



# Impendle Municipality

## INTEGRATED DEVELOPMENT PLAN 2012/13-17

March 2012

**IDP 23/03/12**

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## PRELUDE

### THE EIGHT PRINCIPLES OF BATHO PELE

**CONSULTATION** - The public should be consulted about the level and quality of the services they receive from us and, wherever possible, should be given a choice about the services that are offered based on municipal services guidelines referred to in the Spatial Development Framework.

**SERVICE STANDARDS** - The public should be told what level and quality of public services they will receive so that they are aware of what they can expect from us

**COURTESY** - The public should always be treated with courtesy and consideration

**ACCESS** - All members of the public should have equal access to the

services they are entitled to

**INFORMATION** - The public should be given full, accurate information about the public services they are entitled to receive

**OPENNESS AND TRANSPARENCY** - The public should be told how national departments and provincial administrations are run, how much they cost, and who is in charge.

**REDRESS** - If the standard of service that was agreed to during consultation is not delivered, the public should be offered an apology, a full explanation, and a speedy and effective remedy; and when complaints are made, the public should receive a sympathetic and positive response.

**VALUE FOR MONEY** - Public services should be provided economically and efficiently, in order to give the public the best possible value for money.

**IMPENDLE LOCAL COUNCIL**



*Standing Left to Right : Cllr H.T. Zuma; Cllr P. Mtolo; Cllr S. Mlaba; Cllr S.M. Makhaye; Cllr C.D. Gwala; Cllr N. Mvelase  
Seated: His Worship Crrl S.G. Ndlela (Mayor)*

**CLLR SD NDLELA (SPEAKER/MAYOR) – WARD 4**

**CLLR SM MAKHAYE – WARD 2**

**CLLR CD GWALA – WARD 3**

**CLLR S MLABA – WARD 1**

**CLLR KM MTOLO – PR**

**CLLR HT ZUMA – PR**

**CLLR EB MVELASE – PR**

## FOREWORD BY HW THE MAYOR



2010/2011 was characterized by the excitement of the 2011 Local Government Election. The election proved to be one of the most contested in the history of local government elections in South Africa. Impendle was no exception. The election was conducted in a professional manner by the Independent Electoral Commission. The election ushered in changes with only three of the seven councillors being retained.

The Impendle Local Municipality has progressed substantially since the submission of the 2009/10 IDP. This has been achieved through the collaborative effort of our municipality, the provincial government departments, national government as well as our communities. In 2010/2011 the municipality continued with its attempts to ensure effective infrastructure and financial management. Social development matters as well as economic development activities also took priority. There indicators to the effect that our municipality continued to struggle with the implementation of Municipal Infrastructure Grant projects as well as GRAP compliance. The primary reason for this state of affairs remains lack of sufficient human and financial capacity.

Good governance is another area of increasing success where we have put in place new policies and are ensuring that these are being adhered to.

I am delighted to be able to deliver the Draft of 2012/13-17 IDP on time. We would like to thank the MEC for Local Government for the comments received on our 2011/12 IDP which we are continuing to work toward to ensure that this third generation IDP fully complies, is credible and will be the vehicle that will deliver the best possible services to our community within the available budget.

This year we have made attempts to develop a Community Based IDP in house.

**LR S NDLELA**  
**SPEAKER/MAYOR**

The 2010/2011 financial year was also the local government election year. At this point we should congratulate the IEC for running a professional and successful election in Impendle. Partly as a consequence of this, the municipality started the year under leadership different from the leadership which led the municipality at the end of the previous year. Coincidentally the administrative leadership in light of the Accounting Officer, again the municipality started the year under different Municipal Manager and proceeded with the acting Municipal Manager and finalized the year with the new Municipal Manager.



Subsequent to the newly elected Municipal Council due processes were followed to put all the legislative processes in place. These include among other things the inauguration of councilors and the inception of ward committees. During the previous year the municipality continued to focus on matters related to governance such as policies, public participation as well as improved audit outcomes. Since their inception, the municipality's ward committees remained functional. Their functionality had been reinforced by the municipality's appointment of part time ward committee administrators who helped consolidate their work even further.

While there had been improvement in the area of Financial Management challenges persisted during the previous year. The report of the auditor general gave pointers in terms of what needed to be addressed. However the primary cause remains lack of capacity. For instance, the budget and treasury unit, the SCM unit was operated with the assistance of Financial Interns. One of these interns left the municipality for greener pastures.

Economic development and job creation is an area in which the municipality will continue to struggle for the foreseeable future. Despite attempts and a major drive by the previous management to attract investments, little progress was achieved. This is apart from government investments such as in the construction of the Grain processing Mill to be built in Impendle Village and the Rehabilitation of Mafahleni Street in Impendle Village. The revision of the local economic development strategy of the municipality has not yielded the desired results as yet.

Institutionally the virtual withdrawal of the DBSA employees in Impendle came meant that the municipality would face further capacity challenges. The Umgungundlovu District Municipality should be commended however, for when called upon to do so, deployed human capital in Impendle to fill the void left by the departure of the previous municipal manager.

While service delivery, with particular reference to the implementation of projects funded through the Municipal Infrastructure Grant programme did improve slightly during the year under review, huge service delivery backlogs remain. It is not only the pace of actual delivery but also the expenditure that should be accelerated.

The completion and handover of three community centres during the year under review marked an important milestone in the history of service delivery in Impendle. The rehabilitation of the taxi rank was still not complete. The delays had been assessed and a plan put in place, however this was delayed further due to lack of capacity as well as inclement weather.

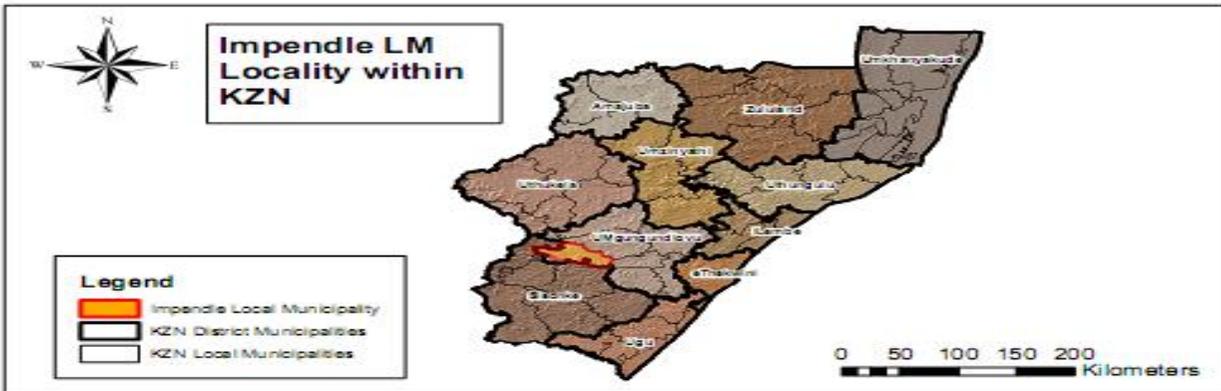
The provision of Free Basic Energy started in the 2009/2010 financial year and progressed well during the past years. More than two thousand five hundred families received free basic energy on a monthly basis during the past year.

In terms of intergovernmental relations and cooperation, it can be reported that the department of Human Settlement saw to the completion of the Rural Housing programme which had started a few years earlier. One of the three projects will complete in the 2011/2012 financial year. Relations with the Umgungundlovu District Municipality had improved substantially during the previous two years and remained good during the year under review. The commencement of the Novuka/Nhlabamkhosi water scheme would be a major milestone.

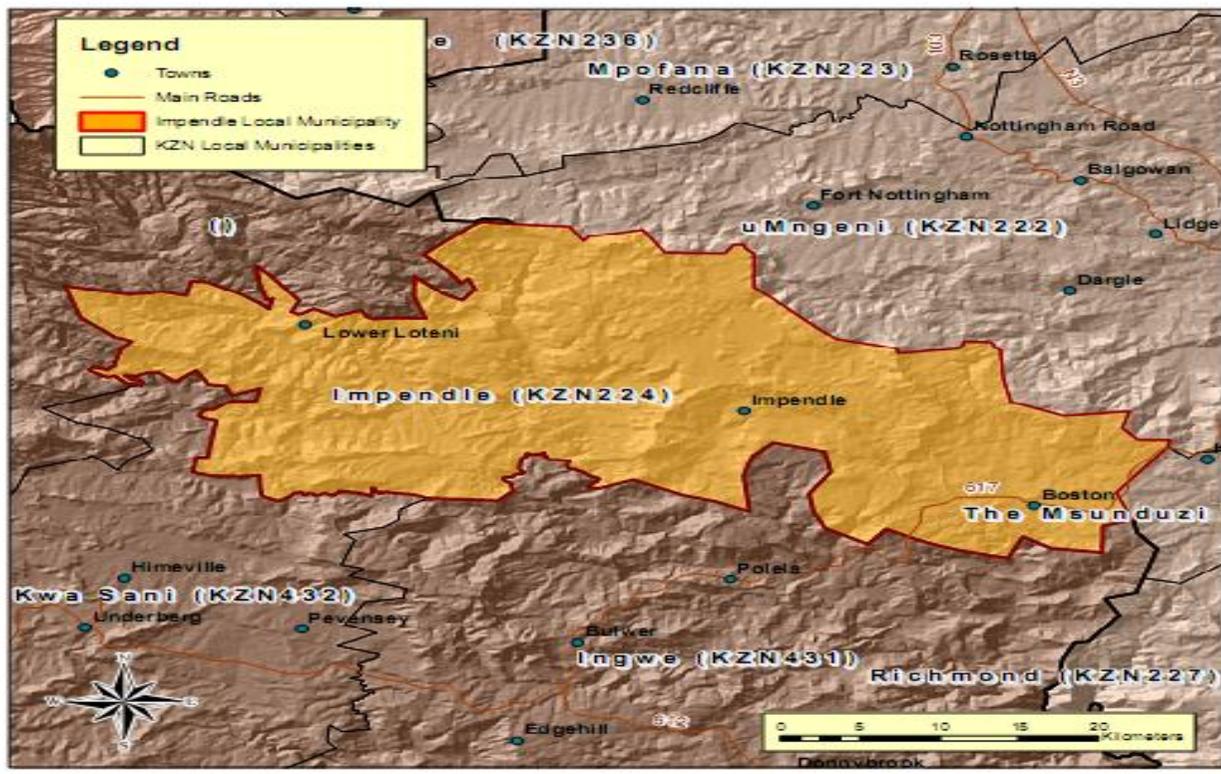
The compilation of the third generation IDP of Impendle Municipality commenced by drafting the 2012/13-17 IDP process plan in July 2011 which was adopted in August of the same year. The IDP Representatives forum took place in October 2011 and further Public Participation processes took place in November 2011. These were coupled by tabling the draft to council to discuss mile stones such as the Status Quo reports and review of the process plan.

The submission of the Draft 2012/13-17 IDP to the Department of Cooperative Governance and Traditional Affairs for assessment by multi-stakeholder assessment process will assist the Municipality to further improve the quality of the IDP and to ensure the alignment of progames and strategies with that of the other stakeholders who are involved in the Municipal developmental processes.

Mr. SI Mabaso  
Municipal Manager



LOCALITY MAP



NOTE: It should be noted that the boundary of Impendle is inclusive of the area previously located in KwaSani and subject to the re-demarcation (2008) is now located in Impendle

## **SELECTED ABBREVIATIONS**

DCOGTA	Department of Co-operative Governance and Traditional Affairs
DLGTA	Department of Local Government and Traditional Affairs
HODs	Head of Departments (herein refers to Departmental Managers within the Municipality)
IDP	Integrated Development Plan
ILM	Impendle Local Municipality
KPA's	Key Performance Areas
KPI's	Key Performance Indicators
LED	Local Economic Development
MIG	Municipal Infrastructure Grant
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
UMDM	Umgungundlovu District Municipality

## **TABLE OF CONTENTS**

RESPONSE TO MEC COMMENTS ON 10/11 IDP.....	1
SECTION A: EXECUTIVE SUMMARY.....	5
SECTION B: CONTEXT AND SITUATIONAL ANALYSIS.....	14
SECTION C: DEVELOPMENT STRATEGIES.....	96
SECTION D: HIGH LEVEL SPATIAL DEVELOPMENT MANAGEMENT PLAN INCLUDING SDF.....	136
SECTION E: SECTOR PLANNING AND INTEGRATION.....	150
SECTION F: IMPLEMENTATION PLAN.....	184
SECTION G: PROJECTS.....	188
SECTION H: FINANCIAL PLAN AND SDBIP .....	201
SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM.....	242
SECTION J: ANNEXURES.....	266
SECTION K: APPENDICES.....	268

## MEC COMMENTS ON 2011/12 IDP

The Municipality has reviewed the comments of the MEC for the Department of Cooperative Governance and Traditional Affairs (DCOGTA) and the comments of the Auditor General in order to identify areas requiring specific attention. These have been addressed where possible, and summarized in the table below.

MEC COMMENTS	STATUS	COMMENTS
<b>1. IMPENDLE IDP MATTERS OF EMPHASIS AND OBSERVATION</b>		
<b>i) Municipal Transformation and Institutional Development</b>		
Provide capacity adequacy or constraints in each department and the impact thereof	Incomplete	Institutional arrangements indicated and limited comment on capacity.
Provide further information on recruitment and retention	Incomplete	No information given on recruitment or retention of staff
Plan to complete and implement both a municipal HR Strategy and a workplace skills plan in the 10/11 financial year	Complete	
A well prepared Organisational Performance Management System (OPMS) is to be implemented and report progress in the next IDP review.	Complete	Reference made to the proposed development of the HR Strategy in 2010/11
<b>ii) Local Economic Development (LED)</b>		
LED plan should:		
Highlight clear objectives and strategies with realistic time-frames	Complete	
<b>iii) Basic Service Delivery and Infrastructure Investment</b>		
IDP does not reflect an integrated infrastructure investment plan or programme. It should indicate a 3 year programme of prioritised projects linked to budget allocations	Complete	However budget allocation is limited to cover immediate infrastructure needs
Staff component remains a challenge due to unfilled posts	Partially complete	
<b>iv) Financial Viability and Financial Management</b>		
IDP does not contain a fully-fledged Financial Plan. Ensure that the Financial Plan provides a summary of the Capital and Operational	Complete	

MEC COMMENTS	STATUS	COMMENTS
Budget, revenue raising		
<b>v) Good Governance and Community Participation</b>		
No Communication Strategy is in place. Urgently prepare and implement such a strategy. Need to mainstream special groups such as gender, disabled, children and senior citizens	Incomplete	A draft plan was tabled before Council. Due processes are still to be followed to finalize the strategy.
<b>vi). Spatial Development Framework (SDF)</b>		
Spatial expression of Capital Investment Framework needs to be done - what municipal budget should be spent on priority corridors and nodes identified in the SDF	Complete	This budget summary will be part of the finalisation of the SDMP
<b>2. OVERALL CREDIBILITY ASSESSMENT OF YOUR IDP</b>		
Additional effort is required in order to improve the quality of the IDP. Improvement is required in all key performance areas especially LED, Financial Viability and Good Governance	Complete	Quality control undertaken on the March 2010 IDP
<b>3. ADDITIONAL OBSERVATION</b>		
<b>3.1 Sector Department Participation</b>		
Quality of participation of sector departments in preparation of IDPs is a concern: what degree of participation has there been in Impendle IDP?	75%	The participation of the Department of Education is poor
<b>3.2 Implications of KZN Planning and Development Act 6 of 2008</b>		
Implementation of the PDA - Is Impendle ready - does it have the capacity to implement the PDA?	Not Yet	In progress - 80% reliant to Shared Services Centre and SDF guidelines
Development administration: can Impendle process applications in terms of the PDA	Not Yet	In progress - With support from the DPSS
Incorporate COGTA Norms & Standards into IDPs and Land Use Schemes (LUMS) as they become available (Urban densification; Spatial imperatives for public capital investment; rural land use, landscape policy, sustainable energy useage)	Complete	
In terms of Land Use management Schemes (LUMS) Act sets out time frames for adoption of a scheme or schemes for the whole municipal area of jurisdiction.	Complete	Draft Urban Scheme for Impendle Town. Presentation of LUMS for Node management and rural areas of Municipality to proceed 2010-11.

MEC COMMENTS	STATUS	COMMENTS
Also in terms of the Act, a municipality must review a scheme within six months after it has adopted an intergrated development plan for its elected term.	Incomplete	The scheme is still in the draft form
<b>3.3 Implications of Elections</b>		
Municipality to use IDP as platform to remind constituents of election manifesto and how the Council has worked towards achieving this through the IDP process and where there have been deviations and why	Done	
Impendle to take cognisance of boundary changes and how this affects them w.r.t implementation of the IDP	Done	
<b>3.4 Introduction of Performance Audit for Municipalities</b>		
In terms of performance auditing, a key focus will be on how the IDP and Budget are aligned and whether implementation thereof is being monitored in terms of a Performance Management System (PMS)	Yes	
IDP therefore need to clearly articulate the IDP/Budget/PMS Linkages.	Yes	
Is the IDP projects list realistic and achievable - need to move away from unachievable project lists	Yes	
<b>3.5 Spatial Development Framework (SDF) and Land Use Management Systems (LUMS)</b>		
Consider COGTA guidelines in formulating the SDF	Complete	SDF based on CGTA Primer, checklist, Berg approaches policy, and Provincial and National planning policies
Legal compliance of the SDF is of primary importance: for example, compliance with Local Government: Municipal Planning and Performance Management Regulations, 2001 (N.R796,24 August 2001) under the Municipal Systems Act	Complete	SDF in accordance with uThukela Spatial Planning guidelines which provide basis for compliance
Examples are: assessment of geotechnical hazards; spatial planning of capital investment; and urban edge management.	Complete	All referenced in SDMP
Spatial Development Framework Reporting Form and a LUMS Reporting form - monitor compliance through this	Incomplete	Once SDMP complete and LUMS complete, municipality can use form to monitor compliance
<b>3.6 Environmental Sustainability</b>		

MEC COMMENTS	STATUS	COMMENTS
In line with the environmental Sustainability Toolkit for Intergrated Development Planning in KwaZulu-Natal, the DEA&R has indicators for municipal environmental compliance	Complete	Has listed environmental indicators, and will draw out a sustainability assessment of the SDF in terms of these
Sustainability toolkit to be applied to IDP		
<b>3.7 Housing</b>		
Municipality is required to incorporate Housing Sector Plan into IDP	Complete	
<b>4. RECOMMENDATIONS</b>		
a) Your Municipality is advised to compile and publish a public notice in terms of Section 25(4) of the MSA 32 of 2000 announcing that the IDP has finally been adopted as reviewed - public notice required by auditors	Noted	
b) Proceed with the 2011/12 IDP Review and submit a draft document to COGTA by Friday, 26 March 2011.	Noted	
To ensure that there is vertical alignment and maximised impact,your next review should take strong cognisance of the following provincial priorities:		
Rural Development and Agrarian Reform	Noted	SDMP has dealt with this issue
Creating decent work and economic growth	Noted	SDMP has dealt with this issue
Fighting crime and corruption	Noted	
Development of human capability and education	Noted	
Creating healthier and sustainable communities	Noted	
National Building and good governance	Noted	

# **SECTION A**

## **EXECUTIVE SUMMARY**

## SECTION A: EXECUTIVE SUMMARY

### A1. OVERVIEW OF THE MUNICIPALITY

#### A1.1 Municipal Category

Impendle Municipality is one of the smallest Municipalities in the Country. In terms on Section 9 of the Municipal Structures Act, 117 of 1998 the Impendle Municipality falls under Category B. Category B Municipalities (Local) share executive and legislative authority with Category C municipalities (District) within whose area they are located (as defined in Section 155 (1) of the Constitution (Act 108 of 1996)).

#### A1.2 Municipal Revenue Base, Allocation and Budget

The majority of the Impendle Municipality is rural with a large number of scattered settlements mainly located on Ingonyama Trust and freehold land. The Impendle Village is the only formally laid out area consisting of 386 sites which are predominantly vacant. These sites form the basis on which all rates income is based on the implementation of the Municipal Property Rates Act. However the impact on Municipal income is not yet available.

About 80% of the municipal income is obtained from grant funding from National Government (Dora Fund and MIG funding) Provincial Government and the Development Bank of Southern Africa (DBSA)

### A2. Current Situation

An analysis of the current situation undertaken as part of the IDP preparation process reveals that Impendle Municipality is facing major challenges in addressing a range of development issues including the improvement of the living conditions for the poor and promoting local economic development within its area.

The majority of the settled land falls under the control of the Ngonyama Trust. Settlements that have become established on privately owned land are proving to be difficult to service and or provide development until the land has been acquired and formalized. The cost of providing new infrastructure and maintenance services in this municipality are substantially higher than the national averages.

## A2.1 Key Challenges and Opportunities

Our key challenges and development issues:

- High and increasing number of HIV & AIDS prevalence;
- High rate of poverty;
- Huge backlog in the delivery of public facilities;
- Unsatisfactory delivery on the needs of the aged, disabled, orphans and women;
- Backlog in the delivery of services;
- Road infrastructure is poorly developed
- Equitable access to land and housing;
- Rising unemployment and slow economic growth;
- Inadequate management of the environment;
- Lack of sufficient institutional capacity within the Impendle Municipality;
- Insufficient financial resources within the municipality
- Impendle Nature Reserve is outside the municipality – significant asset which is unutilised and not deriving any benefits for Impendle
- Stressed water reserves
- High levels of expenditure on transport
- Commercial sector under-developed in Impendle - income leakages – especially when perception is goods in Impendle are expensive
- Need for more facilities to accommodate a larger commercial sector
- Municipality not viewed as a tourism destination or a link to other destinations due to inaccessibility and lack of infrastructure
- Not too distant from Pietermaritzburg and therefore competition from that centre and to a lesser extent from Underberg
- Improving roads and services opens up sensitive areas to potential influx of more people which can be a threat to the environment
- Spread of invasive alien plant species a threat to agricultural lands and to ecological diversity
- Poor rangeland management - some very overgrazed areas with serious erosion problems within the municipality

Our key opportunities are:

- Natural assets, in terms of agricultural resources, although soils and slope provide some limitations
- Natural assets, in terms of conservation areas and links to the UDPWHS which provides opportunities for tourism
- Largely undeveloped tourism resources presents future opportunities
- There are already a number of tourism marketing structures that can assist with tourism marketing in area
- Ecosystem goods and services – highly significant to district and regional economy
- Current land uses are largely compatible with conservation objectives – still relatively undeveloped

- There have been a number of development proposals linked to LED strategies that can be implemented
- An Agricultural Development Plan has been produced – can be implemented
- There is land available for agricultural production that is not being used or underutilised
- There is a substantial local market for agricultural produce and products
- There is room for a commercial sector to grow to keep income circulating locally rather than leaking out of the municipality
- Development Planning Shared Services can assist the municipality with planning staff capacity
- There is the potential for the application of alternative technologies in service supply
- Legislative support for preserving biodiversity and promoting the conservation of ecosystems

Our key objectives are:

- Improve accessibility in Impendle by upgrading new regional transport route to pass through Impendle town and other development nodes
- Retain land with high agricultural potential for agricultural use only;
- Identify land for promotion of small scale commercial agriculture and overcome land tenure issues which inhibit commercial development;
- Promote cultural tourism and communal agriculture in traditional authority areas;
- Identify formally conserved areas in and around the municipality;
- Protect the strategic water production area at the Mngeni River Headlands and the surrounding vleij;
- Identify areas where tourism could be promoted and the type of tourism, bearing in mind that the agricultural and natural landscapes must not be compromised;
- Ensure that tourism proposals benefit the local community;
- Ensure that environmental objectives are taken into account in the formulation and adjudication of development proposals;
- Implement management areas for future urban development and expansion as contained in SDF;
- Develop and implement LUMS in each management area through local structures and the DPSS;
- Develop a LUMS specific to rural areas distinguishing between negotiable and non-negotiable issues in each area;
- Promote different forms of economic development in each management area dependant on locality and opportunity.

## A3. The Municipal Integrated Development Plan

### A3.1 Planning Process, Preparation and Adoption of Integrated Development Plan (IDP)

The 2012/13-17 IDP process started in August 2011. The Integrated Development Plan was developed following the five (5) National KPAs of the National Strategic Agenda that was adopted in 2002. The DLGTA (now COGTA) IDP document guide was used in formatting this IDP document. The preparatory work done prior to the commencement of the IDP preparation process was the production of an “IDP Process Plan”. The Process Plan is a legislative mandate in terms of sec 28 of Municipal Systems Act, 32 of 2000 necessary to ensure proper management of the planning process, and to guide the production of the IDP. The Process Plan sets out the dates and actions to be performed and responsible personnel including the resources to be used. It further indicates the roles and responsibilities of the key role players and stakeholders of the IDP process. The Process Plan was adopted by Impendle Council on 27 August 2011 (Appendix K12).

#### The Process Plan

- Institutional structures to be established for management of the process
- Approach to public participation
- Structures to be established for public participation
- Time schedule for the planning process
- Roles and responsibilities (who will do what)
- How the process will be monitored.

#### The IDP Contents

- Status Quo and Situational analysis report.
- Strategic Planning and formulation of Vision, Mission and Strategic Objectives.
- Identification and Prioritization of Projects.
- Incorporation of Sector Plans (SDF and Sector Departmental Plans).
- Comments on the IDP made by the MEC for Local Government.
- Public comments.

**Adoption of the IDP & Submission to DCoGTA**

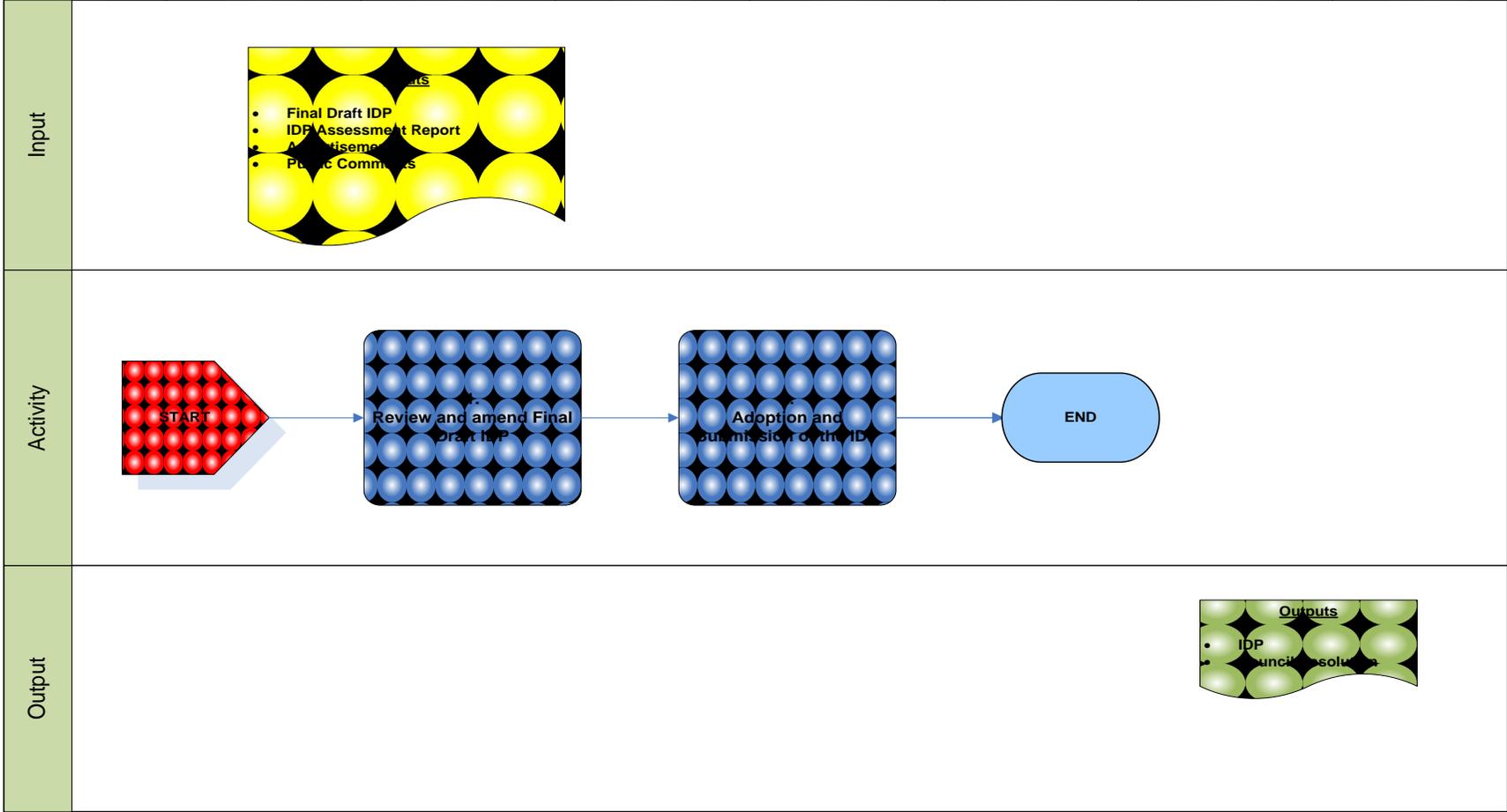


Figure 1: Review, Adoption & Submission of IDP

The following table provides a description of the steps, processes and activities undertaken on preparation, adoption and submission of the IDP.

IDP Preparation and Review	Adoption and Submission
<p>✓ The final review processes include final quality assurance processes to be conducted and to provide Council with a final opportunity to provide inputs into the IDP. The following activities should be considered:</p> <ul style="list-style-type: none"> <li>- The Final Draft IDP will be circulated internally to obtain comments from S57 Managers, the Municipal Manager and Council for their final comments.</li> <li>- Incorporate the comments collected in the previous activity.</li> <li>- Obtain Council approval for submission to DCoGTA for assessment purposes, and submit to DCoGTA's Municipal Planning Directorate.</li> <li>- Obtain the IDP Assessment report from the Department and incorporate recommendations made.</li> <li>- Re-submit the IDP Assessment Report and final IDP to Council for approval.</li> <li>- Advertise the IDP for Public Comment for 21 days on the website and other news media.</li> </ul> <p>Incorporate Public Comments, if appropriate.</p>	<p>✓ <i>After an elaborate consultative process, it is evident that the IDP includes inputs from all stakeholders and the Municipality has exercised transparency and accountability in the preparation of a credible IDP. Any Organisational Performance management System relies heavily on a sound plan, without which, implementation, monitoring and evaluation will be impossible.</i></p> <p>✓ <i>The following activities will conclude the Planning Phase of the Organisational Performance Management System:</i></p> <ul style="list-style-type: none"> <li>- <i>The final IDP must now be presented to Council for approval and adoption.</i></li> <li>- <i>Ensure that Council takes a formal resolution to adopt the IDP.</i></li> <li>- <i>Submit the final IDP to the Department within 10 days of the Council Resolution.</i></li> </ul> <p><i>Update the Performance Management Information System with the relevant data against which actual achievements will be collected and performance measured and reported on.</i></p>

## District Framework for Integrated Development Planning

Also as part of the preparation stage, the District Municipality, in consultation with its family of local municipalities must adopt a framework for integrated development planning. The framework determines procedures for coordination, consultation and alignment between the district and the local municipalities and therefore binds them both. The framework guides each local municipality in preparing its process plan. Impendle utilized this framework in preparing this IDP.

## The Strategic Development Management Plan

The SDMP is an integration of three frameworks that are normally produced as separate planning documents, namely:

- An Environmental Management Framework
- An LED Framework
- A Spatial Development Framework

The SDMP is in final draft form and has integrated the three frameworks into a spatial development management plan that looks at where development and economic activity should be focused in order to improve sustainability and in order to preserve the integrity and biodiversity of the natural resource base. The SDMP has identified three principle landscapes: wilderness, rural and urban. The wilderness landscapes is essentially the non-negotiable area where development may not take place in order to meet the conservation and biodiversity targets set nationally and provincially; the rural landscapes comprise both negotiable and non-negotiable areas, and cover rural settlements as well as rural agricultural areas (grazing and arable). The urban landscape comprises those existing settlements that have been identified for future growth as commercial, service and/or tourism centres. The SDMP proposes a set of management controls for all three areas; these controls aim primarily to stop the sprawl of settlements into high potential agricultural areas as well as into sensitive ecosystems, as well as to make service delivery more cost-effective through the promotion of more compact settlements through densification at specified nodes. In addition, the SDMP proposes the upgrading of certain routes to place Impendle more firmly on the regional accessibility grid, as well as to draw traffic that is unrelated to tourism/eco-tourism, away from the sensitive UDPWHS park boundary and to the edges of the buffer zone. The economic framework proposes a range of LED activities that make the most use of the opportunities available in the wilderness, rural and urban landscapes. Ultimately, the SDMP is based on the principles of sustainability, good governance, cost-effectiveness, integration, competitive advantage, diversity and sound environmental management.

## Organizational Performance Management System (OPMS)

This system serves as the monitoring and evaluation tool of our performance as the Municipality. It provides the Impendle Municipality's stakeholders with a strategic approach setting out tools and techniques to regularly plan, periodically **monitor, measure and review organisational and individual performance** and sets out an effective and efficient planning framework that integrates planning for an IDP,

Budget and Performance Management as required by sec. 38 and 41 of Municipal Systems Act 32 of 2000.

## **SECTION B**

# **CONTEXT AND SITUATIONAL ANALYSIS**

## SECTION B: CONTEXT AND SITUATIONAL ANALYSIS

### B1. IDP IN CONTEXT

In terms of the Municipal Systems Act (Act 32 of 2000), the Impendle Local Municipality is required to undertake a review of its integrated development planning. The IDP remains the strategic planning instrument to guide and inform the planning, budgeting, performance management and decision-making activities in the municipality. Another important function of the IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area.

### B2. IDP REVIEW PROCESS

#### B2.1 Legislative Requirements

The Municipal Systems Act (No 32 of 2000), together with the Local Government: Municipal Planning and Performance Management Regulations, 2001 (R796 24 August 2001), set out the core components of the IDP, as well as, the requirements for public participation in its drafting, reviewing and adoption.

The core components may be summarized as:

- A long term vision
- An assessment of the current level of development in the

municipality

- Development priorities and objectives
- Development strategies
- A spatial development framework
- Operational strategies
- Applicable disaster management plans
- A financial plan
- Key performance indicators and performance targets

In line with the guidelines from DLGTA this IDP comprises four main components, namely an analysis of the existing situation in a municipality, a strategic framework (comprising a vision, objectives and strategies), projects, sector involvement, integrated programmes and plans (including the SDF, financial plan & the SDBIP) as well as various annexure and appendices.

#### B2.2 District and Local Context

Impendle Local Municipality is one of the seven category B municipalities comprising Umgungundlovu District Municipality established in terms of Section 155(1)(b) of the Constitution of the Republic of South Africa (1996) following the local government elections in 2000. Impendle Local Municipality is located within the western portion of Umgungundlovu District Municipality, which in turn is situated in the west of KwaZulu-Natal Province. It adjoins uMngeni Municipality to the north east, Msunduzi Municipality to the east, Ingwe and KwaSani Municipalities to the south and KZDMA43 to the west.

Impendle is characterised on its eastern side by rolling hills and agriculture, and in the central portion by higher mountains, which result in settlements along roads and rivers. On the western side the topography becomes progressively steeper and less suitable for settlement as it progresses into the World Heritage Site Conservation Area.

The town of Impendle is centrally situated within the local municipality, and about 50 kilometres from central Msunduzi. The town represents a primary node within the district spatial development framework and is situated on a primary development corridor, which traverses the local municipal area. Boston, which is a secondary node, is also situated on the development corridor, about 35 kilometres from Msunduzi.

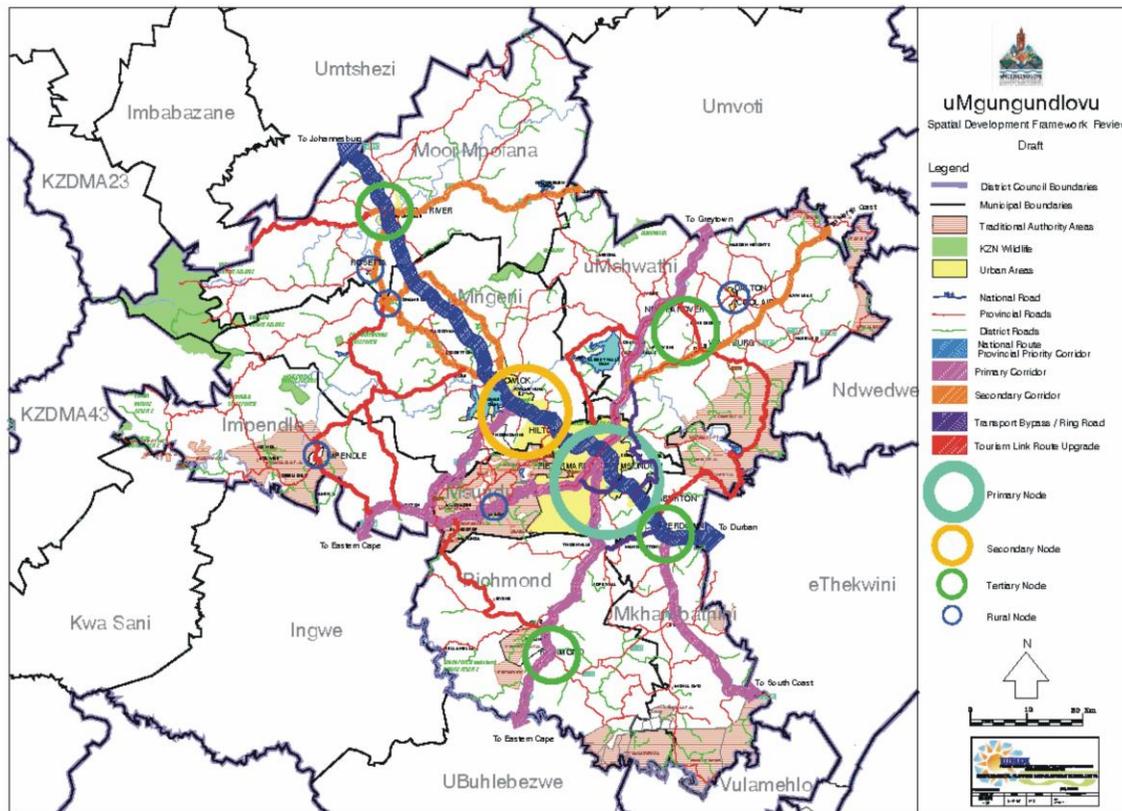
Following Census data, the Municipality has experienced a population decline since 2001. This may be attributed to a variety of factors including: inaccessibility, poorly developed infrastructure, limited marketing, inability to compete in the regional economy, limited rates base etc. Through its IDP it is therefore targeting key

*Figure B1: District SDF Map*

infrastructural and economic projects with a view to providing a 'platform' for investment in development of the area in agriculture, tourism, services and processing.

### **B2.3 District Framework Plan**

The District Framework plan prepared by the Umgungundlovu District Municipality, for the district, provides for linkages and binding relationships to be established between the District Municipality and the seven local municipalities in its area of jurisdiction. The Framework Plan was aimed at facilitating proper consultation, co-ordination and alignment of the planning process of the district municipality with those of the seven local municipalities. The Framework Plan was signed on behalf of the district and the seven local municipalities. However, the co-ordination envisaged in the Framework Plan has not lived up to expectations. This was due to administrative problems both at the District & Local Municipalities. It is anticipated that by the time the IDP is adopted these matters will have been addressed.



## B2.4 Public Participation Process and Comments Received

The public participation process was undertaken in November 2011 through visiting of the Izigodi (sub-wards) in order to discuss projects and the review of the IDP. These engagements yielded comments that could be classified in the following categories. These are in no particular order:

- Water and sanitation – this refers to lack of water or water schemes that are dysfunctional and are serviced properly and regularly
- Roads – this refers to all categories of roads but mainly access roads/streets that do not exist or have not been maintained
- Unemployment – high rate of unemployment particularly among young people was cited as a threat to social stability as it was linked to crime

- Agriculture – lack of initiatives or coordinated agricultural programmes
- HIV and AIDS – high rates of the epidemic and lack of facilities to care for the sick
- Housing – problems with the rural housing programmes currently under feasibility
- Electricity – a number of communities as well as in-fills have not had electricity connected for a lengthy period of time
- Poverty – in most meetings poverty was cited as a threat to the social stability as it was linked to crime
- Crime – in most instances comments related to stock theft, common assault, break ins and family violence

This was followed by a reprioritization process which was then finalized during the month of January 2012.

The IDP and Budget public participation campaign for the 2012/13 and beyond IDP will be undertaken throughout Impendle during the month of April 2012. There will be public meetings held in all of the four wards of Impendle.

In order to increase efficiency in engaging community in the affairs of the municipality, Council had employed the Ward Administrators who are computer literate and reside in the respective wards. These are working closely with Ward Committee members, Councillors and Officials of the Municipality and other organisations.

It is anticipated that the same broad categories as above will still be applicable and therefore these issues have been utilized as part of the needs analysis and identification of priority issues in the Municipality.

## **B3. STRATEGIC FRAMEWORK**

### **B3.1 Purpose**

This document presents an Integrated Development Plan (IDP) for Impendle Local Municipality. It is prepared in accordance with the Guidelines Pack for the preparation of IDPs as developed by the National and Provincial Department of Cooperat Locnance and Traditional Affairs, and is a result of a technical and consultative process maintained with the all the relevant role players from the preparatory phase to the adoption of the IDP.

## B3.2 Aims and Objectives

Impendle Municipality Integrated Development Plan serves as a Business Plan for the municipality during the term of office for the current council administration (council and management). Its objectives can be summarised as follows:

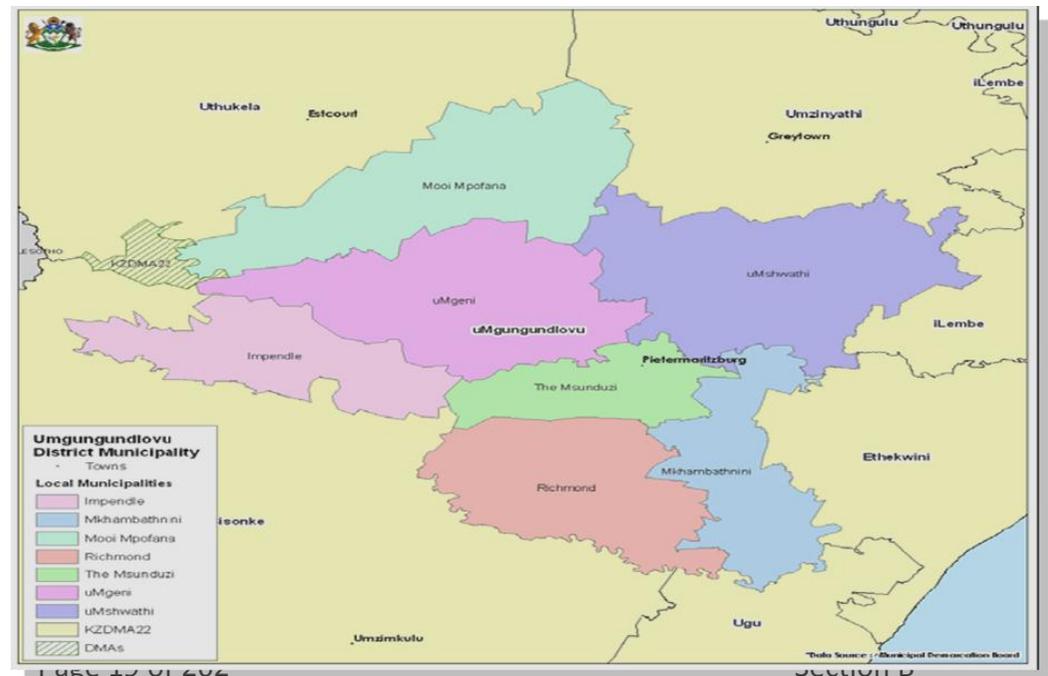
- Enabling the municipality to make effective use of scarce resources by focusing on its priorities
- Finding cost-effective solutions to challenges facing the Impendle and addressing the root causes rather than symptoms of issues
- Speeding up service delivery by providing a framework for an effective co-ordination of the activities of various role-players and stakeholders within the municipal area
- Attracting investment and bolstering investor confidence in the municipal area as an investment destination
- Strengthening democracy and facilitating public participation in local governance
- Promoting efficient land use and integration of urban and rural areas, different socio-economic groups, places where people live and work, etc.
- Promoting co-operative governance between the three spheres of government

Figure B2: Impendle and Surrounding Municipalities in Umgungundlovu District

## B4. SITUATIONAL ANALYSIS

### B4.1 Impendle in the District Context

Impendle Municipality is located within the uMgungundlovu District which is regarded as the heart of the KwaZulu Natal Midlands. Impendle is situated on the south western boundary of the uMgungundlovu District, and shares a boundary with the Sisonke District to the south, and the KwaSani Local Municipality which includes such towns as Underberg and Himeville. To the north is the uMngeni Local Municipality which is closely tied to the Impendle Municipality in terms of agriculture and potential tourism (Midlands Meander), and to the east the Msunduzi Local Municipality which is the capital of the province and economic hub of the District. To the west are District Management Areas of the Drakensberg that fall under the Transfrontier Development Initiative related to the World Heritage Site.



Whilst the uMgungundlovu District Municipality is one of the wealthiest Districts in KZN, the Impendle economy is predominantly rural, and highly dependent on agriculture and farming. The municipality includes a large number of people living in poverty, and needs assistance to try and turn around the present downward economic trends. Impendle is peripheral to the National Road system. Main Roads that connect Impendle to the National Road are not direct routes. This has contributed to Impendle being marginalized in an economic sense. A lack of economic development is also reflected in terms of service delivery. In the analysis section of the District IDP Review for the 2007/08 budget, an indication is given of progress with service delivery for the 4 year period 2001/02 to 2004/2005. Some 914 households were serviced with water, 727 with electricity, and 831 VIP's were built in Impendle. Backlogs thus remain high, and could be worse if population growth is taken into account.

A business survey formed part of the District LED Plan. Road access was listed as the third most important factor for the success of a business, the most important being the provision of electricity, followed by telephones and potable water. The provision and upgrading of access paves the way for the provision of these other services, and hence the opportunity for economic development to occur is increased. Economic interaction with adjacent municipalities in the uMgungundlovu District is severely hamstrung by poor road connectivity; whilst roads exist, these are generally in poor condition (e.g. the road from Nottingham Road to Himeville, along the Drakensberg).

However, Impendle does have natural assets which make it possible to stimulate economic growth. Agriculture plays a major role in the economy of Impendle as a generator of income, as well as an employment provider, as it is at the present time only partially exploited. Tourism is a relatively unexploited economic sector in the municipality; Impendle with its links to the KwaSani Municipality and the uMngeni Municipality (where the Midlands Meander and Sani Saunter are based), together with its position at the foot of the Drakensberg, and its Traditional Authority areas seems ideally placed to be included in terms of tourism priority. The municipality includes no less than 5 nature reserves forming part of the Ukhahlamba Drakensberg Park World Heritage Site.

Impendle contains a key water resource area which is of importance at both a provincial and national level. The farms making up the head waters of the Mgeni River in the north are designated as a Strategic Water Production Area. This area and the surrounding vleis have an extremely important water production function which needs to be taken into account in the SDF and the formulation of development proposals for the area. In addition, the potential Umkomaas – Mgeni water transfer scheme would further elevate the importance of the municipality for water assurance, particularly in the long term. Related to water production is sustained vegetation cover, which regulates water quantity and quality, vital to downstream water users and both agricultural and non-agricultural development.

Impendle is arguably the least developed and most under-resourced local municipality within the uMgungundlovu District Municipality; however, it does include critical resources that underpin its importance for economic development in the rest of the District. The rural character of the municipality, comprising harsh topography and climate in parts, is essential for the continued ecosystem goods and services provided to the District. Economic strategies focussing on nodal development and the retention of the natural resource base are likely to render long term sustainability at the Local and District scale.

## **B4.2 Physical Environment and Environmental Features**

### **(a) Mountains**

The mountainous topography of Impendle is captured in Maps 2 and 3 (Annexure 4 of the SDMP).

On the Eastern portion of the Impendle Municipality is the village of Boston which has rolling hills with contours varying from 1381 to 1438 metres above sea level. This area consists mainly of commercial farms.

The Central area includes Impendle town at 5000m above sea level with an Eastern Mountain range called Nhlabamkhosi at 6224m and to the North, Ntshangwe at 6406m while in the South West is the Mpendle Mountain at 6290 meters above sea level.

North-West of Impendle Town is Carters Hill at 6349m dropping to 4482m at the Nzinga River and 3960 at the Lotheni River.

