

DANNHAUSER LOCAL MUNICIPALITY

DRAFT IDP REVIEW 2014/15

[An IDP is a strategic document that guides decision - making and public sector investment. It is also a legal requirement for all the municipalities in the Republic of South Africa as stipulated by the Municipal Systems Act (2000).]

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1 EXECUTIVE SUMMARY

1.1 PURPOSE

This document presents the third review of the third generation Integrated Development Plan for Dannhauser Municipality in Amajuba District. It is prepared in accordance with the requirements of Chapter 5, particularly Section 25 of the Local Government Municipal Systems Act (32 of 2000), which states that “a municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality”. The IDP is reviewed annually to take into account progress made with the implementation of projects, comments received and changes priorities. It outlines a development agenda for the municipality for the next five years.

Dannhauser Municipality Integrated Development Plan serves as an instrument to consolidate municipal wide planning process that provides a framework for the future planning of development in a municipality and effect vertical and horizontal co-ordination and integration across the three spheres of government. It guides and informs all planning, budgeting, management and decision-making in a municipality. Given its legal status, this IDP supersedes all other plans that guide development at municipal level. As per the provisions of the Municipal Systems Act, this IDP must have amongst others, the following core elements for it to conform to the credibility framework in terms of compliance:

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

1.2 INTRODUCTION TO DANNHAUSER MUNICIPALITY

Dannhauser is named after an old farming family that lived in the area. Dannhauser is one of three local municipalities within the Amajuba District Municipality and covers an area of

approximately 1516 square kilometres. It is the smallest municipality within the District Municipality. Main towns are Dannhauser, Hattingspruit, Inverness, Kilegethe, Klipbank, Milford, Normandien, Nyanyadu, Rutland, Tendeka, Witteklip.

The town of Dannhauser is located midway between Durban and Johannesburg on the main railway line, about eight kilometres off the national road between the two cities. Some of the largest coal-producing mines in KwaZulu-Natal surround it. Numerous rivers flow through the municipal area, the most important being the Ngagane and uMzinyathi Rivers and there are scenic landscapes in the western portion of the municipality. The population of the municipality is currently at 102 161 people (Census 2011). Population densities are highest in the Traditional Authority Areas in the north-eastern portion of the municipal area and in the town of Dannhauser itself.

Dannhauser functions as a small rural service centre (providing commercial and service facilities and agricultural industries and services), and is not a large employment generator. Residents of the municipal area rely on the larger urban centres of Dundee and Newcastle for employment opportunities and higher order goods and services, and mining sector also provides employment, which is another contributing factor in terms of the economic and to the district growth as well.

1.3 IDP REVIEW PROCESS

Public Participation Plan has been developed; Council approved the Public Participation Plan and Policy during the month of September 2012. During the current review the following was used for consultation with the broader stakeholders, this process involves a broader consultation with community structures, traditional council structures, business community structures, Ward Committees and CDW's. This process allows a fair consultation with every stakeholders and it further strengthened communication between the municipality and the general stakeholders. During the IDP Review Process, the municipality is undertaking 2 processes of the Road shows, first round is held between November and December of each financial year and second round is held between April and May. There has been an improvement in the consultation process and the stakeholders have been fairly engaged, and inputs from the stakeholders have been incorporated in this process. The other means of public participation that the municipality is utilising is the Ward Constituency Meetings, which are held on a quarterly basis, and this process afford a platform for Ward Councillor accompanied Councillors, and Officials to report back at its constituencies. Ward Committees are also add on significant mechanism on the Public Participation and Communication in general, social media systems like Facebook, SMS system, complaint

register system are affective and functional. During Ward Constituency and IDP/Budget Roadshows Sector Departments and Traditional Leadership Councils are participating.

The table below provides Process Plans key dates with activities.

DATES OF IDP REPRESENTATIVE FORUM AND PUBLIC CONSULTATION MEETINGS	
30 August 2013 – IDPRF Meetings	<ul style="list-style-type: none"> • The provision of feedback on the status quo and strategic framework components of the IDP; (Process Plan) • Presentation of the Sector Plans
28 August 2013-Ward Committees & CDW's 12 -15 November 2013 - Meeting all 11 Wards	<ul style="list-style-type: none"> • The provision of feedback on the status quo and strategic framework components of the IDP; • Submission of Capital Projects and Report on; and • First Quarter Report
08 October -13 October 2013-Ward Constituency Meetings	<ul style="list-style-type: none"> • First Quarter Reports to all 11 Wards
29 January -03 February 2014-Ward Constituency Meetings	<ul style="list-style-type: none"> • Second Quarter Reports to all 11 Wards
28 March 2014- IDPRF Meeting	<ul style="list-style-type: none"> • Presentation of the draft IDP and Budget ahead of the public participation process. • Presentation of the PMS quarterly report. • Sector Plans
8April -10 April 2014- IDP/Budget Road shows	<ul style="list-style-type: none"> • to all stakeholders as prescribed by the legislation (Communities, Ward Committees, Business Representatives, and other structures
6 – 11 June 2014 -Ward Constituency Meetings	<ul style="list-style-type: none"> • Third Quarter report to all 11 wards
23 April 2014 – IDPRF MEETING	<ul style="list-style-type: none"> • Feedback on comments received during the 21 day advert period on the Budget and IDP as well as the public participation process and suggested ways of addressing these issues. • Recommendation by the IDP RF for the adoption of the IDP by Council.

1.4 KEY DEVELOPMENT CHALLENGES

The municipality is formerly a mine town and also depending on Agriculture as a key sector, and the closure of mines increase the rates of unemployment and poverty.

- Limited Revenue for funding development activities
- Capacity Challenge, there is high turnover staff particularly finance department.
- Land issue not resolve due to that it minimise opportunity for development and further do not allow the municipality to grow and align it with the surrounding municipalities.
- The other challenge which is delaying the development is the revenue, currently the municipality is highly depending on grants from National and Provincial Government, however there is income which the municipality generates from the Rates, Refuse Collection, Traffic Fines, and Licencing, and other services.

Though the municipality had implemented the MPRA it is has not make any improvement to improve income for ensuring that service delivery. Private Sector contribution to development is a challenge which minimise the constant growth in development and sustainability to the existing infrastructure.

1.5 LONG TERM VISION AND MISSION

VISION:

“By 2021, dannhauser municipality will be financially viable to the extent allowing for provision of all municipal basic services, supported by its transformed staff establishment; a viable economy; attractive living environment, reasonable job opportunities and agricultural development which all creates a better life for all dannhauser citizens.”

MISSION:

“Dannhauser Municipality will utilize limited and available resources to achieve reasonable financial capacity for eradication of basic services backlogs, through creation of an enabling environment, with special emphasis on agriculture, mining and industrial development.”

1.6 DEVELOPMENT STRATEGY

PRIORITY ITEM	STRATEGIES	PERFORMANCE TARGETS
2 - 1 > 4	✓ To render landscaping	✓ Well maintained town

PRIORITY ITEM	STRATEGIES	PERFORMANCE TARGETS
	services within Dannhauser Town	
	<ul style="list-style-type: none"> ✓ To provide the necessary landscaping within community halls 	<ul style="list-style-type: none"> ✓ To undertake an audit of the existing facilities and commence with maintenance
	<ul style="list-style-type: none"> ✓ To main and upkeep the sportsfield in a good condition 	<ul style="list-style-type: none"> ✓ To keep the existing two (2) sports facilities in good condition
	<ul style="list-style-type: none"> ✓ To enforce bylaws pertaining to environmental health in partnership with other organizations 	<ul style="list-style-type: none"> ✓ To undertake consultations on all by-laws
	<ul style="list-style-type: none"> ✓ To render refuse removal services ✓ To undertake advocacy on recycling. ✓ To manage the landfill site. ✓ To create advocacy awareness campaigns with schools and other organizations. 	<ul style="list-style-type: none"> ✓ To render refuse removal within Dannhauser, Hattingspruit and Durncoal.
BASIC SERVICE DELIVERY: ROADS ELECTRICITY	<ul style="list-style-type: none"> ✓ Full MIG utilization; and ✓ Identification of roads to be done by the District Municipality. 	<ul style="list-style-type: none"> ✓ Construction of the 80km of access (rural) roads to all identified 11 wards (from 2011 to 2016)
	<ul style="list-style-type: none"> ✓ Universal Access has been achieved, Municipality to engage with DME and Eskom on infill and extension of electricity services to all households as and when required. ✓ Submission of the balance of households to the said two stakeholders; 	<ul style="list-style-type: none"> ✓ Electrification of infill as and when required.
	<ul style="list-style-type: none"> ✓ Make full and final internal funding allocation and/ or; ✓ Filing an application for funding with DOE; 	<ul style="list-style-type: none"> ✓ Provision of alternative energy to all deep rural households in Dannhauser by 2015

PRIORITY ITEM	STRATEGIES	PERFORMANCE TARGETS
	<ul style="list-style-type: none"> ✓ Engage Amajuba District Municipality in connection with water supply programmes. 	<p>To achieve universal access to water supply in line with the Millennium Development Goals.</p>
	<ul style="list-style-type: none"> ✓ Rehabilitate and construct the key urban roads up to an acceptable standard; and ✓ Lobbying for additional funding with Provincial government or other agencies. 	<ul style="list-style-type: none"> ✓ A minimum of 9 km road per annum (provided that funding becomes available).
PUBLIC AMENITIES AND FACILITIES	<ul style="list-style-type: none"> ✓ Build town halls in ward 2. 	<ul style="list-style-type: none"> ✓ Preparation of a business plan for ward 2 hall. ✓ Identification of ward 2 hall site and execution of planning and development processes.
	<ul style="list-style-type: none"> ✓ Provision of child care facilities in all 11 wards 	<ul style="list-style-type: none"> ✓ Regular engagement with office of the Premier on funding due to the Municipality. ✓ Filling an application for funding with agencies including National Lotteries Board.
	<ul style="list-style-type: none"> ✓ Building of taxi rank with hawkers shelters 	<ul style="list-style-type: none"> ✓ Submission of a business plan to the relevant authority for MIG. ✓ Completion of the taxi rank and hawkers shelters by 2015.
	<ul style="list-style-type: none"> ✓ Provision of recreation facility (park) in ward 2 	<ul style="list-style-type: none"> ✓ Setting internal budget aside for the project ✓ Site identification ✓ Execution of this project as identified by Precinct Plan.
	<ul style="list-style-type: none"> ✓ Facilitate the development of the mall in Dannhauser. 	<ul style="list-style-type: none"> ✓ Execution of this project as identified by Precinct Plan. ✓ Completion of the project before 2016

PRIORITY ITEM	STRATEGIES	PERFORMANCE TARGETS
	Facilitation for the building of primary and high schools in ward 1, 2 and ward 5	<ul style="list-style-type: none"> ✓ Submission of the project to the department of education ✓ Facilitation and co-ordination for the building of schools
	<ul style="list-style-type: none"> ✓ Development of the market facility in ward 2 	<ul style="list-style-type: none"> ✓ Investigate the feasibility of the market facility. ✓ Early identification of land ✓ Internal budget allocation and/or ✓ Application for funding from relevant agencies
	<ul style="list-style-type: none"> ✓ Provision of nursery in ward 2 	<ul style="list-style-type: none"> ✓ Early identification of land ✓ Application for funding from relevant agencies (Department of Agriculture)
	<ul style="list-style-type: none"> ✓ Provision of sport fields in all 11 wards 	<ul style="list-style-type: none"> ✓ Investigate the best sportsfield model and prepare the design. ✓ Identification of land by Councilors ✓ Acceptance of relevant consents from owners or Ingonyama Trust ✓ Internal budget allocation and/or application for funding from the agencies
	<ul style="list-style-type: none"> ✓ Construction of Durnacol sports complex 	<ul style="list-style-type: none"> ✓ Early appointment of relevant contractors ✓ Speedy construction ✓ Continuous MIG allocation
	<ul style="list-style-type: none"> ✓ Ensuring that monies that are owed to the municipality are collected, (rates, taxes, traffic fines and other services that are collected) 	<ul style="list-style-type: none"> ✓ Municipal financial viability ✓ Adoption of a comprehensive debt collection policy ✓ Implementation of the said policy ✓ Regular reporting to EXCO

PRIORITY ITEM	STRATEGIES	PERFORMANCE TARGETS
	<ul style="list-style-type: none"> ✓ Filling of all vacant positions with qualified personnel ✓ Early requisition of advertisement of the posts by the department 	Ensuring that the finance department is provided with necessary employees for effective running of the department
	<ul style="list-style-type: none"> ✓ Commissioning of a cleansing project ✓ Allocation of cleansing under MSIG 	Ensure that the cleansing of data base is undertaken for updating particulars clients and that all clients are registered and billed in terms of property act requires.
	<ul style="list-style-type: none"> ✓ Public participation and good governance ✓ Timely reporting to Treasury; Provincial and National state departments ✓ Reporting to EXCO and Council ✓ Reporting on compliance levels covering all compliance matters 	Ensure that statutory reports are prepared and submitted to the relevant committees and other authorities as per legislative requirements
	<ul style="list-style-type: none"> ✓ Monthly submission of section 71 and 72 reports to EXCO or Council 	Ensure that the section 71 and 72 reports are prepared and submitted to relevant structures (exco, council, national treasury and provincial treasury) as per legislation requires
	<ul style="list-style-type: none"> ✓ Ensure sitting of audit committee ✓ Monitor shared service issues ✓ Ensure presentation of audit committee matters by its chairperson before council 	Ensure that the audit committees executes its duties in terms of oversight

PRIORITY ITEM	STRATEGIES	PERFORMANCE TARGETS
	<ul style="list-style-type: none"> ✓ Utilization of external service providers for effectiveness and efficiency ✓ Continuous commitment of internal audit committee 	Ensure that the internal audit unit functions accordingly and is appointed
	<ul style="list-style-type: none"> ✓ Early replacement or filling of vacancies ✓ Regular sittings as per the schedule of meetings 	Ensure that ward committees are established and functional
	<ul style="list-style-type: none"> ✓ Budget allocation for sittings ✓ Provision of adequate technical support to the office of the Speaker 	Ensure that the constituency meetings are held quarterly in all wards
	<ul style="list-style-type: none"> ✓ Quarterly report on sitting of portfolio committees ✓ Nomination of resource officials for committees 	Ensure that the portfolio committee meetings are held as per council annual schedule
	<ul style="list-style-type: none"> ✓ Regular monitoring of compliance ✓ Reporting on key items like absenteeism 	Ensure that standing rules of order is reviewed and implemented
	<ul style="list-style-type: none"> ✓ Standing item on ward committees in EXCO agenda ✓ Submission of a detailed report for discussion 	Ensure that the ward committee reports are submitted to EXCO and council for discussion and implementation
	<ul style="list-style-type: none"> ✓ Preparation of monthly financial statements ✓ Submission of monthly statements to EXCO ✓ Finalization of AFS on second week of August 	Ensure that 2011/2012 annual financial statements are prepared and submitted to Auditor General by 31 august 2012

PRIORITY ITEM	STRATEGIES	PERFORMANCE TARGETS
	<ul style="list-style-type: none"> ✓ Preparation of draft performance report at the end of June 	Ensure that the 2011/2012 annual performance report is prepared and submitted together with the annual financial statements by 31 august 2012
	<ul style="list-style-type: none"> ✓ Preparation of relevant schedule ✓ Provision of technical support to the Mayor and Speaker ✓ Allocation of public participation resources 	Ensure that the public participation process are undertaken as legislation requires
	<ul style="list-style-type: none"> ✓ Spatial development and environmental ✓ Recruitment of technical support for LUMS ✓ Enforcement of alignment between SDF and LUMS through bylaws ✓ Finalization of LUMS ✓ Submission LUMS to council for adoption ✓ Public consultation and final adoption 	Ensure that the spatial development framework is prepared and aligned with LUMS
	<ul style="list-style-type: none"> ✓ Introduction of LUMS bylaws to traditional leadership; Ingonyama Trust and other land owners 	Ensure that land use management system is approved by council and consultation with stakeholders
FINANCIAL VIABILITY AND MANAGEMENT	<ul style="list-style-type: none"> ✓ Recruitment of bylaw implementers ✓ Mobilization of all implementation resources 	Ensure that the municipality consult and engaged land owners and traditional leadership on the usage of land
		Ensure that the municipality implement the LUMS as per council resolution
	<ul style="list-style-type: none"> ✓ Preparation of monthly financial statements ✓ Submission of monthly statements to EXCO 	Submission on the 10 th of every month

PRIORITY ITEM	STRATEGIES	PERFORMANCE TARGETS
	<ul style="list-style-type: none"> ✓ Finalization of AFS week of August 	Ensure that 2013/2014 annual financial statements are prepared and submitted to Auditor General by 31 August 2014
	Preparation and submission of quarterly reports to council.	Submission of four reports per annum.
	Preparation of draft performance report at the end of June	Ensure that the 2012/2013 annual performance report is prepared and submitted together with the annual financial statements by 31 August 2013
LOCAL ECONOMIC DEVELOPMENT	Ensure that cooperatives are established and are utilized and functional	<ul style="list-style-type: none"> ✓ Facilitate the training and registration of co-operatives with relevant institutions
	Ensure that the farming initiative is aligned with LED Mandate	<ul style="list-style-type: none"> ✓ Engagements with relevant provincial departments e.g. Dept. of Rural Development and Dept. of Agriculture.
	Ensure that bankable business plans for anchor projects are prepared and prioritized by LED forum	Preparation of five business plans per annum
	Ensure sustainable functioning of LED Forums and other committees to achieve sustainable implementation of LED initiatives.	<ul style="list-style-type: none"> ✓ Conducting LED Forum once in two months. ✓ Sector Committee Meetings to be conducted once a month.
	Ensure that LED interventions lead to creation of sustainable jobs.	<ul style="list-style-type: none"> ✓ Identification of potential projects ✓ Consistence engagements with the funding institutions.

PRIORITY ITEM	STRATEGIES	PERFORMANCE TARGETS
	<p>Ensure that the municipality facilitates the attraction of investors to Dannhauser area and for district economic growth.</p>	<ul style="list-style-type: none"> ✓ Mobilization of investors ✓ Rehabilitation of the industrial area <p>Adoption of investment friendly financial policies and bylaws Preparation of investment Strategy</p>
	<p>To ensure a strong public, private partnership throughout all the sectors in order to address the scarcity of jobs.</p>	<p>Intensify LED involvement from the initial stages of sector developments.</p>
LOCAL ECONOMIC DEVELOPMENT	<p>Commitment of an analysis on best method for public engagement</p>	<p>Ensure that the project for the farm is linked with the LED initiatives and functional</p>
	<p>Continuous assessment of current initiatives against outcomes</p>	<p>Ensure that bankable business plans for anchor projects are prepared and prioritised by Exco and led forum</p>
	<ul style="list-style-type: none"> ✓ Adoption of a schedule of meetings of LED forum ✓ Consideration of LED as key driver of economy ✓ Provision for LED in budget allocations ✓ 	<p>Ensure that led forum and other committees are held for coordination and input on LED matters</p>
	<ul style="list-style-type: none"> ✓ Synergy between LED and job creation with visible benefits and spin-offs 	<p>Ensure that job creation activities are aligned with LED interventions</p>
	<ul style="list-style-type: none"> ✓ Mobilization of investors ✓ Rehabilitation of the industrial area ✓ Adoption of investment friendly financial policies and bylaws 	<p>Ensure that the municipality facilitates the attraction of investors for Dannhauser area and for district economic growth</p>
LOCAL ECONOMIC DEVELOPMENT	<ul style="list-style-type: none"> ✓ Contributions through SLPs and other ways by mining industry ✓ Mobilization of regular social commitments by private sector on priority service delivery issues 	<p>To ensure a strong public, private partnership in order to address</p>

1.7 OUTCOMES AND DELIVERABLES

DELIVERABLE	OBJECTIVE	OUTCOME
URBAN ROADS REHABILITATION		8Km's of roads which will cater for benefits to users, attracting investments, and with a better maintenance
RURAL ROADS		Accessibility of basic services by Construction of 12 Km's of Access Roads to the Wards which will be prioritized by Council
Electrification Program me		Fully electrified of the Municipal Area, and eradication of electricity backlog. Achieving 100% Universal Access to Electricity.
LOCAL ECONOMIC DEVELOPMENT – INFRASTRUCTURE DEVELOPMENT, EXTENSION AND UPGRADE OF INDUSTRIAL AREA		Well serviced and properly zoned and structured of the Industrial, which will cater for investors interests.
LED FORUM		Fully functional LED Forum and participating in the discussion for economic and investments attraction.
POVERTY ALLEVIATION PROGRAM ME		Initiatives that will eradicate poverty and create sustainable environment and opportunities through

		Poverty Alleviation Programmes. Municipal Zibambwe (EPWP) Programme, which enroll 121Participants.
Submission of Compliance Reports as per legislations		Compliance on the Section 72 Reports, Preparation of the Financial Statements as per legislation requires, and regular sitting of council meetings as per legislation requires.
Implementation of the Municipal Finance Management Act and Municipal Systems Act.		Approval of the Budget and IDP by Municipal Council as per legislation requires. Monitoring Finances of the Municipality through cash flows and expenditure reports which are submitted to Council and other authorities
Refuse Removal		Clean environment by collecting refuse in all Dannhauser, with intervention made CWP, Municipal Zibambele

1.8 PERFORMANCE MEASUREMENT

Dannhauser Municipality had developed the Performance Management System which is in line with the Local Government: Municipal Systems Act, the 2001 Performance Regulations and 2006 Performance Regulations.

The current system was approved by Council and annually reviewed as per legislation requires, the systems is implemented and reviewed as follows:

- Quarterly Reviewed of the PMS on a departmental basis, by Municipal Manager assessing departments
- Reviewed of the PMS by the Performance Evaluation Panel, on a quarterly basis, and the Panel constitutes of Audit Committee Member, Mayor, EXCO Member, Ward Committee Member, Mayor and Municipal Manager from any nearest Municipality.
- The System is also linked to SDBIP, Organisational Scorecards and Departmental Scorecards, and the process is subject to public participation and consultation process.
- The System also provides early warnings in terms of poor performance and allows for improvement with intervention and support to that effect.
- In terms of reporting, the report is audited by Internal Auditors, and also reviewed or audited by External Auditors (Auditor General).

2 PLANNING PRINCIPLES & GOVERNMENT POLICIES AND PIMPERATIVES

2.1 PLANNING AND DEVELOPMENT PRINCIPLES

The following principles are derived from various development and planning policies/pieces of legislation and are adapted from the schedule provided by COGTA. They are adopted as overarching concerns and will guide implementation of the IDP in Dannhauser Municipality.

2.1.1 DFA PRINCIPLES

The following principles are derived from the Development and facilitation Act:

- Balance between urban and rural land development in support of each other (DFA Principles)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centers (DFA Principles)
- The direction of new development towards logical infill areas (DFA Principles)
- Compact urban form is desirable (DFA Principles)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, CRDP, National Strategy on Sustainable Development).

2.1.2 NATIONAL SPATIAL DEVELOPMENT PLAN

The following principles are derived from the Development and facilitation Act:

- Development/investment must only happen in locations that are sustainable (*NSDP*)
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (*NSDP*)
- Development / investment should be focused on localities of economic growth and/or economic potential (*NSDP*)

- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (*NSDP*).

2.1.3 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME

The following principles are derived from the Comprehensive Development programme (CRDP):

- Land development procedures must include provisions that accommodate access to secure tenure (CRDP)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilized
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development.

2.1.4 BREAKING NEW GROUND

The following principles are derived from the Breaking New Ground:

- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (“Breaking New Ground”: from Housing to Sustainable Human Settlements)
- Densification:
- Mixed land use developments:
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)

2.1.5 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The following principles are derived from the Provincial Growth and Development Strategy:

- Environmentally responsible behavior must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an

assessment of each area's unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)

- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)

2.2 GOVERNMENT POLICIES AND IMPERATIVES

2.2.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA

Chapter 7 of the Constitution of the Republic of South Africa provides the primary legislative framework for the establishment of local government structures. Section 152 (1) lists the local government objectives as follows:

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

As such, these are the primary objectives of Dannhauser Municipality as a local government structure. As stipulated in Section 152 (2) the municipality will strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1). The powers and functions allocated to the municipality as opposed to the other spheres of government in this regard are stipulated in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution.

2.2.2 NATIONAL DEVELOPMENT PLAN VISION

The national development vision is outlined in various national government policy documents, and been consolidated into a National Development Plan (NDP) under the stewardship of the National Planning Commission (NPC). Principal among these is the New Growth Path which seeks to create five million jobs by 2020, through focusing on areas that have potential for creating employment on a large scale, referred to as 'job drivers', that is:

- infrastructure;
- main economic sectors (agricultural and mining value chains, manufacturing and services);

- new opportunities in the knowledge and green economies;
- social capital and public service; and
- spatial development that foster rural development and regional integration.

The New Growth Path provides the Dannhauser Municipality with a framework to set own targets in terms of poverty alleviation, inequality and employment creation. These targets will be the beginning of a process towards social and economic development and making a meaningful contribution to the improvement of the quality of life for those living and or working in the area.

The NDP (Vision 2030), recognizes progress made by the state to address issues such as poverty, inequality and underdevelopment, and acknowledges that many people still live below or close to poverty datum line. While fixing these problems will take time, the Vision 2030 advocates for a shift from passive citizenry to an approach where government works effectively to develop people's capabilities to lead the lives they desire. It identifies drivers of change (both external and internal), and seeks to put the country on a development path that:

- Create jobs and support livelihoods.
- Expand infrastructure.
- Supports transition to a low carbon economy.
- Transforms urban and rural spaces and building integrated rural economies.
- Improves education and training.
- Builds a capable state.
- Fights corruption and enhances accountability.
- Transforms society and unites the nation.

Without overburdening Dannhauser Municipality IDP, integration of programmes designed to address these issues into the municipal strategic planning and service delivery initiatives is critical. (ADD MORE INFORMATION IN RELATION TO DANNHAUSER AND ADDRESSING NDP KEY ISSUES)

2.2.3 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The PGDS is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation. The PGDS offers a tool through which national government can direct and articulate its strategy

and similarly for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out of concert with local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district and municipalities). The PGDS will enhance service delivery.

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction.

The PGDS on the one hand involves preparing policies, strategies and guidelines and on the other hand it involves preparing mechanisms to align and facilitate the implementation, monitoring and evaluation of key growth and development priorities.

2.2.4 OUTCOME BASED APPROACH

The MEC Letter emphasised that the 3rd IDP generation should be drafted in accordance to the outcome based approach which is to be in line with the Programme of Action (POA) of the 2009-National Administration, an outcomes based approach was adopted by Cabinet. This resulted in twelve outcomes approved by the Cabinet to address the main strategic priorities of the government. Every outcome has a set of measurable outputs and clear targets. These outputs are to be the strategic focus of all spheres of government between 2011 and 2014. Based on the 12 outcomes, the President signed Performance Agreements with each minister, which in return signed with their respective MECs and Mayors.

In view of the above, all spheres of government are expected to develop and produce strategic plans that will reflect the outcomes-based approach, so as to prepare for the realisation and commitment of the outcomes based approach. Provincial Departments of Local Government and Municipalities are guided by Outcome 9 and will be monitored on the performance of the 7 outputs of outcome 9, which are:

- Output 1: Implement a differentiated approach to municipal financing, planning and support;
- Output 2: Improving access to basic services;
- Output 3: Implementation of the Community Work Programme;
- Output 4: Actions supportive of the human settlement outcome;
- Output 5: Deepen democracy through a refined Ward Committee model;

- Output 6: Administrative and financial capability; and
- Output 7: A single window of co-ordination.

2.2.5 LOCAL GOVERNMENT TURNAROUND STRATEGY

An evaluation of a range of issues impacting on the delivery of services at local government level was conducted by the department of Cooperative Government and Traditional Affairs towards the end of 2009. This process uncovered a range of areas where municipalities requires support in order to be able to perform their functions efficiently. The process further noted that an ideal municipality will strive to contribute to building the Developmental State in South Africa and draw from the constitutional and legal framework established. It further noted that an ideal municipality would:

- Provide democratic and accountable government for local communities
- Be responsive to the needs of the local community
- Ensure the provision of services to communities in a sustainable manner
- Promote social and economic development
- Promote a safe and healthy environment
- Encourage the involvement of communities and community organisations in the matters of local government
- Facilitate a culture of public service and accountability amongst its staff
- Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

The outcomes of meeting these objectives as identified by the strategy include:

- The provision of household infrastructure and services
- The creation of liveable, integrated and inclusive cities, towns and rural areas
- Local economic development.
- Community empowerment and distribution.

These outcomes should create a healthy local environment in which vulnerable groups are supported and protected. It should also mitigate the growing social distance between government and communities. This sets the benchmark for the turnaround strategy. Municipalities must aspire to deliver on these outcomes. The rest of the state and society

must ensure that there is an enabling environment and proper support for municipalities to deliver effectively.

2.2.6 MUNICIPAL STRUCTURES ACT

The Municipal Structures Act was developed to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality. The Act:

- introduces criteria for determining the category of municipality to be established in an area;
- defines the types of municipality that may be established within each category;
- provides for an appropriate division of functions and powers between categories of municipality;
- regulates the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and
- provide for matters in connection therewith. Of importance in the context of this legislation is the Co-operation between district and local municipalities.

2.2.7 MUNICIPAL SYSTEMS ACT

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

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

The Act also requires municipality's to review the IDP annually.

2.2.8 MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)

Section 21 of the MFMA stipulates that the mayor of a municipality must coordinate the processes towards the preparation/review of the IDP and preparation of an annual budget so as to ensure that the tabled budget and the integrated development plan mutually consistent and credible. At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for :-

- The preparation, tabling and approval of the annual budget;
- The annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act; and the budget related policies
- The tabling and adoption of any amendments to the integrated development plan and budget related policies; and
- Any consultative processes forming part of the processes referred to above.

2.2.9 INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT (IGR)

The Act was promulgated to establish a framework for the national government, provincial governments and local governments in order to ensure amongst other things.

(i) LEGISLATIVE FRAMEWORK

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

The Dannhauser municipality participates in the ADM’s IGR structures in accordance with the legislation.

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

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

- Coherent government;
- Effective provision of services;

- Monitoring implementation of policy and legislation; and Realization of national priorities.

2.2.10 THE MILLENNIUM DEVELOPMENT GOALS (2015)

Following are the Millennium Development Goals that are to be achieved between 1990 and 2015:

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

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

2.2.11 STATE OF THE NATION ADDRESS

The municipality had focused the key issues raised praised by the President on the previous SONA, where issues of Unemployment, Inequality, Poverty, Infrastructure Development were emphasised. Unemployment the municipality had initiated the programme for Municipal Zibambebe, and also implemented the CWP as per COGTA. The municipality also implement EPWP as per MIG Programmes, and over an above that the municipality has initiated programme for employing local people on Community Services related functions where people are employed for a period of 3 to 6months.

- All Wards are benefiting in the programme.
- Currently the municipality had purchased the farm for job creation purpose.

- The municipality intends to spend more resources on Rural Development and Job Creation respectively.

In terms of infrastructural development the municipality is currently implementing the following programmes, Municipal Infrastructure Grant which provides Rural Roads, Sports Facilities Development and Public Amenities like provision of Community Halls, Small Town Programme which aimed on revitalising and incentives the town as a viable area for economy, 100% Universal Programme in electrification programme, Industrial Area Upgrade and Extension for attraction of investors, Upgrade and Extension of Street Lights in the Main Street of Dannhauser, Land Acquisition for Development purposes.

2.3 THE IDP FRAMEWORK AND PROCESS PLAN

Representative Forum

The representative forum will meet as follows and deal with the following issues:

2.3.1 PROCEDURES/PROCESS FOR PARTICIPATION

The representative forum will meet as follows and deal with the following issues:

DATES OF IDP REPRESENTATIVE FORUM AND PUBLIC CONSULTATION MEETINGS	
30 August 2013 – IDPRF Meetings	<ul style="list-style-type: none"> • The provision of feedback on the status quo and strategic framework components of the IDP; (Process Plan) • Presentation of the Sector Plans
28 August 2013-Ward Committees & CDW's 12 -15 November 2013 - Meeting all 11 Wards	<ul style="list-style-type: none"> • The provision of feedback on the status quo and strategic framework components of the IDP; • Submission of Capital Projects and Report on; and • First Quarter Report
08 October -13 October 2013-Ward Constituency Meetings	<ul style="list-style-type: none"> • First Quarter Reports to all 11 Wards
29 January -03 February 2014-Ward Constituency Meetings	<ul style="list-style-type: none"> • Second Quarter Reports to all 11 Wards
28 March 2014- IDPRF Meeting	<ul style="list-style-type: none"> • Presentation of the draft IDP and Budget ahead of the public participation process. • Presentation of the PMS quarterly report. • Sector Plans
8April -10 April 2014-IDP/Budget Road shows	<ul style="list-style-type: none"> • to all stakeholders as prescribed by the legislation (Communities, Ward Committees, Business Representatives, and other structures
6 – 11 June 2014 -Ward Constituency Meetings	<ul style="list-style-type: none"> • Third Quarter report to all 11 wards
23 April 2014 – IDPRF MEETING	<ul style="list-style-type: none"> • Feedback on comments received during the 21 day advert period on the Budget and IDP as well as the public participation

	<p>process and suggested ways of addressing these issues.</p> <ul style="list-style-type: none"> • Recommendation by the IDP RF for the adoption of the IDP by Council.
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2.3.2 COUNCIL APPROVAL

Once the IDPRF has recommended to Council for the adoption of the IDP and Budget on the 22 May 2014, the IDP will be tabled at EXCO for consideration on the 24 May 2013. Council will then adopt the IDP, PMS and Budget on the 29 May 2014.

ANNEXURE A

Multi – Year IDP; Budget and OPMS Programme

MILESTONES		
JUNE TO JULY 2013	DATE	RESPONSIBILITY
First meeting of the Technical Committee (MANCO)	28 August 13	Municipal Manager; IDP Manager
Preparation of the Draft IDP, Budget and OPMS Process Plans	31 August-13	Municipal Manager; CFO and IDP Manager
AUGUST 2013	DATE	RESPONSIBILITY
Mayor tables timetable for the IDP, Budget and OPMS to Council	10-Sep-13	Municipal Manager; Office of the Mayor
Advertise Draft Process Plan and notification of the IDP Forum	12-Sep-13	Municipal Manager; IDP Manager
Mayor establishes/reconstitute committees and consultation forums for the IDP, Budget and OPMS processes	13-Sep-13	Municipal Manager; Dir. Corporate Services; Manager Communications
First meeting Steering Committee (MANCO and Govt. Depts. Review provincial and national government sector and strategic plans	16 Sep-13	Municipal Manager; IDP Manager
Tabling of the 2014/2015 Process Plan to Ward Committees	17 Sep 13	Municipal Manager, Mayor
Tabling of the 2014/2015 Process Plan to IDP Representative Forum	18 Sep 13	Municipal Manager, Mayor
Closing date for comments in Draft Process Plan	-Aug-13	Municipal Manager; IDP Manager
Second meeting of the Technical Committee	23-Aug-13	Municipal Manager; IDP

MILESTONES		
JUNE TO JULY 2013	DATE	RESPONSIBILITY
		Manager
Ward Committee meetings (in respective wards): prioritisation of projects	25-Sep-13	Municipal Manager; Dir. Corporate Services; Office of the Speaker
First IDP Forum meeting	26-Aug-13	Municipal Manager; IDP Manager; Communications Manager
Analyse gaps between actual and planned performance and assess the impact on the next three year plan	28-Aug-13	Municipal Manager; CFO
On the basis of the financial statements of previous years and performance review, determine the financial position of the municipality and assess its financial capacity and potential impacts on future strategies and budgets	28-Aug-13	Municipal Manager; CFO
SEPTEMBER 2010	DATE	RESPONSIBILITY
Determine future directions and priority areas for the municipality to guide the budget allocations and IDP	03-Sep-13	Municipal Manager and MANCO
Identify factors that impact on future budgets and determine financial parameters	09-Sep-13	Municipal Manager; CFO
Determine funding revenue available for next three years	15-Sep-13	Municipal Manager; CFO
Review funding policies and tariff structures	17-Sep-13	Municipal Manager; CFO
Based on past year's performance compile draft medium – term expenditure framework	30-Sep-13	Municipal Manager; CFO; HODs
OCTOBER 2010	DATE	RESPONSIBILITY
Review of strategies, objectives, priorities desired for the next three years and notification of the IDP Forum	01-Oct-13	Municipal Manager; HODs
Cost estimate capital and operational plans	06-Oct-13	Municipal Manager; Dir.

MILESTONES		
JUNE TO JULY 2013	DATE	RESPONSIBILITY
		Infrastructure and Technical; CFO; IDP Manager
Set Key Performance Indicators and Targets	12-Oct-13	Municipal Manager; HODs; IDP Manager
Second meeting of the Steering Committee (MANCO and Govt. Dept.) Municipality receive inputs from Govt. Depts. and SOEs	13-Oct-13	Municipal Manager; IDP Manager
Third meeting of the Technical Committee (MANCO)	16-Oct-13	Municipal Manager; MANCO
Prepare Draft IDP Review, Budget and OPMS	21-Oct-13	Municipal Manager; CFO; IDP Manager
Present Draft IDP Review, Budget and OPMS reports to EXCO and Council. Council informs strategic objectives, KPIs and Targets as set out in the Draft IDP Review	28-Oct-13	Council; EXCO; Municipal Manager
Second meeting of the IDP Forum	30-Oct-13	Municipal Manager; IDP Manager; Communications Manager
NOVEMBER 2013	DATE	RESPONSIBILITY
Community consultation process on the draft IDP, Budget and OPMS	09-Nov-13	Council; EXCO; Municipal Manager
Closing date for comments on the Draft IDP Review Report	13-Nov-13	Municipal Manager; IDP Manager
Incorporate comments received	02-Dec-13	Municipal Manager; IDP Manager
DECEMBER 2013	DATE	RESPONSIBILITY
Present draft IDP Review, preliminary Budget and OPMS proposals to EXCO for recommendation to Council	06-Nov-13	Municipal Manager; CFO; IDP Manager
Incorporate EXCO proposals to the Draft IDP Review	06-Nov-13	Municipal Manager; IDP Manager
Present the draft IDP Review to Council and	04-Dec-13	Council; Municipal Manager

MILESTONES		
JUNE TO JULY 2013	DATE	RESPONSIBILITY
submission of report to DLGTA for assessment		
JANUARY 2014	DATE	RESPONSIBILITY
Assess midyear budget and performance to inform adjustments	06-Jan-2014	Municipal Manager; CFO
Mayor tables budget adjustments for the current financial year	20-Jan-2014	Mayor; Municipal Manager; CFO
Council approves budget adjustments	20-Jan-2014	Council
Finalise detailed plans and budgets	22-Jan-2014	Municipal Manager; CFO; HODs
Finalise tariffs and policies	29-Jan-2014	Municipal Manager; CFO; HODs
FEBRUARY 2014	DATE	RESPONSIBILITY
Align draft budget and IDP Review report	10-Feb 2014	Municipal Manager; CFO; IDP Manager
Finalise budget for next three years in prescribed formats	19-Feb-2014	Municipal Manager; CFO
Municipal Manager submit draft budget and plans, tariffs and related policies to Mayor	19-Feb-2014	Municipal Manager; CFO
Mayor tables draft multi – year budget to Council	25-Feb-2014	Mayor
Publish tabled draft budget with all related policies, tariffs and by-laws for comments	26-Feb-2014	Municipal Manager; CFO
Submit copies of the tabled budget to Provincial and National Treasury	26-Feb-2014	Municipal Manager; CFO
MARCH 2014	DATE	RESPONSIBILITY
Community consultation on draft budget	02-Mar-2014	Council; EXCO; Municipal Manager; CFO; Communications Manager
Workshop with Ward Committees on draft budget	10-Mar 2014	Office of the Speaker; Municipal Manager; CFO
Closing date for public comments on draft budget	19-Mar-2014	Municipal Manager; CFO

MILESTONES		
JUNE TO JULY 2013	DATE	RESPONSIBILITY
APRIL 2014	DATE	RESPONSIBILITY
Incorporate comments from stakeholders including provincial and national departments.	06-Apr-2014	Municipal Manager; CFO
Consult with sector departments to finalise allocations from government.	13-Apr-2014	Municipal Manager; CFO
Prepare draft SDBIPs linked to IDP, Budget and OPMS.	21-Apr-2014	Municipal Manager; CFO; HODs
Fourth meeting of the Technical/Steering Committee.	22-Apr-2014	Municipal Manager
MAY 2014	DATE	RESPONSIBILITY
Mayor tables revised budget to Council for approval.	27-May 2014	Mayor
Council to consider approval of the revised budget and plans at least 30 days before start of the budget year.	31-May-2014	Council
Publish budget and forward copies of approved budget to Provincial and National Treasury.	After. Budget Approval	Municipal Manager; CFO.
Mayor approves SDBIPs within 28 days after approval of the budget setting tariffs, approving changes to idp, budget related policies, approving measurable performance objectives for revenue by source and by vote before start of the financial year. MFMA s 16,24,26,53	28-July-2014	Mayor
JUNE & JULY 2014	DATE	RESPONSIBILITY
Publish the SDBIPs and Performance Agreements. Copies forwarded to National and Provincial Treasury; MEC for Local Government MFMA S75,87	29-30 June 2014	Mayor; Municipal Manager; HODs

MILESTONES		
JUNE TO JULY 2013	DATE	RESPONSIBILITY
Complete and sign within 14 days after the approval of SDBIPs, the annual performance agreements for section 57 employees MFMA S69,MSA S57	29 July 2014	

2.4 CONSIDERATION OF MEC COMMENTS 2013/2014

The MEC Comments were addressed as per letter to the Municipal Mayor, and in terms of the new format the 2013/2014 IDP Review had focused mostly on areas of development in the rural areas. The following were highlighted from the MEC Letter on the 2012/2013 IDP Review assessments

- Reflection of the IGR Structures in terms of the District Arrangement as per IGR Framework,
- Incorporation of an approved Spatial Development Framework
- Incorporation of the District WSDP
- Updated and highlights of the Sector Plans and Policies

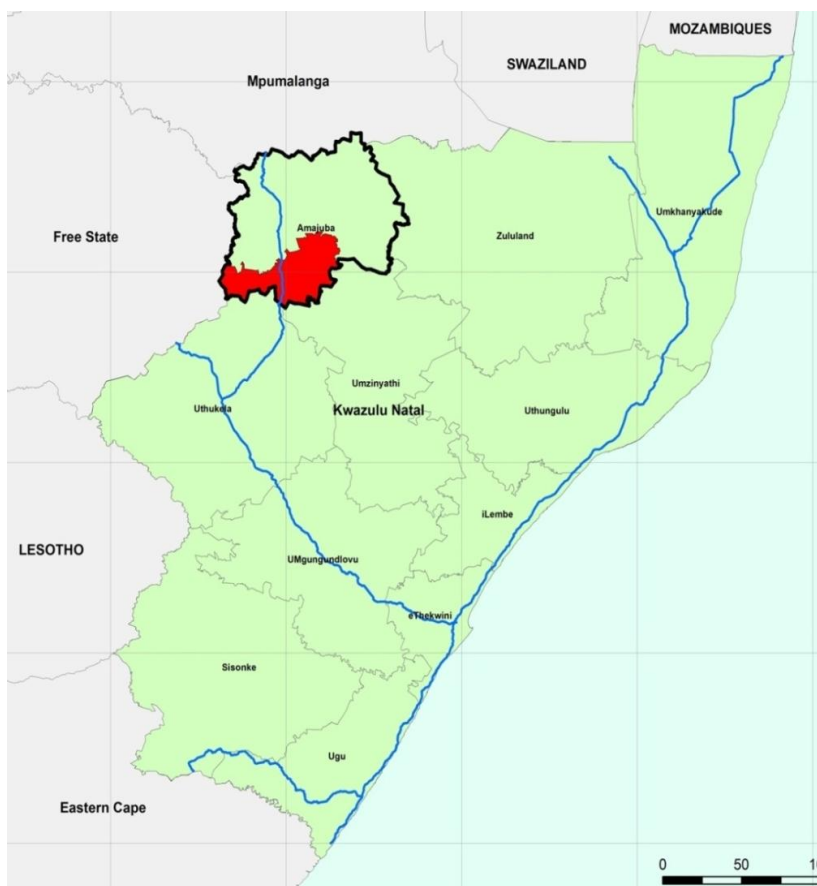
3 CURRENT SITUATION ANALYSIS

3.1 SPATIAL ANALYSIS

3.1.1 REGIONAL CONTEXT

The Amajuba District Municipality (ADM) is located in the north-western corner of KwaZulu-Natal. It is approximately 6 910 km² in size with Emadlangeni occupying the largest area of 3 539 km², Dannhauser some 1516km² and Newcastle some 1 855 km². Dannhauser accounts for only 21% of the district area and 20% of the district population (Global insight data: 2008).

