



DANNHAUSER LOCAL MUNICIPALITY

2022/2023



FINAL INTEGRATED DEVELOPMENT PLAN





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LIST OF ABBREVIATIONS:

COGTA	-	Department of Cooperative Governance and Traditional Affairs
IDP	-	Integrated Development Plan
SDBIP	-	Service delivery and Budget implementation Plan
PMS	-	Performance Management System
DFA	-	Development Facilitation Act
NSDP	-	National Spatial Development Perspective
SPLUMA	-	Spatial Planning and Land Use Management Act (16 of 2013)
KZN PGDS	-	KwaZulu Natal Provincial Growth and Development Strategy
NDP	-	National Development Plan
PICC	-	Presidential Infrastructure Coordinating Committee
SIP	-	Strategic Integrated Project
MTREF	-	Medium Term Revenue and Expenditure Framework
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
KZN	-	KwaZulu-Natal
MIF	-	Municipal Infrastructure Investment Framework
WSP	-	Work Place Skills Plan
IWP	-	Integrated Waste Management Plan
SDF	-	Spatial Development Framework
CBP	-	Community Based Planning
LED	-	Local Economic Development
B2B	—	Back to Basics
HS	-	Human Settlements
KZN HS MSP	-	KwaZulu-Natal Human Settlements Master Spatial Plan
IEC	-	Independent Electoral Commission



2022/2023 IDP

FOREWORD BY THE MAYOR

In the 2022/23 financial year, the municipality still maintains its vision as presented in the 2021/22 IDP financial year of radical economic transformation, economic & social development, job creation, reduction of poverty margins, including the delivery of infrastructure to enhance investment within the jurisdiction inter alia servicing our local communities. Although the municipality still remains focused on the vision at hand, a new narrative caused by the global epidemic of COVID-19, has caused the municipality to redefine and relook at the strategy of the manner in which it delivers its services to the community, however ensuring that the vision is still fulfilled. The epidemic caused a shift from the traditional modus operandi of the manner the municipality addressed community requirements, such as; physical ward meetings; burials; stakeholder engagements; social household support; water & sanitation delivery; elderly support, herein but not limited to the said.

The unanticipated lockdown measures in the financial year 2020 / 2021 had a negative effect on the implementation of the identified projects as per the community consultations and budgets for the projects. In 2020 / 2021, projects that had to be completed in the last quarter of the financial year had to be suspended, this resulted in some key performance indicators (KPIs) not being achieved. This was attributed to the epidemic and government regulations issued by the Minister of Cogta, whereby, municipalities had to shift their service delivery budgets to address matters with the communities regarding the epidemic. Dannhauser was no exception, as a result, the municipality had to increase its social assistance to its rural household communities and ensure that there was adequate water and sanitation services.

Many of the community members lost their jobs as companies retrenched or closed down, many passed away while others fell ill and needed support as they had poor living conditions and could not afford proper health care and nutrition. In acceding to the negative impacts of the epidemic on the finalisation of the 2020/2021 IDP projects, the budget readjustment and the none fulfilment of some of the Service Delivery Budget and Implementation Plan (SDBIP) KPIs, the municipality took measures from lessons learnt in the 2020/2021 financial year to address the 2021/2022 IDP, budget and SDBIP. The municipality complied with public participation processes for the 2021/2022 financial year, but it had to abide by the government covid-19 regulations for level 3, 2 and 1; ensuring that social distancing was maintained based on gatherings while all necessary sanitary preventative measures were in place as required to prevent any epidemic spread. In some instances, ward councilors had to engage with community and social group leaders alone as part of the consultation process.

The Executive Council has ensured the all operations of the organisation remain aligned to the National Development Plan-2030; KZN-Provincial Growth & Development Strategy-2035; Amajuba District Growth & Development Plan-2030 and all legislative prescripts of National & Provincial Government. Further to this, it has ensured that the United Nations Sustainable goals are implemented together with the back-to-basics programme and Batho Pele principles. The municipality has all its portfolio committees in place and scheduled meetings are undertaken by the Executive, Municipal Council and respective Portfolio Committees as required by the governing municipal legislation. As the political administrators of the municipality, we adjudicate an oversight role in all operations and delivery of services.

The IDP contains the inputs of the community and indicates priority projects per ward, for all thirteen (13) wards. The ultimate objectives/goals of our five (5) year plan are to create a climate that is conducive for economic growth and job creation, enhance infrastructure development, deliver high

quality basic services to more households and businesses and the reduction of poverty. The revenue raising and expenditure activities of the municipality are outlined in our Annual Budget and our Service Delivery and Budget Implementation Plan (SDBIP). Our main key responsibilities include provision of basic services such as electricity; refuse removal; rural & urban roads including storm water systems and recreational facilities. Water & sanitation are a functionality of Amajuba District Municipality, but the municipality does intervene and ensure that the district delivers the services where required and where there is an urgent need of water supply, the municipality caters for that. The 2021/22 IDP indicates current challenges, proposed solutions in dealing with the challenges, areas of investment opportunities and the primary areas that our local communities seek to have addressed. The IDP encapsulates the back to basics (B2B) ideology agreed to nationally and provincially in respect to the following; Putting people and their concerns first (B2B); deliver municipal services; sound financial management & accounting; Good Governance and Building Institutional & Administrative Capabilities.

This is aligned with the six (6) key performance areas (KPA) which integrate with the B2B and these are; Municipal Transformation and Institutional Development (B2B & KPA); Good Governance & Public Participation; Municipal Financial Viability & Management; Basic Service Delivery; Local Economic Development and Environmental & Spatial Management. As we were already faced with a massive poverty high-rate margin prior to the global epidemic, as a result of the technical recession the country was already experiencing, further worsened by the country being down-graded as an investment arena, job losses and a lack of socio-economic investment as a result of being in a rural area, the municipality had and still makes sure that it provides assistance to its local communities via various social-assistance programs aligned to National Government requirements. Taking into consideration the impact of the lockdown levels in the 2021/2022 financial year, and the development of the 2021/22 IDP during the time of the epidemic, this serves a review of the 2020/2021 IDP with special circumstances from the normal daily course of operations. The projects identified in all wards and that have to be implemented within the 2021/2022 financial year, were with caution. This is due to the limited financial resources the municipality has while trying cater for the social needs of its communities through the implementation of projects that would reduce the spread of the epidemic and promote healthier living socio-economic environments. Each of the thirteen (13) wards were critically assessed and priority projects which aid in addressing the epidemic aligned to basic service delivery budgets.

The 2021/2022 IDP addresses the impact of covid-19 in relation to services delivery, the reduction of the increased poverty, the intense development of infrastructure of projects not completed in the 2020/2021 financial year due to covid-19 disruption and the radical socio-economic transformation as set out by National Government. The municipality ensured that the 2018/2019; 2019/2020; and 2020/2021 financial years have been a constant delivery of infrastructure and basic services to the local people; as at end of 30 June 2021 and the disruption caused by the COVID-19 epidemic; the following are projects carried into the 2021/2022 financial year and could not be completed; the ongoing development of the New Municipal Offices; Clothing & Textile Hub; Housing Developments in Ubuhlebmzinyathi and Wards 3 / 6 / 8 / 11 & 13; New Vehicle Testing Ground; mobile child facilities; basic service delivery in wards 4 & 10 cemeteries; Community Halls construction in Wards 4 & 5; Sports Combo construction in wards 5 & 11; Water Harvesting in ward 1; Gravel Roads construction in Wards 2 / 3 / 4 / 6 / 7 / 8 / 10 & 12; Electrification in-fills Wards 1 / 3 & 9; and Mast lights Installation in Wards 6 / 7 / 9 / 10 / 11 & 13.

To complement the basic service delivery, the municipality ensured that waste management services continued to rural & urban residential households, businesses and farming communities. The municipality trained local community individuals within Co-operatives in various skills upliftment programmes together with health awareness and food parcels were also delivered to over 70 % of the local communities in all wards based on a qualification criterion utilised by the municipality in



2020/2021. As part of its planning process for the 2021/2022 financial year, there are new measures in place on how training to local co-operatives and individuals will be undertaken and the intensified delivery of food parcels. This is mainly driven by the covid-19 regulations and restrictions which minimise physical gatherings and contact. As a rural based municipality, a challenge is posed to the municipality in how most social programmes will be implemented, however, through its planning and implementation strategy, the municipality will achieve set goals and targets.

A key fundamental corner stone of the municipality is to deliver economic development which will enhance job creation and reduce poverty. In efforts to drive and create an investment climate to reignite the economic activities, the ongoing consultation process with the local & business communities, and various government stakeholders on this economic development have continued. The municipality has an “Investment, Promotion and Facilitation Strategy”, which seeks to draw in investors as it lays out the investment opportunities in Dannhauser and integration of benefits with regards to regional, national and international socio-economic industry value chains. Since the municipality is constrained financially as it relies more on grant funding due to its rural nature; the municipality started engaging various funders who would aid in developing economic and support infrastructure required by investors.

In light of the economic stakeholder engagements and community consultation processes, the municipality has started development of its “Industrial Area” which will house light manufacturing activities with a notion of creating a minimum 4 500 jobs over a five (5) to ten (10) year period once investors set up operations. There is already a demand for the fifty-five (55) sites and support infrastructure such as water & sanitation bulk reticulation systems; electricity; telecommunications; internal tarred roads with storm water systems; security; vehicle access points; herein but not limited to the said will be in place. This compliments our municipal vision and mission on economic transformation and BBBEE empowerment through industrialisation. This economic sector serves as an alternative to the current dominant mining and agricultural sectors which are the main economic contributors. In as much as we are a rural based jurisdiction, this is in line with the NDP-2030, “an all-inclusive rural economy”.

Some of our local owned Co-operatives and SMMEs in the agricultural sector have been assisted in various ways by the municipality and external stakeholders such as Department of Agriculture & Rural Development Land Reform, as this is an important economic sector that creates employment and food security to the nation. The implementation of various programmes by the municipality over the next four years, will ensure that poverty margins are brought down, economic projects are implemented to enhance job creation and self-sustainability of the communities; the implementation of social cohesion programmes will empower the communities living in poverty whether youth, women and the disabled; enrich our communities with skills development of various economic & social areas of life and further empower SMMEs & Co-operatives within our jurisdiction.

The municipality has thus made great strides to ensure that it delivers basic services and enables socio-economic investment for job creation. It has taken the concerns of its community members and addresses them. We are thus grateful to our community and various stakeholders for supporting us in various ways. We will continue and strive to be accountable in all our operations.

Thank you

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Honourable Mayor

Cllr: Kunene SEC



MUNICIPAL MANAGER'S FOREWORD

The Municipal Systems Act (Act 32 of 2000), requires that each municipal council, within a prescribed period after the start of its elected term, must adopt a process that will aid the development of its Integrated Development Plan (IDP). The IDP serves as a strategic plan that guides and informs all planning processes, activities, decision-making, budgeting and management in the municipality. The reviewing of the IDP is informed by Section 34 of the Municipal Systems Act (Act 32 of 2000). The Review of the IDP 2020/21 to the IDP 2021/22 is a continuous process that is there to enhance the delivery of set targets by the municipality and its community. It is important to note that some areas of the 2020/21 IDP will be fully achieved or will be achieved by 30 June 2022, financial year due to the COVID-19 epidemic that disrupted normal municipal operations for almost three months prior to 30 June 2021.

To aid in the review a Process Plan is required to be developed. The Process Plan outlines how the review will unfold. The IDP and Budget formulation were undertaken through thorough public participation and roadshows with the local communities, proper and valuable inputs in the development of the document were obtained. Our IDP and budget are aligned to the needs of our people and the allocation of our scarce resources is based on the priority areas that have been identified during the consultative process with our stakeholders and community. The overall strategic emphasis is development of the local municipality based on our key responsibilities, strategic goals and objectives of socio-economic radical transformation, and ensuring that we build investor confidence through a conducive and stable climate.

The municipality takes into consideration the technical recession the country faced from the third (3rd) to fourth (4th) quarter of the year ended 2020, and further worsened in the first and second quarter of 2021 due to the global COVID-19 outbreak. A negative growth rate on economic outturn of 3.6% is anticipated for 2021 as global economies struggle to recover and reopen all sectors of their economies. This has had a ripple effect on the municipality resulting in many businesses closing down, job losses and an even higher rate of poverty than the previous financial year of 2020/21. This now compels the municipality to take an aggressive stance on economic development while ensuring that all COVID-19 safety regulations as issued from time-to-time by National & Provincial Government and as aligned to the World Health Organisation are complied to. The municipality is currently under pressure as stated by her Worship; that limited grant funding impacts on the implementation of projects. It is important to note that as the municipality is a rural classified municipality; its revenue generating capacity is limited to the handful of residents in the urban towns within the jurisdiction. To advance greater revenue collection the municipality is driving economic activity development and growth so that it can raise additional revenues through businesses licenses and rates, while creating jobs for the local community. The delivery of some infrastructure that will stimulate economic and social development and growth is slowed down due to a lack of funds, however the municipality is making strides in engaging direct and indirect investors to aid in the developing some of the needed infrastructure that will stimulate the much-needed development.

Important to note and adopt is "The South African Economic Reconstruction and Recovery Plan" announced in 2020 amidst the covid-19 epidemic outbreak and lockdown. Dannhauser adopts the following but not limited to the said; the three phases: **Engage and Preserve** - which includes a comprehensive health response to save lives and curb the spread of the pandemic; **Recovery and Reform** - which includes interventions to restore the economy while controlling the health risks; and lastly, **Reconstruct and Transform** - which entails building a sustainable, resilient and inclusive economy. In terms of the Plan, the following priority interventions will be made:

- Aggressive infrastructure investment;

- Employment orientated strategic localization, reindustrialization and export promotion;
- Energy security;
- Support for tourism recovery and growth;
- Gender equality and economic inclusion of women and youth;
- Green economy interventions;
- Mass public employment interventions;
- Strengthening food security; and
- Macro-economic interventions

In addition, specific interventions in sectors that have emerged as important areas of growth and employment will be made to strengthen the economic reconstruction and recovery. Interventions in the Plan will be underpinned by the need to protect vulnerable workers, households and firms; build consumer, investor and public confidence; deepen industrialization through localization; pursue environmental sustainability, deliver quick wins; and continue providing relief to mitigate the impact of Covid-19. Ultimately, the end goal is to pursue and infrastructure led economic reconstruction and recovery with investment in infrastructure that will stimulate the various sectors of the economy. To support economic reconstruction and recovery, the following structural reforms will be implemented:

- Modernizing and reforming network industries and associated state-owned enterprises;
- Re-orienting trade policies and pursuing greater regional integration to boost exports, employment and innovation;
- Lowering barriers to entry to make it easier for businesses to start, grow, and compete;
- Supporting labour-intensive sectors such as tourism and agriculture to achieve more inclusive growth;
- Creating greater levels of economic inclusion, including through addressing high levels of economic concentration;
- Addressing the weak job-creating capacity of the economy;
- Boosting education and skills development;
- Promoting greater beneficiation of raw materials; and
- Addressing racial, gender and geographical inequalities which hamper deeper economic growth and development.

Currently the municipality has engaged National Treasury; Department of Trade, Industry and Competition (DTIC); Department of Agriculture, Rural and Land Reform; Trade & Investment KwaZulu-Natal; Provincial Treasury KZN; individual company investors; Transnet Freight Rail; herein but not limited to the said, to invest within Dannhauser. Although significant progress of implementing these initiatives is being made, a critical hindrance that has to be noted is the limited financial budget to undertake all projects that are required, this has been made worse by the unexpected expenditure for the covid-19 epidemic. Amidst this challenge, the DTIC, approved the funding of support infrastructure development for the municipality's industrial area, this has been highly welcomed by the municipality as the shortage of funds had hindered the progress of the industrial area. It is important to further note that the municipality has undertaken initiatives to source other forms of funding in line with the PFMA and Municipal Systems Act; that will enhance the implementation of some unfunded projects.

Dannhauser Local Municipality & Adoption of District Development Integrated Model (Amajuba); has to be put into context, and the following should be shed with regards to compliance of the municipality;

The President in the 2019 Presidency Budget Speech (2019) identified the "pattern of operating in silos" as a challenge which led to ***"lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult"***. The consequence has been non



optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment.

The President further called for the rolling out of “a new integrated district-based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities.” The new District Development Model aims to improve the coherence and impact of government service delivery with focus on **44 Districts and 8 Metros** around the country as development spaces that can be used as centres of service delivery and economic development, including job creation.

A new integrated planning model for Cooperative Governance

- ☐ The District/Metro spaces offer the appropriate scale and arena for intergovernmental planning coordination.
- ☐ The District Model provides both an Institutional Approach and Territorial Approach (geographical space) focus.
- ☐ The 44 Districts and 8 Metros are developmental spaces (IGR Impact Zones) can be the strategic alignment platforms for all three spheres of government where One Plan for each space guides and directs all strategic investments and projects for transparent accountability.
- ☐ The District Model aims to address service delivery challenges and speed up service delivery and economic development, including job creation.
- ☐ All the 52 Plans will harmonise IDPs and create interrelated, interdependent as well as independent development hubs supported by comprehensive detailed plans.

The new District Development Model is anchored in the current government legislations and policies

- ☐ The new District Development Model brings to action the Khawuleza approach which is a call for accelerated service delivery.
- ☐ Under this model, district municipalities will be properly supported and adequately resourced to speed up service delivery.
- ☐ The Model takes forward key government plans and reinforces the existing policies geared to ensuring service delivery.
- ☐ The new model contributes to the achievements of the seven Apex Priorities announced by the President in the SoNA.
- ☐ The model signals a shift from using more 139 (1) to section 154 of the constitution emphasizing closer support to Local Government by both National and Provincial spheres.
- ☐ The new model brings to life the realization of the ideal for Cooperative Governance

Development will be pursued through single and integrated plans per district.

- ☐ The district-driven development model is directed at turning plans into action, and ensuring proper project management and tracking.
- ☐ District Development Model will be pursued through single and integrated plans per district which will be further synchronised with Integrated Development Plans in municipalities.
- ☐ The plans will elaborate the key transformation processes required to achieve long-term strategic goals and a desired future in each of the 44 districts and eight metros.
- ☐ Each district plan will outline the role of each sphere of government, prioritising the following:
 - ✓ Managing urbanisation, growth and development;
 - ✓ Supporting local economic drivers;
 - ✓ Accelerating land release and land development;



- ✓ Investing in infrastructure for integrated human settlement, economic activity and the provision of basic services; and
- ✓ Addressing service delivery in municipalities.

The plan is an inter and intra governmental society-wide Social Compact

- ☐ The model prioritises social partnerships and collaboration with all sectors of society and communities in addressing service bottlenecks.
- ☐ The model aims to strengthen community participation and advocates for cohesive communities.
- ☐ The model places communities at the heart of service delivery and mobilising citizens and civil society to support the implementation of long-term plans that outline how best to improve the lives.
- ☐ It will have considerable impact if members of the community become active participants and make use of the available opportunity to do things differently with the new model.
- ☐ More importantly, citizens who have burning issues will be responded to immediately by municipalities.

A more efficient government is our priority

The National Development Plan set course towards a developmental state motivated by 25 years of democracy experience. In realising vision 2030 we require collaboration between all sections of society and strong leadership by government.

- ☐ If we are to address the triple challenges of poverty, inequality and unemployment we need a state that is capable of playing a transformative and developmental role.
- ☐ This requires well run and effectively coordinated state institutions staffed by skilled public servants who are committed to the public good and capable of delivering consistently high-quality services for all South Africans.
- ☐ This model aims to overcome barriers to service delivery in government and create capacity to meet increasing expectations.
- ☐ It will help government reverse the decline in state capacity and restructure service delivery so it best serves our citizens.

The District Development Model will stimulate economic growth and benefit local entrepreneurs.

- ☐ The District Development Model is expected to develop, support and promote local entrepreneurs through prioritising local procurement of services and goods.
- ☐ Municipalities will be assisted to create an enabling environment for economic development and provide regulatory certainty in line with Back to Basic pillar of LED.
- ☐ By providing policy and regulatory certainty, municipalities will build public and business confidence in municipalities as places to live, work and invest.

The much-needed resources will be channelled to realise the plan

As the model seeks to secure maximum coordination and cooperation among the national, provincial and local spheres of government.

- ☐ The coordination will require that with effect from the 2020/21 Budget cycle - those national budgets and programme be spatially referenced across the 44 districts and 8 Metros.
- ☐ Provincial government budgets and programmes will be spatially referenced to districts and metros in the respective provinces.
- ☐ Municipalities will express the needs and aspirations of communities in integrated development plans for the 44 districts and 8 Metros.



Guiding legislation for Integration between Dannhauser Amajuba District and other organs of state “Intergovernmental Relations Framework Act” (IGR)

The municipalities always attend the IGR Forums and will participate in forums where it is required to give project & resource management progress reports till closure of projects.

Some of the forums are as follows;

	COMMITTEE NAME	PURPOSE
1.	Department of Trade, Industry & Competition	To discuss and report on funding and support infrastructure development of the Water and Sanitation through the district
2.	Investors in Water and Sanitation through the district Community (NGO's; Community Groups; Local business; Youth Groups; Women Groups; etc)	To ensure proper implementation of public participation processes already adopted in the municipal IDP's; SDF and Local Economic Development Strategies, as consulted prior to project development
3.	Provincial Forum	To discuss governance issues in the province and district regarding infrastructure projects
4.	Municipal Managers Forum	To discuss administrative issues in the district including infrastructure projects
5.	External Stakeholders Forum	To discuss stakeholders' inputs and resolve any conflicts involved in infrastructure projects
6.	Chief Financial Officers Forum	To discuss the financial matters in the district including infrastructure projects
7.	Corporate Services Forum	To discuss the IGR, Governance and other administrative strategic issues
8.	Community Services Forum	To discuss the matters concerning the Community Services related in the district, for cooperative and alignment including infrastructure projects
9.	Technical Services Forum	To discuss all Technical Services related issues, Service Delivery, Planning for support and alignment for infrastructure projects
10.	Planners Forum	For coordination of the Planning matters as per IDPs and infrastructure projects
11.	IDP District Forum	For planning and alignment on issues concerning the municipalities in the district incorporating infrastructure projects
12.	Forum for Local Economic Development (AFLED)	Forum for coordination and alignment on LED incorporating infrastructure projects
13.	District Technical Advisory Committee (DTAC)	Forum PMS, which is coordinated by the District Municipalities and COGTA, PMS Section incorporating infrastructure projects
14.	Internal Audit Forum	Forum for Internal Auditors coordinated by the District Municipalities and how they audit infrastructure projects
15.	Disaster Management Advisory Forum	For coordination and management on the Disaster Management issues and alignment in relation to infrastructure projects.

Dannhauser will capitalize on the recovery of the economy and will drive its mandate of infrastructure development and basic services delivery to its ever-growing population. This is aligned to the guidance of the Constitution 108 of 1996; Municipal Systems Act 32 of 2000; Municipal Structures Act 117 of 1998; Inter Governmental Relations Framework Act; Promotion of Administrative Justice Act; the Division of Revenue Act; the Back-to-Basics Pillars and the Batho Pele Principles herein but not limited to the said.



As we are etc. an organ of state, and bound by functionality and accountability to the public within our municipal jurisdiction, I herein make reference to the following;

Promotion of Administrative Justice Act, 2000 (Act 3 of 2000)

The Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) ("PAJA") gives effect to the right to administrative action that is lawful, reasonable and procedurally fair as well as to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996. It seeks to make the administration effective and accountable to people for its actions. Together with the Constitution it embraces the Batho Pele Principles and promotes South African citizens' right to just administration. This section of the Constitution also ensures that people have the right to ask for written reasons when administrative action has a negative impact on them. PAJA applies to and binds all and any organs of state, and governs all decision-making activities that impact on citizens.

In applying PAJA, administrators achieve the following:

- Facilitate the ability of citizens to access their constitutional rights to just and fair administrative action;
- Enable citizens to actively participate in the decision-making process;
- Ensure that organs of state are accountable and transparent; and
- Promote lawful, reasonable and procedurally fair decision-making processes.

The PAJA needs to be understood in the context of both the Constitution of the Republic of South Africa, 1996, with its Bill of Rights, and the history of our country, which makes the provision of equitable, quality services for all South Africans imperative.

Intergovernmental Relations Framework Act 13 of 2005

The Intergovernmental Relations Framework Act 13 of 2005 intends:

- to establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations;
- to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and
- to provide for matters connected therewith.

Back to Basics

The core services that local government provides - clean drinking water, sanitation, electricity, shelter, waste removal and roads - are basic human rights, essential components of the right to dignity enshrined in our Constitution and Bill of Rights. Local government (municipalities) has been a primary site for the delivery of services in South Africa since 1994.

Building blocks for the Back-to-Basics approach – Cogta (Basic services: Creating decent living conditions)

Municipalities must:

- Develop fundable consolidated infrastructure plans.
- Ensure infrastructure maintenance and repairs to reduce losses with respect to:
- Water and sanitation.

- Human Settlements.
- Electricity.
- Waste Management.
- Roads.
- Public Transportation.

Dannhauser - Inter-governmental relations and co-operative governance

Inter-governmental relations are the organisation of the relationships between the three spheres of government. The Constitution states that "the three spheres of government are distinctive, interdependent and interrelated". Local government is a sphere of government in its own right, and is no longer a function or administrative implementing arm of national or provincial government.

Although the three spheres of government are autonomous, they exist in a unitary South Africa meaning that they have to work together on decision-making, co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres. Co-operative governance means that the three spheres of government should work together (co-operate) to provide citizens with a comprehensive package of services (governance).

The municipality would like to thank the provincial and national government departments, private and social partners, community members for all support awarded and it would like to thank its staff members for all their hard work to ensure that our communities are well catered for.

Local Government Elections – 2021/2022

It is anticipated that the local government elections take place in the municipal financial year of 2021 / 2022. The municipality has integrated with the Independent Electoral Commission (IEC), and will ensure that voter stations are accessible in all 13 wards. Compliance with regards to covid-19 regulations will be adhered to.

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Municipal Manager
Nkosi WB



SECTION A

1. EXECUTIVE SUMMARY

1.1 PURPOSE

This document presents the review of the fourth-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 2000), 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.



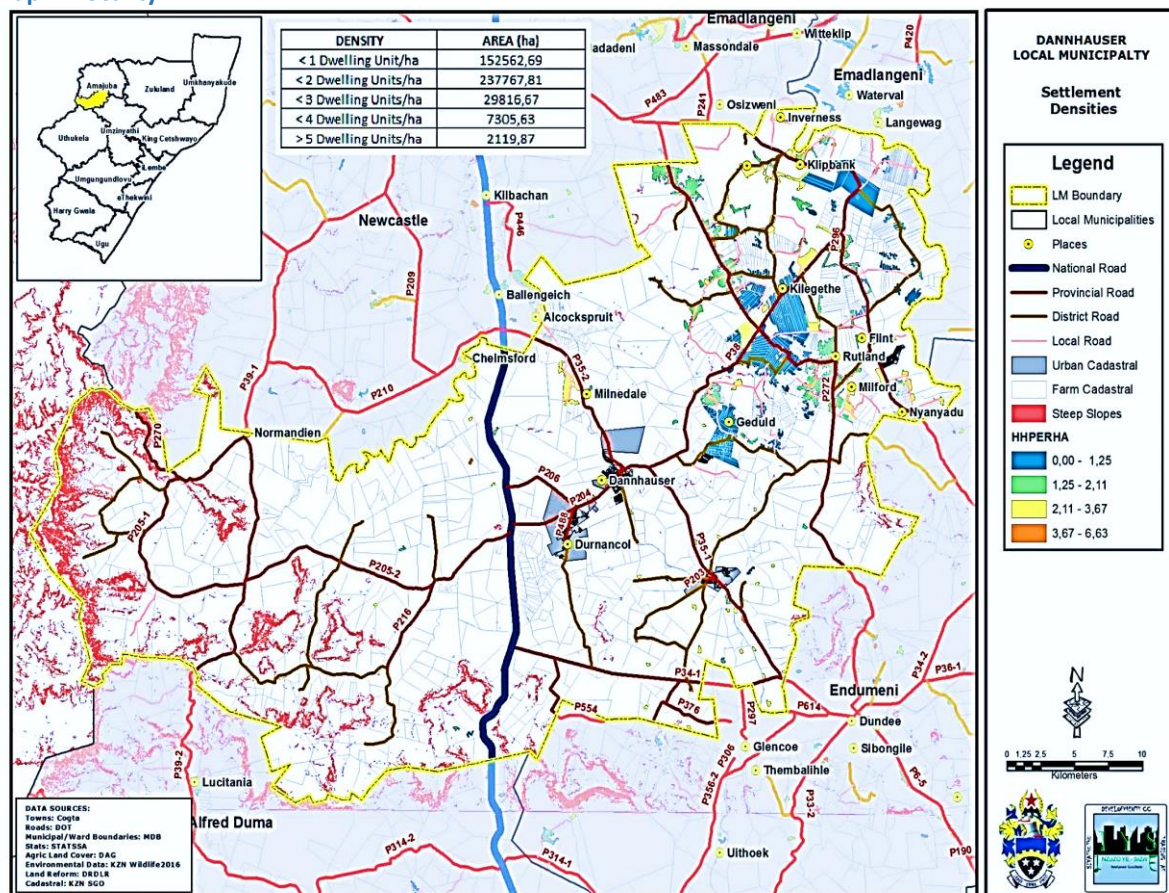
1.2 WHO ARE WE

1.2.1 Spatial location within KZN

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 a 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.

Map 1: Locality

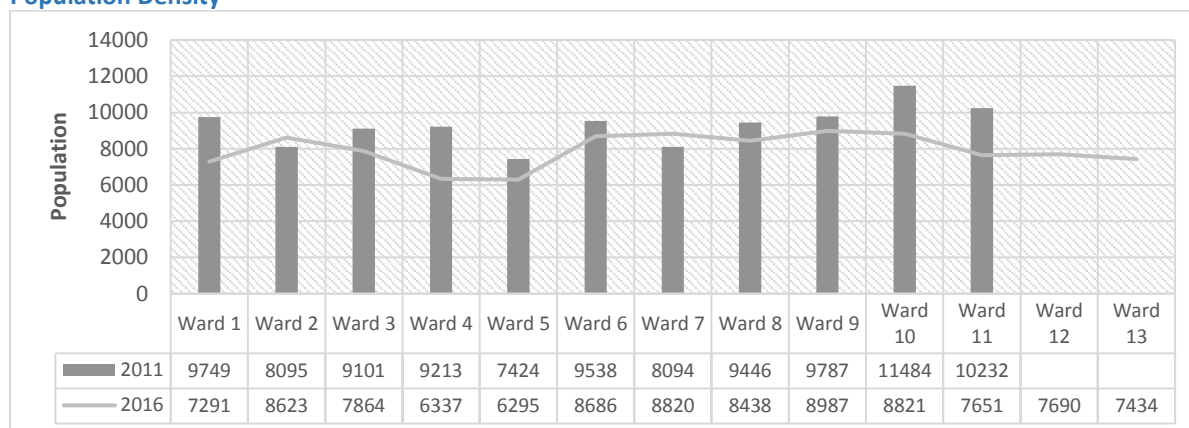




1.2.2 Demographic Profile

The population of the Dannhauser Municipality was recorded at 105 341 people in 2017 compared to a total of 102 161 in 2011. This is evident of an increase of 3 180 people between 2011 and 2017. The population is distributed unevenly among the 13 municipal wards.

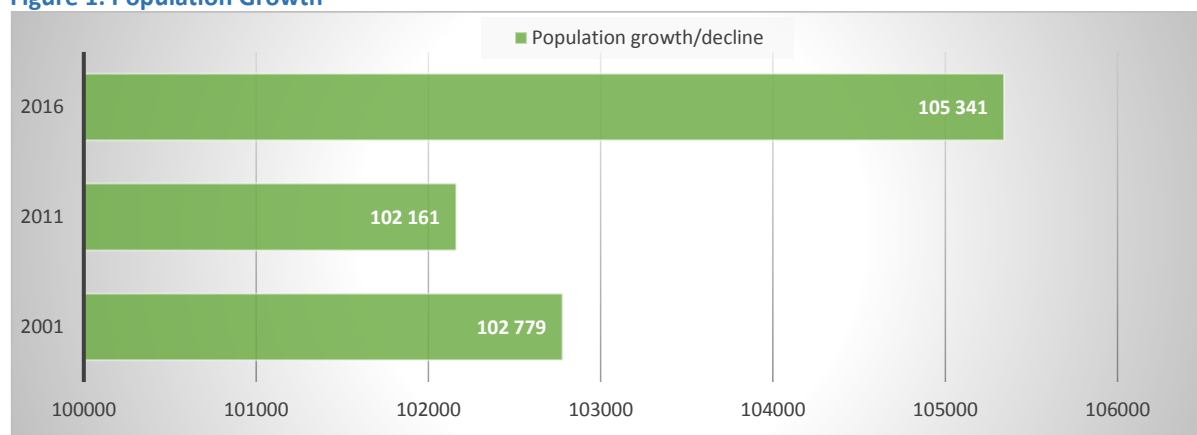
Population Density



1.2.3 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. Local 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 a 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, etc. If the positive 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 to the municipality.

Figure 1: Population Growth



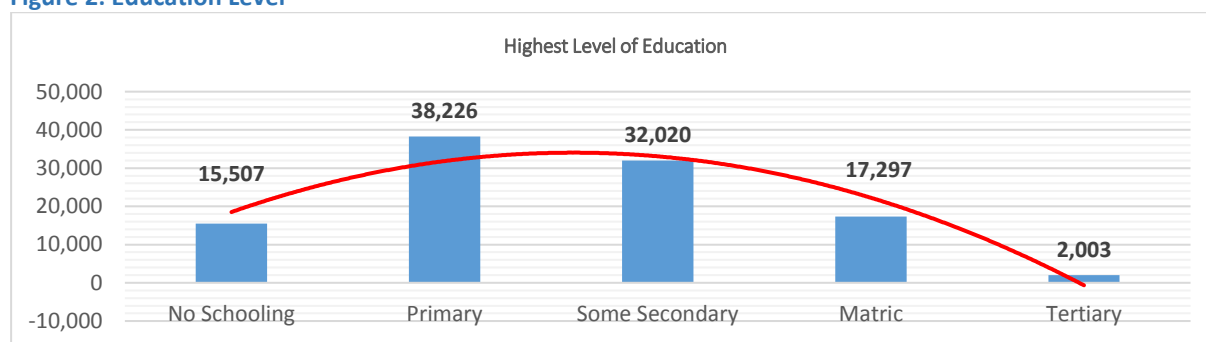


1.2.4 Education Level

Education plays an important role in economic development. It provides skilled labour that is key in producing goods and services in an economy. In 2017, of the total population of 105 341, only 1.9% had obtained tertiary educational attainments and only 16.4% had matriculated. People with no schooling increased to 14.7% 2011. This can be attributed to a lower level of primary school enrolment that was experienced in the municipal area in 2014-2015. Only a handful of those who finish matric pursue further studies. If the population levels continue to rise, and education is not addressed, the jurisdiction may end up having a community that is highly uneducated thus increasing the levels of poverty and dependency.

It is important to address this challenge, through development of rural education facilities and support given to children who come from highly impoverished backgrounds. The NDP 2030 points out the need to develop rural communities to attain levels as those in urban areas. There is a need to develop a program that will monitor or ensure that pupils that enroll in primary education are encouraged to complete secondary education and further their studies. Addressing this challenge is fundamental to creating a strong base that the municipality can use to stimulate economic growth and development. Figure.3 below indicates the population levels and their levels of qualifications within Dannhauser.

Figure 2: Education Level



(Stats SA: Census 2017)

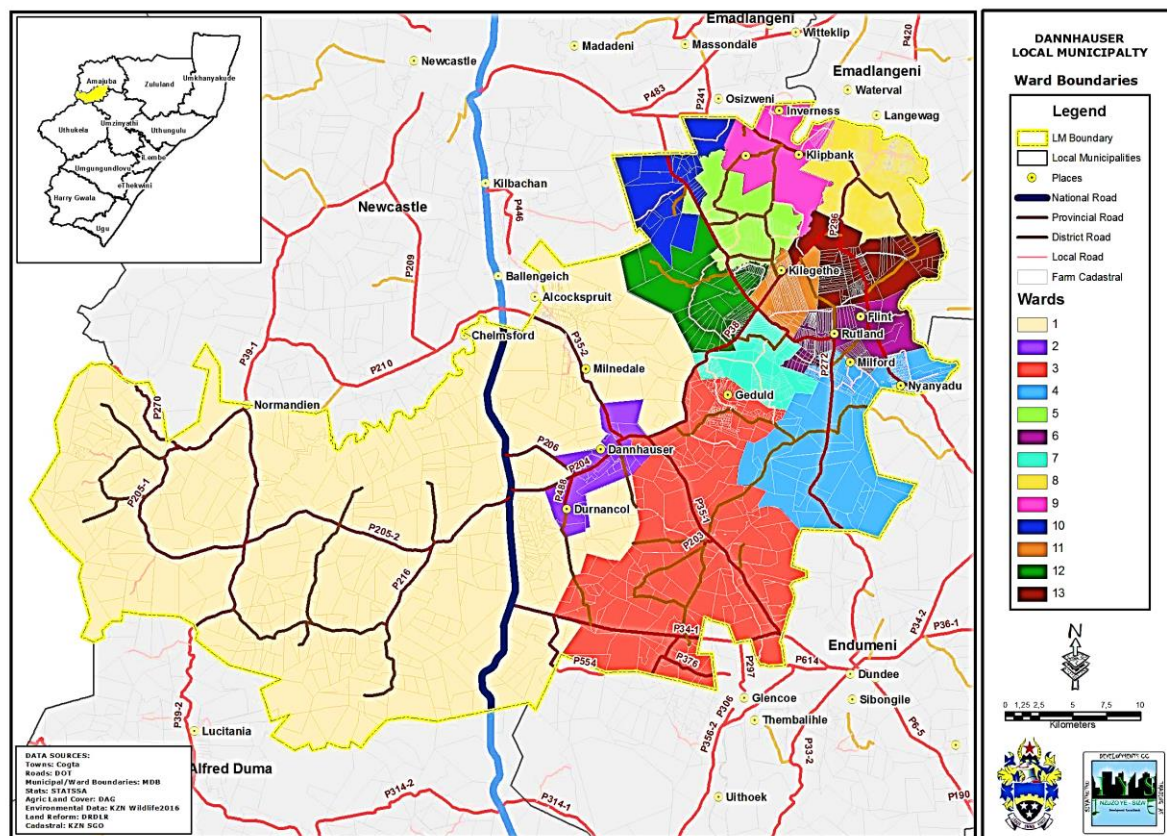
1.2.5 Wards and Traditional Authority

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 Council Authorities are Ingwe, Emalangeni and Gule. Reference is made to map.2.

Municipal Wards and Tribal Authority Boundaries



Map 2: Ward Boundaries (SDF 2021/22 page.5)



1.2.5.1 Settlement Areas Including Population Densities Combined in All Wards

Table 1: Settlements in Dannhauser

AREA NAME	Population Number Per Area	Total Area (km ²)
ANNIEVILLE	7904	7.56
ANVILLE	3935	7.57
BRIGHT HOME	443	0.28
CHELMSFORD	30	55.77
CHESTER	97	2.63
CLIFTON	555	9.58
CLONEEN	4360	8.99
CORK	465	3.78
CURRAGH	2334	7.56
DANNHAUSER	7173	53.23
DANNHAUSER NU	4016	953.84
DOORNKOP	1681	20.21
DORSET	581	1.13
EASTBOURNE	3810	7.79
EMAFUSINI	2247	0.58
FAIRBREEZE	3806	9.12
FLINT	980	6.08
FULATHELA SORTH	2458	1.54

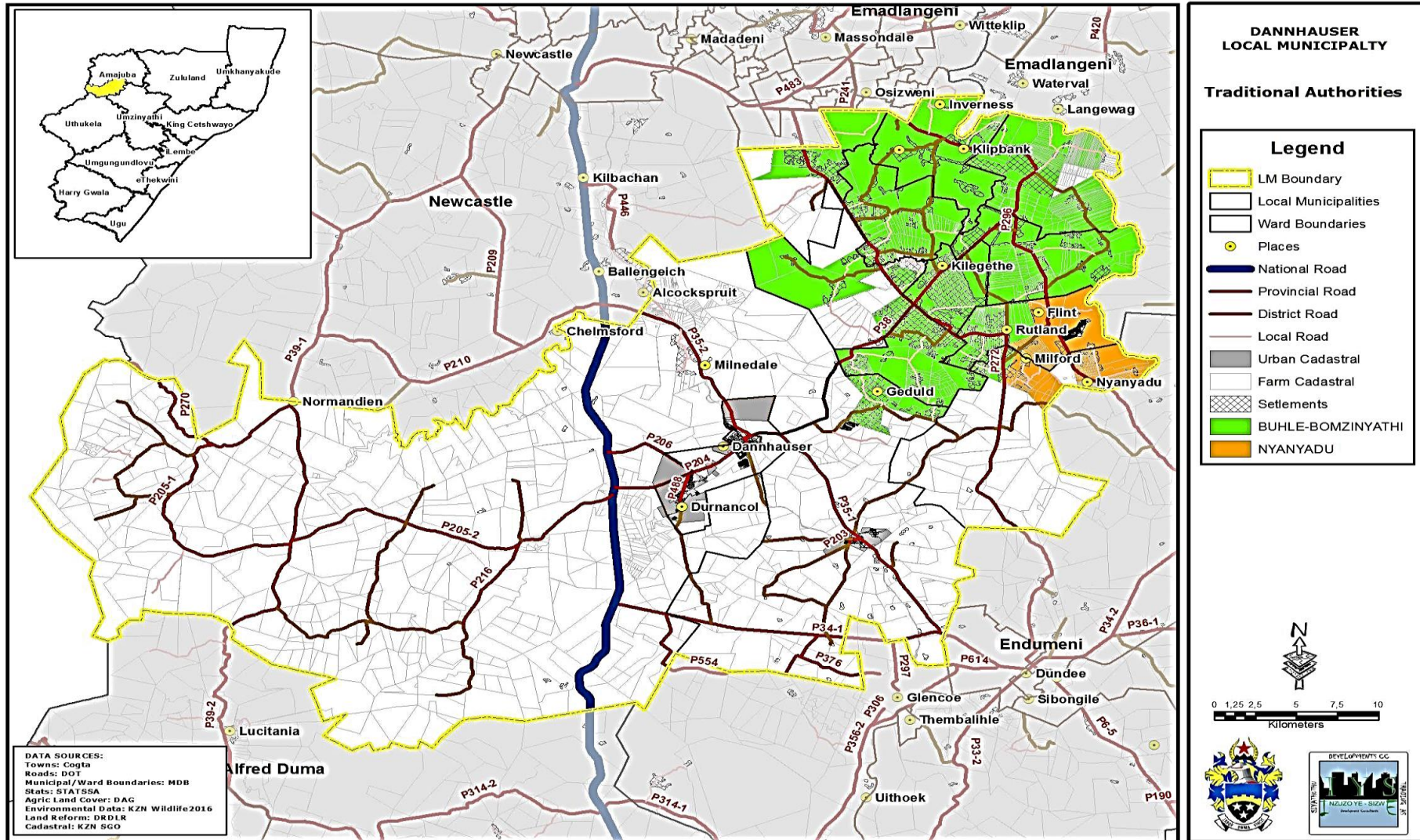


AREA NAME	Population Number Per Area	Total Area (km²)
GEDULD	766	7.56
GREENOCK	304	7.95
GROOTGELUK	1507	6.54
HATTINGSPRUIT	951	24.21
HILLTOP	1239	5.28
INVERNESS	606	7.17
JOKIS	688	8.01
KEMPSHOEK	1263	16.01
KILEGETHE	5055	10.38
KLIPRAND	314	3.95
LEKKERWATER	1331	4.84
MAFAHLAWANE	1935	15.16
MARTHA	575	8.79
MBANANE	3873	18.60
MIELIBULT	541	2.19
MILFORD	708	0.61
MOLTLOUNG	1008	16.72
MTENDEKA	5011	50.80
MULLINGAR	748	7.22
NAAS	2637	5.63
NELLIE	2256	6.19
NELLIE VALLER	1054	4.87
NGUQUQUQU	1626	5.53
NYANYADU	566	3.67
PATH FARM	2768	6.35
PHILLIP	610	8.31
POONA	599	7.01
ROCKY SPRUIT	40	6.85
RUTLAND	3630	5.81
SKOMBAREN	3665	7.48
SPOOKMILL	304	4.84
SPRINGBOK LAAGTE	3535	8.23
SPRINGLAKE	75	6.96
STRIJBANK	300	0.55
SURREY	414	9.59
TWHATGWHA	703	6.02
UITKYK	1230	7.04
VERDRIET	2140	3.02
WILTS	332	5.12
ZONDO	1558	17.59



1.2.5.2 TRIBAL AUTHORITY AREAS IN DANNHAUSER

Map 3:(SDF.2021/22 page.6) (Ubuhlebmzinyathi; Emalangeni; Gule & Ingwe)



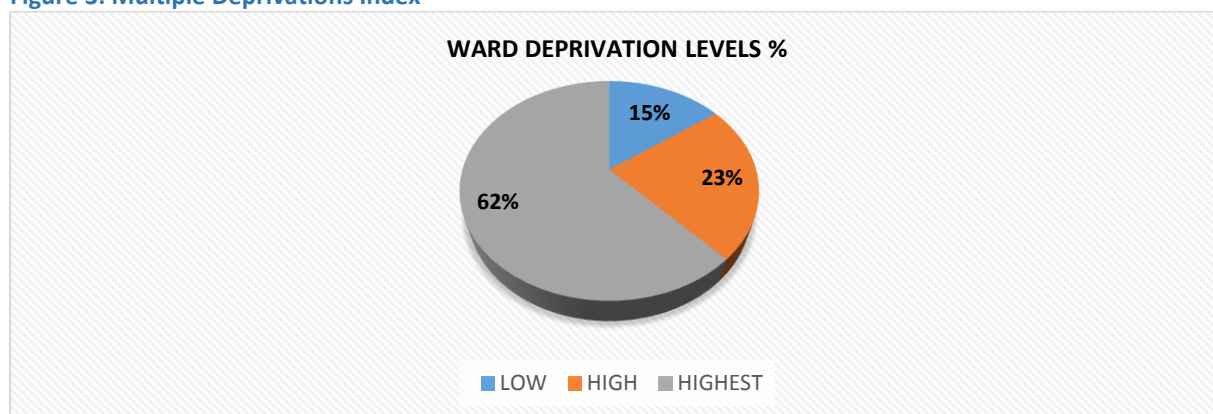


1.2.6 Multiple Deprivations Index Summary

The KwaZulu-Natal Provincial Index of Multiple Deprivation (PIMD) (2001) identifies poverty levels per municipality at a ward level. In terms of how it was determined, the PIMD (2001) was constructed by combining the five transformed domain scores with equal weights. The five domain indices are as follows:

- Income and Material Deprivation; Employment Deprivation; Health Deprivation; Education Deprivation; and Living Environment Deprivation.

Figure 3: Multiple Deprivations Index



(Stats SA: Census:2017)

Dannhauser has two (2) wards (15%) which have low deprivation, three (3) wards (23%) with high deprivation and eight (8) wards (62%) with the highest levels of deprivation. Eleven wards out of the 13 wards are situated in medium & deep rural areas and they are highly dependent on social grants as the levels of poverty are very high.

1.2.7 Economic Profile Summary

The economic data relating to the impact of COVID-19 will be published in the review of the 2021/2022 IDP for the financial year ending 30 June 2022. *The following table.2 is a summary of the economic profile of the municipality as at year ended 2018;*

Table 2: Gross Value Added NDH 2018

ECONOMIC STATUS – 2018					
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
ATOT	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: 2018)



As per Provincial Treasury KZN 2018, 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.

1.2.8 Indigent Support in Dannhauser Local Municipality Summary

The municipality has an Indigent Policy and register, table 3, indicates in summary how it is implemented;

Table 3: Indigent Policy Guideline Summary – NDH 2020

CATEGORY	DESCRIPTION
Property Rates	<ul style="list-style-type: none"> • Indigents qualify, like all domestic consumers, for a reduction in the market value of the property as approved from time to time by Council, and as reflected in the applicable tariff register. • Income per household must not be more than R 3 200 per month; • Pensioners qualify for 100 % rebate; • Retired pensioners receiving a monthly income from GEPI, and other sources of above R 3 200 per month only receive 25 % discount; and • Electricity is applicable to whether one fully owns the property or the occupiers of the property who are tenants but receiving income below R 3 200 per month.
Refuse	
Electricity	

The indigent policy seeks to address the problems and challenges faced by the poor within the jurisdiction. To enhance a better life for affordable basic services, the implementation of the indigent policy as the basis of providing Free Basic Services, the following has been taken into consideration;

- The high levels of unemployment;
- High numbers of low-income earners below R 2 500 per month;
- High number of households headed by unemployed females;
- High number of grant dependents; and
- Elderly persons headed households.

The Municipality's indigent policy applies specifically to the Free Basic Services programme and incorporates i.e., free basic electricity, free basic refuse removal, while the free basic sanitation and water are implemented by Amajuba District Municipality on behalf of Dannhauser's Indigent Register.



1.2.9 Dannhauser Municipal Urban Precinct Development - 2030

The following depicts the urbanisation strategy for the municipality that has been adopted for drawing in more investors and creating jobs while creating a sustainable and conducive climate for its local communities.

Map 4: New Precinct Development – Extension of Existing Dannhauser CBD

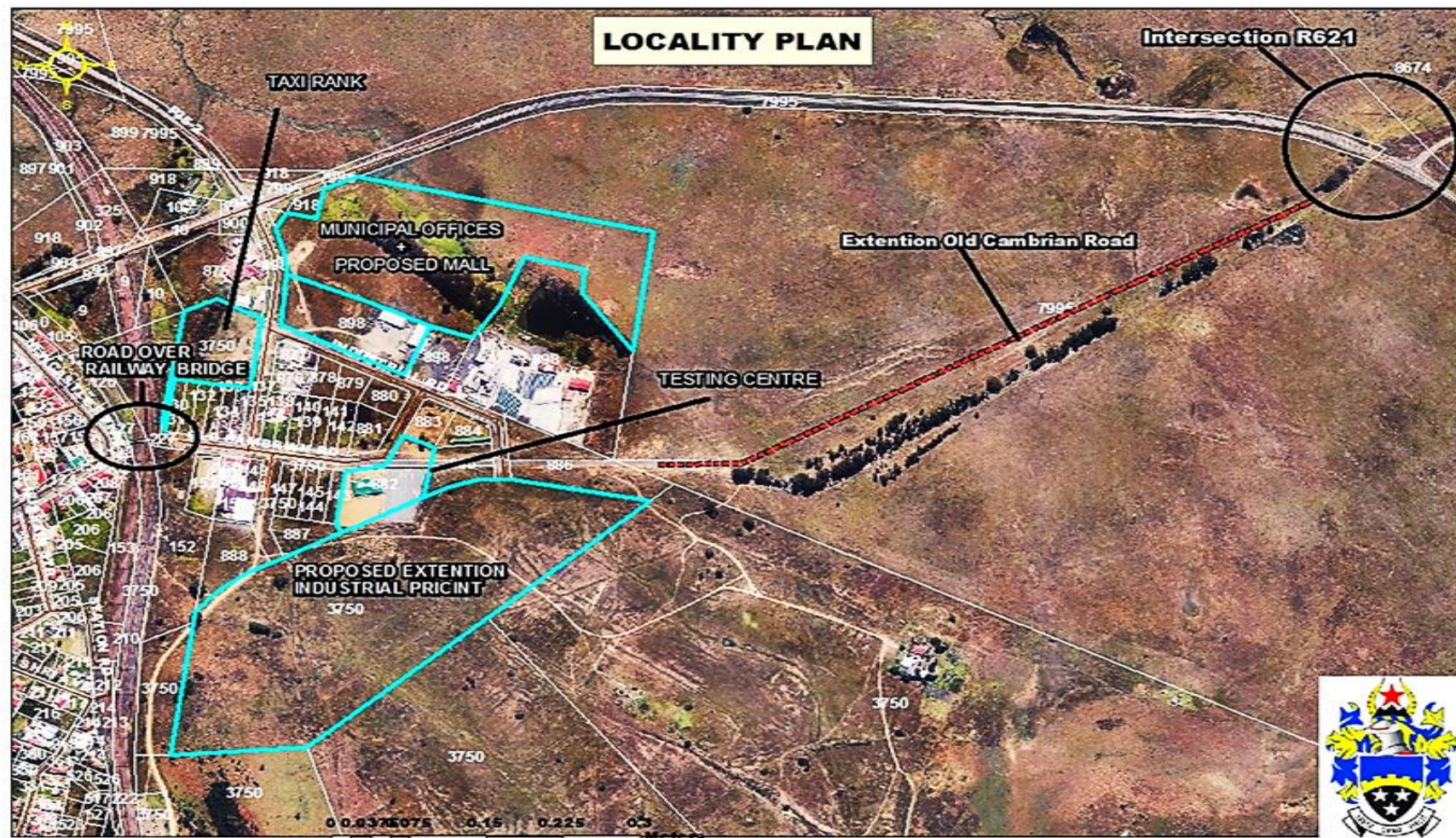




1.2.10 Dannhauser Municipal Industrialisation Development - 2030

The following depicts the industrialisation strategy for the municipality that has been adopted for drawing in more investors and creating jobs through a diversified economic sector.

Map 5: CBD Extension Areas



1.3 LONG TERM VISION & MISSION

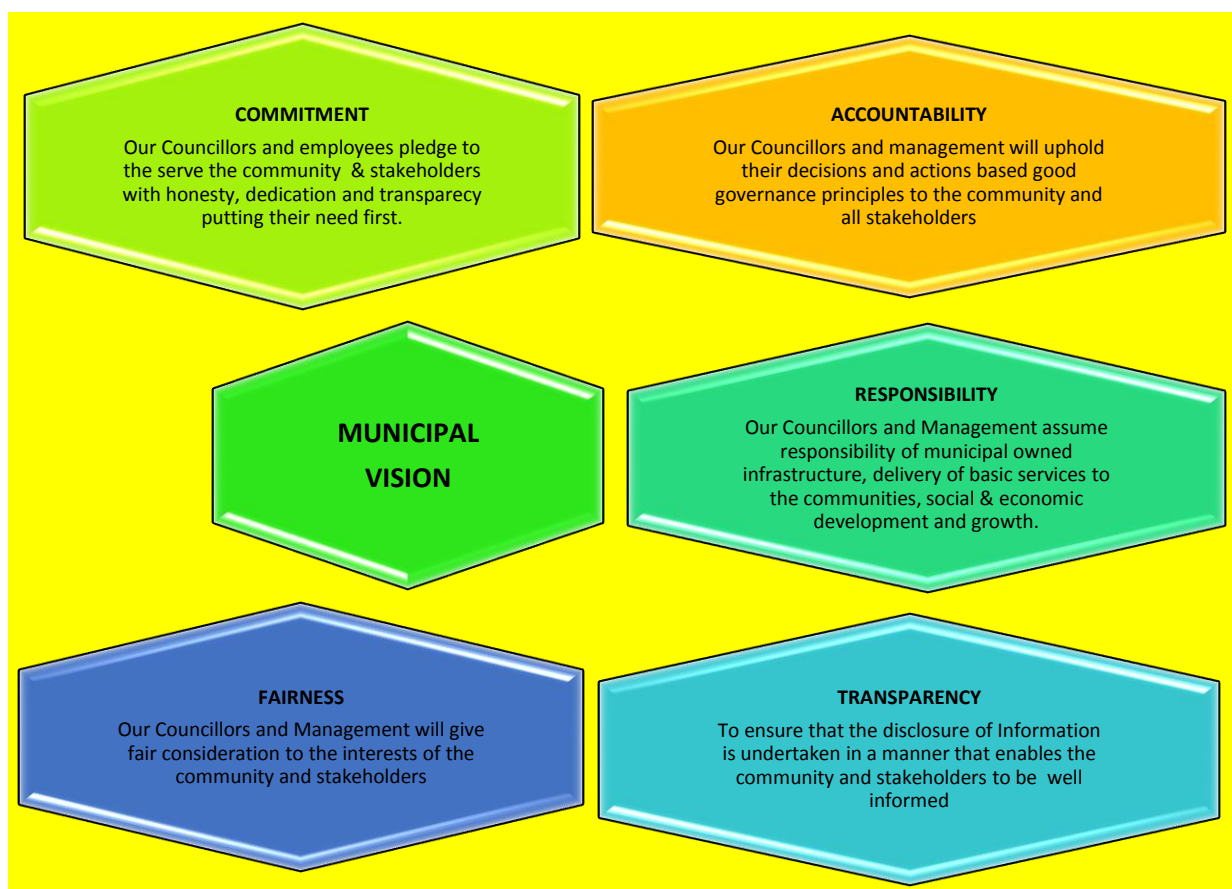
VISION

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

MISSION

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

MUNICIPAL CORE VALUES



1.3.1 Municipal Strategic Objectives

Table 4: Municipal Strategic Objective

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES
1. Municipal Transformation & institutional Development	<ul style="list-style-type: none"> ➤ To keep the Municipal Workforce well informed; ➤ To transform the Dannhauser into a performance driven Municipality; ➤ To provide skills development programmes for Staff, Councilors; ➤ To ensure that employment equity targets are met; ➤ To implement a refined organizational structure;



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KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES
	<ul style="list-style-type: none"> ➤ To ensure effective record management System;
2. Basic Service Delivery	<ul style="list-style-type: none"> ➤ To facilitate the construction of new offices; ➤ To facilitate the provision of housing in line with the national and provincial norms and standards; ➤ To Provide Public Amenities; ➤ To ensure safe Rural Road infrastructure networks; ➤ To ensure safe Urban Road infrastructure networks; ➤ To ensure safe environment through installation of Mast Lights / Street Lights; and ➤ To provide educational and recreational services to the community; and ➤ To direct law enforcement, to improve safety and security.
3. Local Economic Development	<ul style="list-style-type: none"> ➤ To Create a climate conducive for sustainable economic Growth and job creation; ➤ To eradicate poverty and improve socio economic condition; ➤ To create an Investment Profile that will draw and retain investors; ➤ To review and implement the Tourism strategy; ➤ To develop a comprehensive strategy to empower SMME's and Co-operatives; and ➤ To review and monitor Social & Labour Plans of mining stakeholders ensuring they are aligned to development initiatives of the municipality.
4. Good Governance & Public Participation	<ul style="list-style-type: none"> ➤ To ensure progressive compliance with institutional and governance requirements; ➤ To ensure that IGR structures function effectively within the district; ➤ To provide reasonable assurance on the adequacy and effectiveness of internal control systems; ➤ To ensure compliance with the development, implementation of the waste management plan; ➤ To ensure compliance with the development and implementation of the disaster management plan; ➤ To ensure that Council and its committees are functioning effectively; ➤ To promote youth development within the Municipality; ➤ To Implement (social cohesion) through special programs that empower all individuals within the municipal jurisdiction, regarding Arts & Culture; Sports & Recreation; HIV & AIDS, Disability, Gender, Women & Children); ➤ To improve the image of the Municipality. ➤ To ensure that the Animal Pound By-Law is developed and enforced within the municipal jurisdiction. ➤ To Ensure Functional Audit Committee; (GG) ➤ To implement and maintain effective enterprise-wide risk management system; (GG)
5. Environmental & Spatial Management	<ul style="list-style-type: none"> ➤ To ensure that the Spatial Development Framework is prepared and aligned with LUMS; ➤ To regularly provide effective services to the Community in order to create clean and safe environment; ➤ To ensure functional disaster management; ➤ To provide services to the community in developing a Cemetery plan and maintaining cemeteries in the Urban and Rural Areas; and ➤ To regularly provide effective services to the Community in order to create clean and safe environment.



KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES
6. Municipal Financial Viability & Management	<ul style="list-style-type: none"> ➤ To effectively manage financial conditional grants; ➤ To improve expenditure control; ➤ To improve the procurement system; and ➤ To Invest in the Development of the Municipality through Revenue Enhancement. ➤ Improve on revenue collection/base; ➤ Optimizing of debt collection;

1.4 IDP REVIEW PROCESS

The municipality complies with the “Municipal Systems Act, 32 of 2000, section (34) which states that; A municipal council -

- (a) must review its integrated development plan -
 - (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and
 - (ii) to the extent that changing circumstances so demand; and
- (b) may amend its integrated development plan in accordance with a prescribed process.

Section 28 of the Municipal System Act, Act 32 of 2000 requires that each Municipal Council adopts a process plan that would guide the planning, drafting, adoption and review of the IDP, Budget and Performance. The Process Plan should have clear and established mechanism, procedures and processes to ensure proper consultation with the local communities. It should indicate clearly how the IDP process will work, who will be responsible for what, time frames and milestones will be set and a budget will be aligned to the programme.

Section 21 of the Municipal Finance Management Act no 56 of 2003 also provides the following:

The mayor of a municipality must—

- (1) (b) at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget;

Dannhauser Local Municipality has developed and adopted an IDP Public Participation Plan. The plan informs the IDP review process undertaken and directs on how the community must be integrated in the whole process. Accordingly, the process includes extensive public participation in the form of consultations with the key stakeholders including Ward Committees, CDWs, traditional councils and business entities. This provides for transparent and fair participative planning practices in the formulation of the IDP, as an instrument of development planning within the municipal area. As part of the IDP review process, Dannhauser LM conducts a series of two (2) roadshows. The first being held in November and December of each calendar year and second in the following calendar year in April and May prior to the start of the municipality’s financial year in June.

The municipality has experienced an improvement in its participative planning practices in this regard; fair engagement with stakeholders through various platforms including Ward Constituency meetings that are held quarterly. This allows for Ward Councilors and municipal officials to report to the relevant constituencies. The Ward Constituency and IDP/Budget Roadshows also invite the participation of

Sector Departments and Traditional Leadership Councils. In addition, the municipality prioritizes the ward committee meetings as a significant mechanism to ensure efficient public participation and communication. Social media networks and technologies are utilized as means to extend public participation within the municipal area, this includes Facebook, cellphone broadcast text messages and complaint register system reviewing, which have proved to be effective and functional. The following is a summary of some of the key activities of the process;

- The strategic review of the 2020/21 IDP;
- Addressing MEC Comments 2020/21 IDP
- The review of Spatial Development Framework 2021/22
- Identification of sector plans;
- Alignment with sector departments and service providers;
- Integrating IDP and Sector Plans with resource framework;
- Alignment of IDP/PMS and Budget process;
- The review of the three-year financial plan
- The development of the five-year financial plan;
- The development of a Service Delivery and Budget Implementation plan; and
- The preparation of the IDP – 2021/22

1.4.1 Phases and Activities of The IDP – 2021/2022

Table 5: IDP Stages/Phases in IDP 2021/2022 Process

STAGES/PHASES OF THE IDP PROCESS	
IDP Phases	Activities
Preparatory Phase	<ul style="list-style-type: none"> ➤ Identification and establishment of stakeholders and/ or structures and sources of information. ➤ Development of the IDP Framework and Process Plan.
Analysis Phase	<ul style="list-style-type: none"> ➤ Compilation of levels of development and backlogs that suggest areas of intervention.
Strategies Phase	<ul style="list-style-type: none"> ➤ Reviewing the Vision, Mission, Strategies and Objectives
Projects Phase	<ul style="list-style-type: none"> ➤ Identification of possible projects and their funding sources
Integration Phase	<ul style="list-style-type: none"> ➤ Sector plans summary inclusion and programmes of action.
Approval Phase	<ul style="list-style-type: none"> ➤ Submission of Draft IDP to Council ➤ Road-show on Public Participation and publication ➤ Amendments of the Draft IDP according to comments; ➤ Submission of final IDP to council for approval and adoption.

1.4.2 Municipal Structures For IDP/Budget/PMS Process

Table 6: Structures Managing IDP/Budget/PMS Process

STRUCTURES MANAGING THE IDP/BUDGET/PMS PROCESS		
STRUCTURE	COMPOSITION	ROLE
COUNCIL	Members of Council (Chair: Speaker)	<ul style="list-style-type: none"> ➤ Deliberate and adopt IDP Framework and Process plan. ➤ Deliberate, adopt and approve the IDP.
IDP/BUDGET & PMS	<ul style="list-style-type: none"> ➤ Executive Mayor, 	Function of the Committee



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STEERING COMMITTEE	<ul style="list-style-type: none"> ➤ Chairpersons of Portfolio Committees, ➤ Municipal Manager, ➤ Director: (CFO) Finance ➤ Director: Corporate Services; ➤ Director: Technical Services; ➤ Director Community; ➤ Manager: IDP; ➤ Manager: LED; and ➤ Internal Audit <p>(Chair: Executive Mayor)</p>	<ul style="list-style-type: none"> ➤ Provide terms of reference for subcommittees and the various planning activities; ➤ Ward Committee Inputs; ➤ Consider and comment on: <ul style="list-style-type: none"> ✓ Inputs from subcommittee(s), study teams; and ✓ inputs from provincial sector Departments and support providers (PIMS-Centers, etc.). ➤ Process, summarize and draft outputs. ➤ Make recommendations Prepare, facilitate and minute Meeting. ➤ Prepare and submit reports to the IDP representative forum.
MUNICIPAL MANAGER	<p>The Municipal Manager</p>	<p>Responsible for the overall management, coordination and monitoring of the planning process, as delegated to the Municipal Manager and the IDP/Budget/PMS planning process.</p> <ul style="list-style-type: none"> ➤ Prepares the programme for the planning process. ➤ Undertakes the overall management and coordination of the planning process, ensuring that all relevant actors are appropriately involved. ➤ Assign persons in charge of different roles. ➤ Ensures an efficient and effectively managed and organized planning process. ➤ Responsible for the day-to-day management of the drafting process. ➤ Ensures that planning process is participatory, strategic and implementation-orientated and is aligned to and satisfies sector planning requirements. ➤ Responds to comments on the draft IDP/Budget from the public, horizontal alignment and other spheres of the satisfaction of the Municipal Council. ➤ Ensures that MEC for local government's proposals are responded to and IDP relevantly adjusted.
IDP/BUDGET & PMS TECHNICAL COMMITTEE	<p>Municipal Manager,</p> <p>(Chair: Municipal Manager)</p> <ul style="list-style-type: none"> ➤ Director: (CFO) Finance; ➤ Director: Corporate Services; ➤ Director: Technical Services; ➤ Director Community; ➤ Manager: IDP; ➤ Manager: LED; and ➤ Internal Audit. 	<ul style="list-style-type: none"> ➤ Contribute technical expertise in the consideration and finalization of strategies and identification of projects. ➤ Provide departmental operation and capital, budgetary information. ➤ Responsible for the project proposals. ➤ Responsible for the preparation and integration of projects and sector programmes. ➤ Responsible for preparing amendments for the IDP/Budget/ PMS review. ➤ Responsible for organizing public consultation and participation.
IDP/BUDGET & PMS OPERATION TASK TEAMS	<p>IDP</p> <ul style="list-style-type: none"> ➤ Director: (CFO) Finance ➤ Director: Corporate Services; ➤ Director: Technical Services; ➤ Director Community; ➤ Manager: IDP; ➤ Manager: LED; ➤ Internal Audit; ➤ Ward Councilors Support, Traditional Affairs and Public Participation 	<p>IDP</p> <ul style="list-style-type: none"> ➤ Implement the Process Plan. ➤ Provide analysis of relevant technical and sector information. ➤ IDP consultation with various sectors (Sector forum). ➤ Preparations for all IDP meetings. ➤ Ensures documentation of the results of the review of the IDP document. ➤ Ensures amendments are made to the draft IDP to the satisfaction of the Technical Committee.



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	(Chair: Municipal Manager: Strategic Planning, Monitoring and Evaluation and IDP Manager)	
BUDGET TASK TEAM	BUDGET <ul style="list-style-type: none"> ➤ Municipal Manager ➤ Director: (CFO) Finance ➤ Director: Corporate Services; ➤ Director: Technical Services; ➤ Director Community; Manager: IDP ➤ Manager: LED ➤ Internal Audit 	BUDGET <ul style="list-style-type: none"> ➤ Implement the budget Process Plan. ➤ Provides analysis of relevant technical, sector and financial information. ➤ Ensure Departmental Budget Committees are functional. ➤ Ensures proper documentation of the results of the drafting of Budget document. ➤ Ensures amendments are made to the draft Budget to the satisfaction of the Technical Committee.
IDP, BUDGET & PMS REPRESENTATIVE	Municipal Stakeholders forum comprising of representatives of the following structures; <ul style="list-style-type: none"> ➤ Traditional Authorities ➤ Community ➤ Business Sector ➤ Traditional Healers ➤ Government Departments ➤ Education Sector ➤ Non-Governmental Organisations ➤ Transport Sector ➤ Labour Unions ➤ Financial institutions ➤ Farmers ➤ Civic organization ➤ Religious groups 	<ul style="list-style-type: none"> ➤ Participate and ratify the completion of each phase of the IDP development and review process. ➤ Represent the communities at strategic decision-making level.
PUBLICATION PARTICIPATION TEAM	Representatives from all Directorates and the office of the Executive Mayor. <ul style="list-style-type: none"> ➤ Director: (CFO) Finance ➤ Director: Corporate Services; ➤ Director: Technical Services; ➤ Director Community; Manager: IDP ➤ Manager: LED ➤ Internal Audit (Chair: Manager: Councilor Support, Traditional Affairs and Public Participation)	<ul style="list-style-type: none"> ➤ Coordination of the public participation programme. ➤ Mobilize the involvement and commitment of stakeholders. ➤ Ensure participation of previously disadvantaged groups, e.g., women, the disabled, etc.
AUDIT AND PERFORMANCE AUDIT COMMITTEE	Audit Committee members, Executive Management and Internal Auditors. <ul style="list-style-type: none"> ➤ Director: (CFO) Finance ➤ Director: Corporate Services; ➤ Director: Technical Services; ➤ Director Community; and 	<ul style="list-style-type: none"> ➤ IDP/Budget/PMS monitoring and evaluation. ➤ Ensure due process followed to IDP preparation; ➤ Ensure credibility of IDP based on process followed, compliance with legislation, contain all necessary information, took all factors including public comments into consideration Resources are available to ensure implementation/ achievement of undertakings

	<ul style="list-style-type: none"> ➤ Manager: IDP ➤ Manager: LED ➤ Internal Audit <p>(Chair: Chairperson of the Audit and performance Audit Committee)</p>	
CoGTA	MEC of CoGTA	<ul style="list-style-type: none"> ➤ Assess/Evaluate the IDP ➤ Comment and Monitor IDP implementation

The following table provides Process Plans key dates with activities.

1.4.3 Dates of IDP Representative Forum and Public Consultation Meetings

Table 7: Dates of IDPRF and Consultation Meetings for 2022/2023 IDP

NATURE OF MEETING / ACTIVITY	ACTION DATE	OUTCOMES
<ul style="list-style-type: none"> ➤ Ward Committees, CDW's, Business chamber, Special programs, Traditional leadership structure and Land owners ➤ IDPRF Meetings 	<ul style="list-style-type: none"> ➤ 31 July 2022 Wednesday ➤ 12 September 2020 Thursday 	<ul style="list-style-type: none"> ➤ The provision of feedback on the status quo and strategic framework components of the IDP; (Process Plan) ➤ Presentation of the Sector Plans; ➤ Status Quo and review of the Spatial Development Framework and SPLUMA introduction.
<ul style="list-style-type: none"> ➤ Ward Public Constituency Meetings (Ward1-13). 	<ul style="list-style-type: none"> ➤ 7-13 October 2020 Monday -Sunday 	<ul style="list-style-type: none"> ➤ Ward Councillors reporting to their Constituencies for the 1st Quarter of 2019/20 Financial Year, to their respective Wards.
<ul style="list-style-type: none"> ➤ Ward Committees, CDW's, Business chamber, Special programs, Traditional leadership structure and Land owners ➤ Budget/IDP Road-shows Meeting for all 13 Wards 	<ul style="list-style-type: none"> ➤ 14 November 2020 Thursday ➤ 16 November 2020 Saturday 	<ul style="list-style-type: none"> ➤ 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.
<ul style="list-style-type: none"> ➤ IDPRF Meeting 	<ul style="list-style-type: none"> ➤ 24 March 2021 Tuesday 	<ul style="list-style-type: none"> ➤ Presentation of the draft IDP and Budget ahead of the public participation process; ➤ Presentation of the PMS quarterly report; ➤ Sector Plans and SPLUMA compliance report as per SDF.
<ul style="list-style-type: none"> ➤ IDP/Budget Road shows 	<ul style="list-style-type: none"> ➤ 9-11 April 2021 Thursday - Saturday 	<ul style="list-style-type: none"> ➤ For all stakeholders as prescribed by the legislation (Communities, Ward Committees, Business Representatives, and other structures.
<ul style="list-style-type: none"> ➤ IDPRF MEETING 	<ul style="list-style-type: none"> ➤ 21 May 2021 Thursday 	<ul style="list-style-type: none"> ➤ 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. ➤ Recommendation by the IDP RF for the adoption of the IDP by Council.

1.4.4 Council Approval IDP Time Table

The municipality has to ensure prior to Council Approval and Adoption of the 2022/2023 IDP, that a thorough public participation has been undertaken. In line with public participation requirements, the following is compiled to by the municipality;

a) Functions and context of public participation

Chapter 4 of the Municipal Systems Act, 2000 section 17(2) stipulates that a municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality. Four major functions can be aligned with the public participation process namely:

- Needs identification;
- Identification of appropriateness of proposed solutions;
- Community ownership and buy-in; and
- Empowerment.

b) Procedures for participation

The following procedures for participation will be utilized:

▪ IDP Representative Forum (IDP Rep Forum)

The forum consists of members representing all stakeholders in the municipality. Efforts will be made to bring additional organizations into the IDP Rep Forum and ensure their continued participation throughout the process.

▪ Public Consultation Meetings

1. For the entire review/development of the IDP/Budget/PMS, communities will be consulted during the months of April each financial year directly on soliciting the needs and presenting the draft IDP/Budget of the municipality. This will deepen the participation of the community in the entire process of the IDP/Budget/PMS cycle.
2. Inputs raised and discussed in the Draft IDP/Budget public participation Consultation will be noted by the IDP office and Public Participation SBU, Community inputs and comments will be taken into consideration when compiling the Final IDP/Budget of the Municipality.

▪ Mechanisms for participation

The following mechanisms for participation will be utilized by Dannhauser:

✓ Media

National and Local newspapers, local radio stations and the Municipal newsletter will be used to inform the community of the progress of the IDP.

✓ Website

The Municipal website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.

✓ Traditional Authorities and Municipal Cluster Offices

Copies of the IDP will be distributed to traditional authorities' offices, municipal cluster service center offices, municipal resource center and all municipal libraries.

Once the IDPRF has recommended to Council for the adoption of the IDP and Budget on the 23 May 2020, the IDP will be tabled at EXCO for consideration on the 24 May 2020. Council will then adopt the IDP, PMS and Budget on the 31 May 2020.

Table 8: 2022/23 IDP; Budget & OPMS Programme

ANNEXURE A

Multi – Year IDP; Budget and OPMS Programme

MILESTONES		
JUNE 2022 TO JULY 2023	DATE	RESPONSIBILITY
First meeting Steering Committee (MANCO and Govt. Depts. Review provincial and national government sector and strategic plans	20-July-2022 Wednesday	Municipal Manager; IDP Manager
First meeting of the Technical Committee (MANCO)	25 JULY 2022 MONDAY	Municipal Manager; IDP Manager
Preparation of the Draft IDP, Budget and OPMS Process Plans	27 July-2022 Wednesday	Municipal Manager; CFO and IDP Manager
Submit Draft 2022/23 Reviewed IDP Framework and Process Plans for comments to COGTA	27 July 2022 Wednesday	IDP
AUGUST 2022	DATE	RESPONSIBILITY
Ward Committee meetings (in respective wards): prioritization of projects	03 August 2022 Wednesday	Municipal Manager; Dir. Corporate Services; Office of the Speaker
Mayor establishes/reconstitute committees and consultation forums for the IDP, Budget and OPMS processes	04 August 2022 Thursday	Municipal Manager; Mayor
Mayor tables timetable for the IDP, Budget and OPMS to Executive Committee	10 August 2022 Wednesday	Municipal Manager; Office of the Mayor
Advertise Draft Process Plan and notification of the IDP Forum	10-29 August 2022	Municipal Manager; IDP Manager
Analyse gaps between actual and planned performance and assess the impact on the next three-year plan	19 August 2022 Friday	Municipal Manager; CFO
On the basis of 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	19 August 2022 Friday	Municipal Manager; CFO
COGTA finalise comments on Draft Framework and Process Plans	18 August 2022 Thursday	IDP Co-ordination Business Unit, Spatial Planning Business Unit, Municipal Planners
Second meeting of the Technical Committee	19 August 2022 Friday	Municipal Manager; IDP Manager
Closing date for comments in Draft Process Plan	29 August 2022 Friday	Municipal Manager; IDP Manager
First IDP Forum meeting	12 August 2022 Friday	Municipal Manager; IDP Manager; Communications Manager



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Analyse gaps between actual and planned performance and assess the impact on the next three-year plan	19 August 2022 Friday	Municipal Manager; CFO
On the basis of 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	19 August 2022 Friday	Municipal Manager; CFO
COGTA finalise comments on Draft Framework and Process Plans	29 August 2022 Friday	IDP Co-ordination Business Unit, Spatial Planning Business Unit, Municipal Planners
Sustainable Living Exhibition	17-19 August 2022 Wednesday to Friday	MEC, IDP Co-ordination Business Unit, Municipal representatives, Sector Departments
Determine future directions and priority areas for the municipality to guide the budget allocations and IDP	30 August-2022 Monday	Municipal Manager and MANCO
SEPTEMBER 2022	DATE	RESPONSIBILITY
Identify factors that impact on future budgets and determine financial parameters	02 September 2022 Friday	Municipal Manager; CFO
Determine funding revenue available for next three years	09 September 2022 Friday	Municipal Manager; CFO
IDP Indaba (Op on PGDP, MEC Panel Feedback, Adoption of IDP Management Plan, review of assessment process and template	14 September 2022 Wednesday	IDP Co-ordination Business Unit, Municipal representatives, Sector Departments
Review funding policies and tariff structures	16 September 2022 Friday	Municipal Manager; CFO
Based on past year's performance compile draft medium – term expenditure framework	23 September 2022 Friday	Municipal Manager; CFO; HODs
Review of strategies, objectives, priorities desired for the next three years and notification of the IDP Forum	28 September -2022 Wednesday	Municipal Manager; HODs
OCTOBER 2022	DATE	RESPONSIBILITY
Cost estimate capital and operational plans	05 October 2022 Friday	Municipal Manager; Dir. Infrastructure and Technical; CFO; IDP Manager
Ward Public Meetings (Ward 1-13) Second meeting of the Steering Committee (MANCO and Govt. Dept.) Municipality receive inputs from Govt. Depts. and SOEs	10 – 16 Oct-2022 Monday to Sunday	Municipal Manager; IDP Manager
Third meeting of the Technical Committee (MANCO)	21 October 2022 Friday	Municipal Manager; MANCO
Finalization of FP/PP	26 October 2022 Wednesday	IDP co-ordination, Municipal Council, Municipal Planner
NOVEMBER 2022	DATE	RESPONSIBILITY
Community consultation process and reporting on the current budget, IDP, PMS, and on the reviewing of the IDP, Budget and OPMS	03-04 November-2022 Thursday & Friday	Council; EXCO; Municipal Manager



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IDP Feedback Session Amajuba	04 November 2022 Friday	IDP Co-ordination Business Unit, Municipal Planners, Sector Depts. and SOEs
World Planning Day Celebrations	02 November 2022 Wednesday	IDP Co-ordination Business Unit, Municipal representatives
Support provided to Municipalities with weak IDPs	03 November 2022 Thursday	IDP Co-ordination Business Unit
MANCO discussing public comments and inputs on Budget/IDP/OPMS, and also considers inputs for reviewing of the IDP, compilation of the Budget and OPMS input.	25 November 2022 Friday	Municipal Manager; IDP Manager
DECEMBER 2022	DATE	RESPONSIBILITY
EXCO discussing public inputs and MANCO recommendations on the IDP/Budget and OPMS	02-Dec-2022 Friday	Executive Committee
Support provided to Municipalities with weak IDPs	Dec 2022 – Mar 2023	Municipal representatives, Sector Departments, SOE's
JANUARY 2023	DATE	RESPONSIBILITY
Assess midyear budget and performance to inform adjustments	13-January 2023 Friday	Municipal Manager; CFO
Mayor tables budget adjustments for the current financial year	20 Jan 2023 Friday	Mayor; Municipal Manager; CFO
Council approves budget adjustments	20 January 2023 Friday	Council
Finalise detailed plans and budgets	26 January 2023 Thursday	Municipal Manager; CFO; HODs
FEBRUARY 2023	DATE	RESPONSIBILITY
Prepare Draft IDP Review, Budget and OPMS	03 February 2023 Friday	Municipal Manager; CFO; IDP Manager
Align draft budget and IDP Review report	06 February 2023 Monday	Municipal Manager; CFO; IDP Manager
Meeting of COGTA, Sector Departments and Municipalities on IDP drafting and assessment process for 2023/2024	10 February 2023 Friday	IDP Co-ordination Business Unit
Finalise budget for next three years in prescribed formats	10-Feb-2023 Friday	Municipal Manager; CFO
Set Key Performance Indicators and Targets	17 February 2023 Friday	Municipal Manager; HODs; IDP Manager
Municipal Manager submit draft budget and plans, tariffs and related policies to Mayor	23 February 2023 Thursday	Municipal Manager; CFO
MARCH 2023	DATE	RESPONSIBILITY
Present draft IDP Review, preliminary Budget and OPMS proposals to EXCO for recommendation to Council	02 March 2023 Thursday	Municipal Manager; CFO; IDP Manager
Finalise tariffs and policies	10 March 2023 Friday	Municipal Manager; CFO; HODs
Present Draft IDP Review, Budget and OPMS reports to EXCO and Council. Council informs strategic objectives, KPIs and Targets as set out in the Draft IDP Review	15 March 2023 Wednesday	EXCO; Municipal Manager
Incorporate EXCO proposals to the Draft IDP Review	17 March 2023 Friday	Municipal Manager; IDP Manager
Second meeting of the IDP Forum	17 March 2023 Friday	Municipal Manager; IDP Manager; Mayor
Mayor tables draft multi – year budget to Council	22 March 2023 Wednesday	Mayor



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Present the draft IDP Review to Council and submission of report to DLGTA for assessment	24 March 2023 Friday	Municipal Manager
Submit copies of the tabled budget to Provincial and National Treasury	24 March 2023 Friday	Municipal Manager; CFO
Municipalities complete draft Reviewed IDPs for submission to COGTA for Assessment Discussion Sessions	01-24 March 2023	Municipal Planners-COGTA Planners, Sector Departments, SOEs
Municipalities submit draft 2021/22s to COGTA for Decentralised Assessment Discussion Sessions	24 March 2023 Friday	Municipal Planners, COGTA Planners
APRIL 2023	DATE	RESPONSIBILITY
Publish tabled draft budget with all related policies, tariffs and by-laws for comments	07-Apr-2021 Wednesday	Municipal Manager; CFO
Tabling of the Draft Budget, IDP, OPMS, to Ward Committees, Traditional Leadership, Business, Focal Group and other stakeholders	05-08 April 2023 Wednesday to Saturday	Office of the Speaker; Municipal Manager; CFO
Decentralised IDP Self-Assessment discussion session Amajuba	06 April 2023 Thursday	IDP Co-ordination Business Unit, COGTA Business Units, Municipal representatives
Community consultation process on the reviewing of the IDP, Budget and OPMS	10 April 2023 Monday	Council; EXCO; Municipal Manager
Incorporate comments from stakeholders including provincial and national departments.	14 April 2023 Friday	Municipal Manager; CFO
Closing date for public comments on draft budget	14 April 2023 Friday	Municipal Manager; CFO
Consult with sector departments to finalise allocations from government	20 April 2023 Thursday	Municipal Manager; CFO
Fourth meeting of the Technical/Steering Committee.	21 April 2023 Friday	Municipal Manager
Convening of Decentralised IDP Assessment Discussions and IDP Feedback session	28 April 2023 Friday	
IDP Assessment Feedback Session	28 April 2023 Friday	IDP Co-ordination Business Unit COGTA Business Units Municipal Representatives
MAY 2023	DATE	RESPONSIBILITY
MANCO discuss stakeholder's inputs and recommendations on Budget, IDP, and OPMS	03 May 2023 Wednesday	CFO, Municipal Manager and HOD's
Third meeting of the IDP Forum	12 May 2023 Friday	Municipal Manager; IDP Manager; Mayor
Present draft IDP Review, preliminary Budget and OPMS proposals to EXCO for recommendation to Council	18 May 2023 Thursday	Municipal Manager; EXCO
Mayor tables revised budget/IDP/OPMS to Council for approval	19 May 2023 Friday	Mayor, Council
Council to consider approval of the revised budget and plans at least 30 days before start of the budget year.	19 May 2023 Friday	Council
Prepare draft SDBIPs linked to IDP, Budget and OPMS.	25 May 2023 Thursday	Municipal Manager; CFO; HODs
JUNE & JULY 2023	DATE	RESPONSIBILITY
Publish budget and forward copies of approved budget to Provincial and National Treasury, COGTA	01 June-2023 Thursday	Municipal Manager; CFO.
Training of Sector Departments	07-08 June 2023 Wednesday & 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	09 June 2023 Friday	Mayor
Municipal adopt IDPs	23 June 2023 Friday	Municipal Councils
Publish the SDBIPs and Performance Agreements. Copies forwarded to National and Provincial Treasury; MEC for Local Government MFMA S75,87	17 June to 08 July 2023	Mayor; Municipal Manager; HODs
Briefing session with Sector Departments and SOEs, handing out of CDs with draft IDPs and assembling of MEC Panel	08 July 2023 Friday	IDP Co-ordination Business Unit, Sector Departments, SOEs

1.4.6 PROVINCIAL IDP MANAGEMENT AND SUPPORT PLAN 2022/2023 - 2023/2024

Principles underpinning this Plan:

- This Plan will inform the formulation of the 4th Generation IDPs 2022/2023 – 2023/2024
- The focus of 2022/23 will be on the review of the DGDPs and alignment of IDPs with the DGDPs and PGDP
- This Plan applies to Municipalities, Sector Departments and SOEs.

Table 9: Provincial IDP Management and Support Plan 2022/23

TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
MILESTONE: ADOPTION AND SUBMISSION OF 2022/23 IDPs, SDFs, SDPs AND WBPs TO COGTA	30 September 2022		
⇒ Municipalities adopt 2022/23 IDPs	Recommend adopt by 31 May 2022 (By latest 30 June 2022)	Municipal Councils	<ul style="list-style-type: none"> • Ensure Council quorum. • Resolve to adopt IDPs and SDFs/SDPs. ⇒ Ensure that IDP is advertised to notify public on completion of IDPs.
	By latest 8 July 2022	Municipal planners	<ul style="list-style-type: none"> • Ensure that adopted IDPs and WBPs are submitted to COGTA, with supporting documentation within 10 calendar days of adoption – to ensure AG compliance.



TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
⇒ Management of received IDPs and related documents (information management)	May – 15 July 2022	IDP Coordination BU	⇒ Register and verify submitted IDPs. ⇒ Collate all 54 IDPs into one e-folder for MEC Panel. • Compile and send out IDP submission confirmation letters.
	1 July 2022	MEC Panel	• MEC Panel Briefing to discuss expectations, timeframes and logistical arrangements.
	14-15 July 2022	MEC Panel	• Collect consolidated IDPs e-folder from IDP BU.
➤ MEC Panel assess adopted IDPs, populate templates, score IDPs and draft paragraphs • 18 July 2022 • 19 July 2022 • 20 July 2022 • 21 -22 July 2022 • 25 July 2022 • 26 July 2022 • 27 July 2022 • 28 July 2022 • 29 July 2022 • 01 Aug 2022 • 02 Aug 2022	18 July – 2 Aug 2022: • Uthukela • Ugu • Harry Gwala • Umgungundlovu • Amajuba • Umzinyathi • Umkhanyakude • Zululand • Ilembe • King Cetshwayo • Ethekwini	MEC Panel (at virtual/decentralised venues)	⇒ Assess IDPs based on IDP and SDF/SDP Assessment Criteria. ⇒ Fill-out of Templates. ⇒ Determine scores per KPA. • Draft paragraphs. • High level KPA observations and recommendations.
⇒ IDP Coordination finalise MEC letters, assemble templates and formulate MEC Report	03-31 August 2022	IDP Coordination BU	⇒ Finalise draft letters and submit to MEC for signature. ⇒ Finalise draft Report and submit to MEC for signature. • Compile populated templates, consolidate and disseminate to Municipalities.
	03-31 August 2022	MEC Panel	⇒ Finalise draft paragraphs.



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
			<ul style="list-style-type: none"> Compile populated templates and disseminate to IDP BU.
	30 September 2022	IDP Coordination BU	<ul style="list-style-type: none"> Disseminate signed letters to Mayors. Forward copy of signed report to DCOG.
⇒ Municipalities submit adopted 2022/23 WBPs to COGTA	08 July 2022	Municipal Planners	⇒ Ensure that adopted WBPs are submitted to COGTA, with supporting documentation by the deadline.
	May – August 2022	IDP Coordination BU	⇒ Register adopted WBPs. ⇒ Collate e-copies of adopted WBPs. ⇒ Assessment of WBPs, including WBP alignment to IDPs in line with Assessment Guidelines.
IDP Indaba	16 September 2022	IDP Coordination BU	⇒ High level feedback on IDP MEC KPA assessment outcomes ⇒ Ensure alignment between the IDP, Ward Based Plans, DGDP goals and objectives and the One Plan. ⇒ Discuss IDP implementation.
		Municipal representatives	⇒ Participate in proceedings.
		Sector Departments, COGTA BU, SOEs	⇒ Participate in proceedings.
MILESTONE: COGTA FINALISE COMMENTS ON DRAFT 2023/24 FRAMEWORK AND PROCESS PLANS	31 August 2022		
• Municipalities submit draft 2023/24 Framework and	29 July 2022	Municipal planners	<ul style="list-style-type: none"> Ensure that draft FPs/PPs are submitted to COGTA.



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
Process Plans for 5th Generation IDP to COGTA for assessment	August 2022	IDP Coordination BU	<ul style="list-style-type: none"> ⇒ Receive and register draft FPs/PPs. ⇒ Comment on Draft FPs/PPs in line with Guidelines. ⇒ Disseminate comments to Municipalities.
	August 2022	Municipal Planners	<ul style="list-style-type: none"> ⇒ Consider and incorporate assessment comments into Draft FP/PP prior to adoption. ⇒ Submit copy of Council Resolution and adopted PP/FP to COGTA. ⇒ Advertise draft FP/PPs for 21 days. <p>Commence with formulation of Draft 2023/24 IDPs based on adopted PP/FP.</p>
	31 August 2022	Municipal Councils	<ul style="list-style-type: none"> • Adopt FPs/PPs.
	Sept - October 2022	IDP Coordination BU	<ul style="list-style-type: none"> ⇒ Receive adopted FPs/PPs and Council Resolutions for record purposes. <p>Disseminate copies of adopted FP/PP to Sector Departments, COGTA BU, SOEs.</p>
		Sector Departments, COGTA BU and SOEs	<ul style="list-style-type: none"> • Attend IDP RFs and PF based on dates reflected in FP/PP.
MILESTONE: National, Provincial and District priorities alignment	November 2022		
⇒ World Planning Day Celebrations	08 November 2022	SAPI	<ul style="list-style-type: none"> • Logistics and invitations.
		Municipal and Sector Department Planners	<ul style="list-style-type: none"> • Participate
➤ IDP Alignment and implementation sessions:		IDP Coordination BU	<ul style="list-style-type: none"> ⇒ Invite stakeholders. ⇒ Draft Minutes.



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
<ul style="list-style-type: none"> • Ugu & Metro • Umgungundlovu & Harry Gwala • King Cetshwayo & Ilembe • Zululand & Umkhanyakude • Uthukela, Umzinyathi & Amajuba 	(Decentralised / virtual meetings) <ul style="list-style-type: none"> • 07 Nov 2022 • 08 Nov 2022 • 09 Nov 2022 • 10 Nov 2022 • 11 Nov 2022 	Municipal Planners	<ul style="list-style-type: none"> ⇒ Arrange venue for sessions. ⇒ Report on alignment and IDP implementation.
		Sector Departments, COGTA BUs, SOEs	<ul style="list-style-type: none"> ⇒ Provide detailed feedback on KPA MEC assessment, including gaps and recommendations. ⇒ Identify support to be provided to address IDP assessment gaps. ⇒ Make inputs on IDP alignment to National, Provincial and District priorities and on IDP implementation. ⇒ Provide project and budget information.
<ul style="list-style-type: none"> • IDP Best Practice Conference and IDP Alignment session 	25 November 2022	IDP Coordination BU	<ul style="list-style-type: none"> ⇒ Hand out MEC IDP Certificates of Recognition. ⇒ Discussions on IDP alignment and implementation.
		Municipal Planners	<ul style="list-style-type: none"> ⇒ Share lessons learnt and KPA best practices. ⇒ Participate in proceedings.
		Sector Departments, COGTA BUs and SOEs	<ul style="list-style-type: none"> ⇒ Provide project and budget information. ⇒ Participate in proceedings.
MILESTONE: COGTA PROVIDE SUPPORT TO IDPs; IDP STAKEHOLDERS MEETING	October 2022 - March 2023		
<ul style="list-style-type: none"> ⇒ Review IDP Assessment Criteria and IDP Framework Guidelines 	October 2022 – February 2023	IDP Coordination Business Unit	<ul style="list-style-type: none"> • Establish Steering Committee. • Disseminate Draft documents to IDP stakeholders for inputs. • Coordinate inputs received. ⇒ Ensure adoption of final set of Assessment Criteria and



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
			Framework Guidelines.
		Sector Departments, COGTA BUs, SOEs, Municipalities	⇒ Review IDP Assessment Criteria and IDP Framework Guideline to guide the development of the 5 th Generation IDPs in line with the DDM, DCOG Guidelines and strategic pronouncement alignment requirements
⇒ Provide support to Municipalities to improve IDPs	October 2022 -March 2023	IDP Coordination Business Unit	⇒ Ensure establishment of IDP Steering Committee. ⇒ Participate in Planners Forums and RFs. ⇒ Support Sect 139 Municipalities. ⇒ Provide hands-on support in line with KPA gaps identified in MEC comments. ⇒ Support DDM implementation through provision of project and budget information.
		Municipal representatives	⇒ Establish and convene meetings of IDP Steering Committee and RF. ⇒ Draft the IDP in line with MEC comments Action Plan and IDP assessment criteria comments and recommendations. ⇒ Indicate where/if specific support is still required from COGTA BUs, Sector Departments and SOEs.



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
			⇒ Convene strategic planning session.
		Sector Departments, COGTA BUs and SOEs	⇒ Provide hands-on support with IDP, SDF/SDP and Sector Plans in line with KPA gaps identified in MEC comments. ⇒ Support Sect 139 Municipalities. ⇒ Support DDM implementation through provision of project and budget information.
⇒ IDP Stakeholders Engagement on 2023/24 Reviewed IDP assessment process	03 Feb 2023	IDP Coordination BU	⇒ Present, discuss and adopt reviewed Provincial IDP Management Plan. ⇒ Present, discuss and adopt reviewed IDP Assessment Criteria and IDP Framework Guidelines. ⇒ Discussions on aligned projects and IDP implementation. <ul style="list-style-type: none"> • Discussions on Draft IDP submission requirements and assessment process.
		Municipal representatives	⇒ Participate in discussions and decision taking. ⇒ Adopt reviewed Provincial IDP Management Plan, IDP Assessment Criteria and IDP Framework Guidelines.
		Sector Departments, COGTA BUs and SOEs	⇒ Participate in discussions and decision taking. ⇒ Adopt reviewed Provincial IDP Management Plan, IDP Assessment



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
			Criteria and IDP Framework Guidelines. ⇒ Provide project and budget information.
MILESTONE: SUBMISSION OF DRAFT 2023/24 REVIEWED IDPs, SDFs AND SDPs TO COGTA	31 March 2023		
➤ Submission of Draft 2023/24 Reviewed IDPs to COGTA for assessment	01 - 31 March 2023	COGTA Planners	⇒ Support Municipalities with completion of draft Reviewed IDPs and SDFs/SDPs in line with action plan. Receive and register draft IDPs, SDFs/SDPs and relevant Sector Plans.
	01 - 31 March 2023	Municipal Planners	⇒ Finalise draft IDPs and SDFs/SDPs into Process Plans and IDP Assessment Criteria. ⇒ Align WBPs to IDP. Submit Draft IDPs, Draft SDBIPs, Draft Budgets, Draft SDFs/SDPs and relevant Sector Plans to COGTA.
	01 - 31 March 2023	Sector Departments, COGTA BUs and SOEs	⇒ Support Municipalities with completion of draft IDPs, SDFs/SDPs and Sector Plans in line with IDP Assessment action plan. Participate in IDP RFs and provide project and budget information.
MILESTONE: DRAFT IDP/SDF/SDP ASSESSMENT	31 May 2023		



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
AND ASSESSMENT /ALIGNMENT FEEDBACK SESSIONS			
⇒ Draft IDP/SDF assessments: • Ilembe • Umgungundlovu • Harry Gwala • Uthukela • Umkhanyakude • King Cetshwayo • Zululand • Umzinyathi • Amajuba • Ugu • Ethekewini	03 – 07 April 2023	IDP Coordination BU	⇒ Collate e-copies for distribution to stakeholders. • Disseminate assessment templates to Municipalities.
	07 April 2023	Sector Departments, COGTA BUs and SOE	• Collect e-copies from IDP BU.
	• 10 April 2023 • 11-12 April 2023 • 13 April 2023 • 18 April 2023 • 19 April 2023 • 20 April 2023 • 21 April 2023 • 24 April 2023 • 25 April 2023 • 26 April 2023 • 28 April 2023	IDP Coordination BU, Sector Departments, COGTA BUs, SOEs	⇒ Assessment of IDPs in line with Assessment Criteria to determine alignment of projects with APPs, DGDPs/One Plan; alignment of SDBIP with the Budget and Implementation Plan; assessment of SDF/SDP, budget and relevant Sector Plans. ⇒ Provide alignment information and check if information provided in Nov. 2022 was included. Update baseline information. ⇒ Provide financial support for catalytic projects. ⇒ Fill out assessment templates and disseminate to IDP BU.
		Municipal planners	⇒ Receive populated assessment templates. Incorporate comments into



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
			Final IDP and SDF/SDP.
⇒ Draft IDP Assessment Feedback: • Ethekwini and Ugu • Umgungundlovu & Harry Gwala • King Cethswayo & Ilembe • Zululand & Umkhanyakude • Uthukela, Umzinyathi & Amajuba	08 May 2023 09 May 2023 10 May 2023 11 May 2023 12 May 2023	IDP Coordination BU, Sector Departments, COGTA BUs, SOEs	• Provide feedback per KPA on assessment findings gaps and recommendations to improve the IDP, SDF/SDP, sector plans and policies, prior to the adoption of the Final IDP.
		Municipal planners	• Incorporate comments into Final IDP and SDF/SDP.
MILESTONE: ADOPTION AND SUBMISSION OF 2023/24 IDPs, SDFs, SDPs AND WBPs TO COGTA	30 September 2023		
• Municipalities adopt 2023/24 Reviewed IDPs	Adopt by 31 May 2023	Municipal Councils	• Ensure Council quorum. • Resolve to adopt IDPs and SDFs/SDPs. Ensure that IDP is advertised to notify public on completion of IDPs.
	By latest 9 June 2023	Municipal planners	• Ensure that adopted IDPs and WBPs are submitted to COGTA, with supporting documentation within 10 calendar days of adoption – to ensure AG compliance.
• Management of received IDPs and related documents (information management)	May – 14 July 2023	IDP Coordination BU	⇒ Register and verify submitted IDPs. ⇒ Collate all 54 IDPs into one e-folder for MEC Panel. ⇒ Compile and send out IDP submission confirmation letters.
	3 July 2023	MEC Panel	• MEC Panel Briefing to discuss



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
			expectations, timeframes and logistical arrangements.
	13-14 July 2023	MEC Panel	<ul style="list-style-type: none"> Collect consolidated IDPs e-folder from IDP BU.
<p>➤ MEC Panel assess adopted IDPs, populate Templates, score IDPs and draft paragraphs</p> <ul style="list-style-type: none"> 17 July 2023 18 July 2023 19 July 2023 20 -21 July 2023 24 July 2023 25 July 2023 26 July 2023 27 July 2023 28 July 2023 31 July 2023 01 Aug 2023 	<p>17 July – 1 Aug 2023:</p> <ul style="list-style-type: none"> Uthukela Ugu Harry Gwala Umgungundlovu Amajuba Umzinyathi Umkhanyakude Zululand Ilembe King Cetshwayo Ethekwini 	MEC Panel (at virtual / decentralised venues)	<ul style="list-style-type: none"> ⇒ Assess IDPs based on IDP and SDF/SDP Assessment Criteria. ⇒ Fill-out of Templates. ⇒ Determine scores per KPA. • Draft paragraphs. • High level KPA observations and recommendations.
<ul style="list-style-type: none"> IDP Coordination finalise MEC letters, assemble templates and formulate MEC Report 	02-31 August 2023	IDP Coordination BU	<ul style="list-style-type: none"> ⇒ Finalise draft letters and submit to MEC for signature. ⇒ Finalise draft Report and submit to MEC for signature. ⇒ Compile populated templates, consolidate and disseminate to Municipalities.
	02-31 August 2023	Spatial Planning BU and KPA champions	<ul style="list-style-type: none"> ⇒ Finalise draft paragraphs. ⇒ Compile populated templates and disseminate to IDP BU.
	30 September 2023	IDP Coordination BU	<ul style="list-style-type: none"> • Disseminate signed letters to Mayors. ➤ Forward copy of signed report to DCOG.
<ul style="list-style-type: none"> Municipalities submit adopted 	10 July 2023	Municipal Planners	<ul style="list-style-type: none"> ➤ Ensure that adopted WBPs are submitted to



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
2022/23 WBPs to COGTA			COGTA, with supporting documentation by the deadline.
	May – August 2023	IDP Coordination BU	<ul style="list-style-type: none"> ⇒ Register adopted WBPs. ⇒ Collate e-copies of adopted WBPs. ⇒ Assessment of WBPs, including WBP alignment to IDPs in line with Assessment Guidelines.
<ul style="list-style-type: none"> • IDP Indaba 	15 September 2023	IDP Coordination BU	<ul style="list-style-type: none"> ⇒ High level feedback on IDP MEC KPA assessment outcomes ⇒ Ensure alignment between the IDP, Ward Based Plans, DGDP goals and objectives and the One Plan. • Discuss IDP implementation.
		Municipal representatives	<ul style="list-style-type: none"> • Participate in proceedings.
		Sector Departments, COGTA BU, SOEs	<ul style="list-style-type: none"> • Participate in proceedings.
MILESTONE: COGTA FINALISE COMMENTS ON DRAFT 2024/25 FRAMEWORK AND PROCESS PLANS	31 August 2023		
<ul style="list-style-type: none"> • Municipalities submit draft 2024/25 Framework and Process Plans for 5th Generation IDP to COGTA for assessment 	31 July 2023	Municipal planners	<ul style="list-style-type: none"> • Ensure that draft FPs/PPs are submitted to COGTA.
	1 July – 31 August 2023	IDP Coordination BU	<ul style="list-style-type: none"> ⇒ Receive and register draft FPs/PPs. ⇒ Comment on Draft FPs/PPs in line with Guidelines. Disseminate comments to Municipalities.
	31 August – 30 Sept 2023	Municipal Planners	<ul style="list-style-type: none"> ⇒ Consider and incorporate assessment



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
			<p>comments into Draft FP/PP prior to adoption.</p> <p>⇒ Submit copy of Council Resolution and adopted PP/FP to COGTA.</p> <p>⇒ Advertise draft FP/PPs for 21 days.</p> <p>Commence with formulation of Draft 2024/25 IDPs based on adopted PP/FP.</p>
		Municipal Councils	<ul style="list-style-type: none"> Adopt FPs/PPs.
	Sept - October 2023	IDP Coordination BU	<p>⇒ Receive adopted FPs/PPs and Council Resolutions for record purposes.</p> <p>⇒ Disseminate copies of adopted FP/PP to Sector Departments, COGTA BU, SOEs.</p>
		Sector Departments, COGTA BU and SOEs	<ul style="list-style-type: none"> Attend IDP RFs and PF based on dates reflected in FP/PP.
MILESTONE: National, Provincial and District priorities alignment	November 2023		
⇒ World Planning Day Celebrations	08 November 2023	SAPI	<ul style="list-style-type: none"> Logistics and invitations.
		Municipal and Sector Department Planners	<ul style="list-style-type: none"> Participate
<p>➤ IDP Alignment and implementation sessions:</p> <ul style="list-style-type: none"> Ugu & Metro Umgungundlovu & Harry Gwala King Cetshwayo & Ilembe Zululand & Umkhanyakude 	<p>(Decentralised / virtual meetings)</p> <ul style="list-style-type: none"> 06 Nov 2023 07 Nov 2023 08 Nov 2023 09 Nov 2023 10 Nov 2023 	IDP Coordination BU	<p>⇒ Invite stakeholders.</p> <p>Draft Minutes.</p>
		Municipal Planners	<p>⇒ Arrange venue for sessions.</p> <p>Report on alignment and IDP implementation.</p>
		Sector Departments, COGTA BUs, SOEs	<p>⇒ Provide detailed feedback on KPA MEC assessment, including gaps</p>



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
<ul style="list-style-type: none"> Uthukela, Umzinyathi & Amajuba 			and recommendations. ⇒ Identify support to be provided to address IDP assessment gaps ⇒ Make inputs on IDP alignment to National, Provincial and District priorities and on IDP implementation. Provide project and budget information.
⇒ IDP Best Practice Conference and IDP Alignment session	24 November 2023	IDP Coordination BU	⇒ Hand out MEC IDP Certificates of Recognition. ⇒ Discussions on IDP alignment and implementation.
		Municipal Planners	⇒ Share lessons learnt and KPA best practices. ⇒ Participate in proceedings.
		Sector Departments, COGTA BUs and SOEs	⇒ Provide project and budget information. Participate in proceedings.
MILESTONE: COGTA PROVIDE SUPPORT TO IDPs; IDP STAKEHOLDERS MEETING	October 2023 - March 2024		
⇒ Review IDP assessment criteria and IDP Framework Guidelines to guide the development of the 5th Generation IDPs	October 2023 – February 2024	IDP Coordination Business Unit	⇒ Establish Steering Committee
		Sector Departments, COGTA BUs, SOEs, Municipalities	⇒ Review IDP assessment criteria and IDP Framework Guideline to guide the development of the 5 th Generation IDPs in line with the DDM, DCOG Guidelines and strategic pronouncement alignment requirements



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TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
⇒ Provide support to Municipalities to improve IDPs	November 2023 -March 2024	IDP Coordination Business Unit	<ul style="list-style-type: none"> • Ensure establishment of IDP Steering Committee. • Participate in Planners Forums and RFs. • Support Sect 139 Municipalities. • Provide hands-on support in line with gaps identified in MEC comments. • Support DDM implementation through provision of project and budget information.
		Municipal representatives	<ul style="list-style-type: none"> • Establish and convene meetings of IDP Steering Committee and RF. • Draft the IDP in line with MEC comments Action Plan and IDP assessment criteria. • Indicate where/if specific support is still required from COGTA BUs, Sector Departments and SOEs.
		Sector Departments, COGTA BUs and SOEs	<ul style="list-style-type: none"> • Provide hands-on support with IDP, SDF and Sector Plans in line with gaps identified in MEC comments. • Support Sect 139 Municipalities. • Support DDM implementation through provision of project and budget information.
• IDP Stakeholders Meeting (on 2023/24 IDP	02 Feb 2024	IDP Coordination BU	⇒ Present, discuss and adopt reviewed Provincial IDP Management Plan.



TASK	TARGET DATE	RESPONSIBILITY	ACTIVITY
assessment process)			<ul style="list-style-type: none"> ⇒ Present, discuss and adopt reviewed IDP Assessment Criteria and IDP Framework Guidelines. ⇒ Discussions on aligned projects and IDP implementation. ⇒ Discussions on Draft IDP submission requirements and assessment process.
		Municipal representatives	<ul style="list-style-type: none"> ⇒ Participate in discussions and decision taking. ⇒ Adopt reviewed Provincial IDP Management Plan, IDP Assessment Criteria and IDP Framework Guidelines.
		Sector Departments, COGTA BUs and SOEs	<ul style="list-style-type: none"> ⇒ Participate in discussions and decision taking. ⇒ Adopt reviewed Provincial IDP Management Plan, IDP Assessment Criteria and IDP Framework Guidelines. ⇒ Provide project and budget information.

1.5 KEY CHALLENGES FACING MUNICIPALITY AND INTERVENTIONS

Dannhauser Local Municipality held its strategic planning sessions in November 2020 and in April 2021, and identified key challenges and proposed interventions based on KPA's guiding municipal performance, some are still being addressed into 2021/2022 financial year as a continuity to achievement of interventions; the following are noted;

Table.5.2 Dannhauser KPAs Challenges & Interventions



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KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
KEY CHALLENGE(S)	INTERVENTIONS
<ul style="list-style-type: none"> ➤ High staff turnover (the turnover is attributed to none competitive remuneration as compared to other municipal positions that are similar) ➤ 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) ➤ None conducive working conditions due to limited office space 	<ul style="list-style-type: none"> ➤ Implementation of staff retention strategy (to integrate with SALGA and Cogta on remuneration offered to staff members) ➤ Advertising, selecting & recruiting of vacant positions (this to be undertaken from the 2020/21 to the 2021/22 financial years) ➤ New Office Space funding for construction of a building has been obtained and construction should be completed in the 2021/2022 financial year; ➤ Human Resources Strategy and Implementation Strategy to be continuously implemented in 2021/22; ➤ To ensure the Employment Equity Plan is fully implemented in 2021/22; ➤ Staff retention Policy Implementation in 2021/22; ➤ The implementation of the Work Skills Plan, through Skills development to be intensified in all staff structures in 2021/22; ➤ Ensuring the implementation of the Recruitment & Selection policies; and ➤ Municipal Political Administrators to be empowered through various political skills empowerment in 2021/22.
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 households but it is not extended to the greater households under the poverty margin in traditional authority areas); ➤ 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"> ➤ 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; ➤ 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 street lights 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 	<ul style="list-style-type: none"> ➤ To finalise the Investment & Facilitation Strategy profile to draw and retain investors;



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<p>investors, and an investment strategy to market the municipality has to be undertaken to win the investors)</p> <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 pull) 	<ul style="list-style-type: none"> ➤ Effective LED forum required to enhance economic development and job creation; ➤ To offer various business support services 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 by the municipality but they are unfunded due to budget limitations) ➤ 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) 	<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 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. ➤ 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 2020/21 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



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<ul style="list-style-type: none"> ➤ Full implementation of risk management required (the delay was due to the delay in setting up the internal risk management committee) ➤ 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) 	<ul style="list-style-type: none"> ➤ Develop awareness of full risk management to departmental heads and ensure compliance with risk management findings and implementation of recommendations by the risk committee. ➤ 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 the majority 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 DRDLAR to resolve land claims; ➤ Land has to 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 comprehensive and addresses all areas of disaster within the jurisdiction and that it is responsive to the needs of the affected communities. ➤ Enhance capacitation of the department with skilled individuals; ➤ Ensure skills development within the unit.

1.6 MUNICIPAL PRIORITY, STRATEGIES AND PERFORMANCE MEASUREMENT

The Dannhauser LM development strategies to address the key challenges as per table.10 above; read as follows:

Table 10: Municipal Priority, Strategies & Performance Measurement

PRIORITY ITEM (KPA)	KEY CHALLENGES	STRATEGIES	PERFORMANCE MEASUREMENT TARGETS
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	<ul style="list-style-type: none"> ✓ High staff turnover (the turnover is attributed to none competitive remuneration as compared to other municipal positions that are similar); ✓ 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); 	<ul style="list-style-type: none"> ➤ Filling of all vacant positions with qualified personnel ➤ Early requisition of advertisement of the posts by the department. ➤ Staff retention strategies and inclusion of Cogta and SALGA ➤ Increased working space through the finalization of new municipal office construction by 2020/21 	<ul style="list-style-type: none"> ➤ Implementation of internal restructuring strategies; ➤ Ensure that the organogram is reviewed, approved and adopted by Council; ➤ Ensure effective skills development amongst the staff; ➤ Ensure direction and assistance is obtained from Cogta and SALGA; and ➤ Ensure that construction of extended new municipal



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PRIORITY ITEM (KPA)	KEY CHALLENGES	STRATEGIES	PERFORMANCE MEASUREMENT TARGETS
	<ul style="list-style-type: none"> ✓ None conducive working conditions due to limited office space 		<ul style="list-style-type: none"> offices is completed in the 2020/21 financial year.
BASIC SERVICE DELIVERY	<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 households but it is not extended to the greater households under the poverty margin in traditional authority areas) ➤ 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 	<ul style="list-style-type: none"> ➤ To lobby for a higher equitable share allocation to service households that have not been included are under the poverty margin; ➤ To tap into more grant resources from provincial and national government; ➤ To focus on developing the economic sector and charge them business rates with regards to service charges-waste management and property rates; ➤ To engage sector departments and Provincial Treasury to aid in tapping into infrastructure funds for tarred roads and storm water systems; ➤ Rehabilitate and construct the key urban roads up to an acceptable standard; and ➤ Lobbying for additional funding with Provincial government or other agencies. ➤ To engage with Amajuba District (WSA) to enhance the addressing of water and liquid sanitation backlogs to households and businesses. ➤ To undertake operations and maintenance using a priority list while readjusting the budget where necessary; ➤ Build town halls in ward 2. ➤ Provision of child care facilities in all 13 wards 	<ul style="list-style-type: none"> ➤ Construction of the 80km of access (rural) roads to all identified 13 wards (from 2019 to 2023) ➤ Electrification of infill as and when required. ➤ Provision of alternative energy to all deep rural households in Dannhauser by 2020/21 ➤ To achieve universal access to water supply in line with the Millennium Development Goals. ➤ A minimum of 9 km road per annum (provided that funding becomes available). ➤ Preparation of a business plan for a hall in ward 2. ➤ Identification of site and execution of planning and development processes. ➤ Regular engagement with the office of the Premier on funding due to the Municipality. ➤ Filling an application for funding with agencies including National Lotteries Board. ➤ Submission of a business plan to the relevant authority for MIG. ➤ Completion of the taxi rank and hawkers shelters by 2019. ➤ Setting internal budget aside for the project Site identification ➤ Execution of this project as identified by Precinct Plan. ➤ Execution of this project as identified by a Precinct Plan. ➤ Submission of the project to the department of education ➤ Facilitation and coordination for Identification of land the building of schools ➤ Investigate the best sports field model and prepare the design.



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PRIORITY ITEM (KPA)	KEY CHALLENGES	STRATEGIES	PERFORMANCE MEASUREMENT TARGETS
	<p>due to limited revenues)</p> <ul style="list-style-type: none"> ➤ 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). ➤ 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"> ➤ Building of taxi rank with hawker's shelters ➤ Provision of recreation facility (park) in ward 2 ➤ Facilitate the development of the mall in Dannhauser Town. ➤ Facilitation for 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 nursery in ward 2 ➤ Provision of sport fields in all 13 wards ➤ Construction of Durnacol sports complex ➤ Public participation and good governance 	<ul style="list-style-type: none"> ➤ Internal budget allocation and/or application for funding from the agencies to develop infrastructure. ➤ Early appointment of relevant contractors & Speedy construction ➤ Continuous MIG allocation
LOCAL ECONOMIC DEVELOPMENT (LED)	<ul style="list-style-type: none"> ➤ Low economic activities (the municipal jurisdiction lacks proper economic infrastructure to draw both foreign and local 	<ul style="list-style-type: none"> ➤ Ensure that the municipality facilitates the attraction of investors to Dannhauser area and for district economic growth. 	<ul style="list-style-type: none"> ➤ Facilitate the training and registration of co-operatives with relevant institutions. ➤ Engagements with relevant provincial departments e.g., Dept. of Rural



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PRIORITY ITEM (KPA)	KEY CHALLENGES	STRATEGIES	PERFORMANCE MEASUREMENT TARGETS
	<p>investors, and an investment strategy to market the municipality has to be undertaken to win the investors)</p> <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 pull) 	<ul style="list-style-type: none"> ➤ To ensure a strong public, private partnership throughout all the sectors in order to address the scarcity of jobs. ➤ Commitment of an analysis on best method for public engagement ➤ Continuous assessment of current initiatives against outcomes ➤ Adoption of a schedule of meetings of LED forum ➤ Consideration of LED as key driver of economy ➤ Provision for LED in budget allocations ➤ Synergy between LED and job creation with visible benefits and spin-offs ➤ Mobilization of investors ➤ Rehabilitation of the industrial area ➤ Adoption of investment friendly financial policies and bylaws ➤ Contributions through SLPs and other ways by mining industry ➤ Mobilization of regular social commitments by private sector on priority service delivery issues 	<p>Development and Dept. of Agriculture.</p> <ul style="list-style-type: none"> ➤ Preparation of five business plans per annum ➤ Conducting LED Forum once in two months. ➤ Sector Committee Meetings to be conducted once a month. ➤ Identification of potential projects ➤ Consistence engagements with the funding institutions. ➤ Mobilization of investors ➤ Rehabilitation of the industrial area Adoption of investment friendly financial policies and bylaws Preparation of investment Strategy ➤ Intensify LED involvement from the initial stages of sector developments. ➤ Ensure that the project for the farm is linked with the LED initiatives and functional ➤ Ensure that bankable business plans for anchor projects are prepared and prioritized by Exco and led forum ➤ Ensure that led forum and other committees are held for coordination and input on LED matters ➤ Ensure that job creation activities are aligned with LED interventions ➤ Ensure that the municipality facilitates the attraction of investors for Dannhauser area and for district economic growth ➤ To ensure a strong public, private partnership in order to address
MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	<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) 	<ul style="list-style-type: none"> ➤ Enhance economic development through reviewing and amending municipal by-laws to be more investor friendly; ➤ Ensuring that monies that are owed to the municipality are collected, (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 ➤ Ensuring that the finance department is provided with necessary employees



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PRIORITY ITEM (KPA)	KEY CHALLENGES	STRATEGIES	PERFORMANCE MEASUREMENT TARGETS
	<ul style="list-style-type: none"> ➤ Lack of funding (the municipality has outstanding projects that are required by the municipality but they are unfunded due to budget limitations) ➤ 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) 	<ul style="list-style-type: none"> ➤ Municipality appointment of a debt collector to ensure recovery of outstanding amounts from debtors. <p>Capacitation Required for;</p> <ul style="list-style-type: none"> ➤ Preparation of monthly financial statements ➤ Submission of monthly statements to EXCO ➤ Preparation and submission of quarterly reports to council. ➤ Preparation of draft performance report at the end of June. ➤ Timely reporting to Treasury; Provincial and National state 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 ➤ Proper and accurate asset management ➤ Finalization of AFS week of August 2019. 	<p>for effective running of the department</p> <ul style="list-style-type: none"> ➤ Ensure that the cleansing of database is undertaken for updating particulars clients and that all clients are registered and billed in terms of property act requires. ➤ Ensure that statutory reports are prepared and submitted to the relevant committees and other authorities as per legislative requirements. ➤ Ensure that the section 71 and 72 reports are prepared and submitted to relevant structures (exco, council, national treasury and provincial treasury) as per legislation requires. ➤ Submission on the 10th of every month. ➤ Ensure that 2019/2020 annual financial statements are prepared and submitted to Auditor General by 31 august 2019. ➤ 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
GOOD GOVERNANCE & PUBLIC PARTICIPATION	<ul style="list-style-type: none"> ➤ Full implementation of risk management required (the delay was due to the delay in setting up the internal risk management committee); ➤ 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 	<ul style="list-style-type: none"> ➤ Ensure sitting of audit committee ➤ Monitor shared service issues ➤ Ensure presentation of audit committee matters by its chairperson before council ➤ Utilization of external service providers for effectiveness and efficiency ➤ Continuous commitment of internal audit committee ➤ Early replacement or filling of vacancies 	<ul style="list-style-type: none"> ➤ Ensure that the audit committees execute its duties in terms of oversight ➤ Ensure that the internal audit unit functions accordingly and is appointed ➤ 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



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PRIORITY ITEM (KPA)	KEY CHALLENGES	STRATEGIES	PERFORMANCE MEASUREMENT TARGETS
	IGR Terms of Reference, the shortage of skills causes a slow implementation)	<ul style="list-style-type: none"> ➤ 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 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 ➤ 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 relevant schedule ➤ Provision of technical support to the Mayor and Speaker ➤ Allocation of public participation resources 	<ul style="list-style-type: none"> 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 2020 ➤ Ensure that the public participation process is undertaken as legislation requires
ENVIRONMENTAL & SPATIAL MANAGEMENT	<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 the majority of the land are slow in responding to the requests of the 	<ul style="list-style-type: none"> ➤ Spatial development and environmental ➤ Recruitment of technical support for LUMS ➤ Enforcement of alignment between SDF and LUMS through bylaws ➤ Finalization of LUMS ➤ Submission LUMS to council for adoption ➤ Introduction of LUMS bylaws to traditional leadership; Ingonyama Trust and other land owners ➤ Public consultation and final adoption ➤ Recruitment of bylaw implementers 	<ul style="list-style-type: none"> ➤ Identification of land ➤ Ensure that the spatial development framework is prepared and aligned with LUMS ➤ Early identification of land Application for funding from relevant agencies (Department of Agriculture) ➤ Identification of land by Councilors ➤ Acceptance of relevant consents from owners or Ingonyama Trust ➤ Ensure that land use management system is approved by council and consultation with stakeholders ➤ Ensure that the municipality consult and engaged land owners and



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PRIORITY ITEM (KPA)	KEY CHALLENGES	STRATEGIES	PERFORMANCE MEASUREMENT TARGETS
	municipality on land use.)	➤ Mobilization of all implementation resources	traditional leadership on the usage of land ➤ Ensure that the municipality implement the LUMS as per council resolution

1.7 MUNICIPAL DELIVERABLES, OBJECTIVES AND OUTCOMES

Dannhauser LM has adopted the following outcomes and deliverables:

Table 11: Outcomes and Variables

DELIVERABLE	OBJECTIVE	OUTCOME
Filling of vacant positions and the construction of new extended municipal offices	Enhanced capacitation for increased service delivery Enhanced working space for staff members	Ensuring adequate working space is created to enable the recruitment of more staff members for vacant positions. This will further allow for a safer working environment to be created which will also enable the speedy and efficient delivery of services by the municipality.
Urban Tarred Roads & Storm Water Systems Rehabilitation	Enhanced road network safety through upgrading of Urban Road infrastructure and reducing flood waters on roads by upgrading the storm water systems. Attraction of investors.	CBD and Urban-Residential roads, which will bare access benefits to users, attracting investors, and enhance safety for all users.
Rural Roads	Creating network of safe Rural Road infrastructure and increase accessibility to CBD and public services.	Accessibility of basic services by communities in rural areas and enabling a linkage to be created with primary nodes and public services such as health.
Electrification Infill	Reduction of Electrification In-fills.	All In-fills to be fully connected.
Local Economic Development –Infrastructure Development, Extension and Upgrade of Industrial Area, Development of Agri-Hub and Mining-SLP's Implementation	Attracting and retaining investors.	Well serviced, properly zoned, and structured areas for industrial, commercial, agricultural, mining, manufacturing and tourism activities, which will cater for investor's interests.
Job Creation Opportunities Programme (Poverty Alleviation Programme}	Advance sustainable livelihood within the community.	Initiatives that will eradicate poverty and create sustainable environment and opportunities through Poverty Alleviation Programmes. Municipal Zibambele (EPWP) Programme, which enrolls 190 Participants and 110 CWP participants.
Submission of Compliance Reports as per legislations	Municipality to abide to local government legislations, provincial and national legislations.	Compliance on the Section 72 Reports, Preparation of the Financial Statements as per legislation requires, and regular sitting of council meetings as per legislation requires.
Implementation of the Municipal Finance Management Act, No 56 of 2003 and Municipal Systems Act, No 32 of 2000	Municipality to enhance performance through implementation of systems and compliance.	Approval of the Budget and IDP by Municipal Council, as per legislation requires. Monitoring Finances of the Municipality through cash flows and expenditure reports which are submitted to Council and other authorities.
Refuse Removal (Waste & Environmental Management)	Creation of a safe and clean environment for stakeholders and the community.	Clean environment by collecting refuse in all Dannhauser, with intervention made CWP, Municipal Zibambele (EPWP)

1.8 MUNICIPAL GOALS, OBJECTIVES AND MEASUREMENT

The goals, objectives and performance measurement are based on table.12 indicating the key challenges currently being experienced by the municipality. Dannhauser Local Municipality (LM) developed and implemented a Performance Management System (PMS), which is in line with the Municipal Systems Act, 32 of 2000 and the 2006 Performance Management Regulations. The PMS is benchmarked through addressing of goals and objectives set for each KPA. Accordingly, the performance management system implemented by the local municipality will incorporate the addressing of key challenges, goals, objectives and how they will be measured for achievement.

Table 12: Goals, Objectives & Measurement

GOALS	OBJECTIVES	HOW THEY WILL BE MEASURED
KPA 1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT		
Ensuring that vacant positions are filled when the new municipal offices are built by 2022/2023.	<ul style="list-style-type: none"> ➤ Allowing for the community to be served effectively and in line with legislation that regulates and governs local government; and ➤ Construction of municipal offices 	<ul style="list-style-type: none"> ❖ Ensuring that strategic vacant positions vacant are filled; ❖ Ensuring that all staff members are trained through the Work Skills Programme; ❖ Ensuring that staff members give a quality service to the clients of the municipality; ❖ Ensuring that Council is updated on the performance of staff and how the public view the service of the municipality; and reviewing and adopting of the organogram by Council. ❖ Ensuring that the new municipal offices are constructed by 2022/2023 financial year.
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE		
Eradication of service backlogs to the community, upgrading of old & construction of new infrastructure and sourcing of additional funds to fund projects prioritized but without funding.	<ul style="list-style-type: none"> ✓ Develop and sustain our Spatial, Natural and Built Environment; ✓ Creating a Quality Living Environment; and ✓ Fostering a Socially Equitable Environment 	<ul style="list-style-type: none"> ❖ Infrastructures replaced, upgraded and or built; ❖ Access of households to free basic services (water, sanitation, electricity, etc.); ❖ Ensuring that public complaints are addressed; and ❖ Develop, manage and regulate the Built and Natural Environment
KPA 3: LOCAL ECONOMIC SOCIAL DEVELOPMENT		
Promoting the local economy through the drawing of local and foreign direct investors to enhance local economic sector development & growth and contribution	<ul style="list-style-type: none"> ✓ Developing a Prosperous; and ✓ Diverse Economy together with Employment Creation 	<ul style="list-style-type: none"> ❖ Providing Economic Leadership and Intelligence; ❖ Facilitating Private Sector Investment and Partnerships ❖ Leverage, Influence and Facilitate Key Infrastructure Development and Maximize the Local Benefit



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to the GDP and facilitating job creation.		<ul style="list-style-type: none"> ❖ Facilitating Development in Priority Nodes and Corridors ❖ Enterprise and Sector Development ❖ Number of businesses created; ❖ Reduction in unemployment numbers; ❖ Local economic sector growth in manufacturing, agriculture, tourism, mining and other areas; ❖ Growth of informal economy; ❖ Empowerment of youth and women; ❖ Investments by DRDLR, Cogta, DTI and other sector departments; and Growth of the CBD.
KPA 4: MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT		
Financially Accountable and Sustainable municipality with accurate financial management reporting	To ensure that the municipality is not compromised negatively with regards to finances.	<ul style="list-style-type: none"> ❖ To enhance revenue generating activities for the municipality; ❖ To reduce the debtors through effective collections; ❖ To access more grant funding for various project developments thus leveraging the municipality in revenue generating activities; ❖ To allow for the operating and maintenance costs to be catered for by other revenue generating activities ❖ Ensure compliance to all Supply Chain Regulations; ❖ To avoid and or minimize irregular expenditure; ❖ Ensuring that Council receives all reports prescribed by regulations on time; ❖ To ensure that all grants received are used as per the conditions attached to them; and ❖ To ensure that credible reports are published in accordance with Treasury and Auditor General requirements.
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION		
Ensure the implementation of risk management internal controls and ensure the promotion of organizational governance and culture of public participation.	<ul style="list-style-type: none"> ✓ Ensure accessibility and promote governance; and ✓ Create an efficient, effective and accountable administration 	<ul style="list-style-type: none"> ❖ Ensuring that all reports generated are in line with prescribed local government legislations; ❖ Ensure that all municipal officials and Councilors who are users of reports are well trained to understand them; ❖ Ensure that all reports to be published to the public are done in accordance with legislation and in the format prescribed by legislation.
KPA 6: ENVIRONMENTAL AND SPATIAL MANAGEMENT		



Developing and implementing schemes that unlock land for the poor, enhance economic development and provide for social development.	To ensure the successful use of land based on its suitability.	<ul style="list-style-type: none">❖ Urban & Rural land schemes adopted by Council to be constantly reviewed and aligned to National & Provincial legislative guidelines;❖ To ensure that the Spatial Development Framework is clear about land uses and schemes within the jurisdiction;❖ Integration with Sector Departments which enhance the use and development of land; and❖ Allow for the proper collection of Property Rates.
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DANNHAUSER FIVE (5) YEAR STRATEGIC IMPLEMENTATION PLAN

Table 13: Five (5) Year Strategic Implementation Plan

ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE INDICATORS	RESPONSIBLE DEPARTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIME LINE
NATIONAL	DANNHAUSER					
Institutional Transformation	Sound management, administration and development	To ensure that citizens are satisfied with the quality-of-service provision from the municipality and other service providers.	MM	Implementation, Monitoring & Evaluation of customer satisfaction Measurement criteria, process and reporting.	Implementation of Stakeholders agreed measurement Criteria and process. Undertake customer satisfaction surveys. Report presented to Council. Published report.	31 October 2020 06 December 2020 Quarterly March 2021
			MM	Monitor, assess and report on the performance of senior managers.	Hold regular management meetings. Performance Contracts of senior managers approved by EXCO. Assessment and reporting on S57 employee's performance.	At least once a month. July 2021 Quarterly
		To ensure effective management of the municipality	MM	Performance Management System	Review the performance management system annually.	January 2022
			MM	Ensure that an IDP or IDP Review is prepared annually	Full or reviewed IDP annually.	June 2022
				accordance with the legislation that links to the budget and to the PMS.		
			MM	Effective internal and external auditing.	Consideration of reports and queries from internal auditors. Attend meetings of the Audit Committee. Deal with matters and queries from the Auditor General. Attend audit meetings convened by the Auditor General. Submit audit reports to the Executive Committee & Council.	Regularly Quarterly As needed As needed Quarterly and as prescribed
			All Departments	To manage and ensure that expenses are incurred within the approved budget.	DP progress reports submitted to Municipal Manager. Monitoring of operational and capital budget expenditure.	Quarterly Monthly



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ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE INDICATORS	RESPONSIBLE DEPARTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIME LINE
		Ensure that the municipality has adequate financial resources to meet the annual commitments	MM	Ensure compilation of the 2021/2022 Multi-Year Budget.	Process Plan approved by ExCo and Council	March 2021 Aug 2021
		performance objectives of the municipality.			Draft budget submitted to ExCo& Council Budget approved by Council	May 2022
			MM	Monitor implementation of the 2021/22 Budget.	Monthly reports to ExCo (Mayor) Adjustment Budget approved	Monthly Jan 2022
			MM	Monitor municipality' s compliance with the MFMA.	Ensure that reports are submitted to the National Treasury and EXCO.	Monthly
			Finance	Ensure that the municipality is adequately resourced to meet the annual performance objectives of the municipality.	Preparation of the annual operational and capital budget.	Annually
		To ensure that council has sufficient institutional capacity and resources to meet the challenge associated with its Transformation into a developmental municipality.	Corporate Services	Vacant posts to be filled.	Institutional structure to be finalized. Recruitment, selection and placement of new staff.	March 2022 30 June 2022 Completed Ongoing
			Corporate Services	Ensure skills Development and capacity building.	Implement in-house staff training policy. Determine Staff skills gaps.	
					Arrange staff training as required.	
			MM	Ensure that Departmental staff is capacitated.	Arrange capacity building for staff as per shortcomings identified.	Ongoing
			Eng. Services	Ensure that Departmental staff are capacitated.	Arrange capacity building for staff as per shortcomings identified.	Ongoing
		Facilitate and encourage compliance with municipal by laws and regulations, as	Community Services	Ensure that Departmental staff are capacitated.	Arrange capacity building for staff as per shortcomings identified.	Ongoing
			Eng. Services	Ensure that buildings within the areas of regulation comply with the National Building Regulations.	Compliance of new buildings with National Building Regulations.	Ongoing



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ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE INDICATORS	RESPONSIBLE DEPARTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIME LINE
		well as other planning and building-related regulations.	Eng. Services	The implementation of the Land Use Management System (LUMS).	Adoption and implementation of LUMS for urban areas. Preparation and implementation of the rural LUMS, including tribal areas, when legislations permit	Ongoing.
			Eng. Services	To ensure new Billboards comply with the municipal bylaws.	Initiate the preparation n of new by-laws where gaps identified. Compliance of new signage with the municipal by-laws.	Ongoing Ongoing
			Eng. Services	The implementation of trade regulations.	To ensure trade regulations are complied with.	Ongoing
			Eng. Services	The effective management of markets.	To ensure municipal by-laws are prepared when markets are developed to regulate trade. To regulate markets.	When required. Ongoing
			Community Services	The effective management of abattoirs.	To regulate the establishment and Operation of abattoirs.	Ongoing
			Community Services	Regulate street trading.	Ensure compliance with street trading regulations.	Ongoing
			Community Services	The implementation on of air and noise pollution regulations.	To ensure air and noise pollution are complied with.	Ongoing
		The provision of advice to Councilors.	Community Services	To regulate the licensing of dogs.	To ensure compliance with by-laws relating to dog licensing.	Ongoing
			MM	Maintaining IDPRF meetings to support the IDP and to provide feedback to the community and councilors.	At least 3 IDPRF meetings per IDP Cycle.	Quarterly
			MM	The holding of regular council meetings.	The holding of at least 4 Council meetings per annum	
			MM	Ensuring that the portfolio committees take place.	The holding of regular Portfolio committee meetings.	Ongoing
Infrastructure re and services	Provision of municipal services to all citizens	Maintenance of Existing municipal infrastructure.	Eng. Services	Ensure that adequate budget allocated annually to maintain municipal infrastructure.	Sufficient funds allocated annually to the Operations and Maintenance (O&M) Budget in the municipal budget.	Annually



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ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE INDICATORS	RESPONSIBLE DEPARTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIME LINE
		To ensure that all households within the jurisdiction have water access	Eng. Services	Adequate water access	Participation in Water Service	Ongoing
		Municipal area is serviced in terms of water provision and sanitation to agreed minimum levels.		Sanitation provision.	Provider meetings to ensure equitable allocations and forward planning. Inputs into the WSDP Review process.	
				Storm water drainage Maintenance	Maintenance and upkeep of the municipal storm water system.	Ongoing
		To facilitate the access of all households within the municipal area to energy services.	Eng. Services	Access to energy services.	Participation in the DM's Electrical Supply Development Plan (ESDP) preparation process. Facilitate community applications to ESKOM for electricity where and when required.	Ongoing Ongoing
				Access to street lighting.	Maintenance of municipal street lighting. Responding to requests for additional lighting.	Ongoing Ongoing



SECTION B

2. PLANNING & DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES & IMPARETIVES

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:

2.1 PLANNING AND DEVELOPMENT PRINCIPLES

2.1.1 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

2.1.2 Integrated Sustainable Rural Development Strategy - 2000

The strategy has now become a programme 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 provide assistance to 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

2.1.3 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

2.1.4 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 14: KZN Provincial Strategic Goals & Dannhauser Alignment

No	KZN PROVINCIAL STRATEGIC GOAL	STRATEGIC OBJECTIVE 2021/22	DANNHAUSER IMPLEMENTATIONS
1	INCLUSIVE ECONOMIC GROWTH	<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 SMMes & Co-operatives.
2	HUMAN RESOURCE DEVELOPMENT	<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 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"> ✓ The municipality through the MM's Office and its internal departments are implementing programmes that support those living in poverty, the elderly, the disabled and those who are ill & not capable of cater for themselves; ✓ 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 	<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



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No	KZN PROVINCIAL STRATEGIC GOAL	STRATEGIC OBJECTIVE 2021/22	DANNHAUSER IMPLEMENTATIONS
		<ul style="list-style-type: none"> ✓ Enhance KZN waste management capacity 	<p>authority) to ensure the development of its water 7 liquid sanitation infrastructure and delivery to the communities;</p> <ul style="list-style-type: none"> ✓ It is important to currently note that in Eskom is the main provider of electricity through its bulk electrical reticulation infrastructure, however the 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 ✓ Through its equitable share allocation, the municipality undertakes waste management to a handful of households as per Dora household number allocations.
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 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	GOVERNANCE 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 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 ✓ 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.
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 	<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

No	KZN PROVINCIAL STRATEGIC GOAL	STRATEGIC OBJECTIVE 2021/22	DANNHAUSER IMPLEMENTATIONS
		✓ Ensure integrated land management use across the province, ensuring equitable access to goods and services, attracting social and financial investment	to the N11 and N3. It is also a mid-way point between Johannesburg and Durban.

2.1.5 Industrial Policy Action Plan (IPAP)

The LED Strategy takes into cognisance IPAP developed by the Department of Trade and Industry (DTI). The policy aids in the development of various sectors of the economy to enable the country to have a competitive fit in the global economy. It seeks the country to have reliance on imports while increasing its exports. It focuses on the development of the manufacturing sector and sub-sectors. The policy ensures that the country moves away from a consumption-based society to a productive one that creates jobs. Integration of two aspects of IPAP are;

- The development of economic capabilities in a range of value adding, labour-intensive and / or technologically sophisticated spillover sectors;
- Meeting the domestic demand through re-industrialisation

IPAP further endorses the initial National Industrial Policy Framework and embedded in the National Development Plan, which provides for the following;

- Facilitation and support for industrial diversification;
- The long-term intensification of the country's industrialisation process and movement towards a knowledge economy;
- The promotion of more labour-absorbing industrialisation with particular emphasis on tradable labour-intensive goods and services and economic linkages, including primary sectors.
- The promotion of broader-based industrialisation path characterized by deeper levels of participation in the mainstream industrial economy by historically disadvantaged individuals particularly women and the inclusion of historically marginalized regions.
- Contributing to industrial development in Africa with a strong emphasis on regional industrial integration and building regional productive capabilities.

Sectors Supported by IPAP

- Automotive
- Metal fabrication, capital and rail transport equipment
- Clothing, textile, leather and footwear
- Agro-processing
- Plastics, pharmaceuticals, chemicals and cosmetics
- Business process services (BPs)
- Aerospace
- Nuclear Energy
- Green Industries
- Beneficiation
- Upstream oil & gas
- White goods
- Film

2.1.6 Kzn – Industrial Development Strategy

The strategy's vision is to ensure that Kwazulu-Natal becomes a productive and competitiveness province that creates employment for all, its mission is to ensure a competitive economy that provides sustainable employment for all through improved infrastructure, skills entrepreneurial development and productive growth.

Strategic Objectives

- Job creation & productive growth
- Increased exports
- Increased Investments
- Increased Foreign Exchange
- Business retention
- Business expansion
- Business attraction
- Development of industrial competitiveness through the development of strategic infrastructures and human capital

Development Focus Areas

(New Industries)

- Green economy
- Pharmaceuticals
- Agro Industry
- Agro processing
- Water & Waste Management

(Developing Existing Industries – Expanding & Attracting New Investments)

- Automotive
- Transport & logistics
- Construction
- Capital Equipment & Green Electronics
- Training Service Industry – Nurses, Teachers, Engineers & Artisans

(Retaining & Expanding Industries)

- Metals
- Chemicals
- Building materials
- Agriculture

The strategy further highlights the importance of developing various skills which will lead to the efficient and sustainable development of industries, some of the interventions identified are:

- Development of detailed skills profiles per industry in partnership with the private industry
- Quantification and projections of skills needed by each sector and subsector
- Development of vocational lifelong training skills
- Development and refurbishment of training institutions
- Designing and implementation of skills hubs to address reskilling, up-skilling in various sectors e.g., clothing and textiles

- Implementation of improved and world class technical centers, innovation hubs, incubators and centers of excellence
- Reinstating artisanal training centers

The strategy highlights areas the KZN faces challenges with regards to industrial development;

- Poor infrastructure
- Poor skills in various sectors
- A lack of development in spatial areas identified as key nodes and corridors
- A lack of industrial land
- No finalisation of land issues
- Rising costs of capital and input costs

An emphasis is placed on local municipalities to identify potential industrial sectors that are leveraged by their resource base and their strategic setting.

2.1.7 Provincial Spatial Economic Development Strategy (PSEDS) – Kzn 2030/2035

2.1.7.1 Kzn Provincial Spatial Vision and Approach - 2035

The envisaged spatial vision for KwaZulu-Natal could be summarised as follow:

“Optimal and responsible utilisation of human and environmental resources, building on addressing need and maximising opportunities toward greater spatial equity and sustainability in development.”

According to the KZN Planning Commission; “the above spatial vision, the PSDF takes as its starting point the goal of sustainable development”. Although sustainable development is a common theme within the PGDS and most development strategies, in practice this often is not fully achieved. Partially this is attributed to the fact that not everyone has the same interpretation and understanding of “sustainability”. This causes numerous problems between civil society, developers, conservationists and authorities.

Development is only acceptable and in the public interest if it is ecologically justifiable, socially equitable and economically viable, i.e., environmentally sustainable. This means that the development needs of present generations should be met without the ability of future generations to meet their own needs, being compromised. Sustainable development encompasses the integration of social, economic and ecological factors into planning, decision-making and implementation so as to ensure that development serves present and future generations. It is of crucial importance for the long-term survival of Humankind that all development complies with this principle. The three pillars of sustainability, also referred to as the “triple bottom line”, are:

- ✓ **Ecological Integrity (health of the Planet):** This refers to the continued wholeness and success of the environment in terms of providing for and sustaining life on Earth or in a subset thereof such as a region or town, and concerns both the natural and human-made environment. Due to the fact that the survival of species, including our own, ultimately depends on the ecology, ecological integrity is then a key factor in the environmental sustainability equation. In this regard it must be remembered that KwaZulu-Natal is one of the most biodiversity rich provinces in the country.
- ✓ **Social Equity (situation of the People):** Within a secure ecology, society can move towards needs fulfilment for all. Social equity refers to both material human wellbeing (the absence of poverty) and spiritual human wellbeing, i.e., provision of a physical and moral space where the continuity of a complex society and ecology is sought to be maintained and enhanced, and its health

attained. In the South African context, the concept of social equity is an extremely important component of society as it emphasises the need to redress the wrongs of the past as a central component of social sustainability.

- ✓ **Economic Efficiency (attainment of Prosperity):** If human needs are met, society can seek prosperity through economic efficiency. This refers to the optimisation of benefit at the lowest cost, i.e., optimal development must be achieved at the lowest possible cost – and moreover, to comply with the sustainability principle, taking all costs now and in future into consideration.

These three pillars of sustainability can be viewed as providers of the capital necessary for each subsequent pillar to function. Thus, economic capital is dependent on social capital which is in turn dependent on ecological capital.

2.1.7.2 Kzn Provincial Spatial Principles - 2035

The following nine spatial principles underscores the general spatial intentions of the PGDS and serves as provincial guiding principles which should ideally be pursued within all levels of spatial planning at district and local level in alignment with the provincial spatial development strategy.

❖ Principle of Environmental Planning

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas. *(Dannhauser is achieving this through its Land Use Management Schemes for both urban and rural designated areas).*

❖ Principle of Economic Potential

The Principle of Economic Potential aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation. *(Dannhauser is striving to unlock its economic potential through the implementation of economic projects such as agriculture which is being facilitated through DRDLR and private stakeholders such as mining companies within the jurisdiction through Social Labour Plans (SLPs), and industrialization through the recently constructed Industrial Area funded by KZN-Cogta. The municipality has special mentoring programmes for SMMEs and Co-operatives which it undertakes through accredited mentors).*

❖ Principle of Sustainable Communities

The Principle of Sustainable Communities promotes the building of places where people want to live and work. Again, the sense of Quality of Living refers to the balance between environmental quality, addressing social need and promoting economic activities within communities. *(Dannhauser has a vast majority of its residents residing on traditional authority owned land, the Amakhosi's and Chiefs to those tribal lands have been engaged by the municipality to assist in allowing their residents to undertake sustainable projects that sustain their livelihoods. The communities are assisted by government sector departments and the municipality.).*

❖ Principle of Local Self-Sufficiency

The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each area's unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure

and capital available to a specific area and how it could contribute to increase its self-sufficiency. *(As per the prior above principle, self-sufficiency is promoted through economic activities undertaken in tribal lands and the urban areas).*

❖ Principle of Spatial Concentration

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multisectoral investment i.e., roads, facilities, housing etc. This is envisaged to lead to greater coordination of both public and private investment and result in higher accessibility of goods and services to communities while ensuring more economic service delivery. *(Dannhauser is focused on infrastructure development in areas that are concentrated with residents. In the traditional authority lands in the north-eastern part of Dannhauser, gravel roads, electricity infrastructure, water & sanitation, social grant pay points, housing developments, schools, community halls, social sporting facilities, have been erected to support the communities. With regards to health, mobile clinics are dispatched on a regular basis and weekly.)*

❖ Principle of Sustainable Rural Livelihoods

The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods framework. This principle requires that spatial planning consider the locality and impact of human, physical, natural, financial and social capitals of an area and spatially structure these in support of each other. *(Dannhauser applies this principle in respect to rural based communities and as outlined by the above principle.)*

❖ Principle of Balanced Development

The Principle of Balance Development promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales. *(Dannhauser's economic development is specifically occurring within the urban area which serves as a central economic hub. The rural community residents in the traditional areas are being linked to the economic hub through the development of access roads.)*

❖ Principle of Accessibility

The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localised needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region. *(The municipality is developing gravel roads through its MIG funding facility and is also sourcing additional funds for its urban tarred roads & storm water systems that have not been upgraded for over 15 years).*

❖ Principle of Co-ordinated Implementation

The Principle of Co-ordinated Implementation actually projects beyond spatial planning and promotes the alignment of role-player mandates and resources with integrated spatial planning across sectors and localities. Essentially the principle suggests that planning-implementation becomes a more continuous process and that government spending on fixed investment should

be focused on planned key interventions localities. *(The municipality through other stakeholders such as the mining community that are implementing other projects such as a commercial piggery breeding farm, crèches, and is also inviting various stakeholders who have their own funds to establish other forms of businesses that will enable growth economically and create jobs.*

2.1.7.3 Dannhauser Municipality Compliance with Kzn Provincial SDF – 2030/2035

Dannhauser adopts and aligns itself to the PSEDs nodes and corridors classifications, this is to enable the compliance to the three pillars and nine principles of the KZN Provincial SDF. It is important to note that the municipality is broadly rural in nature and has a central economic hub that has enabled the implementation of the three pillars and nine principles. In the vast rural areas, social, economic and environmental programmes are being implemented to enhance the utilization of land effectively.

The compliance of the municipality is based on the following;

2.1.7.3.1 Primary Node

- Production of high value, differentiated goods;
- Production of labour intensive, mass production goods;
- Innovation and experimentation;
- Retail and private sector services;
- Tourism; and
- Public services and administration.

2.1.7.3.2 Secondary Node

- Primary Economic Growth Area;
- Priority Socio-Economic Development Spending;
- Promote as Primary Node in support of Corridor Development;
- Promote Compact Urban Development & Combat Urban Sprawl;
- Promote focused investment & Managed Growth;
- Promote Densification (Brown Agenda) and Infill Development;
- Provide Economies of scale for Effective & Affordable Service Delivery;
- Infill where High levels of Services are Available (Restructuring Nodes);
- Increased Residential Density (number of dwellings);
- Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply);
- Priority spending on Infrastructural Upgrading Needs (New & Maintain);
- Promote Effective & Efficient Public transportation Systems Linked to Multi Modal facilities; and
- Single Land Use Management System (Township Formalization).

2.1.7.3.3 Rural Service Center

- Traditional administration center;
- Taxi / bus stop;
- Informal trading / market area;
- Social facility (clinic, library, etc.);



- Skills development centers;
- Mobile services point (mobile clinics, pension payout points, etc.)
- Small commercial facility; and
- Recreational facilities.

