

INGQUZA HILL LOCAL MUNICIPALITY



Physical address

135 Main Street

Flagstaff

4810

039 252 0131

Postal Address

P.O Box 14

Flagstaff

4810

083 450 2470

TABLE OF CONTENTS

| | |
|--|----|
| FOREWORD BY THE MAYOR | 5 |
| EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER | 7 |
| INTRODUCTION | 8 |
| IDP PROCESS PLAN | 8 |
| CHAPTER 1: | |
| 1 Legislations and policy alignment..... | 12 |
| 1.1 Profile of Local Municipalities..... | 13 |
| 1.2 Applicable legislation in the IDP development process..... | 14 |
| 1.3 Legislation and Policies..... | 15 |
| 1.4 New and reviewed internal policies..... | 17 |
| 1.5 National Spatial Development Perspective..... | 18 |
| 1.6 National legislation on the Spatial Development Framework..... | 19 |
| 1.7 National Development Plan..... | 20 |
| 1.7.1 National Development Plan Goals..... | 20 |
| 1.7.2 National Priorities: SONA..... | 21 |
| CHAPTER 2: SITUATIONAL ANALYSIS | |
| 2.1 Ingquza Hill Area..... | 22 |
| 2.2 Demographic Information..... | 23 |
| 2.2.1. Population Size and Distribution..... | 23 |
| 2.2.2. Age and Gender..... | 23 |
| 2.2.3. Racial Composition..... | 24 |
| 2.2.4. Disability Levels..... | 25 |
| 2.3 Economic Indicators..... | 26 |
| 2.3.1. Gross Domestic Product(GDP)..... | 26 |
| 2.3.2. Household Statistics..... | 33 |
| 2.3.3. Employment and Labour Trends..... | 34 |
| 2.4 Social Indicators..... | 35 |
| 2.4.1. Education..... | 35 |
| 2.4.2. Health..... | 37 |

| | |
|--|----|
| 2.4.3. Safety and Security | 40 |
| 2.4.4. Infrastructure | 41 |
| 2.4.4.1 Electrification..... | 41 |
| 2.4.4.2 Road Infrastructure..... | 43 |
| 2.4.5 Telecommunication | 46 |
| 2.4.6. Water Services | 46 |
| 2.4.7. Sanitation Services..... | 47 |
| 2.4.8. Waste Management | 47 |
| 2.4.9 Refuse Removal..... | 48 |
| 2.5 Topography..... | 48 |
| 2.5.1. Spatial Development Framework..... | 49 |
| 2.5.2. Spatial Planning and Land Use Management Act..... | 50 |
| 2.5.3. Land Claims | 50 |
| 2.5.4. Land Invasions | 51 |
| 2.5.5. Land Audit..... | 52 |
| 2.5.6. Traffic Congestion in Towns | 52 |
| 2.5.7. Environment | 53 |
| 2.5.8. Housing..... | 53 |
| 2.6 Local Economic Development | 60 |
| 2.6.1. Formal and Informal Trading Development..... | 62 |
| 2.6.2. SMME Development..... | 62 |
| 2.6.3. Cooperative Development | 63 |
| 2.6.4. Industrial Development..... | 63 |
| 2.7 Rural Industries at IHLM..... | 64 |
| 2.7.1. Agro Based Industries | 65 |
| 2.7.2. Forest Based Industries..... | 65 |
| 2.7.3. Mineral Based Industries | 65 |
| 2.7.4. Arts and Craft Industry..... | 65 |
| 2.7.5. Renewable Energy Industry..... | 66 |
| 2.7.6. Agricultural Development..... | 66 |
| 2.7.7. Tourism Development | 66 |

| | | |
|--|--|------------|
| 2.8 | Institutional Arrangement..... | 67 |
| 2.8.1. | Institutional Arrangement..... | 67 |
| 2.8.2. | Council Structure..... | 67 |
| 2.8.3. | Organizational Development..... | 69 |
| 2.8.4. | Filling of Vacant Post..... | 69 |
| 2.8.5. | Workplace Skills Plan..... | 71 |
| 2.8.6. | Employment Equity Plan..... | 72 |
| 2.8.7. | Occupational Health and Safety..... | 73 |
| 2.8.8. | Performance Management System..... | 73 |
| 2.9. | InterGovernmental Relations..... | 72 |
| 2.9.1. | Public Participation and Communications..... | 72 |
| 2.9.2. | Special Groups..... | 73 |
| 2.10. | Audit Committee..... | 80 |
| 2.10.1. | Summary of Audit Conclusions..... | 81 |
| 2.10.2. | Audit Outcome | |
| 2.11. | Ward Based Needs Analysis..... | 85 |
| CHAPTER 3: STRATEGIES AND OBJECTIVES | | |
| 3.1 | Introduction..... | 87 |
| 3.2 | Municipal Vision..... | 87 |
| 3.3 | Municipal Mission..... | 87 |
| 3.4 | Pestel Factors..... | 87 |
| 3.4.1. | Analysis of Key Pestel Factors..... | 88 |
| 3.5. | SWOT Analysis..... | 90 |
| 3.6. | Strategies and objectives per KPA..... | 91 |
| | Government Departmental Strategies..... | 134 |
| | Department of Education..... | 134 |
| | Department of Rural Development and Agrarian Reform..... | 137 |
| | Department of Health..... | 141 |
| CHAPTER 4: BUDGET..... | | 202 |
| CHAPTER 5: PERFORMANCE MANAGEMENT SYSTEM..... | | 246 |
| CHAPTER 6: SECTOR PLANS..... | | 255 |
| CHAPTER 7: INTEGRATION..... | | 295 |

FOREWORD BY THE MAYOR

Vision

"A developmental and responsive municipality"

Mission

"To promote sustainable development by ensuring service delivery in an equitable manner prioritizing community needs and good governance".



Integrated development is a strategic document guiding the municipality as to what is to be done, when, how, where, as informed by the people's inputs and contributions through Imbizo's and other public participation platforms.

The IDP is characterised by Long term and short term planning which helps in the municipality to implement its own objectives, monitor and measure its performance overtime. IDP is a cycle which needs both technical expertise and political inputs so as to cover all aspects.

Through partnership with ECSEC we are moving towards implementing our mission to have attain a stage of long term planning which we call 2030 vision. This will assist the municipality in checking the relevance of its goals against the National development plan and other government initiatives on long term planning. As the municipality we are also going to intensify the ward based planning which will accelerate the community involvement.

The development of the strategic document is a mandatory core function of each and every municipality as guided by the municipal systems Act No 32 of 2000 Chapter 5, part 1 to part 4 section 23 to section 37. These sections talk to the process which must be followed when developing and adopting a strategic document till its implementation.

The IDP is also informed by the Municipal Finance Management Act (MFMA), Act 56 of 2003 Section 24 (2) that talks to the budget which must be approved before the start of the financial year. This process includes the submission of the document to the MEC for local government

and also the review and amendment of the document which must be followed to the latter. As Ingquza Hill Municipality we pride ourselves of being consistent in following the processes at all material times as our document is owned up by the communities and speak to the community demands or needs.

We must also raise that the EXCO outreach programmes where in we report progress are also used as a platform make communities assess our performance and monitor progress in terms of our programmes which we pledged to do.

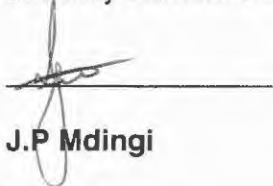
IDP is a document which also informs the budget and service delivery implementation plan which is our score card over which communities have to rate us on.

As I conclude, I wish to call to our communities to support our vision and mission towards developing our area operation. My call is informed by the fact we have a low revenue which we collect due to the serious challenges and the underdevelopment of our area against the increasing population and growing demands.

As we speak our population is at three hundred and three thousand, seven hundred and forty nine people whom we serve and have different interests but unfortunately we heavily rely on the national allocations and grants with specified scope. We therefore appeal to our communities to be patient and continuously look at the IDP documents so as to avoid tensions and demands which are outside the IDP document.

Lastly we are trying our level best to tilt the budget and programmes towards the majority of our population which is mainly youth and women and we hope this will yield positive results. As a rural municipality we have to focus on agricultural development and ocean economy which does not need exportation of skills and large sums of financial muscle but need dedication and commitment.

This will help us to deal with the triple challenges of poverty, inequality and unemployment as this may culminate to agri-processing and manufacturing within our area of operation.



J.P Mdingi

The Mayor

EXECUTIVE SUMMARY

The Integrated Development Plan (IDP) is a strategic tool that guides all the activities of local government in consultation with residents and stakeholders. Its focus is on development in the broader sense and it is a structured plan that informs budget priorities, decision making and the allocation of resources. Local government exists to provide municipal services to all residents, it is essential that it interacts with the people living at Ingquza Hill area of jurisdiction and obtains their input in their elected government's plans and vision.

The IDP is the strategic plan of the Municipality and it is critical that the Budget enables the achievement of the IDP objectives. The review of IDP 2018/19 financial year started in July 2017 with the presentation and adoption of the process plan that guided the execution of all the IDP phases. Complete engagement with relevant stakeholders has been done in compliance with Chapter 4 of the Municipal Systems Act and such inputs have been reflected in the document.

The assumptions and principles applied in the development of the Budget are mainly based upon guidelines received from National Treasury (expenditure growth) and other external bodies such as the National Electricity Regulator of South Africa (NERSA), South African Local Government Bargaining Council, major service providers, etc.

The IDP's strategic focus areas informed the development of the Budget, in addition to assessing the relative capacity to implement the Budget. The Council gave the strategic direction in the Ingquza Hill Council strategic planning that was held on 27 February -02 March 2018, which highlighted the priorities of the Council that needs to be implemented during the current term of the Council. The development of strategies and objectives is therefore in line with strategic document as adopted by the Council and the budget. The reviewed IDP 2018/19 responds to the National and Provincial plans and policies to ensure the alignment and intergration of plans.

The total municipal running costs which fund the continued provision of services provided by the Municipality. Capital Expenditure: **R134 490 000** Personnel Expenditure **R 166 541 383** General Expenditure **R79 701 378**, Repairs and mantainance **R14 427 277**

Personnel expenditure: 42%

Capital Expenditure: 34%

General expenditure: 20%

Repairs and maintenance: 4%

It is worth mentioning that Ingquza Hill Municipality has a low revenue base and as such it depends on grants for its functioning. There is still reluctance in the payment of rates by rate payers which delays the service delivery in the area. As a result in the past due to limited funds, a number of important issues such as addressing maintenance backlogs have not been achieved.

The IDP has been adopted with the organizational structure which is another tool that will ensure that the municipality has enough skills to carry out the mandate of the Council. In relation to staffing requirements, budget provisions are set aside on an annual basis, in order to fill vacant positions critical to service delivery.

M. Fihlani

Municipal Manager

1. INTRODUCTION

An integrated development plan, adopted by the Council of a municipality, is the key strategic planning tool for the municipality. It is described in the municipal systems act 32 of 2000 (msa) as:

35(1)(A) "...THE PRINCIPAL STRATEGIC PLANNING INSTRUMENT WHICH GUIDES AND INFORMS ALL PLANNING AND DEVELOPMENT, AND ALL DECISIONS WITH REGARD TO PLANNING, MANAGEMENT AND DEVELOPMENT IN THE MUNICIPALITY";

(B) "BINDS THE MUNICIPALITY IN THE EXERCISE OF ITS EXECUTIVE AUTHORITY..."

In terms of the MSA section 34 a municipality is required to review its IDP annually. Annual reviews allow the municipality to expand upon or refine plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning. Thus, the review and amendment of the IDP is crucial in ensuring that municipal priorities are reflected and implemented, and that the document remains the principal management tool and strategic planning instrument of the municipality.

The IDP Process Plan provides guidance to the review process with respect to the programme of action that has to be followed for all the IDP phases. The IDP, Budget and PMS process plan was approved by the Council held on the 31 July 2017. This is the IDP for 2018/2019 and the required processes have been followed as per the process plan as enclosed herein.

| IDP PHASE | DEVELOPMENT | COORDINATING RESPONSIBLE DEPARTMENT | OUTPUT | TIMEFRAMES |
|-------------------|--|---|--|--------------------------|
| Preparation Phase | Develop draft 2018/2019 IDP, PMS and Budget Process Plan | Municipal Manager's Office | Approved IDP, PMS and Budget process plan to outline key deadlines | 17-20 July 2017 |
| | Advertise Draft IDP, PMS and Budget Process Plan for public comments | Municipal Manager's Office (Public Participation) | Public participation | 24 July – 21 August 2017 |
| | | | | |

| | | | | |
|-------------------------|--|---|---|----------------------|
| | Table Draft 2018/2019 IDP, PMS, and Budget process plan to the council | Municipal Manager's Office (Mayor and Municipal Manager) | For approval and adoption | 27 July 2017 |
| | First IDP, PMS and Budget Representative Forum | Municipal Manager's Office | To outline the action plan | 23 August 2017 |
| Analysis Phase | IDP, PMS and Budget Technical Committee | Ingquza Hill Municipality and Sector Departments | Assessment of existing levels of development. Stats Information on available resources. SWOT analysis | 12 September 2017 |
| | IDP, PMS and Budget Representative Forum | Ingquza Hill Municipality, Sector Departments and all other stakeholders participating in the IDP processes | Finalization of situational analysis | 03 October 2017 |
| | Taking council to the people | Ingquza Hill Municipality and Sector Departments | Public participation | 23 November 2017 |
| Departmental Strategies | IDP, PMS and Budget Departmental Strategic Planning | Ingquza Hill Municipality, Sector Departments and all other stakeholders participating in the IDP processes | Vision and mission for the municipality Objectives to each priority issues | 19 – 23 January 2018 |

| | | | | |
|-------------------|---|---|---|---------------------------|
| | sessions | | | |
| | EXCO outreach | Ingquza Hill Municipality and Sector Departments | Public participation | 19-23 February 2018 |
| | Council Strategic planning | Ingquza Hill Municipality and all its stakeholders | Review of overall municipal objectives and strategies | 27 February-02 March 2018 |
| | IDP, PMS and Budget Representative Forum | Ingquza Hill Municipality, Sector Departments and all other stakeholders participating in the IDP processes | Finalization and synchronization of projects and strategies | 14 March 2018 |
| | Table the Draft IDP and Budget 2018-2019 to the council | Municipal Manager's Office (Mayor and Municipal Manager) | Approval and adoption | 30 March 2018 |
| Integration Phase | Advertise Draft IDP and Budget for public comments | Municipal Manager's Office Ingquza Hill Municipality, Sector Departments and all other stakeholders participating in the IDP processes | Integration and alignment | 01-28 April 2018 |
| | IDP and Budget Road Shows for 2018-2019 | | | 09-13 April 2018 |
| | IDP and Budget Representative forum | Ingquza Hill Municipality and all its stakeholders | Integration | 25 April 2018 |
| Approval | Table the IDP and Budget to | | | 30 May 2018 |

| | | | |
|--|--|--|--------------|
| the council | Municipal Manager's Office | | |
| Submission of approved IDP and Budget 2018-2019 to MEC | (Mayor and Municipal Manager Municipal Manager's Office | Public Comments Approved IDP for the Municipality | 05 June 2018 |
| Publish approved IDP and Budget 2018-2019 | | Public to view all programs deliverables | 07 June 2018 |

CHAPTER 1: LEGISLATIONS AND POLICY ALIGNMENT

This section outlines the detailed legislative guidelines which must be considered during the IDP process in order to ensure the IDP complies with such guidelines. South African legislation is largely enabling in nature. It therefore does not prescribe to municipalities but creates the necessary legal environment within which development and planning can take place. Recognizing local government as one of the three spheres of government puts a specific emphasis on intergovernmental relations. The legislation that there is a need for government departments to ensure that they are involved in the affairs of the municipality.

The implication is that the Council is primarily responsible to do their own planning while considering the interests and demands of the communities and stakeholders. This happens within a reciprocal consideration of the planning done in neighboring municipalities and the other spheres of government. The compilation of IDPs by municipalities is regulated in terms of the Municipal Systems Act (MSA), 32 of 2000. Section 25 stipulates that:

"Each municipal council must adopt a single, inclusive and strategic plan for the development of the municipality which:

- (a) links, integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- (b) aligns the resources and capacity of the municipality with the implementation of the plan;*
- (c) forms the policy framework and general basis on which annual budget must be based;*
- (d) complies with the provisions of this Chapter; and*
- (e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation..."*

As far as the status of an IDP is concerned, Section 35 states that an IDP adopted by the Council of a municipality:

- (a) "is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;*
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and*
- (c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law".*

1.1. Profile of Local Municipalities

South Africa is divided into local municipalities, with each municipality comprising of a council where decisions are made, and municipal officials and staff who implement the work of the municipality. The council is made up of elected members who approve policies and by-laws for their area. The council has to pass a budget for its municipality each year, and also decide on development plans and service delivery for their municipal area. The work of the council is coordinated by a mayor who is elected by the council. The mayor is assisted by an executive or mayoral committee made up of councillors. The mayor together with the executive also oversees the work of the municipal manager and department heads. The work of the municipality is done by the municipal administration that is headed by the Municipal Manager and other officials. Municipal Manager is responsible for employing staff and coordinating them to implement all programmes approved by council.

Municipal Council has the power to:

- ▶ Pass by-laws – local laws and regulations about any of the functions they are responsible for. By-laws may not contradict or over-rule any national laws
- ▶ Approve budgets and development plans – every year a municipal budget must be passed that sets down how money will be raised and spent. The council should approve an overall plan for how development should take place in the area. This is called an IDP, and all projects and planning should happen within the framework of the IDP.
- ▶ Impose rates, charge service fees, impose fines, by-laws and other taxes – property rates are a form of tax that municipalities can place on the value of properties. It is an important source of income.
- ▶ Borrow money – the council may agree to take a loan for a development or other project and to use the municipal assets as surety.

Decisions about most of the above must be made in full council meetings. Many of the minor decisions that municipalities have to take can be delegated to exco, portfolio committees or to officials or other agencies that are contracted to deliver services. When other agencies deliver services, it is important that the municipal council keeps political power. Councils have to develop systems to ensure that delegated functions are performed properly and within a clear policy framework. Contracts must be drawn up to ensure that agencies stick to agreements.

1.2. Applicable Legislations in the IDP Development Process

| LEGISLATION | REGULATIONS AND POLICIES |
|---|--|
| <p>Constitution of the Republic of South Africa, 1996:</p> <p>Section 152 of the Constitution of the Republic of South Africa</p> | <p>The Objects of Local Government are :</p> <ol style="list-style-type: none"> a) To provide a democratic and accountable government for local communities b) To ensure the provision of services to communities in a suitable manner c) To promote social and economic development d) To promote a safe and healthy environment and e) To encourage the involvement of communities and community organisations in the matters of local government <ul style="list-style-type: none"> ▶ Spatial Development Framework ▶ It must give effect to the Chapter 1 Principles of the Development Facilitation Act, 1995. ▶ Set out objectives that reflect the desired spatial form of the city. ▶ Contain a strategic assessment of the environmental impact of the SDF. ▶ Identify programmes and projects for the development of land. ▶ Provide visual representation of the desired spatial form of the city, indicating the following: <ul style="list-style-type: none"> ▶ where public and private development and infrastructure investment should take place; ▶ desired or undesired utilisation of space in particular areas; ▶ urban edge; ▶ areas where strategic intervention is required; ▶ areas where priority spending is required; and <p>alignment with the Spatial Development Frameworks of neighboring</p> |

INTERPRETATION OF THE LEGISLATION

| | |
|---|--|
| <p>Municipal Finance Management Act, Act of 2003,</p> | <p>Section 21 provides that the mayor must:</p> <ul style="list-style-type: none"> ▶ Co-ordinate the processes for preparing the annual budget and the review of the municipality's IDP and budget related policies to ensure that the tabled budget and any revisions of the IDP and budget related policies are 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 – <ul style="list-style-type: none"> (i) the preparation, tabling and approval of the annual budget; (ii) annual review of <ul style="list-style-type: none"> (aa) the IDP, in terms of section 34 of the Systems Act; and (bb) the budget related policies (ii) the tabling and adoption of any amendments to the IDP and budget - related policies |
|---|--|

1.3. Legislation and Policies

| TABLE NO.1 LEGISLATIONS IN THE IDP DEVELOPMENT PROCESS | |
|--|---|
| Municipal Structures Act 117 of 1998 | Municipal Property Rates Act, Act No 6 of 2004, |
| Credible IDP Framework | Municipal Demarcation Act, Act No 27 of 1998 |
| Promotion of Access to Information Act 2 of 2000 | Auditor-General Act 12 of 1995 |
| National Water Act 36 of 1997 | Development Facilitation Act, Act 67 of 1995 |
| Preferential Procurement Act 5 of 2000 | National Water Act 36 of 1997 |
| Municipal Systems Act 32 of 2000 | The National Environmental Management Act, 1998 (Act 107 of 1998) |
| Disaster Management Act 57 of 2002 | Municipal Property Rates Act, Act No 6 of 2004, |
| Municipal Finance Management Act 56 of 2003 | Municipal Demarcation Act, Act No 27 of 1998 |

TABLE NO.1 LEGISLATIONS IN THE IDP DEVELOPMENT PROCESS

| | |
|---|---|
| Local Government: Municipal Planning and Performance Management Regulations, 2001 | Auditor-General Act 12 of 1995 |
| Local Government: Performance Management Regulations of Section 57 of 2006 | Development Facilitation Act, Act 67 of 1995 |
| The National Spatial Development Perspective | |
| | |
| 1. Asset management policy | 2. Tariff policy, |
| 3. Banking and investment policy, | 4. Payment of travel and subsistence policy |
| 5. Budget policy | 6. Rates policy, |
| 7. Indigent policy | 8. Performance management system policy, |
| 9. Supply chain management policy | 10. Employment equity policy, |
| 11. Credit control and debt collection policy | 12. Recruitment policy, |
| 13. Tariff policy, | 14. Service standards policy, |
| 15. Payment of travel and subsistence policy | 16. Pounds policy, |
| 17. Rates policy, | 18. Fraud prevention policy |
| 19. Performance management system policy, | 20. Investment policy |
| 21. Employment equity policy, | 22. Pauper policy, |
| 23. Recruitment policy, | 24. Cell phone policy, |
| 25. Service standards policy, | 26. Building plan approval policy |
| 27. Asset management policy | 28. Funding and reserves |
| 29. Banking and investment policy, | 30. Budget policy |
| 31. Road construction & maintenance policy | 32. Credit control and debt collection policy |
| 33. Indigent policy | 34. Local economic development funding policy |
| 35. Supply chain management policy | 36. Land disposal policy |
| 37. Long-Term financial plan | 38. Asset management and disposal policy |
| 39. Infrastructure investment and capital projects | 40. Public participation policy |
| 41. Street trading and allocation policy | 42. Disaster Management Policy |
| 43. Cash management; and Investment, | 45. Street and place naming Policy, |

44. Borrowing policy

46. Liquor Trading policy

1.4. New and reviewed internal policies

The current policies have been reviewed and will be used as the guideline for the implementation of the 2018//2019 IDP. The review of these policies occurred prior to and were presented at the Strategic Planning Session held on the 28th of February – 02 March 2018. The policies outline broader guidelines to the municipality's operations. The following were reviewed:

Corporate Services

- ▶ Human Resources retention policy
- ▶ Municipal Bereavement policy
- ▶ External Bursary policy
- ▶ Work Integrated Learning policy
- ▶ Integrated Wellness Strategy
- ▶ Cellphone Use policy

Development Planning Unit

- ▶ Enterprise Grant Support Policy
- ▶ Spatial Development Framework
- ▶ Prevention of Land Invasion Policy
- ▶ Encroachment Policy
- ▶ Land Use Schem

Budget and Treasury

- ▶ Cost Containment policy
- ▶ Expenditure policy

Office of the Municipal Manager

- ▶ Special Programs Unit (SPU) policy

Social Services

- ▶ Indigent policy
- ▶ Community Centres and Halls policy

1.5. National Spatial Development Perspective

The analysis of the national space economy also reveals that only 26 locations represent the engine of the South African economy. These areas and their immediate hinterlands (within a 60 km radius) are home to 77.3% of all people living below the minimum level in the country, 84.5% of the total population and generate 95.6% of the national Gross Value Added. Hence, government's policy objectives of promoting sustainable economic growth and alleviating poverty operate largely in the same space. However, while these areas share similar characteristics, they are not homogenous entities.

In order to generate and sustain economic growth rates of 6% and more, and to address poverty, it is important to focus on the role of these areas. Greater resources and collaborative government action is required to make these areas more productive and socially inclusive. As indicated in Principle 5, a key aspect to overcoming the spatial distortions of apartheid is through focusing on corridors and densification. To overcome metropolitan, town and city spatial distortions between where people live and where they work, greater emphasis should be on medium-density settlements closer to the workplace and on improved transportation networks. Facilitating greater access to the poor and intensifying growth in the core areas by enhancing the place-based qualities of these areas is crucial.

The NSDP 2003 provided a spatial vision and framework to steer detailed policies and investment decisions towards the achievement of common national objectives. In accordance with this vision, the NSDP envisaged a situation where South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives by:

- ▶ focusing economic growth and employment creation in areas where this is most effective and sustainable;
- ▶ supporting restructuring where feasible to ensure greater competitiveness;
- ▶ fostering development on the basis of local potential; and

- ▶ Ensuring that development institutions are able to provide basic needs throughout the country.

The NSDP 2006 supports and advances the realization of this vision by providing a systematic overview and framework for understanding and interpreting the national space economy. It provides a far finer-grained analysis to enhance its role as providing a basis for strategic dialogue within government about where to focus infrastructure investment and development spending, and optimize intergovernmental impact within specific localities.

This can be achieved only if it is used by all in government in all forms of planning, budgeting and implementation. The NSDP should be understood both as a policy directive in terms of its methodology and an indicative tool in terms of its content. The principles and methodology of the NSDP should inform the development plans, policies and programmes of all spheres and agencies of government as a matter of policy;

- ▶ The details of economic potential and demographic patterns in localities to be the subject of ongoing dialogue among state and non-state actors; and Districts and metropolitan areas should be positioned as the geographical units for building an understanding of the nature and distribution of potential and demographic patterns across the country.

1.6. The relevance of National Legislation to the SDF National Legislation

In terms of the Act and the Local Government: Municipal Planning and Performance Management Regulations, 2001, all municipalities must prepare a Spatial Development Framework (SDF) as a core component of the IDP. The municipality is currently finalizing its draft SDF which will be adopted by council upon completion.

| Relevant Principles/Directives | |
|---|---|
| <p>The Constitution is the supreme law of the land. The Bill of Rights enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality, and freedom.</p> | <p>Section 24: Everyone has the right to an environment, which is not harmful to their health or well-being.</p> <p>Section 26. (1): Everyone has the right to have access to adequate housing.</p> <p>Section 152 spelling out the objectives of local government as insuring access to at least basic services and facilitating economic development</p> |

within a framework of financial sustainability.

1.7. National Development Plan (NDP)

This IDP has taken into cognizance the National Development Plan objectives as outlined below. The programs identified talk directly to the national goals. The strategies and objectives are derived from the National Development Goals Vision 2030 and its mandated that municipalities should ensure that there are strategies and plans that seek to address the vision 2030 on NDP. The current statistics shows that, some work has been done but there is still more to be done in terms of water supply and sanitation as well as provision of housing.

The 2030 vision aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- ▶ Housing, water, electricity and sanitation
- ▶ Safe and reliable public transport
- ▶ Quality education and skills development
- ▶ Safety and security
- ▶ Quality health care
- ▶ Social protection
- ▶ Employment
- ▶ Recreation and leisure
- ▶ Clean environment
- ▶ Adequate nutrition

1.7.1 National Development Plan Goals

TABLE NO.2 NATIONAL DEVELOPMENT GOALS

Ingquza Hill Local Municipality activities linked to NDP

| | |
|---------------------------|--|
| 1) Build a united country | <ul style="list-style-type: none">▶ The municipality has public participation platforms under the Good Governance unit, these platforms include the IDP consultation meetings as outlined herein▶ Continuous consultations: traditional leaders, transportation sector, informal traders, ratepayers, local churches, business sector, people living with HIV/AIDS, existing CBO's and general project members per project, |
|---------------------------|--|

| | |
|--|---|
| <p>2) Resolve historical injustices</p> | <ul style="list-style-type: none"> ▶ The municipality is currently doing an urban renewal plan called the Precinct Plan which looks into issues of urban sprawl and matters of social cohesion in considering the interests of the different classes of the society. It takes into account the social ills through heritage development and social programs. ▶ The municipality, together with the national government, is making great strides in providing basic services that were previously denied to Black Africans, such sanitation, electricity and running water, and ▶ The municipality hosted a memorial lecture in partnership with the O.R Tambo District Municipality. Also, the Commemoration of the Ingquza Massacre is held annually. |
| <p>3) Uplift the quality of life of all South Africans</p> | <ul style="list-style-type: none"> ▶ The upgrade of infrastructure for both towns according to the O.R Tambo District Municipality projects is under way. ▶ The municipality is currently facilitating the construction of rural and urban housing projects, and also upgrading the existing infrastructure for electricity and paving of both towns. |
| <p>4) Accelerate social and economic change</p> | <ul style="list-style-type: none"> ▶ Investment in middle income developments such as Lusi Park, Shopping complex development on erven 40/260. ▶ The plan to create job opportunities is still in progress through resuscitating existing projects, such as upgrading Magwa Tea Plantation and Lambasi Dairy Processing, and supporting new projects. The proposed coastal N2 and the Mthonjeni Development will encourage economic growth and development in the coastal areas by supporting cooperative\es, SMME and Agricultural Development. |

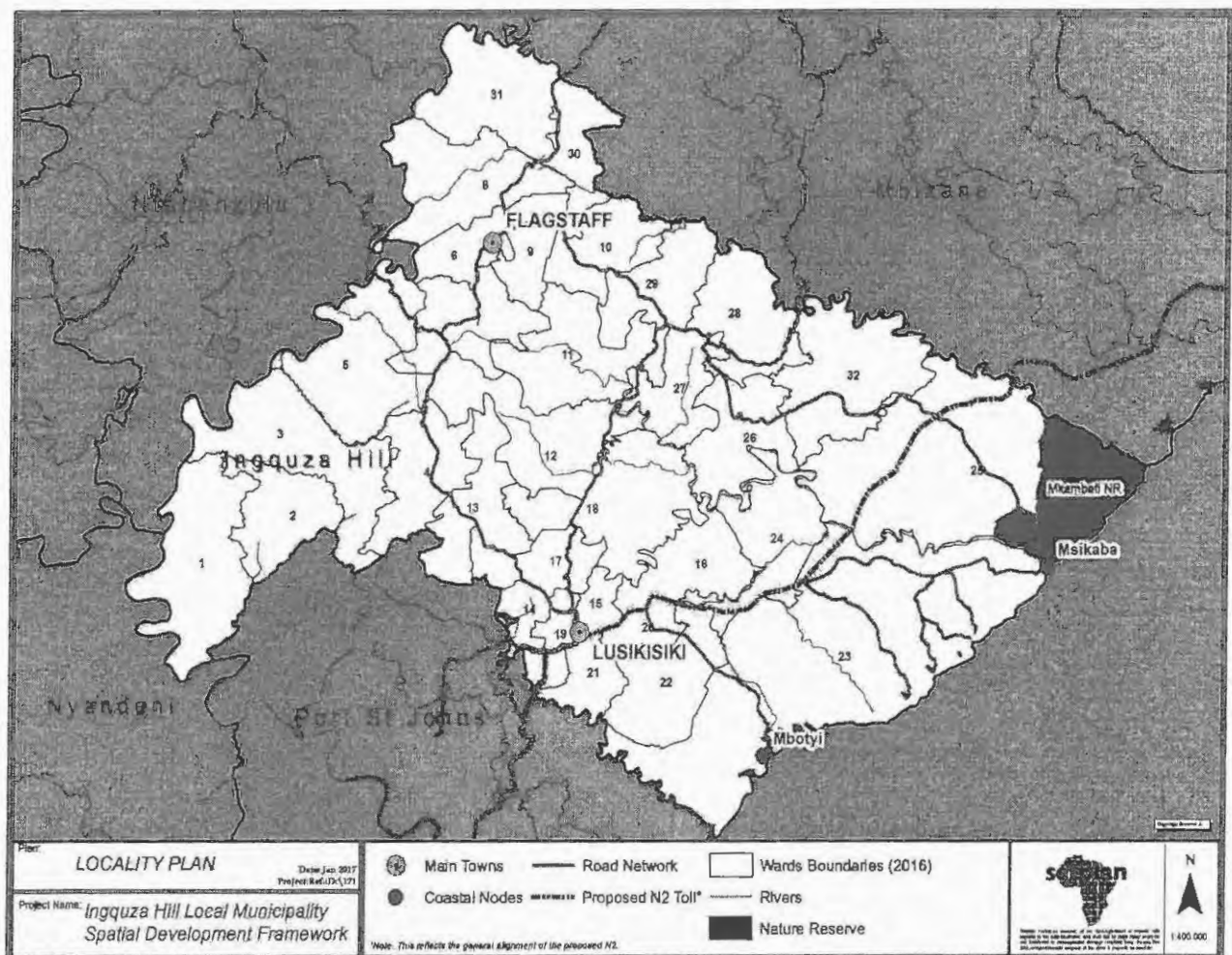
1.7.2 National Priorities – State of the Nation Address

- ▶ Education
- ▶ Economic Development to create employment
- ▶ Health
- ▶ Rural development with meaningful Economic Development
- ▶ Job creation
- ▶ Fighting corruption

CHAPTER 2: SITUATIONAL ANALYSIS

2.1. Ingquza Hill Area

Ingquza Hill Local Municipality is one of the five local municipalities which falls under the jurisdiction of O.R. Tambo District Municipality. The municipality is bordered by the Mbizana Local Municipality to the North, Port St Johns Local Municipality to the South and Ntabankulu Local Municipality to the North West. It comprises the magisterial areas of Lusikisiki and Flagstaff. The surface area of Ingquza Hill is 2477 km² and the population density is 112, 4 people per square kilometer. The municipal area is also divided into 32 wards.



