



4th GENERATION

INKOSI LANGALIBALELE IDP



2017/18 - 21/22 FIVE YEAR IDP PLAN

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FOREWORD BY HON. MAYOR



Hon Cllr Jabulile Mbhele

Local Government, has gone through three phases of transformation. Namely: Pre-Interim Phase

Interim Phase and the Final Phase. Such various developmental phases evolved prior 1994 to date. Inkosi Langalibalele municipality is one of the newly constituted municipality under the Final phase. The establishment of this municipality is a product of the Municipal reconfiguration process resulting in the amalgamation of the two Municipalities, namely the erstwhile Imbabazane and uMtshezi municipalities.

It is within this context that this municipality is entrusted with the implementation of sustainable service delivery in line with the objectives of a developmental local government.

Our, key focus, for this municipality, shall be to accelerate Service Delivery and Infrastructure Development, Transform the local economy and to clear backlog on Service Delivery.

At the centre of service delivery, the municipality will prioritise issues of **community empowerment, inequality, poverty eradication**, without losing focus on **land use management** for improved and efficient resource allocation and utilisation for **economic growth** of our people.

We dedicate ourselves and the struggle for economic emancipation and realisation of freedom through the pillars of the Freedom Charter, Unity in diversity and respect of Human Rights and the rule of law.

It is therefore critical that all stakeholders including Amakhosi, residents, investors, the administration and other, remain committed as we implement the collective mandate of our constituency as Inkosi Langalibalele Municipality. We are lucky to be part of the 4th IDP Generation.

Hon. Mayor Cllr J. Mbhele
Inkosi Langalibalele Municipality

REMARKS BY THE MUNICIPAL MANAGER



Acting Municipal Manger S.P Mkhize

Local Government is committed to working with citizens and interest group's within the community to find sustainable ways to meet their aspirations, which inter alia includes social, economic and material needs plus services which improve their quality of their lives and future generations.

Section 154 of the Supreme Law of our country addresses the developmental duties of local government and vindicates that a municipality must:

- (a) Structure and manage its administration and budgeting plus planning processes to give priority to the Basic Needs of the community.
- (b) Participate in National and Provincial programmes. Hence the need to conform with five key performance areas (6 -KPA's) Back to Basics and MEC comments shall add value onto the quality of the IDP.

This strategic document which is our Master Plan, shall shape our aspirations, growth, development and positive response of **Public Participation, Budgeting Process** and **IDP development**.

This document, shall also focus, to set parameter of growth through our **Vision, Mission Statement, clear objectives** and **strategies** to achieve our **goals**.

A key tool of a developmental local government is the Integrated Development Plan (IDP), prepares a five year plan to guide its decision making and activities, of this current 4th IDP generation.

The said IDP, is a primary management tool or instrument for Inkosi Langalibalele Municipality to shape our budget land use management system, economic growth, institutional transformation and sound financial management.

In determining "Local Government Affairs", section 152(1) of the Constitution outlines the objectives for Local Government as:

- a) Providing democratic and accountable government for local communities
- b) Ensuring the provision of service to communities in a sustainable manner,
- c) Promoting social and economic development,
- d) Promoting a safe and healthy environmental
- e) Encouraging the involvement of committees and community organisation in the matters of local government.

In a nutshell, this newly established municipality has emerged as a single public entity for hope, peace and stability for all living and wishing to invest.

We dedicate ourselves, as a staff to help Councillors archive Political Philosophy, which would be the aspirations of the people also satisfying people with service and projects of their choice.

Signed by the Acting Municipal Manager

_____ S.P. Mkhize

ACRONYMS AND ABBREVIATIONS

AG	Auditor General
AC	Audit Committee
AFS	Annual Financial Statements
AIDS	Acquired Immune Deficiency Syndrome
DeCoGTA	Department of Corporate Governance and Traditional Affairs
CWP	Community Work Program
DGDP	District Growth Development Plan
DMF	Disaster Management Framework
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programmed
EAP	Employee Assistance Programmed
EEP	Employment Equity Plan
EMF	Environmental Management Framework
GDP	Gross Domestic Product
HIV	Human Immune deficiency Virus
HDI	Human Development Index
IDP	Integrated Development Plan
IDP	RF Integrated Development Plan Representative Forum
IDP	SC Integrated Development Plan Steering Committee
IGR	Intergovernmental Relations
IWMP	Integrated Waste Management Plan
KZN	Kwa-Zulu Natal
KPA	Key Performance Areas
KPI	Key Performance Indicators
LGSTA	Local Government Sector Education and Training Authority
LED	Local Economic Development
LUMS	Land Use Forum System
MSA	56 of 2003 Municipal Systems Act 56 of 2003
MSA	Municipal Structures Act 32 of 2000
MAP	Municipal Action Plan
MANCO	Management Committee

MDG	Sustainable Development Goals
MFMA	Municipal Finance Management Act
SDG	Municipal Demarcation Board
MIG	Municipal Infrastructure Grant
NDP	National Development Plan
NSDP	National Spatial Development Perspective
NGO's	Non-Governmental Organisations
OPMS	Organisational Performance Management System
OSS	Operation Sukuma Sakhe
PMS	Performance Management System
PGDP/S	Provincial Growth and Development Plan / Strategy
PSED	Provincial Spatial Economic Development
PAIA	Promotion of Access to Information Act
PoE	Portfolio of Evidence
RDP	Reconstruction and Development Program
SCM	Supply Chain Management
SDF	Spatial Development Framework
SDBIP	Service Delivery and Budget Implementation Plan
STATSA	Statistics South Africa

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Inkosi Langalibalele
LOCAL MUNICIPALITY-UMKHANDLU WENDAWO

SECTION A

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Introduction

Mindful of the objectives of local government in executing its functions as contemplated in the Municipal Systems Act (No.32 of 2000).

One of the legal expectations is that a Municipality must develop a strategic tool which aims at implementing the principles of a developmental state through a holistic and integrated planning for efficient planning processes. Through the Municipal Finance Management Act, the Municipality is ensuring that its developmental priorities are properly aligned to its budget.

Inkosi Langalibalele Municipality through this Plan ensures that the municipality subscribes and complies with the legislative mandate referred to above. This document is separated into sections for the purposes of providing a coherent flow of information focusing on different performance areas in line with the IDP Strategic guidelines as detailed in the KZN Provincial Guideline document for December 2016.

WHO ARE WE?



OVERVIEW

Inkosi Langalibalele Local Municipality (KZN237)

Inkosi Langalibalele Local Municipality was established through the amalgamation of the elsewhere Imbabazane and UMtshezi municipalities and effected after the local government elections held on the 3rd August 2016.

Description: The Inkosi Langalibalele Local Municipality is Category B municipality situated within the uThukela District in the KwaZulu Natal Province. It is smallest of the three municipalities in the district, but makes up a third of its geographic area. It was established by the amalgamation of the Imbabazane and Umtshezi Local Municipalities in August 2016.

The majority of the Municipality's population is concentrated in urban farming areas but there are few patches of high-density settlements within the informal areas. The municipality boasts well-established industrial, commercial and residential areas. As well as rich agricultural farmlands.

Estcourt is the largest commercial centre in the Midlands region. Weenen is a small agricultural town that is starting to emerge as an tourist destination. The N3 Road is a Corridor linking the said municipality with Durban and Johannesburg.

Inkosi Langalibalele Local Municipality, is one of the two newly established Local Municipalities within the uThukela District.

The Municipality took effect post 2016 local government elections and comprises of the two former Locals namely: uMtshezi and Imbabazane Local Municipalities Head Quarters of the said Municipality, is situated at Escort Town, also known as uMtshezi in IsiZulu.

Municipal Map

Map: 1



Municipal Map for, Inkosi Langalibalele: Source

MUNICIPAL VISION

By 2035 Inkosi Langalibalele Local Municipality shall strive to achieve a corrupt-free, prosperous and harmonious municipality that seeks to eradicate poverty and enhance skilled population through Integrated Sustainable Environment for future Generation.

Figure: 1: Municipal Vision

MISSION STATEMENT

Inkosi Langalibalele Local Municipality exist in order to fulfill the following:-

- ✦ Eradicate basic services backlog such as water, electricity, roads, housing, public transport, sanitation, and development of an up market mall.
- ✦ To fast track the rural economic growth.
- ✦ Develop an integrated poverty alleviation programme.
- ✦ Pro-active mechanisms to deal with disaster
- ✦ Promotion of small scale farmers & commercial farming
- ✦ To develop health and HIV/AIDS
- ✦ Promotion of public participation for good governance and adherence b2b nodes
- ✦ Development of arts, culture, heritage, literature and drama programmes.

Figure: 1: Mission Statement



Figure: 3 reflecting, six Key Performance Areas

The Municipal Development Goals are as follows:

- ❖ Be responsive to the needs of local community of the Municipality
- ❖ Facilitate a culture of public service and accountability amongst stakeholders.
- ❖ To forge a healthy working relationship through ongoing facilitation, co-operation and communication between the municipality and local community as part of Public Participation.
- ❖ Provide transparency through accessibility of accurate information about the level and standard of municipal services they are entitled to receive (Batho Pele principles) and;
- ❖ Inform the community of each ward on how the municipality is managed, of the course involved and persons in charge, best councillorship-ward councillor, as part of centred-approach,
- ❖ Spatial equity
- ❖ Sustainable environmental management
- Community Based Planning and Public Participation.
- ❖ Capacity building
- ❖ Employee wellness
- ❖ Sustainable infrastructure
- ❖ Conducive environment for job creation
- ❖ Poverty alleviation and social welfare
- ❖ Sustainable health and wellness
- ❖ Improved safety and security
- ❖ Economic transformation'
- ❖ Town and mall development
- ❖ Governance excellence and leadership
- ❖ Improved governance and accountability
- ❖ Densification, compacting and integration

The said Municipal Goals, shall be aligned horizontally as well as vertically in order to improve the lives of our communities.