Table 15: Government Policies & Imperatives

GOVERNMENT POLICIES & IMPERATIVES	PLANNING & DEVELOPMENT PRINCIPLE	APPLICATION OF PRINCIPLES
Constitution of South Africa Act 108 of 1996	Compliance of development and growth in line with objects endorsed in the Constitution.	Promulgations of legislations, regulations and policies will inform the process of planning and thus not infringe nor injure community members and stakeholders, nor violate any legal process to be followed.
White Paper Local Government	Compliance with Local government legislations in all areas of planning and development.	Ensuring that effective bylaws are developed and published therefore guiding the planning process to the public
Municipal Demarcation Act 27 of 1998	Development not to go beyond the municipal jurisdiction.	Ensuring that Council's Executive Powers and that of management only focus within the municipal jurisdiction.
Municipal Systems Act 32 of 2000	Enable Councilors and Management to follow all proper processes in implementing decisions that affect development and growth in a positive manner without prejudicing the communities.	All decisions to be undertaken within committee meetings and reviewed and adopted by Council. Ensuring that public participation is undertaken in a proper manner prior to any adoption of a development by Council.
SPLUMA 2013	Development and growth through investment activities to only occur in areas deemed to be suitable and sustainable and further adopted through Council Resolutions.	Undertaking proper land zoning activities that inform where housing, agricultural, industrial, mining, manufacturing, tourism activities can occur and where social infrastructure can be located.
LED Policy 2005	Informs the sustainable economic sectors within the jurisdiction.	Allowing for investors to be aware on which economic sectors can be invested in, and what infrastructure exists or must be developed to allow growth.
Comprehensive Rural Development Strategy	Informs of an inclusive rural economy being developed as indicated in the NDP	The municipality to integrate with the DRDLR to develop the rural social and economic sectors. The Agri-Hub to be fully set-up at Renier Farm in Dannhauser and co-operatives to be promoted through agricultural activities. An Industrial Area developed by Cogta in 2017 which promotes rural development to be fully occupied by 2022/2023. Tourism to be fully developed due to the battlefields route, Chelmsford Dam, and other scenic areas within the jurisdiction.
Integrated Sustainable Rural Development Strategy 2000	Allow for the development of rural areas into sustainable economies.	Ensuring that rural areas that have unique resources to be developed to become productive and enables the rural population to have opportunities to social upliftment in life.
NDP – 2030 NDP – Energy NDP – Economic Infrastructure	Social and economic development and growth must occur in areas deemed to be sustainable.	The following plans that inform socio-economic development are developed, reviewed and adopted by Council; but not limited to the following; <ul style="list-style-type: none"> ➤ LED Strategy ➤ Capital Investment Plan ➤ Housing Sector Plan; ➤ Energy Sector Plan; ➤ Electrification Plan; ➤ Agriculture Sector Plan; ➤ Roads Master plan ➤ Infrastructure Master Plan ➤ Etc.



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New Growth Path	Informs strategic economic sectors that pull in investors and allow for job creation	Enables investment policies to be friendly, business licensing policies; and economic sectors with various incentives;
Breaking New Ground – Human Settlements	Informs the type of housing development for the different classes within the community	Enables an assessment for low, middle and high-income housing developments based on affordability
KZN-PGDS -2035 KZN – PGDS Energy & Electrification White Paper on Renewable Energy	Integrating sustainable development and growth and matters relating to sources of energy and planned electrification programs.	Ensuring that all areas that have infills are fully electrified and perceived sustainable development and growth, and alternative energy sources that can be implemented.
Provincial Spatial Economic Development Strategy (PSEDS)	Increasing investment in the province; Skills and capacity building; Broadening participation in the economy; and Increasing competitiveness	Promoting and attracting Foreign Direct Investment; Investment in infrastructure; Investment in supporting infrastructure; Sector Development; and Corridor development
IPAP KZN –Industrial Development Strategy	This informs the development of industrial activities.	The Industrial Area developed by Cogta, to be fully occupied and incorporate various investors which will enable revenue generation by the municipality. It also integrates with the N3 / N11 Industrial corridor development.
South African National Tourism Sector Strategy KZN – Tourism Master Plan 2030 National Rural Tourism Strategy- 2012	Informs the tourism sector within the municipality	Ensuring that proper zoning of potential tourist areas and infrastructure development occurs that will grow tourism in the area. To empower both downstream and upstream activities that can create various job activities for people within the jurisdiction.
Amajuba District Growth Development Plan 2030	Provides guidance to integrating the municipality into the district's deemed sustainable development and growth sectors.	Allowing the integration of various infrastructure, social and economic developments within the district, i.e., bulk water & sanitation, Amajuba District Agri-Hub, etc.
Informal Economy	Informs the sustainability of informal traders and how they can become formalized	Ensuring that proper placement of informal traders in zoned operational areas occurs, thus allowing them to operate properly without causing disarray to other businesses and or disturbing public & private vehicles, etc.
Women Development Strategy Youth Development Strategy	Enabling the proper grouping of women and youth who can be accorded various opportunities	Ensuring the empowerment of women and youth owned business through various economic projects and skills training.
BBBEE 53 of 2003 as amended	Enables compliance within the procurement systems	Ensuring the promotion and development of PDI businesses
Co-operatives Act 14 of 2008 Business Act 71 of 1998	Enables business opportunities	Ensuring the training of co-operatives, giving them opportunities to have business, and promotion of self-sufficiency.

2.2 GOVERNMENT POLICES AND IMPERATIVES

Dannhauser LM continues to make strides in ensuring integrative development and growth socially and economically through well consulted programmes with various stakeholders and initiatives that actualize the fulfillment of its Vision and NGP 2030. The NGP provides Dannhauser LM with a framework to set its own development targets to address poverty alleviation, inequality and to generate more employment opportunities. Dannhauser further implores and implements all legislative compliance measures to ensure good governance. The targets set by the municipality in all its planning processes will trigger processes that will allow adequate and sustainable socio-economic development and growth that bare benefits for all communities within the municipal jurisdiction. The PGDS's Vision, Mission, Objectives, Goals and Strategies are of key importance to the Municipal IDP

review process. The PGDS outlines the key Provincial Priorities, which respond from the key developmental challenges related to economic and social needs of the province. The municipality has to align itself to the priorities of the PGDS during each review process.

The Provincial Priorities are identified as follows:

- Strengthening governance and service delivery;
- Sustainable economic development and job creation;
- Integrating investment in community infrastructure;
- Developing human capability;
- Developing a comprehensive response to HIV/ Aids; and
- Fighting poverty and protecting vulnerable groups in society.

The Provincial Priorities and Priority Clusters are summarized below:

- KwaZulu-Natal's vision – “By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world “;
- By 2030, The Province of Kwazulu-Natal should have maximized its position as a gateway to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment; and
- Object poverty, inequality, unemployment and the current disease burden should be history, basic services must have reached its entire people, domestic and excellent infrastructure and a skilled labour force attract foreign investors; and
- The people shall have options on where and how they opt to live, work and play, where the principle of putting people first and where leadership, partnership and prosperity in action has become a normal way of life.

AMAJUBA DISTRICT GROWTH DEVELOPMENT PLAN 2030 (ADGDP)

Dannhauser falls within Amajuba District, and it has to integrate its planning activities with regards to water and liquid sanitation as the district is the Water Services Authority. The development and growth of Dannhauser impacts on the basic service delivery of water and liquid sanitation to relevant infrastructure such as houses, economic infrastructure (retail shops, Industrial Area, Agri-hub, etc.) and social infrastructure (public toilets, community halls, libraries, etc.). The municipality has aligned itself with the ADGDP 2030, and has adopted the following as per table 10;

Table.10: Outcomes and Variables

NDP (VISION 2030)	PGDS STRATEGIC GOALS	DISTRICT PRIORITIES
➤ Create Jobs	➤ Job Creation	➤ Economic Development
➤ Expand infrastructure	➤ Strategic Infrastructure	➤ Integrated Service Delivery
➤ Use resources properly (Low-Carbon Energy)	➤ Respond to Climate change	➤ Environmental Management ➤ Air Quality Management
➤ Inclusive planning	➤ Spatial Equity	➤ Municipal Planning ➤ Spatial Development Alignment
➤ Quality education ➤ Build a capable state	➤ Human Resource Development	➤ Social Facilitation and Development
➤ Quality health care ➤ Unite the nation	➤ Human and Community Development	
➤ Fight corruption	➤ Governance and Policy	➤ Institutional Governance

In accordance with the above, the municipality through its strategic areas of economic and social development and growth has further aligned itself with the Millennium Developmental Goals which are still privy to addressing matters, these are;

- Halving extreme poverty and hunger;
- Achieving universal primary education;
- Promoting gender-equality;
- Reducing under-five mortality by two-thirds;
- Reducing maternal mortality by three-quarters;
- Reversing the spread of HIV / AIDS, malaria and TB;
- Ensuring environmental sustainability; and
- Developing a global partnership for development with targets for aid, trade and debt relief.

2.2.1 Outcomes Based Approach

The letter by Department of Corporative Governance and Traditional Affairs MEC emphasized that the 3rd IDP generation should be drafted in accordance to the outcome-based approach, which is to be in line with the Programme of Action (POA) of the 2009-National Administration, an outcome-based approach was adopted by Cabinet. This resulted in twelve outcomes that have been approved by the Cabinet to address the main strategic priorities of the government. Every outcome has a set of measurable outputs and clear targets. There are 14 National Outcomes that are outlined in the current Medium-Term Strategic Framework (2014-2020). These postulate measurable outputs and activities that are crucial to obtaining the desired impact of development in the country. In view of the above, all spheres of government are expected to develop and produce strategic plans that will reflect the outcomes-based approach, so as to prepare for the realization and commitment of the outcomes-based approach. In this regard, Dannhauser LM identifies with all the National Outcomes, which are listed as follows:

Table 16: Dannhauser Addressing National Outcomes

National Outcomes		Purpose of Outcome	Addressing of Outcome by Dannhauser Local Municipality
1	Quality Basic Education;	<ul style="list-style-type: none"> ➤ Investment in school buildings and maintenance, to address backlogs, replace inappropriate buildings, and meet minimum standards for sanitation and school facilities; ➤ Strengthen the quality of the current provision of Grade R while ensuring that adequate planning is undertaken to expand provision to pre-Grade R; ➤ Further expansion of early childhood development programmes, driven by the social development sector, contributing to improved school readiness of 5-6-year-olds; ➤ Implementation of school safety programmes to ensure learner well-being, including zero-tolerance of bullying and abuse of learners. 	<ul style="list-style-type: none"> ➤ The municipality has land zoned for school activities; ➤ An integration with mining company stakeholders has allowed for the development of crèches within various wards of the municipality; ➤ The municipality has integrated with Department of Education to enhance educational infrastructure development; and ➤ The integration with the DRDLR, DAFF to undertake training and workshops for SMME's and Co-operatives in farming.
2	A Long and Healthy Life for All South Africans	<ul style="list-style-type: none"> ➤ Improved quality of health care system; ➤ Expanded and re-engineered primary health care, including municipal Ward-based Outreach Teams and school health services; ➤ Promotion of healthy lifestyles and encouragement of regular screening for non-communicable diseases; 	<ul style="list-style-type: none"> ➤ The municipality forged a partnership with the Department of Health and built new clinic within Dannhauser Town; ➤ A sports field in Durnacoal has been earmarked for upgrading to allow for the community to utilize for their health upkeep; and



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National Outcomes		Purpose of Outcome	Addressing of Outcome by Dannhauser Local Municipality
		<ul style="list-style-type: none"> ➤ Investment in health management improvements and leadership, including reform of the governance, funding and management of central hospitals as national referral facilities; ➤ Improved health facility planning and accelerated infrastructure delivery; and ➤ Strengthened implementation of HIV/AIDS and tuberculosis prevention and management programmes. 	<ul style="list-style-type: none"> ➤ The community department will advance mentoring members of the public with health measures through social partners (NGO's) with regards to TB, HIV and related diseases.
3	All People in South Africa Are and Feel Safe	<ul style="list-style-type: none"> ➤ A reduction in the number of reported contact crimes; ➤ An increased proportion of citizens feel safe walking alone, during the day or at night, as measured in official surveys; ➤ An increase in the proportion of households that are satisfied with police services in their area, and with the way courts deal with the perpetrators of crime; ➤ Improvements in citizens' perceptions of levels of crime and progress in reducing crime, as measured in official surveys; and ➤ An improvement in South Africa's ranking on the Transparency International Corruption Perception Index. 	<ul style="list-style-type: none"> ➤ The municipality has integrated with the SAPS and have increased patrols; ➤ The municipality is sourcing funds to implement street lighting in all residential areas, CBD and areas associated with high public density and gatherings; and ➤ A safety and security plan will be developed and implemented once all processes have been formalized and approved by Council.
4	Decent Employment Through Inclusive Economic Growth	<ul style="list-style-type: none"> ➤ An increase in the GDP growth rate from 2.5% in 2012 to 5% in 2020; ➤ An increase in the rate of investment to 25% of GDP in 2020; ➤ The share in household income of the poorest 60% of households rising from 5.6% in 2011/12 to 10% in 2020; and ➤ A decrease in the official unemployment rate from 25% in the first quarter of 2013 to 14% in 2021. 	<ul style="list-style-type: none"> ➤ An adoption of the NDP 2030 of an all-inclusive Rural Economic development and growth has been undertaken; ➤ The municipality has integrated with the DRDLR to develop the Agri-Hub which will enhance crop farming, Agri-processing activities, and logistics; ➤ The mining sector has been ring-fenced and the municipality acknowledges their operations within the municipal jurisdiction as this promotes job creation; ➤ An Industrial Area has been developed by Cogta and handed over to the municipality for it to lease out to investors who can create job creation; ➤ The development and growth of the informal sector is priority to the municipality and has been implemented through the development of critical informal trading infrastructure at key strategic points; and ➤ The municipality has accessed job creating programmes (Community Works Programme) and (Extended Public Works Programme) to provide work opportunities to the youth and women.
5	A Skilled and Capable Workforce to Support an Inclusive Growth Path	<ul style="list-style-type: none"> ➤ Credible skills development mechanism; ➤ Increased access to intermediate and high-level educational and learning programmes; ➤ Increased skills development through integration with the SETAs in various sectors of the economy; ➤ Ensure accredited training and development is offered; 	<ul style="list-style-type: none"> ➤ The municipality is integrating with the Amajuba FET College and advising its community members of the learning opportunities; ➤ The municipality is integrating with mining companies in areas that they can train individuals in through internships; ➤ The municipality has also contracted youth interns to empower them with various skills



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National Outcomes		Purpose of Outcome	Addressing of Outcome by Dannhauser Local Municipality
		<ul style="list-style-type: none"> ➤ Research and development in various fields; ➤ Advancement in technologies 	<p>and experience related to their educational areas; and</p> <ul style="list-style-type: none"> ➤ There are currently an on-going community works programme and public works programme that is providing employment to the youth and women.
6	An Efficient, Competitive and Responsive Economic Infrastructure Network	<ul style="list-style-type: none"> ➤ Increasing the electricity generation reserve margin from 1% currently to 19% in 2020; ➤ A 5% increase in bulk water resources commissioned in comparison to 2014; ➤ An increase in broadband penetration from 33.7% in 2013 to 80% in 2020; ➤ Increasing the tonnage moved on rail from 207 Mt in 2013 to 330 Mt by 2020; and ➤ Improving the operational performance of sea ports and inland terminals from 28 to 35 average crane moves per hour by 2020. 	<ul style="list-style-type: none"> ➤ The municipality does not own any electricity generating technologies, but procures it from Eskom, the municipality gives input to Eskom to areas that have infills and require electrification; ➤ The municipality is engaging Amajuba District Municipality (ADM) the Water Services Authority (WSA) to address the bulk water & sanitation infrastructure. ADM receives a yearly allocation from Treasury to address water & sanitation matters with Dannhauser; ➤ Although there is a rail way line that intersects the municipal jurisdiction from Durban to Johannesburg, the municipality seeks to engage with Transnet to assess what other products can be ferried from Dannhauser to other destinations; and ➤ The municipality seeks to capitalize on the sea ports due to the Agri-hub and Industrial Area developments within its jurisdiction.
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	<ul style="list-style-type: none"> ➤ Improved land administration and spatial planning for integrated development in rural areas; ➤ Sustainable land reform for agrarian transformation; ➤ Improved food security; ➤ Smallholder farmer development and support (technical, financial and infrastructure) for agrarian transformation; ➤ Increased access to quality basic infrastructure and services, particularly education, healthcare and public transport in rural areas; ➤ Support for sustainable rural enterprises and industries characterized by strong rural-urban linkages; and ➤ Increased investment in agro-processing, trade development and improved access to markets and financial services resulting in rural job creation. 	<ul style="list-style-type: none"> ➤ An LED strategy has been developed to give direction on sectors that allow for economic development and growth and enhance their sustainability; ➤ The municipality has taken strides and identified the categories of land uses within its jurisdiction. It has already purchased a farm (Renier Farm) and has allowed DRDLR to setup the Agri-hub which will enhance job creation and food security; it has also purchased land and has allowed Cogta to establish an Industrial Area which will draw investors and further allow for job creation; and ➤ The municipality has integrated with DRDLR and DAFF and sanctioned SMME & Co-operatives training and development with regards to agriculture related business activities.
8	Sustainable Human Settlements and Improved Quality of Household Life	<ul style="list-style-type: none"> ➤ Adequate housing and improved quality living environments, with approximately 1.4 million more households living in new or improved housing conditions by 2020; ➤ A functional and equitable residential property market with a target of 110 000 new housing units delivered in the affordable gap market by 2020; ➤ Enhanced institutional capabilities for effective coordination of spatial investment decisions, with a target of 49 municipalities assigned or accredited with the housing function; 	<ul style="list-style-type: none"> ➤ The municipality has developed a Housing Sector Plan, it highlights completed, on-going and planned projects; ➤ It has identified areas of development intensity for housing; ➤ It has categorized the types of housing developments, low, middle and high-income earner houses; ➤ In compiling the housing projects, the municipality is engaging sector departments and ADM for services such as water & sanitation, electricity, roads, waste management, etc. to be delivered to the households; and



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National Outcomes		Purpose of Outcome	Addressing of Outcome by Dannhauser Local Municipality
		<ul style="list-style-type: none"> ➤ The title deeds for all 563 000 new subsidy units as well the backlog of 900 000 title deeds in the integrated residential housing programme will be transferred over the next five years; and ➤ Informal settlement upgrading will be expanded to cover 750 000 households, ensuring basic services and infrastructure in some 2 200 informal settlements. 	<ul style="list-style-type: none"> ➤ It has identified economic and social infrastructure that is required in the housing development areas.; and ➤ The municipality is currently in progress with ADM in addressing proper water & sanitation, eradication of the bucket system, electricity, waste management.
9	A Responsive, Accountable, Effective and Efficient Local Government System.	<ul style="list-style-type: none"> ➤ Increase in the percentage of households with access to a functional water service from 85% in 2013 to 90% by 2020; ➤ Increase in the percentage of households with access to a functional sanitation service from 84% in 2013 to 90% by 2020, including elimination of bucket sanitation in the formal areas; ➤ 1.4 million additional households to be connected to the grid between 2014 and 2020, and 105 000 additional non-grid connections.; ➤ Income support to the unemployed through expansion of the Community Work Programme to reach 1 million participants in 2020; ➤ An increase in the level of public trust and confidence in local government from 51% in 2012 to 65% in 2020, as measured by the IPSOS survey; and ➤ An improvement in overall municipal audit outcomes, with at least 75% of municipalities receiving unqualified audits by 2020. 	<ul style="list-style-type: none"> ➤ Adherence to local government regulations; ➤ Promote and comply with Supply Chain Management regulations; ➤ Improve revenue generation; ➤ Ensure proper and accurate reporting ensuring compliance and adherence to GRAP; and ➤ Ensuring that public confidence is uplifted, through implementation of good governance.
10	Protect and Enhance Our Environmental Assets and Natural Resources	<ul style="list-style-type: none"> ➤ Stabilisation and reduction of CO2 (a 34% reduction in emissions of CO2 from "business as usual" by 2021 (42% by 2025); ➤ Implementation of climate change responses in six critical sectors; ➤ Increasing the percentage of the coastline with at least partial protection from 22.5% in 2013 to 27% in 2020; and ➤ Increasing the compliance of mines with the National Water Act from 35% in 2013 to 60% in 2020. 	<ul style="list-style-type: none"> ➤ A draft Integrated Environmental and Waste Management Plan has been developed and is currently under review, it has identified and incorporated the environmental protected areas such as wetlands, etc.; ➤ The Chelmsford and Tom Worthington's dams are regarded to be environmental assets as they have been earmarked for tourist activities and also as natural resources; and ➤ The municipality is educating its communities on the importance of the green economy.
11	Create A Better South Africa and Contribute to A Better Africa and A Better World	<ul style="list-style-type: none"> ➤ Government to advance developmental co-operation and integration to achieve industrial development, as well as infrastructure development and market integration through contribution to the revision of the SADC Regional Integrated Strategic Development Plan (RISDP). 	<ul style="list-style-type: none"> ➤ Currently the municipality has an Industrial Area that has been recently developed by Cogta, the park will have investors that produce products to be consumed both locally and internationally; ➤ The Agri-hub will enhance food security for the country and Africa once exports are undertaken; and ➤ The drawing of both local and international investors will enable Africans to be empowered in various ways, thus allowing Africa to benefit as a whole.
12	An Efficient, Effective and Development-Oriented Public Service	<ul style="list-style-type: none"> ➤ Institutionalizing long-term planning, forging a disciplined, people-centered and professional public service, empowering citizens to play a greater 	<ul style="list-style-type: none"> ➤ The municipality always plans ahead in all its activities and reviews its operational plans on a quarterly basis allowing for amendments to the plans where necessary; and



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National Outcomes		Purpose of Outcome	Addressing of Outcome by Dannhauser Local Municipality
		role in development and building an ethical public service.	➤ It abides and complies with legislative prescripts hence enables the proper accountability and transparency with regards to its operations and decisions by political office bearers and management.
13	A comprehensive, responsive and sustainable social protection system	➤ Improving efficiency in the delivery of services; addressing exclusions by identifying and reaching all those who are entitled to the existing benefits of social protection; and reducing the administrative bottlenecks that prevent people from accessing benefits.	➤ The municipality is capacitating its vacant positions with skilled people and is also training its incumbents so that they work accurately and efficiently thus contributing to a healthy community that has their queries addressed and that receives basic services; ➤ It ensures that when it undertakes its budgeting process to deliver basic services it considers the poorest of the poor; and ➤ It has realigned its reporting and communication lines to allow for speedy decision-making processes, this aids in reducing bottlenecks in administrative work.
14	A Diverse, Socially Cohesive Society with A Common National Identity	➤ The proportion of people of the opinion that race relations are improving rises from 40% in 2011 to 65% in 2020; ➤ The social cohesion index rises from 80.4% in 2011 to 90% in 2020; ➤ The active citizenship index rises from 79% in 2011 to 85% in 2020; and ➤ The number of people over 18 that belong to a charitable organization rises from 5% in 2011 to 10% in 2020.	➤ The municipality does not promote nor practice any forms of discrimination with regards to race, religion, colour, gender, creed and or nationality. It acknowledges that all who are citizens have the right to access basic services.

Provincial Departments of Local Government and Municipalities are largely guided by Outcome 9 and are monitored on the performance of the 7 outputs of outcome 9, which are namely:

Output 1: Implement a differentiated approach to municipal financing, planning and support;

Output 2: Improving access to basic services;

Output 3: Implementation of the Community Work Programme;

Output 4: Actions supportive of the human settlement outcome;

Output 5: Deepen democracy through a refined Ward Committee model;

Output 6: Administrative and financial capability; and

Output 7: A single window of co-ordination

2.2.2 The Millennium Development Goals (2015)

Dannhauser LM is informed by the following Sustainable Millennium Development Goals in its growth path, as an enabler of development, the Development Goals are summarized as follows;

- **Goal.1.** End poverty in all its forms everywhere;
- **Goal.2.** End hunger, achieve food security and improved nutrition and promote sustainable agriculture;
- **Goal.3.** Ensure healthy lives and promote well-being for all at all ages;
- **Goal.4.** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
- **Goal.5.** Achieve gender equality and empower all women and girls;
- **Goal.6.** Ensure availability and sustainable management of water and sanitation for all;
- **Goal.7.** Ensure access to affordable, reliable, sustainable and modern energy for all;

- **Goal.8.** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
- **Goal.9.** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
- **Goal.10.** Reduce inequality within and among countries;
- **Goal.11.** Make cities and human settlements inclusive, safe, resilient and sustainable;
- **Goal.12.** Ensure sustainable consumption and production patterns;
- **Goal.13.** Take urgent action to combat climate change and its impacts;
- **Goal.14.** Conserve and sustainably use the oceans, seas and marine resources for sustainable development;
- **Goal.15.** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss;
- **Goal.16.** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and
- **Goal.17.** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

In the aim to achieve these development goals, the municipality has or will embark on various poverty eradication programmes. These programmes include, amongst others, the Operation Sukuma Sakhe, the development of the Local Economic Development Plan and Tourism Plan. These plans are to assist in the identification of economic opportunities within the municipal area, thereby unlocking job opportunities.

2.2.3 State of The Nation Address (2022)

His Excellency, the Honorable President C Ramaphosa delivered his State of the Nation Address (SONA), on the 10 February 2022, the following issues were the highlights;

The President highlighted several priorities namely, to defeat COVID-19, accelerate the economic recovery, accelerate economic reform to drive inclusive growth and fight corruption, among others. There is a growing need to support economic growth and improving the quality of life for all South Africans. This year's SONA has been presented against the background of the following: nascent economic recovery from the impact of intermittent lockdown restrictions, the highest unemployment in 82 countries surveyed by Bloomberg, revelations of widespread corruption and malfeasance in SOES released in the first two instalments of the Zondo Commission into State Capture, poor Government response to the civil unrest in July 2021 in parts of Gauteng and KZN which cost 354 lives and damage and destruction to the economy of over R50 billion. The President referenced the impact of the Covid-19 pandemic on the economy, admitting it had further exposed the deep social and economic divide in South Africa. He also spoke of the impact of the civil unrest in July 2021. Government will take steps to strengthen democracy and revitalise the economy to end inequality and injustice. This includes ensuring those responsible for corruption will be criminally charged.

President Cyril Ramaphosa outlined a recovery plan for South Africa (SA) in his maiden state of the nation address stated five main critical areas to be addressed, these are as follows;

- ✓ Firstly, we must accelerate inclusive economic growth and create jobs.
- ✓ Secondly, our history demands that we should improve the education system and develop the skills that we need now and into the future.

- ✓ Thirdly, we are duty bound to improve the conditions of life for all South Africans, especially the poor
- ✓ Fourthly, we have no choice but to step up the fight against corruption and state capture.
- ✓ Fifthly, we need to strengthen the capacity of the state to address the needs of the people.

Over the past year, we have focused our efforts on accelerating inclusive growth, significantly increasing levels of investment and putting in place measures to create more jobs.

AREAS INDICATED TO ADDRESS ECONOMIC CHALLENGES

The following is a summary of the country's focus areas and action plan for the coming financial year

Key Point/Announcement	Action Plan/Commitments
National State of Disaster	<ul style="list-style-type: none"> Government intends to lift the State of Disaster as soon as other supplementary legislation is place aligned to allow government to respond to the pandemic and other health disasters. Currently, all restrictions in response to Covid-19 have been lifted.
Creating conditions for Private Sector Investment	<ul style="list-style-type: none"> Government must create an environment in which businesses can invest, expand and hire more people. Government will implement far reaching reforms to unlock investment, reduce cost of doing business and increase competitiveness.
Water infrastructure	<ul style="list-style-type: none"> Government has embarked on the process of institutional reform by capacitating the Department of Water and Sanitation and reviewing water boards mandates to ensure that they serve municipalities in terms of the District Development Model. A comprehensive turnaround plan is being implemented to streamline the process for water use license applications. The goal is to clear the backlog of applications by June 2022 and to process 80% of all applications within 90 days during the next financial year. Legislation for the establishment of the National Water Resources Infrastructure Agency will be published for comment within the next month.
SMME Growth	<ul style="list-style-type: none"> Discussions between government and social partners on labour market regulations for smaller businesses to enable them to hire more people, while protecting workers' rights. A new, redesigned loan guarantee scheme is being introduced to help small businesses to recover from the pandemic and civic unrest. A Red tape team led by ex Exxaro CEO Sipho Nkosi has been formed to review red tap affecting the SMMEs and make recommendations on how it can be streamlined.
Infrastructure	<ul style="list-style-type: none"> R100 billion Infrastructure Fund prioritised for energy, road, and water management projects. R96 billion for student accommodation, social housing, telecommunications, water and sanitation and transport projects. Several catalytic projects worth R21 billion are expected to start construction this year. R2.6 billion is contributed by government and the balance from the private sector and developmental finance institutions. Government will make an initial investment of R1.8 billion in bulk infrastructure, which will unlock seven private sector projects values at R133 billion.

Investment	<ul style="list-style-type: none">• Investment conference to be held on 24 March 2022 in Johannesburg.• By the time of the third South Africa Investment Conference in November 2020, SA had reached R776 billion in investment commitments.
Global Business Sector	<ul style="list-style-type: none">• The hemp and cannabis sector has the potential to create more than 130 000 new jobs.
Energy	<ul style="list-style-type: none">• Over the next few years, new energy generations projects will come online, including-:<ul style="list-style-type: none">• 2,600 MW from Bid Window 5 of the renewable energy• 2,600 MW from Bid Window 6 of the renewal energy programme• 3,000 MW of gas power and 500 MW of battery storage
Public and Social Employment	<ul style="list-style-type: none">• 50,000 young people will be recruited for the National Youth Service in the coming year.• From April 2022, the Department of Higher Education and Training will place 10,000 unemployed TVET graduates in jobs.
Expropriation of Land	<ul style="list-style-type: none">• The Agriculture and Land Reform Development Agency will be finalised this year.• The transfer of 14,000 hectares of state land to the Housing Development Agency.
Civil unrest in 2021	<ul style="list-style-type: none">• The National Security Council has tasked the Security Services with developing urgent implementation plans that addresses the expert panel recommendations.

2.2.4 Constitution of South Africa Act 108 Of 1996

The Constitution is the umbrella legislation of all legislations and policies within the country. Section 151 (3), states that a municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislations, as provided for in the Constitution.

Section 152 (1), outlines the objects of local government,

- a) To provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in sustainable manner;
- c) To promote social and economic development;
- d) To promote a safe and healthy environment; and
- e) To encourage the involvement of communities and community organisations in the matters of local government

2.2.5 White Paper on Local Government 1998

The paper under the Characteristics of developmental local government critically highlights the importance of local governments as having a central role in representing communities, protecting of human rights and meeting human basic needs. In developing of the local government economy, the following cross-cutting measures must be undertaken;

- Maximisation of social development and economic growth
- Integrating and coordinating
- Democratising development

- Leading and learning

The White Paper further places a responsibility on local government towards economic development which incorporates the following;

- The supporting of local business through various intervention programmes
- Provision of marketing and investment support in order to attract potential support to their locality
- Provision of target support through various economic sector research reports
- Provision of assistance to local entrepreneurs with issues concerning skills development, premises, information, networking, marketing and credit

2.2.6 Medium Term Strategic Framework (MTSF)

The 2014 – 2020 priorities are;

- Radical economic transformation, rapid economic growth and job creation;
- Rural development, land and agrarian reform and food security;
- Ensuring access to adequate human settlements and quality basic services;
- Improving the quality of and expanding access to education and training;
- Ensuring quality health care and social security for all citizens;
- Fighting corruption and crime;
- Contributing to a better Africa and a better world;
- Social cohesion and nation building.

2.2.7 National Development Plan – 2030 (NDP)

The NDP serves as the directional plan for economic sector development with regards to sectors that are of strategic importance to the country. It further gives direction on areas that need to be strengthened to achieve the economic growth of the nation.

The central challenges that have been identified by the plan are;

- Too few people work
- The standard of education for most black learners is poor quality
- Infrastructure is poorly located, under-maintained and insufficient to foster higher growth
- Spatial patterns exclude the poor from the fruits of development
- The economy is overly and unsustainably resource intensive

The national plan thus proposes to;

- Expanding the economic opportunities
- Investments in infrastructure
- More innovation
- Increased private investments
- Increased entrepreneurialism
- Increased human capital development
- Increased job and livelihoods

The national development plan proposes to create 11 million jobs by 2030 by;

- Realising an environment for sustainable employment and inclusive economic growth

- Promoting employment in labour-absorbing industries
- Raising exports and competitiveness
- Strengthening government's capacity to give leadership to economic development
- Mobilising all sectors of society around a national vision

Proposals for increasing employment and growth are identified to be;

- Raising exports, focusing in areas that already have endowments and comparative advantages such as mining, construction, mid-skill manufacturing, agriculture and agro-processing, tourism and business services.
- Increase the size and effectiveness of the innovation system and ensure closer alignment with companies that operate in sectors consistent with the growth strategy.
- Improve functioning of the labour market to help the economy absorb more labour.
- Supporting small business through better coordination of activities in small business agencies, development finance institutions, public and private incubators.
- Improving the skills base through better education and vocational training
- Increasing investment in social and economic infrastructure to lower costs, raise productivity and bring more people into the mainstream of the economy.
- Reducing of regulatory burden in sectors where the private sector is the main investor, such as broadband Internet connectivity, to achieve greater capacity and lower prices.

The plan gives recognition to an **integrated and inclusive rural economy** and seeks for the communities to participate fully in the economic, social and political life of the country. Areas that are highlighted for development are;

- Agricultural development allowing for smallholder farmers and commercial farming.
- Increasing the quality of basic services, education, health care, and public transport.
- Development of economic opportunities.
- Transferring of skills
- Development of other economic sectors such as agro-processing, tourism, fisheries (in coastal areas) and small enterprise development.
- Development of markets.
- Creation of value chains in various economic sectors.
- Increased use of the expanded public works programme.

2.2.8 New Growth Path

The key areas focused on are;

- ✓ **Job Creation**
 - Infrastructure development
 - Development and growth of main economic sectors;
 - Seizing and developing new economies;
 - Investing in social capital and public services;
 - Spatial development; and
 - Rural development and regional integration.
- ✓ **Policy packaging for growth, decent work & equity**
 - Development of macroeconomic package;
 - Development of microeconomic package; and
 - Social partners integration
- ✓ **Resource Development**
 - Skills development of human capital;

- Processing of minerals; and
- Processing of primary agricultural products.
- ✓ **Institutional Drivers**
 - Development of state organs;
 - Integration of Institutional Drivers outside State; and
 - Development of social dialogue and mobilization.

2.2.9 Comprehensive Rural Development Strategy

Dannhauser LM is pre-dominantly rural in nature. It is characteristic of numerous rural communities that require sustainable development interventions. Accordingly, the Comprehensive Rural Development Plan (CRDP) is internalized by the municipality as a guiding tool to establish and maintain social cohesion and development that promotes improved access to basic services and enterprise development within these rural communities. The plan prescribes broad-based agrarian transformation that places emphasis on community organization and mobilization, strategic investment in social and economic infrastructure. The Local Municipality idealizes the premise upon, which the plan is built; that is to say that rural areas within the country are underlined with the development potential that can generate vast economic opportunities, particularly job creation.

In this regard, the Local Municipality has established women and youth co-operatives for poverty alleviation. These co-operatives are registered and are trained in various skills, which are then employed through interventions by the municipality in the form of LED projects. This includes the Municipality recently purchasing a farmland with an intention to groom local cooperatives. This has a central focus on agricultural enterprises, from plant to animal production. This farmland is said to be an incubation center for the co-operatives throughout Dannhauser LM, simultaneously it will serve to increase the number of jobs to be created in the municipal area.

Dannhauser LM takes cognizance of the following recommendations prescribed by the CRDP:

- The municipality should improve the competitiveness of agriculture by means of support for development and innovation;
- Initiatives to empower rural women are an important consideration in the development of rural areas;
- Improving the quality of life in rural areas and encouraging diversification of the rural economy;
- The municipality should engage all relevant stakeholders to speed up development within the community;
- Rural communities have shown a historic willingness to organize around development opportunities, the process for the mobilization of financial resources should be considered for the implementation of the rural development initiatives;
- The perception of launching new economic activities and new sources of employment ecotourism and mines; and
- The minimization of natural hazards and risks is an important prerequisite for economic development and a key aspect of individual and collective safety and social well-being.

2.2.10 Municipal Demarcation Act 27 Of 1998

The act in Section 24 outlines the objectives of demarcation of municipalities, these are as follows;

- a) Enable the municipality for that area to fulfill its constitutional obligations to its communities;

- i) The provision of democratic and accountable government for the local communities;
- ii) The provision of services to the communities in an equitable and sustainable manner;
- iii) The promotion of social and economic development; and
- iv) The promotion of a safe and healthy environment

2.2.11 Municipal Systems Act, No. 32 Of 2000

The Municipal Systems Act (MSA), (Act No. 32 of 2000) plays a crucial role in the preparation of IDPs; Chapter 5 of the Municipal Systems Act specifies that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality that is reviewed annually. The plan should:

- integrates and co-ordinates plans and takes into account proposals for development within the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the IDP;
- Forms the policy framework and general basis on which annual budgets must be based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

2.2.12 Municipal Finance Management Act, No 56 Of 2003

Section 21 of the Municipal Finance Management Act, Act No 56 of 2003 (MFMA) stipulates that the Mayor of a municipality must coordinate the processes towards the preparation and review of the IDP as well as the preparation of an annual budget. They are to ensure that the tabled budget and the integrated development plan are mutually consistent and credible. They are also to oversee the following processes at least 10 months before the beginning of the budget year: –

- The preparation, tabling and approval of the annual budget;
- The annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act, Act no 32 of 2000; and the budget related policies;
- The tabling and adoption of any amendments to the integrated development plan and budget related policies; and
- Any consultative processes forming part of the processes referred to above.

2.2.13 Intergovernmental Relations Framework Act (IGR), No.13 Of 2005

The Intergovernmental Relations Framework Act, Act No 13 of 2005 was promulgated to establish a framework for the national, provincial and local government.

(I) LEGISLATIVE FRAMEWORK

The Intergovernmental Relations Framework Act (No 13 of 2005) stipulates that there must be a *“district intergovernmental forum to promote and facilitate intergovernmental relations between the district municipality and the local municipalities in the district”* (section 24).

Considering the above, Dannhauser LM participates in the ADM’s IGR structures in accordance with the legislation. Furthermore, this prescribes for the Local Municipality to ensure the following:

- Promotion and facilitation of intergovernmental relations;

- Provision for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and
- Provision for matters connected therewith.

Objective of the Act is based on the principle of co-operative governance, as set out in Chapter 3 of the Constitution. The Act also aims to facilitate co-ordination in the implementation of policy and legislation including:

- Coherent government;
- Effective provision of services; and
- Monitoring implementation of policy and legislation; and Realization of national priorities.

2.2.14 Back to Basics Policy

The key performance areas for all municipalities and also adopted by Dannhauser, are as follows;

- 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 so as to sustainably deliver services and bring development to communities; and
- Build and maintain sound institutional and administrative capabilities administered and managed by dedicated and skilled personnel at all levels.

2.2.15 The Seven (7) KZN Priorities

The following are the KZN priority areas that each municipality within the province must strive to address;

1. Job Creation
2. Human Resources Development;
3. Human & Community Development;
4. Strategic Infrastructure;
5. Environmental Sustainability;
6. Governance & Policy; and
7. Spatial Equity

2.2.16 KZN State of The Province Address – March 2021

The Premier of KwaZulu-Natal Honourable Mr Sihle Zikalal; on 04 March 2021 stated the impact KwaZulu-Natal was facing amidst an ever-changing global and local economy; key to note was the key focus areas of the province as per his speech, which were;

- Basic services delivery (including clean portable water);
- Job creation;
- Growing the economy;

- Growing SMMEs' & Co-operatives;
- Education, Health & Skills Development;
- Human Settlements & sustainable livelihoods;
- Building a peaceful province; and
- Building a caring and incorruptible government.

The following eight (8) key priority areas were adopted by the provincial government;

- Building an Inclusive Economy that Creates Decent Jobs;
- Transform our Rural areas;
- Ensure Decent Living Conditions and Sustainable Human Settlements;
- Improve and Expand Education and Training;
- Ensure Quality Health Care for All;
- Expand Comprehensive Social Security;
- Fight Crime and Corruption; and
- Build a United Nation and Promote Social Cohesion.

We as Provincial Government resolved that the procurement policy must be amended to empower the historically disadvantaged, Africans in particular, within the ethos of a Developmental State, pro-inclusive economic growth and non-racialism.

- ✓ To demonstrate our resolve to deepen **radical economic transformation**, we as the KZN Executive Council identified six commodities/sectors, namely infrastructure development, agricultural produce, bakery, uniforms, furniture, and toilet papers for targeted procurement.
- ✓ The implementation of this **Provincial Preferential Targeted Procurement Programme** is also accompanied by an enterprise and supplier development programme, providing technical training and support focussing on mentorship, skills transfer, incubation, reducing payment waiting periods, and infrastructural support. We believe that this approach will ensure sustainability of awarded contracts and increase participation of blacks, women and youth in the identified commodities/sectors.
- ✓ Our **SMME and Co-operatives Development Programmes** remain the bedrock of our initiatives to foster entrepreneurship and to change the economic landscape in line with the agenda of radical economic transformation. In order to assist these new entrant entrepreneurs, we are pioneering a ground-breaking initiative, known as the **KwaZulu-Natal Bulk Buying and Warehousing Programme**.
- ✓ Transformation in the manufacturing sector, like in all sectors of our economy, remains critical for us to achieve our goals of creating a shared and inclusive economy. We are therefore excited about the strategic partnerships we have concluded with the Department of Trade Industry (DTI) focusing on promoting the **Black Industrialists Programme** and we are pleased to report that so far 9 KZN Black Industrialists have been selected and are receiving support as participants in this Programme.
- ✓ The contribution of **tourism** in the local economy continues to grow, from a R9bn contribution to the Provincial GDP in 2014 to more than R10bn by 2019. While the country has been experiencing an economic downturn, tourism is one of the sectors that have been steadfast and has not shed any jobs.

As a Gateway Province, there always has to be a special focus on the development and adequate provision of **strategic infrastructure** for sustaining both the social and economic growth and development needs of KZN. We have therefore expanded our **Provincial Infrastructure Master Plan** over the last five years to ensure that there is full alignment, coordination and integration between

programmes aimed at developing seaports, airports, road, rail, water, sanitation, electricity, internet connectivity, school and health infrastructure, human settlements and other essential economic and social infrastructure.

This process has substantially improved our ability to coordinate infrastructure delivery and monitor progress made with the **Strategic Integrated Projects (SIPs)** of the Presidential Infrastructure Coordinating Commission (PICC) being implemented in our Province. Our process of registering and monitoring the implementation of **Provincial Catalytic Projects** has now also matured and has become popular amongst both public and private developers, realising the advantages that are derived from being afforded status as a Catalytic Project.

The fact that acknowledged Catalytic Projects have direct access to our **KZN One Stop Shop**, operated and facilitated by Trade and Investment KZN, has been able to resolve many stumbling blocks experienced by developers and has assisted greatly in speeding up the pace of implementation. The **freight and logistics** sector are directly reliant on quality and standard of our infrastructure. Being able to effectively, efficiently, timely, reliably and cost effectively move goods and services domestically and internationally, is a key function of a Gateway Province. It is for this reason that we have placed much emphasis on projects that will assist us to achieve these levels of excellence.

Dannhauser municipality thus takes regards and implements the strategy of the SOPA 2021.

2.2.17 LED Policy Guidelines March 2005

The framework is driven by the Micro Economic Framework Reform strategy which includes the development of economic activities within a particular jurisdictional area; it accommodates economic regionalization of activities allowing for linkages between regional and global markets.

The following must be taken into consideration;

- Regionalisation
- Global Value Chains
- Enterprise Development
- Locality Development
- Community Enablement Development
- Market and Business Enablement
- Governance

2.2.18 South African National Tourism Sector Strategy (SANTSS)

The SANTSS gives direction to the achievements intended by the country in up-bringing the sector. The tourism destinations differ by province, district municipalities and local municipalities; therefore, it outlines the following;

Strategic Objectives

- To grow the tourism sector's absolute contribution to the economy.
- To provide excellent people development and decent work within the tourism sector
- To increase domestic tourism's contribution to the tourism economy
- To contribute to the regional tourism economy
- To deliver a world-class visitor experience

- To entrench a tourism culture among South Africa
- To position South Africa as a globally recognised tourism destination brand
- To achieve transformation within the tourism sector
- To address the issue of geographic, seasonal and rural spread
- To promote responsible tourism practices within the sector
- To unlock tourism economic development at a provincial and local government level

Increased Cluster Actions of Strategy;

- Research, information and knowledge management
- Policy and legislative framework
- Collaborative partnership
- Prioritising tourism at national, provincial and local government level
- Niche-product development and Rural tourism
- Capacity building
- Community beneficiation
- Transforming the sector to BBBEE inclusive
- Quality assurance
- Promotion
- Responsible tourism
- Product information
- Safety and security
- International and regional airlift
- Ground transportation
- Domestic airlift

Legislations guide tourism activities;

- Tourism Act, Act No.72 of 1993
- Tourism White Paper of 1996
- Kwazulu-Natal Tourism Act, Act No.11 of 1996
- Tourism White Paper of 2008

2.2.19 KZN – Tourism Master Plan 2030

The plan has been developed with a 2030 outline;

Objectives & Targets

- Increase the tourism GDP levels and tourism employment levels in the province
- Grow the levels of all foreign visitor arrivals to the province
- Grow the levels of domestic visitor arrivals to the province
- Improve overall visitor service and satisfaction levels throughout the province, to include retail, banking, toll roads, etc.
- Achieve significant transformation in the sector
- Grow the events and meetings incentives and exhibitions sector (MICE) as a key important market area for the province
- Improve other niche tourism experiences for which the province has potential and develop these markets

The plan has highlighted the following core areas for development;

- Beach tourism
- Wildlife tourism
- Scenic tourism
- Heritage tourism

2.2.20 National Rural Tourism Strategy - 2012

The strategy highlights the critical issues that need to be incorporated to uplift Rural Tourism;

Problem areas identified with rural tourism

- Tourism has been inadequately resourced and funded in rural areas
- Tourist attractions in rural areas are not receiving the benefits stemming from the tourism industry
- The limited involvement of local communities is a major constraint in rural tourism development

Strategic Goals & Aims

- The development of opportunities and challenges in rural areas for tourism development
- To facilitate the coordination of rural tourism development initiatives amongst relevant stakeholders
- To create an enabling environment for rural tourism development to stimulate job creation
- To identify and recommend strategic areas / nodes for tourism development in rural areas within the sector
- To guide strategy development within key documentation generated for tourism development and management in South Africa

Strategic Themes Addressed

- Product development, including but not limited to funding models and innovation schemes
- Tourism marketing, including but not limited to visitation of less visited areas
- Tourism skills and development, including service standards
- Tourism support infrastructure, including but not limited to roads and basic services
- Tourism research and Information, including tourism market intelligence

2.2.21 Amajuba District Municipality Growth and Development Plan – 2030

The growth and development plan encompass facts from the Amajuba District Municipality Tourism Master Plan and the Amajuba District Municipality Agricultural Sector Plan, which all have facts of Dannhauser Local Municipality. The facts relating to Dannhauser have been drawn out and are highlighted.

According to the plan, Dannhauser Local Municipality is identified as an agricultural hub of the region. It is argued that it is a good potential tertiary node for investment promotion and center of supply of services in the district. The municipality faces the following;

Rural Tourism Sector;

- Historical association is mining
- Lack of coordinated promotion of the attractions
- lack of tourism facilities

- No specific draw-card attraction to make the municipality a priority for attractions
- None development of key attraction areas such as Chelmsford
- Lack of sufficient signage along provincial routes to promote the facilities
- Loss of tourists to larger tourist attractions such as Durban beachfront, Drakensburg Mountains and the north and south coast.

Agricultural Sector

- Inadequate access to funding for infrastructure
- Lack of agri-industries and therefore value – adding
- Ineffective linking of graduates to commercial farms
- Increased competition due to subsidization of international farming
- Land reform process is slow
- A lack of markets
- Lack of relevant skills and training programmes
- Lack of support for small-scale and informal farming operations

2.2.22 Informal Economy

According to various authors, Informal Economy; has various definitions attached to it and the adopted one is;

“Informal trading shall refer to economic activity by individuals and / or groups involving the sale of legal goods and services, within public and private spaces, which spaces are generally unconventional for the exercise of such activity. It is generally unorganised and not always registered as a formal business activity. Informal trading takes place on streets and pavements, on private property (used primarily as the entrepreneur’s place of residence) and tends to require little more than the actual goods and services to set up”. The informal economy plays an important role in gross domestic product contribution and job creation. In the Amajuba District, Emadlangeni has the lowest informal traders totaling 7.5 %, Dannhauser with 17.6% and Newcastle with 74 %. The informal trading sector accounts for over 20 % employment within the region.

Characteristics of Informal Sector

- They do not pay tax
- Are established due to unemployment and poverty
- Relatively low costs are incurred to start the informal business
- Labour intensive with little technology
- Has no credit from institutions or support and protection
- Operations are on a small scale
- Generally, are family owned

Challenges Facing Informal Traders

- Lack of financial and business skills
- Lack of access to funding
- Lack of access / finance for trading premises
- Low and irregular turnovers / incomes
- Harsh trading conditions and crime
- Lack of trading infrastructures and basic services like housing, water, electricity, rubbish removal
- Lack of or limited capacity in collective bargaining among those working informally;

- Competition from peers due to over trading (especially among hawkers) and effects of competition from large retailers
- Sector specific problems especially with improper linkages with and supplies from formal businesses
- Instances of “fronting” to subvert the licensing processes coupled by the general reluctance by some informal traders to pay rents
- Lack of proper governance
- Do not receive much support from government
- Rural based municipalities due not all have informal traders’ by-laws

Importance of Informal Sector

- Reduces unemployment
- Improves the quality of peoples’ lives
- Reduces crime

2.2.23 National Development Plan (NDP) (Energy & Electrification) – 2030

The National Planning Commission through the NDP page.140, states that the country will have achieved the following;

- Economic growth and development through adequate investment in energy infrastructure and the provision of quality energy services that are competitively priced, reliable and efficient. Local production of energy technology will support job creation.
- Social equity through expanded access to energy services, with affordable tariffs and well-targeted and sustainable subsidies for needy households.
- Environmental sustainability through efforts to reduce pollution and mitigate the effects of climate change.

The plan states that over 70% of the country’s primary energy is derived from coal, as more than 90% of electricity and a third from liquid fuels. The country is electricity intensive and emits a high level of carbon dioxide. The strategy as set is to diversify the energy sources for electricity through increasing private participation and investment in this field, issues of distributing and pricing, and widening access to affordable electricity services for the poor.

Kwazulu-Natal Provincial Growth and Development Strategy (PGDS) (Energy & Electrification) 2011

The PGDS critically stems the ideology of greater rural areas needing assistance through the delivery of basic services, it highlights that the majority of the populations are living in poverty and this is further made exacerbated by the high levels of poor infrastructures and services development based on a range of factors including the sparse nature of the settlements. The strategy informs of the need to invest in renewable energy and energy efficiency sources that will aid in reducing the negative economic, social and environmental impacts of energy production and consumption, the aim being reducing the carbon emissions footprint. The renewable energy forms identified for Kwazulu-Natal are as follows;

- Wind (On and Off – Shore)
- Solar (Photovoltaic – PV, and Thermal Generation Plants)
- Biomass (Obtained through agricultural production energy crops)
- Hydro (Mainly near the sea)

The White Paper on Renewable Energy 2003

The White Paper supports the use of natural energy sources such as solar, wind, biomass, hydro, tidal, wave, geothermal and ocean current to produce electricity. South Africa highly depends on electricity generated through coal and based on the country's need to reduce carbon emissions government is in full support for the use of alternative energy sources that are natural. This will enhance the energy security for the country and further enable households to receive electricity within affordable margins.

The programmes in place with the Department of Energy highly empower rural municipalities in the use of renewable energy sources due to the spatial setting of the households, clinics/hospitals, schools and businesses. It also gives provision to the sourcing of electricity from Independent Power Producers (IPP's).

Department of Energy (DoE)

The Department of Energy published the Energy Strategic Plan 2015 – 2021, it highlights crucial areas that are linked to Dannhauser Local Municipality and are;

- Energy Policy & Planning
- Electrification and Energy Programme and Project Management
- Clean energy
- Links to Long – Term Infrastructure and Other Capital Plans
- Conditional Grants
- Public Entities and Public – Private Partnerships

2.2.24 Economic Infrastructure Development Plan – NDP

The NDP reiterates that to achieve sustainable and inclusive growth by 2030, South Africa needs to invest in a strong network of economic infrastructure designed to support the country's medium and long-term objectives, there should thus be development of relevant infrastructures with regards to transport, energy, water resources and information communication technology (ICT) networks.

Infrastructures of importance are;

- Roads (Tarred / Storm Water Systems & Gravel)
- Bulk electrical infrastructures (refurbishments & upgrading)
- Telecommunications infrastructures (Telephones & Internet)
- Water & Sanitation infrastructures
- Economic Activity buildings

2.2.25 Women Development Strategy (Human Development Strategy – 2004)

Reference is made to the Human Development Strategy which encapsulates the following objectives and principles that the municipality has adopted;

Objectives

- Promote women's self-empowerment
- Improve women's economic status through involvement in skills development programmes
- Minimise (in short to medium) the exposure of women to poverty and unemployment and eradicate it altogether in the long term
- Ensure the women take their rightful place in society as equals
- Reduce the vulnerability of women to socio-economic exigencies

2.2.26 Youth Development Strategy – 2013 – 2023

The National Youth Policy Framework defines youth as people within the age group of 14 to 35 years.

Objectives

- To increase the contribution of youth-owned and managed enterprises to the GDP of South Africa from a very low base of less than 5 % contribution currently to 15 % over the next 10 years (2013 – 2023);
- To increase the number of youth-owned and managed enterprise start-ups in all sectors of the economy from less than 10 % (i.e., 0.9% of 8.9% RSA – Total Early-Stage Entrepreneurial Activity (RSA - TEA) of all new enterprises to 50 % as measured by the TEA index of the GEM (Global Entrepreneurship Monitor) over the next ten years (2013 – 2023);
- To increase the number of self-employed youth or entrepreneurs from the current low base of approximately 6 % to 20 % over the next 10 years, as well as increase entrepreneurial culture, business managerial capacities, technical skills and talents among young people, thereby contributing to sustainable human development;
- To increase savings and investments among youth by encouraging them to establish co-operatives and other forms of enterprise and minimise barriers that prevent young men and women from starting and growing their own businesses; and
- To increase access to market, financial and non-financial support, including business infrastructure and procurement opportunities to youth-owned and managed enterprises

2.2.27 Broad Based Black Economic Empowerment, ACT 53 OF 2003 (BBBEE)

The BBBEE will be applied to the economic development activities hence leading to the empowering of various SMME's while taking into cognisance matters relating to previously disadvantaged individuals. Skills transfers, beneficiation activities and technological transfers will be of major importance, other support interventions such as funding will also be included.

2.2.28 Co-Operatives Act, No. 14 Of 2008

Co-operatives play a crucial role in economic development; they promote members in the community to equally work together thus promoting development for previously disadvantaged individuals. Important to note is the legal framework of the Cooperatives that differs from that of the Companies Act, No.71 of 2008. The Act regulates the manner in which Cooperatives must work and this has been adopted by the LED Strategy, the following shedding guidance;

- To increase the number and variety of economic enterprises operating in the formal economy;
- Encouraging of persons and groups who subscribe to values of self-reliance and self-help, and who choose to work together in democratically controlled enterprises;
- To promote equity and greater participation by black persons, especially those in rural areas, women, persons with disability and youth in the formation of and management of co-operatives;
- To facilitate the provision of support programmes that target emerging co-operatives, specifically those co-operatives that consist of black persons, women, youth, disabled persons or persons in the rural areas and that promote equity and greater participation by its members
- To facilitate the greater effective co-ordination and reporting mechanism across all spheres of government through the department.

2.2.29 Business Act, No.71 Of 1991

The Act serves to repeal or amend certain laws regarding the licensing and carrying on of businesses, and shop hours, to make certain new provision regarding such licensing and carrying on of businesses; and to provide for matters connected therewith. The Act allows the Administrator to pass powers to a local authority in an area, whether in or outside its own area of jurisdiction, but in the province concerned, including the area of jurisdiction to act as a licensing authority. The Act further states in Schedule.1 & 2 businesses that require licenses and those that do not require licenses respectively.

The municipality has the authority to act as a licensing authority within its jurisdiction as guided by the Act and must implement the requirements of the Act as the appointed jurisdictional authority.

2.2.30 KZN Cogta, Vote 11: “Municipal and Traditional Spaces for Radical Economic Transformation” (Budget Speech 2021/2022) – Continued Compliance

The Honourable MEC of Kzn Cogta S E Hlomuka on 5th of June 2021 presented Vote 11 to the KZN Provincial Legislature, he pointed out the “COVID 19 pandemic and the national lockdown, in effect since 27 March, has placed our municipalities under immense pressure and it has severely curbed their ability to raise revenue and provide services. This is a time when our limited resources to fight the pandemic have had to be pooled and redistributed towards a new and unforeseen priority – the fight against the Covid-19 pandemic”

The MTSF identifies the task of improving the quality of public services which requires KZN as a province to focus on strengthening the ability of local government to fulfil its developmental role in our communities. Its seven key priorities are as follows:

1. Capable, Ethical and Developmental State
2. Economic Transformation and Job Creation
3. Education, Skills and Health
4. Consolidating the Social Wage through Reliable and Quality Basic Services
5. Spatial Integration, Human Settlements and Local Government
6. Social Cohesion and Safer Communities
7. A Better Africa and World

2.2.31 Presidential Infrastructure Coordinating Commission (PICC)

The PICC’s mandate is to ensure systematic selection, planning and monitoring of large projects and its terms of reference include the objectives outlined below;

- Identify 5-year priorities;
- Develop a 20-year project pipeline;
- Achieve development objectives: skills, industrialisation, empowerment, research & development;
- Expand maintenance: new and existing infrastructure;
- Improve infrastructure links: rural areas and poorest provinces;
- Address capacity constraints and improve coordination and integration;
- Scale-up investment in infrastructure;
- Address impact of prices; and
- Support African development and integration.

According to the PICC, Infrastructure is critical to:

- Promote balanced economic development;
- Unlock economic opportunities;
- Promote mineral extraction and beneficiation;

- Address socio-economic needs;
- Promote job creation; and
- Help integrate human settlements and economic development.

The PICC identified 18 Strategic Integrated Projects (SIPs'), and those which critically impact on Dannhauser are;

SIP 2: Durban-Free State-Gauteng logistics and industrial corridor

- Strengthen the logistics and transport corridor between SA's main industrial hubs;
- Improve access to Durban's export and import facilities;
- Integrate Free State Industrial Strategy activities into the corridor;
- New port in Durban; and
- Aerotropolis around OR Tambo International Airport.

SIP 6: Integrated municipal infrastructure project

Develop national capacity to assist the 23 least resourced districts (19 million people) to address all the maintenance backlogs and upgrades required in water, electricity and sanitation bulk infrastructure. The road maintenance programme will enhance service delivery capacity thereby impacting positively on the population.

SIP 7: Integrated urban space and public transport programme

Coordinate planning and implementation of public transport, human settlement, economic and social infrastructure and location decisions into sustainable urban settlements connected by densified transport corridors. This will focus on the 12 largest urban centers of the country, including all the metros in South Africa. Significant work is underway on urban transport integration.

SIP 11: Agri-logistics and rural infrastructure

Improve investment in agricultural and rural infrastructure that supports expansion of production and employment, small-scale farming and rural development, including facilities for storage (silos, fresh-produce facilities, packing houses); transport links to main networks (rural roads, branch train line, ports), fencing of farms, irrigation schemes to poor areas, improved R&D on rural issues (including expansion of agricultural colleges), processing facilities (abattoirs, dairy infrastructure), aquaculture incubation schemes and rural tourism infrastructure.

SIP 15: Expanding access to communication technology

Provide for broadband coverage to all households by 2021 by establishing core Points of Presence (POPs) in district municipalities, extend new Infracore fiber networks across provinces linking districts, establish POPs and fiber connectivity at local level, and further penetrate the network into deep rural areas. While the private sector will invest in ICT infrastructure for urban and corporate networks, government will co-invest for township and rural access, as well as for e-government, school and health connectivity. The school roll-out focus is initially on the 125 Dinaledi (science and maths-focussed) schools and 1525 district schools. Part of digital access to all South Africans includes TV migration nationally from analogue to digital broadcasting.

2.2.32 Municipal Infrastructure Investment Framework-7: 2010 (MIIF)

(MIIF – Extract)” Funding infrastructure is a challenge. Municipalities are primarily responsible for establishing the infrastructure needed for delivering services and addressing the principal welfare issues of citizens whose behavior and decisions have important consequences. The South African government has committed its municipalities to remedying service backlogs by 2014. But in South

Africa, estimates indicate that the cost of building, upgrading, rehabilitating and expanding the required water, transport, power and township infrastructure approaches and even exceeds R473 billion". The capital investment perspective is complemented by seven sector reports, on each of the following sectors:

- Housing (human settlements);
- Water services;
- Electricity;
- Municipal solid waste;
- Roads,
- Public transport; and
- Municipal public services

2.2.33 Industrial Corridor Development (N3 / N11)

The main emphasis is the adoption of the PICC's SIP 2, which has now incorporated Dannhauser which has benefited from the development of an Industrial Area by Cogta. The KwaZulu-Natal province has adopted, SIP 2, and has developed strategic Corridor Plans and Land Use Opportunity Analysis with a special focus on for the Durban, Free State, Gauteng Logistics and Industrial Corridor.

Purpose: the development of a comprehensive spatial plan that will address cross border planning and cross boundary issues relating to land use management and strategic provision of bulk services, the priority corridors pre-identified in the PSED are;

- N3 corridor to Harrismith;
- N2 north to Richards Bay;
- P700 from Richards Bay to Vryheid;
- Lebombo sdi;
- Battlefields (**Dannhauser**); and
- N2 south covering Port Shepstone P68 corridor.

The integrated 2050 vision consists of the following key developmental components:

- Improve access to Durban's export and import facilities;
- Raise efficiency along the corridor;
- Integrate the Free State Industrial Strategy activities into the corridor;
- Integrate the currently disconnected industrial and logistics activities; and
- Integrate marginalized rural production centers surrounding the corridor that are currently isolated from the main logistics system. (**Dannhauser**)

2.2.34 Special Economic Zone (SEZ), ACT 16 OF 2014

The SEZ Act 16 of 2014, impacts on Dannhauser indirectly as it enables the industrial, agricultural and mining sectors to be linked to the zones. The Act, enables, regional integration; with the host province's growth strategies, local economic development and any other relevant cross-provincial economic initiatives and target investments in support of government's economic and industrial development policies. Dannhauser has Industrial Areas, an Agri-hub being currently developed by DRDLR and mining activities. The two main Industrial Development Zones, which are elements of the SEZs and will empower Dannhauser are **Richards Bay IDZ** and **Dube Trade Port IDZ**.

The purposes of the SEZ, according to the SEZ Act, include:

- Facilitating the creation of an industrial complex having a strategic economic advantage for targeted investments and industries in the manufacturing and tradable services sectors; within the framework of the IPAP, NGP and NDP;
- Promoting beneficiation and value addition to the country's mineral and other natural resources;
- Developing infrastructure required to support the development of the targeted industrial activities;
- Attracting relevant foreign and domestic direct investment;
- Providing the location for the establishment of targeted investments;
- Taking advantage of existing industrial and technology capacity, promoting integration with local industry and increasing value-added production;
- Promoting regional development;
- Creating decent work and other economic and social benefits in the region in which it is located including the broadening of economic participation by promoting small, micro and medium enterprises and co-operatives, and promoting skills and technology transfer; and
- The generation of new and innovative economic activities.

SECTION C

3. SITUATIONAL ANALYSIS

3.1 SUMMARY OF PREVIOUS (2020/2021) MEC COMMENTS

The MEC of Co-operative Governance and Traditional Affairs (COGTA) comments on the 2020/2021 IDP review have been well received by the municipality. The municipality as directed by the comments has now addressed the new specified format required of the IDP as per the table.17 below;

REPORT ON THE MEC COMMENTS FOR 2020/2021 IDP REVIEW



Table 17: MEC Comments 2020/2021 and the Municipality Responses

KPA 1= MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT				
MEC COMMENTS	RECOMMENDATIONS	STATUS	RESPONSIBLE DEPARTMENT	TIME FRAME
<p>I commend your Municipality for addressing the key elements of this Key Performance Area. Noted that your Recruitment Policy is now 7 years old, I encourage you to develop a new one to ensure that it is able to deal with current issues.</p> <p>Your vacancy rate is similar to the one presented in the previous Financial Year (15%), either this hasn't been updated or the Municipality hasn't recruited over the past 12 months. Should this rate be correct, I encourage you to fill your vacancies, as this will increase the Municipality's ability to perform its powers and functions efficiently and effectively.</p>		<ul style="list-style-type: none"> The reviewed recruitment policy was submitted to council in the financial year 2021/22, and Council recommended that it be relooked again, it was not adopted. Corporate Services is working on the draft policy after Council Recommendation. The municipality had commenced the advertising of the vacant positions in financial year 2020/21, some interviews were conducted based on short listings. The process will be finalised in 2021/22, and vacancy rate reporting updated. 	Corporate Services	
KPA 2= LOCAL ECONOMIC DEVELOPMENT				
MEC COMMENTS	RECOMMENDATIONS	STATUS	RESPONSIBLE DEPARTMENT	TIME FRAME
<ul style="list-style-type: none"> 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. Your attention is drawn to the National Framework on Local Economic Development which was adopted in December 2019 by the National Cabinet. It is necessary that your Local Economic Development Strategy is aligned to this Framework, taking into consideration the core pillars and enabling pillars of this Framework. You are encouraged to undertake the review of your Local Economic Development Strategy in the current Financial Year, if you have not already done so. Henceforth, you are required to submit this revised Strategy as part of the Integrated Development Plan submission. 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 		<ul style="list-style-type: none"> The process of reviewing the LED Strategy Commenced in financial year 2020/21, and will be completed in the first quarter of 2021/22; A draft Informal Economy Policy was submitted to Council on the 29 Nov 2020 as per SDBIP 2020/21; An Investment/Retention Policy will be developed in the financial year 2021/22. All documents and policies developed will be aligned to the PGDSP-2035 & District Growth & Development Plan-2030 and to the Local Economic Development Strategy National Framework as adopted by National Cabinet 2019. 112 Jobs created through Municipal LED & Community support related project support (cleaning of road sides in CBD & those connecting residential areas and economic areas, cemeteries, parks, community halls, etc.) 	<ul style="list-style-type: none"> LED Department Corporate Services (for the Informal Economy & Investment/Retention Policies) 	



<p>programmes and projects targeting emerging farmers and smallholder producers and also grow the agro processing potential.</p> <ul style="list-style-type: none"> The Municipality is requested to employ mechanisms to reduce red tape in conducting its business to attract investment. Develop a plan to mobilise the private sector funding and also table a budget for Research and Development for economic development. Lastly the Municipality is urged to give attention to community safety, by developing a realistic Municipal Safety Plan. Prioritize the vulnerable groups to benefit from all programmes initiated, including the Supply Chain Management process. 		<ul style="list-style-type: none"> 121 jobs created through the Implementation of Municipal Zibambele program (EPWP) with the municipality monitoring the work undertaken and reporting on progress by 30 June 2021 The municipality has provided various indirect project support to a total of four (4) local SMMEs' and Co-operatives in the farming sector as at 30 June 2021. The municipality developed a draft Investment Promotion & Facilitation Plan to attract businesses and retain them together with mobilising private sector funding in 2019/20 financial year, and was made public to various stakeholders obtain comments and inputs in 2020/21 for finalisation with comments in the first quarter of 2021/22. The municipality has targeted the first quarter of 2021/22 financial year to develop the Municipal Safety Plan. <p>All of the above have been realigned in terms of delivery due to the impact of COVID-19.</p>		
KPA 3= BASIC SERVICE DELIVERY				
MEC COMMENTS	RECOMMENDATIONS	STATUS	RESPONSIBLE DEPARTMENT	TIME FRAME
<ul style="list-style-type: none"> In terms of the basic service delivery assessment, I note that your Integrated Development Plan meets the minimum information requirements. However, I note that your Municipality needs to improve compliance with the National Land Transport Act, Act 5 of 2009 by finalising the study on the development of a comprehensive Local Integrated Transport Plan and ensure that the plan is developed and approved by Council. Your effort to achieve alignment of sector plans between the spheres of government, in the context of Provincial and National priorities, is evident in the Integrated Development Plan. I would like to encourage your Municipality to continue with basic service delivery to the communities within your 		<ul style="list-style-type: none"> The municipality will develop its "Local Integrated Transport Plan within the financial year 2021/22 once the studies are completed. The municipality has a 2021/22 Assets & Infrastructure Maintenance & Operations Plan that ensures that basic service delivery is on a continuous and sustainable basis. 	<ul style="list-style-type: none"> Technical Department 	



municipal area by ensuring that there are plans in place to maintain and expand service infrastructure.				
KPA 4= FINANCIAL VIABILITY AND MANAGEMENT				
MEC COMMENTS	RECOMMENDATIONS	STATUS	RESPONSIBLE DEPARTMENT	TIME FRAME
<ul style="list-style-type: none"> I would like to commend your Municipality for an attempt made to structure this Key Performance Area in accordance with the Assessment Criteria. However, it has been noted that the Municipality did not consider the Criteria stipulated with respect to relevant details when preparing the review of the current Integrated Development Plan, hence the following observations are made that should be noted and addressed A presentation on the capital funding and expenditure was partially addressed (data provided from 2014/2015 Financial Year until 2018/2019 Financial Year). Only prior year projects were provided and projects were not identified as new/ongoing. A comprehensive investment register was not provided. The indigent policy was not attached to the Integrated Development Plan. The number of registered indigents on the indigent register is not indicated and there is no indication of how much has been allocated for indigent support from the Equitable Share. Data in respect of indigent support with projected amounts were indicated for the prior financial year only and is not applicable to the current financial year. The increase/decrease of indigent support was not provided. In respect of a Revenue Raising Strategy, the Municipality indicated that you are in the process of developing a strategy, therefore there is no analysis of how the strategy is benefiting the Municipality and if not, what plans are in place to review the strategy. Outstanding debt, per category is partially provided. The debtors' age analysis was not provided for the current year. On the financial management matters alignment of the procurement plan timeframes with the Service Delivery Budget Implementation Plan, only prior year data was provided. There was partial indication of challenges experienced with the Supply Chain Management Unit. There is no indication of the 		<ul style="list-style-type: none"> The IDP 2021/22 will have the latest and future projections of capital funding and expenditure with regards to data provided. New and ongoing capital projects will be endorsed in the IDP 2021/22. A comprehensive investment register will be provided in the review of the IDP 2021/22 leading into the 2022/22. The indigent policy will be attached to the IDP 2021/22. The list of the beneficiaries to the Indigent free services will be provided and attached to the IDP 2021/22. The Equitable Share Allocation portion of the Indigent Register will be attached. The financial data to the indigent register will be provided from the 2020/21 to 2021/22 and projected 2022/22. The revenue enhancement (strategy) will be developed in 2021/22 financial year. The debtors aged analysis will be provided for the 2021/22 financial year. The SDBIP 2020/21 will be attached and on the review of the IDP 2021/22 will incorporate the 2021/22 SDBIP. Challenges of the Supply Chain Management will be detailed thoroughly. The review of the Supply Chain Policy will incorporate the disabled. The 2021/22 Asset Renewal Plan supported with an Operations and Maintenance Plan, will be provided containing the relevant data and budget as per guidelines. 		



<p>cohesiveness to assess whether the primary objectives of service delivery are met. The Municipality indicated your ability to make provision for the disabled to qualify for tenders as an intervention going forward.</p> <ul style="list-style-type: none"> With regard to assets and infrastructure, the Municipality provided an Asset Renewal Plan supported with an Operations and Maintenance Plan, however there is no data relevant for the current year. The Plan is partially feasible. With regard to repairs and maintenance, the Municipality did not accommodate a realistic budget towards repairs and maintenance and plans in place to budget adequately for repairs and maintenance. The financial viability (ratios) was provided for the previous financial year and not the current financial year. The grant dependency was partially indicated. There was no indication of the capability of the Municipality to repay loans/borrowings. The Auditor General's opinion in the last financial year was not indicated (only 2015/2017 and 2017/2018 Financial Years were provided). The Financial Plan, partially reflects an overview of the 3-year municipal budget and analysis and an explanation thereof. There is a partial indication of sound financial strategies with regard to expenditure and more specifically cost containment measures, prior 3-year Operational Expenditure and projects with committed funding which are not on the budget but with alignment to funding agents or the Provincial Growth and Development Plan. 		<ul style="list-style-type: none"> The financial viability (ratios) for 2021/22 will be provided in the IDP. The IDP 2021/22 indicate the capability of the Municipality to repay loans/borrowings. The Auditor General's opinion for the 2018/19 and 2019/20 financial years will be indicated in the IDP 2021/22. There Financial Plan will be amended to incorporate sound financial strategies with regard to expenditure and more specifically cost containment measures in the 2021/22 financial year and all projects budgeted will be provided. 		
KPA 5= GOOD GOVERNANCE AND PUBLIC PARTICIPATION				
MEC COMMENTS	RECOMMENDATIONS	STATUS	RESPONSIBLE DEPARTMENT	TIME FRAME
<ul style="list-style-type: none"> Your Municipality is commended for the progress made Within your reporting on the Good Governance Key Performance Area. However, as per the comments dating back to 2017, you are again encouraged to report on the participation status of the Amakhosi in Council meetings, as per Section 81 of the Municipal Structures Act. You are furthermore again encouraged to 		<ul style="list-style-type: none"> The municipality will start reporting on the participation of the Amakhosi in Council on the review of the IDP 2021/22. The risk register will be provided from the next financial year of 2022/22 and updated on a quarterly basis as it is in progress. 		



<p>compile the risk register and to include fraud risk. Ensure that the register is updated quarterly.</p> <ul style="list-style-type: none"> As per the Cabinet Resolution dated September 2017, all municipalities are expected to implement the Batho Pele Principles. Your Municipality has not developed 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 Municipality is therefore encouraged to develop the required documents. With regards to Intergovernmental Relations, the Mayor and the Municipal Manager both need to take accountability for it. All leadership and management need to familiarise themselves with the concept of Intergovernmental Relations. If not filled, a capable Intergovernmental Relations official needs to be appointed. The reports from Intergovernmental Relations structures need be tabled to Council for deliberation and the functionality of the structures also needs to be tabled at Muni MEC. It is also recommended that an Intergovernmental Relations indicator be included in the performance agreements of senior managers. 		<ul style="list-style-type: none"> The Municipality will 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 in 2021/22 financial year. The Intergovernmental Relations, the Mayor and the Municipal Manager are currently accountable for it and attended all meetings as required. All leadership and management do familiarise themselves with the concept of Intergovernmental Relations and it is reported as a KPI in the SDBIP per department as part of the performance assessment of HoDs. 		
KPA 6: CROSS CUTTING				
MEC COMMENTS	RECOMMENDATIONS	STATUS	RESPONSIBLE DEPARTMENT	TIME FRAME
<ul style="list-style-type: none"> Your Municipality has partially complied with Section 26(e) of the Municipal Systems Act and Section 12(1) and Section 20 of the Spatial Planning and Land Use Management Act, Act 16 of 2013, by developing and submitting the Spatial Development Framework as an annexure to your Integrated Development Plan. The Spatial Development Framework is required to be in compliance with Section 2(4) of the Local Government Planning and Performance Management Regulations, 2001, Regulation 796 of 2001, and the provisions of Section 21 of the Spatial Planning and Land Use Management Act. In light of this, it is advisable that your Municipality set aside funding to address your Spatial Development Framework compliance. It is important that the development of your Spatial Development Framework align to the "SDF Guidelines 2018" issued by the Department of Rural Development and 		<ul style="list-style-type: none"> The municipality is in the process of developing the SDF according to the SDF guidelines 2018. The environmental studies will encapsulate the environmental resources in line with climate change and interrelated socio-economic activities. 	<ul style="list-style-type: none"> Technical & Planning Department 	



<p>Land Reform, in order to improve on the strategic nature of the Spatial Development Framework as intended by the Spatial Planning and Land Use Management Act.</p> <ul style="list-style-type: none">• Your Municipality is commended for submitting to my Department an Spatial Development Framework that is working towards becoming Spatial Planning and Land Use Management Act compliant through detailed spatial design concepts, thus promoting the desired direction and nature of growth as this will provide guidance to the development of the nodes and assist with the development of a single Land Use Scheme for the Municipality; and elaborating on policies and legislation which showed alignment with sector plans and strategies. Your Spatial Development Framework further unpacked the Spatial Planning and Land Use Management Act principles in a satisfactorily manner, which it supported with development Objectives and Strategies.• I noticed that the Municipality exhibits an inadequate and broad depiction of the status quo in terms of your environmental resources. It is recommended that the Municipality budgets for environmental management strategies as part of promoting environmental sustainability and spatial resilience. Therefore, the following is recommended to be undertaken by the Municipality: Strategic Environmental Assessment, Climate Change Response Strategy, for example; to improving disaster readiness, as well as supporting subsistence farmers with climate adaptation projects and an Invasive Alien Species Control Plan. In addition to this, budget needs to be set aside to develop an Integrated Waste Management Plan.• With regards to Disaster Management, I noticed an improvement from the previous assessment, such that a well narrated Disaster Management Sector Plan was attached as an annexure, including the disaster risk profile in both the Integrated Development Plan and the Spatial Development Framework; moreover, the aspects of disaster management and fire and rescue services were adequately covered in the Integrated Development Plan. Your Municipality has however partially reflected the disaster risk reduction programmes, as				
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<p>well as the budget for identified risks, especially the fire related risks. The Municipality is encouraged to map the identified risks in the Integrated Development Plan and Spatial Development Framework, so as to improve the alignment between these Plans and Disaster Management Sector Plans</p> <ul style="list-style-type: none">• The budget alignment between the Spatial Development Framework and the Integrated Development Plan was adequately evident, however, your Spatial Development Framework failed to address the Strategic Environmental Assessment of the Spatial Development Framework proposals which is required by the legislation. The Department notes that Section 21 of the Spatial Planning and Land Use Management Act is very onerous, however your Municipality is to consider in the next Spatial Development Framework review improvements required in the analysis and quantification of infrastructure needs, linked to current and future population in order to budget and plan for the reduction of current and future infrastructure backlogs. Please note that the Amajuba District Rural Development Plan (developed by the Department of Rural Development and Land Reform) has been reviewed and was annexed to the adopted 2020/2021 Amajuba Integrated Development Plan for your consideration in your next review process.• I note with concern that several comments from the previous assessments have not been addressed in your current Spatial Development Framework, leading to your Framework containing several legal non-compliance matters that have not been adequately addressed. To this end the Department awaits the successful development and outcome of your Spatial Planning and Land Use Management Act Compliant Spatial Development Framework.				
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3.2 DEMOGRAPHIC CHARACTERISTICS

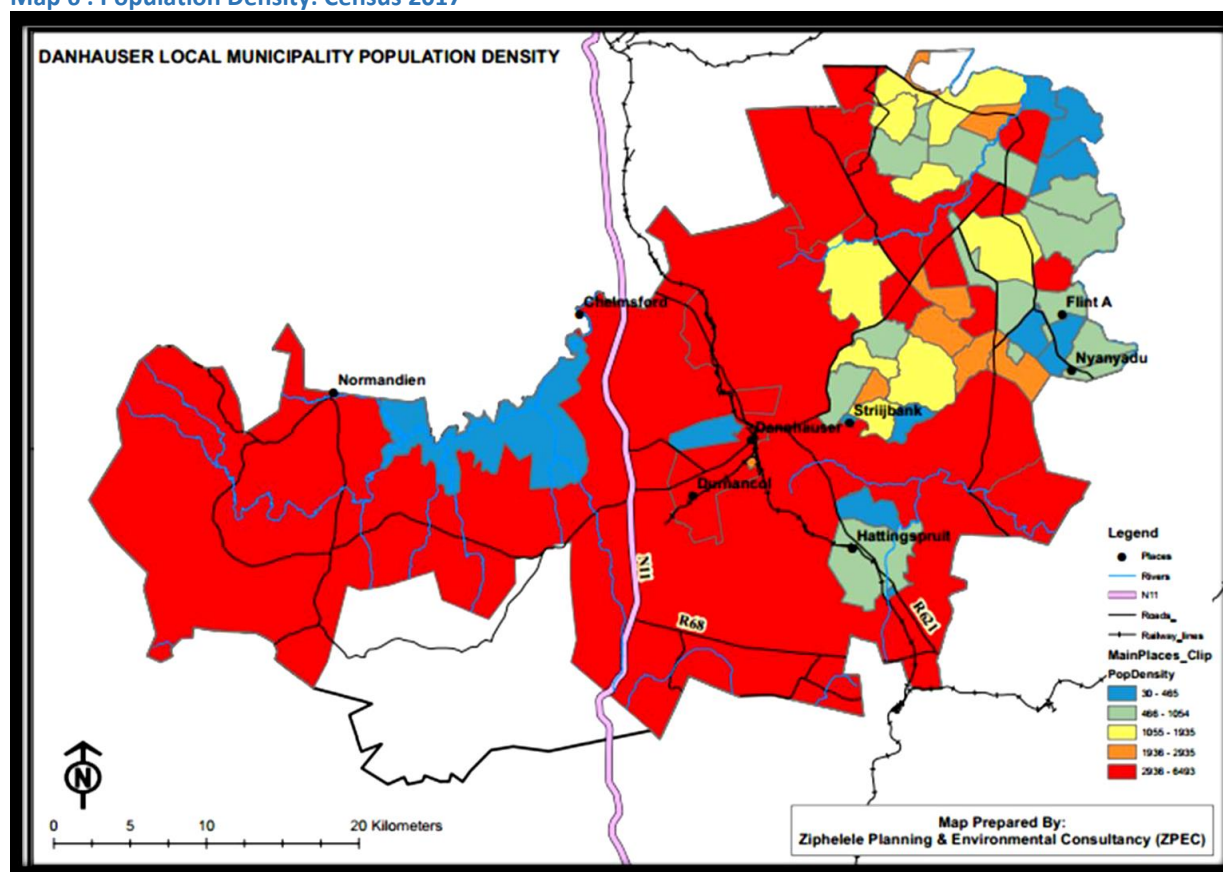
3.2.1 Total Population and Growth Rate

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.

3.2.2 Spatial 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 6 : Population Density: Census 2017



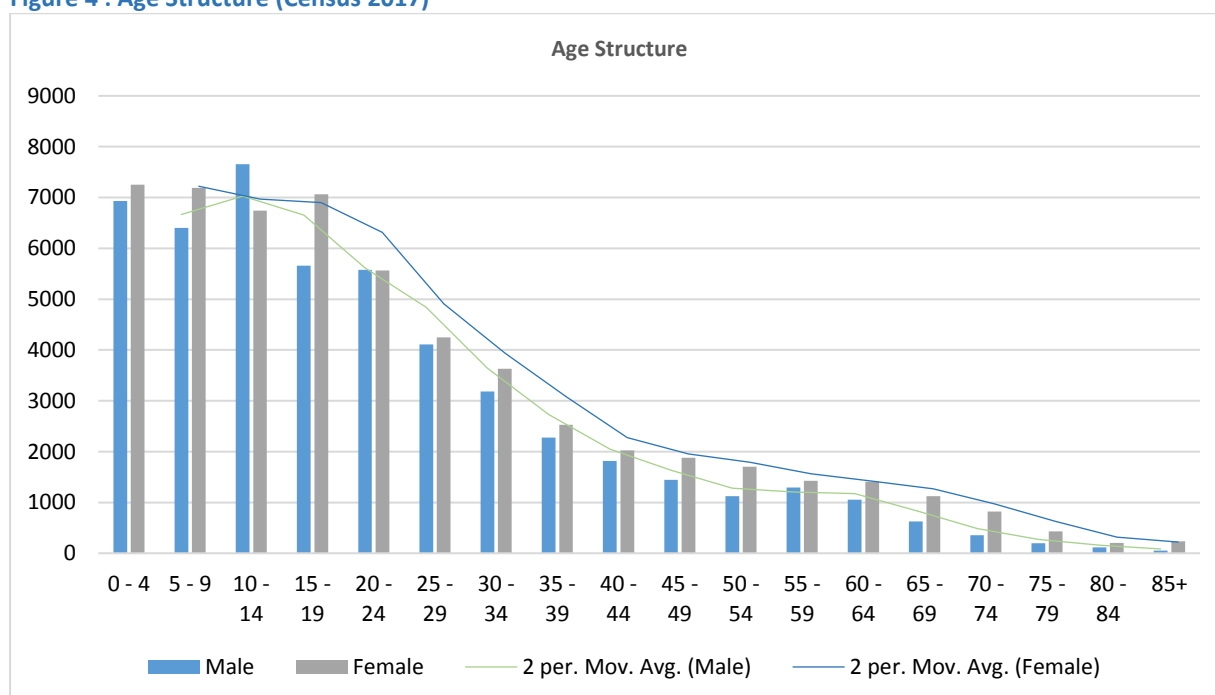


3.2.3 Age Structure

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.

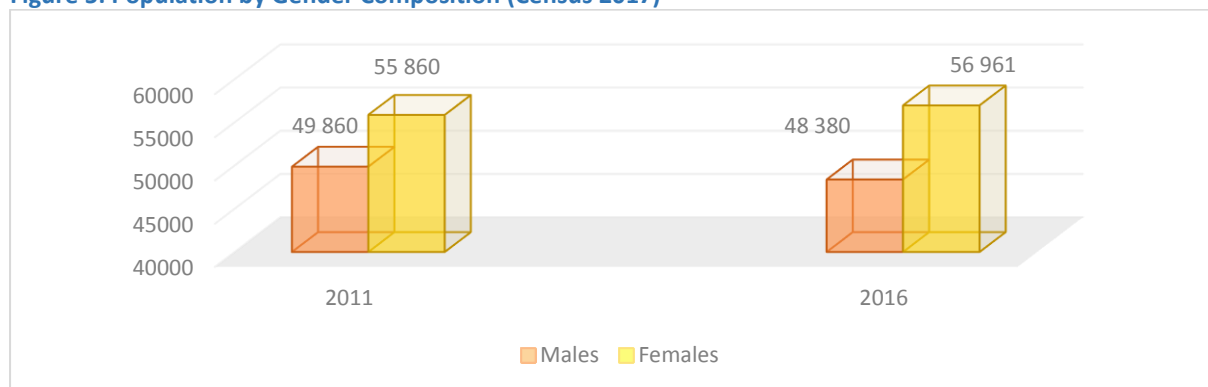
Approximately 38.2% of the population is below the age of 15 years and 5% are over 65 years. The population below the age of 15 is a crucial asset for the municipality and the country at large since it is the generation that the country will rely on in terms of driving its long-term development plans. 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.

Figure 4 : Age Structure (Census 2017)



3.2.4 Population Structure by Gender

The ratio of males to females in Dannhauser has not changed significantly since 2011 to 2017. In 2011 there were 90 males in every 100 females, and a similar trend in 2017. In 2011 there was a total of 49 860 males and 55 482 females, and in 2017 there was a total of 48 380 males and 56 961 females.


Figure 5: Population by Gender Composition (Census 2017)


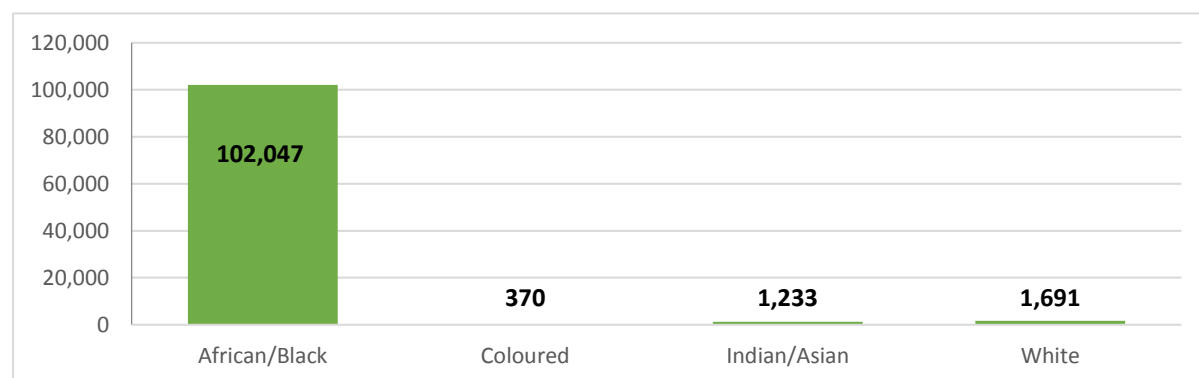
3.2.5 Population Groups

Africans account for the majority 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 18: Population by Race Group (Census 2017)

Population Group	Total Population
Africans (Blacks)	102 047
Coloureds	370
Indians / Asians	1 233
Whites	1 691
Total	105 341

Figure 6: Population by Race Group (Census 2017)


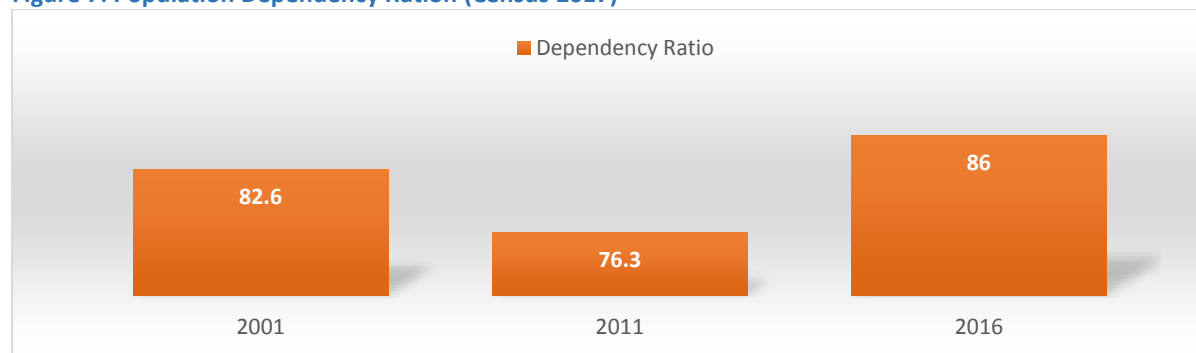
3.2.6 Dependency Ratio

The dependency ratio in Dannhauser municipality declined from 82.6% in 2001 to 76.3% in 2011 but increased to 86 in 2017. The ratio is still higher compared to the other family municipalities in the Amajuba District. For instance, in 2011, Newcastle recorded a 58% and Emadlangeni recorded a 69.3% dependency ratio. Dannhauser's dependency ratio is highest within the district and both KwaZulu Natal (58.5%) and South Africa (52.7%).



The municipality's high dependency ratio poses a great challenge and Interventional measures that create employment opportunities while decreasing the levels of dependency must be implemented, this will further allow self-sustainability while developing and growing the local economy. The dependency ratio also suggests that the jurisdiction experiences high levels of poverty, 83% of the people actually have no income at all and only 2% of the population earn an income greater than R1 600. Projects and initiatives that will enhance the livelihoods of the people and provide income generating opportunities are a necessity.

Figure 7: Population Dependency Ration (Census 2017)



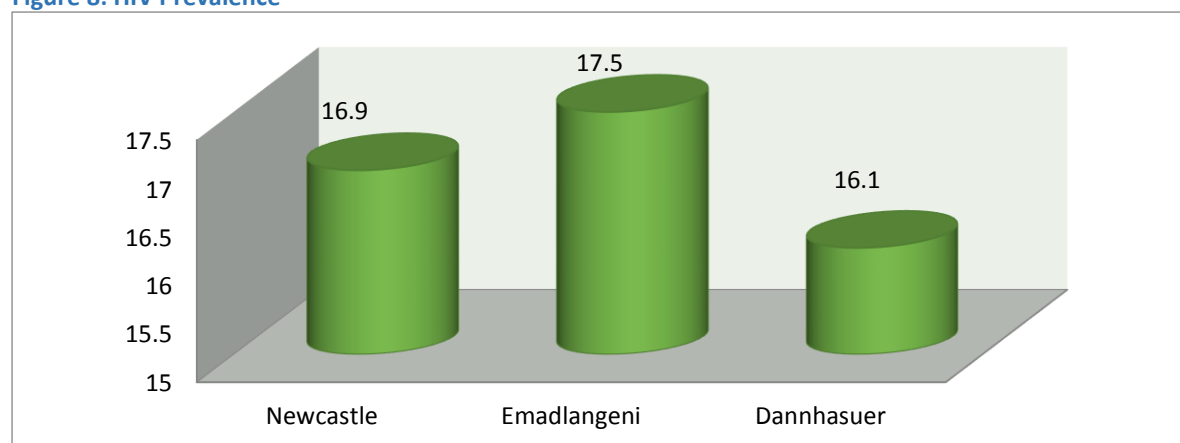
3.2.7 Poverty Rates

Dannhauser has a poverty rate of 78.6 %, while eMadlangeni is 80.7 % and Newcastle is 56.3 %.

3.2.8 HIV – Prevalence Rates

Dannhauser had an HIV prevalence rate of 16.1 % in 2017 (Quantec Data), according to the Amajuba District Growth & Development Plan 2030, although lower within the district, it was approximately close to that of the province which was 16.8 %.

Figure 8: HIV Prevalence



(Source: Quantec Data: 2017)



3.2.9 Main Causes of Death

The major cause of death within Dannhauser is AIDS and related illnesses to AIDS. The causes of related deaths for both males and females are tuberculosis, influenza, pneumonia and Human Immunodeficiency virus (HIV) disease.

3.2.10 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.

3.2.11 Recommendations Due to Findings on Municipality

The following actions are recommended to provide a better life for the people;

- To facilitate the development of more affordable and low-cost housing;
- To facilitate the development of bulk infrastructure (water & sanitation) to support the housing developments;
- To enhance support to school learners therefore allowing for higher levels of education to be achieved;
- Enhance the drawing in of investors into the municipal jurisdiction to create jobs to alleviate poverty and reduce the dependency rate;
- Ensure the development of economic infrastructures to support local economic growth;
- Create more economic opportunities for the youth and women;
- Enhance awareness of HIV & AIDS to the communities.

3.3 ENVIRONMENTAL AND SPATIAL MANAGEMENT INTERVENTIONS SITUATIONAL ANALYSIS

3.3.1 Spatial Analysis

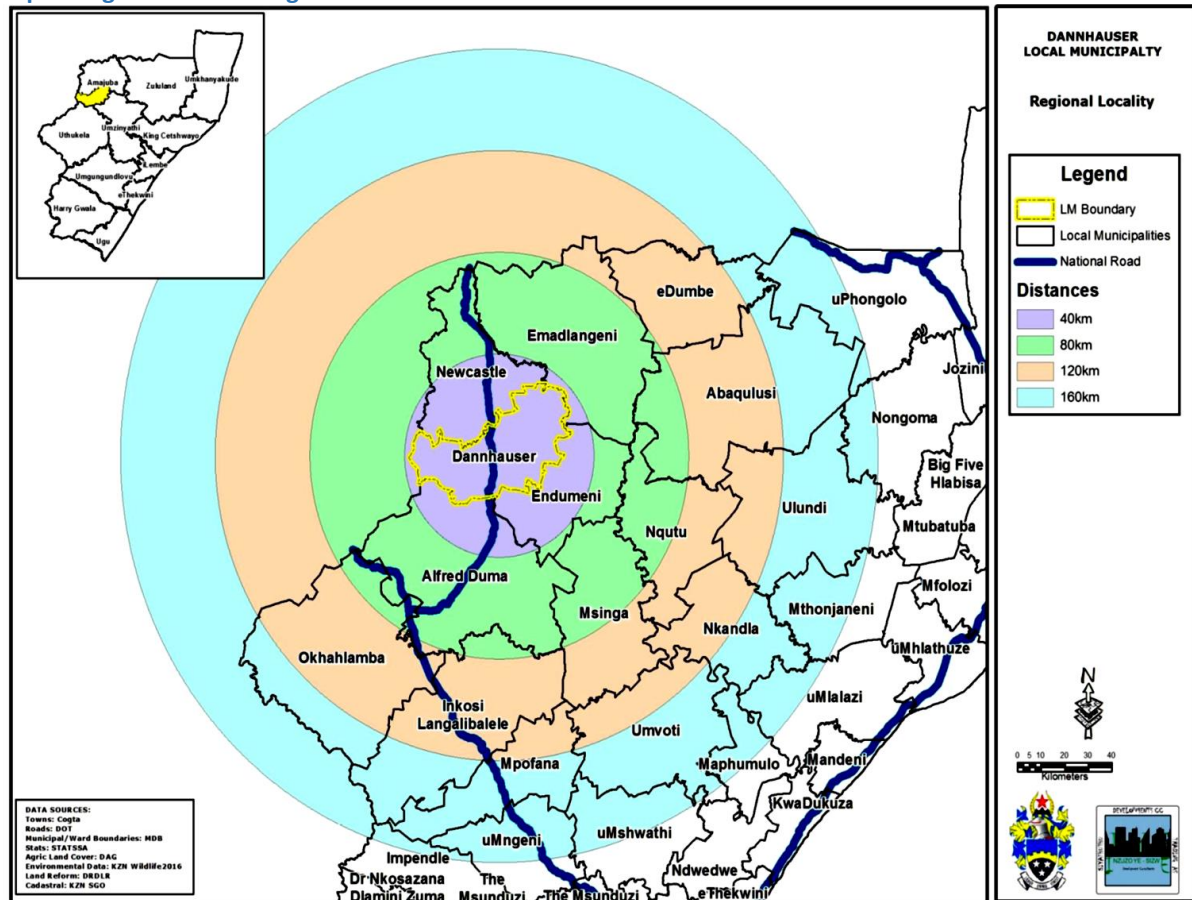
3.3.1.1 Regional Context

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.2021/22 page.52 makes reference to Dannhauser's location within the regional context

Map 7: 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 Durnacoal 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, street lights, 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.



3.3.2 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.

3.3.3 Structuring Elements

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

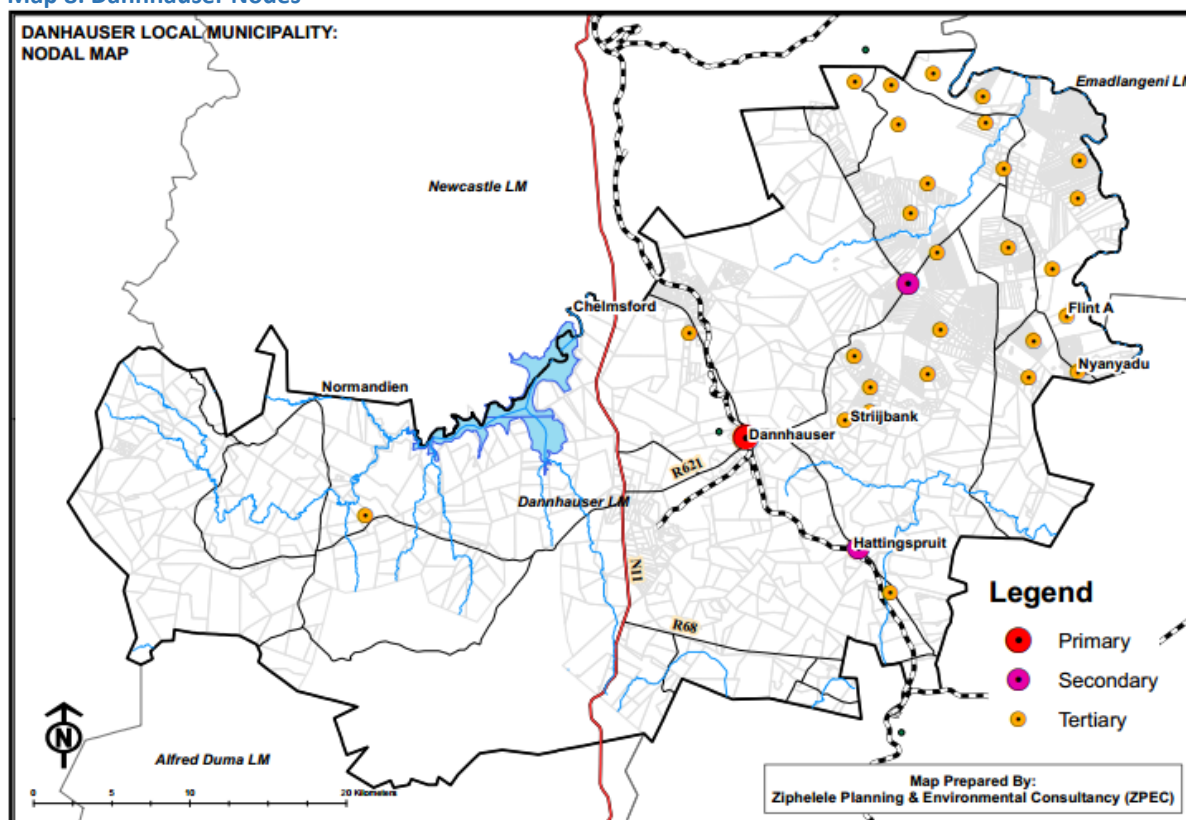
- The role of N11 – which traverses the municipal area in a north-to-south direction in a manner that diagonally splits the municipal area into two;
- Influence of Chelmsford Nature Reserves and Rivers on boundary delineation processes;
- Settlement nodes and Hierarchy;
- Concentration of urban settlements (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 north eastern side of the municipal area and commercial farmlands agglomeration on the south western part of the municipality.;
- Agricultural node;
- Tourism node;
- Mining node;
- Industrial node;
- CBD Expansion & Regeneration node;
- Rail-track; and
- Proposed & planned housing development settlements.

3.3.4 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 8: Dannhauser Nodes



3.3.4.1 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.

3.3.4.2 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 a number of 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 slams initiative). The development of tourism over

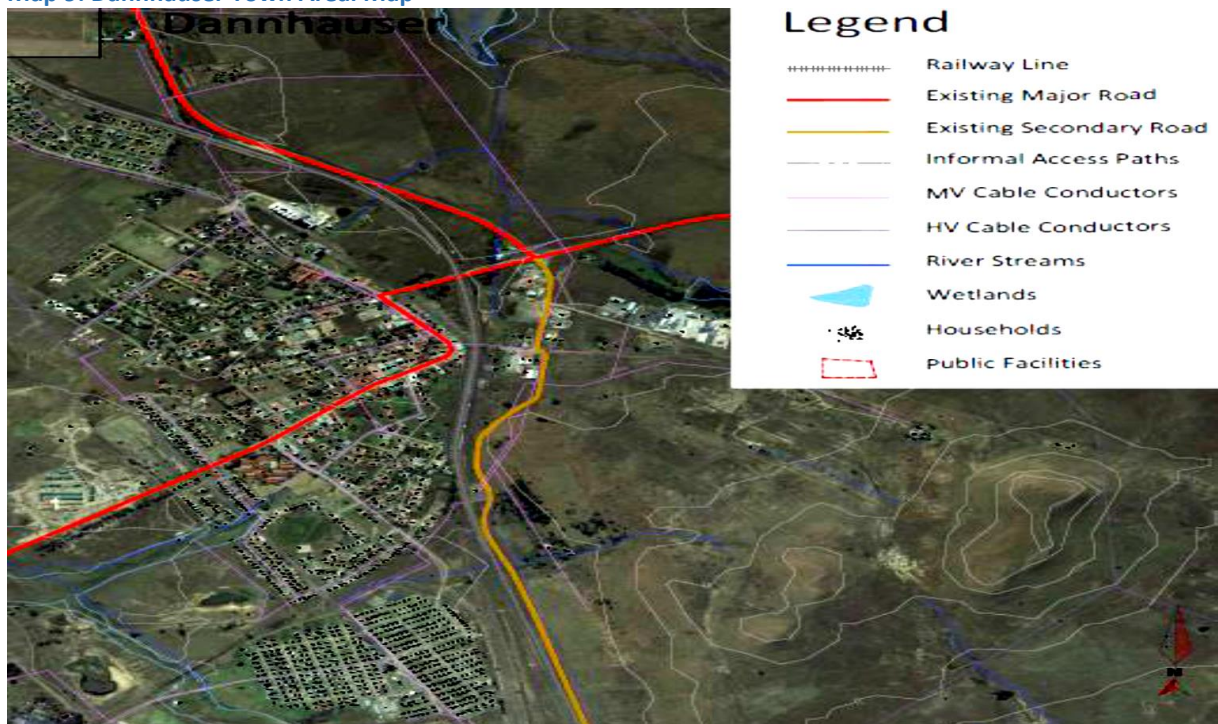
the next three to five years in the Chelmsford Nature Reserve & Ntshingwayo Kamahole Xhosa Dam area together with related infrastructure will greatly impact on the nodal status of the town. In addition to tourism, the mining sector seeks to implement its mining beneficiation programmes within the community, 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 are;

3.3.4.2.1 DANNHAUSER TOWN

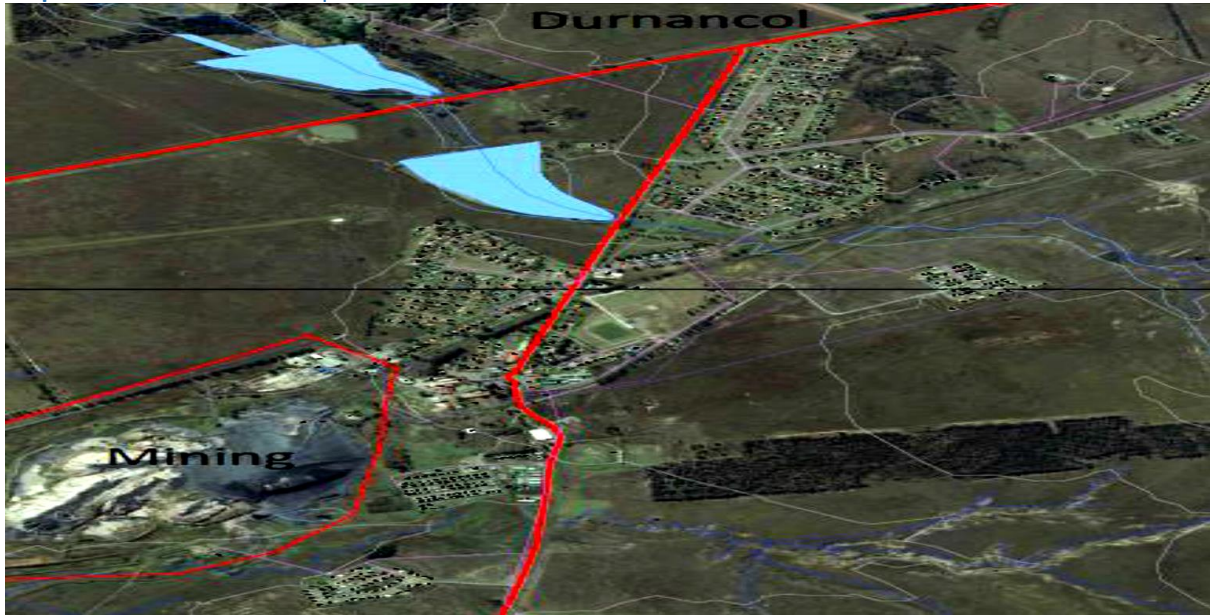
Dannhauser town is the CDB of the municipal jurisdiction. It is the central economic hub and has retail shops, sole traders, an Industrial Area, municipal offices, public infrastructure such as a taxi rank / a clinic / bus stop; a petrol service station, a bank and urban residential areas. Reference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

Map 9: Dannhauser Town Areal Map



3.3.4.2.2 DURNACOAL 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 10: Durnacoal Areal Map**3.3.4.2.3 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 11: Hattingspruit Town Areal Map

3.3.4.2.4 MILNEDALE/SKOMBAREN

This area is classified as pressure point.4 by the SDF.2021/22 page.10. It has a general high population compared to KwaMdakane.

Map 12: Milnedale/Skombaren Areal Map



3.3.4.2.5 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 a number of 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.2021/22 page.11; pressure point.5

Map 13: KwaMdakane Areal Map



3.3.4.3 Tertiary Node

These small centers 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.

3.3.4.4 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 also some informal trading/market areas. There is however a need to develop recreational facilities and libraries. Ubuhlebmzinyathi is considered to be pressure point.6 in the SDF.2021/22 page.12.

Map 14: Ubuhlebmzinyathi Areal Map



3.3.4.5 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.

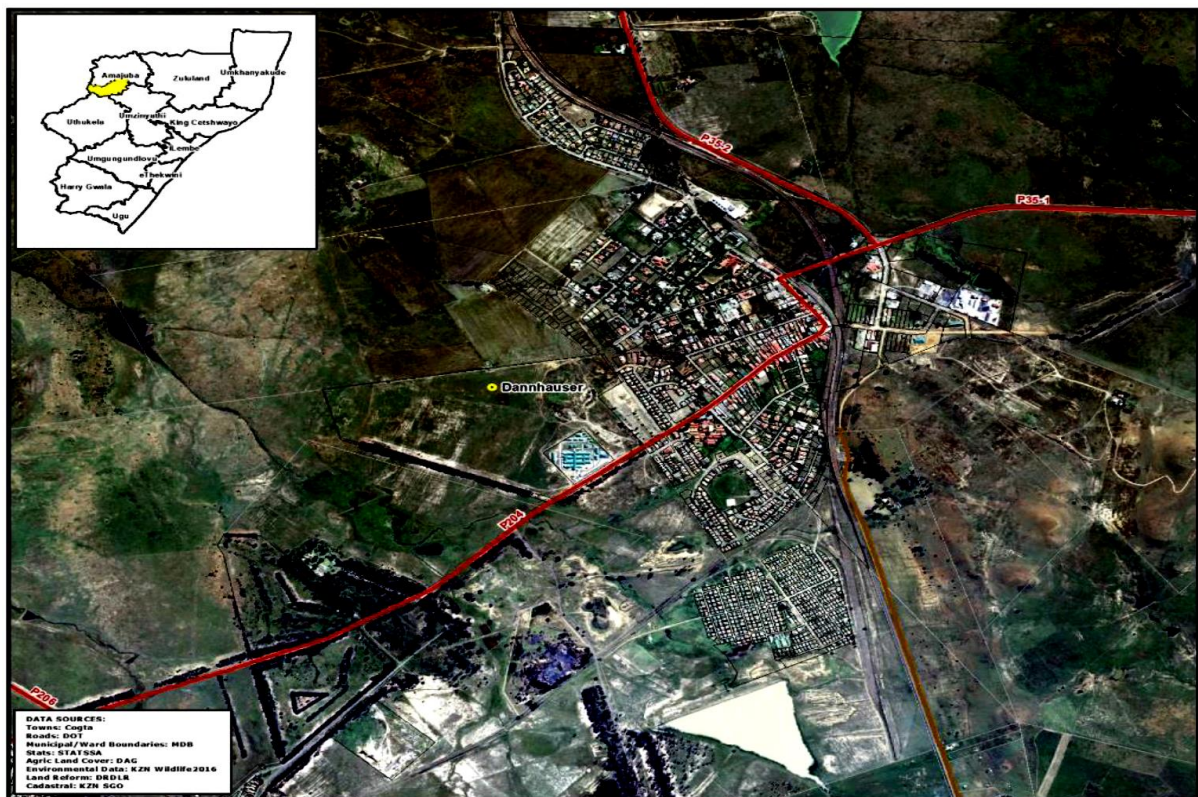
Dannhauser tourism is currently characterized by conservation areas, wetland and catchment areas, vegetation and very little cultural/heritage. The following tourism attractions exist within the municipality:

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

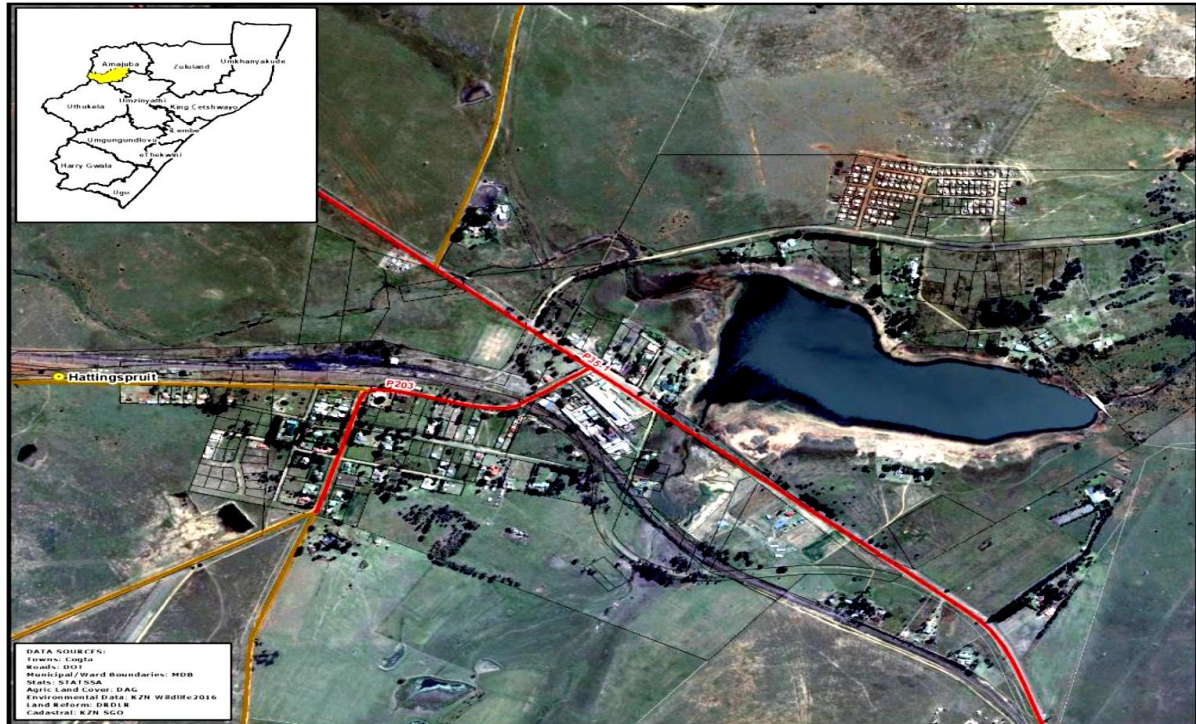
3.3.5 Urban Edge

The urban edge in Dannhauser is mainly the CBD, the Industrial Area area, the Clinic, Durnacoal and Hattingspruit. These areas are characterized by tarred roads with storm water systems, a few street lights 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 15: Dannhauser Urban Edge

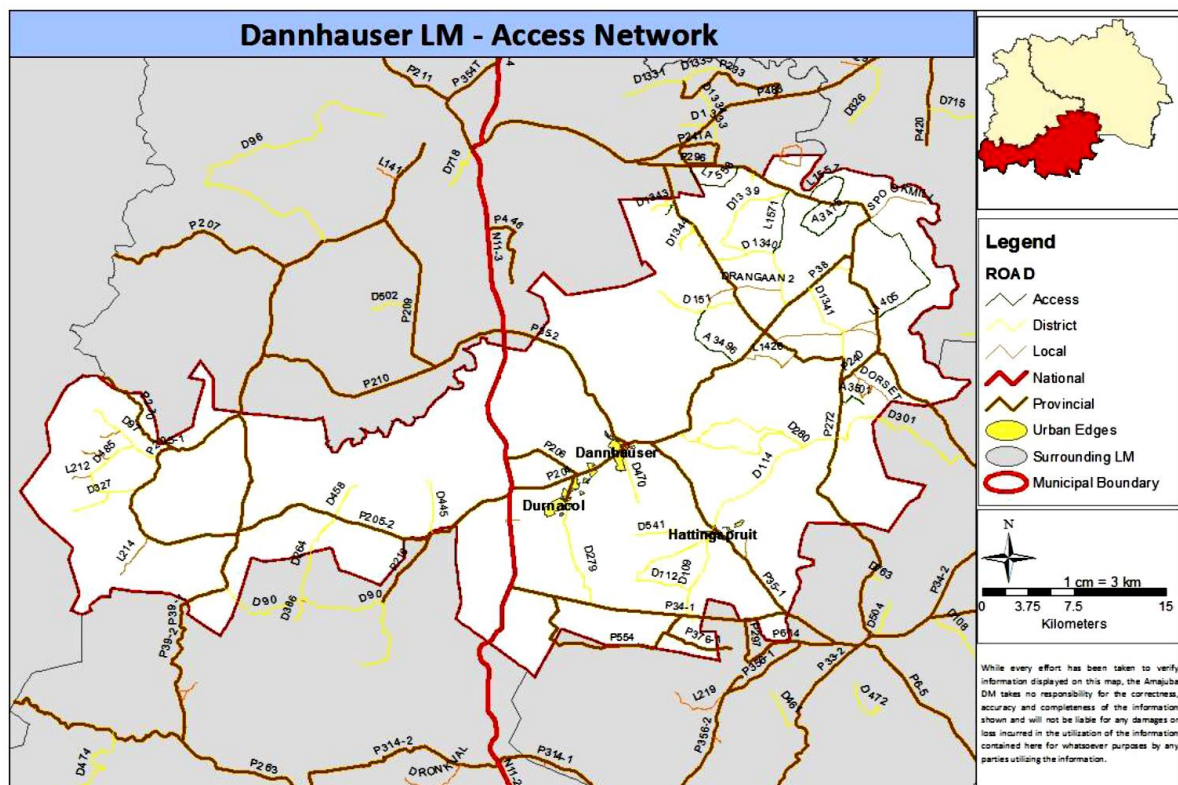


Map 16: Hattingspruit Urban Edge



3.3.6 Corridors

Map 17: Dannhauser Road Networks





3.3.6.1 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.

3.3.6.2 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 south.

3.3.6.3 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 south west 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.

3.4 LAND COVER AND BROAD LAND USES

3.4.1 LAND COVER

The municipal area is largely covered by Grasslands, Natural Freshwater and Bushlands. There are marginal urban settlements (Dannhauser Town, Durnacoal & 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.

3.4.2 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:

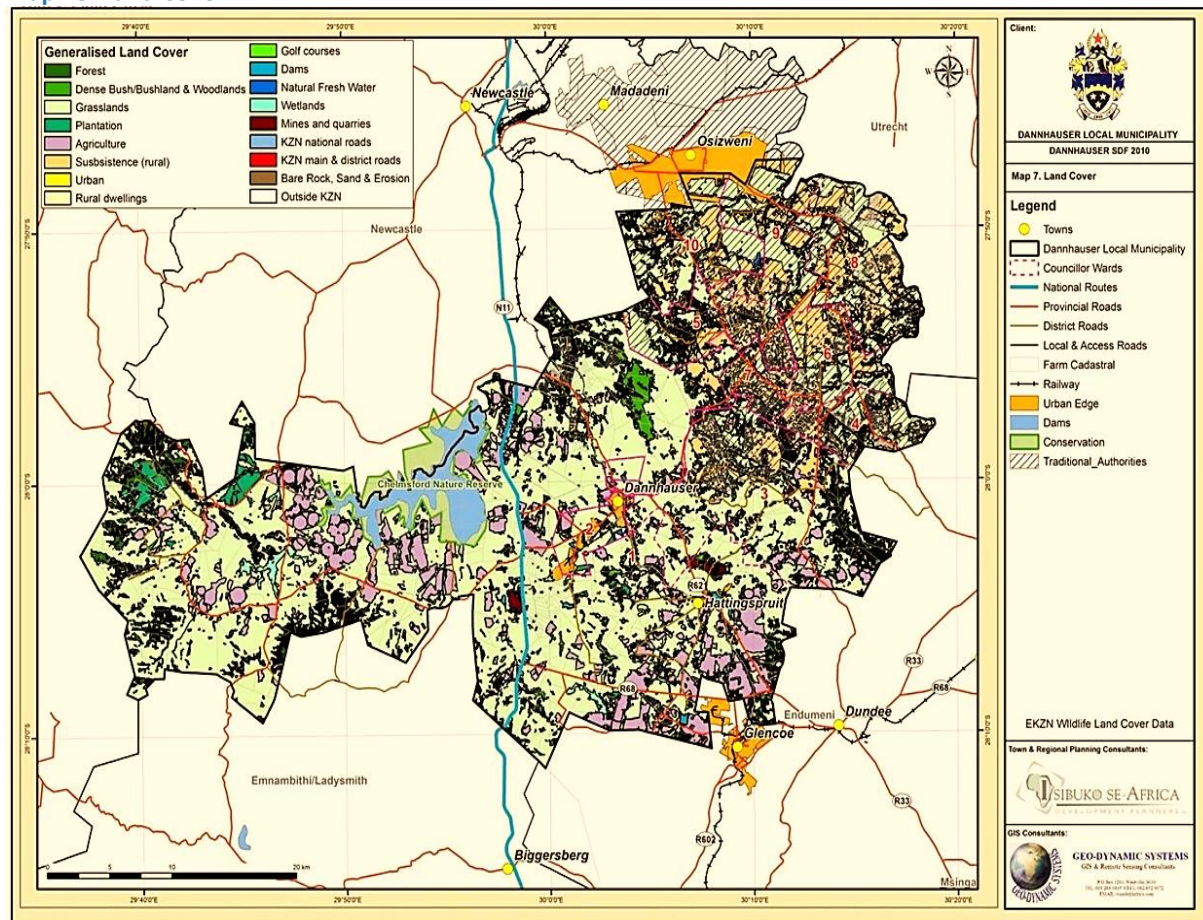
- Settlements;
- Commercial farmlands;
- Conservation;
- Mining.

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

Table 19: Land Use and Area coverage in Dannhauser Municipal Area (SDF.2021/22)

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 18: Land Cover



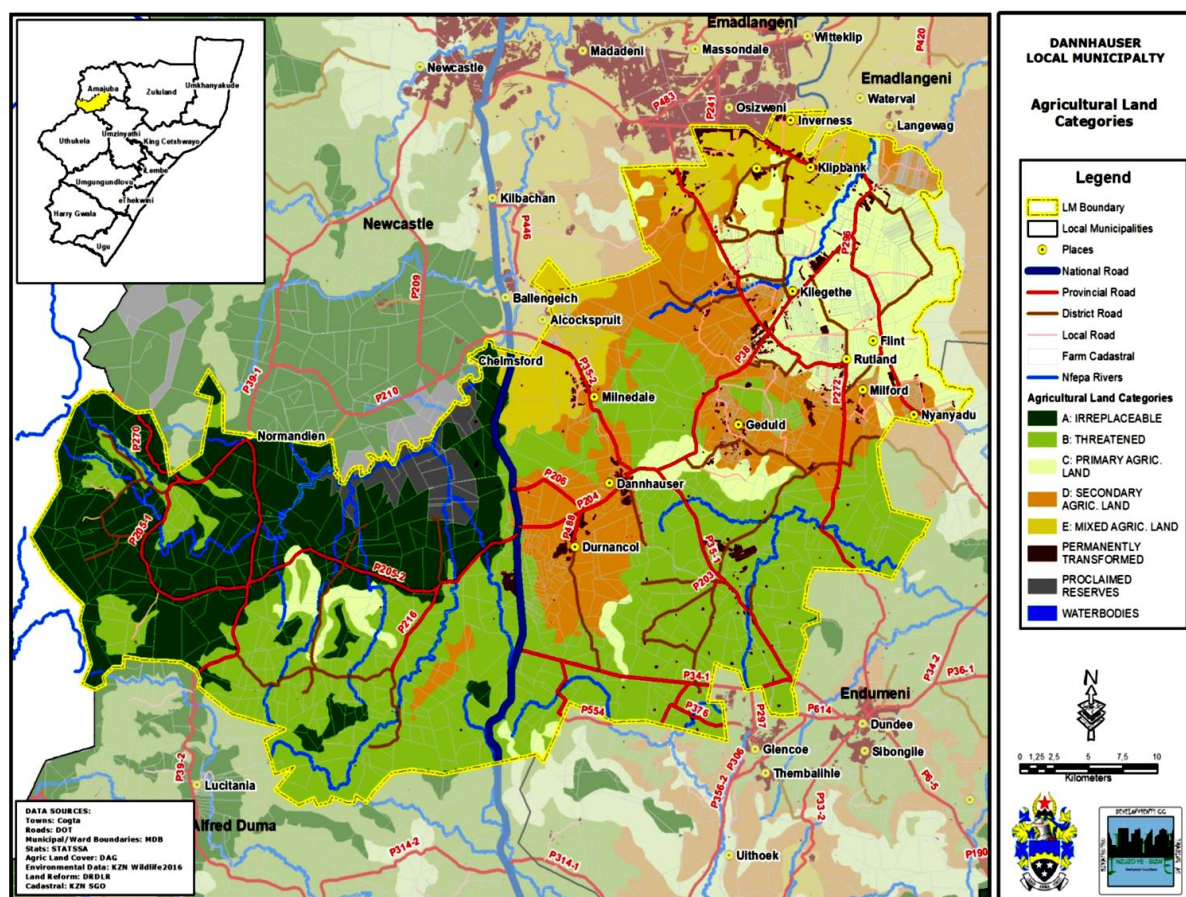
3.4.3 Forestry & Agriculture

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.

3.4.3.1 Subsistence Agriculture

Dannhauser is predominantly rural, the majority 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.2021/22 page.61 identifies the following as potential agricultural land;

Map 19: Agricultural Land Categories



3.4.4 Land Ownership

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.

South Africa's Land Audit (Land Ownership)- 2018

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:



- a) Office of the Chief Registrar of Deeds for land ownership information;
- b) Office of the Chief Surveyor-General for cadastral information;
- c) Department of Home Affairs for population register that contains nationality of origin and gender of South African citizens; and
- d) Statistics South Africa for census data that contain the race of individuals.

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 land owners 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, Home Owners 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 organisations 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%.

Land Ownership in South Africa – 2018/2019

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 - 2018/2019)

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 ervens 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 farm land, at an average of 210 ha farmland per owner.

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

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 – 2018/2019)

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 - 2018/2019)

3.4.4.1 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, Mourne, Flint, Springbok Laagte, Dorset, and Portion 1 of the farm Peach Hill and Portion 1 of the farm Flint. The majority of this land is located to the north of Dannhauser Town and within the administrative boundaries of Ubuhlebmzinyathi and Nyanyadu Traditional Council area.

3.4.4.2 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.

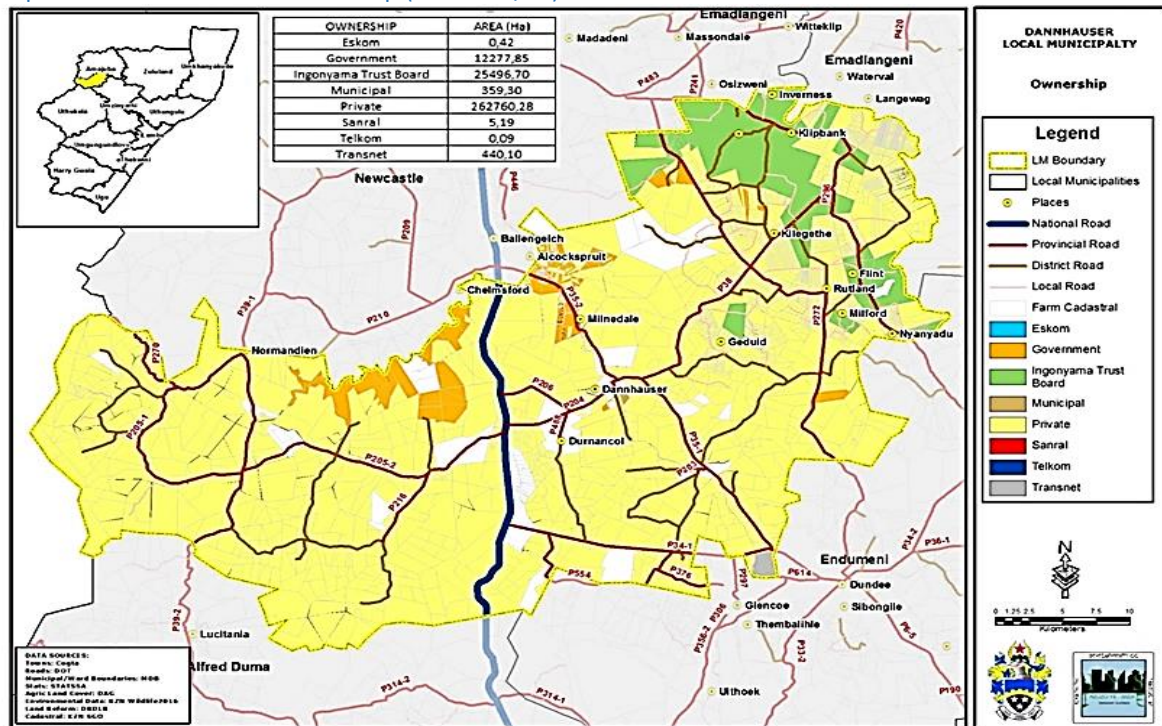
3.4.4.3 State Owned Land

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 Alcockspruit.

3.4.4.4 Privately Owned Land (Individuals & Trusts)

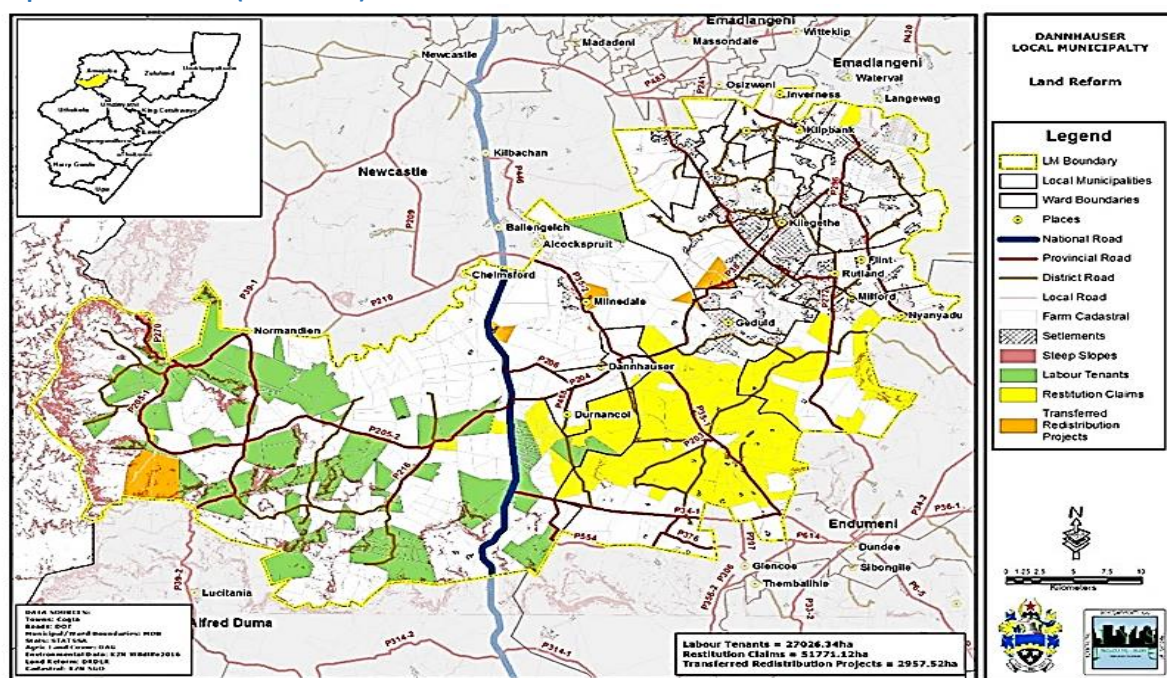
According to the Dannhauser Municipal Valuation roll, a greater share of the land within the municipality is in private ownership. Land parcels, which were previously recorded as municipal land, have been recently registered under private ownership by the deed's registrar. This situation is likely to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

Map 20: Dannhauser Land Ownership (SDF.2021/22)

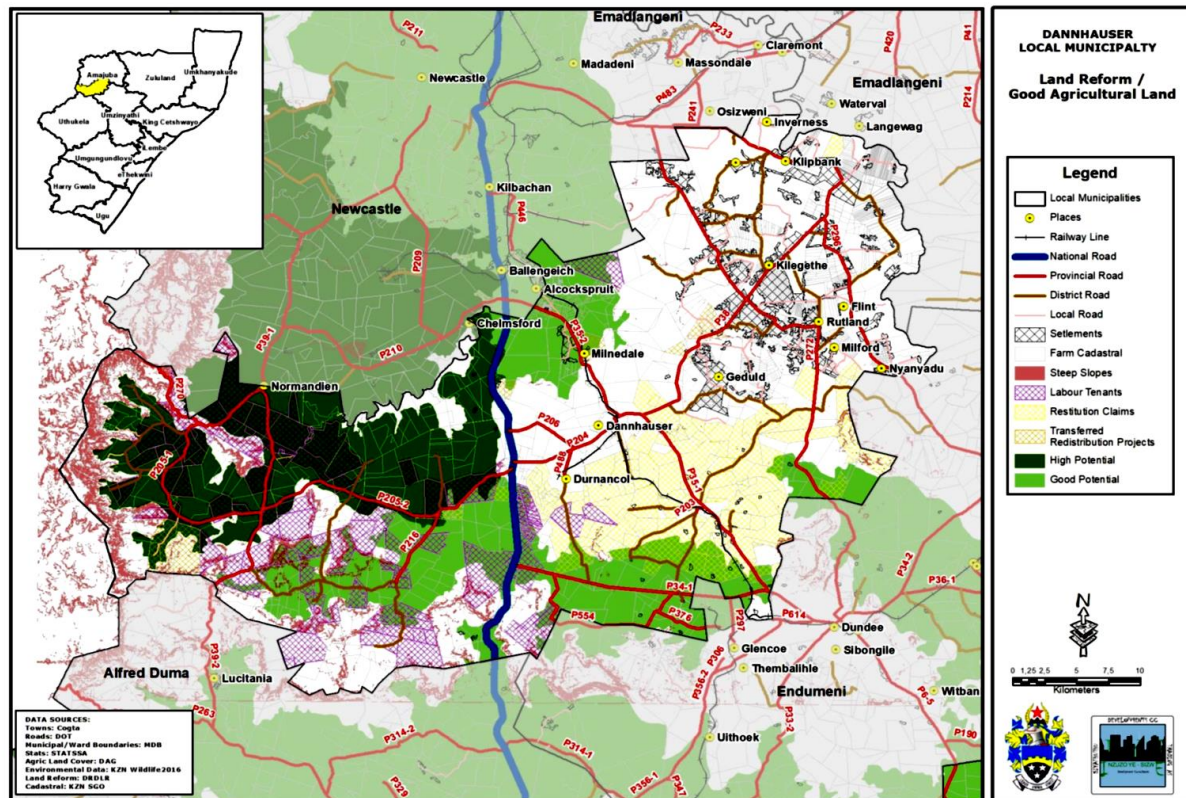


Dannhauser Municipality is characterised by complex and intricate land tenure reform challenges. These can be categorized as follows:

- ### Map 21: Land Reform (SDF - 2019)



Map 22: Land Reform and Agricultural Potential (SDF.2021/22)

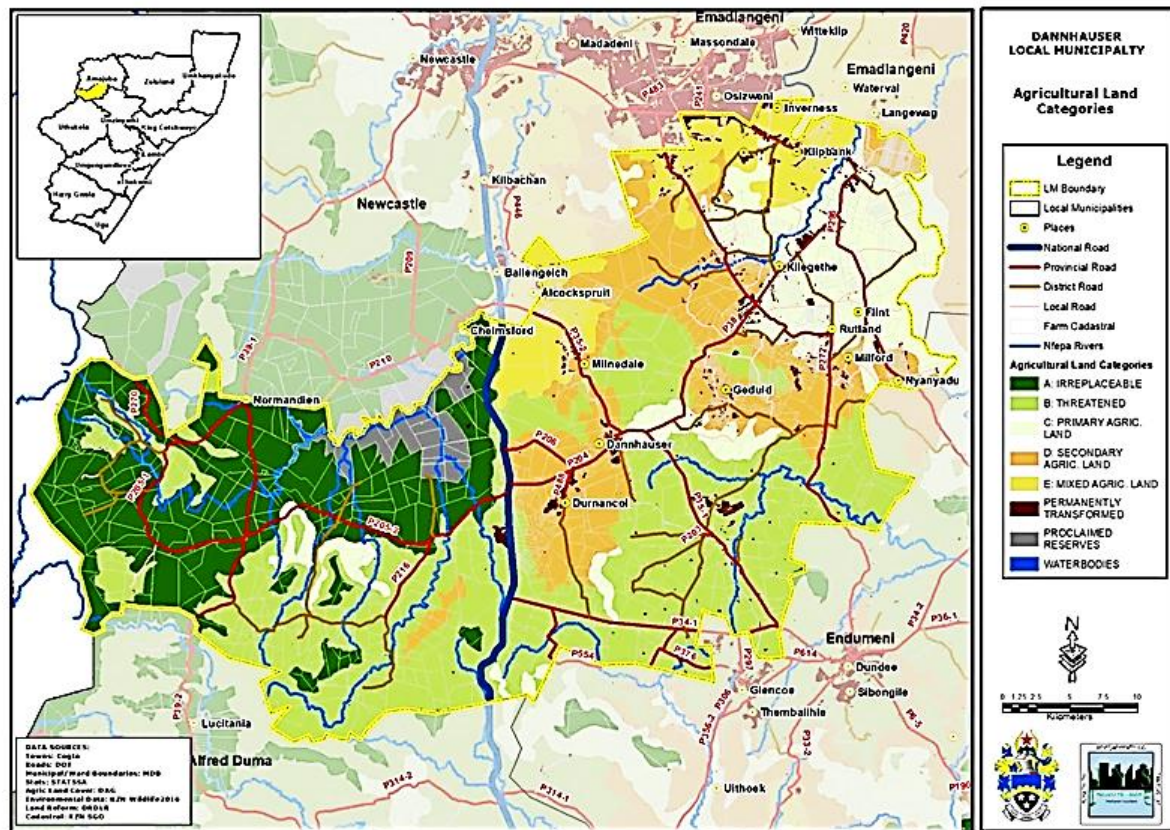


3.4.5 Land Capability

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 south eastern 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 23: Agricultural Land Categories (SDF.2021/22)



3.4.5.1 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.

3.4.6 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 unfavorable 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 in a position 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.

3.4.6.1 Suitable Land for Agriculture

Based on a broad 'Agri-potentials' or 'bio-resource' classification by the KZN Department of Agriculture and Rural Development, all agricultural land within the municipal area has been categorized according to its agricultural potential. The system provides for 8 land capability categories ranging from prime arable land (Class I) to land which is unsuitable for any agricultural use (Class VIII). The resulting land resource units can then be related to the appropriate agricultural land uses and levels of intensity thereof. The classes are represented below.

Table 21: Agricultural Land Capability Classes

LAND CAPABILITY CLASS	LAND RESOURCE CATEGORY	RECOMMENDED LAND USE
I & II Under irrigation	High potential irrigable land	Intensive irrigated cropping
I & II Without irrigation	High potential arable land suitable for intensive dryland cropping	Intensive dryland cropping
III	Arable land with moderate potential for dryland cropping	Semi-intensive dryland cropping
IV	Arable land of limited potential for dryland cropping	Limited cropping, preferably only to perennials.
V	Wetlands and watercourses	Soil and water conservation with only limited grazing.
VI	Good non-arable land with scope for intensification but not annual cropping.	Suitable for pastures or, in high rainfall areas, forestry.
VII	Rough non-arable land suitable only for extensive use.	Suitable only for carefully managed extensive grazing.

This classification is of importance as it influences the future evaluation of any possible development projects, one key consideration must always be the implications of the loss of valuable productive agricultural land. The agricultural potential of the municipal area varies but falls within six main ratings, ranging from High potential to very low potential land. Approximately 19% of the land constitutes high potential agricultural land. Such land is located mostly on the western segment of the municipal area. Portions of the mid-northern sections and the southeastern areas, are classified as having good agricultural potential and account for 16% of the municipal area. 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 having moderate potential agricultural land.



These areas extend from Hattingspruit to Durnacol and to the north-eastern portions around Nyanyadu, Kilegethe, Brakwater, Klipbank and Inverness areas. Only, about 6% of the land is said to be of 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. In addition, about 7% of the area, covering the western outskirts has very restricted agricultural potential. The areas are considered to have extremely high agricultural potential and accordingly 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.

Consequently, any proposed development within an area categorized as having good to high agricultural potential should be subjected to further investigation with regards to the implications of its possible loss and how it can be saved. Conversely, in the areas of poor agricultural potential, there is a need to ensure the promotion of sound agricultural practices to avoid degradation of the fragile soils in these areas. Programmes for the rehabilitation of eroded areas should also be implemented, possibly under a public works programme.

3.4.6.2 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.

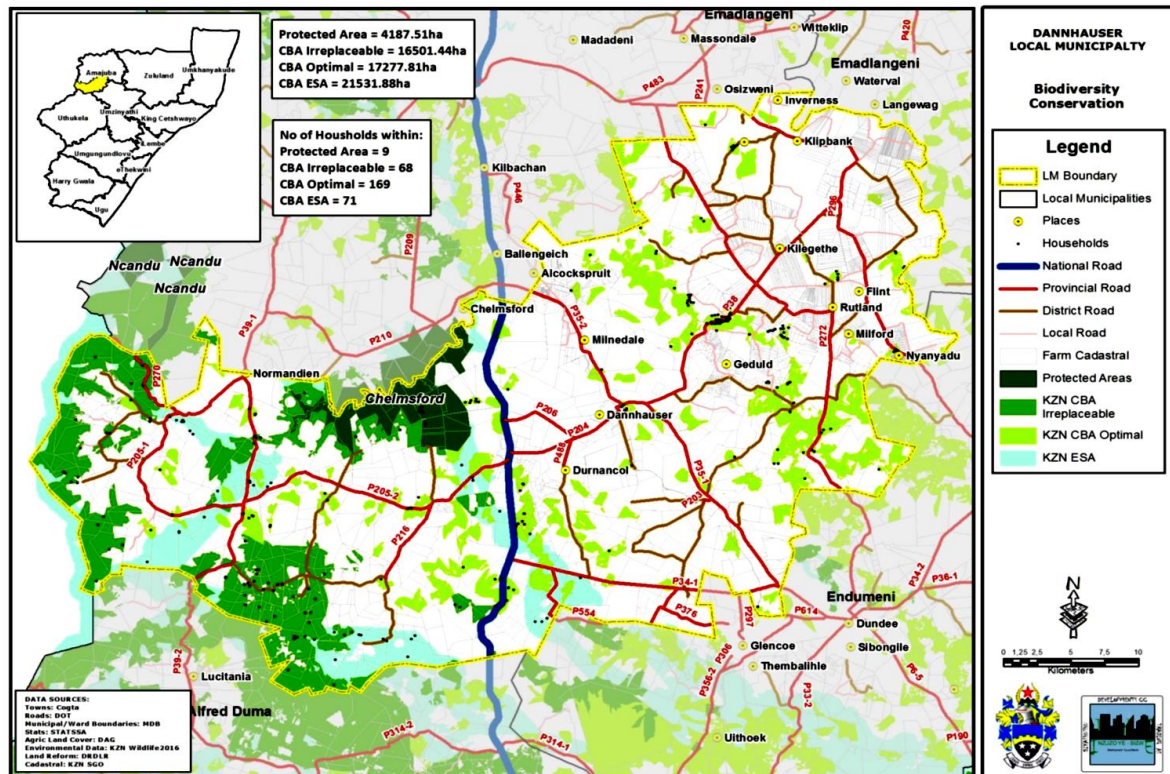
3.4.6.3 Geology and Soils

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:2010).

3.4.6.4 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 24: Protected Areas



3.4.6.5 Historical Infrastructure

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

3.4.7 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 close 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.

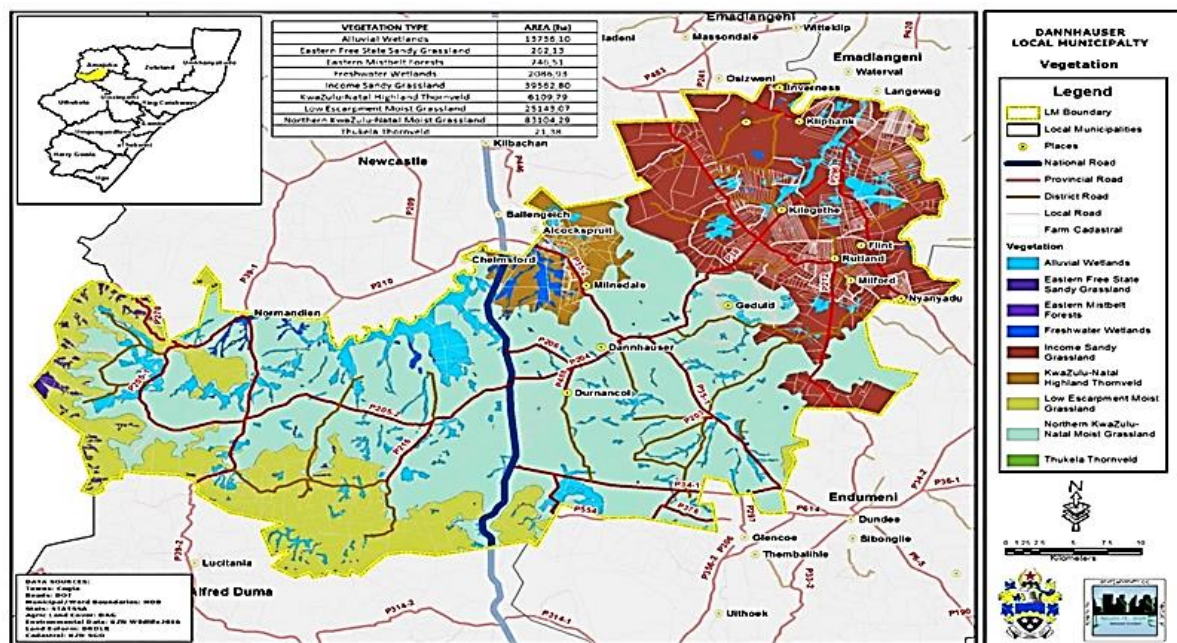
3.4.8 Vegetation

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.

