/25)



Map 2: Traditional Authority Boundaries Dannhauser (SDF 2023/24)



MUNICIPAL SDF STRATEGIC PROPOSALS IMPACTING ON CAPITAL INVESTMENTS

The following strategic proposals are encompassed in the MSDF:

- Establish a permanent urban boundary as per the SDF.
- Develop Dannhauser Town as the core node as a rural/urban node.
- Existing nodes need to be retrofitted to serve the current needs of the communities and need to be developed to improve connectivity and serviceability in the municipality.
- Corridors need to be developed applying the “beads on a string” principle.
- Agriculture (primary, secondary & tertiary) should be developed (in conjunction with Department of Rural Development & Land Reform) to become a meaningful contributor to the KZN economy.
- Densification needs to support public transport and needs to be supported by sufficient municipal services;
- Transit-orientated development needs to be promoted throughout the municipal area;
- Improved regional connectivity needs to be achieved via the N.11 & N.3 routes to various sea ports, economic zones and provincial economic hubs;
- Improved road-based public transport services and to develop the inland freight services; and

Improved and developed industrialization within the municipal jurisdiction

SECTION B

B. PLANNING & DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES & IMPACTS

Dannhauser Local Municipality internalizes the following development principles, as adopted from key development planning directives and legislation. Their amalgamation formulates the framework for the implementation of the IDP within the Dannhauser LM area of jurisdiction. The adopted development principles are as follows:

B.1 PLANNING AND DEVELOPMENT PRINCIPLES

B.1.1 COMPREHENSIVE RURAL DEVELOPMENT STRATEGY

Norms and Standards for rural areas are limited and fragmented however as prescribed by the NDP, the rural economy must be included in all aspects of development, the following are some guiding principles; When planning infrastructure

be that for basic service provision or government services, the following is seldom considered:

- Differing geo-spatial conditions in rural communities.
- Community perceptions of service delivery and access.
- The estimated cost of providing the required services and infrastructure.
- Community investment requirements, in terms of, social, economic, ICT and cultural infrastructure.

The need exists to develop national differentiated rural norms and standards to:

- Facilitate more effective and targeted planning for facilitating rural development within the CRDP framework.
- To allocate services optimally to ensure maximum cost benefits and in so doing service more rural households; and
- Create of jobs through targeted and improved service delivery

B.1.2 INTEGRATED SUSTAINABLE RURAL DEVELOPMENT STRATEGY - 2000

The strategy has now become a program that is run nationally, in addressing local economic development, some of the key elements that must be taken into play are;

- The vision of the growth process in rural areas.
- A mechanism for integrating existing programmes in rural development.
- Design for new rural development programmes where needed.
- A defined locus of decision-making.
- The meaningful role for local government in local economic development.
- Clarification of financial flows and channels.
- Key performance indicators or a process for generating them internally to the strategy; and
- Procedures to monitor the indicators.

Economic development with specific needs of the municipality will incorporate:

Rural Development

A focus must be given to measures that will address poverty alleviation through social programmes and transfers. The changing environment must enable people within the jurisdiction to earn more, invest in themselves, their communities and contribute towards the maintenance of key economic infrastructures.

Sustainability

This will be driven by increased local economic growth, wherein the rural people will have better and increased access to resources to allow for economic growth.

Integration

The Integrated Development Plan of the municipality will provide a link across the economic sectors to be invested in and the community.

Rural Safety Net

Key social intervention programmes that aid the rural people must also be put in place to prevent hardships. The strategy further highlights the following complementary measures that will promote economic development:

- Human resource development and capacity building
- Land reform.
- Community based income generating projects.
- Social assistance and safety nets; and
- Rural finance

B.1.3 BREAKING NEW GROUND 2004

The housing sector plan does not merely focus on the delivery of housing units, it takes into consideration various infrastructure developments that support housing units, and that will increase revenue collection of the municipality in the long run.

The following are considered and adopted:

- Supporting the entire residential property market.
- Creating linkages between the primary and secondary residential property market.
- Progressive Informal Settlement Eradication.
- Promoting densification and Integration.
- Enhancing Spatial Planning.
- Enhancing Location of new housing projects.
- Supporting urban renewal and Inner-City Regeneration.
- Developing social and economic infrastructure.
- Enhancing the housing product

B.1.4 KZN – PROVINCIAL GROWTH DEVELOPMENT STRATEGY - 2035

The Kwazulu-Natal Provincial Growth Development Strategy emphasis the need to develop the local economies of the provinces based on their resources. The following are highlighted.

Strategic Areas of Importance

- Environmental Resilience
- Human Development and Social Capital
- Economic Development
- Infrastructure Development
- Spatial Development
- Governance Adherence

Strategic Priority Areas

- Rural Development (Agrarian Reform & Food Security)
- Job Creation (Decent Work & Economic Growth)
- Education
- Health
- Fighting Crime and Corruption
- Nation Building & Good Governance

The following have a direct impact on the local economy.

Strategic Objectives

- Unleashing the agriculture sector
- Enhance industrial development through trade, investment, and exports.
- Expansion of government led job creation programmes.
- Promoting SMME, Entrepreneurial and Youth Development
- Enhance the knowledge economy.
- Skills alignment to Economic growth
- Youth skills development and life-long learning

KZN is in a bid to uplift the local economies of municipalities, it has adopted to maximize opportunities in the following areas:

- ✓ Transport, Freight and Logistics
- ✓ Manufacturing (automotive, rail and maritime)
- ✓ Retail, finance, and commerce
- ✓ Higher Education, Knowledge Economy, and Skills Development
- ✓ Agriculture and Processing
- ✓ Infrastructure Development and Construction
- ✓ Tourism
- ✓ Green Economy

The KZN Provincial Growth Development Strategy is thus directional of the need by the municipality to implement economic development.

The municipality complies with the following:

Table: 5 KZN Provincial Strategic Goals & Dannhauser Alignment

N o	KZN PROVIN CIAL STRATE GIC GOAL	STRATEGIC OBJECTIVE 2024/25	DANNHAUSER IMPLEMENTATIONS
1	INCLUSI VE ECONO MIC GROWT H	<ul style="list-style-type: none"> ✓ Develop and promote the agricultural potential of KZN. ✓ Enhance sectoral development through trade investment and business retention. ✓ Enhance spatial economic development. ✓ Improve the efficiency, innovation, and variety of government-led job creation programmes. ✓ Promote SMME and entrepreneurial development; and ✓ Enhance the Knowledge Economy 	<ul style="list-style-type: none"> ✓ The municipality is advancing its agricultural activities through its Renier farm which is being supported by DRDLR. ✓ It has an Industrial Area that will be fully functional once the bulk water & sanitation license is finalized; and ✓ It has empowerment programmes for supporting SMME's & Co-operatives.
2	HUMAN RESOU RCE DEVELO PMENT	<ul style="list-style-type: none"> ✓ Improve early childhood development, primary and secondary education. ✓ Support skills development to economic growth; and ✓ Enhance youth and adult skills development and life-long learning 	<ul style="list-style-type: none"> ✓ The social cohesion programmes implemented by the mayor's office through the Municipal Manager's office enhance early childhood programmes, youth & women development skills empowerment & business development; and ✓ The empowering of SMMEs & Co-operatives through the LED Department.
3	HUMAN AND COMMU NITY	<ul style="list-style-type: none"> ✓ Eradicate poverty and improve social welfare services. 	<ul style="list-style-type: none"> ✓ The municipality through the MM's Office and its internal departments are implementing programmes that support those living in poverty, the elderly, the disabled

No	KZN PROVINCIAL STRATEGIC GOAL	STRATEGIC OBJECTIVE 2024/25	DANNHAUSER IMPLEMENTATIONS
	DEVELOPMENT	<ul style="list-style-type: none"> ✓ Enhance health of communities and citizens; ✓ Safeguard and enhance sustainable livelihoods and food security. ✓ Promote sustainable human settlements. ✓ Enhance safety and security. ✓ Advance social cohesion and social capital; and ✓ Promote youth, gender and disability advocacy and the advancement of women. 	<p>and those who are ill & not capable of cater for themselves;</p> <ul style="list-style-type: none"> ✓ It is working with the Dept of Human Settlements to develop and build housing facilities for those who are not able to do so for themselves. ✓ The community dept is working closely with the police and community members to reduce the level of crimes in line with the safety & security laws of the country. ✓ Social Cohesion programmes implemented by the Mayor's Office through the MM's Office are being undertaken in all 13 wards of the municipality.
4	INFRASTRUCTURE DEVELOPMENT	<ul style="list-style-type: none"> ✓ Development of seaports and airports. ✓ Develop road and rail networks. ✓ Develop ICT infrastructure. ✓ Ensure availability and sustainable management of water and sanitation for all. ✓ Ensure access to affordable, reliable, sustainable and modern energy for all; and ✓ Enhance KZN waste management capacity 	<ul style="list-style-type: none"> ✓ Dannhauser is a land locked municipality, and is not bordered by any sea water, it relies on its road network systems, whether locally within the jurisdiction or to connect with other municipal, provincial and national socio-economic jurisdictions; it is thus focusing on the development of its gravel and urban roads. ✓ The municipality takes part in IGR meetings with the district municipality (water services authority) to ensure the development of its water 7 liquid sanitation infrastructure and delivery to the communities. ✓ It is important to currently note that in Eskom is the main provider of electricity through its bulk electrical reticulation infrastructure, however the

N o	KZN PROVIN CIAL STRATE GIC GOAL	STRATEGIC OBJECTIVE 2024/25	DANNHAUSER IMPLEMENTATIONS
			<p>communities in deep rural areas are highly relying on wood, candles, paraffin and other sources of energy. Renewable energy is still at a developmental stage with a handful of households are using solar energy; and</p> <ul style="list-style-type: none"> ✓ Through its equitable share allocation, the municipality undertakes waste management to a handful of households as per Dora household number allocations.
5	ENVIRO NMENT AL SUSTAI NABILIT Y	<ul style="list-style-type: none"> ✓ Enhance resilience of ecosystem services. ✓ Expand the application of green technologies; and ✓ Adapt and respond climate change. 	<ul style="list-style-type: none"> ✓ The municipality is ensuring the utilization of the natural green environment through agricultural activities, but it also has environmentally protected natural habitats as prescribed by the Environmental Management Act of South Africa and National Heritage Act.
6	GOVER NANCE AND POLICY	<ul style="list-style-type: none"> ✓ Strengthen policy, strategy coordination and IGR; ✓ Build government capacity; ✓ Eradicate fraud and corruption; and ✓ Promote participative, facilitative and accountable governance 	<ul style="list-style-type: none"> ✓ To enhance good governance, the municipality complies to the Intergovernmental Relations Act, and integrates with the District Municipality and sector government departments. ✓ The municipality is in the process of filling vacant positions within its structures, this will aid to capacitate government through expertise to address various key operational areas that impact on both provincial and national key areas of delivery. ✓ The municipality has commissioned the development of a fraud and corruption policy and

N o	KZN PROVIN CIAL STRATE GIC GOAL	STRATEGIC OBJECTIVE 2024/25	DANNHAUSER IMPLEMENTATIONS
			<p>once adopted will enhance the open communication of any undue acts, currently the members of the public and whistle blowers are allowed to contact the Office of the Municipal Manager; and</p> <p>✓ To enable for the promotion of participation, the members of the community are engaged through the ward committee meetings with their respective councilors and further to this the municipality complies with various legislations that will enable transparency and accountability.</p>
7	SPATIAL EQUITY	<ul style="list-style-type: none"> ▪ Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities; and ▪ Ensure integrated land management use across the province, ensuring equitable access to goods and services, attracting social and financial investment 	<ul style="list-style-type: none"> ▪ Dannhauser is graded as a rural municipality; its SDF, Precinct Plan and LED Strategy seek to enhance its development to become a fundamental opportunity epicenter of investment as it is situated within proximity to the N11 and N3. It is also a mid-way point between Johannesburg and Durban.

SECTION C

C POLICY CONTEXT

National laws and policies stipulate a context within which development should take place. This section analyses the global, national, provincial, and local policy and legislative framework that guide development. Dannhauser Local Municipality acknowledges these and strives towards their effective implementation.

C.1 GLOBAL POLICY CONTEXT

C.1.1 AGENDA 2063

The African Union adopted its 50-year strategic framework for socio-economic transformation within the African continent in 2015, Agenda 2063. Agenda 2063 is both a Vision and an Action Plan towards holistic development on the African continent. Furthermore, it builds on past and present growth initiatives and seeks to accelerate the implementation of these. The framework identifies seven aspirations for growth and development within the African continent across all sectors: social, economic, political, and environmental. South Africa is also dedicated to the realization of these aspirations and has aligned these with national priorities. Some of the key priorities of Agenda 2063 are echoed in the Key Performance Areas within the IDP and overall, they are echoed in the strategies and priorities of the NDP.

C1.2 THE NATIONAL DEVELOPMENT PLAN (NDP) (2012)

In the context of local government and Municipal Local Economic Development (LED) Strategies, the NDP provides a blueprint for municipalities to align their plans with national priorities. Municipalities are expected to implement LED initiatives that contribute to overarching NDP objectives, including job creation, poverty reduction, and infrastructure development. The NDP influences resource allocation decisions, emphasizing the need for collaboration and partnerships between government, private sector, and civil society at the local level. Municipal LED strategies, such as of Dannhauser, are crucial in translating national development goals into actionable plans, fostering inclusive economic growth, and addressing historical disparities to contribute to the vision of a more prosperous and equitable South Africa by 2030.

C.1.3 THE NEW GROWTH PATH (NGP) (2010)

The framework identifies infrastructure development, agriculture, mining, manufacturing, the “green” economy, and tourism as the six fixed priority areas to job creation. The NGP seeks the creation of decent work, and the reduction in inequality and poverty through the restructuring of the economy to improve its performance, especially its labour absorption capacity. Considering the above directive, it is imperative that Dannhauser LED Strategy aligns its developmental strategies with the mandate of NGP.

C.1.4 THE INDUSTRIAL POLICY ACTION PLAN (IPAP) (2017/18)

The Industrial Policy Plan is a policy adopted by government to address the key challenges of economic and industrial growth and race-based poverty, inequality, and unemployment. The purpose of the IPAP is three-fold: to promote labour-absorbing industrialization; to broaden participation and economic transformation; and to improve competitiveness with manufacturing being a key driver of development. Dannhauser LED will attempt to translate these national industrial goals to the local level by emphasizing collaboration with national and provincial authorities to ensure consistency and maximize the impact of economic development initiative through its LED interventions

C.1.5 BROAD-BASED BLACK ECONOMIC EMPOWERMENT (BBBEE)

Local municipalities in South Africa leverage the Broad-Based Black Economic Empowerment (BBBEE) policy to drive Local Economic Development (LED). They promote economic inclusion by incorporating BBBEE principles into procurement, favouring businesses that comply. Social investment initiatives aligned with BBBEE goals must be encouraged (especially with prospective and existing mining companies herein Dannhauser), fostering community development. Public-Private Partnerships, through this LED Strategy, will be shaped to align with empowerment objectives, and land-use regulations promote black ownership in property development. In alignment with this policy, Dannhauser is proposed to actively monitor and report on BBBEE impact, refining LED proposed interventions for greater alignment with empowerment and inclusivity goals. This integrated approach advances economic empowerment and transformation at the local level.

C.1.6 BACK TO BASICS (B2B) PROGRAMME (2014)

B2B focuses on improving leadership, financial management, and service delivery within municipalities, creating a foundation for effective LED planning. It encourages municipalities to engage communities, prioritize infrastructure development, and ensure sound financial practices, facilitating the implementation of LED initiatives. By

optimizing service delivery and fostering inter-governmental cooperation, B2B contributes to the creation of an environment conducive to economic growth at the local level. The B2B Program addresses both the spatial and socio-economic challenges of transformation. Spatial and regional planning within Dannhauser, through development of Municipality SDF and LED Strategy, is utilized to stimulate local economies and improve planning capabilities at municipal level; enable municipalities to tackle spatial and socio-economic challenges facing localities; and build inclusive economies and sustainable human settlements.

C.1.7 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA)

(2013) SPLUMA provides a vehicle at the regulatory level for dealing with LED challenges that are land related. In addition, the Act specifically ensures that all sectors and spheres of government, as well as traditional authorities are included in municipal land use decisions. The Act provides for the following: A uniform and comprehensive system of spatial planning and land use, facilitating a more central and much needed role for spatial planning within LED. A system of spatial planning and land use management which promotes social and economic inclusion. The sustainable and efficient use of land, especially its potential to increase productivity. Intergovernmental relationships between national, provincial, and local spheres of government to reform land use; and redressing the imbalances of the past to ensure that there is equity in the application of spatial development planning and in land use management systems. Dannhauser will utilize SPLUMA to actualize its LED strategy by integrating spatial planning and land use management. This majorly involves zoning for economic activities to permit land use activities for socio-economic development.

C.1.8 INTEGRATED URBAN DEVELOPMENT FRAMEWORK (2016)

Integrated Urban Development Framework (IUDF) provides a comprehensive framework for guiding urban development at various levels of government. LED strategy will align LED goals with IUDF four strategic objectives, nine policy drivers, and principles. This involves integrating spatial planning concepts, such as economic node identification, into LED initiatives and ensuring that the spatial organization supports economic activities. Dannhauser has developed a Town Precinct Plan which identified key economic zones using the IUDF's concept. Furthermore, Infrastructure investments, collaborative partnerships, policy alignment, and the use of incentives are essential for effective implementation of LED plan for Dannhauser.

C.1.9 TRADITIONAL LEADERSHIP AND GOVERNANCE FRAMEWORK ACT (2003)

Dannhauser like any local municipality in South Africa can effectively use the Traditional Leadership and Governance Framework Act (TLGFA) of 2003 to enhance their Local Economic Development (LED) strategy by recognizing and involving traditional leadership structures when developing/reviewing their LED Strategy. Dannhauser can tap into the valuable insights and perspectives of traditional leaders in LED planning by including them into the LED committee and key economic structures. This includes collaborating on community engagement, identifying economic opportunities, and preserving cultural heritage. Dannhauser can also work with traditional leaders on land use planning, skills development programs, tourism initiatives, and conflict resolution. Supporting capacity building for traditional leaders and fostering partnerships for resource mobilization are crucial aspects. Ultimately, by integrating the TLGFA into LED strategies, Dannhauser can ensure more inclusive, culturally sensitive, and successful economic development initiatives to provide for the recognition of traditional communities, provide for the establishment and recognition of traditional councils. In as much as the National House of Traditional Leaders (NHTL) is driving an effective socio-economic program which benefits rural communities under traditional leadership, from a local municipal perspective, it is imperative that traditional governance works in parallel with administrative governance to actualize the viability of municipal LED interventions.

C.1.10 INNOVATION FOR LOCAL ECONOMIC DEVELOPMENT (ILED)

ILED is a strategy of the Department of Science and Technology that is premised on the notion of local systems of innovation and production, as a framework for organizing local economies. ILED is a policy response to the historical disconnect between LED policy and STI policy, thus paving the way of centralizing science, technology and innovation in LED planning and implementation. The notions upon which ILED is based prioritize networks of knowledge, innovation, and economic organizations, and prioritizes distressed municipalities to foster innovation-driven LED. Unfortunately, Dannhauser has not yet development any ICT interventions, however the strategy ought to propose that the municipality installs the latest technological infrastructure for fibre/internet network usage and data transferring to embrace the Fourth Industrial Revolution (4IR).

C.2.1 PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

Dannhauser will effectively utilize the KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS) to realize its Local Economic Development (LED) objectives by aligning its LED strategy with the overarching goals of the provincial framework. This involves collaborating with provincial authorities, neighboring municipalities, and key stakeholders to build partnerships that enhance the impact of LED initiatives. The municipality should identify and focus on key

sectors emphasized in the KZN PGDS, ensuring that LED efforts contribute to broader goals outlined in the provincial strategy. The PGDP is the implementation framework for the PDGS and therefore has the same strategic goals. The plan outlines a theory of change for implementing the PGDS, specifying actions and performance indicators. Through Action Working Groups (AWGs), stakeholders actively contribute to refining and executing the PGDS. The main purpose of this PGDP is to translate the strategy into an actionable plan, guiding departmental, sectoral, and stakeholder annual performance planning. This transition emphasizes coordinated implementation, enabling the measurement of progress against predetermined targets, with clearly defined roles and responsibilities within established lines of accountability. Dannhauser LED should factor PGDP objectives which are enlisted in the figure above. Provincial priorities. By aligning with infrastructure development plans, prioritizing job creation, implementing skills development programs, promoting inclusive growth, and incorporating sustainable practices.

C.2.2 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY

To leverage the KwaZulu-Natal Provincial Spatial Economic Development Strategy (KZN PSEDS) for Local Economic Development (LED), Dannhauser should align its LED strategy with the provincial goals outlined in the KZN PSEDS. This involves incorporating spatial planning, focusing on priority sectors, and coordinating infrastructure development with the provincial strategy. Engage with stakeholders at the provincial level, collaborate on skills development programs, and promote strategic investments in line with the KZN PSEDS. The strategy will attempt to explore opportunities for tourism highlighted in the provincial strategy, monitor progress regularly, and invest in capacity building for municipal staff to effectively implement LED initiatives within the framework of the KZN PSEDS. In addition, Dannhauser is located along in fair proximity of the economies of scale corridor and the high growth/ strategic corridor N11. These corridors are linked to the nodes that are located along the province's main road transport network i.e. the N3 to Gauteng and N11 which links the N3 to Mpumalanga which Dannhauser would tap into in order stimulate economic growth from such a spatial orientation. DANNHAUSER MUNICIPAL LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY: 2023/24 REVIEW indicates that along these corridors exists nodes of influence, and Dannhauser exists herein. These nodes are important at a district and local level as they provide services to the local area, have moderate population density, evidence of economic growth, elevated unemployment as the population grows and some service provision located near areas of concentrated rural poverty. It is therefore that LED Strategy concurs with the notion of the PSED that such nodes as of Dannhauser must promote regional integration even if the regional integration exceeds the

boundaries of the locality. Below are maps spatially illustrating the high growth / strategic nodes and corridors within the Amajuba DM as well as nodes, corridors, and projects. PSEDS herein Dannhauser has envisaged the following projects: Agri-Park - Develop a network innovation system of agro-production, processing, logistics, marketing, training, and extension services. Amajuba Tannery - Integration of value chain, and creation of export opportunities.

C.2.3 AGRICULTURE AND AGRO-PROCESSING MASTER PLAN

The Draft Provincial Agriculture and Agro-processing Master Plan is in the process of being finalised by the KZN Department of Agriculture and Rural Development (DARD). It is developed within the context of the rural development mandate, derived from the National Development Plan, more specifically in respect to the creation of an “Integrated and inclusive rural economy”; and the Comprehensive Rural Development Plan that seeks “Agrarian Transformation and Rural Development”. To leverage the Agriculture and Agro-Processing Master Plan for Local Economic Development (LED), Dannhauser should align its LED strategy with the plan's goals and DANNHAUSER MUNICIPAL LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY: 2023/24 REVIEW [DANNHAUSER LED UNIT] 14 priorities. This involves identifying agricultural opportunities, promoting investments, coordinating infrastructure development, and integrating the agricultural value chain. Implement skills development programs, support smallholder farmers, and explore Agritourism initiatives as outlined in the master plan. Embrace research and innovation, engage the community, and monitor progress regularly. Collaboration with stakeholders, including government agencies and private enterprises, is essential for successful implementation. By incorporating the master plan into its LED strategy, Dannhauser can foster sustainable economic development in the agriculture and agro-processing sectors, contributing to community growth and well-being.

C.2.4 AMAJUBA DISTRICT GROWTH AND DEVELOPMENT MODEL

The DDM approach is seen as a practical Intergovernmental Relations (IGR) mechanism to enable all three spheres of government to work together, with communities and stakeholders in order to plan, budget and implement efficiently and effectively. From a DDM perspective, Dannhauser ought to collaborate with district and provincial stakeholders, focus on priority sectors emphasized in the DDM, and align local infrastructure development with district priorities. Explore resource mobilization opportunities, implement skills development programs, and actively promote the municipality as an attractive investment destination. This ensures that LED initiatives contribute effectively to the broader development goals outlined in the District Development Model. The DDM is based on the following Objectives: Solve the Silos at a horizontal level and vertical level. Maximise impact and align plans and

resources at our disposal through the development of One District, One Plan and One Budget. Narrow the distance between people and government by strengthening the coordination, role and capacities at the district and city levels. Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level. Build government capacities support to Municipalities. Strengthen monitoring and evaluation at District and Local Levels. Implement a balanced approach towards development between urban and rural areas. Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment, and equality; and Exercise oversight over budget and projects in an accountable and transparent manner. Dannhauser LED strategy factors alignment to the DDM. Aligning LED strategy with the District Development Model (DDM) is crucial for Dannhauser LED. This alignment ensures a holistic and integrated approach to development, optimizing resources, engaging stakeholders effectively, and fostering collaboration within the district. By integrating LED plans into the DANNHAUSER MUNICIPAL LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY: 2023/24 REVIEW [DANNHAUSER LED UNIT] broader district agenda, Dannhauser can benefit from economies of scale, data sharing, and policy consistency, leading to more impactful and coherent economic development initiatives.

C.2.5 AMAJUBA RURAL DEVELOPMENT PLAN

The vision of Amajuba Rural Development Plan is to foster rural economic transformation through harnessing the agricultural sector and other existing economic sectors such as mining, manufacturing, and tourism, with the intention of improving the quality of life of rural communities in the immediate, medium, and long term. To actualize the vision of the above plan within Dannhauser, the LED Strategy will attempt to align with the District Municipal DANNHAUSER MUNICIPAL LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY: 2023/24 REVIEW [DANNHAUSER LED UNIT] 18 Rural Development Plan goals with the broader municipal economic interventions. Understanding the district plan's objectives and collaborating with municipal LED plan fosters coordination and resource mobilization, and also by identifying complementary projects, building partnerships, and engaging the community contribute to a holistic approach to actualize the alignment. By integrating the local strategy with the district plan, the municipality can leverage collective resources and support, enhancing the overall impact of economic development efforts. Considering the above, the ARDP has envisaged the following projects within Dannhauser: Develop accommodation for tourists in the Dannhauser. Initiate comprehensive maintenance program for architectural resources. Agri-Hub establishment & development. Expand existing aquaponics projects. Development of the FPSU for primary collection, storage, processing for the local market, and

extension services including mechanization; and leverage the large coal, dimension stone, etc. deposits.

C.2.6 AMAJUBA LED STRATEGY

The vision of the District LED Strategy is to contribute to the annual growth of the economy of Amajuba District through job creation, public-private partnership initiatives and creating an environment that is conducive to doing business. Dannhauser LED ought to recognize projects that are implementable, subject to viability assessment, within its jurisdiction for LED actualization.

C.2.7 DANNHAUSER INFORMAL ECONOMIC POLICY

To leverage the potential of the informal economy within the LED Strategy, Dannhauser should undertake a comprehensive mapping and understanding of informal sectors and activities. Capacity building, financial inclusion, and support for formalization are key components, empowering informal entrepreneurs and facilitating their transition into the formal sector. Dannhauser municipality should also focus on improving infrastructure, providing basic services, and creating linkages with formal markets. Balanced regulation, social protection measures, and continuous data collection for monitoring and adjustment further enhance the effectiveness of the informal economic policy within the broader LED Strategy, fostering inclusive and sustainable local economic development. Dannhauser has developed an Informal Economy policy that is used by the municipality as a regulation tool to regulate and control informal trading that takes place in the area. This includes issuing of business permits, which makes it easier for small business to have access to funding by governmental departments like EDTEA and COGTA; conduction of business inspections; rentals; and so forth. Dannhauser is encouraged to implement by-laws that will regulate informal trading. LED Strategy addresses the challenges of the informal sector, SMMEs and cooperatives in terms of skills, inputs, and infrastructure and market access since most people. To promote local rural economic development, the municipality continues to support SMMEs, cooperatives, informal sector, women, and youth through facilitating skills programs, Learnerships, workshops and provision of inputs and equipment to businesses.

C.2.8 EPWP POLICY (PHASE 4)

The EPWP is a medium- to long-term government-funded program that promotes the use of labor-intensive methods to create WOs, services, and assets; thus, contributing towards poverty alleviation and reduction of unemployment, thereby contributing to development. Dannhauser has not adopted the phase 4 EPWP Policy,

however some of the proposed interventions are designed to provide temporary employment opportunities to unemployed and marginalized individuals through the implementation of labor-intensive projects ensuing from the economic interventions. The EPWP policy and Dannhauser LED strategy share common objectives related to job creation, economic development, and community empowerment. By integrating EPWP projects into the municipal LED strategy, Dannhauser can leverage the strengths of both to create a more comprehensive and impactful approach to LED, and the injection of income in communities, participation in employment and utilization of assets will enhance the livelihoods and local economic development.

SECTION D

D. SITUATIONAL ANALYSIS

D.1 DEMOGRAPHIC CHARACTERISTICS

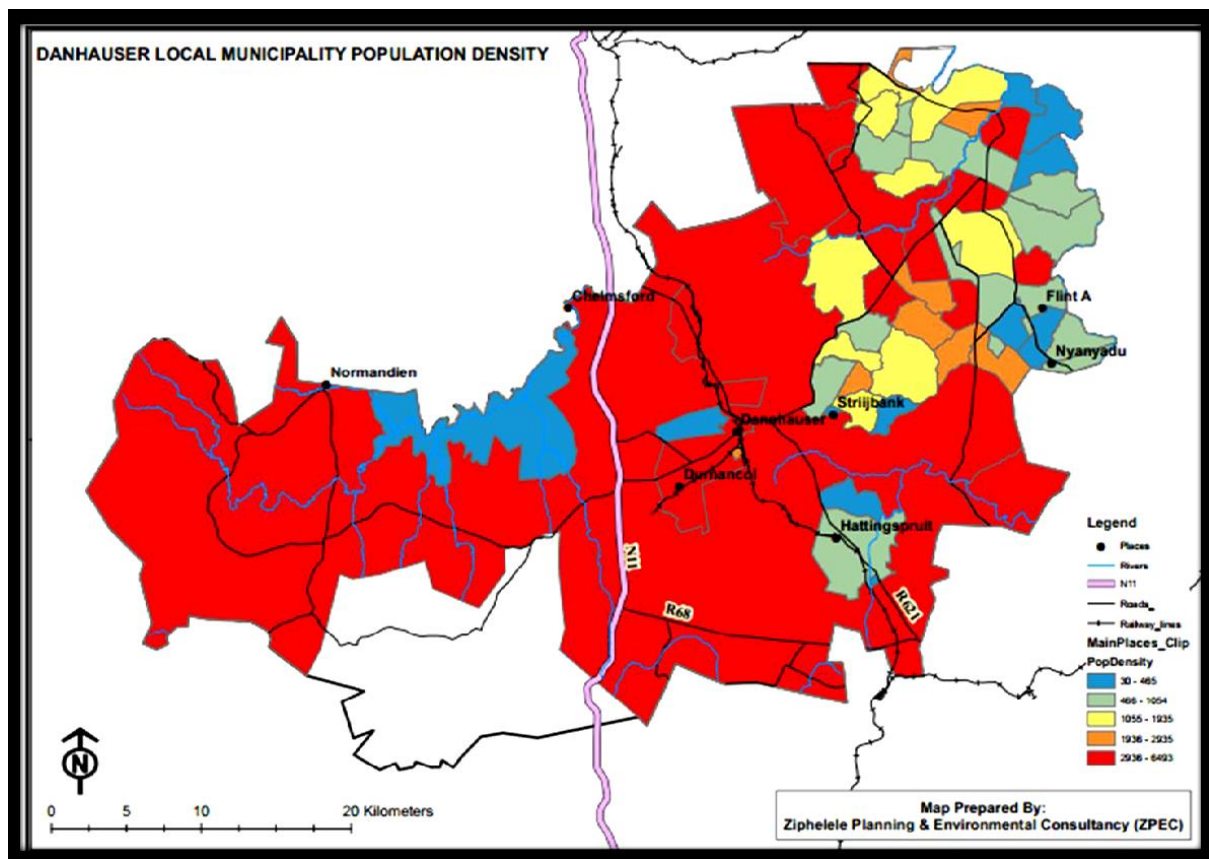
D.1.1 POPULATION SIZE AND GROWTH

Dannhauser Local Municipality (LM) (KZN 254) is located north in the Kwa-Zulu Natal Province in Amajuba District with Newcastle Local Municipality and eMadlangeni Local Municipality as part of its family. It is the smallest of three local municipalities within the district: with area coverage of approximately 1516 square kilometers. In 2011 the total population in the jurisdiction was 102 161 (Census 2011) and it grew to 105 341 (Census 2017) translating to 0.311 % growth rate per annum which is lower than the growth rate of KwaZulu-Natal of 0.69 % per annum in 2011.

D.1.2 DISTRIBUTION OF POPULATION

Dannhauser Local Municipality is largely dispersed in its distribution of population, this is due to its rural nature. The population densities are highest in Tribal Authority Council areas situated within the north-eastern portion of the municipal area and Dannhauser Town. The other towns that exist in the municipal jurisdiction with noticeable populations are Hattingspruit, Inverness, Kilgethe, Kilpbank, Milford, Normandien, Nyanyadu, Rutland Tendeka and Witteklip. The Urban population is 7 436 while the non-Urban population is 97 905. The north-eastern corner of Dannhauser municipal area is largely land under traditional council authorities which are mainly Nyanyadu Community Authority and Ubuhlebmzinyathi Traditional Council are traditional council authorities. The map below represents the population density patterns within the municipal jurisdiction.

Map:3 population distribution



D.1.3 HOUSEHOLD SIZE

D.1.4 POPULATION GROUPS

Africans account for most of the population of Dannhauser municipality and represent 96.8 % of the total population and are mainly situated within the rural areas. However, in some of the semi-urban wards, other races are present, and their

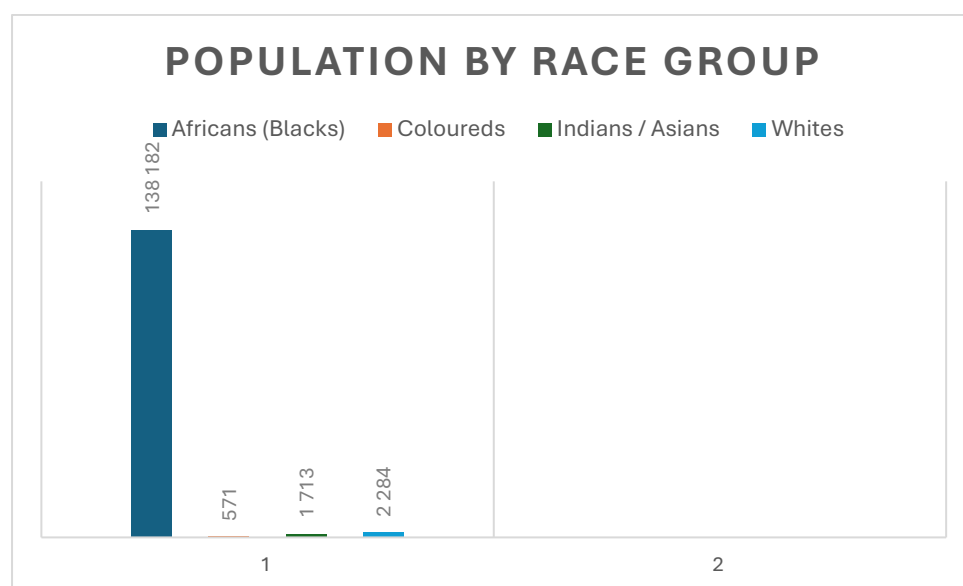
percentage representation of total population is Coloureds 0.4%, Indians 1.2% and Whites constitute 1.6%.

The population is as follows.

Table 6: Population by Race Group (Census 2022)

Population Group	Total Population
Africans (Blacks)	138 182
Coloureds	571
Indians / Asians	1 713
Whites	2 284
Total	142 750

Figure 2: Population by Race Group (Census 2022)



D.1.5 AGE DISTRIBUTION

Majority (56.7%) of the population in Dannhauser are between the ages of 15 – 64 years, which is slightly lower compared to the KwaZulu Province (63.1%) and South Africa (65.5%) on the same age bracket. The people within this age group are also considered economically active (employed or unemployed) and are a source of labour. Likewise, the age bracket also accommodates the youth age bracket. The municipality is considering this age bracket when making strategic decisions. Youth empowerment programs and other programs that are likely to create employment

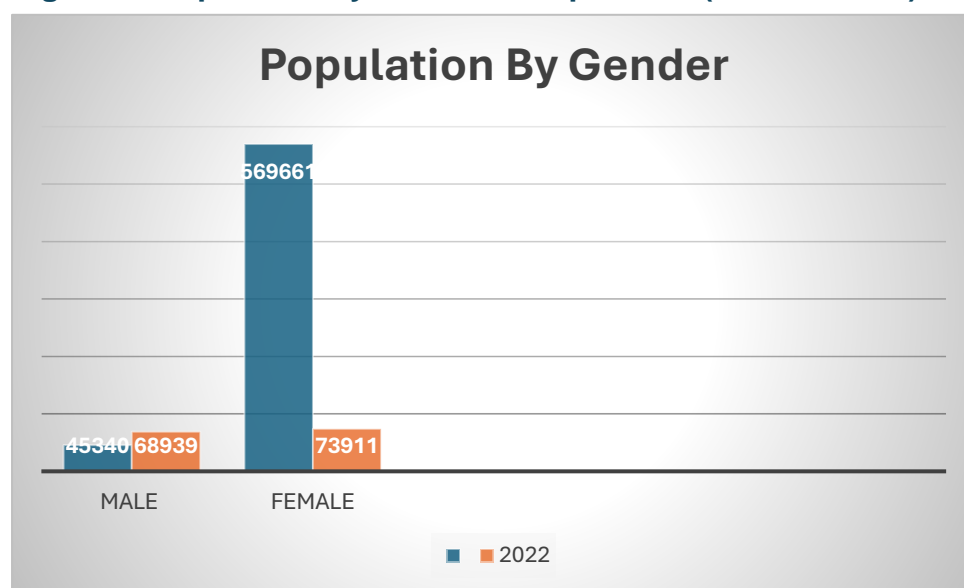
opportunities would help in curbing social and economic challenges that individuals within this age group experience.

Approximately 32,5% of the population is below the age of 15 years and 5,7% are over 65 years. The population below the age of 15 is a crucial asset for the municipality and the country at large since it is the generation that the country will rely on in terms of driving its long-term development plans. It is therefore very important to build a strong foundation for this age structure. The municipality should thus consider providing essential services such as playing lots, youth feeding schemes, adequate schools, healthcare, and any other facilities that are important and can help build a healthy and educated generation. Likewise, pension points and any other public facilities that are lacking in the municipal area that senior citizens can benefit from, should also be considered by the municipality in their strategic decisions.

D.1.6 GENDER PROFILE

The ratio of males to females in Dannhauser has not changed significantly since 2016 to 2022. In 2016 there were 90 males in every 100 females, and a similar trend in 2022. In 2016 there was a total of 45340 males and 569661 females, and in 2022 there was a total of 68939 males and 73911 females.

Figure 3: Population by Gender Composition (Census 2022)



D.2 SUMMARY KEY FINDINGS

The following are key findings to demographic related matters.

- Population increased from 102 161 (Census 2011) to 105 341 (Census 2017).
- Approximately 97 905 of total population reside in rural areas, mainly on tribal authority land situated in the north-eastern portion of the municipal jurisdiction.
- Approximately 56.7% of the population is between the ages 15 – 64 years.
- The greatest population size exists between the ages of 0 – 24.

- There are more females than males.
- There are more Africans (Blacks) than any other race group.
- The dependency ratio is very high; and
- There is a high rate of HIV & poverty.

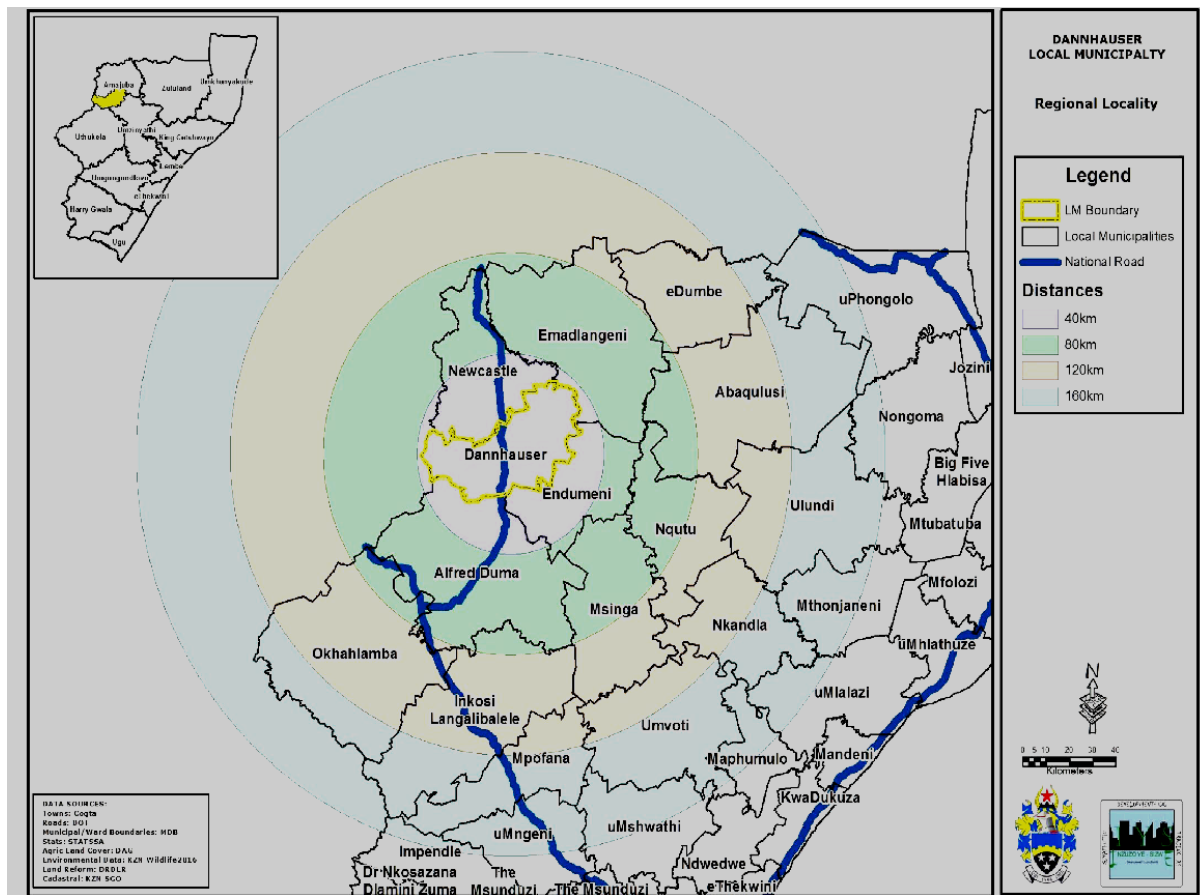
SECTION E

E. SPATIAL ANALYSIS

E.1 REGIONAL CONTEXT

Dannhauser Local Municipality is located within the administrative boundaries of Amajuba District Municipality (ADM). ADM is situated in the north-western corner of KwaZulu-Natal and is approximately 6 910 km² in geographic extent, with Dannhauser municipality occupying approximately 1 516km² or 22% of the geographical size and accounting for 21% of the district's population. It has a total of 13 Wards and 58 settlement areas with varying population densities. The district is peripherally located when viewed at a national and provincial scale, however it is well connected and enjoys a relatively high level of accessibility within its spatial and economic functional region. SDF.2024/2025 refers to Dannhauser's location within the regional context.

Map: 4 Regional Positioning of Dannhauser



The N11, which is a national trade and movement route linking KwaZulu-Natal with Mpumalanga and Gauteng provinces, traverses the western part of the district municipality and runs through Dannhauser municipality. Regional connector distributor routes such as the P 483, R 34 and others traverse the district in an east-west direction ensuring functional linkages with the surrounding towns such as Ladysmith, Dundee and Vryheid.

Dannhauser Town which serves as the main administrative center within the municipal jurisdiction is connected to the N 11 by the R 621. The administrative center is 35 km away from the Newcastle CBD when using the N 11, and is surrounded by large commercial, small subsistence farms and semi-urban residential areas of Durncol and Hattingspruit. Dannhauser town further serves as a secondary service center but with a limited threshold in economic activities. The infrastructure located in town is old and requires upgrades (tarred roads & storm water systems, streetlights, public taxi rank, etc.), this is due to a lack of funding that can aid with the rehabilitations and upgrades. Continuums of settlements are witnessed within the district in which the municipality is located. These range from urban and high-density areas of Osizweni and Madadeni Townships through informal settlements in Johnston, Blaauwbosch and Cavan (JBC) to rural settlements forming part of Ubuhlebmzinyathi occurring mainly along the Buffalo River.

E.2 ADMINISTRATIVE ENTITIES

Dannhauser municipality is divided into thirteen (13) electoral wards. The population of the municipality is unevenly distributed across these wards. Wards 1, 7, 8, 9 are the most populated with 14271, 16579, 12361 and 12131 people respectively while wards 3 and 5 have the least population figures. The north-eastern portion of the Dannhauser municipal area is largely land under the administration of traditional councils. It includes a portion of Ubuhlebmzinyathi Community Authority (that falls within Dannhauser Municipality), covering an area of approximately 13, 395 km² in extent and Nyanyandu Traditional Council area which accounts for about 1, 1190 km² of the total municipal area. The other Traditional Council Authorities are Ingwe, Emalangeneni and Gule.

E.3 STRUCTURING ELEMENTS

Dannhauser municipality has several structuring elements which influence the growth of the municipality, and these are highlighted within the SDF, these include:

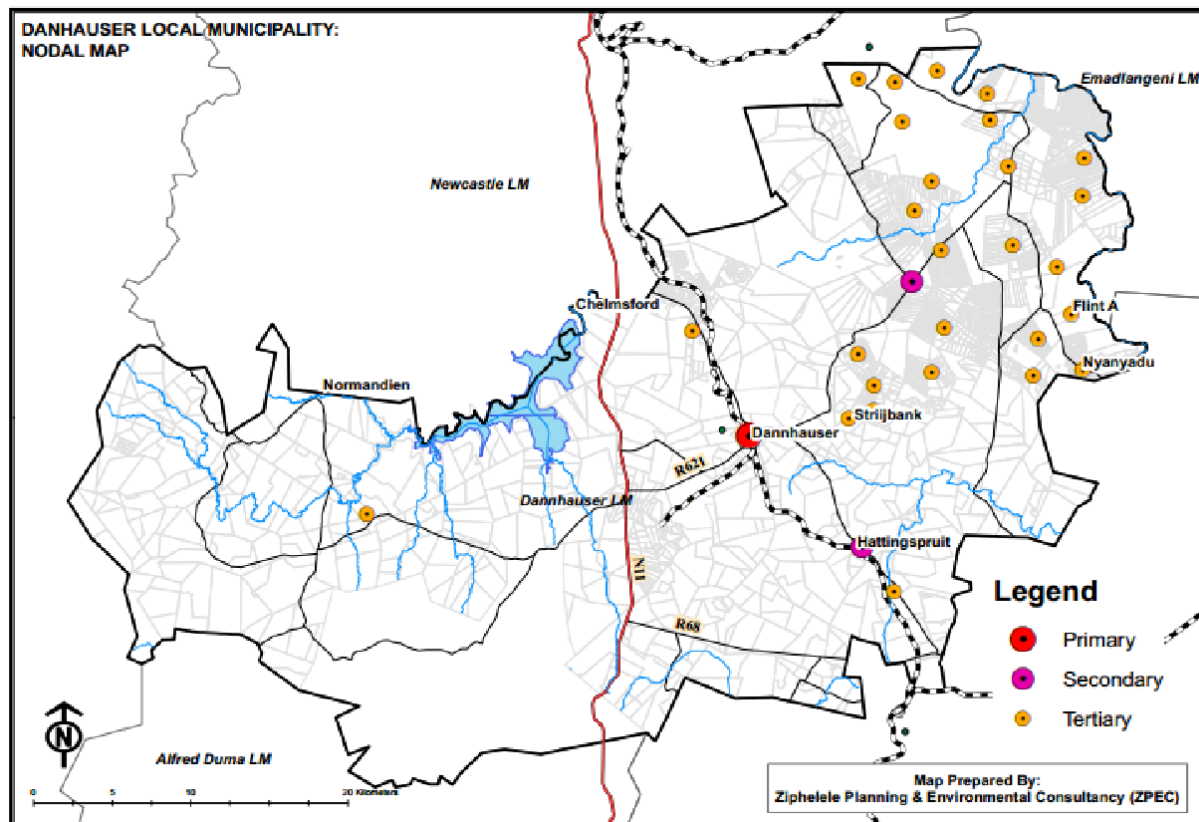
- The role of N11 – which traverses the municipal area in a north-to-south direction in a manner that diagonally splits the municipal area into two.
- Influence of Chelmsford Nature Reserves and Rivers on boundary delineation processes.
- Settlement nodes and Hierarchy.
- Concentration of urban settlements (Dannhauser and Hattingspruit) along R 621 in a ribbon development style.
- Rural settlements mainly concentrated in the north-eastern portion of the municipal jurisdiction.
- Impact of past spatial planning practices which created a high concentration of rural settlements on the northeastern side of the municipal area and commercial farmlands agglomeration on the southwestern part of the municipality.;
- Agricultural node.
- Tourism node.
- Mining node.
- Industrial node.
- CBD Expansion & Regeneration node.
- Rail-track; and
- Proposed & planned housing development settlements.

E.4 EXISTING NODES AND CORRIDORS

The municipality has an existing hierarchical system on how it defines its different levels of nodes, this is largely influenced by the patterns of development and the proposed future developments including transport linkages. Further guidance on its nodal hierarchy is defined by the PSEDS, point 2.1.7. The current nodes are distinguished in the following manner.

- Existing and only need maintenance.
- Existing and needs to be upgraded into a higher level; and
- New node to be developed from concept and have a certain threshold due to the
- nature it is intended for.

Map: 5 Dannhauser Nodes



PRIMARY NODE

Dannhauser Town is deemed to be a primary node; it serves as a public services and administration center for the whole jurisdiction. It is surrounded by labour intensive activities such as mining, chicken brooding, a milling plant, a recently developed Industrial Area, establishment of an Agri-hub and is currently finalizing its tourism strategy. Reference to the Provincial Spatial Economic Development Strategy (PSEDS – 2.1.7), which outlines the elements that characterize and classify the nodes.

SECONDARY NODE

The PSEDS further provides elements that constitute a secondary node; the municipality in relation to these characteristics has documented through its Precinct Plan, its development of the primary node (Dannhauser Town) into a secondary node. The municipal LED Strategy and SDF 2021/22 incorporate various social and economic development plans that enable the conversion from a primary node into a secondary node.

The municipality takes into consideration the investment undertaken by Cogta KZN of approximately R 60 million in the newly established Industrial Area facility and the DRDLR & DAFF's District's Agri-hub main operations center situated at Renier Farm. These two developments are already on zoned land. The Industrial Area is an initiative of the N 3 / N 11 Industrial corridor development which links Durban, Free

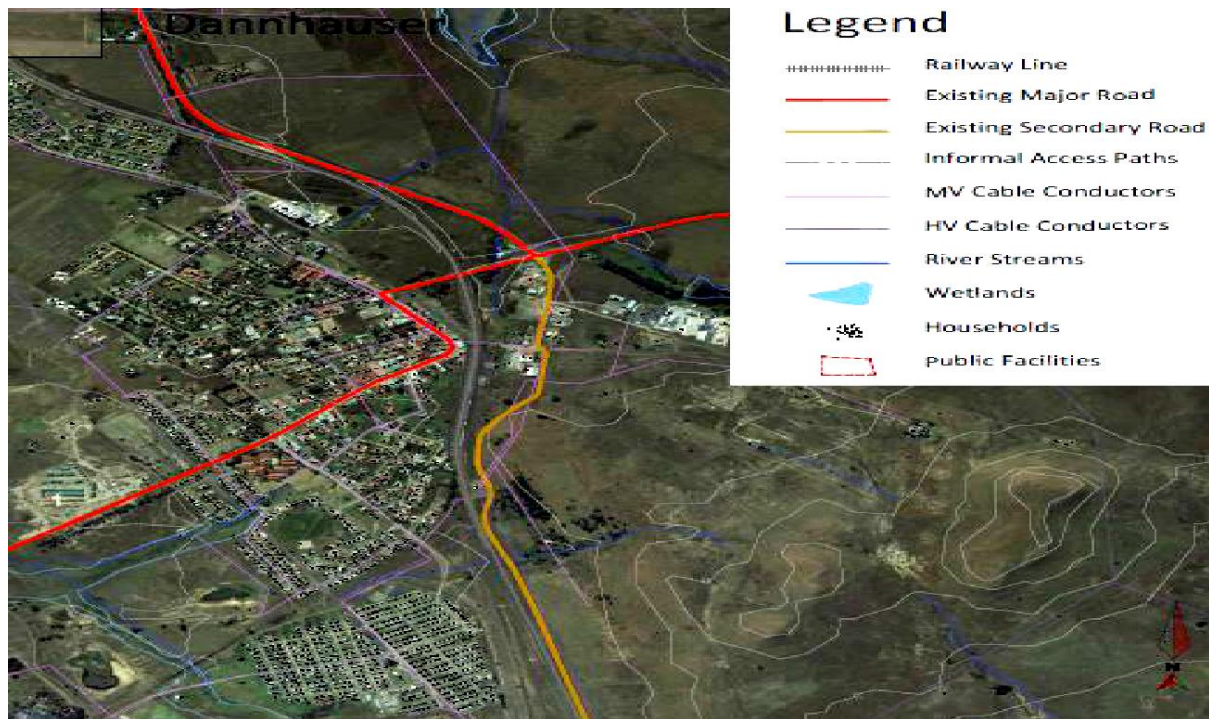
State and Gauteng, it has been extended into the N3 route which incorporates other municipal jurisdictions of Ladysmith and eMadlangeni. The development is relative to the SIP 2 projects endorsed by provincial and national government. Dannhauser town is now experiencing several new housing developments, some are low-cost housing, while others are middle & high-income housing developments. The municipality seeks to apply for a township status for the newly developed Ramaphosa settlement (eradication of slums initiative). The development of tourism over the next three to five years in the Chelmsford Nature Reserve & Ntshingwayo Kamahole Xhosa Dam area together with related infrastructure will greatly impact on the nodal status of the town. In addition to tourism, the mining sector seeks to implement its mining beneficiation programmes within the community, this will advance the development of SMME's within the jurisdiction.

The strategic positioning of Dannhauser is deemed central to Durban Sea Port, Richards Bay Sea Port, Dube Trade port and is in close proximity of the airports of Newcastle (currently under construction), King Shaka International, Pietermaritzburg Airport, Margate Airport and Richards Bay Airport. The municipality is sourcing funds to upgrade the tarred roads & storm water systems in the urban residential areas, it is further integrating with Amajuba District Municipality to address the bulk water & sanitation infrastructure, and to upgrade and build new economic & social infrastructure. The strategic developmental goal with regards to Dannhauser Town will ultimately change it into a secondary node. Currently a Land Use Management Scheme that applies to Urban & Rural areas is in place. The other two current official areas within the jurisdiction that are secondary nodes.

Dannhauser Town

Dannhauser town is the CDB of the municipal jurisdiction. It is the central economic hub and has retail shops, sole traders, an Industrial Area, municipal offices, public infrastructure such as a taxi rank / a clinic / bus stop; a petrol service station, a bank and urban residential areas. Reference is made to SDF page.7, which indicates this as "Pressure Point.1" due to the nature of activities.

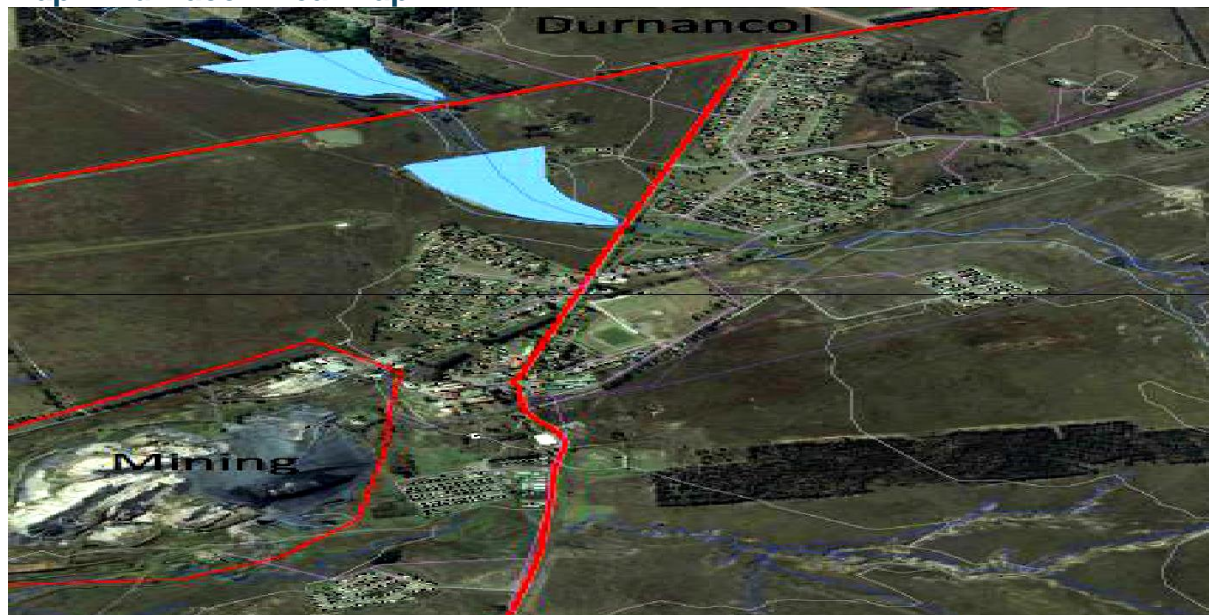
Map:6 Dannhauser Town Areal Map



Durnacol Town

This is situated within approximately 4km from Dannhauser Town, the SDF.2021/22 page.8 classifies this as pressure point.2, it is a formal mining residential area. These are housing clusters that were owned by the mining company that closed its operations and donated the houses to the residents.

Map:7 Durnacol Areal Map



Hattingspruit Town

Apart from Dannhauser town, Hattingspruit Town, which is along the R 621 towards Dundee has a relatively small economic activity but is largely driven by the existing Industrial Area which has a large manufacturing operation (Dabmar Manufacturing Company Pty Ltd) that employs over 100 people, a municipal satellite office and a small tourism resort (Glendee Yacht Club) next to the Tom Worthington dam with a few chalets. SDF.2021/22 page.9, classifies this as pressure point.3.

Map 8: Hattingspruit Town Areal Map



Milnedale/Skombaren

This area is classified as pressure point.4 by the SDF.202/25, It has a general high population compared to KwaMdakane.

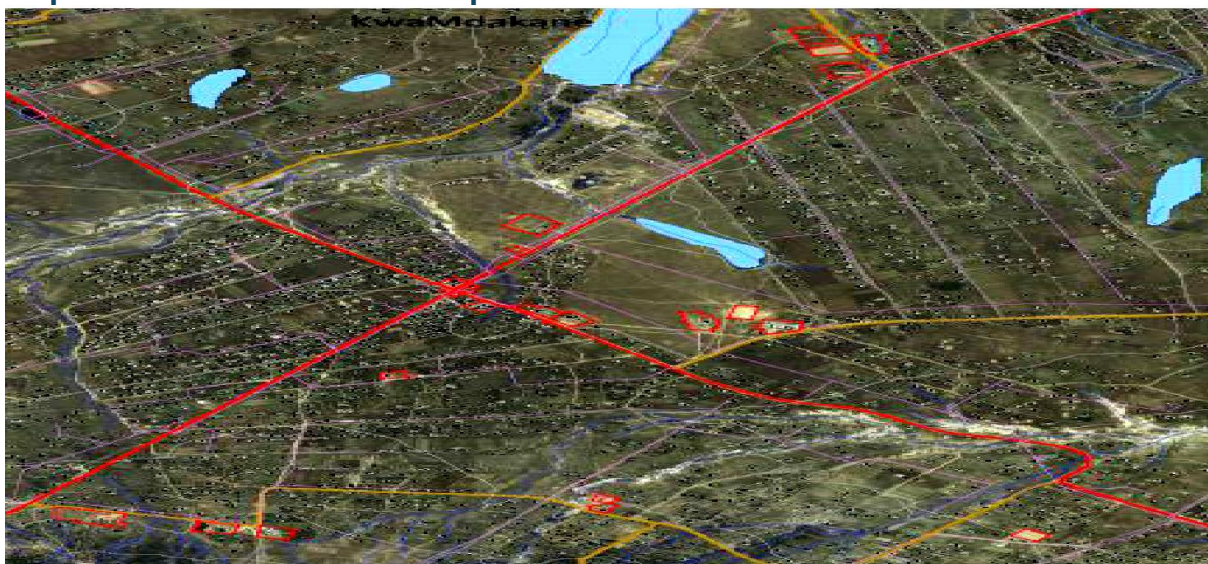
Map:9 Milnedale/Skombaren Areal Map



KwaMdakane

This is a service hub as it provides a higher order and more permanent range of services. It is a highly populated rural settlement and offers several government and non-government services including but not limited to, pension pay points, health care, sporting facilities, Thusong Center and social welfare. It is a typical rural settlement characterized by subsistence farming, an array of livestock farming and economic activities in the form of small-medium scale businesses e.g., tuck shops, brickyards, fuel service station, etc. SDF.2024/25 pressure point.

Map:10 KwaMdakane Areal Map



TERTIARY NODE

These small canterers will serve as location points for community facilities serving the local community, they include:

- Primary and secondary schools.
- Clinics including mobile clinics.
- Pension pay points.
- Community halls and other community facilities.

The following have been identified as tertiary centers/nodes:

- ⇒ Nyanyadu
- ⇒ Buffalo flats area
- ⇒ Settlements within the Ubuhlebmzinyathi Tradition Council area of jurisdiction.

RURAL SERVICE NODE

Rural service centers are usually established around tribal / traditional administration centers as well as other accessible rural points, reference PSEDS. The two main tribal authority councils that have a high density of housing settlements are Ubuhlebmzinyathi Community Authority and Nyanyadu Traditional Council. The tribal areas do have some social and economic infrastructures, pension points and have access to mobile clinics. There are schools situated within their council jurisdictions and range from crèche's, primary and secondary. There are no tertiary education facilities. Bus & taxi stops are available and some informal trading/market areas. There is however a need to develop recreational facilities and libraries

Map: 11 Ubuhlebmzinyathi Areal Map



TOURISM NODE

There are specific opportunities for tourism in Dannhauser based on the natural attractions of the area, including the Ntshingwayo Dam and Chelmsford Nature Reserve, closeness to the battlefields, outdoor adventures and other cultural attractions. Investors have identified structures in Durnacol that were left by the Durnacol mine and initiated a process of converting the structures to a recreation area that will consist of the conference center, playing area (with a pool) for both for children and adults.

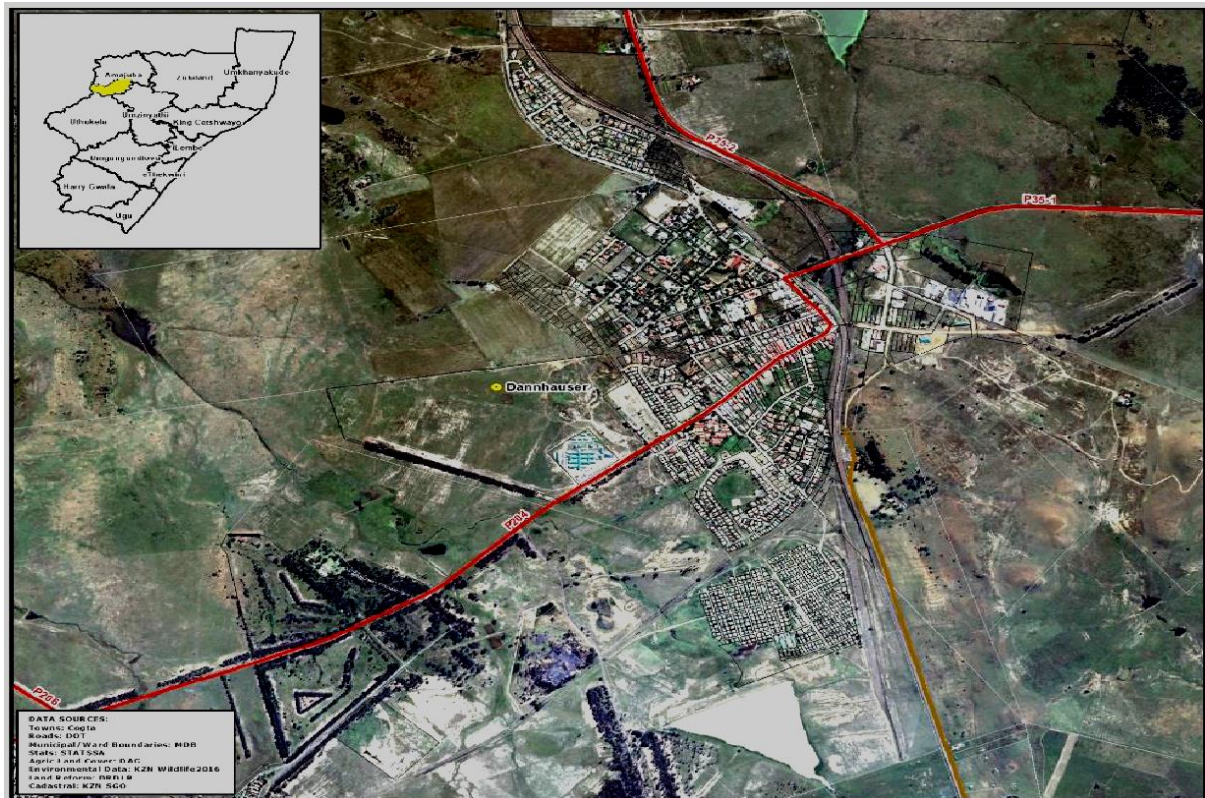
Dannhauser tourism is currently characterized by conservation areas, wetland and catchment areas, vegetation, and very little cultural/heritage. The following tourism attractions exist within the municipality:

- St Margaret's Presbyterian church
- Tom Worthington Dam
- Bonani Wild and Wonderful

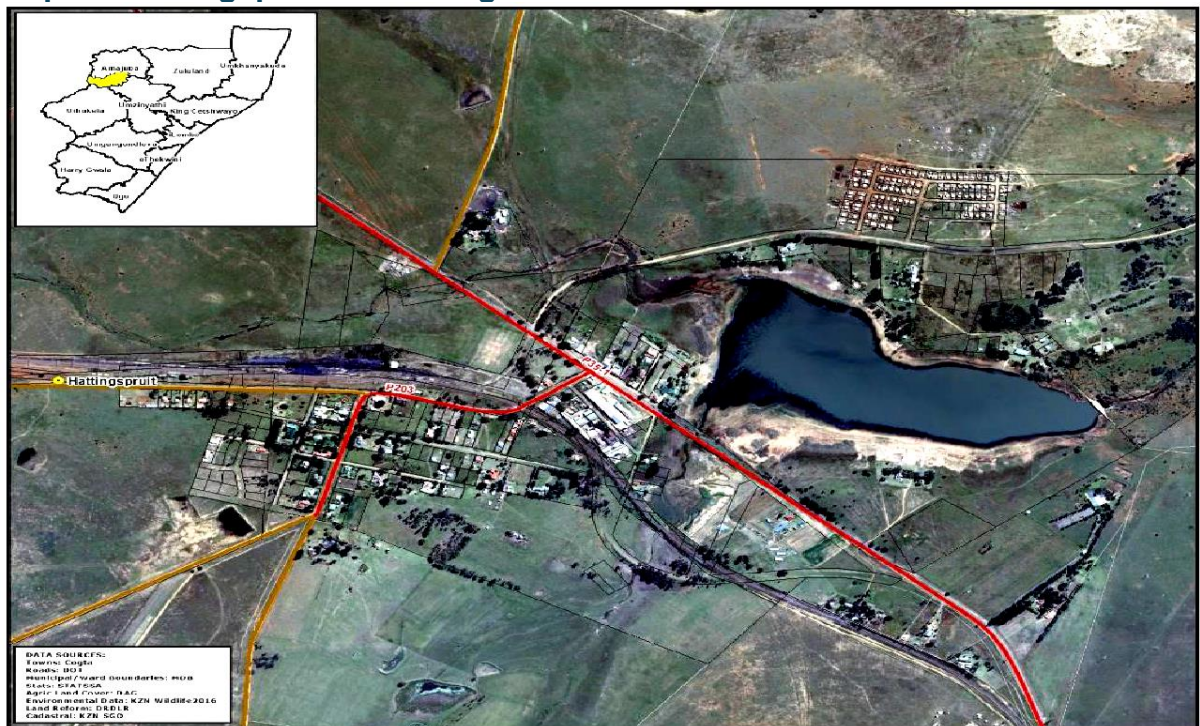
URBAN EDGE

The urban edge in Dannhauser is mainly the CBD, the Industrial Area area, the Clinic, Durnacol and Hattingspruit. These areas are characterized by tarred roads with storm water systems, a few streetlights, and the municipal administrative building. The surrounding areas are rural lands with scattered and clustered settlements in different areas. The map below represents the Urban Edge.

Map:12 Dannhauser Urban Edge

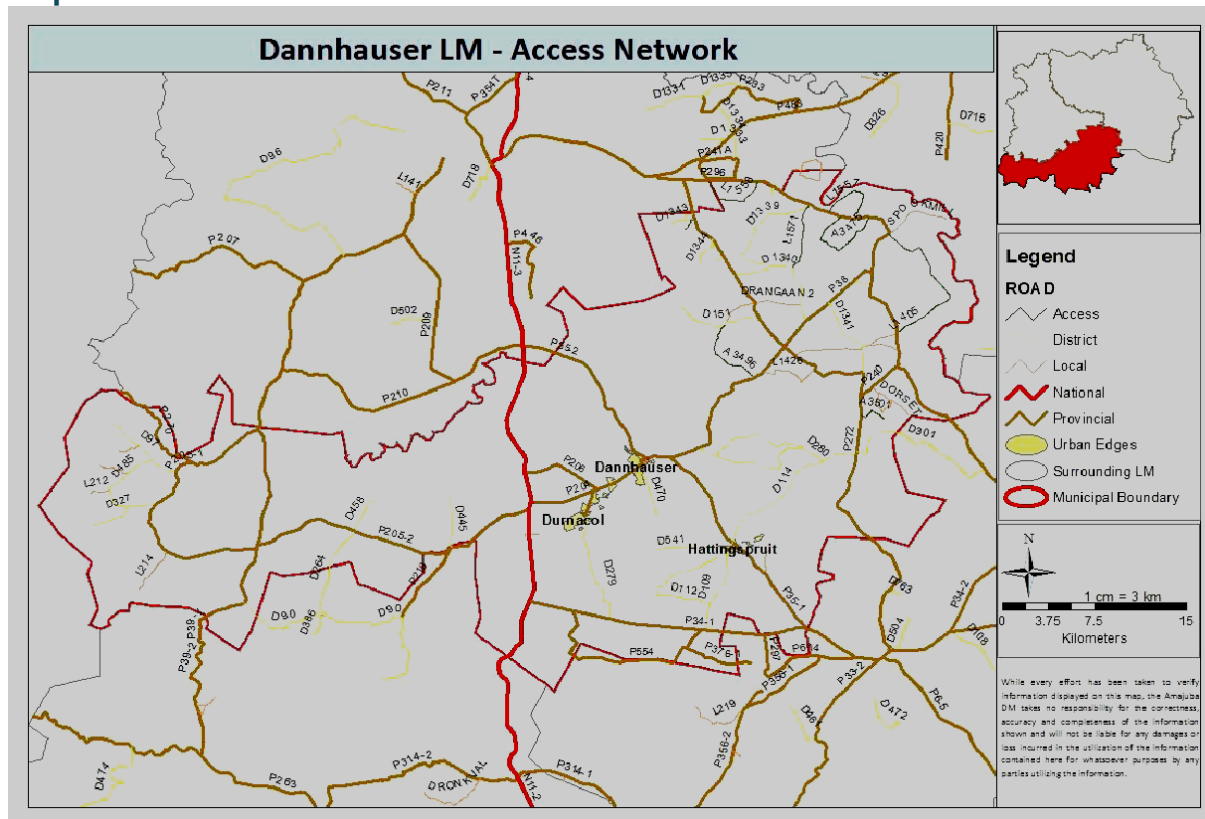


Map: 13 Hattingspruit Urban Edge



CORRIDORS

Map:14 Dannhauser Road Networks



PRIMARY LINKAGE CORRIDORS

The N11 national road linking Newcastle (the Amajuba's regional center) to the north of the municipal area and Ladysmith (the uThukela District's regional center) to the south of the municipal area is the primary corridor. The linkage allows areas of intense development to be integrated, and development of various economic activities to be undertaken. The corridor serves both as a transport and tourism corridor and is a route linking Amajuba District to Gauteng.