Although the district is peripherally located when viewed at a national and



provincial scale, it is well connected and enjoys a relatively high level of accessibility within its spatial and economic functional region. N11, which is a national trade and movement route linking KwaZulu-Natal with Mpumalanga and Gauteng provinces, runs through the western part of the district while regional connector distributor routes such as P483, R34 and others traverse the district in an east-west direction ensuring functional linkages with the surrounding towns such as Ladysmith, Dundee and Vryheid.

The district is predominantly rural and dominated by extensive commercial farmlands. Newcastle is the main urban centre and economic hub. Towns such as Dannhauser and Utrecht serve as secondary service centres with limited thresholds.

A continuum of settlements ranging from urban and high density areas of Osizweni and Madadeni Townships through informal settlements in Johnston, Blaawbosch and Cavan (JBC) to rural settlements forming part of Ubuhlebomzinyathi occur mainly along the Buffalo River. A significant part of these settlements is located within Dannhauser Municipality.

3.1.2 ADMINISTRATIVE ENTITIES

Dannhauser is divided into ten (10) administrative wards. Wards 1, 7, 8, 9 are the most populated wards with 14271, 16579, 12361 and 12131 people respectively while wards 3 and 5 have the least population figures. The north-eastern portion of the Dannhauser municipal area is largely land under traditional authorities and includes a portion of Ubuhlebomzinyathi Community Authority (that falls within Dannhauser Municipality) covering an area of about 13, 395 km² in extent and Nyanyadu Traditional Council area which accounts for about 1, 1190 km² of the total municipal area.

3.1.3 STRUCTURING ELEMENTS

The main structuring elements within Dannhauser can be divided as follows:

- The role of N11 – which transverses the municipal area on the north-to-south direction in a manner that diagonally split the municipal area into two.
- Influence of Chelmsford Nature Reserves and Rivers on boundary delineation processes.
- Concentration of urban settlements (Dannhauser and Hattingspruit) along R621 in a ribbon development style.
- Impact of past spatial planning practices which created a high concentration of rural settlements on the north eastern side of the municipal area and commercial farmlands agglomeration on the south western part of the municipality.

3.1.4 LAND CAPABILITY

Based on a broad ‘agri-potentials’ or ‘bio-resource’ classification by the Department of Agriculture, all agricultural land within the municipal area has been categorized as having either good or poor agricultural potential. The system provides for 8 land capability ranging from prime arable land (Class I) to land which is unsuitable for any agricultural use (Class VIII). The resulting land resource units can then be related to the appropriate agricultural land uses and levels of intensity as follows in the table below and **Error! Reference source not found.**

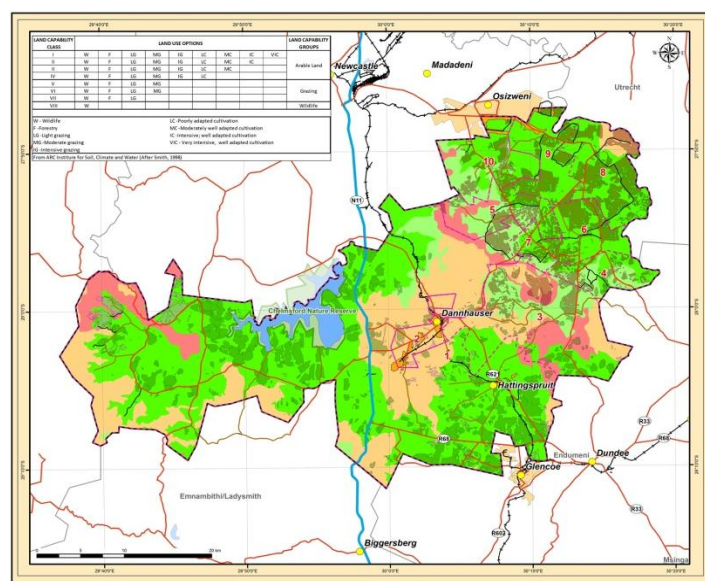


Table: Agricultural Land Capability Classes

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

This classification is important in that, in the future evaluation of any possible development projects, one key consideration must always be the implications of the loss of valuable productive agricultural land. Consequently, any proposed development within an area categorized as having good to high agricultural potential should be subjected to further investigation into the implications of its possible loss. Conversely, in the areas of poor agricultural potential, there is a need to ensure the promotion of sound agricultural practices so as to avoid degradation of the fragile soils in these areas. Programmes for the rehabilitation of eroded areas should also be implemented, possibly under a public works programme.

3.1.5 SETTLEMENT PATTERN

Dannhauser Municipality is predominantly rural in character with urban areas limited to Dannhauser and surrounding areas that formed part of the coal mining activities. Given the historical development of the area, it does not have an easily discernible structure and settlement pattern. However, the following are key features of the settlement pattern:

- Urban settlements located mainly around Dannhauser Town. These include Durnacol, Hattingspruit, etc. The majority of these developed as part of the coal mining activities in the area;

- Relatively dense peri-urban settlements stretching from east of Osizweni township in Newcastle to the northern part of Dannhauser which include Mafahlwane, Emfundweni, Mbabane, Hadebe and Zondo etc. Some of these settlements are located on Ingonyama Trust land while others are on privately owned land. None of these has received any form of spatial planning. The Spatial pattern reflects traditional land tenure rights and uses allocation systems;
- Vast commercial farmlands populated at very low densities by commercial farmers and farm dwellers. The latter includes duly recognized labour tenants;
- Settlements established because of the land reform program are Alcockspruit, Mossdale, Elandsklip and Long lands. The majority of these settlements were designated in terms of the Provision of Land and Assistance Act 126 of 1993 and whose plans have a legal status according to this Act.

The development in most of the area is scattered with an absence of a strong nodal hierarchy. Uneven topography, membership of the community and traditional land allocation practices are the major factors that shape this settlement pattern.

3.1.6 URBAN SETTLEMENTS

3.1.6.1 DANNHAUSER TOWN

Dannhauser town, encompassing the Emafusisini and Durnacol areas is the seat of the local municipality. It is classified as a town in the SDF and has since become a somewhat dilapidated rural town with ailing infrastructure, poorly maintained roads, and lack of aesthetic appeal. The town consists of one main street, and the main shops are the post office, bank, pharmacy and some grocery and hardware stores. The residential component of the town has also been subjected to urban decay and the former glory of its beautiful vintage architectural buildings has since been lost. The municipality is currently in the process to compile the Dannhauser Precinct Plan, Black Balance was appointed to undertake the process, which covers the re designing of the CBD Area, Industrial Area and other key areas in the centre town. The project is funded by Department of Rural Development and Land Reform, and the project has been finalised, is due for submission to Council and other stakeholders. The project aimed on expanding the town for investment purposes and for growth purposes. (Precinct Plan to require from Mboneni and Thando).

3.1.6.2 HATTINGSPRUIT

The settlement of Hattingspruit has been identified as a town, but has been subjected to urban decay, and exists as a small rural town with poorly maintained infrastructure, bad roads and no aesthetic appeal. The area also has a high potential on Tourism, Mining and Industrial Opportunity.

3.1.7 RURAL SETTLEMENT

3.1.7.1 KWAMDAKANE

Nellie (KwaMdakane) has been identified as a service hub as it provides a higher order and more permanent range of services. It is a highly populated rural settlement that is dynamic and vibrant. The main attraction in KwaMdakane is the MPCC, and clinic, which provides a number of government and non-government services, including and not limited to, pension pay points, health care, sporting facilities and social welfare services. KwaMdakane is a typical rural settlement characterised by subsistence farming, an array of livestock farming and economic activity in the form of small- medium scale businesses e.g. tuck shops, brickyards, etc. KwaMdakane is identified as a service hub in the SDF because of the MPCC.

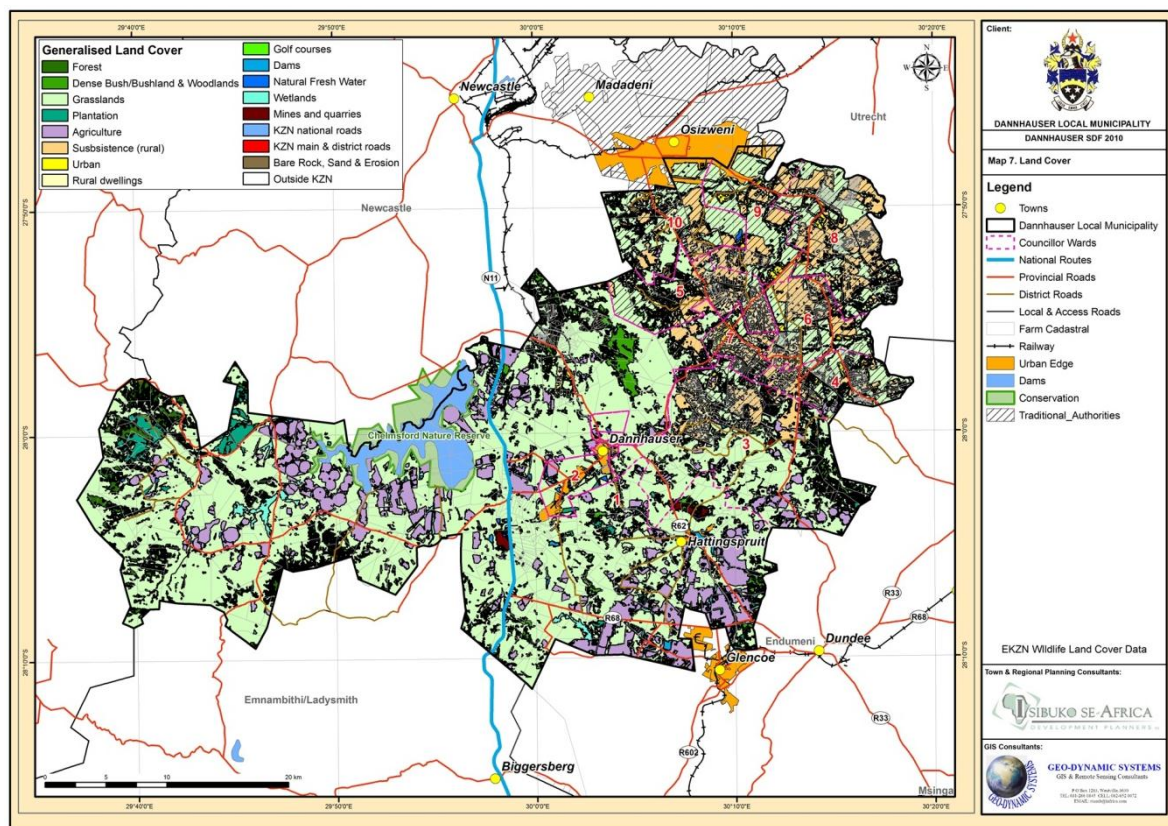
3.1.7.2 NYANYADU AND UBUHLEBOMZINYATHI

The north-eastern portion of the Dannhauser municipal area is largely land under traditional authorities and includes a portion of Ubuhlebomzinyathi Community Authority (that falls within Dannhauser Municipality) covering an area of about 13, 395 km² in extent and Nyanyadu Traditional Council area which accounts for about 1, 1190 km² of the total municipal area. The status of Ubuhlebomzinyathi as a land administration structure, and its responsibility in the allocation of land for different land uses is unclear following the recent transformation of the institution of traditional leadership in the province and the establishment of traditional councils. Due to the increasing settlement pressures, traditional councils are forced to reduce standards, which negatively affect the settlement pattern, as there is an immediate rapid expansion of settlements, which are highly saturated with limited resources. This creates a problem, as the systems in place are not capable of managing urbanising settlements.

Land administration and land-use management by traditional authorities in rural areas, needs to be made more transparent and be guided by administrative principles that are consistently applied. This will ensure that it does not become a constraint on economic, spatial and communal development in peri-urban and rural areas (Mathe K: 2010).

3.1.8 LAND COVER AND BROAD LAND USES

3.1.8.1 LAND COVER



The municipal area is largely covered by Grasslands, Natural Freshwater, Bushlands and Agricultural Activities (crop farming). The grasslands are mainly found within the commercial farms and these serves as the grazing areas for the livestock farming. Subsistence agriculture mainly exists within the traditional council areas.

3.1.8.2 BROAD LAND USES

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

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

Land use pattern within each of these areas vary significantly reflecting their historical development and evolution in time.

Table 1: Land Use and Area coverage in Dannhauser Municipal Area

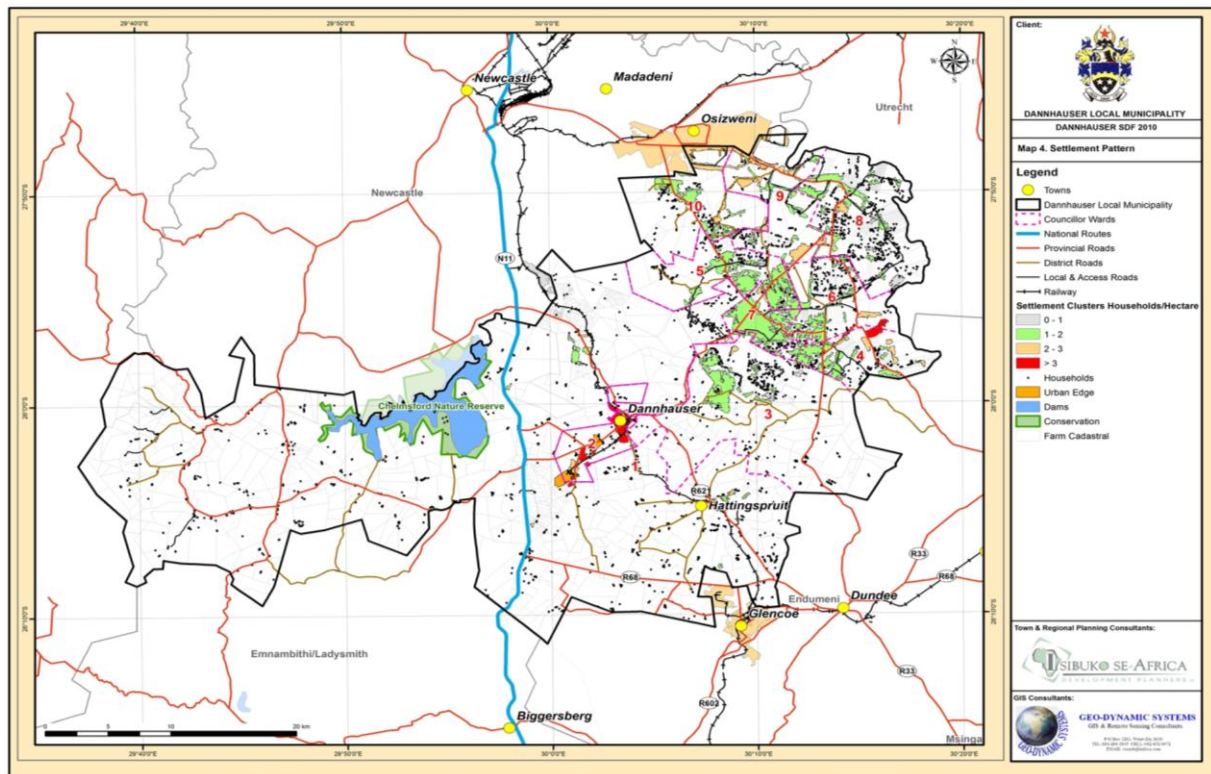
Land Use	Area Coverage (m ²)	% of Total Municipal Area
Commercial	157.980	7.12
Industrial	2392612	10.79
Residential	1820160.5	82.09

3.1.9 SETTLEMENTS

The settlement pattern is dominated by expansive rural settlements and scattered households. Their location in space is influenced by various livelihood strategies such as access to arable [ploughing suitability] land, reliable sources of water and grazing land. Factors such as access to public facilities, public transport routes and bulk services are fast emerging as critical factors in the growth and expansion of these rural settlements. The following are some of the key features of rural settlement in Dannhauser:

- Settlements in the municipal area have neither followed any predetermined spatial structure nor have they benefitted from ‘formal’ spatial planning. They are scattered in space in an unsystematic manner with limited (achieved by means of social facilities and access roads) if any linkages between the settlements;
- Land allocation is undertaken in terms of the traditional land allocation system, which is not based on any verifiable standards. As a result, site sizes even for similar land uses vary significantly;
- Land ownership pattern and the prevalent land rental systems whereby landowners rent land out to the tenants has also had a profound impact on the settlement pattern;
- Land use management is based on collective memory where members of the community collectively agree that a piece of land is earmarked for a particular use or belongs to someone;
- They differ in size and density depending on location in relation to the above-mentioned factors. Relatively high-density settlements are found in the north-eastern portion along the R33;
- Movement criss-crosses in a manner that creates a web providing access to public facilities, which are seldom located in, close proximity to each other.

- The nature of rural settlements poses a major challenge for both policy makers and service delivery agencies. Communities have articulated need for services such as access roads, water and electricity. While the government has made significant progress in this regard, the process has proved to be frustratingly expensive. The spatial structure or lack thereof causes inefficiency and accounts for relatively high service delivery costs.



Secondly, some of the households and/or public facilities are located on land that is not suitable for settlement purposes. These include unfavourable geotechnical conditions, floodplains and wetlands. None of these forms part of the factors taken into account when allocating land. The key challenge is to direct the location of these settlements and manage their expansion. Urban settlements are located mainly around Dannhauser Town. These include Durnacol, Hattingspruit, etc. The majority of these developed as part of the coal mining activities in the area.

3.1.10 LAND OWNERSHIP

3.1.10.1 INGONYAMA TRUST LAND

Ingonyama Trust Land accounts for some 13,395 km² of the Dannhauser municipal area and includes the farms Struisvogel, West Port, Rooi Port, Mourne, Flint, Springbok Laagte, Dorset, Portion 1 of the farm Peach Hill and Portion 1 of the farm Flint, UBuhlebomzinyathi

and Nyanyadu Traditional Council area. The majority of this land is located to the north of Dannhauser Town.

3.1.10.2 MUNICIPAL LAND

According to the Dannhauser Municipal Valuation Roll, Municipal Land accounts for a rather small portion of the land within the municipality. The municipality is listed as a user department in mostly land under state ownership. According to data received from the Surveyor General, municipal land only accounts for 18% of the total land area. This includes the portion two of the Farm Kop.

3.1.10.3 STATELAND

There are numerous parcels of state land located throughout the municipal area. This land is under the ownership of the department of Regional and Land Affairs and accounts for some 5.25897 km². This state land includes parcels of land upon which various facilities have been constructed, for example, government and municipal offices, police stations, schools and utilities such as the sewerage works plant in Alcockspruit, which is still occupied and operational.

3.1.10.4 PRIVATELY OWNED LAND

According to the Dannhauser municipal Valuation roll, the majority of the land is in private ownership. Land parcels, which were previously recorded as municipal land, have been recently registered under private ownership by the deeds registrar. This situation is likely to change further as more land is increasingly registered in the name of groups because of the land reform programme.

3.1.11 LAND REFORM

Despite years of relatively good Integrated Development Planning processes in Amajuba District Municipality, issues of land tenure reform have in the final analysis remained marginal and isolated due to a lack of high-level integration and alignment between land tenure reform and spatial planning within the municipality.

Lack of sustained co-ordination between the Rural Development, Commission for Restitution of Lands Rights and municipalities in the District has manifested itself in delays in the delivery of basic services to communities that were assisted to reclaim their land and to gain access to land such as Ndlamlenze, Amantungwa, and Thekwane etc.

3.1.11.1 LAND RESTITUTION

According to the Dannhauser Municipality's IDP (2010/11) Review Report, nine-land restitution claims were lodged with the Land Claims Commission. The status of the land claims is summarised in the table below:

Table 2: Status of Land Claims

NO.	Claim Name	REFERENCE NO.	Current Status
1	Mr Arthur	KRN6/2/2/E/6/0/0/1	Claim Verification
2	Radebe Godwin Simon	KRN6/2/2/E/6/0/0/19	Claim Verification
3	Sibusiso Majola	KRN6/2/2/E/6/0/0/2	Claim Verification
4	R Hirama	KRN6/2/2/E/6/0/0/3	Claim Verification
5	Khehla Sithole	KRN6/2/2/E/6/0/0/4	Claim Verification
6	Heselton East and West	KRN6/2/2/E/6/0/0/5, 12,23, 14, 15, 16,17,18,7/0/0/31 & 17/0/0/79	Advanced Stage
7	Frederick Zulu	KRN6/2/2/E/6/0/0/7	Claim Verification
8	Norman Hadebe	KRN6/2/2/E/6/0/0/8	Claim Verification
9	Waag Alles	KRN6/2/2/E/6/0/0/9	Advanced Stage

Source: Land Claims Commission (18/04/2007).

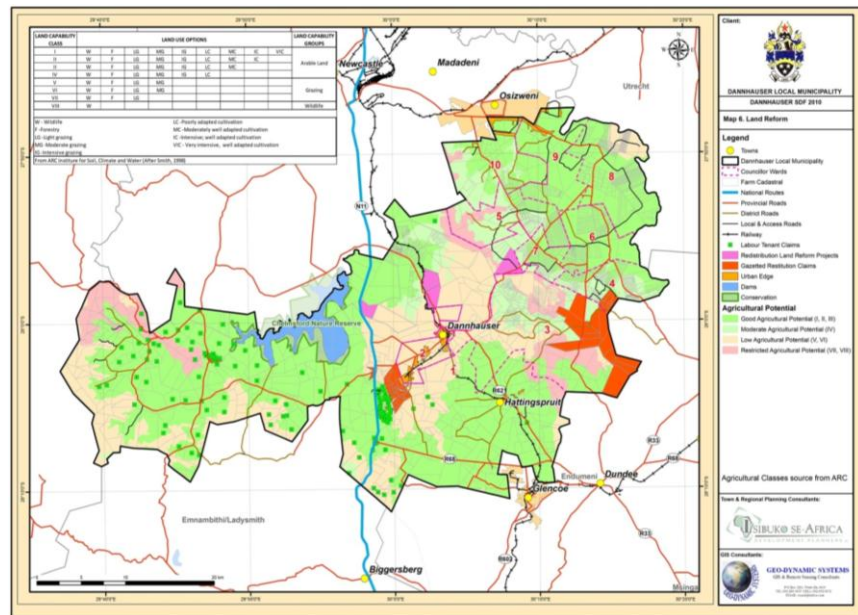
3.1.11.2 LAND TENURE REFORM

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

- Farm dwellers whose land rights are protected in terms of the Extension of Security of tenure Act. These are households that are established within commercial farms but their members are no longer providing labour to the farm. Although these households may not be evicted unless an ESTA process has been followed, their land tenure remains insecure;
- Labour tenants, which refer to people who are or have previously provided labour in return for rights to occupy and use the land. Approximately 300 labour tenant claims were lodged with the Department of Rural Development and Land Reform. The process towards the finalisation of these claims has not been finalised yet. As such, it is not possible to establish its spatial impact except that on-site settlement will result in the establishment of small isolated settlements, which cannot be provided with services and public facilities effectively and efficiently. Identification of land for the resettlement of

labour tenants and other farm dwellers is critical as a means to address this issue comprehensively;

Land tenure upgrading in the Buffalo Flat includes both title adjustment and addressing the needs of people who have settled and used privately owned land with the consent of the landowners as if it is theirs for more than five years. Title Adjustment Commission was



appointed some years back and this process is nearing completion. This will help to unlock the land for the transformation of the existing settlements into sustainable human settlements.

3.1.11.3 SMALL FARMER SETTLEMENT

Information pertaining to the settlement of small-scale farmer in the area could be obtained. There are however, opportunities for the settlement of small-scale farmers using pro-active land acquisition strategy.

3.1.12 ENVIRONMENTAL ANALYSIS

3.1.12.1 BIODIVERSITY (INCLUDING PROTECTED AREAS) ENVIRONMENTAL ASSETS

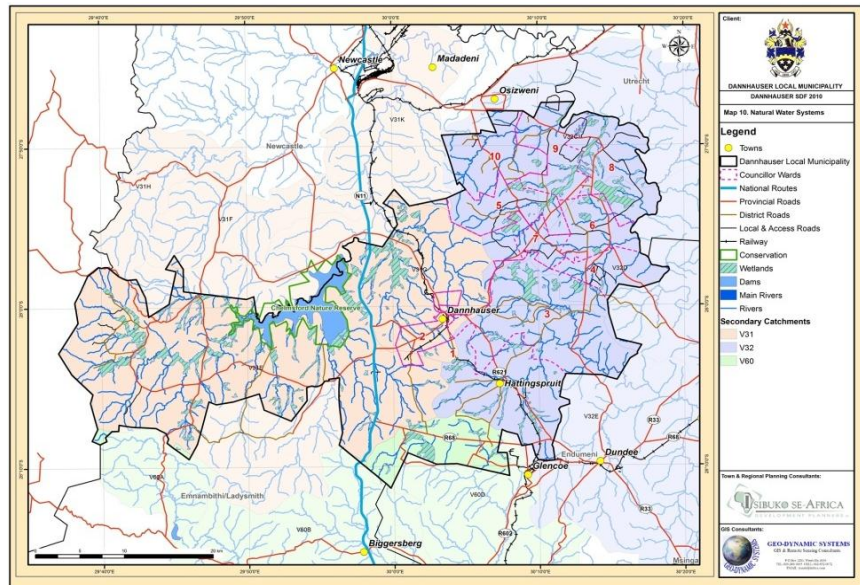
The Dannhauser municipal area is characterised by an array of environmental assets. These include:

- The Chelmsford Nature Reserve- This is the only reserve KZN Wildlife protected area in the municipal area. It is a 6014 ha reserve and is located around the Ntshingwayo Dam;
- Important Escarpments- These are found along the western and southern boundary of the municipality and are characterized by high conservation value. They also form part of the upper catchment of the Ngagane River;

- Important species sites- these include the wetland e.g. Paddavlei (which is a habitat for the endangered White winged Flufftail), threatened plant species and grasslands;
- Important ecosystems- The municipality falls within the Acocks Veld Type 66 (Natal sour sandveld) which is endemic to KwaZulu Natal. The area has a high incidence of Red Data species, forest patches and medicinal plants.

3.1.12.2 HYDROLOGY

A number of drainage lines traverse the area with associated functional wetlands. Some of these main wetlands are located on the north-eastern to the south-eastern segments of the Municipal area. These include the sub catchments of the Mbabane and



Mzinyashana Rivers, which are within the larger Buffelsrivier catchments. The mid northern portions fall within the larger Ngagane catchments, which contains very significant and endangered ecosystems and plant species, which are of high conservation values. It should be also noted that the main hydrological sensitive areas within this catchments are wetlands and areas around the rivers which may be important habitats for rare plants and animal species. Wetlands perform very important hydrological functions such as flood attenuation and the maintenance of water quantity and quality of river systems. These important ecological systems need to be protected and managed as effectively as possible. Wetland areas as well as areas within 100m of the riverbank should be excluded from active development. In order to preserve the significant functionality of these hydrological bodies within the catchments, it is advisable to conserve these areas as passive or at worst active open spaces.

3.1.12.3 AIR QUALITY

The Development Bank of Southern Africa prepared a sustainability report for Dannhauser Municipality in 2010. The issue of air quality was identified as one of the challenges facing

the municipality due to bad smells from the old mines or coal dumps that exist. There are currently no reporting system in place and no equipment for testing of air quality. This is mostly visible in the mornings and at night.

3.1.12.4 CLIMATE CHANGE

The impact of climate change is very problematic for an agricultural area such as Dannhauser. The Department of Agriculture, Environmental Affairs and Rural Development has developed a policy paper on climate change which states that If no action is taken, the instability of the climatic conditions in the Province will:

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

3.1.12.5 STRATEGIC ENVIRONMENTAL ASSESSMENT

Dannhauser Local Municipality is still in the process to make provision for the preparation of a Strategic Environmental Assessment (SEA). The effectiveness of SEA is primarily aimed at improving the relevant strategic actions; and indirectly affecting other strategic actions by educating decision-makers and influencing the way decisions are made.

- SEA is a process - an ongoing and tiered approach, a process of communication and information gathering. The mind frame of the participants is thus vital. It is important that the participants must be willing to change the strategic action in the light of the SEA findings.
- SEA should be well integrated into the existing policies, institutional and organisational frameworks. The key emphasis of a SEA should be in choosing the best way to achieve objectives (or in the case of existing strategic action, changing/improving it) i.e. consider appropriate alternatives and proposing mitigation measures.
- SEA should be started early in the decision making process, before alternatives have been rejected or substantial decisions made.

- It moves from the environmental, the so called ‘green issues’ to sustainable assessment i.e. it also considers social and economic issues (‘brown issues’).
- Public participation is a cornerstone of effective SEA, since it ensures that the SEA process is comprehensive, gives appropriate importance to issues and is transparent. It must be insured that this principle does get included in the real life examples of SEAs.

SEA should be integrated with other activities; this means involving people who were not previously involved in that decision-making. At this stage the following environmental issues are considered critical for a SEA process to interrogate:

3.1.12.5.1 THE NATURAL ENVIRONMENT

The Development potential of an area is a combination of various land characteristics including topography, slope soils, hydrology and so forth. Steep slopes, unstable soils, poor drainage and unfavourable geological formations are factors that make a given area have a low development potential.

3.1.12.5.2 GEOLOGY AND SOILS

Vast land in Dannhauser comprises of Arenite and small portions are covered in Dolerite and Shale. The major soil types covering Dannhauser Local Municipality are Loam Soil, Sandy Clay Loam, Silt Loam and Silty Clay soils (Amajuba District EMP:2010).

3.1.12.5.3 AGRICULTURAL POTENTIAL

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

These areas extend from Hattingspruit to Durnacol and to the northeastern segments around Nyanyadu, Kilegethe, Brakwater, Klipbank and Inverness areas. Only, about 6% of the land is said to be of low agricultural potential. These include areas along the mid western boundary, some parts along the mid portions of the southern boundary and some portions along the steep slopes east of Durnacol and Dannhauser. In addition, about 7% of the area, covering the western outskirts has very restricted agricultural potential. The areas

marked as of high agricultural potential should be reserved for commercial agricultural production and excluded as much as possible from non-agricultural activities or developments. Areas of low or very low agricultural potential are recommended for commercial or other non-agricultural developments.

3.1.12.5.4 CONSERVATION AREAS

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

3.1.12.5.5 VEGETATION

Vegetation type within the boundary of the Dannhauser Municipality varies significantly but dominated mainly by five vegetation types. These include the Income Sandy Grassland located at the northeastern corner of the site, covering the towns of Nyanyadu through Kilgethe to Inverness 2), the Glencoe Moist Grassland, located to the eastern side of the N11 around the towns of Hattingspruit to Gedule, to Durnacol and to the southern portion of Milnerdale. Another significant vegetation type in the area is the Northern KwaZulu-Natal Moist Grassland. This is located along the southern portions of the municipal boundary, near Glencoe to the western portions of the N11 south of the Dam and to the western portions of the area. Other vegetation types include the KwaZulu-Natal Highland Thornville, which covers the mid northern section of the area, north-west of Milnerdale, and the Low Escarpment Moist Grassland, which covers the western outskirts of the site and a small portion along the southern border close to the N11. According to the KZN Wildlife Vegetation Status Database, the Northern KZN Moist Grassland is vulnerable while the Glencoe Moist and Income Sandy Grasslands are endangered and endemic to KZN.

Vegetation that is endangered is one that has undergone immense transformation that its very existence in an indigenous form is threatened. Vegetation classified as endangered is thus of high conservation significance. In view of this, the areas of untransformed vegetation are on the eastern half, covered by the Glencoe Moist and Income Sandy Grasslands. These should be excluded from active development, especially one that involves

the removal of vegetation. In order not to worsen the impact on the vegetation types and to establish linkages between various vegetation types of the broader region; these areas covered by the Glencoe Moist Grassland and Income Sandy Grassland should be included in the passive open spaces in the area. It should be noted however that development of any untransformed or derelict area might be subject to an environmental impact assessment. The key environmental issues may be the removal of vegetation especially the areas covered by the endangered vegetation types as stated above, if the transformation or the size of the development is more than development threshold in hectares (NDG AFRICA:2010).

3.1.12.5.6 TOPOGRAPHY

The general topography of the area varies significantly. The area consists of flatter grounds on the northeastern segment, from areas around Nyanyadu up to the Klipbank and Inverness areas and on the northern mid-sections around the Chelmsford Dam and areas around Alcockspruit to Milnerdale. The mid eastern to southern portions consist of areas of moderate slopes consisting of small hills and undulating terrains. The terrain is more severe, on the western ends of the municipal areas and is characterized by mountains with high altitudes and steep slopes (see Map 1). It should be noted that areas that there are restrictions on development of areas that slope sharply. Slopes of 1:3 for instance are not permitted for residential developments. Due to the steepness of the western ends of the area, steep areas should be excluded from development considerations (NDG AFRICA: 2010).

3.1.12.5.7 CULTURAL/ HERITAGE

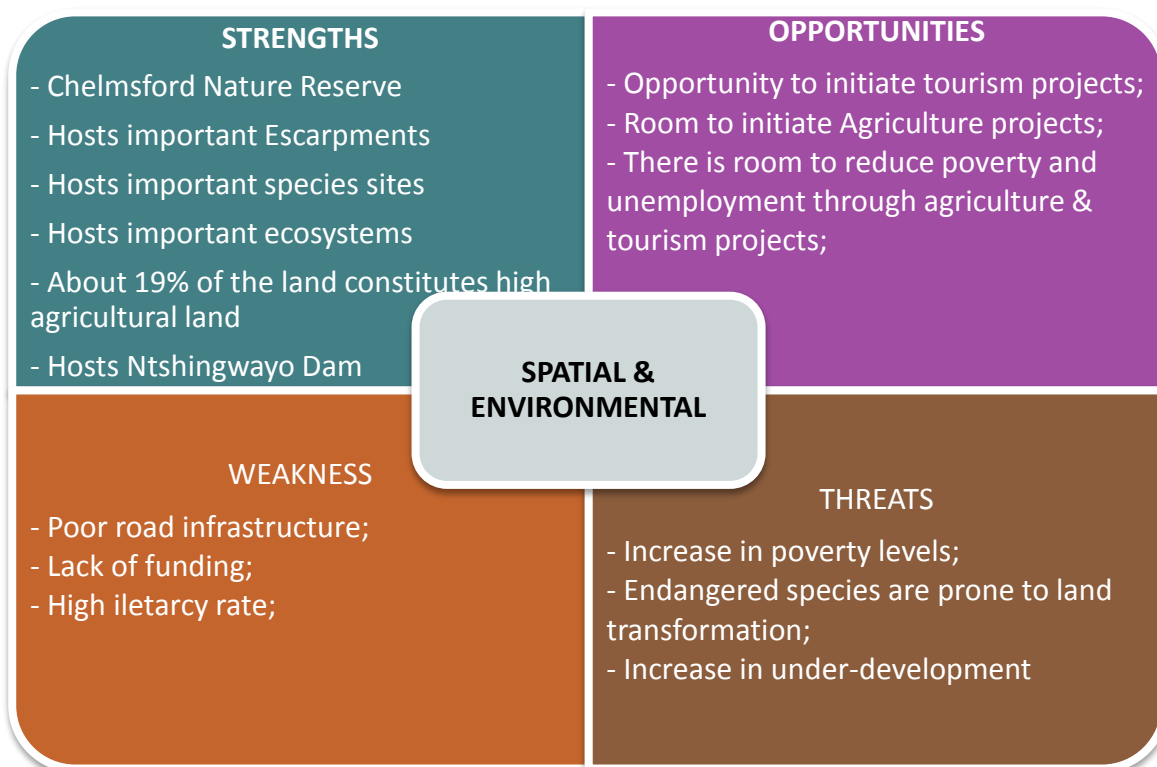
Information available on the area does not reveal any sites or landmarks of provincial or national significance. However, one of the dominant cultural materials that need to be noted is graves. It is known that communities are invariably culturally attached to burial sites due to various cultural beliefs. Potential disturbances of these sites could result in severe social and cultural conflicts. Location of all cultural materials and other materials of heritage significance should be determined prior to or during the planning of developments. Amafa KwaZulu Natal needs to be a key stakeholder in all development planning processes. Furthermore, the Dannhauser municipal area is situated in relatively close proximity to the battlefields route. These routes may also be of heritage significance to the area (NDG AFRICA: 2010).

3.1.12.6 SPATIAL AND ENVIRONMENTAL TRENDS AND ANALYSIS

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

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

3.1.13 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS



3.1.14 DISASTER MANAGEMENT

The municipality has developed a Disaster Management Policy. The purpose of this policy is to give effect to constitutional and legislative obligations of the Dannhauser Local Municipality in this case of the local state of disaster. This policy is part of and not substitutes for the disaster management plan of the local municipality. Specifically, the policy seeks to simplify and clarify the responsibility of the municipality for co-ordination and management of local disaster by:

- Defining the roles and responsibilities of our local government and departments in respect to Disaster Management;
- Setting out the objectives of Disaster Management Continuum (The Continuum comprises the following phases:-response, disaster recovery, development; mitigation; prevention; preparedness and awareness);
- Ensuring the funding for Disaster Management is sufficient, streamlined and efficient; and
- Setting out the objectives of development of adequate capacity to deal with Disaster Management.

3.1.14.1 MUNICIPAL INSTITUTIONAL CAPACITY

3.1.14.1.1 DISASTER MANAGEMENT AS A SHARED FUNCTION

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

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

3.1.14.1.2 ROLE OF DANNHAUSER MUNICIPALITY

The policy highlights the following:

- As a local municipality, Dannhauser hereby takes responsibility for all local disaster incidents, which can be managed within its resources;
- Council shall set aside a disaster budget of not less than R 500 000 annually to augment municipality resources for disaster management;
- The municipality shall within its broader statutory disaster management obligations, focus its disaster management efforts on disaster mitigations;
- The municipality shall, in executing its responsibility, closely liaise with the other government spheres in particular the District Municipality;
- The municipality shall establish a disaster co-ordination committee comprising of all its departments to ensure that all its available resource needed for disaster are properly mobilised and applied;

- Any re-usable material assistance dispatched during and to address a disaster shall be closely monitored and any material remaining unused must be returned to the municipality;
- In order to facilitate proper reporting on disaster by municipal manager, the affected community members shall be required or assisted to specifically declare their need/apply for the relief;
- The Mayor and Municipality Manager shall be the central stakeholders responsible for the implements of this policy.

3.1.14.2 RISK ASSESSMENT

Dannhauser Municipality is still in the process to profile and weight all the risks that affects its municipal area. The potential high risk hazards that have been identified at this stage are flooding, house fires, severe storms and transport accidents. The potentially medium risks at this stage are landslides, environmental pollution, Hazmat, Animal and plant diseases, Epidemic human disease, drought, lightning, thunderstorm and veld fires.

3.1.14.3 RISK REDUCTION AND PREVENTION

3.1.14.3.1 PREVENTION

Good prevention might include the construction of floods levees, relocation of housing and essential services away from flood-ways, use of better building standards of hazardous waste regulations.

3.1.14.3.2 PREPARATION

Through good preparation, the effects of disasters and significant incidents can often be reduced. Good preparation should include information and education of the public about hazards.

3.1.14.4 RESPONSE AND RECOVERY

3.1.14.4.1 RESPONSE

In major emergencies, it is critical that an efficient and effective disaster response can be mobilized. Response is a collective responsibility. In a major emergency or disaster, people need to know, what to do, who will do it and how it will be done.

3.1.14.4.2 RECOVERY

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

3.1.14.5 TRAINING AND AWARENESS (##)

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

- Professional Fire Fighting skills;
- Victim Management Skills;
- Disaster risk assessment;
- Radio Communication;
- Contingency Plan development;
- Safety planning at Live Events;
- Disaster Operation Centre Management Skills and
- Procedures.

3.1.14.6 FUNDING REQUIREMENTS

Council shall set aside a disaster budget of not less than R 500 000 annually to augment municipality resources for disaster management.

3.1.14.7 DISASTER MANAGEMENT SWOT

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> ➤ Most of the resources in terms of human capital are allocated at a district level to handle disaster situations that may take place in Dannhauser. ➤ Dannhauser is not prone to dreadful natural disasters such as tornadoes, earth quakes or hurricanes. 	<ul style="list-style-type: none"> ➤ Credible Disaster Management Plan is not yet in place ➤ Limited human capital allocation at a local municipal level. ➤ The spatial configuration and isolation for some of the areas may threaten the turnaround time to arrive during emergencies.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ The opportunity still exists to develop a local disaster management plan using the district plan as a framework. ➤ The structures used during IDP processes can be utilized to identify and mobilize volunteers. 	<ul style="list-style-type: none"> ➤ Inability to respond to emergencies within prescribed response time would undermine the role of the municipality in terms of meeting its constitutional obligation. ➤ Lack of sufficient budgeting would imply that the plan would not be implemented effectively.

