ALFRED DUMA LOCAL MUNICIPALITY DRAFT INTEGRATED DEVELOPMENT PLAN 2021/2022

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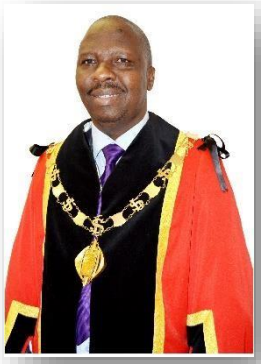
MAYORAL FOREWORD



Guided by government legislation, the Alfred Duma Municipality is tasked with the mandate to ensure the betterment of the lives of ordinary citizens within its jurisdiction.

Our communities have their priority needs through engagement meetings of the IDP ward forums and the representative forums. It is now upon us to ensure that those needs become a reality by utilizing all available limited resources at our disposal. The delivery of efficient, effective and economical services remains our top priority as a developmental local government. As a political head of the municipality, I commit all deployed politicians to grant their political buy-in and support for the delivery of sustainable services.

We all know that the resources are limited to match and eradicate the services backlog particularly in our previously disadvantage communities. However, if we work together to ensure maximum impact with limited resources, we are likely to gain support and confidences of our respective communities.

Ours as deployed cadres is to focus on the delivery of services.

I'm the first to acknowledge that there's been areas where we are unable to immediately attend to due to financial constraints, which amongst others include:

- Economic Development and Business Expansion which the President in his State of the Nation Address 2020 indicated that as the country this year is all about Economic Growth.
- Bulk infrastructure which cannot accommodate growth due to its previous planning
- Inadequate equipment to ensure effective and efficient maintenance and slow delivery of housing
- Recreational facilities development
- Our poor roads infrastructure

These above mentioned remain our challenges we are mindful of and continue to communicate with sector departments for assistance.

In the past three years in office the municipality has made some strides in service delivery which includes electrification of households, tarred roads, building infrastructure for Early Childhood Development in various wards and restoration of our people's dignity by attending to houses that were damaged by storms in our area.

Through our partnership with national, provincial governments, as well as the private sector and other relevant stakeholders, we believe that a lot can be achieved in ensuring a better life for our people in advancing the National Development Plan.

In our unity of purpose and efforts we will deliver as expected, as this Council has a proven track record of Service Delivery Success.

I thank you

ALFRED DUMA LOCAL MUNICIPALITY

THE HONOURABLE MAYOR

CLLR M.V MADLALA

MUNICIPAL MANAGERS FOREWORD

WORDS FROM THE MUNICIPAL MANAGER

Alfred Duma Municipality Council and Municipal Management further commits itself to the delivery of quality basic services to community it serves.

Through the IDP process, the municipality will focus on the most important needs of local communities taking into account the resources available and financial affordability.

The South African Constitution is underpinned by principles of good governance, also highlighting the importance of public participation as an essential element of successful good local governance. Section 152 of the Constitution of the Republic of South Africa, 1996 confirms several citizen rights and more specifically, the rights of communities to be involved in local governance.

The principle behind public participation is that all the stakeholders affected by the Council decision or actions have a right to be consulted and contribute to such a decision.

Community consultation meetings could not be held in 2021 due to Covid Regulations but engagements with various stakeholders to consolidate and review our IDP were done.

To strengthen and streamline the municipality and its operations to enable the institution to expand service delivery to the residents the following interventions and actions will be prioritized in the year ahead:

- Addressing irregular, fruitless and wasteful expenditure and improving the audit opinion by the AuditGeneral and introducing corrective measures towards obtaining a clean audit.
- Promoting financial discipline and management.
- Vigorously instilling a culture of performance within the institution.
- Making the vision and mission of the municipality our motto to provide a strategic thrust for the Municipality's long-term development planning.
- Stabilizing the administration by filling key strategic vacancies.
- Sourcing available national and international funding to augment key service delivery projects and replace aging and poor infrastructure.
- Capacitating the Ward Committee System to enhance effective public participation.

As a Municipality we are obliged to encourage the involvement of communities and community organisations in municipal governance, as the Accounting Officer guided by applicable legislation, I commit that we will advance Service Delivery beyond Expectation.

ALFRED DUMA LOCAL MUNICIPALITY

THE MUNICIPAL MANAGER

MS S.S NGIBA

CHAPTER 1

1. EXECUTIVE SUMMARY

1.1 INTRODUCTION AND BACKGROUND

This document presents the reviewed Draft Integrated Development Plan for Alfred Duma Local Municipality for 2020-2021 financial year. Chapter five of the Municipal Systems Act (MSA) No. 32 32 of 2000, inter-alia, requires all municipalities to be developmentally-orientated in their planning. This is to ensure that they strive to achieve the objectives of local government as set out in section 152 of the Constitution and give effect to

the developmental duties bestowed upon them by the Constitution to progressively realize the fundamental rights contained in section 24, 25, 27 and 29 of the Constitution.

The Act further prescribes that as part of the developmental agenda mandated to municipalities, each municipality after the start of its elected term, must adopt a single, inclusive and strategic plan for the development of its area of jurisdiction; the Integrated Development Plan (IDP). In terms of the Act, the Integrated Development Plan (IDP) must be developed in a co-operative and participatory manner, taking in to account other strategies and plans of vertical and horizontal departments. The plan must be aligned to resources and capacities of the municipality together with implementation plans. It must be a policy framework through which budgets and strategic decisions can be made from.

1.2 DOCUMENT OUTLINE

The document is crafted considering a number of development dynamics and each division is interrogated in length under sections of the document laid out as follows: -

Chapter 1: Executive Summary

This chapter presents the summarized version of the IDP and briefly explains the Alfred Duma municipality, its challenges and presents the developmental strategy for the municipality with its priorities and how such is to be monitored which includes various chapters that are highlighted in the IDP.

Chapter 2: Planning Development Principles and Government Policies and Imperatives

This chapter presents the municipality's developmental informants from National, Provincial, District all the way down to local and how the municipality has aligned to these principles, policies and imperatives.

Chapter 3: Situational Analysis

This chapter presents a rigorous analysis of the status quo of the municipality concentrating on demographical analysis, spatial, environmental, agricultural, disaster management, municipal transformation and institutional development, basic service delivery, socio-economic development, finance and good governance.

Chapter 4: Municipal Vision, Goals and Objectives

Long terms development imperatives by concentrating on the vision, mission, goals, objectives and strategies

Chapter 5: Strategic Mapping

This chapter spatially references the spatial development strategy of the municipality and it concentrates on desired outcome and strategic intervention areas.

Chapter 6: Implementation Plan

This chapter provides a list of projects per department.

Chapter 7: Financial Planning

This chapter presents the financial plan for the municipality.

7.1 FINANCIAL PLANNING

FINANCIAL VIABILITY AND MANAGEMENT FOR ALFRED DUMA MUNICPALITY

7.1.1 FINANCIAL VIABILITY AND MANAGEMENT

The Municipality strives to achieve to be a municipality that is financially viable by creating an environment that is resilient and has a sustainable economic base supported by reliable municipal services in all forms. The municipality's operating budget is funded mainly from the municipality's own revenue **sources** amd grant funding. The main income drivers of the municipality included property rates revenue and electricity revenue.

Chapter 8: Performance Management System

This chapter reflects an in-depth analysis of Performance Management Systems at Alfred Duma Local Municipality through critical analyses of the monitoring and evaluation tools put in place to ensure the productivity of the organization.

1.3 THE MUNICIPALITY AT A GLANCE

The municipality is a category B municipality and is in the Northern part of KwaZulu Natal. The Alfred Duma municipality is one of the three municipalities in the uThukela District.

The Municipality is strategically located along the N3 corridor which links Durban and Gauteng as well as the N11 which links it with Mpumalanga and Free State Provinces. and as such its long-term vision is to be the first metro municipality in the northern region. It has the highest population numbers compared to other municipalities and it is the most developed and serves as the regional economic hub in the district as most government regional offices and Industrial areas are located within the municipality.

Alfred Duma Municipality spans over an area of 3020 km^2 of which 70% is rural land with limited basic services and infrastructure. ADLM comprises of 36 wards with 29 of those being rural wards and some of them administered by the Traditional Authorities name Inkosi Khumalo in Driefontein Block, Inkosi Shabalala in Matiwane, Inkosi Sithole Mhlumayo, Inkosi Mabaso.

The table below presents summarized statistical data for the municipality: -

TOTAL POPULATION	356276
POPULATION GROWTH RATE	0.52%
AVERAGE HOUSEHOLD SIZE	4

UNEMPLOYMENT	34%
FLUSH TOILET CONNECTED	51.6%
WEEKLY REFUSE REMOVAL	58.1%
ELECTRICITY FOR LIGHTINING	53%

. Alfred Duma Local Municipality Powers and Function

In terms of the Municipal Structures Act No 117of 1998, is a category B Local Municipality which has the following powers and functions through which the performance of the municipality can be assessed in terms of the impact it has to its constituencies and service delivery;

- Billboards & Display of Advertisements in Public Places
- Building, Trading Regulations, Liquor & Public, Nuisance Control
- Cemeteries & Funeral Parlours
- Cleansing & Trade Areas
- Electricity Reticulation
- Fire Fighting Services Licensing, Facilities for Accommodation, Care & Burial of Animals
- Local Tourism
- Local Amenities
- Local Sport Facilities
- Markets Stalls / Trade Areas
- Municipal Town Planning & Planning in General
- Municipal Parks and Recreation
- Municipal Roads
- Storm Water Management
- Pounds
- Public, Nuisance Control Fire Fighting Services
- Public Places Booking and Reservation, i.e.; Halls and Parks
- Refuse Removal, Refuse Dumps & Solid Waste
- Street Trading and Informal Sector

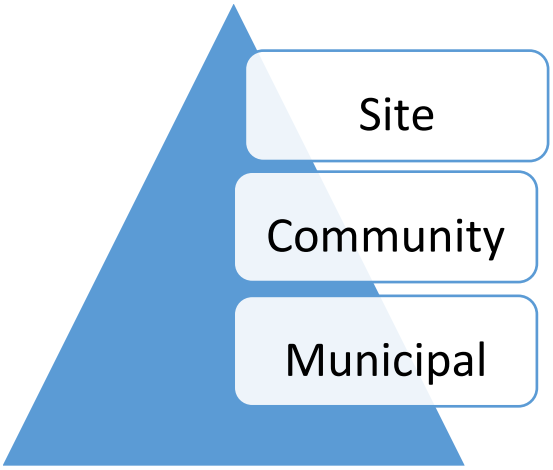
- Traffic and Parking
- Storm Water Management

1.3.1. SPATIAL PLANNING

The Alfred Duma Local Municipality is strategically located at the intersection of two major national development corridors and trade routes that is: The N11 which runs in a north south direction linking KwaZuluNatal with Mpumalanga Province; and The N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas as such, the ADLM is highly accessible at both regional and national level. This is recognised in the recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance.

This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond and connects the region with major urban centres such as Durban and Johannesburg. The ADLM is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The latter is a World Heritage Site and a world acclaimed tourist destination.

In terms of Land Use Management System (LUMS) for the Municipality a three (3) tier planning process was adopted where planning is done at a municipal level, community level and a site level.



The IDP and SDF is developed for the municipality which informs council of the areas that require more detailed planning and the type of planning essential for the area. Local Area Plans, Precinct Plans, Regeneration Strategy or Development Strategies are developed for the areas of greatest need. All these plans are used to inform what happens at a site level which is articulated through the proposed Schemes (and existing) and proposed Rural Policy which aims at guiding land development at a site level.

1.3.2 SPATIAL STRUCTURING ELEMENTS OF THE MUNICIPALITY AS CONTAINED IN THE SDF INCLUDE:

- Nodes (Concentration of activities)
- Corridors (Main roads/Arterials)
- Settlement patterns (Formal/Informal/Traditional)
- Restrictive conditions (Environmental/Topographical/Geo-technical)
- Environment /Open space Active/passive
- Urban Edge and
- Mix use Development

The municipality is in the process of reviewing in Spatial Development Strategy so that it will reflect the following:

- The desired 2030 vision, goals and objectives
- Strategic interventions required to meet the desired outputs
- A description of catalyst projects for 2017-2022

1.3.3 THE ENVIRONMENT

The municipality is in the uThukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km2 in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment because of high rainfall. This presents the municipality with great opportunity in relation to agriculture.

The issue of contributing towards the green environment is also a priority in the municipality hence the recently constructed waste recycling plant which will be fully function by end of 2019 and at the same time will contribute towards creating jobs in the area especially for rural people. Another project that the municipality will embark on this financial year is planting of trees in and around the town to address the issue of emissions of greenhouse gasses in the atmosphere around Ladysmith.

1.3.4 POPULATION

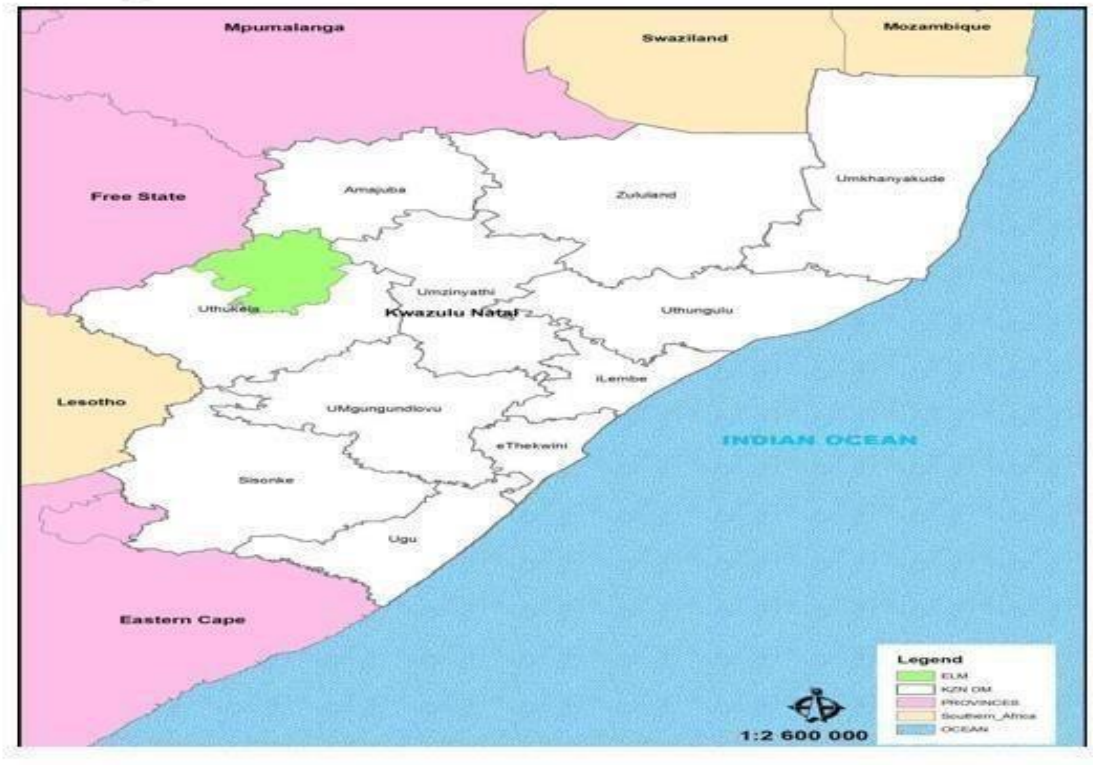
The current population for the **Alfred Duma Local Municipality is 356 276 people as per the 2016 Community Survey by Statistics SA and the Dependency Ratio is sitting at 69.44%.** One of the reasons that has led to decrease in the population is that the youth migrates to other cities like Durban, Pietermaritzburg and Gauteng looking for jobs and tertiary institutions.

1.3.5 MUNICIPAL SOCIO-ECONOMIC SPACE OVERVIEW

1.3.5.1 PROVINCIAL SPACE ECONOMY

Alfred Duma Local spans over an area of 4 010,13km^2 of which 90% is rural land with limited basic services and infrastructure. The municipality is laid on the banks of the UThukela River within the region of Northern KwaZulu Natal. It's boarded by the Greater Drakensberg Mountain to the extreme West. In terms of the socioeconomic macro context, the municipality is midway between the National Primary Nodes of Johannesburg and Durban. To the west of the municipality lies the Free State Province and to the north the Mpumalanga province. Bisecting the municipality is the presidential prioritised railway corridor which links the areas of Durban and Johannesburg.

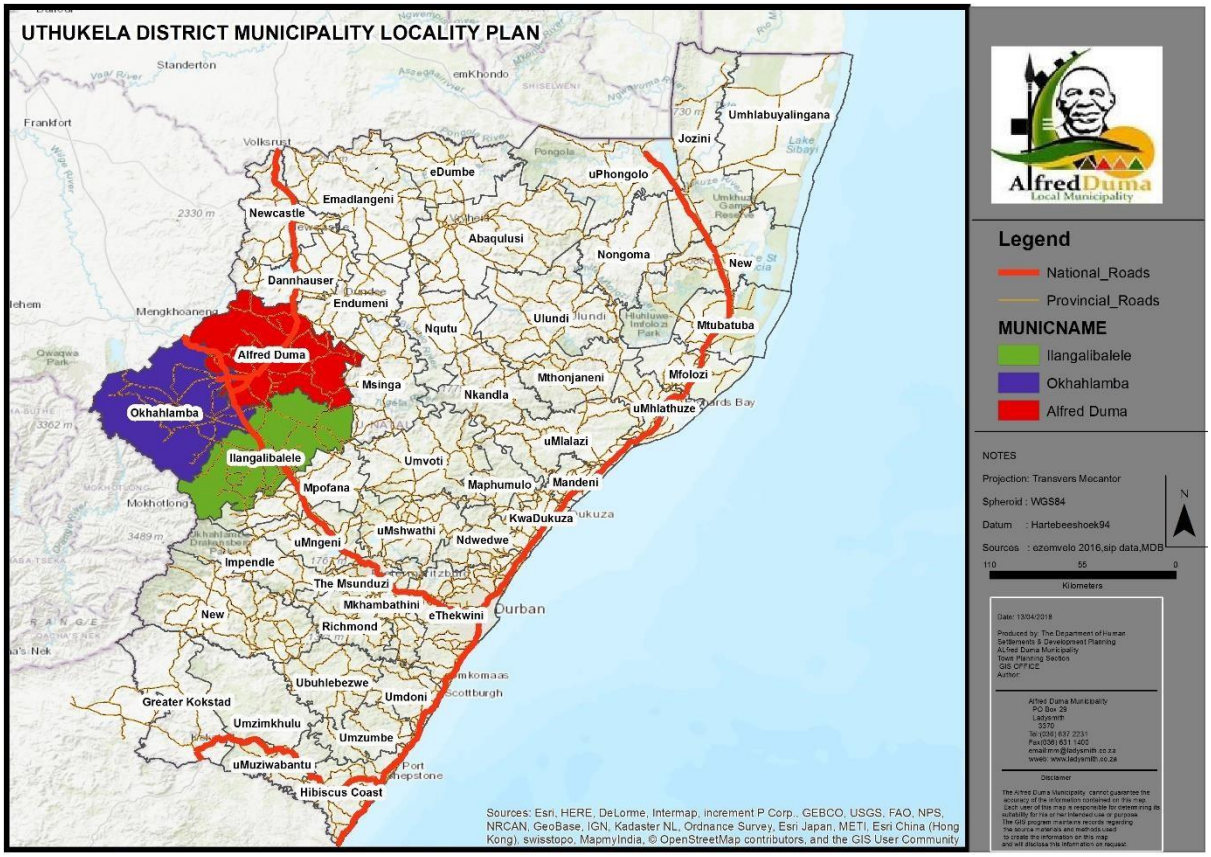
Figure 1: ELM PROVINCIAL OVERVIEW



The Map above highlights the provincial overview of South African provinces.

1.3.5.2. DISTRICT SPACE ECONOMY

The Alfred Duma Local Municipality forms part of the UThukela District Municipality which comprises of other 2 Local Municipalities, namely; Okhahlamba LM and Inkosi Langalibalele Local Municipality which formed by merging Umtshezi and Imbabazane local Municipalities. The municipality currently functions as the main economic hub of the District Municipality with most of the regional offices and industries located in it. In terms of the District Management Area (DMA) of uThukela, the municipality covers approximately 4 010km^2. It is located on the western boundary of KwaZulu Natal.



The map above seeks to illustrate the spatial configuration of the District Municipality. It indicates the 5 local municipalities that make up uThukela District. It also shows the movement infrastructure of the municipality. Dissecting the DMA space economy is the N11 provincial route which adjoins to the N3 National Route on the Northern parts of the municipality. This clearly illustrates the infrastructural strengths of the municipality.

1.3.5.3. LOCAL SPACE ECONOMY

Alfred Duma Local Municipality comprises of 36 wards with 22 of those being rural wards and some of them administered by the Traditional Authorities namely Inkosi Khumalo in Driefontein Block and Inkosi Shabalala in Matiwane, Inkosi Sthole, Inkosi Zwane, Inkosi Mthembu and Inkosi Mabaso Mhlumayo area and Inkosi Nxumalo, Inkosi Kunene, Inkosi Mbhensi and Inkosi Mchunu in the Limehill area. The map represents a range of settlements from urban to municipal service centres agricultural landscapes, industrial and semi-rural residential settlements. The 36 wards within the Municipal jurisdiction will be represented by 73 councillors and the number the Executive Committee was determined after Local Government Elections took take place in August 2016.

Alfred Duma Local Municipality comprises of the following areas

- Ladysmith Area;
- Colenso;
- Ezakheni;
- Steadville;
- St Chads;
- Driefontein Complex;
- Matiwaneskop;
- Roosboom;
- Mhlumayo area;
- Limehill area;

- Uitval;
- Tholeni;
- Sahlumbe;

Ladysmith is the main/primary urban area/town in the municipality. The Township was proclaimed in June 1850 and officially named Ladysmith later that year. It is accessed via the N11 that connects the town with the N3 and traverse the town while making its way to the north. The R103 from Colenso and Roosboom in the south intersects the N11 in the southeast. Residential suburbs include Egerton, Observation Hill, Reservoir Hill, Hospital Park, Rose Hill, Residential settlements include Steadville and Leonards Ville, with a border of commercial activity on its westernmost edge closest to the river and the CBD.

Industrial areas include the Danskrall Industrial area to the north-east and further southeast is the industrial area of Nambiti. The south-westerly periphery of the CBD over the Klip River is characterised by public open space and recreational areas, including Settlers Park, the Indoor Sports Complex and the Aerodrome. The remaining settlements are rural in nature except for Colenso and Ezakheni, and another minor township such as Steadville and Ekuvukeni.

1.3.5. LOCATIONAL ATTRIBUTES OF ALFRED DUMA LOCAL MUNICIPALITY

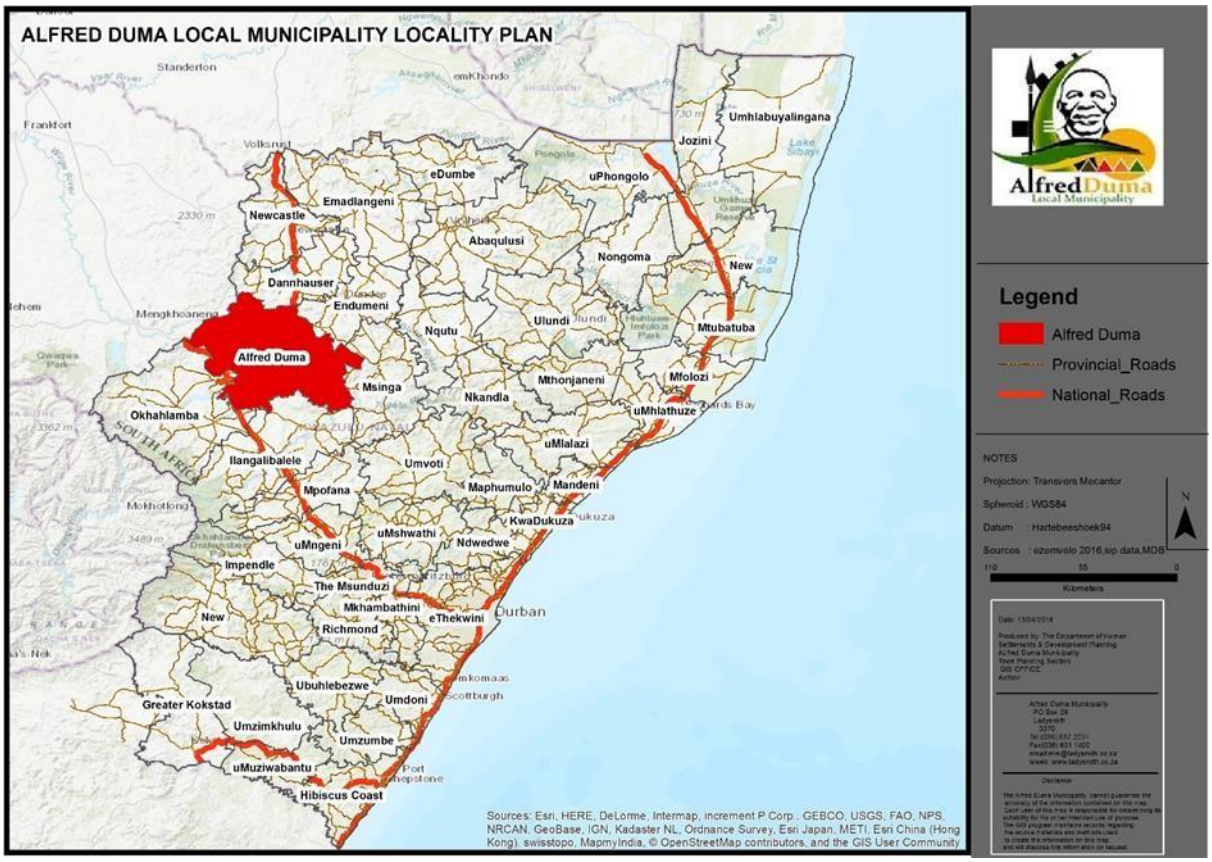
Alfred Duma Local Municipality forms part of the UThukela District Municipality, which is one of the ten district municipalities in KwaZulu-Natal. The UThukela District is located along the western boundary of the KwaZuluNatal Province (KZN) and adjoins the Kingdom of Lesotho and the Free State Province. It also forms the northern segment of UThukela District and is bordered by the Free State province to the west, Dannhauser municipality to the north and Endumeni a municipality to the northeast and east, Umtshezi municipality to the southeast and Okhahlamba municipality to the southwest. It covers an area of approximately 4010km^2 in extent and has a population of about 356 276 people as per the 2016 Community Survey. Approximately 20% of the municipality is urban whilst 80% is rural, which presents obstacles in terms of service delivery.

Alfred Duma Local Municipality will be anchored around Ladysmith Town which serves as a service centre and administrative centre for the whole of Uthukela District, and a commercial hub for the north-western part of KwaZulu-Natal.

The municipality is strategically located at the intersection of two major national development corridors and trade routes that is: The N11 which runs in a north south direction linking KwaZulu-Natal with Mpumalanga Province; and the N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas.

Railway line linking KwaZulu-Natal and provinces such as Gauteng and Mpumalanga also run through the area creating opportunities for the Alfred Duma Local Municipality to benefit from the recently announced rail infrastructure development programme. To realise this, benefit the municipality has established a mediumterm project called Intermodal Feeder Port with the aim of resuscitating railway lines in Ladysmith and create economic growth as stipulated in the Provincial Growth Development Strategy.

As such, Alfred Duma Local Municipality is highly accessible at both regional and national level. This is recognised in the recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond and connects the region with major urban centres such as Durban and Johannesburg. Industrial Tugela Catchments and Tugela River, Natural Bush, Forests and the climate is mostly comfortable. The cultural attractions include the certain parts of the Battlefields and Memorial, Museums, Monuments, Rock Art, Crafts, Recreation (Horse Riding) and tourism routes.



The map above details the locality plan for the Alfred Duma Local Municipality detailing the provincial and National roads that run through the province.

The municipality is in a region with a rich heritage and military history ranging from the uMfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. It includes Shaka's predatory campaigns, the arrival of the Voortrekkers, the Anglo Zulu War and the Anglo Boer Wars. The Battlefields Route provides a structured journey around the sites of various battles, skirmishes and sieges which are situated in a broad belt running through the central core of the region, from Estcourt in the south, through Ladysmith, Dundee and Newcastle, to Charlestown in the north.

This presents the area with a unique 'tourism triangle' character, consisting of three of the five B's branding of provincial tourism – Berg, Bush and Battlefields. In addition to its three main destinations, there is a diversity of related attractions and accommodation facilities. This rich diversity allows tourists to experience a wide range of activities and scenes within a relatively small area and is used as an important marketing element in the regional tourism industry.

The municipality is also located in the uThukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km^2 in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment because of high rainfall**.**

1.4 INTEGRATED APPROACH TO THE DEVELOPMENT OF THE ALFRED DUMA LOCAL MUNICIPALITY IDP 2020/2021

The development of the strategic approach for the municipality is guided by the analysis done within the municipal area of jurisdiction noting the impact in the district with the aim of achieving our long-term vision which is informed by the National Development Policy, Provincial Strategic Plan, Provincial Spatial Economic Strategy including the National and Provincial State of Address and other policies. Consultations were done with communities, sector departments, businesses, NGO's and all relevant stakeholders to have a buy in in the drafting process of the IDP and ultimately own the process.

Prior to the approval of the IDP, the following structures meet to discuss it in detail. The Political Change Management Committee Council for now is the structure that is entrusted with the responsibility of IDP approval. Our municipal IDP is then fed to the District IDP to give the holistic view. It is the same IDP that coordinates and link spatial information with non-spatial data in a single and user-friendly presentation.

1.4.1 MEC Comments on the 2019/2020 IDP ALFRED DUMA MUNICIPALITY

1.4.1.1 MUNICIPAL IDP MATTERS AND OBSERVATION

1.4.1.1.1 **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**.

Issues raised by the MEC on IDP 2019-2020

- Reflect target and Goals on the Employment Equity Plan and Work Skills Plan
- Organogram attached to 2018/2019 IDP was inconsistent with management posts
- High vacancy rate

Progress made to address MEC Comments

- Alfred Duma Municipality has included the organogram in the IDP 2019-2020 which was adopted in May 2019 and attached the reviewed ICT Strategy.
- The Employment Equity Plan and target is an attachment of the DIP including the Workplace Skills Plan.

1.4.1.1.2 **LOCAL ECONOMIC DEVELOPMENT**

Issues raised by the MEC on IDP 2019-2020

- Attach an audit response to address auditor general and provincial treasury concerns

Progress made to address MEC Comments

- The audit response will be attached to this IDP for the year 2019/2020

1.4.1.1.3 **BASIC SERVICE DELIVERY**

Issues raised by the MEC on IDP 2019-2020

- Integrated waste management program and strategic environmental assessment tools are to be attached in the 2019/2020 IDP.

- Housing sector plan to be attached

Progress made to address MEC Comments

- Housing Sector Plan attached and adopted by Council in November 2017.
- Integrated Waste Management Plan also reviewed by Council and is attached.
- Integrated waste management plan attached

1.4.1.1.4 FINANCILA VIABILITY AND MANAGEMENT

Issues raised by the MEC on IDP 2019-2020

- The municipality did not include an asset renewal plan.

Progress made to address MEC Comments

1.4.1.1.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Issues raised by the MEC on IDP 2019-2020

- Good governance swat analysis should be included in the good governance section of the IDP

Progress made to address MEC Comments

- SWOT Analysis done

1.4.1.1.6 **CROSS CUTTING INTERVENTIONS**

Issues raised by the MEC on IDP 2019-2020

- Integrated waste management program and strategic environmental assessment tools are to be attached in the 2019/2020 IDP.

Progress made to address MEC Comments

- The municipality is advised to compile and publish a public notice in terms of section 25(4) of the MSA announcing that the IDP has been reviewed and adopted. This notice is required by auditors as they undertake the annual municipal audit process
- Your district family reminded to finalize the review and subsequent implementation of the district growth and development plan

1.4.1.2 OTHER KEY OBSERVATIONS TO TAKE INTO CONSIDERATION

In addition to the comments that have been made above, below are the points that must be adhered to regarding developments, intricacies and challenges that face Municipalities in the arena of development and planning, I particularly note the following:

1.4.1.2.4 PROCESS PLAN

Time frames	Process of IDP	Output	Budget	OPMS
Aug 19	• Draft and adopt IDP/SDF Process Plan	1. Draft IDP/SDF Process plan adopted by Council and submitted to MEC for comments	2. IDP/Budget Schedule Adopted by Council	3. Signing of 2020/2021 Performance agreements for Alfred Duma Municipality and submission to COGTA 4. Adoption of the 4th Quarter Service Delivery Implementation Plan (SDBIP) by Council 5. Submission of the 2020/2021 Final Annual Performance Reports (APR) to Auditor General (AG) on the 31st August 2019
Sept/Oct 19	• Review and align Municipal Vision (What does the municipality want to achieve?)	• Budget estimates (All income source, MTEF & Implementing agents & Council) • Submit Budgetary time schedule	Next 3 years capital projects are identified for inclusion in IDP consultation Available funding is identified using budget guidelines including capital	• Obtaining the Mayors signature on the Alfred Duma Local Municipality's Service Delivery Budget Implementation Plan (SDBIP) •

			projects & tariff impact	
Oct 19	• Engage with Service Providers Re. MTEF's • Align Vision, Objectives and Strategies • 5-year plan capital projects • Identification/ prioritisation per municipality			

Nov 19	• RF Meeting- Vision, Objectives, Strategies and Projects • Services Providers finalise their MTEF's	• Identification of projects with targets and location • Departments submit draft Capital budgets	• Draft Budget Allocations • Review Budget Plans & National Policies	•
Nov 19	• Finalise MTEF Projects from SP's • Finalise project list • RF Meetings- Projects	• Review budget estimates • 3-year financial plan • Integrated programs for LED, environmental issues and land use	•	•

Nov 19	• uThukela Alignment session under the auspices of Cogta	• Municipal representatives from uThukela municipal family • Sector Departments	•	•
Dec 19	• Prepare business plans for projects		Revenue Projections	
Jan 19	• Needs Identification through public meetings	• Departments submit Draft Operational budgets	• Proposed Budget	• Oversight Report and Annual Report presented to Ward Committee's and other stakeholders

Feb 19	• Needs Identification through public participation • Table the First Draft IDP • Strategic meeting with councillors on IDP	• Finance Submit First Draft budget to MM • Present budget to EXCO	• Proposed Budget considered by Management •	• Draft SDBIP 2020/2021 • Amendment of IDP/PDO'S and Budget 2019/2020 • Advertise Amended IDP 2019/2020
March 19	• IDP /SDF Approval by EXCO	• MM Table the Draft Budget and Draft IDP to Council and refer to the public for public comments	•	•

March 28	• Submission of draft 2020 – 2021 IDP/SDF	Draft IDP/SDF approved by Council then submitted to Cogta for assessment	Draft budget tabled to Council	Draft SDBIP adopted by Council
March 25-28	• Draft IDP/SDF assessment week			
March 29	• Draft IDP/SDF assessment Feedback session			

April 19	• Public Consultation on the Approved IDP/SDF Framework and Budget	•	• Second Community consultation is undertaken, and submissions considered & revision made if necessary	•

May 19	• Review of Sector Plans	• Consider from feedback community and Provincial National • Mayoral Response	• Final Workshop with Councilors on the 2020/2021 Budget • Council adopts Budget, plans and amended policies	• Final SDBIP Adopted by Council and submitted to COGTA thereafter advertise for the public
June 19	• Submission of Final IDP/SDF 2020-2021	Council adopts Final IDP/SDF 20-2021	Adoption of Budget/SDBIP by Council	Submission of Final SDBIP to Cogta
July 19	• Submit the IDP to the MEC	Acknowledgement letter received from		

		MEC with regards to submission of IDP/SDF		

Role Player	Roles and Responsibilities
Council	❖ Adoption of an IDP/SDF Adoption of a Process Plan. ❖ Annually Review IDP/SDF ❖ Amend IDP under changing circumstances.

IDP Steering Committee	✞ Assist and support the Municipal Manager/IDP Manager and Representative Forum. ✞ Information “GAP” identification. ✞ Oversee the alignment of the planning process internally with those of the local municipality areas.

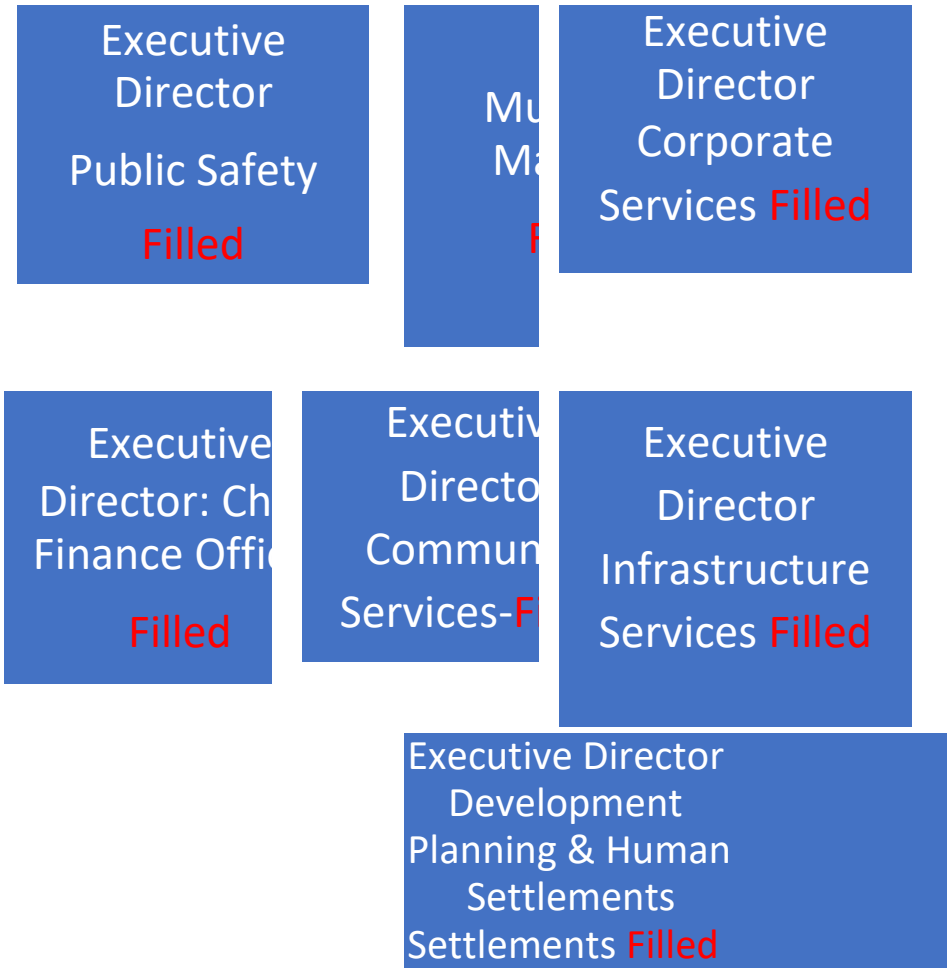
The Alfred Duma Local Municipality prepared a Process Plan which was adopted by Council as per Section 28 (1) of the Municipal Systems Act (2000) to ensure alignment of the IDP, Performance Management Systems (PMS) and the budget. Further to that the Process Plan was endorsed by the Alfred Duma Local Municipal Council

Table below outlines roles and responsibilities of who is involved in the IDP review, what is each stakeholder's role including what needs to be done and by when.

1.5 Institutional Arrangement

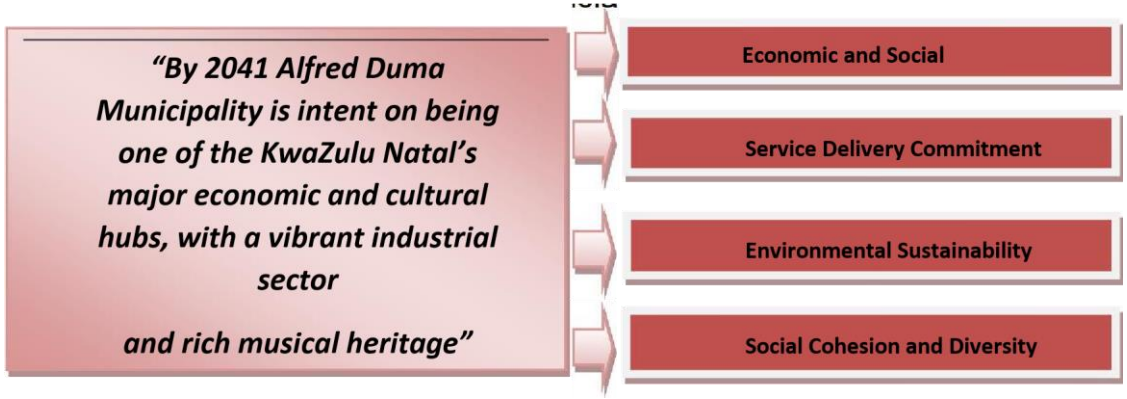
The ADLM consist of the following Departments which ensures the delivery of services and oversight of municipal affairs: the Office of the Municipal Manager, Department of Finance, Department Development Planning and Human Settlements, Department Community Services, Department Corporate Services, Department Engineering Services, Department of Electrical Engineering and worth noting is that all the section 56/57 Executive Directors are filled In terms of the vacancy rate within the municipality it is 33.3% and for the last financial year 105 post were budgeted for, 35 post were filled only 70 posts were not filled.

The Drawing below reflects the ADLM Organisational Structure



1.6 Vision

Taking into account the human and financial capabilities of the municipality the council envisions that:



The vision commits the municipality to championing economic development within the key sectors that characterises the municipality. It also entrust the municipality with the responsibility of delivering services and creation of a safe and healthy environment. This vision is also embedded with economic, social, service delivery and social cohesion elements.

3.2. Elements of the Vision

The ADLM vision encompasses the following five dimensions of development in which we strives for:

1. **Economic**: a broad, diverse and inclusive economy that grows at least at a 3% growth rate per annum in order to create conducive conditions for employment opportunities.
2. **Social**: social harmony and inclusiveness, poverty alleviation and equity
3. **Service Delivery**: an excellent service delivery for all residents
4. **Social Cohesion**: unity and strength and good social relations
5. **Environmental Sustainability and Diversity**: development that meets the needs of today without compromising the ability of the future generations to meet their own needs. We strive for tolerance of diversity and we strive to be a resilient town that can adept and survive all conditions imposed upon it.

3.3. Mission

Alfred Duma Local Municipality wants to create a more inclusive society by working towards greater economic freedom for all the people in Ladysmith and this will require the municipality to increase opportunities by creating an economically enabling environment in which investment can grow and jobs can be created.

In addition to that, it is a legal requirement of the Municipal Systems Act that Municipalities should set and implement strategic priorities, predetermined objectives, indicators and targets aligned to the local government strategic agenda. Moreover to this, the framework should be in line with the Performance Management System of the municipality so as to enable the assessment of developmental progress and shortfalls of each area and enhance where applicable and necessary. Therefore, ADLM has set the following strategic objectives and goals for the next 5 years:

MUNICIPAL STRATEGIC GOALS

1.10.1 GOAL NUMBER ONE: CREATING A CONDUCIVE

ENVIRONMENT FOR ECONOMIC GROWTH

- To ensure enhancement of appropriate and sustainable LED
- To contribute towards the development of Tourism Sector
- To contribute towards the development of the Agricultural Sector
- To promote the participation of Woman, Youth and the Disabled in LED projects and activities
- To promote SMME Development
- City Regeneration

1.10.2 GOAL NUMBER TWO: PROMOTE FINANCIAL STABILITY

- Improve financial viability of municipality
- To enhance effective and efficient SCM process and procedures

- Improve budget implementation in the municipality

1.10.3 GOAL NUMBER THREE: PROMOTE SPATIAL DEVELOPMENT (CROSS CUTTING)

- To improve response to disasters
- To promote the sustainability and protection of the municipality
- Improve strategic and spatial planning in the municipality

1.10.4 GOAL NUMBER FOUR: IMPROVE ON GOVERNANCE AND ACCOUTABILITY

- To improve municipal inter-departmental and external (including IGR) communication
- Alleviate fraud and corruption in the organisation
- Improve effectiveness of public participation in the municipality
- Improve municipal efficiencies and operations
- Increase social development in municipal area

1.10.5 GOAL NUMBER FIVE: ENHANCE INFRASTRUCTURE DEVELOPMENT AND MANTAINANCE

- To improve access to infrastructure
- Improve access to electricity
- Improve the provision and maintenance of municipal roads and sidewalks
- Enhance access to and provision of social and community services

1.10.6 GOAL NUMBER SIX: MUNICPAL TRANSFOMATION AND INSTITUTIONAL

DEVELOPMENT

- To ensure that the Municipality has well skilled, competent, reliable and motivated employees and Councillors
- To improve institutional and organisational capacity
- Improve municipal performance through PMS implementation
- Strengthen public participation through municipal hotline
- To ensure that ward committees are capacitated to improve accountability of the municipality to communities

1.11 ACCELERATION OF SUSTAINABLE HUMAN SETTLEMENT

To plan and support the acceleration of sustainable human settlements at appropriate locations and include the following:

- Access to adequate accommodation that is suitable, relevant, appropriately located, affordable and fiscally sustainable,
- Access to basic services (water, sanitation, refuse removal and electricity), Security of tenure irrespective of ownership or rental, formal or informal structures,
- Access to social services and economic opportunity within reasonable distance.

1.12 SPATIAL TRANSLATION OF THE MUNICIPAL VISION

The Alfred Duma Local Municipal SDF is based on a detailed analysis of the spatial development trends and patterns within the region and the municipality. It also taken into account the national and provincial spatial planning imperatives and seeks to contribute to spatial transformation within the municipality.

It acknowledges that the area to the east of Ladysmith Town, particularly Ezakheni and St Chad's areas are at the receiving end of the urbanisation processes taking place within the Municipality. The same is happening to a lesser extent in the dense rural settlements located mainly to the north and west of Ladysmith Town. This includes the Driefontein Complex, Matiwane, Nkunzi, etc.

The SDF discourages the continued outward expansion of these settlements and recommends containment of urban and settlement expansion. As such, it advocates for a densification, compaction and transformation of rural and urban settlements into sustainable human settlements and development of Ladysmith as a regional service, administrative and commercial hub.

It seeks to achieve this through several strategic initiatives, particularly the following:

- Establishing and developing a system of development corridors operating at different levels but connecting local areas with the centre and integrating the Alfred Duma into the regional and provincial economy.
- A system of development nodes providing services and access to facilities at different scales with Ladysmith being a regional node.
- Focusing development in strategically located areas to unblock the economic opportunities and facilitate spatial integration
- Focusing equally on both rural and urban development to manage rural-urban linkages and promote rural development.
- Promoting a continuum of settlements ranging dense urban to scattered sparsely populated rural settlements.

The achievement of the targets set is measured by specific smart indicators which represent the productivity in the targeted national key area, the project-based service delivery projects are measured with the completion date that is set on the service provider service level agreements. The remaining national key performance are measured with and numeral percentage accounting to the set target. Key Performance Indicators and Strategic goals are informed by the Municipal Goals as alluded above and are then translated to a Municipal SDBIP which is attached and reflects targets which are monitored and reported quarterly. This then culminated to an Annual Report which is also attached to the IDP.

ALFRED DUMA PERFORMANCE MANAGEMENT SYSTEM

The Integrated Development Plan is a review of the five-year plan adopted by Council in 2016 and is reviewed annually. In compiling this 2020/2021 performance management plan the municipality held a strategic workshop that consisted of both the IDP Technical committee and political committee for the purpose of

reviewing an IDP objectives and strategies informed by the five- year plan which then is aligned to the six National Key Performance Areas. Infrastructure Services was therefore prioritised as a main or critical focal point for the municipality.

The municipality has adopted the following PMS which consists of National Key Performance Areas, Municipal Strategic Objectives which follow the concept of being smart, followed by that are indicators and units of measurement, targets and bugdets.

ALFRED DUMA LOCAL MUNICIPALITY: 2021/2022 DRAFT SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)																	
2021/2022 FINANCIAL YEAR																	
KPI/ IDP No.	National Key Performance Area	Objectives	Strategy	Key Performance Indicator	KPI Measure	Details of the Key Performance Indicator	Annual Target 2021/2022	Annual Budget	QUARTERLY TARGETS				Portfolio of Evidence	Responsible Department	Reason for Variance	Corrective Measures	Ward
									Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target					
2021/22/01	**Municipal Transformation and Institutional Development**	**To ensure that the Municipality has well skilled, competent**	**Implementation of effective Human Resources and Development**	Conduction of training and capacity building programmes for officials and	Number	Refers to the training programmes that will be conducted for municipal officials	Conduction of 4 trainings and Capacity building programmes for officials and councill		1 Trainings and Capacity building programmes to be facilitated and conducted by 30 September 2021	1 Trainings and Capacity building programmes to be facilitated and conducted by 31 December 2021	1 Trainings and Capacity building programmes to be facilitated and conducted by 31 March 2022	1 Trainings and Capacity building programmes to be facilitated and conducted by 30 June 2022	Training Programmes and attendance registers	Corporate Service	N/A	N/A	N/A

			nt throug	councill ors by		and municip											

		, reliab le and motiv	**h Work Skills Plan**	30 June 2022		al councill ors	ors by 30 June 2022										

2021/22/02		**ated employees and Councillors**	**(WSP) (and SALGA) trainings**	Percentage of budget spent on implementing training and capacity building programmes Workplace Skills Plan by 30 June 2022	Percentage	This indicator refers to the percentage of municipal budget allocated for training of municipal staff and councillors	100% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 June 2022		25% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 September 2021	50% of training budget to be spent on training capacity building programmes (workplace skills plan) by 31 December 2021	75% of training budget to be spent on training capacity building programmes (workplace skills plan) by 31 March 2022	100% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 June 2022	Training Programmes and attendance registers, Invoice of Service Providers and Munsoft Budget printouts	Corporate Service	N/A	N/A	N/A

2021/22/03			**By improving of institutional and organisational capacity**	Number of people from employment equity target groups employed in the three highest levels of management in compliance with the approved employment equity plan throughout the financial year	Number	This refers to number of people employed from the designated groups as per the adopted employment equity plan	9 employees from employment equity target groups employed in the 3 highest levels of Management (Section 54, 56 and Task grade 18) in compliance with the approved employment equity plan	Salaries Budget	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 30 September 2021	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 31 December 2021	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 31 March 2022	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 30 June 2022	Appointment Letters and monthly salary run	Corporate Service	N/A	N/A	N/A

				2021/2022			throughout the 2021/2022 financial year										
2021/22/04				Number of graduates appointed for youth mass skilling programme by 30 June 2022	Number	The indicator refers to the 40 graduates that will be appointed for youth mass skilling programme in the period of 12 months	40 graduates appointed for youth mass skilling programme by 30 June 2022	R 800 000.00	N/A	N/A	N/A	40 graduates appointed for youth mass skilling programme by 30 June 2022	List of beneficiaries and Munsoft Budget printouts	Municipal Manager's-Youth Section	N/A	N/A	All

2021/22/05				Number of Interns employed in the Finance Department throughout the financial year 2021/2022	Number	The indicator refers 5 interns will be employed at the beginning of the year and their contract will be for 2020/2021 financial year in the Finance Department.	5 Interns employed in the Finance department throughout the financial year 2021/2022		5 interns employed in the Finance department by 30 September 2021	5 interns employed in the Finance department by 31 December 2021	5 interns employed in the Finance department by 31 March 2022	5 interns employed in the Finance departmen t by 30 June 2022	List of beneficiaries and Munsoft Budget printouts	Corporate Service	N/A	N/A	N/A

2021/22/06		**To reduce road accidents and fatality through Law Enforcement education and engin**	**Conducting of road blocks (Enforcement of traffic legislation)**	Number of road blocks conducted by 30 June 2022	Number	It refers to the number of road blocks that will be conducted throughout the whole financial year to enforce trafic legistlation	12 road blocks to be conducted by 30 June 2022	N/A	3 road blocks to be conducted by 30 September 2021	3 road blocks to be conducted by 31 December 2021	3 road blocks to be conducted by 31 March 2022	3 road blocks to be conducted by 30 June 2022	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	N/A

2021/22/07		**eering**	**Promoting of compliance with Road Traffic Act**	Processing of all vehicles' applications received by 30 June 2022	Percentage	This indicator is of compliance with Road Traffic Act and all vehicle's applications that are received must be processed by 30 June 2021	100% processing of all vehicles' applications received by 30 June 2022	N/A	100% processing of all vehicles' applications received by 30 September 2021	100% processing of all vehicles' applications received by 31 December 2021	100% processing of all vehicles' applications received by 31 March 2022	100% processing of all vehicles' applications received by 30 June 2022	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	N/A

2021/22/08			**Conducting of tests and issuing of Learner's Licences and Driving Licences**	Issuing of leaners' licences and Driving Licences to all successful applicants tested by 30 June 2022	Percentage	The indicator refers to issuing of learners and drivers licences to all applicants that are successful when testing.	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 June 2022	N/A	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 September 2021	100% issuing of learners' licences and driving licences to all successful applicants tested by 31 December 2021	100% issuing of learners' licences and driving licences to all successful applicants tested by 31 March 2022	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 June 2022	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	N/A

2021/22/09			**Conduct Fire Safety Awareness Lectures at Schools**	Number of Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 September 2021	Number	This indicator refer to the number of Road Safety Awareness Lectures conducted at Schools in the municipal jurisdiction	20 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 June 2022	N/A	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 September 2021	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 31 December 2021	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 31 March 2022	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 June 2022	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	All

2021/22/10			**To conduct Fire Prevention Inspections in order to ensure Safety**	Number of Fire Prevention Inspections conducted at businesses within the Municipal Jurisdiction by 30 June 2022	Number	This indicator refers to the number of Fire Prevention Inspections conducted at businesses within the Municipal Jurisdiction in order to ensure Safety	200 Fire Prevention Inspections to be conducted at businesses within the Municipal Jurisdiction by 30 June 2022	N/A	50 Fire Prevention Inspections to be conducted at business premises within the Alfred Duma Local Municipal Jurisdiction by 30 September 2021	50 Road Fire Prevention Inspections to be conducted at business premises within the Alfred Duma Local Municipal Jurisdiction by 31 December 2021	50 Road Fire Prevention Inspections to be conducted at business premises within the Alfred Duma Local Municipal Jurisdiction by 31 March 2022	50 Road Fire Prevention Inspections to be conducted at business premises within the Alfred Duma Local Municipal Jurisdiction by 30 June 2022	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	All

2021/22/11	**Good Governance, Public Participation & Ward Committee**	**Improve effectiveness and efficiencies of municipal strategic and operational structures**	**To ensure that monthly EXCO meetings are convened**	Coordination of monthly ordinary EXCO meetings by the end of 30 June 2022	Number	This refers to the functionality of the Executive Committee by coordinating 12 meetings throughout the 2021/2022 financial year	12 Monthly ordinary EXCO Meetings convened by 30 June 2022	N/A	3 Monthly ordinary EXCO meetings convened by 30 September 2021	3 Monthly ordinary EXCO meetings convened by 31 December 2021	3 Monthly ordinary EXCO meetings convened by 31 March 2022	3 Monthly ordinary EXCO meetings convened by 30 June 2022	Agendas, Attendance Registers and Minutes of EXCO meetings	Corporate Services	N/A	N/A	N/A

2021/22/12			**To ensure that Council meetings are held on a month**	Coordination of monthly ordinary Council meetings by the end of 30	Number	This indicator is for ensuring an effective oversight role by Councillors by	12 Monthly ordinary Council Meetings convened by 30 June 2022	N/A	3 Monthly ordinary Council meetings convened by 30 September 2021	3 Monthly ordinary Council meetings convened by 31 December 2021	3 Monthly ordinary Council meetings convened by 31 March 2022	3 Monthly ordinary Council meetings convened by 30 June 2022	Agendas, Attendance Registers and Minutes of Council	Corporate Services	N/A	N/A	N/A
			ly basis	June 2022		coordinating 12 Ordinary Council meetings throughout the 2021/2022 financial year							meetings				

2021/22/13			**To ensure that Audit Committee meetings are held on a quarterly basis**	Coordination of quarterly Audit Committee meetings by 30 June 2022	Number	The indicator refers to the functionality of the Audit Committee by coordinating 4 quarterly meetings throughout the 2021/2022 financial year	4 Quarterly Audit Committee Meetings convened by 30 June 2022	N/A	1 Quarterly AC meeting convened by 30 September 2021	1 Quarterly AC meeting convened by 31 December 2021	1 Quarterly AC meeting convened by 31 March 2022	1 Quarterly AC meeting convened by 3 June 2022	Attendance Registers and Minutes of AC meetings	Municipal Manager's Office - Internal Audit	N/A	N/A	N/A

2021/22/14			**To ensure that monthly MPAC meetings are convened**	Coordination of quarterly ordinary MPAC meetings by 30 June 2022	Number	The indicator refers to the functionality of the Municipal Public Accounts Committee (MPAC) by coordinating 4 quarterly meetings throughout the 2021/2022	4 quarterly ordinary MPAC Meetings convened by 30 June 2022	N/A	1 quarterlyordinary MPAC meetings convened by 30 September 2021	1 quarterly ordinary MPAC meetings convened by 31 December 2021	1 quarterly ordinary MPAC meetings convened by 31 March 2022	1 quarterly ordinary MPAC meetings convened by 30 June 2022	Agendas, Attendance Registers and Minutes of MPAC meetings	Corporate Services	N/A	N/A	N/A

						financial year										
2021/22/15			**To ensure that Back to Basics Reports are submitted to EXCO**	Submission of monthly Back to Basics reports to ordinary Exco by 30 June 2022	Number	Refers to Back to Basics Reports that are submitted monthly to Cogta every first week of the month reporting about the previous month	12 monthly Back to Basic reports submitted to Exco by 30 June 2022	N/A	3 monthly Back to Basic reports submitted to Exco by 30 September 2021	3 monthly Back to Basic reports submitted to EXCO by 31 December 2021	3 monthly Back to Basic reports submitted to EXCO by 31 March 2022	3 monthly Back to Basic reports submitted to EXCO by 30 June 2022	Back to Basics Reports, Agendas, Attendance Registers and Minutes of EXCO meetings	Corporate Services	N/A	N/A	N/A

2021/22/16	**Local Economic Development**	**To create a conducive environment for Local Economic Development**	**Ensuring enhancement and sustainability of SMME's and Co-ops**	Number of job opportunities created and sustained through the Municipal LED initiatives by 30 June 2022	Number	This indicator refers to the number of job opportunities created through Local Economic Development	150 job opportunities created and sustained through the Municipal LED initiatives by 30 June 2022	N/A	40 job opportunities created and sustained through the Municipal LED initiatives by 30 September 2021	80 job opportunities created and sustained through the Municipal LED initiatives by 31 December 2021	115 job opportunities created and sustained through the Municipal LED initiatives by 31 March 2022	150 job opportunities created and sustained through the Municipal LED initiatives by 30 June 2022	ID copies, registration documents, Munsoft printouts, attendance registers	Development Planning and Human Settlements	N/A	N/A	N/A
2021/22/17				Number of jobs created and sustained through municipal capital projects by 30 June 2022	Number	This indicator refers to the number of job opportunities created through Municipal Capital projects	150 jobs created and sustained through municipal capital projects 30 June 2022	N/A	37 Jobs created and sustained through municipal capital projects 30 September 2021	37 Jobs created and sustained through municipal capital projects 31 December 2021	37 Jobs created and sustained through municipal capital projects 31 March 2022	39 Jobs created and sustained through municipal capital projects 30 June 2022	EPWP System Printouts	Technical and Infrastructural Services	N/A	N/A	All

2021/22/18			**To promote SMME Development**	Number of support provision to SMME's and Co-ops through LED initiatives by 30 June 2022	Number	This refers to the support that is given by the Municipality to SMME'S through Local Economic Development initiatives	100 SMMEs and Coops supported by 30 June 2022		10 SMMEs and Co-ops supported by 30 September 2021	70 SMMEs and Co-ops supported by 31 December 2021	85 SMMEs and Co-ops supported by 31 March 2022	100 SMMEs and Co-ops supported by 30 June 2022	CIPC registration certificates, copies of payment slips, pictures, ID copies and signed register by Beneficiaries, permits and ID copies	Development Planning and Human Settlements	N/A	N/A	All

2021/22/19			**To ensure enhancement of appropriate and sustai**	Initiate the institutionalisation of Red Tape Reducti on Practice	Date	This refers to the activities undertaken by the Municipality in	Initiate the Red Tape Reduction Programme and Implement the	N/A	Formulation of Red Tape Reduction Task team by 30 September 2021	Business Stakeholders consultations by 31 December 2021	Implementation of Red Tape Reduction Recommendations by 31 March 2022	Implementation and evaluation of Red Tape Reduction Recommendations by 30 June 2022	Red tape Reduction Action List, MCM Resolutions, Red	Development Planning and Human Settle	N/A	N/A	N/A

			nable LED	s at Alfred Duma Local Municipality by 30 June 2022		addressing the identified policy bottlenecks and constraints that hinders business retention and expansion within our municipality	Red Tape Reduction Task Team Recommendations by 30 June 2022						Tape Reduction Task Team Presentations	ments			

2021/22/20	**Cross Cutting**	**To Improve strategic and spatial planning in**	**Reviewal of the Spatial Development Frame**	To review the Spatial Development Frame work (SDF) by	Date	This indicator refers to the reviewal of the Spatial Development Frame	Adoption of the Spatial Development Frame work (SDF) by Council	N/A	Spatial Development Framework (SDF) and Intergrated Development Plan (IDP) Process	Convening a meeting with Stakeholders by 31 December 2021	Draft Spatial Development Framework (SDF) approved by Council by 31	Final Spatial Development Framework (SDF) approved by Council by 30 June 2022	Council Resolutions	Development Planning and Human Settle	N/A	N/A	N/A

		the muni cipali ty	**work (SDF)**	Council by 30 June 2022		work that is adopte d by council	by 30 June 2022		Plan by 30 September 2021		March 2022			ment s			
202 1/22 /21		**Incre ase social devel opme nt in muni cipal area**	**To ensur e the provisi on of Librar y Servic es throug h outrea ch progra mmes**	Numbe r of outreac h progra mmes conduc ted through out 2021/2 022 financia l year	Num ber	Refers to outreac h progra mmes conduc ted by librarie s to increas e social develop ment in the municip al area	16 Outreac h progra mmes conduc ted by 30 June 2022	N/ A	5 events implement ed as per arts and culture developme nt plan by 30 September 2021	4 events implement ed as per arts and culture developme nt plan by 31 December 2021	2 events implement ed as per arts and culture developme nt plan by 31 March 2022	5 events implement ed as per arts and culture developme nt plan by 30 June 2022	Report s to Portfol io Comm ittee	Com munit y and Social Servic e	N/ A	N/A	All
202 1/22 /22		**To facilit ate the devel opme nt of arts and cultu re**	**Imple menta tion of arts and cultur al develo pment plan**	Conduc ting of arts and cultural events as per the approv ed arts and	Num ber	Refers to events that are conduc ted accordi ng to the approv ed arts	21 events implem ented as per arts and culture develop ment plan by		9 events implement ed as per arts and culture developme nt plan by 30 September 2021	4 events implement ed as per arts and culture developme nt plan by 31 December 2021	2 events implement ed as per arts and culture developme nt plan by 31 March 2022	6 events implement ed as per arts and culture developme nt plan by 30 June 2022	Appro vals, Progra mmes, Poster s, Newsp aper article s and Attend	Devel opme nt Plann ing and Huma n Settle ment s	N/ A	N/A	All

		and preservation of heritage		cultural development plan by June 2022		and cultural development plan	30 June 2022						ance Registers, Photo Gallery				
2021/22/23		**Effective and credible strategic municipal planning**	**Revision of a credible Integrated Development Plan**	Compilation and approval by Council of a credible Integrated Development Plan by 30 June 2022	Date	The indicator refers to the approval of the Integrated Development Plan for the next financial year	Council approved, aligned IDP by 30 June 2022	N/A	Tabling and approval of IDP Process Plan by 30 September 2021	1Develop Municipal Vision, Mission, KPIs and strategic objectives by 31 December 2021	Tabling of Draft 2019/2020 IDP by 31 March 2022	Council approved 2019/2020 IDP by 30 June 2022	Council Resolutions and a credible IDP	Municipal Manager's Office - IDP Section	N/A	N/A	N/A

2021/22/24	**Basic Service Delivery and Infrastructure Development**	**To preserve and protect the natural environment and biodiversity**	**Promotion of greening within the area of the municipal jurisdiction**	Promotion of greening through tree planting programme by 30 June 2022	Number	Trees are planted for promotion of greening within the municipal area	80 trees planted by 30 June 2022		40 trees planted by 30 September 2021	20 trees planted by 31 December 2021	20 trees planted by 31 March 2022	N/A	Tree register, Procurement Forms, Monthly/Weekly reports	Community and Social Service	N/A	N/A	All Wards

2021/22/25		**To ensure access to municipal social facilities**	**Provision of social and community services**	Maintenance of 8 recreation parks (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni, uMkhamba C1 and Ezakheni E Section) throughout the	Number	Day to day operational activities to keep the asset operating and which form the annual operational budget	8 Recreational Parks maintained (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni C1, uMkhamba and Ezakheni E Section) by 30 June 2022		8 Recreational Parks maintained (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni C1,uMkhamba and Ezakheni E Section) by 30 September 2021	8 Recreational Parks maintained (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni C1, uMkhamba and Ezakheni E Section) by 30 December 2021	8 Recreational Parks maintained (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni C1, uMkhamba and Ezakheni E Section) by 31 March 2022	8 Recreational Parks maintained (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni C1, uMkhamba and Ezakheni E Section) by 30 June 2022	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service	N/A	N/A	2, 5, 8, 11,12, 21,22, 25

				2021/2022 financial year													

2021/22/26				Maintenance of 15 Sports Facilities (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, Jonono, Vishnu, Matiwane, Blueba	Number	Day to day operational activities to keep the asset operating and which form the annual operational budget	15 Sports Facilities maintained (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale,Jonono, Vishnu, Matiwane, Blueba		15 Sports Facilities maintained (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, jonono, Vishnu, Matiwane, Bluebank, Nkuthu, Limit Hill) throughout the 2021/2022 financial year	15 Sports Facilities maintained (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, jonono, Vishnu, Matiwane, Bluebank, Nkuthu, Limit Hill) throughout the 2021/2022 financial year	15 Sports Facilities maintained (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, jonono, Vishnu, Matiwane, Bluebank, Nkuthu, Limit Hill) throughout the 2021/2022 financial year	15 Sports Facilities maintained (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, Jonono, Vishnu, Matiwane, Bluebank, Nkuthu, Limit Hill) throughout the 2021/2022 financial year	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service	N/A	N/A	1,7, 10,11, 12, 13, 20, 21, 19, 22, 24,26, 27, 32

				nk, Nkuthu, Limit Hill) through out the 2021/2022 financial year			nk, Nkuthu, Limit Hill) through out the 2021/2022 financial year										

2021/22/27				Maintenance of 17 play parks (Limit hill park in Tennis court, Bufffel street, Ruben Thomas, Gazza place, Limit heights, Van Reenen, Mkhamba	Number	Day to day operational activities to keep the asset operating and which form the annual operational budget	17 play parks (Limit hill park in Tennis court, Buffel street, Ruben Thomas, Gazza place, Limit heights, Van Reenen, Mkhamba drive, Mkhamba park		17 play parks (Limit hill park in Tennis court, Buffel street, Ruben Thomas, Gazza place, Limit heights, Van Reenen, Mkhamba drive, Mkhamba park near church, Mphafa rd, Carbineer	17 play parks (Limit hill park in Tennis court, Buffel street, Ruben Thomas, Gazza place, Limit heights, Van Reenen, Mkhamba drive, Mkhamba park near church, Mphafa rd, Carbineer	17 play parks (Limit hill park in Tennis court, Buffel street, Ruben Thomas, Gazza place, Limit heights, Van Reenen, Mkhamba drive, Mkhamba park near church, Mphafa rd, Carbineer	17 play parks (Limit hill park in Tennis court, Buffel street, Ruben Thomas, Gazza place, Limit heights, Van Reenen, Mkhamba drive, Mkhamba park near church, Mphafa rd, Carbineer	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service	N/A	N/A	12,13,20,22,26

				drive, Mkhamba park near church, Mphafa rd, Carbineer rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) throughout the 2021/2022 financial year			near church, Mphafa rd, Carbineer rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) throughout the 2021/2022 financial year		rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) by 30 September 2021	rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) by 31 December 2021	rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) by 31 March 2022	rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) by 30 June 2022				

2021/22/28				Maintenance of burial plots in 5 municipal Cemeteries (Ndomba, Ladysmith, Ekuvukeni, Zakheni and Colenso) throughout the 2021/2022 financial year	Number	Day to day operational activities to keep the asset operating and which form the annual operational budget	5 Municipal cemeteries- Burial plots maintained (Ndomba, Ladysmith, Ekuvukeni, Ezakheni and Colenso) throughout the 2021/2022 financial year		5 Municipal cemeteries - Burial plots maintained (Ndomba, Ladysmith, Ekuvukeni, Ezakheni and Colenso) by 30 September 2021	5 Municipal cemeteries - Burial plots maintained (Ndomba, Ladysmith, Ekuvukeni, Ezakheni and Colenso) by 31 December 2021	5 Municipal cemeteries - Burial plots maintained (Ndomba, Ladysmith, Ekuvukeni, Ezakheni and Colenso) by 31 March 2022	5 Municipal cemeteries - Burial plots maintained (Ndomba, Ladysmith, Ekuvukeni, Ezakheni and Colenso) by 30 June 2022	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service	N/A	N/A	10, 8,25, 20, 33

2021/22/29				Maintenance of 7 municipal swimming pools (White Road, Agra, Colenso, Limit Hill, St Chads, Ezakheni C and E Sections) throughout the 2021/2022 financial year	Number	Swimming Pools are kept clean for the community to use	7 Swimming pools maintained (White Road, Agra, Colenso, Limit Hill, St Chads and Ezakheni C and E Sections) throughout the 2021/2022 financial year		7 Swimming pools maintained (White Road, Agra, Colenso, Limit Hill, St Chads and Ezakheni C and E Sections) by 30 September 2021	7 Swimming pools maintained (White Road, Agra, Colenso, Limit Hill, St Chads and Ezakheni C and E Sections) by 31 December 2021	7 Swimming pools maintained (White Road, Agra, Colenso, Limit Hill, St Chads and Ezakheni C and E Sections) by 31 March 2022	7 Swimming pools maintained (White Road, Agra, Colenso, Limit Hill, St Chads and Ezakheni C and E Sections) by 30 June 2022	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports.	Community and Social Service	N/A	N/A	1,8,10, 25, 22, 27, 12

2021/22/30				Maintenance of 46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, E SECTION, NKANYEZI, COLENS	Number	Day to day operational activities to keep the asset operating and which form the annual operational budget	46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, NKANYEZI, COLENSO TOWN, COLENS		46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, NKANYEZI, COLENSO TOWN, COLENSO MULTIPURPOSE CENTRE, WATERSMEET, KIRCKITULOCK, PEACETOWN, , EMAHHUKWINI, VAN REENEN,	46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, NKANYEZI, COLENSO TOWN, COLENSO MULTIPURPOSE CENTRE, WATERSMEET, KIRCKITULOCK, PEACETOWN, EMAHHUKWINI, VAN REENEN,	46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, NKANYEZI, COLENSO TOWN, COLENSO MULTIPURPOSE CENTRE, WATERSMEET, KIRCKITULOCK, PEACETOWN, EMAHHUKWINI, VAN REENEN,	46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, NKANYEZI, COLENSO TOWN, COLENSO MULTIPURPOSE CENTRE, WATERSMEET, KIRCKITULOCK, PEACETOWN, EMAHHUKWINI, VAN REENEN,	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service	N/A	N/A	All

				O TOWN, COLENS			MULTI-PURPOSE		BLUE BANK,	BLUE BANK,	BLUE BANK,	BLUE BANK,					

				O MULTI-PURPOSE CENTRE, WATER SMEET, KIRCKITULOCK, PEACETOWN, BURFORD, EMAHHUKWINI, VAN REENEN, BLUE BANK, ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWA			CENTRE, WATER SMEET, KIRCKITULOCK, PEACETOWN, EMAHHUKWINI, VAN REENEN, BLUE BANK, ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN,		ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI, ETHOLENI, KWAMTEYI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI,	ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI, ETHOLENI, KWAMTEYI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI,	ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI, ETHOLENI, KWAMTEYI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI,	ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI, ETHOLENI, KWAMTEYI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI,					

				NE, PIETERS,			LUCITANIA, EZIMBU		GCINALISHONA, SAHLUMBE	GCINALISHONA, SAHLUMBE	GCINALISHONA, SAHLUMBE	GCINALISHONA, SAHLUMBE					

				KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI, ETHOLENI, KWAMTEYI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI,			ZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI, ETHOLENI, KWAMTEYI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI, GCINALISHONA, SAHLUMBE, NOGEJ		, NOGEJANE ,MANKANDANE, MZIYONKE, VAALKOP,JWILI) by 30 September 2021	, NOGEJANE ,MANKANDANE, MZIYONKE, VAALKOP,JWILI by 31 December 2021	, NOGEJANE ,MANKANDANE, MZIYONKE, VAALKOP,JWILI) by 31 March 2022	, NOGEJANE ,MANKANDANE, MZIYONKE, VAALKOP,JWILI) by 30 June 2022				

				GCINAL ISHONA ,			ANE, MANKA NDANE,										

				SAHLUMBE, NOGEJANE, MANKANDANE, MZIYONKE, VAALKOP,JWILI) throughout the 2021/2022 financial year			MZIYONKE, VAALKOP,JWILI) throughout the 2021/2022 financial year										

2021/22/31				Maintenance of 5 Community Thusong facilities (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) throughout the 2021/2022 financial year	Number	Community Thusong facilities maintained for the community to use	5 Community Thusong facilities maintained (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) throughout the 2021/2022 financial year		5 Community Thusong facilities maintained (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) by 30 September 2021	5 Community Thusong facilities maintained (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) by 31 December 2021	5 Community Thusong facilities maintained (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) by 31 March 2022	5 Community Thusong facilities maintained (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) by 30 June 2022	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service			27, 13, 19, 18, 34

2021/22/32		**To ensure improved access to basic service**	**Improved access to basic services**	Percentage of households with access to basic electricity in the Municipal supplied Area by 30 June 2022	Percentage	This is a general key performance indicator referring to the percentage of indigent households receiving basic electricity in the Municipal Area	100% of households with access to basic electricity in the Municipal supplied area by 30 June 2022		100% of households with access to basic electricity in the Municipal supplied area by 30 September 2021	100% of households with access to basic electricity in the Municipal supplied area by 31 December 2021	100% of households with access to basic electricity in the Municipal supplied area by 31 March 2022	100% of households with access to basic electricity in the Municipal supplied area by 30 June 2022	MUNSOFT Printouts	Technical and Infrastructural Services	N/A	N/A	All

2021/22/33				Percentage of households with access to basic electricity in the ESKOM area by 30 June 2022	Percentage	This indicator is a general key performance indicator referring to the percentage of households receiving basic electrici	89% of households with access to basic electricity in the ESKOM area by 30 June 2022	N/A	89% of households with access to basic electricity in the ESKOM area by 30 September 2021	89% of households with access to basic electricity in the ESKOM area by 31 December 2021	89% of households with access to basic electricity in the ESKOM area by 31 March 2022	89% of households with access to basic electricity in the ESKOM area by 30 June 2022	Information from Eskom and Schedule 5B Projects implimented by the Municipality	Technical and Infrastructural Services	N/A	N/A	All

						ty in the ESKOM Area										
2021/22/34				Percentage of households with access to basic solid waste in the Urban Area by 30 June 2022	Percentage	This refers to ensuring 100% of households receive access to basic solid waste removal in the urban area	100% of households with access to basic solid waste removal in the urban area by 30 June 2022		100% of households with access to basic solid waste removal in the urban area by 30 September 2021	100% of households with access to basic solid waste removal in the urban area by 31 December 2021	100% of households with access to basic solid waste removal in the urban area by 31 March 2022	100% of households with access to basic solid waste removal in the urban area by 30 June 2022	Monthly Reports to Portfolio Committee meeting and Annual Munsoft Printout	Community and Social Service	N/A	N/A	All
2021/22/35				Percentage of households with access to basic solid waste removal in the	Percentage	This refers to ensuring 100% of households receive access to basic	100% of households with access to basic solid waste removal in the		100% of households with access to basic solid waste removal in the rural area (Uitvaal, Ekuvukeni	100% of households with access to basic solid waste removal in the rural area (Uitvaal, Ekuvukeni	100% of households with access to basic solid waste removal in the rural area (Uitvaal, Ekuvukeni	100% of households with access to basic solid waste removal in the rural area (Uitvaal, Ekuvukeni	Monthly Reports to Portfolio committee meeti	Community and Social Service	N/A	N/A	35, 33, 31

												ng and contro				

				rural areas (Uitvaal, Ekuvukeni and Waaihoek) by 30 June 2022		solid waste removal in rural areas(Uitvaal, Ekuvukeni and Waaihoek) by 30 June 2022	rural area (Uitvaal, Ekuvukeni and Waaihoek) by 30 September 2021		and Waaihoek) by 31 December 2021	and Waaihoek) by 31 March 2022	and Waaihoek) by 30 June 2022	l measures.				

2021/22/36				Percentage of households earning less than R3 780.00 per month with access to free basic services by 30 June 2022	Percentage	Ensuring that 80% of households earning less than R3 780.00 per month receive access to free basic services	80% of households earning less than R3 780.00 per month with access to free basic services by 30 June 2022	N/A	20% of households earning less than R3 780.00 per month with access to free basic services by 30 September 2021	40% of households earning less than R3 780.00 per month with access to free basic services by 31 December 2021	60% of households earning less than R3 780.00 per month with access to free basic services by 31 March 2022	80% of households earning less than R3780.00 per month with access to free basic services by 30 June 2022	Munsoft Printouts, Indigent Register	Budget and Treasury	N/A	N/A	N/A

2021/22/37		**To ensure improved access to basic services**	**Improved access to basic services**	Installation of 08 High Mast Lights in Ward 10 and ready for commissioning by Eskom by 30 June 2022	Date	This refers to the High Mast lights that will be installed in the streets of Ward 36, The hole is dug in preparation of civil work, metal reinforcement and pouring of concrete. Curing takes place for twenty	Installation of 08 High Mast Lights in Ward 10 and ready for commissioning by Eskom by 30 June 2022	R 2 500 000.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom. Commencement with SCM processes to appoint Contractor by 30 September 2021	Contractor to be appointed and commencement with construction before the 31 December 2021	Completion of the project by 31 March 2022	08 High Mast lights installed and ready for commissioning by Eskom in Ward 10 by 30 June 2022	Copy of bid documents, letter of appointment, site hand over minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	10

						one (21) days, then the highmast and globes are installed.											

2021/22/38				Installation of 08 High Mast Lights in Ward 3 & 4 and ready for commissioning by Eskom by 30 June 2022	Date	This refers to the High Mast lights that will be installed in the streets of Ward 36, The hole is dug in preparation of civil work, metal reinforcement and pouring of concrete. Curing takes place for twenty	Installation of 08 High Mast Lights in Ward 3&4 and ready for commissioning by Eskom by 30 June 2022	R 2 500 000.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom. Commencement with SCM processes to appoint Contractor by 30 September 2021	Contractor to be appointed and commencement with construction before the 31 December 2021	Completion of the project by 31 March 2022	08 High Mast lights installed and ready for commissioning by Eskom in Ward 10 by 30 June 2022	Copy of bid documents, letter of appointment, site hand over minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	3 & 4

						one (21) days, then the highmast and globes are installed.										
2021/22/39				Installation of 08 High Mast Lights in Ward 16 and ready for commissioning	Date	This refers to the High Mast lights that will be installed in the streets	Installation of 08 High Mast Lights in Ward 16 and ready for commissioning	R 2 000 000.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom. Commencement with	Contractor to be appointed and commencement with construction before the 31 December 2021	Completion of the project by 31 March 2022	08 High Mast lights installed and ready for commissioning by Eskom in Ward 10 by 30 June 2022	Copy of bid documents, letter of appointment, site hand over	Technical and Infrastructural Services	N/A	N/A	16

		by Eskom by 30 June 2022		of Ward 36, The hole is dug in preparation of civil work, metal reinforcement and pouring of concrete. Curing takes place for twenty one (21) days, then the highmast and globes are	by Eskom by 30 June 2022		SCM processes to appoint Contractor by 30 September 2021				minutes & Practical completion certificate					

				installed.												

2021/22/40				Refurbishment of Newcastle Road Substation by 30 June 2022	Date	This refers to the Refurbishments of Newcastle Road Substation in ward 12 by 30 June 2022	Newcastle Road Substation to be refurbished by 30 June 2022	R 7 000 000.00	Commence with SCM processes to appoint a service provider for the Refurbishment of Newcastle Road Substation	Procure services of the contractor for the Refurbishment of Newcastle Road Substation by 31 December 2021	Contractor appointed and commencment of works by 31 March 2022	Refurbishment completed by 30 June 2022	Copy of bid documents, letter of appointment, Payment certificate & completion certificate	Technical and Infrastructural Services	N/A	N/A	12

2021/22/41				Electrification of 205 Households in St Chads(Egudlintaba) in Wards 27 Zwelisha and Machibini Ward 7, Mathan	Date	205 Households will be electrified for the community in St Chads(Egudlintaba) in Wards 27 Zwelisha and	Electrification of 205 Households in St Chads(Egudlintaba) in Wards 27 Zwelisha and Machibini Ward 7, Mathan	R 3 690 000.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom.Commencement with SCM processes to appoint Contractor by 30	Contractor to be appointed and commencement with construction before the 31 December 2021	Completion of the project by 31 March 2022	205 Households electrified and ready to be commissioned by 30 June 2022	Copy of bid documents, letter of appointment, site hand over minutes & Practical completion	Technical and Infrastructural Services	N/A	N/A	27,7, 20 and 8

		di Ward 20 & Pieters Ward 8 and ready for commissioning by Eskom by 30 June 2022		Machibini Ward 7, Mathandi Ward 20 & Pieters Ward 8 (Electrification entails digging of pole holes, planting poles, the stringing of LV cable, installation of transformers, stringing of airdec cable to the households and installat	di Ward 20 & Pieters Ward 8and ready for commissioning by Eskom by 30 June 2022		September 2021				certificate					

						ion of meters.											

2021/22/42				Electrification of 250 Households in Blueabank & St Josephs Ward 26 & Roosboom Ward 11 and ready for commissioning by Eskom by 30 June 2022	Date	250 Households will be electrified for the community in Blueabank & St Josephs Ward 26 & Roosboom Ward 11 (Electrification entails digging of pole holes, 2022 planting poles, the stringing of LV cable, installation of transformers, stringing of	Electrification of 250 Households in Blueabank & St Josephs Ward 26 & Roosboom Ward 11 and ready for commissioning by Eskom by 30 June 2022	R 4 500 000.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom.Commencement with SCM processes to appoint Contractor by 30 September 2021	Contractor to be appointed and commencement with construction before the 31 December 2021	Completion of the project by 31 March 2022	250 Households electrified and ready to be commissioned by 30 June 2022	Copy of bid documents, letter of appointment, site hand over minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	26 And 11

						airdec cable to the households and installation of meters.										
2021/22/43				Electrification of 205 Households in Somshoek Ward 31, Tholeni	Date	205 Households will be electrified for the community in Somsho	Electrification of 205 Households in Somshoek Ward 31, Tholeni	R 3 690 000.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom.Commencem	Contractor to be appointed and commencement with construction before the 31	Completion of the project by 31 March 2022	205 Households electrified and ready to be commissioned by 30 June 2022	Copy of bid documents, letter of appointment, site hand	Technical and Infrastructural Services	N/A	N/A	31, 34, 36 and 32

		Ward 34, Mkhulu nyelwa & Hlathi 2 Ward 36 and Nazaret h Ward 32 ready for commis sioning by Eskom by 30 June 2022		ek Ward 31, Tholeni Ward 34, Mkhulu nyelwa & Hlathi 2 Ward 36 and Nazaret h Ward 32 (Electrif ication entails digging of pole holes, plantin g poles, the stringin g of LV cable, installat ion of transfor mers,	Ward 34, Mkhulu nyelwa & Hlathi 2 Ward 36 and Nazaret h Ward 32 and ready for commis sioning by Eskom by 30 June 2022		ent with SCM processes to appoint Contractor by 30 September 2021	December 2021			over minut es & Practic al compl etion certific ate			

				stringing of												

						airdec cable to the household s and installation of meters.											

2021/22/44				Electrification of 290 Households in Boschburg Ward 24, Empungwini & Esidakeni Ward 4, Pepworth & KwaGodi Ward 14 and Matiwane Ward 23 and	Date	290 Households will be electrified for the community in Boschburg Ward 24, Empungwini & Esidakeni Ward 4, Pepworth & KwaGodi Ward 14 and	Electrification of 290 Households in Boschburg Ward 24, Empungwini & Esidakeni Ward 4, Pepworth & KwaGodi Ward 14 and Matiwane Ward 23 and	R 5 220 000 0.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom.Commencement with SCM processes to appoint Contractor by 30 September 2021	Contractor to be appointed and commencement with construction before the 31 December 2021	Completion of the project by 31 March 2022	290 Households electrified and ready to be commissioned by 30 June 2022	Copy of bid documents, letter of appointment, site hand over minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	24,4, 14and 23

		ready for commissioning by Eskom by 30 June 2022		Matiwane Ward 23 (Electrification entails digging of pole holes, planting poles, the stringing of LV cable, installation of transformers, stringing of airdec cable to the households and installation of meters.	ready for commissioning by Eskom by 30 June 2022											

2021/22/45				Refurbishments of Electrical Infrastructure by 30 June 2022	Date	Refurbishment of Electrical Infrastructure	Refurbishment of Electrical Infrastructure to be completed by 30 June 2022	R 2 000 000.00	Commence with SCM processes to appoint a service provider for the Refurbishment of Electrical Infrastructure	Procure services of the contractor for the Refurbishment of Electrical Infrastructure by 31 December 2021	Contractor appointed and commencment of works by 31 March 2022	Refurbishment completed by 30 June 2022	Copy of bid documents, letter of appointment, Payment certificate & completion certificate	Technical and Infrastructural Services	N/A	N/A	12

2021/22/46				Construction 4km of Gravel Road in Ward 11- Phase 1,2 & 3 by 30 June 2022	KMs	4km of Gravel Road that will be constructed in Ward 11 Phase 1,2 & 3 by 30 June 2022, Entailing access gravel two compl ete layers	4 KMs of Gravel Roads in Ward 11 Phase 1, 2 & 3 to be constructed by 30 June 2022 road	R 4 500 000.00	Commencement with SCM processes to appoint a Contractor for construction of 4KMs Tarred Roads in Ward 11 Phase 1,2 &3 by 30 September 2021 etion with low water crossing.	Procure services of the contractor for construction of 4KMs of Gravel Road in Ward 11 Phase 1, 2, &3 by 31 December 2021	Contractor appointed and commencement of construction for 4KM of Gravel Road in Ward 11 Phase 1, 2 & 3 by 31 March 2022 certific	4 Kms of Gravel Road Ward 11 constructed by 30 June 2022	Copy of bid documents, letter of appointment, Payment certificate, site hand over minutes &	Technical and Infrastructural Services	N/A	N/A	11

2021/22/47				Construction 1km of Tarred Roads in Ward 5 by 30 June 2022	KMs	1km of Tarred Road that will be constructed in Ward 5 by 30 June 2022, Entailing access gravel road with two layers and low water crossing.	1km of Tarred Road in Ward 5 to be constructed by 30 June 2022	R 7 000 000.00	Commencement with SCM processes to appoint a Contractor for construction of 1km of Tarred Road in Ward 5 by 30 September 2021	Procure services of the contractor for construction of 1km of Tarred Road in Ward 5 by 31 December 2021	Contractor appointed and commencement of construction for 1km of Tarred Road in Ward 5 by 31 March 2022	1km of Tarred Road Ward 5 constructed by 30 June 2021	Copy of bid documents, letter of appointment, Payment certificate, site hand over minutes & completion certificate	Technical and Infrastructural Services	N/A	N/A	5
202					KMs	2,1km	2.1km	R	Commence			2,1km of	Copy	Tech	N/	N/A	23

1/22/48				Construction 2,1km of Tarred Roads in Ward 23 by 30 June 2022		of Tarred Roads that will be constructed in Ward 23 by 30 June 2022, Entailing access gravel road with two layers and low water crossing.	of Tarred Roads in Ward 23 to be constructed by 30 June 2022	7 000 000.00	ment with SCM processes to appoint a Contractor for construction of 2,1 km of Tarred Roads in Ward 23 by 30 September 2021	Procure services of the contractor for construction of 2,1km of Tarred Roads in Ward 23 by 31 December 2021	Contractor appointed and commence ment of construction for 2,1 km of Tarred Roads in Ward 23 by 31 March 2022	Tarred Roads Ward 23 constructed by 30 June 2021	of bid documents, letter of appointment, Payment certificate, site hand over minutes & completion certificate	nical and Infrastructural Services	A		
2021/22/49				Construction 0,6km of Tarred Roads in Ward 17 by	KMs	06km Tarred Roads that will be constructed in Ward 17 by	0,6km of Tarred Roads in Ward 17 to be	R 4 500 000.00	Commence ment with SCM processes to appoint a Contractor for constructio	Procure services of the contractor for construction of 0,6km Tarred Roads in	Contractor appointed and commence ment of construction for 0,6km Tarred	0.6km of Tarred Roads Ward 17 constructed by 30 June 2021	Copy of bid documents, letter of appointment, Payme	Technical and Infrastructural Services	N/A	N/A	17

							constructed by									
				30 June 2022		30 June 2022, Entailing access gravel road with two layers and low water crossing.	30 June 2022		n of 0,6km Tarred Roads in Ward 17 by 30 September 2021	Ward 17 by 31 December 2021	Roads in Ward 17 by 31 March 2022		nt certificate, site hand over minutes & completion certificate			

2021/22/50				Construction 1,04km of Tarred Roads in Ward 20 by 30 June 2022	KMs	1,04 km Tarred Roads that will be constructed in Ward 20 by 30 June 2022, Entailing access gravel road with two layers and low water g.	1,04km of Tarred Roads in Ward 20 to be constructed by 30 June 2022 ate crossin	R 7 000 000.00	Commencement with SCM processes to appoint a Contractor for construction of1,04 km Tarred Roads in Ward 20 by 30 September 2021	Procure services of the contractor for construction of 1,04 kmTarred Roads in Ward 20 by 31 December 2021	Contractor appointed and commencement of construction for 1,04km Tarred Roads in Ward 20 by 31 March 2022	1,04km of Tarred Roads Ward 20 constructed by 30 June 2021	Copy of bid documents, letter of appointment, Payment certificate, site hand over minutes & completion certific	Technical and Infrastructural Services	N/A	N/A	20

2021/22/51				Construction 1,56km of Tarred Roads in Ward 21 by 30 June 2022	KMs	1,56km Tarred Roads that will be constructed in Ward 21 by 30 June 2022, Entailing access gravel road with two layers and low water crossing.	1,56km of Tarred Roads in Ward 21 to be constructed by 30 June 2022	R 7 000 000.00	Commencement with SCM processes to appoint a Contractor for construction of 1,56 km Tarred Roads in Ward 21 by 30 September 2021	Procure services of the contractor for construction of1,56km Tarred Roads in Ward 21 by 31 December 2021	Contractor appointed and commencement of construction for 1,56km Tarred Roads in Ward 21 by 31 March 2022	1,56km of Tarred Roads Ward 21 constructed by 30 June 2021	Copy of bid documents, letter of appointment, Payment certificate, site hand over minutes & completion certificate	Technical and Infrastructural Services	N/A	N/A	21
				Construction 2 KMs Of Kwamn Gravel Road in Ward 31 by 2022	KMs	2KMs Kwamnangeni 0 will be constructed in 31 by	2KMs of Kwamnangeni Gravel in Ward 31 to be constructed by	R 4 000 000.0 0	Commencement with SCM processes to appoint a Contractor for	Procure services of the contractor for construction of 2KMs Kwamnangeni Gravel Road in Ward 31	Contractor appointed and commencement of construction for 2KMs Kwamnangeni Gravel Road in Ward 31	2 KMs of Umngeni Road Ward 31 constructed by 30 June 2021	Copy of bid documents, letter of appointment, Payment certificate	Technical and Infrastructural Services	N/A	N/A	31

													202230 June		30 June		
1/22 /52					eni Gravel 2022, Entailin minut layers g.	by 31 2022 Ward 31 gravel ate and	2021	by 31 Road in 2021 es & road low water	ate, December 2022 crossin	March hand g compl with	by 30 over access etion two	site September certific				
202 1/22 /53		**Plan and supp ort the accel erati on of**	**To ensur e provisi on of desce nt and adequ**	Construc tion of Emathe ndeni Sportfie ld Phase 2 in Ward	Date	1 Sportfie ld that will be constru cted in Emathe ndeni	Emathe ndeni Sportfie ld to be constru cted by 30 June 2022	R 1 16 1 00 0.0 0	Commence ment with SCM Processes to appoint a Contractor for	Procure services of the contractor for Constructi on of Emathend	Contractor appointed and Commence ment of constructio n of Emathend	1 Sportfield Phase 2 constructe d in Emathend eni Ward	Copy of bid docum ents, letter of appoin tment,	Tech nical and Infras tructural Servic es	N/ A	N/A	29
		sustai nable huma n settle ment s	**ate house s to the deserv ing benefi ciaries**	29 by 30 June 2022		Phase 2 Ward 29 , Ward 29 by 30 June 2022			constructio n of Emathend eni Sportfield Phase 2 in Ward 29 by 20 September 2021	eni Sportfield Phase 2 by 31 December 2021	eni Sportfield Phase 2 in Ward 29 by 31 March 2022	29 by 30 June 2022	site hand over minut es & Practic al compl etion certific ate				

2021/22/54				Landfill Site	Date	Continued studies of the Identification of a New Landfill Site and rehabilitation of Existing Landfill Site	Detailed investigations and fencing of existing Landfill Site by the 30 June 2022	R 4 000 000.00	Continue with the Studies of the Identification of the New Landfill Site and Commencement with SCM processes to appoint a Service provider to supply and install fencing by 30 September 2021.	Continue with the Studies of the Identification of the New Landfill Site and Procure a Service provider to supply and install fencing by 31 December 2021.	Continue with the Studies of the Identification of the New Landfill Site and Commenece with supply and installation of fencing 31 March 2022.	Studies for Identification of a new Landfill Site completed and fencing of the Existing Landfill Site completed by the 30 June 2022.	Reports, Requsitions, order and Invoices.	Technical and Infrastructural Services	N/A	N/A	20
202				Indoor	Date	Constru	Constru	R	Commence				Copy	Tech	N/	N/A	13

1/22/55			High Performance Fitness Centre Phase 2 Ward 13 by 30 June 2022		ction of Civil Works within Indoor High Performance Centre in Ward 13 be contructed by 30 June 2022	ction of Civil Works within Indoor High Performance Fitness Centre Ward 13 to be constucted by 30 June 2022	30 000 000.00	ment with SCM Processes to appoint Service Provider for Construction of Civil Works within Indoor High Performance Fitness Centre by 30 September 2021	Procure the services of the Service Provider for Construction of Civil Works within Indoor High Performance Fitness Centre by 31 December 2021	Service Provider appointed and commenced with construction of civil works within Indoor High Performance Fitness Center by 31 March 2022	Construction of Civil Works within Indoor High Performance Fitness Centre completed by 30 June 2022	of bid documents, letter of appointment, site hand over minutes & Practical completion certificate	nical and Infrastructural Services	A		
2021/22/56			Construction of Ekuvukeni Sportfield Phase 2 in Ward 33	Date	1 Sportfield that will be constructed in Ekuvukeni Phase 2, Ward 29 by 30 June	Ekuvukeni Sportfield to be contructed by 30 June 2022	R 2 000 000 000.00	Commencement with SCM Processes to appoint a Contractor for construction of Ekuvukeni Sportfield Phase 2 in	Procure services of the contractor for Construction of Ekuvukeni Sportfield Phase 2 by 31 December	Contractor appointed and Commencement of construction of Ekuvukeni Sportfield Phase 2 in Ward 33 by 31	1 Sportfield constructed in Ekuvukeni Ward 33 by 30 June 2022	Copy of bid documents, letter of appointment, site hand over	Technical and Infrastructural Services	N/A	N/A	33

						2022				2021			minutes &				

2021/22/57	**To ensure that the required processes for procurements are**	**Procuring Municipal Furniture and Equipment**	Procurement of Furniture and Equipment by 30 June 2022 (based on procurement requests	Date	This refers to procurement of Furniture and equipment	Procurement of Furniture and Equipment by 30 June 2022 (based on procurement requests	R 2 050 000.00	Compilation of the tender document by 30 September 2021	Advertising of the bid and sitting of specification meetings Bid Evaluation Committee meeting and Bid Adjudication Committee meeting 31 December 2021	Appeals and awarding of the tender by 31 March 2022	Furniture and Equipment procured by 30 June 2022	Letter of appointment, Bid documents & invoices	Budget and Treasury	N/A	N/A	N/A

	monitored		from departments)			from departments)										
2021/22/58		**Procuring Municipal Fleet for implementation**	Plant and Machinery	Date	2 X 4 ton refuse truck @ R597 417.56 (incl. vat) each		R2 841 546.00	Purchase of 2 x ton refuse truck and tractor - loader - backhoe				Letter of appointment, Bid documents & invoices	Department Public Safety and	N/A	N/A	N/A

						of procur			tractor								Emergency			
			ement plan			- loader - backhoe (TLB) R1 213 250.00 (incl. vat)									Services					
2021/22/59				Procurement of Plant	Date	Track Dozer (landfill) - R7 900 000.00 ex vat		R 10 00 0 00 0.0 0		purchase of track dozer (landfill) - R7 900 000.00 (ex vat)			Letter of appointment, Bid documents & invoices	Department Public Safety and Emergency Services	N/A	N/A	N/A			

																	N/A
2021/22/60	**Financial Viability and Financial Management**	**Improve financial viability of municipality**	**To ensure maximisation of revenue generation**	Collection rate of 80% to maximise revenue generation by 30 June 2022	Percentage	Ensuring a collection rate of 80% to maximize revenue generation by 30 June 2022	Collection rate of 80% to maximise revenue generation by 30 June 2022	N/A	80% collection rate and maximise revenue generated by 30 September 2021	80% collection rate and maximise revenue generated by 31 December 2021	80% collection rate and maximise revenue generated by 31 March 2022	80% collection rate and maximise revenue generated by 30 June 2022	Monthly Reports and Annual Financial Statements	All Head of Departments	N/A	N/A	N/A
2021/22/61				Percentage of Auditor Queries dealt with as per AG action Plan by 30 June 2022	Percentage	Attend to 100% of all finance queries raised by the auditor general by 30 June 2022	100% percent of Audit Queries to be dealt with as per AG action Plan by 30 June 2022	N/A	100% Audit quiries dealt with as per AG plan by 30 September 2021	100% Audit quiries dealt with as per AG plan by 31 December 2021	100% Audit quiries dealt with as per AG plan by 31 March 2022	100% Audit quiries dealt with as per AG plan by 30 June 2022	AG Action Plan, Action list and Reports	All Head of Departments	N/A	N/A	N/A

2021/22/62				The percentage of a municipality's capital budget actually spent on capital projects identifi	Percentage	Ensuring 100% of the municipality's capital budget is spent on capital projects identified for a	100% of municipality's capital budget actually spent on capital projects identified for a		25% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of	50% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of	75% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of	100% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of	Monthly Reports and Annual Financial Statements	All Head of Departments	N/A	N/A	N/A
				ed for a particular financial year in terms of the municipality's integrated development plan by 30 June 2022		particular financial year in terms of the municipality's Integrated Development Plan by 30 June 2022	particular financial year in terms of the municipality's integrated development plan by 30 June 2022		the municipality's integrated development plan by 30 September 2021	the municipality's integrated development plan by 31 December 2021	the municipality's integrated development plan by 31 March 2022	the municipality's integrated development plan by 30 June 2022				

2021/22/63			The percentage of a MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2022	Percentage	Ensuring 100% of a MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2022	100% of MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2022		25% of MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 September 2021	50% of MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 31 December 2021	75% of MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's intergrated development plan by 31 March 2022	100% of MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's intergrated development plan by 30 June 2022	Section 71 reports	Technical and Infrastructural Services	N/A	N/A	N/A

2021/22/64				The percentage of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2022	Percentage	Ensuring 100% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2022	100% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2022		25% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's intergrated development plan by 30 September 2021	50% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 31 December 2021	75% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's intergrated development plan by 31 March 2022	100% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's intergrated development plan by 30 June 2022	Section 71 reports	Technical and Infrastructural Services	N/A	N/A	N/A

2021/22/65	**Improve financial viability of municipality**	The percentage of a Repairs and Maintenance budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrat	Percentage	Ensuring 100% of a Municipal Repairs and Maintenance budget actually spent on capital projects identified for a particular financi a l year in terms of the municip	100% of munipal repairs and maintenance budget actually spent on capital projects identified for a particular financial year in terms of the municip ality's integrat		25% of munipal repairs and maintenance budget actually spent on capital projects identified for a particular financial year in terms of the municipality's intergrated developme nt plan by 30 September 2021	50% of municipal repairs and maintenance budget actually spent on capital projects identified for a particular financial year in terms of the municipalt y's integrated developme nt plan by 31 December 2021	75% of munipal repairs and maintenance budget actually spent on capital projects identified for a particular financial year in terms of the municipalt y's intergrated developme nt plan by 31 March 2022	100% of munipal repairs and maintenance budget actually spent on capital projects identified for a particular financial year in terms of the municipalt y's intergrated developme nt plan by 30 June 2022	Section 71 reports	All Head of Departments	N/A	N/A	N/A

				ed development plan by 30 June 2022		ality's integrated development plan by 30 June 2022	ed development plan by 30 June 2022									
2021/22/66				Reduction of Unauthorised expenditure throughout 2021/2022 financial year	Amount	Ensuring reduction to R0 in unauthorised expenditure by 30 June 2022	Decreasing Unauthorised expenditure to R0 throughout 2021/2022 financial year	N/A	Unauthorised expenditure decreased to R0 by 30 September 2021	Unauthorised expenditure decreased to R0 by 31 December 2021	Unauthorised expenditure decreased to R0 by 31 March 2022	2Unauthorised expenditure decreased to R0 by 30 June 2021	Monthly Reports and Annual Financial Statements	Budget and Treasury	N/A	N/A	N/A

2021/22/67				Reduction of Irregular expenditure to R0 throughout 2021/2022 financial year	Amount	Ensuring reduction to R0 in irregular expenditure by 30 June 2022	Decreasing Irregular expenditure to R0 throughout 2021/2022 financial year	N/A	Irregular expenditure decreased to R0 by 30 September 2021	Irregular expenditure decreased to R0 by 31 December 2021	Irregular expenditure decreased to R0 by 31 March 2022	Irregular expenditure decreased to R0 by 30 June 2022	Monthly Reports and Annual Financial Statements	Budget and Treasury	N/A	N/A	N/A

2021/22/68			Reduction of Fruitless and Wasteful expenditure throughout 2021/2022 financial year	Amount	Ensuring reduction to R0 in Fruitless and Wasteful Expenditure by 30 June 2022	Decreasing Fruitless and Wasteful expenditure to R0 throughout 2021/2022 financial year	N/A	Fruitless and wasteful expenditure decreased to R0 by 30 September 2021	Fruitless and wasteful expenditure decreased to R0 by 31 December 2021	Fruitless and wasteful expenditure decreased to R0 by 31 March 2022	Fruitless and wasteful expenditure decreased to R0 by 30 June 2022	Monthly Reports and Annual Financial Statements	Budget and Treasury	N/A	N/A	N/A
2021/22/69			Ratio: Total operating revenue received minus operating grants divided	Debt Coverage Ratio	Total operating revenue received minus operating grants divided by debt	1:3 (Achievement of 1:3 debt coverage ratio throughout 2021/2022	N/A	1:3 (Achievement of 1:3 debt coverage ratio by 30 September 2021	1:3 (Achievement of 1:3 debt coverage ratio by 31 December 2021	1:3 (Achievement of 1:3 debt coverage ratio by 31 March 2022	1:3 (Achievement of 1:3 debt coverage ratio by 30 June 2022	Monthly Reports and Annual Financial Statements	Budget and Treasury	N/A	N/A	N/A

				by debt service payments (ie. Interests plus redemption) by 30 June 2022		services payments (i.e. interest plus redemtion)	financial year)								
2021/22/70				Ratio: Available cash plus investments divided by monthly fixed operating expenditure by 30 June 2022	Cash Coverage Ratio	Available cash plus investments divided by monthly fixed operating expenditure	1:2 (Achievement of 1:2 cash coverage ratio throughout 2021/2022 financial year)	N/A	1:2 (Achievement of 1:2 cash coverage ratio by 30 September 2021	1:2 (Achievement of 1:2 cash coverage ratio by 31 December 2021	1:2 (Achievement of 1:2 cash coverage ratio by 31 March 2022	1:2 (Achievement of 1:2 cash coverage ratio by 30 June 2022	Monthly Reports and Annual Financial Statements	Budget and Treasury	N/A	N/A	N/A

2021/22/71				Ratio: Outstanding debtors service divided by annual revenue actually received for services by 30 June 2022	Outstanding Debtors Services Ratio	Outstanding services debtors divided by annual revenue actually received for services.	1:1 (Achievement of 1:1 outstanding debtors service ratio throughout 2021/2022 financial year)	N/A	1:1 (Achievement of 1:1 outstanding debtors service ratio by 30 September 2021)	1:1 (Achievement of 1:1 outstanding debtors service ratio 31 December 2021)	1:1 (Achievement of 1:1 outstanding debtors service ratio by 31 March 2022)	1:1 (Achievement of 1:1 outstanding debtors service ratio by 30 June 2022)	Monthly Reports and Annual Financial Statements	Budget and Treasury	N/A	N/A	N/A

2021/22/72	**Maintenance of Municipal Assets**	**To ensure that a register for movable assets is maintained**	Compilation and submission of a credible movable assets register to the CFO by 30 June 2022	Date	Ensuring the compilation and submission of 1 credible movable assets register to the CFO by 30 June 2022	1 credible movable assets register to be compiled and submitted to the CFO by 30 June 2022	N/A	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) as well as asset verification for the quarter.	Movable Assets Register, valuation of Investment Property	Budget and Treasury	N/A	N/A	N/A
2021/22/73		**To ensure that a register for electricity,**	Compilation and submission of a credible electricity,	Date	Ensuring the compilation and submission of 1 credible	1 credible electricity, roads and stormwater	N/A	Journals accounting for all movements (additions/ disposals and	Journals accounting for all movements (additions/ disposals and	Journals accounting for all movements (additions/ disposals and	Journals accounting for all movements (additions/ disposals and	Electricity, Roads and Storm water register, and	Technical and Infrastructural Services	N/A	N/A	N/A

			roads and storm water is maintained	roads and storm water register to the CFO by 30 June 2022		electricity, roads and storm water register to the CFO by 30 June 2022	register compiled and submitted to the CFO by 30 June 2022		transfers) for the quarter.	transfers) for the quarter.	transfers) for the quarter.	transfers) as well as asset verification for the quarter.	landfil site			
2021/22/74			**To ensure that a register for intangible assets is maintained**	Compilation and submission of a credible Intangible asset register to the CFO by 30 June 2022	Date	Compilation and submission of a credible Intangible asset register to the CFO by 30 June 2022	1 credible Intangible asset register to the CFO by 30 June 2022	N/A	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) as well as asset verification for the quarter.	Intangible asset register	Corporate services	N/A	N/A	N/A

2021/22/75		**To ensure that a register for Municipal properties is maintained**	Compilation and submission of a credible municipal property and heritage Assets register to the CFO by 30 June 2022	Date	Ensuring compilation and submission of 1 credible municipal property and heritage Assets register to be compiled and submitted to the CFO by 30 June 2022	1 credible municipal property and heritage Assets to the CFO by 30 June 2022	N/A	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) as well as asset verification for the quarter.	Municipal immovable property register (Investment property, land and land held for sale) and Heritage Movable asset register.	Development Planning and Human Settlements	N/A	N/A	N/A

2021/22/76		**To ensure that a register for street furniture is maintained**	Compilation and submission of a credible street furniture register to the CFO by 30 June 2022	Date	Ensuring compilation and submission of 1 credible street furniture register to the CFO by 30 June 2022	1 credible street furniture register to be compiled and submitted to the CFO by 30 June 2022	N/A	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) as well as asset verification for the quarter.	Street furniture register, fleet register	Community and Social Service	N/A	N/A	N/A

2021/22/77		**Enhance effective and efficient SCM process and procedures**	**To ensure the effective running of Supply Chain Management**	Percentage of procurements less than R200 000 to be processed monthly and reported quartely during the 2021/2022 financial year	Percentage	Ensuring that the procurements that are received and processed monthly worth less than R200 000 are reported quarterly during the 2021/2022 financial year	100% of procurements less than R200 000 processed monthly and reported quartely during the 2021/2022 financial year	N/A	100% of Procurements less than R200 000 processed by 30 September 2021	100% of Procurements less than R200 000 processed by 31 December 2021	100% of Procurements less than R200 000 processed by 31 March 2022	100% of Procurements less than R200 000 processed by 30 June 2022	Monthly Reports to the Municipal Manager and Portfolio Committees (Finance and affected Departmental Portfolios)	Budget and Treasury	N/A	N/A	N/A

2021/22/78				20 BEC meetings convened by 30 June 2022 (based on the number of bids that need to serve at BEC)	Number	Bid Evaluation Committee meetings that are convened during 2021/2022 financial year	20 BEC meetings convened by 30 June 2022 (based on the number of bids that need to serve at BEC)	N/A	5 BEC meetings convened by 30 September 2021	5 BEC meetings convened by 31 December 2021	25 BEC meetings convened by 31 March 2021	5 BEC meetings convened by 30 June 2022	BEC Minutes and attendance Registers	Budget and Treasury	N/A	N/A	N/A
2021/22/79				10 BAC meetings convened by 30 June 2022(based on the number of bids that need to serve at BEC)	Number	Bid Adjudication Committee meetings that are convened during 2021/2022 financial year	10 BAC meetings convened by 30 June 2022 (based on the number of bids that need to serve at BEC)	N/A	3 BAC meetings convened by 30 September 2021	3 BAC meetings convened by 31 December 2021	2 BAC meetings convened by 31 March 2022	2 BAC meetings convened by 30 June 2022	BAC Minutes and attendance Registers	Budget and Treasury	N/A	N/A	N/A

1.6 Key Challenges of Alfred Duma Local Municipality

- The areas contained within the municipality are mostly rural and job opportunities appear to be a challenge, this is due to the
- High number of indigent consumers due to the geography of the area that in which most of the surrounding areas within the Alfred Duma Municipality is rural therefore there are large amounts of indigent consumers.
- Vacancy rate also contributes to municipal challenges as well as budgetary constraints
- Poor collection rate due to
- Lack of resources for installation of strategic infrastructure to be able to implement municipal catalytic project.
- The lack of cemeteries is also a large contributing challenge to the Alfred Duma Local Municipality. The municipality constructed a cemetery to service the whole of Ezakheni and its surroundings areas called the Ezakheni E Cemetery. None of these were formally planned and have now reached their capacity. Ndomba Cemetery in Steadville was also opened to provide burial space to the surrounding community. Informal burial sites are also found in various rural settlements such as Driefontein, Matiwane and Roosboom.

Challenges with housing schemes including the following:

1. Original owners of most houses cannot be located (Missing beneficiaries),
2. Most of the original occupants are deceased (Deceased Estates),

3. Houses have been sold to other persons (Illegal Sale of Properties),
4. Encroachments,
5. Finalization of missing beneficiary policy to assist persons living in house but not the owners,
6. The impact of previously none alignment between the District and Alfred Duma Municipality on construction of houses has left some communities with a challenge of the sewer system.

1.7 Strategies to address Municipal Key Challenges

- To address the above-mentioned challenges the municipality has developed a New Local Development Strategy which will be adopted by Council in July 2018.
- The LED Strategy consists of plans on how to grow the economy which will mitigate on the issue of unemployment and high number of indigent consumers.
- Alfred Duma Local Municipality has also adopted an Informal Trading Policy which was approved by Council in June 2017 and reviewed in 2019 inline with the changing economic environment so as to address the issue of unemployment.
- In relation to the challenges around implementation of Catalytic Projects the municipality has appointed a panel of service providers to assist in sourcing of funds and working together with the UThukela District Development Agencies with an intention to synergise our efforts on the Economic Growth of the town including the entire District.
- To address the cemetery challenges the municipality has undertaken studies to identify appropriate land to develop a regional burial facility. The municipality has prioritized this area for formalization and servicing.
- The Alfred Duma Local Municipality integrated housing sector plan is in aid of addressing the challenges related to housing schemes in the Alfred Duma area.
- The municipality has over the years closed many small illegally operating landfill sites to comply with the standards of the Department of Water Affairs and Forestry.

1.10 MUNICIPAL STRATEGIC GOALS

1.10.1 GOAL NUMBER ONE: CREATING A CONDUCIVE

ENVIRONMENT FOR ECONOMIC GROWTH

- To ensure enhancement of appropriate and sustainable LED
- To contribute towards the development of Tourism Sector
- To contribute towards the development of the Agricultural Sector
- To promote the participation of Woman, Youth and the Disabled in LED projects and activities
- To promote SMME Development
- City Regeneration

1.10.2 GOAL NUMBER TWO: PROMOTE FINANCIAL STABILITY

- Improve financial viability of municipality
- To enhance effective and efficient SCM process and procedures
- Improve budget implementation in the municipality

1.10.3 GOAL NUMBER THREE: PROMOTE SPATIAL DEVELOPMENT (CROSS CUTTING)

- To improve response to disasters
- To promote the sustainability and protection of the municipality
- Improve strategic and spatial planning in the municipality

1.10.4 GOAL NUMBER FOUR: IMPROVE ON GOVERNANCE AND ACCOUTABILITY

- To improve municipal inter-departmental and external (including IGR) communication

- Alleviate fraud and corruption in the organisation
- Improve effectiveness of public participation in the municipality
- Improve municipal efficiencies and operations
- Increase social development in municipal area

1.10.5 GOAL NUMBER FIVE: ENHANCE INFRASTRUCTURE DEVELOPMENT AND MANTAINANCE

- To improve access to infrastructure
- Improve access to electricity
- Improve the provision and maintenance of municipal roads and sidewalks
- Enhance access to and provision of social and community services

1.10.6 GOAL NUMBER SIX: MUNICPAL TRANSFOMATION AND INSTITUTIONAL

DEVELOPMENT

- To ensure that the Municipality has well skilled, competent, reliable and motivated employees and Councillors
- To improve institutional and organisational capacity
- Improve municipal performance through PMS implementation
- Strengthen public participation through municipal hotline
- To ensure that ward committees are capacitated to improve accountability of the municipality to communities

1.11 ACCELERATION OF SUSTAINABLE HUMAN SETTLEMENT

To plan and support the acceleration of sustainable human settlements at appropriate locations and include the following:

- Access to adequate accommodation that is suitable, relevant, appropriately located, affordable and fiscally sustainable,

- Access to basic services (water, sanitation, refuse removal and electricity), Security of tenure irrespective of ownership or rental, formal or informal structures,
- Access to social services and economic opportunity within reasonable distance.

1.12 SPATIAL TRANSLATION OF THE MUNICIPAL VISION

The Alfred Duma Local Municipal SDF is based on a detailed analysis of the spatial development trends and patterns within the region and the municipality. It also taken into ac counts the national and provincial spatial planning imperatives and seeks to contribute to spatial transformation within the municipality. It acknowledges that the area to the east of Ladysmith Town, particularly Ezakheni and St Chad's areas are at the receiving end of the urbanisation processes taking place within the Municipality. The same is happening to a lesser extent in the dense rural settlements located mainly to the north and west of Ladysmith Town. This includes the Driefontein Complex, Matiwane, Nkunzi, etc.

The SDF discourages the continued outward expansion of these settlements and recommends containment of urban and settlement expansion. As such, it advocates for a densification, compaction and transformation of rural and urban settlements into sustainable human settlements and development of Ladysmith as a regional service, administrative and commercial hub.

It seeks to achieve this through several strategic initiatives, particularly the following:

- Establishing and developing a system of development corridors operating at different levels but connecting local areas with the centre and integrating the Alfred Duma into the regional and provincial economy.
- A system of development nodes providing services and access to facilities at different scales with Ladysmith being a regional node.
- Focusing development in strategically located areas to unblock the economic opportunities and facilitate spatial integration
- Focusing equally on both rural and urban development to manage rural-urban linkages and promote rural development.
- Promoting a continuum of settlements ranging dense urban to scattered sparsely populated rural settlements.

The achievement of the targets set is measured by specific smart indicators which represent the productivity in the targeted national key area, the project-based service delivery projects are measured with the completion date that is set on the service provider service level agreements. The remaining national key performance are

measured with and numeral percentage accounting to the set target. Key Performance Indicators and Strategic goals are informed by the Municipal Goals as alluded above and are then translated to a Municipal SDBIP which is attached and reflects targets which are monitored and reported quarterly. This then culminated to an Annual Report which is also attached to the IDP.

1.13. Alfred Duma Local Municipality: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis as per below table.

STRENGTHS	WEAKNESSES

Good Infrastructure and Road Networks (road & rail & airport, the N11, N3 & Aerodrome) Proactive municipal structure and administration Diverse and broad economy Abundance of undeveloped land Strong political alignment which creates a conducive environment for functionality and service delivery. Good customer relations with all sectors of our society Skilled and experienced staff compliments that are able to provide administrative and technical leadership to enable effective decision making to politicians.	Weak & poor co-operation & communication between local municipality and district municipality and between municipal internal sector departments Poor implementation of the investment strategy and business retention. Inefficient communication between business society and the municipality. Poor revenue collection High number of poor and indigent communities Poor staff retention strategy

	Lack of upwards mobility plans and strategies. In consistent job evaluation Poor communication and understanding of roles and responsibilities between councillors and officials. Poor grant funding
OPPORTUNITIES	**THREATS**

Strategically located between Johannesburg & Durban economic hubs Branded city “The home of Ladysmith Black Mambazo” Number of tertiary educational facilities The proposed Regional Mall along Helpmekaar Road; Extension 15 Development The location of the Big 5 Game Reserves and tourism facilities & sites.	Aging infrastructural services High rates and property taxes. Poor disaster management plans and strategies Migration of skilled and competent labour High levels of political interference in administrative processes and procedures Poor intergovernmental relations High crime rates and high levels of poverty. Unequal service delivery that is more urban bias at the negligent of rural communities. HIV/AIDS represents a serious economic threat. Increase in the scope of wards which are deeper rural and less developed

CHAPTER 2: PLANNING, DEVELOPMENT, PRINCIPLES, GOVERNMENT POLICIES AND IMPERATIVES

2.1. INTER-GOVERNMENTAL RELATIONS FRAMEWORK

Chapter three of the Constitution introduced the concept of Cooperative government which is a mechanism to ensure that planning undertaken by the three various spheres of government is aligned, complimentary and supportive of each other. This framework was

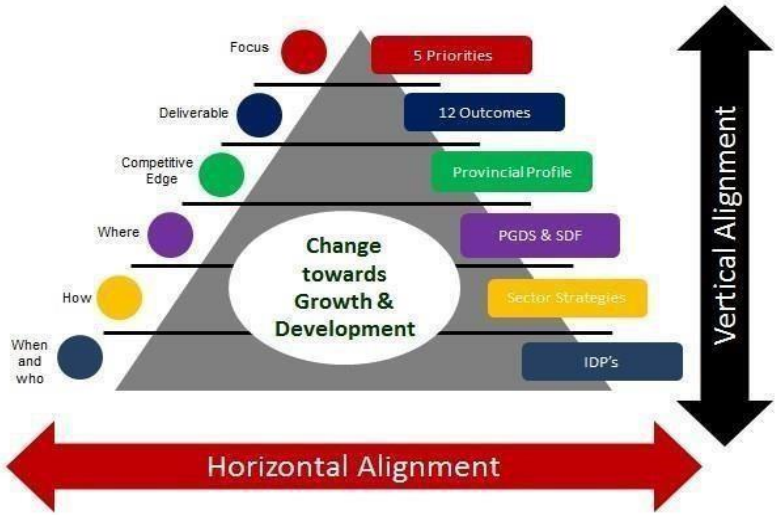
further enacted by the Intergovernmental Relations Framework Act which further reiterated the notion of cooperative governance. The Act instituted in places structures and bodies to effect to cooperative government. It is for these fundamental reasons and more that Alfred Duma IDP is crafted within a broad set of National, Provincial and District plans and strategies. The aim is to essentially give effect or alive to other spheres of government plans and strategies.

2.2. POLICY CONTEXT

Government departments and institutions of Government have been required to focus their planning drawing from a number of inter-related policy documents. Of significance to this document is the Five (5) National and Six (6) Provincial Priorities, the Twelve (14) National Outcomes, the New Growth Path the National Planning Commissions Diagnostic Report and at the global level the Sustainable Development Goals (SDGs), and the State of the Nation's Address and Cabinet Legotlas. This policy context serves to highlight the key threads of the different yet related policy frameworks and Governments Priorities. Their relevance lies in their developmental principles that any growth and development strategy will need to subscribe to in order to address the constraints and so harness the provincial strengths to bring about growth and development that will benefit all the people of KZN.

The Alfred Duma Local Municipality has considered the National Spatial Development

Perspective (NSDP), the current Provincial Growth & Development Strategy (PGDS), the Spatial Development Framework (SDF) and the District Growth and Development Plan (DGDP) to ensure that there is alignment between all the planning and policy directives/imperatives and to ensure its IDP Sector Plans are aligned and integrated. The schematic diagram below demonstrates the vertical and horizontal alignment processes considered and followed in the formulation of the Alfred Duma IDP.



As illustrated at the top level sits the 5 priorities and 14 National Outcomes, following that is the PGDS & SDF and now the DGDP which is currently under review and thereafter the sector plans and our IDP.

The bearing Implications of the PSDP to Alfred Duma are that investment and economic growth should and will be focused in areas of economic potential and that being the Ladysmith CBD and its urban surroundings. Rural areas such as those of Mcitsheni, Nkunzi, Jonono, Matiwane and so forth will be provided with rudimentary basic services.

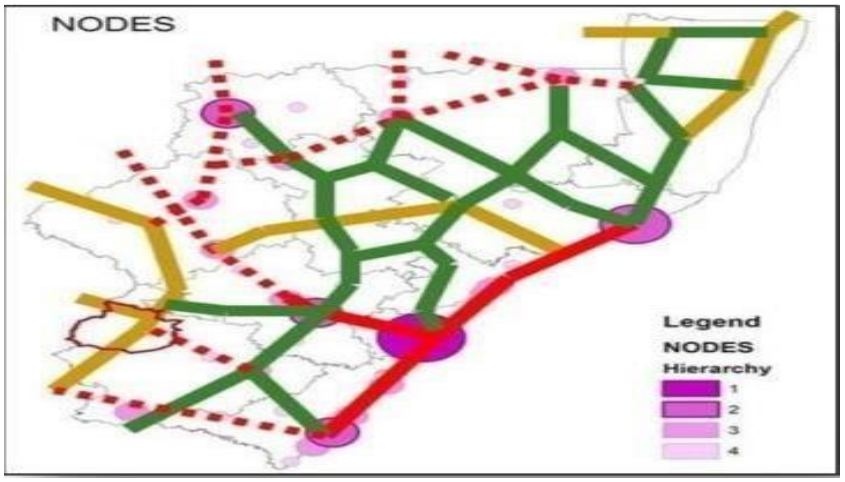
Secondly, future investment and settlement planning is planned along nodes and corridors, this initiative is specifically underway through the proposed restructuring zone demarcated along the Helpemekar Corridor, where social housing will be established as one of the rental housing provisions of the municipality in partnership with the Provincial Department of Human Settlement.

Thirdly, the municipality's investment in areas that were previously excluded is on people as opposed to localities. This initiative is marked by skills and training development plans in both rural areas and townships.

2.3. PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

PSEDS Indicators: Corridors

The municipality is traversed by provincial route, the (N3) and a district road, the (N11) both these routes have significance on the proposed provincial growth and development corridors. On one hand it can be argued that the road networks act as social and agriculture network linkages to surrounding areas of opportunity, hence such roads act as pro-poor corridors. Further to that the municipality lies on the presidential proclaimed rail way corridor that runs between Johannesburg and Durban. This corridor is anticipated to have major regional significance in terms of the movement of goods.



Source: KZN PSEDS 2006

The PSEDS also identifies Alfred Duma Local Municipality to lie along an existing Economic Corridor which is surrounded by a Tourism Corridor to the North (Okhahlamba) and an Agricultural Corridor to the South (Umtshezi and Imbabazane LMs).

2.4. THE PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS)

The KwaZulu-Natal Provincial Spatial Economic Development Strategy, as well as the recently Developed KwaZulu-Natal Spatial Development Strategy provides direction regarding the proposed economic drivers that should be focused on and enhanced in specific localities. The recommendations are outlined below. Provincial Spatial Development Framework implications for the Municipality. The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) was reviewed in 2017. This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a

coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. 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. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

Against this background, the 2017 Reviewed KZN PGDS is designed to facilitate sustainable economic growth, reduce growing inequality and promote environmental sustainability. To realise the vision of "*KwaZulu-Natal – A Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World*", the following long-term strategic goals and objectives have been identified as the compass to guide policy-making and resource allocation to 2035.

Alfred Duma Local Municipality reconfirms its commitment to the five Key National Priorities namely:

- Creation of more jobs, decent work and sustainable livelihoods for inclusive growth
- Rural Development, land reform and food security
- Improved quality of basic education
- A long healthy life for all South Africans and
- Fighting crime and corruptions

2.5. THE 2018 STATE OF NATION ADDRESS AS WELL AS THE STATE OF THE PROVINCIAL ADDRESS IDENTIFIED THE FOLLOWING PRIORITIES WHICH REMAIN THE FOUNDATION OF OUR NDP AND PGDP:

2.5.1. Summary of SONA 2020

2.5.1.1. Development model to extend to 23 districts

Government is this year expected to expand the District Development Model to 23 new districts, drawing on lessons from the three pilot districts, Ramaphosa announced.

President Ramaphosa officially launched the first pilot site of the district-based coordination model at a Presidential Imbizo in OR Tambo District Municipality in the Eastern Cape, in September, last year. The model was then launched in the eThekwini Metro in KwaZulu-Natal and Waterberg District Municipality in Limpopo.

Government introducing Coding, Robotics in Grades R to 3

Ramaphosa said government will this year introduce Coding and Robotics in Grades R to 3, in 200 schools - with a plan to implement it fully by 2022.

This is one of the steps taken by government to improve education in the country.

Government is piloting the Coding and Robotics Curriculum for Grades R – 3 in selected schools across the country to equip learners with the required skills for the 4th Industrial Revolution.

Government allocates funds to reduce youth unemployment

Government is scaling up its efforts to tackle the high levels of unemployment, particularly among the youth.

“We will lead a youth employment initiative, which will be funded by setting aside 1% of the budget to deal with the high levels of youth unemployment,” said the President.

Firstly, we are creating pathways for young people into the economy. We are building cutting-edge solutions to reach young people where they are – online, on the phone and in person,” the President said.

we are launching five prototype sites in five provinces that will grow to a national network, reaching three million young people through multiple channels.

“This will allow them to receive active support, information and work readiness training to increase their employability and match themselves to opportunities,”

The second priority action will focus on getting young people ready for the future of work; providing shorter, more flexible courses in specific skills that employers in fastgrowing sectors need.

Thirdly, government plans to develop new and innovative ways to support youth entrepreneurship and self-employment.

The fourth priority includes scaling up the Youth Employment Service and working with Technical and Vocational Education and Training (TVET) colleges and the private sector to ensure that more learners receive practical experience in the workplace to complete their training.

As the fifth priority, government will establish the first cohort of a Presidential Youth Service programme that will empower young people and provide opportunities for them to earn an income.

Tapping into the international market

“We are introducing the SheTradesZA platform to assist women-owned businesses to participate in global value chains and markets. over the next five years,

the Industrial Development Corporation is targeting R10 billion of its own and partner funding for women-empowered businesses.

“The empowerment of women is critical to inclusive economic growth,” the President said.

In addition, government plans to designate 1 000 locally produced products that must be procured from small, medium, and micro enterprises (SMMEs) in an effort to create a larger market for small businesses.

The President said the Procurement Bill will soon be presented to Parliament as part of an effort to empower black and emerging businesses and advance radical economic transformation.

“This year, we intensify our investment drive with the establishment of an integrated investment promotion and facilitation capability coordinated from the Presidency,” President Ramaphosa said.

State to intensify SOE re-purposing for growth, development

In the interests of South Africa's aviation industry and our economy, it is essential that a future restructured airline is commercially and operationally sustainable and is not dependent on further government funding," said the President.

A key priority this year, he said, is to fix commuter rail which is vital to the economy and to the quality of life of the people.