A.6 MUNICIPAL OBJECTIVES

Inkosi Langalibalele Municipality strives to uphold the IDP as an effective service delivery management tool for the municipality. This includes:

- Creating a greater level of focus to priority issues and thereby improving on the document structure so that the municipal issues are easy to understand;
- Aligning this strategic document with the realities of the resources, both financial and human resources
- Alignment of the IDP with the activities of the sector departments and other service providers (and vice versa i.e. Influencing their planning processes); and
- Alignment of the IDP with the various sector plans
- Alignment of the IDP with PMS and Budget
- Ensure that the IDP is a credible implementable document that can be used and understood by all people.
- Ensure that the IDP leads all planning and serves as a true strategic document of the municipality
- Ensure that public & stakeholder participation is strengthened in the IDP process
- Ensure that IDP serves as convergence to all development intervention in the area
- Strengthening of PMS to ensure that it oversee and monitor the implementation of the IDP.
- Implementation of KPS's, SDBIP including National Development Plan plus also the alignment with Provincial Growth Development Strategy.

A.8 MEC COMMENTS

A. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

The MEC has cited that ICT Policy Framework has to be developed.

B. LOCAL ECONOMIC DEVELOPMENT

The Local Economic Development must reflect on Economic Drivers of The consolidated --IDP has to a limited extent identified some key Economic Drivers in the region. The LED strategy must address the gap on Agriculture/ Agro – processing, Tourism, Logistics, etc. of the Municipality in response to vision 2035 priorities.

- Review the LED strategy
- To develop the Monitoring and Evaluation mechanism for the implementation of all three social development priorities per ward including security planning.

C. BASIC SERVICE DELIVERY

The MEC stated that she has noted the continuation with the provision of electricity to the community and therefore encourages the municipality to implement the energy sector plan and the Electrical Infrastructure Operations and Maintenance (O &M) Plan.

D. FINANCIAL VIABILITY AND MANAGEMENT

The assessment revealed that the absence of consolidated information on a financial scale is attributed to the merger of the two Municipalities.

E. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The MEC cited that the municipality is are therefore requested to report on the status and the functionality of the Ward Committees, IDP Structures, Internal Audit committee, Audit Committee, Bid Committees, MPAC and Risk Management Committee.

F. CROSS CUTTING ISSUES

- Limited access to basic service and community facilities
- Unsustainable Financial Management and Cash Flow Management.
- High level of poverty
- Poor Waste Management
- Increased incidents of HIV/AIDS and communicable diseases
- Infrastructure degradation & backlogs
- Climate change

A.9 KEY CHALLENGES

Table: 1 – Reflecting Key Challenges

KEY CHALLENGE INTERVENTION	
KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
<ol style="list-style-type: none"> 1. Training & development; 2. Slow pace in recruitment; 3. Low Skills Level Development, Literacy Inability to attract and retain scarce skill 4. Lack of office space; 5. Lack of occupational Health & Safety program; 6. Employee Wellness Program; 7. ICT Services 	<ol style="list-style-type: none"> 1. Effective implementation of WSP; 2. Review organogram & filling of vacant budgeted positions; 3. Effective implementation of Retention policy and strategy; 4. Obtain Council resolution to budget for office space from internal funds; 5. Centralize OHS function & Budget; 6. Effective implementation of EAP policy; 7. Conducting of feasibility study & develop Enterprise Content Management
KPA 2: BASIC SERVICE DELIVERY	
KEY CHALLENGE (S)	INTERVENTIONS
<ol style="list-style-type: none"> 1. High unemployment rate; 2. Outdated Informal Traders By-laws; 3. Ineffective co-ordination and communication of LED stakeholders; 4. Limited land for development (Urban Expansion); 	<ol style="list-style-type: none"> 1. Submit business plan to relevant funders; 2. Secure land for development of SMME facilities; & By Law Development Promote LED 3. Preparation of Business plan to secure funding FOR Town Planning, SDF & Urban Development
KPA 3: LOCAL ECONOMIC DEVELOPMENT (LED) & SOCIAL DEVELOPMENT	
KEY CHALLENGES	INTERVENTIONS
<ol style="list-style-type: none"> 1. High unemployment rate; 2. Outdated Informal Traders By-laws; 3. Ineffective co-ordination and communication of LED stakeholders; 4. Limited land for development (Urban Expansion). 	<ol style="list-style-type: none"> 1. Increase investment on infrastructure development; 2. Development of informal trader's by-law; 3. Establishment of local LED forum; 4. Facilitate Land Redistribute with Department of Land Reform & Rural Development.
KPA 4: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	
KEY CHALLENGES	
<ol style="list-style-type: none"> 1. Insufficient funding; 2. Low revenue base; 3. Non-payment culture in community and government department; 4. Non-adherence to policies and procedures; 5. Lack of clear method of identifying 6. Insufficient or customize Financial Policies. 	<ol style="list-style-type: none"> 1. Prepare Business Plans / Activity Plan & strictly commit a portion of MIG allocation to LED; 2. Effective revenue enhancement strategy; 3. Train ward committees & intensify awareness campaign; 4. Enforcement of credit control and debt collection management; 5. Enforcement of internal controls in place 6. Develop & customize Financial Policies
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION	
KEY CHALLENGE(S)	INTERVENTIONS
<ol style="list-style-type: none"> 1. Delays in response to audit queries; 2. Lack of compliance register; 3. Poor participation of municipal leadership and MPAC in Audit committee meetings; 4. Lack of whistle blowing hotline; 5. Lack of understanding of risk management processes; 6. Non alignment between Internal audit and M&E process plans 	<ol style="list-style-type: none"> 1. Develop effective systems; 2. Establish compliance committee and develop compliance register; (Risk Management Register) 3. Attending the audit meetings; 4. Develop Anti-corruption & Fraud Policy 5. Organise workshops for all departments & Develop Risk Management Policy 6. Alignment with Internal Audit & PMS
KPA 6: CROSS CUTTING	
KEY CHALLENGE(S)	INTERVENTIONS
<ol style="list-style-type: none"> 1. Non-availability of the urban and rural scheme to inform the valuation roll; 2. Land legal matters; 3. Billing system not linked to GIS 	<ol style="list-style-type: none"> 1. Development of schemes for urban and rural development; 2. Facilitate conclusion of protocol agreement by DRDLR; 3. Development and continuous update of link between GIS and billing system

A.10 PERFORMANCE MEASUREMENT FOR SUCCESS

Performance measurement, shall contemplated in Section H, H2. (Operational Performance Measurement System)

A.11 POLITICAL LEADERSHIP ON FIVE YEAR IDP

Inkosi Langalibalele Local Municipality (KZN237)

Inkosi Langalibalele Local Municipality was established by the amalgamation of Imbabazane Local Municipality and Umtshezi Local Municipality on 3 August 2016.

POLITICAL SUPREMACY STRUCTURE

The composition of the Council is as follow:

Political Party	No of ward Councillors	No of Proportional Councillors	Total seats
ANC	12	11	23
IFP	11	07	18
DA	0	2	2
ALJAMA-AH	0	2	2
EFF	0	1	1
TOTAL COUNCILLORS			46

This Municipality has a total of five portfolio committees, namely:-

A. Budget & Treasury Committee <ul style="list-style-type: none">• Chairperson is: Hon. CLLR J.M. Mbhele
B. Community Service Portfolio
C. Corporate Service
D. Development Planning
E. Infrastructure Development

ADMINISTRATIVE SUPREMACY

Inkosi Langalibalele Municipality has a well-established organisational structure.

It is significantly reflected on its organogram.

Directorates are as follows:

- Municipal Managers Department
- Budget and Treasury
- Development Planning
- Public Works and Basic Services – Civil
- Public works and & Basic services – Electrical

The head of Administration is the Municipal Manager.

Critical posts to be filled are as follows:

- (i) Municipal Manger
- (ii) GM: Public Works & Basic Services – Electricity
- (iii) GM: Public Works & Basic Services – Civil



Inkosi Langalibalele
LOCAL MUNICIPALITY-UMKHANDLU WENDAWO

SECTION B
PLANNING, DEVELOPMENT
PRINCIPLES, POLICIES AND
IMPERATIVES

B.1 PLANNING AND DEVELOPMENT PRINCIPLES

In developing our IDP, the following Key Planning and Development principles were taken into consideration:

Table 1: Planning and Development Principles

	PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
NSDP SPLUMA	Development / investment must only happen in locations that are sustainable.	The principle is being implemented accordingly.
DFA	Discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres	The principle is being implemented accordingly.
NSDP	Basic services (water, sanitation, access and energy) must be provided to all households	The SDF investigates need to be reviewed or developed.
NSDP	Development / investment should be focused on localities of economic growth and/or economic potential	The LED Strategy must be developed and vindicate LED indicators.
NSDP	In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training.	The LED Strategy should also deal with Poverty Eradication & Human Capital Investment.
CRDP	Land development procedures must include provisions that accommodate access to secure tenure	Agrarian Land Reform is required.
SDF	Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised	The protected areas are identified accordingly in the Town Planning Scheme.
Housing Implementation	Housing Sector Plan must talk to SDF.	Housing Sector Plan & SDF.
National Strategy on Sustainable Development.	Bio Diversity & Environmental Management be considered.	Housing Projects, Agrarian Land Reform & Town Planning.
KZN PGDS National Strategy on Sustainable Development	Environmentally responsible behaviour must be promoted through incentives and	The municipality subscribes to the Seven (7) Strategic Goals of the Province
KZN PGDS	The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency	The municipality subscribes to the Seven (7) Strategic Goals of the Province. Growth Development Strategy.
KZN PGDS	Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities	The municipality subscribes to the Seven (7) Strategic Goals of the Provincial Growth Development Strategy.

Source: uMtshezi IDP

B.2 GOVERNMENT POLICIES AND IMPERATIVES

B.2.1 Government Priorities

The strategic framework addresses the objectives and strategies of the municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality must be in line with the International, National and Provincial guidelines.