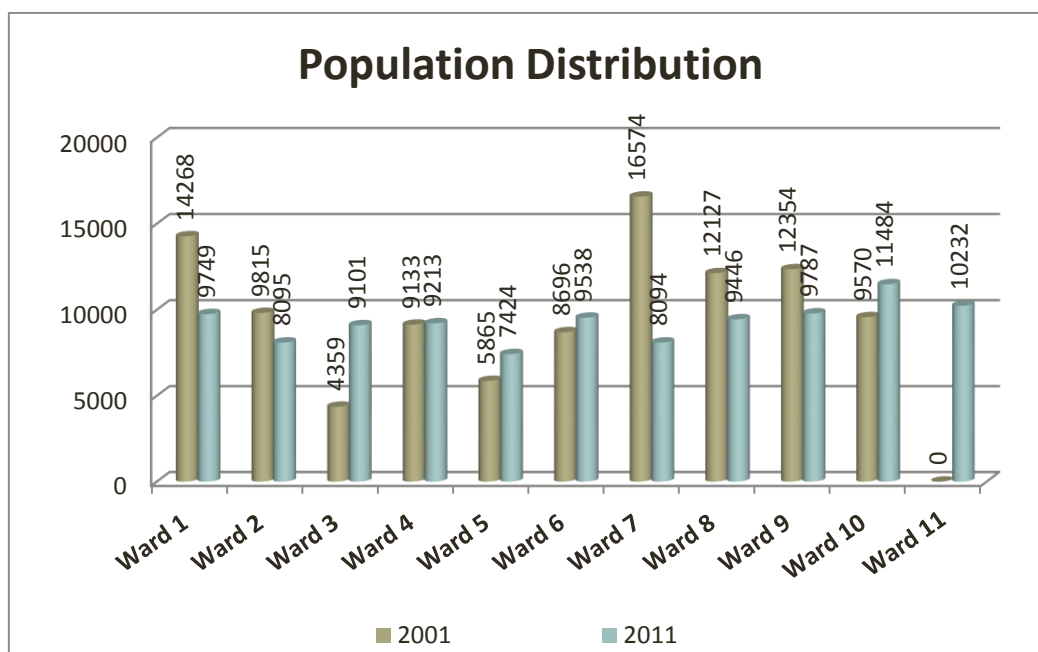
3.2 DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE

3.2.1 DEMOGRAPHIC INDICATORS

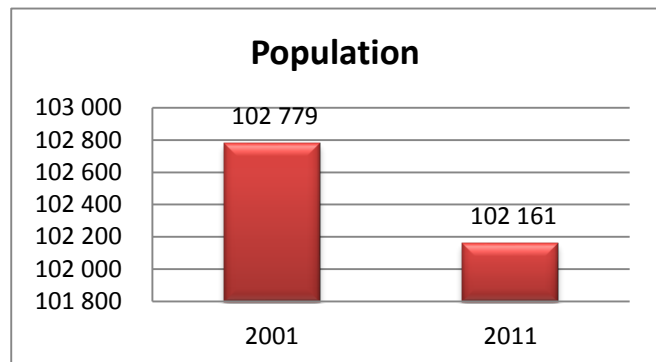
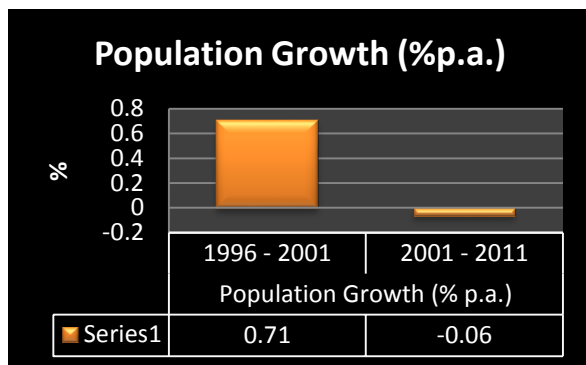
3.2.1.1 POPULATION DISTRIBUTION

The population of the Dannhauser Municipality was recorded at 102,161 people in the year 2011 compared to a total of 102, 779 in 2001. The population is distributed unevenly among the 11 municipal wards with some wards having more people than others.

3.2.1.2 POPULATION GROWTH/DECLINE



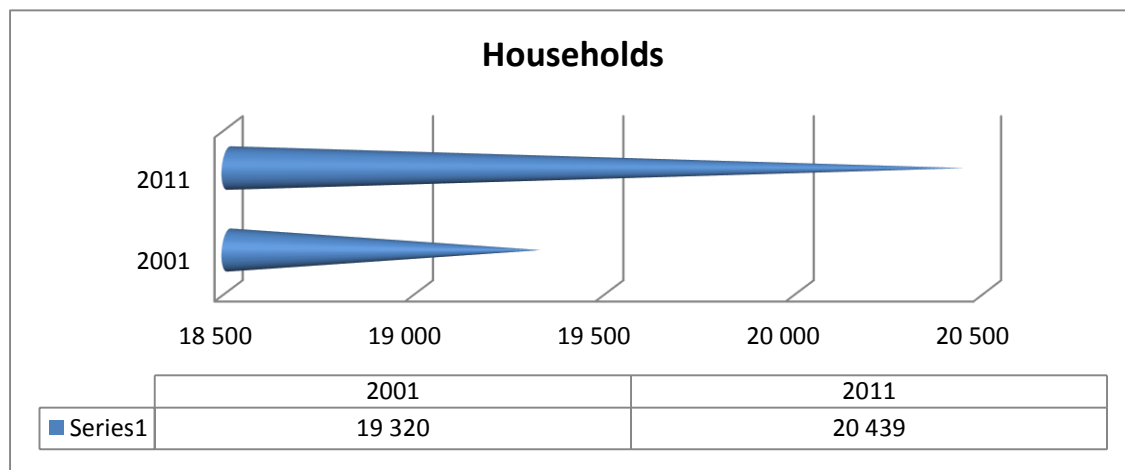
Source: Census 2011



In actual sense the population declined by 0.06% between 2001 and 2011. This could be as a result of amongst others, outward migration where residents and/or indigenous moving to neighbouring areas such as Newcastle and other neighbouring municipalities in search of greener pastures, or ill health or an increase in mortality rate due to poverty and HIV/AIDS epidemic.

If the negative growth persists it is likely to discourage or undermine development in the area. The situation therefore warrants interventional measures that could encourage people to remain or be attracted to stay in Dannhauser. Following figures demonstrate the population growth and decline phenomena.

3.2.1.3 HOUSEHOLDS



Source: Census 2011

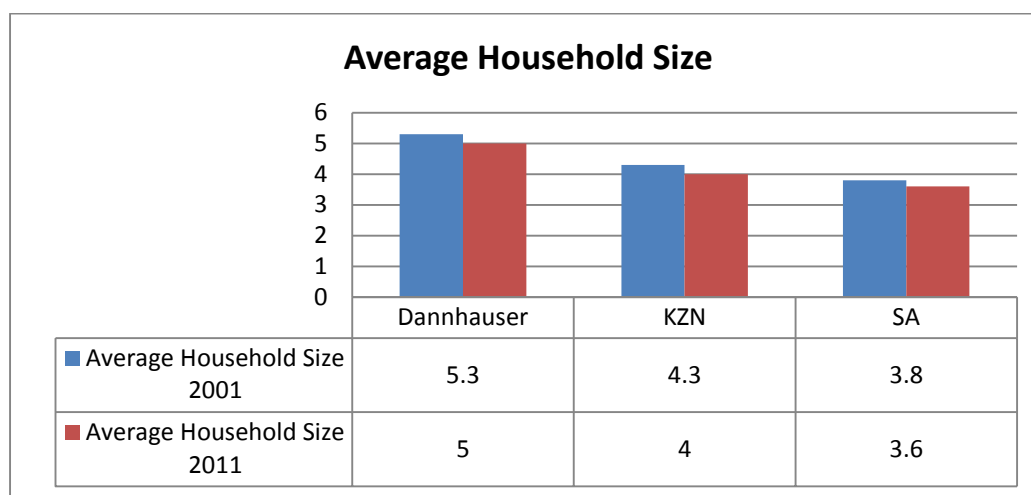
The number of households in the municipal area slightly increased to 20, 439 in 2011 from 19, 320 in 2001. These households are predominantly rural settlements and scattered

households. The scattered households pose a great challenge in providing basic services such as water, roads, electricity, etc. for the municipality.

3.2.1.4 AVERAGE HOUSEHOLD SIZE

The average household size for Dannhauser declined to 5 in 2011 from 5.3 in 2001. The level is however higher than both the provincial and national levels. The average household size for KZN Province and South Africa were 4 and 3.6 respectively.

Figure 1: Average Household Size



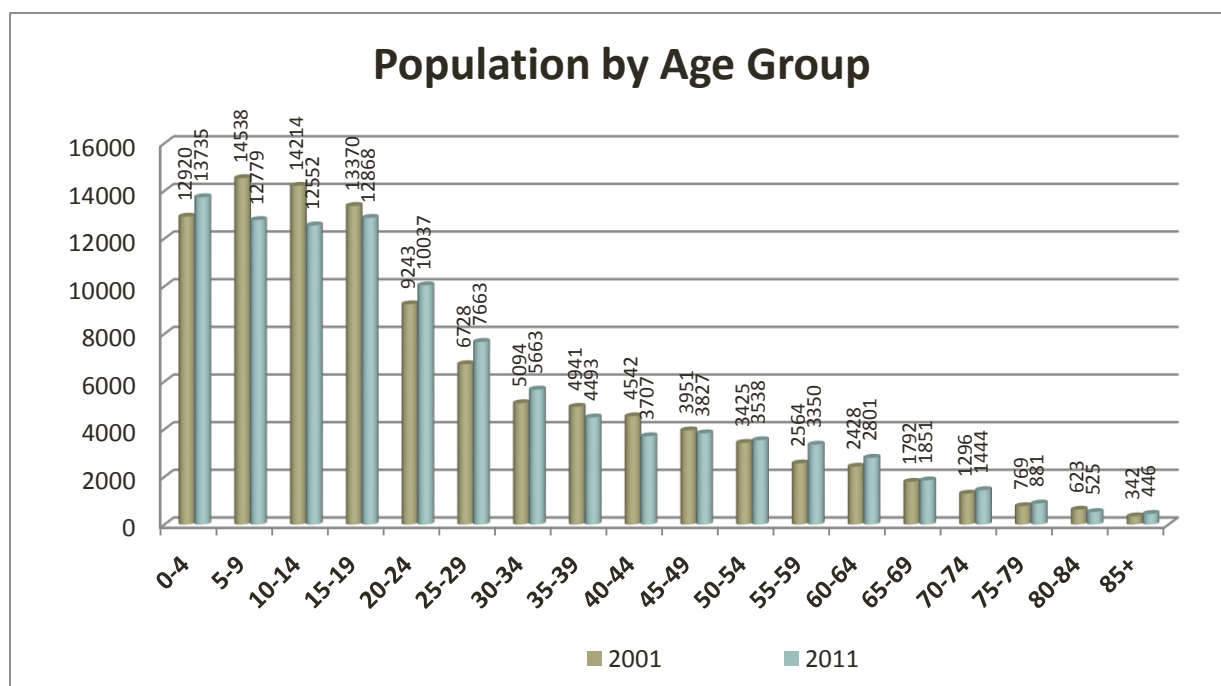
Source: Census 2011

Majority (50.7%) of the households in Dannhauser are female headed. This reflection is reinforced by the prior analysis that showed that there are more females than males in the municipal area, which may also mean that they are the bread-winners. Interventions that will favour females to advance income levels to sustain their families may be handy.

3.2.1.5 AGE STRUCTURE¹

Majority (56.7%) of the population in Dannhauser are between the age of 15 – 64 years, which is slightly lower compared to the KwaZulu Province (63.1%) and South Africa (65.5%) on the same age bracket. This category of people is also considered economically active (employed or unemployed) and is a source of labour pool. Likewise, the age bracket also accommodates the youth age bracket and is socially active. The municipality should consider this age bracket when making strategic decisions. Youth empowerment programs and other programs that are likely to create employment opportunities would be handy in curbing social and economic challenges that come with this age category.

¹ Census 2011

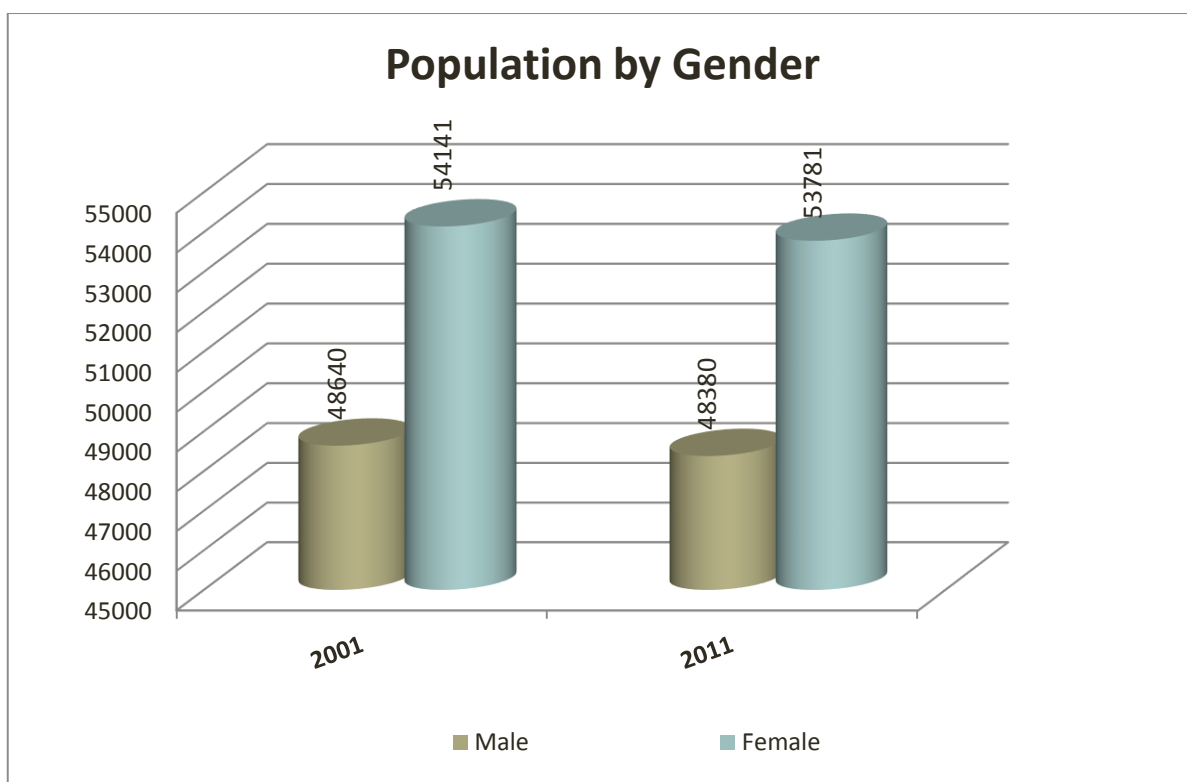


Source: Census 2011

Approximately 38.2% of the population are below the age of 15 years and 5% are over 65 years. The population below the age of 15 is a crucial asset for the municipality and the country at large since it's the generation that the country will rely on in driving the agenda of the nation forward. It is therefore very important to build a strong foundation for this age structure. The municipality should thus consider providing essential services such as playing lots, youth feeding schemes, good schools, healthcare, and any other facilities that are important and can build a healthy and educated generation. Likewise, pension points and any other public facilities if are lacking in the municipal area that the senior citizens can benefit from should also be considered by the municipality in their strategic decisions. The figure following demonstrate the age structure.

3.2.1.6 POPULATION STRUCTURE BY GENDER

The ratio of males to females in Dannhauser has not changed much since 2001. In 2011 there were 90 males in every 100 females. In other words, there are more females than males in Dannhauser. However, this trend is similar across-board as in the same year (i.e. 2011) KZN had 90.5 males in every 100 females whereas; South Africa had 94.8 males in every 100 females. This could also translate to many households being headed by females. Even though, this phenomenon is not manmade, developments in the municipal area should consider developments that will also favour women.

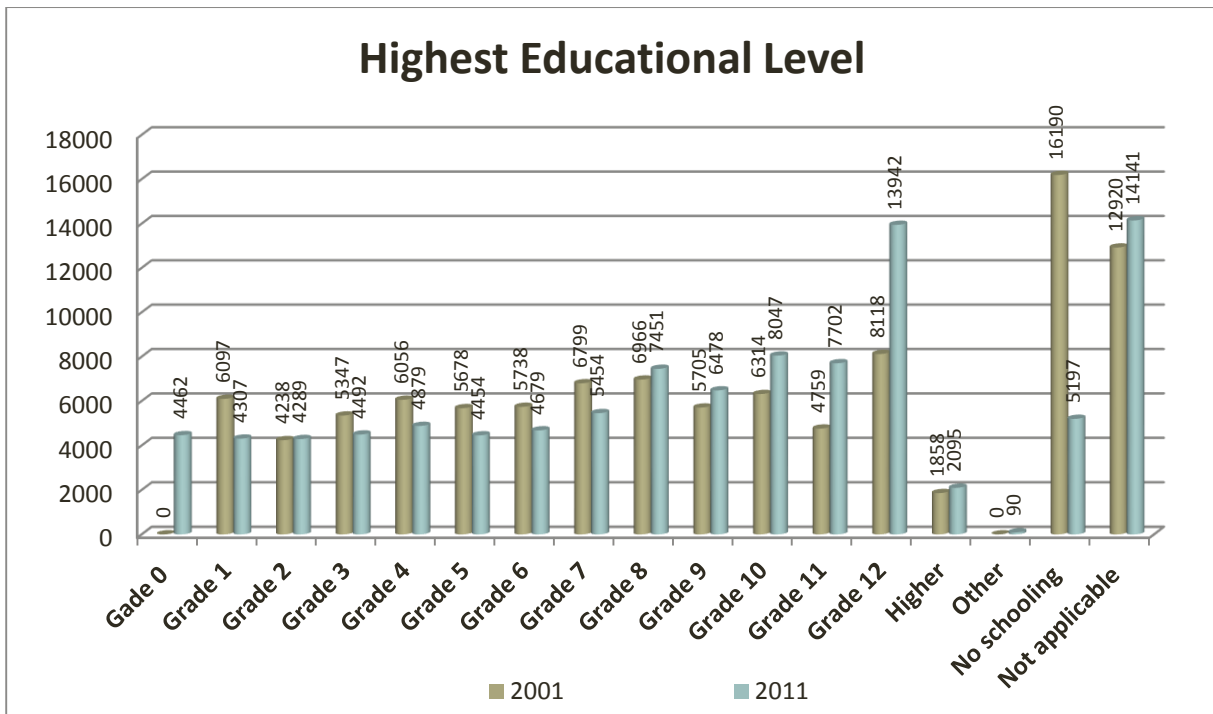


3.2.2 SOCIO-ECONOMIC PROFILE

3.2.2.1 EDUCATION LEVEL²

Education plays an important role in economic development. Education provides skilled labour that is key in producing goods and services in an economy. In 2011, only 1.3% of the population in Dannhauser had a higher level of education and approximately 25.3% had matric. People with no schooling declined to 8.9% in 2011 from 22.8% in 2001 which is possibly because of a higher level of primary school enrolment that was experienced in the municipal area in 2011 as it recorded at 94.5% in the same year. Ironically, primary school enrolment stood at 92.2% in 2011. It appears that many pupils drop out of school before they complete their matric. Likewise, only a handful of those who finish matric pursue further studies.

² Census 2011

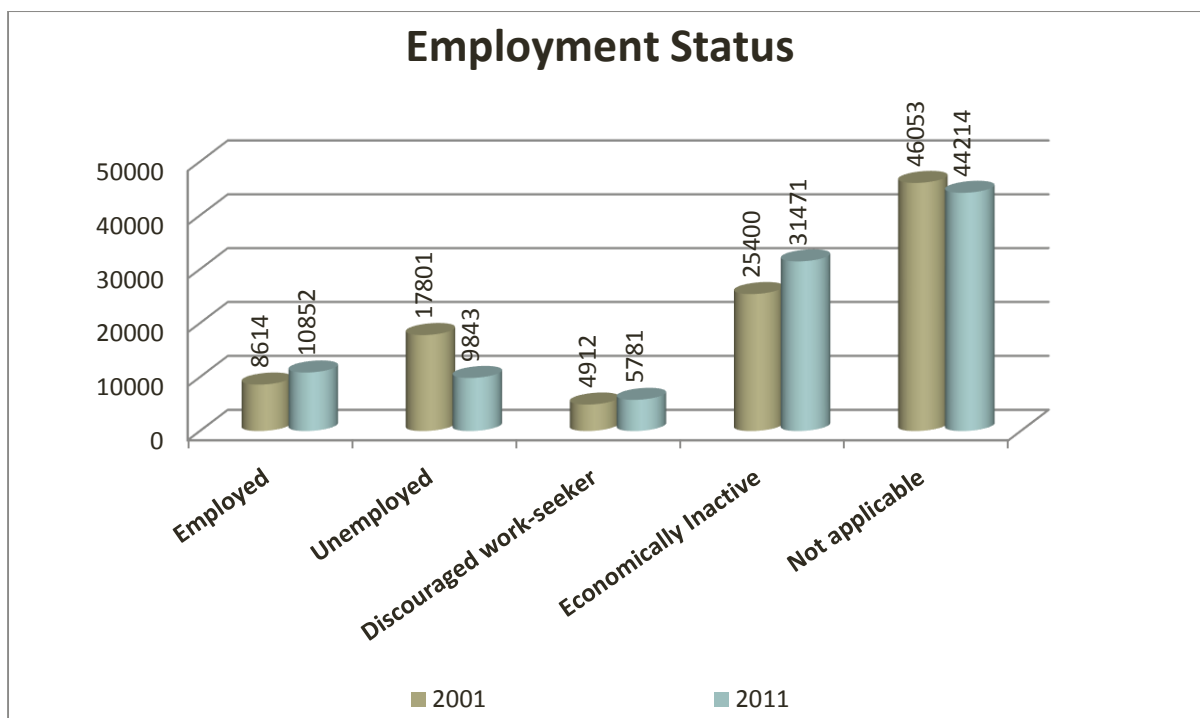


It is important to address this challenge. There is a need to develop program that will monitor or ensure that pupils that enrol in primary education are encouraged to complete and pursue further with their studies. Addressing this challenge is fundamental to creating a strong foundation to the municipal's economic growth and development. The diagrams following demonstrate the education levels:

3.2.2.2 EMPLOYMENT/UNEMPLOYMENT RATE

In 2011, approximately 47.6% of the population in Dannhauser was unemployed out of which 58.2% was youth (i.e. 15-34 years). This is possibly due to the fact that the municipal area does not have people who are employable due to lack of education/skills or because there are no jobs in the area due to lack of economic activities in the municipal area.

High unemployment level particularly of the youth poses a challenge as they become idle which makes them prone to indulge in social evils such as drug abuse, crime, alcohol abuse, etc. Efforts should be made to curb down this challenge.

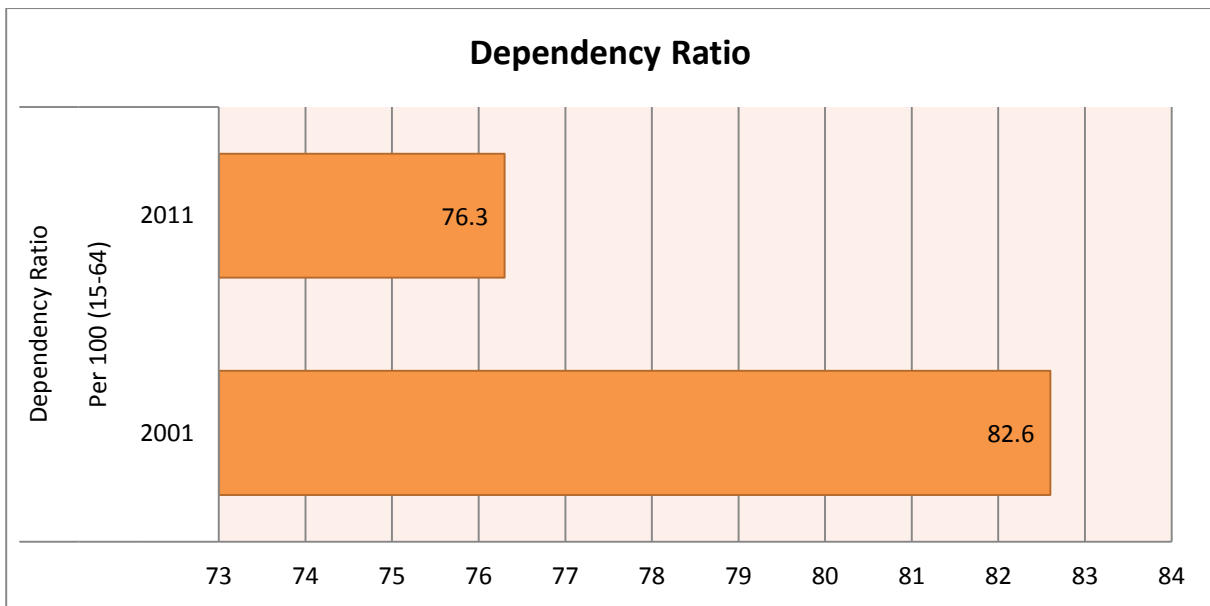


3.2.2.3 DEPENDENCY RATIO

The dependency ratio in Dannhauser municipal area declined from 82.6% in 2001 to 76.3% in 2011. However, the ratio is still higher compared to the other family municipalities in the Amajuba District. For instance, in 2011, Newcastle recorded a 58% and Emadlangeni recorded a 69.3% dependency ratio. Compared to the province and the country, Dannhauser' dependency ratio was higher than both KwaZulu Natal (58.5%) and South Africa (52.7%).

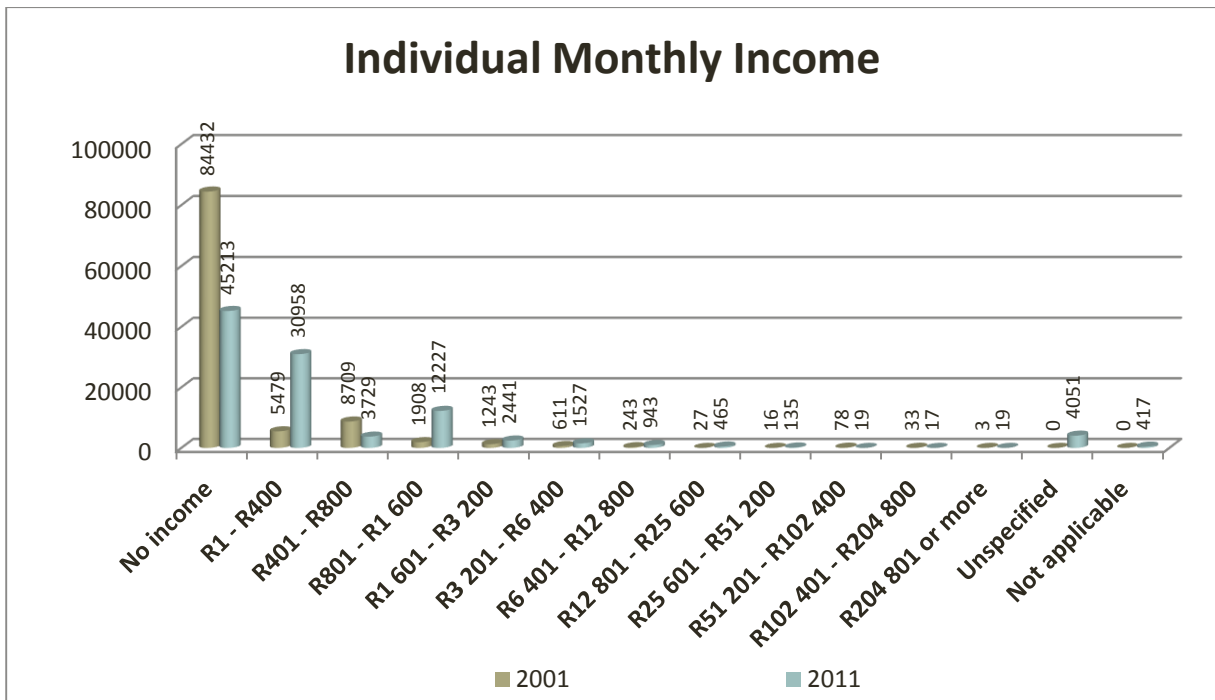
This high dependency ratio poses a great challenge for the municipality. Interventional measures that could create employment opportunities can be a positive start in curbing down this challenge. The diagram following depicts the dependency ratio.

Figure 2: Dependency Ratio

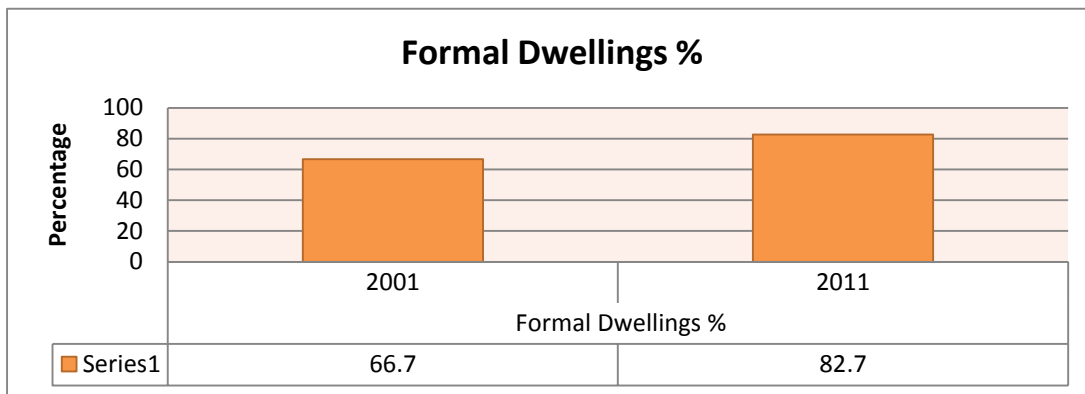


Source: Census 2011

3.2.2.4 HOUSEHOLD INCOME



3.2.2.5 FORMAL DWELLINGS %

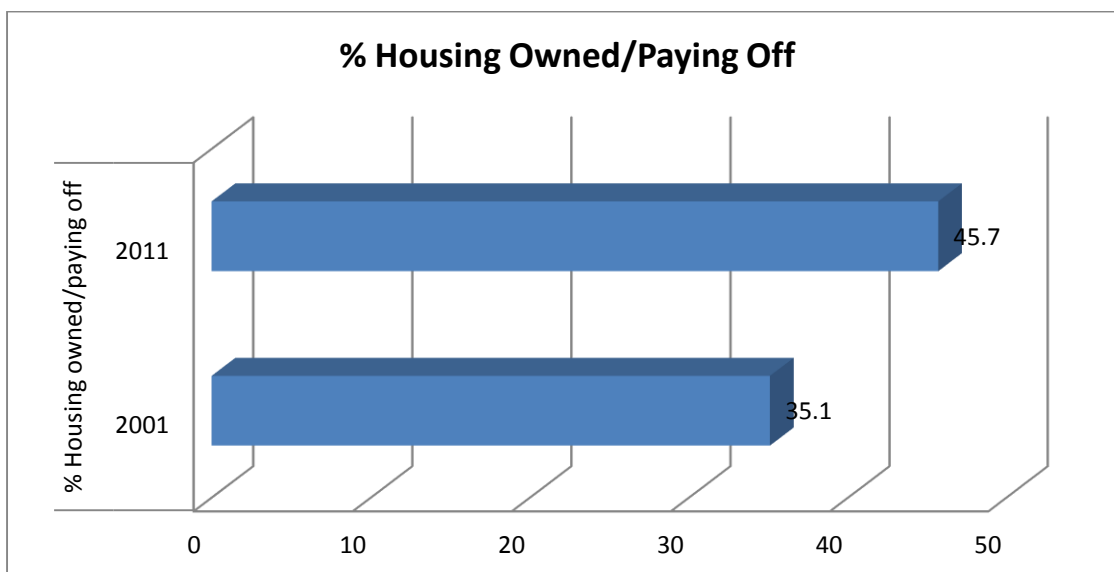


Source: Census 2011

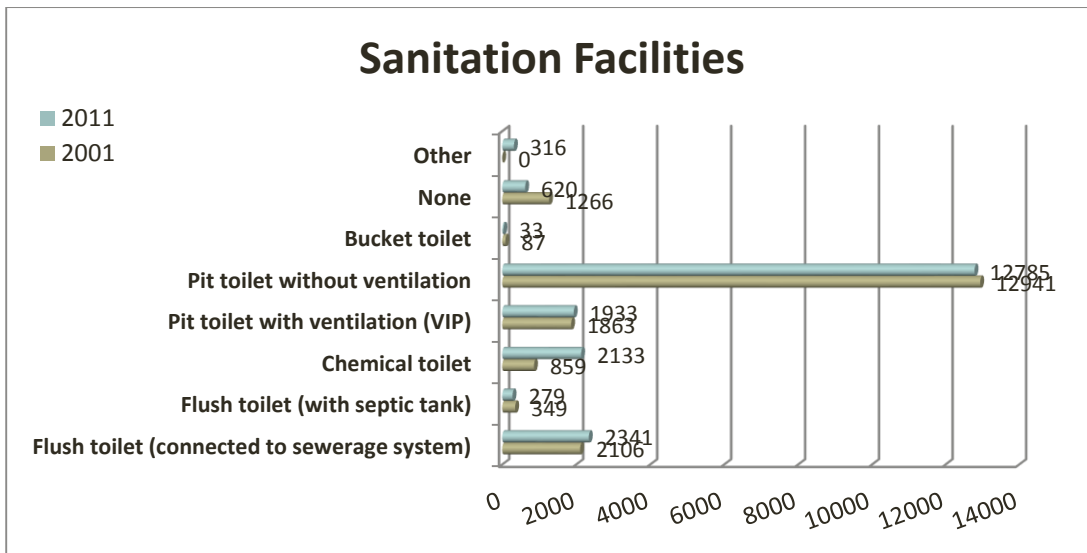
Dannhauser experienced an increase in the number of formal dwellings over the past 10 years. The number of formal dwellings was standing at 82.7% in 2011 compared to 66.7% in 2001. This shows that there is a great improvement in the kind of house structures that are being erected in the municipal area. The situation is an encouragement for the municipality to provide basic facilities such as water, electricity, roads, etc. if the typologies allow.

3.2.2.6 HOUSING OWNED / PAYING OFF

Approximately 45.7 of the houses in the municipal area are owned or in the process of being paid off. This is a record 30% increase of house-owners in the municipal area as in 2001 only 35.1% owned houses/were paying off.



3.2.2.7 FLUSHING TOILETS CONNECTED TO SEWERAGE

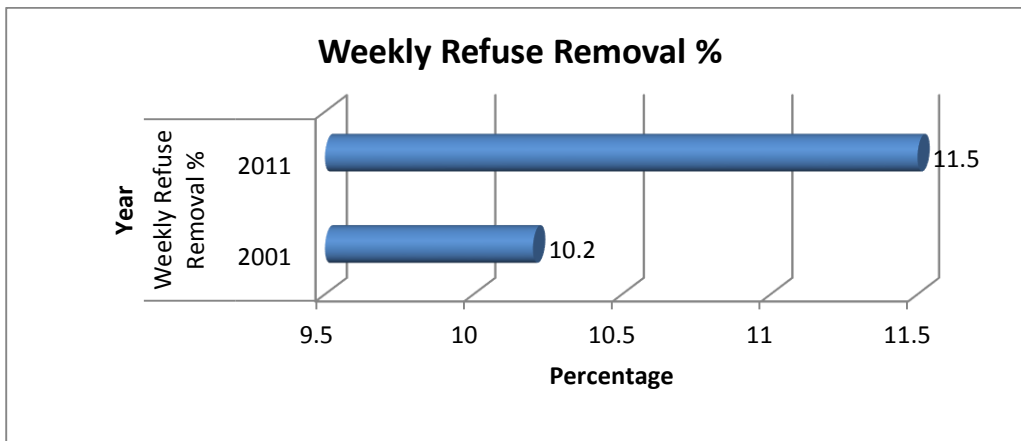


Source: Census 2011

Approximately 11.5% flush toilets were connected to sewerage in 2011. This is a slight (0.6) improvement since 2001. If toilets are not connected to proper sewerage then there is a chance of water contamination which could expose the community to waterborne diseases.

3.2.2.8 WEEKLY REFUSE REMOVAL

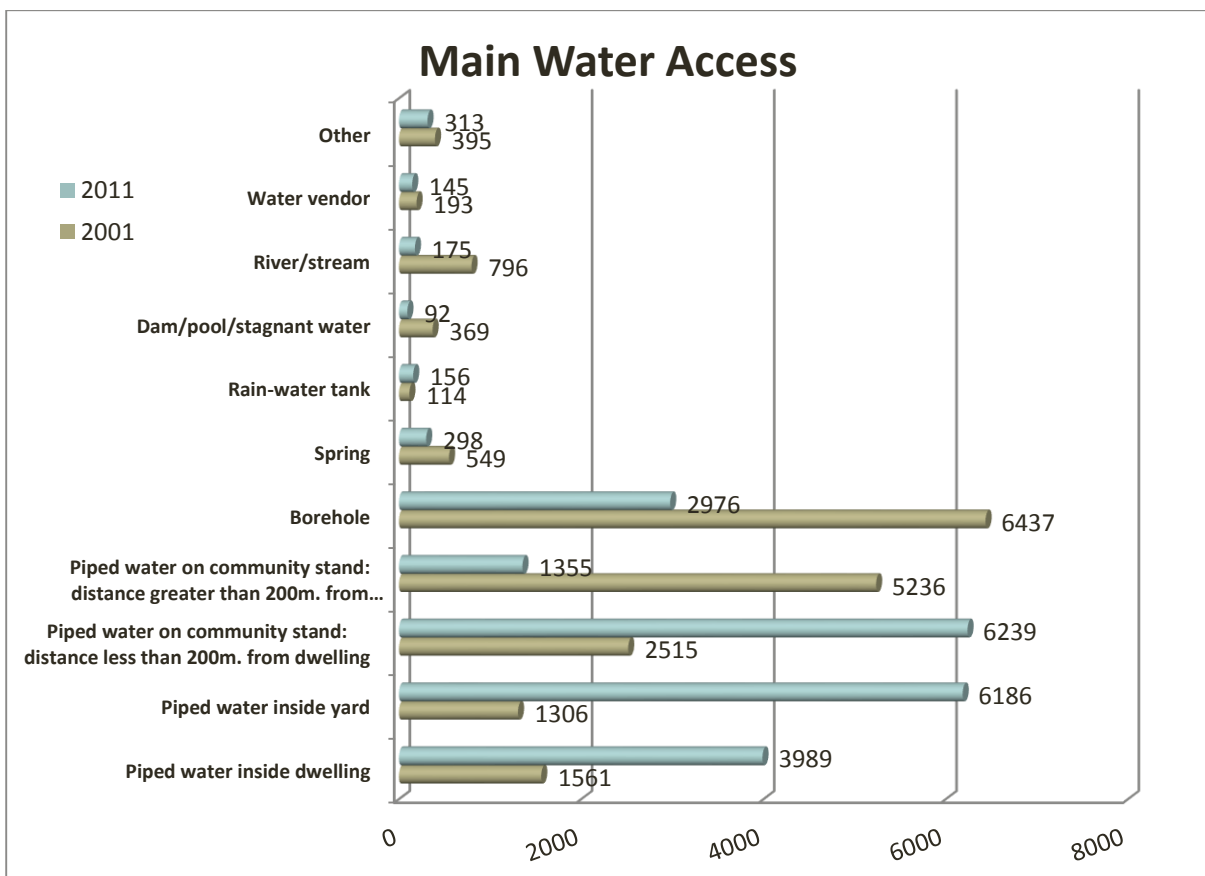
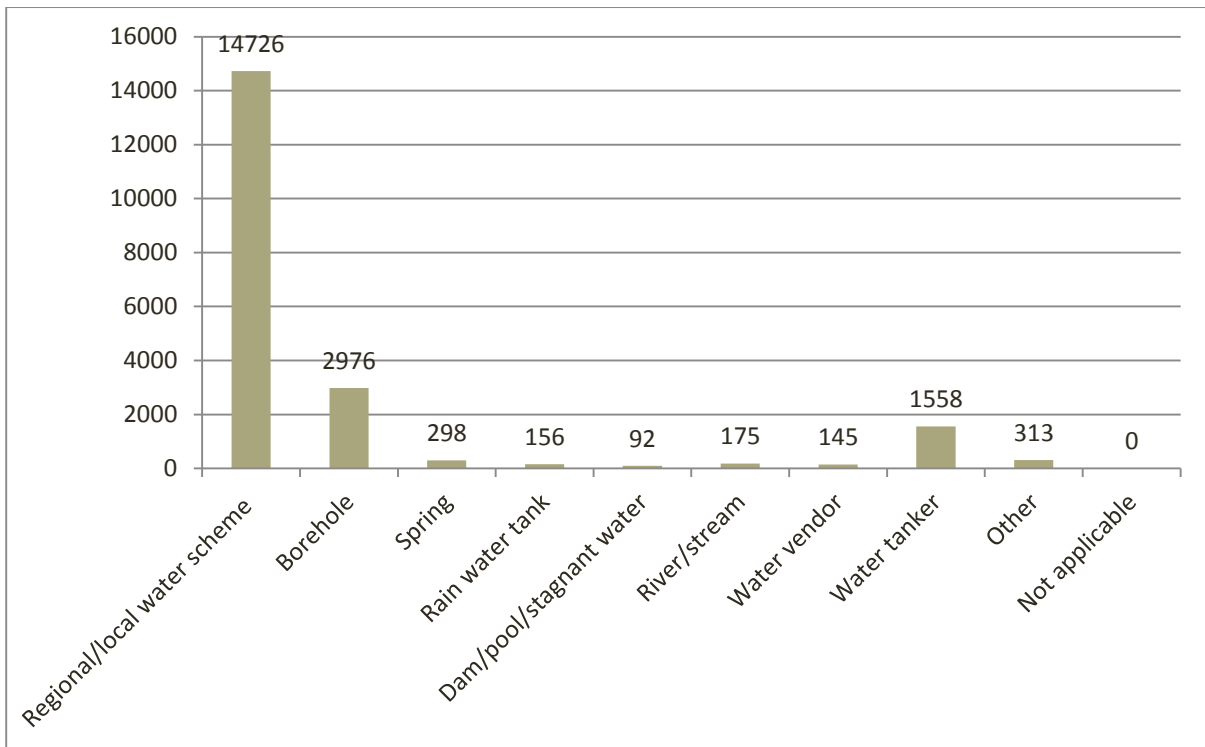
Approximately 11.5% of the population in Dannhauser enjoy the weekly refuse removal services. This is possibly because majority of the households are located in the rural areas and are sparsely scattered hence making it difficult to offer these services.



Source: Census 2011

However the refuse removal service has been extended in rural areas through the provision of Skip Bins which are collected on a weekly basis.