2.2. DEMOGRAPHIC INFORMATION

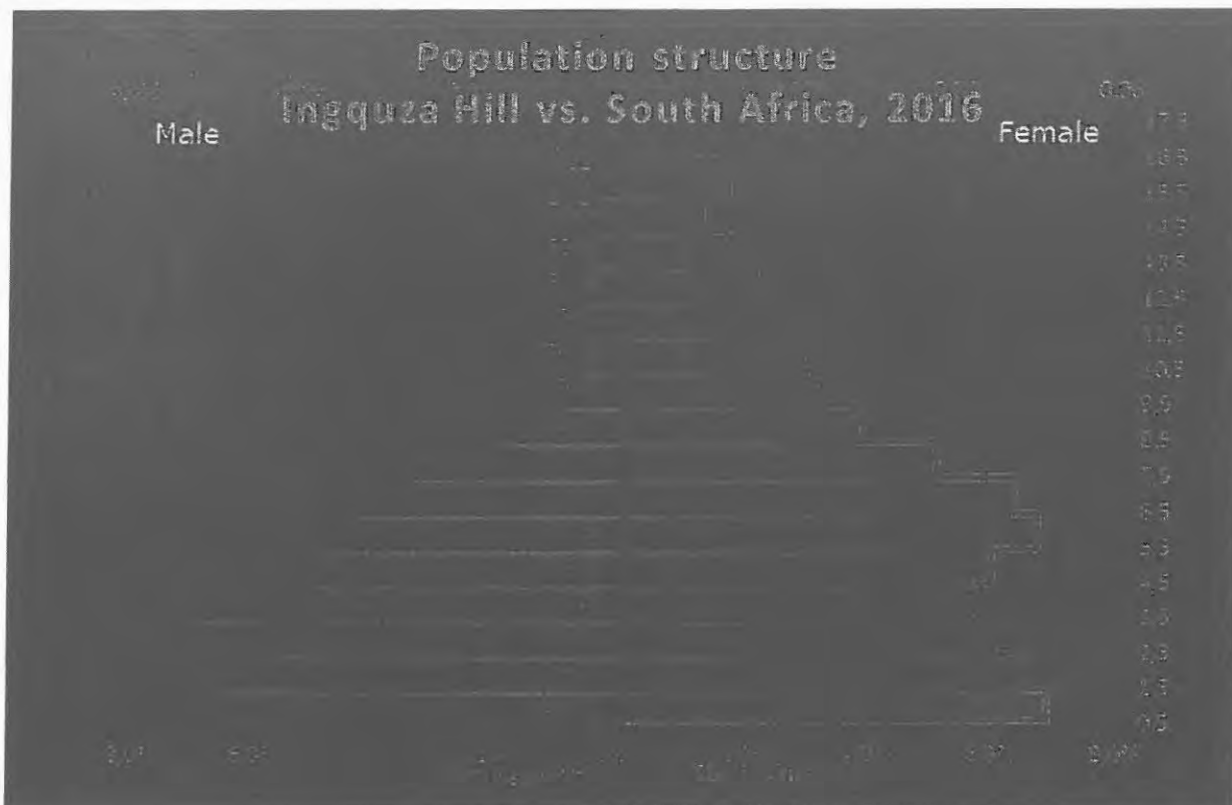
2.2.1 Population Size and Distribution

The total population of the Ingquza Hill Local Municipality is **303 379** - Females: 160 549 and Males: 142830, according to Statistics South Africa (*Community Survey 2016*) and it has increased from the 278 481 as per the *Census 2011*. South Africa's population increased by about 7-million to 51,770,560 between 2001 and 2011 (*Stats S.A (2011)*). The country has a young population, with over 50% under 39 years of age. The population is made up of 160 549 females and 142 830 males. Along racial lines, 41,000,938 (79, 2%) are black, 4,615,401 are colored, 1,286,930 are Indian or Asian, and 5,586,838 (9, 6%) are white.

2.2.2. Age and Gender Composition

Approximately 55% of the Ingquza Hill population is female and the remaining 45% male. 46% of the population is 15 years or younger. 48% of the population are between the ages of 15 and 64 years and can be considered economically active despite the scarcity of employment in the municipal area. 6% of the population are 65 years and older. The burden of supporting the youth and the elderly therefore falls onto the shoulders of the 15-64 age groups. The high number of young people suggests that service provision and social upliftment should be targeted at the youth and should be an important consideration for development. The trend in the area is that males migrate to other areas in search of work, while females remain behind to serve their families. Thus, a gender sensitive approach to development is needed.

The largest age group is the under 5 years, which Statistics South Africa's demographic analysis revealed is due to either to an over adjustment for the 5-14 age group in the 1996 and 2001 censuses, or to the HIV pandemic tapering off. There are 10.9-million under-fives, 9.3-million children aged 5-9, 8.8-million aged 10-14, and 9.6-million aged 15-19. The second-largest sector of the population is between the ages of 20 and 24, accounting for 10.4-million people

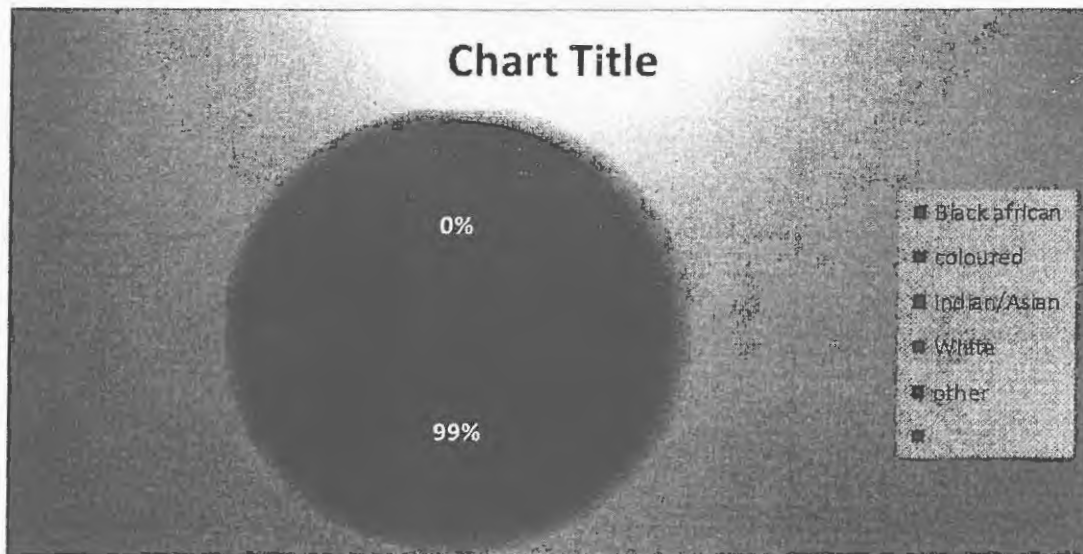


In 2016, the Ingquza Hill Local Municipality's population consisted of 99.40% African (302 000), 0.11% White (339), 0.34% Coloured (1 030) and 0.15% Asian (470) people.

The largest share of population is within the babies and kids (0-14 years) age category with a total number of 125 000 or 41.1% of the total population. The age category with the second largest number of people is the young working age (25-44 years) age category with a total share of 24.2%, followed by the teenagers and youth (15-24 years) age category with 64 100 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 15 500 people, as reflected in the population pyramids below.

2.2.3. Racial Composition

The municipal area is low in racial diversity and more than 99% of the inhabitants are African. The remaining 1% is comprised of Colored, White and Indian racial groups.



The most commonly used language is Xhosa which has about 94, 1 % followed by English which is at 2.2 %. IsiZulu is 0.9%.

2.2.4. Disability Levels

5.4% of the population of Ingquza Hill has some form of disability. The highest number of people have physical disabilities (25%) followed by those with visual impairments (20%), hearing impairments (17%) and emotional and intellectual impairments (13%). 8% of the people with disabilities have a combination of more than one of the disabilities listed.



This group is one of the most vulnerable groups in society. The precarious position of these groups is aggravated by high levels of poverty and low employment rates and skills levels. Improvement of the economic and employment rate will improve their chances of becoming economic active. People with disabilities suffer from multiple forms of discrimination and an

extra effort needs to be put in place to ensure that their needs are addressed. In any given society, structures should be established to give special attention to people with disabilities. Conditions should be made conducive to enable them to become economically active. The available public and private places do not cater for people with disabilities and public transport is another challenge. To access disability grants, these people have to go through strenuous exercises to prove their disability. At times this arrangement proves to be a failure as approved doctors are not easily accessible.

2.3. Economic Indicators

The municipality has developed a policy that directly deals with investment, which talks of the retention of existing and potential investors i.e. leasing land over a period of time and providing necessary infrastructure with limited monthly repayments to attract investors. The policy outlines the type of investment which must be prioritized and given preferential support to talk to the economic development of Ingquza Hill Local Municipality. In some instances, business is given a discount on business licensing. On bigger investments such as shopping complex development, the land is leased at a reasonable amount and value for money is fully considered. As shown in the table below, a further deconstruction of the GVA by broad economic sectors, however, reveals more interesting trends. On the positive side the first noteworthy observation is that, in the six years since 2001 the construction sector GVA grew by 71% at an annual average rate of just under 12%. It can safely be assumed that the growth of this sector has been a result of the various investments in infrastructure by all spheres of government. Given the extent of the backlogs and the further fiscal allocations to infrastructure, this sector is expected to remain critical for some time to come.

2.3.1. Gross Domestic Product (GDP)

With a GDP of R 4.34 billion in 2016 (up from R 1.86 billion in 2006), the Ingquza Hill Local Municipality contributed 11.42% to the O.R.Tambo District Municipality GDP of R 38 billion in 2016 increasing in the share of the O.R.Tambo from 11.40% in 2006. The Ingquza Hill Local Municipality contributes 1.28% to the GDP of Eastern Cape Province and 0.10% the GDP of South Africa which had a total GDP of R 4.35 trillion in 2016 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2006 when it contributed 0.10% to South Africa, but it is lower than the peak of 0.11% in 2007.

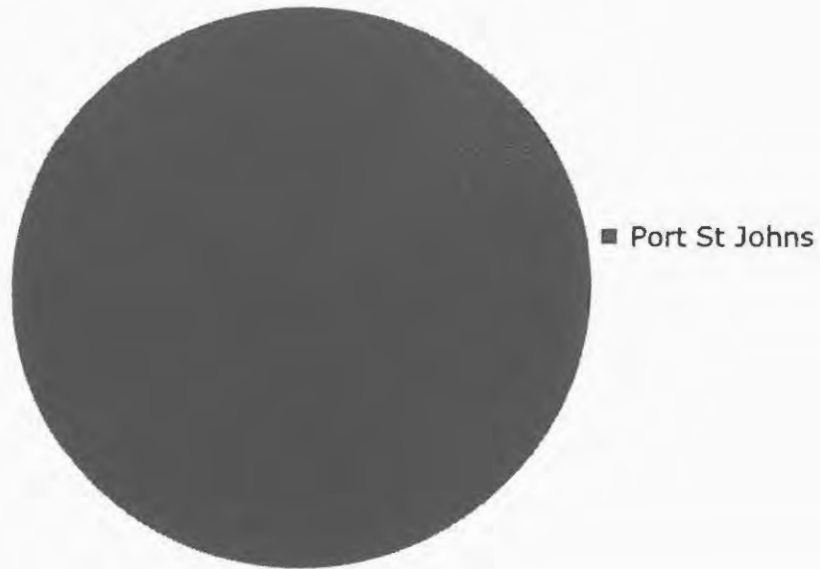
| Year | Ingquza Hill | O.R.Tambo | Eastern Cape | National Total |
|---|--------------|--------------|--------------|----------------|
| 2006 | 6.1% | 3.6% | 5.3% | 5.3% |
| 2007 | 5.6% | 4.0% | 5.3% | 5.4% |
| 2008 | 5.4% | 4.1% | 3.2% | 3.2% |
| 2009 | -2.1% | -1.8% | -1.0% | -1.5% |
| 2010 | -2.8% | 0.1% | 2.4% | 3.0% |
| 2011 | 3.7% | 2.2% | 3.7% | 3.3% |
| 2012 | 0.4% | 0.5% | 2.0% | 2.2% |
| 2013 | -0.4% | 0.2% | 1.4% | 2.5% |
| 2014 | -0.4% | 0.2% | 1.1% | 1.7% |
| 2015 | 0.3% | 0.8% | 0.7% | 1.3% |
| 2016 | 0.1% | 0.0% | 0.3% | 0.3% |
| Average Annual growth 2006-2016+ | 0.95% | 1.02% | 1.89% | 2.12% |

Source: IHS Markit Regional eXplorer version 1181

In 2016, the Ingquza Hill Local Municipality achieved an annual growth rate of 0.15% which is a very similar GDP growth than the Eastern Cape Province's 0.25%, but is lower than that of South Africa, where the 2016 GDP growth rate was 0.28%. Contrary to the short-term growth rate of 2016, the longer-term average growth rate for Ingquza Hill (0.95%) is significant lower than that of South Africa (2.12%). The economic growth in Ingquza Hill peaked in 2006 at 6.08%.

CHART 1. GROSS DOMESTIC PRODUCT (GDP) - IINGQUZA HILL LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2016 [PERCENTAGE]

Gross Domestic Product (GDP)
O.R.Tambo District Municipality, 2016



Source: IHS Markit Regional eXplorer version 1181

Ingquza Hill Local Municipality had a total GDP of R 4.34 billion and in terms of total contribution towards O.R.Tambo District Municipality. Ingquza Hill Local Municipality ranked second relative to all the regional economies to total O.R.Tambo District Municipality GDP. This ranking in terms of size compared to other regions of Ingquza Hill remained the same since 2006. In terms of its share, it was in 2016 (11.4%) very similar compared to what it was in 2006 (11.4%). For the period 2006 to 2016, the average annual growth rate of 0.9% of municipality was the third relative to its peers in terms of growth in constant 2010 prices.

| Institutions | 2016 (Current prices) | Share of local municipality | 2006 (Constant prices) | 2016 (Constant prices) | Average Annual growth |
|---------------------------|-----------------------------|--------------------------------|------------------------------|------------------------------|-----------------------------|
| Ingquza Hill | 4.34 | 11.42% | 2.64 | 2.91 | 0.95% |
| Port St Johns | 2.42 | 6.35% | 1.65 | 1.62 | -0.20% |
| Nyandeni | 2.74 | 7.20% | 1.74 | 1.83 | 0.48% |
| Mhlontlo | 3.85 | 10.13% | 2.37 | 2.62 | 1.00% |
| King Sabata Dalindyebo | 24.67 | 64.90% | 14.65 | 16.55 | 1.23% |

Source: IHS Markit Regional eXplorer version 1181

Economic Growth

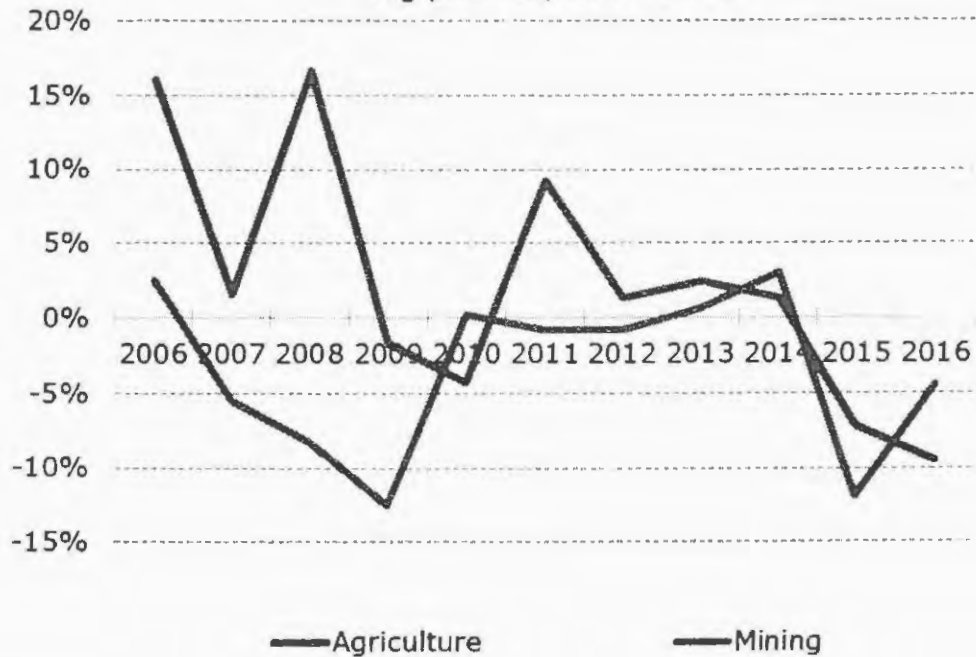
For the period 2016 and 2006, the GVA in the finance sector had the highest average annual growth rate in Ingquza Hill at 3.24%. The industry with the second highest average annual growth rate is the construction sector averaging at 2.87% per year. The electricity sector had an average annual growth rate of -3.52%, while the mining sector had the lowest average annual growth of -4.19%. Overall a positive growth existed for all the industries in 2016 with an annual growth rate of 0.07% since 2015.

| | 2006 | 2011 | 2016 | Average Annual growth |
|-------------------------|----------------|----------------|----------------|-----------------------|
| Agriculture | 41.6 | 50.8 | 44.9 | 0.76% |
| Mining | 19.7 | 14.8 | 12.8 | -4.19% |
| Manufacturing | 228.5 | 221.2 | 211.3 | -0.78% |
| Electricity | 23.1 | 24.4 | 16.2 | -3.52% |
| Construction | 59.0 | 74.0 | 78.3 | 2.87% |
| Trade | 658.9 | 707.7 | 755.5 | 1.38% |
| Transport | 116.7 | 115.5 | 113.9 | -0.25% |
| Finance | 307.0 | 358.2 | 422.3 | 3.24% |
| Community services | 969.2 | 1,065.3 | 976.0 | 0.07% |
| Total Industries | 2,423.8 | 2,631.8 | 2,631.2 | 0.82% |

Source: IHS Markit Regional eXplorer version 1181

The tertiary sector contributes the most to the Gross Value Added within the IIngquza Hill Local Municipality at 84.9%. This is significantly higher than the national economy (68.6%). The secondary sector contributed a total of 12.9% (ranking second), while the primary sector contributed the least at 2.2%.

Gross value added (GVA) by primary sector
 Ingquza Hill, 2006-2016

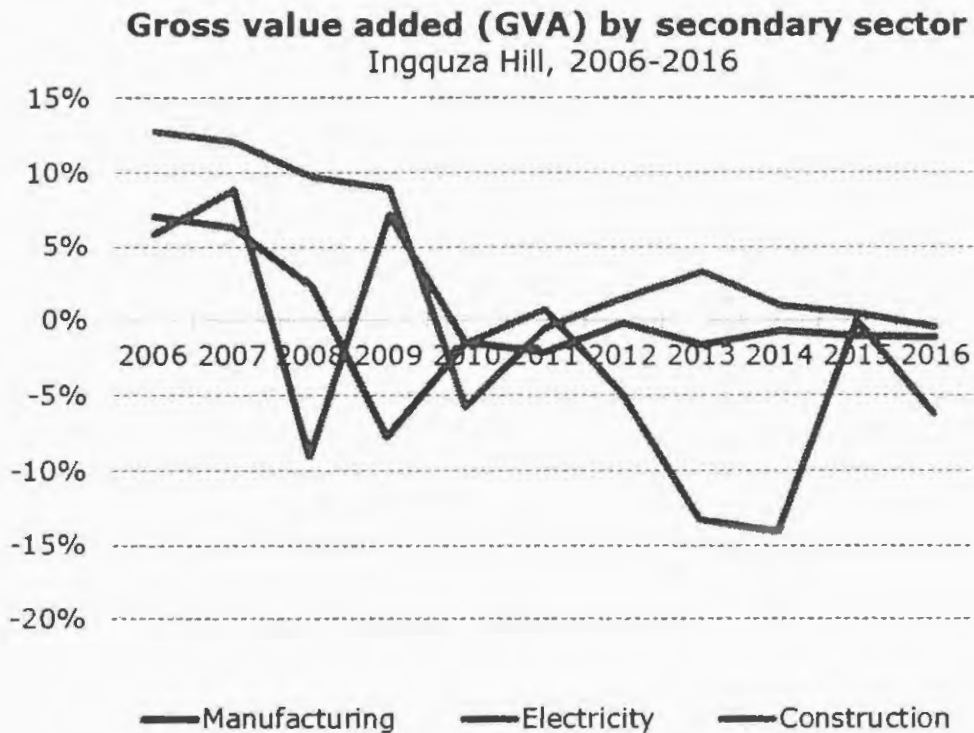


Source: IHS Markit Regional eXplorer version 1181

Between 2006 and 2016, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 16.7%. The mining sector reached its highest point of growth of 3.0% in 2014. The agricultural sector experienced the lowest growth for the period during 2016 at -9.5%, while the mining sector reaching its lowest point of growth in 2009 at -12.6%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Ingquza Hill Local Municipality from 2006 to 2016.

CHART 2. GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - IINGQUZA HILL, 2006-2016 [ANNUAL PERCENTAGE CHANGE]

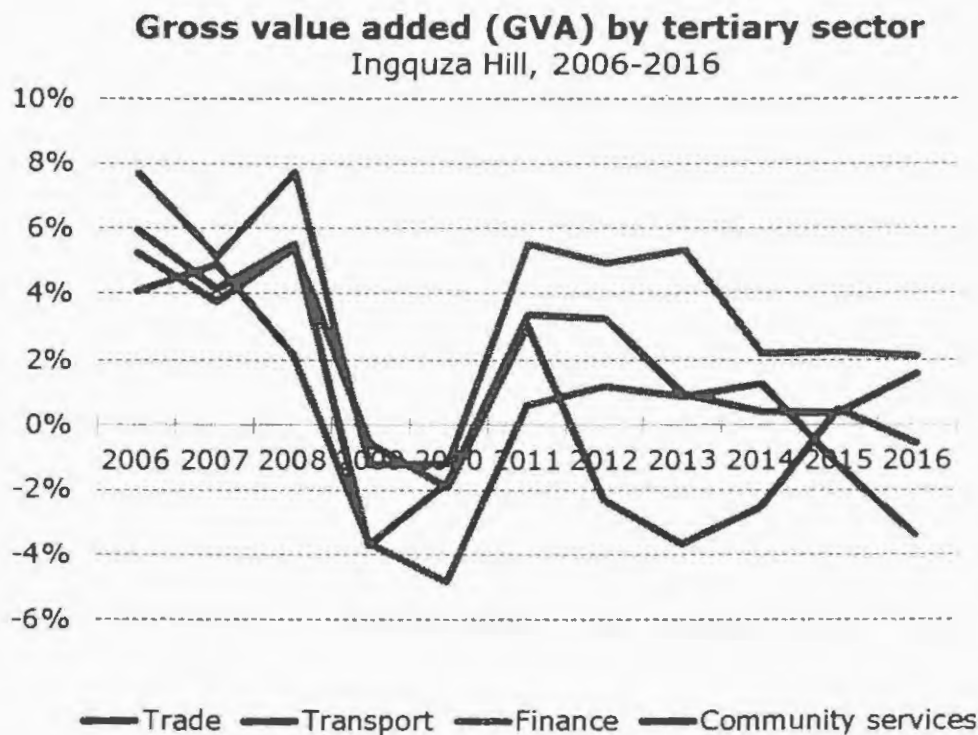


Source: IHS Markit Regional eXplorer version 1181

Between 2006 and 2016, the manufacturing sector experienced the highest positive growth in 2006 with a growth rate of 7.1%. It is evident for the construction sector that the highest positive growth rate also existed in 2006 and it experienced a growth rate of 12.7% which is higher than that of the manufacturing sector. The manufacturing sector experienced its lowest growth in 2010 of -7.8%, while construction sector reached its lowest point of growth in 2010 a with -5.8% growth rate. The electricity sector experienced the highest growth in 2007 at 8.8%, while it recorded the lowest growth of -14.1% in 2014.

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Ingquza Hill Local Municipality from 2006 to 2016.

CHART 3. GROSS VALUE ADDED (GVA) BY TERTIARY SECTOR - IINGQUZA HILL, 2006-2016
[ANNUAL PERCENTAGE CHANGE]



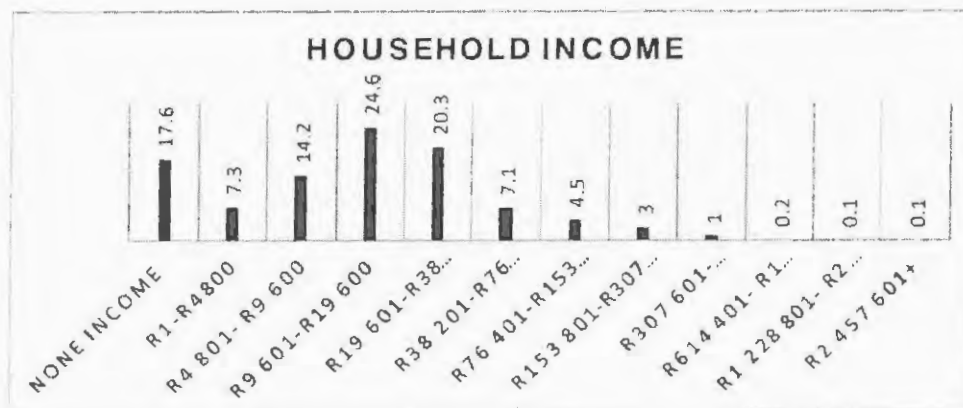
Source: IHS Markit Regional eXplorer version 1181

The trade sector experienced the highest positive growth in 2006 with a growth rate of 6.0%. The transport sector reached its highest point of growth in 2007 at 4.9%. The finance sector experienced the highest growth rate in 2008 when it grew by 7.7% and recorded the lowest growth rate in 2009 at -1.2%. The Trade sector also had the lowest growth rate in 2009 at -3.7%. The community services sector, which largely consists of government, experienced its highest positive growth in 2008 with 5.4% and the lowest growth rate in 2013 with -3.7%.

2.3.2 Household statistics

According to Statistics South Africa (2011), there are 56 213 households in the Municipal area, and the average household size is 6 persons per household. Household income levels in the area are generally low. According to Community Survey, less than 1.4% of households earn above R76 000 per annum or R 6333 per month. The highest number of households are earning between R9 601 and R19 600 and 17% of the households earn no income whatsoever. 63% of households are headed by women and 37% by men.

In 2016, Ingquza Hill Local Municipality comprised of 60 700 households. This equates to an average annual growth rate of 1.63% in the number of households from 2006 to 2016. With an average annual growth rate of 1.34% in the total population, the average household size in the Ingquza Hill Local Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2006 decreased from approximately 5.2 individuals per household to 5 persons per household in 2016.

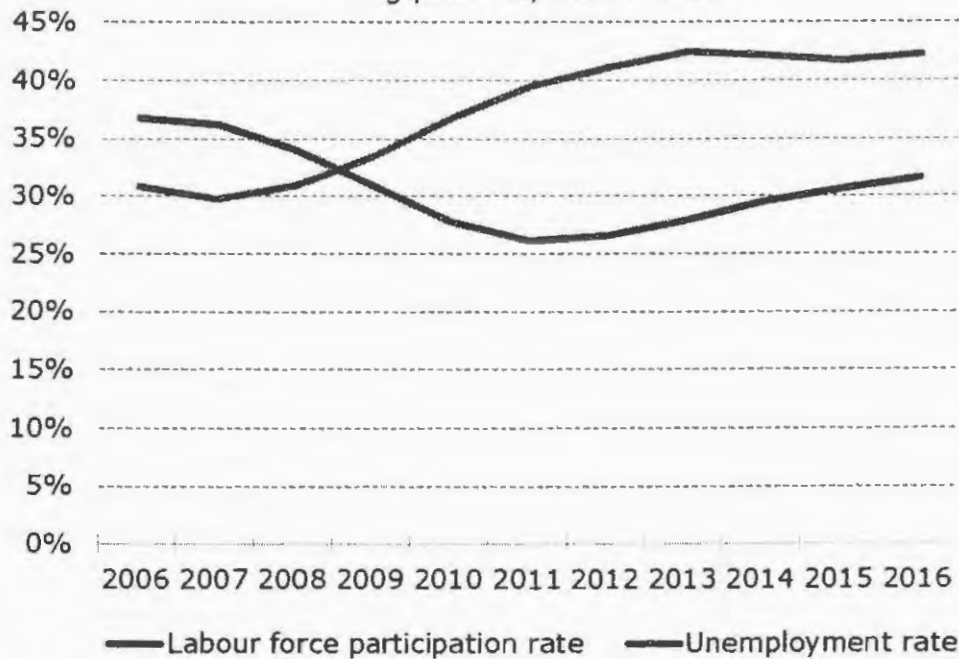


Stats SA (2011)

2.3.3 Employment and Labour Trends

The Ingquza Hill Local Municipality's labour force participation rate decreased from 36.76% to 31.63% which is a decrease of -5.1 percentage points. The O.R.Tambo District Municipality decreased from 35.49% to 34.50%, Eastern Cape Province increased from 47.58% to 48.19% and South Africa increased from 56.37% to 58.83% from 2006 to 2016. The Ingquza Hill Local Municipality labour force participation rate exhibited a lower percentage point change compared to the Eastern Cape Province from 2006 to 2016. The Ingquza Hill Local Municipality had a lower labour force participation rate when compared to South Africa in 2016.