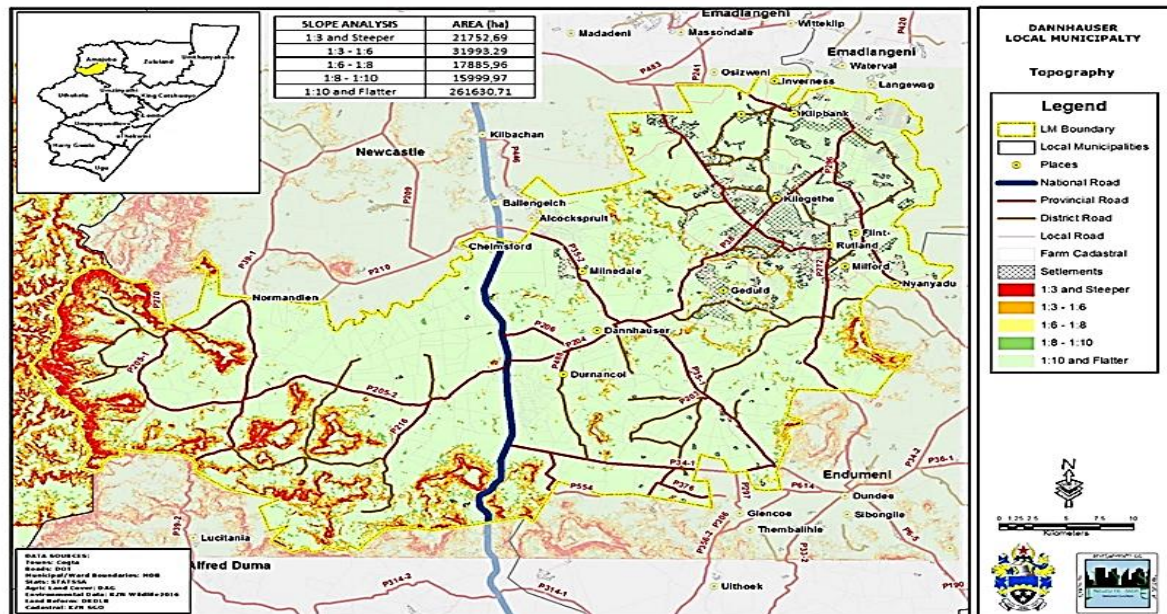
According to the KZN Wildlife Vegetation Status Database, the Northern KZN Moist Grassland is vulnerable while the Glencoe Moist and Income Sandy Grasslands are endangered and endemic to KZN. Vegetation that is endangered is one that has undergone immense transformation that its very existence in an 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 25: Dannhauser vegetation SDF.2021/22)



3.4.9 Topography

Map 26: Dannhauser Topography (SDF.2021/22)



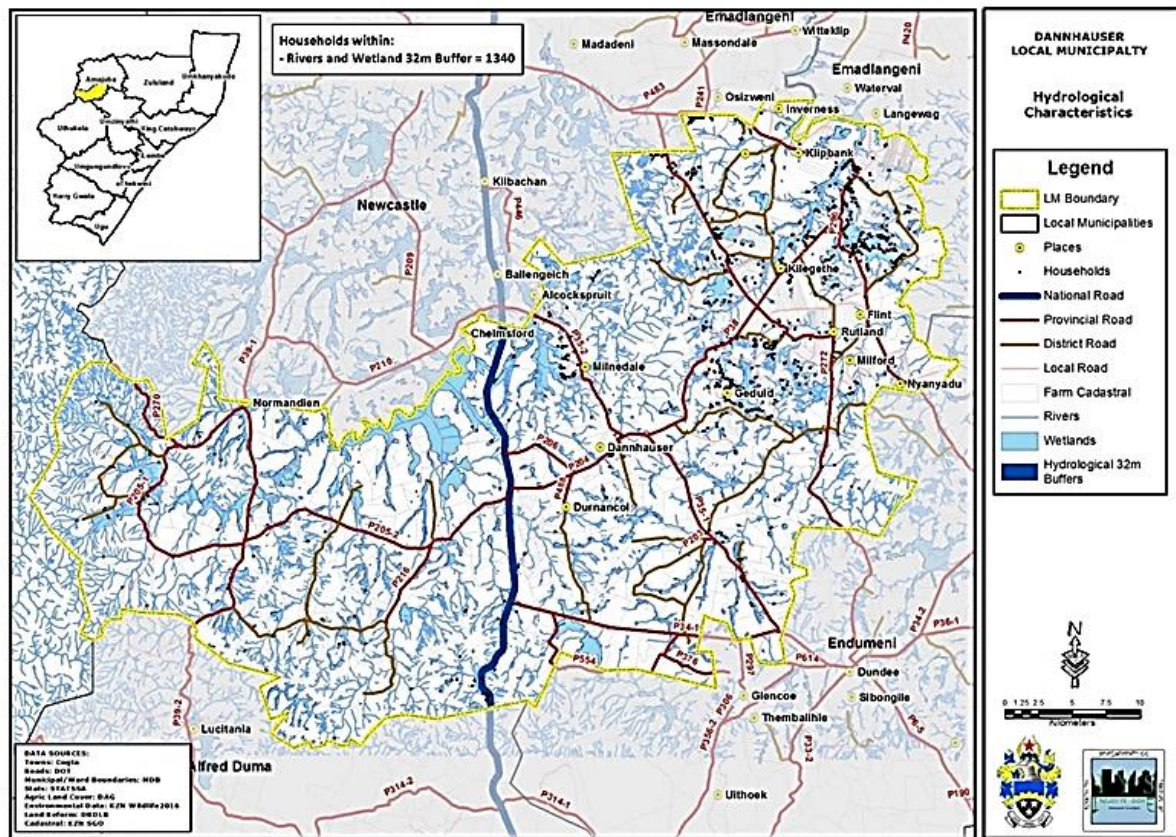
The municipality has categorized the hydrological aspect as surface and underground water, this allows the analysis of the movement, distribution, and quality of the water. There are sub catchments of the Ngobiya, Mbabane and Mzinyashana rivers within the larger Buffelsriver catchments. The mid northern portions fall within the larger Ngagane catchments, which contains very significant and endangered ecosystems and plant species, which are of high conservation value.

A number of drainage lines traverse the municipal area and are accompanied by associated functional wetlands. **(A wetland is formed on floodplains where periodic flooding or high-water tables provide moisture, the wetlands undergo various constant changes as rivers and streams form new channels and when floods scour the floodplain or deposit new material).** The main wetlands are located on the north-eastern to the south-eastern portions of the Municipal area and are considered to be highly sensitive. They are habitation areas for rare plants and animal species. The wetlands function as ecological infrastructure and perform very important hydrological functions such as flood attenuation and the maintenance of water quantity and quality of river systems. These important ecological systems need to be protected and managed as effectively as possible. Wetland areas as well as areas within 100m of the riverbank should be excluded from active development. It is advisable to conserve these areas as passive or at worst active open spaces, particularly in order to preserve the significant functionality of these hydrological bodies within the catchments.

The Chelmsford Nature Reserve & Ntshingwayo Kamahole Xhosa Dam and Tom Worthington Dam contribute to groundwater and surface water. Seepage from the base of the dams into the ground below cause the adjustment of the water table upwards, while overflowing of the dam due to heavy rainfalls causes small streams to be developed.

Dannhauser's hydrology has to be regularly monitored due to the coal mining activities currently occurring within its jurisdiction. There is a risk of acid mine drainage due to the sulfur acid associated with coal mining dissolves into surface and ground water, this may lead to the pollution or contamination of the water and subsequently an environmental damage due to outflow & seepage. The regulation of acid mine drainage is undertaken by the Department of Minerals, and if any water challenges are experienced the Department of Water Affairs. Currently there are negative reports due to mining operations. Even though the municipality is not a water authority, still it ensures that Amajuba District Municipality (Water Services Authority) applies and ensures compliance with Chapter 7 of the National Water Act, No.36 of 1998 as amended.

Map 27: Natural Water Systems SDF.2021/22



3.4.11 Air Quality

The Development Bank of Southern Africa prepared a sustainability report for Dannhauser Municipality in 2010. The issue of air quality was identified as one of the challenges facing the municipality due to bad smells from the old mines or coal dumps that exist. There are currently no reporting systems in place and no equipment for testing of air quality. The substandard nature of the air quality in the area is mostly visible in the mornings and at night. The bad air quality causes a negative health impact on the communities and the animals within close proximity of the emitting elements (mines & dumps). The National Environmental Management Act No.107 of 1998, gives effect



to the Air Quality Act No.39 of 2004 and provides that the quality of air must be conducive for the healthy living of people and other forms of life.

The municipality will engage with mining companies and develop a proper monitoring and reporting system that will enable decisive action to be undertaken when the quality of air is compromised. It will progress the implementation of carbon emission reduction as the country is part of the Kyoto Protocol. The Kyoto Protocol is an international treaty which extends the 1992 United Nations Framework Convention on Climate Change (UNFCCC), it intends to reduce carbon emissions that are man-made.

3.4.12 Climate Change & Response to Climate Change

The impacts of climate change are very severe in Dannhauser municipality, the topography of the municipal jurisdiction, the air pollution and other physical elements of neighboring municipalities contribute to major variations in weather patterns. There are extreme conditions of heat, cold and high rainfall stormy weathers which result in floods.

The municipality has undertaken to develop a ***“Climate Change Response Strategy from 2020/21 to 2021/22 financial years.”*** A thorough study will be undertaken and integration with relevant sector departments will be included in the whole process. This is important as man-made and natural disasters occur; agriculture; economic activities and (social) human life are further impacted on. The municipality has adopted the policy paper on climate change from The Department of Agriculture and Rural Development which states that if no action is taken, the instability of the climatic conditions in the province will:

- increase the incidence and severity of extreme weather events such as storms, droughts, floods and heat waves;
- cause sea levels to rise; shift and expand certain disease and pest vectors and induce further stress on already vulnerable species and ecosystems;
- threaten the KwaZulu-Natal’s natural resource base;
- alter the ecosystem and cause changes that will influence human-beings negatively; and
- Impact communities and economies negatively.

These challenges presented by climate change have particular implications for the municipality and its residents. Mitigation and adaptation strategies will have to be espoused and employed in response to the impacts of climate change.

Climate change is one of the imperative issues that not only affects the Dannhauser Municipality, but the country and the continent as a whole. For decades, climate change has affected rural and urban areas, particularly within the setting of agricultural systems. Increasingly, farmers are experiencing difficulties in adapting to unpredictable climatic conditions for farming and marketing their products (Knegtel, 2014). Such insecurity can have major consequences on the stability of the food system in a region like eThekweni Municipality and thereby has burdening costs, especially on the poorest.

Adaptation and mitigation are two strategic responses to the climate change. Adaptation can be defined as shifting human actions and planning while taking climate change into account and attempting to reduce the undesirable impacts that extraordinary climatic events might have on a person’s quality of life; while; Mitigation refers to reducing the level of greenhouse gases (GHG) entering the atmosphere as a result of anthropogenic activities. This reduction of GHG intends to decrease the amount of heat excess and the corresponding effect on the earth. These are two of the



major strategies to addressing climate change and both are required within an appropriate balance in order to reduce the vulnerability and risk of negative impacts.

Impacts of Climate Change on Agriculture

The projected impacts of climate change on agriculture are anticipated to be comprehensive. Systems for agriculture worldwide are already subjected to both positive and negative impacts, where the negative ones are highly prevalent (Climate Change Synthesis Report, 2014). The South African Long-Term Adaptation Scenarios' (LTAS) Flagship Research Programme identified various climate change impacts on the agricultural sector that are anticipated to have severe implications on food production (Climate Change Synthesis Report, 2014).

In KwaZulu-Natal, the province is likely to encounter drastic changes where factors, such as unfavourable temperatures and rainfall conditions, will have major impacts on agriculture. The daily maximum temperatures are expected to increase by 1.5°C and 2.5°C by 2065 and increase between 3°C and 5°C by 2100 (eThekweni Municipality, 2014). Heat waves and temperatures over 30°C will also increase from October to March, rainfall patterns are expected to become more concentrated into heavy rainfalls and/or floods, which will result in longer dry periods. Future projections also identify expected intensity in rainfall by 2065 with an increase of up to 500mm by 2100 (eThekweni Municipality, 2014). In relation with these weather patterns, climate change is predicted to pose significant challenges in the agricultural sector. For instance, extended dry periods will result in water availability shortages from various sources (dams, underground water recharge, etc.) that will result in decreased agricultural productivity (eThekweni Municipality, 2007). Increased temperatures in Dannhauser municipal areas will further contribute to crop impairment and heat stress for livestock. Higher temperatures could also have nefarious impacts on rain fed arable land, thus creating a greater need for irrigation. Extreme weather patterns are forecasted to affect food supply chains by disrupting transport networks, food storage warehouses, and processing facilities. For example, climate change disasters such as rainstorms and floods can disrupt food transportation networks (Kasavel et al., 2014). Moreover, predicted flooding will result in water-logged soils and leaching of nutrients, resulting in low yields. Projected climate inconsistency may compromise both commercial and small-scale farming and affect food security.

The following is the impact of adverse climate changes to agriculture activities in Dannhauser;

Summarized Impacts of Climate Change

Summarised impacts of climate change on agriculture in Dannhauser Municipality Climate Change Scenario: Increase in Temperature	
Food System Impacts	Food Security Impacts
<p>Food production:</p> <ul style="list-style-type: none"> ✓ Shift in agro-ecological zones; ✓ Change in crops grown per area; ✓ Decrease in yield due to heat stress; ✓ Increased weed pressure; ✓ Increased disease pressure; and ✓ Heat stress impact on animal productivity <p>Food processing:</p> <ul style="list-style-type: none"> ✓ Increased need for cooling of perishable products; and ✓ Change in postharvest losses <p>Food distribution:</p> <ul style="list-style-type: none"> ✓ Shorter shelf life of perishables; and ✓ Improved refrigeration needed <p>Food consumption:</p>	<p>Food availability:</p> <ul style="list-style-type: none"> ✓ Overall decrease in food supply; ✓ Shorter shelf life for perishable products reduces availability <p>Food accessibility:</p> <ul style="list-style-type: none"> ✓ Reduced availability leads to increase in food prices which would make food less affordable, particularly for urban populations <p>Food utilisation:</p> <ul style="list-style-type: none"> ✓ Need to eat food sooner with shorter shelf life; ✓ Might require more fluid intake; and ✓ Change in food types consumed <p>Food stability:</p> <ul style="list-style-type: none"> ✓ Reduction in stability of food supply due to decreased availability; and



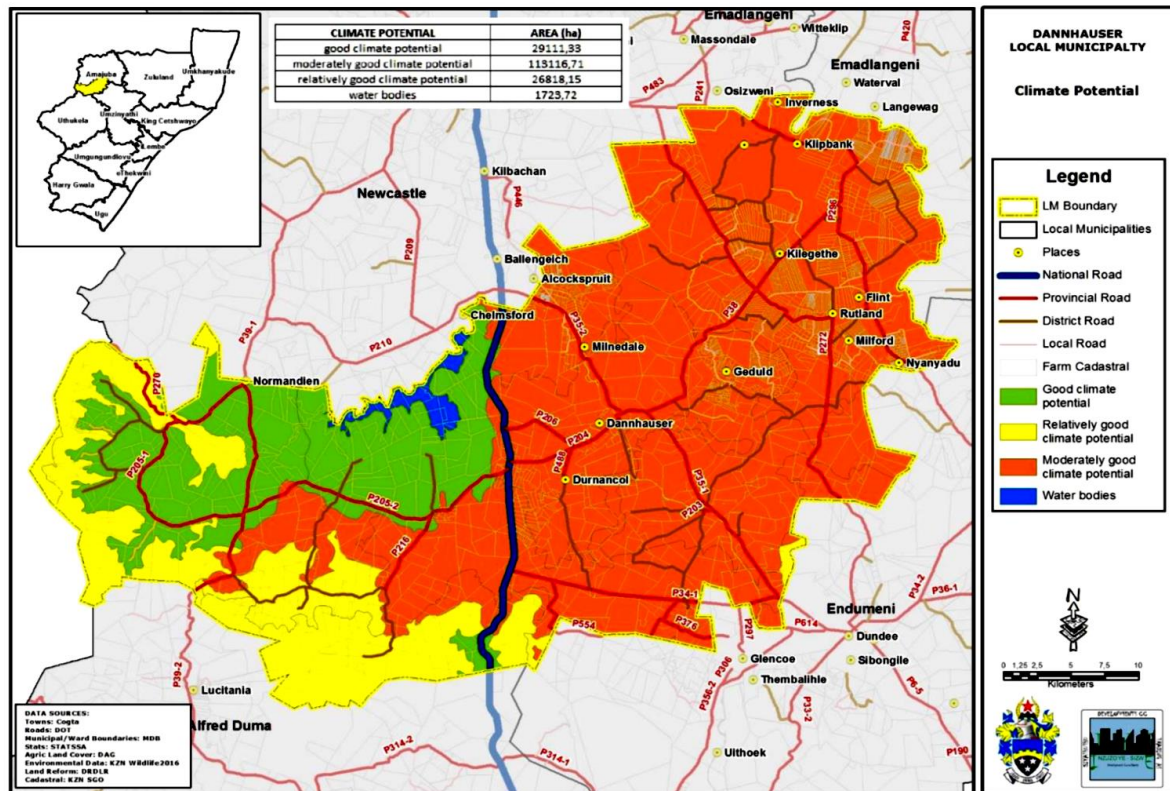
✓ Food perishes quicker, requires more preservation or refrigeration	✓ Potential greater seasonal variation in supply
Climate Change Scenario: Increase in Severe Weather events e.g., storms and floods	
Food System Impacts	Food Security Impacts
Food consumption: ✓ Change in growing conditions (damaged crops, lower yields; soil erosion); and ✓ Impact on livestock health Food processing: ✓ Damaged storage facilities and processing plants Food distribution: ✓ Damage to transport network Food consumption: ✓ Food basket composition changed; ✓ Increased water-related health risks and cleanliness of food	Food availability: ✓ Decrease in food availability; ✓ Increased need for food aid; and ✓ Increase in food imports Food accessibility: ✓ Increase in food prices make food less affordable; ✓ Food supply chains can be affected, resulting in allocation problems Food utilisation: ✓ Food safety problems due to spoilage or emergency rations being used; and ✓ Preferred foods not available Food stability ✓ Overall decrease in food stability

Climate Change Policy Context in South Africa

Climate change is a relatively new area of policy development in South Africa. As policies and structures are developed, it is necessary to ensure that they are evidence-based, coordinated and coherent. The international and national climate change policies and structures, are as follows:

- ✓ The United Nations Framework Convention on Climate Change (UNFCCC). This international treaty provides guidance on setting agreements pertaining to the reduction of greenhouse gas emissions.
- ✓ The Paris Agreement, came into effect on 4 November 2017. This is the first agreement all countries have committed to and stipulates that all countries must reduce carbon emissions to limit global temperature increase to 1.5 degrees Celsius above pre-industrial levels.
- ✓ South Africa's Nationally Determined Contributions, came into effect after the Paris Agreement was signed. South Africa is therefore required to report on mitigation and adaptation efforts. Concerning mitigation, South Africa is to reduce emissions by a range between 398 and 614 million metric tons of carbon equivalent by 2025 and 2030. There are several instruments to ensure reduction in carbon emissions including car tax and company carbon budgets among other instruments. With reference to adaptation a National Adaptation Plan is currently being developed, and climate change is to be incorporated in all policy frameworks, institutional capacity is to be enhanced, vulnerability and adaptation monitoring systems are to be in place, vulnerability assessment and adaptation needs framework are to be developed and there needs to be communication of past investments in adaptation for education and awareness.
- ✓ The National Climate Change Response White Paper (NCCRWP) was adopted in 2011 and presents the South African Government's vision for an effective climate change response in the long-term, to transition to a climate-resilient and lower-carbon economy and society.
- ✓ The National Development Plan, focuses on eliminating poverty and reducing inequality by 2030 and creating an environmentally sustainable country through mitigation and adaptation efforts.
- ✓ Long Term Mitigation Scenarios, outline different scenarios of mitigation action for South Africa.
- ✓ Long Term Adaptation Scenarios, consist of two phases. Phase one, was the identification of climate change trends and projections as well as impacts and responses for the main sectors. Phase two focused on integrating issues such as climate information and early warning systems, disaster risk reduction, human settlements and food security.

Map 28: Climate Potential SDF 2021/22



3.4.13 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 are in compliance with 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:

3.4.14 Spatial and Environmental Management Trends

The following are a number of 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.

3.4.15 Spatial and Environmental: SWOT ANALYSIS SDF COMPARISON

Table 22: 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



3.5 DISASTER MANAGEMENT

The municipality has developed a Disaster Management Policy. The purpose of this policy is to give effect to constitutional and legislative obligations of the Dannhauser Local Municipality with regards to disaster management. The policy has been drawn from the Disaster Management Act, 2002 (Act 57 of 2002) and forms part of the Disaster Management Plan, and not a substitute thereof. Specifically, the policy seeks to simplify and clarify the responsibility of the municipality for co-ordination and management of local disasters by:

- Defining the roles and responsibilities of the municipality and stakeholder departments in respect of Disaster Management;
- Setting out the objectives of a Disaster Management Continuum (The Continuum comprises the following phases: -response, disaster recovery, development; mitigation; prevention; preparedness and awareness);
- The identification of stakeholders who can play a pivotal role in Disaster Management;
- Ensuring the funding for Disaster Management is sufficient, streamlined and efficient; and
- Setting out the objectives for developing adequate capacity to deal with Disaster Management.

3.5.1 Risk Assessment

Dannhauser Municipality has undertaken the process of profiling and weighted all the risks that affect its municipal area.

RISK PROFILE

Table 23: Risk Profile

Type of Disaster	Low Risk	Medium Risk	High Risk
Flooding			X
House Fires			X
Severe Storms			X
Transport Accidents			X
Landslides		X	
Environmental Pollution		X	
Hazmat		X	
Animal & Plant Diseases		X	
Human Epidemic Disease		X	
Drought		X	
Lighting		X	
Thunderstorms			X
Hail		X	
Veld Fires			X
Disasters Caused by Mining	X		

PRIORITY RISKS REQUIRING PREPAREDNESS

Table 24: Priority Risks

Type of Disaster	Low Risk	Medium Risk	High Risk
Flooding			X
House Fires			X
Severe Storms			X
Transport Accidents			X
Lighting			X
Thunderstorms			X



3.5.2 Risk Reduction and Prevention

3.5.2.1 Risk Reduction & Prevention

Good risk reduction and prevention includes proper planning and integrating with Amajuba District Municipality which is the custodian of Disaster Management within the District. The municipality has planning groups, committees, joint response teams and recovery project teams, this is however undertaken in conjunction with the district. To enhance the prevention mechanism, the municipality has identified the construction of floods levees, relocation of housing and essential services away from flood plains, use of better building standards and introducing hazardous waste regulations. Coordination with Tribal Authority Council Administrators where there is a high density of housing and school infrastructures has been implemented.

The municipality has identified the following prevention and mitigation strategies;

- The development of an early warning system for natural disasters such as floods, hailstorms, and droughts;
- Prevent forest fires by having fire breaks;
- LED Programmes;
- Upgrade and maintenance of infrastructure;
- Develop protocols for specific risks;
- Road and sidewalk maintenance;
- Upgrade and maintenance of landfill sites;
- Public awareness campaigns;
- Replacement of old vehicles and machinery;
- Develop poverty alleviation strategies; and
- Develop job creation programmes (i.e... Cleaning campaigns).

3.5.3 Municipal Institutional Capacity

3.5.3.1 Disaster Management as a Shared Function

The management of disasters within Dannhauser municipality is a shared function between Dannhauser municipality and Amajuba District Municipality. As such, the local municipality has prepared a Disaster Management Plan in order to minimize, reduce and eradicate any risk that the area may face due to disasters. This plan indicates that a disaster can be natural or anthropogenic. It also states that disasters and development have both a negative and positive relationship, this relationship needs to be recognised and managed to achieve sustainable development. In a negative sense, disasters can destroy development or uncontrolled, improper development can cause disasters.

In a positive sense, disaster can create an opportunity for more resilient development; proper development can reduce the risk of disasters occurring. Dannhauser Disaster Management Plan further points out that inappropriately planned development such as development in a floodplain increases disaster risk by making the new community susceptible to flooding. The development of well-planned and effective flood defense measures can decrease the vulnerability of the community and thus contribute to disaster risk reduction. Disasters are inevitable, although we do not always know when and where they will happen. But their worst effects can be partially or completely prevented by preparation, early warning, and swift and decisive responses.



3.5.3.2 Role of Dannhauser Municipality

The municipal policy highlights the following:

- As a local municipality, Dannhauser hereby takes responsibility for all local disaster incidents, which can be managed within its resources;
- Council has set aside R 4 million towards rebuilding houses in the event of mud houses being destroyed and R 200 000.00 annually for others forms of relief for victims of any disaster within the jurisdiction;
- The municipality shall within its broader statutory disaster management obligations, focus its disaster management efforts on disaster mitigations;
- The municipality shall, in executing its responsibility, closely liaise with the other government spheres in particular the District Municipality;
- The municipality shall establish a disaster co-ordination committee comprising of all its departments to ensure that all its available resources needed for disaster are properly mobilized and applied;
- Any re-usable material assistance dispatched during and to address a disaster shall be closely monitored and any material remaining unused must be returned to the municipality;
- In order to facilitate proper reporting of disasters, the affected community members shall be required or assisted to specifically declare their need/apply for the relief; and
- The Mayor and Municipality Manager shall be the central stakeholders responsible for the implementation of this policy.

3.5.3.3 Preparation

The municipality has a preparedness plan in place, the plan will be executed in line with the specific disaster. Through good preparation, the effects of disasters and significant incidents can often be reduced. Good preparation should include information and education of the public about hazards. Management of the municipality will be in the forefront. All relevant stakeholders and joint project teams will be notified where they are deemed necessary to intervene, this is to ensure that each disaster is managed appropriately with the correct resources.

3.5.4 Response and Recovery

3.5.4.1 Response

In major emergencies, it is critical that an efficient and effective disaster response is mobilized. Response is a collective responsibility. In a major emergency or disaster, people need to know, what to do, who will do it and how it will be done. The municipality highly relies on Amajuba District to aid with fire-fighting equipment; however, it seeks to purchase equipment that will be readily available as the need may arise while Amajuba is attending to other disasters. An official who is a part of management is on standby for any emergency calls.

3.5.4.2 Recovery

Recovery from major disaster can be a long and costly process. Essential services such as water and power may need to be restored; addition medical services may be required or temporary housing and



family support may be needed. Although the yearly allocation may be deemed not to be sufficient, the municipality will have to make appropriate additional allocations if the disaster is severe.

3.5.5 Training And Awareness

The training needs that are generally suggested for emergency responses include the following:

- Community Awareness;
- Workplace Emergency;
- Professional Fire Fighting skills;
- Victim Management Skills;
- Disaster risk assessment;
- Various Disaster Plans; (Fire & thunderstorms)
- Radio Communication;
- Contingency Plan development;
- Safety planning at Live Events;
- Disaster Operation Centre Management Skills and Procedures. (ADM)

3.5.6 Funding Requirements

Municipality has set aside a disaster budget of R 4 million with regards to infrastructure housing development when mud houses are destroyed due to disasters and R 200 000.00 for various relief aid to families affected by disasters.

3.5.7 DISASTER MANAGEMENT SWOT ANALYSIS

Table 25: Disaster Management SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ The human capital in Dannhauser is available but limited, however it is leveraged by the technical teams in AD. ✓ Dannhauser is not prone to dreadful natural disasters such as tornadoes, earth quakes or hurricanes. 	<ul style="list-style-type: none"> ✓ Credible Disaster Management Plan is not yet in place. ✓ Limited human capital allocation at a local municipal level. ✓ Limited disaster management equipment; ✓ The spatial configuration and isolation of some of the areas may increase the turnaround time to arrive during emergencies.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ The opportunity still exists to allocate human capital for implementation, monitoring & evaluation of the disaster management plan; ✓ The structures used during IDP processes can be utilized to identify and mobilize volunteers. 	<ul style="list-style-type: none"> ✓ Inability to respond to emergencies within prescribed response time would undermine the role of the municipality in terms of meeting its constitutional obligation; ✓ Lack of sufficient budgeting implies a non-effective implementation of plan.



3.6 (KPA.1) - MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

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:

3.6.1 Human Resources Development Strategy 2017/18 to 2021/22

A Human Resource Strategy is in place and was developed for the period 2017/18 until 2021/22, it has been reviewed within the 2020/21 financial year 3rd quarter for adoption by Council before 30 June 2021 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 26: Implementation of Objectives

TIMEFRAMES (FINANCIAL YEARS)		OBJECTIVES	STATUS OF IMPLEMENTATION
YEAR 1	1 October 2019-31 September 2020 (Financial Year 2020/21)	<ul style="list-style-type: none"> ➤ To develop strategies for the retention of people from designated group ➤ To implement affirmative action measures to progressively dismantle any barriers to employment equity ➤ Improve representation of designated groups through the implementation of numerical targets ➤ To ensure that monthly, quarterly and annually employment equity goals and targets are reviewed in accordance with staff movement and the statistics thereof ➤ To ensure that all Forum goals, objectives, functions, strategies and plans are monitored and evaluated for proper and efficient implementation 	➤ ACHIEVED



		<ul style="list-style-type: none"> ➤ 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 	
YEAR 2	1 October 2019-31 September 2020 (Financial Year 2020/21)	<ul style="list-style-type: none"> ➤ Ensure timeously that all employment equity legislation amendments are affected or reflected in the plan and are implemented as stipulated ➤ To ensure that all the Forum goals, objectives, functions, strategies and plans are monitored and evaluated for proper and efficient implementation ➤ 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 	➤ Achieved
YEAR 3	1 October 2019-31 September 2020 (Financial Year 2021/22)	<ul style="list-style-type: none"> ➤ To create an organizational culture and climate that is non-discriminatory ➤ To address all the barriers to the implementation of the employment equity plan ➤ To ensure fair representation of historically disadvantaged groups in permanent positions ➤ To implement measures to ensure reasonable accommodation ➤ Ensure that environmental analysis is conducted to ascertain all the ergonomics for the disabled/enabled persons are in order, (where the case is the opposite) to execute remedial measures and rectify the situation ➤ To ensure that monthly, quarterly and annually employment equity goals and targets are reviewed in accordance with staff movement and the statistics thereof ➤ To ensure that all Forum goals, objectives, functions, strategies and plans are monitored and evaluated for proper and efficient implementation ➤ 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 ➤ Ensure timeously that all employment equity legislation amendments are affected or reflected in the plan and are implemented as stipulated 	➤ TO BE IMPLEMENTED IN RELEVANT FINANCIAL YEAR



3.6.1.1 Dannhauser Human Resources Key Priority Areas

- **Priority Area.1: Strategic HR Planning**
 - ✓ People forecasting;
 - ✓ Workforce planning;
 - ✓ Budgeting;
 - ✓ Diversity planning;
 - ✓ Social plan development (taking cognisance of the municipality's impact on unemployment and job creation);
 - ✓ Review and design of Organisational 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 Organisation, 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: Organisational 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.

3.6.1.2 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 at **12 July 2019**;



Table 27: Snapshot of workforce profile for all employees, including people with disabilities - 2019

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

1. African Males: There are 74 males in various positions;
2. Indian Males: There is only 1 male; and
3. African Females: There are 41 females in various positions.

There are therefore 34 males more than females.

Table 28: 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	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	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
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	0

Note:

1. There are no people who are employed who have disabilities

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 2017 to End date: 30th September 2022

**Table 29: Numerical goals for all employees, including people with disabilities – 2017 - 2022**

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 management, supervisors, foremen, and superintendents	25	0	2	0	20	0	0	0	0	0	47
Semi-skilled and discretionary decision making	16	0	0	0	12	0	0	0	0	0	28
Unskilled and defined decision making	20	0	0	0	22	0	0	0	0	0	42
TOTAL PERMANENT	81	1	9	1	76	1	4	1	0	0	174
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	81	1	9	1	76	1	4	1	0	0	174

Table 30: Numerical goals for people with disabilities ONLY – 2017 - 2022

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	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 31: Numerical targets, including people with disabilities – 2019 - 2020

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 32: Numerical targets for people with disabilities ONLY – 2019 - 2020

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

3.6.1.3 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 time-frames 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 33: 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	n/a	n/a	n/a
Advertising positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Selection criteria	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Appointments	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Job classification and grading	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Remuneration and benefits	n/a	n/a	n/a					
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	1 st 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.	1 st October 2017	30 th September 2019	Cooperate Service HOD and Municipal Manager
Disciplinary measures								
Retention of designated groups	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Corporate culture	✓		✓	It is not known by staff	Awareness programme and procedures must be developed	1 st October 2017	30 th September 2018	Human Resources Officer and Cooperate HOD
Reasonable accommodation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	



CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (v) 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	
HIV&AIDS prevention and wellness programmes		✓		There is no procedure in place	Procedure must muse developed to support the policy	1 st October 2017	30 th 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 purpose be established	1 st October 2017	30 th September 2018	Municipal Manager CFO 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	



3.6.1.4 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 34: HR Strategy & Implementation Plan Monitoring & Evaluation 2017 – 2022 (Source: Municipality)

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
✓ Municipal Manager	<ul style="list-style-type: none"> ✓ 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 	<ul style="list-style-type: none"> ✓ Every Employment Equity term; ✓ Every Employment Equity term; ✓ As and when required
✓ HOD Corporate Services	<ul style="list-style-type: none"> ✓ To ensure effective communication to all stakeholders on issues relating to Employment Equity ✓ To submit quarterly and annual reports on equity goals ✓ Review employment equity targets in accordance with staff movement and the statistics thereof ✓ To facilitate sitting of Employment Equity Forum meetings in order to ensure that set goals and objectives are achieved ✓ To submit Employment Equity Report to the Department of Labour ✓ To ensure that in Recruitment processes employment equity targets are met ✓ To incorporate equity targets in the Workplace Skills Plan in order to achieve employment equity goals ✓ To ensure that poster and reports to prominent places in the workplace to inform employees about the equity 	<ul style="list-style-type: none"> ✓ Yearly ✓ Quarterly ✓ Yearly ✓ Quarterly ✓ Yearly ✓ As per Recruitment plan of the municipality ✓ Yearly ✓ Ongoing
✓ Employment Equity Forum	<ul style="list-style-type: none"> ✓ Prepare subsequent Equity Plan before end of the current employment equity term ✓ To ensure that Forum meetings are taking place ✓ To ensure that awareness program is in place 	<ul style="list-style-type: none"> ✓ 5th year of every term of the Plan ✓ As per the Forum constitution ✓ Yearly
✓ Chief Financial Officer	<ul style="list-style-type: none"> ✓ To ensure that budget allocation for employment equity activities is made available 	<ul style="list-style-type: none"> ✓ Yearly
✓ Head of Departments	<ul style="list-style-type: none"> ✓ To ensure that they sensitize themselves with goals and targets set for their departments ✓ To ensure that they make their middle management and their line-managers aware of the Employment Equity targets and goals 	<ul style="list-style-type: none"> ✓ Yearly and ongoing ✓ Yearly and on-going



3.6.1.5 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 time-frames 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 inconclusion with the Employment Equity Forum.

ANY PRESCRIBED MATTER CAN BE INCLUDED.

Duration of the Plan: It is five years – 1st October 2018 to 31st September 2022

3.6.2 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 35: 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%

3.6.3 Work Place Skills Plan (Planned - 2021/2022)

The municipality developed and adopted the Work Place Skills Plan (WPSP), it identified the gaps and how they must be addressed. The WPSP 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 WPSP is annexed in the IDP.

Table 36: Total Planned Training Beneficiaries for 2021/2022

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	<ul style="list-style-type: none"> ✓ Focusing on identified and prioritised local needs. ✓ Promoting integration of rural and urban areas. ✓ Facilitating redistribution of resources through consultative process ✓ provision of basic services, creation of jobs, promoting democracy and accountability and eradication of poverty 	35	45	80
Community Based Participation and Planning	Good Governance and the Deepening of Democracy	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ Develop a strategy to get private investors, have a development direction. ✓ Searching for more cost-effective solutions, addressing causes, rather than just allocating capital expenditure for dealing with symptoms. 	20	30	50
Community Based Participation and Planning	Sustainable Local Economic Development	<ul style="list-style-type: none"> ✓ Promoting small enterprises and local business people. ✓ 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 37: Total Actual Adult Education & Training Beneficiaries as at 30 April 2019

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
TOTALS	43	33	52	25	153	83	33	103	51	270



Table 38: Total Actual Workplace Training Systems Beneficiaries as at 30 April 2019

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 39: Total Planned Training Beneficiaries for 2020/21

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 programme	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 national certificate emergency services: fire and rescue further education and training certificate project mng	10	20	30	0	0	0
Financial Management	Municipal Financial Viability and Management	municipality Finance management development	0	5	5	0	0	0
Infrastructure Development Basic Services	Basic Service Delivery and Infrastructure Development	aET - level 1-4 MFMP - skills programme	27	37	64	80	130	210
Municipal Planning	Sustainable Local Economic Development	leadership development AET level 1-4 mpmp - skills programme	7	63	70	80	130	210
TOTALS	11	16	49	130	179	160	260	420

3.6.4 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 stakeholders.

3.6.5 Organisational Development

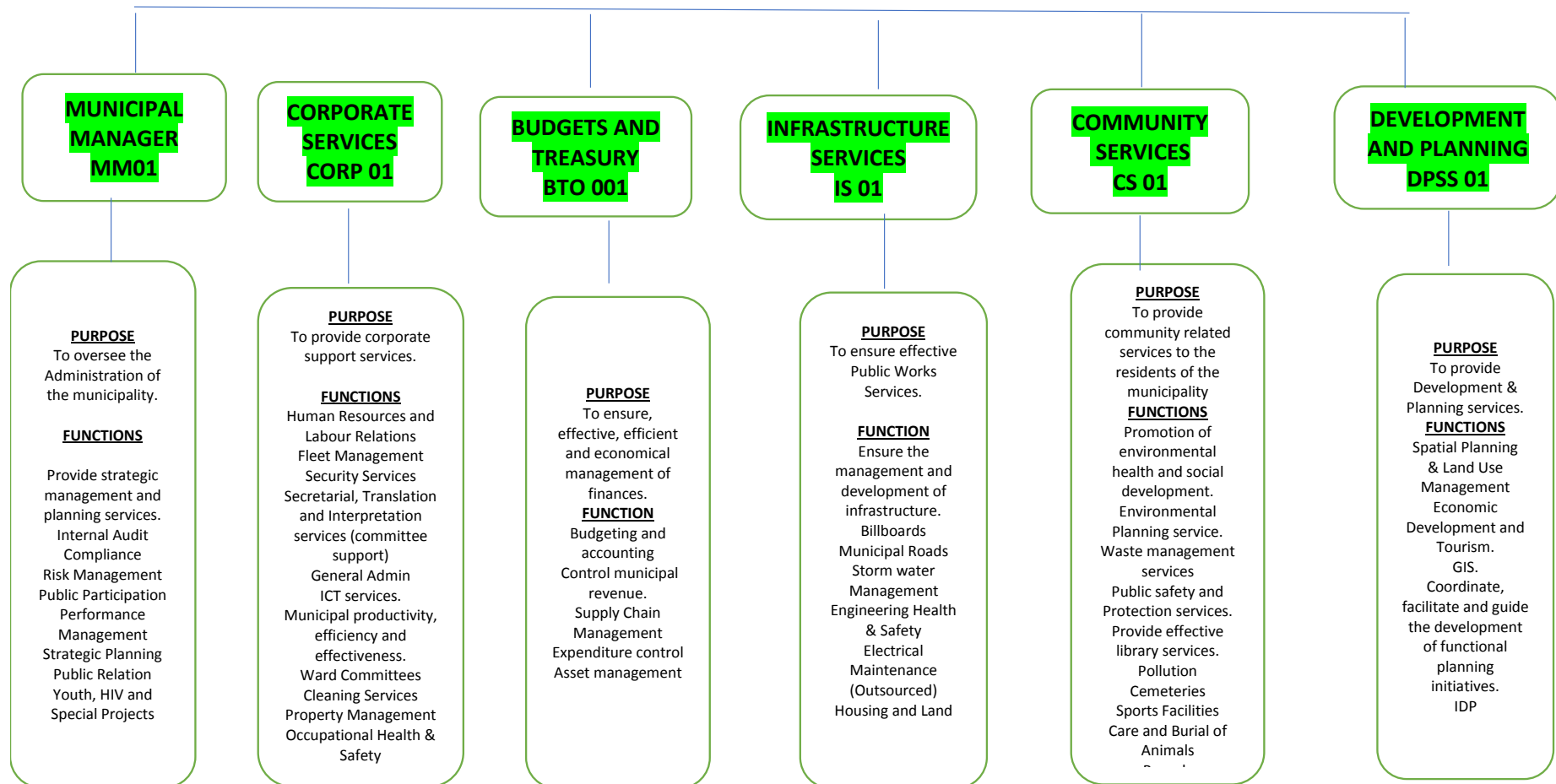
During the current review, the municipality approved its Organogram, and placements have been finalized with all parties being involved during this process. It must also be noted that there are functions that were transferred to the district and provincial government in line with the powers and functions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

3.6.6 Organisational Structure / Organogram – 2021/2022

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



ORGANIZATIONAL STRUCTURE FOR DANNHAUSER 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

**SENIOR MANAGER: DEVELOPMENT
 PLANNING AND STRATEGIC SERVICES
 (DPSS01) (New)**

P.A. TO THE MANAGER
 PLANNING AND
 DEVELOPMENT (DPSS02)

DEVELOPMENT AND PLANNING

INDUSTRIAL
 AND
 INVESTMENT
 OFFICER
 (DPSS 03)
 (New)

DEVELOPMENT
 PACKAGING AND
 FINANCING
 OFFICER
 (DPSS 04)
 (New)

CROP AND
 ANIMAL
 PRODUCTION
 OFFICER
 (DPSS 05)
 (New)

TOURISM
 OFFICER
 (DPSS 06)
 (New)

RESEARCH AND
 DEVELOPMENT
 OFFICER (DPSS 07)
 (New)

LAND USE MANAGEMENT (LUMS)

TOWN PLANNER
 (DPSS 08)

LUMS ENFORCEMENT
 OFFICER
 (DPSS 09)
 (New)

BUILDING INSPECTOR
 (DPSS 10)
 (Vacant)

GIS OFFICER
 (DPSS 11)

In Service
 Trainee
 (Town
 Planning)
 (DPSS 14)

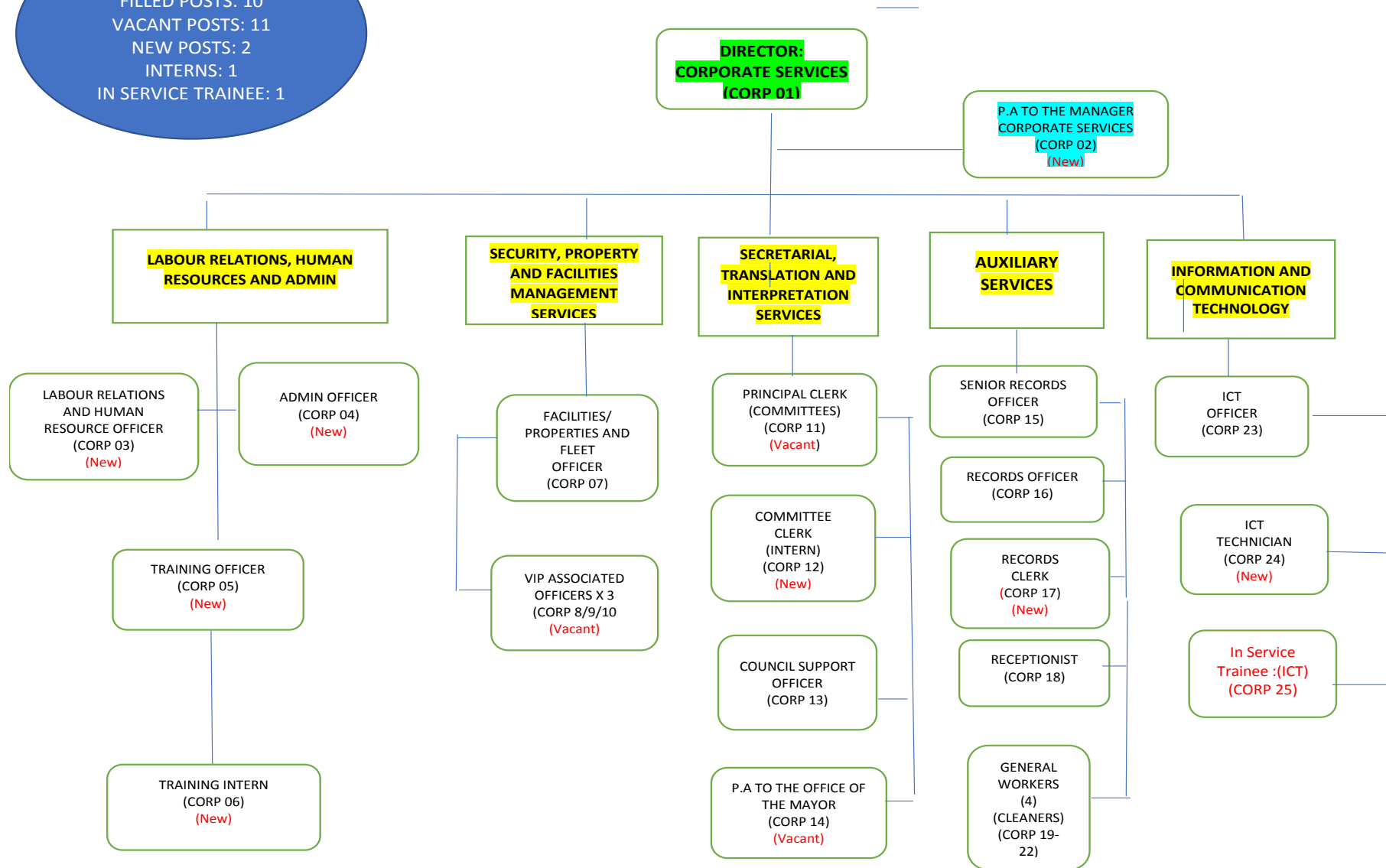
HUMAN
 SETTLEMENTS
 OFFICER
 (DPSS 12)
 (Vacant)

HUMAN SETTLEMENTS
 AND APPLICATIONS
 CLERK
 (DPSS 13)



DEPARTMENT: CORPORATE SERVICES

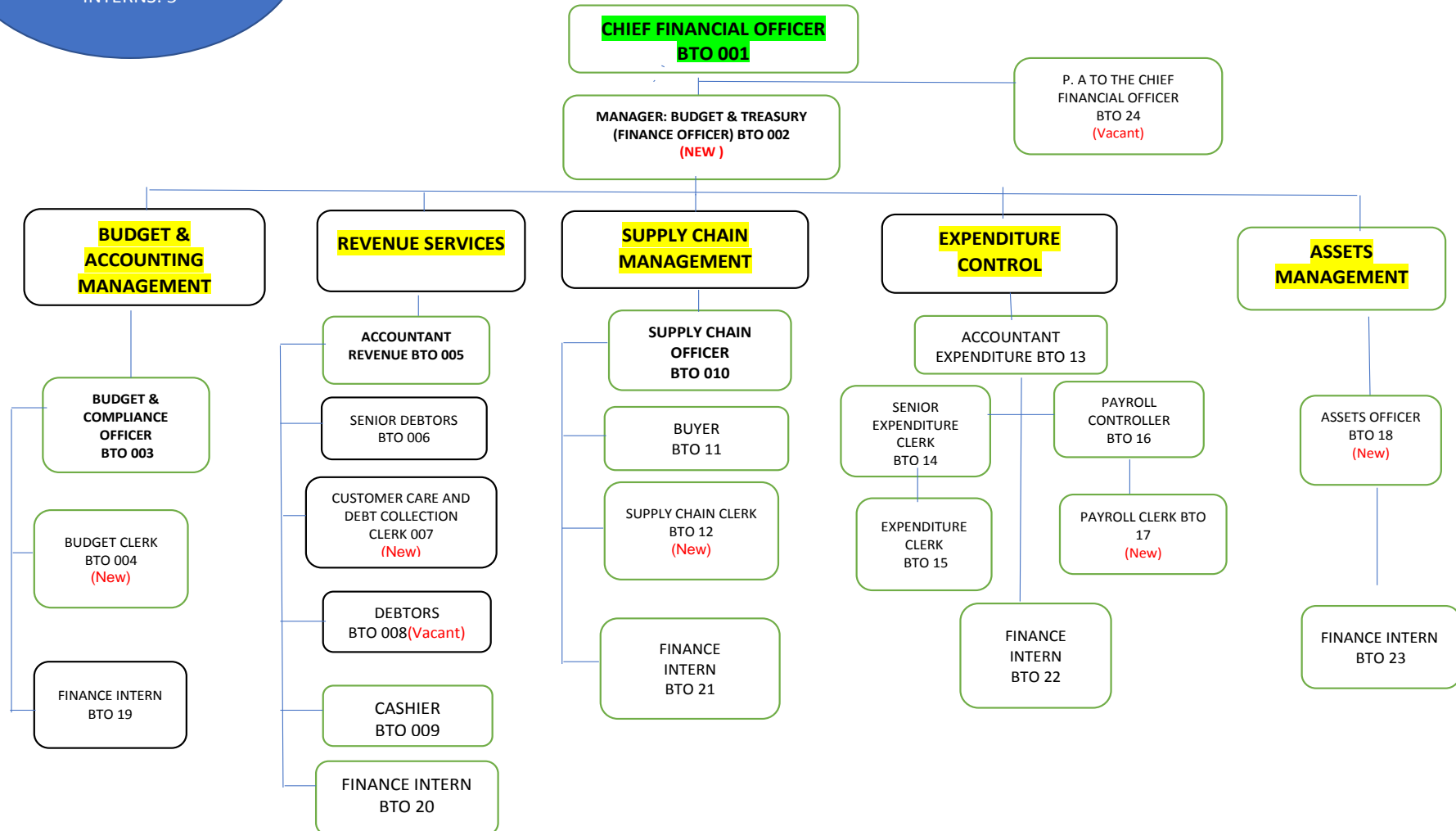
TOTAL NO. OF POSTS: 25
 FILLED POSTS: 10
 VACANT POSTS: 11
 NEW POSTS: 2
 INTERNS: 1
 IN SERVICE TRAINEE: 1





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

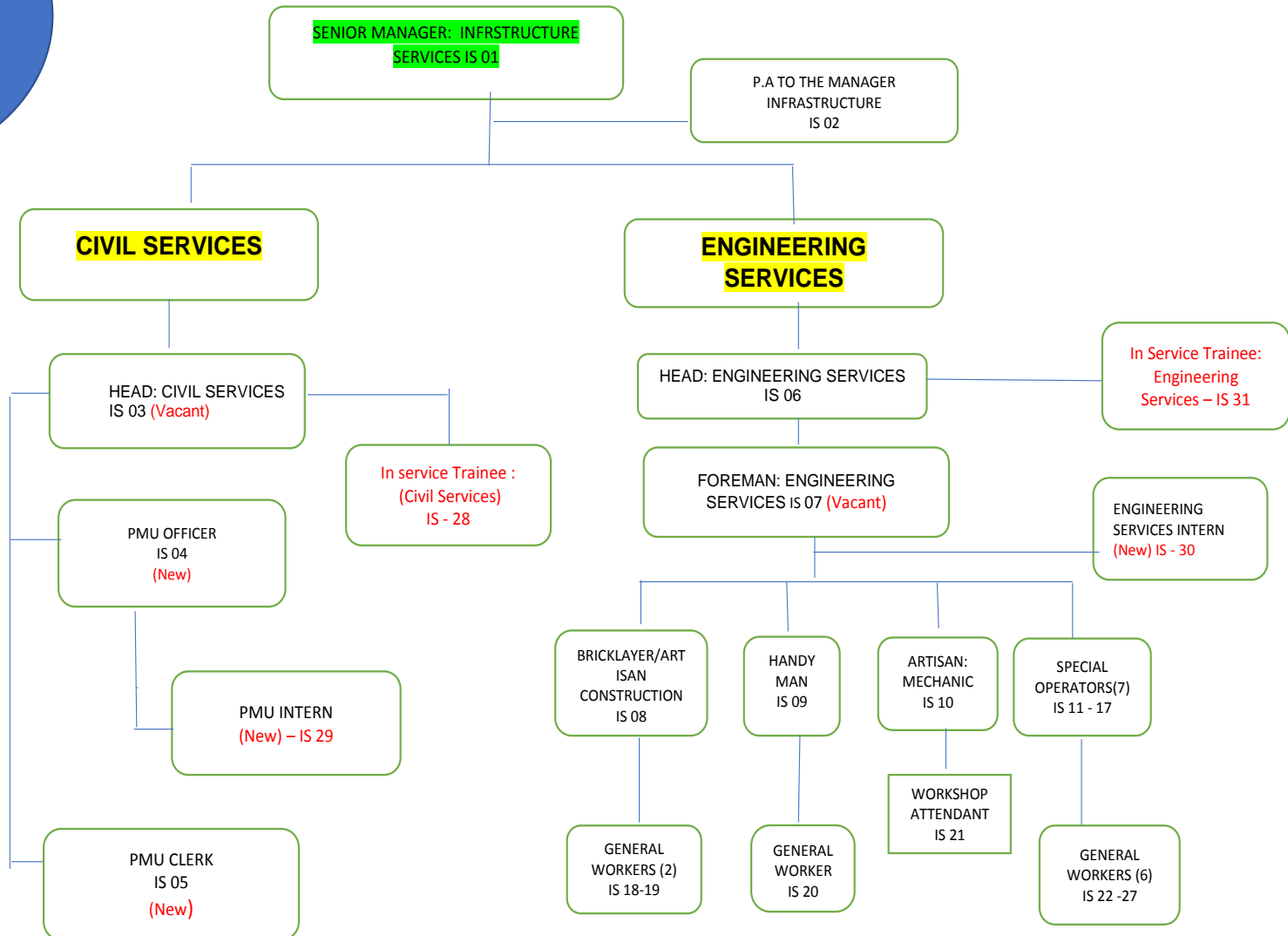
DEPARTMENT: BUDGET & TREASURY OFFICE





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

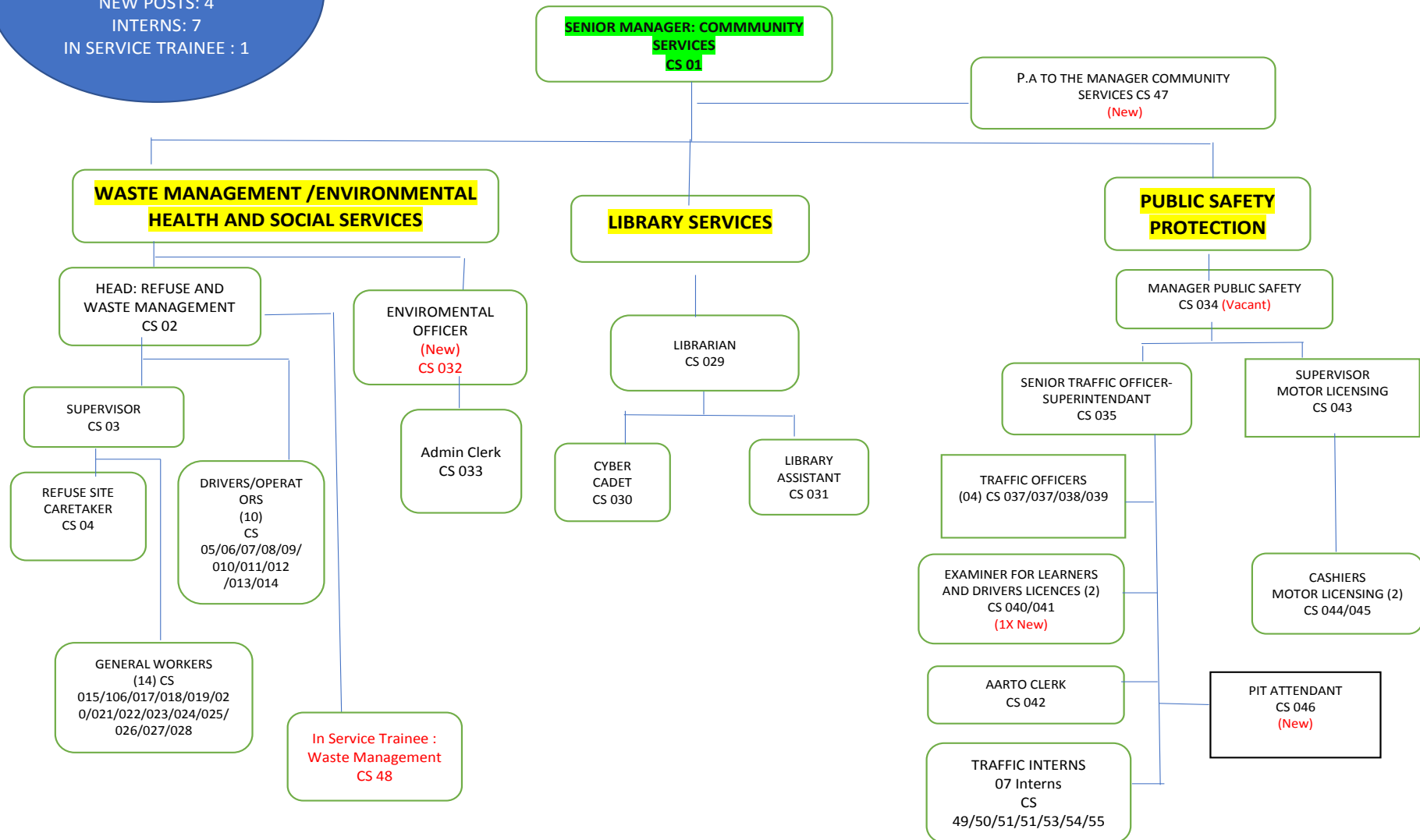
DEPARTMENT: INFRASTRUCTURE SERVICES





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

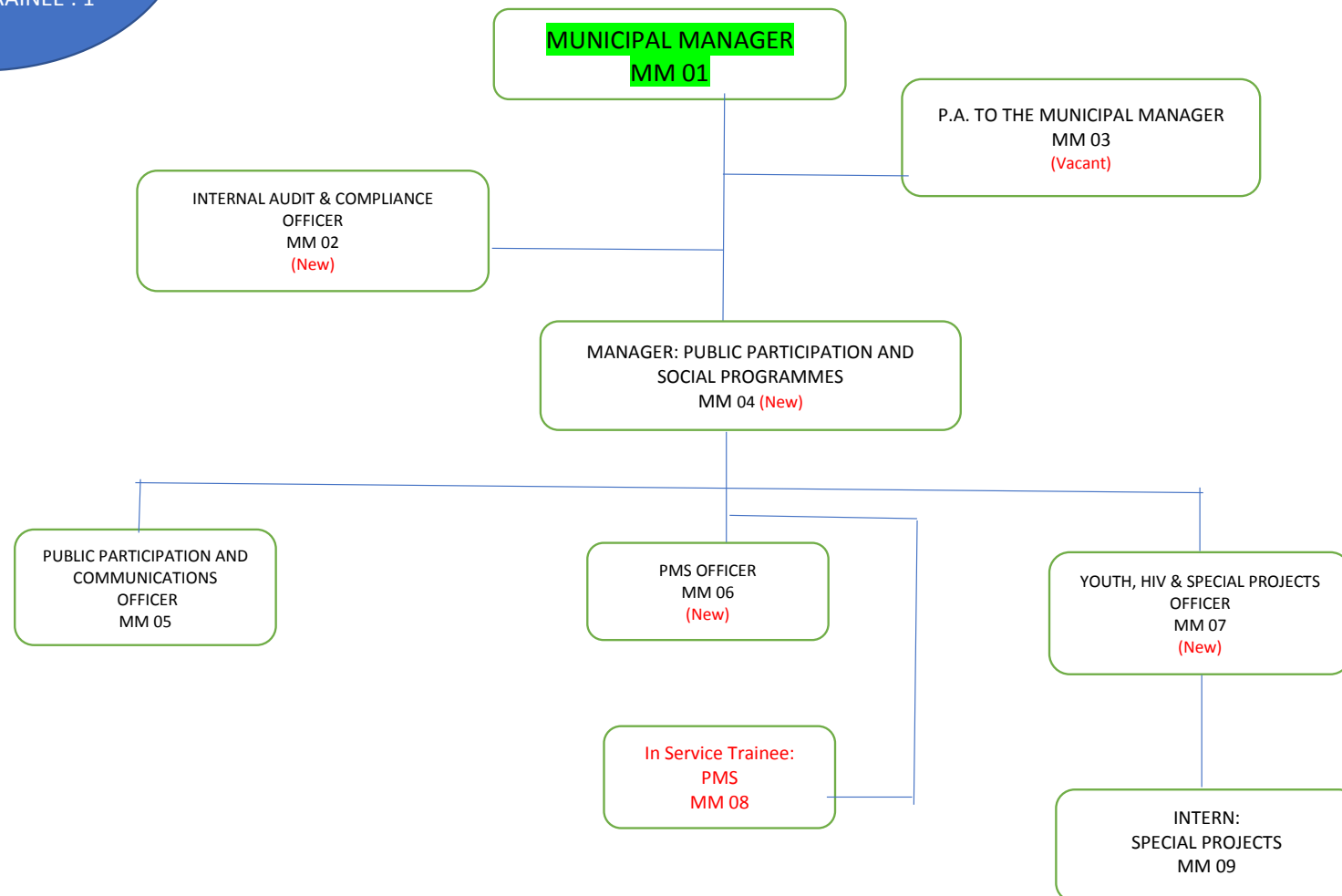
VACANT POSTS: 1

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



3.6.6.1 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 40: 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	Child Care 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 41: (POWERS & FUNCTIONS) LEGISLATIVE COMPLIANCE OF DANNHAUSER LOCAL MUNICIPALITY

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> <ul style="list-style-type: none"> ⇒ Provide democratic and accountable government; ⇒ Ensure the provision of sustainable services to local communities; ⇒ Promote social and economic development; ⇒ Provide a safe and healthy environment; ⇒ Encourage involvement of community organisations in local governance. <p>Schedule 4B identifies the following functions for the Municipality:</p> <ul style="list-style-type: none"> ⇒ Air pollution ⇒ Building regulations ⇒ Child care facilities ⇒ Electricity reticulation ⇒ Firefighting services ⇒ Local tourism ⇒ Municipal airports ⇒ Municipal planning ⇒ Municipal public transport ⇒ Municipal public works (internal) ⇒ Storm water management ⇒ Trading regulations ⇒ Water and sanitation services <p>Schedule 5B identifies the following functions for the Municipality:</p> <ul style="list-style-type: none"> ⇒ Billboards and display advertisements ⇒ Cemeteries, funeral parlours, crematoria ⇒ Cleansing ⇒ Control of public nuisances ⇒ Licensing of dogs ⇒ Licensing & control of food undertakings ⇒ Local amenities ⇒ Local sports facilities ⇒ Markets ⇒ Municipal parks and recreation ⇒ Municipal roads ⇒ Noise pollution ⇒ Public places ⇒ Refuse removal; solid waste disposal ⇒ Street trading ⇒ Street lighting ⇒ Traffic and parking ⇒ Municipal Pound
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> <ul style="list-style-type: none"> ⇒ Provision of basic household infrastructure and services; ⇒ Creation of liveable, integrated cities, towns, and rural areas; and ⇒ Promotion of local economic development.



3.6.7 Vacancy Rate

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

Table 42: Vacancy Rate

DEPARTMENT	VACANT POSITIONS
Office of the Municipal Manager	PMS Officer
Department of Economic Development	All Filled
Budget & Treasury	Asset and Fleet Officer, Debtors Clerk, Manager Budget and Treasury, Payroll Clerk, SCM Clerk, Secretary CFO
Department of Community & Social Services	Environmental Officer, Chief Protection Officer
Department of Corporate Services	Committee Officer
Technical Services	Head Civil Services, Housing Officer, PMU Officer, Building Inspector, Foreman Engineering Services, Bricklayer, 4 General Workers

3.6.8 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 43: Critical Positions Vacant

POSITIONS	STATUS QUO	REASONS AND INTERVENTION FOR NOT FILLING THE POSITIONS	ANTICIPATED TIME FRAME FOR FILLING THE OUTSTANDING POSITIONS
Chief Protection Officer	Re-advertised	Shortlisting and Interview process will be held before end of September 2020	30 September 2021
PMS Officer	Re-advertised	Shortlisting and Interview process will be held before end of August 2020	30 August 2021
Asset and Fleet Officer	Advertised and Shortlisted	Waiting for appointment before the end of July 2020	31 July 2021
Financial Manager	Not filled	Awaiting SALGA information on Salary levels January 2020	January 2021
LUMS and Building Inspector Officer	Advertised	Interviews to be held in February 2020	January 2021
Environmental Officer	Not filled	Awaiting SALGA information on Salary levels	January 2021
Secretary: CFO	Advertised	Shortlisting and Interview process will be held before end of June 2020	30 June 2021
Secretary: Community Services	Not filled	To be advertised	June 2021

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.



3.6.9 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 Programme, viz. the Municipal Financial Management Programme. The table below outlines the different Municipal Directorates and the relevant responsible managers:

Table 44: Directorate, (HOD.Manager & Executive Councilor Responsible

DIRECTORATE	MANAGER RESPONSIBLE	EXECUTIVE COUNCILLOR
Municipal Manager	WB Nkosi	Councilor JP Phakathi
Budget & Treasury	DM MOHAPI	Councilor JP Phakathi
Corporate Services	S Narothumb	Councilor PP Nene
Community Services	S Naidoo	Councilor SN Ndlovu
Engineering Services	MR Nene	Councilor SD Msibi
Portfolio Committee and Land Resources	WB Nkosi	Councilor SG Sithole
MPAC	DM Mohapi	Cllr VM Ndaba

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 45: Municipal Committee & Members of Committee

DESCRIPTION OF COMMITTEE	MEMBERS OF COMMITTEE
EXECUTIVE COMMITTEE	<ul style="list-style-type: none"> ➤ Phakathi JP (Chairperson) ➤ Msibi SD ➤ SG Sithole ➤ Nene PP ➤ Ndlovu SN
CORPORATIVE SERVICES PORTFOLIO COMMITTEE	<ul style="list-style-type: none"> ➤ Nene PP (Chairperson) ➤ Kunene M ➤ Radebe AN ➤ Buthelezi MA ➤ Dlamini SD
ENGINEERING SERVICES PORTFOLIO COMMITTEE	<ul style="list-style-type: none"> ➤ Msibi SD (Chairperson) ➤ Ndaba VM ➤ Dubazana XM ➤ Mkhize MS ➤ Hlathswayo VR ➤ Sibisi SS
COMMUNITY SERVICES PORTFOLIO COMMITTEE	<ul style="list-style-type: none"> ➤ Ndlovu NS (Chairperson) ➤ Hlathswayo NS ➤ Ngidi MA ➤ Dube NS ➤ Manyathi NGJ ➤ Mathlaba MN
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	<ul style="list-style-type: none"> ➤ Ndaba VM (Chairperson) ➤ Mkhumane MS



	➤ Kumalo NP
LOCAL ECONOMIC DEVELOPMENT AND LOCAL RESOURCE COMMITTEE	➤ Sithole SG (Chairperson) ➤ Mfusi ES ➤ Mazibuko RN ➤ Nair PG ➤ Nkhumane MS
PERFORMANCE & AUDIT COMMITTEE	➤ Mbange B (Chairperson) ➤ Skhakane N ➤ Ncika MC ➤ Mohamed I ➤ Khanyile ZP
RISK MANAGEMENT COMMITTEE	➤ Ngwenya SES (Chairperson) ➤ Nkosi WB (MM) ➤ Mohapi DM (CFO) ➤ Ndlovu PJ (IDP Manager) ➤ Narothen S (Manager Corporate Services) ➤ Naidoo S (Manager Community Services) ➤ Luckan A (Internal Audit Executive) ➤ Moodely K (Manager Internal Audit)

3.6.10 Human Resources Policies

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

Table 46: Human Resource Policies

POLICY	DATE OF ADOPTION	STATUS
Code of Conduct	2010	Currently being implemented
HIV/AIDS Policy	2010	In process for compilation
HIV/AIDS Strategy	2007	Currently being implemented
Sexual Harassment Policy	2010	Currently being implemented
Smoking Policy	2010	Currently being implemented
Recruitment Policy	2009	Currently being implemented
Subsistence and Travelling Allowance Policy	2014	New Policy Adopted on Feb 2014
Overtime Policy	2010	Currently being implemented
Skills Development Policy	2010	Currently being implemented
Mayoral Vehicle Policy	2010	Currently being implemented
Supply Chain Management Policy	2011	Currently being implemented
Employment Equity Policy	2007	Currently being implemented
Property Rates Policy	2009/2010	Currently being implemented
Indigent Policy	2011	Currently being implemented



3.6.11 Municipal Transformation & Organisational Development: SWOT ANALYSIS

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

Table 47: SWOT ANALYSIS – MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> ➤ Council support in all areas of operation; ➤ Sound labour relations ➤ Sound management and administrative practices; ➤ All Section 56 / 54 positions filled; ➤ Human Resources policies in place; and ➤ Employment Equity practices in place 	<ul style="list-style-type: none"> ➤ Implementation of policies timeously; ➤ Filling in vacant positions; ➤ Extended the working space environment; and ➤ Training staff members regularly ➤ Development of a 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.

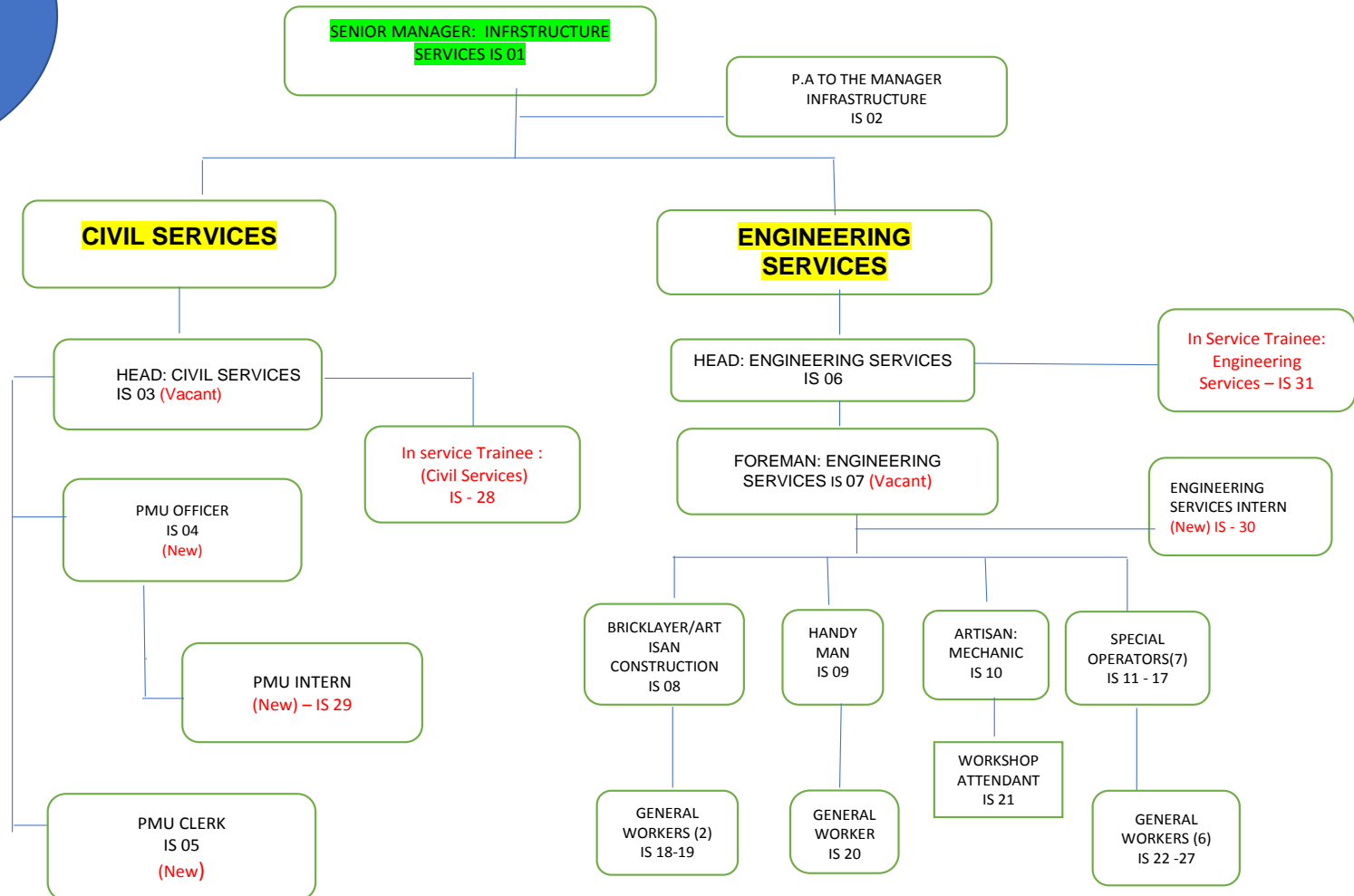
3.7 (KPA.2) - BASIC SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

The municipality's Technical & Engineering Services Unit is the one which is responsible for 90 % of the Basic Service Delivery & Infrastructure Development and Maintenance.

Technical Services Unit - Organogram


DEPARTMENT: INFRASTRUCTURE SERVICES
DEPARTMENT: INFRASTRUCTURE SERVICES

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





3.7.1 Operational Duties of Technical & Engineering Services Unit

- (a) Water Service Authority
 - ✓ Governance, Planning & Regulation
 - ✓ Storm Water Management
- (b) Building Regulations
- (c) Electricity Maintenance (outsourced)
- (d) Integrated Waste Management
- (e) Municipal Roads
- (f) Public Works and Asset Maintenance; Land Reform; and Infrastructure Development
 - ✓ Municipal Infrastructure Grant Programme (MIG) and other allocations
- (g) Basic residential infrastructure; Public municipal services infrastructure; and social institutions infrastructure.
 - ✓ Fleet and Engineering Maintenance
 - ✓ Engineering Health and Safety
 - ✓ Development Planning
- (h) Spatial Development Frameworks (SDF); Land Use Management Systems (LUMS); Geographic Information Systems (GIS); Relevant IDP Sector Plans; and Housing and Land Reform Coordination
 - ✓ PMU Unit
- (i) Departmental Policy Development

3.7.2 Current Status of Dannhauser BSD & Infrastructure

The Constitution, 1996 (Chapter 10)

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic and effective use of resources must be promoted.
- Services must be provided impartially, fairly, equitably and without bias.
- People's needs must be responded to, and the public must be encouraged to participate in policy-making.
- Public administration must be accountable.
- Transparency must be fostered by providing the public with timely, accessible and accurate information

The White Paper on the Transformation of the Public Service (WPTPS), 1995

To establish a policy framework to guide the introduction and implementation of new policies aimed at transforming the SA Public Service This policy sets out 8 transformation priorities, amongst which Transforming Service Delivery is regarded as key. This policy also declares that the Public Service should be...

- People-centric
- People MUST come first
- Batho Pele "A better life for all"



White Paper on Transforming Public Service Delivery (Batho Pele, 1997)

To provide a policy framework and practical implementation strategy for the improvement of service delivery - applicable to all employees of the public sector (par. 2)

The Batho Pele White Paper set out 8 principles that must be adhered to for the transformation of Public Service delivery

Batho Pele PRINCIPLES

• A Commitment to service excellence in HOW we deliver services in our day-to-operations to citizens. • It is not any additional task to our daily tasks, but the manner in HOW we approach delivering our tasks in a professional, efficient and organised manner which ensures predictable services to ALL citizens ALL the time. • Batho Pele is about REAL professionals doing REAL jobs, addressing REAL issues, which affect REAL people, the citizen

1. Consultation
2. Service Standards
3. Access
4. Courtesy
5. Information
6. Openness and transparency
7. Redress
8. Value for Money

Conceptual Framework – Rational

- Reduce Service Delivery blockages
- Provide cogent Service Standards framework
- Ensure that Process Mapping and Quality Management is institutionalized to inform value time for citizens
- Provide a Complaints Management Strategy
- Ensure consistent levels of compliance with Service Delivery Improvement Plans
- Entrench the role of Community Development and Participation
- Develop an Access Strategy that must be informed by citizen segmentation
- Change Management programmes must be imbedded in the organizational culture;
- Organisation Development must ensure that the Design process supports the Organisational Behaviour

Pillars Service Delivery and Organisational Transformation Delivery Value Chain for the Public Service

Pillar 1

Service Delivery Planning and implementation

- Service Delivery Improvement Plans
- Service Delivery Improvement Forums
- Knowledge & Information Management Strategy
- Service Delivery Awards
- Service Delivery Impact Assessment



- Capacity Assessment and Diagnostic tools
- Business Process Quality Management and Optimisation
- Setting Service Standards
- Standard Operating Procedures
- Service Charters
- Service Delivery Model

Pillar 2

Organisation Development and Access

- Access Strategy and Citizen Segmentation
- Spatial Planning and Geographic Information System (GIS) for Service Delivery Points
- Macro Organisation of the State
- Modernisation of the State 2025
- Queue Management Systems
- Workflow Planning and Ergonomics
- Joined-up Service Delivery Strategy
- Organizational Restructuring and Design Tools
- Branding and Signage of Services
- Job Evaluation, Grading and Post Provisioning System

Pillar 3

Change Management and Batho Pele

- Batho Pele Principles
- Orientation Programmes for Service Delivery best practice Khaedu
- Change Management Strategy: People, Systems and Processes
- Productivity and Efficiency Management
- Workspace Layout
- Culture and Organisational Behaviour Change Management
- Systems and Processes Readiness Assessment for Change
- BP Impact Assessments and Learning Networks
- Complaints Management and Call Centre Strategy

Pillar 4

Community Development and Participation

- Citizen Participation Strategy
- Citizen Care and Link-up to Access Service Delivery Points
- Strategy for Integrated & Inter-sectoral structures for Participation
- Capacity Development of Citizens for Service Delivery Improvement
- Service Delivery Environment Management Strategy
- Know Your Service Rights and Responsibility Strategy
- Promotion of Volunteerism to Enhance Service Delivery
- Volunteerism



Basic Principles and Approaches on Service Delivery

In order to achieve optimal service delivery, each municipal government should choose a delivery system that is best suited to the type of municipality concerned and after taking into account all the special needs of the local communities. When municipalities are deciding on the particular delivery options for their areas, they should be guided by certain basic principles.⁶ The principles can be summarised as follows:

- **Accessibility** All communities should have access to at least a minimum level of services. This is not a goal, but a constitutional obligation. The many imbalances that still exist regarding equal access to services should be addressed through the development of new infrastructure and the rehabilitation and upgrading of existing infrastructure.
- **Simplicity** Municipal services should not only be accessible; they should also be easy and convenient to use. In this regard it is of special importance that municipalities should aim to ensure that people with disabilities or that are illiterate should be able to access and use municipal services with ease.
- **Affordability** - It is a given that many services remain unaffordable for many South African residents. In order to enhance quality of life, municipalities should strive to make services as affordable as possible. This is not an easy task, as many factors have an impact on the pricing of services.
- **Quality Services should not be rendered below a certain determined quality.** In this regard, services should be suitable for their purpose, should be timeously provided, should be safe and should be accessible on a continuous basis. Service users will not pay and support their municipal service providers promptly if services are sub-standard and of a poor quality. Not only the services themselves but also back up maintenance and support should comply with the minimum quality standard.
- **Accountability** - The new South African state, which includes local governments, is founded on, inter alia, the values of a democratic government, which includes principles of accountability and responsiveness. Whenever a delivery system is adopted by a particular municipal government, therefore, it remains the responsibility of that municipality to be accountable for all its activities, which includes the assurance of service provision of an acceptable quality.
- **Integration** - All municipalities should adopt an integrated approach to planning and ensuring municipal service provision. The integration of municipal services requires specifically that each municipality take into account the economic and social impact of service provision in relation to overall municipal policy objectives such as poverty eradication and job creation.
- **Sustainability** - The provision of services to local communities in a sustainable manner is also a constitutional imperative for all municipal governments. In light of this constitutional requirement, service provision is an ongoing process. However, ongoing service provision depends on municipal institutions that are properly managed both financially and administratively.
- **Value for money** - Municipal services should account for value for money. Municipalities should strive to provide not only sustainable services but services that provide value for money for all services users. In this respect, value for money and affordability goes hand in hand.



- **Promotion of competitiveness** - All municipalities should take cognisance of the fact that job generation and the competitive nature of local commerce and industry could be adversely affected by imposing higher rates and service charges on such industries in order to subsidise domestic users. Such practices could have a negative impact on local economic development, as many potential investors or businesses could be scared or lured away to other jurisdictions. In this regard, sufficient transparency is needed to ensure that all investors are aware of the costs of doing business in a particular local area.
- **Promotion of the new constitutional values** - Lastly, it is not only a legal prerequisite for all municipalities to comply and adhere to the new constitutional values and requirements, it is also an essential recipe for all local governments to achieve optimal sufficiency and support. Municipal administrations must therefore fulfil and promote the democratic and other administrative values and principles that are enshrined in the Constitution. After the abovementioned criteria have been taken into account, a municipality should be in a good position to determine which service delivery options would be best for its particular area of jurisdiction. In appropriate circumstances, a special mixture of different delivery options can be implemented. Apart from the delivery option or options, most municipalities can further enhance service delivery through the implementation of specific delivery mechanisms. Such mechanisms include the following;
- **Building on existing capacity** - It is a known fact that municipal governments throughout South Africa have different levels of administrative capacity. Many municipalities have however a sound existing infrastructure and established municipal capacity. Without ignoring new initiatives, it is very important for all municipal governments to build on their already existing capacity and potential. Reinvention of the wheel so to speak will only result in poor service delivery and unnecessary expenditure. Not all existing capacities are however suitable for expansion. In many instances drastic reform measures should be introduced as a matter of urgency. Such measures could include the introduction of performance-based contracts for senior staff members, the development of new codes of conduct, the implementation of reform policies such as affirmative action programmes, training and empowering the skills of frontline workers to interact with the communities, the decentralisation of operational management responsibilities and, lastly, the development of new strategies through consultation and communication.
- **Corporatisation** In essence the term corporatisation refers to the separation of service delivery units from the specific municipal council. This in turn should enable a council to determine specific policy goals and to set service standards to which corporate units can be held responsible. Corporatisation also offers greater autonomy and flexibility to the management of the different service units which could allow for commercial management practices to be introduced.
- **Establishment of public-public partnerships.** The establishment of public-public partnerships or so-called public joint ventures can allow for horizontal co-operation between municipalities. Such partnerships are often common in other countries especially in areas such as joint purchasing, training initiatives and technical support. Within the new local government scheme of South Africa, municipalities should begin to explore these innovative partnership agreements with other state institutions or parastatals such as the Post Office for the collection of municipal revenue. Obvious benefits can be derived from such partnerships, not only for the municipalities concerned, but also for the benefit of local residents.



- **Establishment of partnerships with community-based organisations and non-governmental organisations** - Partnerships with community-based organisations (CBOs) and non-governmental organisations (NGOs) can be very effective in involving local communities and also to stimulate local economic development. Often such organisations have particular skills that could enhance and facilitate new development initiatives and serve as an effective intermediary in local initiatives. In the new area of local government development, municipalities should consider involving CBOs and NGOs in partnerships with other public or private institutions. Even so-called three-way-partnerships between a public, a private and a CBO/NGO can be very effective.
- **Public-private partnerships** - Municipalities should also explore the possibilities of entering into partnerships with local businesses. Apart from stimulating the local economy, such partnerships should also ensure effective services and less financial expenditure for the local authority.
- **Out sourcing/out contracting.** For many years already, many municipalities have benefited from the practice to contract certain services out to specialist private companies. Such specialist companies can often provide such services more effectively than in-house municipal departments can. It is however import for municipalities that when services are contracted out the municipality should protect and ensure minimum standards, contract specifications and an overall control and monitoring capacity. The modern trend in local government seems to be that services are outsourced by way of tender procedures and not by subjective unilateral decision making, or even auction procedures. During a tender process, the lowest bidder is not always the best contractor. Various factors such as the financial standing of the contractor, the inclusion of local labour and technical capacity and quality control should be taken into account. Municipalities must ensure that all legal requirements are adhered to in this regard. Contracting out should be most effective when municipalities are clear about the services they are seeking from a private contractor, and when they have the capacity to manage the tender process and monitor the rendering of the services to ensure that municipal objectives are met.
- **Leases and concessions** A further approach to service delivery is the conclusion of either lease or concession agreements. Such agreements are forms of public-private partnerships that are most common for services where large-scale capital investment is required. The agreements are characterised by an often long contractual period extending over many years, a contractor that is required to take charge of the assets and infrastructure associated with the service for the duration of the contract, which requires substantial investment from the contractor's side. Because the contractor is taking on more risk, it normally demands the transfer of the responsibility for revenue collection in order to minimise financial losses. The long contract period is usually long enough to allow the contractor to recover its initial investment through the revenue that is generated from the provision of the services. In almost all instances the contractor will require ownership of the assets for the duration of the contract period. When the contract lapses, ownership and infrastructure is then transferred to the municipality.

Lease and concession agreements can be concluded in various formats. There are so-called build-operate-transfer (BOT) agreements, where a contractor builds an asset, operates it for a period of time and then transfers it to a municipality. Then there is the build-own-operate-transfer (BOOT) agreement, which further gives ownership of the assets or infrastructure to the contractor for the length of the contract period. Lastly, there is also a build-operate-train-transfer (BOTT) variation which specifically provides for training for municipal employees during the contract period, which will then



operate and manage the facilities and services, after the contract period has come to an end. Apart from the obvious benefits of such partnerships, there are high financial risks if such partnerships are managed or structured poorly. To avoid such negative possibilities, national government has put forward certain regulatory requirements to ensure public accountability and consumer protection.

▪ **Privatisation/transfer of ownership**

The last procedure to enhance service delivery refers to the transfer of ownership from municipalities to private or community-based entities. The transfer of ownership in this respect particularly refers to the sale of municipal assets, together with the transfer of responsibilities for the management of such services. Such a process is more generally referred to as privatisation. Although privatisation should not easily be considered with reference to primary/core municipal services such as water, electricity and solid waste disposal, it certainly could have positive outcomes in respect of secondary services such as municipal maintenance, parks and recreation and even refuse removal services.

All in all, the privatisation of non-core assets can boost municipal capacity and revenue in order for municipalities to focus on the delivery of strategic and core municipal services. Although there seems to be no clear consensus on which municipal services should be regarded as core or non-core services, national guidelines provide more clarity in this respect. It is, however, the final responsibility of each municipal council to make its own assessments in relation to what services are core services and what are not. In this regard, municipalities should be guided by the strategic policies put forward in each municipally integrated development plan.

Municipal operational services

- **Air pollution** - Municipalities similar to the two higher spheres of government are also responsible for environmental protection. Air pollution from car exhaust fumes or industrial smoke is an important environmental concern and should be addressed and controlled on a local level.
- **Building regulations** - The control and oversight of building activities is generally regarded as one of the so-called “inspection services”. All municipalities should control and inspect compliance to building regulations and standards. This is a very important service to the public in general, as substandard building or dwellings can have life-threatening consequences. Although building regulations and standards are set nationally, it is their enforcement and control on a municipal level that ensures a safe and acceptable system.
- **Childcare facilities** - The provision and control of childcare facilities is also a municipal matter. Neither national government nor the provincial governments are in an ideal position to address and control such a functional area. It is for municipalities themselves to determine local needs and expectations and to provide for them as may be required. Although childcare facilities and services have also been allocated to local governments, the specific role of such governments is not clearly explained. Some commentators have already suggested that new legislative guidance is needed to rectify such a position.
- **Electricity and gas reticulation** - Arguably one of the most common and important services that are provided for by municipalities is electricity and/or gas reticulation. This is an example of a traditional service that has become indispensable within a modern society. The service does not necessarily relate to the generation of electricity or exploitation of gas, but rather to providing such commodities



to local premises for utilisation. In a similar way to water provision, electricity is normally rendered to local residents after such residents have concluded a service-provision agreement with their local municipality. When such services are received, residents are normally responsible for paying for such services. Most municipalities are mere suppliers of electricity to local residents. In order to become a supplier, a municipality must become a licensee, as is intended in national legislation. Once a municipality has started to supply electricity to consumers, it is prohibited from disconnecting such supply if such a consumer has paid the full amount due in respect of the supply of electricity. This is the position regardless of whether the consumer owes any other amount to the municipality for other services or other causes of action.

Generally, a municipality is required to supply electricity to consumers. To supply means to make available rather than to actually deliver. Electricity is normally also supplied to consumers and not a property. There can thus be more than one consumer on a particular erf. Generation or exploitation is normally done nationally, although it is not entirely uncommon for certain municipalities to generate electricity for themselves.

- **Fire fighting services** - The provision of fire fighting services is the first service that is specifically referred to in Part B of Schedule 4 of the Constitution. It is self-explanatory that this service is of cardinal importance to all residents of municipal areas. Every day local residents are at risk in respect of fires. In this respect, such services are often lifesaving. Municipalities should ensure that fire stations are ideally located within each particular municipal jurisdiction, in order to provide a rapid and effective service. The nature of the service at hand requires the quickest response possible. The personnel that provide the service must be properly trained and should be effectively equipped to handle any foreseeable situation. Emphasis should be placed not only on corrective fire-fighting services, but also on preventative initiatives. Such initiatives and responsibilities are especially important in high-risk areas such as informal settlements. Fire-fighting services are controlled mainly through national legislation.
- **Municipal planning** - It has been stated several times in this work that all municipalities are obligated to provide and ensure proper municipal planning services. Such services refer mainly to various aspects of the management and control of land use or land use rights. There are many laws applicable in relation to municipal planning services, ranging from national laws such as the Physical Planning Act and the Development Facilitation Act, provincial laws and ordinances and also relevant local by-laws and town planning schemes.
- **Municipal health services** - All municipalities are involved in ensuring and providing certain minimum health services to their local communities. Such service provision is essential to everyday life, and municipalities are best suited to provide and ensure such services. Again, one should remember that such services interact with national and provincial programmes on health services. • **Municipal public transport.** Public transport is an indispensable service to the public at large. Depending on the size and density of a local area, municipalities should plan and make provision for public transport facilities. These services are very expensive and need to be justified according to local needs.
- **Municipal public works** - Municipalities should also provide for certain municipal public works. Such works refer only to facilities or services that are required in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under the



Constitution or any other law. Most other public works services are to be provided by the higher spheres of government.

- **Storm water management systems in built-up areas** - As municipal jurisdictions are becoming more and more developed, the management, provision and maintenance of storm-water systems are becoming ever so troublesome. Urbanisation with complaisant modern infra-structure such as tarred roads and roofed buildings increasingly causes severe flooding in residential areas. Municipalities therefore need to plan and provide for sufficient infrastructure to handle and control such higher volumes of storm water.
- **Trading regulations** - The modern 21st century city has undergone significant changes from its humble beginnings a few hundred years ago. Many changes in society, especially in some third world countries and economies, have led to new approaches regarding trading patterns in especially highly populated areas. In many towns and cities, residents have become accustomed to informal trading practices that are permitted throughout the municipal area. However, such trading habits can sometimes have a negative impact on long-established and more traditional business establishments, which in turn could negatively affect new job creation and sustainable enterprises
- **Water and sanitation services** - The provision of water, and more specifically drinking water, to local residents is generally accepted as one of the most basic of services that municipalities must render. Without water and basic sanitation infrastructure and services, it is difficult to imagine how such settlements can sustain and survive. Accordingly, water and sanitation services are seen to tie in strongly with the developmental duties and objectives of municipalities that have been entrenched in the Constitution.
- **Billboards and the display of advertisements in public places** - The advertising industry has become a very competitive and fast-growing business. Every municipal administration is therefore regularly confronted with new developments regarding advertisement initiatives. Because of factors such as traffic safety, environmental considerations and an overall aesthetic presentation of a particular area, proper management and control over billboards and the display of advertisements in public is necessary. Under the Constitution, special attention should be given to the regulation of billboards and the display of advertisements in public places. In light of the fact that the Bill of Rights protects the right to freedom of expression, which right also includes commercial free speech, municipalities must ensure that their policies and by-laws do not limit such a right unreasonable.
- **Cemeteries, funeral parlours and crematoria** - Providing for cemeteries, crematoria and funeral parlours has always been a function of local governments. Such services are important in the day-to-day living experiences of all communities and should thus be provided on a continuous basis.
- **Control of public nuisances** - Municipalities are also responsible for controlling public places within their relevant municipal jurisdiction, and they must therefore also provide for control measures to ensure that public nuisances are addressed. Typical examples of public nuisances that should be controlled are matters that relate to noise control, zoning-scheme contraventions and aspects that have their origin in bad neighbour relations. Municipalities should ensure that community members live as far as possible in harmony with one another and that clear and effective mechanisms exist in order to address any negative or nuisance-like actions or activities that do arise.



- **Control of undertakings that sell liquor to the public** - The selling of liquor to the public has always been a contentious and often difficult issue, as there are many negative consequences attached to such activities. Because of the enormous extent of the liquor industry and liquor consumption in our country, control over the liquor trade is something that must be exercised in all three spheres of government. Various national and provincial laws are directed at the liquor trade, and municipalities must also do their bit in order to complete and enhance the overall regulatory framework.
- **Facilities for the accommodation, care and burial of animals** - The keeping of animals for farming or as pets is part of human life all over the world. To accommodate aspects relating to animals, especially within modern urbanized areas, certain services should be provided to address issues such as the accommodation, care and disposal of animals. Often the neglect of such services could lead to health risks or could even cause the outbreak of infectious diseases, which in turn could have enormous consequences, not only within a particular municipal area but even for the country as a whole.
- **Fencing and fences** - Depending on local circumstances, issues relating to fencing and fences within a municipal area could also have important implications. Not only are fences and issues relating to fencing important for private and public safety reasons, they often also assist in preventing damage to property or even disputes relating to ownership of goods or animals. The control and services relating to fences are therefore often more important in rural or farming communities than in some urban developments.
- **Licensing of dogs** - Mention was made of the fact that many people keep so-called “domestic animals” as pets on their properties. The control over such animals is much less of a problem in rural communities, as they are within modernised towns or cities. Arguably the most common domesticated pet and security measure is a dog. In light of the nature of such animals, certain minimum controls should be exercised, and thus municipalities are empowered to insist that dogs within their areas of jurisdiction be licensed.
- **Licensing and control of undertakings that sell food to the public** - In an effort to ensure and enhance public health standards, municipalities should provide for measures that regulate the licensing and the control over undertakings that sell food to the public. There are various standards and requirements that must be enforced to ensure and promote a safe and healthy environment. Municipalities are often best suited to ensuring and enforcing such standards and requirements.
- **Local amenities** - Municipalities should make a determination with regard to local needs in respect of possible amenities and should then provide, manage and control such amenities. The availability of resources and budget priorities would impact considerably on the variety and extent of local amenities provided. General amenities are municipal pools, picnic areas, caravan parks and even resorts.
- **Local sport facilities** - South Africa is generally recognised as a sporting nation. Our climate and weather patterns allow for favourable outdoor sporting activities. Sport forms an important part of many people’s private lives and social interactions. Most people do not have the financial capacity to build and maintain their own private sporting facilities. Local governments are therefore tasked and best suited to provide, manage and maintain such facilities.



- **Markets** - In large metropolitan areas, some municipalities also provide and manage market facilities. A market is a place where people trade in various items, but mostly in foodstuff. The existence of fresh produce markets or wholesale flower markets is well known in this respect.
- **Municipal abattoirs** - In some instances, and depending on local circumstances, some municipalities are also required to provide and control municipal abattoirs. An abattoir is a place where animals are slaughtered and meat is prepared for public consumption. Strict hygiene and health requirements must be adhered to at all times.
- **Municipal parks and recreation** - All municipalities should provide so-called “open spaces” or municipal parks where members of local communities can relax and where children can meet and play. In modern urbanised areas, many residents in high-rise compartment blocks do not have gardens or play areas of their own. It is thus a responsibility of municipal governments to create and maintain such public recreational areas.
- **Municipal roads** - Municipal infrastructure plays an important role in achieving social and economic development and ensuring that other essential services can also be rendered. In this regard, the proper control and maintenance of municipal roads are of paramount importance. The control and maintenance of municipal roads cannot be done on an isolated basis and must interact with national and provincial initiatives and schemes. Maintenance of municipal roads also includes the provision and maintenance of storm-water systems citywide.
- **Noise pollution** - Within the new constitutional scheme, environmental issues are the responsibility of all three spheres of government. Various national and provincial laws are applicable in order to enhance the protection of environmental demands and requirements. Noise pollution, especially in urban areas, is an aspect that ties in with other environmental interests, and municipalities are best suited within their local jurisdictions to address and control such a matter.
- **Pounds** - It is advisable for municipalities to provide for so-called “municipal pounds” where stray animals, illegally parked vehicles or other unauthorised goods can be stored and secured. Pounds vary accordingly to what is to be secured. Proper measures should be introduced to ensure that municipal councils do not incur civil liability for goods or property that have been impounded.
- **Public places** - The provision and maintenance of public places is also an important local service that should be provided to local communities. The availability of finances will determine to what extent such places can be afforded.
- **Refuse removal, refuse dumps and solid waste disposal** - It is an essential service for municipalities to provide for both domestic and industrial refuse or solid waste removal and dumping facilities. Such services are needed in every community and must be rendered and controlled effectively in order to prevent possible health risks. Because of environmental importance, services relevant to refuse removal, dumps and solid waste disposal mechanisms must comply with legislative requirements from the higher spheres of government.
- **Street trading** - Many municipal functions and services are interrelated with other services. The control and management of street trading is a good example. Street trading also ties in with general



trading regulations and is directed at controlling and managing trading activities that are conducted next to municipal streets. Other functions such as traffic, parking and municipal roads are also relevant to trading services.

- **Street lighting** - Apart from addressing the services relating to municipal roads and public transport, municipalities should also provide street lighting in certain areas. The provision of street lighting is particularly important for road safety and personal security. Not all municipal roads can be provided with lighting facilities, and municipalities should conduct investigations to determine which streets require lighting.
- **Traffic and parking** - Traffic control and parking facilities are among the most common municipal services that have been rendered over the years. Such services must interrelate with other similar services such as municipal transport and municipal roads. Various national and provincial laws also exist regarding such matters and must be complied with in the fulfilment or rendering of such services. Traffic control is regarded as an area-bound service and should be managed through strict command and control procedures.
- **Housing** - All spheres of government are involved in providing housing services in South Africa. Therefore, housing is one of the most needed commodities in our new state. Many people are living in extreme poverty and with no roof over their heads. Because of the special need of new houses, the national government has introduced various housing schemes. Broadly speaking, the provision of housing services includes aspects such as low-cost housing, modern township developments, retirement homes and facilities, as well as rental properties. Municipalities must interact with the programs of the two higher spheres of government and must also assess and evaluate local housing needs. It is submitted that without the provision of proper housing services there can be no real social and economic development. Housing is thus a high priority service in the new governmental systems in South Africa.
- **Licensing services** - In many instances municipalities are tasked with certain licensing services that are to be performed within their areas of jurisdiction. Such services are often required by either national and provincial laws, which in turn mandate local authorities to act as a so-called “controlling” or “inspection” authorities. Examples of these services include business- and vehicle-licensing services, inspection of the premises of liquor-selling businesses and also building regulation fulfilments.
- **Civic centers, city halls and public libraries** - Over the years, it has been customary for local authorities to provide and maintain civic centers and city halls. Such centers play an important role in building a local symbolic identity. City halls or civic centers provide a place for public gatherings, official and ceremonial functions and also cultural activities. It is obvious that such centers fulfil an important role in local community activities. Such services are very expensive, however, and careful prioritization should be done locally. Building town halls or city halls is very costly, but most towns or cities in South Africa already possess one, and these should be maintained and controlled. Providing a library service is not a specific function of municipalities, but many municipalities often provided such a service. A library service is directed at serving the local population through the provision of educational and recreational information. In light of modern electronic development, such centers should also provide internet and even e-mail facilities.



- **Law enforcement and municipal police services** It was explained above that municipalities have various law-enforcement obligations and services that must be rendered. Such services differ from building inspections, town planning scheme control, various health and safety measures and also road traffic law enforcement. Apart from providing such services, municipalities are also permitted to establish and maintain a municipal police service. It should be pointed out that local governments do not have an automatic right to establish a municipal police service. Specific requirements must be met before permission can be granted for the establishment of a municipal police service.

The abovementioned areas of municipal service provision have been entrenched within the new constitutional dispensation of South Africa and cannot be taken away unless the Constitution so permits.

3.7.3 Water & Liquid 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).

3.7.4 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.

3.7.4.1 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

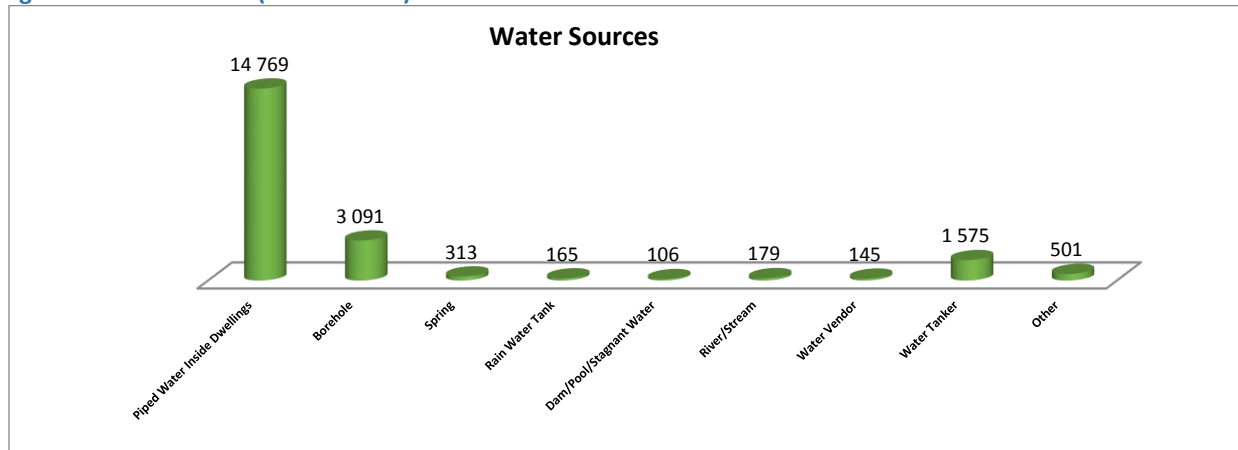


of the population still does not have access to piped water and relies on other sources. This means that people use other sources of water such as communal stands and rivers, boreholes, spring, etc. These types of water sources are vulnerable to contamination that could lead to outbreak of waterborne diseases and thus still remains a considerable challenge.

3.7.4.2 Sources of Water

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

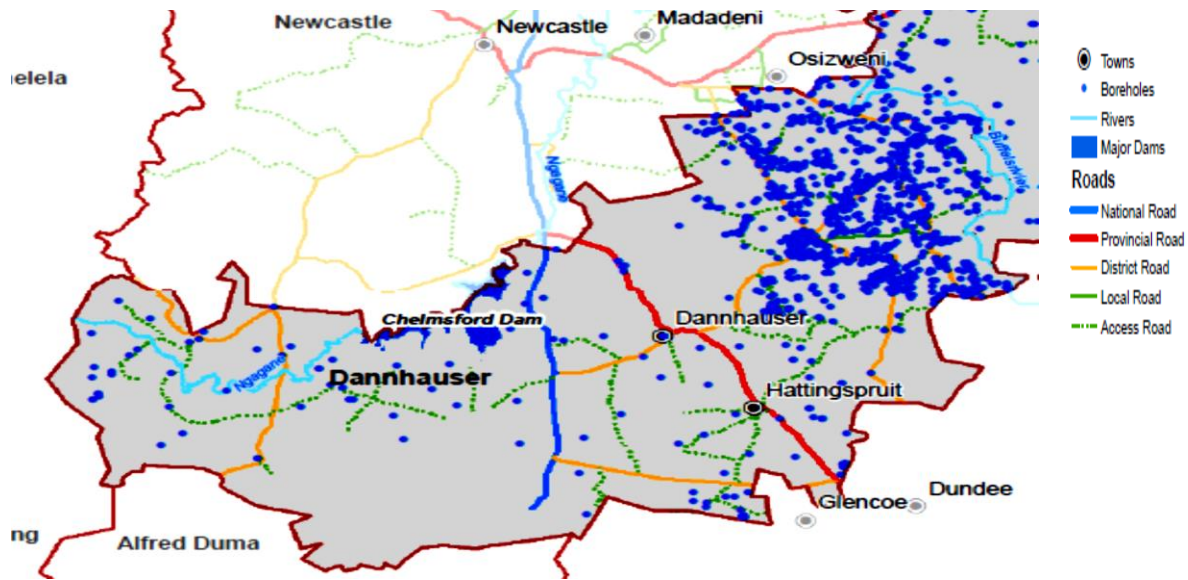
Figure 9: Water Access (Census 2017)



Over the past 10 years, the municipality has thrived to deliver water to its communities, as evident based on census 2017, 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.

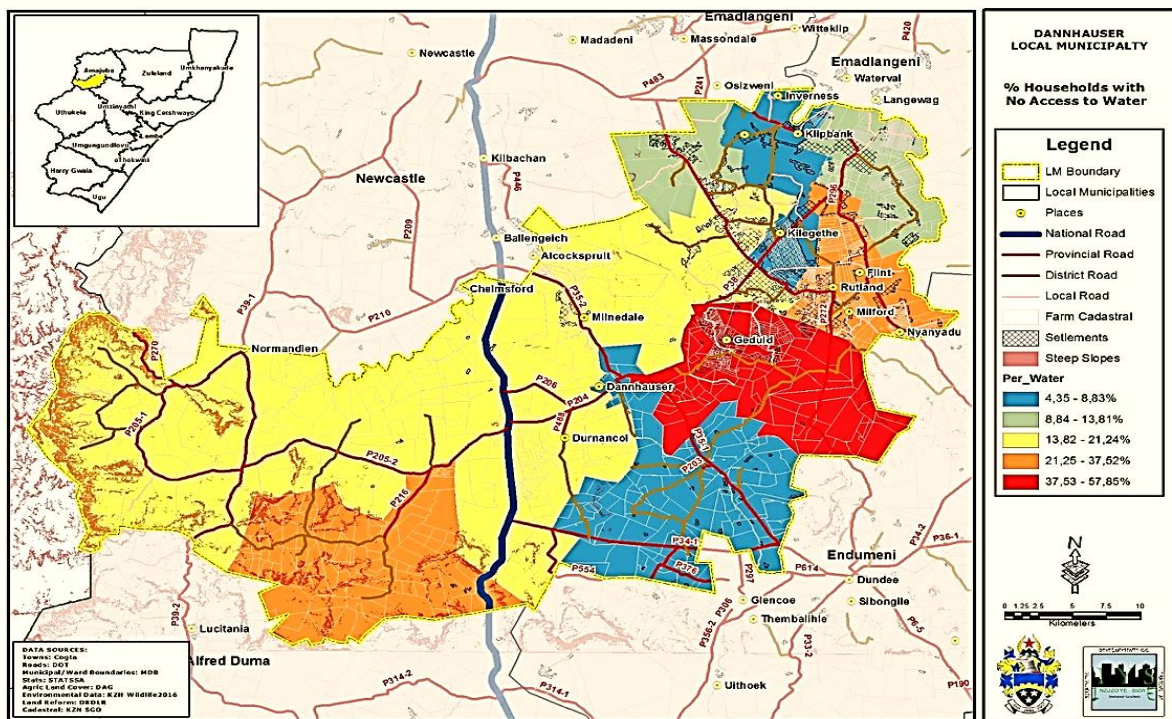


Map 29: Boreholes Census 2017



As indicated in map.25 above, and 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 30: Water Backlogs Census 2017





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 48: Stats SA: Census 2017 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

3.7.4.3 Sanitation Infrastructure

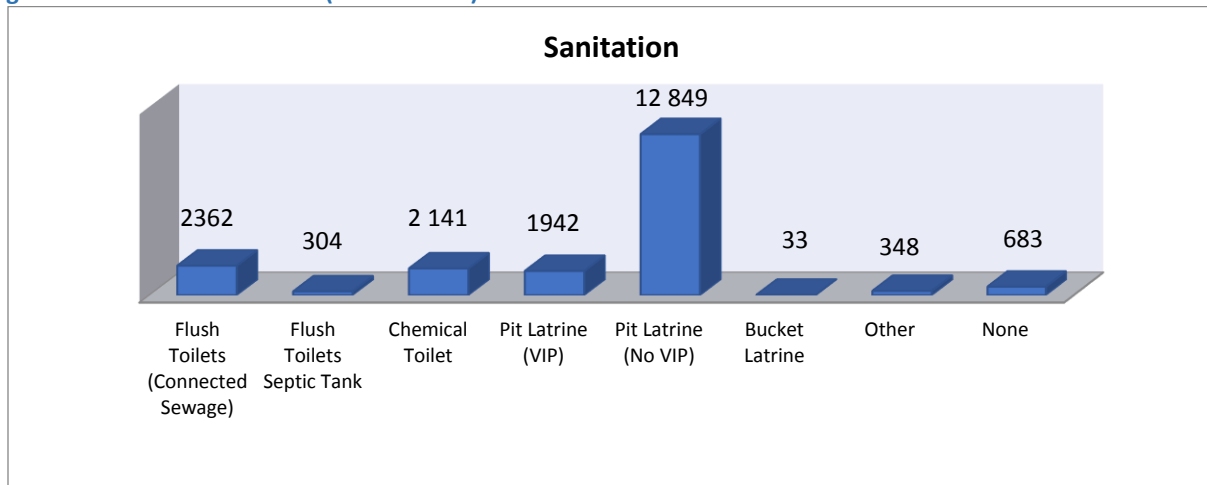
Dannhauser Municipality is generally poorly provided with sanitation facilities. Approximately 6.6% of households within the municipality do not have access to sanitation facilities. Rural settlements (66% of households) use pit latrines for sanitation purposes while most commercial farms have on-site 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 toilets.



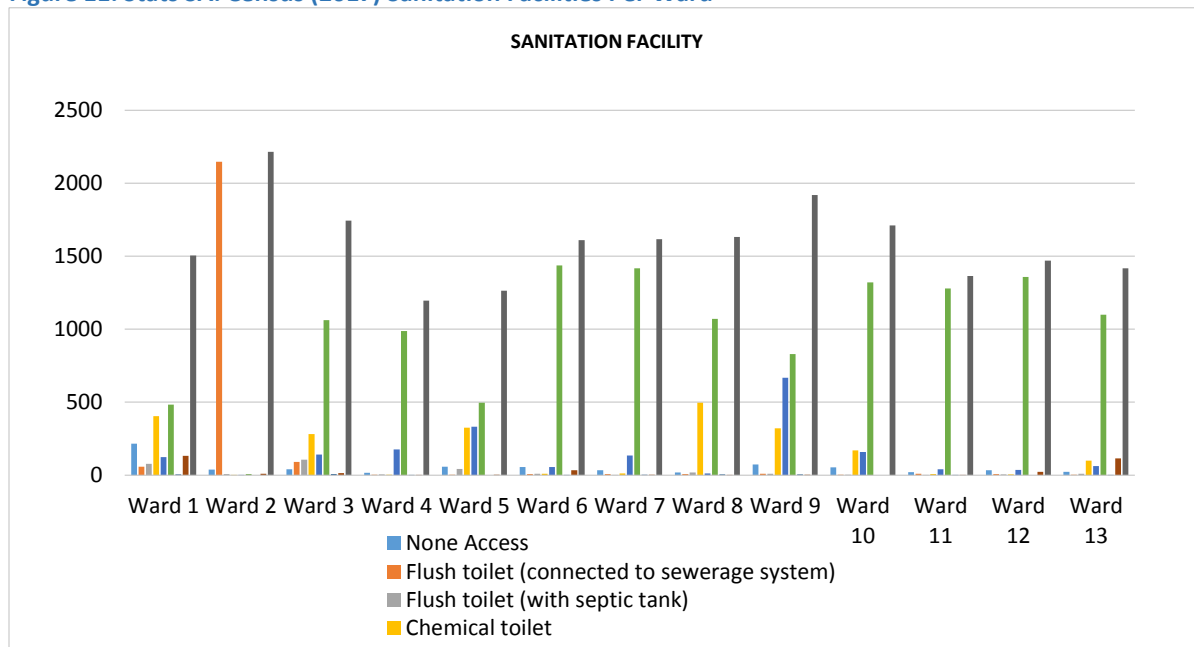
3.7.4.4 Flushing Toilets Connected to Sewerage

Figure 10: Sanitation Facilities (Census 2017)



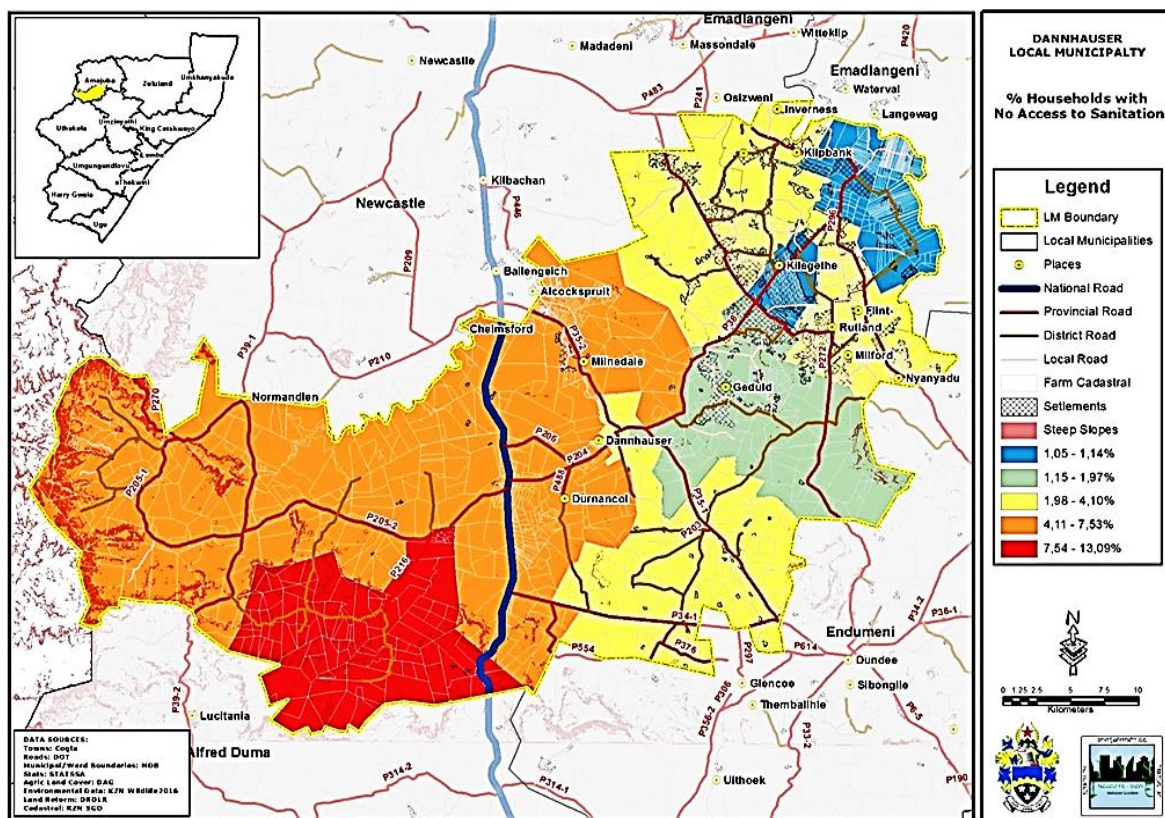
Per Census 2017 data, about 2 666 flush toilets are connected to a sewerage system and septic tank. This is negligible adjustment upwards from 2 341 in 2011. The greater population utilizes Pit Latrine toilets without ventilation (12 849) households, this is highly evident in the rural cluster settlements, 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 11: Stats SA: Census (2017) Sanitation Facilities Per Ward





Map 31: Household Sanitation Backlogs (Census 2017)



3.7.5 Proposed Water & Sanitation Projects – Dannhauser LM (Amajuba Water Services Plan)

3.7.5.1 Amajuba District Municipality – Water & Sanitation Analysis 2021/2022 IDP

According to Amajuba District 2020/2021 IDP; the following was noted; Access to water is one of the key challenges facing Dannhauser Municipality as a substantial amount of people do not have access to decent water in accordance with the standards as set by the Department of Water Affairs. This is confirmed by the outcome of Census 2011 that indicated that only 19.5% of the population in the municipal area have piped water inside dwelling. Nonetheless, the Amajuba Water Services Development Plan (WSDP) 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 as some of the boreholes were dry due to drought. These areas are still to be covered for the long-term supply. There are also several boreholes situated in the eastern part of the municipal area. The spread of these boreholes in the Dannhauser Municipality is encouraged by the lack of bulk water supply in that part of the municipality. The capacity of the available bulk water infrastructure has not yet been established or the number of water licenses obtained for the extraction of water from the existing boreholes. There are several boreholes situated in the eastern part of Dannhauser Municipality some of these are used by the population in Emadlangeni Municipality. The spread of these boreholes in the



Dannhauser Municipality is encouraged by the lack of bulk water supply in that part of the municipality. The capacity of the available bulk water infrastructure has not yet been established or the number of water licenses obtained for the extraction of water from the existing boreholes or the dams.

3.7.5.2 Water Compliance & Blue Drop Certification – DWA: 2016

The excellent provision of water services in the KZN Provincial as reflected in the Blue Water Services Audits in 2012 deteriorated significantly with the Provincial Blue Drop Score decreasing from the 2012 value of 92.1% to 86.1% in 2014 – a decrease of 6%. The Blue Drop Certified systems halved from 16 to 8. A decline in Blue Drop performance was reported in 12 of the 14 WSAs with the decrease varying between 2% in the eThekweni Metropolitan Municipal to the huge value of 32% in the Zululand District Municipality. According to the “Blue Drop Certification Level”, Amajuba District was ranked 10th out of 14 Water Services Authorities in the province in 2015.

The Blue Drop comparative analysis below shows that compared to 2012, 18 more supply systems were assessed in 2014 bringing the total to 209 systems for the province. Overall, the situation has deteriorated with the KZN Provincial Blue Drop score dropping from 92.1% to 86.1%. This is of serious concern to the DWS, particularly as only 2 of the 14 municipalities have improved on the previous assessment. The other 12 municipalities have deteriorated. Of particular concern is the decrease in the number of systems that achieved Blue Drop status (down to 8 from the 16 accomplished in 2012). Blue Drop status was lost in 2014 for the following systems: Alcockspruit and Hattingspruit (Amajuba DM), Ixopo (Harry Gwala DM), Newcastle (Newcastle LM), Umtamvuna, Umtwalume and Umzinto (Ugu DM) and Biggarsberg (uMzinyathi DM).

3.7.5.3 Regulatory Impression – Dannhauser / Amajuba DWA:2016

It is of concern that a significant decrease in the Blue Drop score has been observed for all systems when compared to the results for the 2012 assessment, including the previous Blue Drop status for the Alcockspruit and Hattingspruit systems. One contributing factor to the poorer performance of the Amajuba District Municipality may be the change in the institutional arrangements from July 2013 when the contract was cancelled with uThukela Water, who was responsible for both the bulk water supply for all systems up to June 2013, as well as having responsibility for distribution for three of the six systems. Since July 2013, Amajuba District Municipality was responsible for management of the distribution system for all systems and bulk supply for three systems. However, the level of compliance to the criteria of Blue Drop was significantly impacted from July 2013.

In order to regain and maintain excellence in providing safe water to all consumers, it is essential that a comprehensive water safety planning process is implemented throughout the Municipality to mitigate and control identified risks. Water Safety Plans have been developed together with uThukela Water for three systems, which provides a good foundation for taking the process forward. Evidence was presented of interventions implemented to reduce identified risks. Plans and risk assessments still however need to be developed for the remaining three systems. The risk assessment should be informed by the findings of the process audit to ensure adequate treatment capacity is available to meet the current and future water requirements.



Operational and compliance monitoring that are risk based and that fully comply with the requirements of SANS 241, in terms of frequency of analyses and determinants analysed, for both final water and the distribution system must be implemented.

3.7.5.4 Dannhauser Site Inspection Scores – DWA:2016

The Dannhauser WTW was inspected to verify the Amajuba District Municipality Blue Drop findings.

Dannhauser WTW: 69%

The site inspection impression at the Dannhauser WTW was considered to be good, but a number of drinking water quality management practices still require attention. Areas for improvement at the Dannhauser WTW included:

- There was no O&M manual available at the works;
- There was no IMP displayed and no contact or emergency numbers available;
- Although staff facilities are provided, kitchen facilities are not provided for the staff; ☐ Chlorine gas cylinders were not secured and extraction fan not installed in the chlorine room. The standby chlorinator was not functional;
- Jar stirring equipment was not available at the plant so jar tests are not conducted to check flocculent dosing rates;
- The flocculent dosing system was not fully operational. Flocculent was manually diluted in the day tank and pumped into the raw water with a single dosing pump. No standby pump was available; and
- The flocculent storage tank was not banded.

The water quality of Dannhauser is in line with national standards, this is attributed to the purification processes undertaken by the district on a regularly basis and the constant tests that are run to ensure a lack of pollution and or contamination.

3.7.5.5 Water Quality & Compliance Dannhauser – 2017/2018 – 2021/2022

Table 49: Water Quality & Compliance 2017/2018 – 2021/22

Amajuba WWTP Non-Compliant variables to DWAF General Effluent Standards						
Sample / Sample Point	COD	Suspended Solids	Ammonia	Nitrate	Phosphate	E. Coli
Durnacol	4/4 Compliant	4/4 Compliant	4/4 Compliant	2/4 Compliant	3/4 Compliant	2/4 Compliant



3.7.5.6 Water Quality Performance – WWTP – 2017/2018 – 2021/2022

3.7.5.6.1 Potable Water Quality – 2017/2018 – 2021/2022

Table 50: (Amajuba – WSDP)

AMAJUBA WSA – DANNHAUSER LOCAL MUNICIPALITY								
Water Purification Works	Compliance with SANS 241:2011			Constituent Variable for Meeting Standard	No of samples tested	No. of samples failed	Reasons for failure	Action Taken
Waterval Prison Reservoir / Alcockspruit / Header Tanks	✓ ..	X	✓ .	Turbidity >1 NTU	12 .	1 .	All the failures were turbidity failures at various points.	Chlorine dosage at the storage reservoir should be increased.
Dannhauser	✓	x (Op)	✓	Turbidity >1 NTU	20	14	The samples failed on operational limit turbidity of 1 NTU but complied with the aesthetic turbidity of 5 NTU.	.
Durnacol	✓	x (Op)	✓	Turbidity >1	12	6	The samples failed on operational turbidity of 1 NTU.	Communication with the reticulation points should be made to curb the failures.
Hattingspruit Reservoir / Reticulation	✓ ..	X	✓ .	Turbidity >1NTU	8 .	3 .	1 turbidity failure which compiled with the aesthetic compliance of 5.	Investigate if there is a water storage before water gets to the tap.

3.7.5.7 Sans 241:2011 Performance Indicators (Amajuba WSA) – DANNHAUSER LM

Dannhauser Local Municipality's water performance indicators comply with South African National Standards, a total of 68 samples were submitted to the lab for analysis, all of the samples were for compliance purpose. The results in table.51 indicate that no microbiological failures have been experienced in the potable water supplied within the three areas indicated;



Table 51: Water Performance

WTP & Supply Areas	Risk defined health (Acute or Chronic)			Risk defined Operational (Final to Distribution)			Acute Health - 1 Microbiological (E. coli)			Acute Health Chemical			Chronic Health Chemical			Aesthetic		
Hattingspruit	100%					63%	100%			100%			100%			100%		
Dannhauser	100%					25%	100%			100%			100%			100%		
Durnacol	100%					33%	100%			100%			100%			100%		

3.7.5.8 Planned Water Supply Activities to Dannhauser Households – Amajuba District Water Supply Master Plan Implementation – 2018/2019 – 2021/2022

Table 52: Planned Water Implementation Dannhauser 2018/19 – 2021/2022

Town / Area Name	Raw Water Source	Water Treatment Works	Present Demand MI/Day (Includes Buffalo Flats Water Scheme Completed 2014, Allowed for 150l/D Household Standpipes and House Connections, 30% For Losses & Commercial)	Future Demand MI/Day (Includes Buffalo Flats Water Scheme Completed, Allowed for 360l/D, Household Standpipes and House Connections, 30% For Losses & Commercial)
Dannhauser Including Emadlangeni	Ntshingwayo Dam	Dannhauser Wtw	1000	1151
Durnacoal	Ntshingwayo Dam	Durnacoal Wtw	0,852	0,852
Hattingspruit	Tom Worthington Dam	Biggarsberg	0,174	0,174
Alcockspruit/ Koppie Alleen	Ntshingwayo Dam	Ngagane Wtw	0,111	0,267
Buffalo Flats	Ntshingwayo Dam	Ngagane Wtw	1,415	3,397
Ngagane (Part of Buffalo Flats)	Ntshingwayo Dam	Ngagane Wtw	1,800	4,321
Total			5,353	10,161

Table.52 reflects the projects that Amajuba District Municipality intend to implement within the municipal jurisdiction. Although the feasibility studies were undertaken in 2011, they were adopted and endorsed in the Water Services Development Plan (WSDP) that is still regarded as the implementing tool. Although an initial scheme was completed in 2014, still the future demand implementation must be undertaken. The district is currently sourcing funds to ensure the full entire implementation of the projects. The current housing projects being constructed and future planned housing developments will be impacted



positively. Apart from households, the schemes will also service commercial, economic and other social activities that are forecasted to grow within the jurisdiction.

3.7.5.9 Proposed Water Infrastructure Development Implemented – Dannhauser LM (Amajuba District Water Service Plan)

The proposed regional scheme will require:

- The upgrading of Ngagane WTW by 5 Ml/day plus growth for Dannhauser Municipality;
- A new pump station to pump water from Ngagane WTW to a new reservoir near Dannhauser;
- A 27 km long rising main from Ngagane WTW to the new Reservoir near Dannhauser;
- A new 7,5 Ml reservoir near Dannhauser;
- A new 6 km long gravity main between the new reservoir near Dannhauser and the existing Dannhauser and Durnacol Reservoirs;
- A new 14 km long gravity main from the new Reservoir near Dannhauser to the Annieville Reservoir in Buffalo Flats; and
- A new 8 km long gravity main to Hattingspruit (this main will continue for a further 16 kms on to Dundee).

Water Backlogs – Dannhauser Local Municipality (Amajuba District Water Supply Master Plan 2016)

Table 53: Water Backlogs in Dannhauser 2017

Ward	Total No. on HH 4.4 % increase on Eskom 2008 Count	Water Backlog	
		No of HH	Percentage
1	2 233	1 529	68 %
2	1 971	78	4 %
3	1 991	1 991	100 %
4	1 635	615	38 %
5	2 249	427	19 %
6	1 422	670	47 %
7	1 894	9	0
8	2 077	751	36 %
9	2 780	668	24 %
10	2 554	217	9 %
Total	20 805	6 956	33 %

Table.53 above reflects the count that Eskom undertook in 2008 of households without water access. Eight (8) years down the line, it is marginally different from the Census 2017 counts as reflected in figure.11.

Table 54: Estimated Cost Water Regional Scheme – Dannhauser Local Municipality (Amajuba District Water Service Plan – 2016)

PROJECT NAME	Total Funds on Budget for Project
Regional Bulk Feasibility Study and Masterplan	969,000.00
Regional Bulk Implementation (Dannhauser)	2,807,000,000.00
Water Conservation and Demand Management in Amajuba District Municipality	64,000,000.00
Pipeline replacement in Utrecht	67,000,000.00
Pipeline replacement in Durnacol/ Dannhauser	55,000,000.00
Emadlangeni Sanitation	7,000,000.00
Buffalo Flats Sanitation	12,000,000.00
Emadlangeni Rural Water Supply Project	82,000,000.00



Rudimentary Schemes in Amajuba District Municipality	27,000,000.00
Zaaihoek Water Supply Project	17,000,000.00
Goedehoop Housing Projects (Bulks)	32,000,000.00
Ramaphosa Network and Reticulation	25,000,000.00
DNH Housing Projects (Bulks)	26,000,000.00
Buffalo Flats Water Supply Project Phase 3B	83,000,000.00
Buffalo Flats Water Supply Project Phase 4 (infills)	319,500,000.00

Table.54 represented the 2011 estimated costs of implementing the regional scheme, if it were still to be pursued for implementation, the estimated costs would have to be reworked to ruling prices of the equipment and labour to be used.

Figure 12: Amajuba District Settlement Demographics - 2016

AMAJUBA DISTRICT MUNICIPALITY					WSDP 2016			
					Topic 2: Demographics Profile			
SETTLEMENT DEMOGRAPHICS								
* 2.1	Total Population	136605						
* 2.2	Total number of households	26690						
* 2.3	Average household size	5.1						
Quality: Information Accuracy Assessment								
Quantity: Assessment of Information Completeness								
2.4 Settlement Type								
		Number of settlements	Population per settlements type					
Farming	Farming	0	0	0% 0%				
Urban	Metropolitan Area	0	0	80 60				
	Urban - Formal Town	2	13,385	80 60				
	Urban - Former Township	0	0	80 60				
	Urban - Informal Settlements (Squatter Camp)	0	0	80 60				
	Working Towns & Service Centres - Mines, Prisons etc.	3	16,746	80 60				
Urban		5	30,131	80% 60%				
Rural	Rural - Dense Village > 5000	5	5,647	80 60				
	Rural - Small Village <= 5000	32	42,792	80 60				
	Rural Scattered			80 60				
	Rural Scattered Dense	7	8,873	80 60				
	Rural Scattered Low Density	22	9,746	80 60				
	Rural Scattered Very Low Density	86	15,946	80 60				
	Rural - Informal Settlements (Squatter Camp)	17	23,470	80 60				
Rural		169	106,474	80% 60%				
Comments								



Figure 13: Amajuba District Residential, Public Institutions & industries (WSP) - 2016

AMAJUBA DISTRICT MUNICIPALITY											WSPD 2016											m							
Topic 3: Service Levels Profile																													
Enabling Factors											Compliance		Needs Development Plan								Strategy								
3.3 Residential, Public Institutions and Industries											Adequate for Basic Services	Adequate for Higher Level Services	ASSESSMENT	ASSESSMENT	In place?	Time Frame				Sufficient for			ASSESSMENT	In place?	Sufficient	ASSESSMENT			
																Short (1) Medium (3) Long (5) None				RDP		Higher Level					Growth & Development		
																1	3	5	N		*							*	*
																Y / N / NA												%	Y / N
Quality: Information Accuracy Assessment																													
Quantity:																													
Public amenities consumer types	Type	No. Of consumer units (H-H)	No. Of consumer units with access to:																										
			None or inadequate Supply		Communal supply	Controlled volume supply	Uncontrolled volume supply																						
			Water	Sanitation																									
* Residential	Urban	5908	128	0	0	0	1485	y	y	80	90						y	y	90	y	y	90							
	Rural	20781	14861	20096	9504	0	655	y	y	80	90					y		y	90	y	y	90							
Police Stations	Urban	2	0	0	0	0	2	y	y	80	90	y	y					y	y	90	y	y	90						
	Rural	5	0	0	0	0	5	y	y	80	90	y	y					y	y	90	y	y	90						
Magistrate offices	Urban	2	0	0	0	0	2	y	y	80	90	y	y					y	y	90	y	y	90						
	Rural	0	0	0	0	0	0	NA	NA	80	80	NA				y			90	N	N	90							
Businesses	Urban	168	0	0	0	0	168	y	y	80	80	y	y					y	y	90	y	y	90						
	Rural	0	0	0	0	0	0	y	y	80	90	NA				y			90	N	N	90							
"Dry" Industries	Urban	7	0	0	0	0	7	y	y	80	90	y	y					y	y	90	y	y	90						
	Rural	0	0	0	0	0	0	NA	NA	80	90	NA				y			90	N	N	90							
Office Buildings	Urban	0	0	0	0	0	0	y	y	80	90	y	y					y	y	90	y	y	90						
	Rural	0	0	0	0	0	0	NA	NA	80	90	NA				y			90	N	N	90							
Prisons	Urban	3	0	0	0	0	3	y	y	80	90	y	y					y	y	90	y	y	90						
	Rural	1	0	0	0	0	1	y	y	80	90	y	y					y		90	y	y	90						
Schools	Urban	13	0	0	4	0	9	y	y	80	90	y	y					y		90	y	y	90						
	Rural	104	84	104	4	0	20	y	y	80	90	y	y					y		90	y	y	90						
Hospitals	Urban	1	0	0	0	0	1	y	y	80	90	N						y		90	y	y	90						
	Rural	0	0	0	0	0	0	NA	NA	80	90	NA				y			90	N	N	90							
Clinics	Urban	12	0	0	0	0	12	y	y	80	90	N				y			90	N	N	90							
	Rural	0	0	0	0	0	0	y	y	80	90					y			90	N	N	90							
Health Centres	Urban	1	0	0	0	0	1																						
	Rural	0	0	0	0	0	0																						
"Wet" Industries	Urban	0	0	0	0	0	0	NA	NA	80	90	NA				y			90	N	N	90							
	Rural	0	0	0	0	0	0	NA	NA	80	90	NA				y			90	N	N	90							
Total	Urban	6117	128	0	4	0	1690			73%	82%								83%			83%							
	Rural	20891	14945	20200	9508	0	681			73%	82%								83%			83%							
TOTAL											73%	82%								83%			83%						

3.7.6 WASTE WATER TREATMENTWORKS

The Dannhauser municipality has two functioning wastewater treatment works, one in Durnacol and the other in Dannhauser. Projections indicate that these treatment works have sufficient capacity to service the anticipated future growth of the area for the next ten to fifteen years from 2011. There are two (2) waste water treatment works in the municipal jurisdiction. They are both functional and are under the care of Amajuba District Municipality the WSA.

Map 32: Durnacoal WWTW (Durnacoal)



Map 33: Dannhauser WWTW



3.7.7 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 34: Landfill Site – Dannhauser



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

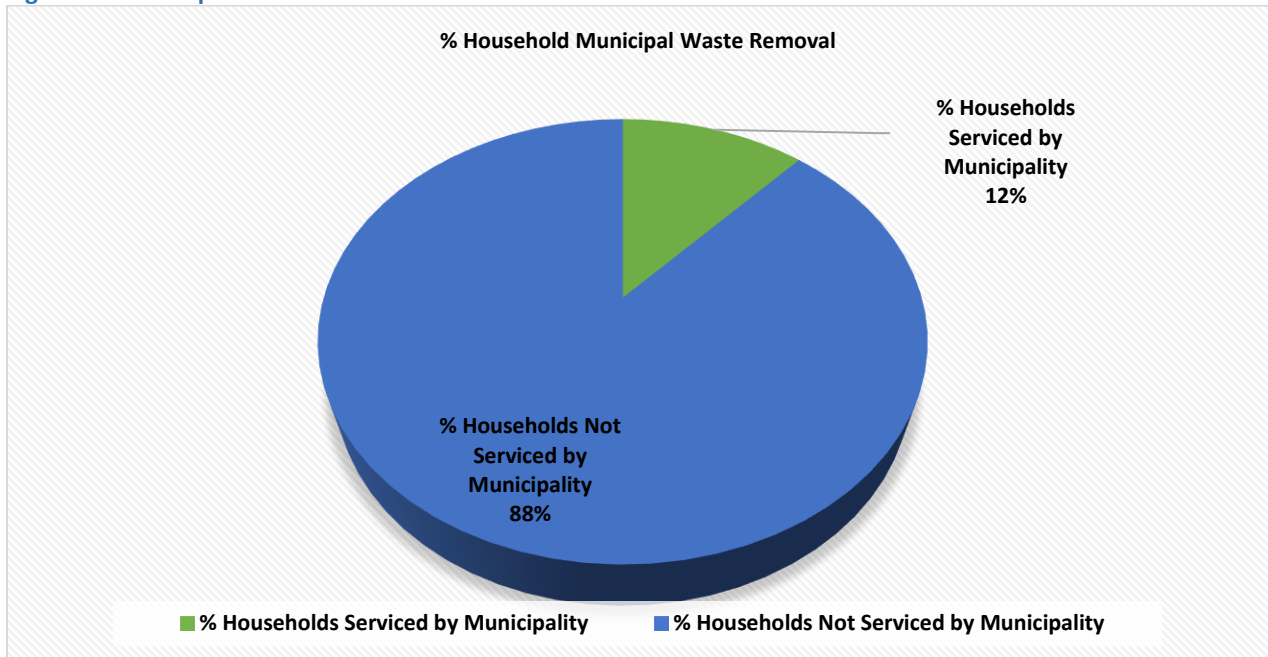
Table 55: Schedule of Waste Collection

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.

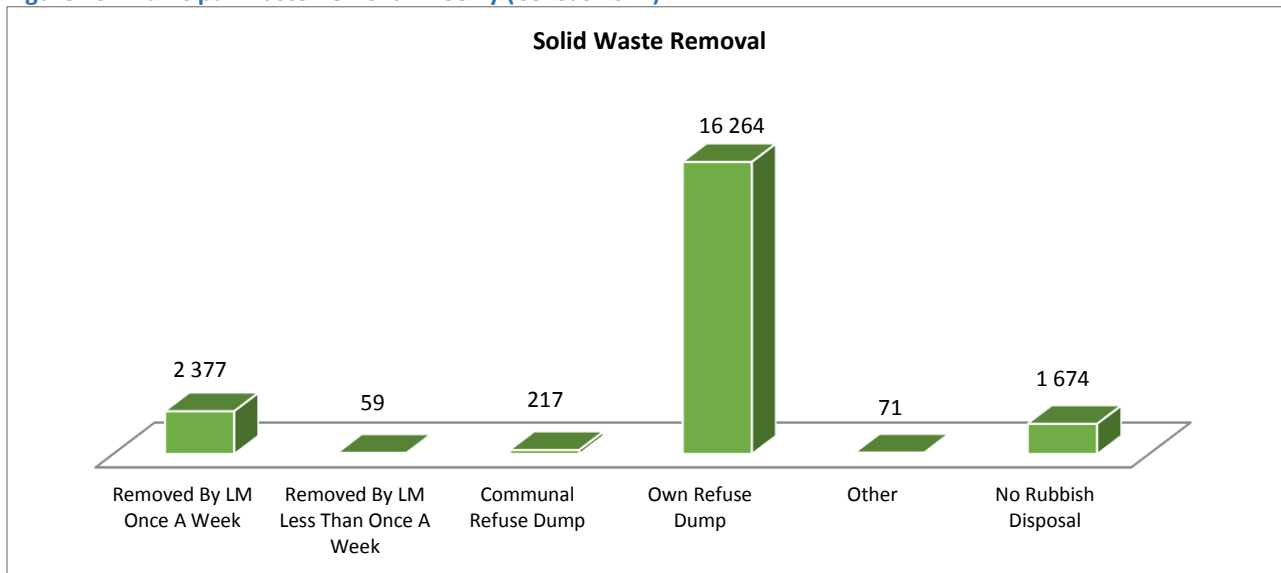


Figure 14: Municipal Household Waste Removal



Stats SA: Census 2017

Figure 15: Municipal Waste Removal Weekly (Census 2017)




Approximately 12% of the population in Dannhauser has access to weekly refuse removal services. This is possibly because majority of the households are located 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 56: Stats SA: Solid Waste Removal by Ward (Census 2017)

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 57: 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

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 Programme (CWP) Coordinators together with youth in waste management programme 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 tonnes 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



behavioural 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. In the near future the municipality anticipate to have 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.

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 also 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.

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.

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 Programme 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 also 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 a number of 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 2021.

Table 58: 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 2019- June 2021.

**Table 59: School Based Environmental Education and Awareness Campaigns (2019-2021)**

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 2019- June 2021, and some clean up campaigns were led by the Mayor;

Table 60: Clean Up Campaigns

Ward No	Area	No of clean-up campaigns conducted
1	Koppjie Alleen	1
2	Dannhauser Town, Newtown and scheme	7
5	Mbabane	1
7	KwaMdakane, Taxi rank	5
11	KwaMdakane	1
12	KwaJani	1
13	Cooper Farm	1
Total		17

Waste By-Laws Enforcement and Signage

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.

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.

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 also contribute to circular economy;

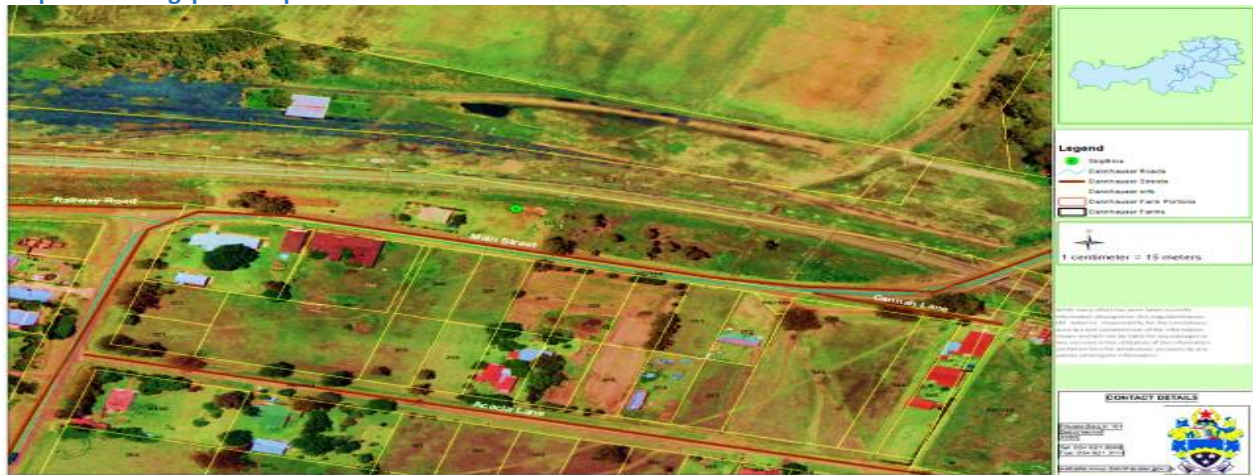
- Constructions of cells in the landfill site
- Wheelie bins for 30 000 households
- Transfer station
- Buy back center
- Separation at source
- Environmental center
- Specialized vehicle from MIG

Aerial Photos of Solid Waste Collection

Map 35: Durnacoal Skip Bins



Map 36: Hattingspruit Skip Bins



Map 37: Kopijalleen Skip Bins



Map 38: KwaMdakane Skip Bins






Equipment Used for Solid Waste Collection

Table 61: 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 62: 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

Number of Times Waste & Grass Cutting Occurs in A Month

Table 63: No. of Times waste & Grass Cutting Occurs in a Month

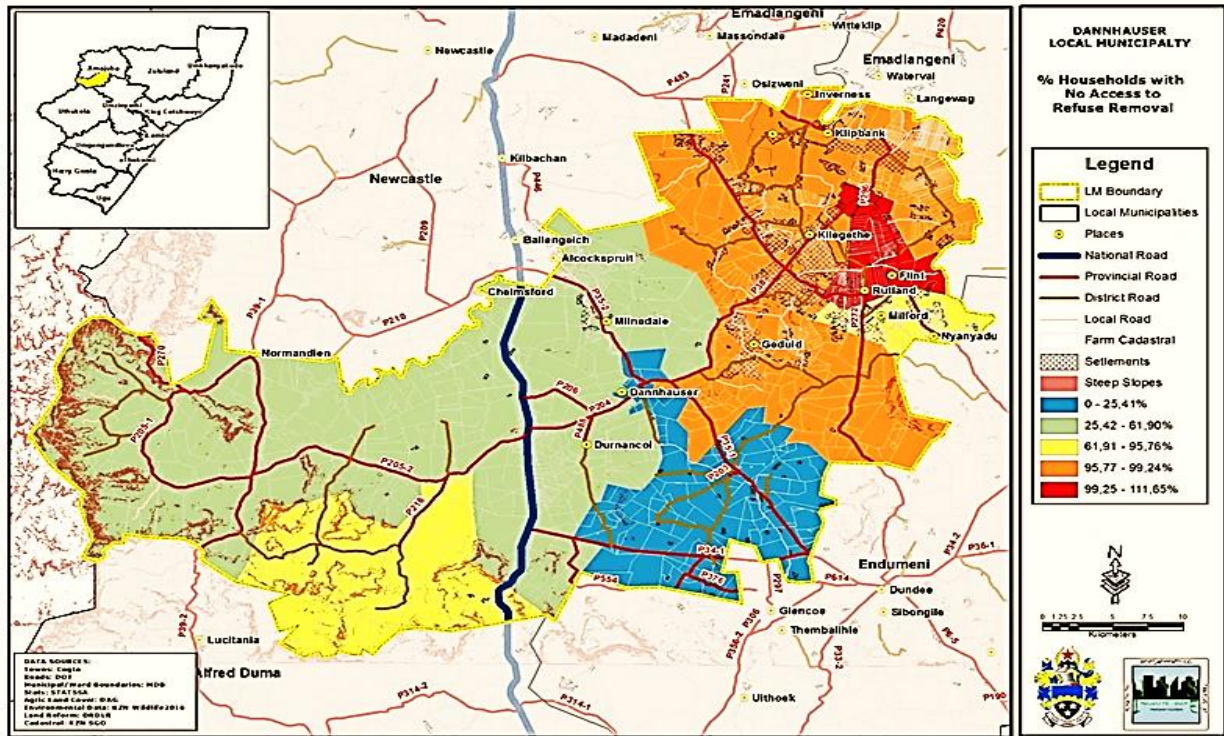
AREAS	HOUSEHOLD	BUSINESS
Dannhauser Town	553x4 = 2212	80x8 = 640
Hattingspruit	51x4 = 204	13x4 = 52
Durnacoal	576x4 = 2304	6x4 = 24
Emafusini	510x4 = 2040	8x4 = 32
	Total= 6760	Total= 748
	GRAND TOTAL= 8256	

Equipment Used for Grass Cutting

Table 64: 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 39: No Access to Solid Waste Removal



3.8 TRANSPORTATION INFRASTRUCTURE

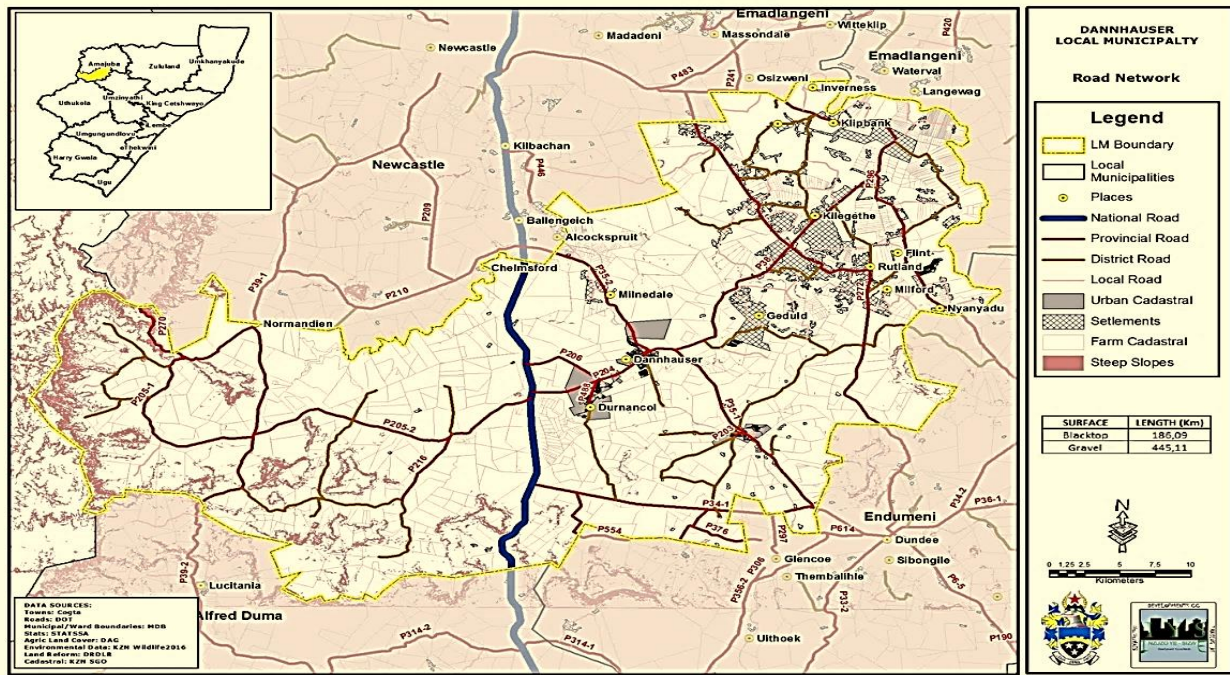
3.8.1 Roads

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 center viz. Newcastle to the north and the uThukela District Regional center 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 centers;
- **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. A number of 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.