SECONDARY LINKAGE CORRIDORS

The secondary corridor is the R621 main road, it interconnects the N11 with Dannhauser town and Dannhauser Town to Hattingspruit satellite and back to the N11 (and onto Newcastle) to the north and to Dundee and Glencoe (and on to the R33 main road) to the to the south.

TERTIARY LINKAGE CORRIDORS

Tertiary corridors link service satellites in the sub-district and provide access to public and commercial facilities at a community level. The three main tertiary corridors within the municipality are as follows:

- Road 272 which runs south from main road 483 linking Madadeni and Osizweni in the adjacent Newcastle municipal area. Road 38 linking Dannhauser to the southwest to Dundee.
- Road 296 interconnecting south-east from Osizweni and connecting road 38 to Dannhauser while linking the satellites of Naasfarm, Thirst and Kilkeel to Dannhauser and or alternatively to Flint, Road 240, and Road 272 to Dundee to the south; and
- Road 205-2 which runs from the N11 in a westerly direction and links through to Road 39 to the north of the municipal area.
- north of the municipal area.

E.5 BROAD LAND USES

E.5.1 LAND COVER

The municipal area is largely covered by Grasslands, Natural Freshwater, and Bushlands. There are marginal urban settlements (Dannhauser Town, Durncol & Hattingspruit) that surround the CBD in a 10 km radius, while the rural settlements are more clustered in the north-east portion of the municipal jurisdiction. Apart from the settlements, the land is also used for commercial, industrial, and mining activities.

E.5.2 BROAD LAND USES

The current land use pattern in Dannhauser has evolved in response to the settlement pattern, the natural environment, and the regional access routes. It also reflects the rural nature of the region within which Dannhauser Municipality is located. The following are the main land use categories in the area:

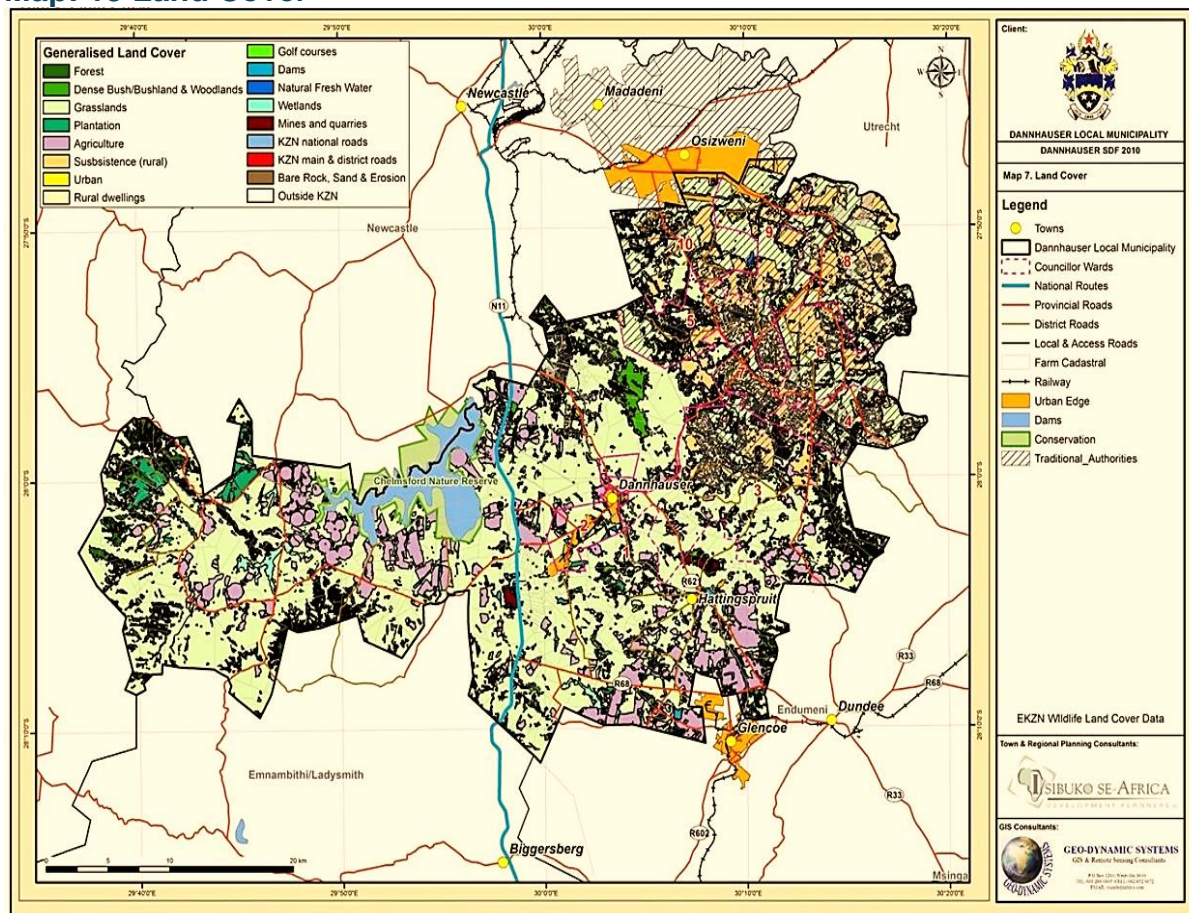
- ✓ Settlements.
- ✓ Commercial farmlands.
- ✓ Conservation.
- ✓ Mining.

Land use patterns within each of these areas vary significantly, reflecting their historical development and evolution.

Table:7 Land Use and Area coverage in Dannhauser Municipal Area (SDF.2024/25)

LAND OWNER	AREA (Ha)	Ownership %
Eskom	0,42	0,00
Government	12 277,85	4,07
Ingonyama Trust	25 496,70	8,46
Dannhauser Municipality	359,30	0,12
Private	262 760,28	87,20
SANRAL	5,19	0.00
Telkom	0,09	0.00
Transnet	440,10	0,15
Total	301 339,9	100

Map: 15 Land Cover



E.5.3 FORESTRY & AGRICULTURE

The grasslands are mainly found within the commercial farms and serve as grazing areas for livestock. Subsistence agriculture mainly exists within the traditional council areas, in the form small gardens within homestead boundaries and also in the form of crop plantation fields located in the midst of the different settlement clusters. The fertility of the land is further substantiated by DRDLR establishing an Agri-hub at Renier Farm that support crop farming to subsistence farmers within the jurisdiction. The municipality is in the process of purchasing fertile land so that it assists local subsistence farmers who are currently marginalized. There are large tracts of land that are currently unused, this is due to most of the fertile land being owned by private individuals and trusts. There is a lack of access to capital, skilled labour and proper infrastructure for some farmers who have tracts of land, this aggravates the situation and causes the land to remain dormant.

E.5.4 SUBSISTENCE AGRICULTURE

Dannhauser is predominantly rural, most of the population resides within the north-eastern portion of the municipal jurisdiction owned by tribal authorities, the land in these areas is highly fertile, and residents engage in small subsistence farming that supports their household meals. The nature of the farming is crop and vegetables, but some rear a few livestock. SDF identifies the following as potential agricultural land.

A large portion of the land is owned by Ingonyama Trust and private individuals, while a small portion is owned by the municipality and other state organs.

The Department of Rural Development and Land Reform published in 2013 the first Land Audit on State-Owned Land. That Land Audit revealed, among its findings, that most of this state land was unsurveyed and unregistered trust land which is occupied by individuals and communities in the former homelands. The department has embarked on a process to survey, register and vest that trust land to individual and community owners through the Communal Land Tenure Bill. The primary source of information in this report was obtained from the:

- 75 | Page

Records pertaining to land ownership are available electronically in the Deeds Registration System (DRS). These records contain only the name, surname and South African identity number or date of birth – but not race. The DHA maintains the electronic population register which contains, amongst others, names, surnames, South African identity numbers, nationality, and gender - but not the race of South African citizens. Stats SA is the only institution that officially collects and keeps a database that has the race of individuals.

Classification of landowners was the first step. Classification of owners was done in two levels. The initial classification distinguished between private and state owners. Three classification categories were used, namely: state, private and other. Private landowners were classified into five sub-categories of individuals, companies, community-based organisations (CBOs), and trusts. CBOs include Community Property Associations (CPAs), Churches, Homeowners Associations (HOAs) and others. Individuals are natural persons. Companies are Close Corporation and PTY (Ltd), excluding public entities. Five categories were used to classify land ownership according to gender. These classifications are male, female, male-female, co-ownership and other. Male-female was used to classify land owned jointly by male(s) and female(s). Other was used to classify land owned by owners that were not found in the DHA population register. Co-ownership was used to classify land where the land is owned by the combination of the four classifications. Incomplete owner names that made it impossible to determine if the owner is state or private were classified as other. Land owned by national government, municipalities, provincial government, public entities, public schools were classified as state, including land in the name of Ingonyama Trust. Ownership of land by companies, trusts, individuals, community-based organizations were all classified as private.

The Land Audit reveals the relationship of South Africans to one another through the management of land as a resource for sustainable development and nation-building. It shows that 114 223 276 ha or 94% of 121 924 881 ha land in the country is registered in the Deeds Office. The outstanding 7 701 605 ha or 6% is unregistered trust state land in the Eastern Cape and Limpopo at 5 545 156 ha. The department has embarked on a process to survey, register and vest that state trust land to individual and community owners via, among others, applicable legislative instruments.

The Land Audit also shows that individuals, companies, and trusts own 89 523 044 ha or 90% of the 114 223 276-ha land. Individuals own 37 800 986 ha or 39% of this total land; followed by trusts at 29 291 857 ha or 31%; companies at 23 199 904 or 25%; CBOs at 3 549 489 ha or 4%; and co-ownership at 883 589 ha or 1%. The same individuals own most of these companies, trusts and CBOs. Farms and agricultural holdings - with 469 258 or 6% of total land parcels and 111 025 515 ha or

97% of the total land - are owned by 588 045 or 7% of total landowners. Erven in urban areas, which number 6 839 985 or 94% of total land parcels, with only have 3 197 760 ha or 3% of the total land – are owned by 8 469 845 or 93% of the total owners of land, with an average of 0.4 ha per owner. With 65% or 56 million of the total population found in these tiny land parcels, they command higher locational rent and prices than any in the R8 trillion national property market.

The Land Audit reveals that Whites own 26 663 144 ha or 72% of the total 37 031 283 ha farms and agricultural holdings by individual landowners; followed by Coloured at 5 371 383 ha or 15%, Indians at 2 031 790 ha or 5%, Africans at 1 314 873 ha or 4%, other at 1 271 562 ha or 3%, and co-owners at 425 537 ha or 1%. Individual males own 26 202 689 ha or 72% of the total farms and agricultural holdings owned by individual owners; followed by females at 4 871 013 or 13%. Male-female own 3 970 315 ha or 11%, co-owners 655 242 ha or 2%, and other 1 379 029 ha or 3%. Finally, South African individuals own 33 996 255 ha or 92% of the total farms and agricultural holdings; followed by foreign individuals at 769 284 ha or 2%; co-ownership at 933 728 ha or 2%; and other at 1 379 023 ha or 4%.

E.6.2 LAND OWNERSHIP IN SOUTH AFRICA – 2024/2025

Table:8 Number of landowners by land type, parcels, extent in hectares and landowner type

Land Parcel Type	Parcels		Extent		Owners	
	No.	%	Ha	%	No.	%
Erven	6 839 985	94	3 197 760	3	8 469 845	93
Agricultural Holdings	50 253	1	340 272	1	60 623	1
Farms	419 005	5	110 685 243	96	527 422	6
Total	7 309 243	100	114 223 276	100	9 057 890	100

(DRDLR - 2024/2025)

Interpretation of above figures

- Table shows that a total of 7 309 243 land parcels and a total of 114 223 276 ha (or 94% of SA land) in the Deeds Office has a total of 9 057 890 owners in the country. A total of 6 839 985 evens or 94% of total land parcels has a total of 8 469 845 or 93% owners at an average of 0.4 ha per owner.
- Table also shows that there are 50 253 agricultural holdings, a relic of subdivisions of large estates in the Union of South Africa, which constitute 340 272 ha or 1% of total land and parcels. They are owned by 527 422 or 6% of the

total owners at 6 ha per owner. They are now being converted to non-agricultural commercial, residential, and industrial land uses.

- Table further shows that there are 527 422 or 6% of the total who own 419 005 farms with 110 685 243 ha or 96% of farmland, at an average of 210 ha farmland per owner.

Table:9 KwaZulu-Natal land Ownership by Ha & % of Total land in Province

KwaZulu – Natal	Number of Hectares	%
Individuals	1 579 543	30
Companies	1 627 042	31
CBOs	300 556	6
Trusts	1 562 455	30
Co-Ownership	161 950	1
Grand Total	5 231 547	100

Table: 10 Kwazulu-Natal Individuals by Race Land Ownership

KwaZulu – Natal	Number of landowners	%
White	8 748	29
African	11 215	37
Coloured	2 711	9
Indian	5 960	20
Other	1 358	4
Grand Total	29 992	100

(DRDLR – 2024/2025)

Table : 11 KwaZulu-Natal Individual Land Owners by Gender in Hectares

KwaZulu – Natal	Number of landowners by Gender	%
Male	934 891	58
Female	134 896	8
Male – Female	130 532	8
Co-owners	86 998	5
Other	33 0760	20
Grand Total	1 617 493	100

(DRDLR - 2024/2025)

E.6.3 INGONYAMA TRUST LAND

Ingonyama Trust Land accounts for some 25 496,70 ha of the Dannhauser municipal area and includes the farms Struisvogel, West Port, Rooi Port, Mourné, Flint, Springbok Laagte, Dorset, and Portion 1 of the farm Peach Hill and Portion 1 of the farm Flint. Most of this land is located to the north of Dannhauser Town and within

the administrative boundaries of Ubuhlebmzinyathi and Nyanyadu Traditional Council area.

E.6.4 MUNICIPAL OWNED LAND

According to the Dannhauser Municipal Valuation Roll, Municipal Land accounts for a rather small portion of the land within the municipality. The municipality is listed as a user department in mostly land under state ownership. According to data received from the Surveyor General, municipal land only accounts for 359,30 ha of the total land area.

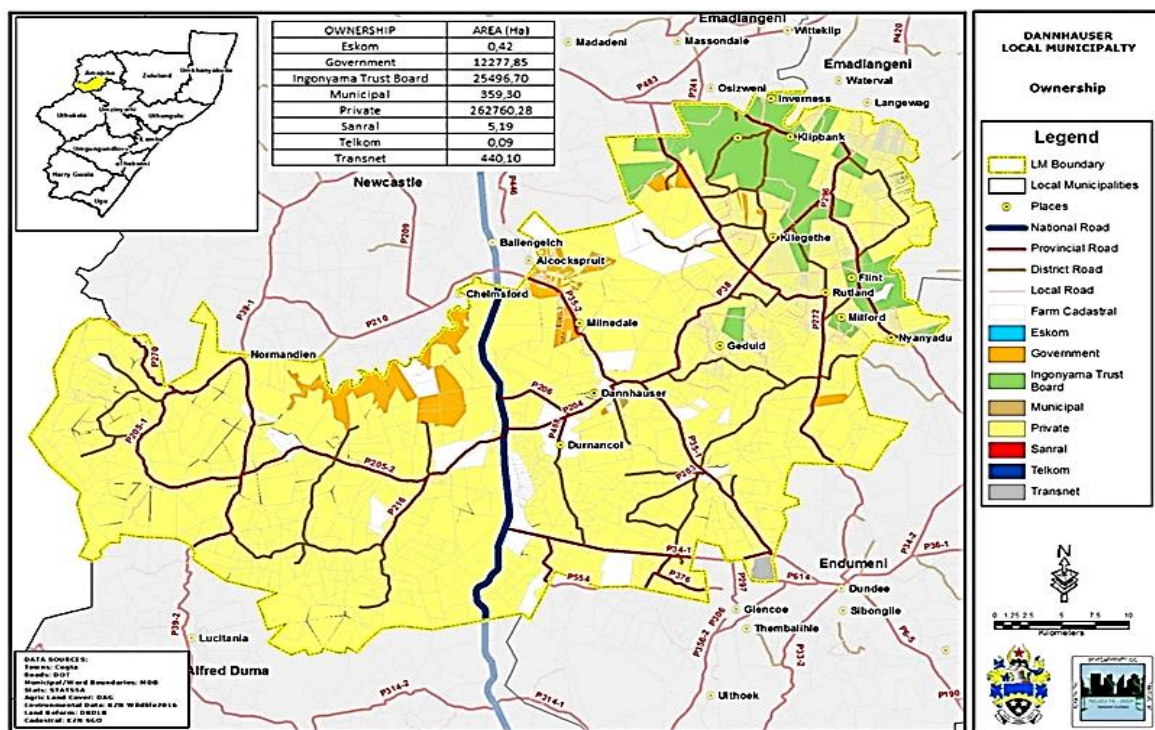
E.6.5 STATE OWNED LAND

There are numerous parcels of state land located throughout the municipal area. This land is under the ownership of the Department of Rural Development and Land Reform and accounts for some 12 277,85 ha. State land includes parcels of land upon which various facilities are located, these include government and municipal offices, police stations, schools and utilities such as the sewerage works plant in Alcock spruit.

E.6.6 PRIVATELY OWNED LAND (INDIVIDUALS & TRUSTS)

According to the Dannhauser Municipal Valuation roll, a greater share of the land within the municipality is in private ownership. Land parcels, which were previously recorded as municipal land, have been recently registered under private ownership by the deed's registrar. This situation is likely to change further as more land is increasingly registered in the name of trusts because of the land reform program.

Map17: Dannhauser Land Ownership (SDF.2024/25)



E.6.7 LAND CLAIMS

Despite years of relatively good Integrated Development Planning processes in Amajuba District Municipality, issues of land tenure reform have remained marginal and isolated due to a lack of high-level integration and alignment between land tenure reform and spatial planning within the municipality, DRDLR and Amajuba District together with Lack of sustained co-ordination between DRDLR and Commission on Restitution of Land Dannhauser. It is worthy to note that currently there are only nine (9) claims that have been lodged and are in their final stages although it has been over 5 years awaiting a response. The communities who were once assisted to reclaim their land are still experiencing a challenge with receiving basic service delivery of water and sanitation, Amajuba District still has to incorporate them into their planning process. The communities affected are Ndlamlenze, Amantungwa, and Thekwane.

E.6.8 LAND RESTITUTION

According to the information possessed by the municipality, nine (9) land restitution claims lodged with the Land Claims Commission and their status are summarised in the table below:

Table 12: Status of Land Claims

LAND REFORM	AREA (Ha)	%
Transferred Redistribution	2957,52	3,62
Restitution Claims	51 771,12	63,32
Labour Tenants	27 026,34	33,06

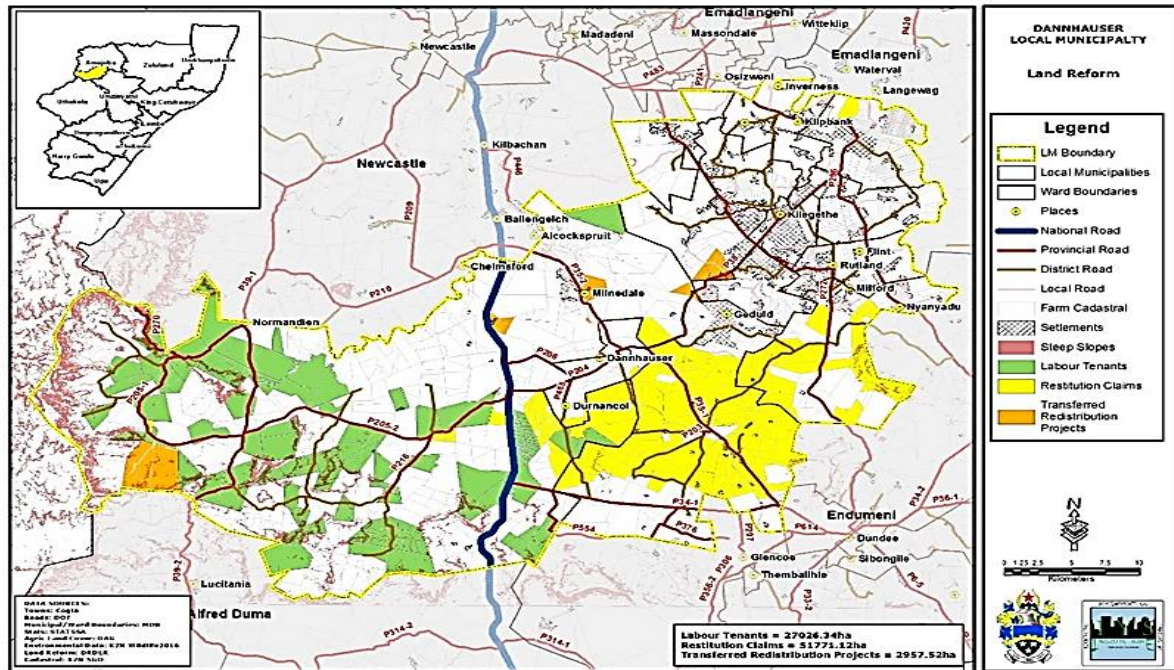
TOTAL	81 754,98	100
--------------	------------------	------------

E.7 LAND REFORM

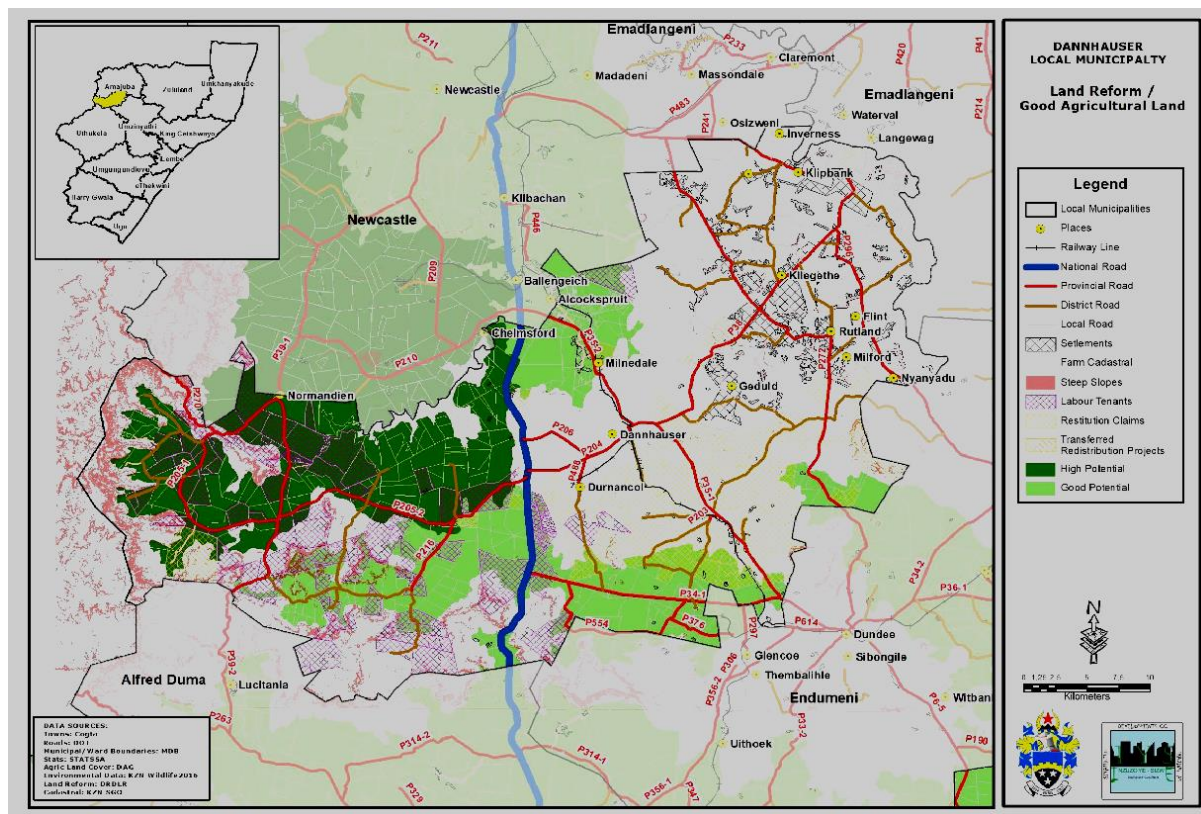
Dannhauser Municipality is characterized by complex and intricate land tenure reform challenges. These can be categorized as follows:

- Farm dwellers whose land rights are protected in terms of the Extension of Security of Tenure Act, Act 62 of 1997 (ESTA). These are households that are established within commercial farms, but their members are no longer providing labour to the farm. A situation exists wherein some farm owners have left or passed on, and their past labourers still dwell on the farm, and more dwellers have moved onto the farm although they never worked on the farm.
- Land reform in Dannhauser Municipality is implemented through the various arms of the programme. These include Land Redistribution, Land Restitution and Labour Tenants. Restitution claims (transferred and gazetted) accounts for the largest percentage of land reform in the municipal area. The total area of the municipality that is under land reform is approximately 81754, 98ha. This accounts for 47, 87% of the municipal area.
- **Land redistribution** in Dannhauser municipality has been implemented through the following grants: Land Distribution for Agricultural Development (LRAD), Settlement / Production Land Acquisition Grant (SPLAG), and Settlement Land Acquisition Grant (SLAG). There are 30 cases of transferred redistribution in Dannhauser Municipality. Of these 30 cases, 13 are through the PLAS grant, 8 through the LRAD grant, 3 through SLAG and 6 through SPLAG. 57 properties are affected by these cases.
- **Land restitution** – there are 8 settled claims and 10 gazetted claims in Dannhauser Municipality. These settled claims cover 16 properties while the gazetted claims extend over 83 properties.
- **Labour tenant** - there are also a number of labour tenant applications, covering 26026.34 hectares of land. Settlements established through land reform programs include Alcockspruit, Mossdale, Elandsklip and Long Lands. The land reform projects (labour tenant claims) are found to be located on irreplaceable agricultural category towards the west of the municipality, threatened agricultural category is found on the south where there are a number of labour tenants and restitution claims. The land reform claims are said to be located within the good potential agricultural land.

Map: 18 Land Reform (SDF - 2024)



Map:19 Land Reform and Agricultural Potential (SDF.2024/25)

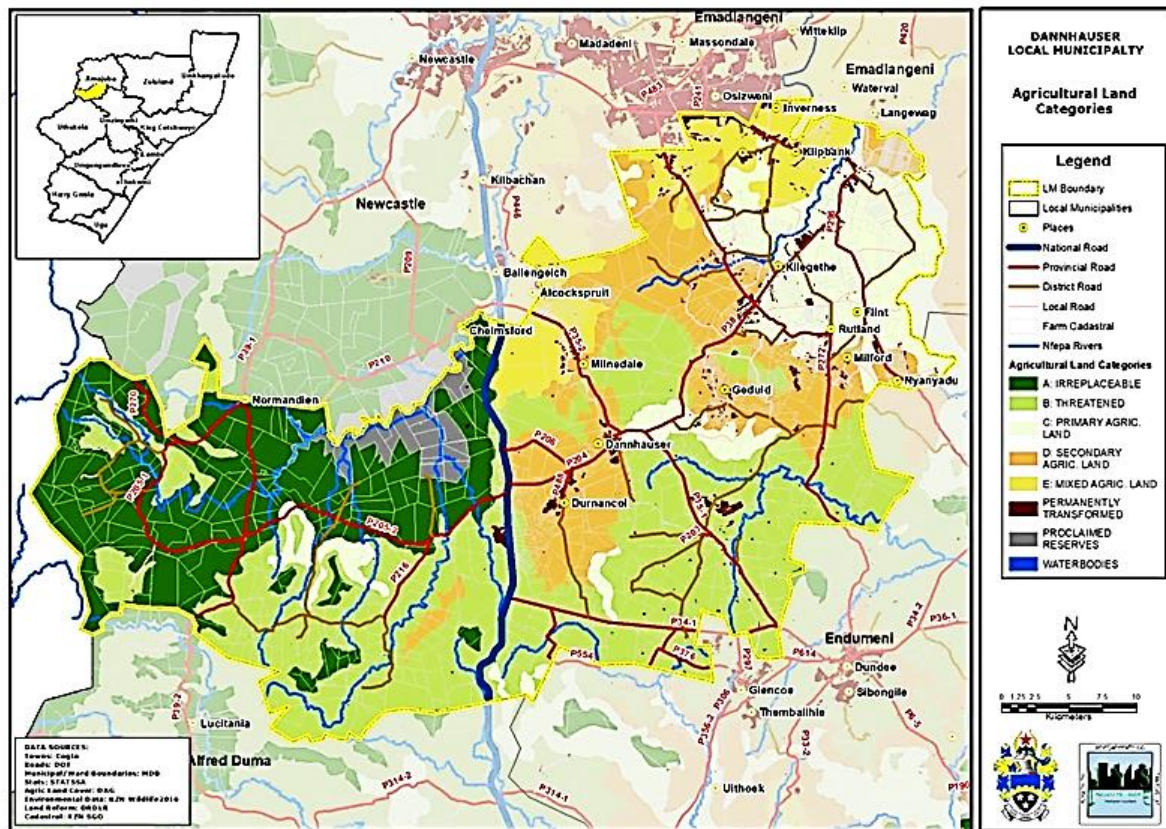


E.8 LAND CAPABILITY

The agricultural potential of the municipal area varies but falls within six main ratings, ranging from High potential to very low potential land. About 19% of the land constitutes high agricultural land while. These are located on the western segment of the municipal area while portions of the mid-northern sections and the southeastern areas, approximately 16% are good agricultural land. The rest of the eastern portions of the municipal area, which constitutes about 52% of the land, covering mostly the eastern half of the area, are considered as moderate agricultural land. These areas extend from Hattingspruit to Durnacol and to the north-eastern segments around Nyanyadu, Kilegethe, Brakwater, Klipbank and Inverness areas.

About 6% of the land is low agricultural potential. These include areas along the mid-western boundary, some parts along the mid portions of the southern boundary and some portions along the steep slopes east of Durnacol and Dannhauser. Also, about 7% of the area, covering the western outskirts has very restricted agricultural potential. The areas marked as of high agricultural potential should be reserved for commercial agricultural production and excluded as much as possible from non-agricultural activities or developments. Areas of low or very low agricultural potential are recommended for commercial or other non-agricultural developments. The map below shows the land potential of various land parcels in the municipal jurisdiction.

Map: 20 Agricultural Land Categories (SDF.2024/25)



E.8.1 PRIVATE SECTOR DEVELOPMENT

Dannhauser is attracting private investors within the CBD, there is currently a handful of small business operators, it is only being disadvantaged by the slow pace of infrastructure development. The slow pace is due to minimal funding received by the municipality in the form of grants as its revenue generation is very limited. It is important to note that there are current on-going developments that have been initiated by provincial government departments, and these are Industrial Area – Cogta Kzn, Agri-Hub – DRDLR and Tourism, this will result in a potential pulling in of more investors in the private sector.

An investment framework to draw in investors into the Industrial Area is being developed by the municipality together with the criteria of vetting the investors, the DRDLR has already delivered farming implements at the Agri-Hub site (Renier Farm) and is in the process of training SMME's & co-operatives and with Tourism a tourism strategy is currently being developed, it will detail areas that will serve as tourism products and where infrastructure relating to tourism must be situated.

The private sector development is a key point with regards to revenue generation for the municipality, this will be successfully undertaken by the municipality's business licensing authority and commercial rates will be applicable.

E.9 ENVIRONMENTAL ANALYSIS

The natural environment is an important resource within the municipal jurisdiction, it enables activities such as agriculture, tourism, and infrastructure development to be undertaken in areas deemed suitable. The ecological resources should be considered as structuring elements of guiding various economic and social development activities.

The municipality is developing an Integrated Environmental Management Plan which takes cognizance of the biological assets the jurisdiction holds. The biological assets are to be preserved and where possible economic benefits become derived from them. The natural environment is a combination of various land characteristics including topography, slope soils, hydrology and so forth. Steep slopes, unstable soils, poor drainage, and unfavourable geological formations are factors that make a given area a low development potential, while level ground, stable soils, good drainage and favourable geological structures allow for good development. Dannhauser will be able to identify the environmental areas that have favourable and unfavourable characteristics, this will inform the zoning of areas for various economic and social development activities.

E.9.1 BIODIVERSITY (INCLUDING PROTECTED AREAS) ENVIRONMENTAL ASSETS

The Dannhauser municipal area is endowed with numerous environmental assets, which are of conservation and economic value. These include:

- The Chelmsford Nature Reserve - this is the only KZN Wildlife protected area reserve in the municipal area. It is a 6 014-ha reserve and is located around the Ntshingwayo Dam.
- Important Escarpments - these are found along the western and southern boundary of the municipality and are identified as being of high conservation value.
- Important species sites - these include the wetland e.g., Paddavlei (which is a habitat for the endangered White winged Flufftail), threatened plant species and grasslands.

Important ecosystems - the municipality falls within the Acocks Veld Type 66 (Natal sour sandveld) which is endemic to KwaZulu Natal. The area has a high incidence of Red Data species, forest patches and medicinal plants.

E.9.1.1 GEOLOGY AND SOILS

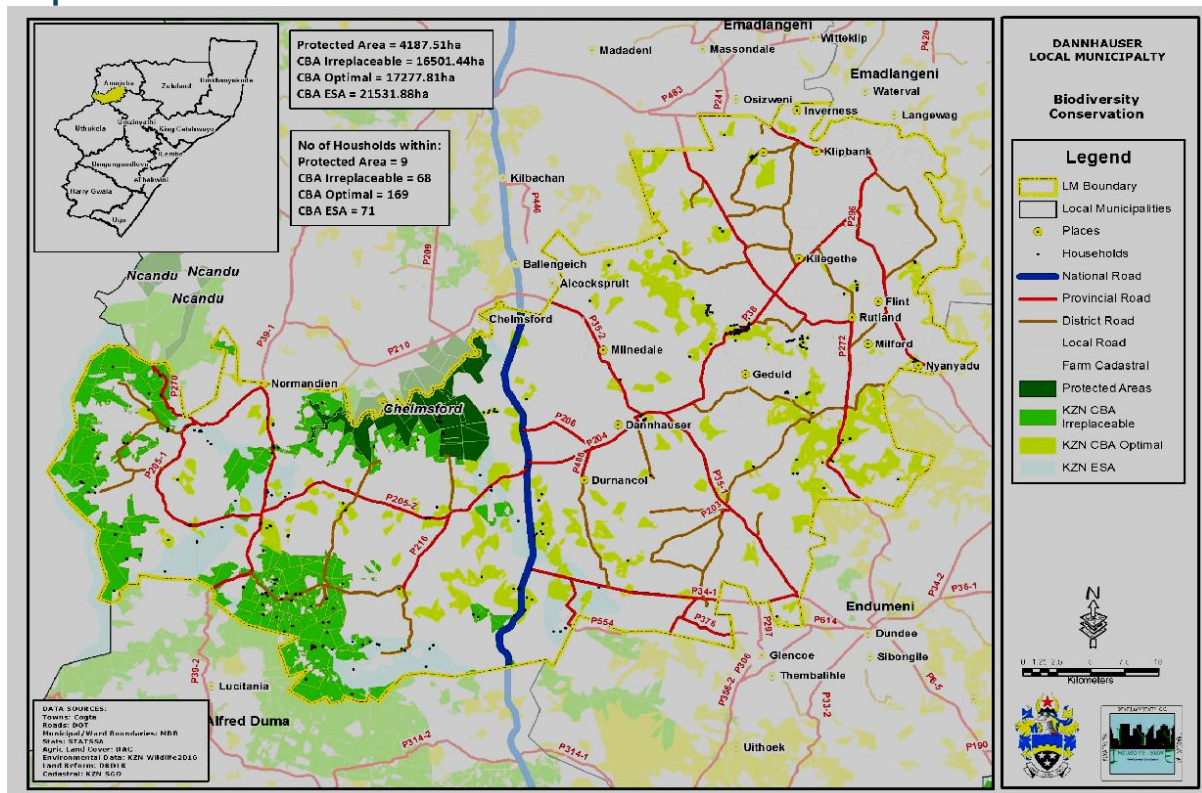
Vast land in Dannhauser comprises of Arenite and small portions are covered in Dolerite and Shale. The major soil types covering Dannhauser Local Municipality are

Loam Soil, Sandy Clay Loam, Silt Loam and Silty Clay soils (Amajuba District EMP:2024).

E.9.1.2 CONSERVATION AREAS

Areas that are protected formally within the municipal area include areas around the Ntshingwayo Dam. In addition, the game ranch along the south-western boundary of the site is of conservation significance but is not a protected area. Other areas of high conservation significance include all the wetlands and areas up to 30m around these wetlands and 100m from the banks of all rivers within the various catchments. In addition, areas along the southern portion of the Chelmsford Nature Reserve are protected due to high biodiversity concerns. These areas should not be allocated for any development (NDG Africa: 2010).

Map: 21 Protected Areas



E.9.1.3 HISTORICAL INFRASTRUCTURE

The old infrastructure that exists within the municipal jurisdiction are related to Durncol mine and Hattingspruit (old hotel – heritage). The buildings are being preserved and will be incorporated into the tourism products portfolio.

E.9.1.4 CULTURAL/HERITAGE

Information available on the area does not reveal any sites or landmarks of provincial or national significance. However, one of the dominant cultural materials that need to

be noted are the graves. It is known that communities are invariably culturally attached to burial sites due to various cultural beliefs. Potential disturbances of these sites could result in severe social and cultural conflicts.

Location of all cultural materials and other materials of heritage significance should be determined prior to or during the planning of developments. Amafa KwaZulu Natal needs to be a key stakeholder in all development planning processes. Furthermore, the Dannhauser municipal area is situated in relatively proximity to the battlefields route. These routes may also be of heritage significance to the area (NDG AFRICA: 2010). The municipality has appointed a service provider to undertake a tourism resources assessment and strategy, the findings may or may not possibly impact on the listed cultural and heritage assets available within the jurisdiction.

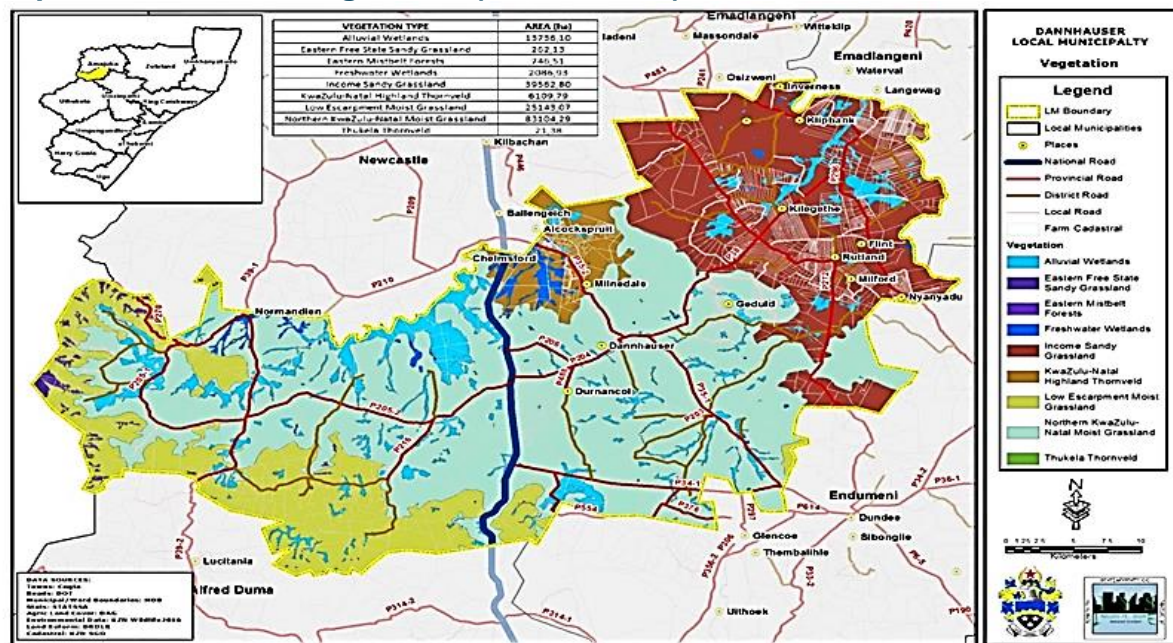
E.9.2 VEGETATION

Vegetation type within the boundary of the Dannhauser Municipality varies significantly but is dominated mainly by five vegetation types. These include:

- The Income Sandy Grassland located at the northeastern corner of the municipality, covering the towns of Nyanyadu through Kilgethe to Inverness;
- The Glencoe Moist Grassland, located to the eastern side of the N11 around the towns of Hattingspruit to Gedule, to Durnacol and to the southern portion of Milnerdale;
- The Northern KwaZulu-Natal Moist Grassland. This is located along the southern portions of the municipal boundary, near Glencoe to the western portions of the N11, south of the Dam and to the western portions of the municipal area;
- The KwaZulu-Natal Highland Thornville, which covers the mid northern section of the municipality, north-west of Milnerdale, and the Low Escarpment Moist Grassland, which covers the western outskirts of the municipality and a small portion along the southern border close to the N11.

According to the KZN Wildlife Vegetation Status Database, the Northern KZN Moist Grassland is vulnerable while the Glencoe Moist and Income Sandy Grasslands are endangered and endemic to KZN. Vegetation that is endangered is one that has undergone immense transformation that its very existence in an indigenous form is threatened. Vegetation classified as endangered is thus of high conservation status. In view of this, the areas with untransformed vegetation are mostly on the eastern half of the municipality, covered by the Glencoe Moist and Income Sandy Grasslands. These should be excluded from active development, especially one that involves the removal of vegetation. This will ensure that the impacts on the vegetation types are not exacerbated and that linkages between the various vegetation types of the broader region are enhanced; these areas covered by the Glencoe Moist Grassland and Income Sandy Grassland should be included in the passive open spaces in the area. It should be noted however that development of any untransformed or derelict area might be subject to an environmental impact assessment. The key environmental issues may be including the removal of vegetation, particularly in areas covered by the endangered vegetation types as stated above, if the transformation or the size of the development is more than the development threshold in hectares (NDG AFRICA:2010).

Map:22 Dannhauser vegetation (SDF.2024/25)



E.9.3 ENVIRONMENTAL MANAGEMENT

The following are several key spatial issues and trends identified from an analysis of the Dannhauser Municipality informant Maps:

- ⇒ There are high levels of poverty and dense settlement in the North-East portion of the municipal area and there is therefore a resultant need for land for settlement purposes, as well as subsistence and commercial agricultural purposes.
- ⇒ There is a need to conserve and protect the natural resources the municipality is endowed with, that is, the soil, water, environmentally sensitive features and important landscapes, ecosystems and communities and species sites.
- ⇒ There is a need to maximize the agricultural potential of the area and facilitate the production of the highest outputs.
- ⇒ The N11 and R621 Roads provide good access within the municipal area and from the municipal area.
- ⇒ The Ntshingwayo Dam, the scenic landscapes and important environmental ecosystems, communities and species present valuable tourism and recreational opportunities.
- ⇒ There is a need to address environmental degradation due to overgrazing, poor agricultural practices, and a need to rehabilitate closed and abandoned mines.

E.9.4 STRATEGIC ENVIRONMENTAL ASSESSMENT

Dannhauser Local Municipality is still in the process of making provision for the preparation of a Strategic Environmental Assessment (SEA). The SEA is primarily aimed at improving the relevant environmental strategic actions; and indirectly

guiding other strategic actions by educating decision-makers and influencing the way decisions are made. The SEA is a process or an ongoing and tiered approach and can be seen as a process of communication and information gathering. The frame of mind and vision of the participants is thus vital. It is important that the participants must be willing to change their strategic actions and align them with the findings of the SEA.

The SEA should be well integrated into the existing policies, institutional and organizational frameworks. The key emphasis of a SEA should be in choosing the best way to achieve intended objectives (or in the case of existing strategic action, changing/improving it) i.e., consider appropriate alternatives and proposing mitigation measures.

The SEA should be initiated early in the decision-making process, before alternatives have been rejected or substantial decisions made. It will not focus only the environmental issues, but also considers social and economic issues. Public participation is a cornerstone of an effective SEA, since it ensures that the SEA process is comprehensive, gives appropriate recognition to relevant issues and is transparent. This principle should then be translated to the real-life examples of SEAs.

The overall objectives are;

- To aid in the provision of the municipality's environmental position, intentions, principles, and priorities in attaining a strategic environmental development and sustainability.
- Enable the protection of endangered conservation areas.
- Ensure that developments follow environmental practices prescribed.
- Implementation on environmental rehabilitation where required.
- Provide for timeframes, structures and reporting systems with regards to the implementation plan; and
- Ensure that environmental sustainability is attained.

At this stage the following environmental issues are considered critical for a SEA process:

E.9.5 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS SDF COMPARISON

Table 13: SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none">⇒ Chelmsford Nature Reserve⇒ Hosts important Escarpments.⇒ Hosts important species sites.⇒ Hosts important ecosystems.⇒ About 19% of the land constitutes high potential agricultural land⇒ Ntshingwayo Dam	<ul style="list-style-type: none">⇒ Opportunity to initiate tourism projects.⇒ Room to initiate Agricultural projects.⇒ There is room to reduce poverty and unemployment through agriculture & tourism projects;
WEAKNESSES	THREATS
<ul style="list-style-type: none">⇒ Large portions of land owned by private individuals and trusts.⇒ Steep terrain.⇒ Obstacles that limit agricultural activities.⇒ Poor road infrastructure.⇒ Lack of funding to empower subsistence farmers.	<ul style="list-style-type: none">● Increase in poverty levels.● Endangered species are prone to land transformation.● Increase in under development of land due to private and trust ownerships.● Lack of environmental guidelines to direct sustainable developments

E.10 DISASTER MANAGEMENT

E.10.1 INTRODUCTION

This report covers the current challenges of disaster management facing the municipality. It also offers solutions to the identified challenges.

E.10.2 DISASTER MANAGEMENT CHALLENGES

- Lack of understanding of Disaster Management, Fire and Rescue Services by the municipality
- Non-existence of the Unit to perform both functions.
- Limited budget for both functions
- Prolonged time for response and relief due to unavailability of resources and personnel. Disaster Management, Fire and Rescue Services not prioritized by the municipality.

E.10.3 CHALLENGES WILL BE FURTHER EXPLAINED BY CONSIDERING ALL ELEMENTS OF DISASTER MANAGEMENT

E.10.3.1 PREVENTION

Municipality can better prevent a disaster by conducting certain activities before a disaster occurs. Our municipality does conduct few activities like disaster management awareness and ensuring that there is an active ownership and participation of communities along the disaster management continuum. However, the municipality cannot achieve that owing to lack of working personnel.

E.10.3.2 MITIGATION

Disaster mitigation refers to measures that can be taken to minimize destructive and disruptive effects of hazards and thus lessen the scale of a possible disaster. There is poor integration of disaster management into development planning. Most communities in Dannhauser Municipality are under the leadership of traditional authorities which make it difficult to control the allocation of households in those areas. Landowners allocate people in low-lying areas which are frequently flooded and the risk of disasters become higher. No risk assessments done before allocating people.

E.10.3.2 PREPAREDNESS

Preparedness measures such as the maintenance of inventories of resources and the training of personnel to manage disasters are other essential components of managing a disaster. Our municipality is not prepared for local catastrophes because of inadequate resources and working personnel.

E10.3.3 RESPONSE AND RELIEF

Some disasters cannot be prevented. If a disaster does occur, then response and relief must take place immediately; there can be no delays. Contingency plans may be developed but if there is lack in resources, those plans will be in vain.

E.10.3.4 REHABILITATION

Interventions are also needed after a disaster occurs. Providing affected households with relief material such as tarpaulins, plastic sheeting, blankets, and sponges is not enough because disasters are non-routine events, so non-routine response is required. One routine response has caused the victims to be easily forgotten once the disaster has passed.

E.10.3.5 SUGGESTIONS/SOLUTIONS

- Obtain reliable disaster management vehicles.
- Increase the number of working personnel.
- Allocate more budget for disaster management.
- Develop partnership with traditional authorities and landowners to control or prevent the allocation of people in disaster prone areas.
- Form partnership with local hardware store to provide building materials should disasters occur.
- Municipality should issue vouchers of about R2500 to those that will need to repair their houses. Vouchers may not be enough sometimes, but this will meet victims halfway.

E.10.4 DISASTER MANAGEMENT SWOT ANALYSIS

Table 14: Disaster Management SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Support from the district. • Support from local NGOs. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of dedicated and skilled personnel to perform the function of disaster management, fire and rescue services. • Lack of equipment for firefighting services • Lack of disaster response vehicles
<p>Opportunities</p> <ul style="list-style-type: none"> • The municipality has potential to establish a co-ordinated disaster management fire and rescue services unit. • The municipality has a potential to establish and improve working relationships with other relevant disaster management stakeholders. • Participation NGOs and CBOs on issues of disaster management • Involvement of councillors and traditional leaders on issues of disaster management and sitting in the forum. • The municipality will capacitate the ward committees once they have been elected to assist the municipality in performing the assigned duties for disaster management. 	<p>Threats</p> <ul style="list-style-type: none"> • Inadequate resources for both functions • Inaccessible roads by emergency vehicles due to none existence of access roads • Consistent occurrences of naturally induced disasters. • Human settlements not built in accordance with national building standards and regulations (rural and informal settlements) • Human settlements near the streams

E.11 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS.

The municipal transformation and institutional development incorporate the manner in the way the municipality performs its functions and aligns its human resources in delivering a high-quality service to the communities. The municipality does no longer undertake a centered approach when planning and implementing services but engages community participation and plans and implements based on the inputs.

The municipality understands that the main objective of this KPA is to improve and transform the institution through, amongst other things, capacitating and empowering its human resources ensuring that Previously Disadvantaged Individuals are part of management, and that employment equity together with youth empowerment takes center stage. The municipality has thus far addressed this KPA as follows:

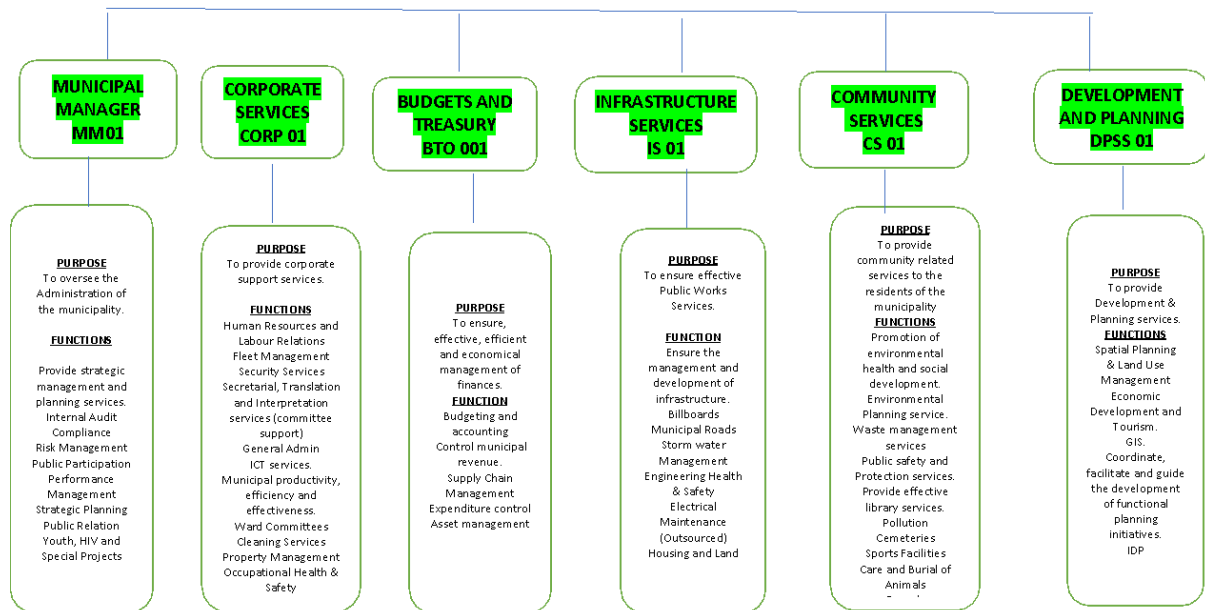
E.11.1 Organizational Development

During the current review, the municipality approved its Organogram, and placements have been finalized with all parties being involved during this process. It must also be noted that there are functions that were transferred to the district and provincial government in line with the powers and functions that are vested with the local municipality.

E.11.2 Organizational Structure / Organogram – 2023/2024

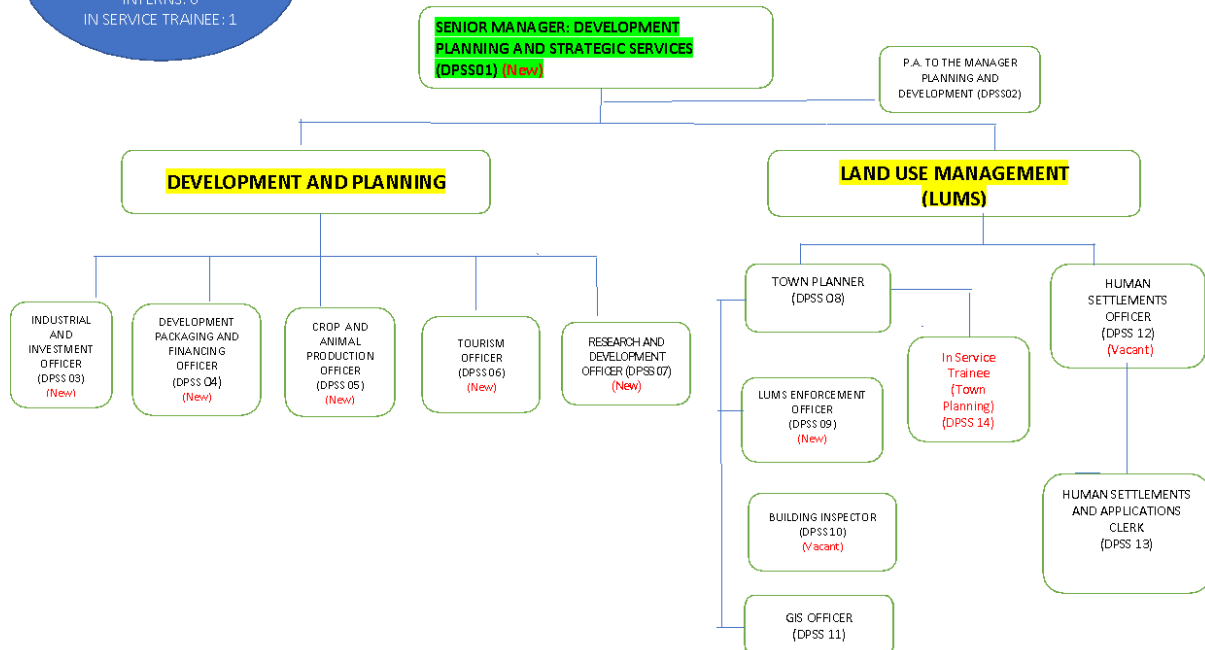
The municipality's administrative and departmental organizational structures which were approved and adopted by the council are illustrated below:

ORGANIZATIONAL STRUCTURE FOR DANNHA USER MUNICIPALITY (KZ 254)



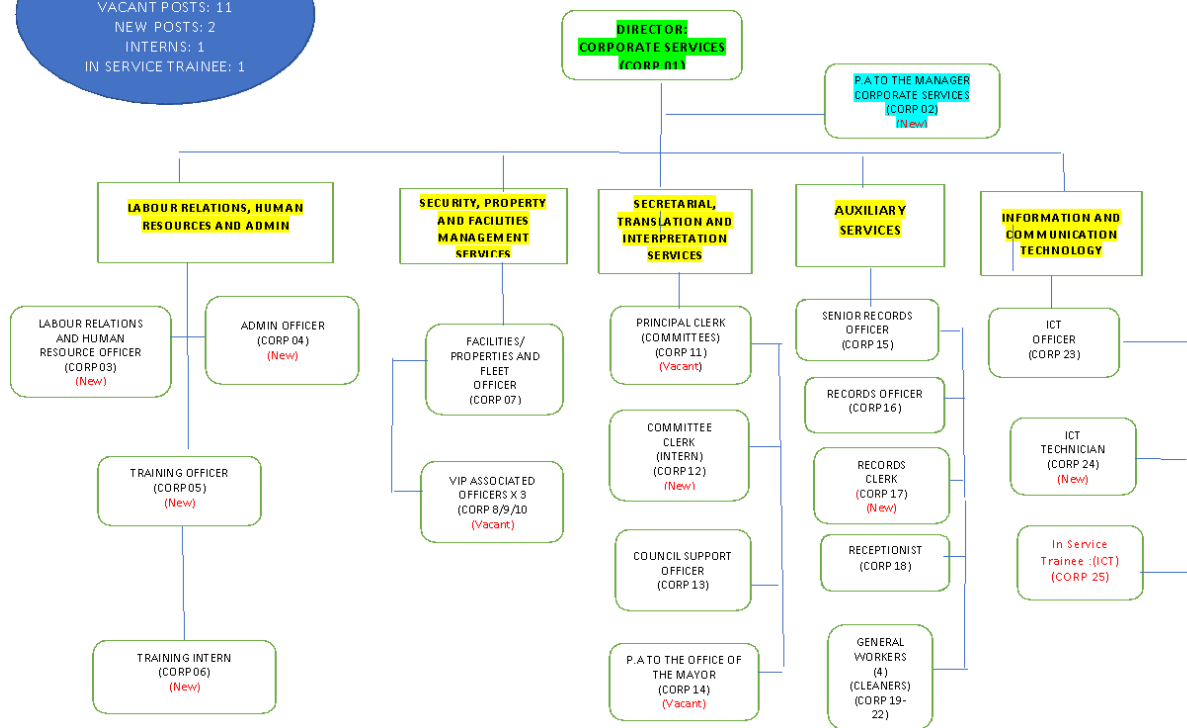
TOTAL NO. OF POSTS: 14
FILLED POSTS: 4
VACANT POSTS: 3
NEW POSTS: 6
INTERNS: 0
IN SERVICE TRAINEE: 1

DEVELOPMENT PLANNING AND STRATEGIC SERVICES



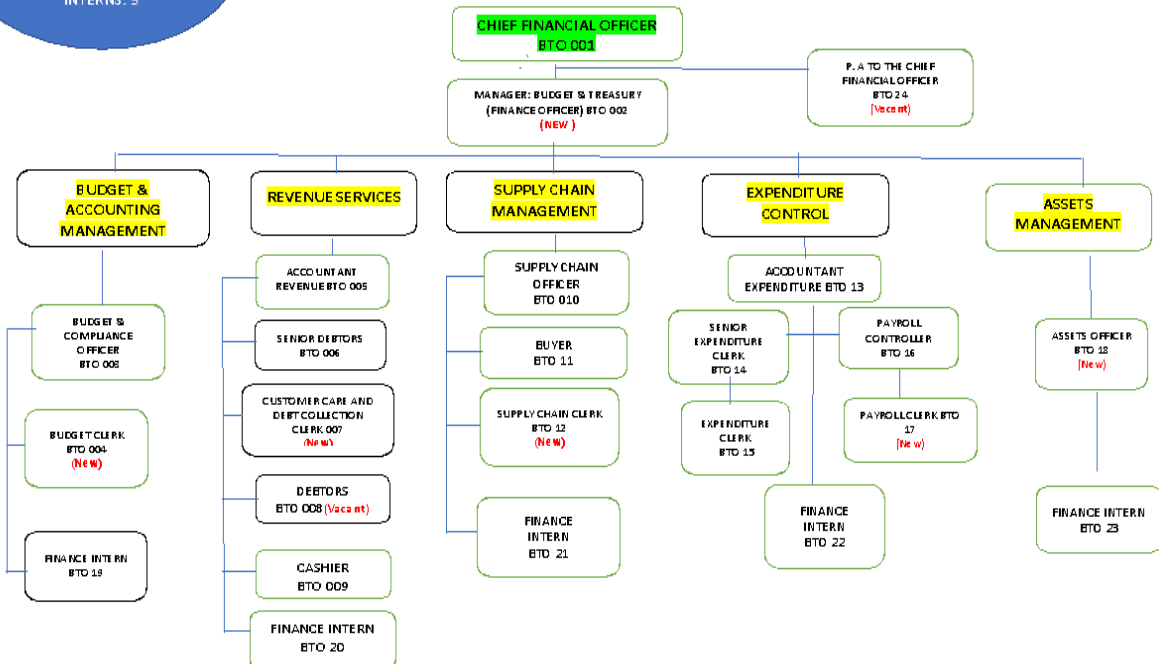
DEPARTMENT: CORPORATE SERVICES

TOTAL NO. OF POSTS: 25
 FILLED POSTS: 10
 VACANT POSTS: 11
 NEW POSTS: 2
 INTERNS: 1
 IN SERVICE TRAINEE: 1



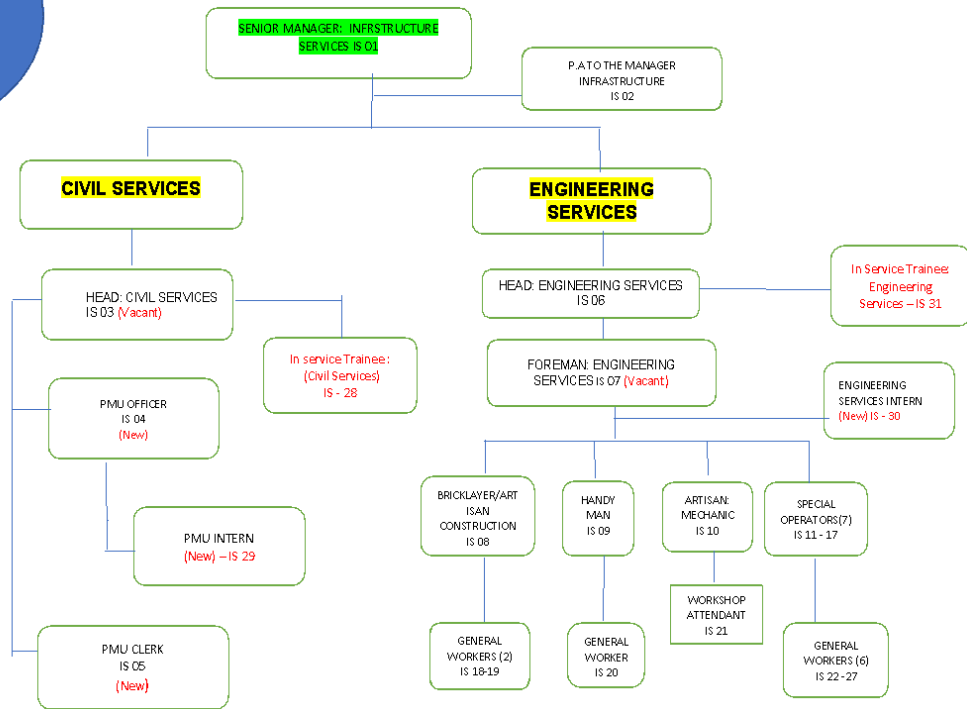
DEPARTMENT: BUDGET & TREASURY OFFICE

TOTAL NO. OF POSTS: 24
 FILLED POSTS: 10
 VACANT POSTS: 3
 NEW POSTS: 6
 INTERNS: 5



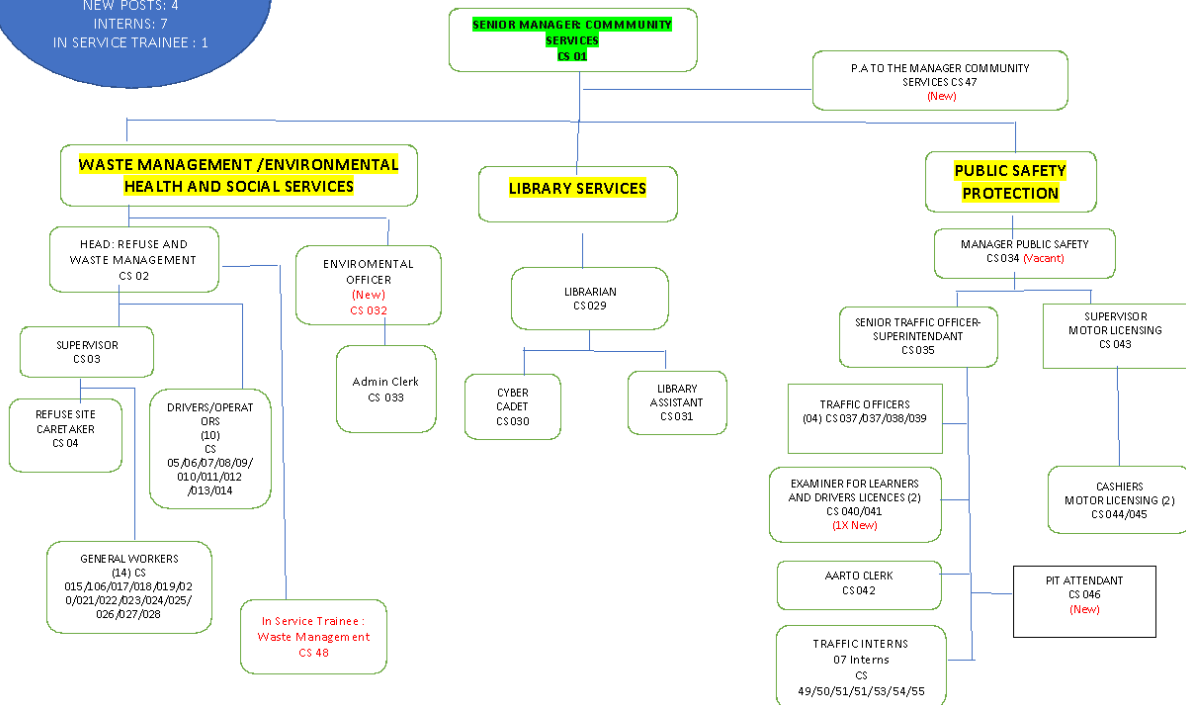
TOTAL NO. OF POSTS: 31
 FILLED POSTS: 22
 VACANT POSTS: 3
 NEW POSTS: 2
 INTERNS: 2
 IN SERVICE TRAINEE: 2

DEPARTMENT: INFRASTRUCTURE SERVICES



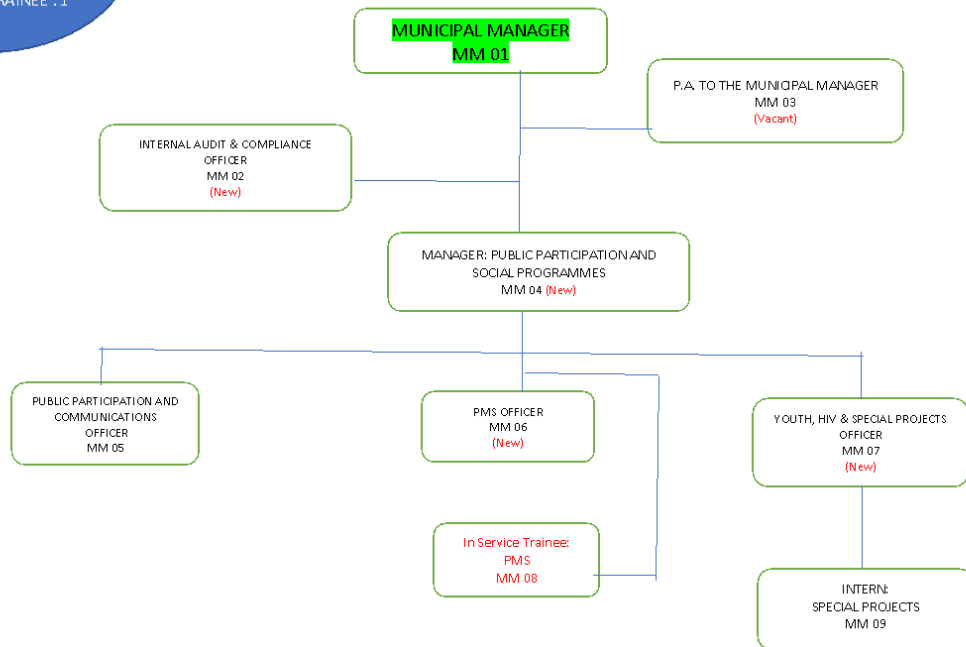
TOTAL NO. OF POSTS: 55
 FILLED POSTS: 42
 VACANT POSTS: 1
 NEW POSTS: 4
 INTERNS: 7
 IN SERVICE TRAINEE: 1

DEPARTMENT: COMMUNITY SERVICES



TOTAL NO. OF POSTS: 9
 FILLED POSTS: 3
 VACANT POSTS: 1
 NEW POSTS: 3
 INTERNS: 1
 IN SERVICE TRAINEE : 1

OFFICE OF THE MUNICIPAL MANAGER



APPROVED ORGANOGRAM 2019/2020 FINANCIAL YEAR

TOTAL NO. OF POSTS: 158
 FILLED POSTS: 91
 VACANT POSTS: 22
 NEW POSTS: 23
 INTERNS: 16
 IN SERVICE TRAINEES: 6

E.11.3 Human Resources Development Strategy 2022/23 to 2024/26

A Human Resource Strategy is in place and was developed and adopted in 2022 and subject to review in 2025/2026 financial year. It has been developed with a view of ensuring that the municipality's necessary human resources capacities are aligned to the development and transformation of the municipality. It is integrated with the IDP and addresses challenges and areas that have been brought about by new service delivery initiatives of local government.

The Human Resources Strategy further details the roles and responsibilities of all key municipal departments and how they should perform their duties to achieve the desired goals and objectives of the municipality. To enhance Human Resource capacity and development for institutional transformation and effective service delivery, the following HR Objectives endorsed in the municipal HR Strategy have been predetermined.