In the far North of the municipality at Lotheni are steep Mountains such as Spioenkop at 7040m and KuMalungana at 7374m above sea level.

On the Western Boundary of the Municipality lies the Drakensberg World Heritage site. This area is marked by rugged mountains with heights ranging from 5004m for Nkangala Mountain to Kwa Mahoshiya at 6254 and progressively getting higher within the Drakensberg Heritage Site. The Mkhomazi River at this stage is 4299m above sea level.

In summary, Impendle as a Municipality has on its eastern side rolling hills and agriculture while in the central part of the municipality are higher mountains which result in settlements

being established along roads and rivers. On the Western side of the Municipality the environment becomes progressively steeper and less suitable for settlement. The effect of the topography is that the mountains result in settlement taking place in patches.

The extreme west of Impendle includes that part of the Drakensberg Mountain range which is located within the Maloti-Drakensberg World Heritage Site.

### **(b) Rivers**

It may be noted from Map 8 in the SDMP (Annexure 4) that three main rivers run through parts of the Impendle Municipality. Each of these rivers arises in the Drakensberg in the west.

The first of these is the Nzinga River which runs through Impendle and into Ingwe Local Municipality. The Nzinga River runs North to South with its source in the KwaNtabamnyama Mountain range and Wuthering Heights Area.

The Lotheni River runs in a South Easterly direction from its source in the Lotheni Nature Reserve at Peak kwaPitoli. The Lotheni River joins the Mkhomazi River in the South.

The Mkhomazi River has its source in Mkhomazi pass within the Cobham State Forest within the Drakensberg. It runs East-South-East where it is joined by the Lotheni River.

In conclusion, as rugged as the Western country is, it nevertheless has three large rivers which provides the water source for sustaining livelihoods.

#### **B4.2.1 Geology and Soils (Geo-Tech)**

Geologically the municipality comprises limited variation over a landscape largely formed by Drakensberg formations and the headwaters and upper reaches of a number of rivers. Geology is dominated by mudstones and sandstones of the Tarkastad Subgroup and the Molteno Formation (Karoo Supergroup) as well as intrusive dolerites of Jurassic age. The dominant soils on the sedimentary parent material are well drained, with a depth of more than 800 mm and clay content from 15-55%, representing soil forms such as Hutton, Clovelly, Griffin and Oatsdale. On the volcanic parent material (dolerite) the soils are represented by forms such as Balmoral, Shortlands and Vimy. The eastern areas are dominated by apedal and plinthic soil forms derived mostly from Ecca Group (Karoo Supergroup) shale and minor sandstone and less importantly from Jurassic dolerite dykes and sills. The western areas comprise primarily Sandstones of the Clarens Formation and sandstones, silt-

stones and mudstones of the Elliot Formation (both formations belonging to the Stormberg Group, Karoo Supergroup) as well as the basaltic lava flows of the Drakensberg Group. Soils on the steep escarpment slopes tend to be deep and fine-grained, typical of land types Fa, Fb and Ea. Other variations are found in the municipality. Map 1 (SDMP Annexure 4) illustrates this variation. Geology and soils are contained in Maps 1 and 22 of the SDMP (Annexure 4). Owing to geology, slope, soils and microclimate, there are areas in the centre and west and south-west of Impendle which are not suitable for agriculture and also unstable for housing development. These areas are characterized by deep erosion gullies due to inappropriate land use from the past and should be avoided for all forms of future development.

#### **B4.2.2 Topography and Slope**

The municipality comprises a marked biophysical gradient and diversity of habitat types that is determined by altitude, slope position, aspect, climate, topography and geology, which translates into exceptional terrestrial and aquatic biodiversity, species richness and endemism. The dominant landform comprises rugged topography characterised by rolling hills much incised by deep rivers. The land generally slopes from west to east, with the highest areas in the central and northern areas, and the lowest areas around Boston in the east and the Umkomaas Valley in the south. The eastern areas also comprise a greater proportion of gently sloping lands. Map 2 illustrates slope variation in the municipality, and Map 3 (Annexure 4, SDMP) illustrates altitudinal gradient.

#### **B4.2.3 Precipitation and Climate**

Varying climatic conditions prevail across the municipality, as illustrated by varying Mean Annual Precipitation (Map 4, Annexure 4 SDMP). With the exception of some precipitation in the west

from cold fronts in winter, the region is subject to summer rainfall with dry winters. However, dry summers and summer droughts are also frequent, particularly in the east. Mean Annual Precipitation (MAP) ranges from 600mm to 1000mm in the municipality, with large scale variations over relatively short distances. Whilst rainfall in form of thunderstorms is the prevalent form of precipitation, a common feature in the municipality, hail, frost, mist, fog and snow are common in the wetter, colder parts, especially at higher elevations. Summers are warm to hot, to extremely hot, and winters are mild to cold, to extremely cold. Mean Annual Temperature ranges from approximately 4°C to 17°C. Mean annual evaporation varies considerably in the municipality depending on the relationship of rainfall and temperature.

Climate change scenarios predict major changes in biome distribution in South Africa. Individual species and ecosystems will respond differently to climate change, some potentially increasing in abundance or range, others declining or contracting. Ecosystems will experience changes in their species mix, and these changes may increase their vulnerability to further change or to climate extremes. Models indicate that climate change impacts will largely consist of latitudinal and altitudinal shifts in potential species' distributions while others suggest that the complete disappearance of critical climate types and dependent species are possible. Climate change will affect not only the survivorship of particular species, but also fragment the landscape and affect the natural resources that species have adapted to use in their natural environment. Species are thus marginalised and forced to move elsewhere to find places to live and food to eat. The impact of climate change will therefore increase the risk of species extinction and impact on biodiversity integrity. On a provincial scale, the biophysical gradient is relatively pronounced in the municipality, with significant variations in temperature considering adjacent areas (Map 5, Annexure 4 SDMP) and mean annual precipitation,

incorporating a number of important river valleys, which highlights the important role that this municipality is likely to perform in biodiversity conservation in response to climate change.

#### 4.2.4 'Viewscapes'

The municipality is located immediately adjacent to the Ukhahlamba-Drakensberg Park World Heritage Site (UDPWHS), and therefore occurs (at least partially) within the Special Case Area Plan (SCAP) buffer zone to the UDPWHS. The UDPWHS is inherently environmentally sensitive and provides for the conservation of critical elements of biodiversity in the province. It is therefore, critical that development adjacent to the park is both strategic and appropriate.

Inappropriate development within the UDPWHS approaches has the potential, not only to impact upon the important biodiversity protected by the park, but upon the WHS status of the UDP. Thus, it is critical to ensure the conformity of any proposed development with the relevant guidelines (as advised by the Drakensberg Approaches Policy (DAP), Special Case Area Plan (SCAP), and the buffer study (Rushworth & B Mthimkulu, unpublished)), in order to ensure that the values of the UDPWHS are not impinged upon, and that the WHS status of the UDP is not threatened in any way.

The most visually sensitive parts of the municipality, the areas adjacent to the Ukhahlamba Drakensberg Park World Heritage Site, comprise predominantly deep valleys separated by significant lower berg mountains, which effectively limit viewshed impacts in this area. The areas adjacent to the Ezemvelo KZN Wildlife protected areas (e.g. Lotheni and Mkhomazi) are protected by topographical viewsheds, that render visual impacts unlikely on the areas. Viewscapes onto areas identified for stewardship and protected areas expansion merits further investigation.

#### **4.2.5 Soils and Agricultural Potential**

Agriculture comprises the dominant land use in the municipality, including both commercial and subsistence farming. The majority of commercial farming areas are located in the east of the municipality, with rural communities inhabiting the higher lying areas in the centre, and extensive livestock grazing dominating in the western and north western parts of the municipality (SDMP Map 6). The reliance on the natural resource base by the rural communities that inhabit these areas render them critically important for sustainable rural livelihoods.

The municipality includes suitable climate for commercial timber production, particularly in mistbelt areas to the east of the

municipality. These plantations represent both economic opportunity and significant alien invasions risks, with commercial timber species (particularly wattle) encroaching into river valleys, posing risks even as far as the UDPWHS.

Soils are generally low in fertility and acidic which limits crop options. Potatoes, maize and beans are the major crops grown by community gardens and larger farmers. The Commercial production of maize is not possible in acidic soils. Essential oils and woodlots of yellowwood have been identified as suitable options.<sup>1</sup>

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<sup>1</sup> Umgungundlovu District Municipality (2007) The Impendle Local Municipality's Local Economic Development (LED) Strategic Plan, 2007. Published by the Umgungundlovu District Municipality in partnership with the Gijima KZN LED Support Programme of the Department of Economic Development of KZN

Slope is the limiting factor for much of the municipality, with commercial agriculture and timber plantations generally already existing on suitable areas. However, additional suitable areas still exist (Map 7, SDMP), which potentially present economic opportunities to rural communities; however, inaccessibility and distance to markets is a significant constraint which has limited agricultural production. A paucity of impoundments, stressed water reserves (particularly the Umgeni River catchment), and lack of infrastructure renders irrigation problematic, further limiting agricultural production in such areas.

The Department of Agriculture and Environmental Affairs has accordingly only been able to identify limited areas of high potential for agricultural production in the municipality, with land reform projects comprising key interventions (Map 6, Annexure 4, SDMP). Agriculture is seen as a sustainable land use on the latter properties, although economies of scale and limitations as described above render these areas unlikely to contribute as commercial agricultural entities. This aspect merits further investigation.

Field investigations indicate relatively large areas of land which appears to have high potential subject to the addition of lime and soil conservation measures. This potential will need to be assessed as part of a feasibility study to follow on from the SDMP.

#### **4.2.6 Hydrological, Water Resources and Wetlands**

Considering the critical role that this municipality plays in terms of water provision, maintaining the remaining natural systems along the main stem rivers and upland streams is critical for ensuring continued delivery of ecosystem services and connectivity required for biodiversity persistence. Associated wetlands perform a key role in this regard.

The distribution of wetlands within the municipality is illustrated in Map 8, Annexure 4 SDMP. This wetland mapping was carried out using the Ezemvelo KZN Wildlife wetland dataset (from which dams were removed). Wetland types included comprise Montane and Highland, with Midland and Lowland types absent as defined by EKZNW criteria. Whilst not mapped in the planning domain, every effort should be made to conserve high altitude bogs, due to the critical water supply and discharge function of these bogs, as well as their role as filters in the maintenance of water quality.

The national standard for wetland conservation is 20%, which may not be appropriate for this municipality considering the importance of its water resources.

Wetland systems are distributed in a complex mosaic, occupying a variety of positions in the landscape across altitudinal gradients, ranging from open water bodies such as mountain tarns, small hanging wetlands, high on valley sides, a variety of vleis and marshes, down to extensive wetlands associated with an intricate network of stream and river courses. Wetlands are of major importance for nature conservation, because of the variety of natural communities associated with them. Also present are important montane wetlands, which play a key role in the hydrological cycle of the catchments, and are of particular significance for the maintenance of regular stream-flow patterns, and acceptable water quality levels. Protection of these wetlands is afforded in part by existing protected areas, whilst significant areas are in private and communal ownership. Wetlands within the municipality are on the List of Wetlands of International Importance under the RAMSAR Convention.

Umgeni Vlei Nature Reserve is located 20 km due south-west of Nottingham Road in the KwaZulu-Natal midlands. The main vlei is

about 300 ha in extent, and is underlain by Karoo dolerite. It lies at an altitude of 1 840 m, with the highest hill in the reserve at 2 081 m. The vlei functions as a large sponge that is the source of the Umgeni river. The extensive vlei is good for cranes (*Gruidae*), and both *Bugeranus carunculatus* and *Balearica regulorum* regularly breed there. It is the premier site in South Africa for *Bugeranus carunculatus* (up to six pairs have nested in the main vlei, with four others nesting in four smaller vleis, all within the reserve boundary. At least two pairs of *Balearica regulorum* and one pair of *Grus paradisea* are also present in this Important Bird Area (IBA), the latter in the grassland surrounding the vlei, which also supports several other species of threatened bird, including *Anthus chloris*. The vlei could potentially support *Sarothrura ayresi*. *Cisticola brunnescens* forage and breed in the flooded grassland adjacent to the vlei. The rocky terrain at higher altitude supports *Geocolaptes olivaceus*, *Saxicola bifasciata*, *Monticola explorator* and *Chaetops aurantius*. Both *Gyps coprotheres* and the rare but widespread *Gypaetus barbatus* are regular visitors to the area.

Apart from its biodiversity value, Umgeni Vlei is a valuable water-catchment area, supplying the Umgeni River, which supports a substantial proportion of South Africa's gross national product, and the whole of the catchment above the vlei is now conserved, either within the reserve or in a Natural Heritage Site. The other key river is the Umkomaas River, which together with the Umgeni River has been earmarked for a future bulk water transfer scheme. The

#### (a) Towns/Villages

The town of **Impendle**, located in Ward 2 had an adopted Town Planning Scheme which was established on 26 July 1994, now it is going to be substituted by the Land Use Scheme which will be developed now that the Integrated SDF, LED and EMP has been finalised. This town has the following public facilities:- *Municipality offices; Magistrates Court; Petrol filling station; Post office; Police station; Gomane clinic; Thusong Services Centre; Community Hall; various General Dealers*. The town is located in the context of a large area of rural settlement identified as the Impendle Management Area in the SDF. The town is the focus for future of economic growth and development while the surrounding

Umkomaas River is also critically important for downstream users, including industry located closer to eThekweni Metro.

The distribution of important water yield areas is illustrated in Map 10 SDMP. It is clear that the majority of important wetland areas fall within the high water yield areas, illustrating this positive relationship.

### **B4.3 Settlements and Administration**

A substantial traditional area known as the Nxamalala Traditional Area exists to the South of Impendle town while Private farm land is located to the East and West of Impendle town. The Impendle Municipality mainly consists of scattered rural and semi rural settlements. For ease of reference the towns/villages will be discussed in relation to the services they provide and then each settlement will be considered according to the ward in which the settlement is located. The wards run chronologically from West to East (Ward 1 to Ward 4) in the municipality (Map 16, Annexure 4 SDMP). Wards 2 and 3 are relatively small being located centrally in Impendle. Ward 4 is extensive and includes the eastern area of the Municipality. Settlement in each of the Wards is noted below. Further detail is provided in the SDMP attached as Annexure J1.

settlements are the focus of agricultural development.

**Boston**, an established village to the East of the Municipality does not have a Town Planning Scheme but consists of the following facilities:- *Petrol Filling Station; General Dealer; Moth Hall; Boston Country Club; A few residential sites; Agricultural Co-operative; Police Station some distance away.* This village has been identified as the gateway to tourism development in Impendle (Annexure J1).

**(b) Ward 1**

Ward 1 is located on the Western portion of the Municipality with the western boundary of the Municipality falling adjacent to the Drakensberg Mountains. This ward is by far the largest ward in terms of geographical area and consists of scattered rural settlements. Small pockets of traditional areas are also located along roads and rivers. There are three settlements which stand out above the rest in this ward, namely:-

- **Stoffelton-Ntwasahlobo** consisting of the following:- *Isiminza Traditional Court; Community Hall; 1 Primary School; 1 High School; Library / Resource Centre; General Dealer; Church.* Stoffelton is being linked with Ntwasahlabo and an area known as the Ridge. This is located in the South West of Impendle and adjoins KwaSani as a cross-border area (see SDF Annexure J1)
- **Lower Lotheni** has rather a scattered structure in terms of settlement and related public services. In the North are the following communities: *Maitland; Nkathini; Nhlathimbe; Lotheni .*
- **Stepmore-Mqathsheni** consists of the following: *3 schools, mobile clinic, shop, hall, crèche.* Stepmore-Mqathsheni is also a cross-border development located on the edge of the World Heritage Site.

Further south are: *-Mahlutshini; Police Stock Theft unit; General Dealer*

There is a physical separation between east and west in Impendle. This physical separation is best noted when heavy rains fall making roads impossible due to rising rivers as in the case of the Mkhomazi and slippery and wet passes such as the Road Past Nzinga to Lower Lotheni. These roads effectively isolate the communities on the Western side of the Impendle Municipality from the Eastern and Central parts of the Municipality.

**(c) Ward 2**

East of Ward 1 is Ward 2 which has as its western boundary the Nzinga River while the Eastern Boundary is the Impendle Mountain. This Ward consists of the following settlements, namely:- *Come and See; Sithunjwana; Ukukhanya; Compensation; Mgodji; Shayabantu 1 and 2 also know as Shellfish; Enguga 3, 5, 6, 8 and 9.* These settlements straddle the boundaries of Wards 1 and 2 and are located in what has been identified as the Management Area in the SDF (Annexure J1).

Compensation was established using township establishment processes. It is also the only settlement in the Impendle Municipality with a combined school. There are 3 high schools and 6 primary schools in this ward.

**Nzinga** consisting of the following:- *Nxamalala Clinic; HIV/Aids drop in centre; Nxamalala Traditional Administration Centre; 2 Primary Schools; 2 High schools; General Dealers.* Large areas of settlement follow the main road to Nzinga and then split off on the road to Lotheni mainly located in the valley of the Nzinga River.

**(d) Ward 3**

The Western Boundary of Ward 3 runs along the Impendle Mountain while the Eastern Boundary falls roughly along the road from Boston to Impendle town to Howick. This ward consists of the town of Impendle and the following settlements:-

In the North:- *Novuka 1-4; Ntshini just north of Impendle town*

In the West:- *Enguga 4 and 10 located on the western side of Impendle town*

In the South:- *kwaKhetha; Kwakhetha 1 and 2; Ntshosweni; Fikesuthi; Similobha 1 & 2; Sithunjwana 1*

**(e) Ward 4**

This Ward consists mainly of the farming community of Boston and the settlements of:- *Gomane 1-7; Nhlambamkhosi.*

## B4.4 Socio-Economic Profile

### B4.4.1 Population Dynamics

The Impendle Municipality is, in terms of population numbers, one of the smaller municipalities in KwaZulu-Natal. The Municipality consists of four wards each reflecting different population dynamics. The map (Map 16, SDMP Annexure 4) illustrates that Wards 1 and 4 covers larger areas, including substantial commercial farming areas where population densities are low. On the other hand, Wards 2 and 3 are substantially smaller, but almost exclusively consist of higher density rural settlement. Impendle Village forms part of the Ward 3.

Social and economic development responses must take cognisance of the distribution of the population in the Municipality. The 2006 Eskom Household information reflected in the map (Map 16, SDMP Annexure 4) provides an even better understanding of household / population distribution in the Municipality.

### B4.4.2 Community Survey

The 2007 Community Survey of StatsSA estimates the population of the Impendle Municipality at 39 000 people. This is substantially higher than the 2001 population and translates into an overall growth of 17% over the period or an annual population growth of between 2001 and 2007 of 2.71%.

Further updated data from the Community Survey is reflected in the Table below.

*Table B1: 2007 StatsSA Community Survey Data*

<b>IMPENDLE POPULATION</b>	<b>Census 2001</b>	<b>CS 2007</b>	<b>% CHANGE</b>
Population	33569	39401	17.40%
Household	7343	7338	0.07%
<b>TYPE OF DWELLING</b>	<b>Census 2001</b>	<b>CS 2007</b>	<b>% CHANGE</b>
Formal	39.6%	13.0%	-26.6%
Informal	0.8%	0.8%	0.0%
<b>ELECTRICITY</b>	<b>Census 2001</b>	<b>CS 2007</b>	<b>% CHANGE</b>

Lighting	61.1%	78.4%	17.3%
Cooking	15.9%	24.3%	8.4%
Heating	13.4%	11.4%	-2.0%
<b>TOILET</b>	<b>Census 2001</b>	<b>CS 2007</b>	<b>% CHANGE</b>
Pit latrine	86.5%	69.9%	-16.6%
Bucket Toilet System	2.3%	0.0%	-2.3%
No toilet	2.4%	1.4%	-1.0%

<b>REFUSE DISPOSAL</b>	<b>Census 2001</b>	<b>CS 2007</b>	<b>% CHANGE</b>
Removed by local authority / private company	2.5%	2.4%	-0.1%
No refuse disposal	4.5%	23.9%	19.4%
<b>WATER</b>	<b>Census 2001</b>	<b>CS 2007</b>	<b>% CHANGE</b>
Piped water inside dwelling	5.7%	18.3%	12.6%
Piped water inside yard	52.1%	37.8%	-14.3%
Piped (tap) water to community stand	18.9%	18.5%	-0.4%
Total piped water	76.7%	74.7%	-2.0%

Source: Statistics South Africa 2007

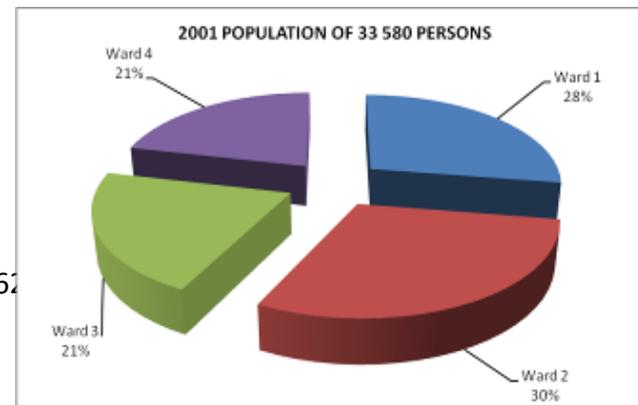
Although the adjusted population figure is interesting to note, it is assumed that this caused discrepancies in data. Although general improvements are recorded, the total population with access to piped water has for instance decreased over the period which is inconsistent with other figures provided.

### B4.4.3 Demographics

#### B4.4.3.1 Population

From the above it is noted that the 2001 Census placed the population of the Impendle Municipality at around 33 500 whereas this has been estimated at 39 500 in 2007. The reason to which this increase in population is attributed is not evident and it is assumed that this is a statistical adjustment rather than an actual increase in the population.

Figure B3: Population Distribution by Ward, Impendle



The figure below reflects the population distribution in the various wards of the Municipality based on 2001 Census figures. The population is nearly equally distributed between the various wards.

### B4.4.3.2 Gender Distribution

The female population in Impendle was in 2001 substantially larger than the male population, i.e. 18 946 as opposed to 15 048. In percentage terms this translates into 55% of the population being female and 45% male. The trends in this regard are the same for all the wards.

This suggests that future development and economic development interventions should consider the needs of this dominant group and how best the involvement of this group in the economy can be facilitated.

### B4.4.3.2 Age Distribution

Figure B5: Age Distribution by Ward, Impendle

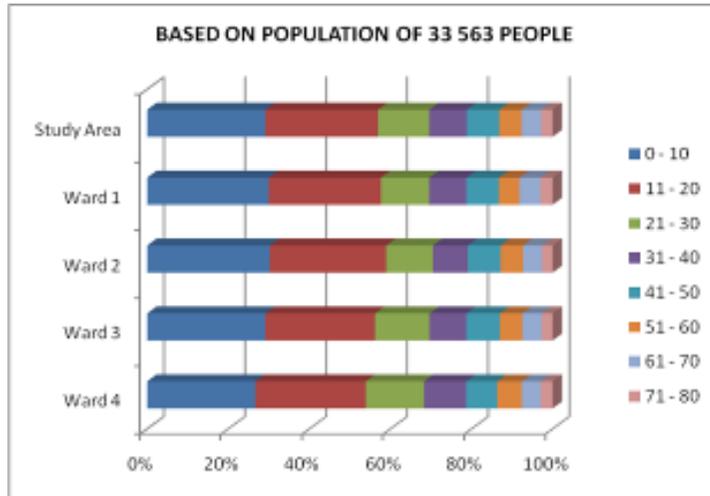
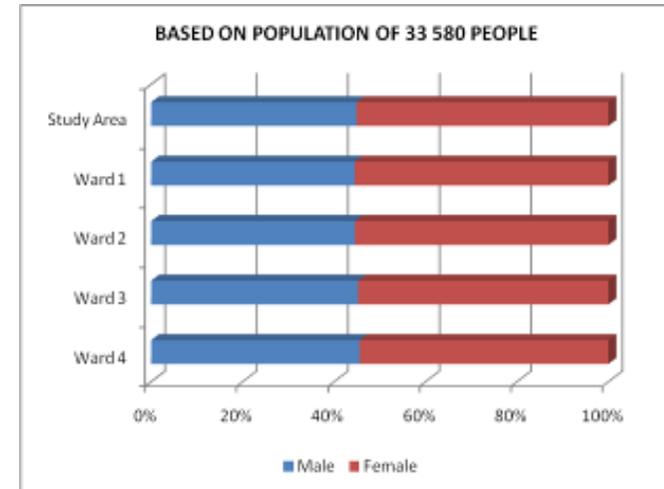


Figure B4: Gender Distribution by Ward, Impendle



Source: Census 2001

In 2001 56% of the population of the municipality was in the age category 0 to 20. Again the trends in terms of age distribution across the wards of the Municipality appear similar.

The 2001 population of the Municipality was extremely young. The numbers would by 2009 be inflated specifically the 21 to 30 age category which is the most sexually active group (impacting on health in general and HIV/AIDS prevalence specifically), includes first time job seekers and people requiring access to a range of recreation opportunities.

## B4.4.4 Employment and Skills

### B4.4.4.1 Employment Levels

As is generally known, employment levels in the Municipality, as is the case in most rural municipalities in KwaZulu-Natal is extremely low. On average only 10% of the workforce (people between the age of 15 and 64) was employed in the formal economy in 2001. In broad terms this suggests that 20 people were dependent on one salary/wage earner in the formal sector. The unemployed, i.e. those who were actively seeking work at the time, makes up 29% of the Impendle workforce. The remainder (the “other” category in the figure below) is made up of people not actively seeking work and include students, homemakers, pensioners and the like.

Comparing employment statistics on a ward level it is evident that in those wards where substantial commercial farming is taking place (specifically Ward 4) the employment levels are substantially higher than in the others. In Ward 4 twenty percent of the workforce is employed compared to five percent in Ward 2. The lower employment levels in Ward 2 can probably be ascribed to the absence of both commercial farming and commercial/retail activity.

Figure B6: Employment Levels by Ward - Impendle

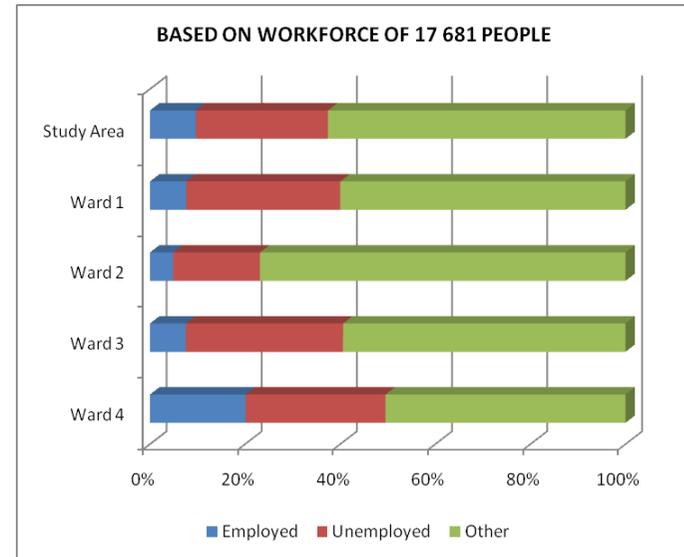
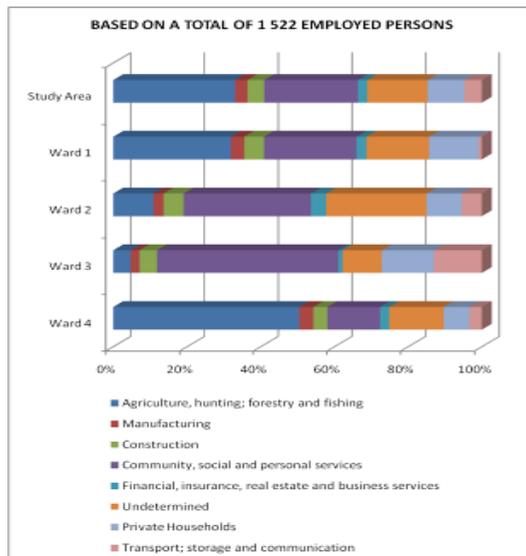


Figure B7: Sectoral Employment by Ward



### B4.4.4.2 Sectoral Employment

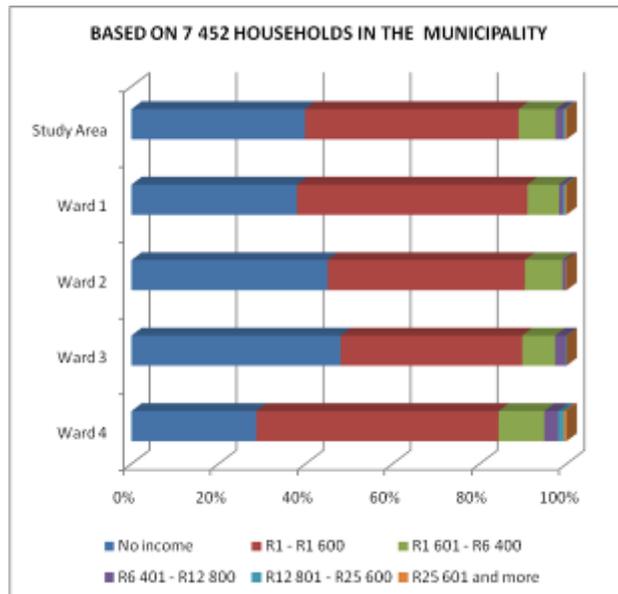
Sectoral employment in the wards of Impendle reflects the dominance of the agricultural and government services sectors in terms of employment creation. Of the 1 522 people employed in the Municipality in 2001 some 33% were employed in the agricultural sector and a further 25% in the community, social and personal services sector (including government services).

## B4.4.5 Income

### B4.4.5.1 Household Income Levels

As would be anticipated considering the low levels of employment, the household income levels in the Municipality are low. For the Municipality as a whole nearly 40% of households indicated that they have no regular monthly income and the majority of households (49%) indicated a household income level of between R1 and R1 600.

Figure B8: Monthly Household Income by Ward - Impendle



It would appear from figure B8 as if the household income levels relate to the employment trends with Ward 4, where higher employment levels were recorded, only showing 29% of households without access to a regular income.

The household income levels for urban and rural households reflected in the table below provides a more detailed indication of where the household income of an average urban and rural household is derived from. From more recent research in areas similar to Impendle it has become apparent that the average household income is around R2 000 per month and that in some areas up to 50% of this is derived from government grants and subsidies. It is anticipated that this will also be the case in Impendle.

The table below provides an indication of the sources of income of the average urban and rural household. It is noted that on a national level on average only 46% of household income is derived from salaries and wages. This is expected to be substantially lower in Impendle.

Table B2: Average Annual Household Income by Settlement Type 2005/06

<b>SOURCES OF INCOME</b>	<b>URBAN %</b>	<b>RURAL%</b>	<b>TOTAL%</b>
<b>Income from work</b>			
Household salaries and wages	68%	46%	65%
Household self-employment and business	9%	14%	10%
<b>Income from capital</b>			
Income from capital	1%	1%	1%
<b>Pensions, social insurance, family allowances</b>			
Pension from previous employment	2%	1%	2%
Annuities from own investment	1%	0%	0%
Old age pension	2%	10%	3%
Disability grants	1%	4%	1%
Family and other allowances	1%	8%	2%
Workmen's compensation funds	0%	0%	0%
<b>Income from individuals</b>			
Alimony palimony and other allowances	1%	3%	1%
Other income from individuals	0%	1%	0%
<b>Other income</b>			
Other income	4%	4%	4%
Benefits, cash, donations and gifts	0%	0%	0%
<b>Imputed rent on dwelling (7% per year of dwelling)</b>			
Imputed rent on dwelling (7% per year of dwelling)	10%	6%	9%
<b>TOTAL PERCENTAGE</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>AVERAGE INCOME PER HOUSEHOLD</b>	<b>R 98,011</b>	<b>R 30,859</b>	<b>R 74,587</b>

Source: StatsSA 2008

#### B4.4.5.2 Household Expenditure

Findings of StatsSA (2008) also provide an indication of household consumption expenditure in rural areas. Important to note in this table is the relatively high expenditure of rural households on transport with StratPlan’s own research showing that household expenditure on transport may be as high as 25%. The view of high levels of expenditure on transport was corroborated in interviews with Councillors of Impendle.

*Table B3: Average Annual Household Consumption Expenditure by Type of Settlement 2005/06*

<b>MAIN EXPENDITURE GROUP</b>	<b>URBAN %</b>	<b>RURAL %</b>	<b>TOTAL %</b>
Food and non-alcoholic beverages	12.5%	24.8%	14.4%
Housing, water, electricity, gas and other fuels	25.0%	16.3%	23.6%
Transport	20.8%	15.3%	19.9%
Miscellaneous goods and services	14.6%	13.3%	14.4%
Furnishings, household equipment and routine maintenance of the dwelling	6.5%	8.8%	6.9%
Clothing and footwear	4.6%	7.1%	5.0%
Communication	3.6%	3.2%	3.5%
Recreation and culture	4.9%	3.1%	4.6%
Education	2.3%	3.0%	2.4%
Restaurants and hotels	2.3%	1.9%	2.2%
Health	1.6%	1.8%	1.7%
Alcoholic beverages and tobacco	1.1%	1.2%	1.2%
Other unclassified expenses	0.3%	0.2%	0.3%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>AVERAGE EXPENDITURE PER HOUSEHOLD</b>	<b>R 72,529</b>	<b>R 25,576</b>	<b>R 56,151</b>

Source: StatsSA 2008

## **B4.5 Infrastructure**

### **B4.5.1 Roads and Transportation**

The Municipality clearly sees the improvement of the road network as a priority. Only 16kms of its road network is tarred and.

Impendle has approximately 1 500 kms of road of which only 16 kms is all weather tarred road. Majority of roads are very bad, dusty and impassable in wet weather. The poor roads place limitations on investment and the ability for small businesses to afford transportation of inputs and products. Investments in grading and upgrading are lost each summer with the rains. Resources are needed to upgrade roads to all-weather.

The main or primary roads are:

- P 127-1 and P130): ring road from Boston to Impendle and then to Howick via Dargle – this is a tarred road which bypasses Impendle town
- P127-1: road from Impendle to Stoffelton (D363 & D1357) and then to Stepmore and Underberg (P27-2) – gravel roads
- P27-2: road parallel to the Drakensberg from Nottingham Road to Underberg – gravel
- P132: Boston to Dargle route and the Lower Lotheni to Lotheni Nature Reserve route (P277) – gravel roads which link communities to services and recreation
- P252, 12 7-2 to Impendle (secondary corridor linking Sisonke to Impendle)

A critical link which needs special attention are:

- Nzinga to Lower Lotheni, either via Nottingham Road or via Stoffelton – treacherous in wet weather with the latter requiring a drift over the Mkhomazi

According to the Department of Transport (KZN) there is a total of 398.93km of declared road network in Impendle which is detailed as follows:

- 35.59 km blacktop
- 211km gravel
- 22.14 gravel local road
- 130.20 km A roads

#### B4.5.2 Water Provision (Domestic and Agricultural)

In terms of the division of powers and functions, the District Municipality is responsible for water provision in the district. Service connections are intermittent; sources are not reliable in winter. Much of infrastructure is homemade and leaves a lot to be desired in terms of water quality, storage facilities and distribution network (low pressure agricultural piping). There is over 50% backlog in sustainable potable water provision. As there are very scattered settlements in Impendle it is not cost effective in terms water infrastructure provision.

The table below provides a picture from the census and from a community survey (CS) undertaken in 2007 of the status of water supply. Figures at the end show the total population of Impendle in order to provide perspective.

Table B4: Access to Water

Household type	CENSUS 1996	CENSUS 2001	CS 2007
Dwelling	482	417	1 343
Inside yard	2 411	3 829	2 775
Community stand	553	562	1 361
Community stand over 200 m	-	830	
Borehole	759	317	437
Spring	1 607	559	809
Rain tanks	19	36	58
Dam / pool / stagnant water	-	81	20
River / stream	-	571	304
Water vendor	-	8	202
Other	8	134	29
TOTALS	5 839	7 344	7 338
% of Total Population with access to water	17.2 %	21.9 %	18.6 %
TOTAL POPULATION - IMPENDLE	33 948	33 569	39 397

#### B4.5.3 Sewage Treatment and Discharge

The District Municipality has the responsibility for sanitation. The table B5 provides a picture of the status of sanitation in the municipality taken from two national census periods plus the community survey in 2007.

Table B5: Access to Sanitation

HOUSEHOLDS	CENSUS 1996	CENSUS 2001	CS 2007
Flush toilet	228	280	122
Flush Septic tank	-	219	311
Chemical toilet	-	146	762
VIP	-	2 475	761
Pit latrine	5 521	3 874	4 370
Bucket latrine	13	172	0
None	78	177	103
<b>TOTAL NO OF HOUSEHOLDS</b>	<b>5 840</b>	<b>7 343</b>	<b>6 429</b>
<b>TOTAL POPULATION</b>	<b>33 948</b>	<b>33 569</b>	<b>39 397</b>
Population estimate 2004		<b>44 655</b>	

#### B4.5.4 Solid Waste Management

Impendle local municipality is responsible for solid waste management but there it is only in Impendle where there is formal waste collection. One of the projects is to formalise the dumpsite and have it fenced so that it complies with regulations. Most households do not have access to municipal services and dispose of waste in refuse pits on site and burning. Negative impact on the surrounding environment leading to land, water and air pollution. Refuse removal backlog estimated at 97.47% Impendle Municipality is responsible for waste collection in Impendle town and disposing of it in the municipal dump

Table B6: Access to Refuse Removal

HOUSEHOLDS	CENSUS 1996	CENSUS 2001	CS 2007
Municipality - weekly	21	152	145
Municipality – other	14	34	30
Communal dump	168	16	29
On-site refuse handling	5 372	6 810	5 374
No disposal	194	330	1 754
TOTAL	5 769	7 342	7 332
TOTAL POPULATION			39 397
TOTAL NUMBER OF HOUSEHOLDS		7 342	

#### **B4.5.5 Disaster Management**

There is no Disaster Management Plan which has been drafted specifically for Impendle LM. Umgungundlovu District Municipality has prepared a District Wide Disaster Management Plan. Impendle does not have the capacity to perform the function and it is undertaken by the District.

#### **B4.5.6 Cemeteries / Burial Arrangements**

Impendle municipality is responsible for cemeteries, funeral parlours and crematoria. This is a shared service with UMDM and is implemented through the Office of the Municipal Manager.

#### **B4.5.7 Electricity**

Eskom is the service provider for electricity within Impendle. According to Community Survey 2007, 5750 households have an electricity connection; however 41 households still use paraffin and 1485 households still use candles. Recent information provided by Eskom reveals that a total of 85% (6216) of households are on the Eskom grid and approximately 15% (1119) households do not have electricity. The Department of Energy has assisted the Municipality with funding to cover this backlog in the year 2011/12.

### **B4.6 Social Service Facilities**

#### **B4.6.1 Housing**

Housing forms a major component of the IDP projects with an amount of R 77 368 000 allocated to housing throughout all four wards. Clearly, this funding is sourced from the Department of Housing, but it does represent a significant investment and responsibility for the municipality in terms of longer term provision and maintenance of services.

It is important to assess the location of these housing projects to ensure that their spatial location conforms with the principles contained in the SDF.

The table below provides a broad picture of the status of housing in the municipality, with the data taken from the IDP through the census and community survey.

*Table B7: Percentage Distribution of Household's Main Type of Dwelling - Impendle*

<b>Types of Dwelling</b>	<b>Census 2001</b>	<b>CS 2007</b>
House or brick structure on a separate stand or yard	35.4	10.8
Traditional dwelling / hut / structure made of traditional materials	59.5	85.9
Flat in block of flats	2.9	2.2
Town / cluster / semi-detached house (simplex: duplex: triplex)	0.6	-
House / flat / room in back yard	0.4	-
Informal dwelling / shack in back yard	0.3	0.6
Informal dwelling/shack NOT in back yard eg. in an informal /squatter settlement	0.5	0.3
Room / flatlet not in back yard but on a shared property	0.3	-
Caravan or tent	0.1	-
Private ship / boat	-	-
Workers' hostel	-	-
Other	-	0.3
TOTAL	100	100
*** CS = community survey		

#### **B4.6.2 Clinics (mobile and fixed)**

Umgungundlovu District Health is responsible for Health Services within Impendle Municipality. There are two fixed clinics and one mobile clinic in the Impendle area however the community field workers have identified the need for resources for home based care and further entry level health facilities. The following illustrates the status of health infrastructure and facilities within the district

- Mobile PHC Clinics = 17
- Fixed PHC Clinics = 48 (24 LG clinics)
- Community Health Centres = 4
- District Hospitals = 1
- Regional Hospital = 1
- Tertiary Hospital = 1
- Specialised Hospitals = 3
- TB Hospitals = 2

- Impendle has no responsibility for clinics – the Provincial Health Department provides both the fixed and mobile clinics. The table below provides a picture of both the number of clinics and their distribution in Impendle.
- 

Table B8: Existing Health Infrastructure in Impendle

Type of Services	No	Head count under 5	Head count over 5
Fixed Clinics 24hrs	1	1 102	5 468
Fixed Clinics 24hrs on call	1	360	790
Mobile Clinics	1	155	620

Table B9: Clinics - Fixed and Mobile

SP	PROVINCIAL			LOCAL GOVERNMENT		
	TOTAL	Fixed	Mobile	TOTAL	Fixed	Mobile
Impendle	3	2	1	0	0	0
Umgungundlovu	65	24	13	25	1	2
The two fixed clinics are at Gomane and Nxamalala. Average of 1 500 people per nurse. There are 14 mobile clinic points in the municipal area						
DISTRIBUTION OF CLINICS PER WARD						
	WARD 1	WARD 2	WARD 3	WARD 4		
Fixed clinics	1	0	1	0		
Mobile clinics	4	6	2	4		

The municipality is currently served by only two fixed clinics, located at Gomane and Nxamalala. Based on the revised KwasSani-Impendle boundary (2008) the Tsatsi Clinic at Ntwasahlobo needs to be included in this section of the IDP. According to the Department of Health the two clinics are staffed by 15 permanent nurses, 7 enrolled nurses, and doctors attend on a weekly basis. Roughly translated, it equates to an average of 1500 people per nurse, compared to far lower averages in more urbanized / densely populated areas. The area is further serviced by 14 mobile clinic points stationed throughout the municipal area as indicated in the table below. There are no hospitals in the immediate area, and the closest facilities are located in the Msunduzi Local Municipality.

Table B10: Clinic Distribution in Impendle

MOBILE CLINICS	WARD	FIXED CLINIC	WARD
Ukukhanya School	Ward 2	Nxamalala Clinic	Ward 1
Bonelokuhle School	Ward 3	Gomane Clinic	Ward 3
Fili	Ward 1		
Compensation Community hall	Ward 2		
Mountain Park farm	Ward 4		
Thuthuka Store	Ward 2		
Ivanhoe farm	Ward 4		

MOBILE CLINICS	WARD	FIXED CLINIC	WARD
Enguga School	Ward 2		
Tandolwabashe School	Ward 1		
Methodist Church (Shellfish)	Ward 2		
Elandshoek Farm	Ward 4		
Khazimula School	Ward 2		
Novuka School	Ward 3		
Kwathunzi School	Ward 1		
Everglades Hotel	Ward 4		
Stoffelton Traditional Court	Ward 1		

The distribution of mobile clinics in Impendle is included in the table above. Once again it should be noted that the clinic facilities provided at Stepmore, Thunzi, Stoffelton and Ntwasahlobo are not included here due to this area having historically formed part of KwaSani.

#### B4.6.3 Hospitals

There are no hospitals in Impendle. Residents of the municipality make use of district hospitals. These are indicated below.

*Table B12: Hospitals in Umgungundlovu District*

TYPE	NO.	TYPE	NO.
Community Health Centres	4	District Hospitals	1
Regional Hospital	1	Tertiary Hospital	1
Specialised Hospitals	3	TB Hospitals	2

#### B4.6.4 Welfare Services

Table B11: Disabilities in Umgungundlovu District

	Richmond	uMshwathi	uMngeni	Mpofana	Impendle	Msunduzi	Mkhambathini	District
Sight	3.82%	0.36%	2.09%	1.17%	3.07%	2.12%	0.00%	12.63%
Hearing	2.29%	1.42%	2.09%	1.17%	3.07%	1.81%	0.68%	12.53%
Communication	0.76%	0.53%	0.38%	1.17%	4.29%	1.50%	4.73%	13.36%
Physical	8.02%	1.60%	5.13%	2.92%	10.43%	4.82%	7.09%	40.01%
Intellectual	0.76%	0.36%	1.14%	0.00%	0.00%	2.28%	1.69%	6.23%
Emotional	0.38%	1.07%	0.95%	0.58%	0.00%	0.41%	0.00%	3.39%
Multiple	0.00%	0.00%	0.19%	0.00%	0.61%	0.73%	3.72%	5.25%

Source: LED Assessment Report UMDM – November 2006

The table above provides a summary of the different proportion of disabilities experienced by populations located in the different Municipalities located in the Umgungundlovu District.

#### B4.6.5 Schools (junior and senior)

Table B13: Schools in Impendle

TYPE	SCHOOLS	PUPILS	EDUCATORS	AVE pupils / educator	No of classrooms	AVE pupils / classroom
Primary	27	5 601	175	32	213	26
Secondary	11	3 747	115	33	103	36
Combined	1	706	22	32	18	39
<b>TOTAL</b>	<b>39</b>	<b>10 054</b>	<b>312</b>	<b>32</b>	<b>334</b>	<b>32</b>

The Department of Education has the responsibility for provision of schools and education facilities in the municipality. The table above provides an overview of the physical and human education resources.

#### B4.6.6 Tertiary Education Facilities (FET, etc)

There are none in Impendle.

### B4.6.7 Level of Education

Comparative levels of education are reflected in the table below for the population located in the different Municipalities of Umgungundlovu.

Table B14: Education in Umgungundlovu District

Education (Number of Persons)	Impendle	Mkhambatini	Mpofana	Msunduzi	Richmond	uMngeni	uMswathi	District
None	14.96%	22.73%	8.24%	9.06%	14.04%	21.08%	13.37%	14.78%
1 <sup>st</sup> / 2nd School year	1.57%	2.07%	0.59%	1.13%	0.88%	2.41%	2.07%	1.53%
Std1/ grade3	1.57%	2.48%	2.35%	1.94%	1.75%	2.01%	1.51%	1.95%
Std2/ grade4	1.57%	4.13%	3.53%	2.27%	1.32%	3.01%	2.82%	2.66%
Std 3/ grade 5	4.72%	2.48%	4.12%	3.61%	3.07%	4.62%	5.27%	3.99%
Std 4/ grade 6	3.94%	4.96%	1.76%	1.24%	4.39%	4.62%	3.95%	3.55%
Std 5/ grade 7	4.72%	2.48%	9.41%	6.26%	12.28%	14.26%	10.17%	8.51%
Std 6/ grade 8	3.15%	6.61%	4.12%	6.58%	5.70%	8.03%	5.27%	5.64%
Std 7/ grade 9	6.30%	0.41%	6.47%	4.91%	6.58%	7.63%	6.59%	5.56%
Std 8/ grade 10	4.72%	10.74%	10.00%	10.03%	7.46%	10.04%	9.42%	8.92%
Std 9/ grade 11	8.66%	7.85%	17.65%	9.33%	6.58%	4.22%	15.44%	9.96%
Std 10/ grade 12	30.71%	27.69%	27.06%	30.04%	18.42%	14.26%	19.02%	23.89%
Post-matric dip	2.36%	2.07%	3.53%	11.11%	10.96%	2.41%	4.52%	5.28%
Technikon Degree	5.51%	0.41%	1.18%	0.65%	3.07%	0.60%	0.56%	1.71%
University Degree	5.51%	2.89%	0.00%	0.92%	2.63%	0.60%	0.00%	1.79%
Other	0.00%	0.00%	0.00%	0.92%	0.88%	0.20%	0.00%	0.28%

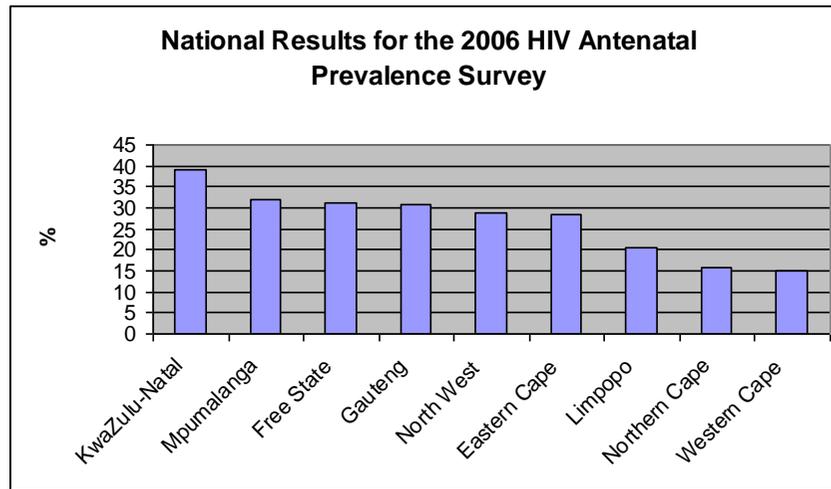
Source: LED Assessment Report UMDM – November 2006

Within the District, Impendle has at 30.71%, the highest number of people with a standard 10 or grade 12 of total population. However the education levels within the Impendle population are cause for some concern as absolute education levels are low, and the trend is negative, indicating that fewer people with post Matric qualifications are living in Impendle and a higher percentage of people with almost no education is growing. The above table indicates these trends. The overall percentage change in persons with no schooling as a percentage of the total number of over 20 year olds increased substantially between 1996 and 2004. The encouraging statistics are the large increases in those with higher education of 57%, but it is still a relative small part of the overall population. 4,129 people had no schooling at all in 1996, and this increased to 6,669 in 2004, a negative trend in part because of poor access to even primary schooling in Impendle or in close proximity to it. There are fewer people completing education at all levels in the system and more than half of the people living in Impendle have either no schooling at all or have completed only some primary schooling.