Labour force participation & Unemployment rate
Ingquza Hill, 2006-2016



Source: IHS Markit Regional eXplorer version 1181

In 2016 the labour force participation rate for Ingquza Hill was at 31.6% which is slightly lower when compared to the 36.8% in 2006. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2006, the unemployment rate for Ingquza Hill was 30.9% and increased overtime to 42.2% in 2016. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Ingquza Hill Local Municipality.

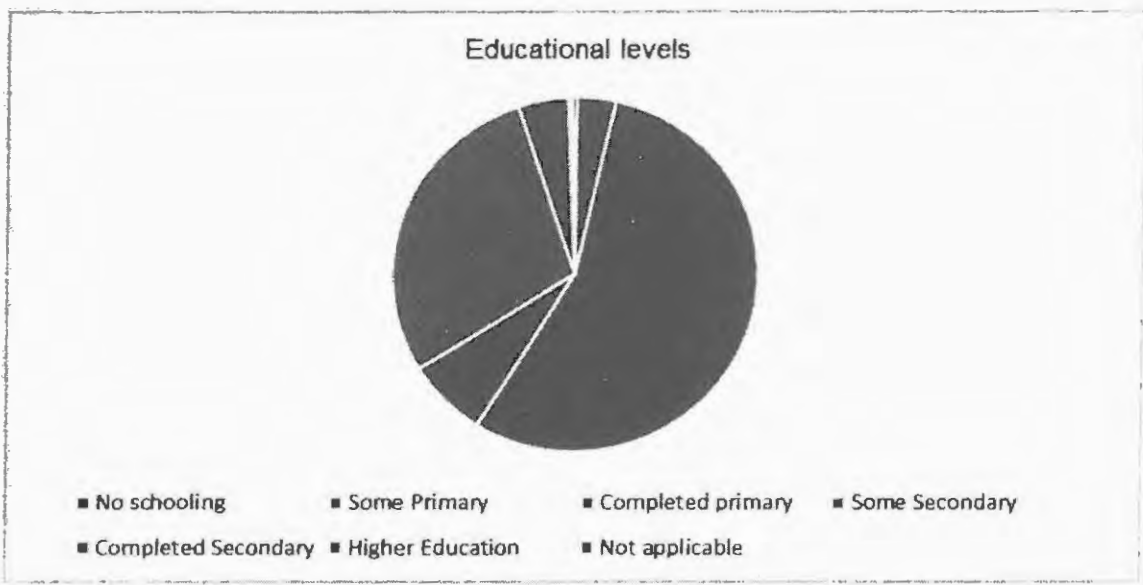
In 2016, Ingquza Hill employed 24 600 people which is 13.31% of the total employment in O.R.Tambo District Municipality (185 000), 1.69% of total employment in Eastern Cape Province (1.46 million), and 0.16% of the total employment of 15.7 million in South Africa. Employment within Ingquza Hill decreased annually at an average rate of -1.24% from 2006 to 2016.

2.4. Social Indicators

2.4.1 Education

Approximately 32 000 people in Ingquza have no formal education while another 18 000 have not passed matric/grade 12. The area is characterized by a high illiteracy rate and low educational levels. Only 2, 4% of the population has a matric and only 1, 4% of the population has post matric qualifications. Comparisons of the levels of education across the

municipalities point to strong links between low household incomes, high unemployment and a low human development index. As a consequence of the lack of formal education, functional literacy for the areas is also low. Functional literacy is estimated at 48% which is also the average for the district.



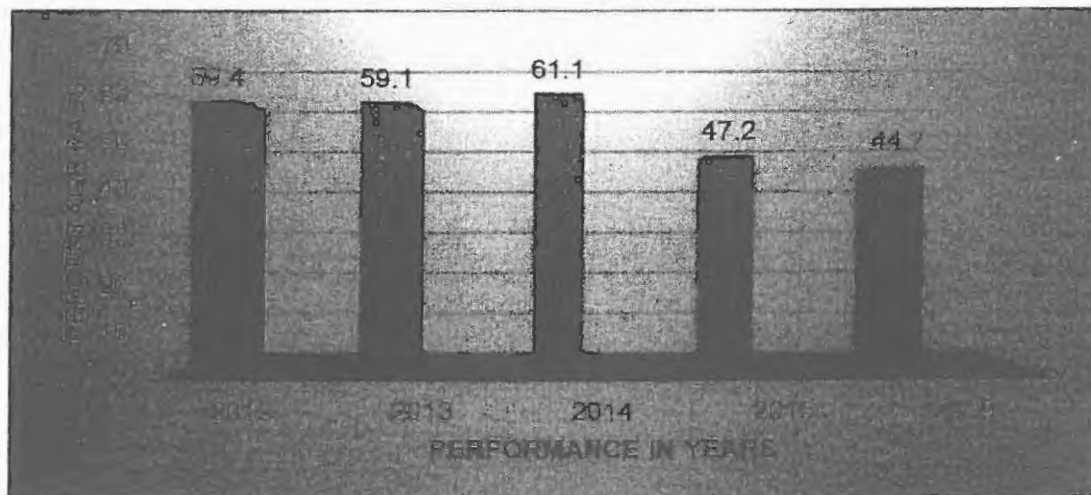
The number of schools at Ingquza Hill area is as follows:

- Primary schools 75, Junior Secondary Schools 113, Senior Secondary Schools 25, independent schools 05.
- Number of mud schools 87

Lusikisiki District 5 year performance

According to the report from the Department of Education there are 3295 Learners in the municipal area. 218 schools with 87 being mud schools (39.9%). This is a service delivery challenge for critical attention. From 2012 – 2016, a drop in performance measured by matric pass rate (from 59.4 % to 44. 7 %. Improvement will need to focus on addressing the causal factors to the drop in

performance.



2.4.2 Health

Healthcare facilities

The municipality has two hospitals one District Hospital Holy Cross with 180 active beds one Regional hospital (St Elizabeth's) with 500 active beds, 20 clinics, 2 Mobile clinics, 42 mobile points, 8 Health posts and 2 community based services. Flagstaff : Flagstaff Clinic, Holly Cross Gateway Clinic, Mbhadango Clinic, Nkoko Clinic, BHala Clinic, Xopozo Clinic, KTC Clinic, and Khanyayo Clinic.

Lusikisiki: St Elizabeth Clinic, Village Clinic, Palmerton Clinic, Xurana Clinic, Mantlaneni Clinic, Qaukeni Clinic, Mpoza Clinic, Bhodweni Clinic, Goso Forest Clinic, Maqwa Clinic, Malangeni Clinic, and Mbotyi Clinic.

The area is serving the total population of 303 379 according to 2015 mid-year estimates. Following are the most prevalent:

- ▶ HIV / AIDS
- ▶ TB
- ▶ NCD (non-communicable diseases e.g. Hypertension, Diabetes, Asthma, Cancer & Mental Health)
- ▶ Children: Pneumonia, Diarrhoea & Malnutrition

Social Determinants

- ▶ Circumcision (traditional & medical)
- ▶ Accidents
- ▶ Substance abuse
- ▶ Malnutrition
- ▶ Teenage pregnancy 10-19yrs
- ▶ Suicide
- ▶ Poverty
- ▶ Sexual assault
- ▶ Crime

Child Health

- ▶ Child (under 5yrs): severe acute malnutrition 24 out of 100 admissions (Apr-Sept).
Pneumonia 3 out of 87 admissions. Diarrhoea 8 out 95 admissions

Immunization Coverage

Immunization coverage is still a challenge as we have not yet reached the target due to vaccine stock out. Mop up campaigns are done monthly by facilities to bridge the gap.

HIV/AIDS

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

HIV+ and AIDS estimates are defined as follows:

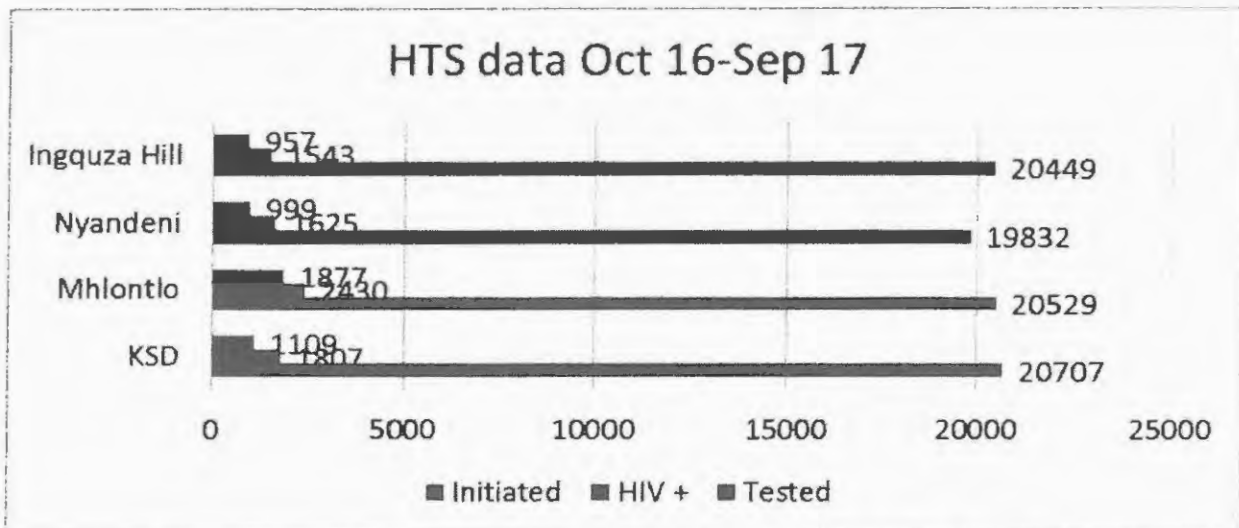
The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. IHS slightly adjusted the provincial ASSA-2008 data to more accurately reflect the national HIV Prevalence rate per population group as used in the

national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.

In 2016, 32 200 people in the IIngquza Hill Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.55% since 2006, and in 2016 represented 10.58% of the local municipality's total population. The O.R.Tambo District Municipality had an average annual growth rate of 2.48% from 2006 to 2016 in the number of people infected with HIV, which is lower than that of the IIngquza Hill Local Municipality. The number of infections in the Eastern Cape Province increased from 622,000 in 2006 to 786,000 in 2016. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2006 to 2016 with an average annual growth rate of 1.67%.

About the epidemics:

- ▶ 7 million people are HIV positive of whom 2.1 million will get TB
- ▶ 30% of pregnant women are positive
- ▶ 290 000 new HIV infections per year
- ▶ 2000 adolescent girls and young women are infected with HIV weekly
- ▶ 27 districts have the highest rates of HIV
- ▶ 3.5m people on antiretroviral therapy
- ▶ 450 000 new TB infections a year (834/100,000) in 2014 compared to 68 027 TB cases (187/100,000) in 1989
- ▶ TB is the most common opportunistic infection and the biggest killer of people living with HIV



Information supplied by tbhivcare

2.4.3 Safety and Security

There are only four police stations under the vast jurisdiction of Ingquza Hill Local Municipality, namely Flagstaff, Hlababomvu, Lusikisiki and Mtontsasa.

There is no valid Community Safety Plan in place and the municipality has requested support from Department of Safety and Liaison for the development of CSP. The Community Safety Forum is functional and awareness campaigns are conducted to address the predominant crime patterns such as murder perpetuated by witchcraft belief, rape, domestic violence and other crimes. The municipality has recently been amongst the high crime areas in the Eastern Cape province with the incidents of abductions, murder, rape, robberies and the recent gangsterism (Amavondo) which attracted the attention of the State President, Minister of Police, National Prosecuting Authority, etc.

As a plan to mitigate crime the municipality has responded by installing 20 high masts on the strategic areas in both towns (Flagstaff and Lusikisiki) to address the challenge of darkness. The street lights were also maintained. The project of addressing the challenge of darkness is being spread to areas outside the towns especially junctions along R61 and surfaced road to Holy Cross Hospital as 10 high masts will be installed in 2018. The installation of the high mask also contributes to road safety during the night time.

2.4.4 INFRASTRUCTURE

Service infrastructure plays a critical role in the development of the economy of the municipal area as well as the maintenance of environmental and health standards. Service backlogs are rampant. The other reality is that areas with huge infrastructural backlogs tend to do poorly in attracting investment. Whilst it has favourable geographical conditions, this municipality has been unable to attract established industries to come and invest in its area. The District Municipality is currently providing the infrastructure upgrade for Flagstaff and Lusikisiki towns.

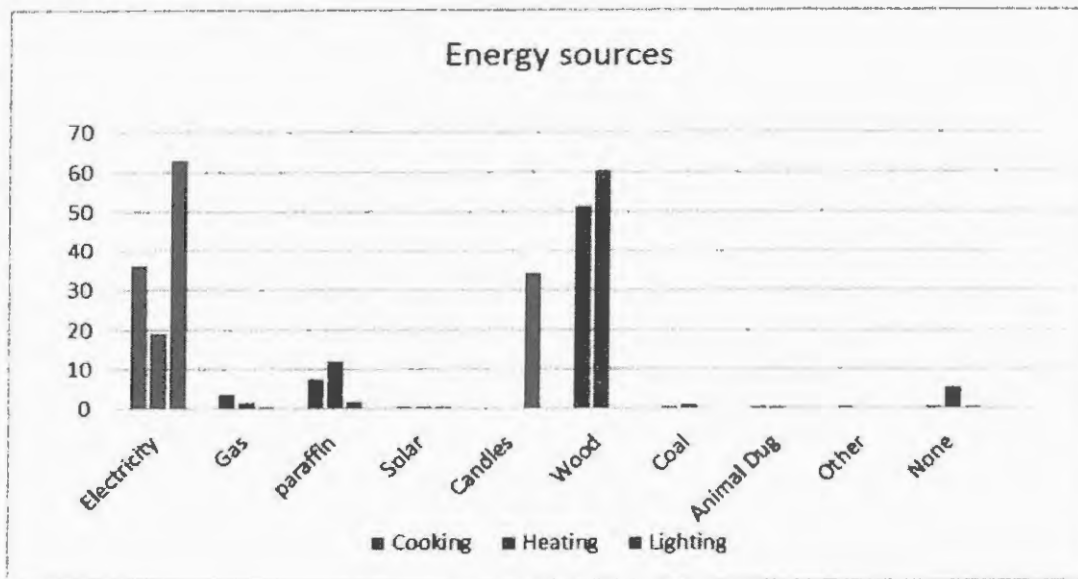
2.4.4.1. Electrification

The electricity sector has been in a state of limbo over the last few years as the electricity distribution industry (EDI) grapples with the concept of regional electricity distributors (RED's). There is still lack of clarity about how they will relate to local government. This probably stems from the fact that policy has been driven by the electricity sector with insufficient engagement with municipalities who remain, after all, responsible for providing the electricity reticulation service in terms of the Constitution. In principle, six REDs will be established, each with their own boundaries. The RED's will cover the whole country. This has been approved by cabinet and the EDI is proceeding with business planning for these entities.

There is a principle agreement at national level that those municipalities, which appoint RED's as service providers, will give up their assets to the RED concerned. In return they will be given shares in the RED. Therefore the RED's will be co-owned by national government (contributing the assets associated with Eskom's current distribution system within the RED) and a group of municipalities. The basis for the allocating of shares has not been finalized yet.

According to Statistics South Africa (2001), only 62, 8% of the population used electricity for lighting. This figure had risen, to 63, 2% by 2011.

Provision of electricity within Ingquza Hill. Local Municipality according to Statistics (2011): South Africa is as follows:



Electricity Backlog

Electrification backlog at Ingquza Hill is seating at about 6551 which includes 583 that requires alternative energy because of access challenges.

Municipality has electricity unit which is not yet fully staffed. There is budgetary allocation to employ project manager. Municipality has an organogram that will be used when Municipality gets distribution license. The matter of license is handled by SALGA.

Alternative energy initiatives

There are alternative energy bilateral discussions with Department of Energy to deploy alternative energy solution for areas that do not have road access. Application for alternative energy has been submitted to Department of Energy.

Electrification planning between Municipality and Eskom

The whole municipality is Eskom area of supply. Eskom and Municipality have collaborative plans in Eskom area of supply. Project identification will include Municipality and Eskom projects.

Electricity infrastructural capacity

There are three new substations, namely Mfinizo, Hombe and Taweni. This will provide enough capacity after link lines are constructed. Eskom plans to have ring configuration in order to have redundancy in the network. These substations are adding to existing Siphageni and Dumasi substations. Electrification was done at the following wards: 13, 14, 17, 23 and, 30 at a cost of R18 million to a total of 908 h/h connections. 260 h/h connections were rolled over to 2017/18 financial year. Also, 20 High mast lights at ward 6, 14, 15 & 19 were installed in an effort to discourage crime in these areas. A further 10 high masts will be installed in some of the crime prevalent areas.

| No of all h/h for Eskom and alternative energy | 6510 | | |
|--|------|-------|-------|
| No of h/h that are supposed to benefiting from Eskom | 1620 | 52,5% | 52,5% |
| No of h/h benefiting from alternative energy | 3449 | 100% | 100% |

2.4.4.2. Roads infrastructure

The municipality has the following backlogs in terms of basic service delivery.

| CATEGORY | BASELINE | BACKLOGS | SERVED | ANNUAL TARGET (17/18) |
|----------------------|----------|----------|----------|-----------------------|
| Electricity(H/H) | 56213h/h | 5000h/h | 51213/h | 550h/h |
| Access Roads(km) | 981,35km | 259,45km | 721,90km | 86km |
| Surfaced roads (km) | 26km | 15km | 8km | 3km |
| Sports fields(No.) | 32 | 28 | 4 | 1 |
| Community Halls(No.) | 34 | 6 | 28 | 4 |
| Refuse removal | 56213h/h | 53493h/h | 2720h/h | 2720h/h |

Project Management Unit

The PMU was founded in 2009 and has been utilizing MIG funds as well as supplementary funding from municipal equitable share for the advancement of service delivery. The usage of the grant ranges from access roads, community halls, sporting facilities and street lighting. In its endeavors to maximize service delivery efforts, the municipality does not use its 5% top slice for the PMU but adds it to the Capital budget. The nature of the municipality is such that it is grant dependent with a small revenue base. Within its allocation the municipality plans to utilize up to a maximum of 15% of its MIG allocation on Operations and Maintenance, as guided by the MIG Framework.

The unit also makes use of a building technician to monitor building projects as well the Electrification project manager for the monitoring of electrification projects.

Project implementation is done in line with the approved 3-year capital plan. In the current financial year, the unit is responsible for the construction of 86km of access roads, 3km of surfaced roads, construction of 2 town halls and 2 community halls, building of new municipal offices as well construction of a land fill site and plant yard. Bridges are constructed as part of access road construction. A total of 2 bridges will be constructed as part of Ngqandulo access road and Ronteni Access road. Allowance in project planning has been made for non-motorised transport in that sidewalks are constructed as part of the urban roads network.

Creation of employment for the municipality remains a priority and the municipality plans to open employment opportunities that will contribute to the Public Works Expanded Program. All projects are implemented in a labour intensive manner as far as practicable. Rolling out of EPWP Phase 3 is in progress and amendments have been made to the adopted EPWP policy in line with the Phase 3 roll out.

Road Maintenance

The municipality has an overall road network of 985km, of which 433km are maintained by the Department of Roads and Public Works. The Rural Roads Asset Management System (RRAMS) has been rolled out within the municipality and is used in the quantification of backlogs. It is also used to complement the municipal assessment tool which informs the Annual Roads Maintenance plan. Storm water management for both surfaced roads as well as access roads is managed using the Roads and Storm Water Concept Plan as approved. Routine road maintenance is carried out in line with this concept plan as well as emergency

maintenance where a need arises. The maintenance unit is equipped with a Wacker as well as a tlb to carry out routine maintenance.

The municipality makes use of its plant unit for the carrying out of certain roads maintenance projects as well as capital project implementation. The following units are present:

| Description | No |
|---------------------|-----------|
| Grader | 2 |
| TLB | 2 |
| Excavator | 2 |
| Pad foot | 1 |
| Smooth roller | 2 |
| Low bed | 1 |
| Tipper truck | 4 |
| Water cart | 2 |
| Flat Bed/ Roll Back | 1 |

In an attempt to expand the plant unit, the municipality is constructing a municipal plant yard that will incorporate a diesel tank on site as well as a guard house.

Building Construction and Maintenance

The municipal building unit is responsible for construction of new building projects as well as maintenance of existing facilities. Capital building projects are implemented through the PMU unit. They form part of the three-year capital plan. Current projects include the following:

- ▶ Construction of Flagstaff Municipal Offices
- ▶ Design of Lusikisiki Municipal offices
- ▶ Building of public toilets in both towns
- ▶ Construction of septic tank in Lusikisiki

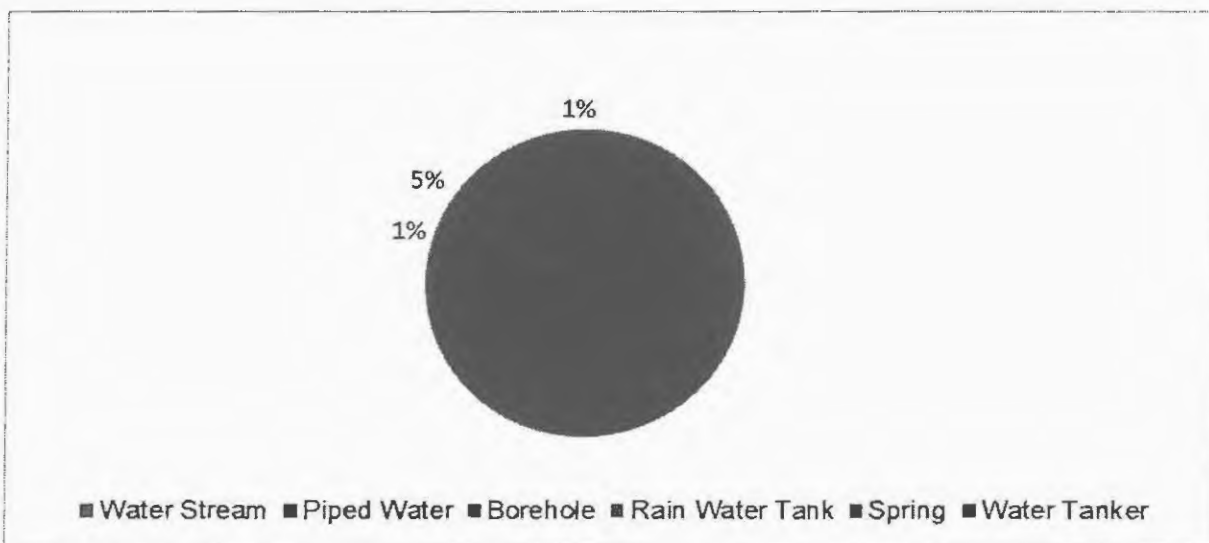
Routine maintenance of buildings is also carried out, with emergency maintenance being undertaken when the situation deems fit. The municipality has inventory stocked to undertake minor building repairs which are observed by the municipal plumber and handy man.

2.4.5 Telecommunication

According to the 2001 census figures, 16% of the population has access to telecommunication in their homes either through a land line or their own cell phone. 56% have access to phones at a reasonable distance and make use of phones belonging to other persons or public telephones. 28% have no access or access at a location far from their homes. Telkom now operates an established telecommunications network throughout the region. Telecommunications were historically limited to urban areas, but are now being promoted in remote areas by means of the Digital Enhanced Cordless Telephone System (DECT). Vodacom and MTN have also installed transmitters that provide service to minimum number of households. The cellphone networks service providers were invited to the IDP representative forums, but they fail to attend.

2.4.6 Water Services

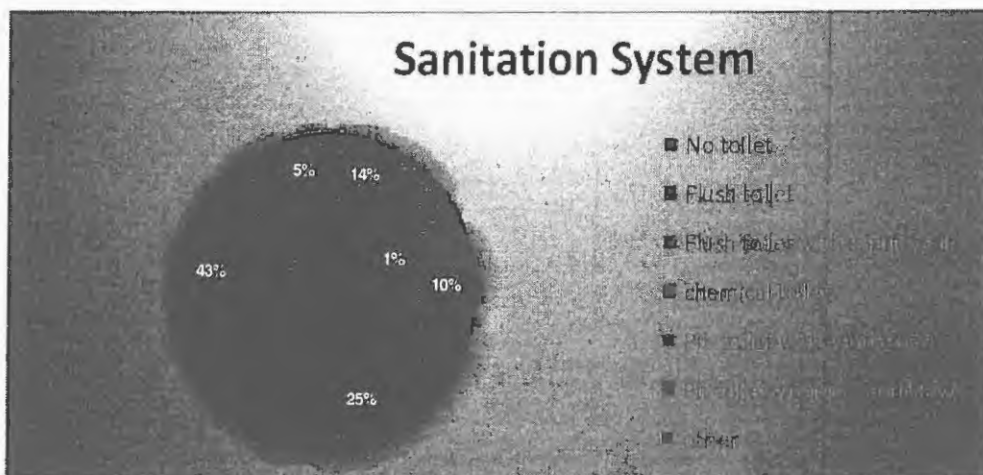
The percentage of the population with no access to tap/piped water was 79, 0% in 2001. However, the percentage dropped to 69, 2% in 2011, but remains a challenge as it is related to health issues.



OR Tambo District Municipality is the Water Services Authority and provides Bulk infrastructure. The water provision services are the responsibility of OR Tambo District Municipality. The District Municipality has been sensitized of the challenges that the municipality is facing with the regards to future development delayed as a result of the infrastructure upgrade. The Municipal Infrastructure Grant (MIG) is utilized to provide these services. Currently, the DM is currently working on the potential upgrade for both Lusikisiki and Flagstaff towns.

2.4.7 Sanitation Services.

The available statistics demonstrate that the previous dispensation did not give priority to investing in water and sanitation infrastructure.



A large percentage of the population of Ingquza Hill Local Municipality utilizes pit latrines (66, 7%), whereas 19, 2% do not have any toilets. The percentage of the population that utilizes flush toilets connected to a sewerage system is only 3,3%. In 2011 there was a usage of 1996 flush toilets and has since decreased in 2011 to 953. This is attributed by lack of water and a large population draws water from the rivers. Graphic illustration per Statistics South Africa, 2011

2.4.8 Waste Management

The municipality does not have a credible Integrated Waste Management Plan and, waste management bylaws are available and in place. There are two dumping sites, one in Flagstaff with operating license and the one in Lusikisiki is pending approval of application. The waste section is under community services but there is waste management officer. Illegal dumping is a challenge and expensive to remove. The management of waste plays a crucial role in ensuring that communities are able to live in an environment that is conducive to their health and well being. Municipalities have an obligation to protect the environment for present and future generations, it must take positive steps to minimize factors that impact negatively on the environment and the community living within the environment.

Pollution is one of the factors that can lead to environmental degradation and detrimental living conditions. The previous dispensation did little to manage and regulate the dumping of waste which led to the indiscriminate dumping of waste in close proximity to residential areas. This had dire consequences for the health and living conditions of these communities.

The Ingquza Hill Local Municipality is responsible for performing the cleansing, refuse removal, refuse dumps and solid waste disposal function. Cleansing in this context includes waste in public places, such as streets etc. The treatment and storage of waste is a bigger challenge, as suitable land has yet to be set aside and licensed for this purpose. The proliferation of settlements is also posing a serious challenge to the municipal planning process.

2.4.8 Refuse Removal

Currently, access to refuse removal services and cleansing is limited to the urban centres of Lusikisiki and Flagstaff. There is a general lack of access to refuse removal in the municipality with only 28% of households having access to this service. The majority of households resort to environmentally insensitive and illegal mechanisms for disposing of waste which in turn pose health risks to the community. Littering is prevalent throughout the entire municipality as is the discarding of dangerous forms of waste such as scrap metal. There is no municipal beach cleaning service in the coastal area.

The above figure includes rural households where municipality hasn't started collecting refuse. The following achievements were realized: Refuse removal has increased from 1265 to 1617 households. Current status is shown below:

| Removal by local authority at least once a week | 18 | 0.006 % | 0.006 % |
|---|--------|---------|---------|
| No refuse removal | 9665 | 3.4 % | 3.4 % |
| Own refuse removal | 241128 | 86.2 % | 86.2 % |

2.5. Topography

Ingquza Hill Local Municipality is rural in type and is dominated by the rural areas and the larger part of the area is led by the rural authority which is about 95% of the land. The urban area is 4.9% which includes both Flagstaff and Lusikisiki towns. About 21% of the land is occupied by the farms, according to information from Statistics South Africa, 2011.



Ingquza Hill lies within the northern section of the Wild Coast. The most prominent geographical and topographical feature is the rugged plateau of the Msikaba sandstone formation which is congruent with the Pondoland Centre of Endemism. The rugged plateau of the Msikaba sandstone formation,

is deeply incised by narrow river gorges and limited sandy beaches, which forming the 'Tablelands'. In some parts this leads to dramatic landforms such as Waterfall Bluff and Cathedral Rock. The formation is characterized by shallow, highly leached, acidic, sandy soils of low production potential but which are for the most part good for grazing in the summer months only.

The sandstone formation comes to a clear cut termination at the Egosso fault, which lies just north of Mbotyi and extends 18km inland from the coast. The Karoo Super Group (comprising shale, mudstones and sandstones with dolomite intrusions) features beyond this point southwards. The landform between Mbotyi and Port St Johns is more varied but generally poor, shallow and highly susceptible to erosion. The municipal area that is mainly accommodated for grazing purposes is approximately 1234 sqm in total. The settlements are disintegrated.

2.5.1. Spatial Development Framework

The municipality acquired services of professional town & regional planners to assist the municipality in developing a five year Spatial Development Framework in order to guide the future development of the urban nodal areas and also the rural areas. The current SDF is aligned to the old pieces of legislation that were repealed by the spatial planning and land use management Act 16 of 2013. The new SDF 2017/2022 will be aligned to the new legislation and address all the imbalances of the past. The municipal demarcation board has increased the number of wards from 31 to 32 in total after the municipal demarcation of 2016. The Spatial development framework has taken consideration of cross boarder planning, in terms of aligning the municipal SDF with neighboring municipalities. It is also crucial that the local sdf is aligned to the District SDF to ensure integration of plans and

resources. The municipality plans to hold engagement meeting with the traditional authorities to acquire more land for future developments.