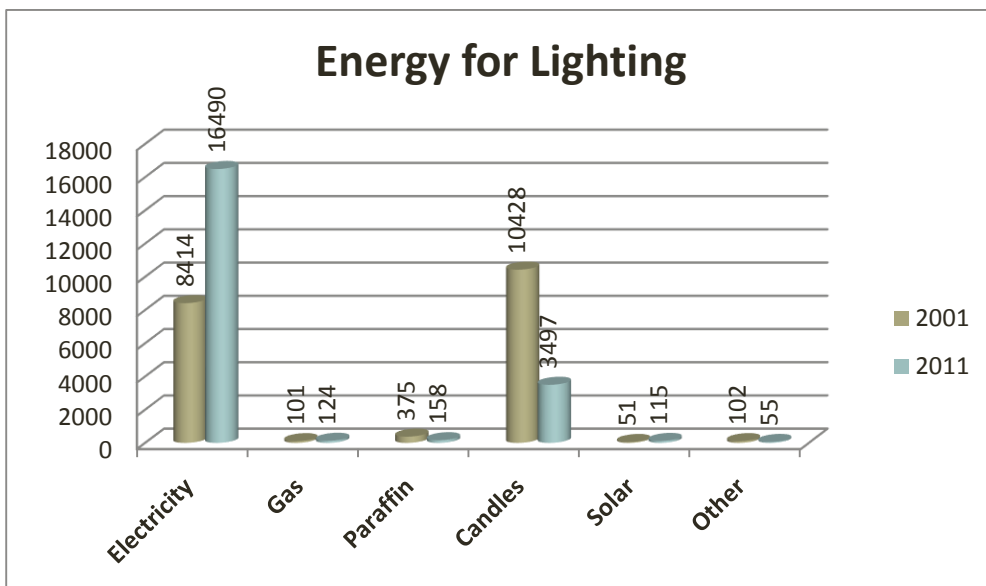
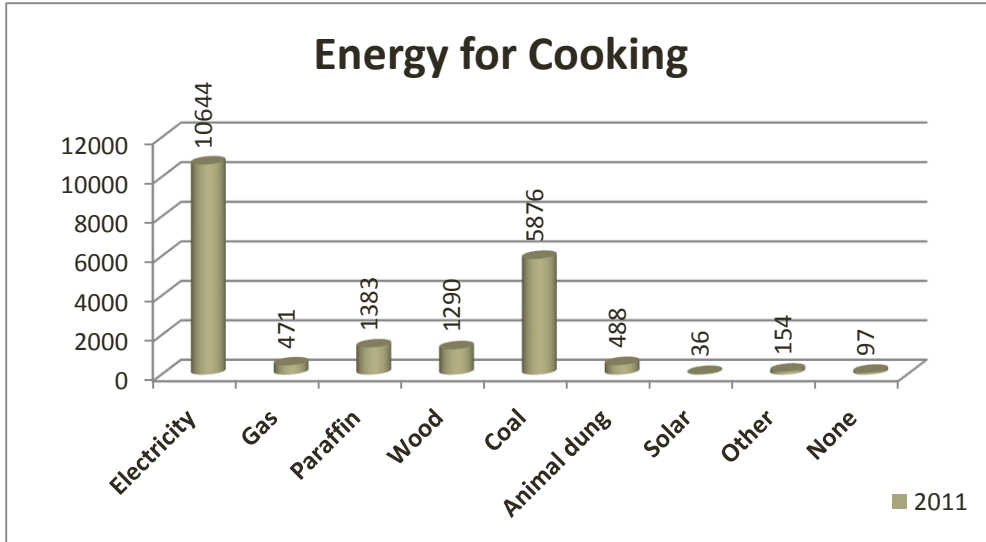
3.2.2.9 PIPED WATER INSIDE DWELLING

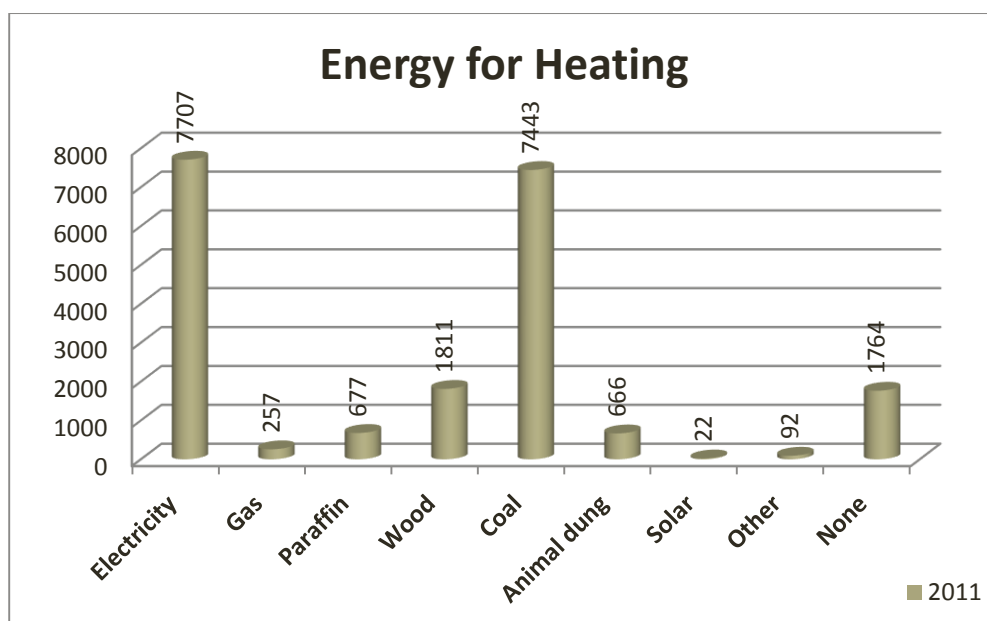


By 2011, only 19.5% of the population in Dannhauser had piped water inside dwelling. Even though there was an improvement, majority of the population still does not have access to piped water, meaning that people use other sources such as rivers, streams, etc. as source

of their water. These types of water sources are vulnerable to contamination that could lead to outbreak of water-borne diseases.

3.2.2.10 ELECTRICITY FOR LIGHTING





Dannhauser Municipality became the first municipality in the country to electrify all households within its area of jurisdiction. About 80.7% of the population within the municipal area use electricity for lighting, cooking and heating. This analysis show that majority of those people with electricity use it for lighting but does not mean that majority of the population in the municipal area have access to electricity.

3.3 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

The municipality understands that the main objective of this KPA is to improve and transform the institution through amongst other capacitating and empowering its human resource so that it can effectively and efficiently render the needed services to the community. The municipality has thus far addressed this KPA as follows:

3.3.1 MUNICIPAL TRANSFORMATION

3.3.1.1 EMPLOYMENT EQUITY

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

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

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

3.3.1.2 MUNICIPAL TURN AROUND STRATEGY (INSERT THE CURRENT TURN AROUND STRATEGY)

MTAS PRIORITY – 2013/2014

NAME OF MUNICIPALITY: DANNHAUSER (KZ 254)

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES/ CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
1. Access to Water & Sanitation	1000 Households Access to water and sanitation	Construction of Toilets in all 11 Wards, the project is implemented by the Amajuba District Municipality	Mayor and Municipal Manager, Manager Technical Services	2014	None	None
2. Access to Electricity	Meeting the Universal Access goal for electricity in the Dannhauser area, covering all areas that were not electrified.	1230 Connections for Ward 1, 3, 5, 8, 9	Manager: Technical Services	30 December 2013	Eskom for connections for lighting purpose	Department of Energy and COGTA KZN
3. Refuse Removal & Solid Waste Disposal	Licence Waste Disposal Site	Engage department of Environmental Affairs and ADM	Manager: Community Services	30 December 2013	Registration of the Municipal dumping site	Intervention from COGTA and Department of Environmental Affairs

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES/ CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
4. Access to municipal roads	Roads project in Wards 1, 9 and 10 in progress and an amount of R9 million spent, and R 20 800 000	Roads project in Ward 1, 9, 10, and rehabilitation of the Urban Roads Ward2 (Town)	Manager: Technical Services and Municipal Manager	30 June 2014	Support on acquiring additional funding for Urban Roads	Additional Funding for all Urban Roads,
5. Access to housing	Provision of 3600 housing units	100 Housing Units Ramaphosa, 2500 Housing Units for Ubuhlebomzinyathi	Manager: Technical Services, and Municipal Manager	30 June 2014	Delayed approval of Implementing Agent	Department of Human Settlements
6. Small Town Programme	Town upgrade and expansion	Industrial Area upgrade and extension, Land acquisition, Main Street Pavement Lighting, Urban Road upgrade	Municipal Manager and Manager Technical Services	2013-2015	EIA, PDA, and Funding	COGTA KZN, Department of Rural Development and Land R
7. Municipal Public Accounts Committee (MPAC)	Have a functional MPAC (calendar for meetings)	MPAC Monthly meetings as Schedule approved	Municipal Manager	30 June 2014	None	None
8. Skills Development plan for employees (Shortage of Scarce Skills Employees)	Review the Skills Development Plan and Appointment of a Training Officer (Number for scarce skills posts to be filled during this financial year)	Plan compiled yearly and training provided (Recruitment and selection processes)	Manager: Corporate Services	30 June 2013	None	None
9. Assets Management and Revenue Enhancement Strategy	Approved Revenue Enhancement Strategy, and Update Asset Management	Compilation of the Revenue Enhancement Strategy, and Update of the Asset Management Table the strategy	Municipal Manager/ Chief Financial Officer	30 November 2013	None	None

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES/ CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		to council for adoption				
10. Internal Funding for Capital Projects and Municipal Contribution to LED Implement the LED strategy	LED Anchor Projects All Capital Projects LED Strategy Review	Implementation of Capital Projects Appointment of the Service Provider	Municipal Manager	1 July 2013 to June 2014	None	None

3.3.2 ORGANIZATIONAL DEVELOPMENT

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

3.3.2.1 INSTITUTIONAL ARRANGEMENTS

Dannhauser Municipality has a staff component of ninety seven (97) of which are permanently employed, and four (4) of which are on contracts. The Municipality currently employs four (4) financial interns and this in line with the National Government Programme, which is known as Municipal Financial Management Programme.

Dannhauser Municipality adopted various human resources policies including code of ethics for staff; recruitment selection and appointment and placement policies. Following table highlights the Municipal Directorates and the relevant staff members:

Table 3: Directorates

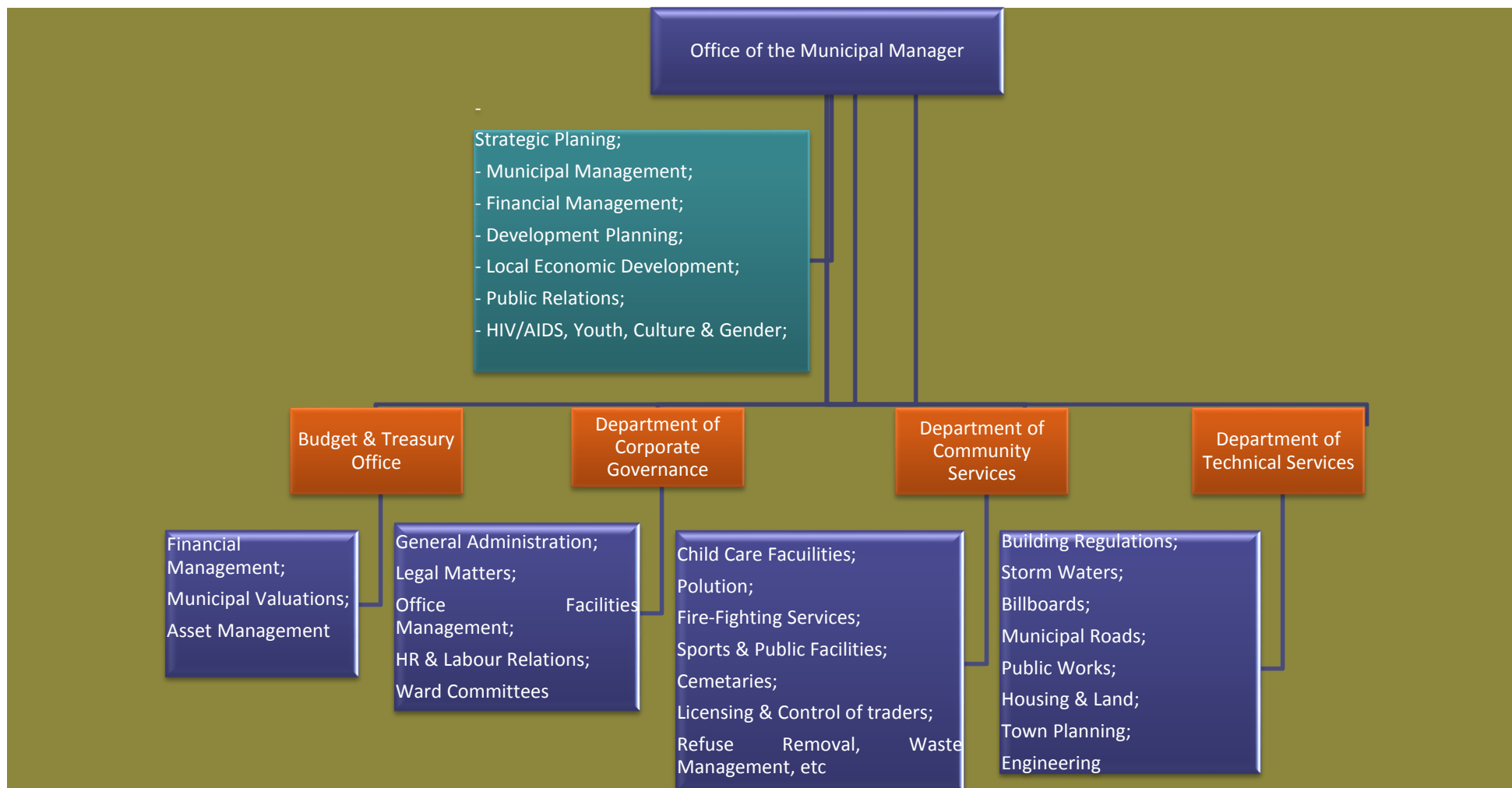
DIRECTORATE	MANAGER RESPONSIBLE	EXECUTIVE COUNCILLOR
Municipal Manager	WB Nkosi	Councilor JP Phakathi
Budget & Treasury	DM MOHAPI	Councilor JP Phakathi

DIRECTORATE	MANAGER RESPONSIBLE	EXECUTIVE COUNCILLOR
Corporate Services	S Narothum	Councilor TV Mabanga
Community Services	S Naidoo	Councilor MA Sibeko
Engineering Services	MR Nene	Councilor MV Ndaba

3.3.2.2 ORGANIZATIONAL STRUCTURE/ORGANOGRAM

The organizational structure of Dannhauser Municipality can be described by the following organogram:

Figure 3: Municipal Organogram



3.3.2.3 STAFF BREAK-DOWN

As of 2014, the Municipality had a staff compliment of 97 people, servicing the whole of municipal area. Staff breakdown is as indicated below.

Table 13: Staff Breakdown per Function

DEPARTMENT	NUMBER OF STAFF MEMBERS
Office of the Municipal Manager	6
Corporate Services	13
Financial Services	12
Engineering Services	18
Community Services	48
TOTAL NUMBER OF STAFF	97

3.3.2.4 HUMAN RESOURCE DEVELOPMENT

Dannhauser Municipality adopted various human resources policies including amongst others code of ethics for staff; recruitment selection and appointment and placement policies.

Policy	Date of Adoption	Status
Code of Conduct	2010	Currently being implemented
HIV/AIDS Policy	2010	In process for compilation
HIV/AIDS Strategy	2007	Currently being implemented
Sexual Harassment Policy	2010	Currently being implemented
Smoking Policy	2010	Currently being implemented
Recruitment Policy	2009	Currently being implemented
Subsistence and Travelling Allowance Policy	2012	New Policy Adopted on Feb 2014
Overtime Policy	2010	Currently being implemented
Skills Development Policy	2010	Currently being implemented
Mayoral Vehicle Policy	2010	Currently being implemented
Supply Chain Management Policy	2011	Currently being implemented
Employment Equity Policy	2007	Currently being implemented
Property Rates Policy	2009/2010	Currently being implemented
Indigent Policy	2011	Currently being implemented

3.3.3 MUNICIPAL POWERS AND FUNCTIONS

The table below lists all the functions that Dannhauser Local Municipality is required to perform within its municipal area. Due to lack of sufficient capacity and resources within Dannhauser to provide all these services efficiently, other agencies are providing some of these services to the local community on behalf of the municipality.

No	Function	2008	2011	2012	Capacity to Perform
1	General Information	Yes	Yes	Yes	Staff Available
2	Air pollution	No	No	No	District
3	Building Regulations	Yes	Yes	Yes	Staff Available
4	Child Care Facilities	No	No	No	-
5	Local Tourism	Yes	Yes	Yes	Staff Available
6	Municipal Planning	Yes	Yes	Yes	Lack of Staff (Shared Services is assisting)
7	Pontoons and Ferries	No	No	No	-
8	Storm Water	Yes	Yes	Yes	Staff Available
9	Trading Regulations	Yes	Yes	Yes	Staff Available
10	Beaches and Amusement Facilities	No	No	No	-
11	Billboards and Display of Advertisements	No	No	No	-
12	Cemeteries, Funeral Parlours, Crematoria	No	No	No	-
13	Cleansing	Yes	Yes	Yes	Staff Available
14	Control of Public Nuisance	Yes	Yes	Yes	Staff Available
15	Control of Liquor Sales	No	No	No	-
16	Care of Animals	No	No	No	-
17	Fencing and Fences	No	No	No	-
18	Licensing Of Dogs	No	No	No	-
19	Control of Sale of Food	No	No	No	-
20	Local Amenities	No	No	No	-
21	Local Sport Facilities	Yes	Yes	Yes	Staff Available
22	Markets	No	No	No	-
23	Municipal Parks & Recreation	Yes	Yes	Yes	Staff Available
24	Municipal Roads	Yes	Yes	Yes	Staff Available
25	Noise Pollution	No	No	No	-
26	Pounds	No	No	No	-
27	Public Places	Yes	Yes	Yes	Staff Available
28	Refuse removal, refuse	Yes	Yes	Yes	Staff Available
29	Street Trading	No	No	No	-
30	Street Lightening	Yes	Yes	Yes	Staff Available
31	Traffic and Parking	Yes	Yes	Yes	Staff Available

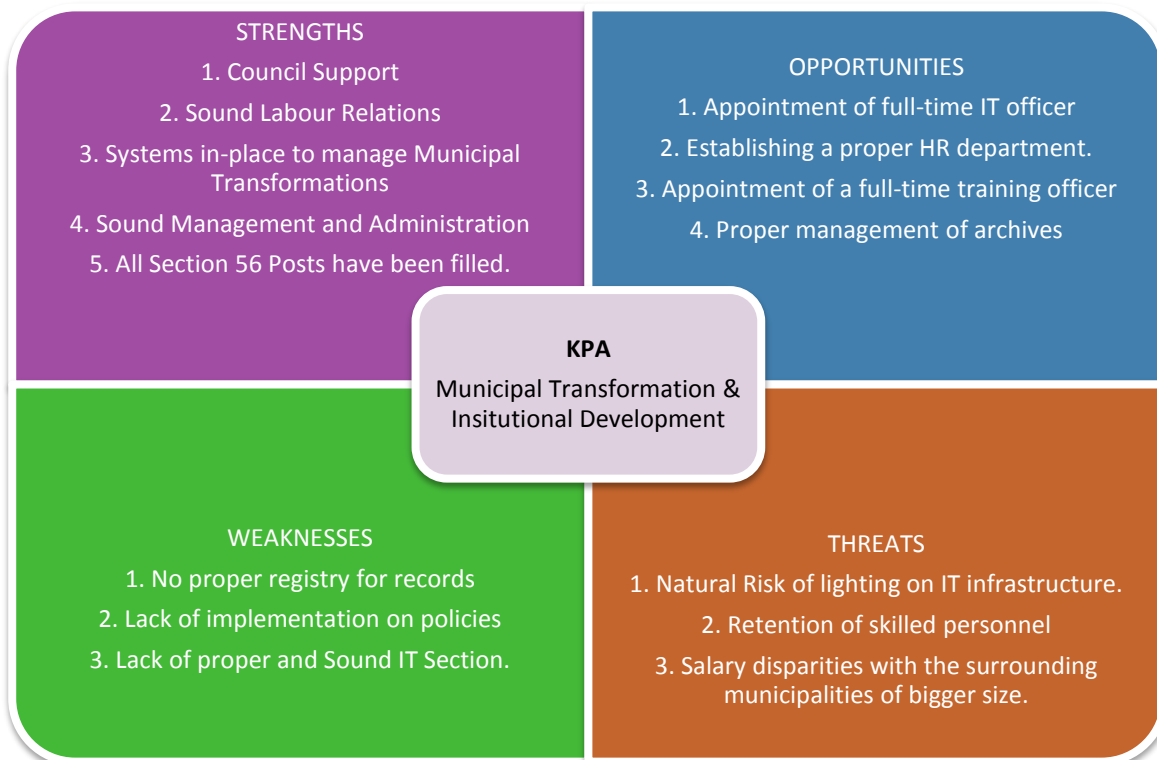
3.3.4 MUNICIPAL INSTITUTIONAL CAPACITY INCLUDING STATUS OF CRITICAL POSTS

The municipality has a staff compliment of five (5) Section 56 Managers including the Municipal Manager. This top management is assisted by an additional staff of 92 people. These include subordinate managers, officers, administrative assistants and general works. The municipality has made remarkable strides to fill vacant positions especially at top management since all section 56 managers have been appointed.

3.3.5 MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT: SWOT ANALYSIS

The diagram following a synopsis of the SWOT Analysis on the Municipal Transformation and Institutional Development:

LOCAL GOVERNMENT AND MUNICIPAL PRIORITY AREAS	PERFORMANCE AREAS	EXISTING LEVEL OF DEVELOPMENT BY IMPLEMENTED BY DANNHAUSER MUNICIPALITY OR OTHER STAKEHOLDERS	BACKLOG
Municipal Institutional development and transformation	<ul style="list-style-type: none"> • Review of Dannhauser Municipality grade against population and other factors • Preparation and adoption of the staff establishment with adequate capacity to achieve the IDP • Appointment of staff falling within the employment equity requirements of the Municipality • Expansion of bylaw and policy implementation capacity 	<ul style="list-style-type: none"> • Grade 2 local Municipality • Staff establishment in place • Adherence to EEP • Bylaws in place without enforcement 	<p>Capacity building</p> <p>Reviewal of EEP</p> <p>Recruitment of bylaw enforcers</p>



The municipality had an approved organogram, which was established in terms of Municipal Systems Act No 32, of 2000, which read as..... The municipality had filled the Section 56 and 57 Managers positions, Municipal Manager, Manager Corporate Services, Manager Technical Services, Manager Community Services, and Chief Financial Officer. The Municipality had also filled the positions for Income and Expenditure Accountants, the Senior Expenditure Clerk; however, the positions for SCM Officer, SCM Clerk not filled yet, position for Human Resource Office not filled yet. The municipality had an approved Selection and Recruitment Policy, which is in with the Labour Relations Act.

3.4 BASIC SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

3.4.1 BULK WATER AND RETICULATION (WSDP AMAJUBA DM)

Access to water is one of the key challenges facing Dannhauser Municipality as a substantial amount of people do not have access to decent water in accordance with the standards as set by the Department of Water Affairs. This is confirmed by the outcome of Census 2011 that indicated that only 19.5% of the population in the municipal area has piped water inside dwelling. Nonetheless, the Amajuba Water Services Development Plan (WSDP) the District Municipality through the drought relief programme has implemented some standpipe projects in the areas of Steildrift (Annievale, Kiel Keel and Nelly valley), Emfundweni, Fairbreeze, Eastbourne Farm Extension and Ubuhlebomzinyathi. The programme was aimed at giving these communities purified water as a temporary measure and a relief as some of the boreholes were dry due to drought. These areas are still to be covered for the long-term supply.

3.4.2 SANITATION INFRASTRUCTURE

Generally, Dannhauser Municipality is poorly provided with sanitation facilities, as approximately 6.6% of its households do not have access to sanitation facilities. Rural settlements (66% of households) use pit latrines for sanitation purposes while most commercial farms have on-site septic tanks. Sewer system is concentrated mainly in town, but the infrastructure in this regard is old and requires upgrading and maintenance. Currently the Amajuba District Municipality is currently implementing the Sanitation Project, and the project is funded by Department of Water Affairs and Forestry. Project covers all 11 Wards in the municipal area, and it is funded for a 3 year period, and the other project which is part of sanitation is funded by department of human settlements for a period of 3 years, at an amount of R 15 000 000. The project is running paralleled with the Department of Water Affairs and Forestry.

3.4.3 WASTE WATER TREATMENT WORKS

The Dannhauser municipal area has two functioning wastewater treatment works, one in the town of Durnacol transferred from the de-commissioned mines and one in the town of Dannhauser. Analysis of the wastewater treatment works indicates that the Durnacol and Dannhauser works will have sufficient capacity to service the anticipated future growth in the area for the next ten to fifteen years.

3.4.4 SOLID WASTE MANAGEMENT

Solid waste collection is undertaken within the urban areas of the municipality, which are Dannhauser Town and Hattingspruit. There is an existing landfill site, which is located within the town of Dannhauser. However, it needs to be licensed.

3.4.5 ELECTRICITY

The Dannhauser Municipality has achieved 100% Universal Access in terms of electricity; this confirmed that Dannhauser area had enough capacity or infrastructure in terms of this electrification. The municipality had received support from COGTA KZN (LED Section), and Department of Energy with funding for this goal. The only challenge that the municipality is experiencing is the high influx especially in the Privately Owned land, where Landowners allocated sites without considering municipality and other stakeholders. This resulted to a high backlog of Infill's in Electricity, currently the backlog is at 1125. The Municipality in consultation with the Ward Councilors and Ward Committees undertook the assessment.

3.4.6 TRANSPORTATION INFRASTRUCTURE

3.4.6.1 ROADS

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

- National Road: N11, which provides connectivity at a broad and regional scale links Newcastle, the Amajuba District Regional centre to the north of the municipal area and Ladysmith, the UThukela District Regional centre to the south of the municipal area. While this road is also open to local road users, its primary aim is to serve as a transport and tourism corridor, connecting major national urban centres;
- Provincial roads with R621 linking the hub of Dannhauser and the Hattingspruit satellite to the N11, and onto Newcastle to the north and to Dundee and Glencoe, and on the R33 main road to the south. A number of other provincial roads run through the municipal area connecting different parts of Dannhauser Municipality.
- District Roads, which connect different settlements and provide access to public facilities;
- Local Access Roads, which provide access within each settlement

While provincial roads are generally in a good condition, the quality of district and local access roads is generally poor. The accessibility of some settlements is severely reduced by the fact that these roads are in a state of disrepair and are in dire need of substantial upgrading. This further contributes to the poor public transport system in these areas.

3.4.6.2 PUBLIC TRANSPORT INFRASTRUCTURE

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

3.4.7 HUMAN SETTLEMENT

The demand for housing in Dannhauser Local Municipality is estimated at approximately 8 508 units. The housing plan makes provision for 8 projects to be implemented between 2007/2008 to 2010/2011 and will result in the construction of approximately 1280 housing units. The following table shows the proposed housing projects.

HOUSING PROJECT NAME	AREA
Emafusini Phase 1	Ward 2
Emafusini Existing	Ward 2

HOUSING PROJECT NAME	AREA
Strijbank	Ward 3
Springboklaagte	Ward 8
Ramaphosa Housing Project	Ward 1

Source: Dannhauser Municipality Housing Sector Plan

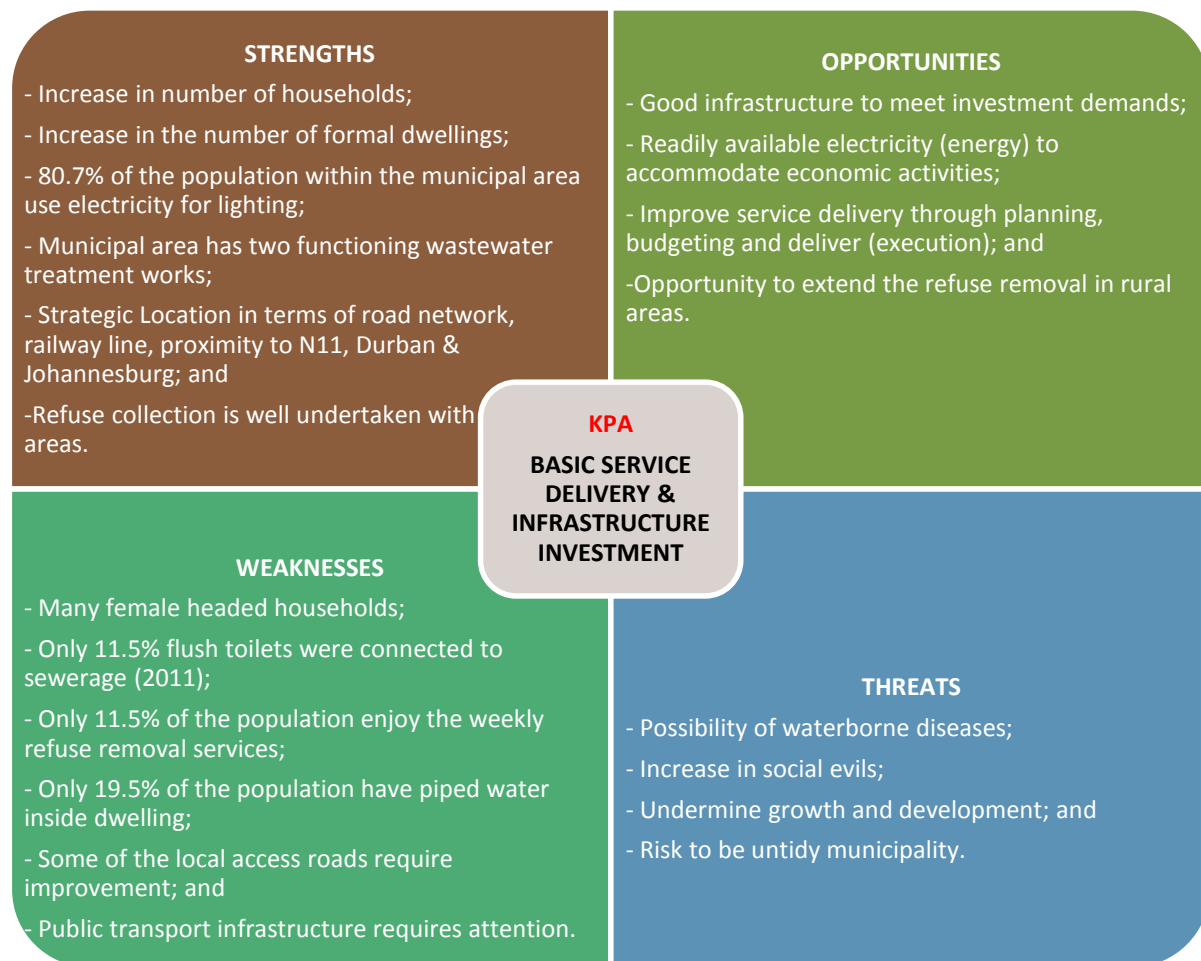
The Comprehensive Infrastructure Plan (CIP) (2009, p 8) indicates that 34 694 households in the ADM have housing below RDP standards. Dannhauser accounts for having a total of 17 235 of these households.

3.4.8 TELECOMMUNICATION

Dannhauser is supplied with the necessary telecommunication infrastructure, such as coverage by cell phone service providers and Telkom. As such, the area is serviced with communications technology, which is easily accessible to individuals.

3.4.9 SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

Figure 4: SWOT Analysis: KPA - Basic Service Delivery & Infrastructure Investment



3.5 LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS

3.5.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

The average growth rate of the Dannhauser economy was about -2.5% per annum between 1995 and 2004. This was due mainly to the high negative growth rates for the two biggest sectors of the Dannhauser economy, i.e. mining and manufacturing, growing at an average of -5.9% and -4% per annum between 1995 and 2004 respectively. The mining sector contributed about 30% to the local economy in 2004, and the manufacturing sector 13.8%. Coal mining, the dominant mining activity in Dannhauser, declined by nearly 50% between 1995 and 2004.

Table 4: Economic performance of Dannhauser local economy: 1995 to 2004




	Share of Local Economy		Average Annual Growth: 1995-2004
	1995	2004	
Agriculture, forestry and fishing	6.0%	7.5%	0.1%
Mining	41.6%	30.0%	-5.9%
Manufacturing	16.0%	13.8%	-4.0%
Electricity & water	1.7%	2.5%	1.6%
Construction	1.1%	1.7%	2.9%
Wholesale & retail trade; catering & accommodation	7.9%	12.5%	2.7%
Transport & communication	5.7%	10.0%	3.9%
Finance and business services	4.5%	6.2%	1.0%
Community, social and other personal services	4.6%	4.1%	-3.7%
General government services	10.9%	11.6%	-1.8%
Total			-2.5%

Source: Quantec Research (2006)

General government services was the fourth largest sector in 2004 in Dannhauser, despite showing negative growth of 1.8% per annum between 1995 and 2004. The Wholesale Trade, Retail Trade, Catering and Accommodation sector grew at an average of 2.7% between 1995 and 2004, increasing its contribution to the local economy to 12.5% in 2004, from nearly 8% in 1995, making it the third largest sector in Dannhauser Municipality in 2004. The transport and communication sector grew at a rate of 3.9% per annum between 1995 and 2004, thereby increasing its contribution to the Dannhauser local economy from 5.7% in 1995 to 10% in 2004.

Despite the negative growth in the local economy of Dannhauser Municipality, the total real income in Dannhauser is estimated to have increased by nearly 15% between 1995 and 2004 driven mostly by a near 34% increase in unearned income, i.e. a 3.3% per annum increase in income from assets, remittances and government transfers such as grants. The growth in real unearned income per capita has been 3% per annum between 1995 and 2004, resulting in an increase of 1.3% per annum in real total income per capita. Real disposable income per capita have increased from R3,282 in 1995 to R3,761 in 2004, a 1.5% per annum increase, driven by lower taxes and increased unearned income.

3.5.2 MUNICIPAL COMPARATIVE AND COMPETITIVE ADVANTAGES

COMPARATIVE ADVANTAGES	COMPETITIVE ADVANTAGES
 Buildings ready and available for industry	 Fairly good infrastructure  Good public transport, e.g. the 3 Big bus

COMPARATIVE ADVANTAGES	COMPETITIVE ADVANTAGES
<ul style="list-style-type: none"> ➤ Workshops readily available at Durnacol ➤ Attractive developed residential areas ➤ Expertise in specific areas of infrastructure ➤ Located close to Battlefields & other historical sites ➤ Rural area forming backbone of district ➤ Abundant labour Supply ➤ Easy access to information ➤ Well informed community ➤ Low crime ➤ Beautiful Scenery ➤ Potential of cheap electricity from Ngagane Power Station if it gets developed ➤ Under-utilised golf course ➤ Good schools 	<ul style="list-style-type: none"> companies ➤ Main rail line between Gauteng & Durban ➤ Good main roads and N11 from Gauteng to Durban ➤ Good public phone infrastructure ➤ Sufficient water supply ➤ Open / Vacant land ➤ Located between Dundee, Newcastle & Ladysmith, i.e. close to big firms such as Mittal SA, Karbochem & Siltech

3.5.3 MAIN ECONOMIC CONTRIBUTORS

Objectives of Local Economic Development

- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;
- Attracting external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;

- Targeting particular parts of the city for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses;
- Targeting certain disadvantaged groups

Local Economic Development Initiatives

INITIATIVE	OBJECTIVE
<ul style="list-style-type: none"> • Forming Municipal Community partnership • Allocation of resources to formalize; train and register co operatives 	Ensure that cooperatives are established and are utilised and functional
<ul style="list-style-type: none"> • Commitment of an analysis on best method for public engagement 	Ensure that the project for the farm is linked with the LED initiatives and functional
<ul style="list-style-type: none"> • Continuous assessment of current initiatives against outcomes 	Ensure that bankable business plans for anchor projects are prepared and prioritised by Exco and led forum
<ul style="list-style-type: none"> • Adoption of a schedule of meetings of LED forum • Consideration of LED as key driver of economy • Provision for LED in budget allocations 	Ensure that led forum and other committees are held for coordination and input on LED matters
<ul style="list-style-type: none"> • Synergy between LED and job creation with visible benefits and spin-offs 	Ensure that job creation activities are aligned with LED interventions
<ul style="list-style-type: none"> • Mobilization of investors • Rehabilitation of the industrial area • Adoption of investment friendly financial policies and bylaws 	Ensure that the municipality facilitates the attraction of investors for Dannhauser area and for district economic growth
<ul style="list-style-type: none"> • Contributions through SLPs and other ways by mining industry • Mobilization of regular social commitments by private sector on priority service delivery issues 	To ensure a strong public, private partnership in order to address
<ul style="list-style-type: none"> • Spatial development and environmental • Recruitment of technical support for LUMS • Enforcement of alignment between SDF and LUMS through bylaws • Finalization of LUMS • Submission LUMS to council for adoption • Public consultation and final adoption 	<p>Ensure that the spatial development framework is prepared and aligned with LUMS</p> <p>Ensure that the municipality implement the LUMS as per council resolution</p>

INITIATIVE	OBJECTIVE
<ul style="list-style-type: none"> • Introduction of LUMS bylaws to traditional leadership; Ingonyama Trust and other land owners 	Ensure that land use management system is approved by council and consultation with stakeholders
<ul style="list-style-type: none"> • Recruitment of bylaw implementers • Mobilization of all implementation resources 	Ensure that the municipality consult and engaged land owners and traditional leadership on the usage of land

SOCIO-ECONOMIC PROFILE (POPULATION)

YEAR	POPULATION
2001	102779
2005	104065
2007	91366
2008	97602
2011	102161

SOCIO-ECONOMIC PROFILE (MULTIPLE DEPRIVATIONS)

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

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

SOCIO-ECONOMIC PROFILE (MULTIPLE DEPRIVATIONS)

Wards	Level of Deprivation
Ward 1	High
Ward 2	Low

Wards	Level of Deprivation
Ward 3	Most
Ward 4	Most
Ward 5	Most
Ward 6	Most
Ward 7	High
Ward 8	Most
Ward 9	High
Ward 10	Most
Ward 11	Low

Economic Overview (Main Constraints to economy)

- Impact of HIV/AIDS.
- A shortage of skilled staff and resources at the municipality.
- High levels of poverty.
- High levels of unemployment.
- Shortage of funding.
- The lack of access to information by rural communities.
- Lack of skills by local communities

Main Economic Sectors

Considering:

- (a) The spatial distribution of the Gross Value Added (GVA);
- (b) The percentage share of the sector in the national total;
- (c) The percentage annual growth of the sector; and
- (d) The formal employment as a share of the national total.

3.5.3.1 AGRICULTURE

The Amajuba LED Plan identified agriculture as a potential growth sector and developed an Agricultural Development Plan (ADP) for the district under the auspices of the Amajuba District LED Forum. The ADP is a guideline to local municipalities and other stakeholders within the Amajuba district on the development of the agricultural sector in the area. According to the ADP Dannhauser has a moderate climate, which therefore benefits agriculture. Water is readily available and energy costs are low, with high to moderate potential soils found throughout the Dannhauser. The study

also outlined the abundance of hides and skins within Dannhauser hence the establishment of a Skin tannery project i.e. processing hides and skins into leather.

There are large areas suitable for dry land farming, that is not utilized fully at present, but could be used for cultivation. These areas are mostly situated in the rural areas or trust land. In addition, large areas of the rural trust land currently underutilized and not suitable for dry land or irrigation farming, could be used for grazing or livestock farming. It just requires fencing, dip tanks and access roads to improve the meat/milk yield for farmers. Agro processing opportunities are also available, and they could enhance the potentiality of the sector.

Table 5: Agro-processing industries in Dannhauser

COMPANY NAME	LOCATION OF BUSINESS	ACTIVITIES
Waterfall Poultry	✓ On Normandien side of the Ladysmith on the Dundee/Ladysmith road near Ridgegate park	Produce eggs
Dannhauser Malt	✓ Industrial area	Malt factory
Roadside Abattoir	✓ 55km from Newcastle on Newcastle/Ladysmith road. At Sunset rest, on N11	Abattoir - Class B
Leicester Mill	✓ On Crossroads of Newcastle/Ladysmith/ Dannhauser road.	Mill
Rutic	✓ Durnacol	Leather Products

Source: Amajuba Agricultural Development Plan

Agro-processing is an area for potential investment in Dannhauser, linking the strong agricultural potential of Dannhauser with the manufacturing sector.

3.5.3.2 MINING

The mining sector remains a dominant sector in the Dannhauser economy, but it has declined over the past decade due to the closure of the biggest mine in 2002. However recently there have been an increasing number of newly established mining companies that have started operating within Dannhauser.

NAME	STATUS	CONTACT PERSON	TEL. NO.	EMAIL
IKWEZI MINE	NOT ACTIVE	SHAUN ZUKOR	083323 9884	shaun@ikwezi.co.za
MIRANDA COAL	NOT ACTIVE	JAN KILLIAN	079377 9864	Jan.killian@yahoo.com
ERICURE (PTY)LTD	NOT ACTIVE	XOLANI GAMEDE	079912 6434	xolani@sungusungugroup.com
FORBES COAL	ACTIVE	MPUMI HLOPHE	082902 9831	hlophem@mwebbiz.co.za
SHANDUKA	ACTIVE	CHRIS GOOSEN	034621 6000	Chris.goosen@shandykacoal.com cc:marcel.naidoo@shandukacoal.com, " HIS PA"

3.5.3.3 MANUFACTURING

The manufacturing sector in Dannhauser is relatively small compared to Newcastle and Ladysmith municipalities. It also does not have the same infrastructure and services available as does these two neighbouring municipalities. Dannhauser has space zoned for industrial development, but the industrial area lacks proper-tarred roads and other infrastructure to effectively promote the development of the manufacturing sector. The current electricity infrastructure in Dannhauser must be upgraded to accommodate the expansion of the manufacturing sector.

The owners of the Durnacol mine have made some of the assets that remained after the closure of the mine, including warehouses, offices and workshops, available to the municipality for local economic development. These assets would be ideal for small scale manufacturing or agro-related industries or be used as a business incubator for the district. However, the many disputes over the use of these facilities have stalled any progress.

The Amajuba LED plan has identified a number of agro-processing opportunities that could be easily located in the Dannhauser area, such as soya-bean processing, tannery and feedlot.