### B4.6.8 HIV/AIDS

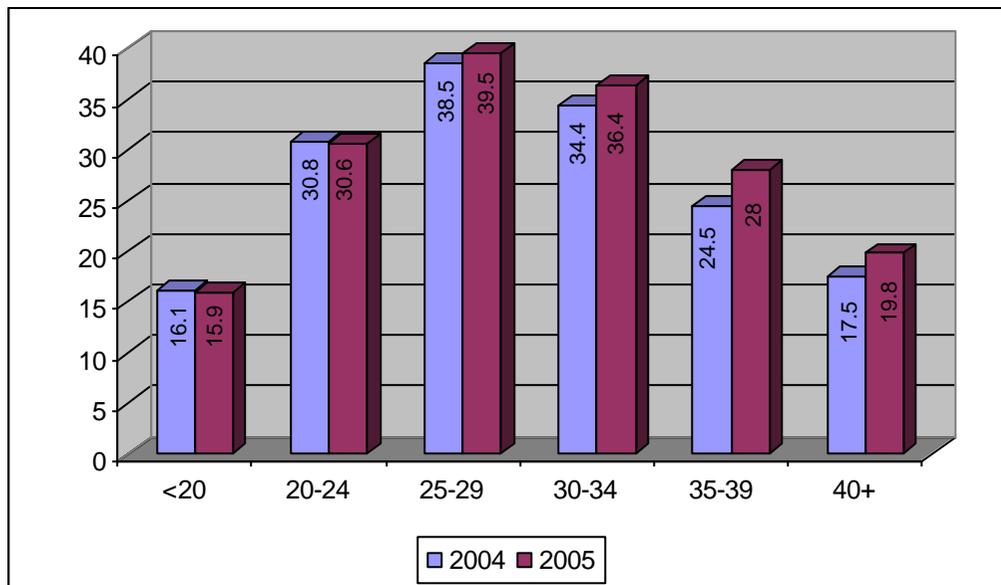
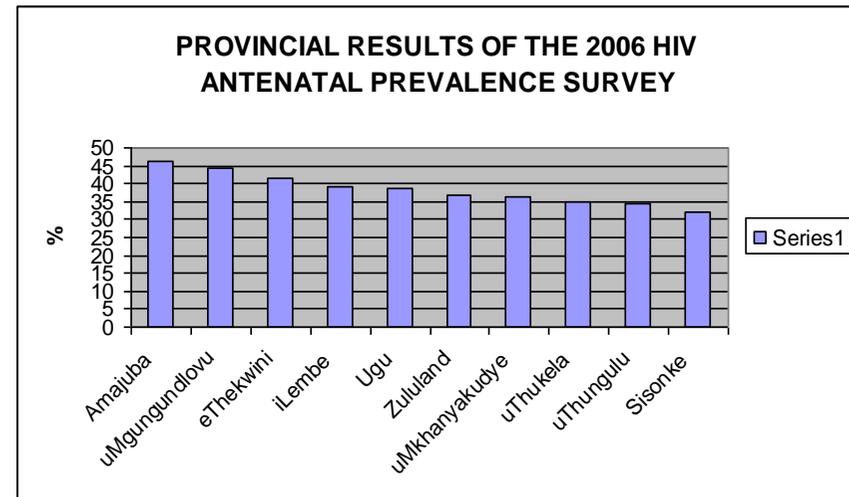
Data on the incidence of HIV/AIDS for the population of Impendle could not be located. Consequently inferences have been made based on provincial and district level findings from ante-natal surveys.

Figure B9: 2006 HIV Antenatal Prevalence Survey National Results



Source: Health Systems Trust

Figure B10: 2006 HIV Antenatal Prevalence Survey Provincial Results



The 2006 Antenatal Surveys (2006) indicates that the Umgungundlovu District (44.4%) has the second highest HIV & AIDS prevalence after Amajuba District Municipal (46%) and eThekweni with 41.6%. The above graphs summarize these results.

Figure B11: HIV Prevalence by Age Group

Source: Department of Health

The figure above indicates that the HIV prevalence in the age group of 25-29 increased to 39.5%, age group of 30-34 increased to 36.4% and the age group of 35-39 increased to 28%. These age groups represent the potential labour force. The increase in HIV will mean that a decrease in the number of economically active people will result as the virus takes its toll.

Further work is required on the population of Impendle prior to any conclusive statement being made about the prevalence of the virus in this Municipality. The indications from the above tables are that it may be at lower levels in Impendle owing to its relative isolation from the remainder of the province.

## **B4.7 Economic Characteristics**

### **B4.7.1 Setting the Scene: Approaches to Local Economic Development**

The information contained in this section of the IDP has been extracted from the LED section of the SDMP. Further detail on the economy of Impendle in the sub-regional context is contained in that document (SDMP for Impendle 2010).

#### **B4.7.1.1 Approaches**

The 2005 perspective on the implementation (“the birth of”) of local economic development in South Africa (Hindson and Vicente, 2005) presented below applies to most LED efforts in KwaZulu-Natal and then also in a Municipality such as Impendle.

Local economic development (LED) policy in South Africa is going through a difficult birth. During the first decade of democracy, the focus of municipal LED initiatives was on community economic development projects, many of which proved economically unviable and had no lasting impact on poverty reduction. Cooperation between government, local businesses and the voluntary sector was often weak or in-existent and non-state actors felt sidelined from most government initiatives. There was lack of consensus over the goals of LED, whether these were primarily to promote economic growth or poverty reduction. Added to this was confusion over the target groups, processes, institutional arrangements and tools of LED. Underlying these difficulties were paradigm conflicts over the role of the state and markets in development. More fundamentally, local economies were subject to powerful new forces resulting from South Africa’s opening to economic globalisation, forces that entrenched inherited spatial patterns, cross-cutting government’s efforts to integrate prosperous and impoverished localities and regions. LED practice, as pursued by (local) government, had indifferent results, both in terms of economic growth and sustained poverty reduction. In particular, the experience of the Local Economic Development Fund (LEDF), set up by the Department of Provincial and Local Government (DPLG) to support poverty reducing LED projects, produced dismal results.

The number of failed LED, job creation and business development initiatives during the first decade and a half of our democracy is clear for all

to see in a Municipality such as Impendle. It is evident when considering historic planning, including IDPs, the 2004 LED Plan, the 2007 LED Plan and other planning documents of the Municipality, that they have contributed little to supporting and facilitating real economic development contributing to improving the livelihoods of people in the Municipality.

Despite the above realisation there are no clear solutions as to how the above situation can be rectified. Considering some reasons for these failures and providing recommendations to be considered for developing a successful approach to LED might however be useful before even considering the local economic situation in the Municipality.

#### **B4.7.1.2 Reasons for Failure**

The failure of LED implementation to date can to some extent be ascribed to some extent to the following basic reasons:

- The lack of an appropriately capacitated local government;
- Absence of support from other government departments;
- Lack of alignment with existing government programmes;
- Uncertainty in the local government environment;
- Focus on capital expenditure (“brick and mortar projects”) rather than improving local capacity;
- The focus is on projects often with no wider impact that the immediate area;
- Over optimistic development plans;
- A lack of project drivers (local initiative) – limited grass roots involvement;
- Complicated project processes and procedures.

It is essential that in assessing the local economy in Impendle and in planning for the way forward the above reasons for failure be considered.

#### **B4.7.1.3 Towards Successful Local Economic Development**

Considering the above factors a number of basic recommendations can, at the outset, be made as to how a successful local economic development approach can be established in the Impendle Municipality. The basic recommendations include:

- Align the LED approach of the municipality with established programmes of local government and provincial and national sector departments to ensure the availability of funding for implementation;
- Ensure that the principles of local economic development is firmly entrenched in all the activities of the municipality, sector departments and private sector stakeholders involved in development in the Municipality (e.g. in housing development projects the focus must be on maximising skills development, job creation and local business development, the municipality must procure local where at all possible etc);

- Ensure that drivers / champions for initiatives are in place and that implementation is not dependent on one official that may leave the municipality at any time;
- Move away from a strong focus on capital investment and place more emphasis on creating opportunities and building local capacity; and
- Secure funding for LED initiatives over a longer term ensuring that support for projects are not limited only to short periods of time.

#### B4.7.1.4 Overview of the Economy

#### B4.7.1.5 Structure of the Economy

The employment profile for Impendle, as reflected in the 2001 Census, provides the strongest indication of the structure of the economy. It is evident from this that the majority of the small group that was employed in 2001 is employed in the agricultural sector. The second largest group is employed in the community, social and personal services sector which amongst other things will account for government employment in health, education and other government services.

Impendle turnover and wages and salaries information for 2004 as compiled by the UKZN suggest that the wholesale/retail, accommodation, construction and agricultural sectors make comparatively significant contributions to the local economy.

*Table B15: Impendle Monthly Turnover - Wages & Salaries in 2004*

SECTOR	TURNOVER 2004 (Rm)	WAGES AND SALARIES 2004 (Rm)
Agriculture	0.12	0.07
Farming	0.53	0.11
Manufacturing	0.01	0.01
Construction	0.81	0.40
Catering / Accommodation	0.82	0.18
Wholesale / Retail	1.02	0.06
Business / Real Estate	0.03	0.02
Government	0.02	0.01
Other	0.41	0.19
TOTAL	3.77	1.06

Source: UKZN 2006 as in BluePrint 2008

Based on the above it is then suggested that the agriculture, government services and to some extent retail / wholesale sector are the dominant economic activities in the area. However, as the monthly turnover figures for 2004 above suggest the extent of production in the municipality is limited and on a regional level makes virtually no impact.

#### **B4.7.1.6 Role of Impendle in the Regional Economy**

Impendle is not viewed as fulfilling a significant role in the regional economy and is often not even mentioned in this regard. This is the case despite the fact that Impendle provides access to portions of the Ukhahlamba Transfrontier Park, which is a World Heritage Site, and is located at the source of a number of the most important rivers in the Province. The Loteni and Impendle Nature Reserves, declared nature areas, together with the uMngeni Vlei area, are strategic nature areas contributing to the building of the overall Transfrontier Park product.

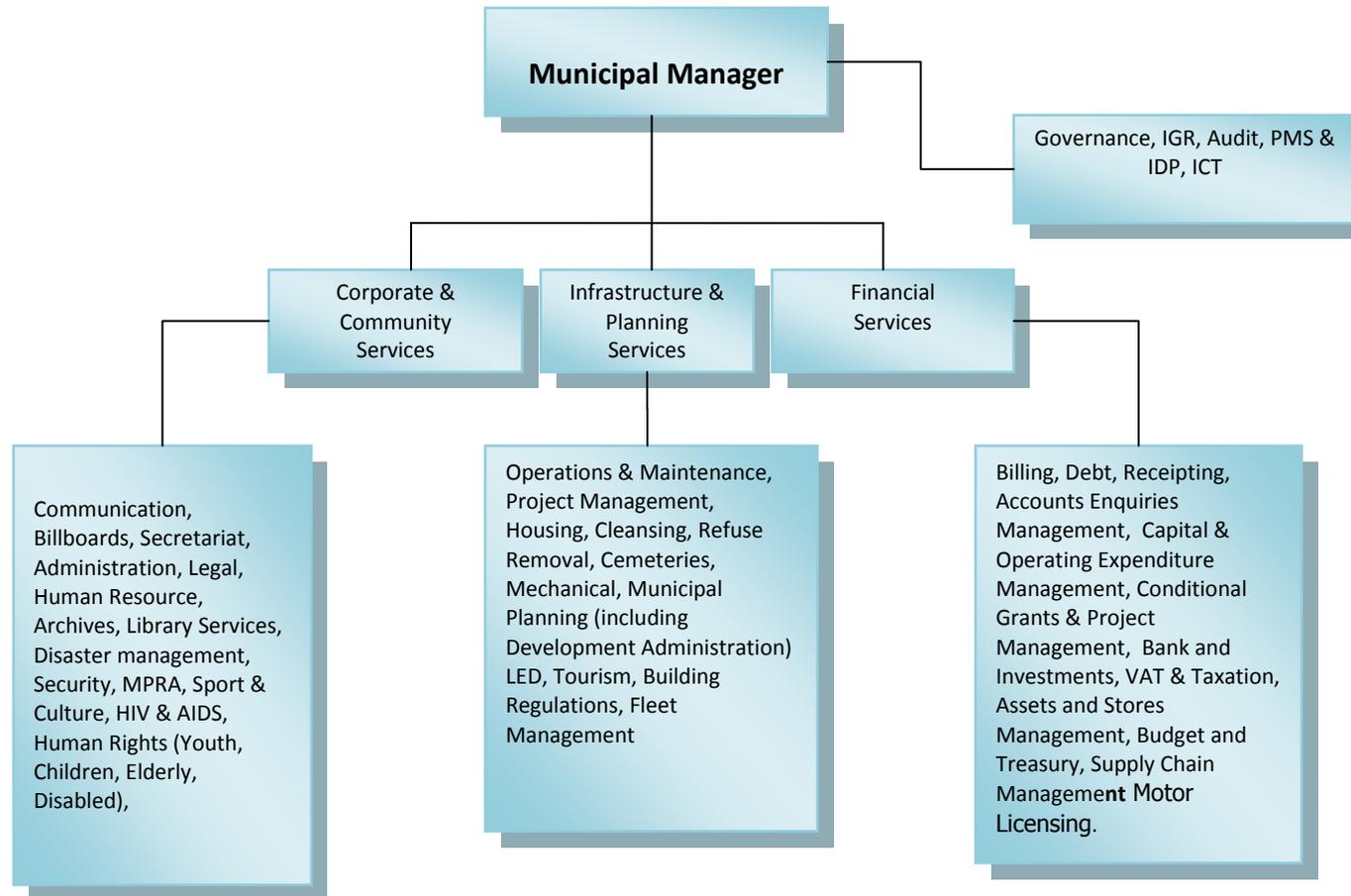
In terms the role of Impendle in the regional economy it can only be indicated that Impendle provides an important, yet underdeveloped link between various municipalities and attractions. At present the most important role of Impendle in the regional economy is that it is home to a substantial number of people (although only 3% of the District population) and that it potentially offers significant opportunities in the agricultural and tourism sectors.

### **B4.8 Municipal Institutional Arrangements**

#### **B4.8.1 Structure and Capacity**

Impendle Local Municipality is one of the smallest municipalities in the province. The Municipality has developed an organogram which indicates the Municipal Departments and filled and vacant posts. The municipal structure inclusive of functions per division is shown in the figure below.

*Figure B12: Impendle Departmental Structure and Functions*



The Municipality has a total permanent staff compliment of 54 personnel of which 37% are females and 63% are males. The detailed organogram is shown for each of the four divisions below.

Figure B13: Organogram – Municipal Managers Office

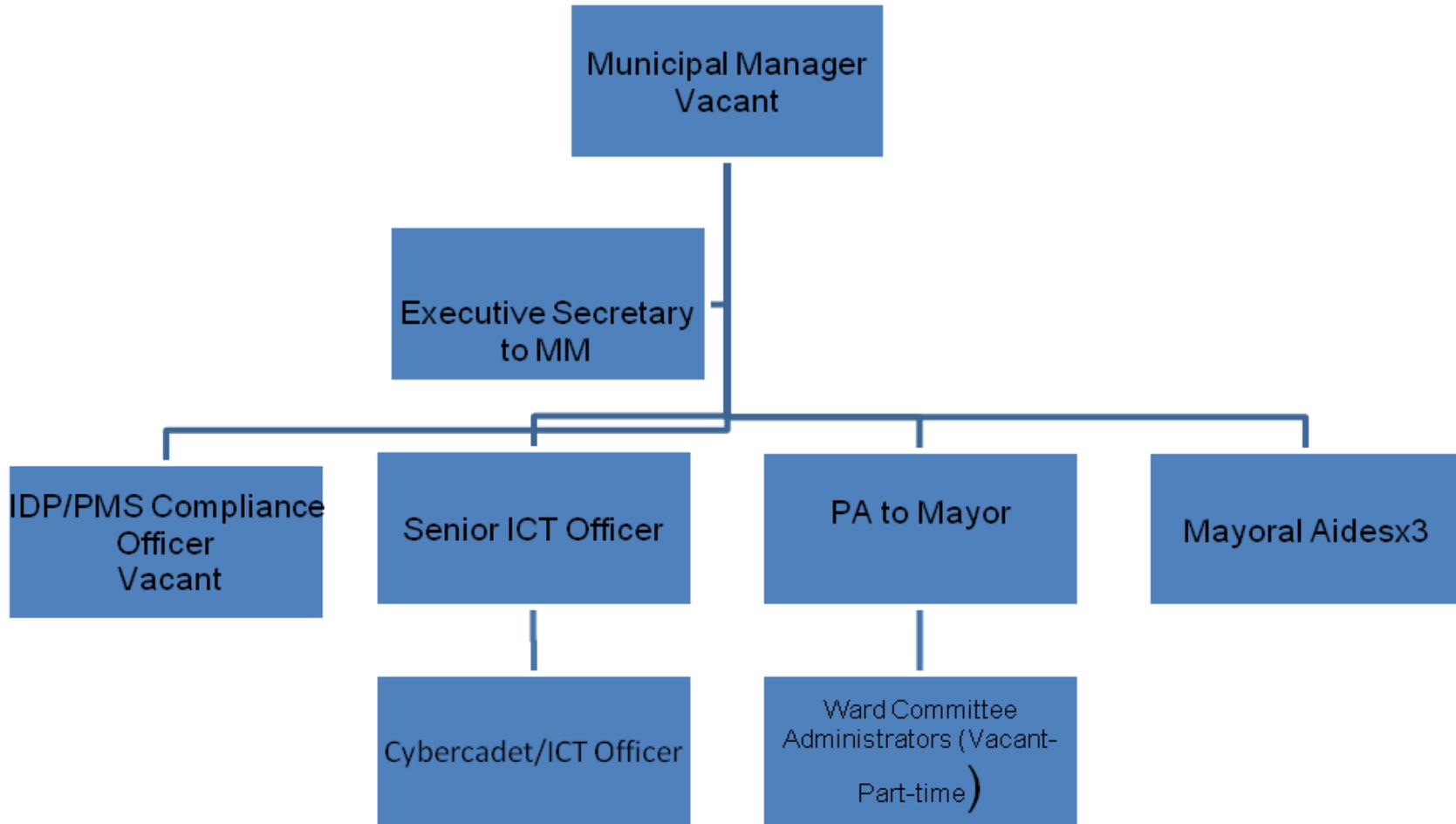


Figure B14: Organogram – Corporate and Community Services

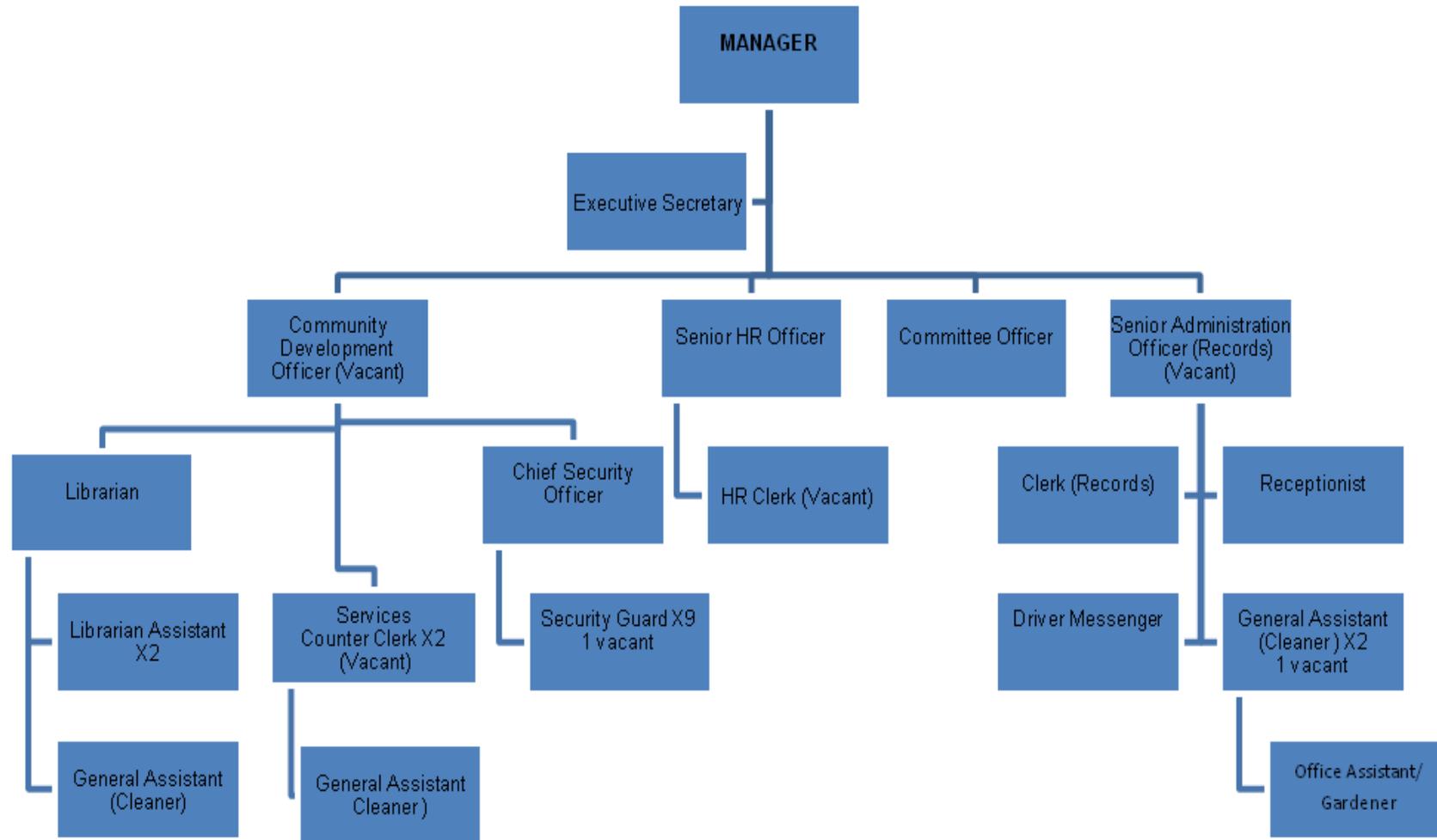


Figure B15: Organogram – Budget and Treasury

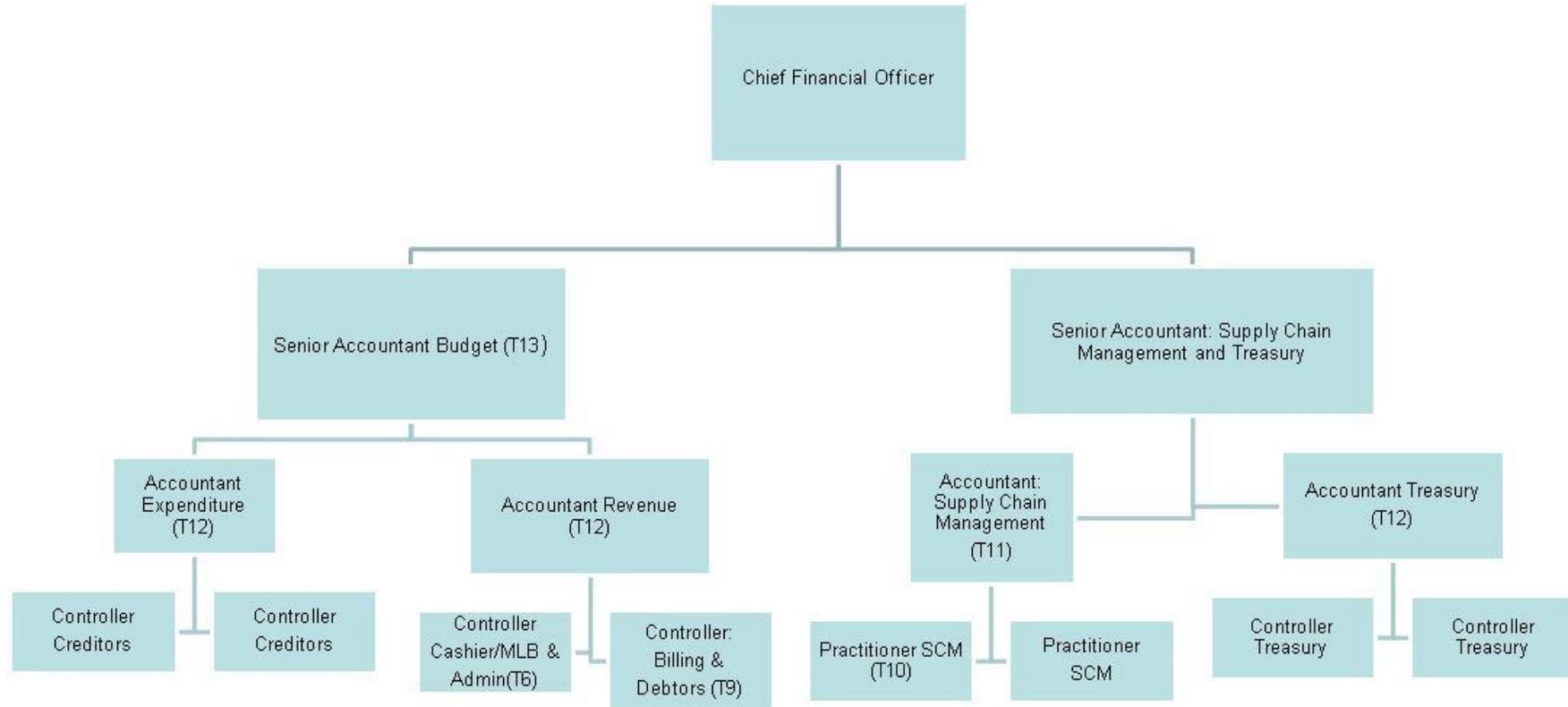
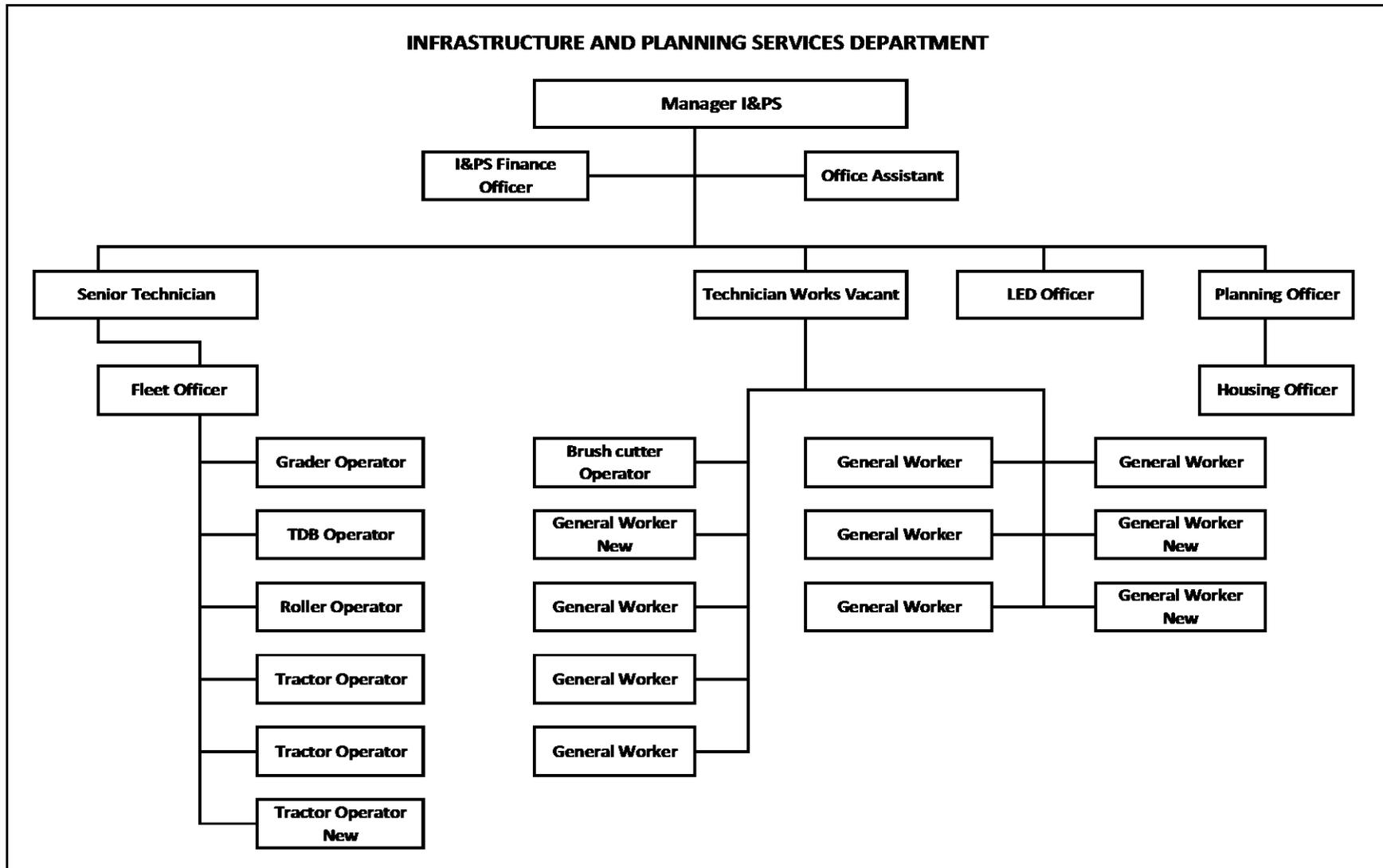


Figure B16: Organogram –Infrastructure and Planning Services Department



**The Challenge in terms of Staff and Filling of vacant posts**

	<b>Approved posts</b>	<b>Filled</b>	<b>Vacant</b>	<b>Male</b>	<b>Female</b>
Corporate & Community Services	34	30	4		
Financial Services	16	15	1		
Infrastructure & Planning Services	26	20	6		
Executive & Council	12	10	2		
<b>Total</b>	<b>88</b>	<b>75</b>	<b>13</b>		

The municipality is unable to fund all positions in its Organogram some of which are critical. The inability fund critical new posts in the technical department has a direct impact on service delivery as well as proper maintenance of municipal assets

**B4.8.2 Powers and Functions**

The Municipal Structures Act of 1998 made provision for the division of powers and functions between district and local municipalities. It assigned district wide functions to district municipalities and most day to day service delivery functions to local municipalities. The provincial MECs are

empowered to adjust these powers and functions according to the capacity of municipalities to deliver services.

#### **B4.8.2.1 Water And Waste Water (Sanitation / Sewerage) – Section 84(1) B And D**

According to the Minister’s authorizations, Umgungundlovu District Municipality (DC22) is responsible as per the legislation for performing the water and sanitation function for the district except for the local municipality of Msunduzi (KZ225).

#### **B4.8.2.2 Electricity– Section 84(1) C**

Three local municipalities have been authorized by the Minister to perform the electricity function in the status quo area only. These authorizations have been made pending the restructuring of the electricity sector.

#### **B4.8.2.3 Municipal Health Services– Section 84(1) I**

According to the Ministers’ authorizations, no local municipalities are authorized to perform the municipal health function. It is noted that Impendle Municipality does not perform this function.

#### **B4.8.2.4 Local Municipal Functions**

The following are the functions allocated to Local Municipalities by the MEC:

##### **a) Environmental Health Cluster Of Functions (“environmental health cluster”)**

The following functions have been included within this cluster for analysis purposes:

*Table B16: Environmental Health Cluster Functions*

<b>Function</b>	<b>Responsible Entity (District / Local Municipality / Sector Department)</b>	<b>Shared Function (Y/N)</b>	<b>If an Impendle Municipality function: Responsible Department</b>
• Air pollution	Impendle Municipality	Y, UMDM	Office of The Municipal Manager
• Child care facilities	Impendle Municipality	Y	Office of The Municipal Manager
• Control of public nuisances	Impendle Municipality	Y	Office of The Municipal Manager
• Control of undertakings that sell liquor to the public	Impendle Municipality		Office of The Municipal Manager

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department
• Facilities for the accommodation, care and burial of animals	Impendle Municipality		Office of The Municipal Manager
• Licensing and control of undertakings that sell food to the public	Impendle Municipality		Planning
• Licensing of dogs	N/A		Not Performed
• Markets	Impendle Municipality		Corporate Services
• Municipal abattoirs	N/A		
• Noise pollution	N/A		
• Pounds	Umngeni LM		

**b) Municipal Planning And Related Functions Cluster (“planning cluster”)**

The following functions have been clustered for assessment purposes:

*Table B17: Planning Cluster Functions*

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department
• Building regulations	Impendle Municipality	Y, UMDM	Office of The Municipal Manager
• Municipal planning	Impendle Municipality		Office of The Municipal Manager
• Trading regulations	Impendle Municipality		Municipal Planning
• Local tourism	Impendle Municipality		
• Billboards	Impendle Municipality		
• Street trading	Impendle Municipality		

**c) Cluster of Transport Related Functions (“transport cluster”)**

The following functions have been clustered for assessment purposes:

Table B18: Transport Cluster Functions

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department
• Municipal airport	No Airport	Y, UMDM	Office of The Municipal Manager
• Public transport	Municipality is not running Public Transport	Taxi Association	Office of The Municipal Manager
• Pontoons, ferries and jetties	N/A		N/A
• Fences and fencing	Responsible for refuse site and cemetery		Infrastructure
• Traffic and parking	Motor Licencing		MLB

**d) Cluster of Social Services Related Functions** (“Social services functions”)

The following functions have been clustered for assessment purposes:

Table B19: Social Services Cluster Functions

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department
• Cemeteries, funeral parlours and crematoria	Impendle Municipality	Y, UMDM	Infrastructure
• Beaches and amusement facilities	N/A		N/A
• Local amenities	Impendle Municipality		Taxi Rank Public toilets
• Local sport facilities	Impendle Municipality	<u>Y, UMDM</u>	CS
• Municipal parks and recreation	Impendle Municipality		Infrastrature
• Public places	Impendle Municipality		Infrastructure and Planning
• HIV/AIDS	Impendle Municipality	Y, UMDM Health	Executive
• Human Rights – Youth, Disabled, Elderly and Children	Impendle Municipality	N	Executive
• Ward Commity Administration	Impendle Municipality	N	Executive

**e) Cluster of Basic Service Delivery and Infrastructure Development Related Functions**

The following functions have been clustered for assessment purposes:

*Table B20: Infrastructure Services Cluster Functions*

<b>Function</b>	<b>Responsible Entity (District / Local Municipality / Sector Department)</b>	<b>Shared Function (Y/N)</b>	<b>If an Impendle Municipality function: Responsible Department</b>
• Municipal Roads	Impendle Municipality	N	Infrastructure
• Storm Water Management in Buid up areas	N/A	N	Infrastructure
• Refuse Removal and Solid Waste Removal	Impendle Municipality	N	Infrastructure
• Free basic Ernegy and Electrification	Impendle Municipality	<u>N</u>	Infrastructure and Finance
•			
•			

### B4.8.3 Human Resource Strategy

#### B4.8.3.1 Leadership and the Organizational Structure

##### Leadership (Council and Executive)

The function of executive and council within the municipality is to govern and oversee the implementation thereof within Council. The executive committee is involved in the recommendations of operational matters and provides assurance to council that the vision, mission and objectives of council, as contained in the Integrated Development Plan, are being met. The Council and Executive Committee functions are administered as follows:

Full council (consists of 7 Councillors) meetings are held once per month. The agenda and minutes are compiled by the Committee Officers and are circulated to each meeting. Council and Executive Committee meetings are usually attended by the Municipal Manager, Senior Officials (General Managers) and officials who may be required to give background and/or explanations in respect of certain matters on the agenda from time to time.

The strategic objective for the Council and Executive Committee are to:

Ensure that the municipality fulfill its obligations in terms of Section 152 of the Constitution of the Republic of South Africa and that the Council is focused on ensuring that the municipality delivers the mandate in the most cost effective and sustainable manner.

##### Councillor details

Total number of Councillors	<b>7</b>
Number of Councillors on the Executive Committee	No Exco
<b>WARD DETAILS</b>	
Total numbers of wards	<b>4</b>
Ward meetings are held at various times during the year	Monthly
<b>NUMBER AND TYPE OF COUNCIL AND COMMITTEE MEETINGS</b>	
Council	1 per month
Executive Committee	N/A
Management Cluster Portfolio	
Technical Cluster Portfolio Committee	

### **Office of the Municipal Manager**

The Municipal Organisational Structure consists of 3 departments each headed by a General Manager who reports directly to the Municipal Manager. Listed in this section are the functions that are performed by each programme within the organizational structure with outputs, performance measures and performance targets.

#### **Overview**

The Municipal Manager is required to lead and direct the administration aspects of the Municipality and account to the Municipal Council so that economic growth and development is facilitated, poverty is alleviated, an effective service is delivered to stakeholders and the long term sustainability of the Municipality is ensured within the requirements of the relevant legislation.

#### **Description of the activity**

- To manage the municipality's administration in accordance with the Local Government: Municipal Systems Act and other legislation;
- To implement the municipality IDP, and to monitor the progress with the implementation of the plan;
- To manage the provisions of services to community, residents and rate payers in a sustainable manner;
- To control and manage the effective utilization and training of staff;
- To maintain discipline of staff;
- To promote sound labour relations;
- To advise the structures and functionaries of the municipality;
- To manage the communication between the municipality's administration and its structures and functions;
- To carry out the decisions of the structures and functions of the municipality;
- To administer and implement the municipality's By- Laws and other legislation;
- To implement national and provincial legislation applicable to the municipality; and
- To ensure monitoring and evaluation of risk management.

#### **Analysis of the function**

The Office of the Municipal Manager that co-ordinates the strategic direction and ensures poverty alleviation and facilitation of sustainability. This office leads, directs and manage top management in performance of duties to meet council objectives. It strategically controls the utilization of council resources in pursuit of an economic, effective and cost efficient service delivery. Adherence to legislation in relation to Employment Equity and the oversight of the Mayor and Municipal Manager are the prime responsibilities of this office. So is bearing responsibility for all income and Council expenditure as well as assets and discharge of liabilities.

## **Internal Audit**

### **Description of the Activity**

The scope of work of the Internal Audit Unit is to determine .....

### **Analysis of the Function**

### **Outputs achieved by Internal Audit**

#### **Good Governance**

- Internal Audit Charter was reviewed, updated and adopted;
- Internal Audit Committee Charter was reviewed, updated and adopted;
- Fraud Prevention Plan was reviewed, updated and communicated to relevant officials;
- Whistle Blowers Policy was developed and communicated to relevant officials; and
- Protected Disclosures Act was communicated to relevant officials.

#### **Risk Management and Risk Assessment**

- Risk Management monitoring was performed bi-annually and reported to Management and the Audit Committee; and
- Risk Assessment was performed for all operational processes on a quarterly basis and reported to Management and the Audit Committee.

#### **Audit Plans**

- A risk based Three Year Strategic Internal Audit Rolling Plan was developed and communicated to Management and the Audit Committee;
- A risk based Annual Strategic Internal Audit Rolling Plan was developed, communicated to Management and the Audit Committee and was also implemented; and
- Risk based Strategic Internal Audit Plans were reviewed on a quarterly basis updated where necessary and communicated to Management and the Audit Committee.

## **Finance Department**

### **Overview**

The finance department provides financial support and guidance to all other directorates within the municipality on financial related matters. The department is broken down into the following components in order to fulfil its obligations to its internal structures and communities.

- Budget and Treasury Office;
- Expenditure Section;
- Billing Section;
- Credit Control and Revenue Management Section; and
- Supply Chain Management Section

### **Budget and treasury office is responsible for the following functions**

- Manage all accounting activities
- Manage the budget process
- Manage the annual financial statements
- Debt management (Loans)
- Financial management
- Preparation of the annual budgets
- Preparation of the annual financial statements
- Reporting on the budget and monitoring thereof
- Implementation of the MFMA
- Financial accounting
- Revenue management
- Expenditure management
- Policies and by laws
- Tariff charges, levies and rates
- Reporting

### **Expenditure Section**

This section is responsible for the full expenditure management function, which includes the following:

- Payment of creditors;
- Payment of salaries wages and allowances;
- Asset register maintenance;
- Grant administration and reporting;
- Vat; and
- Insurance administration.

### **Credit Control and Revenue Protection Section**

This section is responsible for protecting Councils revenue streams and ensuring that bad debt is maintained at a minimum level. In order to accomplish this challenging task, this section is responsible for the following activities.

- Collection of all outstanding monies owing to Council;
- Disconnection and reconnection of services for non payment;
- Concluding acknowledgement of debt agreement with consumers;
- Maintenance of the Geo Reality Debt Collection system;
- Preparing final demands and summons in favour of Council;
- Taking legal action for the recovery of outstanding debt; and
- Regular reporting with regards to outstanding debt.

### **Supply Chain Management Section**

The Supply Chain unit is responsible for the procurement of goods and services in terms of the Supply Chain Management Policy and Regulations. The section is responsible for the following key functions:

- Maintenance of a suppliers database;
- Reporting on all matters relating to supply chain management;
- Demand, acquisition and disposal management;
- Price quotations, competitive bidding and tender documents;
- Providing support to the bid specification, evaluation and adjudication committees;

- Petty cash management; and
- Issue of requisitions and orders.

## **Corporate Services Department**

### **Overview**

- Administration
- Human Resource Management
- Labour Relations Management
- Employee Assistance Programme

### **Description of the Activity**

- To provide overall municipal legal service;
- To manage Capital and Operational budgets;
- To manage municipal property and estates services;
- To manage all municipal fleet service;
- To implement the Batho Pele principles;
- To provide for proper communication facilities.

### **Administration**

The administration section provides administrative support and guidance to all other sections within the municipality. It is thus entrusted with the following functions:

### **Registry and Archives**

In order to continuously manage effectively and efficiently the municipality recognizes information and records as the most important resources. Through a comprehensive Records Management Policy and Systems which has been developed and implemented, the service delivery by the municipality has improved. Most crucially, both internal and external communication channels have improved through the services of a messenger.

### **Proper utilization and maintenance of municipal facilities**

The municipality utilizes and continuously permits the public to utilize some of its facilities which then require cleaning and maintenance. These

facilities include:

- Municipal Offices;
- Public Toilets;
- Public Libraries;
- Public Halls;
- Municipal Housing

These properties are cleaned and well-maintained on a regular basis, so as to promote health and safety of the employees and the customers. A Facility Hire Policy has been developed, so as to regulate the use of the public facilities by members of the public and to control access thereto.

### **Administration Strategy**

The current positive changes that have been achieved in the administration section are as a result of the implementation of the Administration Strategy which was developed early last year. Among other areas elaborated in the strategy are; the Service Delivery Charter and the Complaints Management System. Suggestion boxes have been placed in all the sections in a place where our customers can easily make use of. Through it the municipality will now be in a position to achieve more customer satisfaction and in that way adhere to the Batho Pele Principles.

### **Human Resource Management**

- Strategically manage the Municipal Human Capital of the entire organization of Impendle Municipality focusing on the following aspects:
- Restructuring the Organization in terms of the needs and challenges of Impendle Municipality within its changing Integrated Development Plan.
- Managing and monitoring the Labour Turnover of the Municipality
- Recruitment and Selection of staff, and retaining the existing staff.
- Human Resources Development which impacts on Quality Service Delivery and Integrated Development Plan, and the Development of a Workplace Skills Plan and implementation thereof.
- Study Assistance Programmes, and offering in-service training to aspiring trainees who have completed tertiary levels of education.
- Policy Development and Implementation
- Implementation and Monitoring Performance Management systems for improved Service Delivery.

## **Labour Relations Management**

To manage municipal labour relations between the employer and the employees for the purpose of providing effective and efficient services within the municipal area of jurisdiction, which encompasses the following?

- To promote mutual respect between employer and employees;
- To ensure that management and the employees share a common understanding of misconduct and discipline;
- Application of discipline in a prompt, fair, consistent and progressive manner;
- Prevent arbitrary actions by both management and labour organisations towards one another;
- Provide employer and employees with a quick and easy reference for the application of discipline;
- Ensuring that discipline is a corrective measure by conducting fair hearing in a formal or informal setting;
- Promote effective and efficient mechanisms to resolve grievances;
- Manage strikes to ensure that essential services are not interrupted during industrial actions;
- Co-ordination of consultative meetings with management and organised labour;
- Encourage employer and Organised Labour to collectively bargain and comply with collective agreements;
- Familiarise employees with municipality's conditions of service (induction);
- Ensure that each and every employee has a job description as prescribed by the Basic Conditions of Employment Act 75 of 1997;
- Design Labour Relations related policies for the purpose of controlling and monitoring.

## **Analysis of the function**

One of the key functions of the Labour Relations Section is to conduct induction programmes to new and old employees within the municipality. Induction is an important tool to be used in a planned way to assist new employees to adapt to their job, their fellow employees and the organization as a whole. It also helps them to be productive, and feel welcomed. The relationship between the employer and the employees is based on the terms and conditions of employment contract. It is vitally important that employees are also made aware of the provisions of Health and Safety related legislations.

## **Employee Wellness**

The employee wellness is an integrated programme that is aimed at addressing the needs of employees, be it physical, spiritual, social and emotional. It includes Employee Assistance, Occupational Health and Safety, as well as HIV/Aids Management in the Workplace.

## **Health Promotion**

Through this programme, employees with personal and work related problems receive counselling. Those with specific problems which require external expertise are referred to external service providers like social workers and psychologists. We currently also provide information regarding

various topics and life skills in the form of brochures and news letters. These are designed internally and distributed on a monthly basis, covering more than one topic per month.

### **Occupational Health and Safety**

The Safety representatives that have been trained in Health and Safety as well as in First Aid, together with the EAP Manager, are scheduled to meet on a monthly basis to discuss Safety issues in their work places. They also undertake site visits in areas which require more attention. The E.A.P. Manager also makes sure that employees who need to attend medical examinations are sent for such in due course.

### **HIV/AIDS Programme**

A Strategic Framework to deal with the prevalence of HIV/AIDS in the Workplace has been developed through the information that was acquired from the HIV/AIDS Prevalence survey which was conducted. This Section is currently developing the implementation procedure with the assistance of New Start Clinic. HIV/AIDS also receives much attention on our monthly publications which we have called "Your Health is Your Wealth".

## **Community Services Department**

### **Library/Sports/Taxi Ranks/Thusong Service Center/Cemeteries**

#### **Overview**

- Centers of information
- To create a quiet resource centre for the promotion of reading, literacy and information.
- Provide the public, with reading material, visual aids and audio materials as required i.e. CD's, DVD's, videos, fiction and non-fiction books.

#### **Description of the activity**

##### **Librarians**

- In charge of the overall performance of staff, efficiency in public provision and upkeep of the library.

##### **Assistant Librarians**

- To assist the librarians with additional tasks e.g. photocopies, telephone enquiries, filing, counter work, etc.

##### **Cleaners**

- To keep the library clean and presentable for our patrons.

##### **Relief Staff**

- To fill in on additional work needed or to serve as relief when a librarian or assistant librarian is off-sick. Or on annual leave.

##### **Student Filers**

- To assist on a Saturday with filing of books and counter work.