B.2.1. the Millennium Development Goals

The Millennium Development Goals (MDGs) are eight international development goals contained within the United Nations Millennium Declaration (2000) .that all 193 United Nations member states (including South Africa) have agreed to achieve between the year 2000 and 2015.

As these goals are aimed at service delivery and improving the social conditions of communities, all local municipalities, including the Indaka municipality have a critical collective role to fulfil towards achieving these goals within South Africa. The Millennium Development Goals and associated targets are summarised by the table below:

MILLENNIUM DEVELOPMENT GOALS	TARGETS FOR 2015
Goal 1: Eradicate extreme poverty and hunger	Target 1A: Halve the proportion of people living on less than \$1 Target 1B: Achieve Decent Employment for Women, Men, and Young People Target 1C: Halve the proportion of people who suffer from hunger
Goal 2: Achieve universal primary education	Target 2A: By 2015, all children can complete a full course of primary schooling, girls and boys
Goal 3: Promote gender equality and empower women	Target 3A: Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015
Goal 4: Reduce child mortality rates	Target 4A: Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate
Goal 5: Improve maternal health	Target 5A: Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio Target 5B: Achieve, by 2015, universal access to reproductive health
Goal 6: Combat HIV/AIDS, malaria, and other diseases	Target 6A: Have halted by 2015 and begun to reverse the spread of HIV/AIDS Target 6B: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it Target 6C: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases.
Goal 7: Ensure environmental sustainability	<input type="checkbox"/> Target 7A: Integrate the principles of sustainable development into country policies and programs; reverse loss of environmental resources <input type="checkbox"/> Target 7B: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss
Goal 8: Develop a global partnership for development	<input type="checkbox"/> Target 8A: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system. <input type="checkbox"/> Target 8B: Address the Special Needs of the Least Developed Countries (LDC). <input type="checkbox"/> Target 8C: Address the special needs of landlocked developing countries and small island developing States. <input type="checkbox"/> Target 8D: Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term.

Table: Millennium Development Goals for Inkosi Langalibalele Municipality,

Thou, the said goals, were set for 2015, were set for 2015, they are still relevant with the 4th Generation IDP.

B.3 SUSTAINABLE DEVELOPMENT GOALS (SDGS)

❖ Local Government National Outcomes

The national government has adopted an Outcomes Based Approach to development as a means to focus government initiatives and manage public expectations. Based on the Medium Term Expenditure Framework (MTEF), 14 outcomes have been identified. It deals with local government as it affects Inkosi Langaibalele directly. It moves from a premise that local government is a key part of the reconstruction and development effort in South Africa, and that aims of democratizing society and growing the economy inclusively can only be realized through a responsive, accountable, effective and efficient local government system that is part of a developmental state. The government has identified the following outputs for Outcome 9:

B.4 14 NATIONAL OUTCOMES

Table :

No. (in no specific order)	National Outcome	Application thereof at Indaka LM Level through appropriate Strategies
1	<ul style="list-style-type: none"> Quality basic education 	<ul style="list-style-type: none"> To support and promote investment in early childhood development
2	<ul style="list-style-type: none"> A long and healthy life for all South Africans 	<ul style="list-style-type: none"> Providing a consistent level of municipal health services to all communities
3	<ul style="list-style-type: none"> All people in South Africa are and feel safe 	<ul style="list-style-type: none"> Participating in and supporting stakeholder efforts towards improving community safety
4	<ul style="list-style-type: none"> Decent employment through inclusive economic growth 	<ul style="list-style-type: none"> Applying labour intensive methods in all project implementation To improve the economy of the area, through the creation of job opportunities and additional economic activities Set up irrigation Schemes and hydroponic projects, Investigate Red Meat and Poultry abattoirs Promote tourism in the area Work towards creating an enabling environment where commercial opportunities can be accessed.
5	<ul style="list-style-type: none"> Skilled and capable workforce to support an inclusive growth path 	<ul style="list-style-type: none"> Implement Operation Sukuma Sakhe and embrace EPWP Promote Skills Transfer and training
6	<ul style="list-style-type: none"> An efficient, competitive and responsive infrastructure network 	<ul style="list-style-type: none"> Construct quality access roads Ensure implementation of the infrastructure Development Plan Legalise Refuse sites Legalise, expand and develop cemeteries Support and influence DM and ESKOM to implement strategies from SDF
7	<ul style="list-style-type: none"> Vibrant, equitable, sustainable rural communities contributing towards food security for all 	<ul style="list-style-type: none"> To continuously promote integrated & co-ordinated planning and development within the area through inclusive participation The social upliftment of the communities in ILM
8	<ul style="list-style-type: none"> Sustainable human settlements and 	<ul style="list-style-type: none"> Applying projects to overturn the spatial structures of the past Implement Municipality's Housing Sector Plan
9	<ul style="list-style-type: none"> Responsive, accountable, effective and efficient local government system 	<ul style="list-style-type: none"> To promote good governance, accountability & transparency Service orientated municipal decision makers and technocrats Maximise Institutional memory and minimise personnel turn over
10	<ul style="list-style-type: none"> Protect and enhance our environmental assets and natural resources 	<ul style="list-style-type: none"> Develop and implement a SEA and EMP Ensure compliance to SDF and LUMS Rigorous adherence to planning and development legislation

		<ul style="list-style-type: none"> To continuously promote integrated & co-ordinated planning and development within the area with a focus on sustainability
11	<ul style="list-style-type: none"> Create a better South Africa, a better Africa, and a better world 	<ul style="list-style-type: none"> All Nurture and strengthen relationships on all levels Cultivate respect and sustainable principles
12	<ul style="list-style-type: none"> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship 	<ul style="list-style-type: none"> To promote good governance, accountability & transparency Fill vacant positions with competent, suitable people Ensure compliance with legislation to get clean audits To promote good governance, accountability & transparency
13	<ul style="list-style-type: none"> Social protection 	<ul style="list-style-type: none"> To support and promote investment in early childhood development To ensure maximum indigent support Promote access to social services To develop as well as empower Youth, Gender and people living with Disability. Through sports and cultural events The social upliftment of the communities in ILM
14	<ul style="list-style-type: none"> Transforming society and uniting the country 	<ul style="list-style-type: none"> Foster pride in place Promote an inclusive, transparent and accountable society Address crime, and inequality Work towards creating an enabling environment where commercial opportunities can be accessed.

Source: Department of Cooperative & Traditional Affairs

B.5 NDP (NATIONAL DEVELOPMENT PLAN)

The National Development Plan (NDP) introduces the long-term vision for the future development of South Africa. As such, the National Planning Commission (NPC) has formulated a National Development Plan (NDP) - 'vision 2030' as a strategic plan to guide development at a national level over the short to medium term. The plan is based on a detailed diagnosis of issues facing the country and strategic engagement with all key sectors. It identifies unemployment, poverty and inequality as some of the key challenges facing South Africa, and outlines a number of strategic interventions to address these issues. Among these are the following:

- Economic development and job creation.
- Improving infrastructure.
- Transitioning to a low carbon economy.
- Building an inclusive and integrated rural economy.
- Reversing the spatial effects of apartheid.
- Improving education, innovation and training.

The schematic representation below provides outline of the integrated approach followed in the formulation of this Municipal IDP, which demonstrates the alignment between the National Key Performance Areas (NKPA's) and the Provincial Key Priorities. These key

- Quality health care for all.
- Social protection
- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country
- Positioning South Africa to seize opportunities of globalisation.

The 5 National priorities include :

- Job creation (Decent work and Economic growth);
- Education;
- Health;
- Rural development,
- food security and land reform;
- Fighting crime and corruption;
- Nation-Building and Good Governance.

Ilangalibalele Municipality fully subscribe to the provisions of the NDP and our policies are aligned to the NDP to contribute to the National Targets.

areas of intervention are in turn aligned with the 14 National Outcomes that serve as the Development Thrusts (regarded as the non-negotiable). Each of these priorities are benchmarked against the backbone of the Provincial Sustainability Approach followed in the

formulation of the Provincial Growth and Development Strategy (PGDS) 2011. The supporting pillars are:-

- **Economic Efficiency** through capital gain to attain Prosperity;

- **Social Equity** to ensure the development of Human Capital; and
- **Ecological Integrity** to ensure Environmental Capital.