"Our rail network daily transports over a million commuters to and from work," said President Ramaphosa. "We are modernising PRASA's rail network."

government will over the next year undertake a fundamental overhaul of the Durban port – the third largest container terminal in the Southern Hemisphere – to reduce delays and costs.

"Our ports are congested and inefficient," he said.

To date, we have released 44 000 hectares of state land for the settlement of land restitution claims, and will this year release round 700 000 hectares of state land for agricultural production.

"We are prioritising youth, women, people with disabilities and those who have been farming on communal land and are ready to expand their operations for training and allocation of land," the President said.

He added that a new beneficiary selection policy includes compulsory training for potential beneficiaries before land can be allocated to them. Major economic reforms set to change SA's fortunes the State will improve public finances by working with the Auditor General to reduce irregular expenditure, shifting government spending from consumption expenditure to investment in infrastructure.

"Achieving sustainability will ultimately require us to address structural challenges in the economy that raise the cost of living and doing business,"

Measures to improve energy generation
We will initiate the procurement of emergency power from projects that can deliver electricity into the grid within three to 12 months from approval. The National Energy Regulator will continue to register small scale distributed generation for own use of under 1 MW, for which no licence is required," Ramaphosa said.

The National Energy Regulator will ensure that all applications by commercial and industrial users to produce electricity for own use above 1MW are processed within the prescribed 120 days.

The President noted that there is now no limit to installed capacity above 1MW.

“We will open bid window 5 of the renewable energy IPP and work with producers to accelerate the completion of window 4 projects,” he said.

Government will also negotiate supplementary power purchase agreements to acquire additional capacity from existing wind and solar plants.

In addition, measures will be put in place to enable municipalities in good financial standing to procure their own power from independent power producers.

STRATEGIC GOALS & OBJECTIVES OF THE PGDS/DGDP		
ADLM PROGRAMMES AND ACTION PLANS AND INTERVENTIONS		
PGDS STRATEGIC GOALS	**DGDP STRATEGIC OBJECTIVES**	**ADLM STRATEGICI INTERVENTIONS IN ORDER TO ALIGN TO PGDS/DGDP**

Creating Conducive Environment for Economic Growth	Promote Agriculture & Rural Development	ADLM is supporting the development of the agricultural sector by releasing land and disposing it to Cooperative & SMMES who are engaged in the agricultural sector. We are also assisting small and emerging farmers by providing them with material and hard infrastructure (electricity & water) for a period of three years in order to help them establish in the agricultural sector. In addition, the municipality assist communities by ploughing for cooperatives, bailing from emerging stock farmers as well as rehabilitation of Dipping tanks We do marketing for agricultural produce from SMMES and also we train agricultural farmers through CEDARA programs, convert unproductive land acquired through the restitution programme into formal commercial farming We have received funding from Cogta to establish a regional convert unproductive land acquired through the restitution programme into formal commercial farming. An agri-processing hub has been established in our municipal area in order to promote SMME's. The hub is

		currently operational and the municipality is also considering informal traders to also benefit in this process as well as commercial farmers
	Promote Strategic Sectoral Development, Trade, Investment Promotion and Marketing	ADLM has a Business and Expansion Programme/Committee which sits monthly led by the Office of the Mayor and it targets three businesses per month to discuss those businesses challenges and opportunities which need interventions. Departments are then called to intervene where necessary and applicable. In addition, the municipality has developed an Investment and marketing strategy to assist in the promotion of the town and draw investment. We are also in the process of developing one business sector to strengthen trade and investment.
	Increase Job creation in Key Sectors	ADLM has an initiative that links infrastructural projects to job creation as well as the Agri-processing hub where job creation is created through packaging of processed products.
	Create developed and expanded business sector comprising of the full spectrum of	ADLM has a programme for SMMES in that registered SMMES are provided with incubators that links them to training institutions that offer them basic business management skills. We also do referrals for SMMES,

	large, medium, small, micro informal businesses, Spearhead Knowledge Development in the District.	linking them to the relevant departments and organs of state and funders that can offer them support.
	Promoting SM Entrepreneurial & Youth Development, and Enhance the knowledge Economy.	ADLM has ICT Hubs run by SMMES and Co-operatives in Colenso and Ezakheni. These Hubs provide ICT services to the community and they also offer training and skills development to computer illiterate people.

Human Resource Development	Strengthen Human Resource Capacity	The LED Section in conjunction with Infrastructure Services Department within the provides infrastructural support towards early childhood development by constructing and upgrading crèches ELM has initiated discussion with TVET on how the curriculum can speak to skills development that aligns to economic growth. In addition, discussions are being held with UKZN to establish a satellite campus
		ADLM has a programme of helping to develop emerging contractors into the relevant sectors of the economy. Currently the program is for construction industry however intentions are underway to assist other sectors. In addition, the municipality has partnered with Eskom to identify SMME's that will participate in the annual program developed in order to equip SMME's with implementing construction work from Eskom. The program has been running for three years.

	Create Enabling Environment for Economic Development	
	Enhance Youth Skills Development & Lifelong Learning	ADLM has a programme of employing youth graduates with no experience into various relevant departments in order for them to gain relevant experience. The municipality also provides bursaries for registration of the youth in Tertiary institutions in order to promote lifelong learning.
Human Community Development	- Increase Access to basic services	The municipality supplies SMMES produce to Operation Sukuma Sakhe to give need families/beneficiaries as one

	-Enhancing health of communities and citizens -Enhance sustainable household food security -Sustainable Human Settlements; -Safety and security -Social Capital	of the poverty alleviation strategies. Currently We have established War-Rooms in all our 27 wards and only 3 wards not functioning. The Department of Social development is also on board and has assisted with vouchers to three most impoverished wards in the municipality. The municipality has a dedicated HIV/AIDS section that works closely with the department of Health in promoting health awareness programs in communities. Further to that a report is sent to the department in terms of health facility request that are received from IDP consultation meetings and these are also discussed on the IDP representative forum meetings. Currently the municipality is exploring selling processed products to SMME's that are providing food in schools. Households, community gardens are assisted with seedlings and also tilling of the land by municipal tractors. ADLM has identified 17 housing projects to be implemented in a space of five years. The projects are in rural areas, Greenfields and in addition three portions of land were purchased to undertake the 2010 storm damage.

		One mixed use development project located in Dunlop and will address housing needs for low cost, gap housing and community residential units. The overall aim of the municipality is not just to provide decent housing but to create housing opportunities for the community of Ladysmith. The municipality is part of the Security Cluster that coordinates all stakeholders in the District in relation to Safety and Security matters
Strategic Infrastructure	-Development of Airports -Development of Road & Rail Networks; Development Development of ICT Infrastructure -Improve Water Resource Management; and Supply	ADLM has plans to develop the Aerodrome to be a Regional Airport working together with private sector and the uThukela Development Agency. Since the ADLM is strategically located between Durban and Gauteng as well linked to Mpumalanga Province through N11 the establishment of such an airport will serve a massive draw card for KZN's tourism economy as well as boost the muchneeded job market not only in Ladysmith but the entire Region. The municipality has ownership of the license and grant funding was received to do tarring of the runway and fencing of the Aerodrome.

-Improve Energy production and supply	ADLM has initiated a private-public partnership to develop the Logistics hub to integrate the of road and rail networks thereby enabling the municipality to tap into the economic opportunities of Dube Trade Port Industrial Development Zone and other Primary Economic Corridors. This is project also ties in with Presidential infrastructural projects of having a railway corridor from DurbanJohannesburg. However, attempts for this project is stifled by the Provincial identification of other areas for this type of facility and the municipality has however received grant funding from Cogta to support the project. The municipality recently completed the upgrading of Helpmekaar Road which serves as a connection junction of traffic coming from N11 Newcastle, the Zakheni Township as well as allowing access to town. This was done to decrease traffic on this junction but will also serve as a route for transportation for goods from industries in particular Dunlop Factory which is currently expanding its factory and will export their product to Africa and the rest of the world.

ADLM has established digital hubs at Ezakheni and Colenso where communities around these areas can access internet.

ADLM provides solar energy geysers to low cost houses as an alternative energy source.

We have also teamed up with a company called Proteas Energy to produce alternative energy to two communities of Pep-Worth and Plaatberg who use renewal ... to generate electricity. This project will benefit the communities of both these areas by allowing them to own shares in the company and provide electricity simultaneously.

The profit derived by the community will be divided into two Trusts; the Education Trust which will assist in youth skill acquisition and the second one, will assist in basic community infrastructural needs.

Environmental Sustainability	Advance Alternative Energy Generation and reduce reliance on Fossil Fuels	In the past the municipality has been providing EcoFriendly Gel for fuel purposes to rural communities without electricity as well as solar geysers to low cost housing'

		Currently the municipality has outsourced the services of Ukukhanya Energy Services to supply non-grid panels for electrification to rural communities. The municipality has also developed a program to electrify areas outside the municipal area of jurisdiction where Eskom is the energy provider by electrifying such communities through Schedule 5b program. ADLM reviewed its Disaster Management plan in June 2019 but the plan does not have sufficient budget to financial constraints. The plan clearly outlines how the municipality will deal with disaster And in terms of ensuring compliance with these plans, ADLM has by-laws that guide the environment. These Bylaws sets aside penalties for law contravenes towards the environment. In addition to above, we have programmes and projects listed out in ADLM Greenest Municipality Document that offers a breakdown of how we are promoting the sustainable environment.
Governance and Policy	-Strengthen Policy, Strategy Co-	The municipality established an IGR unit in 2014 with an IGR Officer in order to strengthen Government co-

	ordination & IGR, Building Government capacity -Eradicate Fraud & Corruption; -Promote Participation	ordination in the district and province. IGR Meetings are held at the Uthukela District Municipality by-monthly Since Alfred Duma is a new municipality established during the Demarcation processes of 2015, it has embarked on a number of workshops with councillors so as to build their capacity on policy and government issues The municipality has adopted a Fraud and Corruption policy in 2016 and it was reviewed in2019
Spatial Equity	Actively Promoting Spatial Concentration and coordination of development interventions	The Municipality is developing a series of plans for local areas that provide a clear, comprehensive and strategic Local Area Plan that will inform the management of development and land use in the Study area and provide a platform for economic growth and development. These plans include Local Area. These plans include Local Area Plans, Precinct Plans, Regeneration Strategies and Development Strategies. The municipality also plans on developing a compaction and densification policy which will help to ensure that a desired spatial form is created. The municipality is also reviewing its Schemes, establishing schemes for densely populated peri-urban

areas and establishing a rural policy for the areas subjected to Act 70 of 70. These are reasonable steps towards compliance with the SPLUMA requires.

The municipality has also prioritized land release and has therefore appointed a consultant to undertake a land audit for all vacant land parcels with the municipality. This study will enable the municipality to establish which land parcels can be disposed of to the general public.

The municipality also has appointed a land surveyor to subdivide vacant under-utilized land parcels especially in the Townships so as to increase housing opportunities for the communities.

The municipality has also embarked on a process of purchasing land parcels in order to facilitate the development of housing. Land parcels are purchased then the department is engaged for funding of the project. The municipality has also embarked on a process of purchasing land parcels in order to facilitate the development of housing. Land parcels are purchased then the department is engaged for funding of the project.

The KwaZulu Natal Provincial Spatial Development Strategy has therefore been developed in order to achieve the goals and objectives of the PGDS in a targeted and spatial coordinated manner. The Provincial Spatial Development Strategy sets out to:

- Be the spatial expression of the Provincial Growth and Development Strategy (PGDS) and provide spatial context for proposed strategic interventions;
- Provides a set of normative principles or departure points that guide the Province's approach to dealing with socio-economic issues that are manifested spatially;
- Provide a basis for informed consensus on the province's spatial priorities by providing a map giving guidance for the future spatial development of the Province based on Broad Provincial Spatial Planning Categories (BPSPCs) and a series of other relevant features;
- Assist to prioritise and align where government directs its investment and development initiatives to ensure sustainable and maximum impact;
- Capitalise on complementarities and facilitate consistent and focused decision making,
- Guide municipal integrated development plans (IDPs), spatial development frameworks (SDFs) and provincial and municipal framework plans (i.e. sub-SDF spatial plans); with normative principles, approach and content.
- Provide clear intent to the private sector about desired development directions;
- Increase predictability in the development environment,

The following nine spatial principles underscores the general spatial intentions of the PGDS and serves and 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.

2.6. SPATIAL PRINCIPLES

Figure 7: 9 Spatial Principles

2.6.1. 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. The PSDF supports environmental planning as the fundamental methodology on which spatial planning should be based. Environmental planning can be defined as land-use planning and management that promotes sustainable development.

2.6.2 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.

The principles further promote the consideration of spatial needs for Economic Competitiveness (Potential) by proposing an asset based spatial approach based on unique advantages and opportunities within various areas.

2.6.3. PRINCIPLE OF SUSTAINABLE COMMUNITIES

The Principle of Sustainable Communities promotes the balance between environmental quality, addressing social need and promoting economic activities within communities.

2.6.4. 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 as well as. Furthermore, the principle is underpinned by an assessment of each area's unique competency 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.

2.6.5. 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 multi-sectoral investment i.e. roads, facilities, housing etc. Future

settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.

2.6.6. 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.

Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as completely separate entities to urban centres, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living achieved in some urban contexts.

2.6.7. 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.

2.6.8. 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. At a provincial level there is a strong correlation between the most deprived areas and poor regional accessibility to those areas. In addressing accessibility at provincial and local level, the need for possible new linkages, the upgrade in the capacity of existing linkages and the suitable mix of modes of transport should be considered.

2.6.9. 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. This principle ultimately also proposes a move towards more developmental mandate definitions of the various departments away, from single mandates to enable the spatial alignment of growth and development investment.

From these principles, the Provincial Spatial Development Strategy identified a number of provincial priority nodes, corridors and broad planning categories. The map overleaf illustrates the resulting provincial spatial strategy, localised for the Indaka Municipality and need to be read in conjunction with the tables below, providing a brief explanation to the categories illustrated on the map. The various nodes and their board intended function and possible interventions are described in the table below.

Intervention Node	Broad Intended Function
Primary Node	Only eThekwini is classified as a Primary Node within the Provincial Context as an urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy.
Secondary Node	Richards Bay, Msunduzi, Newcastle and Port Shepstone has been identified as provincial Secondary Nodes and thus urban centres with good existing economic development and the potential for growth and services to the regional economy.
Tertiary Node	These nodes are mainly centres which should provide service to the sub-regional economy and community needs and is represented by the following towns such as Pongola,

Quaternary Nodes	These nodes are mainly centres which should provide service to the local economy and community needs and is represented by 31 towns, such as but not limited to: Port Edward Nongoma, Nkandla, Bergville, Greytown, Underberg, uMzimkulu, etc
Rural Service Centre	The proposed rural service centres are envisaged to serves as the lowest level of provincial nodes and could typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets. These will be identified in consultation with the district municipalities and should serve as first access to basic services within rural areas. These rural service centres will include, as some have already emerged to include, a combination of the following activities: • Traditional administration centre, • Taxi/ bus stop, • Informal trading / market area, • Social facility (clinic, library etc), • Skills development centre (mainly local schools), • Mobile services point (mobile clinics, pension pay points, mobile library etc.) • Small commercial facility • Recreational facility such as a sport field. A conceptual model of these rural service centres will guide the formulation of a provincial implementation strategy towards the implementation of the proposed Rural Service Centres.

The Broad Provincial Spatial Planning Categories (BPSPCs) which are indicated within the above illustrated provincial spatial development framework should be interpreted as follow:

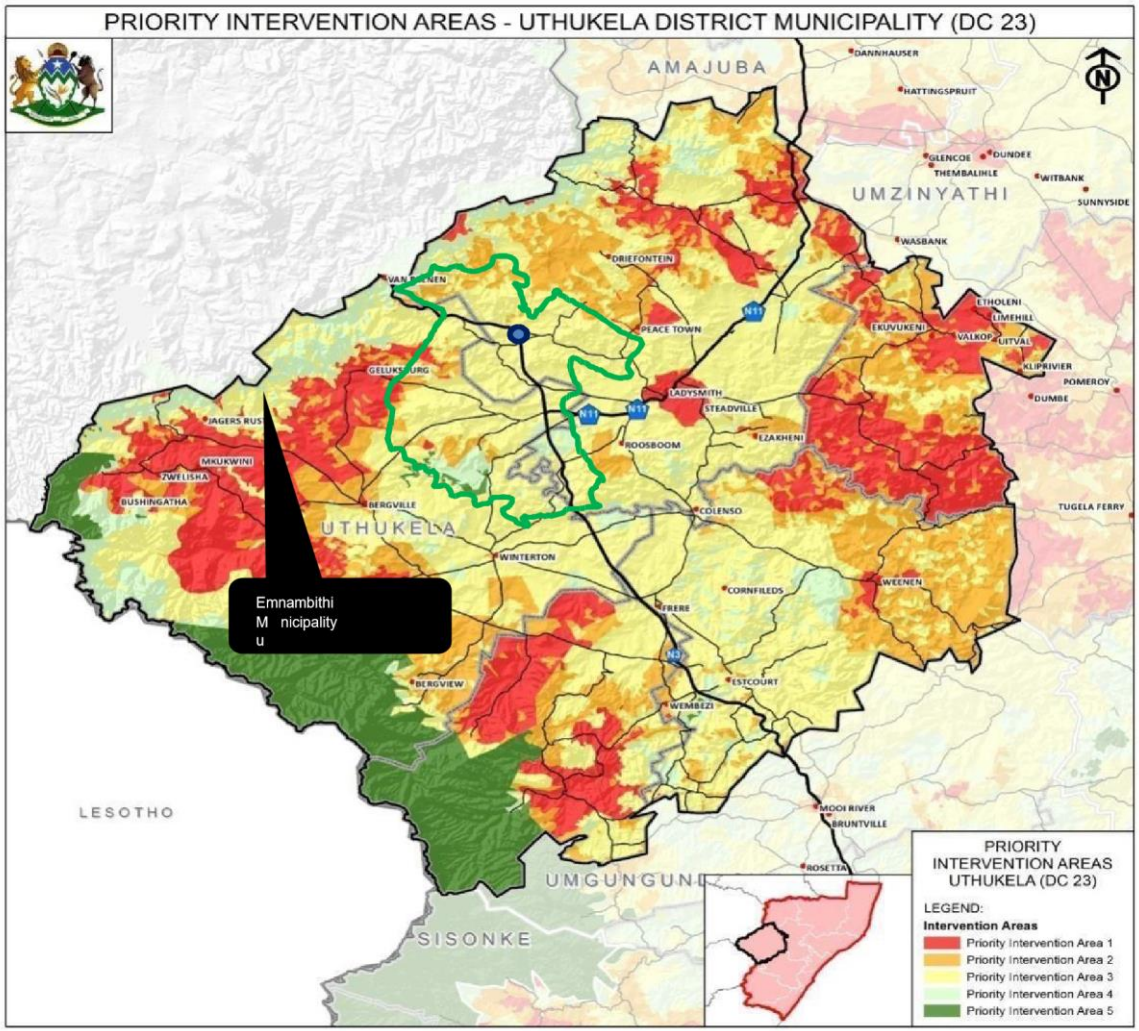
Spatial Planning Category	Broad Intended Land Use and Intervention
Conservation Corridors	Proposed regional critical conservation areas which are linked in a continuous system of ecosystems and bioregions traversing the province between the Drakensberg and the Indian Ocean. These areas were identified combining existing environmentally protected areas as well as conservation corridors proposed by Ezemvelo KZN Wildlife, through combining extensive environmental research into bioresources throughout the province as part of the formulation of a Critical Biodiversity Plan for the province. These Conservation Corridors are not suggested as absolute “no-go” areas, but rather highlighted as areas of environmental
	significance to the sustainable development of the entire province. Where economic opportunity (such as tourism development) and high social need exist within these Conservation Corridors, it implies both that the rich natural environment should contribute to the address such needs and potential, and further that any interventions in these areas need to consider the impact on such important regional ecological corridors. These corridors are however perceived as areas where extensive densification would be discouraged and sensitive development promoted.

Biodiversity Priority Areas	Areas with a significantly high biodiversity value expressed in the number of species and sensitive environments as identified through extensive research by Ezemvelo KZN Wildlife. These areas are most often located in close proximity to the identified Conservation Corridors and may serve as an additional buffer to these corridors. These areas too are not (at a provincial level) proposed as absolute "no-go" areas, but are identified to indicate areas where extensive densification would be discouraged and sensitive development promoted.
Areas of Economic Value Adding	The key economic centres and areas where all of the varieties of economic sectors (Agriculture, Tourism, Manufacturing, and Services) are prevalent and perceived to have good potential to be further expanded on. These areas are visibly linked to high accessibility areas with existing bulk infrastructure and relatively high population densities which would both contribute to the economic expansion and benefit from interventions in these areas. Due to these factors, further economic
	processing and value adding at a provincial level, are mainly proposed within these identified areas.

Areas of Economic Support	A number of regions resembled areas of good economic potential in more than just one of the key provincial economic sectors. Due to the fact that these areas represent a larger distribution across the entire province than the core areas of economic value adding, these zones are considered important areas of Economic Support. Typical interventions in these areas would include economic prioritisation of development, labour force interventions (e.g. skills development), key economic infrastructure investment and area promotion.
Areas of Agricultural Development	Relatively high agricultural production areas, which are not located within biodiversity areas of combined with other potential economic sectors, are highlighted by this category to identify and promote areas with the potential to make a significant contribution through agricultural production. Although successful farming practices are already occurring on some of these areas, it is proposed that underutilised agricultural land within these zones are more effectively utilised for sustainable agricultural production. Associated interventions may include agriculture specific infrastructure, skills development, market access interventions etc.
Areas of High Social Needs	The highest ranges of combined social need when considering the population density, dependency ratio as the provincial index of multiple deprivations is illustrated by this category of high social need. These areas broadly the areas where the most intensive social interventions area required and this category is

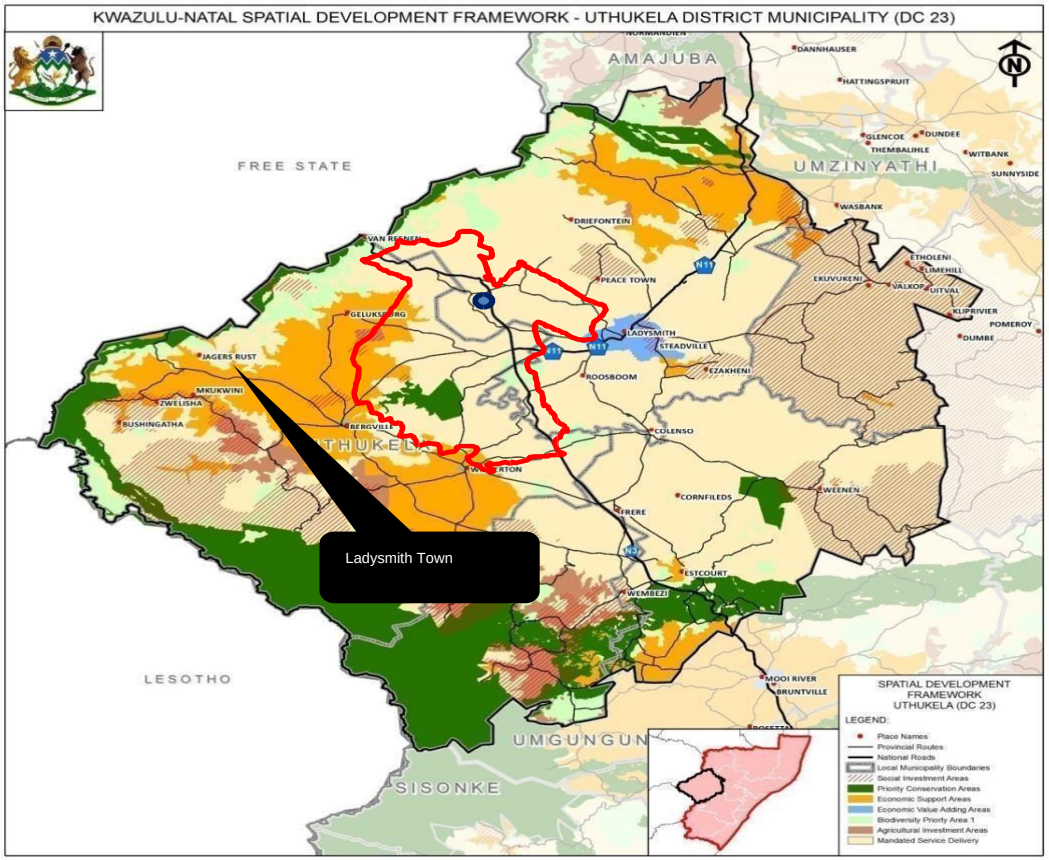
	further over layed above all other categories to provide a spatial reference to the types of interventions which might be pursued towards addressing the concentrated social need within these areas. As example where high social need is identified within an area earmarked as a conservation corridor, this firstly provides a reference to the fact that social conditions of communities will need to be addressed if any conservation is to be promoted within such areas. Further it suggests that the effective utilisation of the high biodiversity within such areas might be harnessed towards addressing social need through example conservation tourism.
Undifferentiated Areas	The areas which are not representative of any of the above-mentioned categories are classified as undifferentiated areas. It is acknowledged that these areas also have communities residing on them with economic potential and environmental resources, however, based on the approach followed these areas weren't differentiated to the same degree as the identified preceding categories. It is therefore important that this category is not neglected from public and private interventions and as the various departmental programmes are inclusive in nature, these areas should also benefit from it. It is anticipated that the intensity of such programmes and the total portion of resource allocation to these areas would be less than the identified categories as well as the key intervention areas identified previously.

Please refer to the plan below for an extract of the Provincial Spatial Development Strategy related to the uThukela District Municipality, Provincial Spatial Development Framework on over leave for a depiction of the above. The Provincial Spatial Development Framework depicts the entire area of ALFRED DUMA LOCAL MUNICIPALITYas a Priority Intervention Area.



The map below indicates Ladysmith Town to be an economic value adding area within the District and hence high expectations are placed in Ladysmith Town in terms hard infrastructural provision such as water, electricity and roads, and also soft infrastructural assets are a pre-requisite, assets such as business regulatory environment, sound business enhancing policies, human resource development and political stability. The rural surroundings of the municipality such as Roosboom, Driefontein are

expected to be mandated service delivery areas with no major economic significance within the municipality. Ezakheni and Peace Town areas are denoted to be social investment areas.



Whilst the previous section of this document has attempted to internalize the policy concepts and imperatives of both National and Provincial government including the District, the rest of the document will try to exhibit alignment of THE MUNICPALITY in terms of strategies, goals and targets with the policy framework of other spheres of government. This will be indicated through projects, programmes and initiatives, and in cases whereby spatial denotation is possible, it will be indicated in a spatial manner and fashion.

It has to be noted onset that alignment in our understanding is a parallel process that filters from National government to Provincial, District Municipalities to local municipalities. Issues of National importance and significance are contextualized in provincial levels through studies and policy adoptions and specifically through the Provincial Growth and Development Strategy and Provincial Spatial Development Framework in KZN. So, this document is crafted with the belief that if Emnambithi/Ladysmith aligns itself to the provincial policies and frameworks, it automatically aligns itself to the National policies and frameworks. This rational is justified by the thinking that provincial policies have national thinking at the centre of their crafting.

Department of Education Plans and Budget 2019-2020/2021

LARGE NEW SCHOOLS PROGRAMME			
NO.	**NAME OF SCHOOL**	**BUDGET**	**FINANCIAL YEAR**
1.	Bhevu H	R26 923 000	2018/19
2.	Mkhamba Gardens P	R25 610 000	2018/19
3.	New Colenso	R30 251 000	2020/21
MEDIUM NEW SCHOOLS PROGRAMME			
1.	**Sidingulwazi P**	**R16 575 000**	**2020/2021**
2.	Insevu P (new)	R19 487 000	2020/2021
3.	Sithandukukhanya P (new)	R19 487 000	2020/2021
CURRICULUM REDRESS PROGRAMME			
1.	**Intandoyesizwe H.**	**R3 510 000**	**2020/2021**
2.	Zikode H.	R1 300 000	2020/2021
3.	Lokothwayo C.	R3 510 000	2020/2021
4.	Ingula H.	R4 810 000	2020/2021

5.	Sizakahle S.	R1 300 000	2020/2021
6.	Ndalela H.	R3 510 000	2020/2021
7.	Sicelokuhle H.	R4 810 000	2020/2021
8.	Thembela H.	R4 810 000	2020/2021
9.	Nsikayezwe C.	R4 810 000	2020/2021
10.	Ntababusuku S.	R3 510 000	2020/2021
FULL SERVICE SCHOOLS PROGRAMME			
1.	**Madlala P.**	**R4 940 000**	**2021/2022**
2.	Kwamgabo P.	Planning	
3.	Embizeni H.	Planning	
LEARNERS WITH SPECIAL EDUCATION NEEDS PRGRAMME			
2.	**Inyamazwe LSEN**	**Planning**	
3.	Mvunyelwa LSEN (new)	R100 000 000	2021/2022
SMALL NEW SCHOOLS PROGRAMME			

1.	**Sibongintuthuko P.**	**R10 836 000**	**2020/2021**

RURAL ENTERPRISE DEVELOPMENT

From our Land Reform branch we are planning to acquire the following two farms:

ALFRED DUMA PROJECTS : LRD SECTION			
	PROJECT NAME	**FINANCIAL YEAR**	**AMOUNT TO BE SPENT**
1	Pangbourne	2020/2021	R160,000.00
2	Giftkop	2020/2021	R240,000.00

From our Labour Tenant Branch, we are to assist the following Labour tenants:
The Farm Colenso Clousten, 5 families;
The farm Moorside-Brindley, 6 families; The farm Twyfelfontein, 1 family.

From our Rural Enterprise Development branch, the following:

UTHUKELA DISTRICT Project Name	Local Municipality	Ward Number & GPS co-ordinates	Branch	Contribution (description of service)	Budget 2020-21	Impact
Mhlumayo Red Meat Project	Alfred Duma	Ward 29 30°06'43.0"E 28° 39' 28, 9" S **Beef production 1650 beneficiaries**	REID	The Department has supported farmers from 36 various dip tanks within Siyaphambili Primary co-op with custom feeding structure, cattle feed, water and auctions. Planned support include cattle feed, auctions, pasture establishment, training and payment of personnel	R1 600 000.00	Farmers have been exposed to market access through auctions which are held on an annual basis. Jobs are created for the local farmers and the standard of living is improved for their households

2020/21 CONSOLIDATED DRAFT IPIP FOR THE KZN DEPARTMENT OF EDUCATION PORTFOLIO IMPLEMENTED BY THE KZN DEAPRTMENT OF PUBLIC WORKS – UTHUKELA DISTRICT

NO	FACILITY DECRIPTION	SERVICE DESCRIPTION
1.	MATIWANE PRIMARY SCHOOL	REPAIRS AND RENOVATION
2.	EZAKHENI HIGH SCHOOL	REPAIRS TO ROOF
3.	INGCEBOYESIZWE JUNIOR PRIMARY SCHOOL	REPAIRS TO ROOF
4.	NDALELA HIGH SCHOOL	SCHOOL REPAIRS AND RENOVATIONS
5.	SLINDOKUHLE SECONDARY SCHOOL	REPAIRS TO ROOF
6.	STEADVILLE HIGH SCHOOL	REPAIRS TO ROOF AND FLOORS
7.	ECANCANE PRIMARY SCHOOL	REPAIRS TO ROOF AND DOORS
8.	MNTUNGWA PRIMARY SCHOOL	REPAIRS TO ROOF
9.	SONDODA JUNIOR PRIMARY SCHOOL	REPAIRS TO GUTTERING SYSTEM
10.	VIKUNDUKU PRIMARY SCHOOL	REPAIRS TO ROOF,WALLS AND FLOORS
11.	NKANYEZI PRIMARY SCHOOL	REPAIRS TO WALLS AND WINDOW FRAMES
12.	PHINDOKUHLE HIGH SCHOOL	SCHOOL MAINTANANCE
13.	UMBANGO SECONDARY SCHOOL	REPAIRS TO ROOF
14.	ENJABULWENI PRIMARY SCHOOL	REPAIRS TO ROOF
15.	ESIFUBENI PRIMARY SCHOOL	SCHOOL REPAIRS AND RENOVATIONS
16.	MIMTAMS PRIMARY SCHOOL	REPAIRS TO ROOF AND WALLS
17.	GCIZELA JUNIOR PRIMARY SCHOOL	REPAIRS AND RENOVATIONS
18.	ALOE PARK PRIMARY SCHOOL	WATER SUPPLY AND REPAIRS TO GRADE R CLASSROOM
19.	DR JOSEPH SHABALALA HIGH SCHOOL	SCHOOL REPAIRS AND RENOVATIONS
20.	LIMIT HILL PRIMARY SCHOOL	CONSTRUCTION OF RETAINING WALLS
21.	NSUNGULU JUNIOR PRIMARY SCHOOL	SCHOOL REPAIRS AND RENOVATIONS
22.	BHANDE HIGH SCHOOL	INSTALLATION OF RAINWATER GOODS,CEILING INCLUDING NEW ELECTRICAL WORKS

Programmes and Projects for 2020/21

PROJECT NAME	PROJECT DECRIPTION	PROJECTTARGET	PROJECT VALUE
Cooperatives Mentorship Programme (partnership with EDTEA)	The program seeks to provide mentorship and Business Development Services (BDS) support to cooperatives within uThukela including Alfred Duma. This is to curb the mortality rate of cooperatives.	12 Cooperatives	R500 000
Coaching Programme	Small enterprises coaching sessions conducted for the business owners. This is an effort to open networking opportunities and sharing of best practices.	30 enterprises	R500 000
Supplier Development Programme	Partnerships and agreements with corporates are forged to support their suppliers through ESD fund to also benefit from BBBEE. Capacity building of the suppliers provides them the opportunity to grow and become more competitive.	22 enterprises	R500 000
Tuck Shops Support Programme	Business Development Support for Spaza shops and access to bulk buying from identified local wholesalers and revolving credit from Nedbank. Installation of point of sale for each qualifying spaza.	All spazas within uThukela	R300 000

Informal Traders Programme	Informal Trader support programme supports the businesses with Business Development Services (BDS). Capacity building and mentorship	100 informal traders	R200 000
Walk-ins BDS support	Different interventions as per the enterprise need based on assessment process.	Individual enterprises with bankable ideas and businesses	R500 000

TOTAL			**R2 500 000**

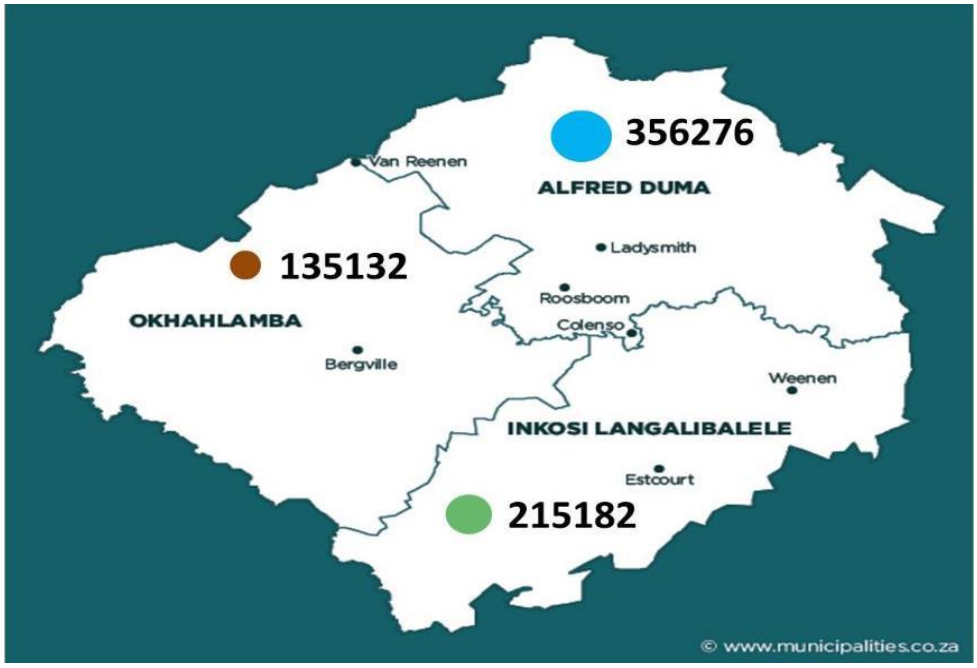
Note. The projects and interventions reflected above target uThukela as a district and there is no specific budget per municipality.

CHAPTER 3: SITUATIONAL ANALYSIS

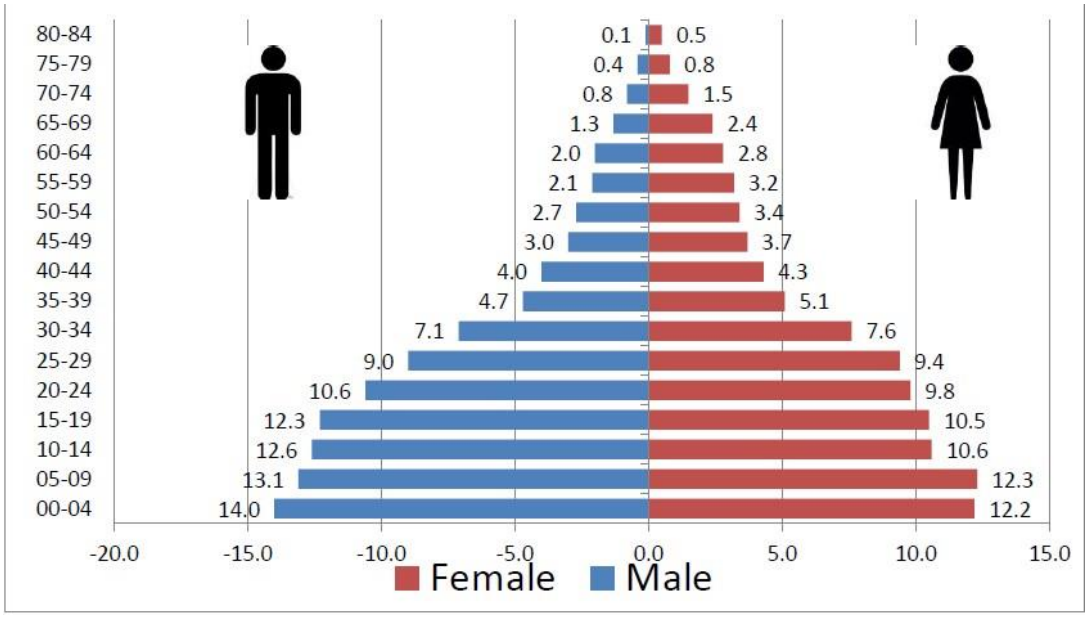
3.1. DEMOGRAPHIC AND SOCIAL FACTORS

3.1.1. POPULATION GROWTH

According to the Community Survey conducted in 2016, the population of the municipality is 356276. This indicates an average annual population growth rate of 0.015% per year since 2001, which is below the national population growth average of 1.17% since 2001. There are currently 4.67 people per household which gives a density of 17 households per square kilometre.



3.1.2. POPULATION STRUCTURE



Population growth arises from both natural increase and in-migration. The latter relates mainly to the movement of people from the local and surrounding agricultural farmlands to areas around Ladysmith and Ezakheni in search of urban opportunities (such as employment) and access to basic services.

46.3% of the population are under the age of 19 years old, which indicates that a large portion of the population is under the working age and that there is high level of dependency in the Municipality he increasing number of the age dependency population places a lot of pressure on the basic services of the municipality as this increases the dependency

rate as this age group makes little positive contribution to the economy of the town. As such, it is critically important for the SDF to enable the Municipality to anticipate population growth in the age group from 0-19 years and channel development to areas where there is pressure in this regard.

As most of this population are scholars, it is important that support is given through the provision of excellent educational services as well as access to basic health and child support grant amongst other factors.

An analysis of the population structure indicates a large drop in the population from those aged 20-24 years old and above. This could be due to out-migration of the youth in search of employment in other areas.

The rapid drop in population from the population between 45-84 years indicates that most household are child/youth led households. Ties can be attributed to increasing mortality rates in this age group, it can also be attributed to the adults choosing to move to bigger cities in search of better socio-economic opportunities and a reduction in fertility.

The changing structure of the population is also another key demographic factor that influences spatial change. A review of the population structure and size suggests an increase in the number small nuclear households. This could be ascribed to an increasing urbanisation of the population and an increasing dependence on wage income and/or social grants among households. It is also driven by the general increase in the demand for residential land and its scarcity in both urban and rural contexts.

The population of Alfred Duma over the next five years is estimated to reach an approximated number 450000; taking into cognisance, the average growth rate of 2% in the municipality. A growth in population will mean that there will be an increase in density and population structure more especially amongst the population that forms part and parcel of the dependent population. This will require that municipality make available more job and employment opportunities to help in alleviating the problem of rapid population growth. The unemployed youth population is expected to increase up to 40% over the next four years. The higher rates of unemployed young person's increase the dependency ratio, the widespread of diseases as well as increasing crime rates in the Alfred Duma Local Municipality area of jurisdiction.

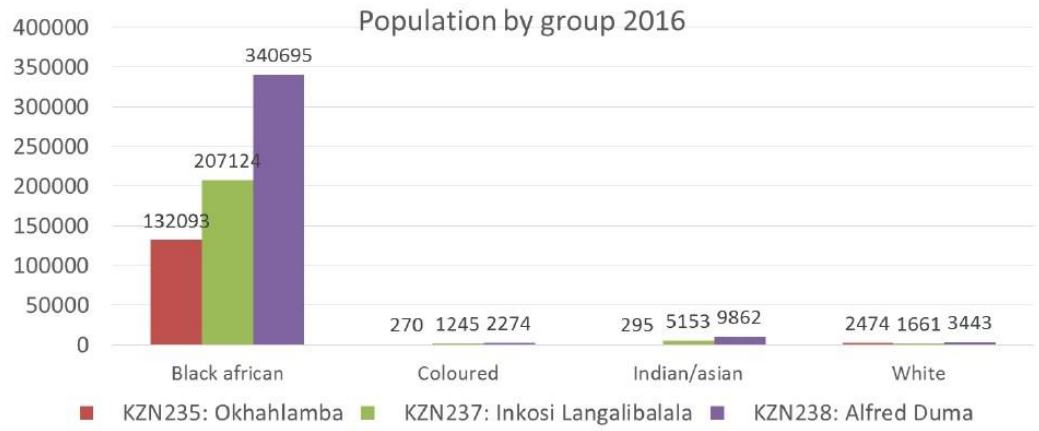
Increasing unemployment has a direct correlation of out migration of male species in households as more males leave their rural homesteads to work in the bigger cities. This will in turn increase the large number of single female and child headed families.

Out migration of young, skilled and strong personnel in households means that there are less people to work on rural farmland thus leaving their rural subsistence farms unattended and minimising the chances of self-employment and provision for households.

These factors have a direct impact on the local municipality and the local municipal officials as service delivery, the creation of employment opportunities and fending the rights of civilians becomes solely the duty of the local municipality's social, economic, administrative and political structures.

3.1.3. RACIAL DISTRIBUTION

The municipality is highly dominated by the black African population group which makes up over 80% of the municipality's population structure followed by Coloureds, Indians and white people last. This means that the Black African Population of Alfred Duma have a higher dependency rate and are more susceptible to the social ills that affect the municipality.

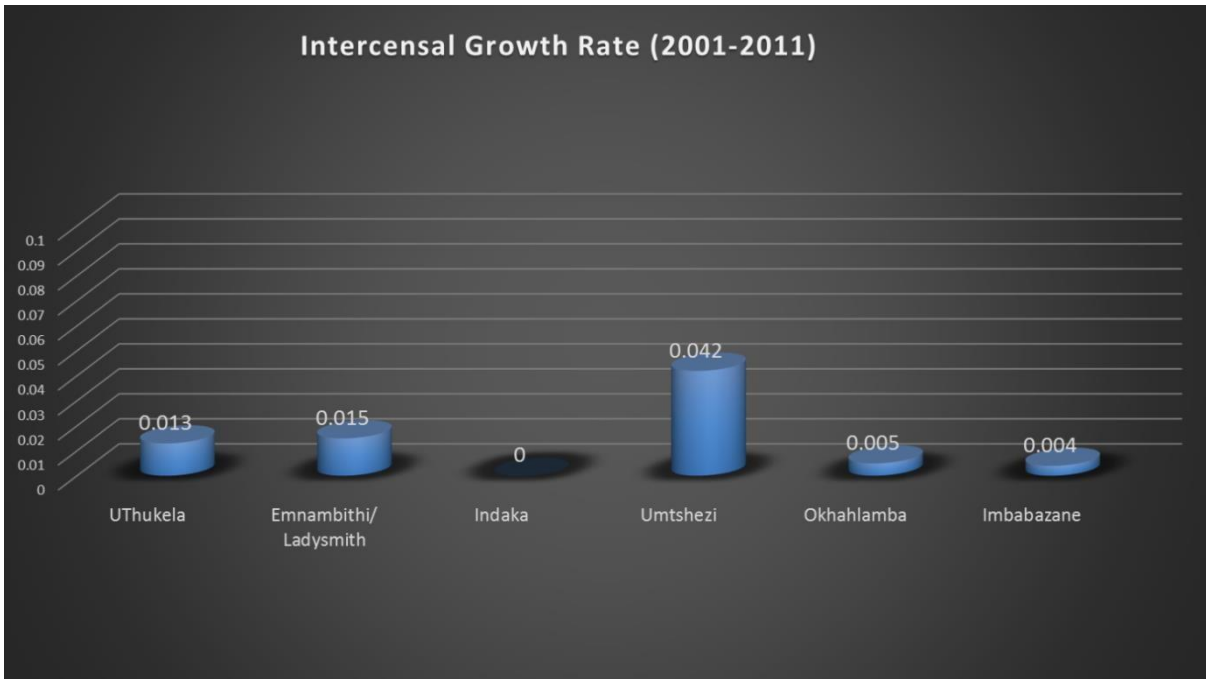


The large number in the black African population indicates that whilst most household are youth, child and single parent headed households, it is evident that the ramifications of these issues are mostly felt by the black African community. These not only form part of the previously disadvantaged group of our society but also the least educated, the least paid and the most dependent on Government and social grants.

The number of black people on the municipality is seen to be increasing at a rapid rate, over the next five years this growth is set to be seen increasing by almost half and the number of White, Asian and Coloured Communities is predicted to decrease rapidly. This will in turn have an impact on the employment equity of some areas as well as the use of affirmative action as there needs to be a balance in the racial groups in all the sectors of employment.

3.1.4. POPULATION DISTRIBUTION

Alfred Duma is experiencing a declining and stagnant population growth since 2011. Alfred Duma has had an intercensal growth rate of 0.015 from 2011- 2011. This has been noted as declining growth rate whilst Umtshezi has an increasing growth rate which is about 0.029 in comparison to the Alfred Duma Intercensal growth rate. This means that more people are moving out of Alfred Duma into the area of Umtshezi, this can be attributed to many social, economic and political issues. Some of the results of this can be attributed to the location of Umtshezi closer to cities such as Pietermaritzburg and the availability of land in the Umtshezi area.



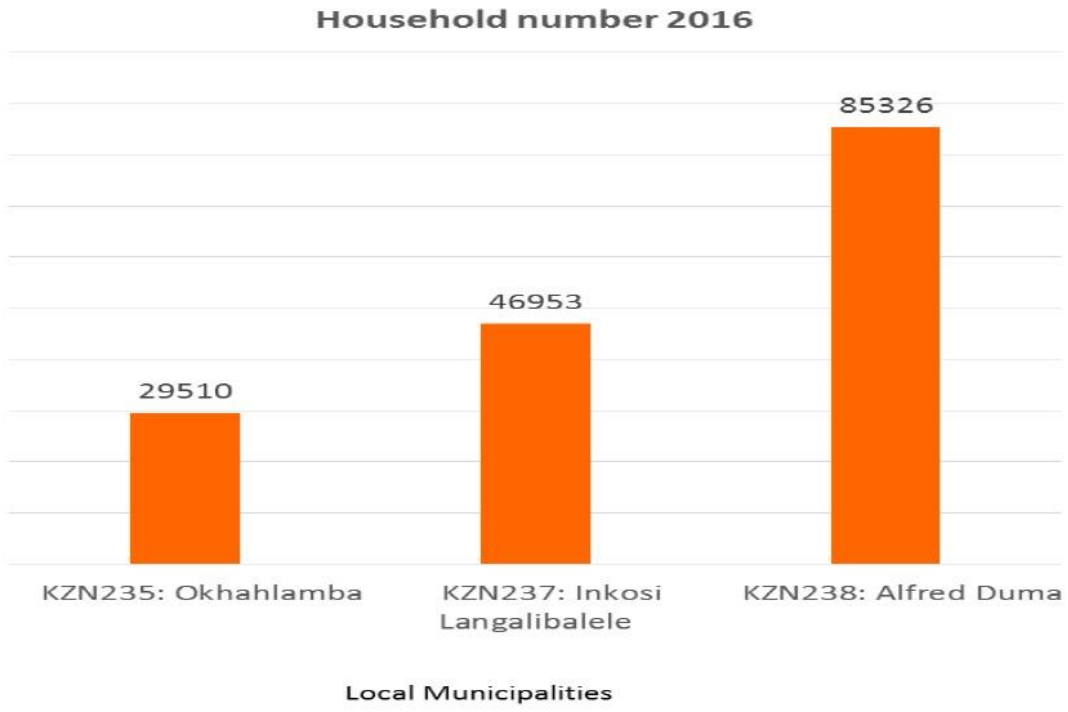
Population distribution in the Municipality generally follows the continuum of settlements from dense urban areas of Ezakheni and Ladysmith through peri-urban settlements of St Chads and Roosboom to relatively dense rural settlements of Driefontein and Matiwaneskop, as well as the low-density settlements located on commercial farmlands. There is a clearly discernible trend whereby people are moving out of farmlands to well-located areas along the main transport routes and in close proximity to areas of employment and urban opportunities.

Areas that are currently experiencing pressure for development include areas between Ezakheni and Ladysmith, Roosboom, Steadville and to a lesser extent Driefontein. All of these areas are either perceived to provide better opportunities or are well connected with the areas of opportunity by means of public transport. These areas have a better rate of poverty and provide better socio-economic opportunities in comparison to areas that are located further away from the Central Business District and have a greater dependency rate.

3.1.5. HOUSEHOLD NUMBER

In comparison to its neighbouring municipalities, Alfred Duma Local Municipality notably has the highest number of Households in the Uthukela District. This indicates that most households are female headed households that have large numbers of people. There is a higher rate of dependency as most of the people in these households are unemployed and dependent on the government for social grants and other necessities. The Alfred Duma Local Municipality is hence faced with a crisis of higher dependency per household thus making it difficult for the municipality to provide basic services to

all the members in households. This therefore results in inequitable access to basic services such as water, electricity and the use of a flushed toilet facility.



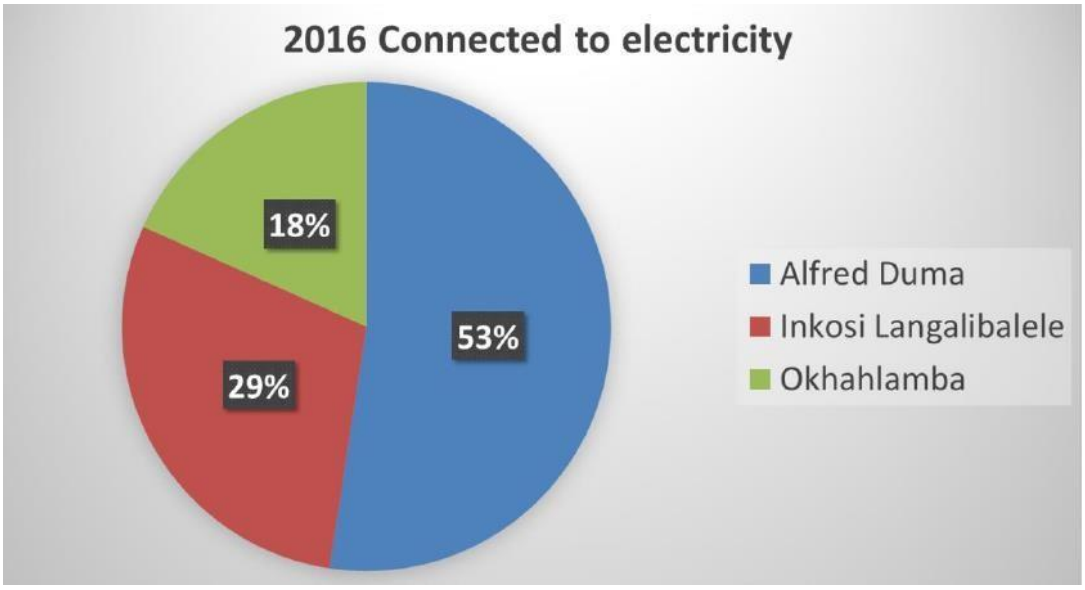
The number of Household in Alfred Duma is predicted to increase to 90000 by 2023. The increasing growth in number of households requires that the government is ready to provide serviced sites and housing opportunities to an increasing population which will in turn have an impact on the number of toilets, electricity and water facilities that will be required per household. Increasing population and household numbers requires that the municipality increase its overall provision of basic services and infrastructure in order to ensure that the needs of the expanding population are met timeously and promptly.

3.1.6. INEQUITABLE ACCESS TO BASIC SERVICES

Inequitable access to basic services and development generally remains one of the most visible spatial imprints of the apartheid past. The areas that previously fell within Ladysmith Town are well provided with basic services while the quality of services in outlying areas remains inferior. The situation is worse in peri-urban and rural settlements where services backlog is very high. As a result, the majority of the peri-urban and rural settlements area characterised by severe backlogs and present themselves as infrastructure investment priority areas.

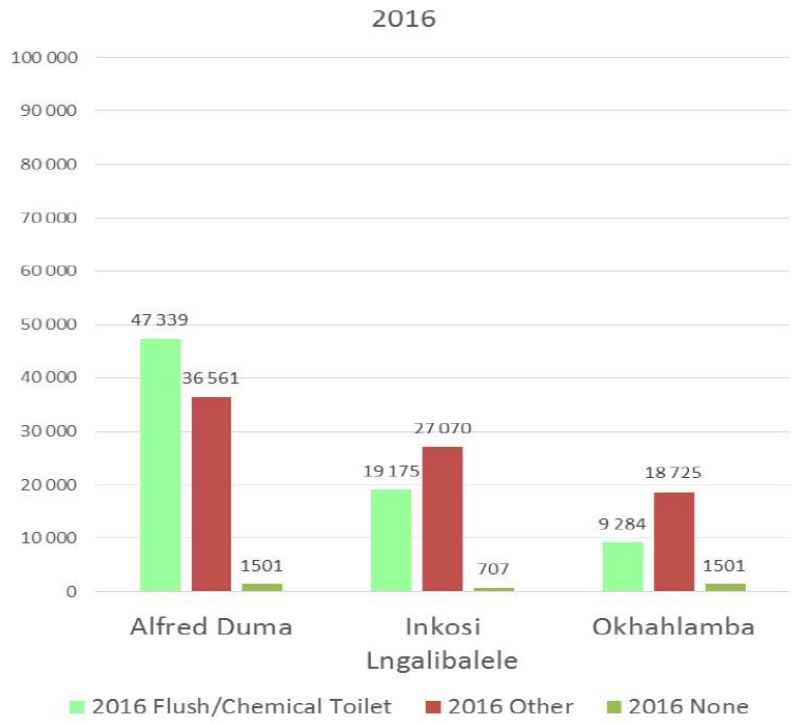
3.1.6.1. ELECTRICITY

Majority of the population in Alfred Duma Local Municipality uses electricity from the main as a source of energy thereafter followed by wood, paraffin and gas as a source of energy for cooking (Stats SA 2016). Alfred Duma boasts a higher population that has access to electricity in comparison to the neighbouring municipalities in the District. This factor is also directly linked to the fact that the Alfred Duma Local Municipality has the highest number of households. Over half of the population in Alfred Duma has access to electricity and this can also be attributed to the municipality's focus on social projects and poverty alleviation initiatives. It can be said that by 2030 90% of households Alfred Duma will have access to electricity.



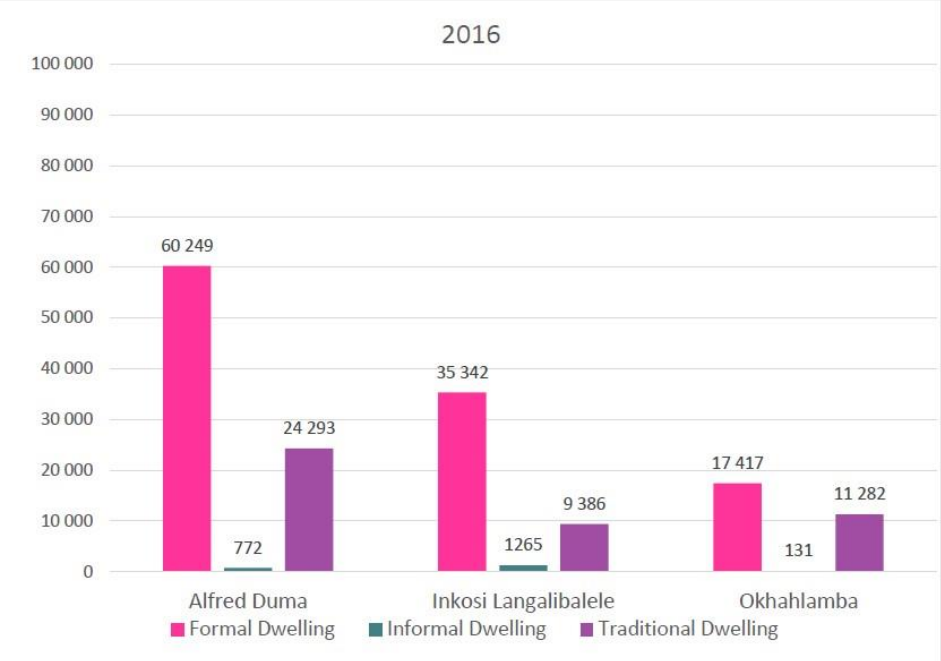
3.1.6.2. TOILET FACILITY

The Alfred Duma Local Municipality is predominantly rural in character yet over 50% of the population in the municipality have access to a flushed toilet facility. This indicates that most of the population in the municipality has access to water and other basic services. The presence of a flushed/chemical toilet facility in most of the households indicates that the provision of basic services in the municipality is prioritised. This directly correlates with the number of people who have access to formal dwelling facilities.



3.1.6.3. DWELLINGS

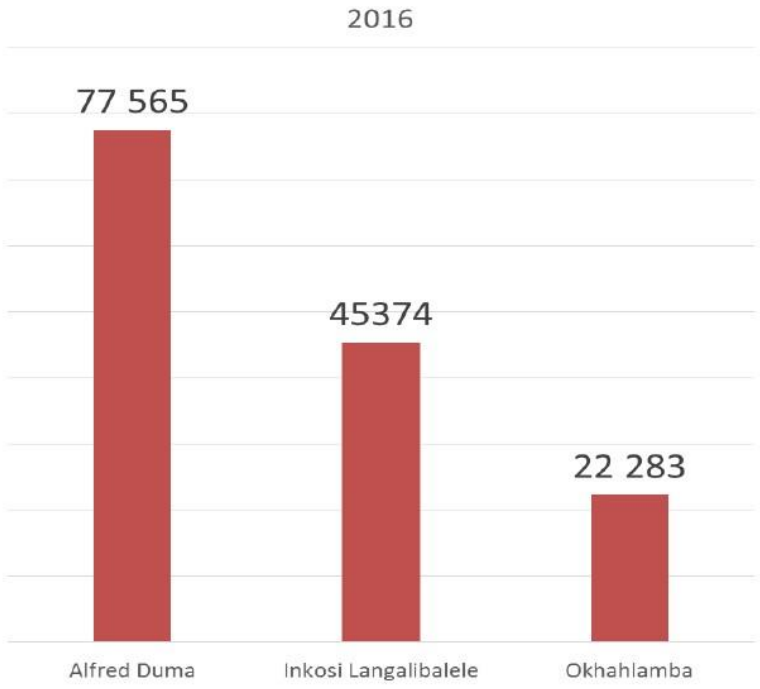
Alfred Duma Local Municipality has a high number of people who have access to a formal dwelling. Having a formal dwelling indicates that more people have access to basic services such as water and electricity. Due to the increase in unemployment in the municipality, the high prevalence of formal dwellings is an indicator that most of these dwellings are built by the municipality. This means that dependency levels in the municipality are high and more and more people depend on the municipality for services such as shelter. The rising number of people that require formal dwellings indicates that the population of the municipality is increasing at a rapid rate. The rate in population increase indicates that by 2030 more and more people will require formal dwellings and more land will be required to ensure that these housing projects are sustainable and promote the international agenda of sustainable human settlements.



3.1.6.4. EDUCATION

Education is one of the most fundamental factors to development. Education raises people productivity and promotes entrepreneurship and technological advances. In addition, it is very crucial in securing social and economic progress and improving income distribution.

Alfred Duma has a population with low literacy and education levels with about 75% of the population not having access to matric certificates. Low education levels can impede the economic growth of a municipality and the population in genera especially in the technologically advanced era by which we live in.



3.1.6.5. WATER

Alfred Duma Local Municipality boasts a high number of people that have access to piped water on an average. The number of people that have access to piped water in the municipality indicates that much is being done on providing people with basic services in the municipality and Alfred Duma has the highest population that has access to piped water in the Uthukela District.

Municipality	Piped Water	%	Other sources	%
UThukela	122 362		39 502	
Inkosi Langalibalele	33 602	27.5	13 351	33.8
Alfred Duma	69 312	56.6	16 088	40.7
Okhahlamba	19 447	15.9	10 063	25.5

3.1.7. LOW AFFORDABILITY LEVELS

According to the LED Plan 40.6% of the population is not economically active while unemployment rate is estimated at 38%. This indicates that there is a large portion of the population that have either been discouraged from seeking work, or who are under or over the working age. Similarly, 46.3% of the population do not earn an income while almost 22% earns between R1-R4800 per year, which is less than R400 per month. 39.6% of the income earning population earn below

R1600 per month. Only 7.5% of the population earn over R1600 per month, which indicates that a large percentage of the Alfred Duma population is living in poverty. As a result, the urbanisation that is currently taking place is the urbanisation of poverty.

The unemployment rate in Alfred Duma is below the average District unemployment rate which is currently 40%. Of the active population, only 18% is employed in the formal economic sector, 31% are semi-skilled workers and 42% are unskilled workers. This indicates that most people in the Alfred Duma Municipality are dependent on the informal economy as a means of income generation. The low level of skilled labour is directly linked to the low education levels in the municipality which make it difficult to employ most people in the formal economy.

3.1.8. ECONOMIC STAGNATION

Although agriculture occupies the largest amount of land in the Municipality, its significance as an economic sector has declined over time. The primary sector which includes agriculture and mining contributes the least to total production output, with a value of approximately R327 million in 2008. The importance of the manufacturing sector has increased substantially in both contributions to total output and as a source of employment. However, this sector has itself experienced variable trends with signs of decline becoming evident in the last few decades. With the current rate of urbanisation and decline in the working age population, the focus should be on developing the manufacturing sector to create more employment opportunities and absorb excess labour.

The growing sub-sector in the employment of people in Alfred Duma is the Retail, Accommodation and catering which are currently employing almost 24% of the economically active population, followed by General Government employing 18% and Community and Personal Services employing 16%. These three main employment contributors fall under the tertiary sector.

The low levels of economic growth in the municipality indicate that Alfred Duma has growing levels of inequality. This growth in inequality is set to increase over the next few years as the rich continue to get richer and the poor are still becoming poorer. There are very few employment opportunities for the low skilled and listed paid individual's whist the most educated and most paid have opportunities in other areas either than just relying on the local area of jurisdiction.
The economic growth in the municipality is highly impacted by global trends and this means that in the next five years, the economy in the town is predicted by a slumbering 2% growth rate. This low rate of economic growth can be attributed to poor planning, the prioritisation of social projects over economic projects as well as the out migration of skilled labour and business opportunities.

Focusing on Economic Infrastructure provision will assist by increasing the economic growth by 3,5% in the next 5-10 years. This will be directly correlated to the incoming of investors that are happy with the service delivery in the municipality, the establishment of Public Private Partnerships and the creation of more economic employment opportunities especially in the ICT industries.

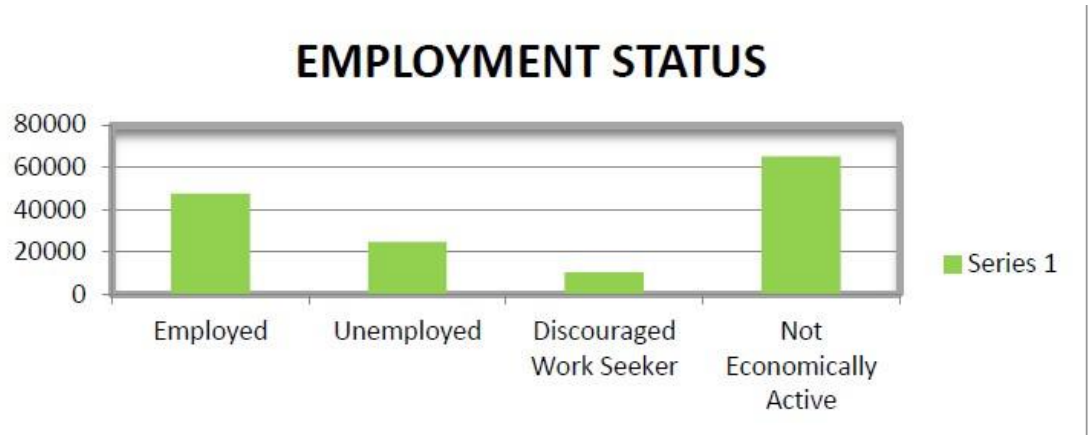
3.1.9. EMPLOYMENT STATUS

The employment status of the Alfred Duma Local Municipality depicts that a majority of the population are not economically active. This can be due to various social and economic factors which includes but are not limited to age, social dependency, physical impediments, lack of education, poor access to services and health and other social reasons.

The number of employed people indicates that people are employed in the primary, secondary and tertiary sectors of the town. Most people are however employed in the tertiary sector which shows an increase in the number of service and telecommunication centres in the municipality.

The high number of unemployed individuals in the municipality can mainly be attributed to lack of education, poor healthcare and also the unavailability of employment opportunities in both the private and public sectors of the municipality.

The discouraged work seekers comprise of individuals who have attempted to find employment through numerous means and have not found employment opportunities to date. These individuals are not just uneducated people but also highly educated individuals who have attempted to find employment but to no avail.



Employment and Unemployment

In Alfred Duma as at 2015, close to three fifths (59%) of the population accounted for the working age bracket (15-64 years). The

	unemployment rate was 38% in 2015, after experiencing an increasing unemployment rate between 1995 and 2003, then decreasing gradually from 2004 until 2015.
Employment by Skills Level	In Alfred Duma just more than a quarter (27%) is employed in the informal sector as informal traders, and the majority employed in the formal sector with a bit under a third (31%) employed as low-skilled workers, and only 18% as skilled workers.
Employment by Sector	Of those employed in the formal sector in Alfred Duma, a considerable majority (74%) is employed in the tertiary sector, followed by approximately a fifth (20%) employed in the secondary sector, and the remaining 6% in the primary sector.
Employment by Sub-sector	In Alfred Duma the considerable overall employment contributor is the Wholesale and Retail Trade, Catering and accommodation, which employs close to a quarter (24%) of the economically active population, followed by General Government employing 18% and Community, Social and Personal Services employing 16%. The Agriculture, Manufacturing, Construction, Transport and Finance sub-sectors collectively contribute a bit more than two fifths (42%) of the employment in Alfred Duma. (2015)

3.2 SPATIAL ANALYSIS

3.2.1 REGIONAL CONTEXT

The strategic location of the Alfred Duma is recognised in the recently introduced Provincial Growth and Development for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of UThukela District and beyond and connects the region with the major urban centres such as Durban and Johannesburg.

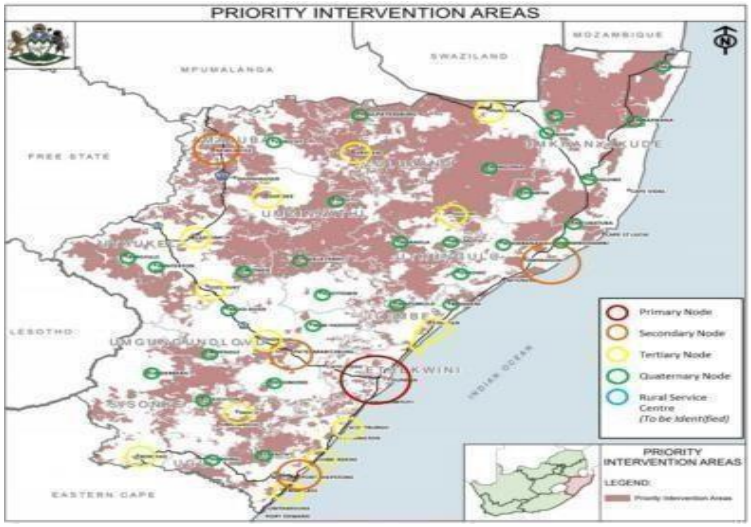


Figure 2: Provincial Priority Intervention Areas

3.2.2 DISTRICT SPATIAL ECONOMY

Ladysmith provides higher order goods to the whole district and houses most of the major industrial activities. Manufacturing activity is primarily concentrated in the Ladysmith-Ezakheni cluster and is dominated by the textile and clothing sub-sector. The Emnambithi Local Municipality contains approximately half of the district's economic activity, particularly concentrated in the Ladysmith CBD and Ezakheni area. The Ladysmith town also contains most of the

government service sectors that plays a meaningful role to the economy of the uThukela/ Emnambithi sub-region through various logistics.

3.2.3 REGIONAL TOURIST DESTINATIONS

The Alfred Duma is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The latter is a World Heritage Site and a world acclaimed tourist destination. This park is 243 000ha in extent and it is located along uThukela District administrative boundary. There are several natural and cultural attractions that exists within UKhahlamba-Drakensberg destination. The natural attractions include the Drakensberg Mountain, Archaeological sites, nature reserves (game viewing and bird watching), UThukela Biosphere Reserve, Tugela Catchments and Tugela River, Natural Bush, Forests and the climate is mostly comfortable. The cultural attractions include the certain parts of the Battlefields and Memorial, Museums, Monuments, Rock Art, Crafts, Recreation (Horse Riding) and tourism routes.

The Alfred Duma is in a region with a rich heritage and military history ranging from the Mfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. It includes Shaka's predatory campaigns, the arrival of the Voortrekkers, the Anglo-Zulu War and the Anglo Boer Wars. The Battlefields Route provides a structured journey around the sites of various battles, skirmishes and sieges which are situated in a broad belt running through the central core of the region, from Estcourt in the south, through Ladysmith, Dundee and Newcastle, to Charlestown in the north. This presents the area with a unique 'tourism triangle' character, consisting of three of the five B's branding of provincial tourism – Berg, Bush and Battlefields. In addition to its three main destinations, there is a diversity of related attractions and accommodation facilities. This rich diversity allows tourists to experience a wide range of activities and scenes within a relatively small area and is used as an important marketing element in the regional tourism industry.

3.2.4 UTHUKELA CATCHMENT MANAGEMENT AREA

The municipality is also located in the Thukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as Thukela), which is the largest river system in KwaZulu-Natal. The Thukela River forms part of the Thukela River Catchment, which is approximately 30 000 km^2 in extent. The Thukela River rises near Bergville and Drakensberg mountains which drains from the Drakensberg escarpment into the Indian Ocean, major tributes include the following: Klip, Bhushmans, Sundays, Little Thukela, Mooi and Buffalo. This is one of the most important river catchments in South Africa. There is substantial runoff from the Thukela catchment because of high rainfall, accounting to the following mean annual rainfall (MAR) of 3865x10(6)

m3. This is expressed as an average run off rates of about 133mm which equates to 16% of the mean annual precipitation (MNP) of 840mm. This is subjected change in dry central regions of the basin.

3.2.5 ADMINISTRATIVE ENTITIES

The municipality has a total of 36 wards. There are ten tribal councils within the Alfred Duma and the bulk fall within the former Indaka Area. The bulk of these areas still falls under private ownership and the main land use is residential, with small, scattered commercial shops and government offices.

3.2.6 STRUCTURING ELEMENT

The municipality is bisected by development corridors and trade routes of national significance, that is the N11 which runs in a north south direction linking Kwa-Zulu-Natal with Mpumalanga Province and the N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas. These routes/development corridors play a significant role in structuring land uses. A railway line also bisects the municipality which links areas of Johannesburg and Durban. The upgrade of the said railway line is a presidentially prioritised infrastructure development programme. The recently introduced Provincial Growth and Development Strategy for Kwa-Zulu-Natal classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond and connects the region with the major urban centres such as Durban and Johannesburg.

The municipality is anchored around Ladysmith Town which serves as a service centre and administrative centre for the whole of Uthukela District, and a commercial hub for the north-western part of KwaZulu-Natal. In terms of the socioeconomic macro context, the municipality is midway between the National Primary Nodes of Johannesburg and Durban. Ladysmith provides higher order goods to the whole district and houses most of the major industrial activities. Manufacturing activity is primarily concentrated in the Ladysmith-Ezakheni cluster and is dominated by the textile and clothing sub-sector. The presence of industries within the municipality is seen as a huge advantage, these industries include the Nambithi Industrial Area, Danskraal Industrial Area and Pieters Industrial Area.

The municipality is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The latter is a World Heritage Site and a world acclaimed tourist destination. The municipality is in a region with a rich heritage and military history ranging from the uMfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. The town of Ladysmith is in the foothills of the Drakensberg Mountains, which form the escarpment. The dominant topographical features of the ELLM are valley slopes and undulating hills, but the topography is highly diverse and includes broad valleys, moderate to steep slopes, rolling hills, flat plains, dolerite koppies and steep ridges

The settlement pattern in the Alfred Duma reflects the spatial imprints of the apartheid past, which continue to undermine efforts towards equitable development. The impact of separate development and apartheid policies on settlement can broadly be categorised as follows:

- Towns (urban centres), referring to urban centres of Ladysmith and Colenso;
- Formal township of Ezakheni.
- Peri-urban Settlements such as Roosboom and St Chads
- Rural settlements Matiwane, Driefontein, Mhlumayo, Waaihoek, Tholeni etc.

Apartheid pushed the poor into Ezakheni Township and the dislocated settlements to the north of Ladysmith. These areas are far away from economic opportunities. Land use management in municipality also has imprints of past planning. This was mainly evident from the urban areas of Ladysmith and Colenso that were guided by the Town Planning Schemes while the other areas just remained without any formal land use controls. However, the situation is changing given the introduction of the Kwa-Zulu-Natal Planning and Development Act, Act No. 6 of 2008 that required Emnambithi/ Ladysmith Municipality to introduce a wall-to-wall Land Use Scheme (LUS) within five years from the implementation date of the relevant provisions of the Act. The municipality has commenced with the processes to respond to this provincial directive though the development of the local area plans that covers the entire municipal area.

The municipality is also located in the uThukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km^2 in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment because of high rainfall.

3.2.7 NODES AND CORRIDORS

3.2.7.1 THE N3 AND N11 NATIONAL/PROVINCIAL CORRIDOR

The N3 National Corridor runs along the south western part of the ALFRED DUMA LOCAL MUNICIPALITY. It is identified in the NDP and the PGDS as a development corridor linking the national economic hubs of Johannesburg and Durban. At a local level, it is however a limited access movement corridor with limited bearing on the local spatial system except at key

road intersections. The intersection, which is the closest to the urban core of the municipality, namely the N11 and N3 interchange, is not located in the municipality and falls in the Okhahlamba municipality. It also serves as a provincial access route to tourism destinations such as the Battlefields and the Drakensburg.

Although the N11 is also a limited access national corridor, it serves a dual function, it is a major link and trade route between KwaZulu-Natal and Mpumalanga Province through Ladysmith. It is also one of the major regional arterials connecting the northern parts of KwaZulu-Natal with towns such as Ladysmith (to a limited extent) and Newcastle all located along this route. It is the primary access route to the Battlefields and the northern Kwa-Zulu-Natal Coal Rim which includes all the above-mentioned towns. It provides access to the Klip River and connects it to several agricultural districtsto the north of Ladysmith. Major settlements such as Matiwane, Driefontein and Nkunzi also gain access off the N11. Development along the N3 and N11 Development Corridors should follow the following guidelines:

- The N3 and N11 are national limited access and highspeed public transport routes; as such direct access onto these roads is subject to the national road transport regulations.
- Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access opportunities; and
- A 15m buffer should be observed from the boundary of the road reserve. This has implications for settlements that have encroached onto the buffer areas.

This road provides an alternative route to Gauteng and Mpumalanga with views of scenic beauty, which can attract both domestic and international tourist thereby promoting LED projects at some locations.

3.2.7.1 PRIMARY DEVELOPMENT CORRIDORS

At least two existing roads have potential to develop as primary or sub-regional development corridors. These routes create opportunities to unlock new development areas and consolidation of existing areas and provides direct access to Ladysmith. The key existing primary corridors are the following:

- P32 which runs in an east-west direction from Ladysmith through St Chads and the northern border to Ezakheni Township to Indaka Municipality in the east. This is the busiest corridor in the ALFRED DUMA LOCAL MUNICIPALITY. It is one of the roads that carry huge volumes of vehicular and trade related traffic. It also provides access to many peri urban and rural settlements located just outside of Ezakheni Township.

- R103 runs parallel to the N3 in an east west direction. It is a regional arterial which carries trade and passenger traffic, and runs through Colenso, Roosboom and Ladysmith.
- Development along this route is subject to the rules and regulations of the provincial Department of Transport.

3.2.7.2 SECONDARY CORRIDORS

Several roads serve as secondary access routes within the ALFRED DUMA LOCAL MUNICIPALITY. These provide access to major settlements and serve as a link with Ladysmith town. Secondary corridors include the following:

- P189 which runs through Driefontein and serves as the main access route to settlements such Driefontein, Burford, Peace Town, Watersmeet, etc. It is also the main access route to the Driefontein node.
- P33 which branches off the N11 approximately 25km north of Ladysmith Town. It is the primary access route to settlements such as Nkunzi. Cremin, and Steincoal Spruit, and serves to connect Ladysmith and Dundee and Vryheid. It also runs through the coals rim and serves as a regional arterial carrying trade and passenger traffic. This is an agricultural corridor.
- P326 which runs between Colenso and Ladysmith though Pieters and Ezakheni Industrial Estate. This road serves as the main access to Ezakheni Industrial and Ezakheni Township. It also runs through commercial farms and has potential for both agriculture and eco-tourism.
- P263 which runs in an east-west direction linking settlements such as
- Elandslaagte and Cremin east of the N11 with Matiwane and Licitania west of the

N11 and beyond. It is one of the major links with the Free State Province through Collins Pass and has potential to serve as a by-pass onto the N3. This is generally an agricultural and settlement corridor.

3.2.7.3 TERTIARY CORRIDORS

Tertiary corridors links service satellites in the sub-district and provides access to public and commercial facilities at a community level. Tertiary corridors are as follows:

- Road running through Ezakheni Township linking the Ezakheni Colenso Corridor with the Limehill/Ekuvukeni (Indaka) Ladysmith Corridor. This is the main collector distributor road for the Ezakheni Township and the surrounding settlements.

- P237 linking Driefontein Complex with R103 through Besters. This road requires substantial upgrading where it becomes D44.
- The road from Elandslaagte through Cremin linking Ekuvukeni Ladysmith Corridor with P33 (Ladysmith/Dundee) Corridor. Development of this corridor will open the area between Cremin and St Chads for future residential development.
- In addition, there is many local roads that serve different functions which also have potential to develop into local corridors. These will be identified and characterised as part of the refinement of the SDF and/or preparation of Local Area Plans (LAPs).

3.2.7.4 PRIMARY NODE

The Ladysmith Town is a sub-regional centre servicing the entire Alfred Duma Local Municipality and beyond. Therefore, this is a primary node for investment promotion and centre of supply of services in the Municipality. It forms part of the district spatial systems and is identified in the district SDF as a primary node or main economic hub. This is despite Alfred Duma being recognized as a third order centre at a provincial level. This node has administrative, social, and economic potential and there is provision of concentration of different activities of services.

3.2.7.5 SECONDARY NODES

While Ladysmith serves as a regional centre, at least two other areas present an opportunity for the development of secondary nodes with much less threshold/sphere of influence, namely Colenso and Ezakheni. Three main factors have influenced the selection of these areas, that is location in relation to major access routes, location in relation to large rural or urban settlements, which provides a threshold for services, rendered from these areas and development potential based on the above two factors, and broad overview of the historical development of the areas as well as the current level of development.

Ezakheni has potential to serve the whole of Ezakheni Township and the surrounding rural settlement. Spatial development in Ezakheni should focus on transforming the area into a mixed land use area, and a viable service centre developed with social, economic and other facilities.

Colenso was previously a thriving rural service centre for the surrounding farming community has experienced decline in both character and function. It is characterized by derelict and poorly maintained buildings, deteriorating quality of infrastructure and the associated services, and lack of investment. With most of the land around this town being subject

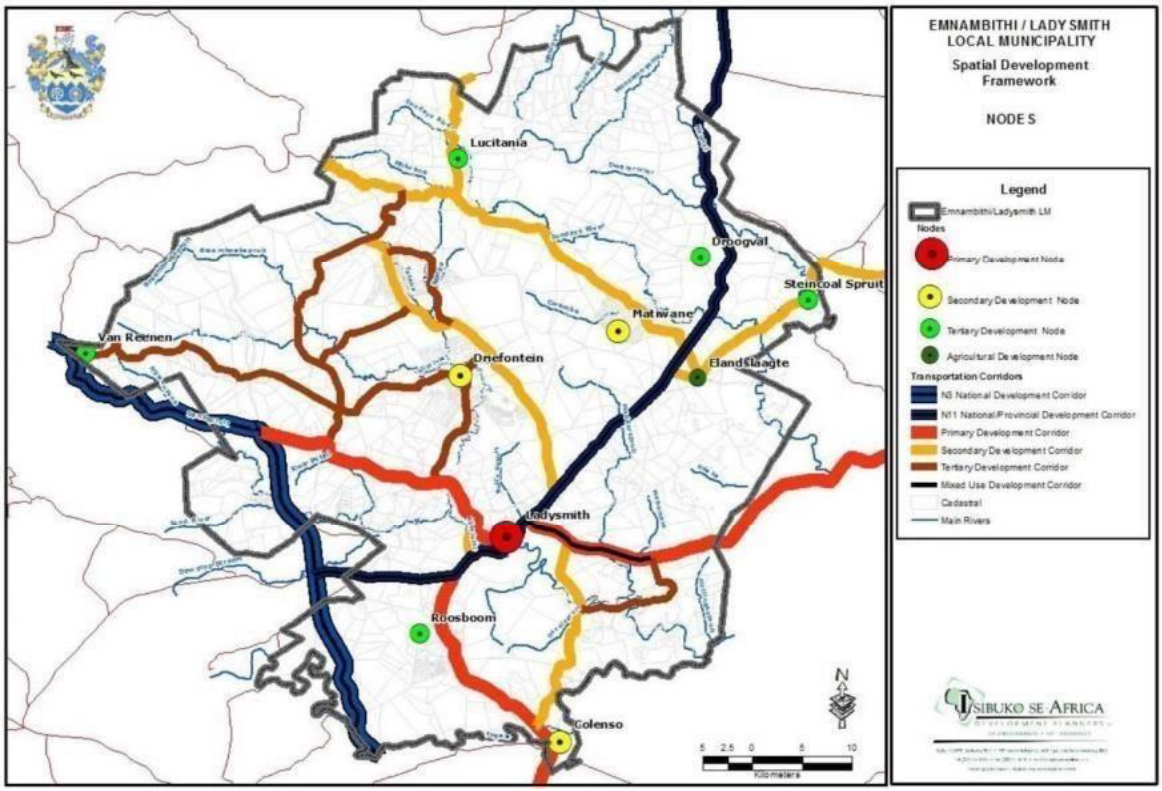
to land restitution and claims, it is critically important to repackage Colenso as a centre of activity and an anchor point for the integration and coordination of support services to the various land reform projects. It also has potential for the following activities:

- Low-key commercial activities and service industry targeting local communities and vehicular traffic passing through R103.
- Low-density residential development for people who want to be close to urban opportunities but live a rural lifestyle.
- Public facilities serving different at least two or more settlement clusters.

3.2.8 TERTIARY CENTRES

In addition to the secondary centres, the vision for the future spatial development of Alfred Duma Local Municipality makes provision for the development of community centres within a cluster of settlements. Driefontein, Roosboom, Matiwane and Lucitania can be classified as Tertiary centres on a municipal scale. These small centres serve as location points for community facilities serving the local community such as:

- Primary and secondary schools.
- Clinics including mobile clinics.
- Pension pay points.
- Community halls and other community facilities.
- The identification of tertiary nodes will be undertaken with the participation of the affected communities.



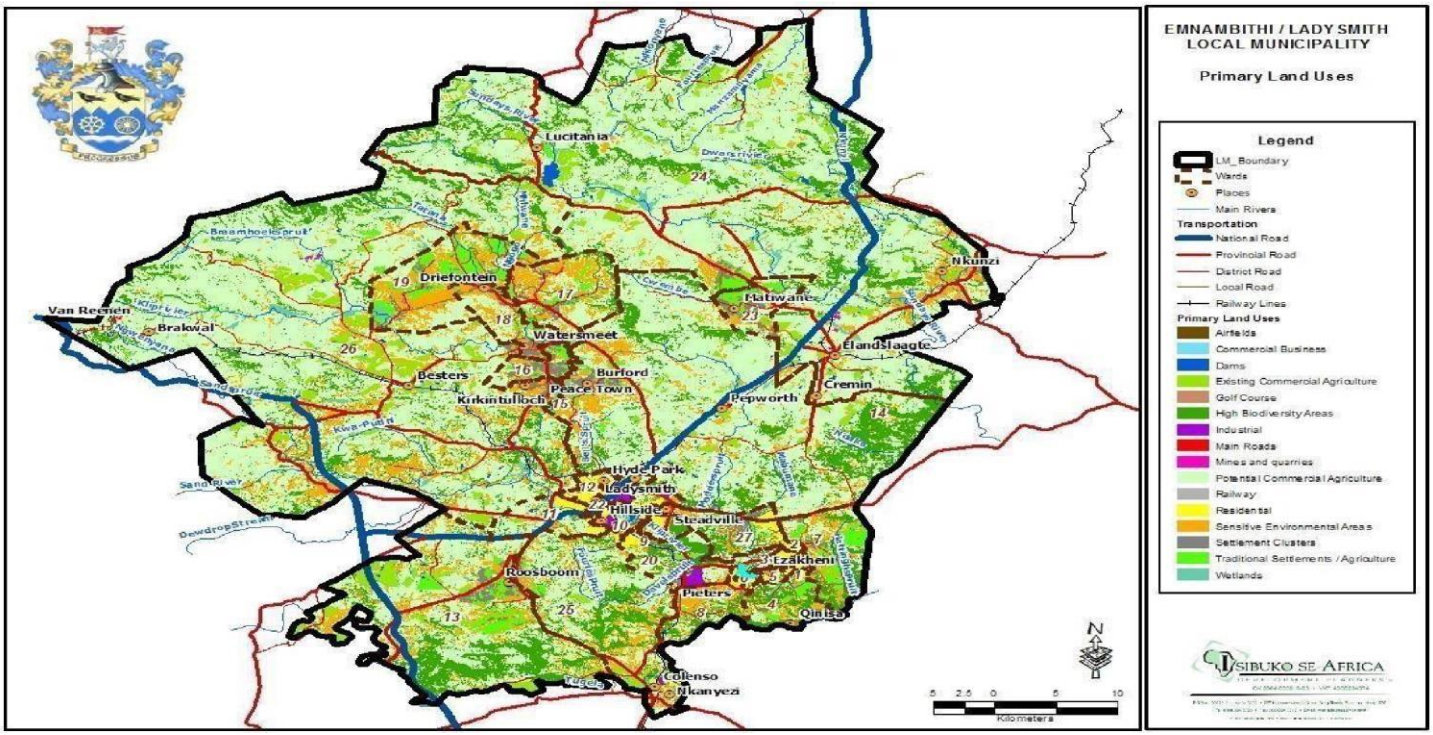
3.2.9. CURRENT LAND USE

The dominant land use within Alfred Duma is commercial agriculture, which covers 189 125.57ha or 63.8% of the geographic area of the municipality. In terms of land uses, commercial agriculture consists of existing and potential commercial agriculture. Existing commercial agriculture is represented by commercial crops (14 079ha) and commercial forestry (1 754ha), which accounts for 5% of the municipal area. The potential commercial agriculture category refers to grassland, covering 173 325ha or 58.45% of the municipal area. Clearly, this is the land use presenting significant potential for development.

3.2.10 HUMAN SETTLEMENTS

Settlements represent 4% of the land uses in Alfred Duma, which is a small percentage of geographical space. Most of the urban settlements and population concentration in ALFRED DUMA LOCAL MUNICIPALITY is in the central and southern portions of the municipality. It includes the main urban complexes of Ladysmith and Ezakheni, as well as Colenso. These settlements are formalised urban areas, with Ladysmith being the main economic and administrative centre in Alfred Duma. Land uses within the main urban centres include residential, commercial, industrial and a range of other complementary land uses. These areas also provide a high level of social and infrastructural services.

Other settlements, which are significant in size but are not formalised urban areas, include Driefontein complex, Matiwane complex and Roosboom, which is to the south of Ladysmith. Other smaller settlements are scattered within the municipal landscape and include, Lucitania, Blue Bank Settlement, St. Joseph's Mission, Droogval Settlement, Steincoal Spruit (Nkunzi) and the Van Reenen.



3.2.11 Land Ownership

The pattern of land ownership within Alfred Duma Local Municipality demonstrates multiple tenure rights which ranges from freehold, communal and an array of land that is under the control of the state and government. This has implications in terms of spatial planning such that the land that is under freehold and state control is more conversant towards attracting development as well as social and economic investments. On the other hand, attracting investments tends to be more complex on communal or tribal land tends to some of the tedious procedures. The land ownership pattern within the area can be outlined as follows:

3.2.11.1 PRIVATELY OWNED LAND

The land ownership pattern within Alfred Duma Local Municipality demonstrates a dominance of private ownership especially within economically active areas and regions of the municipality. This is evident from urban areas such as Ladysmith town, Colenso retail hub as well as the commercial farms located along Matiwaneskop and Jonono areas within the northern parts of the municipality.

Although private ownership is common within the economically productive areas including both urban and rural areas, however the extent of its existence is also historic. Such that most of the farmland with high agricultural potential and strategically located urban areas within the town is in the hands of the whites on the other hand the farming areas with less potential for agriculture as well as economically inactive urban area such as Ezakheni and Steadville townships are in the hands of the black.

3.2.11.2 STATE LAND

There are several land parcels that belong to government within the urban and rural areas. These include the large tracks of land that exists on the periphery of Colenso urban area which belong to the municipality. Ezakheni Township on the other hand is surrounded by large tracks of land which are administered by the Department of Rural Development and Land Reform while some are registered under as state land as well as the municipality. There are fewer properties within Ladysmith town which belong to the municipality and government.

There are some of the farms which are under land reform, but the processes have not been finalized so these are currently registered under the name of the Department of Rural Development and Land Reform. There are few properties which also belong to the parastatals. These include the railway line stations, servitudes and properties that belong to Transnet. There are also several electricity servitudes and sub-stations that belong to Eskom while the properties that accommodate the telecommunication infrastructure are under Telkom.

3.2.11.3 SYNDICATE OWNERSHIP

There are large tracks of land that are not vested in an individual but a rather complex web of social group. These include the farms that belong to different trustees. Although a clear set of rules exists to regulate the rights of all members to the land, this is the most diverse form of ownership especially in terms of getting development to be initiated within the area. In some instances, this requires tenure upgrading processes especially for housing projects where the people who occupy the land are not the legitimate owners i.e. they pay rent to the syndicate (trust).

There are cases whereby some of the areas that fall within syndicate ownership are also occupied by the traditional council. These specifically exist within Driefontein complex as well as Matiwaneskop and Jononoskop. Ideally the tribal chiefs concerned are not supposed to allocate land for any purpose within such areas since such land does not legally belong to their traditional council's area of influence. However, this issue needs to be properly addressed as it has a potential to raise hostilities amongst the parties involved.

3.2.11.4 COMMUNAL PROPERTY ASSOCIATIONS

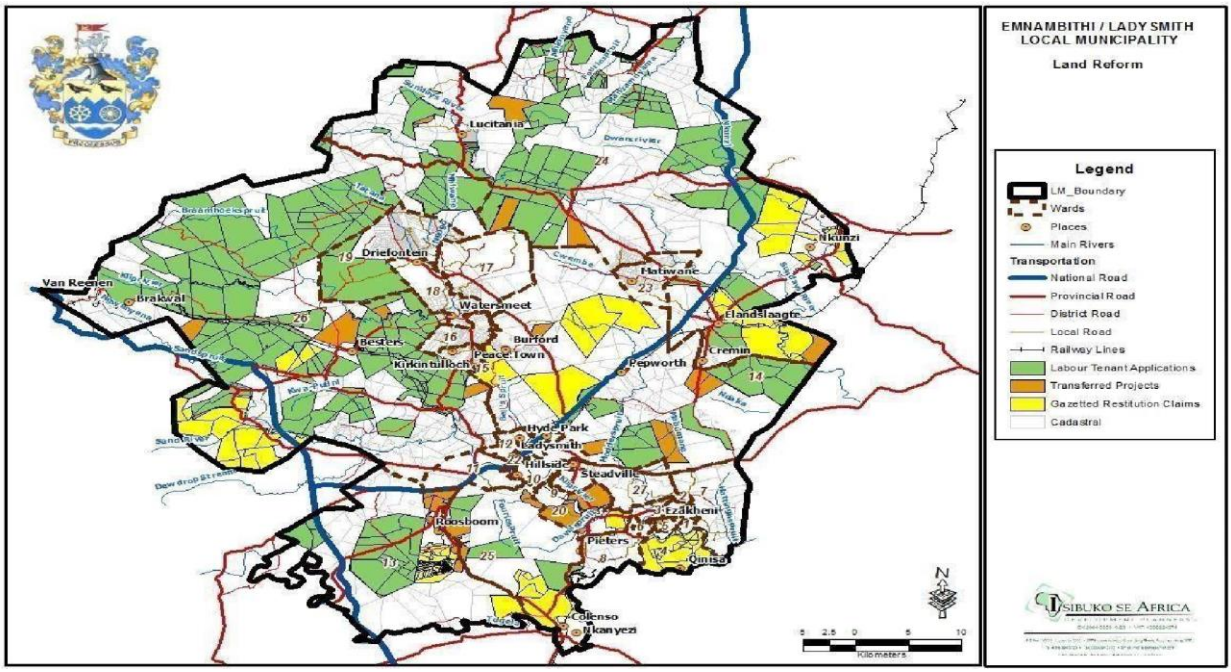
The number of claims implies that the land would increasingly be registered in the name of communities. The land reform beneficiaries usually form a structure called Communal Property Association (CPA). The land that has been acquired through the land reform programme is commonly procured by the Department of Rural Development and Land Reform (DRDLR) and then transferred in the name of the CPA. Each CPA is supposed to have a constitution that guides and balances the rights and obligations by its members towards the use and entitlement to their land.

3.2.12 TENURE UPGRADING

There is no land tenure upgrading projects that have been initiated within Emnambithi/ Ladysmith Municipality. However, it is evident that the scope of this initiative would need to be explored within some parts of the municipal area. This would probably include the upgrading of land tenure rights into freehold ownership for the households that currently reside informally on state land within Colenso and outside of Ezakheni Township. There are several informal settlements that have occurred within some of the privately-owned farms around Peacetown and Driefontein. There is a need to upgrade land tenure in these areas.

3.2.13 LAND RESTITUTION

A substantial amount of restitution claims was lodged with the Regional Land Claims Commission within Alfred Duma Local Municipality. With reference to the map below, there are 470 restitution claims that were lodged. 66 of these claims have been transferred and 152 have been settled. The total size of land that is under restitution claims amounts to 33 016ha and 6442ha of that land has already been transferred to black owners. Delays in the finalisation of rural land claims create uncertainty and deny the area investment. Despite the progress that has been made in terms of resolving these land claims a lot of work still needs to be done. This relates to resourcing the new farm owned with capital and soft skills to manage the farms in a manner that ensures that these remain productive.



3.2.14 LAND REDISTRIBUTION

An extensive amount of labour tenant applications has been lodged within the municipal area. There are approximately 394 applications that have been lodged and only 22 of these have been transferred. Initially the most important aspect of land tenure and redistribution is security of tenure especially for farm workers but over the years it increasingly becomes important to ensure that the community uses the land beyond dwelling purposes.

The Department of Rural Development and Land Reform has therefore introduced a programme (called Recapitalization and Development Programme) which seeks to assists the community to increase agricultural production, guarantee food security, job creation and graduate small-scale farmers to commercial farmers in the agricultural sector. The emerging black farmers are funded under close supervision of the department to ensure sustainability and avoid the increase of unproductive farms. Infrastructure Assessment

3.2.15 LAND CAPABILITY

The dominant land use within ALFRED DUMA LOCAL MUNICIPALITY is commercial agriculture, which covers 189 125.57ha or 63.8% of the geographic area of the municipality. In terms of land uses, commercial agriculture consists of existing and potential commercial agriculture. Existing commercial agriculture is represented by commercial crops (14 079ha) and commercial forestry (1 754ha), which accounts for 5% of the municipal area. The potential commercial agriculture

category refers to grassland, covering 173 325ha or 58.45% of the municipal area. Clearly, this is the land use presenting significant potential for development.

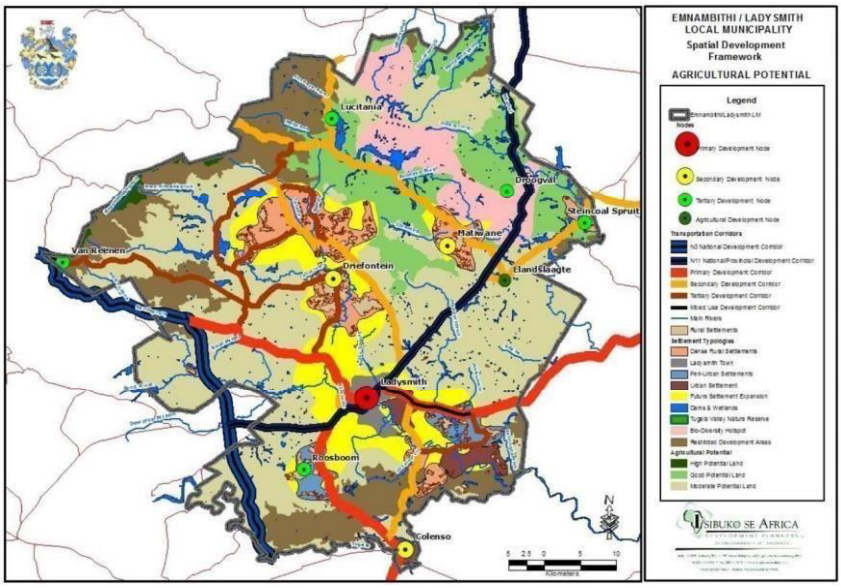
Approximately 26% of the municipal area's land use is taken up by environmental areas. These consist of sensitive environmental areas (indigenous bush - 35 122.65ha) and high biodiversity areas (41 711.78ha).

The majority of ALFRED DUMA LOCAL MUNICIPALITY is categorised as having moderate potential, with on area in the north being categorised as good agricultural potential. The ELLM has a relatively small agricultural economy, although the livestock sector is relatively well-developed. Agricultural land (including Traditional Authority areas) covers approximately 270,000 km2 of the ADLM, which represents about 30% of KwaZulu-Natal's and 0.3% of South Africa's agricultural land (IDP 2011/2012).

Cattle farming is the dominant agricultural activity within the ALFRED DUMA LOCAL MUNICIPALITY, although sheep and dairy are also farmed. This is due to significant natural resource limitations (including unsuitable soils, climate and erratic rainfall in some areas), which limit the production of field crops and horticultural (for example fruit) production. Field crops grown within the municipality include maize, potatoes, dry beans, cabbage, onions, tomatoes, spinach, green pepper, carrot and beetroot, and horticultural crops include pecan nuts. There are also small plantations within the municipality. Game ranching and related tourism is growing within the ALFRED DUMA LOCAL MUNICIPALITY, and there are also possibilities for the harvesting of indigenous products.

The ALFRED DUMA LOCAL MUNICIPALITY previously had a significant poultry industry (especially near Ezakheni). The poultry industry has been largely abandoned, although now there is a re-emergence of small-scale poultry farmers through the assistance of the LED programs of the municipality. Farmers within the ALFRED DUMA LOCAL MUNICIPALITY include established commercial farmers, growing numbers of emerging farmers and subsistence farmers. This takes place mostly on privately-owned land, which is owned, rented or used.

The grazing capacity of the municipality, along with dryland agriculture, is essentially fully utilised / developed. Further agricultural development is therefore likely to rely heavily on the availability of water for irrigation. Water for irrigation is abstracted from the Klip River, Sundays River, and from a short section of the Thukela River, as well as smaller rivers and dams on privately owned farms. There is also one large private irrigation board dam in the upper Sundays River Valley.



LAND COVER (% of Area)				
Forest and Woodland grassland	plantations			Thicket & Unimproved Forest bushland (etc) Forest
0.7%	0.7%	31.9%	48.3%	0.8%
Dongas & sh			eet Degraded: th	Degraded: icket unimproved

Waterbodies		**s & bushland (et**		**c) grassland**
Wetlands **erosion scar**				
0.2%	**0.1%**	**1.9%**	**2.8%**	**5.7%**
Cultivated: temporary - commercial dry	**Cultivated: temporary - commercial/s**	**Cultivated: temporary - land: residential**	**temporary - emi-land: ubsis Urban / built**	**-up Urban / built-up irrigated land tence dry land**
0.9% **2.3%**		**2.5%**	**0.8%**	**0.1%**
land: industrial **Mines &** **/** transport **quarries**				

0.1%	**0.1%**			

Source: Global insight

3.3 ENVIRONMENTAL AND AGRICULTURAL ANALYSIS

C2 Cross Cutting issues (Including Spatial, Environmental and Disaster Management)

Spatial location of the Municipality

Alfred Duma Local Municipality is in the northern part of UThukela district municipality. It is flanked by Okhahlamba municipality on the western side while Imbabazane is on the Southern side with Umtshezi on the south-eastern part of the District.

The Indaka Municipality and Emnambithi Municipality (according to Notice No. 14(5) KZN Government Gazette and subsequent amalgamation proclamation by Municipal Demarcation Board (MDB) are disestablished to form the new Municipal entity (ALFRED DUMA LOCAL MUNICIPALITY) after the

2016 Local Government elections. This means this is the last IDP generation for the Indaka Council which was elected in 2011 and the very last IDP for the entity called Indaka Municipality (KZN233).

Indaka is a predominantly rural area which is characterised by extensive socio-economic challenges such as a low revenue base, poorly maintained infrastructure and limited access to social and other services. High levels of poverty, unemployment, and skills shortage, lack of resources and low levels of education are also prevalent.

District Spatial Economy

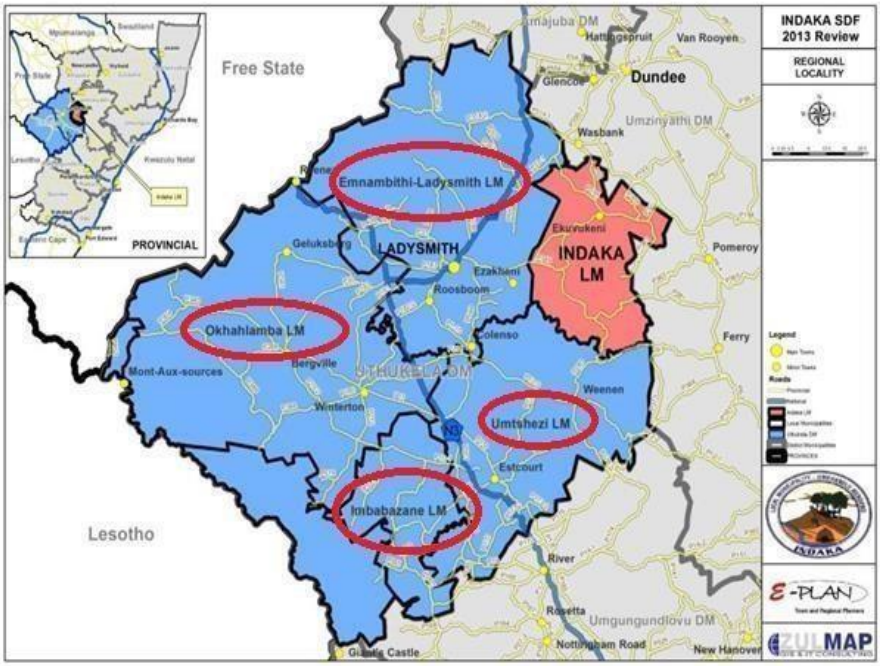
Figure 1: Spatial location of the municipality

The Alfred Duma Local Municipality contains approximately half of the district's economic activity, particularly concentrated in the Ladysmith CBD and Ezakheni area. The Emnambithi town also contains most of the government service sectors that plays a meaningful role to the economy of the uThukela/ Emnambithi sub-region through various logistics.

The land around the rural areas situated at Indaka area comprises approximately 9% of the total uThukela District Municipality land area. Most of the land area falls under the Ingonyama Trust and used to be part of the former Zululand Homeland. This has rendered the area with little historical economic development and has left a legacy of impoverishment and dependency on migrant workers and social grants for socioeconomic well-being for most of its population.

ADMINISTRATIVE ENTITIES

Alfred Duma Local Municipality has a total of 27 wards. The only tribal areas within areas near Ladysmith town are the Abatungwa Kholwa Tribal Authority in the Driefontein Complex (ward 14, 17, 18 and 19). It accounts for approximately 9% (26 655ha) of the municipal area.



Regional Locality on Alfred Duma Municipality

NODES AND CORRIDORS

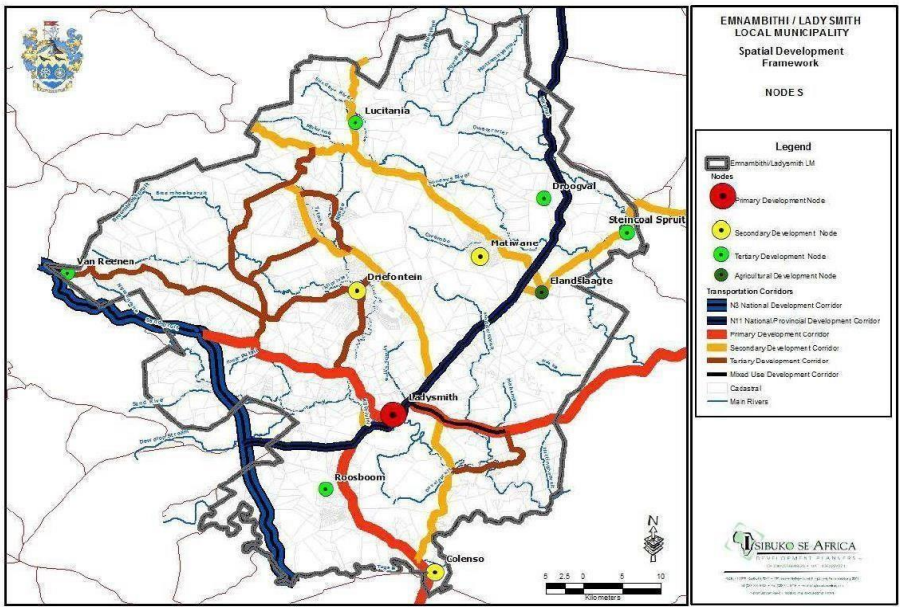


Figure 2: nodes & corridors

Primary Node

Ekuvukeni is identified as one of the primary service centre. The area has some form of semi urban setting in that it acts as a major rural service centre within Alfred Duma Municipality. It accommodates some of the municipal offices, police station and schools. The area includes a mixture of land uses namely administrative, social and settlements. Ekuvukeni should be developed further for services, business, institutional and administrative activities.

The Ladysmith Town is a sub-regional centre servicing the entire Alfred Duma Local Municipality and beyond. Therefore, this is a primary node for investment promotion and centre of supply of services in the Alfred Duma Local Municipality. It forms part of the district spatial systems and is identified in the district SDF as a primary node or main economic hub. This is despite ALFRED DUMA LOCAL MUNICIPALITYbeing recognized as a third order centre at a provincial level. This node has administrative, social, and economic potential and there is provision of concentration of different activities of services.

Secondary Nodes

Ladysmith serves as a regional centre, at least two other areas present an opportunity for the development of secondary nodes with much less **threshold**/sphere of influence, namely Colenso and Ezakheni. Three main factors have influenced the selection of these areas, that is location in relation to major access routes, location in relation to large rural or urban settlements, which provides a threshold for services, rendered from these areas and development potential based on the above two factors, and broad overview of the historical development of the areas as well as the current level of development.

Ezakheni has potential to serve the whole of Ezakheni Township and the surrounding rural settlement. Spatial development in Ezakheni should focus on transforming the area into a mixed land use area, and a viable service centre developed with social, economic and other facilities.

There are other four centres, which can be identified as the secondary service centres these include Limehill centre

(within the Limehill Complex), Sahlumbe (within Ezitendeni – Msusamaphi Complex), Hlumayo (located within

Mkhumbane – Mgababa complex) and Ilenge (which is within the Cannibalism Route which has a potential for tourism).
These centres currently perform few functions such as service delivery and to limited extent commercial activities. The influence of these service centres is quite critical for service delivery to the complexes w here they are located which are:

-

Limehill Complex – this is the largest complex within Indaka and it has a total population of approximately 64 500 people. The complex includes Ebomvini, Lionville section, School section, Hlongwane section, Ward 1A & Bb and Ward 4A & B. Colenso was previously a thriving rural service centre for the surrounding farming community has experienced decline in both character and function. It is characterized by derelict and poorly maintained buildings, deteriorating quality of infrastructure and the associated services, and lack of investment. With most of the land around this town being subject to land restitution and claims, it is critically important to repackage Colenso as a centre of activity and an anchor point for the integration and coordination of support services to the various land reform projects. It also has potential for the following activities:

- Low-key commercial activities and service industry targeting local communities and vehicular traffic passing through R103.
- Low-density residential development for people who want to be close to urban opportunities but live a rural lifestyle.
- Public facilities serving different at least two or more settlement clusters.

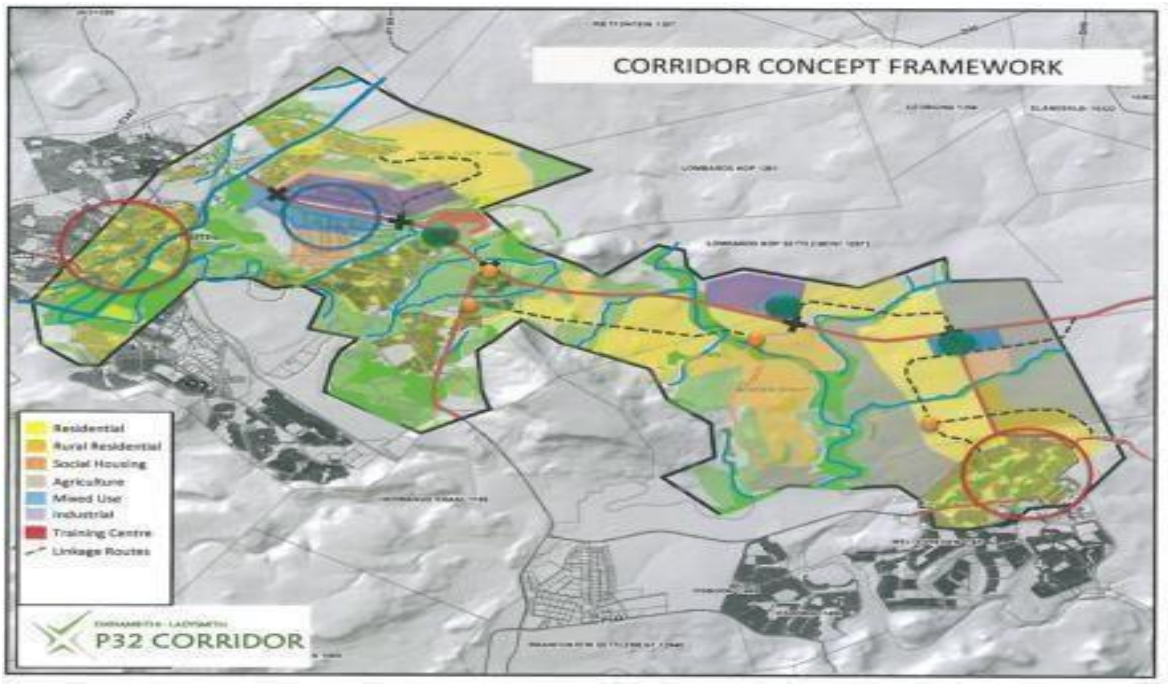
Tertiary Centres

The vision for the future spatial development of Alfred Duma Local Municipality makes provision for the development of Community centres within a cluster of settlements. Driefontein, Roosboom, Matiwane and Lucitania can be classified as Tertiary centres on a municipal scale. These small centres serve as location points for community facilities serving the local community such as:

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

There are several tertiary centres at Indaka area, which are emerging. The first one (Amabolwane – Okhalweni Complex) exists in an under-developed area and has the potential to develop into commercial centres and is intended to facilitate service delivery. Public sector investment in the form of Multi-Purpose Community Centres (MPCC) that can accommodate a range of social services and government departments should be prioritized in these areas. The other areas that are emerging as the tertiary centres within Indaka include Makayane, Mpameni, Fiffy Park, Mangweni, Cancane, Oqungweni and Mlilweni in ward 9.

THE N3 AND N11 NATIONAL/PROVINCIAL CORRIDOR



1.1 Corridor concept framework map

The N3 National Corridor runs along the south western part of the Alfred Duma. It is identified in the NDP and the PGDS as a development corridor linking the national economic hubs of Johannesburg and Durban. At a local level, it is however a limited access movement corridor with limited bearing on the local spatial system except at key road intersections. The intersection, which is the closest to the urban core of the municipality, namely the N11 and N3 interchange, is not located in the municipality and falls in the Okhahlamba municipality. It also serves as a provincial access route to tourism destinations such as the Battlefields and the Drakensburg.

Development along the N2 and N11 Development Corridors should follow the following guidelines:

- The N2 and N11 are national limited access and high-speed public transport routes; as such direct access onto these roads is subject to the national road transport regulations.
- Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access Opportunities.

PRIMARY DEVELOPMENT CORRIDORS

The system of development corridors is based on the function of each corridor and the nature of the activities that occurs within its area of influence. The roads linking Ekuvukeni with Ladysmith and Dundee/ Glencoe has potential to serve as trade routes. These routes are also tributary routes to the national routes (N3 and N11). In addition, they serve as link roads to the major centres such as Ladysmith and Dundee. At least two existing roads have potential to develop as primary or sub-regional development corridors, these routes create opportunities to unlock new development areas and consolidation of existing areas and provides direct access to Ladysmith. The key existing primary corridors are the following:

- P32 which runs in an east-west direction from Ladysmith through St Chads and the northern border to Ezakheni Township to Indaka Municipality in the east. This is the busiest corridor in the Alfred Duma Local Municipality. It is one of the roads that carry huge volumes of vehicular and trade related traffic. It also provides access to many peri-urban and rural settlements located just outside of Ezakheni Township.

- R103 runs parallel to the N3 in an east west direction. It is a regional arterial which carries trade and passenger traffic, and runs through Colenso, Roosboom and Ladysmith. Development along this route is subject to the rules and regulations of the provincial Department of Transport.

SECONDARY CORRIDORS

A secondary corridor links the primary centre to the secondary centres and areas outside of Alfred Duma Municipality and includes the following: -

The road to Weenen (P 176) serves as a major link between Weenen and it also links Ezitendeni with Esigodini and Ekuvukeni. There are two other secondary corridors which link Ekuvukeni with the surrounding centres and these include the corridors to Wasbank and the Corridor to Elandslaagte.

The corridor to Dundee through Ebomvini can be considered important in facilitating development and service delivery in Ebomvini (within Limehill Complex) and it is directly linked to the primary corridor that links Ebomvini with Ekuvukeni. The corridor from Pomeroy to Majaqula attempts to link Indaka with areas across Umzinyathi and has potential to serve as major tourist access routes to the Zulu Culture and Heritage Route.

Several roads serve as secondary access routes within the ALFRED DUMA LOCAL MUNICIPALITY. These provide access to major settlements and serve as a link with Ladysmith town. Secondary corridors include the following:

- P189 which runs through Driefontein and serves as the main access route to Settlements such Driefontein, Burford, Peace Town, Watersmeet, etc. It is also the main access route to the Driefontein node.
- P33 which branches off the N11 approximately 25km north of Ladysmith Town. It is the primary access route to settlements such as Nkunzi. Cremin, and Steincoal Spruit, and serves to connect Ladysmith and Dundee and Vryheid. It also runs through the coals rim and serves as a regional arterial carrying trade and passenger traffic. This is an agricultural corridor.
- P326 which runs between Colenso and Ladysmith though Pieters and Ezakheni Industrial Estate. This road serves as the main access to Ezakheni Industrial and Ezakheni Township. It also runs through commercial farms and has potential for both agriculture and eco-tourism.
- P263 which runs in an east-west direction linking settlements such as Elandslaagte and Cremin east of the N11 with Matiwane and Licitania west of the N11 and beyond. It is one of the major links with the Free State Province through Collins Pass and has potential to serve as a by-pass onto the N3. This is generally an agricultural and settlement corridor.

TERTIARY CORRIDORS

Tertiary corridors links service satellites in the sub-district and provides access to public and commercial facilities at a community level. Tertiary corridors are as Follows:

- Road running through Ezakheni Township linking the Ezakheni Colenso Corridor with the Lime hill/Ekuvukeni Ladysmith Corridor. This is the main collector distributor road for the Ezakheni Township and the surrounding settlements.
- P237 linking Driefontein Complex with R103 through Besters. This road requires substantial upgrading where it becomes D44.
- The road from Elandslaagte through Cremin linking Ekuvukeni Ladysmith Corridor with P33 (Ladysmith/Dundee) Corridor. Development of this corridor will open the area between Cremin and St Chads for future residential development.

Agricultural

This Agricultural Development Plan for Alfred Duma Local Municipality (ALFRED DUMA LOCAL MUNICIPALITY) Constitutes the final phase of this project and follows on the Status Quo review of the agricultural sector in the Municipality's area of jurisdiction. (*Environ Development October 2005)*

The Status Quo report revealed an agricultural economy in ALFRED DUMA LOCAL MUNICIPALITYcharacterized by:

- Dominance of beef ranching;
- Significant natural resource limitations (soil/climate/rainfall);
- Limited cash crop production;
- A growing trend to game ranching and related tourism;
- Substantial progress with land reform and transformation in land ownership;
- An urgent need for improved communications and networking between institutional role
- players in agriculture; and
- Significant and growing informal residential settlement in rural farming areas.

Conservation of agricultural resources

No agricultural development is sustainable in the long term if the natural resources (soil, Vegetation and water) are not conserved. The most relevant legislation in this case Comprises:

- The Conservation of Agricultural Resources Act (Act 43 of 1983); and
- The National Environmental Management Act No. 107 of 1998
- The National Water Act No. 36 of 1998
- Development Facilitation Act No. 67 of 1995
- Town and Regional Planning Act No. 19 of 1984
- Sub-division of Agricultural Land Act 70 of 1970

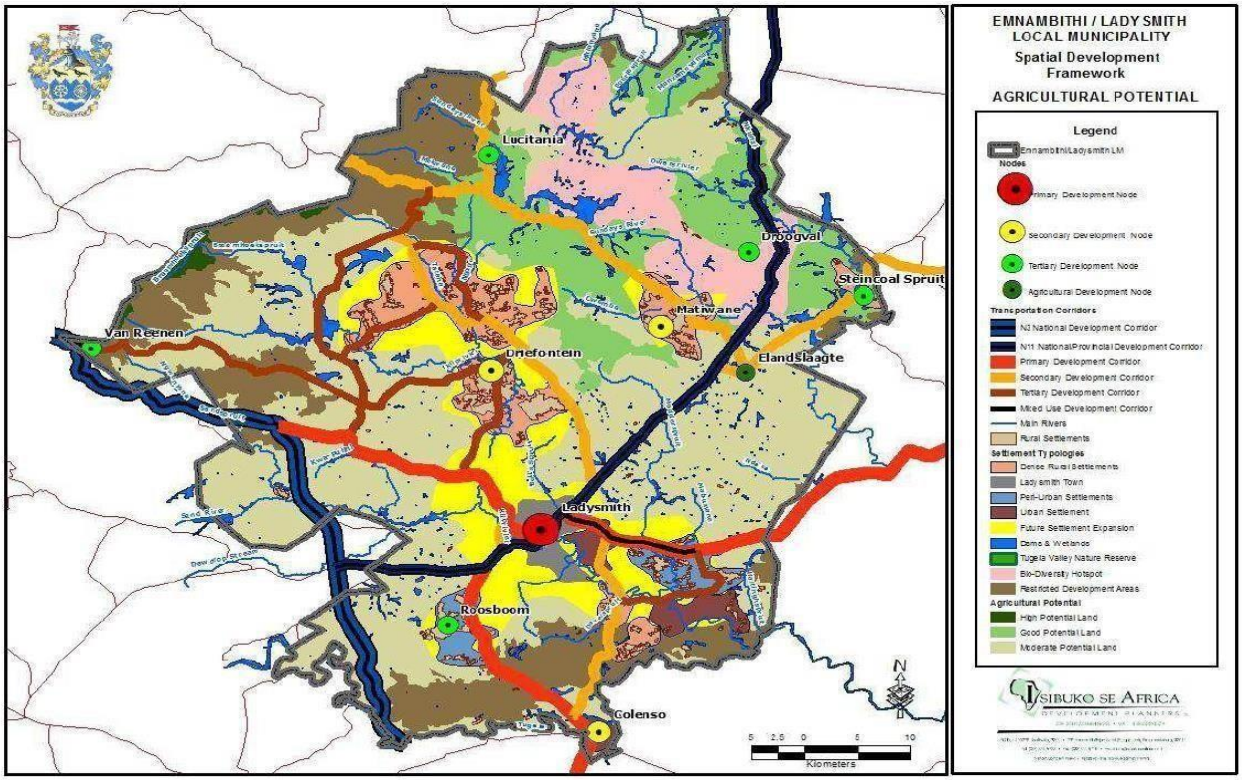


Figure 3: Agricultural potential

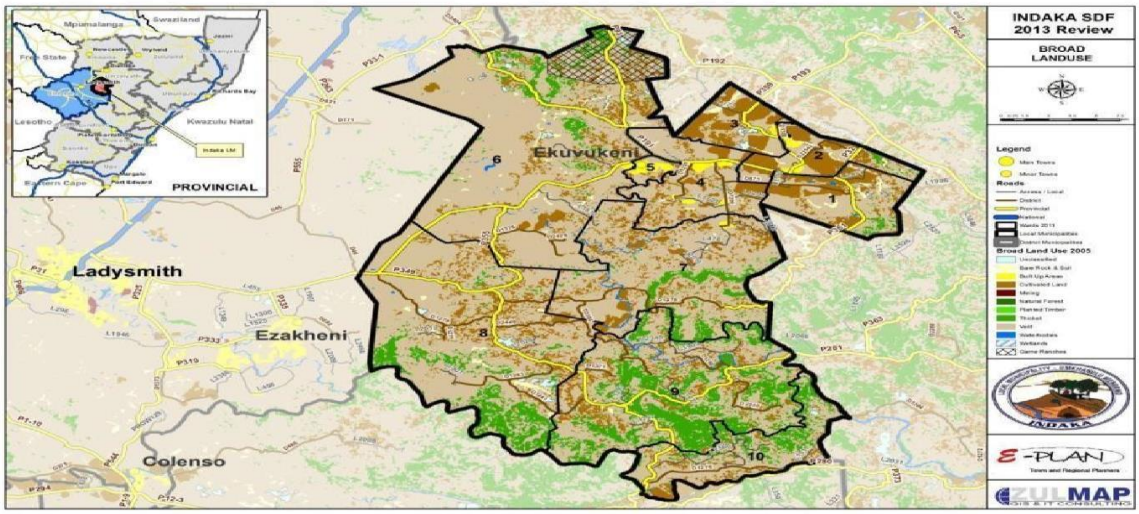
LAND USE

Approximately 48% of the land within the east part of Alfred Duma Local Municipality falls under the control of the Ingonyama Trust, the remaining 52% falls either under state ownership or private owners. 29,000 ha of land (84 farms) is subject to land claims from the adjoining tribal authorities or communities affected by the forced removals which took place in the early 1960's to 1980's. At present this is a limiting factor on development as little can be done until the land claims are resolved.

Commercial Agriculture

The dominant land use within ALFRED DUMA LOCAL MUNICIPALITY is commercial agriculture, which covers 189

125.57ha or 63.8% of the geographic area of the municipality. In terms of land uses, commercial agricult ure consists of existing and potential commercial agriculture. Existing commercial agriculture is represented by commercial crops (14 079ha) and commercial forestry (1 754ha), which accounts for 5% of the municipal area. The potential commercial agricultur e category refers to grassland, covering 173 325ha or 58.45% of the municipal area. Clearly, this is the land use presenting significant potential for development. Settlements rep resent 4% of the land uses in ELM, which is a small percentage of geographica l space. The majority of the urban settlements an d population concentration in EL M is in the central and southern portions of the municipality. It includes the main urban complexes of Ladysmith and Ezakheni, as well as Colenso.



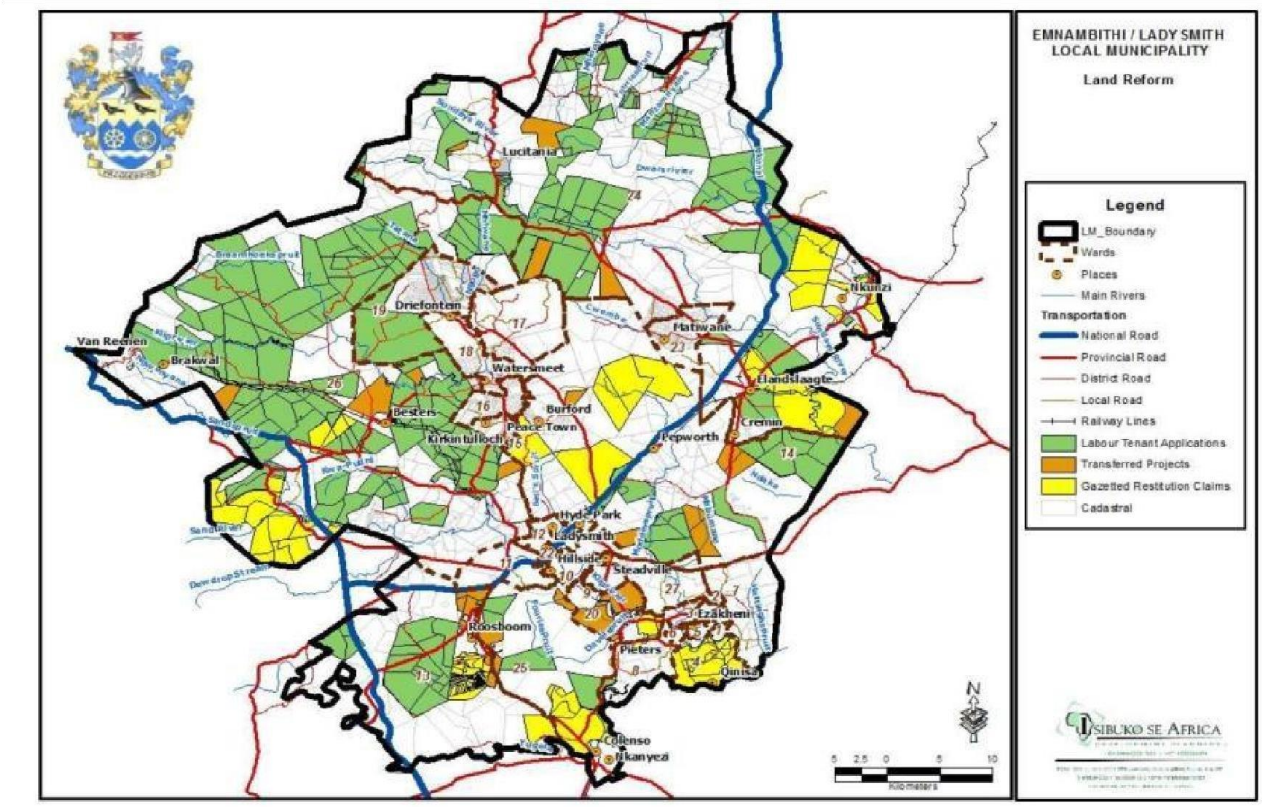
would need to be explored within some parts of the municipal area. This would probably include the upgrading of land tenure rights into freehold ownership for the households that currently reside informally on state land within Colenso and outside of Ezakheni Township. There are several informal settlements that have occurred within some of the privatelyowned farms around Peacetown and Driefontein. There is a need to upgrade land tenure in these areas.