#### **Wellbeing of the Community:-**

The provision of free access to library materials over duration of time.

- No payment is required for the borrowing of materials, except for the fines on the late returns and lost library materials.

#### **Upliftment of education**

- The library provides a service that covers information on all aspects in life e.g. languages, computers, politics, cooking, gardening, etc. It also promotes literacy and reading to the community.

### **Book Exchange**

- The constant circulation of materials in the Midlands area enables the libraries to provide the public with new reading material on a regular basis.

### **Special Requests**

- An opportunity for readers to select materials, that is not available at our libraries, from the Regional Library.

### **Activities**

- Attracts new members and encourages regularity in readers e.g. Library Week – promotes literacy. We also hand out free toys, coloring in competitions, DVDs, etc all provided by our Central Ref. Library
- Sewing Classes, HADCA, Child & Welfare Society, Dance Classes, etc draw patrons to the library and is provided in our Activity Rooms to the public.
- Video Sessions – helps students with their assignments and provides an activity for our Preschoolers.
- Displays - encourages new interests in our members and sets out reading materials on the topics e.g. Valentines Day, Christmas Day, Library Week, Human Rights Day, etc.

These services extend from Hilton to Nottingham Road and cover the whole of the Impendle Municipal Area.

- Encourage adult literacy
- Increase membership figures
- To promote library services to our schools and other social groups e.g. HADCA, Women's Groups, etc.
- To promote and enhance the image of the Impendle Municipality.

The strategic objectives of this function are to constitute a free, consistent and efficient service to everyone in the Impendle Municipal Area.

### **Analysis of the function**

- The function of the Community Services Department of the Impendle Municipality is to manage the preparation and implementation of Law Enforcement Strategy, of Community Facilities within the municipality, provision of housing to all communities within the municipality, a Home Ownership Education programme, general administration, Community Health services, Environmental Health services and Museum services.

### **Economic Development and Growth Department**

## **Overview**

The purpose of economic development and growth is to build up the economic capacity of Impendle Municipality to improve its economic future and the quality of life for all its citizens. In order to achieve the aforesaid, the Department of Economic Development and Growth is entrusted with the implementation of the following programmes:

- Investment Promotion & Marketing
- Local Business Support & SMME Development
- Tourism Development & Events Management.
- Agricultural Development

## **Description of the Activity**

### ***Investment Promotion and Marketing***

The Department is continuously exploring ways to increase inward investment in skills and technology, property and sustainable development. As Economic Development and Growth Department, we continuously promote ongoing investment and development through the provision of services at affordable, competitive prices, efficient service and a safe and secure environment. Business permissions are tailored to the needs of the changing economy. Investment promotion is through the following:

- Ongoing identification of Greenfield development areas for investors;
- The maintenance of existing infrastructure;
- Effective information dissemination;
- Immediate service to potential investors and developers with respect to business permissions;
- Reliability and accessibility of existing services; and
- Development of effective 'one-stop information shops' as part of "Customer Care Centre" concept.

### ***Local Business Support and SMME Development***

As the Department we are entrusted with supporting local businesses by ensuring that local economies are robust and inclusive. We do this through the fostering of public private partnership (PPP). Thus Impendle Economic Development Forum was established. By this we are ensuring that economic growth is sustainable, because we allow participation of all sectors through representation. We exist to actively promote broad-based transformation of the local economy by instituting a range of measures, including the following:

- Ensuring that Impendle Municipality's procurement policy have a preferential bias towards local businesses achieving the BEE codes and practices, labour intensity in methods and a percentage target for start-up business and co-operatives;

- Ensuring that business development conducted in the local economy through Business Linkage Centers and agencies is encouraged, promoted and monitored;
- Assessing Industry clusters to ensure that competitiveness and business channels are in place, thereby ensuring the link between big and small businesses;
- Constantly assessing and supporting the Informal Sector of the economy through skills development, facilities, special charges to enter into the formal economy;
- Development of the Impendle Broad-Based Black Economic Empowerment Strategy;
- Constantly reviewing Bylaws to ensure that the regulations fit in with the demands of a changing economy;
- The building of local development capital will be monitored and harnessed as inward investments where possible; and
- Promoting the training, assistance, monitoring and mentoring of emerging entrepreneurs.

### ***Tourism Development & Events Management***

The Department strives to facilitate the promotion of the economy, creation of jobs and safe and secure environment, by establishing a tourism destination that is domestically and internationally competitive.

The Howick Falls Precinct, Midmar Dam, Karkloof Falls and World's View areas and the location of the Municipality along the N3 (Durban – Johannesburg) will feature prominently in the promotion and development of tourism industry. In this regard the Department is pursuing the following:

- Business tourism and the development of facilities linked to the Howick Falls Precinct, Midmar Dam, Karkloof and World's View is promoted.
- The development of craft manufacturing is also promoted.

Developmentally there is a definite focus on the creation of tourist routes and facilities in the previously disadvantaged areas. A number of other tourist routes (like retail, arts/crafts and music are also promoted. The Department is promoting and lobbying the establishment of a regional tourism association.

### ***Agricultural Development***

A significant percentage of the high-potential agricultural land in the Midlands Meander falls within Impendle Municipality. This provides an opportunity for agricultural sector growth. Intensive agriculture through mixed land use, beneficiation of agricultural produce as well as organic food production and aquaculture will be facilitated and encouraged through the promotion of agricultural exports. **Forestry industry** will be transformed through the establishment of community private partnerships. Small-scale forestry opportunities will be created.

## **Challenges**

Access to land for emerging farmers is a major issue and there have been no land reform farms in Impendle that have been successfully transferred to date. This has serious implications for any proposed agricultural production and value adding enterprise targeting emerging farmers in the Municipality.

## **Conclusion**

The role of Impendle Municipality is to create the enabling environment in which local economic development can occur. The Department therefore has a role to play in investigating economic development opportunities further.

## **Infrastructure & Planning Services**

### **Overview**

All activities associated with provision of housing

- Continuous management, coordination and facilitation of all Municipality's Housing development projects within Impendle Municipality.
- Construction of houses for the approved beneficiaries
- Water supply / provision individual homes especially in areas that have benefited through Low Income Housing Project, funded by the Department of Housing (DOH) and homes transferred to certain people through the Government Discount Benefit Scheme.

### **Description of the activity**

- The municipality has a mandate to lead and direct the housing function so that the strategic objectives of the municipality in relation to housing are achieved.
- The establishment of an inclusive, representative and accountable development structures within communities.
- Identification of other primary actors with whom the community should relate for the purposes of successful development.
- Certification of potential housing beneficiaries.
- Facilitation of the sales administration process.
- Signing of building agreements by beneficiaries.
- Appointment of Project Manager(s) by the Developer.
- Appointment of Contractor(s) to undertake the actual construction of houses.
- Capacitating and empowerment of locally based contractors to participate in the construction of houses as sub-contractors.
- Employment of unskilled local people to assist skilled labourers during the construction phase.
- The Municipality has a mandate to lead and direct to the housing functions so that the Strategic Objectives of the Municipality in relation to housing are achieved.

## **Analysis of the function**

The Strategic Objectives of this function are to:

- Reduce the population living in informal structures
- To ensure access to formal housing opportunities.

## **Overview**

National, Provincial and Local initiatives in conjunction with the private sector involvement have resulted in tremendous development in both the rural and urban nodes within the municipality which is in line with the Council's IDP under review and Spatial Development Framework.

The Department is involved in a number of actions which include inter alia the following:

- **Integrated Development Planning**

IDP Format:

- i. Impendle has very technical in nature;
- ii. focused on the controlled use of land through various legal mechanisms; predominantly sector based;
- iii. inflexible and of a blue print nature;
- iv. indifferent regarding environmental sustainability;
- v. concerned with physical/infrastructural development by the public sector; and
- vi. Inadequate in terms of facilitating private sector development.

During the early 1990s various negotiating forums came up with the idea of integrated development planning as a reaction to this outdated way of planning.

By 1995 "Integrated Development Planning" had emerged as a distinct approach to planning and was the basis of the RDP.

The approach was developed further in a number of policy documents (the White Paper on Local Government and the Green Paper of Development Planning) and was given legal substance in laws such as the Development Facilitation Act 1995; the Local Government Transition Act Second Amendment Act, 1996; the Municipal Structures Act, 1999; and the Municipal Systems Act, 2000.

## **What Is Integrated Development Planning?**

Integrated Development Planning is a process through which municipalities prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a product of the process.

The IDP is the principle strategic planning document which guides all planning, budgeting, management and decision-making in a municipality. Integrated Development Planning is therefore one of the key tools for local government to fulfill its new developmental role.

The Council drafted and approved its Integrated Development Plan for the year under review by 2007\2008 on December 2007 and submitted the plan to the Minister in terms of the requirements as set out in the Municipal Systems Act (vide Section 32).

### **Land Use Development**

The Planning and Development Act 6 Of 2008 (PDA) states that Municipalities must develop the Land Use Management System (LUMS) for the whole area of Municipal jurisdiction. The LUMS must be developed in five year after the promulgation of the Act. The PDA is based on The DFA Chapter 1 principles which are a set of interrelated intentions (desirable directions) to guide land planning and development in South Africa. They are necessary to entrench a more equitable and developmental planning system for the country. The principles apply to all forms of planning which affect land development including:

- spatial planning and policy formulation
- the planning of whole settlements as well as parts or elements of settlements
- the decisions of all public authorities affecting land development under any law, including those of traditional leaders acting under customary law
- All legislation, including all land control systems and instruments affecting the development of land.

The principles are also binding on all future actions of legislatures at national, provincial and local government levels. This means all laws, regulations and by-laws which are passed or changed must conform to the principles.

There is a strong commitment to social justice in the DFA. While the principles apply to all land development initiatives, their specific purpose is to speed up and improve reconstruction and development programmes and projects. In this way they are specifically intended to improve the living conditions of the poorest and historically most disadvantaged members of society.

The Impendle Municipality has over the year under review been party to and processed some 11 applications lodged in terms of the Development Facilitation Act.

### **Land Use Management**

A land use management system, in its broader sense, refers to all of the actions required by a municipality to manage land. Some of the key elements of a comprehensive land use management system would be as follows:

- Spatial Development Framework;
- Land Use Management Framework and Planning Schemes;
- Rates database;
- Cadastral and property database;
- Information regarding the provision of services;
- Property ownership and tenure;
- Environmental issues and requirements, and
- Transportation requirements.

### **Environmental Management**

In terms of the C-Plan and MINSET assessments undertaken by KZNCS, Impendle contains extensive areas of conservation significance.

These assessments are at a very broad level, and a more detailed assessment has been undertaken at a local level taking current land use and slope into account. This forms part of the local Strategic Environmental Assessment (SEA), and Environmental Management Plan (EMP). The plan of environmental priority forms an integral part of the Impendle SDF and is used to assess development applications.

### **Building\elelevation control**

The Building Control Section is solely responsible for building and elevation control and signage within the Impendle Municipality.

### **Technical Services Department**

#### **Overview**

The Technical Services department of the Impendle Municipality is responsible for the day to day maintenance and development of the municipality in the areas of refuse collection, roads, storm water maintenance, traffic engineering, water & sanitation, parks, gardens, environment, mechanical workshops, electricity services, GIS support, administrative support.

#### **Description of the activity**

The attached report is a brief synopsis of our achievements this year and our plans moving into the future.

#### **Operating and Maintenance Report**

The repairs and maintenance budget rose to 6.3% of the total budget which is bringing us to a level which is considered progressive in terms of

maintaining our infrastructure. Moving forward our goal is to reach a target of 10% over the next three years for repairs and maintenance.

This is a tremendous improvement from 3.4% in 2001/2002. A level of 3.4% of the budget to repairs and maintenance and the contributions prior to 2001/2002 were totally inadequate which resulted in infrastructure being neglected. We have however improved dramatically with regards to making inroads into these maintenance backlogs.

### **Low Income Housing**

All our grant funded housing projects are supplied with individually metered potable water connections with full flush toilets, 20amp prepaid electricity connections and all weather gravel roads. Furthermore, planned housing project property sizes may not be less than 350m<sup>2</sup>.

During the 2007/2008 financial year we delivered 93 low income houses at an amount of R5.3m, planned projects amount to 6500 units.

We will be commencing with the delivery of two low income housing projects in partnership with the private sector. The private sector is taking a social responsibility in housing and this will result in better quality housing. Once these projects are complete we will present a model for others to replicate and emulate.

The Technical Services consist of the following Sections:-

#### **Engineering Services**

##### ***Refuse Removal***

##### ***Roads and Stormwater New Works***

##### **Repairs and Maintenance**

##### **Mechanical Works**

##### ***Repairs and Maintenance***

##### ***Plant and Equipment***

##### **Parks, Gardens and Environment**

##### **Fleet Management**

##### **General Administration**

##### **Cemeteries**

### **Staff Breakdown per Functional Area**

### **Breakdown per department:**

**Financial Services**

**Corporate & Community Services**

**Infrastructure & Planning**

**Executive & Leadership**

Function	Sub-Function	Filled	Vacant	Total	
Corporate Services	- Human Resources Developmen				
	- Labour Relation and Administration				
	- EAP				
	- Fleet Management				
	- General Management & Personal Assistant				

Internal Auditing	- Auditing			
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Local Economic Development	-LED Support			
	- Tourism Development & Events			
	- Investments, Promotions, Marketing, SMME			
	- General Management & Personal Assistant			

Finance	-Expenditure			
	- Supply Chain			
	- Billing			
	-Budget			
	- Credit control & Revenue			
	- Financial Management & Personal Assistant			

Planning and Development	- Environmental Management			
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	- Building Inspection			
	- Town & Strategic Planning			
	- General Management & Personal Assistant			

Technical Services	- Roads, Stormwater and Traffic			
	- Parks, Gardens and Environment			
	- Contract & Project Management			
	- Water & Solid Waste			
	- Mechanical Workshop			
	- GIS			
	- General Management & Personal Assistant			

Community Services	- Social Science Services			
	- Sport, Recreation & Youth Development			
	- Protection Services			
	- Library Services			
	- HIV AIDS and Community Health			
	- General Management & Personal Assistant			

Municipal Managers Office	Office Administration			
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<b>TOTALS</b>				
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**B4.8.3.2 Work Place Skills Plan (Provisions of PDP)**

Impendle Municipality has drafted a workplace skills plan, the objectives of which are aligned to the IDP objectives. This workplace skills plan needs to be updated annually.

#### **B4.8.3.4 Employment Equity Policy**

Employment equity policy has been developed. The Municipality's vision for Employment Equity is to maximize the benefits of diversity, equal opportunity and fair treatment of employees, to maximize growth of employees so that the Municipality delivers a high quality service to the people of Impendle, particularly the poor and the historically disadvantaged.

The Municipality is committed to establishing and maintaining an environment, which provides equal opportunity to all its employees with special consideration for previously disadvantaged groups. We will thus take steps to eliminate unfair discrimination in the workplace and promote a culture of valuing diversity. The Employment Equity Plan is a plan of action that will be implemented by the municipality to ensure all its employees have fair and equal access to employment opportunities.

#### **B4.8.3 Policy Framework**

##### **B4.8.3.1 Indigent Policy**

###### **a) Policy Objectives**

Because of the level of unemployment and subsequent poverty within the Impendle Local Municipal area, there are households which are unable to pay for normal municipal services. The municipality therefore has adopted this Indigency Management Policy to ensure that these households have access to at least basic municipal services, and is guided in the formulation of this policy by the national government's policy in this regard.

###### **b) Criteria for Qualification**

Households where verified total gross monthly income of all occupants over 18 years of age does not exceed R2020, or such other amount as the Council may from time to time determine, qualify for a subsidy on property Rates and Service charges for Refuse Removal, and will additionally receive and 50 kWh of electricity per month free of charge. These services will be paid for by the Impendle Local Municipality to the service provider, Eskom.

Only households where the accountholder or property owner has registered as indigent in terms of the municipality’s annual registration programme, and whose registration has been accepted and entered into the register of indigents shall qualify for the above concessions.

For a household to qualify for subsidies or rebates on the major service charges, the registered indigent must be the full-time occupant of the property concerned, and if not also the owner of the property concerned, may not own any other property, whether in or out of the municipal area.

For a household to qualify for a rebate on rates, the registered indigent must be both the owner and fulltime occupant of the property concerned, and may not own any other property, whether in or out of the municipal area.

Indigency relief shall apply for a period not extending beyond the financial year in which the particular household is registered as indigent. Registration must be renewed in each registration programme if relief is to continue.

To register as an indigent, the relevant property owner or accountholder must personally complete and sign the registration form provided by the municipality for this purpose, and furnish such further documentation as the municipality specifies. The Municipal Manager, or any other municipal official authorised, will provide assistance to persons who cannot read or write, at such times and places as are specified in the notices published to indicate that the registration programme is to take place. Registration will take place on dates and at times and places determined by the council, but shall generally be undertaken during January and/or February each year.

**B4.8.3.5 Supply Chain Management Policy**

The Impendle Supply Chain management policy has been completed in terms of section 111 of the Local Government Municipal Finance Management Act (No. 56 of 2003).

**B4.8.3.6 List of Governing and Operating Policies**

The following are a list of operational policies for personnel which have been developed for the Impendle Municipality:

Attendance Policy Housing allowance Internet and Email use Legal Aid Policy Private Work	Whistle Blowing Chronic Illness Succession Planning Travel Expense Policy Use of Official Vehicles	Training Policy Unpaid Leave Policy Work Related Functions Confidentiality Policy Induction
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Smoking Policy Study and leave Telephone Uniform and Protective Clothing	Nepotism Recruitment and Selection Staff Statement to Media Substance Abuse	Leave Aid Occupational Health And Safety Sexual Harassment Student Assistance Policy
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### B4.8.3.7 Finance Policies

Finance policies that are in place are:

- Assets management
- Banking and investment
- Budgeting
- Credit control
- GRAP accounting
- Information technology
- Petty cash
- Rates
- Risk management
- Tariffs
- Telephone
- Traveling and subsistence
- Write-off

## B5. SWOT ANALYSIS

In order to assess the outputs from the SDMP project for Impendle a SWOT assessment was undertaken only of the key issues identified in that project. A summary of the SWOT is outlined below and is inclusive of the full SWOT contained in the previous 2009/10 Impendle IDP as well as inclusion of the SWOT undertaken in the SDMP.

*Table B20: SWOT Analysis*

<b>Strengths</b> • Human resources – Sufficient labor force	<b>Weaknesses</b> • The poor condition of Schools (Sub-standard infrastructure)
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<ul style="list-style-type: none"> <li>• Availability of land – Enough for new development and investments</li> <li>• Geographical location – Drakensberg World Heritage Site, Midlands Meander close by</li> <li>• Natural resources (rivers, mountains, grass lands)</li> <li>• Historical features such as rock art – attraction for tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Poor access to water and sanitation</li> <li>• Poor road infrastructure and accessibility</li> <li>• Scattered settlement patterns making it difficult and costly to provide services</li> <li>• Land claims and acquisition processes are too slow.</li> <li>• Lack of youth programs and social awareness campaigns</li> <li>• Municipality does not have sufficient staff capacity to manage and implement all municipal plans</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Tourism – unrealised potential</li> <li>• Agriculture – high value agricultural land underutilised</li> <li>• Potential for growth and investment opportunities in the nodes as the commercial sector is under-developed</li> <li>• Potential for processing of agricultural produce</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Rugged Terrain</li> <li>• Degraded land – soil erosion</li> <li>• Alien plant invasion threatens agricultural land and biodiversity in ecosystems</li> <li>• Extreme Weather Conditions</li> <li>• Poor Access - bridges washed away.</li> <li>• Poverty and jobless People</li> <li>• Uncompleted projects</li> <li>• Lack of skills in general and migration of local skilled people</li> <li>• HIV/AIDS</li> <li>• Crime</li> </ul>

### B5.1 Strategic Response to the SWOT Analysis

Table B21: Strengths

RESOURCE	POSITIVE ABILITIES	STRATEGIC SUSTAINABILITY	CAPACITY
Land	Cultivation	Agriculture	Small Scale Commercial, Community Gardens, Stock, Poultry
	Economic Growth and Development	Production, Processing, Commercial, Services Provision, Residential	Business Centre, Housing, Industrial, Commercial
	Reservation	Public Open Space	Parks, Sport fields

		Nature Conservation	
Water	Surface water for domestic and agricultural use	Quality water available from wilderness areas	District function
Human	Labor	Employment, Workforce, Skills	Large workforce

Table B22: Weaknesses

NEGATIVE IMPACTS	CAUSE	STRATEGY	CAPACITY
Service backlogs	Unfinished and collapsed projects	Fully functional LED component with clear programmes	Secure funding
	Funding		
Lack of formality in the urban area	Non compliance – Planning	Conduct research study	Infrastructure and Planning Department
Institutional issues	Organogram	Municipal recovery plan, Staff, Councillors and Ward Committee Training	All departments, ILM, LGSETA, DBSA, Treasury
Low revenue	Very limited rates base	MPRA	ILM
Unemployment, poverty and illiteracy	Lack of industries, equipment, institutions of higher education	Identification of suitable land, buy-in of land owners and farmers, FET college – Impendle campus	ILM, State land, Land owners and farmers associations
Scattered settlements	Rural set-up	Encourage formalisation – LUMS	Town Planning / SDF / LUMS

Table B23: Opportunities

POTENTIALS	RESOURCE	STRATEGY	CAPACITY
Infrastructure Development Programmes	MIG, Available machinery and equipments	Establishment of projects for infrastructural development and maintenance	Infrastructure and Planning Department
LED Strategy	UMDM, Tourism and Agriculture	Implementation of the strategy	LED component
Intervention of Public and Private sector (PPP)		Strengthen IGR	Mayor and MM

Table B24: Threats

NEGATIVE IMPACTS	SOURCE	STRATEGIC SUSTAINABILITY	CAPACITY
Population Dynamics	Migration, death rate	Increase job and educational opportunities	Industries and colleges
Rural Set-up	History or Tradition	Maintain minimum standards	ILM
HIV/AIDS	Epidemic	HIV/AIDS programme, partnership with NGOs and Dept of Health	Department of Community Services
Crime	Lack of moral skills, motivated youth, unemployment	Municipal collaboration with SAPS' CPFs	ILM, SAPS, OTP, Social Organizations

## B6. STAKEHOLDER NEEDS AND IDENTIFICATION OF PRIORITY ISSUES

An analysis of the current situation undertaken as part of the IDP preparation process reveals that Impendle Municipality is facing major challenges in addressing a range of development issues including the improvement of the living conditions for the poor and promoting local economic development within its area.

The key issues are indicated in the table below and linked to type of issue and responsibility in terms of the allocation of powers and functions.

Table B25: Impendle Key Issues

PRIORITY ISSUE	DEMOGRAPHIC	ECONOMIC	INFRASTRUCTURAL	ENVIRONMENTAL	RESPONSIBILITY
Increasing number of HIV & AIDS cases	X	X			DoH, ILM
High rate of poverty	X	X	X	X	ILM, DSD
Backlog in the delivery of public facilities	X	X	X		ILM, DM, Provincial & National Depts
Unsatisfactory delivery on the needs of the aged, disabled, orphans and women	X	X			DSD, ILM Special Programmes section
Backlog in the delivery of appropriate infrastructure services (roads and free basic services in particular)		x	X		ILM, UDM
Equitable access to land and housing		X	X	X	ILM, DRD&LR, DHS

PRIORITY ISSUE	DEMOGRAPHIC	ECONOMIC	INFRASTRUCTURAL	ENVIRONMENTAL	RESPONSIBILITY
Rising unemployment and slow economic growth – LED therefore a priority issue		X			ILM, DED
Inadequate management of the environment		X		X	ILM, DRD&LR, DEARD
Lack of sufficient institutional capacity within the Impendle Municipality		X			ILM, UDM
Inefficient spatial structure	X	X	X	X	ILM,UMDM (alignment)
Lack of food security	X				DRD&LR, DEARD
High rate of functional illiteracy and poor skills base	X	X			DOE
Lack of opportunities/support for the youth and other targeted groups	X	X			DOE
High rate of crime	X	X			SAPS, DED
Unrealised tourism potential		X		X	ILM, UDM, DED, EKZNW
Unrealised agricultural potential – underutilized land		X	X		DEARD, DRD&LR
Settlement sprawl – threat to environment and to agricultural development	X	X	X	X	ILM
Alien plant invasive species spread – threat to environment and to agricultural development		X		X	DEARD, DWA
Degraded land – serious soil erosion in parts of the municipality		X	X	X	DEARD, ILM
Land Use Management controls		X	X	X	ILM, UDM
91% of the municipality comprises critically endangered (13%), endangered (18% ) or vulnerable (60%) vegetation types, therefore the demarcation and appropriate management of these areas is critically important for the		X		X	DEARD, ILM, EKZNW

PRIORITY ISSUE	DEMOGRAPHIC	ECONOMIC	INFRASTRUCTURAL	ENVIRONMENTAL	RESPONSIBILITY
conservation of vegetation types in KZN					
Impendle an important area for the provision of ecosystem goods and services for its own use and to users downstream; there is a high dependence of rural dwellers on natural resources	X	X		X	DEARD, ILM, EKZNW
Conservation and sustainability of the water resources		X		X	DWA, ILM, UMDM, DEARD

## **B6.1 IDP Programmes**

### **B6.1.1 Food Security**

#### Issue detail

Food security is a serious issue for households in Impendle. Food security refers to a situation where a household is assured of a daily food supply with a reasonable nutritional value. It manifests itself in the type of food that people consume, frequency of certain combinations of food and total lack of food.

#### Action

The municipality seeks to address this by:

- Promoting food safety net projects.
- Promoting small-scale farming and crop production.
- Promoting income-generating projects.
- Protecting natural resources through settlement patterns that enhance resource protection
- Promoting awareness creation about nutritional value

### **B6.1.2 Illiteracy and Poor Skills Base**

#### Issue detail

According to statistical information supplied by the Municipal Demarcation Board, 7642 People have not received any formal education and can be regarded as illiterate. 12 516 people in Impendle have primary education.

#### Action

Due to the high rate of illiteracy and skills training it is important for Impendle Local Municipality to engage relevant non-governmental organizations, and other stakeholders in the delivery of adult basic education. This includes the establishment of centres for skills training.

### **B6.1.3 Meeting the Needs of the Targeted Groups**

#### Issue detail

The youth is among the most vulnerable segments of the society and are exposed to crime, unemployment, poor education, poor access to sports and recreation facilities, drug abuse diseases such as HIV/AIDS. In Impendle Municipality, the youth accounts for more than half of the population and live

in conditions characterized by extreme shortages of social facilities and services as well as declining employment opportunities. Other targeted groups with special needs include the aged, disabled and orphans.

#### Action

Development targeting these groups will be achieved by means of special programs including the provision of facilities, upgrading of pension pay-point areas and community awareness campaigns.

To meet the needs of the youth group, other strategies to be considered will be access to education, employment opportunities, access to sports and recreation facilities, drug abuse programmes, HIV/AIDS awareness and programmes.

### **B6.1.4 HIV/AIDS**

Impendle Local Municipality sees HIV/AIDS as a crosscutting issue, which should be addressed in all development sectors and programs.

#### Strategies:

Link up with National initiatives for prevention of HIV/AIDSs.

Each sector to review development projects and programmes in relation to accounting for HIV/AIDS. e.g. water sector to ensure designs for new water schemes, for instance, should take into account the impact of HIV/AIDS both in the short and long term.

### **B6.1.5 Service Delivery**

#### Issue

Impendle Municipality is poorly provided with basic services and can be classified as having major infrastructural backlogs. Serious backlogs exist in the delivery of services such as bulk water, electricity and major link roads. The quality of roads in the traditional authority areas is generally poor and requires substantial upgrading and maintenance. Key to future development of Impendle is the roll out of National and Provincial road infrastructure which will serve to link this into the wider sub-regional economy.

#### Action

The IDP provides for an integrated approach to service delivery with a particular focus being paid to the following:

- Water
- Access roads
- Major arterial roads
- Sanitation

- Waste disposal
- Delivery of Public Facilities

Impendle Local Municipality area is characterised by massive backlogs in the delivery of social facilities such as schools, clinics, police stations and sports and recreation facilities. The aims and objectives of this program will be achieved by means of engaging the relevant government departments and leveraging funding for the delivery of the necessary facilities.

The following are some of the desired outcomes of these programs: Service delivery according to acceptable basic norms and standards, e.g. teacher pupil ratio:

- A clinic within 5km radius, etc.
- Access to early childhood facilities
- Youth development programs based on the existing infrastructure
- Access to information, which implies need for an information centre

#### **B6.1.6 Access to Land and Housing**

The land ownership pattern within the Impendle Municipality reflects a complex pattern of Ingonyama Trust, private freehold and state owned land. The majority of households in Impendle reside in Nxamalala and other Traditional Authority areas and on freehold and state owned land. A small proportion of the people reside on commercial farms as either labour tenants or farm dwellers. Impendle state land has also been a bone of contention for a long period of time. The Department of Rural Development and Land Affairs program seeks to address these issues and to contribute to the achievement of a national target of redistributing more than 30% of agricultural land in 15 years. In this instance, it is recommended that redistribution focuses on the state land and the freehold land where people are settled and agricultural potential cannot be realized because of ownership issues. Freeing up high potential agricultural land in these areas is top priority to redistribution and economic development.

A large number of people occupy houses that are prone to destruction by rains and other natural hazards and their neighbourhoods are not sufficiently developed with infrastructure. 4801 people live in dense settlements within Nxamalala Traditional Authority area. 105 people live in informal structures. Approximately 711 households reside on privately owned land either as labour tenants or occupiers. They do not have proper housing and security of tenure. Relatively dense settlements lack proper services and infrastructure such as roads, sanitation and water.

#### **B6.1.6.1 Municipal Responsibility for Housing**

The primary role of municipalities is to take all reasonable and necessary steps within the framework of national and provincial legislation and policy to ensure that the inhabitants within their jurisdictional areas have access to adequate housing on a progressive basis. To achieve this the functions of municipalities are:

- To initiate, plan, coordinate and facilitate appropriate housing development within its boundaries.
- Prepare a local housing strategy and set housing delivery goals (the MHP).
- Set aside, plan and manage land for housing development.
- Create a financial and socially viable environment conducive to housing development.
- Facilitate the resolution of conflicts.
- Provide bulk engineering services where there are no other service providers.
- Administer any national housing programme in respect of its area of jurisdiction if accredited to do so.
- Expropriate land for housing development if the land cannot be acquired through other means.

#### **B6.1.6.2 The Comprehensive Plan for the Development of Sustainable Human Settlements**

In addition, the Comprehensive Plan for the Development of Sustainable Human Settlements (August 2004) and the Guidelines for the Implementation of Labour-Intensive Infrastructure Projects under the Expanded Public Works Programme (EPWP) should be considered in formulating the Municipal Housing Plan. The Comprehensive Plan promotes the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. Housing is to be utilized as an instrument for the development of sustainable human settlements in support of spatial restructuring.

The aim of the plan is to move beyond the provision of basic shelter towards achieving the broader vision of sustainable human settlements and more efficient towns, cities and regions. The following factors must be taken into consideration in order to achieve this vision:

- Progressive Informal Settlement Eradication: these settlements must be integrated into the broader urban fabric to overcome spatial, social and economic exclusion. The human settlement plan supports the eradication of informal settlements through in-situ upgrading in desired locations coupled with the relocation of households where development is not possible or desirable.
- Promoting Densification and Integration: the objective is to integrate previously excluded groups into the city and the benefits it offers and to ensure the development of more integrated, functional and environmentally sustainable human settlements, towns and cities.

- **Enhancing Spatial Planning:** greater coordination and alignment of various planning instruments and economic policies lies at the heart of sustainable human settlements. This requires more than mere coordination between departments but there should be a single overarching planning authority and/or instrument to provide macro-level guidance to support the development of sustainable human settlements.
- **Enhancing the Location of New Housing Projects:** the location of housing projects has been criticized as reinforcing apartheid spatial settlement patterns. The objective of spatial restructuring demands a more decisive intervention in land markets. Interventions are envisaged in respect of accessing well located state-owned and parastatal land, acquisition of well-located private land for housing development, funding for land acquisition and fiscal incentives.
- **Supporting Urban Renewal and Inner City Regeneration:** urban renewal and inner city regeneration often result in the current inhabitants being excluded as a result of the construction of dwelling units they cannot afford. Some municipalities are striving to avoid this by promoting affordable inner city housing. The human settlement plan will support this by encouraging social housing.
- **Developing Social and Economic Infrastructure:** there is a need to move away from a housing-only approach towards the more holistic development of human settlements including the provision of social and economic infrastructure.
- **Enhancing the Housing Product:** there is a need to develop more appropriate settlement designs and housing products and to ensure appropriate housing quality.

The Expanded Public Works Programme (EPWP) is aimed at reducing unemployment by the provision of work opportunities through labour intensive methods in all government funded development projects. In respect of housing projects specifically, this can be achieved through the use of unskilled local labour and use of the Peoples Housing Process (PHP) methodology. This policy focuses on poor families in both urban and rural areas, using capital subsidies to allow people to build their own homes. It also assists people to obtain access to technical, financial, logistical and administrative support to build their own homes, on either an individual or collective basis. It would also be valuable to involve the Department of Labour in housing forum meetings, as this can combine skills development with the employment opportunities for specific projects.

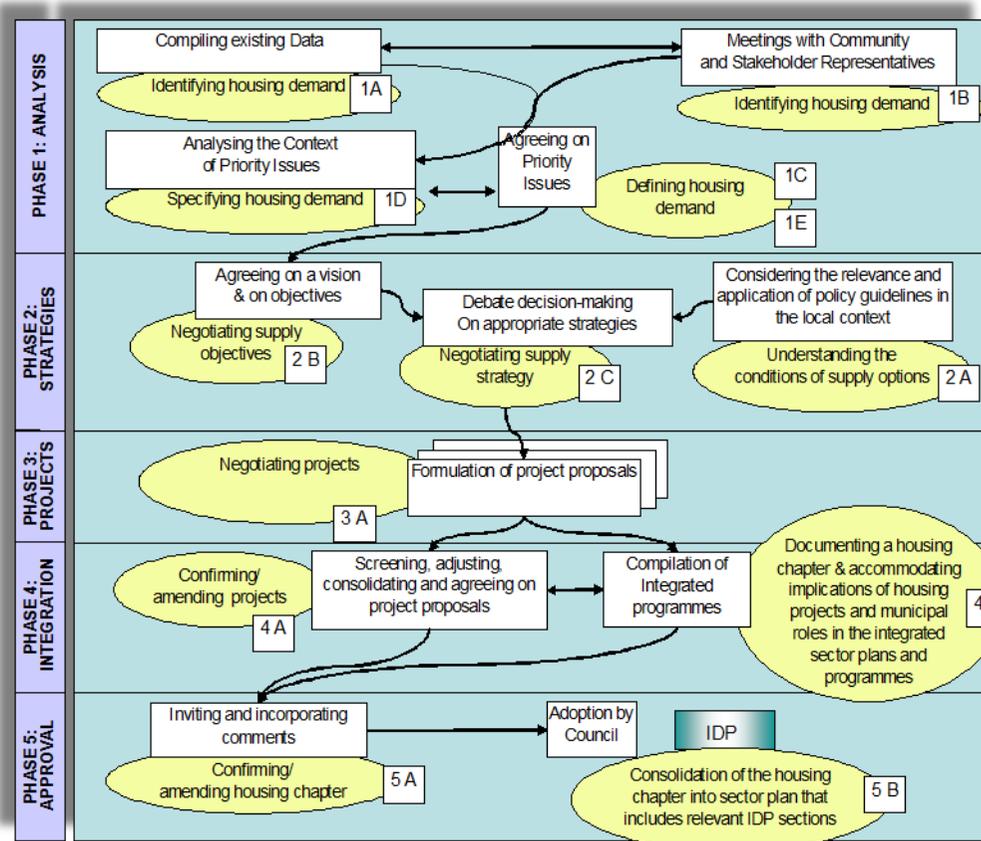
The principles mentioned above should be incorporated when housing projects are being prepared and packaged.

It should be noted that the intention is for the Comprehensive Plan and the Expanded Public Works Programme to be implemented in the context of the spatial framework for Impendle as contained in the SDMP (Annexure J1). This provides the spatial guidelines for further capital investment and should be strictly adhered to by all services departments to ensure that the inherent development potential of Impendle is not compromised now and in the longer term.

### B6.1.6.3 Alignment of Municipal Housing Plan with IDP

Owing to this being the first Municipal Housing Plan that has been developed for Impendle as a specific sector plan in its IDP, the preparation process is essentially independent of the IDP process. In future years however, these processes should run concurrently, as illustrated in the flow diagram below.

Figure B17: Alignment of MHP with IDP



### **B6.1.7 Economic Development**

The economic development program will be led by an economic development unit within the technical and planning services department. Its focus is on the following key issues:

- Encouraging income-generating projects.
- Promoting commercial development in Impendle.
- Promoting effective land use (farming and agricultural practises).
- Developing framework for local economic development.

### **B6.1.8 Lack of Capacity and Resources for Implementation**

Impendle Local Municipality is small and does not have sufficient human and financial resources. Its revenue base is also limited, and this has serious implications for the ability of the municipality to fund projects and deliver development within its area. This program seeks to develop an institutional framework for building capacity both internally and externally to initiate, manage and implement projects. It includes fund-raising strategies and programs for co-operative governance.

# **SECTION C**

## **DEVELOPMENT STRATEGIES**

## SECTION C: DEVELOPMENT STRATEGIES

### C1. VISION AND MISSION STATEMENT

#### C1.1 Vision

**“By the year 2017, the Impendle Municipality would have provided the majority of the people and households with sustainable access to their social and economic development needs and basic services in a fully integrated manner and within a safe and healthy environment.”**

#### C1.2 Mission

Impendle Municipality will strive for the realization of the vision through its integrated development plan and the Batho Pele principles by:

- Facilitating delivery of appropriate services and community facilities within acceptable norms and standards
- Creating sustainable job opportunities and facilitating growth in the local economy
- Creating opportunities for self-advancement for previously disadvantaged members of the community
- Facilitating environmentally sustainable development and enhancement of the quality of the environment
- Building sufficient capacity for the efficient and effective implementation of local governance duties and functions

## C2. ALIGNMENT WITH NATIONAL AND PROVINCIAL POLICIES

The alignment of government policies and plans is crucial in strategic planning. However, the relevant binding and non-binding national and provincial legislation including policies, programmes and strategies need to be considered in the municipal development planning process and interventions. It is also critically important to include the resolutions from the key stakeholder engagements conducted in the past as these should be used in our analysis and proposed interventions.

### C2.1 National Spatial Development Perspective

The table below provides an alignment between the NSDP and the impact on Impendle:

*Table C1: NSDP Alignment with Impendle*

SUMMARY OF NSDP PRINCIPLES	IMPACT ON IMPENDLE
Economic growth is a prerequisite for the government to be able to address existing and increasing human needs	<ul style="list-style-type: none"> <li>• Impendle as an operating arm of the Government.</li> <li>• Local economic activity is minimal and growth is negligible</li> <li>• An existing and stagnant population with relatively high basic needs</li> </ul>
<ul style="list-style-type: none"> <li>• Government investment to provide services beyond the Constitutional obligation of basic services is to be in areas with economic growth/potential.</li> <li>• Where social and spatial gaps exist, investment should be in people and not places.</li> <li>• In cases where a high human need exist and medium to high economic potential: investment greater than the Constitutional obligation is needed to unlock potential</li> <li>• Where a high human need and low economic potential: investment is to be equal to commit the Constitutional obligations for basic service. Any investment beyond this, needs to be on social skills transfers, welfare services, poverty alleviation in order to equip people to enter the economic</li> </ul>	<ul style="list-style-type: none"> <li>• Based on the economic profile, this reflects a low Government expenditure in Impendle on fixed infrastructure beyond the Constitutional obligations</li> <li>• This seems to be most likely investment option for the Government in this municipality.</li> <li>• There are areas with economic potential (refer to economic profile) however, these are not ideally located to warrant the level of expenditure to unlock such potential in favor of human need in the area.</li> <li>• Again, this situation applies to the greatest part of Impendle municipality. Social skills transfers, well established welfare programmes and skills development programmes and facilities are thus key focus areas in this municipality</li> </ul>

market	
Future settlement and economic activities should be channeled into activity corridors adjacent to or corridors that are well linked to nodal areas/ main growth centres (this is to reduce travel costs and ensure efficient use of infrastructure)	<ul style="list-style-type: none"> <li>• The population of Impendle is relatively stagnant, and the same applies to the economy.</li> <li>• The Spatial development Framework should identify those areas where maximum benefit can be derived from concentrated effort in social and skills development programmes, and channel future economic development into those areas.</li> </ul>

The NSDP principles are based on a number of findings and recommendations, these are briefly summarized below:

- The IDP needs to Identify areas with economic and development potential.
- The Spatial Development Framework (SDF) needs to contain principles to guide spatial development priorities.
- Comparative economic advantages of the different localities in the municipal area is to be identified.
- The IDP should contain a framework for reporting on expenditure (reflected spatially).
- The SDF should reflect the extent of the changing spatial population patterns, economic development and development potential.
- The Government still has a Constitutional obligation to provide basic services to all households irrespective of where they live.
- The existing and future fiscal limitations on infrastructure and development expenditure require a reprioritisation of where (spatially) certain levels and type of investment should occur to ensure maximum return and impact. However, it is not a case of managing tradeoffs between welfare and economic growth, but achieving a balance.
- In order to redress the disjuncture between urban and rural areas (social and economic, corridor development has been identified in PSEDS. This is to reduce travel costs, creating more compact cities/towns and more effective use of infrastructure, etc.

## C2.2 Accelerated Shared Growth Initiative For South Africa (AsgiSa)

### C2.2.1 The Three Broad Principles of ASGI SA

From the policy information available, it can be argued that this initiative is underpinned by three broad principles. These are:

- (a) To improve the labour absorbing ability of economic activities.
- (b) To improve the economic growth rate by:
  - Diversifying the economic base;
  - Encourage value added services and products to be developed;
  - Reduce production costs;
  - Create an available and sustainable labour market; and,
  - Encourage business establishment and expansion.
- (c) Improve on the distribution of social grants to address:
  - Poverty reduction;
  - Income redistribution; and
  - Realising areas with low potential/ economic activity and realizing benefits.

## C2.2.2 Government Interventions in Terms of ASGI SA

Out of the three broad principles, five key intervention areas were identified. These are broadly mentioned in the table below, and their applicability to the Impendle municipal area.

Table C2: ASGI SA Alignment with Impendle

ASGI SA INTERVENTIONS	IMPACT ON IMPENDLE
<p><b>Increase infrastructure investment:</b></p> <ul style="list-style-type: none"> <li>• Improve reliability of infrastructure</li> <li>• Social infrastructure expenditure</li> <li>• Improve electronic communications with a focus on rural areas</li> <li>• Infrastructure for research and development</li> <li>• PPPs</li> <li>• Increase potential for spin off businesses</li> </ul>	<ul style="list-style-type: none"> <li>• National and provincial public transport routes need to be constructed to improve accessibility in hinterland areas such as Impendle.</li> <li>• Key parts of the road infrastructure need to be maintained and upgraded leading into/ towards the Drakensberg to take advantage of the potential tourism market.</li> <li>• To improve human skills and ability (economic skills and basic education) focused investment on this aspect is needed to improve on existing, and establish newly required infrastructure.</li> <li>• A great amount of energy and funding would need to be spent on infrastructure (roads, water, sanitation and telecoms) to unlock and develop the economic opportunities in the municipal area.</li> </ul>
<p><b>Sector strategies:</b></p> <ul style="list-style-type: none"> <li>• Decentralising / Outsourcing business administration and processing</li> <li>• Tourism</li> <li>• Bio-fuels</li> </ul> <p>All the above sectors are labour intensive, growing, BBBEE, and support establishment of SMMEs</p> <p>All the above also need improved skills, marketing strategies and reasonably good access to infrastructure and markets</p>	<ul style="list-style-type: none"> <li>• Impendle municipality and the town of Impendle does have the potential to serve as a business and administrative hub, however, a plan outlining the upgrade of the infrastructure in the town (electricity, water, sewer, telecommunications, banking, housing, retail) would need to be done.</li> <li>• There is further potential to in the tourism market, however a clear strategy and requirements to unlock this would need to be developed and linked with the spatial framework in terms of accessibility and economic growth and development.</li> </ul>
<p><b>Education and skills development:</b></p> <ul style="list-style-type: none"> <li>• Acknowledge and address skills shortage</li> </ul>	<ul style="list-style-type: none"> <li>• This is the main focus area within the municipal area. A comprehensive skills development programme need to be developed within the municipality in order to give effect to these interventions.</li> </ul>

ASGI SA INTERVENTIONS	IMPACT ON IMPENDLE
<ul style="list-style-type: none"> <li>Align academic institutions with skills needed in economic sector</li> <li>Skills audit and re-deployment</li> <li>Skills transfer</li> </ul>	
<p><b>Second economy:</b></p> <ul style="list-style-type: none"> <li>Increase public investment to establish SMMEs and achieving BBBEE</li> <li>Link business to areas of opportunity</li> <li>Increase involvement of youth and woman in business</li> <li>Skills development and training</li> <li>Access to finance (small loans and funding agencies)</li> <li>Implement EPWP principles</li> <li>Access to basic services</li> <li>Distinguish between SM &amp; M Es and support SMEs to enter into manufacturing</li> <li>Address the regulatory environment for SMME establishment</li> <li>Recognising local assets such as land, skills, resources, knowledge etc and link/ transform these into opportunities (sustainable local livelihoods)</li> </ul>	<ul style="list-style-type: none"> <li>What is present in Impendle is more likely to be referred to as the third economy.</li> <li>There is little investment in the area, probably because of its remoteness, low resident population (low thresholds) an low level of infrastructure making access to areas with economic potential difficult.</li> <li>Skills development is essential to raise the skills level of the resident population.</li> <li>Substantial investment is needed to unlock some of the potential in the agriculture and tourism market. Whether such investment would have greater returns in future is doubtful.</li> <li>The provision of basic service is still a main priority and this could be a further are there smaller SMMEs can be established locally.</li> <li>It is essential for local assets (skills, resources, funding etc) to be mobilised to address localised needs.</li> <li>The Municipality providing access for investors to the means of production in Impendle as the key to attracting investment.</li> </ul>
<p><b>Governance and Institutional:</b></p> <ul style="list-style-type: none"> <li>Implement resolutions of the Growth and Development Summit</li> <li>Realising benefits in economic potential</li> <li>Skills development to accelerated service delivery and local governance</li> <li>Review functioning of development an financial institutions</li> <li>Access to one-stop trouble shooting (business advice) centres</li> <li>Address the regulatory environment especially on the front of labour and creating employment</li> <li>Reform of the planning framework on land use management</li> </ul>	<ul style="list-style-type: none"> <li>The Impendle Local Municipality is to embark on a detailed study on identifying its comparative advantages in terms of economic potential and put measures in place to implement this plan.</li> <li>The establishment of a local business or economic advice centre or even forum is two issues that required some investigation.</li> <li>The finalization of the Land Use Management System for the town area and areas where economic potential exist, need to be fast tracked.</li> <li>The establishment of an appropriate unit/ component within the municipality to specifically drive economic development strategies.</li> <li>Delegating land administration to local administrative entities to ensure efficient use of limited resources.</li> </ul>

### C2.3 The Draft KwaZulu Natal Provincial Growth and Development Strategy

The launch document (dated 2005) of the KwaZulu Natal Provincial Growth and Development Strategy for KwaZulu-Natal identifies six Provincial Priorities for the development of the Province:

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

From the PGDS, the Provincial Priorities were grouped under three broad Provincial Goals:

- Build a people focused, effective and efficient government;
- Build the economy, and
- Reduce poverty and create sustainable communities.

Besides providing a broad development guideline, focused on a macro scale, the PDGS does not directly influence development within the Impendle Municipality. However, in developing the IDP, the above Provincial priorities and goals were kept in mind and evaluated in how these relate to this municipality.