Table 15: Implementation of Objectives

TIMEFRAMES (FINANCIAL YEARS)		OBJECTIVES	STATUS OF IMPLEMENTATION
YEARS 1	1 October 2022-31 September 2023 (Financial Year 2022/23)	<p>To develop strategies for the retention of people from designated group</p> <p>To implement affirmative action measures to progressively dismantle any barriers to employment equity.</p> <p>Improve representation of designated groups through the implementation of numerical targets</p> <p>To ensure that monthly, quarterly, and annually employment equity goals and targets are reviewed in accordance with staff movement and the statistics thereof.</p> <p>To ensure that all Forum goals, objectives, functions, strategies, and</p>	ACHIEVED

		<p>plans are monitored and evaluated for proper and efficient implementation.</p> <p>To ensure that during the recruitment and selection, the equity goals and targets for each position advertised are communicated to the panel and the Council relevant structures if necessary</p>	
YE A R 2	<p>1 October 2019-31 September 2024</p> <p>(Financial Year 2023/24)</p>	<p>Ensure timeously that all employment equity legislation amendments are affected or reflected in the plan and are implemented as stipulated.</p> <p>To ensure that all the Forum goals, objectives, functions, strategies, and plans are monitored and evaluated for proper and efficient implementation.</p> <p>To ensure that during the recruitment and selection, the equity goals and targets for each position advertised are communicated to the panel and the Council relevant structures if necessary</p>	Achieved
YE A R 3	<p>1 October 2024-31 September 2025</p> <p>(Financial Year 2024/25)</p>	<p>To create an organizational culture and climate that is non-discriminatory.</p> <p>To address all the barriers to the implementation of the employment equity plan</p> <p>To ensure fair representation of historically disadvantaged groups in permanent positions</p> <p>To implement measures to ensure reasonable accommodation.</p> <p>Ensure that environmental analysis is conducted to ascertain all the</p>	TO BE IMPLMENTED IN RELEVANT FINANCIAL YEAR

		<p>ergonomics for the disabled/enabled persons are in order, (where the case is the opposite) to execute remedial measures and rectify the situation.</p> <p>To ensure that monthly, quarterly, and annually employment equity goals and targets are reviewed in accordance with staff movement and the statistics thereof.</p> <p>To ensure that all Forum goals, objectives, functions, strategies, and plans are monitored and evaluated for proper and efficient implementation.</p> <p>To ensure that during the recruitment and selection, the equity goals and targets for each position advertised are communicated to the panel and the Council relevant structures if necessary.</p> <p>Ensure timeously that all employment equity legislation amendments are affected or reflected in the plan and are implemented as stipulated</p>	
--	--	--	--

E.11.4 Dannhauser Human Resources Key Priority Areas

Priority Area.1:

- Strategic HR Planning
- People forecasting.
- Workforce planning.
- Budgeting.
- Diversity planning.
- Social plan development (taking cognizance of the municipality's impact on unemployment and job creation).
- Review and design of Organizational structure.
- Job evaluations; and
- Succession planning.

Priority Area.2:

- Sourcing and Placing
- Building strategic partnerships for talent and skills.
- Attracting people through innovative attraction strategies.
- Recruiting and selecting suitable people.
- Placing people into suitable positions; and
- Inducting and socializing people into the municipality

Priority Area.3:

- Remuneration and Reward
- Market analysis.
- Co-ordination and development of policy.
- Procedures and agreements.
- Design, implementation.
- Monitoring and maintaining of the reward system.
- Executive remuneration and incentives; and
- Payroll administration

Priority Area.4:

- Promotion and maintenance of a healthy employee relations climate and industrial peace
- Exit interviews to determine and manage systemic exit trends.
- Retirement process.
- Medical boarding.
- Dismissal processes in line with sound labour practices.
- Retrenchment.
- Resignations; and
- Health and Safety

Priority Area.5:

- Capacity Building
- Competency profiling and assessment.
- Personal development planning.

- Career development.
- Skills development.
- Leadership and management development.
- Key talent development.
- Development of a learning Organization, including knowledge management activities; and
- Impact assessment

Priority Area.6:

- Performance Management
- Confirmation of process and standards.
- Setting performance standards.
- Measuring and evaluating performance.
- Gap analysis.
- Developing performance management skills training to line management.
- Communication and coordination of the performance management processes; and
- Making the link to remuneration

Priority Area.7:

- Organizational culture, development, and effectiveness
- Culture transformation and change management.
- The development of individual and teams.
- Continuous assessment of organizational effectiveness through work studies and redesign to ensure maximum efficiency, productivity, and job satisfaction; and
- Review and design of organizational structure.

Priority Area.8:

- Employee relationship management and collective bargaining
- Managing relationship with unions and other labour forums.
- Management of disciplinary and grievances.
- Social planning.
- Disputes.
- Consultations.

- Collective bargaining; and
- Conflict management

Priority Area.9:

- Human resources administration, Disclosures & Reporting
- Management of HR Policies and procedures relating to engagement, salary and benefits, employee data management, training and development tracking, performance management recording and terminations.
- Reporting to top management, stakeholders, government, and statutory reporting; and
- Integrity management in local government – disclosures

➤ Priority Area.10:

- HR Assurance and Wellness
- Setting of HR Policies and procedures.
- Ensuring governance and compliance with internal policies and external legislative requirements applicable to HR.
- Setting up and managing of strategic alliances and contracts.
- Employee wellness including HIV/AIDS and EAP; and
- Ensuring sufficient physical facilities, equipment, resources, and assets required to manage and execute human resources activities.

Priority Area.11:

- Talent Management
- Identification of mission critical positions.
- Succession planning; and
- Focused development of key talent to ensure succession plans are implemented timeously.

E.11.5 Current Workforce Profile

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan. Workforce profile as of 30 June 2024.

Table 16: Snapshot of workforce profile for all employees, including people with disabilities - 2024.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	0	1	0	1	0	1	0	0	0	5
senior management	6	0	0	0	6	0	0	0	0	0	12
Professionally qualified and experienced specialists and mid-management	7	0	0	0	6	0	0	0	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	23	0	0	0	15	0	0	0	0	0	38
Semi-skilled and discretionary decision making	16	0	0	0	5	0	0	0	0	0	21
Unskilled and defined decision making	20	0	0	0	9	0	0	0	0	0	29
TOTAL PERMANENT	74	0	1	0	41	0	0	0	0	0	118
Temporary employees	0	0	0	0	0	0	0	0	0	0	0

GRAND TOTAL	74	0	1	0	41	0	0	0	0	0	118
-------------	----	---	---	---	----	---	---	---	---	---	-----

African Males: There are 74 males in various positions.

Indian Males: There is only 1 male; and

African Females: There are 41 females in various positions.

There are therefore 34 males more than females.

Table: 17 Snapshot for workforce profile for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Fem ale	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	0

Temporary employees	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	0	0

Note: There are no people who are employed who have disabilities.

E 11.6 NUMERICAL GOALS

Numerical goals must include the entire workforce profile, and NOT the difference that is projected to be achieved by the end of this EE Plan. Below are two tables on numerical goals, one covering all employees, including people with disabilities, and the other covering people with disabilities ONLY.

Start date: 1st October 2022 to End date: 30th September 2026

Table: 18 Numerical goals for all employees, including people with disabilities – 2024 – 2025.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	0	1	0	2	0	1	0	0	0	6
Senior management	8	0	2	1	9	1	3	1	0	0	25
Professionally qualified and experienced specialists and mid-management	10	1	4	0	11	0	0	0	0	0	26
Skilled technical and academically qualified workers, junior	25	0	2	0	20	0	0	0	0	0	47

management, supervisors, foremen, and superintendents												
Semi-skilled and discretionary decision making	16	0	0	0	12	0	0	0	0	0	0	28
Unskilled and defined decision making	20	0	0	0	22	0	0	0	0	0	0	42
TOTAL PERMANENT	81	1	9	1	76	1	4	1	0	0	0	174
Temporary employees	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	81	1	9	1	76	1	4	1	0	0	0	174

Table 19: Numerical goals for people with disabilities ONLY – 2022 - 2026

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	1	0	1	0	0	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior	0	0	0	0	1	0	1	0	0	0	2

management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making	0	1	0	1	0	1	0	1	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	1	1	1	1	1	1	1	0	0	8
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	1	1	1	1	1	1	1	1	0	0	8

Table :20 Numerical targets, including people with disabilities – 2022 - 2026

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	0	1	0	2	0	1	0	0	0	6
Senior management	6	0	1	0	8	1	3	1	0	0	20
Professionally qualified and experienced specialists and mid-management	7	1	1	1	8	1	1	1	0	0	21
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	23	0	0	1	18	0	0	1	0	0	43

Semi-skilled and discretionary decision making	16	1	0	0	16	1	1	0	0	0	35
Unskilled and defined decision making	20	1	3	0	16	1	0	0	0	0	41
TOTAL PERMANENT	74	3	5	2	68	3	4	3	0	0	158
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	74	3	5	2	68	3	4	3	0	0	158

Table:21 Numerical targets for people with disabilities ONLY – 2022 - 2026

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	1	0	1	0	0	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	1	0	1	0	0	0	2

Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	0	1	0	1	0	1	0	0	0	4
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	1	0	1	0	1	0	1	0	0	0	4

The HR Strategy also highlights the Barriers and Affirmative Action Measures that are faced by the municipality, these are:

E11.7 Barriers and Affirmative Action Measures

The barriers and Affirmative Action Measures identified in the EE analysis conducted must be included in the EE Plan. These measures must include time- frames to track progress in the implementation of the AA Measures. The timeframes must have specific dates and be within the duration of the EE Plan (no “ongoing” permitted). The designations of responsible persons to monitor the implementation of these AA Measures should be specified.

Table: 22 Barriers & Affirmative Action (Source: Municipality)

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment procedures	n/a	n/a	n/a	n/a	n/a			

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
						n/a	n/a	n/a

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Advertising positions	n/a	n/a	n/a	n/a	n/a			

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
						n/a	n/a	n/a

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Selection criteria	n/a	n/a	n/a	n/a	n/a			

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
						n/a	n/a	n/a

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Appointments	n/a	n/a	n/a	n/a	n/a			

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
						n/a	n/a	n/a

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Job classification and grading	n/a	n/a	n/a	n/a	n/a			

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
						n/a	n/a	n/a

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
	n/a	n/a	n/a					

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Remuneration and benefits								

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Terms & conditions of employment	n/a	n/a	n/a					

Work environment and facilities				Some of the buildings are not yet friendly to people with disability	Efforts should be made to design and build buildings which will be accommodative	1st October 2017	30 September 2020	Municipal Manager and CFO
Training and development	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Performance and evaluation								
Succession & experience planning				There is no policy and procedure in place	A policy and a procedure must be developed.	1st October 2017	30th September 2019	Cooperate Service HOD and Municipal Manager
Disciplinary measures								
Retention of designated groups	n/a	n/a	n/a	n/a	n/a			

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
						n/a	n/a	

Corporate culture				It is not known by staff	Awareness programme and procedures must be developed	1st October 2017	30th September 2018	Human Resources Officer and Cooperate HOD
Reasonable accommodation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
HIV&AIDS prevention and wellness programmes				There is no procedure in place	Procedure must muse developed to support the policy	1st October 2017	30th September 2018	HR Officer and Cooperate HOD
Assigned senior manager(s) to manage EE implementation	n/a	n/a	n/a					
Budget allocation in support of employment equity goals				There is no policy and procedure and practice for EEP budget allocation	A policy and procedure must be developed and a vote for this	1st October 2017	30th September 2018	Municipal Manager CFO

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
					purpose be established			HOD Cooperate

Time off for employment equity consultative committee to meet	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
---	-----	-----	-----	-----	-----	-----	-----	--

Procedures to Monitor and Evaluate the Implementation of The Plan

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.

Table:23 HR Strategy & Implementation Plan Monitoring & Evaluation 2022 – 2026 (Source: Municipality)

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
Municipal Manager	To ensure that Senior Manager has been assigned or appointed to deal with employment equity in the municipality. To ensure that the Employment Equity Plan is adopted by Council. Ensure timeously that all employment equity legislation amendments are affected or reflected in the plan and are implemented as stipulated	Every Employment Equity term. Every Employment Equity term. As and when required
HOD Corporate Services	To ensure effective communication to all stakeholders on issues relating to Employment Equity To submit quarterly and annual reports on equity goals	Yearly Quarterly Yearly Quarterly

	<p>Review employment equity targets in accordance with staff movement and the statistics thereof.</p> <p>To facilitate sitting of Employment Equity Forum meetings to ensure that set goals and objectives are achieved.</p> <p>To submit Employment Equity Report to the Department of Labour</p> <p>To ensure that in Recruitment processes employment equity targets are met.</p> <p>To incorporate equity targets in the Workplace Skills Plan to achieve employment equity goals.</p> <p>To ensure that poster and reports to prominent places in the workplace to inform employees about the equity</p>	<p>Yearly</p> <p>As per Recruitment plan of the municipality</p> <p>Yearly</p> <p>Ongoing</p>
Employment Equity Forum	<p>Prepare subsequent Equity Plan before end of the current employment equity term.</p> <p>To ensure that Forum meetings are taking place.</p>	<p>5th year of every term of the Plan</p> <p>As per the Forum constitution</p> <p>Yearly</p>

	To ensure that awareness program is in place	
Chief Financial Officer	To ensure that budget allocation for employment equity activities is made available	Yearly
Head of Departments	<p>To ensure that they sensitize themselves with goals and targets set for their departments.</p> <p>To ensure that they make their middle management and their line-managers aware of the Employment Equity targets and goals</p>	<p>Yearly and ongoing</p> <p>Yearly and on-going</p>

Dispute Resolution Mechanisms

A clear process to be followed to resolve disputes arising from the interpretation and implementation of the EE Plan, including the responsible persons and timeframes for each step to resolve the dispute. The internal procedure about the implementation and interpretation of the Plan, in terms of section 20(2)(g) of the Act is set out below:

In the event of any party declaring a dispute related to the Employment Equity Plan or any aspect of the Employment Equity Act, Code of Good Practice or Regulations passed in terms of the Employment Equity Act, the party declaring a dispute shall notify the other party in writing thereof stating the nature of the dispute, the reasons for the dispute, the proposed terms of settlement, and the proposed dates and times for the meeting provided;

Within five (5) working days of receiving of such notice as is envisaged above, the receiving party shall respond in writing to the notice, setting out its own position on the dispute including its settlement proposal.

The Employment Equity Forum shall attempt to meet at least twenty (20) working days after the date of the written response, to consider the dispute in an endeavor to facilitate a settlement. The parties may mutually agree to hold further meetings to try and resolve the dispute. The parties may also agree on an external party to assist with resolving the dispute through conciliation, mediation or by providing expert opinion.

Should the parties fail to resolve or settle the dispute, at the meeting envisaged, either party may resort to refer the dispute to the relevant dispute provisions of the Labour Relations Act or the Employment Equity Act.

SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

The Corporate Manager is the Senior Manager assigned to monitor the implementation of the Plan in conclusion with the Employment Equity Forum. Duration of the Plan: It is five years – 1st October 2022 to 31st September 2026

E 11.8 Employment Equity

In accordance with the Employment Equity Act (No. 55 of 1998), Dannhauser municipality developed and implemented an Employment Equity Plan as required by the Act, and the Plan was submitted to the Department of Labour. The Plan reflects the significant progress the municipality has made with regards to addressing challenges relating to enhanced demographic representation, skills development, succession planning, fast tracking, mentorship, diversity management and organizational culture assessment.

The employment equity profile illustrates progress made towards transformation. In terms of women empowerment, effective initiatives need to be introduced to bring women to the fore. The employment equity statistics are presented in the table below:

Table:24 Current Municipal Employment Equity Position

Employment Equity Implementation	Designated Group	Non-Designated Group	Women
Senior Management	60%	40%	40%
Middle Management	66%	33,34%	14%
Professional Staff	77,78%	22,23%	33,34%

11.9 Workplace Skills Plan (Planned - 2022/2026)

Workplace Skills Plan (WSP) adopted by the council for the period of 2022/2026, it identified the gaps and how they must be addressed. The WSP is currently being implemented and positions that require to be filled are being attended to. There is also training and development of political leaders and management including their subordinates. This will enhance the transformation of the municipality and its efficiency in delivering basic services to the community. Corporate governance will be upheld, and proper financial management and use of municipal resources will be undertaken. The WSP is annexed in the IDP.

Table: 25 Total Planned Training Beneficiaries for 2022/2026

LGSETA Strategic Focus Area	Municipal Key Performance Area	Main IDP Priority Linked to Key Performance Area	Female - Employed	Male - Employed	Total
Infrastructure and Service Delivery	Basic Service Delivery and Infrastructure Development	<p>Focusing on identified and prioritized local needs.</p> <p>Promoting integration of rural and urban areas.</p> <p>Facilitating redistribution of resources through consultative process</p> <p>provision of basic services, creation of jobs, promoting democracy and accountability and eradication of poverty</p>	35	45	80

Community Based Participation and Planning	Good Governance and the Deepening of Democracy	Promoting accountability and deepening of democracy. Developing good and sound governance at all wards	45	35	80
Management and Leadership	Municipal Transformation and Institutional Development	Good communication between councilors and the communities. Promoting transparency and transform the municipal institutions/units	61	45	106
Financial Viability	Municipal Financial Viability and Management	Develop a strategy to get private investors, have a development direction. Searching for more cost-effective solutions, addressing causes, rather than just allocating capital	20	30	50

		expenditure for dealing with symptoms.			
Community Based Participation and Planning	Sustainable Local Economic Development	Promoting small enterprises and local businesspeople. Ensuring reasonable rates which will encourage investors. Promote agricultural activities as part of job creation and sustaining local economic development	30	40	70
GRAND TOTAL			191	195	386

Table: 26 Total Actual Adult Education & Training Beneficiaries as at 30 April 2024

AET Level	Female LGSETA funded – Employed	Female Other funded – Employed	Male LG SETA funded – Employed	Female Other funded – Employed	Total	Female LGSETA funded – Unemployed	Female Other funded – Unemployed	Male LGSETA funded – Unemployed	Male Other funded – Unemployed	Total
AET Level.1	10	11	12	10	43	25	15	40	30	110
AET Level.2	11	15	20	10	56	40	10	40	10	100
AET Level.3	8	4	5	3	20	5	4	8	6	23
AET Level.4	9	0	9	0	18	7	0	8	0	15
National Senior Cert	5	3	6	2	16	6	4	7	5	22
TOTAL S	43	33	52	25	153	83	33	103	51	270

Table: 27 Total Actual Workplace Training Systems Beneficiaries as at 30 April 2024

TYPE	Female Beneficiaries	Female Beneficiaries	Total	Total number of training interventions	Total number of training interventions funded by LGSETA
Skills Development Facilitator	1	0	1	0	0
Local Labour Forum	5	8	13	0	0
Training Committee	5	8	13	0	0
TOTALS	11	16	27	0	0

Table 28: Total Planned Training Beneficiaries for 2021/25

LEGSETA Strategic Focus Areas	Municipal Key Performance Area	Main IDP Priority linked to Key Performance Area	Female – Employed	Male - Employed	Total	Female - Unemployed	Male - Unemployed	Total
Good Governance and Institutional development	Good Governance and the linking of democracy	national certificate - municipal governance Risk Management learner program	5	5	10	0	0	0
Traditional Leadership and Development	Municipal Transformation and Institutional Development	national certificate: LED further education and training certificate project MNG	10	20	30	0	0	0

		national certificate emergency services: fire and rescue further education and training certificate project MNG						
Financial Management	Municipal Financial Viability and Management	municipality Finance managemen t development	0	5	5	0	0	0
Infrastructur e Developmen t Basic Services	Basic Service Delivery and Infrastructure Development	AET - level 1-4 MFMP - skills program	27	37	64	80	130	210

Municipal Planning	Sustainable Local Economic Development	leadership development AET level 1-4 mpmp - skills program	7	63	70	80	130	210
TOTALS	11	16	49	130	179	160	260	420

E.11.10 Environmental Management Personnel

The municipality does not staff members to undertake environmental duties, a position has been established for an Environmental Officer but is still vacant. Reliance is placed on Amajuba District to undertake some of the duties and external stakeholder.

E 11 .11 Municipal Powers and Functions

The table below lists all the functions that Dannhauser Local Municipality is required to perform within its area of jurisdiction. However, the municipality lacks sufficient capacity and resources to provide all the services. Hence, other agencies are providing some of the services to the local community on behalf of the municipality. The functions that the municipality needs to perform are as follows.

- The addressing of the community's requests however prioritizing them.
- The proper allocation of various municipal resources to address any municipal challenges experienced by the communities.
- The provision of basic services to the community.
- The provision and maintenance of infrastructure to enhance and enable service delivery.
- The efficient and effective management of municipal finances.
- The implementation of strategic plans and good governance; and
- The provision of other important services which enhance economic and social development.

Table: 29 Dannhauser Municipal Functions Capacity

No	Function	2019	2020	2021	Capacity to Perform
1	General Information	Yes	Yes	Yes	Staff Available
2	Air pollution	No	No	No	District
3	Building Regulations	Yes	Yes	Yes	Staff Available
4	Childcare Facilities	No	No	No	-
5	Local Tourism	Yes	Yes	Yes	Staff Available
6	Municipal Planning	Yes	Yes	Yes	Lack of Staff (Shared Services is assisting)

7	Pontoons and Ferries	No	No	No	-
8	Storm Water	Yes	Yes	Yes	Staff Available
9	Trading Regulations	Yes	Yes	Yes	Staff Available
10	Beaches and Amusement Facilities	No	No	No	-
11	Billboards and Display of Advertisements	No	No	No	-
12	Cemeteries, Funeral Parlours, Crematoria	No	No	No	-
13	Cleansing	Yes	Yes	Yes	Staff Available
14	Control of Public Nuisance	Yes	Yes	Yes	Staff Available
15	Control of Liquor Sales	No	No	No	-
16	Care of Animals	No	No	No	-
17	Fencing and Fences	No	No	No	-
18	Licensing of Dogs	No	No	No	-

19	Control of Sale of Food	No	No	No	-
20	Local Amenities	No	No	No	-
21	Local Sport Facilities	Yes	Yes	Yes	Staff Available
22	Markets	No	No	No	-
23	Municipal Parks & Recreation	Yes	Yes	Yes	Staff Available
24	Municipal Roads	Yes	Yes	Yes	Staff Available
25	Noise Pollution	No	No	No	-
26	Pounds	No	No	No	-
27	Public Places	Yes	Yes	Yes	Staff Available
28	Refuse removal, refuse	Yes	Yes	Yes	Staff Available
29	Street Trading	No	No	No	-
30	Street Lightening	Yes	Yes	Yes	Staff Available
31	Traffic and Parking	Yes	Yes	Yes	Staff Available

Table: 30 (POWERS & FUNCTIONS) LEGISLATIVE COMPLIANCE OF DANNHAUSER LOCAL MUNICIPALITY

The Endumeni Municipality is a category B Municipality as described in Section 155(1) (b) of the Constitution of the Republic of South Africa 1996. The powers and functions of the Endumeni Municipality follows Section 156 of the Constitution of the Republic of South Africa, 1996. The Endumeni Municipality is a category B Municipality as described in Section 155(1) (b) of the Constitution of the Republic of South Africa 1996. The following powers and functions of the Endumeni Municipality follows Section 156 of the Constitution of the Republic of South Africa, 1996.

POWERS & FUNCTIONS	Responsible Department
Building Regulations	Planning & Economic Development Services
Electricity Reticulation	Technical Services
Fire Fighting Services	Office of the Municipal Manager
Local Tourism	Planning & Economic Development Services
Municipal Airport	Planning & Economic Development Services
Municipal Planning	Planning & Economic Development Services
Storm-Water Management System in Built Up area	Technical Services
Trading Regulations	Planning & Economic Development Services
Cemeteries	Technical Services

Cleansing	Technical Services
Billboards and Display of Advertisements in Public Places	Planning & Economic Development Services
Licensing and Control of undertaking that sell food to the public	Umzinyathi District Municipality
Local Amenities	Technical Services
Municipal Parks & Recreation	Technical Services
Municipal Roads	Technical Services
Pounds	Technical Services
Public Places	Technical Services
Refuse Removal, Refuse dumps and Solid Waste disposal	Technical Services
Street Trading	Planning & Economic Development Services
Street Lighting	Technical Services
Traffic and Parking	Technical Services
Libraries	Planning & Economic Development Services
Museums	Planning & Economic Development Services
Municipal Halls and other Municipal Buildings	Planning & Economic Development Services

Financial Planning and Budgeting	Budget & Treasury Office (BTO)
Expenditure and Related Liabilities	Budget & Treasury Office (BTO)
Income and Related Credit Management	Budget & Treasury Office (BTO)
Control of Council's Assets	Budget & Treasury Office (BTO)
Investments	Budget & Treasury Office (BTO)
Financial Reporting	Budget & Treasury Office (BTO)

Table: 31 Municipal Legislative Mandate

LEGISLATIVE MANDATE	DESCRIPTION
Constitution of SA; 108 of 1996: Chapter 7	<p>Local Government, especially sections 151, 152 and 153. Also, Schedule 4, Part B and Schedule 5 Part B. 152.</p> <p>The objectives set out in the Constitution for local governments are to:</p> <p>Provide democratic and accountable government.</p> <p>Ensure the provision of sustainable services to local communities.</p> <p>Promote social and economic development.</p> <p>Provide a safe and healthy environment.</p> <p>Encourage involvement of community organizations in local governance. Schedule 4B identifies the following functions for the Municipality:</p>

	<p>Air pollution</p> <p>Building regulations</p> <p>Childcare facilities</p> <p>Electricity reticulation</p> <p>Firefighting services</p> <p>Local tourism</p> <p>Municipal airports</p> <p>Municipal planning</p> <p>Municipal public transport</p> <p>Municipal public works (internal)</p> <p>Storm water management</p> <p>Trading regulations</p> <p>Water and sanitation services</p> <p>Schedule 5B identifies the following functions for the Municipality:</p> <p>Billboards and display advertisements</p> <p>Cemeteries, funeral parlours, crematoria</p> <p>Cleansing</p> <p>Control of public nuisances</p> <p>Licensing of dogs</p> <p>Licensing & control of food undertakings</p> <p>Local amenities</p> <p>Local sports facilities</p> <p>Markets</p>
--	--

	<p>Municipal parks and recreation</p> <p>Municipal roads</p> <p>Noise pollution</p> <p>Public places</p> <p>Refuse removal, solid waste disposal</p> <p>Street trading</p> <p>Street lighting</p> <p>Traffic and parking</p> <p>Municipal Pound</p>
Municipal Structures Act:	The Municipality is a Category B Municipality in terms of Section 7, with a collective executive system and a ward participatory system Section 9(b).
The White Paper on Developmental Local Government	<p>The White Paper on Developmental Local Government lists three key outcomes:</p> <p>Provision of basic household infrastructure and services.</p> <p>Creation of loveable, integrated cities, towns, and rural areas; and</p> <p>Promotion of local economic development.</p>

E11.12 Vacancy Rate

A vacancy rate of 15 % exists within the municipality, and only a few positions require to be filled. ones that are still vacant are as follows;

The Table. 31: Vacancy Rate

DEPARTMENT	VACANT POSITIONS
Office of the MM	<ul style="list-style-type: none">• Internal Auditor• Business Development Officer• IDP Officer,• PMS Officer• Manager Public Participation• Communications Officer x1• Communications Assistant
Planning and Economic Development	<ul style="list-style-type: none">• PA to Director Planning and Economic Development,• Manager Housing,• Housing Officer,• Manager LED,• LED Practitioner,• LED Interns,• Manager LUMS,• Town Planner,• Town Planner Administrator,• Town Planner Intern,• GIS Officer,• GIS Intern• Manager Building Inspectorate• Building Inspector Practitioner• Building Administrator
Budget and Treasury	<ul style="list-style-type: none">• PA to CFO• Accountant Expenditure• Assets Administrator• Budget and Reporting Administrator• Debtors Administrator• Cashier• Senior Creditors Administrator• Finance Interns
Community Services	<ul style="list-style-type: none">• Director Community Services• PA to Director Community Services• Chief Traffic Officer• Disaster Officer

	<ul style="list-style-type: none"> ● Firefighters ● Examiner ● Traffic Wardens ● Driving Licensing Cashier ● General Assistant ● Motor Licensing Cashier ● Assistant Librarian ● Environmental Officer: Monitoring and Compliance ● Cemetery Caretakers ● Horticultural Machanisation Officer
Technical Services	<ul style="list-style-type: none"> ● Manager Infrastructure ● Manager Electrical Services ● Manager PMU ● Operations and Maintenance Officer ● Electrical Technician ● PMU Technician ● Interns ● Load/ BED ● Bricklayers ● Excavator Operator ● Tipper Truck Driver ● Electrical Artisan Assistant ● PA to the Director Technical Services
Corporate Services	<ul style="list-style-type: none"> ➤ PA to the Director Corporate Services ➤ Manager Records, Archives & Admin ➤ Manager IGR ➤ Security Officer Supervisor ➤ Committee Administrator ➤ Council Support Administrator ➤ Municipal Driver ➤ Records Administrator ➤ IPMS Officer ➤ IPMS Administrator ➤ ICT Technician ➤ Interns

E11.13 Critical Posts

The municipality has a staff compliment of five (5) Section 56 Managers, including the Municipal Manager. A total staff compliment of 112 people is within the structures of the municipality. These include subordinate managers, officers, administrative assistants, and general workers. The municipality has made remarkable strides to fill vacant positions; especially at top management since all section 54 and 56 Managers are filled. The status on the filling of the critical positions is as follows:

Table: 32 Critical Positions Vacant

Positions	Status Quo	Reasons and Intervention for not Filling the Positions	Anticipated Timeframe
Director Community Services	Advertised	Shortlisting and Interview process conducted. Screening Process is in process	01 July 2024
Chief Protection Officer	Re-advertised	Applications are still open. Advertisement closes on the 21 June 2024	To be confirmed
Disaster Officer x2	To be advertised		To be confirmed
Fire Fighters x4	To be advertised		To be confirmed
Driving Licensing Cashier x1	To be advertised		To be confirmed
Building Inspector Practitioner	To be advertised		To be confirmed
Manager LED	To be advertised		To be confirmed
LED Practitioner	To be advertised		To be confirmed
Housing Officer	To be advertised		To be confirmed
Town Planner	To be advertised		To be confirmed
PMU Technician	To be advertised		To be confirmed
Operations and Maintenance Officer	To be advertised		To be confirmed
Excavator Operator	To be advertised		To be confirmed
Tipper Truck Driver	To be advertised		To be confirmed
Electrical Artisan	To be advertised		To be confirmed
PA to Director Technical Services	To be advertised		To be confirmed

The process of filling these positions is in progress. However, the municipality is struggling to attract appropriate candidates to fill some strategic positions due to the level or grading of the municipality.

EMPLOYMENT EQUITY AND RETENTION POLICY

The municipality approved the Employment Equity Plan, in line with Section 20 of the Employment Equity Act 55 of 1998. Council adopted it in May 2022, The Annual Employment Equity Report was submitted online to Department of Labour portal system, in order to comply with Employment Equity Act. Currently the Municipality has employed 4 people with disability

E.11. 14 Institutional Arrangements

Dannhauser Municipality has a staff component of 151 of which some are permanently employed, and five (5) of which are on contracts. The Municipality currently employs five (5) financial interns and this in line with a National Government Program, viz. the Municipal Financial Management Program. The table below outlines the different Municipal Directorates and the relevant responsible managers:

Table:33 Directorate, (HOD.Manager & Executive Councilor Responsible

DIRECTORATE	MANAGER RESPONSIBLE	EXECUTIVE COUNCILLOR
Municipal Manager	MS Sithole	Councilor BA Radebe
Budget & Treasury	S HLATSHWAYO	Councilor SEC Kunene
Corporate Services	S MKHIZE	Councilor BA Radebe
Community Services	S KHUMALO	Councilor BTD Langa
Engineering Services	LP GCABASHE	Councilor SP Nzuza
Planning and Economic Development	SS NKABINDE	Councilor RN Made
MPAC	SP Hlatshwayo	Cllr MT Mabaso

The municipality has established different committees that have been adopted by Council, which assist with ensuring proper functioning of the Council at different levels. The different committees and the committee members are as follows;

Table:34 Municipal Committee & Members of Committee

DESCRIPTION OF COMMITTEE	MEMBERS OF COMMITTEE
EXECUTIVE COMMITTEE	AB Radebe (Chairperson) RN Made SP Nzuza SEC Kunene BTD Langa
CORPORATIVE SERVICES PORTFOLIO COMMITTEE	Cllr S Nzuza (Chairperson) Cllr M Kunene Cllr MJ Nkabinde Cllr FR Simelane Cllr KB Khanye
ENGINEERING SERVICES PORTFOLIO COMMITTEE	Cllr S Nzuza (Chairperson) Cllr BS Sikhakhane Cllr MS Mkhumane Cllr MS Mathebula Cllr GV Ngcane Cllr RS Langa
COMMUNITY SERVICES PORTFOLIO COMMITTEE	Cllr SW NDLELA (Chairperson) CLLR SM Kunene CLLR KB Khanye Cllr EN Buthelezi Cllr RS Langa
BUDGET AND TREASURY OFFICE COMMITTEE	Cllr AB Radebe (Chairperson)

	Cllr KB Khanye Cllr NP Kumalo Cllr RS Langa Cllr GV Ngcane Cllr MS Mkhumane
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	Cllr MT Mabaso (Chairperson) Cllr Mkhumane MS Cllr EN Buthelezi Cllr RS Langa Cllr XM Nkosi Cllr VG Ngcane
LOCAL ECONOMIC DEVELOPMENT AND LOCAL RESOURCE COMMITTEE	RN Made (Chairperson) LN Khumalo MT Mabaso MS Mthembu BS Sikhakane
LOCAL LABOUR FORUM COMMITTEE	Bs Radebe MT Mabaso SE Mayaka
PERFORMANCE & AUDIT COMMITTEE	Mbange B (Chairperson) Skhakane N Ncika MC Mohamed I Khanyile ZP

RISK MANAGEMENT COMMITTEE	<p>Vacant (Chairperson)</p> <p>MS Sithole (MM)</p> <p>PM Mohapi (Acting CFO)</p> <p>Ndlovu PJ (IDP Manager)</p> <p>S Mkhize Director Corporate Services</p> <p>LP Gcabashe Director Technical Services</p> <p>S Khumalo (Acting Manager Community Services)</p> <p>SS Nkabinde (Director Planning and Economic Development)</p> <p>S Cele (Internal Audit Executive)</p> <p>NM Vilakazi (PMS Officer)</p>
---------------------------	---

EE 11.15 Human Resources Policies

Dannhauser Municipality adopted various human resource related policies. These are detailed in below:

Table: 36 Human Resource Policies

POLICY	DATE OF ADOPTION	STATUS
Code of Conduct	2021	Currently being implemented
Employment Equity Policy	2021	Currently being implemented
Recruitment And Selection Policy	2021	Currently being implemented
Sexual Harassment Policy	2021	Currently being implemented

Leave Management Policy	2021	Currently being implemented
Occupational Health and Safety Policy	2021	Currently being implemented
Subsistence and Travelling Allowance Policy	2021	Currently being implanted
Overtime Policy	2021	Currently being implemented
Skills Development Policy	2021	Currently being implemented
Skills Retention Policy	2021	Currently being implemented
Training Assistance for Employees and Councilors	2021	Currently being implemented
Placement Policy	2007	Currently being implemented
Induction Policy	2021	Currently being implemented
Acting Policy	2021	Currently being implemented
Termination of Employment Policy	2021	Currently being implemented
Employee Assistance Program	2021	Currently being implemented

E.12 Municipal Transformation & Organizational Development: SWOT ANALYSIS.

The following diagram provides a synopsis of a SWOT Analysis on Municipal Transformation and Institutional Development: (Review)

Table: 37 SWOT ANALYSIS – MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> ➤ Effective Council decision making system. ➤ Sound labour relations. ➤ Sound management and administrative practices. ➤ Section 56 / 54 positions filled. ➤ Human Resources developed and implemented. ➤ Employment Equity practices in place 	<ul style="list-style-type: none"> ➤ Compliant with Councilors code of conduct, and sound governance system ➤ Dedicated and committed workforce, and compliant with relevant legislations. ➤ Extended the working space environment; and ➤ Functional and effective of the administration ➤ Strong cohesive organizational structure; and ensuring a performance driven results outcome;
WEAKNESSES	THREATS
<ul style="list-style-type: none"> ● Working space is limited, making it a non-conducive environment. ● Lack of timeous Implementation of policies. ● Some positions still vacant. ● A senior & well-experienced IT person is required; and ● Skills development and training not undertaken regularly. 	<ul style="list-style-type: none"> ➤ High staff turnover. ➤ Lack of skills retention. ➤ Fraud & Corruption. ➤ Low morale of staff due to lack of office space; and ➤ Salary disparities in comparison with other surrounding municipalities.

E.13 BASIC SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

E.13.1 WATER AND SANITATION SERVICES

The water services function is the functionality and responsibility of Amajuba District Municipality, the Water Services Authority (WSA). Amajuba only oversees the implementation of the services and related bulk infrastructures in Dannhauser and Emadlangeni.

The National Treasury through its Equitable Share Allocation grant transfers the portion for water & liquid sanitation on behalf of Dannhauser households to Amajuba. This will enable Amajuba to undertake any relevant maintenance and related upgrades of bulk infrastructure. The Intergovernmental Relations Act, Act 13 of 2005, the Division of Revenue Act, the Municipal Systems Act, Act 32 of 2000, the Municipal Structures Act, Act 117 of 1998 and Municipal Finance Management Act, Act 56 of 2003, enable Dannhauser to plan its water & liquid sanitation delivery services with Amajuba District (WSA).

E.13.2 BULK WATER AND RETICULATION (WSDP AMAJUBA DM)

Access to potable water is one of the key challenges facing Dannhauser Municipality. A substantial number of people and communities do not have access to potable water, which meets the standards set by the Department of Water Affairs and Sanitation. This is confirmed by the results of Census 2011, which indicates that only 19.5% of the total population in the municipal area has access to piped water inside their dwelling units.

However, the Amajuba District Municipality, through the drought relief programme, has implemented some standpipe projects in the areas of Steildrift (Annievale, Kiel Keel and Nelly valley), Emfundweni, Fairbreeze, Eastbourne Farm Extension and Ubuhlebmzinyathi. The programme was aimed at giving these communities purified water as a temporary measure and a relief, particularly since some of the boreholes were dry due to drought. These areas are still to be catered for in more long-term water supply projects.

The Department of Rural Development and Land Reform, through the Comprehensive Rural Development Strategy (CRDS), aids in the implementation of the sinking of boreholes, in areas deemed to be rural, and Dannhauser is one of them.

E.13.2.1 PIPED WATER INSIDE DWELLING

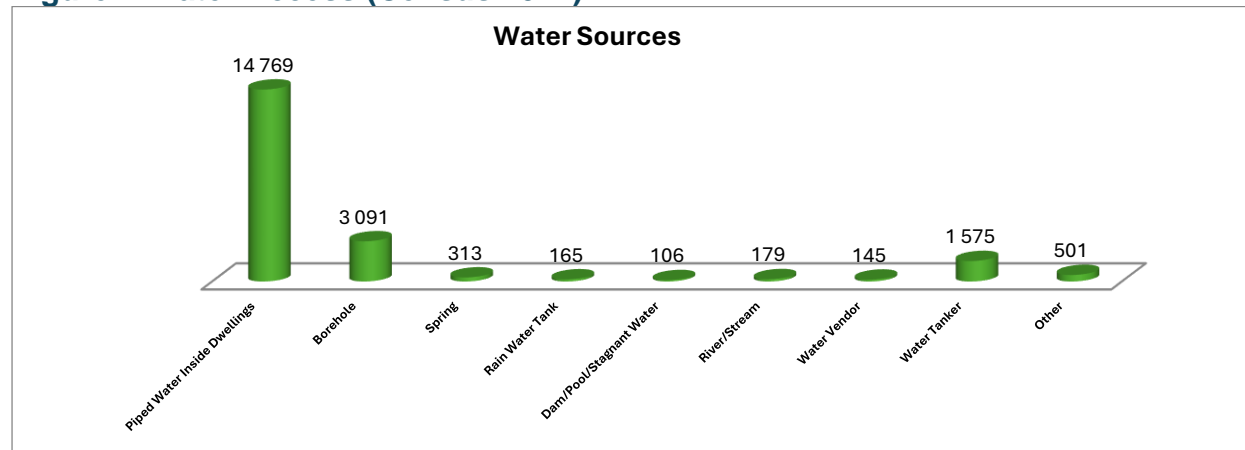
By 2017, 14 769 out of 20 844 households in Dannhauser municipality had piped water inside their dwelling units, this was a significant jump from the approximately 11 100 households in 2011, but majority of the population still does not have access to piped water and relies on other sources. This means that people use other sources of water such as communal stands and rivers, boreholes, spring, etc. These types of

water sources are vulnerable to contamination that could lead to outbreak of waterborne diseases and thus remains a considerable challenge.

E.13.2.2.2 SOURCES OF WATER

The municipal jurisdiction has varying sources of water used by the community; these are depicted in the figure below.

Figure:4 Water Access (Census 2022)



Over the past 10 years, the municipality has thrived to deliver water to its communities, as evident based on census 2022, out of the 20 844 households, 14 769 households had piped water inside their dwellings, while 3 091 who are mainly located in deep rural areas relied on borehole water. 2 984 households still require proper water infrastructure, and the municipality is engaging Amajuba District the Water Services authority to enhance implementation. More still needs to be done as more housing units are being constructed.

Map:23 Boreholes (Census 2022)

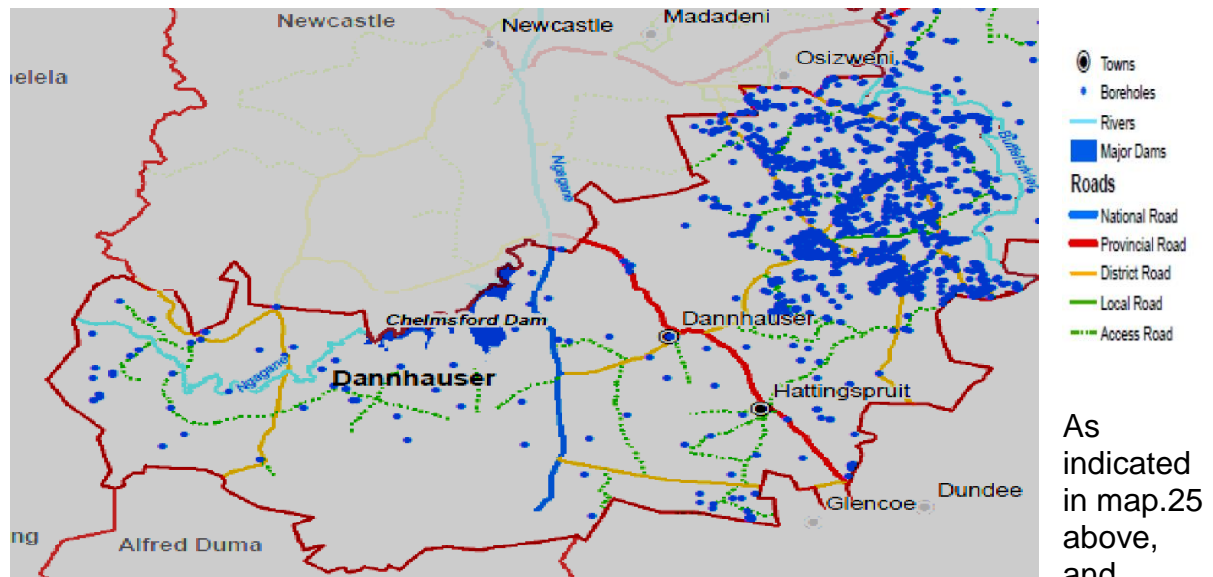
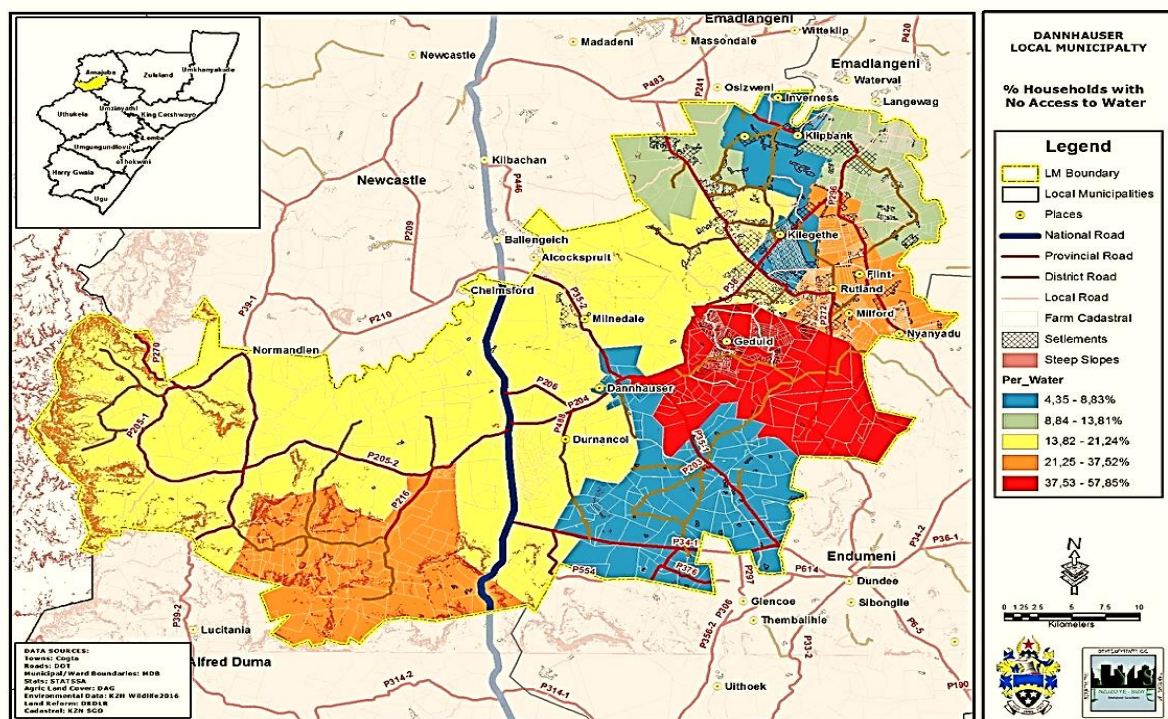


figure.10; there are 3 091 households that rely on boreholes, most of the boreholes are situated in traditional authority land which is towards the north-easterly corner of the municipal jurisdiction where most rural households are situated. A few are situated to the south-easterly and south-westerly side of the jurisdiction. Areas concentrated within the CBD have a handful of boreholes as most of these households and businesses are linked with proper water & sanitation infrastructure.

Map: 24 Water Backlogs (Census 2022)



Map.26 indicates that the worst area that has no access to water is Geduld, this is mainly rural in setting, and people in this area rely on water from streams or neighbouring wards, between 37.53% and 57.83% of total households with no access to water. In proximity to this area, are areas of Flint; Rutland; Milford; and Nyanyandu which range between 21-37% of total households without water access.

Table:38 Stats SA: Census 2022 Per Ward

Wards	No access to piped (tap) water	Piped (tap) water inside the dwelling	Piped (tap) water inside the yard	Piped (tap) water on community stand: distance less than 200m from dwelling	Piped (tap) water to community stand: distance less than 200m and 500m from dwelling	Piped (tap) water to community stand: distance less than 500m and 1000m from dwelling	Piped (tap) water on community stand: distance greater than 1000m (1 km) from dwelling	Grand Total
Ward 1	335	319	498	253	69	16	14	1504
Ward 2	21	1885	286	20	3	-	-	2216
Ward 3	361	199	113	754	223	80	12	1743
Ward 4	171	74	213	466	205	65	3	1196
Ward 5	35	77	647	478	24	-	2	1263
Ward 6	166	56	259	903	215	12	-	1611

Ward 7	732	100	192	538	39	9	7	1616
Ward 8	129	278	811	382	29	4	-	1633
Ward 9	118	223	1120	395	61	-	2	1919
Ward 10	129	459	659	371	64	25	2	1710
Ward 11	5	116	380	807	32	23	1	1364
Ward 12	284	37	643	495	5	3	2	1470
Ward 13	289	223	398	393	106	6	2	1417
Grand Total	2775	4046	6220	6254	1075	245	48	20661

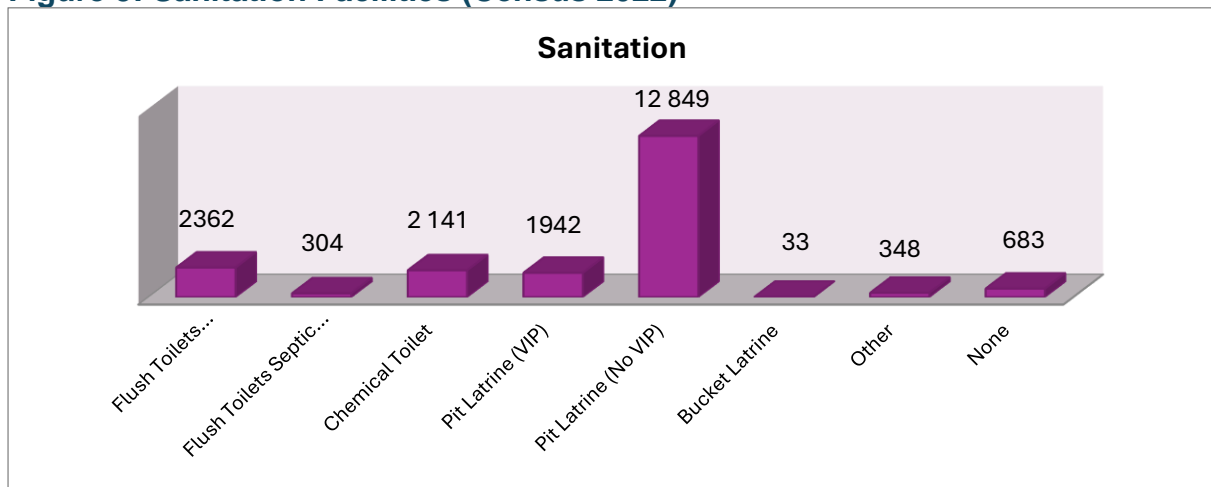
E13.5 SANITATION INFRASTRUCTURE

Dannhauser Municipality is generally poorly provided with sanitation facilities. Approximately 6.6% of households within the municipality do not have access to sanitation facilities. Rural settlements (66% of households) use pit latrines for sanitation purposes while most commercial farms have on-site septic tanks. The sewer system is mainly accessed by households within the town area, but the infrastructure in this regard requires upgrading and maintenance. The Amajuba District Municipality is currently implementing a Sanitation Project, which is funded by the Department of Water Affairs and Sanitation. Project covers all 13 Wards in the municipal area and is funded over a 3-year period. The Department of Human Settlements also has a sanitation project which it has granted funding to, over a period of 3 years, at an amount of R 15 000 000. The project is running parallel with the project funded by the Department of Water Affairs and Sanitation.

The Department of Rural Development and Land Reform, through the Comprehensive Rural Development Strategy (CRDS), aids in the implementation of V.I.P toilet,

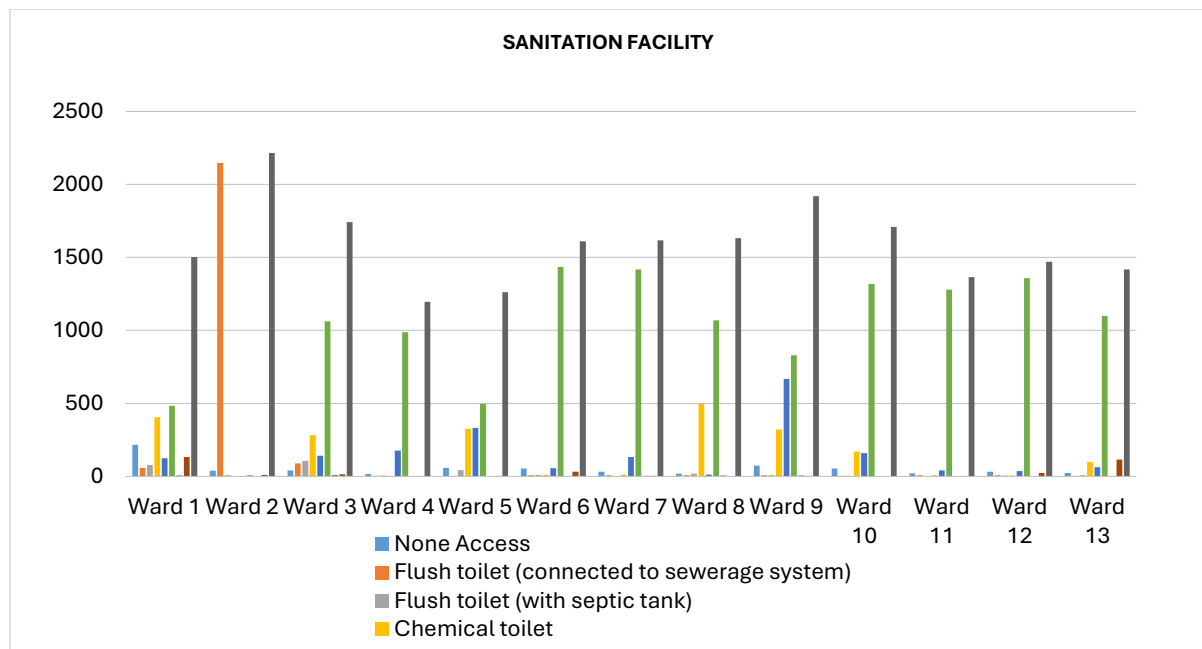
E.13.6 FLUSHING TOILETS CONNECTED TO SEWERAGE

Figure 5: Sanitation Facilities (Census 2022)

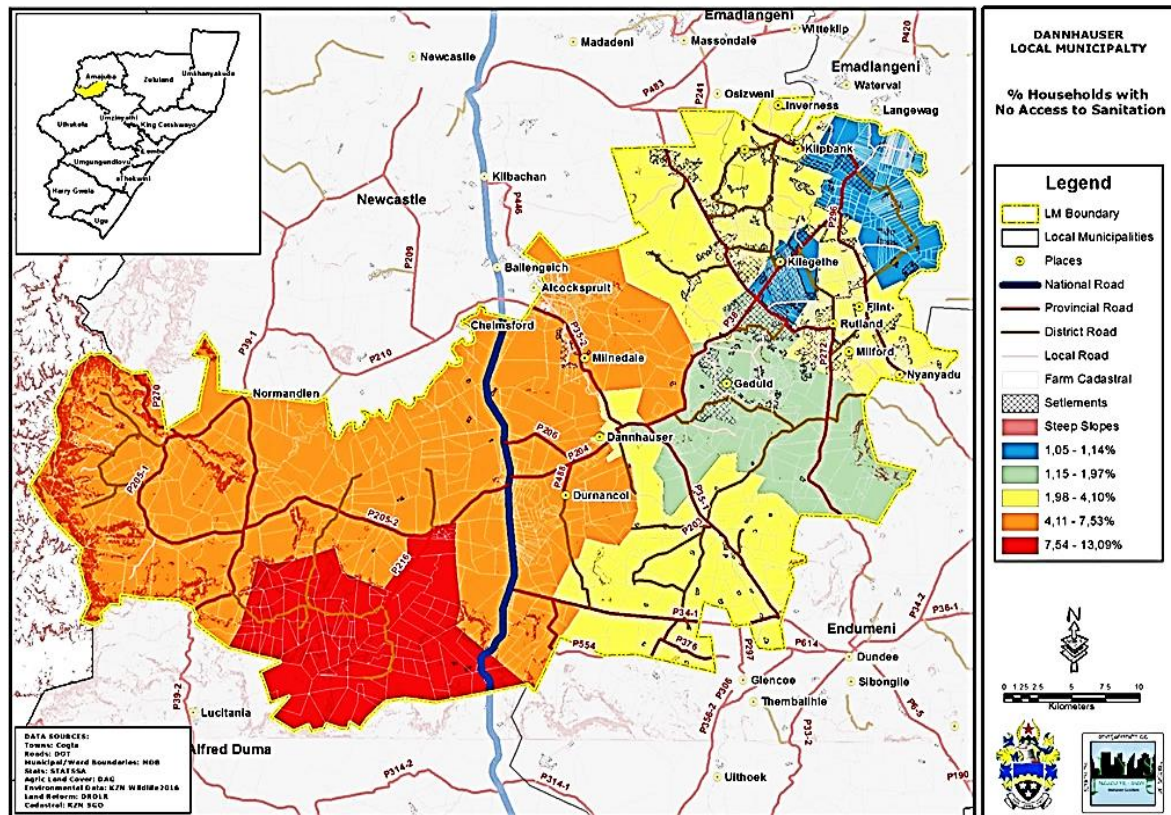


Per Census 2022 data, about 2 666 flush toilets are connected to a sewerage system and septic tank. This is negligible adjustment upwards from 2 341 in 2011. The greater population utilizes Pit Latrine toilets without ventilation (12 849) households, this is highly evident in the rural cluster settlements, they have not been rehabilitated from the time they were constructed, and now residents are digging their own pit latrines. There are 33 households that still rely on the bucket latrine system, and the municipality is making efforts to rule this out. The municipality still needs to majorly address this abnormality of a lack of proper sanitation facilities.

Figure:6 Stats SA: Census (2022) Sanitation Facilities Per Ward



Map:25 Household Sanitation Backlogs (Census 2022)



E.13.7 SOLID WASTE MANAGEMENT

Solid waste collection is undertaken within the urban areas of the municipality, which are Dannhauser Town and Hattingspruit. Recently the municipality has extended waste collection to the KwaMdakane area as well as Koppjie Alleen. The latter two areas have been supplied with skip bins and the refuse is collected and delivered to the landfill site in town. Each of the thirteen wards have been provided with 50 recycle bins and the Community Work Programme (CWP) Coordinators together with youth in waste management programme spearhead the recycling of waste. There is an existing landfill site, which is located within the town of Dannhauser; the site is not yet licensed. In 2014, the National Department of Environmental Affairs commissioned an assessment of the existing landfill site, with the intension of licensing it. The municipality is in the process of developing an integrated waste management plan in May 2015. Moreover, environmental education and awareness programmes need to be coordinated to make communities aware of the importance of a clean environment and how it can lead to a better-quality life. There is also a possibility that a regional landfill site could be developed to cater for the waste management needs of the outlying communities.

Map: 24 Landfill Site – Dannhauser



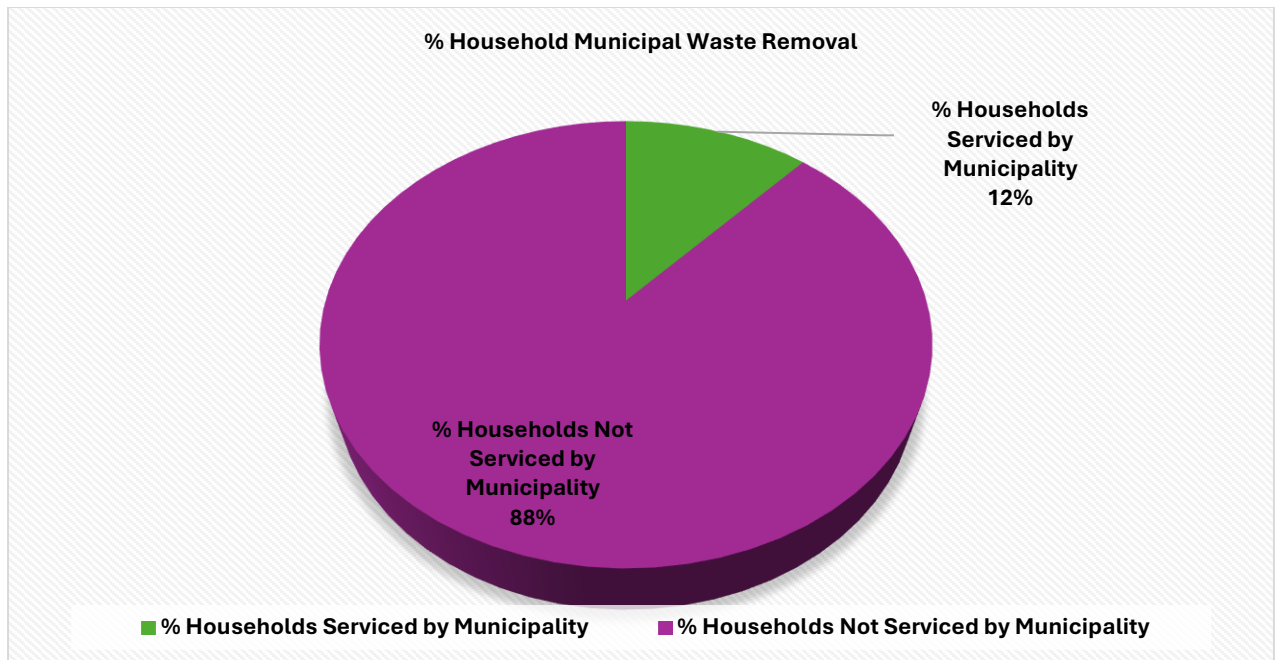
The municipality is responsible for its solid waste removal; the following table.55 represents the areas of service delivery:

Table: 39 Schedule of Waste Collection

SOLID WASTE	NO. OF HOUSEHOLDS
No rubbish disposal	1 674
Removed by local authority at least once a week	2 377
Removed by local authority less often	59
Communal refuse dump	217
Own refuse dump	16 264
Other	71
Grand Total	20 661

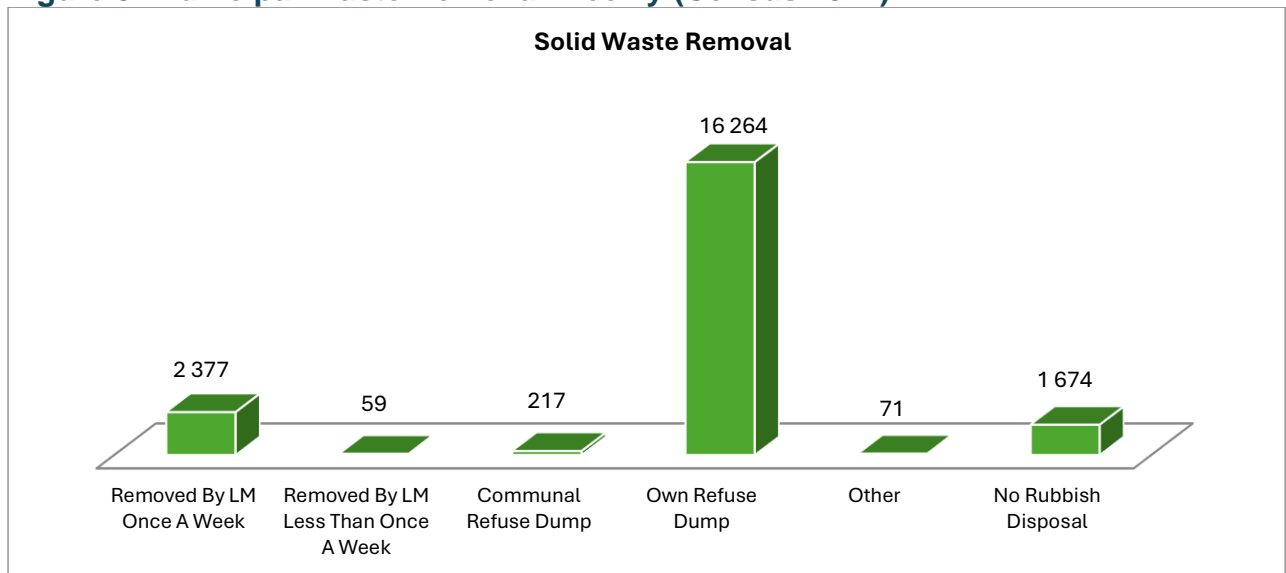
The municipality is only able to service a total of 2 436 households (12 %), while the rest of the 18 225 households (88 %) cater for their own disposals. This is due to a shortage of municipal funding resources for basic service delivery.

Figure 7: Municipal Household Waste Removal



Stats SA: Census 2022

Figure 8: Municipal Waste Removal Weekly (Census 2022)



Approximately 12% of the population in Dannhauser has access to weekly refuse removal services. This is possibly because majority of the households are in the rural areas which are predominantly occupied by sparsely distributed households, hence making it difficult to offer refuse removal services. However, refuse removal services have been extended to rural areas through the provision of Skip Bins which are collected on a weekly basis.

Table:40 Stats SA: Solid Waste Removal by Ward (Census 2022)

Ward	No rubbish disposal	Removed by local authority at least once a week	Removed by local authority less often	Communal refuse dump	Own refuse dump	Other	Grand Total
52504001: Ward 1	320	22	7	62	1089	4	1504
52504002: Ward 2	15	2150	-	2	37	10	2216
52504003: Ward 3	154	116	8	13	1448	5	1743
52504004: Ward 4	67	-	1	73	1045	11	1196
52504005: Ward 5	165	2	3	-	1090	2	1263
52504006: Ward 6	55	9	8	1	1535	4	1611
52504007: Ward 7	156	8	5	10	1433	4	1616
52504008: Ward 8	83	16	5	12	1516	-	1633
52504009: Ward 9	190	12	6	8	1677	26	1919
52504010: Ward 10	356	7	3	5	1336	2	1710
52504011: Ward 11	49	7	-	1	1306	1	1364
52504012: Ward 12	17	10	4	-	1437	1	1470
52504013: Ward 13	47	19	8	28	1315	-	1417
Grand Total	1674	2377	59	217	16264	71	20661

Table: 41 Solid Waste Collection Weekly Schedule

REFUSE REMOVAL	DAYS	ACTIVITY	AREA
	MONDAY	BUSINESS REFUSE REMOVAL	DANNHAUSER
	TUESDAY	HOUSEHOLD AND BUSINESS	HATTINGSPRUIT & KOPPIE ALLEN
	WEDNESDAY	HOUSEHOLD	DURNACOL & KWAMDAKANE
	THURSDAY	HOUSEHOLD	DANNHAUSER
	FRIDAY	HOUSEHOLD AND BUSINESS	DANNHAUSER & EMAFUSINI

E.13.8 Status Quo of the Landfill Site

Currently the municipality only provide waste services to the urban residents and most of the rural population does not receive any waste collection. Approximately 15% of the population in the Municipality has access to weekly refuse removal services. Recently the municipality has extended waste collection the KwaMdakane area as well as the Koppjie Alleen. The latter two areas have been supplied with skip bins and the refuse is collected and delivered to the landfill site in town. Each of the thirteen wards have been provided with 50 recycle bins and the Community Work Program (CWP) Coordinators together with youth in waste management program spearhead the recycling of waste. The Dannhauser local municipality has one waste disposal facility, namely Dannhauser landfill site, and the site is legally licensed. It has been in operation for more than 10 years. The has a life span of 40 years at current disposal rate. The waste management services that mainly opt for landfill disposal goes against circular economy and the principle of cradle to cradle. The presence of Zitha recycling, wish is a small private company owned by the youth. Waste minimization and recycling reduces the waste stream going to the landfill site and save the landfill airspace. They play a major role in diverting tons of waste from the landfill site every year and the journey to a circular economy starts with them. The municipality promotes the diverting of waste to landfill site for the benefit of environment and human health. Zero waste to landfill site is also a priority of the municipality and the municipality has seen the need to conduct awareness and behavioral training to move people into a circular economy mindset. This is done through the support of other stakeholders such as PETCO (a recycling company specializing in the recycling of PET bottles and product), local recycling companies just to mention a few. The municipality is obliged to manage the site in a manner that certain the responsible waste disposal, safety of the waste pickers and all the landfill site users, and adherence to environmental legislation. Soon the municipality anticipate having a weighbridge system at the entrance of the site to weighs waste vehicles on arrival for records purposes. The recorded data will assist the municipality to meet legislative reporting requirements and improve efficiency. In the

absence of weighbridge, the municipality have other alternative methods to give general estimate waste volumes.

E.13.9 Status of Other Waste Facilities

The municipality has only one waste facility, namely the Dannhauser landfill site. However, in the interim the municipality is planning to develop waste collection points in some rural areas that have been identified as areas that are mostly affected by the illegal dumping of waste. The further extension of the waste collection services to those areas can assist in overcoming waste service backlog. It is anticipated that the development of waste collection points to function as transfer stations that will allow residents to drop off loads of waste and sell it for recycling. This will assist the municipality and create jobs for local people around those collection points.

The municipality has already extended waste collection services to previously disadvantaged communities, the transfer station is proposed as a plan to aid the municipality in the waste management process.

E.13.10 Status of Waste Recyclers

There is currently one recycling company, namely Zitha Recycling Company that assist the municipality in diverting waste to the landfill site. The municipality has formed a partnership with PETCO and they are supportive to the waste pickers within the municipality. In 2020 they have provided Zitha Recycling with a weighing scale, and this shall support them in buying from other waste pickers.

The municipality has developed a database for all waste pickers including those in rural areas. Waste pickers contribute to local economy, public health, and safety, and to environment. This has been done as a way of recognizing their contribution. Public health and sanitation improve when waste pickers remove waste even from areas not served by the municipal waste collection. It is also believed that where waste pickers are recognized and supported and organized into cooperatives, waste pickers are likely to have higher income to support their families.

The municipality is also in the process of developing recycling strategy by conducting a waste stream investigation in all wards of the municipality to determine which waste recycling will work.

E.13.11 Status Quo of Communication, Education and Clean-Up Awareness Campaigns

The education and awareness are a critical component to ensure that people are aware of the impact of waste on their health, well-being, and environment. The implementation of waste management programmes (Youth Community Outreach Program and Good Green Deed which was drawn from the Precedent's call for Thuma mina campaign) in the municipality by the Department of Fisheries, Forestry and Environment (DFFE) have not only assisted in achieving Goal 4 of National

waste management strategy (NWMS) to ensure that people are aware of the impact of waste on their health, well-being, and environment. It also supported the municipality to achieve its goal to ensure that the population within Dannhauser Local Municipality are informed and made aware of waste management issues and that all stakeholders are empowered to meet their responsibilities of integrated waste management as stipulated in the IWMP of the municipality. Both community and school based environmental education and awareness programmes have assisted the municipality to encourage communities and schools to have less waste generation rates through the promotion of re-use recycle and recovery of their waste. The municipality is also considering other alternatives for waste treatment/diversion such as separation at source, composting, etc. Furthermore, the municipality is planning to make available infrastructure for that behavioral change i.e., Buy back center, and to develop waste collection points that are anticipated to function as transfer stations as some rural areas have been identified as areas that are mostly affected by the illegal dumping of waste. This is expected to assist the municipality in dealing with waste management issues and create jobs for local people around those collection points. A range of mechanism and media is used to achieve heightened education and awareness level to ensure that communities within Dannhauser participate in environmental management.

The municipality has conducted several environmental awareness since the introduction of Youth Environmental Coordinator and 22 Good Green Deeds participants in 2019. The following table represents the environmental education and awareness campaigns conducted from April 2019- June 2024

Table:42 Ward/Community Based Environmental Education and Awareness

Ward No	Area	No of awareness conducted
1	Mafusini and Dannhauser	3
2	Koppjie Alleen	1
3	Hattingspruit & vidriet	3
4	Ladybank & Malinga	4
5	Mbabane	1
6	Rutland & flint	2
7	KwaMdakane	3
8	Springbok	2
9	Mafahlawane	1
10	Ntendeka and 42 area	2
11	KwaMdakane	1
12	KwaJani area	1
13	Next to uMzinyathi river	1
Total		25

Learners in schools will always be the agent of change. Raising awareness on environmental issues to them brings hope on the future of environment that sustains life. The following table represents environmental awareness campaigns conducted in different schools within the municipality from April 2023- June 2024.

Table:43 School Based Environmental Education and Awareness Campaigns (2023-2024)

Ward No	School name	No of awareness conducted
1	Gijimani Primary School	1
2	Dannhauser Primary School	2
3	Lethukuthula Primary School Hiltop Primary School	2
4	Hlokomani Primary School Ngabade High School Nyanyadu Primary School	3
6	Moy Primary School Okhalweni Primary School Rutland Primary School	3
7	Buhle-Be-Allen Primary School Mana High School	2
8	Impala High School Mfundweni High School	2
9	Sosinda Primary School	1
13	Spookmil Primary School Greenock Primary School	2
Total		18

Clean-up campaigns are meant to discourage the practice of illegal dumping not the other way around. They help in developing the public pride and clean neighborhoods. The involvement of stakeholders, businesses, organizations, and communities is important. In the municipality there is a lack of involvement in clean up campaigns. However, the municipality is still encouraging the involvement of other stakeholders especially the community. The following table represents the clean-up campaigns that were conducted from April 2023- June 2024, and some clean up campaigns were led by the mayor.

Table: 44 Clean Up Campaigns

Ward No	Area	No of clean-up campaigns conducted
1	Koppjie Alleen	1
2	Dannhauser Town, Newtown and scheme	8
5	Mbabane	1
7	KwaMdakane, Taxi rank	5
11	KwaMdakane	2
12	KwaJani	1
13	Cooper Farm	1
Total		19

E.13.12 Waste By-Laws Enforcement and Signage

E.13.12.1 Waste By-Laws

The municipality does not have waste by-laws, currently the municipality is using the Prevention and Suppression of Health and Nuisances by-laws that incorporate some waste issues. The municipality has been using these by-laws to deal with waste management issues.