Land Redistribution

An extensive amount of labour tenant applications has been lodged within the municipal area. There are approximately 394 applications that have been lodged and only 22 of these have been transferred. Initially the most important aspect of land tenure and redistribution is security of tenure especially for farm workers but over the years it increasingly becomes important to ensure that the community uses the land beyond dwelling purposes.

The Department of Rural Development and Land Reform has therefore introduced a programme (called Recapitalization and Development Programme) which seeks to assists the community to increase agricultural production, guarantee food security, job creation and graduate small-scale farmers to commercial farmers in the agricultural sector. The emerging

black farmers are funded under close supervision of the department to ensure sustainability and avoid the increase of unproductive farms. Infrastructure Assessment



Legislation guiding the Environment Planning and Management

National Environmental Management Act

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

Section 28 of the Act that falls within Chapter 7 – Compliance, Enforcement and Protection can be related to future developments. Part 1 of the Chapter focuses on environmental hazards and Section 28 relates to the duty care and redemption of environmental damage. Section 28 provides that every person who causes, has caused, or may cause, significant pollution or degradation of the environment, must take reasonable measures to prevent such pollution or

degradation from occurring, continuing or reoccurring or, insofar as such harm to the environment is authorised by law or cannot reasonably be avoided or stopped, to minimize and rectify such pollution or degradation of the environment.

Environmental Conservation Act

The Environmental Conservation Act (No. 73 of 1989) is intended to provide for the effective protection and controlled utilisation of the environment. Section five of the Act refers to the control of activities that may have a detrimental effect on the environment**.**

Strategic Environmental Plan (SEP)

The Strategic Environmental Plan (SEP) provides a synthesis of the environmental opportunities and constraints to development in the form of a management framework for environmental decision making. The SEP gives the core components and activities (tasks or action plans) that the relevant stakeholders must undertake to ensure sustainable development within the municipality.

The SEP is to be followed, at project level, by Environmental Impact Assessments and their associated Environmental Management Plans. The SEP does not replace these documents as the scale of the SEP differs in that it is larger than that used at a project level study. However, the project level study should take its lead from the framework and specifications detailed in the SEP.

Since the SEP considers a larger geographical area than EIAs and project level EMPs, it is in the unique position of being able to identify the cumulative impacts of development projects on the environment. Therefore, the SEP can warn of the increasing negative cumulative impact of such development projects, thus allowing for better management of the environment. In addition, the SEP prescribes mitigation measures for possible impacts through environmental guidelines and monitoring requirements.

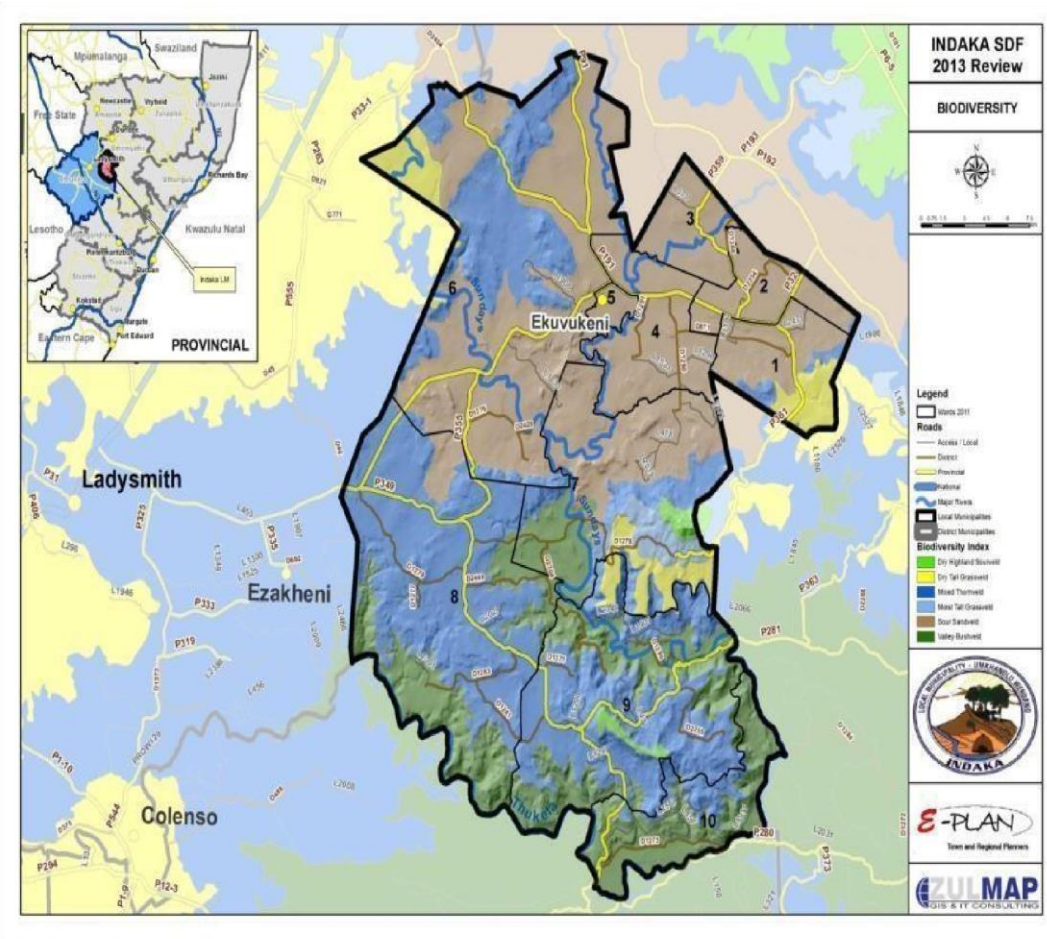
The Aims and Objectives of the SEP

The primary purpose of this SEP is to provide guidelines that will facilitate sustainable development in the ALFRED DUMA LOCAL MUNICIPALITY. The SEP serves to integrate available information relevant to the study area with issues collected through a public participation process to formulate a Vision, Opportunities and Constraints, and Strategies to achieve the Desired State of the Environment. This is achieved through the provision of guidelines and procedures that are to be implemented in managing proposed developments within the study area. It should be noted that the strategic objectives and the action plans of the SEP must be integrated with development applications to ensure progress toward the desired state of the environment. Attaining this objective will require that decision makers obtain relevant information during the implementation of the Environmental Impact Assessment process.

Protected Areas

The high biodiversity areas within the Ladysmith Municipality are found within the rural lands where urban disturbances are not prominent, therefore they fall under the rural scheme and according to the Ladysmith rural scheme a high percentage of the conservation areas have been designated but not yet proclaimed nationally as conservation areas. There is only one conservation area within the Alfred Duma Local Municipality jurisdiction proclaimed by SANBI and department of environmental affairs which is the Tugela Drift Nature Reserve.

Alfred Duma Municipality Biodiversity Management



The land use scheme is set to provide essential environmental, social and r ecreational services to reserve land for sustainable development to be realised. As result there are three categories within the rural land use scheme which are the Agro Biodiversity, active open space and conservation which are further declared pe protected a reas from 1 to 3. The Agro Biodiversity adheres to 4 points of interest which focus on the areas that have been proclaimed and agreements set for biodiversity areas, critical biodiversity areas, support areas for ecological terrestrial and landscape corrid ors. While active open space focuses on an effective development and management system for sustainability through recreational facilities such as camping areas etc. The Conservation category is focused on conserving endemic flora and fauna in sensitive ec ological environments as well as permitting limited and specific developments.

Fauna and Flora

The KZN province has a rich and diverse biodiversity, with a number of the species being endemic to KZN, that is are not found in the rest of South Africa or elsewhere in the world such as the Alfred Duma Municipality is made up of mainly two prominent biomes which are the Grassland covering 25 0135.4 hectors which is 84.37% of the Municipality as well as the Savanna Biome which extends to 46 348.5 Hectors and that is 15.63%of the Municipality .

Within these two biomes there is endemic biodiversity of the flora and fauna which inhabits these environments (SANBI).

Flora

There are 11 prominent vegetation types within the Alfred Duma Local Municipality which are abundant in species richness.

Name	**Size**
Montane Shrubland (0.19% of municipality)	**Basotho** 557.4ha
Eastern Free Grassland	2724.2ha (0.92% of State **Sandy** municipality)
Temperate (0.02% of municipality)	**Eastern** 52.9ha

Freshwater **Wetlands**	
(0.52% of	**Income** **Sandy** 1555ha **Grassland** municipality)
Natal Highland (17.66% municipality)	**KwaZulu-** 52357.2ha **Thorn** of **veld**
Escarpment (13.11% of **Moist Grassland** municipality)	**Low** 38863.7ha
Northern Afro temperate Forest (0.57% of municipality)	1700.8ha

	Northern 140409.5ha (47.36% of

Natal	**KwaZulu-** municipality
Moist Grassland	
Northern 10689.9ha (3.61% **KwaZulu-Natal** of municipality)	
Shrubland	
Thukela	**Thorn veld**
47024.9ha (15.86% of municipality)	
	548.5ha (0.19% of municipality)
Thukela	
Valley	
Bush veld	

)

Table 1 showing the Alfred Duma Municipality 11 vegetation types

According to the Bioresearch Group classification of the vegetation of KZN by Camp (1996) as used by the Department of Agriculture, the main veld types in the area as follows:

- Moist Highland Sourveld (MHS) prevalent in the high precipitation areas at Majuqula settlement and the area on the
- plateau to the south of Emfundeni. ○ Dry Tall Grassveld (DTG) a small biome in the area on the boundary of wards 1 and 2. ○ Moist Tall Grassveld (MTG) on the plateaus with higher rainfall in the North West and eastern areas.
- Mixed Thornveld (MT) prevalent on the slopes and plateaus in the southern part of the municipality and is the largest biome in the municipal area. Much of the Mixed Thornveld has good potential for animal production. Where bush encroachment has occurred, the possibility of introducing browsers in the form of goats can raise the potential for animal production, using the grassland with grazing animals and the woody species with browsers. Management of a high quality is necessary to successfully apply this type of farming. There is a potential for game farming as indicated by the success of the introduction of wild animals into the Weenen Nature Reserve.
- Moist Transitional Tall Grassveld (MTTG) Prevalent in the Majuqula area Valley Bushveld (VB) prevalent in the Sundays and Tugela river valleys. The Valley Bush veld is found in the hot valleys of the major rivers of the Province. Neither sheep nor dairy cattle are suited to these warm areas. Sheep suffer from a variety of diseases, while the high temperatures and

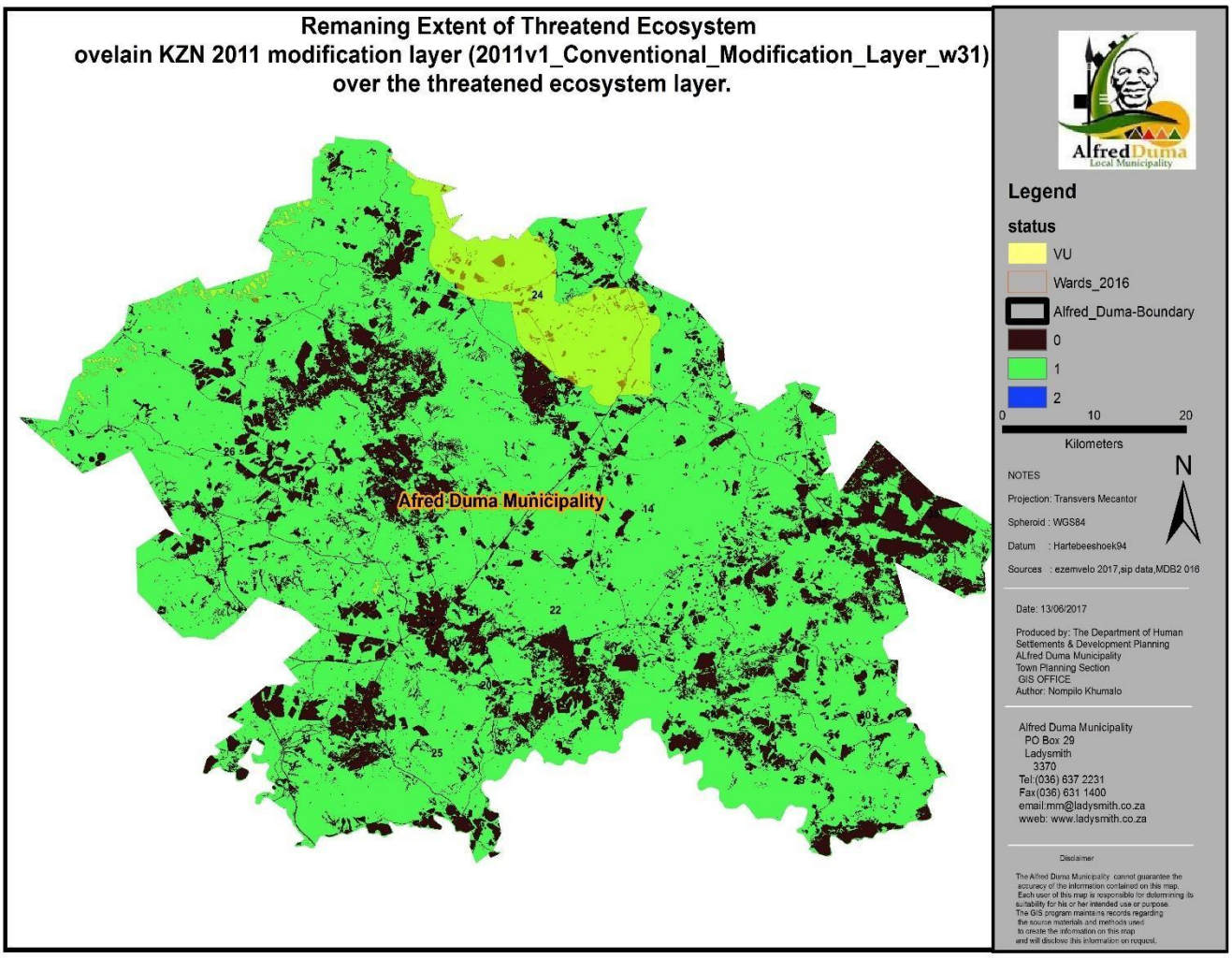
the extensive nature of farming do not suit dairy production. Beef and game farming are, however, well suited to the region. Because the veld is sweet, grazing is provided for the beef breeding herd throughout the year, without the need for supplementation.

- Sour Sandveld (SS) prevalent in the northern part of the municipality, livestock production potential of the natural Grassveld is somewhat lower than in the Dry Tall Grassveld In Ladysmith the Northern Afro temperate Forest is restricted to low ridges and mountain Kloofs where the northern Highveld is interrupted as it's relatively low within the Emnambithi Municipality jurisdiction it's found on the slopes and scarps of the Low Escarpment which is between Pongola Bush near Piet Retief and Van Reenen's. The patches arise at altitudes amongst 1 450 and 1 900 m, with outliers as low as 1 100 m and around 2 000 m (.). The Northern KwaZulu-Natal Moist Grassland occurs almost on the entire Thukela Basin with the most intense areas being Bergville, Winterton and north of Ladysmith. The

vegetation and the landscape features are of the rolling and hilly landscapes infringe up the valleys, typically on disturbed sites which are strongly eroded.

Threatened Ecosystems

Within Alfred Duma Local Municipality there are three species deemed as vulnerable which cover about 25682.4ha (8.7% of municipality



Above details threated eco systems in the Alfred Duma Area

Name	**Size**
Eastern Temperate Freshwater Wetlands	50.9 ha (0.02% of municipality)
Lo w Escarpment Mistbelt Forest	1638.4 ha (0.55% of municipality)
Nkunzi/Sundays River Grasslands	23993.2 ha (8.09% of municipality)

FAUNA

Family	Species	Conservation Status
Fish	*Barbus pallidus*	**Least Concern**
Amphibian	*Leptopelis xenodactylus*	**Endangered**
Amphibian	*Afrixalus spinifrons*	**Vulnerable**
Bird	*Bugeranus carunculatus*	Critically Endangered
Bird	*Hirundo atrocaerulea*	Critically Endangered
Bird	*Anthropoides Paradisea*	Vulnerable
Bird	*Balearica regulorum*	Vulnerable
Bird	*Bucorvus leadbeateri*	Vulnerable
Bird	*Gyps africanus*	Vulnerable
Bird	*Hemimacronyx chloris*	Vulnerable
Bird	*Neotis denhami*	Vulnerable
Bird	*Lioptilus nigricapillus*	Near Threatened
Bird	*Zoothera gurneyi*	Near Threatened
Insect	*Chrysoritis aureus*	Rare
Insect	*Iolaus diametra natalica*	Rare
Insect	*Durbania amakosa flavida*	Indeterminate
Mammal	*Chrysospalyx villosus*	Critically Endangered

The fauna that inhabits the ALFRED DUMA LOCAL MUNICIPALITY area comprises of various mammals; arachnids, various reptile species, insect species, amphibians and various bird species. The Mnambithi Game Reserve which covers

approximately 20 000 acres of land is located approximately 25kms east of Ladysmith. This private game reserve is the only reserve in the region with the big five, namely buffalo, elephant, leopard, lion and rhino and has over thirty other species of game including giraffe, hippo, hyena, impala, springbok, and zebra.

The vegetation types include grasslands, savannah, thorn veld and Acacia trees. The Sundays River and its waterfalls provide the habitat for various birds' species.

The Nambithi Conservancy is located at Elandslaagte within the Alfred Duma Local Municipality region. According to Kanz et al (2009) important bird species were identified and their roosting and nesting sites were identified as a critical biodiversity area (CBA). Crane critical biodiversity areas were identified within the ALFRED DUMA LOCAL MUNICIPALITY north and southwest of the Ladysmith town. Oribi critical biodiversity areas identified within the ALFRED DUMA LOCAL MUNICIPALITY are located north and northeast of the Ladysmith town. It is important that the vegetation cover in these areas is maintained and protected which will continue to provide habitat and food sources for these critical bird species.

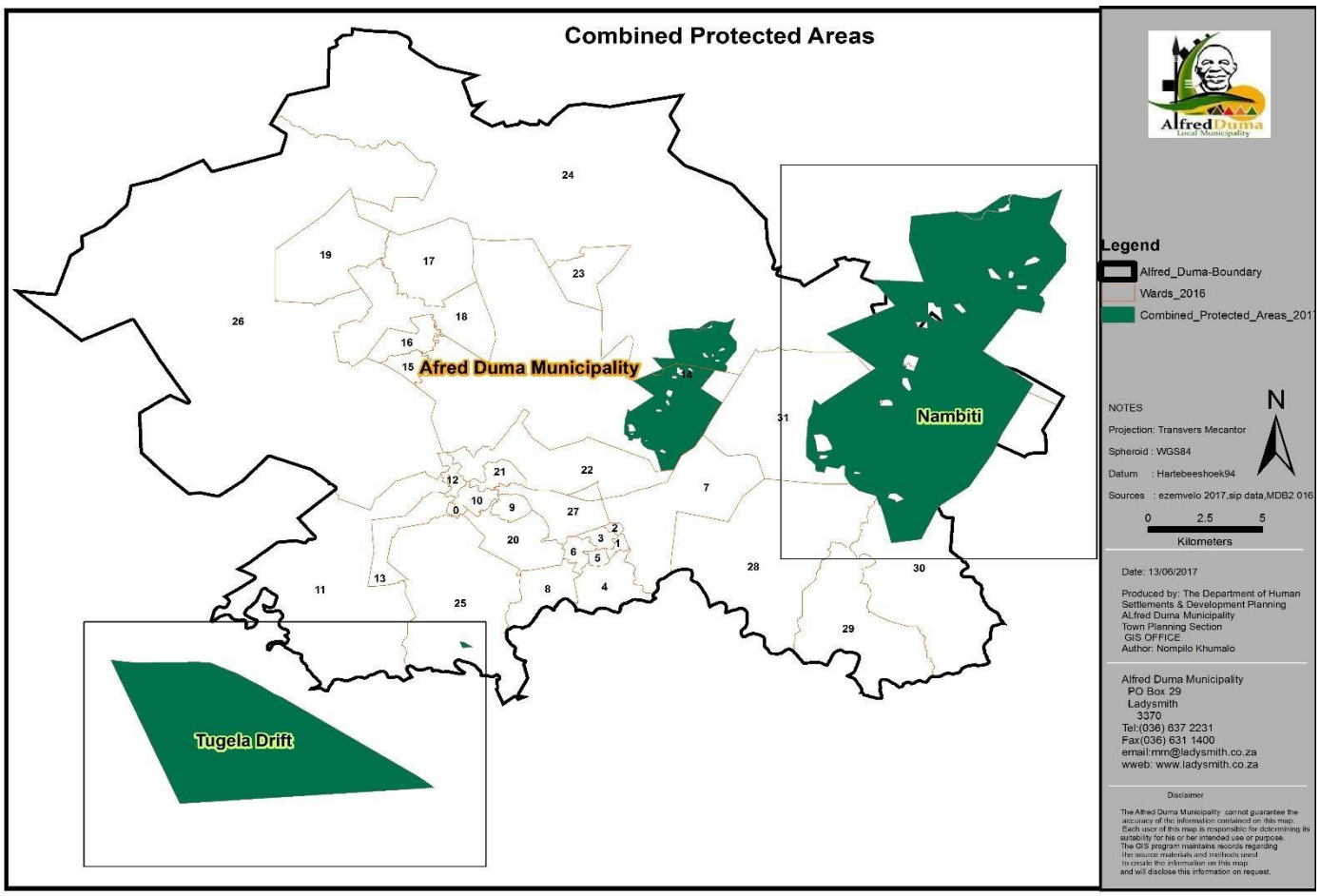
Table 2: The table below indicates species that currently exists and that have the potential to extinctions

3.4 Protected Areas

Currently there is only one formally protected area within the ALFRED DUMA LOCAL MUNICIPALITY, namely the

Tugela Drift Nature Reserve. This nature reserve is located on the banks of the Tugela River, south of Colenso town. The accompanying map indicates that a very small section on the north-western municipal border has an endangered conservation status. From a conservation perspective the central and northern parts of the ADM are characterised as vulnerable.

These areas include the Driefontein town and the settlements in the central and northern parts of the ALFRED DUMA LOCAL MUNICIPALITY. Areas with least threatened conservation status are dominant in the central and the south parts of the ALFRED DUMA LOCAL MUNICIPALITY. These areas include the Ladysmith, Ezakheni and Colenso towns and most of the settlement's areas surrounding them. Areas northwest and northeast of Ladysmith town indicate a least threatened conservation status.



Combined protected areas of the Alfred Duma Local Municipality.

Hydrology

Alfred Duma Local Municipality is characterized by three drainage systems – uThukela, Sundays River and Klip River. The fast-flowing uThukela Rivers form the southern boundary of the municipality, with tributaries drainage southern wards to the river.

Sundays River drainage basin forms the major proportion of Indaka municipal area. The flowing of these rivers through the municipality is viewed as an opportunity because they act as centripetal force to the industries to the municipality and also make water supply projects possible to the municipality.

The Klip River and the Sundays Rivers are the main prominent rivers within the ALFRED DUMA LOCAL MUNICIPALITY Area along with its tributaries which drain into the UThukela River which is the largest river system in the KwaZulu-Natal Province. Due to the extensive size and location of the UThukela River by the river banks Ladysmith has been prone to severe flooding and the last sever flood was in 1996 where hundreds of families where affected.

Hydrological constraints and opportunities for Alfred Duma Municipality

Constraints	Opportunities
1.Fooding –common to minor flooding 1. **yearly**	Implementation of the Ladysmith Flood Control limiting flooding events
2. Increased water demand due to 2. UThukela Vaal scheme for water allocations for use such an **population growth** irrigation for agriculture	
3. Depleting water structure requiring 3.Utilization of ground water to supply rural communities within a distance of **upgrades** 300 to 500 km	
4. High frequency of storms 4. Wetland ratification through ground water for biodiversity protection and **resulting in soil erosion and** tourist attraction to boost the economy within the **flood** **damage of houses** District.	

Alfred Duma Municipality River Systems

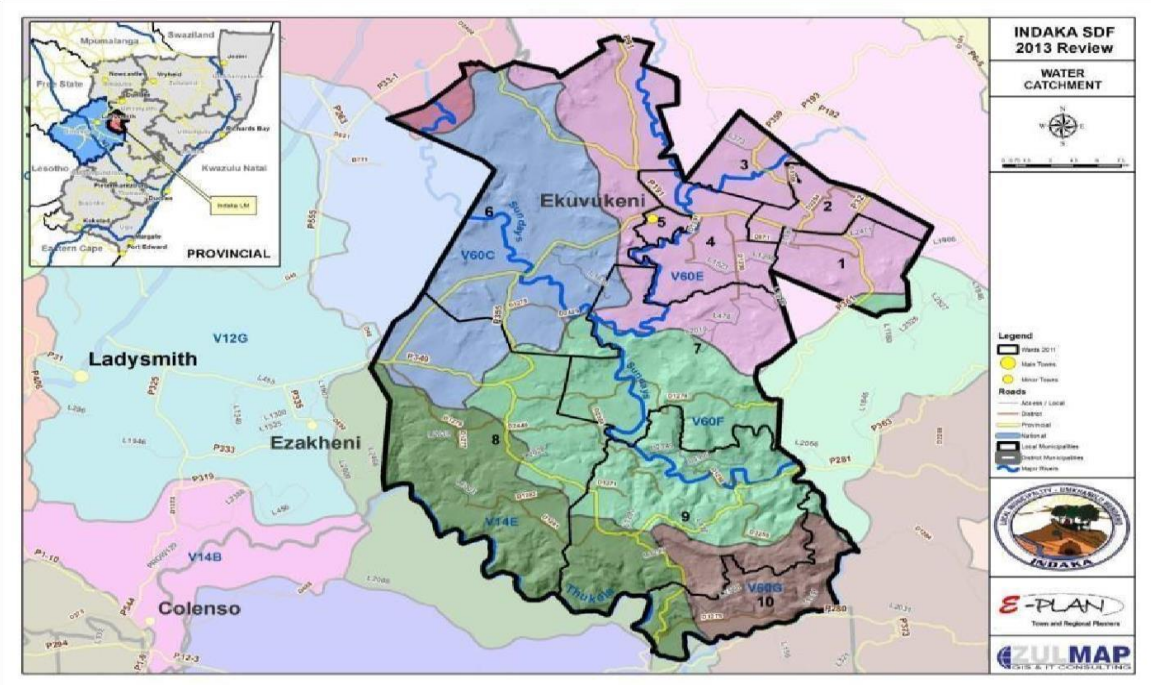


Figure 6: River System

Since the establishment of Ladysmith there have been 29 floods, the Qedusizi dam construction in 1998 decreased the frequency and magnitude of flooding, only minor flooding occurs yearly. The capacity of the Qedusizi Dam is 133 295 megalitres with the surface area of 19 594 km² which enables the oscillation of rainfall controlling the flooding.

The irrigation system in Ladysmith is mainly sourced from the Klip River and Sunday's river and partially from uThukela; this supplies the town and townships a long with the rural areas but the storm water drainage system within the Townships and Colenso are inadequate but the Ladysmith Municipality is in the process of upgrading /improving these structures by implementing the infrastructure maintenance plan, fur thermore the uThukela Municipality is in the process of improving the water irrigation system by the introduction of the Water master Plan which establish new Reservoirs draining from the Spioenkop dam which will feed the existing Reservoir structures and the Ladysmith and UK hahlamba along the east side of Alfred Duma Municipality will be serviced efficiently.

Climate

Climate

This Climate change response plan has been set for UThukela District, in spheres that the different departments and components within the district municipality have direct control over and are able to influence. Responding to climate change will require collaboration with a number of sector departments and the municipalities, these have been noted

here. Secondly there is clear and distinct need to educate and inform the residents of the UThukela district of the dangers of Climate change as well as explaining why some infrastructure developments are designed and built with the anticipated effects of climate change.

The climate for the Ladysmith region is relatively mild with the rainfall averaging within the region of 750m which falls predominantly in the months of summer as indicated in the South Africa rain fall Map the Ladysmith region falls under the region of 500 to 2 000 mm. The winters are by a temperate climate with warm to hot summers and mild to cold winters. The days are usually bright and sunny and the nights clear and cool. Winter sunshine averages almost 7 hours a day, some of the highest in the country.

Ladysmith is situated at an altitude of approximately 1 015m above sea level. The town experiences an average maximum temperature of 25°C and an average minimum temperature of 10°C. The mean annual temperature is 16.50C. The highest temperatures are experienced during the month of January where temperatures reach 30 ºC. July is the coldest month of the year with temperatures of 3°C on average during the night. During winter temperatures sometimes drop below freezing point. Frost does occur in the region with an average of 15 frost days per year.

Table 3: showing the climate constraints and opportunities for Alfred Duma Local Municipality.

Constraints	**Opportuniti**
es	
1.Fluctuationa	1. High solar
l **high**radiation and low degree of cloudiness makes ADM **temporal** suitable for solar energy generation mitigation for the coal generated energy **climate result** **in agricultural production**	

2.	**Limited water storage Reservoirs due to the high evaporation rates**	2. The amenable climate for tourism as ADM is surrounded by beautiful landscape, valley and encircled by the Drakensburg Mountains
3.	**Climate change effects at a global and local scale with ozone depletion the natural environment is altered resulting in depleting resources.**	3. Utilization of the land with agricultural potential subjected to the irrigation of ground water.

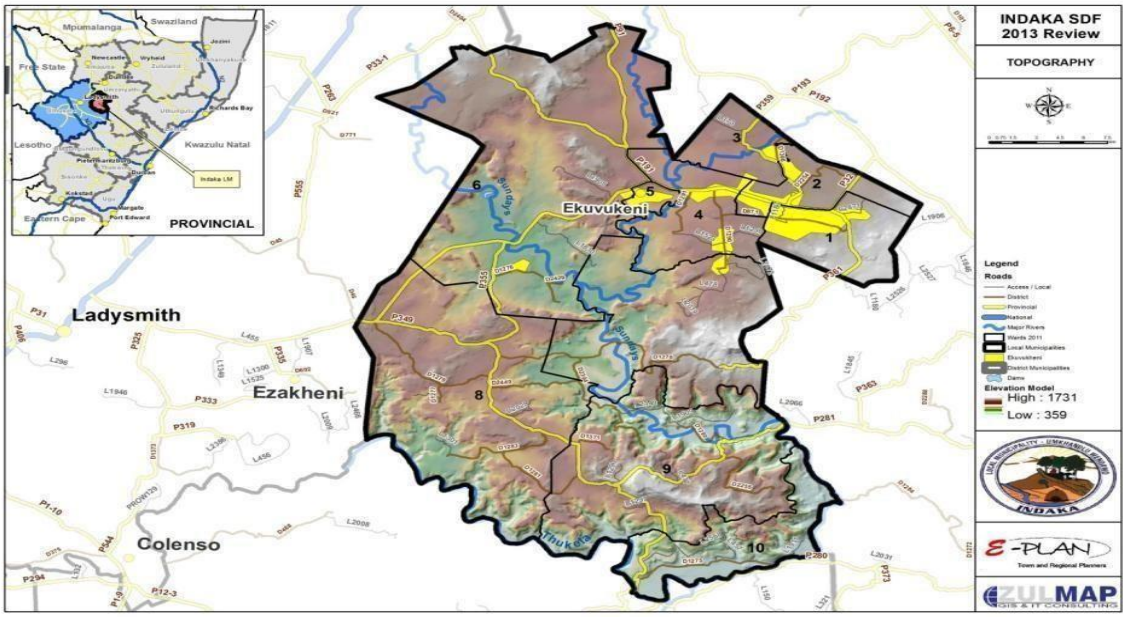
Topology

The ALFRED DUMA LOCAL MUNICIPALITY 's diverse topology is defined by the hilly, undulating landscapes, moderate to steeply slopes , broad valleys and flat plains along with the rolling hills as Ladysmith is located on the foothills of the Drakensberg Mountains, approximately 26kms from the Van Reenen pass. The Drakensberg Mountain Range features approximately 60kms to the west and southwest the Drakensberg Mountain Range forms the escarpment that characterises the Ladysmith Topology. This makes Ladysmith an attractive tourist destination also the topology provides an opportunity for large scale development for commercial and for the exploration of the natural environment.

The southern areas of Alfred Duma Local Municipality, comprising the Sundays River Valley and the UThukela River gorge, are topographically rugged, characterized by deeply entrenched river valley and broken ridge lines. Due to the steep gradients and relative inaccessibility of these areas, settlement tends to be more limited and dispersed.

Agricultural potential is limited, and limited agricultural activity is practiced.

The northern portion of the municipality is part of the central plateau extending from Ladysmith to Wasbank. The area is characterized by gently sloping land, with extractions of dolomitic capped koppies and ridges. The most prominent of these are Jobskop (1,734 m), Stuurmanskop (1,125 m), Mancilwane (1,054 m) and Cancane (1,192 m). Within this flatter area, the average elevation varies from 100-1,500 m. Much of this northern area is degraded due to overstocking and erosion.



Geology

The Ladysmith region geology terrain is braded by the predominately rolling terrain and the second broken terrain, the slopes range moderately but there are some steep slopes areas. As the Ladysmith is dominated by the Grass and the Savanna biomes there are mainly flat plains and rolling within the escarpment itself. The landscape geology is characterised

by mudstones, shales and fine-grained sandstones of the Beaufort and Ecca groups along with Karroo super-group and limited Jurassic dolerite intrusions

From the map it's clear that the Ladysmith region falls within the category of the Beaufort and the Ecca Group.

Beaufort sediments are largely argillaceous (clay rich) In higher rainfall areas like Kwa Zulu Natal and on older landscapes red coloured neocutanic B horizons similar to those on Ecca sediments can form which have a high Agricultural potential but generally the soils on Beaufort sediments, particularly those on rolling and steeply sloping land are shallow and poor (Merryweather Environmental, 2008)

Figure 8: ADLM Soil Classifications

The Ecca group soils have originate from clastic sediments deposited from the Permian period as a result forest vegetation developed at wide ranges resulting in a wide spread coal deposits. Due to these characteristics in the ADM geology coal plants have been discovered in the Colenso and most recently in the Drienfotein Area. With the proper implementation plan of excavating this coal resource the ADLMeconomy will be boosted greatly and a number of livelihoods will benefit greatly from natural resource.

Figure 9: showing the Geological constraints and opportunities for Alfred Duma Local Municipality

Constraints	Opportunities
1.The Karoo super group soils are easily eroded by wind and water if stripped of a healthy vegetation Layer (South African National Parks)	1. Flood control with river banks furnished with vegetation minimizing erosion of these soils
2. Degraded veld with poor fodder to sustain herbivores(South African National Parks)	2. Beaufort and Ecca group soils found on less steep slopes have high agriculture productively (Merryweather Environmental, 2008)

Air Quality

Air Quality Management is a shared function between the District Municipality and the Local Municipalities. According to the South African Air Quality Information System (SAAQIS) the republic of South Africa along with Senegal are great examples for being the most transparent country on its air quality monitoring network coverage which has good figures.

As the population inclines, Southern Africa's demand for land also increases, contributing directly and indirectly to deforestation. Deforestation rates in Southern Africa was greater than other areas of Africa in the 1990s and are predicted to stay high in this developing region, low-grade fuels are used to meet high demands for food, and energy (UN Climate Change Convention,2013). Sulfur dioxide ($SO_{2)}$ and Carbon Dioxide (CO_2) are released in the air, and due to deforestation and the growing amount of air pollution, the air pollutants in the atmosphere are slowly building up.

During the winter, pollutants are trapped in the air due to the high pressure and are unable to move or dissipate. In the summer, due to the low pressure, pollutants are dissipated through unstable circulation. Many women are also cooking indoors with fossil fuels, which is the main cause for the health problems in women and children.

75.2% of Southern Africa's energy come from Highveld areas, where 5 of its 10 Eskom Power Stations are the largest in the world. Highveld areas are above sea level, making the oxygen level 20% less than the oxygen level in the coast. This results in an incomplete combustion of fossil fuels, and a severe nocturnal temperature inversion to occur; which results in smoke being trapped in the air 860 tons of

SO_2 is produced from 3 of their main power stations (Matla, Duvha and Arnot), "which exceeds the World Health Organization's (WHO) [exposure to particulate matter] standards of 180 mg.m-3 by 6 to 7 times during winter months (Annegarn et al. 1996 a,b)".

This high concentration of air pollution surrounds the area making it very dangerous to one's health.

CLIMATE CHANGE

Background

This Climate change response plan has been set for the entire District, in spheres that the different departments and components within the district municipalities have direct control over and are able to influence. Responding to climate change will require collaboration with a number of sector departments and the municipalities, these have been noted here. Secondly there is clear and distinct need to educate and inform the residents of the UThukela district of the dangers of Climate change as well as explaining why some infrastructure developments are designed and built with the anticipated effects of climate change.

The need for a climate change response plan for the entire district

There is an overwhALFRED DUMA LOCAL MUNICIPALITYing consensus amongst scientists that climate change is real, and human induced. Although the over the history of the earth, global temperature variations have occurred, it is the rate of change in the last 150 years that is most alarming.

It is widely accepted that the impact of the change in chemistry and associated warming is at a global atmospheric level, the impacts will be felt at the local level. As a result, the forecasts and predictions produced by atmospheric modelling data are very helpful in allowing the district to plan at the local level. As with all science, over time the accuracy should improve, but this detail should support decisions taken to minimize the loss of livelihoods, as well as the infrastructure that allows the residents of UThukela to lead healthy and fulfilling lives.

This UThukela District Climate Response Plan is comprised of the following phases with clearly defined objectives:

Phase 1-Change in Climate Variables: Direct & Indirect Impacts (risks, vulnerabilities & opportunities)

Objective: the tool introduces & makes the links between climate changes, changing environmental conditions & the impacts of this.

Phase 2-Sector Climate Change Response Options

Objective: the tool provides each sector or related departments with an overview of the climate response options that fall within their functional areas.

Phase 3- Phase 3: Sector Plans to Climate Change Response

Objective: the tool direct users to the key climate issues facing their sector & highlights relevant municipal mandates to tackle this. It also helps when sectors or departments are planning & prioritising new, climate responsive, projects, and programmes.

SWOT Analysis

STRENGTH	WEAKNESS

Well Developed open space management framework which is clearly mapped Ecotourism value for attraction of Tourist All environmental sensitive areas are mapped with great value for conservation such as wetlands, indigenous plant species, wildlife economy Rich biodiversity and high levels of endemism are encountered within the local municipality which is as a result of marked biophysical gradient and diversity of habitat types. Solid waste management can lead to opportunities for income generation, environmental sustainability and improved health. Agricultural potential for the local municipality	Loss of productive Agricultural land Widespread of alien species in and around conservation areas such as wetlands, rivers etc. Development of informal settlements on natural areas of high biodiversity Loss, transformation and degradation of natural habitat through cultivation, overgrazing, human settlement, afforestation and alien plant invasion results in ecosystem degradation and species loss. Lack of economic diversity & competitiveness of small towns. Economy is dependent on government services. Agriculture and tourism potential not fully exploited.
OPPORTUNITIES	**THREATS**
• Opportunity to create Community Conservation to support conservation in the local municipality & implementation of open space management framework. • Employment opportunities in conservation areas for local communities (job creation & poverty eradication through labour intensive projects) • Focus environmental education initiatives initially around sensitive areas.	• Unsustainable land uses, poor agricultural practices, as well as land reform. • Highly erodible land soils within the catchment areas aggravated by overgrazing. • Removal of wetlands to make way for subsistence farming • Climate Change threatens ecosystems and species • Land degradation in some areas due to poor waste management • Illegal dumping open spaces

• Agriculture constitutes one of the key drivers of local economy. • Water available for irrigation from the well managed dams • Invest more on land care and in agricultural education on subsistence farming	• Loss of topsoil which results in soil erosion • Excessive harvesting of indigenous trees for firewood ..

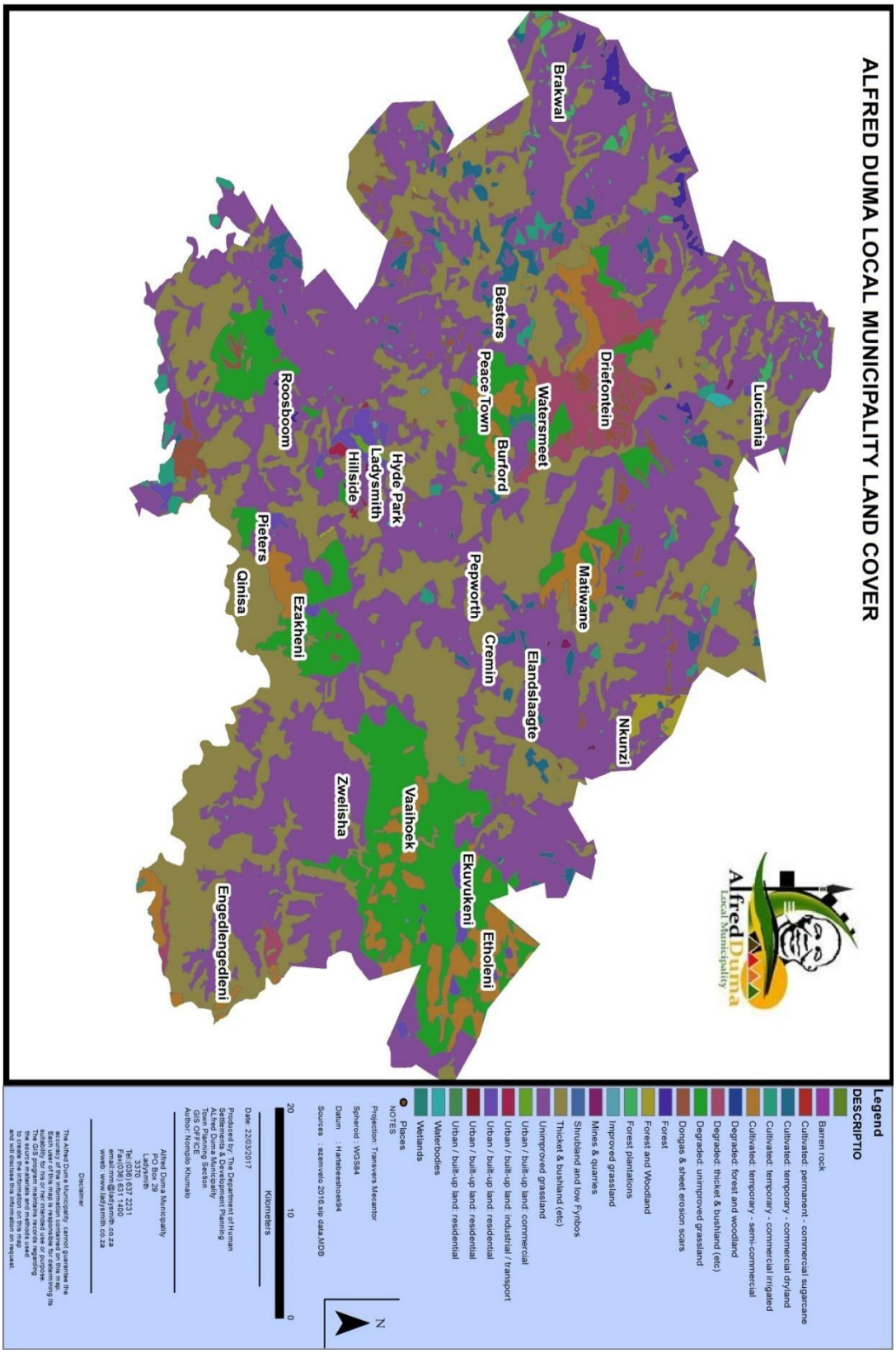
Environmental Analysis

The Vision

The vision of Alfred Duma Municipality is sustainable utilisation of natural resources and protecting biodiversity as it is the building blocks that nature and sustain life. Therefore it is imperative that biodiversity is taken into account when developing the Municipal 5 year plan along with the spatial development framework in order to understand what are the environmental constraints that can surface based on the location and extent of the project based developments. This will assist in budgeting not just for the projects but for the environmental studies to be conducted prior to the developments to assure legislative compliance and protecting the natural environment because when neglected devastating outcomes such as loss of ecosystems and degraded landscapes will affect the social and economic outcomes of missed opportunities such as eco-tourism, grazing land for livestock, farming etc. the Alfred duma Municipal has made commitments in sustainable developments by preventing:

- Developing on steep slopes and ridges;
- Developing or impacting upon critical biodiversity areas;
- Locating or expanding human settlements to areas of high quality or viable agricultural land;
- Activities that will result in drastic reductions in air quality;
- Any activity that is unsustainable in utilise groundwater sources.
- Pollution of surface water, including acidification as a result of activity pollutants;

- Urban sprawl- limit the footprint of existing human settlements as far as practically possible; and Illegal or unsustainable use of biodiversity.


ALFRED DUMA LOCAL MUNICIPALITY LAND COVER
Brakwal
Besters
Peace Town
Burford
Watersmeet
Driefontein
Lucitania
Roosboom
Hyde Park
Ladysmith
Hillside
Pieters
Qinisa
Ezakheni
Pepworth
Cremin
Matiwane
Elandslaagte
Nkunzi
Zwelisha
Vaalhoek
Ekuvukeni
Etholeni
Engedlengedleni
Alfred Duma Local Municipality
Legend
DESCRIPTIO
Barren rock
Cultivated, permanent - commercial sugarcane
Cultivated, temporary - commercial dryland
Cultivated, temporary - commercial irrigated
Cultivated, temporary - semi-commercial
Degraded, forest and woodland
Degraded, thicket & bushland (etc)
Degraded, unimproved grassland
Dongas & sheet erosion scars
Forest
Forest and Woodland
Forest plantations
Improved grassland
Mines & quarries
Shrubland and low Fynbos
Thicket & bushland (etc)
Unimproved grassland
Urban / built-up land commercial
Urban / built-up land industrial / transport
Urban / built-up land residential
Urban / built-up land residential
Urban / built-up land residential
Waterbodies
Wetlands
Places
NOTES
Projection: Transvers Mecantor
Spheroid : WGS84
Datum : Hartebeesthoek94
Sources : ezemveio 2016.sip data.MDB
20
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Kilometers
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Date: 22/03/2017
Produced by: The Department of Human Settlements & Development Planning
Alfred Duma Municipality
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The GIS program maintains records regarding the updates and changes made to create the information on this map and will disclose this information on request.

Natures-centred approach recognises that natural systems interact in highly intrinsic ways not seen nor recognised by the naked eye and common understanding of people but must be cherished if collapses within them are to be prevented. Human activities on the landscape, such as developments of settlement, have to be sensitive to the ecological processes. Therefore, rather than imposing settlement development on the environment, a co-existence approach is emphasised, thereby creating synergy between man-made and ecological systems. The presently unmanaged growth of both the towns and rural areas has devastating potential to:

- contribute to the degradation of environmental resources such as the water and plants,
- contribute to malfunction of waste management systems,
- overload the transport system, and air pollution
- Negatively affect the overall deterioration in the living conditions of municipality residents with lack of natural resources.

The growth in the population and local economy of Alfred Duma and surroundings, invariably contributes to an exponential increase in water use, waste generation and energy use in the residential and commercial sectors. If not properly managed, the growth can lead to degradation, some of which is not reversible.

The uThukela District Environmental Management Framework (EMF) identifies, among others, the following as critical interventions to address the current accelerated rate of resource degradation:

- Catchment management
- Protected areas
- Climate change vulnerability mapping
- Conservation through production (include traditional/indigenous agricultural production systems mainly targeting homestead owners and subsistence farmers).
- Waste management

Legislation guiding the Environment Planning and Management

National Environmental Management Act 107 of 1998 (NEMA)

SECTION 2(1) state that the NEMA principles apply to the actions of all organs of state that may significantly affect the environment. Although all these principles apply, three are specifically set out below as being relevant to SDFs.

SECTION 2(4)(a) Sustainable development requires the consideration of all relevant factors including the following:

i. That the disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimised and remedied; ii. that pollution and degradation of the environment are avoided, or, where they cannot be altogether avoided, are minimised and remedied; iii. that the disturbance of landscapes and sites that constitute the nation's cultural heritage is avoided, or where it cannot be altogether avoided, is minimised and remedied; iv. that waste is avoided, or where it cannot be altogether avoided, minimised and reused or recycled where possible and otherwise disposed of in a responsible manner;

v. that the use and exploitation of non-renewable natural resources is responsible and equitable, and takes into account the consequences of the depletion of the resource; vi. that the development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardised; vii. that a risk-averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions; and

viii. That negative impacts on the environment and on people's environmental rights be anticipated and prevented, and where they cannot be altogether prevented, are minimised and remedied.

SECTION 2(4)(o) The environment is held in public trust for the people, the beneficial use of environmental resources must serve the public interest and the environment must be protected as the people's common heritage.

SECTION 2(4)(r) Sensitive, vulnerable, highly dynamic or stressed ecosystems, such as coastal shores, estuaries, wetlands, and similar systems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.

National Environmental Management Biodiversity Act 10 of 2004

Section 48 of the Biodiversity Act (NEMBA) requires that a municipality undertaking an integrated development planning (IDP) process must:

Align its plan with the national biodiversity framework and any applicable bioregional plan;

Incorporate into that plan those provisions of the national biodiversity framework or a bioregional plan that specifically apply to it; and

Demonstrate in its plan how the national biodiversity framework and any applicable bioregional plan may be implemented by that organ of state or municipality.

Section 54 of NEMBA requires that a municipality undertaking an integrated development planning process must take into account the need for the protection of listed threatened ecosystems.

Section 76 requires that Municipalities must prepare an invasive species monitoring, control and eradication plan for land under their control, as part of their environmental plans in accordance with S11 of NEMA.

The Municipal Systems Act 32 of 2000

SECTION 23(c) Municipalities together with other organs of state must contribute to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

SECTION 24 Constitution states - Everyone has the right-

(a) to an environment that is not harmful to their health or well-being; and

(b) to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that-

(i) prevent pollution and ecological degradation;

(ii) promote conservation; and

(iii)secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development

Municipal System Act Regulations state that: A spatial development framework reflected in a municipality's integrated development plan must:

(f) contain a strategic assessment of the environmental impact of the spatial development framework;

h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and

i) provide a visual representation of the desired spatial form of the municipality, which representation: (iii) must indicate desired or undesired utilization of space in a particular area;

Spatial Planning and Land Use Management Act 16 of 2013

S6 & SECTION 21 SPLUMA requires that all SDF's must give effect to a set of development principles including: (S7(b)) the principle of spatial sustainability, whereby spatial planning and land use management systems must: (iii) uphold consistency of land use measures in accordance with environmental management instruments.

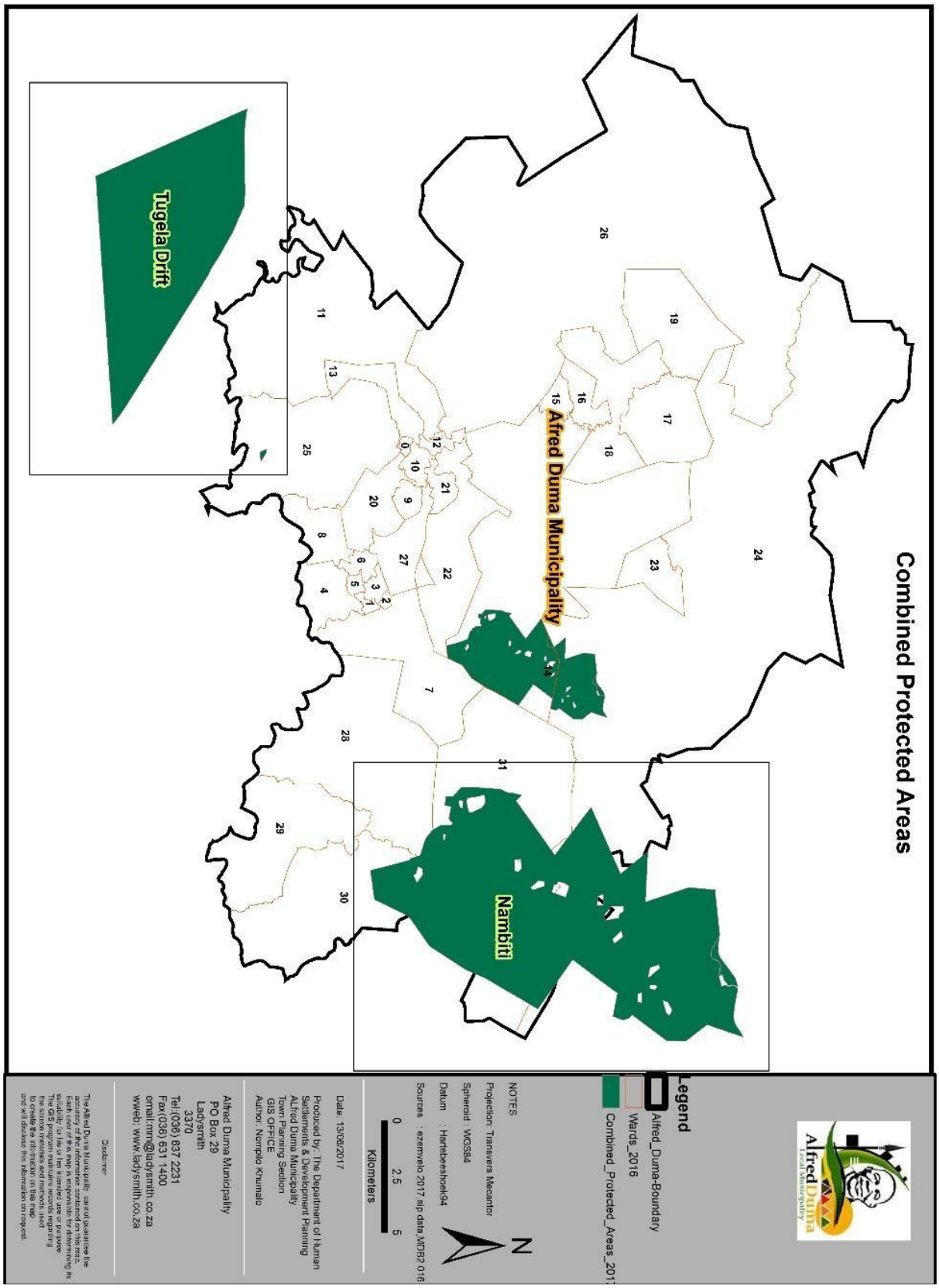
SECTION 21 SPLUMA states that a municipal spatial development framework must: ((j) include a strategic assessment of the environmental pressures and opportunities within the municipal area, including the spatial location of environmental sensitivities, high potential agricultural land and coastal access strips, where applicable;

Environmental Conservation Act

The Environmental Conservation Act (No. 73 of 1989) is intended to provide for the effective protection and controlled utilisation of the environment. Section five of the Act refers to the control of activities that may have a detrimental effect on the environment**.**

Protected Areas

The high biodiversity areas within the Alfred Duma Municipality are found within the rural lands where urban disturbances are not prominent, therefore they fall under the rural scheme and according to the Ladysmith rural scheme a high percentage of the conservation areas have been designated but not yet proclaimed nationally as conservation areas. There is only one conservation area within the Alfred Duma Municipality jurisdiction proclaimed by SANBI and department of environmental affairs which is the Tugela Drift Nature Reserve but Ezemvelo has recently categorise the Nambi formerly as stewardship now a protected area .

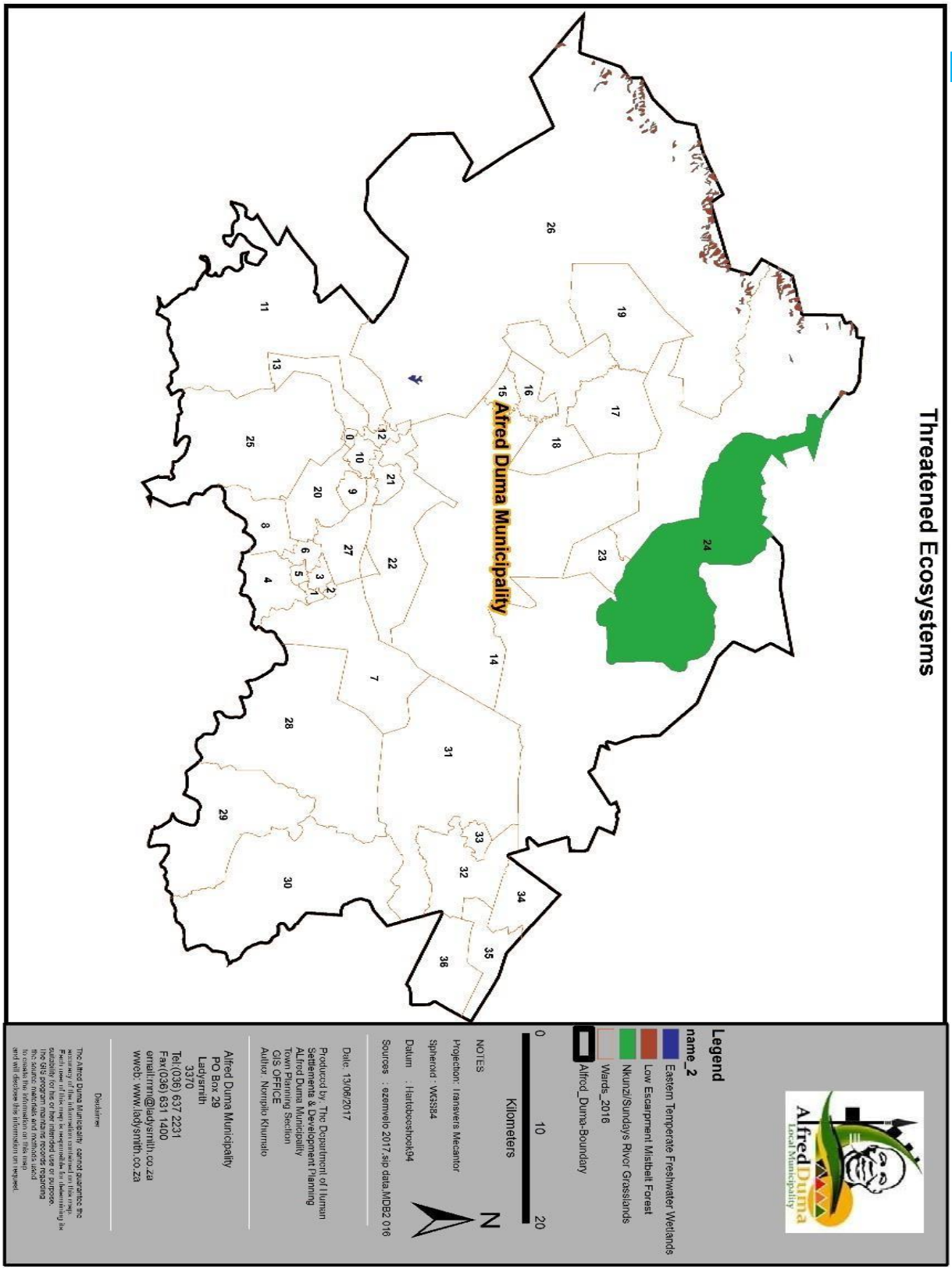


Ezemvelo Protected Area Boundary (2015)

Figure 1 the Tugela Drift and Nambiti Nature Reserve

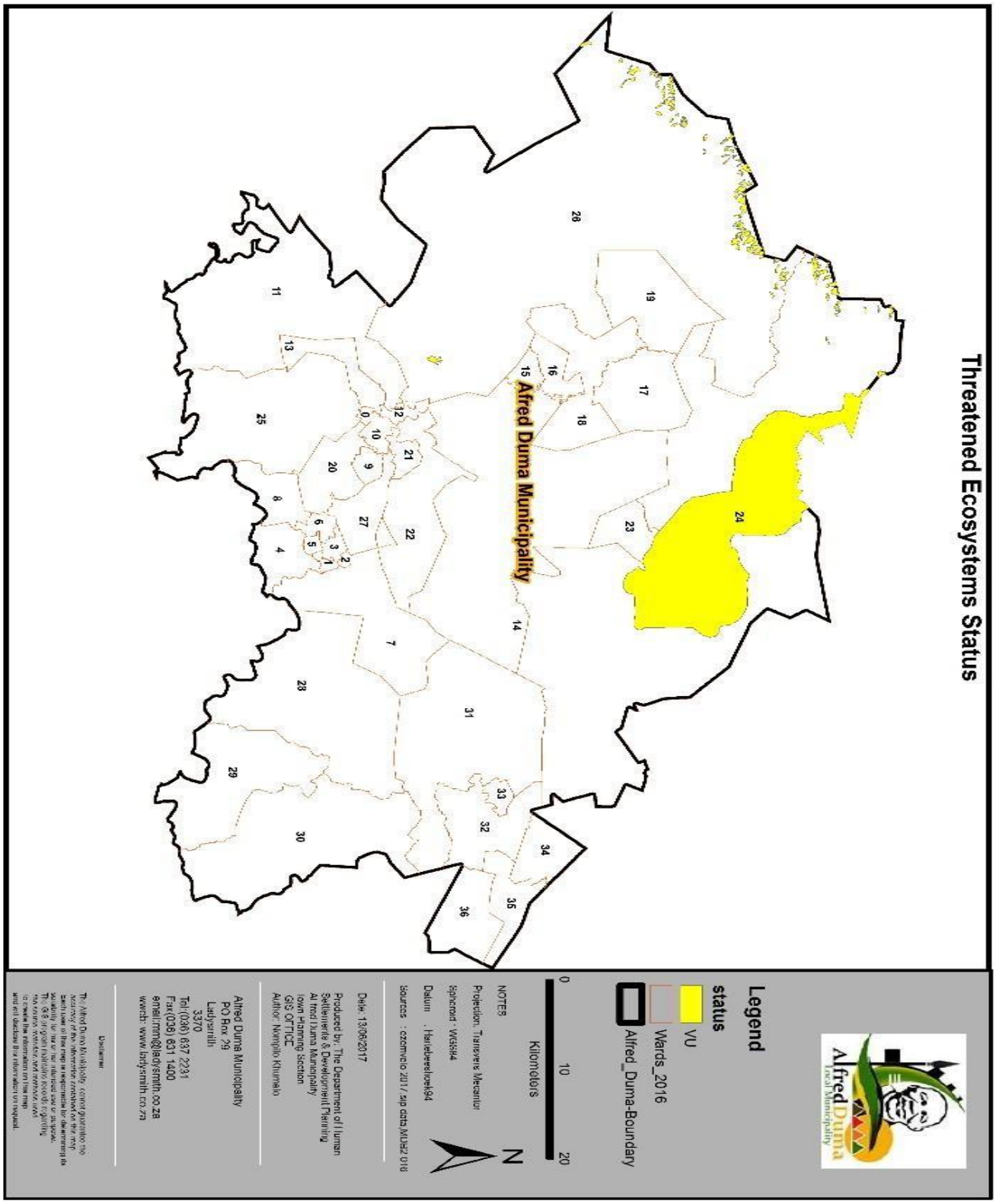
The Tugela nature reserve is located on the banks of the Tugela River, south of Colenso town and host a number of mammals, reptiles and birds and is one of the main attraction to Ladysmith while Nambiti Nature is a five star lodge with luxury stays in bushveld environment and is one of the profound economy contributions to the Ladysmith town with eco-tourism. Thus it's important to understand the value of our environment and its benefits to the society and do well to preserve it.

The conservation perspective of the central and northern parts of the Alfred Duma Municipality are characterised as vulnerable. These areas include the Driefontein town and the settlements in the central and northern parts of the Alfred Duma Municipality,



BGIS website http://bgis.sanbi.org

Figure 2 Threatened Ecosystems



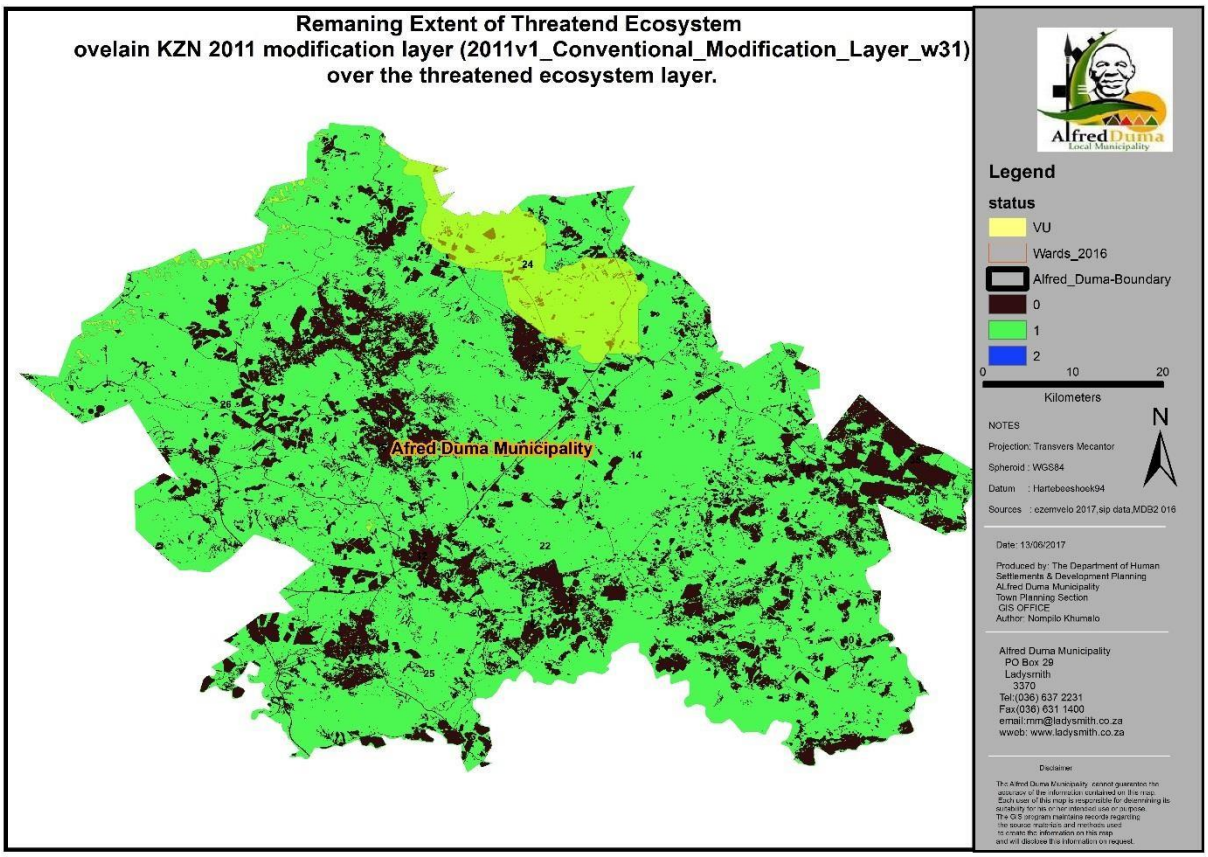
BGIS website http://bgis.sanbi.org

Name	Size
Eastern Temperate Freshwater Wetlands	50.9ha (0.02% of municipality)
Low Escarpment Mistbelt Forest	1638.4ha (0.55% of municipality)
Nkunzi/Sundays River Grasslands	23993.2ha (8.09% of municipality)

Figure3 Threatened Ecosystems Status Qou

The threatened ecosystems are the Inkuzi/Sundays river grassland, Low Escarpment Misbelt forest as well as the Eastern Temperate freshwater wetlands which have been categorise as vulnerable.

Areas with least threatened conservation status are dominant in the central and the south parts of the Alfred Duma Municipality. These areas include the Ladysmith, Ezakheni and Colenso towns and the majority of the settlements areas surrounding them. Areas northwest and northeast of Ladysmith town indicate a least threatened conservation status. According to figure 2 and 3 its clear that the NNW and NNE parts of Alfred Duma ecosystems are under threat and mitigation measures need to start being implemented or the degradation will continue as its evident from figure 4 below that the extent of the threatened ecosystems especially the Inkuzi/Sundays river grassland will continue to decrease as settlements expand. Therefore it is the Alfred Duma Municipality's responsibility working together with the District as well as sector departments such as human settlements to develop mitigation measure to control the influx of dwellings within protected areas as well a threatened ecosystems dimmed vulnerable, by establishing a sound environmental management framework plan to intrinsic details on managing environmental issues from a project level such as land use restrictions and priority of these ecosytems on eradication of invasive plants. Currently the Alfred Duma Municipality does not have an adopted environmental management plan nor an environmentalist but have initiated the tender process to appoint a firm who will do specialist studies that will inform the strategic Environment Plan as the Environmental Management Framework by the end of the 2017/2018 financial year.



BGIS website http://bgis.sanbi.org

Figure 4 Remaining extent of threatened ecosytems

Biodiversity Management zones

Biodiversity priority areas are best identified using biodiversity Sector Plans (BSP) which are a district based plan comprised of two components first the critical Biodiversity Areas and associated planning and management guidelines for informed decision-making (Ezemvelo guidelines) by the local Authorities. There are two types of critical biodiversity areas Irreplaceable and Optimal. Figure 5 shows the Biodiversity Sector Plan for Alfred Duma Municipality displaying areas of opportunity and pressures by looking at the areas which have been considered critical for achieving conservation targets and thresholds, these areas are irreplaceable signifying the only known zones as there are no alternative sites available to mitigate/migrate to therefore it is of utmost importance to preserve and protect the biodiversity within these habitats which are located on the NNE and NNW of Alfred Duma Municipality along the path of our threatened ecosystems. The optimal CBAs are much more dominant than the irreplaceable CBAs which represent the adjusted conservation targets which avoid the areas of high biodiversity loss so that involves areas of resident and cultivation (Ezemvelo guidelines). The area covered by the irreplaceable CBAs is less than the optimal

CBAs but when combined greater than 50 % of the total area of Alfred Duma Municipality which means special attention needs to be given to these area especially the irreplaceable CBAs in the current and future developments of the Municipality.

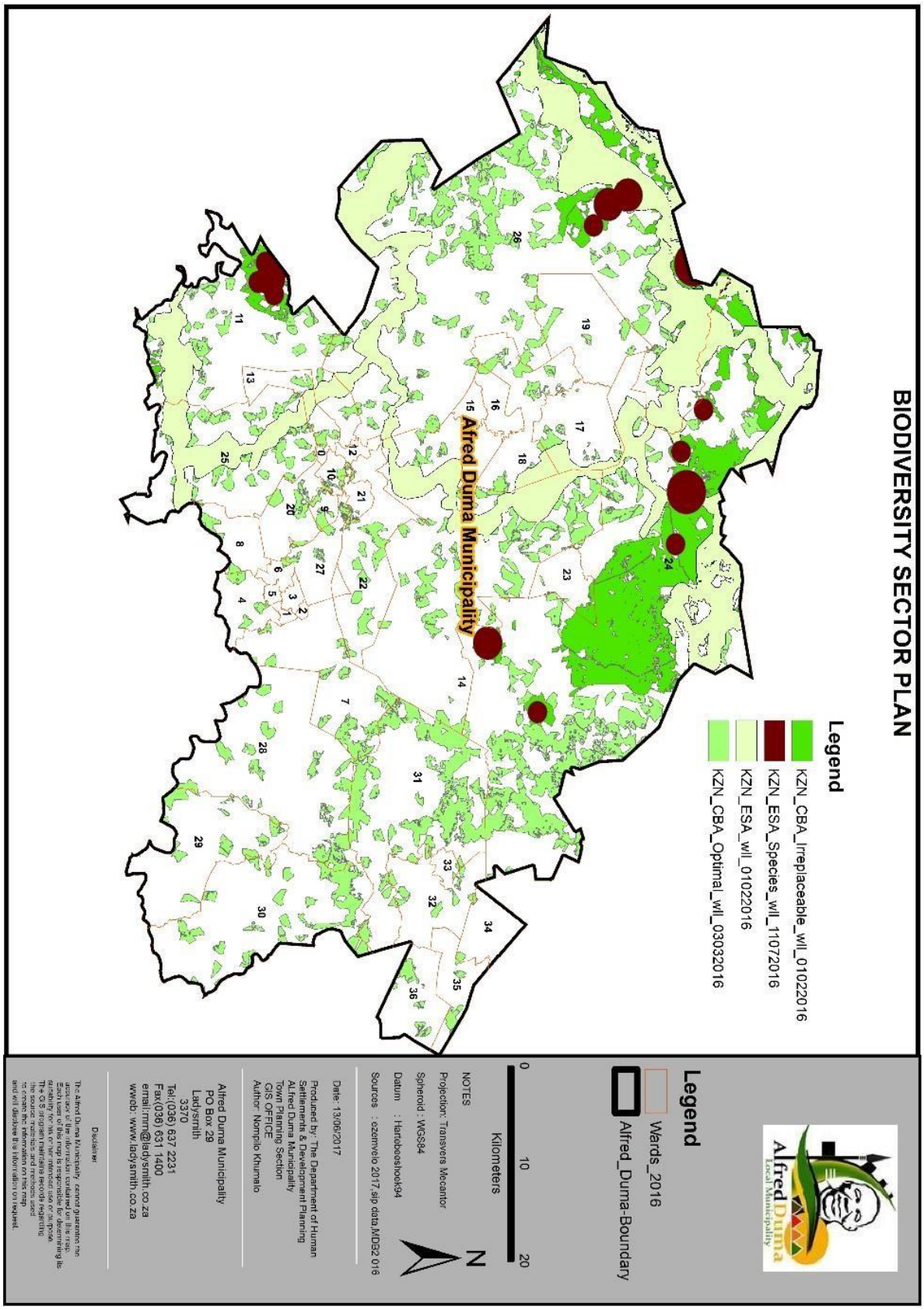


Figure 5 Biodiversity sector plan irreplaceable and optimal CBAs

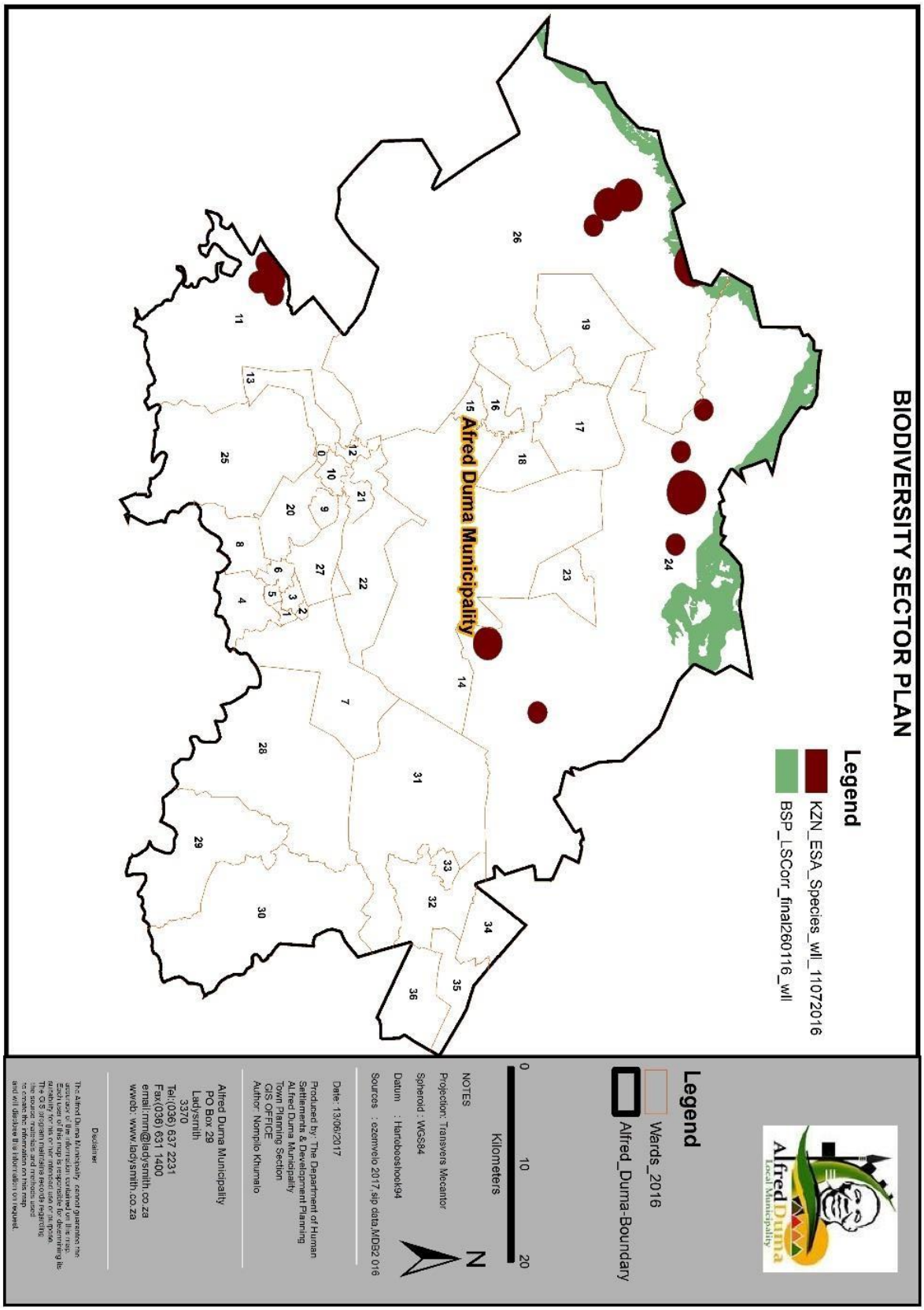
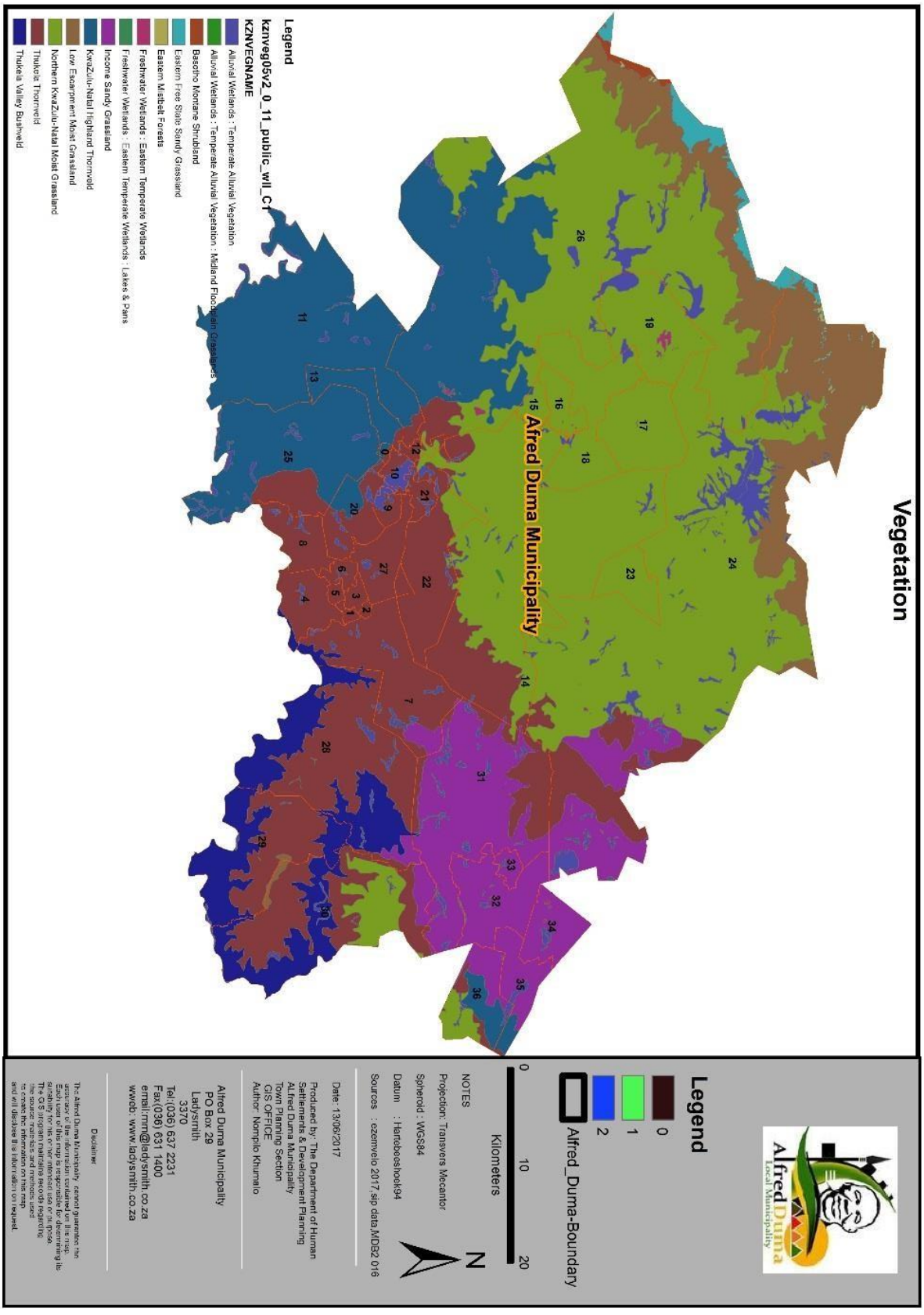


Figure 6 Biodiversity sector plan of Ecological Support Areas (ESAs)

Ecological Support Areas (ESAs) are clearly characterised as useful but not necessarily entirely natural areas that are essential in ensuring the perseverance and maintenance of biodiversity patterns and ecological processes within the critical biodiversity areas. The landscape corridors depicted in both figures 5 and 6 show the connectivity of the CBAs and ESAs which needs to be maintained without disturbances as its crucial to many ecological movements such as dispersal of plants and animals, with plants seed dispersal is important so that new plants can have new resources and not compete with the parent plants in the same habitants so it increases biodiversity richness and abundance, corridors eliminate fragment islands which can lead to the inevitable extinction of certain species. Therefore land use scheme is set to provide essential environmental, social and recreational services to reserve land for sustainable development to be realised. As result there are three categories within the rural land use scheme which are the Agro Biodiversity, active open space and conservation. The Agro Biodiversity adheres to 4 points of interest which focus on the areas that have been proclaimed and agreements set for biodiversity areas, critical biodiversity areas, support areas for ecological terrestrial and landscape corridors. While active open space focuses on an effective development and management system for sustainability through recreational facilities such as camping areas etc. The Conservation category is focused on conserving endemic flora and fauna in sensitive ecological environments as well as permitting limited and specific developments. With all of the above mentioned when implemented without dislodging we are looking at a very sustainable prosperous future in development in Ladysmith as a Municipality.

Fauna and flora

The KZN province has a rich and diverse biodiversity, with a number of the species being endemic to KZN, that is are not found in the rest of South Africa or elsewhere in the world such as the Alfred Duma Municipality is made up of mainly two prominent biomes which are the Grassland covering 25 0135.4 hectors which is 84.37% of the Municipality as well as the Savanna Biome which extends to 46 348.5 Hectors and that is 15.63%of the Municipality. Within these two biomes there is endemic biodiversity of the flora and fauna which inhabits these environments (SANBI, 2017).



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Vegetation status quo is important in understanding which vegetation types are vulnerable and need protection. The Northern Afrotemperate Forest is restricted to low ridges and mountain Kloofs where the northern Highveld is interrupted as it's relatively low within the Alfred Duma Municipality jurisdiction it's found on the slopes and scarps of the Low Escarpment which is between Pongola Bush near Piet Retief and Van Reenen's. The patches arise at altitudes amongst 1 450 and 1 900 m, with outliers as low as 1 100 m and around 2 000 m (.). The Northern KwaZuluNatal Moist Grassland occurs almost on the entire Thukela Basin with the most intense areas being Bergville, winterton and north of Ladysmith. The vegetation and the landscape features are of the rolling and hilly landscapes infringe up the valleys, typically on disturbed sites which are strongly eroded. Intrinsic details of the of the different types of vegetation and location are displayed in figure7 but what is crucial is to see the remaining extent of vegetation as the landscapes are continuously being changed mostly by man activities such as settlements expansions. Figure 8 shows the remaining extent of Alfred Duma Municipality vegetation where the 0 represents the continuous developing areas mostly settlements informal in the rural areas mostly and those that are being currently formalised townships as the Municipality provides services to those areas but when taking into account figure 9 one can see that the remaining extent of vegetation is declared vulnerable and need be protected.

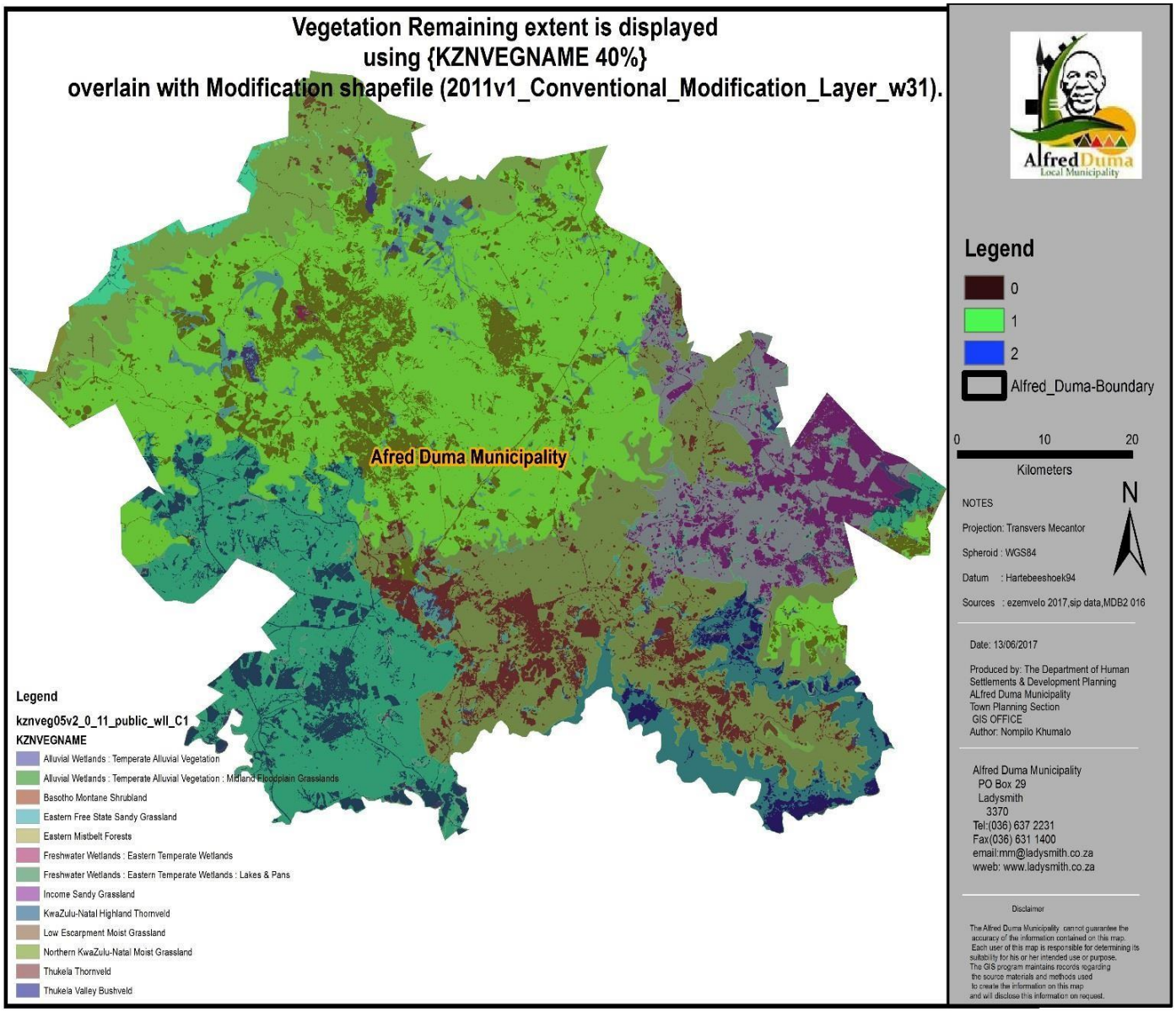

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Figure 8 The remaining extant of Alfred Duma vegetation type map

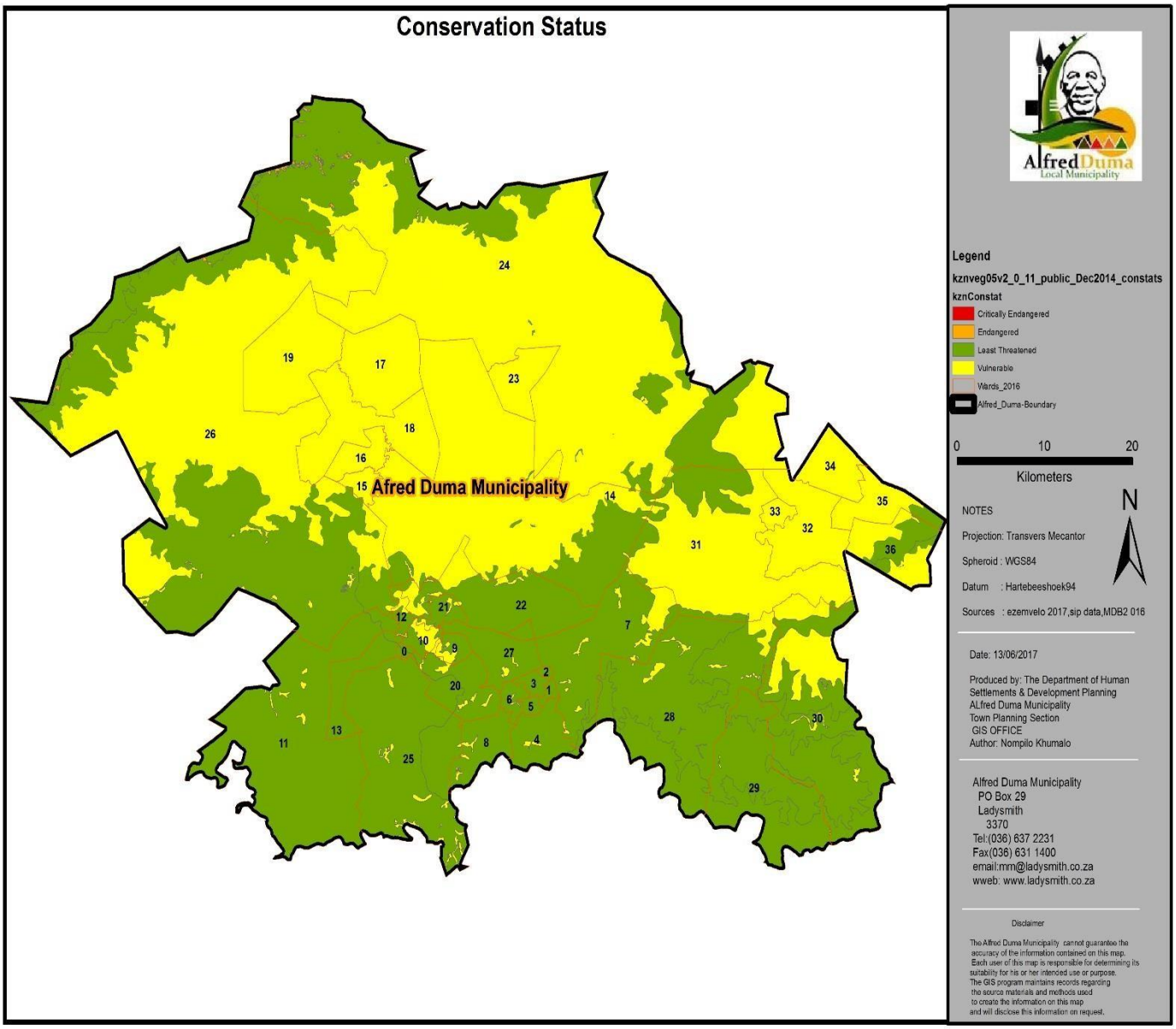

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Figure 9 vegetation conservation status

The current situation within the Alfred Duma Municipality is sensitive and has the potential of being critical if measures are not implemented and the growth rite of informal settlements continues to expand. The Municipality is aware and taking measure on developing strategies to manage such environmental issues

Hydrology

The Klip River and the Sundays Rivers are the main prominent rivers within the Alfred Duma Municipality Area along with its tributaries which drain into the UThukela River which is the largest river system in the KwaZulu Natal Province. Due to the extensive size and location of the UThukela River by the river banks Ladysmith has been prone to severe flooding and the last sever flood was in 1996 where hundreds of families where affected .

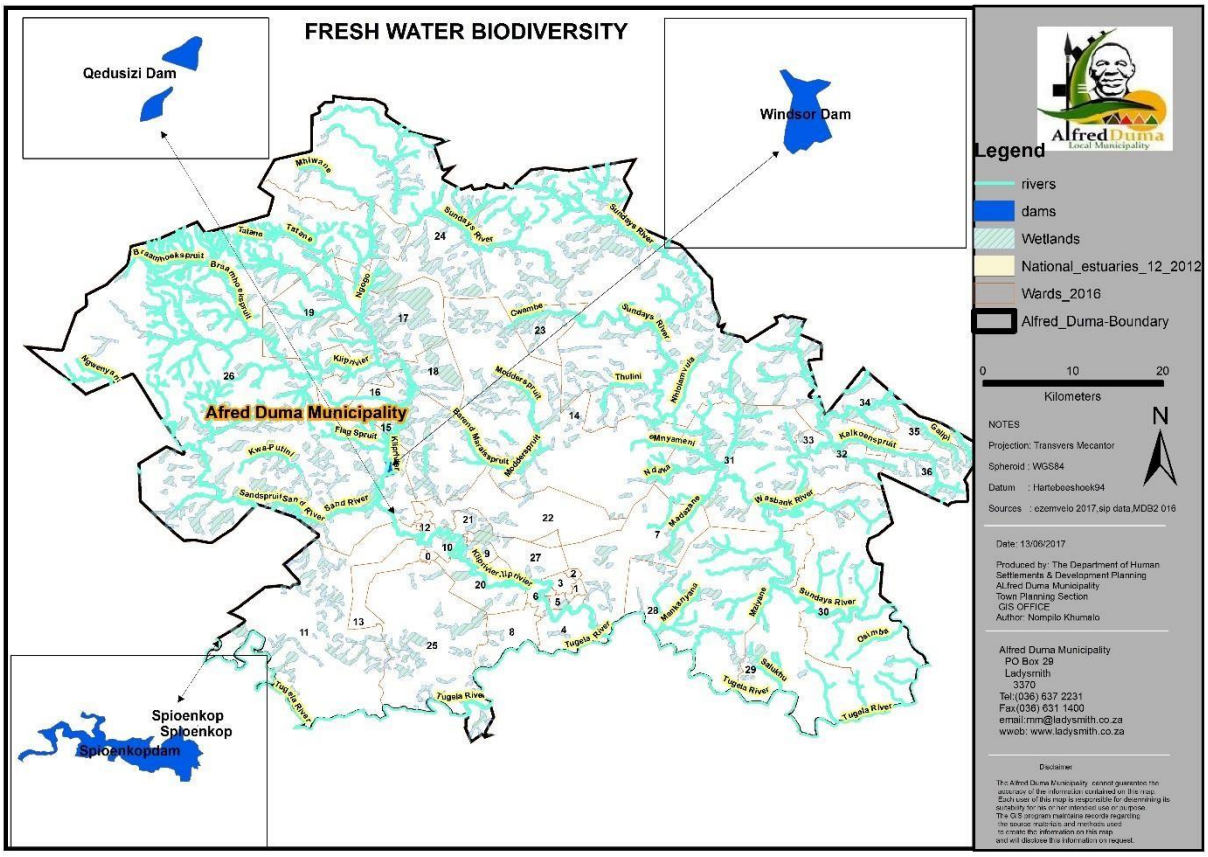


Figure 10 vegetation conservation status

Since the establishment of Ladysmith there have been 29 floods, the Qedusizi dam construction in 1998 decreased the frequency and magnitude of flooding, only minor flooding occurs yearly. The capacity of the Qedusizi Dam is 133 295 megalitres with the surface area of 19 594 km² which enables the oscillation of rainfall controlling the flooding. The irrigation system in Ladysmith is mainly sourced from the Klip River and Sunday's river and partially from uThukela; this supplies the town and townships along with the rural areas but the storm water drainage system within the Townships and Colenso are inadequate but the Alfred Duma Municipality is in the process of upgrading /improving these structures by implementing the infrastructure maintenance plan, furthermore the uThukela Municipality is in the process of improving the water irrigation system by the introduction of the Water master Plan which establish new Reservoirs

draining from the spioenkop dam which will feed the existing Reservoir structures and the Ladysmith and UKhahlamba along with Indaka Municipalises will be serviced efficiently.

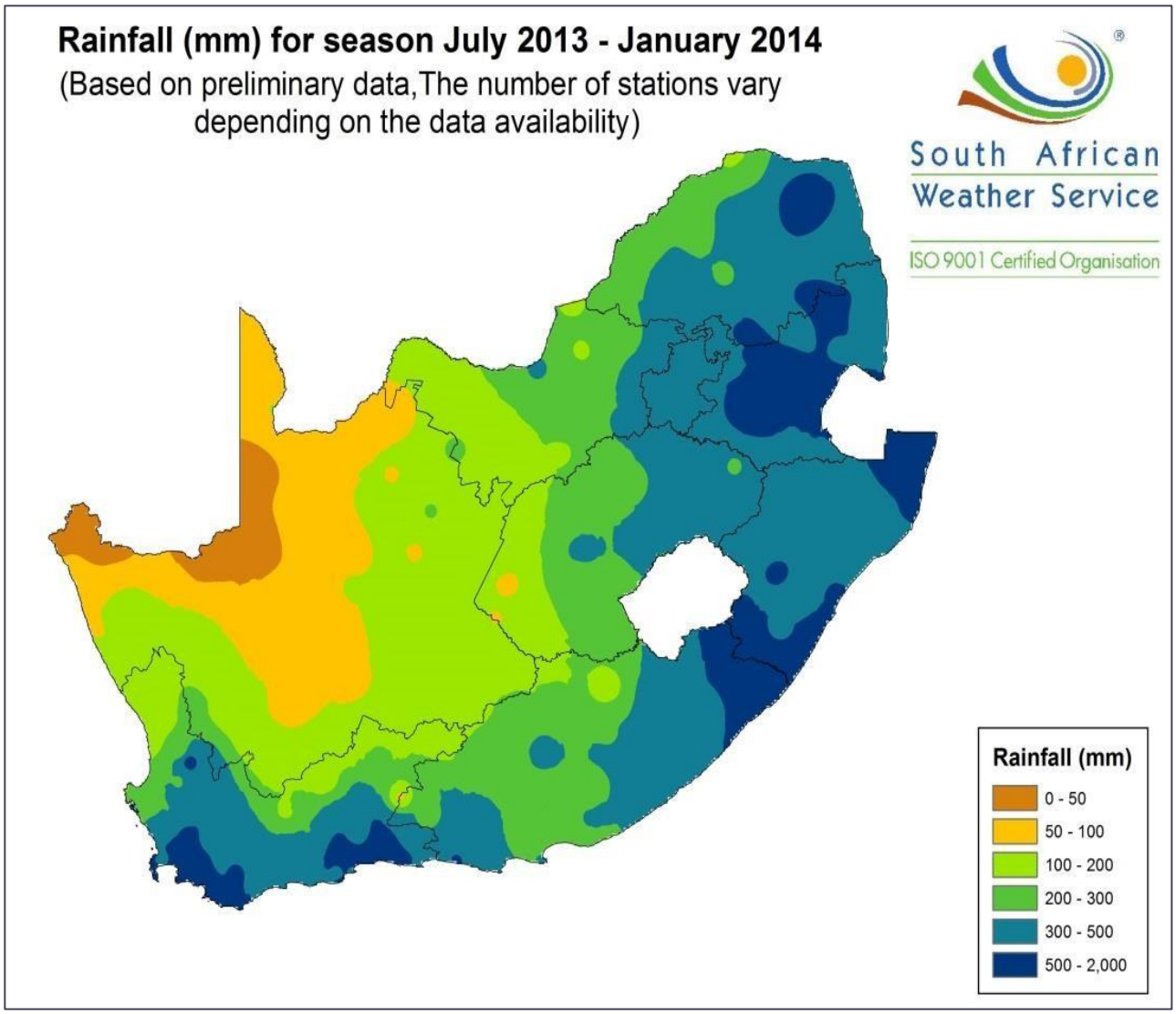
Table showing the hydrological constraints and opportunities for Alfred Duma Municipality

Constraints	Opportunities
1.Fooding –common to minor flooding yearly	1. Implementation of the Ladysmith Flood Control limiting flooding events
2. Increased water demand due to population growth	2. UThukela Vaal scheme for water allocations for use such a irrigation for agriculture
3. Depleting water structure requiring upgrades	3.Utilization of ground water to supply rural communities within a distance of 300 to 500 km
4. High frequency of storms resulting in soil erosion and flood damage of houses	4. Wetland ratification through ground water for biodiversity protection and tourist attraction to boost the economy within the District.

Climate

The climate for the Ladysmith region is relatively mild with the rainfall averaging within the region of 750m which falls predominantly in the months of summer as indicated in the South Africa rain fall Map the Ladysmith region falls under the region of 500 to 2 000 mm . The winters are by a temperate climate with warm to hot summers and mild

to cold winters. The days are usually bright and sunny and the nights clear and cool. Winter sunshine averages almost 7 hours a day, some of the highest in the country. Ladysmith is situated at an altitude of approximately 1 015m above sea level. The town experiences an average maximum temperature of 25°C and an average minimum temperature of 10°C. The mean annual temperature is 16.50C. The highest temperatures are experienced during the month of



January where temperatures reach 30 ºC. July is the coldest month of the year with temperatures of 3°C on average during the night. During winter temperatures sometimes drop below freezing point. Frost does occur in the region with an average of 15 frost days per year.

Figure 11 South Africa Rainfalls

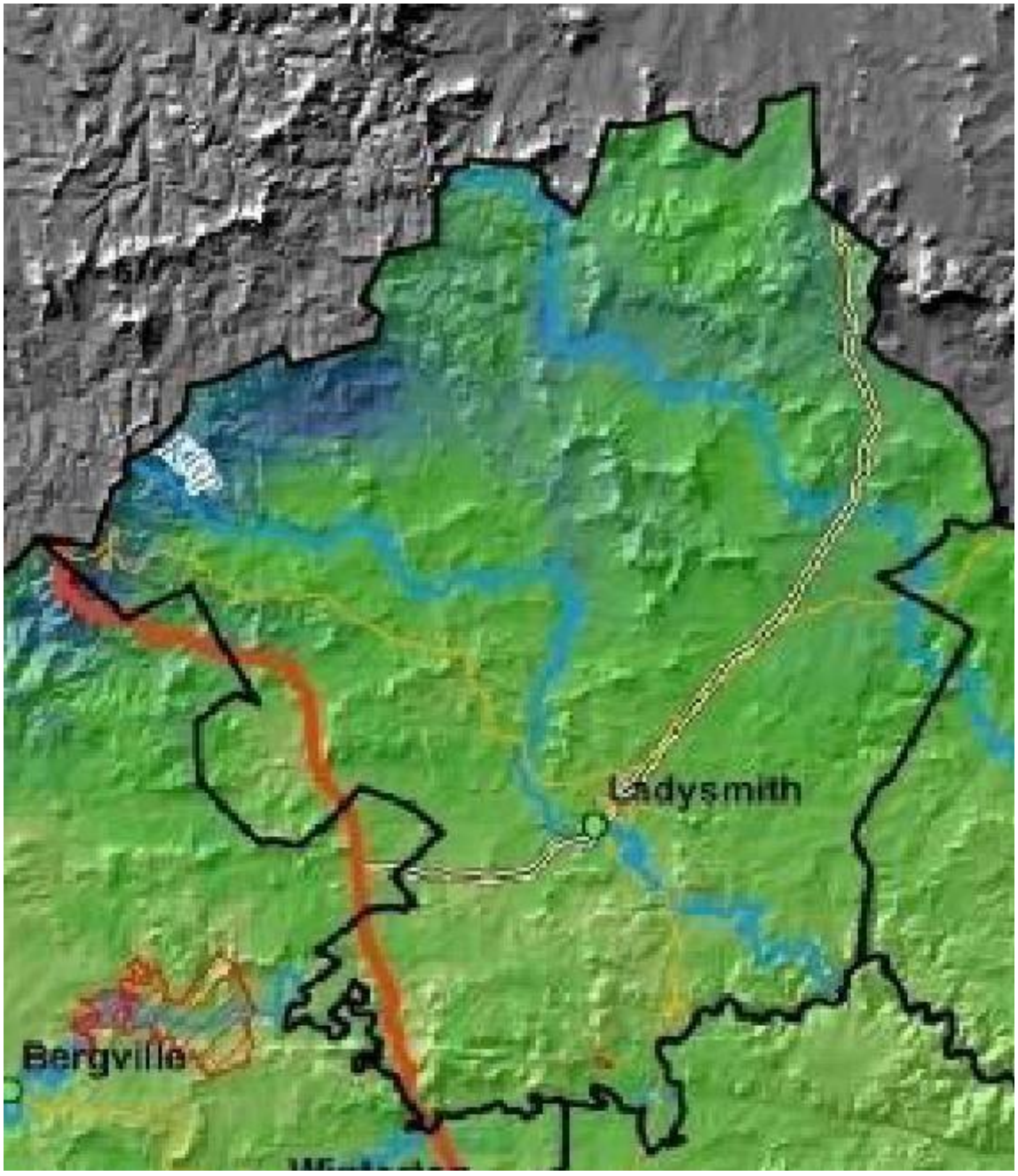
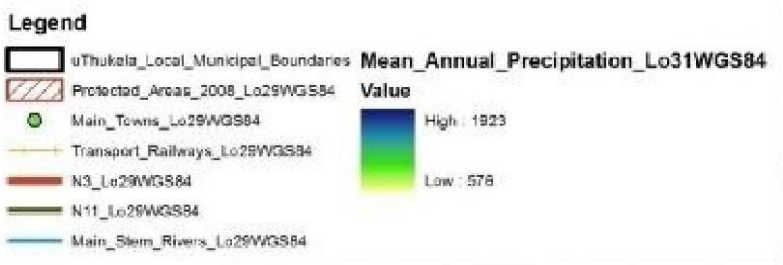


Figure 12 Emnambithi Annual Mean

Precipitation



The Ladysmith summers are dry and furnished by summer droughts which are also frequent, particularly in the east. Rainfall in form of thunderstorms is the prevalent form of precipitation, a common feature in the District, hail, fog and snow are common in the wetter, colder parts of the District, especially at higher

Elevations and unfortunately the Ladysmith Area has experienced the devastating disaster of hail storms in 2013 the 9 December. Frost, snow and mist are totally absent in some areas like the in lands in Ladysmith, whilst light, moderate and severe occurrences are common in other areas at varying frequencies, (Ezemvelo, 2011)

Table 2 showing the climate constraints and opportunities for Alfred Duma Municipality

Constraints	Opportunities
1.Fluctuational high temporal in climate result agricultural production	1. High solar radiation and low degree of cloudiness makes ELM suitable for solar energy generation mitigation for the coal generated energy
2. Limited water storage Reservoirs due to the high evaporation rates	landscape, valley and encircled by the Drakensburg Mountains
3. Climate change effects at a global and local scale with ozone depletion the natural	3. Utilization of the land with agricultural potential subjected to the irrigation of ground water.
2. The amenable climate for tourism as ELM is surrounded by beautiful **environment is altered resulting in depleting resources.**	

Topology

The Alfred Duma Municipality ‘s diverse topology is defined by the hilly , undulating landscapes ,moderate to steeply slopes , broad valleys and flat plains along with the rolling hills as Ladysmith is located on the foothills of the Drakensberg Mountains, approximately 26kms from the Van Reenen pass. The Drakensberg Mountain Range features approximately 60kms to the west and southwest the Drakensberg Mountain Range forms the escarpment that characterises the Ladysmith Topology. This makes Ladysmith an attractive tourist destination also the topology provides an opportunity for large scale development for commercial and for the exploration of the natural environment.

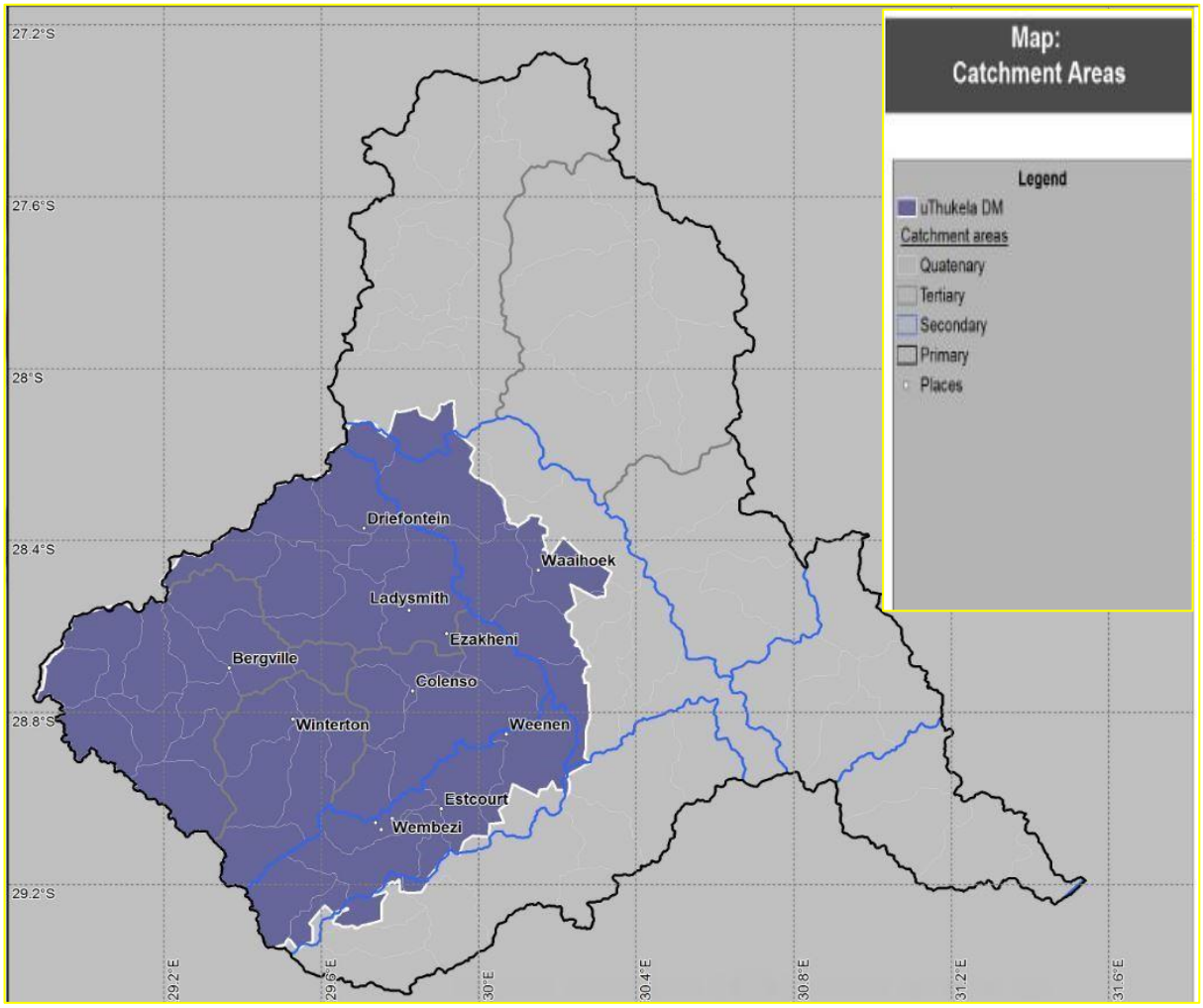


Figure 13 uThukela Catchment areas

Table showing the topolgy constraints and opportunities for Alfred Duma Municipality

Constraints	Opportunities

1.The high lying areas with steep gradients limits development at high altitudes which can interfere with soil stability making it prone to soil erosion	1. promotion of tourism related developments as the ELM is branded by diverse beautiful Landscapes
2. potential for surface water based erosion during the rainfall season where soils are bare which is the ELM characteristic	2. The amenable climate for tourism as ELM is surrounded by beautiful landscape, valley and encircled by the Drakensburg Mountains

Geology

The Alfred Duma Municipality region geology terrain is braded by the predominately rolling terrain and the second broken terrain, the slopes range moderately but there are some steep slopes areas. As the Alfred Duma Municipality is dominated by the Grass and the Savanna biomes there are mainly flat plains and rolling within the escarpment itself. The landscape geology is characterised by mudstones, shales and fine grained sandstones of the Beaufort and Ecca groups along with Karroo super-group and limited Jurassic dolerite intrusions

From the map it's clear that the Alfred Duma Municipality region falls within the category of the Beaufort and the Ecca Group.

Beaufort sediments are largely argillaceous (clay rich) In higher rainfall areas like Kwa Zulu Natal and on older landscapes red coloured neocutanic B horizons similar to those on Ecca sediments can form which have a high Agricultural potential but generally the soils on Beaufort sediments, particularly those on rolling and steeply sloping land are shallow and poor (Merryweather Environmental, 2008)

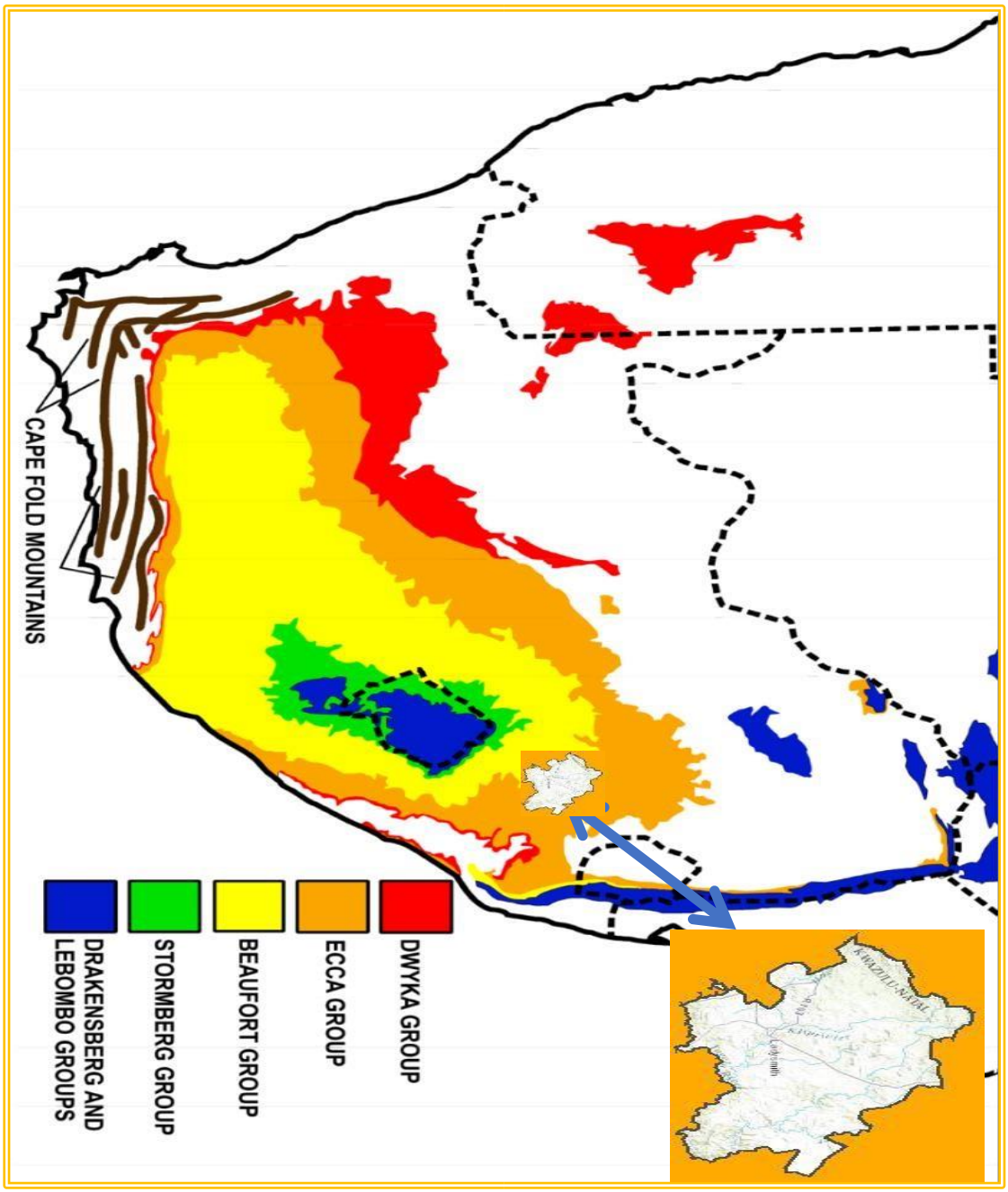
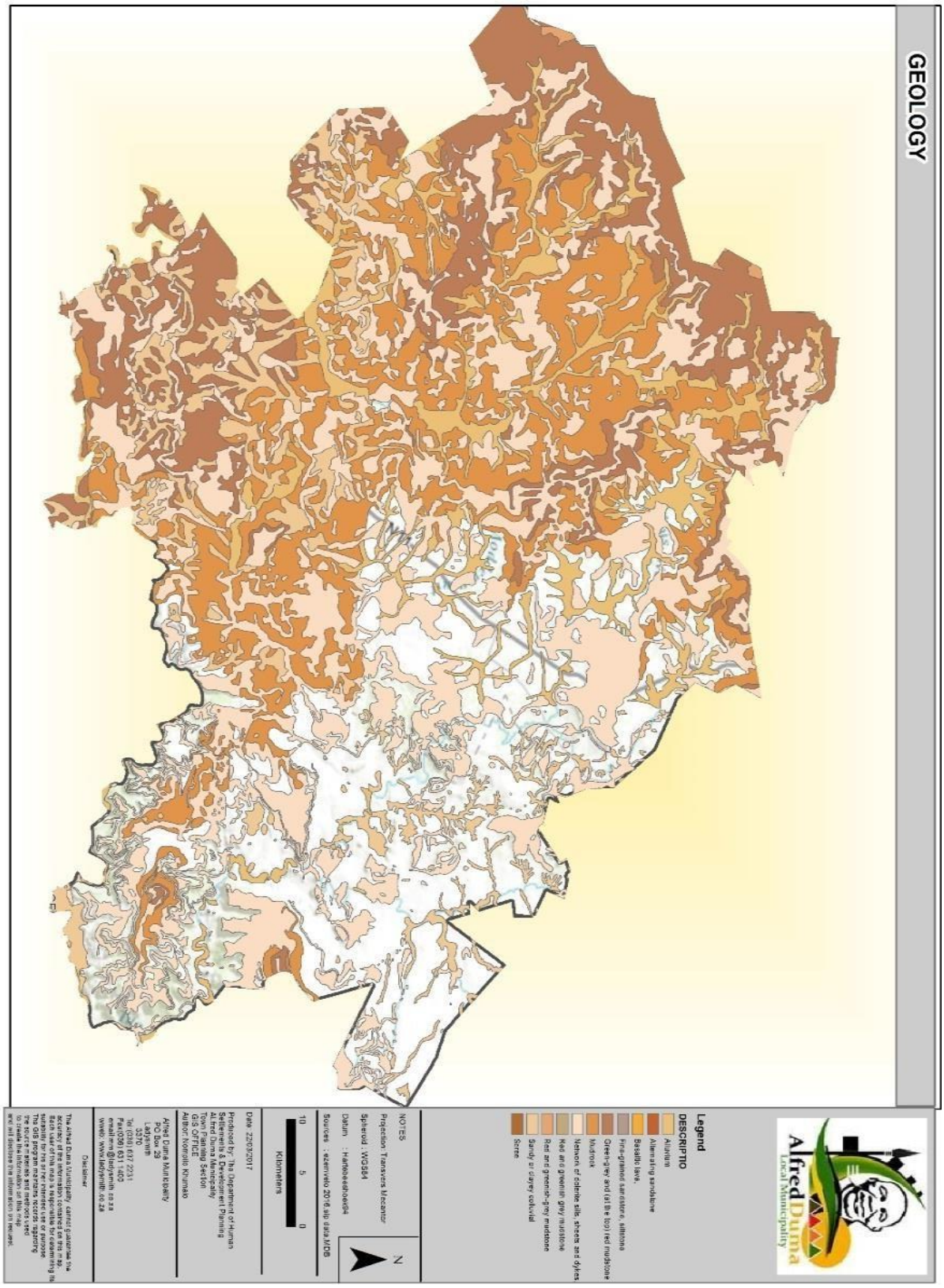

CAPE FOLD MOUNTAINS
DRAKENSBERG AND LEBOMBO GROUPS
STORMBERG GROUP
BEAUFORT GROUP
ECCA GROUP
DWYKA GROUP

Figure 14 South Africa Geological sediments Map


GEOLOGY
Legend
DESCRIPTIO
Alluvium
Alternating sandstone
Basaltic lava,
Fine-grained sandstone, siltstone
Green-grey and pale to buff red mudstone
Mudrock
Network of dolerite sills, sheets and dykes
Red and greenish grey mudstone
Red and greenish-grey mudstone
Sandy or clayey colluvial
Scree
NOTES
Projection Transverse Mecator
Spheroid : WGS84
Datum : Hartebeesthoek94
Sources : ezemvelo 2016.shp usa.MDB
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Date 22/03/2017
Prepared by The Department of Human
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Disclaimer
The Alfred Duma Municipality cannot guarantee the accuracy of the information contained on this map. Each user of this map is responsible for determining its suitability for his/her own purposes. The GIS program maintains accurate records based on the source materials and methods used to create the information on this map. We will disclose this information on request.

Figure 15 Alfred Duma Municipality Geology Classifications The Ecca group soils have originate from clastic sediments deposited from the Permian period as a result forest vegetation developed at wide ranges resulting in a wide spread coal deposits. Due to these characteristic in the Alfred Duma Municipality geology coal plants have been discovered in the Colenso and most recently in the Drienfotein Area. With the proper implementation plan of excavating this coal resource the Alfred Duma Municipality economy will be boosted greatly and a number of livihoolds will benefit greatly from natural resource.

Stratigraphy of the Karoo Supergroup in the Karoo Basin

Period	Group	Formation west of 24°E	Formation east of 24°E	Assemblage Zone
Jurassic	Drakensberg	Hiatus	Drakensberg	
	Stormberg		Clarens	
			Elliot	
Triassic			Molteno	
	Beaufort		Burgersdorp	*Cynognathus*
			Katberg	*Lystrosaurus*
			Balfour	*Dicynodon*
		Teekloof		*Cistecephalus*
			Middleton	*Tropidostoma*
				Pristerognathus
Permian		Abrahams-Kraal	Koonap	*Tapinocephalus*
				Eodicynodon
	Ecca	Waterford	Waterford	
		Tierberg / Fort Brown	Fort Brown	
		Laingsburg / Ripon	Ripon	
		Collingham	Collingham	
		White Hill	White Hill	
		Prince Albert	Prince Albert	
Carboniferous	Dwyka	Elandsvlei	Elandsvlei	

Table showing the Geological constraints and opportunities for Alfred Duma Municipality

Constraints	Opportunities
1.The Karoo super group soils are easily eroded by wind and water if stripped of a healthy vegetation Layer (South African National Parks)	1. Flood control with river banks furnished with vegetation minimizing erosion of these soils
2. Degraded veld with poor fodder to sustain herbivores(South African National Parks)	2. Beaufort and Ecca group soils found on less steep slopes have high agriculture productively (Merryweather Environmental, 2008)

Air quality

Air Quality Management is a shared function between the District Municipality and the Local Municipalities.
According to the South African Air Quality Information System (SAAQIS) the republic of South Africa along with Senegal are great examples for being the most transparent country on its air quality monitoring network coverage which has good figures. The UThukela District Report (2007) stated the major air pollutants within the Alfred Duma Municipality are the Dunlop and Lasher Tools companies but the emissions which pollute the air have not exceeded the Air Quality Index.

AQI	Air Pollution Level	Health Implications
0 - 50	Good	Air quality is considered satisfactory, and air pollution poses little or no risk
51 - 100	Moderate	Air quality is acceptable; however, for some pollutants there may be a moderate health concern for a very small number of people who are unusually sensitive to air pollution.
101-150	Unhealthy for Sensitive Groups	Members of sensitive groups may experience health effects. The general public is not likely to be affected.
151-200	Unhealthy	Everyone may begin to experience health effects; members of sensitive groups may experience more serious health effects
201-300	Very Unhealthy	Health warnings of emergency conditions. The entire population is more likely to be affected.
300+	Hazardous	Health alert: everyone may experience more serious health effects

As the population inclines, Southern Africa's demand for land also increases, contributing directly and indirectly to deforestation. Deforestation rates in Southern Africa was greater than other areas of Africa in the 1990s and are predicted to stay high In this developing region, low-grade fuels are used to meet high demands for food, and energy (UN Climate Change Convention,2013). Sulfur dioxide ($SO_{2)}$ and Carbon Dioxide (CO_2) are released in the air, and due to deforestation and the growing amount of air pollution, the air pollutants in the atmosphere are slowly building up.

During the winter, pollutants are trapped in the air due to the high pressure, and are unable to move or dissipate. In the summer, due to the low pressure, pollutants are dissipated through unstable circulation. Many women are also cooking indoors with fossil fuels, which is the main cause for the health problems in women and children.

75.2% of Southern Africa's energy come from Highveld Areas, where 5 of its 10 Eskom Power Stations are the largest in the world .Highveld areas are above sea level, making the oxygen level 20% less than the oxygen level in the coast. This results in an incomplete combustion of fossil fuels, and a severe nocturnal temperature inversion to occur; which results in smoke being trapped in the air 860 tons of SO_2 is produced from 3 of their main power stations (Matla, Duvha and Arnot),"which exceeds the World Health Organization's (WHO) [exposure to particulate matter] standards of 180 mg.m-3 by 6 to 7 times during winter months (Annegarn et al. 1996 a,b)". This high concentration of air pollution surrounds the area making it very dangerous to one's health.

Conclusion

The environmental status core for the Alfred Duma Municipality can be summarized in a nut shell by the SWOT analysis as determined by the UThukela Districts Municipality IMP.

STRENGTH	WEAKNESS

Well Developed open space management framework which is clearly mapped	Loss of productive Agricultural land
Ecotourism value for attraction of Tourist	Widespread of alien species in and around conservation areas such as wetlands, rivers etc.
All environmental sensitive areas are mapped with great value for conservation such as wetlands, indigenous plant species, wildlife economy	Development of informal settlements on natural areas of high biodiversity
Rich biodiversity and high levels of endemism are encountered within the local municipality which is as a result of marked biophysical gradient and diversity of habitat types.	Loss, transformation and degradation of natural habitat through cultivation, overgrazing, human settlement, afforestation and alien plant invasion results in ecosystem degradation and species loss.
Solid waste management can lead to opportunities for income generation, environmental sustainability and improved health.	Lack of economic diversity & competitiveness of small towns. Economy is dependent on government services.
Agricultural potential for the local municipality	Agriculture and tourism potential not fully exploited.

OPPORTUNITIES	THREATS
• **Opportunity to create Community Conservation to support conservation in the local municipality & implementation of open space management framework.** • **Employment opportunities in conservation areas for local communities (job creation & poverty eradication through labor intensive projects)** • **Focus environmental education initiatives initially around sensitive areas.** • **Agriculture constitutes one of the key drivers of local economy.** • **Water available for irrigation from the well managed dams** • **Invest more on land care and in agricultural education on subsistence farming**	• Unsustainable land uses, poor agricultural practices, as well as land reform. • Highly erodible land soils within the catchment areas aggravated by overgrazing. • Removal of wetlands to make way for subsistence farming • Climate Change threatens ecosystems and species • Land degradation in some areas due to poor waste management • Illegal dumping open spaces • Loss of topsoil which results in soil erosion • Excessive harvesting of indigenous trees for firewood

CLIMATE CHANGE

Climate change circumstances envisage major changes in South Africa biome distribution.