*Table C3: KZN PGDS Alignment with Impendle*

KZN PGDS	IMPENDLE
<ul style="list-style-type: none"> <li>• Strengthening governance and service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• To distinguish clearly between the District and Local municipal Powers and Functions in terms of the Municipal Structures Amendment Act.</li> <li>• Develop an Organogram linked to the IDP and supported by an Organisational Performance Management System.</li> <li>• Prepare and implement an Institutional Development Plan along with key success factors to ensure the efficiency of the Municipal Organisation.</li> </ul>
<ul style="list-style-type: none"> <li>• Integrated investments in community infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• The Impendle IDP and more so the Spatial Development Framework will need to guide investment into areas of greatest need.</li> <li>• The IDP would then need to prioritise the areas and services required and identify it in an implementation plan. (See Management Areas in SDF Annexure J1)</li> </ul>

KZN PGDS	IMPENDLE
<ul style="list-style-type: none"> <li>Sustainable economic development and job creation</li> </ul>	<ul style="list-style-type: none"> <li>This matter has been well covered under the NSDP and ASGI SA section above.</li> </ul>
<ul style="list-style-type: none"> <li>Developing human capability</li> </ul>	<ul style="list-style-type: none"> <li>This matter has been well covered under the NSDP and ASGI SA section above.</li> <li>However, it is important for the Impendle municipality to develop base line indicators to determining the current level of human capability and then develop indicators and programmes to improve these capabilities.</li> </ul>
<ul style="list-style-type: none"> <li>Developing a comprehensive response to HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>The importance of developing programmes around HIV/AIDS is highly recognized and promoted. The IDP would have to identify the necessary strategies and programmes as well as partnerships to be formed to address/respond to this matter.</li> <li>What is important to note is the occurrence/presence of other diseases such as TB, cholera etc in the area as well as matter such as child nutrition/malnutrition that requires attention within this municipality.</li> </ul>
<ul style="list-style-type: none"> <li>Fighting poverty and protecting vulnerable groups in society</li> </ul>	<ul style="list-style-type: none"> <li>To ensure that the basic Constitutional need of the communities are met in an equitable manner is an important aspect (and first step) to be addressed in the IDP.</li> <li>Further the development of a Poverty Alleviation sector plan to form part of the IDP is vital in this particular municipality.</li> </ul>

## C2.4 Provincial Spatial and Economic Development Strategy (PSEDS)

The PSEDS sets out to:

- focus where government directs its investment and development initiatives;
- capitalize on complementarities and facilitate consistent and focused decision-making; and,
- bring about strategic co-ordination, interaction and alignment.

It further recognizes that:

- social & economic development is never uniformly distributed (spatial) within the province; and
- apartheid created an unnatural distortion of development and this distortion must be addressed.

Impendle Local Municipality recognizes that Municipal IDPs are at the forefront of ensuring that strategic planning to address apartheid planning does happen at local level.

### C3. ALIGNMENT MATRIX: NATIONAL PRIORITIES, PGDS AND MUNICIPAL PERFORMANCE TARGETS PER KEY PERFORMANCE AREA (KPA)

The objectives and strategies of the Impendle Municipality are aligned to the National Key Performance Areas and National Priorities.

#### C3.1 Interface Between National KPAs and the Municipal Programs

Figure C1: Alignment National KPAs, National Priorities and Municipal Programs (DISCUSSION TEMPLATE)

KPA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION													
Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
Department: Office of the Municipal Manager													
					% of critical positions filled.	100% of all critical positions filled.							
					Placement policies/ rules procedures adopted	One placement policy/rules procedures reviewed and adopted							
					% of staff placed in positions based on placement procedures	100% of staff placed in positions based on placement procedures							
					Performance Management System adopted	One Performance Management System adopted							

**KPA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
					Mid Year performance report submitted to all relevant authorities	Mid term Performance Report submitted to Council, AG, Provincial Treasury and DLGTA							
					Hold meetings as per Calendar	No. of meeting held							
					Portfolio Committee	No. of meeting held							
<b>Department: Corporate and Community Services</b>													
				To implement the organisational structure	Staff migrated into placement positions	Staff migrated into placement positions							
					Section 57 position filled	No. of S57 post filled							
					Critical posts filled (other S57 posts)	No. of critical posted filled.							
				To review hr policies	Review HR policies	No. of policies reviewed							
				To finalise the job evaluation process	Complete job evaluation process	Date of completion							
				To promote	Employment of Employee	Date of employment							

**KPA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
				employee wellness	Assistant Practitioner								
				To develop skills of employees	Implemented Workplace Skills Plan	Date of implemented							
				To achieve employment equity	Submit Employment Equity Reports	No. of reports submitted							
				To improve the standard of administrative and auxiliary support	Adopt reviewed standing Rules	Date adopted							
					Council Calendar adopted	Date adopted							
					Hold meetings as per Calendar	No. of meeting held							
					CCS Portfolio Committee	No. of meeting held							

**KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategic Objective	Strategies	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
<b>Department: Office of the Municipal Manager</b>													
					Number of IGR meetings attended	One IGR meeting attended per quarter							
					IDP Process Plan adopted	One IDP Process Plan adopted							
					Number of IDP Representative Forums and IDP Committees held	2 IDP Representative Forum and IDP Steering Committees held in line with IDP Process Plan							
					Number of Sector Departments consulted	5 Sector Departments consulted							
					IDP Reviewed in line with S34 of MSA	One IDP Reviewed in line with S34 of MSA							
					Draft IDP adopted and submitted to DLGTA	One Draft IDP adopted and submitted to COGTA							
					Adopted HIV & AIDS Plan	One HIV & AIDS Plan adopted							
					Number of activities undertaken for Special People	One of six activity per category for 4 Wards							
					Annual Youth Summit	1 youth summit held							
					ILM Youth Desk established	One ILM Youth Desk established							
					Council Resolution and	1 award ceremony held							

**KPA: GOOD GOVERNINSTITUTIONAL DEVELOPMNANCE AND PUBLIC PARTICUPATION**

Link to Output of Outcome 9	Link to prioritises in PGDS	IDP Ref No.	Strategic Objective	Strategies	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
					Awards Ceremony held								
					Consider negotiating with COGTA to take over the running of the TSC.								
<b>Department: Corporate and Community Services</b>													
				To contribute towards the achievement of universal access to social services by 2017	Submit report on the functioning of the Thusong Service Centre	No. of Reports							
					Implement programmes for students and adults through Library Services	No. of Library promotions conducted							
					Safeguard municipal buildings	Monthly Reports							
					Development & Implementation of Arts, Culture and Music Programme Implementation Plan	No. of Implementation Plans prepared							
						No. of Implementation							

**KPA: GOOD GOVERNINSTITUTIONAL DEVELOPMNANCE AND PUBLIC PARTICUPATION**

Link to Output of Outcome 9	Link to prioritises in PGDS	IDP Ref No.	Strategic Objective	Strategies	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
						Plan implemented							
					Preparation and Hosting of Mayoral Games in preparation for Annual KZN Salga Games	No. of teams participating in the Mayoral Games							
						No. of marathons held							
						No. of X-Mass & Easter Tournaments							
					Administer logistics for ILM participants in KZN SALGA Games	No. of schedules developed for logistics for KZN SALGA Games							
						No. of Logistics Schedules for KZN SALGA Games implemented							
					Set up a Sport Council	Date of establishment							

KPA: GOOD GOVERNMENT INSTITUTIONAL DEVELOPMENT AND PUBLIC PARTICIPATION													
Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategic Objective	Strategies	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategic Objective	Strategies	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
Department: Infrastructure and Planning Services													
				Ensure the maintenance and provision of roads access	Km roads maintained	In House roads upgrade							
					Slasher Mower purchased	Slasher Mower							
					Change rooms constructed	Staff change rooms							

**KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT**

Link to Output of Outcome 9	Link to priorities in PGDS	ID P Ref No .	Strategic Objective	Strategies	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
					Road Completed	Compensation/Swampo Rd							
					Constructor on site	KwanoVuka Road							
					Road completed	Nhlabamkhosi Road							
					Completion of Impendle Taxi Rank	Upgrade of the Impendle Taxi Rank							
				Construction Of Hall/Creche Combination Buildings		Hall/Creche at Managuza							
						New Areas Stepmore							
						Completion of Hall/Creche at Kwa Mgodl							
						Gomani/Willows Hall/Creche							
						Completion of Nhlabamkhosi Hall/Creche							
				Ensure Provision Of Creches		Creche at Brington							
						Creche at Zamokuhle							

**KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT**

Link to Output of Outcome 9	Link to priorities in PGDS	ID P Ref No .	Strategic Objective	Strategies	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
						Creche at Smilor Bar							
						Creche at Novuka Kamlaba							
						Creche at Comensee							
				Ensure That Municipal Assets Are Kept Maintained	Maintenance of building facilities	Ensure that all municipal buildings and facilities are maintained/rehabilitated							
					Effective fleet	Ensure that all vehicles and Plans are operational							
				Ensure The Provision Of Electricity To Communities	Project completed	Electrification of Mahlutshini							
					Project completed	Electrification of Swampu/Compensation/Madip hini							

**KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT**

Link to Output of Outcome 9	Link to priorities in PGDS	ID P Ref No .	Strategic Objective	Strategies	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
					Maintenance of refuse site and waste disposal	To ensure sustainable waste management in ILM							
				Maintenance Of The Cemetery	Maintained and fencing and site pegging	Cemetery Maintenance and fence repair							
				Completion Of Construction Ph 1	Houses Built	Ward 2							
					Houses Built	Ward 3							
					Houses Built	Ward 4							
				Construction Of Housing		Village Housing Construction							
						Construction of Nzinga Housing							
						Construction of Clearance Housing							

**KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT**

Link to Output of Outcome 9	Link to priorities in PGDS	ID P Ref No .	Strategic Objective	Strategies	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
				Phase 2 Housing Stage 1		Ward 1							
				Phase 2 Housing Stage 1		Ward 2							
				Phase 2 Housing Stage 1		Ward 3							
				Phase 2 Housing Stage 1		Ward 4							
					4 Meetings	Coordinate the activities of the portfolio committee for infrastructure and Planning							
					Reports submitted as necessary	Submission of agenda items/reports to the MM for inclusion in the Council agenda							
					Minutes 4 meetings	Meeting held							

**KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT**

Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategic Objective	Strategies	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
				Town Planning support and advice to all units of the ILM	Number of applications submitted	To formally for grant funding for IDP projects from external sources							
					Required funding accessed	Raise funding to update and align the ILM Spatial Development Framework (SDF) with relevant strategic plans							
					LUMs approved by Council	Promote sustainable Land Use Management							
					LUMs guidelines approved by Council	Initiate Rural LUMS guidelines							
					12 applications dealt with	Provide inputs on development applications received							
					Provide research and plan outputs as required	GIS support to all units of the ILM							

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategic Objective	Strategies	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official

KPA: LOCAL ECONOMIC DEVELOPMENT													
Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
Department: Infrastructure and Planning Services													
					Business Plan approved by MM	Prepare and Implement a departmental business plan							
					8 Business Plans submitted to funders	Number of business Plans prepared, approved and submitted to potential funders							
					Reviewed Business Plan approved by	Reviewed LED Business							

KPA: LOCAL ECONOMIC DEVELOPMENT													
Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
					council	Plan submitted to council							
					Development of commercial Centre started	Facilitate the development of a commercial Centre in the ILM							
				Ensure Local Economic Business Development Projects	Budget spent	Facilitate the construction of Phase 1 for the Impendle Mill Project							
					Additional funding secured and construction commenced	Facilitate and find funding for the completion of Impendle Mill Project							
<b>Department: Office of the Municipal Manager</b>													
				Number of business prepared, approved and submitted to	No of applications or business plans								

KPA: LOCAL ECONOMIC DEVELOPMENT													
Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
				potential funders									
				Business Plans, Application Letters submitted to potential funders	No of applications or business plans								

KPA: FINANCIAL VIABILITY AND MANAGEMENT													
Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
<b>Department: Budget and Treasury Office</b>													
				Budget management	Budget Process plan	Council approval and submission to National and provincial treasury							
					Mid year budget and performance assessment	Council approval and submission to National and Provincial treasury							
					adjustment budget (s)	Council approval and submission to							

**KPA: FINANCIAL VIABILITY AND MANAGEMENT**

Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
						National and Provincial treasury							
					Draft budget	Council approval and submission to National and Provincial treasury							
					Policy & Procedure development and reviews	Council approval and submission to National and Provincial treasury							
					Final Budget	Council approval and submission to National and Provincial treasury							
				Revenue management	Billing	Raising debts and distributing statements to customers.							
					Policy and procedure development and reviews	Council approval and submission to National and Provincial treasury							
					Debt Management	Sending reminding letters and handing over of long outstanding debts.							
						Debt collection rate							
						Cost coverage ration							
						% of Outstanding service debtors to revenue							
					Indigent Support	Indigent Register							

**KPA: FINANCIAL VIABILITY AND MANAGEMENT**

Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
						Payment of beneficiaries							
					Cash management	Receiving							
						Depositing							
					Reporting	Cash book							
						Monthly and quarterly variance report							
					Motor licensing Agency	Registration & deregistration of vehicles							
						Licensing of vehicles							
						Issuing of special road permits							
				Expenditure management	General creditors management	Payment vouchers							
					Policy & procedure development and reviews	Council approval and submission to National and provincial treasury							
					Projects Management	Reconciliation statements							
					Vat and tax Management	Submission of vat 201							
					Payroll Management	Payslips							
					Reporting	S11 of MFMA							
						Cash book							
						Monthly and quarterly variance report							

**KPA: FINANCIAL VIABILITY AND MANAGEMENT**

Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
				Supply chain management	Database Management	Supplier database							
					Policy & procedure development and reviews	Council approval and submission to National and Provincial treasury							
					Quotation bidding management	Orders issued							
					Tender bidding management	Awarding letters and minutes of bid committees							
					Petty cash management	Monthly reconciliation statement							
					Reporting	Deviation report in terms of s36 of SCM regulation							
						Report on difference of opinion between evaluation and adjudication committees.							
						Monthly awarded quotation and tenders to FPC							
						Report to treasury all awards of more than R100,000							
				Treasury management	Annual Financial Statements	Submission of AFS on 31 August 2011							
					Policy & procedure development and reviews	Council approval and submission to National and provincial treasury							

**KPA: FINANCIAL VIABILITY AND MANAGEMENT**

Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
					Investments Management	Investment register							
					Grant Management	Reconciliation statement							
					Assets management	Assets register							
					Treasury reports	Monthly							
					Bank Management	Reconciliation statement							
				Internship programme management	Staff rotation & mentoring	Rotation plan							
				Meetings	Departmental Meeting	Minutes							
					Finance Portfolio Committee Meeting	Minutes							
					Audit Committee	Minutes							
					Council Meeting	Minutes/resolution							
<b>Department: Office of the Municipal Manager</b>													
					Draft budget submitted to relevant authorities within the prescribed time frame	Draft budget submitted for approval							
					Budget implementation plan included as part of the IDP	One budget implementation plan included as part of the IDP							

**KPA: FINANCIAL VIABILITY AND MANAGEMENT**

Link to Output of Outcome 9	Link to priorities in PGDS	IDP Ref No.	Strategies	Strategic Objective	Measurable Outputs	Performance Measure (KPI)	Demand	Baseline	Backlog	Annual Target	Timeframe	Required budget	Responsible Official
					Number of reports prepared in terms of the MFMA (S52)	One report per Quarter							
					Number of advertisements for AR and Oversight Reports placed for public comment	Three advertisements for AR and Oversight Reports placed for public comment							
					Number of internal audit reports submitted	Four internal audit reports submitted							
					Number of audit committee meetings held	Two audit committee meetings held							

## C4. OBJECTIVES AND STRATEGIES

### C4.1 Office of The Municipal Manager – Strategies

Table C4: Objectives and Strategies for the Office of the Municipal Manager

KPA	Municipal Performance Objective	Strategies
Good Governance and Public Participation	To ensure good Intergovernmental Relations in the affairs of the municipality	Coordination of the activities of the ILM with district, provincial and national programmes
		Facilitate the proper functioning of IDP Structures
	To facilitate the strategic planning process	Promote integrated development planning
	To contribute towards the achievement of universal access to social services by 2017	Ensure involvement of ILM in special programmes
	To contribute towards the facilitation of access to skills development, economic empowerment for vulnerable groups and promotion of human rights	Ensure the facilitation of youth empowerment programmes
Municipal Institutional Development and Transformation	To promote organisational transformation	Ensure the review and implementation of the organisational structure and policies in line with the strategic & operational requirements
		Review and implement placement policy/rules procedures
	To improve municipal performance and service delivery	Ensure ongoing implementation and review of the performance management system
	To ensure proper functioning of municipal structures	Promote governance and institutional development
		Ensure preparation and submission of statutory reports
		Ensure preparation and submission of Council reports
		Improve communication among management, administration, political structures and political office bearers
Municipal Financial Viability and Management	To promote public participation in the municipality with respect to the annual budget	Ensure public consultation on the annual / oversight reports and budgets of the municipality
	To ensure sound financial governance in the municipality	Ensure regular auditing of municipal finances

KPA	Municipal Performance Objective	Strategies
	To ensure compliance with the MFMA within the prescribed time frames	Ensure proper functioning of the shared service audit committee
		Ensure submission of the budget process plan to council
		Ensure preparation and timeous submission of draft budget to relevant authorities
		Ensure preparation and timeous submission of final budget to relevant authorities
		Ensure budget alignment to the IDP process
		Ensure that reports to Council and National Treasury are submitted
		Ensure preparation of adjustment budgets when necessary

## **C4.2 Infrastructure and Planning Strategies**

### **C4.2.1 Service Delivery Programme**

Impendle Local Municipality has been able to manage its Municipal Infrastructure Grant funding in the previous financial year. It is intended that the bulk of this funding will go towards the municipality's roads programme and about 30% of that will go to Social Infrastructure and LED.

#### **Key projects:**

- Rehabilitation/Construction of Access Roads/Streets.
- Building and Maintaining crèches.
- Sports Field rehabilitation.
- EPWP Principles will be implemented in the execution of labour intensive projects.

#### **Funding:**

- The roads programme will be funding from MIG.
- The acquisition of a Grader will be funded from own funds.
- FBE is funded from the Equitable Share.

### **C4.2.2 Land and Housing Programme**

The Land and Housing Program seek to facilitate and enable implementation of the housing and land reform program within Impendle Local Municipality area. This program is in part encapsulated in the Housing Development Plan of the municipality. Its objectives can be summarised as follows:

- To redistribute 10% of agricultural land within five years.
- To expedite land restitution process.
- To address the needs of the farm dwellers.
- To create 4500 housing opportunities in five years.

#### **Key Projects:**

- Establishment of low to medium income housing.
- Construction of low income houses in six identified areas under the Rural Housing Scheme.
- Investigation and correction of land ownership in the Impendle Village and in the identified Management Areas (Annexure J1).

- To unlock state land in Impendle for the extension and development of the town and associated nodes in the identified management areas.
- To design & implement some settlement formalisation mechanism that will order residential development on Ingonyama Trust Board land through establishing local land administrative structures.

**Funding:**

- For now only the Department of Housing has come forward with funding to investigate the feasibility of the Housing Program as well as building the capacity of the municipality to deliver Sustainable Human Settlements.
- Coordination with the Department of Land Affairs as well as the Commission for the Restitution of Land Rights has been slow and the intention is for it to be improved.

Strategies in this section aligned to key performance indicators are shown in the table below:

*Table C5: Infrastructure and Planning Objectives and Strategies*

KPA	Municipal Performance Objective	Strategies
Basic Service Delivery	To Contribute towards improvement of universal access to basic services by 2017	Ensure provision of Roads
		Ensure provision of Community Halls
		Ensure provision of Crèches
		Ensure access to Housing
		Ensure access to public transport (Taxi ranks)
		Facilitate access to MIG funding
	To ensure sustainable waste management in ILM	Ensure adequate Refuse Removal
		Coordination of waste recycling educational initiatives in the district.
		Maintain waste disposal site
To ensure proper management of Cemeteries	Maintenance of the Cemetery	
Good Governance and Community Participation	To facilitate and plan for ongoing sustainable human settlement in the ILM area	Promote access to sustainable human settlements
		To promote sustainable town planning practices

### **C4.3 Spatial Development Management Strategies**

The spatial framework for Impendle Municipality provides guidelines for optimal land use and development, and identifies spatial structuring elements that will facilitate implementation of projects and achievement of development objectives. It promotes a spatial form and structure that addresses historical imbalances, promotes efficiency and generates investor confidence. It seeks to direct government investment (national, provincial and local) towards underdeveloped areas while also creating climate conducive for economic development. It is a tool for guiding location decisions by investors and developers, and will be used by development managers to influence development patterns and trends.

Its primary aim is to facilitate development of a spatial structure conducive to effective service delivery and economic development. This will be achieved by means of the following:

- Developing a number of strategically located centres within the Municipality with Impendle town being promoted as the main economic, administrative and services centre. The other centres will provide a range of lower order services, residential and economic functions in the Municipality.
- Improving accessibility and integration to the district and provincial road transportation system.
- Identifying and protecting environmentally sensitive areas.
- Protecting high potential agricultural land and encouraging productive use of this as an asset for Impendle's economic growth and development.
- Identify and promote development zones.

### **C4.4 Local Economic Development Strategies**

The economy of the Impendle Municipality is primarily based on agriculture, tourism and social services sectors. Commercial farming – particularly large-scale forestry dominates the landscape. There are several tourism attractions in the area, focused largely on wildlife and the natural beauty of the landscape. While not yet fully exploited, the area's natural assets provide an important opportunity for future tourism development in the area. This program seeks to promote economic development, create job opportunities and broaden access to productive assets. Social services, particularly government departments are slowly but surely moving into Impendle. This is regarded as a growth area for Impendle and could stimulate the retail and financial services sector which up to so far is lacking.

#### **Key projects:**

- Crop Production and Agriculture (Maize Mill).
- Museum.
- Establishment of a shoe factory.

- Establishment of a shopping centre.
- Revitalisation of community based LED projects e.g. saw mills, timber processing, packaging agricultural produce.

**Funding:**

- The shoe factory is funded by an NPO
- Maize Mill Project by Cogta.
- The establishment of a Shopping Centre is to be funded by a private investor.
- The municipality will fund the revitalisation of LED projects through the Municipal Assistance Program.

Strategies in this section aligned to key performance indicators are shown in the table below:

*Table C6: Local Economic Development Objectives and Strategies*

<b>KPA</b>	<b>Municipal Performance Objective</b>	<b>Strategies</b>
Local Economic Development	To implement Local Economic Development through Local Tourism	Ongoing promotion of Local Tourism through signage, gateway establishment at Boston, backpackers at Lower Lotheni and cultural heritage trail from Himeville to Nottingham Road via Impendle
	Promote Local Economic Development in Impendle Municipality	Implementation of the LED Plan
		Facilitate the development of a commercial centre in the ILM and associated nodes in identified Management Areas.
	To implement Local Economic Development through Agriculture	Implementation of the Agricultural Sector Plan
		Facilitate the Community Forestry Programme
		Facilitate Community Dairy Programme
		Facilitate the Food Massification Programme

**C4.5 Corporate and Community Services Strategies**

**C4.5.1 Environmental Development Programme**

This program addresses the environmental issues and seeks to promote enhancement of bio-diversity and keeping Impendle clean.

**Key Projects:**

- Cleaning campaigns
- Removal of alien invasive plants
- Stimulate settlement patterns that will protect natural resources

**Funding:**

- The Department of Agriculture & Environmental Affairs has shown a keen interest in working with the municipality on the removal of alien invasive plants. KZN Wildlife is still to be approached to play a role as well.
- Cleaning campaigns are internally driven and funded.

**C4.5.2 Corporate and Institutional Development Programme**

## Componets of the Department

- Adminstration
- Human Resources
- Thusong Services Centre
- Library
- Protection Services
- Community/Social Services

Through the Section 139 intervention by the Provincial Executive, the following have been identified as areas of key improvement in the municipality.

- Powers and functions
- Organisational Review
- Capacity building (both staff & councillors)
- Improve Financial Management
- Development & Implementation of Policies
- Optimization of systems including financial & performance management systems
- Improve Governance & Public Participation
- Development, acceptance & use of appropriate municipal policies & by-laws

**Key Projects:**

- Upgrade Financial System
- Develop/Review & implement budget related & accounting policies
- Develop/Review & implement HR policies
- Develop/Review & implement Performance Management System
- Develop Risk Management, Fraud Prevention Plans & Corruption Strategy
- Training/Capacity Building for Staff (as per the Skills Plan) & Councillors
- Indigent Policy & Register
- Policies & by-laws

*Table C7: Corporate and Community Services Objectives and Strategies*

<b>KPA</b>	<b>Municipal Performance Objective</b>	<b>Strategies</b>
Good Governance and Community Participation	To contribute towards the achievement of universal access to social services by 2017	Promote Arts and Culture within ILM
		Market & promote the Thusong Service Centre
		Effective management of the Thusong Services Centre (TSC)
		Ensure the involvement of ILM in special programmes
	To facilitate the promotion of sport in general and in particular scarce sport codes in identified areas	Ensure ILM involvement in sporting events
	To contribute towards facilitation of access to skills development, economic empowerment for vulnerable groups and promotion of human rights	Ensure the facilitation of youth empowerment programmes Programs for School Students and adult learners through library Services
Municipal Institutional Development and Transformation	To promote organisational transformation	Ensure the review and implementation of the organisational structure and policies in line with the strategic & operational requirements Ensure placement of staff into positions appropriately suited to their skills and abilities
	To improve municipal performance and service delivery	Ensure ongoing implementation and review of the performance management system
	To ensure proper functioning of municipal structures	Improve communication among management, administration, political structures and political office bearers
	To address skills, capacity building and change management issues that affect development and functioning of the municipality	Ensure staff development and capacity building
		Facilitate Local Labour Forum (LLF) Functioning

		Promote the delegation of land use administration in identified Management Areas to local structures to ensure effective land use control and development
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## C4.6 Financial Services Strategic Objectives

### C4.6.1 Financial Programs

Table C8: Financial Services Objectives and Strategies

KPA	Municipal Performance Objective	Strategies
Municipal Institutional Development and Transformation	To improve municipal performance and service delivery	Ensure ongoing implementation and review of the performance management system
Municipal Financial Viability and Management	To ensure compliance with the MFMA within the prescribed time frames	Ensure submission of the budget process plan to council
		Ensure preparation and timeous submission of draft budget to relevant authorities
		Ensure preparation and timeous submission of final budget to relevant authorities
		Ensure budget alignment to the IDP process
		Ensure that reports to Council and National Treasury are submitted
		Ensure preparation of adjustment budgets when necessary
	To promote public participation in the municipality with respect to the Annual Budget	Ensure public consultation on the Annual / Oversight Reports and Budget of the Municipality
		Ensure regular auditing of municipal finances
	To ensure sound financial governance in the municipality	Ensure the proper functioning of the shared service audit committee
		Ensure proper expenditure of grant funding
	To ensure Effective Expenditure Management	Ensure proper credit control
		Ensure regular reporting on expenditure
Ensure debt collection procedure in place		
To ensure effective Revenue Management	Ensure implementation of indigent support policy	

KPA	Municipal Performance Objective	Strategies
	To ensure effective Treasury Management	Ensure implementation of bank and investment policy in the investment of surplus cash
		Ensure proper asset management
		Ensure reconciliation of bank accounts to the ledger
		Ensure updating of financial statistics
	To ensure statutory Financial Reporting in accordance with the provisions of MFMA	Ensure preparation and submission of required reports timeously
	To ensure implementation of Supply Chain Management in accordance with provisions of SCM regulations and policy	Ensure implementation of SCM Policy
To ensure effective and efficient Information Technology (IT) support for the Municipality	Ensure updating and upgrading of computer hardware, software and network inventory	

#### 4.7 Good Governance and Public participation

- Plenary Executive type municipality – Council exercises both executive and legislative powers, Speaker also acts as Mayor.
- Council comprises seven councillors – currently six ANC and one IFP
- Various sec 79 committees established, however not functioning effectively in support of council – Finance Portfolio Committee, Corporate & Community Services Portfolio Committee, Infrastructure & Planning Portfolio Committee, Annual Report Committee, Oversight Committee
- Municipality has four wards and four ward committees, each of which is supported by a part-time ward administrator. Vastness of the wards, particularly ward 1 and poor transport connectivity remains a huge challenge to both ward councillors and administrators.
- Five traditional authority areas. Only one traditional authority appears to be active in municipal matters albeit to limited extent
- The IDP Representative Forum is established and partly functional. Full functionality is hampered by poor participation from government departments
- The municipality participates in IGR structures and meetings that are convened by the UMDM
- Public consultation meetings are often held around issues: budget, IDP, property rates, etc.

**Striving for Clean audit by Intencifiying Good Governance to**

- Internal Audit Charter was reviewed, updated and adopted;
- Internal Audit Committee Charter was reviewed, updated and adopted;
- Fraud Prevention Plan was reviewed, updated and communicated to relevant officials;
- Whistle Blowers Policy was developed and communicated to relevant officials;
- Protected Disclosures Act was communicated to relevant officials.

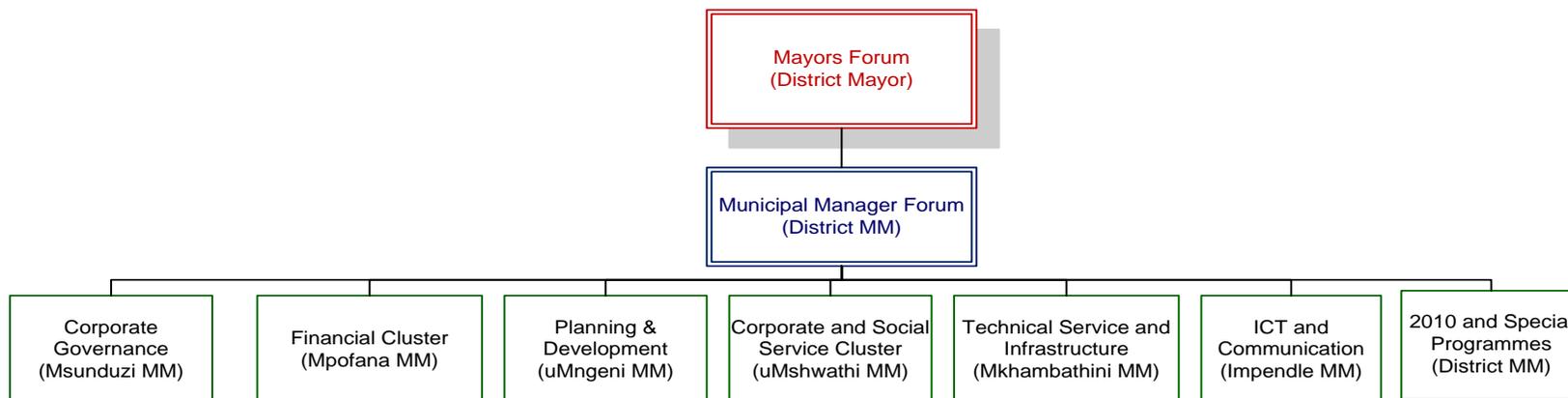
**Risk Management and Risk Assessment**

- Risk Management monitoring was performed bi-annually and reported to Management and the Audit Committee;
- and
- Risk Assessment was performed for all operational processes on a quarterly basis and reported to Management and the Audit Committee.
- ed;
- Internal Audit departmental meetings were held fortnightly to discuss progress on audit assignments;
- MANCO meetings attended; and
- Audit Committee meetings to be held on a quarterly basis

**Sharing Services: IGR System**

The Cluster Model has led to the establishment of a number of shared service functions in the Umgungundlovu family of Municipalities. This will lead to a better utilisation of scarce skills and resources. Impendle participates in a district-wide shared in the fields of internal audit, performance management, and integrated development planning and information and communications technology. As a result our family of municipalities in the Umgungundlovu District is all benefitting from the scarce resources and expertise available within the district. Each cluster is chaired by a Municipal Manager as indicated in the diagram below. Impendle Municipal Manager chairs the ICT and Communication Shared Service.

*Figure C2: Cluster Model – IGR System and Shared Services*



## **SECTION D**

# **SPATIAL DEVELOPMENT MANAGEMENT PLAN INCLUDING SPATIAL DEVELOPMENT FRAMEWORK**

## SECTION D: SPATIAL DEVELOPMENT FRAMEWORK REVIEW

### D1. BACKGROUND, REVIEW PROCESS, SPATIAL DEVELOPMENT FRAMEWORK OUTLINE AND PURPOSE

#### D1.1 Background and Review Process

An updated Spatial Development Framework has been prepared for Impendle as part of a composite report which covers:

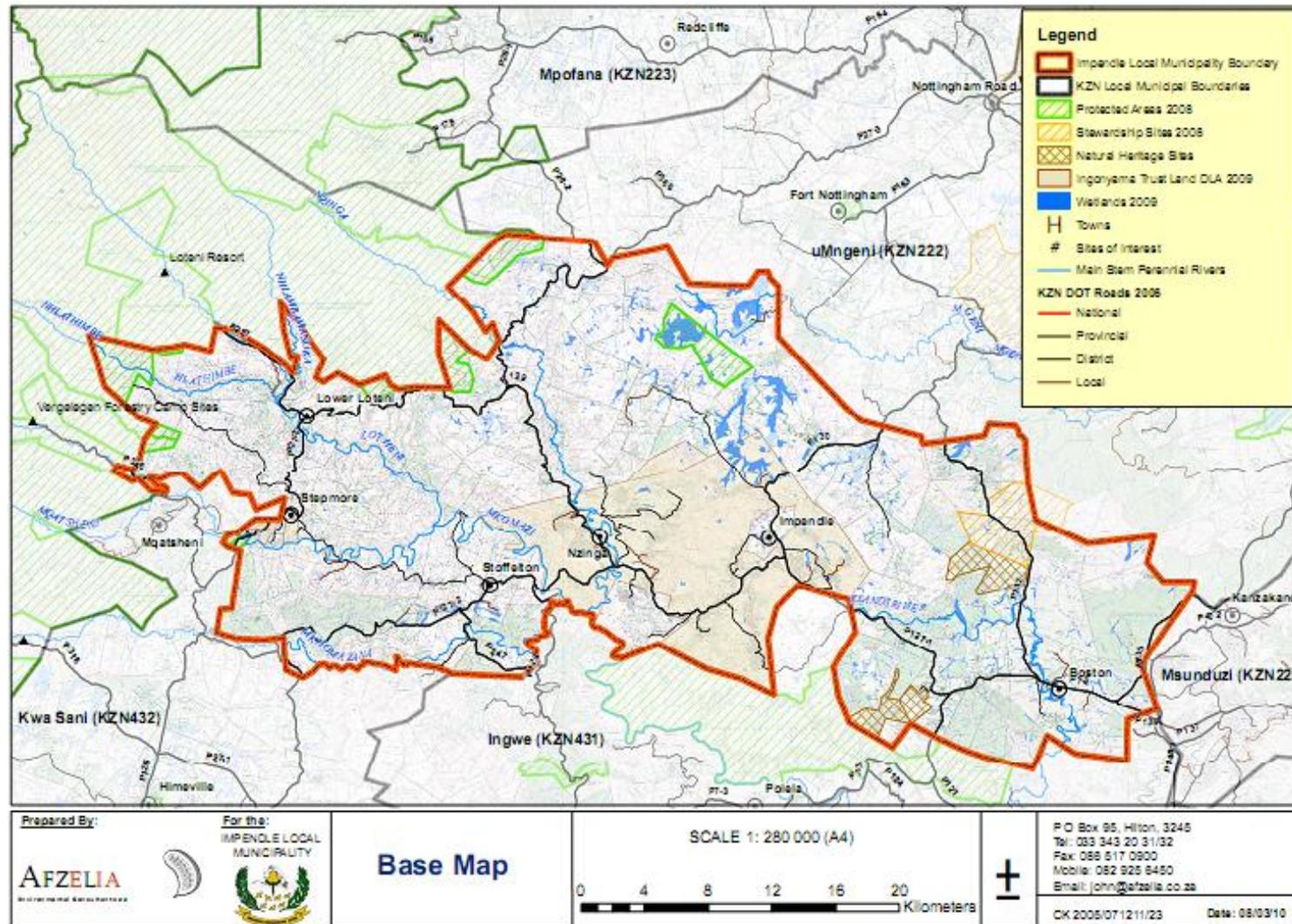
- A Spatial Development Framework Review (SDF)
- A Local Economic Development Plan Review (LED)
- An Environmental Management Framework (EMF)

This suite of reports has been integrated into a single integrated document which is known as the Spatial Development Management Plan (SDMP). It is currently in final draft form and this section of the IDP reflects the key points and outcomes of the SDMP, with an emphasis on the spatial implications.

Alignment has been covered comprehensively in the SDMP. One of the principal issues was the recent boundary change(2008) which affected the local municipal boundaries between KwaSani, Impendle and Ingwe municipalities; by extension, it has also affected the District Municipal boundaries between Sisonke and uMgungundlovu Districts. Figure D1 illustrates the boundary changes which have effectively expanded the municipal area of Impendle

In reviewing the SDF alignment between the municipalities, it became clear that there were key instances where there was no alignment with District or neighboring local municipalities. In the case of KwaSani, there is already a review underway to update their SDF; this has been highlighted as an issue that needs to be addressed by the respective municipalities since a number of cross border administrative issues have been identified in the SDMP.

Map D1: Boundary Changes between Municipalities



Note: See SDMP for quality maps

## D1.2 SDF/ SDMP Report Outline and Purpose

Impendle Municipality is in the process of finalizing its Spatial Development, Local Economic Development and Environmental Management frameworks. It was decided that due to the integrated nature of these three frameworks, it would make sense to have them produced within one document so that there is consistency and balance between the opportunities and constraints and how this resolves itself spatially.

The SDMP comprised three phases: the Inception phase, the Status Quo or Situational Analysis phase, and the Integration phase where all three frameworks are brought together and arising from this, recommendations made for implementation. The process therefore had to cover the following:

- Preparation of a project charter or business plan
- A Situational Analysis or Status Quo Report
- A Spatial Development Framework report
- An Environmental Management Framework
- An Economic Development Framework
- An Implementation Framework (including business plans for projects arising out of the SDMP)

The Spatial Development Framework, Economic Development Framework and Environmental Management Framework together with the Implementation Framework were integrated into one report during the third phase of the process.

Public participation during this process was through interviews with councilors (for the Economic Framework), workshops with Ward Development Committees and community committees in the nodal areas. The aim was to get an understanding of the spatial, environmental and economic issues which were of concern to local communities.

## D1.3 Key Underpinnings of the SDMP

The SDMP is underpinned by a set of principles that are common to all three frameworks. These principles are sustainability, good governance, cost-effectiveness (in terms of service delivery particularly), integration, competitive advantage, diversity and environmental management.

With these basic principles in mind, the **conceptual framework** for the SDMP is built on the concepts of:

- **Accessibility:** generating a broader and greater set of opportunities and provide access to these opportunities on a sustainable basis. This concept drew strongly on the guidance provided by the NSDP and KZN PSEDS which identifies a grid of accessibility across the province.

- **Landscape:** that there are basically three distinct landscapes – urban, rural and wilderness – and the balance between these essentially provides that “sense of place” that people experience and identify with. This concept helped to clarify the role and function of settlements within Impendle and what parameters should define the different types of settlement and land use.
- **Sustainability:** in the context of this SDMP this means that sustainability of the natural ecosystems and resource base is essential to protect the irreplaceable life support systems on which human well-being, and particularly rural livelihoods, depend.

The municipal vision was acknowledged, but in addition, a spatial vision and set of objectives was added. This spatial vision is:

*“The long term spatial vision for Impendle is to manage the spatial form of its human settlements and activities in a manner that preserves environmental integrity, while promoting local economic development in a way which recognises that it is only through careful stewardship of the natural resource base which will allow future generations to continue to live and work sustainably within the municipality.”*

The SDMP objectives are set out as follows:

- Place Impendle more firmly on the accessibility grid through the improvement of link routes through the municipality.
- Contain settlement within urban edges which will have the effect of increasing the cost-effectiveness of service supply, creating more sustainable environments for human settlement and for local economic development and most importantly, prevent encroachment into productive agricultural and natural environments which should be maintained for income generation and biodiversity purposes.
- Promote land use management practices that take cognisance of Impendle’s unique position as a critical water source and catchment area for the uMngeni River Catchment and the uMkomazi Rivers, both major water resources within the Province.
- Promote healthy agricultural land use management practices and sound agricultural practices that will enhance Impendle’s income through its agricultural outputs and ensure the sustainability of production from its agricultural lands in the long-term.
- Promote land use management practices that ensure the long term sustainability of the natural environment both in terms of prevention of degradation by maintaining biodiversity; included in this objective is to maintain the approaches or buffer to the Ukuhlamba – Drakensberg Park World Heritage Site.
- Promote land use management practices that will enhance both the natural and built environment making the municipality attractive to tourists and enable the establishment of a range of tourism opportunities.
- Ensure that the objectives can be implemented on the Ingonyama Trust land within the municipality.

The **current spatial form** of the municipality is one that is dictated to a large extent by a combination of the rugged topography (western Impendle), the agricultural potential (largely eastern Impendle) and the road infrastructure combined with land tenure patterns which have given rise to the particular settlement patterns within the municipality.

The **proposed spatial form** in the SDF / SDMP 2010 review has been built up on the different layers of landscape, accessibility, environment and economy and provides a long term view (50 years) for the Municipality to strive towards achieving.

The **landscape layer** defines those areas within Impendle that can be classified as urban landscapes (where the nodes are identified for further growth and investment), the rural landscapes which comprise scattered and/or low density rural settlement as well as agricultural areas (grazing and arable) and wilderness landscapes which are those areas that have been proclaimed as nature or game reserves (eg. within the UDPWHS) or are considered important enough to warrant special management or protection.

The **environmental layer** was built up through an integration of data on vegetation types, species data, transformation threats, biodiversity targets and optimum resource utilisation. This resulted in a two areas – negotiable and non-negotiable in the planning and development domain. A non-negotiable area is considered to be an irreplaceable and highly significant area that needs to be maintained in its natural state in order to ensure the continued existence and functioning of species and ecosystems and the delivery of critical ecosystem services. The negotiable areas are essentially the remainder of the municipality and are areas which are not essential for meeting biodiversity targets but which still play an important role in supporting the ecological functioning of non-negotiable areas and assisting in delivering ecosystem services that support socio-economic development such as water provision, carbon sequestration<sup>2</sup> and sustainable rural livelihoods.

The **economic land use framework** guides the location of future economic activities relating specifically to conservation, settlement (including business / commerce) and agriculture. This framework stresses that the effects of poor and inefficient land use systems will have a negative impact on the economic development potential of high potential agricultural land as well as on the economic potential of the settlements and nodes/centres within Impendle. It stresses that from an economic point of view, settlement edges need to be defined and adhered to. It examines the economic potential of conservation areas, areas where there should be limited grazing only, and arable land potential and opportunities. The tourism potential of the area is a prime focus of the economic framework, principally because of Impendle’s proximity to the Ukhahlamba-Drakensberg Park World Heritage Site, but also because of its own, as yet, unrealised potential. The business or commercial framework focused on the need to create a greater degree of local income circulation rather than the current income leakage out of the municipality. The possible roles the different development nodes could play in creating a “ring of markets” is discussed as is the potential to expand production opportunities.

The spatial and infrastructural framework is in essence, an **accessibility framework**, which focuses on four main issues:

- Making Impendle municipality part of a Provincial through route, and not a peripheral area off the main routes, in other words, placing it firmly on the provincial accessibility grid

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<sup>2</sup> The removal and storage of carbon from the atmosphere in carbon sinks (such as oceans, forests or soils) through physical or biological processes, such as photosynthesis. Planting forests is a way of increasing carbon sequestration. This long-term storage of carbon mitigates the effects of global warming (Sources: [www.greenfacts.org](http://www.greenfacts.org) and Wikipedia)

- Through setting out policy principles on the levels of service and levels of accessibility, direct further development away from the sensitive area close to the UDPWHS and as far as possible, out of the buffer zone of the Park
- Encourage the development of the small, existing settlements that will be on, or very close to the proposed new provincial through route in order to improve the opportunity for sustainability of these settlements. Capital investment will therefore be directed away from sensitive areas and towards areas of greater economic opportunity
- Through the same policy principles on levels of service and accessibility, encourage only certain nodes to grow, and contain the spread of the remaining rural settlements so that they do not compromise the potential of arable and grazing lands, or of ecologically sensitive areas which provide both ecosystem goods and services, as well as provide potential income from tourism.

This section highlights the accessibility model for World Heritage Sites and Conservation Areas and suggests how Impendle fits practically into that model. Detail on the model is provided in the SDMP phase 3 report.

#### **D1.4 Outcomes and Guidelines for the Land Use Management System (LUMS)**

The outcomes of the SDMP are summarised below:

- i. The non-negotiable areas are recognised spatially and practically as areas in which no development should compromise the ecosystem functions; these areas cover all of the proclaimed nature reserves both within and outside of the UDPWHS, as well as irreplaceable areas (in terms of EKZNW C-Plan) outside of proclaimed reserves.
- ii. In the negotiable areas, where additional development is permitted (conditional use), cognisance must be taken of ecological link corridors which allow for movement of species to help preserve biodiversity; cognisance must also be taken of areas with high potential for agriculture.
- iii. High potential agricultural areas must be preserved for agriculture and land use controls and zoning will reflect this.
- iv. High water yield areas must be protected in order to maintain that critical resource for long-term sustainability.
- v. In areas of greater development pressure around some of the identified nodes, management areas have been proposed; these management areas will be a mix of land use with land use controls set out to manage development and stop the spread of settlement beyond defined urban, or settlement edges and to control the density of development within the settlements inside of the management areas. Proposals are made to tie these management areas into institutional structures within the municipality and as partnerships between the municipality and the community through the ward committees.
- vi. Outside of the management areas there are a number of rural settlements that will also have controls to prevent further settlement spread; to control type of land use and prevent further densification of development within those areas.
- vii. It is proposed to upgrade the current road network on the route from the Dargle area, through to Impendle then on to Underberg and the Eastern Cape as part of Department of Transports inter-provincial network development. This will place Impendle on the national public

transportation grid and provide opportunities for investment and growth in the Management Areas each of which is strategically located along a major transport route.

- viii. It is proposed to create a tourism route out of the Himeville – Lotheni – Nottingham Road route, with the road maintaining its gravel surface in keeping with the principles of accessibility within the buffer zone and of the model as set out in section 3.2.6 of the SDMP.

The table below summarises the intention of the SDMP in terms of the development of the nodes within the proposed management areas within Impendle:

Table D1: Development Nodes

AREA / NODE	Incorporates the following:	Key characteristics and development controls
<b>Standard controls for all nodes / centres in Impendle</b> Intent: to make the town/nodes more efficient economically and more cost-effective to service and to make them more attractive to investment		<ul style="list-style-type: none"> <li>• Urban edge defined, allowing for expansion of commercial/service area and of residential areas up to that boundary (realistic growth projections must be taken into account)</li> <li>• Densification permitted within the nodes</li> <li>• Maximum lot size to be stipulated for residential purposes</li> </ul>
<b>Standard controls for all rural settlements in Impendle</b> Intent: to limit settlement sprawl and ensure that the rural character of the area is retained, with land use activities predominantly agricultural in nature.		<ul style="list-style-type: none"> <li>• Settlement edge defined, allowing no further expansion of residential area</li> <li>• further densification permitted within the rural settlements; i.e a minimum lot size to be stipulated which ensures rural character of settlement retained</li> </ul>
<b>Impendle Management Area</b>	<b>Impendle Town</b>	Principal administrative centre for the municipality, multi-functional service centre for business/commercial and residential purposes
	Gwanovuga, Ntshinini, Nhlabankosi, Gomane (e), GaKeta, Gomane (w), Fikesuthi, Smilobha, Sithunjwana, Phindangeni, Kamensi	Rural settlements which are to remain as rural settlements with a defined settlement edge with no further densification permitted. Other than basic level services, commercial and business applications are to be directed towards Impendle Town.
<b>Nzinga Management Area</b>	<b>Nzinga node</b> Nzinga / Mzumbe and Cibehlihle (Compensation),	Commercial and service centre for the surrounding rural settlements. Cibelihle, by virtue of its existing density, is considered a second growth node within this management area
	Dwaleni, Enguka, Shiyabantu, Godcini, Shellfish, Mgodl (e), Mgodl (w), Mkomaze, Ukukhanya, Clairvaux Mission Station area	Rural settlements which are to remain as rural settlements with a defined settlement edge with no further densification permitted. Other than basic level services, commercial and business applications are to be directed towards the Nzinga node. The settlements and their surrounding land are

AREA / NODE	Incorporates the following:	Key characteristics and development controls
		focused on the agricultural potential of the Nzinga valley
<b>Stoffelton - Ntwasahlobo Management Area</b>	<b>Stoffelton node</b> Ntwasahlobo	Commercial and service centre for the surrounding rural settlements. Ntwasahlobo by virtue of having an existing mix of land use (school, shops) is a second node within this management area
	Isupaneng, Clerence, Brotheni/ Netherby, Makhuzeni upper, Makhuzeni lower, Mkhomozana settlements	Rural settlements which are to remain as rural settlements with a defined settlement edge with no further densification permitted. Other than basic level services, commercial and business applications are to be directed towards the Stoffelton node. The focus in this management area is the protection of the high value agricultural land surrounding the settlements and going down to the Mkhomazana River
<b>Stepmore – Mqatsheni Management Area</b>	<b>Stepmore node</b> Mqatsheni	Lower order service and limited commercial and tourism centre, located on the proposed Tourism route from Nottingham Road through Lower Lotheni to Himeville. Existing services to be maintained and no higher level of services provided. This node is recognised as a long-established settlement, but it is close to the UDPWHS and well within the buffer zone of the Park. The urban edge should allow for some additional growth, but this should be limited with any substantial growth or expansion directed towards better opportunities and service levels at the other nodes in the municipality (eg. Nzinga, Impendle, Stoffelton)
	Stepmore – Mqatsheni link Bucklands Farm, Vauxhall, Littedale, Maguswana,	These rural settlements are well within the buffer zone of the Park and very close to the Park boundary. For that reason, no further densification should take place outside of the defined Stepmore node (commercial and residential area). Mqatsheni is outside of Impendle and within KwaSani Municipality but the two areas are connected and should be managed as one. Mqatsheni is a long established settlement (over 100 years) and therefore existing services should be supported. As far as possible, however, it should remain as a limited services area with limited agricultural development which must take into account the sensitivity of the area and the boundary of the Park.
<b>Ngqiya Node</b>	<b>Ngqiya Rural Settlement</b>	The character of the rural settlement should be maintained with limited level of service provision. The focus is on livestock and small scale agricultural production

AREA / NODE	Incorporates the following:	Key characteristics and development controls
<b>Boston Node</b>	<b>Boston node</b>	Agricultural service centre with emphasis on specialist services rather than residential development which should remain limited. Focus is on protecting the high value agricultural land surrounding the node.
<b>Lower Lotheni Node</b>	<b>Lower Lotheni node</b>	Tourism node which forms gateway to UDPWHS for the resorts in this area. Specialist servicecentre with no residential development except that necessary to service the tourism business at the node.