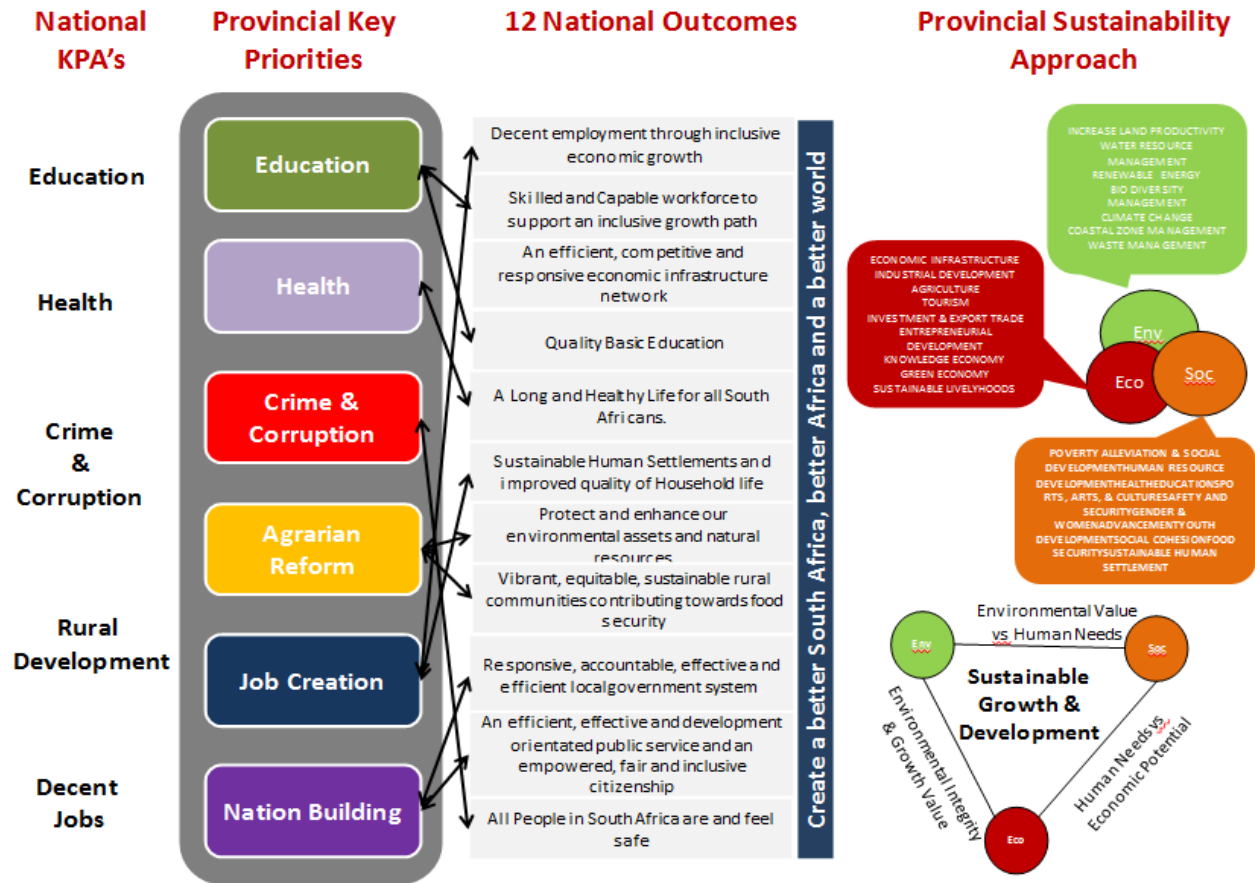


Figure 3: Figure 4: National KPA's

The State of the Nation Address (SONA)

In breathing life to the nation address by the state President, Inkosi Langalibalele Municipality has through its IDP commits to the implementation of the key areas pronounced as they include, the radical economic transformation. This is one of the areas to be implemented through the Municipal Local Economic Development Framework which has been prioritised for development and implementation for 17/18 financial year.

The State of the Province Address (SOPA)

The Municipality recognises tremendous success which has been achieved by the KZN Province through the implementation of the Back to Basics Programme as referred to in the address by the Premier. It is therefore worth recording that the iNkosi Langalibalele Municipality has developed its IDP whilst taking into consideration the developments. The alignment is evident through the synchronisation of the B2B focus areas with the Municipal Key focus Areas under part C of this document.

Back to Basics Programme Alignment

An evolution of Local government has undergone various stages of development including the era of Project consolidate, Local Government Turnaround Strategy (LGTAS) up to the introduction of the current phase of the Back to Basics Programme.

The current programme focuses on five key areas namely:-

- Public Participation :Putting People First
- Good Governance
- Basic Services : Creating conditions for decent living
- Sound Financial Management
- Building Capable Institutions & Administration

Ilangalibalele Municipality as a newly established Municipality has since not been assessed against the above pillars. Once the assessment has been conducted and feedback provided, it will be only then that an action plan is developed to respond to issues raised.

The current Municipal IDP has taken into consideration the emphasis of the Back to Basics programme for implementation during the financial year of the said IDP

B.6 PGDP (PROVINCIAL GROWTH & DEVELOPMENT STRATEGY)

The Provincial Growth and Development Strategy (PGDS) is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation.

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

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

Inkosi Langalibalele Municipality is in full support of the KZN, PGDS and has ensured alignment of the Goals and Objectives with the KZN237 IDP in terms of the following:

- Job Creation:

Recruitment of more than 150 participants under the Extended Public Works Programme (EPWP) as funded by the National Department of Public Works and further ensures that Infrastructure Projects are Labour Intensive;

The recruitment of more than 1200 participants for the implementation of the Community Works Programme

(CWP) as funded by the Department of Corporative Governance and Traditional Affairs;

The municipality has recruited more than 100 participants for the implementation of the Keep Inkosi Langalibalele Clean Programme which aims at providing Job Opportunities to locals and at the same time provide assistance to the municipality with Service Delivery; and

The municipality is currently working hand in hand with the KZN Department of Economic Development for the Training of SMMEs and has also allocated a Budget to attend to the needs of the SMMEs.

Human Resource Development: The municipality is currently implementing the following programs to assist the Local Youth with Skills Development:

Skills Development Programme of 100 Local Youth in partnership with the National Youth Development Agency;

Annual Financial Assistance to 100 successful Grade 12 students with Registration Fees in Tertiary Institutions; and

The municipality ensures the distribution of Skills Development Information from other departments to all wards via the Youth Centre.

Human and Community Development:

The municipality is currently implementing Human Settlements Projects in the following areas to ensure Sustainable Human Settlement:

Cornfield, Paapkuilsfontein, Frere, Msobotsheni, Owl and Elephant, Wembezi, Thembalihle, Mimosadale and Rensbergdrift.

The municipality is also supporting the elderly, development of Women, People living with disability and matters pertaining to gender programmes.

Strategic Infrastructure:

The municipality has developed and submitted a Business Plan for the development of Dry Port / Industrial Area to the KZN COGTA for approval and is currently awaiting outcome. The development seeks to be a central point for delivery of goods between Durban and Johannesburg due to the strategic location of the town of Estcourt and the site.

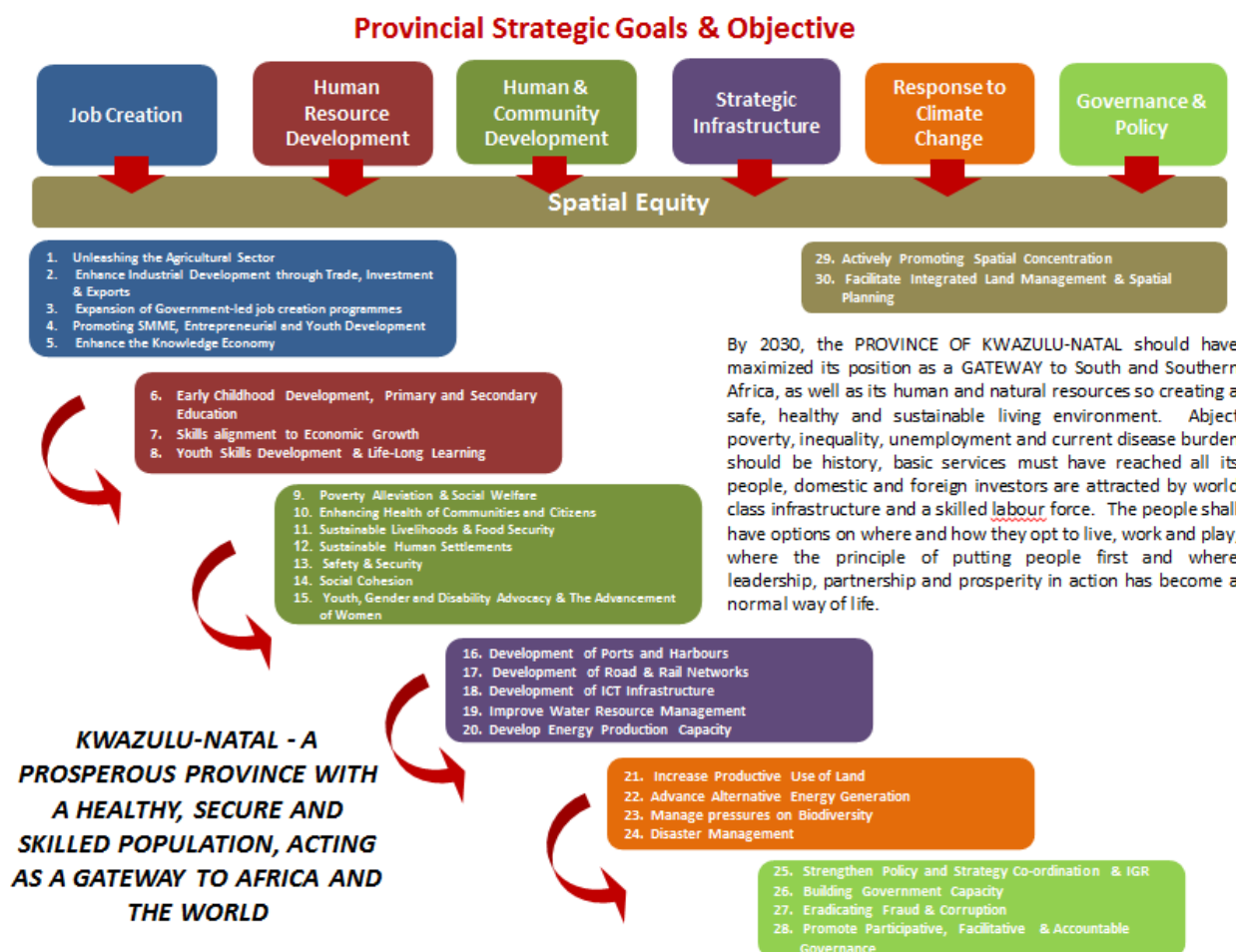


Figure 5: Provincial Strategic Goals & Objectives

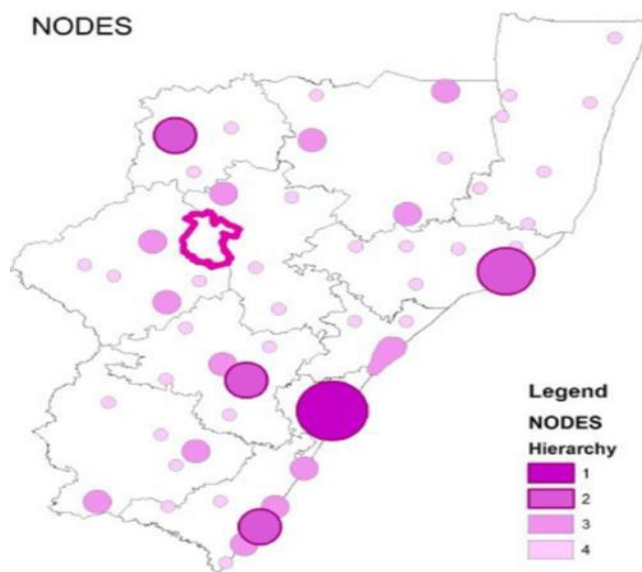
PGDS Classification of poverty/need

Source: *Provincial Spatial Development Framework (PSDF)*

Service Centres

The Provincial Spatial Economic Development Strategy takes the implications of the importance of the service sector in most districts into account. Many of the smaller rural centres and towns represent important centres of service, and particularly government activity. The PSEDS builds on the concept of developing a comprehensive network of centres throughout the

province which would support the delivery of services. Services delivered would be determined by various nodes according to a hierarchy of places. In identifying the hierarchy of places existing service centres are strengthened but, more importantly, new or emerging service centres are developed.