Identified hotspot areas for illegal dumping of waste has forced the municipality to consider developing by-laws that will deal precisely with waste management concerns. The municipality will liaise with other laws enforcers such as Environmental Management Inspectors and SAPS.

E.13.12.2 Signage

To all the identified areas for illegal dumping of waste, the municipality has also considered to erect waste control signs to regulate appropriate waste management practices for the protection of public and environmental health.

E.13.12.3 Waste Management Projects

To address the biggest waste collection backlogs services which exist in rural areas and informal settlement. Rural communities are then exposed to illegal waste dumping practices which is associated with lack of or poor waste collection. The huge amounts of household uncollected waste have direct impact on environmental factors such as air, water and even to public health. Therefore, the municipality has considered the following projects/programmes that are anticipated to bring huge change in waste management within the municipality and contribute to circular economy:

- Constructions of cells in the landfill site
- Wheelie bins for 30 000 households
- Transfer station.
- Buy back center.

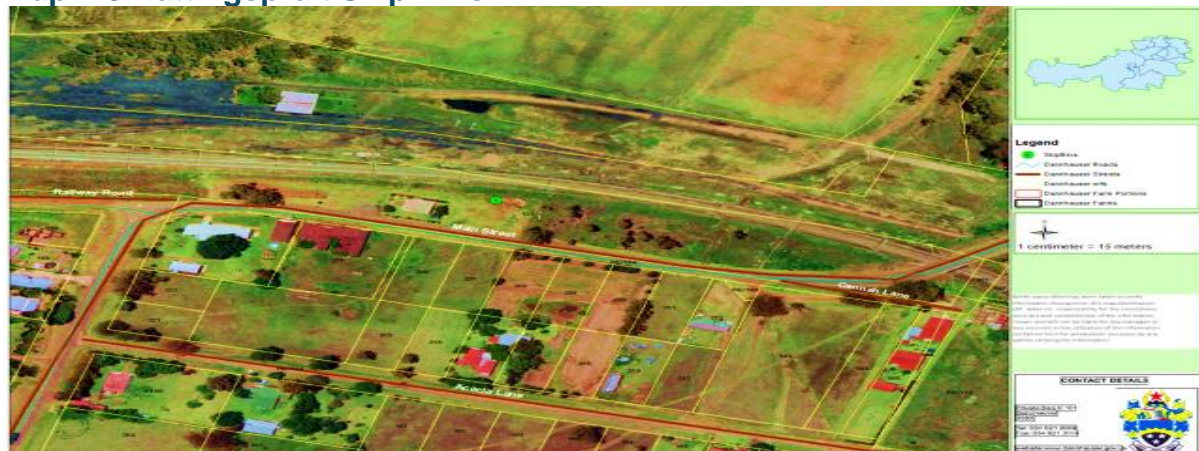
- Separation at source
- Environmental center
- Specialized vehicle from MIG

AERIAL PHOTOS OF SOLID WASTE COLLECTION

Map:27 Durnacol Skip Bins



Map: 28 Hattingspruit Skip Bins



Map: 29 Kopijalleen Skip Bins



Map:30 KwaMdakane Skip Bins



E.13.12.4 EQUIPMENT USED FOR SOLID WASTE COLLECTION

Table:45 Equipment Used for Solid Waste Collection

RESOURCE	QUANTITY	ACTIVITIES	WORK SCHEDULE
Refuse truck- NDH 1377	1	Refuse collection in ward 2, 3	According to work schedule
Massey Fergusson Tractor- NDH 2006	1	Cut grass (connected with slasher)	Daily
Fiat tractor- NDH 1282	1	Transports skip bins	Daily
Front end loader- NDH 1158	1	Compacts waste at the landfill site	Daily
Isuzu bakkie- NDH 2479	1	Supervision	Daily
Skip Bins	60	Waste collection	Daily

Table:46 Grass Cutting Schedule

GRASS CUTTING	DAYS	ACTIVITY	AREA
	MONDAY	Grass Cutting	Newtown/White City
	TUESDAY	Grass Cutting	Southpark/Emafusini Area
	WEDNESDAY	Grass Cutting	Durnacol (No.7, No.3, Jacaranda, Targo Village, Tawain and Skomplaas)
	THURSDAY	Grass Cutting	Hattingspruit (Ramaphosa Area and Central)
	FRIDAY	Grass Cutting	Dannhauser (Cbd, Cemeteries and Sportsfield)
	TUESDAY	Household and Business	Hattingspruit & Koppie Allen
	WEDNESDAY	Household	Durnacol & KwaMdakane
	THURSDAY	Household	Dannhauser
	FRIDAY	Household and Business	Dannhauser & Emafusini

E.13.12.5 NUMBER OF TIMES WASTE & GRASS CUTTING OCCURS IN A MONTH

Table:47 No. of Times waste & Grass Cutting Occurs in a Month

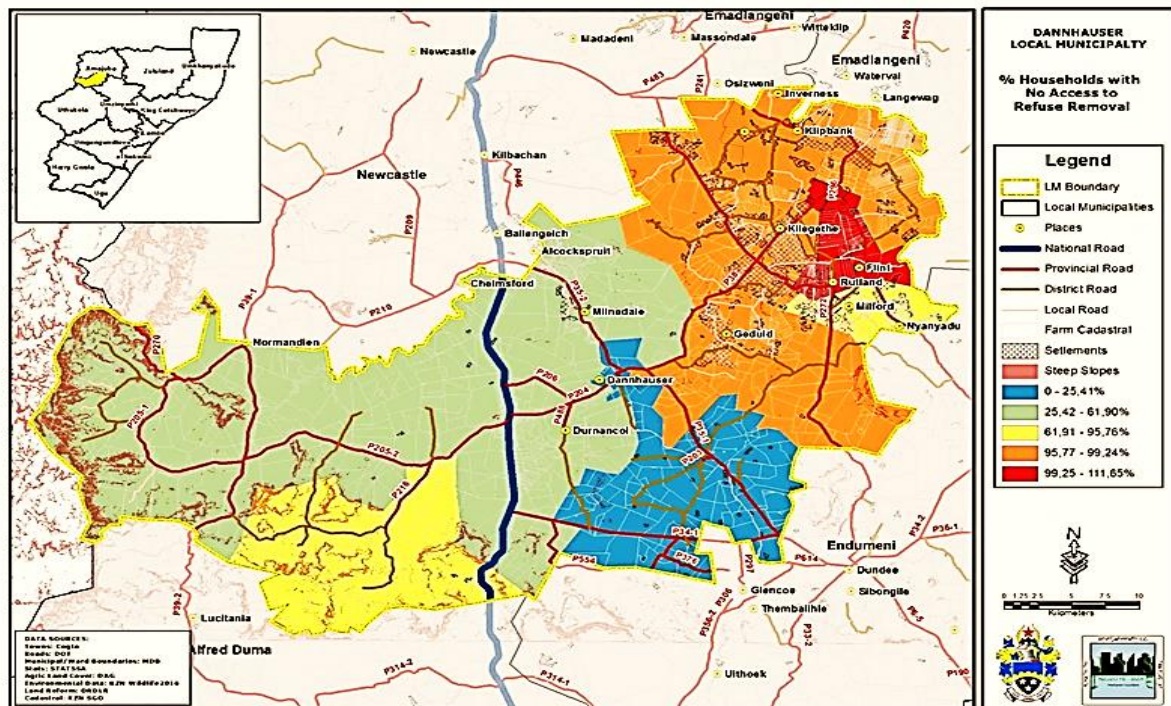
AREAS	HOUSEHOLD	BUSINESS
Dannhauser Town	553x4 = 2212	80x8 = 640
Hattingspruit	51x4 = 204	13x4 = 52
Durnacol	576x4 = 2304	6x4 = 24
Emafusini	510x4 = 2040	8x4 = 32
	Total= 6760	Total= 748
	GRAND TOTAL= 8256	

E.13.12.6 EQUIPMENT USED FOR GRASS CUTTING

Table:48 Equipment Used for Grass Cutting

RESOURCE	QUANTITY	ACTIVITIES	WORK SCHEDULE
Massey Fergusson Tractor- NDH 2006	1	Cut grass (connected with slasher)	Daily
Foton tractor	1	Cut grass (connected with slasher)	Daily
UD truck- NDH 2539	1	Transport's workers (Grass cutting)	Daily
Isuzu bakkie- NDH 2479	1	Supervision	Daily
Brush cutters (STHL)	29	Grass cutting	Daily
Self-Propelled Mowers (Kudu)	4	Grass cutting (Pavements and flat area)	Daily (Seasonal)
Ride-on Mower	1	Grass cutting (sport fields and flat areas)	Daily (Seasonal)

Map:31 No Access to Solid Waste Removal



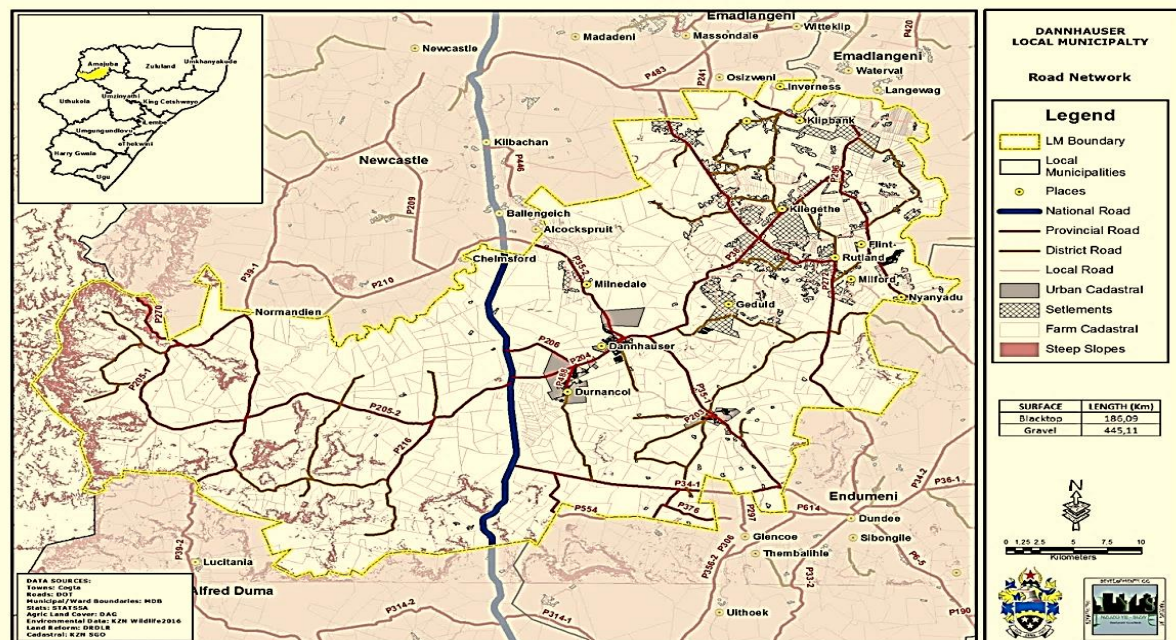
E.14 TRANSPORTATION INFRASTRUCTURE

E.14.1 ROADS

The Dannhauser Municipality has a relatively well-established road network, which occurs in the form of a hierarchy as follows:

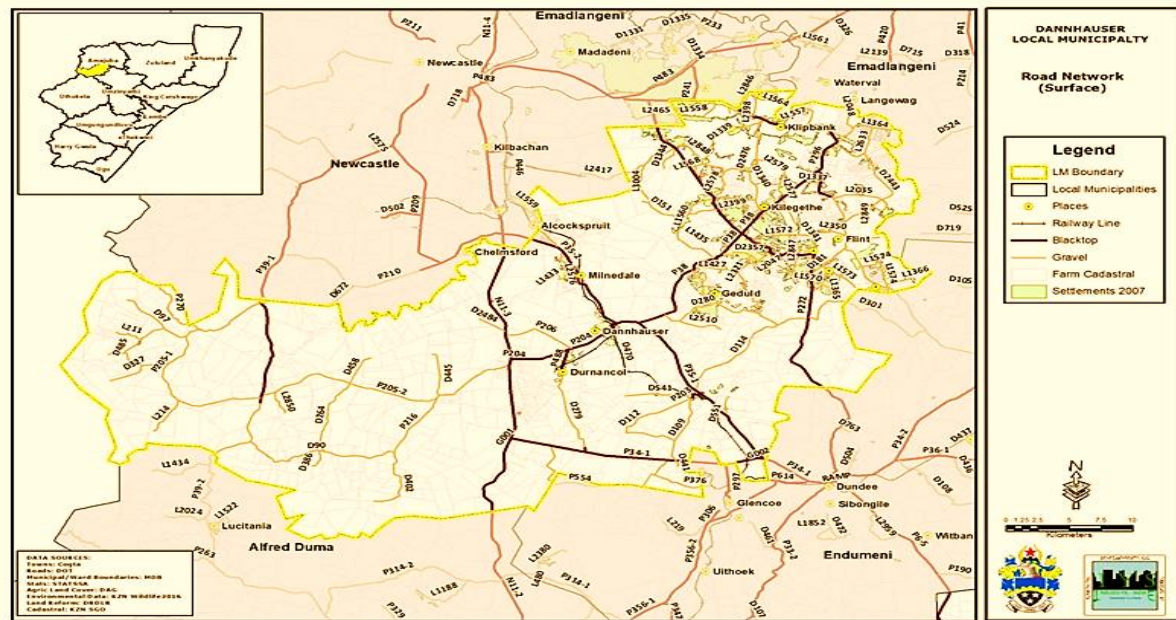
- National Road: N11, the N11 provides connectivity at a broad and regional scale. It links Dannhauser municipality with the Amajuba District's Regional centre viz. Newcastle to the north and the uThukela District Regional centre viz. Ladysmith to the south. Although this road is also open to local road users, its primary aim is to serve as a transport and tourism corridor, connecting major urban centres.
- Provincial roads: the R621 is one of the main provincial roads traversing the municipality. This road links the hub of Dannhauser with the Hattingspruit satellite and subsequently Dundee and the R33. It also links these areas with the N11 and subsequently Newcastle to the north. Several other provincial roads run through the municipal area connecting different parts of Dannhauser Municipality.
- District Roads, which connect different settlements and provide access to public facilities; and
- Local Access Roads, which provide access within each settlement and to each household.

Map 32: Municipal Road Network (SDF.2021/22)

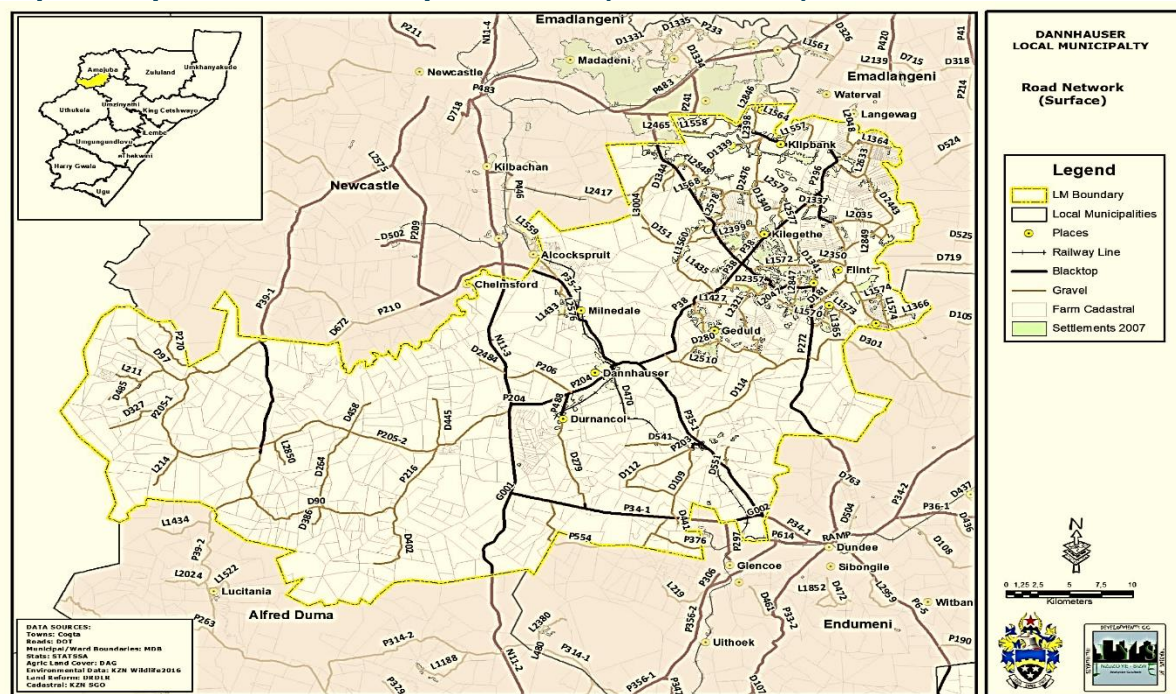


While provincial roads are generally in a good condition as they are maintained by the Department of Transport, but the quality of district and local access roads is generally poor as there is a lack of funding to upgrade and maintain them. These roads are in a state of despair and in dire need of upgrading. The poor state of these roads negatively affects intra and inter-settlement access. It also contributes to the poor public transport system in these areas.

Map 33: Municipal Road Network Surface (SDF.2021/22)



Map:34 Department of Transport Roads (SDF.2021/22)



The district and local access roads have not been rehabilitated nor upgraded for over the past 7 years, however the municipality is trying to undertake maintenance through the patching of potholes, although it does not last. The municipality has applied for funding with regards to the upgrading of urban tarred residential roads (approximately 60km in total) and related storm water systems.

E.14.2 NON-MOTORIZED TRANSPORT

The current state of non-motorized within the municipality identifies several pedestrian problems, as follows:

- A lack of sidewalks in residential areas.
- A lack of sidewalks in CBD.
- Intersections where informal trading is taking place.
- A lack of sidewalk maintenance.
- Speed of vehicles approaching pedestrian crossings.

IMAGES OF STATE OF TARRED ROADS IN URBAN AREAS

Image 1: Unrehabilitated Urban Tarred Road.1



Image 2: Unrehabilitated Urban Tarred Road.2



Image 3: Untarred Roads in Urban Residential Area

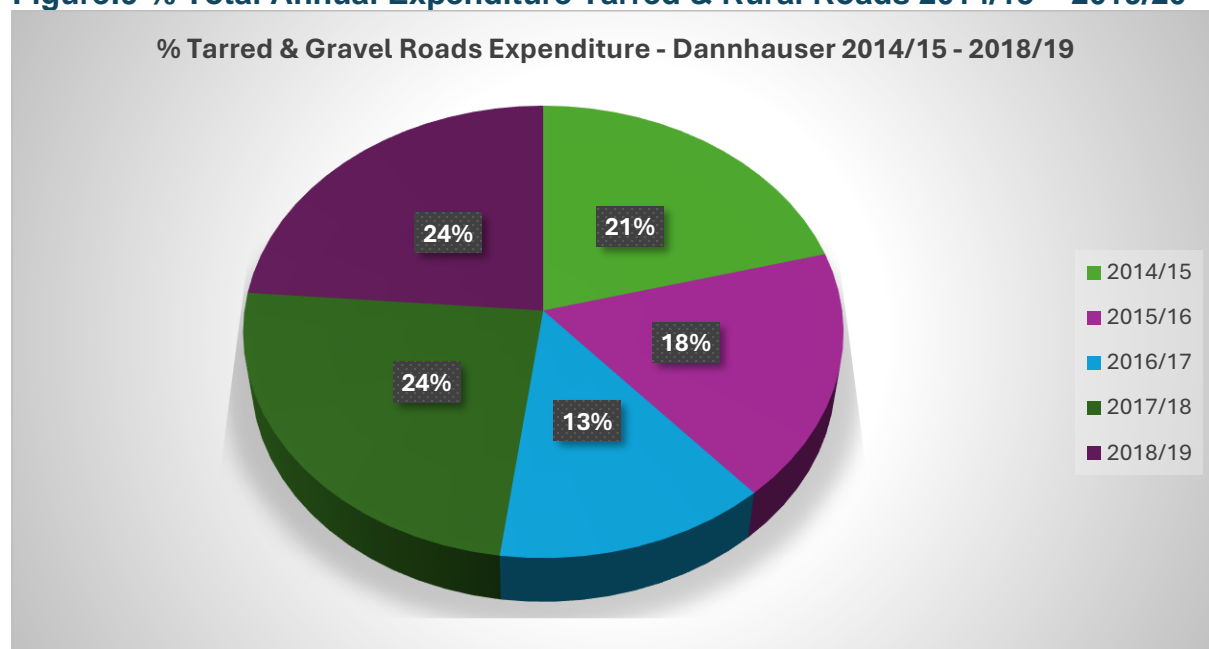


E.14.3 DANNHAUSER RURAL & TARRED ROADS – ACTUAL EXPENDITURE 2014/15 – 2019/20

Table:47 Rural & Urban Rehabilitation Expenditure 2014/15 – 2019/20

YEAR	TOTAL RURAL ROADS (R)	TOTAL URBAN ROADS (R)	GRAND TOTAL SPEND PER FINANCIAL YEAR (R)
2014/15	10 844 741	-	10 844 741
2015/16	2 240 000	7 000 000	9 240 000
2017/18	7 000 000	-	7 000 000
2018/19	3 162 000	9 400 000	12 562 000
2019/20	3 335 910	9 000 000	12 335 910
GRAND TOTAL	26 582 651	25 400 000	51 982 651

Figure:9 % Total Annual Expenditure Tarred & Rural Roads 2014/15 – 2019/20



E.14.4 PUBLIC TRANSPORT INFRASTRUCTURE

Public transport infrastructure within the municipal area is relatively poor due to the poor state of the district and local access roads. The Amajuba District Public Transport Plan (PTP) identifies two mini-bus taxi facilities, which are owned by the municipality. These have been formalized and include the Dannhauser Taxi Rank and the Crossroads Taxi Rank in KwaMdakane. There is one bus rank within the municipality, that is, the Dannhauser Bus Rank.

E.14.5 RAILWAY LINE

There is a railway line that transverses the municipality, it is owned and used by Transnet to ferry goods to and from Durban and Gauteng. It does not serve the purpose of public transportation. There is no train station available.

E.14.6 INTEGRATED TRANSPORT PLAN

The municipality is currently undertaking its research on the development of an Integrated Transport Plan which will cater for the whole municipal jurisdiction and integrate with the country's regional, provincial, national, and international Transport Plans. The OBJECTIVES of the Dannhauser Integrated Transport Plan (DITP) are represented by the principles of:

- Ease of Accessibility by the community to and from various destinations.
- Preferred Investment Destination (Upgraded infrastructure, reduction of congestion, improved public transport).
- Dignified Living (Universally accessible transport for all, alignment with development priorities, choice of mode of transport).
- Safety (Follow best practice design, provision of learner transport, safe and efficient public transport).
- Support modal shift to public transport and non-motorized transport (NMT), infrastructure to support sustainable development, maximize use of public transport and NMT); and
- Good Governance and Compliance (Measure user satisfaction, formulate transport policy, strategies, alignment of municipal and provincial planning

E.14.7 TRANSPORT REGISTER

The Transport Register of DITP will provide an overview of the status of the transport system and will identify trends and changes in the demographics of the area to which the transport system must adapt:

- The Transport Register assists in identifying shortcomings in the transport system and areas where improvement is needed.
- Information on the following aspects of the transport system is provided.
- Utilisation of public transport services and facilities.
- The status and condition of public transport facilities and infrastructure.
- The percentage utilisation of the various modes of transport.
- The status and condition of the road network.
- Freight transport information.
- Financial information.

Guiding principles for the proposed Dannhauser public transport service network is:

- Compliance with the Department of Transport guidelines for a Public Transport Network Grant and the Provincial Public Transport Institutional Framework.
- Transformation and upliftment of the public transport industry.
- To improve public transport services and quality of life of residents.

- Phased development of the public transport system; and
- Financial sustainability.

E.15. ENERGY

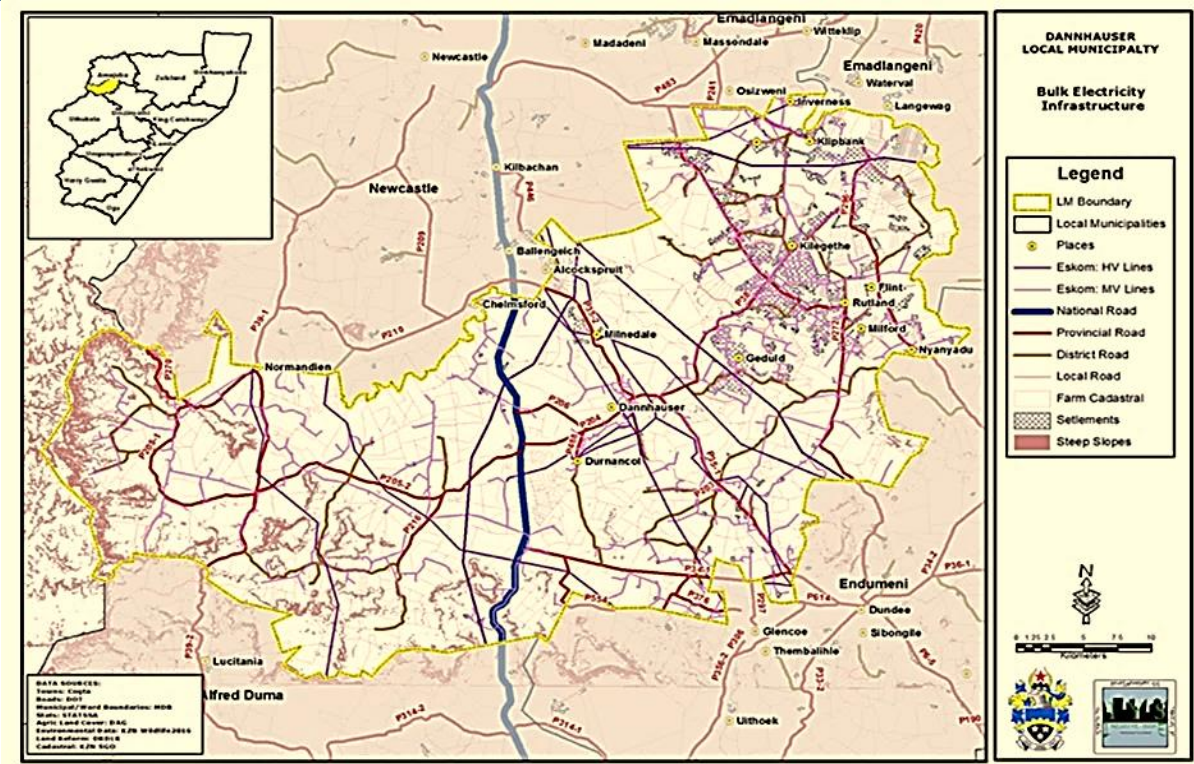
E.15.1 ELECTRICITY

Dannhauser Municipality is not licensed to provide electricity; thus, ESKOM is the sole service provider. The Municipality has managed to achieve 100% universal access to electricity; this confirms that the Dannhauser area has enough electrical capacity and infrastructure. The municipality is however experiencing challenges; a high of influx of people, particularly on privately owned land whereby the landowners allocate sites without considering the municipality's plans. This has resulted in a burgeoning backlog of electricity infills, currently the backlog is at 1125. The backlog number was determined after an assessment that was undertaken by the municipality, in consultation with ward councillors and ward committee members. In the 2014/2015 financial year, the municipality received funding of R8 000 000 from KZN COGTA to eradicate this backlog. The municipality had also availed R11 000 000. For the 2015/2017 financial year, COGTA allocated a grant funding of R 5 000 000 and the Department of Energy set aside R32 000 000 which was directly allocated to ESKOM.

Table:60 Electricity Usage of Households in Dannhauser

COOKING			HEATING			LIGHTING		
Electricity from mains	10 711	51.8%	Electricity from mains	7 762	37.6%	Electricity from mains	16 585	80.3%
Other source of electricity	36	0.2%	Other source of electricity	22	0.1%	Other source of electricity	0	0%
Gas	482	2.3%	Gas	262	1.27%	Gas	125	0.6%
Paraffin	1 392	6.7%	Paraffin	695	3.36%	Paraffin	167	0.8%
Wood	1406	6.4%	Wood	1 987	9.6%	Candles	3 615	17.5%
Coal	5 893	29.2%	Coal	7 463	36.1%	Solar	115	0.6%
Animal dung	489	2.14%	Animal Dung	667	3.2%	Unspecified	55	0.2%
Other	156	0.76%	Other	92	0.4%	None	0	0%
None	97	0.5%	None	1 712	8.3%			
Total	20 662	100%	Total	20 662	100%	Total	20 662	100%

Map 35: Bulk Electrical Infrastructure Network



▪ **E.15.3 ELECTRICITY FOR COOKING, HEATING AND LIGHTING**

- Dannhauser Municipality became the first municipality in the country to electrify all households within its area of jurisdiction. About 80.7% of the population within the municipal area uses electricity for lighting, cooking, and heating purposes. Coal is still used substantially for cooking and heating purposes. A shift away from this resource is needed due to its unsustainable nature. The various forms of energy used by the community reflect as follows:

Figure 10: Energy for Cooking (Stats SA: Census 2022)

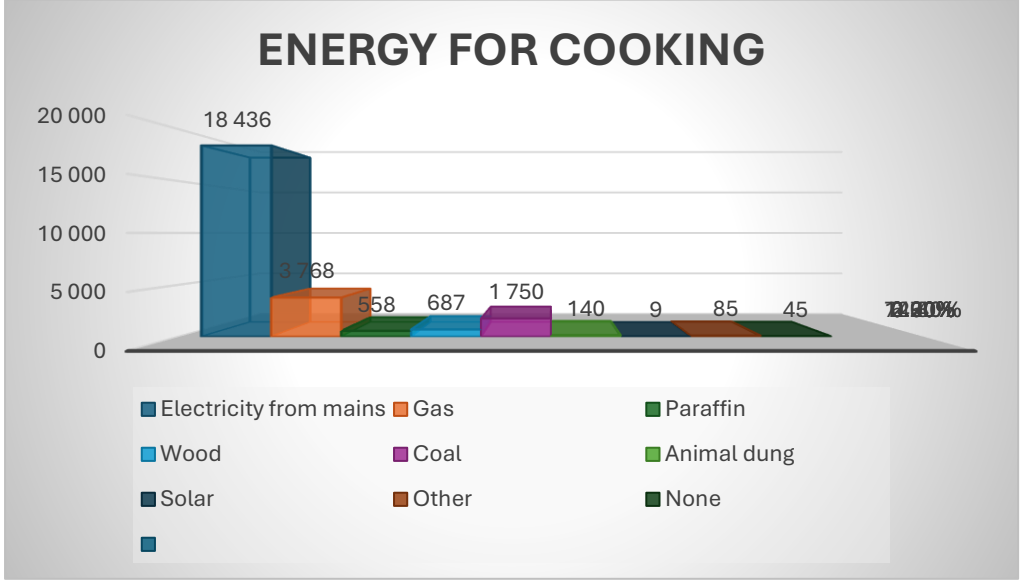


Figure 11 : Energy for Lighting (Stats SA: Census 2022)

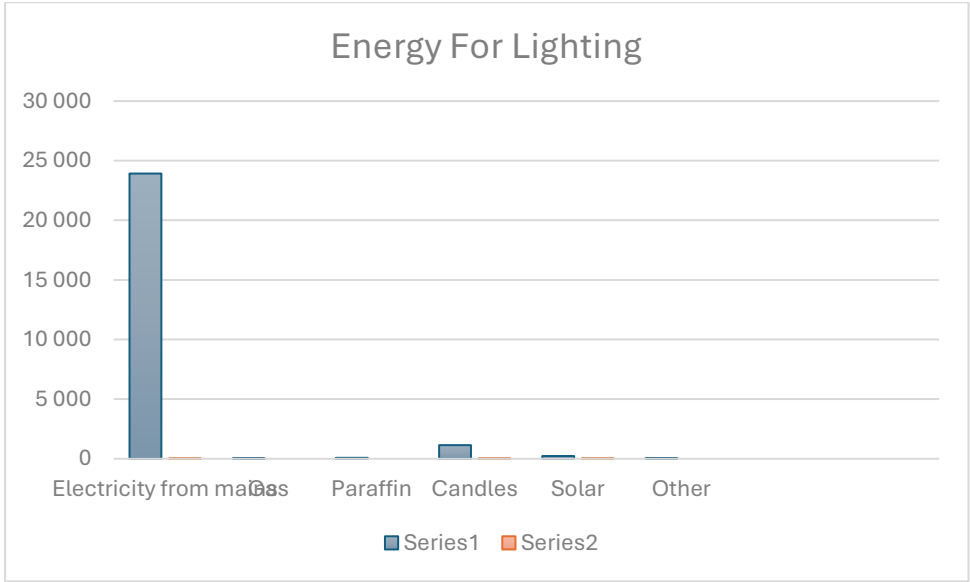
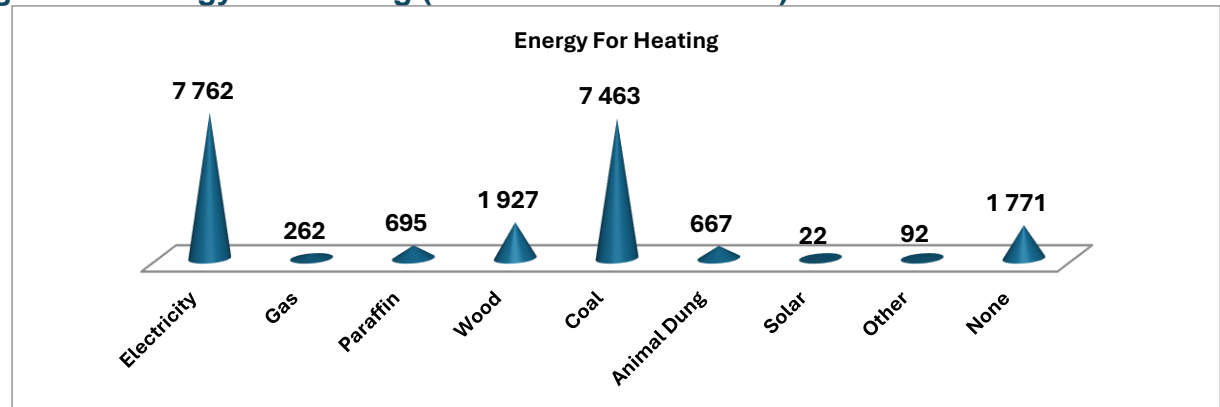


Figure 12: Energy for Heating (Stats SA: Census 2022)



E.15.3 ENERGY SECTOR PLAN

- The municipality has not yet developed an energy sector plan but has commenced the process of appointing a service provider to develop one. There are various forms of energy that exist within the jurisdiction, and they will be identified and explained in detail in the sector plan.

E.15.4 ELECTRICITY BACKLOGS

- The municipality does not have any backlogs and has achieved a 100 % household and business electrification process. The focus of the municipality is related to electrification In-fills, these are newly constructed households situated in a fully electrified area that require electricity connections.

E.16. HUMAN SETTLEMENTS

Republic of South Africa (Act 108 of 1996) is the supreme law of the country. The Constitution recognizes housing as a right and identifies it as a concurrent function between national and provincial spheres of government. The housing delivery program of the municipality is therefore intended to give effect to the right to housing as enshrined in the Constitution. The program is implemented mostly in the form of state funded, low-income housing projects whereby the municipality serves as the developer. The provincial Department of Human Settlements provides funding, monitors progress, and assures quality.

E.16.1 KZN – Human Settlements “Master Spatial Plan”

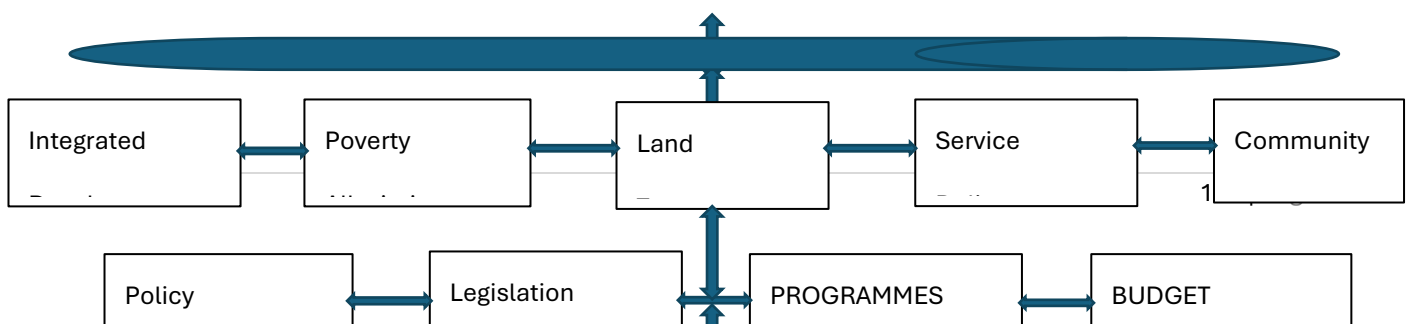
The KZN – Human settlements “Master Spatial Plan, takes into recognition the Housing Act (Act 107 of 1997), this has also been adopted in the “Draft Dannhauser Housing Sector Plan – 2018”, they both endorse the following principles; “The establishment and maintenance of habitable, stable and sustainable public and private residential developments to ensure viable households and communities, in areas allowing convenient access to economic opportunities and to health, educational and social amenities, in which all citizens and permanent residents of the Republic will, on a progressive basis, have access to Permanent residential structures with secure tenure, ensuring internal and external privacy and providing adequate protection against the elements; and Potable water, adequate sanitary facilities and domestic energy supply.”

There are eight broad principles relating to housing delivery and development contained in the Housing Act and the Draft Dannhauser Housing Sector Plan are:

- People-centered development and partnerships.
- Skills Transfer and economic empowerment.
- Fairness and equity.
- Choice.
- Quality and Affordability.
- Innovation.
- Transparency, accountability, and monitoring; and
- Sustainability and fiscal affordability

The Breaking New Ground (BNG) policy was introduced in 2004 to give effect to a shift in the provision of housing. The BNG advocates for a more holistic approach in the delivery of housing, by also focusing on the development social and economic infrastructure. This is to ensure the creation of sustainable settlements, rather than just the provision of housing. The sustainable human settlement creation concept is illustrated below.

Sustainable Human Settlement



E.16.2 Kzn Human Settlements Master Spatial Plan

To enhance the implementation of the “KZN HS Master Spatial Plan”; the following objectives were adopted by Dannhauser and indicated in its “Draft Housing Sector Plan – 2021/22”;

Seven Specific Objectives:

- Accelerating the delivery of housing as a key strategy of poverty alleviation.
- Utilizing provision of housing as a major job creation strategy.
- Ensuring property can be accessed by all as an asset for wealth creation and empowerment.
- Leveraging growth in the economy.
- Combating crime, promoting social cohesion, and improving quality of life for the poor.
- Supporting the functioning of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump; and
- Utilizing housing as an instrument for the development of sustainable human settlements, in support of spatial restructuring.

Adoption of the KZN – Master Spatial Plan; has further enabled the municipality to adopt the new plan by implementing the following:

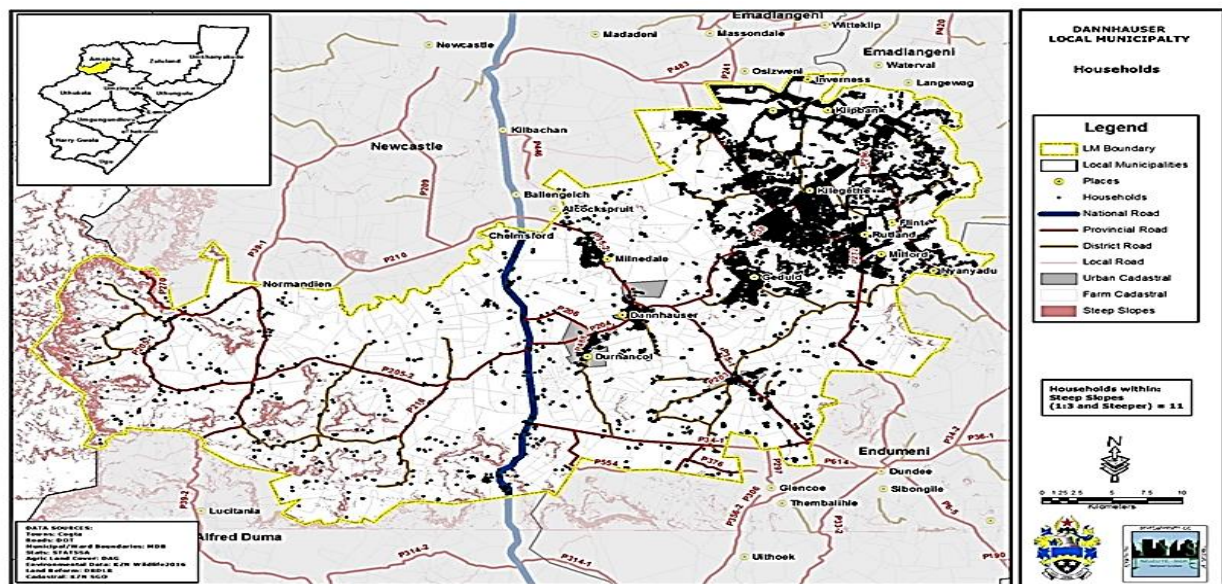
- Progressive informal settlement eradication.
- Promoting densification and integration.
- Enhancing spatial planning.
- Enhancing the location of new housing projects.
- Supporting urban renewal and inner-city regeneration.
- Developing social and economic infrastructure; and
- Enhancing housing products

A major synergy between the KZN – HS Master Spatial Plan and the Draft Dannhauser Housing Sector Plan, is based on the none-availability of land to develop houses. As indicated in the “Implications for Provincial Human Settlements Master Spatial Plan: The number of unresolved restitutions claims within the province has complicated the delivery of human settlement within the province. It is imperative that restitution claims on strategically located land parcels be resolved as soon as

possible to allow for its development. Municipal owned land should also be made available for human settlement.” The municipality currently has a few Hectares of land as compared to other stakeholders as per the municipal Draft SDF.2021/22 “Land Ownership Table.5: Page.100.” More land exists in the hands of other Government departments; Ingonyama trust and Private stakeholders. The municipality has developed a Housing Sector Plan which has been subject to scrutiny by the Department of Human Settlements KZN. It is aligned with the municipal SDF and indicates the supporting infrastructures that are required.

Map below indicates the relative positions of housing developments within the jurisdiction.

Map 35: Positioning of Households (SDF 2021/22)



PGDP Objective: Interventions for Sustainable Human Settlement

Intervention 1:

Establishment of a joint provincial forum addressing integrated development planning - A human settlement requires co-ordination such that houses, water, electricity and sanitation are an immediate part of the same product, whilst community life is also enabled by provision of schools, and other social facilities. It is not clear why this co-ordination is not possible despite it having been long recognized to be a requirement. This intervention is about providing a model for this alignment and co-ordination of government efforts for improved delivery of sustainable Human Settlement. This forum will use as its departure point the Provincial Spatial Development Framework, which has identified KZN’s areas of opportunity and intervention. The key

government departments that need to be part of this forum is: COGTA (Municipal Planning, Municipal Infrastructure, land management in traditional affairs, DHS, DOT, DARD, DWAS, RDLR (Land Reform, Rural Infrastructure Development), Land Claims Commission, ITB DOE, Eskom.

Intervention 2:

Densification of settlement patterns - This intervention recognizes that the current settlement patterns are not conducive to cost effective service delivery or environmentally sustainable settlements. This is because of dispersed and fragmented settlement patterns that require people to travel long distance to access economic opportunities or lesser density per hectares that are more expensive to service. This intervention is about proposes an alternative densification model that uses current housing instruments to achieve greater urban densities and more coherent integrated settlements around identified emerging nodes. This intervention will also again be informed by the identified urban and rural nodes within the Provincial Spatial Development Framework.

Intervention 3:

Transformation of Informal Settlements - This intervention is about providing housing opportunities to people at the low end of the housing market. It proposes to transform these informal settlements via the business instruments of: Informal Settlements Upgrade; Integrated Residential Development Program; and Enhanced Peoples Housing Program. In this way, people living in informal settlements have greater opportunity to access tenure of housing, economic and social opportunities. Property markets must be persuaded to cater for people who are ordinarily not part of the housing social grant and yet cannot afford houses in urban areas.

Intervention 4:

Develop provincial strategy and plan to address housing Gap Market – This intervention seeks to provide housing subsidy for people, who earn between (R3501 - R15000) in the gap market to allow for purchase of property. These properties range from R450 000 to R700 000 which is entry level housing and usually difficult to obtain bonds. The intervention will include a targeted inclusion of gap housing in all new housing projects aligned to the target contained in national outcome 8. The current housing instrument of Financially Linked Intervention Subsidies (FLIPS) is being used to address this housing challenge. Role players include DOH (Breaking New Ground Strategy), financial institutions and Social Housing Companies.

Intervention 4:

Expand the Social Housing Program and Rental Program – This intervention is to address the current lack of housing opportunities for low end housing market entrants. The intervention seeks to provide well located accommodation on a rental basis for income brackets between (R3 501 - R7 500). The current housing instruments being used to achieve this are the Social Housing Program, the Institutional Subsidy Program, and the Community Residential Units Program. These instruments either purchase or build units for rental purposes as well as refurbish previous hostels. A description of these instruments follows: Social Housing addresses the need to provide affordable rental units, with convenient access to employment opportunities, only in restructuring zones (areas of economic opportunity/urban renewal). ▪ Institutional Subsidies provide: - Affordable rental accommodation in other parts of settlements (i.e., not areas of economic opportunity); ▪ Capital grants to housing institutions which construct and manage affordable rental units; - For sale of units after 4 years. - Community Residential Units aim to facilitate the provision of secure, stable rental tenure for lower income persons / households not provided for by Social Housing and Institutional Subsidies.

E.16.2 DANNHAUSER HOUSING SUPPLY AND NEED

This section of the report undertakes an analysis of the housing need and supply within Dannhauser Municipality. It acknowledges that the need for sustainable human settlements is a constant challenge facing the Dannhauser Municipality and South Africa as a whole. This need is partly a result of migration caused by socio-economic pull and push factors as well as a change in population-dynamics – but it is mostly a consequence of past socio-economic and spatial injustices, realized by apartheid governance and spatial planning. Those (previously disadvantaged) in desperate need of sustainable housing are predominantly the landless, rural-poor and low-income earners.

The need for sustainable human settlement persists despite new policies and legislation ushered in since the dawn of democracy in 1994. While the goalposts continue to shift due to population growth and socio-economic and political dynamics, since 1994, the government has made substantial progress towards the realization of

Section 26 of the Constitution of South Africa "the right to adequate housing for all". This progress in addressing the housing need has been realized employing policy development and planning at all spheres of government for the development of sustainable human settlements and practical implementation thereof.

Like most cities in South African, Dannhauser is experiencing a relatively high rate of urbanization. The population of the Dannhauser Municipality has grown phenomenally over the last three decades, with indications that this phenomenon will continue into the distant future reaching nearly 80% by 2050. It exerts pressure on the existing infrastructure, public facilities, and housing stock, and requires the municipality to respond to the expressed need in a manner that accommodates future demand as well. Dynamic pull and push factors, whereby people migrate from rural to urban areas in search of improved living conditions and employment opportunities contribute to the population growth experienced.

There is an increasing demand for sustainable housing in the Dannhauser. According to Stats SA (2016), more than 61% of the population of Dannhauser is categorized as living in poverty. This indicates the profound depth of the housing predicament within the Dannhauser. The housing need in Dannhauser Municipality is informed by various sources, including statistical analysis of data and the income profile of the population residing in Dannhauser, which provides perspective into the extent of housing demand and need in the municipality within each of the programmes available for delivery.

E.16.3 Households (based on income band and housing typology) that qualify for the different housing subsidies, programmes, and products:

- There is a considerable proportion of households/individuals that lie within the low-income category, that qualify for low-cost housing, which is accessible for households that earn less than R3 500 a month.
- The segment of the population that does not earn an income at all constitutes 16% of the population of Dannhauser– of which also qualifies for low-cost housing.
- Households earning below R7 500 qualify for other forms social housing subsidies, such as Social Housing and Finance Linked Individual Subsidy Programmes (FLISP).

The typology of the need is categorized as follows:

Rural housing need is concentrated mainly within eleven wards out of the thirteen by virtue of it being the only major rural area within Dannhauser Municipality.

Burgeoning informal settlements with more than 15 000 households is one of the key human settlements' development challenges facing Dannhauser Municipality.

E.16.4 Rental housing.

Gap market: The gap housing market comprises people who typically earn between R3 500 and R10 000 per month, which is too little to enable them to participate in the private property market, yet too much to qualify for state assistance.

E.16.5 DANNHAUSER HOUSING DEVELOPMENT STRATEGY

- The Dannhauser Municipality previously followed a “mass housing delivery approach” based on chasing pre-set delivery targets and paid limited attention to the quality of the environments being created. It implemented projects in peripheral areas further from job opportunities and the central business district. These projects occurred in the form of monotonous settlements of RDP houses that perpetuated urban sprawl and segregated the poor from the neighboring communities.
- The municipality seeks to shift away from this and adopt a strategic approach in line with the long-term development vision it outlined in the IDP and the “Breaking New Ground” policy of the national government. The new approach goes beyond the simple construction of houses and focuses on building sustainable communities using housing development as a catalyst. It promotes equality, affirms inherent human dignity, and enables access to adequate housing.
- As such, the municipality’s IDP identifies the development of sustainable human settlements as one of the priority programs.
- The DLM seeks to drive programs to build integrated and socially cohesive human settlements. This includes upscaling the delivery of subsidized housing, unlocking housing opportunities across the income spectrum and using housing development as a catalyst for social and economic development. As such, the strategy:
 - facilitates and promotes synergies while living space for each locality to develop a unique character based on its strengths and location advantages.
 - acknowledges and seeks to refine the development vision outlined in the IDP by indicating the desired future situation in respect of the development of human settlements.
 - outlines the human settlement development strategy which provide objectives statements and serve as a road map to the desired future situation; and
 - presents the strategic intervention areas/initiatives which essentially are the activities that should be undertaken to achieve the objectives.

The objectives of the Dannhauser Municipality Human Settlement programmes are as follows:

- To strengthen the capacity of the municipality to deliver sustainable human settlements.
- To establish synergistic relations with stakeholders and potential partners.
- To develop and implement effective systems and procedures for the delivery of the human settlement programmes.
- To reduce housing backlog in all its forms.
- To eradicate slums by 2030.
- To use housing as a catalyst for spatial transformation and equitable socio-economic development.
- To eradicate title deed backlog.

E16.11 DANNHAUSER TOWN DEVELOPMENT STRATEGY

- The Dannhauser Town Development Strategy presents a long-term vision for the future development of Dannhauser and the surrounding areas, and a framework for improved urban governance, increased investment and systematic reductions in urban poverty. It identifies eight strategic pillars for future development. These include:
- a need to build sufficient capacity for effective, efficient, and economic delivery of municipal services; continually cleaning the town, enforcing by-laws, responding to community issues, and repairing and maintaining infrastructure; infrastructure development; building a sound financial base; growing the regional economy.
- integrating local and provincial government plans for the area as a capacity town; creating a learning town and a town of learning (role of Dannhauser as an education hub); and planning for growth (both economic and demographic).
- The latter covers looking at how an increased population will be accommodated and serviced. As part of this, the municipality must

increase densities along public transport corridors incrementally, with continuous improvements in non-motorized and other mobility options as well as equitable access to social facilities.

- Dannhauser's CDS aim to develop possible scenarios and growth paths as well as how to address the impact of the dynamically changing socio-economic, natural, spatial realities – its CDS is not comprehensive plans, but a selection of a few strategic or catalytic thrusts, which address fundamental problems such as the provision of sustainable human settlements.

The following are human settlement and basic services issues to be addressed by longer-term plans of Dannhauser:

- Settlement densities vary significantly across the town, creating problems for a public transport strategy that will overcome apartheid spatial patterns.
- The percentage of people living in informal dwellings is high and continuously increasing.
- Many challenges are face Dannhauser in the provision of basic services.
- Dannhauser provides slightly above the national average in terms of piped water inside dwellings, but this is still well below the other major cities.
- Housing delivery within the town has been minimal.

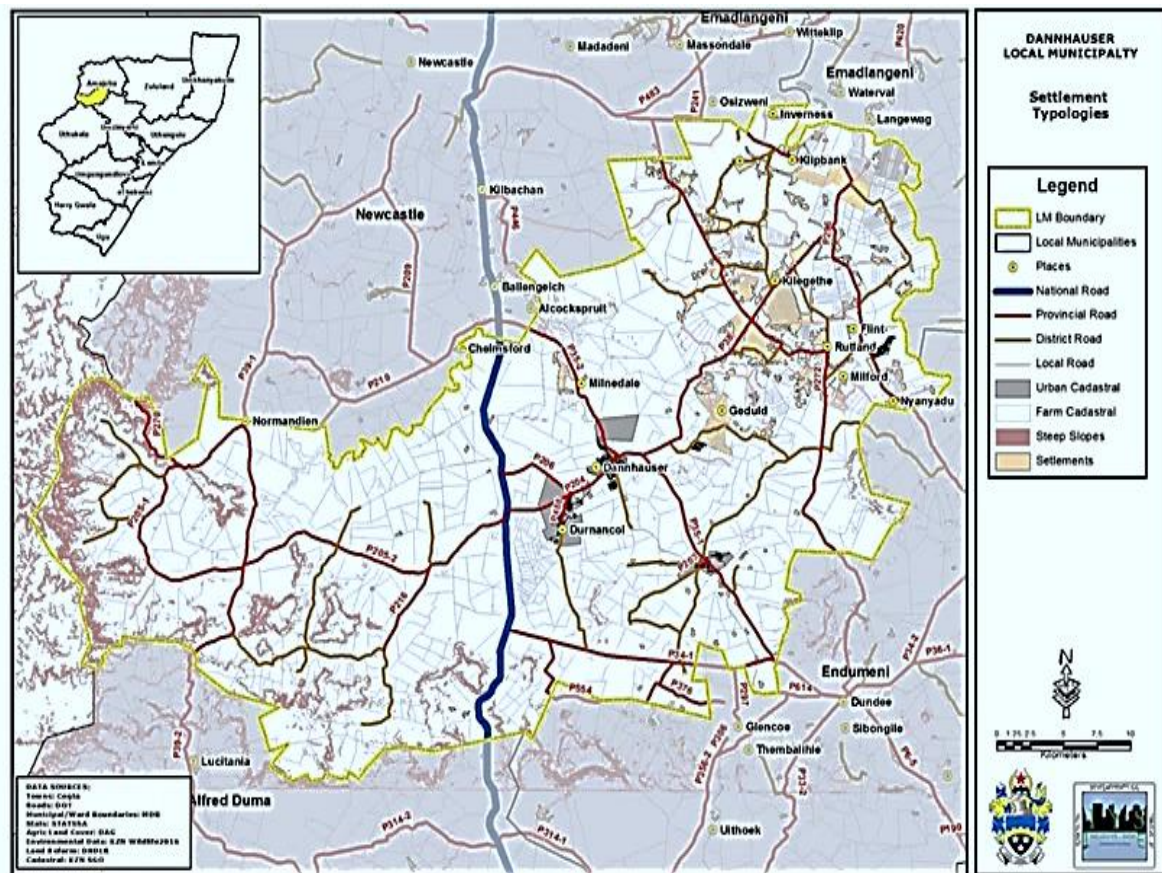
E.16.9 Settlement Patterns

- Dannhauser Municipality is predominantly rural in character with urban areas limited to Dannhauser and surrounding areas that formed part of the coal mining activities. Given the historical development of the area, it does not have an easily discernible structure and settlement pattern. However, the following are key features of the settlement pattern:
- Urban settlements located mainly around Dannhauser Town. These include Durnacol, Hattingspruit, etc. The majority of these developed as part of the coal mining activities in the area, which subsequently declined.
- Relatively dense peri-urban settlements stretching from east of Osizweni township in Newcastle to the northern part of Dannhauser which include Mafahlawane, Emfundweni, Mbabane, Hadebe and Zondo etc. Some of these settlements are located on Ingonyama Trust land while others are on privately owned land. None of these have received any form of spatial planning.
- Rural settlements covering significant tracts of land in traditional council areas. These settlements did not develop according to predetermined settlement

design systems and procedures; hence, their spatial pattern reflects the impact of traditional land allocation practices.

- Vast commercial farmlands populated at very low densities by commercial farmers and farm dwellers. The latter includes duly recognized labour tenants.
- Settlements that emanated from the land reform program are Alcockspruit, Mossdale, Elandsklip and Long lands. Most of these settlements were designated in terms of the Provision of Land and Assistance Act, Act 126 of 1993 and their plans have a legal status according to this Act.
- Development in most parts of the area is scattered and illustrates an absence of a robust and logical nodal hierarchy. Uneven topography and traditional land allocation practices are some of the main factors that shape these kinds of settlement patterns.

Map 37: Settlement Topology (SDF 2024/25)



E.16.10 Urban Settlement

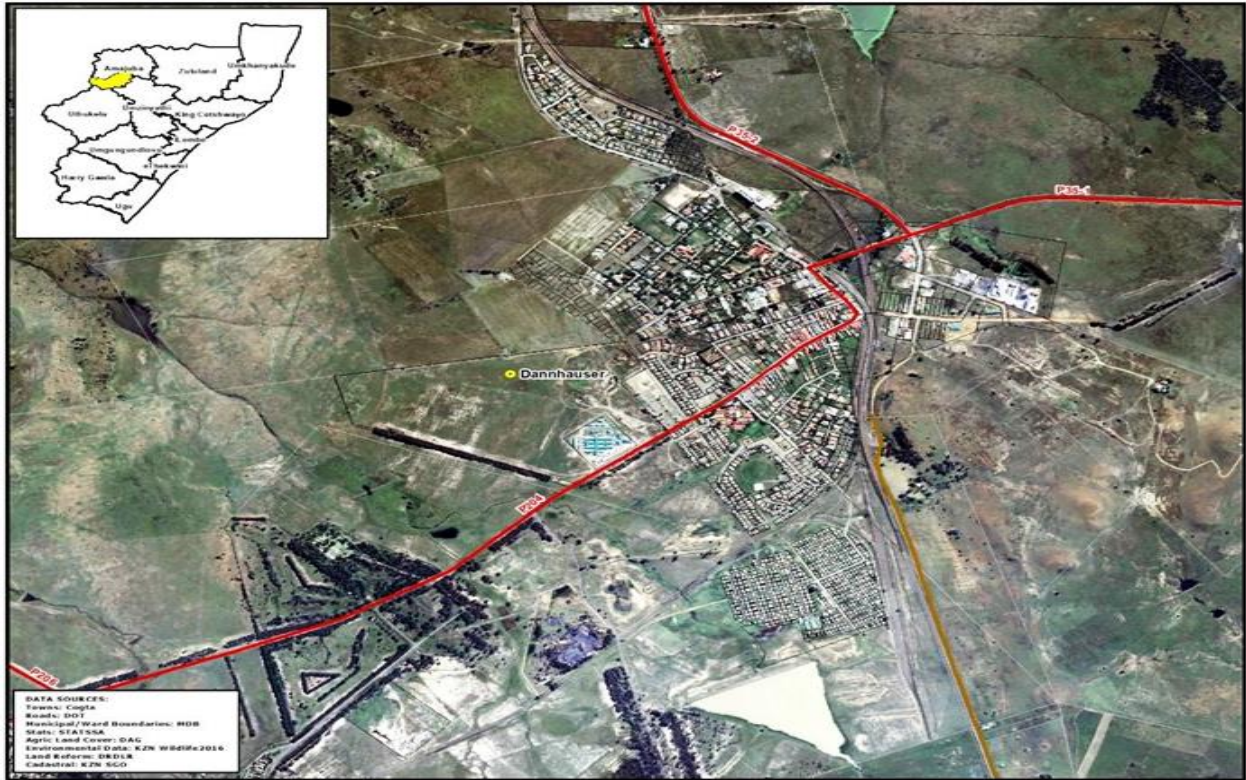
The urban settlement of Dannhauser covers Dannhauser Town (a primary node), Emafusini, Durnacol and part of Hattingspruit. Dannhauser still experiences minor land related challenges, even though the municipality can purchase strategic portions

of lands from private landowners. Two huge portions of land of approximately 100 ha in total, situated the intersection of R 621 and West Street the Department of Human Settlement and Dannhauser Municipality have approved a project of 1000 Housing Units in Dannhauser, the project was in its planning phase in 2015/2017, and some have been completed while others are still in the process of construction.

E.16.11 Dannhauser Town

Dannhauser town, encompassing the Emafusini and Durnacol areas is the seat of the local municipality. It is classified as a town in the SDF and has since become a somewhat dilapidated rural town with ailing infrastructure, poorly maintained roads, and a lack of aesthetic appeal. The town consists of one main street, where most commercial activities are clustered. The residential component of the town has also been subjected to urban decay and the former glory of its beautiful vintage architectural buildings has since been lost. With the aim of addressing the abovementioned challenge, the municipality is recently adopted the Dannhauser Town Precinct Plan. The municipality is also currently preparing the Extension of Dannhauser Town Precinct Plan and is nearing the completion of this project. This is part of the municipality's plan to extend the clustered Dannhauser town by creating a new strategically located growth area and attract investment. This will also help revive the Dannhauser town.

Map 38: Dannhauser Town (SDF.2024/25)



E.16.12 Hattingspruit

The settlement of Hattingspruit is identified as a town and secondary node, but is characterized by urban decay, and exists as a small rural town with poorly maintained infrastructure, substandard roads, and no aesthetic appeal. The area has a high development potential with regards to tourism and the creation of other industrial development opportunities.

Map 39: Hattingspruit Town (SDF.2024/25)

as access to public facilities, public transport routes and bulk services are fast emerging as critical factors in the growth and expansion of these rural settlements.

- Land allocation is undertaken in terms of the traditional land allocation system, which is not based on any verifiable standards. As a result, site sizes even for similar land uses vary significantly.
- Land ownership pattern and the prevalent land rental systems whereby landowners rent land out to the tenants have also had a profound impact on the settlement patterns.
- Land use management is based on collective memory where members of the community collectively agree that a piece of land is earmarked for a particular use or belongs to someone.
- They differ in size and density depending on location in relation to the above-mentioned factors. Relatively high-density settlements are found in the north-eastern portion along the R33.
- Movement crisscrosses in a manner that creates a web providing access to public facilities, which are seldom located in, proximity to each other. The nature of rural settlements poses a major challenge for both policy makers and service delivery agencies. Communities have articulated the need for services such as access roads, water and electricity. While the government has made significant progress in this regard, the process has proved to be frustratingly expensive. The spatial structure or lack thereof causes inefficiency and accounts for relatively high service delivery costs.
- Some of the households and/or public facilities are located on land that is not suitable for settlement purposes. These include unfavorable geotechnical conditions, floodplains, and wetlands. These seldom form part of the factors that are taken into consideration when allocating land. The key challenge is to direct the location of these settlements and manage their expansion.

E.16.14 KwaMdakane

Nellie (KwaMdakane) is identified as a service hub as it provides a higher order and more permanent range of services. It is a highly populated rural settlement that is dynamic and vibrant. The Multi-Purpose Community

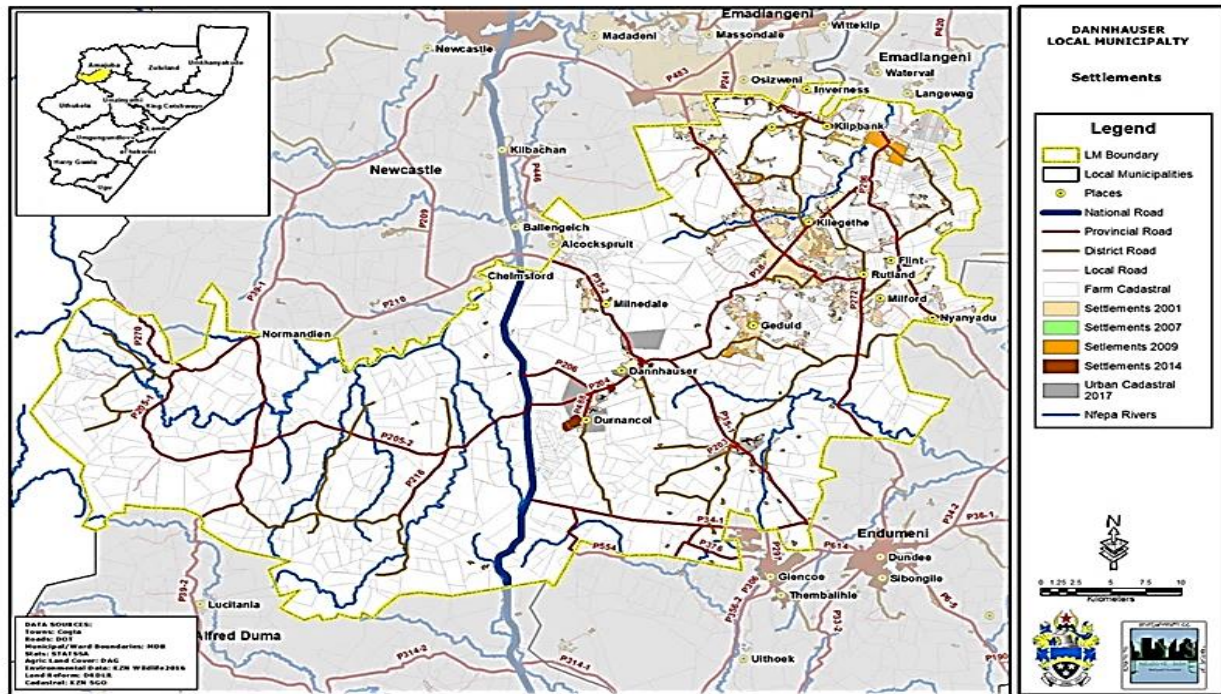
Centre (MPCC), along with the clinic are significant attractors of people to the KwaMdakane area. The MPCC provides a number of government and non-government services, including and not limited to, pension pay points, health care,

sporting facilities and social welfare services. However, KwaMdakane is also a typical rural settlement characterized by subsistence farming, pastoral farming, and small-scale economic activity in the form of tuck shops, brickyards, etc.

E.16.15 Nyanyadu and Ubuhlebmzinyathi

The north-eastern portion of the Dannhauser municipal area is largely land under traditional councils viz. Ubuhlebmzinyathi Community Authority and Nyanyadu Traditional Council. The status of Ubuhlebmzinyathi as a land administration structure, and its responsibility in the allocation of land for different land uses is unclear following the recent transformation of the institution of traditional leadership in the province and the establishment of traditional councils. Traditional councils encounter several challenges in their land allocation processes. Due to the increasing settlement pressures, traditional councils are forced to reduce standards as some settlements are expanding but the resources are limited. This creates a problem, as the systems in place are not capable of managing urbanizing settlements. Hence, the negative effects of this are manifested on settlement patterns.

Map 40: Settlement Growth (SDF.2024/25)



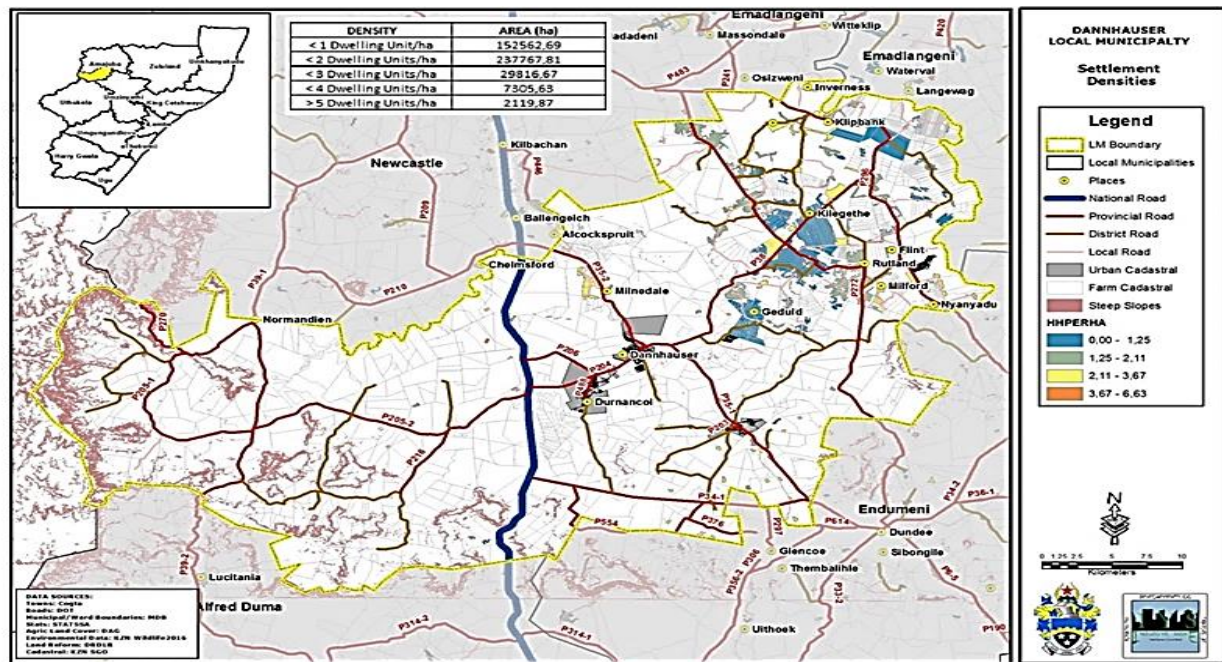
Settlement density is measured in terms of the number of dwellings per hectare. Planning rationale suggests that greater settlement densities contribute significantly to the creation of efficient, integrated, and sustainable human settlements, thus they are encouraged. An analysis of the settlement densities within the Dannhauser Municipality suggests that the households are distributed unevenly within the municipality, with a clear concentration of settlements on the eastern region. These settlements are mainly low-density settlements, which is typical of rural regions in KwaZulu-Natal. The majority (91%) of settlements have a density of less than 2 dwelling units per hectare, of which 36% of these have a density of less than 1 dwelling units per hectare.

The former translates to an average of 5 000m² sites while the latter translates to an average of 10 000m² sites. This reflects that the densities within these rural settlements are generally low as the rural homesteads (imizi) generally have large yards and are dispersed haphazardly in space. This can be attributed to the lack of land allocation standards catering for the allocation of land to rural homesteads. A general correlation exists between the density of settlements and their proximity to transportation networks. In essence, settlement densities tend to be higher in settlements located along main roads.