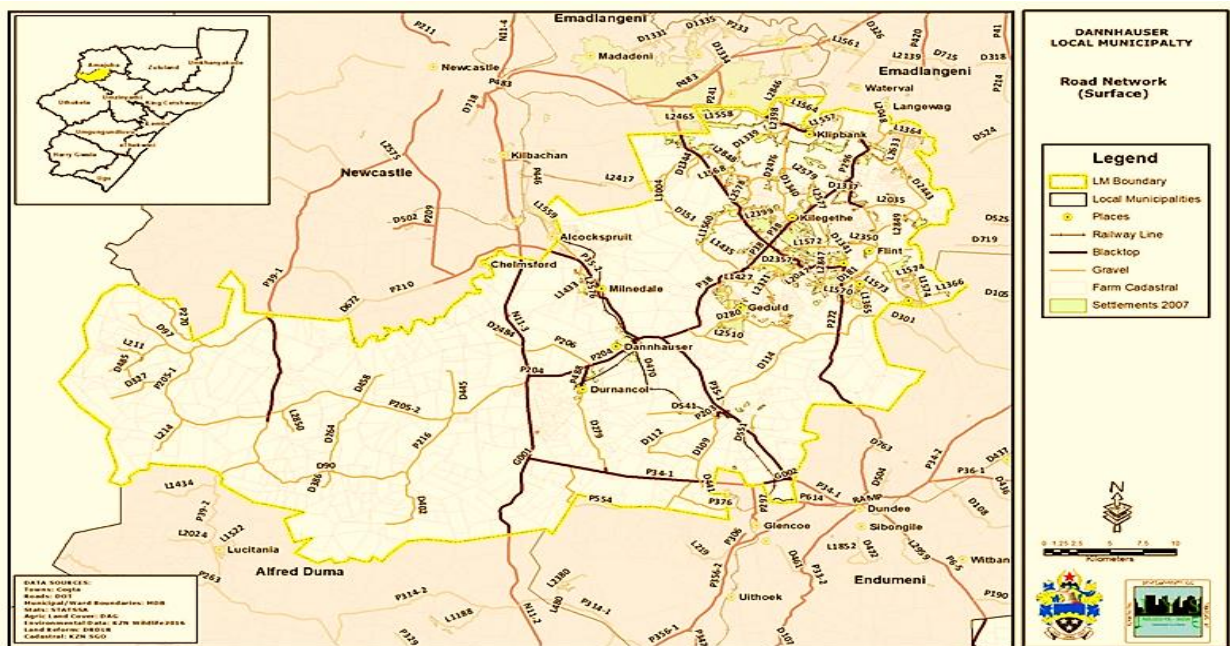


Map 40: Municipal Road Network (SDF.2021/22)



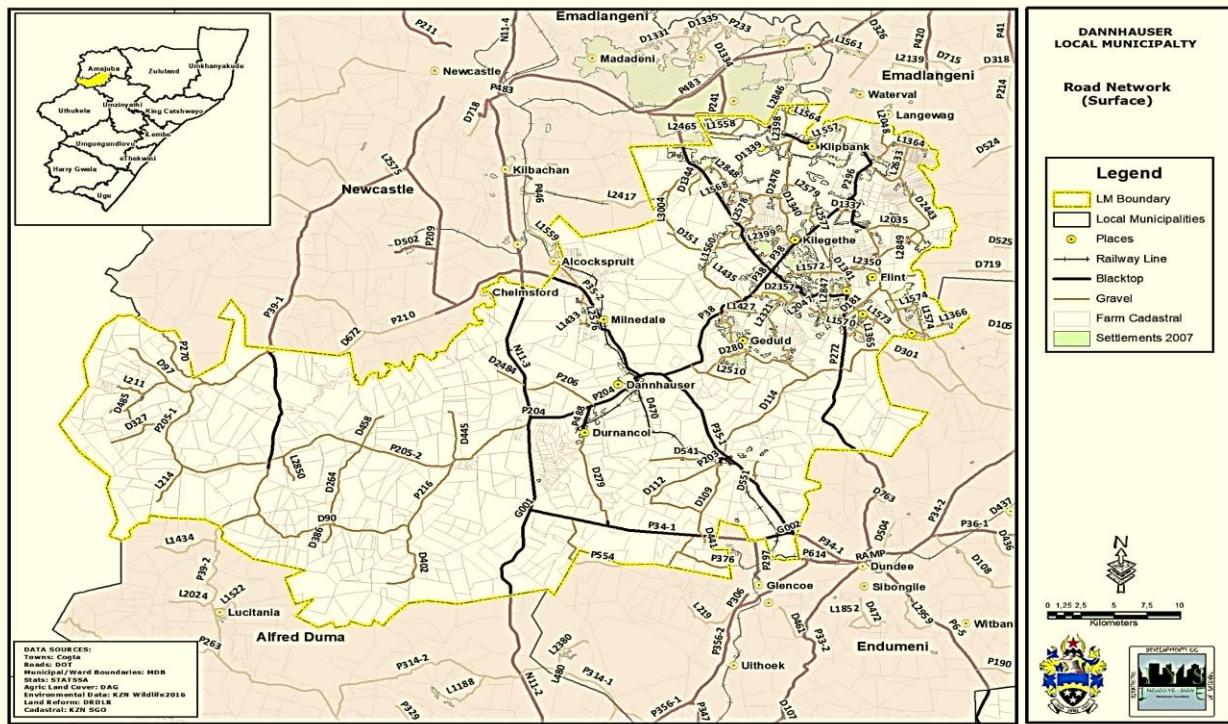
While provincial roads are generally in a good condition as they are maintained by the Department of Transport, but the quality of district and local access roads is generally poor as there is a lack of funding to upgrade and maintain them. These roads are in a state of despair and in dire need of upgrading. 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 41: Municipal Road Network Surface (SDF.2021/22)





Map 42: 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 by all means 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.

3.8.1.1 Non-Motorized Transport

The current state of non-motorized within the municipality identifies a number of 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



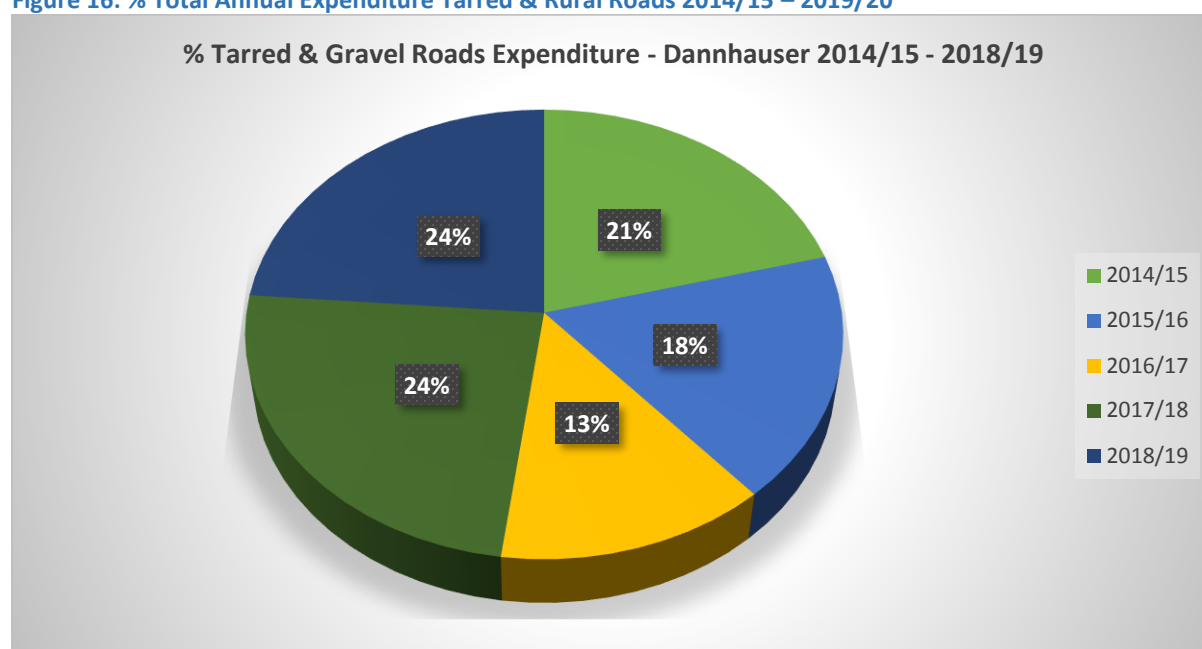


3.8.1.2 Dannhauser Rural & Tarred Roads – Actual Expenditure 2014/15 – 2019/20

Table 65: 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 16: % Total Annual Expenditure Tarred & Rural Roads 2014/15 – 2019/20



3.8.2 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 Cross Roads Taxi Rank in KwaMdakane. There is one bus rank within the municipality, that is, the Dannhauser Bus Rank.

3.8.2.1 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.



3.8.2.2 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

3.8.2.3 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.

3.8.3 Energy

3.8.3.1 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

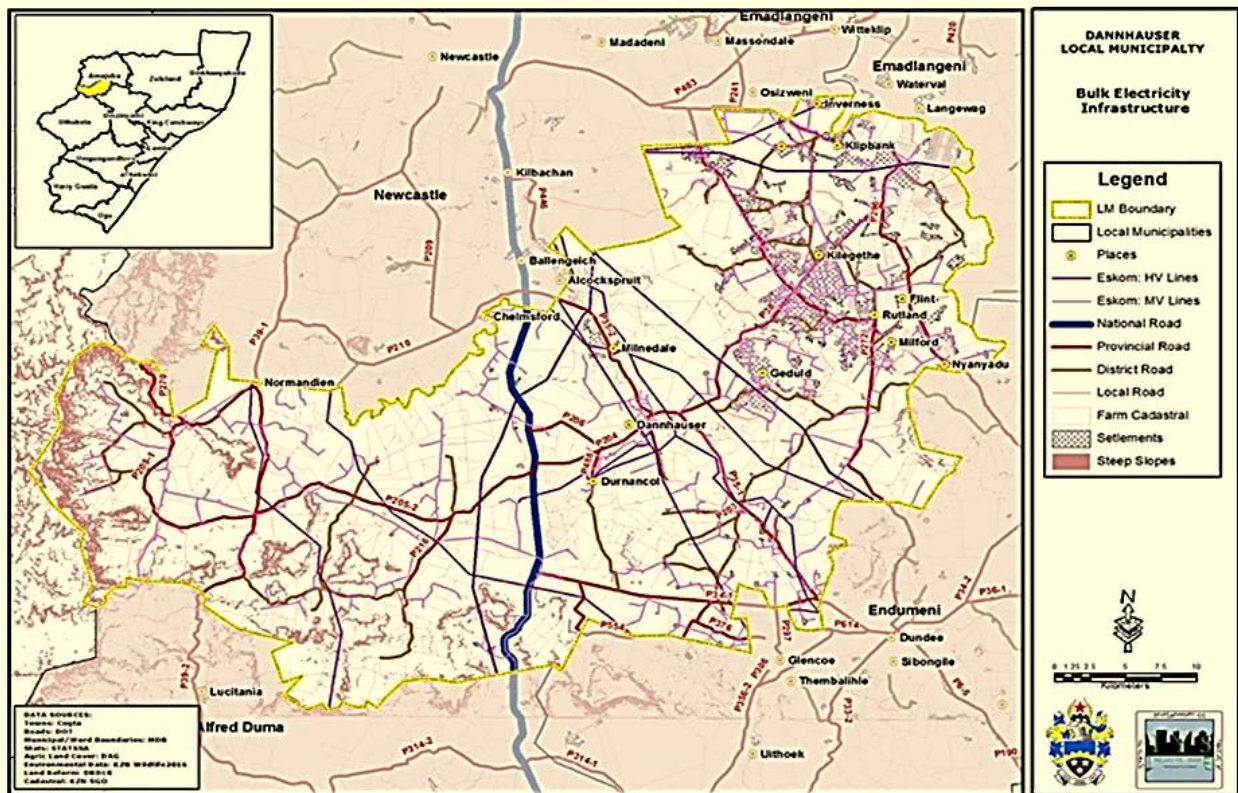


experiencing challenges; a high of influx of people, particularly on privately owned land whereby the land owners allocate sites without considering the municipality's plans. This has resulted in a burgeoning backlog of electricity infills, currently the backlog is at 1125. The backlog number was determined after an assessment that was undertaken by the municipality, in consultation with ward councilors 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 66: 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 43: Bulk Electrical Infrastructure Network





3.8.3.2 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 17: Energy for Cooking (Stats SA: Census 2017)

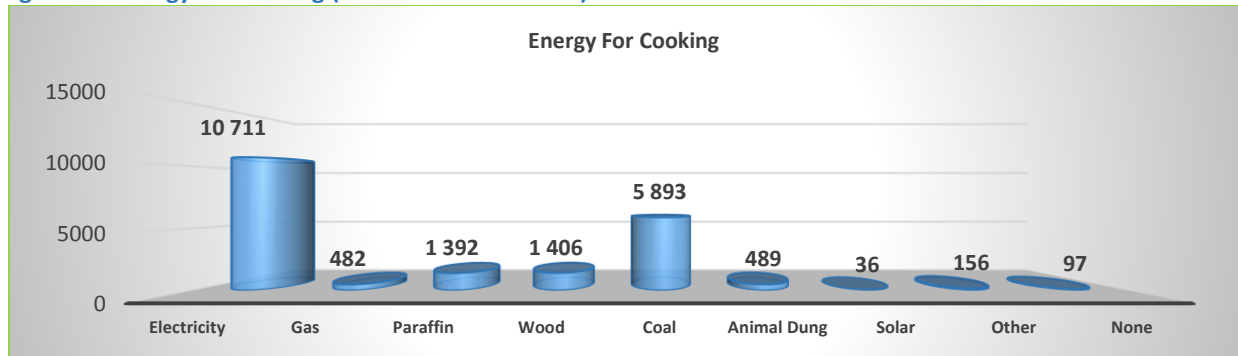


Figure 18: Energy for Lighting (Stats SA: Census 2017)

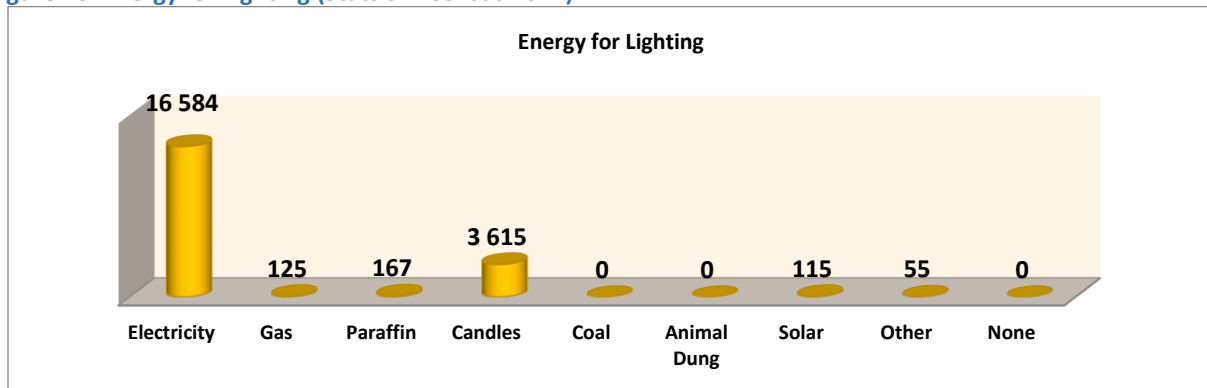
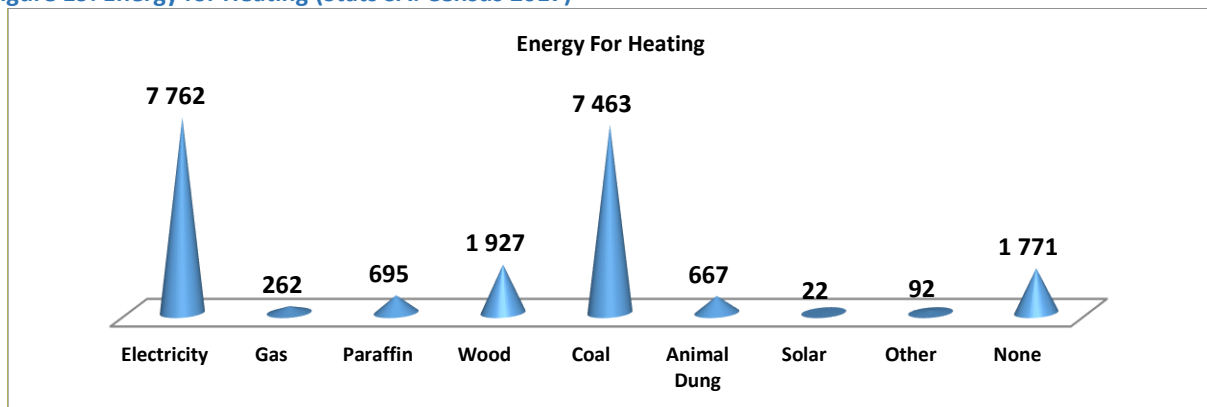


Figure 19: Energy for Heating (Stats SA: Census 2017)



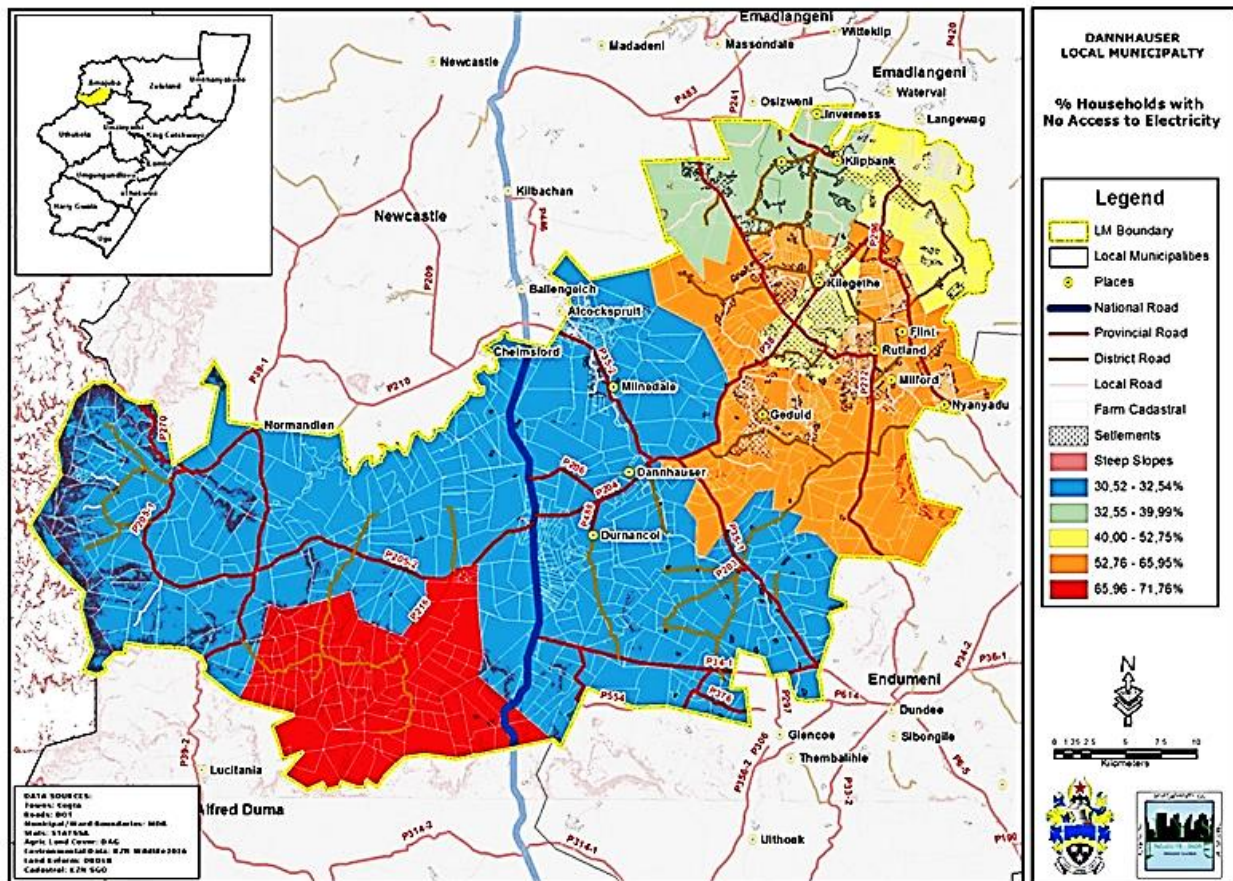
3.8.3.3 Energy Sector Plan

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.

3.8.3.4 Electricity Backlogs

The municipality does not have any backlogs and has achieved a 100 % household and business electrification process. The main 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.

Map 44: No Access to Electricity

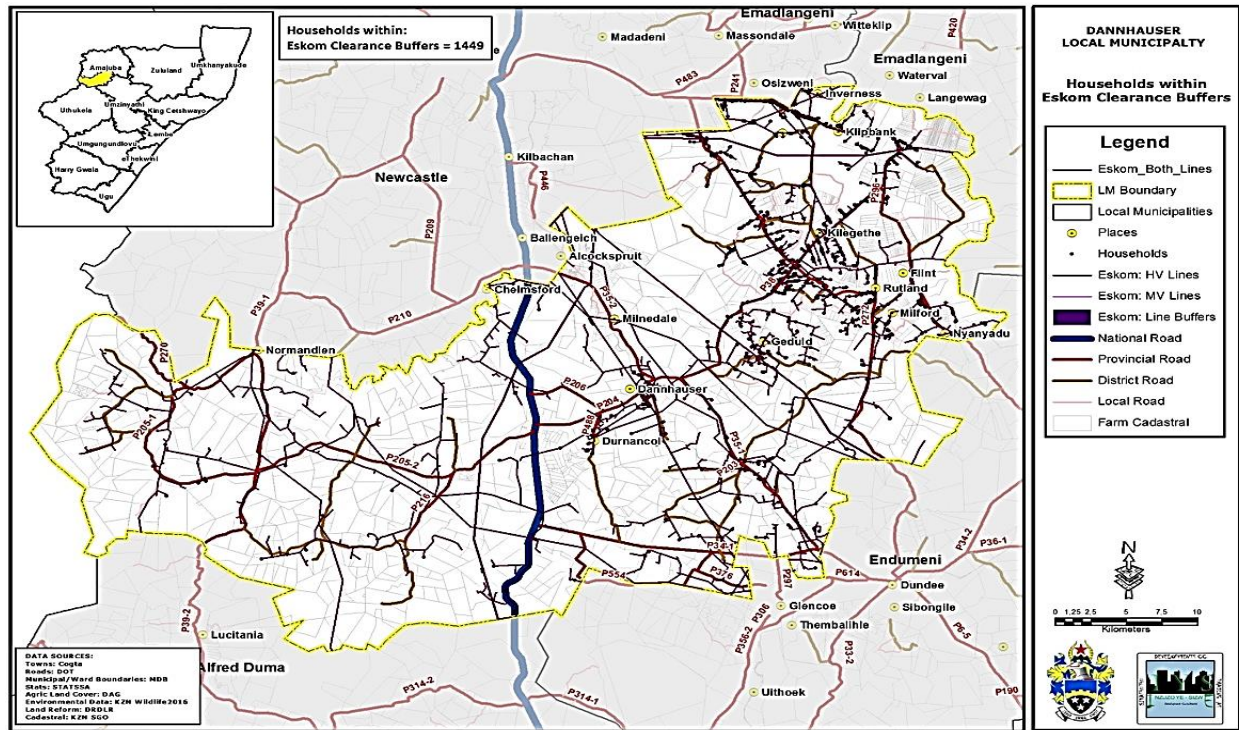


3.8.3.5 Electricity Needs and Priorities

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



3.8.4 Community Facilities

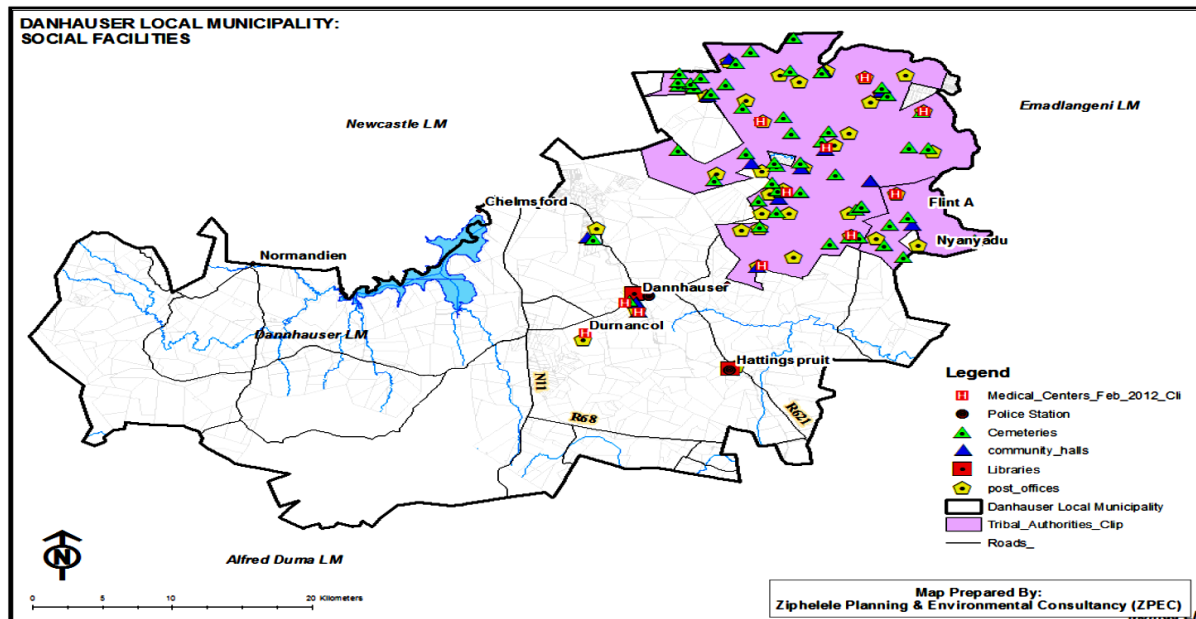
Table 67: Community Facilities

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 (13)	WARD 5, 12, 4, 6, 8,
Sports Fields	Emafusini Sportsfield, Durnacol Sportsfield, Dannhauser Cricket Ground	
Taxi Ranks	KwaMdakane Taxi Rank and Dannhauser Taxi Rank	
Recreational Parks	NONE	All wards have no recreational facilities

Table 68: 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



3.9 HUMAN SETTLEMENTS

The Constitution of the 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 programme of the municipality is therefore intended to give effect to the right to housing as enshrined in the Constitution. The programme 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.

3.9.1 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”

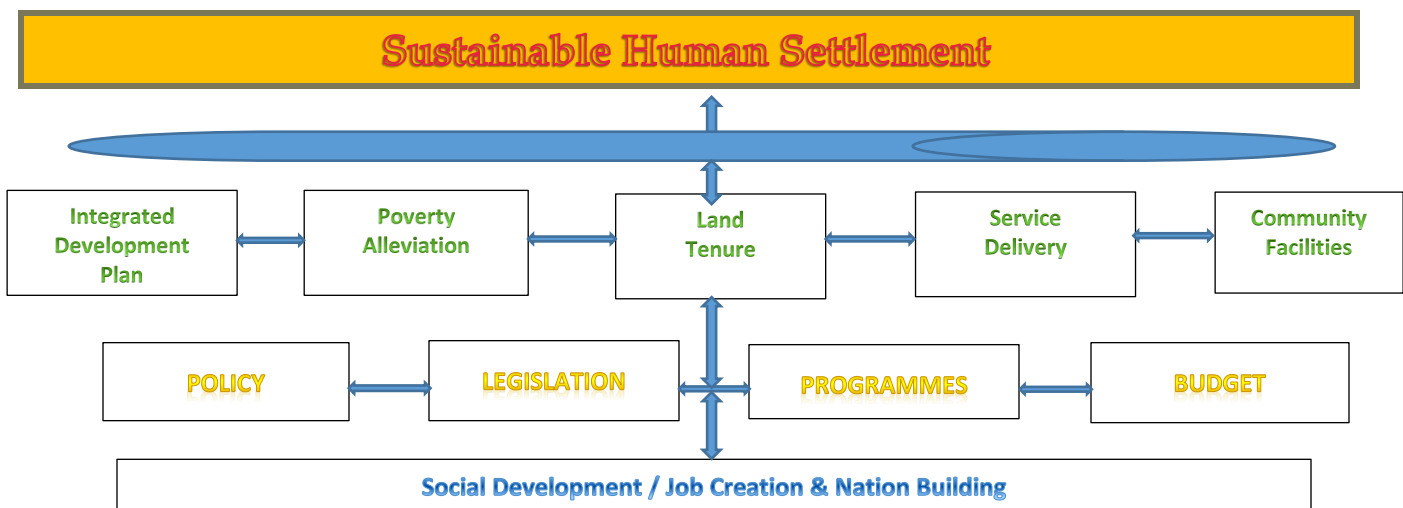
There are eight broad principles relating to housing delivery and development contained in the Housing Act and the Draft Dannhauser Housing Sector Plan are:

- ✓ 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.



3.9.1 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:

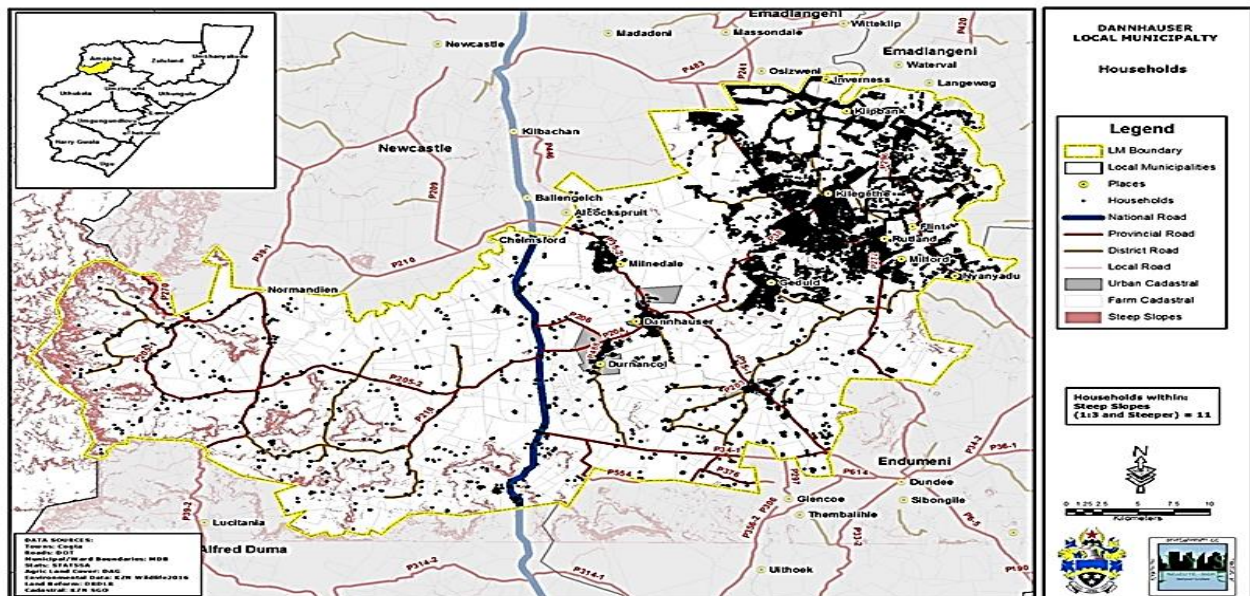
- Accelerating the delivery of housing as a key strategy of poverty alleviation;
- Utilizing provision of housing as a major job creation strategy;
- Ensuring property can be accessed by all as an asset for wealth creation and empowerment;
- Leveraging growth in the economy;
- Combating crime, promoting 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 restitution 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 47 below indicates the relative positions of housing developments within the jurisdiction.

Map 47: Positioning of Households (SDF 2021/22)





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 3.4.b: Densification of settlement patterns - This intervention recognises that the current settlement patterns are not conducive to cost effective service delivery or environmentally sustainable settlements. This is as a result 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 3.4.c: 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 Programme; and Enhanced Peoples Housing Programme. 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 3.4.d: 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 3.4.e: Expand the Social Housing Programme and Rental Programme – 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 Programme, the Institutional Subsidy Programme and the Community Residential Units Programme. 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.



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, realised 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 goal-posts continue to shift due to population growth and socio-economic and political dynamics, since 1994, the government has made substantial progress towards the realisation 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 realised 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

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 Programme (FLISP).

The typology of the need is categorised 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.
- 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.
- RDP Units.

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 neighbouring 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 programme 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 programme.
- 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.



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-motorised 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.

3.9.1.1 Settlement Patterns

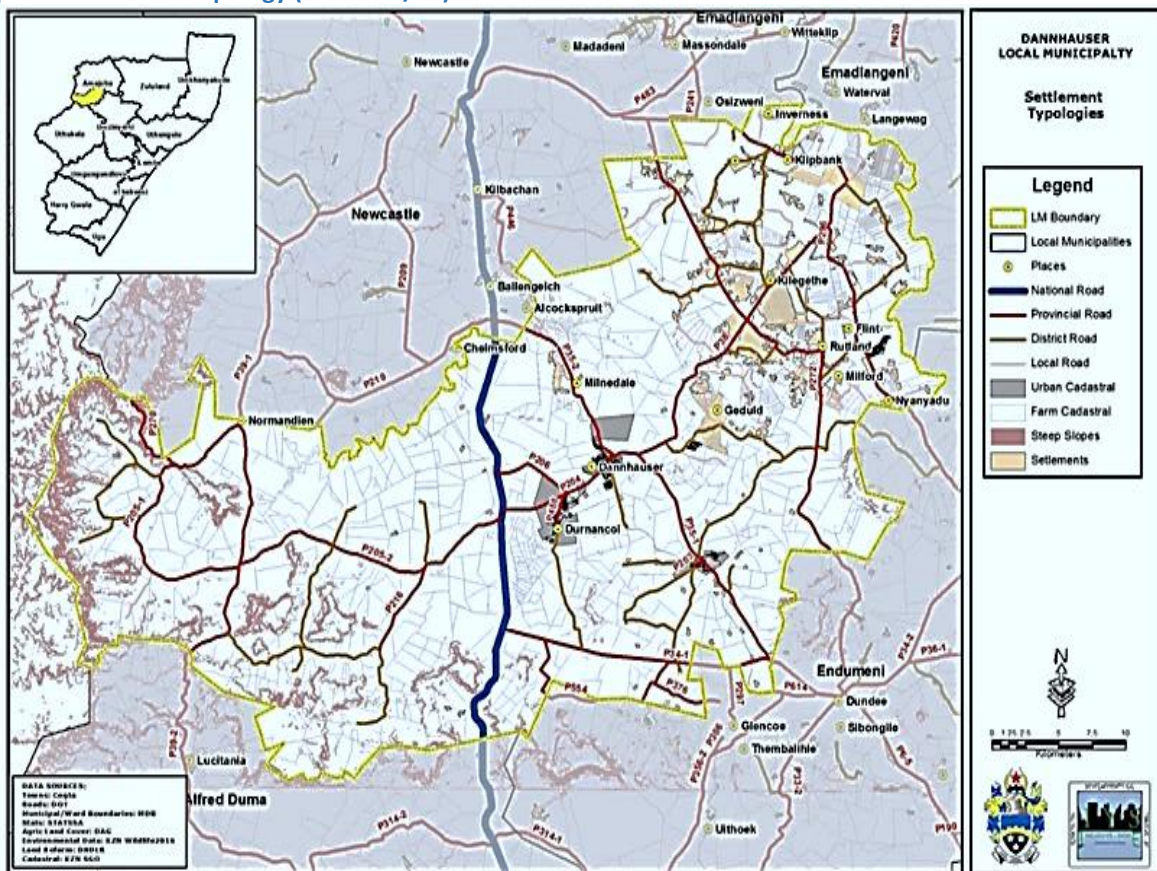
Dannhauser Municipality is predominantly rural in character with urban areas limited to Dannhauser and surrounding areas that formed part of the coal mining activities. Given the historical development of the area, it does not have an easily discernible structure and settlement pattern. However, the 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. The majority 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 48: Settlement Topology (SDF 2021/22)





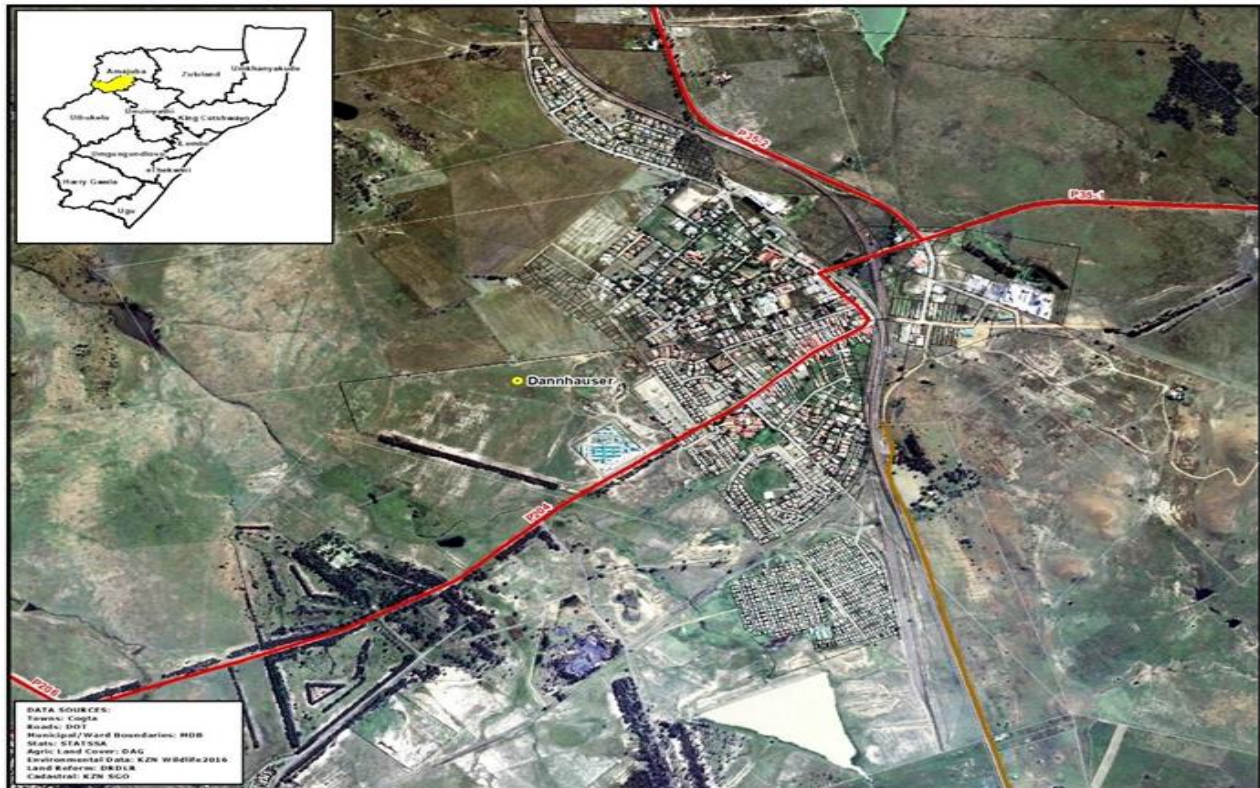
3.9.1.2 Urban Settlement

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 is able to purchase strategic portions of lands from private land owners. 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.

3.9.1.3 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 also attract investment. This will also help revive the Dannhauser town as a whole.

Map 49: Dannhauser Town (SDF.2021/22)



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.

DATA SOURCES:
 Terrain: Google
 Boundary: 2011
 Municipal Ward Boundaries: 2016
 State: N.A.S.A.
 Digital Boundaries: 2016
 Spatial Information: 2016
 Land Use: 2016
 Coordinates: N 23° 50' 00"

The rural settlements of Dannhauser municipality are populated by dwellings that have settled in an informal manner. These dwellings accordingly exhibit a rural settlement structure as they have grown organically and not benefited from any formal planning. The spatial morphology and settlement pattern of rural settlements in Dannhauser municipality the rural settlements of Dannhauser municipality are populated by dwellings that have settled in an informal manner. These dwellings accordingly exhibit a rural settlement structure as they have grown organically and not benefited from any formal planning. The spatial morphology and settlement pattern of rural settlements in Dannhauser municipality reflects the impact of such unguided inhabiting of these areas. The manner in which they are scattered in space in follows different logic from the orthodox spatial planning paradigms. Their growth neither followed policy prescripts nor has land use pattern evolved in line with the dictates of systems and procedures such as Planning Schemes.

- Rural settlements in the municipal area have neither followed any predetermined spatial structure nor have they benefitted from 'formal' spatial planning. They are scattered in space in an unsystematic manner with limited (achieved by means of social facilities and access roads) if any linkages between them;



- Their location in space is influenced by various livelihood strategies such as access to arable land, reliable sources of water and grazing land. Factors such 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, close 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.

3.9.1.5.1 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.

3.9.1.5.2 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 a number of 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.

DANNHAUSER LOCAL MUNICIPALITY

Settlements

Legend

- LM Boundary
- Local Municipalities
- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Farm Cadastral
- Settlements 2001
- Settlements 2007
- Settlements 2009
- Settlements 2014
- Urban Cadastral 2017
- Nfepa Rivers

DATA SOURCES:
 Roads: GDS
 Municipal Ward Boundaries: MGB
 Stats: STATSA
 Agriculture: Land Cover: DGC
 Environmental Data: EZN WBI/2014
 Local Boundaries: DLSA
 Cadastral: EZN GCD

Scale: 0 1 2 3 4 5 7.5 10 Kilometers

North Arrow

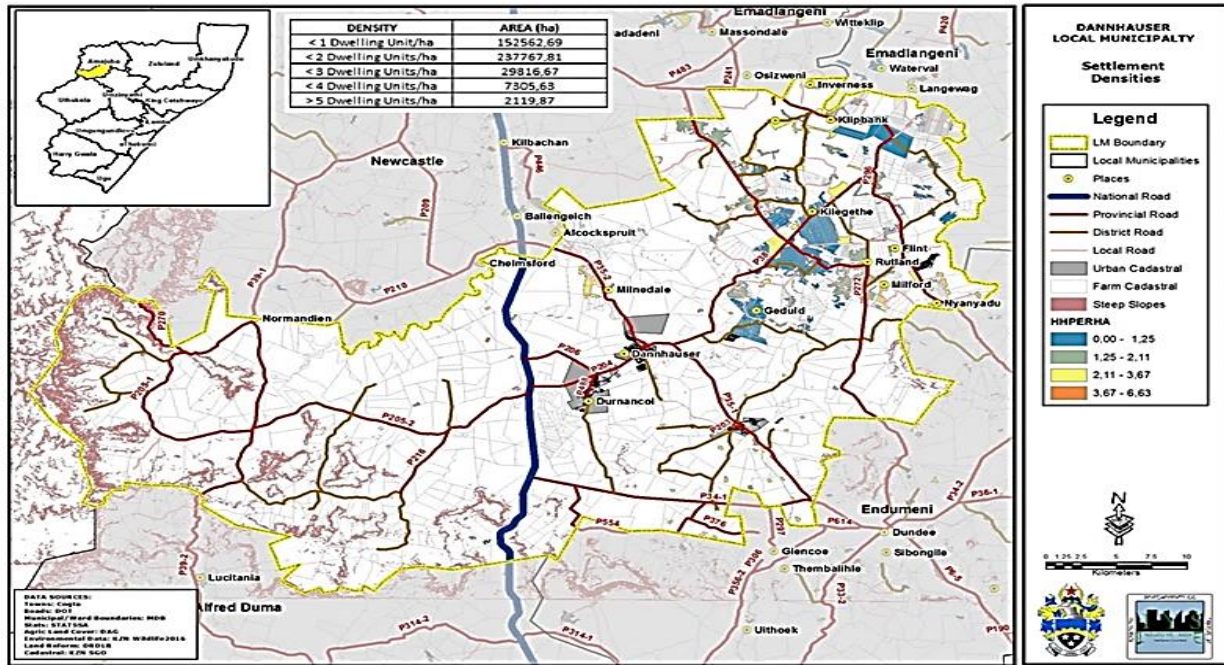
Inset Map: Eastern Cape Province

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 the majority 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



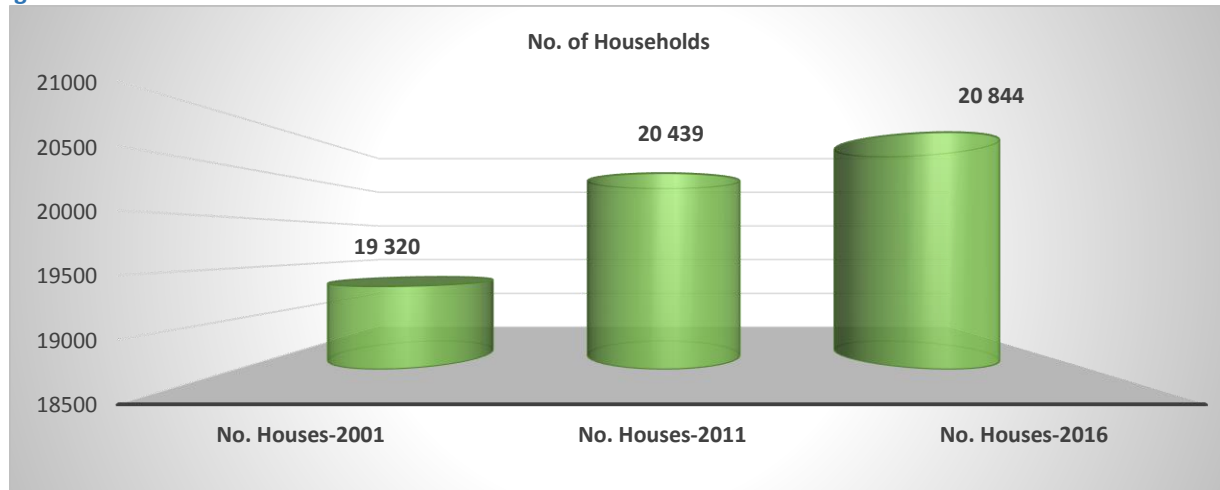
Map 52: Settlement Densities (SDF.2021/22)



3.9.2 Current Household Status

The number of households in the municipal area slightly increased from 20 439 in 2011 to 20 844 in 2017. 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.

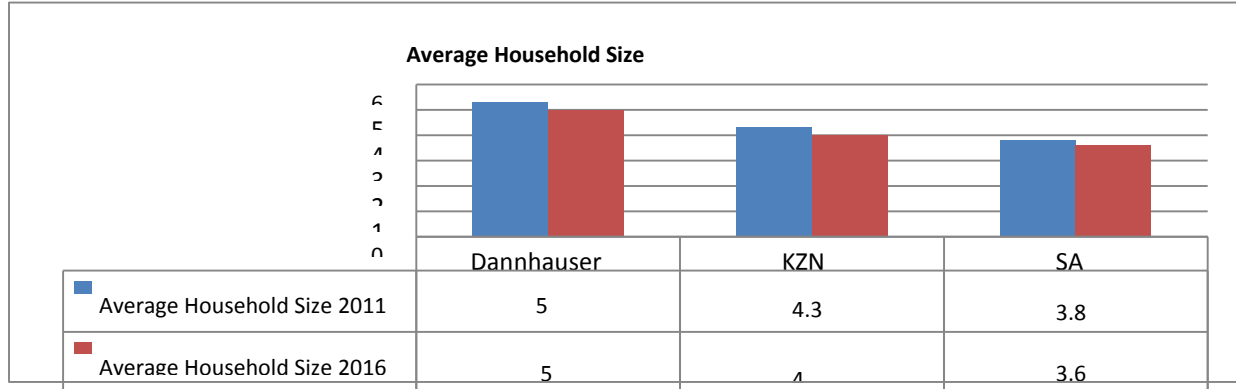
Figure 20: No of Households Census 2017





3.9.2.1 Average Household Size

Figure 21: Average Household Size Census 2017



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

3.9.2.2 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 Durnacoal and Hattingspruit, while the traditional dwellings are situated on tribal council authority land in the north-eastern portion of the jurisdiction.



Figure 22: Types of Dwellings (Stats SA: Census 2017)

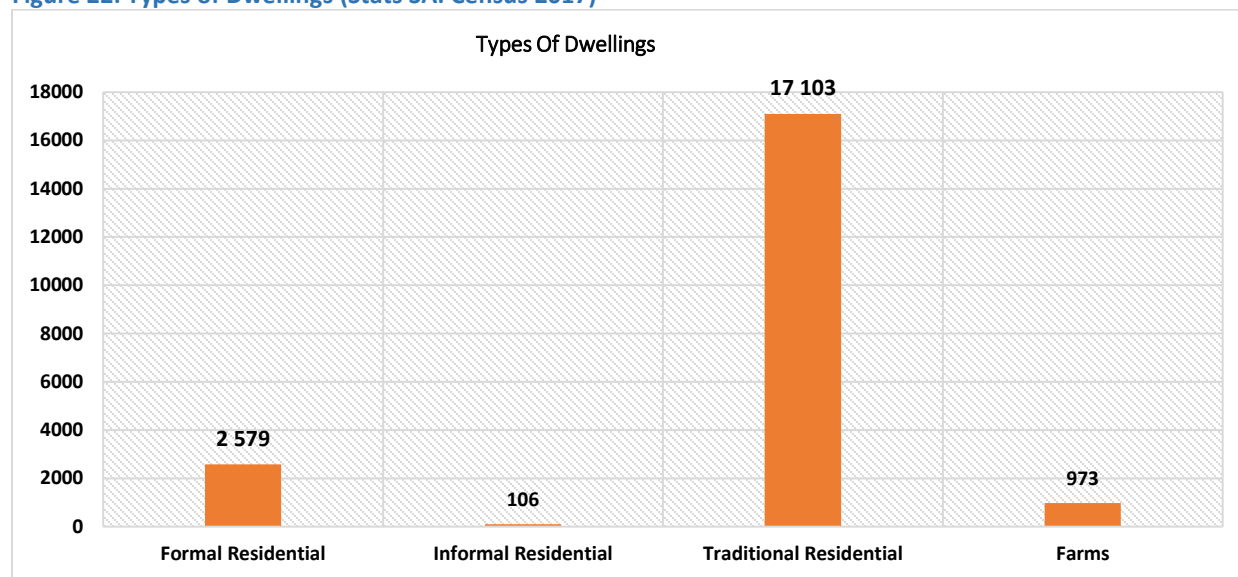
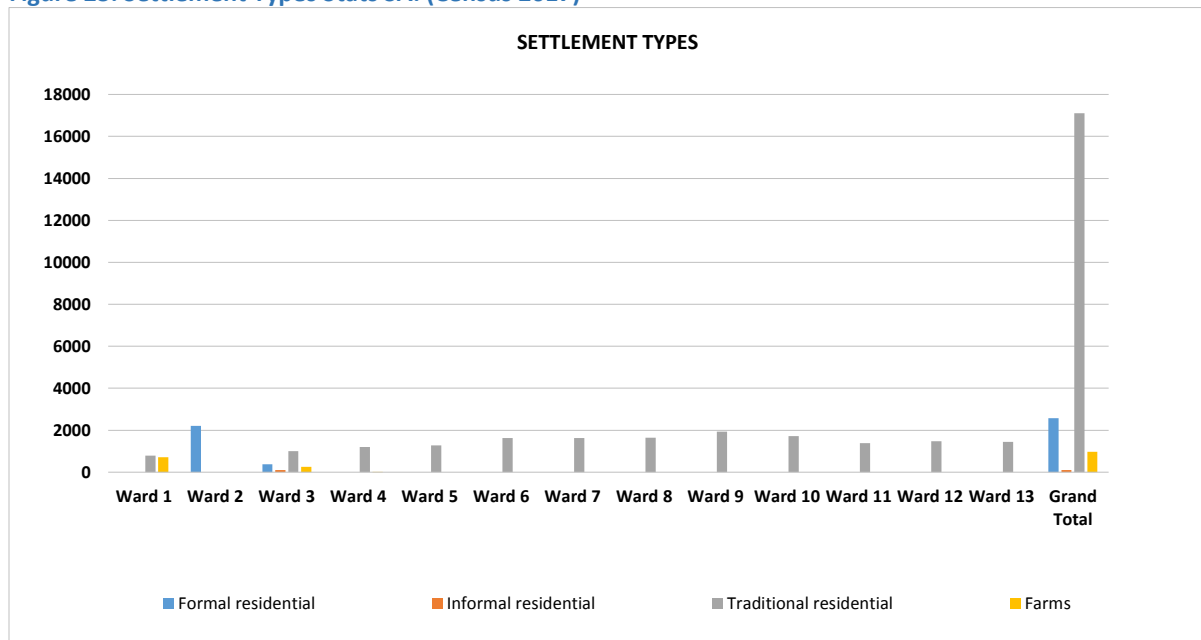


Table 69: Stats SA: (Census 2017) Settlement Types Per Ward

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



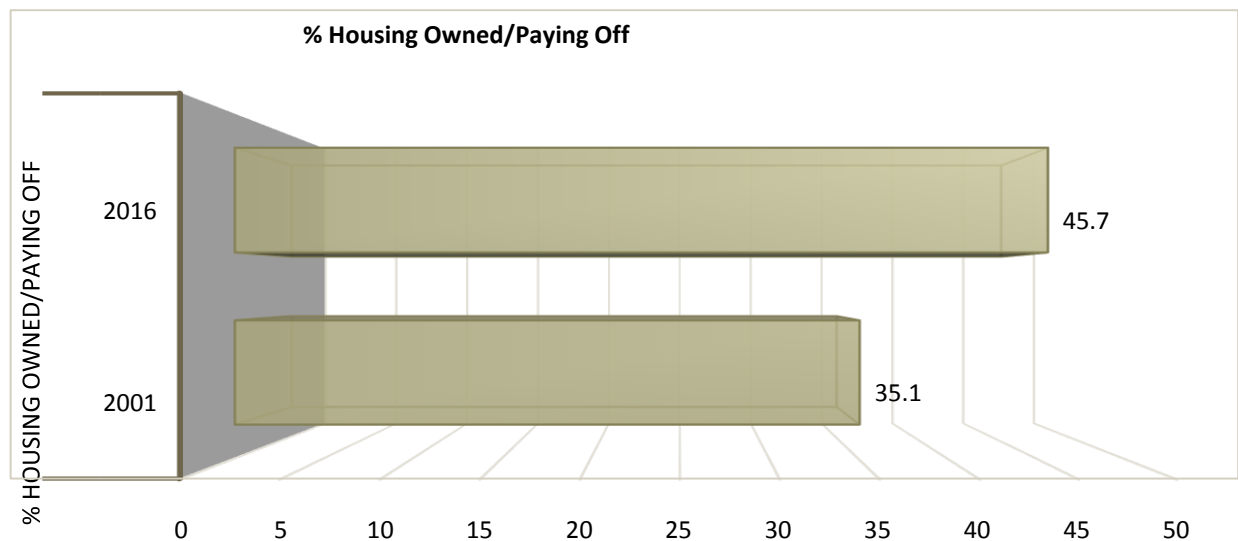
Figure 23: Settlement Types Stats SA: (Census 2017)



3.9.2.3 House Ownership

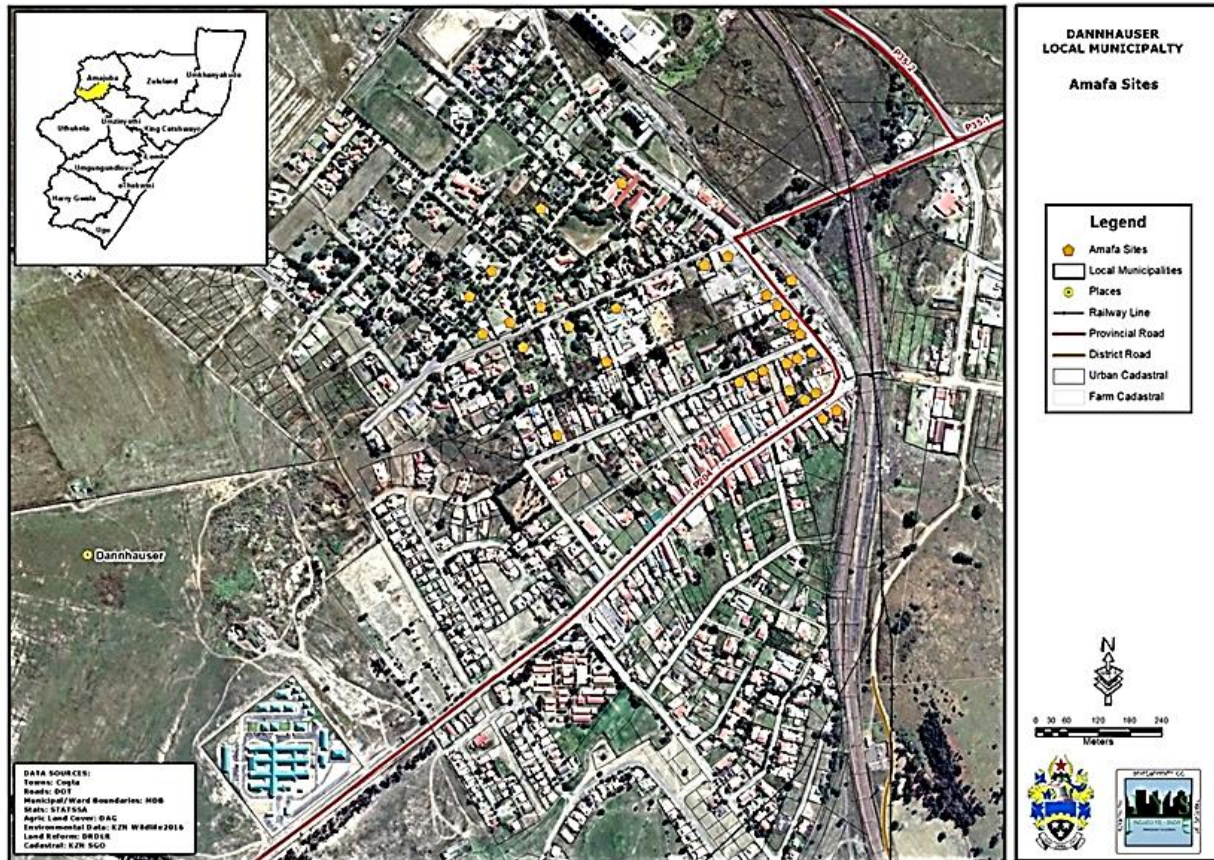
Approximately 45.7 (Census 2017) of the houses in the municipal area are owned or in the process of being paid off. A significant increase is noted in this regard as only 35.1% of the houses were or being paid off in 2001.

Figure 24: % of Houses Owned /Paid Off Census 2017

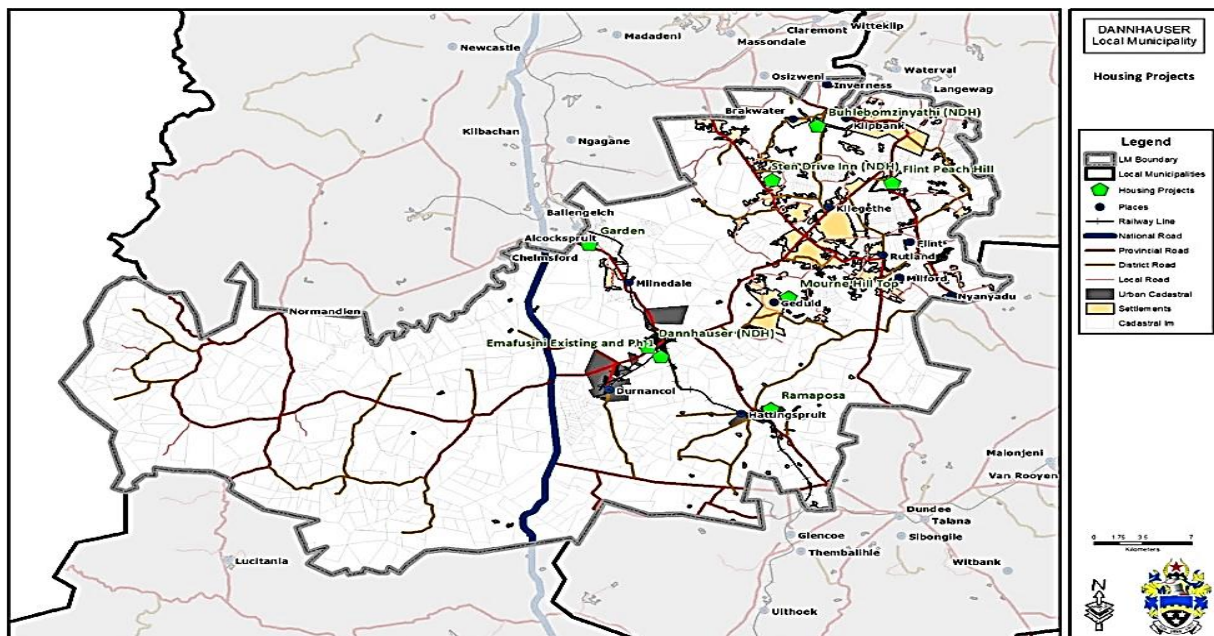




Map 53: Houses in Amara Sites SDF 2021/22



Map 54: Positioning of Housing Projects in Dannhauser SDF 2021/22





3.9.3 Current Projects Awaiting Approval by Human Settlements

Table 70: 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 finalised 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
UBUHLEBOMZINYA THI RURAL HOUSING PROJECT	RURAL	2500	9 & 10	The trench ii application had been submitted to human settlements for approval	R 160 000 000
UBUHLEBOMZINYA 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
UBUHLEBOMZINYA 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

3.9.4 Future Planned Housing Projects

Table 71: Future Housing Projects Planned

PROJECT NAME	PROJECT TYPE	NUMBER OF UNITS	WARD	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-HOUSING PROJECT	RURAL	500	5	Department of human settlements is currently doing the feasibility studies	R 54 500 000
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



3.9.5 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 ranks 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.

3.9.5.1 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

3.9.5.2 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 has to 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 programme.



3.9.5.2.1 Constraints Impacting on Dannhauser Municipality on Integrated Housing Delivery

The constraints faced by the municipality are almost similar to 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 formalised 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 favoured 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. As a consequence, 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 land owners at exorbitant prices.

- **The continued sprawling of settlements and informal settlements**

Poor planning has resulted in the proliferation of marginalised 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 marginalised by distance and transportation costs, and the lack of agglomeration in many urban centres 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 have an effect on 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 take into account 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 urbanisation, 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:

- a) **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 capitalised to be able to acquire land on an open market.
- b) **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 have an effect on cost. Overall cost (including infrastructure) is driven by local market conditions that integrate costs for labour, material, and transportation.

- c) **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.
- d) **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:
 - (i) 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;
 - (ii) 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
 - (iii) 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 programme to be the key programme 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. Formalisation 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 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. In order 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.



3.9.5.2.2 Current Urbanisation & 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.

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 located 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 urbanisation and emerging trends within Dannhauser local municipality;

- The NDP 2030 – Inclusive Rural Economy, this requires rural municipalities to urbanise 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 urbanised;
- 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 realised 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 specialisation, 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)



3.9.5.2.3 Dannhauser Housing Projects SDF 2020/2021 – 2022/23

PROJECT	LOCATION	TOTAL COST ESTIMATED	2019/20	2020/21	2021/2022	2022/22	2022/23	GOVERNMENT SOURCE OF FUNDING	AVAILABLE INTERNAL	EXTERNAL	FUNDING PROGRAMME
CURRENT HOUSING PROJECTS											
Ubuhlebmzinyathi Housing Project			Ubuhlebmzinyathi – Department of Human Settlements							External	
Stenedrive Inn Housing Project			Stendrive Inn – Department of Human Settlements							External	
Flint Peach Hill Housing Project			Flint Peach Hill – Department of Human Settlements							External	
Mourn Hill Top Housing Project			Mourn Hill – Department of Human Settlements							External	
Alcockspruit Housing Project			Alcockspruit – Department of Human Settlements							External	
Emafusini Existing and Phase One Housing Project			Dannhauser – Department of Human Settlements							External	
Ramaposa Housing Project			Hattingspruit – Department of Human Settlements							External	
PROPOSED HOUSING PROJECTS											
KwaMdakan e Rural - Urban Housing Project	KwaMdakane	R102 620 589	R20 524 118	R20 524 118	R20 524 118	R20 524 118	R20 524 118	R102 620 589		DHS	X
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	X
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	X
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	X
KwaMdakan e 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	X
KwaMdakan e 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	X



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

PROJECT	LOCATION	TOTAL COST ESTIMATED 2019/20	2020/21	2021/2022	2022/22	2022/23	CAPITAL COSTS	GOVERNMENT SOURCE OF FUNDING	INTERNAL	EXTERNAL
Road Upgrading	P39-1	R133 000 000	R26 600 000	R26 600 000	R26 600 000	R26 600 000	R26 600 000	R133 000 000	DOT	X
Road Maintenance	P38	R125 600 000	R25 120 000	R25 120 000	R25 120 000	R25 120 000	R25 120 000	R125 600 000	DOT	X
Road Upgrading	P35-2	R119 200 000	R23 840 000	R23 840 000	R23 840 000	R23 840 000	R23 840 000	R119 200 000	DOT	X
Road Maintenance	P272	R313 500 000	R62 700 000	R62 700 000	R62 700 000	R62 700 000	R62 700 000	R313 500 000	DOT	X
Road Upgrading	P205-2	R67 900 000	R13 580 000	R13 580 000	R13 580 000	R13 580 000	R13 580 000	R67 900 000	DOT	X
Road Upgrading	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 Maintenance	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 Maintenance	D90	R77 700 000	R15 540 000	R15 540 000	R15 540 000	R15 540 000	R15 540 000	R77 700 000	DOT	X
Road Upgrading	D470	R53 200 000	R10 640 000	R10 640 000	R10 640 000	R10 640 000	R10 640 000	R53 200 000	DOT	X
Road Maintenance	D301	R60 200 000	R12 040 000	R12 040 000	R12 040 000	R12 040 000	R12 040 000	R60 200 000	DOT	X
Road Upgrading	D279	R324 000 000	R64 800 000	R64 800 000	R64 800 000	R64 800 000	R64 800 000	R324 000 000	DOT	X
2j	D2443	R71 300 000	R14 260 000	R14 260 000	R14 260 000	R14 260 000	R14 260 000	R71 300 000	DOT	X
Road Upgrading	D181	R34 300 000	R6 860 000	R6 860 000	R6 860 000	R6 860 000	R6 860 000	R34 300 000	DOT	X



3.9.5.2.5 Dannhauser Municipal Roads Impacting on Housing Settlement Patterns SDF 2020/21 – 2022/23

LOCATION	TOTAL COST ESTIMATED	2019/20	2020/21	2021/2022	2022/22	2022/23	CAPITAL COSTS	GOVERNMENT SOURCE OF FUNDING	INTERNAL	EXTERNAL
Road Upgrading	L3004	R41 800 000	R8 360 000	R8 360 000	R8 360 000	R8 360 000	R8 360 000	R41 800 000	Dannhauser LM	X
Road Upgrading	L2417	R6 300 000	R1 260 000	R1 260 000	R1 260 000	R1 260 000	R1 260 000	R6 300 000	Dannhauser LM	X
Road Upgrading	L2400	R34 300 000	R6 860 000	R6 860 000	R6 860 000	R6 860 000	R6 860 000	R34 300 000	Dannhauser LM	X
Road Maintenance	L212	R63 000 000	R12 600 000	R12 600 000	R12 600 000	R12 600 000	R12 600 000	R63 000 000	Dannhauser 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

3.9.5.2.6 Dannhauser Integrated Environmental Management Projects Impacting on Housing Settlement Patterns SDF 2020/21 – 2022/23

PROJECT	LOCATION	TOTAL COST ESTIMATED 2019/20	2020/21	2021/2022	2022/22	2022/23	CAPITAL COSTS	GOVERNMENT SOURCE OF FUNDING	INTERNAL	EXTERNAL
Waste Recycling Site	Dannhauser	R2 000 000	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000	DEDTA	X
Waste Dumping Site	Durnacol	R2 000 000	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000	DEDTA	X
Waste Dumping Site	KwaMdakane	R2 000 000	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000	DEDTA	X
Waste Dumping Site	Skombarane	R2 000 000	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000	DEDTA	X
Waste Dumping Site	Hattingspruit	R2 000 000	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000	DEDTA	X



Environmental Education Centre	Dannhauser	R15 000 000	R3 000 000	R3 000 000	R3 000 000	R3 000 000	R3 000 000	R15 000 000	DEDTA	X
Preservation of Public Open Spaces	Dannhauser	R2 000 000	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000	DEDTA	X
Preservation of Public Open Spaces	Skombarane	R2 000 000	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000	DEDTA	X
Preservation of Public Open Spaces	Durnacol	R2 000 000	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000	DEDTA	X
Preservation of Public Open Spaces	KwaMdakane	R2 000 000	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000	DEDTA	X
Preservation of Public Open Spaces	Springbok	R2 000 000	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000	DEDTA	X
Tree Planting (Fruit)	KwaMdakane	R1 500 000	R300 000	R300 000	R300 000	R300 000	R300 000	R1 500 000	DEDTA	X
Tree Planting (Fruit)	Ubuhlebmzinyathi	R1 500 000	R300 000	R300 000	R300 000	R300 000	R300 000	R1 500 000	DEDTA	X
Tree Planting (Fruit)	Hattingspruit	R1 500 000	R300 000	R300 000	R300 000	R300 000	R300 000	R1 500 000	DEDTA	X
Tree Planting (Fruit)	Durnacol	R1 500 000	R300 000	R300 000	R300 000	R300 000	R300 000	R1 500 000	DEDTA	X
Extension and Maintenance of Dams/Lakes	Skombarane	R3 000 000	R600 000	R600 000	R600 000	R600 000	R600 000	R3 000 000	DEDTA	X
Extension and Maintenance of Dams/Lakes	Durnacol	R3 000 000	R600 000	R600 000	R600 000	R600 000	R600 000	R3 000 000	DEDTA	X
Extension and Maintenance of Dams/Lakes	Hattingspruit	R3 000 000	R600 000	R600 000	R600 000	R600 000	R600 000	R3 000 000	DEDTA	X



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

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 Nodes and Corridors.	To promote proper growth of rural residential areas in terms of servicing needs and amenity.	<ul style="list-style-type: none"> Dwelling Cattle Kraal Chicken Coop Granaries Additional granny flat
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.		<ul style="list-style-type: none"> 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.		<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> All-Season Grazing Land (Amadlelo) Winter Grazing Camps (Amakhaphelo) Izinkambi Dip Tank (Idiphu) Insimu Isivande
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.	<ul style="list-style-type: none"> Isigawu (Meeting Places and Traditional Trials) Amagquma (Hilly Areas that are communicating views) Amahlathi Emvelo (Indigenous Forests for Wood harvesting, Wild



				fruit harvesting and Hunting areas) ■ Imithombo/ Iziphethu (Waterbodies and Wetlands where fishing and agricultural water 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 infrastructures 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



3.9.5.3 Telecommunications

Dannhauser has the necessary telecommunications infrastructure, such as coverage by cell phone service providers and Telkom. As such, the residents within the municipality are able to 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.

3.9.5.4 Municipal Infrastructure Operations & Maintenance

The municipality developed an “Operations and Maintenance Plan” in the financial year 2018/2019 and it has been approved by its MANCO and Technical Portfolio Committee.

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.

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 utilised 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.



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);

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.

3.9.5.4.1 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 back 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, Part S;
- 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.

3.9.5.4.2 Dannhauser Maintenance of Physical Infrastructure

Integration of Maintenance Processes

Infrastructural improvements to all properties owned by the municipality must be effectively and efficiently maintained in order 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 in order 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

In order 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.

3.9.5.4.3 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;

- Growth or decline in population;
- Demographics per ward;
- Weather characteristics and effects of erosion (heavy rainfall, long-periods of heat, etc.);
- Geological structure of the soil the infrastructure is built on;
- The traffic volumes and how often the roads are used by vehicles;
- The physical structures of mast lights; and
- 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 manner in which 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 72: 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;

1. Initial Cost of Asset;
2. Current Replacement Costs;
3. Depreciated Replacement Cost;
4. Annual Depreciation Expense;
5. Asset Consumption;
6. Asset Renewal; and
7. 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 73: 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.

3.9.6 SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

Figure 25: 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 to be untidy municipality



3.10 (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 has to 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 analyse 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.

3.10.1 DANNHAUSER MUNICIPALITY LOCAL ECONOMIC DEVELOPMENT FOUNDATION & GUIDELINES

Our LED Guiding Principles

There are a number of 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.

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

- Neighbourhood 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.

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:

- (1) 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;
- (2) 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,
- (3) 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 in order for divergent interests to reach a consensus

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 more effectively promote and foster the realization of local development priorities. 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).

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 as a consequence 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.

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.”

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 a sufficient number of 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 26: 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 sufficient numbers of 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 have the ability to 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	Is 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 favourable image within and outside the region? How does the municipality rank as a place to visit or a place to do business?

3.10.1.1 LOCAL ECONOMIC DEVELOPMENT

Local Economic Development (LED) is perceived as a continuous process that enables the utilization of localized resources by various investors, key stakeholders and the community to create sustainable formal and informal trading businesses that enable wealth generation together with the creation of jobs. It is further viewed as a mechanism that reduces poverty within an area while reducing or removing economic & social imperatives that hinder both economic and social development and growth. LED further enhances the Gross Domestic Product contribution to the District, Province and National Economies.

The council of Dannhauser, together with its Executive Management, conducted its strategic session which amongst other key service delivery aspects, undertook to assess the performance of its Local Economic Development KPA with the intention of developing a strategic direction upon which clear objectives and key deliverables would be formulated in order to improve its performance on this aspect. The strategic session was undertaken in the 2019/20 financial year, and implementation of the agreed outcomes of the session commenced.



In 2019/20 the session resolved that LED would be one of the main key drivers of the council's service delivery mandate. Based on this resolution, the main objectives of LED were identified as follows:

1. Council has resolved to make LED a priority for this term;
2. Increased capacity within LED department;
3. Council to allocate more resources to fulfill the desired objectives of LED;
4. To enhance investment attraction and retention of businesses;
5. To focus and support on agricultural programmes;
6. To persuade a viable Industrial Area with necessary resources;
7. To promote the Informal Economy;
8. To promote partnership with private sector in ensuring job creation; and
9. To ensure that Municipal Safety is prioritized.

During 2020/21 financial year, the municipality reviewed its Local Economic Development Strategy in compliance and response to the MEC's comment and in full recognition of the current turbulent economic environment. The strategy undertook a holistic and more practical approach in setting the new tone and new developmental economic agenda for the town and its rural surroundings. It further integrated some of the initiatives and strategic thrusts from the district plans that are relevant to Dannhauser in order to ensure vertical and horizontal alignment. The review report was submitted to the Land and Resource Portfolio Committee as part of the stakeholder consultation process. Further stakeholder consultation has commenced through the advertisement of the draft review report for public inputs and comments in the local newspaper as well as the municipal website.

In 2020/21 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 also 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 has to 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 2021/2022 above comments of the MEC are as follows;

- The municipality to develop and adopt Recruitment policy in the 2021/2022 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 2021/2022 financial policy.
- The municipality to develop and adopt the Municipal Safety Plan in the 2021/2022 financial year.
- The Municipality to Incorporate the Indigents Policy in the IDP 2021/2022
- The municipality to develop and adopt the Batho Pele policy, Service delivery Charter/ Standards and the Service Delivery Improvement plan in 2021/2022.

The strategic focus is on high potential sectors and initiatives in order 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.

3.10.1.1.1 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 74: Economic Investment Catalytic Projects

1. MUNICIPAL ECONOMIC INVESTMENTS					
PROJECT 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 – Durnacoal		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 to Industrial Area)		R 13 million	Project Commenced
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
2. COGTA – KZN					
Industrialisation	CBD (2)	Dannhauser Industrial Area		R 60 million (Still to implement finale phase of	Completed: Bulk Water License outstanding and has been applied for.



				Industrial Area extension)	
Community Gym Park	CBD (2)	Community Gym Park		R 5 million	Project to Commence
3. 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			
4. 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 Project (1 h/h 1ha	1(Renier Farm)	Vegetables and crop production	17 HA	-	Commenced
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
uMnothwesizwe Piggery Project	10	Piggery	N/A	Was supported in 2017/18 financial year	Commenced
Agri-Hub	1(Renier Farm)	Mechnsisation & Storage Facilities		To be allocated upon finalization of technical analysis by Urban Econ	Commenced

3.10.1.2 LED Strategy

The draft LED Strategy for 2020/21 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 2019. It will focus on the various sectors of the economy that drive Dannhauser and that enable for job creation.

3.10.1.3 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 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 general public

3.10.1.4 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 75: Summary of Dannhauser Integration With PGDS-2035

	STRATEGIC GOAL	STRATEGIC OBJECTIVE 2017	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; 	<ul style="list-style-type: none"> ✓ The municipality is currently integrating with DRDLR to enhance agriculture through its Renier farm operations and FSPU;



	STRATEGIC GOAL	STRATEGIC OBJECTIVE 2017	DANNHAUSER COMPLIANCE
		<ul style="list-style-type: none"> ✓ 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"> ✓ 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 ✓ 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 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;



	STRATEGIC GOAL	STRATEGIC OBJECTIVE 2017	DANNHAUSER COMPLIANCE
			<ul style="list-style-type: none"> ✓ 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; ✓ Build government capacity; ✓ Eradicate fraud and corruption; and ✓ Promote participative, facilitative and accountable governance 	<ul style="list-style-type: none"> ✓ All IGR Forum meetings are being attended by the 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 	<ul style="list-style-type: none"> ✓ This is overseen by the community and LED departments.

3.10.1.5 PGDS – 2035 Strategic Objectives Adopted by Dannhauser & Funding Sources

This segment indicates how the municipality has integrated and is addressing the PGDS – 2035

1) Strategic Objective 1.1 Indicators: Develop and Promote the Agricultural Potential of KZN

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

Strategic Objective 1.1 Interventions:

- (a) Diversification of agricultural production & markets (niche markets and Agri-processing) and revitalization of the agro-processing value chain through the beneficiation of particular agricultural products, as defined by the Industrial and Agricultural Policy Action Plans.



- (b) 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).
- (c) Efficient maintenance and expansion of appropriately scaled irrigation schemes.
- (d) Appropriate protection and rehabilitation of agricultural resources.
- (e) Expedite the resolution of unresolved land claims and restitution projects.
- (f) 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)

2) Strategic Objective 1.2 Indicators: Enhance Sectorial Development through Trade Investment and Business Retention

- 1.2.1 Total absolute value of the provincial economy excluding primary agriculture.
- 1.2.2 Absolute growth in provincial exports.
- 1.2.3 Absolute growth in provincial investment (including in key sectors such as maritime economy, renewable energy and other parts of the green economy).
- 1.2.4 Growth in employment in key manufacturing and service sectors.
- 1.2.5 Growth output of manufacturing sector.
- 1.2.6 Number of tourists (domestic and international).
- 1.2.7 Value spends in the tourism sector.
- 1.2.8 Growth in the number of jobs of those employed in the Green Economy.
- 1.2.9 Increase in the number of businesses supported through BR&E interventions.

Strategic Objective 1.2 Interventions:

- (a) Improved access to economic development funding.
- (b) Facilitate statutory development approval processes in support of new investments (Provincial One-Stop Shop).
- (c) 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.
- (d) Improve performance monitoring of the value chain in key sectors within the KZN.
- (e) Develop, diversify and market the tourism sector to increase domestic and foreign visitors in the province.
- (f) 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 Programme.
- (g) Develop and implement a green public procurement policy to help support local green businesses.
- (h) 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)

3) Strategic Objective 1.3 Indicators: Enhance Spatial Economic Development

- 1.3.1 Annual percentage change in employment and unemployment per district.



1.3.2 Government and private sector capital investment in both brownfield and greenfield economic projects.

1.3.3 Extent of (m²) of appropriately zoned and serviced industrial and commercial land available.

1.3.4 Rand value of private sector investment in the Durban Aerotropolis and Richards Bay SEZ

Strategic Objective 1.3 Interventions:

- (a) 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.
- (b) Develop programme focused on rehabilitation, regeneration and expansion of existing Industrial Areas and access DTI funding set aside for this purpose.
- (c) Provide quality affordable zoned land with the appropriate level of infrastructure and maintain good service provision when sites are occupied.
- (d) 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

4) Strategic Objective 1.4 Indicators: Improve the Efficiency, Innovation and Variety of Government-led Job Creation Programmes

1.4.1 Growth in the number of new small contractors.

1.4.2 Reduction in the cost per EPWP and CWP jobs.

1.4.3 Percentage of provincial government expenditure of goods and services procured on local content.

1.4.4 Direct employment multipliers from infrastructure development and maintenance and related development projects.

Strategic Objective 1.4 Interventions:

1.4(a) 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 programme).

5) Strategic Objective 1.5 Indicators: Promote SMME and Entrepreneurial Development

1.5.1 Increase in the number of SMMEs and cooperatives established.

1.5.2 Increase in survival rate of SMMEs and cooperatives.

1.5.3 Increase in the number of jobs generated by SMMEs and Cooperatives.

1.5.4 Proportion of private sector expenditure on goods and services procured on local content.

1.5.5 Number of local municipalities supported to develop informal economy policies.

1.5.6 Number of municipal officials capacitated to support the informal economy sector.

1.5.7 Number of municipalities funded for informal economy infrastructure development.



Strategic Objective 1.5 Interventions:

- (a) Facilitate SMMEs' (including informal businesses') access to finance, markets, trading facilities and infrastructure with linked services.
- (b) Develop a progressive regulatory framework for the broader support of and the informal economy.
- (c) Review business regulations to reduce bureaucratic processes and procedures for small businesses.
- (d) Improve coordination and monitoring of government and private sector programmes aimed at uplifting SMMEs and Cooperatives.
- (e) Improve awareness on public and private sector support available to priority groups who want to participate in the work and business sphere.
- (f) 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).

6) Strategic Objective 1.6 Indicators: Enhance the Knowledge Economy

- 1.6.1 Contribution of Research & Development to GVA in KZN.
- 1.6.2 Percentage of SA patents and designs registered by KZN entities and individuals.
- 1.6.3 Number of functional technology hubs.
- 1.6.4 Occupation rate in techno hubs.
- 1.6.5 Government contribution on green economy R&D.

Strategic Objective 1.6 Interventions:

- (a) 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).
- (b) Develop a market plan for the knowledge economy in KZN.
- (c) Improve the funding model for the planned technology hubs where appropriate.
- (d) 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).

3.10.1.6 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.



3.10.1.6.1 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 76: Dannhauser Business Retention/ Expansion Economic Thrust & Intervention Programmes

ECONOMIC THRUST	PROGRAMMES
1. Implementing Socio-Economic Radical Economic Transformation; Good economic governance; communication; strategic partnerships (foreign & domestic); and service delivery;	✓ Provision of economic and public infrastructure;
2. Industrialisation;	✓ Improved Economic Governance;
3. Sector economic markets integration for business owners	✓ Human resources management and institutional transformation for economic development;
4. Business development support;	✓ Communication and information interventions with investors and the community;
5. Business owner skills development and growth.	✓ 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.
- ✓ Provide assistance to businesses as per the outcomes of the business survey and the outreach activities

The business attraction strategic thrusts and programmes are as follows:

**Table 77: Dannhauser Business Attraction Thrusts & Programmes**

ECONOMIC THRUST	PROGRAMMES
1. 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
2. Leverage growing and strategic sectors to optimise 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 (2020/21);
- ✓ 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 services 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

3.10.1.6.2 Informal Economy Policy

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

Economic Principles

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

- a) Linking the development and growth of operating areas to commercial zones in order 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.
- b) 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.
- c) Government providing a range of facilities, capacity building and business support services that caters for the different levels of informal economy actors.
- d) 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.
- e) Targeting highly accessible and visible locations for the promotion of business-related operations in order 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:

- a) 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.
- b) Viewing the location of public sector investment as an opportunity to integrate communities that have historically been spatially separated.
- c) 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.

- d) Providing basic services such as water and refuse facilities to all areas where public health and/or public safety is at risk.

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:

- a) 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.
- b) 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.
- c) Trading does not harm or degrade the environment in any way.

3.10.1.6.3 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 the 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 made reference to with regards to the development of the informal economy.



3.10.1.6.4 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.

3.10.1.8 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 as a whole 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 as a whole.

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 programme that identified a number of 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.

3.10.1.9 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 programme. 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.

3.10.2 Policy Aspects for Promoting Sustainable LED

In order 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 favourable policy formulation and implementation by the municipality, alignment of economic development is made in reference to;

1. NDP 2030 – Inclusive Rural Economy
2. Comprehensive Rural Development Strategy - 2000
3. White Paper on The Development and Promotion of Tourism in South Africa - 1996
4. White Paper on Agriculture in South Africa - 1995



5. Industrial Action Policy Plan in South Africa
6. Empowerment of Local Communities
7. Presidential Infrastructure Coordinating Commission South Africa - 2012
8. Special Integrated Projects Corridor development - 2012
9. Skills Development & Training – Sector for Education & Training Authorities South Africa
10. LED policy guidelines – 2012 - 2017
11. Foreign Direct Investment – 2017
12. Department of Trade & industry South Africa – International Trade Agreements
13. MPRDA, No.28 of 2002 as amended – Mining & Beneficiation

3.10.2.1 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.

By definition, 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 commonly 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.

A 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 take into account 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 minimise 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 for the production of 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 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.

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 policy-making. It is sometimes referred to as “evidence-based policy-making,” 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):

- 1. 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.

- 2. 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.

- 3 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. In order 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.

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. In order 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 endeavours and the need to ensure that the end product is what is wanted and desired. Strategic planning is an important step in assuring that investments in LED efforts use precious local resources (rands 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 in the midst of 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:

- (1) increases the municipality’s ability to adapt to future eventualities;
- (2) helps to crystallize municipal LED goals and objectives;
- (3) reduces the unnecessary pressures of immediacy;
- (4) reduces LED mistakes and oversights;
- (5) ensures a more productive use of scarce financial, physical and human resources;
- (6) makes control easier; and,
- (7) increases efficiency and effectiveness.

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;

1. **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.
2. **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.
3. **Building consensus and commitment with politicians:** LED programs often have to compete for resources sometimes within un-funded mandates. From an early stage, plans should be developed to include a broad range of elected politicians.



4. **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.
5. **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.
6. **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.
7. **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.
8. **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.
9. **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.
10. **Institutionalizing the process:** Make sure that the LED strategy is reported to the municipal council each and every 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.

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.

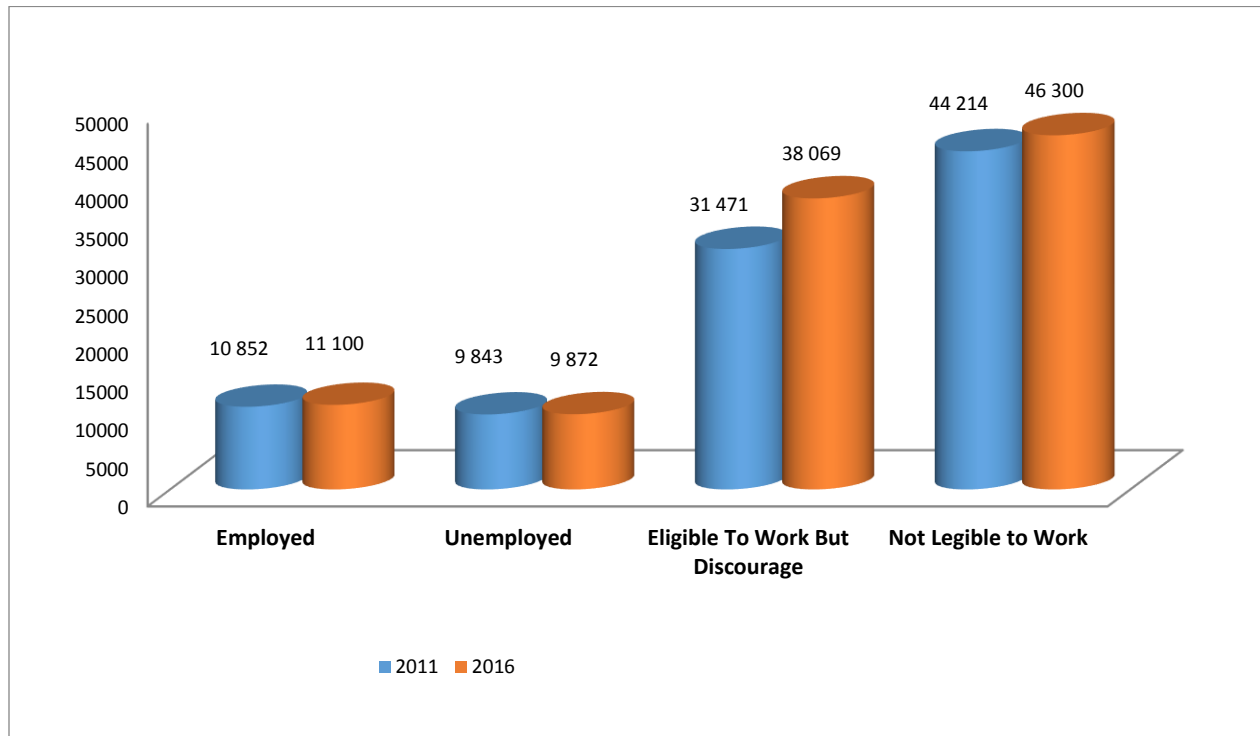


3.10.3 Employment / Unemployment Rate

The municipality experienced a slight increase in the number of people employed from 2011 to 2017, this is however offset by the large numbers of people who are eligible for employment but are not employed. This can be attributed to low education levels which compromise the employability of residents within the municipality and a lack of employment opportunities due to a lack of economic activities in the municipal area. High unemployment levels pose a number of challenges and are associated with a number of social ills, particularly for the youth. They make them prone to engage in activities such as drug abuse, crime, alcohol abuse, etc. Efforts should be made to address these challenges. The figure below indicates the employment status of the municipality;



Figure 27: Employment Status (Census 2017)



HOUSEHOLD INCOME

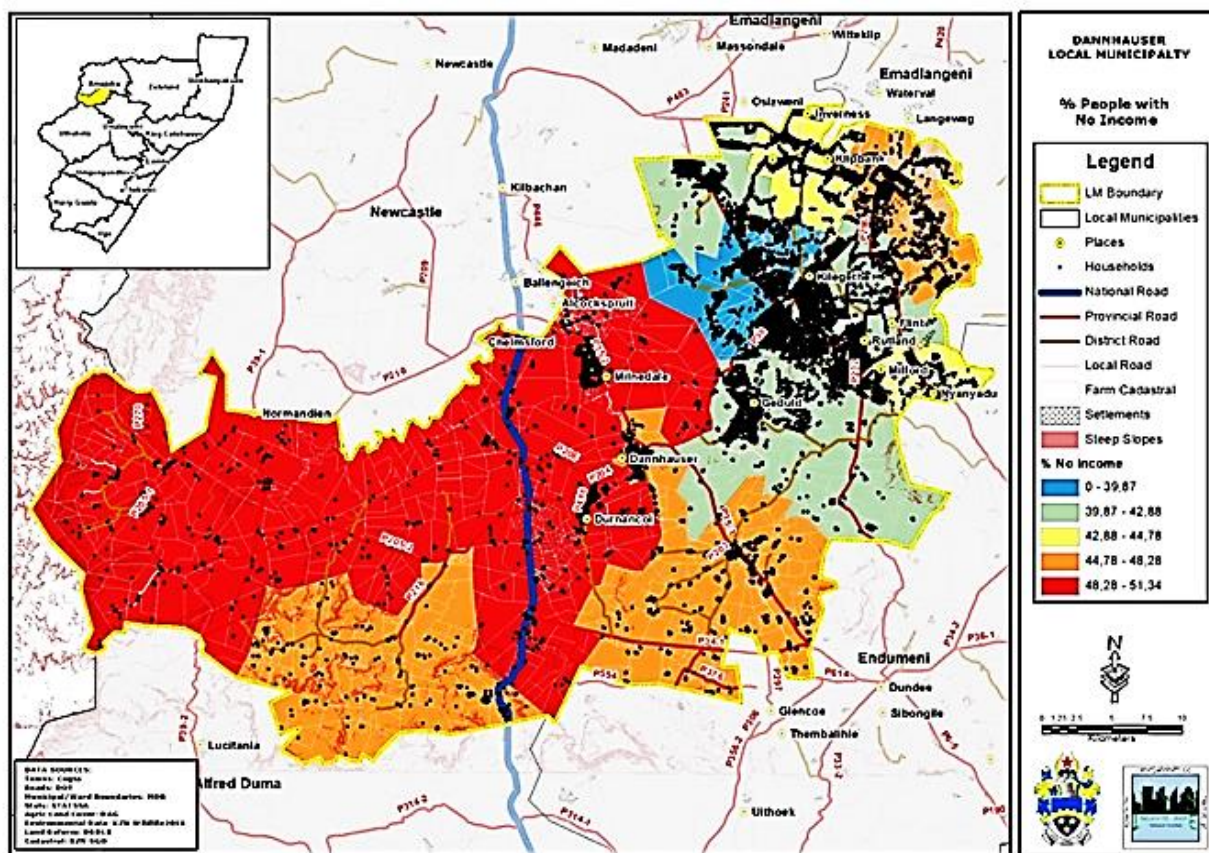
Table 78: Dannhauser household Income

HOUSEHOLD INCOME	
INCOME BRACKET	NUMBER OF HOUSEHOLD
No Income	3 544
R1 – R 4 800	1 124
R 4 801 – R 9 600	2 142
R 9 601 – R 19 200	4 979
R 19 201 – R 38 400	4 852
R 38 401 – R 76 800	2 427
R 76 801 – R 153 600	1 022
R 153 601 – R 307 200	458
R 307 201 – R 614 400	226
R 614 401 – R 1 228 800	32
R 1 228 801 – R 2 457 600	13
R 2 457 601 or More	18
Unspecified	1
Not Applicable	5
GRAND TOTAL	20 844

(Census 2017)

It is clear from the above data that there are more households living in poverty, this impacts negatively on the revenue generating stream of the municipality. It also serves as an indicator that more employment opportunities (job creating activities) must be implemented to reduce the poverty margins.

Map 55: People with No income Census 2017/SDF 2021/22



3.10.1.7 Economic State Analysis

The municipal local economic sector analysis highlights the current performance of the existing economic sectors in the jurisdiction together with key drivers and pitfalls. It will indicate some of the challenges confronted with each sector together with investment opportunities some which have not yet been tapped into as yet. This applies to the primary, secondary and tertiary economic sectors.

3.10.1.10 Economic Sector Contributors

In 2012 Dannhauser Local Municipality had a very large comparative advantage in the Mining sector as some mines had established and commenced operations. The Agriculture and Community sector also had a very large comparative advantage when comparing them to the South Africa economy as a whole, although less prominent. Dannhauser contributes almost 40% to total agricultural production in the district and has experienced the smallest decline of -2%. Decline in the other economic sectors has led to increased focus on agriculture, in the interest of increased production value and employment creation.

The establishment of the district Agri Park at Renier Farm and Industrial Area, all ready for occupation, will further impact positively on Dannhauser's economic contribution. The mining sector has not been fully exploited with regards to various large deposits of coal that are in existence within the jurisdiction, and mining beneficiation as prescribed by the MPRDA, No.28 of 2002, as amended, has not also been



exploited. Tourism which is deemed a good contributor to the GDP of the country has not been tapped into irrespective of the natural and heritage assets that exist. There is therefore a need for these dormant sectors to be invested in.

3.10.1.11 Primary, Secondary and Tertiary Economic Sector Analysis – Dannhauser Relative to Amajuba District Municipalities

3.10.1.12 Economic Sector Contribution Status - Data Analysis – 2018

The economic sector data analysis has been provided by “Provincial Treasury – KZN”, it serves as comparison data between Dannhauser, Newcastle and eMahlangueni Local Municipalities. It further represents the contribution to the economic sectors to the region and the province as a whole.

3.10.1.13 Dannhauser Municipality – Gross Value Added (GVA) Per Grouped Sector & “%” Share - 2018

“Gross Value Added”, is the measure of the value of goods and services produced in an area, industry or sector of an economy. In the country’s national accounts GVA is output minus intermediate consumption. With regards to the municipal GVA, this thus reflects the nature of business contributions within a sector or industry of a municipal jurisdiction.

The “Gross Value Added” is important as it is used in the calculation of the “Gross Domestic Product” (GDP), which is a key indicator of the state of a region, provinces and nations to economy.

Table 79: Urban Population by Race - 2019

IHS Markit Regional eXplorer 1479 (2.6d)		Development Urban Population 2017				
Code		African DURB17	White DURW17	Coloured DURC17	Asian DURA17	Total DURT17
ATOT	National Total	25,990,768	4,212,725	4,620,027	1,353,471	36,176,990
Provinces (2016 boundaries)						
JP05	KwaZulu-Natal	3,922,103	425,260	140,772	775,786	5,263,921
KwaZulu-Natal						
JC25	DC25 Amajuba	252,517	15,813	3,345	14,365	286,039
DC25 Amajuba (KZN)						
J252	KZN252 Newcastle	235,506	13,887	2,797	13,022	265,212
J253	KZN253 eMahlangueni	9,228	1,438	389	26	11,080
J254	KZN254 Dannhauser	7,784	488	159	1,317	9,747

(Provincial Treasury – KZN 2019)

Table 80: Economic Sector % Share – 2017 – Gross Value Added

IHS Markit Regional eXplorer 1479 (2016)		Economic Gross Value Added by Region (GVA-R) Primary, Secondary & Tertiary Sector aggregates Sector's share of regional total (%) - 2016			
Code		Primary sector SGAF116	Secondary sector SGAF216	Tertiary sector SGAF316	Total SGAFT16
ATOT	National Total	10.4%	21.2%	68.4%	100.0%
Provinces (2016 boundaries)					
JP05	KwaZulu-Natal	5.4%	26.4%	68.3%	100.0%
KwaZulu-Natal					
JC25	DC25 Amajuba	15.8%	24.7%	59.4%	100.0%
DC25 Amajuba (KZN)					
J252	KZN252 Newcastle	7.7%	27.7%	64.6%	100.0%
J253	KZN253 eMadlangeni	38.2%	11.7%	50.1%	100.0%
J254	KZN254 Dannhauser	48.2%	15.8%	36.0%	100.0%

(Provincial Treasury – KZN 2019)

Table 81: Economic Sector % Share – 2017 - 2012 – Gross Value Added

ECONOMIC STATUS – 2017 – 2020 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
ATOT	National Total	10.6%	20.9%	68.6%	100.0%
Provinces (2016 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 2019)

Table 82: Economic Sector % Share – 2019 – Gross Value Added

IHS Markit Regional eXplorer 1479 (2019)		Economic Gross Value Added by Region (GVA-R) Primary, Secondary & Tertiary Sector aggregates Sector's share of regional total (%) - 2018			
Code		Primary sector SGAF118	Secondary sector SGAF218	Tertiary sector SGAF318	Total SGAFT18
ATOT	National Total	10.4%	20.9%	68.7%	100.0%
Provinces (2016 boundaries)					
JP05	KwaZulu-Natal	5.4%	26.0%	68.6%	100.0%
KwaZulu-Natal					
JC25	DC25 Amajuba	17.4%	24.3%	58.3%	100.0%
DC25 Amajuba (KZN)					
J252	KZN252 Newcastle	8.1%	27.6%	64.3%	100.0%
J253	KZN253 eMadlangeni	40.9%	11.3%	47.8%	100.0%
J254	KZN254 Dannhauser	52.6%	14.5%	32.9%	100.0%

(Provincial Treasury – KZN 2019)



Notes.

- ✓ Dannhauser's **Primary Sector** increased from 48.2% to 50.4%, 2017 & 2018 respectively, showing a slight growth; there is a slight increase into 2019, from 2018, of 52.6% from 50.4%. The primary sector in the municipality is primarily driven by mining and agriculture.
- ✓ The **Secondary Sector** fell with 0.7% to 15.1% in 2018 from 15.8% in 2017; a further decline from 15.8% to 14.5% in 2019 occurred, this was caused by the decrease in manufacturing and construction activities. The decrease experienced was due to high input costs mainly driven by increased fuel prices and the technical recession experienced. Based on the local economy, the lack of proper infrastructure to support economic development within the municipal jurisdiction and a lack of support for local SMMEs and Informal traders impacted negatively on the sector.
- ✓ The **Tertiary Sector** contracted from 36 % to 34.5% from 2017 to 2018; the sector further contracted to 32.9% in 2019, this was impacted both by the unfriendly economic factors and the decline of the Secondary Sector.

3.10.2 DANNHAUSER'S PRIMARY, SECONDARY AND TERTIARY SECTOR ANALYSIS

3.10.2.1 Dannhauser Relative Amajuba District - Primary Economic Sector

The primary sector within Dannhauser that makes direct use of natural resources includes agriculture and mining. The municipality contributes to the KZN – Provincial GDP through these two sectors. Agriculture and Mining both contributed significantly to the municipal jurisdiction and higher than that of Newcastle and Emadlangeni. The contributions of 2017 and 2018 financial period are represented as follows;

Table 83: Primary Economic Sector % Share – 2017 / 2018 – Gross Value Added

IHS Markit Regional eXplorer 1479 (2.6d)		Economic Gross Value Added by Region (GVA-R) Primary Sector aggregates Sector's share of regional total (%)		
		2016	2017	2018
ATOT	National Total	10.4%	10.6%	10.4%
Provinces (2016 - 18 boundaries)				
JP05	Kw aZulu-Natal	5.4%	5.5%	5.4%
KwaZulu-Natal				
JC25	DC25 Amajuba	15.8%	16.6%	17.4%
DC25 Amajuba (KZN)				
J252	KZN252 New castle	7.7%	7.9%	8.1%
J253	KZN253 eMadlangeni	38.2%	39.9%	40.9%
J254	KZN254 Dannhauser	48.2%	50.4%	52.6%

(Provincial Treasury – KZN 2019)

Vast tracts of land that are highly fertile for agricultural activities exist within the jurisdiction, this allows for grain crops and vegetables to be farmed and also livestock to be bred. This enables the municipality to enhance food security. Most of the fertile land is within private hands and on tribal land. Agriculture is an important sector but is currently under-developed due to lack of investments.

Mining activities have commenced over the past five (5) years, this is after a long spell of mine closures which occurred in the 1980's. Dannhauser is rich in anthracite, bituminous and sub-bituminous coal, these



grades of coal are all export grade. 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.

COMPARATIVE ADVANTAGE

For agricultural activities, the municipality has available water resources based on the relatively high number of rivers and tributaries. The underground water serves as an essential source and the water table is reasonably at a good level that crops are nourished. The mining sector benefits from the abundance in labour sources and the availability of technologies to access the minerals.

CHALLENGES

Dannhauser does not have many commercial farms, there is an abundance of subsistence farmers who do not have the capital and who have a minimal skills base to undertake commercial farming. Mining is highly dominated by foreign owned companies and locals do not have the capital based or knowledge to undertake intensive mining activities.

INVESTMENT OPPORTUNITIES

- Small scale mining;
- Beneficiation; and
- Commercial farming.

3.10.2.2 Dannhauser Relative Amajuba District - Secondary Economic Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. Between 2002 and 2012 the manufacturing sector experienced the highest positive growth with an average growth rate of 11.0%. The construction sector reached its highest growth in 2007 of 12.4%. The manufacturing however, experienced the lowest growth in 2002 of -18.6%, while construction sector reached its lowest point of growth with -20.3% growth rates. The electricity sector experienced the highest growth in 2012 at 6.4% from lowest growth of -8.5% in 2005. The sector from 2017, 2018 and 2019 performed as follows;

Table 84: Secondary Economic Sector % Share – 2017 / 2018 / 2019 – Gross Value Added

IHS Markit Regional eXplorer 1479 (2.6d)		Economic Gross Value Added by Region (GVA-R) Secondary Sector aggregates Sector's share of regional total (%)		
		2016	2017	2018
ATOT	National Total	21.2%	20.9%	20.9%
Provinces (2016 - 18 boundaries)				
JP05	KwaZulu-Natal	26.4%	26.0%	26.0%
KwaZulu-Natal				
JC25	DC25 Amajuba	24.7%	24.4%	24.3%
DC25 Amajuba (KZN)				
J252	KZN252 New castle	27.7%	27.5%	27.6%
J253	KZN253 eMadlangeni	11.7%	11.3%	11.3%
J254	KZN254 Dannhauser	15.8%	15.1%	14.5%

(Provincial Treasury – KZN 2019)



Within the secondary sector, Dannhauser performed well compared to Emadlangeni. Although Dannhauser's performance on a year-on-year basis was declining, it was not below the 13 % mark on average. Newcastle higher than Dannhauser based on its well-developed infrastructure and services and it being a metropolitan relative to Dannhauser a rural municipality which is currently underdeveloped.

COMPARATIVE ADVANTAGE

Dannhauser is in a strategic geographical location that is considered to be 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 airport being constructed within Newcastle will be in a position to service Dannhauser, while Chelmsford Nature Reserve earmarked for development will enhance attractiveness to the municipality. Maloti-Drakensburg which incorporates Giants Castle Game Reserve and Mkhomazi Wilderness are a national tourist destination and are approximately 179 km. This enables both local & international business tourists to have accessibility; this makes it strategic in positioning.

Dannhauser's location creates the potential opportunity to serve the metal, machinery and equipment industries in neighboring municipalities due to its central location and easy access to Newcastle, Ladysmith and Dundee. Amajuba district has earmarked some agro-processing opportunities to be located in the Dannhauser area. This is anticipated to give rise to the manufacturing and transport industry respectively. The municipality has recently commenced with the implementation of its Precinct Plan and has introduced industrialization and property development within its CBD area. This development anticipates the launching of a competitive industrial sector, property development such as the proposed mall and municipal office park which will enhance the expansion of the CBD area. The construction and electricity sector are also anticipated to be positively affected by the implementation of the remaining phases of the Precinct Plan due to the demand once investors take occupation of the developed infrastructures.

CHALLENGES

The manufacturing sector in Dannhauser is currently relatively small compared to Newcastle and Emnambithi/Ladysmith municipalities. It also does not have the same infrastructure and services available as do the two neighboring municipalities. Dannhauser has space zoned for industrial development, but the industrial area enjoys support from COGTA's Small Town Rehabilitation Fund that assists with the tarring of roads within the industrial area.

INVESTMENT OPPORTUNITIES

The summary investment opportunities created due to the implementation of the Precinct Plan are;

- Industrialization;
- Retail Development;
- Property Development;
- Construction Incubation;
- Agro-processing; and
- Manufacturing.



3.10.2.3 Dannhauser Relative Amajuba District - Tertiary Services (Incl. Government Services)

This sector encompasses the industries of trade, transport, finance and community services. The following contributions occurred from 2017, 2018 and 2019;

Table 85: Tertiary Economic Sector % Share – 2017 / 2018 / 2019 – Gross Value Added

IHS Markit Regional eXplorer 1479 (2.6d)		Economic Gross Value Added by Region (GVA-R) Tertiary Sector aggregates Sector's share of regional total (%)		
		2016	2017	2018
ATOT	National Total	68.4%	68.6%	68.7%
Provinces (2016 - 18 boundaries)				
JP05	Kw aZulu-Natal	68.3%	68.5%	68.6%
KwaZulu-Natal				
JC25	DC25 Amajuba	59.4%	59.0%	58.3%
DC25 Amajuba (KZN)				
J252	KZN252 New castle	64.6%	64.6%	64.3%
J253	KZN253 eMadlangeni	50.1%	48.7%	47.8%
J254	KZN254 Dannhauser	36.0%	34.5%	32.9%

(Provincial Treasury – KZN 2019)

Dannhauser's performance was very low compared to Newcastle and Emadlangeni Local Municipalities. Its level of contribution was negatively impacted on by the decline in the secondary sector and the municipality focused more on the development of economic and public infrastructure. The municipality has introduced reforms in its economic activities and has now integrated with various sector departments to enhance the development of this sector. It is currently working on an Investment Promotion & Facilitation Strategy to enhance expansion and contribution of the sector.

COMPARATIVE ADVANTAGE

Tertiary services within the Amajuba district have grown significantly over the past decade, far outgrowing the primary and secondary sectors. The tertiary services sector includes communications, finance and insurance, business services, community and social services, and general government. Average growth for these sectors has been 8% per annum from 2005 - 2009, and these sectors contribute over 45% to total GVA in Amajuba district. In terms of employment, over 62,000 people are employed within these sectors, which accounts for 74.5% of total employment in the sector. This indicates the significance of these tertiary sectors within Amajuba. The largest contributing sector to tertiary services is wholesale and retail trade, which accounts for almost 20% of total GVA within the district. This is followed by general government spending (18.5%) and community, social and personal services (17.6%).

CHALLENGES

Tertiary services in Dannhauser contribute 83% of the total GVA of the local municipality. This suggests that Dannhauser economy is almost monopolized by this sector, a situation which is not sustainable.



INVESTMENT OPPORTUNITIES

The services industry will require growth, as it will serve as a support base to the secondary services industry.

3.11 DANNHAUSER CONTRIBUTORY ECONOMIC SECTOR ANALYSIS

The sectors being analysed are those that currently have businesses operating in them, provide employment, contribute to the regional, provincial and national Gross Domestic Product. They still have opportunities that investors can obtain.

The current SMMEs, Co-operatives and Informal traders existing within the sectors still need to be empowered as they are not utilizing the economic resources fully. The opportunities will be indicated per economic sector. The municipality is currently developing intervention programmes that will enhance the further development of the SMMEs, Co-operatives and Informal Traders, and at the same time is working on an investment policy that will enable the investment climate to be more favourable for existing and prospecting investors both domestic and foreign.

Dannhauser Rural Economy Transformation Model (RETM) with South African Characteristics

The RETM will be implemented through the Agrarian Transformation System (which summarises the mandate of the DRDLR), and presents four Development Measurables, laid out in phases, which are meant to run sequentially (for effective planning) and simultaneously (guided by the plans):

- a) Meeting basic human needs;
- b) Rural enterprise development;
- c) Agro-village industries, sustained by credit facilities and value-chain markets; and
- d) Improved land tenure systems (embedded in meeting basic human needs).

'Agrarian transformation' denotes the 'rapid and fundamental change in the relations (meaning systems and patterns of ownership and control) of land, livestock, cropping and community'. The objective of the strategy is social cohesion and inclusive development of rural economies, in which rural-urban linkages are considered crucial in generating such inclusivity. Empowered citizens and communities are viewed as the main agents of change, to transform land, livestock and cropping activities into successful agro-businesses that inclusive development of the agricultural sector and broader rural economy. In order to achieve this, people must be supported, organized and mobilized to ensure maximum sustainable use of natural resources to the benefit of all community members, which is exactly what Agri-Parks intend to engender. As such, the Agri-Parks Programme shall serve as a primary vehicle for facilitating such organization and support, and thus will be a central driver of the RETM and the Agrarian Transformation Strategy.



3.11.1 Agriculture

The municipality has adopted the following actions;

Agricultural Policy Action Plan

The Agricultural Policy Action Plan (APAP) is thus a programmatic response in achieving the above. The Agricultural policy plan vision statement is “An equitable, productive, competitive, profitable and sustainable Agriculture, Forestry and Fisheries Sector” growing to the benefit of ALL South Africans”. The APAP seeks to provide both a long-term vision, and focused interventions in a 5-year rolling schedule, to be updated annually. APAP is based on Sectoral Key Action Programmes (commodities) and Transversal Key Action Programmes (e.g., research and innovation). It furthermore presents institutional arrangements and processes for achieving this objective – more specially to integrate planning, M&E between DRDLR and DAFF across 3 spheres of government.

The APAP has 4 policy levers which are:

a. Equity and Transformation

- ✓ Ensuring a more producer-friendly (and consumer-friendly) market structure
- ✓ Accelerating implementation of the Charters and the Small-scale fisheries policy;
- ✓ Promoting local food economies; and
- ✓ Investment in agro-logistics

b. Equitable Growth and Competitiveness

- ✓ Promoting import substitution and export expansion through concerted value chain/commodity strategies;
- ✓ Reducing dependence on industrial and imported inputs;
- ✓ Increasing productive use of fallow land; and
- ✓ Strengthening R&D outcomes.

c. Ecological Sustainability

- ✓ Climate Smart Agriculture

d. Governance

- ✓ Support services;
- ✓ Skills development;
- ✓ Research and development; and
- ✓ Knowledge and information management (integrated spatial economic planning);
- ✓ Market access, information and regulation; and
- ✓ Institutional arrangements

The municipality in adopting the Rural Development Framework, which has the overarching objective of creating “vibrant, equitable and sustainable rural communities”, and proposes the Agrarian Transformation Strategy as the central mechanism through which this shall be accomplished. For example, these include the:

- **National Rural Youth Service Corps (NARYSEC)**, which is intended to engage rural youth in community development work aimed at positively impacting on the future of development and sustainability of the rural areas and meant to address the level of rural youth unemployment;



- **Animal and Veld Management Programme (AVMP)**, which aims to address unsustainable land use practices by providing a comprehensive support system to rural livestock producers as well as effective land management and care through three sub-programmes including soil rehabilitation, re-greening the village space, and decongesting the village space. Closely aligned to certain Agri-Park's component related to infrastructure development, the AVMP proposes enhanced stock water provision, fencing, mechanization, machinery sheds, workshops, administrative buildings, fuel storage tanks, silos and storage facilities, animal handling facilities and others;
- **River Valley Catalytic Programme (RVCP)**, which aims to enhance productivity along riverbanks in South Africa, contributing to increased food security, sustainable development of natural resources, agriculture, infrastructure, social services, etc., and rural development through expanded enterprise development of on-farm and off farm value additional activities. This involves various components that are directly linked to the Agri-Park Programme, including:
 - ✓ human resource development;
 - ✓ soil and land management;
 - ✓ water management;
 - ✓ crop management; afforestation;
 - ✓ pasture/fodder development;
 - ✓ livestock management;
 - ✓ rural energy management along river banks; and,

Revitalization of Small rural towns and villages, whose objectives, as those of the Agri-Parks Policy, are multi-pronged and include:

- Enhancing rural centers' abilities to meet the needs of their residents and those people living in the surrounding vicinities (i.e., education, healthcare, infrastructure, employment and administrative needs);
- Advancing social cohesion and equity in rural communities;
- Increasing the creative and innovative capacities of residents and, in turn, enhancing competitiveness;
- Enhancing the ability of communities to adapt to external pressures while retaining their own unique characteristics;
- Adopting environmentally sustainable practices which utilize resources in the most efficient way while avoiding depletion;
- Reclaiming and restoring degraded facilities such as degraded town centers, dilapidated housing and post-industrial areas in a way that benefits the majority of the region's residents; and
- Developing functional spatial order of settlements through grounded infrastructural planning and implementation, especially concerning transport, water and sanitation, communications and electrical services.

The said document tabled interventions that need to be employed in order to develop the agricultural sector and these include:

- Institutional structuring for agriculture;
- Sustainable land reform;
- Visible delivery in agriculture sector; and
- Improved market access for agricultural products.



The agricultural sector is presently under strain throughout the country. Some of the key concerns to the sector are:

- Uncertainty that is caused by land reform;
- Lack of imagination on what can be done with the land once the claimants have received the land and in some instances the land is not productively utilized;
- Increasing input costs; and
- Rising interest rates

It has been argued that, in order for the agriculture sector to be developed, opportunities for tapping into the international markets need to be created and in the case of Dannhauser, these opportunities can be linked to the Dube Trade Port Developments. Where possible, major co-operates will need to be involved and focus should be paid to various areas of opportunity in the municipality. The need for improved road and railway infrastructure in the municipality has also been identified.

Agriculture is a major sector within the Municipality and has the potential to contribute to the development of employment opportunities as well as addressing matters related to food security. The KZN Department of Agriculture has three primary programmes that focus on the emerging farmer community within the Municipality. Large commercial farms are located within the western part of the Municipality; these farmers require limited assistance from the Department. Each ward in the Municipality has its own farmers association representing the interests of the farmers, commercial and emerging, in that ward.

Under the auspices of the Flagship Programme, the Department of Agriculture has commenced implementation of the One Home, One Garden initiative with effect from January 2011. The initiative is the responsibility of the extension officers employed by the KZN Department of Agriculture; it is proposed to provide training to 700 participants per ward in the Municipality. Participants are identified by the extension officers on the basis of need; each extension officer has a list of community gardens including those located within the traditional authority areas. However, participation in this initiative is not limited to existing community gardens; individuals are encouraged to make an approach to the Department for assistance with a community garden. Part of this initiative is to continue assisting local schools by providing them with a supply of vegetable seeds. The extension officers employed by the KZN Department of Agriculture will jointly capacitate participants in this initiative on a ward-by-ward basis, commencing with those wards identified as being most deprived.

The mechanisation programme implemented by the KZN Department of Agriculture assists indigent and subsistence farmers with a tractor to plough their fields and provides these farmers with maize and vegetable seeds. The Department sub-contracts small operators to make their tractors available to assist – the cost of this initiative is paid for by the Department. The provision of maize and vegetable seeds is sufficient to plant between one and two hectares per individual farmer or between twenty and thirty hectares per farmer group. Protection of animals by the provision of veterinary health services is the third programme operated by the KZN Department of Agriculture within the service area of the Municipality. In addition to assisting farmers with the management of their livestock, the Department undertakes immunisation campaigns for identified diseases such as rabies.

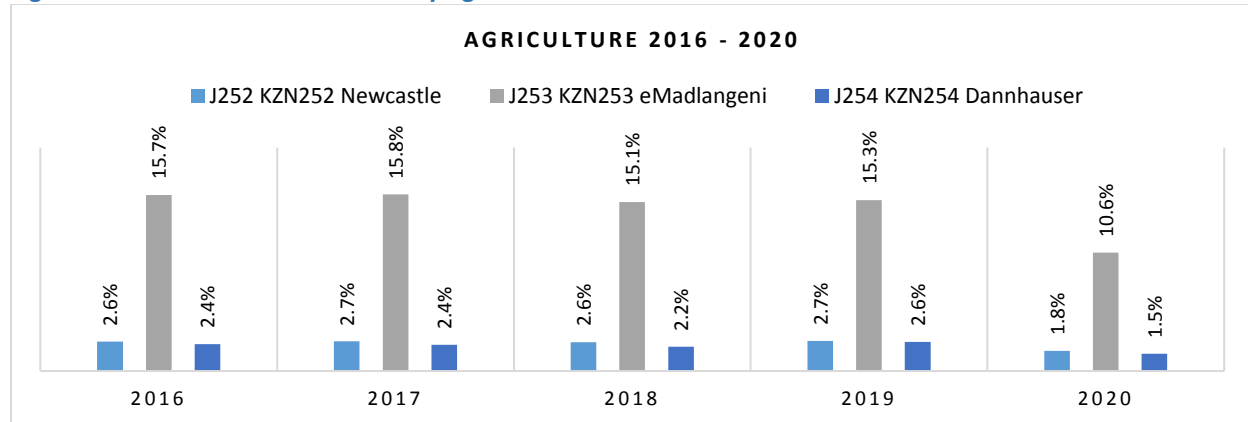
It is the intention of the KZN Department of Agriculture to deploy an extension officer and an extension office assistant in each ward within the Municipality – each ward will also have the services of an animal production technician and a plant production technician. All agricultural projects undertaken are owned by the participating farmers with Departmental officials providing a production advisory role; while these projects are funded from the KZN Department of Agriculture budget, the funding is provided in the form of materials (tools and seeds) only. It is useful to consider the spatial relationship between areas of highest



poverty and areas of highest land capability as specific measures or interventions may present themselves to address poverty from an agricultural perspective.

According to economic data statistics from Provincial Treasury KZN – 2018, the municipality is playing a pivotal role in contributing to the GDP through this sector, however more interventions are required to uplift this sector. The following data is of importance;

Figure 28: Dannhauser Contribution by Agriculture Economic Sector – 2016 to 2020



(Provincial Treasury – KZN 2020)

Dannhauser was and is still the lowest contributor through agriculture, however there is a relatively small marginal difference with Newcastle municipality, while Emadlangeni remained the highest over the three (3) years. The low contribution by Dannhauser is mainly due to large tracts of land not being utilised as most of the land is in the hands of private owners (individuals, Trusts, Private Companies and other State-owned entities), as depicted below;

Table 86: Land Use and Area coverage in Dannhauser Municipal Area (SDF.2021/22)

LAND OWNER	AREA (Ha)	Ownership %
Eskom	0,42	0,00
Government	12277,85	4,07
Ingonyama Trust	25496,70	8,46
Dannhauser Municipality	359,30	0,12
Private	262760,28	87,20
SANRAL	5,19	0.00
Telkom	0,09	0.00
Transnet	440,10	0,15
Total	301339,9	100

As viewed from the above table, out of 301 339,9 Ha, Dannhauser municipality only owns 359,30 ha of land. This has made it very difficult to promote the agricultural sector within the municipal jurisdiction. SMMEs and Co-operatives who want to undertake agri-activities cannot as most of the land owners are not willing to sell or lease out their land. The municipality has held negotiations with some land owners, as part of its stance to purchase the land and then allow small scale farmers to be able to undertake agri-activities. While some negotiations have succeeded some have not as the municipality is facing a challenge of obtaining the funds to purchase the land. The municipality has, over time, procured three agricultural farms namely; Renier, Rockiespruit and Klipkuil farm to encourage agricultural activities with the area.

Dannhauser's Co-operatives and SMMEs do not own land that they can utilise, however some of them have been allocated small spaces on already existing land that the municipality owns, whether from origin



or through purchasing. Some support is rendered by the municipality to these small-scale farmers but the financial constraints do limit expansion or growth in agri-production. More than 75 % of the land owned by private owners is not being utilised for farming. DRDLR with the agreement of the municipality have undertaken the following interventions to try and increase the level of local contribution;

Table 87: DRDLR Interventions in Agriculture Sector Dannhauser by 2019

NAMES OF CO-OPERATIVES FUNDED FOR AGRICULTURE	NAME OF FUNDER	AMOUNT (R) – Farming Co-ops in Dannhauser
Sobatola Co-op	DRDLR	R 500 000.00
Pezipupo Co-op	DRDLR	R 450 000.00
Fit & Proper Trading	DRDLR	R 1 200 000.00
1 ha – 1 household	DRDLR	R 1 000 000.00
Dannhauser LM – Agriculture Co-ops	Dannhauser L.M	R 5 000 000.00
GRAND TOTAL		R 8 150 000.00

(DRDLR-2019 & Dannhauser-2019)

The Department of Rural Development and Land Reform has invested approximately R 1 000 000.00 (one million rands) through its One-Home-One-Hacter Project which aims at supporting local communities become active role players in the sector. DRDLR through this programme have also delivered free seeds that have been used by the co-ops, and the municipality allocated 20ha of land within the Renier farm in support of this program. In addition, the municipality has fenced the farm and is providing water through JoJo tanks and a borehole which it resuscitated for the purpose of this programme. The Department of Agriculture and Rural Development also plays an active role in the provision of technical support. Production, based on the programme implementation plan by the department, will commence within the month of April 2018. To further empower the local farmers DRDLR is aiding the local small-scale farmers with markets to sell their agri-produce. This will aid in sustainability and viability. Training is being rendered to the co-operative's members with regards to management of their operations and to also enhance profitability so that the businesses make enough money to pay their own salaries. The municipality has also intervened with the "Small Enterprises Development Agency" (SEDA) to further empower the farmers.

A lot still needs to be done to promote the agricultural activities as land is not being thoroughly utilised by the private owners of the land. In promoting the activities within this sector, the municipality is in the process of relooking at its zoned land and where need be, it will rezone the land based on its suitability for either crop or livestock farming. The municipality and the DRDLR have embarked on the establishment and promotion of **agro-processing**, the municipality is allowing the DRDLR through its intervention programmes to aid local co-operatives to set-up operations in this sub-sector. The municipality is allowing the co-operatives and smme's to utilise existing municipal buildings for DRDLR funded and supported projects. The project which is being setup currently is a **Leather Ternary Project for R 1.6 million**. This is being funded by DRDLR and is also being monitored by the municipality.

Comparative Advantage

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. The main agricultural activities in area 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, as a result, 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.

3.11.1.1 Dannhauser Agro – Processing (Agri-Hubs)

South Africa has become a net importer of processed agriculture, forestry and fisheries products and the demand for processed, healthy and quality food is increasing owing to growth in urbanisation and the middle class, there is an opportunity for the country to explore the growth of its agro-processing industry through localisation by promoting the entrance and active participation of smallholder farming entrepreneurs and SMEs agro-processors. Therefore, persuaded by imperatives to enhance and broaden participation of SME agro-processing into mainstream manufacturing sector, the strategy for the development of SME agro-processing is developed to realise a competitive, sustainable and inclusive agro-processing industry in South Africa.

The current situation within the country is that, farmed products flow from the rural areas to the urban centers, in developing rural based agro-processing, this contributes towards reducing the movement of raw products from rural areas to metropolises for processing and then transporting them back at higher prices to the same rural areas where they were produced. Furthermore, it contributes towards a significant reduction of post-harvest losses encountered by smallholder producers through supporting and developing localised agro-processing activities.

The municipality adopts and recognizes that; It is critical to differentiate between two terms that are mostly used interchangeably, namely, processing and value addition. Processing entails changing the form of a product; while value addition implies addition of value to a product after which a buyer is willing to pay a price for the product that more than compensates for the cost of the inputs used in the process. Value can be added to products without changing their physical form, for example washing or cleaning, grading or labeling. The main objective of the Agro-processing is to diversify the agricultural activity base of the municipality through the development of this sub-sector. It is evident that many small-holder farmers do not have the capital to establish operations in this sub-sector. Currently all smallholder farmers are focusing on crop and livestock farming, and due to a lack of technical expertise and funds they do not venture into the processing of products that are either consumed as finished products or intermediary products that are used within other products. In establishing this sub-sector, the municipality has to focus on the following;

1. To coordinate research on farming products that can be processed and sold with the local resources;
2. To understand the level of training in areas such as food safety, standards, labelling and packaging of products and quality control with the respective agency for training.
3. Increase the variety of agro-based processed products on the local markets, improve quality of local agro-based processed products.
4. Increase the number of small and medium enterprises involved in the processing of agricultural commodities.

Example of Agro-Processed Products for Dannhauser

Based on the current agricultural activities within the municipal jurisdiction, some of the products that can be produced are as follows;

**Table 88: Agro – Processed Products Categories**

Primary Products	Agro-Processed Products Categories		
Vegetable based	Frozen cut veggies	Dehydrated veggies	Sauces and chutney
Grain based	Cereals	Bread & biscuits	Weaning foods
Beef Cattle	Meat packs	Sausage	Burgers
Pigs	Pork packs	Polony, ham, sausages	Ribs

Dannhauser makes reference to the following; The National Development Plan (NDP) and the Industrial Policy Action Plan (IPAP) identified the potential of agro-processing to motivate growth and development through backward and forward linkages with other sectors of the economy. Furthermore, agro-processing is among the sectors that has highest employment multipliers in the economy. However, the sector remains largely concentrated and entry and active participation of small and medium enterprises is limited. The contribution of small and medium enterprises (SMEs) towards national development objectives of reducing unemployment and poverty is well-documented, emphasising the need for a focused approach by government to strategically support and develop manufacturing industry in general, and agro-processing industry in particular (APAP, 2015; IPAP, 2013; NDP, 2011; NGP, 2010).

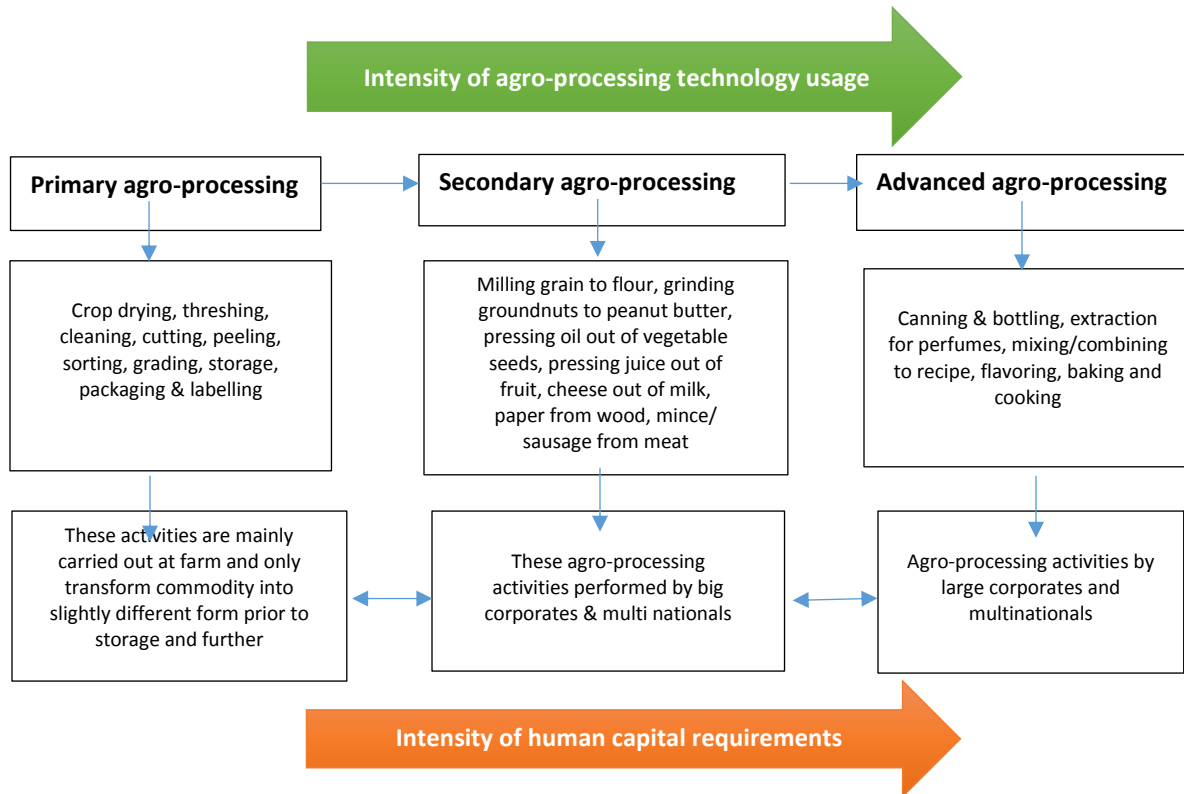
The strategy for “Development of SMME in Agri-processing in South Africa” seeks to articulate how government at National, Provincial and Local spheres would support and develop SME agro-processing enterprises. Implementation of this Strategy is in line/conjunction with National Small Business Amendment Act 29 of 2004, Broad Based Black Economic Empowerment Act 53 of 2003, National Policy on Food and Nutrition Security, Agricultural Marketing Policy, Integrated Small Enterprise Development Strategy, Integrated Marketing Strategy for Agriculture, Forestry and Fisheries, Smallholder Development Programme and relevant Provincial Strategies. The objectives of the strategy are driven by the following factors;

- there is currently no national strategy to give a direction on support and development of SMME agro-processing industry in South Africa;
- implementation of SME agro-processing initiatives is fragmented and disjointed because of lack of strategic cohesion at both National, Provincial and Local level;
- provision of funding towards support and development of SME agro-processing initiatives is meagre and available funding mechanism is geared towards large agro-processors;
- potential SME agro-processors find it challenging to penetrate the mainstream market within agroprocessing industry characterised by high concentration;
- empirical research depicts knowledge, skills and experience of potential agro-processors as low, requiring significant improvement given agro-processing is technology intensive; and
- agro-processing has a high propensity to create rural jobs and encourage rural economies through investment and development.



Dannhauser Proposed Agro-Processing Categories

The categories that require capitalisation and development to ensure that agro-processing becomes a success are as follows;



The above diagram gives guidance to the municipality of specific projects to aid SMMEs & Co-operatives into establishing. Amajuba District is being developed into a Farmer Production Support Unit (FPSU) -a rural small-holder farmer outreach and capacity building unit that links with farmers and markets. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanisation;

- The Agri-hub (AH) - a production, equipment hires, processing, packaging, logistics, innovation and training unit;
- The Rural Urban Market Centre (RUMC). The RUMC has three main purposes; Linking and contracting rural, urban and international markets through contracts;
- Acts as a holding-facility, releasing produce to urban markets based on seasonal trends; and
- Provides market intelligence and information feedback, to the AH and FPSU, using latest Information and communication technologies.

The guiding principles that have been adopted by the Department in terms of identification of Agri-Parks are:

- One Agri-Park per District Municipality;
- Agri-parks must be farmer controlled
- Agri-parks must be the catalyst around which rural industrialization will takes place;
- Agri-parks must be supported by government (10 years) to ensure economic sustainability;



- Strengthen partnership between government and private sector stakeholders to ensure increased access to services (water, energy, transport) and production on the one hand, while developing existing and create new markets to strengthen and expand value-chains on the other;
- Maximise benefit to existing state land with agricultural potential in the provinces, where possible;
- Maximise access to markets to all farmers, with a bias to emerging farmers and rural communities;
- Maximise the use of high value agricultural land (high production capability);
- Maximise use of existing agro-processing, bulk and logistics infrastructure, including having availability of water, energy and roads; and
- Support growing-towns and revitalization of rural towns, in terms of high economic growth, high population growth over past 10 years and promote rural urban linkages.

Challenges

The main agricultural activities in Dannhauser are subsistence farming. This type of farming is mostly concentrated in the more rural parts of the municipality. The current decline in agricultural production in the region can be attributed to a number of factors including:

- Uncertainty about the large number of pending land claims;
- Lack of support for small-scale and informal farming operations;
- Lack of relevant skills and training programmes;
- Access to markets;
- Access to funding for investment into new machinery and equipment;
- Increasing input costs and competition; and
- Poor institutional support and assistance in the region.

Investment Opportunities

- Crop & Livestock farming;
- Irrigation schemes;
- Mechanisation;
- Feed processing;
- Cold storage;
- Storage facilities;
- Supply of seeds;
- Agro-logistics;
- Skills development; and
- Investment in other agricultural technology.

The Agri-Parks Programme forms part of the 2011 Green Paper on Land Reform policy review and reformulation process, which has been undertaken with a view to generate reforms that effectively address issues relating to tenure insecurity, food insecurity, rural underdevelopment and inequity in the agricultural sector. The principles underlying land reform as set out in the 2011 Green Paper that these specific objectives uphold are:

- Deradicalization of the rural economy;
- Democratic and equitable land allocation and use across race gender and class; and



- A sustained and improved production discipline in order to promote social cohesion, food security, shared economic growth and sustainable development.

Additionally, it defines the strategic objectives of land reform as two-fold:

- 1) Ensuring that all land reform farms are 100% productive; and
- 2) Rekindling the class of black commercial farmers, which was deliberately and systematically, destroyed by the 1913 Natives Land Act and other subsequent legislation. Furthermore, the Green Paper avers that land reform should be pursued with minimal disruption to food production and based on the Agrarian Transformation Strategy/ Rural Economy Transformation Model. Earlier, it has been pointed out that South Africa is faced with a triple legacy of colonialism of a special type, where the colonizer and the colonized live in the same country, apartheid ethnic enclaves and patrimonial authority. The current Administration has designed solutions that seek to reverse this triple legacy. The Wagon Wheel model is a direct response to this legacy. The Wagon Wheel is a high-level static representation of the social, economic, cultural and political situation in the parts of South Africa that are dominated by communal landholdings and patrimonial authority.

Figure 29: Rural Economy Transformation: Agrarian Transformation System

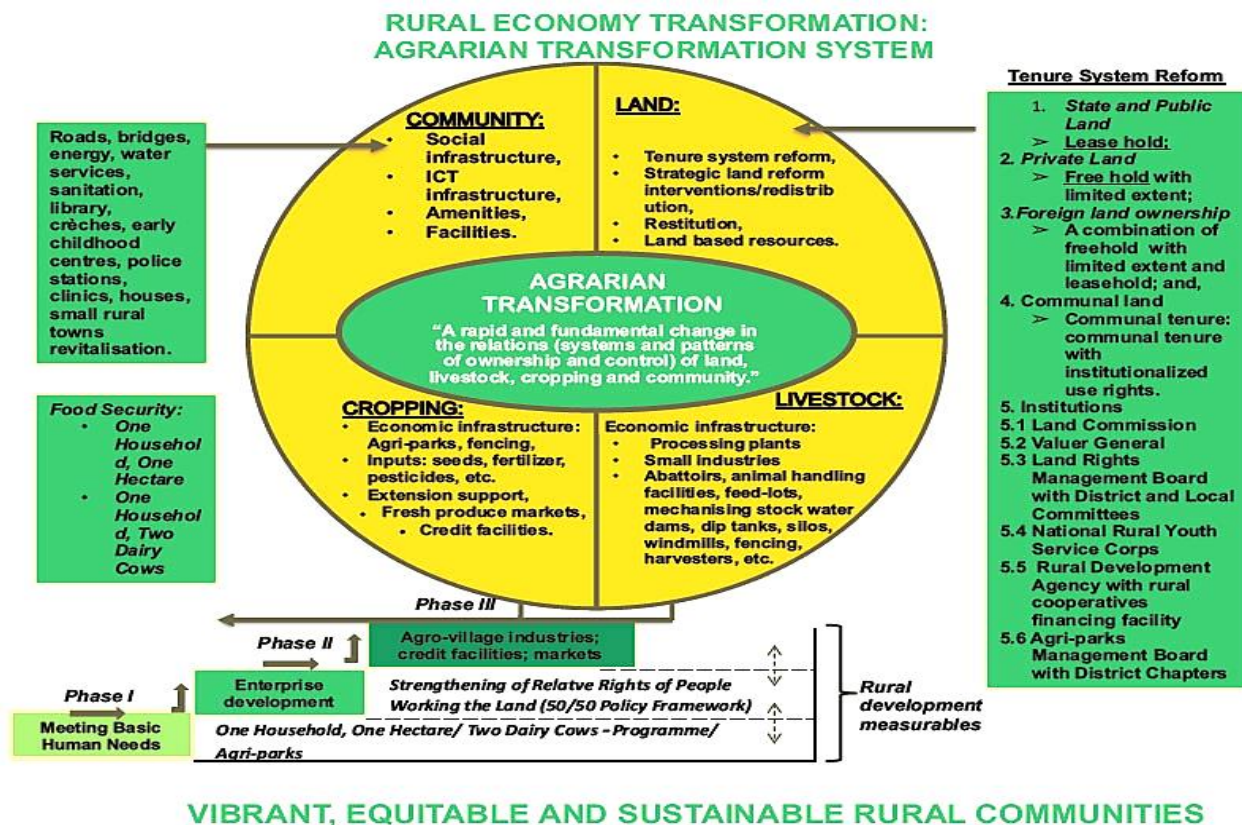




Figure 30: Wagon Wheel Communal Tenure Models

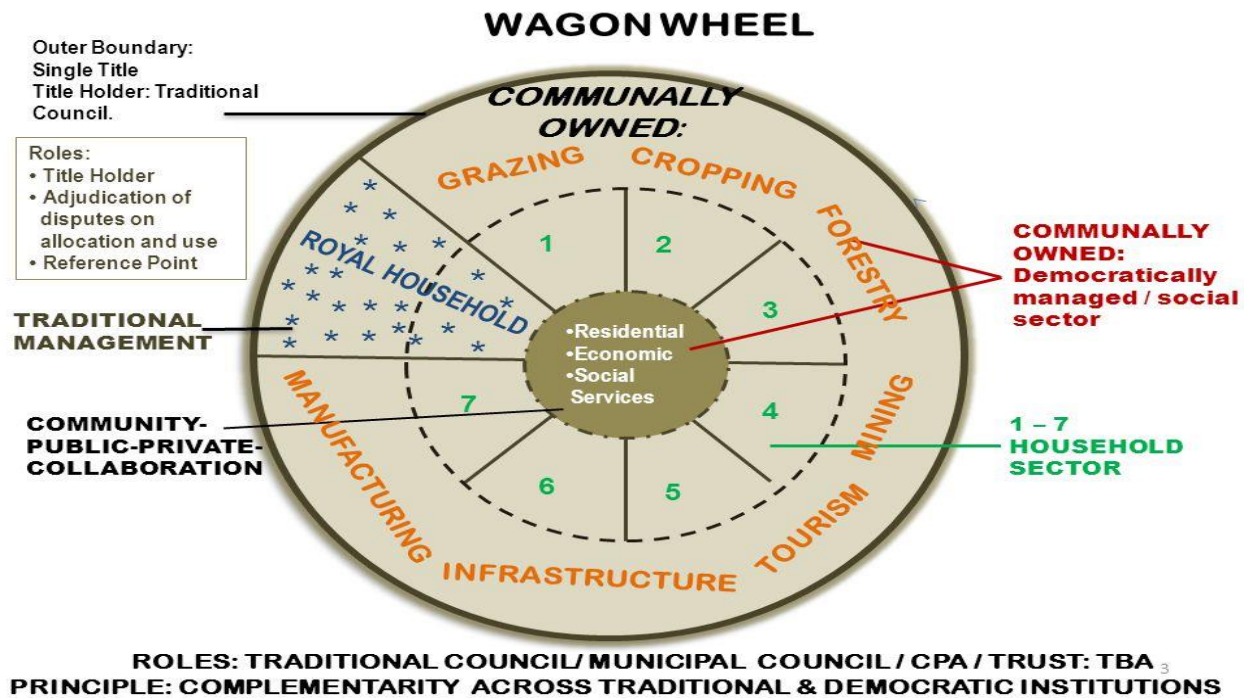
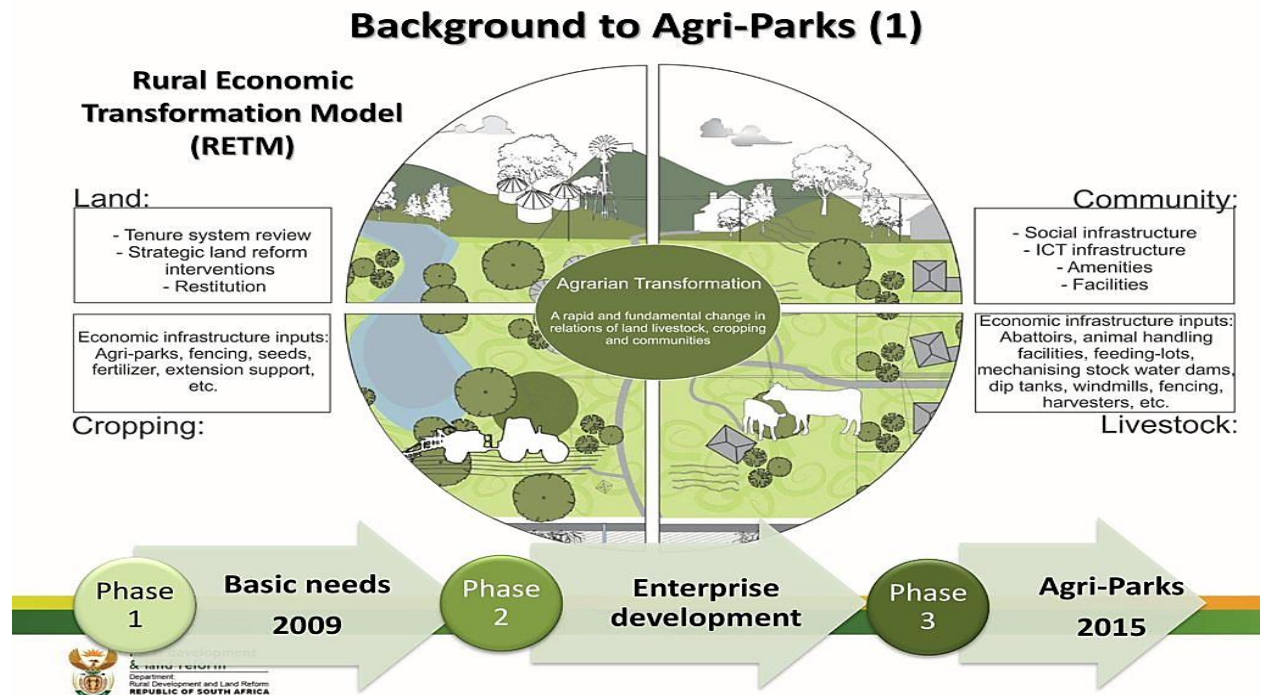


Figure 31: Agri Park Development Hub





3.11.1.2 Dannhauser Agriculture Training & Development (Agri SETA)

The municipality has adopted the Agri SETA training activities to ensure the development of viable and sustainable agricultural businesses (SMMEs & Co-operatives) to enhance job creation.

The legislative and policy frameworks speak to Agri Seta's constitutional mandate as a public institution governed by the Public Finance Management Act to develop skills programmes in accordance with the Skills Development Act, (1998), the Skills Development Levies Act (1999), and the National Qualifications Framework Act (2008). There are two seminal strategic documents that underpin Agri Seta's mandate for skills planning, namely: The White Paper on Post School Education & Training (2013) and the National Skills Development Strategy III (NSDS III) (2011 – 2017). Both of these documents highlight SETAs' roles in developing clear, sector-specific linkages between education and the workplace through an analysis of the demand and supply of skills in their sector. These documents call for credible institutional mechanisms for skills planning, programmes that are occupationally oriented, and responsive higher and further education and training institutions. Furthermore, attention should be given to the needs of local, community enterprises, and co-operatives and the like, with a focus on developing their skills capacities to meet the needs of their particular environments, thereby closing the gap between the rural and urban South African economies.

The NSDS III is informed and guided by the following overarching government plans: the National Skills Accord as one of the first outcomes of the New Growth Path, the Industrial Policy Action Plan, 2013/14 – 2015/16 (IPAP), the Comprehensive Rural Development Programme, the Human Resources Development Strategy for South Africa 2030, the National Development Plan 2030 (NDP), and the Integrated Sustainable Rural Development Strategy (ISRDS). Collectively, these government plans and programmes recognise the need for correcting structural imbalances in the economy through "decent employment through inclusive growth", "a skilled and capable workforce to support an inclusive growth path", "vibrant equitable and sustainable rural communities contributing towards food security for all", to "protect and enhance our environmental assets and natural resources", with the support of "an efficient, effective and development-oriented public service" (NDP). All these priorities speak to the need for relevant and targeted skills provision that promotes economic sustainability in the agricultural sector, as well as meeting the needs of all South African communities, both rural and urban, in terms of food provision and sustainable livelihoods.

The legislative and policy frameworks established by government, coupled with the contextual change drivers and industry specific perspectives on skills development, point to the following three skills implications that need to be addressed in the Sub-sector Skills Plan;

1. Improved quality of agricultural extension services qualifications;
2. Partnerships with higher education institutions (HEIs) for research and development into the sub-sector;
3. The need for occupationally oriented skills training that offers in-the-field experience and mentorship.;
4. Environmental concerns related to food security and ecological sustainability.

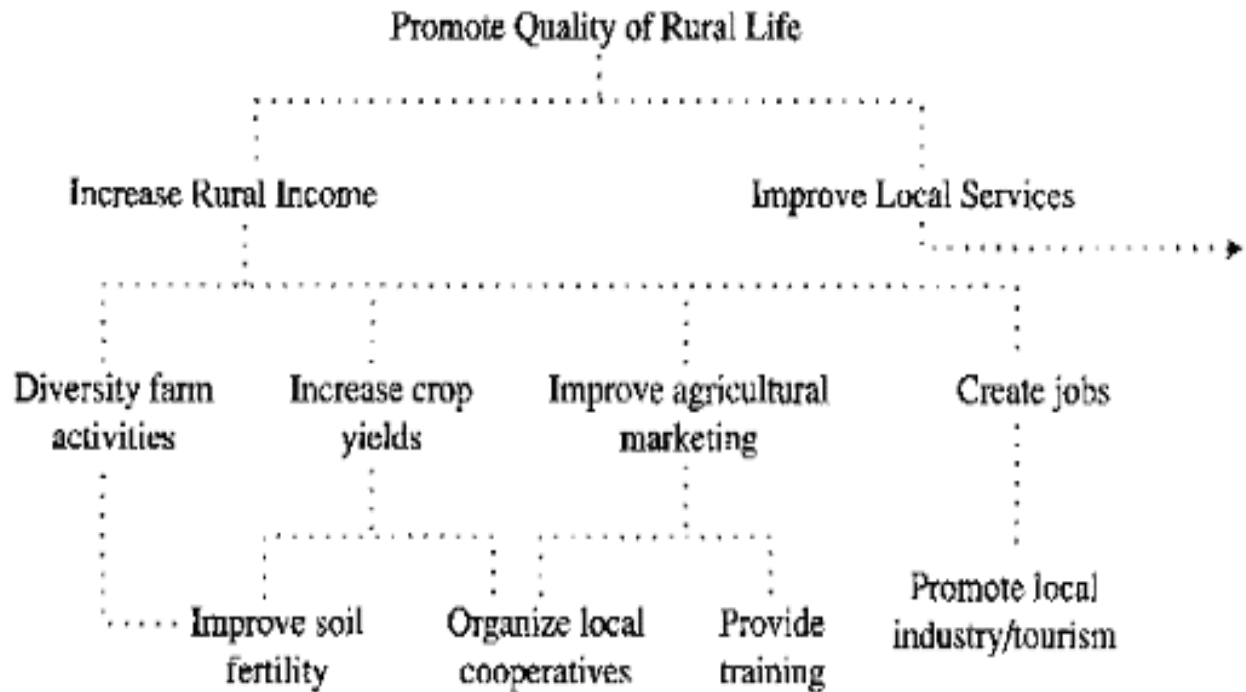
Agri SETA recognises that it must create partnerships with:

- SETAs in other sectors;
- Public service and government;
- Public TVET colleges;



- Large employers and industry bodies within the sector; and
- Co-operatives, NPOs and community-based organisations

Figure 32: Dannhauser Agricultural Programme Model



3.11.2 Mining

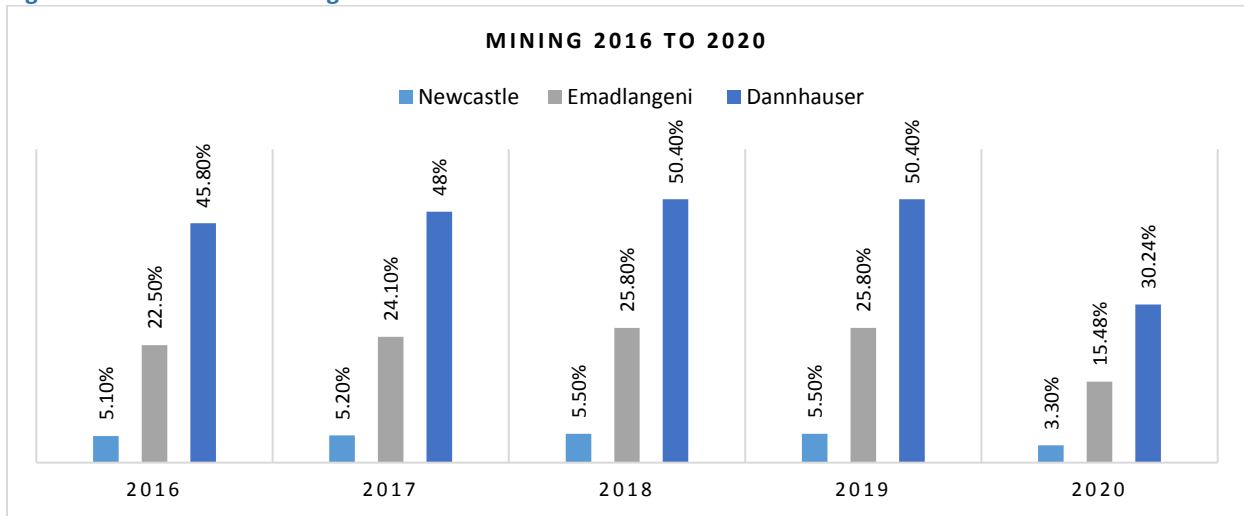
The municipality has consented to mining activities being undertaken within its jurisdiction, this is in line with the Minerals and Petroleum Resources Development Act, 28 of 2002 as amended from time to time. Dannhauser has one of the largest coal reserves within the district, and the quality of the coal is high grade, known as “Anthracite”. The coal is mainly exported to international countries and or blended with other grades of coal and used locally. Dannhauser takes note of the Newly adopted “Mining Charter” of November 2019 and based on the municipality’s integration with the mining stakeholders within its jurisdiction, the mining “Social Labour Plans” will be revised to meet the requirements of the “New Mining Charter of 2019”.