3.5.3.4 TOURISM

There are specific opportunities for tourism to Dannhauser based on the natural attractions of the area, including the various dams and nature reserves, closeness to the battlefields, outdoor adventures and other cultural attractions. The Tourism plan aims to unlock the tourism potential of the Dannhauser Local Municipality to the benefit of all its inhabitants, in particular creating economic opportunities for previously disadvantaged communities. The Tourism plan identified the following broad categories of attractions to Dannhauser:

- Exhibitions of art and craft that will emanate from the skin tannery project
- Specific events such as festivals and sporting competitions with the existing Dams
- Establishment of aquaculture projects
- Cultural and historical, including the battlefields, arts and crafts

DANNHAUSER TOURISM PRODUCTS

No	Project Name	Contact Person	Address	Tel. No.	Fax Number/ EMAIL
1.	Charl – marie Chalets	Charles and Marie	I Karee Ave, Hattingspruit	034 212 1500	
2.	Lloyds Baai				

No	Project Name	Contact Person	Address	Tel. No.	Fax Number/ EMAIL
3.	Horizon Restaurant	Kanthi	1 st floor, central plaza, 14 Main St. Dannhauser	034 621 2909	
4.	KwaLanga	Themba Langa		034 325 9236 thembalanga@yahoo.com	
6.	JNB Lodge	June Nyawuza	Driehoek Farm, Dannhauser	034 312 4748 083 496 3468	
7.	Lloyds Baai	Ben Lyoyd	1 Cycas Lane, Hattingspruit	034 621 2145	
8.	Chemsford Dam	Mr Zungu	Normandine, Dannhauser	0343511753	zungu@kznwildlife.com
9.	Herberg	Mrs. D Herberg	Durnacol		0866518633
10	Almadina Take away	Almadina			

3.5.3.5 SMMES

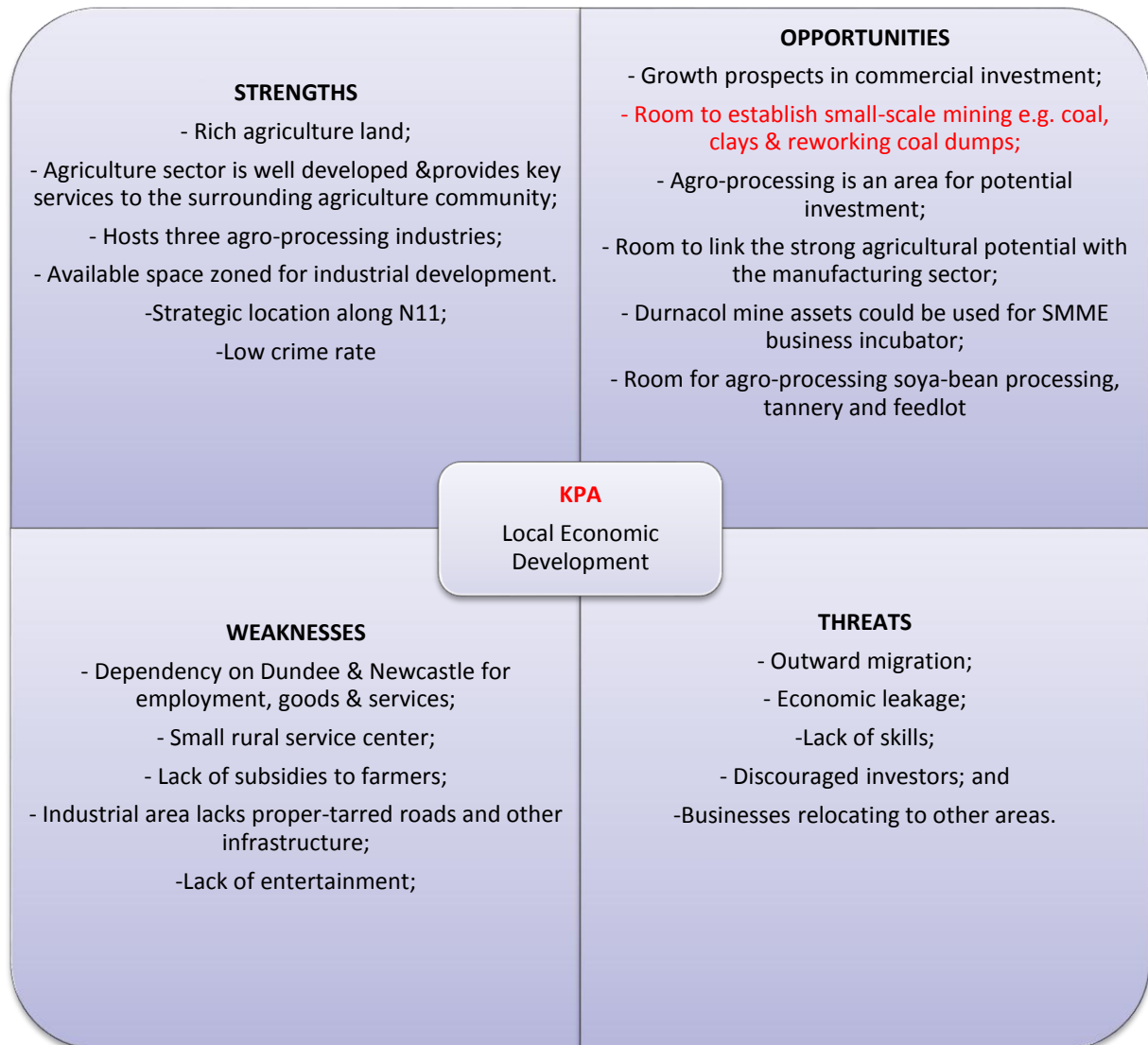
The existence of a strong and dynamic Small, Micro and Medium Enterprises (SMMEs) sector indicates the relatively good health of the local economy. Based on general personal observations and experience, there are limited SMMEs within Dannhauser Municipal Area. A number of strategies have been put in place at national level to provide a framework and an enabling environment within which strong and dynamic SMME sector can be developed and supported to grow. It is the government's view that the SMME sectors including co-operatives have an inherent potential to promote a competitive entrepreneurship sector that is crucial in the sustainable creation of employment. The municipality is however championing the development of SMMEs within its area of jurisdiction. It has successfully established infrastructure for retail and manufacturing SMMEs at KwaMdakane. The success of this project has shown that there is significant demand for similar infrastructure for retail and manufacturing space in the rural areas, specifically at KwaMdakane.

3.5.3.6 SERVICES

The community services sector includes services provided by a number of government-based and non-governmental organizations to the society or community. The main aim is to provide basic support to individuals who would generally be unable to provide for themselves. General government services was the fourth largest sector in 2004 in Dannhauser, despite showing negative growth of 1.8% per annum between 1995 and 2004. The dominance of the community services sector in the economy indicates a strong dependence of the local economy

on government support and grants rather than to rely on its ability to meet its development obligations and objectives.

3.5.3.7 LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS



3.5.4 SOCIAL DEVELOPMENT ANALYSIS

3.5.4.1 BROAD BASED COMMUNITY NEEDS (LIMITED TO 3 PRIORITY PROJECTS PER WARD)

WARDS	THREE PRIORITIES
1	
2	
3	
4	

WARDS	THREE PRIORITIES
5	
6	
7	
8	
9	
10	
11	

3.5.4.2 EDUCATION FACILITIES

There are Sixty-Four schools within Dannhauser Municipality. These range from junior primary through to senior secondary schools, and are spread unevenly in space with the highest concentration coinciding with the settlements in the north. There are no tertiary education facilities in Dannhauser Municipality. The nearest ones are found in Newcastle. An application of planning standards for education facilities, that is, one primary school per 600 households and one secondary school for every 1200 households suggests an access of seven primary schools meaning that the municipal area is adequately provided with primary schools. However, a further two high/ secondary schools are needed in order to comply with the education facilities planning standards.

3.5.4.3 HEALTH FACILITIES

Dannhauser Municipality has ten clinics that are administered by the Department of Health. There is one Community Health Care Centre in Dannhauser, which is under construction. The CHC aimed on ensuring that health services are accessible and closer to the people. The Department of health further supports thirty-six mobile clinics in areas where health service are not available. An application of planning standards for health services in the area (one clinic for every 6000 households or one clinic within a 5km radius). In light of the above, the

Dannhauser municipality area is well provided with clinics and primary health facilities, except for a concern of facilities being mobile.

3.5.4.4 COMMUNITY FACILITIES

Dannhauser Municipality has erected Skobarein and Verdriet Halls successfully, and Ward 9 community hall is currently has been completed, and all these facilities were built through MIG Programme, and the municipality has budgeted for Moy Community Hall, which is falling under 2013/2014 Financial year. There is currently one official cemetery in Dannhauser, that is, the Dannhauser Town Cemetery. The Hattingspruit and Private Muslim cemeteries are not registered with the Dannhauser municipality. Most of these cemeteries are reaching full capacity and the demand for burial plots is increasing due to the HIV/AIDS pandemic. This means that new cemetery sites need to be identified within the municipal area.

3.5.4.5 YOUTH DEVELOPMENT

The municipality has formed a Youth Council to play an active role in terms of advocating the youth issues to the local government sphere. The council has provided with a budget of R 500 000 per annum.

3.5.4.6 DEVELOPMENT OF THE PEOPLE WITH DISABILITIES

Dannhauser has established the disability forum. It is funded with R200 000 per annum and it plays an instrumental role in terms of raising the issues that affects the disabled citizens.

3.5.4.7 DEVELOPMENT OF THE ELDERLY

The municipality has established the senior citizens forum. It is funded to the tune of R 200 000 per annum and it plays a very important role in terms of issues that affects the elderly.

3.5.4.8 DEVELOPMENT OF WOMEN

The women's forum was established in Dannhauser. It is funded to the tune of R 250 000 per annum. It plays a very important role in terms of raising the issues and needs of women in development.

3.5.4.9 VULNERABLE GROUPS

The municipality has institutionalised the programme for Vulnerable Groups, and the Organogram had made provision for this Sector. The following committees were established for the sector **Disability Forum, Local AIDS Council, Women's Forum, Men's Forum, and Youth**, and these committees are all functional. The municipality had established Ward Based Committees for the Vulnerable Sector, and the challenge that the municipality is facing to that effect is the capacity and resources for the functioning of these committees.

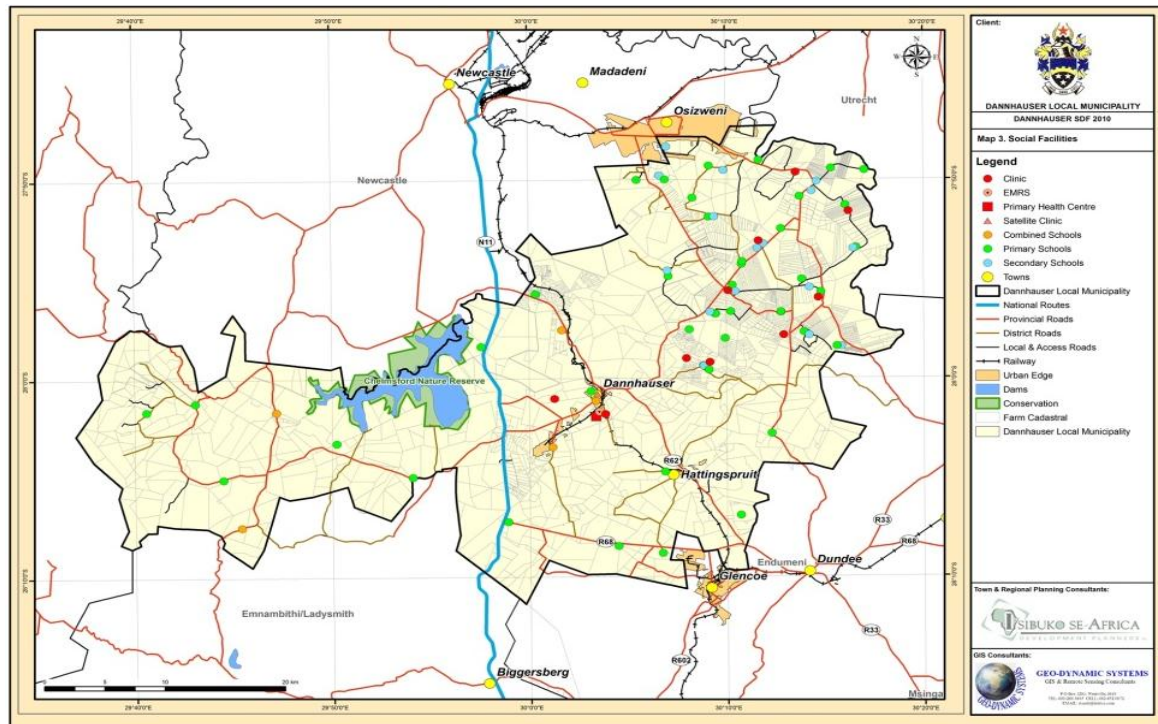
And the municipality had also made the budget provision for the Vulnerable Groups, and they are programmes that are aligned in terms of National and Provincial Programmes and with the SA Calendar. The groups had their annual programme which is informing the municipality on the programme thereof. The municipality had also aligned the Vulnerable Groups to the District Municipality and sector departments around the district.

The budget for Vulnerable Groups is totalling an amount of R 1, 2 Million, this vote or budget is managed by the Office of the Mayor and the Municipal Manager department.

SPECIAL GROUPS

FOCAL GROUP	BUDGET	STATUS QUO	FUNCTIONALITY
DISABILITY FORUM	R 200 000	LAUNCHED	Functional but coordination is a challenge, in terms of this sector.
WOMEN'S FORUM	R 250 000	LAUNCHED	Functional and challenges are manageable
MEN'S FORUM	R 250 000	LAUNCHED	Functional, but the coordination is a challenge and the interest is not responding positively
YOUTH COUNCIL	R 500 000	LAUNCHED	Functional, the challenge is resources for implementing activities of the youth.
SPORTS COUNCIL	R 400 000	LAUNCHED	Functional, the challenge is lack of management skills, and inadequate facilities
SENIOR CITIZENS	R 200 000	LAUNCHED	Functional and challenge is coordination and alignment with other stakeholders
LOCAL AIDS COUNCIL	R 400 000	LAUNCHED	Functionally, but need more support especially from the strategic stakeholders

Figure 5: Map showing Social Facilities



3.5.4.10 POVERTY ALLEVIATION PROGRAMME

Currently the municipality had no Poverty Alleviation Strategy in place, the municipality will develop the Poverty Reduction Strategy during the 2013/2014 financial year. Currently the municipality commenced with Municipal Zibambebe Programme in partnership with EPWP, where the municipality enrolled 121 people for a period of 2 years, this is not form of employment opportunities and it is kind of safety net initiative. The target group to the programme is the non-youth individuals, and primarily falls under indigent bracket. All Wards will benefit in the programme, and participants are identified by Ward Councillors, and then the panel comprised of officials conduct an assessment on individual households. Further the LED Farm programme is also intending to address the Poverty Alleviation in a form of food security programmes and cooperative, and engaging key sector departments like Rural Development and Land Reform, Department of Agriculture, and other strategic stakeholders.

3.5.4.11 NATION BUILDING AND SOCIAL COHESION

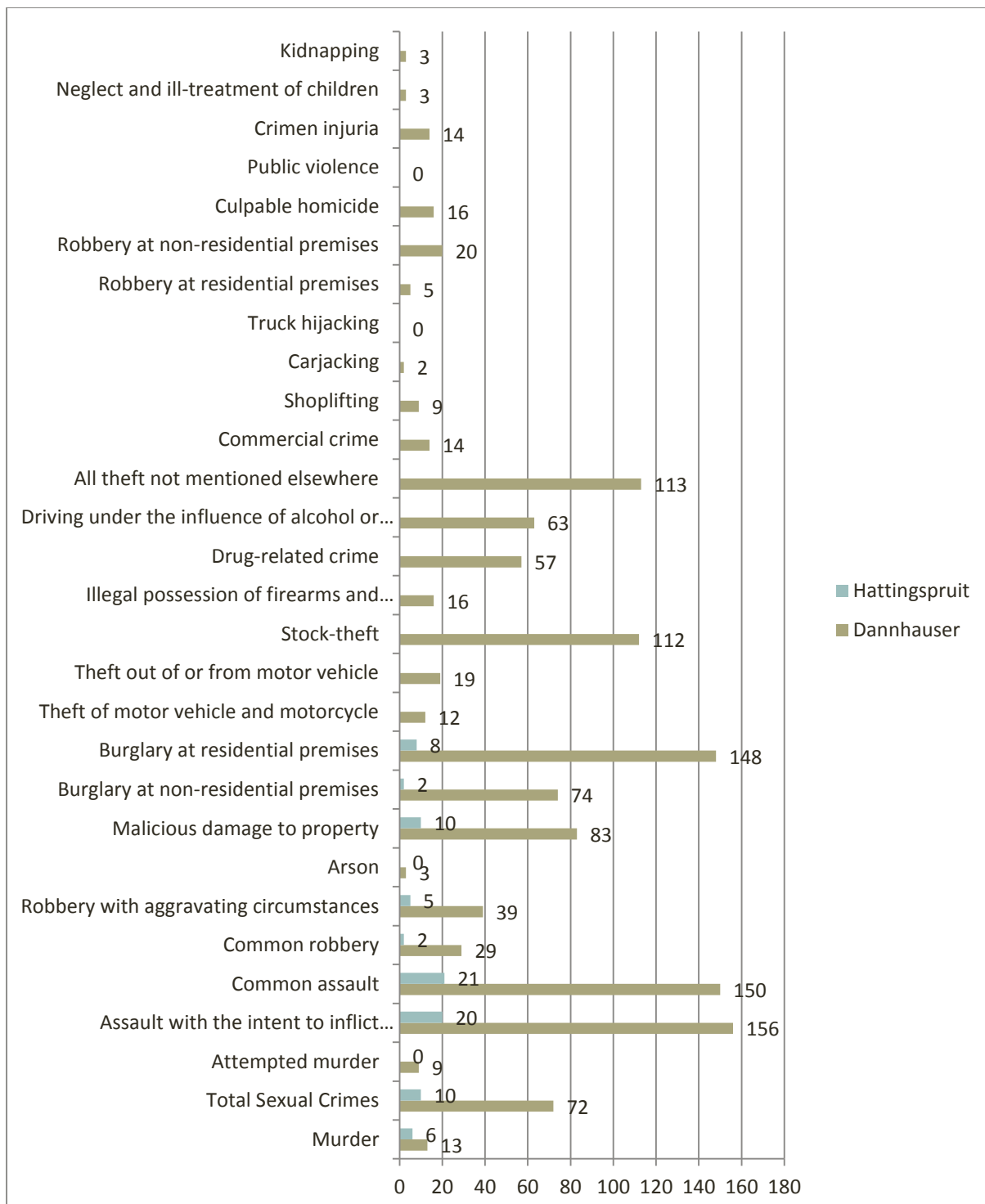
The Amajuba District Municipality's Sport Sector Plan identifies a number of sports facilities available in Dannhauser Municipality and captures these in its facilities Audit. These facilities include South Park, which is identified as being in a poor condition, Emafusini Park, Durnacol Sports Stadium. The KwaMdakane indoor sports centre is identified as the only sports facility that is in a relatively good condition. There is a need to develop further public

facilities to serve the northern settlements. The municipality is currently in the process of constructing the Combined Sports Complex, which is based in Durnacol Ward1, the project is funded through MIG Programme, and the municipality is planning to engage the Department of Sports and Recreation for ensuring that resources are combined and further ensuring that the department participate in the process. The project is currently on phase 3 which is towards completion process.

3.5.4.12 EARLY CHILDHOOD

The state of unrest and violence experienced during the last few years has had an enormous impact on the general welfare of the populations in some section of the municipal area. It led to fragmentation of families and an increase in the number of children without parents or secured accommodation. In rural areas, the evidence of these social problems is less obvious due to the rural character of these areas. Supportive services such as counselling, which are provided by the Department of Welfare, are almost non-existent in the rural areas. In traditional environments, the care for the aged and orphans has always been the responsibility of the community. However, with an increase in the number of cases and changes in the structure of rural households, this system has become unsustainable for most communities. In some areas, this support is now provided by non-governmental organizations. In urban areas most of the existing facilities are aimed at the higher income groups and very few are state-funded.

3.5.4.13 SAFETY AND SECURITY



There are a number of criminal offences that were recorded to have taken place within Dannhauser Municipal Area in 2013. The dominant crimes are Assault, Burglar in residential premises, theft (including stock theft) and malicious damage to property.

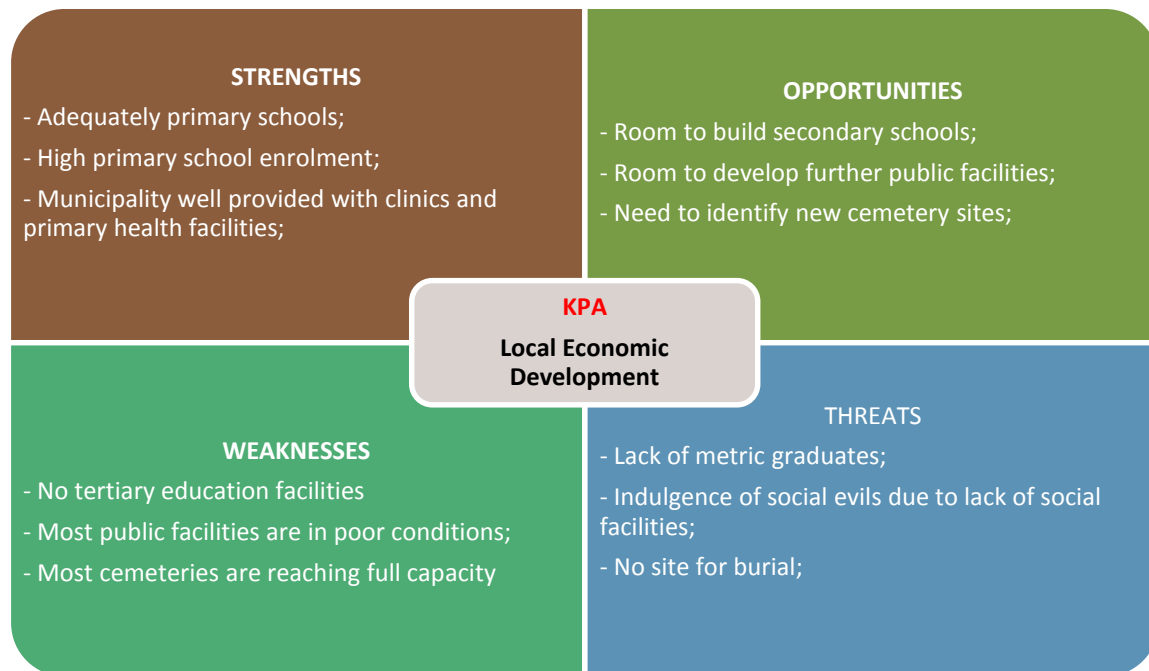
3.5.4.14 PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS, ETC.

There were approximately 1338 people who were affected by crime in 2013. Approximately 57 people were recorded to be affected by drugs. It is estimated that the number of people in Dannhauser infected with HIV has increased to over 14,500 in 2004. The HIV infection

amongst the male population in Dannhauser increased from less than 4% in 1995 to about 13% in 2004. The percentage of the female population estimated to be HIV+ has increased from less than 5% in 1995 to about 15% in 2004. The annual growth rate of new infections have slowed from 34% between 1995 and 1998, to just 2.6% between 2002 and 2004.

3.5.5 SOCIAL DEVELOPMENT: SWOT ANALYSIS

The figure following provides SWOT synopsis for the Social Development:

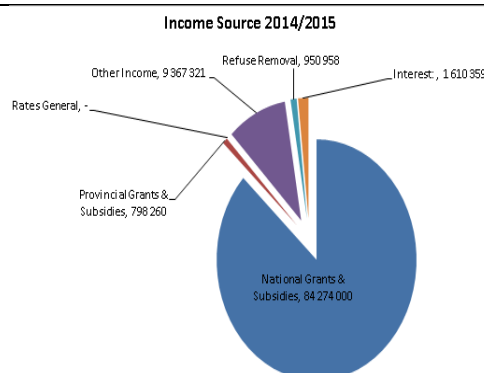


3.6 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

3.6.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

3.6.1.1 REVENUE

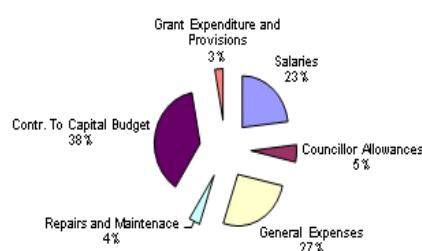
SOURCE	AMOUNT
National Grants & Subsidies	R 84 274 000
Provincial Grants & Subsidies	R 798 260
Rates General	-
Other Income	R 9 367 321
Refuse Removal	R 950 958
Interest:	R 1 610 359
TOTAL	R 97 000 898



The municipality has a budget which constitutes of National and Provincial Grants, Rates and Taxes, Refuse Removal Services, Traffic Fines and Learners and Licences, and other services. The municipality budget provides allocation Service Delivery in terms of the IDP, salaries and allowances for Councillors and Staff, and other programmes in the budget. The municipality had developed the capacity for implantation of the Capital Projects, and it is also investigating the need for establishment of the PMU Section which will fall under Technical Services, however departments had a capacity to implement their internal capital programme. The challenge is the budget constraint which is not sufficient to meet the goals and objectives of the municipality in respect of Capital Programme

3.6.1.2 EXPENDITURE

EXPENDITURE	AMOUNT	%
Salaries	R 28 220 926	23%
Councillor Allowances	R 6 556 189	5%
General Expenses	R 32 418 661	27%
Repairs and Maintenances	R 4 754 976	4%
Contribution to Capital Budget		
Budget	R 46 324 698	38%
Grant Expenditure and Provisions	R 3 500 000	3%
TOTAL	R 121 775 451	100%



The budgeted expenditure amounts to R 121 775 451 which far exceeds the projected revenue. This indicates that the financial needs of the municipality far exceed the available resources.

3.6.1.3 IMPLICATIONS: FISCAL CAPACITY TO IMPLEMENT CAPITAL PROJECTS

Despite heavy reliance on government grants and limited generation of own revenue the municipality has prioritized 38% of its own budget to the implementation of Capital Projects which is very commendable.

3.6.2 FREE BASIC SERVICES

The municipality had developed the Indigent Data which was developed in terms of the municipality Indigent Policy and currently the municipality is in the process to review the Indigent data for ensuring that right information is captured and the data is updated. The municipality is providing free basic services in terms of electricity, water, refuse and sanitation, however in respect of the Water and Sanitation the services are provided by the Amajuba District Municipality, and the transfer the allocation for basic services in terms of allocation from equitable share, and other specific grants for particular services. In terms of electricity the municipality is not providing the service ESKOM is providing the service, and the municipality is paying the due allocation for Free Basic Service to ESKOM as per registered indigent data that is approved by the Municipality.

3.6.3 REVENUE RISING STRATEGIES

The municipality is in the process to develop a revenue enhancement strategy. A service provider has been appointed to develop this strategy as well as undertake a data cleansing exercise for the municipality. This will also focus on seeking alternative source of funding, to be able to project realistic revenue estimate, to improve customer relations and culture of payment and to tighten credit control measures and debt collection measures. The municipality had also approved the position for Debt Collector Personnel which will also increase the revenue in terms of the Revenue Enhancement Strategy. All Consumers must be registered and billed for services rendered;

- A debts collection service to be instituted to monitor the billing and payment of services;
- An adoption of credit control policy; part of the debt collection process is the levying of interest on outstanding payments;
- Fast racking of formalization of towns; and
- Attracting investors for property development in order to enhance rates income.

3.6.4 MUNICIPAL CONSUMER DEBT POSITION

The municipality is currently owed by debtors an amount of R 10 Million for mainly on Property Rates and Taxes. The amount owed to the municipality is for a period of 3 to 5 years, and it is this position that the municipality will have to review this position. The municipality has appointed a service provider to undertake a data cleansing exercise.

Council had prioritised the position for Debt Collection Officer which will also encourage the consumers to pay their outstanding debt to the Municipality. The municipality is in the process to finalise the process for compilation of the Revenue Enhancement Strategy.

3.6.5 GRANTS AND SUBSIDIES

The total budget of the municipality is made up of grants and subsidies which is following categories, Equitable Share, Municipal Infrastructure Grant, Financial Management Grant and Special Programme Grants.

GRANTS	2014/2015	2015/2016	2016/2017
EQUITABLE SHARE	R 56 259 000	R 70 026 000	R 69 765 000
FINANCIAL MANAGEMENT GRANT	R 1 800 000	R 1 950 000	R 2 100 000
MUNICIPAL SYSTEM IMPROVEMENT GRANT	R 934 000	R 967 000	R 1 018 000
MUNICIPAL INFRASTRUCTURE GRANT	R 20 422 000	R 21 240 000	R 22 024 000
SMALL TOWN REHABILITATION GRANT	R 10 000 000	R 10 000 000	R 00, 00
MWIG ALLOCATED FOR DISTRICTS	R 6 293 000	R 11 779 000	R 8 502 000
NATIONAL RURAL HOUSEHOLD INFRASTRUCTURE GRANT	R 4 500 000 Indirect Grant	R 5 000 000 Indirect Grant	R 00, 00
EXPANDED PUBLIC WORKS PROGRAMME	R 1 000 000	R 00, 00	R 00, 00
COUNCILLORS ALLOWANCES GRANT	R 3 859 000	R 4 032 000	R 4 214 000

3.6.6 ASSETS MANAGEMENT STRATEGIES

All assets whether fixed or moveable are to be recorded in an asset register which is electronically maintained;

The asset register is updated when assets are acquired (purchase or transfer once a capital project has been completed) or disposed of;

On an annual basis at least there must be reconciliation between the physical asset holding and that reflected in the asset register;

Where capital assets are transferred from the municipality, budgetary provision for the operation and maintenance of those assets must be included.

3.6.7 CURRENT AND PLANNED BORROWINGS

The municipality does not currently have any loans and it is not planning to make any borrowings in the near future. This is considered as a recommended practice for financial sustainability of the institution.

3.6.8 MUNICIPALITY CREDIT RATING

YEAR	AG OPINION
2013/14	Unqualified
2012/ 13	Unqualified
2011/12	Unqualified

3.6.9 EMPLOYEE RELATED COSTS (INCLUDING COUNCILLOR ALLOWANCES)

With reference to 3.6.1.2, the municipality spends approximately 23% (R R 28 220 926) of its annual budget on salaries. This is in line with the stipulated requirement from Treasury (33%).

3.6.10 SUPPLY CHAIN MANAGEMENT (SCM)

The municipality has the Supply Chain Management Policy in-place. This policy is critical for the procurement of goods and services within the municipality. It is prepared in line with the requirements of the Municipal Finance Management Act No. 56 of 2003.

3.6.11 FINANCIAL VIABILITY & MANAGEMENT SWOT ANALYSIS

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> Most of the positions have been filled Training of staff on MFMA, AAT (Municipal Finance Accounting) has been undertaken 	<ul style="list-style-type: none"> Lack of ICT Strategy (3 year plan) Lack of IT Disaster Recovery Plan Lack of a Performance Management System (PMS) The non-functional of the Audit Committee

OPPORTUNITIES <ul style="list-style-type: none"> The advert for the appointment of Audit Committee Members will be issued. The upgrade of IT infrastructure and capacity can be undertaken. Non-compliance by stakeholders to participate on the IDP processes 	due to the resignation of one member <ul style="list-style-type: none"> Shortage of skills and difficulties in terms of attracting the skilled personnel Non-payment of rates by the farming community
	THREATS <ul style="list-style-type: none"> None compliance of finance officials with regulations None compliance with expenditure on approved funds due to slow implementation of programmes Poor access to credit and funding

3.7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.7.1 NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL

Dannhauser Municipality has successfully rolled-out operation “Sukuma Sakhe” within its area of jurisdiction. Operation Sukuma Sakhe Programme (formerly known as the Flagship Programme) seeks to institute food security, fight disease, in particular HIV, AIDS and TB, and poverty, to empower women and youth, and to instil behavioural change amongst the citizens of the province. The formulation of this 3rd Generation IDP has adopted the principles of Operation Sukuma Sakhe Program thereby establishing partnerships with the local community and getting involved into War Rooms. Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, and how delivery of services is required through partnership with community, stakeholders and government. Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. The program encourages the social mobilization where communities have a role, as well as delivery of government services in a more integrated way. The Government has structured programs which need to drill down to the level of the people they are serving.

3.7.2 IGR

IGR STRUCTURES

NO.	NAME/DESCRIPTION	PURPOSE	STATUS QUO
1.	MAYOR'S FORUM	To discuss governance issues in the district	Actively participating in the District Mayor's Forum, and attending all planned and schedule meetings

2.	MUNICIPAL MANAGER'S FORUM	To discuss Administrative in the district	Participating and active
3.	CFO'S FORUM	To discuss the financial matters in the district	Participating and active
4.	COOPERATE SERVICES FORUM	To discuss the IGR, Governance and other administrative strategic issues	The committee is meeting quarterly and the municipality is actively participating in the forum
5.	COMMUNITY SERVICES FORUM	To discuss the matters concerning the Community Services related in the district, for cooperative and alignment	The committee is meeting quarterly and the municipality is actively participating in the forum
6.	TECHNICAL SERVICES FORUM	To discuss all Technical Services related issues, Service Delivery, Planning for support and alignment	The committee is meeting quarterly and the municipality is actively participating in the forum
7.	PLANNERS FORUM	For coordination of the Planning matters as per	The committee is meeting quarterly and the municipality is actively participating in the forum
8.	IDP DISTRICT FORUM	For planning and alignment on issues concerning the municipalities in the district	The committee is meeting quarterly and the municipality is actively participating in the forum
9.	AFLED	Forum for coordination and alignment on LED	The committee is meeting quarterly and the municipality is actively participating in the forum
10.	DTAC	Forum PMS, which is coordinated by the District Municipality and COGTA KZN,	The committee is meeting quarterly and the municipality is

		PMS Section	actively participating in the forum
11.	INTERNAL AND AUDIT COMMITTEE	Forum for Internal Audit and Audit Committee coordinated by the District Municipality	Forum meets quarterly
12.	DISASTER MANAGEMENT ADVISORY FORUM	For coordination and management on the Disaster Management issues and alignment	The municipality is actively participating in the District Advisory Forum, and meetings are coordinated by the District Municipality

The IGR Forum with the mechanism that is enshrined in the Constitution in terms of Intergovernmental Fiscal Relations Act, No.97 of 1997, and Intergovernmental Relations Framework Act, No. 13 of 2005 and Regulations

Sector departments participate in the IDP processes as a strategic planning document that is intended to guide their capital budget. Information on planned projects by sector departments should inform the multi-year plans, and municipalities must not receive unexpected grants since this cripples planning and can lead to adhoc project implementation. It should be compulsory for all sector departments to align their budgets with municipal budgets and allocate resources using the prioritization list available from municipalities after thorough consultations with communities.

3.7.3 MUNICIPAL STRUCTURES

Dannhauser has all the statutory structures in-place for the processes involved in the development of the IDP. These can be outlined as follows:

- Ward Committees –represents the interest for the community on the ground. The ward committees participate on the IDP representative forum and they also have their own scheduled ward meetings.
- IDP Steering Committee – this structure comprises of the sector departments, municipal management, para-statal and other service delivery agencies.
- IDP Rep Forum – this is a much wider IDP participatory platform which includes the members of the IDP steering committee, municipal councillors, ward committees and general members of the community

- Portfolio Committees – Dannhauser has seven portfolio committees which are the internal structures that discuss issues and make recommendations to Executive Council Committee.
- EXCO – this structure comprises of four members of council (including the Mayor). It is responsible for making recommendations on items before they reach council.
- Council – the full council of Dannhauser has a complement of 21 members who take final decisions for the municipality.

3.7.4 STATUS OF MUNICIPAL POLICIES

Policy	Date of Adoption	Status
Code of Conduct	2010	Currently being implemented
HIV/AIDS Policy	2010	In process for compilation
HIV/AIDS Strategy	2007	Currently being implemented
Sexual Harassment Policy	2010	Currently being implemented
Smoking Policy	2010	Currently being implemented
Recruitment Policy	2009	Currently being implemented
Subsistence and Travelling Allowance Policy	2012	New Policy Adopted on Feb 2014
Overtime Policy	2010	Currently being implemented
Skills Development Policy	2010	Currently being implemented
Mayoral Vehicle Policy	2010	Currently being implemented
Supply Chain Management Policy	2011	Currently being implemented
Employment Equity Policy	2007	Currently being implemented
Property Rates Policy	2009/2010	Currently being implemented
Indigent Policy	2011	Currently being implemented

3.7.5 MUNICIPAL RISK MANAGEMENT

Dannhauser Municipality is in the process to develop a Risk Management Policy. The policy will be intended to address key elements of the risk management framework to be implemented and maintained by the Municipality, which will allow for the management of risks within defined risk/ return parameters, risk appetite and tolerances as well as risk management standards. As such, it provides a framework for the effective identification, evaluation, management, measurement and reporting of the Municipality's risks. The policy should assign the Internal Audit Unit, Audit Committee, CFO and Municipal Manager with the identification and management of risks.

3.7.6 GOOD GOVERNANCE

3.7.6.1 AUDIT COMMITTEE

The municipality has no Audit Committee in place, however the municipality has entered into a Shared Service Agreement or arrangement with Amajuba District Municipality, and

there were no Audit Committee Members since the beginning of the 2013/2014 Financial Year. However the ADM had appointed the Audit Committee Members on the 07 February 2013. The Shared Service arrangement covers both Performance and Financial Matters. The 2012/2013 Annual Financial Statements were submitted before the Audit Committee, and audited by Auditor General during the 2012/2013 Audit which was carried by Auditor General's Office.

3.7.6.2 INTERNAL AUDIT UNIT

The Municipality had an outsourced Internal Auditors, with the appointment of the Umnotho Business Consulting for a 3 year contract (2013-2016). The Services rendered by the Internal Auditors.

3.7.6.3 PERFORMANCE MANAGEMENT SYSTEM

The Municipality had developed the Performance Management System which covers Organisational Performance, Individual Performance which cater for all departments in the Organisation. The PMS has been reviewed on the quarterly as per legislation or regulation requires, it is due for review by Internal Audit Unit and Audit Committee. All Section 54 and 56 Managers positions has been filled, Municipal Manager, Manager Corporate Services, Manager Technical Services, Manager Community Services, and the Chief Financial Officer.

3.7.7 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

The municipality had a staff compliment of 93 employees, and all positions are on an approved Organogram, Section 56 and 54 Manager were all filled during 2013/2014 financial year. Majority of the positions that were prioritised and approved as per Council resolving, at least 60% of the positions were filled, there is a challenge in terms of office space, which is very limited currently.

3.7.7.1 OPERATION SUKUMA SAKHE

In terms of Operation Sukuma Sakhe for Dannhauser Municipal Area, the structure is functional and all departments are participating. The Municipality established all Operation Sukuma Sakhe activities as per Provincial Government guidelines. The Mayor is the Chairperson of the Operation Sukuma Sakhe, and all Councillors are participating.

All committees for Operation Sukuma Sakhe were established like Task Team, War Room in all Wards, departments, Traditional Leaderships and Ward Committees are participating in the OSS. Operation Sukuma Sakhe also assist on expediting service delivery and ensuring that services are accessible and satisfactory for citizens.

War Rooms meetings are held on a weekly basis, and the attendance is sometimes a challenge, and this is due to that departments are also committed on their responsibilities on the service delivery.

OPERATION SUKUMA SAKHE SCHEDULE

War Rooms:

Month	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11
	Date, Time and Venue										
January	15 TH KOPPIE ALLEEN HALL	15 TH EMAFUSINI HALL	15 TH VERDRIET HALL	15 TH MILLFORD HALL	15 TH KWA-MGIDIZA HALL	15 TH FAIRBREEZE/ POONA	15 TH KWADAKANE HALL	15 TH	15 TH MAFAHAW ANE	15 TH EASTBOURN E HALL	15 TH THUSOUNG CENTRE
February	13 TH KOPPIE ALLEEN HALL	13 TH EMAFUSINI HALL	13 TH VERDRIET HALL	13 TH MILLFORD HALL	13 TH KWA-MGIDIZA HALL	13 TH FAIRBREEZE/ POONA	13 TH KWADAKANE HALL		13 TH MAFAHAW ANE	13 TH EASTBOURN E HALL	13 TH THUSOUNG CENTRE
March	4 TH KOPPIE ALLEEN HALL	4 TH EMAFUSINI HALL	4 TH VERDRIET HALL	4 TH MILLFORD HALL	4 TH KWA-MGIDIZA HALL	4 TH FAIRBREEZE/ POONA	4 TH KWADAKANE HALL		4 TH MAFAHAW ANE	4 TH EASTBOURN E HALL	4 TH THUSOUNG CENTRE
April	8 TH KOPPIE ALLEEN HALL	8 TH EMAFUSINI HALL	8 TH VERDRIET HALL	8 TH MILLFORD HALL	8 TH KWA-MGIDIZA HALL	8 TH FAIRBREEZE/ POONA	8 TH KWADAKANE HALL		8 TH MAFAHAW ANE	8 TH EASTBOURN E HALL	8 TH THUSOUNG CENTRE
May	6 TH KOPPIE ALLEEN HALL	6 TH EMAFUSINI HALL	6 TH VERDRIET HALL	6 TH MILLFORD HALL	6 TH KWA-MGIDIZA HALL	6 TH FAIRBREEZE/ POONA	6 TH KWADAKANE HALL		6 TH MAFAHAW ANE	6 TH EASTBOURN E HALL	6 TH THUSOUNG CENTRE
June	3 TH KOPPIE ALLEEN HALL	3 TH EMAFUSINI HALL	3 TH VERDRIET HALL	3 TH MILLFORD HALL	3 TH KWA-MGIDIZA HALL	3 TH FAIRBREEZE/ POONA	3 TH KWADAKANE HALL		3 TH MAFAHAW ANE	3 TH EASTBOURN E HALL	3 TH THUSOUNG CENTRE
July	2 TH KOPPIE ALLEEN HALL	2 TH EMAFUSINI HALL	2 TH VERDRIET HALL	2 TH MILLFORD HALL	2 TH KWA-MGIDIZA HALL	2 TH FAIRBREEZE/ POONA	2 TH KWADAKANE HALL		2 TH MAFAHAW ANE	2 TH EASTBOURN E HALL	2 TH THUSOUNG CENTRE

Month	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11
August	4 TH KOPPIE ALLEEN HALL	4 TH EMAFUSINI HALL	4 TH VERDRIET HALL	4 TH MILLFORD HALL	4TH KWA-MGIDIZA HALL	4TH FAIRBREEZE/POONA	4 TH KWADAKANE HALL		4 TH MAFAHAW ANE	4TH EASTBOURNE HALL	4 TH THUSONG CENTRE
September	2 TH KOPPIE ALLEEN HALL	2 TH EMAFUSINI HALL	2 TH VERDRIET HALL	2 TH MILLFORD HALL	2TH KWA-MGIDIZA HALL	2TH FAIRBREEZE/POONA	2 TH KWADAKANE HALL		2 TH MAFAHAW ANE	2TH EASTBOURNE HALL	2 TH THUSONG CENTRE
October	7 TH KOPPIE ALLEEN HALL	7 TH EMAFUSINI HALL	7 TH VERDRIET HALL	7 TH MILLFORD HALL	7TH KWA-MGIDIZA HALL	7TH FAIRBREEZE/POONA	7 TH KWADAKANE HALL		7 TH MAFAHAW ANE	7TH EASTBOURNE HALL	7 TH THUSONG CENTRE
November	4 TH KOPPIE ALLEEN HALL	4 TH EMAFUSINI HALL	4 TH VERDRIET HALL	4 TH MILLFORD HALL	4TH KWA-MGIDIZA HALL	4TH FAIRBREEZE/POONA	4 TH KWADAKANE HALL		4 TH MAFAHAW ANE	4TH EASTBOURNE HALL	4 TH THUSONG CENTRE

DANNHAUSER LOCAL TASK TEAM:

Month	Date	Venue
January	8 th (Tuesday)	KwaMdakane Thusong Service Centre
February	5 th (Tuesday)	KwaMdakane Thusong Service Centre
March	5 th (Tuesday)	KwaMdakane Thusong Service Centre
April	2 th (Tuesday)	KwaMdakane Thusong Service Centre
May	7 th (Tuesday)	KwaMdakane Thusong Service Centre
June	4 th (Tuesday)	KwaMdakane Thusong Service Centre
July	2 th (Tuesday)	KwaMdakane Thusong Service Centre
August	6 th (Tuesday)	KwaMdakane Thusong Service Centre
September	3 th (Tuesday)	KwaMdakane Thusong Service Centre
October	1 th (Tuesday)	KwaMdakane Thusong Service Centre
November	5 th (Tuesday)	KwaMdakane Thusong Service Centre

3.7.7.2 WARD COMMITTEES AND CDW'S

Ward Committees were all elected at the beginning of the term of the new Council, starting from 2011, and they are functional in all Wards. The municipality had set aside budget of R 1 000 000, which covers a stipend portion of R 400, with airtime allowance or R 50 00 per Ward Committee member, and a R 100 for a Transport Allowance for meetings that are per approved by Speaker and other activities of Council. Ward Committees are meeting on a monthly basis, as per schedule that approved by Council, their reports are submitted the Office of the Speaker and Manager Corporate Services, which then submit it to EXCO for decision. Dannhauser Municipality were allocated 8 CDW's, and the following Wards were prioritised Ward 2, 3, 4, 5, 8, 9, and 11. And the CDW's are also under office of the Speaker, Manager Corporate Services and Public Participation Officer are responsible for CDW's. CDW's are participating to all Council activities, like Ward Committee meetings, Constituency Meetings, War Room, and Operation Sukuma Sakhe

3.7.7.3 WARD CONSTITUENCY CONSULTATION

The municipality has developed a reporting framework to Community by Ward Councillors, and the Office of the Speaker convenes Ward Constituency meetings, by annually. These meetings create reporting opportunities by Ward Councillors and the Mayor in all 11 Wards. Public also allowed to further engage on issues of development, and make in put on any projected development for the municipality. The Ward Constituency Meetings are held on a quarterly basis, however currently the municipality can only convene 2 meetings a year due to limited budget. During these sessions of meetings the sector departments are invited and report on programme that the departments are responsible for. The municipality provide transport, publicity, venues and catering for these meetings. The most effective means of communication for Constituency Meetings are Loud hailing, Print Media advertisement, and postering, as well Facebook page.