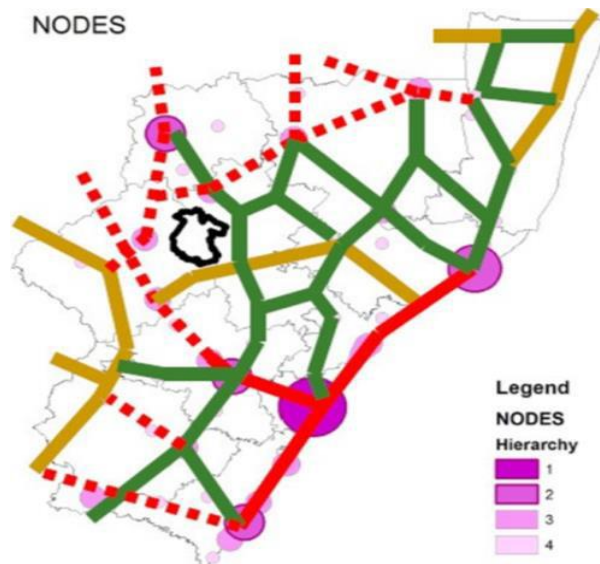


Source: *Provincial Spatial Development Framework (PSDF)*

Development/Activity Corridors

Economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres. The PSEDS thus does not attempt to identify a functional hierarchy of transport logistics corridors or routes throughout the province. Instead it focuses its attention on activity/development corridors. These development corridors are not intended to be the basis for a transport logistics network. It is however essential that the development corridors are adequately served by appropriate transport and logistics infrastructure.

MAP 5 PGDS Development/Activity Nodes



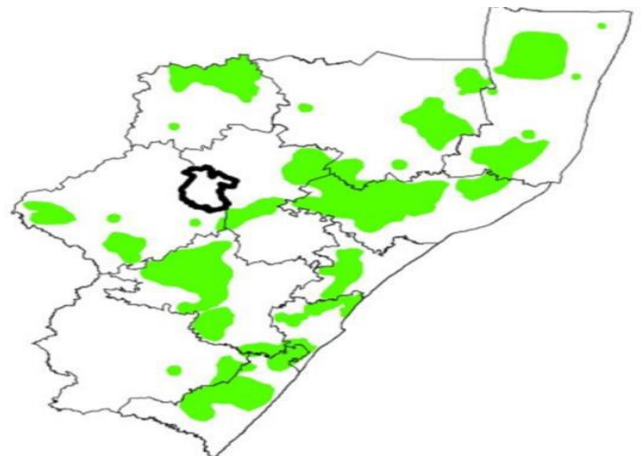
Source: Provincial Spatial Development Framework (PSDF)

Agriculture and Agri-Processing

This sector is key to addressing poverty in the province since most areas of poverty are rural. Its contribution to the provincial economy is currently small but it has the potential to increase this contribution significantly if its full potential were realized. The commercial agriculture sector is the major employer in the majority of municipalities and forms the economic anchor of these municipalities. Subsistence agriculture is by far the most important source of sustenance for rural households. In order to achieve a reduction of unemployment and poverty the challenge is to grow and transform the commercial agricultural sector.

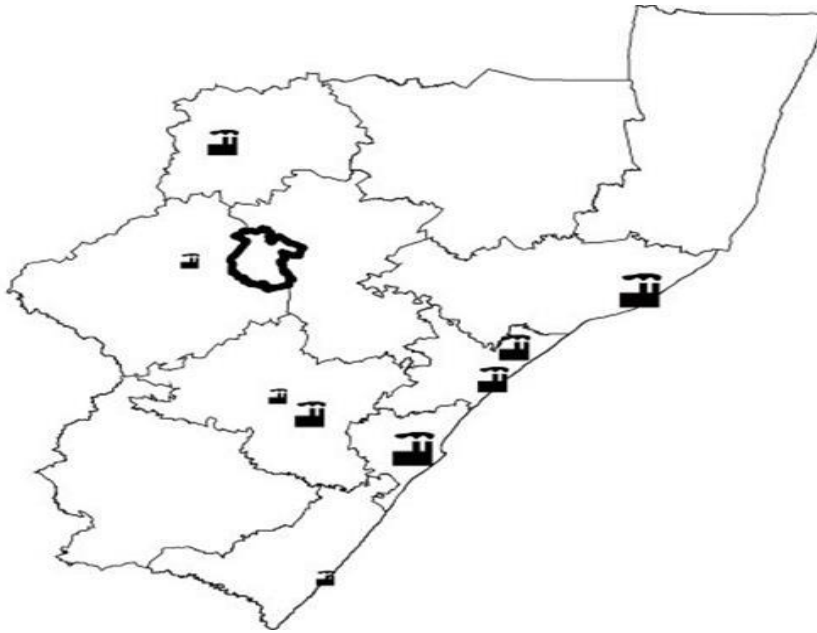
The accompanying map depicts areas in the province which have been identified with the highest potential agricultural and agri-processing potential.

MAP 6 PGDS Agricultural Potential



Source: Provincial Spatial Development Framework (PSDF)

MAP 7 PGDS Industrial Development



Source: *Provincial Spatial Development Framework (PSDF)*

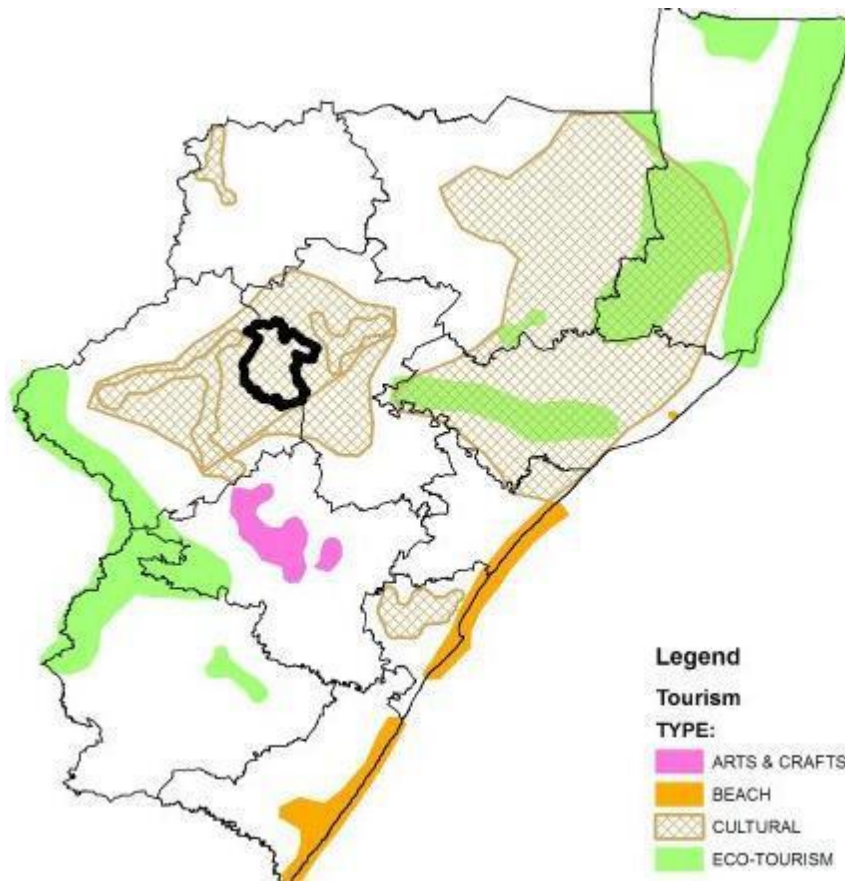
TOURISM DEVELOPMENT

The primary tourism potential within the province is in the beach tourism cultural tourism and eco-tourism markets. The areas of national tourism importance within the province are the Southern Zululand and Dolphin Coast, the Elephant Coast and surrounds, the greater Pietermaritzburg and Durban region, and the Drakensberg region. The tourism products of provincial importance are:

- Arts & crafts routes in Midlands Meander and Albert Falls Amble
- Durban, south coast and north coast beach tourism linked to cultural tourism in the interior
- Drakensberg region
- Greater St Lucia & surrounding big five reserves
- Zulu Heritage & Cultural Trail
- Battlefields Route

It can be seen from the map that the municipality features on a provincial scale with cultural tourism potential.

MAP 8 : PGDS Tourism Development



Source: Provincial Spatial Development Framework (PSDF)

B.6.1 KZN Provincial Growth and Development Plan (PGDP)

From Strategy to Plan After a broad consultation process, the PGDS was adopted by KZN Cabinet in August 2011, and Cabinet mandated the KZN PPC to prepare an implementation plan in the form of a Provincial Growth and Development Plan (PGDP). It was also noted that the PGDS and the PGDP should be in alignment with the National Development Plan being prepared by the National Planning Commission.

Whereas the Provincial Growth and Development Strategy sets the 2030 Vision for the Province as well as the Strategic Goals and Objectives that will drive the Strategy, the Provincial Growth and Development Plan sets out to describe the desired outcomes in respect of each Strategic Objective.