Ecosystems and Individual species will react differently to climate change, some will potentially increase in abundance or range, and others may decline or contract. Ecosystems will experience changes in their species mix, and these changes may increase their vulnerability to further change or to climate extremes. Models that have been projected indicate that climate change effects will largely consist of latitudinal and altitudinal shifts in potential species' distributions while others suggest that the

complete disappearance of critical climate types and dependent species are possible. Climate change will affect not only the survivorship of particular species, but also fragment the landscape and affect the natural resources that species have adapted to use in their natural environment. Species are thus marginalised and forced to move elsewhere to find places to live and food to eat. The impact of climate change will therefore increase the risk of species extinction and impact on biodiversity integrity. On a provincial scale, the biophysical gradient is more pronounced in the uThukela District Municipality as compared to all other municipalities in KwaZulu-Natal, which highlights the critical role that this municipality is likely to perform in biodiversity conservation in response to climate change. The NSBA also concluded that this District includes areas of biome resilience, where the current biome may persist in the face of climate change, under different climate change scenarios

According to the IPCC AR4 2007 African countries are to result in agricultural production and food security depletion due to the small changes in temperature and climate because of the global warming phenomena. Most African countries have semi-arid conditions making agriculture challenging, with the effects of climate change the length of the growing season is likely to reduce as well as forcing large regions of marginal agriculture out of production. The slight changes in temperature and climate have drastic consequences on the agricultural soil in relation to erosion, acidity and nutrition value. The SWOT Analysis tables in figure 6 and 7 show the potential threats that will materialize as a byproduct of climate change, as a Municipality we have experienced some of the effects at a micro scale through seasonal transition changes the agriculture sector has been affected in terms of suitable potential agricultural land which in the long term will threaten the food security for Ladysmith. Through the past years the Alfred Duma Municipality has dedicated the Local Economic development (LED) to address the agricultural threat in Ladysmith, the Led section has made it a priority to revamp and sustain the agriculture sector through crop farming projects assisting registered co=ops. The Agri-coops are assisted through seeds, fertilizer, Equipment and planning, with the help of COGTA effective production equipment has been purchased and the coops are able to supply goods to the local markets such as Spar, AKS etc. In order to improve the agricultural production the Municipality is to focus on the irrigation systems to be established through the utilization of ground water which is predominant in rural areas as mention in the hydrology section under opportunities. The Alfred Duma Municipality is currently establishing an abattoir to further secure the local supply of meat threatening the food security at a local level.

Climate change repercussions not only alter the environment but also the livihoolds in communities along with the economic status, the Alfred Duma Municipality has had the unfortunate experience of natural disasters through floods and recently the hail storms which damaged the a lot of household and unfortunately claimed lives in 2012. This one disaster event resulted in millions to be spent by the municipality in the ratification of the storm damaged houses which is still being continued with. On a global scale the best approach in order to mitigate the effects of climate change is harnessing knowledge on the consequences and causes of climate change and use it to influence national and regional and local decision making . Through this knowledge adaptation measures are to be implemented in order to halt the exponential decline of agricultural production threatening food security.

3.5 DISASTER MANAGEMENT

The disaster Management Act 57 of 2002 requires Council to prepare a disaster management plan for its area according to its prevailing circumstances;

- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players; and ○ Regularly review and update its plan

The Alfred Duma Disaster Management Plan adopted in June 2016 operationalizes the Strategic Policy

Framework for disaster management and outlines the role of the Emnambithi/ Ladysmith Municipality Disaster Management arrangements across the phases of prevention, preparedness, response and recovery. The main purpose of the *Disaster Management Plan* (DMP) is inter alia to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. To be in line with the *National, Provincial and District Disaster Management Framework*, the DMF of Emnambithi/ Ladysmith Municipality proposed five Key Performance Areas (KPA's), namely;

- Institutional Capacity Building for Disaster Management.
- Disaster Risk Reduction.
- Disaster Recovery.
- Public Awareness, Education and Training.
- Monitoring, Evaluation and Improvement.

Two enablers were identified to support the above-mentioned KPA's of Alfred Duma

Municipality, namely; o Information management and communication. o Funding arrangements for disaster risk management

3.5.1 VISION

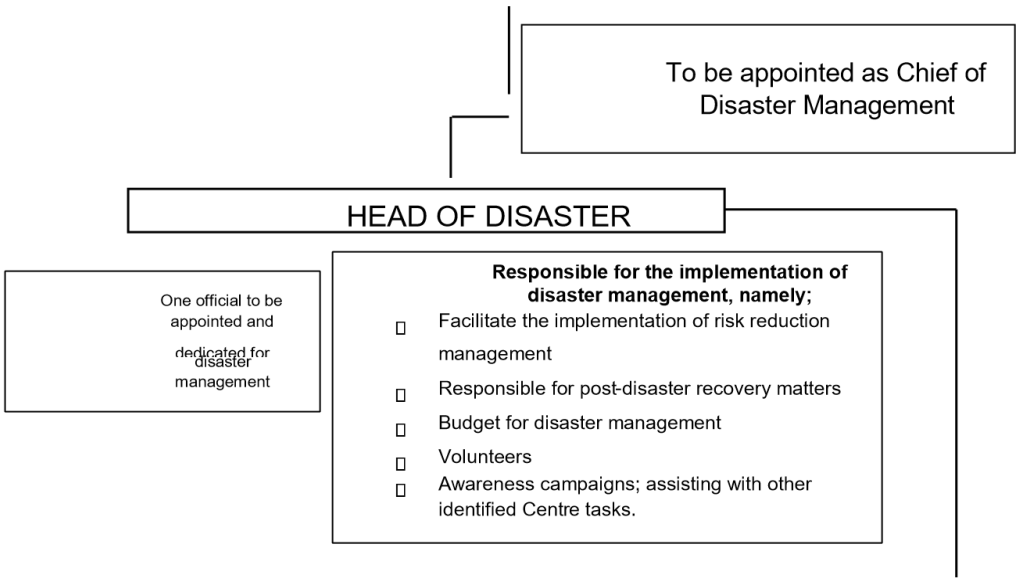
"To enhance and ensure sustainable development through risk reduction measures in the event of a disaster within the Alfred Duma Local Municipality"

3.5.2 MISSION

"An integrated, cost effective approach to implement risk reduction measures to alleviate the level of risk for all communities and properties at risk in the event of a disaster within ALFRED DUMA LOCAL MUNICIPALITYMunicipal area"

3.5.3 DISASTER MANAGEMENT STRUCTURE

MUNICIPAL MANAGER



- It is recommended that the Executive Manager Community Service who would be reporting to the Municipal Manager be appointed as Chief of Disaster Management.
- It is recommended that a Head for Disaster Management, Manager: Public Safety also acts as the head of all risk reduction aspects.

- The Head for Disaster Management will be assisted by Assistant Manager: Fire.
- In the event of a disaster all Municipal Departments be reporting to the Executive Manager Community Service and be coordinated by the Joint Operational Committee.
- Disaster Management section be divided into two sections that would include Disaster Planning and Disaster Operations

3.5.4 DISASTER MANAGEMENT ORGANISATION FOR ALFRED DUMA LOCAL MUNICIPALITY

LIDMC: "Local Tactical Body"

MDMAC: "Local Operations

Municipal Manager

Head of Disaster Management

Head of Strategic

Planning

HOD's

IDP Manager H DDCM

Head of Disaster

Management

3.5.5 LOCAL INTER-DEPARTMENTAL DISASTER MANAGEMENT COMMITTEE (LIDMC)

The *Local Inter-Departmental Disaster Management Committee* (LIDMC) is a tactical body and aims to bring together all line functionaries at Alfred Duma Local Municipality. The LIDMC decides on risk reduction and post disaster recovery strategies at Local Government level. The LIDMC must consist of;

- Municipal Manager (Accounting Officer)
- Executive Manager of Community Service (Chief Disaster Management) ○ Head of Disaster Management (Manager: Public Safety)
- Assistant to Head of Disaster Management (Assistant Manager: Fire and Disaster) ○ Head of Strategic Planning
- Head of District Disaster Management Centre ○ HOD's
- IDP Managers

3.5.6 MUNICIPAL DISASTER MANAGEMENT ADVISOR FORUM (MDMAF)

The *Municipal Disaster Management Advisory Forum* (MDMAF) is an operational body and aims to implement all risk reduction projects, plans and programmes approved by Council

The MDMAC of ADLM consist of;

- Executive Managers of Community Services (Chief Disaster Management)
- The Head of Disaster Management (Manager: Public Safety)
- Assistant Manager of Fire and Disaster Management
- HOD's (as Sector Departments)
- All Managers of JOC

3.5.7 DISASTER MANAGEMENT CENTRE (DMC)

The UDM will be responsible for the establishment of a DDMC to give execution to the Act; Alfred Duma Local Municipality will be responsible to establish a satellite facility to communicate relevant disaster management information horizontally to all departments' lines and vertically to the DDMC and to the community. The DMC will also be responsible to disseminate disaster management information to vulnerable communities and to ensure that appropriate awareness campaigns will be executed.

The DMC will also be responsible to facilitate the implementation of risk reduction projects and plans at local municipal level. The UDM is currently establishing a DMC in Progress Road, within Ladysmith. The UDM has established a Disaster Advisory Forum that includes external stake holders and therefor the ALFRED DUMA LOCAL MUNICIPALITY Disaster Advisory Forum would not include all the external stakeholders. The External stakeholders would be included in the JOC and it would only be the relevant stakeholders for a disaster related incident.

The Alfred Duma Local Municipality has an optative Disaster Management Centre that is capable to attend to any disaster related incident and situations at 422 Murchison Street Ladysmith 3370.

3.5.8 DISASTER ASSESSMENT

3.5.8.1 DISASTER HAZARD, VULNERABILITY AND RISK PLAN FOR ALFRED DUMA LOCAL MUNICIPALITY

Using indigenous knowledge, it was possible to identify all potential hazards in Alfred Duma Local Municipality area of jurisdiction. The following table summarise all identified hazards.

TABLE 1: IDENTIFIED HAZARD FOR ALFRED DUMA LOCAL MUNICIPALITY, 2006.

Strong Winds
Rural Fires
Urban Fires
Hail Storm
Heavy Rain – House Constructions failed
Drought
Disease (Cholera, Foot and Mouth disease, HIV, TB)
Erosion
Environmental Degradation
Access to Water – Waste Management and Sanitation
Dumping sites not fenced
Bridges unsafe

Limited resources to respond to disaster at local municipality

3.5.8.2 PRIORITISING OF HAZARDS 2014

It was possible to prioritise all identified hazards and risk for the Alfred Duma Local Municipality area of jurisdiction during the risk assessment analysis. The worst-case scenario for all identified hazards was used to execute the risk assessment. The following results were obtained from a calculation according to population within a two square kilometres radius (this calculation is done on a probability cause on a scale of 500 persons two per square Kilometres):

TABLE 2: PRIORITISING OF POTENTIAL HAZARDS AND RISKS IN THE ALFRED DUMA LOCAL MUNICIPALITY AREA OF JURISDICTION.

	Hazard	**Total**
1	Poverty	245
2	Epidemics / Disease	245
3	Fire	200
4	Floods	150
5	Erosion	200
6	Environmental Degradation	190

7	Pollution –	200
	Water	
8	Snow	100
9	Drought	90
10	Pollution – Air	85
11	Hazardous Materials	105
12	Road Accidents	100
13	Lightning	165
14	Dam Failure	90
15	Aircraft Accidents	100
16	Geological Hazard	50

Notwithstanding the fact that poverty is not a hazard, it is worthwhile to report on poverty related issues. Not only does poverty give an indication of the vulnerability of a community, it also gives an indication of the capacity of the community to cope with disasters. When a threshold value is linked to poverty, it is

clear from the above table that poverty received the highest score. Hence, the alleviation of poverty is the highest priority, above all identified hazards, as this should also have a positive impact on the aspects listed above. Emnambithi/ Ladysmith Municipality therefore must reallocate its resources to eliminate poverty related issues above all other identified matters. When vulnerable communities have the capacity to cope with disasters (either by building durable houses or having insurance on property) it would elevate the rehabilitation proses after a disaster occurred.

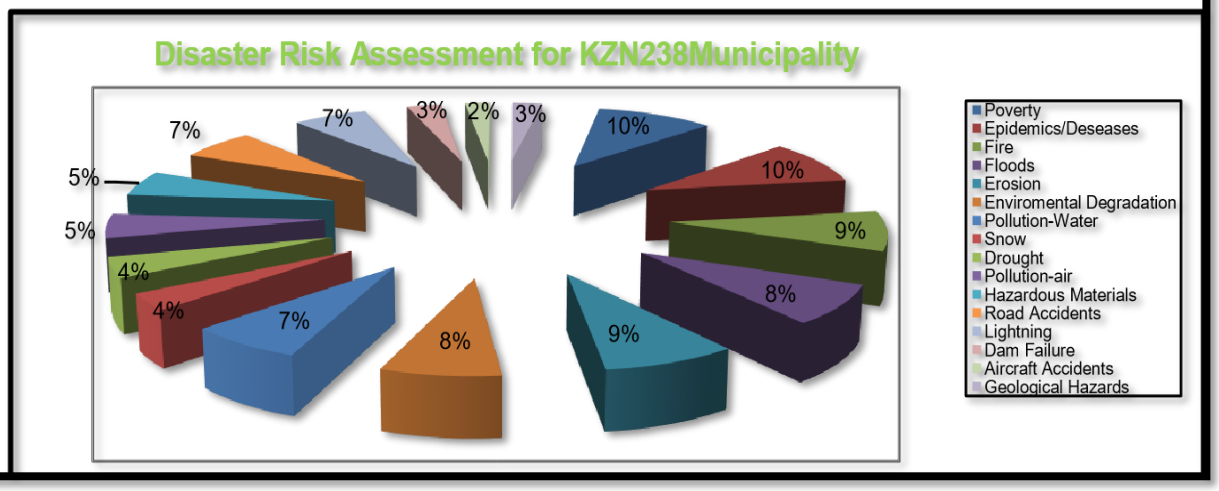
- Snow
- Drought

WEpidemic and disease in Uthukela District Municipality received a very high threshold value, making this event the most severe hazard for Uthukela District Municipality. It is highly recommended that ALFRED DUMA LOCAL MUNICIPALITY formulates appropriate epidemic and disease prevention and mitigation strategies for all stakeholders in its area of jurisdiction to decrease the vulnerability of communities. Veld fires, floods and erosion follows with threshold values between 200 and 245. Appropriate risk reduction strategies are required to decrease the vulnerability of communities at risk.

The following hazards received a threshold value between 150 and 199; Environmental Degradation

Pollution - Water

It is deemed necessary to formulate appropriate SOP's and contingency plans for these hazards, which can be activated during an event to enable all Emergency Departments to react timeously during such an event. It is possible to graphically display the information. Figure 1 gives the IDP an indication of how much to spend on prevention and mitigation strategies.



Ten percent (10%) of the total budget may be spent on poverty alleviation programmes. Twenty seven percent (9% on each) can be spent on epidemic, veld fire and flood relief measures. This is only a firstround indication to guide the IDP in the allocation of funds to line departments, for this purpose.

Though, an airfield and runway are established in the Alfred Duma Local Municipality and under private control, a possibility for aircraft accidents are not to be overlooked. Private aircraft owners do make use of the airfield daily as well as the SANDF, MEC's and delegates from time to time and therefore threshold values of 100 to 190 can be allocated. To mitigate this risk the Alfred Duma Local Municipality must establish roles and responsibilities of stakeholders involved with the airfield that would involve upgrading, maintaining and controlling aspects.

3.5.9 RISK REDUCTION

3.5.9.1 GENERAL

Disaster Management in Alfred Duma Local Municipality is risk based and comprehensive across the

Prevention, Preparedness, Response and Recovery (PPRR) phases and those risks are communicated in the community, Local Government Capability and Capacity - Local government is able to effectively prepare for, respond to and recover from disaster events in their community; Community Capability and Capacity - Individuals, communities and businesses are able to effectively prepare for, respond to and recover from disaster events; and Effective Disaster Operations – Provide for effective, flexible and scalable disaster management.

All disaster risk management plans must give explicit priority to the core principles of disaster prevention and mitigation. Internationally, disaster prevention, mitigation and preparedness are referred to as disaster risk reduction measures, mainly because it lessens the likelihood of harmful losses by avoiding endangering hazards or reducing vulnerability. In this way, prevention and mitigation are central to achieving the goal of disaster risk reduction, in which vulnerabilities and disaster risks are reduced a sustainable development opportunity strengthened.

It is often difficult to distinguish between preventive or mitigate intervention. For this reason, it is more practical to refer to risk reduction measures. Both (prevention and mitigation measures) minimise the risk of disasters.

3.5.9.2 DISASTER PREVENTION

Disaster prevention refers to actions that provide “outright avoidance” of the adverse impact of hazards and related environmental, technological and biological disasters. Strategies applicable to preventive intervention are inter alia (see Appendix A for detail list);

- Effective land-use planning, - Basic public works and
- Effective municipal services that factor in the frequency and severity of natural or other hazards as well as human actions.

Examples are;

- Replanting indigenous grasses or trees on a recently burned slope near roads or dwellings to stabilise the soil and prevent damaging land subsidence.

- Locating critical rail. Road and telecommunications structures behind a coastal “setback” line in areas exposed to storm surges to prevent disruption to critical services during violent summer or winter storms.
- Careful positioning of storm water drainage and its ongoing maintenance, along with protection of natural wetlands, to prevent destructive flooding during heavy rain.

It is not possible to completely prevent all disaster events. Their severity can be reduced, however, through ongoing disaster mitigation efforts.

3.5.10. DISASTER MITIGATION

Disaster Mitigation refers to structural and non-structural measures that are undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards on vulnerable areas, communities and households. These efforts can target the hazard or threat itself – e.g. a fire break that stops a fire spreading close to residential areas. This is often referred to as structural mitigation, since it requires infrastructure or engineering measures to keep the hazard away from those at risk.

Disaster mitigation efforts can also target people who are at risk, by reducing their vulnerability to a specific threat – e.g. promoting community responsibility for controlling fire risk in an informal settlement. This is often called “non-structural” mitigation, as it promotes risk avoidance behaviours and attitudes. A shift from structural to non-structural measures took place worldwide. The main reason for this is mainly because of the non-contribution of structural measures to sustainable development objectives. In most cases, structural measures only reduce disaster damage and the level of risk remains the same. Hence, structural measures only create a false sense of security for communities.

The following non-structural measures strategies may be considered by disaster management (see Appendix A for detail list):

3.5.11 PUBLIC INSTRUMENTS

The main aim of public instruments is to guide human behaviour in such a way that it will contribute to the reduction of disaster risk and / or the vulnerability of communities and infrastructure.

- Disaster Information – Dissemination of disaster information to communities as part of awareness campaigns.
- This will also guide communities in the implementation of more safe best practices.

- Training and education of communities in disaster related matters.

  Disaster Insurance

- Only act to reduce the impact of the loss after it has occurred, hence it does not reduce any risk, but rather redistribute the risk to the insurer.

- However, the premium gives an indication of the risk involved, when insured against any possible loss.

- Tax and subsidies

- Disaster precautions

- Disaster Aid and Relief actions

3.5.12 PLANNING AND ORGANISING

Dangerous, uneconomical and undesired actions can be reduced by better planning and organising. Such measures include;

- Zoning and building regulations
- Disaster Proofing – "A body of adjustments to structures and building contents")
- Permanent – Choice of building material to erect buildings
- Unforeseen – After early warning has been distributed, e.g. Secure of walls and closing of unnecessary openings etc.
- Emergency – e.g. the use of sand bags during a flood.
- Land-use planning (Planning and establishment, permanently evacuation)
- Development Policy (which will contribute to sustainable development objectives)
- Organising for disasters
- Early warning systems – the better communities react on any warning message, the lower the impact of a disaster.
- Health related regulations

Permanent Evacuation – this option leads to huge reallocation and development project. The social disruption to re-allocate people cannot always be justified.

Research indicates that it is not economically viable to implement risk reduction measures to prevent the total risk of disasters. Hence, it is important to determine the optimum in such a way that the total benefit exceed the total cost (must include all economic and social benefits and costs). In some cases, the optimum may only be reached by the implementation of both structural and non-structural measures.

3.5.13 DISASTER RISK REDUCTION MEASURES

(General Measures)

The following section describes general measures that can be implemented as Disaster Risk Reduction Measures.

3.5.13.1 INFRASTRUCTURE SUPPORT

Examples:

- Scientific equipment
- Rehabilitation of evacuation routes
- Refurbishment of health posts, temporary shelters for evacuated populations, etc. - Sign-posting of evacuation routes

3.5.13.2 ADVOCACY AND PUBLIC AWARENESS-RAISING

One-way communication activities aimed at raising awareness on disaster risk reduction issues among decision makers and the public.

Examples:

- Radio spots / radio communication in communities
- TV broadcasts
- Media interaction: newspapers, journals, magazines, etc.
- IEC5 materials: leaflets, posters, billboards, brochures etc.

- Conferences, symposia, seminars, workshops, peer-to-peer awareness initiatives
- Awareness campaigns: street drama, theatre, song, simulation exercises /mock drills…

3.5.13.3 SMALL-SCALE MITIGATION WORKS

Small-scale infrastructure works aimed at reducing the physical vulnerability of the beneficiaries, which serve to complement the preparedness component of the project strategy. Occasionally, beneficiaries are trained during the implementation of these mitigation works to operate / maintain or replicate them in the future. Expenses related to this sort of training would be included in this sub sector.

Examples:

- Protection walls along river banks
- Structural works on existing public buildings to increase their resistance to disasters
- Identification and reinforcement of safe places
- Reforestation / plantation
- Small-scale drainage and irrigation work

3.5.13.4 MAPPING AND DATA COMPUTERIZATION

Mapping and data computerization linked with the study of hazards and vulnerabilities and the elaboration of emergency plans.

Examples:

- Data collection for risk mapping purposes (scientific maps)
- Development of mapping software and training on its use
- Printing of risk maps
- Printing of emergency plans

3.5.13.5 EDUCATION

Activities aimed at creating a “culture of prevention” within the formal education system pursuing a change of attitude and practice.

Examples:

- Design and production of training materials for pupils
- Training of teachers and pupils
- Simulations conducted at school level

3.5.13.6 EARLY WARNING SYSTEMS

All activities and equipment provision related to the setting up of an Early Warning System (EWS).

Examples:

- Technical studies conducted specifically to set up an Early Warning System (EWS) (e.g. hydrological study)
- Installation of radio networks and training beneficiaries on their use
- Installation of rain gauges / hydrometric scales and training of beneficiaries on their use - Scientific equipment

3.5.13.7 RESEARCH AND DISSEMINATION

Technical studies, workshops and surveys conducted to increase knowledge about preparedness issues and dissemination of its results.

Examples:

- Technical studies whose results are used in local planning (e.g. for zoning purposes)
- Organization of workshops/seminars aimed at dissemination of project results

3.5.13.8. FACILITATION OF CO-ORDINATION

Support initiatives to facilitate co-ordination among institutions working on Disaster

3.5.13.9. PREPAREDNESS PREVENTION AND RESPONSE

Examples:

- Inter-institutional meetings
- Interactive product

3.5.13.10 INSTITUTIONAL STRENGTHENING

Services and equipment delivered to strengthen institutional capacities on risk reduction.

Examples:

- Training of decision makers at different levels
- Training of sub-national institutions (government and non-government)
- Training of the planning departments of sectorial line functions on disaster risk reduction measures that could be undertaken as part of respective work plans

3.5.13.11 LOCAL CAPACITY BUILDING / TRAINING

Capacity building / Training for natural disaster preparedness conducted at local level, with a direct involvement of the beneficiary communities.

Examples:

- Support in the organization and training of local disaster management committees
- Training and sensitization for enhanced natural disaster risk awareness
- orkshops conducted at community level for the development and management of community disaster preparedness action plans
- Simulations conducted at community level, e.g. evacuations
- Training of community facilitators

- Training of community fire brigades
- Rescue kits and First aid emergency kits (depending on the recipient)

3.5.13.12 MORE SPECIFIC MEASURES DISASTER RISK REDUCTION MEASURES

Flood	**Specific Measures**	**Cost of measures**
POLICY & *the* PLANNING *Building capacity to Respond*	Implement a plan for protection against flooding, including preparedness and contingency planning	Costs relating to Institutional and Capacity building of appropriate national, regional and local institutions e.g. administrative effort, Professional advice, communication systems etc.
	Land-use planning that better incorporates risk of flooding	(as above)
	Integrated management of flooding and water supply	Costs institutional relating to technical assistance, and capacity building

	Development System implementation Early Warning (EWS)	Costs of increasing capacity for predicting extreme ever authorities, through the design implementation effective Early Warning System (EWS) of an
	Integrated warning and response system	(as above)
	Improving networks / links with local governments	Cost of awareness raising exercises, training etc.

PHYSICAL ***(Prevention)*** Reducing *exposure to and preventing hazards*	Flood defences e.g. Dam (Multipurpose, seaborne etc.) and sea wall	Capital investment costs Maintenance Costs
	Natural protection against floods egg reforestation of watersheds	Natural protection against floods e.g. reforestation of watersheds
	Installation of drainage pumps	Capital investment costs Maintenance Costs
P H Y SI C A L	Flood shelters next to schools	Capital investment costs Maintenance Costs

(Coping/Adaptive)		
	Flood proofing of latrines and tube wells	Capital investment costs Maintenance Costs
	Raised platforms (equipped with latrines and drinking water)	Capital investment costs Maintenance Costs
	More resilient roads and infrastructure e.g. raised buildings and roads	Capital investment costs

		Maintenance Costs
	More resilient water supply systems, e.g. boreholes raised hand pumps	Capital investment costs Maintenance Costs
	Design and building of contingency mechanisms for coping with floods, e.g. boats for evacuation, escape roads, temporary Shelters	Capital investment costs Maintenance Costs
	Pre-positioning / strategic stock piling of relief material, e.g. life boats, life jackets, tools, first aid etc.	Capital investment costs Maintenance Costs

CAPACITY BUILDING	Community based disaster preparedness:	Training costs through
at Community level	Communities trained in disaster preparedness, e.g. through development of disaster response committees	assistance: Cost of developing community level initiatives /institutions

	Public warning system (community based)	Costs of increasing capacity for providing warning to the public
	Safety nets to ensure that poor households can rebuild productive livelihoods (through Building on existing programmes)	Incremental costs to existing public programmes aimed at providing these safety nets
	Revolving funds managed by the community used to better cope in disaster situations, e.g. for storing and distributing food	Cost of administering the fund Cost of training community members to manage the fund

F **i** **r** **e**	**Specific measures**	**Cost of measures**

POLICY & PLANNING *Building height*	Implement a plan for protection against fire, including preparedness and contingency planning	Costs relating to Institutional and Capacity building of appropriate national, regional and local institutions e.g. administrative effort, Professional advice, communications systems etc.

p a c i t y t o R e s p o n d		
	Land-use that planning better incorporates risk of fire	(as above)
	Integrated management of fire and water supply	Costs relating to technical assistance, institutional

		and capacity building
	Development and implementation of Early Warning System (EWS)	Costs of increasing capacity for predicting extreme events for the relevant authorities,
		through the design and implementation of an effective Early Warning System (EWS)
	Improving networks / links with local governments	Cost of awareness raising exercises, training etc.
PHYSI	Fire defences e.g. Water tanks at nearby Clinics, early season fire breaks (Multipurpose firebreaks ploughed and burnt etc.)	Capital investment costs

CAL ***(Prevention)*** Reducing ***expos*** ***ur***		Maintenance Costs

e t o a n d p r e v e n ti n g h a z a r d s		
	Natural protection against fire e.g. reforestation of strong winds and smoke spotting	Natural protection against fire e.g. reforestation of strong winds and smoke spotting

	Installation of 5000litre water tanks at clinics and community hall	Capital investment costs Maintenance Costs
PHYSICAL (Coping/ Adap	Fire shelters next to schools	Capital investment costs Maintenance Costs

ti v e)		
	Design and building of contingency mechanisms for coping with fire, e.g. trailer pumps, evacuation escape roads, temporary Shelters	Capital investment costs Maintenance Costs
	Pre-positioning relief material, e.g. Fire beaters, knap sacks, tools, portable trolley pumps and first aid etc.	Capital investment costs Maintenance Costs
C A P A C I T Y B U I	Community based disaster preparedness: Communities trained in disaster preparedness, e.g. through development of	Training costs through technical assistance: Cost of developing community level

L D I N G *a* *t* *Commun* *ity level*		
	disaster response committees	initiatives /institutions
	Public warning system (community based)	Costs of increasing capacity for providing warning to the public
	Revolving funds managed by the community used to better cope in disaster situations, e.g. for storing and distributing food	Cost of administering the fund Cost of training community member to manage the fund

	Introducing Fire Marshalls and first respond firefighters	Capital investment costs Maintenance Costs

3.5.14 RISK MANAGEMENT

The following operational sequence is important during risk management to take cognisance of.

3.5.14.1 RISK CONTROL

- Terminate: Eliminate the potential of loss
- Tolerate: Live with the risk
- Treat: Implement risk reduction measures

RISK FINANCING

Terminate: Transfer -Self-funding or Insurance

RISK CONTROL HIERARCHY

- Elimination, Avoidance or Substitution.
- Control at Source
- Minimisation of Frequency
- Minimisation of Consequences
- Mitigation

Disaster Management plays a fundamental role to ensure that the identified risks are brought to a level which the municipality / community is willing to tolerate. Risk management programmes should pay for itself due to lower number of injuries, less disruptions, etc. - if implemented properly it will ensure more sustainable practices. Risk reduction strategies, when appropriately implemented, will;

- Stimulate the economy growth
- Strengthen infrastructure
- Help create more employment
- Vastly improve general development
- Ensure greater stability

DISASTER RISK REDUCTION PLANS, PROJECTS AND PROGRAMMES

According to the National Disaster Management Framework, there are eight requirements that must be applied and documented by all spheres of government. When planning for disaster risk reduction initiatives.

Use disaster risk assessment findings to focus planning efforts:

Any disaster risk reduction effort must be informed by a reliable disaster risk assessment.

Establish an informed multidisciplinary team with capacity to address the disaster risk and identify a primary entity to facilitate the initiative:

Disaster risk reduction planning must be multidisciplinary and must draw on appropriate expertise. Disaster risk management requires both technical expertise's in hazard processes as well as understanding of the complex social and economic conditions that drive disaster risk in vulnerable communities.

Actively involve communities or groups at risk:

All initiatives must involve constructive consultation between at-risk groups and/or communities and external service providers. Risk reduction initiatives are more effective when they are discussed and implemented collaboratively with those affected, as this allows for the inclusion of local knowledge and expertise.

Address multiple vulnerabilities wherever possible:

Risk reduction is a value-adding capability, as it aims at reducing disaster losses in vulnerable areas and groups. Hence, any disaster risk reduction projects and programmes must add value to other development initiatives.

Vulnerabilities can be addressed by:

- Improving socio-economic conditions and building community cohesion
- Ensuring the continuity of protective environmental services
- Increasing resilience and/or continuity of public services and infrastructure to better respond to expected external shocks.

Plan for changing risk conditions and uncertainty, including the effects of climate variability:

Disaster risk is extremely dynamic and is driven by many rapidly changing environmental, atmospheric and socioeconomic conditions. Hence, plans are not sufficiently adaptive to minimize the impacts of unexpected events or processes.

Apply the precautionary principle to avoid inadvertently increasing disaster risk:

Effective disaster risk reduction planning efforts must apply the precautionary principle of "do no harm". The likelihood of negative consequences is reduced if a careful disaster risk assessment actively informs the planning process, a competent multidisciplinary team is established, and mechanisms for transparent community consultation are put in place.

Avoid unintended consequences that undermine risk-avoidance behaviour and ownership of disaster risk:

The disaster risk reduction planning process must anticipate and manage unintended consequences that increase disaster risk. Well-intentioned disaster risk reduction programmes that deliver external services to at risk areas, communities and households can inadvertently reward risk-primitive behaviour and undermine existing capabilities.

Establish clear goals and targets for disaster risk reduction initiatives, and link monitoring and evaluation criteria to initial disaster risk assessment findings:

Disaster risk reduction plans must define clear monitoring and evaluation criteria for measuring their effectiveness. These must be linked to initial assessment findings to demonstrate the effectiveness of the specific initiative in reducing vulnerability or reducing disaster loss. Assessment findings must also be used to highlight learning points for future projects and programmes.

Municipal and provincial disaster management centres must include documented accounts of the disaster risk reduction projects, programmes and initiatives planned and implemented.

INCLUDING DISASTER RISK REDUCTION EFFORTS IN OTHER STRUCTURES AND

PROCESS

Disaster Risk Reduction initiatives must also be included in other structures and processes; hence the Disaster Management Plan must be aligned with the Spatial Development Plan and the IDP.

Spatial development planning

Disaster risk is driven by both hazard and vulnerability factors reflected in spatial development frameworks. All disaster risk assessment findings are directly applicable to spatial development planning. Hence, all relevant spatial information must inform disaster risk reduction planning and ensure that verified risk information is incorporated into spatial development plans and maps.

Integrated development planning

Disaster risk reduction efforts are multi-sectorial efforts focused on vulnerability reduction over a medium to long term period. To be efficient and effective they must be incorporated into ongoing IDP ProJet, processes, programmes and structures. They are best planned and implemented as development initiatives through IDP mechanisms and phases.

Risk avoidance enforcement

Critical components of effective disaster risk reduction are regulations, standards, by-laws and other legal enforcement instruments that discourage risk-promotive behaviour and minimize the potential for loss. Within provincial and municipal spheres, this may involve:

- amendment of urban planning standards ○ amendment of land-use regulations and zoning
- amendment of minimum standards for environmental impact assessments
- introduction of standards for risk-proofing lifeline services and critical facilities from known priority disaster risks
- Introduction of by-laws to implement extraordinary measures to prevent an escalation of a disaster or to minimize its effects.

DISASTER MANAGEMENT SWOT ANALYSIS

The purpose of the Disaster Management SWOT analysis is to gain a better understanding the organization's strengths, weaknesses, opportunities and threats. This section describes how a SWOT analysis can assist with emergency planning organization's vulnerabilities.

Strengths	▫ The Disaster Management section has an establish Centralized Communication Centre, that is manned 24/7 and could attend to all emergency within the ALFRED DUMA LOCAL MUNICIPALITYMunicipal area. ▫ The Disaster Management Section has manpower available 24/7 to attend to emergencies, Disaster related incidents and disasters. ▫ The Disaster Management section operates with a JOC (Joint Operational Committee) that includes internal and external stakeholders. ▫ Adequate responses to emergencies and Disasters within Alfred Duma Local Municipality. ▫ On hand disaster relief material. ▫ Budget for disaster related incidents

	▫ Emergency preparedness personnel on standby. ▫ Awareness program at schools to enhance awareness on fire, road uses, traffic and disasters related matters. ▫ Political intervention.

Weaknesses	┐ Lack of Middle Management and First line Management positions on the organogram. ┐ Inadequate skilled manpower. ┐ Unreliable Fire and rescue vehicles/obsolete spares unavailable. ┐ Inadequate emergency response vehicles. ┐ Inadequate Budget allocation to upgrade firefighting equipment. ┐ Skilled training with accredited service provider ┐ Lack of interests to improve skills by employees. ┐ Lack of a replacement policy for fire tenders. ┐ Accessibility to emergence services within rural areas responses slow and area too large to cover.

	┐ Scare skills acknowledgement

Opportunities	┐ Upgrading of fire services by procuring fire tenders and new improved equipment. ┐ Building of fire emergency centres in remote areas ┐ Utilizing accredited training service providers to improved skills. ┐ Scares skilled personnel to be acknowledge. ┐ Introduction of a promotional policy to encourage the employees to improve their skills. ┐ Employment of skilled middle- and first-line managers/supervisors
Threats	┐ Poor planning to build emergency centres ┐ Poor Budget allocation to procure firefighting equipment ┐ Not appointing skilled middle- and first-line Managers/supervisors and fire officers. ┐ Non-implementation of replacement policy for fire tenders.
	┐ Political interference.

3.6 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3.6.1 MUNICIPAL TRANSFORMATION

Local government is the sphere of government closest to the people. Many basic services are delivered by local municipalities and local ward councillors are the politicians closest to communities**.** The White Paper states that local government must play a "developmental role". The Constitution states that government must take reasonable steps, within available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

Developmental local government means a local government committed to "work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives". It should t3arget especially those members and groups within communities that are most often marginalised or excluded, such as women, disabled people and very poor people. (White Paper, 1998).

3.6.2 ORGANISATIONAL DEVELOPMENT

3.6.2.1 INSTITUTIONAL ARRANGEMENT

Alfred Duma Local Municipality has an existing organogram adopted in August 2016 but will be reviewed by end of June 2017. The Municipality consist of the following Departments and Portfolio Committees which ensure the delivery of services and oversight of municipal affairs:

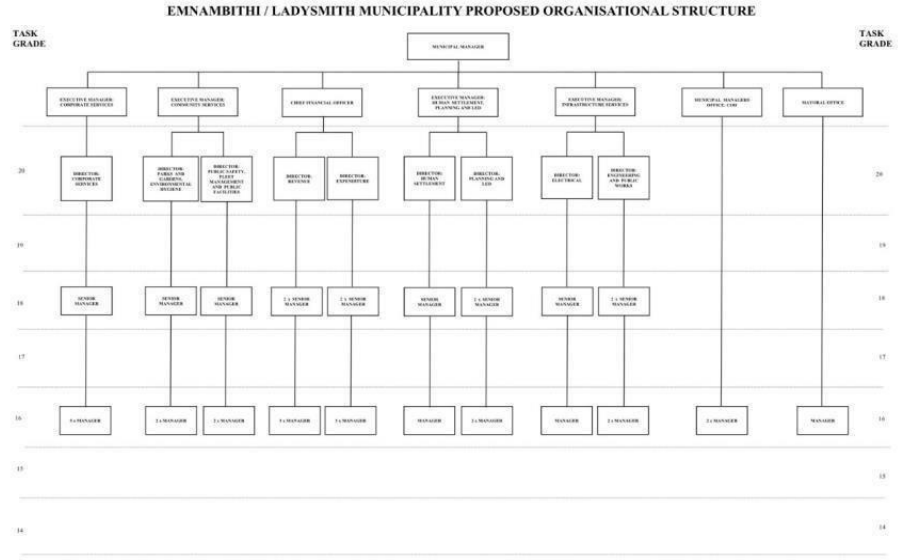
- The Office of the Municipal Manager which consists of Performance Management Section, IDP Section, Intergovernmental and Research Section, Internal audit, Youth office, Communication and Public Participation Section.
- Department of Finance, Department of Development Planning and Human Settlements, Department of Community Services, Department of Corporate Services, Department of Engineering Services, Department of Electrical Engineering.

In terms of reporting structures within the municipality, all heads of Departments report to the Municipal Manager who is the accounting officer, who then reports to the seven Portfolio Committees which are headed by the Executive Committee Members of Council. The municipality has also taken into consideration the Spatial Planning and Land Use Management Act (SPLUMA) Act 16 of 2013 in its organizational structure and budget.

Portfolio committees then report to the Executive Committee which reports to Council for decision making. In addition to that, there are three committees/structures who report directly to Council: The Audit Committee, Performance Audit and Municipal Public Account Committee whose chairperson is full time at the municipality.

With respect to political leadership and oversights of the municipality there seventy-three Councillors with thirtysix ward councillors leading the municipality. This leadership consist of the Mayor who is the political head, followed by the Deputy Mayor, Speaker and nine Executive Councillors who head up Portfolio Committees then lastly the Chief Whip of the municipality.

3.5.2.1.1 INSTITUTIONAL STRUCTURE OF LOCAL MUNICIPALITY



3.6.3 Alfred Duma Local Municipality Powers and Function

IN TERMS OF THE MUNICIPAL STRUCTURES ACT NO 117OF 1998,

THE MUNICIPALITY IS A CATEGORY B LOCAL MUNICIPALITY WHICH HAS THE FOLLOWING POWERS AND FUNCTIONS THROUGH WHICH THE PERFORMANCE OF THE MUNICIPALITY CAN BE ASSESSED IN TERMS OF THE IMPACT IT HAS TO ITS CONSTITUENCIES AND SERVICE DELIVERY;

- Billboards & Display of Advertisements in Public Places
- Building, Trading Regulations, Liquor & Public, Nuisance Control
- Cemeteries & Funeral Parlours
- Cleansing & Trade Areas
- Electricity Reticulation
- Fire Fighting Services Licensing, Facilities for Accommodation, Care & Burial of Animals Local Tourism
- Local Amenities

- Local Sport Facilities
- Markets Stalls / Trade Areas
- Municipal Town Planning & Planning in General
- Municipal Parks and Recreation
- Municipal Roads
- Storm Water Management
- Pounds
- Public, Nuisance Control Fire Fighting Services
- Public Places Booking and Reservation, i.e.; Halls and Parks
- Refuse Removal, Refuse Dumps & Solid Waste
- Street Trading and Informal Sector
- Traffic and Parking
- Storm Water Management

3.6.4 INSTITUTIONAL CAPACITATING: HUMAN RESOURCE DEVELOPMENT PLAN

The Municipality adopted its Human Resource Plan in 2016 and was reviewed in 2019. In summary the plan is about how human resource capacity will be created and managed through various policies that would be enacted to deliver services as per the Integrated Development Plan.

3.6.5 STATEMENT OF THE POLICY

The Council recognizes that any personal problem can and do affect workers job performance/behaviour because of the above, the Council provides an Employee Wellness Programme, which is a confidential assistance/advisory service, designed to assist employees in dealing with their problems.

Such problems may include personal, psychological, marital, substance dependency or work-related problems, which and repeatedly interfere with the employees' health and or productivity.

The Employee Wellness Programme is available to all employees of the Council and persons experiencing problems are encouraged to seek advice from their Employee Wellness Programme coordinator. The programme is further aimed at assisting Management to improve or restore impaired job performance and all records are kept strictly confidential. Voluntary and utilization of the programme will not jeopardize or negatively influence

the employee's promotional opportunities, job security or disciplinary process. Referral for diagnosis and treatment will be based only on job performance/behaviour. and the comprehensive management of employees infected with or affected by HIV/AIDS create an environment that is conducive to protected disclosure, acceptance and access to care and support benefits for HIV infected and affected employees.

3.6.5.1 LANGUAGE POLICY

APPROVED BY COUNCIL ON TH 05 MAY 2016, REVIEWED IN 2019 AND IS CURRENTLY BEING IMPLEMENTED

THIS POLICY IS ACHIEVING THE DESIRED OUTCOME

To establish the language use of the residents of the municipality and to consider such preferences; To support service delivery by promoting equal access to municipal services and programmes by removing communication/language barriers;

To promote multilingualism within the municipal staff and communities within the municipal jurisdiction;

In the interim, promote the use of the three official languages in the affairs of the municipality; Upon request, from people with disabilities, Council, where practical, will make provisions to address their special needs.

3.6.5.2 OVERTIME POLICY

APPROVED 2016 BY COUNCIL, REVIEWED IN 2019 AND IS BEING IMPLEMENTED.

THIS IS TO ASSIST MANAGERS IN TERMS OF COMPLYING WITH BASIC

CONDITIONS OF EMPLOYMENT ACT

THIS ASSISTS COUNCIL TO MINIMISE WORKING OF OVERTIME AND ENSURE

COMPLIANCE, ADMINISTRAVIE MEASURES FOR MANAGING AND CONTRFOL OF OVERTIME

Each Manager is responsible and accountable to constantly monitor and review the provisions for overtime on his / her budget and to ensure that trends are noted early; funds are adequate; over expenditure does not occur, it is justified and provided for timeously:

Each Manager is responsible and accountable to provide the pay office with a list of officials or representatives (name, signature, and department) who are authorized in terms of the delegated powers to approve overtime work and overtime payment. It is the responsibility of each Manager (or nominee) to update and maintain the

information on the list. The authorizing bodies must determine whether the information on the overtime form is accurate before they authorize the form for payment.

The Pay Office or any other body or person executing overtime payment is responsible to ensure that all payments for overtime are duly authorized by a competent authority. The Pay Office is specifically responsible to compare the overtime signatures with the authorization list provided. Attendance register / time sheets, which should indicate starting and ending times, must be kept for all employees who qualify for overtime payment or time off in terms of this policy. Attendance registers / time sheets serve as source documents to complete overtime sheets.

Overtime worked must be reflected on the employee's attendance register / time sheet. Line' Managers and supervisors are responsible to monitor and sign attendance register / time sheets on a monthly / weekly basis. Employees who work overtime need to be allocated with the appropriate resources required to perform overtime work.

3.6.5.3 SEXUAL HARRASMENT POLICY

APPROVED COUNCIL IN 2016, REVIEWED 2018 AND CURRENTLY IMPLEMENTED

The objective of this policy is to eliminate sexual harassment in the workplace. This policy provides appropriate procedures to deal with the problem and prevent its recurrence. This policy encourages and promotes the development and implementation of policies and procedures that will lead to the creation of workplaces that are free of sexual harassment, where employers and employees respect one another's integrity and dignity, their privacy, and their right to equity in the workplace.

3.6.6 THIS ADDRESSES THE CODE OF CONDUCT BY ALL EMPLOYEES OF THE COUNCIL.

The policy is achieving the desired outcomes

SCOPA POLICY

APPROVED BY COUNCIL IN 2016, REVIEWED IN 2019 CURRENTLY IMPLEMENTED

This is compliance with Legal requirement

The lack of effective oversight can be attributed in some measure to the absence of an oversight body like the

Standing Committee on Public Accounts (SCOPA) operating at Provincial and National Government level, in Local Government. Weaknesses in accountability may have led, at least partly, to a perpetual situation of qualified and adverse audit reports, without clear and concrete interventions by Municipalities to correct the situation. There is a clear need for the creation of enhanced financial management oversight capacity, and the creation of a Municipal SCOPA will ensure that the oversight role of Council is secured and enable it to evaluate whether the Municipal Administration use public funds in a lawful, efficient and effective manner.

3.7 SERVICE DELIVERY SITUATIONAL ANALYSIS

3.7.1 SOLID WASTE MANAGEMENT

All human activities give rise to residual materials which are not immediately used where they arise. These residuals may be recycled, reclaimed, or re-used; else they constitute waste which will ultimately be released into the environment. The biosphere has the capacity to transform many wastes over time, either into harmless products or nutrients which can be used again. However, the natural assimilation capacity of the environment can easily be exceeded if wastes, particularly from human activity, are not controlled. With the development of new chemical components like plastics, the environment appears to have little or no assimilative capacity. In these circumstances, pollution and loss of environmental quality will result.

In terms of the National Waste Management Strategy (NWMS) and the National Environmental Management Act (NEMA), all local government must develop and submit plans for integrated waste management to the MEC for approval. The approved IWMP must be included in the municipal Integrated Development Plan (IDP). In order to achieve the policy objectives, the municipalities are required to develop and implement a local waste management plan which articulates strategies and initiatives for IWM.

The main goal of the Integrated Waste Management planning is to **optimize waste management by maximizing efficiency**, and **minimize associated health and environmental impacts and financial costs**; thereby improving quality of life of all South Africans and the globe as a whole.

Alfred Duma Local Municipality currently has an integrated waste management plan The main objectives for this IWMP are to:

- Improve waste management within the municipality.
- Access the current waste management system and highlight positive, as well as deficiencies in respect of waste management within the ALFRED DUMA LOCAL MUNICIPALITY.

- Institute a process of waste management aimed at pollution prevention and minimization at source.
- Manage the impact of pollution and waste on the receiving environment.
- Manage waste in a holistic and integrated manner.

3.7.2 CURRENT STATUS QUO Waste Streams

Estimated current waste quantities and characteristics are summarized in Table 1 and Table 2 below:

Waste Quantities	**Domestic**	**Business**	**Industrial**	**Medical**	**Hazardous**	**Mining**	**Total**
Generated	37 188	13 749	11 078	[2]	[3]	7	62 022
Collected	37 188	13 749	11 078	[2]	[3]	7	62 022
Stored	-	-	-	4	4	-	-
Recycled	5	5	5	-	-	-	10 800
Treated	-	-	-	All	-	-	-
Total Estimated Waste Disposed of at Landfill (tons per annum)							**56 840**

Table 1: Estimated Current Waste Quantities for ALFRED DUMA LOCAL MUNICIPALITY (tons per annum)[1] Notes:

These quantities are estimates, based on waste volumes, as waste disposed of by landfill is not currently weighed. ALFRED DUMA LOCAL MUNICIPALITY is in the process of installing a weighbridge at the Acaciavalle Landfill, which should provide more accurate data.

A private contractor manages all medical waste for ALFRED DUMA LOCAL MUNICIPALITY, which is transported to Pinetown, Durban for incineration. Quantities are not public knowledge.

A private contractor handles all hazardous waste from the various industries, this is transported to the Shongweni H:h landfill site in Durban for disposal. Quantities are estimated at 40 – 60 t/month.

Combined total of waste recycled within the ALFRED DUMA LOCAL MUNICIPALITY area is estimated at between 800 – 1 000 tons per month. Recyclables are collected from source by private contractors. Therefore, an estimated 180 to 220 tons of waste is landfilled daily within the ALFRED DUMA LOCAL MUNICIPALITY area.

Waste Type	**Estimated % of Waste Stream**
Paper	60%
Metal	4%
Glass	6%
Plastic	20%
Organic	10%

Table 2: Waste Characteristics

3.7.3 MUNICIPAL SERVICES

Waste Collection: 82% of urban areas (this includes residential suburbs, as well as all the formal townships surrounding the Ladysmith CBD) receive weekly curbside waste removal. However this is reduced to 20% of semiurban areas (i.e. farming), and only 10% of rural/traditional areas receive any kind of waste collection service; here the waste is either buried, or burnt. Currently the municipality owns 10 waste collection trucks, however only four of these are proper REL compaction trucks, the rest being open-air loading trucks. Municipal collection Fees for the financial year 2014/2015 are tabulated in Table 3 below.

Some industrial and business sectors are making use of private contractors for waste removal, especially recyclables – as there is a financial incentive for this.

Category	Service	Cost
From Private dwelling	Per weekly 84l receptacle removal	R 49.36
Business & Other	Per weekly 84l receptacle removal	R 146.53
Domestic & Business	Per 5x weekly 84l receptacle removal	R 291.50
	Bulk refuse, per m^3 (minimum $3m^3$)	R 69.96
Removal of Carcasses	Large: i.e. cattle, donkeys & horses	R 273.763
	Medium: i.e. sheep, pigs & goats	R 102.81
	dogs & cats (per removal) and from vet	R 161.16
	Any carcass removal after hours	Double tariff
Removal - bulk container 1.75m^3	Daily (excl. weekend)/container/month	R1 806.42
	3x weekly/container/month	R 1209.04
	2x weekly/container/month	R 602.10
Refuse from 30m3 container	Per removal (min 4/month)	R 1229.75

Refuse from 10m3 container	Per removal (min 4/month)	R 879.30
Refuse removal charges	For Vendors – per annum	R 70.08

Table 3: Municipal Refuse Removal Charges: 2014/2015 financial year

Street cleaning (litter picking, sweeping, and cleaning of ablution facilities) is done from Mondays to Sundays within the CBD area and surrounding township areas. Illegal dumping of waste within the CBD and surrounding township areas does not seem to be a major concern, this could be due to there not being any gate fee/ charge for disposal at the Acaciavalle landfill site. This may, however, change once the weighbridge is operational and the public charged for waste disposal.

Garden refuse and *Builder's rubble* is taken to the Acaciavalle landfill. *Garden refuse* is not being utilized at this point, with all garden refuse being landfilled. The municipality is currently reviewing a business plan for converting all garden refuse into compost. *Builder's rubble* is utilized as cover material and/or ground reinforcement, especially during the rainy season.

3.7.4 SIYAZENZELA DOMESTIC WASTE MANAGEMENT PROGRAMME

The Siyazenzela Food for Waste Domestic Waste Management Programmes were initiated in March 2009 but was later adjusted to the EPWP National Program. Beneficiaries of the programme collect refuse in previously un-serviced rural/traditional areas. Twice a month the collected waste is transferred to central collection points in medium density areas and from here kerbside collection services transport the waste to landfill site. The programme ensures that litter is collected and illegal dumping sites controlled and cleared daily, as well as supporting rural community upliftment.

In total, 325 beneficiaries are currently active in the programme, working a minimum of four (4) days per week within their demarcated area and receiving remuneration in the form of food parcels.

3.7.5 LANDFILL OPERATIONS

Alfred Duma Municipality do not have a proper waste treatment facility (e.g. incineration, gasification). The municipality has over the years closed many small illegally operating landfill sites in order to comply with the standards of the Department of Water Affairs and Forestry. The Municipality is currently operating with one municipal landfill site, namely Acaciavalle (Figure 1 below). However, this site also does not conform to DWAF Minimum Requirements and its licencing requirements, and currently the ALFRED DUMA LOCAL MUNICIPALITY

is completing the site selection phase for establishing a new licence landfill site. Once a new site has been selected, licensed and become operational, the Acaciavalle landfill will be closed and rehabilitated in accordance with DWAF Minimum Requirements.

The ALFRED DUMA LOCAL MUNICIPALITY has identified a new site in Kwamanzini that can be used as a landfill site. The process has not yet advanced beyond the potential site identification process. Environmental studies have to be conducted to determine the suitability of the site.

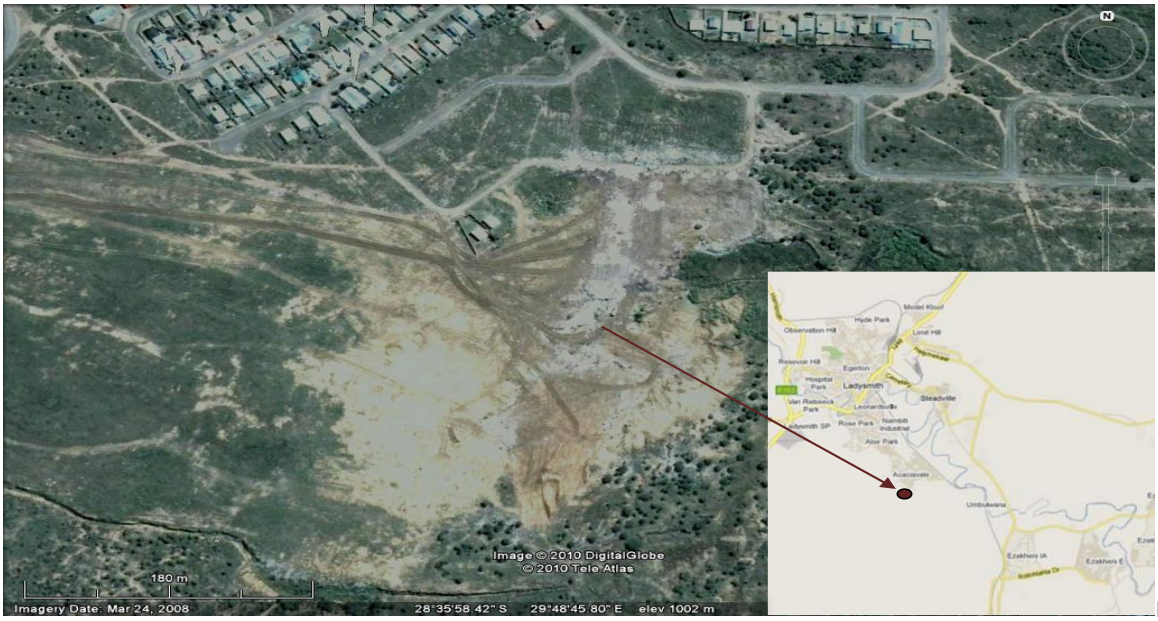


Figure 1: Existing Municipal Landfill _ Acaciavalle

In addition to the one existing municipal run landfill within the ALFRED DUMA LOCAL MUNICIPALITY, there is also one privately owned and operating landfill, which receives mostly industrial waste from surrounding factories.

Pieters Landfill is shown in Figure 4 below:

3.7.6 RECYCLING

The Alfred Duma Local Municipality is currently not actively involved in any recycling initiatives, with two private companies seeming to dominate the entire district's organized recycling.

'Why Waste' handle any recyclable material including paper, plastics, cardboard, scrap metal, glass, textiles and un-vulcanised rubber, as well as the collection and transportation of the waste. These are either collected from source – mainly through separation bins placed at industrial and commercial locations, for which the recycler receives a financial incentive, or reduction in removal fees of non-recyclable waste. Recyclable material is also procured from informal recyclers that bring recyclables to the company's warehouse, or collections from rural areas. Some of these recyclers find the recyclables mainly by scavenging on the Acaciavalle landfill site.

However, The ALFRED DUMA LOCAL MUNICIPALITY is currently constructing three (3) transfer station in Driefontein (Ward 19),

Watersmeet (Ward 16), St Chad's (ward 27) which will be used for sorting all recyclable commodities collected from the surrounding areas and households and then transported to the already existing waste management centre (main plant) located in Acaciaville (Ward 20) and sold to the end users (e.g. private sectors). Two cooperatives per ward will be appointed to manage the transfer stations and the waste management centre under the supervision of the service provider that will be appointed by ALFRED DUMA LOCAL MUNICIPALITY.

The service provider will provide training to these beneficiaries in solid waste management and recycling processes and will cover the following aspects:

1. Waste Recycling and Management Training
2. Lease of Waste Recycling Machine/Equipment
3. Commodity Processing
4. Operational Plan
5. Other matters relating to Waste Recycling and Management

The project will be administered by the service provider for a period of three (3) years and then be transferred to the municipality for monitoring**.**

3.8 TRANSPORT INFRASTRUCTURE

The Alfred Duma Municipality comprises of an efficient road and transportation system. The main road system in the Alfred Duma Local Municipality consists of:

- the N3 running in a North South direction (Johannesburg to Durban) through the Western side of the municipal area,
- the N11 running from the N3 in the west towards Newcastle in the North East through the town of Ladysmith and the municipal area, and Provincial Roads (R 74, R 103, R 600 and R 616) link the various towns, townships and settlements with each other.
- Various local roads

The national road running through the district, the N11 has a strong impact on the travel patterns and traffic composition in the district. Large volumes of heavy vehicles dictate the travel speed on the N11 and are also the cause of much of the congestion in town of Ladysmith

There is generally very little or no provision for pedestrian and bicycle travel in the municipal area. Public transport is also limited to bus and minibus-taxi operations providing services between Ladysmith, Colenso, Bergville, Driefontein, Steadville, Watersmeet, Tshakane and Ezakheni. There is a very good Railway system within the

municipality. No daily commuters are currently transported by rail services in the ALFRED DUMA LOCAL MUNICIPALITY area.

The maintenance of local roads is the responsibility of the local municipality whilst the maintenance of provincial and national roads are the responsibility of the Provincial and national Departments of Public Transport.

Roads assessment conditions have been conducted and the findings shows that the general conditions of the roads distresses shows that there are potholes, cracks, storm water drainage blockages and road furniture also shows that some need attention. The general road condition of ALFRED DUMA LOCAL MUNICIPALITY shows that 45% are Good, 39% poor, 12% are Fair and only 4% are in very bad state. Road furniture shows that 55% are good, 31% is fair and 14% is poor. The requirements or maintenance action needed in most road segments is local repairs, regravelling routine maintenance or upgrading.

3.8.1 KEY ISSUES RELATING TO TRANSPORT:

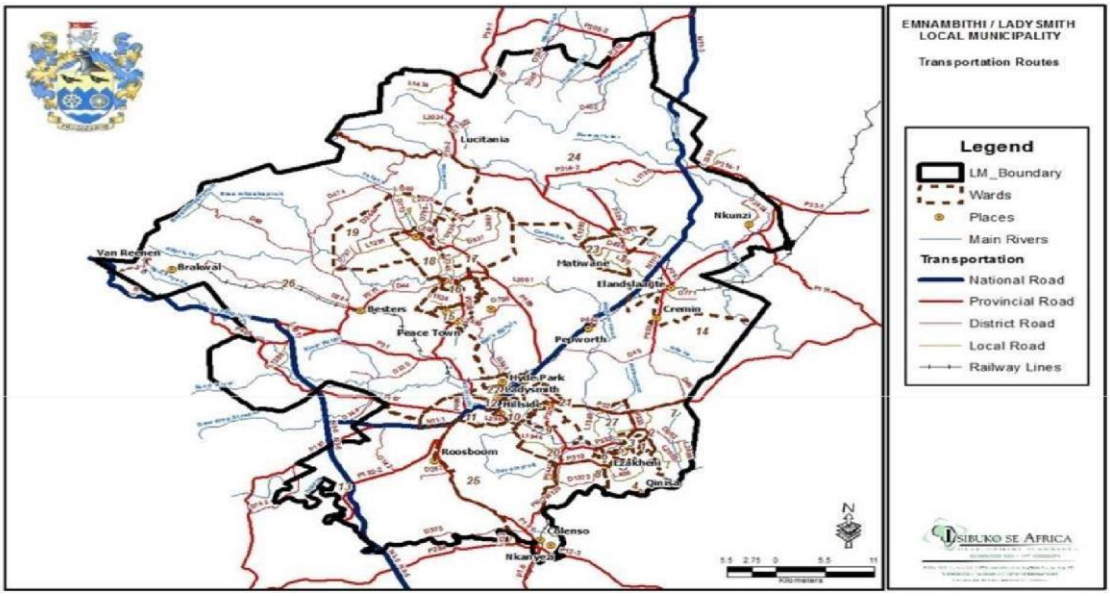
There are no adequate resources to dealing with transport planning and management in the Municipality at present although the revised structure within the Infrastructure Development and Municipal Services – PMU – and Engineering Services indicates that there are no dedicated personnel to address transport planning requirements. The existing Transport plan was done in 2010 and the plan is to review in 2020-2021 financial year.

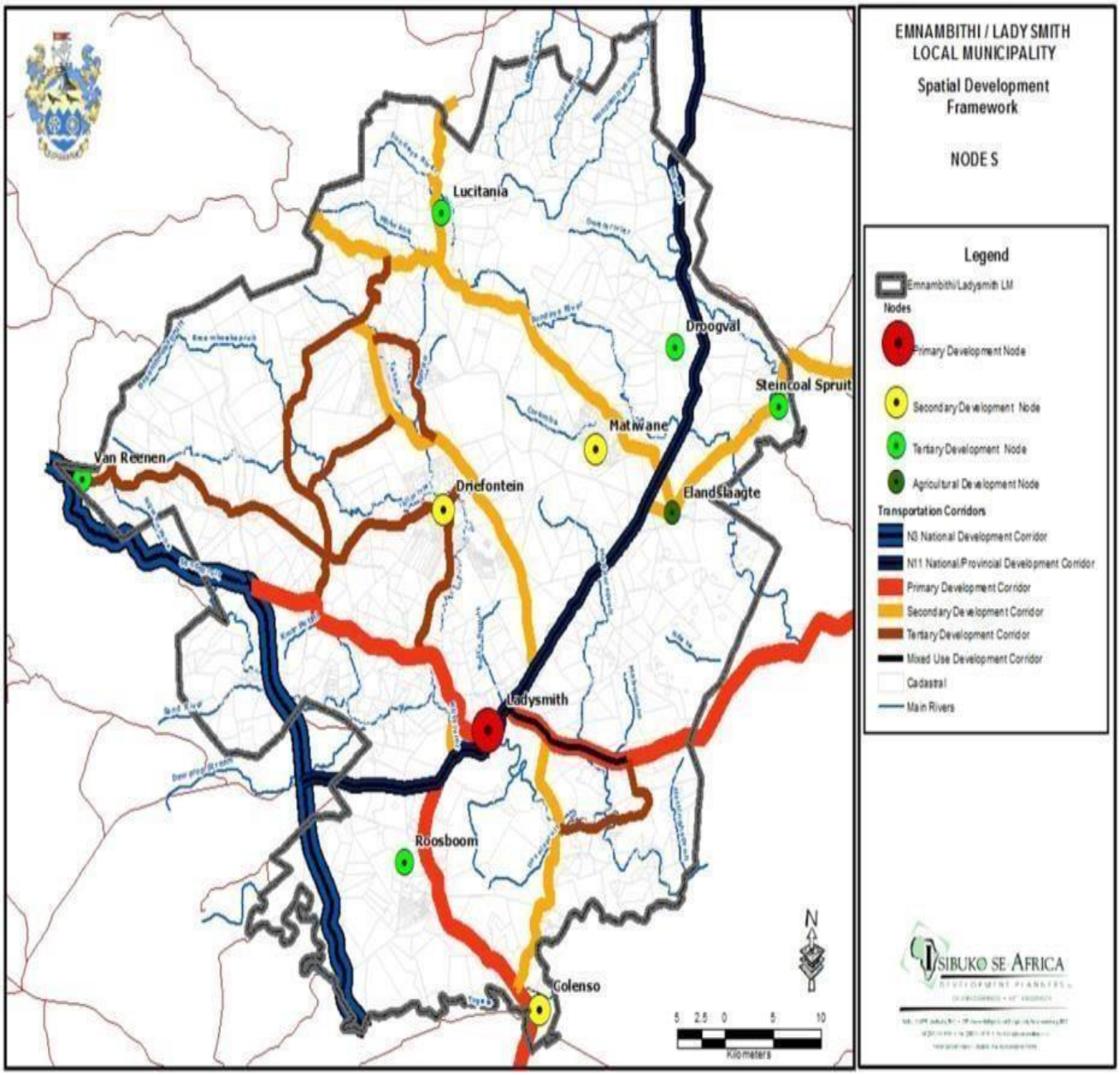
Other issues relating to transportation and transport infrastructure include but are not limited to:

- Limited funding to provide adequate public transport services;
- Lack of integration of services between transport modes;
- Lack of adequate control and enforcement over public transport modes;
- Limited capacity to ensure safety at public transport pick-up and drop-off points.
- The public transport system is economically inefficient with many services in direct competition with each other

- The Municipality has not made any special provisions for people who are disabled and those who have special needs in the transport and road infrastructure services

Map indicating the main nodes and roads in the Emnambithi Ladysmith Municipality





Projects for roads to be implemented in 2019/2020

PROJECT	BUDGET
1. Construction of Colenso Tarred Roads (roller over)	R 1 800 000.00
2. Cilo to Tholeni Tarred road phase 2(roller over)	R 2 300 000.00
3. Emathendeni Sportfield (roller over)	R 1 300 000.00
4. Construction of ward 1 tarred road	R 7 500 000.00
5. Construction of ward 2 tarred road	R 7 500 000.00
6. Construction of ward 9 tarred road	R 8 000 000.00
7. Construction of Ekuvukeni tarred roads	R 8 000 000.00
8. Construction of Oqungwini Gravel road	R 3 500 000.00
9. Construction of Maliba Gravel Road	R 3 500 000.00
10. Construction of Ngubevu Gravel Road	R 3 500 000.00
11. Construction of Gravel Road in ward 16	R 3 500 000.00
12. Construction of Uitvaal Community Hall	R 5 000 000.00
13.Construction of Matiwane Mini Facility	R 2 000 000.00

Projects for roads to be implemented in 2020/2021

PROJECT NAME	WARD NO.	BUDGET
TARRED ROADS ST CHADS	Ward 7	R9 000 000.00
TARRED ROADS IN ST CHADS	Ward 27	R 9 000 000.00
GRAVEL ROAD IN WARD 18	Ward 18	R 5 000 000.00
CONSTRUCTION OF MINI FACILITY KLEIFONTEIN	Ward 19	R 5 000 000.00
INDOOR HIGH PERFORMANCE FITNESS CENTRE - WARD 13	**Ward 13**	**R 8 655 000.00**
STORMWATER UPGRADE IN WARD 12 AND 22	Ward 12 AND 22	R 9 000 000.00
TARRED ROADS IN STEADVILLE	Ward 10	R 9 000 000.00
WAAIHOEK COMMUNITY HALL IN WARD 31	Ward 31	R 4 000 0000.00
KWAKUNYABANTU ACCESS ROAD	Ward 29	R 4 000 000.00
EKUVUKENI SPORTSFIELD	Ward 33	R 4 700 000.00

Electrification projects to be undertaken in 2020/2021 under the INEP Grant

Municipality	Project Name	Project type	Acnac Connections
Afred Duma	Drongwaal/Kwamazinyane	Households	55
Afred Duma	Oqungwini #2	Households	609
Afred Duma	Esahlumbe #4	Households	100
Afred Duma	Nkunzi #2	Households	42
Afred Duma	KwaShozi #2	Households	72
Afred Duma	Nsikayezwe #2	Households	204
Afred Duma	St Chads/Nhlalakahle #4	Households	23
Afred Duma	Emabhekazi #3	Households	272
Afred Duma	Braamhoek	Households	74
Afred Duma	Extensions 18	Households Extensions	100
Afred Duma	Emabhekazi #3	Infrastructure Link Line	-
Afred Duma	Nsikayezwe #2	Infrastructure Link Line	-
Afred Duma	KwaShozi #2	Infrastructure Link Line	-
Afred Duma	Drongwaal/Kwamazinyane	Infrastructure Link Line	-

Project Name	Project type	TOTAL Planned Connections 2020/2021	DoE TOTAL Planned CAPEX Incl 15% VAT 2020/2021	IDP Number
Drongwaal/Kwamazinyane	Households	47	R 1 084 284.53	
Oqungwini #2	Households	609	R 9 803 874.15	
KwaShozi #2	Households	72	R 1 847 213.53	
Nsikayezwe #2	Households	204	R 4 668 512.42	
St Chads/Nhlalakahle #4	Households	23	R 830 364.00	
Emabhekazi #3	Households	291	R 4 913 185.70	
Braamhoek	Households	74	R 2 041 107.03	
Nkunzi # 3	Households	42	R 1 183 000.00	
Alfred Duma Bulk Extensions	Households extensions	100	R 650 000.00	
Nsikayezwe #2 (Link line)	Infrastructure Link Line	_	R 5 801 244.87	
KwaShozi #2 (Link line)	Infrastructure Link Line	_	R 2 392 559.27	
Drongwaal/Kwamazinyane(Link line)	Infrastructure Link Line	_	R 2 003 130.60	

3.9 ACCESS TO COMMUNITY FACILITIES

The Alfred Duma Local Municipality over the past four years has worked really hard in ensuring that communities have better standards of living by ensuring that local communities have access to social facilities at a ward level. Fully serviced facilities have been provided to communities as per the details and map below. The Municipality undertook a study of the existing social facilities which proved that the municipality has provided a number of much needed social facilities and in some rare cases the council has seen some social facilities being over provided or provided in a scale too large for that specific community.

Understanding that sustainable human settlements cannot be achieved without adequate social facilities that are differentiated according to varying development densities, community size, mobility levels and socioeconomic variation Council initiated a process of establishing guideline document working with sector departments that aims to guide the provision/ assessment of social facilities in existing and new settlements. Social facility planning allows sector departments and the municipality to improve investment decisions about the number, size, type, location and space requirements of social facilities based on technical information rather than political advocacy to ensure the development of integrated human settlements that are well provided for in respect of social facilities.

In ensuring that the facilities are accessible to all community members the document also looks at the location of the facilities (ideally should be clustered at central locations). National government promotes the sharing and clustering of facilities, through Thusong Centres. Similarly the sharing of halls, sports fields and other facilities by different stakeholders should be encouraged where possible in all towns and villages. The clustering of facilities creates opportunities for facility multi-use, sharing, etc. and should result in land savings and trip reductions. Also important is the contribution that this type of investment can make to creating islands of development and structure for city/town building.

The status of Alfred Duma Municipal Social Facilities is as follows: -

3.9.1 HEALTH CARE FACILITIES

There are two main hospitals within the region, namely the Ladysmith Provincial Public Hospital and La Verna Hospital which is a private hospital. They both serve as regional facilities and have a service threshold that goes beyond the municipal boundaries. Primary health care is provided through public clinics strategically located to serve the existing settlements (refer to the Map below). The municipality is vested with a number of clinics that are serviced but like any other clinic especially in townships and rural areas sometimes suffer from a shortage of medical supplies. The clinics within the municipal area of jurisdiction include:-

1. Acaciavale Clinic
2. Driefontein Clinic
3. Colenso Clinic
4. Waltons clinic
5. Ezakheni Clinic
6. St Chads Emergency Center
7. Tholeni Clinic
8. Kwa-Mteyi clinic

In the Central Business District a Day Hospital has been opened that offers a variety of health services to the public and second day hospital is being constructed in Hospital Park. These day hospital ease the strain on already constrained hospitals and clinics in Ladysmith. The area of St Chads and Ezakheni has benefited greatly from the recently constructed St Chads Emergency Center that services a large number of the population and offers a variety of services. A medical center is being constructed in the area of Ezakheni to ensure that the communities receive medical attention without travelling long distances to Larvena Hospital located ±20 km away.

Some of the areas (especially rural areas) receive health services by means of mobile clinics supported by the Provincial Hospital. The mobile clinic points are located in areas that have all weather roads and accessible by a car. The Matiwane, Roosboom, Bluebank and Jonono areas are provided with mobile clinics to ensure that communities have access to basic health care.

3.9.2 EDUCATIONAL FACILITIES

The ALFRED DUMA LOCAL MUNICIPALITY is generally well provided with primary and secondary schools.

Mnambithi FET College and Ezakheni FET Collage are the only government tertiary institutions found in the area. A private nursing (New Horizon School of Nursing) is located in Ladysmith, working with Larvena and Ladysmith Provincial Hospital provides learning opportunities and training for nurses. Given the regional role of the Ladysmith as a town, and the size of its service threshold, the area provides opportunities for the location of other training institutions and hence the municipality is working tirelessly to get the Durban University of Technology to locate in Ladysmith.

In terms of early childhood development the Municipality has constructed 6 fully services crèche's in the rural areas to ensure that the previously disadvantaged communities have access to learning opportunities. In terms of backlogs in the urban areas of Ladysmith Mkhamba was identified as one area with a shortage of primary schools hence the construction of Mkhamba Primary School that has been initiated. In the rural areas

The areas of greatest needs with regards to primary and secondary education include the area of St Chads, Peacetown and Roosboom. This can be attributed to the high growth rates experienced by the areas. In the rural areas educational facilities are available but in most cases constrained as they service a number of children and because of the scattered nature of rural settlements children walk long distances to schools. The Department of Education has worked tremendously in ensuring that children get access to education by providing a number of schools that are serviced and conducive for learning.

3.9.3 LIBRARIES

To encourage and promote education and literacy libraries are spread across the well developed/ highly populated areas of Ladysmith. These libraries except Ezakheni library have internet connection which will be installed in 2016/2017 financial year. Books- limited in townships and services, staff and security All except Ezakheni library have internet connection which will be installed in 2016/2017 financial year

There are five public libraries within the ALFRED DUMA LOCAL MUNICIPALITY area:

1. Ladysmith Town Library;
2. Colenso Library;

3. Ezakheni Library;
4. Limit Hill Library
5. Steadville Library; and
6. Agra Crescent Library
7. Ekuvukeni Library

The libraries in the township are suffering from a limited supply of books but are fully serviced. The Municipality is working diligently in trying to provide books especially as the municipality aims at instilling the culture reading especially amongst the youth. There is a need for the construction of libraries in Roosbom, Driefontein, St Chads and Peacetown.

3.9.4 POLICE STATIONS

The South African Police Services aims to create a safe and secure environment for all South African citizens. In Alfred Duma Municipality Police Stations are spread across the municipal area of jurisdiction and service all areas within the municipality.

The following police stations are located within the municipality:

1. Ladysmith Police Station;
2. Besters Police Station;
3. Colenso Police Station;
4. Elandslaagte Police Station;
5. Ekuvukeni Police and
6. Ezakheni Police Station;

Even though the Police Stations service all the areas within the municipality there is a need to increase staff complements and locate more Police Stations closer to local areas. The areas of greatest need include Peacetown, Roosboom, Sta Chads and

Matiwane as they are fast growing areas.

3.9.5 HALLS

To increase public participation and provide for a meeting place for communities the municipality has endeavoured to construct community halls in all municipal wards. The halls constructed are fully equipped with services, kitchen, ablution, stage, chairs and tables and security to ensure that the halls are efficiently used. The following halls exist within the municipality:-

1. Ward 3 Hall
2. Ezakheni Hall
3. E-Section Community Hall
4. Ward Community Hall
5. Tsakane Community Hall
6. Steadville Community Hall
7. Agra Crescent Hall
8. Town Hall
9. Roosboom Community hall
10. Burfford Community Hall
11. Ward 15 Community Hall
12. Peacetown Community Hall
13. Amantugwa Tribe Hall
14. Kleinforntein Community Hall
15. Mthanti Community Hall
16. Area J Community Hall
17. Limit Hill Community Hall
18. Ward 23 Community Hall
19. Nkunzi Community Hall
20. Colenso Community Hall
21. EmaRomeni Community Hall
22. St Chads Community Hall
23. Ekuvukeni community Hall
24. Tholeni Community Hall
25. Makhasi Community Hall
26. Sigweje Community

Community halls and Constituency Offices to be constructed in 2019/2020 Construction of Uitval Community Hall in Ward 35 by 30 June 2020.

The challenges relating to halls is that of halls becoming a financial burden to the municipality as they require maintenance. This has necessitated that the municipality closely looks at the halls and their financial implications and such is appropriately budgeted for.

3.9.6 SWIMMING POOLS

The municipality has constructed and is maintain a number of swimming pools in Ladysmith. The challenge about providing swimming pools in all local areas is that in some cases water or electricity supply is not available and densities are not high enough to support the construction of a swimming pool. This has resulted in limited swimming pools being provided. The municipality has a vision that communities should not have to travel over 30 kilometres just to access swimming pools. The following swimming pools are available in Ladysmith:-

1. Section E Community Pool
2. Ladysmith Town Pool
3. Agra Crescent Pool
4. St Chads Swimming Pool
5. Colenso Swimming Pool
6. Limit Hill Swimming Pool

3.9.7 SPORTSFIELDS

The municipality has constructed a number of Sports fields and is currently maintain these facilities. The Sport fields are equipped with changerooms, ablution, pavilions and security. Sports fields the municipality constructed and is maintaining: -

1. Mabhomane Sportsfield
2. Khandahar Sportfield
3. Settlers Park Sportsground
4. Agra Crescent Sportsfield
5. Roosboom Sportsfield
6. Bufford Sportsfiled
7. Peactown Sportsfield
8. Limit Hill Sportfield

9. Acaciavale Sportsfield
10. Ezakheni Sportsfield
11. Driefontein Sportsfield
12. AG Magubane Stadium
13. Matiwane Sportsfield
14. Colenso Sportsfield

In rural areas informal sport fields exist but do not have proper facilities. These areas are targeted for upgrade by the municipality.

Sportsfields to be constructed and Upgraded in 2019-2020/2020-2021

- Upgrading of Acaciaville Sports Field which will be done jointly with the Provincial Department of Sports and Recreation.
- Construction of High Performance Sports Facility of which phase one is complete and phase two will commence in the 2020-2021 financial year
- Upgrading of the AG Magubane Stadium to be done jointly with the Provincial Department of Sports and Recreation.
- Construction of Indoor High Performance Fitness Centre done jointly with the Provincial Department of Sports and Recreation and it's a project that will be completed in the next 5-10 years as it is done in phases.

3.9.8 RECREATIONAL PARKS

The following parks exist in Ladysmith that are serviced and provide with playing equipment:-

1. Ezakheni Recreational Park
2. Wimpy Park Recreational Park
3. Matiwane Recreational Park
4. Bufford Recreational Park
5. St Chads Recreational Park
6. Ezakheni E Recreational Park
7. Driefontein Recreational Park
8. Colenso Recreational Park

In rural areas of the municipality informal parks exist with no services or play equipment these parks need to be formalized, properly serviced and provided with play equipment.

3.9.9 CEMETERIES

The cemeteries that exist in the municipality are as follows:-

1. Ladysmith Town Cemetery
2. Bluebank Cemetery
3. Ndomba Cemetery
4. Mbulwane Cemetery
5. Ezakheni E Cemetery
6. Ezakheni C1 Cemetery
7. Ezakhnei C3 Cemetery
8. Ezakheni D1 Cemetery
9. Ekuvukeni Cemetery
10. Tholeni Cemetery
11. Limehill cemetery

Access to cemeteries is one of the main challenges facing the municipality. The cemeteries in Ezakheni C1 and C3 are both located along a river and adjacent to wetlands. As such, it violates the requirements as suggested by the Department of Water and Environmental Affairs. The municipality then constructed a cemetery to service the whole of Ezakheni and its surroundings areas called the Ezakheni E Cemetery. None of the e benefitted from formal planning and has now reached their capacity. Ndomba Cemetery in Steadville was also opened in trying to locate barial space in close proximity to where people live. Informal burial sites are also found in various rural settlements such as Driefontein, Matiwane and Roosboom. Studies for the identification of land and development of a regional burial facility are currently underway. The municipality has prioritized this areas for formalization and servicing.

3.9.10 THUSONG CENTERS

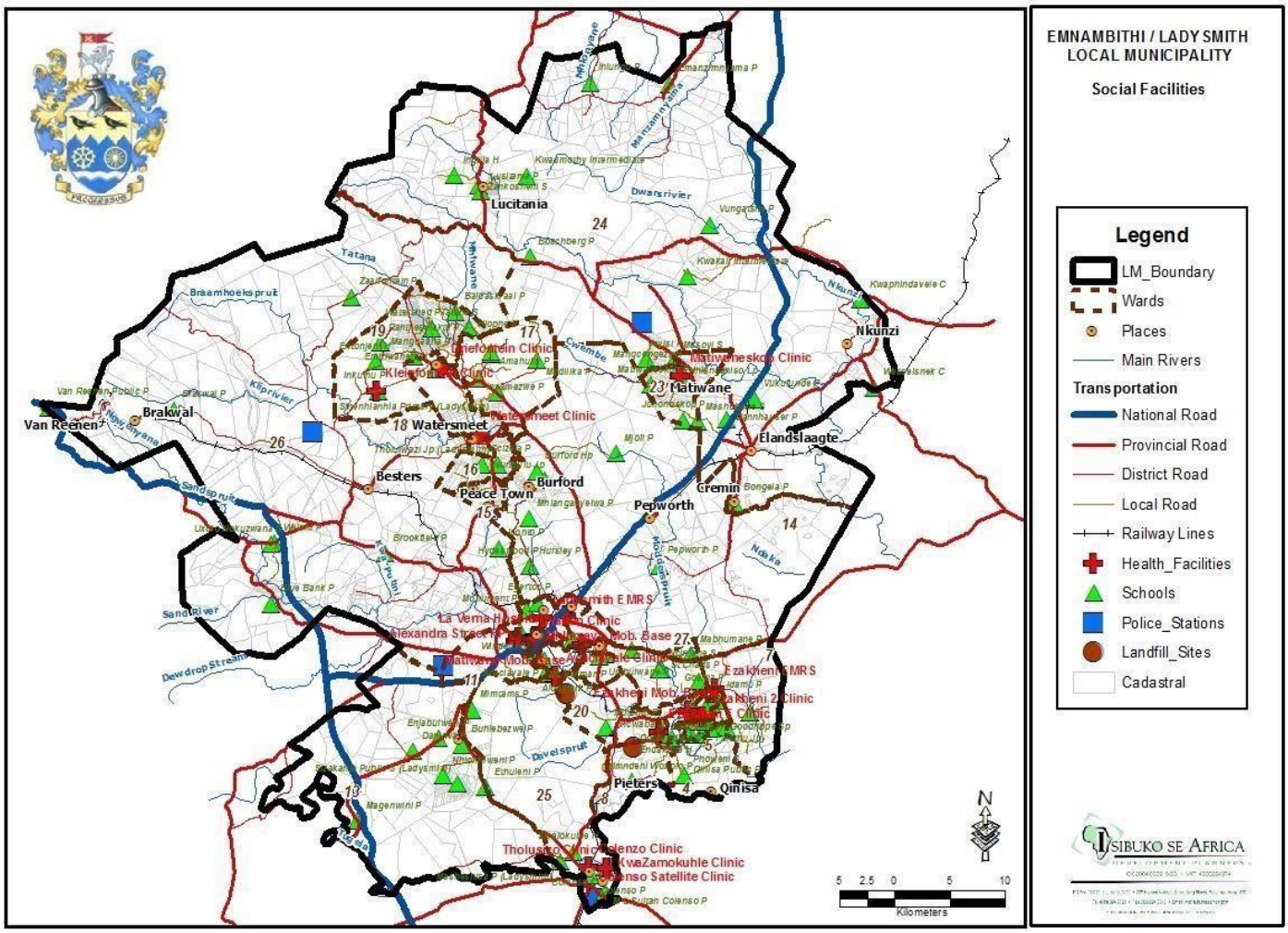
The following Thusong Centers exist in the Municipality:-

1. St Chads Thusong Center
2. Roosboom Thusong Center
3. Driefontein Thusong Center

The municipality has recognized a need to establish a Thusong Center in Matiwane/Jononoskop areas.

3.9.11 OTHER SOCIAL FACILITIES

The municipality enjoys access to one museum that is fully equipped with all facilities. There are two fire stations within the municipality and the Uthukela District Municipality has commenced with a Disaster Center to service the whole district of Uthukela. The municipality has one Home Affairs office located in the CBD of Ladysmith and the other communities enjoy access to this services via satellite offices normally located in halls or Thusong centers.



3.10 HUMAN SETTLEMENTS

3.10.1 SETTLEMENT PATTERN

The settlement pattern in the ALFRED DUMA LOCAL MUNICIPALITY reflects the spatial imprints of the apartheid past, which continue to undermine efforts towards equitable development. Settlements vary significantly in

character and form themselves into a continuum ranging from highly urban and relatively dense settlements such as Ladysmith Town through to sparsely populate rural settlements located on predominantly agricultural land. Other settlements within the municipality are as follows:

Formal urban settlements of Colenso, Ekuvukeni and Ezakheni and the surrounding formalised areas.
Peri-urban settlements such as Roosboom and St Chads.

Rural settlements such as Matiwane, Driefontein, Waaihoek, Mhlumayo, Tholeni, Burford, Watersmeet, Uitval etc.

Small isolated settlements located on commercial farmlands. Some of these are land reform settlements.

The settlement pattern in the municipality is distorted with the Ladysmith CBD being situated much closer to the affluent western parts of the municipal area, while the poor are farther away from social and economic opportunity areas. As a result, the poor have to travel long distances to these areas.

3.10.2 URBAN SETTLEMENTS

3.10.2.1 LADYSMITH

Ladysmith Town is the main/primary urban area in the municipality. Primary access to the town is achieved via the N11 and R103. The town is located at the intersection of these two towns with the N11 running in a north-south direction which the R103 runs in an east-west direction. With the exception of the Town Planning Scheme, and the CBD Plan developed recently, Ladysmith does not have any strategic framework to guide its future development. Ladysmith is one of the areas that are experiencing net in-migration within the district.

Ladysmith is a typical apartheid town characterised by the following:

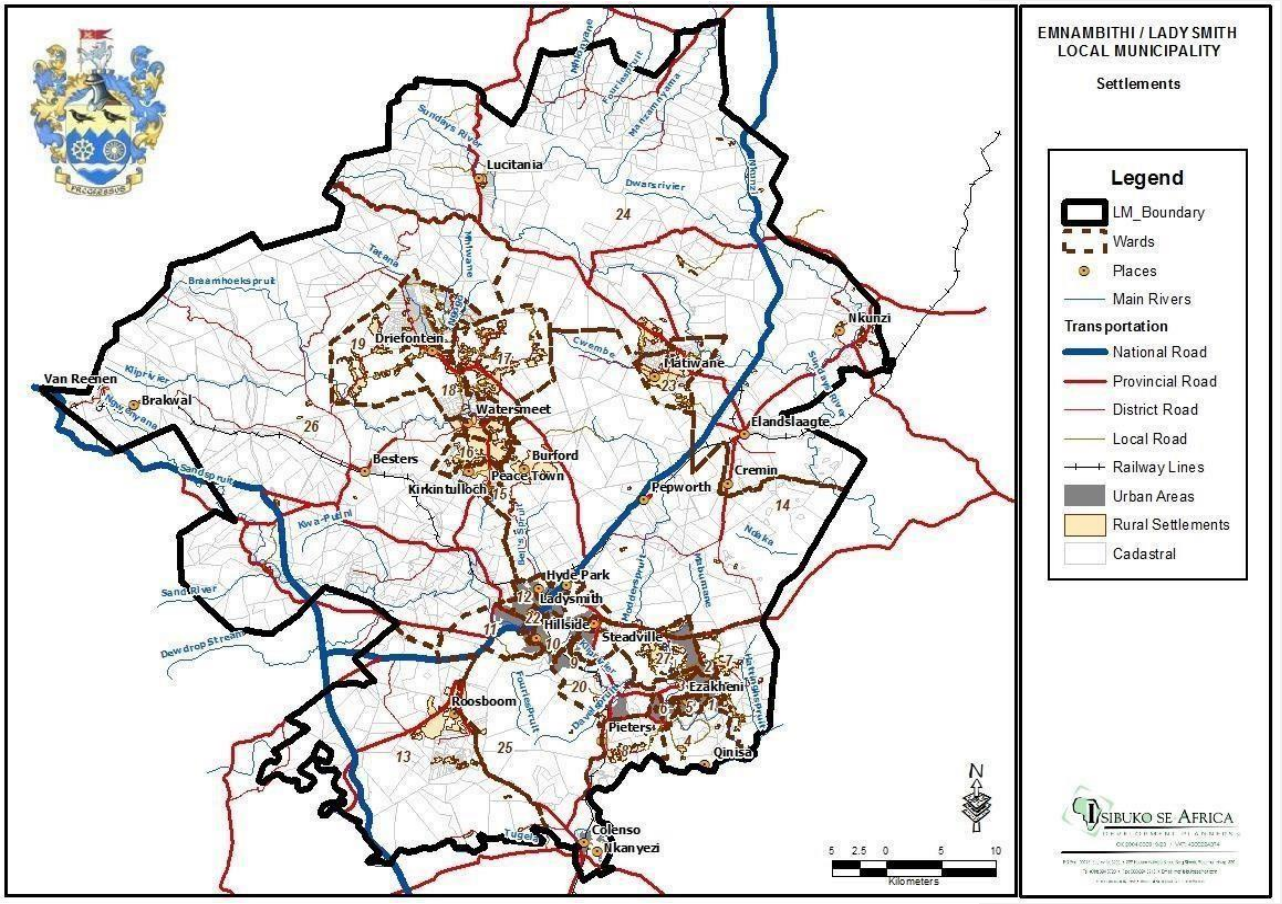
- Spatial fragmentation which arises from the apartheid planning system which separated people along racial lines and pushed the poor and townships such as Ezakheni to peripheral locations
- Land use separation emanating from a zoning based land use system and suburban view of quality living environments. As such, places of work are separated from residential and public amenities.
- Low density urban sprawl which occurs in the form of uncontrolled land development in peripheral areas such as St Chads.
- Cellular development occurring in the form of inward oriented neighbourhoods reflecting the impact of phased or *adhoc* approach to development.

3.10.2.2 RESIDENTIAL SUBURBS

As in many typical South African Towns, middle to up-market residential areas surrounds the CBD with the majority of these located to the west of the CBD. They include the residential suburbs such as Egerton, Observation Hill, Reservoir Hill, Hospital Park, Rose Hill, Van Riebieck Park, etc. These areas have remained relatively static with limited amount of development occurring in areas such as Hyde Park, Observation Hill, Reservoir Hill and Hillside, extending away from the CBD.

Relatively lower middle to low income communities are within Ladysmith Town is found in the east. They include Steadville Township and Leonardsville, Public facilities such as cemeteries and industrial land separates these areas from the CBD in a typical apartheid planning style. As such, both spatial separation and land use fragmentation remain one of the distinctive anomalies that characterises Ladysmith.

While speculative and low density urban sprawl occurs in the middle income and upmarket areas, the majority of urban growth involves low income communities who occupy and develop land informally.
The resulting peri-urban settlements are discussed below.



3.10.2.3 EZAKHENI TOWNSHIP

Ezakheni Township is one of the oldest townships in the municipality, situated about 25 kilometres from the Ladysmith CBD in what was the KwaZulu homeland territory. It was established, in part, as a response to the industrial decentralisation program that led to the establishment of Ezakheni Industrial Township and as a means to meet the housing requirements of people who were coming to work in and around the Ladysmith Area. Ezakheni also housed people that were uprooted from black spots in the district which included Roosboom, Hobsland, Umbulwane, and Cremin. In view of its location in relation to Ladysmith, Ezakheni represents one of the footprints of the apartheid past that will take a while to eliminate.

The township is characterised by low levels of economic activity, high rate of unemployment and poverty, crime and poor physical environment. With the dawn of democracy, a number of housing projects have been implemented in the area as a means to address housing backlog and clear an increasing number of slums. More recently, a relatively large township has also developed on what was previously church land in St Chads. As in Ezakheni, this area has been subject of land tenure upgrading and housing development. A review of the plans submitted for the formalisation of this area indicates that the housing project unfolded in about seven phases.

The residential area of ezakheni is divided into different sections, as follows:

- Section A is located in the north east of Ezakheni. The area mainly consists of government cluster offices, old government houses, college of education, petrol filling station, shops, and offices in containers located next to informal taxi rank, as well as residential uses.
- Section B, C and D was designed to be the town centre of Ezakheni, but failed to achieve the use it was intended for. Activities in this section include a supermarket, community hall, pension payout point, clinic, businesses, church and post office.
- Section E is spatially dislocated (to the southeast), from the rest of Ezakheni with limited economic activity.

According to the Ezakheni Township Regeneration Strategy (Isibani Consulting, 2009: 2), the Township has suffered a decline in economic fortunes and a rise in social exclusion and deprivation. Occupancy rate in Ezakheni Industrial Estate has declined, partly as a result of the withdrawals of decentralization subsidies and also in response to the liberalization of the South African economy. Ezakheni Industrial Estate is a former 'border' industrial development area, located about 20 km south of Ladysmith and connected to the mainline at Pieter's station. It was developed by the KwaZulu Finance & Development

Corporation and rail lines served various factories. All lines have been uplifted but there is a possibility that such lines may be of use in the future and a thorough evaluation of such a possibility should be investigated as a matter of urgency. Combined, these forces provide a potentially self-perpetuating downward trajectory for the future of Ezakheni Township and highlight the need for regeneration. The current economic performance of Ezakheni Township is somewhat surprising when considered in the context of the undoubted economic potential of the township. Locationally, Ezakheni Township is in a very strong position. It is on the edge of the Greater Ladysmith conurbation, in close proximity to Railway line and within commuting distance of the Ladysmith City Centre. This locational advantage has meant that, although it is facing some deep-rooted economic problems, Ezakheni Township has attracted a degree of inward investment.

The Ezakheni TRS identifies a step-change in the physical structure of the township as one of the preconditions for urban renewal. The township's current infrastructure (across transport, employment, land and premises, housing stock and social infrastructure) is poor, outdated and has suffered from lack of sustained investment. Static population growth and relatively slow employment growth has been insufficient to support sustained economic progress and private sector investment. As a consequence the township is in **'investment deficit'** with significant areas in simultaneous decline.

Much of the reason for this is owing to the fact that Ezakheni Township has outgrown its infrastructure (parts of which were never completed according to the requirements of the original plan), but has yet to achieve the critical mass required to generate the necessary private sector investment in renewal and capacity improvements.

Furthermore, the declining urban fabric of the township contributes to Ezakheni Township's negative image. A fundamental change in the physical environment of the township with selective renewal is required to reverse this image and open up the township to private investment. A flagship project within this will be the development of a shopping mall and regeneration of the local shops/supermarket as a symbol and gateway of the township.

3.10.2.4 COLENSO

Colenso is located in the southern tip of the ALFRED DUMA LOCAL MUNICIPALITY, on the border with the Umtshezi municipality. It developed on the banks of the Tugela River (UThukela) and is accessed from the R103 that links Colenso to Ladysmith in the north and to the N3 in the south. The town was proclaimed in 1926 and gradually developed from a rural village to a municipality in 1958.

The area forms part of the famous Battlefields Route and has a rich history and many historic remnants. The development of the town has however, severely decreased due to the closure of government parastatals such as the Eskom Power Station.

- The spatial structure of the town indicates six areas with different characters, as follows:
- Colenso Town contains the Colenso CBD, surrounding formal residential and defunct Power Station Complex.
- Nkanyezi Township is a former R293 township. It is characterised by low cost housing, poor infrastructure and community facilities.
- Newtown Formal middle-income residential units were historically built to absorb the overspill from Colenso Town.
- "Indian Area" is a formal middle-income residential that was historically occupied by the Indian Community.
- A Rural Residential area is located in the south. It is rural in nature and characterised by a traditional housing types as well as poor infrastructure and community facilities.
- Colenso Industrial Cluster contains a cluster of industrial units that formed a key part of an LED initiative to attract investment to the area. Only few land parcels within the cluster have been developed.

Colenso Town faces a number of challenges:

- Neighbourhood decay and neglect due to a number of reasons such as inadequate infrastructure maintenance; inconsistent service provision; and poor planning.
- Infrastructure and service obsolescence resulting from production and market changes that have rendered the built environment non-functional.
- At a residential level, poor economic conditions, declining employment opportunities, and the influence of poorly managed industrial areas, have further undermined the quality of life in the area.

There are obvious signs of dilapidated and decaying buildings, roads and pavements breaking up, and illegal dumping of waste; in addition to the increasing difficulty to let buildings, declining rentals, and lower employment densities.

3.10.3 PERI-URBAN SETTLEMENTS

3.10.3.1 ROOSBOOM

Historically, Roosboom was one of a few areas where black people were could purchase and own land in KwaZulu-Natal. However, in the early 1970s, pressure mounted to have the people of Roosboom

removed. The presence of the settlement next to the main road to Johannesburg was seen as reflecting poorly on the Klip River District. Much was also made of the danger of increased road accidents in the area. More than 7,000 people were relocated in 1975 and 1976 to the newly-established Ezakheni Township.

Although the land owned by all African landowners at Roosboom was expropriated by the government and reverted to state ownership, removals from Roosboom during 1975-76 did not completely uproot Africans from the land. A few scattered portions of land owned by Indian and coloured landowners were not affected by the removal and several new African families moved into their lands as tenants or simply as squatters.

In 1994, Roosboom was selected as one of ten nationwide RDP lead projects on land restitution. This meant that Roosboom land restoration was identified as one of the important projects for the aim of RDP and as such it would receive a special financial support for settlement planning and 106infrastructure development.

The number of households who had returned to Roosboom by 1992 was 177. It increased to 230 (1,380 people) by mid-1993 and 684 (4,310 people) in 1996. It projected that it would increase up to 1,000 households (6,300 people) by 2000. Today, Roosboom has grown substantially in terms of both population size and extent of the area. In fact, it has become one of the peri-urban settlements in the ALFRED DUMA LOCAL MUNICIPALITY. Unless, outward growth and increase in density is managed, the area runs a risk of degenerating into a sprawling per-urban slum.

3.10.3.2 ST CHADS

St Chads is located situated approximately 10km north east of Ladysmith on the Farm Modder Spruit No. 1185. The farm adjoins the northern boundary of Ezakheni Township. It was acquired by the Emnambithi /Ladysmith Municipality for the upgrading of St Chads over the last ninety years. According to a Less Formal township Establishment (LFTEA) application, there are approximately 3000 families who are accommodated in informal/semi-formal housing structures.

The area is subject to a multi-phased housing project which involves an in-situ upgrade of the existing settlement to provide the existing occupants/beneficiaries with proper sanitation, purified water, access roads and fencing, as well as utilizing the residual subsidy amount for the construction of a 30-40 square metre top structure / starter home or a supply of building material to upgrade the exciting structures. Some years ago, electricity was provided to a large part of the settlement by ESKOM.

The area is a natural extension to Ezakheni and can basically be regarded as an 'infill' development which will ultimately serve to integrate the existing town of Ezakheni and Ladysmith.

The LFTEA application further states that, over the years, two separate areas of St Chads have evolved with distinctly different settlement patterns and densities as follows:

- St Chads In-Situ Upgrade (Urban) – East of Modder Spruit
- St Chads In-Situ Upgrade (Rural)- west of Modder Spruit

These distinct areas have emerged and are classified mainly as a result of the density of settlement. The dense patterns of settlement are concentrated closer to the existing tarred main road, resulting in the so called "URBAN "node. The so called "RURAL" node to the west of the Modder Spruit is much less densely settled resembles an 'agric-village' type of settlement.

In terms of the Deed of Sale between the Alfred Duma Local Municipality and the Anglican Church, a portion of land of approximately 38 hectares which surrounds the existing St Chads church buildings and property, is to be subdivided and retained by the Anglican Church. This subdivision is registered as Portion 5 of the Farm Modder Spruit No. 1185.

The area is a natural extension to Ezakheni and can basically be regarded as an 'infill' development which will ultimately serve to integrate the existing town of Ezakheni and Ladysmith. St Chads is characterised by a denser settlement pattern (east of the Modder Spruit), concentrated closer to the existing tarred main road, and a much less densely settled area (west of the Modder Spruit), resembling an 'agric-village' type of settlement.

3.10.4 RURAL SETTLEMENTS

Notwithstanding the dominance of Ladysmith and the surrounding settlements, the ALFRED DUMA LOCAL MUNICIPALITY is also characterised by a number of dislocated relatively dense rural settlements.
These are clustered as follows for the purposes of the SDF.

3.10.5 DRIEFONTEIN COMPLEX

Access to Driefontein is obtainable from P189 which is a Provincial Route that adjoins N11 to Newcastle and Ladysmith Town. The second alternative access road is by P208 which adjoins R103 to Ladysmith Town.

Driefontein has over the years evolved as peripheral to the economy of Ladysmith Town. The area grew with a number of unplanned settlements in largely undeveloped farms. It is physically linked with the

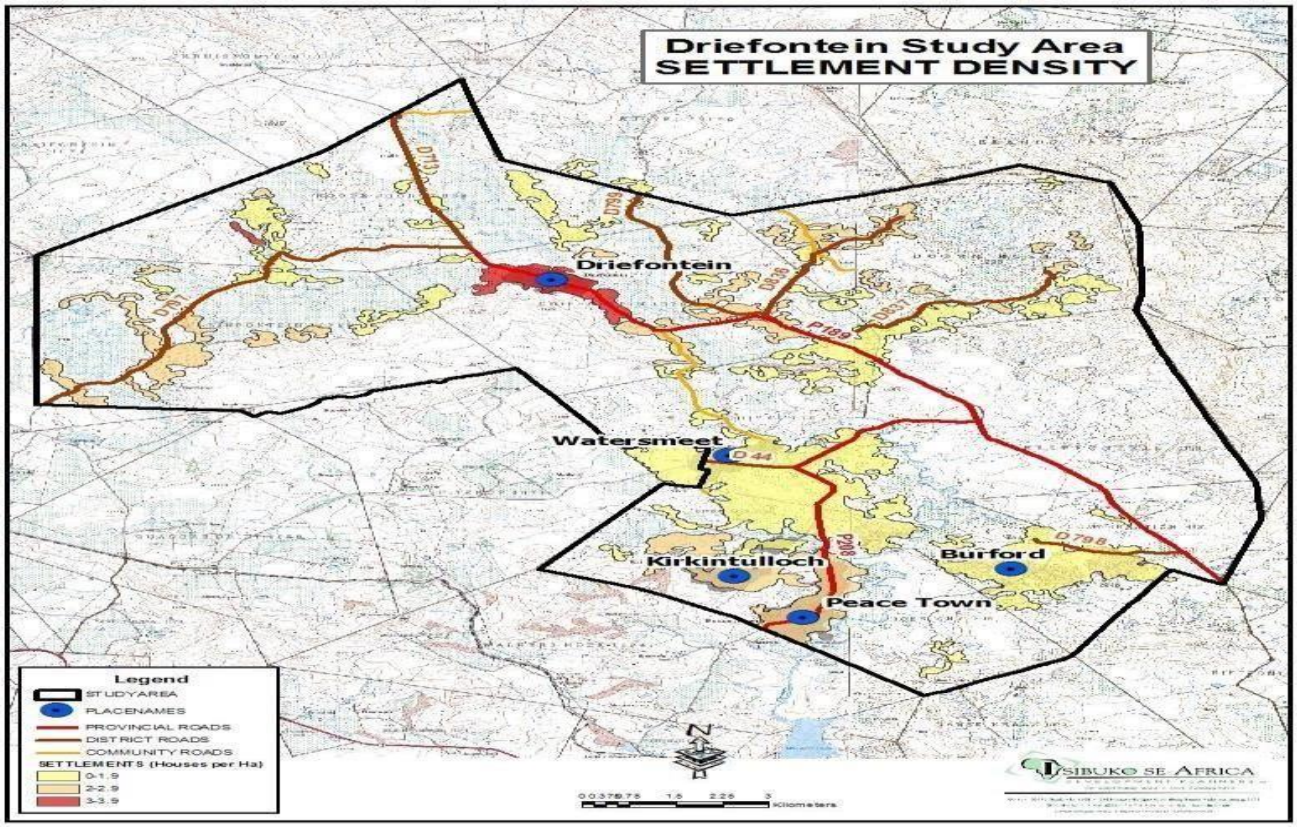
main town of Ladysmith by P189 which adjoins N11. Despite this location, the area remained relatively isolated from the mainstream economy and has grown as a poverty pocket which is just outside of the main town.

The Driefontein Complex consists of thirteen parent farms and is located to the north of Ladysmith CBD. Driefontein complex has a catchment population of 53 581 people (24% of ALFRED DUMA LOCAL MUNICIPALITY population). The area was designated as a black spot in 1985 under the consolidation proposals of the 1970s. Over the years, the area expanded and grew but remained undeveloped settlements. The area is administered by the Abantungwa-Kholwa Traditional

Authority.

The complex consists of the settlements of Driefontein, Watersmeet, Kirkintulloch and Burford. No formal detailed planning exists for the area, save to mention the Structure Plan that was developed in 1990 and a recently completed Local Area Plan.

A number of smaller dispersed rural settlements have also emerged and are spread within various parts of the farms but mostly along the main roads. This unplanned growth rendered a number of challenges including the provision of services and infrastructure. The area has not attracted any major physical development and has remained economically unproductive. The organs of the state which includes the municipality and government departments have proactively embarked on providing certain level of services to the community that reside within the area.



The settlement density slightly differs within various parts of the area. Driefontein appears to be the main settlement as such it has the highest density within the study area as it accounts for 3 – 3,9 households per hector. This is followed by settlements of Peace Town, Kirkintulloch and Kleinfontein which have a density of 2 – 2, 9 households per hector.

The other settlements with the similar density are located next to Driefontein settlement along P189 and D836. The majority of the settlements within the study area have a far lower density of 0 – 1, 9 households per hector. These include Burford, Watersmeet and settlements along D836. The development challenges that persist within the area include relatively high population density, a lack of social, economic, bulk infrastructure and a poorly developed local economy.

3.10.6 NORTHERN SETTLEMENTS

The northern settlements form part of municipal wards 24 and 25, and covers approximately 99 833 ha of land.

The area consists of the following settlement clusters:

- Lucitania;

- Matiwane;
- Elandslaagte; Cremin; and Nkunzi.

Expansive commercial agricultural farmlands covers the majority of the area, while isolated scattered rural settlements are found mainly in Matiwane, Nkunzi and Cremin on either communal property institution (CPI) or privately owned land. None of these settlements is located on Ingonyama Trust land.

These settlements are situated approximately 30km north of Ladysmith, in close proximity to the N11. The local access road (P263) linking Matiwaneskop to the N11, as well as the access road servicing Jonoskop, is gravel. The other access road links Matiwaneskop to Driefontein. The settlements of Matiwane, Jonono, Nkunzi and surrounding farmlands are located as far as 30 – 50km away from the central business district of Ladysmith. These areas function as the residential areas for the farming community and labour and can be considered as the peripheral to the economy of Ladysmith. They are made out of ward 23 and 24 of the

Municipality and share the administrative boundaries with Endumeni and Dannhauser Local Municipalities. Over the years, these farms attracted rural settlements with different which are spread within various parts of the farms but mostly along the main roads. This unplanned growth rendered a number of challenges including the provision of services and infrastructure. The area has not attracted any major physical development and has remained economically unproductive. This was further exacerbated by the closure of the mining activities within the area.

The study area comprises of discrete pocket of settlements that are separated by a group of farms while linked by the main routes to each other. Matiwaneskop, Jononoskop and Lucitania share the same pattern which is a simple grid-iron. This pattern is familiar amongst betterment planning and early township planning approaches. The grid-iron pattern is favourable considered for the delivery of services. However Nkunzi and Cremin settlement areas do not follow this pattern. It appears as if these areas were not subjected to any proper land use allocation as a result these settlements do not have any recognizable structure (Status Quo Report, 2012:34).

3.10.7 SMALLER SETTLEMENTS

Smaller settlements within the municipality include the following:

- Blue Bank Settlement is located to the west of the N3 adjacent to the P187.

- Van Reenen settlement is located in the most western tip of ALFRED DUMA LOCAL MUNICIPALITY along the N3. The settlement is to the north of the N3 and the area has been identified as the gateway into the province.
- St. Joseph's Mission is further north of the Blue Bank settlement, also located to the west of the N3 and adjacent to the P409. The area is located on old Mission ground.
- Droogval Settlement is located to the west of the N11 and in the northern portion of ALFRED DUMA LOCAL MUNICIPALITY.
- Steincoal Spruit is located adjacent to the R602 and in close proximity to the Wasbank settlements in the Endumeni Municipality.
- Lucitania Settlement is situated to the north of the Collings Pass Road, which links the N11 to Matiwaneskop complex, as well as to the Free State.

3.10.8 SETTLEMENT DENSITY

The highest settlement densities are found within some of the rural settlements that form part of the Matiwane area. This is followed by relatively high densities in parts of the main urban areas of Ladysmith and Ezakheni, as well as parts of Colenso.

Settlement densities can be described as follows:

- Matiwane area: Matiwaneskop and Jononoskop have approximately 16 household per hectare.
- Cremin and Elandslaagte have a relatively low density of approximately 3- 3.9 households per ha.
- This is followed by a settlements adjacent to P314 which has a density of 2 – 2.9 households per hector. Other settlement pressure point are Nkunzi area and Lucitania, with about 10 households per ha.
- Ezakheni Township: Some of the highest density settlements are found in Ezakheni with an average density of 9.5 households per ha.
- Ladysmith area: Densities in the Ladysmith complex vary according to different areas within the complex. The highest densities are found in the eastern areas of Ladysmith (Steadville) with 8 households per ha. Lower densities ranging from between 3 to 5 households per ha are found in the central, north-western and southern parts of the complex.

- The Colenso settlement has household densities that vary between 2.7 to 14 (eastern part) households per ha.
- The Driefontein area is less densely populated. Driefontein has the highest density within this area of 3 – 3.9 households per hectare. This is followed by settlements of Peace Town, Kirkintulloch and Kleinfontein, which have a density of 2 – 2.9 households per hector. The other settlements with the similar density are located next to Driefontein settlement along P189 and D836. The majority of the settlements within the study area have a far lower density of 0 – 1, 9 households per hector and includes Burford, Watersmeet and settlements along D836.
- Other rural settlements, such as Roosboom accommodate between 1.2 and 1.8 households per ha, which is relatively low-density developments.

3.10.9 HOUSING DELIVERY

The Alfred Duma Local Municipality works closely with the Department of Human Settlements in appointing service providers to deliver housing projects within the ALFRED DUMA LOCAL MUNICIPALITY and tri-pite aggreements are entered into between the ALFRED DUMA LOCAL MUNICIPALITY, DoHS and the service providers. The DoHS provides funding for projects and municipality in most cases purchases land parcels in an attempt to fast-track the delivery of Housing.

Housing delivery serves as a spatial catalyst to socio-economic development of the municipality if the spatial location is well considered. The ALFRED DUMA LOCAL MUNICIPALITY in recognising this role has instituted three directives tools that guide housing development: the Integrated Development Planning (IDP), the Housing Sector plan within the IDP which was reviewed in June 2014 and the Spatial Development Framework (SDF).

The Department Human Settlement will not just address the needs of low income people but also examine the whole of South Africa's residential property market, while also managing and reducing the national housing backlog. The main reason for this shift in focus is the acknowledged growing gap between the primary residential property market, (first time occupation dwelling units), and the secondary residential property market, (dwelling units up for resale).

Council has a housing backlog of approximately 22000 and has a serious shortage of land vested in councils name to ensure that integrated housing delivery is realised. Most of the land is privately owned in the rural areas and requires title deed adjustments. Council has identified many portions of land vested in the state and has submitted requests to them to transfer the said portions to council. Council has purchased three properties in the rural area for the implementation of the Storm Damaged Housing project.

Council has limited portions of vacant land for human settlements development thus limiting the prospects of future development. In view of the above consideration has been given to purchasing farms that are on the peripherals of the town which will ensure that all developments are integrated noting that there is an influx of people from the rural areas and surrounding towns. Consideration needs to also be given to purchasing old building in central town to develop into community rental units and for social housing purposes.

3.9.10 POTENTIAL SOLUTIONS

- Council must identify and prioritize areas to be developed and commence with prefeasibility studies and town planning issues.
- Council must consider allocating funds in the operation budget for installation of internal services which will act as bridging finance which can be claimed back from the Department of Human Settlements.
- Engage with the District municipality early regarding the availability of bulk services and/or sources such funding.
- Apply pressure on the Department of Rural Development and Land Reform to release land identified which is vest in their name for integrated development programmes.
- The Legal Section is currently investigating the expropriation route of land identified that council needs for basic services.
- The Integrated Development Planning (IDP), the Housing Sector plan within the IDP and the Spatial Development Framework (SDF) must complement one another to ensure that all developments are in line with the above plans.

3.9.11 HOUSING NEED

In ALFRED DUMA LOCAL MUNICIPALITY housing needs vary greatly across a wide spectrum of housing needs from low income to high income. The different housing related legislation, guidelines and policy documents across the whole housing spectrum must be taken into account to provide an aligned housing plan for the municipality. The municipal housing list clearly reflects a demand for both low income and middle income housing opportunities. Fundamentally, government intervention in the housing market is directed at the shelter needs of indigents.

While indigent support constitutes a significant portion of the Alfred Duma Local Municipality, the municipality has taken holistic approach to incorporate other housing typologies.

The ALFRED DUMA LOCAL MUNICIPALITY has an active list of applicants. This was first compiled in 2004. It currently has a total of 22340 applicants awaiting housing support. The municipality has to date created 7160 (completed units) housing opportunities for the low income bracket. The pace of housing development has been hampered by commonly recorded problems in the low cost housing development sector such as capacity of emerging contractors resulting in incomplete/defective projects. Under the list of incomplete/defective projects in this document it is evident that there are projects that were left incomplete by contractors. In most instances the municipality has no means of holding them accountable as their appointment contracts had no penalty clauses.

Four information sets have been used to determine the numeric extent of housing need in the municipality.

- **Greatest need based on income levels:** this utilizes census information on household income. Based on the census household income information, 24.73% of the households in the municipality qualify for full housing support as they have no income. While this income segment may attempt to construct their own shelter, it often does not meet the engineering norms and standards to be classified as safe shelter.

- **Greatest need based on type of dwelling:** census data on dwelling type provides a means to determine the extent of need see Table 5 and Figure 2. This provides a cursory indicator of housing backlog. According to information on housing typology 55.9% of households are housed in formal dwellings while 30% of the households are housed in traditional dwellings.

Whilst traditional dwellings offer more than adequate housing in idyllic setting, the reality is that many of the traditional dwellings do not provide satisfactory shelter, compounded by the absence of basic services and amenities. The New Human Settlement Plan, Breaking New Ground argues that rural housing development should be considered as a tool to facilitate the development of both social and infrastructure services in rural areas. Thus rural housing seems a relevant tool to deliver services in areas of greatest need, that is, the tribal areas of the municipality. 6.7%% of the households live in informal settlements. Eradication of slums is a provincial priority. 60.9% of the municipal residents live in formal housing. Based on this analysis, 36.7 % of the municipal population is in need of housing support, that is, 18 946households.

Furthermore, there will be residents who qualify in terms of legislation but reside in formal dwellings. The focus is on those who live in less than adequate shelter. Prioritization program needs to take this factor into consideration, as there are a limited number of subsidies per municipality. Therefore, housing projects need to be delivered primarily in areas of greatest need. Thus is can be assumed that these two dwelling types constitute the means to quantify the demand that will be addressed by this housing sector plan.

- **Greatest need based on the housing list:** the municipality has an active housing waiting list, in this it is recorded that 22340 beneficiaries are registered for housing support. While the housing list can be classified as the most accurate means of determining the extent of need at face value. In a municipality like ALFRED DUMA LOCAL MUNICIPALITY where levels of illiteracy are high the probability of households that are in need not registered on the data base are high. Second housing development focused in urban and peri-urban settlement, thus rural residents may not be aware of their qualifying status for housing support.

Greatest need based on project list: The municipality has a list of project intended for implementation. There are two categories of these projects that is, planned projects and future projects making up a total 25049 units. This figure is much higher than the list of registered beneficiaries and the list only includes low cost housing only.

Humman Settlements Projects plaaned for 2017

A Housing Sector Plan will be approved by Council 30 June 2018

Generating tittle deeds in respect of the Enhanced Extended Discount benefit Scheme (EEDBS) by 30 June 2017

- Lease Agreements to be approved by Council by 30 June 2018 income housing. This figure is much higher than the list of registered beneficiaries.

3.11 TELECOMMUNICATIONS

3.11.1 STATUS CORE OF TELECOMMUNICATIONS TOWERS

Alfred Duma Local Municipality has over the last three years received numerous applications for the establishment of telecommunication towers and associated infrastructure. The requests/applications have come through as a result of the demand from the public because of poor network coverage within the municipal area. The demand for telecommunications and associated infrastructure is extremely high within Ladysmith, as most areas do not have access to these facilities. Among the most affected areas are the rural settlements such as Mcitsheni, Roosboom, Driefontein, Peacetown, Burford, Hobsland, Lucitanea and Nkunzi.

3.11.1.1 NEEDS

There is a great need for telecommunications within Ladysmith area as it is a basic human right to have access to communications and is therefore a socio – economic priority. The municipality has undertaken on a few projects to improve the lives of the people in Ladysmith. The projects include both the rural areas and urban areas for telecommunication towers and 3G services.

3.11.1.2 PROJECTS

The following is the list of on-going and completed projects the municipality has undertaken in the past three years:

YEAR STARTED	PROJECT	STATUS
2013	Vodacom Peacetown Telecommunications Tower	Completed 2015
2013	Vodacom Reservoir Hill Telecommunications Tower	Completed 2014
2014	MTN Burford Telecommunications Tower	In Progress
2014	MTN Hobsland Telecommunications Tower	In Progress
2014	MTN Steadville Telecommunications Tower	In Progress
2014	MTN Acaciaville Telecommunications Tower	In Progress
2013	MTN St Chads Telecommunications Tower	In Progress
2014	MTN 3G Connection Rose Park	In Progress

2014	MTN 3G Connection Hospital Park	In Progress
2014	MTN 3G Connection Observation Hill	In Progress
2014	MTN Colenso Telecommunication Tower	In Progress
2014	Cell C Colenso Telecommunication Tower	In Progress
2015	MTN Lucitanea Telecommunications Tower	In Progress

3.11.1.3 BACKLOGS AND PRIORITIES

Alfred Duma Municipality has prioritised the rural areas for telecommunication tower instalments as they are the areas who need network coverage the most. In some of these areas there is not even a single service provider that has their facilities in those areas. These areas include Mcitsheni, Nkunzi, Manzinyama, Lucitanea, Watersmeet, Van Reenen and Kleinfontein. The Urban areas need to be capacitated with 3G facilities/Services as there is poor 3G coverage within the urban area and the current infrastructure is overloaded. The current facilities need to be maintained and improved in order to improve Ladysmith's communication standards and to improve Ladysmith's economic sector as well as Education standards.

3.11.1.4 CHALLENGES

The municipality is depended on service providers who provide telecommunication facilities and services. Therefore to address backlogs of broadband and telecommunications the municipalities is depended on the financial plans of the service providers who prioritise their projects according to areas of greater needs and the threshold that is required.

3.11.2 BROADBAND FACILITIES

3.11.2.1 STATUS

The municipality currently runs its internet connection through internet cables and WIFI hotspots. These assist in sending and receiving emails, internet connection and the running of the Geographic Information Systems (GIS) as well as the Municipalities Website. The Alfred Duma Local Municipality will be appointing a service provider to upgrade the current broadband facilities in order to improve the efficiency of the municipality in delivering service delivery.

3.11.2.2 PRIORITIES

The Alfred Duma Local Municipality in the next financial year 2015/16 will be undertaking a project of installing WIFI facilities within community facilities in the municipal area. These facilities include Community Hall, Schools, Clinics and Community Libraries.

3.11.2.3 NEEDS

There is still a great need to improve the Ladysmith's broadband services as to improve service delivery, such as online media reporting, radio reporting, internet reporting and telephone reporting. However the municipality has recently established its On-Line Media reporting which reports complaints and news of the municipality on a daily basis although there is still a greater need to inform the public about these services. The municipality has recently launched a local radio station which is run by a private sector in conjunction with the municipality. The Radio station assists in delivering to the public the plans of the municipality, strategies of the municipalities as well as informing the public about community meetings.

Although these facilities are in place there is still a lot of work to be done in order to make these facilities highly efficient and known to the public.

3.11.2.4 BACKLOGS AND CHALLENGES

There is still a greater need to address the issue of installing surveillance cameras alongside Ladysmith CBD road and surrounding roads. This will be done in – order to reduce the level of crime and to provide more security. These surveillance facilities are ran through WIFI Hotspots which is why the municipality is embarking on the project of installing broadband facilities within the community facilities.

3.12 LOCAL ECONOMIC DEVELOPMENT

3.12.1 BACKGROUND

"LED is defined as an on-going process by which stakeholders and institutions from all spheres of society, the public and private sector, work jointly to create a UNIQUE advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms (Trah, et al 2007)".

The LED Sections is a component of the Department of Development, Planning and Human Settlements. The purpose of the section is to facilitate a conducive environment for the internal and external stakeholders and to identify strategies that will enable the stakeholders to utilize available resources jointly to achieve sustainable Local Economic Development.

3.12.2 LED STRATEGY OR PLAN AND GOALS, OBJECTIVES, STRATEGIES

The LED Strategy is informed by a number of economic development proposals which were identified in the analysis section and was extracted from the reports in Section 1.4 of the LED Strategy (2013). This is currently being reviewed and will be completed in 2018-2019 financial year.

The LED Department identified the following goals and objectives inline with the broader municipal Goals:

- Creating an environment that is conducive to industrial development;
- The retention and expansion of existing industries;
- Encouraging growth and diversification in the manufacturing sector;
- Promoting SMME involvement in the manufacturing sector supply chain;
- Promoting skills development and training in industrial techniques.
- The promotion and facilitation of new investment (including SMME's as supporting industries);
- The development and maintenance of infrastructure and services in manufacturing areas;
- Public-private sector coordination and communication.

3.12.3 PDGS AND DGDP PRIORITIES AND LINK TO KPA

The Local Economic Development (LED) Strategy aims to achieve the municipal vision which states that "By 2030, ALFRED DUMA LOCAL MUNICIPALITYLocal Municipality will be KZN's most prosperous city, where all residents will enjoy a high quality of life".

The Provincial Spatial Development Framework (PSD) key guidelines and goals are critical informants for the formulation of the ALFRED DUMA LOCAL MUNICIPALITY LED Strategy. Critical challenges have been identified within the LED Strategy and it has led to the formulation of the following strategies as proposals to realise the vision of the Alfred Duma Local Municipality:

- Manufacturing Development Strategy;
- Agriculture and Rural Development Strategy;
- Tourism Development Strategy;

The above strategies including the LED Strategy are in place and were prepared by UrbanEcon, an external service provider and are still to be reviewed annually in-house. Extensive stakeholder engagements were undertaken during the development of the Strategy and all inputs from various stakeholders during meetings were captured and filed. The LED Strategy is responding positively to the PGDP and DGDP and is proposing relevant programmes in line with the aforementioned policy guidelines.

3.12.4 FEASIBILITY OF LED INTERVENTIONS

The municipality has identified a chellenge in the preparation of LED interventions. The compilation of feasibility studies for LED interventions is a weakness. The municipality will address the challenge in the newt financial year through allocating a budget for appointing consultants who will conduct feasibility studies.

3.12.5 INTERVENTIONS AND PROGRAMMES/PROJECTS AND BENEFICIARIES

The following table indicates the Crop Farming Projects and beneficiaries:

PROJECT	AREA	WARD	BENEFICIARIES
INKANYEZI YOKUSA CO-OP	NKUNZI	24	MS ZODWA MKHWANAZI
UBUMBANO TRUST	MBULWANE	20	MR ZIKALALA
INHLANSIYOKUSA CO-OP	WATERSMEET	16	MR KUBHEKA
EGUGWINI TRUST	COLENSO	25	MR HLUBI
ZANELISENI CO- OP	TSAKANE	9	MRS BOWSE
GCINUSIZI CO-OP	STEADVILLE	21	MRS MAY
DLABANE CO-OP	KLEINFONTEIN	19	MR NTSHINGILA
CEMETERY ROAD NURSERY	OLD POUND	10	MRS HADEBE
MATTHEWS FARM COMBINED PROJ.	OLD POUND	10	INKANYEZI SPECIAL SCHOOL
C1 COMMUNITY GARDENS	EZAKHENI C1	5	MRS XABA
VUMANI CO-OP	MTHANDI	20	MS MBATHA
ZIMELENI CO-OP	SAINT CHADS	7	MR THABETHE
GOODHOPE FARMING	EZAKHENI D	4	MR MADONDO
IKUSASA CO-OP	BESTERS	26	MR MNCUBE
EMASWAZINI CO- OP	BURFORD	14	MR MLANGENI
SONWABILE CO- OP	BURFORD	14	MS DLAMINI
SLINDOKUHLE COOP	PIETERS		MR HLONGWANE
SAKHISIZWE CO- OP	EZAKHENI	2	MS KUBHEKA
MBALENHLE CO- OP	TSAKANE	9	MAM THULI
QEDINDLALA CO- OP	BLUEBANK	19	MR HLATSHWAYO
NTOKOZWENI CO- OP	MATIWANE	24	MS MAVUSO

COLENSO LUNCHEON CLUB	COLENSO	25	GOGO HADEBE
SIBANI CO-OP	NKUTHU	19	MR MSIMANGO
THUMBEZA CO-OP	TSAKANE	9	MS BOWSE
MHLANDLA CO-OP	E SECTION	6	MS SHABALALA
NDUDULA CO-OP	E SECTION	6	MS SITHOLE
MJEVUZA CO-OP	E SECTION	6	BUTHELEZI
MQEMANE CO-OP	E SECTION	6	MS N HADEBE
NATALASIA FARMING	NATALASIA	10	MR J KHUMALO

SWOT ANALYSIS OF THE ECONOMY

STRENGTHS	WEAKNESSES
• Strategic location between Johannesburg and Durban • Pro -active municipality • Lots of available land for rural and commercial development • Possibility of development of a regional airport • Good road linkages between the N3 and N11	• Lack of rural development initiatives • Weak co - operation and communica tion between local and district muni cipalities • Land owned by the Ingonyama Trust i s a constraint to development • Lack of basic services such as water and proper sanitation, electricity, proper health care in the rural areas • Lack of agricultural infrastructure like irrigation systems, di pping tanks, tractors, seedli ngs, fencing for agricultural crops and animals • Implementation of policies , strategies and related to rural development • Access to finance for business and s kills training for ruaral SMME's and small scale farme rs • Lack of feasible transport plan in rural are as

	• land ownership in rural areas is unknown • Unemployment and grant/ social sec urity dependency in rural areas is higher • Lack of art and cultural support w hich includes tourism and ecotourism • Shortage of informat ion for developm ent strategies in the rural areas • Ineffective communication between the Municipality and representatives of rural communities

OPPORTUNITIES	THREATS
• In most rural wards, there is land available for development and for agricultural purposes • Promoting local markets for people in rural areas • Development and implementation of rural development strategy • Prompting small scale farmers, small businesses are a important ingredient for income generation in rural areas • Promoting tourism and ecotourism in the rural areas and townships through funding and skills training and development • Promoting agricultural community projects	• Capacity of rural funding • Lack of funding for promoting lo markets , SMME's, Tourism and Ecotourism • Community participation since t comprehensive rural development program requires the community to participate in buildi their own economy • Lack of infrastructure

3.12.7 NATURAL ASSETS

In order to ensure sustainable development that protects and preserve our natural resources, the LED Unit is implementing the Waste Recycling Plant project. This is critical in promoting green environmental and sustainable management of natural resources.

3.12.8 ADDRESSING THREATS AND CONSTRAINTS TO FIRMS

The municipality conducts Businsess Retention and Expansion programme which aims to create a dislogue between the municipality and firms and it aims to address the threats and challenges that confront firms.
Business workhops are also in place in order to sustain investor confidence in the municipality.

3.12.9 KEY ECONOMIC PARTNERS

The municipality has a versy strong partnership with the following organisations which support the economic development in the municipality:

- Trade and Investment KZN
- KZN Department of Economic Development and Tourism
- Small Enterprise Development Agency
- Ladysmith Chamber of Commerce
- Department of Co-operative Governance and Traditional Affairs
- CATH SETA

3.12.10 STRATEGIC PROGRAMMES AND RESPONSE TO UNIQUE PROBLEMS OF ALFRED DUMA LOCAL MUNICIPALITY

The municipal LED section has adopted the following programmes which aim to respond to the problems confronting the economic development of the municipality:

3.12.11 PROGRAMME TARGETTING SMMEs/COOPERATIVES AND EMERGING FARMERS

A programme is in place to support the emerging local businesses and also to promote small, medium and microenterprises (SMME's), and facilitating their linkages to the mainstream economy in a strategic way that will supports the overall growth of the local economy.

SMME Policy to be reviewed for local procurement to assist emerging businesses and Incentive scheme to be available for the existing who are expanding and new businesses that are relocating to Ladysmith.

Engage with developers with regards to opportunities for linkages of formal businesses and informal businesses. Deregulation of the informal sector in the 1990s led to a massive increase in the number of informal traders. During the survey done in Ladysmith, it was estimated that about 65% of the unemployed individuals turns to Informal sector as alternative means of gaining income. Hence, the informal sector needs to be supported and managed.

Old Municipal offices in various townships were renovated and converted into SMME Centres to assist emerging SMMEs with the place to operate.