3.7.7.4 POVERTY ALLEVIATION PROGRAMME

Currently the municipality had no Poverty Alleviation Strategy in place; the municipality will develop the Poverty Reduction Strategy during the 2013/2014 financial year. Currently the municipality from 2013/2014 financial year had budget Municipal Zibambele Programme, where the municipality will enrolled 121 people for a period of 2 years, this is not form of employment opportunities and it is kind of safety net initiative. The target group to the programme is the non-youth individuals, and primarily falls under indigent bracket. All Wards will benefit in the programme, and participants are identified by Ward Councillors, and then the panel comprised of officials conduct an assessment on individual households.

3.7.8 PUBLIC PARTICIPATION

3.7.8.1 MAYORAL IZIMBIZO AND CONSTITUENCY MEETINGS

The municipality had develop the Public Participation Policy which is falling under the Office of the Speaker, and the policy reflect the following the areas for communication on issues of local government, IDP/Budget Roadshows, Constituency Meetings. Constituency Meetings are held on a quarterly basis, and Constituency Meetings aimed ensuring that the Ward Councillor report on a quarterly basis, the Councillor is allowed to issues that are based on progress made in the Ward and also report on issues that they are for implementation purpose.

3.7.8.2 IT COMMUNICATION MEANS: SMS, FACEBOOK AND WEBSITE PAGES

The municipality also established an sms system which allows communities to report on different issues, and facebook page was also established for communicating on issues of local government. The municipality had established the Website Page where all issues concerning development, policies, IDP, Budget, PMS, Procurement, Policies and other matters are loaded on a month to month basis.

3.7.9 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

STRENGHT	WEAKNESSES
<ul style="list-style-type: none"> ☛ Dannhauser is participating in the IGR structure at a district level. ☛ Public participation and municipal structures are in-place which embraces good governance. ☛ Audit committee is in-place and the ☛ Internal Audit Unit is functional. ☛ Most policies and bylaws have been developed, approved and adopted. 	<ul style="list-style-type: none"> ☛ Some of the ward committees still battle to understand the IDP process and planning cycles.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ☛ Training of ward committees on 	<ul style="list-style-type: none"> ☛ If the systems of good governance are not implemented especially public

Municipal IDP and Budgeting	participation and transparency, this could lead to limited mistrust and community uproar.
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3.8 COMBINED SWOT ANALYSIS

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> ☛ Chelmsford Nature Reserve ☛ Hosts important Escarpments ☛ Hosts important species sites ☛ Hosts important ecosystems ☛ About 19% of the land constitutes high agricultural land ☛ Hosts Ntshingwayo Dam ☛ Increase in number of households; ☛ Increase in the number of formal dwellings; ☛ 80.7% of the population within the municipal area use electricity for lighting; ☛ Municipal area has two functioning wastewater treatment works; ☛ Strategic Location in terms of road network, railway line, proximity to N11, Durban & Johannesburg; and ☛ Refuse collection is well undertaken with the urban areas. ☛ Adequately primary schools; ☛ High primary school enrolment; ☛ Municipality well provided with clinics and primary health facilities; ☛ Most of the positions have been filled ☛ Training of staff on MFMA, AAT 	<ul style="list-style-type: none"> ☛ Opportunity to initiate tourism projects; ☛ Room to initiate Agriculture projects; ☛ There is room to reduce poverty and unemployment through agriculture & tourism projects; ☛ Good infrastructure to meet investment demands; ☛ Readily available electricity (energy) to accommodate economic activities; ☛ Improve service delivery through planning, budgeting and deliver (execution); and ☛ Opportunity to extend the refuse removal in rural areas. ☛ Room to build secondary schools; ☛ Room to develop further public facilities; ☛ Need to identify new cemetery sites; ☛ Lack of ICT Strategy (3 year plan) ☛ Lack of IT Disaster Recovery Plan ☛ Lack of a Performance Management System (PMS) ☛ The non-functional of the Audit Committee due to the resignation of one member ☛ Shortage of skills and difficulties in

<p>(Municipal Finance Accounting) has been undertaken</p> <ul style="list-style-type: none"> ☛ Dannhauser is participating in the IGR structure at a district level. ☛ Public participation and municipal structures are in-place which embraces good governance. ☛ Audit committee is in-place and the ☛ Internal Audit Unit is functional. ☛ Most policies and bylaws have been developed, approved and adopted. 	<p>terms of attracting the skilled personnel</p> <ul style="list-style-type: none"> ☛ Non-payment of rates by the farming community ☛ Some of the ward committees still battle to understand the IDP process and planning cycles.
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> ☛ Poor road infrastructure; ☛ Lack of funding; ☛ High illiteracy rate; ☛ Many female headed households; ☛ Only 11.5% flush toilets were connected to sewerage (2011); ☛ Only 11.5% of the population enjoy the weekly refuse removal services; ☛ Only 19.5% of the population have piped water inside dwelling; ☛ Some of the local access roads require improvement; and ☛ Public transport infrastructure requires attention ☛ No tertiary education facilities ☛ Most public facilities are in poor conditions; 	<ul style="list-style-type: none"> ☛ Increase in poverty levels; ☛ Endangered species are prone to land transformation; ☛ Increase in under-development ☛ Possibility of waterborne diseases; ☛ Increase in social evils; ☛ Undermine growth and development; and ☛ Risk to be untidy municipality. ☛ Lack of metric graduates; ☛ Indulgence of social evils due to lack of social facilities; ☛ No site for burial; ☛ None compliance of finance officials with regulations ☛ None compliance with expenditure on approved funds due to slow

<ul style="list-style-type: none"> ➤ Most cemeteries are reaching full capacity ➤ The advert for the appointment of Audit Committee Members will be issued. ➤ The upgrade of IT infrastructure and capacity can be undertaken. ➤ Non-compliance by stakeholders to participate on the IDP processes ➤ Training of ward committees on Municipal IDP and Budgeting 	<p>implementation of programmes</p> <ul style="list-style-type: none"> ➤ Poor access to credit and funding ➤ If the systems of good governance are not implemented especially public participation and transparency, this could lead to limited mistrust and community uproar.
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3.9 KEY DEVELOPMENT CHALLENGES

- The municipality is formerly a mine town and also depend on Agriculture as a key sector as the closure of mines increase the rates of unemployment and poverty.
- Limited Revenue for funding development activities
- Capacity Challenge, there is high turnover staff particularly finance department.
- Land issue not resolve due to that it minimise opportunity for development and further do not allow the municipality to grow and align it with the surrounding municipalities.
- The other challenge which is greatest challenge to the development is the revenue, currently the municipality is highly depending on grants from National and Provincial Government, however there is income which the municipality generates from the Rates, Refuse Collection, Traffic Fines, and Licencing, and other services.
- Though the municipality had implemented the MPRA it is has not make any improvement to improve income for ensuring that service delivery.
- Private Sector contribution to development is a challenge which minimise the constant growth in development and sustainability to the existing infrastructure.

4 VISION, OBJECTIVES AND OBJECTIVES

4.1 STRATEGIC LINK WITH THE PROVINCIAL DEVELOPMENT STRATEGY

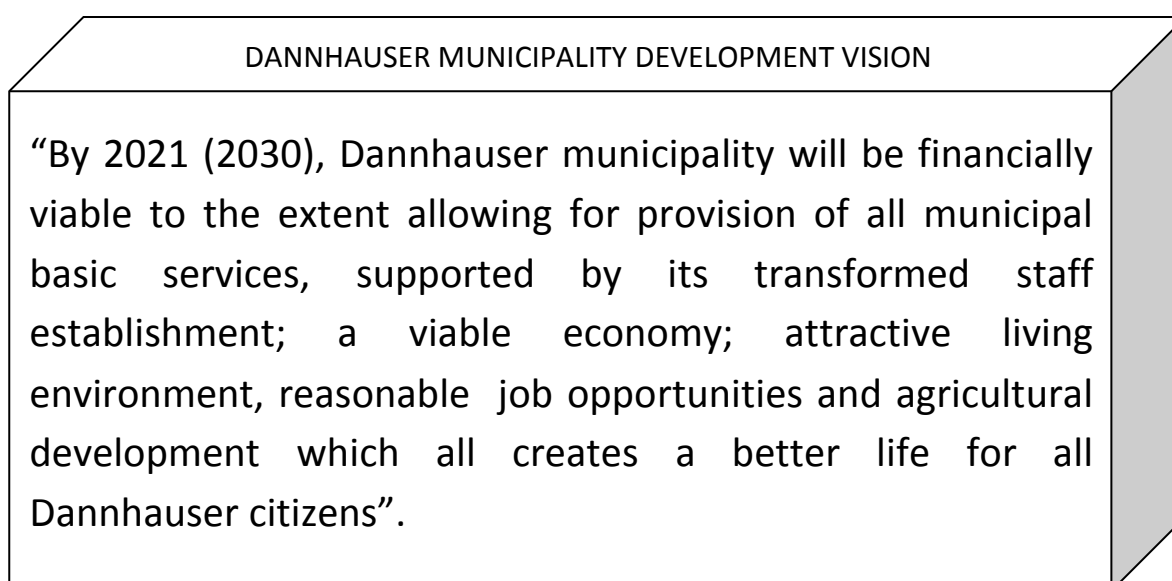
The KwaZulu-Natal Province development vision is outlined in the recently introduced Provincial Growth and Development Strategy (PGDS). The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the Province to 2030. It provides the province with a rational strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments (PGDS, 2011).

Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The Dannhauser Municipality IDP is formulated within the framework of the PGDS and is fully aligned with the provincial development goals.

4.2 MUNICIPAL VISION AND MISSION

4.2.1 DEVELOPMENT VISION

The municipal council's vision for long term development municipality with special emphasis on municipality's most critical developmental and internal transformation needs. The adopted vision reads as follows:



4.2.2 MISSION STATEMENT

The municipal vision will be achieved through the following mission:

“Dannhauser Municipality will utilize limited and available resources to achieve reasonable financial capacity for eradication of basic services backlogs, through creation of an enabling environment, with special emphasis on agriculture, mining and industrial development”.

4.3 DEVELOPMENT GOALS

Dannhauser Municipality strives to contribute to building a developmental local government as envisaged in the Constitution and outlined in various local government legislation. This includes undertaking the following activities:

- Provide democratic and accountable government for local communities;
- Be responsive to the needs of the local community;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment;
- Encourage the involvement of communities in the matters of local government;
- Facilitate a culture of public service and accountability amongst its staff; and
- Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

The outcomes of meeting these objectives as identified by the Local Government Turnaround Strategy include:

- The provision of household infrastructure and services;
- The creation of liveable, integrated and inclusive cities, towns and rural areas; and

- Local economic development and community empowerment and distribution.

4.4 DEVELOPMENT GOALS, OBJECTIVES, STRATEGIES AND PERFORMANCE TARGETS

GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
Integrated Basic Municipal Services	<ul style="list-style-type: none"> ✓ To ensure provision of all basic services to the entire community of Dannhauser; ✓ To meet the national norms and standards on accessibility of basic municipal services; ✓ To ensure that Dannhauser enjoys economic growth; ✓ To ensure that Dannhauser attracts investors for industrialization; ✓ To ensure provision of public facilities and amenities in all wards enabling economic engagements; ✓ To provide the community with space for public engagements between themselves and with the entire government of the Republic; ✓ To ensure full compliance with pieces of legislation relevant to local government. 	<ul style="list-style-type: none"> ✓ Full MIG utilization; and ✓ Identification of roads to be done by the District Municipality. ✓ Universal Access has been achieved, Municipality to engage with DME and ESKOM on infill and extension of electricity services to all households as and when required. ✓ Filing an application for funding with DOE; ✓ Engage Amajuba District Municipality in connection with water supply programmes. ✓ Rehabilitate and construct the key urban roads up to an acceptable standard; and ✓ Lobbying for additional funding with Provincial government or other agencies. 	<ul style="list-style-type: none"> ✓ Construction of the 80km of access (rural) roads to all identified 11 wards (from 2011 to 2016) ✓ Electrification of infill as and when required. ✓ Provision of alternative energy to all deep rural households in Dannhauser by 2015 ✓ To achieve universal access to water supply in line with the Millennium Development Goals. ✓ A minimum of 9 km road per annum (provided that funding becomes available). ✓ Preparation of a business plan for ward 2 hall. ✓ Identification of ward 2 hall site and execution of planning and development processes. ✓ Regular engagement with

GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
		<ul style="list-style-type: none"> ✓ Build town halls in ward 2. ✓ Provision of child care facilities in all 11 wards ✓ Building of taxi rank with hawkers shelters ✓ Provision of recreation facility (park) in ward 2 ✓ Facilitate the development of the mall in Dannhauser. ✓ Facilitation for the building of primary and high schools in ward 1, 2 and ward 5 ✓ Development of the market facility in ward 2 ✓ Provision of nursery in ward 2 ✓ Provision of sport fields in all 11 wards ✓ Construction of Durnacol sports complex 	<p>office of the Premier on funding due to the Municipality.</p> <ul style="list-style-type: none"> ✓ Filling an application for funding with agencies including National Lotteries Board. ✓ Submission of a business plan to the relevant authority for MIG. ✓ Completion of the taxi rank and hawkers shelters by 2015. ✓ Setting internal budget aside for the project ✓ Site identification ✓ Execution of this project as identified by Precinct Plan. ✓ Execution of this project as identified by Precinct Plan. ✓ Completion of the project before 2016 ✓ Submission of the project to the department of education ✓ Facilitation and co-

GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
			<p>ordination for the building of schools</p> <ul style="list-style-type: none"> ✓ Investigate the feasibility of the market facility. ✓ Early identification of land ✓ Internal budget allocation and/or ✓ Application for funding from relevant agencies ✓ Early identification of land ✓ Application for funding from relevant agencies (Department of Agriculture) ✓ Investigate the best sportsfield model and prepare the design. ✓ Identification of land by Councilors ✓ Acceptance of relevant consents from owners or Ingonyama Trust ✓ Internal budget allocation and/or application for funding from the agencies ✓ Early appointment of relevant contractors ✓ Speedy construction

GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
			✓ Continuous MIG allocation
Local Economic Development	<ul style="list-style-type: none"> ✓ To ensure that Dannhauser enjoys economic growth; ✓ To ensure that Dannhauser attracts investors for industrialization 	<ul style="list-style-type: none"> ✓ Ensure that cooperatives are established and are utilized and functional ✓ Ensure that the farming initiative is aligned with LED Mandate ✓ Ensure that bankable business plans for anchor projects are prepared and prioritized by LED forum ✓ Ensure sustainable functioning of LED Forums and other committees to achieve sustainable implementation of LED initiatives. ✓ Ensure that LED interventions lead to creation of sustainable jobs. ✓ Ensure that the municipality facilitates the attraction of investors to Dannhauser area and for district economic growth. ✓ To ensure a strong public, private partnership 	<ul style="list-style-type: none"> ✓ Facilitate the training and registration of co-operatives with relevant institutions ✓ Engagements with relevant provincial departments e.g. Dept. of Rural Development and Dept. of Agriculture. ✓ Preparation of five business plans per annum ✓ Conducting LED Forum once in two months. ✓ Sector Committee Meetings to be conducted once a month. ✓ Identification of potential projects ✓ Consistence engagements with the funding institutions. ✓ Mobilization of investors ✓ Rehabilitation of the industrial area ✓ Adoption of investment friendly financial policies

GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
		<p>throughout all the sectors in order to address the scarcity of jobs.</p> <ul style="list-style-type: none"> ✓ Commitment of an analysis on best method for public engagement ✓ Continuous assessment of current initiatives against outcomes ✓ Adoption of a schedule of meetings of LED forum ✓ Consideration of LED as key driver of economy ✓ Provision for LED in budget allocations ✓ Synergy between LED and job creation with visible benefits and spin-offs ✓ Mobilization of investors ✓ Rehabilitation of the industrial area ✓ Adoption of investment friendly financial policies and bylaws ✓ Contributions through SLPs and other ways by mining industry ✓ Mobilization of regular 	<p>and bylaws</p> <ul style="list-style-type: none"> ✓ Preparation of investment Strategy ✓ Intensify LED involvement from the initial stages of sector developments. ✓ ✓ Ensure that the project for the farm is linked with the LED initiatives and functional ✓ Ensure that bankable business plans for anchor projects are prepared and prioritised by Exco and led forum ✓ Ensure that led forum and other committees are held for coordination and input on LED matters ✓ Ensure that job creation activities are aligned with LED interventions ✓ Ensure that the municipality facilitates the attraction of investors for Dannhauser area and for district economic growth.

GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
		social commitments by private sector on priority service delivery issues.	
Essential public facilities and amenities	<ul style="list-style-type: none"> ✓ To ensure provision of public facilities and amenities in all wards enabling economic engagements; ✓ To provide the community with space for public engagements between themselves and with the entire government of the Republic; ✓ To ensure full compliance with pieces of legislation relevant to local government 	<ul style="list-style-type: none"> ✓ To render landscaping services within Dannhauser Town ✓ To provide the necessary landscaping within community halls ✓ To main and upkeep the sportsfield in a good condition ✓ To enforce bylaws pertaining to environmental health in partnership with other organizations ✓ To render refuse removal services; ✓ To undertake advocacy on recycling; ✓ To manage the landfill site; and ✓ To create advocacy awareness campaigns with schools and other organisations. 	<ul style="list-style-type: none"> ✓ Well maintained town ✓ To undertake an audit of the existing facilities and commence with maintenance ✓ To keep the existing two (2) sports facilities in good condition ✓ To undertake consultations on all by-laws ✓ To render refuse removal within Dannhauser, Hattingspruit and Durncoal.
Municipal self-	<ul style="list-style-type: none"> ✓ To build a municipality with adequate 	<ul style="list-style-type: none"> ✓ Ensuring that monies that 	<ul style="list-style-type: none"> ✓ Municipal financial

GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
financial sustainability and best management	<p>revenue for self-sustainability;</p> <ul style="list-style-type: none"> ✓ To eradicate dependency on grants by the municipality; ✓ To enhance the achievement of a clean audit report by 2014 onwards; ✓ To create a culture of good financial management with special emphasis on revenue; expenditure; controls and systems improvement; ✓ To establish political structures and ensure election of respective office - bearers within the ambit of law; 	<p>are owed to the municipality are collected, (rates, taxes, traffic fines and other services that are collected)</p> <ul style="list-style-type: none"> ✓ Filling of all vacant positions with qualified personnel ✓ Early requisition of advertisement of the posts by the department ✓ Commissioning of a cleansing project ✓ Allocation of cleansing under MSIG ✓ Public participation and good governance ✓ Timely reporting to Treasury; Provincial and National state departments ✓ Reporting to EXCO and Council ✓ Reporting on compliance levels covering all compliance matters ✓ Monthly submission of section 71 and 72 reports to EXCO or Council ✓ Ensure sitting of audit 	<p>viability</p> <ul style="list-style-type: none"> ✓ Adoption of a comprehensive debt collection policy ✓ Implementation of the said policy ✓ Regular reporting to EXCO ✓ Ensuring that the finance department is provided with necessary employees for effective running of the department ✓ Ensure that the cleansing of database is undertaken for updating particulars clients and that all clients are registered and billed in terms of property act requires. ✓ Ensure that statutory reports are prepared and submitted to the relevant committees and other authorities as per legislative requirements ✓ Ensure that the section 71 and 72 reports are prepared and submitted

GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
		<p>committee</p> <ul style="list-style-type: none"> ✓ Monitor shared service issues ✓ Ensure presentation of audit committee matters by its chairperson before council ✓ Utilization of external service providers for effectiveness and efficiency ✓ Continuous commitment of internal audit committee ✓ Early replacement or filling of vacancies ✓ Regular sittings as per the schedule of meetings ✓ Budget allocation for sittings ✓ Provision of adequate technical support to the office of the Speaker ✓ Quarterly report on sitting of portfolio committees ✓ Nomination of resource officials for committees ✓ Regular monitoring of compliance ✓ Reporting on key items like 	<p>to relevant structures (exco, council, national treasury and provincial treasury) as per legislation requires</p> <ul style="list-style-type: none"> ✓ Ensure that the audit committees executes its duties in terms of oversight ✓ Ensure that the internal audit unit functions accordingly and is appointed ✓ Ensure that ward committees are established and functional ✓ Ensure that the constituency meetings are held quarterly in all wards ✓ Ensure that the portfolio committee meetings are held as per council annual schedule ✓ Ensure that standing rules of order is reviewed and implemented ✓ Ensure that the ward committee reports are

GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
		<p>absenteeism</p> <ul style="list-style-type: none"> ✓ Standing item on ward committees in EXCO agenda ✓ Submission of a detailed report for discussion ✓ Preparation of monthly financial statements ✓ Submission of monthly statements to EXCO ✓ Finalization of AFS on second week of August ✓ Preparation of draft performance report at the end of June ✓ Preparation of relevant schedule ✓ Provision of technical support to the Mayor and Speaker ✓ Allocation of public participation resources ✓ Preparation of monthly financial statements ✓ Submission of monthly statements to EXCO ✓ Finalization of AFS week of August ✓ Preparation and submission 	<p>submitted to EXCO and council for discussion and implementation</p> <ul style="list-style-type: none"> ✓ Ensure that 2011/2012 annual financial statements are prepared and submitted to Auditor General by 31 august 2012 ✓ Ensure that the 2011/2012 annual performance report is prepared and submitted together with the annual financial statements by 31 august 2012 ✓ Ensure that the public participation process are undertaken as legislation requires ✓ Submission on the 10th of every month ✓ Ensure that 2013/2014 annual financial statements are prepared and submitted to Auditor General by 31 august 2014

GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
		<ul style="list-style-type: none"> of quarterly reports to council. ✓ Preparation of draft performance report at the end of June 	<ul style="list-style-type: none"> ✓ Submission of four reports per annum. ✓ Ensure that the 2012/2013 annual performance report is prepared and submitted together with the annual financial statements by 31 august 2013
Good co-operative governance and strategic public participation	<ul style="list-style-type: none"> ✓ To formulate legislative and other delegations for all office – bear; political structure and officials; 	✓	
Institutional development and internal transformation	<ul style="list-style-type: none"> ✓ To foster a culture of public participation and government for the people; 	✓	✓
Efficient Use of Space and promotion of	✓	<ul style="list-style-type: none"> ✓ Spatial development and environmental ✓ Recruitment of technical support for LUMS ✓ Enforcement of alignment 	Ensure that the spatial development framework is prepared and aligned with LUMS Ensure that land use management system is approved

GOALS	DEVELOPMENT OBJECTIVES	STRATEGIES	PERFORMANCE TARGETS
Harmonious Development		<p>between SDF and LUMS through bylaws</p> <ul style="list-style-type: none"> ✓ Finalization of LUMS ✓ Submission LUMS to council for adoption ✓ Public consultation and final adoption ✓ Introduction of LUMS bylaws to traditional leadership; Ingonyama Trust and other land owners ✓ Recruitment of bylaw implementers ✓ Mobilization of all implementation resources 	<p>by council and consultation with stakeholders</p> <p>Ensure that the municipality consult and engaged land owners and traditional leadership on the usage of land</p> <p>Ensure that the municipality implement the LUMS as per council resolution</p>

4.5 STRATEGIC MAPPING

4.5.1 DESIRED SPATIAL OUTCOMES

Dannhauser Municipality's development vision was developed as part of the Integrated Development Planning process in line with the requirements of the Municipal Systems Act. The vision commits the municipality to economic vibrancy, employment generation, affordable inhabitation, environmental endowment, trade and investment. This is in line with the Agenda 21 understanding of sustainability – commitment to future generations. The attainment of this vision requires the municipality to facilitate the development of a spatial system that:

- Is sustainable from a social, economic, financial, physical and institutional perspective;
- Provides for an efficient movement system, use of scarce Resources and decision making processes;
- Promotes integrated development; and
- Equitable access to development opportunities.

Such a spatial system will create an environment conducive to economic development and growth. It will promote social and economic development and contribute to the achievement of the development objectives as outlined in the IDP. 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 spatially inefficient settlements;
- Promote the sustainable use of the land;
- Channel resources to areas of greatest need and development potential;
- Redress the inequitable historical treatment of marginalized areas;
- Take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment;
- Stimulate economic development opportunities in rural and urban areas; and
- Support an equitable protection of rights to and in land.

In addition, the Dannhauser 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.

4.5.2 DESIRED SPATIAL FORM AND LAND USE

The Dannhauser Municipality boundary was delineated 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 outcomes. As such, the Dannhauser spatial system comprises of the following main components:

- Service centre/commercial hubs with varying levels of impact and spheres of influence. Some already exist and require consolidation while others are incipient and should be allowed to evolve.
- Link roads, which also serve as development corridors whose role is mainly defined in terms of the associated economic development sectors, land use pattern and role in the sub regional economy.
- Settlements located in different environments including urban, peri-urban and rural areas.
- Agricultural land, which needs to be preserved while also unlocking opportunities for tourism and other economic development initiatives.
- Environmental management areas given the location of the area in relation to the Ntshingwayo Dam.

Each of these plays an important role in the functioning of the spatial system.

4.5.3 SPATIAL RECONSTRUCTION AND STRATEGIC INTERVENTION AREAS

The following are the key elements of a spatial restructuring program for Dannhauser Municipality:

- Hierarchy of corridors.
- Hierarchy of nodes
- Settlement clusters.
- Other land use categories.

4.5.3.1 HIERARCHY OF DEVELOPMENT CORRIDORS

Development corridors in Dannhauser 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.

Corridor development as a spatial structuring element and a tool for economic growth, seeks to create functional linkages between areas of higher thresholds (levels of support) and economic potential, with those that have insufficient thresholds. This will enable areas that are poorly serviced to be linked to areas of opportunity and benefit with higher thresholds. Corridors constitute an effective form of decentralization and enable larger and smaller activities to form a relationship. Linear systems can handle growth and change well. They are an effective means for breaking down fragmentation and increasing integration and spatial transformation.

A System of development corridors in Dannhauser have been developed based on the levels of mobility and access routes, intensity of use and role in the regional spatial economy.

The upgrade and road maintenance projects on corridors that lead to development opportunity areas such as rural service centres, high potential agricultural land and tourism nodes should be prioritized as this will encourage investment, improve accessibility and enhance mobility. This principle supports the phased approach to development, targeting areas of greatest potential first. Development corridors are effective in linking infrastructure and economic development as towns and structures connect to each other in a functionally effective manner.

4.5.3.1.1 PRIMARY DEVELOPMENT CORRIDOR

The N11 national road linking Newcastle (the Amajuba's regional centre) to the north of the municipal area and Ladysmith (the uThukela District's regional centre) to the south of the municipal area. This corridor serves both as a transport and tourism corridor.

This road also provides an alternative route to the Gauteng province, which may attract both domestic and international tourists thereby presenting opportunities for LED type projects in certain locations.

4.5.3.1.2 SECONDARY DEVELOPMENT CORRIDORS

Secondary corridors provide vital linkages to service satellites in the district and ensure connectivity with service delivery in the communities. The secondary corridor is the R621 main road. It links the town of Dannhauser and the Hattingspruit satellite to the N11 (and onto Newcastle) to the north and to Dundee and Glencoe (and on to the R33 main road) to the south.

4.5.3.1.3 TERTIARY CORRIDORS

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

- Road 272, which runs south from main road 483 (which links Madadeni and Osizweni in the adjacent Newcastle municipal area. Down to Road 38 and on to Dannhauser to the south west or alternatively on to Dundee (in the adjacent Endumeni Municipality) to the southeast.
- Road 296 which runs south-east from Osizweni and on to road 38 to Dannhauser (linking the satellites of Naasfarm, Thirst and Kilkeel to Dannhauser) or alternatively on to Flint, Road 240 and then Road 272 to Dundee to the south; and
- Road 205-2, which runs from the N11 in a westerly direction and links through to Road 39 to the north of the municipal area.

4.5.3.2 DEVELOPMENT NODES

One of the key issues facing Dannhauser Municipality is a poor settlement pattern, which manifests in the form of the dominance of Dannhauser Town as a regional service centre as well as the general rural character of the area. The net effect of this is the inability to decentralize and coordinate service delivery at a localized level. As a means to address this,

the municipality will facilitate the evolution of a system of nodes incorporating primary, secondary and tertiary nodes.

An activity node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with mixed-use development. They are generally located along or at the cross-section of development corridors.

Activity nodes serve as points in the spatial system where potentially access to a range of opportunities is greatest, where networks of association create diversity and where people are able to satisfy the broadest range of their day-to-day needs. Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of the sub-regional spatial system.

4.5.3.2.1 PRIMARY NODE

Dannhauser town is an important economic node and service centre providing key functions to the surrounding rural areas. It also serves as the key administrative node and provides commercial, agricultural, industrial, social and community services to the surrounding rural areas. Dannhauser accommodates the municipal offices, a police station as well as a variety of commercial and retail outlets.

4.5.3.2.2 SECONDARY NODE

Secondary nodes provide educational, economic and community services to the surrounding rural communities. Most of the rural nodes within Dannhauser municipality are classified as secondary service nodes where a range of services and economic activities can be concentrated in a sustainable way. A secondary node is usually located at an accessible location within an acceptable walking distance of a particular community. The following secondary nodes are proposed for Dannhauser municipality:

- Hattingspruit is identified as a town in the Dannhauser IDP.
- KwaMdakane is identified in the Dannhauser IDP as a service hub as it provides a higher order and more permanent range of services.

4.5.3.2.3 TERTIARY CENTERS

In addition to the secondary nodes, provision needs to be made for the development of community centres within a cluster of settlements. These small centres will serve as location points for community facilities serving the local community such as:

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

The following have been identified as tertiary centres/nodes:

- Nyanyadu
- Buffalo flats area
- Settlements within the Ubuhlebomzinyathi community authority.

4.6 FIVE (5) YEAR STRATEGIC PLAN

ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE INDICATORS	RESPONSIBLE DEPARTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIMELINE
NATIONAL	DANNHAUSER					
Institutional Transformation	Sound management, administration and development	To ensure that citizens are satisfied with the quality of service provision from the municipality and other service providers.	MM	Develop and implement customer satisfaction measurement criteria, process and reporting.	Stakeholders to agree on measurement	31 October 2013
					Criteria and process.	06 December 2013
		Undertake customer satisfaction surveys.	Quarterly			
		Report presented to Council.		Published report.	March 2014	
		To ensure effective management of the municipality	MM	Monitor, assess and report on the performance of senior managers.	Hold regular management meetings.	At least once a month.
					Performance Contracts of senior managers approved by EXCO.	July 2013
				Assessment and reporting on S57 employee's performance.	Quarterly	
			MM	Performance Management System	Review the performance management system annually.	January 2014

ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE	RESPONSIBLE DEPARTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIMELINE
			MM	Ensure that an IDP or IDP Review is prepared annually in accordance with the legislation that links to the budget and to the PMS.	Full or reviewed IDP annually.	June 2014
			MM	Effective internal and external auditing.	<p>Consideration of reports and queries from internal auditors.</p> <p>Attend meetings of the Audit Committee.</p> <p>Deal with matters and queries from the Auditor General.</p> <p>Attend audit meetings convened by the Auditor General.</p> <p>Submit audit reports to the Executive Committee & Council.</p>	<p>Regularly</p> <p>Quarterly</p> <p>As needed</p> <p>As needed</p> <p>Quarterly and as prescribed</p>
			All Departments	To manage and ensure that expenses are incurred within the approved budget.	<p>DP progress reports submitted to Municipal Manager.</p> <p>Monitoring of operational and capital budget expenditure.</p>	<p>Quarterly</p> <p>Monthly</p>

ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE	RESPONSIBLE DEPTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIMELINE
		Ensure that the municipality has adequate financial resources to meet the annual performance objectives of the municipality.	MM	Ensure compilation of the 2014/2015 Multi-Year Budget.	Process Plan approved by ExCo and Council Draft budget submitted to ExCo & Council Budget approved by Council	Aug 2013 March 2014 May 2014
	MM		Monitor implementation of the 2014/2015 Budget.	Monthly reports to ExCo (Mayor) Adjustment Budget approved	Monthly Jan 2015	
	MM		Monitor municipality's compliance with the MFMA.	Ensure that reports are submitted to the National Treasury and EXCO.	Monthly	
	Finance		Ensure that the municipality is adequately resourced to meet the annual performance objectives of the municipality.	Preparation of the annual operational and capital budget.	Annually	
		To ensure that council has sufficient institutional capacity and resources to meet the	Corporate Services	Vacant posts to be filled.	Institutional structure to be finalized. Recruitment, selection and placement of new staff.	March 2014

ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE	RESPONSIBLE DEPARTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIMELINE
		challenge associated with its transformation into a developmental municipality.	Corporate Services	Ensure skills development and capacity building.	Implement in-house staff training policy. Determine staff skills gaps. Arrange staff training as required.	30 June 2013 Completed Ongoing
			MM	Ensure that Departmental staff is capacitated.	Arrange capacity building for staff as per shortcomings identified.	Ongoing
			Eng Services	Ensure that Departmental staff are capacitated.	Arrange capacity building for staff as per shortcomings identified.	Ongoing
			Community Services	Ensure that Departmental staffs are capacitated.	<ul style="list-style-type: none"> Arrange capacity building for staff as per shortcomings identified. 	Ongoing
		Facilitate and encourage compliance with municipal by laws and regulations, as well as other planning and building-related	Eng Services	Ensure that buildings within the areas of regulation comply with the National Building Regulations.	<ul style="list-style-type: none"> Compliance of new buildings with National Building Regulations 	Ongoing

ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE	RESPONSIBLE DEPARTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIMELINE
		regulations.	Eng Services	The implementation of the Land Use Management System (LUMS).	<ul style="list-style-type: none"> Adoption and implementation of LUMS for urban areas. Preparation and implementation of the rural LUMS, including tribal areas, when legislation permits. 	<p>October 2013</p> <p>(Problems experienced. DLGTA to advise)</p> <p>To be determined.</p>
			Eng Services	To ensure new billboards comply with the municipal by-laws.	<ul style="list-style-type: none"> Initiate the preparation of new by-laws where gaps identified. Compliance of new signage with the municipal by-laws. 	<p>Ongoing</p> <p>Ongoing</p>
			Eng Services	The implementation of trade regulations.	<ul style="list-style-type: none"> To ensure trade regulations are complied with. 	Ongoing
			Eng Services	The effective management of markets.	<ul style="list-style-type: none"> To ensure municipal by-laws are prepared when markets are developed to regulate trade. To regulate markets. 	<p>When required.</p> <p>On-going</p>

ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE	RESPONSIBLE DEPTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIMELINE
			Community Services	The effective management of abattoirs.	<ul style="list-style-type: none"> To regulate the establishment and operation of abattoirs. 	On-going
			Community Services	Regulate street trading.	<ul style="list-style-type: none"> Ensure compliance with street trading regulations. 	On-going
			Community Services	The implementation of air and noise pollution regulations.	<ul style="list-style-type: none"> To ensure air and noise pollution are complied with. 	On-going
			Community Services	To regulate the licensing of dogs.	To ensure compliance with by-laws relating to dog licensing.	On-going
			The provision of advice to Councillors.	MM	Maintaining IDPRF meetings to support the IDP and to provide feedback to the community and councillors.	At least 3 IDPRF meetings per IDP Cycle.
		MM	The holding of regular council meetings.	The holding of at least 4 Council meetings per annum		
		MM	Ensuring that the portfolio committees take place.	The holding of regular portfolio committee meetings.	Ongoing	

ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE	RESPONSIBLE DEPARTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIMELINE
Infrastructure and services	Provision of municipal services to all citizens	Maintenance of existing municipal infrastructure.	Eng Services	Ensure that adequate budget allocated annually to maintain municipal infrastructure.	Sufficient funds allocated annually to the Operations and Maintenance (O&M) Budget in the municipal budget.	Annually
		To ensure that all households within the municipal area are serviced in terms of water provision and sanitation to agreed minimum levels.	Eng Services	Adequate water and sanitation provision.	Participation in Water Service Provider meetings to ensure equitable allocations and forward planning. Inputs into the WSDP Review process.	Ongoing
				Storm water drainage maintenance.	Maintenance and upkeep of the municipal storm water system.	Ongoing
		To facilitate the access of all households within the municipal area to energy services.	Eng Services	Access to energy services.	Participation in the DM's Electrical Supply Development Plan (ESDP) preparation process. Facilitate community applications to ESKOM for electricity where and when required.	Ongoing Ongoing

ORGANISATIONAL KEY PERFORMANCE AREAS		ORGANISATIONAL KEY PERFORMANCE	RESPONSIBLE DEPTMENT	DEPARTMENTAL KPA'S	PERFORMANCE TARGET	TIMELINE
				Access to street lighting.	Maintenance of municipal street lighting. Responding to requests for additional lighting.	Ongoing Ongoing

4.7 CAPITAL PROJECTS

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
1/1/a/m	1	INFRASTRUCTURE DEVELOPMENT/BASIC AND SERVICE DELIVERY	Access roads [11 km] Normandien from main road to kwaMkhumane main residence [5 km]; <u>Skobarien</u> from railway line to ngaKwaZondo [4 km] <u>Gardens</u> from Gardens Aided School to eBhungane bridge [2km]	Normandien			Department of Transport
1/1/d/g		INFRASTRUCTURE DEVELOPMENT/BASIC AND SERVICE DELIVERY	Gardens Creche	Gardens			Dannhauser Municipality
1/1/b/p		INFRASTRUCTURE DEVELOPMENT/BASIC AND SERVICE DELIVERY	1600 Sanitation units				ADM, Department of Human Settlement
1/1/c/m		BASIC AND SERVICE DELIVERY	Water	Bismack; Mossdale and Stotoni			ADM, and Department of Water Affairs
1/1/a/m		BASIC AND SERVICE DELIVERY/INFRASTRUCTURE DEVELOPMENT	Tar road Normandien from main road to kwaMkhumane, town main road R 634, from N11 passing Skobareen to town; town to Durnacol;Steildrift road rehabilitation between Hiltop to Doringkop	Normandien; Skobareen Durnacol;Steildrift Hiltop to Doringkop			Department of Transport

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
1/1/c/j		BASIC AND SERVICE DELIVERY	Alternative Energy at Normandien and Bismark	Normandien and Bismark			Dannhauser Municipality and Department of Energy
1/1/b/m		BASIC AND SERVICE DELIVERY	Water: including Gardens, Normandien areas	Gardens, Normandien			ADM
1/1/a/m		BASIC AND SERVICE DELIVERY	Gardens and Normandien rehabilitation of roads	Gardens and Normandien			Dannhauser Municipality and Department of Transport
1/1/e/q		BASIC AND SERVICE DELIVERY	Durnacol rehabilitation Including parks and recreational facilities	Durnacol			Dannhauser Municipality and Department of Sports and Recreation
1/1/c/l		BASIC AND SERVICE DELIVERY	537 Solar geysers at Durnacol	Durnacol			Dannhauser Municipality and Department of Energy
1/1/d/i		BASIC AND SERVICE DELIVERY	Alternative energy at Mosdale; Stoton; Bismark and Normandien	Mosdale; Stoton; Bismark and Normandien			Dannhauser Municipality and Department of Energy
1/1/t/z		BASIC AND SERVICE DELIVERY	High School Skobareen	Skobareen			Department of Education
1/1/g/z		BASIC AND SERVICE DELIVERY	Clinic at Skobareen and Normandien	Skobareen and Normandien			Department of Health
1/1/h/p		BASIC AND SERVICE DELIVERY	5 Mast light at Skobareen	Skobareen			Dannhauser Municipality and Department of Energy

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
1/1/i/z		BASIC AND SERVICE DELIVERY	5 Durnacol housing projects	Durnacol			Department of Human Settlement
1/1/c/j		BASIC AND SERVICE DELIVERY	Electricity				Dannhauser Municipality and Department of Energy
1/1/f/z		BASIC AND SERVICE DELIVERY	Extension of Sinqobile School				Department of Education
1/1/g/h		BASIC AND SERVICE DELIVERY	Gardens Housing Project	Gardens			Department of Human Settlement
2/1/a/m	2	BASIC AND SERVICE DELIVERY	1 Access roads 6 km rural roads Steindrivein and Ndomba	Steindrivein and Ndomba			Dannhauser Municipality
2/1/d/g		BASIC AND SERVICE DELIVERY	2 Hattingspruit Creche in urban area	Hattingspruit			Dannhauser Municipality
2/2/f/z			High School at Hattingspruit in urban area	Hattingspruit			Department of Education
2/2/b/p		BASIC AND SERVICE DELIVERY	Sanitation units in rural areas including kwaNdomba and Steindrivein	kwaNdomba and Steindrivein			ADM and Department of Water Affairs
2/2/g/z		BASIC AND SERVICE DELIVERY	Town Hall				Dannhauser Municipality
2/2/d/i		BASIC AND SERVICE DELIVERY	Alternative energy in all farms				Dannhauser Municipality and Department of Energy

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
2/2/g/z		BASIC AND SERVICE DELIVERY	Clinic at Huttingspruit urban areas	Hattingspruit			Department of Health
2/2/h/z		BASIC AND SERVICE DELIVERY	Mast light at Huttingspruit; eMafusini and Newtown	Huttingspruit; eMafusini and Newtown			Dannhauser Municipality and Department of Energy
2/2/e/q		LOCAL ECONOMIC DEVELOPMENT	9 Nursery in Town				Department of Agriculture and Dannhauser Municipality
2/2/e/q		LOCAL AND ECONOMIC DEVELOPMENT	Fishing project at Dannhauser and eMafusini				Department of Agriculture and Fishery
2/2/a/m		BASIC AND SERVICE DELIVERY	Access roads at kwaNdomba ; Town; eMafusini and Huttingspruit with kwaNdomba as first priority				Dannhauser Municipality
2/2/i/h		BASIC AND SERVICE DELIVERY	Urban Housing: phase 2				Department of Human Settlement
2/2/i/h		BASIC AND SERVICE DELIVERY	13 Ramaphosa housing project phase:2				Department of Human Settlement
2/2/e/j		LOCAL AND ECONOMIC DEVELOPMENT	Establishment of a Shopping Mall				Dannhauser Municipality and Private Sector
2/2/o/q		INFRASTRUCTURE DEVELOPMENT	Construction of civic centre				Dannhauser Municipality

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
2/2/r/t		INFRASTRUCTURE DEVELOPMENT	Establishment: Traffic				Dannhauser Municipality and COGTA KZN
2/2/h/c		HEALTH (BASIC AND SERVICE DELIVERY)	Extension of hospital				Department of Health
2/2/h/l		HEALTH OR BASIC AND SERVICE DELIVERY	Provision of land for hospital extension				Dannhauser Municipality and Department of Land Reform and Rural Development
2/2/s/p		BASIC AND SERVICE DELIVERY	19 Sanitation – Maphindane, Heldberg Farm1 and 2, Canavon a-d, Verdruk farm, Lent farm 1 and 2, Sten Drive Inn				ADM
2/2/h/h		BASIC AND SERVICE DELIVERY	Housing-Sten-Drive Inn and others				Department of Human Settlement
2/2/c/j		BASIC AND SERVICE DELIVERY	Electrification a Ramaphosa and other areas				Dannhauser Municipality and Department of Energy
2/2/l/z		BASIC AND SERVICE DELIVERY	Water at Ramaphosa and kwaNdomba; Helberg farm2; kwaMaphindane and Canavon AB&C				ADM and Department of Water Affairs
2/2/e/q		BASIC AND SERVICE DELIVERY	Provision of a recreational facility in town				Dannhauser Municipality and Department of Sports and Recreation