Irrespective of the period of lockdown in 2019/2020 financial year, Dannhauser contributed the highest with regards to mining output and revenue from the coal sales, this was followed by Emadlangeni and then Newcastle. The main dominating grades of coal within the district are anthracite and bituminous. The mining sector in the municipal jurisdiction still had enough coal stocks to fulfil their market trade agreements, this was further enhanced by the ports which were still allowed to export cargo on behalf of clients to other countries.

According to “Provincial Treasury – KZN – 2020” statistical data, the mining activities within Dannhauser contributed the following from 2016 to 2020 versus the mining activities in Newcastle and Emadlangeni municipalities;



Figure 33: Dannhauser Mining Economic Sector Contribution 2016 to 2020



(Provincial Treasury – KZN 2020)

It is evident from the data provided that Dannhauser contributed the highest with regards to mining output and revenue from the coal sales, this was followed by Emadlangeni and then Newcastle. The main dominating grades of coal within the district are anthracite and bituminous. The mining activities are only being undertaken by well-established corporations that have other mining interests nationally and internationally. The mining companies within Dannhauser are as follows;

Table 89: Active & Non-Active Mining Companies in Dannhauser SDF.2021/22 Page.62

ACTIVE AND NON-ACTIVE MINES NAME	STATUS	CONTACT PERSON
IKWEZI MINE	NOT ACTIVE	SHAUN ZUKOR
MIRANDA COAL	NOT ACTIVE	JAN KILLIAN
ERICURE (PTY)LTD	NOT ACTIVE	XOLANI GAMEDE
FORBES COAL	ACTIVE	MPUMI HLOPHE
SHANDUKA	ACTIVE	CHRIS GOOSEN
Buffalo Coal located in Magdelene and Springlake Colliery	ACTIVE	

The mines are spatially distributed within different parts of the municipality. The mining sector remains a dominant sector in the Dannhauser economy, but it has declined over the past decade due to the closure of the biggest mine in 2002. However recently there have been an increasing number of newly established mining companies that have started operating within Dannhauser.

Mining Beneficiation

Mining beneficiation has and still remains a challenge in Dannhauser, the majority of the SMMEs and Co-operatives within the local jurisdiction do not have the certified skills, experience, technical capacity, equipment, accreditation and financial resources to be both upstream and downstream suppliers to the mining stakeholders. A huge gap exists with regards to this arena, even though the “New Mining Charter-2019” is there to promote beneficiation, major interventions are required to capacitate the existing SMMEs & Co-operatives. Two major projects that are being researched on are:

1. Dry-deshaling; non-coal or shaly-coal is removed without using any liquid media.
2. Wet process; Coal is crushed to smaller size and put in a liquid media of adjustable specific gravity to separate the lighter coal (low ash) from the heavier coal (high ash).

Map 56: Dannhauser Local Mining Areas as per SDF.2021/22 page.64



The introduction of Social and Labor Plans (SPLs) as a legislative requirement by the Department of Mineral Resources through the Mineral and Petroleum Resource Development Act no 28 of 2008 has ensured that the community of Dannhauser positively benefits from the presence of these mining houses. However, there is still more room for improvement to maximize the social benefits of this process.

- The council has adopted the SLP for Shanduka Coal Mine which identified the construction of the Hattingspruit Community Hall in ward 3. The MOU was drafted and is currently awaiting finalisation and signing off. Construction is anticipated to commence upon finalisation of the SCM process;
- Buffalo (Zinoju) Coal Mine has allocated an amount of R 9 000 000.00 (nine million rands) for the implementation of projects identified in its SLP. These projects are:
 - Construction of three crèches in ward 7;
 - Construction of a sports complex ward 7; and
 - Establishment of a Piggery Production Project in Renier Farm.



The MOUs for the crèches have been finalised and signed off. MOU for Sport Complex has been signed off, construction is to commence in April 2018. MOU for Piggery Production has been drafted and awaiting finalisation and signing off. The municipality continues to strengthen its workmanship with the local mining organisations in order to maximise the benefit to local communities.

Challenges

ADM has experienced a significant decline in formal commercial mines over the past 5-10 years (largely due to the down-scaling of coal mining in Dannhauser), with small-scale mining accounting for more recent growth. In terms of employment, this sector employs about 800 formal employees, approximately 1% of total employment in the district, a substantial long-term decline from 7% contribution in 1996, and a smaller short-term decline from a 2% contribution to employment in 2000. Further challenges include:

- Difficult mining conditions as a result of narrow seams, large topographic differences, highly faulted ground conditions and numerous occurrences of dolerite dykes. This resulted in low extraction rates and tonnages, high mining costs and few opportunities for opencast mining; and
- The abolition of the coal marketing controls which took place in the early 1990's. These controls had prevented the sale of coal produced within a province from being sold outside of that particular province. This abolition resulted in the cheap coal produced in Mpumalanga being sold into the KwaZulu-Natal market. Although the Mpumalanga coals had further to travel to reach the KwaZulu-Natal market, the combined mining and transportation costs for this coal were still significantly less than the high-cost coal produced within KwaZulu-Natal;

Investment Opportunities

- Accelerate the exploitation of the identified discrete large-scale mines;
- Setting up a large washing plant;
- Provide skill training for small scale mining ventures such as re- working old dumps;
- Beneficiation;
- Biodiversity;
- Pollution & Climate Change;
- Rehabilitation of mined land;
- Health & Safety;
- Engineering Services;
- Logistics;
- Supplying of various mining components;
- Water; and
- Wildlife preservation.

3.11.3 MANUFACTURING

Manufacturing has become an important and integral economic sector within the country and globally. Apart from offering an employment base for the local citizens, manufacturing products locally for consumption and export will enhance reducing unemployment levels and will aid the economy in selling products that are affordable, as compared to similar imported products which have a translational exchange rate factor that is absorbed by the consumers making some of the products highly costly. Currently the South African economy has huge imbalances, the largest manufacturing companies that have a huge market share are international companies.

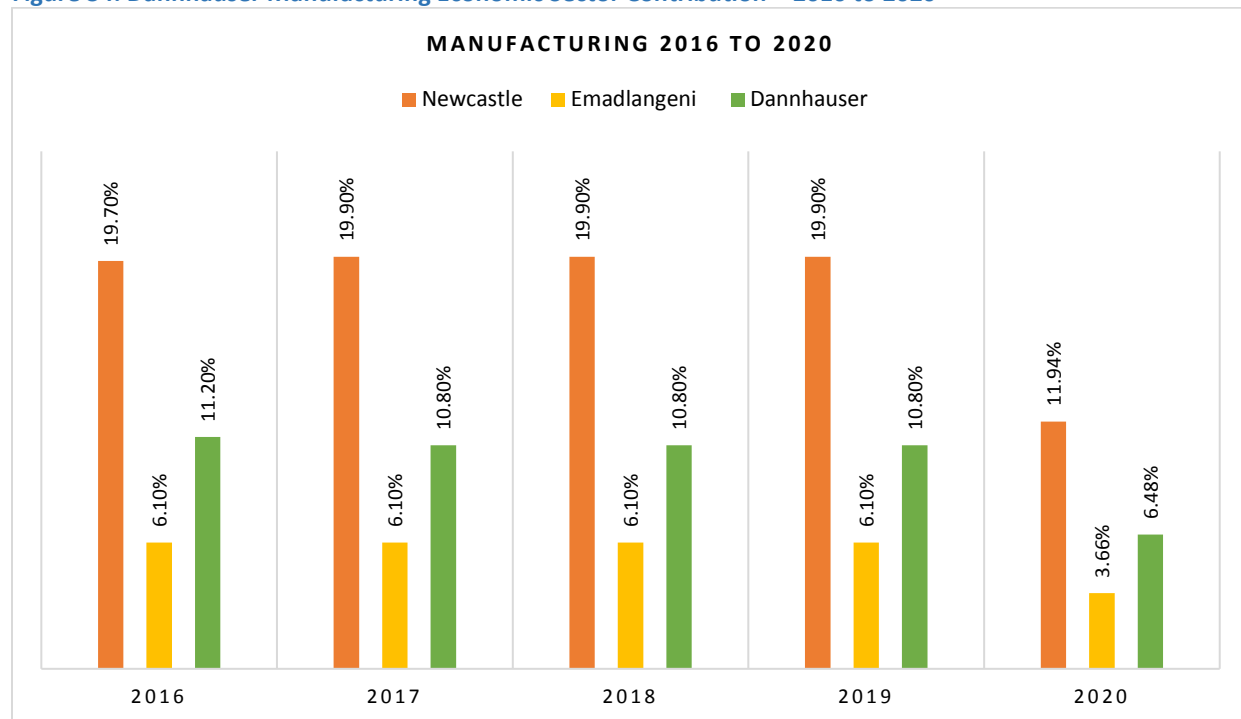


it is evident that within the District, Newcastle dominates the manufacturing sector through an average contribution of 19 % for the three years 2016; 2017; 2018; 2019 and 2020 while Dannhauser comes second averaging approximately 10 % for the three (3) years. Emadlangeni is the lowest contributor. A contraction in industry occurred during the period of lockdown. Many companies were affected in the district as is globally. The important aspect to realise is that the clothing and textile industry changed strategy and started supplying various markets. This kept the industry in operation.

The major challenge that Dannhauser faces is the lack of proper economic infrastructure to house prospecting investors and existing investors. Prospecting investors who had expressed interest in setting up their operations in Dannhauser had to also delay or stop due to the impact of covid-19 national lockdown.

Kwazulu-Natal is still grappling with increasing its economic base through manufacturing activities, the following economic statistical data was provided by Provincial Treasury – KZN – 2019;

Figure 34: Dannhauser Manufacturing Economic Sector Contribution – 2016 to 2020



(Provincial Treasury – KZN 2020)

To mitigate this serious challenge, Dannhauser has started constructing economic infrastructure to house existing and prospecting investors. An Industrial Area is currently being developed to house light manufacturing businesses. This will be favourable for the local economy with regards to economic development and growth, and job creation. The municipality is currently negotiating with a prospecting national government funder to aid it in developing the support infrastructure required in the Industrial Area. The Industrial Area will be marketed through the municipality in integration with provincial and national sector departments. The development of the Industrial Area will fulfill the KZN Provincial Growth and Development Strategy 2035 and the National Development Plan 2030, inter alia other strategic policies and investment strategies.



Industrial Area Development Enhancing Manufacturing

The municipality has been fortunate to be beneficiary to the COTGA Small Towns Development Program, where it has seen the realization of the development and improvement of the CBD area through the implementation of phase 1 and 2 of the Dannhauser Precinct Plan. These phases included rehabilitation of the Industrial Area roads, storm water drainage system and installation of street lights. A number of vacant sites exist within the Industrial Area and still need to be surveyed and registered accordingly. These sites will be earmarked primarily for activities that are meant to stimulate the economy of Dannhauser.

The rationale for the Industrial Area has traditionally been twofold. First, the provision of functional infrastructure is much easier to plan in a geographically limited space, particularly for delivery-constrained governments. Second, the concentration of firms can provide significant spillover effects both inside and outside the park: information spillovers, including knowledge and technology; the specialization and division of labor among enterprises; the development of skilled labor markets; and the development of markets around the park.

The Industrial Area will be used as a tool to develop a more general form of industrial organization: industrial “clusters”, a concentration of interconnected firms in a particular field. Such clusters are being deemed by the municipality to form “organically” or can be the target of deliberate policies. The pursuit of active cluster development. On the one hand, the growth of industrial clusters is frequently cited as a driver of China’s rapid growth in which if Dannhauser adopts will be able to undertake rural growth. As witnessed in China and India many emerged spontaneously, but government (especially local government) also provided crucial support for their development.

Dannhauser being a rural jurisdiction, makes reference to India’s rural industrial models, in which; for decades state-level industrial development corporations have been building Industrial Areas. At the center, multiple ministries and plan periods have framed new Industrial Area schemes. Many examples of successful parks have been built in India, through both center and state initiatives, but the overall record is decidedly mixed, and timelines tend to be long and lengthening. Several factors are often posited to explain the failures of Industrial Area programs. Some are highly specific, such as the threat of conflict, but most are broad, for example, poor sector targeting; poor location choice; insufficient investment in support infrastructure; poor implementation capacity and lack of authority; and lack of high-level support and stability.

When these are surmounted, or sidestepped, relative failure is also attributed to factors such as a lack of support for technology acquisition, skills building and quality assurance, or other actions that would generate “cluster effects”. Dannhauser seeks to avoid implementation failures based on the four main performance categories, being the following;

- (a) the parks do not get built;
- (b) the parks are built but there is little demand from firms to locate and invest in them;
- (c) the parks are built and generate demand, but with few “cluster effects”; and
- (d) the parks are successful but have neutral or negative side-effects on investment climate outside park (“negative spillovers” and “crowding out”).

In identifying the above, Dannhauser has implemented measures to avoid the failures, and the Industrial Area has been located adjacent to the central business district (ward.2) deemed to be semi-urban and is accessible easily due to the provincial roads which are well maintained. The CBD also has access to



electricity, telecommunications, water & sanitation, transport and other facilities considered important and crucial by investors.

Table 90: Businesses to be situated and already situated within Industrial Area

NAME OF PROJECT	NEW/ EXISTING	Start Date	ESTIMATED DATE OF COMPLETION	FUNDER	AMOUNT (R)
New Municipal Offices (GVT)	NEW	In – Progress	30 JUNE 2020	Internal	R 32 000 000.00
Driving Testing Center (GVT)	NEW	In - Progress	30 JUNE 2020	Internal	R 4 000 000.00
Taxi Rank with informal trading structures (GVT)	NEW	In – Progress	30 JUNE 2020	Internal	R 8 000 000.00
Clothing Textiles (Incubator)	NEW	In – Progress	30 JUNE 2020	Internal	R 6 000 000.00
Manufacturing (Tissue & Sanitary)	NEW	Require building to operate	Ready to commence – Equipment in storage (Waiting for Industrial Area)	DRDLR	R 1 900 000.00
Ternary – Leather Processing	NEW	Require building to operate	Ready to commence – Equipment in storage (Waiting for Industrial Area)	DRDLR	R 1 600 000.00
Construction (Brick Making)	EXISTING		Already in operation	Private	
Agro-Processing (Malt)	EXISTING		Already in operation	Private	

Economic Infrastructure Development a Driver for Manufacturing Sector

Infrastructure is critical for the success of growth and development and has a direct bearing on the socio-economic status of any given population. A number of challenges are clearly identifiable with regards to infrastructure such as the capacity of existing roads, lack of roads to support farming and mining activities, lack of water for irrigation, a lack of commercial and industrial space, informal trading facilities, lack of housing and uncoordinated human settlement delivery. The municipality has a responsibility to develop its industrial area and provide enough space, adequate bulk infrastructure and efficient waste management services to investors including the currently hanging opportunity from the Department of Rural Development and Land Affairs. The industrial site will have to be well serviced and marketed to potential investors.

Agro-Industrial Areas

SDF.2021/22 Page.63; states, “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 agro-processing industries around which are namely the waterfall poultry, Dannhauser malt, Roadside Abattoir and Leicester Mill.”

**Table 91: Agro-processing Businesses in Dannhauser**

COMPANY NAME	LOCATION OF BUSINESS	ACTIVITIES
WATERFALL POULTRY	➤ On Normandien side of the Ladysmith on the Dundee/Ladysmith Road near Ridgegate park	Produce eggs
DANNHAUSER MALT	➤ Industrial area	Malt factory
ROADSIDE ABATTOIR	➤ 55km from Newcastle on Newcastle/Ladysmith Road. At Sunset rest, on N11	Abattoir - Class B
LEICESTER MILL	➤ On Crossroads of Newcastle/Ladysmith/ Dannhauser road	Mill
RUTIC	➤ Durnacol	Leather Products

Informal Sector Enhancing Manufacturing Economic Growth

The implementation of phase 4 of the Precinct Plan which intends joining Cambrine Road with R621 as the main connecting road to Dundee as well as the construction of a new taxi rank, which is expected to commence towards the end of this current financial year anticipates realizing a number of opportunities especially to SMMEs as well as to the Informal Economy sector.

Corridor Development Enhancing Manufacturing Economic Growth

The municipality intends embarking on a corridor and nodal development program as a means to stimulate economic activity along key secondary nodes and corridors within the municipal area, particularly in the KwaMdakane and Hattingspruit areas. The planning process of these nodes has been prioritised as the first step toward stimulating and decentralizing economic activities within its jurisdiction. The infrastructure for trade and industry programme has seen the successful establishment of eleven trading stalls in the Dannhauser CBD and KwaMdakane, aimed at accommodating local traders. However, the major challenge currently experienced is the non-commitment by local traders, who have not utilized the trading stalls. This challenge shall be overcome by the development of a new taxi rank which will be built next to these trading stalls. The program continues to suggest a number of projects aimed at enhancing infrastructure for trade and industry related activities within the DLM.

Property Development Enhancing Manufacturing Economic Growth

Housing is an ongoing concern for the district. Human settlements need to be addressed in a manner that is sustainable to ensure that sufficient housing is provided for the growing population, as well as ensuring that settlements are inclusive, and provide the necessary facilities required by the expected population.

The development of housing will stimulate the manufacturing industry, as this will enable SMME's to produce products and services that will be utilized such as tiles, tables, chairs, window-frames, etc. The municipality will institute middle-income housing development through private developers which is aimed at attracting communities of higher income into the area thereby improve the rate of higher buying power and disposable income, which will have positive spinoffs in strengthening the confidence of investors with retail development interest.



Challenges

- Lack of major investors;
- Lack of adequate funds by the municipality to develop its own Industrial Area;
- Lack of Industrial Area supporting infrastructure;
- Lack of integration with Regional Economic Zones;
- Lack of proper marketing;
- Will take time to develop as funding has to be sourced;
- Need of empowering programmes for existing and prospecting SMME and Co-operatives support in manufacturing activities;
- Poor signage from main routes, and
- Lack of greater institutional support and capital investment from the municipality.

Investment Opportunities

- Availability of Industrial Area in a strategic position between Durban, Richards Bay and Gauteng;
- Adequate space for technological implementation;
- Adequate space for storage facilities;
- Strategic position as a distribution centre;
- Situated close to the Newcastle airport development & techno hub;
- Situated close to the N 11 and N 3 national roads;
- Situated next to public transport infrastructure;
- Development of SMME's;
- Skills development and training; and
- Abundance of skilled & unskilled labour.

3.11.4 TOURISM

Dannhauser is situated within a tourism node, it has a heritage that needs to be preserved and also tapped into by the business sector. It is along the "Battle Fields" which draws both domestic and foreign tourists and has resort areas where tourists can come and enjoy. It has wetlands and foot-trails that have not been experienced by visitors. The municipality has now initiated the development of its tourism sector. Its main challenge is sourcing funds to develop this sector, through infrastructure development both public and economic. Although it has draft Tourism Strategy adopted in 2018, a lot needs to be undertaken to ensure that the tourism concept becomes actualisation. The municipality is aiding the community members to formulate a "Community Tourism Organisation (CTO)" which will be party to the tourism activities within the municipal jurisdiction. SMMEs and Co-operatives on the municipal database have been identified for empowering within this sector, women and the youth will impact positively through this initiative.

The municipality is situated 133,3km from Okhahlamba municipality which has the Maloti-Drakensberg Park, a major attraction for both domestic and foreign tourists. President Cyril Ramaphosa in his "State of the Nation Address – 2019"; stated that; *"Tourism is another area which provides our country with incredible opportunities to, quite literally, shine. Tourism currently sustains 700,000 direct jobs and is performing better than most other growth sectors. There is no reason why it can't double in size. We have the most beautiful country in the world and the most hospitable people. This year, we will enhance support for destination marketing in key tourism markets and take further measures to reduce regulatory barriers and develop emerging tourism businesses."*



The strategic development of tourism within the municipality is given guidance by the National Development Plan 2030; the Provincial Development and Growth Strategy – 2035, Amajuba District Development & Growth Strategy 2030; the Comprehensive Rural Development Strategy; the White Paper on Tourism, and other economic policies and strategy documents. Guidance of developing this sector is being obtained from the Department of Economic Development Tourism and Environmental Affairs (DEDTEA) – KZN and various sector support departments. Based on strategic objectives set by the DEDTEA, Dannhauser has adopted the following;

- Develop and transform the tourism sector to achieve destination competitiveness.
- To develop and fund the implementation of tourism sector specific products.
- To enhance the contribution of tourism to the KZN economy.
- To implement interventions that drive transformation, diversification and service excellence in the tourism sector.
- To foster strategic linkages (tourism corridors, leverage infrastructure development strategy).
- To promote responsible tourism practices and champion tourism response to climate change.

According to the “Draft Tourism Strategy – 23 May 2018”; Dannhauser’s tourism fundamental principles are:

- **Responsible tourism / sustainability**
Promote balance between social, environmental and economic factors (i.e., triple bottom line);
- **Transformation**
Promote empowerment of previously disadvantaged communities to become part of decision making and retrieve benefits
- **Partnerships**
Acknowledge that the tourism industry can only be developed to its full potential when all stakeholders work together, particularly the public and private sector
- **Rural development**
Encourage development outside of urban areas
- **Education and skills development**
Improve work-based skills
- **Enterprise development**
Support SMME's / Co-operatives & Informal Traders

“Dannhauser Tourism Products”

The municipality has identified tourism as a potential economic sector, although no major tourism activities are currently being undertaken, there are biological, heritage and historical assets that exist within the jurisdiction.

Comparative Advantage

A Tourism Plan for Amajuba District (ATP) has been developed as a sector plan as part of the district IDP. 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. The ATP aims to unlock the tourism potential of the Amajuba District to the benefit of all its inhabitants, in particular creating economic opportunities for previously disadvantaged communities. 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.

The current product offerings have been identified with the municipal Draft Tourism Strategy, although being mentioned below, it is important to note that, they have not yet been exploited to develop the desired investment inflows due to the none marketing and capital investment in this sector of the local economy; they are as follows:

- Chelmsford Nature Reserve;
- St Margaret's Presbyterian church;
- Tom Worthington Dam;
- Bonani Wild and Wonderful;
- Ntshingwayo Dam; and
- Wetlands.

In realising full potential of this sector, the municipality has appointed a service provider to undertake the Tourism Sector Assessment and Development of a Tourism Plan. The study is will take place over a period of four months and is anticipated to be completed by the end of May 2018.

Challenges

- Lack of major international tourists' attractions;
- Lack of enough individual attractions to keep tourists occupied during their stay in the area;
- Dannhauser is not located along a major tourism route;
- Poor signage from main routes, and
- Lack of greater institutional support and capital investment from the municipality.

Investment Opportunities

- Development of a municipal Tourism Strategy;
- Establishment of CTOs;
- Development of SMME's;
- Skills development and training;
- Protection of environmentally sensitive areas;
- Enhancement of arts and crafts (historical, cultural and agricultural inspired);
- Specific events such as festivals and sporting events with existing dams; and
- Establishment of aquaculture projects.

3.11.5 Construction/Trade/Transport/Finance & Community Services – Economic Sectors

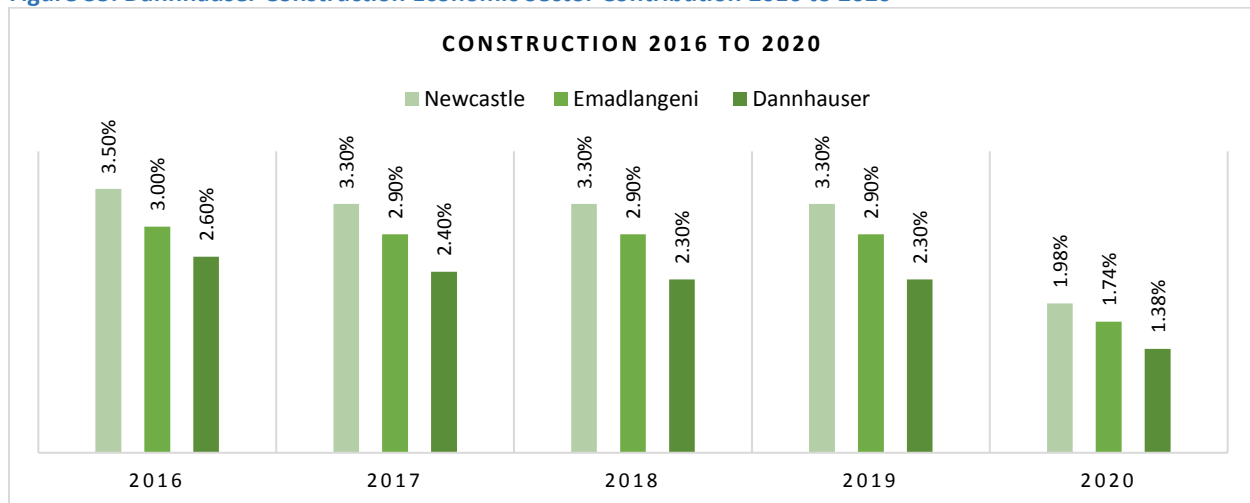
These sectors within Dannhauser are mainly serviced by SMMEs and some Co-operatives. As a rural municipality, there are no large firms which dominate these sectors, however some local smmes' and co-ops partner with well capacitated companies situated outside of Dannhauser to address any large projects that need to be undertaken. In some situations, companies which are appointed to undertake the projects within these sectors are located outside of the municipal jurisdiction and they do not partner or form any joint ventures with local firms.



The construction sector in Dannhauser decreased immensely from 2018 (2.3%); 2019 (2.3%) and 2020 (1.38%) due to the lockdown period. The decrease is attributed to a lesser spend by the local municipality as the financial constraints of the municipality have increased due to servicing a larger population over the years. Some of the major infrastructure projects have been suspended by the municipality over the years. The municipality is engaging provincial and national government departments to increase their funding base so that projects that require addressing are undertaken. If funding is obtained, it will enable the construction industry to recover from 2021 into 2022.

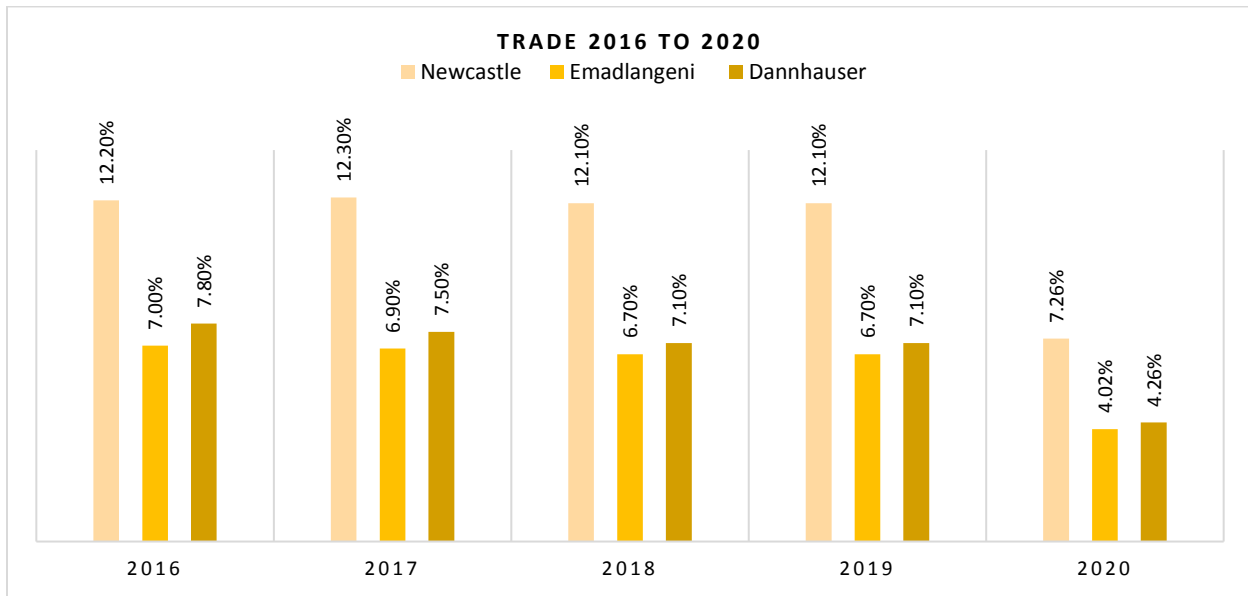
Provincial Treasury – KZN – 2019 provided the following statistical data for the following economic sub-sectors/industries;

Figure 35: Dannhauser Construction Economic Sector Contribution 2016 to 2020



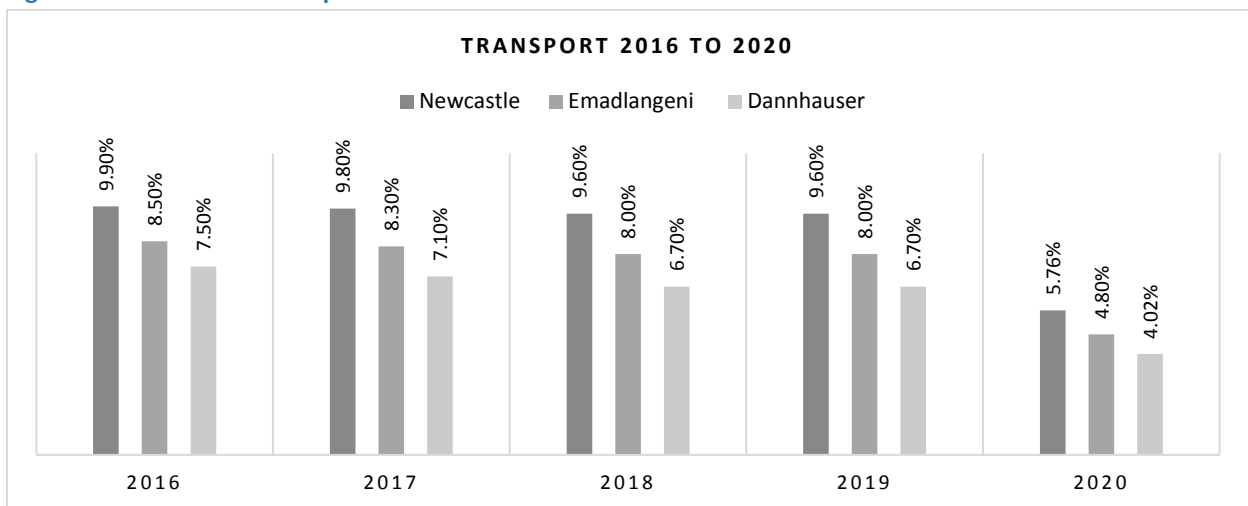
(Provincial Treasury – KZN 2020)

The economic trade sector involves the buying and selling of goods and services. In Dannhauser this sector has contributed in margins of 7 % on average on a year-on-year basis from 2016 to 2019, however it has experienced a steady decline from 2019 (7.1%) to 2020 (4.26%). The downward trend has been due to the sole traders who are the main players facing financial constraints and closure to the economic hardships worsened by the national covid-19 lockdown. Retailers were allowed to keep their businesses open to the public but had to ensure that measures were in place to prevent the spreading of the epidemic. The technical recession that has been experienced and increased fuel prices has caused traders to close shop or minimize their purchases. Their major challenge is that they cannot get financial support from the private banks or development finance institutions.


Figure 36: Dannhauser Trade Economic Sector Contribution 2016 to 2020


(Provincial Treasury – KZN 2020)

In the transport sector, another contraction is experienced from 2016 (7.5%); 2017 (7.1%); 2018 (6.7%); 2019 (6.7%) and 2020 (4.02%). The decline in the construction and trade sectors has heavily impacted heavily on this sector. A direct correlation exists between the sectors, furthermore, the lockdown slowed the growth of the sector and its contribution.

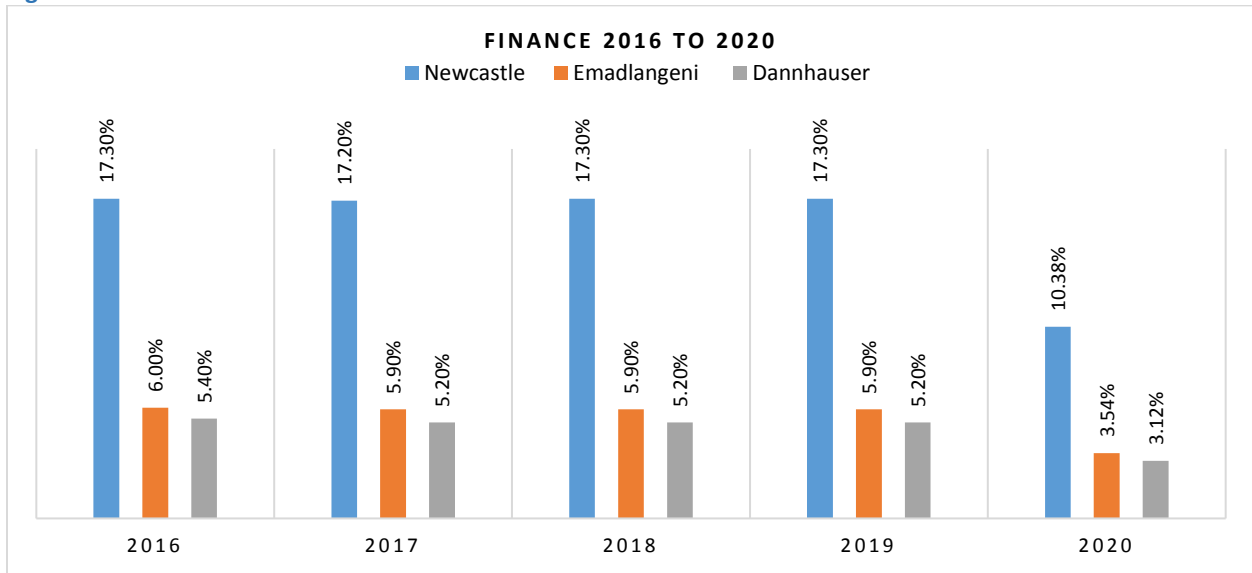
Figure 37: Dannhauser Transport Economic Sector Contribution 2016 to 2020


(Provincial Treasury – KZN 2020)

The finance sector mainly categorises firms that provide financial services to commercial and retail customers. This includes banks, investment funds, insurance companies and real estate. This sector contracted by 0.5% from 2016 (5.7%) to 2019 (5.2%) and a further contraction experienced of 2.1% in 2020 due to the lockdown and negative impact on other economic sectors. The technical recession impacted negatively on this sector.



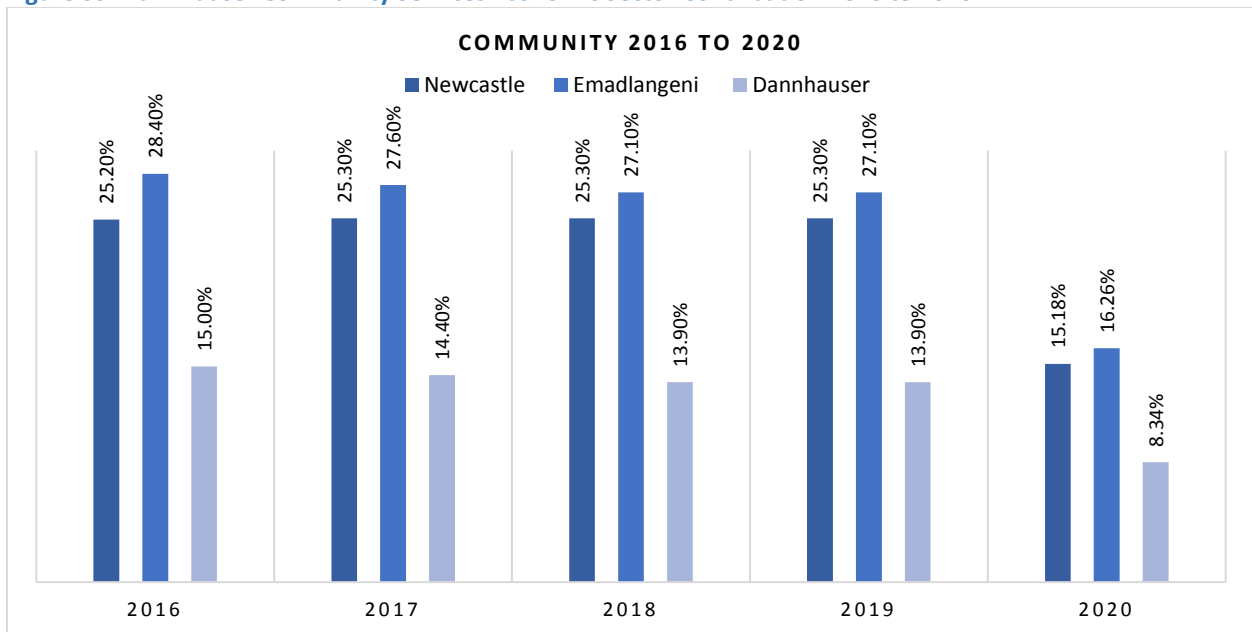
Figure 38: Dannhauser Finance Economic Sector Contribution 2016 to 2020



(Provincial Treasury – KZN 2020)

The community services sector decreased with regards to contribution, 2016(15%); 2017(14.4%); 2018(13.9%); 2019 (13.9%) and 2020 (8.3%). The contraction of the sector is attributed to the technical recession which impacted negatively on funding provisions for these services to be increased. Most of the funds were also channeled to the health system due to the covid-19 impact.

Figure 39: Dannhauser Community Services Economic Sector Contribution 2016 to 2020



(Provincial Treasury – KZN 2020)



3.12 SMALL MEDIUM AND MICRO ENTERPRISE BUSINESS SECTOR

The municipality has a number of registered SMME's who are operating within its jurisdiction and also registered on the municipal database. Although there is a high number of SMMES' registered, the majority of them are redundant, while those which are active primarily undertake business with government, while. There are approximately fifteen (15) smmes' that are registered and have businesses within the municipal CBD. Out of the 15 SMMES, five (5) have been fully supported by the municipality through various training programmes. Being a rural based municipality, the contribution by the SMMES is still minimal relative to metropolitan or urban municipalities. A high support level is required to boost this economic sector, as it will enhance job creation and contribution to the Gross Domestic Product of the country. Those situated in the CBD mainly focus on retail trade while a few are situated in the Industrial Area. Some of the SMME's that are operating within the jurisdiction are;

- Plumbers & welders;
- Building contractors;
- Painters;
- Suppliers of building materials;
- Mechanics;
- Taxi drivers;
- Car Wash;
- Road repair contractors;
- Shoe makers;
- Spaza shops; and
- Cellphone dealers.

The municipality is directing its efforts in empowering the SMME's and in reaffirming its commitment in the promotion and development of SMMES, the municipality successfully hosted its first SMME Seminar in December 2017 which aimed at creating a platform for local entrepreneurs and role players in various economic sectors to deliberate of key issues concerning their areas of operation and practice. Key stakeholders such as EDTEA, DARD, TIKZN, DSBD, Ithala Development Bank, to mention but a few, were invited to share vital information regarding support services that are at the disposal of local entrepreneurs. The municipality further commissioned an exercise to appoint a service provider to undertake an assessment of the SMME and Informal Economy sector which has been successfully completed. The outcome of the assessment would be a clear reflection on the status quo and identification of the strengths and weaknesses of these sectors. The municipality is in the process of developing a database that would be used to develop a customized approach of targeted interventions and other support mechanisms which will respond directly to the gaps identified.

The state of SMMES provincially and nationally is depicted below as reported in the "SMME Quarterly Update 3rd Quarter 2018: Published February 2019". In summary, the figures indicate the decline in SMME activities. This has a direct relation to the current state of Dannhauser Municipality and the need to develop comprehensive interventions to aid in uplifting this sector.

3.12.1 Provincial Status of SMMES – SEDA Quarter.3 (2018)

In the third quarter of 2018 just more than 30% of SMMES operated in Gauteng, followed by close to 14% in both KwaZulu-Natal and Limpopo. In the last four quarters, the share of Limpopo and Mpumalanga



increased due to growth of 20% and 21% year-on-year respectively. Growth was also positive, albeit more marginal, in the Free State, the North West and the Western Cape. This growth stands in contrast to the two largest regions, i.e., Gauteng and KwaZulu-Natal, where the number of SMME owners declined by 15% and 13.5% respectively. It may indicate that fewer job opportunities in the rural provinces urge people to become entrepreneurs.

Table 92: SMME Quarter. 3 Growth Rate by Province

PROVINCE	2017Q3		2018Q2		2018Q3		QUARTERLY CHANGE		YEARLY CHANGE	
Number	Number	Distrib.	Number	Distrib.	Number	Distrib.	Number	%	Number	%
Western Cape	256 696	11.0%	289 757	11.7%	268 821	11.9%	-20 937	-7.2%	12 125	4.7%
Eastern Cape	217 352	9.3%	215 570	8.7%	190 749	8.5%	-24 821	-11.5%	-26 603	-12.2%
Northern Cape	27 868	1.2%	21 751	0.9%	14 940	0.7%	-6 811	-31.3%	-12 928	-46.4%
Free State	101 496	4.3%	94 796	3.8%	110 291	4.9%	15 495	16.3%	8 795	8.7%
KwaZulu-Natal	375 698	16.0%	392 237	15.8%	325 051	14.4%	-67 187	-17.1%	-50 647	-13.5%
North West	115 638	4.9%	142 075	5.7%	125 329	5.6%	-16 746	-11.8%	9 691	8.4%
Gauteng	809 595	34.6%	828 994	33.4%	687 867	30.6%	-141 127	-17.0%	-121 729	-15.0%
Mpumalanga	178 204	7.6%	206 274	8.3%	216 328	9.6%	10 054	4.9%	38 124	21.4%
Limpopo	260 510	11.1%	288 687	11.6%	311 911	13.9%	23 224	8.0%	51 401	19.7%
Total	2 343 058	100.0%	2 480 141	100.0%	2 251 286	100.0%	-228 855	-9.2%	-91 772	-3.9%

(Source: QLFS of Stats SA)

3.12.2 National Status on SMMEs – SEDA Quarter.3 (2018)

The number of SMMEs in South Africa (SA) decreased by 3.9% year-on-year (y-o-y) from 2.34 million in 2017Q3 to 2.25 million in 2018Q3. A sharp contraction was reported in 2018Q3 as more people opted to rather work for a salary.

- Over the same period, the number of formal sectors SMMEs also declined by 3.9% y-o-y, while informal sector SMMEs contracted by 2.6%. The decline in SMME numbers occurred as 360 000 more formal sector job opportunities were created during these four quarters.
- Total employment provided by SMMEs declined by 5.6% between 2017Q3 and 2018Q3 to 9.1 million.
- Among the main economic sectors, by 2018Q3 fewer SMMEs operated in construction than in 2017Q3, and more in the trade and accommodation and manufacturing sectors.
- The SME* share in the total turnover of all enterprises crept up by 0.5 % pts to 41.7% in the four quarters up to 2018Q3.

Table 93: National SMME Stats South Africa Quarter.3

KEY INDICATORS	2017Q3	2018Q2	2018Q3	q-o-q change	y-o-y change
Number of SMMEs	2 343 058	2 480 141	2 251 286	-9.2%	-3.9%
Number of formal SMMEs	657 707	668 729	631 810	-5.5%	-3.9%
Number of informal SMMEs	1 593 816	1 719 330	1 552 889	-9.7%	-2.6%
Number jobs provided	9 683 639	10 197 324	9 141 056	-10.4%	-5.6%
% Operating in trade & accommodation	40.3%	40.5%	42.6%	2.1% pts	2.4% pts
% Operating in community services	13.0%	13.5%	13.9%	0.4% pts	0.9% pts



KEY INDICATORS	2017Q3	2018Q2	2018Q3	q-o-q change	y-o-y change
% Operating in construction	15.1%	13.4%	12.2%	-1.2% pts	-2.8% pts
% Operating in fin. & Business services	12.6%	12.0%	11.8%	-0.2% pts	-0.8% pts
% Black owned formal SMMEs	71.8%	75.2%	76.1%	1% pts	4.3% pts
% Contribution of SMEs* to turnover of all enterprises#	41.2%	41.4%	41.7%	0.3% pts	0.5% pts

(Source: QLFS of Stats SA)

The SA economy is poised for faster growth, which is likely to benefit the SMME sector. While the latest SMME survey results reflect challenging economic conditions prevalent in 2018Q3, these may be at the nadir of the business cycle downturn. Synchronised growth in the world economy and the gradual normalisation of interest rate levels in the advanced economies will continue to benefit the local economy. Furthermore, an upward swell in domestic business (and consumer) confidence is in the making due to a more stable political outlook. Pent-up consumer and business demand for big-ticket purchases and capital projects respectively may be a key source of growth over the short term.

Whereas the number of SMME owners declined in the year to 2018Q3, with lower employment in the sector, this does not distract from the importance of small business. The SMME sector accounts for between 55-65% of economy-wide employment. The sector is a critical interface between the central objective of inclusive economic growth and the structure of the domestic economy. It is therefore worrying that the tendency of survivalist SMME operations appears to be intensifying. Development policies and interventions should focus on arresting this tendency. An improved economic outlook will go a long way in this regard. New opportunities are also expected to open up in the tourism, ICT and manufacturing sectors. Notable demographic, sectoral, regional and other tendencies were reported. The number of formal SMME owners declined; the attrition was heaviest in the older and more experienced age groups. In terms of occupations, in the craft & related trades, as well as in the technical & related professions, the number of owners with no (or less than primary) education grew the sharpest and the black population group reported some growth in SMME ownership. In all, there was a strong shift from SMME ownership to (formal sector) employment.

Challenges

- Lack of proper infrastructures to operate in;
- Poor road network systems that impact on mobility;
- Lack of access to funding to enhance their operational capacities;
- Lack of proper business training; and
- Lack of an SMME Incubator programme;

Investment Opportunities

- Development of new infrastructures to accommodate their expansion activities;
- Possible BEE transaction deals;
- Market diversification due to industrial and tourism activity development; and
- Facilitate new SMMEs entry into main stream economy by creating more sustainable economic opportunities such as cleaning and/or maintenance services.



3.13 CO-OPERATIVES BUSINESS SECTOR

Co-operatives have become an area of importance in Dannhauser, many household individuals are grouping up to work together to have sustainable business operations that will enable them to generate an income. The municipality has a database of co-operatives registered within its jurisdiction. In the 2018/2019 financial year, the municipality in conjunction with SEDA, trained seventeen (17) Co-operatives registered in the municipal database, a total of 85 individuals from the Co-ops were invited but only sixty-five (65) attended. The main operations of the co-operatives are agricultural activities with three (3) focusing in the manufacturing economic sector. The main beneficiaries of the co-ops are averaged above the ages of 35. The youth and women co-operatives are not as evident as those with mixed gender.

The following are areas the municipality has currently achieved with regards to supporting co-operatives;

- The co-operatives have been allocated pieces of land to undertake their agricultural activities through Renier Farm which is owned by the municipality, the DRDLR in partnership with the municipality has contributed various inputs such as seeds, fertilizers, equipment, skills capacitation and other co-operative administrative activities to aid in empowering the locals.
- For those co-operatives undertaking manufacturing activities such as (clothing & textile; leather & Ternary; Tissue & Sanitary Pads); the municipality has allocated buildings for their operations, while the DRDLR has supported the co-operatives with some of the manufacturing equipment.

Challenges

- Lack of proper infrastructures to operate in;
- Poor road network systems that impact on mobility;
- Lack of access to funding to enhance their operational capacities;
- Lack of proper business training; and
- Lack of a Co-operative Incubator programme;

Investment Opportunities

- Development of new infrastructures to accommodate their expansion activities;
- Market diversification due to industrial and tourism activity development;
- Development of markets; and
- Facilitate new entry into main stream economy.

3.14 INFORMAL BUSINESS SECTOR

Dannhauser municipality commenced its strategic role of supporting the informal trader's sector. It is working closely with the Department of Economic Development – KZN to ensure that the growth of this sector is achieved. This sector is of importance as it supports many households who cannot get formal employment due to their low education levels, the greater base of the community who are able to work are school drop outs due to high levels of poverty. The elderly who also have their grandchildren to take care of heavily depend on this form of income generation. Proper infrastructure and support are required to uplift the traders as they will not be sustainable if not supported. The municipality has developed a database of informal traders, currently 30 informal traders are registered, and it has commenced offering various forms of support programmes (2018/19 financial year) to enhance sustainability and to further



reduce criminal activities. The municipality is still in the process of registering more informal traders as the process has been slow due to the great distances the traders reside from the municipal offices. The informal traders contribute to the Gross Value Added of the “Trade Economic Sector” as they mainly trade in goods.

The Amajuba NSDP Pilot Project (2008) indicates that based on the estimates of Global Insight on the extent of the informal trade, the second highest concentration of people informally employed in the province is within Amajuba (33 677). The percentage of all employment represented by the informal sector in the ADM is 35.6% which is also the highest proportional figure in the province, which seems to be indicative of the importance of informal sector activities within this district. The informal sector accounts for 25.81% of employment within the Dannhauser municipal area estimated at 2 020 individuals in 2012, an increase from 1 380 in 2002.

The growth of lack of employment in the formal sector has given rise to the SMME sector which has become an alternative means of income generation for individuals who cannot find work in the formal sector. This sector creates entrepreneurs as well as a temporary solution for creation of sustainable job opportunities. The persistent presence and growth of these sectors have triggered the need for government to create a conducive environment to ensure that these sectors operate in a sustainable manner. With proper support, these entrepreneurs have the ability to grow their businesses thus providing more sustainable employment opportunities.

Comparative Advantage

In compliance with the KZN Informal Economy Policy, Dannhauser municipality has developed a draft informal economy policy, which will enhance the development of this particular sector. The municipality has established ten (10) informal trading stalls which were part of the CBD development program. It has also successfully established infrastructure for retail and manufacturing SMMEs at KwaMdakane. Moreover, the municipality has initiated a program that is implemented through the involvement of community members in each ward within the municipality. The main goal of the programme is to capacitate local businesses to ensure economic sustainability at the lower levels; the programme is called the “Small Enterprise Development and Support Programme.

Challenges

- Overcrowding of trade activities and inadequate waste collection;
- Low income or lack of regular income as household consumption competes for the use of business earnings;
- Lack of opportunities for bulk purchase of inputs and lack of working capital;
- Limited or no access to technology;
- Lack of access to finance and banking;
- Lack of training;
- Lack of access to economies of scale;
- Thin profit margins relative to time invested and high running costs relative to turnover lead to difficulties with paying for supplies; and
- Lack of organized management and support in empowering them.



Investment Opportunities

- Construction of informal trade center in Dannhauser;
- Management of informal trade forum which will enhance participation and involvement of people working in the informal sector;
- Provide skill development on business retention and expansion;
- The development of tourism will impact on increased trading; and
- The conversion of informal traders into SMME's (Formal business).

3.15 DANNHAUSER CURRENT ECONOMIC CONTRIBUTORY SECTOR SUPPORT PROGRAMMES

The municipality has initiated economic sector specific support programmes in Agriculture, Tourism and Manufacturing. The targeted economic sectors are those that house the SMMEs and Co-operatives. This was initiated through government sector departments which specialise in these economic sectors.

To enhance sustainability, viability profitability the owners of the businesses are trained on site or in a building allocated by the municipality based on availability of the facility.

3.15.1 Agriculture

The following are coordinated through DRDLR and the Department of Agriculture, Forestry and Fisheries (DAFF);

- ✓ Maize & Dry-Bean production;
- ✓ Soya-bean production;
- ✓ Vegetable production;
- ✓ Beef cattle management and breeding;
- ✓ Poultry production;
- ✓ Pig production;
- ✓ Soil fertility management;
- ✓ Irrigation management;
- ✓ Use of mechanised technologies such as (tractors; ploughs; fertiliser spreaders; etc;
- ✓ Alien plant control;
- ✓ Pest control;
- ✓ Disease control;
- ✓ Farm record keeping; and
- ✓ Farm business management.



3.15.1.1 Agro-Processing Sector

The wide-ranging nature of agro-processing activities implies a very wide range and heterogeneity of activities which make classification quite complex. However, the United Nations' International Standard Industrial Classification (ISIC, 2013) has alleviated uncertainty around how to classify agro-processing products by defining a standard classification of agro-industry as consisting of:

- Food and beverages
- Tobacco products
- Paper and wood products
- **Textiles, footwear and apparel (Project being implemented in Dannhauser)**
- **Leather products (Project being implemented in Dannhauser)**
- Rubber products.

The following interventions will be undertaken:

- establishing networks and ties with various private incubators for absorption of SME agro-processors that are ready and available for incubation;
- lobbying various conglomerates within the agro-processing space for sizable enterprise development spent allocation towards promotion, support and development of SME agro-processors through incubation
- entering into partnerships with accredited and approved incubators located within government sphere to facilitate absorption of SME agro-processors.

Training Programmes

1. The production of enriched, flavoured, products, to be distributed to targeted schools for their School Feeding Program. The use of technologies to preserve and add value to specific local agricultural commodities that have a production surplus”;
2. The processing of raw traditional commodities;
3. The processing and packaging of by-products of farming based on the business operations;
4. The production soy bean bi-products such as soy milk, soy sauce using new technologies;
5. The packaging of bi-products e.g., honey; training of SMME & Co-operative members, women's groups, the youth, the disabled and farmers on the agro-processing techniques;
6. Business management programmes;
7. Health and safety;
8. Industrial maintenance; and
9. Human Resource Management.

3.15.2 Tourism

Although the tourism sector has not yet developed, the municipality has identified a limited range of support programmes, these are as follows;

- ✓ Arts & craft production;
- ✓ Tour guides;
- ✓ Hospitality;
- ✓ Transportation of tourists;



- ✓ Customer care; and
- ✓ Tourism marketing.

3.15.3 Manufacturing

The municipality has based its sector support empowerment based on the Clothing & Textile Industry; Tissue & Sanitary Pads production and Leather & Ternary economic sub-sectors. The following have been identified;

- Clothing & Textile Sub-sector;
- Tissue & Sanitary Pads Sub-sector; and
- Leather & Ternary Sub-sector

The following general training has been scheduled;

- ✓ Occupational Health and Safety;
- ✓ Industrial building maintenance;
- ✓ Industrial Machine Use;
- ✓ General product production;
- ✓ Production line Management;
- ✓ Stock level management (raw materials and finished products);
- ✓ Storage Management;
- ✓ Customer care;
- ✓ Logistics management; and
- ✓ Product Packaging.

3.15.3.1 Industrial Recognition Programs

The municipality is undertaking an “Industrial Recognition Program” based on its current local economic resources and empowering of local industrialists. It acknowledges that industrialization leads to the creation of jobs for which those employed can be skilled and capacitated through various training programs.

Companies that are empowered through such programs will have a greater chance of sustainability, viability and profitability. Programs accessed on behalf of the companies by the municipality will have no cost implications to some extent for the company being added. Industrial recognition programs create bonds between businesses and the community but also provide a needed service to the businesses involved. Companies need to maintain a positive reputation to attract the best possible employees, sell their products and garner political support. An industrial recognition program not only expresses the community’s appreciation but also raises community awareness about their companies, enhancing their reputation, and educating the community at large on broader economic development issues and the need for a pro-active economic development program.



✓ **Integration With DTI-Industrial Stakeholders**

Industrialization is one critical area of sector operation that entails a high level of job creation. DTI has programs available through the Industrial Policy Action Program (IPAP). This program is meant to support industrial companies capacitate with equipment and skills.

The municipality will form strategic alliances with the DTI and its various departments in order to empower local businesses.

✓ **Appreciation Event**

Many communities have mastered the “annual industry appreciation dinner.” Unfortunately, their BR&E strategy usually ends there. The appreciation event needs to become an integral part of a more comprehensive strategy. The municipality recognizes the need to empower local companies on how they can market their businesses through various events.

✓ **Product Exhibit**

The municipality will be undertaking trade fairs wherein companies will be encouraged to exhibit their products and services as a form of marketing tool.

Businesses are always looking for marketing opportunities. A large, permanent product display case in a place that draws public attention allows the local businesses to show off their products and services and further stimulates a possibility for customers for their respective operations.

✓ **Plant & Operational Facility Tours**

The municipality has its thriving economic sectors such as mining, agriculture, agro-processing, manufacturing, and now venturing into tourism. It will form alliances with business owners to enable business tours to be undertaken by various investors or community groups. This will enhance the proper appreciation by the prospecting investors and or community in understanding the current standing of the existing businesses.

To further impart this as an important function, some prospecting investors will see the need to invest in the jurisdiction based on the healthy business climate being promoted through such tours. A plant tour is a good means of highlighting the contributions of a particular business to the community. During the plant tour the business’ impact on the community should be clearly communicated through visual aids and/or handouts and speeches focusing on:

- Number of jobs;
- Starting wage;
- Total payroll;
- Property taxes paid;
- Contributions to local organizations;
- Volunteer activities of staff and management;
- Items and services that they purchase from other local businesses; and
- Awards or recognition received by company



3.16 MUNICIPAL PROGRAMS & INTERVENTIONS FOR SMMES/CO-OPERATIVES & INFORMAL TRADERS

To enhance the sustainability of **SMMEs, Co-operatives and Informal Traders**, the municipality has developed a set of support programmes that it offers directly and it also integrated with provincial sector departments for additional support programmes to be accessed for the business owners.

The programmes will be aligned to the contributory sectors of Agriculture & Agri-Processing; Mining; Manufacturing; Tourism; Construction; Transportation; Trade; Finance and Community Services. The businesses will also be granted licences to operate once their legislative compliance within their economic sectors has been attained (i.e., health & safety in mining sector; food industry; etc).

The targeted businesses are those that are;

- Owned by Previously Disadvantaged Individuals (BBBEE) (different genders working together);
- Women owned businesses; and
- Youth owned businesses.

3.16.1 Small Micro & Medium Enterprises Support Programmes

The objective of the support programmes is to improve the sustainability, viability, profitability and competitiveness of SMMEs by lowering their cost of doing business and enabling them to create jobs through various support for Broad-Based Black Economic Empowerment.

Specialist Business Support Services

- Profitability and cashflow analysis;
- Record and book-keeping;
- Workspace access and optimisation (e.g., layout);
- Accessing finance for working capital or capital acquisitions;
- Markets and selling: e.g., identifying and accessing new markets,
- Establishing new business collaborations;
- Human resources management and compliance;
- Product/service and production: e.g., regnment, re-development, differentiation, improved manufacturing methods;
- Logistics g. bulk ordering direct from wholesalers, shared transport to market;
- Legal and compliance: e.g., income tax, VAT, health safety etc.;
- Procurement. of raw materials or input services; and
- Training and skills development including (basic business skills) and on-site sector skills training.

Business plan development and optimisation:

Collaboratively ensure the enterprises focus on identifying practical actions and supports which can catalyse growth and optimisation. Enterprises must 'own' and 'drive' their plans to avoid dependency.



Business mentorship:

This includes assisting the entrepreneur to identify and resolve challenges on an ongoing basis, identifying specific areas where specialist assistance can catalyse change, distinguishing short versus long-term plans, as well as ongoing encouragement and acting as a 'sounding board'.

Targeted business development support services:

A range of specific support services are provided to each enterprise based on a business development plan. These are often provided by specialists and may include: Profitability and cash-cow analysis; Record and book-keeping; Workspace access and optimisation (e.g., layout); Accessing finance for working capital or capital acquisitions; Markets and selling: e.g., identifying and accessing new markets, establishing new business collaboration; Human resources management and compliance; Product/service and production: e.g., regnment, re-development, differentiation, improved manufacturing methods; Logistics e.g., bulk ordering direct from wholesalers, shared transport to market; Legal and compliance: e.g., income tax, VAT, health safety etc.; Procurement e.g., of raw materials or input services.

Training and skills development:

This may include (basic business skills) training (e.g., to improve cash-cow management, understanding profitability, matching product to market etc.) or on-site sector-specific skills training focused, for example, on production efficiency (e.g., 'cut make and trim', machinist training, work-space layout) or product design and development.

Participative Economic Action Planning:

PEAP is a structured, local planning process, driven and owned by local economic actors, which identifies priority (catalytic) actions or initiatives which can produce change.

Beneficiaries

Eligible entities should:

- Be incorporated and registered in South Africa in terms of the South African Companies Act;
- Be registered in the Dannhauser Municipality Database
- Be emerging SMMEs with a majority black ownership;
- Have projects in any of the different economic sectors;
- Adhere to SMME principles of Good Governance;
- Be owned by historically disadvantaged individuals (HDIs); and
- Be biased towards women, youth and people with disabilities.

Monitoring, evaluation, learning and toolkits:

M&E is undertaken on an ongoing basis to ensure learning and methodological regnment. Impact is evaluated, key learning extracted and feedback given to key stakeholders. Existing knowledge resources and practical toolkits are refined and new ones created where necessary.



3.16.2 Co-Operatives Support Programmes

The objective of the support programmes is to improve the sustainability, viability, profitability and competitiveness of co-operative enterprises by lowering their cost of doing business through an incentive that supports Broad-Based Black Economic Empowerment.

Objectives

- Promote co-operatives through aiding in sourcing of a matching grant;
- Improve the viability and competitiveness of co-operative enterprises by lowering the cost of doing business;
- Assist co-operatives to acquire their start up requirements;
- Aid in building an initial asset base for emerging co-operatives to enable them to leverage other support; and
- Aid in obtaining incentive that supports broad-based black economic empowerment.

Support Programmes

- Business development services (e.g., feasibility studies; business, manufacturing and production systems; and production efficiency and improvement, etc);
- Skills training, business plan optimization and mentorship;
- Advancing Technological improvements;
- Aid in sourcing machinery, equipment and tools;
- Aid in developing Infrastructure linked to the project (e.g., 3-phase electricity; boreholes, etc.);
- Aid in sourcing working capital;
- Aid in Participative Economic Action Planning (PEAPs) mainstreamed based on their economic sectors;
- Enabling the delivery of capacity and enabling collaborations with various stakeholders;
- Enabling access to markets; and
- Micro-grower support linked to Agri-hubs: (Micro-growers being supported to improve agricultural practices, optimise crop mix and quality, link with other Agri-hubs, and access new and better markets).

Beneficiaries

Eligible entities should:

- Be incorporated and registered in South Africa in terms of the Co-operatives Act of 2005;
- Be registered in the Dannhauser Municipality Database
- Be emerging co-operatives with a majority black ownership;
- Have projects in any of the different economic sectors;
- Adhere to co-operative principles;
- Be owned by historically disadvantaged individuals (HDIs); and
- Be biased towards women, youth and people with disabilities.



Monitoring, evaluation, learning and toolkits:

M&E is undertaken on an ongoing basis to ensure learning and methodological refinement. Impact is evaluated, key learning extracted and feedback given to key stakeholders. Existing knowledge resources and practical toolkits are refined and new ones created where necessary.

3.16.3 Informal Traders Support Programmes

Informal trade is a rapidly growing feature of the Dannhauser economy. Some of the street traders in priority areas have been provided with trading facilities and more trading facilities will be made available in areas. The Dannhauser Management team, through its LED Business Support Unit (Informal Trade), are regulating, registering, providing shelter and ablution facilities for street traders.

Sector Priorities

- To identify and agree on specific trading zones in order to ensure effective enforcement and regulation with reasonable trading opportunities.
- To develop linkages between the first and second economies, supporting the “graduation” of street traders from the second to the first economy.
- To make business development support and capacity building services available to traders in the informal economy.
- To find synergies between street traders and formal businesses through specific programmes, such as cleaning and greening and formal businesses "adopting" traders.

Support programmes

- Buying of goods and services from the informal sector.
- Develop the business skills of the informal sector.
- Invest in and support the development of facilities for the sector.
- Participate in municipal programmes of the municipality for the informal sector.
- Participate in municipal programmes.
- Form links with established businesses.
- Consider opportunities for “graduation” and diversification of their trading portfolios.
- Record and book-keeping;
- Logistics g. bulk ordering direct from wholesalers, shared transport to market;
- Procurement. of raw materials or input services; and
- Training and skills development (basic business skills) and on-site sector skills training.

Beneficiaries

Eligible Individuals should:

- Be South African Citizens with a bar coded ID;
- Be registered in the Dannhauser Municipality Database
- Be above the age of 17 years;
- Be residents within the Dannhauser municipal jurisdiction;
- Be historically disadvantaged individuals (HDIs); and
- Incorporate women, youth and people with disabilities.



3.17 DEVELOPMENT FINANCE INSTITUTIONS (DFI) SUPPORT INTERVENTIONS IN DANNHAUSER ECONOMIC INVESTMENT PROMOTION AND FACILITATION

The municipality is forming strategic alliances and partnerships with various organisations that fund businesses. This will enable access to sources of funds for SMMEs or Co-operatives and other forms of investors within the local economic jurisdiction.

These are financing institutions that have been set up by government and play a critical role in marshaling large volumes of development finance to achieve economic development goals, whether nationally, provincially or in local municipal jurisdictions. They are specifically meant to provide working capital; capital equipment financing; and or other forms of business and co-operatives advice to business start-ups; existing businesses and those undertaking regeneration strategies. This promotes local economy competitiveness through government assistance. Various forms of financing instruments and professional advice is offered, and they are not limited to issuing loans, but can purchase equity, offer venture capital, bridging finance, grants, etc.

3.17.1 Funding Institutions Impacting on Investment Growth

- Industrial Development Corporation;
- National Empowerment Fund;
- National Development Agencies;
- National Youth Development Agency;
- Department of Trade and Industry;
- Department of Co-operative Governance & Traditional Affairs - KZN
- Department of Economic Development;
- Department of Small Business Enterprises;
- Department of Rural Development and Land Reform – REID;
- Department of Arts & Culture;
- Ithala Development Finance Corporation;
- Trade & Investment KwaZulu-Natal;
- Kwazulu-Natal Development Foundation;
- Khethani Business Finance (Khula Rfi)
- Marang Financial Services;
- KZN Growth Fund;
- Land Bank;
- Co-operatives Bank;
- Small Enterprises Development Agency;
- Small Enterprises Finance Agency;
- Technology Innovation Agency;
- Tourism – KZN;
- KZN Development Corporation;
- Private Banks (Standard Bank, ABSA, Nedbank, First National Bank, etc.)
- etc.



3.17.2 Types of Businesses Funded

- New Business Start-ups (SMMEs; Co-operatives – Primary/Secondary & Tertiary);
- Existing Businesses (SMMEs & Co-operatives-Primary/Secondary & Tertiary);
- Partnerships;
- Public Limited Corporations; and
- Joint Ventures.

3.17.3 Types of Business Funding Instruments

This incorporates both direct and indirect funding

- Loans;
- Grants;
- Equity Funding;
- Quasi Equity;
- Bridging Finance;
- Venture Capital;
- Mezzanine Funding; and
- Angel Funding.

The funding products are meant to enable businesses to start operations, provision of short-term financing, long-term financing, working capital and or capital equipment financing.

3.17.4 Business Retention and Expansion Strategy

The municipality is focusing on retaining current SMMEs and drawing more business investors within the jurisdiction. This will increase the level of job creation within the community and will allow for additional sources of revenue for the municipality, which will be channeled for basic service delivery. Current Images of Local Businesses in Dannhauser;

3.17.4.1 Definition of Business Retention; Expansion and Attraction

Business Retention

This is the process of enabling current businesses within the municipal jurisdiction are kept in existence and are not lost due to their closure or relocation to other municipal jurisdictions.

Business Expansion

This is the increase in operational capacity of a business through various financial and non-financial interventions.

Business Attraction

This is the drawing in of new business operators within the municipal jurisdiction different economic sectors.



3.17.4.2 Dannhauser's Strategy for Business Retention, Expansion & Attraction

A Business Retention and Expansion (BR; E & A) Program is a long-term, systematic approach to:

- ✓ The early detection and identification of problems that could cause employers to leave a community;
- ✓ Identify opportunities to help companies expand in the community;
- ✓ Build relationships with individual company executives to promote a sense of loyalty; and
- ✓ Marketing & promoting the municipality through various media indicating the opportunities and economic resources that the jurisdiction has.

3.17.4.3 Dannhauser's BR&E Strategy

Serves the following key purposes;

1. Ensures that existing firms enables the community to appreciate their contribution to the local economy;
2. Encourages expansion that leads to sustainable job growth;
3. Aids businesses solve their problems and challenges;
4. Assists local businesses in gaining awareness of available resources;
5. Develops collaborative relationships for participating in comprehensive long-range business retention, expansion and attraction activities;
6. Builds community capacity and cooperation to sustain growth and development activities; and
7. Provides better information and understanding for all local leaders of the strengths and weaknesses of the business climate.

3.17.4.4 Benefits of A Strong BR&E Strategy Program

There are other benefits to growing jobs locally through a strong retention and expansion strategy;

✓ **Influence Expansion Plans of Existing Businesses**

The municipality will engage businesses through its various local economic development forums to enhance operational expansion per business case in existence. Integration with relevant stakeholders will be undertaken and the businesses registered within the municipal database will be assisted based on their various specific needs. When considering an expansion, most companies also consider other locations as a means of achieving their objectives at the lowest possible cost. Community leaders must stay informed and make every effort to ensure that these changes and expansions benefit their communities.

✓ **Preparing for Change**

The municipality has taken into consideration the current economic climate of the country and the ever-global economic changes that occur. Further due consideration has been given to each specific economic sector and those considered to be resourceful economic sectors within the municipal jurisdiction. It is acknowledged that various changes do occur whether positive or negative. Businesses within the jurisdiction must be kept informed through the local economic development forums of these changes, further community leaders who seek employment for their community members must also be advised so that they understand the situation whether jobs are to be created or lost. An effective retention strategy keeps community leaders informed about possible changes that existing businesses may be planning. If these plans involve a reduction in jobs, it gives the community advanced notice and time to prepare and vice-versa.



✓ **Types of Jobs**

The types of jobs created within the municipal jurisdiction are impacted by the thriving economic sectors that exist. Within the jurisdiction the following are considered to be employment sectors, mining, agriculture, agro-processing, manufacturing, retail trade, and tourism which is currently being grown. It is important to note that government, through the municipal programs such as Expanded Public Works and Community Works also create employment; and procurement by the municipality of various goods and services from SMMEs and Co-operatives does enhance employment and job creation. While corporations relocating to a new community often bring highly skilled employees with them, locally owned businesses are more likely to hire individuals from the community and provide them with the necessary skills training.

✓ **No Need for Expensive Incentives**

The municipality does acknowledge that there is no need for expensive incentives to boost business confidence. It understands that there is a requirement to enable access to various business sources of development that will enhance their development. This will be achieved through linking the businesses to various supporting structures that offer various products and services for uplifting businesses. An existing business that is already happy and successful may not have to be swayed to expand with as many incentives. If the business is growing profitably, it may really want to expand in its current location and add jobs naturally. Ensuring a business' financial and market health becomes key.

✓ **Attract Outside Small Businesses to Community**

For new business attraction, economic policy within the jurisdiction is considered important and access to infrastructure and basic services delivery such as water, sanitation, electricity, roads, hospitals, etc. property rates and taxes are also an important incentive but these must not be underpriced to disadvantage the municipality. A strong, visible BR&E strategy sends a message to prospective new businesses that a positive climate exists for growth and prosperity in the town. An "Entrepreneur Friendly" environment may motivate local residents to start business ventures and may attract small businesses to locate in your town instead of a nearby city or town.

✓ **Create Better Corporate Citizens**

The municipality encourages local business entrepreneurs to be socially responsible corporate citizens, it seeks that where local businesses can provide employment they do so, and where they can contribute to empowering other upcoming and prospecting business owners that they further do so. The municipality further encourages the local businesses to undertake charity donations where possible thus assisting those who are highly disadvantaged as the jurisdiction is classified as a rural municipality. Communities working to support local businesses often find these companies develop a greater sense of commitment to the community, are more active in community affairs and are more generous in their contributions to local civic groups and events.

✓ **Municipal Website**

The municipality will enhance its website offering to incorporate business development issues and progressing economic sectors that are being invested into. The municipal and community website can be an important tool to highlight the "business of the month," providing the company with positive publicity.



3.17.4.5 Extended Public Works Programme (EPWP) / Community Works Programme (CWP) – Enhancing Economic Investment

The municipality has tapped into the two programmes and it benefits over 100 people. This permits member of the community to become contracted to the municipality and undertake general manual labour in areas that are required. The individuals from the community appointed through these two programmes aid in infrastructure development (economic & public); town beautification; maintenance of public infrastructure (taxi ranks; tarred & gravel roads; storm water systems; etc) and public spaces (cutting grass; maintaining the grave yards; maintaining community halls; sports fields; parks; etc) owned by the municipality. This enhances economic development within the jurisdiction as they aid to develop and maintain infrastructure that has both a direct and an indirect impact on investors.

3.17.4.6 Facilitation & Implementation of LED Projects

The LED section has taken the forefront to spearhead the implementation of various economic projects. It integrates with various stakeholders whether private, government and or social partners. It vets all project proposals the potential investors seek to undertake within its jurisdiction and ensures that prior to each project being implemented it complies to the criteria within the municipal jurisdiction. All projects implemented are also checked for their legality so that no breaching of the law is done through illegal activities. Some other projects are intervened by the LED through the Sector Departments due to the industries they will be operating in. i.e., mining, waste disposal, etc.

3.17.4.6.1 Key Economic Partners

The municipality has integrated with the following key economic partners;

No	KEY PARTNER	INTEGRATION
1	Kzn – Cogta	Yes
2	Kzn – Department of Economic Development, Tourism & Environmental Affairs	Yes
3	Kzn – Department of Rural Development & Land Affairs	Yes
4	Amajuba District	Yes
5	Department of Transport	Yes
6	Department of Energy	Yes
7	Department of Trade & Industry	Yes
8	Kzn – Statistics SA	Yes
9	Kzn – Provincial Treasury	Yes
10	Dannhauser Informal Traders Association	Yes
11	Dannhauser Farmers Association	Yes

3.17.5 LED PROJECTS (FUNDED AND UNFUNDED)

This section presents DLM LED projects, both funded and unfunded, which will be implemented at short, medium and long-term basis. Some of the projects presented are programs that are implemented by the district municipality and sister departments at provincial and/or national level.



3.17.5.1 LED - GOALS, OBJECTIVES, STRATEGIES & PROJECTS / PROGRAMMES – 2020/2021 – 2022/2023

Table 94: LED Projects

STRATEGIC THRUST		PROGRAMME		PROJECTS		CUSTODIAN	IMPLEMENTATION PHASE AND BUDGET ALLOCATION		
							YEAR 1	YEAR 2	YEAR 3
1	Achieving Institutional Cohesion	1.1	Stakeholder Consultation and participation	1.1.1	Ensure commencement of LED/Investment Forum (This will consolidate the local investors & potential investors including foreign direct investors).	DLM LED Unit	0	0	0
		1.2	Sector Committees	1.2.1	Establish sector focused (Agriculture, Mining and Tourism) Committees; enabling the engagement with private and social investors together with empowering of SMMEs & Co-operatives.	DLM LED Unit	0	0	0
		1.3	Economic Chambers	1.3.1	Establishment of Local Business Chamber and ensure full functionality of Informal Economy Chamber. (This will ensure that the local businesses are catered for enhancing business retention & expansion; while accessing government support programmes for SMMEs & Co-operatives in all economic contributory sectors of the municipal jurisdiction & cross-jurisdictional business activities).	DLM LED Unit	0	0	0
		1.4	Capacitating of Municipal LED Unit	1.4.1	Establishment of a fully-fledged LED Unit (Appointment of interns specialising in Agriculture, Finance, Tourism, Manufacturing; Small Business Development, Researchers & other skills to develop & grow the local economy)	DLM MM Office			
2	Agricultural Development and Diversification	2.1	Agricultural Support and Skills Development	2.1.1	LED SMMEs; Co-ops & Informal Traders Programme (The municipality will render various forms of support to empower its local SMMEs & Co-ops in the primary; secondary & tertiary agricultural sub-sectors).	DLM LED Unit	5 000 000.00		
				2.1.2	LED SMMEs & Co-ops Programme – Purchasing of Farms (This programme will enable local SMMEs & Co-ops to undertake farming. This will eliminate the challenge of SMMEs & Co-ops not having land to undertake agricultural production as the majority of the land is currently in the hands of private owners who are less willing to aid the SMMEs & Co-ops).	DLM LED Unit	2 000 000.00		
				2.1.3	Strategic arrangement with, DARD; DRDLR on agricultural support (DARD; DRDLR will continue to indirectly finance the selected SMMEs & Co-ops in their farming activities. Farming implements; equipment; training; markets, etc; is offered by the DRDLR & the DRDLR will work in integration with the municipality).	DLM LED Unit	5 400 000.00	0	0
				2.1.4	Dannhauser Food security program (This enhances the development of farming by the local SMMEs & Co-ops. The purpose is to ensure that food production continues and is not destabilised as land is accessed by those PDIs, who never had the opportunity to have land to undertake production).	DLM LED Unit DARD DRDLR	1 000 000		



STRATEGIC THRUST		PROGRAMME		PROJECTS		CUSTODIAN	IMPLEMENTATION PHASE AND BUDGET ALLOCATION		
							YEAR 1	YEAR 2	YEAR 3
				2.1.5	Promote skills development through existing agric institutions (this is an on-going program that capacitates the local farmers in being efficient in agricultural activities).	DLM LED Unit DARD DRDLR	0	0	0
		2.2	Commodity Development	2.2.1	Undertake research into new potential commodities and develop business plans (incl areas for agri-processing)	DLM LED Unit DARD			
				2.2.2	Engage with EDTEA and TIKZN quarterly to identify markets (Enhancing SMME & Co-ops viability, self-sustainability, job creation & profitability)	DLM LED Unit	0	0	0
				2.2.3	Poultry incubation Programme (Enhancing sector diversification)	DLM LED Unit Private Sector DARD	N/A		
				2.2.4	Develop two dairy farms in Normandien (Enhancing sector diversification)	DLM LED Unit Private Sector DARD ADA			
				2.2.5.	Set up a cheese processing plant (Enhancing sector diversification)	DLM LED Unit Private Sector DARD			
				2.2.6.	Expand the mechanization project to include small scale farmers (this will improve & increase the efficiency of production by small-scale farmers).	DARD			
				2.2.7	Grain crop production project (This is meant for increased food-security)	DLM LED Unit Private Sector DARD DRDLR	Budget allocated by private investor Awaiting finalisation of MOU		
				2.2.8	Vegetable production (This is meant for increased food-security)	DLM LED Unit Private Sector DARD DRDLR	Budget allocated by private investor Awaiting finalisation of MOU		
				2.2.9	Potatoes projects (This is meant for increased food-security and production diversity while increasing affordability to low-income earners).	DLM LED Unit Private Sector DARD DRDLR	No allocation		
				2.2.10	Sugar-beet production (This is meant for increased food-security and production diversity while increasing affordability to low-income earners).		No allocation		
				2.2.11	Herbs and medicinal plants project (This is meant for increased food-security and production diversity while increasing affordability to low-income earners).		No allocation		
				2.2.16	Orchard Project (This is meant for increased food-security and production diversity while increasing affordability to low-income earners).		No allocation		



STRATEGIC THRUST		PROGRAMME		PROJECTS		CUSTODIAN	IMPLEMENTATION PHASE AND BUDGET ALLOCATION		
							YEAR 1	YEAR 2	YEAR 3
				2.2.17	Mushroom's project (This is meant for increased food-security and production diversity while increasing affordability to low-income earners).		No allocation		
				2.2.18	Aquaculture and Aquaponics Project (This is meant for increased food-security and production diversity while increasing affordability to low-income earners).		No allocation		
				2.2.19	Irrigation projects (This enhances the production harvest due to some farming areas having water challenges)	ADM/DLM COGTA – Corridor Development DPW	No allocation		
				2.2.20	Fencing projects (To protect crop production from being eaten by the livestock and also to minimise livestock theft).	DLM DARD	Allocation as per crop and vegetable production projects		
				2.2.21	Tannery Project in Dannhauser (This will capitalise on the local resources from the livestock and will enable the branching off into agri-processing activities, while securing various markets that purchase leather products)	DRDLR DARD DLM	Funded by DRDLR		
				2.2.22	Sawmill project (Enabling the capitalisation on local resources and enhancing agri-processing).	DLM Private Sector	Estimated R 7 000 000 Awaiting completion of Offer to Purchase		
				2.2.23	Laying hens projects (Increasing supply of eggs to the markets)	DLM DARD DRDLR Private Sector	Budget allocated by private investor Awaiting finalisation of MOU		
				2.2.25	Broiler projects (Increasing the supply of chickens to the local markets, thus enabling the country to reduce importing chickens for consumption).		N/A		
				2.2.26	Community garden projects (To enable the local communities to be self-sustainable)		N/A		
				2.2.27	Establishment of a Tannery Incubator in Dannhauser (The incubator will enable the development of SMMEs & Co-ops within Amajuba District.		N/A		
		2.3	Land Reform	2.3.1	Resolution of Land Claims	DRDLR	0	0	0
				2.3.2	Resuscitation of agricultural activities in "land reform" farms	DRDLR DARD COGTA – Corridor Development	100 000 (Allocated)	200 000	300 000
				2.3.3	Engage with DARD to develop mentorship programmes for land reform beneficiaries	DARD	300 000 (No allocation)	450 000	600 000



STRATEGIC THRUST		PROGRAMME		PROJECTS		CUSTODIAN	IMPLEMENTATION PHASE AND BUDGET ALLOCATION		
							YEAR 1	YEAR 2	YEAR 3
3	Expansion of Infrastructural capacity	2.4	Mechanization	2.4.1	Establish a Mechanisation unit at a district level	ADM DARD	5 000 000 (No allocation)	6 000 000	7 000 000
				2.4.2	Establish an Agro-Processing Unit	ADM ADA	45 000 000 (Budgeted as part of Amajuba Agri Park implementation)		
				2.4.3	Start – Up Co-operatives various Industries	Municipality	850 000.00	0	0
		3.1	Corridor and Nodal Development	3.1.1	Upgrade of the N11 (including widening)	DoT	N/A		
				3.1.2	Upgrade of other key corridor roads (leading to Mines; farms; Industrial Area & Tourism)	DoT DPW COGTA – Corridor Development DML ADM	N/A		
				3.1.3	Development of the Dannhauser, Dundee, Nqutu, Babanango, Melmoth Road Corridor	DLM COGTA – Corridor Development	N/A		
				3.1.4	The implementation of the Urban Renewal Programme in the Dannhauser CBD Industrial Area	ADM Technical Services COGTA – Small Town Development			
				3.1.5	Roll-out of Irrigation Scheme for agriculture	ADM DARD DRDLR DPW	N/A		
				3.1.6	Development of Mdakane and Hattingspruit as key secondary economic nodes	DLM COGTA	800 000 (Not allocated)	0	0
				3.1.7	Development of the Tourism Strategy to promote Dannhauser tourism product to benefit from the Battlefields Route Development	DLM	350 000 (Allocated)	120 000	120 000
					Development of New Taxi Rank (Currently under construction)	Municipality	8 000 000.00 (Under allocation)	0	0
					Tourism Implementation (Developed)	Municipality	200 000.00	0	0
					Investment Promotion & facilitation Strategy (Currently being developed)	Municipality	190 000.00 Allocated	0	0
		3.2	Water Resource Development	3.2.1	Establishment of irrigation schemes for agricultural catalyst projects	ADM DARD DRDLR	N/A		



STRATEGIC THRUST		PROGRAMME		PROJECTS		CUSTODIAN	IMPLEMENTATION PHASE AND BUDGET ALLOCATION		
							YEAR 1	YEAR 2	YEAR 3
4	Rejuvenation of Mining Activity	3.3	Infrastructure for trade and industry redress density	3.3.3	Establish a partnership with Cogta to develop an Industrial Area in NDH	DPW DLM Cogta Banking Sector	N/A		
				3.3.2	The roll out of ICT Broadband	DoC GCIS DLM Corporate Services	150 000	250 000	0
				3.3.3	Enhancement of bulk infrastructure to capacitate upcoming industrial developments	DLM DPW ADM COGTA	600 000	800 000	0
				3.3.4	The development of a new mall in Dannhauser redress	Private Sector DLM	200 000	250 000	0
		3.4	Human Settlements	3.4.1	Facilitate establishment of a mining township.	Private Sector DoHS	250 000	300 000	0
					Facilitate establishment of middle-income housing development to attract higher income base residents				
	Rejuvenation of Mining Activity	4.1	Rehabilitation of abandoned mines	4.1.1	Undertake an assessment of abandoned mines to identify potential for rehabilitation	DLM DMR Mining Sector Private Sector	250 000	300 000	0
				4.1.2	Develop business plans for identified viable mining rehabilitation projects		250 000	300 000	0
		4.2	New mining opportunities	4.2.1	Find investors in large scale mines		0	0	0
				4.2.3	Establish a washing plant		300 000	400 000	0
				4.2.4	Training small scale miners		150 000	200 000	0
				4.2.5	Develop business plans for new opportunities identified		150 000	200 000	0
				4.2.6	Identify and encourage the use of new alternative mining technologies		0	250 000	0
		4.3	Social Labour Plans	4.3.1	Assessment of local mining companies in terms of level of compliance with Section 23, 24 and 25 of (MPRDA 28 of 2008)	DLM Mining Sector DMR	0	0	0
				4.3.2	Facilitate alignment of SLP projects with municipal development programmes	DLM Mining Sector	0	0	0
				4.3.3	Application of M&E mechanisms for implementation of SLPs		0	0	0
				4.3.4	Zinoju Coal mine SLP SMME Investment	Mining Sector	3 600 000.00 Allocated	0	0



STRATEGIC THRUST		PROGRAMME		PROJECTS		CUSTODIAN	IMPLEMENTATION PHASE AND BUDGET ALLOCATION		
							YEAR 1	YEAR 2	YEAR 3
5	Enhancing SMME Development	5.1	Support and Assistance	5.1.1	Undertake and SMME baseline study to determine sector development gaps	DLM DSBS EDTEA Private Sector TIKZN	350 000 (Allocated)	400 000	0
				5.1.2	Facilitate establishment of SMMEs coherent units e.g.: Hawkers Association		75 000 (Allocated)	100 000	0
				5.1.3	Establishment of a Small Business Support Centre		150 000 (Allocated)	200 000	0
				5.1.4	Identify potential market opportunities for SMME's and provide assistance in establishing operations and receiving funding		100 000 (Allocated)	150 000	0
				5.1.5	Cooperatives support and development program		600 000 (Allocated)	700 000	0
				5.1.6	Support and Management of Informal Economy Sector		N/A		
		5.2	Skills and capacity development and training	5.2.1	Develop a SMME Policy	DLM EDTEA	50 000	0	0
				5.2.2	Establish a forum with SEDA & SETA to implement and monitor skills development and training programmes	DLM SEDA DoE Private Sector	150 000 (Allocation to be confirmed)	200 000	0



3.17.5.2 Sectors That Will Create Jobs

The following is a summary of sectors that are deemed to have job creation opportunities, directly and indirectly based on the municipality's economic sectors;

- Mining
- Agriculture
- Industrialization
- Manufacturing; and
- Tourism

The development of the abovementioned economic sectors will approximately contribute a minimum of 3 500 jobs from 2021 to 2022 from an estimated 45 000 individuals unemployed currently.

3.17.5.3 Green Economy Jobs

The Integrated Environmental and Waste Management Plan which will be developed will give a clear indication to the areas that will enable job creation in Dannhauser's green economy.

3.17.5.4 LED GAP Analysis

- a) The general decline of non-agricultural sectors pre-empts the need to resuscitate these sectors as well as intensify investment in agriculture. In the medium-term, it is important that skills transfer and agriculture-based capacity development among local citizens within the District Municipality be implemented.
- b) As part of diversification, the manufacturing sector, especially hides and skin processing, textile and timber processing are strategic way forward options. But this also needs to be accompanied by skills training and sub-sector-based capacity development.
- c) Resource mobilization is a critical gap that needs to be addressed. Generally, and within reason, funding criteria remains complex and irrelevant especially with emerging farmers in perspective. The funding criteria demands factors such as collaterals, which are often difficult for emerging farmers to meet.
- d) The fluctuation of agricultural as well the manufacturing sector needs to be viewed as representing the delicate nature of the economy. The services sector which is far more sustainable thrives on skills and need to be keenly considered in the diversification process of the local economy.

3.17.5.5 LED Strategic Thrust

This section presents the key strategic thrusts that have been identified as a framework for the LED strategy within the study area. These strategic thrusts were selected as they directly address the key challenges that were identified in the strategic analysis phase. The diagram below displays the strategic thrusts developed for Amajuba district in response to the key challenges identified. Out of these strategic thrust Dannhauser has identified those that are relevant to its challenges and that will assist in creating a sustainable economy.

The Dannhauser municipality understands its limited capacity to respond fully to most of the challenges. However, the municipality remains committed in playing its coordinating and facilitation role towards creating a conducive environment for economic development in its area of jurisdiction.

The Municipality will focus on the following Five Strategic Thrusts thereby drive vigorously its agenda for economic development:

- Institutional Arrangements;
- Agricultural Development and Diversification;
- Development and Expansion of Economic Infrastructure;
- Support and Promotion of Mining Investment and Its Expansion;
- Enhanced Strategic Support to SMME Development

The municipality recognizes the following Provincial Economic Thrusts and it forms a cross-integration link Provincial Government;

The Provincial Spatial Economic Development Strategy (PSEDS) based on its four (4) pillars;

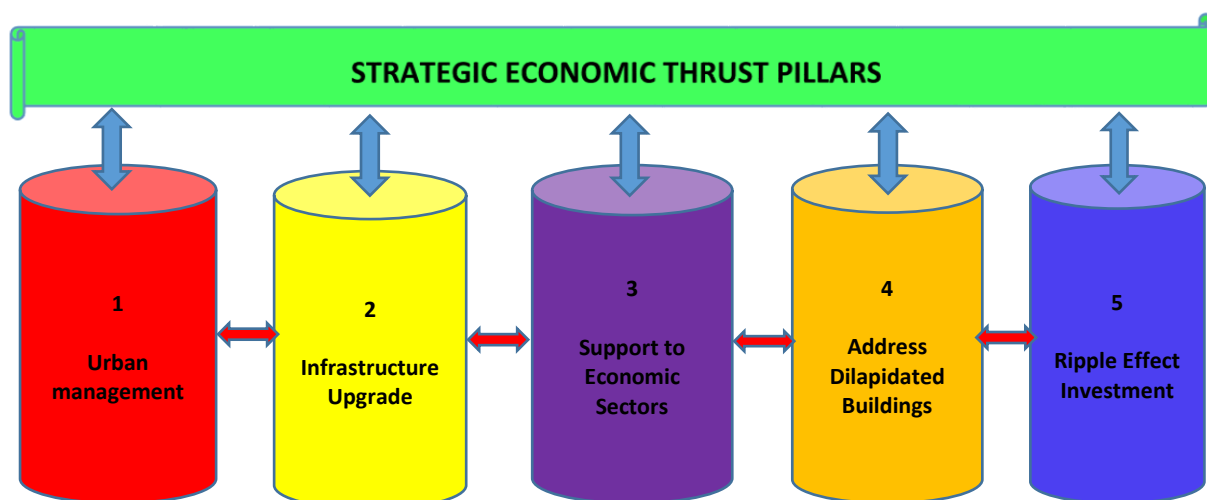
1. Increasing investment in the province
2. Skills and capacity building
3. Broadening participation in the economy
4. Increasing competitiveness

The main programmes to support the strategies as per the (PSEDS) that have also been adopted by the municipality are;

1. Foreign Direct Investment;
2. Investment in Infrastructure;
3. Economic Sector Development
4. Corridor Development
 - Small town rehabilitation programme &
 - LED Initiatives

3.17.5.6 Dannhauser Integration with Provincial Government – Cogta Kzn Strategic Pillars

The municipality is currently aligned with KZN-Cogta's Economic Strategic Thrust Pillars based on the following layout;





- **Urban Management** includes: by law enforcement, management of informal trading and safety in the small-town including surveillance cameras, waste management;
- **Infrastructure upgrade** includes maintenance of roads and storm-water, street signs, robots, power networks and waste collection points.
- **Support to economic sectors** includes assessment of those sectors with a potential to grow the economy and contribute to the GGP. Clear strategies to promote growth of these sectors in line with PSEDs should be identified informed by the area strength and competitive advantage;
- **Addressing dilapidated buildings** involves implementation of building controls and rehabilitation of disused buildings. This requires investment incentives and tax rebates; and
- **Promotion of ripple pond investments** as catalysts for investor confidence. This involves anchor developments that will result in the attraction of other investment opportunities.

The municipality is currently implementing projects within the five (5) strategic pillars.

3.18 ROLE OF MUNICIPALITY IN POLICY / REGULATORY ENVIRONMENT

The municipality is empowered by the Constitution of South Africa, 108 of 1998, and Municipal Systems Act, 32 of 2000 and other related local government legislations to promote the development of the local economy of its jurisdiction. The municipality will thus play the following roles to ensure economic development:

- Development of policies;
- Ensure abundance of investors with industry policies;
- Creation of a database that lists all participants within the local economy;
- Advance areas in training and development;
- Link local business to sector industry departments;
- Investor & business retention;
- Drawing in of investors; and
- Create an investment profile.

The municipality is further undertaking the following roles to enhance economic development:

- The upgrading of road infrastructure;
- Storm water management;
- Street lighting;
- Parking facilities and public transport facilities;
- Ensuring that there is adequate and appropriately zoned and Serviced land available for investment;
- Developing appropriate and sustainable incentive packages to Attract business interest in the PSEDs economic sectors;
- Developing a real estate, or land development framework for alignment to the SDF and LUMS;
- Town beautification and greening;
- Maintaining a clean town – waste management and recycling initiatives;
- Provision of social and economic infrastructure;
- Improving the physical environment in towns;
- Supporting the informal sector;
- Upgrading and improving the quality of open space;
- Enhancing place competitiveness;
- Improvement in quality of transport infrastructure and
- Creation of a safe environment.

Table 95: Summary of The Strategic Thrusts and Programmes



STRATEGIC THRUST		PROGRAMME	
1	Achieving Institutional coherence	1.1	Resuscitation of DLM LED Forum
		1.2	Establish fully fledged LED Unit
		1.3	Establishment of key sector Committees
2	Agricultural Development and Diversification	2.1	Agricultural Support and Skills Development
		2.2	Commodity Development
		2.3	Land Reform
		2.4	Institutional Structuring
3	Expansion of Infrastructural Capacity	3.1	Corridor and Nodal Development
		3.2	Water Resource Development
		3.3	Infrastructure for trade and industry
		3.4	Human Settlements
4	Rejuvenation of Mining Activity	4.1	Rehabilitation of abandoned mines
		4.2	New mining opportunities
		4.3	Facilitate Social Labour Plans
5	Enhanced strategic support for SMME and Cooperative Development	5.1	Coordinated Support and Assistance
		5.2	Skills and capacity development and training

3.19 LEVERAGING PRIVATE SECTOR FUNDING / RESOURCES

The municipality will integrate with strategic funding organisations and integrate them with the business sector, i.e., National Empowerment Fund, Industrial Development Co-operation, National Development Agency, etc. This will enhance the development and growth of local business.

3.20 LED SWOT ANALYSIS

Table 96: LED SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ➤ Locational advantages (N11 and midway between DBN and JHB); ➤ Existing coal deposits; ➤ Fertile tracts of land for agricultural development; ➤ Natural resources and wildlife ➤ Vast state land that could be used for agricultural and industrial activities ➤ Industrial Area ➤ Agri-hub 	<ul style="list-style-type: none"> ➤ Low level of skills within the labour force and lack of labour-force retention; ➤ Migration of labour force to larger industrial centers; ➤ Declining agricultural production; ➤ Failure to attract sufficient new investment into the region and therefore reliance on existing industries; ➤ Lack of diversity within the active economic sectors
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ Promotion of SMME's within this sector through linkages with large players ➤ Diversification from reliance on agriculture ➤ Informal trade support and formalisation ➤ Promotion of the Tourism sector to attract people into the area ➤ Property development (retail and human settlements) ➤ Agro Processing ➤ Manufacturing 	<ul style="list-style-type: none"> ➤ HIV/AIDS is undermining the growth potential of the area; ➤ Land claims are constraining further investment into agriculture ➤ Lack of sufficient skills and resources; ➤ Stringent funding criteria especially in relation to emerging farmers ➤ Deteriorating infrastructure ➤ Lack of water supply in the traditional and outlying areas to support and enhance agricultural activities



3.21 SOCIAL DEVELOPMENT ANALYSIS & WARD PLANS SUMMARIES

3.21.1 Ward Based Plans – Summaries 2021/22 Needs Analysis

Ward.1

The ward consists of the following 7 places: Koppjie Allen, Mossdale, Sunset, Mtshilwane, Normandien, Manzimnyama and Inkunzi.

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1. Housing	RDP housing	Ward 1	Resident/ indigent		2020- 2021
2. Crime	Visible police officials	Ward 1	All community	2000	2020 - 2021
3. Teenage pregnancy	Awareness and campaign	Ward 1	Youth	500	2020 -2021
4. Service Delivery/ Maintenance of infrastructure	For housing, infills Youth centers	Kwa CEKA and Normandien	Community	+ 3000	2020 -2021
5. Health & Welfare	MOBILE CLINIC	Sunset	Resident	5000	2020 -2021

Ward.2

The ward consists 10 places which are: Newtown, Emafusini, DNC, Dannhauser, Hattangspruit, Stein-drive in, Kwa Ndomba, Ramaphosa, Taiwan and Targo Village

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1. Housing	Rural Housing Project	Dannhauser And Ndomba	Community & Elders	1200	2020 -2022
2. LED Mayoral Project	Sewing Project	Emafusini	Women	100	2020 -2021
3. Teenage Pregnancy	Participate In OSS Engage with Care Givers	Durnacol, and Emafusini	All Communities	+800	2020 -2021
4. Illiteracy	ABET	The Whole Ward	Youth & Elders	1000	2020 - 2021
5. Service Delivery/ Maintenance of Infrastructure	Road Maintenance	Durnacol And Dannhauser	Community	500	2020 - 2021

Ward.3

The ward consists of the following 7 places: Verdriet, Strijbank, 208, Hiltop, Sdonela, Mourne and Johan.

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1. Housing	RDP housing	Strijbank	community	200	2021 -2023
2. Teenage pregnancy	Love life campaign	Ward3	youth	+ 1000	2020-2021
3. Illiteracy	ABET Center	Ward3	School dropout and elderly	2000	2020-2021
4. Service Delivery/ Maintenance of infrastructure	Road maintenance & Police station	Ward3	Community	All Ward	2020-2021

**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
1. Housing	Rural housing Darvon project	Perth	Community and elders	250	2020-2022
2. Crime	Satellite police station	Ward 4	All communities	+/-1500	2020 -2022
3. Teenage pregnancy	Participate in OSS Engage with Caregivers Participate in existing committees	Ward 4	All communities	+ - 800	2020-2025
4. Illiteracy	ABET	The whole ward 4	Youth and community	1000	2020-2021
5. Service Delivery/ Maintenance of infrastructure	Road maintenance	Whole ward 4	All communities	+ 1000	2020- 2022
6. Health & Welfare	Clinic	Ward 4	community	+1 500	2020- 2030

Ward.5

The ward consists of 7 places which are: Uitkyk, Mbabane, Chibini, Mduthwa, Kheshi, Drangaan and Cloneen

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1. Housing	Rural housing project	Uitkyk	Un-employed & elders	200	2018 -2022
2. Crime	Satellite police station	Whole ward	communities	1000	2018 -2021
3. Teenage pregnancy	AIDS / LOVE LIFE campaign	Whole ward	Youth and community	All residents	2018-2020
4. Illiteracy	ABET ECD programs	Whole ward	Youth & community	All residents	2018 - 2021
5. Service Delivery/ Maintenance of infrastructure	Gravel road maintenance	Whole ward	Whole community	All residents	2018 -2020

Ward.6

The ward consists of the following 7 places: Jessie, Rutland, Poonah, Nkosibomvu, Flint, Milford and Coco. These areas are belonging to Land owner and others to Ingonyama Trust

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1. Housing	RDP housing	Flint and Rutland	Resident/ indigent	1800	2020-2022
2. Crime	Visible police officials	Rutland	Resident	2000	2020-2022
3. Teenage pregnancy	Awareness and campaign	Ward 6	Resident	2000	2020-2022
4. Illiteracy	Abet center	Ward 6	Resident	2000	2020 -2023
5. Service Delivery/ Maintenance of infrastructure	For housing, infills Youth centers	Ward 6	community	+ 3000	2020 -2021
6. Health & Welfare	MOBILE CLINIC	Flint, Jessie, Milford	resident	5000	2020 -2021

**Ward.7**

The ward consists of the following 5 places: Annieville, Allen, Hiltop, Sleevedonald and Mourn joan

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1. Housing	RDP housing	Ward 7	Community	500	2020- 2021
2. Teenage pregnancy	Love life campaign	Ward7	Youth	800	2020 -2021
3. Illiteracy	Abet center	Ward7	School dropout and elderly	300	2020 -2021
4. Service Delivery/ Maintenance of infrastructure	Police station	Ward 7	Community	All ward	2020 -2021

Ward.8

The ward consists of the following 6 places: Springbok, Jokisi, Naasfarm, Ramlane, Benva, and Blackbank

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1. Housing	RDP housing	Ward 8	Resident/ indigent		2022
2. Crime	Visible police officials	Ward 8	Community	2000	2021
3. Teenage pregnancy	Awareness and campaign	Ward 8	Youth	500	2022
4. Illiteracy	Abet center	Ward 8	School dropout and elderly	500	2022
5. Service Delivery/ Maintenance of infrastructure	For housing, infills Youth centers	Ward 8	community	+ 1300	2025
6. Health & Welfare	MOBILE CLINIC	Ward 8	resident	5000	2020 -2023

Ward.9

The ward consists of the following 11 places: Flathele, Kwamhlaba, Buhlebomzinyathi, Hudula, Mafahlawane, Kwaflephu, Maflethini, Nkanini, Clera and Mpongompongweni.

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1. Housing	RDP Housing	Ward 09	Resident/ indigent	2500 Households or Beneficiaries	2030
2. Crime	Visible police officials	Flathele, Kwamhlaba, Buhlebomzinyathi Hudula Mafahlawane, Kwaflephu, Maflethini, Nkanini	Communities in the Ward	3500	2020 -2023
3. Teenage pregnancy	Awareness and campaign	Ward09	Youth in the Ward	2000	2020 -2023
4. Illiteracy	ABET, and Masifunde Programme	Ward09,	Youth, and adult in the Ward	1500	2020 -2023
5. Service Delivery/ Maintenance of infrastructure	For housing, infills Youth centers	Flathele, Kwamhlaba, Buhlebomzinyathi Hudula Mafahlawane, Kwaflephu, Maflethini, Nkanini	Ward09 Communities	+ 1300	2020 -2023
6. Health & Welfare	MOBILE CLINIC	Flathele, Kwamhlaba, Buhlebomzinyathi, Mafahlawane, Kwaflephu, Nkanini	Ward 09 Communities	5000	2018 -2021

**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
1. Housing	RDP Housing	Ward10	Resident/ indigent	2500 Households or Beneficiaries	2030
2. Crime	Visible police officials	Ntendeka, Eastbourne Farm, and Esidakeni	Communities in the Ward	3500	2020 -2023
3. Teenage pregnancy	Awareness and campaign	Ward10	Youth in the Ward	2000	2020 -2023
4. Illiteracy	ABET, and Masifunde Programme	Ward10, Ntendeka, Eastbourne Farm, and Esidakeni	Youth, and adult in the Ward	1500	2020 -2023
5. Service Delivery/ Maintenance of infrastructure	For housing, infills Youth centers	Ntendeka, Esidakeni, and Eastbourne Farm.	Ward10 Communities	+ 1300	2020 -2023

Ward.11

The ward consists of the following 4 places: Nelly-Valley, Sbablesinje, Kilkeel and Mdakane. These areas belong to a private land owner and others to Ingonyama Trust.

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1. Housing	RDP housing	Nelly valley	Resident/ indigent	755	2020-2023
2. Crime	Visible police officials			2000	2020-2022
3. Teenage pregnancy	Awareness and campaign	Ward 11	Youth	500	2020 - 2022
4. Service Delivery/ Maintenance of infrastructure	For housing, infills Youth centers		community	+ 3000	2020 - 2022
5. Health & Welfare	MOBILE CLINIC		resident	5000	2020 -2022

Ward.12

The ward is one of the deeply rural area within Dannhauser Local Municipality, which consist of the following 6 places: Annandale, Rooiport, Jt, Jan 2, Annville and Dooringkop.

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1. Housing	RDP housing	All phases of the ward	resident	300	2018 -2022
2. Crime	Visible police officials	Annville	All resident	600	2020 -2023
3. Teenage pregnancy	Awareness and campaign	Ward 12	Resident	800	2020 -2023
4. Illiteracy	ABET/ECD programs	Ward 12	community	1000	2020 -2023
5. Service Delivery/ Maintenance of infrastructure	For housing, infills	Ward 12	community	All community	2020 -2023



Ward.13

The majority of the land belongs to the Ingonyama Trust (Traditional Authority) there area is pre-dominated with rural and most under developed. The 6 places are: Fairbreez, Emfundweni, Moyi, Benva, Peachhill, Cooper Newport.

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1. Housing	RDP houses	Emfundweni, Moyi	resident	150	2020 - 2022
2. Crime	Satellite police station	Ward 13	community	6000	2020 -2023
3. Teenage pregnancy	AIDS/ Love life campaign	youth	Some phase of the ward	1000	2020 -2023
4. Service Delivery/ Maintenance of infrastructure	Identify area that need grass cutting, fire- breaks, road maintain ace	Ward 13	community	All ward	2020 -2023

3.21.2 Priority Community Needs (Limited to 3 Priority Projects Per Ward)

The following are identified as priority needs per ward:

Table 97: Ward Priority Needs

WARDS	PRIORITY PROJECTS
1	• Electrification
	• Water Harvesting
	• Child Care Facility
2	• Bridge design
	• Road
	• Meter conversion
	• Textile incubator infrastructure
	• Industrial Road Link Designs
	• New Offices
	• Storm Water (CBD)
	• Speed Humps
	• Testing Grounds – MIG
	• Taxi Rank – MIG
	• Emafusini – MiG
	• Urban Roads – MIG
	• Fencing Town Hall
3	• Disaster Houses
	• Rural Roads
	• Water Harvesting
	• Grandstand
	• Mast Lights
4	• Road
	• Cemetery Infrastructure
	• Community Hall Counter Funding
	• Electrification
5	• Disaster Houses
	• Community Hall – Counter Funding
	• Sport Combo
	• Mast Lights
6	• Road
	• Masts lights
	• Fencing of Hall
	• Water Harvesting
	• Grandstand (Rutland)
	• Mast Lights



WARDS	PRIORITY PROJECTS
7	• Road
	• Masts lights
	• Disaster Houses
8	• Road
	• Fencing of Hall
	• Disaster Houses
	• Rehabilitation of Naas Multi-purpose Centre
9	• Community Hall - MIG
	• Masts lights
10	• Cemetery Infrastructure
	• Masts lights
	• Rural Roads
	• Mobile Creche
11	• Grandstand
	• Sport Combo
	• Mobile Creche
	• Masts lights
12	• Fencing of Hall
	• Disaster Houses
	• Rural Roads
	• Mast Lights
13	• Masts lights
	• Hall planning, Design & Construction
	• Electrification

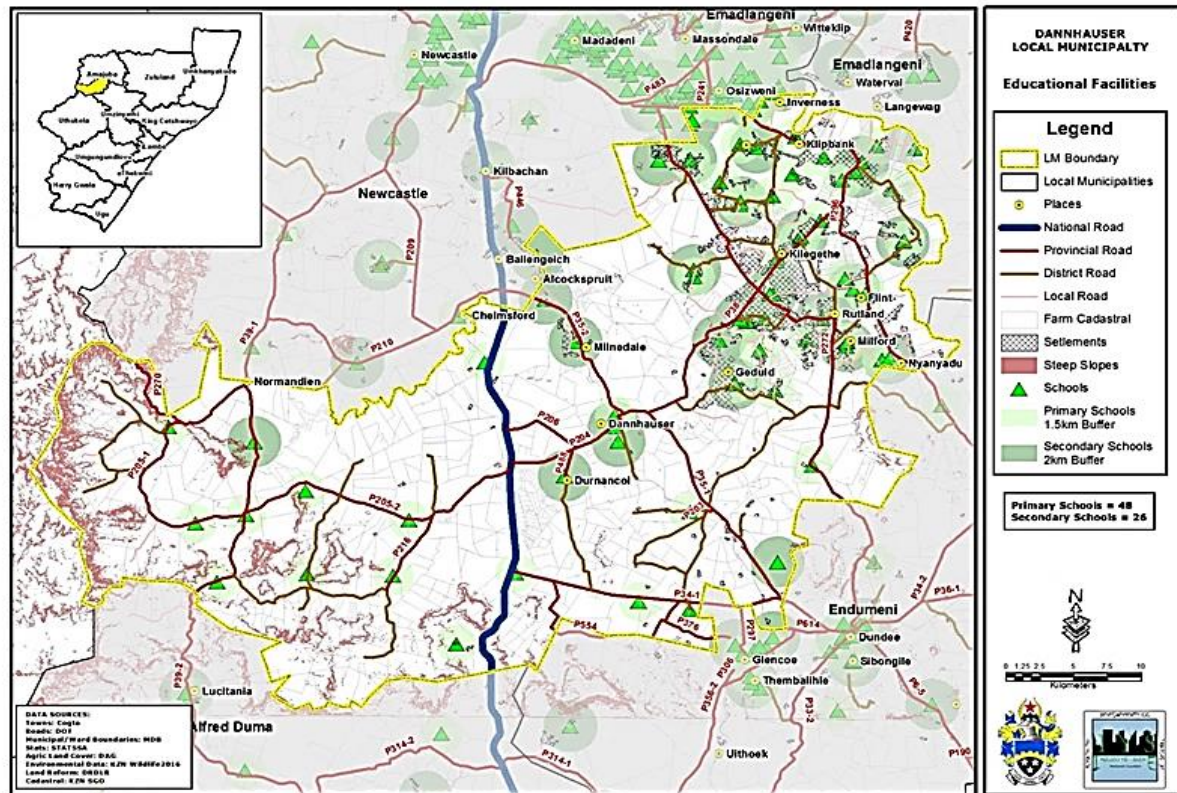
3.22 EDUCATIONAL FACILITIES

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 schools are needed in order 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 57: Educational Facilities Positioning in Dannhauser (SDF.2021/22)



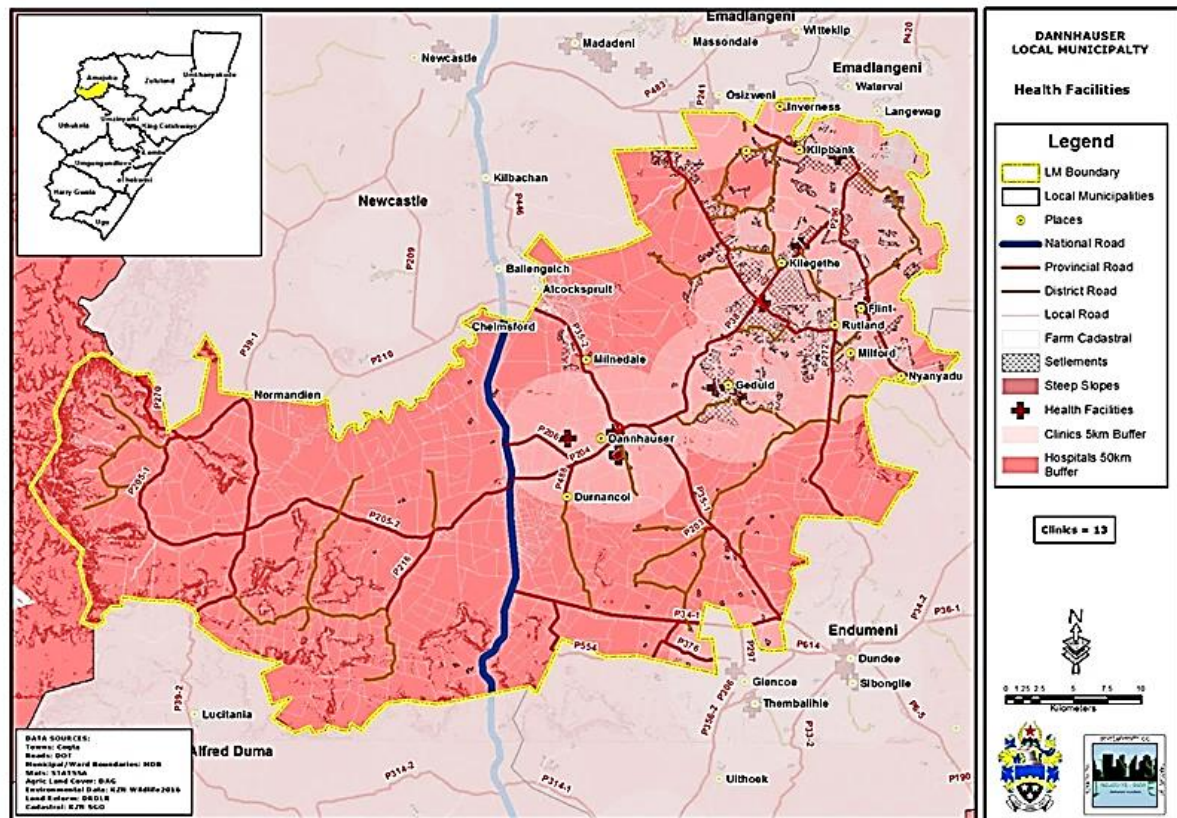
3.23 HEALTH FACILITIES

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-conductive 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 into their properties to attend the farm dwellers are ill.

Map 58: Health Facilities Positioning in Dannhauser (SDF 2021/22)



3.24 COMMUNITY FACILITIES

Dannhauser Municipality built the following Community Halls in recent years:

- Koppie Allen;
- Verdriet Hall;
- Dorothy Nyembe (Ward9);
- Ward6 Community Halls (Ward 6);
- Durnacol Indoor Sports Hall (Ward1); and
- Community Hall (Ward 2).

These facilities were built through the MIG Programme and the municipality had also budgeted for the Ward 2 Hall in the 2015/2017 financial year. The Durnacol Sports Complex built through MIG Funding, between 2011 and 2015. The municipality currently has one official cemetery, which is situated in Dannhauser Town. The Hattingspruit and Private Muslim cemeteries are not registered with the Dannhauser municipality. Most of these cemeteries are reaching full capacity and the demand for burial plots is increasing. This means that new cemetery sites need to be identified within the municipal area.



3.25 DANNHAUSER COMMUNITY SUPPORT PROGRAMMES

3.25.1 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 98: Youth Development Programmes 2020

FOCAL GROUP	BUDGET	STATUS QUO	FUNCTIONALITY
FIRST 11 TERTIARY	R 0	8 Students enrolled in different tertiary institutions	Functional, and the programme 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 programme was delayed for implementation due to an agreement not being reached the with private sector
ZIBAMBELE	R 1 800 000	169 Participants are currently employed as per EPWP initiatives	The programme 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 133 193	Established and Launched	Functionally, but needs more support; particularly from strategic stakeholders
TOTAL	R 2 065 209		

3.25.2 Development of People with Disabilities

Dannhauser has established a disability forum. It is funded with **R200 000 per annum** 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.

3.25.3 Development of The Elderly

The municipality has established the senior citizens forum. It is funded to the tune of **R 200 000 per annum** and it plays a pivotal role in terms of addressing issues that affect the elderly.

3.25.4 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.



3.25.5 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 1 505 260 per annum**, this vote or budget is managed by the Office of the Mayor and the Municipal Manager's department.

Table 99: Dannhauser Social Cohesion Committees

FOCAL GROUP	BUDGET	STATUS QUO	TARGET GROUP OR BENEFICIARIES
Disability Forum	R 443 277	Functional	Disable People and NGO's
Gender and Culture	R 538 109	Functional	Functional and challenges are manageable
Youth Council & Empowerment	R 0	Functional	Youth Council, Ward Youth Committees, NGO's, Matric Empowerment & Tertiary Aid
Sports Council	R 0	Functional	Sports Council, Ward Sports Committees and Sports Federations
Senior Citizens	R 296 733	Functional	Elderly People and Senior Citizens Committee & Burial of destitute & condolatory
Burial of Destitute	R 227 141	Functional	WAC's, LAC, and NGO's
Total	R 1 505 260		

3.25.6 Poverty Alleviation Programme

The municipality currently has no Poverty Alleviation Strategy in place. The municipality commenced with the Municipal Zibambebe 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 Councilors. 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.



3.25.7 Nation Building and Social Cohesion

The Amajuba District Municipality's Sport Sector Plan identifies a number of 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 in order 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.

3.25.8 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 a number of programmes for early childhood development. These include crèches and youth care centers, which are located 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 Child Care Facilities, and in the 2021/22 financial year, the municipality will provide a further 2 Child Care Facilities.

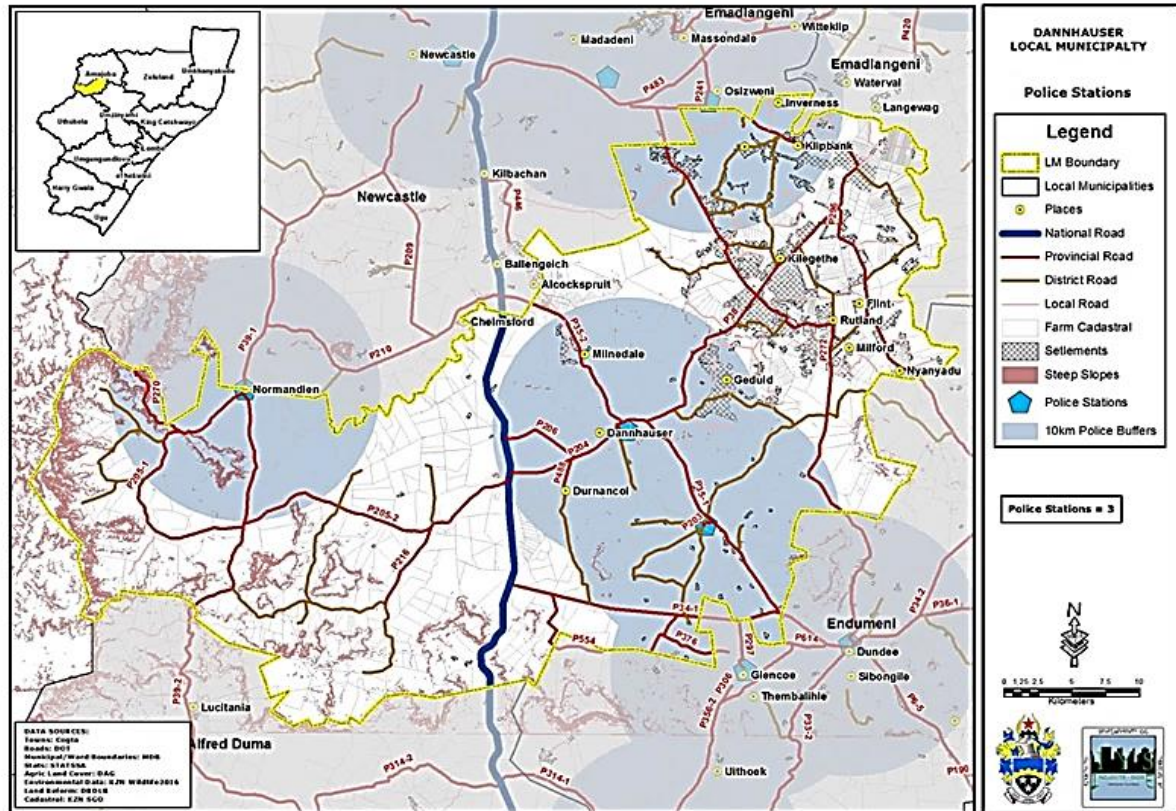
3.25.9 Safety and Security

There are a number of 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 also 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;

- There are only a few police patrolling the inner CBD and rural settlements within close proximity to the CBD;
- The police vehicles constantly breakdown and require regular repairs and maintenance;
- Some areas where crimes are committed in deep rural setting are not easily accessible due to a lack of roads and or bad terrain;

- There are some dark spots at night in the CBD and other urban and rural residential areas thus causing criminals not to be apprehended after committing a crime, this is due to a lack of street lights;
- Some of the equipment used by the police is old and requires replacement; and
- Sometimes the response time to get to a place where a crime has been committed is too long.

Map 59: Police Stations (SDF.2021/22)



3.25.10 People Affected with HIV / Aids and Drugs

It is estimated that the number of people in Dannhauser infected with HIV has increased was approximately 14,500 in 2004. The HIV infection amongst the male population in Dannhauser increased from less than 4% in 1995 to about 13% in 2004. The percentage of the female population estimated to be HIV infected increased from less than 5% in 1995 to about 15% in 2004. The annual growth rate of new infections has dropped from 34% between 1995 and 1998, to just 2.6% between 2002 and 2004. Approximately 57 people were recorded to be affected by drugs. Dannhauser had an HIV prevalence rate of 16.1 % in 2011 (Quantec Data), according to the Amajuba District Growth & Development Plan 2030, although lower within the district, it was approximately close to that of the province which was 16.8 %. The municipality is promoting various programmes to reduce HIV / AIDS and use of drugs and the strategic goals envisaged to be achieved are;

1. To reduce the numbers of population who can be at risk of contracting HIV & AIDS, TB, STI's, and HS2V;
2. To reduce teenage pregnancy and the mother to child transmission;
3. To develop and implement awareness to the communities whether in town and rural areas;
4. To reach out to communities to get medical testing for HIV & AIDS, STI's, TB and HS2V;
5. To allow the communities to receive medication if found to be infected by HIV & AIDS, STI's, TB and HS2V;

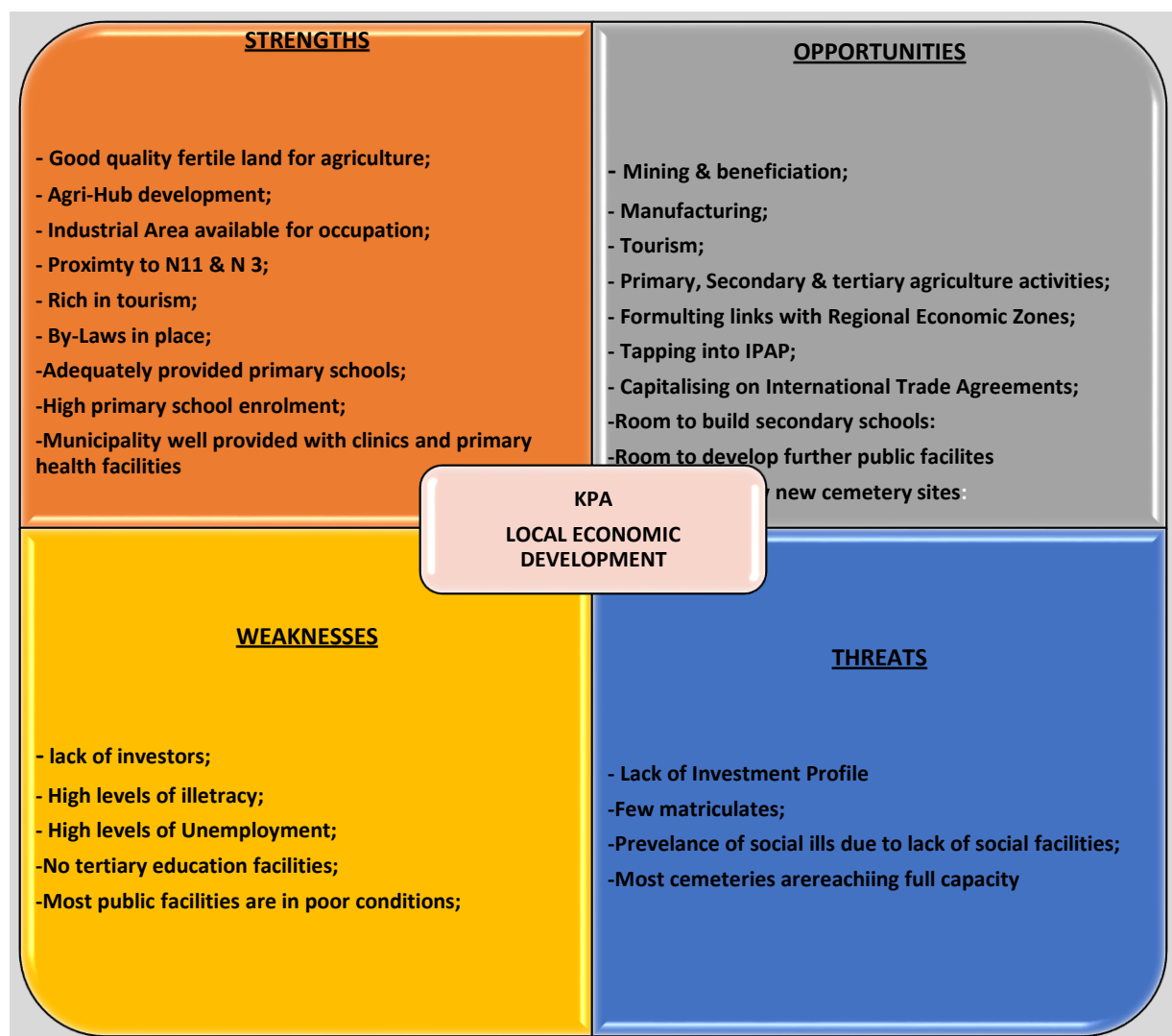


6. To integrate the community with public hospitals and clinics within the municipality in aiding to reduce infections;
7. To successfully work with other government departments and private stakeholders who will aid in the implementation of the community programmes;
8. Reduction of levels of prostitution; and
9. To address social and structural drivers of HIV & AIDS, STIs and TB

3.25.11 SOCIAL DEVELOPMENT: SWOT ANALYSIS

The figure below provides SWOT analysis from a Social Development perspective:

Figure 40: Social Development Swot Analysis



3.26 (KPA.4) - 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 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.

3.12.1 National and Provincial Programmes Rolled-Out at Municipal Level

Principles Applicable

There are principles that form the foundation of good governance and public participation, and these are;

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 so as 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.

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 programme 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 considered to be 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.

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.

Service Delivery Charter & Standards

The municipality has a draft “Customer Service Policy” which complies with the Batho Pele Policy & Procedures.

Municipal Values

- a) As a service delivery orientated organisation, and in order 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.
- b) 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:

1. To meet the consumer’s needs in a responsible and pro-active way;

2. 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;
3. 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;
4. To provide a reliable, responsive, competent, accessible, courteous, multi-optional, affordable and to treat consumers with empathy at all times and under all circumstances;
5. To ensure that customers are provided with the relevant information as and when it's needed in the appropriate format;
6. To ensure that customer complaints are addressed promptly, timeously and to the full satisfaction of the customer;
7. To ensure that customers, both internal and external to the municipality receive consistent and fair treatment at all times;
8. To define a manageable customer care framework to ensure loyalty and participation of customers into the objectives of the municipality;
9. To restore and promote the culture of paying for services rendered and used;
10. To encourage those not paying, to do so in the interest of sustainable services delivery; and
11. To equip Municipal staff with knowledge and competencies to continuously enhance the service standards according to changing customer needs

3.26.2 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 also reports on projects that are at planning or implementation phase.

3.26.3 Operation Sukuma Sakhe

Dannhauser Municipality has successfully rolled-out operation "Sukuma Sakhe" within its area of jurisdiction. Operation Sukuma Sakhe Programme (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:

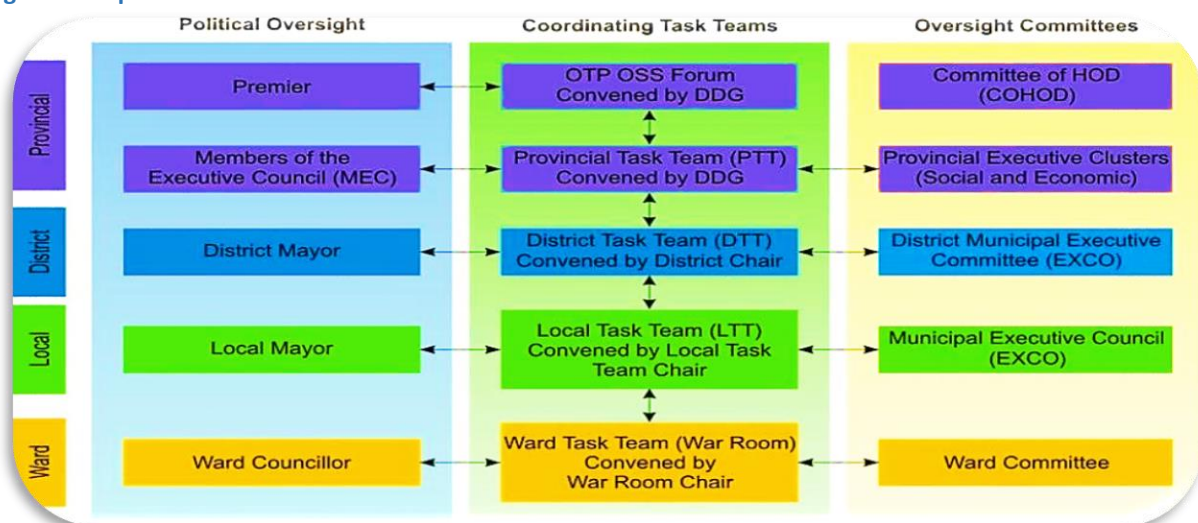
Table 100: Municipal Public Participation Tools

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 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 41: Operation Sukuma Sakhe Structure


The municipality has already commenced rolling out "Operation Sukuma Sakhe."



Table 101: War Rooms

MONTH	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													
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 Eastbourne Hall	19 th Thusoung Centre. E	19 th Kwamgidazi Hall	19 th Moyi Hall
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 Eastb Ourn E Hall	16 th Thusoung Centre	16 th Kwamgidazi H	16 th Moyi H
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 Eastb Ourn E Hall	23 th Thusoung Centre E	23 rd Kwamgidazi H	23 rd Moyi 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 Eastb Ourn E Hall	20 th Thusoung Centre E	20 th Kwamgidazi H	20 th Moyi 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 Eastb Ourne Hall	11 th Thusoung Centre	11 th Kwamgidazi H	11 th Moyi H
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 Eastb Ourn E Hall	8 th Thusoung Centre	8 th Kwamgidazi H	8 th Moyi 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 Eastb Ourn E Hall	13 th Thusoung Centre	13 th Kwamgidazi H	13 th Moyi 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 Eastb Ourn E Hall	17 th Thusoung Centre	17 th Kwamgidazi H	17 th Moyi 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 Eastb Ourn E Hall	7 th Thusoung Centre	7 th Kwamgidazi H	7 th Moyi 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 Eastb Ourn E Hall	5 th Thusoung Centre	5 th Kwamgidazi H	5 th Moyi 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 Eastb Ourn E Hall	9 th Thusoung Centre	9 th Kwamgidazi H	9 th Moyi H

**Table 102: 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

3.26.4 Expanded Public Works Programme (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 programme 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 programme is financed by the Department of Public Works.

3.26.5 Community Works Programme (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 programme 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.

3.26.6 Poverty Alleviation Programme

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 Programme 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 on a monthly basis to submit to sector departments and also for filing within its offices. The participants work 8 days a month including supervisors and are provided with working tools and safety materials.



3.26.7 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 103: 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.	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



NO.	NAME/DESCRIPTION	PURPOSE	STATUS QUO
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.

3.26.8 Municipal 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:

3.26.9 Ward Committees

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 prioritised. 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.

3.26.10 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.

3.26.11 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.

3.26.12 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.

3.26.13 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.

3.26.14 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.

3.26.15 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.

3.27 COMMUNICATION PLAN FOR PUBLIC PARTICIPATION

3.27.1 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.

3.27.2 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 2012/2013 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. In order 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.



3.27.3 DANNHAUSER ICT GOVERNANCE FRAMEWORK

3.27.3.1 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:

- a) Provide political leadership and strategic direction;
- b) Determine policy and provide oversight;
- c) Ensure that ICT service delivery enables the attainment of the strategic plan;
- d) 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;
- e) Assist the Accounting Officer to deal with inter-governmental, political and other ICT – related municipal business issues beyond their direct control or influence; and
- f) Ensure that the municipality's organizational structure makes provision for the corporate governance of ICT.

3.27.3.2 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.



3.27.3.3 ICT Governance Layers Model

The



adopted Corporate Governance ICT Guideline; indicates the following objectives;

- a) Raising the profile of ICT;
- b) Raising the profile of ICT as a strategic enabler for effective administration and service delivery;
- c) Bringing international good practices into the municipal arena;
- d) 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;
- e) Institutionalizing IT governance as an integral part of municipal corporate governance;
- f) Creating a process whereby IT governance standards across and within the local government sector can be introduced; and
- g) Improving the IT governance literacy and lingo.



3.27.3.4 Implementation of ICT Governance Structures

3.27.3.4.1 ICT Governing Body and Its Decision-Making Authority,

Table 104: ICT Governance & Decision-Making Authorities

Governance Category	Governing Body	Description	Decision Rights	Accountability
Vision, Planning	Council Technology Advisory Portfolio Committee	<ul style="list-style-type: none"> ✓ 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. ✓ The Corporate Service Portfolio committee may also be used for this function. 	This body is Consulted and Informed on issues requiring political guidance and referring matters to upper political structures.	<ul style="list-style-type: none"> ✓ Providing Oversight. ✓ Approving Policies; ✓ Adopting ICT budget; ✓ Adopting Sharing of ICT services
Vision, Planning and Operations	ICT steering Committee	<ul style="list-style-type: none"> ✓ 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. ✓ The ICT steering Committee is chaired by the Municipal Manager. 	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>
Planning and Operations	ICT Planning and Risk Management Committee	<ul style="list-style-type: none"> ✓ This committee should be established to promulgate long range information technology plans to support the business and the needs of the Municipality's customers. ✓ This forum should be made up of System owners (GIS, FMS, HR, EDMS, DISASTER, etc.), the IDP Manager, Performance management representatives and Internal Audit. ✓ From ICT this forum must include the ICT Security Officer and is chaired by the CITO. 	<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>	<ul style="list-style-type: none"> ✓ ICT Risk and compliance. ✓ ICT operability and availability; ✓ Policy enforcement. ✓ ICT resources Management.
Operations	ICT Projects Steering Committee.	<ul style="list-style-type: none"> ✓ The ICT Projects Steering 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. 	This committee makes decision on the project implementation and escalates all issues to the ICT steering committee.	<ul style="list-style-type: none"> ✓ ICT projects



3.27.3.4.2 ICT Governance Principles

PRINCIPLE 1: POLITICAL MANDATE

- a) The Corporate Governance of ICT must enable the municipality's political mandate.
- b) The Executive Authority must ensure that the Corporate Governance of ICT achieves the political mandate of the municipality

PRINCIPLE 2: STRATEGIC MANDATE

- a) The Corporate Governance of ICT must enable the municipality's strategic mandate.
- b) 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

- a) 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

- a) ICT service delivery must be aligned with the strategic goals of the municipality.
- b) 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

- a) The Executive Management must monitor and evaluate significant ICT expenditure.
- b) 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

- a) Executive Management must ensure that ICT risks are managed and that then ICT function is audited.
- b) 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

- a) Executive Management must ensure that ICT service delivery is sensitive to organizational behaviour / culture.
- b) Executive Management must ensure that the use of ICT demonstrates the understanding of and respect for the organizational behaviour/ culture.

3.27.3.4.3 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.

ICT Governance

- a) Provides the structure that links ICT processes, ICT resources and information to enterprise strategies and objectives;
- b) 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;
- c) Allows the enterprise to take full advantage of its information; and
- d) Identifies control weaknesses and assures the efficient and effective implementation of measurable improvements.

IT STEERING COMMITTEE

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 105: ICT Steering Committee

GOVERNANCE CATEGORY	GOVERNING BODY	DESCRIPTION	DECISION RIGHTS	ACCOUNTABILITY
Vision and Operations	ICT Steering Committee	<ul style="list-style-type: none"> ✓ 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. ✓ The ICT steering Committee is chaired by the Municipal Manager. 	<ul style="list-style-type: none"> ✓ The Committee is accountable for operational or policy implementation issues. Issues requiring Management support or political support are referred to MANCO. 	<ul style="list-style-type: none"> ✓ Approving ICT projects. ✓ Adopting recommendations of the ICT Risk Management and Planning Committee. ✓ ICT Governance.

3.27.4 Information Services

Table 106: 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



SERVICE	DESCRIPTION
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.
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 in order to recover from possible disasters.
Audio recording	Record audio for important meetings for transcription and legal compliance purposes.

3.27.4.1 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 107: Dannhauser IT Initiatives

INITIATIVE	DESCRIPTION
Paperless council	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. It may be possible to realise 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.
Voice over IP	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.
Cloud computing	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.

3.27.5 IDP Representative Forum & Public Participation Plan

3.27.5.1 Representative Forum

The representative forum will meet as follows and deal with the following issues:

Table 108: IDP Representatives Forum Public Consultation Meetings

NATURE OF MEETING / ACTIVITY	ACTION DATE	OUTCOMES
<ul style="list-style-type: none"> ➤ Ward Committees & CDW's ➤ IDPRF Meetings 	<ul style="list-style-type: none"> ➤ 21 July 2019 ➤ 11 August 2019 	<ul style="list-style-type: none"> ➤ The provision of feedback on the status quo and strategic framework components of the IDP; (Process Plan);



NATURE OF MEETING / ACTIVITY	ACTION DATE	OUTCOMES
		<ul style="list-style-type: none"> ➤ Presentation of the Sector Plans; ➤ Status Quo and review of the Spatial Development Framework and SPLUMA introduction.
➤ Ward Public Constituency Meetings (Ward1-13).	➤ 19-25 October 2019	➤ Ward Councillors reporting to their Constituencies for the 1 st Quarter of 2019/2020 Financial Year, to their respective Wards.
<ul style="list-style-type: none"> ➤ Ward Committees, CDW's, Business chamber, Special programs, Traditional leadership structure and Land owners ➤ Budget/IDP Road-shows Meeting for all 13 Wards 	<ul style="list-style-type: none"> ➤ 11 November 2019 ➤ 18 -19 November 2019 	<ul style="list-style-type: none"> ➤ 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.
➤ IDPRF Meeting	➤ 21 March 2020	<ul style="list-style-type: none"> ➤ Presentation of the draft IDP and Budget ahead of the public participation process; ➤ Presentation of the PMS quarterly report; ➤ Sector Plans and SPLUMA compliance report as per SDF.
➤ IDP/Budget Road shows	➤ 4-7 April 2020	➤ For all stakeholders as prescribed by the legislation (Communities, Ward Committees, Business Representatives, and other structures.
➤ IDPRF MEETING	➤ 18 May 2020	<ul style="list-style-type: none"> ➤ 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. ➤ Recommendation by the IDP RF for the adoption of the IDP by Council.

3.27.6 Performance & Audit Committee

The municipality has its own **PERFORMANCE & AUDIT COMMITTEE**, the committee covers both Performance and Financial matters and was appointed in January 2017 for a period of 3 years.

3.27.7 Internal Audit Unit

The Municipality outsources Internal Auditors, through the appointment of the Umnotho Business Consulting for a 3-year contract (2018-2020).

3.27.8 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 organisation. 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.

3.27.9 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 109: Risk Management Committee

NAME AND SURNAME	DESIGNATION OR POSITION
SES NGWENYA	CHAIRPERSON
WB NKOSI	MUNICIPAL MANAGER
AKASH	INTERNAL AUDITOR
T MKHWANAZI	INTERNAL AUDITOR
DM MOHAPI	CHIEF FINANCIAL OFFICER
PJ NDLOVU	IDP MANAGER
S NAIDOO	MANAGER COMMUNITY SERVICES
MR NENE	MANAGER TECHNICAL SERVICES
S NAROTHUM	MANAGER CORPORATE SERVICES

3.27.10 Status of Municipal Policies and Sector Plans

The municipality has developed, adopted and has implemented policies which govern its operations and also impact on the community. The table below indicates the various policies adopted by the municipality and their status.

Table 110: Municipal policies

POLICY	DATE OF ADOPTION	STATUS
Code of Conduct	2020	Reviewed and adopted
HIV/AIDS Policy	2015	Implemented
HIV/AIDS Strategy	2019	Implemented
Sexual Harassment Policy	2019	Reviewed and currently under implementation
Smoking Policy	26/06/2020	Implemented
Recruitment Policy	2020	Reviewed and adopted



POLICY	DATE OF ADOPTION	STATUS
Subsistence and Travelling Allowance Policy	26 May 2021	Reviewed and adopted
Overtime Policy	2020	Reviewed
Skills Development Policy	2019	Reviewed and adopted
Mayoral Vehicle Policy	2020	Reviewed and adopted
Supply Chain Management Policy	26 May 2021	Reviewed and adopted
Employment Equity Policy	26/06/2020	Implemented
Property Rates Policy	26/05/2021	Implemented
Indigent Policy	26/05/2021	Implemented
Subsistence & Travel	2018 (May)	Implemented
Value Added Tax	26/06/2020	Implemented
Petty Cash	26/05/2021	Implemented
Overtime & Standby	26/05/2021	Implemented
Expenditure Management	26/05/2021	Implemented
Unauthorised, Irregular & fruitless Wasteful Expenditure	26/05/2021	Implemented
Commitment	2018 (May)	Implemented
Appointment of Consultant	2018 (May)	Implemented
Tariffs Policy	26 May 2021	Reviewed and adopted
Virement Policy	26 May 2021	Reviewed and adopted
Budget Policy	26 May 2021	Reviewed and adopted
Asset Policy	26 May 2021	Reviewed and adopted

3.27.11 Sector Plans

The table below indicates the various Sector Plans adopted by the municipality and their status.

Table 111: Municipal Sector Plans

SECTOR PLANS	DATE OF ADOPTION	STATUS
Human Resources Development Strategy Plan	27/05/2021	Developed and adopted
Housing Sector Plan	2020	Currently being implemented
HIV/AIDS Plan	2019	Currently being implemented
Disaster Management Sector Plan	27/05/2021	Currently being implemented
Employment Equity Plan	26/05/2020	Currently being implemented
Spatial Development Framework	27/05/2021	Currently being implemented
Dannhauser Tourism Plan	27/04/2019	Adopted by Exco
Agricultural Development Plan (ADM)	2010	Currently being implemented
Environmental Management Plan (EMP)	2010	Currently being implemented
Cemetery Plan	Not adopted	In process of compilation



SECTOR PLANS	DATE OF ADOPTION	STATUS
Workplace Plan	2020	Currently being implemented
Local Economic Development Strategy	2015	Currently under review

3.27.12 By-Law

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.

3.27.13 Anti-Fraud and Corruption Strategy

LEGISLATIVE 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:

- ✓ To protect an employee from being subjected to occupational detriment on account of having made a protected disclosure;
- ✓ To provide for remedies in connection with any occupational detriment suffered on account of having made a protected disclosure; and
- ✓ 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.
- ✓ 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.

The municipality will endeavor to uphold good governance in all its operational activities.



3.27.14 Good Governance & Public Participation: SWOT ANALYSIS

Table 112: 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.



3.28 COMBINED SWOT ANALYSIS

The combined SWOT analysis incorporates the SWOT analysis of each KPA in the prior sections.

Table 113: Combined SWOT Analysis

STRENGTHS	WEAKNESSES
<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 agricultural land ➤ Hosts Ntshingwayo Dam ➤ 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 within the urban areas. ➤ Adequately provided with primary schools; ➤ High primary school enrolment; ➤ Municipality well provided with clinics and primary health facilities ➤ Most of the positions have been filled ➤ Training of staff on MFMA, AAT (Municipal Finance Accounting) has been undertaken ➤ Dannhauser is participating in the IGR structure at a district level. ➤ Public participation and municipal structures are in-place which ensures good governance. ➤ Audit committee is in-place ➤ Internal Audit Unit is functional. ➤ Most policies and bylaws have been developed, approved and adopted. 	<ul style="list-style-type: none"> ➤ Poor road infrastructure; ➤ Lack of funding; ➤ High illiteracy rate; ➤ Many females headed households; ➤ Only 11.5% flush toilets were connected to sewerage (2011); ➤ Only 11.5% of the population enjoy the weekly refuse removal services; ➤ Only 19.5% of the population have piped water inside dwelling; ➤ Some of the local access roads require improvement; and ➤ Public transport infrastructure requires attention ➤ No tertiary education facilities ➤ Most public facilities are in poor conditions; ➤ Most cemeteries are reaching full capacity ➤ The advert for the appointment of Audit Committee Members will be issued. ➤ The upgrade of IT infrastructure and capacity can be undertaken. ➤ Non-compliance by stakeholders by not participating on the IDP processes ➤ Lack of ICT Strategy (3-year plan)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ Opportunity to initiate tourism projects; ➤ Room to initiate Agriculture projects; ➤ There is room to reduce poverty and unemployment through agriculture & tourism projects; ➤ Good infrastructure to meet investment demands; ➤ Readily available electricity (energy) to accommodate economic activities; ➤ Improve service delivery through planning, budgeting and implementation; ➤ Training of ward committees on Municipal IDP and Budgeting ➤ Opportunity to extend refuse removal services to rural areas. ➤ Room to build secondary schools; ➤ Room to develop further public facilities; ➤ Need to identify new cemetery sites 	<ul style="list-style-type: none"> ➤ Increase in poverty levels; ➤ Endangered species are prone to land transformation; ➤ Increase in under-development ➤ Possibility of waterborne diseases; ➤ Increase in social evils; ➤ Undermine growth and development; ➤ Few matriculates; ➤ Prevalence of social ills due to lack of social facilities; ➤ Lack of burial space; ➤ None compliance of finance officials with regulations ➤ None compliance with expenditure on approved funds due to slow implementation of programmes ➤ Poor access to credit and funding ➤ If the systems of good governance are not implemented especially public participation and transparency, this could lead to limited mistrust and community uproar.



SECTION D

4. DANNHAUSER LM KEY DEVELOPMENT 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:

1. The municipality has limited revenue to funding development initiatives;
2. The municipality experiences capacity challenges due to a high turnover of staff, particularly at the finance department;
3. 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.

4.1 STRATEGIC LINK WITH PROVINCIAL DEVELOPMENT STRATEGY

The KwaZulu-Natal Province development vision is outlined in the Provincial Growth and Development Strategy (PGDS). The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the province to 2030. It provides the province with a rational strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, placing people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments (PGDS, 2035).

4.2 MUNICIPAL VISION AND MISSION

4.2.1 Development Vision

VISION

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

- To achieve the successful implementation of radical economic transformation through a financially viable municipality that delivers, integrated quality basic services, infrastructure development and socio-economic development and growth for the community and external stakeholders by 2030.



4.2.2 Mission Statement

MISSION

We are a united and trusted local municipality that prioritises 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.

4.3 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.



4.4 DEVELOPMENT GOALS, OBJECTIVES, STRATEGIES AND PERFORMANCE TARGETS

Table 114: Strategic Goals, Objectives, Strategies and Performance Targets

KPA 1: MUNICIPAL TRANSFORMATION AD 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; ➤ 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 pubic engagements between themselves and with all spheres of government; and ➤ To ensure full compliance with pieces of legislation relevant to local government. 	<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 and when required. ➤ 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. 	<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 with the Millennium Development Goals. ➤ A minimum of 20 km road per annum (provided that funding becomes available). ➤ Regular engagement with office of the Premier concerning funding due to the Municipality. ➤ Filling 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.



		<ul style="list-style-type: none"> ➤ 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 Dannhauser Town. ➤ 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"> ➤ 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. ➤ 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 the newly established Industrial Area; ➤ To ensure economic infrastructure development that will impact on formal and informal business; ➤ To drive housing development; 	<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; ➤ 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 	<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 ➤ To engage investors through various investment forums

	<ul style="list-style-type: none"> ➤ 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 implement tourism and agricultural activities. 	
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 clean audit report by 2017/18 onwards; ➤ 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"> ➤ Ensuring that outstanding fees from accounts owed to the municipality are collected. This includes rates, taxes, traffic fines and other services that are collected. ➤ 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. 	<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. ➤ 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.