This is evident along routes such as the P272 which runs traverses the KwaMdakane area and leads to Dundee in a southerly direction; P296 which links the northern settlements/farms such as Groot Geluk, Springboklaagte and Fairbreeze with southern settlements/farms such as Flint and Dorset and P38 which links most of the

rural settlements within the Municipality with the Municipality's urban center viz. Dannhauser town. The densities in the context of Dannhauser Municipality are generally spread-out as follows: High density settlements – Dannhauser Town and surrounding suburban areas due to its urban nature. Densely populated rural settlements – the KwaMdakane areas and surrounding settlements. Low density rural settlements - the remainder of the municipal with the lowest densities being in the farm settlements and other remote rural settlements. E.g., Nyanyadu

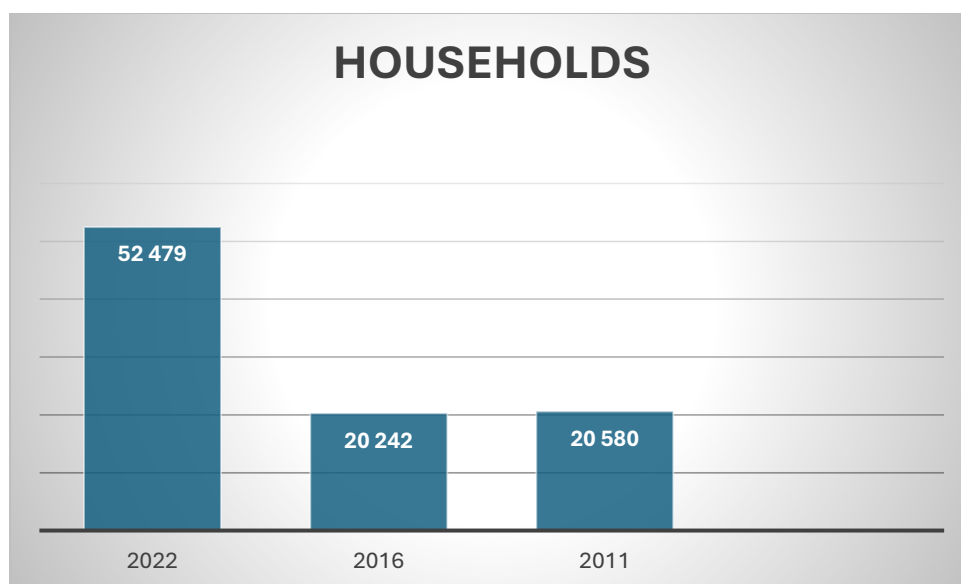
Map 41: Settlement Densities (SDF.2024/25)



E.16.17 Current Household Status

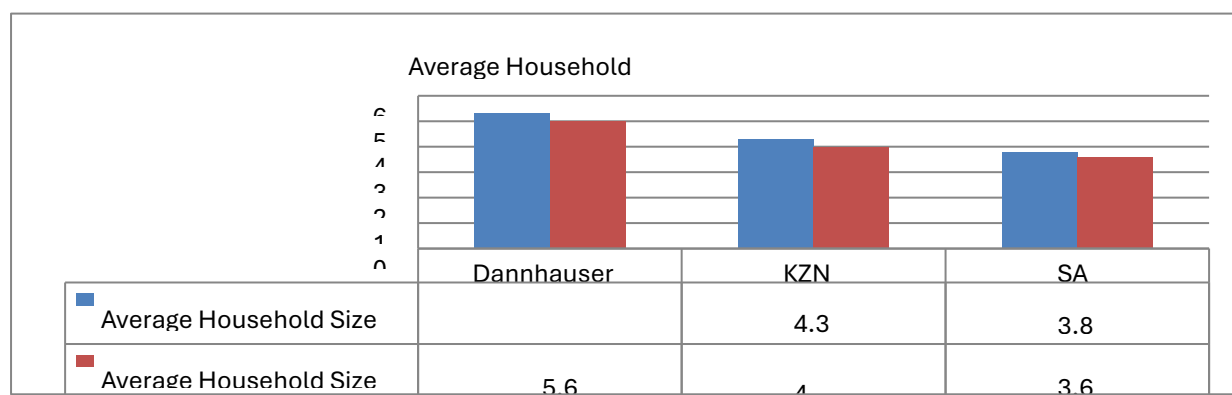
The number of households in the municipal area slightly decreased from 20 580 in 2011 to 20 242 in 2016 and Increase 52 479 in 2022. These households are mostly located in rural settlements and are scattered in space in an inefficient manner. These scattered households pose a great challenge in terms of providing basic services such as water, roads, electricity.

Figure 13: No of Households (Census 2022)



E.16.17 Average Household Size

Figure 14: Average Household Size (Census 2022)



The average household size within Dannhauser municipality remained constant at 5 from 2011 to 2017, this is due to the increase in population of 3 180 from 2011 to 2017 being complemented by an increase in the number of households of 405 from 2011 to 2017. The household size is still however higher than both the provincial and national average household sizes. The average household size for KZN Province and South Africa are 4 and 3.6 respectively. Majority (50.7%) of the households in Dannhauser are female headed. This is reinforced by the prior analysis that showed that there are more females than males in the municipal area. Interventions that will

favor females to are clearly required to ensure that they are able to enhance their livelihoods and sustain their families.

E.16.18 Formal Dwellings

Dannhauser municipality due to its rural setting has more traditional dwellings compared to formal residential ones. A handful of formal dwellings are situated around Dannhauser Town, in Durnacol and Hattingspruit, while the traditional dwellings are situated on tribal council authority land in the north-eastern portion of the jurisdiction.

Figure 15: Types of Dwellings (Stats SA: Census 2022)

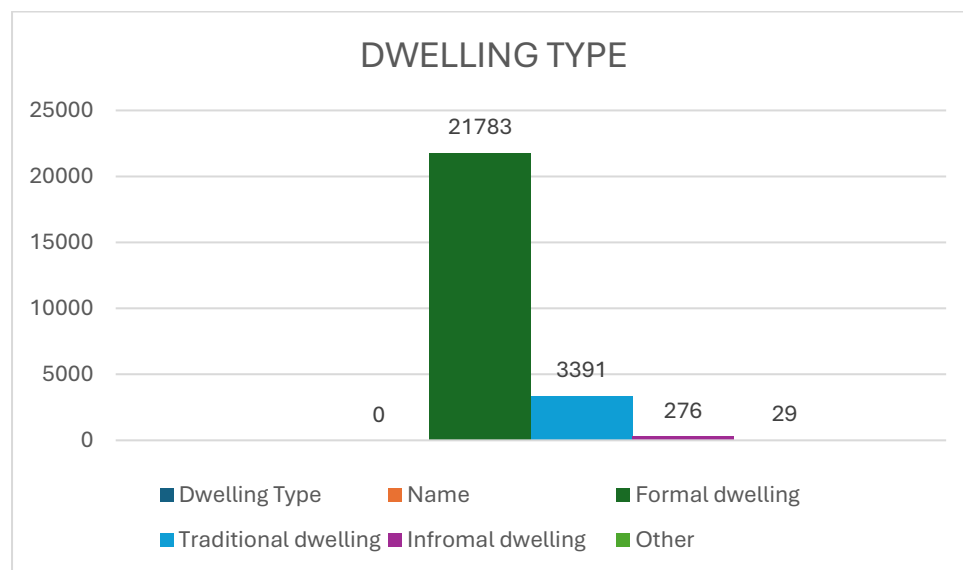
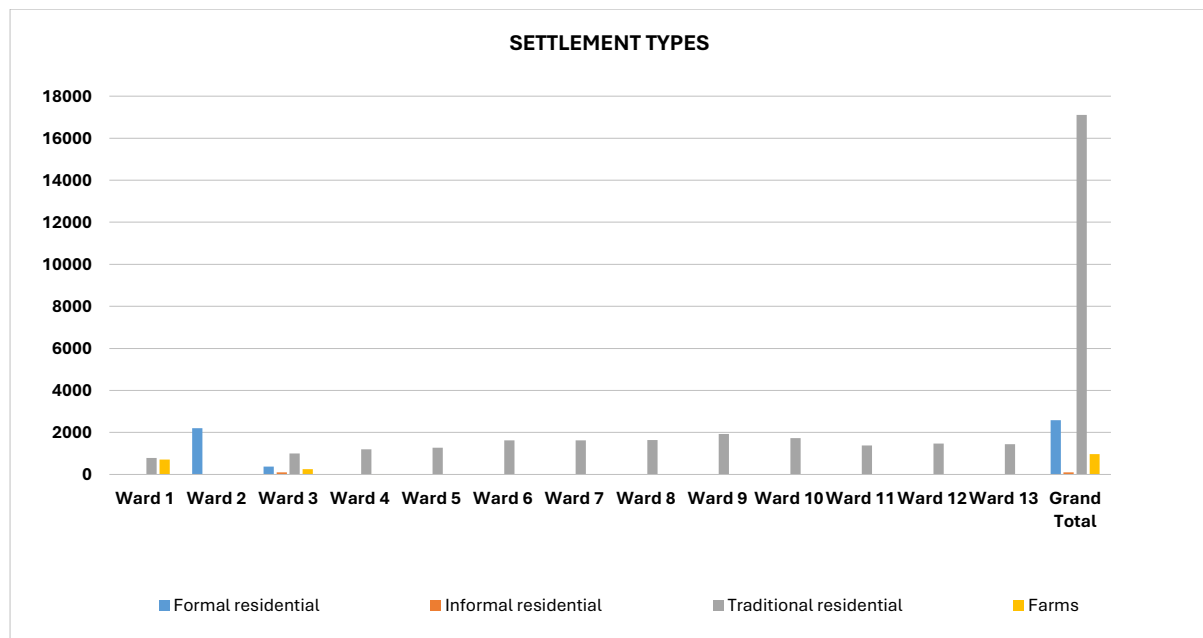


Table:50 Stats SA: (Census 2022) Settlement Types Per Ward

Wards	Formal residential	Informal residential	Traditional residential	Farms	Grand Total
Ward 1	-	-	792	707	1499
Ward 2	2204	-	-	-	2204
Ward 3	375	106	996	253	1731
Ward 4	-	-	1201	13	1213
Ward 5	-	-	1271	-	1271

Ward 6	-	-	1623	-	1623
Ward 7	-	-	1623	-	1623
Ward 8	-	-	1645	-	1645
Ward 9	-	-	1929	-	1929
Ward 10	-	-	1724	-	1724
Ward 11	-	-	1386	-	1386
Ward 12	-	-	1477	-	1477
Ward 13	-	-	1437	-	1437
Grand Total	2579	106	17103	973	20761

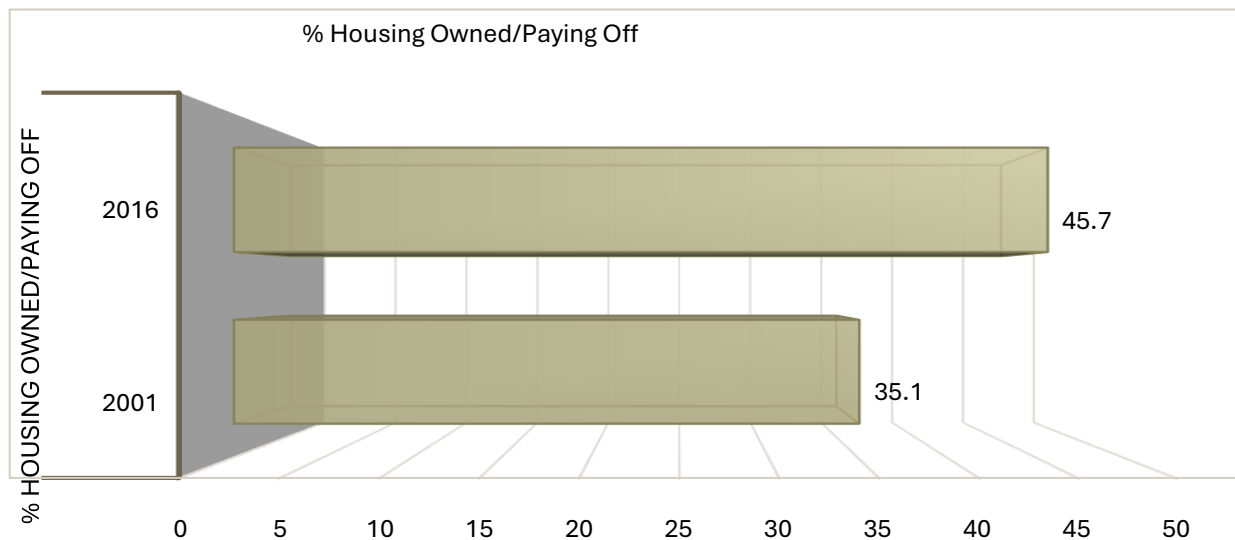
Figure 16: Settlement Types Stats SA: (Census 2022)



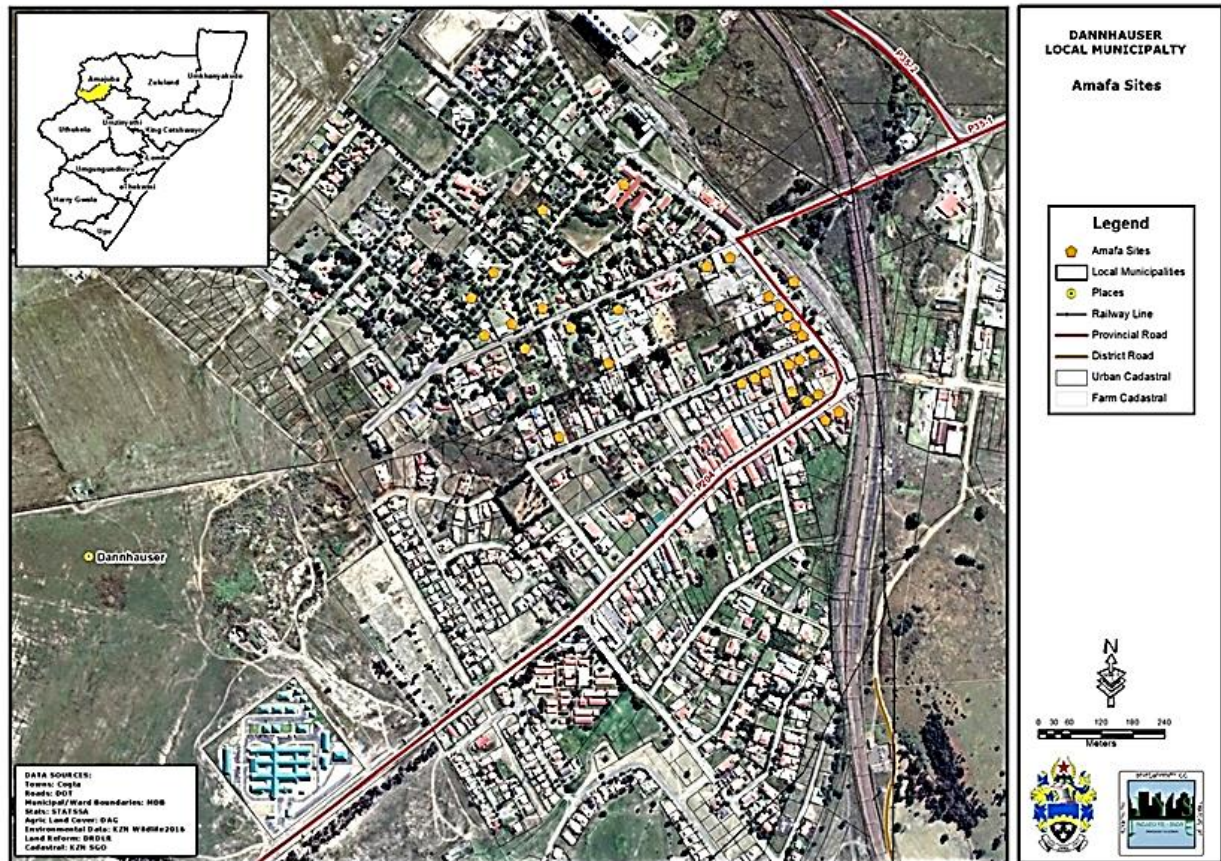
E.16.19 House Ownership

Approximately 45.7 (Census 2017) of the houses in the municipal area are owned or in the process of being paid off. A significant increase is noted in this regard as only 35.1% of the houses were or being paid off in 2001.

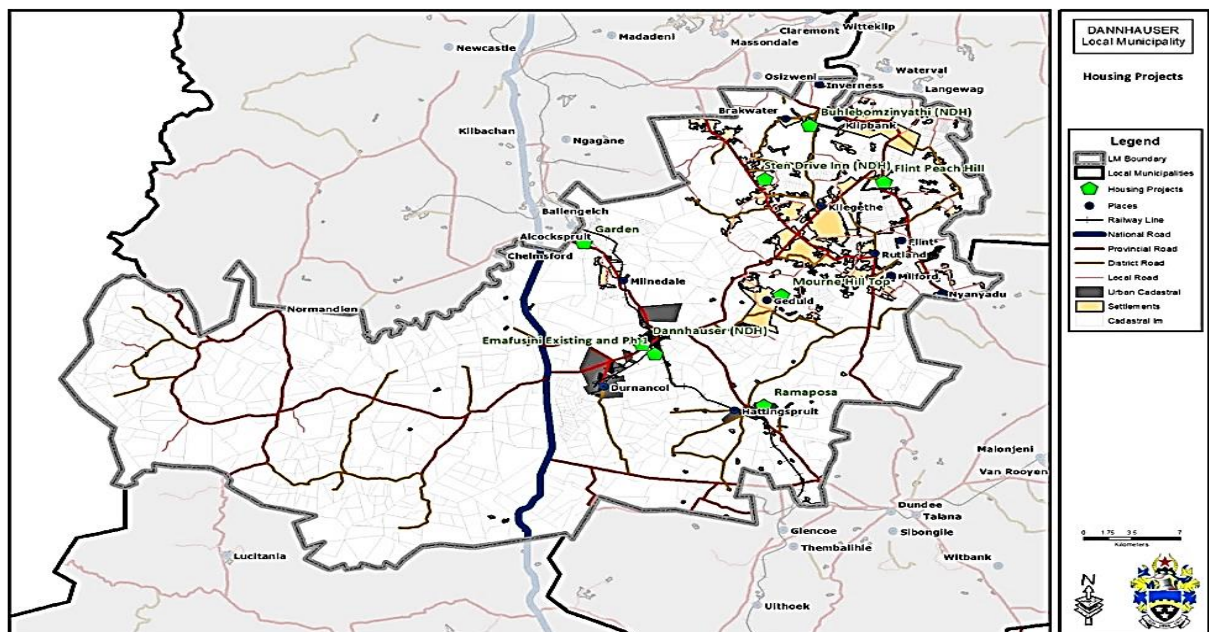
Figure 17: % of Houses Owned /Paid Off (Census 2022)



Map 42: Houses in Amara Sites (SDF 2024/25)



Map 43: Positioning of Housing Projects in Dannhauser (SDF 2021/22)



E.16.20 Current Projects Awaiting Approval by Human Settlements

Table: 52 Current Housing Projects Waiting Approval by Human Settlement

PROJECT NAME	PROJECT TYPE	NUMBER OF UNITS	WARD	STATUS QUO	BUDGET
STRILJBANK	RURAL	247	3	The service provider had been appointed for the rectification of this project and the business plan has been finalized and will be submitted to human settlement for approval	NIL
DANNHAUSER HOUSING	URBAN	1000	2	The service provider is busy compiling the trench ii application for approval by human settlements	R 64 000 000
UBUHLEBOMZI NYA THI RURAL HOUSING PROJECT	RURAL	2500	9 & 10	The trench ii application had been submitted to human settlements for approval	R 160 000 000
UBUHLEBOMZI NYA THI RURAL HOUSING PROJECTS PHASEII	RURAL	1800	9&10	The service provider is busy with compiling the trench ii application `to be submitted to human settlements for approval	R 196 200 000

UBUHLEBOMZI NYA THI RURAL HOUSING PROJECTS PHASEIII	RURAL	1800	9 & 10	The service provider is busy with compiling the trench ii application to be submitted to human settlements for approval	R 196 200 000
STEIN DRIVE-INN HOUSING PROJECT	RURAL	500	2	The trench i application had been submitted to human settlements for approval	R 54 500 000

E.16.21 Future Planned Housing Projects.

Table:53 Future Housing Projects Planned.

PROJECT NAME	PROJEC T TYPE	NUMBE R OF UNITS	WAR D	STATUS QUO	BUDGET
GARDENS HOUSING PROJECT	RURAL	550	1	Department of human settlements is currently doing the feasibility studies	R 59 950 000
MOURNE/HILTOP RURAL HOUSING PROJECT	RURAL	500	3	Department of human settlements is currently doing the feasibility studies	R 54 500 000
ROOIPOORT/JAN -	RURAL	500	5	Department of human settlements is	R 54 500 000

HOUSING PROJECT				currently doing the feasibility studies	
FLINT/PEACH HILL RURAL HOUSING PROJECT	RURAL	500	6	Department of human settlements is currently doing the feasibility studies	R 54 500 000
EMFUNDWENI RURAL HOUSING PROJECT	RURAL	250	11	Department of human settlements is currently doing the feasibility studies	R 27 250 000

E.16.22 PLANNED HOUSING PROJECTS.

Table 54: planned Housing Project

Name of the project	Number of Units	Ward Number	Typology
Dannhauser Urban Project	<ul style="list-style-type: none">• 50 social & 50 CRUs.• Service stands 500	2	<ul style="list-style-type: none">• Community Residential units and social housing
Skobharen Rural Housing Project	1800 units	1	IDRP (URBAN)
Inkosi Gule Rural Housing Projects	25000 Units	4&6	2500 IDRP
Kwamdakane Rural Housing Project	1800 units	7	1800 IDRP
Mbabane rural Housing project	2500 units	5&12	2500 IDRP
Nelievely rural housing project	1800 units	11	1800 IDRP
Verdriet rural housing project	2500	3	2500 IDRP
Springbock	1800 units	8	1800 IDRP
Integrated Residential Units	1000 units	All wards	1000 IRU

E.16.23 Level of Services and Backlogs for The Housing Projects

The current provision of basic services to existing households is a challenge as the financial resources the municipality has is not adequate. With the development of more housing projects more there will be a greater demand for the municipality to deliver more basic services. This situation is further aggravated by the dispersed settlement patterns that the municipality has. The maintenance of physical and social infrastructure such as roads, community halls, taxi rank, and informal trading stalls is a major challenge currently. This will impact negatively on current housing projects and the provision of such services. More funding is required to address the delivery of such services to new projects. The inclusion of Sector Departments and National Treasury is key to addressing some of these pitfalls.

E.16.24 Mechanisms for Coordinating Housing Projects

The municipality has integrated with the following institutions to enhance housing development and provision of adequate basic services, these are.

- Department of Human Settlements.
- Amajuba District Municipality.
- Eskom.
- Tribal Authorities; Department of Transport; and
- COGTA

E.16.25 Bulk Infrastructure for New Housing Projects/Developments

- The municipality seeks to ensure that all housing developments have supporting bulk infrastructure that enhances sustainability. Engagement with various sector departments is crucial to the whole process, in some instances; the sector departments fund the projects while in other instances the municipality must fund the developments. Housing projects are usually delayed if no supporting bulk infrastructure is funded.
- The new housing developments require water and liquid sanitation bulk reticulation infrastructure; this is facilitated by the Water Services Authority (Amajuba) in conjunction with Dannhauser and Department of Human Settlements.
- To further support the developments of housing, there is a need for either tarred or gravel roads based on the location of the houses, in certain instances its Dannhauser's responsibility or Department of Transport and or Amajuba District. This is based on the linkages of the road networks.
- Electricity connections together with economic and social infrastructure are a necessity; this is in line with the sustainable Human Settlements programmes.

E.16.27 Constraints Impacting on Dannhauser Municipality on Integrated Housing Delivery.

The constraints faced by the municipality are almost like those in other rural municipalities within KwaZulu-Natal and those mentioned within the Human

Settlements Master Spatial Plan for KZN, however the municipality is developing mechanisms to address such matters. The constraints that have caused delay in housing delivery are as follows.

The unavailability and supply of well-located land

It has been well documented that South Africa's settlement problems are mainly a legacy of the apartheid planning system, where housing was provided and used as an instrument of social segregation. The unequal distribution of wealth coupled with the class division, both very ubiquitous in South Africa great key barriers to the availability of well-located land. As both formalized and informal low-income housing developments are often poorly located (on the periphery of cities); the availability of well-located becomes a priority issue; as this has various implications with regard to time spent away from home, time traveling to and from opportunities, and the related cost implications thereof. Even in post-apartheid, South Africa's residential areas continue to be segregated on the basis of race social status or class. This further encourages low-income housing on the periphery of the city. The institutional framework has also predominantly favored the delivery of free-standing units. Coupled with the tremendous pressure to deliver at scale, this has led to low-income housing developments on available, large land tracks which have tended to be located on the periphery.

The lack of local land assembly strategies at local level also contributes to the unavailability and supply of well-located land. Land is a finite resource and therefore disposal should be a matter of last resort. There is a lack of a clear policy framework at national and local government to direct the land assembly process. Most municipalities do not have policies or strategies in place that deal with land assembly. Therefore, municipalities often sell well located vacant and under-used land which could have been banked and assembled later for development to generate additional revenue. The problem is further compounded by the fact that they municipalities are sometimes forced to acquire previously owned but disposed land from new landowners at exorbitant prices.

The continued sprawling of settlements and informal settlements

Poor planning has resulted in the proliferation of marginalized and disconnected settlements. The continued presence, and growth of informal settlements, which has

resulted in little or no access to services or infrastructure in some of these areas is another big challenge facing access to land and the delivery of integrated human settlements. The current settlement patterns reflect spatially a legacy of separation and targeted injustice and inequality, and the persistence of these spatial patterns contradicts the sustainability of cities, towns and settlements.

Most cities in developing countries suffer from land market distortions caused by poor land development and management policies including poor planning, slow provision of infrastructure and services, poor land information systems, cumbersome and slow land transaction procedures, as well as under-regulation of private land development, leading to unplanned development of land, especially on the urban periphery. Urban sprawl and low densities contribute to unproductive and inefficient cities as poor households continue to be marginalized by distance and transportation costs, and the lack of agglomeration in many urban centers undermine economic development and efficiency.

Land and development costs.

The cost of land and its development is highly dependent on location, and there are other factors like suitability for purpose intended and physical aspects (topographical, biophysical, geotechnical) that also influence cost. For infrastructure costs as well, overall costs are driven by local market conditions that integrate costs for labour, material, and transportation. Yet currently, the policy does not consider the parameters for costs and subsidies and does not consider the variation of land markets and infrastructure costs between localities and regions. The willing buyer willing seller (WBWS) policy contributes to the high costs of acquiring land. It is currently very expensive for the ordinary applicant as well as for government to acquire land since the grant structure usually provides a small portion of subsidy for land purchasing. The existing grant approach subsequently limits any proactive strategy in which the state purchase land for beneficiaries.

Slow processes in the acquisition and release of land for human settlements

Statistics indicate that land is required to house at least 2.5 million households, who are the poorest living in dire conditions. The apartheid spatial planning, rapid urbanization, the high cost of providing those services and infrastructure to both in rural and urban areas, the capacity of the state to support integration of planning, human settlements development and public transport to ensure greater urban efficiency together with the complex, inefficient and fragmented institutional frameworks, all these have contributed to the lack of available land as well as the process of acquiring such land for the development of human settlements.

In dealing with this matter the Department of Human Settlements established the Housing Development Agency in 2008 to assist in unlocking and supporting the process of acquiring land for human settlement development. Its main objectives are to identify, acquire, hold, develop and release well-located land and buildings as well as provide project management support and housing development services. The Agency has now been in existence for at least five years and has adopted various methods to acquiring and releasing land and properties for the development of integrated human settlements. Despite its successes, it has had its share of challenges including:

Lack of capital funding to acquire land – This has resulted in the municipality's inability of not always acquiring the best suitable parcels of land, due to costs and/ or location of the land. Since its inception, the municipality is not adequately capitalized to be able to acquire land on an open market.

High land costs – Land, particularly well-located land is very expensive. Once land (whether private or public) falls into the public domain, the costs generally rise dramatically. The state-owned entities are major owners of non-core land suitable for human settlements. One of the challenges with the state-owned entities' land or buildings is that it has to be acquired in a market-related transaction, as these must justify their balance sheets and therefore, the state-owned entities are not able to merely release land at nominal cost and as a result, funding is required. Also, the cost of land and its development is highly dependent on location, as well as the other factors like suitability for purpose intended and physical aspects (topographical, biophysical, geotechnical) that also influence cost. Overall cost (including infrastructure) is driven by local market conditions that integrate costs for labour, material, and transportation.

Lengthy process of state land acquisitions – The HDA is challenged with the lengthy processes of state land acquisitions for land from the private and public sectors whereby different legal processes are involved. For public acquisitions, nationally, the three major custodians of public land are the departments of Public Works (DPW), Rural Development and Land Reform (DRDLR) and state-owned entities. At a provincial level, the land is held by the Housing Boards and various provincial state-owned entities and at the municipal level, there is municipal-owned land, commonage, and assets of municipal entities where once again there is a requirement for market-related funding.

Communal land - With regards to the release of communal land for human settlements, compensation is often a major issue. Despite land being owned by the state (i.e., DRDLR), Traditional Authorities often insist on monetary compensation,

before transfer could occur. Again, the process of releasing communal land to HDA is fraught with delays due to:

- Legislative requirements that significant discussions are needed, to get community resolutions with the traditional authorities in control of the land as well as the communities that have access to that land.
- Various community dynamics involved in the form of informal land rights such as grazing and agriculture and the fact that the community must agree to the envisaged development; and
- The issues associated with security of tenure including the trade ability of the community's rights, their individual or community's ability to obtain for trade-ability, in security for obtain finances or mortgages.

Slow delivery of the land reform process

The slow delivery of the land reform process is a major constraint to development and spatial transformation. The restitution process has had very little impact on the overall transfer of land, particularly in urban areas, as beneficiaries have in a high percentage of cases opted to receive monetary compensation. This has placed greater pressure on the redistribution program to be the key program for land transfer, despite its track record as accomplishment of equity has been slow. The current system is racially discriminatory and fragmented and is built into the spatial landscape of the country. While some level of success in the form of providing and upgrading title to freehold in urban areas has been recorded, in rural areas on the other hand tenure reform has been painfully slow. Many residents have insecure or illegal forms of tenure, which is both a potential source of conflict and an impediment to investment and development.

Tenure reform is directed towards addressing the state of land administration in communal areas of the former homelands and coloured reserves. These areas make up most of the land in the former homelands; are home to nearly one third of all South Africans and are sites of the deepest concentrations of poverty in the country. Formalization of tenure in informal areas has also been slow and as a result, many people living in urban areas continue to experience tenure insecurity despite some legal protection through anti eviction legislation.

Difficulties in aligning land use planning and management systems (District; Local Municipalities & Other Governing Authorities)

Traditionally land use management, its systems, devices, and regulations were used in the service of racial and spatial segregation in South Africa (Bollens, 2005). The aims of the apartheid system were for the most part carried out through the dire

efficiencies of the planning legislation and its implementation, which maintained spatial segregation and entrenched a racial hierarchy through reserving the provision of rights and services for the white minority.

Firstly, while policies on land, housing and social justice have proliferated at national, there has been little advancement and innovation in thinking and practice around land management at local level and micro level, and South Africa's towns and cities continue to develop without an adequate framework for managing land development in a way that supports the goals of democracy, equity, efficiencies and sustainability" (Ovens, et al, 2007).

Secondly, the lack of direction in the implementation of land management policies and inadequate instruments at local level has weakened the ability of cities to capture land-value improvements that result from public investments in transport infrastructure, or to increase other revenue as a way of increasing public transport funding, particularly for long-term operations, resulting in a relatively weak influence on actual investment decisions of (especially) the private sector.

Thirdly, evidence shows that land-use planning and management processes are often slow, despite legislated timeframes. This is due to the unequal capacity that exists within the different municipalities to cope with land management requirements. According to Berrisford (2006), this occurs due to the shortage of people with appropriate qualifications in land management to deal with the current demand and those who are professionally qualified are often shuffled to other positions, leaving the least qualified to deal with complex policy and technical requirements for which they have neither the training nor the skill. The inability of those in the planning departments to have the time to access the newer legislation and to be trained in its application and implementation affects the levels of available capacity. Such training or support is frequently either unavailable or literally inaccessible to planners and land management professionals in smaller municipalities.

Fourthly, the national land management policy frameworks do not address the challenges and the complexities of the parallel and the co-existence of the land administration systems of first and third world planning regimes, their different levels of need, cost and sustainability of both formal and informal land use systems. There is a contradiction between pending laws on land use management and communal land rights administration and management and these contradictions have contributed to the lack of adequate land for human settlement, weak land markets, land grabs, and conflicts over ownership.

Fifthly, the unavailability, uncoordinated and inaccessibility of land information is a prevalent constraint to developing an efficient a land management framework. To

achieve betterment in managing land, there is a need for accurate, reliable and up to date information about land. Challenge of providing a uniform land management system: 'While there is recognition among officials that a rigid "one size-fits-all" system will not be appropriate in diverse environments and applying the same standards across all areas would not be feasible. The municipality has identified the above constraints to be what delay the implementation of the housing units within the jurisdiction.

Current Urbanization & Emerging Trends Impacting on Housing Delivery in Dannhauser

Urbanization refers to general increase in population and the amount of industrialization of a settlement. It includes increase in the number and extent of cities. It symbolizes the movement of people from rural to urban areas. Urbanization happens because of the increase in the extent and density of urban areas. The density of population in urban areas increases because of the migration of people from less industrialized regions to more industrialized areas.

E.16.28 Urban Sprawl

The concept "Urban Sprawl" means increase in spatial scale or increase in the peripheral area of cities. "Urban Sprawl" has its own drawbacks, some as follows;

- The city and its infrastructure may not be adequately planned.
- Traffic is high with increased time needed for commuting.
- Essential services are not reachable within time.
- Municipal CBD administration becomes extremely difficult.

Urbanization usually occurs when people move from villages to cities or rural urban CBDs to settle, in hope of a higher standard of living. This usually takes place in developing countries. In rural areas, people become victims of unpredictable weather conditions such as drought and floods, which can adversely affect their livelihood. Consequently, many farmers move to cities in search of a better life. Most industries and educational institutions are in cities and rural CBD's whereas there are limited and or no opportunities within deep rural areas. Some of the following factors impact on the current rate of urbanization and emerging trends within Dannhauser local municipality.

- The NDP 2030 – Inclusive Rural Economy, this requires rural municipalities to urbanize to attract investments.
- The PGDP KZN – 2035 – All Inclusive Rural Economy, this is the support being offered by the provincial government to ensure that rural municipalities are urbanized.

- The High rate of poverty within rural Dannhauser, however rapid urbanization is occurring due to a greater investment in development of the local economy within the urban node; mining activities centered close and around the CDB, stable politically, sector government departments investing in Dannhauser, an Industrial Area being developed, tourism development and an agri-village.
- The drive by most developing countries including South Africa that incorporate rural-urban transition.
- The greater movement of population from surrounding municipal jurisdiction such as Newcastle, Emadlangeni, Dundee, Ladysmith, into Dannhauser; and
- That the rural-urban transition is accompanied by falling rural poverty but little causal evidence.

Dannhauser has realized that the two types of effects of urbanization on rural poverty are as follows:

‘location’ effects: allocating the same people in different categories as people change location (i.e., rural vs. urban); and

‘Economic linkage’ effects: urban-rural linkages affecting the welfare of rural non-migrants.

Backward linkages

- increased demand due to higher incomes in urban vs. rural areas (income effect);
- larger share of higher value-added products (substitution effect)
- Rural non-farm employment:
- Larger peri-urban workforce that can commute to the city to work;
- more specialization, relying on market for consumption (Fafchamps & Shilpi, 2005; Deichmann et al., 2008; Lanjouw & Shariff, 2002)

Remittances:

80%-90% of rural-urban migrants send remittances home (Ellis, 1998); and reducing resource constraints and insuring against adverse shocks for rural Household (Stark and Lucas, 1988)

E.16.30 Dannhauser Housing Projects SDF 2022/2023 – 2023/2024

Table 55: Dannhauser Housing Project SDF

PROJECT	LOCATION	TOTAL COST ESTIMATED	2019/20	2020/21	2021/2022	2022/22	2022/23	GOVERNMENT SOURCE OF FUNDING	AVAILABLE INTERNALLY	EXTERNAL
CURRENT HOUSING PROJECTS										
Ubuhlebmzinyathi Housing Project								Ubuhlebmzinyathi – Department of Human Settlements		External
Stein Drive Inn Housing Project ISUP								Stein Drive Inn – Department of Human Settlements		External
Mafahlawane /Nkanini Housing Project Phase 2								Mafahlawane /Nkanini – Department of Human Settlements		External
Philip Rural Housing Project Phase 3								Philip Rural Housing – Department of Human Settlements		External
Dannhauser Housing Project								Dannhauser – Department of Human Settlements		External
Emafusini Existing and Phase One Housing Project								Emafusini Existing – Department of Human Settlements		External
Ramaposa Housing Project								Hattingspruit – Department of Human Settlements		External
PROPOSED HOUSING PROJECTS										
KwaMda kane Rural - Urban	KwaMda kane	R102 620 589	R20 524 118	R20 524 118	R20 524 118	R20 524 118	R20 524 118	R102 620 589		DHS

Housing Project									
Hattingspruit Housing Project	Hattingspruit	R65 000 000	R13 000 000	R13 000 000	R13 000 000	R13 000 000	R13 000 000	R65 000 000	DHS
Durnacol Urban Housing Project	Durnacol	R90 000 000	R18 000 000	R18 000 000	R18 000 000	R18 000 000	R18 000 000	R90 000 000	DHS
Skombarane Rural-Urban Housing Project	Scombarane	R100 000 000	R20 000 000	R20 000 000	R20 000 000	R20 000 000	R20 000 000	R100 000 000	DHS
KwaMdakane Electrification Upgrade	Kwamdakane	R50 000 000	R10 000 000	R10 000 000	R10 000 000	R10 000 000	R10 000 000	R50 000 000	DHS
KwaMdakane Water Supply Upgrade	Kwamdakane	R20 000 000	R4 000 000	R4 000 000	R4 000 000	R4 000 000	R4 000 000	R20 000 000	DHS

E.16.29 Department of Transport Roads Impacting on Housing Settlement Patterns SDF 2020/21 – 2022/23

Table 56: Department of Transport Roads Impacting on Housing Settlement Patterns SDF

PROJ ECT	LOC ATIO N	TOTA L COST ESTI MATE D 2019/ 20	202 0/2 1	2021 /202 2	202 2/2 2	202 2/2 3	CAP ITA L CO STS	GOVER NMENT SOURC E OF FUNDI NG	INTE RNA L	EXTE RNA L
Road Upgra ding	P39- 1	R133 000 000	R2 6 600 000	R26 600 000	R2 6 600 000	R2 6 600 000	R26 600 000	R133 000 000	DOT	X
Road Maint enanc e	P38	R125 600 000	R2 5 120 000	R25 120 000	R2 5 120 000	R2 5 120 000	R25 120 000	R125 600 000	DOT	X
Road Upgra ding	P35- 2	R119 200 000	R2 3 840 000	R23 840 000	R2 3 840 000	R2 3 840 000	R23 840 000	R119 200 000	DOT	X
Road Maint enanc e	P272	R313 500 000	R6 2 700 000	R62 700 000	R6 2 700 000	R6 2 700 000	R62 700 000	R313 500 000	DOT	X
Road Upgra ding	P205 -2	R67 900 000	R1 3	R13 580 000	R1 3	R1 3	R13 580 000	R67 900 000	DOT	X

			580 000		580 000	580 000				
Road Upgra ding	P205 -1	R35 760 000	R7 152 000	R7 152 000	R7 152 000	R7 152 000	R7 152 000	R35 760 000	DOT	X
Road Maint enanc e	P204	R29 450 000	R5 890 000	R5 890 000	R5 890 000	R5 890 000	R5 890 000	R29 450 000	DOT	X
Road Maint enanc e	D90	R77 700 000	R1 5 540 000	R15 540 000	R1 5 540 000	R1 5 540 000	R15 540 000	R77 700 000	DOT	X
Road Upgra ding	D470	R53 200 000	R1 0 640 000	R10 640 000	R1 0 640 000	R1 0 640 000	R10 640 000	R53 200 000	DOT	X
Road Maint enanc e	D301	R60 200 000	R1 2 040 000	R12 040 000	R1 2 040 000	R1 2 040 000	R12 040 000	R60 200 000	DOT	X
Road Upgra ding	D279	R324 000 000	R6 4 800 000	R64 800 000	R6 4 800 000	R6 4 800 000	R64 800 000	R324 000 000	DOT	X
2j	D244 3	R71 300 000	R1 4 260 000	R14 260 000	R1 4 260 000	R1 4 260 000	R14 260 000	R71 300 000	DOT	X
Road Upgra ding	D181	R34 300 000	R6 860 000	R6 860 000	R6 860 000	R6 860 000	R6 860 000	R34 300 000	DOT	X

E.16.30 Dannhauser Municipal Roads Impacting on Housing Settlement Patterns SDF 2020/21 – 2022/23

Table 57: Dannhauser Municipal Roads Impacting on Housing Settlement Patterns SDF

LOCA TION	TOTA L COST ESTI MATE D	201 9/2 0	202 0/2 1	2021 /202 2	202 2/2 2	202 2/2 3	CAP ITAL CO STS	GOVER NMENT SOURC E OF FUNDI NG	INTE RNAL	EXTE RNAL
Road Upgra ding	L3004	R41 800 000	R8 360 000	R8 360 000	R8 360 000	R8 360 000	R8 360 000	R41 800 000	Dann hause r LM	X
Road Upgra ding	L2417	R6 300 000	R1 260 000	R1 260 000	R1 260 000	R1 260 000	R1 260 000	R6 300 000	Dann hause r LM	X
Road Upgra ding	L2400	R34 300 000	R6 860 000	R6 860 000	R6 860 000	R6 860 000	R6 860 000	R34 300 000	Dann hause r LM	X
Road Maint enanc e	L212	R63 000 000	R12 600 000	R12 600 000	R12 600 000	R12 600 000	R12 600 000	R63 000 000	Dann hause r LM	X

Road Maintenance	L211	R36 400 000	R7 280 000	R7 280 000	R7 280 000	R7 280 000	R7 280 000	R36 400 000	Dannhauser LM	X
Road Maintenance	L1572	R128 630 000	R25 726 000	R25 726 000	R25 726 000	R25 726 000	R25 726 000	R128 630 000	Dannhauser LM	X
Road Upgrading	L1567	R277 400 000	R55 480 000	R55 480 000	R55 480 000	R55 480 000	R55 480 000	R277 400 000	Dannhauser LM	X
Road Upgrading	L1435	R102 200 000	R20 440 000	R20 440 000	R20 440 000	R20 440 000	R20 440 000	R102 200 000	Dannhauser LM	X
Road Upgrading	L1427	R91 200 000	R18 240 000	R18 240 000	R18 240 000	R18 240 000	R18 240 000	R91 200 000	Dannhauser LM	X

E.16.31 Dannhauser Integrated Environmental Management Projects Impacting on Housing Settlement Patterns SDF 2020/21 – 202/24

Table 58: Dannhauser Integrated Environmental Management Projects Impacting on Housing Settlement Patterns SDF.

PROJECT	LOCATION	TOTAL COST ESTIMATED	2020/21	2021/2022	2022/23	2023/24	CAPITAL COSTS	GOVERNMENT SOURCE OF FUNDING	INTERNAL	EXTERNAL

		2019/ 20								
Waste Recycli ng Site	Dannha user	R2 000 000	R4 00 000	R40 0 000	R4 00 000	R4 00 000	R40 0 000	R2 000 000	DED TA	X
Waste Dumpin g Site	Durnaco l	R2 000 000	R4 00 000	R40 0 000	R4 00 000	R4 00 000	R40 0 000	R2 000 000	DED TA	X
Waste Dumpin g Site	KwaMd akane	R2 000 000	R4 00 000	R40 0 000	R4 00 000	R4 00 000	R40 0 000	R2 000 000	DED TA	X
Waste Dumpin g Site	Skomba rane	R2 000 000	R4 00 000	R40 0 000	R4 00 000	R4 00 000	R40 0 000	R2 000 000	DED TA	X
Waste Dumpin g Site	Hattings pruit	R2 000 000	R4 00 000	R40 0 000	R4 00 000	R4 00 000	R40 0 000	R2 000 000	DED TA	X
Environ mental Educati on Centre	Dannha user	R15 000 000	R3 000 000	R3 000 000	R3 000 000	R3 000 000	R3 000 000	R15 000 000	DED TA	X
Preserv ation of Public Open Spaces	Dannha user	R2 000 000	R4 00 000	R40 0 000	R4 00 000	R4 00 000	R40 0 000	R2 000 000	DED TA	X
Preserv ation of Public Open Spaces	Skomba rane	R2 000 000	R4 00 000	R40 0 000	R4 00 000	R4 00 000	R40 0 000	R2 000 000	DED TA	X

Preserv ation of Public Open Spaces	Durnaco l	R2 000 000	R4 00 000	R40 0 000	R4 00 000	R4 00 000	R40 0 000	R2 000 000	DED TA	X
Preserv ation of Public Open Spaces	KwaMd akane	R2 000 000	R4 00 000	R40 0 000	R4 00 000	R4 00 000	R40 0 000	R2 000 000	DED TA	X
Preserv ation of Public Open Spaces	Springb ok	R2 000 000	R4 00 000	R40 0 000	R4 00 000	R4 00 000	R40 0 000	R2 000 000	DED TA	X
Tree Plantin g (Fruit)	KwaMd akane	R1 500 000	R3 00 000	R30 0 000	R3 00 000	R3 00 000	R30 0 000	R1 500 000	DED TA	X
Tree Plantin g (Fruit)	Ubuhleb mzinyat hi	R1 500 000	R3 00 000	R30 0 000	R3 00 000	R3 00 000	R30 0 000	R1 500 000	DED TA	X
Tree Plantin g (Fruit)	Hattings pruit	R1 500 000	R3 00 000	R30 0 000	R3 00 000	R3 00 000	R30 0 000	R1 500 000	DED TA	X
Tree Plantin g (Fruit)	Durnaco l	R1 500 000	R3 00 000	R30 0 000	R3 00 000	R3 00 000	R30 0 000	R1 500 000	DED TA	X
Extensi on and Mainte nance of	Skomba rane	R3 000 000	R6 00 000	R60 0 000	R6 00 000	R6 00 000	R60 0 000	R3 000 000	DED TA	X

Dams/Lakes										
Extension and Maintenance of Dams/Lakes	Durnaco I	R3 000 000	R6 00 000	R60 0 000	R6 00 000	R6 00 000	R60 0 000	R3 000 000	DED TA	X
Extension and Maintenance of Dams/Lakes	Hattings pruit	R3 000 000	R6 00 000	R60 0 000	R6 00 000	R6 00 000	R60 0 000	R3 000 000	DED TA	X

E.16.32 Dannhauser Proposed Rural Land Use Zones Impacting on Housing Settlement Patterns SDF 2020/2021 – 2022/23

Table 59: Dannhauser Proposed Rural Land Use Zones Impacting on Housing Settlement Patterns SDF.

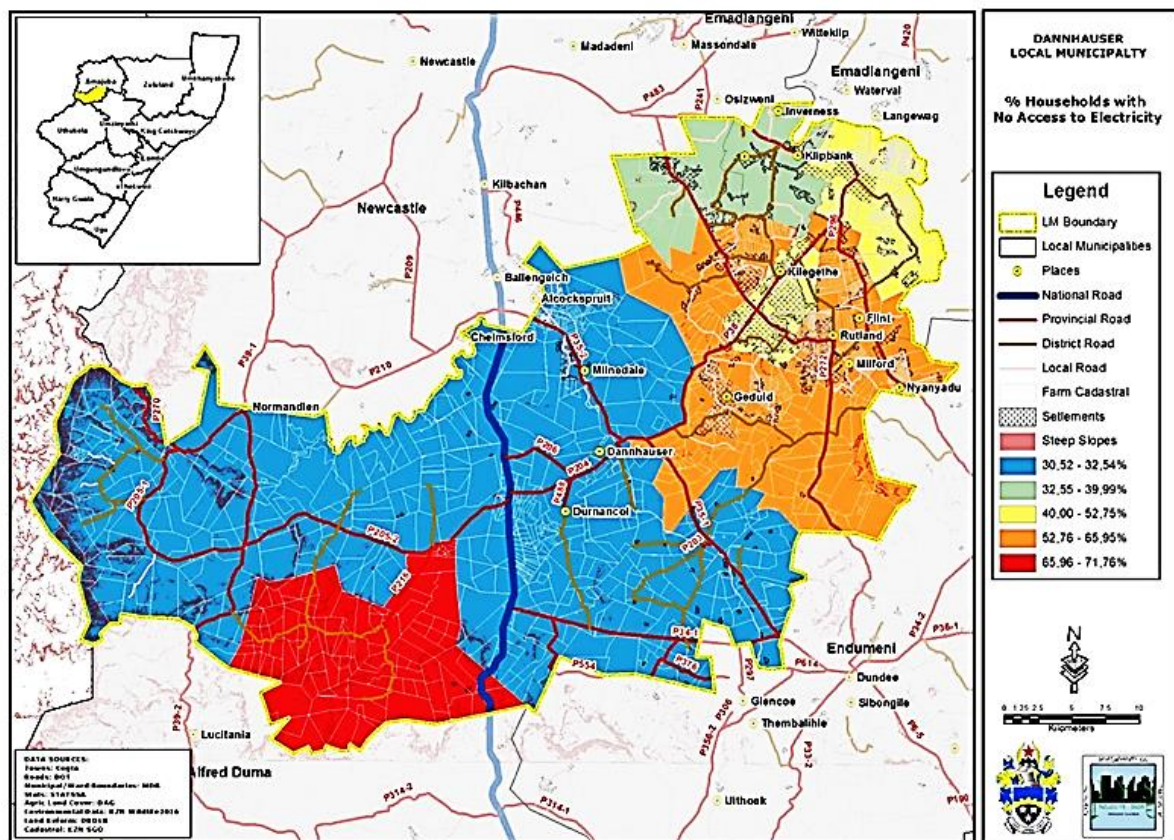
PARENT ZONE	POSSIBLE ZONE	STATEMENT OF INTENT	SCHEME APPROACH	EXISTING AND FUTURE LAND USE
Imizi (Homestead/ Rural Residential)	Imizi/ Rural/ Transitional Settlement (RTS) Zone 1	To provide for densely populated rural settlements which are located within 5km Radius to SDF	To promote proper growth of rural residential areas in terms of servicing	Dwelling Cattle Kraal Chicken Coop Granaries Additional granny flat

		Nodes and Corridors.	needs and amenity.	
Imizi/ Rural/ Transitional Settlement (RTS) Zone 2	To provide for sparsely populated rural settlements which are located within a radius beyond 10km from SDF Nodes and Corridors.	To promote and protect the agri-village lifestyle, sense of place and amenity of the rural areas.		Dwelling Cattle Kraal Chicken Coop Granaries Additional units On-site burial On-site waste disposal pit
Traditional Royal Residency/ Isigodlo	To provide for the traditional palace for Isilo or Amakhosi. It is often used for royal residency, administrative and recreational (cultural festivities) purposes in most rural areas and some regulations are crucial to consider in relation to these.	To cater for royal cultural and religious needs.		Royal residency Dwelling Administrative Recreational and traditional/ cultural festivities (virginity testing) Royal gathering/ Meeting Place

Agriculture Zones	Subsistence Farming	To provide for livestock breeding, grazing, ploughing and veld management at a smaller scale.	To protect land from degradation due to poor farming methods.	<p>All-Season Grazing Land (Amadlelo)</p> <p>Winter Grazing Camps (Amakhaphelo)</p> <p>Izinkambi</p> <p>Dip Tank (Idiphu)</p> <p>Insimu</p> <p>Isivande</p>
Environmental Service Zones	Cultural and Heritage Open Space	To preserve the natural and cultural open spaces from land use intrusion and degradation.	To ensure that the cultural open spaces remain vacant and undisturbed.	<p>Isigcawu (Meeting Places and Traditional Trials)</p> <p>Amagquma (Hilly Areas that are communicating (views))</p> <p>Amahlathi Emvelo (Indigenous Forests for Wood harvesting, Wild fruit harvesting and Hunting areas)</p> <p>Imithombo/Iziphethu (Waterbodies and Wetlands where fishing and agricultural water</p>

				collection can be done) Isishozi (Lightning prone areas that are kept vacant)
Transport	Roads Road reserves Railway line Landing strip Bus and taxi rank Railway station Public parking	The provision of land for the full range of road infrastructure s within rural and urban areas to ensure an optimal road transport network can be constructed and maintained.	Regulations with respect to roads will focus on issues of access onto roads and the use of road reserves for trading on some areas. Regulations relating to taxi and bus ranks would need to be specific to these uses and more prescriptive as these uses can have a high impact on neighbours.	Existing Roads Future Roads Taxi/Bus Rank

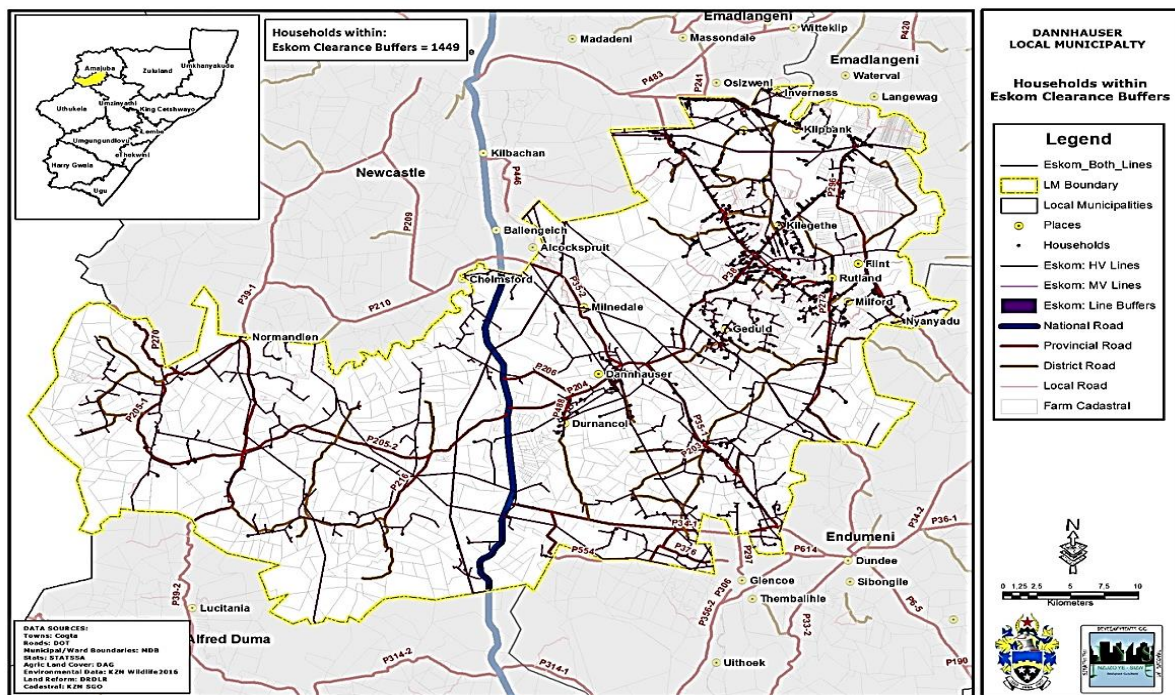
- Map 44: No Access to Electricity



E.16.33 ELECTRICITY NEEDS AND PRIORITIES

- The municipality seeks to secure a distribution license and further own the bulk reticulation infrastructure so that it generates revenue. Currently all infrastructures are owned by Eskom. The following map represents the Dannhauser households within the Eskom buffer zone.

Map 45: Dannhauser Households Within Eskom Buffer



E.17 ACCESS TO COMMUNITY FACILITIES

Table 60: Community Facilities

COMMUNITY FACILITY	ACTUAL NUMBER OF FACILITIES	BACKLOG
Community Halls	KwaMdakane Community Hall (Ward7), Koppie Alleen Community Hall (Ward1), Emafusini Community Hall (Ward2), Dorothy Nyembe Community Hall (Ward9), Verdriet Community Hall (Ward3), Dannhauser Community Hall (Ward2) Ward13 Community Hall (ward 13) Community Hall (ward 5) Community Hall (ward 9) Mdakane community Hall (ward12)	WARD 5, 12, 4, 6, 8,
Sports Fields	Emafusini Sportsfield, Durnacol Sportsfield, Dannhauser Cricket Ground	
Taxi Ranks	KwaMdakane Taxi Rank and Dannhauser Taxi Rank	
Primary School	Ward 12	
ECD School	Ward 1 and ward 12	
Recreational Parks	None	All wards have no recreational facilities

EDUCATION FACILITIES

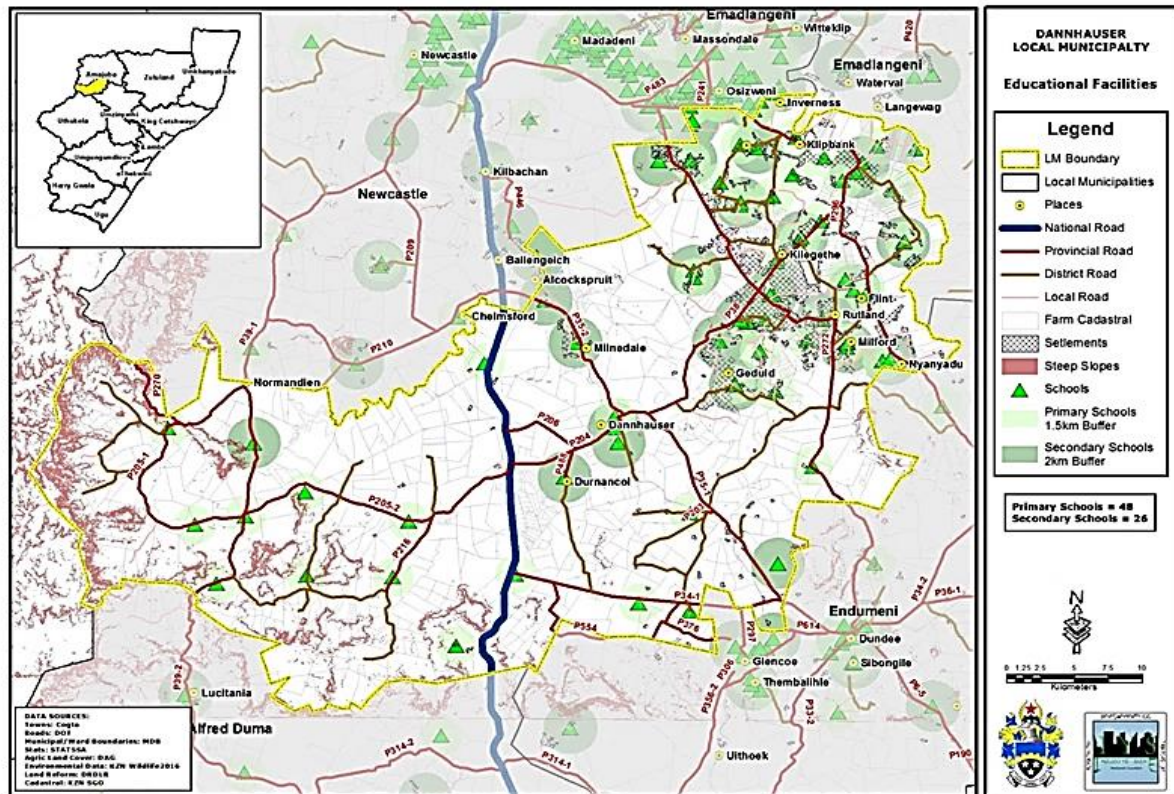
There are Sixty-Four schools within Dannhauser Municipality. These range from junior primary to senior secondary schools and are spread unevenly in space with the highest concentration coinciding with the settlements in the north. There are no tertiary education facilities in Dannhauser Municipality. The nearest ones are found in Newcastle and Dundee. An application of planning standards for education facilities, that is, one primary school per 600 households and one secondary school for every 1200 households, suggests an excess of seven primary schools. This means the municipal area is adequately provided with primary schools. However, a further two secondary and primary schools are needed to comply with the education facilities planning standards, and the municipality had no tertiary facility in the area, it is dependent Tertiary support from the nearest municipalities, like Newcastle, Endumeni and Mnambithi.

Some of the challenges being experienced are;

- Old and dilapidating school building infrastructures.
- Old desks and chairs.
- Some classrooms are overcrowded.
- Some areas are close to dense vegetation which makes the children vulnerable to attacks by snakes.
- Some children are malnourished.
- Some schools require proper sporting facilities; and

- Some children walk long distances to get to school.

Map: Educational Facilities Positioning in Dannhauser (SDF.2024/25)



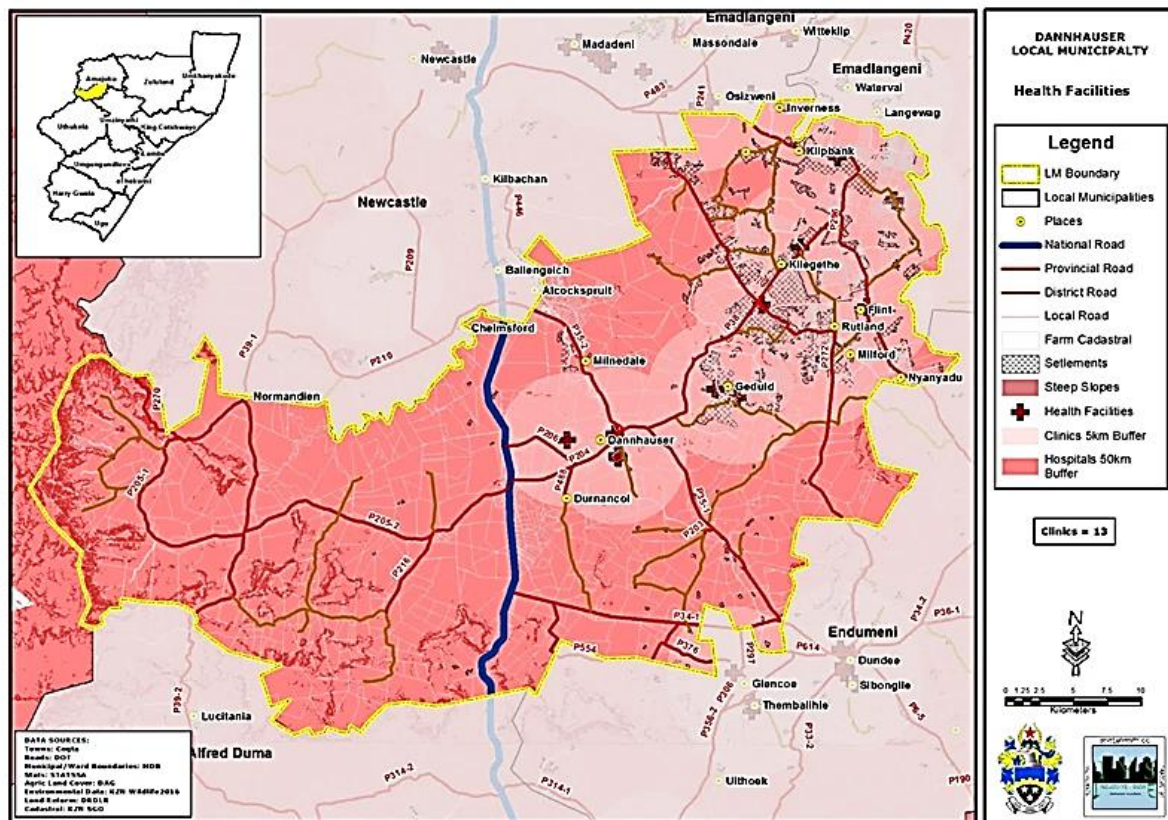
HEALTH FACILITIES

Dannhauser Municipality has ten clinics that are administered by the Department of Health and one Community Health Centre (CHC) in Dannhauser, which is operational. The CHC is to ensure that health services of a higher degree are accessible and closer to the people. The Department of Health further supports thirty-six mobile clinics in areas where health services are not available. An application of planning standards for health services in the area (one clinic for every 6 000 households or one clinic within a 5km radius) indicates that the Dannhauser municipality area is well provided with clinics and primary health facilities, except for a concern that some of these facilities are mobile.

Some of the challenges experienced by the local communities are;

- The mobile clinics do not have all the necessary medical equipment and medications to treat people who are seriously ill.
- The ambulances are few to attend to all emergencies.
- Some people pass away in their houses due to the late arrival of medical assistance.
- Not all areas are readily accessible due to a lack of roads and a non-conducive terrain.
- The mobile clinics have difficulties in reaching various settlements when it is raining due to the muddy roads as they mainly grave and not in good condition; and
- Some of the farmers who on farmlands with dwellings on them prevent the mobile clinics from entering their properties to attend the farm dwellers are ill.

Map: Health Facilities Positioning in Dannhauser (SDF 2024/25)



CEMENTRY FACILITIES

Dannhauser municipality has two registered cemeteries located in town that are operational. There is unregistered cemetery located in Hattingspruit. All wards except ward two have number of informal cemeteries. There are households in rural areas who also engage in traditional burial within their homestead.

POLICE STATION

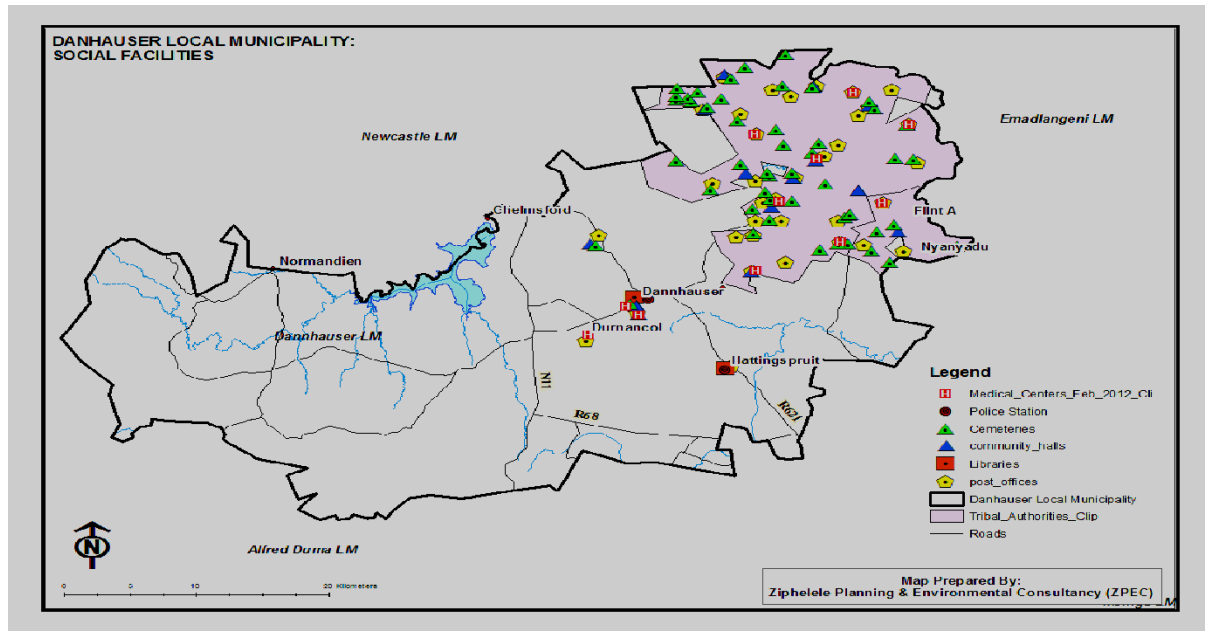
Dannhauser municipality has three police stations, namely Dannhauser police station in ward 2, Normanden police station in ward 1, Hattingspruit in ward 3.

Table 61: Schedule of Costs for Social Facilities 2014/15 – 2019/20

YEAR	COMMUNITY HALL FACILITY (R)	SPORTS CENTRE (R)	TAXI RANK (R)	GRAND TOTAL SPEND PER FINANCIAL YEAR (R)
2014/15	1 649 096	673 284	-	2 322 380

2015/16	942 134	-	-	942 134
2017/18	4 940 063	-	136 406	5 076 469
2018/19	-	-	13 072 149	13 072 149
2019/20	-	-		-

▪ **Map 46: Social Facilities**



E.18. TELECOMMUNICATIONS

Dannhauser has the necessary telecommunications infrastructure, such as coverage by cell phone service providers and Telkom. As such, the residents within the municipality can make use of with communications technologies.

The groups of people affected negatively are those who are in deep rural areas who have little or no knowledge of the use of technologies.

E.18.1 MUNICIPAL INFRASTRUCTURE OPERATIONS & MAINTENANCE

The municipality developed an “Operations and Maintenance Plan” in the financial year 2023/2024 and it has been approved by its MANCO and Technical Portfolio Committee.

E.18.1.1 The Key strategic Objectives of the plan are as follows;

- Ensure that all infrastructure whether for economic or public use is well maintained to enhance greater investment within the local economy.
- Ensure that tarred roads, gravel roads and storm water systems are continuously maintained.
- Upgrade sidewalks and pavements highly used by the public.
- Ensure that structures such as mast lights, bus stops, taxi ranks, informal traders' structures are well maintained.
- Ensure buildings and structures are maintained at a safe and functional standard as set out in this infrastructure and asset management plan.
- Continue to maintain operational buildings, e.g., municipal offices, etc., to a standard that facilitates effective service delivery to our community.
- Continue to maintain public conveniences in good order and to a high state of cleanliness.
- Continue to support the community committees that effectively manage and maintain our community halls.
- Continue to support the community organizations that effectively manage and maintain our recreation and sporting facilities; and
- Enhance safety to the public and animals through a high maintenance implementation process for all infrastructures.

E.18.1.2 The Key Functional & Operational Objectives are as follows.

- **Levels of Service:** Review current levels of service and assess development requirements.
- **Demand forecast:** Examine factors and trends influencing demand for an asset and the impact on its management and utilization.
- **Lifecycle management plan:** Enabling the management of the asset from planning/creation to disposal including maintenance and renewal requirements.
- **Financial summary:** Outlining the financial commitments to facilitate lifecycle management to the existing levels of service.
- **Asset Management Practices:** Development of information systems and processes utilized in the decision on management of assets.
- **Plan improvement and monitoring:** Undertaking continuous performance measures for the plan; the improvement program; and monitoring and review procedures.
-

E.18.1.3 Areas of Operations & Maintenance

The municipality allocates funds to undertake maintenance on its infrastructure, only municipal owned infrastructure is catered for;

- Municipal & Social buildings.
- Roads (Tarred & Gravel) and Storm Water Drainage.
- Sidewalks & Pavements.

- Bus & Taxi Ranks; and
- Electricity Supply (street lighting and housing In-fills).

E.18.1.4 Dannhauser Key Elements of Infrastructure Maintenance

The following are the key elements adopted by the municipality are:

- Taking a life cycle approach.
- Developing cost-effective management strategies for the long term.
- Providing a defined level of service and monitoring performance.
- Understanding and meeting the demands of growth through demand management and infrastructure investment.
- Managing risks associated with asset failures,
- Sustainable use of physical resources; and
- Continuous improvement in asset management practices.

E18.1.5 DANNHAUSER INFRASTRUCTURE POLICY FRAMEWORK (OPERATIONS & MAINTENANCE)

The municipality aligns its new infrastructure developments and existing maintenance operational framework to the following.

Infrastructure Plan

Based on the infrastructure plan, the Institutional Management will recommend a list of new developments/redevelopment projects, macro-maintenance and deferred maintenance projects to the Technical Committee and Finance Committee for evaluation as part of the annual budget process.

- All projects relating to new infrastructure, additions and alterations and demolition of existing infrastructure must be approved by the municipal Council prior to commencing with final technical designs, procurement of tenders and construction work.

The following exceptions apply:

- Designated management committees have the authority to approve minor building alterations in accordance with the schedule of authorities and the approved budget allocations for minor building works.
- Urgent requests for unscheduled infrastructure projects may be approved in accordance with the latest Schedule of Authorities issued in terms of the municipal Executive Committees and then Council, subject to the condition that

the projects must be approved as a matter of urgency to mitigate specific operational risks, and subject to the condition that such ad hoc projects will be financed by external funding or capital funding already approved by the municipal Council as part of infrastructure provisions.

- In the event where the project scope changes significantly in relation to the approved scope during the planning and design phases of a project and the change in scope affects the approved budget of the project, the project must be referred for reapproval; and
- Budgets for macro-maintenance projects and deferred maintenance projects must be approved by the municipal Council as part of the budget process prior to the procurement of tenders and commencement of maintenance work.

Infrastructure Design and Construction

The Institutional Management of the municipality will formally designate the technical department within the department to manage all infrastructure projects. This department will be responsible for the design and the completion of works, ensuring that projects are completed within the project budget and timeframes, and in compliance with safety, technical and legislative requirements. Final infrastructure designs and construction work must comply with all legislation, inter alia the following:

- Compliance with South African National Standards - SANS (latest amendments).
- Compliance with Dannhauser Preambles for Construction Work (2011, including latest revisions).
- Compliance with the Occupational Health and Safety Act of 1993, as well as supportive Regulations, issued in terms of the Act.
- Compliance with applicable Local Governmental ordinances.
- New buildings must provide people with disabilities reasonable access to facilities in accordance with SANS 10400, Parts
- New facilities must complement the aesthetics of adjacent structures and be designed in a functional manner, allowing for ease of maintenance, considering environmental stewardship and sustainability.