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
3/3/h/h	3	BASIC AND SERVICE DELIVERY	Rehabilitation of Strijbank area and housing project				Department of Human Settlement
3/3/t/z		BASIC AND SERVICE DELIVERY	Strijbank Primary School				Department of Education
3/3/t/z		BASIC AND SERVICE DELIVERY	Conversion of Klipros mobile Primary School to a permanent school				Department of Education
3/3/c/m		BASIC AND SERVICE DELIVERY	Water at Verdriet; Goudine; Hiltop; KwaSthwathwa Mourne farm; Sleeve Donald; Mountjoana; Kliprots and Ngisana				ADM and Department of Water Affairs
3/3/t/z		BASIC AND SERVICE DELIVERY	Electricity				Department of Energy
3/3/d/q		SOCIAL DEVELOPMENT	Sthwathwa Creche				Dannhauser Municipality
3/3/a/m		BASIC AND SERVICE DELIVERY	Access road from <u>eTsheni</u> to <u>kwaMbonani</u> [3km]; from <u>Egudini</u> ku Reservoir to <u>emasixteen</u> [3 km]from <u>eSdonela</u> to <u>Smojwana</u> [3km]; Goudine <u>kwaSekulawa</u> to <u>Mngomezulu</u> [1,5km]				Dannhauser Municipality and Department of Transport
3/3/b/p		BASIC AND SERVICE DELIVERY	3 500 Sanitation units				ADM and Department of Water Affairs
3/3/a/m		BASIC AND SERVICE DELIVERY	Tarring of D 280				Department of Transport

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
3/3/h/z		BASIC AND SERVICE DELIVERY	Mast lights in all areas (2 per sgothi)				Dannhauser Municipality and Department of Energy
3/3/a/m		BASIC AND SERVICE DELIVERY	Pedestrian road for school children at kwaNgisana School to Mzinyashana School				Dannhauser Municipality and Department of Transport
4/4/a/m	4	BASIC AND SERVICE DELIVERY	1 Access Road from <u>Hlathini</u> to Nkosibomvu [1 km]; from <u>Jongosi</u> to Nkosibomvu[1 km]				Dannhauser Municipality
4/4/c/m		BASIC AND SERVICE DELIVERY	Water including Magdale area				ADM
4/4/b/p		BASIC AND SERVICE DELIVERY	1200 Sanitation units				ADM
4/4/d/q		BASIC AND SERVICE DELIVERY	5 Dorset Crèche				Dannhauser Municipality
4/4/t/z		BASIC AND SERVICE DELIVERY	Extension of Mehlwana Primary School				Department of Education
4/4/h/z		BASIC AND SERVICE DELIVERY	mast lights				Dannhauser Municipality and Department of Education
5/5/a/m	5	BASIC AND SERVICE DELIVERY	Rehabilitation of access roads using the municipal road team: 6km				Dannhauser Municipality
5/5/t/z		BASIC AND SERVICE DELIVERY	Primary School at JT				Department of Education

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
5/5/c/m		BASIC AND SERVICE DELIVERY	Water at Doringkop; Annandale and Rooiport				ADM
5/5/a/m		BASIC AND SERVICE DELIVERY	Rehabilitation of Steildrift roads				Department of Transport
5/5/c/j		BASIC AND SERVICE DELIVERY	Electricity				Dannhauser Municipality and Department of Energy
5/5/h/z		BASIC AND SERVICE DELIVERY	7Mast Lights				Dannhauser Municipality and Department of Education
5/5/b/z		BASIC AND SERVICE DELIVERY	Pedestrian bridges at JT and Uitkyk				Dannhauser Municipality and Department of Transport
5/5/b/p		BASIC AND SERVICE DELIVERY	700 Sanitation units				ADM
5/5/d/q		BASIC AND SERVICE DELIVERY	9 Rooiport Creche				Dannhauser Municipality
6/6/l/z	6	BASIC AND SERVICE DELIVERY	Moy Community Hall				Dannhauser Municipality
6/6/a/m		BASIC AND SERVICE DELIVERY	Roads and Bridges from <u>next to Piet</u> to Flint [7 km]; from Jessie ngakwaMkhonza to kwaMsimango [--- km]; from Peachill ngakwa Sithole via amathuna to Moy ngakwa Mbatha.				Dannhauser Municipality and Department of Transport

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
6/6/a/m	7	BASIC AND SERVICE DELIVERY	Tar road from Phunguphundu School to eChibini at Springbok				Department of Transport
6/6/c/j		BASIC AND SERVICE DELIVERY	Electricity				Dannhauser Municipality and Department of Energy
6/6/e/q		BASIC AND SERVICE DELIVERY	Mini – Sports complex: Soccer; Rugby; Volleyball and Netball				Dannhauser Municipality, Department of Sports of Recreation and ADM
6/6/b/p		BASIC AND SERVICE DELIVERY	3000 Sanitation units				ADM
6/6/h/z		BASIC AND SERVICE DELIVERY	3 Mast lightS at Fairbreeze; Rutland and Flint				Department of Energy and Dannhauser Municipality
6/6/d/q		BASIC AND SERVICE DELIVERY	Crèche in Fairbreeze				Dannhauser Municipality
6/6/c/m		BASIC AND SERVICE DELIVERY	Water at Fairbreeze; Flint; Peachill and Puna				ADM
7/7/d/q		BASIC AND SERVICE DELIVERY	Allen Crèche				Dannhauser Municipality
7/7/b/p		BASIC AND SERVICE DELIVERY	2400 Sanitation units				ADM

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
7/7/c/j		INFRASTRUCTURE DEVELOPMENT	Electricity				Department of Energy and Dannhauser Municipality
7/7/a/m		BASIC AND SERVICE DELIVERY	Access roads from <u>kwaNkwanyana</u> estobhini to kwaMchunu [500 km]; from <u>kwaNyembe</u> to kwaSthole [2 km]; from <u>kwaLuthuli</u> to cemetery [2 km]; from kwaMayisela to kwaKhuzwayo [3 km]; from kwaKhumalo to kwaMpanza [2 km] from kwaMdakane Hall to Dundee tarred road [2 km]; From Allen to Ngwenya to Dlamini Buhlebe Allen School [1.5km]; From Buhle School Ngenhl KwaKhumalo to Vilakazi [Allen 500m]; Road From Pay Point Esitolo Esimhlope to Emapayipini				Dannhauser Municipality, and Department of Transport
7/7/o/r		BASIC AND SERVICE DELIVERY	Library KwaMdakane next to Community Hall (Annville)				Dannhauser Municipality and Department of Arts and Culture
7/7/c/j		BASIC AND SERVICE DELIVERY	Mast Lights in all izigodi			2011-2016	Dannhauser Municipality and Department of Energy and Dannhauser Municipality

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
8/8/a/m	8	BASIC AND SERVICE DELIVERY	Road from bus circle at <u>Cooper</u> to <u>kwaMagudulela</u> [2km] from <u>Motloung</u> to <u>kwaNsele</u> [3 km]; from <u>Greenock clinic</u> to <u>kwaMlaba</u> [3 km]; from <u>Greenock Primary School</u> to <u>kwaMncube</u> [3 km]; Roads to Springbok to Peach Cemeteries tar; Pedestrian Bridge link Naas Farm and Black Bank Primary School				Dannhauser Municipality and Department of Transport
8/8/d/b/q		BASIC AND SERVICE DELIVERY	Belff Creche				Dannhauser Municipality
8/8/b/p		BASIC AND SERVICE DELIVERY	3000 Sanitation units				ADM
8/8/c/i		BASIC AND SERVICE DELIVERY	Electricity				Department of Energy and Dannhauser Municipality
8/8/c/i		BASIC AND SERVICE DELIVERY	Mast Lights at Springbok; Naas Farm; Clifton; Cuppar; Greenock Belff [total: 9 lights]				Dannhauser Municipality and Department of Energy
8/8/e/b/q		BASIC AND SERVICE DELIVERY	Recreational Park at Springbok				Dannhauser Municipality and Department of Sports and Recreation
8/8/c/m		BASIC AND SERVICE DELIVERY	Water- Belff Extension, Jokisi, West Port Mzimkhulu, Greenock and Clifton				ADM

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
8/8/o/r		BASIC AND SERVICE DELIVERY	Library - Springbok				Dannhauser Municipality and Department of Arts and Culture
8/8/j/z		BASIC AND SERVICE DELIVERY	Pedestrian bridge linking Naas Farm and Burn Primary School				Dannhauser Municipality and Department of Transport
8/8/a/m		BASIC AND SERVICE DELIVERY	Tar road Koparasi via Martha to Mbabane ngaseStolo esidala [10km];				Department of Transport
8/8/c/j		BASIC AND SERVICE DELIVERY	Electricity				Dannhauser Municipality and Department of Energy
9/9/l/z	9	BASIC AND SERVICE DELIVERY	Ubuhlebomzinyathi Housing Project				Department of Human Settlement
9/9/o/r		BASIC AND SERVICE DELIVERY	Library at Hudula				Department of Arts and Culture and Dannhauser Municipality
9/9/c/j		BASIC AND SERVICE DELIVERY	3 Mast lights at Chibini; Hudula and Flathela				Dannhauser Municipality and Department of Energy
9/9/a/m		BASIC AND SERVICE DELIVERY	Rural roads: <u>Hudula</u> ngase Mzokhanyayo to Buhlebomzinyathi [10 km]				Dannhauser Municipality and Department of Transport
9/9/a/m		BASIC AND SERVICE DELIVERY	Bridge between UBuhlebomzinyathi and Grootgeluk, and Flip Farm to Jokisi				Department of Transport

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
9/9/e/q		BASIC AND SERVICE DELIVERY	Sports complex facility Nkanini				Dannhauser Municipality and Department of Sports and Recreation
9/9/e/q		BASIC AND SERVICE DELIVERY	Recreational Facility with swimming pool				Dannhauser Municipality and Department of Sports and Recreation
9/9/c/m		BASIC AND SERVICE DELIVERY	Water Nkanini and Chibini				ADM
9/9/d/q		SOCIAL DEVELOPMENT	Crèche at Grootgeluk				Dannhauser Municipality
9/9/g/2		BASIC AND SERVICE DELIVERY	Clinic at Hudula				Department of Health
9/9/b/p		BASIC AND SERVICE DELIVERY	4500 Toilets units				ADM
10/10/c/j		BASIC AND SERVICE DELIVERY	10 Mast lights				Dannhauser Municipality and Department of Energy
10/10/a/m		BASIC AND SERVICE DELIVERY	U Shape Road from 42Stop Via Estbourne Farm to Nondlela				Department of Transport

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
10/10/a/m	10	BASIC AND SERVICE DELIVERY	Rural road: from <u>Emalahleni eNtendeka</u> to kwaLanga [3km]; from <u>Emhlahlavini eNtendeka</u> to emfuleni [3km] and <u>Emhlahlavini eNtendeka</u> eMablocksini [3km], 2km road from Emhlahlavini to Danisa Store, 4km tarred road Mnyamande School road				Department of Transport and Dannhauser Municipality
10/10/i/z		BASIC AND SERVICE DELIVERY	Ntendeka Community Hall				Dannhauser Municipality
10/10/i/2		BASIC AND SERVICE DELIVERY	Phase 2 Housing project: Ntendeka and Kaalvlakte (Kwa Kheshi) farm				Department of Human Settlement
10/10/c/m		BASIC AND SERVICE DELIVERY	Water at Eastborn farm; Ntendeka; Sdakeni; kwaKheshi; Marta; Nkonjaneni and Mdutshwa (Braakwater) and Lucky 7				ADM
10/10/a/m		BASIC AND SERVICE DELIVERY	4 Pedestrian bridges: Eastbourne, 2 Ntendeka and Marta				Department of Transport and Dannhauser Municipality
10/10/a/m		BASIC AND SERVICE DELIVERY	Tar road from 42 to Nodlela; and road from water tank Eastbourne farm to p296 tarred road, Drainage system upgrade; Tar road from Kheshe (Kaalvlakte)				Department of Transport and Dannhauser Municipality
10/10/a/m		BASIC AND SERVICE DELIVERY	Access Roads to all localities.				Dannhauser Municipality

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
10/10/e/b		BASIC AND SERVICE AND DELIVERY	One central Sports Complex at Eastbourne Farm SPORTS FIELD Ntendeka and Marta farm				Dannhauser Municipality and Department of Sports and Recreation
10/10/g/z		HEALTH	Ntendeka Clinic				Department of Health
10/10/d/b		SOCIAL DEVELOPMENT	Ntendeka crèche				Dannhauser Municipality
10/10/c/j		BASIC AND SERVICE DELIVERY	Electricity Project- Infills				Department of Energy and Department of Sports and Recreation
10/10/c/j		BASIC SERVICE DELIVERY	Alternative energy:28 units (Solar Panels)				Dannhauser Municipality and Department of Energy
10/10/i/z		BASIC SERVICE DELIVERY	Ubuhlebomzinyathi Housing project				Department of Human Settlement
10/10/o/r		BASIC AND SERVICE DELIVERY	Permanent Library at Kwa Kheshi (Kaalvlakte), and a temporary Library will be required for a time being.				Dannhauser Municipality and Department of Arts and Culture
10/10/i/z		BASIC AND SERVICE DELIVERY	Housing project				Department of Human Settlement
10/10/b/p		BASIC AND SERVICE DELIVERY	6000 Sanitation units				ADM and Department Human Settlements

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
11/11/a/m	11	BASIC AND SERVICE DELIVERY	Roads: completion of Nkunzemnyama; road from Aerial Emfundweni to Kwa Dawood; from to Poona Chibi [2km]; from Thusi to kwaZandile (Nellyvalley) [2km with a bridge], Access Roads in all Areas (Izigodi)				Dannhauser Municipality and Department of Transport
11/11/e/q		BASIC AND SERVICE DELIVERY	Rehabilitation of new Nellvalley: Mini-Sport Complex				ADM and Department of Sports and Recreation
11/11/a/m		BASIC AND SERVICE DELIVERY	Rehabilitation of Mbabane bridge next to Kilkeel School				Department of Transport
11/11/c/m		BASIC AND SERVICE DELIVERY	Water Kilkeel and Emfundweni				ADM
11/11/c/j		BASIC AND SERVICE DELIVERY	10 Mast lights Kilkeel, Nelly vally and Emfundweni				Dannhauser Municipality and Department of Energy
11/11/c/j		BASIC AND SERVICE DELIVERY	Electrification				Department of Energy and Dannhauser Municipality
11/11/f/z		EDUCATION	Primary School at Sibahle Sinje Emfundweni				Department of Education
11/11/f/z		EDUCATION	Primary School at Sibahle Sinje Emfundweni				Department of Education

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
11/11/k/2	DANNHAUSER	SOCIAL	HIV/AID's				Dannhauser Municipality, Department of Social Development, Health, Agriculture, etc.
11/11/p/j		JOB CREATION	2 Unemployment				Dannhauser Municipality, and other stakeholders
11/11/q/s		POVERTY ALLEVIATION	Municipal Zibambe				Dannhauser Municipality and other Sector Departments
11/11/k/z		EDUCATION	First Eleven Tertiary Aid				Dannhauser Municipality and other Stakeholders
11/11/o/r		LOCAL ECONOMIC DEVELOPMENT	LED				Dannhauser Municipality, ADM, DEDT, DRLD, and other stakeholders
11/11/r/y		EDUCATION	Community Skills Development Programme				Dannhauser Municipality and other stakeholders
11/11/r/y		EDUCATION	Internship Programme				Dannhauser Municipality and other sector departments
11/11/s/t		GOOD GOVERNANCE	Municipal Community Partnership on MEGA Projects				Dannhauser Municipality and other stakeholders

REF NO	WARD	CATEGORY	PROJECT TYPE	LOCALITY	BUDGET	FINANCIAL YEAR	RESPONSIBLE AUTHORITY
11/11/a/j		ENVIRONMENTAL, SPATIAL AND LAND USE	Land Use Management System:				Dannhauser Municipality and COGTA KZN
11/11/b/s		ENVIRONMENTAL, SPATIAL AND LAND USE	Adoption Land Use Management system				Dannhauser Municipality
11/11/q/s		ENVIRONMENTAL, SPATIAL AND LAND USE	Declaration of a land with consultation with Municipality				Dannhauser Municipality and other stakeholders

IMPLEMENTED PROJECTS DURING 2013/2014 FINANCIAL YEAR

PROJECTS IMPLEMENTED BY THE DANNHAUSER MUNICIPALITY DURING 2013/2014 FINANCIAL YEAR

PROJECT CATEGORY	FINANCIAL YEAR	BENEFICIARIES OR WARD	RESPONSIBLE AUTHORITY	STATUS QUO
BASIC SERVICE DELIVERY				
RURAL ROADS	2013/2014	WARD1, 9, & 10	DANNHAUSER MUNICIPALITY AND COGTA KZN	IMPLEMENTED AND PROJECT FINALIZED
URBAN ROADS	2013/2014	WARD2 OR CBD AREA	DANNHAUSER MUNICIPALITY AND COGTA	PLANNING PHASE COMPLETED
ELECTIFICATION PROJECT	2011/2012 2012/2013 2013/2014	WARD2, 6, 5, 9 WARD2, 6, 5, 9 WARD1, 3, 5, 8, & 9	DANNHAUSER MUNICIPALITY, COGTA, AND ESKOM	PROJECTS FOR 2011/12/13 COMPLETED AND SWITCHED ON. CURRENTLY UNDER IMPLEMENTATION, ONLY WARD1 OUTSTANDING.

				PROJECT NOT COMPLETED AND SWITCH ON
SOLAR PANELS	2013/2014	WARD10	DANNHAUSER MUNICIPALITY	THIS PROJECT IS NOT IMPLEMENTED YET AND THE MUNICIPALITY HAD GIVEN SERVICE PROVIDER AN ULTIMATUM IN RESPECT OF THE PROJECT.
SMALL TOWN PROGRAMME		TOWN	DANNHAUSER MUNICIPALITY AND COGTA	PHASE1 INDUSTRIAL AREA COMPLETED, PHASE2 HAS COMMENCED, MAIN STREET, STREET LIGHTS UPGRADE COMPLETED, STARTER SHOP PROJECT COMMENCED, AND LAND ACQUISITION PROJECT NOT FINALIZED YET.
RAMAPHOSA HOUSING PROJECT		WARD2 HATTINGSPRUIT	DANNHAUSER MUNICIPALITY, DEPARTMENT OF HUMAN SETTLEMENT KZN AND SHANDUKA COAL	PROJECT IS TOWARDS COMPLETION, 90HOUSES HAS BEEN BUILT, ONLY 10HOUSES ARE OUTSTANDING
RURAL CEMETRIES		WARD1-11	DANNHAUSER MUNICIPALITY	THE PROJECT IS CURRENTLY UNDER IMPLEMENTATION
DANNHAUSER POUND		TWEEDIE DALE FARM WARD2	DANNHAUSER MUNICIPALITY	PHASE1 OF THE PROJECT COMPLETED
WARD6 COMMUNITY HALL		WARD6 MOY	DANNHAUSER MUNICIPALITY AND COGTA	THE PROJECT IS IN PROGRESS

DURNACOL SPORTS COMPLEX		WARD1 DURNACOL	DANNHAUSER MUNICIPALITY AND COGTA	THE PROJCT IS TOWARD COMPLETION AND PHASE2 IS UNDER PLANNING FOR THE NEXT MTEF
DANNHAUSER TRAFFIC LIGHT		WARD2 TOWN	DANNHAUSER MUNICIPALITY	THE PROJECT IS ON PLANNING PHASE
DANNHAUSER MAST LIGHT PROJECT		Ward3 HILTOP, WARD9 INVERNESS, & WARD10 NTENDEKA. WARD2, 5, &8	DANNHAUSER MUNICIPALITY	MAST LIGHTS INSTALLED, AND ENERGISING IS OUTSTANDING, WARD2, 5, & 8 IS CURRENTLY IN PROGRESS
DANNHAUSER COMMUNITY HEALTH CENTRE		DANNHAUSER TOWN	DEPARTMENT OF HEALTH	PROJECT IS TOWARDS COMPLETION

SECTION F: FINANCIAL PLAN

5 FINANCIAL PLAN

5.1 INTRODUCTION

The Integrated Development planning (IDP) guidelines and Municipal Systems Act advice each municipality to prepare a financial plan as a component of the IDP. This plan mainly allows the municipality to plan its finances and manage them efficiently. It is also in the interest of the plan to find alternative ways of mobilizing financial resources required to implement key strategic programmes and projects as prioritized in the IDP.

In the light of such requirements, Dannhauser Municipality has committed itself in running a seamless financial administration thereby improving its financial viability. Such commitment comes against the background of limited revenue base within the municipal area that tends to hinder any municipal attempts to expedite the implementation of developmental programmes.

Section 26 of the Municipal Systems Act prescribes the key components of an IDP and the financial plan fall within the Implementation framework of the IDP, which deals with implementation of financial strategies. The financial plan must be aligned with the vision. Clearly, the proper financial plan should demonstrate linkages between IDP and Budget and most importantly comply with the stipulated legislation.

To this end, it is worth noting that the successful service delivery in any municipality will evolve around availability of financial resources and the manner in which those resources are managed. The financial viability of any municipality always depends on its capacity to mobilize resources and create sound economic base that will support revenue generation strategies.

5.2 FINANCIAL PLANNING

Over the last few years, the Municipality has been implementing new national government legislation. The legislation is aimed at improving systems and processes to ensure effective, efficient and economic service delivery. Whilst the impact of implementing the new legislation is demanding, this has not negatively impacted on the Municipality's service delivery programmes to meet the needs of previously disadvantaged communities. In order to fulfil financial, legislative and developmental requirements, much of the Municipality's capital budget has been redirected towards new developmental expenditure. It has also extended its existing operating budget over a wider area in order to fulfil developmental goals.

In this regard, the financial response to the challenges facing the Dannhauser require that our limited resources are used strategically and that a focus be given to growing the revenue streams available to address current and future needs. Based on the Municipality's strategic focus areas, the allocation of resources in the Medium Term Expenditure Framework (MTEF) should strongly reflect a "Develop and Maintain" budget.

5.2.1 FINANCIAL ARRANGEMENTS

Financial planning and management arrangements are as follows:

- All expenditure will be incurred in the municipality in accordance with the budgetary provision.
- Development of the operational budget on an annual basis will be undertaken in consultation with affected communities/stakeholders in accordance with guidelines laid down in the Municipal Finance Management Act;
- Approval of expenditure and effecting of payment in accordance with documented delegations of authority in line with MFMA;
- The principle of separation of duties will be observed at all times – i.e. a person involved in billing of services and issue of statements cannot be responsible for the collection of revenue;
- Each financial official has been provided with a job description outlining his/her duties – acceptance of the responsibilities encapsulated in the job description to be by affixed signature;
- On a monthly basis a cash flow projection will be completed for the ensuing six monthly period to facilitate management of cash flow;

- A preferred list of suppliers/service providers, based on the principle of supporting the local economy, will be prepared;
- Terms of payment will be negotiated with creditors and advantage taken of cash discounts only when economically justified and possible in terms of cash flow;
- Stocktaking of stores items is to be undertaken on a quarterly basis and any significant variances reported to Council;
- On an annual basis the asset register, which is updated as assets are acquired/disposed of during the year, is to be reconciled with a physical stock take of assets;
- All consumers are to be issued with statements in accordance with the payment arrangement laid down by the municipality;
- A credit control policy is to be approved by Council in terms of which strict debt collection procedures will be enforced including the engagement of legal proceedings to elicit payment.

5.2.2 CURRENT BUDGET ANALYSIS

5.2.2.1 SALARIES AND ALLOWANCES

Salaries and Allowances Budget Amount **R28 241 412.00**. The salary grading which differs from municipality to municipality has been considered and the municipality's size, income and Equitable Share assistance it receives from the central government played a role in this regard. The wage curve agreement would be effected in July 1, 2010 also contributed to this significant increase in salary budget. Hence, the individual staff increase has remained in line with Employer Organization agreement reached on salary increases. Provision was made for increase in salaries, allowances and benefits for councillors.

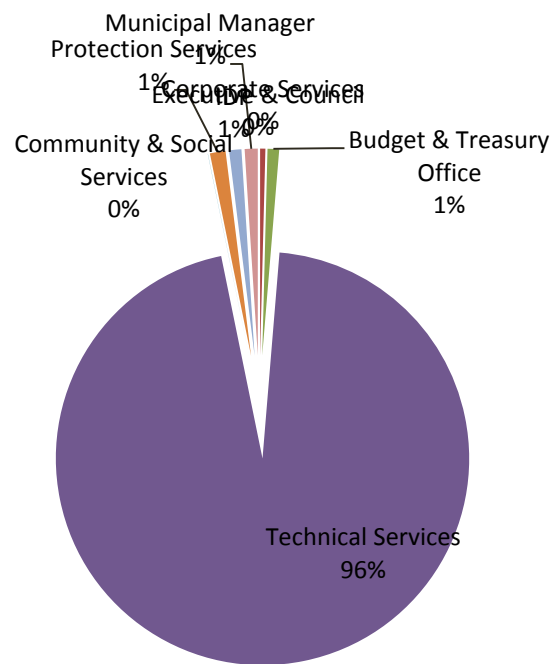
The consideration of current limited capacity within the municipality makes it possible to experience even higher increase on salary budget during the upcoming financial years. The current depicted increase for the next five years only take into cognisance estimated increase in salaries of current labour force.

5.2.2.2 GENERAL EXPENSES

General Expenses Budget Amount R 27 577 251.19. The total provision for this category has increased by about 18% from the previous year. This item or category is set to increase to at least R 38 159 969.47 in 2015/16.

Figure 6: Operating Expenditure

Capital Budget By Vote 2014/2015



5.2.3 MUNICIPAL OPERATING BUDGET

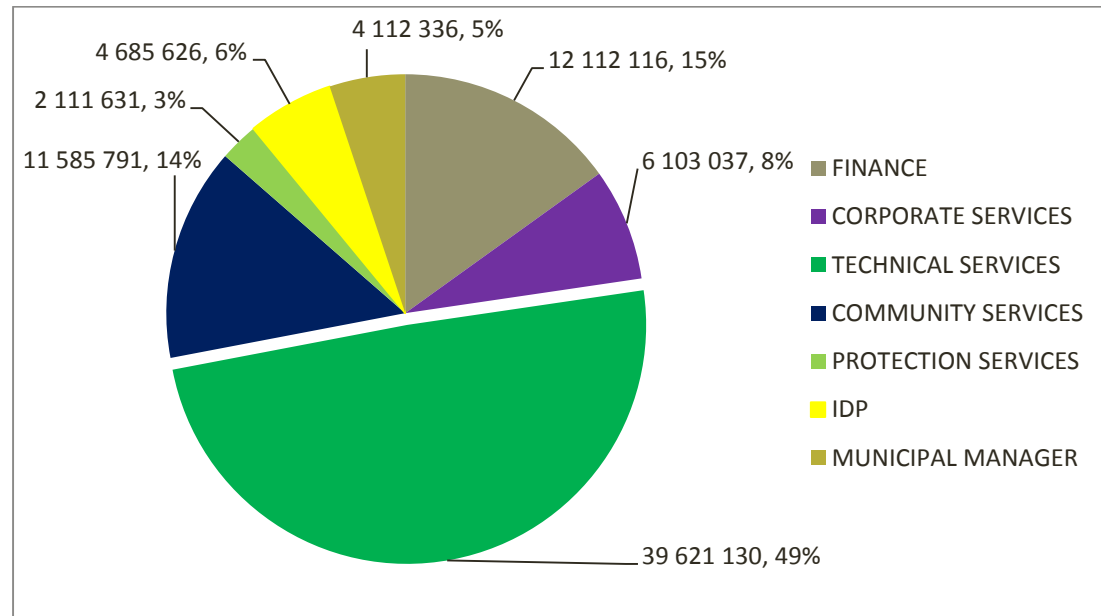
DANNHAUSER MUNICIPALITY						
DRAFT SUMMARY OPERATING AND CAPITAL BUDGET 2014 – 2017						
INCOME	Original Budget 2013/2014	Revised Budget 2013/14	Full Year Forecast 2013/14	Projected Budget 2014/15	Projected Budget 2015/16	Projected Budget 2016/17
Rates	-9 312 916.00	-9 964 520.00	-9 964 520.00	-9 518 863.00	-10 032 881.00	-10 574 657.00
Rates - Penalties	-50 376.00	-50 374.00	-50 374.00	- 160 000.00	-168 640.00	-177 747.00
Refuse Removal	-905 674.00	-905 674.00	-905 674.00	-950 958.00	-1 002 310.00	-1 056 434.00
Rental Recieved	-112 704.00	-112 704.00	-112 704.00	-118 339.00	-124 729.00	-192 083.00
Cemmetry Fees	-	-	-	-16 000.00	-16 864.00	-17 775.00
Interest on Investment	-1 533 675.00	-1 533 675.00	-1 533 675.00	-1 610 359.00	-1 697 318.00	1 788 973.00
Interest Earned Outstanding Debtors	-	-	-	-	-	-
Licences and Permits	-750 000.00	-448 129.00	-448 129.00	-700 000.00	-737 800.00	-777 641.00
Traffic Fines	-500 000.00	-111 500.00	-111 500.00	-700 000.00	-737 800.00	-777 641.00
Sundry Income	-71 081.00	-101 017.00	-101 017.00	-102 946.00	-108 505.00	-150 221.00
Contribution From Operating Surplus	-	-	-	-	-	-
National Grants	109 940 000.00	-110 940 000.00	-110 940 000.00	-94 274 000.00	-108 215 000.00	-99 121 000.00
Provincial Grants	-1 634 000.00	-4 834 000.00	-4 834 000.00	-661 000.00	-696 694.00	-734 315.00
	-					
TOTAL REVENUE	128 258 787.00	-136 771 321.00	-136 771 320.00	-121 722 497.00	-132 186 957.00	-124 507 043.00
	-					
	128 258 787.00	-136 771 321	-136 771 320.00	-121 722 497.00	-132 186 957.00	-124 507 043.

Table 6: Municipal Draft Operating Budget

	Original Budget 2013/14	Revised Budget 2013/14	Full Year Forecast 2013/14	Projected Budget 2014/15	Projected Budget 2015/16	Projected Budget 2016/17
OPERATING EXPENDITURE						
Salaries, Wages & Allowances	27 829 995.00	26 191 929.00	26 191 929.00	34 797 601.00	36 860 811.00	39 163 271.00
General Expenses	22 212 620.00	30 772 520.00	30 772 520.00	29 878 996.00	32 947 048.00	34 741 444.00
Repairs & Maintenance	5 373 707.00	4 593 707.00	4 593 707.00	4 295 786.00	4 527 639.00	4 772 131.00
Capital Charges	-	-	-	-	-	
Contribution to Capital Outlay & Projects	70 465 200.00	72 322 058.00	72 322 058.00	49 230 733.00	52 129 631.00	38 757 106.00
Grants Expenditure & provisions	2 373 844.00	2 873 844.00	2 873 844.00	3 500 000.00	5 689 000.00	6 996 206.00
TOTAL EXPENDITURE	128 255 366.00	136 754 058.00	136 754 058.00	121 703 117.00	132 154 128.00	124 430 158.00
NETT DEFICIT/-SURPLUS	3 421	17 263.00	17 263.00	19 380.00	32 829.00	76 885.00
SALARIES AND WAGES AS A PERCENTAGE	21.69	19.15	19.15	28.59	27.89	31.47

5.2.4 CAPITAL AND OPERATING BUDGET PER DEPARTMENT

Figure 7: Total Operating & Capital Budget per Department

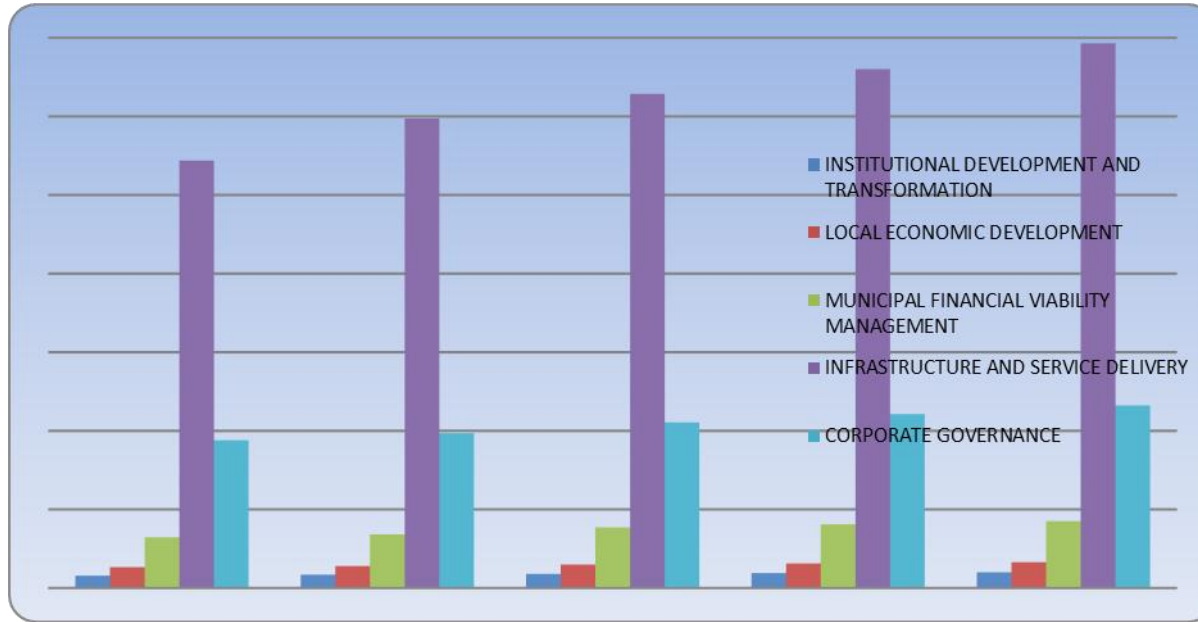


The total operating and capital budget attempts to show allocations that relate to responsibilities of each department in terms execution and implementation of IDP major items. To this end, the Technical department has a larger share of the budget as it is responsible for managing infrastructure development component of service delivery. Community service department has the second largest share of the budget due to its functions, which seek to maintain municipality facilities and amenities. Undoubtedly, the budgets of these two departments are far below the amount required to implement all programme planned within the IDP and directed to them as per their responsibilities.

Table 7: Draft Total Operating & Capital Budget per Department

DANNHAUSER MUNICIPALITY						
DRAFT TOTAL OPERATING AND CAPITAL BUDGET 2013 - 2017 PER DEPARTMENT						
	INCOME	Original Budget 2013/2014	Adjusted Budget 2013/14	Projected Budget 2014/15	Projected Budget 2015/16	Projected Budget 2016/17
	COUNCIL	(3 326 000)	(4 326 000)	(3 859 000)	(4 032 000)	(4 214 000)
	FINANCE	(65 146 334)	(74 182 085)	(81 303 888)	(91 517 350)	(92 461 586)
	CORPORATE SERVICES	0	0	0	0	0
	TECHNICAL SERVICES	(54 689 279)	(54 719 215)	(30 655 484)	(31 486 092)	(22 402 982)
	COMMUNITY SERVICES	(1 539 674)	(1 552 002)	(2 640 902)	(1 729 511)	(1 822 904)
	PROTECTION SERVICES	(2 667 500)	(1 102 019)	(2 329 223)	(2 455 001)	(2 587 571)
	IDP	(890 000)	(890 000)	(934 000)	(967 000)	(1 018 000)
	MUNICIPAL MANAGER	0	0	0	0	0
	TOTAL INCOME	(128 258 787)	(136 771 321)	(121 722 497)	(132 186 957)	(124 507 043)
	EXPENDITURE	Original Budget 2013/2014	Adjusted Budget 2013/14	Projected Budget 2014/15	Projected Budget 2015/16	Projected Budget 2016/17
	COUNCIL	14 284 093	16 831 552	16 700 524	17 672 149	18 645 446
	FINANCE	9 131 576	11 607 065	14 019 248	17 219 887	19 224 742
	CORPORATE SERVICES	7 188 440	10 295 101	10 602 357	11 385 949	12 057 493
	TECHNICAL SERVICES	75 733 609	77 622 285	58 276 600	61 002 093	47 790 948
	COMMUNITY SERVICES	12 544 962	8 972 833	11 600 273	13 443 603	14 443 628
	PROTECTION SERVICES	2 663 590	2 753 712	3 273 069	3 472 974	3 865 156
	IDP	4 131 380	3 917 920	3 084 562	3 164 955	3 350 447
	MUNICIPAL MANAGER	2 577 715	4 753 591	4 146 485	4 792 518	5 052 299
	TOTAL EXPENDITURE	128 255 366	136 754 058	121 703 117	132 154 128	124 430 158
	SURPLUS / DEFFICIT	(3421)	(17 263)	(19 380)	(32 829)	(76 885)

Figure 8: Key Performance Area



The five key performance areas in local government have proved to be critical in ensuring expeditious service delivery. The Dannhauser municipality has tried hard to adhere to these KPAs and allocated its budget accordingly. To this end, the five-year budget shows a positive trend under infrastructure development that is mainly on its upwards growth and trend. Corporate governance is the second KPA that take large portion of the budget, however, it is noted with concern that the local economic development KPA is lagging

behind and this translate to slow progress towards addressing the economic dynamics of the area.