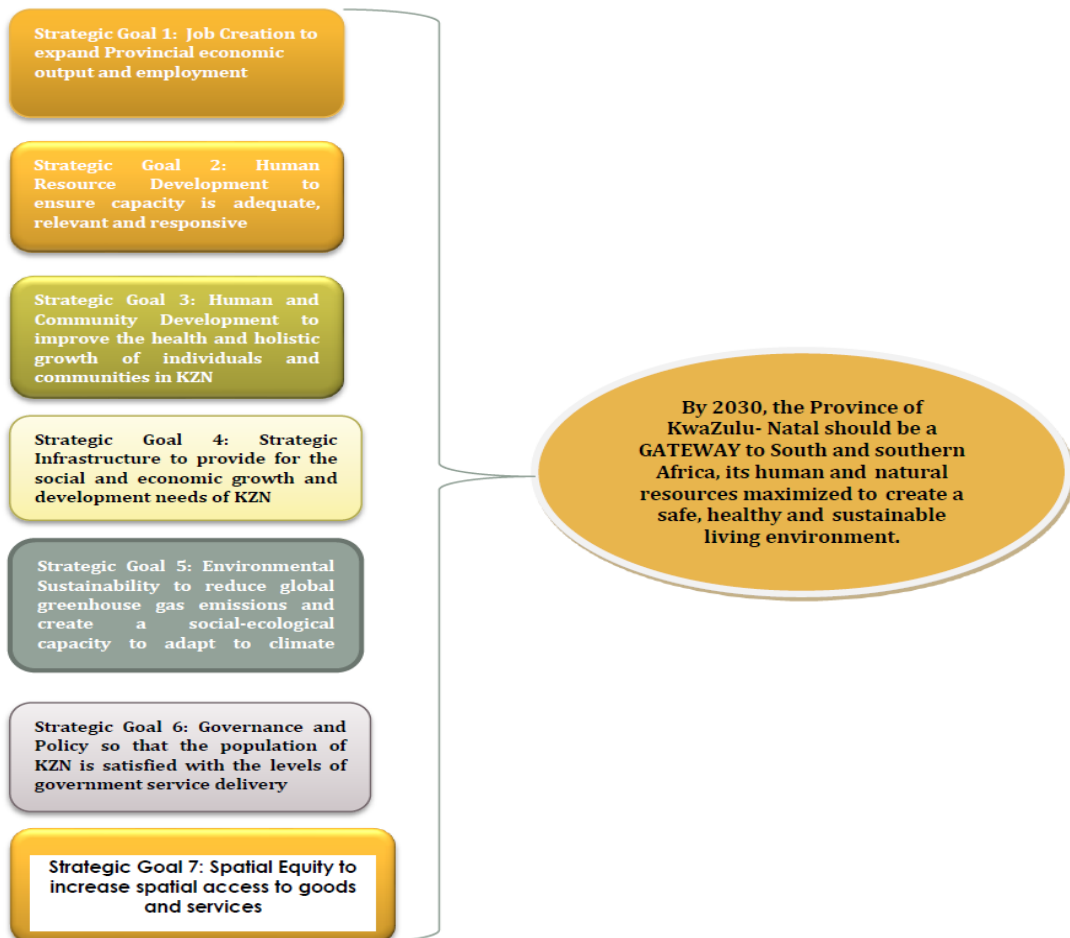
The Commission's mandate is to drive and direct growth and development and this requires that 'desired outcomes' should be clearly defined for all the strategic goal areas. Province wanted to be able to measure or monitor its progress in achieving the goals and objectives. This meant that the Commission and government departments in consultation with social partners had to agree on a set of measurements: indicators of performance. To make it thorough, the process also came up with targets: what should be measured and what should be achieved. The PGDP is in fact a framework for monitoring the achievement of the strategy.

Each strategic goal area has an overall measure of success – 'apex indicator' is the term used. Each strategic objective has a set of 'primary indicators' – the main measurements relevant to successful achievement in that area. In addition, there are sets of 'secondary indicators' – which measure actions related to the achievement of the objective.

A set of interventions is proposed for each objective. These are not exhaustive, but are meant to put in place the conditions for success. They will be one of the subjects for consultations going forward. Because it is a 20 year plan, the measurements or indicators are set in five yearly intervals; setting targets for 2015, 2020, 2025 and 2030. All the above add up to a 'growth trajectory' for the province.

Large scale strategic Interventions or 'catalytic projects' have been identified, these are projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving PGDS Goals and Objectives.

7 PGDP's Strategic Goals



Source: Provincial Spatial Development Framework (PSDF)



Source: Provincial Spatial Development Framework (PSDF)

B.7 DGDP (DISTRICT GROWTH DEVELOPMENT PLAN)

UThukela within Kwazulu-Natal

KwaZulu-Natal is South Africa's second largest provincial economy after Gauteng (33%) contributing approximately 17% to the South African economy in 2013. Having two of the busiest high propensity Durban and Richards Bay ports, the economic structure of this province is based largely on the manufacturing sector. The manufacturing sector was the biggest sector in the KZN provincial economy (22%) in 2013. The district's manufacturing sector contributed 5% to total manufacturing GVA of KZN in 2011 up from 4% in 2001, employment in the municipality's manufacturing sector as a proportion of total manufacturing employment in KZN remained stable at 6% between 2001 and 2011. The total value of goods and services produced in uThukela in 2011 was R13.4 billion, contributing 5% to the provincial economy, The most significant sector in 2011 was manufacturing which contributed 21% to the district's total GVA. This was followed by wholesale and retail trade, catering and accommodation at 17%; and then finance, insurance, real estate and business services at 15%. The least important sector in terms of GVA in 2011 was mining and quarrying at less than 1%.

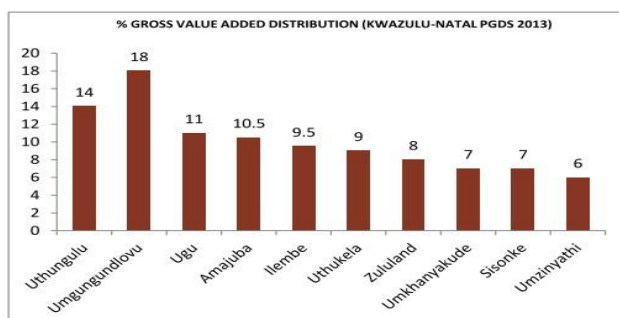


Figure: 2

Source: uThukela SDF 2016/17



Inkosi Langelibalele
LOCAL MUNICIPALITY - UMKHANDLU WENDAWO

SECTION C

SITUATION ANALYSIS

C.1 DEMOGRAPHIC CHARACTERISTICS

C.1.1 MUNICIPAL DEMOGRAPHIC

This section reflects the demographic characteristics of Inkosi Langalibalele Local Municipal area. This will cover qualitative where possible quantitative summary of demographic variable and social infrastructure of the area. The population figures and projections used are based on Statistics South Africa Census. It includes Population, Gender Ratio, Language, Education Status, and Household site, Housing Conditions, Services, Electricity and Energy Status.

C.1.1.1 Population Status, Per Municipality

Table: 3: Municipal population, KwaZulu-Natal, 2016

POPULATION STATUS & ANALYSIS		
	N	%
DC23:Uthukela	706 588	6,4%
KZN235: Okhahlamba	135 132	1,2%
KZN237: New(Inkosi Langalibalele)	215 182	1,9%
KZN238: New (Alfred Duma)	356 274	3,2%

Source: stats SA 2016

This vindicates that Inkosi Langalibalele is almost 2% of the District Population

C.1.1.2 (Table: 4) Sex Ratios (Gender Distribution)

	Male		Female		Total	Sex Ratio
	N	%	N	%		
DC23:Uthukela	333 811	47,2%	372 777	52,8%	706 588	90
KZN235: Okhahlamba	63 729	47,2%	71 403	52,8%	135 132	89
KZN237: New(Inkosi Langalibalele)	101 839	47,3%	113 343	52,7%	215 182	90
KZN238: New (Alfred Duma)	168 243	47,2%	188 032	52,8%	356 5	89

Source: stats SA 2016

Significantly females are dominated male gender distribution

Females are 53%whiles Males are 47% respectively

C.1.1.3 Language Distribution per Municipality within uThukela District

Table: 5: Distribution of the KwaZulu-Natal population by first language spoken and municipal (numbers), 2016

First Language	Afrikaans	English	Isi Ndebele	Isi Xhosa	Isi Zulu	Sepedi	Sesotho	Se Tswana	Sign language	SiSwati	Tshivenda	Xitsonga	Other
DC23:Uthukela	3 738	23 407	66	1 541	656 426	398	2 162	10	-	152	-	-	1 481
KZN235: Okhahlamba	992	1 984	8	303	126 985	101	797	-	-	-	-	-	449
KZN237: New (Inkosi Langalibalele)	440	7 831	13	259	200 746	127	230	10	-	59	-	-	409
KZN238: New (Alfred Duma)	2 306	13 593	45	979	328 694	170	1 136	-	-	94	-	-	623

Source: stats SA 2016

The most dominant language is IsiZulu, followed by English, Afrikaans and few Xhosa speaking plus Sesotho

C.1.1.4. Education

Table: 6: Education enrolment for children aged-13 years, 2016

Province /Metro/District Municipality	Municipality/Local	Education enrolment		
		Enrolment	N	%
DC23:Uthukela		128 496	136 384	94,2 %
KZN235: Okhahlamba		26 674	28 247	94,2%
KZN237: New(Inkosi Langalibalele)		37 157	39 605	93,8%
KZN238: New (Alfred Duma)		64 665	68 532	94,4%

Source: stats SA 2016

At a primary education for Inkosi Langalibalele Municipality, enrolment is at 94%

This is an excellent indication of keen internal on Education.