3.12.12 INFORMAL ECONOMY AND PROGRAMME FOR INFORMAL ECONOMY

A draft informal economy policy was drafted by the LED section with the assistance from the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs. Currently the Alfred Duma Local Municipality only has an informal economy by-Law, which was gazetted in 1999 and is not in line with the current provincial informal economy policy that was adopted by the KZN Province in 2010.

The Alfred Duma Local Municipality currently does have a policy for informal economy. Engagements with relevant informal economy chamber structure are on a continuous basis and a programme have been developed to further support the informal economy of Alfred Duma Municipality and funding has been set aside to implement some of programmes that will appraise the informal economy as this sector is assisting a large number of unemployed individuals. Some Sections/departments within the Municipality such as Public Safety, Waste management Section, Town-planning and Building section has been engaged in a process of obtaining inputs and comments regarding the demarcation of sites for informal trading within the municipal areas which phase one will be finalised 2018-2019 financial year.

3.12.13 ECONOMIC PROGRAMME TARGETING VULNERABLE GROUPS

In achieving inclusive economic development, the LED Unit is partnering with the Youth Centre to tap in the resources for the active participation of youth in the economy. It is also working with the office of the Women and Disabled in the Mayor's Office to ensure the participation of this sector to the economy. These offices have ongoing program for these sectors.

3.12.15 MAIN ECONOMIC SECTORS

The main economic sectors in Alfred Duma Local Municipality are agriculture, industries, tourism and mining each of the sectors is discussed down as follows:

3.12.15.1 AGRICULTURAL SECTOR

Within this sector Alfred Duma Local Municipality produces goods approximately 4100kg of butternuts, potatoes, tomatoes, frijol and cabbages. All the produce are sold to smaller markets and some distributed to Sukuma Sakhe project, these produce are not enough for bigger markets. Predominantly these produce are obtained from Engunini (Ubumbano Trust), Mathews Farm and Colenso (Egugwini Trust). At the moment our co-operatives are preparing their grounds for cultivation that will start in August in the year 2012.

There exists a platform for opportunities within the ALFRED DUMA LOCAL MUNICIPALITYAgricultural sector.

3.12.15.1.1 OPPORTUNITIES

- Bulk fresh production which will provide a sustainable market
- Most of our farmers are situated on busy national routes – they can create their own market for people driving past

This sector in ALFRED DUMA LOCAL MUNICIPALITY serves for different reasons (Objectives)

- **Bulk vegetable production** – increase production to cater for larger markets
- **Empowering women in rural communities** – encouraging women to participate in crop and livestock farming
- **Proper use of arable land** – cultivation and planting for our new co-operatives
- **Develop a community outreach programme for food security** – road shows where we encourage communities to get involved in producing vegetables and broiler farming, communicate with ward councillors to obtain a list of individuals that require assistance with starting or maintenance of their food security projects, conducting workshop where different departments / stakeholders will be involved.
- **Sustainability of livestock farmers** - provide grazing camps, assist with bales and constructing dip tanks in their areas

3.12.15.1.2 GOALS

- Sustainable markets
- Commercialization of farms (from primary sector to the secondary sector) hence increasing economy of Ladysmith and to attract national, provincial and regional markets
- Ensuring good nutrition for families around the Ladysmith area through farming

3.12.15.1.3 CHALLENGES

- **Funding** – most of our agricultural co-operatives are funded by the Municipality and usually the funds are not enough to develop them into sustainable farmers.
- I**nfrastructure** – access roads, irrigation, electricity – most of the emerging are from rural areas and the above are not accessible
- **Warehouses for storage of produce** – this will assist farmers to keep their produce fresh before being transported to markets and will reduce pressure of having to harvest on the day they are supposed to deliver to markets
- **Security** - equipment for our farmers is being stolen or vandalised
- **Cultivatable land** – it owned by the private sector, the land owned by emerging farmers is too small in scale, only allows growth of one crop, cannot afford fertilizers for other crops
- **Grazing camps** – not enough, the camps owned by the Municipality have less grass and too many rocks, the Department of Land Affairs is not doing enough
- **Labour** – our farmers have poor financial and business management skills hence they cannot have sustainable jobs being created
- **Communication between ward councillors and officials** – the ward councillor and committee hold the information for all the food security gardens in their wards whether in schools, clinics or homes

3.12.15.1.4 REMEDIAL ACTIONS

- Registration of our projects with CIPC and SARS, provide working space for them, referral to institution like SEDA where they will have their business plans done so they will be able to apply for their own funding. When the projects receive the funding from funding institutes they can be able to afford to put their infrastructure in place.
- Reservoir tanks for irrigation, our Engineering needs to get more equipment for constructing access roads.

- Liaising with the Department of Agriculture and Land Affairs will assist to identify arable land and suitable grazing camps.
- Business and financial management skills training for our farmers.
- Ward councillors must release the information to the relevant people (officials) so that assistance will be given to those individuals.

3.12.15.1.5 ACTION PLANS

- Registration of co-operatives with CIPC and SARS, in-order to be provided with working space and referral to institutes where they will get their business plans and referrals to business institutes so that they can apply for their own funding. With funding the cooperatives can develop their own infrastructure (irrigation, electricity, access roads etc.)
- Empowering women in the rural areas to acquire entrepreneurial skills in agriculture. The women can be trained with broiler farming, egg-laying farming, pig farming, goat farming and crop farming skills.
- Mentorship for all our co-operatives while training them in business, financial and marketing skills.
- Cultivation and planting of agricultural co-operatives for the bulk production of nonsensitive vegetables. Our co-operatives are producing less than the amount of land they have, which is why their market is not sustainable. Most markets prefer to stick with reliable producers which are why we want to produce more than enough for those big markets.
- Construction of a hydroponic greenhouse for the bulk production of sensitive crops (tomatoes etc.) with co-op driven management. The greenhouse will attract local markets therefore increasing the economy of Ladysmith.
- Preventing cattle loses and increasing market value of cattle – most of our farmers rely on cattle farming for food security but each year their cattle die due to diseases and shortage of food. Construction of dip tanks and making of grass bales around the areas where there is a concentration of cattle farmers. The Municipality can liaise with the Department of Land Affairs with securing grazing camps for those livestock farmers.

Development of a food security programme – roadshows to be held at rural communities to encourage them to venture into crop / broiler farming for food.

The Agricultural sector of Alfred Duma Local Municipality aims to create an environment that is conducive for both economic and social growth in the rural communities by first encouraging private sector investments to

the rural areas, also to provide the necessary social infrastructure and to improve service delivery to ensure quality of life. A number of projects have been developed in rural areas to assist local communities:

3.12.15.1.6 LAND CLAIM COMMUNITY PROJECTS

BESTERS LAND REFORM CLUSTER:

- This project was initiated by the Department of Land Affairs and funded by both the Department of Land Affairs and Department of Agriculture. There are new cattle farmers that are mentored by other surrounding commercial farmers. This project has assisted the people of the community and has exposed the community to other funding agencies for further assistance.

GUGWINI COMMUNITY TRUST:

- This project is situated in Colenso and has a number of 94 members that forms part of trust members. The land that is being utilized by these beneficiaries is approximately 74 hectors. The project has been funded by Department of Agriculture and Land Affairs. The Municipality intervenes with regards to the marketing of the produce to relevant retailers and businesses around the area.

3.12.15.1.7 GRAZING LAND

The Municipality is proving infrastructure to most of rural farming areas especially to the new areas that have been identified as suitable areas for grazing. It is evident that many livestock farmers are progressing drastically in livestock farming but lack access to suitable land for grazing. Interventions are undertaking between the Municipality and Department of Rural Development and Land Affairs.

3.12.15.1.8 EMERGING FARMERS

A number of programmes were developed to strengthen relationships with external stakeholders. The community is one of the most critical stakeholders when implementing LED projects. The community must be involved from the beginning stage through public participation process. Within these programme one programme focuses on the emerging farmers.

Furthermore, the majority of wards within the municipality are rural areas, it is therefore, important for the Municipality to have programmes in place that will unleash and appraise the development of small emerging farmers.

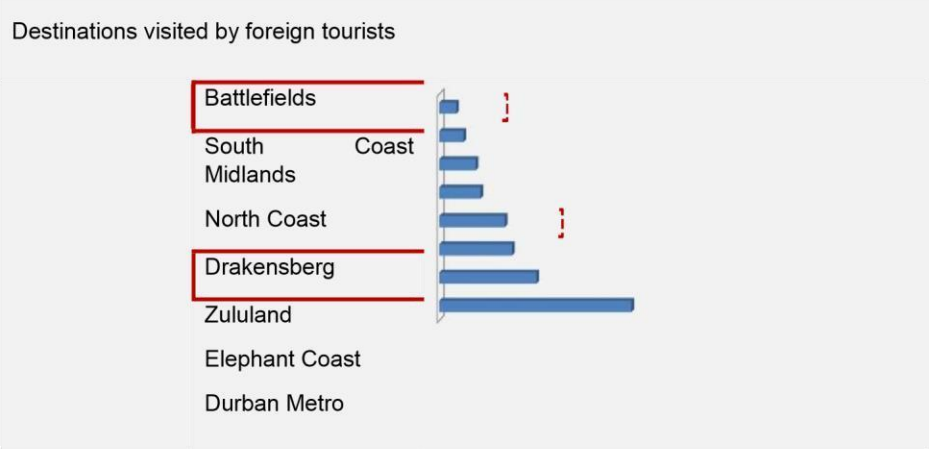
The LED section is currently implementing the Cultivation Programme, whereby emerging crop farmers are assisted with ploughing, disking and planting in their community gardens. Within this programme LED section is further undertaking the initiative of formalizing the emerging farmers into registering as Co-operatives to enable them to access funding from funding agencies and departments. Under the Agricultural sector there are a number of programs that are implemented such as the following:

	PROGRAMME	DESCRIPTION	ACTIVITY
1	Livestock programme	This particular programme is in place to assist emerging livestock farmers that are in various areas within the Municipality. These farmers are assisted in the - Training to further improve their skills.	- Infrastructure – to development proper infrastructure. - Market access to assist them to sell the produce to the local retailers. - To avail potential grazing land that is owned by the Municipality to the cattle farmers.
2	Crop Farming	This programme is there to assist crop farmers that are still small and that need to be formalized and given start-up capital.	- Seeds and seedlings - Fencing - Marketing
3	Rural Development	This programme targets land claimed projects such as Gugwini community trust, Mthandi Trust etc.	- Bailing - Fencing - Provision of infrastructure

3.12.15.2 TOURISM SECTOR

ELM has a geographic advantage due to its strategic locality. It is located centrally between Gauteng and the coast, as well as between the Battlefields and the Drakensberg. In addition, it is easily accessible from major national highways (the N3 and N11). Its close proximity to the Battlefields and the Drakensberg, as well as the fact that Van Reenen is a main entrance point into the province, makes ELM a 'gateway' to various attractions within KZN.

Figure 7: Destinations visited by the foreign tourism market



Source: KZN Tourism Statistics brochure 2010

The primary attractions that currently draw tourists to the Emnambithi/Ladysmith Municipality are the Battlefields, Drakensberg and flow-through tourists travelling to the coast (or interior). Figure 7 indicates the most popular destinations visited by foreign tourists in KZN. Research conducted by Tourism KwaZulu-Natal indicates that 27% of KwaZulu-Natal's overseas and African 'air departures' market primarily visited the Drakensberg and 7% the Battlefields in 2009.

Figure 8: Destinations visited by the domestic tourism market

Source: KZN Tourism Statistics brochure 2010

According to figure 8, it could thus be estimated that approximately 412 420 foreign tourists either visited or passed through ALFRED DUMA LOCAL MUNICIPALITY in 2009 to the above destinations. In terms of the domestic tourism market, it could be estimated that 249 000 domestic tourists either visited a destination within ALFRED DUMA LOCAL MUNICIPALITY, or passed through the area (refer to figure

2).

ALFRED DUMA LOCAL MUNICIPALITY experiences tourism development through the emphasis on historical, cultural and ecotourism. The ALFRED DUMA LOCAL MUNICIPALITY has commissioned the Tourism strategy in order to realize the full potential of tourism given that the sub-region is under achieving in terms of tourism development. The Tourism strategy attempt to position ALFRED DUMA LOCAL MUNICIPALITY in tourism development that will provide economic and social benefits to all the people of the ALFRED DUMA LOCAL MUNICIPALITY and tourism development will be conducted on a pro-poor and responsible tourism basis. The ALFRED DUMA LOCAL MUNICIPALITY area will not aim to be a destination in its own right but will form linkages with other primary destinations within its surrounding areas such as Okhahlamba.

Tourism products that have been identified during Tourism Strategy can be summarised as follows (Alfred Duma Local Municipality: Tourism Development Strategy 2006:54):
Cultural heritage: The ALFRED DUMA LOCAL MUNICIPALITY has unique roots founded in its association with Ladysmith Black Mambazo.

The Battlefields: Particularly relating to the Siege of Ladysmith and the improvement of existing products from an interpretive aspect.

Drakensberg: Particularly relating to Van Reenen and linkages with the Drakensberg Boys' Choir. Wildlife and nature: The ALFRED DUMA LOCAL MUNICIPALITY has only recently seen growth in wildlife products, especially with the developments of Nambiti Conservancy, Emnambithi Game Reserve and the game reserve outside Colenso.

Rail tourism: TKZN has recently accepted a Rail Tourism Strategy for the province where Ladysmith forms a core railhead for trips into the Battlefields and Drakensberg. This option is not currently available in the municipality.

Events: The ALFRED DUMA LOCAL MUNICIPALITY has a limited number of events and no events strategy but the potential exists to use events as key marketing tools for tourism in the municipality. Transit: The ALFRED DUMA LOCAL MUNICIPALITY has a large transit market, especially in terms of foreign tourists, who pass through the area along the N3 and N11. Flow-through tourism is an important aspect of tourism in the municipality.

Business: The largest current source of domestic tourists to the ALFRED DUMA LOCAL MUNICIPALITY is business tourists. The number of business tourists to the municipality is relatively fixed, because industry within the ALFRED DUMA LOCAL MUNICIPALITY is the primary attractions for those visitors. However, there is a need to develop products and activities that can be enjoyed by these tourists during the evenings. Shopping and entertainment development within the ALFRED DUMA LOCAL MUNICIPALITY should be encouraged. In addition, if product development within the ALFRED DUMA LOCAL MUNICIPALITY is of a high quality standard and business tourists are able to enjoy the products during their stay then they may be encouraged to return on weekends with their families.

Scenic: There is a number of mountain passes that have not been marketed, nor has product been developed. These include Van Reenen, in particular, De Beers Pass and Collings Pass.
Adventure: Potential may exist in the mountain passes, wildlife areas and along the Tugela River. However, the lack of tourism resorts and tourism infrastructure deprives the tourism development in the Emnambithi area whilst tourists use the area as a bypass.

3.12.15.3 INDUSTRIAL SECTOR

This sector is viable mainly by developing partnerships with private businesses to drive local manufacturing initiatives and develop a programme that will guide the Municipality on how to retain existing manufacturing businesses and attract new businesses into the area by implementing incentive schemes. There are three main industrial clusters in

Alfred Duma Local Municipality, namely, the Nambithi Industrial Area, Ezakheni Industrial Estate and Danskraal Industrial Area.

Ezakheni Industrial Estate is run and operated by Ithala, and lies approximately 16km from the town centre. There are roughly 50 manufacturers located within the industrial park. Some of these manufacturers include Defy Appliances, Sterling Footwear, Canvas & Tent, CYP Packaging, Derlon Textiles and Evertrade Feeds. Around 40% of the businesses manufacture textiles, clothing and footwear. The remaining industrialists manufacture a variety of products such as office equipment and stationery, tents, safely materials, cardboard and cardboard boxes, plastic mouldings, kitchen appliances, animal feed, and packaging materials and bags.

The Danskraal industrial area is situated along Helpmekaar Road, approximately 4km from the town. Within the Danskraal industrial area there is a variety of manufacturers ranging from clothing and textiles to plastics and bread making. Some of the manufacturers in this area include Sasko Milling, Lasher Tools, Dunlop, Zorbatex, Northern Natal Plastics, and Durban Overall.

The Nambithi Industrial Area lies approximately 2km south-east of the town centre. It is home to a variety of manufacturers such as Distell, Roll Print Labels and Chep SA.
The LED Section has a Business retention and Expansion Programme in place that is enabling interaction between all stakeholders in growing the economy of the region.

3.12.15.3.1 PETERS INDUSTRIAL AREA

The Peter's (Ezakheni) industrial area is situated approximately 16km from Ladysmith CBD, between Hillside and the residential areas of Ezakheni. It is bordered by the P333 to the north, the P325 to the

east and the P319 to the south. According to iThala, the total land area of the estate is approximately 630ha, of which 27ha is under roof. Recent vacant site listings for this area by Ithala, indicates that there are 23 sites or approximately 2.7ha of industrial land available for lease (http://www.ithala.co.za/). The current occupancy rate of the industrial estate is approximately 78%.

IThala manage and operate the area and there are roughly 50 manufacturers located within the industrial park. Industrial activities include Defy Appliances, Sterling Footwear, Canvas & Tent, CYP Packaging, Derlon Textiles, and

Evertrade Feeds. According to the ALFRED DUMA LOCAL MUNICIPALITY Manufacturing Strategy (2010), around 40% of the businesses manufacture textiles, clothing and footwear. The remaining industrialists manufacture office equipment and stationery, tents, safely materials, cardboard and cardboard boxes, plastic mouldings, kitchen appliances, animal feed and packaging materials and bags.

3.12.15.3.2 DANSKRAAL INDUSTRIAL AREA

The Danskraal industrial area is situated approximately 4km from the CBD along the Helpmekaar Road and is approximately 141ha in size. The area houses a variety of manufacturers. These include clothing and textiles, plastics and bread making. Some residents of this area include Sasko Milling, Lasher Tools, Dunlop, Zorbatex, Northern Natal Plastics, and Durban Overall.

3.12.15.3.3 NAMBITHI INDUSTRIAL AREA

The Nambithi Industrial Area lies approximately 2km south-east of the town centre. The area covers an area of approximately 121ha. It is home to a variety of manufacturers such as Distell, Roll Print Labels and Chep SA.

The commercial sector in Ladysmith can be separated into the formal and informal sector. The formal sector is represented by formal businesses, operating from formal business premises in the CBD of Ladysmith and regulated by the Ladysmith Town Planning Scheme and by-laws.

The informal sector (traders/hawkers activities), on the other hand, are concentrated in the town of Ladysmith and is represented by informal traders, operating from temporary structures and concentrated in the downtown area

(along the taxi ranks at Lyell Street) and in townships. As a result of the increase in informal trading, the municipality has developed the Informal Trading Policy, which enables the traders to be registered with the municipality for their operations and also regulate informal trading within the Emnambithi town. Among the issues identified in the Informal Policy are the zones or streets whereby the hawkers are permitted to operate. ALFRED DUMA LOCAL MUNICIPALITY also plays a major role in support of the Small Micro Medium Enterprises (SMMEs) and has established the Emerging Business Forum, which is meant to address challenges facing the Co-operatives and SMMEs.

The main commercial activities are concentrated in the Central Business District of Ladysmith. This area is dissected by Lyell Street (N11) and is defined as the area north and west of the Klip River with Walton and Keate streets to the west, the area up to Willis street in the north and business quarter north of the Ladysmith Railway Station up to Thomas and Cemetery Streets. The area is approximately 195ha in size and seems to be contained from further growth by the edge of the Klip River and the rail on the east and south, and by the developed suburban areas to the north and west. Land Use Management within the CBD is mainly controlled through the Ladysmith Scheme, but there are no measures are contained in the scheme relating to certain trading controls, landscaping and urban design priorities. Commercial and trade activities are also found within smaller settlements within ALFRED DUMA LOCAL MUNICIPALITY, but is mainly uncontrolled and in the form of spaza and tuck shops.

3.12.16 MINING

There a number of mining areas that has been identified within Alfred Duma Local Municipality. These areas have been dominant in years back and have contributed in economic development and in the creation of jobs for local communities. The LED Section is planning to revive the Colenso by trying to bring back vibrancy within the town and to assist the community.

Potential investors have approached the Municipality with the intention to establish a Coal Mining and Power station development in Colenso. The Local community and Municipality are supportive of a new development. Nearby town of Colenso such as Weenen and Escort allows for the use of local facilities including residential, commercial, industry and labour resources. The location of the proposed development is on the Tugela River which enables easy access to water and is strategically vital location for Provincial transmission system load support. The existing infrastructure will be utilized.

3.12.17 CATALYTIC PROJECT

Catalytic projects were identified by the municipality based on the high impact of the proposed developments on the municipality's economy and the people of the Municipality. The catalytic projects will generate permanent and temporary jobs at the implementation phase.

Project	PROJECT DESCRIPTION	PROJECT LOCATION	REQUIRED INTERVENTIONS/SUPPORT	Project Value
Agri-Processing Hub	A plant to process fresh vegetables into frozen packs and to slaughter chickens.	Mathews Farm, Ladysmith	Equipment and Machinery Partnership/Mentorship	R 4 Million
Establishing a textile Hub	A PPP Factory Unit that produces textile material to supply mainly school uniform and for Export purposes	Cemetery Road, Ladysmith	Investor to Develop a Textile Hub in Partnership with local Cooperatives	R 3 Million
Berg Tea Project	The Project source the raw material locally and produce health Tea Product	Mathews Farm, Ladysmith	Equipment and Machinery Partnership/Mentorship Institutional Support	R 1 Million

Establishing a textile Hub	A PPP Factory Unit that produces textile material to supply mainly school uniform and for Export purposes	Cemetery Road, Ladysmith	Investor to Develop a Textile Hub in Partnership with local Cooperatives	R 3 Million
Berg Tea Project	The Project source the raw material locally and produce health Tea Product	Mathews Farm, Ladysmith	Equipment and Machinery Partnership/Mentorship Institutional Support	R 1 Million

Aloe Tea Project	The project sources raw material from local aloe plants to produce medicinal products like Body Cream, Soap (liquid and Tonic) and Aloe Juice	Qedusizi, Ladysmith	International Networking & Marketing Partners to access international markets	R 2 Million

Rejuvenating the "collapse" land Restitution Projects	The project must Commercialise the identified land restitution projects that are in the phase of collapsing or already collapsed	Colenso and Mthandi areas	Commercial Farmers to partner with local communities/ Cooperatives	R 10 Million
ICT HUB	The Project is initiated by the Moses Kotane Institute	Ezakheni A section	Partnership with MKI to initiate the digital / ICT migration to Rural areas	R 6 Million

EXTENSION 15 DEVELOPMENT	**The Project includes :**
	• Phased development
	• Ladysmith Mall- Phase 1
	• Supporting developments:
	  • Commercial
	  • Retail
	  • Housing
		Helpmekaar, Limithill	Interested Investor / Developer	Private investment

INDOOR SPORTS COMPLEX DEVELOPMENT	**The Project Includes :**Mixed use development comprising of a juxta mix of:- • High Density Residential • Retail • Offices • Health Care Centre • Gymnasium • Restaurants	Ladysmith	Interested Investor / Developer	R 20 Million for land preparation
EZAKHENI COMMERCIAL EXTENSION	**The Project Includes :** • Commercial	Ezakheni D Section	Interested Investor / Developer	Private Investment

	• Offices • Parking Court • High density housing			
LADYSMITH INTERMODAL FEEDER PORT	**LADYSMITH INTERMODAL FEEDER PORT** • **The sustainability of this R100 million Projected Medium Term Project** • • Transnet PX Goods Warehouse in Ladysmith **replacement value > R 1 billion**, yet unutilised. • • **Substantial opportunity** to increase rail traffic as a result of: • – Transnet Market Demand Strategy (‘**road-to-rail**’) due to significant congestion and cost of services in Durban • – **Road related fatalities** on N3 (project to save 25 fatalities	Helpmekaar Road, Limithill	Interested Investor / Developer	R 35 million

	and millions of Rand p.a. on average at inception) o – Increase traffic control in Ladysmith by **controlling goods flow** to Durban Port and value-added offering o – Introducing the first South African Metal' s Exchange and Bonded Warehouse service. o – Proximity to the N3 (NATCOR – 4000 trucks a day) and N11 (1000 trucks a day). o – Competitive cost for freight services on rail. o • The LIFP projects will create over **200 new employment opportunities with more than 1000** o **Indirect jobs** in the first year of existence. o • Local community to benefit from significant spin -offs i.e. accommodation, trucking services, o Beneficiation and manufacturing.			

DUNLOOP INTEGRATED HOUSING DEVELOPMENT	**The Project includes :**
	• To yield approximately 4 000 units
	• Comprising of a mix of:
	  • Low Cost Housing
	  • Community Rental units
	  • Social Housing
		Helpmekaar Road toward Ezakheni	Interested Investor / Developer	Private Investment

NPA DEVELOPMENT	**The Project includes :** • Strategically located • Approximately 92 hectares • Aimed to compliment the Aerodrome • Contribute to creating an Aerotropolis. • Major land uses:- • Offices, • Retail, • Light Commercial, • High Impact Residential (Gated Community),		Interested Investor / Developer	R20 million for land preparation

	~~Private Hospital,~~ • Light Industrial, • Hotel and • Conference Centre			

ERF A3 DEVELOPMENT	**The Project includes :**
	• Neighbourhood Shopping Facility
	• Comprises of:-
	  • Neighbourhood supermarket,
	  • Franchise Restaurants,
	  • Petrol Filling Station (with ATM, car wash, convenience store and franchised take away restaurant),
	  • Medical Centre and
	  • Pharmacy and Clothing Store
		Ezakheni A Section	Interested Investor / Developer	Private Investment

EXTENSION 18 DEVELOPMENT	**The Project includes :** • Strategically located:		Interested Investor / Developer	R20 million for land preparation

	• Entrance to the town • Along the N11 • 43.4 hectares in extent • Layout approved • Undeveloped • Un - serviced			
LADYSMITH **BLACK MAMBAZO**	**The Project includes:** • To teach indigenous culture • First in SA	Location not yet finalized	Private Investor for the Development and Operating the Academy in Partnership with the Municipality	R 15 million

	o			
MUSIC ACADEMY	Development includes: o Serviced space toilets, kitchen, cafeteria, o Auditorium, o Academy, o Amphitheatre, o Boardroom, o Administration.	incorporating		

Project	**PROJECT DESCRIPTION**	**PROJECT LOCATION**	**REQUIRED INTERVENTIONS/SUPPO !T**	**Project Value**
Agri-Processing Hub	A plant to process fresh vegetables into frozen packs and to slaughter chickens.	Mathews Farm, Ladysmith	Equipment and Machinery Partnership/Mentorship	R 4 Millio n

Establishing a textile Hub	A PPP Factory Unit that produces textile material to supply mainly school uniform and for Export purposes	Cemetery Road, Ladysmith	Investor to Develop a Textile Hub in Partnership with local Cooperatives	R 3 Million
Berg Tea Project	The Project source the raw material locally and produce health Tea Product	Mathews Farm, Ladysmith	Equipment and Machinery Partnership/Mentorship Institutional Support	R 1 Million
Aloe Tea Project	The project sources raw material from local aloe plants to produce medicinal products like Body Cream, Soap (liquid and Tonic) and Aloe Juice	Qedusizi, Ladysmith	International Networking & Marketing Partners to access international markets	R 2 Million
Rejuvenating the "collapse" land Restitution Projects	The project must Commercialise the identified land restitution projects that are in the phase of collapsing or already collapsed	Colenso and Mthandi areas	Commercial Farmers to partner with local communities/ Cooperatives	R 10 Milli on
ICT HUB	The Project is initiated by the Moses Kotane Institute	Ezakheni A section	Partnership with MKI to initiate the digital / ICT migration to Rural areas	R 6 Million

Bridge To No-Where	Detailed project description available on Okhahlamba Development Agency	Roosboom, Ladysmith	Partnership	R 56 Milli on
Hydrophonics Project	The project will produce vegetables throughout the year for all seasons	Mathews Farm, Ladysmith	Capital Investment Potential Commercial farmers to partner with local cooperatives / Communities	R 6 Million
Emnambithi/Ladysmith Municipality and Missippi Town Authority Twinning	The partnership between the two towns was signed in 2010 and it aimed at exchange programmes as well fascilitating business networking between the two cities.	Ladysmith	Institutional and Legal Support to drive the twinning of Cities Agreement / Programm	

	o Construction of the associated facilities			
LADYSMITH AERODROME DEVELOPMENT	**The Project includes:** o Upgrade of the existing Aerodrome to a regional airport	Ladysmith	Private Public Partnership	R20 milli on for services excluding maintenance

EXTENSION 15 DEVELOPMENT	**The Project includes :** o Phased development Ladysmith Mall- Phase 1 o Supporting developments: o Commercial o Retail o Housing	Helpmekaar, Limithill	Interested Investor / Developer	Private nt inves
INDOOR SPORTS COMPLEX DEVELOPMENT	**The Project Includes :**Mixed use development comprising of a juxta mix of:- o High Density Residential o Retail o Offices o Health Care Centre o Gymnasium o Restaurants	Ladysmith	Interested Investor / Developer	R 20 Mill ion fo land on preparati

EZAKHENI COMMERCIA - EXTENSION	**The Project Includes :** □ Commercial	Ezakheni D Section	Interested Investor / Developer	Private nt Investme

DUNLOOP INTEGRATED HOUSING DEVELOPMENT	**The Project includes :** • To yield approximately 4 000 units • Comprising of a mix of: • Low Cost Housing • Community Rental units • Social Housing	Helpmekaar Road toward Ezakheni	Interested Investor / Developer	Private nt Investme

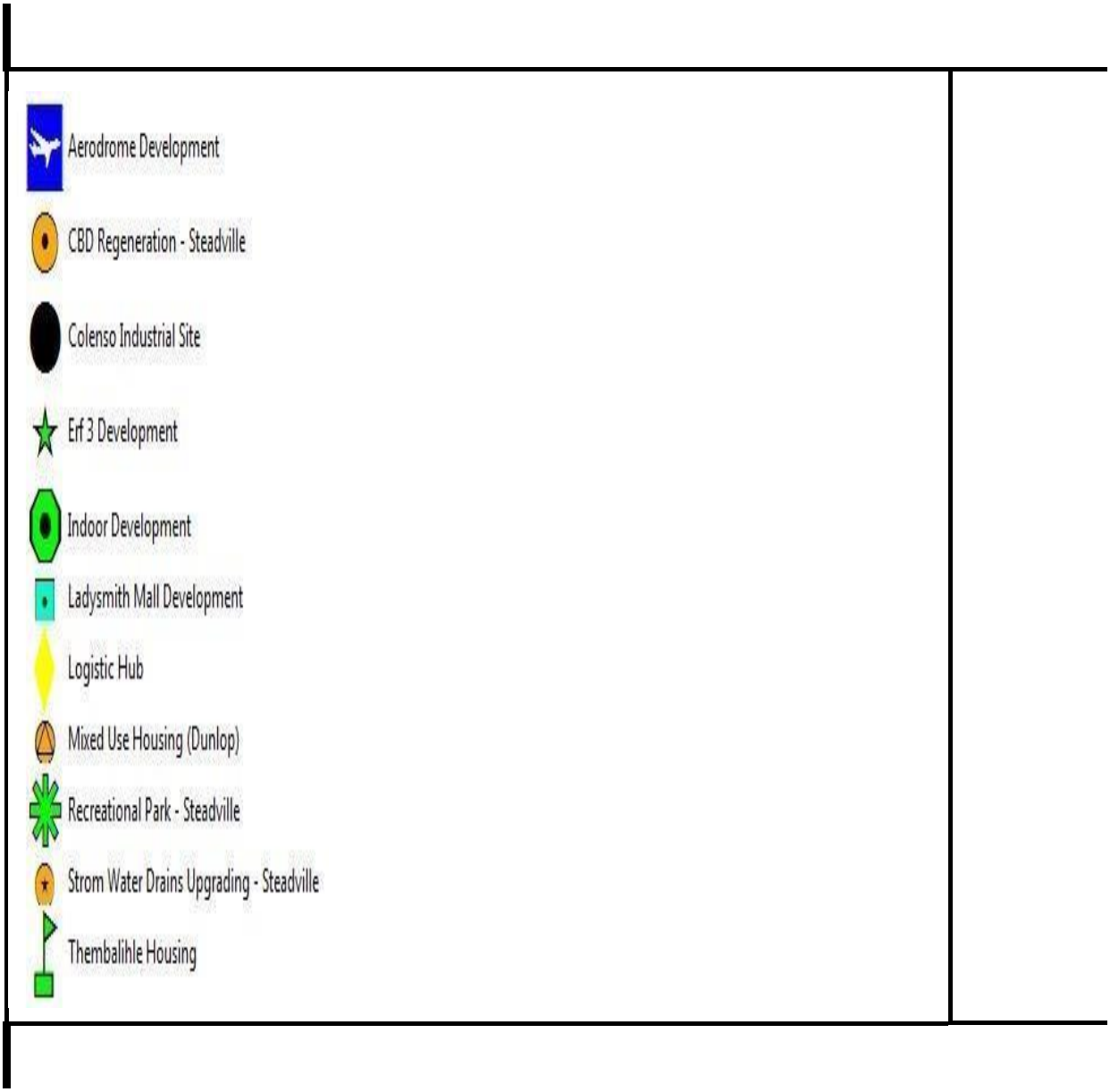
NPA DEVELOPMENT	**The Project includes :** • Strategically located • Approximately 92 hectares • Aimed to compliment the Aerodrome • Contribute to creating an Aerotropolis • Major land uses:- Offices, • Retail, • Light Commercial, • High Impact Residential (Gated Community), • Private Hospital,		Interested Investor / Developer	R20 milli on for land on preparati

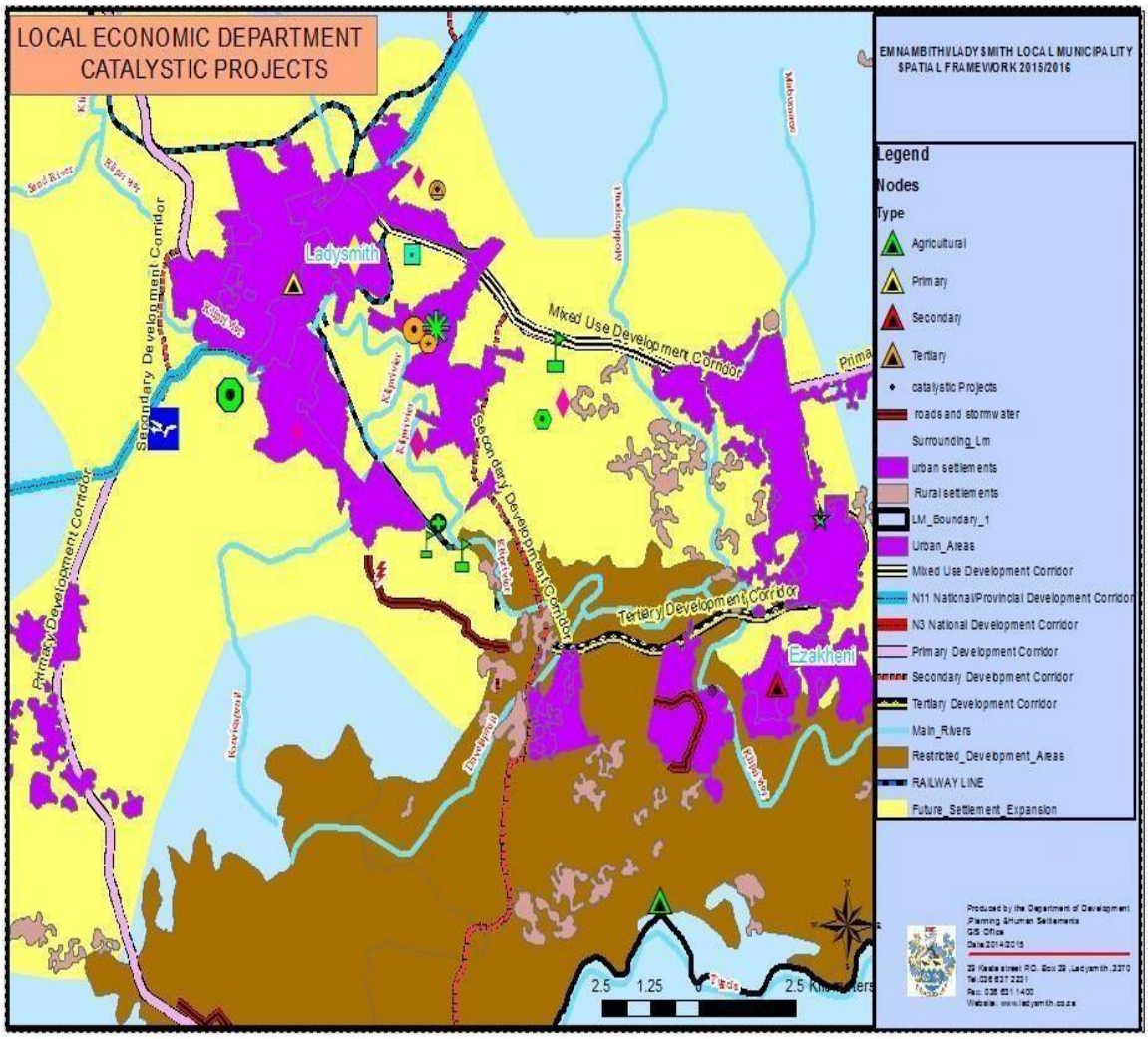
	○ Light Industrial, ○ Hotel and ○ Conference Centre			
ERF A3 DEVELOPMENT	**The Project includes :** ○ Neighbourhood Shopping Facility ○ Comprises of:- ○ Neighbourhood supermarket, ○ Franchise Restaurants, ○ Petrol Filling Station (with ATM, car wash, convenience store and franchised take away restaurant), ○ Medical Centre and ○ Pharmacy and Clothing Store	Ezakheni A Section	Interested Investor / Developer	Private nt Investme

EXTENSION 18 DEVELOPMENT	**The Project includes :** • Strategically located: • Entrance to the town		Interested Investor / Developer	R20 million land on preparati

	• Along the N11 • 43.4 hectares in extent • Layout approved • Undeveloped • Un-serviced			
LADYSMITH BLACK MAMBAZO MUSIC ACADEMY	**The Project includes :** • To teach indigenous culture • First in SA • Development includes:	Location not yet finalized	Private Investor for the Development and Operating the Academy in Partnership with the Municipality	R 15 milli on

	• Serviced space incorporating toilets, kitchen, cafeteria, • Auditorium, • Academy, • Amphitheatre, • Boardroom, • Administration.		


Aerodrome Development
CBD Regeneration - Steadville
Colenso Industrial Site
Erf 3 Development
Indoor Development
Ladysmith Mall Development
Logistic Hub
Mixed Use Housing (Dunlop)
Recreational Park - Steadville
Strom Water Drains Upgrading - Steadville
Thembalihle Housing



3.12.18 INVESTMENT RETENTION POLICY

Engagements with stakeholders (businesses, district and neighbouring Municipalities) have assisted LED in strengthening the relationships with the stakeholders. LED Section has targeted to brand the town, advertise in Local, Provincial and National publications to attract potential investors. It has been a priority for the LED section to encourage Industrials businesses to relocate to Ladysmith so as to create job opportunities and economic growth. During July 2012 to December 2012 the following has been achieved

3.12.19 PARTNERSHIPS / NETWORKS

A number of partnerships and networks has been developed with various Sector departments such as Department of Co-operative Governance and Traditional Affairs, Department of Economic Development, Tourism and Environmental Affairs, Department of Agriculture, KZN Trade and Investment, SEDA, and other government institutions.

3.12.20 INCENTIVE SCHEME

The Alfred Duma Local Municipality offers incentives to attract new businesses and to encourage the expansion of existing businesses. The Emnambithi/Ladysmith's decisions are based on its current development strategies and once made; the municipality's decision will be communicated to the applicants.

The Local Economic Section will call for applications of monetary incentives for new businesses, expanding businesses or businesses that have done renovations to their business premises to apply for incentives which will be taken off their rates.

Businesses, tenants and owners applying to the Municipality for the incentives for expanding businesses must demonstrate to the satisfaction of the Municipality that the expansion implemented has sufficient economic and job creation impact to justify the concessions applied for and must consume a minimum of 10% more electricity than the average consumption of the previous base year and or employ 20% more employees than the average for the previous 12 (twelve) months.

3.12.21 PRIVATE SECTOR RESOURCES

Private sector is also engaged to incorporate informal trading within the commercial developments.

A number of developments have provided funding for the informal economy sector; one example is the development of Ezakheni Plaza, which has provided informal trading stalls for the traders with that area.

Public-private partnerships are aimed at pooling public and private sector resources in delivering public services so as to improve the services the government offers to the public while allowing it to focus on its core mission. A wide range of partnerships are possible. Contractors doing business with municipalities have a vested interest in knowing the advantages and requirements of this approach to project contracting as it is becoming a preferred means for municipalities to carry out their major projects (Mario Paul-Hus, 2007).

3.12.22 PUBLIC DATABASE FOR MUNICIPAL LAND

The municipality is in a process of appointing a consultant who will conduct the land audit for municipal land. The project is budget for in the next financial year.

3.12.23 POLICY REGULATING STREET VENDORS

A draft demarcation plan was prepares and is currently being amended. The demarcation plan for informal traders guides the spatial location of informal traders in Ladysmith. The demarcation plan is informed by the ALFRED DUMA LOCAL MUNICIPALITY town planning scheme. LED issues trading permits for informal traders.

3.12.24 PLAN TO MOBILISE PRIVATE SECTOR RESOURCES

The municipal LED sections plans to mobilise the private sector resources through the trade mission, business retention and expansion programmes and through the incentives policy.

3.12.25 BUDGET FOR RESEARCH AND DEVELOPMENT

The municipal LED section depends on the research analyst who is based at the municipal internal Human settlements department.

3.12.25 LED CAPACITY

The officials are capacitated through a post graduate programmed in LED which is sponsored by KZN Department of Economic Development Tourirsm and Environmental Affairs in partnership with t he University of Pretoria.

3.12.25.1 CAPACITY CONSTRAINTS

There is adequate capacity however challenges do exsit in the section. The lack of sufficient funds to implement LED initiatives are one of major obstacle that hinders the sustainability and success of LED projects.

3.12.25.2 CAPACITY NEEDS IDENTIFIED

There is a need to improve project manangement skills and to conduct corporative and SMME business manangement training.

3.12.25.3 APPROPRIATE INSTITUTIONAL ARRANGEMENTS

According to the organogram LED section comprises of a manager, assistant manager and four LED officers, a researcher and development specialist. There is adequate capacity however challenges do exist in the section. The lack of sufficient funds to implement LED initiatives are one of major obstacle that hinders the sustainability and success of LED projects.

There is an existing LED Unit organogram with 15 permanent employees supported by contractual workers. The plan is to fill in 2 vacant posts per each financial year.

In order to regulate partnerships between the municipality and the beneficiaries entities, the LED Unit has drafted the MOU's and Service Level Agreements (SLA's) which are incorporated to the LED Support Policy. The main purpose of the policy is to ensure the value for money for the support provided by the department to the beneficiaries. The policy Standard Operating Procedures, Projects Assessment Templates and the Monitoring and Evaluation Templates.

The major challenges is the financial constraints to implement the LED Plan. As part of the ongoing monitoring and evaluation, there is a municipal AG's Register which incorporates all departments' outstanding issues to be attended to. The MCM Resolution register sets up a template which depicts the progress report on addressing the AG's queries.

3.12.27 STATUS OF M&E PLAN

The monitoring and evaluation of the municipality is weak in term of progress. The municipality has formed a partenership with M&E section of EDTEA to improve progress.

3.12.28 ACTION PLAN FOR AG CONCERNS

There were AG concerns in the 2014/2015 financial year for both Municipalities and the Action Plans have been prepared by both Municipalities.

3.12.29 DONORS AND SOURCES OF FUNDING AQUIRED FOR CATALYTIC PROJECTS

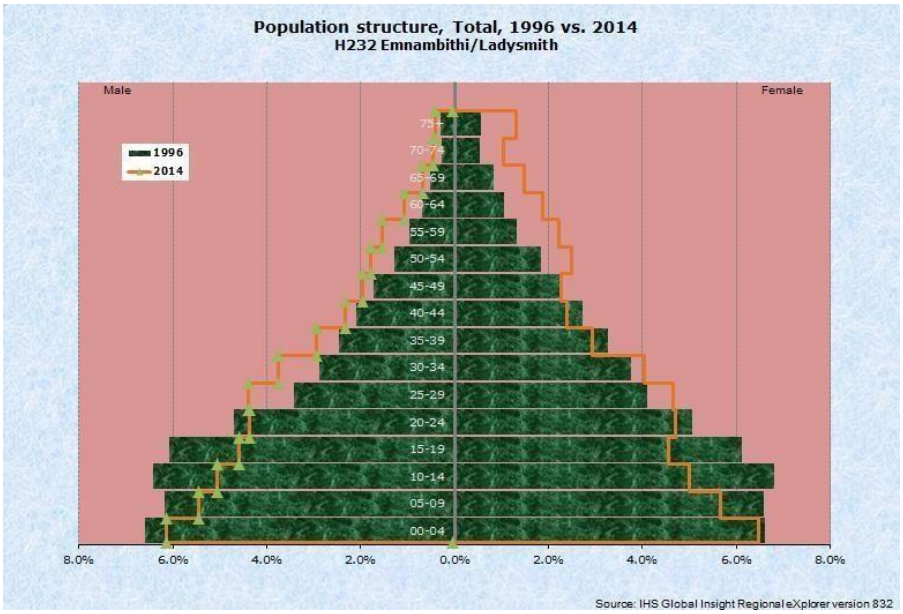
ALFRED DUMA LOCAL MUNICIPALITY is in a process of acquiring a loan from funding agencies and has appointed a panel of consultants to assist the municipality with funding of catalytic projects.

3.13 SOCIAL DEVELOPMENT

Social development is considered to be very important by the municipality and as such it is an integral part of our Integrated Development Plan. It is meant to ensure that municipal strategies and programs consider the needs of the disadvantaged and marginalised population groups in order to deal effectively with poverty reduction and gender equity.

Embedded within this concept of social development is the issue of social cohesion which as the municipality endeavour to achieve through different programs and projects so as to provide the opportunity for the poor and vulnerable to increase their livelihood and quality of life. Alfred Duma Local Municipality through its five year development plan aims to contribute towards the realisation of socioeconomic rights for all its citizens.

3.13.1 POPULATION GRAPH



Currently Alfred Duma Local Municipality's population is 237 000 according to Global Insight 2014.
Alfred Duma has 36 wards and most of them are rural areas. During the 2017/2018 IDP community meetings were held in most of the wards with an exception of three wards due to political instability.

The table below reflect the intervention report through Sukuma Sakhe Office in the Municipality

DATE	ACTIVITY	RESPONSIBLE	PLACE	OUTCOME
21 January	Year Plan Meeting-	DAC Coordinator, LAC Coordinator	Corporate Boardroom	Awareness Campaigns and Dialogues were planned
28 January	Training Meeting	Khulisa Projects Training Coordinator, LAC Coordinator	Khulisa Offices	Training was rescheduled
02 February	Year Plan Meeting	HST Manager, HST Local Coordinator LAC Coordinator	HST Boardroom	Traing Schedule was submitted to LAC for all Leaders
19 February	LAC Meeting	Local AIDS Council	Council Chamber	Meeting was sat though no resolutions were taken due to quorum
20 February	Report Writing Workshop	DOH, LAC Coordinator, DAC Coordinator, Premiers Office	Council Chamber	Training was done lead by HST Coordinator.
26 February	LAC Special Meeting	Local Aids Council	Council Chamber	Meeting was successful, being chaired by Deputy Mayor
3 March	SALGA- LAC and DAC Workshop	DAC Coordinator, LAC Coordinator	SALGA Boardroom	Workshop conducted and New Policies to be compiled
4 March	PCA Meeting	Provincial Council of AIDS	Gruys Hospital Boardroom	Meeting and Reporting was done.
9 March	Dual Protection Awareness Campaign	DOH, LAC, OSS, DOE	Ezakheni Campus TVET	200 Students attended and 40 students were screened.

March (DTBC)	Basic HIV/ AIDS Training of Traditional Healers (Continuation)	ITEACH Projects	Ezakheni C Hall	It was rescheduled
March (DTBC)	Basic HIV/ AIDS Training of NGO's	Qhakaza Mbokodo	Qhakaza Mbokodo	It was rescheduled

20 March	Basic HIV/ AIDS Training of LGBT	Department of Health	Town Hall	It was rescheduled
20 March	Dual Protection Plennary Meeting	Department of Health, Qhakaza Mbokodo	St Cads CHC	Meeting was rescheduled
24 March	TB Awareness Plennary Meeting	Duduza Care, Qhakaza Mbokodo, DOH, DOA, DOHA	Nkunzi Hall	Delegation to duties was done
31 March	TB Awareness Dry Run Meeting	Duduza Care, Qhakaza Mbokodo, DOH, DOA, DOHA	Nkunzi Hall	Venue inspection was done and logistics checked.
DATE	**ACTIVITY**	**RESPONSIBLE**	**PLACE**	**OUTCOME**
01/04/ 16	Year Plan Meeting-	People Living With HIV, Department of Health	Committee Room	Awareness Campaigns and Dialogues were planned
04/04/ 16	Plenary Meeting for People Living With HIV Launch	People Living With HIV, Department of Health, DSD, SASSA, NGO's	Council Chamber	Event planned for the 20th April 2016
05/04/ 16	Ward AIDS Committee Meeting	HST Manager, HST Local Coordinator LAC Coordinator	Ezakheni Library	Phila Mntwana postmortem done
08/04/ 16	Isibani Sezwe Youth presentation	DOH, LAC Coordinator, Youth Office	Committee Room	Isibani Sezwe business plan reviewed.
11/04/ 16	Interelated Meeting	Civil Society	Council Chamber	Meeting was successful
9 March	Dual Protection Awareness Campaign	DOH, LAC, OSS, DOE	Ezakheni Campus TVET	200 Students attended and 40 students were screened.

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MONTH	**ACTIVITY**	**VENUE**	**RESPONSIBLE**	**OUTCOME AND INDICATORS**
04/07/2016	Ezakheni Youth and Substance Abuse Programe	Ezakheni TVET	DOH, WAC, Civil Society, LAC, Youth, Correctional Services, Protection Services, SANCA, LGBTI, DOA, SASSA,	Youth Dialogue attendance was not good due to exams
18/07/2016	Mandela Day	Boxer Taxi Rank	LAC and Municipality Staff	Cleaning and painting of Taxi Rank, distribution of Condoms
27/07/2016	Qwaqwa Wellness Program	Sizanokuhle Creche	DOH, WAC, Civil Society, LAC, Youth, Correctional Services, Protection Services, SANCA, SASSA, Home Affairs, saps	HCT Awareness, Community Safety addressed – 5**0 people** came for services rendered

19/ 08/2016	Traditional Health Practitioners Indaba	Tsakane Hall	Dept of Health, Arts and Culture, Agriculture, THP, Community, Councillors	THP Graduation and Dialogue – **100 people** attended
24/08/2016	Young Women and Teenage Wellness Dialogue	Tsakane Hall	Dept of Health, Arts and Culture, Agriculture, THP	All Stakeholders were emphasising on Moral Regeneration and Substance Abuse, 80 people attended
14/09/2016	CCMDD Launch	Waltons Clinic	Dept of Health, Civil Society and Community	25 people attended well informed Stakeholders

ACHIEVEMENTS:

The programs were made possible by:
Students from Ezakheni TVET
Ladysmith LGBT
HST – Health System Trust
ITEACH
Department of Health
Department of Arts and Culture

Department of Agriculture
SAPS
SASSA
Home Affairs
Al Imdaad
Youth and Teenagers

The municipality assist by coordinating and capacitating structures in wards that are specifically dealing with HIV/AIDS, mobilise communities on new infections working through clinic and mobile clinics. Communities are also assisted in forming forums such as People Living with HIV and Traditional Healers Forum's as 70% of the municipality is rural.

Alfred Duma Municipality is also part of the Local Aids Council, District and Provincial Council and quarterly reports are submitted to these forums. With regards to statistics received from the Department of Basic Education which speaks to new children infected or affected as well as the percentage of teenage pregnancy. The municipality working with councillors and sector departments

prioritize such affected wards to get the root cause and some of the issues that cause high percentage in teenage pregnancy relate to rape and high drug rate.

3.13.4 EDUCATION

In Alfred Duma Local Municipality there are 79 primary schools, 11 combined schools and 33 high schools. Some primary schools have Early Childhood Development centres within them especially those that are located in town and the townships. In promoting Early Childhood Development the municipality assist by donating municipal land to NGO's registered with the Department of Social Development for construction of such centres. In addition to that the Infrastructure and Services department also constructs such centres informed by the needs analysis done in IDP community meetings.

3.13.5 SAFETY AND SECURITY

Alfred Duma Local Municipality has a responsibility towards its communities and employees to ensure that the areas are secure and safe to live and work in. It is therefore imperative that the Municipality provides a sense of safety and security.

Within the Department Community Services, Public Safety Section is attending to matters relating to providing security and safety to the communities. The following aspects are addressed within the department.

3.13.5.1 FIRE SERVICES:

1. The Alfred Duma Local Municipality Fire Brigade services is a designated fire service appointed by the Minister in relation to the Fire Brigade Services Act.
2. The Fire Services provide the following- Fire Fighting and rescue
    - Fire prevention and protection
    - Implementing Fire Services By laws
    - Scrutinising Building Plans providing recommendations on building Safety and Fire requirements.
    - Performing exercises at high risk commercial and industrial building occupancies.

3.13.5.2 SECURITY AND TRAFFIC SECTION

1. The Traffic section are enforcing the road traffic Act and ensuring road safety.

2. The section forms part of the SAPS Security Cluster committee that deals with Crime Prevention.
3. Under this section road marking and Road safety sings are erected to ensure roads are safe and user friendly.
4. Alfred Duma Local Municipality has a CCTV camera system that is monitored 24/7 that addresses crime prevention within Municipal Buildings and Municipal areas.

3.13.7 YOUTH DEVELOPMENT

The municipality has a functional youth development unit managed by the Assistance Manager Youth in order to make sure that the youth is involved in municipal activities. In addition the municipality is implementing the 20% set aside for people coming from the previously disadvantage communities including youth in relation to supply chain management projects.

3.13.7.1 YOUTH PROGRAMS CURRENTLY RUNNING IN THE MUNICIPALITY ARE AS FOLLOWS:-

- Registration fee for Tertiary Education
- Youth Month/day celebration
- Establishment of local youth forums
- Annual youth summit
- Heritage day celebration

3.13.8 GENDER

The municipality adopted an Employment Equity Plan which is currently being implemented with an aim at eliminating unfair discrimination in employment and to provide affirmative action to redress the imbalances of the past as well as to ensure specifically that women are considered in Senior positions. A Gender Policy has been developed and is also being implemented and its aim is to guide the development of gender responsive programs, projects within the municipality in transforming the status of women with the key aim of mainstreaming gender in the broader planning agenda of the municipality.

3.13.9 PROGRAMS

- Women coaching and mentoring program
- Women Day celebration
- International women day celebration
- 16 Days of activism
- Senior citizens program
- Social security program

3.13.10 SWOT ANALYSIS

Strength • Functional Unit of Special Program with budget • Relative good relations with sector departments • Political buy in on programs	**Weaknesses** • No adequate budget • Poor alignment with sector department • Shortage of staff
Opportunities Good working relations with Social Development department and SASSA	**Threats** Shortage of staff

The municipality assist by coordinating and capacitating structures in wards that are specifically dealing with HIV/AIDS, mobilise communities on new infections working through clinic and mobile clinics. Communities are also assisted in forming forums such as People Living with HIV and Traditional Healers Forum's as 70% of the municipality is rural.

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3.13.6 OPERATION FIELA

Since the announcement of Operation Fiela by government the municipality has been working on a joint operation with SAPS, Department of Home Affairs and Public Safety Department to combat crime in Ladysmith. Since the inception on this program 78 arrest were made of people being in the country illegally with

no convictions and Home Affairs Department implemented its systems in terms of dealing with such challenges. In May 2015 another operation was carried out and 25 arrest were made ranging from theft, dagga, drunkenness.

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Opportunities Good working relations with Social Development	**Threats** Shortage of staff

department and SASSA	

CHAPTER 4

4.1 MUNICIPAL VISIONS, GOALS AND STRATEGIC OBJECTIVES

Taking into account the human and financial capabilities of the municipality the council envisions that:

Alfred Duma Local Municipality will be Kwa-Zulu Natal most prosperous city where all residents enjoy high quality of life.

The vision commits the municipality to championing economic development within the key sectors that characterises Emnambithi / Ladysmith. It also entrust the municipality with the responsibility of delivering services and creation of a safe and healthy environment. This vision is also embedded with economic, social, service delivery and social cohesion elements. The vision was a result of a collaborated strategic planning meeting which took place in Drakensburg early December 2016.

4.2 ELEMENTS OF THE VISION

The Alfred Duma Local Municipality vision encompasses the following five dimension of development in which we strives for:

Economic: a broad, diverse and inclusive economy that grows at least at a 3% growth rate per annum in order to create conducive conditions for employment opportunities.

Good Governance: establishing strong institutional structures to promotes good governance.

Service Delivery: an excellent service delivery for all residents.

Social Cohesion: unity and strength and good social relations

Environmental Sustainability and Diversity: development that meets the needs of today without compromising the ability of the future generations to meet their own needs. We strive for tolerance of diversity and we strive to be a resilient town that can adapt and survive all conditions imposed upon it.

4.3 MISSION

The Mission Statement defines the fundamental purpose of the municipality and is as follows:

1. Promoting social upliftment and economic regeneration;
2. Building strong institutional structures to promote good governance;
3. Proving Basic Service in an affordable and sustainable manner;
4. Promoting public participation in the manner that support Co-operative
5. Promoting a safe and healthy environment;

In addition to that, it is a legal requirement of the Municipal Systems Act that Municipalities should set and implement strategic priorities, predetermined objectives, indicators and targets aligned to the local government strategic agenda. Moreover to this, the framework should be in line with the Performance management System of the municipality so as to enable the assessment of developmental progress and shortfalls of each area and enhance where applicable and necessary.

Therefore, the municipality has set the following strategic objectives and goals for the next 5 years

4.4 MUNICIPAL STRATEGIC GOALS

4.4.1 GOAL NUMBER ONE: CREATING A CONDUCIVE ENVIORMENT FOR GROWTH DEVELOPMENT

To ensure enhancement of appropriate and sustainable LED
To contribute towards the development of tourism Sector
To contributes towards the development of the Agricultural Sector
To promote the participation of Woman, Youth and the Disabled on LED projects and activities To promotes SMMEs Development
City Regeneration

4.4.2 GOAL NUMBE TWO: FINANCIAL STABILITY

Improve financial viability of municipality
To enhance effective and efficient SCM process and procedures Improve budget implementation in the municipality

4.4.3 GOAL NUMBER THREE: SPATIAL DEVELOPMENT

(CROSS CUTTING)

To improve response to disasters

To promote the sustainability and protection of the municipality Improve strategic and spatial planning in the municipality

4.4.4 GOAL NUMBER FOUR: IMPROVE ON GOVERNANCE

To improve municipal inter-departmental and external (including IGR) communication

Alleviate fraud and corruption in the organisation

Improve effectiveness of public participation in the municipality

Improve municipal efficiencies and operations

Increase social development in municipal area

4.4.5 GOAL NUMBER FIVE: BASIC INFRASTRUCTURE

To improve access to infrastructure

To plan and support the acceleration of sustainable human settlements at appropriate locations

Improve the provision and maintenance of municipal roads and sidewalks

Enhance access to and provision of social and community services

4.4.6 GOAL NUMBER SIX: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

To ensure that the municipality has well skilled, competent, reliable and motivated employees to improve institutional and organisational capacity Improve municipal performance through PMS implementation.

CHAPTER 5: STRATEGIC MAPPING

Alfred Duma Local Municipality (herein referred to as ADLM) intends to facilitate the development of a Spatial Development Framework (SDF) that is sustainable, legally, compliant and provides clear guidance for the development of the land use scheme through the land use framework its area of jurisdiction. The Municipal Systems Act No. 32 of 2000 (MSA) requires that each Municipality prepare an Integrated Development Plan (IDP) to serve as a tool for transforming local governments towards facilitation and management of development within their areas of jurisdiction. Alfred Duma Local Municipality SDF is intended, in part, to comply with Section 26(e) of the Municipal Systems Act, (Act No. 32 of 2000) as well as Chapter 4, Part E of the Spatial Planning and Land Use Management Act, which requires a municipality to prepare and adopt an SDF as a component of its Integrated Development Plan (IDP). According to DRDLR Guidelines for the Formulation of the SDF, it is defined as a core component of a Municipality's economic, sectorial, spatial, social, institutional, environmental vision. In other words, it is a tool to achieve the desired spatial form of the Municipality. Most importantly, the SDF is intended to facilitate the development of a spatial structure that promotes integrated development and enables an efficient delivery of services. It will give direction to future planning and development within Alfred Duma Local Municipality.

Alfred Duma Local Municipality SDF will serve as a strategic framework that directs the implementation of the IDP and guides the overall spatial distribution of current and desirable land uses within a Municipality in order to give effect to the vision, goals and objectives of the municipal IDP. The Constitution of the Republic of South Africa,

(Act No. 108 of 1996) confers to municipalities major developmental responsibilities intended to improve quality of life people residing or working within a municipality's area of jurisdiction. An SDF therefore, forms part of the systems and procedures at the disposal of the municipality to perform on its developmental mandate and facilitate removal of spatial remnants of the apartheid past. The main purpose of the SDF is to guide the form and location of future spatial development within Alfred Duma Local Municipality. It is a legislative requirement and has a legal status. In summary, the SDF has the following benefits:

- facilitates decision making with regard to the location of service delivery projects and guides public and private sector investment;
- it strengthens democracy and spatial transformation and facilitates effective use of scarce land resources; and
- it promotes intergovernmental coordination on spatial issues and serves as a framework for the development of detailed Land Use Management Scheme (LUMS).

Other key defining features of Alfred Duma Municipality includes the following:

- It is home to a number of spectacular tourist's attractions including Drakensburg Mountain Range, Battlefields Route, Ingula Pump Station and numerous other tourist attractions.
- Ladysmith is the administrative district of the UThukela District Municipality.
- The municipality has arable land which has great opportunities for agriculture and agri-processing.

Ultimately, the SDF and accompanying package of plans, defines and facilitates a progressive move towards the attainment of an agreed upon desired spatial form within the municipality's area of jurisdiction.

5.1 MUNICIPAL DEVELOPMENT VISION

In addition to the need to be SPLUMA compliant, the SDF must inform the strategic spatial response of the IDP and is itself informed by key international, national, provincial and local influences. The following diagram provides an overarching view of the combined influences on the municipal IDP and SDF. Each of the strategies listed below should not be seen in isolation but as integrated components of an overall framework for sustainable development of the municipal area.

FIGURE 2: MUNICIPAL DEVELOPMENT VISION

The SDF is a primary spatial response to the development context, needs and development vision of the municipality. It is a key land use management tool of the Municipality as it has an important role to play in guiding and managing Municipal decisions relating to the use, development and planning of land. It does this by:

- Identifying key spatial challenges facing the municipality. In so doing identify key strategies for spatial restructuring and achieving the desired outcomes for future use and development of land;
- Identifying areas that are not suitable for development and outlining areas that should be conserved; Providing policy guidance to direct decision making on the nature, form, scale and location of urban development; Guiding the direction of growth by outlining areas in which particular types of land use should be encouraged or discouraged and areas in which the intensity of land development could either be increased or reduced; • Guiding both private and public development investment initiatives to appropriate areas for investment;
- Guiding and informing municipal infrastructure investment;
- Guiding public investment, namely the provision of community facilities or any other spending of public funds.

The Alfred Duma Local Municipality is a Category B municipality in the uThukela District within the region of northern KwaZulu-Natal. It forms part of three local municipalities comprising the UThukela District Municipality and makes up a third of the district geographical area. The local municipality was established by the merger of the Emnambithi/Ladysmith and Indaka Local Municipalities in August 2016.

Some of the natural features of the municipality include the uThukela River and the Greater Drakensberg Mountain. ADLM is made up of a range of settlements, from urban to municipal service centres, agricultural landscapes, industrial and semi-rural residential settlements, and areas that are predominantly rural.

The municipality is located midway between the national primary nodes of Johannesburg and Durban. Free State Province borders the municipality from the west and Mpumalanga Province to the north. The presidential prioritised railway corridor, which links the areas of Durban and Johannesburg, runs through the municipality.

5.2 AIM AND OBJECTIVES

The primary aim of the SDF is to facilitate the spatial transformation and the creation of new spatial systems that reflects for sustainable and integrated development.

Its objectives are as follows: giving a spatial expression of the development vision and strategy as outlined in the IDP; Identifying areas where development should or should not occur; guiding the municipality in the coordination of development within its area of jurisdiction; giving spatial effect to multi-sectoral projects identified in the IDP; promoting sustainable utilisation of natural resources; and provide a framework for the formulation of area specific development plans.

More specifically, the SDF seeks to influence directly 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 and to achieve planning outcomes that:

- facilitates restructuring of the currently spatially inefficient settlement patterns; promote the sustainable use of the land and natural resources;
- channel private and public sector resources to areas of greatest need and development potential;
- Redress the inequitable historical treatment of marginalized areas; stimulate economic development opportunities in rural and urban areas; and support an equitable protection of rights to and in land. In addition, Alfred Duma Local Municipality SDF promotes: accountable spatial planning, land use management and land development decision-making by organs of state;
- Cooperative governance and wider information sharing in plan-making and implementation; and maximum openness and transparency in decision-making.

5.2 SPATIAL DIRECTIVES

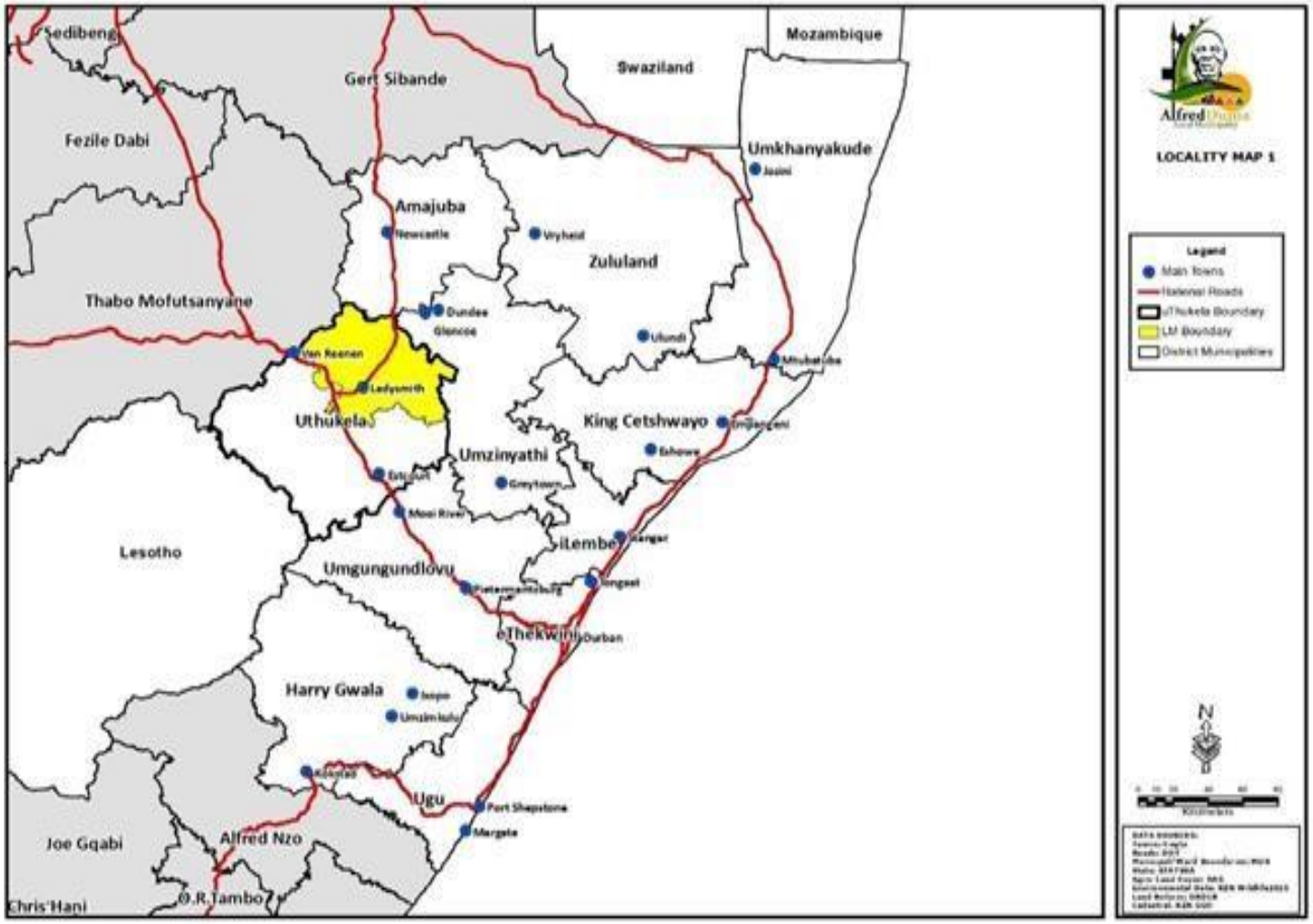
Chapter 5 provides for the preparations of IDP's and indicates that the SDF should be aligned with the national and provincial planning as well as the affected neighboring municipalities.

Section 23 (1) of the Act indicates that a municipality must undertake developmentally orientate planning. S26 (e) stipulates that the SDF must include the provision of basic guidelines for a land use management system for the municipality. S26 (e) lists an SDF as a core component of an IDP and requires that the SDF provides basic guidelines for a municipal land use management.

5.2.1. SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO. 16 OF 2013

This statute is a framework for spatial planning and land use management in the Republic of South Africa with intents to specify the relationship between the spatial planning and the land use management system and other kinds of planning;

- to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government;
- to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system;
- to provide a framework for policies, principles, norms and standards for spatial development planning and land use management; • to address past spatial and regulatory imbalances;


Sedibeng
Gert Sibande
Swaziland
Mozambique
Fezile Dabi
Umkhanyakude
Amajuba
Zululand
Thabo Mofutsanyane
Uthukela
King Cetshwayo
Umzinyathi
iLembe
Lesotho
Umgungundlovu
eThekwini
Harry Gwala
Ugu
Joe Gqabi
Alfred Nzo
O.R.Tambo
Chris Hani
LOCALITY MAP 1
Legend
Main Towns
National Roads
uThukela Boundary
LM Boundary
District Municipalities
N

- to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications;
- to provide for the establishment, functions and operations of Municipal Planning Tribunals; • to provide for the facilitation and enforcement of land use and development measures; and
- to provide for matters connected therewith.

The role of local government in spatial planning has been re- energized through the introduction of the Spatial Planning and Land Use Management Act No. 16 of 2013 (commonly known as SPLUMA).

SPLUMA PRINCIPLES	SPATIAL CHALLENGES AND OPPORTUNITIES

	BIOPHYSICAL	SOCIO-ECONOMIC/ECONOMIC	BUILT-ENVIRONMENT
	CHALLENGES		
Spatial justice Spatial efficiency Spatial resilience Spatial sustainability Good administration	• Intrusion of settlements in conservation sites, steep slopes, CBA's, flood plains and high potential agricultural land.	• Disinvestment in the industrial sector (Ezakheni and Colenso)	• Apartheid planning isolated some settlements from the town and such phenomenon is still prevalent
	• Areas which are prone to flooding	• Slow pace in resolution of land claims	• Insufficient provision of social facilities and infrastructure in rural and peri-urban settlements
	• Risks emanating from abandoned mines.	• Diminishing role of railway infrastructure in the regional economy	• Housing demand in urban areas, leading to informal settlements and urban sprawl
	• Highly erodible land soils within the agricultural areas aggravated by overgrazing.	• Tourism within Alfred Duma is lower than the provincial average	• Most settlements are dependent on Ladysmith town for goods and services
	• Insufficient designated grazing land in peri-urban areas	• High levels of poverty are still prevalent is rural areas	• Land release still a challenge as most of the land in the rural areas is privately owned

SPLUMA PRINCIPLES	SPATIAL CHALLENGES AND OPPORTUNITIES		
	BIOPHYSICAL	SOCIO-ECONOMIC/ECONOMIC	BUILT-ENVIRONMENT
	• Unsustainable waste disposal methods in rural areas	-	-
	OPPORTUNITIES		
	• Tourism opportunities on protected areas and stewardship sites	• Industrial development in secondary nodes	• Infill development
	-	• Potential for rail tourism	• Urban expansion
	• Mining potential	• The establishment of rural trading centres	• Medium to large scale commercial development in Municipal and settlement development nodes
	• Sustainable commercial agricultural programmes	• Developing the textile industry	• Future corridor linking Ladysmith, Aerodrome and Ezakheni
	• Sustainable subsistence farming and grazing along the Klipriver and Tugela	• Improving transport infrastructure to grow logistics and accessibility	• Development of Aerodrome as future node

MUNICIPAL PLANNING TRIBUNAL (MPT)

The Alfred Duma Local Municipality has decided to establish a single MPT model and the structure of the MPT model is outlined as follows:

STRUCTURE OF THE MPT

The Alfred Duma Local Municipality adopted Single MPT Model consist of the following individuals whom are qualified or registered in terms of SPLUMA. The minimum number of an MPT to have a quorum is 3, but it is advisable to have a pool of professionals for circumstances such as the nature of an application and the availability of the members:

- Chief Town Planner
- 3 Town Planners
- Assistant Technical Planner
- Manager: Building Control
- Building Inspector
- Assistant Manager: LED
- LED Officer
- Senior Legal Adviser 2 Legal Adviser's

External members from other municipalities and relevant stakeholder's to assist as when required to:

- Department Agriculture and Environmental Affairs
- Department of Co-operative governance and traditional Affairs (COGTA) Department of Rural Development and Traditional Affairs.

AUTHORISED OFFICIAL

The Alfred Duma Local Municipality has decided to appoint the Chief Town Planner as the Authorised official to decide on applications.

DEVELOPMENT ADMINISTRATOR

Alfred Duma Local Municipality has elected the Town Planner to be the development administrator who will process all land development applications.

PLANNING BY-LAWS

The municipality has advertised the draft Kwa-Zulu Natal draft Spatial Planning and Land Use by-laws in times of Ladysmith, commenting period is from 10 June 2015 to 13 July 2015. The municipality needs to adopt these by-laws in order for SPLUMA to be effective within the prescribed timeframes. Once the by-laws have been adopted by Council they are to be gazetted in the local newspaper and the provincial Gazette.

DELEGATIONS REGISTER

The establishment of the Municipal Planning Tribunal (MPT) has a direct effect to the municipal delegations register, therefore the delegations register requires to be reviewed in order to be in line with the requirements of SPLUMA. The delegations register is to be adopted by Council and published in the local and provincial gazette. The delegation register however has not been adopted by Council as yet but it should be adopted by Council before the implementation date for SPLUMA.

EVALUATION PANEL

The Alfred Duma Local Municipality in terms of Regulation 2(1) and Section 35(1) of Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013), has elected the following individuals as the evaluation panel for the MPT.

MUNICIPAL MANAGER

Executive Manager: Development Planning and Human Settlements

Executive Manager: Corporate Services

MANAGER MAYORAL OFFICE

APPEAL AUTHORITY

As provided for in Section 51 of SPLUMA the Alfred Duma Local Municipality has appointed its EXCO committee as its Apeal Authority for SPLUMA applications.

FEES AND TARIFFS

The municipality will not be amending its fee structure as there is an existing one. Applications that are not on the list of tariffs will be added in due process.

CATEGORISATION OF APPLICATIONS

The Alfred Duma Local Municipality, in terms of SPLUMA Chapter 6, has categorised its land development applications in the following manner:

5.2.2. NATIONAL ENVIRONMENTAL MANAGEMENT ACT NO. 107 OF 1998 (NEMA)

The objective of the statute is to provide for co-operative, environmental governance by establishing principles for decision- making on matters affecting the environment, institutions that will promote co-operative governance and procedures for coordinating environmental functions exercised by organs of state; and to provide for matters connected therewith.

5.2.3. INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT NO. 13 OF 2005

The purpose of the act is to development a framework for all spheres of government 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.

SPATIAL DIRECTIVES

The projects to be proposed and implemented as part of the SDF strategy will require the cooperation and coordination of all three government spheres. These are, inter alia, projects such as human settlements projects (ADLM, HDA and the KZN DoHS), local economic development projects as well as roads maintenance and upgrading projects. The coordination of all such as project will be undertaken using the framework provided for in this act.

WHITE PAPER OF LAND POLICY AND RELATED POLICIES

The White Paper on Land Policy is the result of a two-and-a-half-year process of policy development, consultation and lessons from early implementation. The current patterns of land ownership strongly reflect the political and economic conditions of the apartheid era. Racially based land policies were a cause of insecurity, landlessness and poverty amongst black people, and a cause of inefficient land administration and land use. The White Paper mandates all land policies to deal with the following:

- the injustices of racially based land dispossession;
- the inequitable distribution of land ownership;
- the need for security of tenure for all;
- the need for sustainable use of land;
- the need for rapid release of land for development;
- the need to record and register all rights in property; and
- the need to administer public land in an effective manner.

SPATIAL DIRECTIVES

Land ownership patterns in the municipality typically resemble and are evidences of former planning practices. Furthermore, there are large tracks of land in the municipality which are privately owned. This inhibits the municipality for using land for public benefit, such as low-cost housing for low to middle income earners. This policy therefore forms a framework for land reform in the municipality.

The proposed SDF therefore seeks to identify interventions which will speed the land reform programmes as well as create an equitable pattern of land ownership in the municipality.

5.2.4. NATIONAL DEVELOPMENT PLAN: VISION 2035

The National Development Plan (NDP) is the national principal plan for South Africa aims to eliminate poverty and reduce inequality by 2030. It aims to achieve this by growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

The NDP 2030 presents a long-term vision for South Africa and addressed the Governments programme to “attack” poverty and deprivation with the aim of nation building. The plan contains strategies on a range of key issues including employment, infrastructure, foreign trade, education, health, housing, social protection and safety. The NDP proposes creating 11 million jobs by 2030, which should reduce the unemployment rate to 14% by 2020 and to 6% by 2030. Total employment should rise from 13 million to 24 million by 2030. The proportion of adults working would then increase from 41% to 61%. The plan to achieve these targets includes:

- A focus on increasing exports (focusing on those areas where SA already has the endowments and comparative advantage

– mining, construction, manufacturing, agriculture, agro- processing, tourism and business services);

- building the linkages between export earnings and job creation, which often occur in domestically focused small and medium sized firms, most often in the services sector;
- increasing the size and effectiveness of the innovation system;
- supporting small business;

- reducing the regulatory burden in sectors where the private sector is the main investor;
- improving water, transport and energy infrastructure;
- improving the quality of education and the skills base;
- providing greater policy and regulatory certainty to investors;
- improving the functioning of the labour market;
- reforming the public health system;
- providing better safety and security for all citizens;
- more reliable and affordable public transport;
- better housing development (including a better urban planning approval process);
- increased rural development; and,
- An effective welfare services.
- Transforming society and uniting the country.

These principles form the core of human development (by implication, increasing the human development index of the country). All these principles also form the main priorities of spatial development. According to the chapter 5 of the NDP, the focus is mainly on environmental sustainability and resilience through an equitable transition to a low carbon economy.

This has implications on manner in which spatial planning and development is approached in South Africa. Chapter 6 sets forth targets and goals towards establishing more inclusive economy through integrating the rural areas into the development intentions of the municipality. In the main, the focus is on increasing investment new agricultural technologies, research and development in the agricultural sphere. Chapter 8 of the NDP focuses on the country's spatial planning system, requires that: all municipal and provincial Spatial Development Frameworks (SDFs) are translated into 'spatial contracts that are binding across national, provincial and local governments'; the current planning system should 'actively support the development of plans that cross municipal and even provincial

SPATIAL DIRECTIVES

Although the NDP does not specifically mention Alfred Duma and UThukela from a spatial perspective, it states that KZN along with the Western Cape and Gauteng are likely to see high population growth. This has implications on the provision of services for the municipalities and regions therein.

Overall, the vision highlights a number of focus areas, which are also, in its broader context relevant to an SDF. They are:

- The economy and employment
- Economic infrastructure.
- Transition to a low carbon economy.
- An inclusive rural economy.
- Positioning South Africa in the world.
- Human settlements.
- Improving education, innovation and training.
- Promoting health.
- Social protection.
- Building safer communities.
- Building a capable state.
- Promoting accountability and fighting corruption.
- Transforming society and uniting the country.

INTEGRATED URBAN DEVELOPMENT FRAMEWORK

The Integrated Urban Development Framework (IUDF) is a response to our urbanisation trends and the directive by the National Development Plan (NDP) to develop an urban development policy that will cater for the increasing numbers by ensuring proper planning and necessary infrastructure to

support this growth. In other words, it is government's policy position to guide the future growth and management of urban areas. The vision of the IUDF is liveable safe resources sufficient cities and towns that are socially

- Effective urban governance, and
- Sustainable finances.

integrated, economy inclusive, and globally competitive where residents actively participate in urban life. The framework has four strategic goals:

SPATIAL DIRECTIVES

This will take effect during the planning and development of urban areas in the municipality which will be named in the ensuing sections. The municipality has the following urban areas:

- Ladysmith and surrounds;
- Ekuvukeni;
- Ezakheni and surrounds;
- Colenso and surrounds.

It is envisaged that the directives of the IUDF will be incorporated when identifying urban development interventions, and when planning economic development and investment attraction.

5.4.9 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME 2009

These strategic goals are further interconnected with nine policy livers for strategic priorities and they include:

- Integrated urban planning and management,

- Integrated transport and mobility,
- integrated sustainable human settlements,
- Integrated urban infrastructure,
- Efficient land governance and management,
- Inclusive economic development,
- Empowered active communities,

Transformation and Rural Development. It has a holistic approach, partnering various stakeholders including government departments, nongovernmental organisations, the business sector and the communities, in order to enhance socio-economic development issues.

The CRDP's job creation model aims to create employment of one person per household at each of the CRDP pilot sites for a period of two years.

With the implementation of the CRDP the department aims to promote the creation of vibrant, equitable and sustainable rural communities and food security. It is a catalyst and facilitator to ensure that development takes place in rural communities. The programme addresses specific needs of the communities in rural areas such as running water, sanitation, housing and development support, and embraces and utilises participatory processes to enable members of rural communities to take control of their lives by engaging with the department in the implementation process of CRDP.

The CRDP also embraces youth development. The department has established the National Youth Rural Services Corps to train youth in rural areas in various aspects of skills development in order to build their capacity and participate in socio-economic development in rural areas.

SPATIAL DIRECTIVES

The Alfred Duma Local Municipality has several rural communities the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The strategic focus areas for the next 5 years have been identified as:

- 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.

and settlements surrounding the urban settlements. Due to past planning practices, these rural settlements have been neglected and disenfranchised which has led to the lack of infrastructure and economic development opportunities. The SDF, line with the CRDP intends to promote rural development as one of the key focuses of the development interventions.

MEDIUM TERM STRATEGIC FRAMEWORK OUTCOMES

The MTSF is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of

SPATIAL DIRECTIVES

One of the main issues in the ADLM is the joblessness and economic development, as well as issues relative to human settlements/housing backlogs.

The SDF aligns with this policy in that it has targeted areas if highest need as well as areas of focus in for intervention implementation.

NEW GROWTH PATH

The New Growth Path was established to address the economic downturn since 2008 with the aim of to grow the economy by 7%, create 37000 jobs per annum and create 5 million additional jobs by 2020. The NGP economic development focus areas are as follows:

- Employment creation;
- Cross-cutting development policy package for growth, decent work and equity;
- Proposals for macro-economic policy, micro-economic policy, and social partners;
- Resources required to support economic development; and
- Incorporation of stakeholders in the economy through institutional arrangements.

SPATIAL DIRECTIVES

The SDF, through the implementation plan and SDF strategy will place emphasis on the focus areas contemplated by the New Growth Path.

The municipality is faced with a plethora of challenges touching these areas and as such, the SDF, through a bespoke assessment of the current situation will identify areas of need and development pressures to combat in the municipality.

BREAKING NEW GROUND POLICY 2004

The Breaking New Ground Policy 2004 was adopted by government as a framework policy which focuses on a holistic approach to developing human settlements, including the provision of social and economic infrastructure. The BNG Policy prescribes that housing delivery should comply with the following objectives:

- Safe and secure environments;
- Adequate access to economic opportunities;
- A mix of safe and secure housing and tenure types;

- Reliable and affordable basic services, educational, entertainment, health, welfare and police services within a multipurpose cluster concept;
- Compact, mixed land use, diverse, pedestrian friendly, and promotes good quality of life;
- Low-income housing in close proximity to areas of opportunity;
- Integrated, functional, and environmentally sustainable human settlements, towns and cities;
- Social (Medium-Density) Housing; and Alternative technology and design.

SPATIAL DIRECTIVES

The policy emphasises the development of human settlements as opposed to housing, the former of which focuses not only on housing as the development of top structures, seeing housing as also the provision of associated services such as water, sanitation and electrification.

SPLUMA mandates that the SDF needs to identify strategic areas for the development of human settlements. The SDF, therefore will include rural housing as well as social housing within the municipality to close the current housing backlog in the municipality.

SOCIAL HOUSING POLICY

The primary objectives of the Social Housing Programme include;

- Contributing to the national priority of restructuring South African society in order to address structural, economic, social and spatial dysfunctionalities and imbalances to achieve Government's vision of an economically empowered, non-racial, and integrated society living in sustainable human settlements; and
- Improving and contributing to the overall functioning of the housing sector and in particular the rental sub-component, as far as social housing is able to contribute to widening the range of housing options available to the poor.

The most important elements of urban restructuring include:

- Spatial Restructuring - Spatial restructuring is necessary to address the needs of the urban poor (most black), who are located far away or completely excluded from the economic opportunities. The majority of these people also have limited or inadequate access to housing.

- Therefore; it is necessary to restructure the town by means of identifying appropriately located land for the provision of social housing, where places work, live, and play can be created;

Economic Restructuring - Economic restructuring will occur when social housing is used as a tool for economic revitalization of poorly performing towns. Introduction of social housing in economically underperforming towns has had a positive impact in a number of towns country wide. The number of fully completed houses will determine the scale and number of sustainable jobs created during construction. The end result will be an empowered population, which is able to use the building skills to make a living whilst creating sustainable human settlements; and

- Social Restructuring - Social housing can be used as a tool to create stable social environments that integrate with town with the rest of the LM. This also means the creation of a "sense of place" where residents have a sense of belonging and feel secured. Social housing can also be used to achieve social integration amongst people of different racial groups and backgrounds.

The Guiding Principles for Social Housing include;

- Promoting urban restructuring through the social, physical, and economic integration of housing development into existing areas.
- Promoting establishment of well-managed, quality rental housing options for the poor.
- Responding to local housing demand.
- Delivering housing for a range of income groups, in such a way as to allow social integration and financial cross subsidization.
- Supporting the economic development of low-income communities in a number of ways.
- Fostering the creation of quality living environments for low- income persons.
- Promoting a safe, harmonious, and socially responsible environment both internal to the project and in the immediate urban environs.
- Promoting the creation of sustainable and viable projects.
- Encouraging the involvement of private sector where possible.
- Facilitating the involvement of residents in the project and/or key stakeholders in the broader environment.

-
- Ensuring secure tenure for the residents of projects, on the basis of the general provisions for the relationship between residents and landlords as defined in the Housing Act, 1997 and the Rental Act, 50 of 1999.

  Supporting mutual acceptance of roles and responsibilities of tenants and social landlords, on the basis of the general provisions for the relationship between residents and landlords as defined in the Rental Act, 50 of 1999, the Co- operatives Act, 91 of 1981c, as well as the Social Housing Act, 16 of 2008. Facilitation, support and driven by all spheres of government. Ensuring transparency, accountability and efficiency in the administration and management of social housing stock.

- Promoting the use of public funds in such a manner that stimulates and/or facilitates private sector investment and participation in the social housing sector.

Operating within the provisions of the Constitution, 1996, the Public Finance Management Act, 1 of 1999, the Preferential Procurement Policy Framework Act, 5 of 2000, and other statutory procurement prescripts.

SPATIAL DIRECTIVES

The municipality along with the National Department of Human Settlements has identified restructuring zones in the municipality. These zones are defined as: “restructuring zone means a geographic area which has been; (a) Identified by the municipality, with the concurrence of the provincial government, for purposes of social housing; and (b) Designated by the minister in the Gazette for approved projects” (Social Housing Act 2008).

According to the Restructuring Zones Gazette promulgated by the National Department of Human Settlements, the following areas have been identified in the Alfred Duma LM as restructuring zones:

- Hospital Park;
- Ladysmith Central;
- Dunlop

These areas are to be targeted for the development social housing in the form of rental housing stock.

-

SPATIAL DIRECTIVES

The ADLM is in need for strategically located land for the development of human settlements and industrial and farming development. The SDF therefore will identify areas strategic for such through nodal and corridor assessments. Given that the majority of the municipality's population are youth, the SDF will need to identify areas of high youth unemployment, and form institutions to connect the youth to jobs in an around the ADLM.

KZN HERITAGE ACT (ACT NO. 04 OF 2004)

Apart from provisions in the act that allow for the proclamation and listing of individual buildings, the act also allows for the protection of groups of buildings forming a conservation area and it provides for the general protection of buildings that are over sixty years in age.

Section 34 (1) of the act states that "No person may alter or demolish any structure or part of a structure which is older than 60 years without a permit issued by the relevant provincial heritage resources authority". Under Section 26 (1) the Act deals with demolitions, additions and alterations. Section 19 deals with Heritage Landmarks, Section 20 with Provincial Landmarks. Section 22 deals with the opening of a Heritage Register.

Section 23 deals with Heritage Conservancies. Section 51 of the act allows for a fine and imprisonment for a period not exceeding two years or both such imprisonment and fine of anyone contravening Section 31 (1) of the Act.

SPATIAL DIRECTIVES

The ADLM has sites which are of historical significance such as the Battlefields sites. Furthermore, the people of the municipality are deeply rooted in their cultures and traditional in terms of burial sites and monuments. The act provides for the protection of these especially when developing housing in rural areas.

PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY

The Provincial Spatial Economic Development Strategy has been developed to achieve the objectives of ASGISA within the framework of the NSDP. The Provincial Spatial Economic Development Strategy (PSEDS) sets out to:

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

It is recognized that social and economic development is never evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have been aggravated by apartheid spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth. In recognition of the above it is imperative that Government spatially references its plans. This ensures that plans take account of the inevitable spatial disparities and ensure that optimal investment decisions are made. It is towards this end that the PSEDS has been developed.

The PSEDS focuses fixed infrastructure investments in areas of economic development potential (whether realised or dormant) and prioritises areas of greatest need based on poverty densities. This does not imply that other areas, with lower economic growth potential, will be neglected. All areas in the Province will receive investments in development and the provision of basic services.

The sectors of the provincial economy which will drive the growth of the province and address unemployment and poverty are the following sectors:

- Agriculture - including Agri-industry
- Industry including heavy and light industry and manufacturing
- Tourism including domestic and foreign tourism
- Service sector including financial, social, transport, retail and government.

An analysis of the areas of potential within these sectors follows:

Agriculture and Agri-processing: This sector is key to addressing poverty in the province since most areas of poverty are rural. Its contribution to the provincial economy is currently small but it has the potential to increase this contribution significantly if its full potential were realised. The commercial agriculture sector is the major employer in the majority of municipalities and forms the economic anchor of these municipalities. Subsistence agriculture is by far the most important source of sustenance for rural households. In order to achieve a reduction of unemployment and poverty the challenge is to grow and transform the commercial agricultural sector and improve the linkages between the First Economy commercial agriculture and the Second Economy subsistence agriculture in order to develop such subsistence agriculture into small scale commercial agriculture. The Agricultural Revolution and the Land Reform Programme are key instruments for the achievement of these objectives and they need to be aligned.

In spatially locating areas of agricultural potential in the province emphasis is placed on the need to release latent potential which mostly exists in the Ingonyama Trust lands, and the support of the land reform initiatives in the province.

- Industrial development: The potential for industrial development in the province is anchored by the nodes of eThekwini and Mhlathuze. The corridors between these two nodes and extending up to Howick form the primary zone of industrial development in the province. The cities of Newcastle, Ladysmith and Port Shepstone serve as important secondary nodes of industrial development potential.
- Tourism: The primary tourism potential within the province is in the beach tourism cultural tourism and ecotourism markets. The areas of national tourism importance within the province are the Southern Zululand and Dolphin Coast, the Elephant Coast and surround the greater Pietermaritzburg and Durban region, and the Drakensberg region. The tourism products of provincial importance are:
- Arts & crafts routes in Midlands Meander and Albert Falls Amble
- Durban, south coast and north coast beach tourism linked to cultural tourism in the interior
- Drakensberg region
- Greater St Lucia &surrounding big five reserves
- Zulu Heritage & Cultural Trail
- Battlefields Route

Service sector: Analysis of the respective contribution of the various sectors to the economies of the districts in the province indicates that with the exception of two districts the service sector, which includes government services, is the largest contributor to district economies. The service sector is in fact the largest sector in the provincial economy, contributing 52.8% to GGP. The sector comprises the following:

- Wholesale/retail trade
- Transport/storage
- Communication
- Financial/insurance
- Real estate
- Business services
- Community/social/personal services • Government services

The Provincial Spatial Economic Development Strategy takes the implications of the importance of the service sector in most districts into account. Many of the smaller rural centres and towns represent important centres of service, and particularly government activity. The PSEDS builds on the concept of developing a comprehensive network of centres throughout the province which would support the delivery of services. Services delivered would be determined by various nodes according to a hierarchy of places. In identifying the hierarchy of places existing service centres are strengthened but, more importantly, new or emerging service centres are developed.

SPATIAL DIRECTIVES

The PSEDS was adopted by KZN cabinet in 2007 and has since been used as a guide to direct and prioritise development initiatives in the province. Ladysmith has been identified in the PSEDS as a tertiary, multi-sectoral node that serves communities on sub-regional level. The N3 and the N11 passing through the Municipality have been identified as multi-sectoral corridors where strategic development of provincial and national importance

can be channeled. The current update of the provincial SDF may change the status of the ADLM from tertiary to secondary node as a result of its growing strategic positioning economically within the province.

The PGDS identities the Ladysmith Airport as one of the major investments in the province and anticipates further investment therein.

Ladysmith is identified as a tertiary node from a provincial level and is earmarked as main centre which provides services on a sub- regional level, and community needs.

Figure 6: PGDS Strategic Goals

PROVINCIAL GROWTH AND DEVELOPMENT PLAN

The Provincial Growth and Development Plan (PGDP) is the implementation framework for the PDGS and therefore has the same strategic goals. The plan develops a theory of change for the implementation of the PGDS outlining broad actions to be undertaken and performance indicators. The PGDP framework has Action Working groups (AWGs) which are platforms for stakeholders to participate in the ongoing refinement and implementation of the PGDP. The first generation of the PGDP was first adopted in August 2012, later updated in 2015 and recently been revised 2018.

The main purpose of this PGDP is to translate the PGDS into an implementation plan which will provide a sound platform for departmental, sectoral and stakeholder annual performance planning and therefore to guide resource allocation. In this transition from strategy to plan, the focus is on driving implementation in a coordinated and integrated manner, where progress can be measured against predetermined targets and where roles and responsibilities have been confirmed within established lines of accountability.

This encompasses the monitoring, evaluation, reporting and review of components and brings together all the relevant key indicators, targets and interventions required to achieve the strategic objectives. The PGDP is a strategic management tool for the Province to ensure that it is a concerted and measured effort to achieve the2035 Vision, which the province of KwaZulu-Natal is planned to maximize 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. The main purpose of this PGDP is to translate the PGDS into an implementation plan which will provide a sound platform for departmental, sectoral and stakeholder annual performance planning and therefore to guide resource allocation.

In this transition from strategy to plan, the focus is on driving implementation in a coordinated and integrated manner, where progress can be measured against predetermined targets and where roles and responsibilities have been confirmed within established lines of accountability. The PGDP clearly indicates:

- The desired 2035 outcomes in the 7 goals and 31 objectives, with a focus on 2020;
- A set of indicators that will be applied to measure the progress being made to achieve the desired outcomes;
- The targets and the KZN growth path for 2020, 2025, 2030 and 2035 in respect of each of the indicators;
- The strategic interventions required to achieve the set targets;
- The catalytic projects in support of the PGDP Goals;
- The institutional framework for the implementation of the PGDP;
- The monitoring, evaluation, reporting and review framework of the plan; and
- Technical indicator descriptors

The proposed SDF therefore needs to identify opportunities wherein Ladysmith, as well as other urban centres in the municipality can fulfil this role.

SPATIAL DIRECTIVES

Ladysmith is identified as a tertiary node with the aforementioned roles in the province.

Strategic Goal #3 speaks to Human and Community Development and mentions poverty alleviation and social welfare, enhancing the health of communities, sustainable human settlements and enhancing households' food security.

The proposed SDF is meant to manage land use in a manner that fosters the above and enhance local economic development within main urban centres, communities and rural areas.

KWAZULU NATAL PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

The KZN Spatial Development Framework is a plan brought about the KZN Planning Commission on the spatial analysis and desired outcome of the spatial mechanisms of the province. To achieve the goals and objectives of the PGDS, the provincial SDF has been developed to spatially express the

PGDS and provide spatial context to the proposed strategic interventions. It further provides principles to guide the province in dealing with socio-economic issues manifested spatially; provide mapping guidance for future spatial development and prioritizes investment and development initiative.

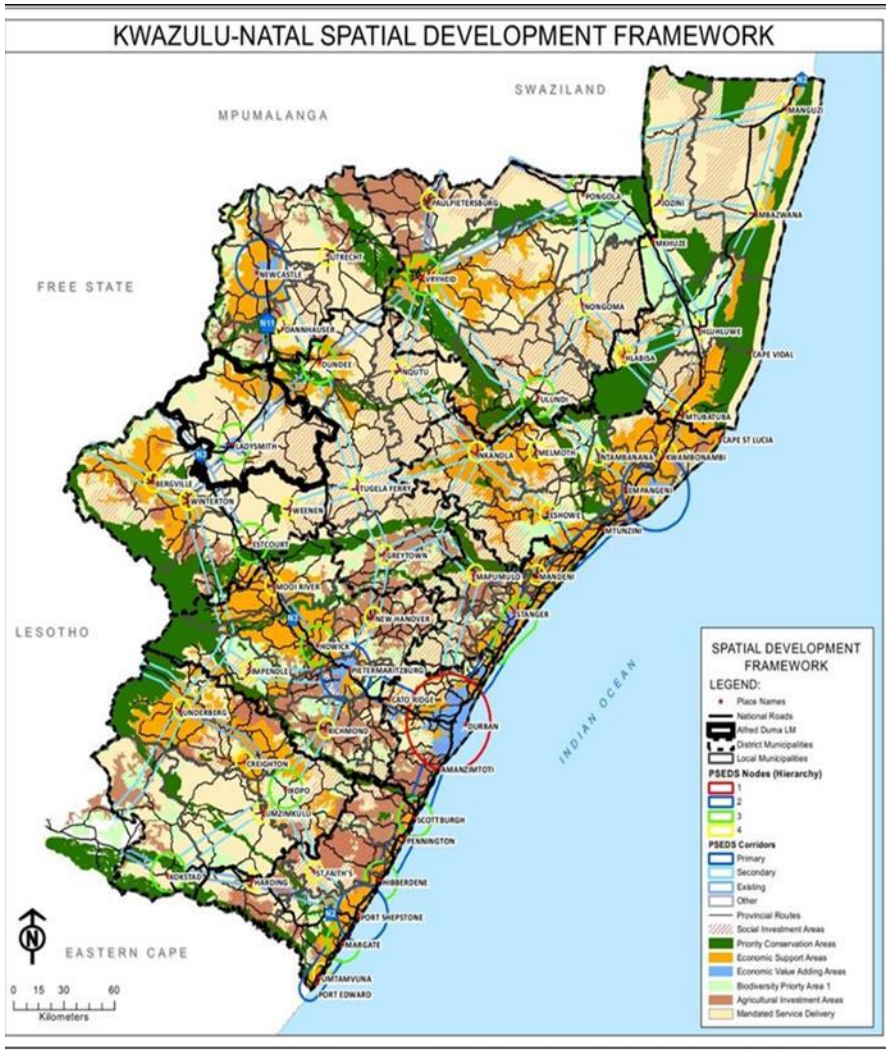
Overall, this strategy guides municipal IDP's, SDF's and other municipal framework plans. The envisaged spatial vision for KwaZulu- Natal is summarized as follows, “Optimal and responsible utilisation of human and environmental resources, building on addressing need and maximising opportunities toward greater spatial equity and sustainability in development”.

SPATIAL DIRECTIVES

The purpose of the SDF is management land uses and provide projects and strategies to foster the above. Ladysmith is identified as a tertiary node in the KZN SDF. The interventions identified relative to the proposed development are the following:

- Promote Socio-Economic Upliftment
- Social inclusion Areas focus Investment in People rather than Places
- Priority spending on Infrastructural Upgrading Needs (New & Maintain)
- Promote Focused Investment & Managed Growth

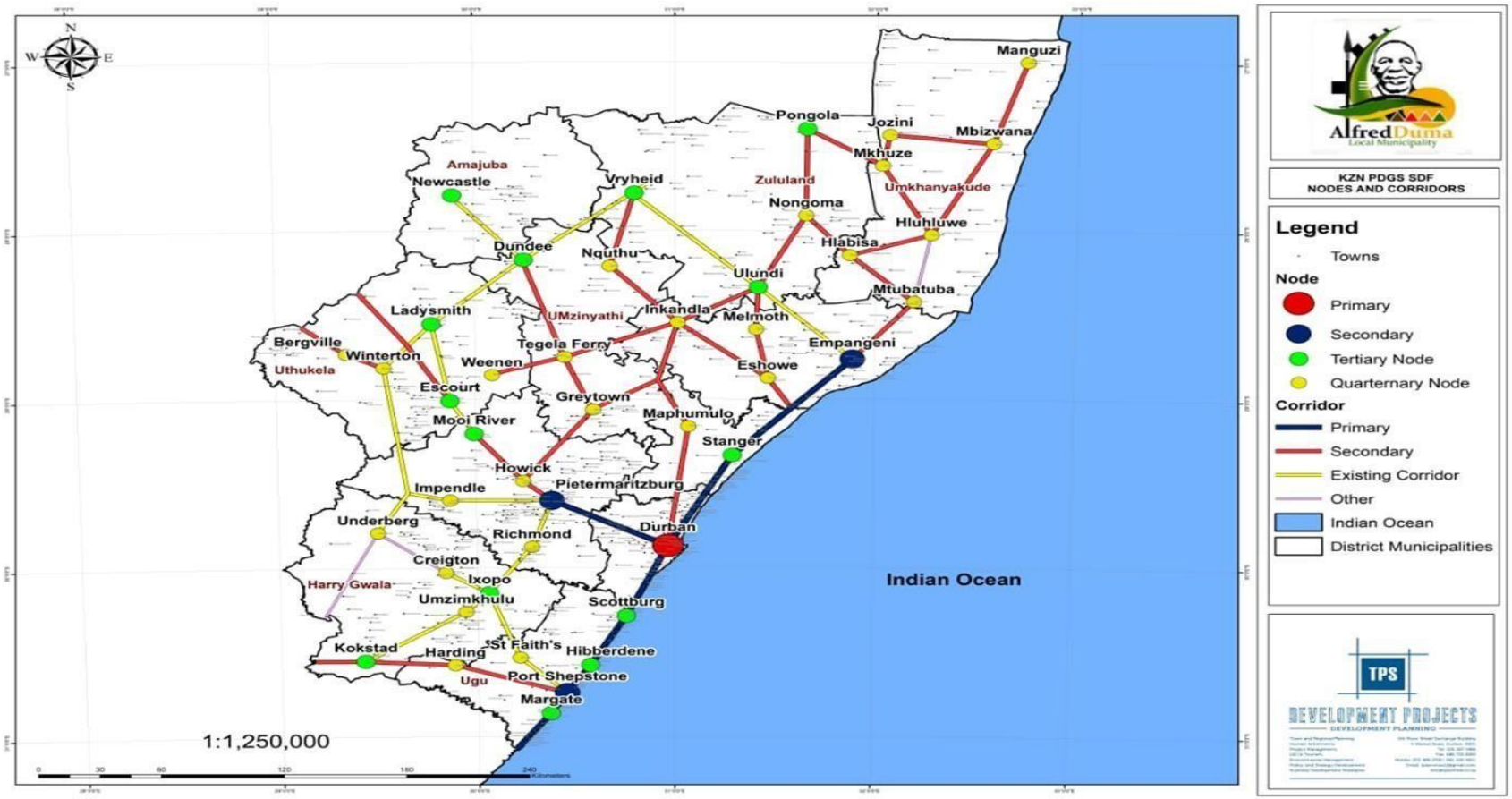
The KZN SDF also identifies Ladysmith as an Economic Value Adding Area based on the manufacturing industries located in therein. The Ezakheni area is identified by the KZN SDF as Economic Support Area while the areas in the former Indaka area are identified as areas which are Social Investment and Mandate Service Delivery Area given the rural nature of the areas and the dearth of social facilities and basic services. The provincial SDF is currently under review and the document will be updated as and when key changes manifest.


KWAZULU-NATAL SPATIAL DEVELOPMENT FRAMEWORK
SWAZILAND
MPUMALANGA
FREE STATE
LESOTHO
EASTERN CAPE
INDIAN OCEAN
SPATIAL DEVELOPMENT FRAMEWORK
LEGEND:
Place Names
National Roads
Alfred Duma LM
District Municipalities
Local Municipalities
PSEDS Nodes (Hierarchy)
1
2
3
4
PSEDS Corridors
Primary
Secondary
Existing
Other
Provincial Routes
Social Investment Areas
Priority Conservation Areas
Economic Support Areas
Economic Value Adding Areas
Biodiversity Priorty Area 1
Agricultural Investment Areas
Mandated Service Delivery
0 15 30 60
Kilometers

5.4 SPATIAL PLANNING APPROACH

Although the boundary of Alfred Duma Local Municipality is mainly for local governance and service delivery purposes, its delineation was based on a number of factors including population movement patterns, lines of investment and sphere of influence of the existing regional or sub-regional centres. As such, the area could be regarded as a system of interests with a number of sub-systems operating within it. The emphasis of the SDF is not so much on defining and interpreting the manner of operation of the entire 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. ADLM SDF adopts a service centre approach and accordingly identifies the following as key restructuring elements:

- Development nodes with varying levels of impact and spheres of influence. Development corridors defined
- in terms of the associated economic development sectors, land use pattern and role in the sub-regional economy.
- Typology of settlements located in different environments and forming a continuum from urban to rural, high density to low density, formal to informal, etc.
- Agricultural land which differs markedly in production potential based on the quality of soils, location and condition of the environment.
- Environmentally sensitive areas.
- Each of these plays an important role in the functioning of the spatial system.


Manguzi
Pongola
Jozini
Mbizwana
Mkhuze
Umkhanyakude
Amajuba
Newcastle
Vryheid
Zululand
Nongoma
Hluhluwe
Dundee
Nquthu
Hlabisa
Ulundi
Mtubatuba
Ladysmith
UMzinyathi
Inkandla
Melmoth
Bergville
Winterton
Tegela Ferry
Empangeni
Uthukela
Weenen
Eshowe
Escourt
Greytown
Mooi River
Maphumulo
Stanger
Howick
Impendle
Pietermaritzburg
Underberg
Durban
Richmond
Creigton
Harry Gwala
Ixopo
Umzimkhulu
Scottburg
Kokstad
Harding
St Faith's
Hibberdene
Ugu
Port Shepstone
Margate
Indian Ocean
1:1,250,000
KZN PDGS SDF
NODES AND CORRIDORS
Legend
Towns
Node
Primary
Secondary
Tertiary Node
Quarternary Node
Corridor
Primary
Secondary
Existing Corridor
Other
Indian Ocean
District Municipalities
TPS
DEVELOPMENT PROJECTS

5.5 SPATIAL PLANNING STRATEGIES (CONCEPTUAL FRAMEWORK)

Further to the above outlined objectives and the associated approach, the municipality will give effect to the intentions of the SDF through a set of spatial planning strategies that indicates the desired future spatial situation, and broad policy positions to guide decision-making. The following spatial concepts have been identified:

- SPATIAL PRIORITY INVESTMENT AREAS
- SUSTAINABLE URBAN DEVELOPMENT
- SUSTAINABLE RURAL DEVELOPMENT
- CORRIDOR DEVELOPMENT
- NODAL DEVELOPMENT

The Municipality is intent on enhancing its role as one of the key provincial hubs and will focus its catalytic infrastructure and projects in spatial priority investment areas. These areas support the objectives of the Municipality to grow the strategic sectors and foster economic growth. Promoting growth in spatial priority investment areas does not seek to abandon economic development in areas outside the designated areas, but merely designate these to directly introduce specific strategies to promote strong regional/provincial growth points which are said to be economic motors for the overall development of the Municipality. Existing development and innovation potentials are to be strengthened by expanding the infrastructure, fostering certain innovative sectoral and knowledge structures and by fostering education and research etc. In doing so, the locations (spatial priority investment areas) are not to be developed in isolation from each other way but are spatially linked and their economic activities intertwined to promote co-operation. The spatial priority investment areas in the Municipality are part of a broader spatial and economic fabric of the Municipality, which include rural areas.

5.5.1. STRATEGY 1: INDUSTRIAL DEVELOPMENT

Industrial development is a strategic sector in the Municipality, anchored around Ladysmith (Danskraal and Nambithi industrial areas), Acaciavale industrial area and Ezakheni industrial park. As evidenced in the spatial challenges and opportunities, growth in the industrial sector has been low and such the re-enforcement of the existing industries (Nambithi, Danskraal and Ezakheni) and introducing new opportunities for industrial development in Colenso and Ekuvukeni is promoted. The following areas have been identified for priority in industrial development:

- Danskraal industrial area
- Nambithi Industrial area
- Ezakheni Industrial area
- Acaciavale Industrial area
- Ekuvukeni Light industrial area (proposed)
- Colenso industrial area (proposed)

5.5.2. STRATEGY 2: AERODROME DEVELOPMENT

The Ladysmith airport has been identified as a catalyst for the development of a mixed-use development node which is anchored around the airport and the economic opportunities that the airport presents to the Municipality. It is proposed that the airport be upgraded into a regional airport status and the surrounding area be developed into a mixed use and commercial land used that compliment activities, taking place in the airport.

The Aerodrome is linked to the proposed Ezakheni Agri-Park and ICT Hub and It is proposed that the key focus will be on using inter-modal connectivity as the basis for generating economic development, particularly for time-sensitive sunrise businesses such as perishables, bio- life sciences, advanced manufacturing, aerospace, innovation, information and communication technology (ICT), research and development, among others. This would require an innovative use of land, logistics, human resources, investment capital, innovation and entrepreneurship to create connections with new markets and sources of revenue. The aerodrome development, will include, among others, the following land uses:

- Regional airport
- Light industrial
- Residential
- Commercial
- Mixed Use

5.5.3. STRATEGY 3: AGRI PARK AND ICT HUB

Ezakheni has been designated for the development of an Agri-Park and ICT-HUB. This initiative has been planned to strengthen the linking role of Alfred Duma Local Municipality in the Strategic Integrated Projects (SIP 2): DurbanFree State-Gauteng logistics and Industrial corridor.

The Agri-Park is modelled around the existing concept of Agri-parks which are currently being developed in all the districts has the following components:

The 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 mechanization;

- The Agri-hub (AH) - a production, equipment hires, processing, packaging, logistics, innovation and training unit;
- The Rural Urban Market Centre (RUMC), which play the role of 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 proposed ICT HUB in Ezakheni is a science and innovation centre which is aimed at providing suitable facilities and environment for high-tech entrepreneurs, private businesses, academic institutions, researchers and investors interested in technology and innovation-based businesses.It is also linked to the SIP 2, which is aimed at promoting the knowledge

5.5.4. STRATEGY 4: CATALYTIC INFRASTRUCTURE DEVELOPMENT (INFRASTRUCTURE LED GROWTH CONCEPT)

Infrastructure-led growth seeks to facilitate the economic progression of spatial priority investment areas by improving functional capacity. A key consideration when dealing with infrastructure investment is determining the correct location; i.e. finding a central point of investment (Economic Growth node) which will yield maximum returns and positive knock on effects to other forms of infrastructure.

Conceptually, the investment in infrastructure is made with the view that it will contribute to the production process and translate into additional output, while also affecting efficiency in a positive way. It is a mechanism to enable balanced economic development, broaden the economic base and raise growth capacity and opportunities, a means to address socio- economic needs and challenges and promote job creation. The benefits of having reliable and quality infrastructure networks include; enabling better access to markets, integrated and efficient transportation systems, and reliable communication networks and improved competitiveness.

SPATIAL PRIORITY INVESTMENT AREAS				
STRATEGY	PRIORITY ACTIONS	PROTECT	CHANGE	NEW
• INDUSTRIAL DEVELOPMENT	• Resuscitate Ezakheni industrial part • Improve the role of Danskraal train station in the local economy • Introduce light industrial activity in Ekuvukeni. • Promote industrial development in Colenso • Acknowledge the role of Acaciavale industrial hub	• Existing industrial hubs • Business retention of existing industry • Existing job opportunities • Existing subsidy programmes	Role of Danskraal in the Municipal logistics sector	• Ekuvukeni light industrial hub • Acknowledge role of Acaciavale industrial hub
• AERODROME	• Development of aerodrome nodal plan • Application for funding/business case for airport upgrade • Promote private sector investment in aerodrome precinct • Unlock infrastructure avenues needed for the development	Role of the aerodrome in the regional economic	• N/A	• Nodal plan • Indigenous music academy

AGRI-PARK AND ICT/TEXTILE HUB	• Development of ICT hub/Textile hub business plan • Application for funding/business case for development of • the hub Promote private sector investment in aerodrome • precinct Unlock infrastructure avenues needed for the development	• Role of ADLM as textile hub in the province • Role of ADLM as a regional hub in Uthukela District	• N/A	• N/A
• CATALYTIC INFRASTRUCTURE DEVELOPMENT.	• Make efficient use of nonrenewable resources	• Promote a culture of sustainable development and living	• N/A	• N/A

Table : Spatial Priority Investment Areas

5.6. SPATIAL DEVELOPMENT FRAMEWORK

ALFRED DUMA LOCAL MUNICIPALITY Municipality Spatial Development Framework outlines land development guidelines, directives and programs in respect of the following key focus areas:

- Spatial transformation
- Environmental management
- Development of sustainable human settlements. Rural development and agrarian reform
- Local and regional economic development.
- Urban development and management framework. Land use management.

5.6.1. SPATIAL TRANSFORMSTION

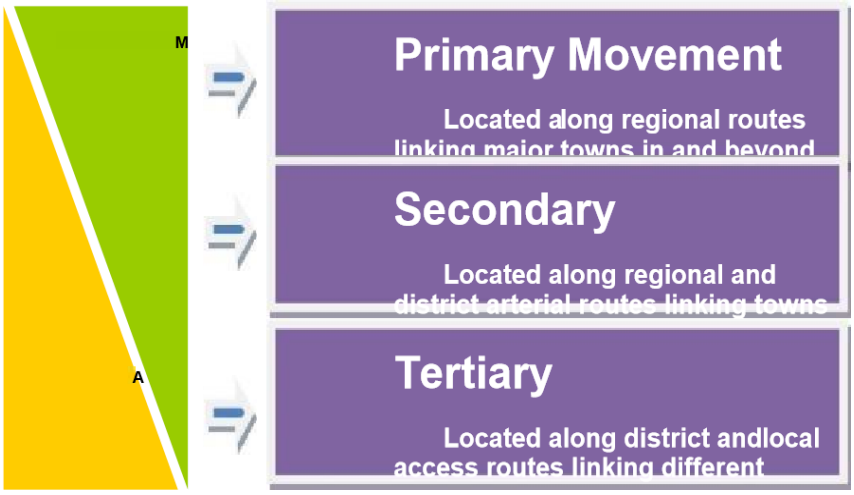
The following are the key elements of a spatial restructuring program for Alfred Duma Local Municipality:

Hierarchy of corridors. Hierarchy of nodes Settlement clusters.

5.6.1.1 HIERARCHY OF DEVELOPMENT CORRIDORS

Development corridors in Alfred Duma Local Municipality 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 point.

FIGURE 3: CLASSIFICATION OF CORRIDORS



System of development corridors in ALFRED DUMA LOCAL MUNICIPALITYhas been developed on the basis of the levels of mobility and access routes, intensity of use and role in the regional spatial economy. Figure above summarizes the relationship between these two concepts and provides a framework for the three levels of corridors in the Alfred Duma Local Municipality. Upgrade and road maintenance projects on corridors that leads to development opportunity areas such as rural service centres, high potential agricultural land and tourism nodes should be prioritized as this will encourage investment, improve accessibility and enhance mobility. This principle supports the phased approach to development, targeting areas of greatest potential first. Development corridors are effective in linking infrastructure and economic development as towns and structures connect to each other in a functionally effective manner.

5.5.1.1.1 THE N3 NATIONAL CORRIDOR

The N3 National Corridor runs along the south western part of the ALFRED DUMA LOCAL MUNICIPALITY. It is identified in the NDP and the PGDS as a development corridor linking the national economic hubs of Johannesburg and Durban. At a local level, it is however a limited access movement corridor with limited bearing on the local spatial system except at key road intersections. The intersection, which is the closest to the urban core of the municipality, namely the N11 and

N3 interchange, is not located in the municipality and falls in the Okhahlamba municipality. It also serves as a provincial access route to tourism destinations such as the Battlefields and the Drakensburg.

5.5.1.1.2 The N11 National and Provincial Corridor

Although the N11 is also a limited access national corridor, it serves a dual function.

On the one hand, it is a major link and trade route between KwaZulu-Natal and Mpumalanga Province through Ladysmith. On the other hand, it is one of the major regional arterials connecting the northern parts of KwaZulu-Natal with towns such as Ladysmith, Dannhauser (to a limited extent) and Newcastle all located along this route. It is the primary access route to the Battlefields and the northern KwaZuluNatal Coal Rim which includes all the above-mentioned towns. It provides access to the Klip River and connects it to a number of agricultural district to the north of Ladysmith. Major settlements such as Matiwane, Driefontein and Nkunzi also gain access off the N11.

Development along the N11 Development Corridor should follow the following guidelines:

The N11 is a national limited access and high speed public transport route, as such direct access onto this road is subject to the national road transport regulations. Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access opportunities; and A 15m buffer should be observed from the boundary of the road reserve. This has implications for settlements that have encroached onto the buffer areas.

This road provides an alternative route to Gauteng and Mpumalanga with views of scenic beauty, which can attract both domestic and international tourist thereby promoting LED projects at some locations.

5.5.1.1.3 PRIMARY DEVELOPMENT CORRIDORS

At least two existing roads have potential to develop as primary or sub-regional development corridors, These creates opportunities to unlock new development areas through the use of a network of secondary corridors and provides direct access to Ladysmith. The key existing primary corridors are the following:

P32 which runs in an east-west direction from Ladysmith through St Chads and the northern border to Ezakheni Township to Indaka Municipality in the east. This is the busiest corridor in the ALFRED DUMA LOCAL MUNICIPALITY. It is one of the roads that carry huge volumes of vehicular and trade related traffic. It also provides access to a large number of periurban and rural settlements located just outside of Ezakheni Township.

R103 runs parallel to the N3 in an east west direction. It is a regional arterial which carries trade and passenger traffic, and runs through Colenso, Roosboom and Ladysmith. Development along this route is subject to the rules and regulations of the provincial Department of Transport.

5.5.1.1.4 SECONDARY CORRIDORS

A number of roads serve as secondary access routes within the ALFRED DUMA LOCAL MUNICIPALITY. These provides access to major settlements and serve as a link with Ladysmith town. Secondary corridors include the following:

P189 which runs through Driefontein and serves as the main access route to settlements such Driefontein, Burford, Peace Town, Watersmeet, etc. It is also the main access route to the Driefontein node.

P33 which branches off the N11 approximately 25km north of Ladysmith Town. It is the primary access route to settlements such as Nkunzi. Cremin, and Steincoal Spruit, and also serves to connect Ladysmith and Dundee and Vryheid. It also runs through the coals rim and serves as a regional arterial carrying trade and passenger traffic. This is an agricultural corridor.

P326 which runs between Colenso and Ladysmith though Pieters and Ezakheni Industrial Estate. This road serves as the main access to Ezakheni Industrial and Ezakheni Township. It also runs through commercial farms and has potential for both agriculture and eco-tourism.

P263 which runs in an east-west direction linking settlements such as Elandslaagte and Cremin east of the N11 with Matiwane and Licitania west of the N11 and beyond. It is one of the major links with the Free State Province through Collins Pass and has potential to serve as a by-pass onto the N3. This is generally an agricultural and settlement corridor.

5.5.1.1.5 Tertiary Corridors

Tertiary corridors links service satellites in the sub-district and provides access to public and commercial facilities at a community level. Tertiary corridors are as follows:

Road running through Ezakheni Township linking the Ezakheni Colenso Corridor with the Limehill/Ekuvukeni (Indaka) Ladysmith Corridor. This is the main collector distributor road for the Ezakheni Township and the surrounding settlements. P237 linking Driefontein Complex with R103 through Besters. This road requires substantial upgrading where it becomes D44.

The road from Elandslaagte through Cremin linking Ekuvukeni Ladysmith Corridor with P33 (Ladysmith/Dundee) Corridor. Development of this corridor will open up the area between Cremin and St Chads for future residential development.

5.5.1.1.6 MIXED USE DEVELOPMENT CORRIDOR

Spatial integration between Ezakheni and Ladysmith is one of the main spatial development challenges facing Alfred Duma Local Municipality. It is thus recommended that the portion of the main road between the two areas be developed as a low impact mixed land use corridor in the short to medium term. This will ensure protection of the

existing agricultural land while also opening opportunities for commercial, housing and industrial development. The proposed shopping complex and housing development gives further impetus to the development of mixed land use node which accords well with the proposed corridor.

AREAS	ROADS
Ladysmith Area:	• P406; • P187; • P544; • D142; D375; L1943; • L296; • L1946; • D367
Ezakheni Area:	• L1349; • L455; • D692; D1373; • L2009; • L1013; • L1300

	•
Mhlumayo Area:	• • D1283; • L1301; • D1277; D1278; • D1283; • D1281; • L2349; • L457.
Former Indaka Area:	• L1908; • L1810; • D1219; • D1290;

AREAS	ROADS
	• L2472; • D871; • L1298
Matiwaneskop Area:	• D821; • L370; • D498; L1292; • D771; • L2024; • L1434.
Driefontein Complex Area:	• L1360; • L2325; • L454 D2444; • L2007; • D1524

5.5.1.2 SYSTEM OF DEVELOPMENT NODES

DISTRICT DEVELOPMENT NODE

Ladysmith has been identified as a District Development Node and is a sub-regional centre that services the entire municipality. The node is also identified as the main node for investment promotion and centre of supply of services within the municipality.

The Ladysmith node is also a district development node as it houses the offices of the district municipality as well as the local municipality. The Ladysmith node houses the administrative, social and economic potential and has a concentration activities and services within a short distance of each other. This node service all the higher order needs of the surrounding settlements and lower order nodes.

5.5.1.2.1. MUNICIPAL DEVELOPMENT NODES: COLENSO, EZAKHENI, AND EKUVUKENI

Ekuvukeni is can also be considered as a municipal development node, given that the offices of the erstwhile Indaka Local Municipality were located there. The area, as indicated is strategically located at an intersection of two provincial roads. The settlement serves the surrounding settlements of Vaalkop, eTholeni, Limehill, Uitval, Esikoko, and Somshoek to name a few. The settlement has a range of social facilities from schools to the local taxi rank. The location of the taxi rank in the area exhibits the threshold of the density therein.

Colenso: As indicated, the settlement located south of the municipality near the municipal border. The area is accessed from the P110 from the north as well as the P19 from the south.

Ezakheni: This settlement, as mentioned before is located east of the Ladysmith CBD. The main roads providing access to the area are the P333 from the south of the settlement and the P335 from the north. Land uses in this settlement include residential development, commercial establishments, industrial land uses, educational land uses as well as healthcare facilities (clinics). According to the Ezakheni Township Regeneration Strategy, some of the challenges include the following:

- Poor physical infrastructure;
- Urban decay which comes as result of under investment in the

area;

- Poor and aging housing stock;
- Poor accessibility within the township;
- Major deficit in transportation infrastructure The Municipal Development Nodes are physically linked to urban centres outside their regions (districts) by frequent and reliable transportation ad all weather roads. They provide a variety of commercial, financial, professional and administrative services. They accommodate municipal offices as indicated, sub-regional offices of the national departments and branch offices of provincial government departments.

The also offer facilities for large scale diversified markets, function as a communications node for a broad rural hinterland and offers for agri-business and large-scale agriculture processing. They provide space of the location of small-scale consumer goods industries, repair workshops and light durable goods. They offer higher educational opportunities and more specialized vocational training; and provide diversified and multipurpose hospitals and health clinics. Municipal offices would mostly be in these development node.

5.5.1.2.3. SETTLEMENT DEVELOPMENT NODES

The following area constitute settlement development nodes:

Limehill: This settlement is a densely populated rural settlement which located in the former Indaka Municipality. The settlement is accessed from the P359 provincial road. The land uses in this settlement include healthcare facilities, schools, commercial (general dealer) and residential development, traditional court,

Vaalkop: This settlement is also located in the former Indaka Municipality and is a small rural settlement. The settlement is accessed from the P32 road. The land uses in this settlement comprise of commercial development (supermarket, and stores), schools, churches and rural residential homesteads.

Uitvaal: This settlement serves as a settlement development node that serves the dense areas located north of it. The settlement is located adjacent the Vaalkop area and is accessed from the P32 road. Land uses in this area comprise of petrol filling station, commercial facilities (supermarket), taxi rank, and schools.

UMhlumayo: This area is located within a rural context with development spread sporadically across the area. The area is accessed from the P349 road. The area serves the surrounding communities of KwaShuzi, Fitty Park, Mankandane, and Mahlabathini. The land uses in this area consist of the schools, pump station, community hall, healthcare facilities and general dealer.

Tholeni: This is a small rural settlement which is located northwest of Limehill. The settlement is accessed from the P359 road. The settlement is less densely populated with land uses such as schools, taxi stops, general dealers, and churches.

Divaal: This settlement is located adjacent to Limehill. The settlement is also accessed from the P359 road. The land uses in this settlement are schools, crèche, general dealer, community hall and a sports field.

Roosboom: This settlement is located south west of the Ladysmith CBD. The area is a small rural settlement located at the intersection of P1822 and P110.

Sahlumbe/Mbango: This settlement is located in the furthermost southern part of the municipality. The settlement is rural in nature can be accessed from the D1275 district road. The land uses in the settlement consist of schools, and healthcare facility (clinic).

Soms Hoek: Soms Hoek is located in the former Indaka Municipality. This is a sparsely populated rural settlement which is accessed from the D1290 district road. The land uses in this settlement are comprised of schools and small-scale commercial establishments. The municipality plans on developing a community hall in this area as one of the municipal projects.

Namakazi: Namakazi is a densely populated settlement which is accessed from the D1290 district road. The settlement is located north of Soms Hoek in the former Indaka Local Municipality. The land uses in this settlement comprise of large-scale commercial developments, community hall, schools and general dealers.

Esikoko is a sparsely populated settlement located in the former Indaka Municipality. The settlement is primarily accessed from the D1291 district road as well as the L1523 local access road. The land uses in this area comprise of educational establishments, rural residential development and small-scale commercial establishments. The projects

in the area comprise of the development of a community as well as housing.

Kliprivier is also a rural settlement which is located the furthermost east of the municipality. The area is accessed from the P361 road. The land uses in this area comprise of schools and small-scale commercial establishments. The projects in this area comprise of small-scale project such as school fencing, repair and renovation.

Sigweje: This settlement located close to the Alfred Duma-Msinga border and is accessed from the P361 road as well as the D871 district road. The land uses in the area are in the form educational establishments, as well as small scale commercial uses. Some of the projects identified for the area are building of new schools, construction of foot bridges from Mbango to Sigweje.

KwaMcane is a rural settlement located at the intersection of the P191 and P91 roads. This settlement is located south west of the Ladysmith CBD. The area is a small rural settlement located at the intersection of P1822 and P110.

Wesselsnek: This is a settlement located in the former Indaka Local Municipality. The settlement is located along the P191 road from where it gets access. The settlement does not have many land uses of note apart from schools. The area is mostly farmland.

Waayhoek is a settlement located south of Ekuvukeni and finds itself along the P355 road. This settlement comprises of land uses such as schools, residential development as well as large scale commercial development.