2.5.2. Spatial Planning and Land Use Management Act, Act 16 of 2013

The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) is a national law that was passed by Parliament in 2013. The law gives the Department of Rural Development and Land Reform (DRDLR) the power to pass Regulations in terms of SPLUMA to provide additional detail on how the law should be implemented. The law came into effect on 1 July 2015.

SPLUMA aims to develop a new framework to govern planning permissions and approvals, sets parameters for new developments and provides for different lawful land uses in South Africa. SPLUMA is a framework law, which means that the law provides broad principles for a set of provincial laws that will regulate planning. SPLUMA also provides clarity on how planning law interacts with other laws and policies.

The law is important because the repeal of many apartheid era laws has left our planning laws fragmented, complicated and inconsistent. For this reason, section 3 of SPLUMA says that the law tries to develop a 'uniform, effective and comprehensive system' of planning that 'promotes social and economic inclusion'.

The Municipality formulated a Joint Municipal Planning Tribunal with Port Saint Johns Municipality. Relevant procedures in terms of legislation and by-law were followed. This includes gazetting of bylaw, appointment of Authorised official (AO), and classification of applications, etc.

2.5.3. Land Claims

Land claim are another issue that affect the municipal common age. Both the Lusikisiki and Flagstaff land claims have been registered for claim. These have since been resolved. In flagstaff, the common the boundary was reduced as a result of the settlement agreement. In essence, this means that, the municipality needs to actively embark on land acquisition for the extension of the common age boundary to cater for land demand for future generations. The issue of shortage of commonage land is glaring in both towns.

Land ownership is still a major challenge for the rural municipal areas. Permission to Occupy (PTO) tenure system is still in place and has major implications for use of land. This

tenure system allows for use and development of land but does not provide legal rights to the land.

After President Jacob Zuma signed the Restitution of Land Rights Amendment Act, which reopened the restitution claims process that closed at the end of 1998 and gives claimants five years - to 30 June 2019 - to lodge land claims.

The victims of land repossession, who missed the original land claim deadline, have been granted an opportunity to lodge their claims, until 2019.

The claims that were lodged are as follows:

- ▶ Land claim for erf 93, Flagstaff: R93 million compensation was given to the communities.
- ▶ Land Claim for Lusikisiki erf 49, the land was given to the municipality wherein financial compensation was granted to the communities,
- ▶ Lambasi area: it is currently under the Communal Property Association and Mkhambati.
- ▶ And many other rural claims that are still at initial phases of investigation.

2.5.4. Land invasion

Land invasion remains a major challenge for the municipality. This manifests itself in the form of land grabbing by the villages close to town (per urban). The municipality has lifted this up as a major risk for development as it leads poor land use practices and severely reduces future developable land. A number of strategies are currently being used to curb this scourge; these include land invasion awareness campaigns, direct discussion and negotiations.

The municipality has experienced major land invasions as from 1994, with areas such as the following invading:

- ▶ Lusikisiki: Mdikane A/A, Malizole Community, Gqathula village, Ngobozana and Nyuswa A/A
- ▶ Flagstaff: Sgubudwini, Enkululekweni and Sphaqeni area

The municipality had adopted a zero tolerance strategy to land invasions and as such land invasions are not encouraged. In line with the need for housing the Migration plans will be developed which will be linked to housing demand to eliminate the proliferation of informal settlements.

The municipality has the following plan to deal with the land invasion:

-
- ▶ Quarterly engagements with the traditional leaders in general,
 - ▶ The council has developed a policy on land invasion,
 - ▶ Improve working relations between the municipality and the traditional councils,
 - ▶ Increase the public participation in areas where land invasion is the challenge, and
 - ▶ Environmental awareness programmes earmarked at reducing land invasions.

2.5.5. Land Audit

The Ingquza Hill Local Municipality has identified the need to conduct a comprehensive land investigation and audit in order to establish firstly, the land that is owned by the Municipality and secondly, to determine whether those properties that the municipality disposed off have been properly transferred. A land audit focuses on ownership information that is obtained from two sources, namely the municipal Valuation Roll and Deeds. In any land audit strategy a primary concern and fundamental prerequisite to any physical planning strategy is land availability. That is its location, its size, its surroundings and its natural and man-made constraints, within, between and without. Given the topographical and urban edge limitations of expansion of the Municipal area, special emphasis is required to seek optimum land utilisation. This is precisely what the municipality seeks to achieve. Even though the land encroachments will not be addressed by this exercise but a spreadsheet of properties that are suspected to be culprits will be developed.

The land ownership categories that will be derived from the land audit will include, but not limited to, at least the following;

- ▶ Privately owned land
- ▶ State owned enterprises (Telkom, Transnet< SA Roads Agency etc.)
- ▶ Municipal Land (District and Local)
- ▶ Provincial Government
- ▶ Republic of South Africa (State Land)
- ▶ Worship sites (Churches, Mosques, etc.)

2.5.6. Congestion in towns

Municipal development planning in South Africa is regulated by the Municipal Systems Act (Act No 32 of 2000). This act requires the preparation and adoption of Integrated Development Plans (IDPs) to guide and regulate all planning and development in the Municipality. The National Land Transport Act NLTA (Act No 5 of 2009) requires the

integration of land transport planning with the land development process and the preparation of integrated transport plans which constitutes the transport component of the integrated development plans of municipalities. These integrated transport plans include the regulation and provision of transport infrastructure for all modes of transport. According to the National Land Transport Act, property developments within a transport area are subject to traffic impact and transport assessments.

Ingquza Hill Local Municipality has taken an initiative of conducting a traffic impact assessment for two towns (Flagstaff and Lusikisiki), therefore seeking services of a professional team. The purpose of this traffic assessment is to analyse the cause of the congestion being experienced in towns, its impact and come up with turn-around implementation plan. The implementation plan must show support for sustainable development by protecting the overall integrity of the transportation system for the benefit of all users. Neither public nor private interests are served if transportation systems are needlessly degraded due to poor development planning and control

2.5.7. Environment

The municipality is currently taking initiatives focusing on environmental management. The District Environmental Management Plan is used to guide development and preservation. Projects are listed under the project identification from DEDEAT and the municipality. The municipality is planning to develop its own local environmental management plan.

a) Climate Change Strategy

The municipality in partnership with the DM and the District office of DEDEA are working on the waste disposal sites regulation and there is an agreement to assist the municipality with the capacity of environmental matters.

- ▶ *Part of the strategy: comply with existing District Plan, align policies to international declarations such as COP 17, ensure community mobilization and acquire necessary skills to assist in environment.*

The municipality currently regulates all the developments that require environmental permits, be it funeral parlors or land uses that will have negative impact on the environmental management. The land invasions that were taking place along the coastal area of the municipality have been dealt with by the municipality, DEDEA and the local traditional leader

along the coastal area. (Kindly refer to the District Environmental Management which covers the municipal area).

b) Current Project: Estuary Management

- ▶ The Msikaba Estuary forms part of the existing Pondoland Marine Protected Area (MPA) (Gazetted 17 Feb, 2004),
- ▶ Integrated Coastal Management Act stipulates a need for EMP - & provides for EMF,
- ▶ The purpose of the Msikaba Estuary Management Plan (EMP) is to provide a framework - management decisions and implemented in accordance with existing legislation and policy over a five-year period, Highlights the role of protected areas in sustainable development, conservation and poverty reduction,
- ▶ ECPTA lead authority – responsible for implementation and reporting on this EMP
- ▶ 2 sets of workshops last year: Mkhambathi and Msikaba campsite
- ▶ Introduction and gathering issues
- ▶ Learning about estuaries and how they can be managed

c) Waste Management

The municipality has two dumping sites, one in Flagstaff with operating license and the one in Lusikisiki is pending approval of application. The waste section is under community services but waste affects environmental management directly and indirectly. Illegal dumping is a challenge and expensive to remove. The management of waste plays a crucial role in ensuring that communities are able to live in an environment that is conducive to their health and wellbeing. Municipalities have an obligation to protect the environment for present and future generations; it must take positive steps to minimize factors that impact negatively on the environment and the community living within the environment.

Pollution is one of the factors that can lead to environmental degradation and detrimental living conditions. The previous dispensation did little to manage and regulate the dumping of waste which led to the indiscriminate dumping of waste in close proximity to residential areas. This had dire consequences for the health and living conditions of these communities. The Ingquza Hill Local Municipality is responsible for performing the cleansing, refuse removal, refuse dumps and solid waste disposal function. Cleansing in this context includes waste in public places, such as streets etc. The treatment and storage of waste is a bigger challenge, as suitable land has yet to be set aside and licensed for this purpose. The proliferation of settlements is also posing a serious challenge to the municipal planning process.

2.5.8. Housing

a) Housing sector plan

The Ingquza Hill Local Municipality as required in terms the Local Government Municipal Systems Act (MSA) (Act 32 of 2000) and Municipal Structures Act (No.117 of 1998) is in a process of preparing a housing sector plan as a single, inclusive and strategic development plan which becomes a chapter in the adopted municipal Integrated Development Plan (IDP).

The housing sector plan is a five year plan that is reviewed on an annual basis. The HSP seeks to identify and prioritize problem situations, to specify the desired outcomes and provide broad direction for achieving goals, objectives and targets informed by the current situation in the whole municipal jurisdiction.

b) **Regulatory framework: national legislation & Policy; Provincial Growth & Development plan; Municipal IDP & SDF**

The Integrated Human Settlement Strategy is the primary policy focus to influence the approach to the development of municipal housing strategies. It emphasises a movement away from the concept of housing as mere shelter, to housing as part of an overall strategy to achieve human settlements that provide good quality homes with proper access to the necessary socio-economic opportunities for its residents. It also highlights the importance of social, economic and racial integration in the settlements linked to the objectives of densification and integrated mixed land use in South African urban areas.

It is given more detailed focus and forms of delivery through a range of housing and planning legislation, policy and mechanisms. The important housing legislation and policy includes the Housing Act; the Social Housing Act 2009, the Rental Housing Act and the National Housing Code. From a planning perspective the following legislation and policy initiative are important including the Municipal Systems Act 2000, Municipal Structures Act 1998; the Municipal Finance Management Act, the Provincial Financial Management Act, the National Spatial Development Initiative, the government's Urban and Rural strategies, the land reform and land restitution legislation and the spatial planning and Land Use Management Act 2013.

While these all provide the details that populate the framework for the planning and delivery of housing it is important that the municipality uses the Integrated Human Settlement approach in planning its response to housing need and demand. In doing this it must work in close alignment with the province on joint planning as well as the allocation of the financial

resources. The municipality can also structure co-operative action and even partnerships with other key stakeholders that can positively assist it in developing its housing plan and supporting the delivery.

The detailed delivery is given further focus over the period 2018 – 2022 by the Outcomes 8 objectives, targets and strategy for the province that come from the delivery intent of the Minister of Human Settlements.

Every municipality has to compile a spatial development framework. Each of the three components of the spatial development framework must guide and inform the following:

- ▶ Growth patterns and points;
- ▶ Major movement routes;
- ▶ Special development areas for targeted management to redress past imbalances;
- ▶ Conservations of both the built and natural environment;
- ▶ Area in which particular types of land use should be encouraged and others discouraged, and
- ▶ Areas in which intensity of land development could be either increased or reduced.

c) Housing Needs register

The municipality in partnership with the DoHS, are in the process of doing away with the housing waiting list, we are now generating questionnaires and distribution to develop Housing Needs Register, which we will later capture on the National Housing, needs register. The challenge for now is that the system is new and computerized. It is only accessible through internet connection which we have limited access to.

Since the National Housing Needs Register has been established it will be the only official register from which prospective beneficiaries will be drawn. The municipality has trained 5 officials on capturing the beneficiary information on the system and 3 field workers per ward to collect data through distribution of questionnaires.

The municipality has the following Housing projects scattered in different wards. The following table depicts the projects and the status quo:

| Ward | Project Name | Status |
|------|------------------|--------------------------------|
| 8 | Xopozo 500 Units | The contractor is not on site. |

| | | |
|------------------|------------------------------------|--|
| 12 | Mpoza 500 Units Lubala 91 Units | The contractor is not on site. The contractor is not on site |
| 23 | Dimfi 500 Units | The project is on completion. |
| 26 | Ingquza 347 Units | The contractor is not on site. |
| 27 | Holy Cross 500 Units | The contractor is not on site. |
| 29 | Ingquza 500 Units | The contractor is not on site |
| 10 & 27 | Ingquza 76 Units | The contractor is not on site. |
| 10, 30 & 23 | Ingquza 14 Units | The contractor is not on site and the houses were left incomplete. |
| 5, 9, 10, 8 & 30 | Ingquza 15 Units (Disabled) | The contractor is not on site. There are five beneficiaries for Ingquza Municipality in this project and 10 beneficiaries are for Mbizana Local Municipality. |
| 6 | Flagstaff 41 Units | The 41 beneficiaries were approved as additional during rectification of Thabo Mbeki Settlement (503) and were not constructed because the site is not surveyed. |
| Scattered | Ingquza 301 Destitute | The contractor is not on site. |
| Scattered | Ingquza 500 Destitute | The project is busy on beneficiary administration. |
| 12, | Ingquza 100 Destitute | The contractor is on site at Buhlanyanga in ward 12. |

| | | |
|----------------|-------------------------|---|
| 9, 12, 29 & 30 | Social Relief Programme | <ul style="list-style-type: none"> • The OR Tambo District Municipality requested four names in 2015/16 financial year to benefit on this programme. • Four wards namely: 9, 12, 29 and 30 were selected to submit one destitute to benefit on this programme. • The names of destitute were submitted to OR Tambo District Municipality on August 2016. |
|----------------|-------------------------|---|

Future Projects

| | | |
|--------------------|------------------------------------|--|
| Scattered in wards | Babini Langa 1000 Units | The beneficiary list was captured and submitted to the department of human settlements. |
| Scattered in wards | Simpfiwe Mnguni 1000 Units | The beneficiary list was captured and submitted to the department of human settlements. |
| 19 | Zwelitsha 800 Units | The beneficiary list was captured but not completed and is waiting for council resolution. |
| 6 | Nkululekweni 1000 Units | The beneficiary list was not received from the ward councillor. |
| 19 | Unity Park 1000 Units | The beneficiary list was captured and submitted to the department of human settlements. |
| Scattered in wards | Ingquza 200 beneficiaries per ward | The beneficiary list for 4400 was captured and submitted to the department of human settlements. |

| | | |
|--------------------|-------------------------------------|---|
| Scattered in wards | Mega Housing Project (10 000 Units) | <ul style="list-style-type: none"> • This project accommodates 14 wards namely: 1, 2, 3, 25, 26, 28, 16, 20, 22, 24, 8, 31, 10 and 18 as well as Infills 3000 Units. • Only two wards submitted their beneficiary lists namely 25 and 31 and were not captured. |
|--------------------|-------------------------------------|---|

► **Middle income Housing**

The municipality have established a township in Lusikisiki, it registered as Extension 20 Township in 2016. The intention of the township was to establish a middle income township. The township comprises of 271 sites which many have been disposed and 120 is planned to be disposed to a developer who will erect and sell houses to the members of the public. The municipality set out designs to be established in the township.

► **Coastal land management**

The Coastal land is largely communal. It is managed by traditional leadership and there is a Communal land Tenure bill which stress the use of SDF and municipal participation on communal land.

Nevertheless, the municipality undertaken a feasibility study in respect of the proposed N2. This study therefore guides in respect of the situation the coast land, the services required in areas like Mbotyi, Msikaba and Mkhambathi with land use plans.

► **Air quality control**

Veld fires, burning of illegal dumps and burning of open spaces are the most pollutants in the area of Ingquza Hill which poses a serious threat to people (polluting ambient air), animals, and environment at large.

There is no policy or strategy in place for air quality control yet but the National Environmental legislation and policies in place has been of use.

► **GIS capability in spatial planning**

The municipality have a GIS System with a one year licence. The system is used for many aspects relating to land use and spatial planning. It stores and spatially maps out facilities, wards, and services within the municipality. The system possess a lot of information that have been stored regarding the municipality, the planning and development office therefore produce maps that illustrate the above.

► **Emergency Housing**

The Ingquza hill municipal area is prone to both natural disasters such as tornados, lightning and floors; and to man-made disasters such as veld fires. The department of Human settlements is a key stakeholder that works with the municipality in supplying temporal shelters to the victims of disaster as a response measure. The emergency housing infrastructure in terms of temporal shelters only become available to the victims much later than expected. The municipality have limited capacity in terms of responding to emergency manifestations. Therefore the municipality also rely heavily on the District municipality, Disaster management Unit.

O.R Tambo DM has provided additional support in the form of the local office with personnel being deployed. However there are challenges in terms of personnel and the function of Disaster in the form of competences. There are only 4 disaster officials and only 5 Fire fighters. The District satellite office is based in Lusikisiki and that becomes too far when they have to respond to a disaster in Flagstaff.

The Local municipality must develop a disaster management plan, revive the Disaster management forum, revive disaster advisory committee and strengthen disaster response team. Engage the department of human settlements to improve on speedy response to emergency housing. The department of human settlements must also be engaged on the turnaround time in converting the temporal shelter to permanent solution.

2.6. Local Economic Development

The municipality developed its LED Strategy in the 2014 financial year which will be implementable until 2019. The implementation of the strategy is within the LED Section managed by the LED Manager located within the Planning and Development and the LED unit is fully capacitated.

The key Legislations and Policies that primarily guide the IHLM's Economic Development are:

- ▶ National Framework for Local Economic Development;
- ▶ National Framework for Sustainable Development in South Africa;
- ▶ Industrial Policy Action Plan;
- ▶ Integrated Sustainable Rural Development Strategy;
- ▶ National business Act;
- ▶ The White Paper on Local Government 1998;
- ▶ National Cooperative Development Act of 2011;
- ▶ National Housing Policy and Subsidy Programs;
- ▶ National Development Plan;
- ▶ The National Small Business Amendment Act 26 of 2003;
- ▶ The National Forestry Act No 84 of 1998;
- ▶ The National Veld and Forest Act 101 of 1998;
- ▶ Tourism Act No. 3 of 2014
- ▶ The Provincial Growth Development Plan;
- ▶ Inguza Hill Local Municipality Local Economic Development Strategy;

The National Framework for LED in South Africa has been developed as a guide that seeks to advance an understanding of LED and has put forward a strategic implementation approach that Municipalities, Provinces, National Government, State-owned enterprises and communities may concentrate on in order to improve Local Economic Development.

As per the Inguza Hill Local Municipality Local Economic Development Strategy, the objectives of the municipality are:

- ▶ To create an enabling environment which is conducive to attract investment in the region;
- ▶ To create new employment opportunities, thereby reducing high unemployment levels and poverty
- ▶ therefore improving livelihoods;
- ▶ To develop the human resource potential in the region and promote skills development;
- ▶ To strengthen linkages between urban and rural areas in the municipality;
- ▶ To provide a framework in which a culture of entrepreneurship can be created to reduce dependency on government;
- ▶ To ensure that existing LED projects are strengthened and/or consolidated;
- ▶ To identify new economic potential and how this can be unlocked;

-
- ▶ To diversify the economic base and strengthen existing industry;
 - ▶ To identify how resources can be harnessed to promote economic growth and development
 - ▶ To encourage linkages between neighbouring municipalities.

The IHLM's Local Economic Development program focusses on the following areas:

a). Formal And Informal Trade Development

The Inguza Hill Local Municipality has an informal trading policy and by law which gives guide to the Local Economic Development on the support and regulation of the informal trading sector. The municipality further recognises the key role that informal trading plays in poverty alleviation, income generation and entrepreneurial development and, in particular, the positive impact that informal trading has on historically disadvantaged individuals and communities. The Municipality will continue playing its central role in supporting the employment and economic initiatives of micro-enterprises, and prioritized the informal economy in its local economic development strategies.

In the next five years the municipality has plans to develop and support the informal trading sector through the provision of adequate trading infrastructure, identify proper trading zones within both towns as well strengthen the regulation of the sector. Due to the rapid growth of the sector the municipality plans to develop a guide in which will give a more developmental approach towards that will create employment opportunities and off load some people off the streets. As the municipality works on the regulation of the informal trading sector it will also strengthen regulation of the formal business by ensuring that businesses have the necessary permits and licences to conduct their operations within the legal framework

b) SMEE Development

The National Business Act defines the small business as a separate and distinct business entity including cooperatives and the non-governmental organisations managed by one or more owners. Presently the SMME sector is not sustainable and the Inguza Hill Local Municipality should develop a policy framework for SMME development to establish the bases for the design, implementation and assessment of mechanisms and processes that support development of a more comparative and sustainable SMME sector.

The framework will focus on:

- ▶ Programs for separate segments as per the act;
- ▶ Policy development and review;
- ▶ Nonfinancial entrepreneurial support initiatives focusing on entrepreneurial training;

- ▶ Research on specific sectors and the role of SMMEs in building partnerships business network development and support;
- ▶ Capacity building initiatives;
- ▶ Public private partnerships for sector development

Currently as per the LED strategy the municipality supports the local SMME's through facilitating information sharing platforms which create interactions between small medium enterprises with sector departments, public entities and private sector. These platforms are tailored to assist the SMME's with accessing information of programs in a form of funding, skills development that these stakeholders have from which the SMME's can tap into to either start or grow their businesses. These engagements are held on an annual basis.

c) Cooperative Development

The Ingquza Hill Local Municipality through its LED unit has prioritised cooperative development and support to ensure that there is economic activity in rural communities as well. Government identified the development of co-operatives as one of its flagship projects to develop the second economy that supports the majority of the population in order to create jobs, increase household incomes, reduce poverty and improve the overall standard of living. To achieve this the municipality identified a number areas which are of importance as part of cooperative development as support which local cooperatives are assisted with. These are:

- ▶ Assistance with pre-incorporation training to start up co-operatives;
- ▶ Access to sources of finance;
- ▶ Business planning;
- ▶ Enterprise development advice and guidance to new and existing cooperative
- ▶ Co-operative Advice
- ▶ Facilitation of market access;
- ▶ Mentoring; and linkages with other co-operatives and SMMEs.
- ▶ Project Management
- ▶ Co-operative Database
- ▶ Proposal Development for funding
- ▶ Feasibility Studies and Research Studies
- ▶ Support of cooperatives through production inputs as start-up packages to advance their cooperatives

However there is a need to diversify the cooperatives as currently most local cooperatives venture into similar businesses. The municipality needs to draft a guide that will assist in the diversification of commodities and promote the value chain principle with cooperative so that the money can circulate within the same communities and this will ensure that the produced commodities have a secure market locally which will cut on transportation costs and contribute to increased profits for cooperatives. Creation of employment for the municipality remains a priority and the municipality plans to open employment opportunities that will contribute to the Public Works Expanded Program as well identify programs that with further open up employment opportunities that will contribute to the Community Works Program. In the support of cooperatives development the municipality will ensure that these two programs are catered for through identification of programs that respond to these government priorities.

d). Industrial Development

Rural industrialization means focus on promoting the rural based industries by involving local people, resources and expertise or exploring the new business opportunities relating to available resources in that particular rural area or cluster in a professional way. Primary beneficiary must be local farmer, artisan and labour in small or medium enterprise establishment in the rural areas and also support the local eco-system and economy. The basic purpose of rural industrialization is to create alternate model for overall development of rural society to avoid over dependency on farming by utilizing available opportunities to establish small and medium industries.

The municipality will concentrate on a three-way approach which will help in exploring the rural industrialization, and they are:

- i. Agriculture diversification by exploring the opportunities by farming a completely new range of grains fruits or vegetables;
- ii. Establish agro-food processing initiatives; and
- iii. Non-farm product business establishment by promoting suitable rural enterprises

2.7. RURAL INDUSTRIES AT INGUZA HILL LOCAL MUNICIPALITY (COMPETITIVE AND THE COMPARATIVE ADVANTAGES)

There are various types of rural industrial possibilities present in Inguza Hill Local Municipality rural areas such as:

a). Agro Based Industries

The IHLM is known to be one of the municipalities that have a huge potential in agriculture mostly on crop and animal farming. This can be attributed to the natural resources that the municipality has as well as its location which is along the coast. This therefore puts the municipality at an advantage of attracting investments for the development of the agro-industries focusing on the processing of locally produced agricultural commodities. These are agro products such as wool, fruit, oil from oil seeds and other related processing from raw agro products. Being one of the beneficiaries of the Agri-Park program the municipality plans to invest on local emerging farmers through skills development so that when the agri-park program kicks off local farmers are ready to fully participate and benefit.

b) Forest Based Industries

According to the IHLM LED strategy forestry is a sub-sector of the agriculture, hunting forestry and fishing sector. According to the Strategic Framework for the Forestry, Timber, Pulp and Paper (FTPP) by the Dti (2007) the forestry value chain can be classified into three main areas: (1) plantation forestry, (2) primary processing industry and (3) secondary processing industry. Primary processing includes sawmills, pulp and paper, treated and dried timber, chipboard manufacturing, floorboards and mouldings, while secondary processing industries consists of furniture and construction products like doors, windows etc. The industry value-chain can be classified into the following sub-sectors: forestry plantations, saw milling, timber board, mining timber, treated poles, charcoal and pulp and paper. Excluding exports, plantation forestry, as the main raw material supplier to processing industries is one of the main drivers of growth to these industries. For the IHLM there are possibilities to establish industries related to wood products, bamboo products, honey, preparing manure from plant leaves, herbal medicines production and others.

c) Mineral Based Industries

Minerals identified in the rural areas should be primarily processed in the nearby villages and therefore creating industries within the rural areas.

d) Art And Craft Industry

Industries like handloom, handcraft and other local product manufacturing have immense potential to become professionally managed as a small and medium industry. The municipality is a beneficiary of two cultural villages which can be used for the display and

marketing of the locally produced art and craft. Furthermore local crafters and artists attend annual tradeshows which expose their work both local and international consumers and advertisement. However the municipality needs to develop plans to formalise this sector and also consider a private partner in order to make the sector more viable.

e) Renewable Energy Industry

Rural areas have vast land that can be used to cultivate plants that have a potential to be used for renewable energy. The municipality needs to conduct a feasibility study as guide on which commodities have a potential of being grown locally as well as the establishment of local renewable energy centres.

f) Agriculture Development

As the beneficiary of the agri-park program the municipality has invested in the support of local farmers with production inputs for a total of 160 hectares annually as well as skills development for local farmers. This will ensure that when the agri-park program kicks local farmers are ready to participate fully. Furthermore the municipality through various communities has attracted the private sector to invest in maize production. There is room for growth in this sector through the diversification of agricultural commodities as well as investment in animal production as the local farmers are currently doing it at a small scale.

TOURISM DEVELOPMENT

The Ingquza Hill's tourism potential is drawn primarily from its location along the Wild Coast as well as the Pondoland Center of Endemism. Among its most prized jewels are:

- (a) Beautiful and un-spoilt coastline (about 50 Km), beaches, estuaries and water falls,
- (b) Beautiful scenery and topography with endless opportunities for community based adventure tourism
- (c) Wildlife and Nature Reserve
- (d) Magwa Tea Estate with major opportunities for agro-tourism development
- (e) Rich cultural and political heritage (Amampondo as the main cultural group)
- (f) History and archaeology

There are six good reasons why Inguza Hill Local Municipality considers tourism as important:

- (a) Tourism represents a significant opportunity for Inguza Hill Local Municipality
- (b) Tourism can provide immediate employment
- © Tourism is the world's largest generator of jobs
- (d) Tourism employs a multiplicity of skills
- (e) The tourism industry creates entrepreneurial opportunities
- (f) Tourism brings development to rural areas

There are a number of factors that limit the effectiveness of the tourism industry to play a more meaningful role in the Inguza Hill Local Municipality

Some of the key constraints are identified below:

- ▶ Tourism has been inadequately resourced and funded;
- ▶ Inadequate tourism education, training and awareness;
- ▶ Lack of infrastructure, particularly in rural areas;
- ▶ Lack of inclusive, effective national, provincial and local structures for the development, management and promotion of the tourism sector;
- ▶ Lack of marketing strategy and material. The municipality needs to put in place partnerships to ensure that these challenges are addressed, e.g. a PPP development of a leisure property that will serve as a tourism product.

2.8. INSTITUTIONAL ARRANGEMENT

2.8.1. Institutional Arrangement

Inguza Hill is encompassed of 32 wards with 72 councilors which include the 12 Traditional leaders. The Council seat of Inguza Hill Municipality is in Lusikisiki as per the resolution of the Council held on the 26th March 2006.

2.8.2 Council structure

The municipality is made up of 32 wards and each ward has a ward councillor. There is a further 32 members that are proportional representatives and 12 councillors representing the

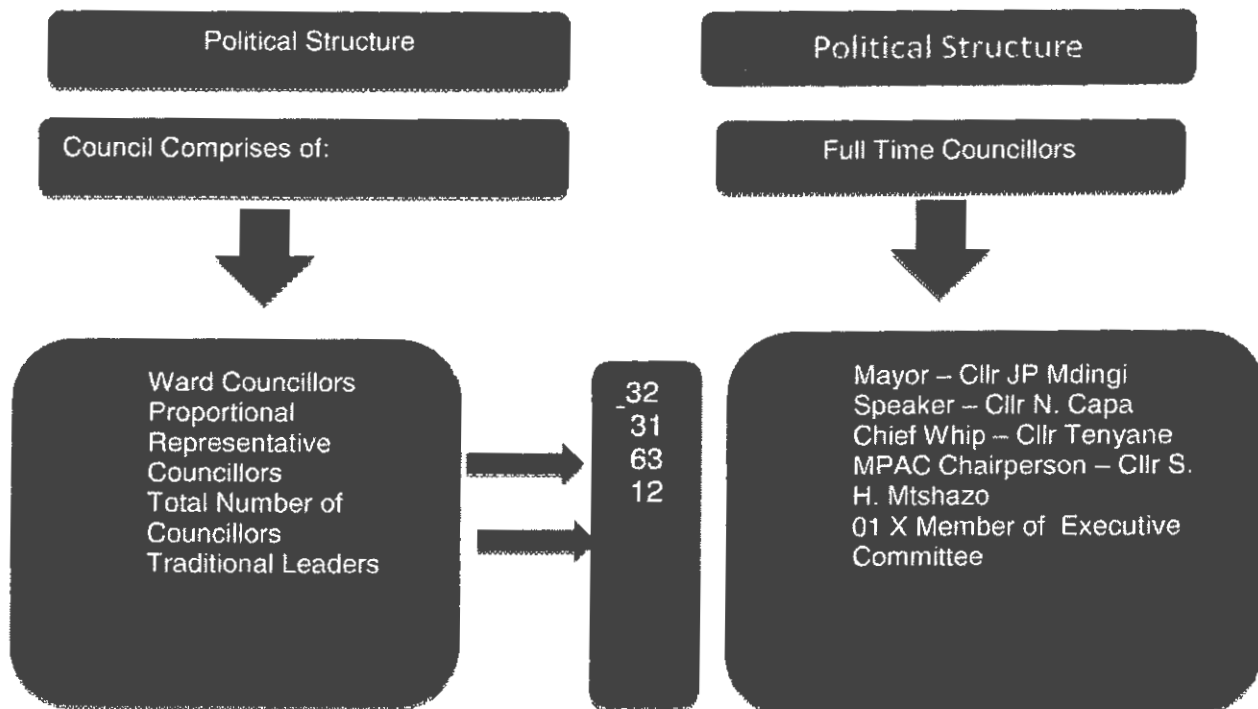
traditional leadership. There are functional standing committees that seats at a minimum of 1 meeting per quarter for 5 departments.