Table: 7: Level of Education for persons aged 20 years or older by local

Province /Metro/District Municipality/Local Municipality	Education enrolment		
	No schooling	Matric	Higher Education %
DC23:Uthukela	10,0%	33,1%	6,6%
KZN235: Okhahlamba	16,1%	27,2%	6,0%
KZN237: New(Inkosi Langalibalele)	10,8%	33,5%	7,0%
KZN238: New (Alfred Duma)	7,4%	34,9%	6,5%

Source: stats SA 2016

Table: 8: Number of household size per local district, KwaZulu-Natal,

Province /District Municipality/ Local Municipality	Households	Average household size
DC23:Uthukela	161 788	4,4
KZN235: Okhahlamba	29 510	4,6
KZN237: New(Inkosi Langalibalele)	46 953	4,2
KZN238: New (Alfred Duma)	85 326	4,4

Source: stats SA 2016

Average household is at 5% at Inkosi Langalibalele Municipality

This is acceptable for normal growth and economic cluster

Table: 9: Percentage distribution of household with formal dwelling by

C.1.1.6. Housing Conditions

Province /District Municipality/ Local Municipality	Average household size
DC23:Uthukela	69,9%
KZN235: Okhahlamba	59,1%
KZN237: New(Inkosi Langalibalele)	75,3%
KZN238: New (Alfred Duma)	70,6%

Source: stats SA 2016

Housing is at 41 % hence the need for Housing Development.

C.1.1.7. Household Services

Table: 10: Distribution of households with access to flush toilets, weekly refuse removal, piped water and electricity per local

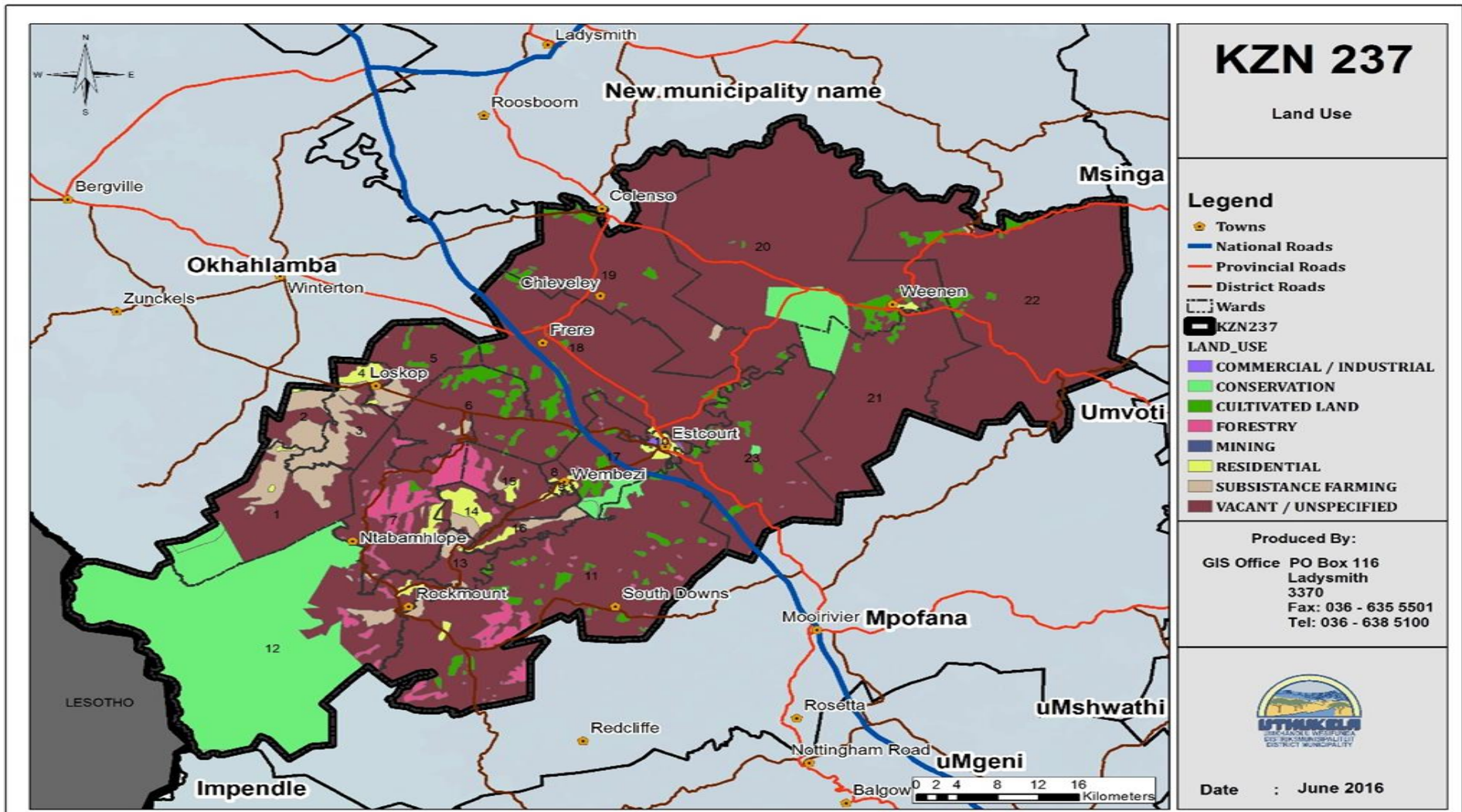
Province /District Municipality/ Local Municipality	Flush/Chemical total	Weekly refuse removal	Piped water (Inside dwelling/Yard Communal)	Electricity for lighting
DC23:Uthukela	46,9%	31,3%	66,6%	85,4%
KZN235: Okhahlamba	31,5%	9,1%	51,0%	88,7%
KZN237: New(Inkosi Langalibalele)	40,8%	22,0%	60,4%	85,2%
KZN238: New (Alfred Duma)	55,5%	44,2%	75,4%	84,3%

Source: stats SA 2016

- On chemical toilet , the municipality has 41 %
- Refuse Collect is at 91% on weekly operation
- Piped Water is 51%
- Electricity Provided is at 85% for light

C.1.2 IMPLICATIONS OF DATA COLLECTED & LAND USE

Map: 7: Land Use-MAP



Source: uThukela District Municipality

CURRENT LAND STATUS

Current land use pattern has evolved in response to the settlement pattern, the natural environment and regional access routes.

The following broad land use categories are found in Umtshezi Municipality:

- Urban nodes are Estcourt, Wembezi and Weenen. Each of these plays a different role in the space economy. While Estcourt is the major commercial node, Wembezi is essentially a dormitory suburb. Weenen is a declining rural town.
- A sizeable portion of the municipal area comprises commercial agricultural areas. There are extensive and intensive farming activities throughout this area. They include crop production (primarily in irrigated areas), game farming, limited forestry and livestock farming.
- While there are no proclaimed Traditional Authority Areas within Umtshezi, there are several areas of dense rural settlement. They include settlements such as Frere, Cheverly, Cornfields and Thembalihle. The latter is settled by members of Mabaso traditional council.
- Conservation areas include nature reserves (namely the Weenen, Wagendrift and Moor Park Nature Reserves), game farms and heritage sites.
- A number of farms which were previously used for livestock farming have now been converted into game farms and are developed with tourism infrastructure.

C.1.2.1 LAND OWNERSHIP

Land ownership in the municipal area can be categorized as follows:

- There are numerous parcels of state land located throughout the municipal area. They include the land

parcels upon which various facilities have been constructed, for example, government and municipal offices, police stations, schools, clinics and utilities (such as water works and sewerage treatment works). Small portions of agricultural state land are found near Ennersdale.

- The predominant form of land ownership in the municipal area is privately-owned land. However, this is likely to change as more land is increasing registered in the name of groups as a result of the land reform program. Huge tracks of land will fall under communal land as defined in the Communal Land Rights Act (CLaRA).
- Major servitudes relating, inter alia, to uThukela Water's bulk water supply pipelines and Eskom power lines.

C.1.2.2 LAND CLAIMS / REFORM

The following table summarizes the current extent of the land reform programmes in Umtshezi.

Table 2| Land reform projects

Programme	Extent	Restitution	72 claims	Redistribution	23 projects
Land Redistribution for Agricultural Development (LRAD)	3 projects	Labour Tenant	14 projects		

The LED aspects of the land reform projects are generally poorly developed. The Framework for Land Reform in KwaZulu Natal (2005) notes that: "Very few land reform projects, except those initiated by the private sector or in partnership with the private sector, facilitate the integration of beneficiary groups into commercial agricultural markets or provide opportunities for rural households to generate small amounts of income from their agricultural produce or natural resource products" (71). Land reform projects require not only the same kinds of support that other emerging farmers do; but additional support in the enterprise transformation process and resettlement process. This is termed 'post transfer support' and requires enterprise, livelihood, infrastructure and social support interventions.