Elandslaagte is a settlement located strategically at the intersection of the following roads:

- D821 district road;
- P3561/R602 arterial road;
- P329 arterial road;
- P555 arterial road

The settlement is located in close proximity to the N11 national road, which afford the settlement good access. The settlement comprises of land uses such as a police station as well as a bus stop. The settlement is characterised by mostly farmland. As indicated, the settlement is strategically located at a at the P263/P33 T junction. The settlement is

small in nature with less than 10 households. Land uses in this settlement include commercial activities (Biltong Shop), youth camp, and a police station. Some of the projects planned for this area include:

- Upgrading of the P33 provincial road;
- Upgrading of the D263 district road;
- Low to medium income housing

Cremin is a small farming settlement comprising of farmland and ancillary uses such as residential uses connected to the farmland as well as a school. The settlement is located along the P555 arterial road which runs north to south. Other land uses in the settlement include a small tuckshop and a church. Most of the land parcels in the settlement are vacant which could be seen as an opportunity for development.

Pepworth is a farming community that is located along the N11 national road. The area gains access from the N11 national road and is characterised by farmland. This area is located north of the Ladysmith CBD.

Pieters: This settlement is located along the D1373 district road from which it gains access. The settlement is primarily a low-density rural settlement with land uses such as schools, rural homesteads and water treatment plant. The settlement is however strategically located in close proximity to the Ezakheni Industrial Estate.

Nkunzi: This settlement is located along the D2404 district road in the former Indaka Municipality. The settlement is characterised by farmlands and some ancillary uses. The settlement has only one tuckshop and one church site which are located along the P33. These land uses are isolated from each other and do not create a potential node.

Peace Town is a settlement located northwest of Ladysmith. It finds its access from the P208 provincial road which connects it to other settlements located further north. This settlement is identified as a dense rural settlement with land uses including churches, schools, rural residential development as well as some small scale/informal commercial establishments.

Kirkintullock: This settlement is located along the western boundary of the Peace Town area. The settlement is rural in nature and is accessed from the P208 road. The land uses in this area comprise of schools, churches, as well as rural residential homesteads.

Watersmeet: The settlement is located along the D44 district road. This settlement is rural in nature and has land uses which include healthcare facilities (Watersmeet Clinic), schools, churches, residential development as well as the Angling KZN Ladysmith.

Besters: This is a sparsely populated settlement which is accessed from the P275 provincial road. The settlement is characterised by farmland and some residential development connected to the farmland. Other land uses in the area include school, police station, and train station.

Driefontein: The settlement is comprised of a number of small settlements which include Rantjiesvlakse, Roodepoort, Watershed, Baldaskraal, Kleinfontein, Driefontein, Doornhoek, Rooivaal, Klipfontein, Compensation, Riversdale, Kirkintulloch, Burford and Hobsland.

The settlement is located along the P189 provincial road which forms its main access. This road connects to the D797 district road and the L2326 local access road. The land uses in this settlement include healthcare facilities, schools and some commercial establishments. The settlement spatial structure comprises of a core area surrounded by high density residential land uses with rural residential uses on the periphery.

Lusitania: This is a sparsely populated rural settlement with some parts having been transformed in semi-urban settlements. The settlement is accessed from the P392 road as well as the L2024 and L1522 local roads. The area is characterised by farmland which include uses such as schools, and residential development. The settlement does not have any commercial activities and has very little social facilities. The single dominant nodal point of the settlement is located along the P39 and comprises of clustered social facilities which are agglomerated at the T junctions of the P39 and the L1522. Some of social facilities mentioned include tribal court, church, school, community hall and sports ground.

Matiwane/Jononoskop: The settlement of Matiwane/Jononoskop is located north of Ladysmith. The main access to the settlement comes from the P263 arterial road. The settlement is main rural in nature and has the following land uses:

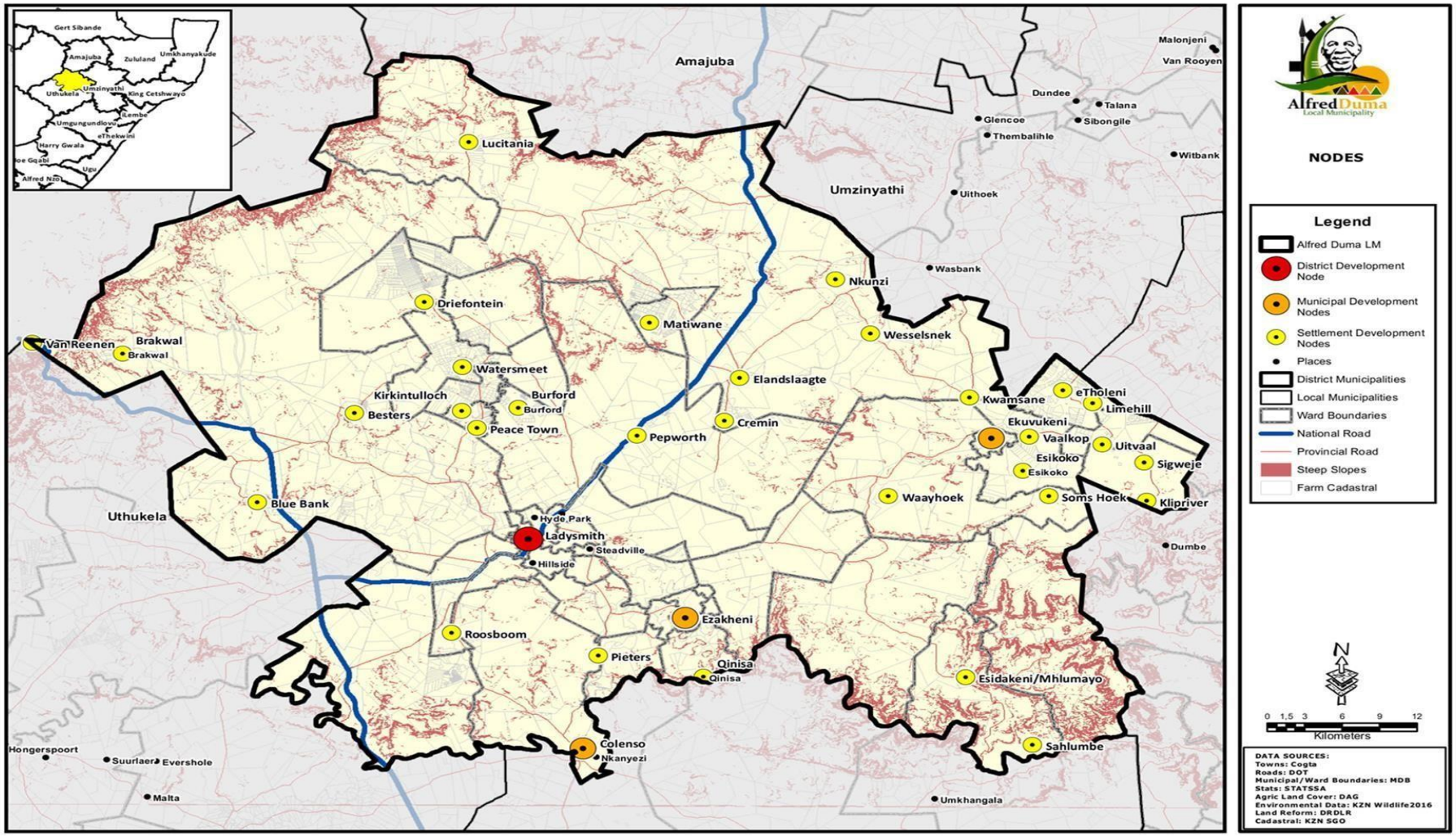
- Commercial farmlands
- Settlements;

- Healthcare facilities (Matiwaneskop Clinic);
- Educational facilities

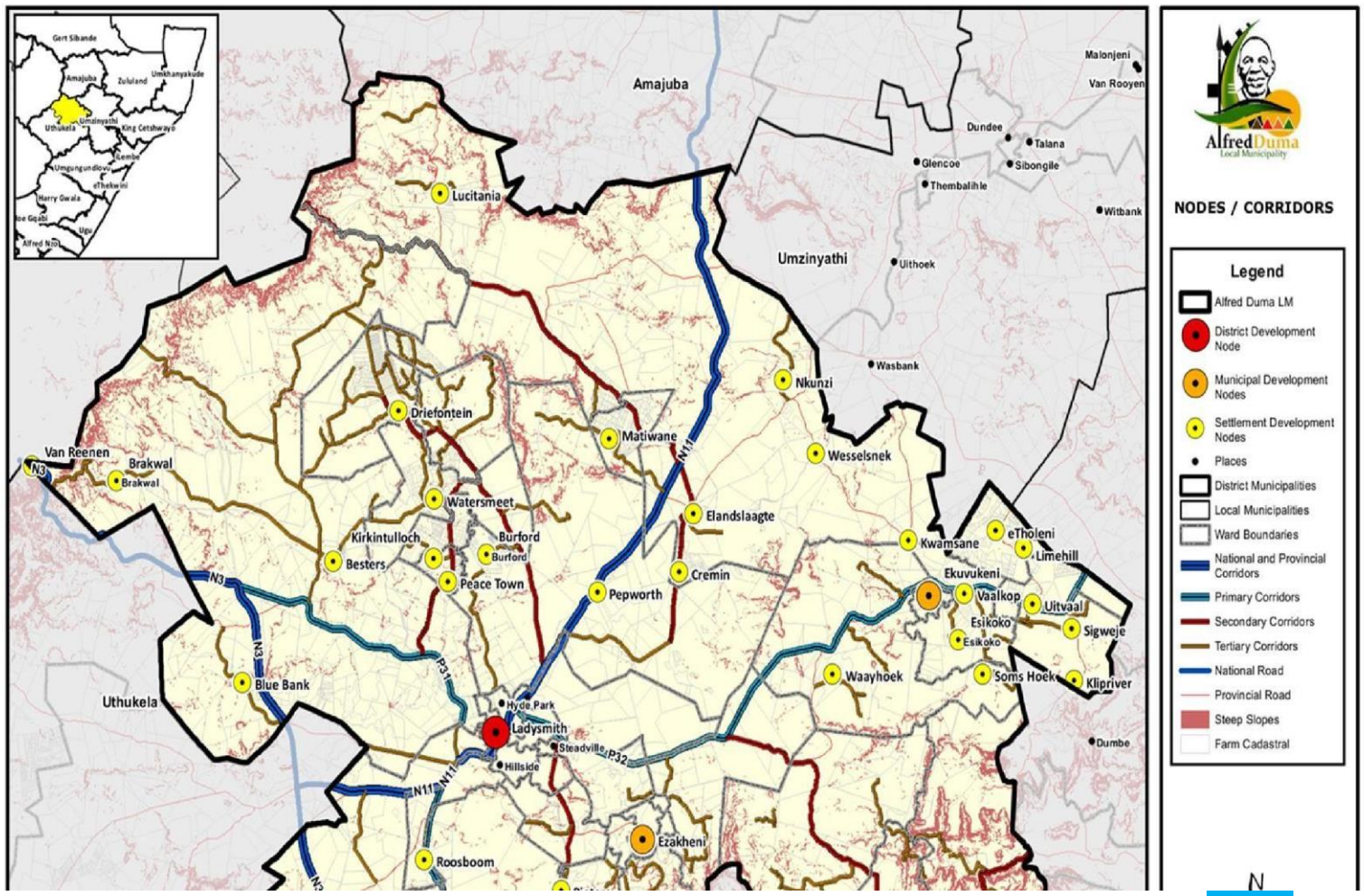
Van Reenen: This settlement is located at the KZN/Free State border where Alfred Duma and Maluti a Phofung Local Municipalities meet. The settlement is located along the N3 which gives access to the area. The land uses in this settlement comprise of commercial activities (restaurants, antique store, etc.), residential land uses, hotels, chalet development, police station, and a train station (located in the Free State part of the area.

Qinisa: The settlement is located at the border of Inkosi Langalibalele and Alfred Duma Local Municipalities. The settlement is accessed from the P319 and L465 roads. The land uses in this area are school, and rural residential.

Blue Bank: Blue Bank is located along the Sand River about 35km northwest of Ladysmith. The settlement is comprised of land uses such as a school, residential development and some small-scale informal commercial establishments.



ALFRED DUMA LOCAL MUNICIPALITY


Amajuba
Umzinyathi
Uthukela
Lucitania
Driefontein
Matiwane
Nkunzi
Wesselsnek
Van Reenen
Brakwal
Watersmeet
Elandslaagte
Kirkintulloch
Burford
Besters
Peace Town
Pepworth
Cremin
Kwamsane
eTholeni
Limehill
Ekuvukeni
Vaalkop
Uitvaal
Esikoko
Sigweje
Waayhoek
Soms Hoek
Klipriver
Blue Bank
Hyde Park
Ladysmith
Steadville
Hillside
Ezakheni
Roosboom
Dundee
Talana
Glencoe
Sibongile
Thembalihle
Witbank
Malonjeni
Van Rooyen
Ulithoek
Wasbank
Dumbe
N3
N11
P31
P32
NODES / CORRIDORS
Legend
Alfred Duma LM
District Development Node
Municipal Development Nodes
Settlement Development Nodes
Places
District Municipalities
Local Municipalities
Ward Boundaries
National and Provincial Corridors
Primary Corridors
Secondary Corridors
Tertiary Corridors
National Road
Provincial Road
Steep Slopes
Farm Cadastral
N

Three main factors have influenced the selection of these areas, that is:

- Location in relation to major access routes. Secondary nodes are located either along a primary or secondary corridor, or at the intersection of the primary and secondary corridor
- Location in relation to large rural or urban settlements, which provides a threshold for services, rendered from these areas. Development potential based on the above two factors, and broad overview of the historical development of the areas as well as the current level of development.
- Ezakheni has potential to serve the whole of Ezakheni Township and the surrounding rural settlement. Spatial development in Ezakheni should focus on transforming the area into a mixed land use area, and a viable service centre developed with social, economic and other facilities.
- Colenso was previously a thriving rural service centre for the surrounding farming community has experienced decline in both character and function. It is characterized by derelict and poorly maintained buildings, deteriorating quality of infrastructure and the associated services, and lack of investment. With the majority of the land around this town being subject to land restitution and claims, it is critically important to repackage Colenso as a centre of activity and an anchor point for the integration and coordination of support services to the various land reform projects. It lso has potential for the following activities:

Low-key commercial activities and service industry targeting local communities and vehicular traffic passing through R103. Low-density residential development for people who want to be close to urban opportunities, but live a rural lifestyle. Public facilities serving different at least two or more settlement clusters.

5.5.1.2.3 TERTIARY CENTRES

In addition to the secondary centres, the vision for the future spatial development of Alfred Duma Local Municipality makes provision for the development of community centres within a cluster of settlements. These small centres will serve as location points for community facilities serving the local community such as:

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

5.7. MOVEMENT ROUTES

NATIONAL ROAD NETWORKS

The N3 and the N11 can be considered as the primary routes within the municipal area. The N3 corridor runs along the western boundary in an east-west direction. The route is, however, largely a movement corridor between linking Johannesburg and Durban. However, opportunity points exist at key intersections or off-ramps.

Similarly, the N11 is a movement corridor Linking KwaZulu-Natal with Mpumalanga Province through the north-western region of KwaZulu- Natal. This corridor forms an alternative route from KwaZulu-Natal to Gauteng and Mpumalanga. Due to the lower volumes of traffic along this road, and the fact that it is largely being utilised as an alternative route by trucks and other freight vehicles, very few opportunities exist to develop nodes along the route.

One potential position for a node, however, is at the R602 and N11 junction which leads traffic of the N11 to the Endumeni Municipality. Here numerous commercial enterprises have been established in the past, some enjoying some levels of success, but the majority with low levels of success. There are no Direct Access Centres (DACs) along the N11 between the N3 and Newcastle. Opportunities exist to permit such a development along the N11, particularly in areas of major intersections or where traffic volumes merge.

REGIONAL ROAD NETWORKS

R103 is the provincial route that runs parallel to the N3. It can be considered as the secondary corridor of the municipal area and it is also an alternative route for the traffic that passes through Ladysmith to other towns which choose not to use the N3. The R103 (between Ladysmith and N3) links the N3 to Ladysmith and passes through the settlement of Brookfield. This is a movement corridor and limited opportunities exist for the development of nodes along this corridor.

As mentioned above, one opportunity exists in the vicinity of the N3 and R103 intersection, although this is limited due to the fact that this interchange is tolled by the South African National Roads Agency (SANRAL) which may discourage the free flow of traffic through this intersection. The R103 (between Colenso and Ladysmith) is primarily a movement corridor and is used by residents as an alternative route to avoid the tolls on the N11 and N3 interchange. This corridor links the urban core of Ladysmith with the Roosboom settlement and the Colenso complex.

The road between Colenso and Ladysmith like the R103 is used as an alternative route to access the N3. Residents and road users from upcountry, including Dundee and Newcastle, use this road to by-pass the CBD of Ladysmith in the travels north and south. The road from the N11 through Ezakheni through to the Indaka area carries heavy commuter traffic between Ezakheni and the CBD.

PRIMARY ROAD NETWORK

There are also a number of Provincial Routes that act as the access roads to settlement areas. These can be considered as the tertiary corridors and include the Driefontein Access Roads (P289 and P189). These form a loop which links the Driefontein complex to Ladysmith via the N11 to the east, and to the R103 to the west. This road is primarily an access road for the Driefontein community. The Matiwaneskop Access Road (P263) links Elandslaagte in the south to the N11, the community residing in the Matiwaneskop, and then through to the Free State via Collings Pass. This road is primarily an access road linking the Matiwaneskop community to the N11 and onto Ladysmith. The R602 links Elanslaagte and the N11 to Glencoe and Dundee, and it is a blacktop road

PUBLIC TRANSPORT ROUTES

Origin rank	Destination rank	Trip length	Operator
Lyell Street Municipality	Peace Town	18.64	Klip River Taxi Association
Ezakheni	Lyell Street Municipality	41.56	
Tsakhane	Lyell Street Municipality	24.21	
E- section (Ezakheni)	Lyell Street Municipality	20.94	
Driefontein	Ladysmith (Illing Rd)	54.54	
Ezakheni A	Ladysmith (Illing Rd)	40.37	
Lyell Street Municipality	Bergville	54.27	
Ladysmith (Illing Rd)	Lusitania/Matiwane	67.51	
Lyell Street Municipality	Steadville	4.43	
Alexander Street	Lyell Street Municipality	67.73	
Watersmeet	Lyell Street Municipality	33.05	
Ekuvukeni	Ladysmith (Illing Road)	70.05	

(Source: District Municipality PTP 2005)

Public transport is limited to bus and minibus-taxi operations providing services between Ladysmith, Colenso, Bergville, Driefontein, Steadville, Watersmeet, Tsakane, Ezakheni and Ekuvukeni. Table below provides detail of the current operations. A further critical problem area is the provision of shelters as well as a number of minibus-taxi stops within the townships. There is a general lack of taxi waiting shelters and taxi drop-off zones within the municipality. One of the routes that is provided with the taxi drop-off zones is P281. There is a clear visibility of the need for taxi drop-off zones within routes such as P359 whereby the communities have resorted to demarcate the spots by rocks with markings. The routes that can be considered as a priority for these drop-off zones include P32, P359, P349 and D1275.

DISTRICT AND LOCAL ROUTES

These are the lower order of the movement routes that serves to connect different settlements and provide access to public facilities. The majority of rural villages are located along these roads. District roads are a responsibility of the Department of Transport (DOT) and are often developed in consultation with the Rural Transport Forums. Local routes are shared between the district and the local municipality and serve as movement routes within settlements. Local roads are the function and responsibility of the Alfred Duma Local Municipality.

RAILWAY TRANSPORTATION

According to the Local Integrated Transport Plan (LITP), although the Municipality has one of the best industrially orientated rail systems, crime, violence, poor service and high tariffs on goods lines, have in recent years led to a decline in the use of rail transport in the municipal area. Currently all rail facilities in the Municipality are under-utilised, with approximately 55 trains running through Ladysmith station on a daily basis. Rail passenger services are limited to between 3

- 4 trains operating between Durban and Johannesburg 3 days a week. As a result, increased reliance by industry on road transport has placed increased pressure on the road network. The three-way rail junction run along the N11 and the Ladysmith station is located close to the CBD. The Danskraal Yard is located on the Free State main line and the Glencoe-Vryheid line and acts as a depot for train marshalling and maintenance as well as rail maintenance. The passenger station is located some distance away from Danskraal close to the Central Business District (CBD).

PEDESTRIAN INFRASTRUCTURE

There is generally very little or no provision for pedestrian and bicycle travel in the municipal area. Sidewalks are generally in a poor condition with potholes or are non-existent. Pedestrian bridges across the Klip-River are still lacking to provide safe access when the river is in flood (Local Integrated Transport Plan Final Draft 13 August 2010).

Pavements are needed on the main road Ezakheni because school children use the main road to get to school, the school children more often than not end up invading the road which creates a very dangerous situation for motor vehicle users who are the primary users of the road. The least that can be done to ensure that all road users are safe is to make sure that school children have pavements they can use to walk to school safely on all roads in Ladysmith where school children walk to get to school. Pavements are a great necessity because school children use the P32 road get to school, the school children more often than not end up invading the road which creates a very dangerous situation for motorists who are the primary users of the road. The least that can be done to ensure that all road users are safe is to make sure that school children have pavements they can use to walk to school safely. The district road coming from Tugela Estate to D1275 that has two schools and one clinic located along that road. D1290 and P361 which are currently gravel have 4 and 3 schools located along it respectively.

Non-motorised transport road signage and road marking were not noted on P32 coming from Ezakheni leading to Limehill where a number of schools are located along that road including both primary and secondary schools. The district road coming from Sahlumbe (Tugela Estate) to D1275 that has two schools and one clinic located along that road. D1290 and P361 which are currently gravel have 4 and 3 schools located along it respectively.

ROAD	ROLE (SOCIAL AND ECONOMIC)	SURFACE	CONDITION	PROPOSED ATTENTION
N3	National Economic Trade Route	Blacktop	Excellent	None
N11	National Economic Trade Route	Blacktop	Excellent	None

R103	Primary Regional Economic Route	Blacktop	Fair - few patches of top surface wearing off in some parts	General Maintenance
R602	Primary Regional Economic Route	Blacktop	Fair - few patches of top surface wearing off in some parts	General Maintenance
P263	Primary Regional Economic Route	Blacktop	Good	None
P289	Primary Regional Economic Route	Blacktop	Good	None
P189	Primary Regional Economic Route	Blacktop	Good	None
P32 (R74)	Primary Regional Economic Route	Blacktop	Fair - few patches of top surface wearing off in some parts	General Maintenance
P33	Sub-Regional Economic Route	Blacktop	Good	None
P555	Sub-Regional Economic Route	Blacktop	Good	None
P314	Sub-Regional Economic Route	Blacktop	Good	None
P39	Sub-Regional Economic Route	Blacktop	Good	None
P191	Regional Economic Route	Gravel	Poor	Upgrading into Tar
P349	Sub-Regional Economic Route	Blacktop	Good	None
P91	Sub-Regional Economic Route	Gravel	Poor	Upgrading into Tar

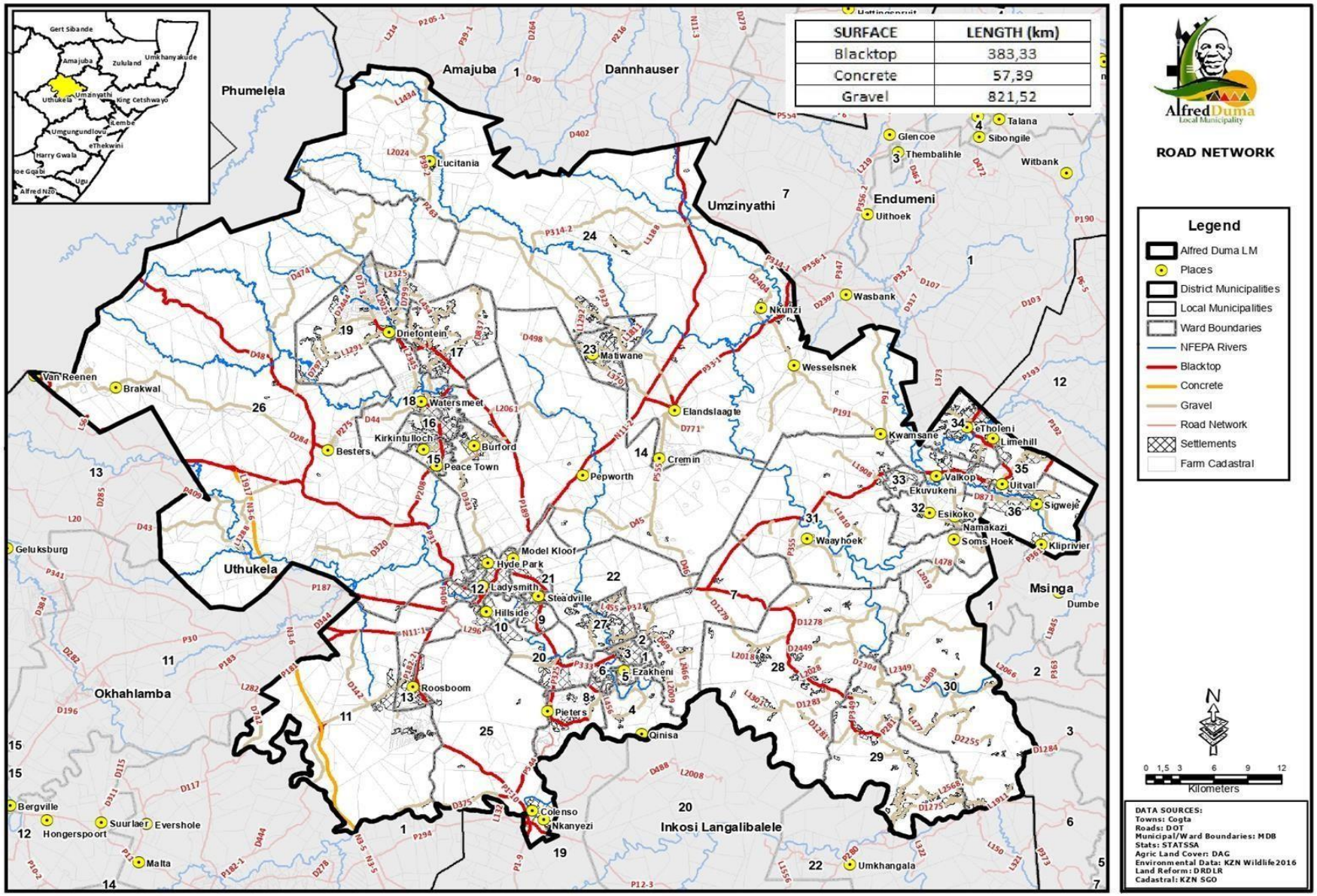
P361	Mobility Spine (Economic and Social)	Blacktop	Fair - few patches of top surface wearing off in some parts	General Maintenance
P359	Mobility Spine (Economic and Social)	Blacktop	Good	None
P355	Mobility Spine (Economic and Social)	Gravel	Fair	Upgrading into Tar
P281	Mobility Spine (Economic and Social)	Blacktop	Very Good (Recently upgraded into Tar)	None
D1279	Access Connector Route	Blacktop	Fair	General Maintenance
D1278	Access Connector Route	Gravel	Fair	General Maintenance
D1281	Access Connector Route	Gravel	Fair	General Maintenance
D1283	Access Connector Route	Gravel	Fair	General Maintenance
D1275	Access Connector Route	Gravel	Poor	Upgrading into Tar
D1280	Access Connector Route	Gravel	Fair	General Maintenance
D1290	Access Connector Route	Gravel	Fair	Upgrading into Tar
D871	Access Connector Route	Gravel	Fair	Upgrading into Tar

ROAD	ROLE (SOCIAL AND ECONOMIC)	SURFACE	CONDITION	PROPOSED ATTENTION
D1291	Access Connector Route	Gravel	Fair	Upgrading into Tar
D1296	Access Connector Route	Gravel	Fair	General Maintenance
D1277	Access Connector Route	Gravel	Fair	General Maintenance
D498	Access Connector Route	Gravel	Poor	Upgrading into Tar
D771	Access Connector Route	Gravel	Fair	Upgrading into Tar
D90	Access Connector Route	Gravel	Fair	Upgrading into Tar
D402	Access Connector Route	Gravel	Fair	Upgrading into Tar
D389	Access Connector Route	Gravel	Fair	Upgrading into Tar
L1434	Local Access Roads	Gravel	Fair	Upgrading into Tar
L2024	Local Access Roads	Gravel	Fair	Upgrading into Tar
L1522	Local Access Roads	Gravel	Fair	Upgrading into Tar
L1811	Local Access Roads	Gravel	Fair	Upgrading into Tar
L1188	Local Access Roads	Gravel	Fair	Upgrading into Tar
L1292	Local Access Roads	Gravel	Fair	Upgrading into Tar

L370	Local Access Roads	Gravel	Poor	Upgrading into Tar

A2083	Local Access Roads	Gravel	Fair	General Maintenance
A2085	Local Access Roads	Gravel	Fair	General Maintenance
A2090	Local Access Roads	Gravel	Fair	General Maintenance
A2092	Local Access Roads	Gravel	Fair	General Maintenance
A2093	Local Access Roads	Gravel	Fair	General Maintenance
A2016	Local Access Roads	Gravel	Fair	General Maintenance
A2079	Local Access Roads	Gravel	Fair	Upgrading into Tar
A2969	Local Access Roads	Gravel	Fair	Upgrading into Tar
A2970	Local Access Roads	Gravel	Fair	Upgrading into Tar
A2084	Local Access Roads	Gravel	Fair	Upgrading into Tar
A2077	Local Access Roads	Gravel	Fair	Upgrading into Tar
A2081	Local Access Roads	Gravel	Fair	General Maintenance

A2088	Local Access Roads	Gravel	Fair	General Maintenance
A2094	Local Access Roads	Gravel	Fair	General Maintenance


SURFACE | LENGTH (km)
Blacktop | 383,33
Concrete | 57,39
Gravel | 821,52
ROAD NETWORK
Legend
Alfred Duma LM
Places
District Municipalities
Local Municipalities
Ward Boundaries
NFEPA Rivers
Blacktop
Concrete
Gravel
Road Network
Settlements
Farm Cadastral
Kilometers
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO
Phumelela
Amajuba
Dannhauser
Umzinyathi
Endumeni
Uthukela
Okhahlamba
Inkosi Langalibalele
Msinga
Umkhangala
Van Reenen
Brakwal
Dnefontein
Watersmeet
Kirkintulloch
Besters
Burford
Peace Town
Matiwane
Elandslaagte
Pepworth
Cremin
Wesselsnek
Nkunzi
Wasbank
Uithoek
Glencoe
Thembalihle
Talana
Sibongile
Witbank
Kwamsane
eTholeni
Limehill
Valkop
Ekuvukeni
Uitval
Esikoko
Sigweje
Namakazi
Soms Hoek
Kliprivier
Waayhoek
Dumbe
Lucitania
Geluksburg
Model Kloof
Hyde Park
Ladysmith
Steadville
Hillside
Ezakheni
Roosboom
Pieters
Qinisa
Colenso
Nkanyezi
Bergville
Suurlaer
Evershole
Hongerspoort
Malta
Gert Sibande
Amajuba
Zululand
Umkhanyakude
Uthukela
Umzinyathi
King Cetshwayo
Sembe
Umgungundlovu
eThekwini
Harry Gwala
Ugu
Alfred Nzo

5.8 CONTINUUM OF SETTLEMENT CLUSTERS

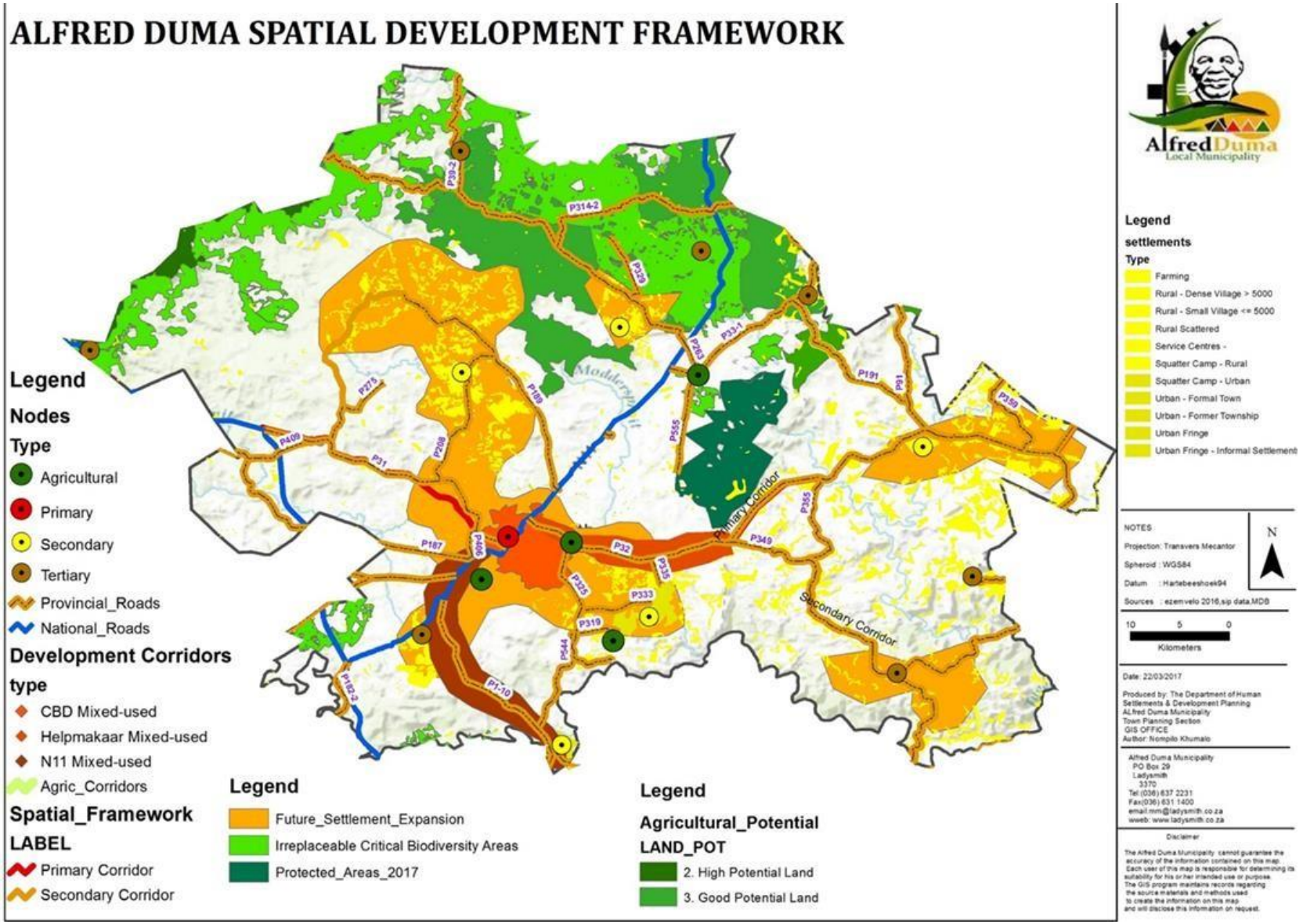
Although it has become a trend in planning practice to identify nodes and order them in a hierarchical format, it is noted that ALFRED DUMA LOCAL MUNICIPALITYis predominantly rural in character. As such, exclusive use of development nodes as key spatial structuring elements has potential to undermine the significance of rural parts of the municipal area and relegate rural settlements into sub-sets of mostly urban nodes. One of the key focus areas of the SDF is to facilitate the evolution of a settlement pattern that reflects strong functional linkages between rural and urban, and the continuum of settlements ranging from deep rural to formal urban settlements.

This pattern has a number of benefits, including:

Maximizing choice of lifestyle and where people want to live.

Providing a good framework for the delivery of services and application of service standards based on character of the area. Unlocking economic development potential at different scales thus providing remote rural areas to realize their agricultural economic development potential.

Improving economic performance of the region.


ALFRED DUMA SPATIAL DEVELOPMENT FRAMEWORK
Legend
Nodes
Type
Agricultural
Primary
Secondary
Tertiary
Provincial_Roads
National_Roads
Development Corridors
type
CBD Mixed-used
Helpmakaar Mixed-used
N11 Mixed-used
Agric_Corridors
Spatial_Framework
LABEL
Primary Corridor
Secondary Corridor
Legend
Future_Settlement_Expansion
Irreplaceable Critical Biodiversity Areas
Protected_Areas_2017
Legend
Agricultural_Potential
LAND_POT
2. High Potential Land
3. Good Potential Land
Primary Corridor
Secondary Corridor
Alfred Duma
Local Municipality
Legend
settlements
Type
Farming
Rural - Dense Village > 5000
Rural - Small Village <= 5000
Rural Scattered
Service Centres -
Squatter Camp - Rural
Squatter Camp - Urban
Urban - Formal Town
Urban - Former Township
Urban Fringe
Urban Fringe - Informal Settlement
NOTES
Projection: Transvers Mecantor
Spheroid : WGS84
Datum : Hartebeeshoek94
Sources : ezemvelo 2016,sip data.MDB
N
10 5 0
Kilometers
Date: 22/03/2017
Produced by: The Department of Human Settlements & Development Planning
ALfred Duma Municipality
Town Planning Section
GIS OFFICE
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5.8.1 URBAN SETTLEMENTS

There are three urban settlements within Alfred Duma Local Municipality,

namely:

- Ladysmith Town including the surrounding suburbs.
- Ezakheni Township
- Colenso

An agenda for the management of these areas is set in the sections below, and need not be repeated in this section save to emphasize the need to contain low density urban sprawl and transformation of these areas into efficient and integrated urban systems.

5.8.2 PERI-URBAN SETTLEMENTS

Urbanization processes in areas such as Ezakheni has resulted in the blurring of boundaries between rural and urban thus creating clusters of peri-urban settlements.

Large and expansive settlements have developed around Ezakheni.

These include the following:

St Chads

- Roosboom
- Mthandi

Efficient land management in peri-urban areas is critical to deal with challenges of socioeconomic change. These areas act as an interface between rural, often informal tenure rights and institutions of enforcement on the one hand, and formal urban-based and mostly statutory law processes. They provide a unique opportunity for rural people to lead a generaly rural liestyle in an urban context.

Spatial planning interventions in these areas should focus on the formalization of these settlements through land tenure upgrading, provision of services, development of a range of housing products and improving access to public facilities.

5.8.3 DENSE RURAL SETTLEMENTS

Dense rural settlements are an old phenomenon in the rural landscape of Alfred Duma Local Municipality and the Uthukela District generally. These settlements have emerged as a result of forced removals in the commercial farmlands, apartheid based landownerships patterns and shack farming that became an alternative to farming given the low production potential of the land. These areas should be prioritized for settlement planning as a means to prevent them from degenerating into rural slums. This should entail the following:

- Mobilization of land owners and traditional councils (where applicable) in support of settlement planning initiative.
- Formalization of institutional arrangements and clarification of roles and responsibilities and cooperation between the municipality and land owners in respect of land allocation and land use management.
- Preparation of settlements plans indicating spaces where different land uses may be located and areas where settlement should be discouraged.
- Delineation of settlement edge indicating the land required to accommodate further expansion and social development needs over a defined period of time (five to ten years). The urban edge also promotes compaction. Introduction and application of planning standards including average site size.

5.8.4 SCATTERED RURAL SETTLEMENTS

Further expansion of small scattered rural settlements should be discouraged in the short to medium term with an intention to enable them to develop into settlements with a strong agricultural character. Spatial planning interventions in respect of these settlements should focus on the following:

- Agricultural development particularly protection of agricultural land from settlement.

- Management of grazing land including introduction of strategies such as rotational grazing.
- Consolidation of settlements as a means to create service thresholds.

5.8.5 SETTLEMENT CLUSTERS (COMPLEXES)

Rural housing delivery provides an opportunity for the preparation of settlements plans at a local spatial planning unit (settlement or cluster of settlements). The plans should serve as a guide for the development and future allocation of land for different land uses. As such, it is recommended that future settlement plans should be prepared for each settlement and provides for the following: Areas where settlement may or may not occur. This will be derived from an overlay of a series of environmental information such as flood lines, slope, wetlands, etc.

Land reserved for the future location of public facilities such as schools, clinics, etc. Vacant sites land within the settlement area where residential sites may still be allocated. This is critically important as it provides for the consolidation of settlements. Establishment and application of standards such as minimum lot size so as to promote equity and facilitate effective use of land. Roads with a particular focus on bus routes and local access roads. However, not all households enjoy road access.

Agricultural land, which includes both arable and grazing land.

Settlement plans should be prepared with full involvement of local communities and the affected and interested parties. They should be simple and easy to follow, and should provide guidance to traditional councils for the allocation of land for different uses.

5.9 SUSTAINABLE HUMAN SETTLEMENT

The 1976 Vancouver Declaration defined human settlement as:

- the totality of the human community - whether city, town or village - with all the social, material, organizational, spiritual and cultural elements that sustain it. The fabric of human settlements consists of physical elements and services to which these elements provide the material support.
- Over the years, the concept of human settlements has been developed further into a strategic framework for overall socioeconomic development. Human settlements are the spatial dimension as well as the physical expression of economic and social activity. The creation of sustainable human settlements is inevitably an objective for social development as it defines and determines the relationship between where people live, play and work on the one hand and how this occurs within the confines of the natural environment. It is one of the most visible and quantifiable indicators of the society's ability to meet one of its basic needs - shelter, and a prerequisite for sustainable human development and economic growth.

5.10 LAND RELEASE AND OWNERSHIP

Land identification exercise should be undertaken to identify, map and assess all strategically located land that is suitable for housing development. This is in addition to the land that is subject of the current and planned housing projects. The exercise should be based on the following criteria:

- Ownership of land.
- Restrictive conditions of title and other encumbrances.
- Current land uses
- Ezisting zoning
- Size and potential yield for different housing products.
- Availability of services.

Location in relation to employment and other urban opportunities.

Market value of the land as determined by the municipality for rating purposes.
Geotechnical, topographical and other environmental conditions.

The use of the land for housing purposes should be in accordance with IDP and the associated sector plans.

The primary aim of this program is to facilitate the release of strategically and suitably located land as rapidly and cost effectively as possible so as to provide a range of housing products. Particular focus should be paid to state owned land and land located within development nodes and along development corridors and spines as identified in the SDF. This includes land registered in the name of the ALFRED DUMA LOCAL MUNICIPALITYMunicipality, land held by the Provincial Department of Human Settlements in terms of the power of attorney and land administered by the national Department of Rural Development and Land Affairs (where applicable).

LAND LEGAL ISSUES

The pattern of land ownership within Alfred Duma reflects a multiple form of tenure and freehold which ranges from a singular individual (natural person) to a group of people who have form structures (juristic person) that the land has been registered in. These can be listed as follows:

Private Ownership: The majority of the land in the Municipality is in private ownership. This includes extensive commercial agricultural land and plots developed for a range of land uses. The majority of the farmland with high agricultural potential and strategically located urban areas within the town is in the hands of white people. Farming areas with less potential for agriculture such as Driefontein, Lucitania, etc. as well as economically inactive urban area such as Ezakheni and Steadville townships are in the hands of the black people. The total amount of this is in region of 408 502.47 hectares.

Government: The state is the second largest holder of land with approximately 88 550.50 hectares of land that is registered as government or state land. These include the large tracks of land that exists on the outskirts of Colenso which belong to the Municipality. Ezakheni Township on the other hand is surrounded by large tracks of land which are administered by the Department of Rural Development and Land Reform while some are registered in the name of the Municipality.

There are fewer properties within Ladysmith town which belong to the Municipality and government.

Ingonyama Trust Board: There are portions of unallocated Ingonyama Trust land in and around Ezakheni Township, Peters Industrial Estate and Indaka area. Some of these are suited and well located for further housing development. Joint programs should be formulated between the ITB and the Municipality for the future development of these areas. The majority of the land area of the Indaka falls under the Ingonyama Trust and used to be part of the former Zululand Homeland. This in itself has rendered the Indaka Municipality with little historical economic development and has left a legacy of impoverishment and dependency on migrant workers and social grants for socio-economic well-being of the majority of its population. The total amount of land under ITB is 17 587.31 hectares.

Traditional Council: The south eastern portion of the municipality comprises of 38 861.68 hectares of land that is registered under traditional council. These include ward 28, 29 and 30.

Parastatals: There are few properties which also belong to the parastatals. These include the railway line stations, servitudes and properties that belong to Transnet. There are also a number of electricity servitudes and sub-stations that belong to Eskom while the properties that accommodate the telecommunication infrastructure are under Telkom. These take up to 11864,85 hectares

Syndicate: There are large tracks of land that are not vested in an individual but a rather complex web of social group. These include the farms that belong to different trustees. Although a clear set of rules exists to regulate the rights of all members to the land, this is the most diverse and complex form of land ownership. The majority of large settlements, particularly in the Driefontein complex have developed on trust lands and are proving to be difficult to unlock for housing development. In some instances, land ownership overlaps with traditional leadership thus creating confusion in terms of responsibility for land administration.

This is the case in areas such as Driefontein complex as well as Matiwaneskop and Jononoskop.

OWNERSHIP	AREA (ha)
Eskom	7527,59
Government	88550,50
Ingonyama Trust Board	17587,31
Municipal	4496,45

5.11 HOUSING DELIVERY

A differential strategy should be followed in the development of human settlements. Particular focus in the urban areas should be paid to the eradication of informal settlements and release of land for the establishment of new settlements and delivery of a range of housing products within the urban edge. Dense peri-urban and rural settlements will be prioritised for the development of human settlements through the rural housing subsidy scheme.

5.12 SLUMS CLEARANCE

The following spatial planning directives will be applied in the implementation of slums clearance projects:

Identify all informal settlements and quantify housing need.

Mapping and assessment of informal settlements to establish whether they can be upgraded *insitu* or requires relocation. Develop and introduce a land invasion policy as a means to prevent development of new and expansion of the existing informal settlements.

5.13 RURAL HOUSING

The Government's rural housing assistance programme has been designed to complement the realisation of the objectives of the Integrated and Sustainable Human Settlements. It focuses on areas outside formalised townships where tenure options are not registered in the Deeds Office but rather protected in terms of land rights legislation - Interim Protection of Informal Land Rights Act, 1996 (Act No. 31 of 1996). As opposed to registered individual ownership in formal towns, rural households enjoy protected informal tenure rights and/or rental or permission to occupy. The rural housing assistance programme is needs or demand based and designed to provide housing and infrastructure assistance within the specific circumstances. Dense rural settlements will be for prioritized rural housing.

5.14 BREAKING NEW GROUND PROJECTS

Alfred Duma Local Municipality has developed a Housing Sector Plan. The Housing Sector Plan estimates the current housing backlog to 5000 units calculated on the basis of census data, informal settlements and backyard shacks. Naturally, since the municipality is mainly rural and has a high percentage of unemployment,

the greater percentage of the housing need is for affordable housing units. Assuming an average density of 25 dwelling units per hectare (including roads), it follows that nearly 200ha of land is required in order to address the housing backlog. This should be spread between Ezakheni and Ladysmith.

5.15 MIDDLE INCOME AND UPMARKET HOUSING

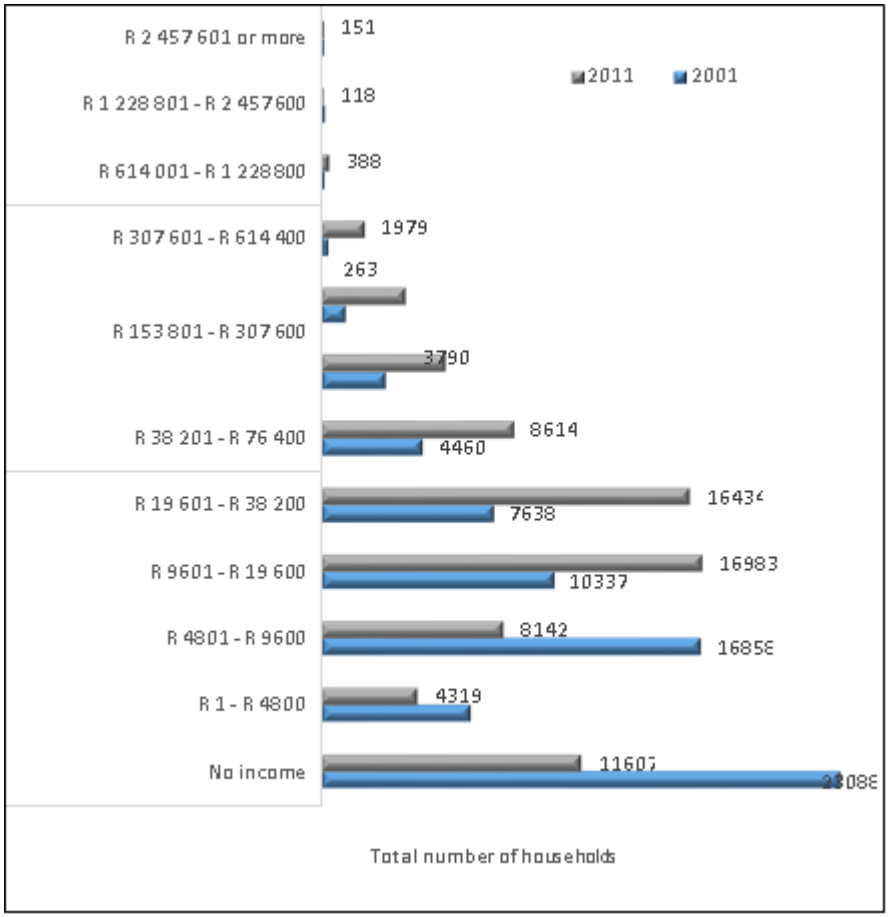
Middle income and up market housing is undertaken by the private sector in response to an expressed need. However, the municipality can facilitate the delivery of this form of housing through the incorporation of appropriately located land into the town planning scheme area and introduction of appropriate zoning. The area between Steadville and Ezakheni has been earmarked for the development of a range of middle-income housing products. Development of this land will reinforce the development of P….as a mixed-use development corridor and facilitate spatial integration of Ezakheni, St Chads and Ladysmith.

HOUSING PROGRAMME	WHAT IT'S ABOUT
Integrated Residential Development Programme (IRDP)	The IRDP provides for the acquisition of land for a variety of land uses, including commercial, recreational and clinics as well as residential stands for both low, middle and high-income groups. The land use and income group mix will be based on local planning and needs assessment.
Upgrading of In formal Settlements	The Upgrading of Informal Settlements Programme seeks to upgrade the living conditions of poor people as well as providing secure tenure and access to basic services and housing.
Provision of Social and Economic Opportunities	This programme seeks to establish quality, sustainable human settlements through the provision of social and economic facilities and amenities where funding is not available from other sources.

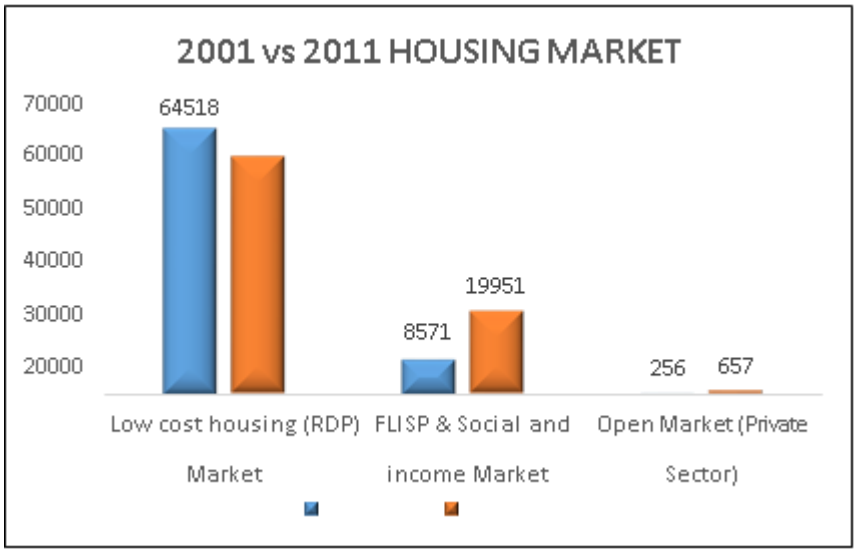
Housing Assistance in Emergency Circumstances	This programmes to re-house informal settlement residents with temporary housing while services are being installed or formal houses are being built on sites previously occupied by informal structures.
Social Housing Programme	The Social Housing Programme applies to restructuring zones which are identified by municipalities as areas of economic opportunity and where urban renewal or restructuring impacts can be best achieved. In addition, the programme also aims at developing affordable rental housing in areas where bulk infrastructure may be underutilised.
Institutional Subsidies	The Institutional Housing Subsidies Programme has been introduced to provide capital grants to social housing institutions which construct and manage affordable rental units. The Programme also provides for the sale of units by the social housing institution after at least four years have lapsed.
Community Residential Units (CRUs)	This programme aims to facilitate the provision of secure, stable rental for lower income persons/households. The programme provides a framework for dealing with the many different forms of existing public sector residential accommodation.

IMPACT OF POPULATION GROWTH ON DEMAND FOR HOUSING IN MEDIUM TO LONG TERM

Human settlements are the spatial dimension as well as the physical expression of economic and social activity. The creation of sustainable human settlements is inevitably an objective for social development as it defines and conditions the relationship between where people live, play and work on the one hand and how this occurs within the confines of the household's beneficiaries that truly qualify for the low-cost housing subsidy. Alfred Duma Local Municipality needs to update the existing housing demand database to be able to appropriately plan for future housing requirements and the nature of the requirements thereof.



Graph 31: Annual Household Incomes 2001 vs 2011 – Census 2001 and 2011



Graph 32: 2001 vs 2011 housing market – Census 2001 and 2011

IMPACT OF POPULATION GROWTH ON LAND REQUIREMENTS FOR FUTURE HOUSING

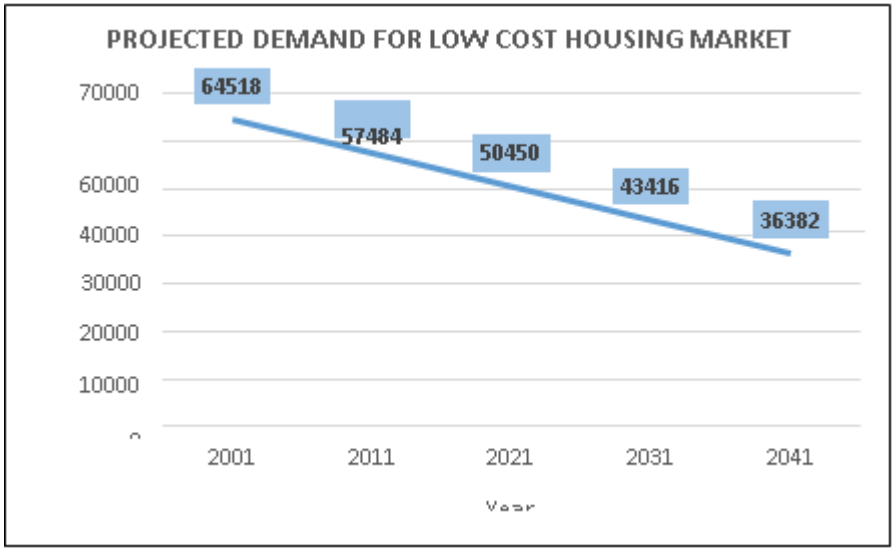
The population growth will result in demand for housing across all income groups. The annual percentage growth rate is as follows;

- Low cost housing = -1.0902 %;
- Social housing = 13.2773 %; and
- Open housing = 15.6641 %.

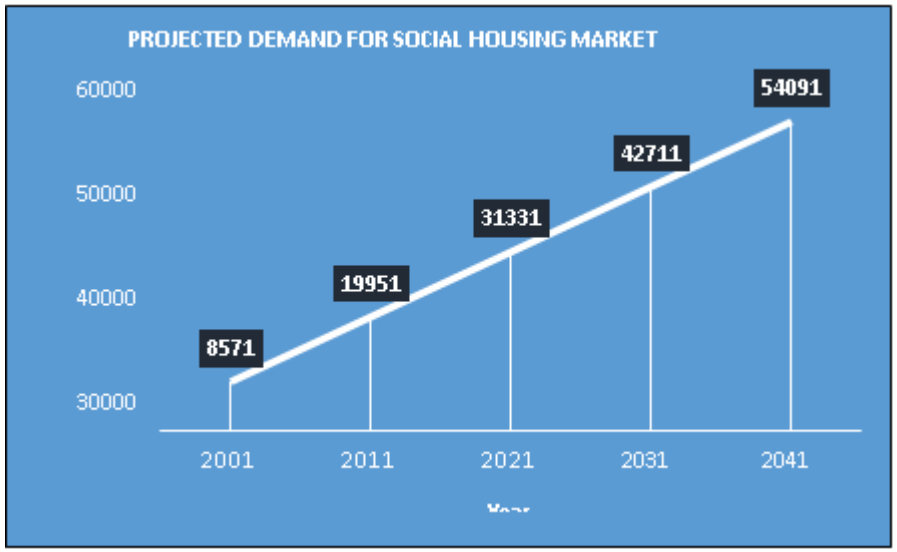
To meet the demand of 57 484 low cost housing households, Alfred Duma Municipality will need to procure or make available approximately 1 437.1 hectares of land for green field development. This is calculated using the minimum site size of a low-cost housing project which is 250 m². To meet the demand of the FLISP

(GAP) housing of 19 951 households, the Municipality will need to procure or make available approximately 598.53 hectares of land for green field development.

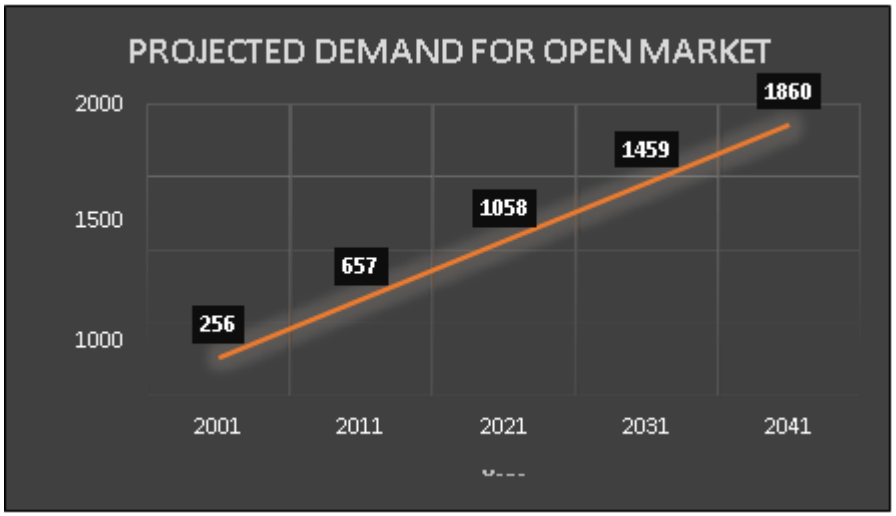
This is calculated using the minimum site size of a FLISP housing project which is 300 m². The open market is an open market as the notions articulates, there is no actual size for housing project, however it is often ranged from 350 m² to 650 m² depending on what and how the owner of the land deems to construct a particular housing. To meet the demand of 657 households, the municipality will need to at least avail 32.82 hectares of green field development land. This is assumed using an average 500 m² site size of an open market project.



Graph 33: Project Housing Demand for Low Cost Housing



Graph 34: Project Demand for Social Housing Market



Graph 35: Project Demand for Open Market Housing

5.16 BULK INFRASTRUCTURE DEVELOPMENT

Provision of bulk services is the responsibility of Uthukela District Municipality. Sector plans have been prepared for some of the services. The recommendations thereof that have implications for Alfred Duma Local Municipality have been integrated into the SDF for alignment and integration purposes.

5.17 SANITATON

The IDP indicates that Alfred Duma Local Municipality has a huge sanitation backlog, particularly the rural villages. Packaging of sanitation programs should be based on settlement clusters and be integrated with the drive towards the transformation of rural villages into sustainable human settlements. The following spatial planning standards should be applied in all sanitation projects:

Giving priority to settlements located within priority environmental areas. Providing settlements located within a 100m of wetlands with lined ventilated pit latrines at the minimum.

Providing urban and peri-urban settlements with water borne sewer.

5.18 WATER

Like many areas in South Africa, the Alfred Duma Local Municipality area has inherited the historical legacy of a large backlog of water and sanitation service infrastructure. This situation is clearly intolerable and therefore the efficient and adequate supply of water services for domestic consumption and for economic development is one of the most important challenges facing Uthukela District Municipality, in its capacity as the Water Services Authority for both ALFRED DUMA LOCAL MUNICIPALITYand the other local municipalities located within its boundaries.

UTDM has identified the following as critical and strategic water supply areas: Additional sustainable water source for Ladysmith and Ezakheni townships.

Bulk water supply system where rural schemes can just be “plugged in”.

Bulk water supply to the settlement clusters.

Raw water supply for Agricultural irrigation (Emnambithi/Ladysmith, Colenso, and some other areas).

Identification of supply zones should be based on the cluster of settlements defined in terms of quaternary catchments. The following spatial planning standards should be implemented in all water supply schemes:

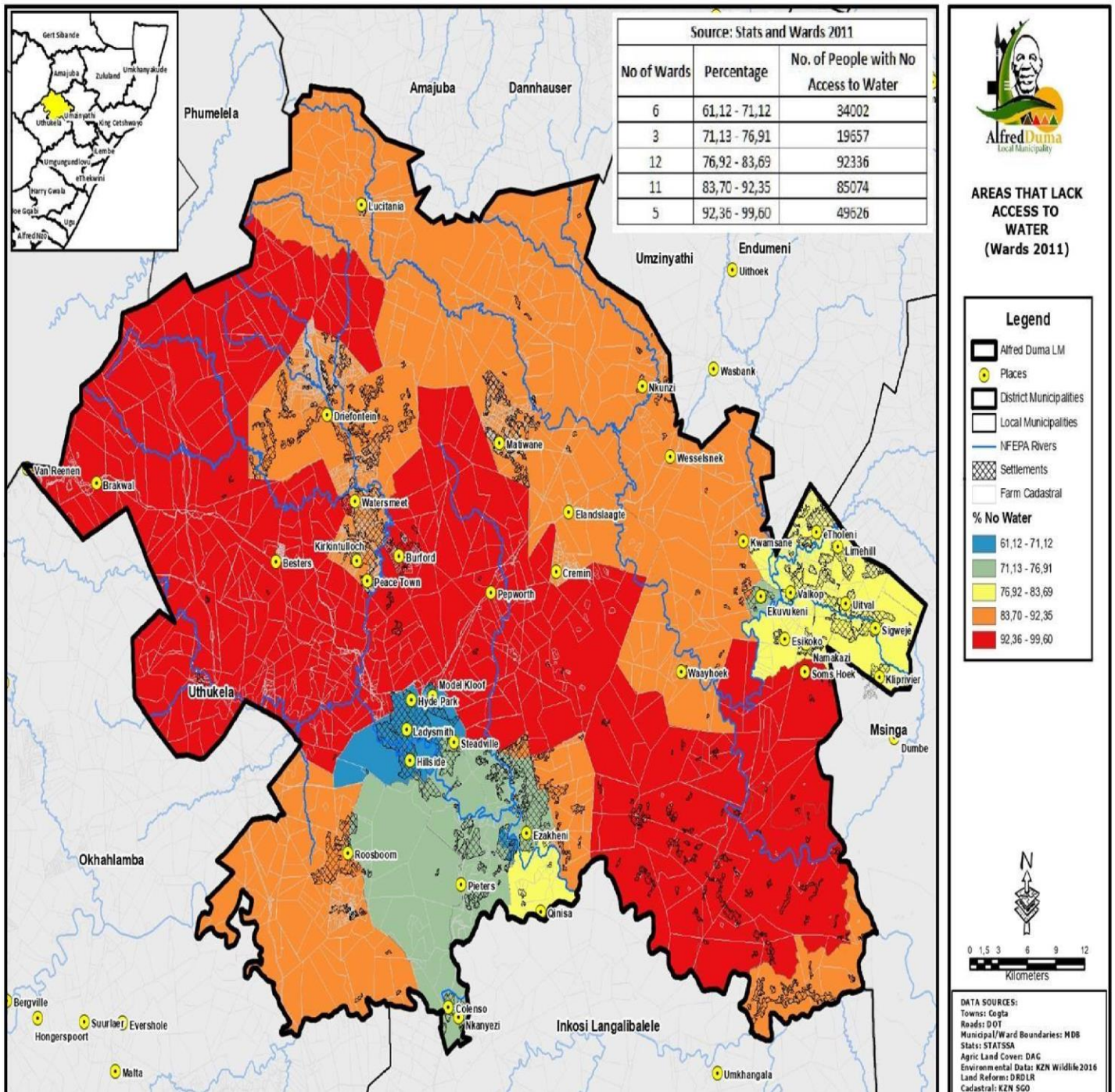
Urban settlements should be supplies with water within the house.

Peri-urban settlements should ideally be supplied with water on site or at least within a 200m from each household.

Dense rural settlements should be provided with water at least within 200m from each household.

Scattered rural settlements should be prioritized for spring protection, source water from the rivers and where possible boreholes.

ALFRED DUMA LOCAL MUNICIPALITY


Source: Stats and Wards 2011
No of Wards | Percentage | No. of People with No Access to Water
6 | 61,12 - 71,12 | 34002
3 | 71,13 - 76,91 | 19657
12 | 76,92 - 83,69 | 92336
11 | 83,70 - 92,35 | 85074
5 | 92,36 - 99,60 | 49626
AREAS THAT LACK ACCESS TO WATER (Wards 2011)
Legend
Alfred Duma LM
Places
District Municipalities
Local Municipalities
NFEPA Rivers
Settlements
Farm Cadastral
% No Water
61,12 - 71,12
71,13 - 76,91
76,92 - 83,69
83,70 - 92,35
92,36 - 99,60
Phumelela
Amajuba
Dannhauser
Umzinyathi
Endumeni
Uthukela
Okhahlamba
Inkosi Langalibalele
Msinga
Lucitania
Uithoek
Wesbank
Nkunzi
Driefontein
Matiwane
Wesselsnek
Van Reenen
Brakwal
Watersmeet
Elandslaagte
Kwamsane
eTholeni
Limehill
Kirkintulloch
Burford
Besters
Peace Town
Cremin
Pepworth
Valkop
Ekuvukeni
Uitval
Sigweje
Esikoko
Namakazi
Soms Hoek
Klipnivier
Waayhoek
Model Kloof
Hyde Park
Ladysmith
Steadville
Hillside
Dumbe
Ezakheni
Roosboom
Pieters
Qinisa
Bergville
Suurlaer
Evershole
Hongerspoort
Colenso
Nkanyezi
Malta
Umkhangala
N
0 1,5 3 6 9 12
Kilometers
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

5.19 IMPROVING ACCESS TO SOCIAL FACILITIES

Different communities have different priorities in terms of social facilities, and different types of facilities will work efficiently in certain communities. Large facilities with a municipal wide threshold such as a district hospital may not be located in a small poorly accessible settlement.

The important issue is not to predetermine the form of all facilities, but rather the positioning of social institutions valued by the community. The precise nature and form of many of these facilities can be determined over time by the community itself. Community facilities are important place-making elements and they should be used, in combination with public space, to make memorable places. They are dependent upon public support and play an important integrating function in and between communities/settlements. They should therefore be located in places of high accessibility, for the local and surrounding communities. In this way, they bring together people from a number of local areas and are not tied to the dynamics of any one community.

5.20HEALTH

There are two (2) main hospitals and nineteen (19) within the municipality region, namely the Ladysmith Provincial Public Hospital and La Verna Hospital which is a private hospital. They both serve as regional facilities and have a service threshold that covers the whole of District and beyond. Primary health care is provided through public clinics strategically located to serve the existing settlements (refer to the Map below). Some of the areas receive health services by means of mobile clinics supported by the Provincial Hospital. The mobile clinic points are located in areas that have all weather roads and accessible by a car.

Government has prioritized health and education investment and delivery. There are seven Clinics in the municipal area and one mobile clinic point. There is no hospital in Indaka but the population in the western part is within 25km from the facility in Ladysmith. The population in the central area is in excess of 5km from a clinic and the access roads in this are area make it difficult to reach by mobile clinic. The households whose distance is further than 5km from Clinic is considered as a backlog.

The information from the Department of Health indicates that two clinics will be constructed at Sgweje and Mbabane. The accompanying maps indicate the access of households within 25km of a hospital and Clinic. Improving the road conditions would ease the provision of services such as mobile clinics. An

improved administration system for these mobile services could be considered. Increasing the frequency of the mobile services is encouraged. In addition to this, increasing the medication supplies would be beneficial. The planning standards for the provision of health facilities are as follows • Clinic: 7000 – 30 000 people

- Hospital: 100 000 - 500 000 people
- Regional Hospital: 1.2 million people
- Mobile clinics: based on access to clinics or lack thereof

The application of these norms and standards depends on location e.g. low-density rural settlements are normally serviced using the 7000-people threshold.

According to Map 56, Alfred Duma LM has a number of health facilities located in various parts of the municipality. These include private hospitals such as Lenmed La Verna Private Hospital located in Egerton, and public hospitals such as Ladysmith Provincial Hospital located in Ladysmith. Other medical facilities comprised of mobile and stationery clinics. Much of the medical facilities, however, are concentrated in the Ladysmith Node, given the thresholds. It is also imperative to note that there is a dearth of health care facilities in rural areas where places such as Pepworth, Lucitania, Wesselsnek, Cremin, Waayhoek, Roosboom, Qinisa, Elandslaagte and Brakwal do not have access to clinics (as they fall under the 50km buffer for hospitals). These areas are not provided for in terms of emergency scenarios where medical attention could be urgent

- Community Health Centre: 30 000 – 160 000 people.

ALFRED DUMA LOCAL MUNICIPALITY

5.21 MEETING SPACES

Both open-air public spaces and enclosed spaces such as community halls are important parts of social infrastructure. Halls should be located in association with public spaces as this will allow for events in one to spill over into the other, or provide alternatives in case of weather changes.

Halls should also be associated with other public facilities, such as schools and markets. Given the limited number of public facilities which can be provided in any one settlement, it makes sense to concentrate these to create a limited number of special places, which become the symbolic parts of the settlement. The number and location of meeting places cannot simply be numerically derived. Rather, it is necessary to create “forum” places, which over time assume a symbolic significance outstripping their purely functional role.

5.21.1. Cemeteries

Burial is a very sensitive cultural issue, and care should be taken when allocating land for cemetery purposes. In addition, the identification of land for cemeteries will require extensive public participation and specialist investigations. Access to cemeteries is one of the main challenges facing the Municipality. This is the list of the available burial sites in the ADLM:

(i) Ladysmith Town Cemetery

(ii) Bluebank Cemetery

(iii) Ndomba Cemetery

(iv) Mbulwane Cemetery

(v) Ezakheni E Cemetery

(vi) Ezakheni C1 Cemetery

(vii) Ezakhnei C3 Cemetery

(viii) Ezakheni D1 Cemetery

(ix) Ekuvukeni Cemetery

(x) Tholeni Cemetery

(xi) Limehill cemetery

The cemeteries in Ezakheni C1 and C3 are both located along a river and adjacent to wetlands. As such, it violates the requirements as suggested by the Department of Water and Environmental Affairs. None of the e benefitted from formal planning and has now reached their capacity. Ndomba Cemetery in Steadville was also closed due to poor location and lack of space. Ladysmith Town Cemetery is located about 25km from Ezakheni and St Chads along the road to Steadville from Ladysmith town. It is the only formally established cemetery in the Municipality. This facility is also fast reaching its capacity due to pressure. Informal burial sites are also found in various rural settlements such as Driefontein, Matiwane .

Most of the people in the Indaka and surrounding areas utilise their private open space (within the yard) for burial purposes. Older cemeteries do exist that are in need of maintenance. Most of them are not well kept and are poorly maintained.

Traditional practice has been to bury the head of households within Umuzi. However, the universal continuation of this practice is evidently unsustainable and runs contrary to the spatial rationalisation and densification required to achieve more efficient land development practices and to support higher order rural nodes. Burial sites for family members next to the homesteads are common in rural areas, particularly in tribal areas with predominantly Black communities. This practice relates to the cultural belief in maintaining the links between the living and their late next of kin. It is believed that keeping the spirit close to the home will provide protection to the family, especially if it was a prominent or elderly family member. It also makes the grave to be easily accessible for the performance of certain traditional rituals.

5.21.2 THUSONG CENTRES AND COMMUNITY HALLS

There is a good provision of (3) Thusong Centres that provide periodic services to lower order catchments with middle order and, to a certain extent, regional services. These Thusong Centres are advantageously located in Driefontein [Level 9], Watersmeet [Level 7], Roosboom [Level 8] and Ekuvukeni [Level 8] and provide the following periodic services:

- Home Affairs

- Social workers
- SASSA
- COGTA
- Justice
- Labour
- Economic Development and Tourism.

The location and provision of the current Thusong Centres is good as they are offer reasonably good access to people in the middle to lower order catchments. No concerns were raised. The municipality has recognized a need to establish a Thusong Center in Matiwane/Jononoskop areas.

COMMUNITY HALLS

There is a good provision of (26) community halls in the entire primary catchment. It was noted that every ward in the local municipality has a community hall. These halls play an important role when it comes to providing the immediate community with periodic services in the absence of Thusong Centres. Areas, especially Level 10 sub-catchments, usually lack sufficient populations for permanent facilities for middle order facility types and make use of well-located community halls as a point of service. To increase public participation and provide for a meeting place for communities the municipality has endeavoured to construct community halls in all municipal wards. The halls constructed are fully equipped with services, kitchen, ablution, stage, chairs and tables and security to ensure that the halls are efficiently used. The following halls exist within the municipality: -

(i) Ward 3 Hall

(ii) Ezakheni Hall

(iii) E-Section Community Hall

(iv) Ward Community Hall

(v) Tsakane Community Hall

(vi) Steadville Community Hall

(vii) Agra Crescent Hall

(viii) Town Hall

(ix) Roosboom Community hall

(x) Burfford Community Hall (xi) Ward 15 Community Hall

(xii) Peacetown Community Hall

(xiii) Amantugwa Tribe Hall

(xiv) Kleinforntein Community Hall

(xv) Mthanti Community Hall

(xvi) Area J Community Hall

(xvii) Limit Hill Community Hall (xviii) Ward 23 Community Hall

(xix) Nkunzi Community Hall

(xx) Colenso Community Hall

(xxi) EmaRomeni Community Hall

(xxii) St Chads Community Hall (xxiii) Ekuvukeni community Hall

(xxiv) Tholeni Community Hall

(xxv) Makhasi Community Hall

(xxvi) Sigweje Community Hall

Provision is good and has proved to be a useful point of service for periodic

/ mobile services in remote areas or settlements with no permanent facility structures. Sub-catchments usually lack sufficient populations for permanent facilities for middle order facility types and make use of well- located community halls as a point of service. An application of the Kwazulu-Natal Draft Norms and Standards to community halls, requires one hall for 5 000 people within a 30-minute walking time or 1.5km walking distance

5.22 EDUCATION FACILITIES

The creation of environments which promote learning forms an integral part of the settlement making process. Learning has both formal and informal dimensions. Schooling relates to the formal dimension of education. Informal learning stems from exposing people to experiences outside the formal learning environment, such as experiencing nature, urban activities and social events. In this respect, the informal part of the learning experience can be enhanced by integrating educational facilities with the broader settlement structure. This can be achieved by locating schools, colleges, Technikons and adult education centres close to places of intensive urban activities.

The concept of the specialised self-contained school, accommodated on a spatially discrete site and serving only its pupil population, needs a rethink. Schools should be seen as resources serving both pupils and the broader community. In this regard schools can accommodate the school population during the day and, where possible, adult education during the evenings. Similarly, halls and libraries can serve the school population during the day and the broader community during the evening, ensuring 18-hour usage of facilities.

The need for informal school play space can be supplemented by public space adjacent to which the school is located. Formal sports fields can serve both the school and the broader community. In terms of their location, schools should be part of an accessible, settlement-wide system of education facilities. Accordingly, they should be located close to continuous public transport routes. This will make schools sustainable over a longer period, since they will draw pupils from a larger area, thus becoming less susceptible to fluctuations in the local population. Provision of education facilities should be based on established planning standards of a primary school for every 600 households and a secondary school for every 1200 households. Future school sites should be located and be

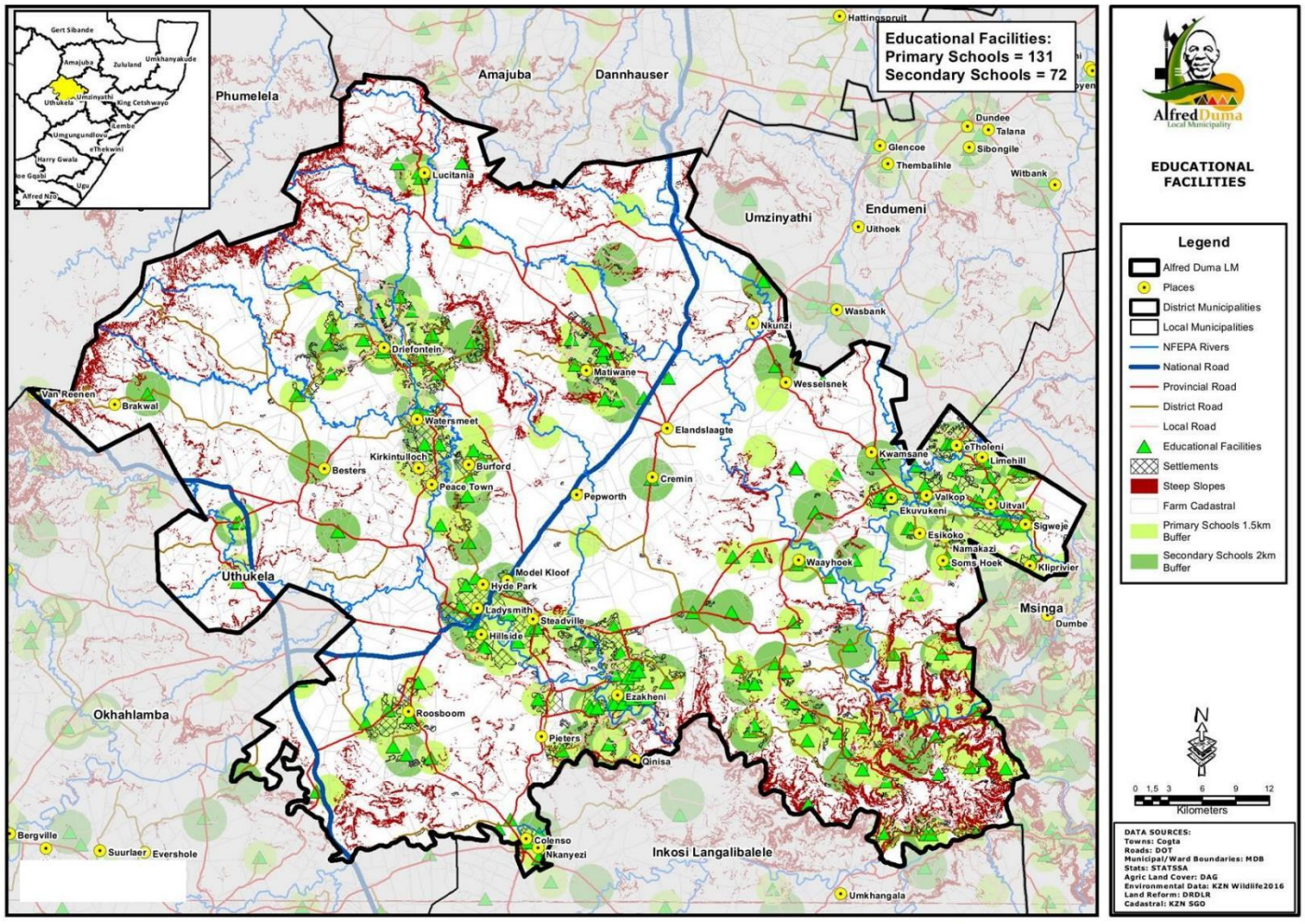
integrated into the existing spatial fabric and logic. Secondary facilities could be located in areas where they can be shared between or among settlements thus forming the basis of emerging nodes

The movement network and public transport

Movement should not be seen as a separate element but as an activity which occurs within social space. The degree to which it dominates space varies significantly depending on the type of settlement. In Ladysmith and Ezakheni, equal emphasis should be placed on both spaces which are entirely pedestrian dominated and those which are entirely vehicle dominated. The situation is completely different in rural villages where pedestrian and public are the dominant modes of transport. Public transport is essential in areas that are characterised by low levels of car ownership. As far as possible, transformation of rural settlement into sustainable human settlements should support public transport. Well located and highly accessible settlements should be allowed to expand and increase in density in order to create sufficient thresholds to support public transport and public facilities.

Higher densities in areas such as Ladysmith Town and Ezakheni will increase the viability of public transport and should be encouraged along public transport routes. This is critically important as it promotes concentration of activities and gives effect to the notion of nodal development. There is a strong ordering dimension to movement. At all scales, it is necessary to maximise continuities of movement, as this promotes choice and integration. Land uses should be able to respond freely to movement patterns as this encourages diversity and a mix of activities.

The poposed system of corridors and nodes supports the concept of an integrated public transpot system, with most of the corridors serving as public transport routes.


Educational Facilities:
Primary Schools = 131
Secondary Schools = 72
Phumelela
Amajuba
Dannhauser
Umzinyathi
Endumeni
Uthukela
Okhahlamba
Inkosi Langalibalele
Msinga
Hattingspruit
Dundee
Talana
Glencoe
Sibongile
Thembalihle
Witbank
Uithoek
Lucitania
Nkunzi
Wasbank
Driefontein
Matiwane
Wesselsnek
Van Reenen
Brakwal
Watersmeet
Elandslaagte
Kirkintulloch
Besters
Burford
Peace Town
Cremin
Pepworth
Kwamsane
eTholeni
Limehill
Valkop
Uitval
Ekuvukeni
Sigweje
Esikoko
Namakazi
Soms Hoek
Kliprivier
Waayhoek
Model Kloof
Hyde Park
Ladysmith
Steadville
Hillside
Dumbe
Ezakheni
Roosboom
Pieters
Qinisa
Bergville
Suurlaer
Evershole
Colenso
Nkanyezi
Umkhangala
EDUCATIONAL FACILITIES
Legend
Alfred Duma LM
Places
District Municipalities
Local Municipalities
NFEPA Rivers
National Road
Provincial Road
District Road
Local Road
Educational Facilities
Settlements
Steep Slopes
Farm Cadastral
Primary Schools 1.5km Buffer
Secondary Schools 2km Buffer
N
0 1,5 3 6 9 12
Kilometers
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

5.23 RURAL DEVELOPMENT AND AGRARIAN REFORM

Rural development is intended to create vibrant, equitable and sustainable rural communities. The national government seeks to achieve this through a three pronged strategy based on: a coordinated and integrated broad-based agrarian transformation; strategically increasing rural development; and an improved land reform programme.

The role of local government in supporting the land reform program remains one of the poorly defined and uncoordinated activities in the integrated development planning process. The land reform impacts on the local communities, yet it is implemented by a national government department with limited, if any, consideration of the IDPs and the SDFs. Similarly, these documents do not provide an adequate strategic framework for dealing with the land question. Land issues are complex and intricate with some of them (labour tenants and land restitution) being rights driven. Nevertheless, the land reform is one of the significant programs that promise to make a major contribution to economic growth, poverty alleviation and nation building. As such, its implementation should be embedded in the notion of sustainable and integrated development. Alfred Duma Local Municipality recognizes the importance of the land reform; particularly the role it can play in addressing historical land related conflicts in the area, overcrowding and congestion, as well as promoting agricultural development. As such, the following should guide future implementation of the land reform program within the ALFRED DUMA LOCAL MUNICIPALITY.

Clustering of projects in a geographic area (across products) so as to optimise development potential, rationalise support services and promote efficient use of scarce resources. Identification of clusters should be based on access, social identity, development opportunities, land use pattern and social relationships. This will provide a framework for a comprehensiveapproach to the resolution of labour tenant and land restitution claims.

Settlement of the emerging farmers in terms of the Land Redistribution for Agricultural Development (LRAD) or Proactive land Acquisition Strategy should be located close to transport axes on good agricultural land in situations where they have access to ongoing support and mentorship – this by definition would exclude isolated areas of the municipal area. There is a need to promote off-farm settlement as a land delivery approach where the main need for land is

settlement. Such land should be located in accessible areas which can be provided with social facilities and basic services in an efficient and effective manner. It may also form part of a cluster of projects. This will also facilitate housing delivery and development of such settlements as sustainable human settlements.

Identification of high impact projects and integration into the local value chain or development proposals. These projects should also be integrated into the LED program of the Municipality. Opportunities in Umtshezi include game farming, livestock farming, citrus, irrigated pastures, and dryland and irrigated crop production.

It must however, be noted that the land reform is a need and a rights based program. Its primary focus is to transform the land ownership pattern in line with the national government targets.

5.24 LAND TENURE UPGRADING AREAS

Land tenure upgrading should be undertaken for both urban and rural informal settlements as part of a process towards the development of human settlements. Particular focus should be paid to the following areas: 343

- Roosboom.
- Driefontein Complex.
- Matiwaneskop Complex.
- Nkunzi.
- Steincoal spruit.

5.25 LOCAL ECONOMIC DEVELOPMENT

Alfred Duma Local Municipality IDP identifies local economic development (LED) as one of the key performance areas (KPAs), and a strategic area of intervention.

Investigations undertaken towards a comprehensive LED strategy and implementation plan suggests that the area has potential in commerce and industry, tourism, agriculture and mining sectors.

5.26 TOURISM

According to ALFRED DUMA LOCAL MUNICIPALITYLED Strategy, ALFRED DUMA LOCAL MUNICIPALITY's potential for tourism development is derived from a range of attractive features such as mountainous terrain, scenic features, and rich bio-diversity. Tourism development should be promoted in the following areas:

- Nature based tourism in areas along the Drakensburg, lowveld areas, between Colenso and Ezakheni.
- Rural villages where there is an opportunity to celebrate the culture of the local communities.
- The area between Colenso and Ladysmith where there are various sites of historical significance.
- Ladysmith Town where focus should be paid on conferencing facilities, tourism accommodation and visitor orientation centres.
- Eco and adventure tourism in the mountain passes such as Collin's Pass.

Agro-tourism on commercial farms subject to impact on agricultural land.

5.27 AGRICULTURE

Agricultural development should be promoted based on potential with high production land being reserved mainly for agricultural purposes. The following agricultural activities are prevalent in the area:

- Extensive livestock farming should be promoted, particularly in commercial agricultural areas, but grazing land management programmes should also be introduced to address the increasing problem of soil erosion.
- Crop production (irrigated and dryland) should be promoted in low lying areas and irrigation along the main rivers particularly Colenso.
- Irrigation estates along the major rivers such as uThukela River and Klip River.
- Pastures and dairy in and around Colenso.

- Farms say within a five to ten kilometre radius from Ladysmith Town and Colenso should be considered for the establishment of smallholdings where limited processing of agricultural products and tourism facilities should be allowed. The same applies to farms located immediately along development corridors.

5.28 COMMERCE AND INDUSTRY

The nodal areas should be prioritised for commercial and industrial developments, depending on the size of the threshold, role of the node in the local and regional space economy, and availability of suitable land parcels. Ladysmith Town is the main regional economic hub with huge untapped potential given its sphere of influence and strategic location in relation to the regional and provincial movement and trade routes. It has a well-developed physical infrastructure and is endowed with strategically located vacant and/or underutilised land for further expansion.

Availability of properly zoned and serviced industrial land suggests a need to strengthen functional linkages with the rural hinterland. This will establish Ladysmith as the agroprocessing centre for raw materials produced on local commercial farmlands and the surrounding agricultural regions.

Commercial and industrial developments in areas such as Ezakheni and Colenso should resonate with the role of these areas as secondary centres supporting clusters of settlements in their vicinity. Neighbourhood and community centres should be located in nodes that serve a cluster of settlements.

5.29 ENVIRONMENTAL MANAGEMENT

The human-centred approach emphasises that a central purpose of planning is to ensure that the developmental needs and activities of people living in settlements are catered for and, in particular, that opportunities for people to achieve their full potential through their own efforts are maximised. This approach, rather than being purely cost or technologically-driven, is people-driven and democratic. The nature centred approach recognises that natural systems interact in highly synergistic ways, which must be respected if breakdowns in them are to be prevented. Human actions on the landscape, such as settlement-making, must thus be sensitive to ecological processes. Therefore, rather than imposing settlement development on the environment, this approach emphasises coexistence, thereby creating synergy between man-made and ecological systems. The presently unmanaged growth of both the towns and rural areas has

potential to: contribute to the degradation of environmental resources such as the water and plants, contribute to malfunction of waste management systems, overload the transport system, and negatively affect the overall deterioration in the living conditions of ALFRED DUMA LOCAL MUNICIPALITY residents.

The growth in the local economy of ALFRED DUMA LOCAL MUNICIPALITYand surrounds, invariably contributes to an exponential increase in water use, waste generation and energy use in the residential and commercial sectors. If not properly managed, the growth can lead to degradation, some of which is not reversible.

- ALFRED DUMA LOCAL MUNICIPALITY Environmental Management Framework (EMF) identifies, among others, the following as critical interventions to address the current accelerated rate of

resource degradation: Catchment management

- Conservation through production (include traditional/indigenous agricultural production systems mainly targeting homestead owners and subsistence farmers).
- Protected areas
- Climate change vulnerability mapping
- Waste management

5.30 CATCHMENT MANAGEMENT

ALFRED DUMA LOCAL MUNICIPALITYis located at the head of the Klip River catchment. As such, good resource management is critical for the integrity and functioning of the upper catchments throughout its length. The catchment is currently under threat, from over-grazing, inappropriate fire regimes, alien plant infestations, inappropriate arable and plantation development and unsustainable harvesting, which in turn leads to groundcover and biodiversity loss and soil erosion. Well managed catchments can perform their important ecological services in a far more effective and resilient manner than those which are under stress from development pressures. ALFRED DUMA LOCAL MUNICIPALITY EMF suggests the following as interventions to address this phenomenon:

- Range management.
- Alien plant management.

- Conservation through production (community based natural resource management).

5.31. RANGE MANAGEMENT

The ALFRED DUMA LOCAL MUNICIPALITY should work with the Department of Agriculture to determine the appropriate grazing capacity of the area. There are standard methods for doing this, and they are essential for range management. Importantly, this process must involve participation by the communities in question to ensure that local dynamics are accounted for. A rotational grazing system must be designed and implemented for these areas to ensure that sufficient rest is granted to the rangelands. Each targeted community should have the equivalent of a farm management plan that guides all agricultural development and management for a five year period.

5.32. ALIEN PLANT MANAGEMENT

This intervention has two primary aims, firstly, the conversion of certain alien plant infestations (which are a liability) into an economic opportunity (charcoal, bio fuel, poles, firewood, etc), and in so doing provide an economic vehicle for SMMEs / local micro enterprises to generate income through value adding activities. This is an ambitious but possible intervention, requiring excellent technical and management skills, and well structured partnerships between role players, including the private sector, the District, and relevant government departments. There are other such projects elsewhere in South Africa and KwaZulu-Natal which have been successful. Secondly, the control of existing alien tree infestations where they do not present an economic opportunity.

5.33. CONSERVATION THROUGH PRODUCTION

There is no fundamental physical difference between the rural settlements and commercial farmlands. They are both located in the same biophysical area, with the same rainfall, similar soils, and can support similar plant and animal species. However, the major different is the management style and land tenure system. Breakdown of co-operative communal land management has led to extensive overgrazing by wandering livestock, which has bared much of the soil in the surrounding area. Biodiversity loss is severe, livestock are often starving during winter and early spring due to insufficient biomass and nutrition, and most wildlife has disappeared as a result of poaching.

The EMF advocates for the adoption of the ‘conservation through production’ concept with its central tenet being increasing agricultural production while reducing the vulnerability of rural livelihoods to drought and soil erosion. This requires the application of Community Based Natural Resource Management (CBNRM)

approach to involve target communities in designing and driving their production. This will strengthen the chances of success, for both productivity and resource conservation and management.

Erosion prevention and rehabilitation driven from a point of soil, soil nutrient and water management for improved production. Indigenous and plantation forest development strategy that takes into account impacts of different species on the environmental resources. Proper demarcation of land uses based on land quality, potential and available resources.

5.34 PROTECTED AREA DEVELOPMENT

The Priority Environmental Areas can be used as the basis for identifying new protected areas. Large portions of untransformed la nd within these areas have potential for protection, assuming there is a willing community or owner. The EMF identifies some potential areas for exploration and proclamation under the Protected Areas Act. All have high aesthetic appeal and considerable potential for tourism, and are located in the upper Klip River catchment which is important for water security. Some are located on settled land, while the rest is on privatelly owned commercial farmlands.

5.35 WETLAND MANAGEMENT

Wetlands play a critical role in the ecosystem water management and biodiversity conservation. As such, they deemed to be no-go areas in terms of development on site. In the interim the following will serve as guidelines for an effective management of wetlands: No activity that will result in the transformation of wetlands is recommended. Wetlands should be retained for the ecosystem goods and services they supply, therefore only rehabilitation and conservation activities are proposed within the zone.

In cases where wetland impacts cannot altogether be avoided or acceptably mitigated on-site, consideration must be given to establishing off-site wetland offsets that would result in positive impacts for wetland management in the region. 32m confidence buffer will be established around each wetland are as on-site delineation of wetlands has not been undertaken.

5.36 BIODIVERSITY MANAGEMENT ZONES

Protected Areas

Areas of high biodiversity are important for their intrinsic value in the ecosystem. These areas have very high development constraint and care should be taken to ensure that large scale transformation does not occur and that the ecological functioning of these sites is not lost. These areas are afforded legal protection in terms of environmental management legislation. Any development within protected areas is subject to an EIA and will require extensive consultation with all interested and affected parties.

PROTECTED AREA	CHALLLENGES	INTERVENTIONS
✞ **Tugela Drift Nature Reserve is located northwest of Colenso. The management authority for the reserve is Ezemvelo KwaZulu-Natal Wildlife and was proclaimed a protected area in 1973. Tugela Drift Nature Reserve covers an estimated area of 41 hectares. Adjacent to the Reserve is Amaka Private Game reserve.**	✞ Some of the protected areas do not have secure boundary fences ✞ Limited environmental awareness taking place and no formal planned programs. ✞ Poor relations neighbouring communities have limited input into decisions relating to Conservation areas ✞ The combination of conservation and construction activities poses environmental risks; ✞ Poor fire management ✞ Erosion -Agricultural practices during the last century resulted in	✞ The relationship with neighbours needs to be improved as there are mistrust present based on historical and current issues relating to disease control, the ineffectiveness of the fence and human/animal conflict issues. ✞ There is a need to improve relationships with communities; improve interaction with local, district municipalities and key stakeholders in general; ✞ Surrounding land uses that are not compatible must be discouraged; ✞ Tourism infrastructure should be

✞ **Nambiti Game Reserve is a Big 5 Game Reserve and comprises of species such as cheetah, giraffe, hippo, hyena, impala, eland and zebra. It covers an estimated area of 10 000 hectares. Nambiti Nature Reserve falls under the stewardship programme.**	significant damage to soils, resulting in major erosion occurring on the property. There is in excess of 100km of G2 (gullies of significant size) and greater erosion, as well as many kilometres of footpaths requiring mitigation. ✞ Alien plant control - A large area of the property has been invaded by alien vegetation;	regularly maintained to ensure acceptable standards for roads, buildings and service infrastructure. ✞ Investigate the possibility to use and market the Vulture restaurant as a tourism activity ✞ Access for school groups for environmental awareness. ✞ Control of areas of accelerated soil erosion ✞ Fire management that includes controlled fires, arson and

✞ **Ingula Nature Reserve and the iNgula pumped storage scheme is located between Free State and KwaZuluNatal Provinces boundary and are proclaimed. Eskom is the management authority for iNgula Nature Reserve. The area has over 350 bird species, three of which are critically endangered and there is also an abundance of other wildlife including the threatened Oribi,**		compliance with the National Veld and Forest Fire Act ✞ Areas invaded by alien species are to be rehabilitated;
Grey Rhebok and Steenbok, making the site an incredibly vital biodiversity area for conservation.		

PROTECTED AREA	CHALLLENGES	INTERVENTIONS
✞ **Spioenkop Nature Reserve is situated 17 km northwest of Winterton, approximately 15 km northeast of Bergville and 35 km from Ladysmith in the KwaZulu-Natal Province of the Republic of South Africa. The reserve falls within the Okhahlamba Local Municipality.**		✞ Development of benefit-sharing models for communities living around parks and protected areas. ✞ Development and upgrading of infrastructure in and around protected areas. ✞ Rehabilitate and monitor areas that have degraded by soil erosion;

5.37 BIODIVERSITY CONSTRAINT AREAS

Any development proposed within this zone must be subject to a pre-feasibility assessment which must include all necessary specialist biodiversity investigations and the consideration of alternatives and mitigation. If the site is confirmed to be highly sensitive and the proposed activity is expected to result in the potential net loss of critical biodiversity elements, then the development should be considered fatally flawed from a biodiversity perspective and should not proceed. Activities that are compatible with biodiversity management objectives and that would result in a net increase in biodiversity should be supported. In cases where biodiversity impacts cannot altogether be avoided or acceptably mitigated on-site, consideration must be given to establishing suitable off-site biodiversity offsets that would result in positive impacts for biodiversity in the region.

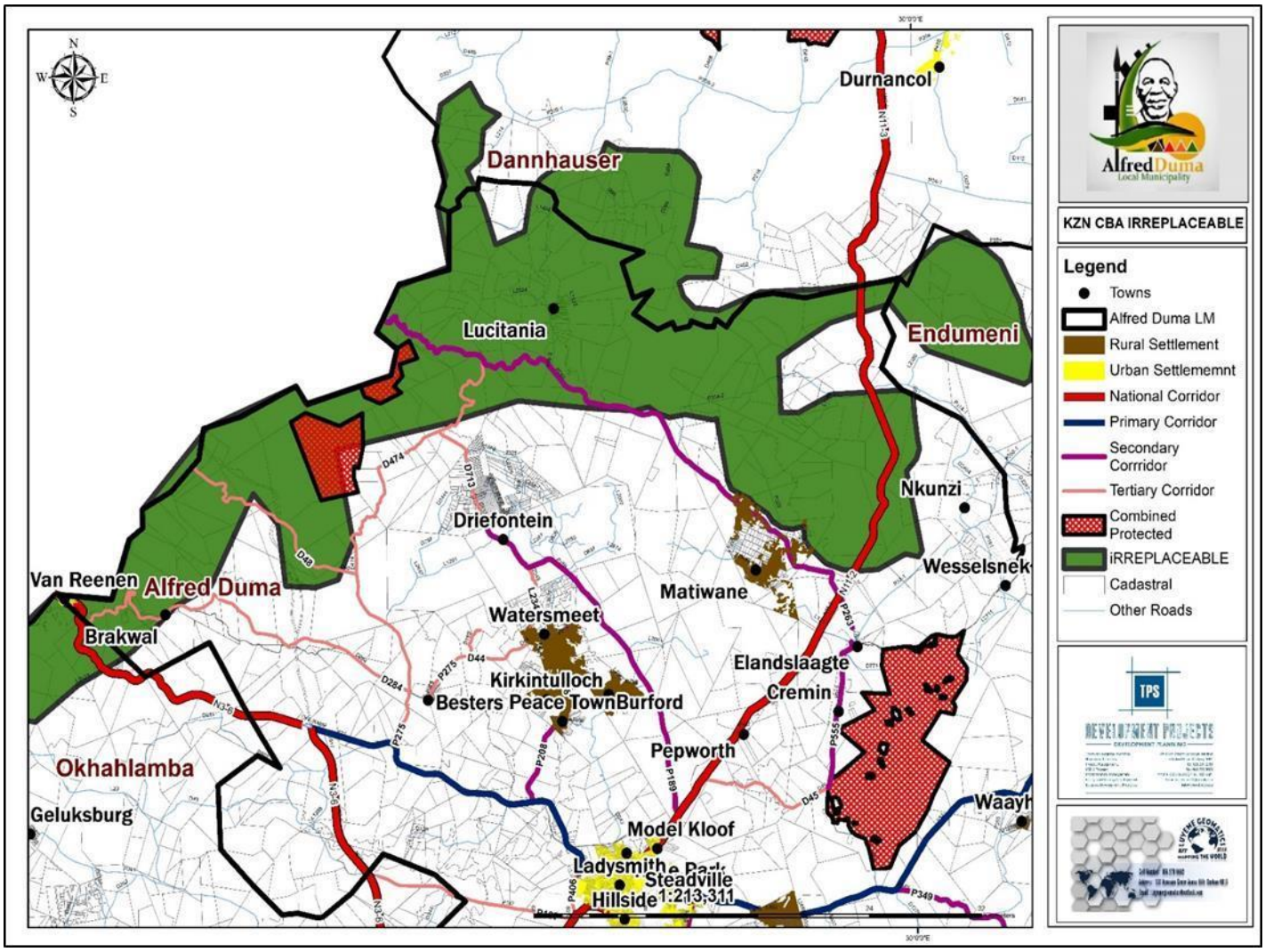
5.38 MANAGEMENT OF AGRICULTURAL LAND

5.388.1 HIGH POTENTIAL AGRICULTURAL LAND

High potential agricultural areas offer unique opportunities for cultivation and food security. Areas of high agricultural potential are identified as areas with inherent potential for cultivation based on the soil, slopes and climate of the area. It is recommended that activities that will result in the loss of agricultural potential such as the subdivision of land, settlement and extensive infrastructure development should not be undertaken in this zone. Ultimately these areas should not be developed for purposes other than agriculture, and should retain the opportunity for future agricultural production. As such, they should be maintained either for cultivation or grazing. In areas of high agricultural potential that also have high biodiversity value it will be important to attempt to identify land uses that may achieve both objectives such as grazing or less intensive cultivation that include areas to be set aside for biodiversity management. High potential agricultural land located within existing settlements but is too small or lack the appropriate infrastructure to become viable agricultural areas could be considered for small scale or intensive food production and urban agriculture.

LOW AGRICULTURAL POTENTIAL

Land with low agricultural potential refers to areas that have limited value for agricultural production. This may be as a result of steep slopes, unsuitable soils or unsuitable climatic conditions. Activities within this zone are not constrained by agricultural potential.

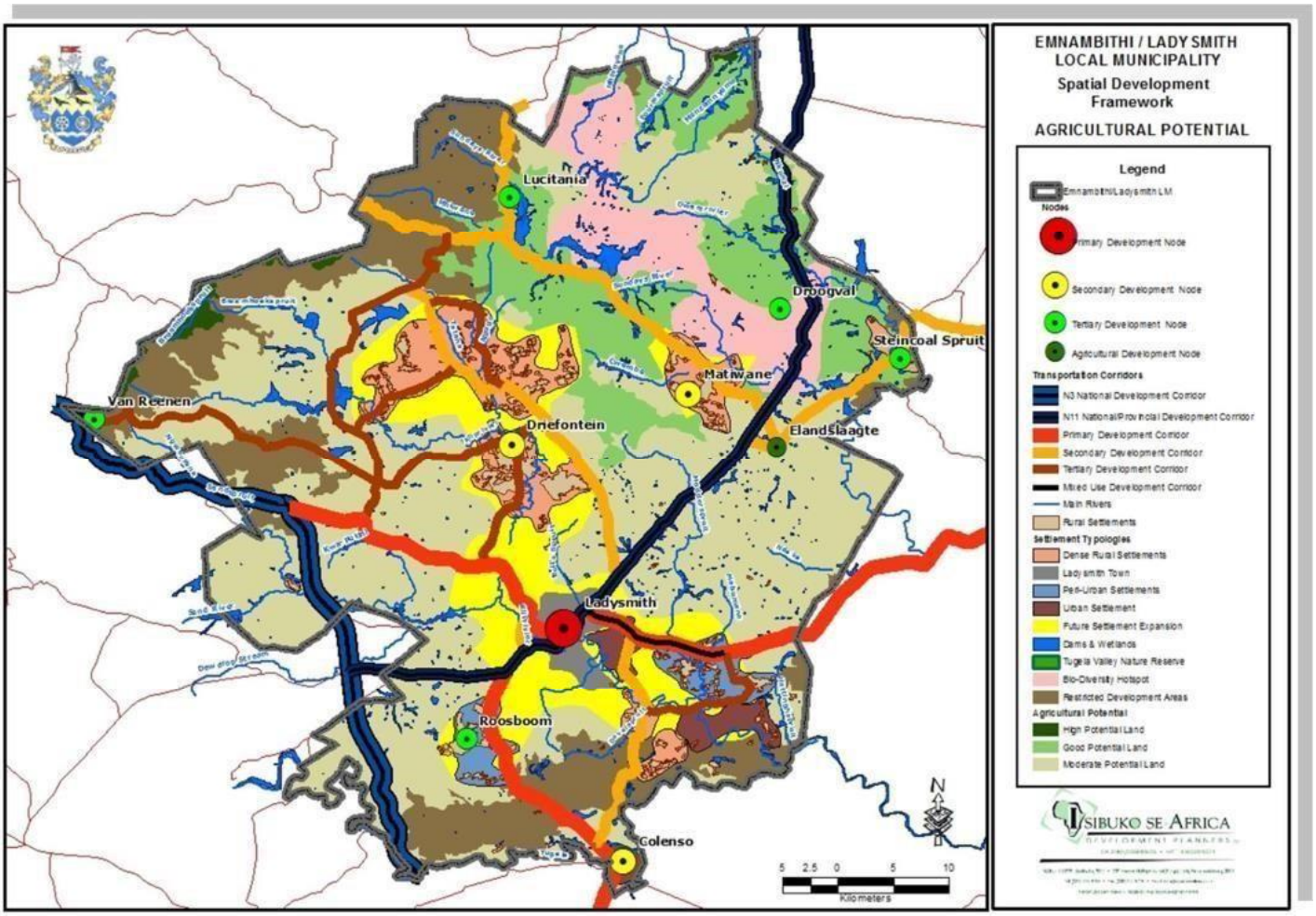


Map 83: KZN CBA Irreplaceable Map

5.38.2. GOOD AGRICULTURAL POTENTIAL

While these areas may have agricultural value, this can be determined through more detailed site-specific slope and soil analysis. As agricultural potential of these areas could be high, further investigation of these sites is recommended. If any site is deemed to have high agricultural

potential then the management priorities and land use guidelines for the high agricultural potential constraint should be applied. Cultivation in this zone is not recommended and yields



from cultivation in this zone are unlikely to be profitable and may in fact result in negative impacts such as erosion and land degradation. Extensive agriculture such as grazing or subsistence gardening may however be undertaken in this zone. It is critical however that stocking rates be carefully considered to ensure that land degradation does not occur. It is also critical that subsistence gardening does not occur on steep slopes resulting in erosion.

5.38.3 AGRICULTURAL POTENTIAL LOST DUE TO TRANSFORMATION

Areas within this zone may have previously exhibited high agricultural potential. Due to land use changes in the past, the potential for agricultural production has been lost. Activities within this zone are not constrained by the agricultural potential. Opportunities for urban agriculture and vegetable gardening should be encouraged.

5.36.4 URBAN MANAGEMENT FRAMEWORK

Urban development program focuses mainly in the three urban nodes within Alfred Duma Local Municipality, namely: Ezakheni where the main focus should be on township regeneration programme and transformation of the area from being an apartheid township into a post-apartheid sustainable human settlement.

Colenso where the main focus also on urban renewal and intensive urban agriculture. Ladysmith where the main focus is on land use integration and developing the town into an efficient sub-regional centre. Urban renewal and township regeneration are also critical in Ladysmith.

5.39 EZAKHENI TOWNSHIP

Ezakheni Urban Renewal Program (EURP) is intended to transform the social and spatial frabric of the area from an apartheid township into a post-apartheid sustainable urban human settlement. Its objectives are as follows:

- To address poverty alleviation, underdevelopment and improve the quality of life for the local residents.
- To promote investment, employment and provide support to the SMMEs.
- To improve the quality of the environment and facilitate development of an amenable environment.
- To facilitate the development of a range of housing products, thus providing choice in terms of lifestyle and where people want to live.

A detailed programme towards the attainment of these goals is outlined in the Ezakheni Township Regeneration Strategy (Isibani Planning Consultants, 2009). In additions to the interventions identified in the regeneration strategy, spatial planning and development should focus mainly on the following:

Developing a joint initiative with Ithala Bank and other key stakeholders to regenerate Ezakheni Industrial Park. This may include infrastructure development, marketing and investment promotion packages, redesign and redevelopment of the environment outside of the park, etc.

Developing the along the Klip River for intensive irrigation focusing on the production of niche products and fresh vegetables. Eradication of informal settlements through insitu-upgrading and/or relocation of poorly located settlements into planned mass housing projects.

Identification of land and development of community residential units as a means to address need for rental housing stock. Redesign and redevelopment of Ezakheni Town Centre into a functional and efficient spatial system. Ezakheni secondary refers to the area in the vicinity of Ezakheni FET College. Upgrading and maintenance of road infrastructure. This includes the development of sidewalks, pavements and street lighting. Development and/or

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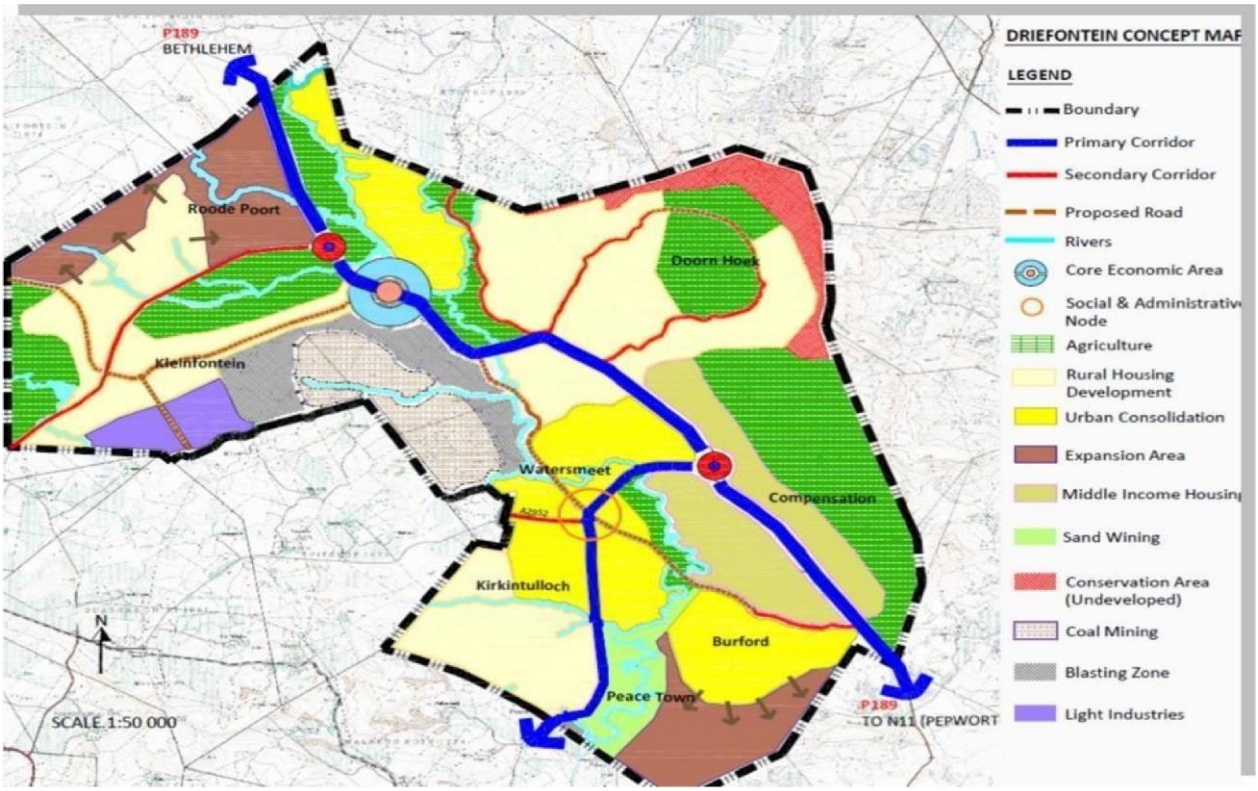

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upgrading of active public open spaces including playlots, parks and sport fields. Introduction of a land use scheme.

5.40 COLENSO

Colenso is a small town on the southern boundary of Emnambithi/ Ladysmith Municipality. The Council identifies regeneration as one of key policy priorities, and recognises its strategic significance as a function to not only the Council but also to other service providers and agencies in the Municipality. The Regeneration Strategy has therefore been prepared to place regeneration at the forefront of the Council's thinking and actions across all departments and in its interactions with its partners.

It became apparent from as early as the baseline research and stakeholder consultation that if the Strategy was to succeed in this respect, and begin laying the foundations from which a strong Colenso would emerge, a holistic approach to regeneration would be required. This necessity is manifested in the Strategy's vision for the Town, which seeks to nurture a robust and sustainable economy that promotes the Towns strengths and is fuelled by a vibrant environment and successful communities.

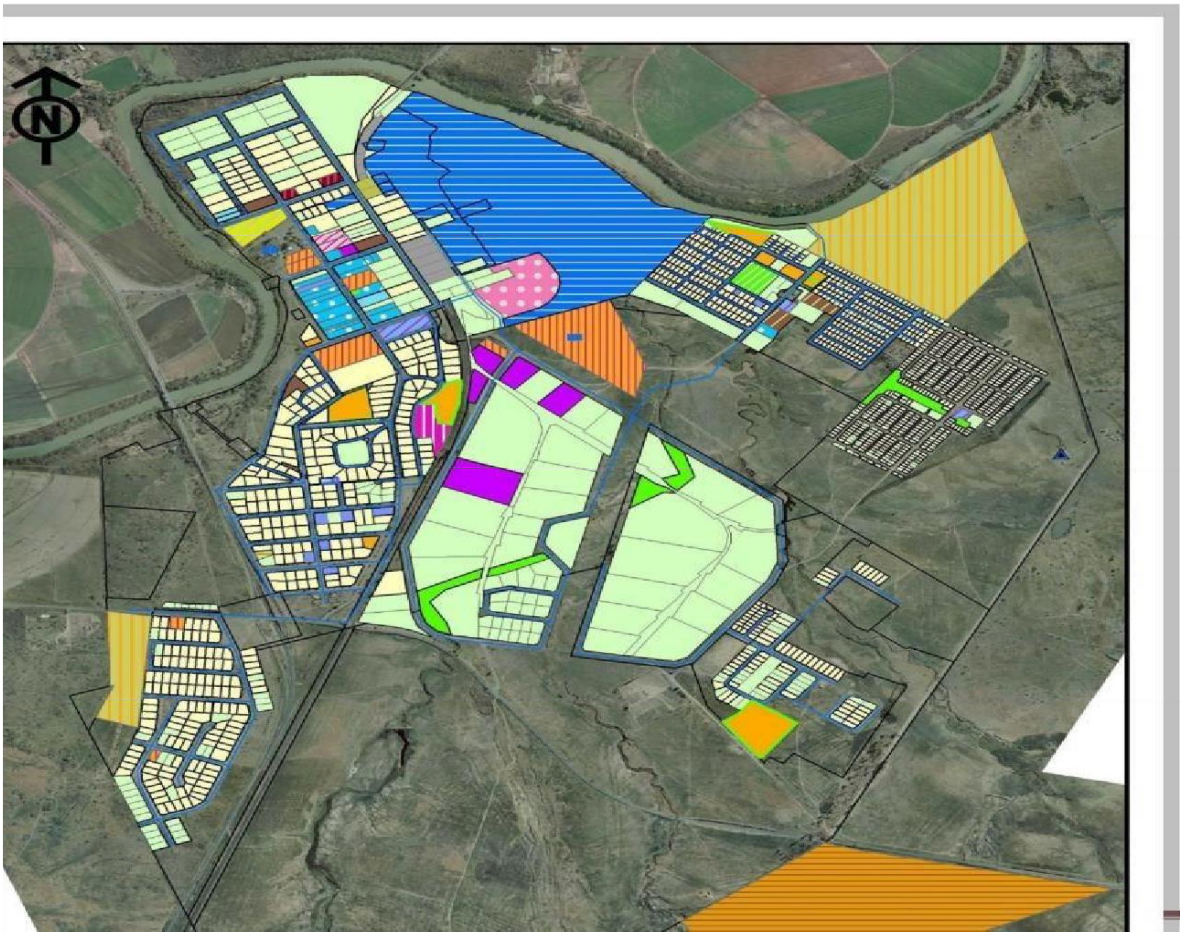
From the study the following is suggested:

1. An appraisal of surplus Council owned land is required to determine opportunities for affordable housing development. This will mitigate against the anticipated shortfall and create broader regeneration benefits. Technical studies and in some cases public engagement events will be required.
2. The Council and its partners should work with the local SMME's to ensure that Colenso benefits from the proposed increases to apprenticeships. The renewable energy sector, in particular, should be targeted as an area for increase.

3. The ICT infrastructure, including suitable broadband speed, within the County Council will require improvement. This will allow Council staff to work more efficiently by minimising the need to travel.

4. Given the critical role that effective broadband coverage will have on the realisation of the Strategy, the Council will need to lobby for high speed broadband access. Relevant funding opportunities can be sought via the DTI and organisations like the Rural Broadband Partnership have considerable experience of working with rural communities interested in increasing their connectivity.

5. The Council and its partners need to enable micro-business and social enterprises to succeed. In particular, support should be given to those working in the fields of renewable energy generation; agriculture; tourism and manufacturing. Reducing unnecessary regulation and developing a network of mentors within the Colenso Regeneration Strategy community should provide a solid basis for micro-businesses and social enterprises to succeed.



5.41 MATIWANE, JONONO AND NKUNZI

Located On the eastern part of the municipality is the Matiwne, Jonono and Nkunzi Cluster. The key routes that constitute the entrance points to the study area is considered vital for ensuring that the area is highly accessible and

connected to various part with Emnambithi/ Ladysmith and beyond. These routes are considered critically important for supporting economic development and trading within the area.

The development corridors are considered to be regional transport routes, which link a number of areas. These should be viewed as the logical focus areas of an orderly strategy for rural development and spatial integration. These routes should be seen as activity and investment lines. The structure they give to the area is articulated in the form of movement pattern and systematic distribution of land uses in space.

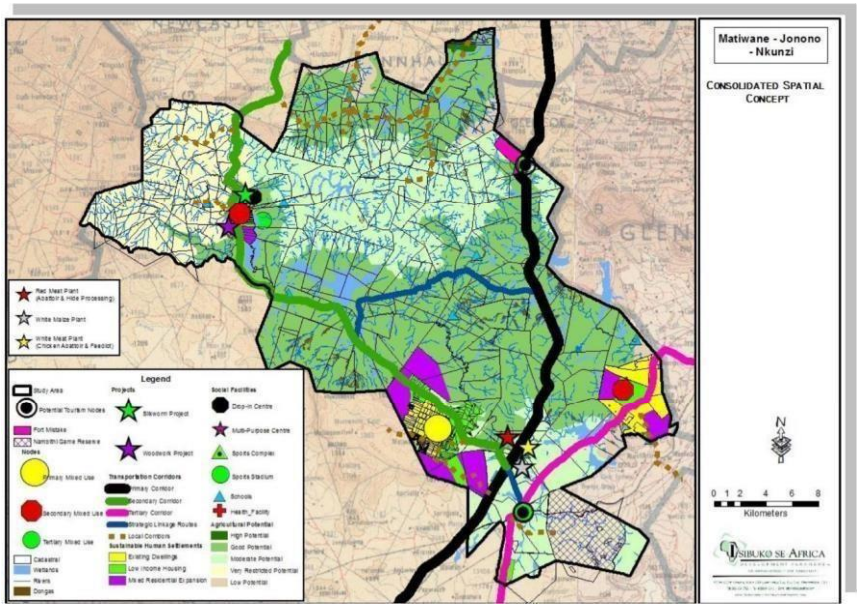
- N11 – has been identified as a primary corridor due to its overrall influence economic influence within the area.
- P263 – has been identified as a secondary corridor due to its role in terms of movement and potential to support economic development that can take place within the area
- P33 – is the tertiary corridor due to its high level of connectivity that it provides for some of the settlement areas.
- P39, P216, D264, D90, D386 – these routes serves as the local corridors that only provide access to farms within the area.

Strategic link routes have been identified as P314 and a portion of P263. These routes act a very important role in terms of linking the corridors. In order to effect spatial integration, development should be focused in selected nodal areas. A node is a place of high accessibility onto which both high and private investments tend to concentrate and offers the opportunity to locate a range of activities. They are generally located along or at a cross-section of development corridors. Some areas have already benefited from public and private investment in services and infrastructure which needs to be managed and maintained. There are five no nodes that have been proposed in the study area. These are:

- Matiwaneskop/ Jononoskop Primary node – the area identified as a core economic mixed use node
- Lucitania and Nkunzi Secondary
- nodes – which would mainly serve the social and small scale commercial role.
- Cremin and Fort Mistake Tertiary/ tourism nodes – these would support the tourism assets that exists within its close proximity and be developed in a manner that includes the SMMEs.

A number of low-income housing projects have been proposed inline with the Breaking New Ground Housing Policy. The focus is mainly on the delivery of lowincome housing and the municipality in partnership with the Department of Human Settlements are in the process to package these projects. However a need exists to approach housing development in a manner that accommodates all income groups within the area by also targeting the gap housing opportunities. This would ensure that over a long term the area become a mixed integrated residential settlement which is sustainable. The area presents itself with a number of economic opportunities that are worth exploring and

initiating. There are a number of productive farming activities taking place at primary level. The opportunity for expanding the agricultural value chain exists by agriprocessing exists. The natural resource base of the area presents opportunities for small scale light industrial activities which can be piloted as LED projects. The catchment population and non-availability of commercial activities at close proximity to the area present opportunities for commercial investments within nodes. Existing natural and heritage tourism assets presents opportunities for expanding the tourism scope within tourism nodes



5.42 MCITSHENI, MTHANDI AND ST CHADS

The areas Mcitsheni, Mthandi and St Chads are located within the Ezakheni Township, part of Emnambithi-Ladysmith Local Municipality and all are surrounding the Ezakheni township.

Some of the key implications for St Chads, Mcitsheni and Mthandi will require the improvement of linkages within the Ezakheni/Acaciavale area in line with the municipal concept. This will be achieved through:

- Facilitating alternative employment opportunities to aid the reversal of population decline in villages/rural areas;
- Promoting balanced sustainable development, to strengthen the identity of the villages; • Promoting the distinct and unique image and identity of the Ezakheni and surroundings, that will attract greater investment and economic activity to the subregion;
- Co-ordinated road network improvements;
- Co-operation with the other areas in the municipal areas, in promoting the tourism potential of the natural environment; and

- Using the potential of the ICT network to promote linkages between the villages and nodes in the municipal area To build upon the strengths of Mcitsheni, Mthandi and St Chads by promoting:
- Sustainable development

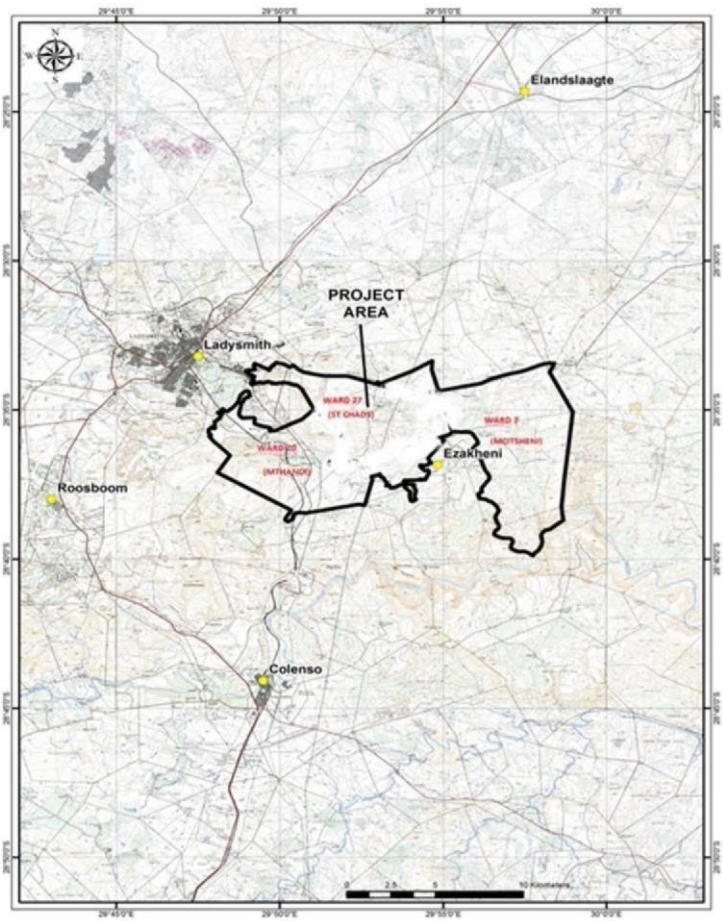


Figure 1. Locality Plan

5.43 MIXED USE DEVELOPMENT CORRIDOR

Spatial integration between Ezakheni and Ladysmith is one of the main spatial development challenges facing Alfred Duma Local Municipality. It is thus recommended that the portion of the main road between the two areas be developed as a low impact mixed and use corridor in the short to medium term. This will ensure protection of the existing agricultural land while also opening opportunities for commercial, housing and industrial development. The proposed shopping complex and housing development gives further impetus to the development of a mixed land use node which accords well with the proposed corridor.

5.44 CATALYSIC COMMERCIAL PROJECTS

The Alfred Duma Local Municipality during its strategic workshop for the 2014/2015 financial year has resolved to mitigate the stagnant growth of the municipality by introducing catalytic projects that are aimed at reviving the stagnant economy of the town and restore the municipality's role as an economic hub for the Uthukela region. Catalytic projects are intended to stimulate economic growth and expansion of the Emnambithi/ Ladysmith Municipality which will intern have ripple effect for the region at district at large. There are a number of programmes that are in place in order for the municipality to grow its economy thereby the livelihoods of its residents. The municipality has geared its resources in order for the municipality to positively gain on the proposed Strategic Infrastructural Projects (SIP2), the By-pass to the town of Ladysmith, the amalgamation of the municipality with Indaka Municipality and varies catalytic projects within the municipality. These projects will ensure that the Emnambithi/ Ladysmith Municipality reaches its long term vision of creating a prosperous city.