		<ul style="list-style-type: none"> ➤ Monitor shared service issues ➤ Ensure that audit committee matters are presented before council by the committee chairperson. ➤ 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. ➤ 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. 	<ul style="list-style-type: none"> ➤ Ensure that the audit committees execute its duties in terms of oversight ➤ Ensure that the internal audit unit is appointed and functions accordingly. ➤ 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 undertaken as legislation requires ➤ 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
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		<ul style="list-style-type: none"> ➤ 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 report at the end of June. 	financial statements by 31 August 2020
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.



4.5 (KPA.5) – ENVIRONMENTAL & SPATIAL MANAGEMENT – STRATEGIC MAPPING

4.5.1 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;
- Take into account 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.

4.5.2 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 centers. 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.

4.5.2.1 Spatial Reconstruction and 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

4.5.2.2 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 centers, 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.

4.5.2.3 Primary Development Corridor

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. 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.

4.5.2.4 Secondary Development Corridors

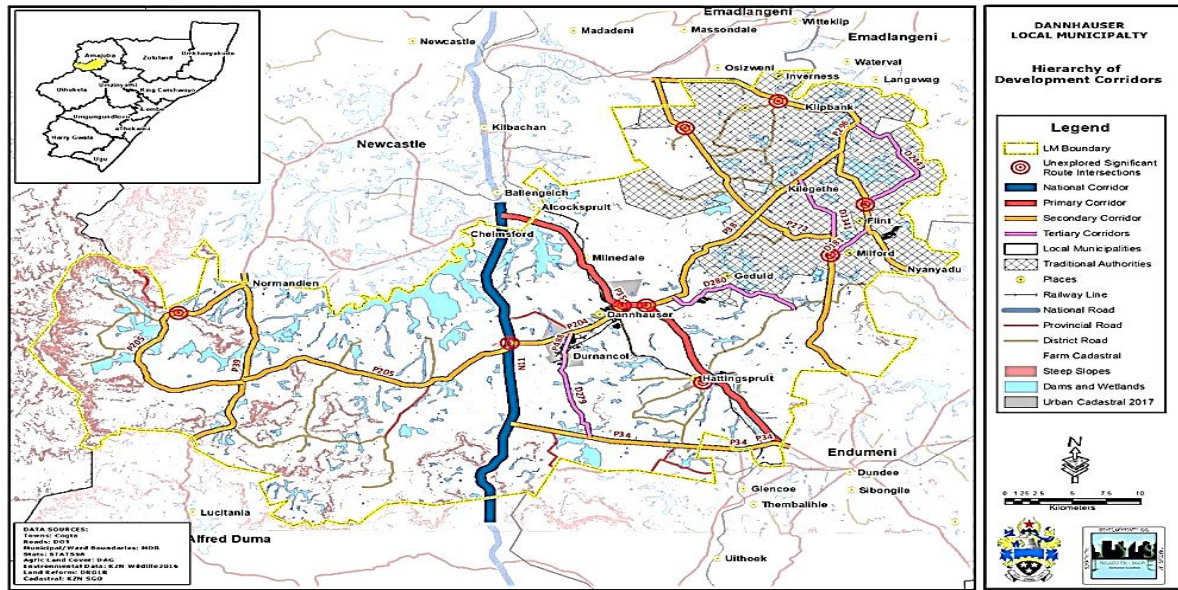
Secondary corridors provide vital linkages to service satellites in the Amajuba district and ensure connectivity with service delivery in the communities. The secondary corridor is the R621 main road. It links the town of Dannhauser and the Hattingspruit satellite to the N11 (and onto Newcastle) to the north and to Dundee and Glencoe (and on to the R33 main road) to the south.

4.5.2.5 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 south west 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 60: (Hierarchy of Development Corridors) SDF 2021/22



4.5.2.6 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. As a means 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 are able to 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.

4.5.2.7 Primary Node

Dannhauser Town is an important economic node and service center 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.



4.5.2.8 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.

4.5.2.9 Tertiary Centers

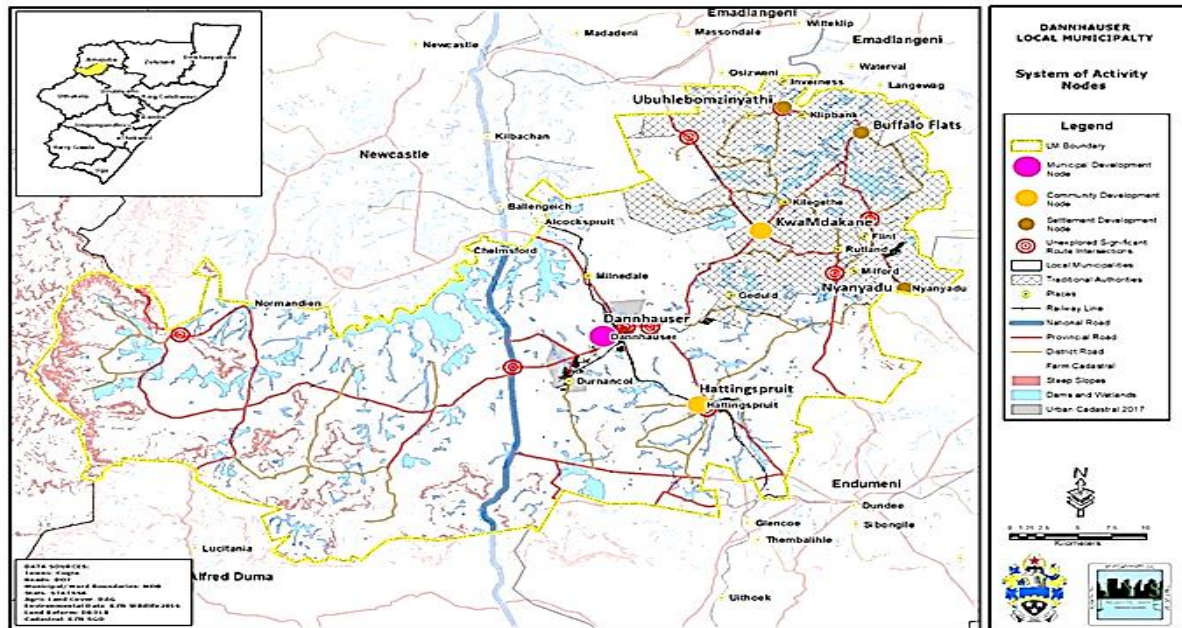
In addition to the secondary nodes, provision needs to be made for the development of community centers within a cluster of settlements. These small centers will serve as location points for community facilities serving the local community, they include:

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

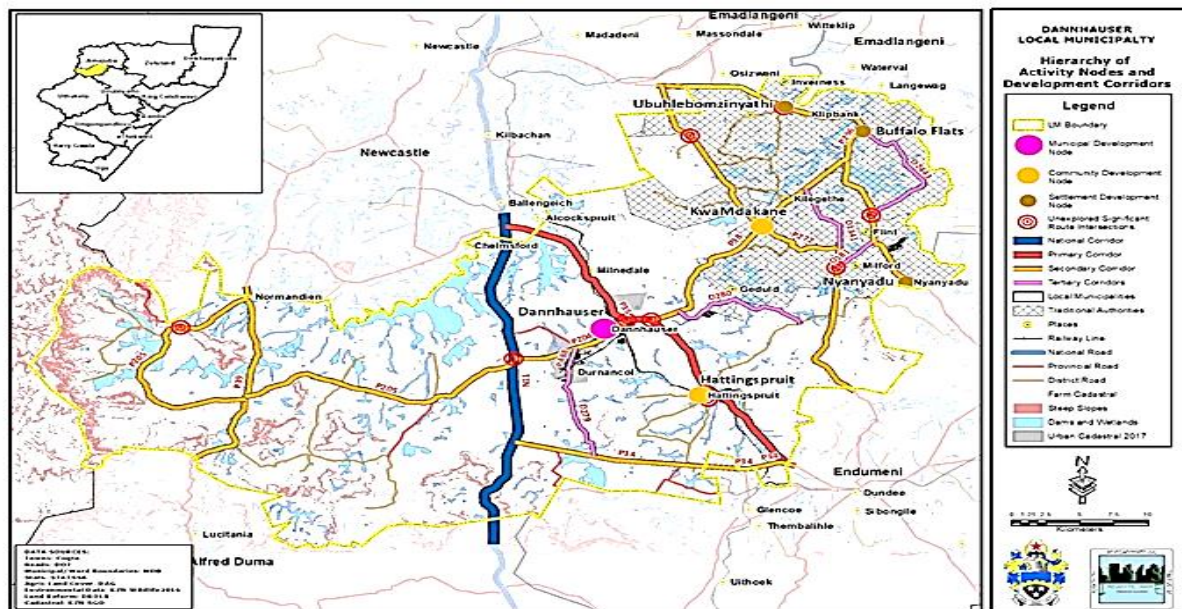
The following have been identified as tertiary centers/nodes:

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

Map 61: Dannhauser Developmental Nodes SDF 2021/22



Map 62: Dannhauser Activity Nodes & Corridors SDF 2021/22





4.6 DANNHAUSER MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK AND CAPITAL INVESTMENT FRAMEWORK PROJECTS 2021/2022

4.6.1 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 the majority 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 have to 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.



4.6.1.1 Influencing Factors on the SDF 2021/2022

Table 115: 2021/2022 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

4.6.1.2 Municipal Spatial Development Framework Guiding Factors

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

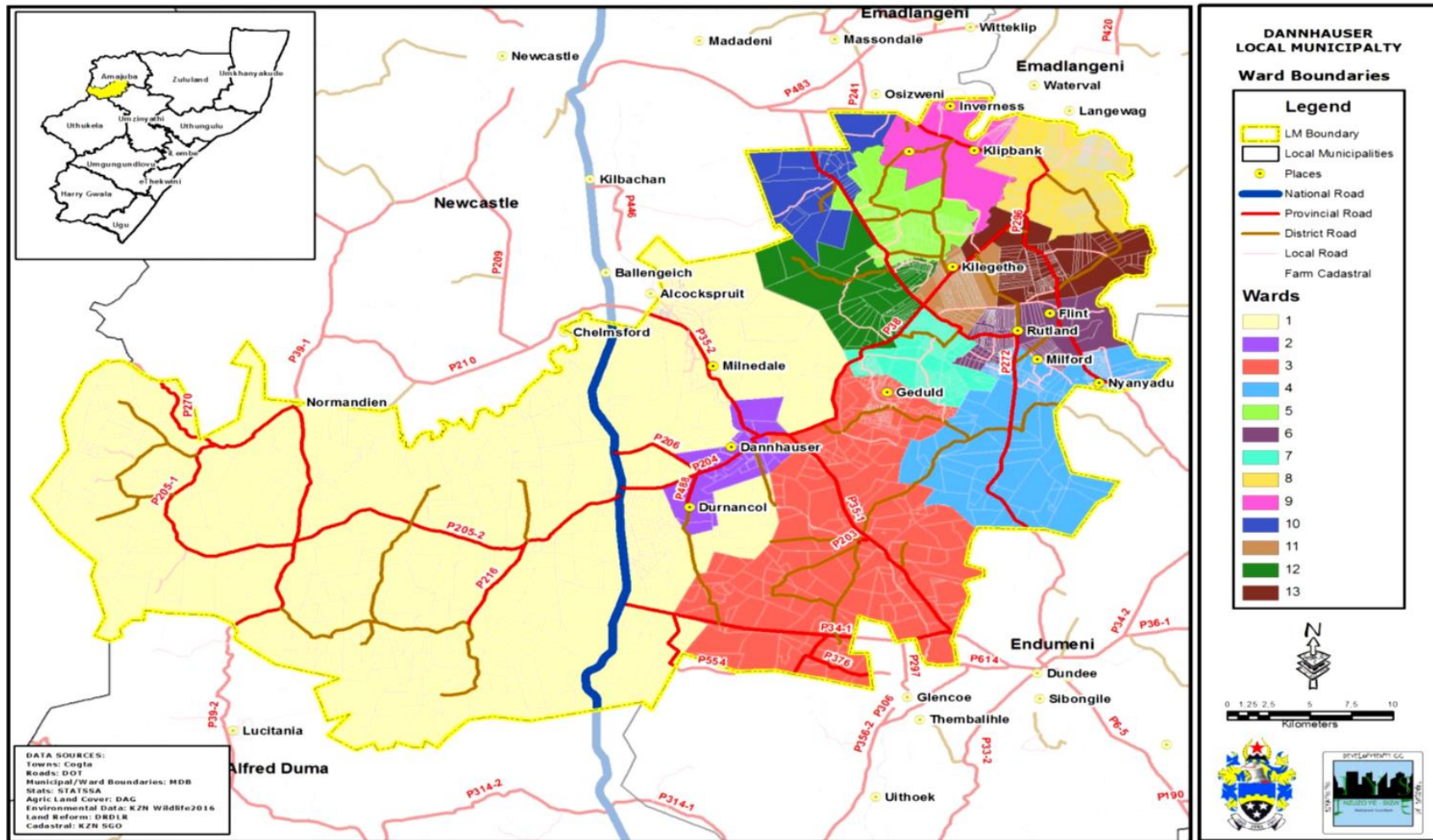
Dannhauser Municipal area does not have a discernible structure or pattern, however there are spatial key features that have been identified within the DLM. These are:

- ✓ **Commercial Farmlands:** These dominate the municipal landscape and accounts for the majority 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 both impact on the positioning of capital investment projects.

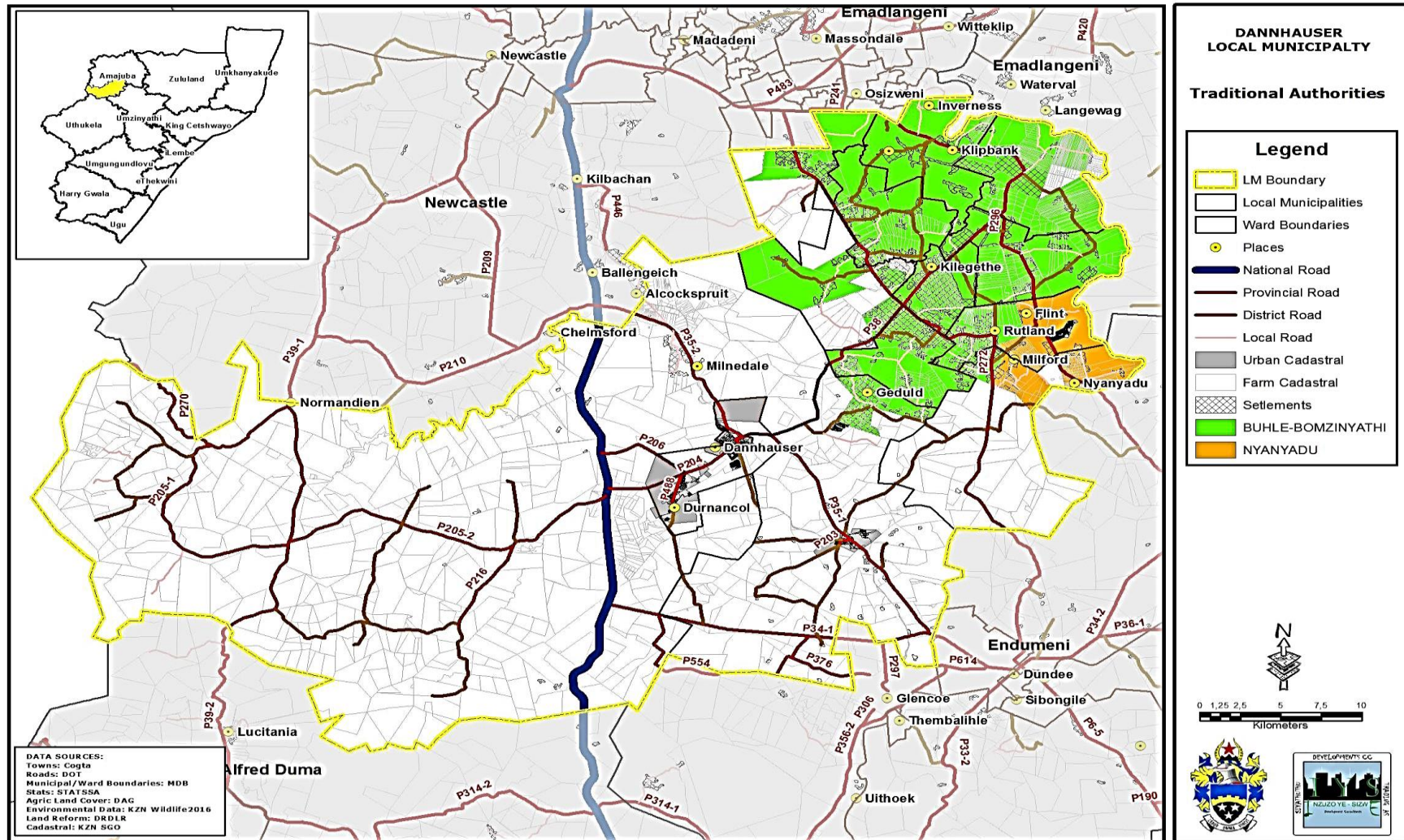


Map 63: Current Dannhauser Ward Boundaries SDF 2021/22





Map 64: Traditional Authority Boundaries Dannhauser SDF 2021/22





4.6.1.3 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.

4.6.2 Built Environment Performance Plan and Capital Investment Framework

Introduction

The Built Environment Performance Plan (BEPP) coordinates implementation of objectives of the existing statutory plans such as Integrated Development Plan and Municipal Spatial Development Framework (MSDF). Hence, BEPP principle of ensuring alignment between BEPP, IDP, MSDF and other national plans and frameworks such as the National Integrated Sustainable Rural Development Programme (NISRD), the Comprehensive Rural Development Strategy (CRDS) Spatial Land Use Management Act (SPLUMA) and National Development Plan (NDP).

In essence, BEPP integrates planning strategic documents with funding instruments ensuring coordinated effort to achieve built environment outcomes. Dannhauser’s BEPP constitutes projects which are collaboratively funded by the municipality, the provincial, national government and private sector driven projects based on the recognition that Dannhauser’s developmental agenda requires collaborative effort across various stakeholders. The budget allocation of the projects is highly influenced by Capital Investment Framework (CIF) through Capital Prioritisation Model (CPM). CIF is a component of the Built Environment Performance Plan which jointly with the budget is approved by Council.

4.6.2.1 Dannhauser BEPP Strategic Investment Framework

Figure 42: BEPP Strategic Investment Framework Dannhauser



The aim of BEPP is to support the metropolitan municipalities to achieve the impact of rural-urban economic growth and reduction of inequality and poverty. Therefore, the primary focus is to ensure that the identified projects and programmes within the IDP and the spatial rationale of the municipality are planned, budgeted and implemented in an integrated and coordinated manner including fiscal instruments in the form of grants supporting the municipal strategies. It is a requirement of the annual Division of Revenue Act (Dora) and an instrument for compliance.

4.6.3 Capital Investment Framework (CIF) – 2021/2022

The Capital Investment Framework (CIF) is a key component of the Spatial Development Framework (SDF) as required in terms of Section 21(n) of the Spatial Planning and Land Use Management Act, 2013, and Section 4(e) of the Municipal Planning and Performance Management Regulations, 2001 as promulgated in terms of the Municipal Systems Act. The CIF also strives to meet Section 153(a) of the Constitution, in which the developmental duties of a municipality is outlined to “structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community”.

The CIF in its function takes cognizance of overarching national policies such as the National Development Plan 2030 and the National Spatial Development Perspective, 2006, that have outlined the need for metros to target investment into strategically identified spatial areas with the spin off effect of transforming past spatial, social and economic inequalities.

The principles set out in the NDP and the NSDP therefore need to be taken into consideration when developing and implementing the CIF as part of strengthening the MSDF. The principles in summary speak to achieving rapid economic growth, the provision of basic services to the community, focusing

fixed investment into economic growth points, and promoting infrastructure investment into these economic nodes and potential economic growth points. Imperative to the CIF is ensuring that planning for programmes and investment is not dispersed but focused. The NSDP therefore argues that dispersed programmes and funding has not managed to achieve successful holistic and comprehensive spatial transformation and economic growth, but rather enabled spatial inequalities and a lagging economy.

The CIF in its implementation aims to bridge the gap between the Integrated Development Plan (IDP), Budget, GDS and the MSDF to achieve and align Dannhauser's overarching objectives, promote economic growth, and meet basic infrastructure needs as linked to achieving a desired strategic spatial directive for the Municipality, which must take cognizance of the previously disadvantaged areas. In summary, the function of the CIF is to spatially and strategically influence, guide and prioritize the allocation of the municipal budget in a coordinated manner across all sectors in order to achieve targeted spatial transformation of the rural-urban environment and realize the overarching strategic objectives of Dannhauser.

The functions of the CIF are defined as follows:

- ✓ To spatially and strategically influence and guide municipal capital prioritization and allocation;
- ✓ To Spatially and strategically coordinate and integrate capital expenditure across all sectors;
- ✓ To show where the municipality must and will be spending its capital budget; and
- ✓ To reflect where the municipality will be investing. This is achieved by means of mapping capital projects reflected on the multi-year capital budget.

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4.6.3.1 The Municipal Infrastructure Investment Framework

The municipality has embarked on the development of a Municipal Infrastructure Investment Framework. The municipality is committed to ensuring that all backlogs in the provision of infrastructure are removed. However, this must be done in such a way so as to ensure that the municipality, which is at the forefront of infrastructure delivery, remains financially viable and have the capacity to operate and maintain this infrastructure.

The Municipal Infrastructure Investment Framework (MIIF) thus aims to establish:

- ✓ The extent of infrastructure to be provided;
- ✓ The capital expenditure required to provide this infrastructure;
- ✓ The extent to which financing is available for this capital expenditure;
- ✓ The operating expenditure required to ensure that the infrastructure provided is properly operated and maintained;
- ✓ The extent to which revenue can be raised to cover this operating expenditure, within the provisions of the Municipal Fiscal Framework.

The framework also considers the monitoring systems required to assess progress with respect to infrastructure delivery as well as processes to ensure that systems and management capacity are in place in municipalities to manage the infrastructure, with the emphasis on a municipal infrastructure asset management strategy. The Capital Investment Framework (CIF) outlines the capital projects and priorities which the Municipality will undertake within the next five years. The capital projects and priorities are as a consequence of strategies and goals set by the Municipality in order to achieve the desired outcomes and vision.

The Capital budget is directly informed by the needs submitted by the community through the IDP process. The capital budget continues to reflect consistent efforts to address backlogs in basic services and the renewal of the infrastructure of existing network services.



4.6.3.2 Dannhauser Capital Sources

In order to contribute funds for future capital expenditure and to reduce dependence on borrowed funds, the municipality prioritises projects based on a matrix model and is funded from the following sources: -

- ✓ Municipal Infrastructure Grant;
- ✓ Partial revenue collected from municipal services;
- ✓ Partial redistribution of Equitable Share Allocation;
- ✓ Sourcing of grant funding from external stakeholders on infrastructure projects which are unfunded by the municipal budget (direct & indirect funding); and
- ✓ Mining stakeholders contributing to infrastructure projects impacting on the community through their Social Labour Plans.

To maximize additional revenue sources, the following are pursued: -

- ✓ Maximize investment rates, especially on call account;
- ✓ Development charge; and
- ✓ Grant income to be maximized

Capital Expenditure

Investment in rural-urban infrastructure is important for the development of the local economy, combating poverty and the provision of universal access to municipal services. Rapid inward population migration, increased household sizes and greater economic activity places pressure on existing municipal infrastructure and require larger investments in the periods ahead. In addition to the rollout of service delivery infrastructure, the municipality's capital expenditure is also directed towards economic stimulus and job creation.

The capital budget is directly informed by the needs submitted by the community through the IDP process. In view of borrowings being maximised and the present economic climate, the high levels of capital expenditure cannot be sustained. Dannhauser being reliant on grant funding due to its low revenue generation as a result of its rural setting, the municipality is being innovative in sourcing funds to deliver the required infrastructure and to support economic growth in a bid to increase its revenue generating capacity. The CIF geographic priority areas are comprised out of the following structuring elements from the MSDF and strategic programmes of Dannhauser:

STRATEGIC CIP PROGRAMMES

- ✓ Integrated Public Transport Network
- ✓ Primary, Secondary and Tertiary Nodes
- ✓ Housing Projects
- ✓ Township Regeneration Areas
- ✓ Industrial Areas
- ✓ Strategic Urban Developments
- ✓ Beautification of Community Parks projects

- ✓ Poverty Eradication Areas
- ✓ Expansion and densification areas
- ✓ Tourism
- ✓ Agro-processing

The municipality has identified the following priority areas to be addressed during the 2020/21 financial year.

- ✓ Water challenges;
- ✓ Human settlements;
- ✓ Economic development;
- ✓ Financial sustainability;
- ✓ Climate change mitigation;
- ✓ Service delivery backlogs;
- ✓ Access to public transport;
- ✓ Human capital development;
- ✓ Energy challenges;
- ✓ Health of society;
- ✓ Safer municipality;
- ✓ Food security;
- ✓ Sustainable spatial form;
- ✓ Rural development;
- ✓ Infrastructure degradation;
- ✓ Undermining natural capital; and
- ✓ Safer city

Dannhauser's capital plan provides a link between the municipality's strategic vision, its urban & rural land use plan, and its annual budget. One recognized best practice in municipal fiscal management is for Dannhauser to annually exercise the preparing of a multiyear capital improvement plan. The plan identifies anticipated public infrastructure and investment projects, as well as a financing approach. The capital investment plan (CIP) describes the municipality's policies and financial abilities to manage the investment needs associated with its spatial development and built environment. Key financial policies include goals or guidelines for critical fiscal management metrics, such as the percentage of the annual budget to be committed to capital improvements, metrics to limit the size of annual debt service, and limits on total outstanding debt.

The capital plan identifies specific public projects as well as a general schedule. The first year of a capital plan reflects the municipality's budget for that fiscal year, and remaining years of the capital plan represent an estimate of future capital needs to be funded through projected revenue, grants and other sources of funds. The timeframe of the municipality's capital plan is a local decision.

Dannhauser's Comprehensive, multiyear capital provides many benefits, some are as follows;

- (a) promotes the effective management of public capital assets;
- (b) encourages the municipality to consider funding requirements and the likely timing of major required investments, as well as future costs and timing of major upgrades; and

- (c) also bundles anticipated projects together, enabling the municipality to pursue outside funding sources to make up for any possible shortfalls. This can involve borrowing from the capital markets or applying for transfers or external funding sources.

The municipality's CIP has been impacted on greatly by the technical recession the country experienced in 2019, however, from a positive outlook, national government through its "Medium Term Budget Policy Statement -2019" announced an increase in public expenditure although national tax revenue remained a concern. The President's five (5) point economic recovery plan of September 2019 sheds light to Dannhauser's CIP. The following were indicated as the five (5) point recovery stimulus package;

- Implementing growth-enhancing economic reforms;
- Reprioritising public spending to support economic growth and job creation;
- Establishing an infrastructure fund;
- Addressing urgent matters in education and health; and
- Investing in municipal social infrastructure improvement.

Further guidance to Dannhauser is given through the MTBPS – 2019, wherein it states; ***"Increased investment in social and economic infrastructure will be a focus of economic recovery over the medium term. This requires an increased role for the private sector and better implementation of government's existing plans. Over the next three years, public infrastructure expenditure is estimated to be R855.2 billion, of which state-owned companies account for R370.2 billion. General government accounts for the remaining R485 billion, mainly in the form of conditional infrastructure grants."***

In addressing the capital needs of the municipality, the following "Capital Planning Guidelines" published by "National Treasury" have been complied to;

1. CAPITAL PROJECTS EVALUATION PROCESS
2. APPRAISAL PROCESS UNDERTAKEN BY DEPARTMENTS
 - 2.1 Extension of Existing Infrastructure Projects
 - 2.2 New Capital Projects
 - 2.3 Maintenance costs for on-going projects
3. PREPARATORY WORK
 - 3.1 Needs Analysis
 - 3.2 Options Analysis
 - Demand Analysis
 - Technical Engineering Analysis
 - Environmental Analysis
 - Socio-economic Analysis
 - Legal and Regulatory Due Diligence
4. VIABILITY EVALUATION
 - 4.1 Financial Analysis
 - 4.2 Economic Analysis

4.3 Risk assessment and sensitivity analysis

5. THE PREFERRED OPTION

6. IMPLEMENTATION READINESS

6.1 Institutional Capacity

6.2 Procurement Plan

7. PROJECT CONCEPT NOTE

The municipality further complies to the “National Treasury’s”, “Infrastructure Delivery Management System” (IDMS), which is aligned to the Capital Planning Model of National Treasury. The following are important steps adhered to through IDMS;

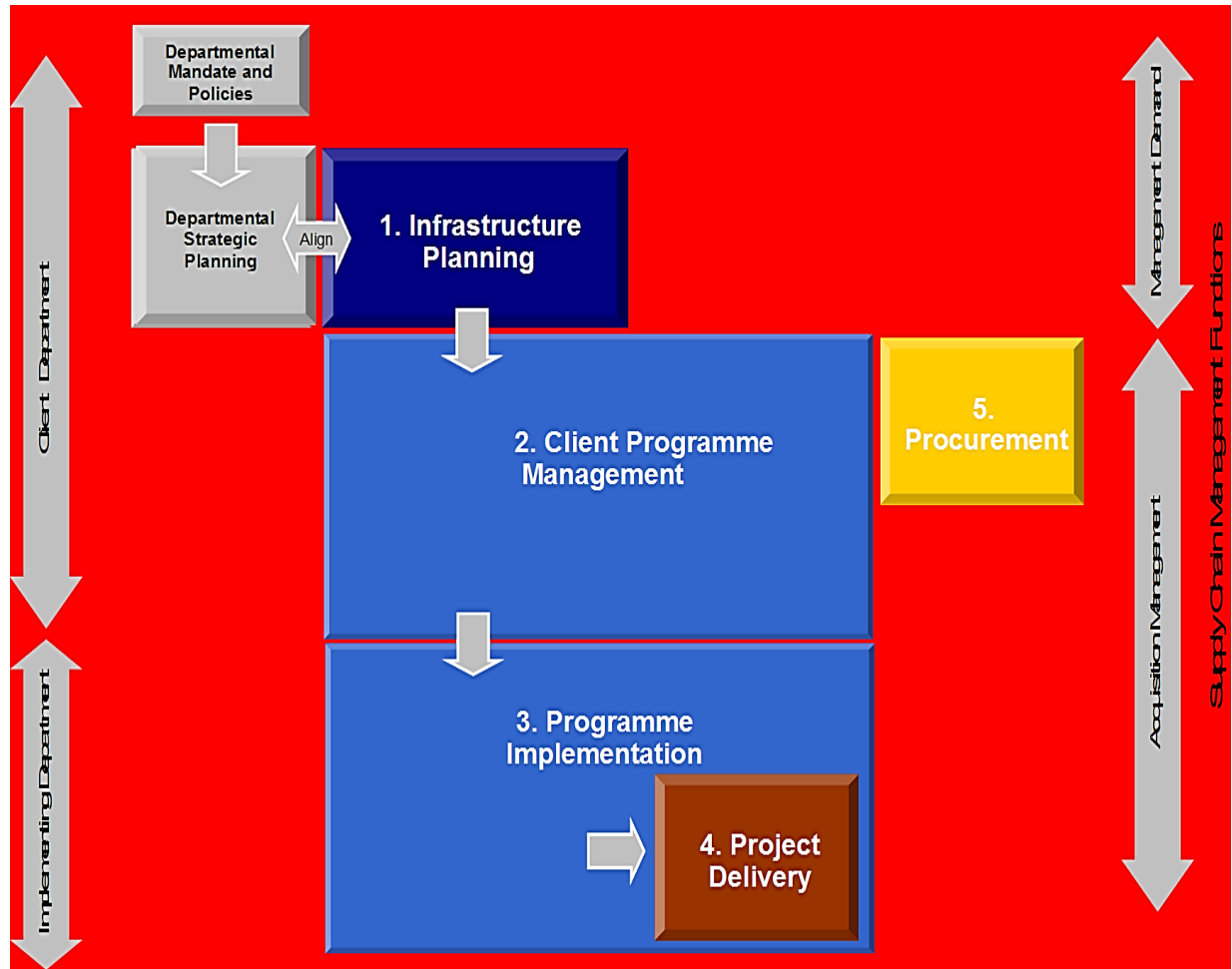
Dannhauser CIP Compliance to Infrastructure Delivery Management System



- ✓ Ensures the best practices in the delivery management of infrastructure;
- ✓ Focused on the delivery and life cycle management of South African public-sector infrastructure;
- ✓ Target users include both technical and non-technical managers;
- ✓ Provides “how to” guidelines for infrastructure delivery and procurement management necessary to deliver, operate and maintain infrastructure;
- ✓ Aids in capacitating managers;
- ✓ Facilitates a uniform approach to infrastructure delivery management;
- ✓ The IDMS, when adhered to, assists the municipality in complying with applicable legislative requirements;
- ✓ Enhances modernised approach to procurement
 - Strategic procurement
 - Gateway system

- Institutionalise alternative delivery models
- Introduces the concept of Infrastructure Packages
- Alignment to “legislations; Policies and Policies”
- Readiness for Local Government
- Emphasis on “Portfolio Management”
- ✓ New modules:
 - Provincial Infrastructure Strategy
 - Construction Procurement Strategy
 - Operations and Maintenance
 - Performance Management

DANNHAUSER INFRASTRUCTURE - SCM: IDMS



Although the municipality complies with the above in relation to all its capital projects, its major constraint is funding. It is often that most projects that are required critically are left unaddressed due to funding shortfalls.

Dannhauser Local Municipality

Legend

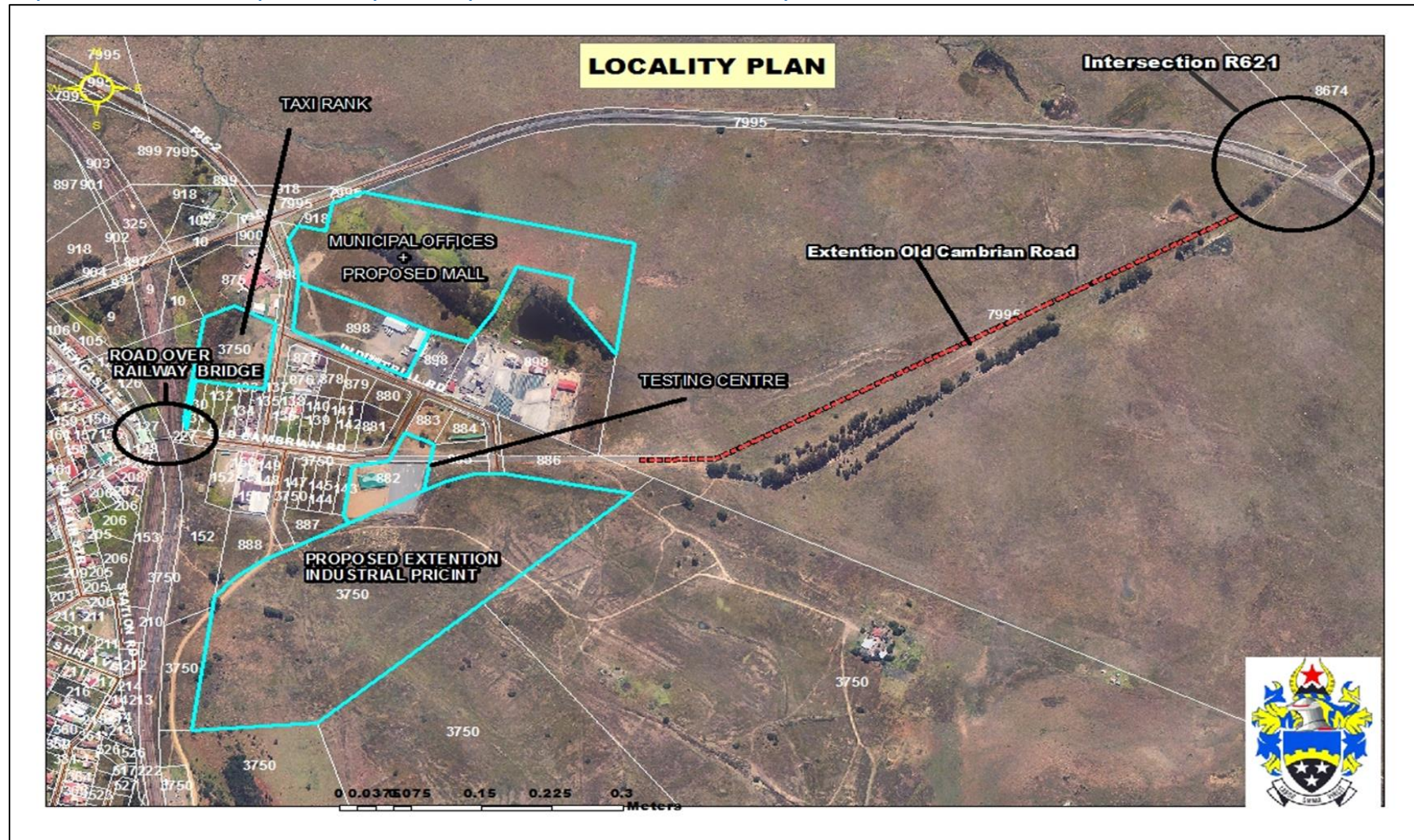
- Project Boundary
- 32m Buffer
- Stream
- Park/Open Space
- Public Open Space
- Private Land
- Resort Accommodation
- Public Facilities
- Public Administration
- Educational & Sports Fields
- Proposed Police Station
- Railway
- New Text Rank
- Residential
- Commercial-Retail
- Petrol Filling Station
- Commercial-Offices
- Light Industry
- Heavy Industry
- Clinic

Design Team:

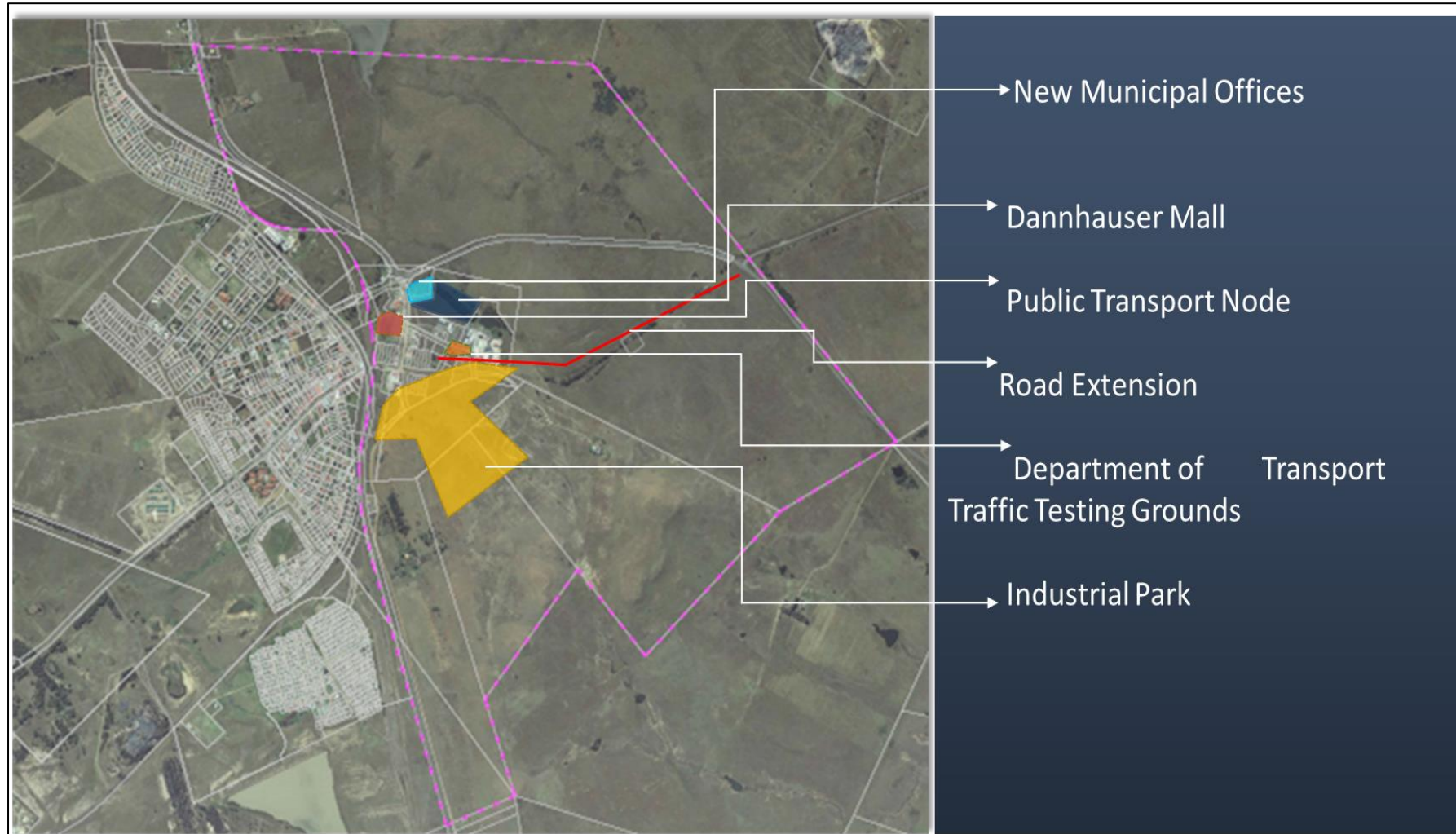
SIBUKO SE AFRICA
DEVELOPMENT PLANNERS

10254 10254, Tloane 200 • 100 East Village Drive, 2000, Pretoria 0001
Tel: 011 444 4444 • Fax: 011 444 4444 • Email: info@sibuko.co.za

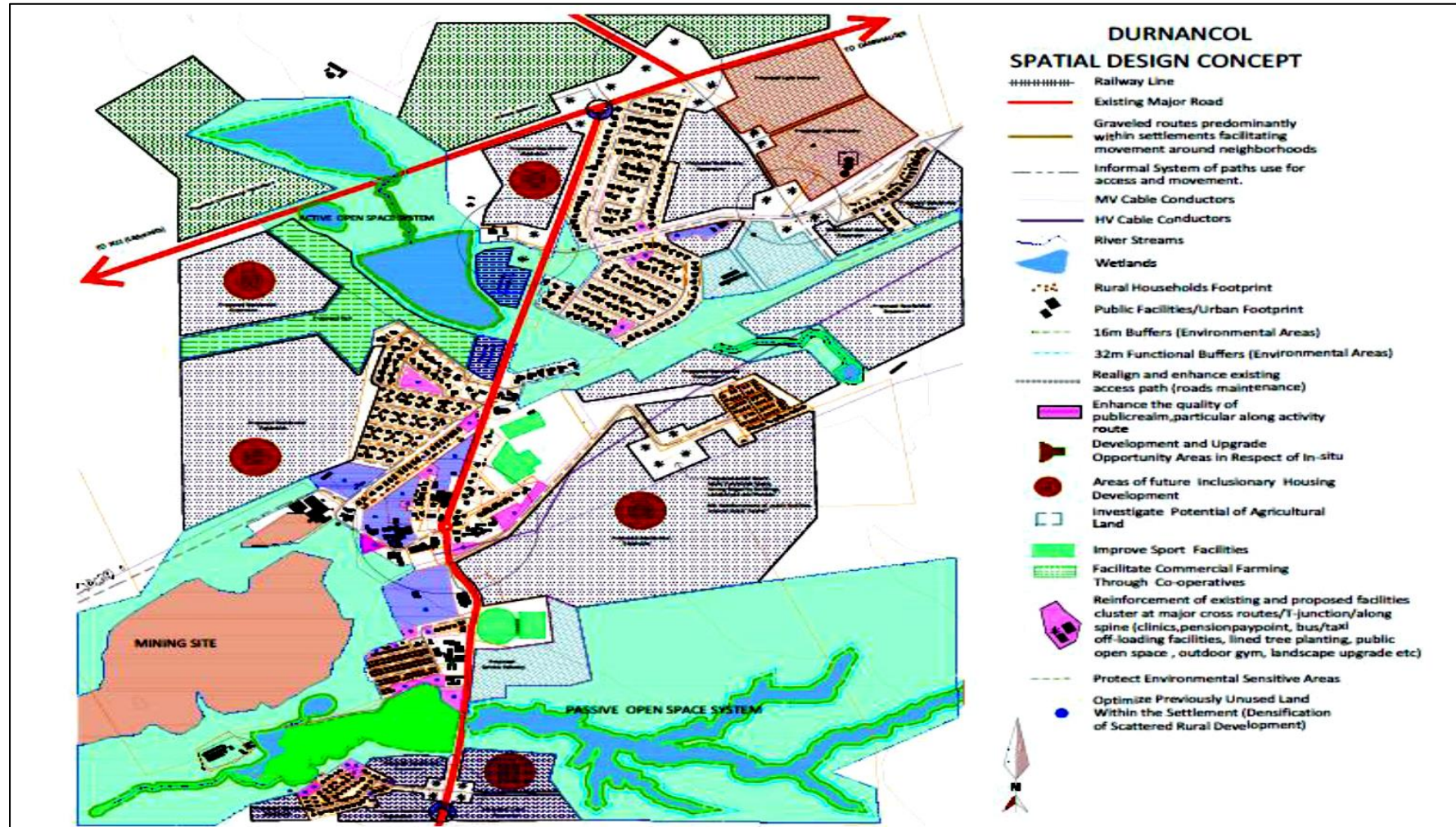
Map 66: Dannhauser Town Spatial Development - Capital Investment Area – New Development



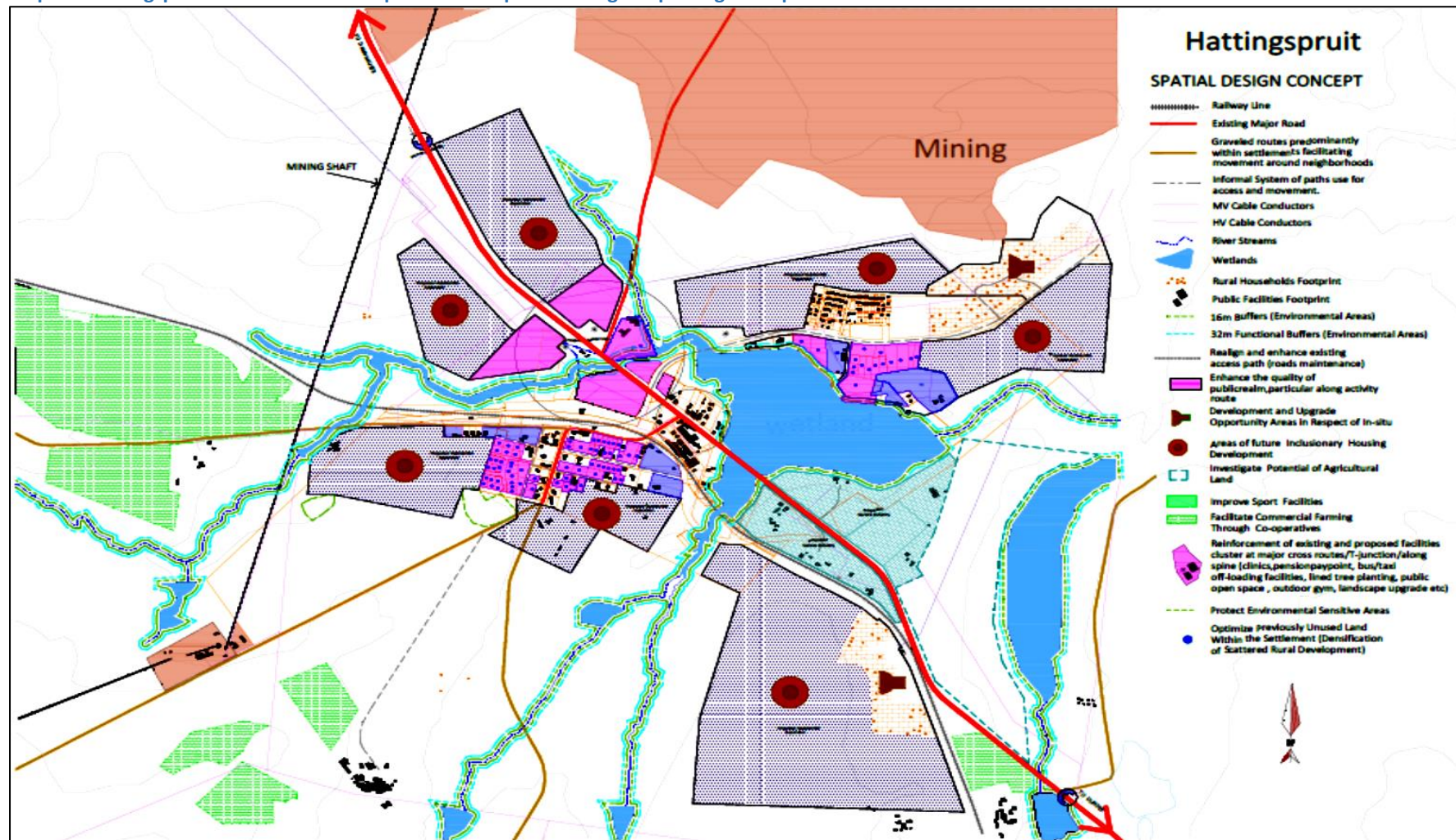
Map 67: DANNHAUSER TOWN SPATIAL DEVELOPMENT - CAPITAL INVESTMENT AREAS



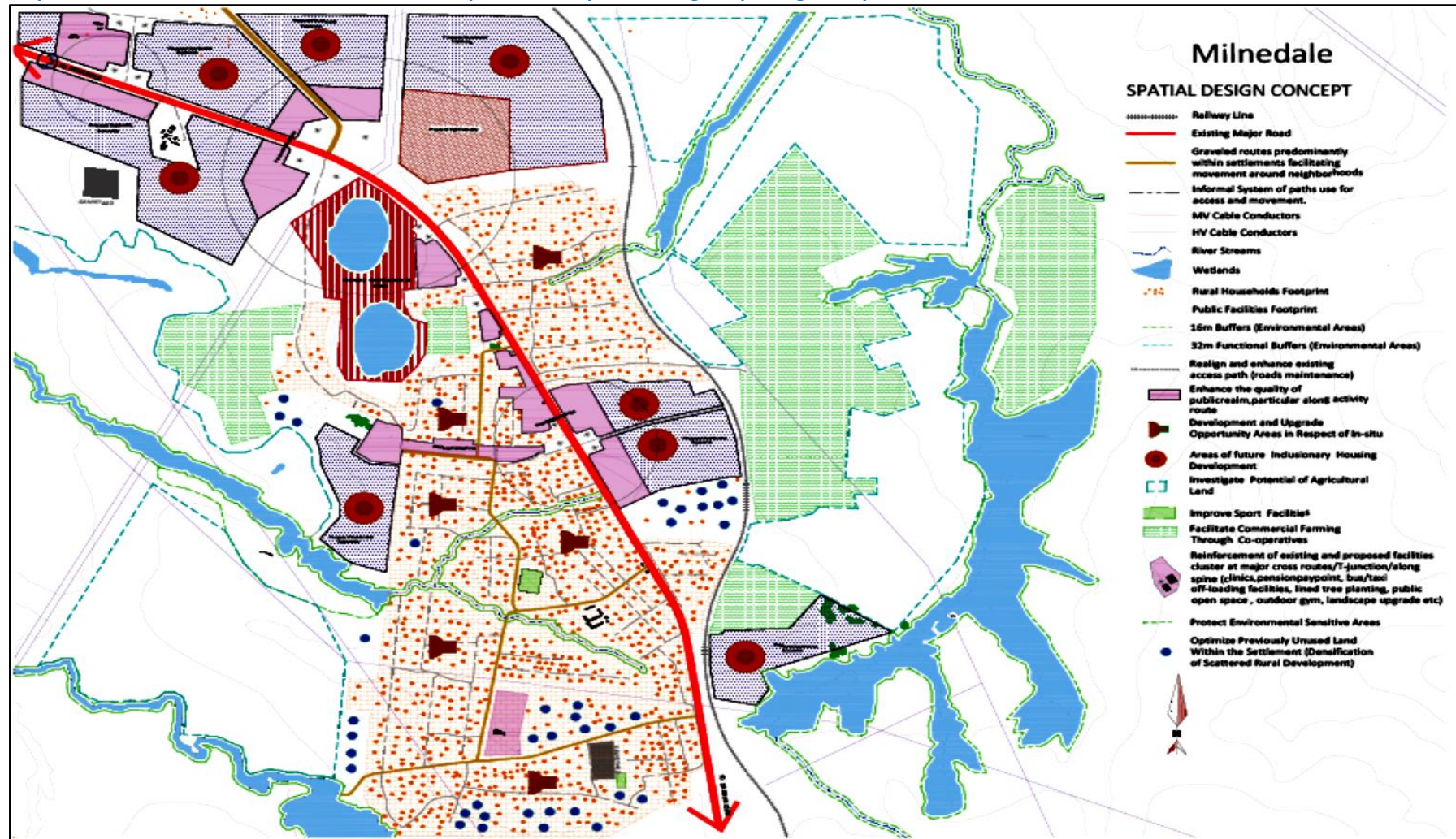
Map 68: Durnacoal Residential Town Spatial Development Design Impacting on Capital Investment



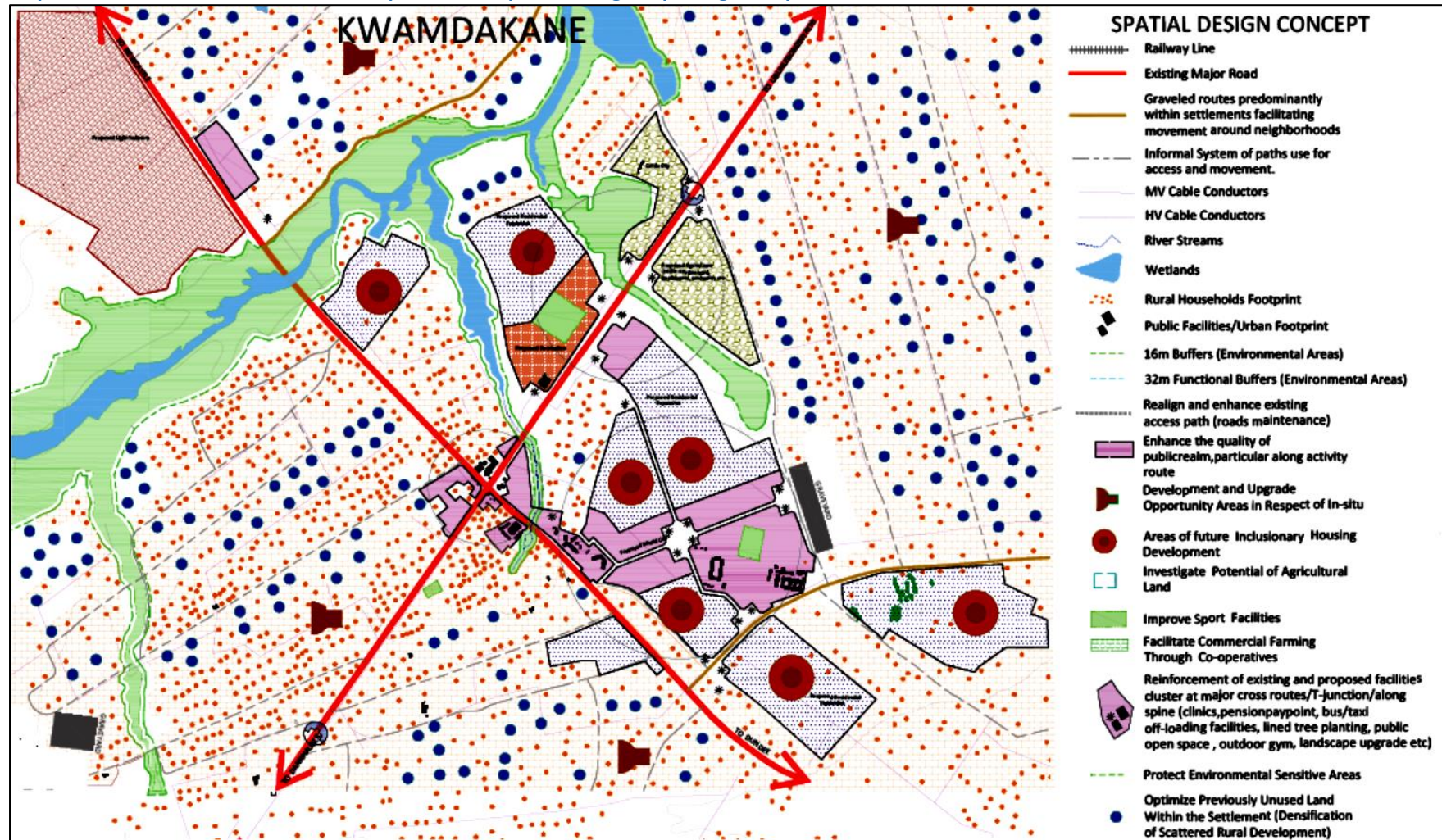
Map 69: Hattingspruit Residential Town Spatial Development Design Impacting on Capital Investment



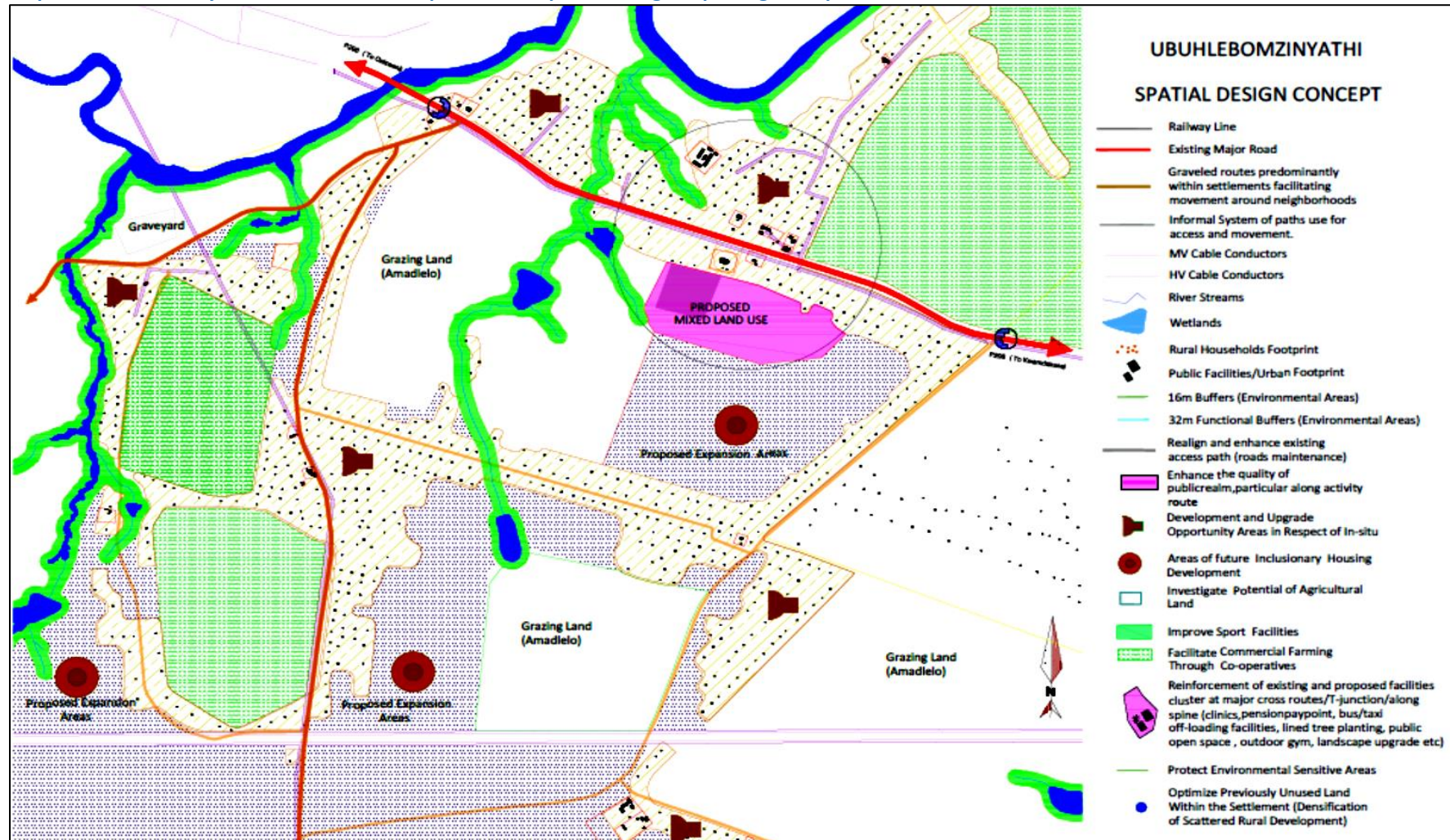
Map 70: Milnedale/ Skombaren Residential Town Spatial Development Design Impacting on Capital Investment



Map 71: KwaMdakane Residential Town Spatial Development Design Impacting on Capital Investment



Map 72: Ubuhlebmzinyathi Residential Town Spatial Development Design Impacting on Capital Investment



4.6.3.3 Capital Prioritization Model

The capital prioritization model is an instrument utilized in the implementation of the CIF in alignment with the annual budget and IDP process set out by the Dannhauser Finance Department and Strategy and Corporate Planning Department in order to strategically prioritize the multi-year capital budget. The CPM as illustrated in the figure below strives to align and incorporate the Capital, project management, IDP ward needs, Mayoral priorities, spatial priorities and the SDBIP into the capital budget project prioritization process. The CPM as part of the prioritization process incorporates the geographic priority areas that inform the BEPP integration zones in providing for a spatial rationalization of the budget. The CPM therefore, establishes a set process for implementation as aligned to the budget and IDP process, and provides guidance to departments on the capital project prioritization process and requirements. The key outcome of the CPM is to prioritize Dannhauser's capital infrastructure projects in alignment with the municipal spatial and strategic objectives and priorities. The CPM process has been revised to more cohesively include the IDP ward priority process and incorporate new functionality to the prioritization of the capital budget as provided through an automated system. The CPM strives to align and co-ordinate the following into the capital budget project prioritization process:

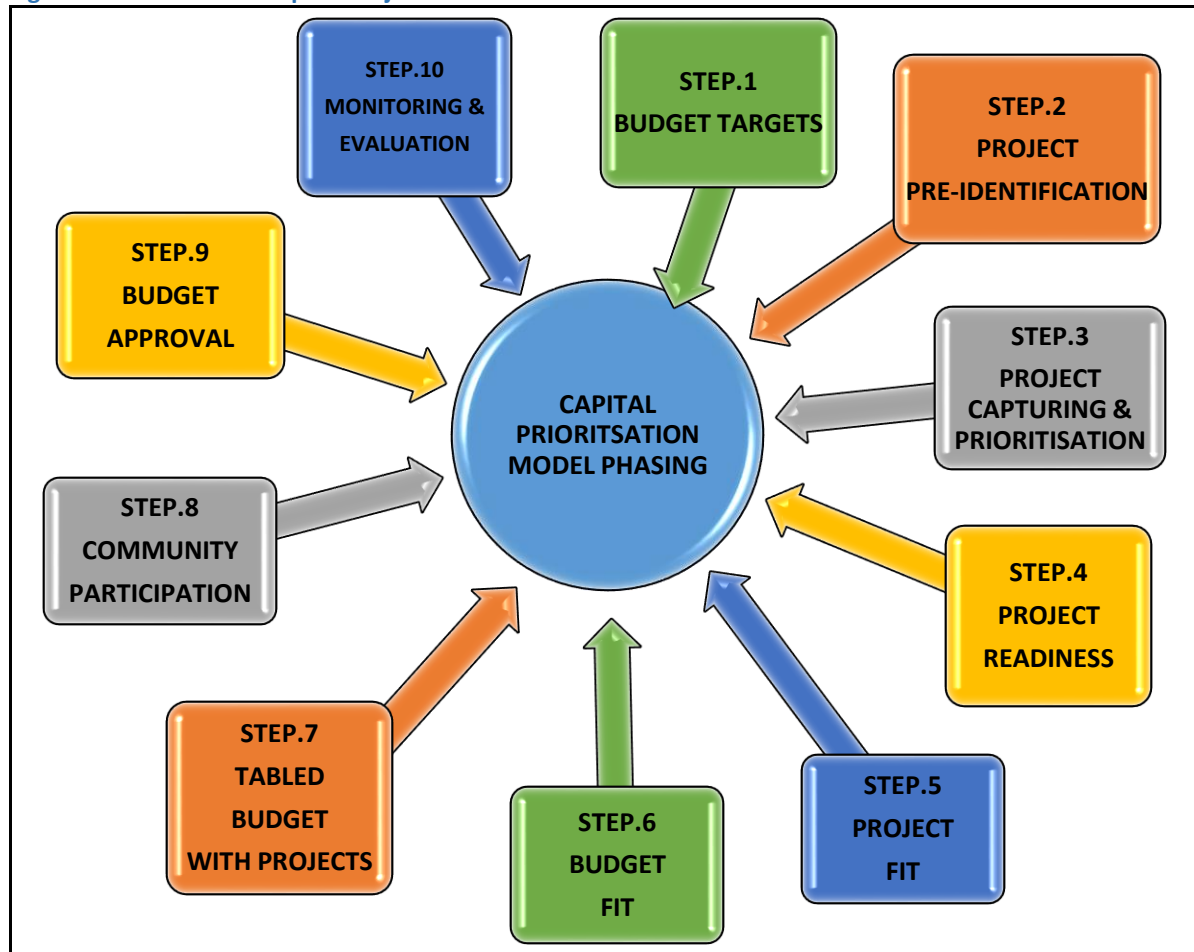
- ✓ Project Management (project readiness),
- ✓ Analysis of community IDP development priorities;
- ✓ Spatial Strategy; and
- ✓ IDP and SDBIP

The CPM fulfils the following important functions as part of the Capital Programme Management process:

- ✓ Facilitates and guides the prioritisation of the multi-year capital budget;
- ✓ Establishes a uniform process to be followed during the budget process in the allocation and prioritisation of the budget both strategically and spatially;
- ✓ Guides the budget allocation split between the project categories (fair allocation of urban restructuring, upgrading and renewal and economic development projects);
- ✓ Promote, guide and coordinate spatially targeted investment;
- ✓ Requires collective action and collaboration between essential departments with an identified strategic involvement in the budget process (i.e., Finance, Strategy and Corporate Planning (IDP), EPMO, Human Settlements, Economic Development, Environment, Real Estate and Municipal Planning);
- ✓ Promotes alignment of departmental functions, strategic policies and sector plans;
- ✓ Outlines actions to be pursued during the budget prioritisation process;
- ✓ Provides a quick and easy, yet consistent, method for evaluating options;
- ✓ Facilitates reaching agreement on priorities and key issues;
- ✓ Guide, co-ordinate and align the municipal budget;
- ✓ Provides for a transparent and rationalised budget process;
- ✓ Quantifies the decision with numeric rankings; and
- ✓ Makes provision for monitoring and evaluation to assess the impact of the CIF on the multi-year capital budget after allocation of the budget.

4.6.3.3.1 Capital Prioritization Model Phasing

Figure 43: Dannhauser Capital Projects Prioritization Model



The following budgeting **PRINCIPLES** were applied in formulating the budget:

- Sustainable, affordable, realistic and balanced budget
- Realistic and achievable collection rates
- Major tariffs to be cost reflective, realistic and affordable
- Budget to contribute to achieving strategic objectives of the IDP
- Loans to be sustainable and affordable and utilised for capital projects only
- Balancing capital expenditure for social, economic, rehabilitation and support
- Need to ensure rates-based growth to ensure sustainability of free basic services
- Income/ Revenue driven budget: affordability i.e., if funds do not materialise review expenditure
- Holistic: account for basket of goods & services provided, they are needs driven into the IDP
- Income/ Revenue driven budget: affordability i.e., if funds do not materialise review expenditure

The capital prioritization model 10 step phasing (as above) is more explicitly detailed as follows:

Step 1: Set Targets for the Budget (September)

- ✓ Project Category percentage split;
- ✓ Rural & Urban Restructuring (60%)-Social and physical infrastructure geared towards eradicating historical backlogs;
- ✓ Upgrading and Renewal (25%) - Upgrading refers to the extension of existing gravel & urban roads, bulk infrastructure, whilst renewal refers to the maintaining of existing bulk infrastructure;
- ✓ Economic Development (15%) - projects that are focused towards extending bulk infrastructure for the purpose of stimulating growth, and are therefore purely income generating projects;
- ✓ Percentage of budget for targeting into the priority areas;
- ✓ The percentage of total capital budget within the priorities areas is targeted at 80%;
- ✓ MTREF Rand value cap for year 1, 2 and estimate for year 3 (the MTREF rand value cap is required during the budget fit exercise for prioritization as part of step 6);
- ✓ Identify municipal wide strategic objectives and programmes;
- ✓ This includes the Ward and Mayoral Priorities.

Step 2: Project Pre-identification (September)

- ✓ Prioritization team registers potential capital projects identified in step 1;
- ✓ Identified projects to be sent to implementing departments;
- ✓ Departments to register projects from departmental strategies, Ward and Mayoral priorities.

Step 3: Project Capturing and Prioritization (October)

- ✓ Budget guidelines sent to departments by the Municipal Finance Department;
- ✓ Budget capturing by departments (includes mapping projects locality, mSCOA segments, key performance areas and CPM weighting variables):

Step 4: Project Readiness

Determine project readiness as per Stage Gate and Municipal Infrastructure Delivery and Management System (MIDMS); The Project Phasing information is as follows:

- ✓ Planning
- ✓ Design
- ✓ Works
- ✓ Close out
- ✓ Project Completion

Stage Gate Phases:

- ✓ Feasibility
- ✓ Procurement
- ✓ Implementation
- ✓ Construction
- ✓ Completed

- ✓ Determine project readiness to EIAs, property identification, property preparation, legal processes, etc. (phase in for 2020/21 – 2021/22)
- ✓ Determine/ verify estimated total project cost (part of the budget evaluation departmental one on one engagements with the CIF Operational Task Team);
- ✓ Phase project budget over MTREF based on project readiness, affordability, spending ability and based on CP3 priority (phase in for 2020/21 – 2021/22);
- ✓ Determine/ verify estimated project cost per phase (phase in for 2020/21 – 2021/22);
- ✓ Expedite project readiness for high priority projects (phase in for 2020/21 – 2021/22).

Step 5: Project Fit

- ✓ Joint CIF Team evaluation of outcome of Step 1, 2, 3 and 4: Municipal Operational Task team pre-budget evaluation took place November 2019;
- ✓ Preliminary 'Budget Fit' to identify qualifying and non-qualifying projects (phase in for 2020/21 – 2021/22);
- ✓ One-on-One engagement with Departments based on outcome of Step 1, 2 and 3: The departmental one on one engagements took place from November 2019;
- ✓ Update and refinement of prioritization, costing and phasing (Departments during the one-on-one departmental engagements are afforded the opportunity to provide clarity and make amendments to the capital budget projects submission as advised by the Operational Task Team).

Step 6: Budget Fit

- ✓ Allocate correct funding source per project;
- ✓ Finalize project fit per financial year;
- ✓ Committed projects 2020/21;
- ✓ Based on the CPM scoring as fit per project category percentage of total budget;
- ✓ IDP and Mayoral Priorities are considered as part of the budget fit functionality of force in and out is applied in order to achieve a minimum of 3 priorities per ward. It must be noted that the successful application of the force in and force out functionality is subject to the accuracy of information populated by the departments on projects to be addressed of a mayoral and or ward priority; and
- ✓ Based on budget cap per financial year.

Step 7: Tabled Budget

- ✓ Draft Budget Tabled to municipal committees.

Step 8: Community Participation

- ✓ IDP participation process;
- ✓ Prioritise newly identified project as per steps 3 and 4;
- ✓ Updated Project Fit and Budget Fit based on outcome of above; and
- ✓ Final CPM Evaluation Report.

Step 9: Budget Approval

- ✓ Budget, IDP, BEPP (&CIF) approval.

Step 10: Monitoring and Evaluation

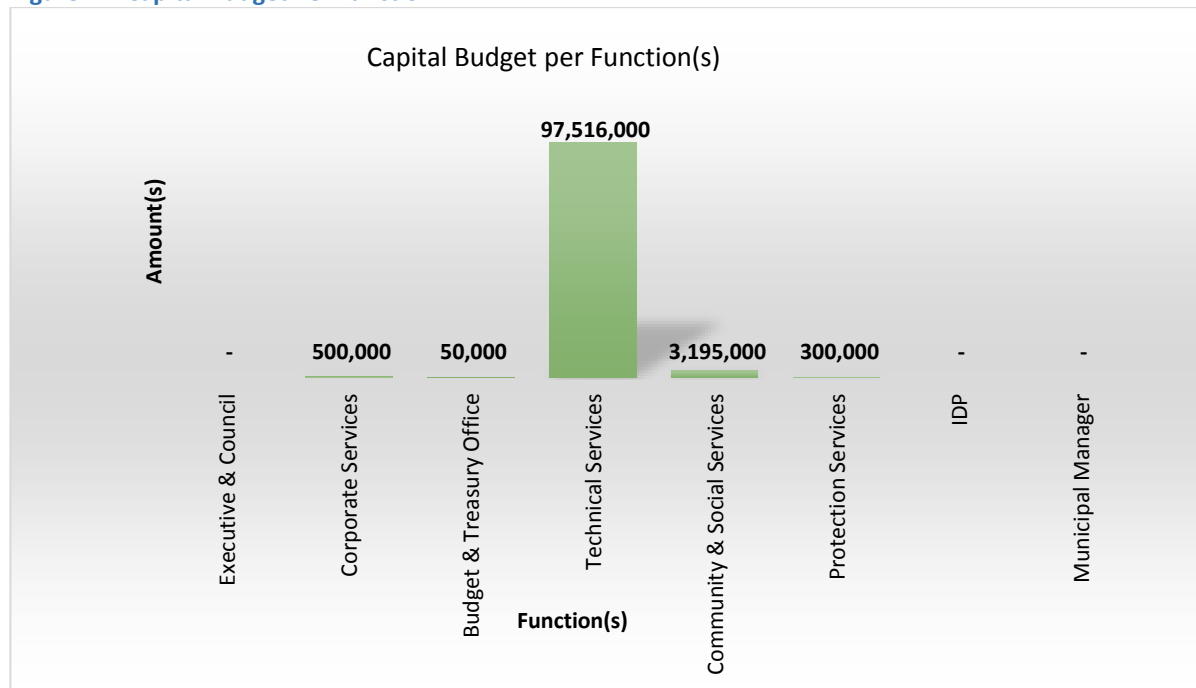
Monitor departmental expenditure as a comparison to financial year budget as per the geographic priority areas, project categories, IDP needs and Wards.

Table 116: Capital Budget by Vote 2020/2021 – 2021/22

DANNHAUSER MUNICIPALITY (KZ254)						
FINAL BUDGET & MTREF FOR 2020- 2022						
CAPITAL BUDGET 2020/2021- 2021/2022						
DEPARTMENT & VOTE NO.	DESCRIPTION	ORIGINAL	ADJUSTED	FINAL	PROJECTED	PROJECTED
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
		2019/2020	2019/2020	2020/2021	2021/2022	2022/2023
<i>CORPORATE SERVICES</i>	TOTAL	211,600	11,600	500,000	-	-
BUDGET & TREASURY	TOTAL	140,656	90,656	50,000	-	-
TECHNICAL SERVICES	TOTAL	48,200,000	32,678,529	97,516,000	32,829,028	38,971,839
COMMUNITY & SOCIAL SERVICES	TOTAL	50,000	50,000	3,195,000	52,700	55,546
PROTECTION SERVICES	TOTAL	-	-	300,000	-	-
TOTAL CAPITAL BUDGET		48,602,256	32,830,785	101,561,000	32,881,728	39,027,385

TOTAL CAPITAL BUDGET = R 254 903 154,00

Figure 44: Capital Budget Per Function



4.7 DANNHAUSER MUNICIPALITY – PAST PERFORMANCE “MUNICIPAL INFRASTRUCTURE GRANT EXPENDITURE”

The municipality has achieved a 100 % expenditure on its Municipal Infrastructure Grant, the following has been undertaken;

MIG OBJECTIVES OF DANNHAUSER PROJECTS

1. Subsidise the capital costs of providing basic services to poor households;
2. Enhance infrastructure development in an equitable, transparent and efficient manner in all 13 wards;
3. Implement infrastructure projects that have been identified through public participation processes planning and budgeting systems;
4. Provide a mechanism for the implementation of coordinated pursuit of national and provincial policy priorities with regard to basic municipal infrastructure programmes;
5. Adhere to the MIG Policy Framework (2004) and Annual Dora which set BPP for administration; and
6. Ensure that MIG funds are utilized and governed properly to develop high quality infrastructure.

MIG BASIC SERVICE DELIVERY STRATEGIC OBJECTIVES – 2021/22 IDP

- To facilitate the construction of new offices;
- To Provide Public Amenities;
- To ensure safe Rural Road infrastructure networks;
- To ensure safe Urban Road infrastructure networks;
- To ensure that storm water system networks are upgraded and fully functional;

- To ensure safe environment through installation of Mast Lights / Street Lights;
- To ensure all households have access to electricity (electrification);
- To provide educational and sports facilities & recreational services to the community; and
- Child Care Facilities.

4.7.1 Programme History

Programme history for the total allocations and commitments for the 2014/15 to 2018/19 financial MIG years are as follows:

Table 117: MIG Programme History 2014/15 to 2018/19

	2014/15	2015/16	2017/18	2018/19
Approved budget amount	20 422 000.00	21 074 000.00	20 698 000.00	20 081 000.00
Spent budget amount	R20 422 000.00	R21 074 000.00	R20 698 000.00	R20 081 000.00
Difference	0.00	0.00	0.00	0.00

Table 118: Dannhauser 2018/19 MIG projects Implemented

	DESCRIPTION OF PROJECT	WARD(S)	Qty / Km	ACTUAL EXPENDITURE RANDS (R)
1	Rural Roads		8 km	R 9 781 709.62
2	Urban Roads	2	4.8 km	R 3 796 921 .71
3	Taxi Rank	2	1	R 8 209 748.58
4	Ward.2 hall – Renovations		1	R 292 658.80
	Grand Total			R 22 081 038.71

Images of Completed Projects – 2021/2022

Image 4: MIG Funded – Rural Roads & Bridge Constructed – 2018/19



Image 5: MIG Funded – Urban Roads 2018/2019



Image 6: MIG FUNDED – TAXI RANK BASE – 2018/2019



Image 7: MIG FUNDED COMMUNITY HALL – 2020/2021





4.7.3 Dannhauser - MIG Projects Procurement Plans

As part of the reporting process within the 2018/2019 MIG projects, the municipality's procurement plans for 2018/2019; 2017/2018; 2015/2017 and 2019/2020 (current) have been incorporated including the project values.

4.7.3.1 MIG 2018 / 2019 – Procurement Plan

Table 119: MIG 2018/2019 – PROCUREMENT PLAN

Description of goods / services / Infrastructure project	Estimated value (including all applicable taxes)	Envisaged date of advertisement in the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible office
Double Cap	R500 000.00	July 2018	July 2018	August 2018	Technical Services
Tipper Truck	R1 400 000.00	August 2018	August 2018	August 2018	Technical Services
Municipal Vehicles	R300 000.00	July 2018	July 2018	August 2018	Technical Services
Meter Conversion	R600 000.00	Discussions are in place with Eskom	-	-	Technical Services
Revamping of Halls – Ward 8, 10 & 12	R500 000.00	September 2018	September 2018	October 2018	Technical Services
Crew Cab	R700 000.00	July 2018	July 2018	August 2018	Technical Services
Rural Roads – Counter Funding	R1 000 000.00	May 2018	June 2018	July 2018	Technical Services
Mast Lights – Ward 5, 8 & 11	R450 000.00	September 2018	October 2018	November 2018	Technical Services
New Offices	R10 000 000.00	Service provider appointed	-	-	Technical Services
Street Lights – Ward 2	R500 000.00	July 2018	August 2018	August 2018	Technical Services
Electrification Internal Funding (100 Connections) – Ward 1, 9 & 13	R4 000 000.00	July 2018	August 2018	September 2018	Technical Services



4.7.3.2 MIG Procurement Plans – Prior TO 2018/2019

4.7.3.2.1 MIG - 2017/ 18 Procurement Plan

Table 120: MIG 2017/18 Procurement Plan

Description of goods / services / Infrastructure project	Estimated value (including all applicable taxes)	Envisaged date of advertisement in the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible office
Meter Conversion	R600 000.00	Advertised and Eskom engaged	Advertised and Eskom engaged	July 2017	Technical Services
Electrification – Counter Funding	R10 003 524.00	Contractor on site	Contractor on site	Contractor on site	Technical Services
Community Hall ward 2	R3 000 000.00	July 2017	July 2017	August 2017	Technical Services
Rural Road – MIG	R7 000 000.00	Advertised – Evaluation stage	Advertised – Evaluation stage	Advertised – Evaluation stage	Technical Services
Urban Road - MIG	R4 000 000.00	Advertised – Evaluation Stage	Advertised – Evaluation Stage	Advertised – Evaluation Stage	Technical Services
Child Care Facility Mobile Crèche	R600 000.00	Service provider appointed	Service provider appointed	Service provider appointed	Technical Services
Construction of Dannhauser Taxi Rank - MIG	R11 767 000.00	Advertised – Evaluation stage	Advertised – Evaluation stage	Advertised – Evaluation stage	Technical Services
Culverts	R300 000.00	January 2018	February 2018	March 2018	Technical Services
JoJo Tanks	R300 000.00	Service provider appointed	Service provider appointed	Service provider appointed	Technical Services
Disaster Management Shelters	R1 998 680.00	Service provide appointed	Service provide appointed	Service provide appointed	Technical Services



4.7.3.2.2 MIG – 2019/20-2020/21 Procurement Plan

Table 121: Capital Investment procurement plan – MIG FUNDED 2019/20 – 2020/21

Description of goods / services / Infrastructure project	Estimated value (including all applicable taxes)	Envisaged date of advertisement in the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible office
Mast Lights (ward 5, 10, 12 and 13)	R1 200 000.00	January 2020	February 2020	March 2020	Technical Services
Improvements of Community Halls (ward 3, 6, 8 and 12)	R1 000 000.00	September 2019	October 2019	November 2019	Technical Services
New Offices	R32 000 000.00	Contractor on site			Technical Services
Textile Incubator Infrastructure	R2 000 000.00	July 2019	August 2019	August 2019	Technical Services
Street Lights (ward 2)	R500 000.00	Contractor appointed	-	-	Technical Services
Parks (ward 2)	R900 000.00	September 2019	October 2019	December 2020	Technical Services
Provision of Infrastructure in Cemeteries (ward 11)	R1 000 000.00	October 2019	October 2019	November 2019	Technical Services
Electrification (ward 1, 2 and 10)	R3 800 000.00	Contractor on site	-	-	Technical Services
Rural Roads (ward 7)	R2 800 000.00	July 2019	August 2019	August 2019	Technical Services
Disaster Houses (ward 3, 6, 8, 11 and 13)	R2 000 000.00	Contractor site	-	-	Technical Services
Sport Combo (ward 5 and 11)	R7 000 000.00	August 2019	August 2019	September 2019	Technical Services
Mobile Creche (ward 5, 6 and 9)	R1 000 000.00	October 2019	November 2019	November 2019	Technical Services
Urban Roads	R9 400 000.00	Contractor on site	-	-	Technical Services
JoJo Tanks (ward 4 and 6)	R250 000.00	July 2019	August 2019	August 2019	Technical Services
Testing Grounds	R4 000 000.00	Contractor on site			Technical Services
Taxi Rank (ward 2)	R8 000 000.00	Contractor on site	-	-	Technical Services
Fencing of Sport Field (ward 9)	R300 000.00	January 2020	February 2020	February 2020	Technical Services



4.8 DANNHAUSER CAPITAL INVESTMENT PROCUREMENT PLAN – MUNICIPAL INFRASTRUCTURE GRANT FUNDED 2021/2022

Table 122: Capital Investment procurement plan – MIG FUNDED 2021/2022

Description of goods / services / Infrastructure project	Estimated value (including all applicable taxes)	Envisaged date of advertisement in the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible office	Implementation Period	Progress
Meter Conversion Ward 2	R700 000.00	August 2021	September 2021	November 2021	Technical Services	Q2	
Hall Planning, Design & Construction – Ward 13	R3 000 000.00	August 2021	September 2021	November 2021	Technical Services	Q2	
Industrial Road Link Designs – Ward 2	R2 000 000.00	July 2021	15 August 2021	October 2021	Technical Services	Q2	
New Offices – Ward 2	R8 000 000.00	-	-	-	Technical Services	Q1	Appointed - Delca
Community Hall (Counter Funding) - Ward 4	R2 000 000.00	-	-	-	Technical Services	Q1	
Electrification (Internal Funding) – Ward 1, Ward 4 & Ward 13	R8 000 000.00	-	-	-	Technical Services	Q1	Appointed - Veez Micro Enterprise
Disaster Houses – Ward 3, 5, 7, 8, & 12	R3 800 000.00	-	-	-	Technical Services	Q1	Maseko Hlongwa & Associates
Community Hall (Counter Funding) - Ward 5	R2 000 000.00	-	-	-	Technical Services	Q4	
Pilot Project - Water Harvesting (Ward 1, 3 & 6)	R2 000 000.00	July 2021	September 2021	November 2021	Technical Services	Q2	
Mobile Creche – Ward 10 & 11	R600 000.00	August 2021	September 2021	October 2021	Technical Services	Q3	
Child Care Facility – Ward 1	R2 500 000.00	July 2021	September 2021	October 2021	Technical Services	Q2	
Testing Ground (MIG) – Ward 2	R3 000 000.00	-	-	-	Technical Services	Q1	Appointed - MMK
Grand Stand (Ward 6, 10 & 11)	R800 000.00	August 2021	September 2021	October 2021	Technical Services	Q4	
Community Halls (MIG) - Ward 4 & 5	R6 000 000.00	-	-	-	Technical Services	Q1	
Mafusini – MIG	R5 000 000.00	July 2021	July 2021	September 2021	Technical Services	Q1	
Urban Roads – MIG	R7 145 000.00	July 2021	July 2021	September 2021	Technical Services	Q1	
Rural Roads Ward – MIG	R3 500 000.00	July 2021	August 2021	September 2021	Technical Services	Q2	



DANNHAUSER LOCAL MUNICIPALITY KZ 254

Description of goods / services / Infrastructure project	Estimated value (including all applicable taxes)	Envisaged date of advertisement in the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible office	Implementation Period	Progress
Mast Lights - (Ward 3, 5, 6, 7, 9, 10 & 12)	R1 400 000.00	August 2021	August 2021	October 2021	Technical Services	Q3	
Fencing Town Hall - Ward 2	R1 200 000.00	September 2021	September 2021	November 2021	Technical Services	Q3	
Upgrading of Landfill site	R600 000.00	June 2021	July 2021	August 2021	Community Services	Q1	
Municipal Vehicle	R500 000.00	July 2021	August 2021	September 2021	Community Services	Q1	
Covid-19	R500 000.00	July 2021	August 2021	September 2021	Community Services	Q1	



4.9 Dannhauser Capital Budget – 2019/2020 - 2022/2023

Table 123: CAPITAL BUDGET 2019/2020 - 2022/2023

DANNHAUSER MUNICIPALITY (KZ254) FINAL BUDGET & MTREF FOR 2020- 2022 CAPITAL BUDGET 2020/2021- 2022/2023						
DEPARTMENT & VOTE NO.	DESCRIPTION	ORIGINAL BUDGET 2019/2020	ADJUSTED BUDGET 2019/2020	FINAL BUDGET 2020/2021	PROJECTED BUDGET 2021/2022	PROJECTED BUDGET 2022/2023
Corporate Services	CORPORATE SERVICES					
	Equipment and Furniture	211,600	11,600	-	-	-
	Motor Vehicles (Qauntum)			500,000		
	TOTAL	211,600	11,600	500,000	-	-
Budget & Treasury	FINANCE					
	Equipment & Furniture	90,656	40,656	50,000	-	-
	Roller Door	50,000	50,000			
	TOTAL	140,656	90,656	50,000	-	-
Technical Services	TECHNICAL SERVICES			-		
	Bridge Design (Ward 2)			1,000,000	2,500,000	
	DBSA - ROADS (Ward 2,4,6,7 & 8)	1,200,000	12,000,000	24,750,000		
	Provision of Cemetery Infrastructure (Ward 4 & Ward 10)			500,000		
	Meter Conversion (Ward 2)			500,000		
	Mast Lights (Ward 6,7,9 ,10,11 & 13)			1,100,000		
	HALL PLANNING & DESIGN (Ward 13)			700,000		



DANNHAUSER LOCAL MUNICIPALITY KZ 254

	Fencing of Halls (Ward 6, 8 & 12)			2,000,000		
	Textile Incubator Infrastructure (Ward 2)			3,000,000		
	Industrial Road Link Designs (Ward 2)			500,000		
	New Offices (Ward 2)	32,000,000		15,000,000	12,000,000	10,000,000
	Community Hall (Ward 4)- MIG			2,533,000	5,897,114	6,215,558
	Storm Water (Ward 2 CBD)			900,000	1,264,800	1,333,099
	Electrification (Ward 1 Hlo SE 33, Ward 3 Heston 8, Ward 9 Clere 12)		7,800,000	9,000,000		
	Disaster Houses (Ward 5, 7, 9,10, 12 & 13)	2,000,000	2,000,000	3,300,000	5,270,000	5,554,580
	Community Hall (Ward 5) -MIG			2,533,000	5,897,114	6,215,558
	Rural Roads (Ward 3, 10 & 12)			7,500,000		
	Water Harvesting (Ward 1)			800,000		
	Rehabilitation of Naas Multipurpose Centre (Ward 8)			200,000		
	Mobile Creche (Ward 3 & Ward 5)	1,000,000	800,000	600,000		3,162,000
	Grand Stands (Hatt 3 & 6 Rutland)			800,000		
	Speed hump (Ward 2, Patak Street, Bhawani Street & Shreek Street)			300,000		
	Child Care Facility (Ward 1)			700,000		
	Testing Ground -MIG (Ward 2)	4,000,000	500,000	9,500,000		3,345,522
	Taxi Rank-MIG (Ward 2)	8,000,000	9,578,529	7,200,000		3,145,522
	Sport Combo (Ward 11)			1,400,000		
	Sport Combo (Ward 5)			1,200,000		
	TOTAL	48,200,000	32,678,529	97,516,000	32,829,028	38,971,839
Community & Social Services	Waste Services					
	Refuse Truck			1,500,000		
	Municipal Vehicle (CAR)			250,000		
	Skip Bins			100,000		



	Slashers			70,000		
	ACQUISITION OF LAND			425,000		
	Brish Cutters	50,000	50,000	100,000	52,700	55,546
	Troller Bins			50,000		
	Fire Engine - Powered Water Troler			700,000		
	TOTAL	50,000	50,000	3,195,000	52,700	55,546
Protection Services						
	Speed Machine			300,000		
	TOTAL	-	-	300,000	-	-
TOTAL CAPITAL BUDGET		48,602,256	32,830,785	101,561,000	32,881,728	39,027,385
Sources of Capital Revenue Budget						
-	Own Funds	R44,745,000.00				
-	Loan	R24,750,000.00				
	National Grants - MIG	R21,766,000.00				
	Donations from Mines	R8,800,000.00				
		R100,061,000.00				
Total Capital Receipts				-	-	-

4.9.1 DANNHAUSER URBAN - TARRED ROADS (ROADS REHABILITATION – MUNICIPAL INTERNAL FUNDING) - (UNBUDGETED)

The municipality faced a huge challenge of tarred roads that had not been maintained or upgraded for over thirty (30) years. This was mainly due to limited funds and a low MIG allocation over the years passed. The situation was made worse due to the fact that it previously had eleven (11) rural wards of which nine (9) are mainly rural and some in deep rural areas, these wards required infrastructure development as the greater population resided in these wards. By the financial year the urban wards had approximately 5 500 individuals residing in them and 97 000 individuals within the nine (9) rural wards.


The urban roads that had not been budgeted for belong to the municipality and are regarded as major access roads to the (primary node) residential areas, the CBD and the Industrial Area being developed. The roads also connect to the main R 621 (provincial road) which leads to the N.11 and towards Dundee. The urban residents are the major source of revenue for the municipality through rates and they are the draw card for investors.

In spite of the importance of the urban roads, the municipality tried since the financial year 2014/2015 tried to source funds to rehabilitate the roads but all efforts and attempts made were fruitless. Although strides have been made since 2017/2018 to secure grant funding to rehabilitate the roads, and as it is still work-in-progress, the following challenges listed caused the municipality to sacrifice some projects meant for rural wards to undertake rehabilitation of some and not all urban roads; the challenges are as follows;

- Investors who can setup commercial and retail businesses are not drawn to the municipality due to the current state of the tarred roads and also face a difficulty in identifying a residential place to reside based on the poor quality of infrastructure;
- Investors who can heavily invest in the Industrial Area occupancy due to its strategic positioning have also raised concerns about the state of the roads in both the CBD and residential areas where they would seek to reside or their employees reside based on proximity to business operations;
- Semi-urban municipal owned tarred roads and storm water systems have not been rehabilitated nor upgraded over that past 30 years;
- The tarred roads potholes can no longer be patched as the potholes grow larger in size due to the increasing volumetric flow of traffic;
- The municipality has no funds it can utilise to rehabilitate the roads;
- The residents are seeking to riot due to the state of the roads;
- The resident rate payers seek to stop paying rates if the roads are not rehabilitated;
- There have been reported incidences of private vehicles being damaged due to the potholes;
- Some vehicles have been involved in accidents due to the potholes and lack of visibility when the roads flood after heavy rainfalls / storms as a result of poor storm water systems;
- Public taxi transport operators no longer want to venture into semi-urban areas to pick up or drop off individuals who rely on public transport due to the potholes present;
- Buses no longer prefer to drive within residential areas including the central business district due to poor road infrastructure;
- Some of the school children from the semi-urban residential areas whose parents do not have vehicles face huge challenges during the rainy season as they have to walk long distances to obtain public transport; and
- Some of the elderly and the sick are also subjected to walking long distances to get public transport.

A total of R 18 million was reallocated from other projects in the financial year 2018/19 to rehabilitate the following tarred roads;

Image 8: Pictures Dannhauser Town & Hattingspruit Before & after Rehabilitation – 2018/19

BEFORE REHABILITATION	AFTER REHABILITATION	DANNHAUSER TOWN NAME OF TARRED ROAD WARD.2
		<u>ALBERT STREET.</u>
		CAISTER STREET
		LAKPATHI STREET
		<u>CHURCH STREET</u>
		<u>BHOWANI STREET.</u>
		PATAK STREET
		HARRY BHOWANI STREET
		JACARANDA STREET
		ACACIA STREET
		SPIES STREET

4.10 DANNHAUSER CAPITAL INVESTMENT PROJECTS – UNFUNDED (REQUIRING FUNDING)

4.10.1 Municipal Owned Residential Tarred Roads – Requiring Funding (Unfunded)

KEY OBJECTIVES

- ✓ To ensure that the roads are rehabilitated and or constructed in a manner that they address the needs of the community and investors.
- ✓ Ensuring that the needs of pedestrians, cyclists, public transport users are fulfilled.
- ✓ Ensuring that there is proactive maintenance and rehabilitation (crack sealing, resurfacing and road reconstruction) of road infrastructure.
- ✓ Reducing the risks of flooding through the strategic development and implementation of storm water drainage systems, conversion of open storm water drains, unblocking and cleaning of pipes and kerb inlets.
- ✓ Implementation of soil stabilisation, grading of roads, creating of access roads, putting of street names for demarcation purposes, erosion control of streets and storm water in informal and formal settlements.
- ✓ Ensuring that the rehabilitation or upgrading of bridges and dams is undertaken to meet the requirements of the community.

CHALLENGES FACED BY MUNICIPALITY DUE TO CURRENT ROADS

- ✓ Currently the grant allocation does not allow for internal tarred roads to be rehabilitated but caters for the gravel road constructions in various wards.
- ✓ Continuous patching of tarred roads due to potholes always appearing all year round.
- ✓ The foundations of the roads are not deep enough to cater for the long-life span of the roads and the increased traffic flow.
- ✓ High number of complaints brought forward by the residents and business owners;
- ✓ The Industrial Area currently under construction will be negatively impacted on as investors who seek to reside within close proximity will desire not to do so due to the state of the roads;
- ✓ The tourism sector is not flourishing due to lack of proper roads;
- ✓ High maintenance costs for roads as complaints are continuously brought forward by the community.
- ✓ The roads have caused accidents in some previous years and a loss of human and animal life.
- ✓ The roads are slippery during the rainy season and have damaged vehicles;
- ✓ The roads are no longer level due to high levels of erosion and the high level of friction and stress on the single layer tar, hence the pressure exerted on the roads is no longer equally distributed as it should be.
- ✓ Current businesses operating in Dannhauser are not generating high revenues as traffic tries to avoid the town due to the nature of its tarred roads.
- ✓ Investors preferring not to set-up business ventures due to the poor road network.
- ✓ Vehicles travelling on the R 621 prefer not to stop in Dannhauser town as the roads are causing damages to their vehicles.
- ✓ The vehicle testing center is being impacted on negatively

Total Cost of Rehabilitating All Urban Tarred Roads

Table 124: Estimated Cost of Dannhauser Urban Roads requiring Rehabilitation

	AREA OF FUNDING	WARD	NUMBER OF KMs	ESTIMATED AMOUNT (R)	SOURCE OF FUNDING	BUSINESS PLAN FOR FUNDING
1.	Dannhauser Town & Residential	2	9.656 km	R 28 968 000.00	National Gvt	Business Plan developed & submitted for funding
2.	Durnacoal	2	23.55 km	R 70 641 000.00	National Gvt	
3.	Hattingspruit	2	9.108 km	R 27 324 000.00	National Gvt	
	Grand Total Kilometres/Amount (Excl VAT)		42.314 km	R 126 933 000.00		(Various Stakeholders)

Image 9: IMAGES OF TARRED ROADS REQUIRING UPGRADES



4.10.2 Industrial Area Supporting Infrastructure – Requiring Funding (DTIC – FUNDING OBTAINED)

The municipality herein discloses that the DTIC has funded the development of support infrastructure for the Industrial Area. The following are important to note:

KEY IMPORTANCE OF INDUSTRIALISATION

IPAP endorses the initial National Industrial Policy Framework and embedded in the National Development Plan, which provides for the following;

- ✓ Facilitation and support for industrial diversification;
- ✓ The long-term intensification of the country's industrialisation process and movement towards a knowledge economy;
- ✓ The promotion of more labour-absorbing industrialisation with particular emphasis on tradable labour-intensive goods and services and economic linkages, including primary sectors.
- ✓ The promotion of broader-based industrialisation path characterised by deeper levels of participation in the mainstream industrial economy by historically disadvantaged individuals particularly women and the inclusion of historically marginalised regions.
- ✓ Contributing to industrial development in Africa with a strong emphasis on regional industrial integration and building regional productive capabilities.

KEY OPERATIONAL OBJECTIVES

- ✓ Providing / performing the utilities and services necessary for the activities carried out in the Industrial Area;
- ✓ Ensuring and guaranteeing non-discriminatorily the right to use on infrastructure and utilities, according to the contracts concluded with beneficiaries;
- ✓ Repairing, maintaining, modernizing and developing, accordingly the infrastructure and utilities within the Industrial Area;
- ✓ Ensuring the access to the Industrial Area area meant for common use;
- ✓ Administering Industrial Area spaces and buildings;
- ✓ Ensuring that the municipality manages its own as well as the attracted financial sources, in accordance with the strategy for operation and development of the Industrial Area;
- ✓ Enabling the selection of applications for admission of new businesses in the Industrial Area;
- ✓ Attracting investors for the development of productive activities and services;
- ✓ Develop operating strategy and Industrial Area development;
- ✓ Providing support for domestic and international partnership development;
- ✓ Enabling Business consulting, technology consulting;
- ✓ Ensuring the collaboration with governments, public local and central Administration authorities.

KEY STRATEGY FOR INDUSTRIAL AREA DEVELOPMENT

- Increasing the number of jobs;
- Increasing the amount of foreign direct investment;
- Creating and developing high technology industries;
- Developing activities that ensure the hiring of highly qualified staff;
- Increasing the capacity to meet the needs of the domestic market, to expand
- Exports and reduce imports of industrial products;

- Producing competitive goods and services for domestic and overseas
- Markets; conducting activities in accordance with the regional development objectives.

KEY MATTERS TO BE ADDRESSED DUE TO INDUSTRIAL AREA SUPPORT INFRASTRUCTURE IMPLEMENTATION

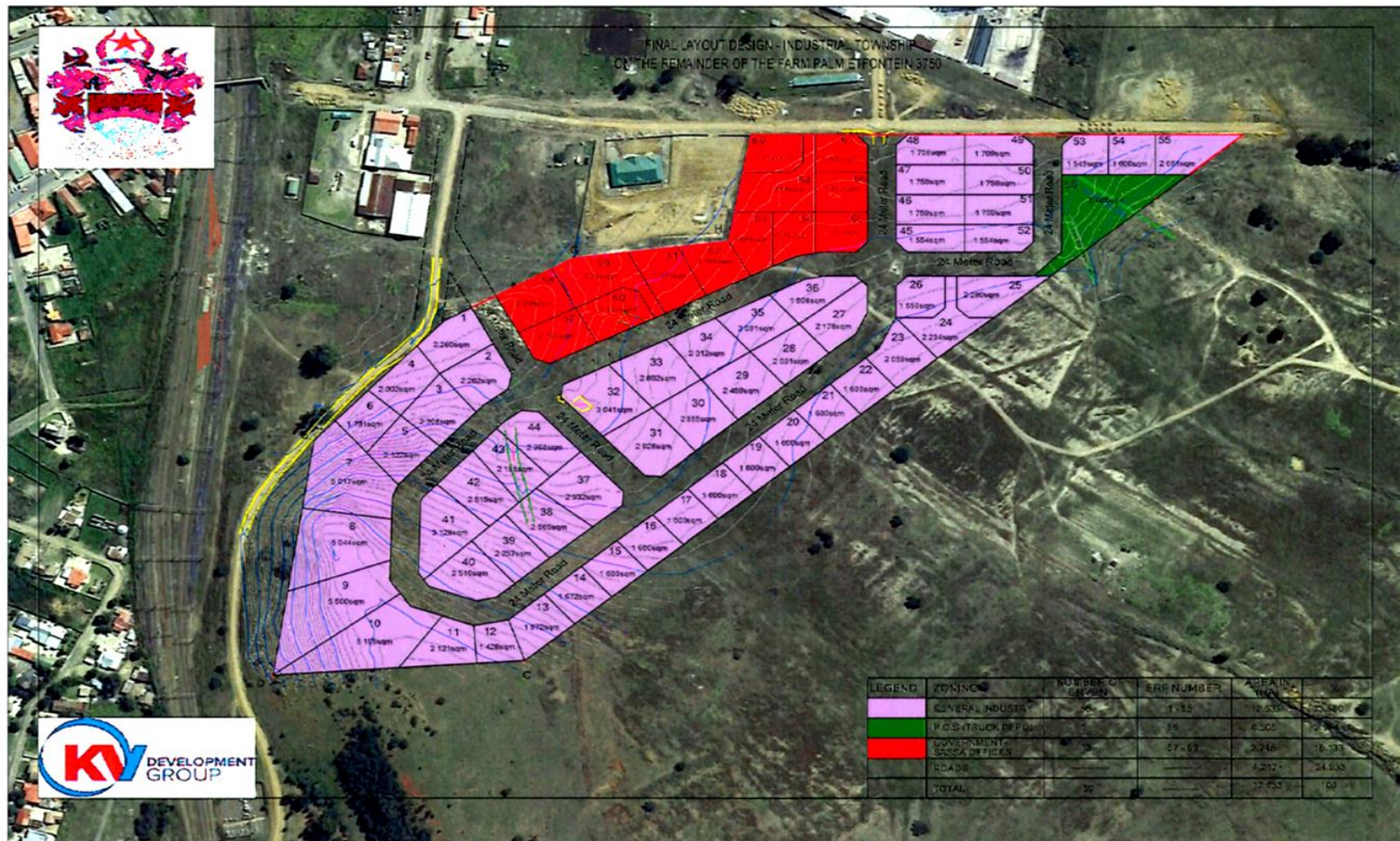
- ✓ Conversion of a footbridge into a vehicle accommodating bridge over the railway line, hence creating a shorter distance from R 621 towards Industrial Area;
- ✓ Need to construct tarred road from within Industrial Area to R 621 (provincial road) ease of accessibility (to be mainly used by over haul trucks with trailers);
- ✓ Lack of economic buildings;
- ✓ Lack of bulk water provision;
- ✓ Lack of proper sewage systems (currently relying on septic tanks);
- ✓ Lack of storm water systems;
- ✓ Lack of upgraded roads within Industrial Area;
- ✓ Lack of sidewalks; and
- ✓ Lack of street lights;

Table 125: Industrial Area supporting Infrastructure – Funding Required

	DESCRIPTION OF SUPPORT INFRASTRUCTURE REQUIRED	CURRENT STATUS ESTIMATED AMOUNT (R)	WARD	SOURCE OF FUNDING	BUSINESS PLAN FOR FUNDING
1	Tarred Roads – Within Industrial Area	Assessment to be completed before 30 January 2020	2	Economic Sector Gvt	Business Plan submitted for funding – funders requested a reassessment of support infrastructure costs (bills of quantities)
2	Sidewalks / Pavements	Assessment to be completed before 30 January 2020	2	Economic Sector Gvt	
3	Storm water systems	Assessment to be completed before 30 January 2020	2	Economic Sector Gvt	
4	Tarred road directly connecting Industrial Area to R621	Assessment to be completed before 30 January 2020	2	Economic Sector Gvt	
5	Street lights within Industrial Area	Assessment to be completed before 30 January 2020	2	Economic Sector Gvt	
6	Sewage waterborne system – replacing septic tank & providing service where there is none	Assessment to be completed before 30 January 2020	2	Economic Sector Gvt	
7	Bulk water reticulation system	Assessment to be completed before 30 January 2020	2	Economic Sector Gvt	



4.10.2.1 New Dannhauser Industrial Area Layout Plan



IMAGES

The images of the support infrastructure to be funded is provided as follows;

Image 10: Industrial Area Support Infrastructure Required by Dannhauser

IMAGE OF SUPPORT INFRASTRUCTURE CURRENTLY IN EXISTANCE IN INDUSTRIAL AREA (No Rehabilitation)	IMAGE OF SUPPORT INFRASTRUCTURE CURRENTLY REQUIRED IN INDUSTRIAL AREA (Rehabilitated)	COMMENTS
		<p><u>Funding is required to convert the steel metal rail overhead footbridge to a vehicle tarred road overhead rail bridge.</u> This will enable the connecting of the old existing CBD to the industrial site and will thus create an alternative vehicle route.</p>
		<p>Funding is required for the extension of the piece of <u>tarred road at the edge of the Industrial Area to the KwaMdakane / R621 intersection. it will be approximately 2.8km, it will require sidewalk paving and streetlights.</u> It will also serve as an alternative route for motorists leaving the CBD & Industrial Area to KwaMdakane, Dundee, Newcastle, etc.</p>
		<p>There are pockets of land that have not yet been developed with infrastructure to house businesses. <u>Township pegging has begun of sites with sizes ranging between 8 000 to 10 000 m². Funding is also required for internal tarred roads, storm water systems, water & sanitation connections together with streetlights.</u></p>
		<p><u>Funding required for the replacement of septic tanks within the industrial site with bulk reticulation liquid sanitation infrastructure.</u> This will enable SMMEs and investors not to have any inconveniences due to sanitation constraints</p>
		<p><u>Funding is required for the connection of a bulk water reticulation system to the light Industrial Area.</u> Currently there is the use of Jojo tanks, while some have alternative storage facilities for water. The upgrade will enhance investor confidence and will not constrain nor disrupt industrial processes.</p>

4.10.3 DANNHAUSER COMMUNITY PARK – INTERNALLY FUNDED ALTHOUGH THE BUDGET WAS NOT ADEQUATE

The municipality in 2018/2019 into 2019/2020 financial year spent approximately R 900 000.00 to develop the community park with child facilities to aid in addressing the needs of the community. Although one has been developed, five (5) more parks are required as reflected in point 4.10.3.1. The Park developed is aimed at preventing children from the surrounding households who have benefited from playing on the roads where there is now a high volume of traffic (public & private) and also to minimize the movement of children from disappearing from the vicinity of their houses.

The Park is part of the community priorities that were raised during the IDP roadshows. Although the municipality had all its budget fully committed in 2018/2019, the municipality managed to reprioritize some funds to develop a cost-effective park. Again, the municipality had to ensure that the structures built and implemented were safe, it also utilized the EPWP contractors from within the municipality under the supervision of a qualified park development specialist.

The Park still has a shortfall of the outside door gym equipment and some portions require concrete, proper seating facilities, additional trees for shade; ablution facilities; water supply; street lights and fencing.

The municipality cannot develop all remaining parks at once as it has to undertake some projects in rural wards, however it is engaging various sector funders to aid in funding the development of the remaining parks. The municipality is financially challenged but will strive to deliver all parks to the remaining wards.

Image 11 (Location: Dannhauser Town: Cnr North Street & Park Street)



4.10.3.1 Community Parks – Requiring Funding (Unfunded)

KEY OBJECTIVES

- ✓ To comply with Section.156 of the Constitution 108 of 1996, Schedule.5 Part.B (Provision of Municipal Parks & Recreational Facilities;

- ✓ To implement the Strategic Goals and Objectives of the KZN – Provincial Growth and Development Strategy – 2035;
- ✓ To align development with the Amajuba District Growth Plan – 2030;
- ✓ Enhance the use of open spaces that have potential for economic and social development;
- ✓ The development of highly regulated public spaces to reduce crime;
- ✓ To promote the health of individuals who cannot afford to pay for gym services;
- ✓ To promote the implementation of LUMS Strategic Goals and Objectives;
- ✓ To drive investment within the area of development;
- ✓ To provide for an entertainment space during holidays or weekends;
- ✓ To provide resting places for individuals undertaking different activities during the day;
- ✓ To promote cultural cohesion within the community.
- ✓ Promotion of Informal Traders: this will provide added business for small scale informal traders which will be regulated by the municipality's "Informal Trader's Policy";
- ✓ Promotion of Tuck Shops: Some residents nearby may feel the need to develop tuck shops which will sell various items such as bread, cool drinks, airtime, chips, etc;
- ✓ Increase Health of Those Living in Poverty: the outdoor gyms will provide access to community members who seek to uphold their health and who cannot afford to pay monthly fees to indoor gym service providers;
- ✓ Promotion of Arts & Culture: this will provide a place for arts & culture groups to meet and or perform, thus prompting economic spend within the jurisdiction; and
- ✓ Environmental Upkeep: the parks will enhance proper environmental management.

PROJECT BENEFICIARIES

There will be direct and indirect beneficiaries who will be recruited and skilled through the project. A minimum of 31 602 individuals will directly benefit with an additional 20 000 indirectly impacted on positively.

- ✓ The municipality will directly benefit from the investment;
- ✓ The local residents;
- ✓ The tourists both domestic & international;
- ✓ Business investors both current & prospecting;

Table 126: DANNHAUSER COMMUNITY PARKS ESTIMATED FUNDING REQUIRED

	AREA OF FUNDING	WARD	ESTIMATED AMOUNT (R)	SOURCE OF FUNDING	BUSINESS PLAN FOR FUNDING
1	(Alberts/Banks) Dannhauser Park.1	2	R 2 800 000.00	Provincial & National Gvt	Business Plan developed & submitted for funding (Various Stakeholders)
2	(Cnr North/Park) Dannhauser Park.2	2	R 4 900 000.00	Provincial & National Gvt	
3	(Main Road) Durnacoal Park	2	R 4 900 000.00	Provincial & National Gvt	
4	(Main Residential) Hattingspruit	3	R 4 500 000.00	Provincial & National Gvt	
5	(Kapolei Babane) KwaMdakane	5	R 5 000 000.00	Provincial & National Gvt	
6	(KwaMdakane)	7 / 11 / 12	R 5 500 000.00	Provincial & National Gvt	
	GRAND TOTAL (Excl VAT)		R 27 600 000.00		

IMAGES

Areas targeted by the municipality to develop community parks. Some will comprise of outdoor gym facilities while others will just be a social setting scene.

Image 12: DANNHAUSER AREAS EARMARKED FOR COMMUNITY PARKS DEVELOPMENT



SECTION.E

5. CAPTIAL PROJECTS WITH SECTOR DEPARTMENTS

ACRONYM

ADM	: AMAJUBA DISTRICT MUNICIPALITY
B	: BENEFICIARIES
DBE	: DEPARTMENT OF BASIC EDUCATION
DOE	: DEPARTMENT OF ENERGY
DOT	: DEPART OF TRANSPORT
F	: FUNDING
KPA	: KEY PERFORMANCE AREA
L	: LOCALITY
MIG	: MUNICIPAL INFRASTRUCTURE GRANT
NDH	: DANNHAUSER MUNICIPALITY
P	: PROJECT
RA	: RESPONSIBLE AUTHORITY
W	: WAR



Table 127: CAPITAL PROJECTS WITH SECTOR DEPARTMENTS

CAPITAL PROJECTS WITH SECTOR DEPARTMENTS						
W	P	K	L	B	F	RA
	WATER PROVISION AND RETICULATION, AND JOJO TANKS	BASIC SERVICE DELIVERY	CRANVALLEY, SKOBHAREEN AND GARDENS, NOMARNDIEN, ENKUNZI		MIG/FUNDING	AMAJUBA DISTRICT MUNICIPALITY
	ELECTRIFICATION	BASIC SERVICE DELIVERY	CRUNVAIL, GARDENS, NKUNZI AND STOTONI, NORMANDIEN, SUNSET		DOE/NDH MUNICIPALITY	DANNHAUSER MUNICIPALITY, DEPARTMENT OF ENERGY AND COGTA
	TARRING OF GRAVEL ROAD	BASIC SERVICE DELIVERY/LED	MAIN ROAD AT SKOBHAREEN/ GRAVEL ROAD FROM P39 TO N11		DOT	DEPARTMENT OF TRANSPORT
	TARRING OF D ROAD	BASIC SERVICE DELIVERY/LED	NORMANDIEN		DOT	DEPARTMENT OF TRANSPORT
	ACCESS ROAD	BASIC SERVICE DELIVERY	ZONDO FARM, LOWER AND UPPER CRUNVAIL/SUNSET/SKOBAREEN/M OSSDALE/STOONI		DOT/NDH MUNICIPALITY	DEPARTMENT OF TRANSPORT
	BRIDGES	BASIC SERVICE DELIVERY	LOWER AND UPPER CRUNVAIL/ENKUNZI/MANZIMNYAM A/MATHIMBANE		DOT/NDH MUNICIPALITY	DEPARTMENT OF TRANSPORT/AMAJUBA DISTRICT MUNICIPALITY AND DANNHAUSER MUNICIPALITY
	CHILD CARE FACILITIES	BASIC SERVICE DELIVERY	ALL AREAS IN WARD1		NDH MUNICIPALITY	DANNHAUSER MUNICIPALITY AND DEPARTMENT OF SOCIAL DEVELOPMENT
	COMMUNITY HALL	BASIC SERVICE DELIVERY	ENDALINI			
	CLINICS OR HEALTH FACILITIES	BASIC SERVICE DELIVERY	ALL AREAS IN THE WARD		DOH	DEPARTMENT OF HEALTH
	HIGH SCHOOL NORMANDIEN	BASIC SERVICE DELIVERY	NORMANDIEN AND SKOBHAREEN		DBE	DEPARTMENT OF BASIC EDUCATION AND PUBLIC WORKS
	POST OFFICE FACILITY	BASIC SERVICE DELIVERY	SKOBHAREEN NEXT TO MATHENJWA STORES		POST & TELECOMMUNICATION	DEPARTMENT OF TELECOMMUNICATION AND POST OFFICES
	SKILLS DEVELOPMENT PROGRAMMES	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	ALL AREAS FOR WARD1		MUNICIPALITY AND OTHER STAKEHOLDERS	DANNHAUSER MUNICIPALITY AND OTHER STAKEHOLDERS
	LAND REFORM PROGRAMME	ENVIRONMENTAL AND SPATIAL PLANNING	WARD1 FARMS			DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM
2	PHASE2 STREET LIGHTS	BASIC SERVICE DELIVERY	DANNHAUSER TOWN, DURNACOL AND EMAFUSINI			DANNHAUSER MUNICIPALITY
	REVAMP COMMUNITY FACILITIES (HALLS AND FACILITIES)	BASIC SERVICE DELIVERY	ALL AREAS OF WARD2			DANNHAUSER MUNICIPALITY



CAPITAL PROJECTS WITH SECTOR DEPARTMENTS						
W	P	K	L	B	F	RA
	RESUCITATE AND REVAMP OLD MUNICIPAL OFFICES	BASIC SERVICE DELIVERY	EMAFUSINI			DANNHAUSER MUNICIPALITY
	MAST LIGHTS PHASE2	BASIC SERVICE DELIVERY	ALL AREAS OF WARD2			DANNHAUSER MUNICIPALITY
	UPGRADE EXISTING PARK FACILITIES AND PROVISION OF PARKS IN DIFFERENT AREAS	BASIC SERVICE DELIVERY	ALL WARD2 AREAS			DANNHAUSER MUNICIPALITY
	ESTABLISHMENT OF DANNHAUSER MUSEUM	LOCAL ECONOMIC DEVELOPMENT	DANNHAUSER TOWN			DANNHAUSER MUNICIPALITY AND DEPARTMENT OF ARTS AND CULTURE
	RESUCITATE COOPERATIVE PROGRAMMES	LOCAL ECONOMIC DEVELOPMENT	WARD2			DANNHAUSER MUNICIPALITY/SMBD
	METER CONVERSION TO PREPAID	BASIC SERVICE DELIVERY	SOUTH PARK			DANNHAUSER MUNICIPALITY/ESKOM
	BRIDGE	BASIC SERVICE DELIVERY	NDOMBA			DANNHAUSER MUNICIPALITY
3	WATER	BASIC SERVICE DELIVERY	ALL AREAS OF WARD3			DANNHAUSER MUNICIPALITY
	RESUCICATING OF BOREHOLES	BASIC SERVICE DELIVERY	ALL WARD3 AREAS			DANNHAUSER MUNICIPALITY/ZINOJU/SHANDUKA /ADM
	WATER RETICULATION	BASIC SERVICE DELIVERY	RAMAPHOSA AND STRILJBANK			DANNHAUSER MUNICIPALITY/ADM/DWAFF
	MAINTENANCE OF ACCESS ROADS	BASIC SERVICE DELIVERY	ALL WARD3 AREAS			DANNHAUSER MUNICIPALITY/DOT/ADM
	DEVELOPMENT OF HATTINGSPRUIT DAMS FOR TOURISM ATTRACTION	LOCAL ECONOMIC DEVELOPMENT	HATTINGSPRUIT			DANNHAUSER MUNICIPALITY/EDTEA
	PROVISION AND MAINTENANCE OF PUBLIC FACILITIES	BASIC SERVICE DELIVERY	WARD3 AREAS			DANNHAUSER MUNICIPALITY
	PROVISION AND UPGRADE OF THE SPORTS FACILITIES	BASIC SERVICE DELIVERY	WARD3 AREAS			DANNHAUSER MUNICIPALITY
	FACILITATION PROVISION OF THE BASIC EDUCATION PROGRAMMES	BASIC SERVICE DELIVERY	HATTINGSPRUIT			DANNHAUSER MUNICIPALITY/DEPARTMENT OF EDUCATION
	COMMUNITY SKILLS DEVELOPMENT THROUGH SLP	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	HATTINGSPRUIT AND WARD3 AREAS			ZINOJU MINE



CAPITAL PROJECTS WITH SECTOR DEPARTMENTS						
W	P	K	L	B	F	RA
	JOB OPPORTUNITIES PROGRAMMES	LOCAL ECONOMIC DEVELOPMENT	WARD3 AREAS			DANNHAUSER MUNICIPALITY AND OTHER STAKEHOLDERS
	PARKS UPGRADE AND DEVELOPMENT	BASIC SERVICE DELIVERY	HATTINGSPRUIT			DANNHAUSER MUNICIPALITY AND DSR
	FACILITATION ACCESS TO FARMS OWNED BY THE MINES FOR LEASE	ENVIRONMENTAL AND SPATIAL MANAGEMENT	HATTINGSPRUIT			DRLD/SHANDUKA MINE
4	WATER AND BOREHOLES MANAGEMENT FOR ACCESSING WATER	BASIC SERVICE DELIVERY	WARD4 AREAS			DANNHAUSER MUNICIPALITY/ADM/DWS
	JOJO TANKS	BASIC SERVICE DELIVERY	WARD4 AREAS			DANNHAUSER MUNICIPALITY/DWS/ADM
	STAND PIPES PROVISION AND MAINTENANCE	BASIC SERVICE DELIVERY	WARD4 AREAS			DANNHAUSER MUNICIPALITY/DWS/ADM/ZINOJU
	INFILLS FOR ELECTRICITY	BASIC SERVICE DELIVERY	WARD4 AREAS			DANNHAUSER MUNICIPALITY/DEPARTMENT OF ENERGY/ESKOM
	MAST LIGHTS PROVISION	BASIC SERVICE DELIVERY	WARD4 AREAS			DANNHAUSER MUNICIPALITY/DEPARTMENT OF ENERGY/ESKOM
	HOUSING PROJECTS	BASIC SERVICE DELIVERY	WARD4 AREAS			DEPARTMENT OF HUMAN SETTLEMENTS
	ACCESS ROADS	BASIC SERVICE DELIVERY	WARD4 AREAS			DANNHAUSER MUNICIPALITY/DEPARTMENT OF TRANSPORT/ADM
	LED/POVERTY ALLEVIATION PROJECTS	LOCAL ECONOMIC DEVELOPMENT	WARD4 AREAS			DANNHAUSER MUNICIPALITY/MINE/DRLD/EDTEA
	YOUTH AND SPORTS PROGRAMMES	LOCAL ECONOMIC DEVELOPMENT	WARD4 AREAS			DANNHAUSER MUNICIPALITY/DEPARTMENT OF SPORTS AND RECREATIONS
	PROVISION OF COMBO SPORTS FACILITIES	BASIC SERVICE DELIVERY	WARD4 AREAS			DANNHAUSER MUNICIPALITY
	CHILD CARE FACILITIES PROVISION	BASIC SERVICE DELIVERY	WARD4 AREAS			DANNHAUSER MUNICIPALITY
	PROVISION AND MAINTENANCE OF ACCESS ROADS	BASIC SERVICE DELIVERY	WARD4 AREAS			DANNHAUSER MUNICIPALITY/DEPARTMENT OF TRANSPORT/ZINOJU MINE
	RENOVATION OF GULE BAKERY FACILITY	LOCAL ECONOMIC DEVELOPMENT	DORSERT			DANNHAUSER MUNICIPALITY/ZINOJU MINE
	COMPLETION P296 ROAD PROJECT	BASIC SERVICE DELIVERY/LOCAL	WILTS/DORSERT/TAYSIDE			DEPARTMENT OF TRANSPORT



CAPITAL PROJECTS WITH SECTOR DEPARTMENTS						
W	P	K	L	B	F	RA
		ECONOMIC DEVELOPMENT				
	SUPPORT PROGRAMME FOR DISABLE PEOPLE (WHEEL CHAIRS)	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	WARD4 AREAS			DANNHAUSER MUNICIPALITY/DEPARTMENT OF HEALTH
	FENCING AND MAINTENANCE CEMETERIES	BASIC SERVICE DELIVERY	WARD4 AREAS			DANNHAUSER MUNICIPALITY
5	WARD5 COMMUNITY HALL	BASIC SERVICE DELIVERY	MBABANE			DANNHAUSER MUNICIPALITY
	CHILD CARE FACILITIES	BASIC SERVICE DELIVERY	WARD5 AREAS			DANNHAUSER MUNICIPALITY
	SPORTS COMBO FACILITIES	BASIC SERVICE DELIVERY	WARD5 AREAS			DANNHAUSER MUNICIPALITY
	ACCESS ROADS	BASIC SERVICE DELIVERY	WARD5 AREAS			DANNHAUSER MUNICIPALITY/DEPARTMENT OF TRANSPORT
	TARRING OF ROAD FROM BANANA TO GROOTGELUK	BASIC SERVICE DELIVERY	MBABANE TO GROOTGELUK			DEPARTMENT OF TRANSPORT
	MAST LIGHTS	BASIC SERVICE DELIVERY	WARD5 AREAS			DANNHAUSER MUNICIPALITY
	INFILLS ELECTRICITY	BASIC SERVICE DELIVERY	WARD5 AREAS			DANNHAUSER MUNICIPALITY
	ZIBAMBELE INNOVATION PROJECTS	LOCAL ECONOMIC DEVELOPMENT	WARD5			DANNHAUSER MUNICIPALITY
6	INFILLS ELECTRICITY	BASIC SERVICE DELIVERY	WARD6 AREAS			DANNHAUSER MUNICIPALITY/DEPARTMENT OF ENERGY/ESKOM
	WATER AND JOJO TANKS PROVISION	BASIC SERVICE DELIVERY	WARD6 AREAS			DANNHAUSER MUNICIPALITY/ADM/DWS
	BOREHOLES REHABILITATION	BASIC SERVICE DELIVERY	WARD6 AREAS			ADM/DWS/DANNHAUSER MUNICIPALITY/ZINOJU MINE
	HOUSING PROJECTS	BASIC SERVICE DELIVERY	MILFORD AND FLINT			DEPARTMENT OF HUMAN SETTLEMENTS
	HOUSING FOR INTERVENTION PROVISION	BASIC SERVICE DELIVERY	WARD6 AREAS			DEPARTMENT OF HUMAN SETTLEMENTS AND DANNHAUSER MUNICIPALITY
	MAST LIGHTS PROVISION	BASIC SERVICE DELIVERY	WARD6 AREAS			DANNHAUSER MUNICIPALITY
	SPORT COMBO PROVISION AND UPGRADE	BASIC SERVICE DELIVERY	WARD6 AREAS			DANNHAUSER MUNICIPALITY



CAPITAL PROJECTS WITH SECTOR DEPARTMENTS						
W	P	K	L	B	F	RA
	FENCING OF CEMETERIES AND SUPPORT TOOLS	BASIC SERVICE DELIVERY	WARD6 AREAS			DANNHAUSER MUNICIPALITY
	SKILLS DEVELOPMENT PROGRAMME	BASIC SERVICE DELIVERY	WARD6 AREAS			DANNHAUSER MUNICIPALITY
	CHILD CARE FACILITIES	BASIC SERVICE DELIVERY	WARD6 AREAS			DANNHAUSER MUNICIPALITIES
	DISASTER HOUSING PROVISION	BASIC SERVICE DELIVERY	WARD6 AREAS			DANNHAUSER MUNICIPALITY/DEPARTMENT OF HUMAN SETTLEMENTS
	EDUCATION PROGRAMMES AND SKILLS DEVELOPMENT	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	WARD6 AREAS			DANNHAUSER MUNICIPALITY AND DEPARTMENT OF BASIC EDUCATION
	FIRST THIRTEEN PROJECT	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	WARD6 AREAS			DANNHAUSER MUNICIPALITY
	CHILD CARE FACILITIES	BASIC SERVICE DELIVERY	WARD6 AREAS			DANNHAUSER MUNICIPALITY
	PROGRAMME FOR DISABLE PEOPLE	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	WARD6 AREAS			DANNHAUSER MUNICIPALITY AND OFFICE OF THE PREMIER
	UPGRADE OF ACCESS ROAD	BASIC SERVICE DELIVERY	FROM RUTLAND TO KWA NTULI			DANNHAUSER MUNICIPALITY AND DEPARTMENT OF TRANSPORT
	ZIBAMBELE PROJECT	LOCAL ECONOMIC DEVELOPMENT	WARD6 AREAS			DANNHAUSER MUNICIPALITY
	PROVISION OF ROADS AND BRIDGES	BASIC SERVICE DELIVERY	WARD6 AREAS			DANNHAUSER MUNICIPALITY
7	PROVISION OF JOJO TANKS	BASIC SERVICE DELIVERY	WARD7 AREAS			DANNHAUSER MUNICIPALITY/ADM
	BOREHOLES REHABILITATION AND PROVISION	BASIC SERVICE DELIVERY	WARD7 AREAS			DANNHAUSER MUNICIPALITY/ADM/ZINOJU MINE
	ACCESS ROADS PROVISION AND MAINTENANCE	BASIC SERVICE DELIVERY	WARD7 AREAS			DANNHAUSER MUNICIPALITY/ZINOJU MINE
	SPORTS COMBO FACILITIES PROVISION AND MAINTENANCE	BASIC SERVICE DELIVERY	WARD7 AREAS			DANNHAUSER MUNICIPALITY/ZINOJU MINE
	DISASTER INTERVENTION PROGRAMME	BASIC SERVICE DELIVERY	WARD7 AREAS			DANNHAUSER MUNICIPALITY/ADM/DEPARTMENT OF HUMAN SETTLEMENT



CAPITAL PROJECTS WITH SECTOR DEPARTMENTS						
W	P	K	L	B	F	RA
	MAST LIGHTS PROVISION	BASIC SERVICE DELIVERY	WARD7 AREAS			DANNHAUSER MUNICIPALITY/ZINOJU MINE
	PENSION PAY POINT PROVISION	BASIC SERVICE DELIVERY	HILTOP			DANNHAUSER MUNICIPALITY/DEPARTMENT OF SOCIAL DEVELOPMENT
	ELECTRICITY INFILLS	BASIC SERVICE DELIVERY	WARD7 AREAS			DANNHAUSER MUNICIPALITY/DEPARTMENT OF ENERGY/ESKOM
	FACILITATION CHALLENGES ON THE LAND OWNERS FOR DEVELOPMENT PURPOSES	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	WARD7 AREAS			DANNHAUSER MUNICIPALITY/DRLD
	COMMUNITY HALLS	BASIC SERVICE DELIVERY	WARD7 AREAS			DANNHAUSER MUNICIPALITY
	FACILITATION OF CONFLICT BETWEEN LANDOWNERS AND TENANTS	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	WARD7 AREAS			DANNHAUSER MUNICIPALITY/DRLD
	CRIME PREVENTION PROGRAMME	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	SIGQOKWENI AND WARD7 AREAS			SAPS
	SATELITE POLICE STATION		WARD7			SAPS
8	ELECTRICITY INFILLS	BASIC SERVICE DELIVERY	NAAS FARM AND SKRAAM			DANNHAUSER MUNICIPALITY/DEPARTMENT OF ENERGY/ESKOM
	WATER PROVISION	BASIC SERVICE DELIVERY	NAAS FARM			DANNHAUSER MUNICIPALITY/DEPARTMENT OF WATER AND SANITATION/ADM
	BRIDGE LINK	BASIC SERVICE DELIVERY	SPRINGBONG AND NAAS FARM			DEPARTMENT OF TRANSPORT
	COMMUNITY HALL PROVISION	BASIC SERVICE DELIVERY	NAAS FARM			DANNHAUSER MUNICIPALITY
	COMMUNITY HALL UPGRADE	BASIC SERVICE DELIVERY	SPRINGBOK			DANNHAUSER MUNICIPALITY/ADM
	MAST LIGHT PROVISION	BASIC SERVICE DELIVERY	NAAS FARM			DANNHAUSER MUNICIPALITY
	ACCESS ROADS PROVISION	BASIC SERVICE DELIVERY	GREENOCK AND CLIFTON			DANNHAUSER MUNICIPALITY/DEPARTMENT OF TRANSPORT
	JOB OPPORTUNITIES (EPWP)	LOCAL ECONOMIC DEVELOPMENT	WARD8 AREAS			DANNHAUSER MUNICIPALITY



CAPITAL PROJECTS WITH SECTOR DEPARTMENTS						
W	P	K	L	B	F	RA
	PROVISION OF DISPOSED FURNITURE FOR COMMUNITY CENTER DONATED BY DEPARTMENT OF TRANSPORT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	SPRINGBOK			DANNHAUSER MUNICIPALITY
	SPORTS AND RECREATIONAL COMBO FACILITIES	BASIC SERVICE DELIVERY	WARD8 AREAS			DANNHAUSER MUNICIPALITY
9	UPGRADE AND FULL UTILIZATION OF THE UBUHLEBOMZINYATHI SKILLS CENTER FOR SKILLS DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	BUHLEBOMZINYATHI			DANNHAUSER MUNICIPALITY/OTHER STAKEHOLDERS
	CHILD CARE FACILITIES	BASIC SERVICE DELIVERY	WARD9 AREAS			DANNHAUSER MUNICIPALITY
	WATER RETICULATION	BASIC SERVICE DELIVERY	MAFAHLAWANE AND MAPOTO			AMAJUBA DISTRICT MUNICIPALITY
	ELECTRICITY INFILLS	BASIC SERVICE DELIVERY	FLATHELA/CLERE/GROOTGELUK/KO PARASI/GOGO MATHE/PHILIP			DANNHAUSER MUNICIPALITY/ESKOM/DEPARTMENT OF ENERGY
	MAST LIGHTS	BASIC SERVICE DELIVERY	MAPOTO/MAFAHLAWANE/GROOTGELUK/KPARASI/			DANNHAUSER MUNICIPALITY
	TARRING OF GRAVEL FROM KOPARASI TO KILKEEL AND MARTA	BASIC SERVICE DELIVERY	KOPARASI TO KILKEEL/MARTA			DOT
	ACCESS ROADS IN DIFFERENT AREAS OF WARD8	BASIC SERVICE DELIVERY	DIFFERENT AREAS OF WARD9			DANNHAUSER MUNICIPALITY/ADM/DOT
	SPORTS COMBO FACILITY	BASIC SERVICE DELIVERY	MAFAHLAWANE			DANNHAUSER MUNICIPALITY/DSR
	SUPPORTING SPECIAL PROGRAMMES	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	WARD9 AREAS			DANNHAUSER MUNICIPALITY/DSD
	PARKS AND RECREATIONAL FACILITIES	BASIC SERVICE DELIVERY	WARD9 AREAS			DANNHAUSER MUNICIPALITY
	JO-JO TANKS AND EXTENSION OF RETICULATION	BASIC SERVICE DELIVERY	CLERE/NKANINI AND OTHER AREAS			AMAJUBA DISTRICT MUNICIPALITY
	RESUCITATION OF CHICKEN HOUSES	LOCAL ECONOMIC DEVELOPMENT	WARD9 AREAS			DANNHAUSER MUNICIPALITY
	FISHING PROJECT NEAR UMZINYATHI RIVER	LOCAL ECONOMIC DEVELOPMENT	CLERE			DANNHAUSER MUNICIPALITY/DFP
	FACILITY SPACE FOR HOLDING OSS ACTIVITIES	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	WARD9 AREAS			DANNHAUSER MUNICIPALITY



CAPITAL PROJECTS WITH SECTOR DEPARTMENTS						
W	P	K	L	B	F	RA
	FACILITATION WITH AGRICULTURE FOR PLOUGHING TOOLS	LOCAL ECONOMIC DEVELOPMENT	MAFAHLAWANE AND ALL WARD9 AREAS			DANNHAUSER MUNICIPALITY/AGRICULTURE
	SHOPPING COMPLEX STORE	LOCAL ECONOMIC DEVELOPMENT	MAFAHLAWANE			DANNHAUSER MUNICIPALITY AND OTHER STAKEHOLDERS
	SATELITE POLICE STATION FOR CRIME PREVENTION	BASIC SERVICE DELIVERY	WARD9 AREAS			SAPS
	IMPLEMENTING CONTROL ON THE MINERAL RESOURCES IN THE WARD	BASIC SERVICE DELIVERY	WARD9 AREAS			DEPARTMENT OF MINERAL RESOURCES/NDH MUNICIPALITY
	IMPLEMENTATION OF DISASTER MANAGEMENT	BASIC SERVICE DELIVERY	WARD9 AREAS			DANNHAUSER MUNICIPALITY/ADM
	HUMAN SETTLEMENTS PROGRAMMES	BASIC SERVICE DELIVERY	WARD9 AREAS			DEPARTMENT OF HUMAN SETTLEMENTS
10	COMMUNITY HALL	BASIC SERVICE DELIVERY	NTENDEKA			DANNHAUSER MUNICIPALITY
	CLINIC	BASIC SERVICE DELIVERY	NTENDEKA			DEPARTMENT OF HEALTH
	HOUSING PROJECT	BASIC SERVICE DELIVERY	EASTBOURNE FARM			DEPARTMENT OF HUMAN SETTLEMENTS
	TARRING OF EASTBOURNE FARM ROAD	BASIC SERVICE DELIVERY	EASTBOURNE FARM			DEPARTMENT OF TRANSPORT
	ELECTRIFICATION OF HOUSEHOLDS	BASIC SERVICE DELIVERY	ESIDAKENI			DANNHAUSER MUNICIPALITY/ESKOM/DEPARTMENT OF ENERGY
	8-JO-JO TANKS	BASIC SERVICE DELIVERY	DIFFERENT AREAS OF WARD10			DANNHAUSER MUNICIPALITY/ADM
	ELECTRICITY INFILLS	BASIC SERVICE DELIVERY	WARD10 AREAS			DANNHAUSER MUNICIPALITY/ESKOM/DOE
	MAINTENANCE OF EXISTING ACCESS ROADS	BASIC SERVICE DELIVERY	WARD10 AREAS			DANNHAUSER MUNICIPALITY/DOT
11	SWITCH ON OF ELECTRICITY TO ELECTRIFIED HOUSEHOLDS	BASIC SERVICE DELIVERY	WARD11 AREAS			DANNHAUSER MUNICIPALITY/ESKOM
	WATER PROVISION	BASIC SERVICE DELIVERY	EMFUNDWENI NEXT TO AERIAL			ADM
	IMPLEMENTATION OF DISASTER MANAGEMENT TO AFFECTED BENEFICIARIES	BASIC SERVICE DELIVERY	WARD11 AREAS			ADM/NDH MUNICIPALITY
	COMMUNITY HALL	BASIC SERVICE DELIVERY	WARD11 AREA			DANNHAUSER MUNICIPALITY



CAPITAL PROJECTS WITH SECTOR DEPARTMENTS						
W	P	K	L	B	F	RA
	CHILD CARE FACILITIES	BASIC SERVICE DELIVERY	WARD11 AREAS			DANNHAUSER MUNICIPALITY
	SCHOLAR PATROL PROGRAMME	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	MAIN ROADS FROM KWA MDAKANE PASSING KILKEEL/EMFUNDWENI TO FAIRBREEZE			DOT
	MAST LIGHTS	BASIC SERVICE DELIVERY	KWASIDINDI AND KILKEEL			DANNHAUSER MUNICIPALITY
	IN-DRIVE BRIDGES CONNECTING TO SCHOOLS (PHUNGUPHUNGU AND SIZIMELE)	BASIC SERVICE DELIVERY	NELLYVALLEY			DANNHAUSER MUNICIPALITY/DOT
	PENSION PAYPOINT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	KILKEEL			DSD/DANNHAUSER MUNICIPALITY
	YOUTH PROJECT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	WARD11			DANNHAUSER MUNICIPALITY/ADM
	MINI SPORTS COMPLEX (OLD NELLY VALLEY)	BASIC SERVICE DELIVERY	NELLY VALLEY			DANNHAUSER MUNICIPALITY/DSR
12	WATER PROVISION	BASIC SERVICE DELIVERY	WARD12 AREAS			ADM/DANNHAUSER MUNICIPALITY/DWS
	BRIDGES	BASIC SERVICE DELIVERY	WARD12 AREAS			DANNHAUSER MUNICIPALITY/DEPARTMENT OF TRANSPORT
	AGRICULTURAL REVITALIZATION PROGRAMME	LOCAL ECONOMIC DEVELOPMENT	WARD12 AREAS			DANNHAUSER MUNICIPALITY/DRLD
	CRIME PREVENTION PROGRAMME	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	WARD12 AREAS			SAPS
13	ELECTRIFICATION PROJECT	BASIC SERVICE DELIVERY	FAIRBREEZE/MOY/COOPER/MBHOS HONGWENI			DANNHAUSER MUNICIPALITY/ESKOM
	MAST LIGHTS	BASIC SERVICE DELIVERY	EMFUNDWENI/COOPER/FAIRBREEZE			DANNHAUSER MUNICIPALITY
	ACCESS ROADS	BASIC SERVICE DELIVERY	EMFUNDWENI/FAIRBREEZE/MOY/COOPER/			DANNHAUSER MUNICIPALITY/ESKOM
	BUILDING OLD EMFUNDWENI SPORTS FIELD	BASIC SERVICE DELIVERY	EMFUNDWENI			DANNHAUSER MUNICIPALITY/DSR
	OLD AGE CENTER	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	WARD13			DSD



CAPITAL PROJECTS WITH SECTOR DEPARTMENTS						
W	P	K	L	B	F	RA
	YOUTH CENTER	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	WARD13			DANNHAUSER MUNICIPALITY/DSD
	CHILD CARE FACILITY	BASIC SERVICE DELIVERY	MOY/COOPER			DANNHAUSER MUNICIPALITY
	FIGHTING CRIME PROGRAMME	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	WARD13			SAPS
	UPGRADE OF EMFUNDWENI CLINIC TO 24HRS	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	EMFUNDWENI			DEPARTMENT OF HEALTH
	COOPERATIVES AGRICULTURE	LOCAL ECONOMIC DEVELOPMENT	FAIRBREEZE			DANNHAUSER MUNICIPALITY/EDTEA/DRLD
	JO-JO TANKS	BASIC SERVICE DELIVERY	PEACH HILL			DANNHAUSER MUNICIPALITY
	BRIDGE NOT COMPLETED	BASIC SERVICE DELIVERY	DIPHINI			DOT/DANNHAUSER MUNICIPALITY
	SCHOOLS	BASIC SERVICE DELIVERY	WARD13 AREAS			DEPARTMENT OF BASIC EDUCATION
	RESUCITATION OF EMFUNDWENI SPORTS GROUND	BASIC SERVICE DELIVERY	EMFUNDWENI			DSR/DANNHAUSER MUNICIPALITY
MUNICIPAL PROJECTS						
	MUNICIPAL PROJECT	KEY PERFORMANCE AREA	LOCALITY	BEBEFICIARIES	FUNDING	RESPONSIBLE AUTHORITY
	PHASE4 EXTENSION OF THE TOWN	BASIC SERVICE DELIVERY/LOCAL ECONOMIC DEVELOPMENT	TOWN			DANNHAUSER MUNICIPALITY/COGTA
	PHASE2 OF THE TRAFFIC CENTER	BASIC SERVICE DELIVERY	TOWN			DANNHAUSER MUNICIPALITY/COGTA/DOT
	ANIMAL POUND INFRASTRUCTURE PHASE2	BASIC SERVICE DELIVERY	TOWN			DANNHAUSER MUNICIPALITY
	FACILITATION ON THE PROVISION OF THE HATTINGSPRUIT INDUSTRIAL AREA WITH ROAD NETWORKS/STORM DRAINAGE/SERVICES	BASIC SERVICE DELIVERY	HATTINGSPRUIT INDUSTRIAL AREA			DANNHAUSER MUNICIPALITY/COGTA



CAPITAL PROJECTS WITH SECTOR DEPARTMENTS						
W	P	K	L	B	F	RA
	MUNICIPAL ZIBAMBELE (EPWP)	LOCALECONOMIC DEVELOPMENT	MUNICIPAL AREA			DANNHAUSER MUNICIPALITY/PUBLIC WORKS
	PLACEMENT PROGRAMME	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	MUNICIPAL AREA			DANNHAUSER MUNICIPALITY/PRIVATE SECTOR
	SPLUMA COMPLIANCE AND IMPLEMENTATION	ENVIRONMENTAL AND SPATIAL MANAGEMENT	MUNICIPAL AREA			DANNHAUSER MUNICIPALITY/COGTA/DRLD
	FIRST THIRTEEN TERTIARY AID PROGRAMME	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	MUNICIPAL AREA			DANNHAUSER MUNICIPALITY
	RURAL DEVELOPMENT IMPLEMENTATION PROGRAMME	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL AREA			DANNHAUSER MUNICIPALITY/DRLD/EDTEA/COGTA
	SMME'S SUPPORT PROGRAMME	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL AREA			DANNHAUSER MUNICIPALITY/EDTEA/ADM
	HIV/AIDS SUPPORT PROGRAMME	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	MUNICIPAL AREA			DANNHAUSER MUNICIPALITY/DEPARTMENT OF HEALTH
	SPECIAL PROGRAMMES IMPLEMENTATION	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	MUNICIPAL AREA			DANNHAUSER MUNICIPALITY/OTHER STAKEHOLDERS
	IMPLEMENTATION OF LAND RELATED MATTER	ENVIRONMENTAL AND SPATIAL MANAGEMENT	MUNICIPAL AREA			DANNHAUSER MUNICIPALITY/COGTA/DRLD
	REHABILITATION AND UPGRADE OF URBAN ROADS AND STORM DRAINAGE SYSTEMS IN THE URBAN NODES	BASIC SERVICE DELIVERY	DANNHAUSER TOWN/HATTINGSBURG/DURNACOL			DANNHAUSER MUNICIPALITY/COGTA
	FACILITATION ON THE PROVISION OF BULK SERVICES INFRASTRUCTURE TO PLANNED HOUSING PROJECTS	BASIC SERVICE DELIVERY	ALL PLANNED HOUSING PROJECTS			ADM/DOH/DANNHAUSER MUNICIPALITY/DWS/COGTA
	IMPLEMENTATION OF THE LED PROJECTS	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL AREA			DANNHAUSER MUNICIPALITY/EDTEA/MINES/DRLD/COGTA
	IMPLEMENTATION OF THE SLP BY THE MINES	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL AREA			DIFFERENT MINING COMPANIES



SECTION.F

6. CURRENT SECTOR DEPARTMENT PROJECTS IN DANNHAUSER

PROJECTS TO BE IMPLEMENTED BY SECTOR DEPARTMENT WITHIN THE LOCAL OF DANNHAUSER FOR 2021/2022 FINANCIAL YEAR

Table 128: PROJECTS IMPLEMENTED BY DEPARTMENT OF EDUCATION

No	EMIS NUMBE R	PROJECT NAME	Ward Numb er	SCOPE OF WORKS	SUB PROGRAMME	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000
217	5001104 45	BLACKBANK PRIMARY SCHOOL	8	UPGRADING OF EXISTING SCHOOL INFRASTRUCTUR E TO MEET THE DBE NORMS AND STANDARDS	UPGRADES AND ADDITIONS	R 18,488.209	R 148.250
300	5001141 45	CACA PRIMARY SCHOOL	7	UPGRADING OF EXISTING SCHOOL INFRASTRUCTUR E TO MEET THE DBE NORMS AND STANDARDS	UPGRADES AND ADDITIONS	R 31,248.166	R 148.250
445	5001223 96	DNC COMBINED SCHOOL	2	6 STANDARD CLASSROOM, 2 GRADE R,5 MULTIPURPOSE CLASSROOMS	UPGRADES AND ADDITIONS	R 33,677.018	R 178.875



				INCLUDING LABORATORIES AND SPECIALIST ROOMS, 1 MEDIA CENTRE, 1 COMPUTER ROOM(S), 7 OFFICE(S), 8 STOREROOM(S), 1 SNP KITCHEN/TUCKS HOP, 5 GIRLS' TOILET SEATS, 2 DISABLED TOILETS,			
206 3	5001950 27	MALAMBULE SECONDARY SCHOOL	6	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	R 4,047.363	R 1,000.000
209 7	5001916 60	MANDLAMASHA INTERMEDIATE SCHOOL	1	1 X ECD, 4 TOILETS AND 1 JUNGLE GYM	EARLY CHILDHOOD DEVELOPMENT	R 5,060.000	R 667.000
283 0	5002224 07	MZIWETHU HIGH SCHOOL	5	STORM DAMAGED PHASE 19	STORM DAMAGE	R 4,025.000	R 805.000
356 1	5003377 36	PHUZUKUBONA SECONDARY SCHOOL	10	STORM DAMAGED PHASE 19	STORM DAMAGE	R 4,025.000	R 805.000
390 9	5002659 93	SIMANGANYAWO PRIMARY SCHOOL	9	STORM DAMAGED PHASE 19	STORM DAMAGE	R 4,025.000	R 805.000
444 4	5004401 15	UMZILA PRIMARY SCHOOL	8	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	R 5,000.000	R -



469 1	5003010 32	ZIZUZELE PRIMARY SCHOOL	10	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	R 2,658.247	R 1,085.000
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PROJECTS TO BE IMPLEMENTED BY DEP OF TRANSPORT