## **D1.5 Land Use Management System**

### **D1.5.1 Status of Land Use Management System**

In 2007 Impendle Municipality commissioned a service provider to develop a Land Use Management System however the process was put on hold as there was insufficient information due to the SDF not being completed. The Impendle Municipality applied for funding to complete SDF, EMP and LED. The SDMP will inform development of Land Use Management System, it is envisaged that a service provider will be appointed to develop the LUMS in the 2010/2011 financial year. This however will be dependent on the availability of funding.

### **D1.5.2 Parameters for a Land Use Management System**

Research into guidelines for Land Use Management Systems has been undertaken under the auspices of the KwaZulu Natal Planning and Development Commission.

In light of the rural nature of the Impendle Municipality, it is likely that a Rural Scheme Policy would be the most appropriate method of approach to land use management.

Tools to land use management include land use management schemes, clauses and conditions, by-laws, licensing, general property information, valuation rolls etc.

Local Area Development Plans have been used as a means of coordinating and promoting development, particularly in identified development nodes in Management Areas where land consolidation and acquisition is critical to achieving economic growth and development in these areas.

A Town Planning Scheme exists for the Impendle Village. This lies outside of, but surrounded by the Tribal Area boundary, and is administered in terms of the Town Planning Ordinance, No. 27 of 1949, as amended. This will need to be reviewed from time to time particularly in the light of the delegation of planning functions to Local Municipalities in terms of the Planning and Development Act.

Ideally a spatial planning unit should be established as part of the municipal staff structure to administer the LUMS and associated scheme clauses in all identified urban areas (Management Areas) and rural areas. A full description of institutional arrangements proposed for planning is included in the SDMP report.

### **D1.6 Programs and Projects for the Development of Land**

The following programs flow from the above:

- The setting up of a unit and/or mechanism to cover spatial planning in the municipality including a Council Sub-Committee to consider planning matters and report to Council
- The setting up and regular updating of a data base to include:
  - The cadastral base plan for the municipality
  - Satellite imagery
  - Land use
  - The Spatial Development Framework
  - Rural Scheme Policy
  - The Impendle Town Planning Scheme
  - Any other information relevant to spatial planning
- To participate in the District level planning initiatives and forums.

The following projects are put forward:

- Review of the Spatial Development Framework on a 5 year basis
- Preparation of a Land Use Management System which will include a policy for rural areas
- Review of the Rural Scheme Policy on a 5 year basis
- Review of the Impendle Town Planning Scheme on a 5 year basis
- Setting up of a GIS and related computer system to store and update planning information

- Annual updating of planning information
- Setting up and maintaining a development application administrative system
- Preparation of Management Area plans for identified nodes and management areas – this includes defining the urban and rural settlement edges
- Agricultural Report to cover promotion of agriculture and land reform
- Local Tourism Plan
- Water Resource Management Plan
- Review of the Environmental Management Framework on a 5 year basis

The above programs and projects will need to be refined, business plans prepared, and costs set out. These would need to be included in the Council's capital investment framework.

### **D1.7 Strategic Assessment of the Environmental Impact of the Spatial Development Framework**

The existing environmental information has been taken into consideration in preparation of the Spatial Development Framework (SDF) input.

Once a more refined SEA/EMP has been prepared, this will need to be included as part of a review of the SDF.

Every development proposal will need to include an both a planning and environmental assessment at an appropriate level of detail as a minimum requirement for submission.

### **D1.8 Alignment with the District Spatial Development Framework**

Alignment of the SDF should be coordinated at a District level through its IDP Alignment Program. The IDP Program for Alignment is identified as a critical area in particular as far as it relates to those projects which have a cross-border influence such as tourism and infrastructure projects.

The SDMP has identified areas of non-alignment: the principal anomaly is the identification of the regional link to the Eastern Cape from the Midlands. The District SDF has that link as the proposed tourism route from Nottingham Road through Lotheni to Himeville and Underberg. This SDF review (SDMP) identifies this regional link as being from the Dargle area of the Midlands, through Impendle Town, Nzinga and Stoffelton through to Underberg directly. This links the main nodes of Impendle into a regional access corridor and draws the main transport activity with associated nodes away from the boundaries of the UDPWHS.

The District IDP Alignment Programme should review the SDFs of the municipalities adjoining Impendle within uMgungundlovu District as well as those municipalities within Sisonke District. Section 4.4 of the SDMP details all the alignment issues.

### **D1.9 uMgungundlovu Area Based Plan**

The Department of Rural Development and Land Reform has initiated the formulation of the Area Based Plan (ABP) for the District and its family municipalities. The purpose of this exercise is to prepare a Land Reform Sector Plan to be included in the district IDP.

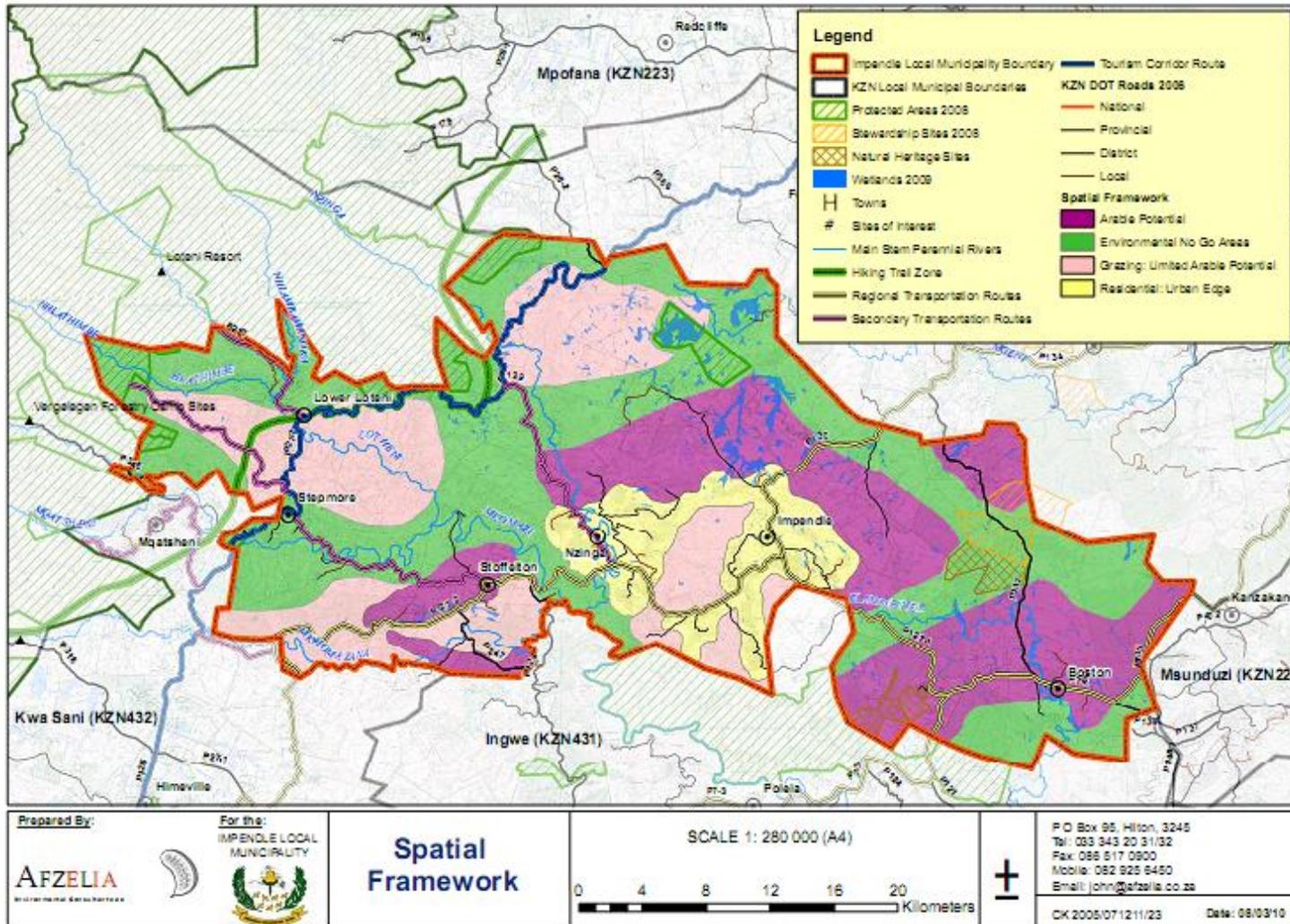
The outcomes of this exercise should be considered and incorporated into the Impendle SDF Review exercise.

### **D1.10 Impendle Spatial Development Framework Map**

The map below is a result of the integration of the environmental, economic and spatial layers. This map should be used as the basis to guide the more detailed LUMS.

Individual concept plans have been prepared for each management area and node specified in the table above. These concept plans need to be refined into detailed management plans for development control purposes during the LUMS process taking into the account the intent of each node and the proposed controls.

Map D2: Spatial Development Framework



Note: See SDMP for quality maps

## **SECTION E**

# **SECTOR PLANNING AND INTEGRATION**

## SECTION E: SECTOR INTEGRATION

### E1. INFRASTRUCTURE SERVICES

The Infrastructure and Planning Services Department of the Impendle Municipality is responsible for project implementation and identification of infrastructure requirements. As Impendle Municipality is not the only service provider responsible for infrastructure projects, liaison between sector departments and other government parastatals is essential. Impendle Municipality is a small predominantly rural municipality with limited income and therefore is highly dependent on government grants and donor funding.

When projects are being implemented steering committees are formed in order to ensure holistic infrastructure development.

With regards to free basic services an Indigent policy has been developed and is being implemented, electricity and refuse-removal are provided to indigent households and rates are subsidized.

The SDMP for Impendle Municipality has provided a framework within which a differential has been introduced into service levels following the NSDP guideline: rural settlement basic level of service; settlement in nodes higher order service owing to affordability and sustainability criteria.

#### E1.1 Water and Sanitation

This function is performed by the District Municipality/ Water services authority. The uMgungundlovu District Municipality had appointed service providers to develop a District wide Water Services Development Plan (WSDP).

##### E1.1.1 Water and Sanitation Objective and Strategies

Objective:

uMgungundlovu DM in terms of powers and functions, as a WSA is responsible for providing at least basic services in terms of Water and Sanitation for all its citizens by 2014.

Strategies:

This objectives being achieved by the following:

- The implementation of new water and sanitation infrastructure,
- The operation and maintenance of existing water & sanitation infrastructure

### E1.1.2 Water Reticulation and Sanitation

The following projects are the status of Umgungundlovu projects in Impendle. These and future projects will have to be reviewed in the light of the spatial guidelines provided in the SDMP.

*Table E1: Current Water Projects*

Project Name	Municipality Name	Project Budget	Project Expenditure to Date	Project Status	Planned Completion Date
Enguga, Entshiyabantu & Macksam	Impendle (Water)	R34m	R19.9m	Implementation	To be updated
KwaNovuka Water Supply	Impendle (Water)	R21m	R.95m	Design & Tender	To be updated
Makhuzeni/Greater Stoffelton	Impendle (Water)	R15.46m	No info	Implementation	To be updated
Nkangala	Impendle (Water)	R.25m	R0m	Business Plan	To be updated

*Table E2: Current Sanitation Projects*

Project Name	Municipality Name	Project Budget	Project Expenditure to Date	Project Status	Planned Completion Date
Smilobha	Impendle (VIP Sanitation)	R.12m	R0m	Business Plan	2011/2012

### E1.1.3 Bulk Water

Umgeni Water is the bulk water services provider to uMgungundlovu District Municipality. The following project has been identified relevant to the Impendle Municipality:

Table E3: Bulk Water Projects

Name of Project	Purpose	Location	Expected Outcomes	Progress to Date	Total Project Cost (2009 Costs; Subject to Review)
<p><b>The Mkomazi Water Supply Project</b></p>	<p>If water demands continue to grow at current rates, then even with water demand management initiatives in place, the safe assured yield may be exceeded when MMTS-2 is commissioned. The purpose is therefore to augment the water resources.</p>	<p>Ingwe, Richmond, Mkhambathini and Impendle Municipalities.</p>	<p>- <b>Phase 1</b> will involve the construction of Smithfield Dam, located along the central reaches of the Mkomazi River (Ingwe Local Municipality). A tunnel/pipeline &amp; WTP in Richmond Local Municipality will transfer the water to the Umlaas Road Reservoir in Mkhambathini Local Municipality.</p> <p>- <b>Phase 2</b> will be implemented once the yield of the Smithfield Dam has been fully utilised and will involve the construction of a second dam (Impendle Dam located in Impendle Local Municipality) upstream of the proposed Smithfield Dam.</p>	<p><b>Project Planning:</b> DWA and Umgeni Water.</p> <p>Initiation of the feasibility study for water resource component has been delayed due to capacity constraints at DWA; therefore the feasibility study for the water infrastructure component has also been delayed (water resource component is an input into the water infrastructure component). DWA have drawn up the ToR for the Project Co-ordinator and this is anticipated to be advertised this year. Most optimistic date for commissioning is 2020.</p>	<p><b>Total Project Cost for Infrastructure Component:</b> R3,202,104,000.</p>

## E1.2 Roads and Maintenance

The Department of Transport is responsible for construction and maintenance of majority of the road network. Impendle Municipality is responsible for maintenance and construction of access roads and roads within the town of Impendle through MIG funding.

### E1.2.1 Aims

The following are the aims of the department of transport in the next financial years:

- Safety Maintenance: Road Marking, Blacktop patching, Guard rails and safety signs.
- Construction of Local Roads: Upgrade and construction of local gravel roads, construction of causeways.
- Routine Maintenances: Pipe cleaning, verge maintenance, protection works, km markers, blading of roads, noxious weeds hiring of plant and directional signs.
- Zibambele Contractors: Poverty elevation programme for road maintenance on certain roads.
- Re – Gravelling: Re – gravelling and betterment of Main and District Roads on the current network.

### E1.2.1 Projects for Impendle

The following tables illustrate committed funding from the Department of Transport for 2008/09 – 2010/15 financial years for local road construction in Impendle Municipal area.

*Table E4: Local Road Construction*

<b>2010/11</b>			
kz224	Imbali Yezwe Road	1,000,000	4
kz224	Amblose Road	1,100,000	4.5
KZ224/5	Regravelling of Local Roads	360,000	

<b>2011/12</b>			
KZ224	Sminza Road	650,000	1.5
KZ224	Jayini Road	650,000	1.5
KZ224	Asia Road	650,000	1.5
KZ224	Regravelling of Local Roads 1	1,365,000	

<b>2012/13</b>			
KZ224	Siminza Road	750,000	1.2
KZ223/4	Gravelling of Local Roads	955,000	

<b>2013/14</b>			
KZ224	Maintenance of local roads 3	1,000,000	

<b>2014/15</b>			
KZ224	Nhlabamkhosi road	900,000	2
KZ224	Thuthuka Primary road	900,000	2

The following table indicates Department of Transport re-gravelling of roads in Impendle over the next five years.

*Table E5: Re-gravelling Road Construction Projects*

<b>RE - GRAVELLING - 2010/11</b>			
kz224	Re-Gravelling D589 (2km)	600,000	2.00
kz224	Re-Gravelling D522 (0-6.73km)	1,300,000	6.70
kz224	Re-Gravelling D1357 (5-8.5km)	1,000,000	3.50

<b>RE - GRAVELLING - 2011/12</b>			
KZ224	Re-Gravelling of D510 (0-1km)	370,000.00	1.00
KZ224	Re-Gravelling of P277 (0-9km)	2,400,000.00	9.00
KZ224	Re-Gravelling of P27-2 (37km-47km)	2,600,000.00	10.00

<b>RE - GRAVELLING - 2012/13</b>			
KZ224	Regravelling of D1350 (2.0km)	700,000.00	2.00
KZ224	Regravelling of D1357	1,200,000.00	5.00
KZ224	Regravelling of P27	1,500,000.00	5.00

<b>RE - GRAVELLING - 2013/14</b>			
KZ224	Regravelling of P18	2,300,000.00	7.00
KZ224	Regravelling of D2216	350,000.00	1.00

<b>RE - GRAVELLING - 2014/15</b>			
KZ224	Regravelling of P127 (5km)	2,000,000.00	5.00
KZ224	Regravelling of D1350 (2.01km)	700,000.00	2.00
KZ224	Regravelling of D363 (5.8km)	2,500,000.00	6.00

#### Upgrades Of Provincial Roads:

The MR 127 – Impendle to Himeville is in progress and being funded by Department of Transport Head Office.

#### Rehabilitation Of Provincial Roads:

The rehabilitation of MR 27/3 – Nottingham Road to Loteni - 4km's requires funding.

#### Construction of National Roads:

The road link from the Eastern Cape (Matatiele) into KwaZulu-Natal via Greater Kokstad, KwaSani and Impendle needs to be investigated with Department of Transport in terms of alignment, funding and programme. The proposed alignment is contained in the SDMP. The investigation into feasibility would require R350 000 to complete with plan to Department of Transport for funding for implementation plan.

### E1.3 Electricity

The three year programme for electricity projects in Impendle provided by Eskom are as follows:

Table E6: Eskom Electricity Projects

Project Name	Connections
Nzinga swamp ekukhanye	349
Mahlutshini	200
Mahlutshini 01	449
Mahlutshini 02	206
<b>Total</b>	<b>1204</b>

A total budget allocation has been provided by Eskom to the amount of R6,36 million for the next three years, detailed per annum as follows:

- 2010/11 R2,36million
- 2011/12 R2million
- 2012/13 R3million

#### 1.1.4 Waste Management

Impendle Municipality is responsible for waste collection in Impendle Town and disposing it in the Municipal dump.

#### 1.1.5 Sports Facilities

Umgungundlovu District Municipality is responsible for provision of sporting facilities for Impendle. They are currently at the tender stage in constructing a sports field in Impendle in 2010/11 – budget allocation of R1 million.

## **E2. SOCIAL SERVICES**

### **E2.1 Health Services**

As noted in section B above, the Umgungundlovu District Health is responsible for health services in Impendle. The Provincial Health Department provides both the fixed and mobile clinics. There are two fixed clinics and one mobile clinic in the Impendle area however the community field workers have identified the need for resources for home based care and further entry level health facilities.

#### **E2.1.1 Vision and Mission**

The vision of the KwaZulu-Natal Department of Health is as follows:

*'Better health, better life, through courage and excellence'.*

The mission is:

- To create the necessary relationships with our partners and stakeholders in order to facilitate sustainable and co-coordinated services;
- To remain in action so as to ensure service excellence;
- To achieve such excellence in service delivery that all individuals in the uMgungundlovu District remain in better health, thus becoming the leading district in the country by:
  - Co-designing with our clients the service that keeps them in better health;
  - Creating the necessary relationships with our partners and stakeholders in order to facilitate sustainable, integrated and coordinated services;
  - Remaining in action for service excellence;
  - Ensuring equitable distribution of resources.

#### **E2.1.2 Broad Programmes in the District**

The focus areas for 2010/11 for the KwaZulu-Natal Department of Health are as follows:

- Improving service delivery
- Comprehensive approach to management of HIV & AIDS especially access to ARV's
- Poverty alleviation & food security
- Good governance

- Infrastructure Development
- Epidemic Preparedness for 2010 World Cup

HIV/AIDS:

- Scale up VCT in the community and HCT in health facilities.
- Develop prevention strategies focusing on behaviour change and abstinence as well as condom distribution.
- Promotion of Healthy Lifestyles

### **E2.1.3 Projects for Impendle**

Department of Transport have identified the following projects for Impendle.

#### **E2.1.3.1 Infrastructure Projects (Clinic and Primary Health Care)**

The status of infrastructure projects as at March 2010 is as follows:

##### Current Project

Gomane:

- Under construction by RZG Projects.
- 75% complete.
- Project Cost is R 2 473 800
- Project experiencing slow progress

##### Backlogged Projects

Nxamalala:

- Contractor DUMAG 111 cc back on site to complete project. Work done for re-evaluation and costing.
- Contract period revised & extended to 12 February 2009.
- Original cost was R 2 294 754 but will be re-costed.
- Experiencing slow progress

Mahlutshini:

- Contractor Mkwande Development and Training failed to perform thus the contact was withdrawn.
- Dept. of Works currently preparing to appoint another contractor.

- Project cost was R 5 680 520 but will be re-evaluated and costed due to the delay.
- Project stopped and contract terminated due to contractor failure

New Projects:

None allocated to Impendle.

### **E2.1.3.2 Primary Health Care Projects**

A full time Primary Health Care Manager has been appointed to manage this essential component of service delivery for the District. There were plans to establish a rural health post in Impendle – the status of this is unknown. The establishment of Mobile VCT (Voluntary Counselling and Testing) Service in Impendle is expected in 2010. This was supposed to be 2009 but finance put a hold on this.

## **E3. AGRICULTURE, ENVIRONMENT AND RURAL DEVELOPMENT**

The Municipality needs to engage with DAEA&RD in order to get more projects implemented at Impendle Municipality. The following are the District-Wide projects that are relevant to Impendle Municipality:

- Education and Awareness: Aligned to War on Poverty programme
- Completion of District IWMP
- Completion of integrated SDF/SEMP/LED for Impendle Municipality
- Initiation of uMgungundlovu District SEA project in collaboration with UMDM
- Urban greening programme
- Funding of projects for massification in the Management Area

The Department of Agriculture, Environment Affairs and Rural Development have the following programs that exist at a Provincial Level, however only the corridor massification program that is implemented at Impendle. Provincial-wide programmes include:

- Corridor massification
- Mushrooms
- Livestock
- Food security

These Provincial programmes are further detailed in the tables below:

Corridor Massification:

- 
- Linked to corridors
  - Vast tracks of high potential agric. land that is under utilized
  - Assist to bring these lands into production by planting and training
- 

Mushrooms:

- 
- Partner with Chinese government to promote the mushroom industry
  - 3 mushroom base stations will be established
  - Formation of cooperatives
- 

Livestock:

- 
- Strengthening livestock associations
  - Increasing training and awareness programs
  - Rehabilitation of dip tanks
  - Improve marketing and value adding
- 

Food Security:

- 
- Assists small scale communities
  - Food security projects
  - Training of small scale farmers
  - Migration from emerging to commercial farmers.
-

## **E4. ARTS, CULTURE AND TOURISM**

### **E4.1 Vision and Strategies**

The Department has a number of programmes and strategies however there no projects being implemented in Impendle. A library was funded and built by the Department in 2005/06.

The vision for the Department is as follows:

*“Prosperity and Social Cohesion through Arts and Culture.”*

The strategies identified by the department to achieve their objectives are as follows:

- Improve levels of coordination, harmonisation and integration in service delivery between provincial and local sphere of government to the extent of the poorest wards in local municipalities.
- Reducing poverty and unemployment through the creation of sustainable livelihoods for the people of the province
- Full realisation of the freedom of the citizens of the province with opportunities to exist and practise the arts and culture disciplines
- Driving transformation to realize redress and equity in the arts, culture, library, archives and museum services
- Developing and sustaining collaborative partnerships for accelerated service delivery
- Social transformation, moral regeneration and nation building to be given greater emphasis

### **E4.2 Broad Programmes in the District**

The following are key programmes being undertaken by the Department:

- Southern Region
- Language Services
- Library Services
- Museums
- Archives
- Infrastructure Development

### **E4.3 Projects for Impendle**

The Department will assist Impendle Municipality in the above 'archives' program with the aim to ensure proper management and care of the public records. The project that has been identified is the 'Records Management Audit' that is due to commence in April 2010. The cost allocation by the Department of Arts, Culture and Tourism is R500.

## **E5. REGIONAL LAND CLAIMS COMMISSION – KZN**

### **E5.1 Vision and Strategies**

The vision of the Regional Land Claims Commission is as follows:

*"To create vibrant, equitable and sustainable rural communities."*

The objective of this vision is social cohesion and development. The strategies to achieve this objective are three pronged:

- A co-ordinated and integrated broad based agrarian transformation.
- Strategically increasing rural transformation.
- An improved land reform.

### **E5.2 Impendles Role in Land Reform**

The Regional Land Claims Commission has identified municipality's role in land reform as follows:

- Assist in identifying land needs in each municipality
- Make land available for agriculture and human settlement
- Provide support to Restitution and other land reform beneficiaries
- Be the implementing agent of land reform projects
- Establish a strong Land Reform desk within the municipality to work closely with DLA & the Commission on Restitution of Land Rights
- The IGR enjoins land reform and Local Government to collaborate with regard to planning and implementation of IDP's
- The IDP is a mechanism for coordinating local economic development.

### E5.3 Status of Claims

The status of Impendle land claims are detailed below:

- Number of claims original lodged (includes duplicates) = 48
- Number of claims consolidated (excludes duplicates) = 27
- Gazetted claims (see table below) = 10
- Outstanding claims = 16

The land claims process is continuous process therefore more updated information will be obtainable from relevant authorities from time to time.

Details of the gazette claims are as detailed below:

Table E7: Gazetted Land Claims

NO.	REFERENCE NO.	CLAIMANT	PROP. DESCRIPTION	DATE	COMMENT
1	KRN6/2/2/E/13/0/0/12	MANU DOROTHEA DLAMINI	The farm The End No. 5406	27-01-2006	notice No. 92 of 2006
2	KRN6/2/2/E/13/0/0/14	B. W. JILI on behalf of the LUNDY'S HILL COMMUNITY	Remainder of the farm Lot 85 No. 1815 and 5 other properties	31-01-2003	notice no. 59 of 2003
3	KRN6/2/2/E/13/0/0/16	K. M. ZUMA on behalf of the UPPER MKHOMAZI COMMUNITY	Remainder of the farm Larance No. 9230 AND 13 other properties	22-04-2005	notice no. 615 of 2005
4	KRN6/2/2/E/13/0/0/18	M. J. DLADLA on behalf of THE REST FARM COMMUNITY	Remainder of the farm The Rest No. 2142 and 3 other properties	31-01-2003	notice no. 62 of 2003
5	KRN6/2/2/E/13/0/0/20	G. MTOLO on behalf of the BOSTON LAND COMMITTEE	Remainder of the farm Clayborn No. 6222 and 2 other farms	31-01-2003	notice no. 57 of 2003
6	KRN6/2/2/E/13/0/0/23	M. G. MKHIZE on behalf of the BRENTWOOD COMMUNITY	A portion of the consolidated farm Brentwood No. 15508, known before consolidation as the farm Brentwood No. 2045	27-01-2006	notice no. 95 of 2006
7	KRN6/2/2/E/13/0/0/24	N. A. ZUMA on behalf of the SWAMP COMMUNITY	Remainder of the farm The Swamp No. 5741 AND 2 other properties	22-04-2005 13-04-2006	notice no. 616 of 2005 claim withdrawn i.t.o. notice no. 514 of 2006 and regazetted i.t.o. notice no. 536 dated 13-04-06

NO.	REFERENCE NO.	CLAIMANT	PROP. DESCRIPTION	DATE	COMMENT
8	KRN6/2/2/E/13/0/0/31	T. W. MNCWABE on behalf of the KWA DUSHU COMMUNITY	Remainder of the farm Smithfield No. 14796 and 16 other properties	31-01-2003	notice no. 60 of 2003
9	KRN6/2/2/E/13/0/0/5	N. P. SHELEMBE on behalf of the MCHOBOLOLO COMMUNITY	Remainder of the farm S30B No. 5122 and 12 other properties	25-06-2004	notice no. 1146 of 2004, notice amended on 02-02-2007 i.t.o. notice no. 66 of 2007 - claim amended on 16-02-2007 i.t.o. notice no. 125 of 2007
10	KRN6/2/2/E/13/0/0/6	Z. R. DLAMINI on behalf of the BHIDLA TRIBE	Remainder of the farm McSorley No. 1999 and 107 other properties	31-01-2003	notice no. 56 of 2003

Urgent attention needs to be given by the Department to unlocking the development potential of land in the Management Areas in Impendle through consolidation of fragmented private land holdings and administration of said land by the Municipality as part of administration of emerging urban nodes in Impendle.

## E6. ENVIRONMENTAL HEALTH

- ▶ To provide an efficient, effective, accessible, integrated, sustainable, comprehensive and unified Environmental Health Service through the District Health System to meet the needs of all people in KwaZulu-Natal.
- ▶ To achieve a safe and healthy Living, Working and Recreational Environment for all persons in the Province of KwaZulu-Natal.

### FOODSTUFFS, COSMETICS AND DISINFECTANTS ACT NO. 54 OF 1972

- ▶ To control the sale, manufacture and importation of foodstuffs, cosmetics and disinfectants.

### National Health Act 61 of 2003

- ▶ To provide a framework for structured uniform health system within the Republic, taking into account the obligations imposed by the Constitution and other laws on the national, provincial and local governments with regard to health services; and to provide for matters connected therewith.

### HAZARDOUS SUBSTANCES ACT, 1973

- ▶ To control the importation, manufacture, sale, use, operation, application, modification, disposal or dumping of such substances and products.
- ▶ To undertake licensing and registration of premises.

## **E7. HOUSING**

The Department of Housing is working closely with Impendle Municipality in implementing the provision of houses in the municipal area of jurisdiction.

### **E7.1 Strategies**

The following strategies have been identified by the Department of Housing:

- Focus on sustainable human settlements
- Job creation and economic growth
- Provide quality housing
- Promoting social cohesion
- Spatial restructuring
- US Millennium Goal – improving the lives
- 100 million slum dwellers by 2020

### **E7.2 Priority Areas for 2010/11**

- Slum Clearance
- Strengthen governance & service delivery
- Job Creation
- Rural housing
- Upgrade public sector hostels
- Rental Housing
- Capacity Building

### **E7.3 Projects for Impendle**

Impendle has an approved housing plan in place. The following table identifies projects from the Department of Housing for implementation over the next three financial years.

In future year's attention should be given to locating housing projects according to the recently completed spatial framework provided in the SDMP. The aim should be to rationalize housing and located it within defined urban areas and edges in the interests of sustainability. Continued investment in dislocated rural housing schemes is not sustainable or desirable for the future economic growth of Impendle.

Table E8: Department of Housing Projects for Impendle

Project Name	PROJECT STATUS	PROJECT PROGRESS	Project Type	Developer	Implementing Agent	Business Plan Instrument	Total Cash flow 2010/11	2011/12 Budget	2012/13 Budget
Impendle Village	Planning	To be updated	Greenfields	Municipality	To be updated	IRDP	3 005 750	6 612 650	10 813 481
Impendle Village (State) now Clarence Makhuzeni	Planning	To be updated	Insitu	Municipality	To be updated	Informal Settlement Upgrade	537 318	6 612 650	6 327 969
Impendle Ward 1 (Ingonyama)	Top Structures	To be updated	Rural	Municipality	To be updated	4.2 Rural Housing: Communal land rights	4 208 050	6 612 650	10 813 481
Impendle Ward 2	Top Structures	To be updated	Rural	Municipality	To be updated	4.2 Rural Housing: Communal land rights	6 011 500	6 612 650	10 813 481
Impendle Ward 3	Top Structures	To be updated	Rural	Municipality	To be updated	4.2 Rural Housing: Communal land rights	5 410 350	6 612 650	10 813 481
Impendle Ward 4	Top Structures	To be updated	Rural	Municipality	To be updated	4.2 Rural Housing: Communal land rights	5 410 350	6 612 650	10 813 481
							24 583 318	39 675 900	60 395 374

## **E8. ECONOMIC DEVELOPMENT AND TOURISM**

No specific projects have been identified by the Department of Economic Development and Tourism for Impendle. The following are the de

- Enterprise Development (SMME's & Co-operatives)
- Local Economic Development (LED)
- Industry Development (focus on Agri business, clothing & textile, wood products, ICT, Creative Industries)
- Tourism Development
- Economic Empowerment
- Economic Planning (Knowledge Management and Monitoring and Evaluation)
- Consumer Affairs, Governance & Liquor Services

**Department of Transport-KZN**

Road Lengths (Jan 2012)

Local Council	KZ Number	Gravel	Surfaced	Total
Impendle	KZ 224	342.2	47.25	<b>389.45</b>

**Programs****Budget Allocation Baskets and Basket Descriptions:****Safety Maintenance:** Road Marking, Blacktop patching, Guard rails and safety signs.**Construction of Local Roads:** Upgrade and construction of local gravel roads, construction of causeways.**Routine Maintenances:** Pipe cleaning, verge maintenance, protection works, km markers, blading of roads, noxious weeds hiring of plant and directional signs.**Zibambele Contractors:** Poverty elevation programme for road maintenance on certain roads.**Re – Graveling:** Re – graveling and betterment of Main and District Roads on the current network.**VULINDLELA GRAVELLING 2012/13**

Local Council	Description	Budget	km
KZ224	Regravelling D1226 (km0-10)	2 600 000.00	10.00
KZ224	Regravelling of D1357	1 100 000.00	5.00
KZ224	Regravelling of P27	1 500 000.00	5.00
KZ224	Regravelling of P132 (km5-km15)	2 800 000.00	10.00

**UPGRADES OF PROVINCIAL ROADS:**

- MR 127 – Impendle to Himeville is in progress and is being funded and done by our Head Office.

## STRUCTURES

- DR 363 – Investigation and design KZ 224 Impendle.

## DEPARTMENT OF AGRICULTURE-KZN PROGRAMMES

- Mechanisation
- “Food security”
- Livestock
- Cropping
- Land Care

### Planned Projects - Impendle

Project type	Number	2012/13	2013/14
Mechanisation	166 ha Liming	R1,6m	
Feedlot	1	R600 000	

## DEPARTMENT OF HUMAN SETTLEMENTS-KZN

Project Name	Project Scope	LM	Eng. Consultant	
Impendle Village (500)	1. Bulk Water 2. & Sewer Upgrade	Impendle	FC Consulting	Bulk Water Covered by KwaNovuka Project, Bulk Sewer done by FC Consulting and submitted to DWA

**DEPARTMENT OF ARTS AND CULTURE-KZN**

**Southern Region**

	<b>Project/Programme Details ( per LM)</b>	<b>Project Cost Actual and Expenditure</b>	<b>Ward /Area where project will be implemented</b>	<b>Project Start Period</b>	<b>Project Status</b>	<b>Project Manager</b>	<b>Contact Details Of Project Manager</b>	<b>Assistant Project Manager</b>	
<b>UMgungundlovu District</b>		<b>R100 000</b>							
Msunduzi LM	Moral Regeneration (Love to Live) Behavioural change campaign	40 000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
uMkhambathini LM		10 000	Local Municipality	June 2012				P.B Buthelezi	
IMpofana LM		10 000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
UMshwathi LM		Matrons and maidens Training	10 000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi
IMpendle LM			10 000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi
UMngeni LM			10 000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi
Richmond LM		Youth development	10 000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi
UMsunduzi LM	Moral Regeneration with correctional services	<b>40 000</b>	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
		<b>225 000</b>							
UMsunduzi LM	Visual arts, craft and performing arts training	<b>75000</b>	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
UMkhambathini LM		30 000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
IMpofana LM	Auditions	30 000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
UMshwathi LM	Integrated Craft Hub and Cooperative coordination	<b>30 000</b>	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
IMpendle LM		<b>25000</b>	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	

UMngeni LM	Training	25000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
Richmond LM	Photography Exhibition and Flea Market at liberty mall Artists in Business Film development and video Mentorship	25 000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
UMsunduzi LM	Visual arts and craft and Development		Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
			Local Municipality	April 2012		H.C Gumede	083 281 0534	
UMgungundlovu District	Support to Calendar Events (Reed Dance world Aids day) Support to District heritage Days Africa Day		Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
		20 000	Local Municipality	April 2012 April 2012		H.C Gumede		P.B Buthelezi
			Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
			Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
			Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
		240 000						
UMsunduzi LM		100000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi
UMkhambathini LM	Cultural Days	20 000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi
IMpofana LM	Intercultural food	20 000	Local	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi

	and fashion fair		Municipality						
UMshwathi LM	Wildsfees	20 000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
IMpendle LM		20 000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
UMngeni LM	Culture in box Wildsfees	30 000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
Richmond LM		30 000	Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
	Intercultural Food Tasting		Local Municipality	June 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
		<b>40 000</b>							
	Providing support to Arts and Culture Forum Members & Oss Field workers	<b>5000</b>	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
UMkhambathini LM		5000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
IMpofana LM		5000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
UMshwathi LM		5000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
IMpendle LM		5000	Local Municipality	April 2012		H.C Gumede		P.B Buthelezi	
UMngeni LM		5000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
Richmond LM		5000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
UMsunduzi LM		<b>10 000</b>	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
				Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
			<b>330 000</b>						
	Performing arts Promotion Exhibition <b>Art in the park Royal Show ground Choral Music</b>		Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
UMkhambathini LM		40000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
IMpofana LM		40000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
UMshwathi LM		50000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	
IMpendle LM		50000	Local	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi	

	<b>Open Session mic</b>		Municipality					
UMngeniLM		50000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
Richmond LM	<b>Maskandi Project</b>	50000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
Umsunduzi	<b>District Festival; Mentorship Theatre Festival Talent search</b>	120 000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
	Visual Arts and Craft	<b>50000</b>	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
UMsunduzi LM	Development Gender Disability	10 000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
UMkhambathini		10 000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
IMpofana LM		10 000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
UMshwathi LM		10 000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
IMpendle LM		10000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
UMngeni LM		10 000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi
Richmond LM		10 000	Local Municipality	April 2012		H.C Gumede	083 281 0534	P.B Buthelezi

### Arts Development

<b>Umgungundlovu DM</b>	<b>Project/ Programme Details (per LM)</b>	<b>Project Cost Actual and Expenditure</b>	<b>Ward /Area where project will be implemented</b>	<b>Project Start Period</b>	<b>Project Status</b>	<b>Project Manager</b>	<b>Contact Details of Project Manager</b>	<b>Project Manager Assistant</b>
Local Municipalities o Umshwati LM o Richmond LM o Mkhambathi LM o Impendle LM o Mooi Mpofana LM o Mngeni LM	Hilton Arts Festival	R100 000	Hilton College	Sept 2012	Completed the project for 2011	Doreen Stanley	033-383 0100	M.S. Sibisi
o Msunduzi LM	Winston Churchill	R10 million	Scottsville	April 2012	Board of	T. Maphumulo	073 2999580	M.S. Sibisi

	Theatre Renovations				Directors is in place Bank Account Opened Registered as NPO			
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### Culture Development

Umgungundlovu DM	Project/Programme Details ( per LM)	Project Cost Actual and Expenditure	Ward /Area where project will be implemented	Project Start Period	Project Status	Project Manager	Contact Details Of Project Manager	Project Manager Assistant
Local Municipalities o Umshwati LM o Richmond LM o Mkhambathi LM o Impendle LM o Mooi Mpofana LM o Mngeni LM o Msunduzi LM	Conduct research, develop, print and distribute information booklets/flyers promoting positive morals	R5000	Whole district	April 2012	On-going	Assistant Manager : Research and Development	171 Boshoff street 033 341 3617	
	Plan, facilitate and monitor hosting of public sessions to address behavioural change	R18750	Whole district	May 2012	On-going	Assistant Manager : Research and Development	171 Boshoff street 033 341 3617	
	Provision of support to maidens' matrons	R20 000	Whole district	August 2012	Over two months	Assistant Manager: Cultural Diversity	171 Boshoff street 033 341 3617	Cultural Officer

### Language Services

Umgungundlovu DM	Project/ Programme Details ( per LM)	Project Cost Actual and Expenditure	Ward /Area where project will be implemented	Project Start Period	Project Status	Project Manager	Contact Details of Project Manager	Project Manager assistant
Local Municipalities o Umshwati LM	Provision of translation, editing	R14 000 (Whole district)	Whole district	1 April 2012	Continuous	Mrs. D.N. Dladla	083 2810486	

<ul style="list-style-type: none"> <li>○ Richmond LM</li> <li>○ Mkhambathi LM</li> <li>○ Impendle LM</li> <li>○ Mooi Mpfana LM</li> <li>○ Mngeni LM</li> <li>○ Msunduzi LM</li> </ul>	and interpreting services as per requests from the District Municipality and Local Municipalities.							
	Conduct Research on Geographical Names & provide support through uMgungundlovu Geographical Names District Committee.	R3 600 for the whole district	Support and research done through uMgungundlovu Geographical Names District Committee	1 June 2012	Continuous	Mrs. B.P. Chirwa-Mzoneli	033 8979000	
	Conduct awareness campaign on services provided by the Directorate	R14 000 for the whole district	Project implemented in the district	1 June 2012	New Project	Mrs. B.P. Chirwa-Mzoneli	033 897 9000	
	Roll out of the KZN Languages Bill	R9 500 for the whole district	Project implemented in the district	1 July 2012	New Project	Mrs. B.P. Chirwa-Mzoneli	033 897 9000	
	Conducting workshops  Literature Writing Competition	R8 000	Whole district	1 April 2012	Annual in all districts	Mr. AWS Ngcobo	033 897 900	
	Literature Competition for correctional centres	R10 000 for one correctional centre	Msunduzi (Sevontein)	1 April 2012	New project	Mr. AWS Ngcobo	033 8979000	
	Support to reading and writing clubs	R8 000 for the whole district	Whole district	1 April 2012	Continuation from previous year	Mr. AWS Ngcobo	033 8979000	
	Literature workshop for most deprived areas	R7 000	Mshwathi (KwaSwayimane)	1 April 2012	New project	Mr. AWS Ngcobo	033 8979000	

	Language Festival	R4 100	Whole district	1 April 2012	Continuous	Mr. AWS Ngcobo	033 8979000	
	My school Cultural Adventure	R8 300	Whole district	1 April 2012	Continuous	Mr. AWS Ngcobo	033 8979000	

Museum Services								
Umgungundlovu DM	Project/Programme Details ( per LM)	Project Cost Actual and Expenditure	Ward /Area where project to be implemented	Project Start Period	Project Status	Project Manager	Contact Details Of Project Manager	Project Manager assistant
Local Municipalities								
o Umshwati LM								
o Richmond LM	Payment of subsidies for Baynesfield and Richmond museums  Infrastructure: Mpophomeni Howick museum Macrorie House	R341 000 R341 000  R1.8 m R150000 R125000	1 1	01/04/11	Payment due  Ongoing	Museum Service: Senior Manager	083 3013722 033-341 9900/4	Deputy Manager: Provincialisation  Deputy manager; museums
o Mkhambathi LM	-	-	-	-	-	-	-	
o Impendle LM	-	-	-	-	-	-	-	
o Mooi Mpofana LM	Payment of subsidy for Rhode House museum	R125 000		01/04/11	Payment due	Museum Service: Senior Manager	083 3013722 033-341 9900/4	Deputy Manager: Provincialisation
o Mngeni LM	Payment of subsidy for Howick museum	R125 000	5	01/04/11	Payment due	Museum Service: S Manager	083 3013722 033-341 9900/04	Deputy Manager: Provincialisation
o Msunduzi LM	Payment of subsidies for Tatham Art Gallery, Macrorie House	R300 000 R341 000	27 27	01/04/11	Payment due	Museum Service: Senior Manager	083 3013722 033-341 9900/4	Deputy Manager: Provincialisation

	museums and Comrades House Museum	R341 000	27					
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Library Services							
Umgungundlovu DM	Project/Programme Details (per LM)	2012/13	2013/14	2014/15	Project Cost Actual and Expenditure	Ward /Area where project will be implemented	Contact Details of Project Manager
Local Municipalities	Internet @your library						033 3413000
o Umshwati LM		R138000	R144000	R148800		1	
o Richmond LM		R148800	R153800	R159100		4	
o Mkhambathi LM		R180000	R184800	R189000		3	AM: Computer Section
o Mooi Mpofana LM		-	-	-			
o Mngeni LM		R291800	R303100	R315800		10&1	
o Msunduzi LM		R180800	R186100	R167000		34	
o Mkhambathini LM	Mobile Library Units	R18 000	R18 000	R18 000		Southern Region	

#### IDP PROJECTS FOR IMPENDLE MUNICIPALITY: 5 YEAR PLAN

Projects	Year 2012 / 13	Year 2013 / 14	Year 2014 / 15	Year 2015 / 16	Year 2016 / 17
Nguga		X			
Mahlutshini	X (but work not to standard to be demolished)		X		

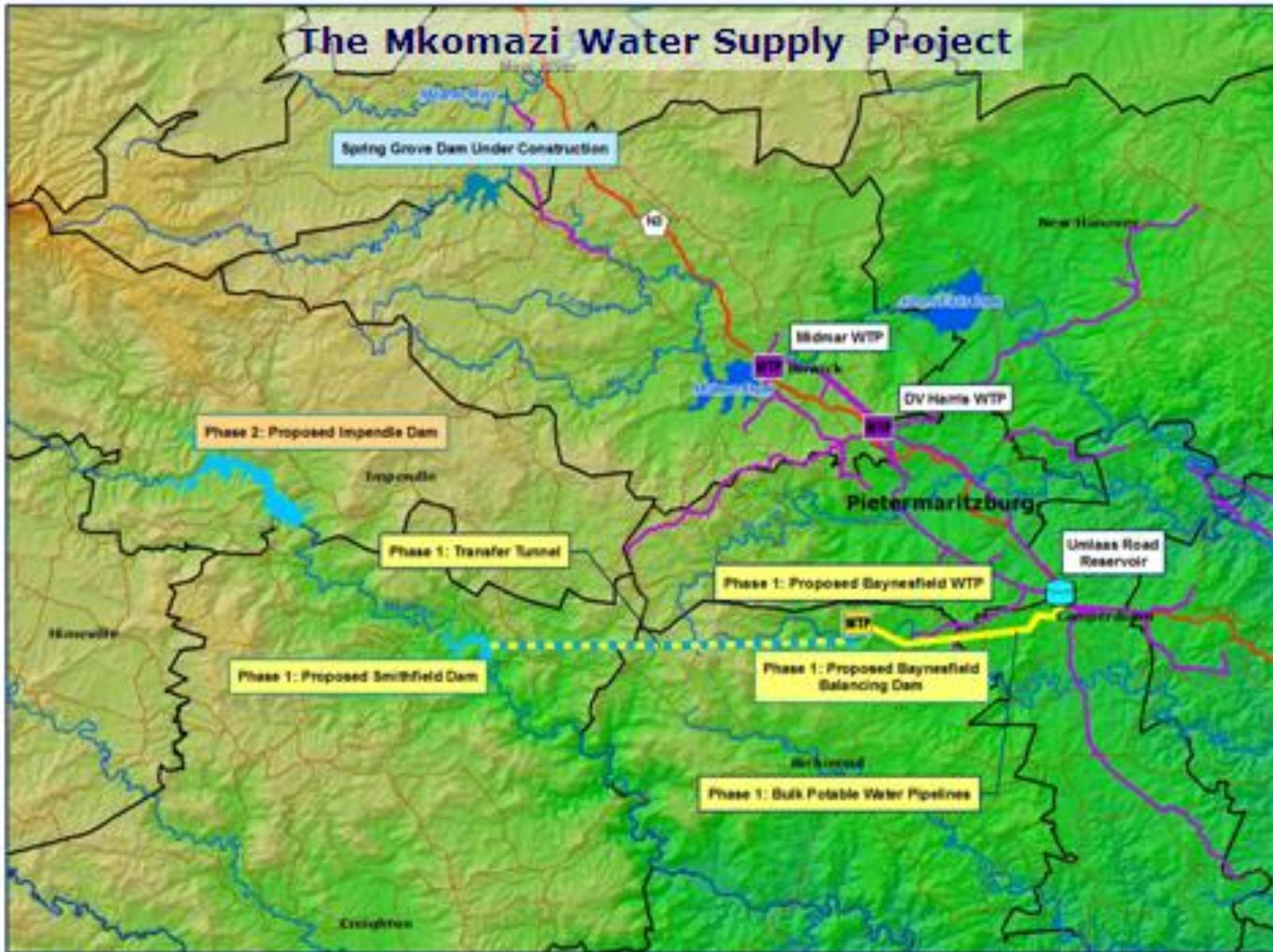
<b>Stoffeltein</b>				<b>X</b>
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**Umngei Water**

## The Mkomazi Water Supply Project

- **Purpose:** Current water demand from the Mgeni System has already exceeded the 99% assurance of supply level that will be achieved with the commissioning of the MMTS-2. Further augmentation of the Mgeni System is therefore already required. Water resource development on the Mkomazi River has been identified as the next likely major project to secure long-term water resources for the Umgungundlovu and eThekweni municipal areas. The purpose is therefore to augment the water resources.
- **Location:** Ingwe, Richmond, Mkhambathini and Impendle Municipalities.