This is to be achieved by:-

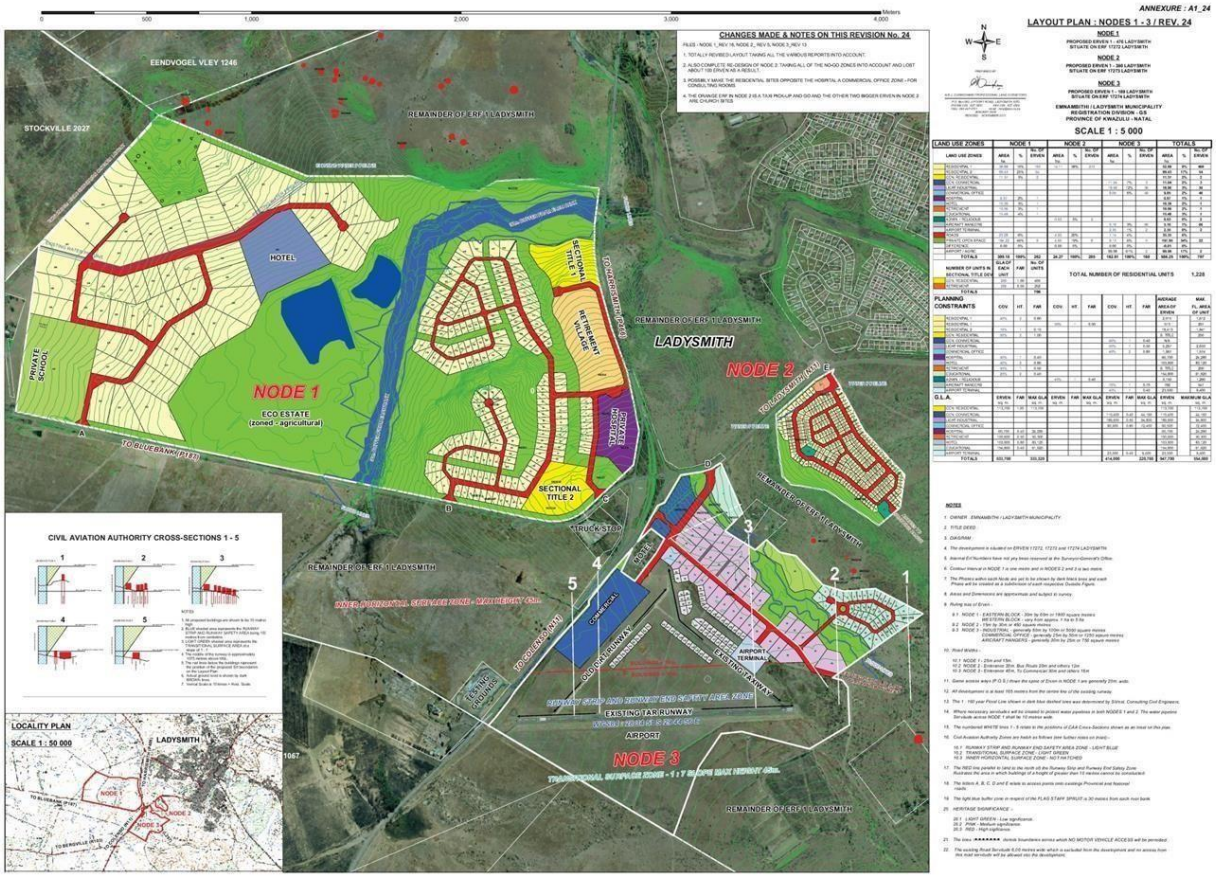
- The implementation of the strategically located projects,
- The development of infrastructure ,
- attracting investment and
- Coordinated and integrated approach to development

5.45 AERODROME DEVELOPMENT

The first catalytic project that the municipality has resolved to concentrate on and try and assist anyway possible is the Aerodrome Mixed Use Development and the development of the Aerodrome to a regional Airport in line with the proposed Cable Car in the Drakensberg Mountains and the establishment of the Ladysmith as a regional transport node. The municipality has rescinded its decision to sell the Aerodrome and currently are in a communication with the "Crack Team" in order for the Aerodrome to be further developed to a regional Airport taking into account that Ladysmith is centrally located between Durban and Johannesburg, the municipality is located in close proximity to the world heritage site the Drankensburg Mountains, the municipality is traversed by two major corridors that are of national significance the N11 and N3 corridor and also the availability of infrastructure within Ladysmith (rail, road,

and airport related). To support the development of the Aerodrome a juxta mix of land uses are proposed around the current Aerodrome which include:

- Mixed housing projects
- Commercial
- Hotel
- Eco-Estate
- Educational
- Light Industrial



5.46 EXTENSION 15 DEVELOPMENT

The municipality soled large tracks of land along Helpmakaar Road to Mystic Blue for the development of the Ladysmith Mall and ancillary uses. This is a phased out development with the

Ladysmith Mall- Phase 1

Supporting developments- Phase 2:

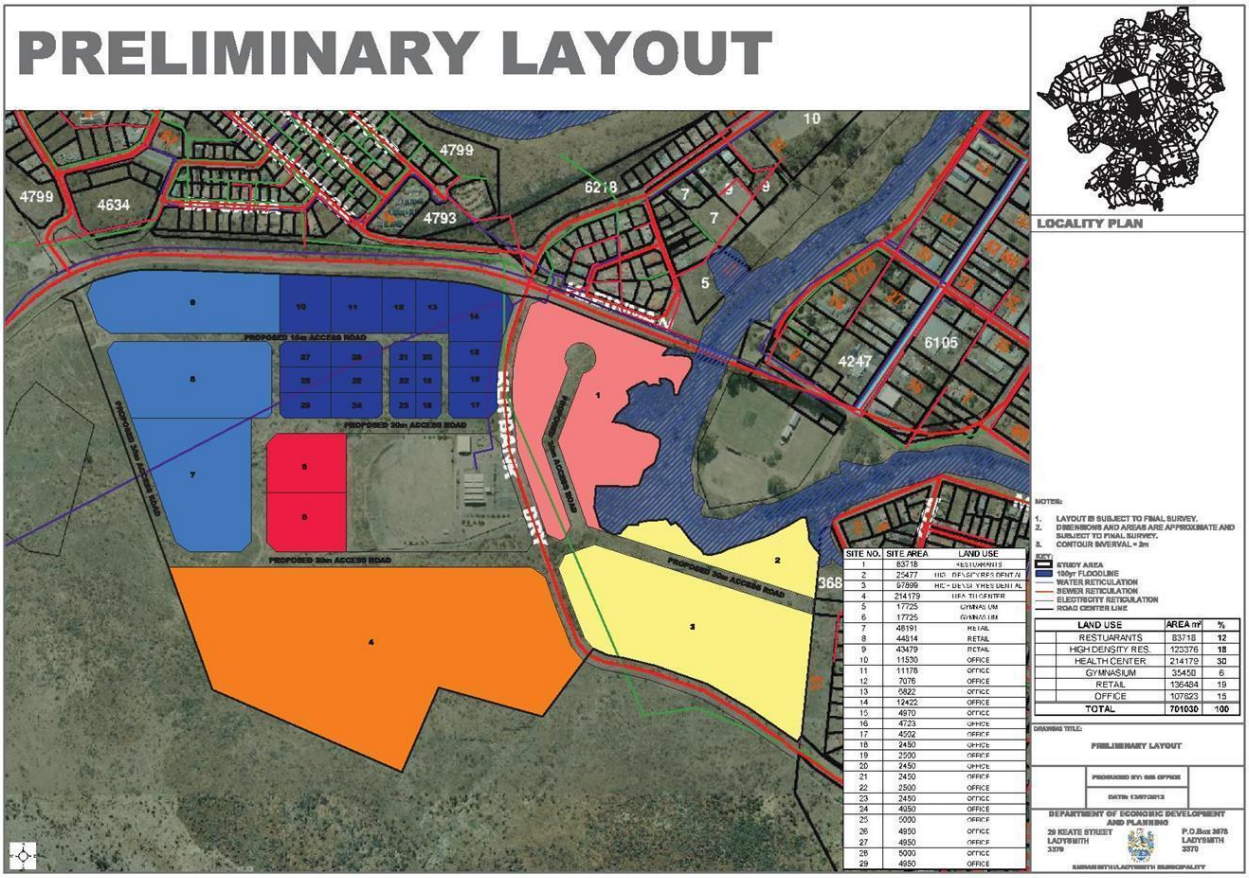
- Commercial
- Retail
- Housing

5.47 INDOOR SPORTS COMPLEX DEVELOPMENT

Mixed use development comprising of a juxta mix of:-

- High Density Residential

- Retail
- Offices
- Health Care Centre
- Gymnasium
- Restaurants



5.48 LADYSMITH INTERMODAL FEEDER PORT

- The sustainability of this R100 million Projected Medium Term Project
- Transnet PX Goods Warehouse in Ladysmith replacement value > R 1 billion, yet unutilised.
- Substantial opportunity to increase rail traffic as a result of:
  - Transnet Market Demand Strategy ('road-to-rail') due to significant congestion and cost of services in Durban
  - Road related fatalities on N3 (project to save 25 fatalities and millions of Rand p.a. on average at inception)

- Increase traffic control in Ladysmith by controlling goods flow to Durban Port and valueadded offering
- Introducing the first South African Metal's Exchange and Bonded Warehouse service.
- Proximity to the N3 (NATCOR – 4000 trucks a day) and N11 (1000 trucks a day).
- Competitive cost for freight services on rail.
- The LIFP projects will create over 200 new employment opportunities with more than 1000
- indirect jobs in the first year of existence.
- Local community to benefit from significant spin-offs i.e. accommodation, trucking services,
- beneficiation and manufacturing.

5.49 DUNLOOP INTEGRATED HOUSING

DEVELOPMENT To yield approximately 4 000 units

Comprising of a mix of:

- Low Cost Housing
- Community Rental units
- Social Housing

5.50 NPA DEVELOPMENT

Airports have become key nodes in global production and enterprise systems offering them speed, agility, and connectivity. They are also powerful engines of local economic development, attracting aviation-linked businesses of all types to their environs. These among others, include time-sensitive manufacturing and distribution facilities; hotel, entertainment, retail, convention, trade and exhibition complexes; and office buildings that house air-travel intensive executives and professionals.

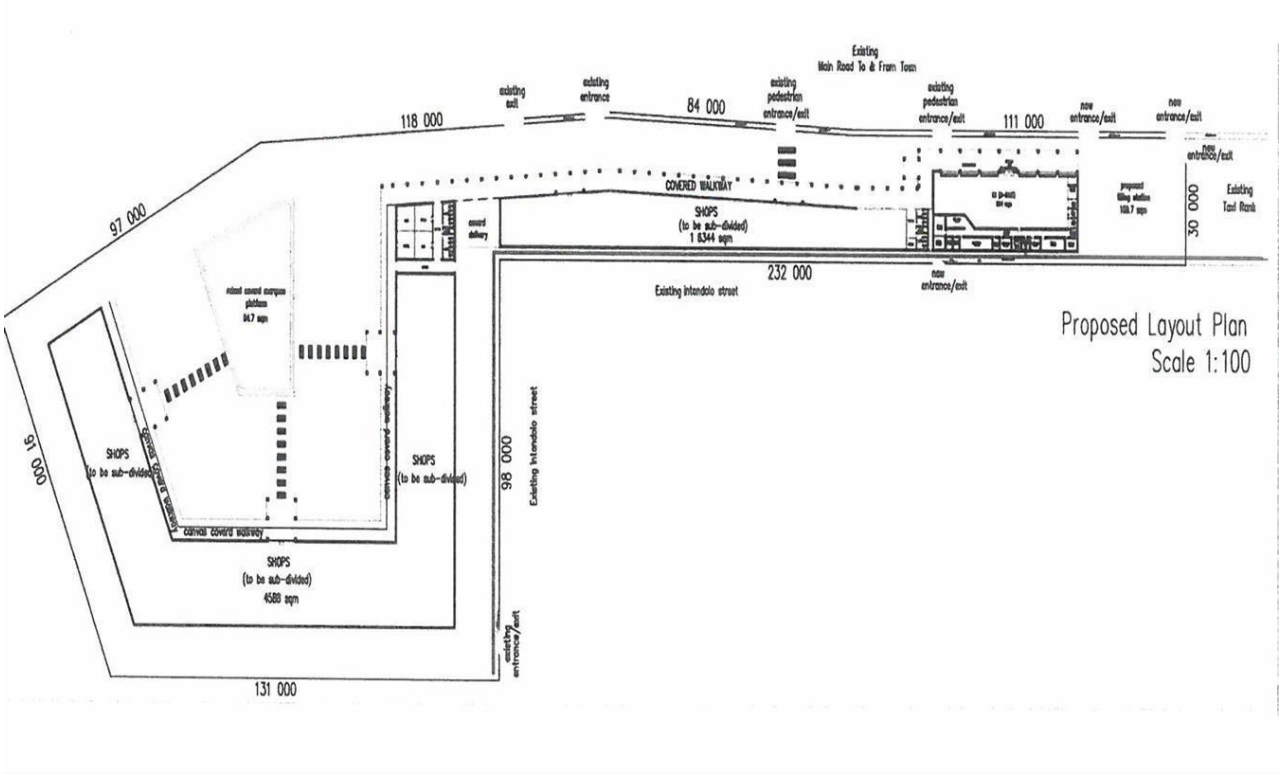
In an attempt to tap into the above mentioned advantages, the Town Planning Section has designed a layout for the area adjacent to the Aerodrome, which will house land uses that will complement the Aerodrome. The vision for the area is to create a cohesive development to act as a catalyst to the developments around the Aerodrome. The area is strategically located along the N11, at the entrance of the town, within the proposed Aerodrome development and in close proximity to the Aerodrome. The site is approximately 92 hectares. The proposed development houses Offices, Retail, Light Commercial, High Impact Residential (Gated Community), Private Hospital, Light Industrial, Hotel and a Conference Centre .

5.46 ERF 3 DEVELOPMENT

Neighbourhood Shopping Facility Comprises

of:-

- Neighbourhood supermarket,
- Franchise Restaurants,
- Petrol Filling Station (with ATM, car wash, convenience store and franchised take away restaurant),
- Medical Centre and
- Pharmacy and Clothing Store



5.51 OBSERVATION PARK PHASE 2 AND EASTGATE

Two separate catalytic projects known as OBSERVATION PARK PHASE 2, situated on

Portions of the Farm Danse Kraal No. 1020 and EASTGATE, situated on Remainder of Portion 246 of the Farm Danse Kraal No. 1020, which are to be developed by Ntokozweni Developers.

Two thirds of South Africa's population now live in urban areas, and Ladysmith is likewise experiencing rapid urbanisation through population growth and an influx of people seeking economic and employment opportunities. The town of Emnambithi / Ladysmith faces challenges with overcoming historical apartheid spatial legacy, and it is also experiencing constant growth and development, such that there is little suitable land for residential and mixeduse development within the town boundaries. The two project nodes are ideally situated to accommodate the envisaged development proposals, and are the most logical areas for urban expansion. Furthermore, these two

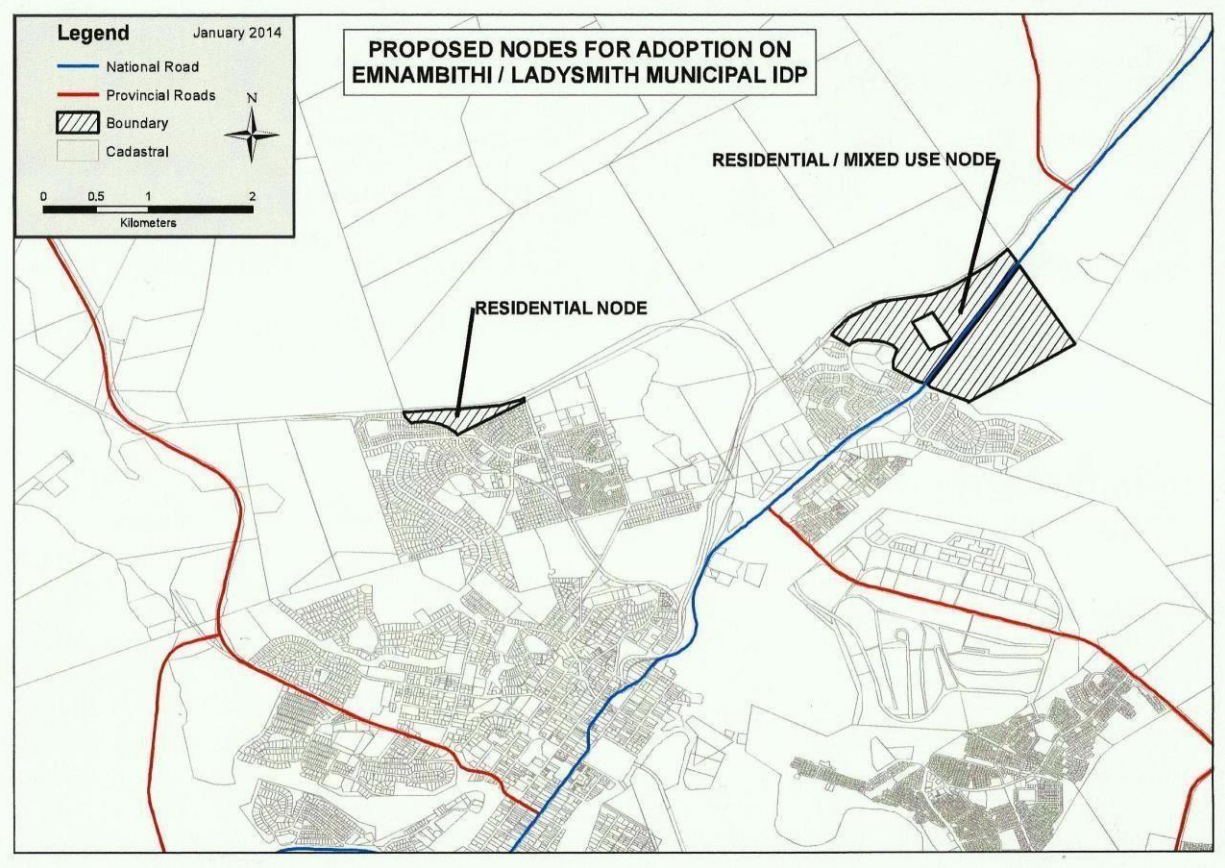
nodes are very suitable for development, on account of the highly suitable nature of the terrain, as well as having the huge advantage of the availability of existing bulk services, comprising water, sanitation, electricity and accessibility from major roads.

Observation Park Phase 2, is a logical expansion of the highly successful developments of the first phase of Observation Park and the Mkamba Gardens housing developments, within which more than 600 middle-income housing opportunities have been provided, and for which Ntokozweni Developers were awarded the NHBRC Homebuilder of the year award on three occasions. Observation Park Phase 2 will provide approximately 200 middleincome housing opportunities at a relatively low to medium density, together with the provision of suitable open spaces.

Eastgate, is a proposed mixed-use integrated development node, which has the potential to yield over 2000 residential units, providing for inclusionary housing, as well as middle and upper income housing. In line with present housing and development policy and legislation, the envisaged housing types will range from fully subsidised to partially subsidised, (FLISP), through to fully bonded housing opportunities, as well as rental units. The development will provide appropriate ranges of residential densities, also in line with current planning norms and standards. In addition, the development will incorporate appropriate sites for schools, religious purposes, creches, active and passive open space areas, as well as a commercial / retail / office park component. The strategic and desirable situation of Eastgate, which straddles both sides of the N11 National Road corridor from Ladysmith to Newcastle, allows easy and convenient access to shopping and other economic and state department facilities in the CBD, as well as to schools, social facilities and employment opportunities within Ladysmith, where most of the subregion's economic development is concentrated.

Observation Park Phase 2 and Eastgate, are considered as catalytic projects to stimulate and encourage investment and development within Emnambithi / Ladysmith, by being pro-active in planning ahead for the future, to build a liveable, vibrant and resilient town. These developments will assist in catering for the huge and diverse housing demand, caused by natural population growth and urbanisation, together with the demand created from potential investor employees / workers, as well as State, Provincial Department and Municipal employees.

The desired Goals, Development Principles, Norms and Standards, of both the National Development Plan, (NDP), and the Spatial Planning and Land Use Management Act, (SPLUMA), being - spatial justice, spatial sustainability, spatial efficiency, spatial resilience and spatial quality, will be advanced through the planning and development of the Observation Park Phase 2 and Eastgate projects.



5.52 EXTENSION 18 DEVELOPMENT

Strategically located:

- ✞ Entrance to the town
- ✞ Along the N11
- ✞ 43.4 hectares in extent
- ✞ Layout approved
- ✞ Undeveloped

- Un-serviced

ALFRED DUMA LOCAL MUNICIPALITY

5.53 LADYSMITH BLACK MAMBAZO MUSIC ACADEMY

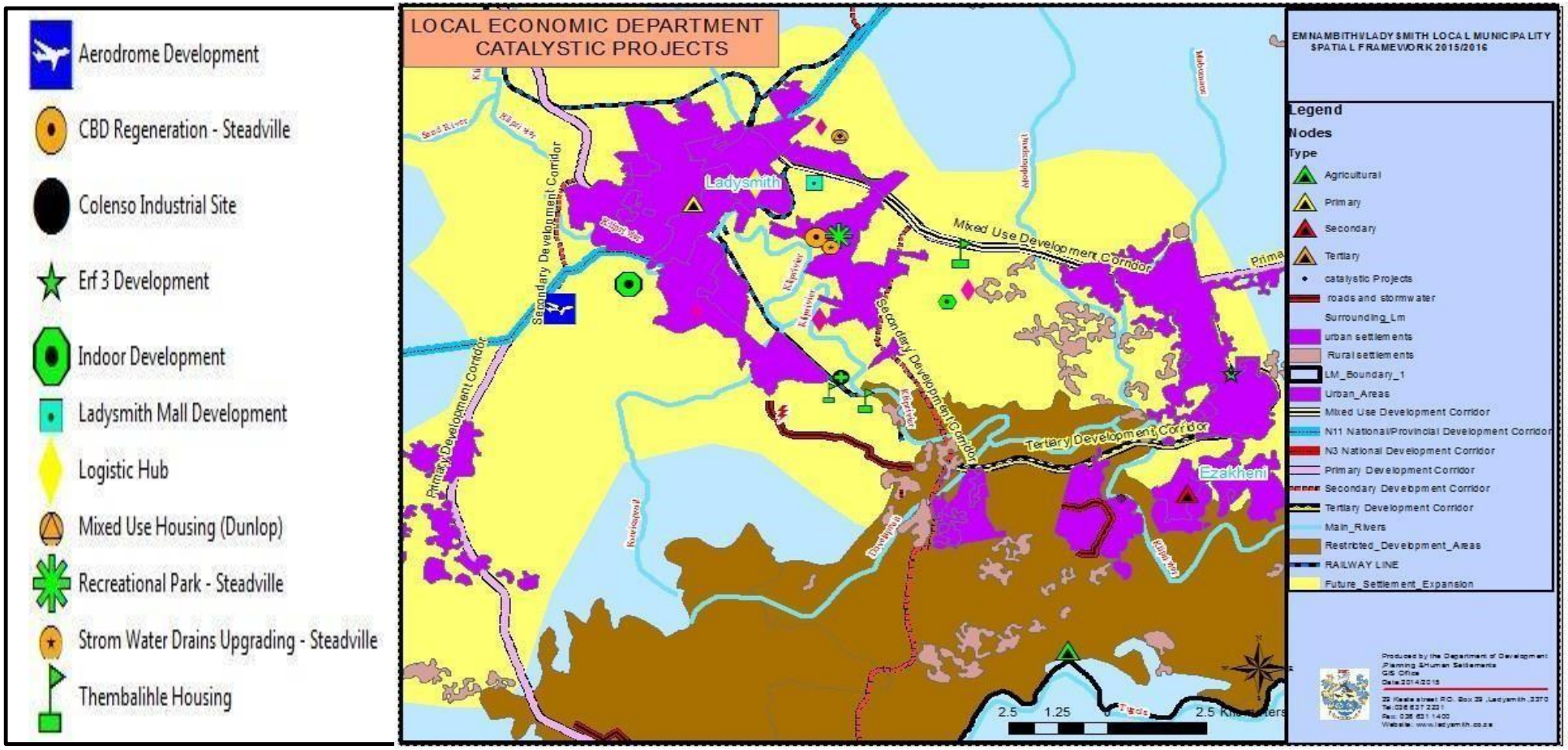
Used to promote cultural music. To teach indigenous culture First in SA Development includes:

- Serviced space incorporating toilets, kitchen, cafeteria,
- Auditorium,
- Academy,

- Amphitheatre,

✞ board

ALFRED DUMA LOCAL MUNICIPALITY


Aerodrome Development
CBD Regeneration - Steadville
Colenso Industrial Site
Erf 3 Development
Indoor Development
Ladysmith Mall Development
Logistic Hub
Mixed Use Housing (Dunlop)
Recreational Park - Steadville
Strom Water Drains Upgrading - Steadville
Thembalihle Housing
LOCAL ECONOMIC DEPARTMENT
CATALYSTIC PROJECTS
Ladysmith
Ezakheni
Mixed Use Development Corridor
Secondary Development Corridor
Primary Development Corridor
Tertiary Development Corridor
2.5 1.25 0 2.5
EMNAMBITHI/LADYSMITH LOCAL MUNICIPALITY
SPATIAL FRAMEWORK 2015/2016
Legend
Nodes
Type
Agricultural
Primary
Secondary
Tertiary
catalystic Projects
roads and stormwater
Surrounding_Lm
urban settlements
Rural settlements
LM_Boundary_1
Urban_Areas
Mixed Use Development Corridor
N11 National/Provincial Development Corridor
N3 National Development Corridor
Primary Development Corridor
Secondary Development Corridor
Tertiary Development Corridor
Main_Rivers
Restricted_Development_Areas
RAILWAY LINE
Future_Settlement_Expansion

5.54 Capital Investment Framework

A Capital Investment Framework (CIF) is considered to be a very important component of the Spatial Development Framework (SDF). CIF is a sound step towards a more systematic approach to infrastructure planning and coordination. This key goal of this component are as follows:

- Spatial budgeting – which involves mapping of the capital infrastructure projects that are approved by the IDP. This assists to determine whether the development trajectory that is advocated by the IDP is in harmony with the spatial development vision that is suggested by the SDF.
- Intensify spatial objectives with infrastructure proposals – the SDF identifies a number of spatial development proposals for further economic development and investments within the area but these proposals will be meaningless if the supporting infrastructure has not been planned for in tandem with the overall SDF. The CIF provides an opportunity to relook at these proposals in line with infrastructure requirements.
- Comparison of areas of greatest needs and where services or infrastructure proposals are directed to – this is intended to establish if the areas that encounters backlogs are receiving attention to address that. There are areas within the municipal area which suffers from historical and institutional neglect from benefiting from services. It is the role of a developmental government to be pro-active at developing these areas. This is part of the reconstruction and developmental mandate.

The normative aims and objectives are:

-
- To inform public and private sector investment decision-making.
- To influence municipal capital infrastructure project allocation.
- To serve as a strategic infrastructure guide for economic infrastructure priority areas.
- To map out all service delivery priority areas.
- To identify all major infrastructure priority areas including the projects currently underway.
- To determine if spatial proposal can be resourced by sufficient infrastructure resources.
- To integrate Capital Investment Framework with the IDP

5.54.1. WATER PRIORITY AREAS

Ladysmith Water Treatment Works has a rated treatment capacity of 18Mℓ/day. It has been reported to be operating at over full capacity in 2009 (i.e. at ± 24Mℓ/day). Demand for potable water presently outstrips its ability to supply as evidenced by reservoirs to the east of the town centre regularly being empty. During January 2009 the works delivered on average 23,3Mℓ/day which has serious implications for consistent quality of water supplied. Ezakheni Water Treatment Works has a rated treatment capacity of 32Mℓ/d and it is operating at over full capacity (i.e. 37Mℓ/d) which has serious implications for consistent quality of water supplied.

Colenso water treatment works has a design capacity of 2.64Mℓ/d and it is currently operating at 2.14Mℓ/d which is within the design capacity. The bulk water infrastructure needs to be maintained, particularly the Ekuvukeni/ Oliphantskop and Tugela Estates Water Treatment Works.

backwash pumps, highlift pumps and air blowers are showing distinct signs of wear and need to be refurbished. Further to this, the Oliphantskop Dam is badly silted which affects the sustainability of raw water supply. Tugela Estates Water Treatment Works certain parts of the community is dependent on inline pumping and no provision is made for storage facilities should this arrangement fail. UThukela District Municipality should prioritize such maintenance given the role they have as the Water Service Authority.

The attention that Ekuvukeni/ Oliphantskop needs is the wear and tear. One abstraction pump has been removed for repair and not returned to service. The (2018), revealed The engagements with ward councillors as part of the Alfred Duma Development Strategy that some of the households do not have access to water as such new water connections are proposed for Zwelisha, Mteyi, Nsongeni, Nsikayezwe, Shuzi, Nodinda, Nhlambamasoka, Mkhumbane, Mngwenya, Fitty Park, Mankandane, Mziyonke, Mgudleni, Mtateni, Vundu, Ezinkanjini, Nkomo's Corner N, Mngwenya, Sathane, Okhalweni Obhukwini and Ndanyana.

5.54.2. SANITATION PRIORITY AREAS

Ladysmith wastewater treatment works is apparently rated at 18Mℓ/d and it is estimated to be treating ±15Mℓ/d which is within the design capacity. Ezakheni wastewater treatment works is rated at 12Mℓ/d and the plant is reported to be operating at 14,5Mℓ/d. Colenso Wastewater Treatment Works is rated at 3.2Mℓ/d and it is reported to be operating within

Capacity. Ekuvukeni Wastewater Treatment Works needs to be properly maintained as it is currently in a bad state. The anoxic mixer and aerators are frequently not working and there is a huge time lag before they are fixed. The chlorination equipment has sludge overflowing from the tank and entering the sewer. This system is an easy upgrading been stolen and has not been replaced, and there is a big issue of theft and vandalism route from septic tanks with soakaways, conservancy tanks, and other on-site systems, as at the plant. The chlorine pumps at the contact tank have been non-operational for they can be connected to a settled-sewage system with very little modification. Tipping- years and have never been fixed. The return activated sludge pumps are non- tray pedestals and water saving devices can also be used in settled-sewage schemes operational. In terms of future development trajectory, the amicable sanitation without fear of causing blockage resulting from the reduced quantity of water flowing in solution would be to invest in connecting ETholeni, Limehill and Ekuvukeni to the the sewers.
existing WWTW which is located in Ekuvukeni.

The retention tank should be inspected regularly and emptied periodically, to prevent

The engagements with ward councillors revealed that some of the households do not have

This WWTW will need to be upgrade in terms of capacity, a Sewage pumpstation and access to proper sanitation facilities, the areas of greatest need are Mziyonke, Fitty Park, Sewer reticulation network for the entire area and surroundings will need to be

Mngwenya, Mkhumbane, Nhlambamasoka, Nodinda, Shuzi, Nsikayezwe, Nsongeni, Mteyi

provided as per the Red Book Guidelines. It is however unlikely that this will take place and Zwelisha.
in the near future. Therefore, any new development in the project area would have to limit its sewage system to septic tanks. However, the settled sewerage system septic tanks will be a better option than conventional septic tanks. In settled sewage systems,

5.54.3 ELECTRICITY PRIORITY

AREAS also known as solids-free systems or Septic Tank Effluent Drainage (STED), the solid portion of excreta (grit, grease and organic solids) is retained on site in an interceptor tank (septic tank), while the liquid portion of the waste is drained from the site in a small-diameter sewer. Such sewers do not carry solids and have very few manholes. Tolerances for excavation and pipe laying may be greater than for conventional sewers, allowing lesser skilled labour to be used. Although the liquid portion of the waste must be treated in a sewage works, the biological design capacity of the works can be

greatly reduced because partial treatment of the sewage will take place in the retention tank on the site. The tank will also result in a much lower peak factor in the design of both the reticulation and the treatment works.

5.54.4. ROAD INFRASTRUCTURE PRIORITY AREAS

A detailed analysis of the state and condition of roads within the study area is undertaken in order to identify critical roads that require upgrading in view of their potential to unlock some economic development opportunities and improve economic linkages and functionality among the existing and recipient economic nodes. Roads that provide access to irrigation, crop production and tourism areas should be prioritised. Particular focus should be paid to outlying areas (rural hinterland) where roads infrastructure is generally poor.

The capacity of some of the electricity infrastructure within the area appears to be weak such that there are indications of challenges which include the weak and overloaded substations and power failures during the windy and stormy periods. According to the discussions with Eskom, there are seven settlements that do not have access to electricity within Municipal area.

The challenges that appears to be there are the household connections within the rural areas around rural areas and these include Mathondwane, Watershed, Kleinfontein, Qinisa, Nkunzi, St. Joseph’s Mission, Kirkintulloch, Nsongeni, Nsikayezwe, Shuzi, Nhlambamasoka, Mkhumbane, Mankandane and Mziyonke.

P361	Mobility Spine (Economic and Social)	Blacktop	Fair - few patches of top surface wearing off in some parts	General Maintenance
P355	Mobility Spine (Economic and Social)	Gravel	Fair	Upgrading into Tar

5.54.3.1. ROAD INFRASTRUCTURE FOR TRADE AND MOBILITY

Table 66: Road Infrastructure for Trade and Mobility

ROAD	ROLE (SOCIAL AND ECONOMIC)	SURFACE	CONDITION	PROPOSED ATTENTION
P361	Mobility Spine (Economic and Social)	Blacktop	Fair - few patches of top surface wearing off in some parts	General Maintenance
D1279	Access Connector Route	Blacktop	Fair	General Maintenance
D1278	Access Connector Route	Gravel	Fair	General Maintenance
D1281	Access Connector Route	Gravel	Fair	General Maintenance
D1283	Access Connector Route	Gravel	Fair	General Maintenance
D1275	Access Connector Route	Gravel	Poor	Upgrading into Tar

ROAD	ROLE (SOCIAL AND ECONOMIC)	SURFACE	CONDITION	PROPOSED ATTENTION
D1280	Access Connector Route	Gravel	Fair	General Maintenance
D1290	Access Connector Route	Gravel	Fair	Upgrading into Tar
D871	Access Connector Route	Gravel	Fair	Upgrading into Tar
D1291	Access Connector Route	Gravel	Fair	Upgrading into Tar
D1296	Access Connector Route	Gravel	Fair	General Maintenance
D1277	Access Connector Route	Gravel	Fair	General Maintenance
D498	Access Connector Route	Gravel	Poor	Upgrading into Tar
D771	Access Connector Route	Gravel	Fair	Upgrading into Tar
D90	Access Connector Route	Gravel	Fair	Upgrading into Tar
D402	Access Connector Route	Gravel	Fair	Upgrading into Tar
D389	Access Connector Route	Gravel	Fair	Upgrading into Tar

5.54.3.2. ROAD INFRASTRUCTURE: LOCAL ACCESS

Table 67: Road Infrastructure: Local Access

ROAD	ROLE (SOCIAL AND ECONOMIC)	SURFACE	CONDITION	PROPOSED ATTENTION
L1434	Local Access Roads	Gravel	Fair	Upgrading into Tar
L2024	Local Access Roads	Gravel	Fair	Upgrading into Tar
L1522	Local Access Roads	Gravel	Fair	Upgrading into Tar
L1811	Local Access Roads	Gravel	Fair	Upgrading into Tar
L1188	Local Access Roads	Gravel	Fair	Upgrading into Tar
L1292	Local Access Roads	Gravel	Fair	Upgrading into Tar
L370	Local Access Roads	Gravel	Poor	Upgrading into Tar
A2083	Local Access Roads	Gravel	Fair	General Maintenance
A2085	Local Access Roads	Gravel	Fair	General Maintenance
A2090	Local Access Roads	Gravel	Fair	General Maintenance
A2092	Local Access Roads	Gravel	Fair	General Maintenance
A2093	Local Access Roads	Gravel	Fair	General Maintenance
A2016	Local Access Roads	Gravel	Fair	General Maintenance

A2079	Local Access Roads	Gravel	Fair	Upgrading into Tar
ROAD	**ROLE (SOCIAL AND ECONOMIC)**	**SURFACE**	**CONDITION**	**PROPOSED ATTENTION**
A2969	Local Access Roads	Gravel	Fair	Upgrading into Tar
A2970	Local Access Roads	Gravel	Fair	Upgrading into Tar
A2084	Local Access Roads	Gravel	Fair	Upgrading into Tar
A2077	Local Access Roads	Gravel	Fair	Upgrading into Tar
A2081	Local Access Roads	Gravel	Fair	General Maintenance
A2088	Local Access Roads	Gravel	Fair	General Maintenance
A2094	Local Access Roads	Gravel	Fair	General Maintenance

PUBLIC FACILITIES

5.54.3.3. PLANNING STANDARDS ON PUBLIC FACILITIES

The standards that should be used for the provision of schools must take into account the Department of Education's Regulations relating to Minimum Norms and Standards for Public Infrastructure (2013, p8-11).

Table 68: Planning Standards on Public Facilities

CATEGORY	TYPE OF SCHOOL	DENSITY REQUIREMENTS	SERVICE THRESHOLD
Primary schools	Micro primary schools (less than 135 learners	60 Households or 300 people	1,5 km
	Small primary schools, (135 - 310 learners)	150 Households or 750 people	1,5 km
	Medium primary schools (311 - 620 learners)	300 Households or 1500 people	1,5 km
	Large primary schools (621 - 930 learners)	400 Households or 2000 people	1,5 km
	Mega primary schools (more than 931 learners).	600 Households or 3000 people[1]	1,5 km
Secondary schools	Small secondary schools (200 - 400 learners)	200 Households or 2000 people	2 km
	Medium secondary schools, (401 – 600 learners)	560 Households or 4500 people	2 km
	Large secondary schools (601 - 1000 learners)	960 Households or 8000 people	2 km
	Mega secondary schools (more than 1001 learners)	1 200 Households or 10 000 people[2]	2 km

[1] KwaZulu-Natal Planning and Development Commission. (2008). Guidelines for Planning of Facilities in KwaZulu-Natal

[2] KwaZulu-Natal Planning and Development Commission. (2008). Guidelines for Planning of Facilities in KwaZulu-Natal

Source: KZN Draft Rural Land Use Norms and Standards (2017) The planning standards for Health Facilities are as follows: Table 69: Planning Standards on Health Facilities

TYPE OF FACILITY	CAPACITY	DENSITY REQUIREMENTS	SERVICE THRESHOLD
Mobile Point	100 patients per month	300 Households or 1 000 people	1km
Health Station	400 – 600 patients per month	560 Households or 5 000 people	3km
Small Clinic	2000 patients per month	1 200 Households or 5 000 – 10 000 people	5km
Small Clinic with Maternity	2000 patients per month + 20 deliveries per month	1 200 Households or 5 000 – 10 000 people	5km
Medium Clinic	3000 patients per month	2 500 Households or 10 000 – 20 000 people	5km
Medium Clinic with Maternity	3000 patients per month+ 20 deliveries per month	2 500 Households or 10 000 – 20 000 people	5km
Large Clinic	4000 – 5000 patients per month	7 500 Households or 30 000 – 50 000 people	5km

Large Clinic with Maternity	4000 – 5000 patients per month + 30-50 deliveries per month	7 500 Households or 30 000 – 50 000 people	5km
Extra Large Clinic	6000 – 10 000 patients per month	15 000 Households or 60 000 – 70 000 people	7km
Extra Large Clinic with Maternity	6000 – 10 000 patients per month + 30-50 deliveries per month	15 000 Households or 60 000 – 70 000 people	7km
Community Health Centre	10 000 patients per month	25 000 Households or 70 000 – 100 000 people	10km
District Hospital	10 000 – 80 000 patients per month	50 000 Households or 100 000 – 250 000 people	
Regional Hospital	Provides for up to Group 2 of specialist's services including Cardiology, Neurosurgery and Renal Transplant	Specialized Services. Depend on the need.	Specialized Services. Depend on the need.

Tertiary Hospital	Provides for up to Group 3 of specialist's services including Liver Transplant and Hepatology.	Highly Specialized Services. Depends on the need	Highly Specialized Services. Depends on the need

Source: KZN Draft Rural Land Use Norms and Standards (2017) The planning standards for other facilities are as follows: Table 70: Planning Standards on Social Facilities

TYPE OF FACILITY	CAPACITY	DENSITY REQUIREMENTS	SERVICE THRESHOLD
Crèche	300 m^2 (including minimum play area of 20 – 30 m^2)	5000 people or 1000 homesteads	Undetermined
Community Hall	2 000 – 3 000m^2	5000 people or 1000 homesteads	Undetermined
Playlot	0,5ha	230 – 800 people	0,5km
Playground	2ha	2000 – 5000 people	1,2km
Neighborhood Park	2ha	Up to 6000 people	0,4km
Community Park	8ha	50 000 – 20 000 people	3,6km
Major Park	40ha	50 000 people	60km

KZN Planning and Development Commission (2008)

EXISTING AND REQUIRED

The table below is a colour notation which reflect per ward the backlogs (red) and adequate number of facilities (green).

Table 71: Existing and Required Public Facilities

AREA	NUMBER OF PEOPLE	FACILITY	CURRENT	BACKLOGS	
				TYPE OF FACILITY REQUIRED	NUMBER OF FACILITIES REQUIRED
Ladysmith, Ezakheni, Steadville and Model Kloof Urban Complex (Wards 1 – 10, 12, 21 – 22, 27)	135 664	Clinic	8	13 Large Clinics	5
		Primary School	37	67 Large Primary Schools	30
		High School	14	16 Large High Schools	2
		Hall	8	27 Community Halls	19
	53 581	Clinic	3	3 Large Clinics	0

AREA	NUMBER OF PEOPLE	FACILITY	CURRENT	BACKLOGS	
				TYPE OF FACILITY REQUIRED	NUMBER OF FACILITIES REQUIRED
Driefontein, Burford and Watersmeet Complex (Wards 14 – 19)		Primary School	20	26 Large Primary Schools	6
		High School	9	6 Large Secondary Schools	-3
		Hall	7	10 Community Halls	3
Roosboom, Colenso, Nkanyezi and Pieters (Wards 13 and 25)	19 025	Clinic	1	2 Medium Clinics	1
		Primary School	7	9 Large Primary Schools	2
		High School	3	2 Large Secondary Schools	-1
		Hall	1	2 Community Halls	1
Matiwaneskop, Jononoskop, Lucitania, Nkunzi, Cremin, Elandslaagte, Pepsworth and Wesselnek (Wards 23 and 24)	20 924	Clinic	1	2 Medium Clinics	1
		Primary School	16	9 Large Primary Schools	-7
		High School	5	2 Large Secondary Schools	-3
		Hall	3	2 Community Halls	-1
		Clinic	4	5 Medium Clinics	-1

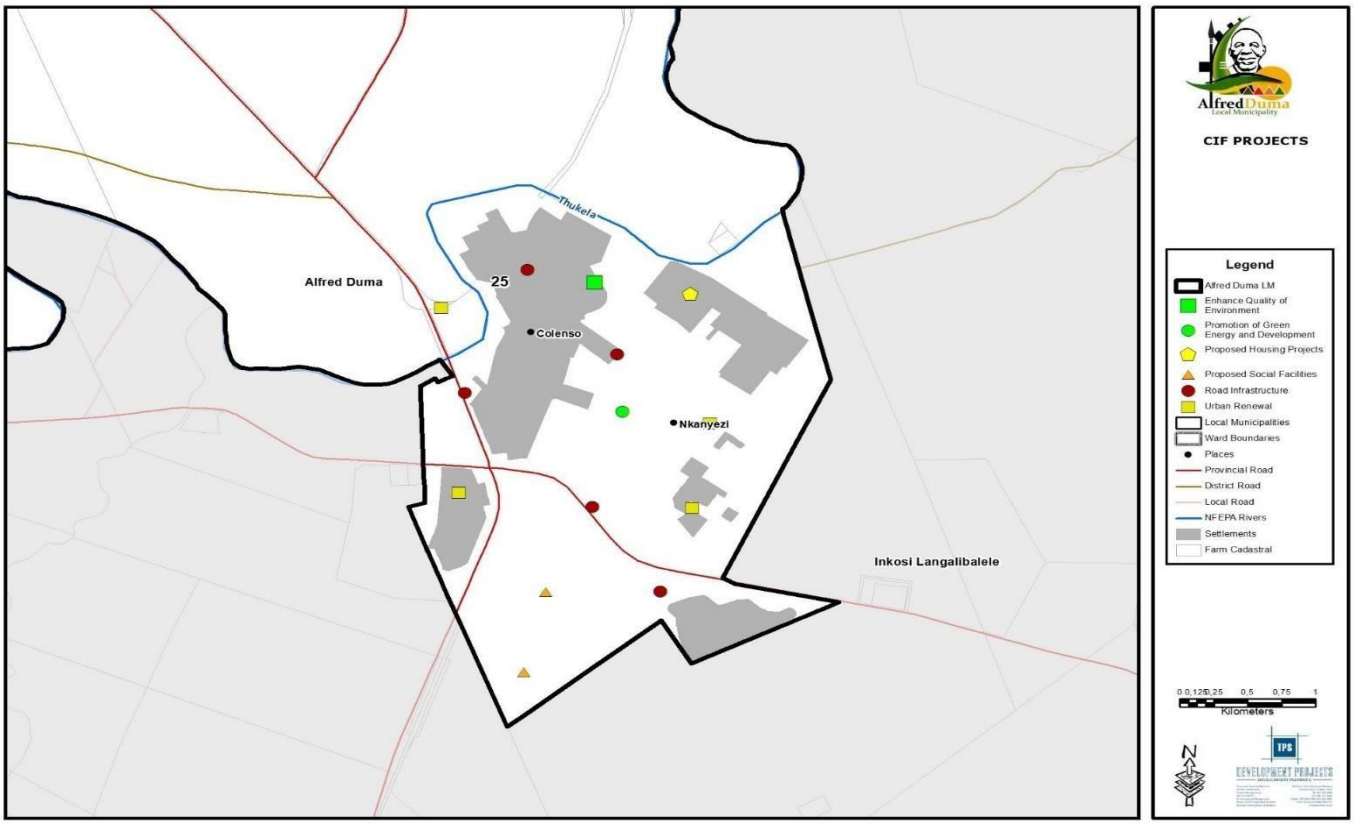
	53 798	Primary School	27	19 Primary Schools	8
		High School	13	14 Secondary Schools	-1
Ekuvukeni, Limehill, Etholeni, Vaalkop, Sigweje and Somsuku (Wards 32 – 36)		Hall	5	10 Community Halls	-5
Waaihoek (Ward 31)	9 687	Clinic	0	1 Small Clinic	-1
		Primary School	9	3 Mega primary school, 1 small primary school	5
		High School	3	1 large secondary school, 1 small secondary school	1
		Hall	1	2 Community halls	-1
Mhlumayo and Sahlumbe (Ward 28 and 29)	22 124	Clinic	4	2 Clinics	2
		Primary School	14	8 Primary School	7
		High School	7	6 High School	-1
		Hall	6	4 Halls	-2

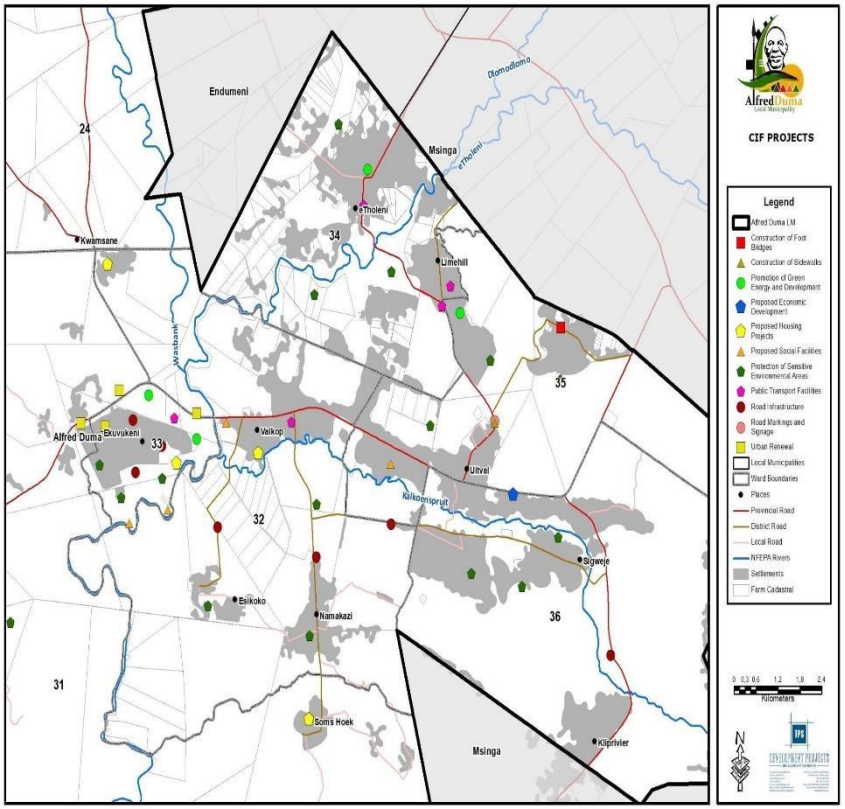
Farmlands (Wards 11, 26 and 30)	25 750	Clinic	0	2 Medium Clinics and 1 Small Clinic	3
		Primary School	11	11 Large Primary Schools	0
		High School	7	3 Large Secondary Schools	-4
		Hall	0	2 Community Halls	2

AREA	NUMBER OF PEOPLE	FACILITY	CURRENT	BACKLOGS	
				TYPE OF FACILITY REQUIRED	NUMBER OF FACILITIES REQUIRED
TOTAL			247	294	98

IMPLICATIONS

Although the existing facilities amount to 247 and the required are 294, this does not imply that there are 47 facilities that are required. There are areas that are overprovided with facilities while others are underprovided. The assessment above indicates that there are 98 facilities that can be considered as a backlog. This implies that 51 facilities that are overprovided.


Alfred Duma
25
Colenso
Nkanyezi
Thukela
Inkosi Langalibalele
CIF PROJECTS
Legend
Alfred Duma LM
Enhance Quality of Environment
Promotion of Green Energy and Development
Proposed Housing Projects
Proposed Social Facilities
Road Infrastructure
Urban Renewal
Local Municipalities
Ward Boundaries
Places
Provincial Road
District Road
Local Road
NFEPA Rivers
Settlements
Farm Cadastral
Kilometers


Endumeni
Msinga
Umsinga
Kwamsane
eThokeni
Umehlll
Alfred Duma
Ekuvukeni
Velkop
Ulrvel
Kalkoenspruit
Sigweje
Esikoko
Namakazi
Soms Hoek
Kliprivier
24
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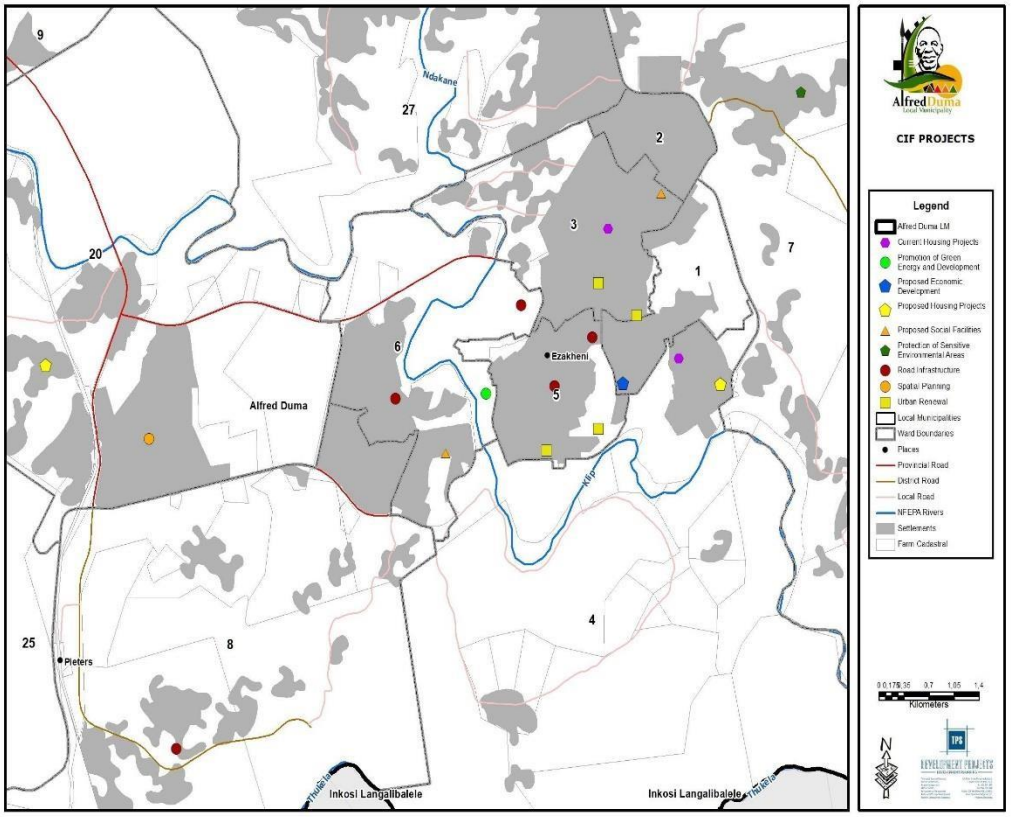
CIF PROJECTS
Legend
Alfred Duma LM
Construction of Foot Bridges
Construction of Sidewalks
Promotion of Green Energy and Development
Proposed Economic Development
Proposed Housing Projects
Proposed Social Facilities
Protection of Sensitive Environmental Areas
Public Transport Facilities
Road Infrastructure
Road Markings and Signage
Urban Renewal
Local Municipalities
Ward Boundaries
Places
Provincial Road
District Road
Local Road
NFEPA Rivers
Settlements
Farm Cadastral
Kilometers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Alfred Duma
Ezakheni
Pieters
Inkosi Langalibalele
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25
8
CIF PROJECTS
Legend
Alfred Duma LM
Current Housing Projects
Promotion of Green Energy and Development
Proposed Economic Development
Proposed Housing Projects
Proposed Social Facilities
Protection of Sensitive Environmental Areas
Road Infrastructure
Spatial Planning
Urban Renewal
Local Municipalities
Ward Boundaries
Places
Provincial Road
District Road
Local Road
NFEPA Rivers
Settlements
Farm Cadastral
Kilometers

CHAPTER 6: FINANCIAL PLAN *FINANCIAL PLAN*

KZN 238 MEDIUM TERM BUDGET: 2020/2021 FEEDBACK REPORT ON THE REVIEW OF FINANCIAL VIABILITY AND MANAGEMENT ON THE ALFRED

DUMA LOCAL MUNICPALITY'S IDP

FINANCIAL VIABILITY AND MANAGEMENT

The Alfred Duma Local Municipality strives to be a municipality that is financially viable by creating an environment that is resilient and has a sustainable economic base supported by reliable municipal services in all forms. The municipality's operating budget is funded mainly from the municipality's own revenue sources for the 2020/2021 financial year. The main income drivers of the municipality include property rates revenue and electricity revenue.

Models Used for Prioritization of Resources

Community participation is an effective method of identifying priorities, but it is also critical to develop an IDP Prioritisation/Project Evaluation model for determining budget allocations. This model would take into account community needs, project profiles and assessment, available resources, strategic planning, national, provincial and local policy and good municipal management. Development and approval of Financial Planning and Annual IDP Review Guidelines will also assist this process.

Consultation

In accordance with the Municipal Systems Act and the Municipal Financial Management Act, consultation was undertaken with the local community primarily through cluster public meetings in various wards.

Copies of the draft budget were provided to other levels of government for their comment.

The municipality has fully fledged and functioning Budget and Treasury Department that is headed by the Chief Financial Officer and supported by one Deputy Chief Financial Officer, and six managers in the

Budget and Internal Control Section, Supply Chain Management Section, Financial Reporting and

Expenditure Management Section, Assets and Inventory section, Revenue and Credit Control Section and Valuations Section.

The table below reflects percentage spent on Capital Budget for the comparative financial year of Alfred Duma Local Municipality:

The table below reflects percentage spent on Capital Budget for the comparative financial years for the Alfred Duma Local Municipality:

2017/2018		2018/2019	
Budget	**Actual**	**Budget**	**Actual**
R 87 953 937	**R 79 996 198**	**R 110 154 598**	**R 59 672 180**
Spent in Total = 90.95%		**Spent as at 31 May 2019 = 54.17%**	

CAPABILITY TO EXECUTE CAPITAL PROJECTS

Expenditure on capital projects currently stands at 54.17% for the 2018/2019 financial year. Some of the challenges faced with the spending of the capital budget in 2018/2019 included:

- *Underspending on own capital funding was as a result of prioritising grant funded projects to prevent underspending on grants for the financial year.*

The infrastructure unit is beginning to lose staff due to more attractive remuneration offered in the cities and at other municipalities. However, most of the capital projects are outsourced to consultants and contractors, monitored by the infrastructure unit. The infrastructure unit and finance unit work closely together to address any delays on capital projects arising from outstanding procurements or outstanding payments to contractors.

The performance of all capital projects is an ongoing process and will be monitored and reported to the Infrastructure Co-ordinating Committee on a regular basis to intervene and take necessary action where required to ensure that all capital projects are implemented and managed efficiently and effectively.

No funding has to date being withheld from National Treasury with regard to Capital Grants.

**Indicate a summary of spending on capital projects for the last three years and analyse ratio of actual vs budget. Accepted norm is between 95 – 100% to fast track service delivery. Provide a schedule indicating the three spending of capital projects. On your analysis indicate that your infrastructure unit is fully capacitated and how is a working relationship between finance unit and infrastructure unit in respect to contract management and procurement to avoid delays on capital projects. Indicate any amount that has been withheld by national treasury and reasons, as this will also substantiate the capability to undertake capital projects.*

FREE BASIC SERVICES

The Municipality has an Indigent Policy that is approved by Council that is being implemented.

The Policy includes the verification and investigation of Indigent applications as per the Qualification Criteria set out in the policy.

The Municipality had implemented an Indigent Drive in all Wards under the Alfred Duma Local Municipality where officials visited Wards to collect indigent applications.

The Municipality received 4 500 applications and due to system challenges and time constraints the municipality has managed to approve 965 applications.

REVENUE ENHANCEMENT STRATEGY

A Revenue Enhancement Strategy was developed and implemented during the 2016/2017 financial year.

The strategy is divided into two phases:

1) Targeted Approach; 2)
Short Term Gains.

The Targeted Approach is directed at the priority areas, which are the Ezakheni Area, Farms and Government Debt. These three groups make up more than 50% of the total debt.'

GOVERNMENT DEBT - TOTAL ARREARS

3

4

* As at 31 March 2017

FARMS - TOTAL ARREARS

Description	Current	30 days (R)	60 days (R)	90 days (R)	120 days (R)	150 days (R)	180 days (R)	210+ days (R)	TOT (R
Ezakheni A	-115.02	622 942.50	575 549.68	557 831.41	549 863.70	530 347.51	307 225.84	11 546 610.35	14 690
Ezakheni B	-150.77	584 489.42	510 775.57	504 009.32	480 382.07	490 550.00	381 503.00	10 412 377.38	13 363
Ezakheni C	0.00	863 423.10	846 265.21	839 318.40	831 016.68	814 963.20	728 238.79	14 359 764.73	19 282
Ezakheni D	- 1 751.91	568 628.77	408 587.09	402 092.16	398 612.81	390 732.81	281 854 97	6 298 146.51	8 746
Ezakheni E	-332.60	756 009.02	584 745.06	574 370.39	569 446.08	592 196.20	487 127.28	8 505 056.12	12 068
Ezakheni Indust	- 1 269.25	217 379.96	37 374.74	11 862.00	9 115.12	9 244.30	-73 588.81	650 835.37	860

Ezakheni Misc	0.00	0.00	0.00	0.00	0.00	0.00	-5 320.72	0.00	-5

cription	Current	30 days (R)	60 days (R)	90 days (R)	120 days (R)	150 days (R)	180 days (R)	210+ days (R)	TOTA (R)
Rural South	-0.12	1 465 200.94	135 484.24	131 657.71	123 754.98	339 566.52	75 403.65	9 919 359.54	12 190 42
Rural North	0.00	697 805.65	129 721.65	115 562.20	117 031.38	213 544.72	47 942.15	5 993 967.04	7 315 57
Rural East	0.00	540 646.16	101 781.44	92 291.18	92 336.54	140 690.07	-114 652.47	5 847 193.01	6 700 28
Rural West	-50.00	789 471.87	112 775.52	114 658.22	105 938.89	205 431.05	65 831.00	8 967 286.87	10 361 34
TOTAL									36 567 6

Description	Current	30 days (R)	60 days (R)	90 days (R)	120 days (R)	150 days (R)	180 days (R)	210+ days (R)	
Public Works	0.00	2 114 027.51	126 733.23	124 180.95	120 621.90	487 727.94	47 410.76	6 814 526.38	
Public Works	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4 453 846.39	
Dept of Public Works	0.00	2 357 933.17	453 166.13	377 356.98	361 609.60	-416 911.54	155 855.97	28 593 123.12	
Agriculture	0.00	23 693.74	23 693.74	23 058.75	23 693.74	22 382.95	22 382.95	1 101 376.76	
TOTAL									

3									
TOTAL									**69 008**

* As at 31 March 2017.

EZAKHENI - TOTAL ARREARS

* As at 31 March 2017.

SHORT TERM GAINS The main strategy points under short-term gains are aimed at stabilizing the financial position, improving current systems and processes, developing policies and having effective communication between all stakeholders.

The above strategy must be supported by dedicated and competent staff for it to be effective.

STRATEGY POINTS TO ENHANCE COLLECTION:

- Target quick gains
- Target Top 100 accounts
- Control overflow of 30 days payments
- SMS function notifying the customer before the due date.
- Effective Disconnection of Electricity
- Blocking of prepaid electricity meters for arrear rates and refuse amount.
- Legal process
- Use of external attorneys to address large arrears and estates
- Arrangements to be more lenient and communicated to debtors
- Chasing of all Electricity Tampering charges
- Target of Business accounts in arrears
- Sundry debtors
- Prepare files in line with court requirements during the hand over process and allocation of legal work to appointed attorneys. The more intensive this process, the higher the collection success.

CHALLENGES

- Data cleansing which remains the biggest challenge.
- Accounts are not grouped correctly
- Splitting of rates and services for Government Debt
- Alignment of properties to asset register/valuation roll

201704 (30 Days)	201703 (60 Days)	201702 (90 Days	201701 (120 Days)	201612 (150 Days	201611 (180 Days)	201610 - 201606	201605 +	Total
11 527 379.87	11 435 065.28	6 021 729.11	10 029 079.33	5 958 397 .95	4 081 918 .19	19 065 67 0.02	155 337 26 8.00	255 2.10

- Performance of staff/staff compliment within the Credit control section

- Staff must take ownership of debt, and all Departments and Sections must realize that it is not only a Collection unit problem,
- Communication- Consumers must be made aware of the Revenue collection processes and programs that the Municipality offers.

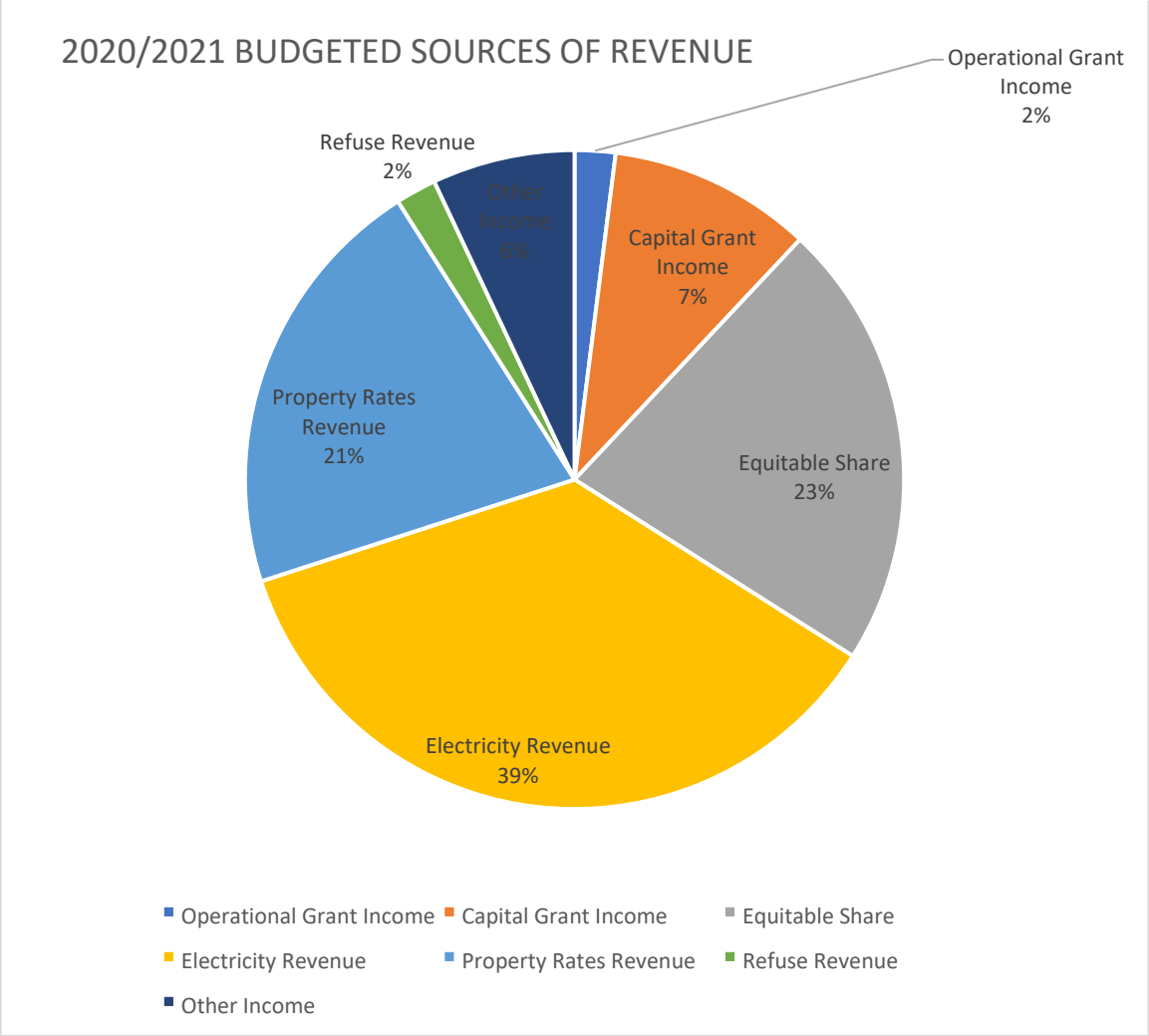
CREDIT CONTROL

Age Analysis as at 31 May 2017:

14

The main contributing factor for the increase is the constant increase of rates and services that become less affordable to ratepayers and consumers. The economy is not growing at the rate expected. The majority of debt arises from inability to collect rates debtors especially in areas where municipality is not responsible for electricity supply. Furthermore, the legal process is a long process with challenges being experienced in the volumes of summons able to be accepted by the courts. The municipality has a debt collection strategy in place and the progress of these strategies as well as new strategies are formulated at the bi-monthly credit control meetings. The first strategy was to identify and separate ratepayers that can pay and those that are not in a position to pay. This is a slow process and the Masakhane and incentive program assists with this process. The second focus is on the maintaining of an active disconnection program to collect arrear debt after 30 days, this includes the blocking of prepaid electricity meters if in the Municipality's supply area. Unfortunately, most of the debt belong to rates and refuse arrears in Eskom supply area. Data cleansing is regarded as a high priority as the information can assist in contacting ratepayers and customers if in arrears. Indigent customers are flagged and debt written off. Hand over debt to the legal section is included in the daily actions of Credit control to ensure that all debt is actioned, problems with summonses in the local magistrates court was addressed.

GRANT DEPENDENCY



Almost 68**%** of the Municipality's budgeted revenue is from local rates and payments for services. 32% of the budgeted revenue for 2020/2021 is funded from grant income being equitable share of 23%, operational grant income of 2% and capital grant income of 7%.

The percentage of grants budgeted for 2018/2019 compared to the adjusted budget for the 2017/2018 financial year has decreased from 35% in the 2017/2018 financial year to 34%. Therefore, there is an improvement in the dependency on grants in 2018/2019 since it has reduced by 1%.

REPAIRS AND MAINTENANCE OF MUNICIPAL INFRASTRUCTURE ASSETS

The preservation of municipal assets has been a challenge for the municipality and we are exceedingly aware of the community's needs for new infrastructure such as roads, footbridges, street lighting, community sport grounds, halls and other facilities.
However, with limited funds, and infrastructure growing each year, there is less money to spend on maintaining the roads, storm water, streetlights, community facilities and assets such as Council's trucks, road plant and other vehicles. Sometimes grant funds are provided to build the initial asset, but there are no ongoing grants to maintain assets. Where assets are inadequately maintained, they quickly deteriorate, and either becomes irreparable or very expensive to repair. Regular maintenance on the huge amount of infrastructure and assets that it controls.

In order to address these challenges the municipality has developed a maintenance plan with budget to keep existing infrastructure in good shape as well as build new infrastructure.

Contribution to Repairs and Maintenance

	2019/2020	**2020/2021**	**2021/2022**
Repairs & Maintenance Budget	R91 m	R118 m	R124 m
% of NBV of PPE as per 17/18 AFS	5%	6%	7%

The municipality is required to allocate at least 8% of the net book value of property, plant and equipment to repairs and maintenance. Although the allocation of 5% is below this, the aim of the municipality is to increase the allocation to repairs and maintenance gradually each year based on availability of funds. The municipality also maintains its assets through prioritisation of the renewal/upgrade of its assets on the capital budget each year e.g. the renewal of fleet has been allocated R5 million on the capital budget for 2019/2020. In addition to this there is an allocation of R3.5 million on the capital budget for refurbishment/upgrade of electrical infrastructure. However, the prioritisation of the capital budget is also subject to the availability of funds. The allocation is still insufficient, however financial resources are limited.

CURRENT BORROWINGS AND PLANNED BORROWINGS

The municipality currently has two loans in respect of Tsakane Electrification and the former Indaka Municipal building at an interest rate of 9.1% and 5% respectively. No loans will be taken in 2019/20 financial year.

The Municipality at its annual review of the Integrated Development Plan workshop agreed that the municipality should focus on Revenue generating projects that will bring additional income to the Municipality and Council should therefore seriously consider the option of taking out a loan to fund its portion of the Capital budget Revenue generating projects. However the affordability of being able to take a loan must always be taken into account when the possibility of a loan is being considered.

RETURN ON INVESTMENTS

The Municipality's own funds, currently included in investment accounts as at the end of June 2018, was at R80.7 million, and currently the invested funds is standing at R 122 million. Bank accounts are monitored regularly so that investments are maximised to generate interest income. Grant funds are retained in separate call accounts.

EMPLOYEE RELATED COTS TO TOTAL EXPENDITURE

Employee related costs, including councillor allowances is reflected as 36% of the original budgeted total operating expenditure for the 2019/2020 financial year. This is within the benchmark of 25 to 40%. There is no allocation from the Central Government subsidy, via the Local Government Equitable Share. The Municipality will finance the amount for Councillors allowances using own funding.

The budget allocation available for new posts is prioritised in terms of critical posts required including critical posts within the Budget and Treasury Office. The salary disparity issues post-merger have not been finalised but has been catered for in the budget.

In terms of contracted services for consultants, this was budgeted at a minimum of R5,3 million for the 2017/2018 financial year which amounts to 0.6% of total operating expenditure. The budget for consultants was reduced by R4.7 million for the 2018/2019 budget since the municipality is striving to reduce these costs by ensuring skills transfer.

In terms of skills transfer, workshops and training sessions are conducted with all relevant departments in the Municipality. Employees of the Municipality also received training with the consultants taking them out on-site doing physical inspections of assets and having the employees carry out the work in most instances, where the consultants would only review the work done. This is an ongoing process due to the technical expertise required and the employment of new staff on an ongoing basis. Capacity is also a constraint in terms of technical departments, which are expected to deliver on service delivery obligations and new projects, and not having additional staff always available to assist with the maintaining of asset register information.

Ratio on ERC including councillor's allowance compared to total expenditure should be calculated and indicated. The ratio is expected to be between 25% - 40%. The excess of this ratio will mean that there are inefficiencies or that the organogram is bloated or overstaffing. Mention vacancies on critical posts in Treasury unit and effect thereof. Mention how much is used on contracted services compared to total operating expenditure, and whether transfer of skills occurs.

AUDITOR GENERAL OPINIONS

The Municipality was formed during the 2016/2017 financial year. The Municipality received a qualified audit opinion in the 2016/2017 and 2017/2018 financial years.

**Mention the last three years AG opinions, the audit action plan and mention whether all queries are resolved as per the stipulated timeframes.*

MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT FINANCIAL SWOT ANALYSIS FINANCIAL PLAN

CONSOLIDATED OVERVIEW OF THE 2019/2020 MTREF

Description	**1st Adjustment Budget 2018/19**	**Budget Year 2019/20**	**Budget Year +1 2020/21**	**Budget Year +2 2021/22**
Total Operating Revenue	R836 125 869	R924 811 033	R987 387 346	R1 045 938 085
Total Operating Expenditure	R967 119 267	R1 000 336 026	R1 064 921 068	R1 126 254 616
Surplus/(Deficit) for the year*	(R130 993 398)	(R75 524 993)	(R77 533 722)	(R80 316 531)
Capital Expenditure	R110 154 617	R 89 083 000	R85 209 000	R80 426 000

* Note the above surplus/deficit includes unfunded depreciation and excludes capital grant income.

	2018/2019 FIRST ADJUSTMENTS BUDGET	2019/2020 ANNUAL BUDGET	2020/2021 ANNUAL BUDGET	2021/2022 ANNUAL BUDGET
REVENUE				
Property Rates	-174 975 787	***-187 837 885***	-197 981 131	-208 672 112
Property rates - Penalties & collection charges	-22 224 325	***-23 468 887***	-24 736 207	-26 071 962
Service Charges - Electricity	-348 199 739	***-391 055 030***	-422 624 084	-444 608 844
Service Charges - Refuse Removal	-22 985 392	***-23 728 916***	-25 010 277	-26 360 832
Rent of Facilities and Equipment	-2 378 014	***-2 511 182***	-2 646 786	-2 789 713
Interest earned on Investments	-12 667 061	***-14 422 415***	-15 201 226	-16 022 092
Interest earned on Outstanding Debtors	-5 986 340	***-6 321 575***	-6 662 940	-7 022 739
Fines	-10 686 386	***-13 284 824***	-14 002 204	-14 758 323
Licencing and Permits	-2 558 320	***-2 701 586***	-2 847 472	-3 001 235
Agency Services	-2 557 944	***-2 701 189***	-2 847 053	-3 000 794
Grants - Operating	-21 101 000	***-19 781 000***	-19 579 220	-22 530 900
Equitable Share	-206 663 000	***-232 678 000***	-248 697 000	-266 301 000

Grants - Capital	-79 586 000	***-71 083 000***	-75 209 000	-79 426 000
Other Income	-3 142 561	***-4 318 544***	-4 551 746	-4 797 540

OPERATIONAL BUDGET MODEL - ANNEXURE A

ALFRED DUMA LOCAL MUNICIPALITY FINAL OPERATING BUDGET MODEL

2020/2021

EXPENDITURE				
Salaries				
Salaries	272 717 407	***302 932 473***	322 603 851	343 553 869
Overtime	5 044 886	***5 174 916***	5 511 286	5 869 520
Standby	3 876 130	***4 155 403***	4 425 504	4 713 161
Expanded Public Works Program	4 000 000	***3 000 000***	3 000 000	3 000 000
Job Creation	30 727 928	***13 909 852***	14 813 992	15 776 902
FMG - Finance Interns	800 000	***800 000***	850 000	850 000
Provincialisation of Library - Library Employees	2 677 000	***3 000 000***	3 300 000	3 300 000
Recapitalisation of library - Cyber Cadet	1 370 000	***1 467 000***	1 571 000	1 571 000
Accreditation Subsidy - Salaries	485 844	***1 000 000***	1 065 000	1 134 225
Accreditation Subsidy - Overtime and Standby	260 556	***380 000***	400 000	400 000
Museum Subsidy - Overtime	65 000	***50 000***	50 000	50 000
Maintenance of Sport fields	150 000	***0***	0	0
Infrastructure Skills Development Grant	1 246 200	***2 220 000***	3 000 000	4 000 000
Employees Bonus Provision	800 000	***852 000***	907 380	966 360
Performance Bonus - Section 57 Employees	750 000	***798 750***	850 669	905 962
Councillor Remuneration	26 373 432	***28 363 753***	30 207 397	32 170 878
Traditional Leaders Allowance	86 964	***50 000***	53 250	56 711
Youth Mass Skilling	1 152 000	***1 200 000***	1 278 000	1 361 070
Pensioners Medical Aid	5 000 000	***5 374 216***	5 723 540	6 095 570
Leave Reserve	5 200 000	***5 538 000***	5 897 970	6 281 338
Long-service Awards	2 500 000	***2 662 500***	2 835 563	3 019 874
Less: Labour to be charged to maintenance	-37 159 074	***-45 557 842***	-48 519 102	-51 672 844
Total Emoluments	**328 124 273**	**337 371 021**	**359 825 299**	**383 403 596**
Other Operating Expenditure				

Bulk purchases - Electricity	243 061 705	***274 887 379***	297 153 256	312 605 226	
Consultants and Professional Services: Planning Studies	1 815 200	-	-	-	
Consultants and Professional Services: Other	5 738 124	***3 899 355***	3 134 480	3 193 636	
Consultants and Professional Services: Legal Expenses	3 606 084	***2 693 945***	2 839 418	2 992 746	
TOTAL REVENUE		**-915 711 869**	**-995 894 033**	**-1 062 596 346**	**-1 125 364 085**

Contracted Services: R&M: Building and Facilities	1 541 068	***1 395 608***	1 412 455	1 466 047
Contracted Services: Maintenance of Equipment	2 349 402	***2 296 794***	2 412 721	2 534 908
Contracted Services: Maintenance of Unspecified Assets	3 757 452	***3 943 949***	4 154 223	4 375 851
Contracted Services: Maintenance of Vehicles	17 135 539	***14 591 705***	15 375 337	16 201 285
Contracted Services: Sports and Recreation	1 090 022	***650 000***	685 100	722 095
Contracted Services: Youth Programmes	1 115 234	***1 100 000***	1 159 400	1 222 008
Contracted Services: Other Programmes	5 300 000	***4 000 000***	4 216 000	4 443 664
Contracted Services: Other	1 248 683	***1 210 366***	1 274 105	1 341 287
Outsourced Services: Training	1 588 464	***1 350 000***	1 362 100	1 427 553
Outsourced Services: Other Programmes	2 082 154	***1 497 605***	2 007 614	2 229 835
Outsourced Services: Security	38 135 068	***9 500 000***	10 013 000	10 553 702
Inventory Consumed: Consumables	746 482	***1 010 395***	1 062 257	1 116 919
Inventory Consumed: Materials and Supplies	26 408 276	***28 297 200***	29 768 369	31 366 411
Operating Leases: Furniture and Office Equipment	1 255 382	***1 358 567***	1 407 629	1 459 341
Operational Cost: Advertising Publicity and Markerting	885 306	***839 574***	889 511	931 605
Operational Cost: Bank Charges	1 389 530	***1 467 344***	1 546 580	1 630 096
Operational Cost: Bulk Discount	1 263 892	***1 334 670***	1 406 742	1 482 706
Operational Cost: Commission - Prepaid Electricty	3 857 878	***2 657 878***	2 873 166	3 022 571
Operational Cost: Postage	2 505 453	***2 639 918***	2 781 934	2 931 618
Operational Cost: Telephone and Fax	4 051 670	***3 824 708***	3 980 842	4 192 837

Operational Cost: Landfill Site	136 890	***144 556***	152 362	160 589
Operational Cost: Entertainment	141 720	***107 000***	112 778	118 868
Operational Cost: External Audit Fees	4 722 313	***4 986 763***	5 256 048	5 539 874

Operational Cost: External Computer Service	7 954 644	***7 918 304***	8 000 802	8 403 955
Operational Cost: Insurance Premiums	4 566 820	***4 822 562***	5 082 980	5 357 461
Operational Cost: Licenses - Agency Fees	668 179	***705 597***	743 699	783 859
Operational Cost: Motor Vehicle Licence and Registrations	1 094 174	***1 155 448***	1 217 842	1 283 605
Operational Cost: Free Basic Alt Energy	1 213 800	***1 281 773***	1 350 989	1 423 942
Operational Cost: Free Basic Electricity	8 488 640	***8 964 004***	9 448 060	9 958 255
Operational Cost: Streetlight Electricity	6 634 577	***7 006 113***	7 384 443	7 783 203
Operational Cost: Electricity, Water & Sewerage, Refuse	10 769 956	***10 762 191***	11 329 849	11 928 161
Operational Cost: Printing and Stationery	2 776 561	***2 932 296***	3 043 360	3 192 042
Operational Cost: Membership and Subscription	3 210 662	***3 390 459***	3 573 544	3 766 515
Operational Cost: Conferences and Delegations	2 610 232	***2 100 000***	2 089 240	2 338 029
Operational Cost: Uniform and Protective Clothing	2 927 425	***2 713 169***	2 883 952	3 036 553
Operational Cost: Vehicles General Expenses	11 435 655	***12 184 961***	12 857 849	13 542 831
Operational Cost: SARS Skills Development Levy	2 500 000	***2 675 000***	2 819 450	2 971 700
Operational Cost: Workmen's Compensation Fund	2 450 000	***2 587 200***	2 726 909	2 874 162

Operational Cost: Labour Charge Out	37 159 074	***45 557 842***	48 519 102	51 672 844
Total Expenses	**483 389 391**	**488 442 196**	**521 509 497**	**549 580 397**

2020/2021 FINAL CAPITAL BUDGET **2020-2021** **2021-20 2**

ALFRED DUMA LOCAL MUNICIAPLITY INTEGRATED DELOPMENT PLAN 2021/2022 FINA

NO.	PROJECT DESCRIPTION	GRANT	COUNCIL	GRANT/COUN L
CLUSTER 1 (Roosboom,Colenso & Bluebank)				
	TARRED ROADS IN WARD - (MIG)			R 8 763 000
CLUSTER 2 (Ezakheni, St. Chads & Mcitsheni)				
	HIGH MAST IN WARD 3 & 4 (MIG)			R 2 500 000
	TARRED ROADS IN WARD - MIG	R 7 000		
	TARRED ROADS IN WARD 27 - MIG	R 7 000		
	TARRED ROADS IN WARD - (MIG)			R 8 763 000
CLUSTER 3 (Jonono & Nkunzi)				
	HIGH MAST IN WARD 24 (MIG)	R 2 000 000		
	TARRED ROADS IN WARD - MIG (NEXT TO CLINIC)			R 8 523 000
CLUSTER 4 (Watersmeet, Peacetown & Burford)				
	GRAVEL ROAD IN WARD 16/18 - MIG	R 5 000 000		
	PEACETOWN TAXI RANK WARD 15 - MIG			R 4 000 000
	HIGH MAST IN WARD 16			R 2 000 000
CLUSTER 5 (Driefontein & Kleinfontein)				

	KLEINFONTEIN MINI FACILITY WARD 19	R 2 000			
	INSTALLATION OF HIGH MAST LIGHTS WARD 19	R 2 000			
	TARRED ROADS IN WARD / LOW WATER CROSSING - MIG			R 5 000 000	

ALFRED DUMA LOCAL MUNICIPALITY - KZN238

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CLUSTER 6 (Acaciavale, CBD & Steadville)					
	TARRED ROADS IN WARD 20 - MIG			R 8 500 000	
	TARRED ROADS IN WARD 21 - MIG			R 8 500 000	
	LANDFILL SITE			R 4 000 000	
	INDOOR HIGH PERFORMANCE FITNESS CENTRE - WARD 13	R 5 574 000		R 8 000 000	
	STORMWATER UPGRADE IN WARD 12 AND 22 - MIG	R 7 500 000			
	TARRED ROADS IN WARD 10 - (MIG)	R 7 500 000			
CLUSTER 7 (Umhlumayo)					
	WAAIHOEK COMMUNITY HALL IN WARD 31 - (MIG)	R 4 000 000			
	KWAKUNYABANTU ACCESS ROAD - (MIG)	R 3 500 000			
	MNANGENI ROAD WARD 31 - MIG			R 4 000 000	
CLUSTER 8 (Limehill)					
	EKUVUKENI SPORTSFIELD - WARD 33	R 4 700 000			
	HIGH MAST LIGHTS IN WARD 32 (MIG)			R 2 000 000	
	KWAHLATHI HIGH MAST LIGHTS - WARD 36 (MIG)	R 2 000 000			
CLUSTER 9 - OTHER					
	FURNITURE AND EQUIPMENT	R 940 000	R 1 000 000	R 1 650 000	

	REFURBISHMENTS ELECTRICAL		R 7 187 556		
	TWO WAY RADIO COMMUNICATION REPEATER		R 3 400 000		

	MUNICIPAL FLEET - INSOURCING OF MACHINERY		R 2 500 000		C
	Electrification in Wards (4,13,3,24,35,36,20,23,36) Connections	R 6 000			
	INEP			R 8 000 000	
GRAND TOTAL CAPITAL PROGRAMME		**R 68 000**	**R 14 087 556**	**R 84 199 000**	

	087 556	R 0
COUNCIL FUNDING	R 6 120 000	R 8 000 000
INEP	R 61 274 000	R 66 549 000
MIG GRANT FUNDING	R 420 000	R 500 000
ISDG	R 0	R 8 000 000
SPORT AND RECREATION	R 0	R 500 000
ACCREDITATION SUBSIDY OTHER GRANTS (FURNITURE AND EQUIPMENT)	R 520 000	R 650 000
	R 82 421 556	**R 84 199 000**
LESS INEP GRANT NOT CAPITALISED	-R 6 120 000	-R 8 000 000
	R 76 301 556	**R 76 199 000**

2020-2021	**2021-2022**			
R 14				
Capital Charges				
Depreciation	30 891 189	***621 096***	382 635	239 297
Existing Loans	474 359	***430 350***	380 339	327 283
Impairment of Assets -5023	2 316 052	***2 445 751***	2 577 821	2 717 024

Total Capital Charges	**33 681 601**	**35 497 196**	**37 340 795**	**39 283 603**
Contributions				
Rates Rebates	2 141 575	***3 122 503***	3 291 118	3 468 839
Non-Payment	59 114 647	***58 878 117***	62 057 536	65 408 642
Total Contributions	**61 256 222**	**62 000 620**	**65 348 654**	**68 877 481**
Departmental Charges	59 124 285	***62 435 324***	65 806 832	69 360 401
Less : Charge Outs	-59 124 285	***-62 435 324***	-65 806 832	-69 360 401
NET EXPENDITURE	**906 451 486**	***923 311 033***	984 024 244	1 041 145 077
Unfunded Depreciation	**140 253 781**	**148 107 993**	**156 105 824**	**164 535 539**
(SURPLUS)/DEFICIT Excl Unfunded Depreciation	**-9 260 383**	**-72 583 000**	-78 572 101	-84 219 008
Unfunded Depreciation	**140 253 781**	**148 107 993**	**156 105 824**	**164 535 539**
NETT(SURPLUS)/DEFICIT INCL Unfunded Depreciation	**130 993 397**	**75 524 993**	**77 533 723**	**80 316 531**
Capital grants	**-79 586 000**	**-71 083 000**	**-75 209 000**	**-79 426 000**
NETT(SURPLUS) / DEFICIT excluding capital grants, excluding unfunded depreciation	**70 325 617**	**-1 500 000**	**-3 363 101**	**-4 793 008**
GROSS SALARIES AS A % OF TOTAL EXPENDITURE BUDGET	**35%**	**36%**	**36%**	**36%**
DEPRECIATION				
TOTAL	171 144 970	**180 729 088**	190 488 459	200 774 836
FUNDED	30 891 189	**32 621 096**	34 382 635	36 239 297
UNFUNDED	**140 253 781**	**148 107 993**	**156 105 824**	**164 535 539**

KZN 238 DRAFT MEDIUM TERM BUDGET: 2021/2022

PART 1 – EXECUTIVE SUMMARY BY THE ACTING FINANCIAL OFFICER: (ACFO)

In terms of Section 16(2) of the MFMA, I present before you the 2021/22 Draft Budget for KZN238 and outer limits in respect of the 2021/22 Draft Medium Term Budget. The Municipality has consulted the various political peers on the draft 2021/22 budget.

The Financial modelling plan of the Operational Budget for the 2021/22 financial year is attached.

Each category of the budget has been outlined. The budget has been prepared on version 6.5 of MSCOA. It should be noted that currently, the Operational Budget is balanced noting that this excludes unfunded depreciation of R112.4 million and capital grant income of R86.2 million. This portion of depreciation could not be funded from the tariffs proposed for the 2021/22 financial year as it could result in extremely high and unaffordable tariffs for the consumers and ratepayers of the municipality.

Furthermore, the Capital Budget presented amounts to R109 million. It should be noted that the municipality is currently experiencing financial constraints in terms of funding the capital budget for the 2021/2022 financial year, and therefore council funding is limited.

The draft operational budget is currently balanced and therefore does not contribute any reserves to be available for future funding of council capital budgets. The Council portion of the Capital budget of R23 million will be funded from previous years' cash backed accumulated surpluses. However, it must be noted that the accumulated surpluses is currently not fully cash backed in the municipality. It must also be noted that this method of financing of the Capital budget places strain on our cash flow, as there is no current year surplus budgeted to fund the council portion of the capital budget or contribute to reserves. The COVID-19 pandemic has had a negative impact on the financial position of the municipality which is also the case with the rest of the South African economy. Accordingly, the expenditure levels of the municipality have been drastically reduced in line with reduced income levels. It is imperative that the municipality remains within budgeted expenditure to ensure that the financial position of the municipality is safeguarded.

The KZN238 Draft Medium-Term Budget for the 2021/2022 financial year is analysed as follows:

BUDGETED REVENUE – R 1125,2 BILLION

1) The total rates income amounts to R 219.3 million which is based on a 5% increase in the rates tariff.

2) Property rates – Penalties and Collection charges: An amount of R33 million, has been budgeted for.

3) The Electricity tariff is subject to an overall increase of 12% for domestic and commercial consumers. For Bulk Consumers an increase of 15.63% has been proposed for implementation. The draft NERSA guideline has since been released. The tariffs will be re-structured once the final guideline is released. An amount of R437.7 million has been budgeted, and is subject to change on finalisation of the tariffs. The draft guideline indicates an increase of 17.8% for bulk purchases, and accordingly for bulk consumers and

an increase of 14.59% for domestic and commercial consumers. The municipality will re-structure its tariffs for the final budget.

4) A 5% increase on Refuse has been applied in the 2021/2022 financial year, and refuse income budgeted amounts to R 29.1 million.

5) Rental of Facilities and Equipment - An amount of R2.4 million has been allocated. This income is derived from hiring of halls, sport facilities etc.

6) Interest earned on Investments and Bank Accounts – An amount of R12.7 million has been allocated.

7) Interest earned on Outstanding Debtors – An amount of R9.6 million has been allocated. This income is derived from raising of interest on the services accounts. The interest rates on arrear accounts will be charged at 10.25% p.a. in respect of arrear accounts arising after 01 November 2016. Arrear accounts arising before 31 October 2016 will be charged at an interest rate of 9% p.a.

8) Fines – An amount of R10.6 million has been allocated.

9) Licencing and Permits - An amount of R2.1 million is budgeted.

10) Agency Services – An amount of R2.7 million is budgeted.

11) Grants Operating

The following operating grants are included in the Budget:

Museum Subsidy	R 125 000
Community Library Services Grant	R 1 701 000
Provincialisation of Libraries	R 5 060 000
Financial Management Grant	R 1 950 000
Expanded Public Works Programme	R 4 143 000
Operational Cost – Accredited Municipality	R 1 793 000
Infrastructure Skills Development Grant	R 3 100 000
Total	**R17 872 000**

12) The Local Government Equitable Share, received from Central Government, in the amount of R 258.2 million has been budgeted for, as per DORA's allocation for the 2021/2022 financial year.

13) Capital Grants - This includes the following:

MIG	R 65.1 m
Infrastructure – Sport Facilities	R 20 m
Museum Subsidy	R 100 k
Provincialisation of Libraries	R 550 k
Infrastructure Skills Development Grant	R 400 k
Total	**R 86.2 m**

14) Other revenue in the amount of R3.7 million has been budgeted for. It includes the income generated from the minor tariffs e.g. connection/disconnection fees, building plans, fire brigade services, rates clearance, photocopies, burial fees etc.

BUDGETED EXPENDITURE: R1,045 BILLION (EXCLUDING UNFUNDED DEPRECIATION)

Gross Salaries and Allowances – R384.7 million

1) The R 308 million reflects the cost to Council packages of all existing staff and budgeted staff vacancies and posts.

2) An estimated increase of 5% has been budgeted based on the affordability of the municipality whilst awaiting the SALGA Circular for the salary increase as at 01 July 2021.

3) An amount of R 3.2 million has been budgeted for Overtime and R 3 million has been budgeted for Standby.

4) **No budget is allocated for Job Creation.** Only R4,7 million is allocated for Security Personnel and Personal Assistants for Councillors, as well as an amount of R3.3 million is allocated for the Employee Public Works Program. The municipality cannot afford to sustain job creation costs and therefore this is no longer budgeted for.

5) An amount of R800 thousand is budgeted for Finance interns and it is funded by the Financial Management Grant.

6) An amount of R3,4 million is budgeted for Library employees and it is funded by the Provincialisation of Libraries Grant.

7) An amount of R1.7 million is budgeted for Cyber Cadets and it is funded by the Community Library Services Grant.

8) An amount of R1.2 million is budgeted for overtime, standby and salaries in the Human Settlement section that is funded by the Accreditation subsidy.

9) An amount of R 11 thousand is budgeted for overtime in the Museum section and it is funded by the museum subsidy.

10) An amount of R2.4 million is budgeted for Infrastructure and Town Planning interns and it is funded by the Infrastructure Skills Development.

11) Youth Mass Skilling is budgeted for at R815 thousand.

12) R955 thousand has been allocated for Employees Bonus Provision.

13) R1.2 million has been allocated for the performance bonuses of section 57 employees.

14) R7.3 million has been allocated for pensioners' medical aid. The pensioner's medical aid is a post retirement benefit for ex-employees of the municipality.

15) R10.1 million has been allocated for the leave reserve provision.

16) R2.6 million has been allocated for long service awards.

17) Councillor Remuneration – R 29.4 million has been budgeted and includes a 5% increase. However, the actual final percentage increase is normally finalized in December for Councillors remuneration. Traditional Leaders Allowance has been budgeted for at R240 thousand.

18) Total Gross Salaries and Allowances, for employees and Councillors totalling R384.6 million amounts to 33% of the total projected expenditure including unfunded depreciation. It should further be noted that R 40.1 million will be used for direct labour costs charged out to repairs and maintenance projects.

<u>Other Operating Expenditure – R 530,4 million which includes the following:</u>

1) Electricity Bulk Purchases - The projected increase for Electricity purchases is based on 15.63%, which is subject to NERSA's approval. This amounts to an estimated amount of R325 million, and is subject to change once the NERSA guideline is released, and tariffs are re-structured. The draft NERSA guideline has since been released and indicates an increase of 17.8% for bulk purchases. Bulk purchases will be revised for the final budget accordingly.

2) Consultants and Professional Services: Other - R 2.6 million has been provided for which included Assets Management, Valuation roll, infrastructure and services, electricity consultants etc.

3) Legal expenses for the municipality reflect a budget of R 3 million. These funds are used by the legal section in the implementation of the legal process for the collection of arrear debt, as well as legal expenses that may arise from defending lawsuits should any occur.

4) Buildings and Facilities – An amount of R 1.2 million has been allocated to be used for repairs and maintenance to municipal buildings.

5) Equipment – An amount of R 6.6 million has been allocated to be used for repairs and maintenance to municipal equipment including streetlighting.

6) Maintenance of Unspecified Assets – An amount of R6.8 million has been allocated to be used for repairs and maintenance of all other municipal assets i.e., swings, sport infrastructure, IT hardware, Klipriver maintenance etc.

7) Maintenance of Vehicles – An amount of R8.2 million has been budgeted for repairs and maintenance of vehicles within all departments. The municipality will be insourcing the repairs and maintenance of fleet from the 2021/2022 financial year.

8) Sports and Recreation – An amount of R 150 thousand has been allocated for SALGA Games. The costs are reduced due to cost containment measures.

9) Youth Programmes – These are Mayoral projects and includes programmes such as Youth Development, Youth Advisory Centre and Youth Month. R 425 thousand has been allocated.

10) Other Programmes – An amount of R 2 million has been allocated for this item which is used to fund the costs of hosting programmes that are arranged by the Office of the Mayor. This has been reduced due to cost containment measures.

11) Other Contracted Services - Comprises of the amount of R 361 thousand which includes in this category of expenditure other ad-hoc items e.g., festive lights, pest control etc.

12) Training - These funds are used by employees to attend training workshops, as well as to enrol at tertiary institutions to further their education for which an amount of R1.3 million has been allocated, inclusive of funds for capacity building of Councillors.

13) Other Programmes – An amount of R1.7 million has been allocated for all programmes within the municipality i.e., Battlefield's festival, Senior citizens, gender upliftment, enterprise development, reed celebration, disability focus, HIV/AIDS Campaign etc.

14) Security Services – An amount of R 5 million has been allocated for sites, bodyguards and Cash in-transit services.

15) Inventory consumed – An amount of R1.2 million has been allocated and includes plastic bags, toilet papers, chemicals etc.

16) Materials and Supplies – An amount of R22 million has been allocated to purchase materials used for road maintenance, stormwater, metering, electrical refurbishment, cleaning materials, emergency relief etc.

17) Cleaning Materials (COVID) – Am amount of R500 thousand has been allocated to purchase COVID related cleaning materials.

18) R1.8 million has been allocated for operating leases of furniture and office equipment (rental of photocopy machines).

19) An amount of R1.6 million has been allocated for advertising in local and national newspapers, publicity and marketing.

20) Bank Charges - An amount of R923 thousand has been allocated.

21) Bulk Discount an amount of R1.4 million has been budgeted for bulk consumers who pay in advance.

22) Commission – Prepaid Electricity an amount of R5.4 million has been allocated.

23) Postage Services - This amount includes the bulk postage of municipal accounts, as well as the individual postage costs incurred by the departments for which an amount of R 2.6 million has been allocated.

24) Telephone and Fax – An amount of R5 million has been allocated to fund the payment of Telkom and cellular phone accounts.

25) R52 thousand has been allocated for refreshments.

26) Audit Fees - An amount of R 4.9 million has been allocated for the payment of audit fees charged by the Auditor General.

27) External computer services have been budgeted for at R7.3 million which will be used for the financial system, ICT support, website maintenance, internet, software database etc.

28) Insurance – An amount of R5.6 million has been budgeted for insurance.

29) Licenses – agency fees an amount of R587 thousand has been allocated to pay for prepaid licence fee, radio licences, valuation licence etc.

30) Motor Vehicle Licence and Registrations – an amount of R1.7 million has been allocated.

31) R1.3 million has been budgeted for the provision of free basic alternate energy to be utilised by the Electricity Department.

32) Free Basic Electricity of R 10.4 million has been set aside to fund indigent consumers who receive the 50kWh free electricity.

33) Streetlights – An amount of R 10 million has been allocated for the payment of the electricity accounts for streetlights in the municipal area.

34) Municipal services – An amount of R13 million has been allocated for the payment of the municipality's electricity account paid to Eskom, water & sewerage bills paid to the uThukela District Municipality and refuse accounts.

35) Printing and Stationery – An amount of R2.3 million has been allocated which is used for printing costs.

36) Membership and Subscription - An amount of R4.3 million has been allocated for payment to SALGA and tourism subscription fees.

37) Conference and Delegations – An amount of R834 thousands has been allocated. These funds are being used by the municipality for the attendance of conferences, workshops and seminars which includes accommodation and travelling costs.

38) Protective Clothing - An amount of R 3 million has been allocated which is for the purchase of protective clothing for staff.

39) Protective Clothing (COVID) – An amount of R500 thousand has been allocated for the purchase of COVID related protective clothing.

40) R12 million has been budgeted for transport costs (fuel and oil, licensing and vehicle trackers) to run the vehicles within all the departments.

41) SARS Skills Development Levy - An amount of R 3 million has been budgeted to be paid to SARS for the development of skills, noting that these funds can be claimed from the SETA when the municipality incurs training costs.

42) An amount of R2.6 million has been allocated for the payment of Workmen's Compensation, which is a legislative requirement.

43) Labour Charge Outs – An amount of R40.1 million has been allocated for charge outs to repairs and maintenance in respect of employees that execute the repairs and maintenance duties. This is a costing element whereby a portion of the salaries budget is allocated to repairs and maintenance projects.

<u>Departmental Charges – R68.2 million:</u>

These are internal charges and are recovered via the charge-out rate. The net effect of these internal charges against the charge-out rate is R nil.

Departmental Charges	R68.2 million
Total Charge outs	(R68.2 million)

Capital Charges – R53.8 million which includes the following:

Depreciation	R 34.2 million
Existing External Loans & Finance Lease	R 449 thousand
Impairment of Assets	R 10.8 million
Write down of stock	R 1.6 million
Loss on Asset Disposal	R 6.8 million

Depreciation charges are a GRAP 17 requirement. The total depreciation charges are estimated at R 146.6 million.

To fund the total estimated depreciation of R 146.6 million will result in tariffs being very high and unaffordable to the consumers. National Treasury recognises this in MFMA Circular 42 – funding a municipal budget. A phased increase or re-alignment in tariffs may need to be considered to compensate the deficit to a surplus by a progressive move through gradual tariff increases or the re-alignment of municipal revenue.

The community needs to make a sufficient contribution towards the economic benefit that is generated from the assets over the medium-term budget period.

Currently, the municipality has opted to fund R 34.2 million of the total depreciation expense.

Loan Repayments

The municipality currently has two loans to service for the Tsakane Substations and Development Bank of South African (DBSA). A finance lease will be entered into for the twoway radio repeater station, during the 2020/2021 financial year. The budgeted figure of R449 thousand is provided.

Impairment of Assets

This relates to asset impairment in terms of GRAP 17. The estimated budgeted figure of R 10.8 million has been provided.

Write down of Stock

This is an accounting entry in terms of GRAP 12 and non-cash item. The estimated budgeted figure of R1.6 million has been provided.

Loss on Disposal of Assets

This is an accounting entry in terms of GRAP 17 and non-cash item. The estimated budgeted figure of R6.7 million has been provided.

Contributions - R 110.2 million which includes the following:

Bad Debt Reserve	R 104.5 million
Rates Reduction: Pensioners/ Disabled/ Medically Boarded Persons and Child Headed Households	R 5.7 million

A twenty five percent (25%) rates reduction for pensioners will be granted to any pensioner aged sixty (60) years and older on application if the pensioner's gross household income is R20 000 and less. This reduction must be applied for in the 2021/2022 financial year.

A medically boarded person with a gross household income of R20 000 and less will receive a discount of twenty five percent (25%) on their rates assessment. This reduction must be applied for in the 2021/2022 financial year.

Disabled persons with a gross household income of R20 000 and less will receive a discount of twenty percent (25%) on their rates assessment. This reduction must be applied for in the 2021/2022 financial year.

Child headed households will receive a discount of one hundred percent (100%) on their rates assessment. This reduction must be applied for in the 2021/2022 financial year.

A discount of 10% will be granted to all owners of property except for State and PSI, who will pay their rates in advance in full by 30 September 2021.

A percentage collection of 50% be implemented for recovery of arrear debt through the prepaid vending system with effect from 1 July 2021.

R100 000 impermissible rebate on the market value will be applicable to all residential properties.

CAPITAL BUDGET: 2021/2022

The Capital Budget of R109 million will be funded as follows:

- R 86.2 million from grant funding - R 22.8 million from revenue funding.

The capital programme has been separated into nine clusters.

Identified Priority Projects:

★ Installation of (10) High Mast Lights in Ward 11 (MIG)	R 2.5 m
★ Construction of Gravel Road in Ward 11Phase1-3MIG	R 4.5 m
★ High Mast in Ward 3 & 4 (MIG)	R 2.5 m
★ Tarred Road in Ward 5 (MIG)	R 7.0 m

★ Tarred Road in Ward 23 (MIG)	R 7.0 m
★ Emathandeni Sportfiled - Phase 2 (MIG)	R 1.1 m
★ Tarred Road in Ward 17 (MIG)	R 4.5 m
★ Installation of High Mast Lights 16 (MIG)	R 2.0 m
★ Tarred Road in Ward 20 (MIG)	R 7.0 m
★ Tarred Road in Ward 21 (MIG)	R 7.0 m
★ Landfill Site (MIG)	R 4.0 m
★ Construction of Civil Works within the Indoor Facility (Phase 2)	R10.0 m
★ Indoor High Performance Fitness Centre in Ward 13 (SIG)	R20.0 m
★ Mnangeni Road in Ward 31 (MIG)	R 4.0 m
★ Ekuvukeni Sportfield – Phase 2 (MIG)	R 2.0 m
★ Electrification of Households – Wards (4,7,8,11,14,20,23,24,26,27, -31,32,34&36) Connections (INEP)	R17.1 m
★ Furniture and Equipment (Grant/Council)	R 2.0 m
★ Refurbishments Electrical	R 2.0 m
★ Plant and Machinery (Engineering)	R 2.8 m
★ 20MVA Transformer Upgrade in Newcastle Road Substation	R 7.0 m
★ Municipal Fleet – Plant & Machinery	R10.0 m
	R 126 m
Less INEP Grant	(R 17.1 m)
TOTAL	**R109 m**

That it be noted that Council's contribution for the 2021/2022 Capital budget is R23 million and due to the cash flow constraints of the Municipality, spending on both the Operating and the Capital budget must be monitored through regular monitoring of the cash flow. It should be noted that the Municipality has seen a downward trend in revenue collection due to the poor economic climate both locally and nationally, due to COVID-19.

Also, it must be noted that the Municipality in its Integrated Development Plan should focus on Revenue generating projects that will bring additional income to the Municipality. The IDP should also prioritize upgrade of existing infrastructure on the next five-year plan.

That Council approves all projects that are Grant funded only and R23 million to be Council funded subject to the availability of funds.

2. Budget Related Resolutions

2.1. Council resolves that the final annual budget of the municipality for the financial year 2020/21; and indicative for the two projected outer years 2021/2022 and 2022/2023 be approved as set-out in the following schedules:

2.1.1. Table A1 Budget Summary.

2.1.2. Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification).

2.1.3. Table A3 Budgeted Financial Performance (revenue and expenditure by Municipal vote).

2.1.4. Table A4 Budgeted Financial Performance (revenue and expenditure).

2.1.5. Table A5 Budgeted Capital expenditure vote, standard classification and funding.

2.1.6. Table A6 Budgeted Financial Position.

2.1.7. Table A7 Budgeted Cash flows.

2.1.8. Table A 8 Cash backed reserves/ accumulated surplus reconciliation.

2.1.9. Table A9 Asset Management.

2.1.10. Table A 10 Basic service delivery measurement.

2.2. Council resolves that property rates reflected below and any other municipal tax reflected in **Annexure 1 'Tariff Policy'** and **Annexure 3 'Municipal Property Rates Policy'** are imposed for the budget year 2020/21.

The following property rates tariffs apply in the jurisdiction of the Alfred Duma Local Municipality KZN238:

Category	**Tariff**	**Exemption**	**Phasing In**	**Impermissible per property** **R**	**Rebate**
Residential	0.01280	No	No	100 000	No

Commercial and Business	0.02243	No	No		No
Industrial	0.01443	No	No		No
Farms: Agriculture	0.00311	No	No		No
Public Service Infrastructure	0.00000	Yes	No		No
Vacant Land	0.04616	No	No		No
Municipal Properties	0.00000	Yes	No		No
State (Public Service Purposes)	0.02823	No	No		No
Public Benefit Organisations	0.0000	Yes	No		No
Religious (Place of Public worship)	0.0000	Yes	No		No
Public Open Space	0.0000	Yes	No		No
Municipal Vacant Land	0.0000	Yes	No		No

1. Overview of Annual Budget Process

Political Oversight of the Budget Process

The MFMA allocates the Mayor and EXCO (which also serves as the municipality's budget steering committee) with the responsibility of ensuring the budget complies with applicable legislation and considers the needs of the community including:

- Providing political guidance over the budget process and the priorities that guide its preparation,
- Ensuring the budget is tabled and approved on time,

- Ensuring the Service Delivery and Budget Implementation Plan and Annual Performance Agreements are developed and approved, and
- Publicity and consultation on the budget is undertaken.

Schedule of Key Deadlines relating to the Budget Process [MFMA s 21(1) (b)]

Council adopted the Budget/IDP Time schedule in August 2019.
The timetable and process for tabling and approval of the budget is as follows:

ACTION	**WHO**	**WHEN**
Strategic Workshop (All Councillors) Finance Portfolio Committee (FPC) Budget Workshop(All Councillors)	AO EDF EDF	04/03/202006/03/2020 24/03/2020 25/03/2020
Budget Steering Committee Meeting	EDF	26/03/2020
Consider tabled Budget	SPECIAL EXCO/ COUNCIL	26/03/2020
Public advertisement, press release etc. to community advising of tabled Budget	EDF	2 April 2020

Budget Consultation	EDF /Mayor's Office	Advert requesting comments published in local newspaper on 2 April 2020. Budget included on Municipal website 26th March 2020.
Collate feedback from community	EDF/Mayor's Office	April 2020
EXCO to consider budget and community feedback	Special EXCO	28 May 2020
Council considers Budget and reviews draft SDBIP's and Performance Agreements	Council	28 May 2020

Process used to Integrate the Review of the IDP & Preparation of the Budget

The Time Schedule adopted by Council in August 2019 provides for an integrated Budget and IDP Preparation Process.

Additionally, the introduction of the Service Delivery and Budget Implementation Plans has enhanced matching of IDP priorities to the operational and capital budget, as well as setting performance targets for IDP objectives.

However, actual integration of the IDP and Budget process, including review by elected members and the community of the IDP strategies and priorities and translating these to the budget requires improvement, particularly in terms of capital programmes. Understanding of community members that the IDP is not a "wish-list" and is based on limited funds available remains a challenge.

Models used for Prioritising Resource Allocation

Community participation is an effective method of identifying priorities, but it is also critical to develop an IDP Prioritisation/Project Evaluation model for determining budget allocations. This model would take into account community needs, project profiles and assessment, available resources, strategic planning, national, provincial and local policy and good municipal management. Development and approval of Financial Planning and Annual IDP Review Guidelines will also assist this process.

Consultation

In accordance with the Municipal Systems Act and the Municipal Financial Management Act, consultation on the draft budget was undertaken with the local community through making the draft budget public on the municipal website and publishing an advert in the local newspaper inviting comments to be submitted in writing on the Draft Budget.

Copies of the draft budget were provided to other levels of government for their review and comment.

2. Overview of alignment of annual budget with Integrated Development Plan

The IDP is undergoing review as required by the Municipal Systems Act and the MFMA.

There is little change to the status quo and much of the information is deduced from the 2011 statistics. National Treasury has aligned the information obtained from Statistics South Africa with that of the Local Government Equitable Share Grant that is given to municipalities.
Unlike the previous process, there has been consideration given to issues raised in Local Government Summits such as:

- Cooperative Governance
- Women, youth, and disabled persons
- The role of infrastructure in poverty alleviation
- The relationship between Traditional Leadership and Municipalities – The Budget for 2020/21 also includes Amakhosi.

The above issues have now been identified in the IDP but still require further and serious attention.

The revised Spatial Development Framework has been incorporated and should serve as a vision for Council's development programme. The Economic, Tourism and Agricultural plans have also been incorporated in the IDP.

There is now convergence and understanding from all role-players that the IDP should inform the budget process. The needs appearing on the IDP have been devised into programs that influence the allocation of the Capital Budget.

The budget will translate community inputs into a programme of action for the next three years. Therefore this budget should in essence address the following key priority issues as determined by the Community in the IDP:

- Roads

- Community Facilities
- Poverty Alleviation
- Storm Water
- Aesthetics
- Soil Erosion
- Electricity
- Unemployment
- Refuse Removal
- Community Safety
- Skills Development
- Information Signage
- Housing Projects

Council acknowledges that the IDP has guided the Budget Process.

It is important that plans are within the financial capacity of the Alfred Duma. Supporting tables SA4 to SA6 **shows the high level link between the Budget and the IDP.**

3. Measureable Performance Objective and indicators

Annual measurable performance objectives for each revenue source and for expenditure by vote are provided for in **Supporting Table SA 7**.

Annual performance objectives will be converted into quarterly targets for the Service Delivery and Budget Implementation Plan (SDBIP).

Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. In accordance with legislative requirements and good business practices as informed by the National Framework for Managing Programme Performance Information.

4. Overview of Budget Related Policies

Listed below are the Municipality's budget related policies. These policies are available from the Municipality on request and are available for inspection on the website.

Current Budget Related Policies:

- Credit Control, Debt Collection and Customer Care Policy
- Indigent Policy
- Cash Management and Investment Policy
- Supply Chain Management Policy
- Tariffs Policy
- Municipal Property Rates Policy
- Virements Policy
- Assets Management Policy • Inventory Management Policy • Petty Cash Management Policy • Subsistence and Travelling Management Policy • Funding, Reserves and Provision Policy • Budget Policy
- Accounting Policies
- Cost Containment Policy

ALFRED DUMA LOCAL MUNICIPALITY

5. Overview of Budget Assumptions

This section provides information on the assumptions used in preparing the budget. In most cases, the information is provided for in the 2020/2021 budget year, and generally the same assumptions are being applied to the 2 projected outer years.

General Inflation Outlook and its Impact on Municipal Activities

Economic growth has been weaker than forecasted and is only expected to reach 0.9 per cent in 2020, this was projected before COVID 19 has started to impact on the South Africa directly as well. With the impact of the Coronavirus now present in our country, growth may be even more stifled by the effects of this global pandemic. The 2020 National Budget highlights the difficult economic and fiscal choices confronting government over the next several years.

It is projected that revenue to be collected for the 2020/21 financial year will amount to R1,5 trillion which equates to 29.2 per cent of the Gross Domestic Product (GDP), whereas expenditure is projected to be at R1.95 trillion which is equivalent to 36 per cent of GDP. This means that there is a consolidated budget deficit of R370,5 billion or 6.8 per cent of GDP in 2020/21. The gross national debts by the end of 2020/21 is projected to be R3,56 trillion which is 65.6 per cent of GDP.

The declining economic growth which might be impacted on further by the Corona virus pandemic and international companies closing down as a result, the deteriorating state of the finances for state-owned entities, continues high unemployment and water and electricity shortages will put pressure on the ability of municipalities to raise revenue. Inflation is forecasted to be within the upper limit of the 3 to 6 % target band, therefore municipalities are required to justify all increases in excessed of the projected inflation target for 2020/21. Inflation is projected at 4.6% for 2020/2021 and 4.6% for 2021/2022 and 4.8% for 2022/2023. The municipality has proposed increases of Nil % for property rates and refuse income, noting that although the cost of delivering services are increasing, the economic impact on the town during the strike and protest action had a major financial impact on the local economy, as well as coupled with high electricity tariff increases, and the impact on consumers with the Coronavirus pandemic, the municipality is proposing a nil increase on rates and refuse in an effort to assist the consumers of the municipality. With the rising costs of electricity which is projected above inflation, this is likely to result in increased costs of delivering services, therefore there will need to be strict control over service delivery. The increase in salaries is also projected at 6.25% which is above inflation. Hence the increase of 4.9% which is above the projected 4.6% inflation is considered reasonable on other minor tariffs.

Credit Rating Outlook

A new financial analysis needs to be undertaken for the new municipality as well as a review of the credit rating.

Interest Rates for Borrowing and Investment of Funds

The Alfred Duma Local Municipality has two loans. One loan is ABSA Bank for Tsakane Electrification, at an interest rate of 12.01 %. The current prime lending rate is 10.25%. The redeemable date of this loan is February 2026. The other loan is from DBSA and bears interest between 5.0% per annum. The redeemable date is 30 September 2028. The municipality will also enter into a finance lease at an interest rate of 7.4% over the next three years for the radio repeater station, to terminate in June 2023.

Rates, Tariffs, Charges and Timing of Revenue Collection

Accounts for rates, refuse and electricity are issued on a monthly basis and are due and payable within 30 days of issue. Recovery procedures for non-payment may be commenced within 1 day of payment default.

Property Rates Base of the Municipality

The rate base of the Alfred Duma is in line with the implementation of the Municipal Property Rates Act.

Collection rates for each Revenue Source

The collection of revenue remains a fundamental funding source of this budget. 68% of the budget is funded by our own contributions this year. Therefore a robust credit control strategy is necessary to ensure collection of funds. Insufficient collection of revenue will have a direct impact on the cash flow of the municipality and therefore credit control measures must be strictly implemented by the municipality. Projected collection rates are based on the latest set of audited Annual Financial Statements available at the time of the budget i.e the 2018/2019 audited Annual Financial Statements.

Price Movements on Specifics e.g. Bulk Purchases of Electricity, Fuel etc.

Bulk purchases are estimated to increase by 6.9% as per the NERSA guidelines.

Average Salary Increases

An 6.25% salary increase for officials has been budgeted for as per Circular No 12 of 2020 received from South African Local Government Association dated 9 March 2020. An increase of 6.25% has also been budgeted for Councillors, however the Government Gazette for Remuneration of Councillors is not yet released.

Industrial Relations Climate, Reorganisation and Capacity Building

The industrial relations climate in the Alfred Duma Municipality is sound. However, most of the outstanding issues such as the job evaluation processes are in progress. A good working relationship exists between management and unions. The job evaluation process has taken place, however is still not fully completed. The Grading of the municipality has not taken place yet.

Capacity building will be undertaken through the Skills Development Plan, which will be updated and submitted to all relevant parties on an annual basis. Employment Equity plans also makes provision for upward mobility as a means of capacity building. The Organogram of the municipality is reviewed on a quarterly basis. In addition, the Financial Management Grant (FMG) and Infrastructure Skills Development Grant (ISDG) and Expanded Public Works Programme Grant (EPWP) all contribute to employment within the municipality.

Indigency and Free Basic Services

The indigency method is now fully on an application basis. In total, indigent households will receive an estimated R 14.5 million in financial relief. However, this is dependent on the applications received that qualify for indigency. Currently indigency applications are not being made in full, and this contributes to an increased bad debt provision, instead of an increased indigency provision.

All indigent consumers receive free basic electricity in the amount of 50kWh per month and R10 million has been budgeted for this in the 2020/2021 budget year. R1.3 million has been budgeted for free basic alternate energy which will be distributed to the communities that do not have access to the electricity network.

All indigent households currently receive a free refuse service, which is valued at around R1 million in the 2020/2021 financial year and R2,1 million is allocated for rates indigency, however noting that most consumers are not forthcoming with indigency applications.

Impact of National, Provincial and Local Policies

Strengthening the link between policy priorities and public expenditure is the core of medium term budgeting. Public expenditure translates policy priorities into delivery of services to our community and therefore is a key tool for accomplishing public goals.

One of the key national priorities is the improvement and accessibility of services to the community, which incorporates the need to create new and rehabilitate existing infrastructure. The provision of basic infrastructure to disadvantaged communities remains a key requirement.

It is important that within the Municipal budget, new proposals for both the operating and capital budget demonstrate a clear link between their expected outputs and key government objectives including national, provincial and local priorities.

Our IDP is aligned to the National Key Performance Areas and Objectives, the priorities arising from the recent community consultation are listed as part of the tabled capital budget.

Sale of Electricity and Impact of Tariff Increases

An increase of 6.9 per cent is estimated in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2019. This is yet to be confirmed on the release of the NERSA guidelines.

It should be noted that given the magnitude of the tariff increase, it is expected to depress growth in electricity consumption. This poses a direct threat on the revenue base of the municipality. Tarrifs will be structured once the NERSA guidelines for municipal tarrifs are released.

Registered indigents will again be granted 50 kWh per a 30-day period free of charge with circuit breaker amperage restricted to 20 amps.

It should further be noted that NERSA had advised that a stepped tariff structure needs to be implemented from 1 July 2011. The effect thereof is that the higher the consumption, the higher the cost per kWh. The aim is to subsidise the lower consumption users (mostly the poor).

The inadequate electricity bulk capacity and the impact on service delivery and development remains a challenge for the municipality. Most of the suburbs and inner municipal reticulation network was designed or strengthened in the early 1980's with an expected 20-25 year life-expectancy. The upgrading of the municipality's electricity network has therefore become a strategic priority, especially the substations and transmission lines.

Electricity infrastructure has been allocated R40 m for electricity repairs including street lighting, mains and substations of which R13,2 million is allocated for refurbishment. These allocations include labour charges.

The approved budget for the Electricity Division can only be utilised for certain committed upgrade projects and to strengthen critical infrastructure (e.g. substations without back-up supply). It is estimated that special funding for electricity bulk infrastructure to the amount of R400 million per year will be necessary to steer the municipality out of this predicament.

Owing to the high increases in Eskom's bulk tariffs, it is clearly not possible to fund these necessary upgrades through increases in the municipal electricity tariff – as the resultant tariff increases would be unaffordable for the consumers. As part of the 2020/21 medium-term capital programme, funding has been allocated to electricity infrastructure but these funding levels will require further investigation as part of the next budget cycle in an attempt to source more funding to ensure this risk is mitigated.

The municipality continues to increase its provision of street lighting in areas that are much in need of this resource.

Ability of the Municipality to Spend and Deliver on its Programmes

A number of factors impact on the ability of service delivery departments to deliver on programmes. These issues and risks are mainly focused on the lack of adequate resources and planning and include:

Staffing – Skill Shortages

Our municipality continues to lose skilled technical staff when competing with bigger municipalities. There is a shortage of skilled and experienced Technical Staff, as well as Artisans/Operators. When vacant posts are advertised, the experienced and skilled incumbents do not apply, as the salary scales in smaller towns are not attractive.

Staffing - Staff Shortages

Competing priorities within the organisation with skill and staff shortages can also severely affect the ability of the municipality to deliver, as is the case with too few electricians being available and required for both electrical functions, as well as providing credit control through disconnections.

To alleviate these problems, Council needs to consider implementing Learnerships as well as Contractor Development Programmes to enable and implement Capital and Maintenance Programmes, as skill levels in the community are limited. A skills analysis exercise is to be undertaken by Corporate Services.

Plant and Equipment

The average age of the vehicles can be well over 10 years and the average age of heavy plant can be 20 years. There are constant breakdowns, which are affecting service delivery. Small equipment is old and needs to be replaced as the breakdowns also affect service delivery. The municipality will be in-sourcing repairs and maintenance of fleet. The budget allocated for repairs of fleet has been reduced so as to realise a saving of costs through the in-sourcing of fleet. R2,5 million has been allocated on the capital budget for the in-sourcing of fleet.

Planning and Direction

Development of a fair and appropriate model for resource allocation and commitment to long term planning will improve the ability of the Municipality to deliver and sustain services and infrastructure. Clear and consistent policy from Council assists in speedy service delivery for the entire community. Policies are constantly developed, and revised when necessary.

Legislation and Organisational Change

New Legislation has resulted in change of operational procedures and new processes have to be put in place. MSCOA has been implemented from 1 July 2017 and changes in business processes are taking place. Majority of job evaluations has taken place.

Powers and Functions

Powers and Functions have caused some delays in finalizing issues as more than one organ of state is involved in approval e.g. the budget is dependent on the release of the DORA (Division of Revenue Act), as well as National Treasury guidelines on the budget, and review by Provincial Treasury, as well as finalisation by South African Local Government Bargaining Council on salary increases, and the release of the NERSA guideline on municipal tarrifs. The draft budget will be revised in cases where the releases are made before the preparation of the final budget.

6. Overview of Budget Funding

Fiscal Overview

Although the budget is funded, the availability of projected cash resources is dependent on the regular monitoring of cash flow, expenditure and collection of revenue.

One of the challenges the Municipality faces is improving debt collection for those ratepayers who can afford to pay. The credit control unit is an integral unit to ensure the debt is collected and any uncollectable debt is written off.
It is important that the Credit Control policy with regard to indigency is monitored and reviewed to ensure that the policy is fair, addresses the needs of the poor, and is efficient and cost effective to administer. It is also an important responsibility of the Council to ensure that the policy with regard to debt collection is applied fairly but rigorously so that those who can afford to pay do so. The support of Council in increasing public awareness of the impact of not paying for services and not contributing to the maintenance of infrastructure of the municipality is important.
Another major challenge the municipality faces is in terms of funding assets and equipment. There is insufficient funding allocated to maintenance and replacement of existing assets and plant. As a developmental municipality, we have a duty to provide new assets to those communities who are asset poor. Adding to the asset base further exacerbates the maintenance issue and it is not sustainable within current budgeting techniques.

In terms of the MFMA and GRAP, for a credible budget, all depreciation should be included as an expense to build funds for maintenance and replacement of assets. R34.2 million is provided for depreciation in the budget but it is vital that we continue to progressively increase depreciation funding in the budget so that in the medium to long term, we are compliant with legislation and have provided for the maintenance and replacement of existing assets. A total

of R162 million is the total amount that is included in the schedules to National Treasury which contributes to an operational deficit on the budget. This is a non cash item.
Another aspect of capital planning which needs to be improved is providing the full cost implications for capital projects including operating, staff, maintenance, and asset replacement costs. It is important that the Council know the full life cycle cost of an asset when budgeting for it, as it will have future budgetary implications and the project will impact on current and future tariffs.
These issues can be addressed by moving toward a longer-term outlook for all planning including capital and asset planning. Deciding on capital projects just before the beginning of the financial year puts great risk on the ability of the service departments to complete all the necessary processes and finalise the project within any financial year. By committing to 3 -5 year capital plans, the Council improves the ability to deliver as lead times enable proper planning. Longer term planning also enables the Council to demonstrate to the community that while there are completing priorities with insufficient funds, their needs are being catered for in the medium term.
To expand and sustain services it is also essential to limit staff costs and contain them within a reasonable percentage of the budget. New staffing must be assessed in the light of providing on the ground service delivery and current staff assessed as to how efficiencies can be gained. Developing and recruiting the right level of skills continues to be a challenging issue, however, with the implementation of the CPMD course, this gives employees the opportunity to have a vast knowledge of the Municipality.

Sources of Funding Rates, Tariffs and Other Charges

Details of Rates tariffs are provided in the Rate Resolutions in Section 2 of this document. Details for Rates and Refuse tariffs for which the increase is 0 % and for electricity charges, the increase is 6.22% for domestic and commercial consumers and 6.9% for bulk consumers (this is subject to change on release of the NERSA guideline and final approval of our municipal tariffs by NERSA) and the minor tariffs and other charges are provided in the **Tariff Policy – Annexure 1.**

Refuse tariffs were increased by 0% based on the high increase in other costs on consumers which includes electricity tariffs.

Changes to minor tariffs are reflected in the attached document - **Annexure 1**. Most minor tariffs have been increased in line with the inflation rate and also to cater for the costs of providing the services where possible. Most minor tariffs have therefore been increased by 4.9%.

Performance Indicators for each major tariff are provided in **Supporting Table SA 8**.

Investments – Cash Backed Accumulated Surplus

The Municipality's own funds currently are in the primary account of the Municipality and a portion of these funds have been invested as detailed in **Supporting Tables SA 16 and SA17**. The municipality has numerous call accounts for its grant funds and funds for specific project. Cash funds need to be applied to commitments such as current provisions e.g. Leave provision, long-service awards etc.

Interest and the principal on all municipal borrowings are repaid at intervals determined in the loan agreement and included in the budget. Therefore, sinking funds to repay the principal debt at the end of the loan period is not required. However, this option will need to be reconsidered should the municipality decide to access a loan to finance the capital budget.

Housing funds are held in trust on behalf of the Department of Housing and are separately invested.

Grant Allocations

Supporting Table SA 18 details gazetted grant allocations for 2018/2019, the current year, 2020/2021 and the outer 2 budget years.

Each of the grants provided by **National Government** is listed below with a brief description of the use of the grant and other relevant information:

1. The **Local Government Equitable Share Grant** is a non-conditional Grant which is used towards addressing service delivery backlogs and providing a 'social package' to the poor in terms of free basic electricity and refuse and free alternative energy.

2. The **Financial Management Grant (FMG)** is used to promote and support reforms to financial management and implementation of the MFMA. Primary areas of focus have been the employment of Financial Interns, systems improvement for legislative and Accounting Standard compliance, and addressing finance capacity issues through external staff training. Reporting on expenditure is provided monthly to National Government within the required timeframe and in full compliance with DoRA.

3. The **Municipal Infrastructure Grant (MIG)** supplements the Municipality's capital budget to eradicate backlogs in infrastructure. MIG projects are prioritised using the IDP and business plans submitted to DPLG for approval.

4. The **Integrated National Electrification Programme (INEP)** provides capital funds to address the electrification backlog of permanently occupied residential dwellings, installation of bulk infrastructure and rehabilitation of infrastructure. This is a grant in which the municipality acts as an agent, and does not take ownership of the assets constructed.

5. The **Infrastrucure Skills Development Grant (ISDG)** is to be used for employment of interns in the Municipal service departments e.g electricity, engineering, town planning etc.

6. The **Expanded Public Works Programme (EPWP)** is used to expand job creation efforts in specific focus areas, where labour intensive delivery methods can be maximised

Listed below are grants received from **Provincial Government:**

1. Museum Services

2. Community Library Services
3. Provincialisation of Libraries
4. Operational Costs – Accredited Municipalities
5. Title Deeds Restoration Grant

Borrowing

Supporting Table SA 17 provides details of borrowing in the previous and current years and projections for the 2020/2021 and the outer 2 budget years.

This borrowing programme is based around the projection of the 3 -Year Financial Model provided with the budget, which uses financial assumptions and trends to assist in estimating the levels of affordable capital programmes that may be provided over the next three years. Both interest and redemption are budgeted for in the model. Naturally if any assumptions in the model change, it will affect the overall picture.

Long-term borrowing can only be undertaken for revenue-generating capital programmes only, and there is no anticipated need for short term borrowing as operational expenditure will be funded from revenue and cash.

7. Expenditure on allocations and grants programmes

Expenditure on allocations and grants programmes is detailed in **Supporting Table SA18.**

8. Allocations and Grants Made by the Municipality

There are no allocations to be made by the Municipality for 2020/21 as detailed in **Supporting Tables SA 21**.

9. Councilor and Board Member allowances and employee benefits

Details of personnel and salaries allowances and benefits for Councillors and officials are provided in **Supporting Tables SA 22, & SA 23.**

10. Monthly Targets for Revenue, Expenditure and Cash Flows

Monthly targets for Revenue, Expenditure and Cash Flows are detailed in **Supporting Table SA 30**.

11. Annual Budgets and SDBIPs – Departmental / Functional (Internal)

The MFMA allocates responsibility for the implementation of the approved budget to the Municipal Manager (s 69) ,who must provide the Mayor with a draft Service Delivery and Budget Implementation Plan (SDBIP) within 14 days of the approval of the Budget.

In line with legislation, the Alfred Duma Municipality will prepare departmental SDBIP's for the budget including capital programmes.

12. Contracts having future budgetary implications

In terms of the Alfred Duma Local Municipality's Supply Chain Management Policy, no contracts are awarded beyond the medium-term revenue and expenditure framework (three years). In ensuring adherence to this contractual time frame limitation, all reports submitted to either the Bid Evaluation and Bid Adjudication Committees must report on the budget availability and sources of funding.

13. Capital Expenditure Details

The total Capital budget for the 2020/2021 financial year is R76,3 million. The total Capital budget is made up of Grant funding of R62.2 million and Council funding of R14.1 million. In addition, there is R6 million allocated from the INEP grant but which is not included in the total capital budget due to the principal-agent relationship. The municipality is currently looking to finance the capital budget via the previous year's accumulated surpluses, strictly based on the availability of funds. The cash flow of the municipality must be monitored on a regular basis. The municipality will enter into a finance lease in respect of the radio repeater station.