Table 10: Five-Year Investment Budget as per National Key Performance Indicator

FIVE YEAR INVESTMENT PLAN BUDGET AS NATIONAL KEY PERFORMANCE INDICATOR					
DEPARTMENT	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Institutional Development And Transformation	1 580 047	1 690 650	1 808 995	1 899 445	1 994 417
Local Economic Development	2 655 045	2 795 598	2 985 290	3 134 555	3 291 282
Municipal Financial Viability Management	6 461 258	6 826 046	7 716 369	8 102 188	8 507 297
Infrastructure And Service Delivery	54 387 037	59 722 580	62 863 220	66 006 381	69 306 700
Corporate Governance	18 809 983	19 698 682	21 077 590	22 131 469	23 238 043
TOTAL	83 893 370	90 733 556	96 451 465	101 274 038	106 337 740

Table 8: Capital Investment Plan per Capital Expenditure Category

	2014/2015	2015/2016	2016/2017
INFRASTRUCTURE			
Rural Roads Storm Water Bridges	15 100 000	16 753 400	17 658 084
Land & Buildings	12 133 333	15 225 941	13 849 020
Community Hall	300 000	316 200	333 275
Street Lights	2 550 000	1 581 000	1 666 374
Electrification	11 000 000	8 000 000	1 100 000
Testing Ground	6 422 000	6 768 788	-
COMMUNITY			
Cemetery	-		
LED	902 700	844 046	887 524
Property Plant & Equipment	822 700	2 640 256	2 782 830
TOTAL	49 230 733	52 129 631	38 277 106

Table 9: Detailed Capital Budget

Capital Budget and Projects							
Vote	Description	Requested Budget 2013/2014	Approved Budget 2013/2014	Adjusted Budget 2013/2014	Projected Budget 2014/2015	Projected Budget 2015/2016	Projected Budget 2016/2017
	RURAL HOUSING INFRASTRUCTURE GRANT INKIND						
	MIG INCOME	40 028 000	40 028 000	40 028 000	20 422 000	21 240 000	22 024 000
	MIG VAT SAVINGS			-			
	INTER GRATED ELECTRIFICATION PROGRAMME	-	-	-			
	FMG INCOME	1 650 000			1 800 000	1 950 000	2 100 000
	MSIG- INFO TECH INCOME	890 000			934 000	967 000	1 018 000
	COMMUNITY LIBRARY & PROVINCILISATION	514 000			535 000	563 000	594 340
	COMMUNITY PARTICIPATION						
	COMMUNITY LIBRARY SERVICES - ARTS & CULTURE	120 000			126 000	132 804	139 975
	Council						
	Corporate	985 000			201 200	212 065	223 516
	Finance	47 700	112 700	112 700	445 000	442 160	466 035
	Technical Services	64 683 000			47 005 333	48 718 329	34 783 694
	Community	3 206 500	1 528 358	1 528 358	6 500	1 206 851	1 472 021
	Protection Services	690 000	540 000	540 000	600 000	632 400	846 550
	IDP	853 000	613 000	613 000	472 700	392 826	414 039
	MM				500 000	525 000	551 250

		Requested Budget 2013/2014	Approved Budget 2013/2014	Revised Budget 2013/2014	Budget 2014/2015	Budget 2015/2016	Budget 2016/2017
101	Council						
	Motor Vehicle Mayors car					-	-
	Municipal Electricity Backup System	-				-	-
	Equipment & Furniture					-	-
	Sub Total	-				-	-
		Requested Budget 2013/2014	Approved Budget 2013/2014	Revised Budget 2013/2014	Budget 2014/2015	Budget 2015/2016	Budget 2016/2017
102	Corporate Services						
910 600 120	Motor Vehicle						
	New Gowns for 21 Councillors						
	Council Chamber Air cons						
	Council Chamber floors						
	Laptops for Councillors						
	Computer Equipment	30 000	30 000				
910 600 051	Internet Upgrade	120 000	120 000			-	-
	Electronic Filing System	600 000	600 000				
910 600 040	Equipment & Furniture				100 000	105 400	111 092
	CCTV CAMERAS	30 000	30 000				
	TELEPHONE	50 000	50 000		100 000	105 400	111 092
	Tape Recorder	5 000	5 000				
	Registry Improvements	150 000	100 000				
	Fridge				1 200	1 265	1 333
	Sub Total	985 000	935 000		201 200	212 065	223 517

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		Requested Budget 2013/2014	Approved Budget 2013/2014	Revised Budget 2013/2014	Budget 2014/2015	Budget 2015/2016	Budget 2016/2017
103	Finance						
910 600 040	Equipment & Furniture	10 000	60 000		130 000	136 500	143 871
	Scanner for Assets				25 000		
	Laptops & Computers	37 700	52 700		10 000	10 540	11 109
	Motor Vehicle				280 000	295 120	311 056
	FILING CABINET(INTERNS OFFICE)						
	IN/OUT TRAY(EXPENDITURE ACCOUNTANT)						
	Sub Total	47 700	112 700		445 000	442 160	466 036
104	Technical Services						
	Fencing of Halls						
	Land & Building Upgrade						
	Carports						
	Concrete Mixer						
	Air Conditioner						
	Tractor						
	LDV (4X4)						
	Grader 6						
	TLB						
	Roads (Internal Roads)- MIG	20 800 000	20 800 000		10 000 000	10 540 000	11 109 160
	Municipal Electricity Backup System	-	-			-	

	Portable Generator							
	Mast Light	955 000	1 055 000		500 000	527 000	555 458	
	Improvements- Community Halls	-	-	-	300 000	316 200	333 275	
	Tipper Truck	-	-	-				
	Water Tanker			-				
	Roller Equipment - Roads			-				
	Welding Equipment			-				
	High Pressure Cleaner			-				
	Office Equipment & Furniture	60 000	60 000	-			100 000	
	Culverts	400 000	400 000	-				
	Park homes	200 000	200 000	-				
	Road Network Plan	100 000	100 000	-				
910 600 043	Street Light				500 000	527 000	555 458	
910 600 090	Land-Town Parking, Civic Center, Taxi Rank and Mall	2 600 000	1 600 000			4 461 341	4 702 253	
910 600 090	Dannhauser Town Development	500 000	500 000		2 000 000	-	2 800 000	
910 600 090	Electrification Project	2 200 000	4 200 000		11 000 000	8 000 000	1 100 000	
910 600 060	Extension of industrial area- Small Town Rehab.	10 000 000	10 000 000					
910 600 031	New Sport Fields (Grand Stands)	400 000	250 000		400 000	421 600	444 366	
	Animal Pound	300 000	200 000	-				
	COMMUNITY HALL WARD 6	3 500 000	3 500 000					
	PROVISION OF SOLAR PANELS(WARDS1,8,9,10)	500 000			550 000			
	Rural Roads- MIG Ward	8 728 000	8 728 000		4 000 000	4 000 000	4 216 000	
	New Offices				4 333 333	5 000 000	5 270 000	
	Purchase of Prime Land- Small Town Rehab.	4 500 000	4 500 000		4 500 000	4 743 000	-	
	Rural Road- Counter Funding	-	-	-	1 000 000	2 108 000	2 221 832	
	Sports Centre- MIG	7 000 000	9 500 000	-	-	-	-	
	Child Care Facility Mobile Crèche				400 000	600 000	632 400	
	Surveillance Cameras					600 000	632 400	
	Conversion of Mast Light to Solar				500 000			
	Jojo Tanks				100 000	105 400	111 092	
	Ablution Animal Pound Offices & Guard Room				500 000	-	-	

	Testing Ground- MIG				6 422 000	6 768 788	-
	Sub Total	63 943 000	65 593 000		47 005 333	48 709 329	34 783 694
105	Community Services	Requested Budget 2013/2014	Approved Budget 2013/2014	Revised Budget 2013/2014	Budget 2014/2015	Budget 2015/2016	Budget 2016/2017
	Mast Light (KwaMdakane)			-			
	Airconditioner(3)	20 000	20 000	20 000	5 000	5 270	5 555
	CCTV Cameras			-	1 500	1 581	1 666
	Chipper (Gardening machine)			-		-	-
	Maltie Bailer (Gardening machine)			-		-	-
	Skip Bins	92 000	92 000	92 000	0	0	0
	1X LDV's (1 Tonner L.W.B.)			-		-	-
	LDV (4X4)			-		-	-
	2X Kubota Tractors			-		-	-
	3X Tractor and Slashor			-		-	-
	30X Brush Cutters			-		-	-
	Extension of Cemetry	255 000	255 000	255 000		-	-
	Fire Fighting Truck			-		-	-
	Vacumm Cleaner,Edge Cutter & Saw		-	-		-	-
	Cemetry Fencing	350 000	250 000	250 000			
	Cemetry Extention & Fencing (Precasts) Urban	350 000	250 000	250 000			
	RURAL HOUSING INFRASTRUCTURE GRANT INKIND					-	-
	COMMUNITY PARTICIPATION					-	-
	COMMUNITY LIBRARY SERVICES - ARTS & CULTURE					-	-
910 600 040	Radios for Technical and Community						
910 600 068	Plantations	200 000	200 000	200 000			
910 600 051	Computer Equipment						
910 600 080	Roller						

Motor Vehicle - Rescue fully equiped		-	-			
Motor Vehicle - Sedan		-	-			
Transport Workers and Equipment			-			
MOTOR VEHICLE(TRANSPORTING EMPLOYEES)(3 ton truck)	400 000	400 000	400 000			
LANDFILL COMPACTOR	1 500 000	0	0		1 100 000	1 159 400
RIDE ON MOWER	35 000	31 858				
MICROWAVE	1 000	1 000	1 000			
FRIDGE	3 500	3 500	3 500			
REFUSE TROLLEY BINS	25 000	0	0	0	100 000	105 400
OIL DRUM STANDS	25 000	25 000	25 000			
Office Equipment - Urn & Other	100 000	50 000	50 000		-	-
Sub Total	3 206 500	1 528 358	1 528 358	6 500	1 206 851	1 472 021

106	Protection Services	Requested Budget 2013/2014	Approved Budget 2013/2014	Revised Budget 2013/2014	Budget 2014/2015	Budget 2015/2016	Budget 2016/2017
	Extension of Existing Traffic Office						
	Testing Grounds						
910 600 040	Equipment & Furniture					-	180 000
910 600 080	SPEED MACHINE	150 000					
910 600 080	TRAFCOM SYSTEM						
910 600 120	Traffic Vehicle						
910 600 080	ROBOT(2013)	450 000	450 000	450 000	500 000	527 000	555 458
	5 X Fire Arms and Bullets Proof Vests			-		-	-
	CHAINSAWS	50 000	50 000	50 000			
	ROAD PAINTER	40 000	40 000	40 000	100 000	105 400	111 092

	UPGRADING TESTING GROUND				-	-	-
	Sub Total	690 000	540 000	540 000	600 000	632 400	846 550
107	Development Planning	Requested Budget 2013/2014	Approved Budget 2013/2014	Revised Budget 2013/2014	Budget 2014/2015	Budget 2015/2016	Budget 2016/2017
	MSIG	-	-	-	-	-	-
	LED FARM PROJECT	700 000	400 000	400 000	250 000	263 500	277 729
	LAPTOP	15 000	-	-	-	-	-
	DIGITAL EQUIPMENT UPGRADE	5 000	-	-	-	-	-
	DESKTOP COMPUTER	12 000	-	-	20 000	21 080	22 218
	LAMINATING MACHINE	1 000	-	-	-	-	-
	COMMUNITY SKILLS DEVELOPMENT	50 000	50 000	50 000	152 700	55 546	58 545
						-	-
						-	-
						-	-
910 600 040	EQUIPMENT AND FURNITURE	70 000	163 000	163 000	50 000	52 700	55 546
	Sub Total	853 000	613 000	613 000	472 700	392 826	414 038
108	Municipal Manager	Requested Budget 2013/2014	Approved Budget 2013/2014	Revised Budget 2013/2014	Budget 2014/2015	Budget 2015/2016	Budget 2016/2017
910 600 040	Farm Vehicle (LED Farm Project) EQUIPMENT AND FURNITURE ROAD NETWORK PLAN				500 000	525 000	551 250

	PARK HOMES REDESIGN REGISTRY POLYMOR-COUNTER FUNDING PLANTATIONS						
	Sub Total				500 000	525 000	551 250
	INDIRECT GRANTS	Requested Budget 2013/2014	Approved Budget 2013/2014	Revised Budget 2013/2014	Budget 2014/2015	Budget 2015/2016	Budget 2016/2017
	RURAL HOUSING INFRASTRUCTURE GRANT INKIND INTER GRATED ELECTRIFICATION PROGRAMME						
	Sub Total						
	TOTAL CAPITAL BUDGET						

5.2.5 FINANCIAL STRATEGIES

The strategic response to financial viability and sustainability of Dannhauser Municipality will need to take into cognizance strategies for plugging existing holes into the system and further increase revenue streams with intent to rely less on external grants in the long run. Plugging the holes by:

- Promoting effective expenditure to avoid recurring surpluses on operating budget and conditional grants;
- Vigorously pursuing credit control policies; and
- Increasing efficiencies by working smarter, managing performance and alternative service delivery mechanisms;

Increasing revenue by:

- Improving collections;
- Increasing rates base;
- Increasing share of intergovernmental grants to pay for unfunded/partially funded mandates;
- Vigorously pursuing cost cutting measures; and
- Pursuing public private partnerships at both programme and project level.

5.2.5.1 CAPITAL AND OPERATIONAL FINANCIAL STRATEGIES

The council has adhered strongly on the use of funds in strict accordance with the approved budgets; however, there is still a need to improve our level of compliance. Further, in our previous strategy we proposed to submit request for funding to various organization thereby expedite implementation of key programmes. This has proved to be elusive and lacking. Nevertheless, the council still needs to pursue this strategy.

- Funds allocated for a specific purpose are to be used for that purpose only. The CFO and his office will pursue a strong campaign to all council departments aimed an enforcing this principle of complying with the budget allocations.
- Where capital projects are to be funded by donor organizations, the Municipality must ensure that the funds have been secured prior to their inclusion in the capital budget.

5.2.5.2 COST EFFECTIVENESS STRATEGIES

Development of a functional organizational structure that is staffed with appropriate personnel who contribute to the efficiency of the municipality. The implementation of internal controls that ensure the management of stock holding (control

over shrinkage), management of cash flow to reduce usage of overdraft facilities with attendant penal interest rates and ensure efficient investment of surplus monies.

5.2.6 POLICY DEVELOPMENT AND REFINEMENT STRATEGIES

The council is committed in an on-going development of policies that are compliant with the Municipal Financial Management Act and other regulations in order to ensure smooth functioning of council and realisation of financial viability status. The council will seek to refine or revise amongst other things, credit control policy, tariff policy, investment and cash management policy to enhance income or revenue streams.

5.2.7 KEY SUPPORT PROGRAMMES

5.2.7.1 PROGRAMME 1: PRODUCE AN ANNUAL OF THE MUNICIPALITY'S MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF)

While the MTEF sets out a medium term expenditure plan for the municipality, it must also show the specific intentions of the Council with respect to:

- Clear, affordable development targets;
- Development of a 10 year maintenance plan for municipal infrastructure and services;
- Targeted expenditure to unlock economic development and grow the rates base.

In this regard, a forecasting model will be developed which allows for informed decisions to be made on an on-going basis in terms of cash flow, investments, borrowings and long term sustainability of the district municipality.

5.2.7.2 PROGRAMME 2: BUDGET ACCORDING TO IDP PRIORITIES

The Municipality has committed itself to ensuring that the budgeting process is aligned to the IDP. The strategy to achieve this programme is to ensure that the budget process is aligned to the IDP so that what gets budgeted is reflected as a priority in the IDP. The programme has given rise to approval of policies and programmes that guide service delivery. Key to this approach is ensuring that the municipality focuses its limited resources on the challenges expressed by the people of Dannhauser and, most importantly, improving alignment with other spheres of government, including the development of Public Private Partnerships.

5.2.7.3 PROGRAMME 3: EFFECTIVELY MANAGE CREDIT CONTROL

The focus of the credit control exercise is to reduce the debt of the municipality by:

- Developing proactive credit control measures to reduce debt and ensure appropriate sanctions are implemented.

- Implementing new revenue systems to ensure timeous, regular and accurate billing of accounts.
- Maintaining on-going customer communication in order to promote awareness, foster financial responsibility, and promote a culture of payment.

5.2.7.4 PROGRAMME 4: GROW REVENUE STREAMS

The Department of Finance will champion the drive to sensitise all Council departments to identify cost savings and/or revenue generating opportunities in all areas of operation. Over the next five years, a concerted effort will be needed to focus on increasing the rates base. Proper collection processes as stipulated under financial guidelines above will have to be strictly adhered to

5.2.7.5 PROGRAMME 5: SEEK ALTERNATIVE SOURCE OF FUNDING

In addition to the obvious need to grow the municipality's revenue by increasing its tax base, other means for securing funding for Council projects must be explored in a variety of ways. Some of the focus areas include government grant funding, project and programme funding, partnerships with international agencies like the European Union and other agencies at programme level and entering into partnerships with the private sector

on key projects and programmes. It has been noted that, there is little drive within the municipality to prepare business plans to be used in leveraging additional funding. So, this programme will depend on the joint efforts of Financial and Planning department to drive it vigorously.

5.2.7.6 PROGRAMME 6: REDUCE COST TO THE ORGANIZATION

The focus here is to ensure that our tariffs are affordable and value for money is being achieved. Accordingly, costs are scrutinised on an on-going basis, and targets are then selected and prioritised according to the following ratings:

- Value for money expenditure
- Most obvious: here the cost element that is most out of line with the budget needs immediate attention;
- Easiest: a small saving that is quickly reaped with little effort cannot be ignored;
- Worst first: sometimes a cost situation is so critical that it begs for immediate attention;
- Biggest impact: those cost items that will deliver the biggest long-term savings if reduced.

This Financial Plan is not exhaustive, but it requires an on-going assessment and be updated accordingly in order to

accommodate future challenges within the municipality.

6 SERVICE DELIVERY, BUDGET AND IMPLEMENTATION PLAN (SDBIP)



DANNHAUSER MUNICIPALITY 2014/2015 SDBIP

**QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS PER VOTE
(ORGANISATIONAL) SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN-2014/2015 FINANCIAL YEAR**

NAME OF MUNICIPALITY: Dannhauser Municipality	SELECT THE YEAR OF THE IDP		1	2	3	4	5	FOR THE YEAR ENDED: 30 JUNE 2015
	TICK THE APPROPRIATE BOX							
	SELECT THE QUARTER		1	2	3	4		
	TICK THE APPROPRIATE BOX							

Org Ref	IDP Indicator	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Frequency	Ward Information	ANNUAL (2013/2014)			Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget	Achievement against Quarterly Targets	Portfolio of Evidence	Reason for variance (Blockages)	Planned improvement intervention (Corrective measures)
							Demand	Baseline	Backlog		Projected	Projected	Projected	Projected					
Department : Office of the Municipal Manager and IDP							Budget	R 8 644 446											
National KPI : Good Governance and Public Participation																			
Outcome 9 Indicator : Output 7- Single Window of Coordination																			
Outcome 9 Indicator : Output 6 - Administrative and Financial Capability																			
MM1	3.7.2	To ensure that IGR structures function effectively within the	Mayor's Forum meetings held as per legislative prescripts	No. of Mayor's Forum meetings held	Quarterly	Institutional	4	Nil	4	4	1	1	1	1	OPEX		Minutes of Meetings and Attendance Register		

MM2	3.7.2	District	MM Forum meetings held as per legislative prescripts	No. of MM Forum meetings held	Quarterly	Institutional	4	Nil	n/A	4	1	1	1	1	OPEX		Minutes of Meetings and Attendance Register		
MM3	3.7.6.1 & 2	To provide reasonable assurance on the adequacy and effectiveness of internal control systems	Approved Audit Plan	Date Approved	Annually	Institutional	31-Jul	31-Jul	n/A	31-Jul	31-Jul	N/A	N/A	N/A	R 700 000		Audit Committee Resolution and Annual Plan		
MM4			Implementation of the Annual Plan	No. of Audit Reports submitted	Quarterly	Institutional									N/A		Reports		
MM5		To Ensure Functional Audit Committee	Coordinat Audit Committee Meetings	Number of Meetings Held	Quarterly	Institutional	4	4	0	4	1	1	1	1	R 60 000		Minutes of Meetings and Attendance Register		
MM6	3.7.5	To implement and maintain effective enterprise-wide risk management system.	Finalise the Risk Assessment Workshop	Number of Workshops conducted	Annually	Institutional	1	1	0	30-Jun	30-Jun	N/A	N/A	N/A	OPEX		Risk Assessment Register/ Attendance Register		
MM7	3.7.5		Implementation of Risk Management Action Plan	Number of Reports	Annually	Institutional	4	0	4	4	1	1	1	1	N/A		Risk Assessment Register/ Attendance Register		
MM8	3.7.5		Reviewed and approved Risk Management policies and strategies	Date Adopted	Annually	Institutional	1	1	0	30-Sep	30-Sep	N/A	N/A	N/A	N/A		Council Resolusions and Risk Strategy		
MM9	6	To transform the Dannhauser into a performance driven Municipality	OPMS reviewed and implemented	Date of submission of SDBIPs	Annually	Institutional	1	1	0	30-Jun	N/A	N/A	N/A	30-Jun	N/A		Council Resolution and SDBIP		
MM10	7			No. of Municipal Performance Reports submitted	Annually	Institutional	4	Nil	4	4	1	1	1	1	N/A		Reports		

MM11	7	IPMS iro Section 56 / 57 Managers reviewed and implemented	No. of Performance agreements signed	Annually	Institutional	5	Nil	5	5	5	N/A	N/A	N/A	N/A		Signed Agreements			
MM12	7		No. of Section 56 / 57 employee appraisals conducted	Annually	Institutional	5	Nil	5	5	N/A	5	N/A	N/A	N/A		Appraisal Reports/Scoresheets, Attendance register for panel			
MM13	7		Approved Service Delivery an Budget Implementation Plan (2015/2016)	Date Approved	Annually	Institutional	June	Jun-14	0	Jun-14	N/A	N/A	N/A	Jun-15	N/A		Council Resolution and the SDBIP		
MM14	7.2	To transform the Dannhauser into a performance driven Municipality	Annual Report developed and adopted	Date Adopted	Annually	Institutional	1	1	0	31-Mar	N/A	N/A	31-Mar	N/A	OPEX		Council Resolution and the Annual Report		
MM15	7.2		Oversight Process facilitatEd and adopted	Date Adopted	Annually	Institutional	1	1	0	31-Mar	N/A	N/A	31-Mar	N/A	N/A		Council Resolution and Oversight Report		
MM16	4		Facilitate IDP Representative Forums	Quarterly	All Wards	4	4	0	04-Jan	1	1	1	1	N/A		Attendane Registers and Minutes			
MM17	4		A credible IDP developed	Date of adoption of Draft IDP	Annually	All Wards				31-Mar	N/A	N/A	31-Mar	N/A	N/A		Council Resolution and and Draft IDP		
MM18	4		Date of adoption of final IDP	Annually	All Wards	30-Jun	30-Jun	0	30-Jun	N/A	N/A	N/A	30-Jun	N/A		Council Resolution and and Finanl IDP			
MM19	4.5.1-3	To facilitate the review and update of the Spartial Development Framework	Reviewed and Adopted SDF	Date Adopted	Annually	All Wards	June	June	n/A	30 June	N/A	N/A	N/A	30-Jun	OPEX		Council Resolution and SDF		
MM20	3.7.1.1	To Ensure Functional Performance Audit Committee	Coordinat Performance Audit Committee Meetings	Number of Meetings Held	Quarterly	Institutional	2	0	2	2		1		1	R 30 000		Attandane Registers and Minutes		
MM21	3.7.8	To improve the image of the Municipality	External Newsletter through Media produced and disseminated	Number of Press Statement Issues	Quarterly	All Wards	4			4	1	1	1	1	N/A		Newsletter and advertisement		
MM22	3.7.2.2	To ensure continuouse engagement with ward constitutency	Hold ward committee meetings	Number of Meetings Held	Quarterly	All Wards	44	44	0	44	11	11	11	11-Jan	R 500 000		Attandane Registers and Minutes		

MM23	3.3.2.1	To keep the Municipal Workforce well informed	Meetings held with all staff on a Quarterly basis	Number of Meetings Held	Quarterly	Institutional	4	4	0	4	1	1	1	1	N/A		Attendane Registers and Minutes			
MM24	3.5.4.5	To promote sports and recreation throughout the District	Effective Sports and Recreation Council	Number of Meetings Held	Quarterly	All Wards	4	4	0	4	1	1	1	1	N/A		Attendane Registers and Minutes			
MM25	3.5.4.5		To facilitate sport and recreation activities	Host ward inter-games	Quarterly	All Wards	4	4	0	4	1	1	1	1	R 400 000		Close-out Report and Pictures			
MM26	3.5.4.5		District's participation in KWANALOGA Games coordinated	Date completed	Annually	All Wards	31 Dec	31 Dec	0	31-Dec	N/A	31-Dec	N/A	N/A			games closeout report and Pictures			
MM27	3.5.4.5	To promote youth development within the Municipality	Coordinate Youth Dialogues	Number of Meetings Held	6 monthly	All Wards	4	4	0	4	1	1	1	1	R 360 875		Attendane Registers and Minutes			
MM28	3.5.4.5		Staging of 16 June Celebration	Date of the Event	Annually	All Wards				30-Jun	N/A	N/A	N/A	30-Jun			Close-out Report and Pictures			
MM29	3.5.4.9	To promote Gender equality and protect the human rights of Senior Citizens, Women, People with Disabilities and Children	Coordinate Senior Citizens Activities	Number of Meeting held	Quarterly	All Wards	4	4	0	4	1	1	1	1	R 100 000		Attendane Registers and Minutes			
MM30	3.5.4.9			Number of Events to be Held	Annually	All Wards	1	1	0	1	N/A	1	N/A	N/A			Close-out Report and Pictures			
MM31	3.5.4.9		Coordinate Children, Women and Disabled People Activities	Number of Meetings Held	Annually	All Wards	4	4	0	4	1	1	1	1	R 720 000		Attendane Registers and Minutes			
MM32		To Promote Arts and Culture Activites	Host art and Culture Events (Umhlanga)	Number of Events to be Held	Annually	All Wards	1	1	0	1	1	N/A	N/A	N/A	R 150 000		Pictures and Close-out Report			
MM33	3.5.3.4		Host art and Culture Events (Cultural Festival)	Number of Events	Annually	All Wards	1	1	0	1	N/A	1	N/A	N/A	R 300 000		Close-out Report and Pictures			
National Key Performance Area (KPA): Local Economic Development																				
MM34	3.5.3.1	To Create a climate conducive for sustainable economic Growth and job creation	Implement Local Economic Development Projects	Date Implemented	Annually	Ward 1	N/A	N/A	n/A	30-Sep	30-Sep	N/A	N/A	N/A	N/A		Minutes of Meetings and Attendance Register			
MM35	3.5.3.1		Adopt the Economic Development projects Feasibility Study	Date Adopted	Annually	Ward 1	N/A	N/A	n/A	30-Sep	30-Sep	N/A	N/A	30-Jun	R 700 000		Hand Over Certificate/Pictures from the Hand Over Event			
MM36	3.5.3.5		Capacitate and Support SMME's	Number of SMME's Supported	Quarterly	All Wards												Quarterly Reports		
MM37			Compile and Approve the Urban Renewal Plan (Small Town Rehab)	Date Adopted	Annually		1	0	1	30-Jun	N/A	N/A	N/A	30-Jun			Council Resolution/Urban Renewal Plan			
MM38	3.5.3		Develop and Approve	Date Approved	Annually	All Wards	1	0	1	31-Mar	N/A	N/A	31-Mar	N/A	R 200 000		Council Resolution/ Investment			

			Investment Strategy															Strategy		
MM39	3.5.3		Ensure Functional Investor Committee	Number of Meetings Held	Quarterly	Institutional	4	0	4	4	1	1	1	1	N/A			Attendane Registers and Minutes		
MM40	3.7.7.1		Ensure Functional Sukuma Sakhe Programmes	Number of Meeting held	Quarterly	All Wards	4	4	0	4	1	1	1	1	N/A			Attendane Registers and Minutes		
National Key Performance Area (KPA): Social Development Services																				
MM41		To effectively manage and Coordinate HIV/AIDS Activities	Ensur Functional HIV/AIDS Structures	Number of Meeting Held	Quarterly	ALL				4	1	1	1	1				Attendance Register and Minutes		
Department : Community Services & Protection Services							Budget : R16 520 085													
National Key Performance Area (KPA): Social Development Services																				
Outcome 9 Indicator : Output 2 - Improving Access to Basic Services																				
COM1	3.4.4	To develop, manage and maintain gornenance and stakeholders relationship and partnership	Provide Refuse Removal Services to all households within the town area	Number of household provided with the service	Weekly	Ward 1,2	3000	3000	0	3000	3000	3000	3000	3000	R 145 000			Time sheets		
COM2	3.5	To develop, manage and maintain gornenance and stakeholders relationship and partnership	Preparation and Adoption of the Cemetery Upgrade Plan	Date Approved	Annually	All Wards	1	0	1	N/A	N/A	N/A	31-Mar	N/A	R 150 000			Council Resolution and Cemetery Upgrade Plan		
COM3	3.4.4	To ensure safe and healthy Environment	Develop and Approval of the Waste Management Plan	Date Approved	Annually	All Wards	1	0	1	31-Mar	N/A	N/A	31-Mar	N/A	R 150 000			Council Resolution and Waste Management Plan		

COM4	3.1.12	Ensure compliance with environmental legislation and regulations	Development and Approval of the Environmental Management Plan	Date Approved	Annually	All Wards	1	0	1	30-Jun	N/A	N/A	N/A	30-Jun	R 150 000		Council Resolution and Environmental Management Plan		
COM5	3.1.14	To re-inforce and maintain proactive Disaster Management strategies	Development and Approval of the Disaster Management Plan	Date Approved	Annually	All Wards	1	0	1	31-Dec	N/A	31-Dec	N/A	N/A	R 150 000		Council Resolution and Disaster Management Plan		
COM6	3.6	To Invest in the Development of the Municipality through Revenue Enhancement	Revenue Generated Through Learner Licencing	Revenue Generated Thorough Learner Licencing by 30 June 2015	Quarterly	Institutional	R 180 000	R 180 000	0	R 180 000	45 000	45000	45000	45000	R 180 000		E-Natis Report		
COM7	3.6		Revenue Generated Through Drivers Licencing	Revenue Generated Thorough Drivers Licencing by 30 June 2015	Quarterly	Institutional	R 150 000	R 150 000	0	R 150 000	37500	37500	37500	37500	R 150 000		E-Natis Report		
COM8	3.6.3		Revenue Generated Through Motor Licencing	Revenue Generated Through Motor Licencing by 30 June 2015	Quarterly	Institutional											E-Natis Report		
COM9	3.5.4.13	To direct law enforcement to improve safety and security	To Conduct ongoing road block	Number of Road Blocks Conducted	Quarterly	Institutional	15	15	0	15	4	6	2	3	OPEX		Quatery Reports		
COM10	3.5.4.13	To contribute towards a safe and secure environment	To ensure functional Disaster Management Forum	Number of Meeting Held	Quarterly	All Wards	4	0	4	4	1	1	1	1	OPEX		Attendance Register and Minutes of Meetings		
COM11			To fast-track the Animal Pound By-Law Gazetting	Date Gazzeted	Annually	All Wards	1	0	1	31-Mar	N/A	N/A	N/A	30-Jun	20 000		Gazzet		
COM12			To Fastrack the Operations of the Animal Pound	Date Completed	Annually	2	1	0	1	31-Mar	N/A	N/A	31-Mar	N/A	R 333 275		Completion Certificate		
Department: Financial Services							Budget : R 18 953 739												
National Key Performance Area (KPA): Financial Viability and Management																			
Outcome 9 Indicator : Output 6 - Administrative and Financial Capability																			
FIN1	3.6	To improve expenditure control	Monthly reconciliation of creditors and bank balances	Monthly reconciliations	Monthly	Institutional	12	12	0	12	3	3	3	3			Creditors and Bank Reconciliation Statements		
FIN2	3.6		Payment of creditors	Creditors Age Analysis	Within 30 Days	Institutional	Within 30 Days	90 days	60 days	Within 30 days	Within 30 days	Within 30 days	Within 30 days	Within 30 days			Age Analysis		

FIN3	3.6		Compliance with prescribed dates of monthly returns	No of monthly returns	Monthly	Institutional	12	12	0	12	3	3	3	3		Returns Submitted and Proof of Submssion		
FIN4	3.6		Compliance with prescribed dates of annual returns	Date submitted	Annually	Institutional	30 June	30 June	0	30 June	N/A	N/A	N/A	30 June		Returns Submitted and Proof of Submssion		
FIN5	3.6		% of the capital budget actually spent on capital projects	% Spent (Total spending on capital projects / Total capital budget) x 100	Quarterly	Institutional	100%	100%	100%	100%	100%	100%	100%	100%		MIG funding reports Submitted to National Treasury and Proof of Submission		
FIN6	3.6	To improve the procurement system	No. of days to place an order reduced	No. of days for requisition to be converted to a purchase order outstanding	Daily	Institutional	3 days	5 days	2 days	3 days	3 days	3 days	3 days	3 days		Requisition Register		
FIN7	3.6		No. of days to finalise specification of Bid / Tender reduced	No. of days	Daily	Institutional	5 days	8 days	3 days	5 days	5 days	5 days	5 days	5 days		Bid Specification Minutes		
FIN8	3.6		No. of days to finalise evaluation of Bid / Tender reduced	No. of days from close of tender	Daily	Institutional	5 days	15 days	10 days	5 days	5 days	5 days	5 days	5 days		Bid Evaluation Minutes		
FIN9	3.6		No. of days between the evaluation process and the adjudication process reduced	No. of days	Daily	Institutional	5 days	30 days	25 days	5 days	5 days	5 days	5 days	5 days		Bid Evaluation Minutes		
FIN10	3.6	To ensure Transparency , Integrity and Honesty	Legislative compliance (including completion of declaration of interest form by each employee) improved	Date Finalised	Annually	Institutional	30 June	30 June	N/A	30 June	N/A	N/A	N/A	30 June		Signed Declaration of Interest for all SCM unit personnel		
FIN11	3.6.6.	To ensure that secured Municipal Assets are able to assist in Service Delivery Objectives	Assets that are obsolete disposed off	Date of disposal		Institutional	31-May	0	31-May	31-May	N/A	N/A	N/A	31-May		List of Assets to be disposed , Council Resolutoin		
FIN12	3.6	Ensure progressive compliance with institutional and governance requirements	Prepare and Submit SCM Policy Implementation Reports	Number of Reports Submitted	Monthly	Institutional	12	12	0	12	3	3	3	3		Council Resolution Monthl SCM Reports		

FIN13	3.7.1	To improve the budgeting and reporting processes	Budget / IDP Process Plan adhered to	Date of Process Plan fully implemented	Annually	Institutional	30-Aug	30-Aug	0	30-Aug	30-Aug	N/A	N/A	N/A	N/A		Process Plan and Council Resoluton		
FIN14	3.6		Submission of all monthly returns to Provincial and National Treasury	No. of returns submitted	Monthly	Institutional	12	12	0	12	3	3	3	3	N/A		Proof of Submission and Monthly Returns		
FIN15	3.6		Submission of all quarterly returns to Provincial and National Treasury	no of returns submitted	Quarterly	Institutional	4	4	0	3	1	1	1	1	N/A		Proof of Submission and quarterly Returns		
FIN16	3.6	To ensure Efficient and effective Financial Management and Compliance	Submission of all bi annual returns	no of returns submitted	Bi Anually	Institutional	2	2	0	2	N/A	1	N/A	1	N/A		Proof of Submission		
FIN17	3.6		AFSs submitted on time to Auditor Generals Office	Date of submission	Annually	Institutional	30-Aug	30-Aug	0	30-Aug	30-Aug	N/A	N/A	N/A	N/A		Proof of Submission and Copy of AFS		
FIN18	3.6		Develop the Action Plan to Address Auditor General's Quiries	Date Developed	Annually	Institutional	31-Dec	31-Dec	0	31-Dec	N/A	31-Dec	N/A	N/A	N/A		Plan and Council Resolution		
FIN19	3.6.6		Fixed Asset Register reconciled with General Ledger	no of reconciliations	Monthly	Institutional	12	12	0	12	3	3	3	3	N/A		Monthly reconciliation reports		
FIN20	3.6.3	To Improve Municipal Revenue Base	Total No. customers - database	% of customers billed/Total No, of Customers-database	Monthly	Institutional	100%	100%	0%	100%	100%	100%	100%	100%	N/A		Billing Schedule		
FIN21	3.6.3		Cash collected from customers	No. of days outstanding	Daily	Institutional	30 days	+ 180 days	180 days	Within 30 days	Within 30 days	Within 30 days	Within 30 days	Within 30 days	N/A		Age Analysis		
FIN22	3.6.3		Debt Collection %	% of collection: Amount collected	Monthly	Institutional	100%	53%	47%	70%	35%	40%	50%	70%	N/A		Debtors Reconciliation		
FIN23	3.6		Suspense Account	Monthly reconciled Suspence Account with Analysis of Balance	Monthly	Institutional	12	1	11	12	3	3	3	3	N/A		Reconciliation Statements		
FIN24	3.6.4		Consumer Deposits Reconcilliations	Monthly reconciled - New customers and Terminated	Monthly	Institutional	12	1	11	12	3	3	3	3	N/A		List of Reconcilled Customers		
FIN25	3.6.4		Debt coverage ratio	Ratio [(Total operating revenue received) - (operating grants received) / debt service payments due, including interest and	Quarterly	Institutional	01:01		01:01	01:01	01:01	01:01	01:01	01:01	N/A		Ratio Analysis Reports		

				capital]														
FIN26	3.6.4		Outstanding service debtors to revenue	No. of days debtors are outstanding (Total outstanding debtors / Actual revenue received for services) x 100	Daily	Institutional	60 days	1307 days	1247 days	245	245	245	245	245	N/A		Age Analysis	
FIN27	3.6.4		Cost coverage ratio	Ratio [All available cash at a particular time) + (Investments)- Conditional grants)]/ Monthly fixed operating expenditure)	Quarterly	Institutional	1:1			1:1	1:1	1:1	1:1	1:1	N/A		Ratio Analysis Reports	
Department of Corporate Services							Budget : R11 677 729											
National Key Performance Area (KPA): Institutional Development and Transformation																		
Outcome 9 Indicator : Output6 - Improving Municipal Financial and Administrative Caparty																		
CORP1	3.3.1.1	To provide skills development programmes for Staff, Councillors	Workplace Skills Plan (WSP) in line with the Employment Equity Plan (EEP) approved	Date of approval of WSP in line with EEP	Annually	Institutional	30-Jun	30-Jun	0	30-Jun	N/A	N/A	N/A	30-Jun	N/A		Council Resolution WSP Report	
CORP2	3.3.2.1		Budget spent on WSP	% Spent (Actual amount spent on WSP / Budgeted amount for WSP) X 100	Annually	Institutional	100%	Nil	0%	100%	N/A	N/A	N/A	100%			Ratio Analysis Repot	
CORP3	3.3.1.1	To ensure that employment equity targets are met	Updated EE Plan	Date submitted	Annually	Institutional	01-Oct	01-Oct	0	01-Oct	N/A	01-Oct	N/A	N/A	N/A		EE Plan and proof of submisioin	
CORP4	3.3.2.2	To implement a refined organisational structure	Adopted Organisational Structure	Date of adoption of refined organisational structure	Annually	Institutional	N/A	N/A	N/A	30-Jun	N/A	N/A	N/A	30-Jun	N/A		Organisaitonal Structure and Council Resolution	

CORP5	3.3.2.2	To fill critical posts	Recruitment completed	No. of posts filled	Annually	Institutional	135	77	59								Advertisements and Letter of Appointments		
CORP6	3.3	To improve the standard of administrative and auxiliary support	Electronic records management system Procured	Date Procured	Annually	Institutional	1	0	1	30-Jun	N/A	N/A	N/A	30-Jun	R 666 550		Letter of Appointing the Service Provider		
CORP7	3.3		Record Management Policy Developed	Date adopted	Annually	Institutional	N/A	N/A	1	31-Mar	N/A	N/A	31-Mar	N/A	COGT A		Records Policy and Council Resolution		
CORP8	3.3		Council and Committee minutes produced	Time taken to produce minutes	No of days	Institutional	7 days	14 days	7 days	7days	7 days	7 days	7 days	7 days	N/A				
CORP9	3.3		Council Meetings Callendar adopted	Date adopted	Annually	Institutional	30-Oct	30-Oct	0	30-Oct	N/A	30-Oct	N/A	N/A	N/A		Council Callendar and Council Resolutoin		
CORP10	3.3		To Ensure Effective and Functional Council	Number of Council Meeting Held	Monthly	Institutional	12	12	0	12	3	3	3	3	N/A		Minutes and Attendance Register		
CORP11	3.3		To Ensure Effective and Functional Executive Committee (EXCO)	Number of EXCo Meetings Held	Monthly	Institutional	10	10	0	10	3	2	2	3	N/A		Minutes and Attendance Register		
CORP12	3.3		To Ensure Effective and Functional Municipal Public Accounts Committee (MPAC)	Number of MPAC Meetings Held	Monthly	Institutional	10	10	0	10	3	2	2	3	N/A		Minutes and Attendance Register		
CORP13	3.3		To Ensure Effective and Functional Corporata Services Portfolio Committee	Number of Corporate Services Portfolio Meetings Held	Monthly	Institutional	10	10	0	10	3	2	2	3	N/A		Minutes and Attendance Register		
CORP14	3.3		To Ensure Effectie and Functional Technical Services Portfolio Committee	Number of Technical Portfolio Meetings Held	Monthly	Institutional	10	10	0	10	3	2	2	3	N/A		Minutes and Attendance Register		
CORP15	3.3		To Ensure Effective and Functional Community Services Profolio Committee	Number of Community Services Portfolio Held	Monthly	Institutional	10	10	0	10	3	2	2	3	N/A		Minutes and Attendance Register		

CORP16	3.3		To Ensure Effective and Functional Ward Committee Structures	Number of Ward Committee Meetings Held	Monthly	All Wards	122	122	0	122	11	11	11	11	N/A		Minutes and Attendance Register			
CORP17	3.3		To Ensure Effective and Functional Land Resource Management Committee	Number of Land Resource Committee Meetings Held	Monthly	All Wards	10	10	0	10	3	2	2	3	N/A		Minutes and Attendance Register			
CORP18	3.3		To Ensure Effective and Functional Local Labour Forum	Number of Local Labour Forum Meetings Held	Monthly	Institutional	10	10	0	10	3	2	2	3	N/A		Minutes and Attendance Register			
Department of Technical Services							Budget : R 58 748 045													
National Key Performance Area: Basic Service Delivery and Infrastructure Development																				
Outcome 9 Indicator : Output 2 - Improving Access to Basic Service Delivery																				
TECH1	3.5.4.4	To Provide Public Eminities	Construction of Community Hall in Ward 6	Date Completed	Annually	Ward 6	1	0	1	30 September	N/A	N/A	N/A	30-Jun	N/A		Completion Certificate			
TCH	3.4.6.1	To keep the municipal roads and storm water drainage in an acceptable condition.	Ongoing Maintenance of Roas and Storm Water Drainage	Km's Maintained	Quarterly	1.2														
TECH8	3.4.6.1	To ensure safe Rural road infrastructure networks	9km of Road Network Constructed	No of KM's	Quarterly		97,2km			9kms	2.25kms	2.25kms	2.25kms	2.25kms	R 4 000 000		Completion Certificate			
TECH2	3.4.6.1	To ensure safe Urban road infrastructure networks	7km's of Road Network Constructed	No o KM's	Quarterly	2				7kms	1.75	1.75	1.75	1.75	R 10 000 000		Completion Certificate			
TECH3	3.4.5	To ensure safe environment through instalation of Mast Lights	Sola Mast Lights Installed	No of Mast Light Installed	Annually	6,8,11	3	0	3	3							Completion Certificate			
TECH4	3.4.7	To facilitate the provision housing in line with the national and provincial norms and standards.	Appointment of Service Provider to Implement Phase 2 of Buhlebomzinyathi Project	Date of Appointing the Service Provider	Annually	9.1	N/A	N/A	N/A	30-Jun	N/A	N/A	N/A	30-Jun			Appoinement letter			
TECH5	3.4.7		To Acquire Land to Implement Phase 2 of Dannhauser Project	Date by which land to be acquired	Annually			N/A	N/A	N/A	31-Mar	N/A	N/A	31-Mar	N/A			Proof of Land Purhcase/Title Deed		
TECH6	3.4.7		Appointment of Service Provider	Date of Advertising for	Annually	2		N/A	N/A	N/A	30-Sep	30-Sep	N/A	N/A	N/A			Advertisement		

			to Implement Stand Drive Inn Project	Service Provider														
TECH7	3.4.7			Date Appointing of the Service Provider	Annually	2	N/A	N/A	N/A	31-Dec	N/A	31-Dec	N/A	N/A			Appointment Letter	
TECH8	3.4.7			Date of site hand over	Annually	2	N/A	N/A	N/A	31-Dec	N	31-Dec	N/A	N/A			Site Hand Over Report	
TECH9	3.4.7	To Facilitate Housing Ownership for Dannhauser residents	To Hand Over Title Deeds to Srage Bank Communities	Number of Title Deeds to be handed over	Quarterly	All Wards	247	0	247	74	74	N/A	N/A	N/A			Copies of Title Deeds Issues/Signed beneficiary List.	
TECH10	3.4.7			Number of Title Deeds Application forwarded to the deeds officer	Quarterly	All Wards	173	0	173	74	N/A	74	N/A	N/A	N/A			Application Report

7 ORGANIZATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM (OPMS)

7.1 BENEFIT OF AN ORGANISATIONAL PMS

- Provides appropriate management information for informed decision-making.
- Manages expectations and ensuring increased accountability between the role-players within and external to the municipality.
- Provides early warning signals.
- Identifies major or systematic blockages and guides future planning.
- Encourages the direction of resources
- Checking that the delivery is happening as planned.
- Promotes the efficient utilization of resources.
- Promotes the delivery of the envisaged quality of service.
- Assists municipalities in making timeous and appropriate adjustments in the delivery and management of resources.
- Identifies capacity gaps in both human and non-human resources, assists in determining right-sizing requirements.
- Identifies communities and areas that lag behind others in terms of development and thus assists in spatial and sectoral integration.
- Assists municipalities in their “developmental” role/focus.

7.2 ORGANISATIONAL PERFORMANCE REPORTS

The municipality prepares organisational performance report on a quarterly basis. This report is closely aligns PMS to the IDP and Budget in order to ascertain that developments are related to the strategies and objectives of the IDP and are within the allocated budget. These reports are informed by the SDBIP. The report covers the following areas:

- Key performances areas – each project has been linked to the district municipality’s KPA from which the departmental KPA is established and in turn KPI’s are formed.
- Budget, time frame/frequency – linked to each project is a budget, frequency or timeline
- Actual expenditure – which indicates the total amount spent thus far for the project

- Actual % progress – which indicates the actual implementation of the project independent of the actual expenditure on each project.

During the quarterly performance assessment of Section 57 Managers [as described in the next chapter], each Section 57 Manager is expected to provide further explanations on every project being conducted by the department. Matters pertaining to underperformance and/or bottlenecks are address during these assessments. In cases where for instance, a project cannot meet its date due to lack of resources; the Municipal Manager, Portfolio Councillor and/or Executive Committee may intervene.

There are also site visits that are conducted on a regular basis to evaluate the successful implementation of the project. This is a responsibility of an official facilitating the project, the Municipal Manager, Portfolio Councillor and/or Executive Committee. The quarterly reports build up to a consolidated financial year end organisation performance report. The financial year end organisation report is part of that financial year annual performance report.

7.3 CUSTOMER SATISFACTION SURVEY

A critical element of performance management systems is the survey of perceptions of customers (the community) serviced by the municipality.

Chapter 6, section 42 of the MSA 2000 stipulates that *“a municipality must in terms of Chapter 4 of the said act, involve the local community in the development; implementation and review of the municipality’s performance management system and, in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality”*. Chapter 4, Section 16 (1) of the said act highlights the significance of developing a culture of community participation in the municipal affairs.

The municipality had conducted the first Community Satisfactory Survey during 2007/2008 financial year, in the year under review, the survey will be conducted during the last round of the 2009/2010 IDP/Budget Road shows which will be held before the end of April 2010, the survey in all ten wards.

7.3 STAFF SURVEY

No Public Satisfaction Survey conducted during 2013/2014.

Annual Report

The Municipal Finance Management Act requires all municipalities to compile an annual report which must amongst others include a municipality's performance report compiled in terms of section 46 of the MSA. The annual report timeline and process plan as guided by the relevant legislations are as stated in the tables below.

TABLE 48: Annual Report Timeline

MILESTONE	DUE BY:	MFMA
AO to submit AFS to AG	31 August	Sect 126(1)(a)
AG to return audit report	30 November	Sect 126(4)
Mayor to table quarterly reports	<30 days after end of quarter	Sect 52(d)
Mayor to table AR to council	31 January	Sect 127(2)
Council to consider & adopt oversight report	31 March	Sect 129(1)
AO to publicise report	7 April	Sect 129(3)
AO to submit copy to Provincial Legislature (MEC LG)	7 April	Sect 132(2)

TABLE 49: Annual Report Process Plan

MONTH	ACTIVITIES
July	4th Quarterly Report (Previous Year)
August	MAPR & AFS to AG
September	
October	1st Quarterly Report
November	AG Audit Report
December	
January	Mayor AR to Council
February	
March	
April	Publicise AR Submit AR to Provincial Legislature
May	
June	