Council meetings seat at least 1 meeting per quarter and special council meetings are called as and when necessary to consider quarterly report with section 71 report, half-yearly report, annual report and oversight reports submitted by the management for oversight purposes.

The speaker of the Council is Honorable Councillor N.Y. Capa and the Chief Whip is Honorable Councillor M. Tenyane. There are 10 executive committee members and these councillors are as follows:

- 1) Cllr J.P Mdingi the Mayor, Cllr N.A Gagayi, Cllr B.B Goya, Cllr M. Mkhumla, Cllr N.B Mvulane, Cllr. V Somani, Cllr S.B Vatsha, Cllr. T Jotile, Cllr M. Ziphathe and Cllr V. Gwegwe.

In total, there are 76 councillors including the traditional leaders. Each quarter there is a standing committee meeting per cluster, there is also an EXCO and Council meeting for accountability, oversight and decision making.



2.8.3. Organizational development

The municipality has developed an organizational structure in response to the strategies and objectives that were agreed upon in the Council strategic planning held in March 2017. The organogram has been developed and structured in order to be able to achieve the municipal objectives by the end of this IDP period. The Electricity Distribution Unit has been included in anticipation of our successful application to Eskom for an electricity distribution license. The organogram was then adopted together with the IDP and Budget for 2017/18 on the 30 May 2017 which was then effected for implementation on the 01 July 2017.

2.8.4. Filling of Vacant posts

The municipality has approved Recruitment policy which will be used to attract new skills. The filling of all budgeted posts for the year 2017/18 is outlined in the budget.

The Recruitment Plan is as follows:-

- (a) The Departments have already identified critical posts and have been considered in the budget process. The details of the posts to be filled will be in the final recruitment schedule after the adoption final budget.
- (b) The Municipality will issue quarterly advertisements for vacant posts (in June, September, January and March);
- (c) Priority will be given to those posts that are in the core-function of the municipality;
- (d) Posts that become vacant as a result of natural attrition will immediately be advertised in the next quarterly bulletin in order to maintain the staffing levels;

Full time staff complement per functional area is as follow:

| Functional Area | Approved Posts | Budgeted | Filled Posts | Vacant Posts | Vacancy Rate |
|---------------------|----------------|----------|--------------|--------------|--------------|
| MM's Office | 53 | 41 | 39 | 14 | 26.41% |
| Corporate Services | 78 | 59 | 48 | 30 | 38.46% |
| Budget and Treasury | 29 | 26 | 24 | 5 | 17.24% |
| Comm. Services | 221 | 196 | 171 | 50 | 22.62% |
| Engineering and | 67 | 44 | 40 | 27 | 40.29% |

| | | | | | |
|---------------------|------------|------------|------------|------------|---------------|
| Infrastructure | | | | | |
| Planning & Dev. | 22 | 15 | 14 | 8 | 36.36% |
| Grand totals | 470 | 381 | 336 | 134 | 28.51% |

The municipality is committed to reduce the vacancy rate to less than **22%** by the end of the five-year period. The following positions are filled by fixed-term contract employees due to their nature and others due to legislative prescripts: There is no vacancy on management level all Section 56 positions have been filled.

| Directorate | Position | Period |
|--------------------|-------------------------------|---------|
| MM's Office | Municipal Manager | 5 years |
| | Manager: Mayors Office | 5 years |
| | Manager: IDP& PMS | 5 years |
| | Executive Council Secretary | 5 years |
| | Executive Liaison Officer | 5 years |
| | Executive PA to the Mayor | 5 years |
| Corporate Services | Director: Corporate Services | 5 years |
| | Manager: Human Resources | 5 Years |
| | Manager: Administration & ICT | 5 years |
| Budget & Treasury | Chief Finance Officer | 5 years |

| | | |
|--|---|---------|
| | Manager: Financial Planning & Reporting | 5 years |
| | Manager: Supply Chain Management | 5 years |
| | Manager: Asset Management | 5 years |
| Political Head: Honourable Cllr. N. B. Myrlane | | |
| Community Services | Director: Community Services | 5 years |
| | Manager: Public Safety | 5 years |
| | Manager: Social Services | 5 years |
| | Manager: Waste Management | 5 years |
| Political Head: Hon Cllr B.B. Goya | | |
| Engineering & Infrastructure | Director: Technical Services | 5 years |
| | Manager: PMU | 5 years |
| | Manager PME | 5 years |
| Political Head: Hon Cllr S.B. Vatsa and Hon Cllr T. Jolle | | |
| Planning & Development | Director: Planning & Development | 5 years |
| | Manager: Local Economic Development | 5 years |
| | Manager : Planning and Development | 5 years |

2.8.5. Workplace Skills Plan

The Municipality does have a WSP in compliance with legislation adopted and this was submitted to the LGSETA by the 30 April 2017. The Human Resource Development Section is fully staffed with qualified and skilled personnel in order to implement the WSP. Study Assistance will also be used to encourage the municipal staff to further their studies with

relevant qualifications especial in areas of scarce skills. The Workplace Skills Plan will focus on the following:-

- ▶ Regular Trainings / Workshops for the Technician to ensure that they always updated of the developments in the Engineering Sector as per the requirement of the Engineering Council of SA;
- ▶ Training of the newly established Projects Management Unit (PMU) on Occupational Health and Safety and assigning an OHS Officer;
- ▶ Training of Non-Financial Managers (*New Appointments as from 2016/17*) on Financial Management to ensure that the increased municipal budget is properly managed;
- ▶ Solid waste personnel will be trained in order to be able to operate new equipment acquired to improve cleanliness in both Flagstaff and Lusikisiki;
- ▶ Training of people participating in cooperatives; LED projects *is ongoing*
- ▶ Giving work experience to unemployed graduates through in-service/ *learnship* / and internship programmes; and
- ▶ Giving training to unemployed.

2.8.6. Employment Equity Plan

The employment Equity Plan was adopted by the Municipality is currently under review. The Plan has been presented to the Portfolio committee and the Local Labour Forum in October 2017. The Employment Equity Report has always been submitted to the Department of Labour in compliance with section 21 of the Employment Equity Act, Act 55 of 1998. The municipality has been able to implement most of the affirmative action measures as reflected in the Employment Equity Plan. Training has helped the municipality to improve representation of women at middle management level. However, there is still a challenge in attracting the applicants from the disabled group.

| EMPLOYEES | BLACK | WHITE | REMAINS |
|---------------------|-------|-------|---------|
| Permanent Employees | 309 | 142 | 167 |
| Interns on Payroll | 24 | 14 | 10 |
| Contract Employees | 27 | 15 | 12 |

| | | | |
|---------------------------------|------------|------------|------------|
| Expanded Public Works Programme | 74 | 27 | 47 |
| Trainees | 20 | 2 | 18 |
| Totals | 454 | 200 | 254 |

2.8.7. Intergrated Wellness Programme & Occupation Health and Safety

Intergrated wellness consist of four pillars that is TB & HIV /AIDS Management, health & Productivity Management, Safety, Health, Enviroment & Quality Management and Wellness Management. Currently the institution is working with two pillars that is Occupational health and Safety under (SHEQ Pillar) and Employee Assistance Programme under (EWM Pillar) the other two pillars are not filled yet but are partialy done by the EAP office. The status Quo for EAP & OHS currently as follows:

- ▶ EAP has conducted 4 quarterly wellness committee meetings, 4 quaterly workshops and 100 percent referral and external Psychologist according to municipal Strategies for 5 years. The office has also conducted 19 Workshops / awareness campaigns in line with SDBIP. Three employees have been referred to the contracted Physcologist. Intergrated Wellness policy is in place and Bearivement and HIV /AIDS policy are still in the process of adoption.
- ▶ The OHS unit four quarterly meetings have been conducted, Three Roadshows have been conducted, one Safety Audits has been done and Three OHS inspection checklist have been done

2.8.8. Performance Management System

The IDP, SDBIP, Organisational Scorecard and quarterly and monthly performance reports should be aligned to each other to ensure consistency. The Municipal Systems Act 32 of 2000 prescribes that every municipality must compile an SDBIP which is a mechanism to assess performance and should ensure that it is properly aligned with the Municipality's IDP and the budget. It is central to the monitoring and evaluation of the performance of the Municipality in implementing its IDP and Budget.

2.9 Good Governance

2.9.1 Council and its committees

The Ingquza Hill Council is made up of 75 members (32 Ward Councillors, 31 PR Councillors and 12 Traditional Leaders). The Council sits at least once a quarter, as per the adopted council calendar, to consider compliance matters as guided by the various legislations. Council established Section 79 committees namely:

- ▶ Municipal Public Accounts Committee (MPAC)
- ▶ Public Participation and Petitions Committee
- ▶ Women's Caucus
- ▶ Ethics and Members' Interest Committee

2.8.1.1. Audit & Risk Management Committee

Council established the Audit and Risk Management Committee in terms of Section 166 of the Municipal Finance Management Act, No. 56 of 2003. The section also regulates the functions of the committee with respect to composition and frequency of meetings. It seeks to provide minimum requirements with which to comply.

2.8.1.2. Municipal Public Accounts Committee (MPAC)

The committee is accountable to the Council and its Chairperson is elected by the Council. The purpose of the committee is to strengthen the oversight arrangements in the municipality and to ensure the efficient and effective use of municipal resources. The committee is a link in the accountability chain in the municipality. The committee will assist Council to hold Executive Committee to account as well as to ensure the effective and efficient use of public funds. The committee conducts its affairs in a non-party political manner so as to maximize the effectiveness of its work. The committee can invite media and public in their meetings to enhance transparency and accountability. The committee can invite Auditor General to their meetings to assist them on their oversight

The committee sits at least once a quarter as per adopted council calendar to present its report to the council.

2.8.1.3. Public Participation & Petitions Committee

This committee is accountable to the Council. The Chairperson is elected by the Council. The committee is established to comply with the constitutional imperative to ensure elements of Local Government as prescribed in the Constitution of the Republic of South Africa are achieved. It has to give impact and expression to Chapters 4, 5 & 6 of the Municipal Systems Act No. 32 as amended. It provides a platform for the public to participate in and express their views on service delivery and issues affecting them. It educates the public on legislative processes through which petitions can be submitted

This committee ensures maximum involvement of public in all municipal affairs. Facilitates and manages the petitions processes and ensures that it complies with the manner stipulated on the adopted Public Participation policy. Receives and registers petitions and process them and report to the Council on any matter relating to the petitions. May meet the aggrieved complainants on any matter that was raised to determine if it was addressed properly within the prescribed laws, regulations and procedures.

The committee sits at least once per quarter to report to the Council as adopted calendar

2.8.1.4. Women's Caucus

The committee is constituted by all women in the Council including representative from Traditional Leadership. The Chairperson is a female and directly elected by the Council. The main purpose of the committee is to advocate issues of women in the area of Ingquza Hill. The committee also ensures to bring women to a level where they would be able to fairly compete with men in all levels. Women's caucus makes recommendations on appropriate remedies and identify specific challenges to improve the status of women so as to contribute to the achievement of gender equality in municipal structures. Ensures the gender mainstreaming of all the polices of the municipality.2.8.The committee sits at least once per quarter and reports to the Council as per the adopted calendar

2.8.1.5. Ethics & Members' Interest Committee

The committee is directly accountable to the Council and the Chairperson is elected by the Council. The committee is responsible for the welfare of councilors, by ensuring that they are provided with necessary support to fulfill their mandate. It also seeks to encourage councilors to abide by a Code of Conduct.

The committee works with the Speaker to ensure compliance with the Code of Conduct for councilors. Ensures development of policies to regulate implementation of the Code of

Conduct for Councilors. Ensures that Councilors submit declarations of interest as required in terms of the legislation and Standing Rules of Order at the beginning of each financial year. Investigates any alleged breach of the Code of Conduct for Councilors and reports to the Council on findings. Recommends appropriate sanction for Councilors found guilty of a breach of Code of Conduct. Educates and sensitizes the public about ethical issues in the Local Government sphere. The committee sits at least once per quarter and reports to the Council

2.8.1.6. Executive Committee

Executive committee is the principal committee of the Council exercising oversight responsibility over administration to ensure that all decisions taken by the Council are implemented on time. The committee is entrusted by the Council to ensure that all resolutions are implemented on time, set targets are met. It also ensure that the administration fulfils its duties. It is directly accountable to the Council. The committee is chaired by the Mayor. The committee elects within its members 6 members to head Section 80 committees. Section 80 committees assist the Executive Committee in terms of playing oversight over respective departments and make necessary recommendations.

- ▶ The committee receives reports from other committees of the Council ,review the reports and present it to the Council with its recommendations
- ▶ Identifies the needs of the community, review and evaluate those needs in the order of their priority as informed by available budget
- ▶ Recommends or determines best methods, including partnership and other approaches to deliver council strategies, programmes and services to the maximum benefit of the community.

The committee sits at least bi-monthly to consider management reports and all other related compliance reports.

2.9. Intergovernmental Relations

The municipality does have a functional IGR system in that, sector departments and state owned enterprises are the role players in the development of the IDP. IDP representative forum is comprised of the same stakeholders so they participate fully for IGR and IDP respectively.

The following internal and external role players have been identified to ensure a successful and useful 5 year IDP Review Process within the municipality. Each of these role players contribute immensely to the success of the IDP Process.

IDP ASSESSMENT RATING

Below is an illustration of how well we have performed as per the comments from the MEC

IDP Assessment ratings for the past 3 years are as follows:

| Overview of Ingquza Hill Local Municipality reviewed IDP | | | | | | | |
|---|---|--------------------------------|-----------------------------------|------------------------------------|-------------------------------|--|------------------------|
| Key Performance Area | KPA 1- Spatial Development Framework | KPA 2- Service Delivery | KPA 3- Financial Viability | KPA 4- Economic Development | KPA 5- Good Governance | KPA 6- Institutional Arrangements | Overall Ratings |
| Ratings 2014/15 | HIGH | HIGH | HIGH | HIGH | HIGH | HIGH | HIGH |
| Ratings 2015/16 | HIGH | HIGH | HIGH | HIGH | HIGH | HIGH | HIGH |
| Ratings 2016/17 | HIGH | HIGH | HIGH | HIGH | HIGH | HIGH | HIGH |

The role players in the IDP are as follows:

Councillors, Traditional Leaders, Council of Churches, Ward Committee Representatives, Heads of Sector Departments, Private Sector Representatives, CBOs, NGOs, Parastatals, Municipal Trade Unions, CDWs, District Municipality, Planning professionals/facilitators; Representative Forum/Civil Society.

All these stakeholders contribute immensely in the integration and alignment of the IDP processes and programs.

The IDP Review Action Programme is based on the alignment of the internal municipal processes (IDP Review, PMS and Budget) with the external processes (planning and budgeting) of national and provincial government with all the entities. This alignment has a substantial impact on the IDP Review Process, specifically in terms of key milestones and target dates as per the process plan. The Municipal Finance Management Act (MFMA) No. 176 of 2004 also has a direct and large impact on the IDP Review Process in terms of alignment.

2.9.1. Public Participation and Communications

The municipality has a fully functional Public Participation and Petitions unit with a section 79 committee which was established by the council with terms of reference. There is a Public Participation policy which was reviewed and amended in 2016 to accommodate the integrated service delivery model in the form of War Rooms or Operation Masiphathisane.

In 2016, the Province of the Eastern Cape through Premier's office advocated for the establishment of the War Rooms known as Operation Masiphathisane which is a tool to accelerate service delivery in our areas. In response, the municipality established war room structures in all the 32 wards which were proceeded by the workshop to orientate the communities on the role of War Rooms.

Ward Committees have been established in all the 32 wards according to the Municipal Structures Act no. 117 of 1998 section 73 and are fully functional as they submit reports monthly to the Office of the Speaker. The ward committees were inducted on their roles and responsibility and provided working tools to enhance their role within their wards. They receive their monthly stipend as mandated by the Municipal Structures Act.

All wards have ward based plans which are used in the development of the IDP.

The Public Participation unit enhances community involvement through various ways which include the following:

- ▶ Ward Committee Meetings which are attended by Community Liaison Officers
- ▶ Ward community meetings
- ▶ Community surveys
- ▶ Awareness campaigns
- ▶ Municipal Newsletter
- ▶ Municipal Facebook page

-
- ▶ Community Radio slots for Councillors
 - ▶ Stakeholder engagement
 - ▶ Advertisements and publication of municipal and government events
 - ▶ Advertisement of Compliance documents like Council to adopt Budget, IDP, rates and IDP
 - ▶ Mobilisation of communities for all Municipal and Government programs
 - ▶ Mayoral campaigns which include EXCO outreach and IDP Roadshows which are done in wards every year

Social Cohesion or nation building activities

The municipality is involved in the following programs for social cohesion:

Ingquza Hill Mpondo revolt, Mandela day, O.R. Tambo month, World Aids Day, 16 days of Activism and Mayoral week – career expo and sporting activities

2.9.2. Special Groups

The Municipality has a fully functional Special Programmes Unit which caters for all the vulnerable groups or sectors (children, youth, women, and the disabled). The municipality focuses on establishment of structures and also gives support in order to change their living conditions. The municipality also focus on the integration of vulnerable groups to the greater society by providing awareness campaigns and education. The municipality observes the days which are attributed to the vulnerable groups like disability month, 16 Days of activism, World Aids day, and Down syndrome days. The municipality also works with the Departments of Education, Health, Social Development and the South African Social Security Agency (SASSA)

2.9.2.1. Children

Every year the municipality donates school uniform to 100 needy, vulnerable children in 5 or more schools throughout the municipality. Also, pre-schools are supported with learning and playing material which is always preceded by an assessment.

2.9.2.2. Youth

The municipality has an annual mayoral week which focuses on the exposure of school pupils to career options and the promotion of sports. The career exhibition has grown to include 28 high schools within Ingquza Hill and PSJ municipality.

The municipality launched a youth council which is fully utilized and supported by the municipality. Through the youth council, the youth in school is supported with NSFAS forms, application forms for registration to tertiary institutions, and sanitary towels. Out of school youth is trained on business issues and establishment of cooperatives.

2.9.2.3. Women

There is a women's caucus which is used to champion all the women issues inside and outside the council. Women are always supported in establishment of cooperatives and businesses as a way to fight poverty. There are awareness campaigns against violence on women and children.

2.9.2.4. Disability

The municipality assists the sector with workshops, trainings and sport for disabled people every year. There are disability centres and cooperatives which are supported by the municipality.

2.9.2.5. Veterans/ Elderly

The municipality supports the elderly people in their sporting activities and has a burial fund for the veterans. They are invited to the social cohesion activities of the institution like Mpondo Revolt and State of the Municipality Address by the Mayor.

The municipality is considerate of the following pieces of legislations

- ▶ Children's Charter
- ▶ HIV and Aids Policy
- ▶ Constitution of the Republic of South Africa: Chapter 2 , Bill of rights

2.10. Audit Committee

The council has endorsed the list of the members of the Audit Committee, which is made up of 5 members. The list of the audit meetings has been carried out and the municipality has responded to the audit planning phase. There is a minimum of one meeting per quarter and it may be improved.

The audit committee reports directly to the Council. The role of the audit committee is to assist municipality on achieving its strategic goals and objectives by helping to maintain effective internal controls, risk management, accurate financial reporting and corporate governance. It provides mechanisms for the rendering of impartial advice and recommendations to the Municipal Manager and Council on financial and non-financial matters to improve accountability and clean governance. The committee is independent from the management and council.

The committee reviews significant accounting reporting issues. Monitors the financial reporting process implemented by management reports. Review Annual Financial Statements before release to Auditor General's Office. Reviews the quality and effectiveness of Internal Audit Unit. Ensures that significant findings and recommendations made by the Internal and External Auditors are appropriately acted on. Review and approves Internal Audit Charter.

2.10.1. Summary of Audit conclusions

The following is a summary of conclusions on the usefulness and reliability of the performance information report:

| Selected (Development priority/ objective) | Audit Criteria | | | |
|--|----------------|-------------|--------------|------------|
| | Usefulness | | Reliability | |
| | Current year | Prior year | Current year | Prior year |
| Basic services delivery and rural infrastructure development | Unqualified | Unqualified | Clean | Clean |

The reported performance information for the selected development priorities is useful and reliable, in all material respects, in accordance with the identified performance management and reporting framework.

2.10.2. Audit outcome:

A **clean audit** status was received in 2014/2015, 2018/2019, 2016/2017 financial years. Annual report and IDP assessment reports are done every year.

The municipality has considered the previous assessment such as the audit information, public participation, summary of the sector plans, human resources information and performance management system. The municipality has been rated high in the previous years

AUDIT ACTION PLAN TO ADDRESS AUDITOR GENERAL FINDINGS - 2016/2017 FINANCIAL YEAR AUDIT

| NO. | ISSUE/ FINDING | ROOT CAUSE | ACTION PLAN | CONTROLS/ANSWER | DATE/STATUS |
|-----|--|---|---|---|---|
| 1 | Restatement of corresponding figures: Note 32 to the financial statements, the corresponding figures for 30 June 2016 have been restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2017. | This was an error on the AFS. This was due to lack of controls to ensure that such error is detected. | The issue has been adjusted on the audited annual financial statement. The management will develop register and a file for all the prior year adjustment identified during the current year and will review the AFS for completeness and correct disclosure of prior period error to ensure that it does not occur in 2017/2018 financial year. | 1. Register and a file for prior period errors. 2. AFS with adjusted corresponding figures on the note and face of the annual financial statement. | 30/06/2018 15/08/2018 |
| 2. | Material impairments-consumer debtors : As disclosed in note 35 to financial statement , material losses to the amount of 5,58 million (2015-16: R5,47 million) were incurred as a result of impairment of consumer debtors. | Lack of proper controls in place to ensure that money owed by the consumer debtors is recovered. | 1. The management has introduced discounts to encourage debtors to make arrangements. 2. Epwp employees will be allocated to revenue section to distribute statements to consumer debtors on a monthly basis. | 1. Register for debtors with arrangements that is supported by a file with signed agreements. 2. Register for the Epwp employees. 3. Screen short as a proof that sms's are sent. 4. List of debtors with complete information. 5. List of debtors written off supported by the council resolution. | 1. Ongoing. 2. 08/01/2018 3. 31/01/2018 4. 31/01/2018 5. 30/06/2018 |

| | | | | | |
|----|---|---|--|--|---|
| | | | <p>3. A system to send SMS's to consumer debtors will be used to improve communication with debtors.</p> <p>4. Data cleansing has started to ensure the correct valuation of debtors.</p> <p>5. Debtors that could not be traced and that is uneconomical to peruse will be recommended for write off.</p> | | |
| 3. | <p>Material impairments-Sale of sites: As disclosed in note 41 to financial statements, material losses to the amount of 4, 63 million were incurred as a result of sites sold at less than market values.</p> | <p>Lack of proper controls to ensure that land register for inventory is correctly adjusted to ensure that sites are recorded at lower of cost or net realisable value.</p> | <p>Realisable values for Land that is classified as inventory will be determined end of the financial year to ensure that it is correctly valued.</p> | <p>1. Supplemental valuation for land register.</p> | <p>30/06/2018</p> |
| 4. | <p>Material misstatements on the annual performance report: Material misstatements in the annual performance report submitted for auditing were identified. The material misstatements were on the reported performance information of the basic service delivery program.</p> | <p>1. Lack of proper controls and coordination in place to ensure that annual performance report is correctly aligned with monthly reports ,SDBIP and POE's.</p> | <p>1. Audited annual performance report was adjusted to correct the misstatements.</p> <p>2. In the current year SDBIP will be adjusted to ensure that it reflects any adjustments that has occurred on the targets and indicators.</p> <p>3. Reviews will be done on a monthly basis by the internal audit to ensure that any adjustments are effected and consistency between the documents is verified.</p> | <p>1. Adjusted SDBIP and report from the internal audit.</p> <p>2. Annual performance report that is aligned to sdbip and monthly reports.</p> | <p>1. Monthly reports from internal audit.</p> <p>2. Adjusted SDBIP 31/04/2018.</p> <p>3. Annual performance report 15/08/2018.</p> <p>4. Pre audit report 15/07/2018</p> |

| | | | | | |
|--|--|--|---|--|--|
| | | | 4. Pre audit of the performance information will be also be performed by the internal audit unit at the end of the financial year to verify accuracy. | | |
|--|--|--|---|--|--|

2.11. Ward Based Needs Analysis (32 Wards)

The Municipal Systems Act entrenches participation as a central concept of Integrated Development Planning, using community based needs methodology gives municipalities a way to strengthen the participatory aspects of the IDP. The approach that has been developed does not simple improve participation in the IDP, but also assists wards to develop locally-owned ward needs / plans that build on local strengths, focus on local actions as well as identify support needed externally through the IDP and from sector departments jointly.

| Service delivery issues | |
|--------------------------------|--|
| Electrification | A number of 46 042 households are connected to electricity Challenge is the rapid growth of infills with a number of 2 804 households not connected to electricity 6 357 |
| Infrastructure | Construction of new access roads, construction of bridges maintenance of access roads. Maintenance of existing infrastructure including community halls. Close monitoring of all projects |
| Water and sanitation | Completion of unfinished water projects. Protection of springs, purification of water. There is still a high demand of sanitation. Utilisation of 440 piped water in the municipal area to curb water challenges |
| Human Development | Skills development program, Learnship programs and Jo opportunities |
| Tourism | Capacity building and marketing on tourist attraction, Development of heritage sites. Access roads to heritage sites and all tourism attraction areas. |
| Agriculture | 102 functioning agric projects, provision of support to 29 not functioning projects. Training of SMME's on project management. Provision of Irrigation schemes |
| Forest | Protection of forests against fire, workshops on importance of forests |
| SMME Development | <i>Training of SMME's, close monitoring of cooperatives, Provision of infrastructure, Hombe dam (identified as a</i> |

| | |
|-----------------------------|---|
| | dam with potential for fish farming). Training for youth on Fish farming (in preparation for Ocean Economy as a national programme [Challenge is dam is a health risk because it is not fenced |
| Designated groups | Proper infrastructure for old age homes, Capacity building on youth through NHBRC programs. Health and safety programmes. Certification in Trade Test (Electricity, motor mechanics, panel beating, spray painting, welding etc.) in preparation for the SANRAL N2 route. |
| Town Planning | Parking bays, Taxi ranks, road markings, paving , potholes in town |
| Housing | Incomplete housing projects, close monitoring of housing projects. Some words do not have low cost housed |
| Finance | Incorrect billing and non payment of rates |
| Good governance | Appointment of CDW's not done in all wards, no proper communication of municipal prgrams |
| Waste management | Poor collection of waste in towns, full skip bins |
| Early Childhood development | Support to preschools |
| Education | Eradication of mud schools |

2.12 IDP Roadshows 2018/19

The constitution of the Republic of South Africa outlines the importance of participatory governance wherein people within the different localities are able to influence the outcomes of service delivery.

Chapter 4 (16) (1) of the Municipal Systems Act states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance and must for this purpose:

- a) Encourage and create conditions for, the local community to participate in the affairs of the municipality, including in
 - (i) The preparation, implementation and review of its integrated development plan.

-
- b) Contribute to building the capacity of –
- (i) The local community to enable it to participate in the affairs of the municipality;
 - (ii) Councillors and staff to foster community participation; and
 - (iii) Use its resources, and annually allocate funds in its budget, as may be appropriate for the purpose of implementing paragraphs (a) and (b).

IDP is therefore taken through to communities to allow communities to undertake the following:

- ▶ Influence municipal planning,
- ▶ Allow for openness and transparency,
- ▶ Accountability, and
- ▶ Develop a culture of community participation in governance affairs.