E.18.1.6 DANNHAUSER MAINTENANCE OF PHYSICAL INFRASTRUCTURE

Integration of Maintenance Processes

Infrastructural improvements to all properties owned by the municipality must be effectively and efficiently maintained to support operational efficiency, as well as to ensure sustained use, occupational health, safety and financial viability. An integrated maintenance approach must be followed, incorporating breakdown maintenance, preventative maintenance, condition-based maintenance, and macro-

maintenance processes, into a single maintenance plan, ensuring that facilities and services infrastructure are maintained to an optimum level, preventing asset deterioration.

Breakdown Maintenance

Reactive breakdown maintenance must be carried out on an "as and when required" basis, ensuring that occurring defects are rectified as a matter of urgency to prevent possible interruption in the use of a facility, to prevent resultant further damage to infrastructure, as well as to address health, safety or security risks caused by a defect. Services must be provided on a 24-hour basis to attend to after-hours emergencies.

Deferred Maintenance Projects

Where necessary, special deferred maintenance projects must be initiated to address the backlog in maintenance work, as well as to rectify maintenance work that has not been carried out according to required standards. Independent control measures must be maintained to monitor and report on the levels of deferred maintenance on all infrastructure owned by the municipality.

Maintenance Budgets

Operational maintenance budgets must be prepared as part of the annual budget cycle, including forecasts for breakdown maintenance and estimates for preventative maintenance. Macro-maintenance budgets, linked to macro-maintenance programmes, as well as cost estimates relating to deferred maintenance work, must be included in the Infrastructure Plan.

Legislative Safety of Machinery and Electrical Installations

To ensure that the provisions of applicable safety acts and supporting regulations issued in terms of such acts are complied with, a competent person must be designated in a full-time capacity as the "Responsible Person" for the safety of machinery and electrical installations within the municipal jurisdiction. The technical director must comply with statutory requirements and such person must be registered with the Department of Labour.

Delegation of responsibilities

Responsibilities may only be delegated to qualified persons, who are actively involved in the tasks being performed, have the appropriate knowledge (including but not limited to relevant regulations and policies), technical skills and authority to carry out responsibilities.

Responsibility for Implementation, Management and Monitoring

The necessary organizational structures in place will allow for the delegation of responsibilities for the effective implementation, management, compliance, and monitoring infrastructure projects.

E.18.1.7 FUTURE DEMAND MAINTENANCE

DEMAND FORECAST

The municipality takes into consideration factors that impact on the need for maintenance and or the development of infrastructure that will still require maintenance in the long run. These are as follows.

1. Growth or decline in population.
2. Demographics per ward.
3. Weather characteristics and effects of erosion (heavy rainfall, long-periods of heat, etc.).
4. Geological structure of the soil the infrastructure is built on.
5. The traffic volumes and how often the roads are used by vehicles.
6. The physical structures of mast lights; and
7. Whether the buildings or infrastructures are prone to high rates of vandalism, etc.

DEMAND MANAGEMENT

The demand for new services is impacted on by a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand.

LIFECYCLE MANAGEMENT PLAN

The municipality has a lifecycle management system that is managed through its asset management process and applicable depreciation method. The initial cost of capital is significant and the recurring expenditure including depreciation. The way the acquisition of the asset or the development of the infrastructure, has a great bearing on its future operation, maintenance and even disposal.

Asset Capacity & Performance

The safety and compliance with technical standards of a building and other infrastructure impact on its capacity and performance.

Asset Condition

Asset evaluations are undertaken in line with the MFMA, a rating system will be used by the municipality to briefly categorize the asset based on condition; the following table is applicable; Condition is measure using a rating system of (1 – 5).

Table 62: Infrastructure & Operating Assets Rating System/Condition & Action Required

Rating	Condition	Action Required
--------	-----------	-----------------

1	Excellent	Only planned maintenance required
2	Very Good	Minor maintenance required plus planned maintenance
3	Good	Significant maintenance required
4	Average	Significant renewal / upgrade required
5	Poor	Unserviceable

Asset & Infrastructure Valuations

The following matters are considered.

- ⇒ Initial Cost of Asset.
- ⇒ Current Replacement Costs.
- ⇒ Depreciated Replacement Cost.
- ⇒ Annual Depreciation Expense.
- ⇒ Asset Consumption.
- ⇒ Asset Renewal; and
- ⇒ Annual Upgrade/Expansion.

Risk Management Plan

The municipality will undertake a regular assessment of risk associated with buildings and other infrastructure. The risk management plan identifies the credible risks, the likelihood of a risk event occurring, how the risks identified will be minimized and how to prevent other risks. The table below is an extract of the risk assessment.

Table 63: Operations & Maintenance Risk & Treatment Plans

ASSESS RISK	WHAT CAN HAPPEN	RISK RATING	RISK TREATMENT PLAN
All municipal buildings	Destruction by fire	Medium	Check adequacy of insurance, install fire alarms and develop continuity plan (where appropriate)

Aged buildings	Structural damage	High	Inspect, monitor and report
Aged buildings	Obsolescence	Medium	Planned maintenance program
Bus & Taxi Rank	Structural damage	Medium	Planned maintenance program
Aged, tarred roads	Structural damage	High	Inspect, report and maintain
Aged gravel roads	Structural damage	High	Inspect, report and maintain
Aged Mast Lights	Structural damage and no longer functional	High	Inspect, report and maintain.

E.19 SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

E.19.1 SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

Table 64: SWOT ANALYSIS: KPA – BASIC SERVICE DELIVERY & INFRASTRUCTURE INVESTMENT

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> ⇒ Increase in number of households. ⇒ Increase in the number of formal dwellings. ⇒ 80.7% of the population within the municipal area use electricity for lighting. ⇒ Municipal area has two functioning wastewater treatment works. ⇒ Strategic Location in terms of road network, railway line, proximity to N11, Durban & Johannesburg. ⇒ Refuse collection is well undertaken with the urban areas. ⇒ Improved inter-governmental relations with Sector Departments for Infrastructure development; and ⇒ Improved basic service delivery. 	<ul style="list-style-type: none"> ⇒ Good infrastructure to meet investment demands. ⇒ Readily available electricity (energy) to accommodate economic activities. ⇒ Increased land availability for housing development projects. ⇒ Increased opportunity for various types of housing. ⇒ Increased available land for economic development. ⇒ Improve service delivery through planning, budgeting and deliver (execution); ⇒ Opportunity to extend the refuse removal in rural areas. ⇒ Increased opportunities for Community Development Workers in Wards 1, 3, 8, 9, 11 and 13; ⇒ Opportunities for township developments.
WEAKNESSES	THREATS

<ul style="list-style-type: none"> ▪ Lack of bulk infrastructure supporting housing development. ▪ Many females headed households. ▪ Only 23 % flush toilets were connected to sewerage (2017); ▪ Only 11.5% of the population enjoy the weekly refuse removal services. ▪ Only 70 % of the population have piped water inside dwelling. ▪ Some of the local access roads require improvement; and ▪ Public transport infrastructure requires attention 	<ul style="list-style-type: none"> ▪ Failure to start development of housing projects due to lack of funding for bulk infrastructure. ▪ Possibility of waterborne diseases. ▪ Pit Latrines with no ventilation are 61% of total households. ▪ 82 % are traditional households. ▪ Increase in social evils. ▪ Increased requirement of infrastructure to complement increased housing development and population in jurisdiction. ▪ Undermined growth and development; and ▪ Risk being untidy municipality
--	--

E.20 (KPA.3) LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

In taking into consideration the local economic development of the municipality, the impact of the epidemic (COVID-19), has caused a major downturn within the jurisdiction as with globally. The municipality now must undertake and implement a turnaround strategy that will enable the recovery of the economy.

Although the document contains the 2019/20 information as the epidemic impacted in the third to fourth quarter of the financial year 2020/2021, it is imperative to analyses the data herein, and ensure a recovery of the local economy above these levels depicted. The municipality still progresses with interventions which will enable the recovery strategy to be achieved.

E.20.1DANNHAUSER MUNICIPALITY LOCAL ECONOMIC DEVELOPMENT FOUNDATION & GUIDELINES

Our LED Guiding Principles

There are several common guiding principles inherent within every successful LED effort regardless of how LED is defined, structured, and implemented. Some of these

guiding principles are implied within the defining characteristics of LED; others are inherent within its adaptation and application: In aggregate these principles suggest that LED means more than just private sector development, higher incomes, and economic growth. Premised on local dialogue, LED is about connecting people and their resources to enhance local opportunities and prosperity. LED is about a better quality of life for men and women in a sustainable future.

Enabling Environment Local economic development is built upon four fundamental pillars: economic, social, environmental, and institutional. Collectively, these four pillars represent the enabling environment. In a practical sense the relative strength/weakness of these pillars or foundations either serve to support or impede overall community prosperity. In terms of LED planning and programming in the pursuit of community prosperity then, it is the enabling environment that plays a significant role in setting out what is realistic and practical in any LED effort.

Stakeholder Engagement and Participation

It is important to have substantive stakeholder input and involvement if we are to properly design and develop a local economic development strategy and then begin implementing it effectively. Such an active and open process of stakeholder engagement is a central theme in defining the enabling environment. To this end stakeholder engagement needs to be broad and deep; equal and equitable; and, organized early. The involvement and collaborative efforts of the public (government and governmental agencies), business (private sector) and non-government or non-profit (civil society) sectors in the community are essential to the process: each group of stakeholders brings its unique skills and resources to the process and, significantly, each has a role to play in representing the best interests of all. Establishing working relationships and structures that fully engage these stakeholders in the process will also build trust and lead to beneficial long-term, formal public/private/non-governmental partnerships to further facilitate and build the effort.

20.2 OUR LED STAKEHOLDER CATEGORIES SUMMARY

- Public/ Government
- Elected officials.
- Local government, including all operational departments.

- District/regional and national government departments and agencies, especially those charged with specific responsibility for economic development planning and implementation.
- Other government authorities and agencies, such as regulatory bodies.
- Universities, colleges and institutions of research and higher learning.
- Private (business)
- Large corporations and enterprises.
- Small, medium, and micro-scale enterprises including individual entrepreneurs.
- Industrial, commercial, and residential land/real estate developers.
- Banks, credit unions and other financial institutions.
- Business development and support agencies, councils, and intermediaries, including but not limited to business centers and development authorities, sector specific agencies and authorities (e.g., tourism, high-tech, clusters/associations).
- Chambers of commerce and other business associations.
- Non-Governmental and Civil Society
- Neighborhood and community service organizations.
- Local schools and clubs.
- Organizations and associations representing special community interests such as youth, minorities, the disabled and other disadvantaged or marginalized citizens.
- Organizations or associations focused on specific LED issues (e.g., environmental sustainability, gender equality, etc.).
- Trade unions and other professional associations

In terms of categories of stakeholders, while business is the engine of economic growth, government agencies and authorities are most often the key players in setting the agenda for local economic development especially in developing and transitioning economies. They are because of their significant influence, directly and indirectly, over the scope and depth of LED activities, often dictating the direction and tenor of any such initiatives. Government representatives typically do this through the numerous policies they introduce and seek to implement – ranging from policies on how LED is funded and undertaken, to those individual regulations and incentives in support of specific locational, enterprise or entrepreneurial development priorities. Unfortunately, while government agencies can introduce powerful incentives that act as useful catalysts for LED, they sometimes do so while simultaneously creating rules and regulations that jeopardize or impede the business environment for others,

i.e., granting preferential treatment to one sector, e.g., exporters, at the expense of others, e.g., importers.

Further as importantly, because the government sector handles critical inputs such as infrastructure (transportation, hospitals, educational facilities and the like) and the ability to coordinate resources and facilitate their deployment, the impact of government action or non-action has often a more significant influence on the enabling environment versus the activities of other key stakeholders.

As regards other categories of stakeholders, private sector participation brings value to the effort in several ways, particularly in respect of resources and business expertise. The private sector plays a prominent part in LED activities, and lack of adequate representation from the business sector would certainly preclude their becoming a powerful partner and advocate in the effort. Given the challenges inherent with designing and delivering a successful LED effort, it would be a serious error to ignore private sector engagement in any LED process. Finally, because local economic development has a broad, holistic impact on the community, local non-governmental organizations (NGOs) and civil society actors play an important role in LED. They bring to the table a range of valuable insights and expertise, including broad knowledge of community/citizen issues and interests.

E.20.3 Our Foundation in - Participatory Planning

Clearly, in any community the diversity and numbers of stakeholders participating in some aspect of local economic development can be significant. The sheer numbers of participants can pose a problem in efforts to ensure all parties are included in the process. Experience suggests that the greater the number, the more costly, time-consuming, and potentially dysfunctional the effort. Alternatively, the fewer the number, the less inclusive, less transparent, and potentially less effective (both broadly and deeply) the LED effort.

It is important to identify and recruit stakeholders to ensure adequate numbers and diversity of representation reflects local considerations in terms of the social, cultural, political, and economic context in which the LED effort takes place. Since each community has unique local conditions that can affect the process, the number and mix of stakeholders will vary, as will the scope and depth of their participation.

Properly structured, stakeholder participation helps to ensure an inclusive and comprehensive LED strategy is prepared as a first step, with effective implementation beyond that. In practice stakeholders normally participate or are engaged at different junctures, i.e., some in the planning phase, others in the implementation effort, still others during monitoring. These varying formats for engagement often involve considerable overlap. To define the best balance of numbers, representation and

terms of engagement, a well-organized participatory planning effort should be undertaken. In that regard a participatory planning exercise should ensure:

- the organization and the function are properly structured to accommodate divergent interests, i.e., premised on facilitation and support of divergent interests rather than structured to seek agreement on pre-decided and one-sided courses of action.
- that those invited to participate include conversant and well-informed stakeholders, i.e., there is an agreed format (transparent and equitable) by which to identify and recruit competent and capable stakeholders; and,
- that there is prior agreement on how the process will work, i.e., participatory planning processes are non-linear in that they include a multidimensional analysis of issues and options, including negotiation on certain issues and consensus seeking on others.
- The Benefits of Participatory Planning
- Builds a sense of community ownership and responsibility for project activities.
- Provides a better understanding of LED issues and their complexities.
- Provides a commitment to address priorities in a cross-sectoral manner.
- Incorporates a wide range of perspectives and ideas, resulting in improved design, management, and action.
- Promotes stakeholder empowerment.
- Guarantees sustainable implementation of strategies for divergent interests to reach a consensus.

E 20.4 Our Foundation in - Legal Environment

As noted above, the legal environment or framework is a significant determinant of the LED enabling environment. It encompasses the innumerable policies, regulations, programs, and services that are enacted and administered by various levels of government. In practical terms, the absence of a facilitative legal environment can limit even the most welcoming of economic development opportunities and vice versa. It is significant then to properly understand and incorporate an understanding of the legal environment into LED planning and implementation. Broadly speaking, an understanding of the importance of the legal environment as it pertains to the broader enabling environment for local economic development requires that consideration be given to its impact on “what can be done” (LED programming and services) and “how it is done” (LED organization and operations). By way of example, in the matter of programming and services or what can be done, it is usually of value to take advantage of or build synergies with various governmental agencies and authorities plus the programs and services they offer, to promote and foster the realization of local development priorities more effectively.

Further, by way of example in respect of organization and operations or how LED might be undertaken, it is of value to understand the legal environment (rules and regulations) as these will dictate how an LED effort might best be organized (e.g., as a public, private or public-private entity) and how selected LED efforts might best be delivered (e.g., the use of selected incentives).

E.20.5 Our Foundation in - LED Financing and Resourcing

Financing is especially crucial and is arguably the preeminent theme in every jurisdiction when considering the LED enabling environment. Its importance arises from two different though interrelated perspectives, namely:

- (1) how to finance the design, implementation and management of LED actions and activities (core funding); and
- (2) how to finance individual strategic efforts to promote greater municipal economic growth and development (program or service funding).

A properly resourced LED effort implies an appropriate mix or balance of an array of critical inputs, including human resources, infrastructure, technology, and financing. However, because some substitutability exists in respect to some of these inputs, by way of example the use of volunteers rather than paid staff to deliver certain services, the relative importance of each varies by community and by circumstance. Regardless, in almost every jurisdiction core funding and its adequacy to meet LED needs and priorities has proven to be a difficult challenge for many organizations involved in the effort. In part this arises because even though there is an inherent recognition that local economic development is a long-term process requiring substantive investment in staffing, marketing and infrastructure with the intent that years down the road new jobs, new/expanded enterprises, greater private sector growth and diversification, and new investments will accrue to the community at large, in many instances funding for LED is tied to short-term plans and annual approvals.

An absence of adequate core funding may also accrue because of the uncertain commitment on the part of local politicians who face short electoral cycles, plus a less than enthusiastic endorsement from a local citizenry more focused on their own immediate needs. Some LED organizations do quite well in their quest for funding. In many cases securing adequate funding support for an LED effort is a direct consequence of the effort put into organizing the LED function, i.e., broad stakeholder participation; how implementation is affected, i.e., an emphasis on strategic and realistic planning and leveraging of local resources and inputs; and how LED efforts and successes are reported on, i.e., with an emphasis on engagement and transparency. In most cases while these organizational approaches do not

assure certainty of financial support, research indicates that they can increase that possibility. Typically, core funding for selected LED efforts come in a variety of formats depending upon location and circumstance. The most common formats include grants, fees for services, in-kind contributions, equity investments, debt/loans, and sponsorships.

E.20.6 Our Foundation in - Community Readiness

One of the more critical steps in initiating a local economic development program is to determine if in fact the community is properly prepared and positioned to undertake the effort. This means not only whether the community or municipality has the wherewithal to make LED happen, i.e., sufficient assets, opportunities, and a competitive advantage, but also whether it has the attitude, commitment, dedication, climate, and leadership among other things to ensure the process will be successful. This state of preparedness is also known as community “readiness” or community “vitality.”

E.20.7 Dannhauser - Determinants of Community Readiness

A community readiness assessment does not have to be complicated, though it should be thorough. Most efforts tend to encompass surveys of 50 to 100 questions administered to a broad and representative sample of local citizens and stakeholders. Various tools are available for communities interested in undertaking readiness assessments.

The purpose of these tools is to gather and collect enough relevant impressions, perceptions, and feedback on various readiness factors such that a realistic insight on community readiness can be discerned. To aid in this process, feedback is normally collected utilizing a Likert scale to rate responses. The value in rating responses and aggregating them accordingly is to simplify the identification of high priority opportunities and concerns.

Figure: Dannhauser - Determinants of Community Readiness



Table 65: Dannhauser - Determinants of Community Readiness

READINESS FACTOR	WHAT DANNHAUSER NEEDS TO KNOW
Strategy for LED	Is there a strategy for local economic development? Has the strategy been shared amongst local citizens? Is the strategy focused, relevant and realistic? Was the strategy introduced using change management principles? Was the process of strategy development participatory and transparent? Is there an ongoing system for monitoring and amending LED efforts? Is there a system for tracking and measuring the impacts? Is there pride and celebration of success?
Organizational Capacity for LED	Are physical, human and financial resources available to meet the challenges of LED implementation? Is core funding sufficient, stable and secure? Are there opportunities to enhance the professional qualifications of staff? Does the legal environment support the achievement of LED goals and objectives?
Innovation	Is the municipality noted for undertaking new and interesting initiatives? Is the municipality willing to create partnerships, plus work cooperatively and collaboratively with other communities in the area or the private sector to enhance municipal competitiveness, and build the human and financial resources necessary to support local economic development? Is the municipality's future premised on established economic industries or emerging sectors?
Quality of Life	How does the community make the connection between quality of life, and economic competitiveness and prosperity? Does in-migration out pace out-migration from the municipality? Are the numbers of young workers and young families in the municipality increasing? What is the unemployment rate? Is it increasing/decreasing? Are vulnerable citizens afforded equal access to municipal services? Is environmental sustainability an important consideration in LED efforts? In what way? Is gender equality an important consideration in such efforts? In what way? Are there sufficient quality recreational opportunities in the municipality? Is the arts and culture community vibrant? Are local taxes reasonable? Is there a reasonable range of goods

	and services available locally at reasonable cost? Is the local government noted for being open and forthcoming with a concern for the wellbeing of individual citizens? Is a vibrant civil society an important focus for local government?
Education and Training	Are there enough quality schools, colleges, and universities in the municipality? Does the community have professional development associations? Is there a chamber of commerce, an association for entrepreneurs or an association for women in business? Does the community have a program for youth entrepreneurs? Does the municipality have a viable, skilled workforce available to staff potential business and industry? Are there opportunities for professional upgrading?
Leadership and Teamwork	Are there individuals within the municipality who are capable and prepared to take the lead in LED in the municipality? Do individuals and groups take effective leadership responsibility? Are they responsive and democratic? Are municipal projects being suggested, discussed, planned, and carried out? Does the municipality can draw together to achieve municipality-wide goals? Is there inclusion in planning and implementation?
Opportunities and Attitudes	Is the approach to LED logical and realistic? Is it premised on competitive advantage? Does the municipality adequately balance investment attraction with a focus on local businesses and on energizing entrepreneurs to create and build home-grown enterprises? Does the municipality have the political will to make the decisions necessary to support and encourage economic development? Does the municipality and its citizens have the ability and commitment to recognize, take action and follow through on available opportunities?
Financial Resources	s access to capital a concern of local businesses? Is access to capital equal for men and women? Is the municipality well served by financial institutions? Is venture/risk financing available? Is project funding readily available and in what form? Is it consistent with the LED strategy and with the needs of business? Is the process of application and approval transparent?

Business Services	Does the municipality have a positive business climate? Does the municipality encourage and support its entrepreneurs/enterprises? Does the municipality offer a one-stop service for business? Is it easy to start/expand a business in the municipality? Are business taxes reasonable? Is the regulatory environment onerous? Are there any technical assistance programs/services to support entrepreneurs? Are there any technical assistance programs/ services to support women in business?
Infrastructure	Does the municipality have adequate infrastructure in place to make economic development a reality? Is access to key infrastructure (land, utilities, commercial space/property, etc.) open and fair? Are utilization costs fair and reasonable?
Markets	Is there an adequate range of goods and services available locally or is there a need to leave the community for these? What goods and services are bought from outside the community and why? Do the largest businesses in the community predominantly service local needs or do they ship outside the area? Does there seem to be an increasing/decreasing number of the same/different stores/shops doing business in the municipality? How far away is the nearest major city and what size is it? Do many visitors come to the municipality? Does the municipality have a favorable image within and outside the region? How does the municipality rank as a place to visit or a place to do business?

E.20.8 LOCAL ECONOMIC DEVELOPMENT

COMPARATIVE AND COMPETITIVE ADVANTAGES

The important elements of competitive and comparative advantage within municipalities include available infrastructure and services, the institutional environment, economic Indicators, and the overall capacity of the municipality. Development literature is replete with how and what drives the development of the economy of the region. The most notable and important literature needed in understanding the development of a region could be traced to the theory of comparative advantage. Dannhauser Municipality has several key comparative advantages to be considered.

LOCATION IN RELATION TO MARKETS

Dannhauser is in a strategic geographical location that is central between Durban and Johannesburg, Dannhauser's location creates the potential opportunity to serve the metal, machinery and equipment industries in neighbouring municipalities due to its central location and easy access to Newcastle, Ladysmith and Dundee. Amajuba district has earmarked some agro-processing opportunities to be in the Dannhauser area.

LOCATION IN RELATION TO THE N3

Dannhauser is in a strategic geographical location that is central between Durban and Johannesburg, it is in the N3/N11 Durban / Free State and Johannesburg logistics Industrial Corridor and is accessible due to the good road networks which include the R 621. It is approximately 30 km from Newcastle and 100 km away from Ladysmith municipalities. The N11 which is a national trading and movement route connecting it to the Mpumalanga and Gauteng province, as well as the R621 roads which provides linkages to other surrounding towns such as Ladysmith, Vryheid and Dundee.

LOCATION TO THE DRAKENSBERG TOURISM HUB

- The municipality is situated 133,3km from Okhahlamba municipality which has the Maloti-Drakensberg Park, a major attraction for both domestic and foreign tourists, this enables both local & international business tourists to have accessibility; therefore, this makes it strategic in positioning to Dannhauser.

MINING POTENTIAL

•Dannhauser is rich in anthracite, bituminous and sub-bituminous coal, these grades of coal are all export grades. The municipality is approximately 320 km via R34, 289 km via the R34/R68 and 415 km via N2/R74 to Richards Bay Coal Terminal.

AGRICULTURAL POTENTIAL

The main agricultural activities in Dannhauser include crop farming, dairy production, aquaculture, poultry and livestock. The municipal SDF identifies Dannhauser as a nodal agro-industrial producer with a malt processing factory, an abattoir, grain silos and mill. Although Dannhauser is historically a mining town, majority of its wards are situated in the rural/tribal areas, thus, there is vast arable land that has been left in idle due to the experienced decline in the agricultural sector. With good planning and access to the required resources, available land could be of good use to revive and enhance this sector.

EXISTING ENTERPRISE

Dannhauser is currently housing most of the local mines within the district namely Buffalo Coal located in Magdelene and Spring Lake Colliery located in Hattingspruit. Moreover, Ikhwezi Mining although surrounded by lots of controversy invested R27, 501,992,7 towards building a mine in Dannhauser that is currently operating. Dannhauser is a nodal agro-industrial producer, with a malt processing factory, grain silos and mill. An opportunity exists to expand the agro-processing industry but the unavailability of adequate infrastructure within the municipality is a constraint. Currently there are four identified agroprocessing industries around which are namely the waterfall poultry, Dannhauser m malt, Roadside Abattoir and Leicester Mill.

In 2023/24 the MEC of KZN – Cogta reviewed the IDP, and the findings of the review were as follows.

The Municipality must develop a new Recruitment Policy to ensure that it is able to deal with current issues;

The Municipality is advised to develop and adopt a Local Economic Development Strategy aligned to the Provincial Growth and Development Strategy/District Growth and Development Plan (Vision 2030) Priorities. Also, develop an Informal Economy Policy and an Investment/Retention Policy.

The Municipality is requested to pronounce on the total contribution to the Provincial and District targets such as the:

- (i) total number of jobs to be created in the sectors of the economy,
- (ii) Early Childhood Development and
- (iii) skills development aligned to key economic sectors. Implement programmes and projects targeting emerging farmers and smallholder producers and grow the agro processing potential.

The Municipality is urged to give attention to community safety, by developing a realistic Municipal Safety Plan. The indigent policy should be attached to the Integrated Development Plan. Municipality must develop the Batho Pele Policy, Service Delivery Charter/Standards, and the Service Delivery Improvement Plan (identification of 3 services to be improved), as recommended in the Framework Guideline.

The proposed actions by the municipality to address the 2023/2024 above comments of the MEC are as follows;

- The municipality to develop and adopt Recruitment policy in the 2023/2024 financial year.
- The municipality to provide targets for total number of jobs to be created in the sector of economy, Early Childhood Development and Skills development aligned to the to key economic sector.
- The municipality to develop and adopt Local Economic Development policy, Informal Economic Policy, and an Investment/Retention Policy in the 2023/2024 financial policy.
- The municipality to develop and adopt the Municipal Safety Plan in the 2023/2024 financial year.
- The Municipality to Incorporate the Indigents Policy in the IDP 2023/2024
- The municipality to develop and adopt the Batho Pele policy, Service delivery Charter/ Standards and the Service Delivery Improvement plan in 2023/2024.

The strategic focus is on high potential sectors and initiatives to limit the over planning on unachievable programmes. As a result, there is more biasness to Agricultural, Industrial, and mining sectors. The municipality has further deemed it necessary to develop and growth the tourism sector due to the available biological assets and other related assets, and the inclusion of the informal trading sector as more community households are partaking in it. The predicament currently faced by the business community is to witness the dwindling fortunes and prospects of the

town without any formal response from government to present economic stimulating measures; this is further demised by the poor dilapidating public and economic infrastructures.

E.20.9 Current Socio-Economic Projects Being Implemented by Various Stakeholders

The projects being implemented by the external stakeholders and in integration with the municipality will enable for, drawing of investors into the local economy, job creation and the increased quality of education for children. The following are being implemented.

Table 66: Economic Investment Catalytic Projects

MUNICIPAL ECONOMIC INVESTMENTS					
PORJECT NAME	WARD	NATURE OF PROJECT		BUDGET ALLOCATED	PROJECT STATUS
New Municipal Offices	CBD (2)	New Municipal Offices – Recruiting of Additional Staff		R 30 million	New Construction (Project Commencement)
Sports Complex	CBD (2)	New Sporting Complex – Durncol		R 22 million	Completed
Housing Developments (Urbanisation) – 1000 units		New low-cost housing developments			Project Commenced
New Taxi Rank	CBD (2)	New Taxi Rank – Public Transport Users (Close		R 13 million	Project Commenced completed

		to Industrial Area)			
New Vehicle Testing Ground	CBD (2)	New Vehicle Testing Ground		R 8 million	Project Commenced
Urban Rehabilitation of tarred roads & storm water systems	CBD (2)	Urban Tarred Roads Rehabilitation		R 13 million	Project Commenced
COGTA – KZN					
Industrialization	CBD (2)	Dannhauser Industrial Area		R 60 million (Still to implement finale phase of Industrial Area extension)	Completed: Bulk Water License outstanding and has been applied for.
Community Gym Park	CBD (2)	Community Gym Park		R 5 million	Project to Commence
MINING COMPANIES					
PROJECT NAME	WARD	NATURE OF PROJECT		BUDGET	PROJECT STATUS
Shanduka Coal Mine	3	Hattingspruit Community Hall		Awaiting Final Cost Assessment	Final assessment completed

Buffalo (Zinoju) Coal Mine	7	3 x Crèches		Total of All Buffalo Projects contribution is: R 9 million	Development of Crèches have commenced. Sports Complex design still on-going; and Piggery project has commenced implementation
Buffalo (Zinoju) Coal Mine	7	Sports Complex			
Buffalo (Zinoju) Coal Mine	1	Piggery production			

DEPARTMENT OF RURAL DEVELOPMENT PROJECTS

PROJECT NAME	WARD	COMMODITY	NO. OF HA	BUDGET ALLOCATED	PROJECT STATUS
Ternary project	CBD (2)	Leather products			Commenced
Feziphupho Coop	2	Maize and Veg Production	200 HA	R 450 000.00	Commenced
Sobathola Agric. Coop	1	Maize & Beans	50 HA	R 600 000.00	Commenced
Amajuba Rural Livelihood	1(Renier Farm)	Vegetables and crop production	17 HA	-	Commenced

Project (1 h/h 1ha					
Dannhauser Coating	3	Paint mixing	N/A	R 900 000.00	Commenced
Historymakers Leather Processing Project	1	Leather Processing	N/A	R 750 000.00	Commenced
Zamokwakhe Coop	12	Toilet and Sanitary towel manufacturing	N/A	R 600 000.00	Commenced
Fit 'n Proper	1	Maize & Bean Production	54 HA	-	Commenced
uMnothowesizwe Piggery Project	10	Piggery	N/A	Was supported in 2017/18 financial year	Commenced
Agri-Hub	1(Renier Farm)	Mechanization & Storage Facilities		To be allocated upon finalization of technical analysis by Urban Econ	Commenced

E.20.10 LED Strategy

The draft LED Strategy for 2023/24 is currently under review and not yet adopted as a consultative process with stakeholders is still being undertaken by the municipality. It is being aligned to the National Framework for economic development as guided by National Cabinet in December 2022. It will focus on the various sectors of the economy that drive Dannhauser and that enable for job creation.

E.20.11 Stakeholder Participation

The municipality is guided by the Municipal Systems Act, No.32 of 2000, and abides by the normative of public participation. An on-going consultative program is undertaken by the LED Department with various stakeholders, this enables a continuous and rigorous re-engineering of the LED strategy, or areas of economic interest being constantly updated based on crucial information and data obtained.

The stakeholders involve:

- Formal big business
- Formal SMME Retail & Sole traders.
- Informal traders.
- Commercial & Subsistence farmers.
- Tourism stakeholders.
- Social groups; and
- The public

E.20.12 Alignment of Dannhauser LM (LED) To the KZN - PGDS-2035

PGDS – 2035

The following principles were developed to facilitate overall guidance in the development of the 2011 KZN PGDS Strategic Framework and these still apply, and have been adopted by Dannhauser LM namely:

- Grow the economy to achieve shared and inclusive growth.
- Harness the Province's assets and endowments.
- Develop the Province's greatest asset, its human capital.
- Harmonize environmental integrity and human and social development with economic development.
- Government must be developmental, competent, caring and facilitating as well as efficient in the use of its financial and human resources.
- The private sector must be engaged and supported to grow a shared economy to provide employment and decent working conditions.
- Organized labour must protect workers from exploitation while promoting labour productivity; and
- Civil society must be strengthened, capacitated, and fully participate in shaping its own collective destiny and in the realization of KZN Vision 2035.

The draft LED Strategy embraces the following seven (7) PGDS – 2035 Strategic Goals:

- Inclusive Economic Growth.

- Human Resource Development.
- Human and Community Development.
- Strategic Infrastructure Development.
- Environmental Sustainability.
- Governance and Policy; and
- Spatial Equity.

Table 67: Summary of Dannhauser Integration With PGDS-2035

	STRATEGIC GOAL	STRATEGIC OBJECTIVE 2017	DANNHAUSER COMPLIANCE
1	INCLUSIVE ECONOMIC GROWTH	<p>Develop and promote the agricultural potential of KZN.</p> <p>Enhance sectorial development through trade investment and business retention.</p> <p>Enhance spatial economic development.</p> <p>Improve the efficiency, innovation and variety of government-led job creation programmes.</p> <p>Promote SMME and entrepreneurial development.</p> <p>Enhance the Knowledge Economy</p>	<p>The municipality is currently integrating with DRDLR to enhance agriculture through its Renier farm operations and FSPU.</p> <p>It has an Industrial Area developed by Cogta and will develop its investment attraction and retention strategy.</p> <p>It has integrated with DRDLR and Department of Economic Development to enhance trade through markets development.</p> <p>It trains its SMME's and Co-operatives including Informal traders; and</p> <p>Regularly hosts economic empowering sessions for its business community through sector departments.</p>

	STRATEGIC GOAL	STRATEGIC OBJECTIVE 2017	DANNHAUSER COMPLIANCE
2	HUMAN RESOURCE DEVELOPMENT	<p>Improve early childhood development, primary and secondary education.</p> <p>Support skills development to economic growth.</p> <p>Enhance youth and adult skills development and life-long learning</p>	<p>This has been achieved through the social cohesion programmes that are implemented and monitored through the Municipal Manager's Office.</p> <p>The municipality has also integrated with the Department of Education to enhance pupils learning; and</p> <p>ABET trainers are appointed through the mining companies to enhance adult education.</p>
3	HUMAN AND COMMUNITY DEVELOPMENT	<p>Eradicate poverty and improve social welfare services.</p> <p>Enhance health of communities and citizens.</p> <p>Safeguard and enhance sustainable livelihoods and food security.</p> <p>Promote sustainable human settlements.</p> <p>Enhance safety and security.</p> <p>Advance social cohesion and social capital; and</p> <p>Promote youth, gender and disability advocacy</p>	<p>This has been achieved through the social cohesion programmes that are implemented and monitored through the Municipal Manager's Office.</p> <p>The community department is working closely with the Department of Health in ensuring that individuals in different wards who are not close to the main clinic receive medical assistance; it is also working closely with the SAPS to enhance safety and security; and</p> <p>To enhance human settlements, the technical department is working closely with the Department of Human</p>

	STRATEGIC GOAL	STRATEGIC OBJECTIVE 2017	DANNHAUSER COMPLIANCE
		and the advancement of women.	Settlements to ensure housing delivery.
4	INFRASTRUCTURE DEVELOPMENT	<p>Development of seaports and airports.</p> <p>Develop road and rail networks.</p> <p>Develop ICT infrastructure.</p> <p>Ensure availability and sustainable management of water and sanitation for all.</p> <p>Ensure access to affordable, reliable, sustainable and modern energy for all.</p> <p>Enhance KZN waste management capacity</p>	<p>Dannhauser does not have any seaports or airports, and solely relies on road networks. The technical department is working to construct new roads and to maintain already existing municipal owned roads.</p> <p>ICT infrastructure is being enhanced through the Corporate Services Department, and this is supported by the ICT Governance Framework.</p> <p>Water & liquid sanitation is being implemented by Amajuba District the WSA, and the implementations are being monitored by the municipality;</p> <p>The municipality is overseeing its own waste management activities and has an IWMP; and</p> <p>Eskom is undertaking electrification projects in the jurisdiction through coordinating with the municipality.</p>

	STRATEGIC GOAL	STRATEGIC OBJECTIVE 2017	DANNHAUSER COMPLIANCE
5	ENVIRONMENTAL SUSTAINABILITY	<p>Enhance resilience of ecosystem services.</p> <p>Expand the application of green technologies; and</p> <p>Adapt and respond climate change</p>	The community department is overseeing environmental compliance.
6	GOVERNANCE AND POLICY	<p>Strengthen policy, strategy coordination and IGR.</p> <p>Build government capacity.</p> <p>Eradicate fraud and corruption; and</p> <p>Promote participative, facilitative, and accountable governance</p>	All IGR Forum meetings are being attended by the municipal manager or the delegated person.
7	SPATIAL EQUITY	<p>Enhance the resilience of new and existing cities, towns, and rural nodes, ensuring equitable access to resources, social and economic opportunities; and</p> <p>Ensure integrated land management use across the province, ensuring equitable access to goods and services, attracting social and financial investment</p>	This is overseen by the community and LED departments.

E.20.13 PGDS – 2035 Strategic Objectives Adopted by Dannhauser & Funding Sources. This segment indicates how the municipality has integrated and is addressing the PGDS – 2035

Strategic Objective Indicators: Develop and Promote the Agricultural Potential of KZN

- Increase employment within the agricultural sector.
- Increase in commercial farmers.
- Increase in emerging commercial farmers.
- Increase in hectares of land under irrigation.
- Real value of output of the agricultural sector.

Strategic Objective 1.1 Interventions:

- Diversification of agricultural production & markets (niche markets and Agri-processing) and revitalization of the agro-processing value chain through the beneficiation of agricultural products, as defined by the Industrial and Agricultural Policy Action Plans.
- Development, implementation, and monitoring of new models to support the development of emerging commercial farmers and promote commercial agricultural ventures (for both small-holder and large-scale) (Radical Socio-economic Transformation Model).
- Efficient maintenance and expansion of appropriately scaled irrigation schemes.
- Appropriate protection and rehabilitation of agricultural resources.

- Expedite the resolution of unresolved land claims and restitution projects.
- Support, monitor and evaluate progress on Agri-villages and Agri-parks including related services and infrastructure requirements to deliver their intended impacts.

(The municipality is engaging DRDLR and private stakeholders to invest in agricultural activities)

Strategic Objective Indicators:

- Enhance Sectorial Development through Trade Investment and Business Retention
- Total absolute value of the provincial economy excluding primary agriculture.
- Absolute growth in provincial exports.
- Absolute growth in provincial investment (including in key sectors such as maritime economy, renewable energy, and other parts of the green economy).
- Growth in employment in key manufacturing and service sectors.
- Growth output of manufacturing sector.
- Number of tourists (domestic and international).
- Value spends in the tourism sector.
- Growth in the number of jobs of those employed in the Green Economy.
- Increase in the number of businesses supported through BR&E interventions.

Strategic Objective Interventions:

- Improved access to economic development funding.
- Facilitate statutory development approval processes in support of new investments (Provincial One-Stop Shop).
- Raise awareness on key sectors and on support measures and improve the quality of programmes available in these sectors and in new sectors such as, presently those of the maritime and green economy.
- Improve performance monitoring of the value chain in key sectors within the KZN.
- Develop, diversify, and market the tourism sector to increase domestic and foreign visitors in the province.
- Support the job creation and retention prospects of firms in key sectors e.g., by expanding the scale of the existing Provincial Business Retention and Expansion Program.

- Develop and implement a green public procurement policy to help support local green businesses.
- Implement the Provincial Green Economy Strategy.
- (The municipality is engaging private stakeholders in line with various sector departments through the development of business plans to source funding directly and indirectly to enhance economic development)

Strategic Objective

- Indicators: Enhance Spatial Economic Development
- Annual percentage change in employment and unemployment per district.
- Government and private sector capital investment in both brownfield and greenfield economic projects.
- Extent of (m²) of appropriately zoned and serviced industrial and commercial land available.
- Rand value of private sector investment in the Durban Aerotropolis and Richards Bay SEZ

Strategic Objective Interventions:

- Improve the funding model for SEZs to optimally expand key spatial zones in KZN, through public-private sector partnerships options, as well as evaluation of budgets and spending by municipalities in support of key new spatial projects.
- Develop program focused on rehabilitation, regeneration and expansion of existing Industrial Areas and access DTI funding set aside for this purpose.
- Provide quality affordable zoned land with the appropriate level of infrastructure and maintain good service provision when sites are occupied.
- Establish and implement a monitoring and evaluation framework to assess the institutional arrangements and performance of key spatial projects.
- (The municipality is engaging with KZN – Cogta, Provincial Treasury and key private stakeholders to enhance rehabilitation and regeneration of industrial.

Strategic Objective Indicators:

- Improve the Efficiency, Innovation and Variety of Government-led Job Creation Programmes
- Growth in the number of small new contractors.
- Reduction in the cost per EPWP and CWP jobs.
- Percentage of provincial government expenditure of goods and services procured on local content.
- Direct employment multipliers from infrastructure development and maintenance and related development projects.

Strategic Objective Interventions:

- Monitor and evaluate the effectiveness, efficiency, and impact of EPWP and CWP jobs programmes in KZN on job creation and inclusive economic growth.
- (The municipality on an annual basis utilizes both EPWP and CWP contractors; these two programs are funded by national/provincial government. The local community members are the ones that benefit from this program).

Strategic Objective Indicators:

- Promote SMME and Entrepreneurial Development
- Increase in the number of SMMEs and cooperatives established.
- Increase in survival rate of SMMEs and cooperatives.
- Increase in the number of jobs generated by SMMEs and Cooperatives.
- Proportion of private sector expenditure on goods and services procured on local content.
- Number of local municipalities supported to develop informal economy policies.
- Number of municipal officials capacitated to support the informal economy sector.
- Number of municipalities funded for informal economy infrastructure development.

Strategic Objective Interventions:

- Facilitate SMMEs' (including informal businesses') access to finance, markets, trading facilities and infrastructure with linked services.
- Develop a progressive regulatory framework for the broader support of and the informal economy.
- Review business regulations to reduce bureaucratic processes and procedures for small businesses.
- Improve coordination and monitoring of government and private sector programmes aimed at uplifting SMMEs and Cooperatives.
- Improve awareness on public and private sector support available to priority groups who want to participate in the work and business sphere.
- Monitor use of government set-asides for local SMMEs and Cooperatives.
- (The municipality is currently engaging with DRDLR and Department of Economic Development in the supporting of SMME's, Co-operatives and the Informal Economy Traders. Various support strides have been made since 2017/2018 till to date).

Strategic Objective Indicators:

- Enhance the Knowledge Economy
- Contribution of Research & Development to GVA in KZN.
- Percentage of SA patents and designs registered by KZN entities and individuals.
- Number of functional technology hubs.
- Occupation rate in techno hubs.
- Government contribution on green economy R&D.

Strategic Objective Interventions:

- Evaluate the provincial system of innovation and identify where the province currently has a strong R&D platform or strong potential or prospect (e.g., some agricultural sub-sectors, traditional medicine).
- Develop a market plan for the knowledge economy in KZN.
- Improve the funding model for the planned technology hubs where appropriate.
- Establish mechanisms to further strengthen the partnerships between the relevant institutions (public, private and tertiary) particularly with regard to the commercialization of R&D projects, including indigenous knowledge.
- (The municipality is currently engaging with the Department of Economic Development in the supporting of SMME's and Co-operatives, however no

techno hubs have been investigated on as there is one in Newcastle municipal jurisdiction that is being setup).

E.20.14 Current Economic Development Strategy

The municipality has an economic strategy that will grow and develop it to enhance investment and job creation in its sectors driving its sustainability; this is based on the investment & Retention Policy & Strategy currently being researched on for development; the draft Informal Economy Policy together with the Municipal Safety Plan currently under research as safety will enhance investment and social well-being of the external & internal investors and the community.

E20.15 Investment Attraction & Retention Policy Under Research

The municipality's stance on investment attraction and retention is driven by the need for the local economic resources to be utilized effectively for the benefit of the communities and to further enhance job creation. The levels of unemployment are currently soaring above 28 %, causing a huge level of poverty that currently exists. The communities are relying more on social grants while the adversely affected group (the youth) are driven to criminal activities, drug abuse and prostitution.

The business retention and expansion strategic thrust and programmes are as follows:

Table 68: Dannhauser Business Retention/ Expansion Economic Thrust & Intervention Programmes.

ECONOMIC THRUST	PROGRAMMES
<ul style="list-style-type: none"> ➤ Implementing Socio-Economic Radical Economic Transformation; Good economic governance; communication; 	<ul style="list-style-type: none"> ➤ Provision of economic and public infrastructure. ➤ Improved Economic Governance.

<p>strategic partnerships (foreign & domestic); and service delivery.</p> <ul style="list-style-type: none"> ➤ Industrialization. ➤ Sector economic markets integration for business owners. ➤ Business development support. ➤ Business owner skills development and growth. 	<ul style="list-style-type: none"> ➤ Human resources management and institutional transformation for economic development. ➤ Communication and information interventions with investors and the community. ➤ Improved service delivery and connectivity between communities & areas of economic development together with regional, provincial, and national economic areas. ➤ Business regeneration and development; and ➤ Youth business empowerment.
--	--

The priority actions for the implementation of the retention and expansion strategy are:

- Set reasonable timeframes and keep monthly/weekly track records to effectively evaluate the progress of all necessary actions.
- Have an LED Forum that is focused exclusively on the implementation of the Strategy.
- Develop a complete business inventory.
- Conduct an annual business survey.
- Improve understanding of businesses' needs and concerns.
- Addresses businesses concerns in a timely manner.
- Assist businesses to link with suppliers/distributors.
- Illustrate pro-business approach of the local government.
- Launch outreach activities.
- Meetings with business representatives.
- Competitions, i.e., "Business of the month ";
- Breakfast with the mayor.
- Trade shows, etc.
- Aid businesses as per the outcomes of the business survey and the outreach activities.

The business attraction strategic thrusts and programmes are as follows:

Table 69: Dannhauser Business Attraction Thrusts & Programmes.

ECONOMIC THRUST	PROGRAMMES
➤ Market efficiency and innovation	<ul style="list-style-type: none"> ➤ Increase intensity of local competition ➤ Reducing red tape ➤ Alignment of skills and human resource strategies ➤ Promote product, process, marketing, and organizational innovation
➤ Leverage growing and strategic sectors to optimize investment opportunities	<ul style="list-style-type: none"> ➤ Key catalytic sector interventions ➤ Business development

- Establish a special enquiry point.
- Revise LED forum priorities based on latest LED strategy.
- Conduct information seminars on investment opportunities.
- Undertake 'know your Municipality' tours.
- Develop brochure and CDs of marketing information.
- Update web with marketing information.
- Update, print, and distribute more brochures.
- Establish a municipal service monitor.
- Develop an inventory of investment activities to assist and develop a monitor to track progress.
- Ensure provision of serviced industrial precinct space.
- Conclude concept, feasibility, and business plans; and
- Undertake funding applications.

The specific investment incentives developed for the Local Municipality are:

- General financial: Improve service rates competitively.
- Increase revenue generation from Rates & taxes rebates.
- Rebates based on improving building, BEE, job creation, local business stimulation, FDI, and Planning approvals within 90 days.

- Performance-based: Attract entities with highest revenue/job creation potential.
- Address investors requirements.
- Build trust, confidence, delivery.
- Enhance infrastructure and other developmental constraints; and
- Present on-going business aftercare support
- Non-financial: Improve areas image and quality of services.
- Administrative: expedite permit processing, assist in preparing EIAs, etc.; and
- Informative: business directory, sectorial brochure, opportunities portfolio, investors pack

SMME/BEE & secondary economy:

- Support for entrepreneurs & disadvantaged.
- Property tax exemption during 1st year and discount on sliding scale over 2nd and 3rd years.
- Business plan assistance for start-ups.
- SMME co-operation mechanisms, networks, supply chain linkages; and
- Ease licensing burden and simplification of business registration.

Qualifying entities:

- Target key economic growth sectors
- Sustainable rural and niche agricultural projects: livestock/game, poultry, vegetables.
- Mining development and support entities.
- SMME support and manufacturing diversification (agro-processing, mineral beneficiation); and
- Tourism resource developers

E.20.16 Informal Economy Policy

The municipality complies with the Informal Policy of the Department of Economic Development, Tourism and Environmental Affairs – KZN. Dannhauser has many

informal traders; this is due to a lack of capital by those individuals to set up formal businesses in proper business premises. Most of these individuals reside in the most rural designated areas of the municipality while others in RDP houses close to urban areas. They rely on local public transport to ferry them from home to their designated points of work. Dannhauser's Informal Economy Policy complies with the following DEDT economic, social, and spatial & environmental principles.

E.20.18 Economic Principles

Any intervention in the informal economy must be based on considerations of equity, welfare, efficiency, and effectiveness. Economic growth in the informal economy sector will therefore be facilitated through:

- Linking the development and growth of operating areas to commercial zones to create viable hubs of business activity that mutually benefit informal and formal businesses. This policy allows for the management of co-operation and conflict between informal and formal economies given that these economies are interlinked and mutually interdependent.
- Redressing imbalances of the past caused by migration of people from the rural areas to the cities in search for better trading opportunities. This policy deliberately aligns itself with government priority of rural development. The programmatic interventions coming out of this policy shall not only focus on urban areas. The policy advocates for the balance through redress to be ensured by all policy implementing agents.
- Government providing a range of facilities, capacity building and business support services that caters for the different levels of informal economy actors.
- Ensuring that the buildings and property including public space owned by the Government are used for the maximum social and economic development of the community within which they are located.
- Targeting highly accessible and visible locations for the promotion of business-related operations to derive benefits for informal economy players from business potential.

Social Principles

- The promotion of equity within the province to create a dignified Province can be achieved through:

- Spreading public spending in an equitable manner throughout the province with an emphasis on the poorest parts of the province that have not historically benefited from public sector investment.
- Viewing the location of public sector investment as an opportunity to integrate communities that have historically been spatially separated.
- Using the development of the informal economy infrastructure as an opportunity to improve the general environmental condition of the Historically Disadvantaged Areas of the Province. The principle of natural markets will guide such development, to ensure appropriate developments and reduce the risk of continuously creating more costly white elephants.
- Providing basic services such as water and refuse facilities to all areas where public health and/or public safety is at risk.

E.20.18 Spatial and Environmental Principles

- Informal economy contributes to the value of public places as amenities and places of dignity and has the potential to be a catalyst for generating positive public spaces through:
- Developing those areas that will have most significant impact on the largest number of people, that is, areas with large flows of pedestrian traffic and other natural markets.
- Allocating space for informal trading areas in accordance with the broad Spatial Development Framework of the Municipalities and in line with the Provincial Spatial Economic Development Strategy.
- Trading does not harm or degrade the environment in any way.

E.20.19 Dannhauser LM and DEDTEA Informal Policy Integration

The draft Informal Economy Policy is in place, and it is integrated with that of Provincial Department of Economic Development. To enhance implementation, the municipality seeks to promote the informal economy through its roles and responsibilities; in summary;

Roles

- Local Economic Development promotion.

- Environmental Health promotion.
- Property Administration.
- Waste Management.
- Law Enforcement.
- Spatial and Environmental Planning.
- Building & Structures; and
- Disaster Management.

The municipality through its community and public participation activities as endorsed in the MSA, 32 of 2000; in its policy, endorses the establishment of the “Municipal Informal Economy Chamber”, which will report to the District Informal Economy Chamber that subsequently reports to the KZN – Provincial Informal Economy Chamber. The municipal LED Department is the contact section for the Informal Economy Chamber, and it will aid in undertaking the following;

- Provision of administrative support.
- Provision of transport logistics for official engagements.
- Provision of mentoring and training support; and
- Various advisory services.

The detailed draft policy is referred to with regards to the development of the informal economy.

E.20.20 Municipal Safety Strategy

The municipality is currently developing a safety strategy / plan; (it is important to note that the safety plan will be adopted in May 2019); the analysis and development of the safety plan is impacted on by the size of the municipal jurisdiction, the areas of greatest social and economic settings together with the accessibility of the areas. Important to note is the residential cluster areas whether urban or rural and level of economic / public activity. In undertaking the development of the safety plan, the under-mentioned factors are often regarded as socio-economic contributors towards criminality within various communities:

- Poverty.
- Unemployment and/or lack of employment opportunities.
- Inadequate or inaccessible policing (Often a perception that the police are not visible enough).
- Alcohol and drug abuse.
- Low levels of vigilance and taking precautions against criminality (Often Police perceptions towards community members);

- Lack of sporting and recreational facilities.
- Lack of incoming generating skills and low self-esteem.
- Moral degeneration and break-down of family structures and values; and
- Rapid and uncontrolled urbanization.

Dannhauser exhibits the above characteristics as levels of poverty and unemployment are very high. A greater challenge exists, and this is the ease of accessibility to areas of high socio-economic activity by the police. The municipality is undertaking the development of gravel roads in rural areas where clusters of residents reside. This makes it easier for the police to gain accessibility to such areas if any crimes are committed. Although accessibility by the municipality is being enhanced, the police response time to the areas of crime still needs to be addressed. The municipality through the engagement of the ward councilors, the police and traditional leaders is developing a community policing forum, which will comply with the legislations of the SAPS in minimizing the levels of crime within the jurisdiction. The following have been identified as strategies that will enable the reduction of crime.

- Community Safety Strategies in Dannhauser
- Strengthening & monitoring police performance and conduct.
- Improve the functioning of the CPFs.
- Improve collaborations between the SAPS and multiple agencies.
- Develop crime prevention strategies, programs & projects.
- Establish structures to coordinate and monitor local safety strategies.
- Improve information capacity.
- Strengthen intergovernmental relations.
- Promote Provincial Government Integration
- Enhance Provincial-Local Government Cooperation
- Promote social cohesion.
- Increase awareness and behavioral change around crime; and
- Develop a social movement against crime.

It is important to note that, the levels of crime are reducing as the community members have become active in assisting the police to apprehend criminal suspects. The community members have been advised through various ward meetings that they must not take the law into their own hands but must report to the relevant authorities.

E.20.21 Municipal Comparative and Competitive Advantage

LOCATION

The Dannhauser municipality is strategically located, with the N11 which is a national trading and movement route connecting it to the Mpumalanga and Gauteng province, as well as the R621 roads which provides linkages to other surrounding towns such as Ladysmith, Vryheid, and Dundee. Amajuba district is considered as among the most fertile regions in the province.

RESOURCES

According to the Amajuba District LED Strategy, the development potential of the district is classified as an area in which resource potential is low, human need is medium to high and economic activity is low. Despite this, Dannhauser contributed 10.13% to the Amajuba District Municipality GDP of R 15.6 billion in 2012 increasing it from 8.77% in 2002. The municipality in 2012 contributed 0.32% to the GDP of KwaZulu-Natal Province and 0.05% to the country's GDP respectively. In 2012, Dannhauser's Tress Index was estimated at 53.8 which are higher than the 46.9 of the district municipality and higher than the 46.9 of the provinces. This implies that - on average - Dannhauser Local Municipality is less diversified in terms of its economic activity spread than the province's economy.

Water is becoming an ever-increasing issue dilemma throughout the province, both for residential as well as commercial consumption. ADM must ensure that there are sufficient water resources to sustain the expansion of residential, agricultural, manufacturing, mining, and industrial water demand. The integration with Amajuba initiated a program that identified several projects that are aimed at providing capacity in terms of water, as well as expanding access to water for agriculture and existing industries. While water provision is a function of the district, the local municipality has a responsibility to direct the district based on the municipality's Equitable Share Allocation portion received by the district towards water for agriculture and industrial development.

E.20.22 LED Institutions

The successful implementation of a municipal LED Strategy calls for a holistic approach which will intensely focus on internal and external institutional functionality and the broader cross organizational integrations. The municipality has prioritized focus on intense involvement of the business community, whether they are locally based within its jurisdiction or external and seek to invest within the local economy and social development agents. The municipality intends to drive the process by establishing sound partnerships with LED role players in government and private investors to create a co-operative and healthy investment environment for the local economy to thrive.

The Department of Economic Development, Tourism and Environmental Affairs appointed a Tourism Intern who is placed at the municipality as part of its internship program. Cogta Kzn invested in the municipal jurisdiction through the construction of an Industrial Area within proximity of the CBD the Department of Rural Development and Land Reform is developing an Agri-Hub that will house agro-processing activities and mentor farmers while accessing markets for them. It however remains a growing concern that the municipal LED unit is still under capacitated. The draft LED strategy together with the recommendations from the strategic session strongly emphasize on the establishment of a fully-fledged LED (INCLUDE SHORTAGE OF STAFF, BY EMPLOYMENT OF SKILLED AND STRATEGIC PEOPLE WITHIN THE UNIT) Unit as well as establishment of structures/ forums / institutions that will enable all stakeholders to participate effectively in the matters concerning local economic initiatives. The municipality has established a fully functional portfolio committee and has undertaken to formulate the terms of reference which the portfolio committee members would be thoroughly trained and be informed on. The draft reviewed LED strategy review report institutional recommendations are based on two crucial components.

The LED unit is well structured and ensures proper effective and efficient coordination and governance. The LED unit be adequately capacitated to enable the LED Strategy to be effectively and efficiently implemented and updated.

The municipality seeks to establish/improve on the following structures that are deemed necessary to facilitate LED in Dannhauser:

- DLM LED Unit.
- Portfolio Committee.
- Dannhauser LED/Investment Forum.
- Dannhauser Business Chamber.
- Dannhauser Informal Trade Chamber; and
- Sector-Based Committees.

E.20.23 Policy Aspects for Promoting Sustainable LED

To channel and strengthen the municipality's commitment to achieving local economic development and growth, further allowing for Radical Economic Transformation, the municipality will develop friendly policies which will create a conducive environment in which local SMMEs can thrive, but will also instill entrepreneurial spirit amongst local communities, promote job creation and generate sustainable revenue which will in turn, accelerate service delivery within the local area. The draft LED strategy review has recommended the following main policies which, if considered, may assist the municipality in setting the tone for creating a vibrant economic environment and realizing its local economic development agenda:

- Procurement Policy.
- Incentives Policy.
- Marketing and Investment Policy; and
- Business Retention and Expansion Policy.

To enhance favorable policy formulation and implementation by the municipality, alignment of economic development is made in reference to:

- NDP 2030 – Inclusive Rural Economy
- Comprehensive Rural Development Strategy - 2000
- White Paper on The Development and Promotion of Tourism in South Africa - 1996
- White Paper on Agriculture in South Africa - 1995
- Industrial Action Policy Plan in South Africa
- Empowerment of Local Communities
- Presidential Infrastructure Coordinating Commission South Africa - 2012
- Special Integrated Projects Corridor development - 2012
- Skills Development & Training – Sector for Education & Training Authorities South Africa
- LED policy guidelines – 2012 - 2017
- Foreign Direct Investment – 2017
- Department of Trade & industry South Africa – International Trade Agreements
- MPRDA, No.28 of 2002 as amended – Mining & Beneficiation

E.20.23 DANNHAUSER QUANTITATIVE FORECASTING AND COMPARATIVE ANALYSIS IN LED PLANNING

Because sustained economic growth is the most important indicator of the effectiveness of an economy over time, this goal should preoccupy the interests and efforts of officials at both the national and local level. Quantitative forecasts (demographic, economic and fiscal) as well as the benchmarking of performance indicators are critical aspects of the LED planning process if the development of strategies is to be effective in the effort to enhance growth.

Planning involves making assumptions about the future. The most valuable forward-looking inputs into the planning process are those forecasts based on statistical data that have been organized into a system of quantified relationships (models) and which will generate coherent projections based upon a small set of quantifiable and transparent assumptions.

In addition, benchmarking of performance indicators can help to identify policy priorities for the LED plan. The quantitative forecasts that are most used in LED planning are demographic, economic, and fiscal. The methodology for creating such forecasts, and their uses in LED planning, are briefly described below. In addition, the role of benchmarking relevant performance indicators in LED planning is also discussed, as is the role of gender budgeting.

Demographic Forecasting People are a major source of the productive capacity of any community, and they are also the most important consumer of goods and services. Sustainable economic development and economic growth are required to satisfy the future needs of the population. The demographic forecast is the most important foundation for making management decisions in relation to LED planning.

Demographic Forecast

Is a short-, middle- or long-term projection of the size of a population, its age and gender structure. Demographic forecasts help to define and substantiate measures for the improvement of the socio-economic situation of an oblast or municipality, and they are needed not only to foresee the overall size and structure of the population, but also to plan socio-economic processes, including the production and consumption of goods and services, housing construction and the development of social infrastructure. In addition, demographic forecasting makes possible long-term projections of the work force (a requirement in the preparation of economic and budget forecasts). Finally, demographic forecasts are required to project budget expenditures on pensions, social payments, the funding of educational and medical institutions and more.

Economic Forecasting

As economic growth and development is the key focus of every LED plan, a “business as usual,” medium-term (3–5 years) economic forecast, which does not consider any future actions under the LED plan, serves as the starting point for LED planning. The economic forecast helps to identify priorities for industrial development and minimize risks. Depending on the economic forecast, developers of the strategic plan may want to create conditions for the development of certain interrelated industries or use economic diversification to minimize the impact of cyclical downturns. The economic forecast by industry can signal the need for specific social policy actions. For example, the development of certain targeted industries may require training specialists, which in turn has implications for education policy. The economic forecast can help to identify bottlenecks, such as a lack of transportation infrastructure, while industry forecasts can identify the most promising sectors of the economy, which can then be supported through policy actions to maximize oblast or city growth. A credible economic forecast can serve to attract investment funds for oblast or urban/city development, plus establish the amount of funds available to implement the LED plan.

Economic Forecasting

A key requirement to produce an economic forecast is the building of a computer-based model that describes the relationships between the underlying determinants of economic activity (e.g., foreign demand, interest rates, inflation, and demographics, etc.) and the key economic variables of the oblast or urban/city (e.g., income, retail sales, real output by industry, etc.). These relationships are based on historical data and recent developments, and the model can be built using software such as MS Excel or more sophisticated modelling software, such as EViews. Any economic forecasting model should provide the ability to generate alternative scenarios depending on changes to the underlying assumptions, thus allowing for measurements of the impact of policy measures or assessing the risk presented by various external factors (such as a worldwide financial crisis).

Budget Forecasting

Budget Forecasting an integral part of the LED planning process, is by definition a spending projection for the coming year. Proper LED planning bases this budget upon economic and demographic forecasts and should involve budget projections into the medium-term (three to five years). This forecast is a critical part of LED planning because it determines the amount of funds available to finance any projects included in the plan. Without a credible budget forecast, any LED plan will lack credibility. Budget Forecasting BUDGET FORECASTING an integral part of the LED planning process, is a spending projection for the coming year. Proper LED planning bases this budget upon economic and demographic forecasts and should involve budget projections into the medium-term (three to five years). This forecast is a critical part of LED planning because it determines the amount of funds available to finance any projects included in the plan. Without a credible budget forecast, any LED plan will lack credibility.

Preparation of Gender-Responsive Budgets

In general terms, a gender-responsive budget is a tool that provides an opportunity to implement the policy safeguarding the equal rights and opportunities for men and women with respect to access to budget resources. The implementation of gender-responsive budgeting methods is an obligatory precondition to guarantee the equal rights and opportunities for men and women as stipulated by the Constitution of Ukraine.

A Gender-Responsive Budget (GB)

is a budget that recognizes that budget revenues are created at the expense of specific gender groups among citizens, and budget expenditures are distributed to specific gender groups. A GB involves the analysis of budget expenditures and revenues to identify their impact on specific gender groups. It should be noted that certain social responsibilities may fall more heavily on one social group than another. For example, women generally take care of children and the elderly. Thus, a gender budget needs to examine the level of support for children and the elderly in order to draw conclusions in terms of the level of support that the budget provides to women. Men tend to work in mining, so any budget support for miners translates into budget support for men. Thus, GB needs to undertake an analysis of the roles played by men and women in society in terms of care giving, work, leisure activities and so on, and based on this analysis it estimates the impact of specific budget expenditures and revenue measures on men and women.

Benchmarking

Benchmarking is the use of data to inform and support policymaking. It is sometimes referred to as “evidence-based policymaking,” meaning that policy decisions should be informed by careful analysis using sound and transparent data. The objectives of benchmarking are to determine what performance areas need improvement, to analyze how “best in class” cities or oblasts achieve higher performance levels, and to use this information to improve the economic and social performance of a city or oblast.

The process of benchmarking consists of three phases (Preparation Phase, Analysis Phase & Implementation Phase):

Preparation phase. This phase involves developing the benchmarking framework, selecting comparator jurisdictions, and collecting the data.

The preparation phase begins by developing a benchmarking framework, which consists of a goal, a series of performance categories and indicators for each category. The goal expresses the purpose or mission of the benchmarking project. In the context of local development, the goal should reflect the strategic vision of the city or oblast. Some examples of goals are competitiveness, economic and social development, and quality of life. Once the goal has been determined, the next step is to choose the performance categories that will be measured. If, for example, the goal is to be a globally competitive city, the performance categories could include export shares of strategic products and services, FDI attractiveness, business environment and tax regimes, and labour market education and skills. A set of indicators are then identified for each performance category and the data are collected.

The criteria for selecting benchmarking indicators should include the following:

- The indicator must reflect the goal.
- The indicator should focus on outcomes rather than on inputs, i.e., measuring results rather than efforts.
- There should be a general agreement that a movement in a particular direction represents an improvement.
- The indicator should be able to be influenced by public policy; and,
- The indicator should be measured in a comparable way across jurisdictions.

Once the benchmarking framework has been developed, comparator jurisdictions must be chosen. Common criteria for selecting comparator jurisdictions are:

- Political connections (e.g., EU countries, CIS countries);
- Geographic size or location.
- Industrial structure.
- Export competitors or partners.
- Economic output.
- Population size.
- Stage of economic development; and,
- Socio-cultural characteristics.

Analysis phase. This phase involves comparing performance and identifying the performance gaps among comparator jurisdictions.

The analysis phase involves comparing performance and identifying the performance gaps among the comparator jurisdictions. This is arguably the most difficult and time-consuming phase in the benchmarking process. Careful and thorough analysis of each performance gap must be undertaken so that the extent and nature of the problems can be understood, with the end goal of this phase being to understand the underlying reasons for both poor and superior performance on each indicator. For example, why is unemployment high in one city compared to another? To answer this question, the benchmarking analyst needs to carefully compare the policies, procedures and practices used in each comparator region.

Implementation phase. In this phase, city or oblast officials make changes to existing policies or implement new programs aimed at eliminating or reducing performance gaps.

Finally, within the context of the implementation phase, city or oblast officials make changes to policies and programs aimed at eliminating or shrinking the performance gaps. To be successful, it is important to involve a wide range of stakeholders in this phase so that there is consensus on the actions that need to be taken.

E.20.25 OUR STRATEGIC PLANNING FOR LED

The situational context in which communities around the world undertake local economic development today is unlike anything we have ever witnessed. It is incredibly dynamic and volatile with the convergence of technology, globalization, changing societal trends and increased stakeholder pressures. To not only cope but thrive in this context, communities must be proactive and have a willingness to both adopt change and lead it. The use of strategic planning in economic development reflects the increased sophistication of such endeavors and the need to ensure that the product is what is wanted and desired. Strategic planning is an important step in assuring that investments in LED efforts use precious local resources (lands and time) effectively and efficiently. Clearly, without a proper understanding of strategic planning no LED effort will ever be all it can possibly be.

Importance of Planning

Why during global upheaval and massive structural change is it that some municipalities and regions seem to have the innate ability to focus and mobilize resources on economic development while others never seem to get organized? Why is it that some municipalities adapt very well to economic opportunities and challenges, while others tend to drift? The truth of the matter is success in LED is not simply happenstance; it is about being pro-active, developing an effective “game-plan”, and making things happen.

Planning is central to an effective LED effort because it:

- increases the municipality’s ability to adapt to future eventualities.
- helps to crystallize municipal LED goals and objectives.
- reduces the unnecessary pressures of immediacy.
- reduces LED mistakes and oversights.
- ensures a more productive use of scarce financial, physical, and human resources.
- makes control easier; and,
- increases efficiency and effectiveness.

E.20.26 Context of LED Planning within Local Government

Local economic development planning does not typically occur in isolation from other municipal planning efforts. Neither does it typically occur outside the broader, longer-term, multidimensional interests of the community at large. In practice planning for local economic development is usually one of several planning exercises that take place within a community, albeit an important one. Each planning exercise works in concert with the other. Each is usually guided by, or under the aegis of a comprehensive community plan, which is a long-range general development plan of 5 to 10 years encompassing the physical, social, environmental, and economic development of a municipality. Such community development plans are used to direct public and private development efforts but are not a detailed blueprint. Instead, they focus on the main issues concerning municipal development and steer the content and implementation of more specific subsidiary plans such as annual department plans, site plans, LED plans, land use plans and so on. Properly undertaken, the LED planning process strengthens cooperation between the different departments or responsibilities of local government and promotes aligned and integrated planning between them.

Strategic Planning

Is a disciplined effort to produce fundamental decisions and actions that shape and guide what a community or region is, what it does, and why it does it? At its best, strategic planning requires broad scale yet effective information gathering, clarification of the mission to be pursued and issues to be addressed along the way, development and exploration of strategic alternatives, and an emphasis on the future implications of present decisions. Strategic planning can facilitate communication and participation, accommodate divergent interests and values, foster wise and reasonably analytical decision making, and promote successful implementation and accountability.”

Benefits and Challenges of Strategic Planning For LED

Benefits of Using Strategic Planning to Guide LED

A Strategic Planning Process:

- Provides an opportunity for citizen/stakeholder participation, resulting in community-wide shared understanding and commitment to LED priorities and direction.

- Serves as a bridge between local authorities and the broader community.
- Builds and improves local leadership.
- Promotes transparency, accountability, and good governance.
- Reflects local area interests and economic realities.
- Provides a high level of credibility.
- Develops results-oriented action plans with targets, timelines, roles, responsibilities, and budgets.
- Provides opportunities for cooperation and partnerships.
- Allows for ready monitoring, evaluation and adjustment of strategies to reflect changing conditions; Enables communities to better manage and shape their futures.

Challenges Posed in Utilizing Strategic Planning for LED

Strategic Planning:

- Requires strong leadership, vision, and motivation to start, plus strong skills in group facilitation, communication, and information management to keep moving forward.
- Puts constraints on timing, budgets, skills, and capacity to develop the plan.
- Implies difficulties when bringing the diversity of local area interests together.
- Requires practicality in setting realistic objectives, common priorities, and achievable actions.
- Necessitates integrating economic planning objectives with other local area objectives, including sorting out issues of jurisdiction.
- Implies sufficient commitment and resources to follow through and implement the plan and spending the time required to build partnerships.
- Requires a well thought out and conscientious commitment to a change management strategy.

Our Ten Key Lessons Learned in the Cities of Change LED Strategic Planning Process

Dannhauser has adopted through lessons learnt of LED implementation, the following but not limited to the said:

- Developing an LED office in the municipality: The importance of establishing an LED office and municipal team is crucial. Without a core group of at least one member of staff committed to this task, it will be hard to maintain momentum.