Summary of Detailed Capital Plans

Indication of capital plans will be contained in the SDBIP when completed. The capital plans in the SDBIP where possible, provide detail regarding:

- Information by programme and municipal ward
- MIG sector priorities (refuse, electricity, roads, etc.)
- The source of the funding for the capital programme

Supporting table SA 28 shows capital expenditure by municipal vote.

Some of the improvements still required in terms of capital budgeting include identifying the total cost of the capital programme, including such items as operating costs, full depreciation, and maintenance and repair. When identified there should be sufficient budget allocated to cover the costs and future financial and non-financial implications considered including the tariff implications. Approval of the capital budget for the medium term will also enable detailed capital works plans to be prepared which indicate delivery by ward over three years.

14. Legislation Compliance Status

The Municipal Financial Management Act (MFMA) is the most major financial reform in South African Local Government history and forms part of a broader programme in local government reform which includes the Municipal Systems Act, the Municipal Structures Act and the Municipal Property Rates Act.

The Municipality applies monies from the Financial Management Grant towards implementation of the MFMA and capacity building. A MFMA Implementation Plan has been developed and progress is monitored. Reporting on Back to Basics takes place regularly.

The budget process is commenced early in the financial year and is required to be driven by the Mayor and EXCO. A key impact of the MFMA is to move away from a one-year budget to a three-year budget that is linked to the IDP. The budget should be forward looking and provide longer term capital planning to prioritise capital development and assist in addressing backlogs and service delivery in the community.

The MFMA requires that performance on budget delivery be monitored through the use of Service Delivery and Budget Implementation Plans for each municipal department. The Municipal Performance Management System required in terms of the Municipal Systems Act including Performance Agreements for managers reporting to the Municipal Manager, has been developed and rolled out.

2.3 That the refuse tariffs be increased by 0% with effect from 1 July 2020 in terms of chapter 4 of the Municipal Finance Management Act No 56 of 2003; the detailed tariffs being detailed in the **Tariff policy** as per **Annexure 1** attached to the agenda.

2.4. That should it be necessary, a Municipal adjustments budget be prepared in accordance with Section 28 of the Municipal Finance Management Act No 56 of 2003.

2.5 That funds from the electricity surplus be applied to fund other municipal expenditure.

2.6 That interest of 10.25% per annum on arrear debt be charged in respect of arrear accounts arising after 1 November 2016 and interest of 9% per annum be charged on arrear debt arising before 31 October 2016.

2.7 That tariffs and charges reflected in **Annexure 1 'Tariff Policy'** are approved for the 2020/21 budget year.

2.8 That the measurable performance objectives for revenue from each source and for each vote reflected in **Supporting Table SA7** are approved for the 2020/2021 budget year.

2.9 That the budget-related policies comprising as attached in Annexure 1 to 15 be adopted. The budget-related policies adopted are as follows:

- Credit Control, Debt Collection and Customer Care Policy
- Indigent Policy
- Cash Management and Investment Policy
- Supply Chain Management Policy
- Tariffs Policy
- Municipal Property Rates Policy
- Virements Policy
- Assets Management Policy • Inventory Management Policy • Petty Cash Management Policy • Subsistence and Travelling Management Policy • Funding, Reserves and Provision Policy • Budget Policy

- Accounting Policies
- Cost Containment Policy

2.10 That Pensioners 60 years of age or older and with a gross household income of R20 000 and less will receive a discount of 25% on their rates assessment; this rebate must be applied for during the 2020/2021 financial year.

2.11 That Medically Boarded persons with a gross household income of R20 000 and less will receive a discount of 25% on their rates assessment; this rebate must be applied for during the 2020/2021 financial year.

2.12 That Disabled persons with a gross household income of R20 000 and less will receive a discount of 25% on their rates assessment; this rebate must be applied for during the 2020/2021 financial year.

2.13 That Child headed households with a gross household income of R20 000 and less will receive a discount of one hundred percent (100%) on their rates assessment; this reduction must be applied for in the 2020/2021 financial year.

2.14 That a 10% incentive be granted to all property owners except for Public Service Infrastructure and State properties should the total rates bill be paid in full in advance before 30 September 2020 for the 2020/2021 budget year.

2.15 That a percentage collection of 40% be implemented for recovery of arrear debt through the pre-paid vending system with effect from 1 July 2020.

2.16 That indigent process be based on an application for indigency. Automatic indigency will no longer applicable.

2.17 That the electricity tariffs are increased by 6.22% for domestic and commercial consumers and 6.9% for Bulk consumers. The electricity tariffs are be subject to final approval by NERSA. The tariffs are detailed in the **Tariff policy** as per **Annexure 1**.

2.18 That the tarrif policy be updated accordingly in respect of final electricity tarrifs approved by NERSA.

2.19 That the final budget is submitted to National and Provincial Treasury in accordance with legislation.

2.20 That the capital programme funded from Council revenue be funded from accumulated surpluses, based on the availability of cash funds.

2.21 That the Implementation of the capital programme is subject to the availability of funds.

2.22 That the feedback letter from Provincial Treasury on the draft 2020/2021 budget together with responses as per **Annexure xx** be noted and a response letter be submitted to Provincial Treasury.

3. Executive Summary

Compiling the Medium Term Revenue and Expenditure Framework (MTREF) according to the prescriptions of the MFMA and formats required by the National Treasury satisfies the conditions of compliance however, the purpose of planning and budgeting extends to supporting service delivery by ensuring that the MTREF is aligned to the municipality's IDP. In order to ensure sound financial management it is important to plan financially for the long-term as well. The 2020/2021 MTREF includes the two future outer years and as such it includes a long-term financial overview and consideration of a 3-year budget.

Where appropriate, funds were transferred from low- to high-priority programmes so as to ensure that the limited financial resources are applied effectively in terms of priorities. The planned budget was also reviewed for non-core and 'nice to have' items in line with the Cost Containment Regulations.

Consultative Process

In accordance with Chapter 4, Paragraph 23 of the Local Government Municipal Finance Management Act No 56 of 2003, the 2020/2021 Draft Budget was made the public for comments through advertising in the local newspaper and also publishing the 2020/2021 Draft Budget on the municipal website. The 2020/2021 Draft Budget was also submitted to National and Provincial Treasury for comment.

Alignment with Government Priorities

Alignment of the Municipal Budget with the National Development plan and the National Key Priority Areas is imperative to ensure that the Alfred Duma Local Municipality works towards the common goals of National Government. This alignment is achieved by aligning the budget with the IDP. This will ensure that all organs of State follow an integrated approach in order to ensure that the outcomes of the National Development Plan are achieved.

In planning for the years ahead, the 2020/2021 budget of the Alfred Duma Local Municipality prioritises service delivery and infrastructure development.

Challenges

The main challenges experienced during the compilation of the 2020/21 MTREF can be summarised as follows:

- The global pandemic Covid 19, which has emerged just after the draft budget approval has now created more challenges and uncertainty in the budgeting process.
- The difficulties in the global economy and our local economy that is having a negative financial impact on our financial resources;
- The impact of tariff increases on the ratepayer, considering the increase in the electricity tariffs by NERSA. Tariffs cannot be increased to fully fund the increased need for repairs and maintenance on ageing infrastructure as it would be unaffordable to the consumer, and would contribute to an increasing debtors book.
- High electricity tariff increases.
- Protests and damages to municipal infrastructure resulting in financial implications.
- Insufficient financial resources to address all the challenges faced;
- The needs of the community always outweigh available resources;
- Difficulties in the recovery of all debt owed to the municipality thereby contributing to a declining cash position of the municipality;
- Reduction of grant funds by National Treasury which further limits the financial resources of the municipality;
- Poor performance by contractors appointed resulting in increased costs;
- Ageing and poorly maintained roads and electricity infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and reduced cash position of the municipality;
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Affordability of capital projects – The ability to cater fully for repair and maintenance of ageing and new infrastructure still remains a challenge. Expansion of infrastructure each year which adds to the increased need for repair and maintenance of the capital infrastructure of the municipality, without additional income to support the ongoing repairs and maintenance needed.
- MSCOA (Municipal Standard Chart of Accounts) version changes that require the budget to be compiled in line with the latest version of MSCOA. System challenges remain an issue in terms of achieving full alignment of MSCOA data strings.

The following budget principles and guidelines directly informed the compilation of the 2020/21 MTREF:

- The 2019/20 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget;
- The 5-year IDP plan was used as a basis for the capital budget;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality. For instance, the cost of bulk electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs; The municipality has chosen to implement no increase on both rates and refuse tariffs. This is due to the impact of the protests on the town, as well as the high electricity tariff increases, and the impending negative effects of the Coronavirus on the local economy.

- Minor tarrifs will be increased by 4.9% except where costs require a higher increase, however noting that the impact on the consumer has also been considered.
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;

Major Policy Initiatives and Challenges

The purpose of the MFMA is to secure sound and sustainable management of the financial affairs of the Municipality through transparency, accountability, planning and appropriate allocation of responsibility. In accordance with the Act, the Municipality has placed considerable emphasis on improving reporting systems to management and elected members. This is to ensure key stakeholders are adequately informed to be able to make the right decisions regarding the financial management of the Municipality. Alfred Duma Local Municipality is committed to co-operating with National Government in terms of the 'back to basics approach and also the implementation of MSCOA (Municipal Standard Chart of Accounts). The budget for the 2020/2021 financial year is prepared on the MSCOA format and budgets going forward will need to be very detailed. There have been four version releases on MSCOA so far. National Treasury has released an MSCOA version change and the 2020/2021 MTREF is based on version 6.4.1 of MSCOA. The lack of detailed history in the MSCOA format, means that the MSCOA budget will require a lot of virements to be able to collect accurate data for future MSCOA budgets. A build-up of detailed history will improve the budgeting on the MSCOA format in future periods.

One of the key challenges for the future that the Municipality faces is increasing its payment levels. Almost 68% of the Municipality's budgeted revenue is from local rates and payments for services. Non-payment directly threatens the municipality's ability to deliver services to its residents in the future and the ability of Council to be able to fund capital projects of the municipality. The impact of the global pandemic COVID 19 has caused numerous challenges for all including our local economy. With extensive indigency measures in place, service delivery is dependent on Council implementing the Credit Control Policy on those residents that can afford to pay. Indigency is on an application basis for the 2020/2021 financial year.

Another critical challenge is providing adequate infrastructure and assets. As a Municipality, we are exceedingly aware of the community's needs for new infrastructure such as roads, stormwater, bridges, street lighting, and electrification of surrounding municipal areas and other facilities, and the maintenance thereof.

However with limited funds, and infrastructure growing each year, there is less money to spend on maintaining the roads, stormwater, landfill site, streetlights, community facilities and Council's assets including road plant and other vehicles and to build new infrastructure. Grant funds are provided to build the initial asset, but there are no ongoing grants for the maintenance of the assets or associated operational costs and there is little or no additional income generated from the infrastructure built. Where assets are inadequately maintained, they quickly deteriorate, and either become irreparable or very expensive to repair. Regular maintenance is the cheapest option.

Expanding service delivery infrastructure and maintaining existing assets remains one of our greatest challenges.

The operational budget has been re-prioritised so that the total repairs and maintenance budget constitutes almost 8.7% of the total expenditure budget excluding unfunded depreciation. This amounts to R85 million including labour charge-outs. This however remains insufficient in terms of the requirement to fund 8% of the total net book value of the municipality's Property, Plant and Equipment. The municipality would need to contribute R168 million of its expenditure budget to repairs and maintenance to meet the requirement of 8%. This would be unaffordable to the ratepayer, and the contribution to repairs and maintenance currently budgeted for 2020/2021 amounts to 4% of the total Property, Plant and Equipment of the municipality.

Electricity infrastructure has been allocated R40 m for electricity repairs including street lighting, mains and substations of which R13,2 million is allocated for refurbishment. These allocations include labour charges. The electricity service contributes to the collection of outstanding monies through the process of removing meters and disconnecting services for non-payment. However, tampering remains a challenge and this hampers the collection process.

Emergency relief has been allocated R779 thousand to assist our most needy in times of natural disaster, which often occurs, with the damage of houses in the stormy season.

R20.9 m is allocated for maintenance of roads and R12 m is allocated for maintenance of storm water drains including labour charges.

For 2020/2021 an amount R3.5 million has been allocated for infrastructure skills development which will assist the municipality to employ interns in the municipal services departments. An additional grant of R849 000 for 2020/2021 has been allocated for the Title Deeds Restoration Grant.

The increase in provision for bad debt has been increased to R77m for the 2020/2021 financial year. The provision is made in line with the GRAP Accounting Standards and is reviewed during the mid-year financial statements and the annual financial statements. The increasing debtor's book of the municipality remains a huge challenge in the municipality's ability to meet all demands and cater for all priority areas.

For the 2020/21 financial year, an additional R5 million has been allocated for business incentives to assist existing businesses and to attract sustainable investment to the town.

The main focus for the capital budget is the provision of infrastructure in specific areas from grant funding only.

The total Capital budget for the 2020/2021 financial year is R76,3 million. The total Capital budget is made up of Grant funding of R62.2 million and Council funding of R14.1 million. The grant funding allocations of the municipality are then estimated to increase to R73 million in 2021/2022 and R82 million in 2022/2023. The grant allocations for the outer years have therefore only slightly increased and are indicative of the National Government's efforts to balance the National Budget and to control spending above the available National fiscal resources. Furthermore, grant allocations may still change further due to the impact of COVID 19.

The provision for capital in the outer years 2 and 3, is dependent on funding in each year in terms of grants and cash reserves. It is important that the expenditure and cash flow of the municipality is constantly monitored to ensure that cash reserves are not depleted, especially due to the unknown impact of COVID 19 on our local economy and the municipality's collection rate. Furthermore, the municipality should strive to budget for surpluses in each financial year to top up on the cash reserves of the municipality. The municipality has budgeted a Nil surplus/deficit excluding grant funding and unfunded depreciation.

Supporting Documentation

Section 17(3) of the MFMA requires certain documents to accompany the budget. The table below lists the necessary requirements and where these are contained.

Legislative Requirement	**Compliance Section**
(a) Draft resolutions-	
(i) approving the budget of the municipality;	Section 2
(ii) imposing any municipal tax and setting any municipal tariffs as may be required for the budget year; and	Section 2
(iii) approving any other matter that may be prescribed;	Section 2
(b) measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the municipality's integrated development plan;	Supporting Table SA7
(c) a projection of cash flow for the budget year by revenue source, broken down per month;	Supporting Table SA30
(d) any proposed amendments to the municipality's integrated development plan following the annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act;	Section 5
(e) any proposed amendments to the budget-related policies of the municipality;	Section 6
(f) particulars of the municipality's investments;	Supporting Table SA15 & SA16
(g) any prescribed budget information on municipal entities under the sole or shared control of the municipality;	Not Applicable
(h) particulars of all proposed new municipal entities which the municipality intends to establish or in which the municipality intends to participate;	Not Applicable
(i) particulars of any proposed service delivery agreements, including material amendments to existing service delivery agreements;	Not Applicable
(j) particulars of any proposed allocations or grants by the municipality to-	

(i) other municipalities;	Not Applicable
(ii) any municipal entities and other external mechanisms assisting the municipality in the exercise of its functions or powers;	Not Applicable
(iii) any other organs of state;	Supporting Table SA21
(iv) any organisations or bodies referred to in section 67(1);	Section 12
(k) the proposed cost to the municipality for the budget year of the salary, allowances and benefits of-	
(i) each political office-bearer of the municipality;	Supporting Table SA22
(ii) councillors of the municipality; and	Supporting Table SA22
(iii) the municipal manager, the chief financial officer, each senior manager of the municipality and any other official of the municipality having a remuneration package greater than or equal to that of a senior manager;	Supporting Table SA23
(l) the proposed cost for the budget year to a municipal entity under the sole or shared control of the municipality of the salary, allowances and benefits of-	
(i) each member of the entity's board of directors; and	Not Applicable
(ii) the chief executive officer and each senior manager of the entity; and	Not Applicable
(m) Any other supporting documentation as may be prescribed.	Not Applicable

2.4 That the refuse tariffs be increased by 0% with effect from 1 July 2019 in terms of chapter 4 of the Municipal Finance Management Act No 56 of 2003; the detailed tariffs being detailed in the **Tariff policy** as per **Annexure 1** attached to the agenda.

2.4. That should it be necessary, a Municipal adjustments budget be prepared in accordance with Section 28 of the Municipal Finance Management Act No 56 of 2003.

2.7 That funds from the electricity surplus be applied to fund other municipal expenditure.

2.8 That interest of 10.25% per annum on arrear debt be charged in respect of arrear accounts arising after 1 November 2016 and interest of 9% per annum be charged on arrear debt arising before 31 October 2016.

2.10 That tariffs and charges reflected in **Annexure 1 'Tariff Policy'** are approved for the 2020/21 budget year.

2.11 That the measurable performance objectives for revenue from each source and for each vote reflected in **Supporting Table SA7** are approved for the 2020/2021 budget year.

2.12 That the budget-related policies comprising as attached in Annexure 1 to 13 be adopted. The budget-related policies adopted are as follows:

- Credit Control, Debt Collection and Customer Care Policy
- Indigent Policy
- Cash Management and Investment Policy
- Supply Chain Management Policy
- Tariffs Policy
- Municipal Property Rates Policy
- Virements Policy
- Assets Management Policy • Inventory Management Policy • Petty Cash Management Policy • Subsistence and Travelling Management Policy • Funding, Reserves and Provision Policy • Budget Policy
- Accounting Policies
- Cost Containment Policy

2.10 That Pensioners 60 years of age or older and with a gross household income of R20 000 and less will receive a discount of 25% on their rates assessment; this rebate must be applied for during the 2020/2021 financial year.

2.11 That Medically Boarded persons with a gross household income of R20 000 and less will receive a discount of 25% on their rates assessment; this rebate must be applied for during the 2020/2021 financial year.

2.12 That Disabled persons with a gross household income of R20 000 and less will receive a discount of 25% on their rates assessment; this rebate must be applied for during the 2020/2021 financial year.

2.13 That Child headed households with a gross household income of R20 000 and less will receive a discount of one hundred percent (100%) on their rates assessment; this reduction must be applied for in the 2020/2021 financial year.

2.14 That Consumers, excluding State be granted a 10% discount should the total rates bill be paid in full in advance by the last working day in August 2019 for the 2019/2020 budget year.

2.15 That indigents apply for indigency. Automatic indigency is no longer applicable.

2.16 That the electricity tariffs are increased by 8.1% for domestic and commercial consumers and 8.1% for Bulk consumers. The NERSA guideline is yet to be released. Tarrifs will be re-structured once the guideline is released and will be subject to final approval by NERSA. The tariffs are detailed in the **Tariff policy** as per **Annexure 1**.

2.17 That the tarrif policy be updated accordingly in respect of final electricity tarrifs approved by NERSA.

2.18 That the draft budget is submitted to National and Provincial Treasury in accordance with legislation.

2.19 That the capital programme funded from Council revenue be funded from accumulated surpluses, based on the availability of cash funds.

2.20 That the Implementation of the capital programme is subject to the availability of funds.

PART 3 - Draft Service Delivery and Budget Implementation Plans (SDBIP)

1. That the 2020/2021 Draft Service Delivery and Budget Implementation Plans (SDBIP) be adopted by Council.

4. Executive Summary

Compiling the Medium Term Revenue and Expenditure Framework (MTREF) according to the prescriptions of the MFMA and formats required by the National Treasury satisfies the conditions of compliance however, the purpose of planning and budgeting extends to supporting service delivery by ensuring that the MTREF is aligned to the municipality's IDP. In order to ensure sound financial management it is important to plan financially for the long-term as well. The 2020/2021 MTREF includes the two future outer years and as such it includes a long-term financial overview and consideration of a 3-year budget.

Where appropriate, funds were transferred from low- to high-priority programmes so as to ensure that the limited financial resources are applied effectively in terms of priorities. The planned budget was also reviewed for non-core and 'nice to have' items in line with the Cost Containment Regulations.

Consultative Process

In accordance with Chapter 4, Paragraph 23 of the Local Government Municipal Finance Management Act No 56 of 2003, the 2020/2021 Draft Budget will be taken to the public for comments. Public consultation meetings will be held within the municipal jurisdiction and comments from these Public Consultation Meetings will be considered prior to the final budget being adopted by Council. Noting the pandemic present in our country which and conditions in place in relation to this, the municipality will await guidance from National Treasury as to how to address the public participation processes. The 2020/2021 Draft Budget will also be submitted to National and Provincial Treasury for comment.

Alignment with Government Priorities

Alignment of the Municipal Budget with the National Development plan and the National Key Priority Areas is imperative to ensure that the Alfred Duma Local Municipality works towards the common goals of National Government. This alignment is achieved by aligning the budget with the IDP. This will ensure that all organs of State follow an integrated approach in order to ensure that the outcomes of the National Development Plan are achieved.

In planning for the years ahead, the 2020/2021 budget of the Alfred Duma Local Municipality prioritises service delivery and infrastructure development.

Challenges

The main challenges experienced during the compilation of the 2020/21 MTREF can be summarised as follows:

- The difficulties in the global economy and our local economy that is having a negative financial impact on our financial resources;
- The impact of tariff increases on the ratepayer, considering the increase in the electricity tariffs by NERSA. Tariffs cannot be increased to fully fund the increased need for repairs and maintenance on ageing infrastructure as it would be unaffordable to the consumer, and would contribute to an increasing debtors book.
- High electricity tariff increases.
- Protests and damages to municipal infrastructure resulting in financial implications.
- Insufficient financial resources to address all the challenges faced;
- The needs of the community always outweigh available resources;
- Difficulties in the recovery of all debt owed to the municipality thereby contributing to a declining cash position of the municipality;
- Reduction of grant funds by National Treasury which further limits the financial resources of the municipality;
- Poor performance by contractors appointed resulting in increased costs;
- Ageing and poorly maintained roads and electricity infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and reduced cash position of the municipality;
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Affordability of capital projects – The ability to cater fully for repair and maintenance of ageing and new infrastructure still remains a challenge. Expansion of infrastructure each year which adds to the increased need for repair and maintenance of the capital infrastructure of the municipality, without additional income to support the ongoing repairs and maintenance needed.
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- The 2019/20 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget;
- The 5-year IDP plan was used as a basis for the capital budget;
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- Minor tarrifs will be increased by 4.9% except where costs require a higher increase, however noting that the impact on the consumer has also been considered.
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Major Policy Initiatives and Challenges

The purpose of the MFMA is to secure sound and sustainable management of the financial affairs of the Municipality through transparency, accountability, planning and appropriate allocation of responsibility. In accordance with the Act, the Municipality has placed considerable emphasis on improving reporting systems to management and elected members. This is to ensure key stakeholders are adequately informed to be able to make the right decisions regarding the financial management of the Municipality. Alfred Duma Local Municipality is committed to co-operating with National Government in terms of the 'back to basics approach and also the implementation of MSCOA (Municipal Standard Chart of Accounts). The budget for the 2020/2021 financial year is prepared on the MSCOA format and budgets going forward will be very detailed. There have been four version releases on MSCOA so far. National Treasury has released an MSCOA version change and the 2020/2021 MTREF is based on version 6.4 of MSCOA. The lack of detailed history in the MSCOA format, means that the MSCOA budget will require a lot of virements to be able to collect accurate data for future MSCOA budgets. A build-up of detailed history will improve the budgeting on the MSCOA format in future periods.

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Another critical challenge is providing adequate infrastructure and assets. As a Municipality, we are exceedingly aware of the community's needs for new infrastructure such as roads, stormwater, bridges, street lighting, and electrification of surrounding municipal areas and other facilities, and the maintenance thereof.

However with limited funds, and infrastructure growing each year, there is less money to spend on maintaining the roads, stormwater, landfill site, streetlights, community facilities and Council's assets including road plant and other vehicles and to build new infrastructure. Grant funds are provided to build the initial asset, but there are no ongoing grants for the maintenance of the assets or associated operational costs and there is little or no additional income

generated from the infrastructure built. Where assets are inadequately maintained, they quickly deteriorate, and either become irreparable or very expensive to repair. Regular maintenance is the cheapest option.

Expanding service delivery infrastructure and maintaining existing assets remains one of our greatest challenges.

Selected Highlights from the Operational Budget and Capital Program

The operational budget has been re-prioritised so that the total repairs and maintenance budget constitutes almost 8.5% of the total expenditure budget excluding unfunded depreciation. This amounts to R85 million including labour charge-outs. This however remains insufficient in terms of the requirement to fund 8% of the total net book value of the municipality's Property, Plant and Equipment. The municipality would need to contribute R168 million of its expenditure budget to repairs and maintenance to meet the requirement of 8%. This would be unaffordable to the ratepayer, and the contribution to repairs and maintenance currently budgeted for 2020/2021 amounts to 4% of the total Property, Plant and Equipment of the municipality.

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The main focus for the capital budget is the provision of infrastructure in specific areas from grant funding only.

The total Capital budget for the 2020/2021 financial year is R76,7 million. The total Capital budget is made up of Grant funding of R62.2 million and Council funding of R14.5 million. The grant funding allocations of the municipality are then estimated to increase to R73 million in 2021/2022 and R82 million in 2022/2023. The grant allocations for the outer years have therefore only slightly increased and are indicative of the National Government's efforts to balance the National Budget and to control spending above the available National fiscal resources.

The provision for capital in the outer years 2 and 3, is dependent on funding in each year in terms of grants and cash reserves. It is important that the expenditure and cash flow of the municipality is constantly monitored to ensure that cash reserves are not depleted. Furthermore, the municipality should strive to budget for surpluses in each financial year to top up on the cash reserves of the municipality. The municipality has budgeted a Nil surplus/deficit excluding grant funding and unfunded depreciation.

Supporting Documentation

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(c) a projection of cash flow for the budget year by revenue source, broken down per month;	Supporting Table SA30
(d) any proposed amendments to the municipality's integrated development plan following the annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act;	Section 5
(e) any proposed amendments to the budget-related policies of the municipality;	Section 6
(f) particulars of the municipality's investments;	Supporting Table SA15 & SA16
(g) any prescribed budget information on municipal entities under the sole or shared control of the municipality;	Not Applicable

(h) particulars of all proposed new municipal entities which the municipality intends to establish or in which the municipality intends to participate;	Not Applicable
(i) particulars of any proposed service delivery agreements, including material amendments to existing service delivery agreements;	Not Applicable
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(i) other municipalities;	Not Applicable
(ii) any municipal entities and other external mechanisms assisting the municipality in the exercise of its functions or powers;	Not Applicable
(iii) any other organs of state;	Supporting Table SA21
(iv) any organisations or bodies referred to in section 67(1);	Section 12
(k) the proposed cost to the municipality for the budget year of the salary, allowances and benefits of-	
(i) each political office-bearer of the municipality;	Supporting Table SA22
(ii) councillors of the municipality; and	Supporting Table SA22
(iii) the municipal manager, the chief financial officer, each senior manager of the municipality and any other official of the municipality having a remuneration package greater than or equal to that of a senior manager;	Supporting Table SA23
(l) the proposed cost for the budget year to a municipal entity under the sole or shared control of the municipality of the salary, allowances and benefits of-	
(i) each member of the entity's board of directors; and	Not Applicable
(ii) the chief executive officer and each senior manager of the entity; and	Not Applicable
(m) Any other supporting documentation as may be prescribed.	Not Applicable

The outer years for 2020/2021 and for 2021/2022 have increased by 5.4% and 5.4% respectively year on year. The overall increase of 5.4% for 2020/2021 and 2021/2022 respectively, is as a result of an increase of 5.2% on income as per the National Treasury guideline which forecasts inflation for the outer years. There has also been increases in operational grant income and equitable share which have been accounted for in terms of the outer years as published in the DORA.

Total budgeted operating expenditure has increased by 1% in the 2019/2020 budget year, compared to the 2018/2019 adjustments budget. The increase is a result of an overall increase of 5.4% in line with inflation in terms of operational expenditure. In addition a 6.5% increase has been budgeted for existing staff . A reclassification of salary provisions under salaries which were previously reflected under contributions, also contributed to the

increase in salaries. The increases in expenditure was offset by reductions in expenditure such as security, consultants, events and depreciation.

For the 2020/2021 financial year and 2021/2022 financial year, operational expenditure is projected to increase by 5.4% and by 5.4% respectively. The increases are based on the inflationary forecasts for these years as per the National Treasury Guideline.

Budgeted capital expenditure for 2019/2020 has decreased by 19% compared to the 2018/2019 adjustments budget. This is mainly due to a significant decrease in the allocation of Council funding based on the projected reserves level of the municipality.

It should be noted that the increases in equitable share as per the gazetted Division of Revenue Allocations have increased slightly over the medium-term revenue and expenditure framework. For the 2019/2020 financial year the equitable share allocation increased by only R26 million compared to the 2018/2019 Adjustments Budget. The equitable share is then projected to increase by R16m and R 17.6m respectively in the 2020/21 and 2021/2022 financial years.

6.2 ALIGNMENT WITH NATIONAL AND PROVINCIAL GOALS

The Alfred Duma Local Municipality was established in 2016 and all related financial policies were reviewed and amended in line with the National, Provincial and Local directives.

Our municipality is committed to the priorities as outlined by National Government for planned structural reform. These priorities include the 'back to basics' programme which focusses on the improvement of service delivery, accountability and financial management as its objectives. We are also committed to the implementation the Standard Chart of Accounts (SCOA) for local government by 1 July 2017 and are keeping track of developments in this respect to ensure we will be ready for implementation by the prescribed deadline. The annual budget for the 2017/2018 financial year is prepared on the MSCOA format and the budget data strings were successfully submitted to National Treasury once Council approved the budget. The municipality is in progress of implementing the next phase of MSCOA which is in respect of the functionality of the systems which need to be MSCOA compliant, as well as the alignment of the opening balances.

- The financial plan should be analysed as per requirements of F1- F5 in the IDP assessment criteria template.
  The financial ratios and comparative of three year budget can be noted on the analysis.
- Improvements and regressions on the financial position and performance should be presented on the analysis.
- Key findings of the Chapter and SWOT Analysis
- How does the financial chapter speak to national and provincial goals. Just a paragraph

Supply Chain Management

MFMA section 110-119: SCM Regulations 2005; and relevant MFMA circulars set out required processes and guidelines to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption.

Alfred Duma Local Municipality adopted its Supply Chain Management Policy and it is reviewed annually and when the need arises. The last review was done during the 2017/2018 budget.

The accounting officer has appointed members to the following bid committee structures: Bid Specification Committee, Bid Evaluation Committee, Bid Adjudication Committee, Asset disposal committee and Bid Appeals Committee. A procurement plan is developed once the annual budget is approved by Council.

Challenges at Supply Chain Management Unit

The following challenges were identified:

Budget constraints: leads to projects to be awarded at the reduced scope.

Delays in awarding the bids

Strict pre-qualification that was developed to prevent service providers who will fail on site.

Objections by service providers delaying the appointments.

Remedial Action

Advice obtained from CIDB for the functionality

New bid committees were appointed.

Full reasons for bidders being unsuccessful are disclosed in the regret letters.

Standing days for the committee have been considered.

Challenges experienced by the Department of Budget and Treasury:

1. High debtors book due to challenges experienced with debt recovery including time consuming legal processes, inability to trace debtors, inability to disconnect electricity to recover debt in areas of non-supply by the municipality
2. Strained cash flow
3. Declining equitable share allocation
4. Data cleansing challenges
5. High levels of unemployment
6. Indigency profiling is eminent
7. Electricity losses are posing serious threat to our income
8. Turn around time not good for service delivery
9. Poor specifications
10. Appeals delay award process
11. Insufficient financial resources to address post-merger implementation issues.

SWOT Analysis

1

Strengths: **• Grant Funding** **• Support from Provincial Treasury and COGTA**	**Weaknesses:** **• Inaccurate Database of consumers** **• High Outstanding Debt** **• Lack of customer care facilities**
Opportunities: •Young and Vibrant Employees •Available resources for capacity building	Threats: •Staff turnover •Lack of staff Motivation •Increase in the culture of non payment • Challenges on cash flow

CHAPTER 7: PERFORMANCE MANAGEMENT SYSTEM

7.1 Introduction

Performance management is a process of forming a common understanding about what is to be accomplished and how it is going to be accomplished, and an approach to managing people which increases the probability of achieving success (Weiss and Hurtle, 1997) within the organisation. Therefor the purpose of this Chapter is to reflect the status quo of Performance Management Systems at the Alfred Duma Local Municipality through critical analyses of the monitoring and evaluation tools put in place to ensure the productivity of the organization.

7.2 Background

The Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996), deals exclusively with the local sphere of government and lists the objects and developmental duties of municipalities. The Municipal Structures Act Section 19(1) states: “A municipal council must strive within its capacity to achieve the objectives set out in Section 152 of the Constitution” and Section 19(2) of the same Act stipulates: “A municipal council must annually review its overall performance in achieving the objectives referred to in subsection (1)”. The way that local government can manage and ensure that its developmental objectives have been met, is thus through the performance management system.

Government, within this governance framework, gives us the tools to execute the above objects and developmental duties.

The White Paper on Local Government, March 1998, refers: “Integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on the development in their area.

It is thus an integrated system that is best described in Chapter 6 of the MSA, which specifically emphasises that the municipality must implement a performance management system that is in line with the priorities, objectives, indicators and targets contained in the IDP. “What you measure you become” is appropriate because it is only in the course of performance management that a municipality will know whether it achieves its priorities through an integrated planning and implementation process.

7.3 CHAPTER 6 OF THE MSA REQUIRES LOCAL GOVERNMENT TO:

- Develop a performance management system.
- Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP).
- Publish an annual report on performance management for the councillors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government.
- Conduct an internal audit on performance before tabling the report.
- Have the annual performance report audited by the Auditor-General.
- Involve the community in setting indicators and targets and reviewing municipal performance.

Furthermore, the MFMA obligates a Service Delivery and Budget Implementation Plan (SDBIP) to be based on specific targets and performance indicators derived from the IDP, thus linking the IDP, the performance management system and the budget. Section 67 of the MSA regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to develop an efficient and effective culture.

In other words, good corporate citizenship is all about how the municipalities set their priorities through the performance management system as per the IDP, conduct their business as per the SDBIP and relate to the community they serve through community input and public participation. The purpose of the IDP is to ensure that the resources available to the municipality are directed at the delivery of projects and programmes that meet agreed municipal development priorities.

- Once a municipality starts to implement its IDP it is important to monitor that:
- The delivery is happening in the planned manner
- The municipality is using its resources most efficiently
- It is producing the quality of delivery envisaged

The Alfred Duma Local Municipality's IDP process and the performance management process appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of our IDP process.

Although the IDP is a five-year plan, it has to be renewed annually as prescribed in Section 34 of the MSA. The IDP has to be handled at the highest level, hence the allocation of the responsibility to the executive mayor to manage the IDP process and to assign responsibilities to the municipal manager. As head of the administration, the municipal manager in turn is responsible and accountable for the formation of an efficient and accountable administration to give effect to the IDP.

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal section 54/56 managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.

7.4 PERFORMANCE MANAGEMENT MODEL

A good performance management model will align the processes of performance management to the IDP processes of the organisation. It will ensure that the IDP is translated into SDBIP and performance plans that will be monitored and reviewed. The Best Practice Guide also describes three alternative models to be used as a measurement tool in a PMS environment.

These are:

- The Spread sheet, which is recommended for under-resourced, mainly rural municipalities.
- The Municipal Scorecard, which is recommended for semi-resourced, semi-rural/ urban municipalities.
- The Balanced Scorecard, which is recommended for well-resourced, mainly urban municipalities.

The above are in view of the municipal area's demographic profile, the level of its resources and the practicalities associated with measurement. The Ideal model incorporates the elements of both the Municipal Scorecard and the Balanced Scorecard. The PMS system will therefore include the following measurement tools The Organisational Scorecard, and Departmental Scorecards in the form of Service Delivery Budget Implementation Plan (SDBIP).

7.5 ALFRED DUMA LOCAL MUNICIPALITY SDBIP.

The Alfred Duma Local Municipality's SDBIP reflects the six national key performance areas as indicated in the IDP framework which monitors the performance of the set goals and objectives in the IDP and assures alignment in these 3 documents which are the SDBIP, IDP and the Budget for complete transparency to the community. The process of alignment is done quarterly with the populating of the SDBIP by the seven departments within the Municipality as legislated. The Organisational Scorecard provides an overall picture of the performance of the Municipality as a whole, reflecting performance on its strategic priorities is still being developed. The following concepts were are used in the SDBIP:

- **KEY PERFORMANCE AREAS**, which reflects national and municipal priorities as identified in the IDP and related policies.
- **STRATEGIC OBJECTIVES**, which are statements about what it, is that needs to be achieved in priority areas.
- **MEASURABLE OBJECTIVES,** which states how the strategic objective needs to be achieved
- **KEY PERFORMANCE INDICATORS**, which are measurements on the progress made towards achieving measurable objectives.

- **PERFORMANCE TARGETS**, which set the value of the indicator that, is to be achieved by a specific time.
- **PORTFOLIO OF EVIDENCE,** where the data for measurement will be obtained from.

In terms of the Regulations, the Organisational Scorecard/SDBIP is to be reviewed annually in order to serve its purpose of measuring the productivity therefor the Key Performance Indicators and Performance Targets need to be set in relation to baseline information, which will be retrieved from a variety of surveys, including the 2011 Census figures and Management information. The targets that are used as the baseline are set by council on the Organisational Scorecard/SDBIP. As recommended by the Best Practice Guide, the process of setting targets should conform to the so called “SMART” principle which the Municipality will adhere too, in the sense that targets should be:

- Specific;
- Measurable;
- Attainable;
- Realistic;
- Time-bound

ALFRED DUMA LOCAL MUNICIPALITY: 2021/2022 DRAFT SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

2021/2022 FINANCIAL YEAR

KPI/IDP No.	National Key Performance Area	Objectives	Strategy	Key Performance Indicator	KPI Measure	Details of the Key Performance Indicator	Annual Target 2021/2022	Annual Budget	QUARTERLY TARGETS Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Portfolio of Evidence	Responsible Department	Reason for Variance	Corrective Measures	Ward

2021/22/01	**Municipal Transformation and Institutional**	**To ensure that the Municipality has well skilled, competent, reliable and motivated**	**Implementation of effective Human Resources and Development through Work Skills Plan**	Conduction of training and capacity building programmes for officials and councillors by 30 June 2022	Number	Refers to the training programmes that will be conducted for municipal officials and municipal councillors	Conduction of 4 trainings and Capacity building programmes for officials and councillors by 30 June 2022		1 Trainings and Capacity building programmes to be facilitated and conducted by 30 September 2021	1 Trainings and Capacity building programmes to be facilitated and conducted by 31 December 2021	1 Trainings and Capacity building programmes to be facilitated and conducted by 31 March 2022	1 Trainings and Capacity building programmes to be facilitated and conducted by 30 June 2022	Training Programes and attendance registers	Corporate Service	N/A	N/A	N/A

2021/22/02		**vated employees and Councillors**	**(WSP) (and SALGA) trainings**	Percentage of budget spent on implementing training and capacity building programmes Workplace Skills Plan by 30 June 2022	Percentage	This indicator refers to the percentage of municipal budget allocated for training of municipal staff and councillors	100% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 June 2022		25% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 September 2021	50% of training budget to be spent on training capacity building programmes (workplace skills plan) by 31 December 2021	75% of training budget to be spent on training capacity building programmes (workplace skills plan) by 31 March 2022	100% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 June 2022	Training Programes and attendance registers, Invoice of Service Providers and Munsoft Budget printouts	Corporate Service	N/A	N/A	N/A

2021/22/03			**By improving of institutional and organisational capacity**	Number of people from employment equity target groups employed in the three highest levels of management in compliance with the approved employment equity plan throughout the	Number	This refers to number of people employed from the designated groups as per the adopted employment equity plan	9 employees from employment equity target groups employed in the 3 highest levels of Management (Section 54, 56 and Task grade 18) in compliance with the approved employment equity	Salaries Budget	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 30 September 2021	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 31 December 2021	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 31 March 2022	9 employees from employment equity target groups employed from section 54, 56 and Task grade 18 by 30 June 2022	Appointment Letters and monthly salary run	Corporate Service	N/A	N/A	N/A

				financi al year			plan throug										

				2021/2022			hout the 2021/2022 financial year									
2021/22/04				Number of graduates appointed for youth mass skilling programme by 30 June 2022	Number	The indicator refers to the 40 graduates that will be appointed for youth mass skilling programme in the period of 12 months	40 graduates appointed for youth mass skilling programme by 30 June 2022	R 800 000.00	N/A	N/A	N/A	40 graduates appointed for youth mass skilling programme by 30 June 2022	List of beneficiaries and Munsoft Budget printouts	Municipal Manager's-Youth Section	N/A	N/A	All

2021/22/05				Number of Interns employed in the Finance Department throughout the financial year 2021/2022	Number	The indicator refers 5 interns will be employed at the beginning of the year and their contract will be for 2020/2021 financial year in the Finance Department.	5 Interns employed in the Finance department throughout the financial year 2021/2022		5 interns employed in the Finance department by 30 September 2021	5 interns employed in the Finance department by 31 December 2021	5 interns employed in the Finance department by 31 March 2022	5 interns employed in the Finance department by 30 June 2022	List of beneficiaries and Munsoft Budget printouts	Corporate Service	N/A	N/A	N/A

2021/22/06		**To reduce road accidents and fatality through Law Enforcement education and engineering**	**Conducting of road blocks (Enforcement of traffic legislation)**	Number of road blocks conducted by 30 June 2022	Number	It refers to the number of road blocks that will be conducted throughout the whole financial year to enforce trafic legistlation	12 road blocks to be conducted by 30 June 2022	N/A	3 road blocks to be conducted by 30 September 2021	3 road blocks to be conducted by 31 December 2021	3 road blocks to be conducted by 31 March 2022	3 road blocks to be conducted by 30 June 2022	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	N/A

2021/22/07			**Promoting of compliance with Road Traffic Act**	Processing of all vehicles' applications received by 30 June 2022	Percentage	This indicator is of compliance with Road Traffic Act and all vehicle's applications that are received must be processed by 30 June 2021	100% processing of all vehicles' applications received by 30 June 2022	N/A	100% processing of all vehicles' applications received by 30 September 2021	100% processing of all vehicles' applications received by 31 December 2021	100% processing of all vehicles' applications received by 31 March 2022	100% processing of all vehicles' applications received by 30 June 2022	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	N/A

2021/22/08			**Conducting of tests and issuing of Learner's Licences and Driving Licences**	Issuing of leaners' licences and Driving Licences to all successful applicants tested by 30 June 2022	Percentage	The indicator refers to issuing of learners and drivers licences to all applicants that are successful when testing.	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 June 2022	N/A	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 September 2021	100% issuing of learners' licences and driving licences to all successful applicants tested by 31 December 2021	100% issuing of learners' licences and driving licences to all successful applicants tested by 31 March 2022	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 June 2022	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	N/A

2021/22/09			**Conduct Fire Safety Awareness Lectures at Schools**	Number of Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 June 2022	Number	This indicator refer to the number of Road Safety Awareness Lectures conducted at Schools in the municipal jurisdiction	20 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 June 2022	N/A	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 September 2021	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 31 December 2021	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 31 March 2022	5 Road Safety Awareness Lectures to be conducted at Schools within the Alfred Duma Local Municipal Jurisdiction by 30 June 2022	Reports to portfolio Committee	Public Safety and Emergency Services	N/A	N/A	All
2021/22/10			**To conduct Fire Prevention Inspection**	Number of Fire Prevention Inspections conducted at	Number	This indicator refers to the number of Fire Preven	200 Fire Prevention Inspections to be conduc	N/A	50 Fire Prevention Inspections to be conducted at	50 Road Fire Prevention Inspections to be conducted at	50 Road Fire Prevention Inspections to be conducted at	50 Road Fire Prevention Inspections to be conducted	Reports to portfolio Committee	Public Safety and Emergency	N/A	N/A	All

							ted at		business premises within the	business premises	business premises	at business premises					
			s in order to ensure Safety	businesses within the Municipal Jurisdiction by 30 June 2022		tion Inspections conducted at businesses within the Municipal Jurisdiction in order to ensure Safety	businesses within the Municipal Jurisdiction by 30 June 2022		Alfred Duma Local Municipal Jurisdiction by 30 September 2021	within the Alfred Duma Local Municipal Jurisdiction by 31 December 2021	within the Alfred Duma Local Municipal Jurisdiction by 31 March 2022	within the Alfred Duma Local Municipal Jurisdiction by 30 June 2022		Services			

2021/22/11	**Good Governance, Public Participation & Ward Committee**	**Improve effectiveness and efficiencies of municipal strategic and operational structures**	**To ensure that monthly EXCO meetings are convened**	Coordination of monthly ordinary EXCO meetings by the end of 30 June 2022	Number	This refers to the functionality of the Executive Committee by coordinating 12 meetings throughout the 2021/2022 financial year	12 Monthly ordinary EXCO Meetings convened by 30 June 2022	N/A	3 Monthly ordinary EXCO meetings convened by 30 September 2021	3 Monthly ordinary EXCO meetings convened by 31 December 2021	3 Monthly ordinary EXCO meetings convened by 31 March 2022	3 Monthly ordinary EXCO meetings convened by 30 June 2022	Agendas, Attendance Registers and Minutes of EXCO meetings	Corporate Services	N/A	N/A	N/A

2021/22/12			**To ensure that Council meetings are held on a monthly basis**	Coordination of monthly ordinary Council meetings by the end of 30 June 2022	Number	This indicator is for ensuring an effective oversight role by Councillors by coordinating 12 Ordinary Council meetings throughout the 2021/2022	12 Monthly ordinary Council Meetings convened by 30 June 2022	N/A	3 Monthly ordinary Council meetings convened by 30 September 2021	3 Monthly ordinary Council meetings convened by 31 December 2021	3 Monthly ordinary Council meetings convened by 31 March 2022	3 Monthly ordinary Council meetings convened by 30 June 2022	Agendas, Attendance Registers and Minutes of Council meetings	Corporate Services	N/A	N/A	N/A

						financial year										
2021/22/13			**To ensure that Audit Committee meetings are held on a quarterly basis**	Coordination of quarterly Audit Committee meetings by 30 June 2022	Number	The indicator refers to the functionality of the Audit Committee by coordinating 4 quarterly meetings throughout the 2021/2022 financial year	4 Quarterly Audit Committee Meetings convened by 30 June 2022	N/A	1 Quarterly AC meeting convened by 30 September 2021	1 Quarterly AC meeting convened by 31 December 2021	1 Quarterly AC meeting convened by 31 March 2022	1 Quarterly AC meeting convened by 3 June 2022	Attendance Registers and Minutes of AC meetings	Municipal Manager's Office-Internal Audit	N/A	N/A	N/A

2021/22/14			**To ensure that monthly MPAC meetings are convened**	Coordination of quarterly ordinary MPAC meetings by 30 June 2022	Number	The indicator refers to the functionality of the Municipal Public Accounts Committee (MPAC) by coordinating 4 quarterly meetings throughout the 2021/2022 financial year	4 quarterly ordinary MPAC Meetings convened by 30 June 2022	N/A	1 quarterlyordinary MPAC meetings convened by 30 September 2021	1 quarterly ordinary MPAC meetings convened by 31 December 2021	1 quarterly ordinary MPAC meetings convened by 31 March 2022	1 quarterly ordinary MPAC meetings convened by 30 June 2022	Agendas, Attendance Registers and Minutes of MPAC meetings	Corporate Services	N/A	N/A	N/A

2021/22/15			**To ensure that Back to Basics Reports are submitted to EXCO**	Submission of monthly Back to Basics reports to ordinary Exco by 30 June 2022	Number	Refers to Back to Basics Reports that are submitted monthly to Cogta every first week of the month reporting about the previous month	12 monthly Back to Basic reports submitted to Exco by 30 June 2022	N/A	3 monthly Back to Basic reports submitted to Exco by 30 September 2021	3 monthly Back to Basic reports submitted to EXCO by 31 December 2021	3 monthly Back to Basic reports submitted to EXCO by 31 March 2022	3 monthly Back to Basic reports submitted to EXCO by 30 June 2022	Back to Basics Reports, Agendas, Attendance Registers and Minutes of EXCO meetings	Corporate Services	N/A	N/A	N/A

2021/22/16	**Local Economic Develop**	**To create a conducive envir**	**Ensuring enhancement and susta**	Number of job opportunities created and sustain	Number	This indicator refers to the number of job	150 job opportunities created and sustain	N/A	40 job opportunities created and sustained through the	80 job opportunities created and sustained through the	115 job opportunities created and sustained through the	150 job opportunities created and sustained through the	ID copies, registration document	Development Planning and Hum	N/A	N/A	N/A
	ment	**onment for Local Economic Development**	**inability of SMME's and Co-ops**	ed through the Municipal LED initiatives by 30 June 2022		opportunities created through Local Economic Development	ed through the Municipal LED initiatives by 30 June 2022		Municipal LED initiatives by 30 September 2021	Municipal LED initiatives by 31 December 2021	Municipal LED initiatives by 31 March 2022	Municipal LED initiatives by 30 June 2022	s, Munsoft printouts, attendance registers	an Settlements			

2021/22/17				Number of jobs created and sustained through municipal capital projects by 30 June 2022	Number	This indicator refers to the number of job opportunities created through Municipal Capital projects	150 jobs created and sustained through municipal capital projects 30 June 2022	N/A	37 Jobs created and sustained through municipal capital projects 30 September 2021	37 Jobs created and sustained through municipal capital projects 31 December 2021	37 Jobs created and sustained through municipal capital projects 31 March 2022	39 Jobs created and sustained through municipal capital projects 30 June 2022	EPWP System Print outs	Technical and Infrastructural Services	N/A	N/A	All

2021/22/18			**To promote SMME Development**	Number of support provision to SMME's and Co-ops through LED initiatives by 30 June 2022	Number	This refers to the support that is given by the Municipality to SMME'S through Local Economic Development initiatives	100 SMMEs and Co-ops supported by 30 June 2022		10 SMMEs and Coops supported by 30 September 2021	70 SMMEs and Coops supported by 31 December 2021	85 SMMEs and Coops supported by 31 March 2022	100 SMMEs and Coops supported by 30 June 2022	CIPC registration certificates, copies of payment slips, pictures, ID copies and signed register by Beneficiaries, permits and ID copies	Development Planning and Human Settlements	N/A	N/A	All

2021/22/19			**To ensure enhancement of appropriate and sustainable LED**	Initiate the institutionalisation of Red Tape Reduction Practices at Alfred Duma Local Municipality by 30 June 2022	Date	This refers to the activities undertaken by the Municipality in addressing the identified policy bottlenecks and constraints that hinders business retention and expansion within our	Initiate the Red Tape Reduction Programme and Implement the Red Tape Reduction Task Team Recommendations by 30 June 2022	N/A	Formulation of Red Tape Reduction Task team by 30 September 2021	Business Stakeholders consultations by 31 December 2021	Implementation of Red Tape Reduction Recommendations by 31 March 2022	Implementation and evaluation of Red Tape Reduction Recommendations by 30 June 2022	Red tape Reduction Action List, MCM Resolutions, Red Tape Reduction Task Team Presentations	Development Planning and Human Settlements	N/A	N/A	N/A

						municipality											
2021/22/20	**Cross Cutting**	**To Improve strategic and spatial planning in the municipality**	**Reviewal of the Spatial Development Framework (SDF)**	To review the Spatial Development Framework (SDF) by Council by 30 June 2022	Date	This indicator refers to the reviewal of the Spatial Development Framework that is adopted by council	Adoption of the Spatial Development Framework (SDF) by Council by 30 June 2022	N/A	Spatial Development Framework (SDF) and Intergrated Development Plan (IDP) Process Plan by 30 September 2021	Convening a meeting with Stakeholders by 31 December 2021	Draft Spatial Development Framework (SDF) approved by Council by 31 March 2022	Final Spatial Development Framework (SDF) approved by Council by 30 June 2022	Council Resolutions	Development Planning and Human Settlements	N/A	N/A	N/A
2021/22/21		**Increase social development in**	**To ensure the provision of Libra**	Number of outreach programmes conduc	Number	Refers to outreach programmes	16 Outreach programmes conduc	N/A	5 events implemented as per arts and culture developm	4 events implemented as per arts and culture developm	2 events implemented as per arts and culture developm	5 events implemented as per arts and culture development plan	Reports to Portfolio Committee	Community and Social Serv	N/A	N/A	All

				ted		conduc ted by	ted by 30		ent plan by 30	ent plan by 31	ent plan by 31			ice		
		muni cipal area	**ry Servi ces throu gh outre ach progr amm es**	throug hout 2021/2 022 financi al year		librarie s to increas e social develo pment in the munici pal area	June 2022		Septembe r 2021	December 2021	March 2022	by 30 June 2022				

2021/22/22		**To facilitate the development of arts and culture and preservation of heritage**	**Implementation of arts and cultural development plan**	Conducting of arts and cultural events as per the approved arts and cultural development plan by June 2022	Number	Refers to events that are conducted according to the approved arts and cultural development plan	21 events implemented as per arts and culture development plan by 30 June 2022		9 events implemented as per arts and culture development plan by 30 September 2021	4 events implemented as per arts and culture development plan by 31 December 2021	2 events implemented as per arts and culture development plan by 31 March 2022	6 events implemented as per arts and culture development plan by 30 June 2022	Approvals, Programmes, Posters, Newspaper articles and Attendance Registers, Photo Gallery	Development Planning and Human Settlements	N/A	N/A	All

2021/22/23		**Effective and credible strategic municipal planning**	**Revision of a credible Integrated Development Plan**	Compilation and approval by Council of a credible Integrated Development Plan by 30 June 2022	Date	The indicator refers to the approval of the Integrated Development Plan for the next financial year	Council approved, aligned IDP by 30 June 2022	N/A	Tabling and approval of IDP Process Plan by 30 September 2021	1Develop Municipal Vision, Mission, KPIs and strategic objectives by 31 December 2021	Tabling of Draft 2019/2020 IDP by 31 March 2022	Council approved 2019/2020 IDP by 30 June 2022	Council Resolutions and a credible IDP	Municipal Manager's Office-IDP Section	N/A	N/A	N/A

2021/22/24	**Basic Service Delivery and Infrastructure Development**	**To preserve and protect the natural environment and bio-diversity**	**Promotion of greening within the area of the municipal jurisdiction**	Promotion of greening through tree planting programme by 30 June 2022	Number	Trees are planted for promotion of greening within the municipal area	80 trees planted by 30 June 2022		40 trees planted by 30 September 2021	20 trees planted by 31 December 2021	20 trees planted by 31 March 2022	N/A	Tree register, Procurement Forms, Monthly/Weekly reports	Community and Social Service	N/A	N/A	All Wards

2021/22/25		**To ensure access to municipal social facilities**	**Provision of social and community services**	Maintenance of 8 recreation parks (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni, uMkhamba C1 and Ezakheni E Section) throughout the 2021/2	Number	Day to day operational activities to keep the asset operating and which form the annual operational budget	8 Recreational Parks maintained (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni C1, uMkhamba and Ezakheni E Section) by 30 June 2022		8 Recreational Parks maintained (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni C1,uMkhamba and Ezakheni E Section) by 30 September 2021	8 Recreational Parks maintained (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni C1, uMkhamba and Ezakheni E Section) by 30 December 2021	8 Recreational Parks maintained (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni C1, uMkhamba and Ezakheni E Section) by 31 March 2022	8 Recreational Parks maintained (Wimpy, Klipbank, Ezakheni A, Colenso, Steadville, Ezakheni C1, uMkhamba and Ezakheni E Section) by 30 June 2022	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service	N/A	N/A	2, 5, 8, 11,12, 21,22, 25

				022 financial year												
2021/22/26				Maintenance of 15 Sports Facilities (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, Jononо, Vishnu, Matiwa	Number	Day to day operational activities to keep the asset operating and which form the annual operational budget	15 Sports Facilities maintained (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale,Jonono, Vishnu, Matiwane,		15 Sports Facilities maintained (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, jonono, Vishnu, Matiwane, Bluebank, Nkuthu, Limit Hill) throughout the 2021/2022 financial year	15 Sports Facilities maintained (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, jonono, Vishnu, Matiwane, Bluebank, Nkuthu, Limit Hill) throughout the 2021/2022 financial year	15 Sports Facilities maintained (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, jonono, Vishnu, Matiwane, Bluebank, Nkuthu, Limit Hill) throughout the 2021/2022 financial year	15 Sports Facilities maintained (Settlers 1 &2, Kandahar 1 and 2, Agra, AG Magubane, Ezakheni D, Roosboom, Acaciavale, Jonono, Vishnu, Matiwane, Bluebank, Nkuthu, Limit Hill) throughout the 2021/2022 financial year	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service	N/A	N/A	1,7, 10,11, 12, 13, 20, 21, 19, 22, 24,26, 27, 32

				ne, Blueba nk, Nkuthu , Limit Hill) throug hout the 2021/2 022 financi al year			Blueba nk, Nkuthu , Limit Hill) throug hout the 2021/2 022 financi al year										

2021/22/27				Maintenance of 17 play parks (Limit hill park in Tennis court, Bufffel street, Ruben Thomas, Gazza place, Limit heights ,Van Reene	Number	Day to day operational activities to keep the asset operating and which form the annual operational budget	17 play parks (Limit hill park in Tennis court, Buffel street, Ruben Thomas, Gazza place, Limit heights , Van Reenen, Mkhamba		17 play parks (Limit hill park in Tennis court, Buffel street, Ruben Thomas, Gazza place, Limit heights, Van Reenen, Mkhamba drive, Mkhamba park near church,	17 play parks (Limit hill park in Tennis court, Buffel street, Ruben Thomas, Gazza place, Limit heights, Van Reenen, Mkhamba drive, Mkhamba park near church,	17 play parks (Limit hill park in Tennis court, Buffel street, Ruben Thomas, Gazza place, Limit heights, Van Reenen, Mkhamba drive, Mkhamba park near church,	17 play parks (Limit hill park in Tennis court, Buffel street, Ruben Thomas, Gazza place, Limit heights, Van Reenen, Mkhamba drive, Mkhamba park near church,	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service	N/A	N/A	12,13,20,22,26

				n, Mkhamba drive, Mkhamba park near church , Mphafa rd, Carbineer rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) throughout the 2021/2022			drive, Mkhamba park near church , Mphafa rd, Carbineer rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) throughout the 2021/2022 financial year		Mphafa rd, Carbineer rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) by 30 September 2021	Mphafa rd, Carbineer rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) by 31 December 2021	Mphafa rd, Carbineer rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) by 31 March 2022	Mphafa rd, Carbineer rd, Voortrekker, Christopher, Meena place, Protea, Lucknow rd, Bengal rd, Ashoka) by 30 June 2022					

				financi al year													

2021/22/28				Maintenance of burial plots in 5 municipal Cemeteries (Ndomba, Ladysmith, Ekuvukeni, Zakheni and Colenso) throughout the 2021/2022 financial year	Number	Day to day operational activities to keep the asset operating and which form the annual operational budget	5 Municipal cemeteries- Burial plots maintained (Ndomba, Ladysmith, Ekuvukeni, Ezakheni and Colenso) throughout the 2021/2022 financial year		5 Municipal cemeteries- Burial plots maintained (Ndomba, Ladysmith, Ekuvukeni, Ezakheni and Colenso) by 30 September 2021	5 Municipal cemeteries- Burial plots maintained (Ndomba, Ladysmith, Ekuvukeni, Ezakheni and Colenso) by 31 December 2021	5 Municipal cemeteries- Burial plots maintained (Ndomba, Ladysmith, Ekuvukeni, Ezakheni and Colenso) by 31 March 2022	5 Municipal cemeteries- Burial plots maintained (Ndomba, Ladysmith, Ekuvukeni, Ezakheni and Colenso) by 30 June 2022	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service	N/A	N/A	10, 8,25, 20, 33

2021/22/29				Maintenance of 7 municipal swimming pools (White Road, Agra, Colenso, Limit Hill, St Chads, Ezakheni C and E Sections) throughout the 2021/2022 financial year	Number	Swimming Pools are kept clean for the community to use	7 Swimming pools maintained (White Road, Agra, Colenso, Limit Hill, St Chads and Ezakheni C and E Sections) throughout the 2021/2022 financial year		7 Swimming pools maintained (White Road, Agra, Colenso, Limit Hill, St Chads and Ezakheni C and E Sections) by 30 September 2021	7 Swimming pools maintained (White Road, Agra, Colenso, Limit Hill, St Chads and Ezakheni C and E Sections) by 31 December 2021	7 Swimming pools maintained (White Road, Agra, Colenso, Limit Hill, St Chads and Ezakheni C and E Sections) by 31 March 2022	7 Swimming pools maintained (White Road, Agra, Colenso, Limit Hill, St Chads and Ezakheni C and E Sections) by 30 June 2022	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports.	Community and Social Service	N/A	N/A	1,8,10, 25, 22, 27, 12

2021/22/30				Maintenance of 46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, E SECTION, NKAN	Number	Day to day operational activities to keep the asset operating and which form the annual operational budget	46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, NKANYEZI, COLENSO TOWN		46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, NKANYEZI, COLENSO TOWN, COLENSO MULTIPURPOSE CENTRE, WATERS MEET, KIRCKITU	46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, NKANYEZI, COLENSO TOWN, COLENSO MULTIPURPOSE CENTRE, WATERS MEET, KIRCKITU	46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, NKANYEZI, COLENSO TOWN, COLENSO MULTIPURPOSE CENTRE, WATERS MEET, KIRCKITU	46 Community Halls (TOWN, CIVIC, INDOOR SPORT, LIMIT HILL, TSAKANE, STEADVILLE, STEADVILLE AREA J, C SECTION, B SECTION, NKANYEZI, COLENSO TOWN, COLENSO MULTIPURPOSE CENTRE, WATERS MEET, KIRCKITU	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service	N/A	N/A	All

				YEZI, COLE			, COLE		LOCK, PEACETOWN, ,	LOCK, PEACETOWN,	LOCK, PEACETOWN,	LOCK, PEACETOWN,					

				NSO TOWN, COLE NSO MULTI-PURPOSE CENTRE, WATERSMEET, KIRCKITULOCK, PEACETOWN, BURFORD, EMAHHUKWINI, VAN REENEN, BLUE BANK, ROOS			NSO MULTI-PURPOSE CENTRE, WATERSMEET, KIRCKITULOCK, PEACETOWN, EMAHHUKWINI, VAN REENEN, BLUE BANK, ROOSBOOM, MATIWANE, JONO		EMAHHUKWINI, VAN REENEN, BLUE BANK, ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI,	EMAHHUKWINI, VAN REENEN, BLUE BANK, ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI,	EMAHHUKWINI, VAN REENEN, BLUE BANK, ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI,	EMAHHUKWINI, VAN REENEN, BLUE BANK, ROOSBOOM, MATIWANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI,					

				BOOM, MATI			NOSKOP, MTAT		ETHOLENI, KWAMTE	ETHOLENI, KWAMTE	ETHOLENI, KWAMTE	ETHOLENI, KWAMTE					

				WANE, JONONOSKOP, MTATENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI,			ENI, MATHONDWANE, PIETERS, KLEINFONTEIN, LUCITANIA, EZIMBUZINI, MCITSHENI, INKUNZI, MTHANDI, NKUTHU, CRIMIN, EKUVUKENI, ETHOLENI, KWAMTEYI, UITVAL,		YI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI, GCINALISHONA, SAHLUMBE, NOGEJANE,MANKANDANE, MZIYONKE, VAALKOP,JWILI) by 30 September 2021	YI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI, GCINALISHONA, SAHLUMBE, NOGEJANE,MANKANDANE, MZIYONKE, VAALKOP,JWILI by 31 December 2021	YI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI, GCINALISHONA, SAHLUMBE, NOGEJANE,MANKANDANE, MZIYONKE, VAALKOP,JWILI) by 31 March 2022	YI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI, GCINALISHONA, SAHLUMBE, NOGEJANE,MANKANDANE, MZIYONKE, VAALKOP,JWILI) by 30 June 2022					

				ETHOLENI,			MAKHASI,										

				KWAMTEYI, UITVAL, MAKHASI, SOMSUKU, KWASHUZI, GCINALISHONA, SAHLUMBE, NOGEJANE, MANKANDANE, MZIYONKE, VAALKOP,JWILI) throughout the 2021/2022 financial year			SOMSUKU, KWASHUZI, GCINALISHONA, SAHLUMBE, NOGEJANE, MANKANDANE, MZIYONKE, VAALKOP,JWILI) throughout the 2021/2022 financial year										

2021/22/31				Maintenance of 5 Community Thusong facilities (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) throughout the 2021/2022 financial year	Number	Community Thusong facilities maintained for the community to use	5 Community Thusong facilities maintained (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) throughout the 2021/2022 financial year		5 Community Thusong facilities maintained (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) by 30 September 2021	5 Community Thusong facilities maintained (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) by 31 December 2021	5 Community Thusong facilities maintained (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) by 31 March 2022	5 Community Thusong facilities maintained (St Chads, Roosboom, Driefontein, Watersmeet and Ekuvukeni) by 30 June 2022	Staff Registers, Bin Cards, Procurement Forms, Monthly/weekly reports	Community and Social Service			27, 13, 19, 18, 34

2021/22/32		**To ensure improved access to basic service**	**Improved access to basic services**	Percentage of house holds with access to basic electricity in the Municipal Area by 30 June 2022	Percentage	This is a general key performance indicator referring to the percentage of indigent house holds receiving basic electricity in the Municipal Area	100% of house holds with access to basic electricity in the Municipal supplied area by 30 June 2022		100% of households with access to basic electricity in the Municipal supplied area by 30 September 2021	100% of households with access to basic electricity in the Municipal supplied area by 31 December 2021	100% of households with access to basic electricity in the Municipal supplied area by 31 March 2022	100% of households with access to basic electricity in the Municipal supplied area by 30 June 2022	MUNSOFT Print outs	Technical and Infrastructural Services	N/A	N/A	All

2021/22/33				Percentage of house holds with access to basic electricity in the ESKOM area by 30 June 2022	Percentage	This indicator is a general key performance indicator referring to the percentage of house holds receiving basic electricity in the ESKOM Area	89% of house holds with access to basic electricity in the ESKOM area by 30 June 2022	N/A	89% of households with access to basic electricity in the ESKOM area by 30 September 2021	89% of households with access to basic electricity in the ESKOM area by 31 December 2021	89% of households with access to basic electricity in the ESKOM area by 31 March 2022	89% of households with access to basic electricity in the ESKOM area by 30 June 2022	Information from Eskom and Schedule 5B Projects implimented by the Municipality	Technical and Infrastructural Services	N/A	N/A	All

2021/22/34				Percentage of house holds with access to basic solid waste in the Urban Area by 30 June 2022	Percentage	This refers to ensuring 100% of house holds receive access to basic solid waste removal in the urban area	100% of house holds with access to basic solid waste removal in the urban area by 30 June 2022		100% of households with access to basic solid waste removal in the urban area by 30 September 2021	100% of households with access to basic solid waste removal in the urban area by 31 December 2021	100% of households with access to basic solid waste removal in the urban area by 31 March 2022	100% of households with access to basic solid waste removal in the urban area by 30 June 2022	Monthly Reports to Portfolio Committee meeting and Annual Munsoft Print out	Community and Social Service	N/A	N/A	All

2021/22/35				Percentage of house holds with access to basic solid waste removal in the rural areas (Uitvaal, Ekuvukeni and Waaihoek) by 30 June 2022	Percentage	This refers to ensuring 100% of house holds receive access to basic solid waste removal in rural areas(Uitvaal, Ekuvukeni and Waaihoek) by 30 June 2022	100% of house holds with access to basic solid waste removal in the rural area (Uitvaal, Ekuvukeni and Waaihoek) by 30 June 2022		100% of households with access to basic solid waste removal in the rural area (Uitvaal, Ekuvukeni and Waaihoek) by 30 September 2021	100% of households with access to basic solid waste removal in the rural area (Uitvaal, Ekuvukeni and Waaihoek) by 31 December 2021	100% of households with access to basic solid waste removal in the rural area (Uitvaal, Ekuvukeni and Waaihoek) by 31 March 2022	100% of households with access to basic solid waste removal in the rural area (Uitvaal, Ekuvukeni and Waaihoek) by 30 June 2022	Monthly Reports to Portfolio committee meeting and control measures.	Community and Social Service	N/A	N/A	35, 33, 31

2021/22/36				Percentage of households earning less than R3 780.00 per month with access to free basic services by 30 June 2022	Percentage	Ensuring that 80% of households earning less than R3 780.00 per month receive access to free basic services	80% of households earning less than R3 780.00 per month with access to free basic services by 30 June 2022	N/A	20% of households earning less than R3 780.00 per month with access to free basic services by 30 September 2021	40% of households earning less than R3 780.00 per month with access to free basic services by 31 December 2021	60% of households earning less than R3 780.00 per month with access to free basic services by 31 March 2022	80% of households earning less than R3780.00 per month with access to free basic services by 30 June 2022	Munsoft Print outs, Indigent Register	Budget and Treasury	N/A	N/A	N/A
2021/22/37	**Basic Service Delivery and Infrastructrure Development**	**To ensure improved access to basic services**	**Improved access to basic services**	Installation of 08 High Mast Lights in Ward 10 and ready for commi	Date	This refers to the High Mast lights that will be installed in the streets of	Installation of 08 High Mast Lights in Ward 10 and ready for commi	R 2 500 000.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom. Commenc	Contractor to be appointed and commencement with construction before the 31 December 2021	Completion of the project by 31 March 2022	08 High Mast lights installed and ready for commissioning by Eskom in Ward 10 by 30 June 2022	Copy of bid documents, letter of appointment, site hand over	Technical and Infrastructural Services	N/A	N/A	10

							ssionin		ement with SCM processes								

		ssionin g by Eskom by 30 June 2022		Ward 36, The hole is dug in prepar ation of civil work, metal reinfor cemen t and pourin g of concre te. Curing takes place for twenty one (21) days, then the highm ast and globes are installe d.	g by Eskom by 30 June 2022		to appoint Contractor by 30 Septembe r 2021				minut es & Practi cal comp letion certifi cate				

2021/22/38				Installation of 08 High Mast Lights in Ward 3 & 4 and ready for commissioning by Eskom by 30 June 2022	Date	This refers to the High Mast lights that will be installed in the streets of Ward 36, The hole is dug in preparation of civil work, metal reinforcement and pouring of concrete. Curing takes place for	Installation of 08 High Mast Lights in Ward 3&4 and ready for commissioning by Eskom by 30 June 2022	R 2 500 000.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom. Commencement with SCM processes to appoint Contractor by 30 September 2021	Contractor to be appointed and commencement with construction on before the 31 December 2021	Completion of the project by 31 March 2022	08 High Mast lights installed and ready for commissioning by Eskom in Ward 10 by 30 June 2022	Copy of bid documents, letter of appointment, site handover minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	3 & 4

						twenty one (21) days, then the highmast and globes are installed.											

2021/22/39				Installation of 08 High Mast Lights in Ward 16 and ready for commissioning by Eskom by 30 June 2022	Date	This refers to the High Mast lights that will be installed in the streets of Ward 36, The hole is dug in preparation of civil	Installation of 08 High Mast Lights in Ward 16 and ready for commissioning by Eskom by 30 June 2022	R 2 000 0 000. 00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom. Commencement with SCM processes to appoint Contractor by 30 September 2021	Contractor to be appointed and commencement with construction before the 31 December 2021	Completion of the project by 31 March 2022	08 High Mast lights installed and ready for commissioning by Eskom in Ward 10 by 30 June 2022	Copy of bid documents, letter of appointment, site hand over minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	16

						work, metal reinforcement and pouring of concrete. Curing takes place for twenty one (21) days, then the highmast and globes are installed.										
2021/22/40				Refurbishment of Newcastle	Date	This refers to the Refurbishments of Newcastle	Newcastle Road Substation to be	R 7 000 0 000. 00	Commence with SCM processes to appoint a service	Procure services of the contractor for the	Contractor appointed and commencment of works by 31 March 2022	Refurbishment completed by 30 June 2022	Copy of bid documents, letter of	Technical and Infrastructural Services	N/A	N/A	12

				Road Substation by			refurbished		provider for the	Refurbishment of Newcastle			appoi				
				30 June 2022		Road Substation in ward 12 by 30 June 2022	by 30 June 2022		Refurbishment of Newcastle Road Substation	Road Substation by 31 December 2021			ntment, Payment certificate & completion certificate				

2021/22/41				Electrification of 205 Households in St Chads(Egudlintaba) in Wards 27 Zwelisha and Machibini Ward 7, Mathandi Ward 20 & Pieters	Date	205 Households will be electrified for the community in St Chads(Egudlintaba) in Wards 27 Zwelisha and Machibini Ward 7, Matha	Electrification of 205 Households in St Chads(Egudlintaba) in Wards 27 Zwelisha and Machibini Ward 7, Mathandi Ward 20 & Pieters	R 3690000.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom.Commencement with SCM processes to appoint Contractor by 30 September 2021	Contractor to be appointed and commencement with construction before the 31 December 2021	Completion of the project by 31 March 2022	205 Households electrified and ready to be commissioned by 30 June 2022	Copy of bid documents, letter of appointment, site hand over minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	27,7, 20 and 8

		Ward 8 and ready for commissioning by Eskom by 30 June 2022		ndi Ward 20 & Pieters Ward 8 (Electrification entails digging of pole holes, planting poles, the stringing of LV cable, installation of transformers, stringing of airdec cable to the house holds and installation of meters.	Ward 8and ready for commissioning by Eskom by 30 June 2022										

2021/22/42				Electrification of 250 House holds in Blueabank & St Josephs Ward 26 & Roosboom Ward 11 and ready for commissioning by Eskom by 30 June 2022	Date	250 House holds will be electrified for the community in Blueabank & St Josephs Ward 26 & Roosboom Ward 11 (Electrification entails digging of pole holes, planting poles, the stringing of LV cable, installa	Electrification of 250 House holds in Blueabank & St Josephs Ward 26 & Roosboom Ward 11 and ready for commissioning by Eskom by 30 June 2022	R 4500000.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom.Commencement with SCM processes to appoint Contractor by 30 September 2021	Contractor to be appointed and commencement with construction on before the 31 December 2021	Completion of the project by 31 March 2022	250 Households electrified and ready to be commissioned by 30 June 2022	Copy of bid documents, letter of appointment, site handover minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	26 And 11

				tion of transfo											

						rmers, stringing of airdec cable to the house holds and installation of meters.											

2021/22/43				Electrification of 205 House holds in Somshoek Ward 31, Tholeni Ward 34, Mkhulunyelwa & Hlathi 2 Ward 36 and Nazareth	Date	205 House holds will be electrified for the community in Somshoek Ward 31, Tholeni Ward 34, Mkhulunyelwa & Hlathi 2 Ward	Electrification of 205 House holds in Somshoek Ward 31, Tholeni Ward 34, Mkhulunyelwa & Hlathi 2 Ward 36 and Nazareth	R 3 690 000 0.00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom.Commencement with SCM processes to appoint Contractor by 30 September 2021	Contractor to be appointed and commencement with construction on before the 31 December 2021	Completion of the project by 31 March 2022	205 Households electrified and ready to be commissioned by 30 June 2022	Copy of bid documents, letter of appointment, site hand over minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	31, 34, 36 and 32

		Ward 32 ready for commissioning by Eskom by 30 June 2022		36 and Nazareth Ward 32 (Electrification entails digging of pole holes, planting poles, the stringing of LV cable, installation of transformers, stringing of airdec cable to the house holds and installation of meters.	Ward 32 and ready for commissioning by Eskom by 30 June 2022										

2021/22/44				Electrification of 290 House holds in Boschburg Ward 24, Empungwini & Esidakeni Ward 4, Pepworth & KwaGodi Ward 14 and Matiwane Ward 23 and ready for commissioning by	Date	290 House holds will be electrified for the community in Boschburg Ward 24, Empungwini & Esidakeni Ward 4, Pepworth & KwaGodi Ward 14 and Matiwane Ward 23 (Electrification entails	Electrification of 290 House holds in Boschburg Ward 24, Empungwini & Esidakeni Ward 4, Pepworth & KwaGodi Ward 14 and Matiwane Ward 23 and ready for commissioning by	R 5 220 000. 00	Preparation of Bid Documents, Compilation of BoQ. Engaging with Eskom.Commencement with SCM processes to appoint Contractor by 30 September 2021	Contractor to be appointed and commencement with construction on before the 31 December 2021	Completion of the project by 31 March 2022	290 Households electrified and ready to be commissioned by 30 June 2022	Copy of bid documents, letter of appointment, site handover minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	24,4, 14and 23

		Eskom by 30		digging of pole	Eskom by 30										

							30 June 2022		Electrical Infrastructure	December 2021			Payment certificate & completion certificate				

2021/22/46				Construction 4km of Gravel Road in Ward 11- Phase 1,2 & 3 by 30 June 2022	KMs	4km of Gravel Road that will be constructed in Ward 11 Phase 1,2 & 3 by 30 June 2022, Entailing access gravel road with two layers and low water crossing.	4 KMs of Gravel Roads in Ward 11 Phase 1, 2 & 3 to be constructed by 30 June 2022	R 4 500 000.00	Commencement with SCM processes to appoint a Contractor for construction of 4KMs Tarred Roads in Ward 11 Phase 1,2 &3 by 30 September 2021	Procure services of the contractor for construction of 4KMs of Gravel Road in Ward 11 Phase 1, 2, &3 by 31 December 2021	Contractor appointed and commencement of construction for 4KM of Gravel Road in Ward 11 Phase 1, 2 & 3 by 31 March 2022	4 Kms of Gravel Road Ward 11 constructed by 30 June 2022	Copy of bid documents, letter of appointment, Payment certificate, site handover minutes & completion certificate	Technical and Infrastructural Services	N/A	N/A	11

2021/22/47				Construction 1km of Tarred Roads in Ward 5 by 30 June 2022	KMs	1km of Tarred Road that will be constructed in Ward 5 by 30 June 2022, Entailing access gravel road with two layers and low water crossing.	1km of Tarred Road in Ward 5 to be constructed by 30 June 2022	R 7 000 0 00 0. 00	Commencement with SCM processes to appoint a Contractor for construction of 1km of Tarred Road in Ward 5 by 30 September 2021	Procure services of the contractor for construction of 1km of Tarred Road in Ward 5 by 31 December 2021	Contractor appointed and commencement of construction for 1km of Tarred Road in Ward 5 by 31 March 2022	1km of Tarred Road Ward 5 constructed by 30 June 2021	Copy of bid documents, letter of appointment, Payment certificate, site hand over minutes & completion certificate	Technical and Infrastructural Services	N/A	N/A	5

2021/22/48				Construction 2,1km of Tarred Roads in Ward 23 by 30 June 2022	KMs	2,1km of Tarred Roads that will be constructed in Ward 23 by 30 June 2022, Entailing access gravel road with two layers and low water crossing.	2.1km of Tarred Roads in Ward 23 to be constructed by 30 June 2022	R 7 000 0 00 0. 00	Commencement with SCM processes to appoint a Contractor for construction of 2,1 km of Tarred Roads in Ward 23 by 30 September 2021	Procure services of the contractor for construction of 2,1km of Tarred Roads in Ward 23 by 31 December 2021	Contractor appointed and commencement of construction for 2,1 km of Tarred Roads in Ward 23 by 31 March 2022	2,1km of Tarred Roads Ward 23 constructed by 30 June 2021	Copy of bid documents, letter of appointment, Payment certificate, site hand over minutes & completion certificate	Technical and Infrastructural Services	N/A	N/A	23

2021/22/49			Construction 0,6km of Tarred Roads in Ward 17 by 30 June 2022	KMs	06km Tarred Roads that will be constructed in Ward 17 by 30 June 2022, Entailing by 30 minut with cate	0,6km of Tarred Roads in Ward 17 to be constructed by 30 June 2022	R 4 500 000.00	Commencement with SCM processes to appoint a Contractor for construction of 0,6km Tarred Roads in Ward 17 by 30 Septembe r 2021 site access es & two comp layers letion and crossin g.	Procure services of the contractor for construction of 0,6km Tarred Roads in Ward 17 by 31 December 2021	Contractor appointed and commencement of construction for 0,6km Tarred Roads in Ward 17 by 31 March 2022	0.6km of Tarred Roads Ward 17 constructed by 30 June 2021 hand gravel over road certifi low	Copy of bid documents, letter of appointment, Payment certificate,	Technical and Infrastructural Services	N/A	N/A	17
2021/22/50			Construction 1,04km of Tarred Roads in Ward 20 by 30 June 2022	KMs	1,04 km Tarred Roads that will be constructed in Ward 20 by 30 June 2022, Entaili	1,04km of Tarred Roads in Ward 20 to be constructed by 30 June 2022	R 7 000 000.00	Commencement with SCM processes to appoint a Contractor for construction of1,04 km Tarred Roads in Ward 20 by 30	Procure services of the contractor for construction of 1,04 kmTarred Roads in Ward 20 by 31 December 2021	Contractor appointed and commencement of construction for 1,04km Tarred Roads in Ward 20 by 31 March 2022	1,04km of Tarred Roads Ward 20 constructed by 30 June 2021	Copy of bid documents, letter of appointment, Payment certificate, site	Technical and Infrastructural Services	N/A	N/A	20

						ng access gravel road with two layers and low water crossing.			September 2021				hand over minutes & completion certificate					

2021/22/51				Construction 1,56km of Tarred Roads in Ward 21 by 30 June 2022	KMs	1,56km Tarred Roads that will be constructed in Ward 21 by 30 June 2022, Entailing access gravel road with two layers and certifi low	1,56km of Tarred Roads in Ward 21 to be constructed by 30 June 2022	R 7 000 0 000. 00	Commencement with SCM processes to appoint a Contractor for construction of 1,56 km Tarred Roads in Ward 21 by 30 September 2021	Procure services of the contractor for construction of1,56km Tarred Roads in Ward 21 by 31 December 2021	Contractor appointed and commencement of construction for 1,56km Tarred Roads in Ward 21 by 31 March 2022	1,56km of Tarred Roads Ward 21 constructed by 30 June 2021	Copy of bid documents, letter of appointment, Payment certificate, site hand over minutes & completion	Technical and Infrastructural Services	N/A	N/A	21

cate water crossin g.

2021/22/52				Construction 2 KMs Of Kwamnangeni Gravel Road in Ward 31 by 30 June 2022	KMs	2KMs Kwamnangeni Gravel Road that will be constructed in Ward 31 by 30 June 2022, Entailing access gravel road with two layers and low water	2KMs of Kwamnangeni Gravel Road in Ward 31 to be constructed by 30 June 2022	R 4 000 000.00	Commencement with SCM processes to appoint a Contractor for construction of 2KMs Kwamnangeni Gravel Road in Ward 31 by 30 September 2021	Procure services of the contractor for construction of 2KMs Kwamnangeni Gravel Road in Ward 31 by 31 December 2021	Contractor appointed and commencement of construction for 2KMs Kwamnangeni Gravel Road in Ward 31 by 31 March 2022	2 KMs of Umngeni Road Ward 31 constructed by 30 June 2021	Copy of bid documents, letter of appointment, Payment certificate, site hand over minutes & completion certificate	Technical and Infrastructural Services	N/A	N/A	31

						crossin g.										
2021/22/53		**Plan and support the acceleration of sustainable human settlements**	**To ensure provision of descent and adequate houses to the deserving beneficiaries**	Construction of Emathendeni Sportfield Phase 2 in Ward 29 by 30 June 2022	Date	1 Sportfield that will be constructed in Emathendeni Phase 2 Ward 29 , Ward 29 by 30 June 2022	Emathendeni Sportfield to be constructed by 30 June 2022	R 1 161 000. 00	Commencement with SCM Processes to appoint a Contractor for construction of Emathendeni Sportfield Phase 2 in Ward 29 by 20 September 2021	Procure services of the contractor for Construction of Emathendeni Sportfield Phase 2 by 31 December 2021	Contractor appointed and Commencement of construction of Emathendeni Sportfield Phase 2 in Ward 29 by 31 March 2022	1 Sportfield Phase 2 constructed in Emathendeni Ward 29 by 30 June 2022	Copy of bid documents, letter of appointment, site handover minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	29

2021/22/54				Landfill Site	Date	Continued studies of the Identification of a New Landfill Site and rehabilitation of Existing Landfill Site	Detailed investigations and fencing of existing Landfill Site by the 30 June 2022	R 4 000 0 000. 00	Continue with the Studies of the Identification of the New Landfill Site and Commencement with SCM processes to appoint a Service provider to supply and install fencing by 30 September 2021.	Continue with the Studies of the Identification of the New Landfill Site and Procure a Service provider to supply and install fencing by 31 December 2021.	Continue with the Studies of the Identification of the New Landfill Site and Commence with supply and installation of fencing 31 March 2022.	Studies for Identification of a new Landfill Site completed and fencing of the Existing Landfill Site completed by the 30 June 2022.	Reports, Requsitions, order and Invoices.	Technical and Infrastructural Services	N/A	N/A	20

2021/22/55				Indoor High Performance Fitness Centre Phase 2 Ward 13 by 30 June 2022	Date	Construction of Civil Works within Indoor High Performance Centre in Ward 13 be contructed by 30 June 2022	Construction of Civil Works within Indoor High Performance Fitness Centre Ward 13 to be constucted by 30 June 2022	R 30 000 000.00	Commencement with SCM Processes to appoint Service Provider for Construction of Civil Works within Indoor High Performance Fitness Centre by 30 September 2021	Procure the services of the Service Provider for Construction of Civil Works within Indoor High Performance Fitness Centre by 31 December 2021	Service Provider appointed and commenced with construction of civil works within Indoor High Performance Fitness Center by 31 March 2022	Construction of Civil Works within Indoor High Performance Fitness Centre completed by 30 June 2022	Copy of bid documents, letter of appointment, site hand over minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	13

2021/22/56				Construction of Ekuvukeni Sportfield Phase 2 in Ward 33	Date	1 Sportfield that will be constructed in Ekuvukeni Phase 2 , Ward 29 by 30 June 2022	Ekuvukeni Sportfield to be contructed by 30 June 2022	R 2 000 000. 00	Commencement with SCM Processes to appoint a Contractor for construction of Ekuvukeni Sportfield Phase 2 in Ward 33 by 20 September 2021	Procure services of the contractor for Construction of Ekuvukeni Sportfield Phase 2 by 31 December 2021	Contractor appointed and Commencement of construction of Ekuvukeni Sportfield Phase 2 in Ward 33 by 31 March 2022	1 Sportfield constructed in Ekuvukeni Ward 33 by 30 June 2022	Copy of bid documents, letter of appointment, site hand over minutes & Practical completion certificate	Technical and Infrastructural Services	N/A	N/A	33

2021/22/57	**To ensure that the required processes for**	**Procuring Municipal Furniture and Equipment**	Procurement of Furniture and Equipment by 30 June 2022 (based on procurement requests from departments)	Date	This refers to procur ement of Furnitu re and equip ment	Procurement of Furniture and Equipment by 30 June 2022 (based on procurement requests from departments)	R 2 050 000 0.00	Compilation of the tender document by 30 September 2021	Advertising of the bid and sitting of specification meetings Bid Evaluation Committee meeting and Bid Adjudication Committee meeting 31 December 2021	Appeals and awarding of the tender by 31 March 2022	Furniture and Equipment procured by 30 June 2022	Letter of appointment, Bid documents & invoices	Budget and Treasury	N/A	N/A	N/A

2021/22/58		**urements are monitored**	**Procuring Municipal Fleet for implementation of procurement plan**	Plant and Machinery	Date	2 X 4 ton refuse truck @ R597 417.56 (incl. vat) each tractor - loader - backhoe (TLB) R1 213 250.00 (incl. vat)		R 2 841 546.00	Purchase of 2 x ton refuse truck and tractor - loader - backhoe				Letter of appointment, Bid documents & invoices	Department Public Safety and Emergency Services	N/A	N/A	N/A
		proc															

2021/22/59				Procurement of Plant	Date	Track Dozer (landfill) - R7 900 000.00 ex vat		R 10000 000.00		purchase of track dozer (landfill) - R7 900 000.00 (ex vat)			Letter of appointment, Bid documents & invoices	Department Public Safety and Emergency Services	N/A	N/A	N/A
																	N/A
2021/22/60	**Financial Viability and Financial Management**	**Improve financial viability of municipality**	**To ensure maximisation of revenue generation**	Collection rate of 80% to maximise revenue generation by 30	Percentage	Ensuring a collection rate of 80% to maximize revenue generation by	Collection rate of 80% to maximise revenue generation by 30	N/A	80% collection rate and maximise revenue generated by 30 September 2021	80% collection rate and maximise revenue generated by 31 December 2021	80% collection rate and maximise revenue generated by 31 March 2022	80% collection rate and maximise revenue generated by 30 June 2022	Monthly Reports and Annual Financial Statements	All Head of Departments	N/A	N/A	N/A

				June 2022		30 June 2022	June 2022									
2021/22/61				Percentage of Auditor Queries dealt with as per AG action Plan by 30 June 2022	Percentage	Attend to 100% of all finance queries raised by the auditor general by 30 June 2022	100% percent of Audit Queries to be dealt with as per AG action Plan by 30 June 2022	N/A	100% Audit quiries dealt with as per AG plan by 30 September 2021	100% Audit quiries dealt with as per AG plan by 31 December 2021	100% Audit quiries dealt with as per AG plan by 31 March 2022	100% Audit quiries dealt with as per AG plan by 30 June 2022	AG Action Plan, Action list and Reports	All Head of Departments	N/A	N/A	N/A
2021/22/62				The percentage of a municipality's capital budget actually spent on capital projects	Percentage	Ensuring 100% of the municipality's capital budget is spent on capital projects	100% of municipality's capital budget actually spent on capital projects		25% of municipality's capital budget actually spent on capital projects identified for a particular financial	50% of municipality's capital budget actually spent on capital projects identified for a particular financial	75% of municipality's capital budget actually spent on capital projects identified for a particular financial	100% of municipality's capital budget actually spent on capital projects identified for a particular financial	Monthly Reports and Annual Financial Statements	All Head of Departments	N/A	N/A	N/A

							identifi ed for		year in terms of	year in terms of	year in terms of	year in terms of				

		identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2022		identified for a particular financial year in terms of the municipality's Integrated Development Plan by 30 June 2022	a particular financial year in terms of the municipality's integrated development plan by 30 June 2022		the municipality's intergrated development plan by 30 September 2021	the municipality's integrated development plan by 31 December 2021	the municipality's intergrated development plan by 31 March 2022	the municipality's intergrated development plan by 30 June 2022				
2021/22/63		The percentage of a MIG budget actually spent on capital projects identifi	Percentage	Ensuring 100% of a MIG budget actually spent on capital projects	100% of MIG budget actually spent on capital projects identified for		25% of MIG budget actually spent on capital projects identified for a particular financial year in	50% of MIG budget actually spent on capital projects identified for a particular financial year in	75% of MIG budget actually spent on capital projects identified for a particular financial year in	100% of MIG budget actually spent on capital projects identified for a particular financial year in	Section 71 reports	Technical and Infrastructural Services	N/A	N/A	N/A

			ed for a		identified for	a particul		terms of the	terms of the	terms of the	terms of the					
	particular financial year in terms of the municipality's integrated development plan by 30 June 2022		a particular financial year in terms of the municipality's integrated development plan by 30 June 2022	ar financial year in terms of the municipality's integrated development plan by 30 June 2022		municipality's intergrated development plan by 30 September 2021	municipality's integrated development plan by 31 December 2021	municipality's intergrated development plan by 31 March 2022	municipalit y's intergrated development plan by 30 June 2022					

2021/22/64			The percentage of INEP budget actually spent on capital projects identified for a particular	Percentage	Ensuring 100% of INEP budget actually spent on capital projects identified for a particul	100% of INEP budget actually spent on capital projects identified for a particular financi		25% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's	50% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's	75% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's	100% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's	Section 71 reports	Technical and Infrastructural Services	N/A	N/A	N/A

		financial year in terms of the municipality's integrated development plan by 30 June 2022	ar financial year in terms of the municipality's integrated development plan by 30 June 2022	al year in terms of the municipality's integrated development plan by 30 June 2022			intergrated development plan by 30 September 2021	integrated development plan by 31 December 2021	intergrated development plan by 31 March 2022	intergrated development plan by 30 June 2022				
2021/22/65	**Improve financial viability of municipality**	The percentage of a Repairs and Maintenance budget actually spent	Percentage	Ensuring 100% of a Municipal Repairs and Maintenance budget actually spent	100% of munipal repairs and maintenance budget actually spent on capita		25% of munipal repairs and maintenance budget actually spent on capital projects identified for a particular financial year in	50% of municipal repairs and maintenance budget actually spent on capital projects identified for a particular financial year in	75% of munipal repairs and maintenance budget actually spent on capital projects identified for a particular financial year in	100% of munipal repairs and maintenance budget actually spent on capital projects identified for a particular financial year in	Section 71 reports	All Heads of Departments	N/A	N/A	N/A

		on capital projects identified for a		on capital projects identifi	l projects identified for a		terms of the municipalit	terms of the municipalit	terms of the municipalit	terms of the municipalit					

			particul ar financi al year in terms of the munici pality's integra ted develo pment plan by 30 June 2022		ed for a particu l ar financi al year in terms of the munici pality's integra ted develo pment plan by 30 June 2022	particul ar financi al year in terms of the munici pality's integra ted develo pment plan by 30 June 2022		y's intergrated developm ent plan by 30 Septembe r 2021	y's integrated developm ent plan by 31 December 2021	y's intergrated developm ent plan by 31 March 2022	y's intergrated developm ent plan by 30 June 2022					
20 2 1/2 2/6 6			Reduc t ion of Unaut h orised expen diture throug hout 2021/2 022 financi al year	Am ount	Ensuri ng reducti on to R0 in unauth orised expen diture by 30 June 2022	Decre a sing Unaut h orised expen diture to R0 throug hout 2021/2 022	N/ A	Unauthori sed expenditu r e decrease d to R0 by 30 Septemb e r 2021	Unauthori sed expenditu r e decrease d to R0 by 31 Decembe r 2021	Unauthori sed expenditu r e decrease d to R0 by 31 March 2022	2Unautho r ised expenditu r e decrease d to R0 by 30 June 2021	Mont hly Repo rts and Annu al Fina n cial State ment s	Bud get and Tre a sury	N / A	N/ A	N/ A

								financial year												
2021/22/67				Reduction of Irregular expenditure to R0 throughout 2021/2022 financial year	Amount	Ensuring reduction to R0 in irregular expenditure by 30 June 2022	Decreasing Irregular expenditure to R0 throughout 2021/2022 financial year	N/A	Irregular expenditure decreased to R0 by 30 September 2021	Irregular expenditure decreased to R0 by 31 December 2021	Irregular expenditure decreased to R0 by 31 March 2022	Irregular expenditure decreased to R0 by 30 June 2022	Monthly Reports and Annual Financial Statements	Budget and Treasury	N/A	N/A	N/A

2021/22/68				Reduction of Fruitless and Wasteful expenditure throughout 2021/2022 financial year	Amount	Ensuring reduction to R0 in Fruitless and Wasteful Expenditure by 30 June 2022	Decreasing Fruitless and Wasteful expenditure to R0 throughout 2021/2022 financial year	N/A	Fruitless and wasteful expenditure decreased to R0 by 30 September 2021	Fruitless and wasteful expenditure decreased to R0 by 31 December 2021	Fruitless and wasteful expenditure decreased to R0 by 31 March 2022	Fruitless and wasteful expenditure decreased to R0 by 30 June 2022	Monthly Reports and Annual Financial Statements	Budget and Treasury	N/A	N/A	N/A
2021/22/69				Ratio: Total operating revenue	Debt Coverage	Total operating revenue receive	1:3 (Achievement of 1:3 debt covera	N/A	1:3 (Achievement of 1:3 debt coverage ratio by 30	1:3 (Achievement of 1:3 debt coverage ratio by 31	1:3 (Achievement of 1:3 debt coverage ratio by 31	1:3 (Achievement of 1:3 debt coverage	Monthly Reports and Annu	Budget and Treasury	N/A	N/A	N/A

receive d minus operating grants divided by debt service payments (ie. Interests plus redemption) by 30 June 2022	Rati o	d minus operating grants divided d by debt service s payments (i.e. interest plus redemtion)	ge ratio throughout 2021/2022 financial year)	September 2021	December 2021	March 2022	ratio by 30 June 2022	al Financial Statements	

				2021/22/70			Ratio: Available cash plus investments divided by monthly fixed operating expenditure	Cash Coverage Rati o	Available cash plus investments divided by monthly fixed operating expenditure	1:2 (Achievement of 1:2 cash coverage ratio throughout 2021/2 022 financial year)	N/A	1:2 (Achievement of 1:2 cash coverage ratio by 30 September 2021	1:2 (Achievement of 1:2 cash coverage ratio by 31 December 2021	1:2 (Achievement of 1:2 cash coverage ratio by 31 March 2022	1:2 (Achievement of 1:2 cash coverage ratio by 30 June 2022	Monthly Reports and Annual Financial Statements	Budget and Treasury	N/A	N/A	N/A
				by 30 June 2022																

2021/22/71				Ratio: Outstanding debtors service divided by annual revenue actually received for services by 30 June 2022	Outstanding Debtors Services Ratio	Outstanding services debtors divided by annual revenue actually received for services.	1:1 (Achievement of 1:1 outstanding debtors service ratio throughout 2021/2022 financial year)	N/A	1:1 (Achievement of 1:1 outstanding debtors service ratio by 30 September 2021)	1:1 (Achievement of 1:1 outstanding debtors service ratio 31 December 2021)	1:1 (Achievement of 1:1 outstanding debtors service ratio by 31 March 2022)	1:1 (Achievement of 1:1 outstanding debtors service ratio by 30 June 2022)	Monthly Reports and Annual Financial Statements	Budget and Treasury	N/A	N/A	N/A
2021/22/72		**Maintenance of Municipal Assets**	**To ensure that a register for movable**	Compilation and submission of a credible movabl	Date	Ensuring the compilation and submission of 1 credibl	1 credible movable assets register to be compil	N/A	Journals accounting for all movements (additions/ disposals and transfers)	Journals accounting for all movements (additions/ disposals and transfers)	Journals accounting for all movements (additions/ disposals and transfers)	Journals accounting for all movements (additions/ disposals and transfers)	Movable Assets Register, valuation of	Budget and Treasury	N/A	N/A	N/A

			assets is maintained	e assets register to the CFO by 30 June 2022		e movable assets register to the CFO by 30 June 2022	ed and submitted to the CFO by 30 June 2022		for the quarter.	for the quarter.	for the quarter.	as well as asset verification for the quarter.	Investment Property			
2021/22/73			**To ensure that a register for electricity, roads and stormwater is maintained**	Compilation and submission of a credible electricity, roads and storm water register to the CFO by 30 June 2022	Date	Ensuring the compilation and submission of 1 credible electricity, roads and storm water register to the CFO by 30 June 2022	1 credible electricity, roads and stormwater register compiled and submitted to the CFO by 30 June 2022	N/A	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) as well as asset verification for the quarter.	Electricity, Roads and Stormwater register, and landfil site	Technical and Infrastructural Services	N/A	N/A	N/A

2021/22/74		**To ensure that a register for intangible assets is maintained**	Compilation and submission of a credible Intangible asset register to the CFO by 30 June 2022	Date	Compilation and submission of a credible Intangible asset register to the CFO by 30 June 2022	1 credible Intangible asset register to the CFO by 30 June 2022	N/A	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) as well as asset verification for the quarter.	Intangible asset register	Corporate services	N/A	N/A	N/A
2021/22/75		**To ensure that a register for Municipal properties is maintained**	Compilation and submission of a credible municipal property and heritage Assets	Date	Ensuring compilation and submission of 1 credible municipal property registe	1 credible municipal property and heritage Assets register to be compiled and submitt	N/A	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) as well as asset verification for the quarter.	Municipal immovable property register (Investment property, land and	Development Planning and Human Settlements	N/A	N/A	N/A

				registe r to the		r and heritag	ed to the						land held				
				CFO by 30 June 2022		e Assets to the CFO by 30 June 2022	CFO by 30 June 2022						for sale) and Herit age Mova ble asset regist er.				

2021/22/76			**To ensure that a register for street furniture is maintained**	Compilation and submission of a credible street furniture register to the CFO by 30 June 2022	Date	Ensuring compilation and submission of 1 credible street furniture register to the CFO by 30 June 2022	1 credible street furniture register to be compiled and submitted to the CFO by 30 June 2022	N/A	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) for the quarter.	Journals accounting for all movements (additions/ disposals and transfers) as well as asset verification for the quarter.	Street furniture register, fleet register	Community and Social Service	N/A	N/A	N/A
				Percen tage of procur ement than R200 000 to be d and	Per cent that are	Ensuri ng that procur ement than R200 000 proces sed	100% of procur ement than R200 000 proces sed	100% of procur ement than R200 000 proces sed	100% of procur ement than R200 000 proces sed	100% of procur ement than R200 000 proces sed	Mont hly Repo rts to Trea sury	Bud get and Trea s ury	N/ A	N/A	N/A
			To ensure Enhance													
2021/22/76			**effective**													

2/7		**and**	**effect**	d		than		quartel	A									es	
7		**effici**	**ive**	quartel	R200	y		(Fina	**runni**	y	000	during	nce	**ent**					
			ng of	during		are		the										and	
		SCM																	
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		proc																	
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			n	financi		ly		al year										rtmen	
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			Mana	al year		during												tal	
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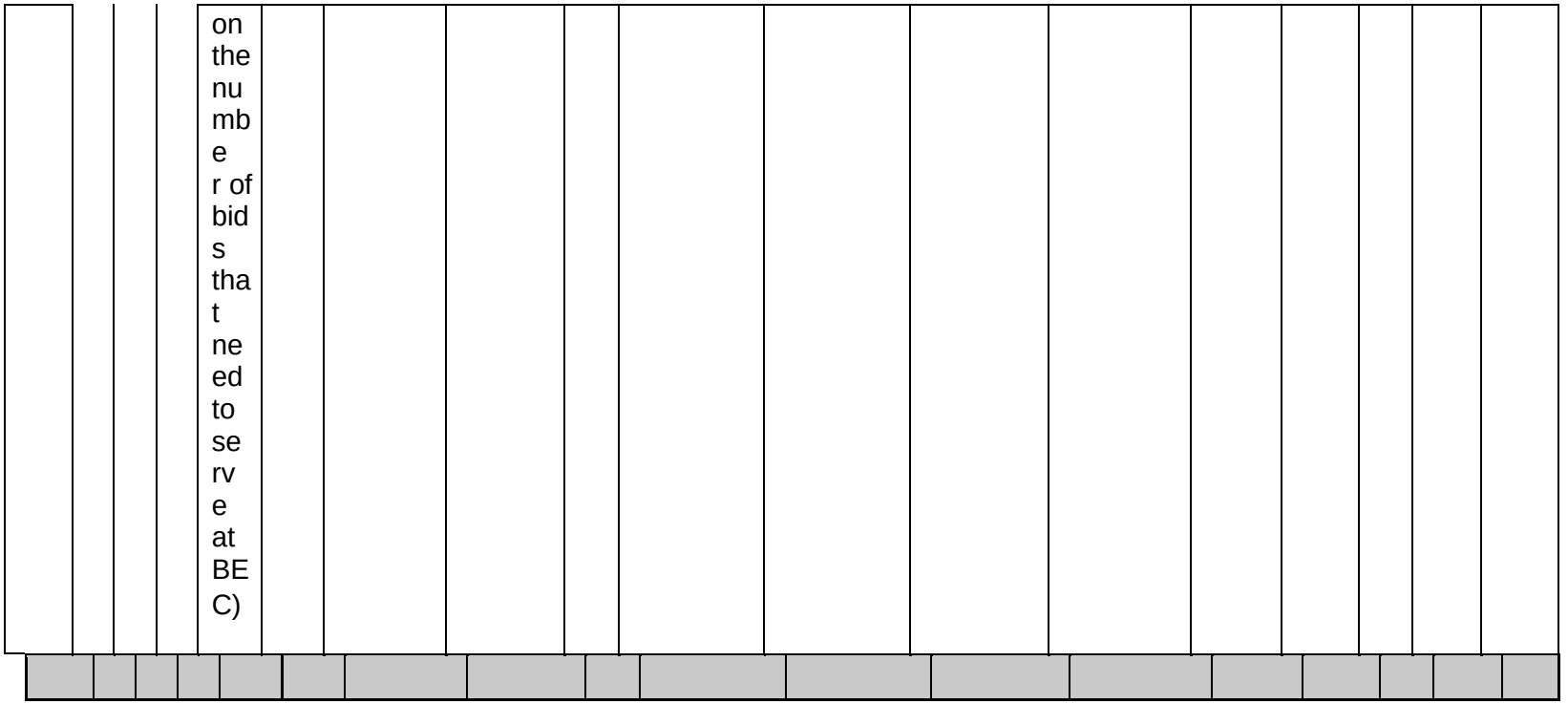
			geme	the	Portf	**es**													
			nt			2021/2												olios)	
						022													
						financi													
						al year													

202 1/2 2/7 8				20 BEC meetin gs conven ed by	Nu mbe r	Bid Evalua tion Commi ttee meetin	20 BEC meetin gs conven ed by	N/ A	5 BEC meetings convened by 30 Septembe r 2021	5 BEC meetings convened by 31 December 2021	25 BEC meetings convened by 31 March 2021	5 BEC meetings convened by 30 June 2022	BEC Minut es and atten danc	Bud get and Trea sury	N/ A	N/A	N/A

30 June 2022 (based on the number of bids that need to	gs that are conven ed during 2021/2 022 financial year	30 June 2022 (based on the number of bids that need to serve at BEC)	e Registers


on the numb e r of bid s tha t ne ed to se rv e at BE C)

7.6 TABLE SHOWING ROLES AND RESPONSIBILITIES IN PERFORMANCE MANAGEMENT ROLES AND RESPONSIBILITIES IN ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS

RESPONSIBLE BODY	ROLES
Municipal Council	Approving the PMS, monitoring and reviewing the IDP in terms of the MSA.
Councillors	• Encouraging the community to involve themselves in the development. , implementation and review of the municipality's performance management system and in the setting of appropriate key performance indicators and performance for target the municipality. • Providing input into the development and implementation of the PMS and annual performance report.
Executive Committee, Executive Mayor and Portfolio Committees	Decide on the PMS process. Nominate persons to 'drive' the PMS process, monitor the development and implementation process.

Municipal Manager	Overall management responsibility to ensure that all the role-players are involved and that process is proceeding as planned.
IDP/PMS Manager	Day to day management of the IDP and PMS; fulfil the role of the "Performance Champion" in the municipality.

IDP/PMS Technical Committee /Task Team	• Development and implementation of PMS. • Summarising and processing the consultative process.
Municipal Officials (Heads of Departments and Senior Officials)	• Providing technical and sector expertise and information relating to performance measures and targets. • Implement and manage the PMS in departments.
Internal Auditor	Auditing performance measures.

7. MEASUREMENT AND

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

- A customer satisfaction survey (involving households and businesses in 238 and an employee satisfaction survey (conducted internally).
- A basic socio -economic survey to measure access to services and other indicators. Co -ordination of measurement and analysis of the surveys should be the responsibility of the Municipal Manager's office.

7.8 POLICY

FRAMEWORK

The Emnambithi /Ladysmith Munic ipality and Indaka Municipality jointly developed the PMS Framework which resulted into a draft policy to be implemented in the Alfred Duma Local Municipality. SDBIP is further furnished with the Performance Management policies which outline the procedures

that are to be followed for maximum compliance and credibility.
The PCMC adopted a Performance Management Framework that will regulate

the performance management system in the municipality. The framework pro vides guidelines on the development a nd implementation of the organisational performance management system.

7. PLANNING FOR PERFORMANCE MANAGEMENT 9 SYSTEMS

In planning for performance management and in the process of reviewing its policy Alfred Duma Municipality has aimed to ensure that the system complies with requirements set out in legislation with specific reference to the MSA 2001 Regulations.

7.10 THE ALFRED DUMA LOCAL MUNICIPALITY, AMONGST OTHERS AIMS TO:

- Show how it is going to operate and manage the system from the **monitoring** up to the stages **of performance reporting evaluation and review**;
- Indicate how the various stakeholders and role-players including the community will be included in the implementation and functioning of the system;
- Clarify how it will implement the system within the framework of the IDP process, including any procedures to be followed;
- Address the matter of how often reporting will take place and to whom; and
- Link the organisational performance management system to the employee performance management system.

The Alfred Duma Local Municipality aims to ensure that there is better alignment between the IDP and the performance management processes and systems. Through the IDP, Alfred Duma Municipality plans for performance management, and through performance management. The Municipality plans to manage, monitor and evaluates the achievement of the IDP.

7.10.1 PRIORITY SETTING

The IDP process, through consultation with the community and other key stakeholders, helps to define:

- What the delivery priorities and objectives are. The objectives clearly identify the developmental priorities of the Municipality. The institution expanded on the roll-out plan in the SDBIP to ensure that it is tangible and measurable;
- What transformational initiatives will be undertaken by the institution;
- Which strategic projects will be implemented to achieve the delivery priorities and objectives;
- What financial resources will be used to realise the priorities;
- How the Municipality will measure the achievement of the objectives through clear indicators. The National Key Performance Indicators are prescribed in Section 43 of the MSA and must therefore be included in Municipality's IDP.

They include:

- The percentage of households with access to weekly refuse removal, and electricity
- The percentage of households with access to free basic services

- The percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of its IDP. The number of jobs created through the municipality's local economic development initiatives including capital projects.
- The percentage of the municipality's budget actually spent on implementing its workplace skills plan.
- Financial viability which looks at debt coverage, outstanding debtors to service revenue.

7.10.2 SETTING TARGETS

The Municipality will continuously aim to ensure that its targets comply with the Performance Management Regulations (Chapter 3, Regulation 12, 2001).

Therefore, the targets set in the IDP have to:

- Be realistic;
- Measure how effective and efficient the Alfred Duma Local Municipality is, as well as what the impact it is making;
- Clearly indicate who will deliver set target;
- Have corresponding resources;
- Include the budget;
- Relate to the priorities and objectives for development as in the IDP; and
- Update targets against achievement, community priorities, available resources and the national strategic as well as global agenda.

7.10.3 PERFORMANCE MONITORING

Monitoring will be an on-going observation and recording of activities taking place in a project or a programme, or of a key performance indicator. It is a process of routinely gathering information on all aspects of the strategic objective, key performance area, programme or project. Monitoring also involves giving feedback about the progress of the project to the donors, implementers and beneficiaries of the project.

Once a municipality has developed outcomes, outputs, targets and performance indicators in the IDP, SDBIP and Individual Performance Plans, it must set up mechanisms and systems to monitor the extent to which objectives, projects and processes are realised.

Chapter 13 of Performance Management Regulations, 2001, reads:

(1) A municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and performance targets set by it

(2) The mechanisms, systems and processes for monitoring in terms of sub regulation must:

(a) provide for reporting to the municipal council at least twice a year.

(a) be designed in a manner that enables the municipality to detect early indications of underperformance, and

(b) provide for corrective measures where under-performance has been identified.

The performance monitoring is an on-going process that runs parallel to the implementation of the agreed IDP. The Alfred Duma Local Municipality will develop a monitoring framework that identifies the responsibilities of the different role-players in monitoring and measuring its performance and allocate specific tasks in respect of the gathering of data and submission of reports.

7.10.4 Conducting Performance Reviews

The Municipality will review its performance management system annually in order to identify the strengths, weaknesses, opportunities and threats of the municipality in meeting the key performance indicators and performance targets set by it, as well as the general key performance indicators prescribed by the Municipal Systems Act 32 OF 2000, Section 43.

Through the review process it is established whether objectives, key performance indicators, targets and projects have been achieved or where changes should be made where the municipality did not achieve on its objectives, key performance indicators, targets and projects and thereby ensures that it delivers on its service delivery and complies with legislation. The review process starts with the review of the IDP where strategies, objectives, outcomes, outputs, targets and performance indicators are reviewed. Flowing from the review of the IDP, the SDBIP and Individual Performance Plans are reviewed to ensure that the IDP is implemented on operational level and is monitored, assessed, reported, evaluated and reviewed on quarterly basis.

The review will take place simultaneously with the IDP review and adjustment budget phases.

7.10.5 Reporting on Performance

Reporting requires that the municipality takes the priorities of the organisation, its performance objectives, indicators, targets, measurements and analysis, and presents this information in a simple and accessible format, relevant and useful to the specific target group, for review. The Service Delivery and Budget Implementation Plan (SDBIP) is the basis for the municipality's reporting.

Generally four reports are submitted per annum to Council.

7.11 Organisational and individual Performance Management System (OPMS)

7.11.1 Organisational Performance Management System

The KZN 238 municipality will operate through four documents to assess the performance of the organisation which are:

- Quarterly IDP ,SDBIP reporting
- Mid-year budget &DPLG report
- Annual Performance report
- Oversight report

7.11.2 Quarterly IDP and SDBIP reporting

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the endof-year service delivery targets set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.

The SDBIP information on revenue is monitored and reported monthly by the municipal manager in terms of Section 71(1)(a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular

month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.

Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP as a detailed plan approved by the mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).

7.11.3 Mid-year budget and DPLG report

Section 72 of the MFMA requires the accounting officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury. As with all other reports this is a crucial report for the Council to consider midyear performance and what adjustments should be made, if necessary.

7.11.4 Annual Performance report

Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following:

- The performance of the municipality and of each external service provided
- during that financial year;
- A comparison of the performances referred to in the above paragraph with
- targets set for and performances in the previous financial year; and • Measures to be taken to improve on the performance

The annual performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments. Every municipality and every municipal entity under the municipality's control is required by Section 121 to prepare an annual report for each financial year, which must include:

- the annual financial statements of the municipality or municipal entity as
- submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements);
- the Auditor-General's audit report on the financial statements; an assessment by the accounting officer of any arrears on municipal taxes and service charges;
- particulars of any corrective action taken or to be taken in response to issues
- raised in the audit reports;
- any explanations that may be necessary to clarify issues in connection with
- the financial statements;
- any information as determined by the municipality, or, in the case of a municipal entity, the entity or its parent municipality;
- any recommendations of the municipality's performance audit/audit committee, or, in the case of a municipal entity, the audit committee of the entity or of its parent
- municipality;
- an assessment by the accounting officer of the municipality's performance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year; an assessment by the accounting officer of the municipality's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality;
- The annual performance report prepared by a municipality; and any other information as may be prescribed.

Section 127 prescribes the submission and tabling of annual reports. In terms of this section:

- The accounting officer of a municipal entity must, within six months after the end of a financial year, submit the entity's annual report for that financial year to the municipal manager of its parent municipality.

- The mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality and of any municipal entity under the municipality's sole or shared control.

- If the mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the annual report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must:

(a) submit to the council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; and

(b) submit to the council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.

7.11.5 Oversight report

The council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the council's comments, which must include a statement whether the council:

(a) has approved the annual report with or without reservations;
(b) has rejected the annual report; or
(c) has referred the annual report back for revision of those components that (d) can be revised.

In terms of Section 132, the following documents must be submitted by the accounting officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:

The annual report (or any components thereof) of each municipality and each municipal entity in the province; and all oversight reports adopted on those annual reports. It is important to note that the oversight committee working with these reports should be chaired by the opposition party.

The oversight report will be the key in reviewing and analysing the annual reports.

7.12 Individual Performance Management System

The best type of performance management system adopts a cascading or "rolling-down" of performance objectives from top to bottom. The Department of Provincial and Local Government (DPLG) Performance Management Guidelines for

Municipalities (2001) (par.5.9) states: “The performance of an organisation is integrally linked to that of staff. If employees do not perform an organisation will fail. It is therefore important to manage both at the same time. The relationship between organisational performance and employee performance starts from the review of the IDP that also correlates with the review of individuals on how well they have performed during the course of the different performance management phases.”

The Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006) sets out the parameters on how the performance of Municipal Managers and their managers directly accountable to them (Section 57 Employees) will be directed, monitored and improved. Firstly, an employment contract has to be concluded between the Council and the S57 Managers on appointment and secondly, a separate Performance Agreement and Plan also has to be concluded annually.

The purpose of the Municipality’s performance management policy is for Top Management to regulate the effective implementation of the performance management requirements for Top Management. The Policy will be applicable to all managers on task grade 11to 18 and above (Section 54/56). The Policy and Procedure for Top Management integrates various legislative.

The Policy and Procedure for Top Management revoked the following policies:

- Performance Management Policy Framework
- Performance Reward Scheme for Fixed-term Contract Employees
- Policy on Management of Poor Work Performance
- Policy on Non-financial Rewards for Permanent Employees • Remuneration Policy

In order to ensure that the Municipality meets and deliver on its Scorecards KPA’s and KPI’s at a high standard, it will appropriate to introduce a performance management system for the individual employees within the municipality that relates to the organizational performance management system.

The employee performance management process within the Municipality will involve four key phases:

The first phase represents the performance agreement between the employee and the employer whilst the next two phases represent the actual performance throughout the year.

7.13 Performance Cycle

7.13.1 Phase 1: Performance Planning (What is expected of the employee this year?)

This is about jointly identifying individual performance expectations and gaining the employee's commitment in achieving these expectations.

This also entails the identification of KPA's and indicators, the establishment of year-end targets and the planning for the phasing in of the year-end target into quarterly targets (cumulatively and quarterly).

7.13.1.1 Setting of KPAs

The identified KPA's must be informed by the KPA's and indicators on the next higher level.

In a service rendering environment, e.g. local government, KPA's, which reflect the addressed needs of the community, should be identified first and are also captured first in the score card.

Some generic KPA's and their concomitant indicators have been established. It is expected of managers to include these KPA's (and their indicators) in the individual score cards. The employee performance management system yields a set of indicators, projects, processes and targets that are directly linked to the IDP, SDBIP and lower SDBIP. These become an undertaking of the employees to the institution that once again becomes the accountability mechanism to the community.

The Organisational Scorecard once completed will be incorporated into the municipal manager's performance agreement and performance plan, as he is responsible for the implementation of the strategic intent of the organisation. The municipal manager takes relevant indicators, projects and processes to departments concerned through the organisational and departmental scorecards. These indicators would then become the indicators and targets of the Section 54/65 managers, to be incorporated in their performance agreements and performance plans. The Section 54/56 manager may cascade the indicators and targets to lower levels in line with the scope of responsibilities at that level.

7.13.1.2 Setting of appropriate key performance indicators (KPI's)

During the performance management process key performance indicators
(KPI's) must be identified for each of the City Key Performance Areas (CKPA's).

They are units of measurement in terms of e.g. a percentage, a number, an index or any other recognisable unit. Indicators are used to indicate whether progress is being made in achieving the KPA's. Indicators should be measurable, simple, precise, relevant, adequate and objective.

The choice of an indicator must be guided by the availability of data for its measurement and the capacity to collect it. These indicators must be translated to the Performance Plans of top management. The performance agreement provides for the method upon which the performance of the employee must be assessed.

The Performance Plan consists of two components and the employee must be assessed against both components. These components are the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's). KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment. The national KPA's which need to be measured and to which the Alfred Duma Local Municipality's objectives and KPA's subsequently need to be aligned. It is however important to note that 80% of the performance covered in the Section 57 contract (performance plan) must relate to the SDBIP of a municipality.

7.13.1.2.1 Setting of measurable performance targets

Performance targets are the planned level of performance or the milestones an organisation sets for itself for each identified indicator – it is the desired level of service delivery for the current financial year or specified period. Baseline measurements, which are the measurement of the chosen indicator at the start of the period, must be set. Baseline information defines the status quo. It is important to know how the organisation is performing at the current moment in order to determine, after a period of time, if any positive progress was made. This step also tests whether the chosen indicator is in fact measurable and whether there are any problems. The targets need to be realistic, measurable and be commensurate with available resources and capacity. The setting of targets entails a two-way communication:

- Politicians need to give clear direction as to the importance of the target and how it will address the public need. Targets should be informed by the development needs of communities and the development priorities of the municipality.
- Line managers need to advise as to what a realistic and achievable commitment for a target is, given the available resources and capacity. Managers will need to advise on seasonal changes and other externalities that should be considered in the process of target setting. There must be clear timelines related to the set targets.

Planning for performance is directly related to resources; therefore, performance targets can only be set once the available resources, especially the approved budgets, have been identified.

Planning for best performance is therefore directly related to the budget, IDP and SDBIP. However, constraints, risks and standards must also be taken into consideration and must be well documented in advance. The targets identified in the IDP and SDBIP must be translated to the Performance Plans of Top Management.

The documented information must be taken into consideration during the reviewing phase of the performance management cycle.

7.13.1.2.1 Weightings and their allocations

The Municipality will adopt a weighting approach to show the relative importance of one input and/or output KPI against another input or output KPI also the different KPA's in relation to that position

Every input and/or output KPI in the performance agreement (Plan) must be assigned a weighting. The total of the weightings on the performance agreement and scorecard must add up to 100 points for respectively the output and input KPI's. The different KPA's also need to add up to a 100 points

An important KPI may, for example, be assigned a weighting of 50 out of the total of 100 whereas a less important KPI may be assigned a weighting of 15 out of 100. The same applies between the different KPA's

The purpose of the weightings is to show employees what the key focus areas are in their work.

7.13.2 Phase 2: Performance Coaching

This is the phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies.

This is done with a view to timeously detect performance relapses and to simultaneously introduce speedy remedial actions. A prescribed record sheet is used to record evidence and remedies.

During this phase, on a quarterly basis, the actual performance must be determined and be judged against the quarterly obligation as well as the cumulative performance as well as other standards that have been set in advance.

During this phase it is also important to document any evidence proving performance.

Although actual measurements are done each quarter, formal coaching only has to be done half yearly provided the documented performance in the first and third quarter is satisfactory.

7.13.3 Phase 3 – Reviewing

This phase involves jointly reviewing actual performance against expectations at the end of the performance cycle to review and document planned vs. actual performance.
The following guidelines are applicable for conducting a performance review:

- Manager/supervisor to prepare ratings of employee's performance against key performance indicators. The rating is done by considering actual cumulative organizational achievement as well, the evidence which was documented during the coaching cycle, as well as any other relevant input136. For an exposition of the five points scale and set criteria see the glossary of terms

- Manager/supervisor to ask employee to prepare for formal appraisal by rating him/herself against the agreed key performance indicator.

- Manager/supervisor and employee to meet to conduct a formal performance rating with a view to conclude a final rating. The employee may request time to consider the rating. A second meeting may then be necessary. In the event of a disagreement, the manager/supervisor has the final say with regard to the final rating that is given.

- After the ratings have been agreed upon the scores are calculated.

- The manager/supervisor should make his/her own notes during the formal review meeting. All the criteria that have been specified must be taken into consideration

- Only those KPI's relevant for the review period in question should be rated according to a five point scale.

- Only after the year-end review, do the manager/supervisor and employee prepare and agree on an individual learning plan.

- The setting of new key performance areas which will link up to the Alfred Duma Local Municipality KPA's and the identification of the concomitant indicators for the next financial year need to be concluded by the end of June of the current year. However the identification of KPA's forthcoming from the learning plans and the setting of targets, weights and dates can only be done after the yearend review has been concluded.

The total score is determined once all the output and input KPI's have been rated and scored.

Should an employee not be achieving the KPA's in his/her performance agreement the manager/supervisor should assist the employee by managing his/her performance more closely.

7.13.4 Phase 4: Rewarding

This phase establishes the link between performance and reward.

It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees.

Permanent employees will initially be awarded non-financial rewards for good performance.
Ultimately financial rewards will be determined through the National Collective Bargaining process at South African Local Government Bargaining Council (SALGBC).

The guiding principles regarding non-financial rewards are discussed in detail in the Collective Agreement on NonFinancial Rewards.

To ensure the above the following policies are under review:

- Performance management policy and procedure
- Policy for the management of poor work performance
- Performance reward scheme
- Non-financial rewards for permanent employees; • Remuneration policy

The Municipality will abide by the above guidelines on the implementation of OPMS. The individual performance evaluations will be conducted according to the task grades of the employees within each department twice yearly. The first performance evaluations are conducted during mid-year accounting for what has transpired in the first half, also acknowledges the probability of achievement of the set out targets on the Performance monitoring tool and the objectives in the IDP. Adjustments to be made accordingly after the evaluation process to ensure that individuals are capacitated to the degree desired to achieve the set out targets for the organization to prosper and serve the community.

7.14 Objectives and Principles of OPMS

7.14.1 Objectives of OPMS

Municipalities require a Performance Management Systems that will be constituted as the primary mechanism to monitor, review and improve the implementation of the municipality's Integrated Development Planning. It should therefore fulfil the following functions:

Facilitate increased accountability; the performance management system should provide mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.

Facilitate learning and improvement; the OPMS should facilitate learning in order to enable the Municipality to improve delivery

Provide early warning signals; the performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources

Facilitate decision-making; it is important that the system ensures decision makers are timeously informed of performance related risks, so that they can facilitate intervention where necessary.

Support municipal oversight, the performance management system should support oversight by the Council and community over the performance of the Executive Committee and Municipal Administration.

7.14.2 Principles of OPMS

The principles below are the guidelines for the Alfred Duma Local Municipality for the performance management system:

- **Simplicity;** so as to enable implementation given any current capacity limitations,
- **administratively managed;** in terms of its day-to-day implementation,
- **implementable;** within any current resource constraints,
- **transparency and accountability;** both in terms of developing and implementing the system,
- **efficient and sustainable** in terms of the on-going implementation and use of the system,

- **public participation** in terms of affording citizens the constitutional right to participate in the process of
- **objectivity** based on credible information and lastly,
- **Reliability** of the information provided on the progress in achieving the objectives as set out in the IDP.

Effective management of the organization and individual performance is a crucial and a central requirement to ensure that the organisational strategy and IDP goals are attained. This requires accurate SDBIP data regarding performance levels on all National Key Performance indicators within each department; individual evaluations need objectivity, and therefore the need for a standardised and formal performance management system. With the implementation of the OPMS a concrete foundation is established and with each new approach an attempt to make it better, more effective and more acceptable and a mirror reflection to the community it's meant to serve.

7.15 Challenges

7.15.1 Policy Framework

The Municipality acknowledges that there is a link between organisational performance management and individual performance management.

The following is still being improved in planning processes:

- To determine and review the strategic initiatives and targets during the Lekgotla process
- The integration of developmental targets with core business and departmental budget
- Understanding and managing the setting of priorities for the various financial years in the MTEF and their KPI's in the context of the 5-year term of the IDP, i.e. managing the context of inputs and the underlying assumptions of the inputs will achieve through processes on the output level.
- Aligning input and output departmental indicators to outcome indicators in the IDP
- Integrated alignment between IDP, SDBIP, LSDBIP, budget and individual performance management system

- To verify and validate numerous departmental indicators and to classify in terms of different type and category
- To start to develop business intelligence out of the data

There is a need to report achievement against a "fixed" target as opposed to the Municipality's administrative reality of moving targets – this is best explained against an indicator such as % of households with access to basic or higher levels of service (NKPI). The households in a city are not static and are continually increasing – therefore within a restricted resource allocation towards service delivery, it might look as if eradication of
Service delivery backlogs are slow – however the backlog might be growing as a result of unplanned for growth due to migration etc. When the number of households is annually increased as per growth figures, it creates tension on the reporting side.

Targets are set in line with the established need in departmental business plans, which are to be included in the IDP. When the budget is finalised, however, the resource requests are not granted due to budgetary constraints – the impact of this is that sometimes the targets are not changed in the IDP.

The municipality has a number of challenges in developing a monitoring framework:

- The current system does not allow for the non-financial planning of initiatives – i.e. for developmental initiatives e.g. improving community skills, or focusing on target groups such as the youth or women.
- There are no municipal level databases of all women, or youth or disabled
- The monitoring has to include ability to report on not only the municipality’s priorities but also on National KPI’s or provincial indicators. This becomes challenging when the municipality has a priority to support people receiving an income of R1700 or less as indigents whereas the national regulations make provision for R1100 – and reporting on the people that the municipality is supporting is therefore narrower than required.

7.16 Conclusion

Performance management is a process which stretches right through the organisation, from its vision and mission statement, to its objectives and eventually its staff. It applies to the performance of an organisation as well as to all

persons related to it. Within the South African Municipal environment this also includes the political figures who are responsible for that organisation. As indicated earlier, the *White Paper on Local Government* (1997) states that key mechanisms to ensuring service excellence in municipalities include integrated development planning, performance management and community participation.

As a start there are things that a municipality simply must do. It must:

- Establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with its targets, priorities and objectives contained in its IDP.

- Promote a culture of performance management among its political structures, political office-bearers, councillors and administration.
- Administer its affairs in an economical, effective, efficient and accountable manner (Municipal Systems Act, 2000).

Appropriate Key Performance Indicators must be established to serve as a yardstick for measuring individual and organisational performance. These key performance indicators should include outcomes and the impact of a performance area with regards to a municipality's development priorities and objectives as set out in its IDP.

In light of the above, the Municipality is well underway to following the intent and requirements of legislation and will soon conclude a comprehensive approach on how the system can fulfil obligations to the fullest extent intended by law.

ALFRED DUMA LOCAL MUNICIPALITY