## The Mkomazi Water Supply Project

- Project Planning: DWA and Umgeni Water.
- Expected Outcomes:
  - Phase 1 will involve the construction of Smithfield Dam (capacity = 137 million cubic metres), located along the central reaches of the Mkomazi River (Ingwe Local Municipality). A low-lift pump station, tunnel (3.5m diameter, 34km), pipelines, a balancing dam & WTP (ultimate capacity ~ 1200ML/day) in Richmond Local Municipality will transfer the water to a distribution reservoir in the vicinity of Umlaas Road in Mkhambathini Local Municipality. Approximate capacity of Phase 1 = 403ML/day.
  - Phase 2 will be implemented once the yield of the Smithfield Dam has been fully utilised and will involve the construction of a second dam (Impendle Dam with a capacity of 810 million cubic metres located in Impendle Local Municipality) upstream of the proposed Smithfield Dam. Approximate capacity of Phase 1 + Phase 2 = 1063ML/day.

## The Mkomazi Water Supply Project

- Progress to Date: Detailed feasibility. The earliest possible commissioning for Phase 1 is 2023.
- Total Project Cost for Infrastructure Component: R6,500,000,000 (2011 costs; subject to review).
- Budget (subject to review):

2012/2013 -	R300,000
2013/2014 -	R3,000,000
2014/2015 -	R2,700,000

# **SECTION F**

# **IMPLEMENTATION PLAN**

## SECTION F: IMPLEMENTATION PLAN

### F1. THREE YEAR IMPLEMENTATION PLAN

#### F1.2 Key Performance Area: Basic Service Delivery and Infrastructure Investment

Table F2: KPA: Service Delivery and Infrastructure

Project	Type/ Location	Project Type	IDP No	Budget	11-12	12-13	13-14	14-15	Planned expenditure
<b>Administration</b>									
PMU	Admin	PMU	9001	2,086,081	443,544	300,000	342,000	376,200	1,722,967
Industrial Area Impendle roads	Admin	Rd	3012	1,200,000			1,506,988	500,000	2,006,988
Slasher Mower (Funded by ILM)	Admin	Plant	2007	60,000	0		60,000		60,000
Staff Changrooms (Funded by ILM)	Admin	Rd	2008	250,000	176,000		30,000		280,000
2014 - 2015 Projects being processed	Admin								
						<b>Administration</b>			<b>4,069,955</b>
<b>Ward 1</b>									
Crèche / Hall at Manguza W 1	Ward 1	C/H	6016	1,533,909	700	929,408			1,137,608
Ngulweni Road	Ward 1	C/H	3016	855,000			855,000		855,000
Nkanagala Crèche / Hall	Ward 1	C/H	6017	1,500,000	1,273,158	350,710			1,623,868
Stepmore Roads Phase 1	Ward 1	Rd	3021	1,500,000	702,000	2,636,678	57,985		3,396,663
Elect. of Mhushini (DME Funded)	Ward 1	Elec	7001	3,561,664	2,201,664				3,561,664
Elect. of Ward 1 (DME Funded)	Ward 1	Elec	7003	5,000,000		5,000,000			5,000,000
2014 - 2015 Projects being processed	Ward 1							1,000,000	1,000,000
									0
						<b>Committed Ward 1</b>			<b>16,574,803</b>

Project	Type/ Location	Project Type	IDP No	Budget	11-12	12-13	13-14	14-15	Planned expenditure
<b>Ward 2</b>									
Nguga / Shiyabantu	Ward 2	Rd	3003	3,427,350					3,250,000
Kamensi Crèche	Ward 3	C	6010	750,000	712,500	22,500			735,000
Compensation/ Swampo Rd	Ward 2	Rd	3007	1,500,000	247,271	270,000			1,267,336
Crèche at Brington W 2	Ward 2	C	6023	750,000	657,895	7,851			1,206,123
Crèche Maksem W 2	Ward 2	C	6011	750,000		1,038,683			1,038,683
Hall at iNguka W 2	Ward 2	H	6002	1,550,000					0
Hall at Kwa Mgodini W 2	Ward 2	H	6003	1,500,000	543,859				1,500,000
Crèches at Zamokuhle	Ward 2	C	6032	750,000		27,000	723,000		750,000
Hall/Crèche at Shellfish	Ward 2	H	6033	1,500,000		917,000	583,000		1,500,000
Hall/Creche at Enguga	Ward 2	H/C	6034	1,500,000		22,500	1,477,500		1,500,000
Elect. Of Swampo/ etc (DME)	Ward 2	Elec	7002	3,234,336	3,234,336				3,234,336
2014 - 2015 Projects being processed								1,250,000	1,250,000
2014 - 2015 Projects being processed									0
						<b>Committed Ward 2</b>			<b>17,231,479</b>
<b>Ward 3</b>									
Taxi rank	Ward 3	T	6001		250,000	250,000			
Gwa-Keta Road Ph 2	Ward 3	Rd	3008	1,012,500	500,000	612,703			1,112,703
Gwanovuka Road	Ward 3	Rd	3004	1,300,000	778,359				778,359
Crèche Fikesthi Ward 3	Ward 3	C	6006	750,000					269,961
Crèche Smilo Bar W 3	Ward 3	C	6007	750,000	539,651				883,359
Crèche Novuka Kamlaba W 3	Ward 3	C	6008	750,000	320,878				750,000
Crèche Comensee W 2	Ward 3	C	6010	750,000	370,401				750,000
Ntokozweni Road	Ward 3	Rd	3017	1,800,000				1,423,800	1,423,800
Kheta Crèche /Hall	Ward 3	C/H	6014	750,000		27,000	723,000		750,000
Mlaba Crèche	Ward 3	C	6018	750,000	712,500	52,622			1,062,045
Upper Mlaba Crèche	Ward 3	C	6019	750,000			750,000		750,000
Novuga Crèche / Hall	Ward 3	C	6020	1,500,000			1,500,000		1,500,000
Mill Project (Funding COGTA)	Ward 3	LED	4002	6,316,690	6,198,365				6,500,000
Upgrade of Mafahlen Street	Ward 3	LED	4003	10,300,000	6,300,000	5,000,000			11,300,000

Project	Type/ Location	Project Type	IDP No	Budget	11-12	12-13	13-14	14-15	Planned expenditure
2014 - 2015 Projects being processed							575,775	608,000	1,183,775
									0
						<b>Committed Ward 3</b>			<b>29,014,002</b>
<b>Ward 4</b>									
Nhlabinkosi Road	Ward 4	Rd	3009	1,300,000	248,120				834,862
Hall / Crèche at Gomane W 4	Ward 4	H/C	6021	1,741,509					207,320
Nhlabimkosi L 1349	Ward 4	Rd	3014	1,933,570		1,191,597	318,717		1,510,314
Gomane/Willows Crèche	Ward 5	C	6004	750,000		1,379,404			1,586,724
Hlabamkosi Hall / Crèche	Ward 4	H/C	6022	1,500,000	1,177,008				1,586,724
Stop Bus Road	Ward 4	Rd	3018	975,000		1,197,840			1,197,840
Maromeni Roads	Ward 4	Rd	3019	975,000		1,566,527			1,566,527
Willows Roads	Ward 4	Rd	3020	1,125,000			1,125,000		1,125,000
Hlabamkosi Link road	Ward 4	Rd		3,600,000			250,000	3,350,000	3,600,000
2014 - 2015 Projects being processed							200,000	4,000,000	4,200,000
						<b>Committed Ward 4</b>			<b>17,415,311</b>

Subtotals

27,588,208	22,800,023	11,077,965	12,508,000	168,611,098
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# **SECTION G**

# **PROJECTS**

## SECTION G: PROJECTS

### G1. IMPENDLE LM PROGRAMME AND PROJECT ALIGNMENT

#### G1.1 Projects Implementation Framework

Table G1: Projects Implementation Framework

FOCUS AREA	GENERAL OBJECTIVE	PROGRESS TO DATE	FOCUS FOR 2011/12
<b>Spatial Planning/LED and IDP</b>	To stimulate spatially aligned economic investment for growth, sustainable development and settlements through the formulation of integrated set of strategic management plans to provide suitable environment for development.	<ul style="list-style-type: none"> <li>An application and motivation to DBSA for grant funding to compile strategic plans within the municipality is forwarded and Impendle Municipality had secured funds to support this initiative.</li> <li>LED Feasibility Study focused on Economic and Environmental Sustainability to be completed in June 2008 however a project identified during the this study is known as Impendle Eco-Versity facilitated by Zuvuya and Sihlangene Kokwethu Community Trust (formulation stage)</li> <li>Land ownership information updates are underway together with Municipal land valuation process.</li> </ul>	<ul style="list-style-type: none"> <li>Market and Workshop the adopted SMDP that integrated minimum strategic management plans This will include SDF/LED and Environmental Management Plan/Framework</li> <li>Draw an implementation plan for the identified programmes and projects</li> </ul>
<b>Corporate Culture Development</b>	To redirect mindset towards a culture of service delivery and develop Management Systems. These include Skill Development Plan and development of Human Resource Management System, PMS, MIS	<ul style="list-style-type: none"> <li>Policies adopted ready to be workshopped.</li> <li>Skills Plan is finalised and ready for presentation</li> </ul>	<ul style="list-style-type: none"> <li>Annually review and workshop policies and ensure optimal compliance to all staff members.</li> </ul>

FOCUS AREA	GENERAL OBJECTIVE	PROGRESS TO DATE	FOCUS FOR 2011/12
<b>Special Projects and Poverty Alleviation</b>	To implement social development programmes & projects and give support to all poverty alleviation initiatives in the community.	<ul style="list-style-type: none"> <li>• A number of Partnership proposals with different Social awareness NGOs and Government Department have been done.</li> <li>• Business Skills training is timely provided to communities who run poverty alleviation projects and co-operatives.</li> <li>• Municipality together with interested government Departments and NGOs, CBOs had visited Community poverty alleviation projects in order to identify needs that will inform implementation of LED Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a business plan to implement identified programmes and projects.</li> <li>• Identify relevant stake holders to partner with on their respective focus Areas.</li> </ul>
<b>Financial Projects</b>	To ensure progressive compliance with institutional and governance requirements.		<ul style="list-style-type: none"> <li>• Maintain good co-operation and understanding between and amongst councillors, staff and customers</li> </ul>
<b>Municipal Property Rates</b>	To develop sustainable property rates registry and GV	<ul style="list-style-type: none"> <li>• Annual Review and maintenance of valuation Roll</li> </ul>	<ul style="list-style-type: none"> <li>• Property Registry Complete</li> <li>• Valuation Roll</li> <li>• Billing System</li> </ul>

## G1.2 2011/12 Year Operational Plan For Projects

Table G2: Operational Project Plan 2010/11

PROGRAMMES AND PROJECTS	FUNDING SOURCE	FUNDING	RESPONSIBLE DEPARTMENT
Special Programmes			
Free basic electricity-FBE	Internal		Finance
FMS (Upgrade)	Internal		Finance
Indigent Register & Support	Internal		Finance
Impelment IT Audit Findings	Internal		Finance
Communication Plan	Internal		Corp & Commun Serv

PROGRAMMES AND PROJECTS	FUNDING SOURCE	FUNDING	RESPONSIBLE DEPARTMENT
Library projects	Internal		Corp & Commun Serv
Fraud Prevention	Internal		Corp & Commun Serv
Public Participation Framework	Internal		
LED Strategy, Business Plans & implementation	Internal		Infras. & Planning
Environmental Management Plan	Internal		Infras. & Planning
Free basic service-FBS	Internal		Finance
Poverty Aliviation(seeds & seedlings)	Internal		Infras. & Planning
Poverty Aliviation-CBO/Cooperatives support	Internal		Infras. & Planning
Land Use Management	Internal		Infras. & Planning
IDP Review and P/Participation	Internal		Infras. & Planning
Community Gardens	Internal		Infras. & Planning
Forensic Audit	Internal		
IT upgrade and software licensing	Internal		
Tax Advisory services(Staff & Councillors)	Internal		Corp & Commun Serv
Thusong Services Centre	Internal		Corp & Commun Serv
Governance Grant-DLGTA	Internal		Corp & Commun Serv
Year end function	Internal		
Document Management System	Internal		Corp & Commun Serv
Children	Internal		Executive
Elderly	Internal		Executive
Gender	Internal		Executive
HIV	Internal		Executive
HIV(grant)	Internal		Executive
Special projects-CBO support 2	Internal		Executive
Assets Register	Internal		Corp & Commun Serv
Ward Committees & administrator	Internal		Corp & Commun Serv
MPRA	Internal		Finance
Sports	Internal		Corp & Commun Serv
Professional Fee	Internal		
Bursaries	Internal		

PROGRAMMES AND PROJECTS	FUNDING SOURCE	FUNDING	RESPONSIBLE DEPARTMENT
Art, Tourism, culture & heritage	Internal		
Youth	Internal		
Housing			
Special Housing programme	DOHS		Infras. & Planning
Housing Services Ward 2	DOHS		Infras. & Planning
Housing Services Ward 3	DOHS		Infras. & Planning
Housing Services Ward 4	DOHS		Infras. & Planning
Electrification			
Electrification (DME Funded)	DME		Infras. & Planning
Total OPEX			
<u>Capital Expenditure</u>			
<u>MIG Grant Projects</u>			
kwaNovuka Roads	MIG		Infras. & Planning
Nhlabamkhosi Road	MIG		Infras. & Planning
Swampu / Compensation Road	MIG		Infras. & Planning
Lower Makuzeni Creche - Ward 1	MIG		Infras. & Planning
Swampu / Compensation Road	MIG		Infras. & Planning
Similobha Creche - Ward 3	MIG		Infras. & Planning
PMU	MIG		Infras. & Planning
<u>Capital Programme</u>	<b>2,528,500</b>		
Extension of office Buildings	MIG		Infras. & Planning
Compactor	External Loan		Infras. & Planning
Grader	External Loan		Infras. & Planning
Furniture & Equipment for Corporate Service	External Loan		Infras. & Planning
Large Screen TV	External Loan		
Decoder & Dish	External Loan		

PROGRAMMES AND PROJECTS	FUNDING SOURCE	FUNDING	RESPONSIBLE DEPARTMENT
Ringbinder	External Loan		
Security Equipment	External Loan		
Signage	External Loan		
Land (rem 31)	External Loan		
Tractor Mower	External Loan		Infras. & Planning
Motor Vehicle	External Loan		Executive
Small Service / refueling trailer	External Loan		Infras. & Planning
Vehicle (housing Officer)	External Loan		Infras. & Planning
Charger / Starter	External Loan		Infras. & Planning
Water Tanker	External Loan		Infras. & Planning
Slasher mower (Tractor Drawn)	Internal		Infras. & Planning
Desktop Computer for Fleet Management	Internal		Infras. & Planning
Portable comp. for Housing Officer	Internal		Infras. & Planning
Portable Comp. for PMU Officer	Internal		Infras. & Planning
Tents, bedding and camp equipment	Internal		Executive
	-		
<b>TOTAL Expenditure</b>	<b>28,817,423</b>		
<b>Total Revenue</b>	<b>28,817,423</b>		

### G1.3 Planning and Local Economic Development

Table G3: Projects: Planning and LED

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	COSTS	RESPONSIBLE DEPARTMENT
Implement an integrated SDF & LED for Mpendle Municipality	Source extra funds & appoint a service provider		

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	COSTS	RESPONSIBLE DEPARTMENT
Develop an integrated Environmental Management Plan & Framework for Impendle Municipality	Source funds & appoint a service provider		
Draft an IDP Review for Impendle Municipality	Prepare a Process Plan & present it to Council for approval	Administrative	Infrastructure and Planning
	Assess changing needs of the municipality and prepare an Analysis Report	Administrative	Infrastructure and Planning
	Gather information form previous IDP's, The socio-economic situation in wards, specific projects, budget of the municipality, activities of line departments, neighbouring municipalities and the district municipality. Compile a Strategic Review.	Administrative	Infrastructure and Planning
	Review the Annual Action Plan in conjunction with other role players & confirm the SDF of the municipality		Infrastructure and Planning
	Integrate all information and compile a Draft IDP for public comment		Infrastructure and Planning
	Take Draft IDP through a public participation process	Administrative	Infrastructure and Planning
	Complete First Draft of IDP	Administrative	Infrastructure and Planning
	Edit IDP & prepare a Final Draft IDP	Administrative	Infrastructure and Planning
	Get Council approval for the IDP and present to Provincial Authority	Administrative	Infrastructure and Planning
Manage the Drafting of LUMS for Impendle Municipality	Assess the status quo of the project through an anaysis of records and documentation. Confirm assessment with DLGTA. Record all the gaps & outstanding work	Administrative	Infrastructure and Planning
	Meet with service provider management & discuss assessment. Identify strategies to address the shortcomings	Administrative	Infrastructure and Planning
	Record implementation strategies and discuss with the municipality	Administrative	Infrastructure and Planning
	Assist designated person in the municipality to manage the implementation of the strategies	Administrative	Infrastructure and Planning
	Present LUMS to DLGTA for comment	Administrative	Infrastructure and Planning
	Advertise LUMS & include public comments in the Final Draft	10,000	Infrastructure and Planning

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	COSTS	RESPONSIBLE DEPARTMENT
Implementation of the Council Adopted Urban Design Framework	LUMS		
	Present Final Draft LUMS to council for approval	Administrative	Infrastructure and Planning
	Present Final LUMS to DLGTA for approval & registration	Administrative	Infrastructure and Planning
	Include DLGTA comments in the Final Draft LUMS	Administrative	Infrastructure and Planning

#### G1.4 Poverty Alleviation Projects

Table G4: Food Security Projects Monitored By Department Of Agriculture and Impendle Municipality

PROJECT	ACTIVITY	MEMBERSHIP	AREA IN HA	PROJECT AREA
Awabuyamajoka	Vegetable Garden	10	15	Gomane
Thandanani	Vegetable Garden	7	1	Gomane
Khanyisani	Vegetable Garden	8	1	Stoffelton
Bhekisizwe	Vegetable Garden	6	8	Nhlabamkhosi
Silwanendlala	Vegetable Garden	6	1	Novuka
Vikindlala	Vegetable Garden	6	1	Smilo Bar
Masibambane	Vegetable Garden	4	1.5	Macsam
Zebra	Vegetable Garden	12	1	Macsam
Xoshindlala	Vegetable Garden	8	1	Come & See
Khanyisani	Poultry	8		Stoffelton
Afdeel	Poultry	10		Makhuzeni
Zamani	Poultry	7		KwaKhetha
Izibuko	Poultry	10		Nhlabamkhosi
Znhlabamkhosi	Poultry	7		Nhlabamkhosi
Impendle Piggery	Piggery	10		Gomane
Kwakhetha School	Vegetable Garden	About 250	0.3	KwaKhetha
Nxamalala Project	Dryland Massification	12	1053	Impendle
Unogwaja Nemvelo Trust	Mixed Farming (LRAD)	11	1100	Impendle

PROJECT	ACTIVITY	MEMBERSHIP	AREA IN HA	PROJECT AREA
Mwalimo	Mixed Farming (LRAD)	5	11.5	Boston
Ndlovu Trust			353	

Table G5: Projects Monitored by Department of Social Development

PROJECT	WARD	FUNDING STATUS	NPO STATUS	CERTIFICATE NO.
Ntokozweni Community Org.	3	Funded	Registered	050 - 230
Dumisani Club	4	Funded	Registered	Applied
Impendle Piggery	4	Funded	De – Registered as NPO	Registering in Progress
Ubuhlebuyeza Disabled	3	Funded	Not Registered	Applied
Khanyisani Project	1	Funded	De - Registered	Re - applied
Sizakancane Community Project	1	Funded	Registered	048 - 786
Sizophumelela Community Project	2	Not Funded	Registered	055 - 551
Bhekisizwe Project	4	Not Funded	Not Registered	Registering in Progress
Thandanani Poultry Project	1	Not Funded	Registered	054 - 858
Elephant Leather Works Apostrophe and Imvunulo Project	4	Not Funded	Registering in Progress	Nil
Sinethemba Project	3	Not Funded	Not Registered	Nil
Chibini Youth Development	1	Funded	Registered	050 - 178
Sifisesihle Community Project	1	Funded	Registered	025 - 163
Slindokuhle Development Project	1	Funded	Not Registered	Registering in Progress
Young Masters	4	Not Funded	Not Registered	Registering in Progress
Impendle Caring Community	4	Not Funded	Not Registered	Registering in Progress
Muntakahlwa Club		Not Funded	Not Registered	Registering in Progress
Inzinga Development Centre	1	Not Funded	Not Registered	Registering in Progress
Azibuye Emajokeni	4	Not Funded	Not Registered	Applied
Izimeleni Club	3	Not Funded	Not Registered	Applied
Nxamalala Youth Development Project	1	Not Funded	Not Registered	Registering in Progress
White Cross Cooperative	2	Not Funded	Not Registered	Registering in Progress
Sifiselokuhle Senior Citizen Club	1	Funded	Registered	041 - 846
KZN Impendle Flagship Programme	1	Funded	Registered	060 - 176
Goodway Creche	2	Funded	Registered	053 - 243

PROJECT	WARD	FUNDING STATUS	NPO STATUS	CERTIFICATE NO.
Sizakancane Creche	1	Not Funded	Registered	055 - 788
Inkanyezi Creche	3	Not Funded	Registered	060 - 426
Sbusisiwe Creche	2	Not Funded	Registered	060 - 197
Ubuhlebuyeza Creche	2	Not Funded	Registered	060 - 191
Vezintuthuko Creche	4	Not Funded	Not Registered	Registering in Progress
Masithandane Senior Citizen Club	1	Funded	Registered	044 - 634
Impendle Disabled People Association	1	Not Funded	Not Registered	Registering in Progress
Zimisele Creche	2	Not Funded	Registered	045 - 393

## G1.5 LED – Tourism Proposed Projects

### G1.5.1 Impendle Eco-versity Project

The Impendle Eco-versity project is facilitated by Sihlangeni Kokwethu Community Trust and Zuvuya Projects. The project consists of five main focus areas. Skills development, job creation, and environmental sustainability that address the above needs and problems:

- Organic farming and permaculture: Growing food and plants using local resources and techniques that conserve the natural environment.
  - Training in organic farming and permaculture (certificate available) and entrepreneurship.
  - Setting up the gardens and crops of the Imfudumalo site.
  - Mentoring learners to improve and create community, home, and school gardens.
  - On organic farmers cooperative to produce and markets products.
  - A food-processing area to add-value for selling to.
- Natural Building: High-quality structures using local resources and low-tech techniques.
  - Training in natural building techniques and entrepreneurship.
  - Building structures on the Imfudumalo site.
  - Builders cooperative for marketing their skills.
- Appropriate Technology (AT): Low-technology solutions the provide solutions to rural problems such as solar heating and cooking, water harvesting, and wind power.
  - Training in AT and entrepreneurship.
  - Creation of AT equipment and systems for the Imfudumalo site.
  - Mentorship of AT entrepreneurs who start their own businesses.

- Ecotourism: Tourism linked to fair practices and that focus on the natural and cultural assets of the area.
  - Homestay families trained for hosting tourists.
  - Tourism programme for international and local tourists and students to experience the culture, adventure, and environmental aspects of Impendle.
  - Tour guide training.
  - Volunteer tourism programme to help establish and maintain the Centre.
- Craft: Developing high quality items with local resources for sale to a larger market.
  - Training in sewing, leatherwork, beadwork, grass weaving, and cultural artefacts.
  - Crafters cooperative established for production and marketing.
  - Craft shop for selling locally-made items.

The proposed project site is in Gomane (Ward 4). Land application for Permission to Occupy (PTO) has been launched through Ingonyama Trust Board.

Beneficiaries include:

- Current crafting groups
- Current community garden groups
- Current builders
- Those with sufficient passion and capacity—particularly women and youth—to be engaged in the training programmes
- Schools with gardens
- The ill and vulnerable currently being served by Imfudumalo

### **G1.5.2 Ubuhle Bempendle**

The proposed project is aimed at providing Eco-Tourism Infrastructure and activities. The proposed project site is in Brington (Ward 2). Land application for Permission to Occupy (PTO) has been launched through Ingonyama Trust Board.

### **G1.5.3 Impendle Maize Mill Project**

The Impendle Local Municipality has been granted an amount of R1.5m by the Department of Co-operative Governance and Traditional Affairs (COGTA) for the construction of a maize mill.

A major detailed costing exercise has now been done and the original capital estimates given in version 1 have been increased considerably.

The Impendle Local Municipality (ILM) in turn engaged with Siyazama Consulting (SC) to prepare a Business Plan for a maize mill and this report (version 2) is the outcome of that appointment.

A maize mill located at Impendle village will indeed be a viable venture from a net income point of view. Return on Equity will be approximately 10%. The annual net profit after tax will be approximately R1m which is impressive.

There are no other maize mills located in the region. All the wholesalers in Impendle, Boston and Bulwer import their maize meal from as far afield as Harrismith.

A 1 ton per hour capacity mill is recommended for Impendle. This mill will produce 10 tons of product per day on a double shift basis of 6 hours per shift.

At least 50% of the monthly super maize meal output of 220 tons will be sold in Impendle. The rest will be sold in Bulwer or Boston to wholesalers. The entire output of hominy chop (by-product of the milling process) will be sold to Boston Farmers as cattle feed.

It is proposed that the mill be located in the Industrial Development Zone (IDZ) of Impendle. There are several sites measuring over 2000m<sup>2</sup> which will be suitable for the mill location.

The highlights table shown below demonstrates the profitability of the proposed mill over a five year period.

#### **G1.5.4 Impendle Craft Centre**

The proposed project is aimed at developing a Craft Centre in Loteni Ward 1. The centre will be funded by Wild Life Community Levy grant. The municipality supports the Development as it comply with the Strategic Development Management Plan (SDMP) of the Municipality. The SDMP consists of Spatial Development Framework (SDF), Strategic Environmental Management Plan (SEMP) and Local Economic Development Management Plan (LED MP). The following activities will be run in the centre;

- Beed Work
- Animal Skin Work
- Story Telling and History narrate
- Traditional Dance and Drums

- Craft
- Praise songs and Poetry

# **SECTION H**

## **FINANCIAL PLAN AND SDBIP**

## **SECTION H: FINANCIAL PLAN 2009 – 2014 AND SDBIP**

### **H1. INTRODUCTION**

This financial plan will provide projections for the next 5 years of financial resources that will be available for funding of operating and capital expenditure. The financial resources available will be councils own income and grants received from National and Provincial Government. The income base of council is not enough to enable council to take up external loans for the funding of capital projects and therefore council will rely mainly on grant funding to fund capital expenditure.

The financial plan will also contain a financial strategy to enhance sound financial management which will enhance revenue raising and control expenditure.

### **H2. FINANCIAL STRATEGY**

#### **H2.1 Revenue Raising**

The most significant revenue of Impendle Municipality is from grants received from national and provincial governments. Own income of Impendle is rates income, refuse removal levies and other income like renting of halls and burial fees.

The Municipal Rates Act has been implemented as from 1 July 2009 and will broaden the revenue base of council although compilation of valuation roll will cost more than the revenue that will be raised.

The refuse removal tariffs will be determined to cover the cost to render the service in order for the service to be economical.

The data cleansing activity will be implemented to ensure that all accounts rendered are correct and an indigent register will be implemented. Those consumers that do not qualify as indigents will be subject to strict credit controls measures to ensure that services rendered are paid for.

## H2.2 Asset Management Strategy

An asset management policy will be implemented by council which will ensure that all assets are maintained properly and insured. All assets will be marked and an asset count will be performed at least once a year. Due to the sharp rise in fuel cost all trips must be planned carefully and must be authorized by the relevant head of department. Obsolete and uneconomical assets will be disposed off as determined in the procurement policy.

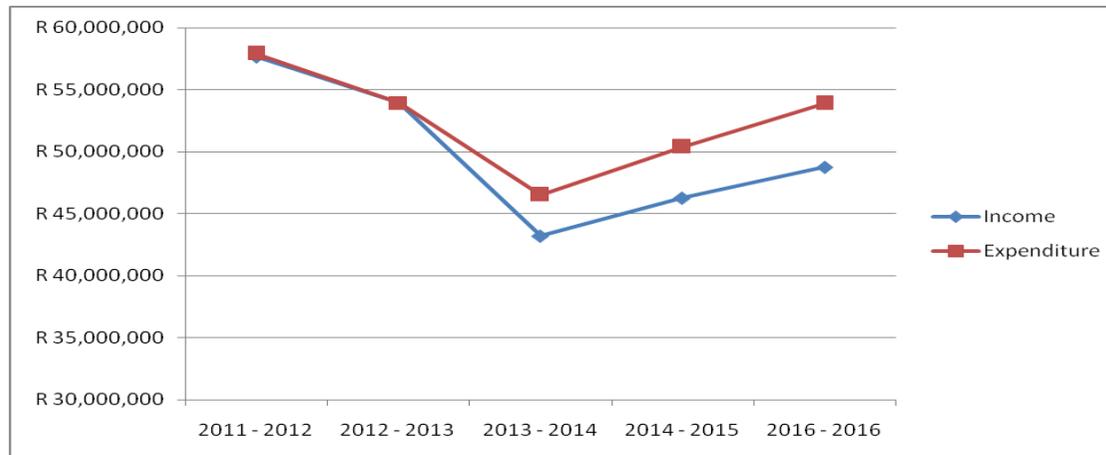
## H2.3 Capital Financing Strategies

Capital funding at Impendle is limited to grant funding and therefore the priorities for capital expenditure should be carefully selected. It is essential to raise additional grant funding by having regular contact with funding departments and by submitting business plans and by reporting monthly as required by the Division of Revenue Act. The objective must be to spend the grants fully to prevent unspent funds to be claimed back by the granting department.

## H2.4 Operational Financing Strategy

Operational expenses will be fund from normal revenue streams like own revenue and equitable share. Strong financial management must be exercised in this MTF period. Cash forecasting illustrates that in the next two MTF periods the municipality will be further stressed to meet its obligations within forecasted income levels.

This Graph illustrates the forecasted income (in Blue) and expenditure (Red) trends for the next three MTF periods.



## **H2.5 Strategies That Will Enhance Cost-Effectiveness**

In any organization it is necessary to strive for cost effectiveness. The effectiveness of departments and services provided will be subject to value for money reviews. It is expected that these reviews will activate cost savings. The service delivery will focus on functions allocated to council by proclamation. No unfunded mandates will be carried out but functions such as libraries and other provincial functions will only be delivered on an agency basis with full cost recovery from the relevant provincial department. The performance of staff will be monitored to ensure that a productive and efficient staff component provide the services of council efficiently and effectively.















### Three year Projections

Account	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015
<b>Income</b>				
Billed revenue	R 1,137,148	R 1,205,377	1,301,807	1,405,952
Miscellaneous Income	R 697,882	R 609,755	658,535	711,218
Equity Share	R 21,087,000	R 23,335,000	25,560,000	27,431,000
MIG	R 8,871,000	R 11,367,009	11,352,000	12,008,000
Other CAPEX funding	R 11,950,000	R 10,000,000	0	0
New DORA Allocations	R 6,696,000	R 2,658,991	2,871,710	3,101,447
Grants Rolled Over	R 4,055,471	R 1,931,287	0	0
Income earned by Municipality				
Internally Contributed Funds	R 3,400,763	R 1,452,501		
<b>TOTAL REVENUE BUDGET</b>	<b>R 57,895,264</b>	<b>R 52,559,920</b>	<b>41,744,053</b>	<b>44,657,617</b>
<b>Expenditure</b>				
Salaries and allowances	R 10,873,318	R 12,099,807	13,067,791	14,113,215
Councillors Remuneration	R 1,566,645	R 1,409,975	1,522,773	1,644,595
Depreciation & Assets Impairment	R 1,100,000	R 1,300,000	1,430,000	1,573,000
Free Basic	R 1,354,350	R 1,500,000	1,650,000	1,815,000
Special Programs	R 2,113,011	R 2,920,000	3,212,000	3,533,200
Repairs maintenance	R 1,574,030	R 1,396,375	1,536,013	1,689,614
General Expenses	R 10,542,580	R 10,451,574	11,496,731	12,646,405
Capital Expenditure	R 28,403,009	R 21,482,189	11,352,000	12,008,000
<b>TOTAL EXPENDITURE BUDGET</b>	<b>R 57,526,943</b>	<b>R 52,559,920</b>	<b>45,267,309</b>	<b>49,023,028</b>
<b>Surplus / Deficit</b>		<b>R 0</b>	<b>-R 3,523,256</b>	<b>-R 4,365,411</b>

## **H2. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. (MFMA Circular 13)

The SDBIP therefore serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of year targets and implementing the budget.

The SDBIP is a layered plan, with the top layer dealing with consolidated service delivery targets and linking these targets to top management. The next layer will detail each output and activities for each output that are linked to middle and junior management. Much of this detail will be included in Performance Plans. The top layer cannot be revised without Council’s approval of an adjustments budget, however, the lower level can be continually revised.

The SDBIP is an implementation plan approved by the Mayor and not Council, after Council has approved the budget. National Treasury has proposed the following five (5) components for the SDBIPhem:

1. Ward Information.
2. Monthly projections of revenue to be collected by source.
3. Quarterly projections of service delivery targets and performance indicators for each Vote.
4. Monthly projections of operating and capital expenditure and revenue for each Vote.
5. Detailed capital works plan broken down by Ward over three (3) years.

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (IMPENDLE LOCAL MUNICIPALITY)  
FOR THE FINANCIAL YEAR (2011-2012)

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QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

**Department Name : Executive.**

**Department Name: Community and Corporate Services SDBIP insert pre printed**



**Department Name: Infrastructure and Planning Replace with separately printed documents**

**Department Name: Budget and Treasury. This is 2011-2012**

IDP Indicator No.	Measurable Objective/ Output	Performance Measure/ Indicator	Target For (2011-2012)												Reason for deviation	Planned Measures of Improvement	Wards	
			Quarter 1 Quarter 1			Quarter 2			Quarter 3			Quarter 4						Total Budget for the Year R
			Jul - Sep			Oct - Dec			Jan - Mar			Apr - Jun						
			Target	Actual	Budget R	Target	Actual	Budget R	Target	Actual	Budget R	Target	Actual	Budget R				
C4.6	Budget Process plan	Council approval and submission to National and provincial treasury	1		R 2 747 709			R2111 973			R2111 973			R2411 973	R9383 628			All
	Mid year budget and performance assessment	Council approval and submission to National and Provincial treasury							1									
	adjustment budget (s)	Council approval and submission to National and Provincial treasury							1			1						
	Draft budget	Council approval and submission to National and Provincial treasury							1									
	Policy & Procedure development and reviews	Council approval and submission to National and Provincial treasury	1															

IDP Indicator No.	Measurable Objective/ Output	Performance Measure/ Indicator	Target For (2011-2012)												Reason for deviation	Planned Measures of Improvement	Wards	
			Quarter 1 Quarter 1			Quarter 2			Quarter 3			Quarter 4						Total Budget for the Year
			Jul - Sep			Oct - Dec			Jan - Mar			Apr - Jun						
			Target	Actual	Budget R	Target	Actual	Budget R	Target	Actual	Budget R	Target	Actual	Budget R				
	Final Budget	Council approval and submission to National and Provincial treasury										1						
	Billing	Raising debts and distributing statements to customers.	3			3			3			3						
	Policy and procedure development and reviews	Council approval and submission to National and Provincial treasury	1															

IDP Indicator No.	Measurable Objective/ Output	Performance Measure/ Indicator	Quarter 1 Quarter 1			Quarter 2			Quarter 3			Quarter 4		Total Budget for the Year	Reason for deviation	Planned Measures of Improvement	Ward s
			Jul - Sep			Oct – Dec			Jan – Mar			Apr – Jun					
			Target	Actual	Budget R	Target	Actual	Budget R	Target	Actual	Budget R	Target	Actual	Budget R			
	Debt Management	Sending reminding letters and handing over of long outstanding debts.	3			3			3			3					
		Debt collection rate	3			3			3			3					
		Cost coverage ration	3			3			3			3					
		% of Outstanding service debtors to revenue	3			3			3			3					
	Indigent Support	Indigent Register	1														
		Payment of beneficiaries	3			3			3			3					
	Cash management	Receipting	60			60			60			60					
		Depositing	13			13			13			13					
	Reporting	Cash book	3			3			3			3					
		Monthly and quarterly variance report	3			3			3			3					
	Motor licensing Agency	Registration & deregistration of vehicles	60			60			60			60					
		Licensing of vehicles	60			60			60			60					
		Issuing of special road permits	60			60			60			60					
	General creditors management	Payment vouchers	13			13			13			13					
	Policy & procedure development and reviews	Council approval and submission to National and provincial treasury	1														
Projects Management	Reconciliation statements	3			3			3			3						

IDP Indicator No.	Measurable Objective/ Output	Performance Measure/ Indicator	Target For (2011-2012)												Reason for deviation	Planned Measures of Improvement	Wards	
			Quarter 1			Quarter 2			Quarter 3			Quarter 4						Total Budget for the Year
			Quarter 1			Oct – Dec			Jan – Mar			Apr – Jun						
			Jul - Sep			Oct – Dec			Jan – Mar			Apr – Jun						
Target	Actual	Budget	Target	Actual	Budget	Target	Actual	Budget	Target	Actual	Budget	R						
		R			R			R			R							
	Vat and tax Management	Submission of vat 201	3			3			3			3						
	Payroll Management	Payslips	3			3			3			3						
	Reporting	S11 of MFMA	1			1			1			1						
		Cash book	3			3			3			3						
		Monthly and quarterly variance report	3			3			3			3						
	Database Management	Supplier database	1			1			1			1						
	Policy & procedure development and reviews	Council approval and submission to National and Provincial treasury	1			1			1			1						
	Quotation bidding management	Orders issued	60			60			60			60						
	Tender bidding management	Awarding letters and minutes of bid committees	60			60			60			60						
	Petty cash management	Monthly reconciliation statement	3			3			3			3						
	Reporting	Deviation report in terms of s36 of SCM regulation	3			3			3			3						
		Report on difference of opinion	3			3			3			3						

IDP Indicator No.	Measurable Objective/ Output	Performance Measure/ Indicator	Target For (2011-2012)											Total Budget for the Year	Reason for deviation	Planned Measures of Improvement	Wards
			Quarter 1			Quarter 2			Quarter 3			Quarter 4					
			Jul - Sep			Oct - Dec			Jan - Mar			Apr - Jun					
			Target	Actual	Budget	Target	Actual	Budget	Target	Actual	Budget	Target	Actual				
		between evaluation and adjudication committees.															
IDP Indicator No.	Measurable Objective/ Output	Performance Measure/ Indicator	Target For (2011-2012)											Total Budget for the Year	Reason for deviation	Planned measures for Improvement	Wards
			Quarter 1			Quarter 2			Quarter 3			Quarter 4					
			Jul - Sep			Oct - Dec			Jan - Mar			Apr - Jun					
			Target	Actual	Budget	Target	Actual	Budget	Target	Actual	Budget	Target	Actual				
		Monthly awarded quotation and tenders to FPC	3			3			3			3					
		Report to treasury all awards of more than R100,000	3			3			3			3					
	Annual Financial Statements	Submission of AFS on 31 August 2011	1														
	Policy & procedure development and reviews	Council approval and submission to National and provincial treasury	1														
	Investments Management	Investment register	3			3			3			3					
	Grant Management	Reconciliation statement	3			3			3			3					
	Assets management	Assets register	1			1			1			1					
	Treasury reports	Monthly	3			3			3			3					

IDP Indicator No.	Measurable Objective/ Output	Performance Measure/ Indicator	Target For (2011-2012)												Total Budget for the Year	Reason for deviation	Planned Measures of Improvement	Wards
			Quarter 1			Quarter 2			Quarter 3			Quarter 4						
			Quarter 1			Quarter 2			Quarter 3			Quarter 4						
			Jul - Sep			Oct - Dec			Jan - Mar			Apr - Jun						
Target	Actual	Budget	Target	Actual	Budget	Target	Actual	Budget	Target	Actual	Budget							
	Bank Management	Reconciliation statement	3			3			3			3						
	Staff rotation & mentoring	Rotation plan	1			1			1			1						
	Departmental Meeting	Minutes	3			3			3			3						
	Finance Portfolio Committee Meeting	Minutes	3			3			3			3						
	Audit Committee	Minutes	1			1			1			1						
	Council Meeting	Minutes/resolution	3			3			3			3						

Corrective action has been taken in response to issues raised in the report of the Auditor-General as follows:

*Table H7: Review of Auditor General's Report for 2010/11 Financial Year*

	EMPHASIZED MATTERS	TIMEFRAME	INTERVENTION/CORRECTIVE ACTION
	<p><b>Strategic planning and performance management:</b>                      The accounting officer of the municipality did not by 25 January 2011 assess the performance of the municipality during the first half of the financial year, taking into account the municipality's service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan, as required by section 72(1) (a) (ii) of the MFMA.</p>		
	<p><b>Leadership:</b>                      The accounting officer and delegated officials have not exercised oversight responsibility over compliance with laws and regulations and internal control</p>		
	<p><b>Financial and performance management:</b>                      Actions are not taken to address risks relating to non-compliance with regulatory performance and financial reporting requirements. This is because internal controls were not effectively developed to prevent and detect instances of irregular expenditure and comply with performance reporting requirements.</p>		

# **SECTION I**

## **ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM**

## SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

### I1. IMPENDLE MUNICIPALITY PMS CONTEXT

The Performance Management Process is designed to provide administrative simplicity, maintain mutual respect between a Manager and an Employee, and add value to Managers' and Employee's day-to-day communication about performance and personal development issues. For this reason the Impendle Performance Management Policy Framework is based on the following philosophy:

- a) It is simple to understand and administer.
- b) It links the Impendle's organisational objectives and individual objectives together for a specific time period.
- c) It appraises the behaviours that support the vision and values of the organisation as well as job results.
- d) It communicates expectations, motivates success and focuses on coaching and development instead of being just a scoring and punitive tool.
- e) It promotes positive and constructive feedback while nurturing talent.

### I2. ORGANISATIONAL PERFORMANCE MANAGEMENT FRAMEWORK

The Organisational Performance Management Framework (OPMS) was developed in June 2009 and linked to the objectives and strategies of the IDP. It will also be cascaded to Performance Management at an individual level. The Scorecard will provide the basis for monitoring performance of the Municipality against the targets set in the IDP. In the 2010/11 IDP progress made against the set targets will be measured and reported on.

One of the core functions of a Municipality is to improve the quality of life of the community through transformation and accountability. The application and implementation of an OPMS is essential in ensuring transparency and enabling elected representatives and communities to adequately communicate with each other. The performance of the Municipality can be measured against the specific standards and priorities which have been mutually developed and agreed upon during the IDP process.

The implementation of a Performance Management System is a conscious commitment by the Municipality to translate strategy into action and promote performance improvement. It is also a commitment not only to deliver quality services within the context of limited resources, but also to consistently report on progress made with respect to targets set.

Performance Management encompasses the monitoring, measurement and reporting of performance at an organizational, departmental and individual level.

### **I2.1 Defining Performance Management**

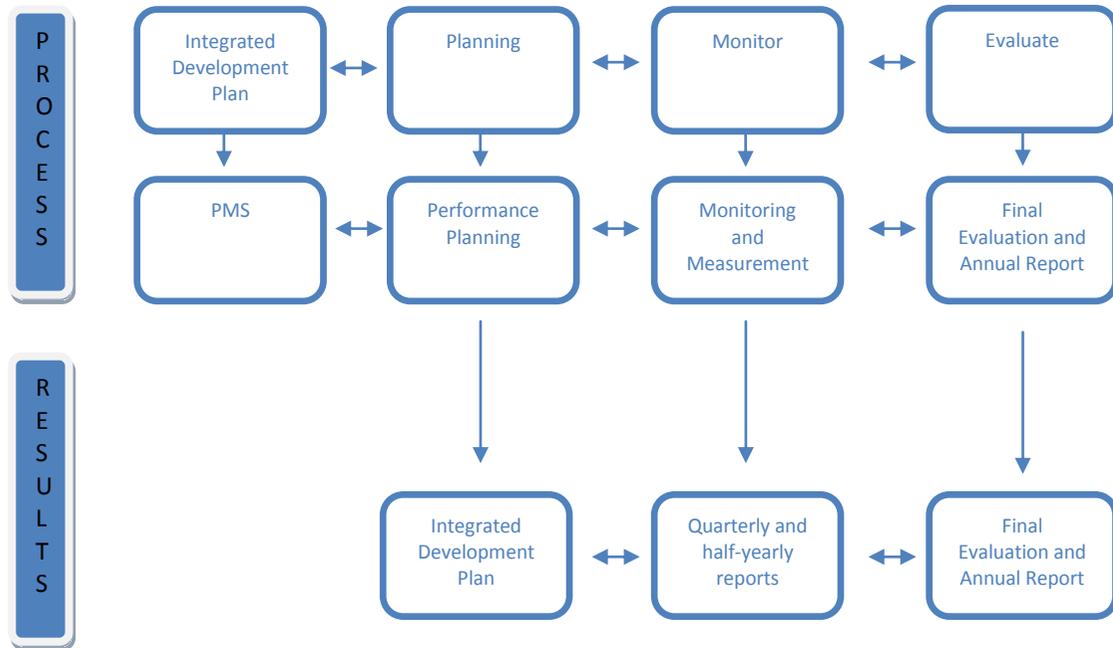
Performance Management involves the setting of targets, and measuring the desired outcomes and activities undertaken to attain the targets of an organization. It also involves measuring the performance of the individuals who contribute towards the achievement of the strategic vision of the organization.

For a Performance Management System to be successful it is imperative that:

- Top management and the Council take ownership of the development and implementation of the OPMS.
- All stakeholders understand and are actively involved in performance management processes.
- All officials are trained and take responsibility for performance management.

The alignment of the performance management and planning processes can be depicted as shown in figure I1.

Figure I1: IDP and PMS Alignment



Source: City of Johannesburg Integrated Development Plan 2004/05

## 12.2 Legislative Context

The Municipal Systems Act, 2000 (Act 32 of 2000) prescribes that a municipality must establish a PMS. Section 38 of the Act deals specifically with the performance management of the municipality’s IDP, whereas section 57(1)(b) prescribes that a performance agreement must be entered into between the municipality and the municipal manager, and between the municipal manager and all persons directly accountable to him or her.

Section 38 of the Municipal System Act specifies that:

“38. A Municipality must:

- (a) establish a performance management system that is-

- (i) commensurate with its resources;
  - (ii) best suited to its circumstances;
  - (iii) in line with the priorities, objectives, indicators and targets contained in its integrated development plan.
- (b) promote a culture of performance management among its political structures, political office bearers and councillors and in its administration; and
- (c) administer its affairs in an economical, effective, efficient and accountable manner.”

Section 39 of the Municipal Systems Act prescribes how the PMS must be developed and is as follows:

- “39. The executive committee or executive mayor of a municipality or, if the municipality does not have an executive committee or an executive mayor, a committee of councillors appointed by the municipal council must:
- (a) manage the development of a performance management system;
  - (b) assign responsibilities in this regard to the municipal manager, and
  - (c) submit the proposed system to the municipal council for adoption.”