Table 129: Projects To be Implemented by Department of Transport

Project No.	Project name	Activity	Start Km	End Km	19/20 Budget
3351- Mbabane River Pedestrian Bridge (Sandmines)	3351- Mbabane River Pedestrian Bridge (Sandmines)	NEW PEDESTRIAN BRIDGES	N/A	N/A	5,500,000
3351- Mbabane River Pedestrian Bridge (Sandmines)	3351- Mbabane River Pedestrian Bridge (Sandmines)	NEW PEDESTRIAN BRIDGES	N/A	N/A	600,000
3398 - MBANE PEDESTRIAN BRIDGE	3398 - MBANE PEDESTRIAN BRIDGE	NEW PEDESTRIAN BRIDGES	N/A	N/A	8,000,000
3398 - MBANE PEDESTRIAN BRIDGE	3398 - MBANE PEDESTRIAN BRIDGE	NEW PEDESTRIAN BRIDGES	N/A	N/A	325,000
3399 Ystermynspruit pedestrian bridge	3399 Ystermynspruit pedestrian bridge	NEW PEDESTRIAN BRIDGES	N/A	N/A	2,000,000
Buffels River Bridge (Jiyane)	Buffels River Bridge (Jiyane)	NEW BRIDGES	31.82	36.82	500,000
Buffels River Bridge (Jiyane)	Professional fees	NEW BRIDGES	31.82	36.82	50,000
D181	<u>D181</u>	UPGRADING ROADS	0	3.77	10,000,000
D181	Professional fees	UPGRADING ROADS	0	3.77	6,200,000
D280	<u>D280</u>	UPGRADING ROADS	0	6.2	5,000,000
D280	Professional fees	UPGRADING ROADS	0	11.61	2,500,000
L1364	<u>L1364</u>	UPGRADING ROADS	0	5	0
L1364	L1364	UPGRADING ROADS	0	5	50,000
P296	<u>Upgrading of P296</u>	UPGRADING ROADS	31.82	36.82	15,000,000
P296	Upgrading of P296	UPGRADING ROADS	31.82	36.82	5,000,000
TOTAL AMOUNT=	60,725,000				



Table 130: PROJECTS IMPLEMENTED BY DEPARTMENT HUMAN SETTLEMENT

Project Name	Project Description	Implementing Agent	Allocated Budget	Duration of Project/Programme	Financial Year to be implemented	No of Jobs to be created
uBuhlebomzinyathi	Rural	Ntokozweni	R15,875,000.00	36 months	2021-21	50
Dannhauser	IRDP	Stedone Developments	R23,439,930.00	24 months	2021-21	70
			R 39,314,930.00			

PROJECT IMPLEMENTED AS FROM 2018/19 TO 2021/22

Table 131: Projects Implemented From 2018/19 To 2021/22

SDBIP Ref	IDP Ref	Strategic Objective	Measurable Outputs	Unit of Performance Measurement	Frequency / Timeline	Institutional / Ward	Annual			5 YEAR TARGET							Financial Performance			Source of Funding	Responsible Sect/Dep	
										Year 1 2018/19	Year 2 2019/20	Year 3 2020/20	Year 4 2021/22	Year 5 2022/22		Annual Target	Annual Actual	Vote Numbers	Annual Budget			Quarterly Expenditure
							Demand	Baseline	Backlog	Actual												
KPA 1: Municipal Transformation and Institutional Development (Weighting = 10%)																						
Outcome 9 Indicator : Output6 - Improving Municipal Financial and Administrative Capacity & Output 1: Implement a differentiated approach to municipal financing, planning and support																						
OMM 1	3.3.2.1	To keep the Municipal Workforce well informed	Management committee meetings conducted	No. of meetings	Quarterly	Institutional	12	12	0							12					Equitable Share	Municipal Manager
OMM 2	3.3.2.1		Staff Meetings conducted	No. of meetings	Quarterly	Institutional	4	4	0							4					Equitable Share	Municipal Manager
OMM 3	-	To transform the Dannhauser into a performance driven Municipality	Strategic Planning Meetings conducted	No. of meetings	Quarter 3 & 4	Institutional	2	2	0							2					Equitable Share	Municipal Manager
OMM 4	3.5.4.5		Social Development Activities Plan developed and adopted by ExCo	Date adopted	Quarter 1	Institutional	Yes	New	No							by 30 June 2019					Equitable Share	Municipal Manager
FIN1	7	To transform the Dannhauser into a performance driven Municipality	Outsourced services effectively managed	Monitoring and evaluation of Service Level Agreement as per appointed Contractors and Service providers	Quarterly	Institutional	New	New	0							Annual Report					Equitable Share	Manager Corporate Services
CORP 1	7	To transform the Dannhauser	Outsourced services effectively managed	Develop and signing of Service Level Agreement	Quarterly	Institutional	New	New	0							Annual Report					Equitable Share	Manager Corporate Services



		r into a performan ce driven Municipalit y		as per appointed Contractors and Service providers																	
CORP 2	3.3.1.1	To provide skills developme nt programm es for Staff, Councillors	Workplace Skills Plan (WSP) in line with the Employment Equity Plan (EEP) approved	Date of approval of WSP in line with EEP	Quarter 4	Institutio nal	Yes	No								#####			Equitable Share	Manager Corporat e Service	
CORP 3	3.3.2.1		Municipality's Budget actually spent on Workplace Skills Plan	% Spent = (actual amount spent on WSP / budgeted amount for WSP)*100	Annually	Institutio nal	100%	0%	0%							-	100%		Equitable Share	Manager Corporat e Service	
CORP 4	3.3.3.2		Human Resource Development Strategy compliance	Date of approval of the Human Resource Developmen t Strategy	Quarter1	Institutio nal	Yes	Draft Strategy	No								#####			Equitable Share	Manager Corporat e Service
CORP 5	3.3.2.1		Skilled workforce (Employees & Councillors)	Number of Employees and Councillors Trained	Quarterl y	Institutio nal	Yes	26 employe es & 18 Cllrs	No								Annual Progress report on the Staff and Councillors trained		R 898 672.00	Equitable Share	Manager Corporat e Service
CORP 6	3.3.1.1	To ensure that employe ment equity targets are met	Updated EE Plan	Date submitted	Quarter 2	Institutio nal	#####	##### #	0							by 31 Oct 2018		Professio nal Services	##### #	Equitable Share	Manager Corporat e Service
CORP 7	3.3.2	To implement a refined organisatio nal structure	Council Adopted Organisational Structure	Date of adoption	Quarter 1	Institutio nal	Yes	Yes, 30 May 2017	No							by 30 June 2019		-	-	Equitable Share	Municipal Manager
CORP 8	3.3.4	To implement a refined organisatio nal structure	Recruitment for critical posts completed	No. of critical posts filled	Quarterl y	Institutio nal	22	5	0							22 posts filled				Equitable Share	Manager Corporat e Service
CORP 9	3.3	To ensure effective record managemen t System	Develop and implementatio n of Records Management System	Progress reports	Quarterl y	Institutio nal	Yes	None	Yes since 2014							Approved Record Managemen t System and Implementat ion Reports				Equitable Share	Manager Corporat e Service
CORP 10	3.3		Finalising approval of the Record Management Policy by Council	Date adopted	Quarter 2	Institutio nal	Yes	Draft Policy	Yes								#####				Equitable Share
CORP 11	3.6	To transform the Dannhause r into a performan	Monitoring and execution of Council, Portfolio and EXCO resolutions	No. of Status quo Reports	Quarterl y	Institutio nal	4	new	none							4		-	-	Equitable Share	Manager Corporat e Service



CORP 12	3.3.3.2	ce driven Municipality	Implementatio n of job evaluations	No. of progress reports	Quarterly	Institutional	-	new	-							4		#####		Equitable Share	Manager Corporate Services	
TECH1	7	To transform the Dannhauser into a performance driven Municipality	Outsourced services effectively managed	Monitoring and evaluation of Service Level Agreement as per appointed Contractors and Service providers	Quarterly	Institutional	New	New	0							Annual Report	-	-		Equitable Share	Manager Technical Services	
KPA 2: Basic Service Delivery (Weighting = 5%)																						
Outcome 9 Indicator : Output 2 - Improving Access to Basic Services																						
OMM 5	5.2.5	To improve expenditure control	Grant projects' performance monitoring and evaluation reports submitted to relevant stakeholders	Turnaround time (M&E reports signed 7 day of each month and submitted accordingly)	Monthly	Institutional	Yes	New	No							signed within 7 days monthly and submitted accordingly		-	-		Equitable Share	Chief Financial Officer
TECH2	3.4.5	To facilitate the construction of new offices	Building of New Offices	% implementation of project = (work performed/total scope of work as per business plan)*100	Quarterly	2	-	New	-							The project commenced		R 3000 000.00		Equitable Share	Manager Technical Services	
TECH3	3.4.7 & 4.7	To facilitate the provision housing in line with the national and provincial norms and standards	Phase 1 of Buhlebomzinyathi Housing Project: Implementation	No. of the houses built	Quarter 4	9, 10	90	New	0							90 houses built		Human Settlement		Department of Human Settlements	Manager Technical Services	
TECH4	3.4.7 & 4.7	To facilitate the provision housing in line with the national and provincial norms and standards	Phase 2 & 3 of Buhlebomzinyathi Housing Project: Planning & Data Collected	% implementation of project = (work performed/total scope of work as per business plan)*100	Ongoing	9, 10	Approval of Stage 2 by 30 June 2020	Stage 1 completed	-							Approval of Stage 2 by 30 June 2020		Human Settlement	-	Department of Human Settlements	Manager Technical Services	
TECH5	3.4.7	To facilitate the provision housing in line with the national and provincial norms and standards	Dannhauser Housing Project Submission of stage 2 application for approval	% implementation of project = (work performed/total scope of work as per business plan)*100	Quarterly	2	Approval of Stage 2 by 30 June 2019	Stage 1 completed	-							Approval of Stage 2 by 30 June 2019		Human Settlement		Department of Human Settlements	Manager Technical Services	



TECH6	4.7	To facilitate the provision housing in line with the national and provincial norms and standards	Implementatio n of Stand Drive Inn Project	% implementat ion of project = (work performed/t otal scope of work as per business plan)*100	Quarter 4	2	Approval of Stage 1 application and land aquisition by 30 June 2020	New	-							Approval of Stage 1 application and land aquisition by 30 June 2020		Human Settleme nt	-			Departme nt of Human Settlemen ts	Manager Technical Services	
TECH7	3.4.7 & 4.7		Implementatio n of Strijbank Rectification Project	% implementat ion of project = (work performed/t otal scope of work as per business plan)*100	Quarter 4	3	Approval of Business plan and construction of 180 houses by 30 June 2020	New								Approval of Business plan and construction of 180 houses by 30 June 2020		Human Settleme nt				Departme nt of Human Settlemen ts	Manager Technical Services	
TECH8	3.6.1.3		Completi on of Phase two of a Testing Centre	% implementat ion of project = (work performed/t otal scope of work as per business plan)*100	Quarterly	2	-	New	-						Quarterly Progress Reports; Appointm ent Letters of Service Providers; Completi on Certificate s & Close- Out Reports	100% (completion of Phase 2 Testing Centre			R 1 998 680.00			MIG	Manager Technical Services	
TECH9	3.4.1 & 3.4.3	To facilitate the provision housing in line with the national and provincial norms and standards	Water mitigation project: Deep rural households provided with water through water tankers	% implementat ion of project = (work performed/t otal scope of work as per business plan)*100	Monthly	All	New	Not Available	Not Availab le							Jojo Tank acquired and installed; Provision Reports			R 164 000.00			Equitable Share	Manager Technical Services	
TECH10		To Provide Public Amenities	Provision Mobile Child Care Facilities	No. of Facilities provided	Quarter 3	5 and 10	3	2	8							Erection of mobile child care facility in Ward 5 and 10			-			Equitable Share	Manager Technical Services	
TECH11	3.5.4.4		Construction of Community Hall	% implementat ion of project = (work performed/t otal scope of work as per business plan)*100	Annually	2	1	3	-								Ward 2 Constructed community Hall			R 3000 000.00			MIG	Manager Technical Services
TECH12	3.5.4.4		Construction of Taxi Rank	% implementat ion of project = (work performed/t otal scope of work as per business plan)*100	Annually	2	New	-	-								Dannhauser taxi rank completed by 30 June 2020			R 5 197 942.00			MIG	Manager Technical Services



TECH1 3	3.4.6.1	To ensure safe Rural road infrastructure networks	Road Network Constructed	No. of KM's	Ongoing	10 & 11	4 Km	6km	-							6 km constructed			R 13 374 642.00		MIG	Manager Technical Services
TECH1 4	3.4.6.1	To ensure safe Urban road infrastructure networks	Urban road infrastructure networks Installed	No. of KM's	Quarter 2	2&3	2km	4.7km	11.3km							2km constructed			#####		Equitable Share	Manager Technical Services
TECH1 5	3.4.5	To ensure safe environment through installation of Mast Lights	Electrification of the household-infills	No. of the household electrified-infills	Quarter 4	All	3700	800	3700							100% completion			R 11 003 524.00		Equitable Share	Manager Technical Services
TECH1 6	3.4.5	To Provide Public Amenities	Building of sports fields	% implementation of project = (work performed/total scope of work as per business plan)*100	Quarterly	7 and 6	13	1	12						Appointment Letter of Service Provider & Invoices; Progress Reports	100% completion (two sports field constructed)					Equitable Share and Private Sector Contribution	Manager Technical Services
TECH1 7	3.4.5	To ensure safe environment through installation of Street Lights	Upgrade and maintenance of the street lights	% of street lights maintained = (street lights maintained / total no. of street lights)*100	Quarterly	1, 2	527	0	967							all street lights maintained					Equitable Share	Manager Technical Services
COM2	3.4.4	To regularly provide effective services to the Community in order to create clean and safe environment	Provide Refuse Removal to the municipal area on a weekly basis	No. of households serviced with refuse removal	Weekly	1, 2	1704	1704	0							1704			#####		Equitable Share	Manager Community Services
COM3	3.4.4			No of business units serviced with refuse removal	Weekly	1, 2,	114	114	0							456					Equitable Share	Manager Community Services
COM4	3.4.4			No of small holdings in the outlying areas of Dannhauser receiving refuse removal services	Weekly	1, 3, 7, 11	3034	3034	0							12136					Equitable Share	Manager Community Services
COM5	3.4.4			No of indigent household with access to free basic services (Refuse removal)	Quarterly	1,2,11	113	113	113							452					Equitable Share	Chief Financial Officer



COM6	3.5.3.4	To provide educational and recreational services to the community	Monitor the number of registered library users on monthly basis	No. of Statistical Reports	Monthly	All	12	12	0							12		-	-		Equitable Share	Manager Community Services	
COM7	3.5.4.13	To direct law enforcement to improve safety and security	Road block conducted	No. of Road Blocks Conducted	Quarterly	Institutional	15	15	0							15		-	-		Equitable Share	Manager Community Services	
KPA 3: Local Economic Development (Weighting = 20%)																							
Outcome 9 Indicator : Output 3 - Implementation of the Community Work Programme																							
OMM 6	3.5.3.1	To Create a climate conducive for sustainable economic Growth and job creation	Reviewed LED Strategy adopted by Council	Date adopted	Quarterly	Institutional	Yes	New	No								Adopted and Implemented LED Strategy			#####	Equitable Share	Municipal Manager	
OMM 7	3.5.3.2		Develop and approved Tourism Strategy and establishment of Community Tourism Organisation	Date adopted	Annually	Institutional	Yes	None	No									Adopted Tourism Strategy and Establishment of CTO's			#####	Equitable Share	Municipal Manager
OMM 8	3.5.3		Establishment and functional Investment Committee	No. of meetings held	Quarterly	Institutional	8	0	New									4 Meetings held		-			Municipal Manager
OMM 9	3.5.3.1	To Create a climate conducive for sustainable economic Growth and job creation	Implement of Rural Development initiative	Progress Report on the Implementation of Rural Development Initiative	Quarterly	Institutional	4	New	0								Annual Progress Report			#####	Equitable Share	Municipal Manager	
OMM 10	3.5.3		Implementation of LED project	No. of jobs created through LED	Quarterly	All	112	96	112									112		-	-		Municipal Manager
OMM 11	3.5.3.5		Promotion and Support of local SMMEs	SMME's supported and capacitated	Quarterly	Institutional	Yes	New	No									Annual progress Report		-	R300,000	Equitable Share	Municipal Manager
OMM 12	3.5.2.6		Promotion and Support of Local Informal Economy	Informal traders Supported and Capacitated	Quarterly	Institutional	Yes	New	No									Number of Supported and Capacitated informal Economy				Equitable Share	Municipal Manager
OMM 13	3.5.3.1		Implementation of municipal Zibambebe program and implementation of CWP	No. of participants employed for municipal Zibambebe (EPWP)	Quarterly	All	143	121	22									143			R1.3190.00	EPWP Grant	Municipal Manager
OMM 14	3.5.3.10		Implementation of municipal CWP	No. of participants employed for CWP	Quarterly	All	1010	1100	90								1100				COGTA	Municipal Manager	

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OMM 17	3.7.2	To ensure that IGR structures function effectively within the District	Mayor's Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	0	0							4		-	-			Municipal Manager
OMM 18	3.7.2		MM Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	0	0							4		-	-			Municipal Manager
OMM 19	3.7.2		DTAC meetings attended as per CoGTA invitation	No. of meetings	Quarterly	Institutional	4	4	0							4		-	-			Municipal Manager
OMM 20	7	To transform the Dannhauser into a performance driven Municipality	Reviewed PMS and adopted by Council	Date adopted	Quarter 1	Institutional	Adopted by 31 Jul	PMS Framework in place	None							#####		-	-			Municipal Manager
OMM 21	7		Organisational PMS implemented and reports submitted to Council	No. of Municipal Performance Reports submitted to Council	Quarterly	Institutional	4	4	4							4		-	-			Municipal Manager
OMM 22	7		All Heads of Department in possession of signed Performance Agreements	No. of Performance agreements signed and uploaded on website	Quarter 1 - 30 days after beginning of financial year	Institutional	5	0	5							5 signed by 31 July 2020		-	-			Municipal Manager
OMM 23	7	To transform the Dannhauser into a performance driven Municipality	Individual Performance Assessments conducted	No. of performance assessments held	Quarterly as per 2006 Regulations	Institutional	4	0	4							4 (2 informal & 2 formal)		-	-			Municipal Manager
OMM 24	1.7		Mid-year performance report prepared as part of Sect 72 and adopted by Council	Date adopted	Quarter 3	Institutional	#####	#####	n/a							by 25 Jan 2021		-	-			Municipal Manager
OMM 25	35.4.5	To promote sports and recreation throughout the District	Effective Sports and Recreation Council	No. of meetings held	Quarterly	All	4	4	0							4					Equitable Share	Municipal Manager
OMM 26	3.5.4.5		Sport and recreation activities organised	No. of reports of Ward inter-games hosted	Quarterly	All	4	4	0							4					Equitable Share	Municipal Manager
OMM 27	3.5.4.5		Participation in SALGA Games coordinated by District	No. of reports of participation	Quarter 2	All	1	1	0							2					Equitable Share	Municipal Manager
OMM 28	3.5.4.5	To promote youth development within the Municipality	Functional Youth Council	No. of meetings held	Quarterly	Institutional	4	4	0							4		-	-		Equitable Share	Municipal Manager
OMM 29	3.5.4.5		Implementation of Youth Programmes	No. of programmes held	Bi-annually	Institutional	2	2	0							2					Equitable Share	Municipal Manager
OMM 30	3.5.4.5			Empowering youth	Bi-annually	Institutional	Yes	New	No								Adopted Policy and					Equitable Share

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		Municipality	MPAC to prepare Oversight Report																	
MMM 55	4	To transform the Dannhauser into a performance driven Municipality	A credible IDP developed 2017/2018	No. of IDP Representative Forums meetings facilitated	Quarterly	Institutional	4	4	0							4	-	-	Equitable Share	Municipal Manager
MMM 56	3.7.1			Council adoption of the IDP/Budget Process Plan	Quarter 1	Institutional	Yes	#####	No							by 31 July 2021	-	-	Equitable Share	Municipal Manager
MMM 57	4			Date Council adoption of Draft IDP	Quarter 3	All	#####	#####	0							by 31 March 2021	-	-	Equitable Share	Municipal Manager
MMM 58	3.7.8.1			No. of IDP/Budget Roadshows Conducted	Bi-annually	All	2	2	0							2		#####	Equitable Share	Municipal Manager
MMM 59	4			Date of approval of final IDP	Quarter 4	All	#####	#####	0							by 31 May 2021	-	-	Equitable Share	Municipal Manager
MMM 60	3.7.2	To ensure that IGR structures function effectively within the District	Planners Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	0	4							4	-	0		Municipal Manager
MMM 61	3.7.2		IDP District Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	0	4							4	-	-		Municipal Manager
MMM 62	3.7.2	To ensure that IGR structures function effectively within the District	AFLED Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	0	4							4	-	-	Equitable Share	Municipal Manager
MMM 63	3.7.2		Communication Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	0	4							4	-	-	Equitable Share	Municipal Manager
MMM 64	-	To improve the image of the Municipality	External Newsletter through Media produced and disseminated	No. of Press Statement Issued	Quarterly	All	4	2	2							4	-	-	Equitable Share	Municipal Manager
MMM 65	-			No. of newsletter publications produced	Quarterly	Institutional	10,000	5,000	0							10,000		#####	Equitable Share	Municipal Manager
MMM 66	1.3; 1.6; 3.7.1	To ensure continuous engagement with ward constituency	Hold ward committee meetings	No. of meetings held	Quarterly	All	44	44	0							44 (4 meetings per ward)		R 1400 000.00	Equitable Share	Municipal Manager
MMM 67	3.7.7.3; 3.7.8.1; 3.7.1		Hold constituency meetings	No. of meetings held	Bi-annually	All	44	44	0							26 (2 meetings per ward)		R 850 000.00	Equitable Share	Municipal Manager



FIN4	3.7.2	To ensure that IGR structures function effectively within the District	Finance Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	0	4							4	-	-		Equitable Share	Chief Financial Officer
FIN5	3.6	To transform the Dannhauser into a performance driven Municipality	2020/2021 Adjustment Budget adopted by Council	Date adopted	Quarter 3	Institutional	Yes	#####	0							by 28 Feb 2021	-	-		Equitable Share	Chief Financial Officer
FIN6	4.4		2020/2021 Section 72 Report adopted by Council	Date adopted	Quarter 3	Institutional	4	#####	0							by 25 Jan 2021	-	-		Equitable Share	Chief Financial Officer
FIN7	3.6.2	To ensure progressive compliance with institutional and governance requirements	Updated and review indigent Policy Adopted by Council	Date Adopted	Annually	Institutional	Yes	Indigent Policy	No							by end May 2021	-	-		Equitable Share	Chief Financial Officer
FIN8	3.6.2	To ensure progressive compliance with institutional and governance requirements	Updated, Review and finalise indigent register in line with the budget	Date Adopted	Quarterly	Institutional	Yes	Indigent Register	No							Updated, Review and finalise indigent register	-	-		Equitable Share	Chief Financial Officer
FIN9	3.6		2020/2021 Budget adopted by Council	Date adopted and approval	Quarter 4	Institutional	Yes	#####	No							22 March and 31 May 2021	-	-		Equitable Share	Chief Financial Officer
FIN10	3.6.5	To improve expenditure control	Monthly Section 71 reports adopted by Council	No. of Sec 71	Monthly	Institutional	12	12	0							12	-	-		Equitable Share	Chief Financial Officer
FIN11	3.6.6	To provide reasonable assurance on the adequacy and effectiveness of internal control systems	Asset Verification Register for 2020/2021 developed	Date developed	Quarterly	Institutional	Yes	New	No							by end-June 2021	-	-		Equitable Share	Chief Financial Officer
FIN12	3.6		Preparation and submission AG of 2021/2022 annual financial statements	Date submitted	Quarter 1	Institutional	Yes	#####	No							by 31 Aug 2021	-	-		Equitable Share	Chief Financial Officer
FIN13	3.6		Preparation and submission to Council of 2021/2022 interim financial statements	Date submitted	Quarter 3	Institutional	Yes	New	No							#####	-	-		Equitable Share	Chief Financial Officer
FIN14	3.6.10	To ensure progressive compliance with institutional and	SCM Policy Implementation Reports submitted to ExCo	No. of reports submitted	Monthly	Institutional	12	12	0							12	-	-		Equitable Share	Chief Financial Officer



		governance requirements																		
FIN15	3.7.8	To implement and maintain effective enterprise-wide risk management system	Implementation of Risk Management Action Plan (Finance)	No. of progress reports	Quarterly	Institutional	4	New	0						4		-	-		Manager Corporate Services
CORP 15	3.7.2	To ensure that IGR structures function effectively within the District	Corporate Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	0	4						4		-	-		Manager Corporate Services
CORP 16	2.1.1	To ensure that the Animal Pound By-Law is developed, and enforced within the prescribed jurisdiction	Animal Pound By-Law Gazetting Fastracked	Date Gazetted	Quarter 2	All	1	0	Yes since 2014						by 30 November 2017/gazetted animal pound-by-law			-		Manager Corporate Services
CORP 17	3.7.3	To transform the Dannhauser into a performance driven Municipality	Council and Committee minutes produced	Time taken to produce minutes	No of days	Institutional	7 days	14 days	7 days						minutes produced within 7 days after meeting		-	-		Manager Corporate Services
CORP 18	3.7.3	To transform the Dannhauser into a performance driven Municipality	2017 Municipal Council Meetings Calendar adopted	Date adopted	Annually	Institutional	Yes	#####	No						#####		-	-		Manager Corporate Services
CORP 19	3.7.3	To transform the Dannhauser into a performance driven Municipality	Effective and Functional Council	Number of Council Meeting Held	Monthly	Institutional	12	12	0						12		-	-		Manager Corporate Services
CORP 20	3.7.3			No. of reports on Council meetings	Quarterly	Institutional	2	2	0						4		-	-		Manager Corporate Services
CORP 21	3.7.3		Effective and Functional Executive Committee	Number of EXCo Meetings Held	Monthly	Institutional	10	10	0						10		-	-		Manager Corporate Services
CORP 22	3.7.3			No. of reports on EXCo meetings	Every 6 months	Institutional	2	2	0						4		-	-		Manager Corporate Services
CORP 23	7		All Heads of Department in possession of signed Performance Agreements	No. of Performance agreements signed and uploaded on website	Quarter 1 - 30 days after beginning of financial year	Institutional	5	0	5						5 signed by 30 July		-	-		Manager Corporate Services



CORP 24	3.3		Effective and Functional Municipal Public Accounts Committee (MPAC)	Number of MPAC Meetings Held	Monthly	Institutional	10	10	0							10	-	-		Manager Corporate Services
CORP 25	3.3		Effective and Corporate Services Portfolio Committee	Number of Corporate Services Portfolio Meetings Held	Monthly	Institutional	10	10	0							10	-	-		Manager Corporate Services
CORP 26	3.3		Effective and Functional Technical Services Portfolio Committee	Number of Technical Portfolio Meetings Held	Monthly	Institutional	10	10	0							10	-	-		Manager Corporate Services
CORP 27	3.3		Effective and Functional Community Services Portfolio Committee	Number of Community Services Portfolio Meetings Held	Monthly	Institutional	10	10	0							10	-	-		Manager Corporate Services
CORP 28	3.3		Effective and Functional Ward Committee Structures	Number of Ward Committee Meetings Held	Monthly	All Wards	122	122	0							103 (9 meetings per ward)	-	-		Manager Corporate Services
CORP 29	3.3		Effective and Functional Land Resource Management Committee	Number of Land Resource Committee Meetings Held	Quarterly	All Wards	10	10	0							10	-	-		Manager Corporate Services
CORP 30	3.3		Effective and Functional Local Labour Forum	Number of Local Labour Forum Meetings Held	Monthly	Institutional	10	10	0							10	-	-		Manager Corporate Services
CORP 31	3.7.8	To implement and maintain effective enterprise-wide risk management system	Implementation of Risk Management Action Plan (Corporate)	No. of progress reports	Quarterly	Institutional	4	New	0							4	-	-		Manager Corporate Services
TECH2 0	3.7.2	To ensure that IGR structures function effectively within the District	Technical Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	0	4							4	-	-		Manager Technical Services
TECH2 1	3.7.2		Planners Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	0	4							4	-	-		Manager Technical Services
TECH2 2	3.7.2		Housing Forum meeting held	No of meetings seated	Quarterly	Institutional	4	0	4							4				Manager Technical Services
TECH2 3	3.7.8	To implement and maintain	Implementation of Risk Management	No. of progress reports	Quarterly	Institutional	4	New	0							4	-	-		Manager Technical Services



		effective enterprise-wide risk management system	Action Plan (Technical)																			
COM9	3.7.2	To ensure that IGR structures function effectively within the District	Community Services Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	4	0							1	4	-	-		Manager Community Services	
COM10	3.7.2	To ensure that IGR structures function effectively within the District	Disaster Forum attended as per District Municipality invitation	No. of meetings attended	Quarterly	Institutional (District)	4	4	0								4	-	-		Manager Community Services	
COM11	3.7.7.1		Functional Sukuma Sakhe Programmes	No. of meeting held	Quarterly	All	4	4	0								4	-	-		Manager Community Services	
COM12	3.4.4	To ensure safe and healthy Environment	Develop and Approval of the Waste Management Plan	Date Approved	Quarter 3	ALL	Yes	None	Yes since 2014								by 31 March 2021 (Approval by Council)		#####		Equitable Share	Manager Community Services
COM13	3.1.14	To re-inforce and maintain proactive Disaster Management strategies	Review of Disaster Management Plan	Date Approved	Quarter 3	All	Yes	None	No								by 31 March 2021				Manager Community Services	
COM14	2.1.1	To ensure that the animal By-law is developed and enforced within the prescribed jurisdiction	Animal Pound By-Law Gazetting Fastracked	Date Gazetted	Quarterly	All	1	0	Yes since 2014								by 30 November 2020/gazetted animal pound-by-law	Gazette	-		Manager Community Services	
COM15	2.1.1	To ensure that the animal pound structure is develop and functional in the municipal area	Facilitation for the completion of the Animal Pound infrastructure	Progress reports	Quarterly	2	1	0	Yes since 2014								by 30 June 2021		#####		Equitable Share	Manager Community Services
COM16	3.7.8	To implement and maintain effective enterprise-wide risk management system	Implementation of Risk Management Action Plan (Community)	No. of progress reports	Quarterly	Institutional	4	4	0								4	-	-		Manager Community Services	

KPA 5: Environmental and Spatial Management (Weighting=10%)

Outcome 9: Output 3: Implementation of the Community Work Programme



OMM 68	4.5.1.3	To ensure that the Spatial Development Framework is prepared and aligned with LUMS	Review and Adopted SDF	Date adopted	Quarter 4	All	Yes	#####	No								by 31 May 2021		-	-				Municipal Manager
OMM 69	3.5.4.5	To ensure that the Spatial Development Framework is prepared and aligned with LUMS	Enforcement of alignment between SDF and LUMS through By-law	Approval of Land use Applications	Quarterly	Institutional	New	-	New							Quarterly Reports	Annual Reports							Municipal Manager
TECH2 4	4.5.1-3	To ensure that the spatial development framework is prepared and aligned with LUMS	Reviewed and Adopted SDF	Date adopted	Quarter 4	All	Yes	#####	No								by 31 May 2021		-	#####			COGTA GRANT	Manager Technical Services
TECH2 5	4.5.1-3	To ensure that the spatial development framework is prepared and aligned with LUMS	Enforcement of alignment between SDF and LUMS through By-laws	Approval of plans and Land use Applications	Quarterly	Institutional	New	-	New								Annual Report							Manager Technical Services
COM1 7	3.1.14.4	To ensure functional Disaster Management	Reported and attended fire and other disaster incidences managed effectively	Number of incidents reported and attended timeously	Quarterly	Institutional	Yes	New	No								Number of Incidents attended to and Reports produced for the year							Manager Community Services
COM1 8	3.1.14.4	To ensure functional Disaster Management	Reported and attended fire and other disaster incidences managed effectively	Number of incidents attended to and immediate relief provided	Quarterly	Institutional	Yes	New	No								Number of incidents Short term relief provided for the year			R202,000		Equitable Share		Manager Community Services
COM1 9	3.5	To provide services to the community in developing a Cemetery plan and maintaining cemeteries in the Urban and Rural Areas	Adoption of the Cemetery Plan	Date Approved	Quarter 3	All	Yes	None	Yes since 2007								by 31 March 2021 (Approved Cemetery plan)							Manager Community Services
COM2 0	3.5	To provide services to the community in developing a Cemetery plan and maintaining cemeteries in the Urban and Rural Areas	Development and Maintenance of Rural and Urban Cemeteries on monthly basis	No. of reports	Quarterly	All	13	11	0								Progress report on the maintenance of Urban and Rural Cemeteries for the preceding year							Manager Community Services
COM2 1	3.4.4	To regular provide effective services to the Community in order to create clean and safe environment	Compliant landfill site (disposal site) maintained monthly	No. of progress reports	Quarterly	1	4	4	0								4							Manager Community Services
COM2 2	3.4.4	To regular provide effective services to the Community in order to create clean and safe environment	Compliant landfill site (disposal site) maintained monthly	Registered landfill site	Annually	2	Yes	None	Yes since 2000								by 31 March 2021							Manager Community Services
KPA 6: Municipal Financial Viability and Management (Weighting=5%)																								
Outcome 9: Output 3: Implementation of the Community Work Programme																								
OMM 70	3.6	To improve expenditure control	Municipal Budget actual spent	No. of reports	Quarterly	Institutional	4	new	None								4							Municipal Manager



FIN16	3.6	To ensure progressive compliance with institutional and governance requirements	Regular producing and submitting quarterly returns to EXCO, Council and different Stakeholders	Date submitted	Quarterly	Institutional	Yes	30-Jun	No							submitted by the 10 day after quarter end		-	-			Chief Financial Officer
FIN17	3.6	To improve expenditure control	Monthly reconciliation of creditors	No. of reconciliations	Monthly	Institutional	12	12	0							12		-	-			Chief Financial Officer
FIN18	3.6		Payment of creditors	Creditors Age Analysis	Within 30 Days	Institutional	Within 30 Days	90 days	60 days							30 days		-	-			Chief Financial Officer
FIN19	3.6		Monthly reconciliation of bank balances	No. of reconciliations	Monthly	Institutional	12	12	0							12		-	-			Chief Financial Officer
FIN20	3.6.10	To improve the procurement system	Develop and submit procurement plan to MM and Council	Date submitted to MM	Quarter 1	Institutional	Yes	New	No							Procurement Plan & 3 Status Quo Reports		-	-			Chief Financial Officer
FIN21	3.6.10	To improve the procurement system	No. of days to place an order reduced	No. of days for requisition to be converted to a purchase order outstanding	Daily	Institutional	10 days	10 days	0							10 days		-	-			Chief Financial Officer
FIN22	3.6.10	To improve the procurement system	No. of days to finalise specification of Bid / Tender reduced	No. of days	Quarterly	Institutional	5 days	8 days	3 days							10 days per tender		-	-			Chief Financial Officer
FIN23	3.6.10	To improve the procurement system	No. of days to finalise evaluation of Bid / Tender reduced	No. of days from close of tender	Daily	Institutional	20 days	15 days	20 days							20 days		-	-			Chief Financial Officer
FIN24	3.6.10	To improve the procurement system	No. of days between the evaluation process and the adjudication process reduced	No. of days	Daily	Institutional	5 days	5	25 days							10 days		-	-			Chief Financial Officer
FIN25	3.6.3	To Improve Municipal Revenue Base	Total No. customers - database	% of customers billed/Total No. of Customers-database	Monthly	Institutional	100%	100%	0%							100%		-	-			Chief Financial Officer
FIN26	3.6.3		Debt Collection	% of collection: Amount collected	Monthly	Institutional	100%	80%	40%							100%		-	-			Chief Financial Officer
FIN27	3.6.4		Debt coverage ratio	Ratio [(Total operating revenue received) - (operating grants received) /	Quarterly	Institutional	1:01	1:01	Yes							1:01		-	-			Chief Financial Officer



				debt service payments due, including interest and capital]															
FIN28	3.6.4		Outstanding service debtors to revenue	No. of days debtors are outstanding (Total outstanding debtors / Actual revenue received for services) x 100	Daily	Institutional	90 days	120 days	240 days						805 Days		-	-	Chief Financial Officer
FIN29	3.6.4		Cost coverage ratio	Ratio [All available cash at a particular time) + (Investments)-Conditional grants)]/ Monthly fixed operating expenditure)	Quarterly	Institutional	1:01	1:01	None						1:01		-	-	Chief Financial Officer
CORP 32	3.6	To improve expenditure control	Departmental budget actually spent within dept budget	No. of reports	Quarterly	Institutional	4	new	none						4		-	-	Manager Corporate Services
TECH2 6	3.6	To improve expenditure control	Capital budget actually spent on capital projects identified in 2017/2018 IDP	% Spent = (total spending on capital projects / total capital budget)*100	Quarterly	Institutional	100%	100%	100%						100%		-	-	Manager Technical Services
TECH2 7	3.6		Departmental budget actually spent within dept budget	No. of reports	Quarterly	Institutional	4	new	none						4		-	-	Manager Technical Services
COM2 3	3.6	To improve expenditure control	Departmental budget actually spent within dept budget	No. of reports	Quarterly	Institutional	4	new	none						4			-	Manager Community Services
COM2 4	3.6	To Invest in the Development of the Municipality through Revenue Enhancement	Revenue Generated Through Learner Licencing	Revenue Generated Through Learner Licencing	Quarterly	Institutional	-	120000	-						R180,000			-	Manager Community Services
COM2 5	3.6		Revenue Generated Through Drivers Licencing	Revenue Generated Through Drivers Licencing (No testing since Sept 2014 due to Road Construction as such projections may be inaccurate)	Quarterly	Institutional	-	R150 000 (2014)	-						R166,500			-	Manager Community Services



COM2 6	3.6.3		Revenue Generated Through Motor Licensing	Revenue Generated Through Motor Licensing (Commission / Payment to Council)	Quarterl y	Institutio nal	-	800000	-						R1 125,000			-		Manager Communi ty Services
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7. (KPA.6) 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.

7.1 FINANCIAL PLANNING

Over the last few years, the Municipality has been implementing new national government legislation. The legislation is aimed at improving systems and processes to ensure effective, efficient and economic service delivery. Whilst the impact of implementing the new legislation is demanding, this has not had negative impact on the Municipality's service delivery programmes set out to meet the needs of previously disadvantaged communities. In making strides to fulfill financial, legislative and developmental requirements, much of the Municipality's capital budget has been redirected towards new developmental expenditure.

It has also extended its existing operating budget over a wider area, to help fulfill developmental goals. In this regard, the financial response to the challenges facing Dannhauser requires that limited resources be used strategically and emphasis be placed on growing the revenue streams to respond to expenditure demands and development needs identified in the Municipality. Based on the Municipality's strategic focus areas, the allocation of resources in the Medium-Term Expenditure Framework (MTEF) should strongly reflect a "Develop and Maintain" budget.

7.2 MUNICIPAL PLAN ANALYSIS

7.2.1 Financial Viability and Management Planning Analysis

Dannhauser Local Municipality will remain financially viable as it applies thorough financial management principles and accountability processes in all its dealings. The municipality highly relies on grant funding due to its revenue collection base being very low. This gives effect to the prefix that its liabilities must always remain low thus enabling it to pay them off.

7.2.2 Capability of The Municipality to Execute Capital Projects

The municipality still needs to be capacitated with regards to human capital which will enhance the development and implementation of capital projects. The financial capability of the municipality is not adequate to address all capital projects required for development. This has caused the municipality to source different funds to enhance the implementation of the projects. The current revenue generation streams are minimal thus causing the municipality not able to undertake all operational maintenance on existing infrastructure.

7.2.3 Implications: Fiscal Capacity To implement Capital Projects

Despite heavy reliance on government grants and limited generation of own revenue, the municipality has prioritized 38% of its own budget to the implementation of Capital Projects.

7.2.4 Indigent Policy/Support (Including Free Basic Services)

The municipality has an indigent policy in place and has developed an indigent register therefor implementing the policy. The policy is reviewed twice per financial year, it further enables the municipality to provide free basic services to the needy. The municipality collected data on Indigent families as per the municipality's Indigent Policy; currently the municipality is in the process of reviewing this data to ensure that the correct information is captured and the data is updated. The municipality provides free basic services such as electricity, water, refuse and sanitation, however water and sanitation are provided by the Amajuba District Municipality. Electricity is provided by ESKOM, then the municipality pays the due allocation to ESKOM as per registered indigent data that is approved by the Municipality.

The indigent register allows the municipality to determine the financial needs of basic service delivery service resulting in it being able to develop a Financial Plan and Budget. The constant updating of the register will further allow for reliable cost updating for the free basic services delivery.

7.2.4.1 Monitoring Mechanism for Indigent Budget Expenditure

The monitoring and evaluating mechanism used by the municipality is based on the "National Framework for Municipal Indigent Policies – 2005". Subsequent to that the guidelines for the implementation of the national indigent policy by municipalities were approved by MinMec in 2006. The Indigent Policy Framework provides a basis for the provision of Free Basic Services to the indigent, and as such, enhances current indigent policies applied by municipalities.

The following has been adopted as part of the monitoring mechanism;

- a) **Functionality:** The system incorporates each of the three components of the indigent policy:
 - Gaining access (coverage with respect to physical provision of the services);
 - Maintaining access (the extent to which the service is functional); and
 - Targeting the indigent (the extent to which subsidies are targeted at the indigent which implies that those who are not indigent pay for services).
- b) **Starting simply:** The system is workable.
- c) **Emphasis on the essential services package:** Initially the emphasis must be placed on the essential services package as this is the primary focus on the national indigent policy.
- d) **Designed for expansion:** The system needs to provide for future expansion to incorporate additional fields, as may be required in the future.

- e) **Based on consumer units:** the interaction with groups of people living on a property or in a dwelling or dwellings in rural or informal areas which can form a consumer unit). This is essential as current municipal financial databases only record consumer units.
- f) **Link to existing municipal systems:** As far as possible the national system must link to existing data management and planning systems applied by the municipality.
- g) **Link to a geographic information system (GIS):** The location of consumer units, both served and un-served, needs to be identified on a GIS system under the control of the municipality, which can however link to a national system.

Information gathering

The information for monitoring will be gathered through the following arrangements:

- (a) **Gaining access:** Information to be collected through physical visits to individual consumer units to assess the extent to which infrastructure is in place.
- (b) **Maintaining access:** Information to be collected through a national annual municipal services survey, run by Stats SA, based on interviews of a representative sample of consumer units. This information will also provide valuable input to the municipal performance management system.
- (c) **Targeting the indigent:** Information will be based on a financial assessment by an expert to determine the quality of the subsidy framework applied, the extent to which subsidies reach indigent consumer units, the level of coverage with respect to billing of those who are not categorized as indigent (based on the targeting methodology selected) and the level of credit control. Indicators will be developed to use in such assessments.

7.2.5 Revenue Enhancement Strategies

The municipality is in the process of developing a revenue enhancement strategy. A service provider has been appointed to develop this strategy as well as undertake a data cleansing exercise for the municipality. This will also focus on seeking alternative sources of funding, to be able to project realistic revenue estimates to improve customer relations and the culture of payment and also to tighten credit control measures and debt collection measures.

To enhance its future revenue the municipality recognized the need for a dual approach of closing the current revenue gap and the futurist goal on bringing new revenue. The two strategies, Closing the Revenue Gap Strategy and New Revenue Generation Strategy are two parts of the same bigger strategy.

THE CLOSING OF THE REVENUE GAP STRATEGY

The Municipality introduces the Closing the Revenue Gap Strategy (CRGS) as a response to realization that current revenue collection rate does not conform to the potential revenue of the municipality. The CRGS is part of a bigger and long-term drive by the municipality to enhance its revenue base to the levels where revenue generated by the municipality from amongst its customers and rate-payers will be marginally different from the grants received from the national and provincial spheres of governments.

The strategy recognizes that a large part of the municipality is rural and its general inability to provide all municipal services to rural communities in the municipality. The primary driver for the strategy is the implementation of the Tariff Policy with its annually approved tariffs. The table below provides a catalogue of the revenue types that are contained inside municipality's tariff policy. The table below provides the breakdown of the revenue types.

7.2.5.1 Targeted Revenue Types

Table 132: Revenue Sources

Type of Revenue	Specific Revenue Area	Customer Types
✓ Refuse Removal	<ul style="list-style-type: none"> ✓ Refuse removal of Business Users ✓ Refuse removal of Domestic Users ✓ Refuse removal of Others Users 	✓ The urban clients (residents & business)
✓ Minor Tariffs	✓ Burials and cemeteries	✓ All Wards
✓ Facilities Rentals	✓ Rentals for the use of municipal sports facilities	✓ All Wards
✓ Economic Services	<ul style="list-style-type: none"> ✓ Maintenance of graves and garden of remembrance (cremations) ✓ Housing rentals ✓ Rentals for the use of municipal halls and other premises (subject to the proviso set out below) ✓ Building plan fees ✓ Sales of plastic refuse bags ✓ Sales of refuse bins ✓ Sales of livestock and plants ✓ Photostat copies and fees 	✓ All Wards
✓ Regulatory (Punitive) Charges	<ul style="list-style-type: none"> ✓ Advertising sign fees ✓ Pound fees ✓ Penalty and other charges imposed in terms of the approved policy on credit control and debt collection 	✓ All Wards

Although the municipality has these revenues raising strategies, the appointment of a service provider to collect outstanding debts was deemed important. This was a result of 100 % billing being undertaken but less debtors paying. The introduction of the service provider has aided in reducing the outstanding debt owed to the municipality.

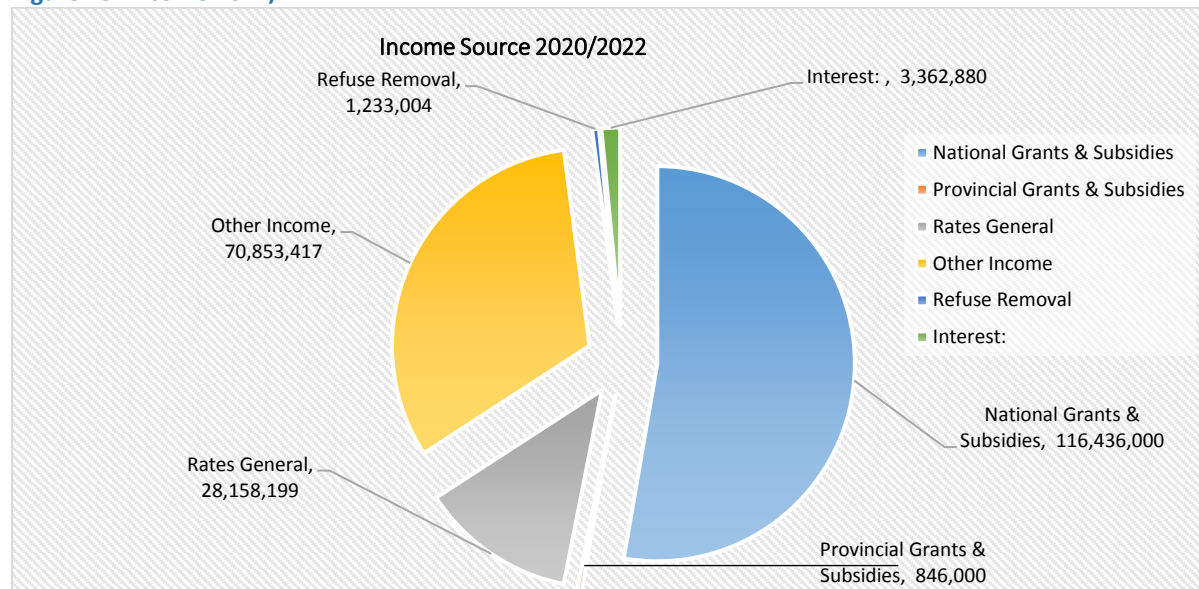
7.2.5.1 Revenue Generated 2021/2022

Table 133: Revenue 2021/22

DESCRIPTION OF REVENUE	AMOUNT (R)
National Grants & Subsidies	121,687,000
Provincial Grants & Subsidies	1,131,000
Rates General	29,082,655
Other Income	41,370,103
Refuse Removal	1,382,690
Interest	2,434,250
TOTAL	197,087,698

REVENUE REPRESENTATION

Figure 45: Income 2021/22



The municipality has a budget which constitutes of National and Provincial Grants, Rates and Taxes, Refuse Removal Services, Traffic Fines and Learners and Licenses, and other services. An estimated R 220 889 499.00 will be generated by the municipality through grants and other sources of revenue. The municipality's budget provides for service delivery in terms of the IDP, salaries and allowances for Councilors and Staff, and other programmes. The municipality has developed the requisite capacity for the implementation of capital projects. It is also investigating the need for the establishment of a PMU Section which will fall under Technical Services. The departments have the capacity to implement their internal capital programme but the challenge is the budget, which is not sufficient to meet the goals and objectives of the municipality.

7.2.6 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 in order 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 2015/2017 financial year. This is reflected on note.14 page.51 of the Audited Financial Statements for the 2017/18 financial year.

Assessment Rates – Property Rates

For 2017/2018 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 2017/18 financial year. Approximately 35 % of the debt was over 90 days uncollected coupled with debt related to indigent households.

7.2.6.1 Credit Control & Debt Collection Policy 2019/2020

The municipality has a draft 2019/2020 “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 unserved 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 or not 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 make arrangements 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 installments 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 installment 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 accountholder 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 on a daily basis. For purposes of determining arrear amounts, all amounts unpaid including interest previously raised and penalty charges, but excluding value added tax, shall be taken into account.

Indigency Management

In regard to 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 the present policy also implies a realistic review of the Dannhauser Municipality's debtors' book at the conclusion of each financial year. The municipal manager shall during the budget presentation for the next financial period present to the Dannhauser Municipality Council a report indicating the amount of the arrears which it is believed is uncollectable, together with the reasons for this conclusion. The Dannhauser Municipality Council shall then approve the write off of such arrears, if it is satisfied with the reasons provided. A register of bad debts written off should be kept.

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.

7.2.7 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;
- Financial Management Grant; and
- Special Programmes Grants.

Table 134: Municipal Grants

GRANTS	2015/16	2017/18	2019/20	2020/2021
EQUITABLE SHARE	R 70 358 000	R 70 144 000	R 73 893 000	R 86 394 000
FINANCIAL MANAGEMENT GRANT	R 1 800 000	R 1 825 000	R 1 900 000	R 1 900 000
MUNICIPAL SYSTEM IMPROVEMENT GRANT	R 930 000	R 957 000	R 1 033 000	R 1 033 000
MUNICIPAL INFRASTRUCTURE GRANT	R 21 074 000	R 21 767 000	R 22 081 000	R 21 766 000
MWIG ALLOCATED FOR DISTRICTS	R 6 293 000	R 11 779 000	R 8 502 000	R 8 502 000
EXPANDED PUBLIC WORKS PROGRAMME	R 1 000 000	R 00, 00	R 1 000 000	R 1 012 000
COUNCILLORS ALLOWANCES GRANT	R 3 823 000	R 3 997 000	R 4 938 000	R 5 364 000

7.2.8 Municipal Assets Management Strategies & 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.

7.2.9 Current and Planned 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 in the near future. 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.

7.2.10 Auditor General Reports 2016/2017 - 2019/2020 Financial Years

The Auditor-General performed an audit and issued a report on the following for 2014/15:

Predetermined Objectives:

The Auditor General performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the basic service delivery and local economic development objectives presented in the annual performance report of the municipality for the year ended 30 June 2015. The following were undertaken;

- An evaluation on reported performance information against the overall criteria of usefulness and reliability.
- Evaluation of usefulness of the reported performance information to determine whether it was consistent with the planned objectives.
- Performance of tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information (FMPPI).
- An assessment of the reliability of the reported performance information to determine whether it was valid, accurate and complete. Fair presentation and absence of material misstatements in the financial statements (i.e., all transactions or event have been dealt with in accordance with accounting and financial reporting disciplines); Reliable, usefulness and credible performance information for purposes of reporting on predetermined performance objectives; and Compliance with key legislation governing financial and performance matters.

Findings

The Auditor-General had expressed an unqualified opinion on the Annual Financial Statements for year ending 30 June 2015.

7.2.10.1 AUDITOR GENERAL REPORT 2016 / 2017 FINANCIAL YEAR

In the 2015/2017 financial year the Auditor General expressed an UNQUALIFIED OPINION for the Municipality. The basis for the Unqualified Opinion is as follows:

- ✓ The financial statements submitted for auditing were not prepared in all material respect in accordance with the requirements of section 122 of the MFMA. Material misstatements of non-current assets, current assets and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected and the supporting records were provided, resulting in the financial statements receiving an unqualified audit opinion.

Matters Raised that required attention and improvement were as follows:

1. Leadership
 - ✓ The accounting officer to adequately exercise oversight responsibility over financial reporting, as well as compliance with legislation.
2. Financial management
 - ✓ Management to implement proper record keeping in a timely manner to ensure that the financial statements are supported by complete and accurate information.

- ✓ Management to adequately review and monitor compliance with legislation to minimise material misstatements were identified.
- 3. Governance
 - ✓ The risk management activities performed to be adequate to ensure that key financial, and compliance risks are identified and addressed timeously.

Predetermined Objectives:

The Auditor General performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the basic service delivery and local economic development objectives presented in the annual performance report of the municipality for the year ended 30 June 2017. The following were undertaken;

- ✓ An evaluation on reported performance information against the overall criteria of usefulness and reliability.
- ✓ Evaluation of usefulness of the reported performance information to determine whether it was consistent with the planned objectives.
- ✓ Performance of tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information (FMPPi).
- ✓ An assessment of the reliability of the reported performance information to determine whether it was valid, accurate and complete.

Findings

No material findings in respect of the selected objectives were identified.

7.2.10.2 AUDITOR GENERAL REPORT 2017 / 2018 FINANCIAL YEAR

In the 2017/2018 financial year the Auditor General expressed an UNQUALIFIED OPINION for the Municipality. The basis for the Unqualified Opinion is as follows:

The financial statements submitted for auditing were not prepared in all material respect in accordance with the requirements of section 122 of the MFMA. Material misstatements of non-current assets, current assets and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected and the supporting records were provided, resulting in the financial statements receiving an unqualified audit opinion.

Matters Raised that required attention and improvement were as follows:

1. Leadership
 - ✓ The accounting officer to adequately exercise oversight responsibility over financial reporting, as well as compliance with legislation.
2. Financial management
 - ✓ Management to implement proper record keeping in a timely manner to ensure that the financial statements are supported by complete and accurate information.
3. Governance
 - ✓ The risk management activities performed to be adequate to ensure that key financial, and compliance risks are identified and addressed timeously.

Predetermined Objectives:

The Auditor General performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the basic service delivery and local economic development objectives presented in the annual performance report of the municipality for the year ended 30 June 2018. The following were undertaken;

- ✓ An evaluation on reported performance information against the overall criteria of usefulness and reliability.
- ✓ Evaluation of usefulness of the reported performance information to determine whether it was consistent with the planned objectives.
- ✓ Performance of tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information (FMPPi).
- ✓ An assessment of the reliability of the reported performance information to determine whether it was valid, accurate and complete.

Findings

No material findings in respect of the selected objectives were identified.

7.2.11 Employee Related Costs (Including Councilor Allowances)

The municipality spends approximately **19% (R 42 159 796.00)** of its annual budget on salaries. This is in line with the stipulated requirement from Treasury (33%).

7.2.12 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:

- Bid Specification Committee;
- Bid Evaluation Committees;
- Bid Adjudication Committee

The municipality also participates in the shared service for Tribunal on SCM related matters which was established with all family municipalities of Amajuba District Municipality. The following is representative of the expenditure of the municipality.

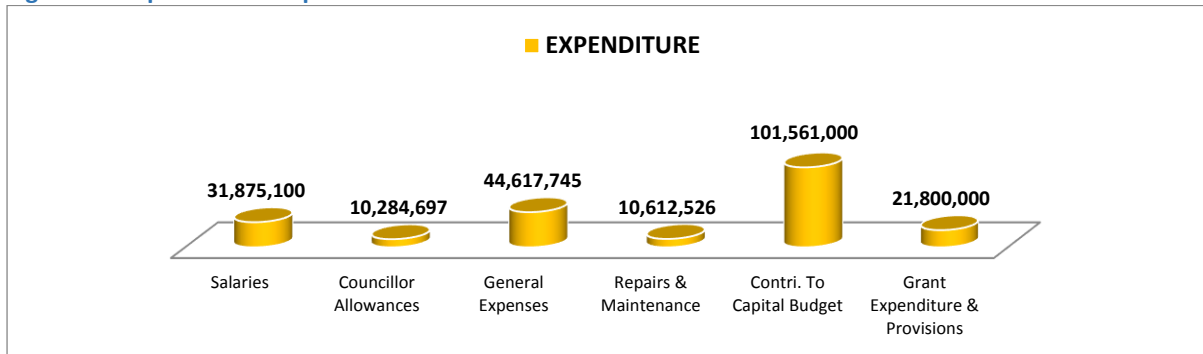
7.2.13 Expenditure

Table 135: Expenditure

DESCRIPTION OF EXPENDITURE	AMOUNT (R)
Salaries	31,875,100
Councillor Allowances	10,284,697
General Expenses	44,617,745
Repairs and Maintenance	10,612,526

Contr. To Capital Budget	101,561,000
Grant Expenditure and Provisions	21,800,000
TOTAL	220,751,068

Figure 46: Expenditure Graph



The budgeted expenditure amounts to **R 220 751 068.00**, which exceeds the projected revenue. This indicates that the financial needs of the municipality exceed the available financial resources.

7.2.14 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.

7.2.14.1 Financial Viability & Management SWOT ANALYSIS

Table 136: 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; ✓ 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. 	<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.
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; 	<ul style="list-style-type: none"> ✓ Low revenue base; ✓ Low grant funding; ✓ Limited office space; and ✓ Shortage of staff.

<ul style="list-style-type: none">✓ 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;	
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7.2.15 Responsiveness of Dannhauser Goals, Objectives & Strategies to The Analysis

The analysis has identified some issues which impact and develop the economic and social arenas within the jurisdiction and allow for the delivery of services, these are;

- Enhance debtors' collection effectively and efficiently to increase the levels of revenue;
- Increase the sourcing of grant funds for other areas requiring development;
- Advance the investor framework to draw in investors into the Industrial Area to increase revenue generation; and
- Capacitate the finance department to enhance its effectiveness.

7.2.16 Audit Action Plan 2019/2020

UDIT REPORT

No	FINDING	ASSERTION AFFECTED	IMPACT	ROOT CAUSE	ACTION	DUE DATE	RESPONSIBLE EXECUTIVE	PROGRESS
1.	INVENTORIES							
1.1	Inventories	Valuation	Overstatement of Expenditure & understatement of inventories (Electrification)	Assets for electrification project was expensed instead of being capitalised ,handover certificates were not received timeously.	1. Review the electrification projects and hand over , completion certificates , identify whether the project is to be expensed or capitalised judging by the date on the certificates. 2. Process the adjusting journals to correct the error on Annual Financial Statements. 3. Timely review of all projects and requesting of handover certificate and complete certificates.	19 March-21		Done

No	FINDING	ASSERTION AFFECTED	IMPACT	ROOT CAUSE	ACTION	DUE DATE	RESPONSIBLE EXECUTIVE	PROGRESS
2	COMPLIANCE							
2.1	Procurement and contract management. Tswqkelo JV BAC did not have the required number of Senior Managers at meeting	Compliance	Non-compliance with laws and regulations	Committees not appropriately constituted and that compliance is not monitored.	1.Management will ensure that SCM legislation is followed. 2. SCM will record irregular expenditure 3. Management will submit the report to AG with Council resolution.	N/a	CFO	Corrected during audit, Done.
2.2	Procurement and contract management. BAC Did not have the required number of Senior Managers at meeting as required by SCM regulations for Londoloza A Solutions, Datacentrix and NND	Compliance	Non-compliance with laws and regulations	Committees not appropriately constituted and that compliance is not monitored.	1.Management will ensure that SCM legislation is followed. 2. SCM will record irregular expenditure 3. Management will submit the report to AG with Council resolution.	N/a	CFO	Corrected during audit, Done.



	Engineering service and trading.							
2.3	Funds invested in contravention of the municipal investment regulation	Compliance	Noncompliance with laws and regulations	This was due to misunderstanding of the municipal investment regulations.	Compliance monitoring checklist will be extended to included cash management. This will be use to checklist all cash management transactions.	31-Mar-19	CFO	Done

MANAGEMENT REPORT ONLY

No	FINDING	ASSERTION AFFECTED	IMPACT	ROOT CAUSE	ACTION	DUE DATE	RESPONSIBLE EXECUTIVE	PROGRESS
3	OTHER IMPORTANT MATTERS							
3.1	Casting errors in the statement of changes in net assets	Accuracy	Misstatement in financial statements	Inadequate review of the financial statements were performed prior to the issue of the financial statements.	1.Net assets amount to be corrected 2. Financial statements to be reviewed prior issue to AG.	N/a	CFO	Done.
3.2	Carrying amounts of assets on the financial statements do not agree to the amounts as per the trial balance and fixed asset register.	Valuation	Misstatement in financial statements	Inadequate review of the financial statements	1.To correct the Fixed assets register	N/a	CFO	Done.
3.3	Assets on assets register were disposed but the disposal date is not shown. Depreciation	Valuation	Over / understated	Inadequate review of fixed assets register	To update fixed assets register	N/a	CFO	Done
3.4	Assets were removed from asset register without a verifiable investigation.	Valuation	Over / understated	Inadequate review of fixed assets register	To provide supporting document from investigation	N/a	CFO	Done



No	FINDING	ASSERTION AFFECTED	IMPACT	ROOT CAUSE	ACTION	DUE DATE	RESPONSIBLE EXECUTIVE	PROGRESS
4	ADMINISTRATIVE MATTERS							
4.1	Procurement and contract management Department of Trade and Industry was not notified of the successful bidders and the value of the contract (Local Content)	Compliance	Non compliance	Not adhere with the National Treasury	DTI will be notified	N/a	CFO	15/06/2021



7.3 THREE YEAR ANALYSIS OF FUNDS RECEIVED & SPENT INCLUDING VARIANCES

Table 137: Grants / Subsidies Received & 2017/18 TO 2019/20

(Source: Municipality)

GRANTS	2017/18	2018/19	2019/20
EQUITABLE SHARE	R 78 831 000	R 76 979 000	R 86 394 000
FINANCIAL MANAGEMENT	R 1 900 000.00	R 1 900 000	R 1 900 000
MUNICIPAL SYSTEM IMPROVEMENT	R 0	R 0	Rb0
MUNICIPAL INFRASTRUCTURE	R 22 807 000.00	R 21 400 000	R 18 091 545
GOVERNMENT GRANT OPERATING.13	R 1 000 000	R 0	R 0
LIBRARY PROVINCIAL	R 583 000	R 831 500	R 889 000
Cyber Cadet	R 188 000	R 203 500	R 202 000
SMALL TOWN REHABILITATION	R 0	R 0	R 197 251
NATIONAL RURAL HOUSEHOLD INFRASTRUCTURE	R 00, 00	R 0	R 0
EXPANDED PUBLIC WORKS PROGRAMME	R 00, 00	R 1 000 000	R 1 021 000
SPORTS AND RECREATION	R 0	R 29 470	R 20 530
COUNCILLORS ALLOWANCES	R 8 860 902	R5 364 000	R 5 364 000
COVID 19	R 0	R	R 735 000

7.3.1 Sources of Funds Trend Analysis

Table 138: Sources of Funds Trend Analysis – 2018/19 TO 2019/20

Income	2018/2019		2019/2020	
	Projected	Actual	Projected	Actual
Refuse Removal – Service Charges	1 170 944	1 034 870	1 323 148	1 144 638
Traffic Fines	195 516	1 503 000	205 878	553 714
Motor Licensing	3 175 276	2 513 315	1 628 214	1 080 319
Drivers Licensing	159 120	296 290	200 028	294 691
Permits	0	0	0	0
Leaners Licensing	2 394	190 513	0	60 784
Rates	17 976 947	19 099 542	30 438 905	26 598 703
Grants & Subsidies	107 707 470	107 707 470	116 436 000	114 814 326
Other Income	89 491 994	2 543 911		
Interest on investments	3 190 588	3 144 619	2 329 436	1 925 835
Plan fees	12 752	11 137	0	0
Rental of facilities	87 388	111,662	92 020	42 558
Total	223 170 389	R138 156 329	R 217 042 788	R 147 786 769

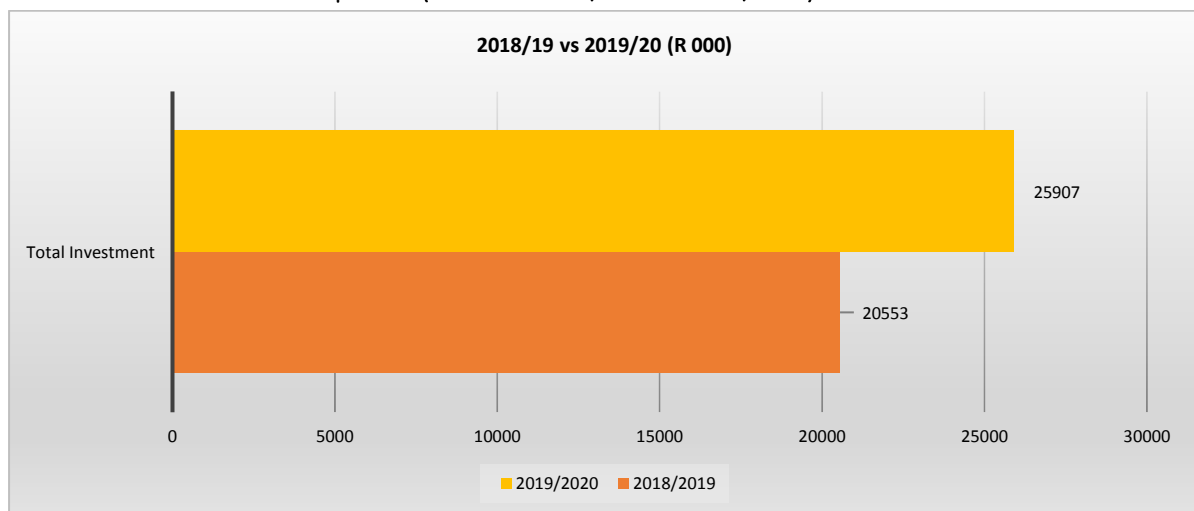
GRANTS	2015/16	2017/18	2019/20	2020/2021
EQUITABLE SHARE	R 70 358 000	R 70 144 000	R 73 893 000	R 86 394 000
FINANCIAL MANAGEMENT GRANT	R 1 800 000	R 1 825 000	R 1 900 000	R 1 900 000
MUNICIPAL SYSTEM IMPROVEMENT GRANT	R 930 000	R 957 000	R 1 033 000	R 1 033 000
MUNICIPAL INFRASTRUCTURE GRANT	R 21 074 000	R 21 767 000	R 22 081 000	R 21 766 000
MWIG ALLOCATED FOR DISTRICTS	R 6 293 000	R 11 779 000	R 8 502 000	R 8 502 000
EXPANDED PUBLIC WORKS PROGRAMME	R 1 000 000	R 00, 00	R 1 000 000	R 1 012 000
COUNCILLORS ALLOWANCES GRANT	R 3 823 000	R 3 997 000	R 4 938 000	R 5 364 000

7.3.2 Investment Analysis / Register

Table 139: Investment Analysis 2019/20

Investment Description	Balance (R) 2019/2020	Balance (R) 2018/2019
Standard Bank - Call Account	12 067 946,76	3 605 895
Nedbank - Call Account	6 269 257,93	4 089 627
First National Bank - Call Account	1 279 523,91	5 440 671
ABSA - Call Account	6 280 162,78	6 874 856
Investec	10 246,19	541 980
Total	R 25 907 137,57	R 20 553 029

Investment Call Accounts Comparison (30 June – 2018/2019 vs 2019/2020)





7.4 FINANCIAL ARRANGEMENTS

The Dannhauser LM financial planning and management arrangements are as follows:

All expenditure to be incurred by the municipality will be in accordance with the budgetary provision;

- Annual developments of the operational budget will be undertaken in consultation with all affected communities/stakeholders, as per guidelines set out in the Municipal Finance Management Act, Act No 56 of 2003 (MFMA);
- Approval of expenditure and payment will be done in accordance to documented delegations of authority, maintaining alignment with the MFMA;
- The principle of separation of duties will be observed at all times – i.e., a person involved in billing of services and issue of statements cannot be responsible for the collection of revenue;
- Each financial official has been provided with a job description outlining his/her duties – acceptance of the responsibilities encapsulated in the job description is to be reflected by an affixed signature;
- Monthly cash flow projection will be completed for the ensuing six monthly period to facilitate management of cash flow;
- A preferred list of suppliers/service providers will be prepared, based on the principle of supporting the local economy;
- Terms of payment will be negotiated with creditors and advantage of cash discounts will only be taken where economically justified and possible in terms of cash flow;
- Stocktaking of stores items is to be undertaken on a quarterly basis and any significant variances must be reported to Council;
- Annually, an asset register, which is updated as assets are acquired/disposed of during the year, is to be reconciled with a physical stock take of assets;
- All consumers are to be issued with statements in accordance with the payment arrangement laid down by the Municipality; and
- A credit control policy is to be approved by Council, in terms of which strict debt collection procedures will be enforced including the engagement of legal proceedings to elicit payment.

7.5 CURRENT BUDGET ANALYSIS

7.5.1 Indigent Policy

The Indigent Policy is attached, extracts of it are as follows;

INDIGENT POLICY/SUPPORT (INCLUDING FREE BASIC SERVICES)

The municipality has an indigent policy in place and has developed an indigent register therefor implementing the policy. The policy is reviewed twice per financial year, it further enables the municipality to provide free basic services to the needy. The municipality collected data on Indigent families as per the municipality's Indigent Policy; currently the municipality is in the process of reviewing this data to ensure that the correct information is captured and the data is updated. The municipality provides free basic services such as electricity, water, refuse and sanitation, however water and sanitation are provided by the Amajuba District Municipality. Electricity is provided by ESKOM, then the municipality pays the due allocation to ESKOM as per registered indigent data that is approved by the Municipality.



The indigent register allows the municipality to determine the financial needs of basic service delivery service resulting in it being able to develop a Financial Plan and Budget. The constant updating of the register will further allow for reliable cost updating for the free basic services delivery.

7.5.2 Municipal Debtors Age Analysis - 2019

Period (days)	0-30	31-60	61-90	91-120	121-365	>365
Amount (R)	1 155 186	642 836	567 719	572 896	2 783 938	18 070 362

(85 % of R 18 070 362 and R 2 783 938; together with 80 % of those in the 61-90 days and 91-120 days has been collected by the municipality in 2019/20 Financial Year. This has improved the cashflow position of the municipality).

7.5.3 Indigent Budget

Table 140: Free Basic Services Delivered (Indigent Register Budget) – 2015/16 – 2018/19

DESCRIPTION OF INDIGENT SERVICE	2015/16 Budget (R)	2015/16 Actual (R)	2016/17 Budget (R)	2016/17 Actual (R)
Electricity	500 000.00	257 202.90	600 000.00	359 033.84
Waste Management (Solid Waste)	100 000.00	63 691.08	100 000.00	68 149.45
Total:	600 000.00	320 893.98	700 000.00	427 183.29

FREE BASIC SERVICES DELIVERED – 2018/19 VS 2019/20 (INDIGENT REGISTER BUDGET)

DESCRIPTION OF INDIGENT SERVICE	2017/18 Budget (R)	2017/18 Actual (R)	2018/19 Budget (R)	2018/19 Actual (R)
Electricity	600 000.00	414 000.00	414 816.00	410 000.00
Waste Management (Solid Waste)	100 000.00	60 000.00	68 149.00	68 000.00
Total:	700 000.00	474 000.00	482 965.00	478 000.00

(The budget for the indigent services has decreased from 2017/18 – R 700 000.00 to 2018/19 – R 482 000.00. This is due to the number of estimated dependents being revised downwards as per the trends set by the indigent register).

7.5.4 Indigent Register Monitoring Mechanism

Monitoring Mechanism for Indigent Budget Expenditure

The monitoring and evaluating mechanism used by the municipality is based on the “National Framework for Municipal Indigent Policies – 2005”. Subsequent to that the guidelines for the implementation of the national indigent policy by municipalities were approved by MinMec in 2006. The Indigent Policy Framework provides a basis for the provision of Free Basic Services to the indigent, and as such, enhances current indigent policies applied by municipalities.

The following has been adopted as part of the monitoring mechanism;

h) Functionality: The system incorporates each of the three components of the indigent policy:

- Gaining access (coverage with respect to physical provision of the services);

- Maintaining access (the extent to which the service is functional); and
 - Targeting the indigent (the extent to which subsidies are targeted at the indigent which implies that those who are not indigent pay for services).
- i) **Starting simply:** The system is workable.
 - j) **Emphasis on the essential services package:** Initially the emphasis must be placed on the essential services package as this is the primary focus on the national indigent policy.
 - k) **Designed for expansion:** The system needs to provide for future expansion to incorporate additional fields, as may be required in the future.
 - l) **Based on consumer units:** the interaction with groups of people living on a property or in a dwelling or dwellings in rural or informal areas which can form a consumer unit). This is essential as current municipal financial databases only record consumer units.
 - m) **Link to existing municipal systems:** As far as possible the national system must link to existing data management and planning systems applied by the municipality.
 - n) **Link to a geographic information system (GIS):** The location of consumer units, both served and un-served, needs to be identified on a GIS system under the control of the municipality, which can however link to a national system.

Information gathering

The information for monitoring will be gathered through the following arrangements:

- (d) **Gaining access:** Information to be collected through physical visits to individual consumer units to assess the extent to which infrastructure is in place.
- (e) **Maintaining access:** Information to be collected through a national annual municipal services survey, run by Stats SA, based on interviews of a representative sample of consumer units. This information will also provide valuable input to the municipal performance management system.
- (f) **Targeting the indigent:** Information will be based on a financial assessment by an expert to determine the quality of the subsidy framework applied, the extent to which subsidies reach indigent consumer units, the level of coverage with respect to billing of those who are not categorized as indigent (based on the targeting methodology selected) and the level of credit control. Indicators will be developed to use in such assessments.

7.6 DANNHAUSER MUNICIPALITY SUPPLY CHAIN MANAGEMENT

7.6.1 Supply Chain Management – Contract Management

The Municipality's Supply Chain Management unit is a support function for all business units within the council to ensure provision of efficient, transparent, fair, equitable and cost-effective procurement services hence assisting the business units to implement their service delivery priorities.

7.6.2 Monitoring and Contract Management – 2018/19 – 2019/20

In terms of section 116 (2) of the MFMA the accounting officer of a municipality must - "Take all reasonable steps to ensure that a contract or agreement procured through the supply chain management policy of the municipality or municipal entity is properly enforced; monitor on a monthly basis the performance of the contractor under the contract or agreement; establish capacity in the administration of the municipality to assist the accounting officer in carrying out the duties and to oversee the day-to-day management of the contractor under the contract or agreement;" therefore we have established a Contract management Office (monitoring) within the Supply chain

management unit in order to adhere to the above act. These are activities of the contract management Monitoring Section:

All contracts are monitored, by having regular sites visits and attending monthly site progress meetings. Monitoring of expenditure on supplies and services contract. Monitoring and rotating of contracts with panel of contractors to ensure equal distribution amongst the prospective suppliers. Verifying variation Orders on projects by Project managers and recommend to the Bid Evolution committee. There are challenges in Integrating of project management and Contract management

7.6.3 Service Statistics for Supply Chain Management

- ✓ 12 Monthly reports on tenders awarded were submitted during the year 2019/2020 financial year.
- ✓ **There were 14 long-term** contracts awarded from 2014/15 to end of 2019/20 and others that commenced prior to 2019/20 and are still in progress and are about to come to an end. The following are in place;

7.6.4 Long Term Contracts and Public Private Partnerships

Table 141: Long Term Contracts & PPP – 2019/2020

LONG TERM CONTRACTS (LARGEST CONTRACTS ENTERED INTO PRIOR TO 2019/20 AND CONTINUING INTO OR BEYOND 2019/2020) - R' 000					
Name of Service Provider (Contract Number)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Project Manager	Contract Value
Indwe Risk Services	Insurance	01/08/2018	31/07/2019	Municipality	R480 718.00 for 2018/2019 feels
Munsoft	Financial Systems			Municipality	
FNB	Banking System			Municipality	
Datacentrix	Internet Upgrade for a period of three years	19/08/2019	30/08/2021	Municipality	R753 312.33
Veez Micro Enterprise	Contractor for Electrification - 1	25/06/2015	On-going	Municipality	R26 050.00 per connection
Delca Systems	Design and Manage the Construction of New Municipal Offices	09/10/2017	09/04/2020	Municipality	10%
Umnotho Consulting	Internal Audit Services	01/07/2017	30/06/2020	Municipality	R498.00 per hour
Loma Business Enterprise	Pound Keeper Services for a Period of 3 Years	13/09/2017	30/09/2020	Municipality	R1 079 352.00
Nkanyezi Star Holdings	Annual Event	13/09/2017	30/09/2020	Municipality	R1 000 000.00 per year
MMK Group	Design and Manage the Construction of New Testing Ground Phase Two (2)	09/10/2017	30/11/2020	Municipality	11.5%
Manatty	Hire of Earth Moving Equipment	19/06/2017	30/06/2020	Municipality	Appointment amount is per hire
Hloniphani Trading Enterprise	Hire of Earth Moving Equipment	27/07/2017	30/06/2020	Municipality	Appointment amount is per hire
Philanabantu Trading	Hire of Earth Moving Equipment	25/07/2017	30/06/2020	Municipality	Appointment amount is per hire
Maseko Hlongwa & Associates	Implementation of Windstorm Damaged Residential Units House of all Wards	02/09/2017	31/08/2020	Municipality	R110 250.00 per house
Umhlaba Geomatics	Valuation Services	01/08/2018	30/06/2023	Municipality	
Nashua Maluti	Supply and Delivery of 8 X Printers on Rental for a Period Of 3 years	01/03/2018	30/06/2021	Municipality	R13 926.25 (rental per month), R1 431.64 (insurance per month) and black & colour prints will be charged per page



					and as per the machine cost, 8 printers for 3 years.
Pro Secure	Supply and Install Dannhauser Municipal CCTV	07/05/2018	30/06/2021	Municipality	R621 168.56
Kinno's Marquee and Tarpaulin	Provide Blankets, Sleeping Sponges, Temporal Shelters, Perishables and Relevant Accessories	01/04/2018	31/03/2021	Municipality	R3 369.50-unit price

7.6.5 Performance Management of Contracts for The Period 1 July 2017 - 30 June 2019

In terms of section 116 (2) of the MFMA the accounting officer of a municipality must - "Take all reasonable steps to ensure that a contract or agreement procured through the supply chain management policy of the municipality or municipal entity is properly enforced; monitor on a monthly basis the performance of the contractor under the contract or agreement; establish capacity in the administration of the municipality to assist the accounting officer in carrying out the duties and to oversee the day-to-day management of the contractor under the contract or agreement;"

In order to fulfill the requirements of the legislation quoted above the Supply chain Management unit prepares a monthly report on the Performance of all suppliers. This report is tabled at the Strategic Management Committee on a monthly basis thereafter it is forwarded to the other portfolio committees before it is tabled at Council. The table indicates a schedule summarizing the performance of all long-term contracts on a monthly basis that the municipality entered into.

7.6.6 Monthly Reports for The Period 1 July 2019 - 30 June 2020

Table 142: Monthly Reports – Contracted Service Providers – 2018/19 – 2019/20

Name of Service Provider (Contract Number)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Contract Value	Service Provider Performance (1 – 4)
Indwe Risk Services	Insurance	01/08/2018	31/07/2019	R480 718.00 for 2018/2019 feels	4
Munsoft	Financial Systems				3
FNB	Banking System				3
Izingodla Engineering	Project Manager Electrification	26/03/2018	30/06/2019	6.5%	3
Veez Micro Enterprise	Contractor for Electrification - 1	25/06/2015		R26 050.00 per connection	4
Delca Systems	Design and Manage the Construction of New Municipal Offices	09/10/2017	09/04/2020	10%	3
Sitamelasive Trading	Implementing Agent Disaster Houses Development	15/06/2017	31/05/2019	R65 967.70 per house	4
Umnotho Consulting	Internal Audit Services	01/07/2017	30/06/2020	R498.00 per hour	3
Loma Business Enterprise	Pound Keeper Services for a Period of 3 Years	13/09/2017	30/09/2020	R1 079 352.00	4
Nkanyezi Star Holdings	Annual Event	13/09/2017	30/09/2020	R1 000 000.00 per year	2
MMK Group	Design and Manage the Construction of New Testing Ground Phase Two (2)	09/10/2017	30/11/2020	11.5%	3
Manatty	Hire of Earth Moving Equipment	19/06/2017	30/06/2020	Appointment amount is per hire	3
Hloniphani Trading Enterprise	Hire of Earth Moving Equipment	27/07/2017	30/06/2020	Appointment amount is per hire	4
Philanabantu Trading	Hire of Earth Moving Equipment	25/07/2017	30/06/2020	Appointment amount is per hire	4

Maseko Hlongwa & Associates	Implementation of Windstorm Damaged Residential Units House of all Wards	02/09/2017	31/08/2020	R110 250.00 per house	3
Umhlaba Geomatics	Valuation Services	01/08/2018	30/06/2023		3
Nashua Maluti	Supply and Delivery of 8 X Printers on Rental for a Period Of 3 years	01/03/2018	30/06/2021	R13 926.25 (rental per month), R1 431.64 (insurance per month) and black & colour prints will be charged per page and as per the machine cost, 8 printers for 3 years.	4
Pro Secure	Supply and Install Dannhauser Municipal CCTV	07/05/2018	30/06/2021	R621 168.56	3
Kinno's Marquee and Tarpaulin	Provide Blankets, Sleeping Sponges, Temporal Shelters, Perishables and Relevant Accessories	01/04/2018	31/03/2021	R3 369.50-unit price	3

7.6.7 SERVICE PROVIDER PERFORMANCE ASSESSMENT

The municipality can provide a municipal service by entering into a service delivery agreement (service level agreement) in terms of Section 76 (b) of the Municipal System Act with an external service provider. The municipality is responsible for monitoring and assessing the implementation of the agreement, including the performance of the service provider in accordance with section 41 of the Municipal Systems Act.

Section 46 (1) (a) (b) states that “(1) A municipality must prepare for each financial year a performance report reflecting –

- the performance of the municipality and of each external service provider during that financial year;
- a comparison of the performance referred to in paragraph (a) with targets set for and performance in the previous financial year, and
- Measures taken to improve performance.

The municipality have taken strides to ensure compliance with the above quoted legislation however in terms of services provider performance comparison are sometimes not possible due to the fact that projects are completed within the particular financial year.

7.6.8 Supply Chain Policy

The municipality’s SCM Policy is guided by the Constitution of South Africa 108 of 1996, the following is adopted;

Supply Chain Management Policy - Extract

2. (1) All officials and other role players in the supply chain management system of the municipality must implement this Policy in a way that –

- gives effect to –
- section 217 of the Constitution; and

- (ii) Part 1 of Chapter 11 and other applicable provisions of the Act;
- (b) is fair, equitable, transparent, competitive and cost effective;
- (c) complies with –
 - (i) the Regulations; and
 - (ii) any minimum norms and standards that may be prescribed in terms of section 168 of the Act;
- (d) is consistent with other applicable legislation;
- (e) does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and
- (f) is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

(2) This Policy applies when the municipality –

- (a) procures goods or services;
 - (b) disposes of goods no longer needed;
 - (c) selects contractors to provide assistance in the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or
 - (d) selects external mechanisms referred to in section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in section 83 of that Act.
- (3) This Policy, except where provided otherwise, does not apply in respect of the procurement of goods and services contemplated in section 110(2) of the Act, including –
- (a) water from the Department of Water Affairs or a public entity, another municipality or a municipal entity; and
 - (b) electricity from Eskom or another public entity, another municipality or a municipal entity.

The municipality's SCM Policy incorporates the following areas;

1. Amendment of supply chain management policy;
2. Delegation of supply chain management powers and duties;
3. Sub delegations;
4. Oversight role of council;
5. Supply chain management units;
6. Training of supply chain management officials
7. Supply chain management system
8. Demand management
9. Acquisition management
10. System of acquisition management
11. Range of procurement processes
12. General preconditions for consideration of written quotations or bids
13. Lists of accredited prospective providers
14. Petty cash purchases
15. Written or verbal quotations
16. Formal written price quotations
17. Procedures for procuring goods or services through written or verbal quotations and formal written price quotations
18. Competitive bidding process
19. Process for competitive bidding
20. Bid documentation for competitive bids
21. Public invitation for competitive bids



22. Procedure for handling, opening and recording of bids
23. Negotiations with preferred bidders
24. Two-stage bidding process
25. Committee system for competitive bids
26. Bid specification committees
27. Bid evaluation committees
28. Bid adjudication committees
29. Procurement of banking services
30. Procurement of IT related goods or services
31. Procurement of goods and services under contracts secured by other organs of state
32. Procurement of goods necessitating special safety arrangements
33. Proudly SA Campaign
34. Appointment of consultants
35. Deviation from, and ratification of minor breaches of, procurement processes
36. Unsolicited bids
37. Combating of abuse of supply chain management system Logistics management
38. Disposal management
39. Risk management
40. Performance management
41. Prohibition on awards to persons whose tax matters are not in order
42. Prohibition on awards to persons in the service of the state
43. Awards to close family members of persons in the service of the state
44. Ethical standards
45. Inducements, rewards, gifts and favours
46. Sponsorships
47. Objections and complaints
48. Resolution of disputes, objections, complaints and queries
49. Contracts providing for compensation based on turnover
50. Calculation of the Preferential Point System
51. Identification of preference point system, designated sector, prequalification criteria, objective criteria and subcontracting
52. CSD – Central Supplier Database
53. E-tender

7.6.9 Challenges Faced Within SCM Unit

- ✓ The major challenge is a lack of capacity within the unit. The municipality has however advertised for the vacant positions and is undertaking all internal processes leading to the appointment of candidates.
- ✓ Another challenge is the lack of office space to accommodate any new incumbents. This is being carteled by the construction of the new municipal offices at the intersection of Dannhauser CBD and R 621 to Dundee. Once the new offices have been completed it will not be a challenge having additional space for newly recruited individuals.

The challenges confronting SCM with regards to capacity and office space should be addressed by 30 June 2020.



7.6.10 DANNAHSUER SCM – Procurement Plan

The municipality is focusing its procurement strategy for 2019/2020 within two departments, the Municipal Manager's Office and Technical Services Department. It

Municipal Manager's Office – 108

Description of goods / services / Infrastructure project	Estimated value (including all applicable taxes)	Envisaged date of advertisement in the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible office
Double Cab (MM Office)	R 500 000	Appointed	-		Municipal Manager / IDP
Municipal Vehicle (MM Office)	R 400 000	September 2019	October 2019	October 2019	Municipal Manager / IDP
Management of Farms (Part1)	R 350 000	August 2019	September 2019	October 2019	Municipal Manager / IDP
Management of Farms (Part2)	R 325 000	October 2019	November 2019	December 2019	Municipal Manager / IDP
Management of Farms (Part3)	R 325 000	January 2019	February 2020	March 2020	Municipal Manager / IDP

Technical Services Department Office – 104

Description of goods / services / Infrastructure project	Estimated value (including all applicable taxes)	Envisaged date of advertisement in the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible office
Mast Lights (ward 5, 10, 12 and 13)	R1 200 000.00	January 2020	February 2020	March 2020	Technical Services
Improvements of Community Halls (ward 3, 6, 8 and 12)	R1 000 000.00	September 2019	October 2019	November 2019	Technical Services
New Offices	R32 000 000.00	Contractor on site	-	-	Technical Services
Textile Incubator Infrastructure	R2 000 000.00	July 2019	August 2019	August 2019	Technical Services
Street Lights (ward 2)	R500 000.00	Contractor appointed	-	-	Technical Services
Parks (ward 2)	R900 000.00	September 2019	October 2019	December 2020	Technical Services
Provision of Infrastructure in Cemeteries (ward 11)	R1 000 000.00	October 2019	October 2019	November 2019	Technical Services
Electrification (ward 1, 2 and 10)	R3 800 000.00	Contractor on site	-	-	Technical Services

Rural Roads (ward 7)	R2 800 000.00	July 2019	August 2019	August 2019	Technical Services
Disaster Houses (ward 3, 6, 8, 11 and 13)	R2 000 000.00	Contractor site	-	-	Technical Services
Sport Combo (ward 5 and 11)	R7 000 000.00	August 2019	August 2019	September 2019	Technical Services
Mobile Creche (ward 5, 6 and 9)	R1 000 000.00	October 2019	November 2019	November 2019	Technical Services
Urban Roads	R9 400 000.00	Contractor on site	-	-	Technical Services
JoJo Tanks (ward 4 and 6)	R250 000.00	July 2019	August 2019	August 2019	Technical Services
Testing Grounds	R4 000 000.00	Contractor on site	-	-	Technical Services
Taxi Rank (ward 2)	R8 000 000.00	Contractor on site	-	-	Technical Services
Fencing of Sport Field (ward 9)	R300 000.00	January 2020	February 2020	February 2020	Technical Services

7.7 Salaries and Allowances

The Salaries and Allowances Budget for staff and Councilors amounts to **R 42 159 796.00 for 2020/21**. The budget for this category has increased significantly due to provisions made for the recently reached agreement between Salga and Samwu to improve and increase salary scales. The salary grading, which differs from municipality to municipality, has been considered and the municipality's size, income and Equitable Share assistance it receives from the central government played a role in this regard. The wage curve agreement to be effective as of July 1, 2015 also contributed to this significant increase in salary budget. Hence, the individual staff increase has remained in line with Employer Organization agreement reached on salary increases. Provision was made for increase in salaries, allowances and benefits for councilors.

The consideration of current limited capacity within the municipality makes it possible to experience an even higher increase on salary budget during the upcoming financial years. The current depicted increase for the next five years, only take into cognisance the estimated increase in salaries of current labour force.

7.7.1 General Expenses

General Expenses Budget Amount R 44 617 745.00 for 2020/21. The total provision for this category has decreased from the 2019/20 full year forecast of R 59 634 930.00.

7.8 VACANCY RATE BUDGET & TREASURY

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

Table 143: Vacancies in Budget & Treasury

DEPARTMENT	VACANT POSITIONS
Office of the Municipal Manager	PMS Officer
Budget & Treasury	Asset and Fleet Officer, Debtors Clerk, Manager Budget and Treasury, Payroll Clerk, SCM Clerk, Secretary CFO
Department of Community & Social Services	Environmental Officer, Chief Protection Officer
Department of Corporate Services	Committee Officer
Technical Services	Head Civil Services, Housing Officer, PMU Officer, Building Inspector, Foreman Engineering Services, Bricklayer, 4 General Workers

The positions that are vacant within the Budget & Treasury Unit are;

- ✓ Asset and Fleet Officer;
- ✓ Debtors Clerk;
- ✓ Manager Budget and Treasury;
- ✓ Payroll Clerk;
- ✓ SCM Clerk; and
- ✓ Secretary CFO

7.8.1 Financial Consultants

The municipality does not have long contracted financial consultants but it engages in the use of consultants on an adhoc basis as and when required. The challenge is due to capacity constraints and skills shortage.

The volume of financial transactions being undertaken by the municipality have risen due to it enhancing its service delivery to the now 13 wards in existence. The financial consultants will be less relied on once the department is fully capacitated with individuals with the correct skills and who will have been adequately trained through the MSCOA system, supply chain management and other relevant deliverables required in the unit.

Another major constraint of capacitating the department is the shortage in municipal office space, however as the municipality has already commenced its SCM processes for the construction of its expansion new offices, this will enable working space to be available and suitably qualified individuals to be appointed.

7.9 BORROWINGS / LOANS

The municipality in the financial year 2018/2019 borrowed R 44,865 million from DBS for gravel roads; electrification projects and other infrastructural equipment.

Bank Overdraft, External Loans and Leases 2019/20

Loan	Type	Interest Rate	Balance 30/06/2018	Balance 30/06/2019
Bank overdraft	Overdraft	-	0	0
External Loans	Short/Long Term	10.685%	0	9 310 929
Finance Leases	Lease	-	0	0
Total			0	R 9 310 929.00



7.10 ASSET & INFRASTRUCTURE RENEWAL PLAN

Strategic Goals

- Service level needs, identified in the IDP process, (these shall drive asset management practices and decision-making);
- Asset management plans that are an integral part of the municipal planning process;
- taking the municipal strategy (IDP), converting that into an asset management strategy and producing plans based upon an analysis of service delivery options;
- informing the IDP (and revised IDP) and then the annual budget, using the detailed asset management plans;
- funding each approved asset management plan appropriately through the budget; including in the Service Delivery and Budget Implementation Plan (SDBIP) the measurable objectives and targets of each asset management plan;
- reporting on the performance of assets as measured in terms of service delivery based upon an approved SDBIP, budget and IDP.
- Asset acquisition decisions that are based upon the evaluation of alternatives, including demand management and non-asset solutions;
- Asset acquisition proposals that include a full business case, including costs, benefits and risks across each phase of an asset's life cycle;
- Defined responsibility and accountability for performance, safe custody and use.
- Disposal decisions based upon an analysis of disposal options, designed to achieve the best possible return for the municipality and made in accordance with the provisions of the MFMA; and
- Sound risk-based internal controls supporting all asset management practices.

Strategic Objectives

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

Operational Objectives

- **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 utilised 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.

Key Operational Focus Areas

The plan considers the management of infrastructure associated with the provision of the following services:

- ✓ Municipal & Social buildings;
- ✓ Roads (Tarred & Gravel) and Storm Water Drainage;
- ✓ Sidewalks & Pavements;
- ✓ Bus & Taxi Ranks;
- ✓ Electricity Supply (street lighting and housing In-fills);

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.

Current Challenges Facing Municipality – Asset & Infrastructure

The following are the key underlying issues;

- Vacant positions of Asset & Fleet Manager, and Manager Budget & Treasury;
- Inadequate budget (thus unable to fund infrastructure maintenance or replace assets & infrastructure);
- Inadequate skills (especially technical skills) and experience to plan and implement appropriate maintenance.
- The current mismatch between, on the one hand, the often decades-long designed life of infrastructure and the need for the municipality to manage the associated costs and revenues over that life, and on the other hand the much shorter time spans of the MTEF and the period between municipal elections, results in financial tensions that are not easy to resolve.



- The loss of intellectual assets and key technical staff, and their non-replacement, or replacement by others less qualified or experienced, is inhibiting infrastructure maintenance and in many cases can be identified as the main reason for a breakdown of the service.

Reason for Under Budgeting on Assets & Infrastructure Renewal

- ✓ The only reason attributed to the under budgeting is low-income revenue of the municipality and the high dependency on conditional grant funding that is committed to other projects.

Addressing of Shortfalls

- ✓ The municipality will bid for more funding through government sector departments and it will also revise its budgets through priority mechanisms to address the under budgeting.

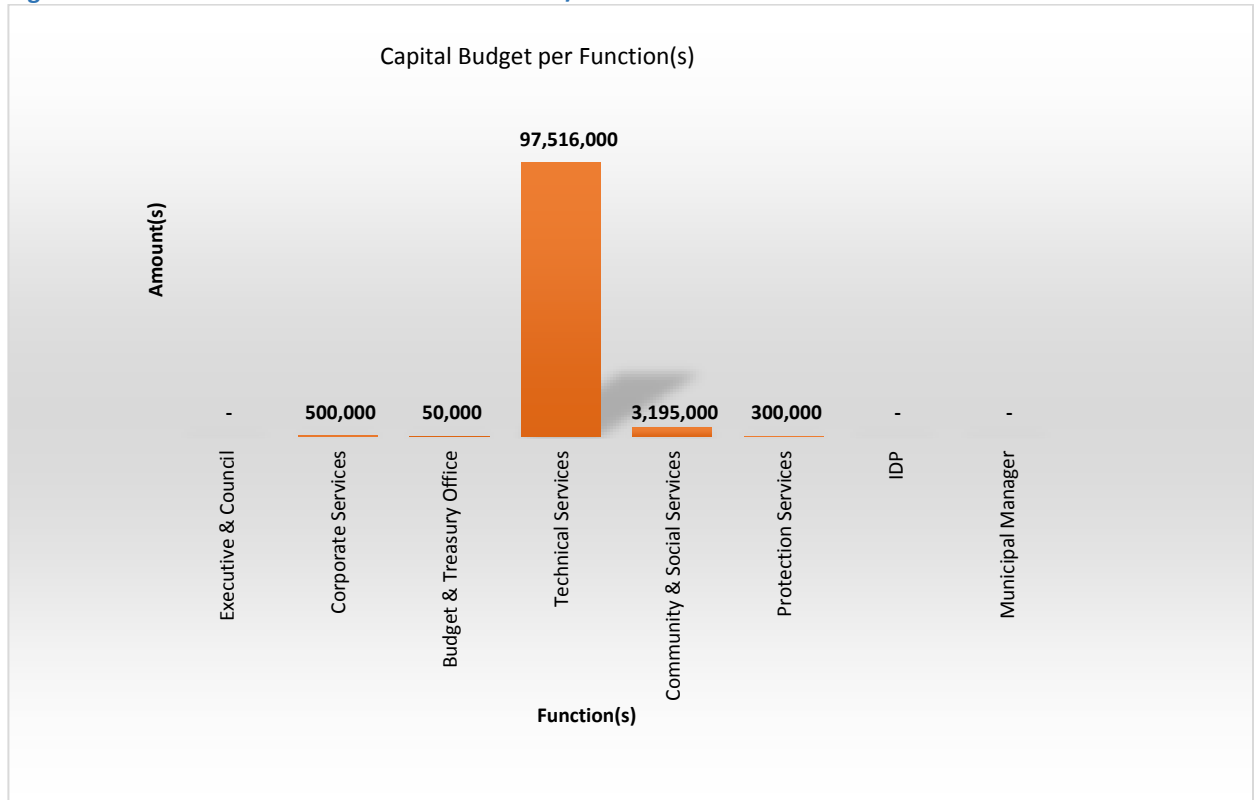
7.11 BUDGETS 2021/2022

Table 144: Capital Budget 2021/22

Function	2021/2022				
	Appropriation			Capital Funding	
	Capital	Operating	Total	Own Sources	External
Executive & Council	-	35 997 854,00	35 997 854,00	-	-
Corporate Services	236 186,00	12 872 183,00	17 365 712,87	500 000,00	-
Budget & Treasury Office	101 189,00	53 512 023,00	53 613 212,00	50 000,00	-
Technical Services	84 725 486,00	23 078 652,00	107 804 138,00	75 750 000,00	21 766 000,00
Community & Social Services	3 255 511,00	15 173 744,00	18 429 255,00	3 195 000,00	-
Protection Services	210 800,00	4 794 873,00	5 005 673,00	300 000,00	-
IDP	-	7 346 111,00	7 346 111,00	-	-
Municipal Manager	992 250,00	5 666 441,00	6 658 691,00	-	-
TOTAL	89 521 422,00	158 441 881,00	247 963 303,00	79 795 000,00	21 766 000,00

TOTAL CAPITAL BUDGET = R 101 561 000,00

Figure 47: CAPITAL BUDGET PER FUNCTION – 2020/21





7.12 MUNICIPAL OPERATING BUDGET 2019/2020- 2021/2022

Table 145: Municipal Operating Budget 2019/2020 – 2022/23

DANNHAUSER MUNICIPALITY (KZ254)									
FINAL BUDGET & MTREF FOR 2021- 2023									
MTREF 2015 - 2019: OPERATING REVENUE & EXPENDITURE BUDGET									
Item No.		Accounts	Audited Actual	Original Budget	Revised Budget	Actual Budget	Final Budget	Projected Budget	Projected Budget
			2019/2020	2020/2021	2020/2021	2020/2021	2021/22	2022/23	2023/24
REVENUE									
		ASSESSMENT RATES	-	-35,126,945	-	-	-	-	-
		INCOME FOREGONE	-	6,968,746	-	-	-	-	-
		NET ASSESSMENT	-	-28,158,199	-30,438,905	-	-29,082,655	-30,420,457	-31,819,798
		TAXI RANK FEES	-	-15,563	-	-	-	-	-
		ZINOJU CONTRIBUTION ON CRETCHE	-	-5,800,000	-	-	-	-	-
		INSURANCE CLAIMS	-	-117,644	-5,299	-	-	-	-
		LGSETA	-	-1,042,320	-1,042,320	-	-1,089,224	-1,139,329	-1,191,738
		RATES PENALTIES	-	-177,748	-	-	-	-	-
		REVENUE CLEARANCE CERTIFICATES	-	-11,893	-11,893	-	-12,429	-13,100	-13,702
		SUNDRY INCOME	-	-83,912	-199,311	-	-130,625	-137,679	-144,012
		DRIVERS LICENCE	-	-212,403	-200,028	-	-209,029	-218,645	-228,702
		INTEREST ON CREDIT BALANCE	-	-449,386	-	-	-	-	-
		REFUSE REMOVAL	-	-1,233,004	-1,323,148	-	-1,382,690	-1,446,294	-1,512,823
		CEMETRY FEES	-	-14,169	-18,284	-	-19,107	-19,985	-20,905
		RENTAL - LAND & BUILDINGS	-	-92,020	-92,020	-	-96,160	-100,584	-105,211
		INTEREST - EXTERNAL INVESTMENTS	-	-3,362,880	-2,329,426	-	-2,434,250	-2,565,700	-2,683,722
		TRAFFIC FINES	-	-205,878	-205,878	-	-215,143	-225,039	-235,391
		ENCROACHMENTS	-	-	-	-	-	-	-
		DRIVERS LICENCE CARDS	-	-167,553	-	-	-	-	-
		VEHICLE LICENSES	-	-4,343,566	-1,628,214	-	-1,701,484	-1,779,752	-1,861,621
		LEARNERS LICENSES	-	-2,521	-	-	-	-	-
		PLAN FEES	-	-13,428	-	-	-14,032	-14,678	-15,353
		IZIMBIWA COAL CONTRIBUTION	-	-	-	-	-	-	-
		VALUATION CERTIFICATES	-	-702	-	-	-	-	-
		LOST BOOKS	-	-4,411	-	-	-	-	-
		LIBRARY FINES	-	-1,411	-970	-	-1,014	-1,060	-1,109
		PHOTOCOPIES	-	-32,694	-38,763	-	-40,508	-42,371	-44,320



DANNHAUSER LOCAL MUNICIPALITY KZ 254

		VAT RECOGNITION	-	-14,248,314	-12,000,000	-	-12,540,000	-13,217,160	-13,825,149
		PRODIBA	-	-101,471	-	-	-	-	-
		ZINOJU CONTRIBUTION ON - SPORT COMBO	-	-	-	-	-	-	-
		PARKS FUNDING - COGTA FUNDING	-	-2,000,000	-	-	-	-	-
		FAXES	-	-371	-	-	-	-	-
		IZIMBIWA COAL - CONTRI (WARD 3)	-	-3,000,000	-	-	-	-	-
		SURPLUS FUNDS	-	-13,964,039	-24,211,817	-	-25,301,348	-26,667,621	-27,894,332
		DBSA LOAN	-	-	-25,034,511	-	-	-	-
MUNICIPAL REVENUE			-	-103,607,499	-98,780,788	-	-74,269,698	-51,341,832	-53,703,556
		PROVINCIALISATION OF LIBRARY - ARTS & CULTURE	-	-889,000	-	-905,000	-905,000	-935,000	-981,000
		COMMUNITY LIBRARY SERVICES - ARTS & CULTURE	-	-202,000	-	-226,000	-226,000	-1,308,000	-1,372,000
		PROPERTY RATES - PUBLIC WORKS	-	-	-	-	-	-	-
		COMMUNITY PARTICIPATION - COGTA	-	-	-	-	-	-	-
		COGTA	-	-	-	-	-	-	-
		DBSA GRANT FUNDING - TOURISM PLAN	-	-	-	-	-	-	-
PROVINCIAL GRANTS			-	-1,091,000	-1,091,000	-	-1,131,000	-2,243,000	-2,353,000
		MIG INFRASTRUCTURE GRANT	-	-21,766,000	-21,766,000	-	-21,645,000	-23,205,000	-24,347,000
		FMG GRANT	-	-1,900,000	-1,900,000	-	-1,900,000	-1,900,000	-2,000,000
		INTEGRATED ELECTRIFICATION GRANT	-	-	-	-	-	-	-
		RURAL HOUSING INFRASTRUCTURE	-	-	-	-	-	-	-
		MSIG GRANT	-	-	-	-	-	-	-
		EQUITABLE SHARE	-	-86,394,000	-86,394,000	-	-91,778,000	-97,529,000	-
									102,091,000
		EQUITABLE SHARE - COUNCILOR ALLOWANCES	-	-5,188,000	-5,188,000	-	-5,364,000	-5,584,000	-5,815,000
		SMALL TOWN REHABILITATION	-	-	-	-	-	-	-
		SPORTS MAINTAINANCE	-	-	-	-	-	-	-
		RURAL INFRASTRUCTURE GRANT	-	-	-	-	-	-	-
		EXPANDED PUBLIC WORKS PROGRAMME	-	-1,012,000	-1,012,000	-	-1,000,000	-	-
NATIONAL GRANTS			-	-116,260,000	116,260,000	-	-121,687,000	-128,218,000	134,253,000



DANNHAUSER LOCAL MUNICIPALITY KZ 254

TOTAL REVENUE			-	-220,958,499	216,131,788	-	-197,087,698	-181,802,832	190,309,556
			-	-	-	-	-	-	-
TOTAL REVENUE			-	-220,958,499	216,131,788	-	-197,087,698	-181,802,832	190,309,556
EXPENDITURE									
SALARIES AND ALLOWANCES									
		SALARIES AND ALLOWANCES	-	23,750,624	19,841,333	7,170,598	31,650,377	33,660,558	35,817,187
		SALARIES - BONUSES	-	1,626,414	1,740,086	644,866	2,080,138	2,211,404	2,351,955
		SALARIES - OVERTIME	-	610,111	623,461	694,315	803,201	854,605	909,475
		SALARIES - TRAVEL	-	1,457,030	1,593,975	263,052	1,568,842	1,665,155	1,768,551
		SALARIES - HOUSING	-	477,876	218,185	104,852	490,092	521,458	554,959
		SALARIES & ALLOWANCE: HOUSING & SUB	-	-	-	-	-	-	-
		CELLPHONE ALLOWANCES	-	97,242	78,000	18,000	102,000	108,528	115,627
		PROTECTIVE CLOTHING	-	-	-	-	-	-	-
		GROUP LIFE INSURANCE	-	199,542	3,573	9,891	267,703	284,714	302,999
		UIF	-	229,520	141,542	75,663	300,342	319,391	339,732
		BARGAINING COUNCIL	-	67,800	8,724	2,657	69,000	73,410	78,145
		TELEPHONE ALLOWANCE	-	-	-	-	-	-	-
		PENSION FUND CONTRIBUTION	-	697,291	994,252	281,313	1,251,627	1,014,370	1,079,407
		MEDICAL AID FUND CONTRIBUTION	-	562,256	747,559	263,970	607,092	645,946	687,766
		WCA	-	251,222	20,000	47,618	337,166	358,571	381,533
		SKILLS LEVY	-	221,964	106,499	93,383	284,119	302,128	321,479
		LEAVE PROVISION	-	712,234	983,174	281,313	955,076	1,015,706	1,080,829
		CASUAL WAGES	-	324,276	-	114,276	324,276	345,030	367,750
		TRAVELLING ALLOWANCE	-	-	-	-	-	-	-
		STAND - BY ALLOWANCE	-	140,212	-	128,835	140,212	149,186	158,733
		POST RETIREMENT BENEFITS	-	225,000	-	-	225,000	239,400	254,722
			-	31,875,100	28,720,006	10,779,850	41,456,262	44,086,922	46,908,963
SALARIES AND ALLOWANCES									
COUNCILLORS ALLOWANCES									
		ALLOWANCES -MAYOR	-	894,373	870,557	-	894,373	1,030,990	1,096,973
		ALLOWANCES - DEPUTY MAYOR	-	519,417	413,111	-	519,417	477,868	508,452
		ALLOWANCES - SPEAKER	-	891,129	705,327	-	891,129	815,238	867,413
		SEC 79 CHAIR	-	477,203	251,643	-	477,203	-	-
		ALLOWANCES -EXCO MEMBERS	-	1,470,336	1,170,219	-	1,470,336	1,353,814	1,440,458
		ALLOWANCES -COUNCILLORS	-	6,032,239	5,633,549	-	6,032,239	6,726,620	7,157,124
COUNCILLORS ALLOWANCES			-	10,284,697	9,044,405	-	10,284,697	10,404,530	11,070,420



DANNHAUSER LOCAL MUNICIPALITY KZ 254

GENERAL EXPENSES										
	-	-	DISABILITY PROJECTS	0	295,023	388,071	0	405,534	424,189	443,702
	-	-	GREENHOUSING VILLAGE DEVELOPMENT	0	0	0	0	0	0	0
	-	-	SPECIALIST (MOSCOA)	0	500,000	650,000	0	679,250	710,496	743,178
			INVESTMENTS MOBILIZATION	0	0	0	0	0	0	0
			SDF DEVELOPMENT AND REVIEW	0	245,206	245,206	0	256,241	268,028	280,357
			INVESTMENTS PROMOTION	0	157,800	157,800	0	164,901	172,486	180,421
			REVIEW OF TOURISM PLAN	0	105,200	5,200	0	5,434	5,684	5,945
			PMS REVIEW AND PRINTING	0	273,520	473,520	0	494,828	517,591	541,400
			SECTOR DEVELOPMENT PLANS	0	245,206	245,206	0	256,241	268,028	280,357
			END TERM REPORT	0	264,683	264,683	0	276,594	289,317	302,626
			CLEANING MATERIAL	0	350,000	250,000	0	261,250	273,268	285,838
			SUBSCRIPTIONS	0	300,000	518,000	0	541,310	566,210	592,256
			CATERING: MEETINGS & CONFERENCES	0	402,637	384,172	0	401,460	419,927	439,601
			RENTAL OFFICE MACHINES	0	500,000	771,827	0	806,559	843,661	882,469
			PRINTING & STATIONERY	0	953,679	1,071,773	0	1,120,003	1,171,523	1,228,305
			POSTAGE	0	5,788	5,788	0	6,049	6,327	6,618
			TELEPHONE	0	504,695	670,359	0	700,526	732,750	766,456
			MATRIC EMPOWERMENT PROGRAMME	0	0	0	0	0	0	0
			PROFESSIONAL SERVICES	0	105,200	450,000	0	470,250	491,882	521,394
			INSURANCE	0	1,163,645	1,163,645	0	1,216,009	1,271,945	1,330,454
			ANNUAL EVENT	0	152,000	152,000	0	0	0	0
			MEETINGS: SUBS/TRAVEL	0	2,610,604	2,836,831	0	2,564,488	2,682,454	2,809,855
			CONFERENCES & SEMINARS	0	747,362	2,148,461	0	2,045,142	2,140,249	2,242,204
			MEMBERSHIP FEES/SALGA	0	570,822	570,822	0	596,508	623,948	652,649
			FUEL & OIL	0	1,619,742	1,324,225	0	1,083,815	1,133,671	1,201,691
			MAYORAL CAR - FML & FUEL	0	97,244	0	0	0	0	0
			HIV/AIDS PROGRAM	0	221,969	121,969	0	127,457	133,320	139,453
			PLACEMENT STIPEND	0	366,585	216,585	0	226,332	236,743	247,633
			MUNICIPAL ZIBAMBELE	0	1,500,000	1,500,000	0	1,567,500	1,639,605	1,715,027
			FIRST ELEVEN TERTIARY AID	0	171,461	171,461	0	0	0	0
			SUBSTANCE AND TRAVEL	0	153,484	153,484	0	160,390	167,768	175,486
			SPECIAL PROGRAMS	0	356,404	356,404	0	500,000	523,000	547,058
			COMMUNITY SKILLS DEVELOPMENT	0	105,200	105,200	0	109,934	114,991	120,281
			VALUATION COSTS - INTERIMS	0	1,000,000	250,000	0	261,250	273,268	285,838
			ADVERTISEMENTS	0	650,000	650,000	0	679,250	710,495	743,178



DANNHAUSER LOCAL MUNICIPALITY KZ 254

		AUDIT FEES - EXTERNAL	0	1,200,000	2,240,000	0	2,340,800	2,448,477	2,561,107
		AUDIT FEES - INTERNAL	0	1,300,000	1,300,000	0	1,358,500	1,420,991	1,486,357
		BANK CHARGES	0	105,200	124,804	0	130,420	136,420	142,695
		FACILITATION OF ESKOM INFILLS (WARD 11)	0	50,000	50,000	0	0	0	0
		BY-LAWS AND ACTS	0	0	0	0	50,000	52,300	54,706
		CHEMICALS	0	35,400	35,400	0	36,993	38,695	40,475
		INTEREST ON LOAN	0	1,200,000	1,200,000	0	1,254,000	1,311,684	1,372,021
		COMPUTER PROGRAMS	0	0	0	0	0	0	0
		COUNCIL WARD COMMITTEE	0	1,618,000	1,618,000	0	1,790,810	1,873,187	1,959,354
		COMPILING OF WSP	0	0	0	0	0	0	0
		MARKETING & CORPORATE IMAGE	0	210,400	210,400	0	219,868	229,982	240,561
		DEEDS	0	63,120	63,120	0	65,960	68,995	72,168
		PROTECTIVE WEAR	0	550,000	500,000	0	522,500	546,535	571,675
		LED PROJECTS	0	0	0	0	0	0	0
		DISASTER MANAGEMENT	0	182,000	232,000	0	242,440	253,592	265,257
		SENIOR CITIZENS	0	271,727	271,727	0	283,955	297,017	310,680
		RURAL DEVELOPMENT INITIATIVES	0	0	0	0	0	0	0
		SCOA FFES	0	1,500,000	450,000	0	470,250	491,882	514,508
		FACILITATION: ID APPLICATIONS	0	5,200	5,200	0	50,000	52,300	54,706
		BURIAL OF DESTITUES AND CONDOLATORY	0	163,000	208,000	0	217,360	227,359	237,817
		DISASTER REHABILITATION: STIPEND	0	0	0	0	0	0	0
		ELECTRICITY	0	1,893,600	1,893,600	0	1,978,812	2,069,837	2,194,028
		ENTERTAINMENT	0	524,105	381,947	0	399,135	417,495	437,258
		GENDER	0	779,848	779,844	0	814,937	852,424	891,636
		INVENTORY - LOOSE TOOLS	0	10,435	10,435	0	10,904	11,406	11,992
		MUNICIPAL PARTNERSHIPS	0	249,262	50,000	0	52,250	54,654	57,168
		FIRST AID KIT	0	0	0	0	0	0	0
		VALUATIONS OBJECTIONS	0	600,000	1,200,000	0	1,254,000	1,311,684	1,372,021
		LEGAL COSTS	0	300,000	200,000	0	409,000	427,814	447,493
		LICENCE FEES	0	1,050,000	1,050,000	0	1,097,250	1,147,724	1,200,519
		MAPS & PLANS	0	12,622	12,622	0	13,190	13,797	14,624
		IT SUPPORT (ICT (INTERNET, WEBSITE UGRADE, HELPDESK, CAMERAS)	0	950,000	900,000	0	940,500	983,763	1,029,016
		BULK WATER ASSESSMENT	0	200,000	200,000	0	209,000	218,614	231,731
		PROFESSION FEES	0	600,000	600,000	0	627,000	655,842	686,011
		PROJECT LAUNCH COSTS	0	246,511	50,000	0	200,000	209,200	218,823
		IDP	0	773,971	1,523,971	0	1,592,549	1,665,806	1,742,434



DANNHAUSER LOCAL MUNICIPALITY KZ 254

		PROMOTE PUBLIC PARTICIPATION	0	583,800	533,800	0	557,821	583,481	610,321
		PUBLIC SATISFACTION SURVEY	0	150,000	150,000	0	156,750	163,961	171,503
		BUDGET MAYORAL IZIMBIZO	0	0	0	0	0	0	0
		REFUSE BINS/BAGS	0	300,000	300,000	0	313,500	327,921	343,005
		RENTAL LAND	0	149,481	300,000	0	313,500	327,921	343,005
		ROAD MARKING	0	20,800	20,800	0	21,736	22,736	23,782
		SAFETY EQUIPMENT	0	200,000	140,000	0	194,050	202,976	212,313
		SECURITY & ALARMS	0	2,000,000	2,290,173	0	2,393,231	2,503,320	2,618,472
		GREENING & GARDINING	0	400,000	400,000	0	418,000	437,228	457,340
		PRE- SALGA GAMES	0	557,034	213,556	0	500,000	523,000	547,058
		WARD CONSTITUENCY MEETING	0	1,367,600	667,600	0	697,642	729,734	763,301
		SPORTS FIELDS	0	80,000	80,000	0	83,600	87,446	91,468
		STOCK & MATERIAL	0	30,116	30,116	0	31,471	32,919	34,885
		TERTIARY ENRANCE PROGRAMME	0	0	0	0	0	0	0
		ELECTRICITY SUPPLY	0	200,000	0	0	0	0	0
		WARD COMMITTEE	0	0	0	0	0	0	0
		TOWN CLEANING CAMPAIGN	0	25,000	41,725	0	43,603	45,608	47,706
		TRAINING	0	1,209,218	1,049,218	0	363,963	380,706	398,218
		DEBT COLLECTION	0	448,152	450,303	0	470,567	492,213	521,746
		WATER	0	72,452	72,452	0	75,713	79,195	83,947
		YOUTH	0	243,614	243,614	0	0	0	0
		SUSTAINABLE SSME'S	0	2,000,000	2,750,000	0	2,000,000	2,092,000	2,188,232
		LED	0	0	0	0	0	0	0
		WORKMANS COMPENSATION FUND	0	0	0	0	0	0	0
		SKILLS DEVELOPMENT LEVY	0	84,160	145,424	0	151,968	158,959	166,271
		VALUATION REDUCTION	0	0	0	0	0	0	0
		LAND CONVEYENCING SUPPORT	0	235,959	0	0	0	0	0
		SUPPORT OF COOPERATIVES	0	0	0	0	0	0	0
		MUNICIPAL FARMS-LED	0	500,000	688,000	0	719,648	752,752	787,378
		JUNE 16 COMMEMORATION	0	220,800	0	0	0	0	0
		LED PLAN & STRATEGY	0	0	0	0	156,750	165,842	174,963
		ENVIRONMENTAL MANAGEMENT PLAN	0	0	0	0	0	0	0
		INTERGRATED WASTE MANAGEMENT PLAN	0	0	0	0	0	0	0
		CEMETRY PLAN	0	150,000	150,000	0	0	0	0
		DISASTER MANAGEMENT PLAN	0	0	0	0	0	0	0
		UNIFORMS FOR TRAFFIC	0	50,000	50,000	0	52,250	54,654	57,168
		STATIONERY AARTO-TRAFFIC	0	0	0	0	0	0	0



DANNHAUSER LOCAL MUNICIPALITY KZ 254

				0	0	0	0	0	0	0
GENERAL EXPENSES				0	44,617,745	46,400,543	0	46,332,650	48,466,864	50,772,653
REPAIRS AND MAINTANANCE										
	-	-	BUILDINGS & OFFICES-RUGBY CHANGE ROOMS	0	706,508	506,508	0	564,500	590,467	617,628
	-	-	VEHICLE MAINTENANCE	0	702,830	778,939	0	578,656	605,274	633,117
	-	-	CEMERTY FENCING & OTHER SERVICES	0	109,455	84,160	0	87,947	91,993	96,224
	-	-	HEAVY DUTY EQUIPMENT	0	796,304	794,231	0	594,735	622,093	650,709
	-	-	POTHOLE	0	526,000	526,000	0	549,670	574,955	601,403
	-	-	ABLUTION OF CHANGE ROOMS	0	0	0	0	400,000	418,400	437,646
	-	-	OFFICE FURNITURE & EQUIPMENT	0	101,391	112,027	0	92,531	96,788	101,240
	-	-	PLANT & EQUIPMENT	0	151,476	201,477	0	69,786	72,996	76,354
	-	-	BRIDGES	0	0	0	0	0	0	0
	-	-	FESTIVE DECORATIONS	0	0	0	0	0	0	0
	-	-	ROAD SIGNS	0	27,059	17,059	0	0	0	0
	-	-	STREETS & DRAINAGE	0	311,644	311,644	0	325,668	340,649	356,319
	-	-	TOOLS & EQUIPMENT	0	101,294	136,438	0	142,577	149,136	155,996
	-	-	STREET LIGHTS/GARDENS & OPEN SPACE	0	222,603	322,603	0	337,120	352,628	368,849
	-	-	SOCCER AND NETBANK POLES	0	52,600	52,600	0	54,967	57,495	60,140
	-	-	FIRE HOSES	0	0	0	0	0	0	0
	-	-	REFUSE SITE	0	84,170	84,170	0	0	0	0
	-	-	SIDEWALKS	0	0	0	0	0	0	0
	-	-	STREETS & DRAINAGE - LOCAL CON	0	0	0	0	0	0	0
	-	-	HIRE OF MACHINERY: ROADS (1,2,4,7,9,11,12 & 13)	0	6,719,191	8,500,000	0	9,000,000	9,405,000	9,837,630
REPAIRS AND MAINTANANCE				0	10,612,526	12,427,855	0	12,798,158	13,377,874	13,993,256
CAPITAL CHARGES				0	0	0	0	0	0	0
CONT. TO CAPITAL BUDGET										
	-	-	MAYOR'S VEHICLE	0	0	0	0	700,000	0	0
	-	-	TIPPER TRUCK	0	0	0	0	0	0	0
	-	-	FURNITURE & EQUIPMENT	0	50,000	150,000	0	0	0	0
	-	-	MUNICIPAL VEHICLES	0	500,000	500,000	0	500,000	527,000	555,458
	-	-	METER CONVERSION (WARD 2)	0	0	0	0	700,000	0	0
	-	-	COMPUTER EQUIPMENT	0	0	0	0	0	0	0
	-	-	RECREATIONAL CENTRE (LANDSCAPING PARKS) WARD 2	0	0	0	0	0	0	0



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	-	-	SURVEILLANCE CAMERAS-WARD 2	0	1,000,000	1,000,000	0	0	0	0
	-	-	BRIGDE -DESIGN & CONSTRUCTION (WARD 2)	0	700,000	700,000	0	0	0	0
	-	-	HALL PLANNING, DESIGN & CONSTRUCTION (WARD 13)	0	300,000	300,000	0	3,000,000	0	0
	-	-	SPEED HUMP (WARD 2)	0	0	0	0	0	0	0
	-	-	PAVING DESIGN (WARD 2)	0	750,000	750,000	0	0	0	0
	-	-	TLB	0	1,500,000	0	0	0	0	0
	-	-	UPGRADE LANDFILL SITE	0	0	1,500,000	0	0	0	0
	-	-	LAND & BUILDING UPGRADE	0	0	548,998	0	600,000	0	0
	-	-	POLYMORE - CONTER FUNDING	0	1,400,000	1,400,000	0	0	0	0
	-	-	SPORT COMBO (WARD 11)	0	0	0	0	0	0	0
	-	-	COMMUNITY HALLS -MIG (Ward 8 & 9)	0	800,000	800,000	0	6,000,000	0	0
	-	-	GRAND STAND (WARD 10 &11)	0	0	0	0	800,000	0	0
	-	-	HYDRALIC REFUSE TRUCK	0	24,750,000	24,750,000	0	0	0	0
	-	-	RURAL ROADS- DBSA LOAN	0	1,100,000	1,100,000	0	0	0	0
	-	-	MAST LIGHTS-(WARD 3, 5,6,7, 9,10 &12)	0	0	0	0	1,400,000	0	0
	-	-	FENCING TOWN HALL -WARD 2	0	2,000,000	2,000,000	0	1,200,000	0	0
	-	-	600 LITRE FIGHTING PUMP AND HOSE	0	700,000	0	0	0	0	0
	-	-	25 HP HUSCARVANA CUTTING DESK	0	0	500,000	0	0	0	0
	-	-	ACQUISITION OF LAND & MOVABLE PROPERTY	0	425,000	0	0	0	0	0
	-	-	APOLO	0	500,000	925,000	0	0	0	0
	-	-	NEW OFFICES	0	15,000,000	10,200,000	0	8,000,000	0	0
	-	-	TEXTILE INCUBATOR INFRASTRUCTURE	0	3,000,000	4,800,000	0	0	0	0
	-	-	INDUSTRIAL ROAD LINK DESIGNS	0	0	0	0	2,000,000	0	0
	-	-	EMAFUSINI ROADS-MIG	0	0	0	0	5,000,000	0	0
	-	-	PROVISION OF INFRASTRUCTURE IN CEMETRIES	0	500,000	500,000	0	0	0	0
	-	-	ELECTRIFICATION -INTERNAL FUNDING- (Ward 1,4 & 13)	0	9,000,000	9,000,000	0	8,000,000	0	0
	-	-	COMMUNITY HALL COUNTER FUNDING (WARD 4)	0	2,533,000	2,663,034	0	8,000,000	0	0
	-	-	MDAKANE WORK STATION (WARD 11)	0	0	0	0	2,000,000	0	0
	-	-	SLEEVE DONALD COMBO COUNTER FUNDING-WARD 7	0	0	0	0	0	0	0
	-	-	RURAL ROADS- MIG	0	0	0	0	0	0	0
	-	-	SLEEVE DONALD COMBO-WARD 7	0	0	0	0	3,500,000	0	0



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	-	-	URBAN ROADS -MIG	0	0	0	0	0	0
	-	-	URBAN ROADS -MIG	0	100,000	0	0	7,145,000	0
	-	-	SKIP BINS	0	70,000	150,000	0	0	0
	-	-	SLASHERS	0	100,000	50,000	0	0	0
	-	-	BRUSH CUTTERS	0	0	100,000	0	0	0
	-	-	CEMETRY EXTENSION	0	900,000	900,000	0	0	0
	-	-	STORM WATER -(WARD 2)	0	0	0	0	0	0
	-	-	SIDE WALKS (NEWTOWN HOSPITAL)	0	0	0	0	0	0
	-	-	LAWN MOWER	0	0	40,000	0	0	0
	-	-	COUNTER FUNDING TO ZINOJU COAL	0	0	0	0	0	0
	-	-	ZINOJU COAL -SPORT COMBO	0	0	0	0	0	0
	-	-	FRIDGE	0	0	0	0	0	0
	-	-	TROLLEY BINS	0	50,000	0	0	0	0
	-	-	OIL DRUM STANDS	0	0	0	0	0	0
	-	-	Speed Timing Machine	0	0	0	0	0	0
	-	-	ELECTRIFICATION	0	0	0	0	0	0
	-	-	ROBOT	0	0	0	0	0	0
	-	-	FENCING OF FARMS	0	200,000	200,000	0	0	0
	-	-	REHABILITATION OF MULTI PURPOSE CENTRE	0	0	0	0	0	0
	-	-	ROAD PAINTER	0	0	0	0	0	0
	-	-	WELCOME SIGN	0	0	0	0	0	0
	-	-	MANAGEMENT OF RENIER AND OTHER MUNICIPAL FARMS	0	0	0	0	0	0
	-	-	COMMUNITY SKILLS DEVELOPMENT	0	0	0	0	0	0
	-	-	SPEED TIMING MACHINE	0	300,000	300,000	0	0	0
	-	-	PARKHOMES	0	0	0	0	0	0
	-	-	IMPROVEMENTS - REGISTRY	0	7,500,000	7,500,000	0	0	0
	-	-	RURAL ROADS- INTERNAL FUNDING (Ward 3, 10 &12)	0	0	0	0	0	0
	-	-	URBAN ROADS- INTERNAL FUNDING (WARD 2 & 3)	0	0	0	0	0	0
	-	-	UNIFORMS FOR TRAFFIC	0	0	0	0	0	0
	-	-	STATIONERY AARTO-TRAFFIC	0	1,200,000	1,200,000	0	0	0
	-	-	SPORT COMBO	0	700,000	700,000	0	0	0
	-	-	CHILD CARE FACILITY (WARD 1)	0	0	0	0	2,500,000	0
	-	-	CEMETRY PLAN	0	3,300,000	3,300,000	0	0	0
	-	-	DISASTER HOUSES-(WARD 3,5,7,8,12)	0	2,533,000	2,663,033	0	3,800,000	0



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	-	-	COMMUNITY HALL COUNTER FUNDING (WARD 5)	0	0	0	0	2,000,000	0	0
	-	-	SPORTS COMBO-(WARD 5)	0	0	0	0	0	0	0
	-	-	SPORT COMBO (WARD 9)	0	0	0	0	0	0	0
	-	-	SPORT COMBO-ABLUTION CHANGE ROOMS	0	0	0	0	0	0	0
	-	-	PILOT PROJECT- WATER HARVESTING (WARD 1, 3 & 6)	0	800,000	800,000	0	2,000,000	0	0
	-	-	CRETECH-ZINOJU (WARD 4 & 7)	0	0	0	0	0	0	0
	-	-	STAND PIPE EXTENSION PROJECT	0	0	0	0	0	0	0
	-	-	JOJO TANKS & STANDS (4 & 6)	0	0	0	0	0	0	0
	-	-	SOLAR PANEL (WARD 1 & 3)	0	600,000	1,000,000	0	0	0	0
	-	-	MOBILE CRECHE (Ward 10 & 11)	0	9,500,000	10,771,574	0	600,000	0	0
	-	-	TESTING GROUNG -(STEEL, WARD 2)	0	7,200,000	5,668,358	0	3,000,000	0	0
	-	-	COSTRUCTION OF DANNHAUSER TAXI RANK-MIG (WARD 2)	0	0	0	0	0		0
	-	-								
CONT. TO CAPITAL BUDGET				0	101,561,000	99,429,997	0	64,445,000	527,000	555,458
GRANTS EXPENDITURE & PROVISIONS										
	-	-	PROVISION FOR DOUBTFUL DEBTS	-	-	-	-	-	-	-
	-	-	PROVISION FOR LEAVE	-	-	-	-	-	-	-
	-	-	PROVISION FOR DEPRECIATION	-	21,000,000	18,000,000	-	19,000,000	19,874,000	20,788,204
	-	-	COST OF FREE BASIC ELECTRICITY	-	800,000	800,000	-	836,000	874,456	914,681
	-	-	FMG GRANT EXPENSE	-	-	-	-	-	-	-
	-	-	MSIG GRANT EXPENSE	-	889,000	-	-	-	-	-
	-	-	COMMUNITY LIBRARY EXPENSE	-	202,000	889,000	-	905,000	935,000	981,000
	-	-	PROVINCIALISATION OF LIBRARY	-	-	202,000	-	226,000	1,308,000	1,372,000
	-	-	COMMUNITY PARTICIPATION - COGTA	40,095	-	-	-	-	-	-
	-	-	RURAL HOUSING INFRASTRUCTURE GRANT EXPENSE	-	-	-	-	-	-	-
GRANTS EXPENDITURE & PROVISIONS				-	22,891,000	19,891,000	-	20,967,000	22,991,456	24,055,885
CHARGES TO										
TOTAL		EXPENDITURE		-	216,819,116	215,913,806	10,779,850	196,283,767	139,854,646	147,356,634
NET SURPLUS / (DEFICIT) PER DEPARTMENTS				-	-4,139,383	-217,982	10,779,850	-803,931	-41,948,187	-42,952,922

7.13 CAPTIAL AND OPERATING BUDGET PER DEPARTMENT

The total operating and capital budget shows allocations to the responsibilities of each municipal department, in terms of execution and implementation of the IDP major items. To this end, the Technical Department has a larger share of the budget, as it is responsible for managing infrastructure development component of service delivery. Community Service Department has the second largest share of the budget due to its functions, which seek to maintain municipality facilities and amenities. Undoubtedly, the budgets of these two departments are far below the amount required to implement all programme planned within the IDP and directed to them as per their responsibilities.



Table 146: Total Capital Budget Original; Adjusted & Final as Per Department 2021/22 – 2022/23

DANNHAUSER MUNICIPALITY (KZ254)				
FINAL BUDGET & MTREF FOR 2021- 2023				
CAPITAL BUDGET 2021/2022- 2022/2023				
DEPARTMENT & VOTE NO.	DESCRIPTION	ORIGINAL	ADJUSTED	DRAFT
		BUDGET	BUDGET	BUDGET
		2021/22	2021/22	2022/23
	<i>Mayor & Council Office</i>			
	Mayor 's Car	700,000	1 150,000	
	Speaker's Car			700,000
				-
	TOTAL	700,000	1,150,000	700,000
	Corporate Services			
	Telephone line New offices	-	-	350,000
	Specialized Chair (IT OFFICER)	-	-	30,000
	Clocking Machine for New Offices	-	-	300,000
	TOTAL	-	-	700,000
Technical Services	TECHNICAL SERVICES			-
	Mastlghs	700,000	700,000	-
	Water Tanker	1,500,000	1,500,000	-



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	Construction of Hall	1,500,000	1,500,000	2,800,000
	Fencing of Farms	200,000	50,000	100,000
	Industrial Precinct	1,100,000	400,000	-
	New Offices (Ward 2)	6,000,000	24,597,334	11,000,000
	Electrification – INEP (STEN DRIVE, DORSET, DORINGKOP & SPRINGBOK)	3,000,000	2,000,000	5,040,000
	New offices Road & Parking	2,000,000	-	1,000,000
	Water & Sanitation (Industrial Area)	1000,000	-	-
	Urban Roads – Counter Funding	300,000	-	1,000,000
	CHILD CARE FACILITY	1,500,000	1,500,000	1,700,000
	Testing ground	3,000,000	2,000,000	500,000
	PURCHASE OF LAND	500,000	-	-
	Urban Roads (Ward 2) MIG	5,797,000	5,797,000	5,000,000
	Community Hall - MIG	11,200,000	11,200,000	8,500,000
	Disaster houses	1,500,000	200,000	1,600,000
	MOBILE CRECHE	500,000	-	-
	DURNACOL SPORTS CENTRE	8,200,000	8,000,000	-
	RURAL ROADS - MIG	5,797,000	5,797,000	11,000,000
	Grandstands	500,000	500,000	-
	WATERHARVESTING	2,000,000	2,000,000	-
	SPORT COMBO (Ward 3,10 & 12)	4,000,000	592,849	-
	WATER SUPPLY	-	-	6,000,000
	New Cemetry Fencing	-	-	1,200,000
	Zinoju Contribution & Municipal Council	-	-	7,000,000
	Meter Conversion	-	-	300,000
	DEPARTMENT OF TRADE & INDUSTRY (DTI) WATER RETICULATION/RAILWAY AND BRIDGE IN THE AREA	-	-	15,000,000



	TOTAL	61,494,000	75,434,183	78,740,000
Community & Social Services	Waste Services			
	TRACTOR	500,000	500,000	-
	LANDFILL SITE UPGRADE	525,000	500,000	1,500,000
	LAND SURVEYING – NEW CEMETRY	-	-	300,000
	LANDFILL SITE FENCING	-	-	450,000
	SKIP BINS	150,000	-	-
	SLASHERS	150,000	50,000	-
	BRUSH CUTTERS	150,000	150,000	-
	FENCING OF NEWTOWN PARK	150,000	150,000	-
	Tree Chopper for the Landfill			100,000
	Ride on Mower			80,000
	TOTAL	1,625,000	1,250,000	2,630,000
Protection Services				
	CHAINSAWS	30,000	30,000	30,000
	Generator for the Traffic Department	-	-	30,000
	Fire Engine			2,000,000
	TOTAL	30,000	30,000	2,060,000
TOTAL CAPITAL BUDGET		64,024,000	78,014,183	84,810,000



Table 147: Repairs & Maintenance Budget 2019/2020 – 2023/2024

Function: REPAIRS AND MAINTANANCE			Sub-Function: Technical Services				
Item No.	Accounts	Original Budget	Projected Budget	Actual Budget	Draft Budget	Projected Budget	Projected Budget
		2019/2020	2019/2020	2019/2020	2020/2021	2021/2022	2022/2023
	REPAIRS AND MAINTANANCE						
-	BUILDINGS & OFFICES	529,000	529,000	529,000	556,508	588,785	422,911
-	VEHICLE MAINTENANCE	317,400	317,400	317,400	333,905	353,271	949, 208
-	CEMERTY SERVICES	80,000	80,000	80,000	84,160	89,041	300,000
-	HEAVY DUTY EQUIPMENT	452,000	452,000	452,000	475,504	503,083	800,000
-	POTHOLES	500,000	500,000	500,000	526,000	556,508	730,000
-	OFFICE FURNITURE & EQUIPMENT	74,060	74,060	74,060	77,911	82,430	165,000
-	ROAD SIGNS						70,000
-	PLANT & EQUIPMENT	63,480	63,480	63,480	66,781	70,654	80,000
-	STREETS & DRAINAGE	296,240	296,240	296,240	311,644	329,720	80,000
-	TOOLS & EQUIPMENT	58,700	58,700	58,700	61,752	65,334	220,000
-	STREET LIGHTS/GARDENS & OPEN SPACE- WARD 2	211,600	211,600	211,600	222,603	235,514	200,000
-	SOCCER AND NETBALL POLES	50,000	50,000	50,000	52,600	-	60,000
-	REFUSE SITE						350,000



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	STREETS & DRAINAGE - LOCAL CON				-	-	
	HIRE OF MACHINERY: ROADS (Ward 1, 2,4 ,7,8,9,11 ,12 & 13)	5,500,000	5,500,000	5,500,000	6,600,000	6,982,800	9,000,000
	REPAIRS AND MAINTANANCE	8,132,480	8,132,480	8,132,480	9,369,369	9,857,142	13,427,119

Table 148: Five-Year Capital Investment Plan per Capital Expenditure Category 2019/2020 – 2022/2023

DANNHAUSER MUNICIPALITY (KZ254)						
FINAL BUDGET & MTREF FOR 2020- 2022						
CAPITAL BUDGET 2020/2021- 2022/2023						
DEPARTMENT & VOTE NO.	DESCRIPTION	ORIGINAL BUDGET 2019/2020	ADJUSTED BUDGET 2019/2020	FINAL BUDGET 2020/2021	PROJECTED BUDGET 2021/2022	PROJECTED BUDGET 2022/2023
Corporate Services	CORPORATE SERVICES					
	Equipment and Furniture	211,600	11,600	-	-	-
	Motor Vehicles (Qauntum)			500,000		
	TOTAL	211,600	11,600	500,000	-	-
Budget & Treasury	FINANCE					
	Equipment & Furniture	90,656	40,656	50,000	-	-
	Roller Door	50,000	50,000			
	TOTAL	140,656	90,656	50,000	-	-
Technical Services	TECHNICAL SERVICES					
	Bridge Design (Ward 2)			1,000,000	2,500,000	
	DBSA - ROADS (Ward 2,4,6,7 & 8)	1,200,000	12,000,000	24,750,000		
	Provision of Cemetery Infrastructure (Ward 4 & Ward 10)			500,000		
	Meter Conversion (Ward 2)			500,000		
	Mast Lights (Ward 6,7,9 ,10,11 & 13)			1,100,000		
	HALL PLANNING & DESIGN (Ward 13)			700,000		



	Fencing of Halls (Ward 6, 8 & 12)			2,000,000		
	Textile Incubator Infrastructure (Ward 2)			3,000,000		
	Industrial Road Link Designs (Ward 2)			500,000		
	New Offices (Ward 2)	32,000,000		15,000,000	12,000,000	10,000,000
	Community Hall (Ward 4)- MIG			2,533,000	5,897,114	6,215,558
	Storm Water (Ward 2 CBD)			900,000	1,264,800	1,333,099
	Electrification (Ward 1 Hlo SE 33, Ward 3 Heston 8, Ward 9 Clere 12)		7,800,000	9,000,000		
	Disaster Houses (Ward 5, 7, 9,10, 12 & 13)	2,000,000	2,000,000	3,300,000	5,270,000	5,554,580
	Community Hall (Ward 5) -MIG			2,533,000	5,897,114	6,215,558
	Rural Roads (Ward 3, 10 & 12)			7,500,000		
	Water Harvesting (Ward 1)			800,000		
	Rehabilitation of Naas Multipurpose Centre (Ward 8)			200,000		
	Mobile Creche (Ward 3 & Ward 5)	1,000,000	800,000	600,000		3,162,000
	Grand Stands (Hatt 3 & 6 Rutland)			800,000		
	Speed hump (Ward 2, Patak Street, Bhawani Street & Shreek Street)			300,000		
	Child Care Facility (Ward 1)			700,000		
	Testing Ground -MIG (Ward 2)	4,000,000	500,000	9,500,000		3,345,522
	Taxi Rank-MIG (Ward 2)	8,000,000	9,578,529	7,200,000		3,145,522
	Sport Combo (Ward 11)			1,400,000		
	Sport Combo (Ward 5)			1,200,000		
	TOTAL	48,200,000	32,678,529	97,516,000	32,829,028	38,971,839
Community & Social Services	Waste Services					
	Refuse Truck			1,500,000		
	Municipal Vehicle (CAR)			250,000		
	Skip Bins			100,000		
	Slashers			70,000		



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	ACQUISITION OF LAND			425,000		
	Brish Cutters	50,000	50,000	100,000	52,700	55,546
	Troller Bins			50,000		
	Fire Engine - Powered Water Troler			700,000		
	TOTAL	50,000	50,000	3,195,000	52,700	55,546
Protection Services						
	Speed Machine			300,000		
	TOTAL	-	-	300,000	-	-
TOTAL CAPITAL BUDGET		48,602,256	32,830,785	101,561,000	32,881,728	39,027,385
<u>Sources of Capital</u>						
<u>Revenue Budget</u>						
-	Own Funds	R44,745,000.00				
-	Loan	R24,750,000.00				
	National Grants - MIG	R21,766,000.00				
	Donations from Mines	R8,800,000.00				
		R100,061,000.00				
Total Capital Receipts				-	-	-



7.14 FINANCIAL RATIOS

Table 149: Financial Ratios 2017/2018 To 2020/2021

National Key Performance Indicator (NKPI)	Performance Information							
	2017/2018		2018/2019		2019/2020		2020/2021	
	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
Financial viability as expressed by ratios:								
Debt coverage A = B – C D Where – “A” represents debt coverage “B” represents total operating revenue “C” represents operating grants “D” represents debt service payments (interest and redemption) due within the financial year	1:1	(124 050 234 minus 104 514 687) divided by 23 262 721 = 1: 0.84	1:1	(131 249 456 minus 104 983 218) divided by 22 387 137 = 1: 1.173	1:1	(124 050 234 minus 104 514 687) divided by 23 262 721 = 1: 0.84	1:1	(131 249 456 minus 104 983 218) divided by 22 387 137 = 1: 1.173
Outstanding service debtors to revenue A = B C Where - “A” represents outstanding service debtors to revenue “B” total outstanding service debtor’s “C” represents annual revenue actually received for services.	1:1	11 274 140 divided by 14 275 520.65 = 0.79: 1	1:1	21 561 819 divided by 21 899 802 = 0.98: 1	1:1	11 274 140 divided by 14 275 520.65 = 0.79: 1	1:1	21 561 819 divided by 21 899 802 = 0.98: 1
Cost coverage A = B + C D Where – “A” represents cost coverage “B” represents all available cash at a particular time “C” represents investment “D” represents monthly fixed operating expenditure.	1:1	47 467 268 divided by 113 574 464/12 = 5: 1	1:1	(53 086 038 divided by 117 283 862/12 = 5.4: 1	1:1	47 467 268 divided by 113 574 464/12 = 5: 1	1:1	(53 086 038 divided by 117 283 862/12 = 5.4: 1

7.15 FINANCIAL STRATEGIES

The strategic response to financial viability and sustainability of Dannhauser Municipality will need to take into cognizance strategies for plugging existing holes in the system. It will need to focus on further increasing revenue streams with the intention of minimizing reliance on external grants in the long run. The holes can be plugged by:

- Promoting effective expenditure to avoid recurring surpluses on operating budget and conditional grants;
- Vigorously pursuing credit control policies; and
- Increasing efficiencies by working smarter, managing performance and alternative service delivery mechanisms.

The revenue can be increased by:

- Improving collections;
- Increasing rates base;
- Increasing share of intergovernmental grants to pay for unfunded/partially funded mandates;
- Vigorously pursuing cost cutting measures; and
- Pursuing public private partnerships at both programme and project level.

7.15.1 Capital and Operational Financial Strategies

The council has remained stringent with regards to the use of funds, in accordance with the approved budgets; however, there is still a need to improve the municipality's level of compliance. Further, in its previous strategy, the municipality proposed to submit requests for funding to various organizations, thereby expedite the implementation of key programmes. This has proved to be elusive and lacking. Nevertheless, the council still needs to pursue this strategy.

Funds allocated for a specific purpose are to be used for that purpose only. The CFO and his office will pursue a strong campaign to all council departments aimed at enforcing this principle of complying with the budget allocations. Where capital projects are to be funded by donor organizations, the Municipality must ensure that the funds have been secured prior to their inclusion in the capital budget.

7.15.2 Cost Effectiveness Strategies

The cost effectiveness strategies include:

- Development of a functional organizational structure that is staffed with appropriate personnel who contribute to the efficiency of the municipality.
- The implementation of internal controls that ensure the management of stock holding (control over shrinkage), management of cash flow to reduce usage of overdraft facilities with attendant penal interest rates and ensure efficient investment of surplus monies.

7.15.3 Policy Development and Refinement Strategies

The council is committed to an on-going development of policies that are compliant with the Municipal Finance Management Act and other regulations in order to ensure smooth functioning of

council and realisation of financial viability status. The council will seek to refine or revise amongst other things, credit control policy, tariff policy, investment and cash management policy to enhance income or revenue streams.

7.15.4 Key Support Programmes

7.15.4.1 Programme 1: Produce an Annual of The Municipality's Medium-Term Expenditure Framework (MTEF)

While the MTEF sets out a medium-term expenditure plan for the municipality, it must also show the specific intentions of the Council with respect to:

- Clear, affordable development targets;
- Development of a 10-year maintenance plan for municipal infrastructure and services;
- Targeted expenditure to unlock economic development and grow the rates base.

In this regard, a forecasting model will be developed which allows for informed decisions to be made on an on-going basis in terms of cash flow, investments, borrowings and long-term sustainability of the municipality.

7.15.4.2 Programme 2: Budget According to IDP Priorities

The Municipality has committed itself to ensuring that the budgeting process is aligned to the IDP. The strategy to achieve this programme is to ensure that the budget process is aligned to the IDP, in order to ensure that what is budgeted for is reflected as a priority in the IDP. The programme has stimulated the approval of policies and programmes that guide service delivery. Key to this approach is ensuring that the municipality focuses its limited resources on the challenges expressed by the people of Dannhauser and, most importantly, improving alignment with other spheres of government, including the development of Public Private Partnerships.

7.15.4.3 Programme 3: Effectively Manage Credit Control

The focus of the credit control exercise is to reduce the debt of the municipality by:

- Developing proactive credit control measures to reduce debt and ensure appropriate sanctions are implemented.
- Implementing new revenue systems to ensure timeous, regular and accurate billing of accounts.
- Maintaining on-going customer communication in order to promote awareness, foster financial responsibility, and promote a culture of payment.

7.15.4.4 Programme 4: Grow Revenue Streams

The Department of Finance will champion the drive to sensitise all Council departments to identify cost savings and/or revenue generating opportunities in all areas of operation. Over the next five years, a concerted effort will be needed to focus on increasing the rates base. Proper collection processes as stipulated under the financial guidelines above will have to be strictly adhered to.

7.15.4.5 Programme 5: Seek Alternative Source of Funding

In addition to the apparent need to grow the municipality's revenue by increasing its tax base, other means for securing funding for Council projects must be explored in a variety of ways. Some of the focus areas include government grant funding, project and programme funding, partnerships with international agencies like the European Union and other agencies at programme level and entering into partnerships with the private sector on key projects and programmes. It has been noted that, there is little drive within the municipality to prepare business plans to be used in leveraging additional funding. So, this programme will depend on the joint efforts of Financial and Planning department to drive it vigorously.

7.15.4.6 Programme 6: Reduce Cost to The Organization

The focus here is to ensure that our tariffs are affordable and value for money is being achieved. Accordingly, costs are scrutinized on an on-going basis, and targets are then selected and prioritized according to the following ratings:

- Value for money expenditure;
- Most obvious: here the cost element that is most out of line with the budget needs immediate attention;
- Easiest: a small saving that is quickly reaped with little effort cannot be ignored;
- Worst first: sometimes a cost situation is so critical that it begs for immediate attention;
- Largest impact: those cost items that will deliver the biggest long-term savings if reduced.

This Financial Plan is not exhaustive, but it requires an on-going assessment and be updated accordingly in order to accommodate future challenges within the municipality.

8. ORGANIZATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM (OPMS)

According to the Municipal Systems Act, 32 of 2000, Section 26 (i) "the key performance indicators and performance targets determined in terms of section 41" MSA, 32 of 2000, the PMS must be a component of the IDP. The PMS is integrated with the "Service Delivery Budget Implementation Plan" which is also aligned to both the IDP and Budget. The PMS has its departmental targets drawn from the IDP developed.