It is against this legislative background that IDP roadshows for 2018/19 financial year were held on 11 – 13 April 2018 across 32 wards of the Ingquza Hill jurisdiction. The presentation of the document to communities entailed the following:

- ▶ Priorities,
- ▶ Projects identified per ward,
- ▶ Projects to be implemented by other government departments, and
- ▶ Budget allocation

Date: 11-13 April 2018

| Community Inputs | | |
|--|---|---|
| <p>Ward 01:</p> <ul style="list-style-type: none"> • There is no clinic at Makhwaleni, requesting the municipality to intervene on the feud between the traditional leadership and community to reach a common decision of the construction of clinic as Department of Health approved the construction of the clinic long time ago • Poor condition of T153 road • Ngcoya access road requires urgent maintenance • Requesting a pay point for social grant beneficiaries at Thembukazi village • Requests the construction of a bridge (Mzimvubu bridge) that connects Thembukazi to Libode • Requesting access road to Nyasa village | <p>Ward 02:</p> <ul style="list-style-type: none"> • Lukhanyisweni access road needs maintenance • Request maintenance for Mkhobeni oad • Request mobile clinic at Hlababomvu | <p>Ward 03:</p> <ul style="list-style-type: none"> • A need for a bridge crossing from Lugongqozo Village to Tabankulu villages and Access Road in in Ngozi Village. • Maintenance of T-Road from Tshandatshe to Mantlaneni - it has many muddy areas and potholes. • Pre-school in Lugongqozo Village • Need access road in Gangeni to Mfankomo. • Youth requested to be empowered with computer skills and local women with sewing skills. • RDP Houses in the ward. • The whole ward has water crisis. • Zihagwini to Mfinizweni access road needs maintenance. • Buziba access road needs maintenance and electrification (infills and extensions) • In Qwakele village they have no electricity, schools are far, and toilets are full. • Youth in the ward requested sports field as a way to keep youth out of the streets |

| | | |
|---|--|---|
| <p>Ward 04:</p> <ul style="list-style-type: none"> • Access Road- Maliwa Village • 7 houses need switch on – Kwa- Zulu • Construction of a slab – Laleni • Provision of Stall to sell vegetables • RDP Houses- Mbilikati • Training of SMMES, Allocation of Budget to assist small famers, Job creation • Involvement of community members in projects funded by other Departments • School Nutrition • Benefits for employees (permanent and Casual) • Road maintenance • Humps R61 also Thafabanzi • Donation of Pre-School Toys and Material for Libraries • Provision of Paraffin in Thafabanzi- the service provider has only went once • Installation of electricity – Thafabanzi also how does the municipality select paraffin beneficiaries • Educational Funding to Grade 12 Learners and Youth Development • Water Supply- Ludiwane | <p>Ward 05:</p> <ul style="list-style-type: none"> • DRDAR should implement more agricultural projects across the ward • Serious challenge of water in all villages requesting a relief in the form of water tanks • Maintenance of access road from Mneketshe school – Dikidikini village • Requesting access road to eGxeni village • Requesting maintenance of Baleni T-Road • Requesting network pole at Dikidikini area (there is no network at all) | <p>Ward 06</p> <ul style="list-style-type: none"> • Ntsimbini access road was requested in 2011. • Nkululekweni access road does cover all of areas, so Kilometres must be increased. • Request for streets in Nkululekweni. • Request for streets in Thabo Mbeki. • Traffic Congestion in town. • Water drainage in the backstreet road. • Need for taxi rank and bus rank in Flagstaff. |
| <p>Ward 07:</p> | <p>Ward 08:</p> | <p>Ward 09:</p> |

| | | |
|---|--|--|
| <ul style="list-style-type: none"> • Request for support of the Laphumilanga Pre-school • Need for toilets, electricity connection on the extensions and villages that have not been connected • Maintenance of the Bisi Hall: Gate and chairs stolen, electricity meter box also stolen and the structure itself needs maintenance • Dlibona Access Road: The community is not happy with how maintenance of the road was done and it needs to be redone • Request for a sports field in Sigingqini Village • Water at mission • Construction of the road from the mission in Ngqwabeni that joins the Ngqwabeni and Manyengele road • RDP houses at Sigingqini Village • Municipality to resolve the land issue for the land fill site • Ponds for dumping of sewer as the current arrangement is dangerous for communities because the waste is washed into the river when it rains • Request for temporal shelter for seven families who were struck by a disaster at Kwa-Nyathi Village • Grader for grading of the soccer and netball grounds at Kwa-Nyathi village • Follow up on the Multipurpose centre | <ul style="list-style-type: none"> • The municipality has maintained a road from Bhokodisa and stops nearby the school; that road needs to be extended and the municipality must also address the dam that is nearby the school. • The community welcomed the funding from the small town revitalisation of Flagstaff. • The road maintenance must start from 10 kilometres. • The contractors appointed by the municipality must be properly monitored. • They need a playground. • The kits that are distributed during the Mayoral Week must be of good quality. • Need for access to clean drinking water. • The satellite centre for the Licensing must be made available in Flagstaff. • The municipality must install electricity to areas that do not have. • The municipality must construct access roads to areas that do not have. • The municipality must give report back/ progress on Ixopozo 500. • The municipality must ensure that there is inclusivity of all cultures during Ingquza Hill Memorial. • The progress report on the disaster houses. • The distribution of paraffin must be done in the nearby stations. • How does the municipality select schools for installation of high mast? • The municipality must consult the sports | <ul style="list-style-type: none"> • Electricity issue - Mr Msebe - Zone 12 Siphazeni (Zamekile Ext). Uncompleted roads within the Ward. • IDP Translation - Mr Xhama – clearly focusing on Ward 9. • Challenge on lack of Doctors in Holy Cross – Ms Masilangwe. Interpretation of IDP document by Ward Cllr. • Directions and guidance on learners license registration - Mr Madikane. • Electrification of RDP houses - Mr Gogo. Verification of statements before report (MPAC verification prior to reporting). Bridge which was supposed to have been constructed. • Additional Hospital requested in Flagstaff – College or Institution of Higher learning in the area. Bakery funding. • Tracksuit kit and ground for old age female club (Masbumbane project) • Abandoned roads construction - Zone 12 headlady Construction of toilets. • Sub-station for Fire extinguisher in Flagstaff |
|---|--|--|

| | | |
|--|---|--|
| <p>by the Municipality</p> <ul style="list-style-type: none"> • Finalise outstanding electricity connections at Ngqwabeni village • IHLM must engage the OR Tambo DM on the issue of considering people living with disabilities when constructing ablution facilities • Fencing of Kwa-Nyathi Bakery • Municipality should facilitate services on wheels for ward seven so that people who do not have birth certificates and ID's can access the service | <p>committee when there is a construction of sport field.</p> <ul style="list-style-type: none"> • The plan of the municipality in maintaining the existing infrastructure. • The municipality must invite scouts during the Mayoral Week. • There must be a fund to support small business. • The IDP Document must include all the government departments plan for the wards. | |
| <p>Ward 10:</p> <ul style="list-style-type: none"> • Request Funding of Fama Bambanani Wood works project • Request Community Work Programme • Request free basic services -Electricity • Request reconstruction development programme Houses • Request Sport fields • Cultivation of maize fields • Fama-Mngquzu Bridge • Request Water Supply • Households without toilets | <p>Ward 11:</p> <ul style="list-style-type: none"> • Need for Qamangweni bridge • Needs for Ndzaka bridge • Nzaka way to miliefields requires fixing of erosion • Nzaka fencing of miliefields • Shifting of road between Dangwana and Ndzaka needs diversion as it is now dangerous • Need for dip tank at KuNdzaka • There is no EPWP to do minor works on roads • Water is a crises and OR Tambo promised to have water issue will be addressed by October • OR Tambo is not responsive • Mayor promised Jojo tanks at Hlwahlwazi | <p>Ward 12:</p> <p>The following villages requested streets in their villages because people cannot easily access the main road</p> <ul style="list-style-type: none"> ➤ Mjikalale ➤ Didi ➤ Mpoza ➤ Mapheleni • Forestry Development in Mjikalale • RDP Houses. • Spring Protection while awaiting major water supply. • Fencing of maize fields • Dipping tank in Didi • Electrification, new meters are giving commuters problems - infills and extensions - in Didi. • Borehole needs fixing in Didi. |

| | | |
|---|---|--|
| | <ul style="list-style-type: none"> • People went back to collect water from fountains because taps are no more out letting water. There is need for fencing of them • Require streets at Hlwahlwazi • Hlwahlwazi main road is damaged need rehabilitation • RDP houses at Hlwahlwazi • Electrification project must be completed. Response is that Electrification will be done and Eskom is already in consultation with ward Cllr • Umxhokozweni access road from Scwenza to Maqanyeni need to be maintained • Umbhadango slab promise • Umxhokozweni Khimbila Sicwenza access road is very necessary • Request for community to access employment at municipality even at the level of cleaning • Request increase EPWP number • Request for maintenance of access roads at Kimbili and Scwenza | <ul style="list-style-type: none"> • Access road to Thandizulu School needs maintenance. • T-Road via Qaukeni is muddy, needs regular maintenance as it is busy • There is no water at Mapheleni Village. • Clinic is far at KwaGorha. • In Lubala they requested Sports Field, RDP Houses, Community Hall which is incomplete, Scholar Transport, • In Bukazi the community requested clinic, access road from Boundary to Phondopantsi, Water, and Community Hall. • Unemployment rate is high in all villages. |
| <p>Ward 13:</p> <ul style="list-style-type: none"> • Community of Ward 13 acknowledged and accepted the document. • They need the municipality to construct the access road at Galatyeni | <p>Ward 14:</p> <ul style="list-style-type: none"> • Extentions that are 10 years old need electrification • Constructed MV line but not complete needs investigation • There is a cry for tertiary institution around Ingquza Hill | <p>Ward 15:</p> <ul style="list-style-type: none"> • Community Hall in Malizole. • Water taps in Malizole have run dry • Need for taxi Rank in Town • Need for parking in town • Joe Slovo Community Hall, toilets |

| | | |
|--|--|--|
| <ul style="list-style-type: none"> • Issue of assistance of Youth Projects was raised sharply • Maintenance of the ward 13 access roads • Request for the construction of bridge for the road that joins Galatyeni and Xhurana. • Request for the grass cutting for their sports field • Sports programs need to be done properly • There are few people who are benefiting from free basic services i.e Paraffin and electricity. • The municipality must build one proper football ground in ward 13 • There must be a school that is supported/ arranged for the youth that have failed grade 12. • There must be a strategy to establish and maintain good relations between the Ward Councillor and the ward committees for ward 13. • The municipality must engage its district with regards to water challenges of ward. • The municipality must prioritise the construction of access roads. • There is road that has been built in ward with no pipes for storm water drainage. • The communities further requested a municipality to facilitate the construction of the clinic which is | <ul style="list-style-type: none"> • Municipality service of water taps • Access roads are needed • Toilets are full and need new ones • There is no clean water. People drinking with cows • Unemployment is high and there's an urgent need to resolve that • Sport field is too far at ward 3 community needs its own • Construction of highmast as crime levels are increasing • Dumalisile SSS need high mast light • Request sport centre • Employment of disabled • There is no reflection of projects to be implemented in ward 14 on the IDP • Improvement in meeting announcement for meeting like this one • Unemployment is rife • Construction of streets at Ezinkumbini • Mmangweni access road • At Gubevu there is a collapsing bridge which affects schooling. • Gubevu request streets • How do get employment at mmunicipality • What is happening with N2? • Is municipality not intevining where there are ophans • At Gunyeni there is a h/h that is always disregarded when electrification • The community hall is cracked and collapsing • There are 4 water taps at Gunyeni which | <p>need to be maintained.</p> <ul style="list-style-type: none"> • Road maintenance at Slovo. • Request construction of Streets in Malizole • Request for street lights in Malizole. • Tar Road in New Town • Poor monitoring in delivering services. • Poor building of houses at Slovo. • Urgent need for toilets in town. • Cemetery is not maintained and it also needs fencing. • High masts were vandalized in Slovo • Traffic law enforcement in town • Request for construction of toilets at Slovo. • Mdikane access road needs maintenance. • Potholes from St Elizabeth Hospital to Lusikisiki Town. • High rate of crime in town. • Water access in new town • Removal of Katilumla residents • Paving in town • High masts at Ndaliso and Ngqungqushe • Street trading causing havoc |
|--|--|--|

| | | |
|---|--|--|
| <p>central as the most of communities are far situated far from the current clinic.</p> <ul style="list-style-type: none"> • The municipality must advertise its post so that all communities can benefit. • IEC must not use the same people all the time during the voting. The job opportunity must be spread fairly in all communities. • The municipality must employ fairly and stop the nepotism in their employment. • The pre-school of Hillside need assistance from the municipality; similar to the pre-school in Vabetsho because the Hillside pre-school is the extension of Mrotshozweni. • Mfica Location need electricity as there are new households/ or infill's in the area. • The road to Mfica has been damaged due to the rains; as a results the vehicles are unable to transport communities due to the bad road. • Request employment in EPWP program for the maintenance of roads. • Request for onstruction of the RDP houses at Mfica. • Mfica community need to be given the paraffin for the indigent communities. • Request the municipality to construct | <p>do not have water</p> <ul style="list-style-type: none"> • Housing is required • Food parcels are not done correctly • Employment is for pearls • Request preschool at Goqolo village • How does a Grade 12 requiring job filled by people from far places, especially at Health Department • Nomakhaya at Ngobozani are not under Health and contracts expired long time • Water pipe were cut by municipality road construction • How to assist a cooperative • Ezinkumbini there is no employed at all. Water taps are far • Is EPWP meant to fill pothhols? • Warroom membership is unfairly composed and how does one become a member | |
|---|--|--|

| | | |
|--|---|---|
| <p>the access road from Sangoni to the river and also to the households in Mfica.</p> <ul style="list-style-type: none"> • Access to water in Mfica. | | |
| <p>Ward 16:</p> <p>MEETING DID NOT SIT</p> | <p>Ward 17:</p> <ul style="list-style-type: none"> • Request Access Road and Water at Kanana village • Request Laphumilanga School Access Road • Request Maintenance of Palmerton SSS Road • Request Access Road at Sitshayelo Village • Request Water Scheme at Sitshayelo Village • Training and Internship for the unemployed • Infills at Kanana Village • Sanitation of new Households • Water at Ntsimbini Village • Ntsimbini Clinic Access ROAD • Fencing of cultivation fields • Contraction of Bazana and Mkhulu Bridge • Unfinished toilets at Ntsimbini Village | <p>Ward 18:</p> <ul style="list-style-type: none"> • Requesting RDP houses at Nobhadula village • No water in all villages • Requesting maintenance of Nobhadula access road (badly damaged by rains) • Electrification of infills at Ngxambane village • Bad condition of access road at Mdakeni, it needs urgent attention as it causes many accidents and needs a slab • Electrification of infills at Nobhadula and Phumlo villages • Requesting access road at Ntongwana village |
| <p>Ward 19:</p> <ul style="list-style-type: none"> • Request of the pathways to all the routes to schools within the ward • Challenge of the newly erected electric meter boxes | <p>Ward 20:</p> <ul style="list-style-type: none"> • Poor documentation • Moyeni Access road does not cover the village • Request RDP Houses at Zigcwele village | <p>Ward 21:</p> <ul style="list-style-type: none"> • Non- functioning of the war room and also request budget allocation for War room by OTP. • Road Maintenance for Moyeni ; |

| | | |
|---|--|---|
| <ul style="list-style-type: none"> • High must lights along the river in Unity park where criminal acts seem to be more prevalent • Clear demarcation of the municipal land • Selection criteria on free basic services • Bad condition of the road between Khonjwayo and Gubevu • Mrs. Hlela requested an access road to her place • Potholes in R61 • Construction of the streets within Unity Park • Mrs. Phakade submitted a request for an access road from Cithwayo to Ngobozana J.S.S • Mrs. Duma requested a Municipal support on the project she is running | <ul style="list-style-type: none"> • Request fencing of Magwa dam • The electrification of Mshayazafe not complete | <p>Nkokhoni and Mahlakane; Ngqungqushe villages</p> <ul style="list-style-type: none"> • Quality of workmanship for Community Halls • Training for SMME's • Hospital renovations (Village) by DoH • Pot holes in town • High mast Ngqungqushe • Departmental initiatives targeting middle aged people 35 – 59 years by government. • Scholar Patrol – Ngqungqushe and Road Construction for Ngqungqushe; the Municipality must escalate with SANRAL and with consequences for the contractor. • Hedeni Drainage and Ndabeni road Drainage damaging houses. • Electricity at the Zion Church raised by Mr. Siwali. • Water Access in Moyeni – borehole installed but there is no electricity for it to function. • Transformer installed at Gojimbana but not connected as such community don't have electricity • Access bridges for Ngqungqushe Villages – Mission bridge – culverts must be used |
|---|--|---|

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> • SANRAL engagements facilitated by the municipality on the Ngqungqushe road. |
| <p>Ward 22:</p> <ul style="list-style-type: none"> • SANRAL program not reflected yet it affects the ward. Magwa falls, Gwenxintaba are tourist attractions beneficitation • Mafolwana to Gwenxintaba maintenance is not reflecting • Municipality to assist on tourism and agricultural projects • Consideration of Magwa forest job creation • To please fast track Gxeni and Gwenxintaba scholar transport and give indication as to when it will be done • Gwenxintaba: roads, electrification and scholar transport • No electrification in Tyhuphu • Houses that were done in 2001 still not finished • 500/1000 houses were promised and nothing has been done currently • High crime rate due to non-availability of sports field in all 6 villages | <p>Ward 23:</p> <ul style="list-style-type: none"> • Lambasi business Forum, and allocation of SMME's. • No employment of ward members on N2 project. • N2 program managed at komkhulu • Maintenance of Cuthwini access road. • Khonjwayo access road surveyed but not constructed • Construction of Khonjwayo clinic • incomplete construction of toilets and some households did not benefit • EIA need to be approved. • Progress of street naming. • Dimfi access road in a very bad condition • Construction of streets in the ward • Electricity • Bridge at Mbotyi • Rhole and Ndengane internal Street • Kgotso and Phalane access road • Poor consultation by the municipality | <p>Ward 24:</p> <p>MEETING DID NOT SIT</p> |
| <p>Ward 25:</p> | <p>Ward 26:</p> | <p>Ward 27:</p> |

| | | |
|---|--|--|
| <ul style="list-style-type: none"> • People of Kwakhanyayo and Lumphondo are requesting for the maintenance of their boreholes (the boreholes are dysfunctional). • The Disaster department does not respond when there is an emergency and there is no assistance from them whatsoever. • The OR Tambo water cut does not deliver water when there are funerals in the area. • Mr Unathi from eMbango says there is no ward committee in their village. • Zathelela from Naintsentse they are requesting for an access road from Madumbeni to Magongo and another access from Poline to Dlambula. • Mxolisi Magidigidi from Ngwenyeni is requesting for training of project members in the ward. • There is a backlog of access roads in the whole ward. • There was no monitoring during the installation of electricity as a results some of the households were left without electricity. • Mr Petros Nongquzana from Kwakhanyayo they are requesting for lifeguards at Mkhathathi beach to be available the whole year round not only during the festive season. • Mr Phatsha from eNgwenyeni is | <ul style="list-style-type: none"> • Support of SMME'S • Support of small Constructors • Request Environmental Conservation Awareness Programme • Construction of access Road at Maramzeni • Request High Masts • Support of Cooperative • Cleaning of Ingquza Heritage site • Construction of a Clinic • Unfinished RDP Houses • Funding of Mthontsasa Sophumelela project • Request Finishing School • Request construction of Hlabati Access Road • Quality of Babane Road maintenance | <p>Fencing of the dam along the Holy Cross hospital</p> <p>Unknown deduction in the money for the grant of the elderly people</p> <p>R.DP. Houses for elderly people</p> <p>Destitute houses (when is construction going to take place?)</p> <p>Finishing school provision at Ndaliso J.S.S</p> <p>Thaweni Access road Construction</p> <p>Mqhume Access Road construction</p> |
|---|--|--|

| | | |
|--|---|---|
| <p>requesting for the installation of electricity for 35 households.</p> <ul style="list-style-type: none"> • Mrs Mavumba from eMalola Village is requesting for the installation of electricity for 10 households. • Siphelele from eSkhulu is requesting for toilets/water drainage in access roads, houses and water taps. • Sonwabile is requesting for improvement and innovation during the Mayoral Cup tournament. • Andiswa Yabani from eLuqolweni Village is requesting for maintenance of Luqolweni access roads and the installation of electricity was incomplete. | | |
| <p>Ward 28:</p> <ul style="list-style-type: none"> • Road maintenance which affects access to Tabase Village. • No toilets • Coka preschool not fully operational • Housing development at Vlei still remain unresolved • Vlei Bakery Coop needs support from the municipality • Directions and guidance on learners license registration and driving licenses • Old town (Tauka) village needs road maintenance; electricity infills; no | <p>Ward 29:</p> <ul style="list-style-type: none"> • Request access road at Ndzondeni village • The government must assist in disaster at Ndzondeni village • Request speed humps at Ngxangxadi • Request scholar transport at learners from Lower Qoqo to Ndaliso S.S.S | <p>Ward 30:</p> <ul style="list-style-type: none"> • Youth skills development centre • Multi-purpose community centres • Fencing of ploughing fields at Debesa • Mobile clinic visibility at all villages • Youth and women's project assistance • Toilets / sanitation in 6 villages • Access roads in 6 villages • Internship and learner-ship programs must accommodate all wards of IHLM only • Marashu sheeping shed |

| | | |
|---|--|---|
| <p>toilets; no housing development and no access to water.</p> <ul style="list-style-type: none"> • Vlei Community Hall • Mcobothini; Khabindlala and Coka Preschools • The Municipality must provide PA system when conducting IDP roadshows. • Eluthontweni / Sthontweni (Dipini) electricity not working. • Sidakeni location – road maintenance; electricity infills; toilets facilities and No housing development. • Skills development programs for youth and exit strategy for learnerships/internships implemented. • Community members have a problem with wild pigs. • Mayoral tournament must be more community and youth focused. • Sport grounds upgrade for youth. • The municipality must engage IEC not employ Teachers to do Voter registration and supervise elections as these programs must target graduates in rural areas/ unemployed youth. • House damaged by the road | | <ul style="list-style-type: none"> • Jaca Youth piggery project needs assistance • Luphandlasi requested streets from the main road. • When providing internships and learnerships, the municipality must prioritize youth from Ingquza Hill. • Debese Village requested fencing for their maize fields. • Access Road and electricity in Nkathazweni village. • Water is a ward problem. • High unemployment rate • Nonkonyana Village requested speed humps and maintenance of access road. • Mobile clinic in JACA village does not come as often as required. • Jaca to Mangcwabeni Access road |
|---|--|---|

| | | |
|--|---|--|
| contractor at Mketengeni still not fixed; the municipality must intervene | | |
| <p>Ward 31:</p> <ul style="list-style-type: none"> • Road maintenance in Mafadobo • Lwandlana access road • Community hall at Bungeni • Monitoring of projects • Bridge from Lwandlana to Mathe • No progress in learners license program • Masizakhe SPS is in bad condition • No progress in Xopozo 500 project • Thobintetho to Sihlonyaneni access road • High rate of crime • Sport activities • Xopozo Pre-School is in bad condition. • Training of security. | <p>Ward 32:</p> <ul style="list-style-type: none"> • Requested the municipality to build a Community Hall at Mgwedleni as the current Hall is not central and do not own it • There is an access road that was not completed by the municipality; the road that joins ward 25 and 32. • Need for water provision • Ward meetings are not convened • Request was made for access road to Waya-wayaya. • Maintenance of the access road to Ndlovu. • Request a community Hall in Kwakhanyayo as this is a village that have many households. • The municipality must do maintenance of the access roads from Emphakomo (Kwacaba) to Ezibayeni. • The post office is not functioning effectively. • The service providers must be used interchangeable. • The party agents of different parties in the election must be given a stipend. • They want to be employed as EPWP for the maintenance of Public Works Roads. • The PR Councillor must be visible to the ward | |

| | | |
|--|---|--|
| | <ul style="list-style-type: none">• Need for maintenance of a road from Roma to Bhukuveni.• Maintenance of the road to KTC clinic.• RDP houses.• There is a high rate of poverty in the ward.• Contractors in wards do not use ward human capital during projects.• There is a lack of monitoring of the projects. | |
|--|---|--|

CHAPTER 3: STRATEGIES AND OBJECTIVES

3.1. Introduction

The municipality is the process of developing the strategies and objectives for the 5 year term looking at the situational analysis of the municipality. The municipality has also developed the vision and its mission looking at the future developments in the municipality.

The strategic planning paved the way for the comprehensive vision development and mission for the municipal leadership. This is the review of 2017/2022 IDP for the year 2018/19 financial year.

3.2. Vision of the municipality

"A developmental and responsive municipality"

3.3. Mission

"To promote sustainable development by ensuring service delivery in an equitable manner prioritizing community needs and good governance".

3.4. PESTEL FACTORS

The macro-economic climate within which the 2018/19 strategy review is formulated is important. It determines the external factors that have a direct bearing on the municipal plans – the municipality has to take cognisance of these. Critically, although the municipality has no control over these factors, any plan that does not consider these factors will have implementation risks.

3.4.1. ANALYSIS OF KEY PESTEL FACTORS

| FACTOR | Description | Potential Impact | Recommended action |
|-----------|----------------------------|--|---|
| Political | New President | Cabinet re-shuffle may affect existing program execution | Relationship building with affected Departments |
| | National Elections in 2019 | Community demands | Clear pre-election communication strategy |

| | New policy direction – expropriation of land without compensation | Increase rate of land invasion | Community engagements |
|----------|---|---|---|
| Economic | High external Debt | External reliance External grant conditions dictate the development agenda | Build a strong economy base on available assets (natural resources; land and the ocean) |
| | Economic grading at all time low | Increased inflation | Encourage local production |
| | High youth unemployment | Further marginalisation of the youth | All Government departments & Municipalities to have clear youth participation Programmes in social and economic development |
| Factor | Description | Potential Impact | Recommended action |
| Economic | Policy on free tertiary education | Budget downward adjustment for other Programmes of State | Organs of state to take cognizance of such budget downward adjustments and effect the same |
| | Budget policy speech on increase of Value Added Tax | Affect the poor as this occurs in a weak economic climate | Alleviate the cost of doing business with the state e.g. service people at closest points. For marginalized poor communities that spend on high transport costs: priority should be bringing services closer to where they are |
| Factor | Description | Potential Impact | Recommended action |
| Social | High crime rate | Investment disincentive | Improve policing Improve community lighting. |
| | High rate of new HIV infections | Increase cost of health care | Early education of the affected high risk groups |

| | | | |
|-----------------------|---|--|---|
| Technological | Broadband boom and promotion by Provincial Government | Reduction in cost of getting information | Government buildings, libraries, public service points (e.g. malls) to aim to have free hot spots. |
| | E- services | Red-tape reduction Improved customer care Investment incentive E- business sector for youth | Organs of state to consider e-services as an additional service Support for technology, innovation & e-business |
| Factor | Description | Potential Impact | Recommended action |
| Technological | Cellular communications | Ease of information dissemination especially for marginalized youth | Organs of state to set up & manage popular social media platforms |
| Environmental | Climate change | Affects agricultural produce | Development of climate change resilience & response strategies. Organs of state to have early warning systems in place / link with existing national centers |
| | Alien species control | Depletion of water resources | Identification, mapping and eradication |
| Legal | New legislation | | |
| Disruption in systems | Financial and HR Implication | | <ul style="list-style-type: none"> • Training of stakeholders • Budgeting • Employ required personnel |

3.5. INGQUZA HILL: SWOT ANALYSIS

The municipality considered its strengths considering what is done exceptionally well, the comparative and competitive advantages, considering the municipal resources in form of the physical and fiscal support for the implementation of its programs. It also critically considers areas where improvement is encouraged and what needs to be done to address the weaknesses. The opportunities that the municipality is exposed to and how the municipality must exploit those opportunities. The external forces which has a direct impact on municipal functions and must duly be considered the planning process.

- ▶ The SWOT analysis reflects organisational analysis in order to identify strengths, weaknesses, opportunities and threats.
- ▶ The analysis assists in shaping the municipal strategies together with the municipal risk management framework.
- ▶ The IDP strategies have attempted to build on the strengths and mitigate the weaknesses.

| Strengths | Opportunities |
|---|--|
| <ul style="list-style-type: none"> ▶ Skilled staff. ▶ Existing Policies. ▶ Clean Audit Opinion. ▶ High IDP Assessment Rating. ▶ Existing Systems. ▶ Financial control systems are in place. ▶ Vehicle Testing centre to increase revenue ▶ Functional Council Committees ▶ Functional Local Labour Forum | <ul style="list-style-type: none"> ▶ N2 Wild Coast Road ▶ Flagstaff Small Town Revitalisation Programme. ▶ 2nd largest regional centre in the District – We have the numbers. ▶ Scenic and panoramic beauty (gorges; ocean) ▶ 45 km stretch of coast line (longest in OR Tambo). ▶ Unique bio-diversity (vulture colony) |
| Weaknesses | Threats |
| <ul style="list-style-type: none"> ▶ Low revenue collection ▶ Weak Labour Relations. ▶ High Staff turnover. ▶ Weak Stakeholder Relations. ▶ Inconsistent network signal. ▶ Slow pace of service delivery (slow movement of capital budget). | <ul style="list-style-type: none"> ▶ Land Invasions ▶ Environmental degradation ▶ Climate Change ▶ Disaster prone area |

| | |
|--|--|
| <ul style="list-style-type: none">▶ Coordination of community feedback loop, monthly reporting and actioning of issues.▶ Low risk maturity level.▶ Low Monitoring and evaluation maturity level.▶ Low Performance Management System Maturity level.▶ Land administration and boundary disputes▶ High number of unresolved legal cases▶ Non compliance with certain statutes▶ Shortage of office space | |
|--|--|

3.5.1. STRATEGIES AND OBJECTIVES PER KEY PERFORMANCE AREAS

3.5.1.1 Basic Service Delivery

Objective: To provide basic service delivery through infrastructural development in an environmentally friendly manner

| FOCUS AREA | KEY ISSUES/CHALLENGES | STRATEGY | BASELINE | PROJECT IDENTIFIED | BUDGET | INDICATOR PERFORMANCE | 5 YEAR TARGET | ANNUAL TARGET | | | | | INDICATOR CUSTODIAN | |
|-----------------------------------|---|---------------------------|--|---|----------------|-------------------------------|---------------|---------------|-----------|-----------|-----------|-----------|---------------------|------|
| | | | | | | | | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | | |
| Expansion of roads infrastructure | Some communal areas do not have road facilities ranging from provincial road needs to access road needs | Construction of new roads | Total of 457km access roads of access roads done | Construction of new access roads | 33 626 440.32 | Km of access road constructed | 200Km | | | | | | Director Serv | Tech |
| | Majority of streets in urban bound are not surfaced | Surfacing of streets | Only Flagstaff arterial surfaced | Surfacing of Flagstaff and Lusikisiki streets | 22 000 000 .00 | Km of surfaced streets | 20km | | | | | | Director Serv | Tech |
| | | | Km of surface done | Surfacing of Lusikisiki streets (urban | | Km of surfaced streets | ?km | | | | | | Public works | |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | | |
|--------------------------------------|--|---|---|------------------------------------|----------------|------------------------------------|-------|----|-----|--|--|--|---------------|--------------|
| | There is need of R61 bypass for both towns | Construction of bypass roads for both towns | | Flagstaff bypass | R34 350 000.00 | Km of surfaced streets | | | | | | | Director Serv | Tech |
| | | | | Lusikisiki bypass | R25 000 000.00 | 2Km constructed | | | | | | | Director Serv | Tech |
| Maintain usefulness of roads | As roads are used and exposed to rainy weather they required rehabilitated | Rehabilitation of existing roads | 584km | Rehabilitation of access roads | 3 000 000.00 | Km of rehabilitated access road | 500km | 80 | 80 | | | | Director Serv | Tech |
| | | | 1km | Rehabilitation of surfaced street | 2 000 000.00 | Km rehabilitated surfaced street | 2Km | 0 | 2Km | | | | Director Serv | Tech |
| | | | | Rehabilitation of provincial roads | | | | | | | | | | Public works |
| Expansion of building infrastructure | Municipality requires new office buildings | Construction of new offices | Flagstaff new offices are close to completion | Construction of new offices | 30 000 000.00 | Constructed offices | 2 | 1 | 1 | | | | Director Serv | Tech |
| | Municipality requires new town halls | Construction of new town halls | Construction started this FY | Construction of new town halls | 7 014 949.60 | No. of constructed town halls | 2 | 0 | 2 | | | | Director Serv | Tech |
| | Some wards do not have community halls | Construction of community halls | Only 2 wards do not have community halls | Construction of community halls | 1 400 000.00 | No. of constructed community halls | 4 | 2 | 2 | | | | Director Serv | Tech |
| | St Elizabeth Hospital requires new building | Construction of new buildings | Existing ward is small and not state of the art | Construction of Lilitha building | | Constructed new Lilitha building | 1 | 0 | 1 | | | | St Elizabeth | |

| | | | | | | | | |
|---|--|---|---|--|----------------------------|---|-----------|--------------|
| facilities in order to run optimal health services | | Existing ward is small and not state of the art | Construction of new pediatric ward | | Constructed pediatric ward | 1 | | St Elizabeth |
| | | Existing laundry is small and not sufficient for the volume of work | Construction of laundry | | Constructed laundry | 1 | | St Elizabeth |
| Education need new school building to optimally provide teaching and learning | Renovations and addition of infrastructure | There are existing classrooms | Construction of a comprehensive ECD Centre inclusive of Classrooms & Play Area, installation of Electricity, Fencing, Toilets and Water tanks at Bikitsha JSS | | | | | Education |
| | | There are existing classrooms | Provision of 4x additional classrooms at Bodweni SSS | | | | | Education |
| | | There are existing classrooms | Provision of new prefabs, rainwater tanks, electricity, external works at Holy Cross JSS | | | | Education | |
| | | There are | Provision of 4x | | | | Education | |

| | | | | | | | | | | | | | | | | | | |
|----------------------------------|--|-------------------------------|--|--|---------------|---|---|--|--|--|--|--|--|--|--|--|--|--------------------|
| | | | existing classrooms | additional classrooms at Jiba SSS | | | | | | | | | | | | | | |
| | | | There are existing classrooms | Provision of 4x additional classrooms Phambili SSS | | | | | | | | | | | | | | Education |
| | | | There are existing classrooms | Upgrades and Additions to Existing School Infrastructure at SSS Part 1 | | | | | | | | | | | | | | Education |
| | | | Schools are operational | PSP services for various schools | | | | | | | | | | | | | | Education |
| Maintain usefulness of buildings | Some community halls require renovations | Renovation of buildings | No community halls has been renovated | Renovation of community halls | 500 000.00 | No. of renovated community halls | 8 | | | | | | | | | | | Director Tech Serv |
| Provision of disposal facility | There are no environmental complying disposal sites for 2 towns | Provision of landfill sites | No of licensed landfill sites | Construction of landfill sites | 9 600 000.00 | No of landfill sites constructed | 2 | | | | | | | | | | | Director Tech Serv |
| Provision of sport facilities | There are constructed sport centers at villages which would promote participation in sport | Provision of sport facilities | 4constructed sport facilities in urban bound | Construction of combined sport facilities (hall and field) | 14 230 370.92 | No of combined sport facilities constructed | 8 | | | | | | | | | | | Director Tech Serv |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | |
|------------------------------|---|------------------------------|---|---|----------------|--|------|--|-------------------------|-------------------------|
| Provision of public lighting | There is a backlog in provision of public lighting around the whole municipal area where people resides | Provision of public lighting | 20 high mast lights are installed and 10 being scheduled for construction this FY | Construction of high mast lights at high schools | 7 698 222.36 | No of constructed high mast lights | 32 | | | Manager Electrification |
| | | | OTP will provide funds to do planning in 2018/19 | Construction of high mast lights around Flagstaff urban bound under STR | 2 200 000.00 | Full design package for high mast lights | 18 | | Manager Electrification | |
| | | | OTP will provide funds to do planning in 2018/19 | Construction of streetlights under STR | 800 000.00 | Full design package for street lights | 863 | | Manager Electrification | |
| Electrification of h/h | There is a backlog of h/h to be electrified which constitute number of extensions that are aged | Electrification of h/h | There is pre-engineering done this FY for implementation in 2018/19 | PSP for electrification of ward 6, 7 & 8 extensions | 1 500 000.00 | Full design package for electrification of h/h | 1440 | | | Manager Electrification |
| | | | Pre-engineering will be done this FY | Electrification of h/h | 11 200 000 .00 | No of h/h electrified | 1344 | | | Manager Electrification |
| | | | Pre-engineering | Pre-engineering | | Full design package for electrification of h/h | 5 | | | Eskom |
| | | | Designs are readily | Electrification of extension | | No of h/h electrified | | | | Eskom |

| | | | available | h/h | | | | | | | |
|-------------------------------------|--|--|---|--|-------------------------------|------------------------|--|------|-----|-------------------------|----------|
| | | | There is no design requirement | Electrification of infills | | No of h/h electrified | | 2074 | 850 | Eskom | |
| | | | No alternative energy installed | Electrification of h/h through alternative energy | | No of h/h electrified | | 0 | 523 | Manager Electrification | |
| Servicing of sites with electricity | Sold business sites require provision electricity service in order to enable business operations | | Underground sleeves are constructed | Construction of LV network to connect business outlets | | Constructed LV network | | 0 | 2 | Manager Electrification | |
| Water supply | Provision of portable water | | Msikaba Regional Water | R3 000 000.00 | Constructed bulk water scheme | | | | | OR Tambo | |
| | | | Kwa Nyathi Regional Bulk Water Supply – Feasibility Study | R2 950 000.00 | | | | | | | OR Tambo |
| | | | Flagstaff Raw Water 3 | R1 250 000.00 | | | | | | | OR Tambo |
| | | | Flagstaff Regional Water Scheme Phase 2 | R625 000.00 | | | | | | | OR Tambo |

| | | | | (Contracts A | | | | | | | |
|----------------|--|---------------------------|--|---|-----------------|-----------------------------|--|--|--|--|----------|
| Sewerage works | | Provision of sewer system | | Lusikisiki Sewers & Waste Water Treatment Works Phase 2 | R 50,000,000.00 | Constructed sewerage scheme | | | | | OR Tambo |
| | | | | Extension of Flagstaff Eradication of Bucket System Phase 2 | R 15,500,000.00 | | | | | | OR Tambo |
| | | | | Lusikisiki Sewers & Waste Water Treatment Works Phase 1 | R 1,490,000.00 | | | | | | OR Tambo |