- Building interdepartmental teams and linking to other Local Government strategies: The complex nature of LED means that successful strategy preparation and implementation needs multi-disciplinary interdepartmental teams. This will bring 'buy-in' and extra resources to the effort from staff and elected Members.
- Building consensus and commitment with politicians: LED programs often must compete for resources sometimes within un-funded mandates. From an early stage, plans should be developed to include a broad range of elected politicians.
- Stakeholder Development: Involving the business and wider community in strategic planning and prioritization is challenging for local governments and stakeholders. Special training on both sides should be given to enable rapid development of constructive stakeholder relations and trust.
- Leadership of the Mayor and or Municipal Manager: There has been a direct correlation between the success of the municipalities in developing their strategies and the involvement of the mayor and or Municipal Manager. Where they have shown active and engaged leadership, so better results have ensued.
- Building horizontal and vertical linkages with other levels of Government: As political boundaries are rarely the same as economic boundaries, it is good practice to involve horizontal as well as vertical tiers of governments, to maximize synergies, skills, knowledge, and resources.
- Developing a strong evidence base (but not too strong!): There is a strong temptation to spend too much time gathering too much information and then not enough time analyzing it. Involve institutions of higher learning in this process and others to share the load and skills.
- Focus on the local business enabling environment first: One early 'quick-win' is to establish a 'one-stop shop' in the municipal offices that offers a dedicated service to help businesses through the local government bureaucratic procedures.
- Maintaining Commitment to the Process: Partly this is the job of the mayor, to keep the strategic planning process going, but actions and projects must be seen to happen as well as the process. For most municipalities, a first LED strategy should be researched and completed to implementation stage within the local government partnership within 18 months.
- Institutionalizing the process: Make sure that the LED strategy is reported to the municipal council each year, with a mid-year review. Stakeholder meetings to monitor and review the strategy need also to be held at least twice a year. The mayor has a responsibility to make these happen and be in attendance for all.

E.20.27 OUR LED INSTRUMENTS

Because each municipality is unique, it is logical that each should and would have a different approach to undertaking local economic development. And while this is true, there are nonetheless certain core functions that define the scope of every LED effort. Differentiation amongst individual municipal LED efforts is best reflected by the different emphasis that is afforded each of these functions (including an absence of emphasis); and the range of specific actions and activities undertaken within the context of each function. LED functions, as noted in the chart opposite, include efforts and activities to promote/enhance retention and expansion of local businesses, entrepreneurial development, business and investment attraction, workforce development and community cash flow development. Inherent within each of these interrelated functions is an almost infinite range of activities, models, and modalities.

A brief description of these functions, including typical activities and sample modalities follows below.



E.21 SOCIAL DEVELOPMENT ANALYSIS & Ward plans summaries

E.12.1 WARD BASED PLANS – SUMMARIES 2024/25 NEEDS ANALYSIS

Ward.1

The ward consists of the following 7 places: Koppjie Allen, Mossdale, Sunset, Mtshilwane, Normandien, Manzimnyama and Inkunzi.

Table 70: Wards Base Plan

1. Infrastructure Dev	Community Hall	Normandien	Residents	Community	2024 – 2025
2. Service delivery	Electrification Connection	Gardness and shisampama	Residents	+110	2024 – 2025
3. Service delivery	Water harvest	All areas	Residents	Community	2024 – 2026
4. Service Delivery/ Maintenance	Electrification infills	Kwa Ceka And Normandien	Households	+60	2024 – 2026
5. Housing Projects	RDP housing	Ward 1	Resident/ indigent	1 800 Units	2024 – 2026

Ward 2

Housing	RDP	Dannhauser	RESIDENTS	1000	2024-2026
Roads	Tarred	Dannhauser	RESIDENTS		2024- 2026
Electricity	Metter convention	Dannhauser			2024- 2025
Pipeline	DNC	AMAJUBA			
Borehole	NPO	South Pack			

Ward.3

The ward consists of the following 7 places: Verdriet, Strijbank, 208, Hiltop, Sdonela, Mourné and Johan.

1. Basic service delivery	Rural access road	All areas	Residents	Entire Community	2024 – 2025
2. Housing	Rectification of RDP houses	Stragbank	Households	247 Unit	2024 – 2025
3. Housing	RDP housing project	Verdriet	Households	2 500 unit	2024 -2025

4.Service Delivery/ Maintenance of infrastructure	Electrification Infill	All areas	Residents	+70	2024 – 2025
5. Infrastructure Dev	Bridge	Nguqunguqu	Residents	Entire Community	2024 – 2026

Ward.4

The ward consists of 7 places which are: Ngisana, Perth, Malinga, Dorset, Dervon, Clones, Trim,

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
Housing	Rural housing housing project	Perth	Community and elders	250	
Crime	Satellite police station	Ward 4	All communities	+'- 1500	
Teenage pregnancy	Participate in OSS Engage with Caregivers Participate in existing committees	Ward 4	All communities	+ - 800	

Illiteracy	ABET	The whole ward 4	Youth and community	1000	
Service Delivery/ Maintenance of infrastructure	Road maintenance	Whole ward 4	All communities	+1000	
Health & Welfare	Clinic	Ward 4	Community	+1500	

Ward.5

The ward consists of 7 places which are: Uitkyk, Mbabane, Chibini, Mduthwa, Kheshi, Drangaan and Cloneen

➤ Housing	Rural housing project	All ward	All resident	+1000		2024- 2028
➤ Crime	Satellite police station	Whole ward	Communities	All resident		2024-2025
➤ Electricity	Electrification	All ward	New connection	All residents		2024- 2026
➤ Water	Water pipe connection	All ward	All resident	All resident		2024- 2026

➤ access road/ tar	Gravel road maintenance / Tarred road D1340	Banana Store to Kilkeel	Whole community	All residents	2024- 2027
--------------------	---	-------------------------	-----------------	---------------	------------

Ward.6

The ward consists of the following 7 places: Jessie, Rutland, Poonah, Nkosibomvu, Flint, Milford and Coco. These areas are belonging to Landowner and others to Ingonyama Trust

Housing	RDP housing	Flint and Rutland	Resident/ indigent	1800	2019-2022
Crime	Visible police officials	Rutland		2000	2019-2021
Teenage pregnancy	Awareness and campaign	Ward 6	Resident		2019-2022
Illiteracy					
Service Delivery/ Maintenance of infrastructure	For housing, infills Youth centers	Ward 6	Community	+ - 3000	2019 -2020
Health & Welfare	MOBILE CLINIC	Flint, Jessie, Milford	Resident	5000	2019 -202

Ward.7

The ward consists of the following 5 places: Annieville, Allen, Hiltop, Sleevedonald and Mourn joan

Housing	RDP housing	Ward 7	Community		2023 2024

Sports field	Love life campaign	Ward7	Youth	800	2023 -2024
Water	Abet centre	Ward7	School dropout and elderly	300	2023 -2024
Electricity	Police station	Ward 7	Community	All ward	2023-2024

Ward 8

➤ Housing	RDP housing	Ward 8	Resident/ indigent		2030
➤ Crime	Visible police officials			2000	2030
➤ Teenage pregnancy	Awareness and campaign	Ward 8	Youth		2025
➤ Illiteracy	Community		Youth	+ 500	2028
➤ `Service Delivery/ Maintenance of infrastructure	For housing, infills Youth centers	Ward 8		+ - 1300	2025
➤ Health & Welfare	MOBILE CLINIC		Resident	5000	DONE

Ward.9

The ward consists of the following 11 places: Flathela, Kwamhlaba, Buhlebomzinyathi, Hudula, Mafahlawane, Kwaflephu, Maflethini, Nkanini, Clera and Mpongompongweni.

Housing	RDP Housing	Ward 9	Resident/ indigent	2500 Households or Beneficiaries	2030
Crime	Visible police officials	Flathela, Kwamhlaba, Buhlebomzinyathi Hudula Mafahlawane, Kwaflephu, Maflethini, Nkanini	Communities in the Ward	3500	2020
Teenage pregnancy	Awareness and campaign	Ward 9	Youth in the Ward	2000	
Illiteracy	ABET, and Masifunde Programme	Ward 9,	Youth, and adult in the Ward	1500	
Service Delivery/ Maintenance of infrastructure	For housing, infills Youth centers	Flathela, Kwamhlaba, Buhlebomzinyathi Hudula Mafahlawane, Kwaflephu, Maflethini, Nkanini	Ward 10 Communities	+ - 1300	
Health & Welfare	MOBILE CLINIC	Flathela, Kwamhlaba, Buhlebomzinyathi,	Ward 10 Communities	5000	2017 -2020

		Mafahlawane,Kwaflephu, Nkanini			
--	--	-----------------------------------	--	--	--

Ward.10

The ward consists of the following 3 places: Ntendeka, Sdakeni and Eastbourne Farm.

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
Housing	RDP Housing	Ward10	Resident/ indigent	--2500 Households or Beneficiaries	2030
Crime	Visible police officials	Ntendeka, Eastbourne Farm, and Esidakeni	Communities in the Ward	3500	2026
Electricity	Awareness and campaign, drug abuses	Ward10	Youth in the Ward	All young stars within the ward	2023-2024
Water					2023- 2025
Service Delivery/ Maintenance of infrastructure	For housing, infills. Youth centers	All ward	Ward10 Communities	Affected resident	

Ward 11

The ward consists of the following 4 places: Nelly-Valley, Sbahlesinje, Kilkeel and Mdakane. These areas belong to a private land owner and others to Ingonyama Trust.

Housing	Rdp housing	Nelly valley	Resident/ indigent	755	2019-2023
Crime	Visible police officials			2000	2019-2022
Teenage pregnancy	Awareness and campaign	Ward 11	Youth	500	2019 – 2021
Service Delivery/ Maintenance of infrastructure	For housing, infills Youth centers		Community	+ - 3000	2019 – 2021
Health & Welfare	MOBILE CLINIC		Resident	5000	2019 -2022

Ward.12

The ward is one of the deeply rural areas within Dannhauser Local Municipality, which consist of the following 6 places: Annandale, Rooiport, Jt, Jan 2, Anniville and Dooringkop.

➤ Basic service delivery	Childcare facility	JT	Children	+60	2024 – 2025
➤ Service Delivery/ Maintenance of infrastructure	Rural access road	All areas	Residents	All community	2024 -2026
3. Service Delivery/ Maintenance of infrastructure	Electricity Infill	Ward 12	Residents	+70	2024 – 2025

Ward.13

The majority of the land belongs to the Ingonyama Trust (Traditional Authority) there area is pre-dominated with rural and most underdeveloped. The 6 places are: Fairbreez, Emfundweni, Moyi, Benva, Peachhill, Cooper Newport.

Housing	RDP houses	ALL WARD	resident	1800	2023- 2028
Road	Satellite police station	Ward 13	Community	All people	2019 – 2021
Electricity	AIDS/ Love life campaign	Youth	Some phase of the ward	1000	
Service Delivery/ Maintenance of infrastructure	Identify area that need grass cutting, fire- breaks, road maintain ace	Ward 13	Community	All ward	2017 -2020

E.21.2 PRIORITY COMMUNITY NEEDS (LIMITED TO 3 PRIORITY PROJECTS PER WARD)

The following are identified as priority needs per ward:

Table 71: Ward Priority Needs
2024/2025 ward Priorities

Wards	Proposed Projects	Locality	Financial year	Funding
1	Community Hall	Normandien	2024/2025	MIG
	Water harvest/Electrification	All Areas	2024/2025	INTERNAL FUNDING
2	Urban Roads	Emafusini/South Park and Newtown	2024/2025	MIG
	Meter convection to prepaid	Dannhauser Town and New Town	2024/2025	INTERNAL FUNDING
3	Bridge	KwaNguqunguqu	2024/2025	INTERNAL FUNDING
	Roads	All VDs	2024/2025	MIG
4	Electrification	All arears	2024/2025	INTERNAL FUNDING
	Access Roads	All arears	2024/2025	MIG
5	Electrification (infill)	Cloneen Farm	2024/2025	INTERNAL FUNDING
	Access Roads	Kwakheshi and Ezinkonjaneni	2024/2025	MIG
6	Community hall	Flint Farm	2024/2025	MIG

	Electrification (Infill)	All ward	2024/2025	INTERNAL FUNDING
7	Access Roads	All Areas	2024/2025	MIG
	Electrification (Infill)	All Areas	2024/2025	INTERNAL FUNDING
8	Childcare Facility	Nass Farm	2024/2025	INTERNAL FUNDING
	Access Roads	Springbok	2024/2025	MIG
9	Electrification (infill)	All ward	2024/2025	INTERNAL FUNDING
	Roads	Hudula and Fulathela	2024/2025	MIG
10	Electrification (infill)	Shayamoya	2024/2025	INTERNAL FUNDING
	Access Roads	Eastboune and Ntendeka	2024/2025	MIG
11	Community hall	Kilkeel	2024/2025	MIG
	Electrification (infill)	Infill Areas (All Ward)	2024/2025	INTERNAL FUNDING
12	Child Care Facility	JT	2024/2025	INTERNAL FUNDING
	Electrification	All ward	2024/2025	INTERNAL FUNDING
13	Electrification (Infill)	All ward	2024/2025	INTERNAL FUNDING
	Street light x2	Emfudweni and Fairbreez	2024/2025	INTERNAL FUNDING
	Access Roads	BENFF	2024/2025	MIG

2023/2024 Progress on the Implementation of the Projects

Ward	Locality	Project	Description	Budget	Status Quo
1	KOPPJIE ALLEEN	RURAL ROAD	ACCESS GRAVEL ROAD 3KM	MIG	CURRENTLY UNDER IMPLEMENTATION
2					
3	HATTINGSPRUIT (RAMAPHOSA)	RURAL ROAD	ACCESS ROAD	MIG	
4	TRIM	ELECTRIFICATION CONNECTION	HOUSEHOLD CONNECTION WITH ELECTRICITY	INEP FUNDING	CURRENTLY UNDER IMPLEMENTATION
5	DIFFERENT AREAS OF WARD 5	Disasters houses	PROVISION OF HOUSEHOLD FOR DISASTER VICTIMS	INTERNAL FUNDING	Outstanding
6	NKOSIBOMVU	RURAL ROAD	ACCESS ROAD WITH GRAVEL	MIG	
7	HILTOP	RURAL ROAD	ACCESS ROAD WITH GRAVEL	MIG	
8		5 x disaster houses			Outstanding
	Nass Farm	Mast Light			In progress
		Electrification Infill			In progress
9					
10		Community hall			In progress
		Mast light			In Progress

11					
12					
13	MOOI FARM	RURAL ROAD	ACCESS ROAD WITH GRAVEL	MIG	CURRENTLY UNDER IMPLEMENTATION

PLANNED HOUSING PROJECTS.

Table 72: planned Housing Project

Name of the project	Number of Units	Ward Number	Typology
Dannhauser Urban Project	<ul style="list-style-type: none"> • 50 social & 50 CRUs. • Service stands 500 	2	<ul style="list-style-type: none"> • Community Residential units and social housing
Skobhareni Rural Housing Project	1800 units	1	IDRP (URBAN)
Inkosi Gule Rural Housing Projects	25000 Units	4&6	2500 IDRP
Kwamdakane Rural Housing Project	1800 units	7	1800 IDRP
Mbabane rural Housing project	2500 units	5&12	2500 IDRP
Nelievally rural housing project	1800 units	11	1800 IDRP
Verdriet rural housing project	2500	3	2500 IDRP
Springbock	1800 units	8	1800 IDRP
Integrated residential units	1000 units	All wards	1000 IRU

E.21.3 DANNHAUSER COMMUNITY DEVELOPMENT

E.21.3.1 YOUTH DEVELOPMENT

The municipality has formed a Youth Council to play an active role in terms of advocating for the consideration of youth issues by the local government sphere. Moreover, the council has provided a budget of **R 1 265 209 per annum** for youth development.

Table 73: Youth Development Programmes 2024

FOCAL GROUP	BUDGET	STATUS QUO	FUNCTIONALITY
FIRST 11 TERTIARY	R 0	8 Students enrolled in different tertiary institutions	Functional, and the programmes has been implemented since 2013
PLACEMENT PROGRAMME	R 132 016	11 Graduates placed in different Companies for experience as from May 2020 to May 2021	The program was delayed for implementation due to an agreement not being reached the with private sector.
ZIBAMBELE	R 1 770 000	204 Participants are currently employed as per EPWP initiatives	The program is implemented as per the EPWP arrangement.
YOUTH COUNCIL (JUNE 16)	R 0	Established and Launched	Functional, the challenge is obtaining resources for implementing programmes
SPORTS COUNCIL	R 0	Established and Launched	Functional, the challenge is lack of management skills, and inadequate facilities
LOCAL AIDS COUNCIL	R 52 528,00	Established and Launched	Functionally, but needs more support; particularly from strategic stakeholders
TOTAL	R 2 065 209		

E.21.3.2 DEVELOPMENT OF PEOPLE WITH DISABILITIES

Dannhauser has established a disability forum. It is funded with R 209 796, and it plays an instrumental role in terms of raising issues that affect disabled citizens. The forum is currently encountering challenges with regards to obtaining support from other stakeholders and drawing up a clear programme for the forum in general.

E.21.3.3 DEVELOPMENT OF THE ELDERLY

The municipality has established the senior citizens forum. It is funded to the tune of R 110 568, and it plays a pivotal role in terms of addressing issues that affect the elderly.

E.21.3.4 WOMEN DEVELOPMENT

The municipality has established a woman's forum. The forum is funded with R 250 000 per annum. It plays a very important role in terms of raising the issues and needs of women in development.

E.21.3.5 VULNERABLE GROUPS

The municipality has institutionalised the programme for Vulnerable Groups, and the Organogram makes provision for this sector. The following committees have been established: Disability Forum, Local AIDS Council, Women's Forum, Men's Forum, and Youth Forum. All these committees are functional and are responsible for ensuring that planned programmes are implemented with the support of sector departments. The municipality also established Ward Based Committees for the Vulnerable Groups, but it is currently facing challenges in terms of the capacity and functioning of these committees. The municipality has also made a provision for the Vulnerable Groups in its budget and created programmes that are aligned with National and Provincial Programmes and with the country's Calendar. The budget for Vulnerable Groups totals an amount of R 2 103 260, this vote or budget is managed by the Office of the Mayor and the Municipal Manager's department.

Table 74: Dannhauser Social Cohesion Committees

FOCAL GROUP	BUDGET	STATUS QUO	TARGET GROUP OR BENEFICIARIES
Disability Forum	R 209 796	Functional	Disable People and NGO's
Gender and Culture	R 524 296	Functional	Functional and challenges are manageable
Youth Council & Empowerment	R 524 496	Functional	Youth Council, Ward Youth Committees, NGO's, Matric Empowerment & Tertiary Aid
Sports Council	R 262 248	Functional	Sports Council, Ward Sports Committees and Sports Federations

Senior Citizens	R 110 568	Functional	Elderly People and Senior Citizens Committee & Burial of destitute & condolatory
Burial of Destitute	R 472 056	Functional	WAC's, LAC, and NGO's
Total	R 2 103 260		

E.21.3.6 POVERTY ALLEVIATION PROGRAMME

The municipality currently has no Poverty Alleviation Strategy in place. The municipality commenced with the Municipal Zibambele Programme in partnership with EPWP. As part of the programme, the municipality enrolled 121 people for a period of 2 years. The programme is not necessarily a form of employment creation, but rather an initiative to ameliorate the people's financial status. The target groups for the programme are non-youth individuals, primarily falling under the indigent bracket. All Wards will benefit from the programme, and participants are identified by Ward Councillors. Thereafter, a panel comprising of officials conducts an assessment on individual households. Moreover, the municipality has also initiated another programme which intends to alleviate poverty viz. the LED Farm programme. The programme intends to use agriculture to ensure food security and engages key sector departments such as Department of Rural Development and Land Reform, Department of Agriculture and Rural Development, and other strategic stakeholders.

The municipality is further benefiting in the Community Works Program (CWP) as initiated by COGTA National, the program was implemented in 2012, and to date it is still running. The program is an additional initiative for alleviating poverty, and the target for participants is 1000, but to date the program had enrolled 1014, all wards are benefiting in the program, and further provides potable skills to participants in partnership with Amajuba TVET. The program is monitored by Local Reference Committee which comprised of different stakeholders within the municipal area.

E.21.3.7 NATION BUILDING AND SOCIAL COHESION

The Amajuba District Municipality's Sport Sector Plan identifies several sports facilities existing within Dannhauser Municipality and captures these in its Facilities Audit. These facilities include: KwaMdakane Indoor Sports Centre, Emafusini Park, Durnacol Sports Stadium and South Park, which is identified as being in a poor condition. The KwaMdakane Indoor Sports Centre is identified as the only sports facility that is in a relatively good condition. There is a need to develop further public facilities to serve the northern settlements. The municipality is currently in the process of constructing the Combined Sports Complex, in Durnacol Ward1. The project is funded through the MIG Programme, and the municipality is planning to engage the Department of Sports and Recreation to ensure that resources are

combined and further ensuring that the department participates in the process. The project is currently on phase 3 and nearing completion.

E.21.3.7 EARLY CHILDHOOD

The state of unrest and violence experienced during the last few years has had an enormous impact on the general welfare of the populations in some sections of the municipal area. It led to fragmentation of families and an increase in the number of children without parents or secure accommodation. In rural areas, the evidence of these social problems is less obvious due to the rural character of these areas. Supportive services such as counselling, which are provided by the Department of Social Development, are almost non-existent in the rural areas. The Municipality, together with the Department of Social Development, has several programmes for early childhood development. These include crèches and youth care canterers, which are in various areas throughout the municipality. However, with an increase in the number of cases and changes in the structure of rural households, the current system has become unsustainable for most communities. In some areas, support is now provided by non-governmental organizations. In urban areas, most of the existing facilities are orientated towards higher income groups and very few are state funded. During the previous financial year, the municipality developed 2 Childcare Facilities, and in the 2021/22 financial year, the municipality will provide a further 2 Childcare Facilities.

E.21.3.8 SAFETY AND SECURITY

There are several criminal offences that were recorded within the Dannhauser municipal area in 2013. The dominant crimes are assault, burglar in residential premises, theft (including stock theft) and malicious damage to property. Approximately 1338 people were affected by crime in 2013 however the level of crime is decreasing due to the increased presence of the police as it is now a concerted joint effort of the municipality, police and the community working together. The municipality benefited through the programme initiated by Department of Community Safety and Liaison which introduced a volunteer programme viz. Volunteer Safety and Community Programme (VSCP), and the Community Policing Forum. These are all present within the municipality, although they are not well-supported with the necessary resources. Some of the challenges being experienced are:

1. There are only a few police patrolling the inner CBD and rural settlements within proximity to the CBD.
2. The police vehicles constantly breakdown and require regular repairs and maintenance.
3. Some areas where crimes are committed in deep rural setting are not easily accessible due to a lack of roads and or bad terrain.

- To reduce the numbers of population who can be at risk of contracting HIV & AIDS, TB, STI's, and HS2V.
- To reduce teenage pregnancy and the mother to child transmission.
- To develop and implement awareness to the communities whether in town and rural areas.
- To reach out to communities to get medical testing for HIV & AIDS, STI's, TB and HS2V.
- To allow the communities to receive medication if found to be infected by HIV & AIDS, STI's, TB and HS2V.
- To integrate the community with public hospitals and clinics within the municipality in aiding to reduce infections.
- To successfully work with other government departments and private stakeholders who will aid in the implementation of the community programmes.
- Reduction of levels of prostitution; and
- To address social and structural drivers of HIV & AIDS, STIs and TB

E 21.3.10 SOCIAL DEVELOPMENT ANALYSIS



E.22 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

The Integrated Development planning (IDP) guidelines and Municipal Systems Act, Act No 32 of 2000 provide the framework within which each municipality should prepare its financial plan, as a component of the IDP. This allows the municipality to plan its finances and manage them efficiently. It is also in the interest of the plan to find alternative ways of mobilizing financial resources required to implement key strategic programmes and projects, as prioritized in the IDP.

In the light of such requirements, Dannhauser Local Municipality has committed itself to ensuring a seamless financial administration, thereby improving its financial viability. It saves to highlight that the background of limited revenue base within the municipal area tends to hinder any municipal attempts to expedite the implementation of developmental programmes. However, the Local municipality remains committed to deliver on its mandate, from the financial management perspective.

Section 26 of the Municipal Systems Act, Act No 32 of 2000 prescribes the key components of an IDP and the financial plan falls within the Implementation framework of the IDP, which informs the implementation of financial strategies. The financial plan must be aligned to the overarching development vision. Accordingly, plan should demonstrate linkages between IDP and Budget, most importantly it must comply with the relevant legislation and policy directives.

To this end it becomes imperative to note that efficient service delivery in any municipality will revolve around availability of financial resources and the management of those resources. The financial viability of any municipality always depends on its capacity to mobilize resources and create sound economic base that will support revenue generation strategies.

E.22.1 GRANT AND SUBSIDIES

The total budget of the municipality is made up of grants and subsidies which comprises of the following categories:

- Equitable Share.
- Municipal Infrastructure Grant.
- Art and Culture library & Cyber Cadet Grant
- Financial Management Grant; and
- Disaster Management Grants
- Expanded Public Works Program

Table 75: Municipal Grants Received as AT 30 April 2024

GRANT DESCRIPTION	TOTAL BUDGET	ACTUALS THIS MONTH	ACTUALS TO DATE	% RECEIVED
EQUITABLE SHARE	R 114 793 000,00	R -	R 113 791 000,00	99%
MIG GRANT	R 25 271 000,00	R -	R 23 581 000,00	93%
ARTS AND CULTURE LIBRARY & CYBER CADET GRANT	R 2 353 000,00	R -	R 254 000,00	11%
FMG	R 1 950 000,00	R -	R 1 950 000,00	100%
DISASTER MANAGEMENT GRANTS	R 6 500 000,00	R -	R 6 500 000,00	100%
EXPANDED PUBLIC WORKS	R 950 000,00	R -	R 950 000,00	100%
TOTAL	R 151 817 000,00	R -	R 147 026 000,00	

E.22.2 MUNICIPAL CONSUMER DEBT POSITION & STRATEGIES TO REDUCE THE DEBT

The municipality is currently owed by debtors an amount of R 7 million, mainly for Property Rates and Taxes. The amount owed to the municipality is for a period of 2 to 3 years. The municipality has appointed a service provider to undertake a data cleansing exercise. Council has also prioritised the appointment of a Debt Collection Officer, and this will also encourage the consumers to pay their outstanding debt to the Municipality. Moreover, the municipality is in the process to finalise the compilation of a Revenue Enhancement Strategy.

The municipality has also approved the filling of Debt Collector Personnel position, this will help increase the revenue generated by the municipality in line with the Revenue Enhancement Strategy, the following will be the impact of the appointment.

- ✓ All Consumers must be registered and billed for services rendered.
- ✓ A debt collection service to be instituted to monitor the billing and payment of services.
- ✓ An adoption of credit control policy; part of the debt collection process is the levying of interest on outstanding payments.
- ✓ Fast racking of formalization of towns; and
- ✓ Attracting investors for property development to enhance rates income.

Service Charges – Refuse Removal

As at the end of the reporting financial year, the municipality had a “Service Charge – Refuse Removal” closing balance of R 610 857.00 compared to the R 983 105.00 for 2024/2025 financial year. This is reflected on note.14 page.51 of the Audited Financial Statements for the 2024/25 financial year.

Assessment Rates – Property Rates

For 2023/2024 financial year, the audited closing balance was R 13 749 900.00, as compared to R 16 391 826.00 for 2015/2017 financial year. This is reflected in note.19 page.52 of the Audited Financial Statements for the 2023/2024 financial year. Approximately 35 % of the debt was over 90 days uncollected coupled with debt related to indigent households.

E.22.3 CREDIT CONTROL & DEBT COLLECTION POLICY 2014/2025

The municipality has a draft 2023/2024 “Credit Control & Debt Collection Policy”, the following is adopted from it: “Dannhauser Municipality, in adopting this policy on credit control and debt collection, recognizes its constitutional obligations to develop the local economy and to provide acceptable services to its residents. It is therefore the intention of Dannhauser municipality to extend its service provision to all areas within its jurisdiction, including previously un serviced areas”.

The municipality recognizes its responsibility to furnish accountholders with written accounts every month in terms of section 27 of the MPRA, however the same section of the Act states that a ratepayer is liable for rates whether s/he has received the account. It further states that if a person has not received an account, s/he must make the necessary enquiries from the municipality. The municipality will utilize the following media to ensure that all accountholders receive their statements:

- Normal mailed statement.
- Short message services (SMS); and
- Emails.

Notice of Default and Intended Termination or Restriction of Services

Within 7 (seven) calendar days after each month statement of account for payment outstanding for thirty days of municipal accounts for property rates and/or service charges, the municipal manager shall dispatch to every defaulting account holder, that is, every account holder who as at the date of the statement has not paid the monthly account outstanding for ninety days in full or has not made an acceptable arrangement with the credit controller for partial or late payment, a notice stating that unless full payment is received or an acceptable arrangement made with the credit controller for partial or full payment of outstanding account, the municipality shall handover account for legal procedure unless paid within 14 (fourteen) calendar days after the date of the notice concerned.

Reconnection or Reinstatement of Terminated or Restricted Services

Currently the municipality cannot disconnect any service because it only renders a refuse removal service which cannot be terminated without creating a health hazard to the rest of the community hence, the direct recourse to legal action.

Services Not Paid for After Ninety Days of Serving of Notice

If services for which notice has been served in the case of a property in respect of which the account is in arrear, and the accountholder has not paid such arrears, including the interest raised on such account, or made an acceptable arrangement with the municipal manager for the payment of the arrear account, including the interest raised on such account, within a period of 90 (ninety) calendar days after the date of notice, the municipal manager shall forthwith hand such account over for collection and such further action as is deemed necessary to the Dannhauser Municipality's attorneys or any debt collecting agency appointed by the Dannhauser Municipality Council. Such further action shall include, if necessary, the sale in execution of such property to recover arrear property rates and service charges (if the accountholder is also the owner of the property). All legal expenses incurred by the municipality shall be for the account of the defaulting accountholder.

Arrangements for Payment of Arrear Accounts

Allowing defaulting accountholders to decide for the payment of arrear accounts shall be at the discretion of the Chief Financial Officer. Defaulting accountholder for Business or Commercial concern shall be allowed a minimum of 50% of the Total overdue amount, as an initial payment, shall be paid and the balance of the account shall be paid in equal instalments over a period not exceeding twelve months. Future current monthly accounts shall be paid on or before the due dates for the month. Any accounts who are in areas, interest will be raised in terms of Section 18 of this policy. Defaulting accountholders for Domestic consumer shall be allowed a minimum of 10% of the Total overdue amount, as an initial payment, shall be paid and the balance of the account shall be paid in equal instalment over a period not exceeding Twelve (12) months. Future current accounts shall be paid on or before the due dates for the month. Any accounts who are in areas, interest will be raised in terms of Section 18 of this policy If an accountholder breaches any material term of an

arrangement, the balance of the arrear account, together with the balance of interest raised on such account, shall immediately become due and payable to the municipality, and if the account holder defaults on such payment, the municipal manager shall forthwith hand such account over for collection as envisaged.

Interest on Arrears and Other Penalty Charges

Interest shall be charged on all arrear accounts at the prevailing overdraft rate offered by the Dannhauser Municipality's bankers plus 2 (two) percentage points. If the municipality uses more than one banking institution it shall for purposes of determining the interest on arrear accounts apply the overdraft rate offered by the institution with which its primary bank account is placed. Interest shall be calculated daily. For purposes of determining arrear amounts, all amounts unpaid including interest previously raised and penalty charges, but excluding value added tax, shall be considered.

Indigency Management

Regarding the payments expected from registered indigents, and the credit control and debt collection actions contemplated in respect of such residents, this policy must be read in conjunction with the Dannhauser Municipality's approved policy on indigency management.

Uncollectable Arrears

The effective implementation of this Policy also implies a realistic review of the Municipality's debtor's book at the conclusion of each financial year. The Municipal Manager shall as soon as possible after 30 June each financial year present to the Council a report indicating the amount of the arrears which it is believed is uncollectable, together with the reasons for this conclusion. The Council shall then approve the write off such arrears if it is satisfied with the reasons provided.

The municipality has published the draft policy on its website for comments. The above is just an extraction of certain parts of the whole policy.

E.22.4 SUPPLY CHAIN MANAGEMENT (SCM) & EXPENDITURE

The municipality has the Supply Chain Management Policy in-place. This policy is critical for the procurement of goods and services within the municipality and the municipality has prepared it in line with the requirements of the Municipal Finance Management Act No. 56 of 2003. The municipality has complied with the legislation in terms of establishing necessary mechanisms for proper implementation of the SCM Regulations. All Bid Committees are in place and all fully functional and the committees are as follows:

Table 76: BID SPECIFICATION COMMITTEE.

NAME AND SURNAME	POSITION	PERIOD APPOINTED	DURATION
SIYABONGA KHUMALO	DIRECTOR COMMUNITY SERVICES	01/07/2022 TO 30/06/2023	1 YEAR
VELI MDLALOSE	COMPLIANCE OFFICER	01/07/2022 TO 30/06/2023	1 YEAR
BONGANI MADLINGOSI	HOUSING CLERK	01/07/2022 TO 30/06/2023	1 YEAR
BHEKA KHANYILE	IT OFFICER	01/07/2022 TO 30/06/2023	1 YEAR
SABELO THWALA	SCM INTERN	01/07/2022 TO 30/06/2023	1 YEAR

Table 77: BID EVALUATION COMMITTEE

NAME AND SURNAME	POSITION	PERIOD APPOINTED	DURATION
SIBUSISO NKABINDE	MANAGER GIS AND TOWN PLANNING	01/07/2022 TO 30/06/2023	1 YEAR
LUNGELO GCABASHE	MANAGER INFRASTRUCTURE	01/07/2022 TO 30/06/2023	1 YEAR
CAROL MAHLANGU	HRM & D OFFICER	01/07/2022 TO 30/06/2023	1 YEAR
THANDEKA KOZA	REVENUE ACCOUNTANT	01/07/2022 TO 30/06/2023	1 YEAR
LONDIWE KHOZA	SCM DATA CAPTURE	06/03/2023 TO 30/06/2023	04 MONTHS

Table 78: BID ADJUDICATION COMMITTEE

NAME AND SURNAME	POSITION	PERIOD APPOINTED	DURATION
MOHAPI	CHIEF FINANCIAL OFFICER	01/08/2022 TO 30/06/2023	11 MONTHS
S MKHIZE	DIRECTOR CORPORATE SERVICES	01/07/2022 TO 30/06/2023	4 YEARS
S KHUMALO	ACTING DIRECTOR COMMUNITY SERVICES	01/07/2022 TO 30/06/2023	3 MONTHS
JOE HLONGWANE	REVENUE MANAGER	10/10/2022 TO 30/06/2023	09 MONTHS

The municipality also participates in the shared service for Tribunal on SCM related matters which was established with all families of municipalities of Amajuba District Municipality. The following is representative of the expenditure of the municipality.

E.22.5 ASSET MANAGEMENT AND INFRASTRUCTURE MAINTENANCE

The municipality embraces the following asset management strategies:

- ✓ All assets, whether fixed or moveable, are to be recorded in an asset register which is electronically maintained.
- ✓ The asset register is to be updated when assets are acquired (purchase or transfer once a capital project has been completed) or disposed of.
- ✓ On an annual basis, at least there must be reconciliation between the physical asset holding and that reflected in the asset register.
- ✓ Where capital assets are transferred from the municipality, budgetary provision for the operation and maintenance of those assets must be included.

E.22.6 LOANS / BORROWINGS

The municipality currently does have a loan obligation with the “Development Bank of Southern Africa” (DBSA) of R 40 million and it is not planning to make any borrowings soon. This is considered a pivotal practice, which will ensure financial sustainability of the municipality.

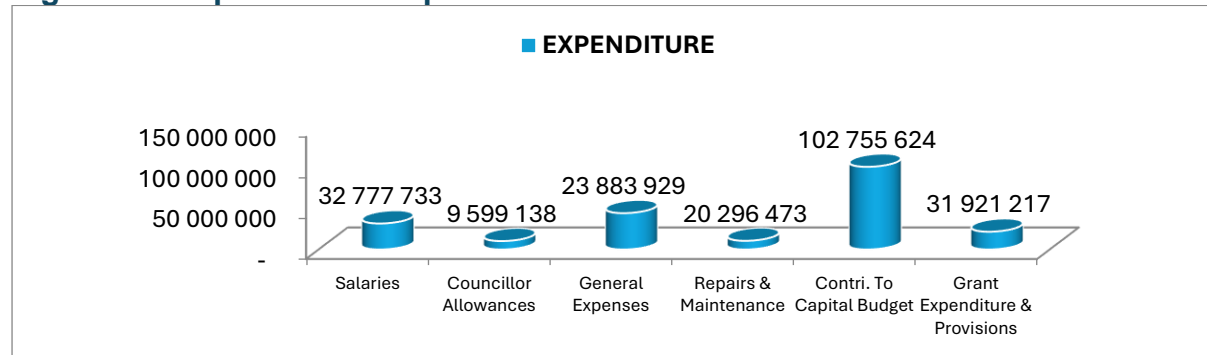
The loan was utilized for the development and maintenance of gravel roads due to the increased demand by the community for better access to various public services.

E.22.7 EXPENDITURE 2023/2024

Table 79: Expenditure budget

DESCRIPTION OF EXPENDITURE	FINAL BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
	2024/25	2025/26	2026/27
Salaries and Allowances	59 966 104,00	63 757 621,00	67 856 458,00
Councillor Allowances	12 707 039,00	11 414 547,00	12 145 075,00
General Expenses	62 395 440,92	65 265 631,21	68 398 381,50
Repairs and Maintenance	17 438 142,43	18 240 296,98	19 115 831,24
Provisions And Depreciation	41 020 362,00	43 030 311,00	45 052 747,00
Debt Impairment Provisions	5 000 000,00	5 245 000,00	54 491 515,00
TOTAL	198 527 052,36	206 953 418,19	218 060 007,74

Figure 18: Expenditure Graph



The budgeted expenditure amounts to **R 221 234 114**, which exceeds the projected revenue. This indicates that the financial needs of the municipality exceed the available financial resources.

E.22.8 SKILLS TRANSFER

The municipality appoints various service providers who are accredited to train staff in their various positions and in line with the performance management outcomes required.

E.23 FINANCIAL VIABILITY & MANAGEMENT SWOT ANALYSIS

Table: 80 Financial Viability and Management SWOT ANALYSIS

STRENGTHS	THREATS
<ul style="list-style-type: none"> ✓ The current financial control systems are effective. ✓ Good management of liabilities. ✓ Compliance with local government financial management legislations. ✓ Good financial reporting systems. ✓ Always meeting Treasury deadlines. ✓ All monthly reports produced in time. ✓ Accurate reporting. ✓ Delivery of client statements on time. ✓ Proper segregation of duties. ✓ All appointments of service providers are in line with prescribed policies and procedures. ✓ Good communication system. ✓ Dedicated staff members. ✓ Unqualified Audit Reports. 	<ul style="list-style-type: none"> ✓ Requirement to collect debts from debtors more efficiently. ✓ Low funding and cannot deliver all basic services required by community. ✓ Lack of capacity. ✓ Requirement to access more grants; and ✓ Number of households supported by Equitable Share Allocation must be added.

<ul style="list-style-type: none"> ✓ Full implementation of zero-based budgeting. ✓ Utilization of grants and subsidies as prescribed by law. ✓ Good cashflow management. ✓ Good turnaround on tenders and quotations. ✓ Increasing municipal Investments; and ✓ Good sourcing of additional funds. ✓ Documents filed properly. 	
OPPORTUNITIES	WEAKNESSES
<ul style="list-style-type: none"> ➤ More grant funding can be sourced due to the potential of developing more infrastructure and delivery of services. ➤ Acquiring of more land. ➤ The newly developed Industrial Area will generate more revenue for the municipality. ➤ The development of the Agri-Hub will generate more revenue for the municipality. ➤ The development of tourism will advance revenue earnings. ➤ The increased housing development will generate more revenue for the municipality. 	<ul style="list-style-type: none"> ➤ Low revenue base. ➤ Low grant funding. ➤ Limited office space; and ➤ Shortage of staff.

SECTION F

F. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The municipality realizes that good governance is fairness, accountability, responsibility, and transparency in all aspects of local government operations. This is applicable to the political office bearers including staff members across board. Good governance is integrated with community public participation, which allows the community within the municipal jurisdiction to have a say in the governing of their jurisdiction. Local Government Legislation make it a statutory and mandatory requirement for good governance and public participation to be applied.

F.1 OPERATION SUKUMA SAKHE

Dannhauser Municipality has successfully rolled-out operation “Sukuma Sakhe” within its area of jurisdiction. Operation Sukuma Sakhe Program (formerly known as the Flagship Programme) seeks to address food security, fight diseases, in particular HIV, AIDS and TB, and poverty, to empower women and youth, and to instill behavioral change amongst the citizens of the province. The formulation of this 3rd Generation IDP has adopted the principles of the Operation Sukuma Sakhe Program. Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the different spheres of government. It also provides an indication of how the delivery of services can be undertaken through partnerships with the community, stakeholders, and government.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. The program encourages social mobilization, whereby communities have a role, as well as the delivery of government services in a more integrated way. The municipality has the following system or tools for public participation:

Table 81: Municipal Public Participation Tools

ACTIVITY	OBJECTIVE	TIME FRAME	RESPONSIBLE OFFICIAL OR PERSONNEL
Ward Constituency Meetings	Ward Councilor and the Mayor report to their respective Wards on the progress made	Quarterly	Office of The Speaker and Public Participation Officer
Ward Committee Meetings	For the Ward Councilor to engage with the Ward Committee Members on issues affecting the ward	Monthly	Ward Councilor and Ward Committee Members
Mayoral Roadshows	Reporting to the stakeholders on the implementation of the Budget/IDP/PMS, process for participation on the compilation of the draft IDP/Budget/PMS, and tabling of the draft Budget/IDP/PMS to communities and stakeholders	As Per Approved Process Plan	Municipal Manager and Mayor
Ward Public Meetings	Quarterly public meetings for reporting by the Ward Councilor to the public	Quarterly	Ward Councilor and The Speaker

The Operation Sukuma Sakhe structure is functional, and all departments are participating. The Municipality established all Operation Sukuma Sakhe activities as per Provincial Government guidelines. The mayor is the Chairperson of the Operation Sukuma Sakhe, and all Councillors are participating. All committees for Operation Sukuma Sakhe were established and are participating; these include:

- Task Teams.
- War Rooms in all Wards.
- Departments, Traditional Leadership and
- Ward Committees.

Operation Sukuma Sakhe assists on expediting service delivery and ensuring that services are accessible and satisfactory for citizens. War Rooms meetings are held monthly; however, the attendance is sometimes a challenge since departments are usually engaged in other commitments. The Operation Sukuma Sakhe structure is illustrated below:

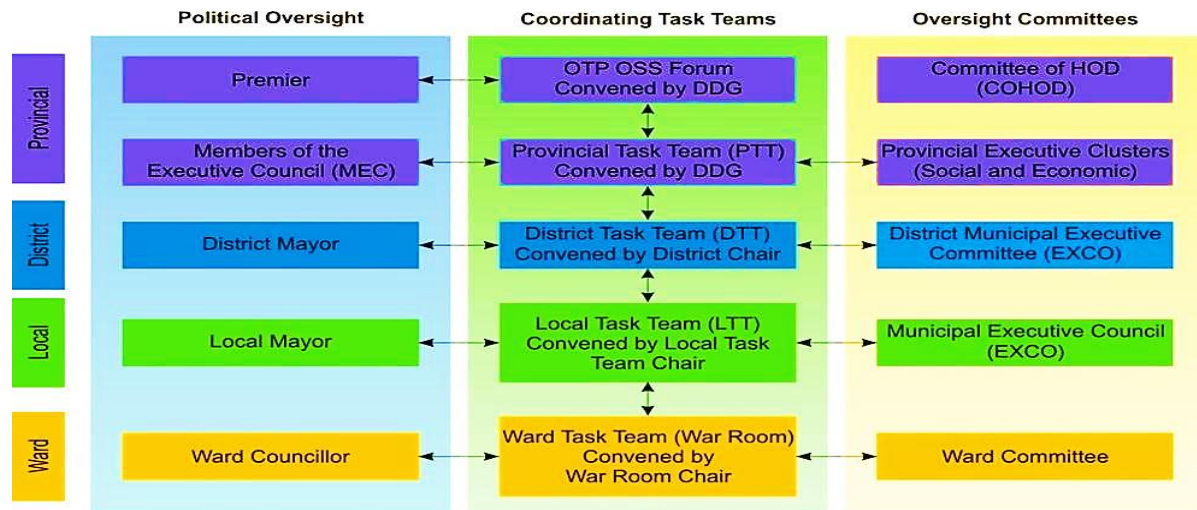


Table 82 : War Rooms

MONTH	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10
Date, Time and Venue										
January	19 th Koppie Alleen Hall	19 th Emafusini Hall	19 th Verdriet Hall	19 th Millford Hall	19 th Kwamgidiz A Hall	19 th Fairbreeze/ Poona	19 th Kwadakane Hall	19 th Springbok Multipurpose Center	19 th Mafahawa Ne	19 th Ea Ou
February	16 th Koppie Alleen Hall	16 th Emafusini Hall	16 th Verdriet Hall	16 th Millford Hall	16 th Kwamgidiz A Hall	16 th Fairbreeze/ Poona	16 th Kwadakane Hall	16 th Springbok Multipurpose Center	16 th Mafahawa Ne	16 th Ea Ou
March	23 th Koppie Alleen Hall	23 th Emafusini Hall	23 th Verdriet Hall	23 th Millford Hall	23 th Kwamgidiz A Hall	23 th Fairbr Eeze/ Poona	23 th Kwadakane Hall	23 th Springbok Multipurpose Center	23 th Mafahawa Ne	23 th Ea E H
April	20 th Koppie Alleen Hall	20 th Emafusini Hall	20 th Verdriet Hall	20 th Millford Hall	20 th Kwamgidiz A Hall	20 th Fairbreeze/ Poona	20 th Kwadakane Hall	20 th Springbok Multipurpose Center	20 th Mafahawa Ne	20 th Ea Ou E H
May	11 th Koppie Alleen Hall	11 th Emafusini Hall	11 th Verdriet Hall	11 th MillfoRd Hall	11 th Kwamgidiz A Hall	11 th Fairbr Eeze/ Poona	11 th Kwada Kane Hall	11 th Springbok Multipurpose Center	11 th Mafahlawa Ne	11 th Ea Ou
June	8 th Koppie Alleen Hall	8 th Emafusini Hall	8 th Verdriet Hall	8 th Millfo Rd Hall	8 th Kwamgidiz A Hall	8 th Fairbr Eeze/ Poona	8 th Kwada Kane Hall	8 th Springbok Multipurpose Center Springbok Multipurpose Center	8 th Mafa Hlawa Ne	8 th Ea Ou E H
July	13 th Koppie Alleen Hall	13 th Emafusini Hall	13 th Verdriet Hall	13 th Millfo Rd Hall	13 th Kwamgidiz A Hall	13 th Fairbr Eeze/ Poona	13 th Kwada Kane Hall	13 th Springbok Multipurpose Center	13 th Mafa Hlawa Ne	13 th Ea Ou E H
August	17 th Koppie Alleen Hall	17 th Emafusini Hall	17 th Verdriet Hall	17 th Millfo Rd Hall	17 th Kwamgidiz A Hall	17 th Fairbr Eeze/ Poona	17 th Kwada Kane Hall	17 th Springbok Multipurpose Center	17 th Mafa Hlawa Ne	17 th Ea Ou E H
September	7 th Koppie Alleen Hall	7 th Emafusini Hall	7 th Verdriet Hall	7 th Millfo Rd Hall	7 th Kwamgidiz A Hall	7 th Fairbr Eeze/ Poona	7 th Kwada Kane Hall	7 th Springbok Multipurpose Center	7 th Mafa Hlawa Ne	7 th Ea Ou E H
October	5 th Koppie Alleen Hall	5 th Emafusini Hall	5 th Verdriet Hall	5 th Millfo Rd Hall	5 th Kwamgidiz A Hall	5 th Fairbr Eeze/ Poona	5 th Kwada Kane Hall	5 th Springbok Multipurpose Center	5 th Mafa Hlawa Ne	5 th Ea Ou E H
November	9 th Koppie Alleen Hall	9 th Emafusini Hall	9 th Verdriet Hall	9 th Millfo Rd Hall	9 th Kwamgidiz A Hall	9 th Fairbr Eeze/ Poona	9 th Kwada Kane Hall	9 th Springbok Multipurpose Center	9 th Mafa Hlawa Ne	9 th Ea Ou E H

Table 83: Local Task Team Schedule

Month	Date	Venue
January	4 th (Tuesday)	KwaMdakane Thusong Service Centre
February	1 th (Tuesday)	KwaMdakane Thusong Service Centre
March	1 th (Tuesday)	KwaMdakane Thusong Service Centre
April	5 th (Tuesday)	KwaMdakane Thusong Service Centre
May	3 rd (Tuesday)	KwaMdakane Thusong Service Centre
June	7 th (Tuesday)	KwaMdakane Thusong Service Centre
July	5 th (Tuesday)	KwaMdakane Thusong Service Centre
August	2 nd (Tuesday)	KwaMdakane Thusong Service Centre
September	6 th (Tuesday)	KwaMdakane Thusong Service Centre
October	4 th (Tuesday)	KwaMdakane Thusong Service Centre
November	1 st (Tuesday)	KwaMdakane Thusong Service Centre

Expanded Public Works Program (EPWP) (Poverty Alleviation)

The municipality has a currently on-going EPWP community development activity. Members who reside in the community are contracted to the municipality and undertake general manual work in different wards. The program has aided in the provision of wages to the members and has impacted positively in their lives as there is a high rate of unemployment within the jurisdiction. The program is financed by the Department of Public Works.

Community Works Program (CWP) (Poverty Alleviation)

The municipality has accessed the CWP from Cogta – Kzn, this initiative is an extension arm of the EPWP, some members of the community are also contracted through this program and undertake general manual labour. The community members have benefited as they also earn wages through this initiative. Currently it is implemented in wards 1, 3, 8, 9, 11 and 13.

Poverty Alleviation Program

The municipality currently has no Poverty Alleviation Strategy in place; however, the municipality developed the Poverty Reduction Strategy during the 2013/2014 financial year and reviews it annually. A budget for the Municipal Zibambebe Program is in existence, it is a programme funded through the EPWP. As part of the programme, the municipality engaged 190 people for a period of 2 years, 48 of the participants are employed on a fixed term period of 3 months. This is an initiative to improve the financial status and ameliorate standards of living of deserving individuals. The target groups for this programme are non-youth individuals which can be categorized under the indigent bracket. All Wards are benefiting from the programme, and participants are identified by Ward Councilors. A panel comprising of municipal officials conducts an assessment on individual households who have benefited from the project, and compiles reports monthly to submit to sector departments and for filing within its offices. The participants work 8 days a month including supervisors and are provided with working tools and safety materials.

F.2 WARD COMMITTEE

Ward Committees were elected at the beginning of the term of the newly elected Council in November 2021, and as at end of June 2024, all ward committees were fully functional and operational within their constituencies. The ward committees participate on the IDP representative forum, and they have their own scheduled ward meetings as approved by the Municipal Council, which are held monthly. The matters raised at the meetings are conferred to the Municipal Council for consideration on how they may be addressed and prioritized. All Ward Committees of Dannhauser Municipal Area had Ward Operational Plans in place which were established in consultation with Ward Committees and Ward Councilors, and they are monitored by COGTA in consultation with the municipality on a quarterly basis.

The municipality set aside a budget of R 2 704 779 for the ward committee's operation. This budget covers a stipend of R1,200, and airtime allowance of R260, and a transport allowance of R150 for meetings and other council activities as approved by the Speaker. Dannhauser Municipality Ward Committees are functional, though there is a challenge which is the regular submission of the sectoral reports and in some instances poor attendance by the community. The office of the Speaker will have to provide monitoring for addressing these challenges. Their reports are submitted to the Office of the Speaker and Manager Corporate Services, and then subsequently submitted to EXCO for decision making. Dannhauser Municipality were allocated 6 Community Development Workers (CDW's) in Wards 1, 3, 8, 9, 11 and 13. The office of the Speaker, Manager Corporate Services and Public Participation Officer are responsible for CDW's. The CDW's are participating in all Council activities including: Ward Committee meetings, Constituency Meetings, War Rooms, and Operation Sukuma Sakhe.

Table :4 FUNCTIONALITY RESULTS OF EACH WARD PER QUARTER IN 2023/2024

Wards	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Challenges
Ward 1	Functional	Functional	Functional	Functional	None
Ward 2	Functional	Functional	Functional	Functional	None
Ward 3	Functional	Functional	Functional	Functional	None
Ward 4	Functional	Functional	Functional	Functional	None
Ward 5	Functional	Functional	Functional	Functional	None
Ward 6	Functional	Functional	Functional	Functional	None
Ward 7	Functional	Functional	Functional	Functional	None
Ward 8	Functional	Functional	Functional	Functional	None
Ward 9	Functional	Functional	Functional	Functional	None
Ward 10	Functional	Functional	Functional	Functional	None
Ward 11	Functional	Functional	Functional	Functional	None
Ward 12	Functional	Functional	Functional	Functional	None
Ward 13	Functional	Functional	Functional	Functional	None

Interventions by the Municipality to sustain the functionality.

- The Public Participation Manager is devoted and guarantees that all the ward committee functionality assessment basics are achieved.
- Ward committee schedules for meetings, war room meetings and public meetings are made accessible to all ward councillors and ward committees.
- Ward Based Plans and Ward Committee Operational Plans were assembled and approved by Council.
- The Public Participation Manager ensures that ward committee members attend the quarterly ward committee meetings for carefully reviewing working relationships, so that they will be able to serve their communities better.
- Ward Committees were initiated on Code of Conduct, Roles, and Responsibilities and ward committee functionality assessment process.
- Ward Committee Members will attend workshops, trainings and sector meetings conducted by different stakeholders to expand their knowhow on public participation plans and to also advance their report writing skills.

BROAD BASED COMMUNITY NEEDS

The IDP roadshows (Izimbizo) was on the 13 of May 2024 in ward 13, MOOI COMMUNITY HALL. Ward Based Plans were conducted in all wards and adopted by council on 24 May 2024.

PARTICIPATION OF TRADITIONAL LEADERS IN MUNICIPAL COUNCIL

Section 81 of the Municipal Structures Act (Act No. 117 of 1998) states that According to Section 81 of Municipal Structures Act AMakhosi should form part of the Municipal Council at Dannhauser. However, the Amakhosi imbizo was not held due to poor attendance, municipality is going to arrange another date.

F.6 INTERGOVERNMENTAL RELATIONS

The municipality embraces the Intergovernmental Fiscal Relations Act, No.97 of 1997, and Intergovernmental Relations Framework Act, No. 13 of 2005 and concomitant regulations. Sector departments participate in the Integrated Development Planning (IDP) process, since it is a strategic planning document that is intended to guide their capital budgets. Information on planned projects by sector departments should inform the multi-year plans, and municipalities must not receive unexpected grants since this cripple planning and can lead to adhoc project implementation. It should be compulsory for all sector departments to align their budgets with municipal budgets and allocate resources using the prioritization list available from municipalities after thorough consultations with communities. The municipality is involved in the following IGR structures:

F.1.3.3 Dannhauser IGR Structures

Table 86: Dannhauser IGR Structures

NO.	NAME/DESCRIPTION	PURPOSE	STATUS QUO
1.	MAYOR'S FORUM	To discuss governance issues in the district	Actively participating in the District Mayor's Forum, and attending all planned and scheduled meetings
2.	MUNICIPAL MANAGER'S FORUM	To discuss administrative issues in the district	Actively participating
3.	CFO'S FORUM	To discuss the financial matters in the district	Actively participating

NO.	NAME/DESCRIPTION	PURPOSE	STATUS QUO
4.	COPERATE SERVICES FORUM	To discuss the IGR, Governance, and other administrative strategic issues	The committee meets quarterly, and the municipality is actively participating in the forum
5.	COMMUNITY SERVICES FORUM	To discuss Community Services related issues in the district, and to ensure cooperation and alignment	The committee meets quarterly, and the municipality is actively participating in the forum
6.	TECHNICAL SERVICES FORUM	To discuss all Technical Services related issues, Service Delivery, Planning for support and alignment	The committee is meeting quarterly, and the municipality is actively participating in the forum
7.	PLANNERS FORUM	For coordination of the Planning matters	The committee is meeting quarterly, and the municipality is actively participating in the forum
8.	IDP DISTRICT FORUM	For planning and alignment on issues concerning the municipalities in the district	The committee is meeting quarterly, and the municipality is actively participating in the forum
9.	AFLED	Forum for coordination and alignment on LED	The committee is meeting quarterly, and the municipality is actively participating in the forum
10.	DTAC	Forum PMS, which is coordinated by the District Municipality and COGTA KZN, PMS Section	The committee is meeting quarterly, and the municipality is actively participating in the forum.
11.	INTERNAL AND AUDIT COMMITTEE	Forum for Internal Audit and Audit Committee coordinated by the District Municipality	Forum meets quarterly
12.	DISASTER MANAGEMENT ADVISORY FORUM	For coordination and management on the Disaster Management issues and alignment	The municipality is actively participating in the District Advisory Forum, and

NO.	NAME/DESCRIPTION	PURPOSE	STATUS QUO
			meetings are coordinated by the District Municipality

Some of the government departments that have integration with the municipality are:

- ✓ Department of Cooperative Governance and Traditional Affairs.
- ✓ Department of Public Works.
- ✓ Department of Transport.
- ✓ Department of Rural Development and Land Reform.
- ✓ Kzn – Provincial Treasury.
- ✓ Department of Human Settlements.
- ✓ Department of Economic Development, Tourism and Environmental Affairs – Kzn
- ✓ Department of Sports & Recreation.
- ✓ Department of Health.
- ✓ Department of Statistics South Africa – Kzn.
- ✓ Amajuba District Municipality.
- ✓ Department of Social Development.
- ✓ Department of Home Affairs
- ✓ Department of Education; and
- ✓ Department of Energy.

F.7 BY-LAWS

The municipality currently has one adopted and published by-law, this is the “Animal Pound By-Law”, it is also currently working on other by-laws.

F.8 FLEGISLATIVE PROVISIONS

Chapter 2 of Section 195 of the Constitution of the Republic of South Africa, Act 108 of 1996 [as amended] which deals with the Bill of Rights.

The Constitution describes one of the values of founding provisions as Human Dignity, the improvement of the quality of life of all citizens. Section 195 of the Constitution of the Republic of South Africa, Act 108 of 1996 [as amended] which provides normative basic value principles for public administration including a high standard of professional ethics must be promoted and maintained.

In terms of Section 62 of the Municipal Finance Management Act, Act No. 56 of 2003 (MFMA) the Accounting Officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all

reasonable steps to ensure that unauthorized, irregular, or fruitless and wasteful expenditure and other losses are prevented. The Internal Audit Unit reviews the implementation of the Action plans/ Activities on a quarterly basis and report to the Risk Management Committee and Audit Committee.

The municipality's **purpose** for its policy on anti-fraud and corruption is as follows;

This policy has been developed to give effect to the objects of the Protected Disclosures Act, namely:

1. To protect an employee from being subjected to occupational detriment on account of having made a protected disclosure.
2. To provide for remedies in connection with any occupational detriment suffered on account of having made a protected disclosure; and
3. To provide for procedure in terms of which an employee can, in a responsible manner, disclose information regarding improprieties by his or her colleagues, other stakeholders and employer.
4. To encourage employees to report the matters as set out in the provisions of the policy by providing procedures and mechanisms for such reporting as well as ensuring that employees who make such reports in good faith are not victimised, harassed, and do not suffer any occupational detriment.

F.9 KEY CHALLENGES

The municipality is formerly a mining town and is highly reliant on Agriculture as a key sector, particularly since the closure of mines resulted in increased rates of unemployment and poverty. The key developmental challenges are:

- ✓ The municipality has limited revenue to funding development initiatives.
- ✓ The municipality experiences capacity challenges due to a high turnover of staff, particularly at the finance department.
- ✓ There are land ownership issues, which have not yet been resolved. These halt development initiatives and negatively impacts on the municipality's growth prospects.

The generation of revenue is one of the key challenges, the municipality is highly depending on grants from National and Provincial Government as the income it generates through various services is insufficient. The Municipal Property Rates Act has been implemented however, no significant improvements which can be translated to service delivery have been made. The Private Sector minimal contribution to development within the jurisdiction is a challenge and negatively impacts on the municipality's growth prospects and the sustainability of existing infrastructure.

F.10 Good Governance & Public Participation: SWOT ANALYSIS

Table 87: Good Governance and Public Participation SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Dannhauser is participating in the IGR structures at a district level. ✓ Public participation and municipal structures are in-place which ensures good governance. ✓ The Audit committee is in-place. ✓ The Internal Audit Unit is functional. ✓ Risk Management is in place. ✓ IT system is fully functional and has good security encryption thus preventing any hackers. ✓ Effective media communication. ✓ Portfolio committees are in place. ✓ Effective performance management systems and credible reporting. ✓ Most policies and bylaws have been developed, approved and adopted. ✓ Operation Sukuma Sakhe is operational. ✓ Ward committees are in place. ✓ Anti-Fraud & Corruption Strategy 	<ul style="list-style-type: none"> ✓ Some of the ward committees still battle to understand the IDP process and planning cycles.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Training of ward committees on the Municipal IDP and Budgeting. ▪ Greater support from Treasury and Cogta. ▪ Implementation of a Communications plan. 	<ul style="list-style-type: none"> ▪ Risk Management not fully understood by Political Office Bearers. ▪ Late submission of ward committee reports. ▪ If the systems of good governance are not implemented, especially public participation and transparency, this could lead to loss of faith on the municipality's capability and potentially result in community protests. ▪ Slow response to matters raised in war rooms.

SECTION G

G. MUNICIPAL DEVELOPMENT STRATEGY

G.1 DEVELOPMENT VISION, MISSION, AND CORE VALUES

VISION

A trusted, and caring local municipality that promotes good governance, inclusive and sustainable development.

MISSION

We are a united and trusted local municipality that prioritizes service delivery through co-operative governance and public participation.

The municipal vision will be achieved through the following mission:

Dannhauser Local Municipality (LM) aims to make strides towards building a developmental local government, as envisaged in the Constitution, and outlined in various local government legislation. This includes undertaking the following activities:

- Provide democratic and accountable government for local communities.
- Be responsive to the needs of the local community.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote a safe and healthy environment.
- Encourage the involvement of communities in the matters of local government.
- Facilitate a culture of public service and accountability amongst its staff; and
- Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

The outcomes to help meet these objectives, as identified by the Local Government Turnaround Strategy, include:

- The provision of household infrastructure and services.
- The creation of liveable, integrated, and inclusive cities, towns, and rural areas; and
- Local economic development and community empowerment and distribution.

G.2 DEVELOPMENT GOALS

Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The Dannhauser Municipality IDP is formulated within the framework of the PGDS and is fully aligned with the provincial development goals.

G.3 DEVELOPMENT GOALS, OBJECTIVES, STRATEGIES AND PERFORMANCE TARGETS

Table 88: Strategic Goals, Objectives, Strategies and Performance Targets

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
Effective & Efficient work performance by staff	<ul style="list-style-type: none"> ➤ To foster a culture of public participation and government for the people; and ➤ To appoint females in more strategic positions. 	<ul style="list-style-type: none"> ➤ To enhance customer care training and development amongst the staff 	<ul style="list-style-type: none"> ➤ To get customer feedback when they have received a service from the staff members
KPA 2: BASIC SERVICE DELIVERY			
GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
Delivery of quality basic services	<ul style="list-style-type: none"> ➤ To ensure provision of all basic services to the entire community of Dannhauser. ➤ To meet the national norms and standards on accessibility of basic municipal services. ➤ To ensure that Dannhauser appreciates economic growth. 	<ul style="list-style-type: none"> ➤ Full MIG utilization; and Identification of roads to be done by the District Municipality. ➤ Universal access to electricity has been achieved, Municipality aims to engage with DME and ESKOM on infill and extension of electricity services to all households as 	<ul style="list-style-type: none"> ➤ Construction of the 100kms of access (rural) roads to all identified 13 wards (from 2018 to 2022) ➤ Electrification of infill as and when required. ➤ Provision of alternative energy to all deep rural households in Dannhauser by 2021 ➤ To achieve universal access to water supply in line

	<ul style="list-style-type: none"> ➤ To ensure that Dannhauser attracts investors for industrialization. ➤ To ensure provision of public facilities and amenities in all wards that enable economic engagements. ➤ To provide the Dannhauser communists with space for public engagements between themselves and with all spheres of government; and ➤ To ensure full compliance with pieces of legislation relevant to local government. 	<p>and when required.</p> <ul style="list-style-type: none"> ➤ Filing an application for funding with DOE. ➤ Engage Amajuba District Municipality in connection with water supply & liquid sanitation programmes. ➤ Rehabilitate and construct the key urban roads up to an acceptable standard. ➤ To draw investors into the Industrial Area; and ➤ To expand economic infrastructure in the CBD. ➤ Lobbying for additional funding with Provincial government or other agencies. ➤ Build town halls in ward 2. ➤ Provision of childcare facilities in all 13 wards. ➤ Building a taxi rank with hawkers' shelters. ➤ Provision of recreation facility (park) in ward 2. ➤ Facilitate the development of the mall in 	<p>with the Millennium Development Goals.</p> <ul style="list-style-type: none"> ➤ A minimum of 20 km road per annum (if funding becomes available). ➤ Regular engagement with office of the Premier concerning funding due to the Municipality. ➤ Filing an application for funding with agencies including National Lotteries Board. ➤ Submission of a business plan to the relevant authority for MIG. ➤ Execution of this projects in the Precinct Plan. ➤ Facilitation and co-ordination for the building of schools and integrate with the Department of Education. ➤ Investigate the feasibility of the market facility. ➤ Early identification of land to build sports field on, undertake public participation, obtain consent from relevant stakeholders, and allocate funding.
--	---	--	---

		<p>Dannhauser Town.</p> <ul style="list-style-type: none"> ➤ Facilitate the building of primary and high schools in ward 1, 2 and ward 5. ➤ Development of the market facility in ward 2. ➤ Provision of nursery in ward 2. ➤ Provision of sport fields in all 13 wards. ➤ Construction of Durnacol Sports Complex. 	<ul style="list-style-type: none"> ➤ Integrate with Department of Sports & Recreation.
KPA 3: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT			
GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
Local economic growth and development	<ul style="list-style-type: none"> ➤ To ensure provision of public facilities and amenities in all wards enabling economic engagements. ➤ To provide the community with space for public engagements between themselves and with all spheres of government. ➤ To ensure full compliance with pieces of legislation relevant to local government. ➤ To ensure that investors occupy 	<ul style="list-style-type: none"> ➤ To render landscaping services within Dannhauser Town. ➤ To provide the necessary landscaping within community halls. ➤ To maintain the sports field in a good condition. ➤ To enforce bylaws pertaining to environmental health in partnership with other organizations. ➤ To render refuse removal services. 	<ul style="list-style-type: none"> ➤ To keep a well-maintained town. ➤ To undertake an audit of the existing facilities and commence with maintenance. ➤ To keep the existing two (2) sports facilities in good condition. ➤ To undertake consultations on all by-laws. ➤ To undertake a door-to-door approach in verifying business licenses; ➤ To render refuse removal within Dannhauser, Hattingspruit and Durnacol; and

	<p>the newly established Industrial Area.</p> <ul style="list-style-type: none"> ➤ To ensure economic infrastructure development that will impact on formal and informal business. ➤ To drive housing development. ➤ To empower women & youth through business initiatives and training & development; and ➤ To ensure the development of tourism and agriculture. ➤ To promote the generation of revenues through advancing business investments. 	<ul style="list-style-type: none"> ➤ To undertake advocacy on recycling. ➤ To develop an Investment Framework that will attract and retain investors. ➤ To develop investment friendly policies. ➤ To ensure business licensing is implemented. ➤ To manage the landfill site; and ➤ To implement tourism and agricultural activities. 	<ul style="list-style-type: none"> ➤ To engage investors through various investment forums
KPA 4: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT			
GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
Municipal self-financial sustainability and best management	<ul style="list-style-type: none"> ➤ To build a municipality with adequate revenue for self-sustainability. ➤ To eradicate dependency on grants by the municipality. ➤ To enhance the achievement of a 	<ul style="list-style-type: none"> ➤ Ensuring that outstanding fees from accounts owed to the municipality are collected. This includes rates, taxes, traffic fines and other services that are collected. 	<ul style="list-style-type: none"> ➤ Municipal financial viability. ➤ Adoption of a comprehensive debt collection policy. ➤ Implementation of the said policy. ➤ Regular reporting to EXCO.

	<p>clean audit report by 2017/18 onwards.</p> <ul style="list-style-type: none"> ➤ To create a culture of good financial management with special emphasis on revenue; expenditure; controls and systems improvement. ➤ To establish political structures and ensure election of respective office - bearers within the ambit of law; 	<ul style="list-style-type: none"> ➤ Filling of all vacant positions with qualified personnel. ➤ Early requisition of posts advertised by the department. ➤ Commissioning of a cleansing project. ➤ Allocation of cleansing under MSIG. ➤ Public participation and good governance. ➤ Timely reporting to Treasury; Provincial and National departments. ➤ Reporting to EXCO and Council Reporting on compliance levels covering all compliance matters. ➤ Monthly submission of section 71 and 72 reports to EXCO or Council. ➤ Ensure regular sitting of audit committee. ➤ Monitor shared service issues. ➤ Ensure that audit committee matters are presented before council by the 	<ul style="list-style-type: none"> ➤ Ensuring that the finance department is provided with necessary employees to ensure that the department functions efficiently. ➤ Ensure that the database is updated so that it provides the correct particulars of clients and that all clients are registered and billed in terms of property act requirements. ➤ Ensure that statutory reports are prepared and submitted to the relevant committees and other authorities, as per legislative requirements. ➤ Ensure that the sections 71 and 72 reports are prepared and submitted to the relevant structures (exco, council, national treasury, and provincial treasury), as per legislative requirements. ➤ Ensure that the audit committees execute its duties in terms of oversight. ➤ Ensure that the internal audit unit is appointed and
--	--	---	---

		<p>committee chairperson.</p> <ul style="list-style-type: none"> ➤ Utilization of external service providers to enhance effectiveness and efficiency. ➤ Continuous commitment by internal audit committee. ➤ Early replacement or filling of vacancies. ➤ Regular sittings as per the schedule of meetings. ➤ Budget allocation for sittings. ➤ Provision of adequate technical support to the office of the Speaker. ➤ Quarterly report on the sitting of Portfolio committees. ➤ Nomination of resource officials for committees. ➤ Regular monitoring of compliance. ➤ Reporting on key items like absenteeism. ➤ Standing item on ward committees in EXCO agenda. 	<p>functions accordingly.</p> <ul style="list-style-type: none"> ➤ Ensure that ward committees are established and functional. ➤ Ensure that the constituency meetings are held quarterly in all wards. ➤ Ensure that the Portfolio committee meetings are held as per council annual schedule. Ensure that standing rules of order is reviewed and implemented. ➤ Ensure that the ward committee reports are submitted to EXCO and council for discussion and implementation. ➤ Ensure that 2019/2020 annual financial statements are prepared and submitted to Auditor General by 31 August 2020. ➤ Ensure that the 2019/2020 annual performance report is prepared and submitted together with the annual financial statements by 31 August 2019. ➤ Ensure that the public participation process is
--	--	--	---

		<ul style="list-style-type: none"> ➤ Submission of a detailed report for discussion. ➤ Preparation of monthly financial statements. ➤ Submission of monthly statements to EXCO. ➤ Finalization of AFS on second week of August. ➤ Preparation of draft performance report at the end of June. ➤ Preparation of the relevant schedule. ➤ Provision of technical support to the Mayor and Speaker. ➤ Allocation of public participation resources. ➤ Preparation of monthly financial statements. ➤ Submission of monthly statements to EXCO. ➤ Finalization of AFS week of August. ➤ Preparation and submission of quarterly reports to council. ➤ Preparation of draft performance 	<p>undertaken as legislation requires.</p> <ul style="list-style-type: none"> ➤ Submission on the 10th of every month. ➤ Ensure that 2019/2020 annual financial statements are prepared and submitted to Auditor General by 31 August 2020. ➤ Submission of four reports per annum. ➤ Ensure that the 2019/2020 annual performance report is prepared and submitted together with the annual financial statements by 31 August 2020
--	--	---	---

		report at the end of June.	
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
Promoting a culture of public participation and good governance	<ul style="list-style-type: none"> ➤ To enhance communication between the municipality and the community. ➤ To allow the needs of the community to be addressed first (B2B). ➤ To establish political structures and ensure election of respective office - bearers within the ambit of law. ➤ To enable staff members to work in line of local government legislations. 	<ul style="list-style-type: none"> ➤ Ensure that policies of public participation that are developed and adopted are in line with legislations. 	<ul style="list-style-type: none"> ▪ Ensure that the public participation process is undertaken as legislation requires.
KPA 6: ENVIRONMENTAL AND SPATIAL MANAGEMENT			
GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
Efficient Use of Space and promotion of Harmonious Development	<ul style="list-style-type: none"> ▪ To ensure the efficient use of land-based land capability and suitability characteristics. 	<ul style="list-style-type: none"> ▪ To ensure that proper land zoning for various activities is undertaken. 	<ul style="list-style-type: none"> ▪ To engage stakeholders who are potential stakeholders in using land for various economic and social development infrastructures.