The Municipal Systems Act, 32 of 2000, Section 38; reads;

A municipality must -

- a) establish a performance management system that is -
 - (i) commensurate with its resources;
 - (j) best suited to its circumstances; and
 - (k) in line with the priorities, objectives, indicators and targets contained in its integrated development plan;
- b) promote a culture of performance management among its political structures, political office bearers and councilors and in its administration; and

- c) administer its affairs in an economical, effective, efficient and accountable manner.

8.1 PRINCIPLES GOVERNING THE PERFORMANCE MANAGEMENT SYSTEM

The municipality applies the following summary governing principles to its PMS;

Table 150: 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.

8.1.1 Monitoring of The IDP Through the Performance Management System (PMS)

Dannhauser Municipality has an approved Organizational Performance Management System (OPMS) Framework and Individual Performance Management System (IPMS) policy, which serve as guideline documents for the implementation of the Performance Management System (PMS) within the Municipality.

Dannhauser Legislative Instruments Governing Organisational Performance Management / IDP

Performance management in local government is governed by a series of legislation and policy guidelines. The most important of these include:

- ✓ Municipal Structures Act, 117 of 1998.
- ✓ Municipal Systems Act, 32 of 2000.
- ✓ Municipal Finance Management Act, 56 of 2003.
- ✓ Municipal Planning and Performance Regulations, 2001.
- ✓ Framework for the management of Performance Information, 2007.
- ✓ MFMA.Circulars

The performance management system adopted by the by Dannhauser supports the statutory requirements set out in various applicable legislation and as set out in the National Treasury directives and standards. The system is also adapted and customised to support the national government and the local government planning cycle in order to promote compliance with relevant legislation. Furthermore, a process of entrenching customised controls and protocols throughout the system is conducted continuously to advance the implementation of the desired management practices in order to influence the desired results. In the main, the organisational performance management system implemented guides the following key functional areas:

Dannhauser IDP Strategic Planning Guidelines PMS

Dannhauser applies this component of the performance management systems, it deals with the core of planning within the context of the relevant legislative framework. The focus is on the development of the planning instruments, popularising planning procedures and the end-to-end coordination of the planning process in line with the local government planning cycle dictated by the applicable legislation.

In the main, the operations cover the following:

- ✓ The development and continued alignment of other local government planning instatements with the Provincial KZN Growth and Development Strategy (PGDS) 2035;
- ✓ Undertaking research projects to develop intelligent capabilities for the municipality;
- ✓ Coordination of the development of the Intergraded Development Plans (IDP), and the Service Delivery and Budget Implementation Plans (SDBIP);
- ✓ Alignment of the national and provincial priorities and planning instruments with the municipality's plans (IDP/SDBIP); and
- ✓ Programme and content development for both the Mayoral and Senior Management Team (SMT) Lekgolta.

Dannhauser IDP Intra-Organisational Performance Management PMS

The municipality applies this and serves to ensure that there are appropriate internal procedures to monitor the extent to which the municipality and is achieving the development objectives and service delivery targets set out in the Provincial Growth and Development Strategy, Intergraded Development Plans, Service Delivery and Budget Implementation Plans and other strategies of national and provincial government. In this regard, this ongoing monitoring of progress or lack thereof on the implementation of programmes and projects through the onsite monitoring visits or frontline service delivery monitoring as well as the statutory organisational performance reporting create early warnings and inform the implementation of corrective improvement plans.

The municipality undertakes a rigorous system of data collection, analysis and validation supporting the evidence-based reporting reform is implemented. Despite a myriad of challenges experienced, it continues to impact positively on improving the credibility, usefulness and reliability of the municipality's reported performance information.

The main operations supporting this segment of the performance management system include:

- ✓ Onsite monitoring activities (physical inspection on service delivery monitoring);
- ✓ In-year performance reporting (compliance or statutory reporting);
- ✓ Verification and validation of the audit trail supporting the reported results at output level (evidence-based reporting); and
- ✓ Other municipal monitoring and oversight functions like Operations Rapid Intervention Team (ORIT), CAPEX War Room, Operations Clean Audit (OPCA).

Dannhauser IDP External Organisational Performance Accountability PMS

This serves as a mechanism to ensure that the municipality adheres to the statutory and compliance requirements that promote corporate governance. In this regard, the municipality engages on the compliance reporting process by following the in-year reporting process in line with the legislative framework. Key to this process is the compliance with the regulated timelines and observing the performance information standards and requirements. In the main, this component of the

performance management system responds to and expresses the accountability and transparency obligations of the municipality to all its stakeholders which amongst others include the general public, provincial and national government and external oversight bodies (Office of the Auditor General, National Treasury etc.).

The main operations in this regard include:

- ✓ Continuous implementation of clear guidelines and standards, customised controls and protocols for managing performance information;
- ✓ Implementation of change management activities in the form of sensitisation workshops or information sessions and tailored training interventions to influence the right discipline and culture as key success factors for the maturity of the performance management system; and
- ✓ Report writing and distribution.

Dannhauser IDP Principles for Managing Organisational Performance and Information

The principles that underpin the management of organisational performance and information include:

Evidence-based

Organisational performance and information reporting in Dannhauser is evidence-based. This requires that all results (outputs and outcomes) or deliverables (milestones, progress etc.) reported against predetermined objectives are supported by adequate, accurate, valid and credible audit evidence or portfolio of evidence. By taking this approach, the municipality influences the strengthening of accountability and transparency. The development of the plans (IDP, SDBIP) is informed to a larger extent by the evidence of needs prioritised by communities against available resources (budget and municipal capabilities). Community priorities are gathered through community consultation processes.

Timeliness

The collection, collation and reporting of performance information is done within the regulated timelines. Any contravention of reporting timelines constitutes non-compliance to the management practices and compromise accountability. Performance information reported must be for the period or cycle under review (month, quarter, and financial year) and aligned to the IDP, SDBIP and departmental business plans. Failure of any line function department or entity to adhere to the defined timelines, demands the activation of the consequence management directives.

Understandability

Information in the plans or reported performance must be presented in a manner that is easy to understand, interpret and must be tailored to suit all the intended audiences and stakeholders. It must be of the appropriate content, objective, relevant to the services tracked by the indicators under consideration for it to be understood by all audiences and stakeholders. It shall be sound, free of error(s), concise and shall be a consistent representation of the phenomenon or service under consideration. Planning and reporting information shall be complete, timely and it shall be in line with the corresponding service under consideration and/or indicator or target set.

Accountability

A primary purpose for reporting performance information is to provide substantive accountability for the resources allocated and expended. It also serves to demonstrate responsiveness to all stakeholders of the municipality. Results based management requires that the organization assesses its performance against its predetermined objectives using a core set of indicators and targets. This makes accountability a core principle that drives organisational performance and information management in this era of results-based management.

Transparency

Performance information must be made available to all stakeholders in a transparent manner. There must be open access to performance information to allow engagement by a broad range of stakeholders to influence and increase public awareness about the municipality's services. Openness facilitates public oversight and public confidence.

Integration

The management of performance and information must be integrated and streamlined with other related municipal processes and management practices. Integration must promote strategic alignment and support compliance.

Continuous Improvement

This policy is aimed at continuously improving processes, procedures, practices and quality control measures in support of efficiencies in managing performance and information within Dannhauser. It must influence the culture of performance reporting through the development of performance improvement plans, the uptake of monitoring information and evaluation findings in decision making in order to foster effective and efficient service delivery improvement.

Learning

Institutional learning from the management of organisational performance and information is a key principle upon which organisational performance reporting activities are based. The learning principle involves:

- ✓ identification and timely dissemination of lessons learnt from programme and project implementation;
- ✓ sponsoring implementable and relevant recommendations based on organisational performance reports to improve operational performance; and
- ✓ promoting the uptake of the findings and lessons learnt into future design, implementation and management of programmes and daily activities.

Protection of Privacy and Confidentiality

The sources of data and the data collection, collation, analysis and reporting often requires to reveal aspects of the data about clients, patients and service beneficiaries that are private, sensitive and confidential i.e., beneficiaries of treatment programmes or beneficiaries of indigent package of services. In order to protect confidentiality of data or information, on data or information areas where confidentiality of details is a concern, secondary data shall be used i.e., on the identification of beneficiaries of special treatment as an example, names and surnames of beneficiaries or patients must be substituted by client file numbers when identifying these patients on the data sheets.

Dannhauser IDP Operationalisation of the Organisational Performance Management System

Strategically, the organisational performance management system used by the municipality focuses on supporting the realisation of the municipality's development objectives, the achievement of predetermined results and promoting compliance with the statutory requirements. This is guided by the PGDS, IDP, other relevant planning instruments as well as the applicable legislative framework. Such a strategic intent is pursued through rigorous planning focusing on effective alignment of resources (budget) to the intended deliverables (targets). Emphasis is placed on promoting simplified plans that are technically sound and responsive to the development and service delivery needs of the communities. Operationally, the functioning of the organisational performance management system is informed by the policy on organisational performance and information management. In this regard, the performance management system prioritises the following and these are undertaken within the cycle of organisational performance management (as per the municipal planning cycle):

Technical Planning Support

Providing technical rigour in the planning processes with the aim of ensuring that the plans (content, indicators and targets) are adequately responsive, SMART and sound is the main objective of the planning component of the performance management system. Operationally, the following are engaged on:

Content Development:

Focused and consultative participatory community engagements used to gather community needs and priorities for inclusion in the service delivery plans assist in refining the planning contents and ensuring that the content in the plans is responsive to the needs and priorities of the various communities served by the municipality. Administratively, this entails implementing tailored approach and effective measures of gathering community needs, priority setting and aligning priorities with available budget. While this is a technical planning issue, it also serves as a way of expressing responsiveness to the needs of the community and serves as an indication of the municipality's commitment in adopting people-centered development planning and execution.

Selecting and Developing SMART Performance Indicators and Targets:

This entails using conceptual, logical and practical techniques to influence the quality of indicators developed and targets set against specific development objectives and service delivery commitments. This process also considers the programme content to select what must be measured in line with the priorities and needs gathered in relation to the desired results (outputs and outcomes). A process of rigorous consultation with programme managers or line function departments and entities is followed as part of the technical refinement of both content (service focus and baseline), performance indicators and targets. Appropriate and accurate use of baseline information in setting and quantifying targets is always influenced.

Ongoing Service Delivery Monitoring

The monitoring component of the performance management system focuses on tracking the implementation of commitments, progress made and observations on what is not going according to plan for early warning signals. In the main this functional area focuses on:

- ✓ Strengthening of the frontline service delivery monitoring and institutionalisation of onsite monitoring visits to identify service delivery bottle necks for early warnings and implementation of tailored interventions as corrective measures where necessary;
- ✓ Institutionalisation of and building of effective project management functions and capabilities to support the completion of capital projects and achievement of the intended project results;
- ✓ Strengthening of oversight reporting as a monitoring mechanism to improve accountability and transparency; and
- ✓ Tracking whether the commitments emanating from participatory community engagements and community priority setting are carried through as intended in order to express responsiveness.

Improvement of Performance Reporting

The performance reporting component of the performance management system provides for learnings and facilitates early warning and improvements. It also serves as a mechanism to express accountability and transparency. In pursuit of achieving these objectives, the performance reporting component of the system focuses on:

- ✓ Developing customised organisational performance reporting protocols supported by detailed clarification of reporting requirements and standards;
- ✓ Supporting business units to account adequately for performance in their respective functional areas in order to improve the usefulness and reliability of performance reported to Council, communities and other external oversight bodies;
- ✓ Formalization of the process for collecting, collating, verification, transcription, analysis and auditing of performance data. This includes defining the processes, developing monitoring standards for data quality, defining the reporting protocols, clarification of roles and responsibilities throughout the performance management value chain;
- ✓ Ensuring that the reporting timelines and quality reporting requirements for compliance reports are met consistently;
- ✓ Ensuring that the information reported is useful and reliable at all times; and
- ✓ Providing evidence-based information in order to support the decision-making processes of the municipality.

The strengthening of reporting mechanisms contributes significantly in promoting participatory development. This is expressed through transparent reporting to communities and other interest groups including other external oversight bodies thus promoting accountability.

As a service delivery organisation, the municipality commits to making evidence not just useful but usable and also commits to increasing the uptake of evidence in both practice and strategic decision-making processes. Therefore, the institutionalisation of programme evaluations as part of the performance management system has become a preoccupation of the municipality. Evaluations promote critical reflection and review of policy and programmes through a rigours process of determining the worth and significance of programmes or interventions. As the municipality improves its integrated development planning, budgeting, implementation and reporting, evaluations are also made an integral part of its efforts that support its performance management system. A phased approach in the institutionalisation of evaluations has been adopted. The approach to the incremental implementation of an evaluation programme is currently prioritising small scale process evaluations through insourcing and limited outsourcing to cater for the capacity challenges. As this matures, large scale evaluations i.e., infrastructure impact evaluations will be considered.

Linking Organisational Performance to Individual Performance

The link between organizational performance and individual performance is expressed as follows:

- a) Organisational performance is planned and driven by the individual;
- b) The work of the individual impacts on the organisational performance;
- c) A mutual relationship between the individual and organisational performance exists and is harnessed through clearly defined systems and processes;
- d) Clear roles and responsibilities of the individual are customised to impact on organisational performance;
- e) When an individual (provided with adequate enablers or resources) adheres to the logically defined roles and responsibilities or do more, organisational performance benefits;
- f) Performance contracts and agreements at an individual level and targeted service delivery at an organisational level serve as the expression of the relationship between individual performance and organisational performance; and
- g) Good organisational performance may link the individuals (from whom the good organisational performance is traced) to rewards.

Principles Supporting an Established Relationship between Individual and Organizational Performance Management

- a) The performance contract and or agreement of the individual is developed in such a way that it deliberately influences organisational performance on related functional areas;
- b) There are clear linkages between intended deliverables in the individual performance contract or agreement and the overall organisational results on related functions;
- c) The roles and responsibilities of the individual are aligned reasonably and logically with the organisational performance results related to the individual's functional area;
- d) The individual's performance rating or assessment can be positive while the related organisational performance is rated negatively. However, this depends on the manner in which the expectations on performance on both sides (individual and organisational) are crafted and agreed on; and
- e) Efforts of individuals are appraised through the individual performance management system.

The implementation of performance management is guided by various legislative prescripts and requirements. The OPMS Framework is inclusive of the following interrelated processes:

- (i) Planning;
- (ii) Implementation;
- (iii) Monitoring; and
- (iv) Evaluation.

The PMS is the primary mechanism to monitor, review, and improve the implementation of its IDP and to ensure the progress made in achieving the objectives set out in the IDP. In addition, the Municipality's PMS facilitates increased accountability, learning, improvement, as well as providing early warning signals to facilitate decision-making.

The PMS monitors actual performance against set targets and contractual obligations. Effective service delivery relies upon the IDP, efficient utilization of all resources and the PMS being closely integrated across all functions at an organizational and individual level. The most valuable reason for measuring performance is what must be done. Reporting requires that the municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements, and analysis, and present this information in a simple and accessible format, relevant and useful to the specific target group, whilst meeting the legal prescripts for reporting.

8.2 BENEFITS OF AN ORGANISATIONAL PMS

The following are the benefits of an organisational PMS:

- Provides appropriate management information for informed decision-making.
- Manages expectations and ensuring increased accountability between the role-players within and external to the municipality.
- Provides early warning signals.
- Identifies major or systematic blockages and guides future planning.
- Encourages the direction of resources
- Evaluates whether the delivery is happening as planned.
- Promotes the efficient utilization of resources.
- Promotes the delivery of the envisaged quality of service.
- Assists municipalities in making timeous and appropriate adjustments in the delivery and management of resources.
- Identifies capacity gaps in both human and non-human resources, assists in determining and right-sizing requirements.
- Identifies communities and areas that lag behind others in terms of development and thus assists in spatial and sectoral integration.
- Assists municipalities in their “developmental” role/focus.

8.3 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 in order 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
- 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 Councilor 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 Councilor 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.

8.4 CUSTOMER SATISFACTION SURVEY

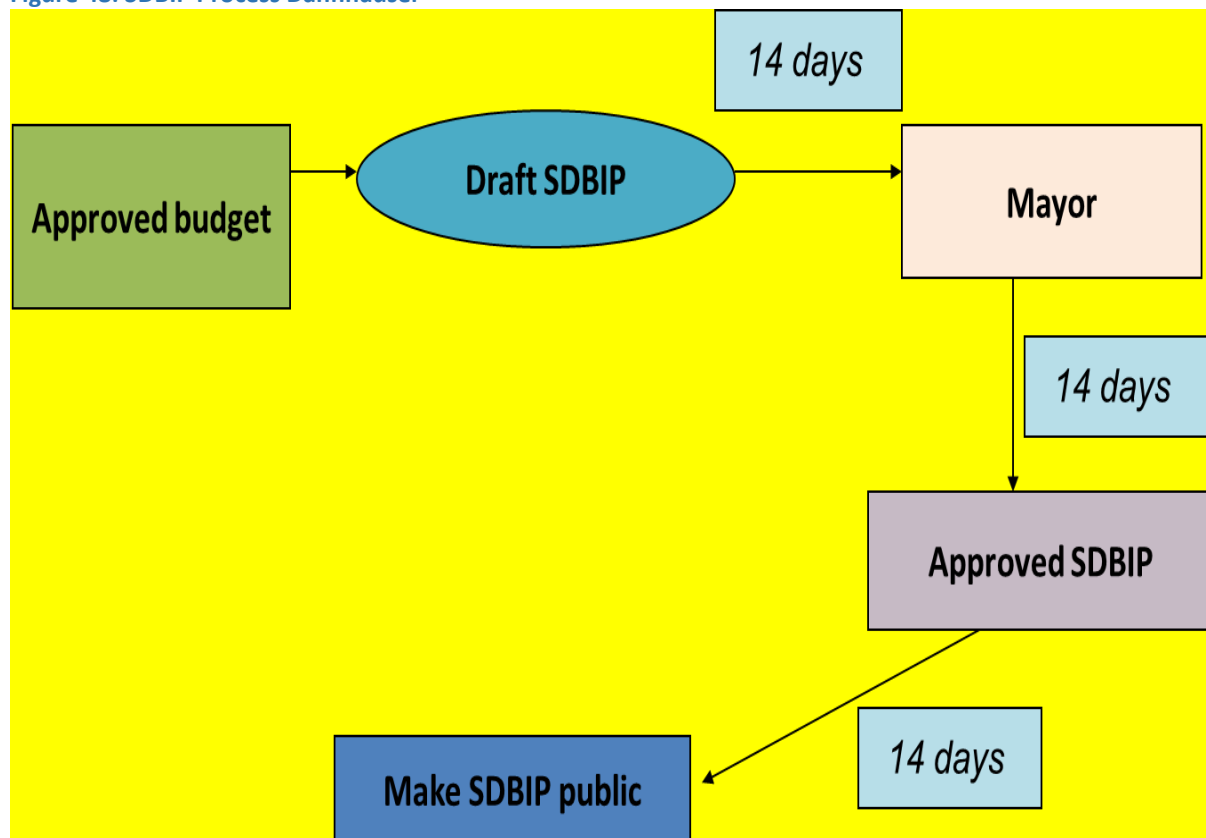
A critical element of performance management systems is the survey of perceptions of customers (the community) serviced by the municipality. Chapter 6, section 42 of the MSA 2000 stipulates that “a municipality must in terms of Chapter 4 of the said act, involve the local community in the development; implementation and review of the municipality’s performance management system and, in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality”. Chapter 4, Section 16 (1) of the said act highlights the significance of developing a culture of community participation in the municipal affairs.

The municipality conducted the first Community Satisfactory Survey during the 2007/2008 financial year. No Public Satisfaction Survey conducted during 2014/2015, however one was conducted in 2017/18 financial year.

8.5 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Dannhauser adheres to regulations of the SDBIP development. The following process is undertaken;

Figure 48: SDBIP Process Dannhauser



The SDBIP has been operational for several years. The municipality ensures that the following is attained;

- The alignment between budget, the IDP, and the SDBIP;
- Key performance indicators are Specific, Measurable, Attainable, Realistic, and Time- based (SMART);
- The reported actual performance must match the targets set; and

- Adequate evidence submitted by officials to justify reported performance.

Taking cognisance of the above, the Office of the Municipal Manager has embarked upon a project to ensure that the content of the SDBIP is 'SMART', and that better alignment exists between the IDP, Budget, and SDBIP.

Regulation No. 796 is applied to the PMS process by the municipality and a top-layer scorecard forms part of the process. This includes integration of the IDP/Budget/PMS into the SDBIP in summary;

- ✓ IDP & Community;
- ✓ KPI's & Targets (Municipal Manager and Section.56 Managers);
- ✓ Development of Quarterly Reports & Evaluation;
- ✓ Municipal Scorecard (Monitoring, Measurement – Internal Audit) and Evaluation;
- ✓ Evaluation of Quarterly Reports by Municipal Manager & Performance Audit Committee;
- ✓ Half-yearly Performance (Q2 & Q4) Reports & Annual Performance Reports to Council; and
- ✓ Council Approval – Adoption & Publishing of Annual Performance Report.

Development of 2021/2022 Service Delivery & Budget Implementation Plan (SDBIP) and Organisational Scorecard

In developing the 2021/2022 Service Delivery & Budget Implementation Plan (SDBIP) and Organisational Scorecard, the following key activities will be undertaken:

- ✓ Application of a unique consecutive number for each Performance measure;
- ✓ State National Key Performance Areas;
- ✓ Strategic objectives;
- ✓ Measurable Objective(s)/Output(s) per Strategic Objective;
- ✓ Performance Measure(s)/indicator(s) per Measurable Objectives/Outputs;
- ✓ Demand data (Number of households requiring service);
- ✓ Baseline data (Status quo at the start of year);
- ✓ Backlog data (Demand minus baseline);
- ✓ Quarterly targets for the backlog that will be addressed under-review;
- ✓ The Department Responsible for the output;
- ✓ The estimated financial implication;
- ✓ The wards that will benefit;
- ✓ Alignment of SDBIP to Outcome 9 and its Outputs;
- ✓ Ensure that the Key Performance Indicators & Performance target follow the "SMART" Principle (Specific; Measurable, Attainable, Realistic & Time-bound);
- ✓ Outputs to be aligned to Outcomes 9;
- ✓ Ensure Indicators are aligned to each of the six Key Performance Areas;
- ✓ Ensure that a Portfolio of Evidence is attainable and aligned to outputs.

Development of the 2021/2022 Annual Performance Report

In developing 2021/2022 Annual Performance Report (APR), the following key activities will be undertaken:

- ✓ Review previous year (2020/21) APR;
- ✓ Review 2021/2022 quarterly performance information (Q1; Q2; Q3 & Q4);
- ✓ Ensure that what is recorded in each quarterly report can be verified in each quarter;

- ✓ Gather Information & Document as per KPA, Challenges; Successes & Corrective areas;
- ✓ Actual performance that does not fulfill the final outcome must have all challenges together with reasons explaining the none-fulfillment;
- ✓ Submit 2021/2022 Draft APR to the IDP manager to check (Inputs versus actual Outcomes & Review);
- ✓ Submission of 2021/2022 Draft APR to Internal Audit & Audit Committee once all amendments have been undertaken based on Input of IDP Manager & various H.O. D's;
- ✓ Incorporation of Audit Committee Inputs into the APR; and
- ✓ Resubmission of final APR to IDP Manager, after all amendments have been incorporated.

PMS & SDBIP - OTHER KEY AREAS ADDRESSED DURING REVIEW

The municipality also focuses on the following key areas;

- ✓ Reviewing of Standard Operating Procedure;
- ✓ Reviewing of Service Level Agreement and KPI's;
- ✓ Monitoring & Measurement of Performance;
- ✓ Monitoring progress of Performance Objectives;
- ✓ Evaluation and Review of the Performance Management & Appraisal System;
- ✓ Performance Reporting; and
- ✓ Performance Improvement.

Municipal Systems Act, 32 of 2000 Governing Compliance

The municipality's SDBIP conforms to the following;

Municipal Systems Act, 32 of 2000: Chapter 6:

- ✓ Establish a PMS that is commensurate with its resources, in line with priorities, objectives, indicators and targets contained in the IDP;
- ✓ Promotion of a culture of performance management among its political structures, political office bearers and councilors and its administration;
- ✓ Administer its affairs in an economical, effective and accountable manner;
- ✓ Set appropriate **key performance indicators (KPI's)** and **measurable performance targets** with regards to the municipality's **development priorities** and **objectives** set out in the **IDP in consultation with the community**;
- ✓ Establish mechanisms to; at least **once per year, monitor, measure and review performance**;
- ✓ Set up appropriate **mechanisms to timeously detect under-performance**;
- ✓ Conduct an **Internal Audit on performance**;
- ✓ Submit **results of performance measurement** for audit by the **Auditor General (AG)**;
- ✓ Include a **report on performance** as well as the **audit report on performance by the AG**, in the municipality's annual report required in terms of Section 121 of the local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA); and
- ✓ **Publish the annual report** for the information of councilors, staff, public and other spheres of government.

DANNHAUSER'S STAKEHOLDERS

- ✓ Council
- ✓ Municipal Manager & Delegated Municipal Official
- ✓ Performance Management Steering Committee – PMSC;
- ✓ Management Services (Top MANCO);
- ✓ Local Labour Forum;
- ✓ Section.56 Managers / Directors;
- ✓ Departmental / Functional Managers;
- ✓ Internal Audit & Audit Committee – IA/AC;
- ✓ Performance Audit Committee - PAC;
- ✓ Employees (Appraisers & Appraisees); and
- ✓ Community.



8.6 SERVICE DELIVERY BUDGET & IMPLEMENTATION PLAN (SDBIP)

Table 151: 2021/2022 SERVICE DELIVERY BUDGET & IMPLEMENTATION PLAN (SDBIP) – 6 KPA'S

8.6.1 KPA.1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT – 2022/23

SD BIP No.	IDP Ref	Strategic Objective	Strategies	Key Performance Indicators	Reporting Period	Institutional / Ward	Annual Target	2021/2022			2022/2023					Financial Performance		Portfolio of Evidence
								Annual			Projected		Mid-year Target	Projected		Source	Annual Budget	
								Demand	Baseline	Backlog	Quarter 1	Quarter 2	Projected	Quarter 3	Quarter 4			
KPA 1: Municipal Transformation and Institutional Development (Weighting = 10%)																		
Outcome 9 Indicator : Output6 - Improving Municipal Financial and Administrative Capacity & Output 1: Implement a differentiated approach to municipal financing, planning and support																		
OM M 1.1	1.8. 1.1	To keep the Municipal Workforce well informed	Effective management of Municipal Workforce	Number of Monthly management committee meetings conducted in the year ending June 2023	Monthly	Institutional	Conduct 12 x Monthly ManCo Meetings in the year ending 30 June 2023	12 x Monthly ManCo Meetings be conducted in the year ending 30 June 2023	12 x Monthly ManCo Meetings conducted in the year ended June 2022	N/A	Conduct 3 x ManCo Meetings to be held on the second Monday of each month	Conduct 3 x ManCo Meetings to be held on the second Monday of each month	Conduct 6 x Monthly ManCo Meetings	Conduct 3 x ManCo Meetings to be held on the second Monday of each month	Conduct 3 x ManCo Meetings to be held on the second Monday of each month	NA	NA	12 x Notices; Agendas ; Attendance Registers; Minutes
OM M 1.2	3.6. 9			Number of Departmental meetings conducted per quarter & submitted	Quarterly	Institutional	4 x Quarterly Departmental meetings to be conducted in the year	4x Quarterly departmental meetings to be conducted in the year	2 x Quarterly departmental meetings conducted in the year ended	2 x Quarterly departmental meetings not conducted	1 x Quarterly departmental meeting to be conducted	1 x Quarterly departmental meeting to be conducted	2 x Quarterly departmental meetings per semester conducted	1 x Quarterly departmental meeting to be conducted	1 x Quarterly departmental meeting to be conducted	NA	NA	4 x Notices; Agendas ; Attendance Registers; Minutes (



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				d to MANCO in the year ending 30 June 2023			ending 30 June 2023	ending 30 June 2023	June 2022									Departm ental Report)
OM M 1.3	7	To transfor m the Dannha user into a perform ance driven Municip ality	Outsour ced services effectiv ely manage d	% of SLA's signed within one month of awarding of the contracts in the year ending 30 June 2023	Quar terly	Institu tional	Sign 100% of SLAs within one month of the awarding of the contract in the year ending 30 June 2023	100% SLA's must be signed within 1 month of the awarding of the contracts of in the year ending 30 June 2023	100% of SLAs signed within 1 month of awarding of contracts in the year ended 30 June 2022	N/A	1 x Progress report on external service providers with signed SLA within 1 month prior to commen cement (within 10 working days after the end of the quarter)	1 x Progress report on external service providers with signed SLA within 1 month prior to commenc ement (within 10 working days after the end of the quarter)	2 x Progress report on external service providers with signed SLA within 1 month prior to commen cement	1 x Progress report on external service providers with signed SLA within 1 month prior to commen cement (within 10 working days after the end of the quarter)	1 x Progress report on external service providers with signed SLA within 1 month prior to commen cement (within 10 working days after the end of the quarter)	NA	NA	Progress Report, List of all contract ors to date with appoint ment dates; Signed SLAs:
OM M 1.4	3.1 2.1 2		Effectiv e strategi c plannin g	Number of Strategic Planning Meetings conducted in the year ending 30 June 2023	Quar ter 3	Institu tional	Conduct 1 x Strategic Planning Meetings in the year ending 30 June 2023	2 x Strategic Planning meetings conducted in the year ending 30 June 2023	1 x Strategic Planning meetings conducted in the year ended 30 June 2022	1 x Strateg ic Plannin g meetin gs not held	N/A	N/A	N/A	Conduct 1 x Strategic Planning Meeting	N/A	NA	NA	Notice; Agenda; Attenda nce Register; Strategic Planning Reports



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OM M 1.5	3.6	APPROVAL OF RECORD MANAGEMENT POLICY	Approval of Records Management policy by Council by 30 June 2023	Preparations & approval of the records management policy in the year ending 30 June 2023	Quarter 4	Institutional	Approval of Records Management Policy by Council in the year ending 30 June 2023	Approval of Records Management policy by council in the year ending 30 June 2023	Records Management Policy not approved by council in the year ended 30 June 2022	0	N/A	N/A	N/A	N/A	Approval of Records Management Policy by Council	NA	NA	Council Resolution & Approved Records Management Policy
FIN 1.1		To transform the Dannhauser into a performance driven Municipality	Outsourced services effectively managed	% of Performance assessment conducted on all service providers with signed SLAs on a quarterly basis in the Year ended 30 June 2023	Quarterly	Institutional	4xQuarterly Assessment of 100% of the service providers with signed SLA for performance in the year ending 30 June 2023	4 x Quarterly Performance reports in the year ending 30 June 2023	4xQuarterly Performance reports prepared in the year ended 30 June 2022	N/A	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	NA	NA	4 XQuarterly performance reports on external service providers with signed SLAs
FIN 1.2		To keep the Municipal Workforce well informed	Effective management of Municipal Workforce	Number of quarterly Departmental meetings conducted & submitted to MANCO in the year ending 30 June 2023	Quarterly	Institutional	4 x Quarterly Departmental meetings conducted & submitted to ManCo in the year ending 30 June 2023	4 x Quarterly departmental meetings conducted in the year ending 30 June 2023	2 x Quarterly departmental meetings conducted in the year ended 30 June 2022	2 x Quarterly departmental meetings not conducted	1 x Quarterly departmental meetings per year conducted	1 x Quarterly departmental meetings per year conducted	2 x Quarterly departmental meetings per semester conducted	1 x Quarterly departmental meetings per year conducted	1 x Quarterly departmental meetings per year conducted	NA	NA	4 x Reports submitted to MANCO (Minutes, attendance register, notice of meeting)



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CO RP 1.1	3.6. 3	To provide skills develop ment program mes for Staff, Councill ors	Workpl ace Skills Plan (WSP) in line with the Employ ment Equity Plan (EEP)	Date of Compilat ion and submissi on of the 2023/202 4 WSP in the year ending 30 June 2023	Quar ter 4	Institu tional	submissi on of the 2023/202 4 WSP to LGSETA by 30 April 2023 in the year ending 30 June 2023	Submissi on of the 2023/20 24 WSP to LGSETA by 30 April 2023	The 2022/20 23 WSP submitte d to LGSETA in the 2022 Financial Year.	N/A	N/A	N/A	N/A	N/A	Compilati on and submissi on of 2023/20 24 WSP to LGSETA by 30 April 2023	NA	NA	Proof of submissi on to LGSETA; 2023/24 WSP Report
CO RP 1.2	3.6. 1 / 3.6. 3		Municip ality's Budget actually spent on Workpl ace Skills Plan	% of budget spent on the WSP for the year ending 30 June 2023	Annu ally	Institu tional	100% spending of the budgeted amount on WSP in the year ending 30 June 2023	100% spending on allocated budget for the year ending 30 June 2023	100% spent on allocated budget for the year ended 30 June 2022	N/A	25% spending on WSP	20% spending on WSP	45% spending on WSP	30% spending on WSP	25% spending on WSP	NA	NA	Budget vs Actual spendin g report on WSP
CO RP 1.3	3.6. 1		Review & Approv al of the Human Resourc e Develop ment Strateg y by 25 Oct 2022	Date of review & approval of the Human Resource Develop ment Strategy in the year ending 30 June 2023	Quar ter1	Institu tional	Review & approve of the Human Resource Develop ment Strategy and adoption by Council by 25 Oct 2022 in the year ending June 2023	The Review of the Human Resource Develop ment Strategy and adoption by Council by 25 Oct 2022	Human Resource Develop ment Strategy not reviewed by 25 Oct 2021	The Review of the Human Resourc e Develop ment Strateg y and adopti on by Council	Review of Human Resource Develop ment Strategy by Council by 25 Oct 2022		Review of Human Resource Develop ment Strategy and adoption by Council by 25 Oct 2022	-	-	NA	NA	Council Resoluti on and approve d Reviewe d Strategy



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CO RP 1.4	3.6. 1/ 3.6. 2		Skilled workfor ce (Employ ees & Councill ors)	Number of Employee s and Councill ors Trained per Quarter by 30 June 2023	Quar terly	Institu tional	4 x quarterly Progress reports on the Employee s and Councill ors trained by 30 June 2023	Annual Progress report on the Employee s and Councill ors trained	Annual Progress report on the Employee s and Councill ors trained	N/A	1 Progress Report on Employee s and Councill ors Trained	1 Progress Report on Employee s and Councill ors Trained	2 Progress report on the Employee s and Councill ors trained	1 Progress Report on Employee s and Councill ors Trained	1 Progress Report on Employee s and Councill ors Trained	Inte rnal		Attenda nce Register s
CO RP 1.5			Effectiv e manage ment of Municip al Workfo rce	Number of Departm ental meetings conducted per quarter & submitte d to MANCO in the year ended 30 June 2023	Quar terly	Institu tional	4 x Quarterl y Departm ental meetings conducted in the year ending 30 June 2023	4x Quarterl y departm ental meetings in the year ending 30 June 2023	2 x Quarterl y departm ental meetings per year conducted in the year ended 30 June 2022	2 x Quarte rly depart mental meetin gs not conduc ted	1 x Quarterl y departm ental meetings per year conducted	1 x Quarterly departme ntal meetings per year conducted	2 x Quarterl y departm ental meetings semester conducted	1 x Quarterl y departm ental meetings per year conducted	1 x Quarterl y departm ental meetings per year conducted	NA	NA	4xRepor ts submitte d to MANCO (Minutes , attenda nce register, notice of meeting)
CO RP 1.6	3.6. 6	To implem ent a refined organisa tional structur e	Annual refin ement of Organis ational Structur e	Date of review of the 2022/202 3 organisat ional structure for the year ended 30 June 2023	Quar ter 1	Institu tional	Review and adoption of Organisa tional Structure before by Council by 30 July 2022	Review & adoption of Organisa tional Structure by Council by 30 July 2022	The organisat ional structure was last reviewed & adopted in, 30 May 2019	0	review and Adoption of Organisa tional Structure by Council by 30 July 2022	-	review and adoption of Organisa tional Structure by Council by 30 July 2022	-	-	NA	NA	Organisa tional Structur e and Council Resoluti on



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CO RP 1.7	3.6. 8	To imple ment a refined organisa tional structur e	Recruit ment for critical posts complet ed	Number of vacant posts filled in the year ending 30 June 2023	Quar terly	Institu tional	Filling of 17 Vacant posts in the year ending 30 June 2023	There are 17 vacant posts that must be filled in the year ending 30 June 2023	0 Vacant posts have been filled in the year ended 30 June 2022	17 Vacant post needs to be filled	1 x Progress report prepared and submitte d by the end of each Quarter	1 x Progress report prepared and submitted by the end of each Quarter	2 x Progress report prepared and submitte d by the end of each Quarter	1 x Progress report prepared and submitte d by the end of each Quarter	1 x Progress report prepared and submitte d by the end of each Quarter	NA	NA	4 x Reports on filled vacancie s
CO RP 1.8		To transfor m the Dannha user into a perform ance driven Municip ality	Monito ring and executi on of Council, Portfoli o and EXCO resoluti ons	% impleme ntations on a quarterly basis of Council resolutio ns	Quar terly	Quart erly	100% impleme ntations of council resolutio ns on a quarterly basis in the financial year ending 30 June 2023	100% impleme ntations of council resolutio ns on a quarterly basis in the financial year ending 30 June 2023	100% impleme ntations of council resolutio ns on a quarterly basis in the financial year ending 30 June 2022	NA	100% impleme ntations of council resolutio ns on a quarterly basis	100% implemen tations of council resolutio ns on a quarterly basis	100% impleme ntations of council resolutio ns on a quarterly basis	100% impleme ntations of council resolutio ns on a quarterly basis	100% impleme ntations of council resolutio ns on a quarterly basis			Impleme ntation report of council resolutio ns
CO RP 1.9		To transfor m the Dannha user into a perform ance driven Municip ality	Outsour ced services effectiv ely manage d	% of SLA's signed within one month of awarding of the contracts in the year ending 30 June 2023	Quar terly	Institu tional	Sign 100% of SLAs within one month of the awarding of the contract in the year ending 30 June 2023	100% SLA's must be signed within 1 month of the awarding of the contracts of in the year ending 30 June 2023	100% of SLAs signed within 1 month of awarding of contracts in the year ended 30 June 2022	N/A	1 x Progress report on external service providers with signed SLA within 1 month prior to commen cement (within 10 working days after the end of	1 x Progress report on external service providers with signed SLA within 1 month prior to commen cement (within 10 working days after the end of the quarter)	2 x Progress report on external service providers with signed SLA within 1 month prior to commen cement	1 x Progress report on external service providers with signed SLA within 1 month prior to commen cement (within 10 working days after the end of	1 x Progress report on external service providers with signed SLA within 1 month prior to commen cement (within 10 working days after the end of	NA	NA	4 x Progress Report, List of all contract ors to date with appoint ment dates; Signed SLAs:



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											the quarter)			the quarter)	the quarter)			
CO RP 1.1 0			Outsourced services effectively managed	% of Performance assessment conducted on all service providers with signed SLAs on a quarterly basis in the Year ended 30 June 2023	Quarterly	Institutional	4xQuarterly Assessment of 100% of the service providers with signed SLA for performance in the year ending 30 June 2023.	4xQuarterly Performance reports in the year ending 30 June 2023	4xQuarterly Performance reports prepared in the year ended 30 June 2022	N/A	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	NA	NA	4 X Quarterly performance reports on external service providers with signed SLAs
TEC H 1.1	7	To transform the Dannhauser into a performance driven Municipality	Outsourced services effectively managed	% of SLA's signed within one month of awarding of the contracts in the year ending 30 June 2023	Quarterly	Institutional	Sign 100% of SLAs within one month of the awarding of the contract in the year ending 30 June 2023	100% SLA's must be signed within 1 month of the awarding of the contracts of in the year ending 30 June 2023	100% of SLAs signed within 1 month of awarding of contracts in the year ended 30 June 2022	N/A	1 x Progress report on external service providers with signed SLA within 1 month prior to commencement (within 10 working days after the end of the quarter)	1 x Progress report on external service providers with signed SLA within 1 month prior to commencement (within 10 working days after the end of the quarter)	2 x Progress report on external service providers with signed SLA within1 month prior to commencement	1 x Progress report on external service providers with signed SLA within 1 month prior to commencement (within 10 working days after the end of the quarter)	1 x Progress report on external service providers with signed SLA within 1 month prior to commencement (within 10 working days after the end of the quarter)	NA	NA	4 x Progress Report, List of all contractors to date with appointment dates; Signed SLAs:



TEC H 1.2		To keep the Municipal Workforce well informed	Effective management of Municipal Workforce	Number of Departmental meetings conducted per quarter & submitted to MANCO in the year ended 30 June 2023	Quarterly	Institutional	4 x Quarterly Departmental meetings conducted In the year ending 30 June 2023	4x Quarterly departmental meetings in the year ending 30 June 2023	2 x Quarterly departmental meetings conducted in the year ended 30 June 2022	2 x Quarterly departmental meetings per year not conducted	1 x Quarterly departmental meetings per year conducted	1 x Quarterly departmental meetings per year conducted	2 x Quarterly departmental meetings per semester conducted	1 x Quarterly departmental meetings per year conducted	1 x Quarterly departmental meetings per year conducted	NA	NA	4 x Reports submitted to MANCO (Minutes, attendance register, notice of meeting)
CO M 1.1	7	To transform the Dannhauser into a performance driven Municipality	Outsourced services effectively managed	% of Performance assessment conducted on all service providers with signed SLAs on a quarterly basis in the Year ended 30 June 2023	Quarterly	Institutional	4 x Quarterly Assessment of 100% of the service providers with signed SLA for performance in the year ending 30 June 2023.	4x Quarterly Performance reports in the year ending 30 June 2023	4x Quarterly Performance reports prepared in the year ended 30 June 2022	N/A	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	NA	NA	4 X Quarterly performance reports on external service providers with signed SLAs
CO M 1.2		To keep the Municipal Workforce well informed	Effective management of Municipal Workforce	Number of Departmental meetings conducted per quarter & submitted to	Quarterly	Institutional	4 x Quarterly Departmental meetings conducted In the year ended 30	4x Quarterly departmental meetings conducted in the year ending	2 x Quarterly departmental meetings conducted in the year ended 30	2 x Quarterly departmental meetings not conducted	1 x Quarterly departmental meetings per year conducted	1 x Quarterly departmental meetings per year conducted	2 x Quarterly departmental meetings per semester conducted	1 x Quarterly departmental meetings per year conducted	1 x Quarterly departmental meetings per year conducted	NA	NA	4 x Reports submitted to MANCO (Minutes, attendance register,



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				MANCO in the year ended 30 June 2023			June 2023	30 June 2023	June 2022									notice of meeting)
DP & SS 1.1	7	To transform the Dannhauser into a performance driven Municipality	Outsourced services effectively managed	% of Performance assessment conducted on all service providers with signed SLAs on a quarterly basis in the Year ended 30 June 2023	Quarterly	Institutional	4 x Quarterly Assessment of 100% of the service providers with signed SLA for performance in the year ending 30 June 2023.	New	New	New	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	100% passment of performance of service providers with signed SLAs	NA	NA	4 X Quarterly performance reports on external service providers with signed SLAs
DP & SS 1.2		To keep the Municipal Workforce well informed	Effective management of Municipal Workforce	Number of Departmental meetings conducted per quarter & submitted to MANCO in the year ended 30 June 2023	Quarterly	Institutional	4 x Quarterly Departmental meetings conducted in the year ended 30 June 2023	New	New	New	1 x Quarterly departmental meetings per year conducted	1 x Quarterly departmental meetings per year conducted	2 x Quarterly departmental meetings per semester conducted	1 x Quarterly departmental meetings per year conducted	1 x Quarterly departmental meetings per year conducted	NA	NA	4 x Reports submitted to MANCO (Minutes, attendance register, notice of meeting)



8.6.2 KPA.2: BASIC SERVICE DELIVERY – 2022/23

SD BIP No .	IDP Ref	Strategic Objective	Strategies	Key Performance Indicators	Reporting Period	Institutional / Ward	Annual Target	2021/2022			2022/2023					Financial Performance		Portfolio of Evidence
								Annual			Projected		Mid-year Target	Projected		Source	Annual Budget	
								Demand	Baseline	Backlog	Quarter 1	Quarter 2	Projected	Quarter 3	Quarter 4			
KPA 2: Basic Service Delivery (Weighting = 5%)																		
Outcome 9 Indicator : Output 2 - Improving Access to Basic Services																		
TECH 2.1	7 / 7.3. 7.2	Construction of New Municipal Offices	Building of New Offices - Phase 1 (ward 2)	% stage of Completion of the Construction of the Municipal Office Building in the year ending 30 June 2023	Quarterly	2	100% stage of Completion of the Construction of the Municipal Office Building in the year ending 30 June 2023	100% stage of Completion of the Construction of the Municipal Office Building in the year ending 30 June 2023	4 x Progress Reports on the Construction of New Offices by 30 June 2022	0	100% Completion of Construction of the Municipal Building	Completion certificate	100% Completion of Construction of the Municipal Building by 31 Dec 2022	-	-	Internal	R11,000,000	1 x Progress Report on the % completion of the Construction of a Municipal office & Completion certificate
TECH 2.2 .1		To facilitate the provision of housing in line with the national and provincial	Provision of Disaster Houses Project for individuals who disaster victims & lost their houses	Number of houses constructed for victims of disaster in wards 3 for year ended 30 June 2023	Quarterly	3	5 Houses constructed in the year ending 30 June 2023	New	New	0	Progress report on 5x houses constructed for victims of disaster per ward	Progress report on 5x houses constructed for victims of disaster per ward	2 x Progress reports on 5x houses constructed for victims of disaster per ward	Progress report on 5x houses constructed for victims of disaster per ward	Progress report on 5x houses constructed for victims of disaster per ward	Internal	R1,600,000	4 x Progress reports on 5x houses constructed for victims of disaster per ward



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TE CH 2.2 .2		ial norms and standa rds	(wards 3,6,&11)	Number of houses construct ed for victims of disaster in wards 6 for year ended 30 June 2023	Quar terly	6	5 x Houses construc ted for victims of disaster in the year ending 30 June 2023	New	New	0	Progress report on 5x houses construct ed for victims of disaster per ward	Progress report on 5x houses construct ed for victims of disaster per ward	2 x Progress reports on 5x houses construct ed for victims of disaster per ward	Progress report on 5x houses construct ed for victims of disaster per ward	Progress report on 5x houses construct ed for victims of disaster per ward		4 x Progres s reports on 5x houses constru cted for victims of disaster per ward
TE CH 2.2 .3				Number of houses construct ed for victims of disaster in wards 11 for year ended 30 June 2023	Quar terly	11	5 x Houses construc ted for victims of disaster in the year ending 30 June 2023	New	New	0	Progress report on 5x houses construct ed for victims of disaster per ward	Progress report on 5x houses construct ed for victims of disaster per ward	2 x Progress reports on 5x houses construct ed for victims of disaster per ward	Progress report on 5x houses construct ed for victims of disaster per ward	Progress report on 5x houses construct ed for victims of disaster per ward		4 x Progres s reports on 5x houses constru cted for victims of disaster per ward
TE CH 2.3			Phase 1 of Buhlebo mzinyath i Housing Project: Impleme ntation	Number of houses construct ed in phase 1 Buhlebo mzinyathi for year ended 30 June 2023	Quar terly	9	100 Houses construc ted in the year ending 20 June 2023	100 Houses construc ted in the year ending 20 June 2023	167 Houses construc ted in the year ending 20 June 2022	0	25 Houses construct ed in Buhlebo mzinyathi	25 Houses construct ed in Buhlebo mzinyathi	50 Houses construct ed in Buhlebo mzinyathi by 31 Dec 2022	25 Houses construct ed in Buhlebo mzinyathi	25 Houses construct ed in Buhlebo mzinyathi	Huma n Settle ment	4 x Progres s reports & happy letters to benefic iaries



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TE CH 2.4	7.3. 7.2	To Provid e Public Amenit ies	Completi on of Phase 2 of a Testing Centre (ward 2)	% stage of Completi on of the Construct ion of a Testing Centre in the year ending 30 June 2023	Quar terly	2	100% Completi on of the construc tion of a testing Station in the year ending 30 June 2023	100% Completi on of the construc tion of a testing Station in the year ending 30 June 2023	90% Completi on of the construc tion of a testing Station in the year ending 30 June 2022	10%	100% Completi on of Construct ion of the Testing Center	Completi on certificat e	100% Completi on of Construct ion of the Testing Center by 31 Dec 2022	-	-	Inter nal	R500, 000	2 x Progres s Reports on the % comple tion of the Constru ction of a Testing Centre
TE CH 2.5			Provision of Child Care Facility (Ward 1)	% stage of Completi on of the Construct ion of Child care facility in the year ending 30 June 2023	Quar terly	1	100% completi on of the construc tion of a Child care facility in the year ending 30 June 2023	100% completi on of the construc tion of a Child care facility in the year ending 30 June 2023	60% completi on of the construc tion of a Child care facility in the year ending 30 June 2022	40%	40% Completi on of the construct ion of the Child care facility	Completi on certificat e	100% completi on of the construct ion of a Child care facility by 31 Dec 2022	-	-	Inter nal	R1,70 0,000	2 x Progres s Reports on the % comple tion of the Constru ction of Child care facility
TE CH 2.6	7.1 3		Construct ion of Ward 13 Communi ty Hall	% stage of Completi on of the Construct ion of a Communi ty Hall (Ward 13) in the year ending 30 June 2023	Quar terly	13	100% completi on of the construc tion of the Communi ty Hall (Ward 13) in the year ending 30 June 2023	100% completi on of the construc tion of the Communi ty Hall (Ward 13) in the year ending 30 June 2023	60% completi on of the construc tion of the Communi ty Hall (Ward 13) in the year ending 30 June 2022	40%	20% Completi on of the construct ion of the Communi ty Hall (Ward 13)	20% Completi on of the construct ion of the Communi ty Hall (Ward 13)	100% Completi on of the construct ion of the Communi ty Hall (Ward 13)	-	-	Inter nal	R2,80 0,000	2 x Progres s Reports on the % comple tion of the Constru ction of Communi ty Hall



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TE CH 2.7 .1	7.1 3		Construct ion of Ward 9 Communi ty Hall	% stage of Completi on of the Construct ion of a Communi ty Hall (Ward 9) in the year ending 30 June 2023	Quar terly	9	50% completi on of the construc tion of the Communi ty Hall (Ward 9) in the year ending 30 June 2023	50% completi on of the construc tion of the Communi ty Hall (Ward 9) in the year ending 30 June 2023	0% completi on of the construc tion of the Communi ty Hall (Ward 9) in the year ending 30 June 2022	50%	Appoint ment of service provider and signing of SLA	Handing over of Contract or and Site estblishm ents	Appoint ment of service provider and handing over of service provider	30% Completi on of the construct ion of the Communi ty Hall (Ward 9)	20% Completi on of the construct ion of the Communi ty Hall (Ward 9)	MIG	R8,50 0,000	4 x Progres s Reports on the % comple tion of the Constru ction of Communi ty Hall
TE CH 2.7 .2			Construct ion of Ward 10 Communi ty Hall	% Stage of Completi on of the Construct ion of a Communi ty Hall (Ward 10) in the year ending 30 June 2023	Quar terly	10	50% completi on of the construc tion of the Communi ty Hall (Ward 10) in the year ending 30 June 2023	50% completi on of the construc tion of the Communi ty Hall (Ward 10) in the year ending 30 June 2023	0% completi on of the construc tion of the Communi ty Hall (Ward 9) in the year ending 30 June 2022	50%	Appoint ment of service provider and signing of SLA	Handing over of Contract or and Site estblishm ents	Appoint ment of service provider and handing over of service provider	30% Completi on of the construct ion of the Communi ty Hall (Ward 10)	20% Completi on of the construct ion of the Communi ty Hall (Ward 10)	MIG		4x Progres s Reports on the % comple tion of the Constru ction of Communi ty Hall
TE CH 2.8			Durnacol Sports Centre	Construct ions of the Durnacol Sports Center in the year ending 30 June 2023	Quar terly	2	completi on of the construc tion of the Durnaco al Sports Center in the year ending 30 June 2023	completi on of the construc tion of the Durnaco al Sports Center	New	0%	Completi on of Durnacol Sports Centre Ward 2	Completi on certificat e	Completi on of Durnacol Sports Centre Ward 2	-	-	MIG		1 x Progres s report & Comple tion certific ates



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TE CH 2.9 .1			Water Harvestin g	% stage completi on of the construct ion of Water Harvestin g in Ward 1 in the year ending 30 June 2023	Quar terly	1	Completi on of 100% construc tion of Water harvesti ng ward 1 in the year ending 30 June 2023	Completi on of 100% construc tion of Water harvesti ng ward 1 in the year ending 30 June 2023	Completi on of 60% construc tion of Water harvesti ng ward 1 in the year ending 30 June 2022	40%	80% construct ion of Water Harvestin g	20% construct ion of Water Harvestin g	100% construct ion of Water Harvestin g	Completi on certificat e	-	Inter nal	R1,72 9,425	2 x Progres s Reports on the % comple tion of constru ction Water Harvest ing & Comple tion certific ate
TE CH 2.9 .2			Water Harvestin g	% stage completi on of the construct ion of Water Harvestin g in Ward 4 in the year ending 30 June 2023	Quar terly	4	Completi on of 100% construc tion of Water harvesti ng ward 4 in the year ending 30 June 2023	Completi on of 100% construc tion of Water harvesti ng ward 4 in the year ending 30 June 2023	Completi on of 60% construc tion of Water harvesti ng ward 4 in the year ending 30 June 2022	40%	80% construct ion of Water Harvestin g	20% construct ion of Water Harvestin g	100% construct ion of Water Harvestin g	Completi on certificat e	-	Inter nal	R1,72 9,425	2 x Progres s Reports on the % comple tion of constru ction Water Harvest ing & Comple tion certific ate



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TE CH 2.9 .3			Water Harvestin g	% stage completi on of Water Harvestin g in Ward 6 in the year ending 30 June 2023	Quar terly	6	Completi on of 100% construc tion of Water harvesti ng ward 6 in the year ending 30 June 2023	Completi on of 100% construc tion of Water harvesti ng ward 6 in the year ending 30 June 2023	Completi on of 60% construc tion of Water harvesti ng ward 6 in the year ending 30 June 2022	40%	80% construct ion of Water Harvestin g	20% construct ion of Water Harvestin g	100% construct ion of Water Harvestin g	Completi on certificat e	-	Inter nal	2 x Progres s Reports on the % comple tion of constru ction Water Harvest ing & Comple tion certific ate
TE CH 2.9 .4			Water Harvestin g	% stage completi on of Water Harvestin g in Ward 11 in the year ending 30 June 2023	Quar terly	11	Completi on of 100% construc tion of Water harvesti ng ward 11 in the year ending 30 June 2023	Completi on of 100% construc tion of Water harvesti ng ward 11 in the year ending 30 June 2023	Completi on of 60% construc tion of Water harvesti ng ward 11 in the year ending 30 June 2022	40%	80% construct ion of Water Harvestin g	20% construct ion of Water Harvestin g	100% construct ion of Water Harvestin g	Completi on certificat e	-	Inter nal	2 x Progres s Reports on the % comple tion of constru ction Water Harvest ing & Comple tion certific ate



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TE CH 2.1 0,1	7.3. 7.2	To ensure safe Rural road infrastructure networks	Road Network Constructed	Length of road rehabilitated through construction of the Rural gravel road in Ward 1	Quarterly	1	Completion of 1.71km constructions of the Rural gravel road rehabilitation in Ward 1 in the year ended 30 June 2023	Completion of 1.71km constructions of the Rural gravel road rehabilitation in Ward 1 in the year ended 30 June 2023	New	0	SCM Process (Advert)	SCM Process (Tender evaluation, Adjudication Appointment & SLA)	Completion of SCM process by 31 Dec 2022	50% Completion of construction of the Rural gravel road in Ward 13	100% Completion of construction of the Rural gravel road in Ward 1	MIG	R11,000,000	4 x Progress Reports on the % completion of Rural gravel road Completion certificate
TE CH 2.1 0,2	7.3. 7.2	To ensure safe Rural road infrastructure networks	Road Network Constructed	Length of road rehabilitated through construction of the Rural gravel road in Ward 7	Quarterly	7	Completion of 1.71km constructions of the Rural gravel road rehabilitation in Ward 7 in the year ended 30 June 2023	Completion of 1.71km constructions of the Rural gravel road rehabilitation in Ward 7 in the year ended 30 June 2023	New	0	SCM Process (Advert)	SCM Process (Tender evaluation, Adjudication Appointment & SLA)	Completion of SCM process by 31 Dec 2022	50% Completion of construction of the Rural gravel road in Ward 7	100% Completion of construction of the Rural gravel road in Ward 7	MIG		4 x Progress Reports on the % completion of Rural gravel road Completion certificate
TE CH 2.1 0,3	7.3. 7.2	To ensure safe Rural road infrastructure networks	Road Network Constructed	Length of road rehabilitated through construction of the Rural gravel road in Ward 13	Quarterly	13	Completion of 1.71km constructions of the Rural gravel road rehabilitation in Ward 13 in the year ended	Completion of 1.71km constructions of the Rural gravel road rehabilitation in Ward 13 in the year ended	New	0	SCM Process (Advert)	SCM Process (Tender evaluation, Adjudication Appointment & SLA)	Completion of SCM process by 31 Dec 2022	50% Completion of construction of the Rural gravel road in Ward 13	100% Completion of construction of the Rural gravel road in Ward 13	MIG		4 x Progress Reports on the % completion of Rural gravel road Completion



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							30 June 2023	30 June 2023										certific ate
TE CH 2.1 1	7.3. 7.2		Urban road infrastruc ture networks Installed	% stage of completi on on the construct ion of Urban road in Ward 2 in the year ending 30 June 2023	Quar terly	2	100% completi on of the construc tion of Urban road in ward 2 in the year ending 30 June 2023	100% completi on of the construc tion of Urban road in ward 2 in the year ending 30 June 2023	100% completi on of the construc tion of Urban road in ward 2 in the year ending 30 June 2022	0	SCM Process (Advert)	SCM Process (Tender evaluatio n, Adjudicat ion Appoint ment & SLA)	Completi on of SCM process by 31 Dec 2022	50% Completi on of construct ion of the Urban road in Ward 2	100% Completi on of construct ion of the Urban road in Ward 2	MIG	R5,00 0,000	4 x Progres s Reports on the % comple tion the constru ction of the urban road in Ward 2
TE CH 2.1 2				% stage of completi on on the construct ion of office road in Ward 2 in the year ending 30 June 2023	Quar terly	2	100% stage of Completi on of the Construc tion of the Office roads and parking in the year ending 30 June 2023	100% stage of Completi on of the Construc tion of the Office roads and parking in the year ending 30 June 2023	0% stage of Completi on of the Construc tion of the Office roads and parking in the year ending 30 June 2022	90%	SCM Process (Advert)	SCM Process (Tender evaluatio n, Adjudicat ion Appoint ment & SLA)	Completi on of SCM process by 31 Dec 2022	100% stage of Completi on of the Construct ion of the Office roads and parking	Completi on certificat e	Inter nal	R1,00 0,000	3 x Progres s Reports on the % comple tion of the Constru ction of a Municip al office & comple tion certific ate



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TE CH 2.1 3	7.3. 7.2	To provide access to refuse for households	Electrification of the household-infills in Wards 1	Number of houses provided with electrification infill (Ward 1) in the year ending 30 June 2023	Quarterly	1	35 houses to be provided with electrification infill (Ward 1) in the year ending 30 June 2023	35 houses to be provided with electrification infill (Ward 1) in the year ending 30 June 2023	35 houses provided with electrification infill (Ward 1) in the year ending 30 June 2022	0	1 x Progress Report on Households electrification-Infill in Ward 1	1 x Progress Report on Households electrification-Infill in Ward 1	1 x Progress Report on Households electrification-Infill in Ward 1	1 x Progress Report on Households electrification-Infill in Ward 1	1 x Progress Report on Households electrification-Infill in Ward 1	Internal / External	R5,040,000	4 x Progress Report on Households electrification-Infill in Ward 1
TE CH 2.1 4			Electrification of the household-infills in Wards 2	Number of houses provided with electrification infill (Ward 2) in the year ending 30 June 2023	Quarterly	2	43 houses to be provided with electrification infill (Ward 2) in the year ending 30 June 2023	43 houses to be provided with electrification infill (Ward 2) in the year ending 30 June 2023	43 houses provided with electrification infill (Ward 2) in the year ending 30 June 2022	0	1 x Progress Report on Households electrification-Infill in Ward 2	1 x Progress Report on Households electrification-Infill in Ward 2	1 x Progress Report on Households electrification-Infill in Ward 2	1 x Progress Report on Households electrification-Infill in Ward 2	1 x Progress Report on Households electrification-Infill in Ward 2	Internal / External		4 x Progress Report on Households electrification-Infill in Ward 2
TE CH 2.1 4A			Access to basic Services	The percentage of indigent households earning less than R3800 per month with access to free basic services (electricity)	Quarterly	All	100% of the indigents granted access to refuse in the year ended 30 June 2023	100% of the indigents given access to refuse in the year ended 30 June 2023	100% of the indigents given access to refuse in the year ended 30 June 2022	0	100% of indigent applications granted access to electricity	100% of indigent applications granted access to electricity	100% of indigent applications granted access to electricity	100% of indigent applications granted access to electricity	100% of indigent applications granted access to electricity	None	NA	Indigent register and basic service billing report



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CO M 2.1		To provide educational and recreational services to the community	Library books exchange programs	Number of book exchange programmes conducted in the financial year ended 30 June 2023	Annually	All	Conduct 2 annual book exchange programmes in the year ending 30 June 2023	Conduct 2 annual book exchange programmes in the year ending 30 June 2023	New	N/A	-	-		1 X exchange program to be conducted	1 X exchange program to be conducted	NA	NA	Proof of exchange with relevant stakeholder & Listing of Books exchanged
CO M 2.1 .1			Promoting access to library services	Number of annual library week programmes conducted	Annually	All	Conduct 1 X library week program in the year ending 30 June 2023	Conduct 1 X library week program in the year ending 30 June 2023	New	N/A	-	-	-	-	Conduct 1 x library week program	NA	NA	Attendance register
CO M 2.2	3.1 0.1 9	To direct law enforcement to improve safety and security	Municipal Road block conducted	Number of roadblocks conducted per quarter in the financial year ending 30 June 2023	Quarterly	All	Conduct 20 Road Blocks in the year ending 30 June 2023	Conduct 20 Road Blocks in the year ending 30 June 2023	14 Road Blocks conducted in the year ended 30 June 2022	6 road blocks not conducted	Conduct 5 Road Blocks per quarter	Conduct 5 Road Blocks per quarter	Conduct 10 x Road Blocks by 31 December 2022	Conduct 5 Road Blocks per quarter	Conduct 5 Road Blocks per quarter	NA	NA	4 x Law enforcement Reports



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CO M 2.3	3.1 0.1 9	To direct law enforc ement to improv e safety and securit y	Multidisc iplinary Road block conducte d	Number of roadbloc ks conduce d per quarter with Stakehol ders(RTI & SAPS) in the year ending 30 June 2023	Quar terly	All	Conduct 4 x quarterl y roadbloc ks with Stakehol ders(RTI & SAPS) in the year ending 30 June 2023	Conduct 4 x quarterl y roadbloc ks with Stakehol ders(RTI & SAPS) in the year ending 30 June 2023	Conduct ed 4 x quarterl y roadbloc ks with Stakehol ders(RTI & SAPS) in the year ended 30 June 2022	N/A	1 Roadbloc k with Stakehol ders(RTI & SAPS)	1 Roadbloc k with Stakehol ders(RTI & SAPS)	2 x Roadbloc ks with Stakehol ders(RTI & SAPS)	1 Roadbloc k with Stakehol ders(RTI & SAPS)	1 Roadbloc k with Stakehol ders(RTI & SAPS)	NA	NA	4 x Law enforce ment Reports
CO M 2.4		To regular ly provid e effecti ve service s to the Comm unity	Provision of Refuse Removal to the municipal area	% of Indigent househol ds earning less than R3800 per month with access to free basic services(r efuse)	Quar terly	All	100% of the indigents must be granted access to refuse in the year ending 30 June 2023	100% of the indigent s must be granted access to refuse in the year ending 30 June 2023	30% of indigent s have access to refuse in the year ended 30 June 2022	70% of resid ents do not have acces s to refus e	100% of indigent applicatio ns granted access to refuse	100% of indigent applicatio ns granted access to refuse	100% of indigent applicati ons granted access to refuse	100% of indigent applicatio ns granted access to refuse	100% of indigent applicatio ns granted access to refuse	NA	NA	Indigen t register and basic service billing report
CO M 2.5	3.7. 7	in order to create clean and safe enviro nment	Provision of Refuse Removal to the municipal area	Number of househol ds provided with refuse removal in the year ending 30 June 2023	Quar terly	Ward 1 & 2	Provisio n of 1665 HHs with refuse removal in the year ending 30 June 2023	Provisio n of 1665 HHs with refuse removal in the year ending 30 June 2023	1665 HH provided with refuse removal in the year ended 30 June 2022	N/A	Provision of 1665 HHs with refuse removal	Provision of 1665 HHs with refuse removal	Provision of 1665 HHs with refuse removal	Provision of 1665 HHs with refuse removal	Provision of 1 665 HHs with refuse removal	NA	NA	Time sheets and Itinerary



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CO M 2.6	3.7. 7			Number of Business units provided with refuse removal in the year ending 30 June 2023	Quar terly	Ward 1, 2	Provisio n of 135 business units with refuse removal in the year ending 30 June 2023	Provisio n of 135 business units with refuse removal in the year ending 30 June 2023	135 business units were provided with refuse removal in the year ended 30 June 2022	N/A	Provision of 135 business units with refuse removal	Provision of 135 business units with refuse removal	Provision of 135 business units with refuse removal	Provision of 135 business units with refuse removal	Provision of 135 business units with refuse removal	NA	NA	Time sheets and Itinerary
CO M 2.7				Number of small holdings househol ds in the outlying areas of Dannhau ser provided with refuse removal services in the year ending 30 June 2023	Quar terly	Ward 1, 3, 7, 11	Provisio n of 3 034 small HHs with refuse removal services in the year ending 30 June 2023	Provisio n of 3 034 small HHs with refuse removal services in the year ending 30 June 2023	3034 small HHs provided with refuse removal services in the year ended 30 June 2022	N/A	Provision of 3 034 small HHs with refuse removal services	Provision of 3 034 small HHs with refuse removal services	Provision of 3 034 small HHs with refuse removal services	Provision of 3 034 small HHs with refuse removal services	Provision of 3 034 small HHs with refuse removal services	NA	NA	Time sheets and Itinerary

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CO M 2.8				Number of indigent househol d earning less than R3800 per month with access to Refuse removal provided with free refuse removal in the year ending 30 June 2023	Quar terly	Ward 1,2,11	Provisio n of 94 indigent HHs with free refuse removal in the year ending 30 June 2023	Provisio n of 113 indigent HHs with free refuse removal in the year ending 30 June 2023	94 indigent HHs provided with free refuse removal in the year ended 30 June 2022	19	Provision of 94 indigent HHs with free refuse removal	Provision of 94 indigent HHs with free refuse removal	Provision of 94 indigent HHs with free refuse removal	Provision of 94 indigent HHs with free refuse removal	Provision of 94 indigent HHs with free refuse removal	NA	NA	Time sheets and Itinerar y
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8.6.3 KPA.3: LOCAL ECONOMIC DEVELOPMENT – 2022/23

SDB IP No.	IDP Ref	Strategic Objective	Strategie s	Key Performa nce Indicator s	Report ing Period	Instituti onal / Ward	Annual Target	2021/2022			2022/2023					Financial Performance		Portfolio of Evidence
								Annual			Projected		Mid- year Target	Projected		Sour ce	Ann ual Bud get	
								Demand	Baselin e	Backlog	Quar ter 1	Quar ter 2		Project ed	Quar ter 3			
KPA 3: Local Econimic Development (Weighting = 30%)																		
Outcome 9 Indicator : Output 2 - Implementation of the Community Work Programme																		
DP & SS 3.1		To develop a comprehe nsive strategy to empower SMMEs & Co-ops	Adoption of LED Economic Sector Strategie s by date	Date of Adoption of the LED strategy by council in the year ending 30 June 2023	Quart er 4	Instituti onal	Adoption of LED strategy before 26 may 2022 by council in the year ending 30 June 2023	Adoption of LED Strategy by 26 May 2023	LED Strateg y Not Adopte d by council by 26 May 2022	The adoption of the LED Strategy by council	N/A	N/A	N/A	N/A	Adoption of LED strategy by council	NA	NA	Council Resolution for LED Strategy and implemen tation reports
DP & SS 3.2				Date Adoption of Investme nt Promotio n & Facilitatio n Strategy by the council in the year ending 30 June 2023	Quart er 4	Instituti onal	Adoption of Investme nt Promotio n & Facilitatio n Strategy before 26 may 2023 by council in the year ending 30 June 2023	Adoption of Investme nt Promotio n & Facilitatio n Strategy by the council in the year ending 30 June 2023	The Invest ment Promot ion & Facilitat ion Strateg y not adopte d by council	Adoption of Investme nt Promotio n & Facilitatio n Strategy by council	N/A	N/A	N/A	N/A	Adoption of Investme nt Promotio n & Facilitatio n Strategy by the council	NA	NA	Council Resolution of Investmen t Promotion & Facilitation Strategy adoption by 26 May 2023



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DP & SS 3.3		To review and implement the Tourism Strategy		Date of Adoption of Tourism Strategy by Council by 30 June 2023	Quarter 4	Institutional	Tourism Strategy adoption by Council in the fourth quarter in the year ending 30 June 2023	Council Adoption of 'Tourism Strategy in the year ending 30 June 2023	The Tourism Strategy not adopted by council	Adoption of 'Tourism Strategy by council	N/A	N/A	N/A	N/A	Tourism Strategy adoption by Council	NA	NA	Council Resolution of 'Tourism Strategy by 31 May 2023
DP & SS 3.4	3.10.4. 6.7	To develop a comprehensive strategy to empower SMMEs & Co-ops	Ensuring LED programmes are implemented, monitored, reviewed and evaluated	Date of Establishment of LED Forum by council in the year ending 30 June 2023	Quarter 4	Institutional	Establishment of the LED Forum in the fourth quarter in the year ending 30 June 2023	Establishment of LED Forum in the year ending 30 June 2023	LED Forum not established by council	Establishment of LED Forum by council	N/A	N/A	N/A	N/A	Launch and Establishment of the LED Forum	NA	NA	Terms of reference of the LED Forum
DP & SS 3.5				Number of Jobs created through SMME's in the year ending 30 June 2023	Quarterly	Institutional	800 jobs created through SMME's in the year ending 30 June 2023	Number of Jobs created through SMME's in the year ending 30 June 2023	400 jobs created	400	200 jobs through SMME's per quarter	200 jobs through SMME's per quarter	400 jobs through SMME's by 31 December 2022	200 jobs through SMME's per quarter	200 jobs through SMME's per quarter	NA	NA	4 x SCM Reports on the creation of jobs through SMME's (Number of appointed local companies)



8.6.4 KPA.4: GOOD GOVERNANCE AND PUBLIC PARTICIPTION – 2022/23

SDB IP No.	IDP Ref	Strategic Objective	Strategies	Key Performance Indicators	Reporting Period	Institutional / Ward	Annual Target	2021/2022			2022/2023					Financial Performance		Portfolio of Evidence
								Annual			Projected		Mid-year Target	Projected		Source	Annual Budget	
								Demand	Baseline	Backlog	Quarter 1	Quarter 2	Projected	Quarter 3	Quarter 4			
KPA 4: Good Governance and Public Participation (Weighting = 35%)																		
Outcome 9: Output 7- Single Window of Coordination & Output 5: Deepen democracy through a refined Ward Committee model																		
OM M 4.1	3.12 .7	To ensure that IGR structures function effectively within the District	Functional IGR structures	Number of quarterly Mayor's Forum meetings attended in the year ending 30 June 2023	Quarterly	Institutional (District)	Attend 4x quarterly Mayor's Forum meetings in the year ending 30 June 2023	Attend 4x quarterly Mayor's Forum meetings in the year ending 30 June 2023	No Quarterly Mayor's Forum meetings attended in the year ended 30 June 2022	4 x Quarterly Mayor's Forum Meeting s not attended	1 x Mayor's Forum Meeting to be attended	1 x Mayor's Forum Meeting to be attended	2 x Mayor's Forum Meeting s to be attended	1 x Mayor's Forum Meeting to be attended	1 x Mayor's Forum Meeting to be attended	NA	NA	4 x Notices; Agendas; Attendance Registers and Minutes of Mayor's Forum meetings
OM M 4.2	3.12 .7			Number of quarterly MM's Forum meetings attended in the year ending 30 June 2023	Quarterly	Institutional (District)	Attend 4 XQuarterly MM's Forum meetings in the year ending 30 June 2023	Attend 4 XQuarterly MM's Forum meetings in the year ending 30 June 2023	2 x Quarterly MM's Forum meetings attended in the year ending 30 June 2022	2 x Quarterly MM's Forum meetings	1 x MM's Forum Meeting to be attended	1 x MM's Forum Meeting to be attended	2 x MM's Forum Meeting s to be attended	1 x MM's Forum Meeting to be attended	1 x MM's Forum Meeting to be attended	NA	NA	4 x Notices; Agendas; Attendance Registers and Minutes of Mayor's Forum meetings



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OM M 4.3	9	To ensure progressive compliance with institutional and governance requirements	Review and implementation of	Date of adoption of reviewed 2022/23 PMS Policy Framework by council in the year ending 30 June 2023	Quarter 1	Institutional	Adoption of Reviewed PMS Policy Framework 2022/2023 before 31 July 2022 by Council in the year ending 30 June 2023	Adoption of Reviewed PMS Policy Framework 2022/2023 before 31 July 2022 by Council in the year ending 30 June 2023	PMS Policy Framework Review 2021/2022 adopted by Council by 09 September 2020	N/A	Adoption of PMS Policy Framework Review 2022/2023 by Council by 31 July 2022	N/A	Adoption of PMS Policy Framework Review 2022/2023 by Council by 31 July 2022	N/A	N/A	NA	NA	Council Resolution and Reviewed 2022/2023 PMS
OM M 4.4	9	To ensure progressive compliance with institutional and governance requirements	2022/2023 PMS Policy Framework	Number of Quarterly Organisational PMS Reports submitted to Council in the year ending 30 June 2023	Quarterly	Institutional	submit 4 x Quarterly Organisational PMS implementation reports to Council in the year ending 30 June 2023	submit 4 x Quarterly Organisational PMS implementation reports to Council in the year ending 30 June 2023	1 x Quarterly Organisational PMS report submitted to Council in the year ended 30 June 2022	3 x Quarterly Organisational PMS Reports	1 x Organisational PMS report to be submitted to Council	1 x Organisational PMS report to be submitted to Council	2 x Organisational PMS reports to be submitted to Council	1 x Organisational PMS report to be submitted to Council	1 x Organisational PMS report to be submitted to Council	NA	NA	4 x Quarterly Organisational reports & Council resolutions



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OM M 4.5	9	To ensure progressive compliance with institutional and governance requirements		Number of Performance Agreements signed by 31 July 2022 and uploaded on website and submitted to MEC within 14 days of approval	Quarter 1	Institutional	5xPAs signed within one calendar month after beginning of financial year (31 Jul 2022) and uploaded on website within 14 days and submitted to MEC within 14 days of approval (14 Aug 2022)	5xPAs signed within one calendar month after beginning of financial year (31 Jul 2022) and uploaded on website within 14 days and submitted to MEC within 14 days of approval (14 Aug 2022)	5 PAs signed within one calendar month after beginning of financial year (31 Jul 2021) and uploaded on website within 14 days and submitted to MEC within 14 days of approval (14 Aug 2021)	None	5 PAs signed within one calendar month after beginning of financial year (31 Jul 2022) and uploaded on website within 14 days and submitted to MEC within 14 days of approval (14 Aug 2022)	N/A	5 PA's signed within one calendar month after beginning of financial year (31 Jul 2022) and uploaded on website within 14 days and submitted to MEC within 14 days of approval (14 Aug 2022)	N/A	N/A	NA	NA	5 signed Performance Agreements ; Proof of submission to MEC; Proof of uploading on website
OM M 4.6	9	To ensure progressive compliance with institutional and governance requirements		Number of Quarterly performance assessments coordinated and conducted (Sect 54/56 Manager s) in the year ending	Quarterly as per 2006 Regulations	Institutional	4 x quarterly Performance assessments to be conducted (2 x Informal /verbal & 2 x Formal) in the year ending	4 x quarterly Performance assessments to be conducted (2 x Informal /verbal & 2 x Formal) in the year ending	1 x Informal assessment conducted in quarter 2	3 x Quarterly Performance Assessments (1 x Informal & 2x Formal)	1 x Performance assessment of Q4 of 2021/2022 to be conducted by the third week of the first month of the quarter (formal)	1 x Performance assessment of Q1 2022/2023 to be conducted by the third week of the first month of the quarter	2 x performance assessments (1 x Informal & 1 x Formal) to be conducted	1 x Performance Assessment of Q2 2022/2023 to be conducted by the third week of the first month of the quarter (formal)	1 x Performance Assessment of Q3 2022/2023 by the third week of the first month of the quarter (informal)	NA	NA	4 x Appraisal Reports/Score sheets & Panel attendance registers



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				30 June 2023			30 June 2023	30 June 2023				(informa l)						
OM M 4.7	2	To ensure progressive compliance with institutional and governance requirements		Date of adoption of 2022/23 Mid-year Performance Report by council in the year ending 30 June 2023	Quart er 3	Institu tional	Submit 2022/23 Mid-year performance report and adoption by Council by 25 Jan 2023 in the year ending 30 June 2023	Submit 2022/23 Mid-year performance report and adoption by Council by 25 Jan 2023 in the year ending 30 June 2023	Prepared and submitted 2021/2022 Mid-year performance report to Council by 20 Jan 2022	None	N/A	N/A	N/A	Preparat ion and submissi on of 2022/20 23 Mid-Year Performance Report to Council by 25 January 2022	N/A	NA	NA	2022/2023 Mid-year performance assessment report; Proof of submission to the Mayor; Council resolution



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OM M 4.8	3.10 .11/ 3.10 .12 / 3.10 .13 / 3.10 .14 / 3.10 .15 /3.1 0.16 /3.1 0.17 /3.1 0.18	To impleme nt (social cohesio n) special program s that empowe r all individu als within the municip al jurisdicti on, regardin g arts and culture, sports and re- creation , HIV and AIDS, gender, women and children	Implem entation of special program s - Arts & Culture; Gender; Youth; Sports & Recreati on; Children ; Disabilit y; HIV& AIDS	Number of Special program mes coordina ted per quarter in the year ending 30 June 2023	Quart erly	All	4 x Quarterl y Special Program mes to be coordina ted in the year ending 30 June 2023	4 x Quarterl y Special Program mes to be coordin ated in the year ending 30 June 2023	4 x Special Program mes Co- ordinate d in the year ended 30 June 2022	0	1 x Special Program me to be coordin ated	1 x Special Program me to be coordin ated	2 x Quarterl y Special Program mes to be coordina ted	1 x Special Program me to be coordin ated	1 x Special Program me to be coordin ated	NA	NA	4 x Quarterly reports on implementat ion of all special programs
OM M 4.9			Implem entation of the Destitut e policy & poverty alleviati on program me	Number of families and NPO's supporte d through destitute policy in the year ending	Quart erly	All	4 x Progress Reports indicatin g families and NPO's support ed by Mayor per quarter	4 x Progress Reports indicatin g families and NPO's support ed by Mayor per quarter	4 x Progress Reports indicatin g families and NPO's support ed by Mayor per quarter	0	1 x Progress Report indicatin g the Special program s impleme nted by Mayor to needy	1 x Progress Report indicatin g the Special program s impleme nted by Mayor to needy	2 x Progress Report indicatin g the Special program s impleme nted by Mayor to needy families	1 x Progress Report indicatin g families and NPO's support ed by Mayor per quarter	1 x Progress Report indicatin g families and NPO's support ed by Mayor per quarter	Inte rnal		Applications received & proof of payment



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				30 June 2023			by 30 June 2023	by 30 June 2023	by 30 June 2022		families and NPO's per quarter	families and NPO's per quarter	and NPO's per quarter	by 30 June 2021	by 30 June 2021			
OM M 4.10	3.12.7	To ensure that IGR structures function effectively within the District	Functional Internal Audit Forum	Number of Quarterly IA Forum meetings attended in the year ending 30 June 2023	Quarterly	Institutional (District)	Attend 4x IA Forum meetings as per DM invitation in the year ending 30 June 2023	Attend 4x IA Forum meetings as per DM invitation in the year ending 30 June 2023	No IA Forum meeting convened in the year ended 30 June 2022	4 IA Forum meetings	Attend 1 x IA Forum meeting as per DM invitation	Attend 1 x IA Forum meeting as per DM invitation	Attend 2 x IA Forum meetings as per DM invitation	Attend 1 x IA Forum meeting as per DM invitation	Attend 1 x IA Forum meeting as per DM invitation	Internal		4 x IA Forum Meetings Minutes and Attendance Registers
OM M 4.11	3.11.16	To provide reasonable assurance on the adequacy and effectiveness of internal control systems	Functional Internal Audit Unit	Date of approval of IA Plan by Audit Committee by 31 July 2022	Quarter 1	Institutional	Approval of the 2022/23 IA Plan by AC by 31 July 2021 in the year ending 30 June 2023	Approval of the 2022/23 IA Plan by AC by 31 July 2021 in the year ending 30 June 2023	IA plan approved by AC by 09 December 2020	N/A	Approval of the 2022/23 IA Plan by AC by 31 July 2022	N/A	Approval of the 2022/23 IA Plan by AC by 31 July 2022	N/A	N/A	NA	NA	Audit Committee Minutes with Resolution; Attendance Register and Audit Plan
OM M 4.12				% implementations of the 2021/2022 Internal Audit Plan in the year ending 30 June 2023	Quarterly	Institutional	Perform 100% implementation of the Internal Audit Plan in the year ending 30 June 2023	Perform 100% implementation of the Internal Audit Plan in the year ending 30 June 2023	Performed 100% of IA Plan in the year ended 30 June 2022	N/A	Perform 21% of IA Plan	Perform 36% of IA Plan	Perform 57% of IA Plan	Perform 29% of IA Plan	Perform 14% of IA Plan	NA	NA	4 x Progress reports on implementation of the Internal Audit Plan



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OM M 4.13	3.13 .6	To Ensure Function al Audit Committ ee	Function al Audit Committ ee	Number of Quarterl y Audit Committ ee meetings coordina ted in the year ending 30 June 2023	Quart erly	Institu tional	Co- ordinate 5xAC Quarterl y AC meeting in the year ending 30 June 2023	Co- ordinate 5xAC Quarterl y AC meeting in the year ending 30 June 2023	5xquart erly AC meeting s coordin ated in the year ended 30 June 2022	N/A	Co- ordinate 1 AC meeting to be held on 23 August 2022	Co- ordinate 1 x AC meeting to be held on 22 Novemb er 2022	Co- ordinate 2 x Quarterl y AC meeting s	Co- ordinate 2 x AC meeting s to be held on 23 January 2023 and 28 March 2023	Co- ordinate 1 x AC meeting to be held on 20 June 2023	NA	NA	5 x Minutes of AC Meetings and Attendance Registers
OM M 4.14	3.13 .6	To ensure achieve ment of Unqualif ied Audit Opinion for 2021/20 22 with no matters	Achieve Unqualif ied Audit Opinion	% of Findings Addresse d from 2021/20 22 AG Action Plan in the year ending 30 June 2023	Quart er 3 & 4	Institu tional	Address 100% of Findings from 2021/22 AG Action Plan in the year ending 30 June 2023	Address 100% of Findings from 2021/22 AG Action Plan in the year ending 30 June 2023	100% of Findings from 2020/21 AG Action Plan Address ed	N/A	N/A	N/A	N/A	Address 75 % of Findings resolved from 2021/20 22 AG Action Plan	Address 25 % of Findings resolved from 2021/20 22 AG Action Plan	NA	NA	2 x Progress Reports on Addressing Findings from 2021/22 AG Action Plan
OM M 4.15	3.13 .9	To impleme nt and maintain effective enterpri se-wide risk manage ment system	Implem entation and maintan ance of effective enterpri se-wide risk manage ment system (EWRMS)	Number of Quarterl y Risk Manage ment Committ ee meetings coordina ted in the year ending 30 June 2023	Quart erly	Institu tional	Co- ordinate 4 x quarterl y RMC meeting in the year ending 30 June 2023	Co- ordinate 4 x quarterl y RMC meeting in the year ending 30 June 2023	No RMC meeting s coordin ated in the year ended 30 June 2022	4 x RMC meeting s	Co- ordinate 1 RMC meeting	Co- ordinate 1 RMC meeting	Co- ordinate 2 RMC meeting s by 31 Decemb er 2022	Co- ordinate 1 RMC meeting	Co- ordinate 1 RMC meeting	NA	NA	4 x Minutes of RMC Meetings and Attendance Registers



OM M 4.16	3.13 .9			Number of Risk Assessm ent Worksh ops coordina ted in the year ending 30 June 2023	Quart er 3 & 4	Institu tional	Conduct 2 x Risk Assessm ent Worksh ops in the year ending 30 June 2023	Conduct 2 x Risk Assessm ent Worksh ops in the year ending 30 June 2023	NO Risk Assessm ent Worksh op conduct ed in the year ended 30 June 2022	2 Risk Assessm ent Worksh ops		N/A	Conduct 1x Risk Assessm ent Worksh op	Conduct 1 x Risk Assessm ent Worksh op to be held on the First month of the Quarter (July)	Conduct 1 x Risk Assessm ent Worksh op to be held on the First month of the Quarter (April)	NA	NA	2 x Risk Assessment Workshops Attendance Registers
OM M 4.17	3.13 .9			Date of Adoptio n of the Reviewe d 2022/23 Risk Man agement Policies and Strategie s by Council in the year ending 30 June 2023	Quart er 1	Institu tional	Review and adopt the 2022/23 RM policies and strategie s by Council before 31 July 2022 in the Year ended 30 June 2023	Review and adopt the 2022/23 RM policies and strategie s by Council before 31 July 2022 in the Year ended 30 June 2023	2021/22 RM policies and strategi es Not reviewe d and adopted by RMC and Council by 31 July 2022	Adoptio n of the reviewe d 2021/22 RM policies and strategie s by RMC and Council	2022/22 RM policies and strategi es reviewe d and adopted by RMC and Council by 31 July 2022	N/A	2022/23 RM policies and strategie s reviewe d and adopted by RMC and Council by 31 July 2022	N/A	N/A	NA	NA	Risk Man Policy and Strategy; Minutes of RMC; Council Resolution
OM M 4.18	3.13 .9			% of Impleme ntation of the 2021/22 EWRMS Action Plan in the year ending 30 June 2022	Quart erly	Institu tional	100% Implem entation of the 2021/22 EWRMS Action Plan in the year ending 30 June 2023	100% Implem entation of the 2021/22 EWRMS Action Plan in the year ending 30 June 2023	0 EWRMS Action Plan implem entation reports and submissi on to RMC	4 EWRMS Action Plan implem entation reports and submissi on to RMC	Implem ent 25% of the 2021/22 EWRMS Action Plan	Implem ent 25% of the 2021/22 EWRMS Action Plan	Implem ent 50% of the 2021/22 EWRMS Action Plan	Implem ent 25% of the 2021/22 EWRMS Action Plan	Implem ent 25% of the 2021/22 EWRMS Action Plan	NA	NA	4 x EWRMS Reports; Minutes of RMC; and Council Resolution



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OM M 4.19				Date of approval of 2023/24 draft SDBIP by the Mayor by legislative dates	Quarter 4	Institutional	Approval of 2023/24 SDBIP Draft by Mayor within 14 days after 2023/24 budget approval	Approval of 2023/24 SDBIP Draft by Mayor within 14 days after 2023/24 budget approval	Approval of the 2022/23 SDBIP Draft by Mayor within 14 days after 2022/23 budget approval	N/A	N/A	N/A	N/A	N/A	Approval of 2022/23 Final SDBIP by Mayor within 28 days after 2022/23 budget approval	NA	NA	Council Resolution and Mayor approved Final SDBIP
OM M 4.20	8.0		Establishment of Service Delivery and Budget Implementation Plan (SDBIP)	Date of approval of 2023/24 Final SDBIP by the Mayor by legislative dates	Quarter 4: 28 days after budget approval	Institutional	Approval of 2023/24 Final SDBIP by Mayor within 28 days after 2023/24 budget approval	Approval of 2023/24 Final SDBIP by Mayor within 28 days after 2023/24 budget approval	2022/23 Final SDBIP approved 23 June 2022 by Mayor within 28 days after 2022/23 budget approval	N/A	N/A	N/A	N/A	N/A	Approval of 2022/23 Final SDBIP by Mayor within 28 days after 2022/23 budget approval	NA	NA	Council Resolution and Mayor approved Final SDBIP
OM M 4.21	9.4	To ensure progressive compliance with institutional and governance requirements	Adoption of the Annual Report	Date of Adoption of the 2021/22 Draft Annual Report by Council by Legislative dates	Quarter 3	Institutional	Adoption of Draft AR 2021/22 by Council before 31 January 2023 in the year ending 30 June 2023	Adoption of Draft AR 2021/22 by Council before 31 January 2023 in the year ending 30 June 2023	Draft AR for 2020/2021 adopted by Council by 25 January 2022	N/A	N/A	N/A	N/A	Adoption of Draft AR 2021/22 by Council by 25 January 2022	N/A	NA	NA	Council Resolution and the Draft Annual Report 2021/2022



OM M 4.22	9.4	To ensure progressive compliance with institutional and governance requirements	Number of days of Advertisement of Draft AR after adoption by Council as per legislation	Quarter 3	Institutional	Advertisement Draft AR 2021/2022 for 21 days after adoption by council	Advertisement Draft AR 2021/2022 for 21 days after adoption by council	Draft AR 20/21 Advertised on 9 April 2022 for 21 days after adoption	N/A	N/A	N/A	N/A	Advertisement Draft AR 2021/2022 for 21 days after adoption by council	N/A	NA	NA	Newspaper clippings and website advert
OM M 4.23	9.4		Date of Adoption of Oversight Report(OR) on final AR by Council in the year ending 30 June 2023	Quarter 3	Institutional	Adoption of OR on Final AR 2021/22 by Council before 31 March 2023	Adoption of OR on Final AR 2021/22 by Council before 31 March 2023	OR on Final AR 2020/21 adopted by Council by 31 May 2022	None	N/A	N/A	-	Adoption of OR on Final AR 2021/22 by Council by 31 March 2023	N/A	NA	NA	Council Resolution and Oversight Report on Annual Report 2021/2022
OM M 4.24	9.4		Number of days of Advertisement of Final OR after adoption by Council as per legislation	Quarter 4	Institutional	Advertisement Final OR on the 2021/2022 AR for 21 days after adoption by council	Advertisement Final OR on the 2021/2022 AR for 21 days after adoption by council	New	New	N/A	N/A	N/A	N/A	Advertisement Final OR 2021/2022 for 21 days after adoption by council	NA	NA	Newspaper clippings and website advert



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OM M 4.25	3.13 .5	To ensure progressive compliance with institutional and governance requirements	A credible IDP developed 2023/2024	Number of Quarterly IDP Representative Forum meetings facilitated in the year ending 30 June 2023	Quarterly	Institutional	Facilitate 4 x Quarterly IDP RF meetings in the year ending 30 June 2023	Facilitate 4 x Quarterly IDP RF meetings in the year ending 30 June 2023	No IDP RF meeting facilitated in the year ended 30 June 2022	Facilitation of 4 x Quarterly IDP RF meetings	Facilitation of 1x IDP RF meeting	Facilitation of 1x IDP RF meeting	Facilitation of 2 x IDP RF meetings by 31 December 2022	Facilitation of 1 x IDP RF meeting	Facilitation of 1 x IDP RF meeting	NA	NA	4 x Attendance Registers and Minutes of IDP RF meetings
OM M 4.26	1.4. 1			Date of adoption of the 2023/2024 IDP/Budget Process Plan by ExCo in the year ending 30 June 2023	Quarter 1	Institutional	Adoption of 2023/24 IDP/Budget Process Plan by ExCo by 31 July 2022 in the year ending 30 June 2023	Adoption of 2023/24 IDP/Budget Process Plan by ExCo by 31 July 2022 in the year ending 30 June 2023	2022/2023 IDP/Budget Process Plan Approved by council 09 September 2021	N/A	Adoption of 2023/2024 IDP/Budget Process Plan by ExCo by 31 July 2022	N/A	Adoption of 2023/24 IDP/Budget Process Plan by ExCo by 31 July 2022	N/A	N/A	NA	NA	Council Resolution and IDP/Budget Process Plan 2023/24
OM M 4.27	1.4. 1			Date of adoption of the 2023/2024 Draft IDP by Council in the year ending 30 June 2023	Quarter 3	All	Adoption of 2023/24 Draft IDP by Council before 31 March 2023 in the year ending 30 June 2023	Adoption of 2023/24 Draft IDP by Council before 31 March 2023 in the year ending 30 June 2023	Draft IDP adopted by Council by 30 March 2022	N/A	N/A	N/A	N/A	Adoption of 2023/24 Draft IDP by Council by 31 March 2022	N/A	NA	NA	Council Resolution and Draft IDP 2023/24



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OM M 4.28	1.4. 1			Number of IDP/Bud get Roadsho ws conduce d in the year ending 30 June 2023	Quart er 3 & 4	All	Conduct 2 IDP/Bud get Roadsho w in the year ending 30 June 2023	Conduct 2 IDP/Bud get Roadsho w in the year ending 30 June 2023	Conduct ed 1 x IDP/Bud get Roadsho w in the year ended 30 June 2022	1 x IDP/Bud get Roadsho w not conduct ed	N/A	N/A	N/A	Conduct 1 x IDP/Bud get Roadsho w	Conduct 1 x IDP/Bud get Roadsho w	NA	NA	2 x IDP/Budget Roadshows Reports
OM M 4.29	1.4. 1			Date of Adoptio n of 2023/24 Final IDP by Council in the year ending 30 June 2023	Quart er 4	All	Adoptio n of 2023/24 Final IDP by Council by 31 May 2023 in the year ending 30 June 2023	Adoptio n of 2023/24 Final IDP by Council by 31 May 2023 in the year ending 30 June 2023	2022/23 Final IDP adopted by Council on 26 May 2022	N/A	N/A	N/A	N/A	N/A	Adoptio n of 2023/24 Final IDP by Council by 31 May 2023	NA	NA	Council Resolution and Final IDP 2023/24
OM M 4.30	3.12 .7	To ensure that IGR structur es function effectiv ely within the District	Function al IGR structur es	Number of Quarterl y IGR Technica l Forum (DTAC/ Planners / IDP/ Commun ication/ LED) meetings attended as per District Municip ality invitatio n in the year	Quart erly	Institu tional (Distri ct)	Attend 20 x Forums (5 per Quarter) as per DM invitatio n in the year ending 30 June 2023	Attend 20 x Forums (5 per Quarter) as per DM invitatio n in the year ending 30 June 2023	Attende d 9 x Forums as per DM invitatio n in the year ended 30 June 2022	11x IGR Technic al Forums not attende d	Attend 5 x Forums as per District Municip ality invitatio n	Attend 5 x Forums as per District Municip ality invitatio n	Attend 10 x Forums as per District Municip ality invitatio n	Attend 5 x Forums as per District Municip ality invitatio n	Attend 5 x Forums as per District Municip ality invitatio n	NA	NA	20 x Minutes of Forums and Attendance Registers



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				ending 30 June 2023														
OM M 4.31	3.12 .3 /3.1 2.3	To improve the image of the Municip ality	Effective and function al Ward Committ ees	Number of Monthly Ward Committ ee meetings conduce d in the year ending 30 June 2023	Mont hly	All Wards	Conduct 156 x Monthly Ward Committ ee Meeting s (12 meeting s per Ward) in the year ending 30 June 2023	Conduct 156 x Monthly Ward Committ ee Meeting s (12 meeting s per Ward) in the year ending 30 June 2023	Conduct ed 66 ward committ ee meeting s in the year ended 30 June 2022	90 x Ward Committ tee meeting s not conduct ed	Conduct 39 x Ward Committ ee meeting s (1 meeting per month for 13 Wards)	Conduct 39 x Ward Committ ee meeting s (1 meeting per month for 13 Wards)	Conduct 78 x Ward Committ ee meeting s (6 meeting s per ward)	Conduct 39 x Ward Committ ee meeting s (1 meeting per month for 13 Wards)	Conduct 39 x Ward Committ ee meeting s (1 meeting per month for 13 Wards)	-		156 x Minutes of Committee meetings and Attendance Registers
OM M 4.32	3.12 .9 / 3.13 .1			Number of Quarterl y Constitu ency meetings conduce d in the year ending 30 June 2023	Quart erly	All	Conduct 52 x constitu ency meeting s in the year ending 30 June 2023 (2 meeting s per ward)	Conduct 13 x constitu ency meeting s in the year ending 30 June 2023 (2 meeting s per ward)	26 x Constitu ency meeting s conduct ed in the year ended 30 June 2022 (2 meeting s per ward)	N/A	Conduct 13 x constitu ency meeting s (1 meeting per ward)	Conduct 13 x constitu ency meeting s (1 meeting per ward)	Conduct 52 x constitu ency meeting s (1 meeting per ward)	Conduct 13 x constitu ency meeting s (1 meeting per ward)	Conduct 13 x constitu ency meeting s (1 meeting per ward)	Inte rnal		52 x Attendance Registers and Minutes of Constituency meeting conducted
FIN 4.1	3.12 .7	To ensure that IGR structur es function effectiv ely within the District	Function al IGR structur es	Number of Quarterl y Finance Forums attended in the year ending 30 June 2023	Quart erly	Institu tional (Distri ct)	Attend 4 x Quarterl y Finance Forums in the year ending 30 June 2023	Attend 4 x Quarterl y Finance Forums in the year ending 30 June 2023	Attende d 2 x Quarterl y Finance Forums	2 x Quarterl y Finance Forums	Attend 1 x Finance Forum as per DM invitatio n	Attend 1 x Finance Forum as per DM invitatio n	Attend 2 x Finance Forums as per DM invitatio n by 31 Dec 2022	Attend 1 x Finance Forum as per DM invitatio n	Attend 1 x Finance Forum as per DM invitatio n	NA	NA	4 x Minutes of Finance Forums and Attendance Registers



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FIN 4.2	7	To ensure progressive compliance with institutional and governance requirements	Budgeting	Date of Adoption of the 2022/23 Adjusted Budget by Council in the year ending 30 June 2023	Quarter 3	Institutional	Adoption of 2022/23 Adjusted Budget by Council by 28 Feb 2023 in the year ending 30 June 2023	Adoption of 2022/23 Adjusted Budget by Council by 28 Feb 2023 in the year ending 30 June 2023	2021/2022 Adjusted budget adopted by council by 24 February 2022	N/A	N/A	N/A	N/A	Adoption of 2022/2023 Adjusted Budget by Council by 28 Feb 2023	N/A	NA	NA	Budget and Council Resolution
FIN 4.3	7			Date of Adoption of the 2023/24 draft Budget by Council in the year ending 30 June 2023	Quarter 3	Institutional	Adoption of 2023/2024 Draft Budget by Council by 31 March 2023 in the year ending 30 June 2023	Adoption of 2023/2024 Draft Budget by Council by 31 March 2023 in the year ending 30 June 2023	2022/2023 Draft budget adopted by Council by 30 March 2022	N/A	N/A	N/A	N/A	Adoption of 2023/2024 Draft Budget by Council by 31 March 2023	N/A	NA	NA	2023/2024 Draft Budget and Council Resolution
FIN 4.4				Date of Adoption of the 2023/24 Final Budget by Council in the year ending 30 June 2023	Quarter 4	Institutional	Adoption of 2023/24 Final Budget by Council by 31 May 2023 in the year ending 30 June 2023	Adoption of 2023/24 Final Budget by Council by 31 May 2023 in the year ending 30 June 2023	2022/2023 Final Budget adopted by Council by 26 May 2022	N/A	N/A	N/A	N/A	Adoption of 2023/2024 Final Budget by Council by 31 May 2023	N/A	NA	NA	2023/2024 Final Budget and Council Resolution



FIN 4.5	1.6	Financial Reporting	Number of monthly section 71 reports submitted to council in the year ending 30 June 2023	Monthly	Institutional	Submission of 12 X Monthly Section 71 reports to Council in the year ending 30 June 2023	Submission of 12 X Monthly Section 71 reports to Council in the year ending 30 June 2023	Submitted of 12 Monthly Section 71 reports to Council in the year ended 30 June 2022	N/A	Submission of 3 Monthly Section 71 reports to Council	Submission of 3 Monthly Section 71 reports to Council	Submission of 6 Monthly Section 71 reports to Council	Submission of 3 Monthly Section 71 reports to Council	Submission of 3 Monthly Section 71 reports to Council	NA	NA	Section 71 Reports and proof of submission
FIN 4.6	1.6		Date of submission of section 72 report to the Mayor by MM	Quarter 3	Institutional	Submission of Sect 72 Report to the Mayor by MM by 25 Jan 2023	Submission of Sect 72 Report to the Mayor by MM by 25 Jan 2023	Submitted Sect 72 Report to the Mayor by MM by 25 Jan 2022	N/A	N/A	N/A	N/A	Submission of Sect 72 Report to the Mayor by MM by 25 Jan 2022	N/A	NA	NA	Section 72 Report and Council Resolution
FIN 4.7	1.6		Date of Submission of 2021/22 annual financial statements to AG	Quarter 1	Institutional	Submission of '2021/22 AFS to AG by 31 Aug 2022	Submission of '2021/22 AFS to AG by 31 Aug 2022	2020/21 AFS submitted on 31 Aug 2021	N/A	Submission of '2021/22 AFS to AG by 31 Aug 2022	N/A	Submission of '2021/22 AFS to AG by 31 Aug 2022	N/A	N/A	NA	NA	Copy of AFS and Letter of Acknowledgment by AG
FIN 4.8	1.6		Date of Submission of 2022/23 interim financial statements to Council in the year ending 30 June 2023	Quarter 3	Institutional	Submission of 2022/23 interim financial statements to Council by 28 Feb 2023	Submission of 2022/23 interim financial statements to Council by 28 Feb 2023	2021/22 Interim FS submitted to Council on 25 Jan 2022	N/A	N/A	N/A	N/A	Submission of 2022/23 interim financial statements to Council by 28 Feb 2023	N/A	NA	NA	Interim FS; Council Resolution



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FIN 4.9	7.3 / 7.3.2 / 7.3.3	To ensure progressive compliance with institutional and governance requirements	Management of Indigent households	Date of Adoption of the Updated and Reviewed Indigent Policy by Council in the year ending 30 June 2023	Quarter 4	Institutional	Adoption of an Updated and reviewed indigent Policy by Council by 31 May 2023	Adoption of an Updated and reviewed indigent Policy by Council by 31 May 2023	Indigent register Updated and reviewed and adopted by Council by 26 May 2022	N/A	N/A	N/A	N/A	N/A	Adoption of an Updated and reviewed indigent Policy by Council by 31 May 2023	NA	NA	Updated indigent register and Council resolution
FIN 4.10	7.3 / 7.3.2 / 7.3.3			Date of review of the 2023/2024 Indigent register in the year ending 30 June 2023	Quarter 4	Institutional	Review the Indigent register before 31 May 2023	Review the Indigent register before 31 May 2023	Indigent register reviewed by 31 May 2022	N/A	N/A	N/A	N/A	N/A	Indigent register review by 31 May 2023	NA	NA	Updated indigent register and Council resolution
FIN 4.11	7.3.12	To provide reasonable assurance on the adequacy and effectiveness of internal control systems	Asset Management	Number of Asset Verification performed in the year ending 30 June 2023	Quarter 4	Institutional	Perform 1x Asset Verification in the year ending June 2023	Perform 1x Asset Verification in the year ending June 2023	2021/2022 Asset Verification Register reviewed by 30 June 2022	N/A	N/A	N/A	N/A	N/A	Review of 2022/23 Asset Verification Register by 30 June 2023	NA	NA	Asset Verification Report



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FIN 4.12	7.3.7	To ensure progressive compliance with institutional and governance requirements	Supply Chain Management (SCM)	Number of Implementation reports SCM Policy Implementation Reports submitted to ExCo per quarterly by 30 June 2023	Monthly	Institutional	Prepare and Submit 12 xSCM Implementation Reports to ExCo and Other Stakeholders(PT, NT) by 30 June 2023	Prepare and Submit 12 xSCM Implementation Reports to ExCo and Other Stakeholders(PT, NT) by 30 June 2023	Prepare and Submitted 12 xSCM Implementation Reports to ExCo and Other Stakeholders(PT, NT) by 30 June 2022	0	Prepare and Submit 3 SCM Implementation Reports to ExCo and Other Stakeholders(PT, NT)	Prepare and Submit 3 SCM Implementation Reports to ExCo and Other Stakeholders(PT, NT)	Prepare and Submit 6 SCM Implementation Reports to ExCo and Other Stakeholders(PT, NT)	Prepare and Submit 3 SCM Implementation Reports to ExCo and Other Stakeholders(PT, NT)	Prepare and Submit 3 SCM Implementation Reports to ExCo and Other Stakeholders(PT, NT)	NA	NA	Reports and ExCo Resolutions
FIN 4.13	3.13.9	To implement and maintain an effective enterprise-wide risk management system	Risk Management	% of implementation of the risk management action plan for the year ending 30 June 2023	Quarterly	Institutional	100% implementation of the Risk Management Plan (Finance) in the year ending 30 June 2023	100% implementation of the Risk Management Plan (Finance) in the year ending 30 June 2023	2 x Progress reports on implementation of Risk Management Action Plan (Finance) not submitted in the year ending 30 June 2022	2 x Progress reports on implementation of Risk Management Action Plan (Finance)	Implement 25% of the Risk Management Plan (Finance)	Implement 25% of the Risk Management Plan (Finance)	Implement 50% of the Risk Management Plan (Finance)	Implement 25% of the Risk Management Plan (Finance)	Implement 25% of the Risk Management Plan (Finance)	NA	NA	4 x Risk Management(Finance) Progress reports



FIN 4.14	7 / 1.6	To ensure progressive compliance with institutional and governance requirements	Financial Reporting	Number of quarterly returns submitted to exco, Council and other stakeholders by the 10th day after quarter end in the year ending 30 June 2023	Quarterly	Institutional	Prepare and submit 4 x quarterly returns to EXCO, Council and other Stakeholders by the 10th day after quarter end in the year ending 30 June 2023	Prepare and submit 4 x quarterly returns to EXCO, Council and other Stakeholders by the 10th day after quarter end in the year ending 30 June 2023	Prepare and submit 4 x quarterly returns to EXCO, Council and other Stakeholders by the 10th day after quarter end in the year ending 30 June 2022	-	Prepare and submit 1 x quarterly returns within 10 days after quarter ends to Exco, Council and Other Stakeholders (PT, NT)	Prepare and submit 1 x quarterly returns within 10 days after quarter ends to Exco, Council and Other Stakeholders (PT, NT)	Prepare and submit 2 x quarterly returns within 10 days after quarter ends to Exco, Council and Other Stakeholders (PT, NT)	Prepare and submit 1 x quarterly returns within 10 days after quarter ends to Exco, Council and Other Stakeholders (PT, NT)	Prepare and submit 1 x quarterly returns within 10 days after quarter ends to Exco, Council and Other Stakeholders (PT, NT)	NA	NA	4 x quarterly Returns Submitted and Proof of Submission to EXCO, Council, Prov & National Treasury
FIN 4.15	3.13 .6	To ensure achievement of Unqualified Audit Opinion for 2022/2023 with no matters	Achieve Unqualified Audit Opinion	% of Addressed Findings from the 2021/2022 AG Action Plan in the year ending 30 June 2023	Quarter 3 & 4	Institutional	100% Address of Findings from the 2021/2022 AG Action Plan in the year ending 30 June 2023	100% Address of Findings from the 2021/2022 AG Action Plan in the year ending 30 June 2023	-	0	N/A	N/A	N/A	Address 75 % of Findings resolved from 2021/2022 AG Action Plan	Address 25% of Findings from the 2021/22 AG Action Plan	NA	NA	2 x Progress Reports on Addressing Findings resolved from 2021/2022 AG Action Plan



COR P 4.1	3.12 .7	To ensure that Council and its Committees function effectively	Effective and functional IGR structures	Number of days it takes to prepare council minutes on a monthly basis after the sitting in the year ending 30 June 2023	Monthly	Institutional	12 monthly preparations of council minutes within 7 days after council sitting in the year ending 30 June 2023	12 monthly preparations of council minutes within 7 days after council sitting in the year ending 30 June 2023	Council minutes were prepared on average 14 days after the council sitting	Council minutes takes 7 days longer to prepare and finalise	3xCouncil, EXCO, MPAC and Portfolio Committees minutes produced within 7 days after meeting	3 x Council meetings minutes produced within 7 days after meeting	6 x Council meetings minutes produced within 7 days after meeting	3 x Council meetings minutes produced within 7 days after meeting	3 x Council meetings minutes produced within 7 days after meeting	NA	NA	12 x Attendance registers, Minutes and Proof of submission (email printout / printout from records)
COR P 4.2	3.12 .7	To ensure progressive compliance with institutional and governance requirements		Date of Adoption of 2022/23 Municipal Council Meetings Calendar in the year ending 30 June 2023	Annually	Institutional	Adoption of the 2022/23 Municipal Council Meetings Calendar by 30 Sept 2022 in the year ended 30 June 2023	Adoption of the 2022/23 Municipal Council Meetings Calendar by 30 Sept 2022 in the year ended 30 June 2023	The 2021/2022 Municipal Council Meetings Calendar adopted by 30 Sept 2021	No	Adoption of the 2022/23 Municipal Council Meetings Calendar by 30 Sept 2022	-	2022/23 Municipal Council Meetings Calendar adopted by 30 Sept 2022	-	-	NA	NA	Council Calendar and Council Resolution
COR P 4.3	3.12 .7	To ensure progressive compliance with institutional and governance requirements		Number of monthly council meetings coordinated in the year ending 30 June 2023	Monthly	Institutional	Co-ordinate 12 Council Meetings in the year ending 30 June 2023	Co-ordinate 12 Council Meetings in the year ending 30 June 2023	Co-ordinate 12 x monthly council meeting in the year ended 30 June 2022	0	Co-ordinate 3 x monthly Council Meetings	Co-ordinate 3 x monthly Council Meetings	Co-ordinate 6 x Council Meetings	Co-ordinate 3 x monthly Council Meetings	Co-ordinate 3 x monthly Council Meetings	NA	NA	12 x Notices and attendance registers



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COR P 4.4	3.12 .7	To ensure progressive compliance with institutional and governance requirements	% of council resolutions executed	Quarterly	Institutional	Prepare 4 x reports on Council meetings for the year ended 30 June 2023	Prepare 4 x reports on Council meetings for the year ended 30 June 2023	4 x reports on Council meetings for the year ended 30 June 2022	0	Prepare 1 report on Council meeting	Prepare 1 report on Council meeting	Prepare 2 reports on Council meetings	Prepare 1 report on Council meeting	Prepare 1 report on Council meeting	NA	NA	Execution of Resolutions Registers (ERR), Reports on Council Minutes
COR P 4.5	3.12 .7	To ensure progressive compliance with institutional and governance requirements	Number of monthly ExCo Meetings coordinated in the year ending 30 June 2023	Monthly	Institutional	Co-ordinate 10 x ExCo Meetings in the year ending 30 June 2023	Co-ordinate 10 x ExCo Meetings in the year ending 30 June 2023	Co-ordinate 3 x ExCo meetings in the year ended 30 June 2022	7x ExCo meetings no co-ordinated	Co-ordinate 3 ExCo Meetings	Co-ordinate 2 ExCo Meetings	Co-ordinate 5 ExCo Meetings	Co-ordinate 2 ExCo Meetings	Co-ordinate 3 ExCo Meetings	NA	NA	10 x Minutes of ExCo Meetings coordinated and Attendance Registers
COR P 4.6	3.12 .7	To ensure progressive compliance with institutional and governance requirements	Number Quarterly ExCo meetings coordinated in the year ending 30 June 2023	Quarterly	Institutional	Conduct 4 x ExCo meetings in the year ending 30 June 2023	Conduct 4 x ExCo meetings in the year ending 30 June 2023	Co-ordinate 3 x ExCo meetings in the year ended 30 June 2022	1 x ExCo meeting not coordinated	Co-ordinate 1 x ExCo meeting	Co-ordinate 1 x ExCo meeting	Co-ordinate 2 x quarterly ExCo meetings	Co-ordinate 1 x ExCo meeting	Co-ordinate 1 x ExCo meeting	NA	NA	4 x Execution of Resolutions Registers (ERR)



COR P 4.7	3.6.9			Number monthly MPAC Meetings coordinated and conducted in the year ending 30 June 2023	Monthly	Institutional	Co-ordinate 10 MPAC Meetings in the year ending 30 June 2023	Co-ordinate 10 MPAC Meetings in the year ending 30 June 2023	Co-ordinate 4 x MPAC Meetings in the year ended 30 June 2022	6 x MPAC meetings not conducted	Co-ordinate 3 x MPAC Meetings	Co-ordinate 2 x MPAC Meetings	Co-ordinate 5 x MPAC Meetings	Co-ordinate 2 x MPAC Meetings	Co-ordinate 3 x MPAC Meetings	NA	NA	10 x Minutes of MPAC meetings conducted and Attendance Registers
COR P 4.8	3.6.9			Number of monthly Corporate Services Portfolio Meetings coordinated in the year ending 30 June 2023	Monthly	Institutional	Co-ordinate 10 x Corporate Services Portfolio Meetings in the year ending 30 June 2023	Co-ordinate 10 x Corporate Services Portfolio Meetings in the year ending 30 June 2023	Co-ordinate 10 x Corporate Services Portfolio Meetings in the year ended 30 June 2022	0	Co-ordinate 3 x Corporate Services Portfolio Meetings	Co-ordinate 2 x Corporate Services Portfolio Meetings	Co-ordinate 5 x Corporate Services Portfolio Meetings	Co-ordinate 2 x Corporate Services Portfolio Meetings	Co-ordinate 3 x Corporate Services Portfolio Meetings	NA	NA	10 x Minutes of monthly Corporate Services Portfolio Meetings coordinated and Attendance Registers
COR P 4.9	3.6.9			Number of monthly Portfolio (Technical/Community/LED/Corporate) Committee Meetings coordinated in the year	Monthly	Institutional	Co-ordinate and conduct 8 Portfolio (Technical, Community, Corporate and LED) Committee Meetings in the	Co-ordinate and conduct 8 Portfolio (Technical, Community, Corporate and LED) Committee Meetings in the	Co-ordinate 4 x Portfolio (Technical, Community, Corporate and LED) Committee Meetings in the year ended	4 x Portfolio (Technical, Community, Corporate and LED) Committee Meetings not coordinated	Co-ordinate and conduct 2 Portfolio (Technical, Community, Corporate and LED) Committee Meetings	Co-ordinate and conduct 2 Portfolio (Technical, Community, Corporate and LED) Committee Meetings	Co-ordinate and conduct 4 x Portfolio (Technical, Community, Corporate and LED) Committee Meetings	Co-ordinate and conduct 2 Portfolio (Technical, Community, Corporate and LED) Committee Meetings	Co-ordinate and conduct 2 Portfolio (Technical, Community, Corporate and LED) Committee Meetings	NA	NA	8 x Minute Portfolio Committee meetings and Attendance Registers



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				ending 30 June 2023			year ending 30 June 2023	year ending 30 June 2023	30 June 2022									
COR P 4.10	3.6. 9			Number monthly Labour Forum (LLF) Meeting s coordina ted and held in the year ending 30 June 2023	Mont hly	Institu tional	Co- ordinate 10 LLF Meeting s in the year ending 30 June 2023	Co- ordinate 10 LLF Meeting s in the year ending 30 June 2023	No monthly LLF meeting s were conduct ed	10 monthly LLF meeting s conduct ed	Co- ordinate 3 x monthly Meeting s	Co- ordinate 2 x monthly LLF Meeting s	Co- ordinate 5 x monthly LLF Meeting s	Co- ordinate 2 x LLF Meeting s	Co- ordinate 3 x LLF Meeting s	NA	NA	10 x Minutes of LLF meetings and Attendance Registers
COR P 4.11	9			To ensure progress ive complia nce with institutio nal and governan ce require ments	Perform ance manage ment	Number of Perform ance Agreeme nts signed by 31 July 2022 and uploade d on website and submitte d to MEC by legislativ e timefra me	Quart er 1	Institu tional	5 PAs signed within one calendar month after beginnin g of financial year (31 Jul 2022) and uploade d on website within 14 days and submitt ed to MEC within 14 days of approva	5 PAs signed within one calendar month after beginnin g of financial year (31 Jul 2022) and uploade d on website within 14 days and submitt ed to MEC within 14 days of approval	5 PAs signed within one calendar month after beginnin g of financial year (31 Jul 2021) and uploade d on website within 14 days and submitt ed to MEC within 14 days of approval	0	5 PAs signed within one calendar month after beginnin g of financial year (31 Jul 2022) and uploade d on website within 14 days and submitt ed to MEC within 14 days of approval	-	5 PAs signed within one calendar month after beginnin g of financial year (31 Jul 2022) and uploade d on website within 14 days and submitt ed to MEC within 14 days of approva	-	-	NA



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							I (14 Aug 2022)	(14 Aug 2022)	(14 Aug 2021)		(14 Aug 2022)		I (14 Aug 2022)					
COR P 4.12	3.13 .6	To ensure achievement of Unqualified Audit Opinion for 2022/2023 with no matters	Achieve Unqualified Audit Opinion	% implementation of the AGSA action plan for the year ending 30 June 2023	Quarter 3 & 4	Institutional	100% implementation of the 2021/2022 AGSA Action Plan	New	New	New	0	0	0	75% implementation of the 2021/2022 AGSA action plan	25% implementation of the 2021/2022 AGSA action plan	NA	NA	AGSA Action Plan status report
COR P 4.13	3.13 .9	To implement and maintain effective enterprise-wide risk management system	Implementation of Risk Management Action Plan (Corporate)	% of Implementation of the 2021/22 Risk Management Action Plan (Corporate) in the year ending 30 June 2023	Quarterly	Institutional	100% implementation plan of Risk Management Action Plan (Corporate) In the year ending 30 June 2023	100% implementation plan of Risk Management Action Plan (Corporate) In the year ending 30 June 2023	2 x Quarterly progress reports on implementation of Risk Management Action Plan (Corporate) submitted	2 x Quarterly progress reports on implementation of Risk Management Action Plan (Corporate)	25% implementation of the Risk Management Plan (Corporate)	25% implementation of the Risk Management Plan (Corporate)	50% implementation of the Risk Management Plan (Corporate)	25% implementation of the Risk Management Plan (Corporate)	25% implementation of the Risk Management Plan (Corporate)	NA	NA	4 x Risk Management Progress Reports (Corporate)



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TECH 4.1	3.12.7	To ensure that IGR structures function effectively within the District	Technical Forum attended as per District Municipality invitation	Number of Quarterly Technical Forum meetings attended as per District Municipality (DM) invitation in the year ending 30 June 2023	Quarterly	Institutional (District)	Attend 4 x Technical Forum meetings attended as per DM invitation in the year ending 30 June 2023	Attend 4 x Technical Forum meetings attended as per DM invitation in the year ending 30 June 2023	Attend 1 x Technical Forum meeting attended as per DM invitation in the year ending 30 June 2022	3 x Technical Forum meetings not attended	Attend 1 Technical Forum meeting as per DM invitation	Attend 1 Technical Forum meeting as per DM invitation	Attend 2 x Technical Forum meetings attended as per DM invitation	Attend 1 x Technical Forum meeting as per DM invitation	Attend 1 x Technical Forum meeting as per DM invitation	NA	NA	4 x Minutes of Technical Forum Meetings and Attendance Registers
TECH 4.2	3.13.9	To implement and maintain effective enterprise-wide risk management system	Implementation of Risk Management Action Plan (Technical)	% of implementation of Risk Management Action Plan (Technical) in the year ending 30 June 2023	Quarterly	Institutional	100% implementation of the Risk Management Plan (Technical) in the year ending 30 June 2021	100% implementation of the Risk Management Plan (Technical) in the year ending 30 June 2021	2 x Progress reports on implementation of Risk Management Action Plan (Technical) submitted in the year ending 30 June 2022	2 x Progress reports on implementation of Risk Management Action Plan (Technical) not submitted	Implement 25% of the Risk Management Plan (Technical)	Implement 25% of the Risk Management Plan (Technical)	Implement 50% of the Risk Management Plan (Technical)	Implement 25% of the Risk Management Plan (Technical)	Implement 25% of the Risk Management Plan (Technical)	NA	NA	4 x Risk Management (Technical) Progress reports



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TEC H 4.3	3.13 .6	To ensure achievement of Unqualified Audit Opinion for 2022/2023 with no matters	Achieve Unqualified Audit Opinion	% implementation of the AGSA action plan for the year ending 30 June 2023	Quarter 3 & 4	Institutional	100% implementation of the 2021/2022 AGSA Action Plan	100% implementation of the 2021/2022 AGSA Action Plan	75% implementation of the AGSA action plan for the year ended 30 June 2022	25% implementation of the 2020/2021 AGSA action plan	0	0	0	75% implementation of the 2021/2022 AGSA action plan	25% implementation of the 2021/2022 AGSA action plan	NA	NA	AGSA Action Plan status report
COM M 4.1	3.12 .7	To ensure that IGR structures function effectively within the District	Functional IGR Structures	Number of Quarterly Community Services Forum meetings attended as per District Municipality (DM) invitation in the year ending 30 June 2023	Quarterly	Institutional (District)	Attend 4 x Community Services Forum as per DM invitation in the year ending 30 June 2023	Attend 4 x Community Services Forum as per DM invitation in the year ending 30 June 2023	Attend 4 x Community Services Forum as per DM invitation in the year ending 30 June 2022	0	Attend 1 x Community Services Forum as per DM invitation	Attend 1 x Community Services Forum as per DM invitation	Attend 2 x Community Services Forum as per DM invitation on 3 September 2022	Attend 1 x Community Services Forum as per DM invitation	Attend 1 x Community Services Forum as per DM invitation	NA	NA	4 x Minutes of Community Services Forums and Attendance Registers



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COM 4.2	3.12.7	To ensure that IGR structures function effectively within the District	Functional IGR Structures	Number of Quarterly Disaster Forum meetings attended as per District Municipality (DM) invitation in the year ending 30 June 2023	Quarterly	Institutional (District)	Attend 4 x Disaster Forum meetings as per DM invitation in the year ending 30 June 2023	Attend 4 x Disaster Forum meetings as per DM invitation in the year ending 30 June 2023	Attend 4 x Disaster Forum meetings as per DM invitation in the year ending 30 June 2022	0	Attend 1 x Disaster Forum as per DM invitation	Attend 1 x Disaster Forum as per DM invitation	Attend 2 x Quarterly Disaster Forum meetings as per DM invitation	Attend 1 x Disaster Forum as per DM invitation	Attend 1 x Disaster Forum as per DM invitation	NA	NA	4 x Minutes of Disaster Forum Meetings and Attendance Registers
COM 4.3	3.12.3	To ensure that IGR structures function effectively within the District	Functional Sukuma Sakhe Programmes	Number of quarterly meetings conducted on the Sukuma Sakhe programme for the year ending 30 June 2023	Quarterly	All	Conduct 4 x quarterly Sukuma Sakhe Programme Meetings in the year ending 30 June 2023	Conduct 4 x quarterly Sukuma Sakhe Programme Meetings in the year ending 30 June 2023	Conduct 4 x quarterly Sukuma Sakhe Programme Meetings in the year ending 30 June 2022	0	Conduct 1 x Sukuma Sakhe Programme / Meeting	Conduct 1 x Sukuma Sakhe Programme / Meeting	Conduct 2 x quarterly Sukuma Sakhe Programme / Meeting	Conduct 1 x Sukuma Sakhe Programme / Meeting	Conduct 1 x Sukuma Sakhe Programme / Meeting	NA	NA	4 x Attendance Registers and Minutes of the Sukuma Sakhe programme meetings
COM 4.4	3.5	To ensure compliance with the development and implementation of disaster management	Disaster Management	Date of Adoption of the 2022/2023 disaster management plan by council in the year ending	Quarter 3	All	Adoption of the 2022/2023 disaster management plan by council before 31 March 2023	Adoption of the 2022/2023 disaster management plan by council before 31 March 2023	2021/2022 Disaster Management Plan Reviewed by Council by 24 March 2022	No	N/A	N/A	N/A	Review of 2021/2022 Disaster Management Plan Review by Council by 31	N/A	NA	NA	Council Resolution and Disaster Management Plan Review



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		ment plan		30 June 2023										March 2022				
CO M 4.5	3.7.6 / 3.7.7	To ensure compliance with the development and implementation of waste management plan	Waste Management	Date of Approval of the 2023/2024 Waste Management Plan by MEC by 28 May 2023	Quarter 4	All	Approval of the 2023/2024 Waste Management Plan by MEC by 28 May 2023	Approval of the 2023/2024 Waste Management Plan by MEC by 28 May 2023	2022/2023 Waste Management Plan Approved by Council by 22 May 2022	None	N/A	N/A	N/A	N/A	Approval of the 2022/2023 Waste Management Plan by MEC by 28 May 2022	NA	NA	Council Resolution and Waste Management Plan
CO M 4.6	3.13.12	To ensure the Implementation of the gazetted Animal Pound By-Law and its enforcement within the municipal jurisdiction	Animal Pound By-Law Enforcement	Number of quarterly reports submitted to exco on animal pound conducted in the financial year ended 30 June 2023	Quarterly	All	4 x progress report on the implementation of Animal Pound By-Law in the year ending 30 June 2023	4 x progress report on the implementation of Animal Pound By-Law in the year ending 30 June 2023	4 x progress report on the implementation of Animal Pound By-Law submitted	0	1 quarterly progress report on the implementation of Animal Pound By-Law	1 progress report on the implementation of Animal Pound By-Law	Prepare 2 quarterly progress reports on the implementation of Animal Pound By-Law	1 progress report on the implementation of Animal Pound By-Law	1 progress report on the implementation of Animal Pound By-Law	NA	NA	4 x quarterly progress reports on the implementation of Animal Pound By-Law



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CO M 4.7	3.13 .9	To imple ment and maintain effective enterpri se-wide risk manage ment system	Implem entation of Risk Manage ment Action Plan (Commu nity)	% impleme ntation of the risk manage ment action plan (Commu nity) for the year ending 30 June 2023	Quart erly	Institu tional	100% impleme ntation of the Risk Manage ment Action Plan (Commu nity) in the year ending 30 June 2023	100% impleme ntation of the Risk Manage ment Action Plan (Commu nity) in the year ending 30 June 2023	100%of the Risk Manage ment Action Plan (Commu nity) impleme nted in the year ended 30 June 2022	0	Implem ent 25% of the Risk Manage ment Plan (Commu nity)	Implem ent 25% of the Risk Manage ment Plan (Commu nity)	Implem ent 50% of the Risk Manage ment Plan (Commu nity)	Implem ent 25% of the Risk Manage ment Plan (Commu nity)	Implem ent 25% of the Risk Manage ment Plan (Commu nity)	NA	NA	4 x Risk Managemen t (Community) Progress reports
CO M 4.8	3.13 .6	To ensure achieve ment of Unqualif ied Audit Opinion for 2022/20 23 with no matters	Achieve Unqualif ied Audit Opinion	% impleme ntation of the AGSA action plan for the year ending 30 June 2023	Quart er 3 & 4	Institu tional	100% impleme ntation of the 2021/20 22 AGSA Action Plan	100% impleme ntation of the 2021/20 22 AGSA Action Plan	New	0	0	0	0	75% impleme ntation of the 2021/20 22 AGSA action plan	25% impleme ntation of the 2021/20 22 AGSA action plan	NA	NA	AGSA Action Plan status report
DP & SS 4.1	3.12 .7	To ensure that IGR structur es function effectiv ely within the District	Planners Forum attende d as per District Municip ality invitation	Number of Quarterl y Planners Forum Meeting attended as per District Municip ality (DM) Invitatio n in the year ending	Quart erly	Institu tional (Distri ct)	Attend 4 x Planners Forum meeting s attende d as per DM invitation in the year ending 30 June 2023	Attend 4 x Planners Forum meeting s attende d as per DM invitation in the year ending 30 June 2023	Attende d 3 x Planners Forum meeting s attende d as per DM invitation in the year ended 30 June 2022	1 x Planners Forum meeting not attende d	Attend 1 x Planners Forum meeting s as per DM invitation	Attend 1 x Planners Forum meeting s as per DM invitation	Attend 2 x Planners Forum meeting s attende d as per DM invitation	Attend 1 x Planners Forum meeting s as per DM invitation	Attend 1 x Planners Forum meeting s as per DM invitation	NA	NA	4 x Minutes of Planners Forum Meetings and Attendance Registers



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				30 June 2023														
DP & SS 4.2	3.12.7	To ensure that IGR structures function effectively within the District	Housing Forum meeting held	Number of Quarterly Housing Forum meeting coordinated and held By Dannhauser Municipality and Department of Human Settlement in the year ending 30 June 2023	Quarterly	Institutional	4 x Housing Forum meetings to be coordinated by Dannhauser Municipality and Department of Human Settlement in the year ending 30 June 2023	4 x Housing Forum meetings to be coordinated by Dannhauser Municipality and Department of Human Settlement in the year ending 30 June 2023	No Housing Forum meetings Co-ordinated	4 x Housing Forum meetings not coordinated	Co-ordinate 1 x Housing Forum meeting	Co-ordinate 1 x Housing Forum meeting	Co-ordinate 2 x Quarterly Housing Forum meeting	Co-ordinate 1 x Housing Forum meeting	Co-ordinate 1 x Housing Forum meeting	NA	NA	4 x Notices of Meeting, Agendas, Minutes and Attendance registers of Housing Forum meetings
DP & SS 4.3	3.13.9	To implement and maintain effective enterprise-wide risk management system	Implementation of Risk Management Action Plan (Development Planning)	% implementation of the risk management action plan (Development Planning) for the year ending 30 June 2023	Quarterly	Institutional	100% implementation of the Risk Management Action Plan (Development Planning) in the year ending 30 June 2023	New	New	New	Implement 25% of the Risk Management Plan (Development Planning)	Implement 25% of the Risk Management Plan (Development Planning)	Implement 50% of the Risk Management Plan (Development Planning)	Implement 25% of the Risk Management Plan (Development Planning)	Implement 25% of the Risk Management Plan (Development Planning)	NA	NA	4 x Risk Management (Development Planning) Progress reports



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DP & SS 4.4	3.13 .6	To ensure achievement of Unqualified Audit Opinion for 2022/2023 with no matters	Achieve Unqualified Audit Opinion	% implementation of the AGSA action plan for the year ending 30 June 2023	Quarter 3 & 4	Institutional	100% implementation of the 2021/2022 AGSA Action Plan	New	New	New	0	0	0	75% implementation of the 2021/2022 AGSA action plan	25% implementation of the 2021/2022 AGSA action plan	NA	NA	AGSA Action Plan status report
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8.6.5 KPA.5: ENVIRONMENTAL AND SPATIAL MANAGEMENT – 2022/23

SD BIP No.	IDP Ref	Strategic Objective	Strategies	Key Performance Indicators	Reporting Period	Institutional / Ward	Annual Target	2021/2022			2022/2023					Financial Performance		Portfolio of Evidence
								Annual			Projected		Mid-year Target	Projected		Source	Annual Budget	
								Demand	Baseline	Backlog	Quarter 1	Quarter 2		Projected	Quarter 3			
KPA 5: Environmental and Spatial Management (Weighting=10%)																		
Outcome 9: Output 3: Implementation of the Community Work Programme																		
COM 5.1		To provide services to the community in developing a Cemetery plan and maintaining cemeteries in the Urban and	Provision of Greening & Gardening in municipal and public areas	Number of parks provided with gardening and greening maintenance on a quarterly basis in the year ending 30 June 2023	Quarterly	All	2 x parks provided with gardening and greening maintenance on a quarterly basis in the year ending 30 June 2023	2 x parks provided with gardening and greening maintenance on a quarterly basis in the year ending 30 June 2023	2 x parks provided with gardening and greening maintenance on a quarterly basis in the year ended 30 June 2022	N/A	'2 x parks provided with gardening and greening maintenance	'2 x parks provided with gardening and greening maintenance	'2 x parks provided with gardening and greening maintenance	'2 x parks provided with gardening and greening maintenance	'2 x parks provided with gardening and greening maintenance	Internal		2x Maintenance reports



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CO M 5.2		Rural Areas		Number of sports grounds provide d with gardeni ng and greenin g maintan ance on a quarterl y basis in the year ending 30 June 2023	Quart er 4	All	1 x Sports field to be with provide d gardeni ng and greenin g maintan ance in the ending 30 June 2023	New	New	N/A	N/A	N/A	N/A	N/A	'1 x Sports field to be with provided gardenin g and greening maintan ance	Inter nal	1 x Maintan ance Report
CO M 5.3	3.5	To ensure function al disaster manage ment	Fire and other disaster incidences managed effectively	% of the reporte d incident s respond ed to within 48 hours in the year ending 30 June 2023	Quart erly	Instituti onal	100% of reporte d incident s to be respond ed to within 48 hours in the year ending 30 June 2023	100% of reporte d incident s respond ed to within 48 hours in the year ending 30 June 2023	100% of reporte d incident s were respond ed to within 48 hours in the year ended 30 June 2022	N/A	Respond to 100% of reported incident s within 48 hours	Respond to 100% of reported incident s within 48 hours	Respond to 100% of reported incident s within 48 hours	Respond to 100% of reported incident s within 48 hours	Respond to 100% of reported incident s within 48 hours	NA	4 x Quarterl y Incident Respons e Reports
CO M 5.4	3.5			% of victims of disaster provide d with relief support in the year ending	Quart erly	Instituti onal	100% of victims of disaster provide d with relief support in the year ending	Provide 100% of victims of disaster with relief support in the year ending	100% of victims of disaster provide d with relief support in the year ended	0	Provide 100% of victims of disaster with relief support	Provide 100% of victims of disaster with relief support	Provide 100% of victims of disaster with relief support	Provide 100% of victims of disaster with relief support	Provide 100% of victims of disaster with relief support	Inter nal	4 x Quarterl y Close out reports on Disaster Relief



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				30 June 2023			30 June 2023	30 June 2023	30 June 2022									
CO M 5.5	3.10.9 /3.10.10	To provide services to the community in developing a Cemetery plan and maintaining cemeteries in the Urban and Rural Areas	Development and Maintenance of Rural and Urban Cemeteries on monthly basis	Number of cemeteries provided with grass cutting maintenance per quarter in the year ending 30 June 2023	Quarterly	All	104 x Cemeteries provided with grass cutting services per quarter in the year ending 30 June 2023	New	New	N/A	50 x Cemeteries to be provided with grass cutting services	50 x Cemeteries to be provided with grass cutting services	N/A	2 x Cemeteries to be provided with grass cutting services	2 x Cemeteries to be provided with grass cutting services	Internal		2x Cemetery Maintenance Reports
CO M 5.6	3.7.7	To regularly provide effective services to the Community in order to create clean and safe environment		Number of times the landfill sites is maintained per quarter in the year ending 30 June 2023	Quarterly	1	4 x Quarterly Maintenance to be conducted on the landfill site in the year ending 30 June 2023	Conduct 4 x Quarterly Maintenance of the Landfill site in the year ending 30 June 2023	4 x Maintained of the Landfill site conducted in the year ended 30 June 2022	0	1 x Maintenance to be conducted on the Landfill site	1 x Maintenance to be conducted on the Landfill site	2 x Quarterly Maintenance to be conducted on the Landfill site	1 x Maintenance to be conducted on the Landfill site	1 x Maintenance to be conducted on the Landfill site	Internal		4 x Quarterly maintenance reports of the landfill site



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DP & SS 5.1	3.3 / 3.4 / 4.5	To ensure that the Spatial Development Framework is prepared and aligned with LUMS	Effective Monitoring & Evaluation of Implementation of Spatial Development and Town Planning	Date of Adoption of the reviewed 2022/23 SDF by council in the year ending 30 June 2023	Quarter 4	All	Adoption of 2022/23 SDF Review by Council by 31 May 2023 in the year ending 30 June 2023.	Council Resolution for 2022/23 SDF by 31 May 2023	Council Resolution attached for 2021/22 SDF by 26 May 2022	N/A	N/A	N/A	N/A	N/A	Adoption of Reviewed 2022/23 SDF by Council	NA	NA	Council Resolution for 2022/23 SDF and the SDF
DP & SS 5.2				% of plans and land use applications processed and approved within 60 days from receipt of application by 30 June 2023	Quarterly	Institutional	100% of plans and land use applications processed and approved within 60 days from receipt of application in the year ending 30 June 2023	100% of plans and land use applications processed and approved within 60 days from receipt of application in the year ending 30 June 2023	2 x Reports of '100% of plans and land use applications processed and approved within 60 days from receipt of application	0	1 x Report of '100% of plans and land use applications processed and approved within 60 days from receipt of application	1 x Report of '100% of plans and land use applications processed and approved within 60 days from receipt of application	2 x Report of '100% of plans and land use applications processed and approved within 60 days from receipt of application	1 x Report of '100% of plans and land use applications processed and approved within 60 days from receipt of application	1 x Report of '100% of plans and land use applications processed and approved within 60 days from receipt of application	NA	NA	4 x Reports of '100% of plans and land use applications processed and approved within 60 days from receipt of application



8.6.6 KPA.6: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT – 2022/23

SDBI P No.	IDP Ref	Strategi c Objectiv e	Strategies	Key Performa nce Indicator s	Reporti ng Period	Institution al / Ward		2021/2023			2022/2023					Financial Performance		Portfoli o of Evidenc e
							Annual Target	Annual			Quarter 1	Quarter 2	Mid-year Target	Quarter 3	Quarter 4	Sour ce	Annu al Budg et	
								Demand	Baseline	Backl og	Projecte d	Projecte d		Projecte d	Projecte d			
KPA 6: Municipal Financial Viability and Management (Weighting=5%)																		
Outcome 9: Output 3: Implementation of the Community Work Programme																		
OMM 6.1	7.1.1	To effectivel y manage financial condition al grants	Effective managem ent of grant dependent projects	% of the monthly Grants spent in the year ending 30 June 2023	Monthly	Institution al	Spend 100% of the Monthly Grants budget in the year ending 30 June 2022	Spend 100% of the Monthly Grants budget in the year ending 30 June 2022	100% of the Monthly Grants budget spent in the year ended 30 June 2021	N/A	Spend 25% of the monthly Grants budget	Spend 25% of the monthly Grants budget	Spend 50% of the monthly Grants budget	Spend 25% of the monthly Grants budget	Spend 25% of the monthly Grants budget	NA'	NA'	12 x Grant spending Reports
OMM 6.2	7.4	To improve expendit ure control	Department al budget actually spent within dept budget	% dept budget actually spent against approved dept budget in the year ending 30 June 2023	Quarterl y	Institution al	no more than 100% spent of the dept annual budget in the year ending 30 June 2022	no more than 100% spent of the dept annual budget in the year ending 30 June 2022	no more than 100% spent of the dept annual budget in the year ended 30 June 2021	N/A	no more than 25% spent of the dept annual budget	no more than 25% spent of the dept annual budget	no more than 50% spent of the dept annual budget	no more than 25% spent of the dept annual budget	no more than 25% spent of the dept annual budget	Intern al	R 11 708 911	4 x Departme ntal financial reports
OMM 6.3	3.11. 1	To Develop a sustainab le and efficient Municipal based on sound financial managem ent	Ensure a financially viable municipalit y.	Number of Quarterly reports on irregular, fruitless and unauthoriz ed expenditur e in the year ending 30 June 2023	Quarterl y	Institution al	4 x Quarterly Reports On Irregular, Fruitless and unauthoriz ed Expenditur e in the year ending 30 June 2022	4 x Quarterly Reports on Irregular, Fruitless and unauthoriz ed Expenditur e in the year ending 30 June 2022	4 x Reports on Irregular, Fruitless and unauthoriz ed Expenditur e in the year ended 30 June 2021	N/A	1 x Report On Irregular, Fruitless and unauthoriz ed Expenditur e	1 x Report On Irregular, Fruitless and unauthoriz ed Expenditur e	2 x Reports On Irregular, Fruitless and unauthoriz ed Expenditur e	1 x Report On Irregular, Fruitless and unauthoriz ed Expenditur e	1 x Report On Irregular, Fruitless and unauthoriz ed Expenditur e	NA'	NA'	4 x Reports On Irregular, Fruitless and unauthoriz ed Expenditu re
FIN 6.1	7.3.6 / 7.1.1 .2/ 7.2	To improve expendit ure control	Effective managem ent of Creditors	Number of monthly creditors reconciliati ons performed in the year ending 30 June 2023	Monthly	Institution al	Perform 12x monthly reconciliati ons of creditors in the year ending 30 June 2022	Perform 12x monthly reconciliati ons of creditors in the year ending 30 June 2022	12x monthly creditors reconciliati ons performed in the year ended 30 June 2021	N/A	Perform 3 monthly reconciliati on of creditors	Perform 3 monthly reconciliati on of creditors	Perform 6 monthly reconciliati on of creditors	Perform 3 monthly reconciliati on of creditors	Perform 3 monthly reconciliati on of creditors	NA'	NA'	12x Creditors Reconcilia tion Statement s



FIN 6.2				The average number of days it takes to pay creditors from date of invoice in the year ending 30 June 2023	Monthly	Institution al	Payment of creditors within 30 days from date of invoice in the year ending 30 June 2022	Payment of creditors within 30 days from date of invoice in the year ending 30 June 2022	Creditors were paid within 30 days from date of invoice in the year ended 30 June 2021	N/A	payment of creditors within 30 days from invoice date	payment of creditors within 30 days from invoice date	payment of creditors within 30 days from invoice date	payment of creditors within 30 days from invoice date	payment of creditors within 30 days from invoice date	NA'	NA'	Creditors Analysis Report
FIN 6.3			Financial management	Number of monthly bank reconciliations performed in the year ending 30 June 2023	Monthly	Institution al	Perform 12x monthly bank reconciliations in the year ending 30 June 2022	Perform 12 monthly bank reconciliations in the year ending 30 June 2022	Perform 12 monthly bank reconciliations in the year ending 30 June 2021	N/A	Perform 3 monthly reconciliations of bank balances	Perform 3 monthly reconciliations of bank balances	Perform 6 monthly reconciliations of bank balances	Perform 3 monthly reconciliations of bank balances	Perform 3 monthly reconciliations of bank balances	NA'	NA'	12 Monthly Bank Reconciliation Statements
FIN 6.4			Effective Implementation of SCM Policy	Date of Submission of 2021/22 procurement plan to MM Council in the year ending 30 June 2023	Quarter 1	Institution al	Develop and Submit 2021/22 Procurement Plan to MM and Council by 31 July 2021 in the June 2022 financial year	Develop and Submit 2021/22 Procurement Plan to MM and Council by 31 July 2021 in the June 2022 financial year	2020/21 Procurement Plan in place	N/A	Procurement plan submitted to MM and Council by end-July 2021	-	Submit Procurement plan to MM and Council by 31 July 2021	-	-	NA'	NA'	2021/2022 Procurement Plan & Council Resolution
	7.3.7	To improve the procurement system		% of progress on Implementation of Procurement Plan	Quarterly	Institution al	Implement 100% of the 2021/22 Procurement Plan in the year ending 30 June 2022	Implement 100% of the 2021/22 Procurement Plan in the year ending 30 June 2022	Implemented 100% of the 2020/21 Procurement Plan in the year ending 30 June 2021	N/A	Implement 25% of the Procurement Plan	Implement 25% of the Procurement Plan	Implement 50% of the Procurement Plan	Implement 25% of the Procurement Plan	Implement 25% of the Procurement Plan	NA'	NA'	4 x Progress Reports on Procurement Plan
FIN 6.5				Number of days taken for requisition to be converted to a purchase order in the financial year ended	Monthly	Institution al	Conversion of requisition to a Purchase order within 10 Working Days after requisition	Conversion of requisition to a Purchase order within 10 Working Days	8 Working Days to convert requisitions to a Purchase order	N/A	Conversion of requisition to a Purchase order within 10 Working Days	Conversion of requisition to a Purchase order within 10 Working Days	Conversion of requisition to a Purchase order within 10 Working Days	Conversion of requisition to a Purchase order within 10 Working Days	Conversion of requisition to a Purchase order within 10 Working Days	NA'	NA'	Requisition Register



				30 June 2023														
FIN 6.6				Number of days taken to finalise the bid specification after the requisition by the user department in the year ending 30 June 2023	Quarterly	Institutional	Finalisation of the specification of a Bid/Tender within 10 Working days after requisition	Finalisation of the specification of a Bid/Tender within 10 Working days after requisition	Finalisation of the specification of a Bid/Tender within 10 Working days after requisition	N/A	Finalisation of the specification of a Bid/Tender within 10 Working days	Finalisation of the specification of a Bid/Tender within 10 Working days	Finalisation of the specification of a Bid/Tender within 10 Working days	Finalisation of the specification of a Bid/Tender within 10 Working days	Finalisation of the specification of a Bid/Tender within 10 Working days	NA'	NA'	4 x Quarterly progress reports
FIN 6.7				Number of days it takes to evaluate a tender documents after the closing of the tender in the financial year ending 30 June 2023	Daily	Institutional	Finalisation of the Evaluation of a Bid/Tender within 20 Working days after the closing date	Finalisation of the Evaluation of a Bid/Tender within 20 Working days after closing date of the tender	25 Working Days taken to finalise evaluation of bids or tender after closing date	5 days	Finalisation of the Evaluation of a Bid/Tender within 20 Working days after closing date of the tender	Finalisation of the Evaluation of a Bid/Tender within 20 Working days after closing date of the tender	Finalisation of the Evaluation of a Bid/Tender within 20 Working days	Finalisation of the Evaluation of a Bid/Tender within 20 Working days after closing date of the tender	Finalisation of the Evaluation of a Bid/Tender within 20 Working days after closing date of the tender	NA'	NA'	Bid Evaluation Minutes
FIN 6.8				Number of days it takes to adjudicate tender documents after receipt of the evaluation in the financial year ending 30 June 2023	Daily	Institutional	Finalisation of the Adjudication Process of a Bid/Tender within 10 Working days after the evaluation process is complete	Finalisation of the Adjudication Process of a Bid/Tender within 10 Working days after the evaluation process is complete	Finalisation of the Adjudication Process of a Bid/Tender within 10 Working days after the evaluation process is complete	N/A	Finalisation of the Adjudication Process of a Bid/Tender within 10 Working days after the evaluation process is complete	Finalisation of the Adjudication Process of a Bid/Tender within 10 Working days after the evaluation process is complete	Finalisation of the Adjudication Process of a Bid/Tender within 10 Working days after the evaluation process is complete	Finalisation of the Adjudication Process of a Bid/Tender within 10 Working days after the evaluation process is complete	Finalisation of the Adjudication Process of a Bid/Tender within 10 Working days after the evaluation process is complete	NA'	NA'	Bid Adjudication Minutes

9. ANNUAL REPORT

The Municipal Finance Management Act requires all municipalities to compile an annual report which must, inter alia, include a municipality's performance report compiled in terms of section 46 of the MSA. The annual report timeline and process plan as guided by the relevant legislations are as stated in the tables below.

The 2020/2021 Annual Report was compiled and approved by Council at its meeting held on the 24 March 2020.

Annual Report Timeline

MILESTONE	DUE BY:	MFMA
AO to submit AFS to AG	31 August	Sect 126(1)(a)
AG to return audit report	30 November	Sect 126(4)
Mayor to table quarterly reports	<30 days after end of quarter	Sect 52(d)
Mayor to table AR to council	31 January	Sect 127(2)
Council to consider & adopt oversight report	31 March	Sect 129(1)
AO to publicise report	7 April	Sect 129(3)
AO to submit copy to Provincial Legislature (MEC LG)	7 April	Sect 132(2)

Table 152: Annual Report Process Plan

MONTH	ACTIVITIES	
July	4th Quarterly Report (Previous Year)	
August	MAPR & AFS to AG	
September		
October	1st Quarterly Report	
November	AG Audit Report	
December		
January	Mayor AR to Council	2nd Quarterly Report
February		
March		Oversight Report
April	Publicise AR Submit AR to Provincial Legislature	3rd Quarterly Report
May		
June		



ANNEXURE 1

DISASTER MANAGEMENT PLAN



ANNEXURE 2

SPATIAL DEVELOPMENT