3.5.2. Institutional Transformation and Organisational Development

| FOCUS AREA | KEY ISSUES/CHALLENGES | STRATEGY | BASELINE | PROJECT IDENTIFIED | BUDGET | INDICATOR PERFORMANCE | 5 YEAR TARGET | TARGETS | | | | | INDICATOR CUSTODIAN |
|--------------------------------|--|-------------------------|--|-------------------------|---------|---|-------------------------------|---------|-------|-------|------|------|-------------------------|
| | | | | | | | | 2017/ | 2018/ | 2019 | 2020 | 2021 | |
| | | | | | | | | 2018 | 2019 | /2020 | 1 | 2 | |
| Human Resources Administration | Non-compliance with the BCEA & SALGBC Collective Agreement | Payroll Administration | Employee Self Service in place, Leave policy | Leave Administration | 50 000 | Number of leaves reports to be reconciled with attendance register on monthly basis | 20 Biometric reports produced | 4 | 4 | 4 | 4 | 4 | Human Resource Manager |
| | | Benefits Administration | Collective agreements/ Legislation implemented | Benefits Administration | 500 000 | Number of benefits/pension funds paid out | 20 | 4 | 4 | 4 | 4 | 4 | Human Resources Manager |

| | | | | | | | | | | | | | |
|--------------------------------|--|-------------------------------------|--|--|-----------|---|------|------|------|------|------|------|-------------------------|
| Human Resources Administration | Non-compliance with the BCEA & SALGBC Collective Agreement | Policy Development | Policies adopted | Policy Review | 50 000 | Number of Policies reviewed | 20 | 4 | 4 | 4 | 4 | 4 | Human Resources Manager |
| Human Resources Administration | Non-compliance with Section 166 | Organizational Development | Organogram adopted | Organogram Review | Nil | Number of Organogram | 5 | 1 | 1 | 1 | 1 | 1 | Human Resources Manager |
| | | | | Task Migration | 200 000 | Number of Final Outcome Report submitted | 200 | 250 | 200 | 150 | 100 | 50 | Human Resources Manager |
| Human Resources Administration | Unsound labour Relations | Fully Functional Local Labour Forum | Local Labour Forum sittings | Local Labour Forum | 30 000 | Number of LLF of meetings held | 20 | 4 | 4 | 4 | 4 | 4 | Human Resources Manager |
| Human Resources Development | In-ability to implement the workplace skills plan effectively. | Community Development Empowerment | Skills Development Policy & WSP in place | Implementation of Workplace Skills Plan. | 3 000 000 | Percentage implementation of the Workplace Skills Plan. | 100% | 100% | 100% | 100% | 100% | 100% | Human Resource Manager |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | |
|-----------------------------|--|-----------------------------------|---|---|-----------|--|------------------------------------|----|----|----|----|----|------------|
| Human Resources Development | In-ability to implement the workplace skills plan effectively. | Community Development Empowerment | None | Provision of support and assistance to grade 12 repeaters | 1 000 000 | Number of learners enrolled | 250 learners enrolled and assisted | 50 | 50 | 50 | 50 | 50 | HR MANAGER |
| Human Resources Development | In-ability to implement the workplace skills plan effectively. | Community Development Empowerment | None | Provision of bursaries to tertiary deserving students that performed exceptionally/ outstanding | 1 000 000 | Number of bursary recipients | 20 top achievers | 4 | 4 | 4 | 4 | 4 | HR Manager |
| Integrated Wellness | Integration of EAP, OHS, HIV&TB, Safety Health Quality Risk Management services. | Integrated Wellness Programme. | EAP unit is fully functional. Policy and procedures in place. | Implementation of the Employee Wellness Strategy | 900 000 | Percentage of referrals / EAP consultations of Councilor's & Employees to be made. | 20 | 4 | 4 | 4 | 4 | 4 | HR Manager |
| Integrated Wellness | Integration of EAP, OHS, HIV&TB, Safety Health Quality Risk Management services. | Integrated Wellness Programme. | EAP unit is fully functional. Policy and procedures in place. | Implementation of the Employee Wellness Strategy | 500 000 | Number of EAP workshops / Events to be made | 20 | 4 | 4 | 4 | 4 | 4 | HR Manager |

| | | | | | | | | | | | | | |
|---------------------|--|--------------------------------|---|--|---------|---|----|---|---|---|---|---|------------|
| Integrated Wellness | Integration of EAP, OHS, HIV&TB, Safety Health Quality Risk Management services. | Integrated Wellness Programme. | EAP unit is fully functional. Policy and procedures in place. | Implementation of the Employee Wellness Strategy | 500 000 | Number of EAP /OHS Roadshows or EAP Policy Presentation to be made. | 10 | 2 | 2 | 2 | 2 | 2 | HR Manager |
| Integrated Wellness | Integration of EAP, OHS, HIV&TB, Safety Health Quality Risk Management services. | Integrated Wellness Programme. | EAP unit is fully functional. Policy and procedures in place. | Implementation of the Employee Wellness Strategy | 10 000 | Number of Wellness Committee Meetings | 20 | 4 | 4 | 4 | 4 | 4 | HR Manager |
| Integrated Wellness | Integration of EAP, OHS, HIV&TB, Safety Health Quality Risk Management services. | Integrated Wellness Programme. | EAP unit is fully functional. Policy and procedures in place. | Implementation of the Employee Wellness Strategy | 300 000 | Number of safety audits to be conducted | 20 | 4 | 4 | 4 | 4 | 4 | HR Manager |
| Integrated Wellness | Integration of EAP, OHS, HIV&TB, Safety Health Quality Risk Management services. | Integrated Wellness Programme. | EAP unit is fully functional. Policy and procedures in place. | Implementation of the Employee Wellness Strategy | 10 000 | Number of Health and Safety Committee meetings | 20 | 4 | 4 | 4 | 4 | 4 | HR Manager |
| Integrated Wellness | Integration of EAP, OHS, HIV&TB, Safety Health Quality Risk | Integrated Wellness Programme. | EAP unit is fully functional. Policy and procedures in place. | Implementation of the Employee Wellness Strategy | 100 000 | Number of Safety equipment procured; maintained | 10 | 2 | 2 | 2 | 2 | 2 | HR Manager |

| | | | | | | | | | | | | | |
|-----------------------------------|--|--|---|--|-----------|---|----|---|---|---|---|---|---------------------|
| | Management services. | | | | | and serviced | | | | | | | |
| Integrated Wellness | Integration of EAP, OHS, HIV&TB, Safety Health Quality Risk Management services. | Integrated Wellness Programme. | EAP unit is fully functional. Policy and procedures in place. | Implementation of the Employee Wellness Strategy | 50 000 | Number of drills conducted and provision of safety evacuation plans | 10 | 2 | 2 | 2 | 2 | 2 | HR Manager |
| Integrated Wellness | Integration of EAP, OHS, HIV&TB, Safety Health Quality Risk Management services. | Integrated Wellness Programme. | EAP unit is fully functional. Policy and procedures in place. | Implementation of the Employee Wellness Strategy | 10 000 | Number of Health and Safety Committee meetings | 20 | 4 | 4 | 4 | 4 | 4 | HR Manager |
| ICT governance and Infrastructure | ICT Infrastructure | Provision of comprehensive ICT solution. | Policy in place | Maintenance of ICT Hardware | 500 000 | No. of ICT Hardware maintained (Servers; workstations) per month | 30 | 6 | 6 | 6 | 6 | 6 | Manager Admin & ICT |
| ICT governance and Infrastructure | ICT Infrastructure | Provision of comprehensive ICT solution. | Policy in place | Maintenance of ICT Software licences | 2 500 000 | No. of Software licences maintained | 25 | 5 | 5 | 5 | 5 | 5 | Manager Admin & ICT |

| | | | | | | | | | |
|--|--|---|--|--|------------|---|-------|--|---------------------|
| ICT governance and Infrastructure | ICT Infrastructure | Provision of comprehensive ICT solution. | Policy in place | Maintenance of ICT networking | 50 000 | Percentage of network access to 100 employees | 100% | | Manager Admin & ICT |
| Customer care services | Low level of participation and response from complaints register and suggestion boxes by Stake holders | Presidential hotline | Hotline fully Monitored | Implementation of integrated customer care solution | Nil | % response to complaints from citizen | 100% | | Manager Admin & ICT |
| | | | | | 50 000 | Number of reports generated from the survey | 20 | | Manager Admin & ICT |
| Records and document management system | <ul style="list-style-type: none"> - Registry not fully functional. -No equipment at registry office. - Roof is leaking at registry office. - Inadequate bulk filer size. - Shortage of | Provision of records Management services. | Enhance and maintain sound institutional Memory. | Registry infrastructure in place. Policy in place. Personnel in place. | 1 000 0000 | % of files transferred to the registry | 100 % | | Manager Admin & ICT |

| | | | | | | | | | | | | | | |
|---------------------------|---|--|--|---|------------|---|------|------|------|------|------|------|------|------------------------|
| | cleaning material. - Old cleaning equipment. | | | | | | | | | | | | | |
| Admin Support Services | - Shortage of office space furniture. | Provision of Admin Support Services. | Allocation and maintenance of Offices. Provision of hygiene services. Provision of reprographic services. | Office maintenance in place. Reprographic services in place. | 1 000 000. | % of admin support services provided. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | Manager Admin & ICT |
| Fleet management services | - Ageing fleet. - Non availability of tracking systems. - Lots of movement of municipal fleet. Mismanagement of fleet. | Provision of Fleet Management Services. | <ul style="list-style-type: none"> Licensing of Municipal Fleet. Maintenance of Fleet. Acquisition of Fleet | *Policy in place | 3 000 000 | % of Compliance with Fleet management Policy. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | Manager: Admin and ICT |

3.5.3. Local Economic Development

Objective: To promote local economic development

| Focus Area | Key issues/ Challenge | Strategy | Baseline | Project | Indicator | Budget | 5 year Target | TARGETS | | | | | INDICATOR CUSTODIA M |
|--------------------|--|---|--|--|---|--------------|------------------|-------------|---------------|---------------|---------------|---------------|--------------------------------|
| | | | | | | | | 2017/1 8 | 2018/2 019 | 2019/2 020 | 2020/2 021 | 2021/20 22 | |
| Ocean's economy | Use of the ocean resources for economic benefit | Ocean's Economy related programmes | Oceans economy program coordinated by National Department of Public Works | Ocean's Economy strategy | Number of research studies conducted | R 500 000 | 1 | - | 1 | - | - | - | DAFF; ECSECC; ECDC; IHLM |
| | | | Small scale fishers in six communities along the coast | Aquaculture support | Number of aquaculture enterprise s supported | 5mill | 6 | | 1 | 3 | 5 | 6 | IHLM;OR Tambo DM |
| | | | Oceans Economy program coordinate by | Establishment of a Marine School | Number of schools established | TBD | 1 | | - | 1 | - | - | DAFF; DPW |

| | | | | | | | | | | | | | | |
|--|--|--|---|---|---|-----------|-------|--|-----|-----|-----|------|----------|------|
| | | | DRDLR | | | | | | | | | | | |
| | | | Oceans Economy program coordinate by DRDLR | Construction of a small harbor | Number of harbors developed | TBD | 1 | | - | 1 | - | - | | |
| | Availability of quality Coastal accomodation | | There is an existing campsite at Lambasi A/A ward 23. | Msikaba Camp site renovations | % completion | R10 m | 100% | | 10% | 30% | 60% | 100% | IHLM;DEA | |
| | | | 26 bed establishment in place | Construction of Mkhambathi lodge and villas | Number of villas constructed | R15 m | 15 | | 3 | 15 | - | - | ECPTA | |
| Oceans Economy Development : & Support | Assessment of Mkhambathi Development potential | | There is an existing nature reserve | Development of Mkhambathi feasibility study | Number of feasibility studies developed | R300 000 | 1 | | | 1- | - | - | ECPTA | |
| Oceans Economy Development : & Support | Investment attraction and retention | | New project | Formulation of Investment Attraction & Retention Strategy | % completion | R 500 000 | 100 % | | - | - | - | 50% | 100% | IHLM |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | |
|--|--------------------|----------------------------|---|--|---|----------|-------|---|-----|------|------|------|-----------------------|
| Small Medium and Micro Enterprises (SMMEs) | Enterprise support | SMME Development & Support | IHLM support is R4m for various enterprises | Enterprise grant management | Number of SMME's supported | R 20 m | 45 | | 5 | 10 | 15 | 15 | IHLM |
| | | | 75 Cooperatives trained | Training of enterprises | Number of enterprises trained. | R1m | 700 | | 100 | 250 | 450 | 700 | IHLM |
| | | | 21 Contractors trained by SANRAL Two training sessions done by NHBRC | Training of contractors | Number of contractors participating in the contractor development program | R500 000 | 125 | | 20 | 50 | 85 | 125 | SANRAL; IHLM; ORT DM |
| | | | New project | SMME sector plan | % completion | R500 000 | 100 % | - | 50% | 100% | - | - | IHLM |
| | | | 50 informal traders supported with trading stalls | Supply and delivery of trading stalls. | Number of trading stalls supplied | R3.5mil | 60 | - | - | 60 | - | - | IHLM; DSDB |
| | High unemployment | | Existing EPWP | Create 1000 FTE jobs per | Number of | TBD | 3000 | - | 800 | 1200 | 2000 | 3000 | DEA; IHLM; DPW; ILIMA |

| | ent | | programs | annum | employ ent opportunit ies created | | | | | | | | | |
|--------------------|----------------------------|--------------------------|---|---|---|--------|------|---|------|------|------|------|----------------------------------|--------|
| Agriculture | Access to markets | Agricultural Development | New project | Construction of 2 Fresh Produce markets | % completion | R5mil | 100% | - | - | 25% | 60% | 100% | Private investor; ORTDM and IHLM | |
| | | | Municipality supported 6 wards with production inputs. There is an agri-park program coordinate by DRDALR | Support of farmers with production inputs | Number of Ha planted | 2.5mil | 3220 | | 3220 | 3220 | 3220 | 3220 | DRDAAR | |
| | | | There is a Wool Growers Association | Construction of sheering sheds for wool | Number of sheering sheds constructed | R10mil | 8 | | 2 | 4 | 6 | 8 | DRDAAR | |
| | Production on arable lands | | 35kms of arable land fenced | Fencing of arable land | Number of kms fenced | TBD | | | | | | | | DRDAAR |
| | | | 7 dipping | Renovations of | Number | TBD | | | | | | | | DRDAAR |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | |
|--|---|---|---|----------------------------------|----------|-------|---|-----|------|-----|------|---|------------------------|
| | | tanks renovated in the 2017/18 financial year | dipping tanks | of dipping tanks renovated | | | | | | | | | |
| | Research and strategy for agriculture and agro processing | None | Develop an Agriculture Sector Plan | Number of sector plans developed | R500 000 | 1 | - | 1 | - | - | - | - | IHLM |
| | Agro-processing | Approved Agri Park Plan and business plan development in progress (by DRDLAR) | Lambasi Agri hub; Zalu FSPU and Rural Urban Market Centre | % completion | 100 m | 100 % | - | 5% | 25 % | 75% | 100% | | DRDLR; DRDAAR; ORT DM; |
| | | Existing Magwa plantation | Magwa Tea planting, processing and marketing | Number of Tons Produced / annum | TBD | TBD | - | TBD | TBD | TBD | TBD | | EDC; ECRDA;DRDAAR |
| | Meat production value chain | Approved poultry abattoir by the OR Tambo DM. One agro processing project | Construction of red / white meat abattoir | % completion | TBD | 1 | | - | 30% | 70% | 100% | | ORTDM |

| | | | | | | | | | | | | | |
|----------------|----------------------------------|--------------------------------|--|-------------------------------------|-----------------------------------|--------------|----------|------|-------|-------|-------|------------------|---------------------------------|
| Tourism | Destination marketing | Tourism Development & Support | existing tourism attractions (3 beaches) | Annual events | % completion | R2mil | 13 | | 2 | 5 | 9 | 13 | IHLM; ORTDM |
| | | | Printed marketing brochures available | Tourism Attractions video | % completion | R1mil | 100% | | | 10 % | 60% | 100% | IHLM;DEA |
| | Heritage research | | Phase 1&2 Heritage studies completed | Heritage study phase 3 | % Completion | R0.00 | 100% | | | 50 % | 100% | | IHLM |
| | | | Tourism Planning | Tourism Sector plan in place | Review of the Tourism Sector plan | % Completion | R500 000 | 100% | | | 50 % | 100% | - |
| | Agro Tourism | Scenic Magwa canyons | Magwa resort and golf course | % completion | R40m | 100% | | | 5% | 50% | 100% | Private investor | |
| Forestry | Support forestry projects | Forestry Development & Support | 16 Forestry project implemented by SAPPI | Afforestation | Number of tons harvested | R0.00 | 20732 | | 20732 | 20732 | 20732 | 20732 | SAPPI & Other Private investors |
| LED Governance | Sector Coordination and planning | LED For and Partnerships | None | Economic Cluster Forum meetings | Number meetings held | R50 000 | 16 | - | 4 | 8 | 12 | 16 | IHLM; ORTDM |
| | | | EMF; Environmental Education and | Sitting of various Stakeholder Fora | Number of meetings held | R50 000 | 16 | - | 4 | 8 | 12 | 16 | IHLM |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | |
|------------------|---|-----------------|--------------------------|--|----------------------------------|-------------|---------|---|-----|------|----|---------|-------------------|
| | | | Awareness Forum in place | | | | | | | | | | |
| | Partnerships Development | | SEDA ; TUT; Umzimvubu LM | Partnership with Palmerton Training & Development Centre | Number of partnerships developed | R0.00 | 8 | - | 2 | 4 | 6 | 8 | SEDA; IHLM |
| Spatial Planning | Coastal belt Investment attraction | Future Planning | 2017/2018 SDF | Msikaba to Mbotyi Coastal Plan | %completion of the coastal plan | R2m | 100% | - | 50% | 100% | - | - | IHLM |
| | N2 Corridor development Plan | | 2017/2018 SDF | N2 Corridor development Plan | % completion N2 Corridor plan | R1m | 100% | - | 50% | 100% | - | - | IHLM, SANRAL |
| | Land preparation for housing development | | 2017/2018 SDF | Township Establishment | % completion of the Plan | R800 000.00 | 100% | - | 50% | 50% | - | - | IHLM |
| | Land availability for Residential Housing Development | | Housing sector plan | Township establishment | % completion of the plan | R600 000.00 | 100% | - | 50% | 50% | - | - | IHLM, DoHS, ORTDM |
| Building | Compliance | Building | Building | To assess | Number | R120 00 | 60 days | - | 60 | 60 | 60 | 60 days | IHLM, |



INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | |
|--------------------------|---------------------------------|-------------------------------|---|--|--|-------------|--------------|---|------|------|-------|-------|--------------------|
| control | with the Building bylaws | Control & management | control by-law | building applications | of days for considering building plans | 0.00 | | | days | days | days | | ORTDM |
| Spatial Planning | Compliance with Land Use Scheme | Land use management In-house | 2017/2018 LUMS | Scrapyard, panel beating and car wash Policy preparation | Number of policies developed | R150 000.00 | 3 | - | 3 | - | - | - | IHLM |
| | Compliance with Land Use Scheme | | Approved Surveyor-General Diagrams in place | Re-location of pegs | % completion | R800 000.00 | 100% | - | 100% | - | - | - | IHLM |
| | Land Development | | Guidelines on land acquisition. | Land Acquisition | Number of agreements signed | R100 000.00 | 1 | - | - | 1 | 0 | - | IHLM, COGTA, DRDLR |
| Human settlement | Housing Demand | Human Settlements development | Needs assessment completed | Housing needs register compilation | Number of beneficiaries captured | R250 000.00 | 5 000 | - | 500 | 1500 | 3 000 | 5 000 | IHLM, DoHS, ORTDM |
| Municipal property rates | Low revenue base | Property valuation | 2014 General Valuation roll in place | Preparation of a general valuation roll | %completion | R700 000.00 | 100% | - | 100% | - | - | - | IHLM, COGTA |
| | | Property valuation | Supplementary Valuation Roll 3 in | Preparation of Supplementary Valuation roll | Number of suppleme | R600 000.00 | 4 | - | 1 | 2 | 3 | 4 | IHLM, COGTA |

INGQUZA HILL: IDP 2018/19

| | | | place | | ntary rolls prepared | | | | | | | | |
|-------------|---|--------------------------|---------------|---|----------------------------------|-------------|---|---|------|------|---|---|------------------|
| Environment | Conservation of natural resources | Environmental management | 2017/2018 SDF | Alien species identification and mapping report | % completion | R1m | 2 | - | 100% | | | - | IHLM, DEA, ECPTA |
| | Beautification of spaces | | None | Beautification of unsightly spaces | % completion | R15m | 4 | | - | 100% | - | - | DEA ECPTA |
| | Working for the coast | | 2017/2018 SDF | Working for the coast | % completion of coastal cleaning | R650 000.00 | 4 | | - | 100% | - | - | DEA, ECPTA |
| | Environmental education and awareness for youth | | Database | School Tree and flower planting | Number of initiatives held | R200 000 | 3 | | 1 | 2 | 3 | | DEA, ECPTA |

3.5.4. Financial Viability and Management

Objective: To promote and enhance financial viability

| FOCUSS AREA | KEY ISSUE/ CHALLENGE | STRATEGY | BASELINE | BUDGET | PROJECT IDENTIFIED | PERFORMAN CE INDICATOR | 5 YEAR TARGET | TARGETS | | | | | INDICATOR CUSTODIAN |
|--------------------|--|---|--|----------|--------------------------------------|---|---------------|------------|------------|------------|------------|------------|---------------------|
| | | | | | | | | 2017/ 2018 | 2018/ 2019 | 2019/ 2020 | 2020/ 2021 | 2021/2 022 | |
| Revenue Management | Under staffed Revenue section which hampers revenue collection | Revenue- Review of the organizational structure- Debt and credit controller and messengers. | Current organizational structure with four revenue staff members (2 accountants & 2 cashiers.) | 0.00 | Reviewal of organizational structure | Number of approved organizational structures | 6 | | | | | | CFO |
| | Low revenue collection | Review of revenue enhancement strategy | 2017/18 revenue enhancement strategy | 0.00 | Reviewal of revenue strategy | Number of reviewed revenue enhancement strategies | 5 | | | | | | CFO |
| | Incredible data of consumer debtors | Update of debtors information | Inaccurate debtors data | R200 000 | Database cleansing | Number of updates of debtors information | 5 | | | | | | CFO |

| | | | | | | | | | | | | | |
|------------------------|--|--|-------------------------------|------------|---|---|------|------|------|------|------|------|-----|
| | Unidentified indigent debtors which increase the debt owed to the municipality | Alignment of indigent register with Munsoft system | Indigent register | 0.00 | Reconciliation of Indigent register and Munsoft system | Number of updates on indigent register | 5 | 1 | 1 | 1 | 1 | 1 | CFO |
| | Low revenue base | % increase in own revenue | Low revenue base | 0.00 | Extend revenue base collection | % of own revenue collected from new revenue sources | 80% | 20% | 20% | 20% | 10% | 10% | |
| | Long outstanding debt which is disputed by debtors | Reduction of historic debt | High debt to debtors | 0.00 | Maximise revenue collection | % of recovered debt from the long outstanding debt | 60% | 10% | 15% | 15% | 10% | 0% | |
| Budget and Reporting | Alignment of budget to mSCOA requirements | Prepare a credible mSCOA budget | 2017/18 approved mSCOA budget | 0.00 | Budget control | Percentage of variance between total approved budget and actual expenditure | 5 | 1 | 1 | 1 | 1 | 1 | |
| | Organisational capacity to produce GRAP compliant AFS | GRAP Compliant AFS | Audited AFS 2016/17 FY | R1 500 000 | Preparation and review of Annual Financial Statements 2018/19 | Number of compiled GRAP compliant AFS | 5 | 1 | 1 | 1 | 1 | 1 | |
| Expenditure Management | Slow spending on capital budget | Structure and align Capital expenditure grants | Capital budget 2017/18 | 0.00 | Capital grants to be spent (MIG) INEP | % of Capital grants spent | 100% | 100% | 100% | 100% | 100% | 100% | CFO |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | |
|-------------------------|--|---|--|------|---|---|------|------|------|------|------|------|-----|
| | | transfers | | | | | | | | | | | |
| | Timeous creditor's reconciliation | Creditors reconciliations | Commitment register of all creditors | 0.00 | Creditors reconciliations | % of creditors paid on master listing from O&M budget | 100% | 100% | 100% | 100% | 100% | 100% | CFO |
| Supply Chain Management | Policy alignment | Review of scm policies and procedures | SCM Policies reviewed and adopted for 2017/18 Financial Year | 0.00 | SCM policies and reports | Number of policies reviewed and adopted | 5 | | | | | | CFO |
| | Alignment of financial system to SCM processes | Develop register for e-tender adverts | 100% of updates of the National Treasury e-tender portal of bids awarded | 0.00 | Updated E-Tender portal of bids advertised and awarded. | % of bids advertised on e-tender portal | 100% | 100% | 100% | 100% | 100% | 100% | CFO |
| | Alignment of SCM reports to performance management on service delivery | Compile and Review SCM quarterly reports and submission to council for noting | Number of SCM Reports submitted to the Council by June 2018 | 0.00 | SCM quarterly reports | Number of scm reports submitted and noted by Council | 20 | 4 | 4 | 4 | 4 | 4 | CFO |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | |
|-------------------------|---|--|---|------|---|--|------|------|------|------|------|------|-----|
| | Slow implementation of procurement plan | Procurement plan review and remedial actions | 100% of update on Procurement Plan for 2017/18 Financial Year | 0.00 | Updated Procurement Plan | % of implementation of procurement plan | 100% | 100% | 100% | 100% | 100% | 100% | CFO |
| Contracts Management | Over commitment and variation orders on contracts | Update Contract Management | % update of contract register by June 2018 | 0.00 | Updated Contracts register | % of updates on contracts register | 100% | 100% | 100% | 100% | 100% | 100% | CFO |
| Supply Chain Management | Poor performance of Bid Committees | Compile and review Bid Committee sitting schedule | 100% adherence to the Bid Committee sitting schedule | 0.00 | Bid Committee Sitting Schedule 2017/18 | % of Bid Committees sitting per the sitting schedule | 100% | 100% | 100% | 100% | 100% | 100% | CFO |
| | Timeous Treasury reports | Compliance reports on the implementation of SCM policy | Quarterly reports submitted to management, council and Treasury | 0.00 | quarterly reports submitted to management, council and Treasury | Number of signed quarterly reports | 20 | 4 | 4 | 4 | 4 | 4 | CFO |
| | SCM Annual report | Compliance reports on the implementation of SCM policy | Annual reports submitted to management, council and Treasury | 0.00 | Annual reports submitted to management, council and Treasury | Number of signed SCM annual reports | 5 | 1 | 1 | 1 | 1 | 1 | CFO |
| Asset Management | Accurate Asset Register | Quarterly Asset Register reviews | Updated Fixed Asset Register | 0.00 | Quarterly Assets Verification | Number of completed and signed asset quarterly updates | 20 | 4 | 4 | 4 | 4 | 4 | CFO |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | |
|--|---|---|------------|--|---|----|----|----|----|----|-----|-----|
| Assets are not always adequately covered | Asset insurance register updates | Insured municipal Assets | R2 000 000 | Provide insurance cover for all municipal Assets | Annual assets insurance cover confirmations | 5 | 1 | 1 | 1 | 1 | CFO | |
| Assets loss and theft | Reconciliation of lost asset register | Register of lost Assets | 0.00 | List of lost assets | Number of signed reports on assets loss register | 60 | 12 | 12 | 12 | 12 | 12 | CFO |
| Slow movement on asset disposal | Compilation and review of asset disposal list | List of Disposals and Donated assets | R50 000 | List of disposed and donated assets | Number of assets disposal lists approved by Council | 5 | 1 | 1 | 1 | 1 | CFO | |
| Accurate Asset reconciliations | Asset management reconciliations | Reconciliations Fixed Asset Register and General Ledger (Movable and Immovable) | 0.00 | Monthly reconciliations | Number of signed reports on asset reconciliations | 60 | 12 | 12 | 12 | 12 | 12 | CFO |
| Asset register that needs to be kept on the financial register | Module update of asset information system | Excel Fixed Asset Register Spreadsheet | 0.00 | Asset register compiled on Munsoft System | Number of asset register updates on Munsoft | 5 | 1 | 1 | 1 | 1 | CFO | |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | |
|--|---|------------------------------|------------|--|--|----|----|----|----|----|----|-----|
| Unauthorized movement of assets | Reviews and reconciliations of asset movement forms | Approved asset movement form | 0.00 | List of moved assets | Number of asset movement reports signed off | 60 | 12 | 12 | 12 | 12 | 12 | CFO |
| Proper budgeting for the replacement of assets | Budget planning for asset replacement | Nil | R5 000 000 | Creating a cash backed Capital Redemption Reserves | Number of bank statements confirming capital depreciation reserves account | 5 | 1 | 1 | 1 | 1 | 1 | CFO |
| Asset maintenance plan | Asset maintenance and service schedules | Nil | 0.00 | Monthly maintenance report. | Number of signed maintenance reports | 60 | 12 | 12 | 12 | 12 | 12 | CFO |