--	--	--	--

G.4 National and Provincial Programmes Rolled-Out at Municipal Level

G.4.1 Principles Applicable

There are principles that form the foundation of good governance and public participation, and these are.

G.4.2 Back to Basics

Put people and their concerns first and ensure constant contact with communities through effective public participation platforms.

Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for, and delivery of infrastructure and amenities, maintenance, and upkeep, including the budgeting to do this. Municipalities must ensure that there are no failures in services and where there are, restore them with urgency.

Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.

Ensure sound financial management and accounting, and prudently manage resources to sustainably deliver services and bring development to communities.

Build and maintain sound institutional and administrative capabilities administered and managed by dedicated and skilled personnel at all levels.

G.4.3 Batho Pele Principles

Dannhauser Local Municipality has adopted the Batho Pele Principles in its administrative and political structures to achieve a high-quality services delivery to the people and stakeholders:

Consultation: the municipality will undertake public participation with its community in areas that require economic and social development and growth. Various public engagement methods will be undertaken, this will include izimbizo, ward meetings, etc.

Service Standards: The municipality will keep on striving towards the provision of quality services that satisfy the community.

Access: The municipality is striving to ensure that the community accesses all necessary basic services. Although there is a limitation in the financial funds available, the municipality will source additional funds to achieve delivery across board.

Courtesy: Customers of the municipality will always be treated with respect and dignity irrespective of gender, religion and or race.

Information: The municipality will convey information on various programmes deliverables and will also gather information from the community through various engagement platforms with the community. This will be through IDP Rep Forums, newspapers, radio, pamphlets, Imbizo, etc.

Openness and Transparency: The municipality has structures that ensure that the public knows municipal activities. The public through sector reports, IDP, financial annual reports, strategic plans, etc., have information made available.

Redress: The municipality has implemented the complaints register and a suggestion box that will enable to the municipality to redress any services delivery that is inadequate, or wrongly done, etc.

Value for Money: Our municipality is continuously ensuring that its financial resources are used effectively and efficiently and avoidance of wasteful expenditure, fraud and corruption and innovation in the utilization of current resources is undertaken to deliver services at little or no cost.

Encouraging Innovation and Rewarding Excellence: The municipality is undertaking integrations and partnerships with stakeholder in different sectors of the economy, this is promoting the development and growth of both economic and social elements in the jurisdiction.

G.4.4 Batho Pele Policy & Procedure Manual.

The municipality will commence its investigation into the development of the required policy and procedure manual for adoption in the 2020/21 financial year.

G.4.5 Service Delivery Charter & Standards

The municipality has a draft “Customer Service Policy” which complies with the Batho Pele Policy & Procedures.

G.4.6 Municipal Values

As a service delivery orientated organization, and to satisfy the goal of achieving Customer Service excellence, a common set of values, that guides the interaction between municipal staff and our customers shall form the basis of the relationship between the Municipality and its Customers.

Commitment to the following values will guide our Staff interaction with Customers and form the cornerstone of our customer focused approach:

- i) Mutual Respect, which includes mutual trust and understanding.
- ii) Good Customer Care.
- iii) Efficient and Excellent Service.
- iv) Integrity and Professionalism.
- v) Equity and Fairness
- vi) Compassion and Dignity

The following are its strategic objectives; to establish a sound customer management system that aims:

- To meet the consumer’s needs in a responsible and pro-active way.
- To enhance and to create a positive and cooperative relationship between the Municipality in relation to the payment of levied rates and other taxes by the Municipality and where applicable, any service provider.
- To provide quality service to all stakeholders interacting with the municipality, the public, service providers, contractors, fellow staff members in every department and other government agencies.
- To provide a reliable, responsive, competent, accessible, courteous, multi-optional, affordable and to always treat consumers with empathy and under all circumstances.
- To ensure that customers are provided with the relevant information as and when it’s needed in the appropriate format.
- To ensure that customer complaints are addressed promptly, timeously and to the full satisfaction of the customer.

- To ensure that customers, both internal and external to the municipality always receive consistent and fair treatment.
- To define a manageable customer care framework to ensure loyalty and participation of customers into the objectives of the municipality.
- To restore and promote the culture of paying for services rendered and used.
- To encourage those not paying, to do so in the interest of sustainable services delivery; and
- To equip Municipal staff with knowledge and competencies to continuously enhance the service standards according to changing customer needs.

G.4.7 Mayoral Izimbizo and Constituency Meetings

The municipality has developed a Public Participation Policy, under the Office of the Speaker. The policy reflects on a few tools that local government uses to communicate with the public, these include: IDP/Budget Roadshows and Constituency Meetings. Constituency Meetings are held on a quarterly basis and focus on ensuring that the Ward Councilor reports back to the local community on a quarterly basis. The Councilor reports on issues relating to progress made in the Ward and reports on projects that are at planning or implementation phase.

G.4.8 Operation Sukuma Sakhe

Dannhauser Municipality has successfully rolled-out operation “Sukuma Sakhe” within its area of jurisdiction. Operation Sukuma Sakhe Program (formerly known as the Flagship Programme) seeks to address food security, fight diseases, in particular HIV, AIDS and TB, and poverty, to empower women and youth, and to instill behavioural change amongst the citizens of the province. The formulation of this 3rd Generation IDP has adopted the principles of the Operation Sukuma Sakhe Program. Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the different spheres of government. It also provides an indication of how the delivery of services can be undertaken through partnerships with the community, stakeholders, and government.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. The program encourages social mobilization, whereby communities have a role, as well as the delivery of government services in a more integrated way. The municipality has the following system or tools for public participation:

Table 89: Municipal Public Participation Tools

ACTIVITY	OBJECTIVE	TIME FRAME	RESPONSIBLE OFFICIAL OR PERSONNEL
Ward Constituency Meetings	Ward Councilor and the Mayor report to their respective Wards on the progress made	Quarterly	Office of The Speaker and Public Participation Officer
Ward Committee Meetings	For the Ward Councilor to engage with the Ward Committee Members on issues affecting the ward	Monthly	Ward Councilor and Ward Committee Members
Mayoral Roadshows	Reporting to the stakeholders on the implementation of the Budget/IDP/PMS, process for participation on the compilation of the draft IDP/Budget/PMS, and tabling of the draft Budget/IDP/PMS	As Per Approved Process Plan	Municipal Manager and Mayor

	to communities and stakeholders		
Ward Public Meetings	Quarterly public meetings for reporting by the Ward Councilor to the public	Quarterly	Ward Councilor and The Speaker

The Operation Sukuma Sakhe structure is functional, and all departments are participating. The Municipality established all Operation Sukuma Sakhe activities as per Provincial Government guidelines. The mayor is the Chairperson of the Operation Sukuma Sakhe, and all Councilors are participating. All committees for Operation Sukuma Sakhe were established and are participating; these include:

- Task Teams.
- War Rooms in all Wards.
- Departments, Traditional Leadership and
- Ward Committees.

Operation Sukuma Sakhe assists on expediting service delivery and ensuring that services are accessible and satisfactory for citizens. War Rooms meetings are held on a weekly basis; however, the attendance is sometimes a challenge since departments are usually engaged in other commitments. The Operation Sukuma Sakhe structure is illustrated below.

Figure: Operation Sukuma Sakhe Structure

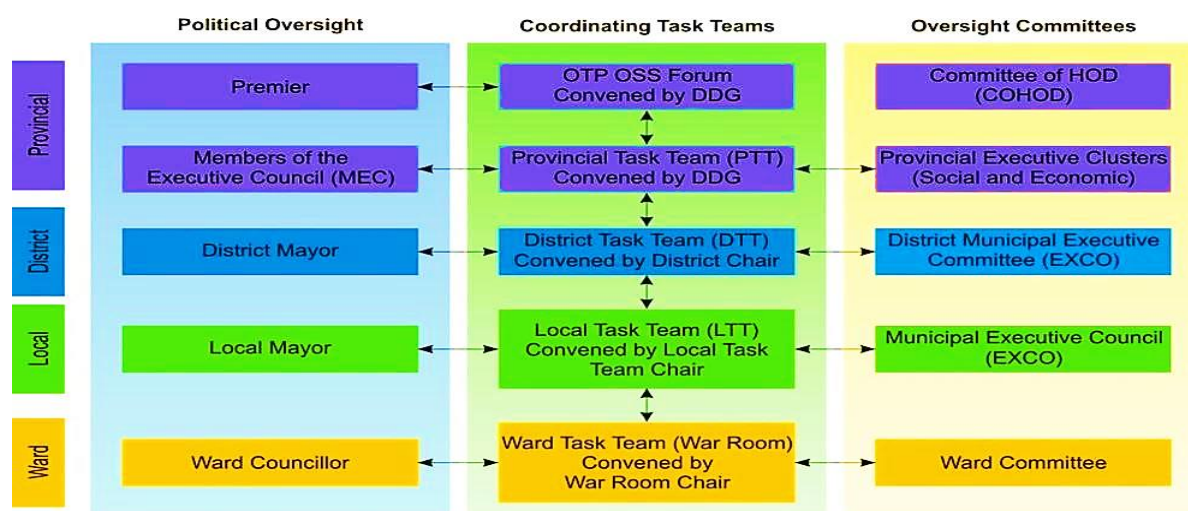


Table 90: War Rooms

MON TH	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13
Date, Time and Venue													
Janu ary	19th Koppie Alleen Hall	19 th Emafu sini Hall	19 th Verdri et Hall	19th Millford Hall	19 th Kwamgi diz A Hall	19 th Fairbreez e/ Poona	19 th Kwadaka ne Hall	19 th Springbok Multipurp ose Center	19th Mafaha wa Ne	19 th Eastbo urne Hall	19 th Thusoun g Centre. E	19th Kwamgid azi Hall	19th Moyi Hall
Febru ary	16th Koppie Alleen Hall	16 th Emafu sini Hall	16 th Verdri et Hall	16th Millford Hall	16 th Kwamgi diz A Hall	16 th Fairbreez e/ Poona	16th Kwadaka ne Hall	16 th Springbok Multipurp ose Center	16th Mafaha wa Ne	16 th Eastb ourn E Hall	16 th Thusoun g Centre	16th Kwamgid azi H	16th Moyi H

March	23th Koppie Alleen Hall	23th Emafu sini Hall	23th Verdri et Hall	23th Millford Hall	23th Kwamgi diz A Hall	23th Fairbr Eeze/ Poona	23th Kwadaka ne Hall	23th Springbok Multipurp ose Center	23th Mafaha wa Ne	23th Eastb Ourn E Hall	23th Thusoun g Centre E	23rd Kwamgid azi H	23rd Moyi H
April	20th Koppie Alleen Hall	20th Emafu sini Hall	20th Verdri et Hall	20th Millford Hall	20th Kwamgi diz A Hall	20th Fairbreez e/ Poona	20th Kwadaka ne Hall	20th Springbok Multipurp ose Center	20th Mafaha wa Ne	20th Eastb Ourn E Hall	20th Thusoun g Centre E	20th Kwamgid azi H	20th Moyi H
May	11th Koppie Alleen Hall	11th Emafu sini Hall	11th Verdri et Hall	11th MillfoRd Hall	11th Kwamgi diz A Hall	11th Fairbr Eeze/ Poona	11th Kwada Kane Hall	11th Springbok Multipurp ose Center	11th Mafahla wa Ne	11th Eastb Ourne Hall	11th Thusoun g Centre	11th Kwamgid azi H	11th Moyi H

June	8th Koppie Alleen Hall	8th Emafu sini Hall	8th Verdri et Hall	8th Millfo Rd Hall	8th Kwamgi diz A Hall	8th Fairbr Eeze/ Poona	8th Kwada Kane Hall	8th Springbok Multipurp ose Center Springbok Multipurp ose Center	8th Mafa Hlawane	8th Eastb Ourn E Hall	8th Thusoun g Centre	8th Kwamgid azi H	8th Moyi H
July	13th Koppie Alleen Hall	13th Emafu sini Hall	13th Verdri et Hall	13th Millfo Rd Hall	13th Kwamgi diz A Hall	13th Fairbr Eeze/ Poona	13th Kwada Kane Hall	13th Springbok Multipurp ose Center	13th Mafa Hlawane	13th Eastb Ourn E Hall	13th Thusoun g Centre	13th Kwamgid azi H	13th Moyi H

August	17th Koppie Alleen Hall	17th Emafu sini Hall	17th Verdri et Hall	17th Millfo Rd Hall	17th Kwamgi diz A Hall	17th Fairbr Eeze/ Poona	17th Kwada Kane Hall	17th Springbok Multipurp ose Center	17th Mafa Hlawane	17th Eastb Ourn E Hall	17th Thusoun g Centre	17th Kwamgid azi H	17th Moyi H
September	7th Koppie Alleen Hall	7th Emafu sini Hall	7th Verdri et Hall	7th Millfo Rd Hall	7th Kwamgi diz A Hall	7th Fairbr Eeze/ Poona	7th Kwada Kane Hall	7th Springbok Multipurp ose Center	7th Mafa Hlawane	7th Eastb Ourn E Hall	7th Thusoun g Centre	7th Kwamgid azi H	7th Moyi H
October	5th Koppie Alleen Hall	5th Emafu sini Hall	5th Verdri et Hall	5th Millfo Rd Hall	5th Kwamgi diz A Hall	5th Fairbr Eeze/ Poona	5th Kwada Kane Hall	5th Springbok Multipurp ose Center	5th Mafa Hlawane	5th Eastb Ourn E Hall	5th Thusoun g Centre	5th Kwamgid azi H	5th Moyi H

Nove mber	9th Koppie Alleen Hall	9th Emafu sini Hall	9th Verdri et Hall	9th Millfo Rd Hall	9th Kwamgi diz A Hall	9th Fairbr Eeze/ Poona	9th Kwada Kane Hall	9th Springbok Multipurp ose Center	9th Mafa Hlawa Ne	9th Eastb Ourn E Hall	9th Thusoun g Centre	9th Kwamgid azi H	9th Moyi H
--------------	---------------------------------	------------------------------	-----------------------------	-----------------------------	--------------------------------	---------------------------------	------------------------------	--	----------------------------	--------------------------------	-------------------------------	----------------------------	------------------

Table 91: Local Task Team Schedule

Month	Date	Venue
January	4th (Tuesday)	KwaMdakane Thusong Service Centre
February	1th (Tuesday)	KwaMdakane Thusong Service Centre
March	1th (Tuesday)	KwaMdakane Thusong Service Centre
April	5th (Tuesday)	KwaMdakane Thusong Service Centre
May	3rd (Tuesday)	KwaMdakane Thusong Service Centre
June	7th (Tuesday)	KwaMdakane Thusong Service Centre
July	5th (Tuesday)	KwaMdakane Thusong Service Centre
August	2nd (Tuesday)	KwaMdakane Thusong Service Centre
September	6th (Tuesday)	KwaMdakane Thusong Service Centre
October	4th (Tuesday)	KwaMdakane Thusong Service Centre
November	1st (Tuesday)	KwaMdakane Thusong Service Centre

G.4.9 Expanded Public Works Program (EPWP) (Poverty Alleviation)

The municipality has a currently on-going EPWP community development activity. Members who reside in the community are contracted to the municipality and undertake general manual work in different wards. The program has aided in the provision of wages to the members and has impacted positively in their lives as there is a high rate of unemployment within the jurisdiction. The program is financed by the Department of Public Works.

G.4.10 Community Works Program (CWP) (Poverty Alleviation)

The municipality has accessed the CWP from Cogta – Kzn, this initiative is an extension arm of the EPWP, some members of the community are also contracted through this program and undertake general manual labour. The community members have benefited as they also earn wages through this initiative. Currently it is implemented in wards 1, 3, 8, 9, 11 and 13.

G.4.11 Poverty Alleviation Program

The municipality currently has no Poverty Alleviation Strategy in place; however, the municipality developed the Poverty Reduction Strategy during the 2013/2014 financial year and reviews it annually. A budget for the Municipal Zibambebe Program is in existence, it is a program funded through the EPWP. As part of the program, the municipality engaged 190 people for a period of 2 years, 48 of the participants are employed on a fixed term period of 3 months. This is an initiative to improve the financial status and ameliorate standards of living of deserving individuals. The target groups for this program are non-youth individuals which can be categorized under the indigent bracket. All Wards are benefiting from the program and participants are identified by Ward Councilors. A panel comprising of municipal officials conducts an assessment on individual households who have benefited from the project, and compiles reports monthly to submit to sector departments and for filing within its offices. The participants work 8 days a month including supervisors and are provided with working tools and safety materials.

G.4.12 Intergovernmental Relations (IGR)

The municipality embraces the Intergovernmental Fiscal Relations Act, No.97 of 1997, and Intergovernmental Relations Framework Act, No. 13 of 2005 and concomitant regulations. Sector departments participate in the Integrated Development Planning (IDP) process, since it is a strategic planning document that is intended to guide their capital budgets. Information on planned projects by sector departments should inform the multi-year plans, and municipalities must not receive unexpected grants since this cripple planning and can lead to adhoc project implementation. It should be compulsory for all sector departments to align their budgets with municipal budgets and allocate resources using the prioritization list available from municipalities after thorough consultations with communities. The municipality is involved in the following IGR structures:

Table 92: Dannhauser IGR Structures

NO.	NAME/DESCRIPTION	PURPOSE	STATUS QUO
1.	MAYOR'S FORUM	To discuss governance issues in the district	Actively participating in the District Mayor's Forum, and attending all planned and scheduled meetings
2.	MUNICIPAL MANAGER'S FORUM	To discuss administrative issues in the district	Actively participating
3.	CFO'S FORUM	To discuss the financial matters in the district	Actively participating
4.	COOPERATE SERVICES FORUM	To discuss the IGR, Governance, and other administrative strategic issues	The committee meets quarterly, and the municipality is actively participating in the forum
5.	COMMUNITY SERVICES FORUM	To discuss Community Services related issues in the district, and to ensure cooperation and alignment	The committee meets quarterly, and the municipality is actively participating in the forum
6.	TECHNICAL SERVICES FORUM	To discuss all Technical Services related issues, Service Delivery, Planning for support and alignment	The committee is meeting quarterly, and the municipality is actively participating in the forum

NO.	NAME/DESCRIPTION	PURPOSE	STATUS QUO
7.	PLANNERS FORUM	For coordination of the Planning matters	The committee is meeting quarterly, and the municipality is actively participating in the forum
8.	IDP DISTRICT FORUM	For planning and alignment on issues concerning the municipalities in the district	The committee is meeting quarterly, and the municipality is actively participating in the forum
9.	AFLED	Forum for coordination and alignment on LED	The committee is meeting quarterly, and the municipality is actively participating in the forum
10.	DTAC	Forum PMS, which is coordinated by the District Municipality and COGTA KZN, PMS Section	The committee is meeting quarterly, and the municipality is actively participating in the forum.
11.	INTERNAL AND AUDIT COMMITTEE	Forum for Internal Audit and Audit Committee coordinated by the District Municipality	Forum meets quarterly
12.	DISASTER MANAGEMENT ADVISORY FORUM	For coordination and management on the Disaster Management issues and alignment	The municipality is actively participating in the District Advisory Forum, and meetings are coordinated by the District Municipality

Some of the government departments that have integration with the municipality are;

- Department of Cooperative Governance and Traditional Affairs.
- Department of Public Works.
- Department of Transport.
- Department of Rural Development and Land Reform.
- Kzn – Provincial Treasury.
- Department of Human Settlements.
- Department of Economic Development, Tourism and Environmental Affairs – Kzn
- Department of Sports & Recreation.
- Department of Health.
- Department of Statistics South Africa – Kzn;
- Amajuba District Municipality.
- Department of Social Development.
- Department of Home Affairs
- Department of Education; and
- Department of Energy.

G.4.13 MUNICIPALITY STRUCTURES

Dannhauser municipality has all the statutory structures in-place, which are required for the processes involved in the development of the IDP. These can be outlined as follows:

G.4.14 WARD COMMITTEE

Ward Committees were elected at the beginning of the term of the newly elected Council in August 2017, and as at end of January 2018, all ward committees were fully functional and operational within their constituencies. The ward committees participate on the IDP representative forum, and they have their own scheduled ward meetings as approved by the Municipal Council, which are held on a monthly basis. The matters raised at the meetings are conferred to the Municipal Council for consideration on how they may be addressed and prioritized. All Ward Committees of Dannhauser Municipal Area had Ward Operational Plans in place which were established in consultation with Ward Committees and Ward Councilors, and they are monitored by COGTA in consultation with the municipality on a quarterly basis.

The municipality set aside a budget of R 2 000 000 for the ward committee's operation. This budget covers a stipend of R 550, airtime allowance of R100, and a transport allowance of R 100 for meetings and other council activities as approved by the Speaker. Dannhauser Municipality Ward Committees are functional, though there is a challenge which is the regular submission of the sectoral reports and in some instances poor attendance by the community. The office of the Speaker will have to provide monitoring for addressing these challenges. Their reports are submitted to the Office of the Speaker and Manager Corporate Services, and then subsequently submitted to EXCO for decision making.

Dannhauser Municipality were allocated 6 Community Development Workers (CDW's) in Wards 1, 3, 8, 9, 11 and 13. The office of the Speaker, Manager Corporate Services and Public Participation Officer are responsible for CDW's. The CDW's are participating in all Council activities including Ward Committee meetings, Constituency Meetings, War Rooms, and Operation Sukuma Sakhe.

G.4.15 IDP Steering Committee

This structure comprises of the sector departments, municipal management, parastatals, and other service delivery agencies. The structure aids in aligning the operational strategies and resources of the stakeholders with the municipality. The projects identified by the various municipal sector can be resourced by the sector departments and other stakeholders.

G.4.16 IDP Representative Forum

This is a much wider IDP participatory platform which includes the members of the IDP steering committee, municipal councilors, ward committees and general members of the community. The Municipal Systems Act, No. 32 of 2000, Chapter 5, gives a directive that every municipality must prepare and develop an IDP which has inputs from the community. The municipality has thus formulated an IDP Representative Forum which represents the community members within the jurisdiction. The forum has sector departments, NGO, private business, farming groups, other social group representatives, all who give input to the IDP. Prior to any of the meetings, a public communication is made through various forms of media including word of mouth.

G.4.16 Portfolio Committees

Dannhauser has seven portfolio committees, which are the internal structures that discuss issues and make recommendations concerning various matters to Executive Council Committee.

G.2.2.17 Executive Committee

This structure comprises of four members of council (including the Mayor). It is responsible for making recommendations on items before they reach council.

G.4.18 Council

The full council of Dannhauser has a complement of 21 members who take final decisions for the municipality. Ward councilors represent their ward constituents and indicate the matters raised by their communities.

G.4.19 IDP Process Plan Structure

The IDP preparation and process championed by the mayor who is the chairperson of the IDP and Budget Steering Committee, and is also a support the IDP Representative Forum, Municipal Manager and IDP Coordinator. The committee ensures the alignment and co-ordination of the IDP projects and municipal budget, allowing for the proper allocation financial resources. Where there is insufficient funding for other projects, these are also noted.

G.4.20 COMMUNICATION PLAN FOR PUBLIC PARTICIPATION

Ward Constituency Consultation

The municipality has developed a reporting framework to communities via Ward Councilors and through Ward Constituency Meetings which are convened by the Office of the Speaker. These meetings create a platform for Ward Councilors to provide report backs. The public is also allowed to further engage on issues of development and service delivery nature and make input on any proposed developments. The Ward Constituency Meetings are held on a quarterly basis, however currently the municipality can only convene 2 meetings a year due to a limited budget. During these sessions of meetings, the sector departments are invited to report on programmes that they are responsible for. The municipality provides transport, publicity, venues and catering for these meetings. The most effective means of communication for Ward Constituency Meetings are loud hailing, print media advertisement as well as through a Facebook page.

Information Technology - Communication Means: SMS, Facebook, and Website Pages

The municipality has a fully functional IT system, which is managed internally, with the following systems in place, Office 365 Midsize business, Mun-soft and VIP Payroll. The municipality has developed the IT Strategic Plan, IT Policies, IT Disaster Recovery Plan, and ICT Governance Framework. Some of these IT Policies were

approved during the 2023/2024 financial year and have been reviewed annually. The IT Disaster Recovery Plan, ICT Framework and IT Strategic Plan were developed, and they are due for approval before the end of the financial year. The IT function is under Corporate Services department and the municipality has appointed an IT Officer for the day-to-day management of the IT section. The municipality has a fully functional Website Page which is managed internally by the IT Officer. The website allows the municipality to the public to access, inter alia, municipal policies and plans such as the IDP, Budget and PMS. In addition, the municipality established an SMS system, with the number 4409. The system allows communities to report on a myriad of issues and a Facebook page was also established for similar purposes. The services provided by the IT section are reflected on.

As required by the CGICT (Corporate Governance of ICT) Policy, IT must be aligned with the Municipality goals. To enable the Municipality to meet its goals as set out in this IDP, the ICT section of the Municipality provides the following services, either by the in-house provision, outsourcing or a combination.

G.4.21 DANNHAUSER ICT GOVERNANCE FRAMEWORK

G4.21.1 Vision Governance (Political Leadership)

The roles of this body are to ensure that the municipality's technology vision includes inputs from, the leadership and that it is aligned to the Municipalities Vision and IDP. This body also ensures that there is a clear link between ICT and service delivery which also includes the national goal for universal access telecommunications, information, and e-government services. This Body must:

- Provide political leadership and strategic direction.
- Determine policy and provide oversight.
- Ensure that ICT service delivery enables the attainment of the strategic plan.
- Take interest in the Governance of ICT to the extent necessary to obtain comfort that a properly established and functioning governance of ICT is in place to enable the Institution to leverage ICT as a business enabler.
- Assist the Accounting Officer to deal with inter-governmental, political, and other ICT – related municipal business issues beyond their direct control or influence; and
- Ensure that the municipality's organizational structure makes provision for the corporate governance of ICT.

G.4.21.3 Planning Governance (Corporate Governance of ICT)

This body will exist to facilitate key planning activities, such as strategic and tactical planning and coordination of significant service strategy decisions. These bodies rely on input from many other governance bodies in both the Vision and Technology Operations Alignment categories. The IDP and SDBIP must be the key focal points for this body.

The Planning and Governance Body must assist the accounting officer to:

- Provide strategic leadership and management.
- Ensure alignment of the ICT strategic plan with the municipal strategic plan IDP.
- Ensure that the corporate Governance of ICT is placed on the municipal strategic agenda.
- Ensure that the municipality's organizational structure makes provision for the corporate governance of ICT.
- Ensure the realization of the municipal-wide value through ICT service delivery and management of municipal and ICT related risks.
- Exercise delegation of authority, personal responsibility and – accountability to the CITO and Executive Management with regards to the Corporate Governance of ICT.
- Provide appropriate ICT capability and capacity and the appointment of a suitably qualified and experienced CITO / IT Manager. The CITO / IT Manager should have access to and regularly interact on strategic ICT matters with the Accounting Officer and Executive Management; and
- Monitor and evaluate the effectiveness of the Corporate Governance of ICT.

ICT Governance Layers Model



The Adopted Corporate Governance ICT Guideline; indicates the following objectives:

- Raising the profile of ICT.
- Raising the profile of ICT as a strategic enabler for effective administration and service delivery.
- Bringing international good practices into the municipal arena.
- Further strengthening corporate governance of ICT as well as ensuring the CIO (head of ICT) be an integral part of the executive management of a municipality.
- Institutionalizing IT governance as an integral part of municipal corporate governance.
- Creating a process whereby IT governance standards across and within the local government sector can be introduced; and
- Improving the IT governance literacy and lingo.

G.4.21.3 Implementation of ICT Governance Structures

ICT Governing Body and Its Decision-Making Authority,

Table 93: ICT Governance & Decision-Making Authorities

Governance Category	Governing Body	Description	Decision Rights	Accountability
Vision, Planning	Council Technology Advisory Portfolio Committee	<p>Sub portfolio committee of the Corporate Services Committee, the key role of this committee is to exercise political oversight over ICT and to drive the mandate of universal access to services as one of the service deliveries mandates.</p> <p>The Corporate Service Portfolio committee may also be used for this function.</p>	This body is Consulted and Informed on issues requiring political guidance and referring matters to upper political structures.	<p>Providing Oversight.</p> <p>Approving Policies;</p> <p>Adopting ICT budget;</p> <p>Adopting Sharing of ICT services</p>
Vision, Planning and Operations	ICT steering Committee	Sub-committee of the Municipalities Management Committee, the ICT steering committee may include ICT Service Providers, expert employees and Heads of Departments from	The Committee is accountable for operational or policy implementation issues. Issues requiring Management support or political	<p>Approving ICT projects.</p> <p>Adopting recommendations of the ICT Risk Management and Planning Committee.</p>

Governance Category	Governing Body	Description	Decision Rights	Accountability
		<p>other Departments or their representatives.</p> <p>The ICT steering Committee is chaired by the Municipal Manager.</p>	support are referred to MANCO.	ICT Governance.
Planning and Operations	ICT Planning and Risk Management Committee	<p>This committee should be established to promulgate long range information technology plans to support the business and the needs of the Municipality's customers.</p> <p>This forum should be made up of System owners (GIS, FMS, HR, EDMS, DISASTER, etc.), the IDP Manager, Performance management representatives and Internal Audit.</p> <p>From ICT this forum must include the ICT Security Officer and is chaired by the CITO.</p>	<p>This forum can recommend modifications to the Municipality's ICT Infrastructure and propose amendments of the ICT policy.</p> <p>This committee also reviews ICT performance on existing services and customer – facing processes.</p>	<p>ICT Risk and compliance.</p> <p>ICT operability and availability.</p> <p>Policy enforcement.</p> <p>ICT resources Management.</p>
Operations	ICT Projects Steering	The ICT Projects Steering Committee	This committee makes	ICT projects

Governance Category	Governing Body	Description	Decision Rights	Accountability
	Committee.	shall be established for each ICT project. This committee shall be chaired by the CITO and its composition shall be determined in the project charter.	decision on the project implementation and escalates all issues to the ICT steering committee.	

G.4.21.4 ICT Governance Principles:

PRINCIPLE 1: POLITICAL MANDATE

The Corporate Governance of ICT must enable the municipality's political mandate.

The Executive Authority must ensure that the Corporate Governance of ICT achieves the political mandate of the municipality.

PRINCIPLE 2: STRATEGIC MANDATE

The Corporate Governance of ICT must enable the municipality's strategic mandate. The Accounting Officer must ensure that the Corporate Governance of ICT assists in achieving the municipality's strategic plans.

PRINCIPLE 3: CORPORATE GOVERNANCE OF ICT

The Accounting Officer is responsible for the Corporate Governance of ICT. The Accounting Officer must create an enabling environment in respect of the Corporate Governance of ICT within the applicable legislative and regulatory landscape and information security context.

PRINCIPLE 4: ICT STRATEGIC ALIGNMENT

ICT service delivery must be aligned with the strategic goals of the municipality.

The Executive Management must ensure that ICT service delivery is aligned with the municipality's strategic goals and that the municipality accounts for current and future capabilities of ICT. It must ensure that ICT is fit for purpose at the current service levels and quality for both current and future municipal needs.

PRINCIPLE 5: SIGNIFICATE ICT EXPENDITURE

The Executive Management must monitor and evaluate significant ICT expenditure.

Executive Management must monitor and evaluate major ICT expenditure, ensure that the ICT expenditure is made for valid municipal business enabling reasons and monitor and manage the benefits, opportunities, costs and risks resulting from this expenditure, while ensuring that information assets are adequately managed.

PRINCIPLE 6: RISK MANAGEMENT AND ASSUARANCE

Executive Management must ensure that ICT risks are managed and that then ICT function is audited.

Executive Management must ensure that ICT risks are managed within the municipal risk management practice. It must also ensure that the ICT function is audited as part of the municipal audit plan.

PRINCIPLE 7: ORGANIZATIONAL BEHAVIOR

Executive Management must ensure that ICT service delivery is sensitive to organizational behavior / culture. Executive Management must ensure that the use of ICT demonstrates the understanding of and respect for the organizational behavior/ culture.

G.4.21.5 Corporate Governance in Relation to ICT

While governance developments have primarily been driven by the need for transparency of enterprise risks and the protection of shareholder value, the pervasive use of technology has created a critical dependency on ICT that calls for a specific focus on ICT governance. The corporate governance of ICT is a subset of corporate governance and is an integral part of the governance system:

- The Executive Authority provides the political leadership.
- The Accounting Officer provides the strategic leadership; and
- Executive Management is responsible to ensure that governance of ICT is implemented and managed.
- The corporate governance of ICT involves evaluating and directing the plans for the use of ICT to support the Institution and monitoring it. It includes the

strategy and policies for using ICT within an Institution. The executive authority and executive management are accountable and responsible to ensure that governance of ICT is implemented in their institution in line with this framework.

G.4.21.6 ICT Governance

- Provides the structure that links ICT processes, ICT resources and information to enterprise strategies and objectives.
- Enables the integration and institutionalization of best practices of planning and organizing, acquiring, and implementing, delivering and supporting, and monitoring and evaluating ICT performance to ensure that the enterprise's information and related technology support its business objectives.
- Allows the enterprise to take full advantage of its information; and
- Identifies control weaknesses and assures the efficient and effective implementation of measurable improvements.

G.4.22. IT STEERING COMMITTEE

G.4.22.1 Committee Role

The overarching goal of the IT Steering Committee is to align information technology with the IDP and the Municipalities business needs. To foster this alignment, the committee includes representatives from MANCO as well as members that provide a customer line-of-business perspective. The committee is chaired by the Municipal Manager. The committee includes Service Providers with long terms ICT contract with the Municipality and representation from the ICT division being the CITO. Primary responsibility of the IT Steering Committee is to review and approve two key planning activities:

The Municipalities IT Master Plan: The Master Plan outlines the five-year goals, priorities, and strategies for information technology in the State. This plan is required by statute to be updated and reported on every two years.

The Municipal IT Strategic Plan: a plan that describes how IT should be managed and delivered, the strategic plan focuses on the organizational priorities and strategies that will deliver the required outcomes for information technology as outlined in the Master Plan.

- The addition of new shared or common services to the portfolio.
- The retirement of services from the portfolio.
- Business cases and timelines for service delivery (shared vs. unique) and/or sourcing changes to individual services.

- Business cases for major upgrades to key common services.
- Review of service level agreements for ICT between service providers and shared services.

The decision-making matrix of the ICT steering Committee is depicted in the following table:

Table 94: ICT Steering Committee

GOVERNANCE CATEGORY	GOVERNING BODY	DESCRIPTION	DECISION RIGHTS	ACCOUNTABILITY
Vision and Operations	ICT Steering Committee	<p>Sub-committee of the Municipalities Management Committee, the ICT steering committee may include ICT Service Providers, expert employees and Heads of Departments from other Departments or their representatives.</p> <p>The ICT steering Committee is chaired by the Municipal Manager.</p>	The Committee is accountable for operational or policy implementation issues. Issues requiring Management support or political support are referred to MANCO.	<p>Approving ICT projects.</p> <p>Adopting recommendations of the ICT Risk Management and Planning Committee.</p> <p>ICT Governance.</p>

G.4.22.2 Information Services

Table 95: IT SERVICES PROVIDED by Dannhauser

SERVICE	DESCRIPTION
Active Directory	The Active Directory Service provides authentication and ensures that all actions that are performed on the system is properly authorized.
Personal Computers	All users need a desktop or laptop computer to access all services.
Networked Storage	This service allows users to store documents, and other important files, on a network server which is regularly backed up.
Exchange	Amajuba District Municipality uses Microsoft Exchange Server 2010 together with the Outlook client on workstations in order to access email and shared calendars. Each user has a unique email address.
WWW	This service allows users to access information published on the world wide web.
Munsoft FMS	Financial Management System
GIS	Geographical Information System
Antivirus	Users need antivirus software to protect them from malware.
Server	A shared workspace for working on projects.
Website Hosting	Dannhauser.gov.za
Helpdesk	Provides a single point of contact for users when requesting assistance with IT services.

SERVICE	DESCRIPTION
Access Control System	Controls and records access to the building.
Video Surveillance	Provides security video recording of the building.
Data Projectors and Screens	Provides services relating to data projectors and screens
Local Area Network	Provides access to all network related services.
Updates	Ensures that all software on servers and workstations are kept up to date in line with known vulnerabilities.
WAN	Provides access to the internet and network connectivity to remote sites.
Printing and Scanning	Allows users to print and scan documents.
Fax to Email	Allows users to receive faxes via email.
Backup	Makes backup copies of important data to recover from possible disasters.
Audio recording	Record audio for important meetings for transcription and legal compliance purposes.

G.4.22.3 IT Initiatives

In addition to the IT services currently being provided, the following initiatives are being undertaken to improve the value of IT as an enabler of the business and IDP communications tool.

Table 96: Dannhauser IT Initiatives

INITIATIVE	DESCRIPTION
Paperless council	<p>Management has decided to obtain iPads for all councilors, iPads will be used as a communication tool and to distribute agendas and minutes without using paper.</p> <p>It may be possible to realize significant cost savings in this way, reducing the usage of paper and delivery costs. This could also have a significant positive impact on the carbon footprint of the organization.</p>
Voice over IP	<p>Voice over IP, also known as VoIP, is now a mature technology. VoIP refers to the carrying of voice telephone conversations over data networks. Significant costs savings can be realized with the proper implementation of Voice over IP.</p>
Cloud computing	<p>A new trend has emerged in recent years, where IT are no longer hosted on a user's premises. This is called "Cloud Computing". Benefits of cloud computing include reduced capital costs, simplified management and possibly improved legal compliance.</p>

1. IDP Representative Forum & Public Participation Plan
2. Representative Forum

The representative forum will meet as follows and deal with the following issues:

Table 97: IDP Representatives Forum Public Consultation Meetings

NATURE OF MEETING / ACTIVITY	ACTION DATE	OUTCOMES
Ward Committees & Mayor Committees	13 May 2024	The provision of feedback on the status quo and strategic framework components of the IDP; (Process Plan).
Traditional leaders, Izinduna, Landowners	Not held due to poor attendance	The provision of feedback on the status quo and strategic framework components of the IDP. Submission of Capital Projects and Report on; and First Quarter Report
CWP/EPWP Consultation	14 May 2024	The provision of feedback on the status quo and strategic framework components of the IDP. Submission of Capital Projects and Report on; and First Quarter Report.
Budget/IDP Road-shows Meeting for 1,2,3,4,5,6,7,8,9,10,11,12 &13 Wards	20 May 2024	For all stakeholders as prescribed by the legislation (Communities, Ward Committees, Business Representatives, and other structures.
IDPRF MEETING	Pending	Feedback on comments received during the 21-day advert period on the Budget and IDP as well as the public participation process and suggested ways of addressing these issues.

NATURE OF MEETING / ACTIVITY	ACTION DATE	OUTCOMES
		Recommendation by the IDP RF for the adoption of the IDP by Council.

G.4.22.4 Performance & Audit Committee

The municipality has its own PERFORMANCE & AUDIT COMMITTEE, the committee covers both Performance and Financial matters and was appointed in January 2023 for a period of 3 years.

G.4.22.5 Internal Audit Unit

The Municipality outsources Internal Auditors, through the appointment of the Abacwaningi Consulting for a 3-year contract (2023-2025).

G.4.22.6 Audit - Performance Management System (PMS)

The Municipality has developed a Performance Management System (PMS). The PMS covers both organizational performance and individual performance and caters for all departments within the organization. The PMS is reviewed quarterly by the Internal Audit Unit and Audit Committee as per legislative requirements. All Section 54 and 56 Managers positions have been filled, these include: Municipal Manager, Manager Corporate Services, Manager Technical Services, Manager Community Services, and the Chief Financial Officer. The Municipal Audit Committee undertakes the following.

- Reviews the municipality's PMS and makes recommendations to Council.
- Ensures overall performance of the organization and compliances.
- Undertakes assessment of risk reports.
- Reviews all quarterly reports submitted by internal audit; and
- Reviews all financial statements.

G.5 Municipal Risk Management

Dannhauser Municipality has developed a Risk Management Policy. The policy is intended to address key elements of the risk management framework to be implemented and maintained by the Municipality, which will allow for the management of risks within defined risk/ return parameters, risk appetite and tolerances as well as risk management standards. As such, it provides a framework for the effective identification, evaluation, management, measurement and reporting of the Municipality's risks. The policy should assign the Internal Audit Unit, Audit

Committee, CFO and Municipal Manager with the responsibility of identifying and managing risks. The municipality has a Risk Management Committee, and the committee is chaired by the outside person.

Table 98: Risk Management Committee

NAME AND SURNAME	DESIGNATION OR POSITION
VACANT	CHAIRPERSON
MS SITHOLE	MUNICIPAL MANAGER
S CELE	INTERNAL AUDITOR
DM MOHAPI	CHIEF FINANCIAL OFFICER
PJ NDLOVU	IDP MANAGER
S KHUMALO	DIRECTOR COMMUNITY SERVICES
MR L GCABASHE	DIRECTOR TECHNICAL SERVICES
S MKHIZE	DIRECTOR CORPORATE SERVICES
S KHUMALO	MANAGER REFUSE
S NKABINDE	DIRECTOR PLANING AND DEVELOPMENT
V MDLALOSE	COMPLIANCE OFFICER
MN VILAKAZI	PMS OFFICER

Status of Municipal Policies and Sector Plans

The municipality has developed, adopted, and has implemented policies which govern its operations and impact on the community. The table below indicates the various policies adopted by the municipality and their status.

Table 99: Municipal policies

EXPENDITURE POLICIES

SUPPLY CHAIN MANAGEMENT POLICIES

POLICIES	STATUS	STATUS OF ADOPTION
Expenditure management Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Overtime and Standby	Reviewed	Not Adopted: Awaiting Council Adoption
Petty Cash Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Subsequent Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Subsistence and travel Allowance Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Unauthorized Wasteful Expenditure	Reviewed	Not Adopted: Awaiting Council Adoption
VAT Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Subsidy Policy	Reviewed	Not Adopted: Awaiting Council Adoption
POLICIES	STATUS	STATUS OF ADOPTION
Commitment Policy	Reviewed	Not adopted: Awaiting council Adoption
Consultant Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Gifts and Donation Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Supply Chain Management Policy	Reviewed	Not Adopted: Awaiting Council Adoption

REVENUE POLICIES

POLICIES	STATUS	STATUS ADOPTION
Rates Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Tariffs Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Indigent Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Customer Care Debt and Credit Control	Reviewed	Not Adopted: Awaiting Council Adoption
Cash, Banking and Investment Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Customer Care Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Doubtful Debtors Provision Policy	Reviewed	Not Adopted: Awaiting Council Adoption

ASSETS POLICY

POLICIES	STATUS	STATUS ADOPTION
Budget Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Fixed Assets Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Virement Policy	Reviewed	Not Adopted: Awaiting Council Adoption

PLANNING POLICY

<u>POLICIES</u>	<u>STSTUS</u>	<u>STATUS ADOPTION</u>
TUCKSHOP POLICY	REVIEWED	Not Adopted: Awaiting Council Adoption
	REVIEWED	Not Adopted: Awaiting Council Adoption

HUMAN RESOURCES POLICY

<u>POLICIES</u>	<u>STATUS</u>	<u>STATUS ADOPTION</u>
Acting Allowance Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Code of Conduct Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Condolatory Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Employee Assistance Programmed Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Employee Code of Ethics	Reviewed	Not Adopted: Awaiting Council Adoption
Human Resources Succession Planning and Career Path policy	Reviewed	Not Adopted: Awaiting Council Adoption
Induction Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Induction Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Leave Management Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Placement Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Termination of Employment Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Termination of Services Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Recruitment Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Occupational Health and Safety Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Skills Retention Policy	Reviewed	Not Adopted: Awaiting Council Adoption
Sexual Harassment Policy	Reviewed	Not Adopted: Awaiting Council Adoption

G.5.1 SECTOR PLAN

The table below indicates the various Sector Plans adopted by the municipality and their status.

Table 100: Municipal Sector Plans

SECTOR PLANS	DATE OF ADOPTION	STATUS+
Human Resources Development Strategy Plan	27/05/2020	Subject to review 2023/2024
Disaster Management Sector Plan	27/05/2021	Reviewed in 2024 and currently being implemented
Employment Equity Plan	26/05/2021	Currently being implemented
Spatial Development Framework	2017/2035	Reviewed, waiting Council Adoption
Agricultural Development Plan (ADM)	2010	Currently being implemented
Environmental Management Plan (EMP)	2010	Currently being implemented
Cemetery Plan	Not adopted	In process of compilation
Workplace Plan	2022	Currently being implemented
Local Economic Development Strategy	2024/2025	Reviewed: waiting for council adoption

SECTION H

H. STRATEGIC MAPPING

H.1 STRATEGIC INTERVENTION AREAS

The key elements of a spatial restructuring program for Dannhauser LM are structured as follows:

- Hierarchy of corridors.
- Hierarchy of nodes.
- Settlement clusters; and
- Other land use categories

H.2 DESIRED SPATIAL OUTCOMES

Dannhauser Local Municipality's development vision was formulated as part of the Integrated Development Planning process, in line with the requirements of the Municipal Systems Act, Act No. 32 of 2000. The vision commits the municipality to economic vibrancy, employment generation, affordable inhabitation, environmental endowment, trade, and investment. This is in line with the agenda 21 understanding of sustainability – commitment to future generations.

The attainment of this vision requires the municipality to facilitate the development of a spatial system that:

- Is sustainable from a social, economic, financial, physical, and institutional perspective.
- Provides for an efficient movement system, use of scarce Resources and decision-making processes.
- Promotes integrated development; and
- Equitable access to development opportunities.

Such a spatial system will create an environment conducive to economic development and growth. It will promote social and economic development as well as contribute to the achievement of the development objectives as outlined in the IDP. More specifically, the Dannhauser LM Spatial Development Framework (SDF) seeks to influence the substantive outcomes of planning decisions, whether they relate to the refinement of the SDF through framework and precinct plans or decisions on land use change or development applications.

This aims to achieve planning outcomes that:

- Facilitate restructuring of spatially inefficient settlements.
- Promote the sustainable use of the land.
- Channel resources to areas with a great needs and areas with high development potential.
- Redress the inequitable historical treatment of marginalized areas.
- Consider the fiscal, institutional, and administrative capacity of role players, community needs and the natural environment.
- Stimulate economic development opportunities in rural and urban areas; and
- Support an equitable protection of land rights.
- In addition, the Dannhauser Local Municipality SDF (2015) promotes:
- Accountable spatial planning, land use management and land development decision making by organs of government.
- Cooperative governance and wider information sharing in plan-making and implementation; and
- Transparency in decision-making.

H.3 DESIRED SPATIAL FORM AND LAND USE

Delineation of the Dannhauser municipal boundaries has been influenced by various factors including population movement patterns, lines of investment and sphere of influence of the existing regional and sub-regional centres. The emphasis of the SDF is not so much placed on defining and interpreting the operations of the entire Dannhauser spatial system, but to re-enforce linkages and interdependence between the constituent parts, clearly articulating the role of each part and providing for feedback loops. An efficiently functioning spatial system would perform in line with the spatial development norms and standards and would generate predictable outcomes. Subsequently, the Dannhauser spatial system comprises of the following main components:

- Service Centre/commercial hubs with varying levels of impact and spheres of influence. Some already exist, require consolidation, while others are incipient, and require enabling support.
- Link roads, that also serves as development corridors whose role is mainly defined in terms of the associated economic development sectors, land use pattern and role in the sub regional economy.
- Settlements located in different environments including urban, peri-urban and rural areas.
- Agricultural land, which needs to be preserved while also unlocking opportunities for tourism and other economic development initiatives.
- Environmental management areas given the location of the area in relation to the Ntshingwayo Dam.
- Each of the above-mentioned play an important role in the functioning of the spatial system.

H.4 HIERARCHY OF DEVELOPMENT CORRIDORS

Development corridors in Dannhauser Local Municipality (LM) occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flows of people and trade between two points (origin and destination) and encourages nodal development at strategic points. Corridor development as a spatial structuring element and a tool for economic growth, seeks to create functional linkages between areas of higher thresholds (levels of support) and economic potential, with those that have insufficient thresholds. This will allow poorly serviced areas to be linked to areas of opportunities, benefits, and higher thresholds.

Corridors constitute an effective form of decentralization. Furthermore, they enable a relationship to form between larger and smaller activities. They are an effective means to address fragmentation and to promote integration and spatial transformation. The system of development corridors in Dannhauser provides for a hierarchy of mobility and access routes, their intensity of use and role in the regional spatial economy.

The upgrade and road maintenance projects on corridors that lead to development opportunity areas such as rural service centres, high potential agricultural land and tourism nodes should be prioritized as this will encourage investment, improve accessibility, and enhance mobility. This principle supports the phased approach to development, targeting areas of greatest potential first. Development corridors are effective in linking infrastructure and economic development; towns and structures connect to each other in a functionally effective manner.

H.5 PRIMARY DEVELOPMENT CORRIDOR

The N11 national road linking Newcastle (the Amajuba's regional centre) to the north of the municipal area and Ladysmith (the uThukela District's regional centre) to the south of the municipal area. This corridor serves both as a transport and tourism corridor. This road also provides an alternative route to the Gauteng Province, which helps attract both domestic and international tourists thereby presenting opportunities for LED type projects in certain locations.

H.6 SECONDARY DEVELOPMENT CORRIDORS

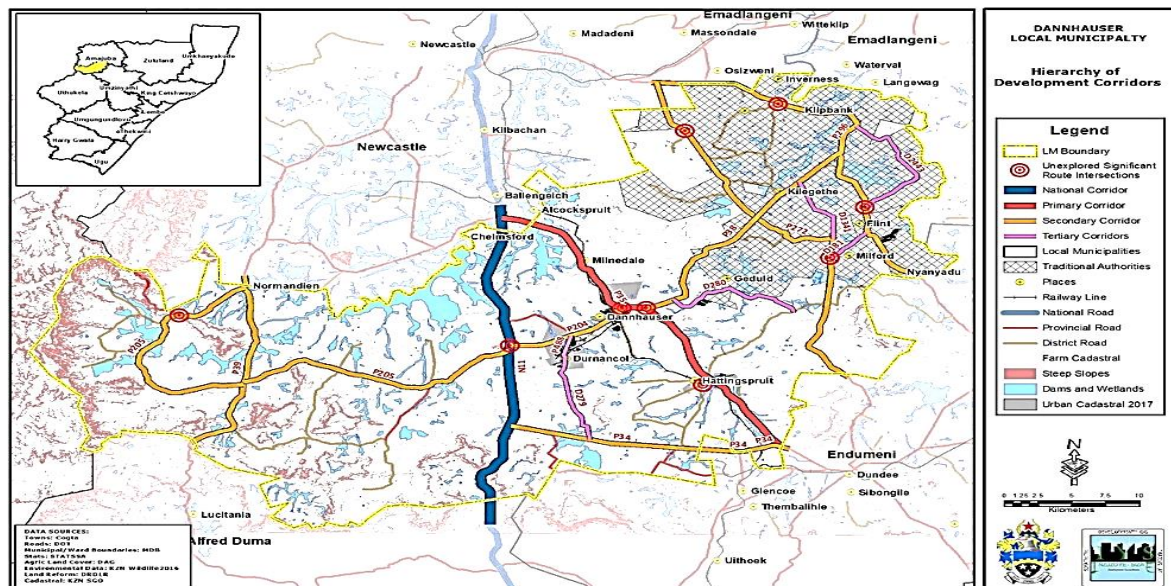
Secondary corridors provide vital linkages to service satellites in the Amajuba district and ensure connectivity [with](#) service delivery in the communities. The secondary corridor is the R621 main road. It links the town of Dannhauser and the Hattingspruit satellite to the N11 (and onto Newcastle) to the north and to Dundee and Glencoe (and on to the R33 main road) to the south.

H.7 TERTIARY CORRIDORS

Tertiary corridors link service satellites in the sub-district and provide access to public and commercial facilities at a community level. There are three tertiary corridors, which are as follows:

- P272, which runs south from the P483 (which links Madadeni and Osizweni in the adjacent Newcastle municipal area. Down to Road P38 and on to Dannhauser to the southwest or alternatively on to Dundee (in the adjacent Endumeni Municipality) to the southeast.
- P296, which runs south-east from Osizweni and on to P38 to Dannhauser (linking the satellites of Naasfarm, Thirst and Kilkeel to Dannhauser) or alternatively on to Flint, P240 and then P272 to Dundee to the south; and
- P205-2, which runs from the N11 in a westerly direction and links through to P39 to the north of the municipal area.

Map 48: Hierarchy of Development Corridors (SDF 2021/22)



H.8 DEVELOPMENT NODES

One of the key issues facing Dannhauser LM is a fragmented settlement pattern, density is higher in Dannhauser Town, which functions as a regional service center, as well as the general rural character of the area. The net effect of this is the inability to decentralize and coordinate service delivery at a localized level. To address this, the municipality will facilitate the evolution of a system of nodes incorporating primary, secondary and tertiary nodes. An activity node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with

mixed-use development. They are generally located along or at the cross-section of development corridors.

In a spatial system, access to a range of opportunities is greatest within and around activity nodes. This results from networks of association, which create spatial diversity and are where people can satisfy a broad range of their day-to-day needs. Activity nodes are points of maximum economic, social and infrastructure investment. They are underlined established patterns of settlement and accessibility. In essence, these nodes must be regarded as primary devices anchor the structure of the sub-regional spatial system.

H.9 PRIMARY NODE

Dannhauser Town is an important economic node and service centre providing key functions to the surrounding rural areas. It also serves as the key administrative node that provides commercial, agricultural, industrial, as well as social and community services to the surrounding rural areas. The town accommodates the municipal offices, a police station as well as a variety of commercial and retail outlets.

H.10 SECONDARY NODE

Secondary nodes provide educational, economic and community services to the surrounding rural communities. Most of the rural nodes within Dannhauser LM are classified as secondary service nodes where a range of services and economic activities can be concentrated in a spatially efficient manner. A secondary node is usually located at an accessible location within an acceptable walking distance to a particular community. The following secondary nodes are proposed for Dannhauser LM:

- Hattingspruit is identified as a town in the Dannhauser SDF.
- KwaMdakane is identified in the Dannhauser SDF as a service hub as it provides a higher order and more permanent range of services.

H.11 TERTIARY CENTERS

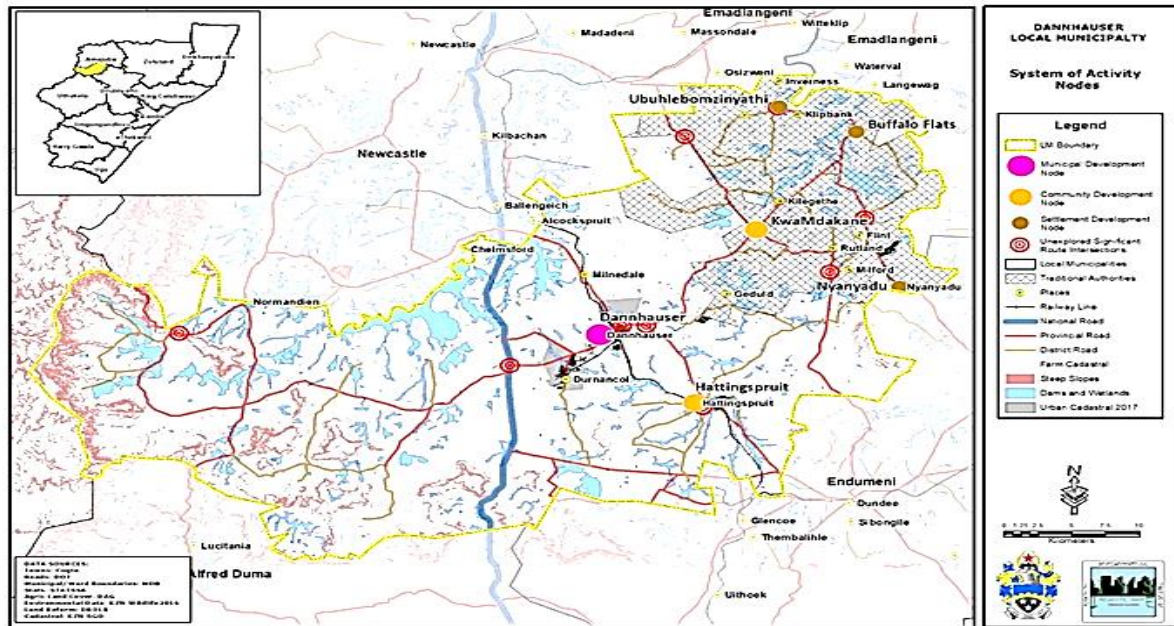
In addition to the secondary nodes, provision needs to be made for the development of community centres within a cluster of settlements. These small centres will serve as location points for community facilities serving the local community, they include:

- Primary and secondary schools.
- Clinics including mobile clinics.
- Pension pay points.
- Community halls and other community facilities.

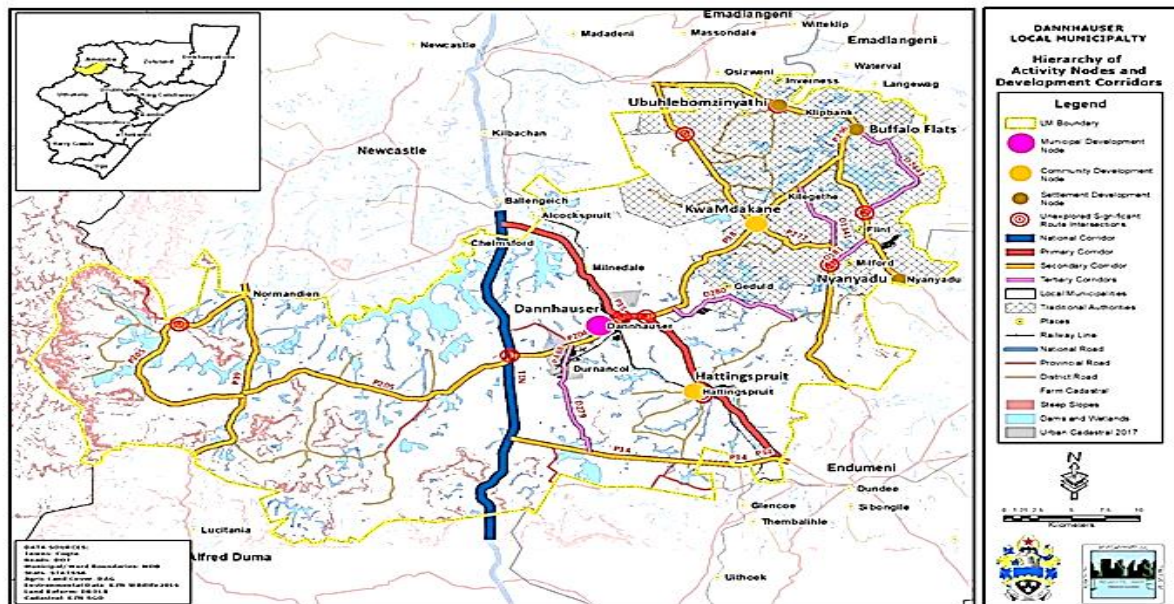
The following have been identified as tertiary centres/nodes:

- Nyanyadu
- Buffalo flats area
- Settlements within the Ubuhlebmzinyathi Tradition Council area of jurisdiction.

Map 49: Dannhauser Developmental Nodes (SDF 2021/22)



Map 50: Dannhauser Activity Nodes & Corridors (SDF 2021/22)



SECTION I

I. ORGANASATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

THE PERFORMANCE MANAGEMENT SYSTEM FOR THE DANNHAUSER LOCAL MUNICIPALITY IS GUIDED BY THE FOLLOWING PRINCILPES:

I.1 PERFORMANCE MANAGEMENT POLICY STATEMENT

The Performance Management System Policy outlined the objectives and principles of Dannhauser Local Municipality PMS. The PMS Policy was adopted by Council to ensure that the policy fully incorporates the assessment of performance for section 54 and 56 managers as mandatory by Section 27 of Local Government: Municipal Performance Regulations of 2006.

The Performance Management System for the Dannhauser Local Municipality is guided by the following principle:

Table 101: Summary Principles for Dannhauser PMS

SIMPLICITY	THE SYSTEM MUST BE SIMPLE, USER FRIENDLY AND EASY TO OPERATE.
POLITICALLY DRIVEN	As the IDP is a political document, so must the PMS be politically driven.
TRANSPARENCY AND ACCOUNTABILITY	The process must remain open and transparent
INTERGRATION	The system is intertwined with all areas of the institution and must therefore be integrated into other processes in the municipality
OBJECTIVITY	Performance management must be founded on objectivity and credibility.

1.2 ORGANISATIONAL PERFORMANCE AND MANAGEMENT SYSTEM

Performance Management includes the setting of targets, and measuring the anticipated results and activities undertaken to accomplish the targets of an organization. It also includes measuring the performance of the individuals who contribute towards the accomplishment of the strategic vision of the organization. For a Performance Management System to be successful it is authoritative that, senior management and the Council must oversee the development and application of the OPMS. All stakeholders comprehend and are involved in performance management

processes. All officials are trained and take responsibility for performance management. The IDP is linked to the PMS and as well as the five national KPAs being:

- Municipal transformation and institutional development
- Basic service delivery
- Local economic development
- Good governance and public participation
- Environmental and spatial management
- Municipal financial viability and management

Each KPA is cascaded down to a level at which it could be assigned to the department and this the Section 57 Manager who require to fulfill those functions. For each KPA, a KPI is derived in respect of each of the development priorities and objectives contained in the IDP and a performance target with a timeline for that function is allocated.

I.3 MEASUREMENT AND ANALYSIS

Measurement and analysis will be the duty of line managers. Firm baseline information is not available on a yearly basis, and investigations will then need to be conducted.

I.4 PERFORMANCE REPORTING AND REVIEW

- 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.

I.5 ORGANISATIONAL PERFORMANCE REPORTS

The municipality prepares an organisational performance report on a quarterly basis. This report closely aligns the PMS to the IDP and Budget to ascertain those developments are in consonance with the strategies and objectives of the IDP and are within the allocated budget. This report is informed by the SDBIP. The report covers the following areas:

- Key performances areas – each project has been linked to the district municipality's KPA from which the departmental KPA is established and in turn KPI's are formed.

- Budget, time frame/frequency – linked to each project is a budget, frequency or timeline. 6
- Actual expenditure – which indicates the total amount spent thus far for the project.
- Actual progress – which indicates the actual implementation of the project independent of the actual expenditure on each project.

During the quarterly performance assessment of Section 57 Managers [as described in the next chapter], each Section 57 Manager is expected to provide further explanations on every project being conducted by the department. Matters pertaining to underperformance and/or bottlenecks are addressed during these assessments. In cases where for instance, a project cannot meet its date due to lack of resources; the Municipal Manager, Portfolio Councillor and/or Executive Committee may intervene.

There are also site visits that are conducted on a regular basis to evaluate the successful implementation of the project. This is a responsibility of an official facilitating the project, the Municipal Manager, Portfolio Councillor and/or Executive Committee. The quarterly reports build up to a consolidated financial year end organisation performance report. The financial year end organisational report is part of that financial year annual performance report.

I.6 ORGANISATION KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS

Improvement will be measured through organizational key performance indicators linked to departmental indicators. In the SDBIP organizational key performance indicators are presented yearly and quarterly. Departmental indicators are fragmented down into monthly indicators, which are monitored and reported monthly at the meetings of the operational management committee.

I.7 DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS

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

I.8 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

404 | Page

SECTION J

J SECTOR PLAN

J.1 DEPARTMENT OF TRANSPORT

Transport									
Upgrade of D280 (km6,2 to km11,08)	Construction of earthworks, layerworks & surfacing	DANNHAUSER	D/C25	Stage 4 Design Documentation Report- Draft Preparation stage	Upgrades and Additions	2026/09/30	R 1 200 000,00	R 17 000 000,00	R 412 500,00
Upgrade of D114 (km10 to km13)	Construction of earthworks, layerworks & surfacing	DANNHAUSER	D/C25	Stage 3 Design Development Report	Upgrades and Additions	2030/04/02	R 0,00	R 0,00	R 500 000,00
Construction of 3351 Mbabane River Bridge (Sandmines)	Construction of vehicular bridge	DANNHAUSER	D/C25	Stage 3 Design Development Report	New Infrastructure	2027/03/31	R 3 200 000,00	R 10 800 000,00	R 1 050 000,00
LOW LEVEL BRIDGE RESPONSE PROGRAMME- Bridge 5	Construction of vehicular bridge	DANNHAUSER	D/C25	Stage 1 Project Initiation/Prefeasibility Report	New Infrastructure	2034/10/03	R 875 000,00	R 2 375 000,00	R 17 187 500,00
LOW LEVEL BRIDGE RESPONSE PROGRAMME- Bridge 6	Construction of vehicular bridge	DANNHAUSER	D/C25	Stage 1 Project Initiation/Prefeasibility Report	New Infrastructure	2034/10/03	R 875 000,00	R 2 375 000,00	R 17 187 500,00

J.2 DEPARTMENT OF EDUCATION



KZN DOE School Data (AMAJUBA DISTRICT)

NAID M18 No.	School Name	Education Grade 1	BM (Grade)	LM (Grade)	Ward	Ward ID	Latitude (S)	Longitude (E)	STATUS 2024	Level	Lowest Grade	Highest Grade
5001021992	ANNANDALE P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	12	52504012	-27,91549	30,11670	Functioning	P	R	7
500102220	ANNEVILLE AP	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	7	52504007	-27,94470	30,12717	Functioning	AP	S	7
500110445	BLACKBANK P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	6	52504006	-27,94494	30,23962	Functioning	P	R	7
500112025	BULEBELLEN P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	7	52504007	-27,94475	30,16994	Functioning	O	R	7
500114145	COCA P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	7	52504007	-27,94704	30,15791	Functioning	P	R	4
500115252	CELA P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	1	52504001	-28,11260	30,75650	Functioning	P	R	7
500117959	COOPER P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	19	52504019	-27,99129	30,27599	Functioning	P	R	7
500119842	DANNHAUSER P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	2	52504002	-28,01140	30,05710	Functioning	P	R	7
500119960	DANNHAUSER C	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	2	52504002	-28,01999	30,05622	Functioning	C	R	12
500122396	DND C	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	2	52504002	-28,02960	30,01960	Functioning	C	R	12
500121794	EYEBANK P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	5	52504005	-27,99502	30,15201	Functioning	O	R	7
500122594	EYFUNDWENI H	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	19	52504019	-27,99799	30,19909	Functioning	A	S	12
500143004	FARRIDGE P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	19	52504019	-27,97929	30,21590	Functioning	O	R	7
500147112	GARDENS I	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	1	52504001	-27,93092	30,00599	Functioning	I	R	9
500151611	GREENOCK P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	6	52504006	-27,95542	30,29796	Functioning	P	R	7
500152595	HILLTOP I	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	7	52504007	-27,95999	30,13529	Functioning	I	R	9
500157219	HLKOMANI P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	4	52504004	-27,99170	30,23249	Functioning	P	R	7
500161061	IMOLA H	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	6	52504006	-27,94930	30,23927	Functioning	A	S	12
500162059	INGBADE H	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	4	52504004	-27,97904	30,29222	Functioning	A	S	12
500169961	IZULULWATI 2	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	12	52504012	-27,91059	30,11754	Functioning	A	S	12
500167016	PHUNDUPHUNDUP P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	11	52504011	-27,95999	30,17940	Functioning	P	R	7
500172999	IMOLWA P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	7	52504007	-27,99999	30,16591	Functioning	P	R	7
500174452	IMPHOMULE H	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	19	52504019	-27,99957	30,19924	Functioning	P	R	7
500175767	MILKEP P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	11	52504011	-27,99510	30,16020	Functioning	P	R	7
500182925	LENGOLA S	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	19	52504019	-27,99159	30,27419	Functioning	A	S	12
500182321	LETHUMUTHULA P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	9	52504009	-27,99099	30,14929	Functioning	P	R	4
500191990	MANDLAMASHA I	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	1	52504001	-27,99999	30,02792	Functioning	I	R	9
500195027	MOLAMOLE S	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	6	52504006	-27,95479	30,23719	Functioning	A	S	12
500195679	MOLAI H	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	7	52504007	-27,94497	30,15249	Functioning	A	S	12
500201354	MOTTA P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	5	52504005	-27,94997	30,13799	Functioning	P	R	7
500206799	MOUTSHULWA P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	6	52504006	-27,94499	30,21271	Functioning	P	R	4
500214092	MNYAMANDI S	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	10	52504010	-27,99240	30,11494	Functioning	A	S	12
500215299	MOSADALE P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	1	52504001	-27,97499	29,99999	Functioning	P	R	7
500215794	MOTY P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	19	52504019	-27,91797	30,23099	Functioning	P	R	7
500219929	MTEBOKA C	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	10	52504010	-27,93427	30,09112	Functioning	I	R	9
500221112	MURKHOANYAYO S	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	9	52504009	-27,92571	30,16424	Functioning	A	S	12
500222407	MVETHU H	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	5	52504005	-27,99999	30,15299	Functioning	A	S	12
500231267	NKABANE I (LADY SMITH)	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	10	52504010	-27,99919	30,11499	Functioning	I	R	9
500241994	NYANYADU P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	4	52504004	-27,97999	30,25970	Functioning	P	R	7
500242949	OKHOLWENI P (DUNDEE)	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	6	52504006	-27,92917	30,24700	Functioning	P	R	7
500247990	PHATHAKALE H	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	9	52504009	-27,99092	30,14722	Functioning	A	S	12
500252117	SINDOLE C	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	1	52504001	-28,02910	29,79550	Functioning	A	S	12
500256790	RUTLAND I	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	6	52504006	-27,94500	30,21392	Functioning	I	S	9
500264909	SHOLELA P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	9	52504009	-28,07990	30,11379	Functioning	P	R	7
500265992	SIMONANYAWO P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	9	52504009	-27,92950	30,15909	Functioning	P	R	7
500267917	SIPHUTHODO C	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	2	52504002	-28,02999	30,05971	Functioning	C	R	12
500270470	SIYAWELA P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	11	52504011	-27,99290	30,19920	Functioning	P	R	7
500271395	SIZIMLE H	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	11	52504011	-27,99552	30,17409	Functioning	A	S	12
500273497	SONDELANI P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	1	52504001	-28,06477	29,73959	Functioning	P	R	7
500273995	SOSINDO P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	9	52504009	-27,91959	30,19494	Functioning	P	R	7
500274651	SPOCKMILL P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	6	52504006	-27,92499	30,25510	Functioning	O	R	7
500280799	THATHUNYAWO S	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	6	52504006	-27,92909	30,24470	Functioning	A	S	12
500282159	ULZEN P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	9	52504009	-28,14770	30,11320	Functioning	O	R	7
500291597	VERRET AP	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	9	52504009	-27,99010	30,14790	Functioning	AP	S	7
500301092	WILDELE P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	10	52504010	-27,93990	30,11499	Functioning	O	R	7
500327791	WILDEVELO H	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	4	52504004	-27,99450	30,23192	Functioning	A	S	12
500337799	WILUKUBONA S	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	10	52504010	-27,99977	30,11959	Functioning	A	S	12
500414474	WILWANE P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	6	52504006	-27,99019	30,20329	Functioning	P	R	4
500414922	WILWANE P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	9	52504009	-27,99457	30,17979	Functioning	O	R	7
500414999	WILWANE P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	9	52504009	-27,94420	30,19921	Functioning	P	R	7
500440115	WILWANE P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	6	52504006	-27,92229	30,21590	Functioning	P	R	7
500449254	SHEPATONE LAKE P	AMAJUBA	Amajuba (DC25)	Dannhauser (KZN-2554)	5	52504005	-27,95990	30,17990	Functioning	P	R	7