Section 40 of the Municipal Systems Act states that a municipality must establish mechanisms to review and monitor its performance management system.

Section 41 of the Municipal Systems Act discusses the core components of a performance management system as outlined below:

“41. Core components

- (1) A municipality must in terms of its performance management system and in accordance with any regulations and guidelines that may be prescribed-
- (a) set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the municipality’s development priorities and objectives set out in its integrated development plan;
  - (b) set measurable performance targets with regard to each of those development priorities and objectives;
  - (c) with regard to each of those development priorities and objectives and against the key performance indicators and targets set in terms of paragraphs (a) and (b)-
    - (i) monitor performance; and
    - (ii) measure and review performance at least once per year;
  - (d) take steps to improve performance with regard to those development priorities and objectives where performance targets are not met; and
  - (e) establish a process of regular reporting to-
    - (i) the council, other political structures, political office bearers and staff of the municipality; and

- (ii) the public and appropriate organs of state.*
- (2) The system applied by a municipality in compliance with subsection (1)(c) must be devised in such a way that it may serve as an early warning indicator of under-performance.”*

Section 42 of the Municipal Systems Act requires the municipality to follow appropriate mechanisms, processes and procedures to involve the local community in the development, implementation and review of the municipality’s performance management systems and in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets.

Section 44 of the Municipal Systems Act states that a municipality must, in a manner determined by its council, make known, both internally and externally ie: to the general public, the key performance indicators and performance targets set by it for purposes of its PMS.

Section 45 of the Municipal Systems Act prescribes that the results of its performance measures must be audited as part of the municipality’s internal auditing processes. In addition, the Auditor-General must also audit the results of the performance measurements annually. All auditing must comply with regulation 14 of the Municipal Planning and Performance Management Regulations, 2001.

Section 46 of the Municipal Systems Act states that:

*“46. Annual performance reports*

- (1) A municipality must prepare for each financial year a performance report reflecting-*
- (a) the performance of the municipality and of each external service provider during that financial year;*
  - (b) a comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year; and*
  - (c) measures taken to improve performance.*
- (2) An annual performance report must form part of the municipality’s annual report in terms of Chapter 12 of the Municipal Finance Management Act.”*

In the course of the Organisational Performance Management Framework, the abovementioned sections of the Municipal Systems Act is unpacked and explained in order to ensure legislative compliance with respect to performance management.

### 12.3 Roles and Responsibilities

Table 11: OPMS Roles and Responsibilities

ROLE PLAYER	RESPONSIBILITY
Municipal Council	Approve and adopt the PMS, monitor and review the IDP in terms of progress made with the implementation of the PMS.
Councillors	To engage with the community to encourage participation in the development, implementation and review of the municipality's performance management system. To provide input into the setting of appropriate key performance indicators and performance targets for the municipality, as well as the implementation and monitoring of the PMS.
Executive Committee and Portfolio Committees	Determine the PMS process and nominate officials to 'drive' the PMS process, monitor the development, implementation and management process and submit the proposed PMS to Council for adoption.
Municipal Manager	Overall management and coordination responsibility to ensure that all relevant role players are involved and that the process is proceeding as planned.
IDP/PMS Manager	Day to day management of the IDP and PMS. Responsible for driving the PMS process.
Municipal Officials (Heads of Departments and Senior Officials)	Provide technical and sector expertise and information relating to performance measures and targets. Implement and manage the PMS in their departments.
Internal Auditor / Audit Committees	Audit performance measures.

### 12.4 Setting Of Performance Measures

A measure is defined as a collective term for Key Performance Areas, Objectives, Key Performance Indicators and Targets, all aimed at giving effect to the IDP and the municipal Budget. In developing measures the municipality must take cognisance of the Municipal Planning and Performance Management Regulations (No 796 dated 21 August 2001) and further relating specifically to the budget element, the National Treasury circular (Circular 13 dated 13 January 2005) pertaining to the SDBIP.

A KPA is defined as a broad focus area, or group of objectives within the IDP, e.g. the provision of water, sanitation and roads can be grouped under a KPA of “Infrastructural Development”. In the Impendle IDP the Key Performance Areas are as follows:

- Municipal Transformation and Institutional Development
- Local Economic Development and Tourism Support
- Basic Service Delivery and Infrastructure Investment
- Financial Viability and Financial Management
- Good Governance and Community Participation

Within the key performance area, a number of Developmental Objectives can be formulated. Objectives are long term (possibly 5 years) developmental issues for a municipality to address. They usually start with the word “To...”, e.g., “To provide access to water in poor communities” or “To improve access to educational facilities in the rural areas.” Strategies can then be developed to achieve the objective, e.g. “To access funding from DWAF/ MIG for water projects”. The developmental objectives in the IDP should not change during the 5 year term of the IDP.

The implementation of each objective must be measured annually to determine if a municipality is delivering on the objective or not. A Key Performance Indicator is the instrument of measurement. In setting KPI’s, those parameters that a municipality wants to measure are defined, e.g. “The % of people having access to RDP water”, “The % of the budget allocated to water services” or “ % of people having access to better education facilities”.

There are four types of indicators:

- **Input:** What the municipality is putting into the achievement of the objective, e.g. people, funds, expertise etc.
- **Output:** What is the result of the input, e.g. 1000 water stand pipes constructed or two schools upgraded.
- **Outcome:** This is a long term effect or change in the quality of life of the community or organisation e.g., a reduction in illiteracy/ improved attendance in schools or reduced number of cholera cases.
- **Process:** The processes that are required within a municipality to deliver on the indicators developed and targets set.

Once KPI’s are set, the municipality can then set targets. Targets are set annually and relate to what the municipality wants to achieve within its available human and financial resources for that year. These targets and progress on the achievement thereof should be included in the IDP.

The targets should be “SMART”, which means Specific, Measurable, Attainable, Realistic and Time related. Targets are in many cases related to a number and time period, e.g. “1000 standpipes in 1 year” or “80% of children having access to education by 2010”.

In unpacking the SMART acronym, the following aspects are highlighted:

Specific: This relates to whether the target is specific or vague.

- By being specific, the municipality is committing itself to a standard of delivery. E.g., by stating “1000 standpipes will be constructed”, the municipality is committing to a specific target as opposed to a statement “to provide people with water”.
- Further, the municipality is specifying exactly what element of the objective it wants to measure e.g., the quality of water being provided or the number of standpipes being constructed. The municipality must therefore identify and prioritise the KPI’s it wants to measure and set specific targets for those.

Measurable: This relates to whether the municipality can monitor and measure progress on the target.

- This relates to whether the municipality has the capacity to measure the target (example, does it have the staff, funding, information/data to do this).
- This also relates to whether the municipality can provide proof (information/data) that the target set was actually achieved.
- There should be a purpose or reason for measuring a target.

Attainable: This relates to whether the municipality has the ability to achieve the target.

- Attainability would depend on whether there is sufficient human, financial, infrastructure and other resources to achieve the target.
- Another factor in determining if a target is attainable would be if the municipality has total executive control of the function related to that target. E.g., provision of education is a National and Provincial Government function. Thus, developing a KPI of “constructing schools” and setting a target of “building 5 schools” would not be attainable as it falls outside the control of the municipality.
- Further, the municipality needs to determine/identify whether there are any real risks (political, financial, human, natural etc.) involved in attaining the target.

Realistic: When setting a target the municipality must ensure that it is realistic in terms of achieving that target.

- There is no point in setting a target of “5000 standpipes in one year” if the municipality only has the capacity (human, infrastructural and financial) to deliver “1000 standpipes in one year”.
- By setting unrealistic targets, the municipality will only set itself up for failure.

Time related: Each target must be linked to a time frame.

- Timeframes are not necessarily related to a financial year, but could span over several years.
- A municipality must monitor (quarterly, half-yearly, annually) its achievements towards the target and review/adapt if required.
- If a target cannot be met in one year, extend the time frame or reduce the target so that it can be met in the time frame specified.

## 12.5 Community Participation

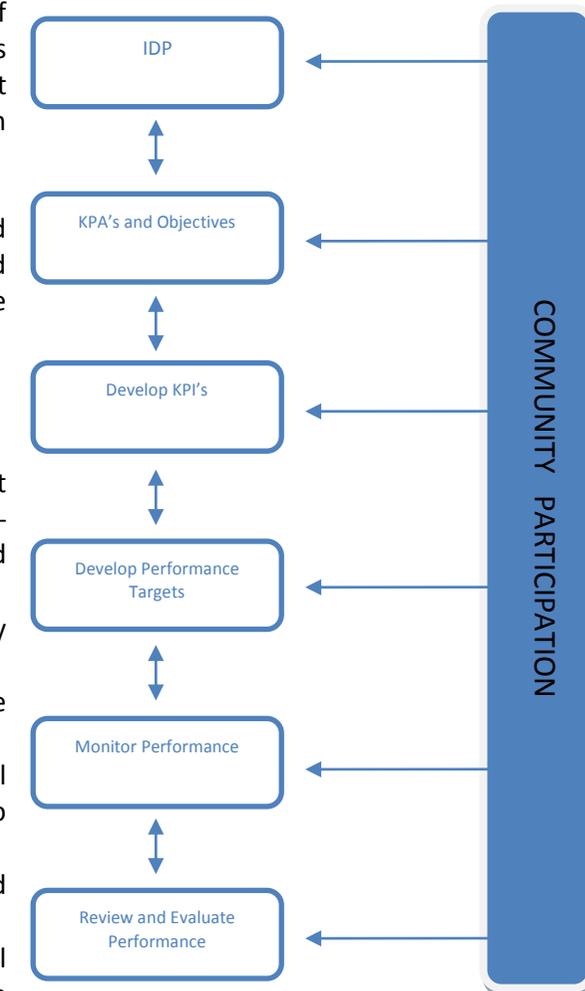
Chapter 4 of the Municipal Systems Act deals with public participation and the involvement of communities and community organisations in local government affairs. It stresses that municipalities must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. The Act places special emphasis, inter alia, on participation in the IDP process and the evaluation of performance through performance management.

In most municipalities, community involvement is an ongoing process. In terms of integrated development planning, certain structures have been created to engage with the community and similarly feed into the Performance Management System. These include IDP Forums, Representative Forums and Ward Committees. Figure 12 indicates the above process.

Community participation can be structured as follows:

- Undertake the IDP review process by appraising all key performance areas, development objectives, key performance indicators and projects, in light of current resources and socio-economic and political realities in the municipal area. The result would be a revised IDP and prioritized projects linked to the budget and capacity of the municipality.
- The revised IDP, Budget and prioritized projects must be presented to the community by making use of the various consultation structures.
- The revised IDP, Budget and prioritized projects will be amended and finalised in view of the comments received during the consultation process.
- Based on the IDP, Budget and prioritized projects, indicators and targets will be set. This will form the basis of the Performance Management System. The draft set of indicators needs to be presented to the community making use of the consultation structures.
- The projects identified in the IDP need to be implemented and progress monitored and reported on.
- Annually, a performance report must be presented to the communities reflecting actual performance against targeted performance, together with an indication of what steps are to be taken to improve on current performance.

Figure 12: Community Participation in Performance Management



Source: Extracted from Best Practice Guide for Municipal Organisational Performance Management in KwaZulu-Natal: 2003

## 12.5 Reporting

Table 12: Performance Reporting

TIME FRAMES	SECTION IN MFMA	MFMA REPORTING ON SDBIP	SECTION IN MSA AND REGS	MSA REPORTING ON PMS	MUNICIPAL RESPONSE
MONTHLY REPORTING	Section 71(c)	The Municipal Manager reports monthly to the Mayor 10 days after the month end.	Section 41(c)(2)	The Municipality must report regularly to Council.	Municipal Manager must report in terms of the MFMA and MSA to the Mayor on a <u>monthly</u> basis.
QUARTERLY REPORTING	Section 52	The Mayor must report quarterly to the Council (30 days after the close of the quarter)	Regulation Chapter 3, Reg 14(1)(c)	The Internal Auditors (IO) of the municipality must submit quarterly reports to the Municipal Manager and to the Performance Audit Committee	The Mayor's report to the Council must be the quarterly audited report done by the Internal Auditors and submitted to the Municipal Manager.
BI-ANNUAL REPORTING	Section 72(1)	The Municipal Manager must do a mid-year assessment of budget performance into SDBIP and report to the Mayor who reports to Council	Regulation Chapter 3, Reg 14(4)(a)  Regulation Chapter 3, Reg 14(4)(a) Regulation Chapter 3, Reg 13(2)(a)	The Performance Audit Committee must meet at least twice per year to audit the PMS and reports of the municipality  The Performance Audit Committee must submit a report to Council at least twice per year The Municipality must report to Council at least twice a year	The Performance Audit Committee must meet in January and July to audit the PMS and the reports submitted to it by the Internal Auditors. The July Report will inform the Annual Report. The Audited Report must be presented to Council
CONSULTATION	Section 54(1)(c) and 71 and 72  Section 54(3)	<p><b><u>REPORTING ON AMENDMENTS TO BUDGET AND SDBIP TARGETS</u></b></p> <p>The Mayor on advice from Municipal Manager can <u>revise</u> (monthly or mid-yearly) the targets in the SDBIP on two conditions:</p> <ol style="list-style-type: none"> <li>the prior approval of Council; and,</li> <li>Council approving an adjustment budget.</li> </ol> <p>Any revision of the SDBIP should be <u>made public</u>.</p>	Section 34  Regulation Chapter 2, Reg 3  Section 42  Regulation Chapter 5, Reg 15  Regulation Chapter 2, Reg 4(b)  Section 41(1)(e)	<p><b><u>REPORTING ON AMENDMENTS TO THE IDP AND PMS TARGETS</u></b></p> <p>A municipality must annually <u>review</u> its IDP and PMS into Section 41 of MSA and;...  ... may <u>amend</u> it in accordance with a prescribed process.</p> <p>A municipality must <u>involve</u> the local community into Chapter 4 in the <u>review</u> of the municipality's IDP and performance;...  ... via an established public, participatory and representative <u>forum</u>.</p> <p>An amendment to the IDP and PMS must be <u>published</u> (not stipulated how) for 21 days for public comment prior to adoption.</p> <p>A municipality must <u>report</u> regularly to the public on the PMS.</p>	The public involvement processes for IDP and PMS Review as prescribed under the MSA may be used to inform the Municipal Manager/ Mayor of any amendments proposed to the SDBIP and PMS.

Source: Extracted from DLGTA Guideline on Developing Organisational Performance Management Systems: July 2007

## 12.6 Auditing

Auditing the organisational performance means (amongst other aspects):

- Checking if the targets are met in relation to its vision, mission and objectives set.
- Resources are effectively and efficiently applied to meet the targets set.

On the other hand auditing performance measures are essentially:

- Checking if indicators and targets are appropriate, adequate and “SMART”.
- Reporting structures are in place.
- Systems for storing relevant information and data are in place.

The requirement for establishing Performance Audit Committees:

- A minimum of three (3) members, of which the majority may not be directly involved in the municipality’s affairs (not an official or councillor).
- At least one (1) member must have experience in PMS.
- A shared service may be used.

## 12.7 Organisational Performance Management Template

Below are Departmental Scorecards per Key Performance Area aligned to the objectives and strategies of the IDP.

*Table 13: Key Performance Area: Municipal Transformation and Institutional Development*

OBJECTIVES	STRATEGIES	ACTIONS	KEY PERFORMANCE INDICATORS	TARGETS	TIME FRAME	RESPONSIBILITY	PROGRESS
To promote organisational transformation	Ensure the review and implementation of the organisational structure and policies in line with the strategic & operational requirements	<ul style="list-style-type: none"> <li>• Fill critical posts in line with the organisational structure.</li> </ul>	% of critical positions filled.	100% of all critical positions filled.	June 2012	MM and M CCS	Partially Complete
		<ul style="list-style-type: none"> <li>• Review and implement placement policy/rules procedures.</li> </ul>	Placement policies/ rules procedures adopted	One placement policy/rules procedures reviewed and adopted	June 2011	MM and M CCS	Complete

OBJECTIVES	STRATEGIES	ACTIONS	KEY PERFORMANCE INDICATORS	TARGETS	TIME FRAME	RESPONSIBILITY	PROGRESS
	Ensure placement of staff into positions appropriately suited to their skills and abilities	<ul style="list-style-type: none"> <li>Conduct placement of staff based on placement procedures</li> </ul>	% of staff placed in positions based on placement procedures	100% of staff placed in positions based on placement procedures	Ongoing	MM and M CCS	Ongoing
To improve municipal performance and service delivery	Ensure ongoing implementation and review of the performance management system	<ul style="list-style-type: none"> <li>Adopt and implement a Performance Management System</li> </ul>	Implement adopted Performance Management System	One Performance Management System adopted and implemented	Ongoing	MM	Ongoing
			Annual Performance Report prepared and submitted in line with the Municipal Systems Act	One Annual Performance Report submitted to Provincial Treasury and DLGTA	September 2011	MM and CFO	Ongoing
		<ul style="list-style-type: none"> <li>Assess performance of the municipality and senior managers on a quarterly basis</li> </ul>	Number of assessment reports completed and submitted	2 assessment reports completed and submitted per Department	One per Quarter	MM and M CCS	Ongoing
To ensure proper functioning of municipal structures	Promote governance and institutional development	<ul style="list-style-type: none"> <li>Coordinate the activities of the portfolio committees (per Department)</li> </ul>	Number of portfolio committee meetings held	1 portfolio committee meeting held per Department	Bi-monthly (Every 2 months)	MM and HODs	Ongoing
	Ensure preparation and submission of statutory reports	<ul style="list-style-type: none"> <li>Submission of monthly, quarterly and other statutory reports to relevant authorities as required by various legislation</li> </ul>	Statutory reports submitted to the relevant authorities within the required time frame	4 Quarterly Reports 12 SDBIP Reports	One per Quarter Monthly	All Departments	Ongoing
	Ensure preparation and submission of Council reports	<ul style="list-style-type: none"> <li>Submission of agenda items/reports to the MM for inclusion in the Council agenda</li> </ul>	Council agenda items or reports submitted within required time frame for consideration by Council	Council agenda items / reports submitted 8 days prior to Council meeting	Monthly	Departmental HODs	Ongoing
	Improve communication among management, administration, political structures and political office bearers	<ul style="list-style-type: none"> <li>Development and adoption of communication strategy and plan</li> </ul>	Communication plan adopted	One communication plan adopted	June 2012	MM and M CCS	Budget set aside

OBJECTIVES	STRATEGIES	ACTIONS	KEY PERFORMANCE INDICATORS	TARGETS	TIME FRAME	RESPONSIBILITY	PROGRESS
To ensure efficient and effective utilisation of municipal resources	Manage the department within the budgetary and policy framework of the municipality	<ul style="list-style-type: none"> <li>Regular Departmental reporting to MM</li> </ul>	Number of reports submitted to MM on progress with respect to operational functions	1 report per month	Monthly	Departmental HODs	Ongoing
		<ul style="list-style-type: none"> <li>Departmental staff meetings</li> </ul>	Number of meetings held with staff to determine progress with respect to operational functions	1 meeting per month	Monthly	Departmental HODs	Ongoing
To contribute towards ensuring that the department has adequate financial resources & controls to meet the annual performance objectives of the municipality	Implement effective expenditure control measures within the budget allocated to the department	<ul style="list-style-type: none"> <li>Implement SDBIP targets</li> </ul>	% of expenditure within the budget variance	10% of expenditure within the budget variance	Annually	Departmental HODs	Ongoing
	Actively source and secure alternate funding streams for IDP projects	<ul style="list-style-type: none"> <li>Source funding from Sector Departments, Investors and Donor Funders</li> </ul>	Number of business plans prepared to source funding for IDP projects	2 business plans prepared to source funding for IDP projects	Annually	Departmental HOD's	SDMP with LED Business Plans will be finalized in April 2010
To address skills, capacity building and change management issues that affect development and functioning of the municipality	Ensure staff development and capacity building	<ul style="list-style-type: none"> <li>Review of Workplace Skills Plan for the ILM</li> </ul>	Workplace Skills Plan for the Municipality reviewed	1 Workplace Skills Plan reviewed	Annually	MCCS	Ongoing
		<ul style="list-style-type: none"> <li>Training staff in line with Workplace Skills Plan</li> </ul>	% rebate received from SETA	80% Rebate received from SETA	Annually	MCCS	Ongoing
	Facilitate Local Labour Forum (LLF) Functioning	<ul style="list-style-type: none"> <li>Arrange &amp; hold meetings of the of LLF</li> </ul>	Number of LLF meetings held	1 LLF meeting held per month	Monthly	MCCS	Ongoing
To undertake developmental business planning and streamline business processes to meet council and community needs	Prepare and implement a departmental business plan	<ul style="list-style-type: none"> <li>Monitor and Evaluate the implementation of the Business Plan</li> </ul>	Number of progress reports prepared on the targets in the departmental business plan	4 progress reports submitted	One per Quarter	Departmental HODs	Ongoing

Table 13: Key Performance Area: Local Economic Development and Tourism Support

OBJECTIVES	STRATEGIES	ACTIONS	KEY PERFORMANCE INDICATORS	TARGETS	TIME FRAME	RESPONSIBILITY	PROGRESS
To implement Local Economic Development through Local Tourism	Ongoing promotion of Local Tourism	• CTO Support	Number of MOU's entered into with Boston Bulwer Beat	One MOU entered into with Boston Bulwer Beat	June 2010	I & PS (LED Officer)	MOUs signed
		• Development of the Tourism Sector Plan as part of the LED Plan	Tourism Sector Plan approved by Council	One Tourism Sector Plan approved by Council	June 2011	I & PS (LED Officer)	SDMP to form the baseline for TSP development
		• Market Impendle towards desired tourism destination	Number of tourism marketing strategies implemented	Three tourism marketing strategies implemented (erect tourism signage / use of website / promotion of Home Stays)	June 2010	I & PS (LED Officer)	Budget set aside for implementation
		• Feasibility Study - Museum	Number of feasibility studies adopted	One feasibility study for the Museum adopted	June 2010	I & PS (LED Officer)	Investigation stage, SDMP to form bases
Promote Local Economic Development in Impendle Municipality	Implementation of the LED Plan	• Develop LED Plan	LED Plan approved by Council	One LED Plan approved by Council	June 2010	I & PS (LED Officer)	Complete
	Facilitate the development of a commercial center in the ILM	• Facilitate development ito land availability and town planning support	No of sites transferred from State to Municipality	1 identified site transferred	June 2010	I & PS (LED Officer)	DOHS to update Municipality on progress
To implement Local Economic Development through Agricultural Programmes	Facilitate the Community Forestry Programme	• Access funding to implement programme	No of business plans prepared to access funding	1 business plan prepared to access funding	June 2012	I & PS (LED Officer)	SDMP
	Facilitate Community Dairy Programme	• Access funding to implement programme	No of business plans prepared to access funding	1 business plan prepared to access funding	June 2012	I & PS (LED Officer)	SDMP
	Facilitate the Food Massification Programme	• Access funding to implement programme	No of business plans prepared to access funding	1 business plan prepared to access funding	June 2012	I & PS (LED Officer)	SDMP
	Implementation of the Agricultural Sector Plan	• Prepare agricultural sector plan as part of the LED Plan	Agricultural Sector Plan approved by Council	One Agricultural Sector Plan approved by Council	June 2012	I & PS (LED Officer)	SDMP

		<ul style="list-style-type: none"> <li>Development of business plans (agricultural projects) as per the LED plan</li> </ul>	Number of business plans prepared to implement projects identified in the LED Plan	Two business plans prepared to implement projects identified in the LED Plan	June 2012	I & PS (LED Officer)	SDMP
		<ul style="list-style-type: none"> <li>Preparation of Feasibility Studies (Irrigation / Cattle feedlot by co-ops)</li> </ul>	Number of Feasibility Studies prepared	Two Feasibility Studies prepared	June 2012	I & PS (LED Officer)	SDMP
		<ul style="list-style-type: none"> <li>Facilitate the development of Co-ops: vegetable and seedling production / poultry production / piggery production</li> </ul>	Number of emerging Farmers Forums established	One emerging Farmers Forum established		I & PS (LED Officer)	Negotiation stage
			Review Co-ops data base	Co-ops data base reviewed		I & PS (LED Officer)	Prepared

Table 14: Key Performance Area: Basic Service Delivery and Infrastructure Investment

OBJECTIVES	STRATEGIES	ACTIONS	KEY PERFORMANCE INDICATORS	TARGETS	TIME FRAME	RESPONSIBILITY	PROGRESS
To Contribute towards improvement of universal access to basic services by 2017	Ensure provision of Roads	<ul style="list-style-type: none"> <li>Obtain funding for roads</li> </ul>	% of budget allocated for roads spent (current financial year)	100% of allocated roads budget spent	June 2012	I&PS	MIG Investment plan
		<ul style="list-style-type: none"> <li>Monitoring construction process</li> </ul>	Kilometers of roads constructed	6 km of roads constructed	June 2012	I&PS	MIG allocation complete
	Ensure provision of Community Halls	<ul style="list-style-type: none"> <li>Monitor expenditure of funding allocated for Community Halls</li> </ul>	% of budget allocated for Community Halls spent (current financial year)	100% of allocated Community Halls budget spent	June 2012	I&PS	MIG allocation complete
		<ul style="list-style-type: none"> <li>Monitor construction process</li> </ul>	Number of Community Halls built	Two Community Halls built	June 2012	I&PS	MIG allocation complete
	Ensure provision of Crèches	<ul style="list-style-type: none"> <li>Monitor expenditure of funding allocated for Crèches</li> </ul>	% of budget allocated for Crèches spent (for the current financial year)	100% of allocated Crèches budget spent	June 2012	I&PS	MIG allocation complete

		<ul style="list-style-type: none"> <li>Project manage Crèche design and construction</li> </ul>	Number of crèches designed and documented for construction in 2010/11 Financial Year	Three Crèches designed and documented for construction in 2010/11 Financial Year	June 2012	I&PS	MIG allocation complete
	Ensure access to Housing	<ul style="list-style-type: none"> <li>Monitor expenditure of funding allocated for Housing</li> </ul>	% of budget allocated for Housing spent (current financial year)	100% of allocated Housing budget spent	Ongoing	I&PS	MOA with DOHS and IAs implemented
		<ul style="list-style-type: none"> <li>Monitor construction process</li> </ul>	Number of houses built	500 Houses built	Ongoing	I&PS	MOA with DOHS and IAs implemented
	Ensure access to public transport (Taxi ranks)	<ul style="list-style-type: none"> <li>Monitor expenditure of funding allocated for public transport</li> </ul>	% of budget allocated for public transport spent (current financial year)	100% of allocated public transport budget spent	Ongoing	I&PS	MIG allocation complete
		<ul style="list-style-type: none"> <li>Monitor construction process for taxi ranks</li> </ul>	Number of taxi ranks built	One taxi rank built	Ongoing	I&PS	MIG allocation complete
	Facilitate access to MIG funding	<ul style="list-style-type: none"> <li>Development and review of CIP</li> </ul>	CIP updated	One CIP updated	June 2011	I&PS	Ongoing
			% of budget allocated by MIG spent (current financial year)	100% of MIG budget spent	June 2011	I&PS	MIG allocation complete
To ensure sustainable waste management in ILM	Ensure adequate Refuse Removal	<ul style="list-style-type: none"> <li>Weekly refuse removal</li> </ul>	Number of sites serviced for waste removal	163 sites serviced for waste removal	Ongoing	I&PS	Ongoing
	Coordination of waste recycling educational initiatives in the district.	<ul style="list-style-type: none"> <li>Develop waste recycling educational programme</li> </ul>	Number of waste recycling educational initiatives implemented	One waste recycling educational initiative implemented	June 2012	I&PS	Ongoing
	Maintain waste disposal site	<ul style="list-style-type: none"> <li>Waste disposal site maintenance</li> </ul>	Number of waste disposal sites maintained	One waste disposal site maintained	Ongoing	I&PS	Ongoing
To ensure proper management of Cemeteries	Maintenance of the Cemetery	<ul style="list-style-type: none"> <li>Cemetery Maintenance and repairs</li> </ul>	Number of cemeteries maintained	2 Cemeteries maintained	Ongoing	I&PS	Ongoing

Table 15: Key Performance Area: Financial Viability and Financial Management

OBJECTIVES	STRATEGIES	ACTIONS	KEY PERFORMANCE INDICATORS	TARGETS	TIME FRAME	RESPONSIBILITY	PROGRESS
To ensure compliance with the MFMA within the prescribed time frames	Ensure submission of the budget process plan to council	<ul style="list-style-type: none"> <li>Prepare and submit budget process plan to Council</li> </ul>	Budget process plan to MFMA submitted to Council	One budget process plan submitted to Council	August 2011	CFO	On going
	Ensure preparation and timeous submission of draft budget to relevant authorities	<ul style="list-style-type: none"> <li>Prepare and submit draft budget to relevant authorities (Council and Provincial Treasury)</li> </ul>	Draft budget submitted to relevant authorities within the prescribed time frame	Draft budget submitted for approval	March 2012	MM and CFO	Ongoing
	Ensure preparation and timeous submission of final budget to relevant authorities	<ul style="list-style-type: none"> <li>Prepare and submit final budget to relevant authorities (Council and Provincial Treasury)</li> </ul>	Final budget submitted to relevant authorities within the prescribed time frame	Final budget submitted for approval	May 2012	CFO	Ongoing
	Ensure budget alignment to the IDP process	<ul style="list-style-type: none"> <li>Provide input into the IDP process</li> </ul>	Budget implementation plan included as part of the IDP	One budget implementation plan included as part of the IDP	June 2012	MM and CFO	Ongoing
	Ensure that reports to Council and National Treasury are submitted	<ul style="list-style-type: none"> <li>Prepare and submit reports as prescribed by the MFMA (S52)</li> </ul>	Number of reports prepared in terms of the MFMA (S52)	One report per Quarter	Quarterly	MM and CFO	Ongoing
	Ensure preparation of adjustment budgets when necessary	<ul style="list-style-type: none"> <li>Prepare adjustment budget</li> </ul>	Adjustment budget prepared within prescribed time frame	Adjustment budget prepared and submitted to Council for approval	January 2011 or when required	CFO	Ongoing
To promote public participation in the municipality with respect to the Annual Budget	Ensure public consultation on the Annual / Oversight Reports and Budget of the Municipality	<ul style="list-style-type: none"> <li>Advertisement of the AR &amp;/or the Oversight Report for public comment</li> </ul>	Number of advertisements for AR and Oversight Reports placed for public comment	Three advertisements for AR and Oversight Reports placed for public comment	March 2010	MM	Ongoing
		<ul style="list-style-type: none"> <li>Advertisement of the Budget for public comment</li> </ul>	Number of advertisements for Budget placed for public comment	Three advertisements covering: Budget process Plan Draft Budget Final Budget	August 2009 April 2010 June 2010	CFO	Ongoing

To ensure sound financial governance in the municipality	Ensure regular auditing of municipal finances	<ul style="list-style-type: none"> <li>Provide for internal audit shared service</li> </ul>	Number of internal audit reports submitted	Four internal audit reports submitted	One per Quarter	MM	Ongoing
	Ensure the proper functioning of the shared service audit committee	<ul style="list-style-type: none"> <li>Provide for shared service audit committee</li> </ul>	Number of audit committee meetings held	Two audit committee meetings held	Two per Year	MM	Ongoing
To ensure Effective Expenditure Management	Ensure proper expenditure of grant funding	<ul style="list-style-type: none"> <li>Management of projects and programmes</li> </ul>	% of grant funding spent	100% of grant funding spent	Quarterly	CFO	Ongoing
	Ensure proper credit control	<ul style="list-style-type: none"> <li>Payment of all creditors, Payment of staff and councillors salaries, 3<sup>rd</sup> Party Payments, Filing of vouchers</li> </ul>	Payment of creditors, staff, Councillors, 3 <sup>rd</sup> party payments within the required time frames	Creditors paid within 30 days of invoice Staff, Councillors and 3 <sup>rd</sup> Party payments paid monthly	Ongoing	CFO	Ongoing
	Ensure regular reporting on expenditure	<ul style="list-style-type: none"> <li>Submission of Statutory returns/reports</li> </ul>	Number of reports submitted in terms of SDBIP	12 SDBIP Reports submitted to Council	12 per Year	CFO	Ongoing
To ensure effective Revenue Management	Ensure debt collection procedure in place	<ul style="list-style-type: none"> <li>Proper billing of rates, refuse and miscellaneous debtors in line with the Debt Collection Procedure</li> </ul>	Billing of debtors in line with the Debt Collection Procedure	100% of debtors billed in line with Debt Collection Procedure	Ongoing	CFO	Ongoing
		<ul style="list-style-type: none"> <li>Proper management of the Motor Vehicle Licence service</li> </ul>	Number of days taken to issue motor vehicle licences	1 day taken to issue motor vehicle licences	Ongoing	CFO	Ongoing
	Ensure implementation of indigent support policy	<ul style="list-style-type: none"> <li>Updating and Implementation of Indigent Support policy in the distribution of Free Basic Services</li> </ul>	Updating of Indigent Register	One Indigent Register updated	June 2012	CFO	Ongoing
To ensure effective Treasury Management	Ensure implementation of bank and investment policy in the investment of surplus cash	<ul style="list-style-type: none"> <li>Invest surplus cash in accordance with the bank and investment policy</li> </ul>	% of surplus cash invested in accordance with the bank and investment policy	100% of surplus cash invested in accordance with the bank and investment policy	Annually	CFO	Ongoing
	Ensure proper asset management	<ul style="list-style-type: none"> <li>Development and implementation of asset and store</li> </ul>	% of assets verified as per the assets and store management policy	100% of assets verified as per the assets and store management policy	Quarterly	CFO	Ongoing

		management policy	Disposal of assets as per the assets and store management policy	Assets disposed as per assets and store management policy	Annually	CFO	Ongoing
	Ensure reconciliation of bank accounts to the ledger	<ul style="list-style-type: none"> <li>Preparation of bank reconciliation and cash flow statements</li> </ul>	Number of bank reconciliation and cash flow statements compiled	12 bank reconciliation and cash flow statements compiled	One per month	CFO	Ongoing
	Ensure updating of financial statistics	<ul style="list-style-type: none"> <li>Compiling statistical reports</li> </ul>	Number of statistical reports compiled	Quarterly reports ito: 1 report for Stats SA 1 report for S52 of MFMA Monthly reports ito: 1 report for DPLG (EMMA) 1 report for S71 of MFMA	Quarterly  Monthly	CFO	Ongoing
To ensure statutory Financial Reporting in accordance with the provisions of MFMA	Ensure preparation and submission of required reports timeously	<ul style="list-style-type: none"> <li>Prepare and submit section 71 reports</li> </ul>	Number of section 71 reports submitted	12 Section 71 reports submitted	One per month	CFO	Ongoing
		<ul style="list-style-type: none"> <li>Prepare and submit of s52(d) report to the Council</li> </ul>	Number of s52(d) reports submitted	4 s52(d) reports submitted	One per Quarter	CFO	Ongoing
		<ul style="list-style-type: none"> <li>Prepare and submit Annual Financial Statement</li> </ul>	Number of Annual Financial Statements submitted	One Annual Financial Statement submitted	Annually	CFO	Ongoing
		<ul style="list-style-type: none"> <li>Prepare and submit to Council, Provincial treasury a report on bank account withdrawal in terms of s11(4)</li> </ul>	Number of reports on bank account withdrawals in terms of s11(4) submitted	Four reports on bank account withdrawals in terms of s11(4) submitted	Quarterly	CFO	Ongoing
To ensure implementation of Supply Chain Management in accordance with provisions of SCM regulations and policy	Ensure implementation of SCM Policy	<ul style="list-style-type: none"> <li>Review the appointments of bid committee members</li> </ul>	Number of bid committees established	3 bid committees established	June 2012	CFO	Ongoing
		<ul style="list-style-type: none"> <li>Workshopping of the SCM committee members on updated SCM policy</li> </ul>	Number of workshops held on SCM policy	One workshop on SCM Policy held	June 2012	CFO	Ongoing

		<ul style="list-style-type: none"> <li>Consolidation of Procurement plan</li> </ul>	Procurement plans consolidated	Departmental procurement plans consolidated	Ongoing	CFO	Ongoing
		<ul style="list-style-type: none"> <li>Capacity building- SCM Practitioners</li> </ul>	Number of workshops held on SCM policy	One workshop on SCM Policy held	June 2012	CFO	Ongoing
		<ul style="list-style-type: none"> <li>Review SCM Policy</li> </ul>	SCM Policy reviewed	One SCM policy reviewed	Annually	CFO	Ongoing
		<ul style="list-style-type: none"> <li>Updating of Supplier data base</li> </ul>	Supplier data base updated	Supplier data base updated	Annually	CFO	Ongoing
To ensure effective and efficient Information Technology (IT) support for the Municipality	Ensure updating and upgrading of computer hardware, software and network inventory	<ul style="list-style-type: none"> <li>Development and review of IT Policy</li> </ul>	IT Policy reviewed	One IT Policy reviewed	Ongoing	CFO	Ongoing
		<ul style="list-style-type: none"> <li>Trouble shooting</li> </ul>	Number of days taken to address IT problems	One day taken to address IT problems	Ongoing	CFO	Ongoing

Table 16: Key Performance Area: Good Governance and Community Participation

OBJECTIVES	STRATEGIES	ACTIONS	KEY PERFORMANCE INDICATORS	TARGETS	TIME FRAME	RESPONSIBILITY	PROGRESS
To ensure good Intergovernmental Relations in the affairs of the municipality	Coordination of the activities of the ILM with district, provincial and national programmes	<ul style="list-style-type: none"> <li>Attend IGR meetings</li> </ul>	Number of IGR meetings attended	One IGR meeting attended per month	Monthly	MM	Ongoing
	Facilitate the proper functioning of IDP Structures	<ul style="list-style-type: none"> <li>Prepare and submit IDP process plan for adoption</li> </ul>	IDP Process Plan adopted	One IDP Process Plan adopted	July 2010	MM (Dev't Planner)	Ongoing
		<ul style="list-style-type: none"> <li>To administer the IDP Representative Forum &amp; IDP Committee</li> </ul>	Number of IDP Representative Forums and IDP Committees held	2 IDP Representative Forum and IDP Steering Committees held In line with IDP Process Plan	As per process plan	MM (Dev't Planner)	Ongoing
		<ul style="list-style-type: none"> <li>Engage with Sector Departments</li> </ul>	Number of Sector Departments consulted	5 Sector Departments consulted	June 2012	MM (Dev't Planner)	Ongoing
To facilitate the Strategic planning process	Promote integrated development planning	<ul style="list-style-type: none"> <li>Review IDP in line with Sec 34 of Municipal Systems Act</li> </ul>	IDP Reviewed in line with S34 of MSA	One IDP Reviewed in line with S34 of MSA	June 2012	MM (Dev't Planner)	Ongoing
		<ul style="list-style-type: none"> <li>IDP adopted and submitted to the</li> </ul>	Draft IDP adopted and submitted to DLGTA	One Draft IDP adopted and submitted to DLGTA	March 2012	MM (Dev't Planner)	Ongoing

OBJECTIVES	STRATEGIES	ACTIONS	KEY PERFORMANCE INDICATORS	TARGETS	TIME FRAME	RESPONSIBILITY	PROGRESS
		DLG&TA	Final IDP adopted and submitted to DLGTA	One final IDP adopted and submitted to DLGTA	June 2012	MM (Dev't Planner)	Ongoing
To facilitate and plan for ongoing sustainable human settlement in the ILM area	Promote access to sustainable human settlements	• Review of the ILM Housing Plan	Housing Plan reviewed	One Housing Plan reviewed	June 2012	MI&PS	Ongoing
		• Implementation of Ward 1 Housing	% time allocated for the support and facilitation of housing delivery	2% time allocated for the monitoring of housing delivery	Ongoing	MI&PS	To appoint Housing Officer
		• Implementation of Village Housing	% time allocated for the support and facilitation of housing delivery	2% time allocated for the monitoring of housing delivery	June 2012	MI&PS	Ongoing
		• Implementation of Ward 2 housing Stage 2	% time allocated for the support and facilitation of housing delivery	2% time allocated for the monitoring of housing delivery	June 2012	MI&PS	Ongoing
		• Implementation of Ward 3 housing Phase 2	% time allocated for the support and facilitation of housing delivery	2% time allocated for the monitoring of housing delivery	June 2012	MI&PS	Ongoing
		• Implementation of Ward 4 housing Phase 2	% time allocated for the support and facilitation of housing delivery	2% time allocated for the monitoring of housing delivery	June 2012	MI&PS	Ongoing
	To promote sustainable town planning practices	• Review and align the ILM Spatial Development Framework (SDF) with relevant strategic plans	Spatial Development Framework (SDF) reviewed	One Spatial Development Framework (SDF) reviewed	June 2012	MI&PS (Dev't Planner)	Ongoing
		• Promote sustainable Land Use Management	Land Use Management System (LUMS) adopted	One urban LUMS adopted	July 2012	MI&PS (Dev't Planner)	Ongoing
				Initiate Rural LUMS	June 2013	MI&PS (Dev't Planner)	Ongoing
		• Amendment of Town Planning Scheme	Number of days taken to submit application in terms of Town Planning Ordinance	21 days taken to submit application in terms of Town Planning Ordinance	Ongoing	MI&PS (Dev't Planner)	Ongoing
		• Provide inputs on development applications received	Number of days taken to comment on development applications	30 days taken to comment on development applications	Ongoing	MI&PS (Dev't Planner)	Ongoing

OBJECTIVES	STRATEGIES	ACTIONS	KEY PERFORMANCE INDICATORS	TARGETS	TIME FRAME	RESPONSIBILITY	PROGRESS
		<ul style="list-style-type: none"> <li>Provide Town Planning support and advice to all units of the ILM</li> </ul>	Number of days taken to comment on municipal initiatives (construction of community centres, crèches etc)	30 days taken to comment on municipal initiatives	Ongoing	MI&PS (Dev't Planner)	Ongoing
To contribute towards the achievement of universal access to social services by 2017	Promote Arts and Culture within ILM	<ul style="list-style-type: none"> <li>Development of Arts, Culture and Music Programme Implementation Plan.</li> </ul>	Implementation plan prepared	One implementation plan prepared	Ongoing	MCCS	Ongoing
		<ul style="list-style-type: none"> <li>Plan Cultural and Arts events</li> </ul>	Number of cultural events held	Four cultural events held (one per ward)	Ongoing	MCCS	Ongoing
	Market & promote the Thusong Service Centre	<ul style="list-style-type: none"> <li>Development of a marketing and promotion plan for the TSC</li> </ul>	Marketing and promotion plan prepared	One marketing and promotion plan prepared	Ongoing	MCCS (Manager Thusong Service Centre)	Ongoing
	Effective management of the Thusong Services Centre (TSC)	<ul style="list-style-type: none"> <li>Putting in place of systems, people and other resources for the operation of the TSC</li> </ul>	Number of tenants signing lease agreements for the TSC	5 tenants signing lease agreements for the TSC	Ongoing	MCCS (Manager Thusong Service Centre)	Ongoing
	Ensure the involvement of ILM in special programmes	<ul style="list-style-type: none"> <li>Establishment of an HIV &amp; AIDS Council with the District</li> </ul>	Establish HIV & AIDS Council	One HIV & AIDS Council established	Ongoing	MM	Ongoing
		<ul style="list-style-type: none"> <li>Development and implementation of an HIV &amp; AIDS Plan</li> </ul>	Prepare and adopt HIV & AIDS Plan	One HIV & AIDS Plan adopted	Ongoing	MM	Ongoing
To facilitate the promotion of sport in general and in particular scarce sport codes in identified areas	Ensure ILM involvement in sporting events	<ul style="list-style-type: none"> <li>Preparation and Hosting of Mayoral Games in preparation for Annual KZN Salga Games.</li> </ul>	Number of training sessions held prior to Mayoral Games	4 Training sessions held prior to Mayoral Games	Ongoing	MCCS	Ongoing
		<ul style="list-style-type: none"> <li>Support events organised by DSR</li> </ul>	Develop schedule of events aligned to DSR	One schedule of events aligned to DSR developed	Ongoing	MCCS	Ongoing
		<ul style="list-style-type: none"> <li>Administer logistics for ILM participants in KZN SALGA Games</li> </ul>	Develop schedule for logistics for KZN SALGA Games	One schedule developed	Annually	MCCS	Ongoing
			Implementation of Logistics schedule for KZN SALGA Games	Tasks undertaken within specified time frames as per logistics schedule	Annually	MCCS	

OBJECTIVES	STRATEGIES	ACTIONS	KEY PERFORMANCE INDICATORS	TARGETS	TIME FRAME	RESPONSIBILITY	PROGRESS
		<ul style="list-style-type: none"> <li>Set up Sports Council</li> </ul>					
		<ul style="list-style-type: none"> <li>Coordinate programmes that promote gender equity, children, elderly and the disabled and establish fora where necessary</li> </ul>	Sports Council established	One Sports Council established	June 2012	MCCS	Sports associations in Place
To contribute towards facilitation of access to skills development, economic empowerment for vulnerable groups and promotion of human rights	Promote gender equity, and the rights of children, elderly and disabled	<ul style="list-style-type: none"> <li>Youth Forum established</li> </ul>	Number of fora established to promote gender equity, children, elderly and the disabled	Four human rights fora established	June 2012	MM	Ongoing
	Ensure the facilitation of youth empowerment programmes	<ul style="list-style-type: none"> <li>Establishment of the ILM Youth Desk</li> </ul>	Number of youth fora held	1 youth forum established	June 2012	MM	Ongoing
		<ul style="list-style-type: none"> <li></li> </ul>	ILM Youth Desk established	One ILM Youth Desk established	June 2112	MM	Ward Administrators Employed

# **SECTION J**

# **ANNEXURES**

## SECTION J: ANNEXURES

THE FOLLOWING ANNEXURES FORM PART OF THE IDP AND ARE ATTACHED WITH THE IDP DOCUMENT

NO.	SECTOR PLAN	REF. NO.	STATUS	PROGRESS WITH REGARD TO DEVELOPMENT / IMPLEMENTATION	ANNEXURE ATTACHED (Y/N)
J.1	Spatial Development Framework (SDF) Guidelines		SDMP that incorporated SDF/LEDf/EMP is completed.	Draft SDMP to be adopted in April	Y
J.2	Detailed Disaster Management Plan		There is no Disaster Management Plan which has been drafted specifically for Impendle LM.	The uMgungundlovu District Municipality has prepared a District-Wide Disaster Management Plan. Impendle Municipality does not have capacity to perform the function and it is undertaken by the District.	N

# **SECTION K**

# **APPENDICES**

## SECTION K: APPENDICES

The following appendices form part of the IDP as indicated below. If available, these can be requested from the municipal offices.

NO.	TITLE OF THE APPENDIX	REF. NO.	STATUS	PROGRESS WITH REGARD TO DEVELOPMENT / IMPLEMENTATION	DOCUMENT AVAILABLE (Y/N)
K.1	Land Use Management Framework				N
K.2	Land Use Management System		The LUMS for Impendle Town has been initiated but not yet adopted. The full LUMS still needs to be done for the Municipality.	When the Integrated SDF, LED and EMP is completed the full LUMS will be finalised.	Y
K.3	Coastal Zone Management Plan		N/A		N/A
K.4	Waste Management Plan		District Responsibility		N/A
K.5	A. Water Service Development Plan		District Responsibility	A District Wide WSDP is currently being developed by Umgungundlovu District. It should be completed by October 2010. (Umngeni)	N/A
	B. Water Resources Development Plan		This has not been prepared by the Municipality.		N
	C. Forestry Plan		This has not been prepared by the Municipality.		N
K.6	Integrated Transport Plan (Retic)		District Responsibility		N/A
K.7	Housing Plan		A Housing Plan has been completed.	The Housing Plan has been adopted in March 2007.	Y
K.8	Energy Master Plan (Electricity Master Plan)				N
K.9	Local Economic Development Plan		There is an LED Strategy for Impendle. The LED Plan still has to be adopted in April 2010.	Integrated, SDF, LED and EMP complete. The document will be adopted in April 2010.	Y
K.10	Infrastructure Investment Plan (EPWP Compliant)				N
K.11	Area Based Plans (Land Reform)		Not finalized	Programme was stopped by DRD&LR	N/A
K.12	Organisational PMS		Reviewed		Y
K.13	IDP Process Plan / Framework Plan		There is an IDP Process Plan for the 2010/11 IDP	The Process Plan was adopted on 27 August 2009.	Y

# **ANNEXURE J1**

## **STRATEGIC DEVELOPMENT MANAGEMENT PLAN (SDMP)**