3.5.5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objective: To promote good governance and public participation

| FOCUS AREA | KEY ISSUES/CHALLENGES | STRATEGY | BASELINE | PROJECT IDENTIFIED | BUDGET | INDICATOR PERFORMANCE | 5 YEAR TARGET | TARGETS | | | | | INDICATOR CUSTODIAN | |
|-------------------------------------|---|----------------------------|--|---|------------|--------------------------------------|---------------|-----------|-----------|-----------|-----------|-----------|---------------------|------------------|
| | | | | | | | | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | | |
| Long term planning | Synergy with National and Provincial planning | Municipal Development plan | Strategic planning and reviewed IDP document | Development of the IDP and Implementation | R1 700 000 | Number of documents of MDP developed | 1 | | 1 | | | | | Manager IDP &PMS |
| Formulate draft strategy for annual | Integration and collaboration with | Annual review of IDP | Development of process plan | Adopted IDP | R0.00 | Number of documents for adoption | 1 | 1 | 1 | | | | | Manager IDP &PMS |

| | | | | | | | | | | | | | |
|-----------------------------|--|-------------------------------|---------------------------------------|--|----------|---|-----|--|--|--|--|--|------------------------|
| review | stakeholders | | | Sitting of IDP fora: steering, technical and rep forums | R320 000 | Number of IDP fora | 40 | | | | | | Manager IDP &PMS |
| Performance management | Lack of monitoring of institutional and individual performance | Cascading of performance | PMS policy and reports available | Review of performance framework and policy | R0,00 | Number of policies to be reviewed | 1 | | | | | | Manager : IDP& PMS and |
| | Lack of monitoring of institutional and individual | Performance management review | PMS policy and reports available | Signing of performance contracts by all employees | R0,00 | % of agreements to be signed | | | | | | | Manager : IDP& PMS and |
| | Lack of monitoring of institutional and individual | Performance management review | PMS policy and reports available | Monitoring and evaluation of of annual, quarterly, monthly and weekly performance management | R0,00 | Number of reports to be reviewed | 100 | | | | | | Manager : IDP& PMS and |
| Intergovernmental relations | Poor coordination of planning and implementation of programs | Strengthen the IGR forum | IGR framework and District IGR Policy | IGR Policy development and IGR terms of reference | R0,00 | Number of IGR policies and terms of reference to be developed | 1 | | | | | | ORTDM &IHLM |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | | | | | | | |
|-----------------------------|--|--|--|--|---------------|--|---|--|--|--|--|--|--|--|--|--|--|--|--------------|
| Intergovernmental relations | Poor coordination of planning and implementation of programs | Strengthen the IGR forum | IGR framework and District IGR Policy | Workshopping and implementation of the policy | R98 580 | Number of workshops on IGR policy and terms of reference to be conducted | 1 | | | | | | | | | | | | ORTDM & IHLM |
| Risk management | Integration of risk management with planning documents | Integration of risks planning with entire planning | Risk management policy, framework and strategy | Identification of risks in all projects | 0 | No of activities implemented as per risk implementation plan | | | | | | | | | | | | | IHLM |
| | | Functionality of the risk management committee | Report to the Risk Management Committee | Sitting of the committee | R84 927.84 | Number of risk management committee meeting to be held | 4 | | | | | | | | | | | | |
| Internal Audit | Lack of human capital | Implementation of internal audit plan | Developed risk based internal audit plan | Review of organizational structure and recruitment | R1 094 357.54 | Number of identified projects to be completed as per plan | 8 | | | | | | | | | | | | IHLM |
| | | Functionality of the audit committee | Report to the Audit Committee as per MFMA | Sitting of the committee | R566 358.62 | Number of audit committee meetings to be held | 4 | | | | | | | | | | | | |
| Legal | Unresolved cases and | Fully functional Legal Service | Litigation and contract | Review of organizational | 0,00 | Number of positions to be | 2 | | | | | | | | | | | | IHLM |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | |
|-----------------|--|---|--|---------------------------------------|-----------------|--|------|------|------|--|--|--|---|
| services | high rate of litigations | Unit | registers in place | structure and recruitment | | filled in the organizational structure | | | | | | | |
| | | | | Case management | R3 299 909 ,61 | Percentage of cases attended | 100% | 100% | 100% | | | | |
| Legal services | Unresolved cases and high rate of litigations | Fully functional Legal Service Unit | Litigation and contract registers in place | Contract Management | 0,00 | Percentage of reviewed and new contracts | 100% | 100% | 100% | | | | |
| Legal Services | Land invasions | Fully functional Legal Service Unit | Land invasion cases | Awareness campaigns | | Number of awareness campaigns on land invasion to be conducted | 8 | | | | | | |
| Council support | Lack of oversight in the council structures Political instability | Capacity building of all oversight structures | Adopted standing rules of order | Sitting of Council and its committees | R 2 893, 134.04 | Percentage implementation of Council calendar | 100% | 100% | 100% | | | | Municipal Manager / Executive Council Secretary |
| | | | | Facilitate skills development program | | Percentage implementation of WSP | | | | | | | |
| Communication | Language of communication versus an official language used | Use of 2 official languages in all municipal | Archived translated municipal documents | Review of communication plan | NIL | Percentage of translated municipal documents | 100% | 100% | 100% | | | | Translation Officer/ Executive |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | |
|----------------------|---|---|---|--|-------------|---|-------|-------|-------|--|--|--|--|
| | by the institution | documents | | | | | | | | | | | Council Secretary |
| Communication | Poor communication | Review communication strategy and plan | Communication strategy, Public Participation Strategy and Communications Policy | Branding and Marketing of all Municipal and government events | R560 000 | Number of Communication for a, media engagements, branding and marketing of events to be held | 100 % | 100 % | 100 % | | | | Communications Officer/ Manager Mayor's office |
| Special programs | No SPU policy in place Non-integration of programs | Mainstreaming of SPU across all municipal functions | District SPU framework | Development of SPU Policy and mainstreaming of programs according to designated groups | R 3 600 000 | Percentage of SPU aligned programmes to be held | 100% | 100% | 100% | | | | SPU Officer/ Manager Mayor's office |
| Public participation | Ineffective participation by community members | Enhancing community/public involvement in government and Municipal programmes | Public participation policy | Conduct Civil education and awareness campaigns | R 3,176 000 | Percentage of civil education and awareness campaigns to be held | 100% | 100% | 100% | | | | Public Participation Officers/ Executive Council Secretary |

3.5.6. SOCIAL SERVICES

Objective: To provide effective, efficient and sustainable community support services.

| FOCUS AREA | KEY ISSUES/CHALLENGES | STRATEGY | BASELINE | PROJECT IDENTIFIED | BUDGET | INDICATOR PERFORMANCE | 5 YEAR TARGET | Targets | | | | | INDICATOR CUSTODIAN | |
|------------------|-------------------------|---------------------------------------|---|--|----------|---|---------------|-----------|-----------|-----------|-----------|-----------|---------------------|----------------------------------|
| | | | | | | | | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | | |
| Crime Prevention | Community Participation | Community Mobilization | Passive citizens participation in crime prevention | Community Safety Forum | R80 000 | Number of Community Safety Forum meetings | 4 | | 4 | | | | | Director : Community Services |
| | Community Awareness | Community Mobilization | | Crime prevention awareness | R60 000 | Number of awareness campaigns | 4 | | 4 | | | | | Director : Community Services |
| | Community Participation | Empowerment of citizen based policing | Community Policing Forums required support with working tools | Strengthening of Community Policing Forums | R100 000 | Number of CPF structure supported | 5 | | 5 | | | | | Director : Community Services |
| Crime Prevention | Community Participation | Community Mobilization | Passive citizens participation in crime | Community Safety Forum | R80 000 | Number of Community Safety Forum meetings | 4 | | 4 | | | | | Director : Communi |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | | | | | | | |
|------------------------------|------------|------------------------------------|---|-------------------------------|-----------|---|------|--|--|------|--|--|--|--|---|---|--|-------------------------------|
| | | | prevention | | | | | | | | | | | | | | | ty Services |
| | | | Annually the indigent register needs to be reviewed | Data collection and cleansing | 4 500 000 | Number of Reviewed Indigent Register | 1 | | | | | | | | | | | Director : Community Services |
| Pounds, Parks and Cemeteries | | | The municipality has pounds, halls, cemeteries and open space which need maintenance. | Facilities maintenance | | Number of amenities maintained as per schedules (Parks, Pounds & Cemeteries). | 100% | | | 100% | | | | | | | | Director : Community Services |
| | | Removal of old and dangerous trees | The long and old trees are posing danger to the households | Tree felling | 120 000 | Number of trees removed | | | | | | | | | | | | Director : Community Services |
| | Cemeteries | Fencing of cemetery | Safeguarding of cemeteries | 3 cemeteries | 1 000 000 | Number of cemeteries fenced | | | | | | | | | 1 | 2 | | Director Community Services |

| | | | | | | | | | | | | |
|--------------------------------------|----------------------------|--|---|--|---|---------|--|---------|--|--|--|---|
| Asset protection | Guards and sentries | The incidents of theft of municipality property are common. | Safeguarding of municipal assets (Provision of guards and sentries) | R50 000 | Number of premises guarded | 6 | | 6 | | | | Director : Communi ty Services |
| Safety of Political Principals | Close protection Operative | Principal require security during transit and when attending events. | VIP Protection | | Number of VIP security deployed. | 6 | | 6 | | | | Director : Communi ty Services |
| Strengthening of safety and security | Capacitation building | Shortage of working tools, equipment and skills. | Capacity building of entire security personnel (Skilling) | | Competency certificates for advance driving, firearm training | 66 | | 66 | | | | Director : Communi ty Services |
| | | | | Capacity building of entire security personnel (Equipping) | Uniforms, bullet vests, | 66 | | 66 | | | | Director : Communi ty Services |
| Beach Safety Management | Lifesaving | Provision of manpower | Lifeguards are deployed during Festive and Easter season | Contracting lifeguards. | Number of lifeguards deployed | 300 000 | | 350 000 | | | | Director : Communi ty Services |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | |
|--|----------------|------------------------------|---|---|---------|---|------------|---------|--|--|--|-------------------------------|
| | | Capacity building | Most lifeguards are not competent | Capacity building of lifeguards (Provision of training and equipment) | | Number of people trained and number of equipment provided | 20 trained | 3 boats | | | | Director : Community Services |
| Traffic Services | Traffic Safety | Traffic law enforcement | The compliance with traffic regulation is low | Issuing of traffic fines | 200 000 | Number of traffic fines issued | 3000 | 3000 | | | | Director : Community Services |
| Registration and licensing of drivers and motor vehicles | | Constant services provision | Registering authority in place | Renewal of motor vehicle licences | 50 000 | Number of motor vehicles licenced. | 9000 | 9500 | | | | Director : Community Services |
| | | Fully fledged service centre | The upgraded DLTC is under construction | Examination of driving licences applicants | 100 000 | Number of driving licence applicants examined. | 3200 | 3400 | | | | Director : Community Services |
| | | | | Examination of learners licence applicants | | Number of learners licence applicants examined. | 4000 | 5000 | | | | Director : Community Services |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | |
|---------------------|--|--------------------------------------|--|-----------------------------------|---------|--|------|--|------|--|--|---|
| | Registration and licensing of drivers and motor vehicles | Constant services provision | Registering authority in place | Renewal of motor vehicle licences | 50 000 | Number of motor vehicles licenced. | 9000 | | 9500 | | | Director : Communi ty Services |
| | Vehicle Roadworthy Examination | Promotion of vehicle roadworthines | VTS is under construction | Examination of vehicles | | Number of vehicle examined. | 2000 | | 2300 | | | Director : Communi ty Services |
| Disaster Management | Disaster awareness | Provision of disaster risk awareness | The area is prone to both natural disasters such as tornados, lightning and floors; and to man-made disasters such as veld fires | Awareness campaigns | | Number of awareness campaigns conducted | 4 | | 4 | | | Director : Communi ty Services |
| | Disaster relief | Provision of speedy response | | Provision of coordinated relief | 100 000 | Number of resources procured for causalities | 3 | | 3 | | | Director : Communi ty Services |
| Social Facilitation | Health Advocacy | Promotion of integrated planning | Prevalence of communicable and non-communicable diseases is high | Coordination | 100 000 | Number of LAC meetings convened | 4 | | 4 | | | Director : Communi ty Services |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | |
|-----------------------|-----------------------------|---------------------------|--|--------------------------------|---------|--|------|--|--|--|--|---|
| | | Health risk awareness | The area has high mortality rate related to communicable diseases and non-communicable diseases. | Awareness campaigns | 60 000 | Number of health campaigns facilitated | 4 | | | | | Director : Communi ty Services |
| Library Services | Libraries accessibility | Marketing | Literary rate is low | Library usage promotion | 100 000 | Number of patrons utilising our libraries. | 8000 | | | | | Director : Communi ty Services |
| Childhood Development | Early Childhood Development | Cognitive development | Educational foundation of learners is inadequate | Provision of educational tools | 160 000 | Number of Pre-schools assisted | 6 | | | | | Director : Communi ty Services |
| Arts and Culture | Arts and Culture advocacy | Promotion and development | Disjuncture of Arts and Culture structures. | Arts and Culture promotion | 200 000 | Number of arts and culture events | 4 | | | | | Director : Communi ty Services |
| | | Health risk awareness | The area has high mortality rate related to communicable diseases and non-communicable diseases. | Awareness campaigns | 60 000 | Number of health campaigns facilitated | 4 | | | | | Director : Communi ty Services |

| | | | | | | | | | | | | |
|------------------|--|---------------------------------------|--|---|---------|---|---|--|--|--------------------|--|-------------------------------|
| | Albertina Sisulu Centenary Birthday Celebrations | Celebrating national legends | There is a need to preserve our history through celebrating our heroes and heritage. | Albertina Sisulu Centenary Choir Festival | 200 000 | Number of Choir Festivals hosted | 1 | | | | | Director : Community Services |
| Sport | Sport advocacy | Promotion and development | There is sport council in place but need capacitation | Sport promotion | 200 000 | Number of sport, arts and culture initiatives supported | 4 | | | | | Director : Community Services |
| | Nelson Mandela Centenary Birthday Celebrations | Celebrating national legends | There is a need to preserve our history through celebrating our heroes and heritage. | Mandela Centenary Boxing Tournament | 200 000 | Number of Boxing Tournament hosted | 1 | | | | | Director : Community Services |
| Waste Management | Solid waste | Capacity building on waste management | Community activities do not promote environmental sustainability | Waste management awareness | 250 000 | Number of waste management awareness conducted | 4 | | | | | Director : Community Services |
| | | | There is no adequate waste management equipment | Provision of waste management equipment (Skip Loaders, Refuse trucks, TLB, Tipper | 100 000 | Number of equipment provided | 1 Skip Loader trucks & 1 Refuse compactor | | | TLB & Tipper truck | | Director : Community Services |

| | | | | | | | | | | | | | |
|------------------|---|--|--|--|-----------|---|------|--|-----------------------|--|--|--|-------------------------------|
| | | | | truck) | | | | | | | | | |
| | Waste disposal | Implementation of proper landfilling practises.s | The waste management legislation require municipality to comply with national environmental regulations. | Construction of new landfill site | 6 000 000 | Number of landfill sites constructed | 1 | | | | | | Director Community Services |
| Waste management | Solid waste | Integrated waste management plan | Waste collection is done in CBDs and surrounding townships | Waste collection | 8 000 000 | Number of households serviced for waste collection | 2826 | | 2826 | | | | Director : Community Services |
| | | | Illegal dumping sites are increasing | Curbing illegal dumping | | Number of illegal dumping sites eliminated | 10 | | 10 | | | | Director : Community Services |
| | Equipping of waste management personnel | Capacitation building | Shortage of working tools, equipment and skills. | Provision of protective clothing and uniform | | Number of personnel provided with protective clothing and uniform | | | And 30 EPWP employees | | | | Director : Community Services |

INGQUZA HILL: IDP 2018/19

| | | | | | | | | | | | | |
|------------------------------|--|------------------------------------|---|-----------------------------------|-----------|---|------|--|------|----|--|-------------------------------|
| | | | Two landfill sites are small | Construction of new landfill site | 2 000 000 | Number of landfills constructed | | | 1 | | | Director : Community Services |
| Free basic service | | | High number of indigents due to high rate of unemployment | Provision of free basic services | 8 000 000 | Number of households receiving indigent support | 9325 | | 9325 | | | Director : Community Services |
| | | | Annually the indigent register needs to be reviewed | Data collection and cleansing | 4 500 000 | Number of Reviewed Indigent Register | 1 | | | | | Director : Community Services |
| Pounds, Parks and Cemeteries | | | The municipality has pounds, halls, cemeteries and open space which need maintenance. | Facilities maintenance | | Number of amenities maintained as per schedules (Parks, Pounds & Cemeteries). | 100% | | 100% | | | Director : Community Services |
| | | Removal of old and dangerous trees | The long and old trees are posing danger to the households | Tree felling | 120 000 | Number of trees removed | | | | 50 | | Director : Community Services |

| | | | | | | | | | | | | | | | |
|--|------------|---------------------|-------------------------------|--------------|-----------|-----------------------------|--|--|--|--|--|--|--|--|-----------------------------|
| | Cemeteries | Fencing of cemetery | of Safeguarding of cemeteries | 3 cemeteries | 1 000 000 | Number of cemeteries fenced | | | | | | | | | Director Community Services |
|--|------------|---------------------|-------------------------------|--------------|-----------|-----------------------------|--|--|--|--|--|--|--|--|-----------------------------|

Government Departmental Strategies

Department of Education

| Challenge/ Issue | STRATEGY | BASELINE | 5 YEAR TARGET | PROJECT | BUDGET | ANNUAL TARGETS | | | | | INDICATOR CUSTODIAN |
|--------------------------------------|---|--|---|--|--------|----------------|-----------|-----------|-----------|-----------|--|
| | | | | | | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | |
| Shortage of teachers in the district | Declaration of the Post Provisioning by 30 Sept annually Redeploy additional educators Issue Quarterly Bulletins to advertise funded vacant posts | ✓ 144 Additional educators ✓ 311 vacant posts | 3011 educators in the PPN 2018 | Vol 5 Bulletin for Principals – 10 posts Vol. 6 bulletin HODs & Dep. Principals – 71 posts | | | | | | | All additional educators placed and filling of vacancies – District Director |
| No office for ORTC in PSJ | Roll out of capital works by Physical Planning Directorate | 3 Boardroom size Offices; Kitchen and Toilets are in place but far less than the need. | Offices for the District Director and eight Directorates and Support Staff Flagstaff Offices | | | | | | | | Offices are available for staff to occupy at District; CMC and Circuit levels – Chief Director |

| | | | | | | | | | | |
|---|--|--|---|--|--|----------------|--|--|-------------------|--|
| | | <p>CMC Offices exist in Lusikisiki and none at Flagstaff as a former College house is used as an Office</p> <p>There are no Circuit Offices</p> | <p>for 5 Circuits and Administration Staff</p> <p>Provision of Circuit Offices to bring services to schools</p> | | | | | | Physical Planning | |
| Large number of workshops that disturbs the teachers | Proper planning to regulate workshops | District Strategic Plan | Strategic Plan for 2018-19 being crafted at Head Office by all Districts on the 06 – 09 February 2018 | | | 06-09 Feb 2018 | | | | Teachers spend more time teaching at school – District Director |
| Lack of basic facilities water, electricity and network | <p>Department of Public Works assesses defects in Public Office buildings</p> <p>Transversal Systems are maintained by the Premier' Office in collaboration with SITA.</p> | <p>Erratic PERSAL, BAS & LOGIS systems.</p> <p>Water is often not available resulting to a lot of discomfort in the ablution facilities.</p> <p>Electricity supply is becoming more reliable</p> | Perfectly working systems, running water and electricity | | | | | | | Perfectly working systems, running water and electricity – District Director |
| Shortage of | Car subsidy scheme | There are virtually no | The subsidized scheme is being | | | | | | | Subsidy vehicles are |

| | | | | | | | |
|-----------------------------------|---|---|---|--|--|--|---|
| vehicles | to Field Workers. Provision of budget by the Department to buy GG pool vehicles | subsidized vehicles for Field Workers viz. Circuit Managers; Subject Advisors; and Education Social Support Services Officials. Only 14 GG Pool vehicles exist but some are often on repairs and that reduces the pool. In this pool there are 4 grant vehicles for School Nutrition Programme; HIV/AIDS; & Exams. | resuscitated for the Circuit Managers | | | | supplied to alleviate shortage of vehicles - CFO |
| High number of progressed earners | Learners who spend more than 4 years in a phase are progressed to the next grade if they fulfill set criteria viz.: Pass a minimum of 4 subjects; Attend school regularly; Obtain a pass in the Language of teaching and learning; etc. | 3326 out of 10 000 registered matriculants in 2018 are progressed | Modularization of learners who fail to do well in the Quarterly assessments by making them write a minimum of 4 subjects and write the rest in June of the following year | | | | The PPN for each school is fully populated in order that learners are taught well to perform at expected levels - HOD |

| | | | | | | | | | | |
|--|---|--|--|--|--|---|--|--|--|---|
| Non-attendance of teachers and learners in schools | Operate and manage Time book for teachers and Learner attendance registers. Monthly and quarterly reporting through SASAMS (South African School Administration & Management System). Introduction of the Data Driven District reporting tool. | 98 % attendance by learners and 97% attendance by teachers | 100% attendance by teachers and learners | | | 99% attendance by learners and 98% attendance by teachers | | | | School attendance by learners and teachers is improved – Circuit Managers |
|--|---|--|--|--|--|---|--|--|--|---|

Department of Rural Development and Agrarian Reform

| Challenge/issue | STRATEGY | BASELINE | PROJECT | BUDGET | 5 YEAR TARGET | ANNUAL TARGETS | | | | | INDICATOR CUSTODIAN |
|---|--|---|---------|--------|---------------|----------------|-----------|-----------|-----------|-----------|---|
| | | | | | | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | |
| There is a lack of co-operation between DRDAR and ward councilors in some wards | The Department has no strategy on this issue | In some places Ward Councillors and Extension Officers, including Animal Health Technicians do not operate in a co-ordinated manner | | | - | | | | | | <ul style="list-style-type: none"> • DRDAR • IHLM |
| In some areas service delivery is stifled by conflicting | The Department has no strategy on this issue | The Department finds itself struggling to execute its duties effectively due to the | | | - | | | | | | <ul style="list-style-type: none"> • DRDAR • IHLM |

| | | | | | | | | | | |
|--|---|--|--|--|---|--|--|--|--|---|
| traditional leadership | | conflicts in traditional leadership | | | | | | | | |
| Inconsistent sitting of IGRampers progress in reporting on rural development | The Department has no strategy on this issue | There is no schedule of IGR sittings | | | - | | | | | <ul style="list-style-type: none"> All Govt Institutions |
| Some stakeholders by-pass the Department when they are implementing their agricultural initiatives | The Department has no strategy on this issue | Stakeholders involved in agricultural development perform their activities without involving others | | | - | | | | | <ul style="list-style-type: none"> DRDAR IHLM DRDLR Social Development Health NGO's |
| Youth apathy from agricultural activities | <ul style="list-style-type: none"> Awards for Youth in Agriculture, Forestry and Fisheries Eastern Cape Agricultural Economic Transformation Strategy | <p>The Department has rolled out awards to encourage youth to be involved in agricultural development</p> <p>The Department has rolled – out the Eastern Cape Agricultural Transformation Strategy to commercialise agriculture and to</p> | | | - | | | | | <ul style="list-style-type: none"> DRDAR |

| | | | | | | | | | |
|---|---|--|--|--|--|--|--|--|--|
| | | manage succession in funding so as to also accommodate the youth | | | | | | | |
| Shortage of staff | Staff recruitment is ongoing and the Department rolled – out the Extension Recovery Plan to expedite recruitment | Ideally the ratio of Extension Officer to farmer is 1:500 but this is exceeded in most wards | | | | | | | DRDAR |
| Shortage of transport | The Department has a subsidized vehicle claim and officers are also encouraged to use their own vehicles and claim for the expenses in return | There is a slow supply of vehicles through the Departmental subsidized vehicle scheme and the officers are finding to execute their duties effectively | | | | | | | DRDAR |
| Some places are not easily accessible by vehicles | The Department has no strategy on this issue | There is difficulty in accessing some dip tanks and arable lands. Big trucks find it difficult to deliver inputs to many villages thereby forcing the centralisation of delivery | | | | | | | |
| Vandalism & theft of infrastructure | The Department has no strategy on this issue | In some places gets stolen and constructed infrastructure is vandalised | | | | | | | <ul style="list-style-type: none"> • DRDAR • COGTA • IHLM |

| | | | | | | | | | | |
|---|---|--|--|--|---|--|--|--|--|---|
| | | | | | | | | | | • SAPS |
| Lack of marketing of agricultural produce | Eastern Cape Agricultural Economic Transformation Strategy The Department has a Marketing Strategy | Farmers end up selling their produce at nominal prices because they avoid it to get spoilt | | | - | | | | | • DRDAR |
| Encroachment of residential sites onto agricultural and | There are awareness campaigns on Land Care and Land Administration | Residents are building residential sites on prime agricultural land | | | - | | | | | • DRDAR • DRDLR • IHLM • COGTA |

Department of Health

| Challenge/ Issue | BASELINE | STRATEGY | 5 YEAR TARGET | PROJEC T | BUDGET | ANNUAL TARGETS | | | | | INDICATO R CUSTODIAN |
|------------------------------|----------|---|------------------|-------------|--------|----------------|---------------|---------------|---------------|---------------|--------------------------------|
| | | | | | | 2017/20 18 | 2018/20 19 | 2019/20 20 | 2020/20 21 | 2021/20 22 | |
| Severe Acute Malnutrition | 21% | Health education on maternal and child health (importance of breast feeding) | 8% | | | 8% | 8% | 8% | 8% | 8% | Multisectoral Collaboration |
| | | Awareness Campaigns on breast feeding and food preparation | | | | | | | | | |
| | | Development of a programme for follow up of children with malnutrition on discharge. Ensure availability of budget for the supplementation | | | | | | | | | |
| | | | | | | | | | | | |

| | | | | | | | | | | | |
|--|---|---|---|---|---|------|------|------|------|---------------------|--------|
| | | <p>programme</p> <p>Intersectoral Collaboration with other stakeholders to reduce the incidence of malnutrition.</p> <p>Continous training on management of malnutrition</p> <p>Monitoring and evaluation of MNCWH programme.</p> | | | | | | | | | |
| Re-circumcision of initiates | | <p>Intersectoral Collaboration</p> <p>Continous capacity building to Traditional nurses</p> <p>Programme of awareness campaigns</p> | | • | • | | | | | Traditional Affairs | |
| High new HIV infections | | Awareness Campaigns on HIV/AIDS prevention | | | | 100% | 100% | 100% | 100% | 100% | Health |
| Electrification of both Magwa clinic and Flagstaff CHC accommodation | 2 | Continue with follow up to the provincial infrastructure | 2 | • | • | 2 | 0 | 0 | 0 | 0 | Eskom |

| | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|

St Elizabeth’s Hospital

| | | | | | | | | | | |
|--------------------------------------|--|--|--|--|--|--|--|--|--|--|
| Staff turnover on scarce skills | | | | | | | | | | |
| Influx of patients meant for clinics | | | | | | | | | | |

2. Holy Cross Hospital

| | | | | | | | | | | | |
|---|----|--|----|--|--|----|---|---|---|---|--------|
| Management not fully fledged acting on senior posts | 3 | | 3 | | To advertise and appoint within 6 months (CEO, Nursing Service Manager, Administrator) | 3 | 0 | 0 | 0 | 0 | Health |
| Replacement of resigned and retired employees | 2 | | 2 | | To appoint within 3 months (Posts already advertised). | 2 | 0 | 0 | 0 | 0 | |
| Vacancy rate, no dietician, 5 full time doctors and 3 C- Sections | 14 | | 14 | | Posts already filled (4 Sessional doctors, 7 full time doctors and | 14 | 0 | 0 | 0 | 0 | |

| | | | | | | | | | |
|--|----|--|----|--|---|--|--|--|--|
| | | | | | 2 Clinical Associates, Dentist) | | | | |
| Training of hospital boards | 10 | | 10 | | All hospital Board memebers already trained | | | | |
| Training on purification of water | 5 | | 5 | | To train and develop the plumber and trade labourers (Informal already done by ORT ambo District Municipality) | | | | |
| Installation of data lines at the nospital to cut on travelling expenses | 1 | | 1 | | Budget for installation of data lines | | | | |
| Harzardas sewer system to communities | 1 | | 1 | | Budget for maintanace of the sewer line (Brifieng already done, waiting for awarding of the contractor) | | | | |
| Old infrastructure on hospital | | | | | Motivate for renovations and | | | | |