C.1.3 SPATIAL DISTRIBUTION ON POPULATION & AGRICULTURE

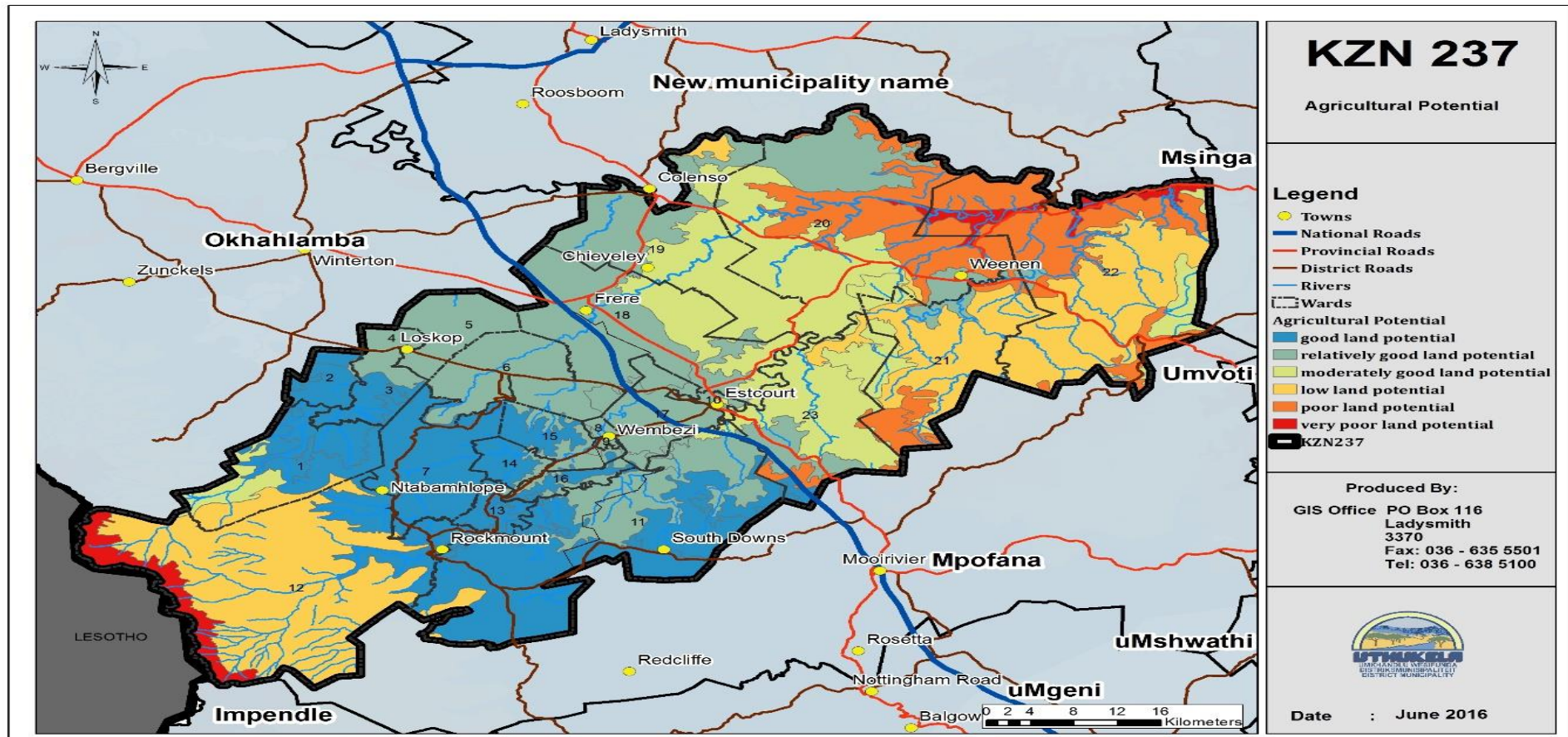
The agricultural potential of Umtshezi varies with the different rainfall, soil, climate and topographical condition in the area. The five distinct Bio resource identified by the Department of Agriculture and Environmental Affairs have a major impact on agricultural practices and potential. The area of Umtshezi is of marginal value for crops, unless irrigated. The good water resources in the area create a high potential for irrigation. Agricultural potential within Umtshezi Municipality falls into six of the eight potential ratings namely: good, relatively good, moderate, restricted, low, poor, and very poor agricultural potential areas. These are described as follows:

- Good agricultural potential areas: Areas of agricultural potential within Umtshezi Municipality which are classified as good are limited of the six agricultural potential zones. These areas occur at the southern part of municipality. Good agricultural land occupies an estimated 2% of the municipality.
- Relatively good agricultural potential areas: Land of relatively good agricultural potential is quite extensive in municipality. Areas of relatively good agricultural potential occur along the western boundary of the municipality and also at the northern tip of the municipality. Relatively good agricultural land occupies an estimated 16% of the municipality.
- Moderately good agricultural potential: Land that is of moderate agricultural potential is located in the central parts of the municipality between the areas encompassed by southwest of Estcourt, east of Frere, northeast of Colenso and west of Weenen. A very small area of this land type also occurs along the western boundary of the municipality. Moderately good agricultural land occupies an estimated 25% of the municipality. Jane
- Low and poor agricultural potential: The rest of the area which covers an estimated 56% of the municipality is covered by land considered to be low to poor agricultural potential land. These

Areas occur mainly at the western half of the municipality.

- Agricultural Potential for Planning Purposes: The quantity and distribution of water resources in Umtshezi Municipality is very good although rainfall is erratic and soils are poor. It is estimated that close to 60% of land in the municipality has limited agricultural productivity. Thus in terms of economic land use, agriculture is not a suitable development option for economic development in the Municipality. Since majority of the people in this municipality depend on crop cultivation an area of focus for the municipality is to strengthen subsistence farming at the household level. The best areas for irrigation are in the valleys of the Bushmans and Little Bushmans Rivers and the area of the Wagendrift Dam. Agricultural potential is greatest in the eastern sections along the Little Tugela River, declining to the west. Commercial farming is taking place in the eastern sections and non-commercial farming occurs in the vicinity of Weenen. The irrigated small holdings located almost around Weenen town accounts for the relatively good potential land in this area. High potential agricultural land is located to the south west of the area along Bushmans River.

Map: 8: Agriculture potential Map



Source: uThukela District Municipality

The Map, above reflects, fertile soil, low land potential, poor & moderate on Agricultural potential.

❖ PRIVATE SECTOR DEVELOPMENT

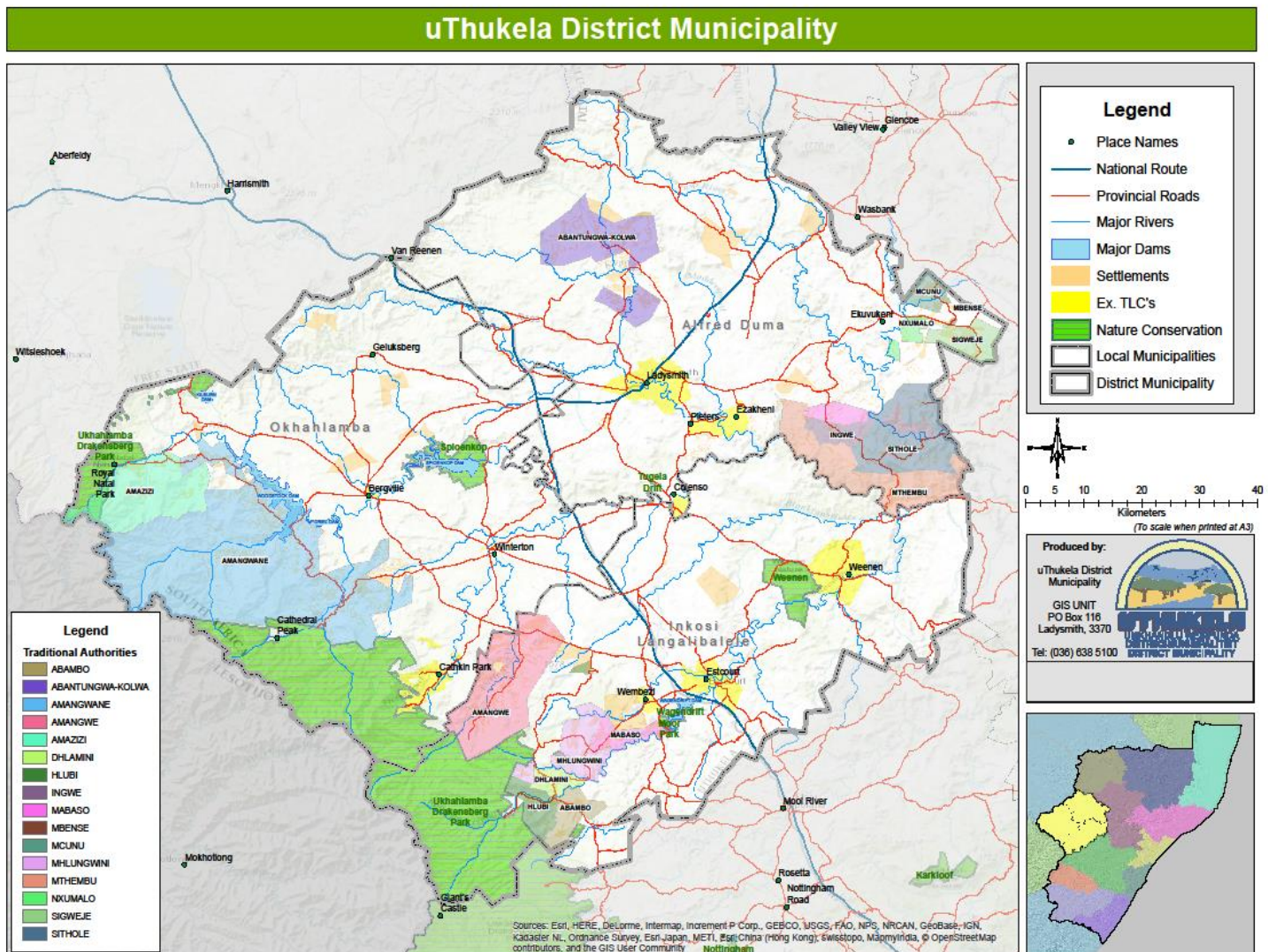
As Inkosi Langaibalele Municipality, we are trying very hard to unlock in terms of shopping malls and at present, we are developing the Municipality with two Taxi Ranks i.e. in Wembezi and Estcourt town, expansion of Nestle industry. We manage to form two mines i.e. Blue Quarry and Ngodini mine, a number of Inkosi Langaibalele Municipality residents are employed in the two.

C.1.4 GRAPHICS & MAPS REFLECTION

1.4.1 LAND INVASION AND INFORMAL LAND ALLOCATION

As Inkosi Langaibalele we are facing challenging pertaining Land Invasion and informal land allocation without any consultation. The Municipality is in process of engaging with the Invaders and Informal land allocators to encourage the formalisation of the existing developments and to discourage future land Invasions. The affected areas are Osizweni, Land, Mimisadale, Khwezi, and Emabhalonini.

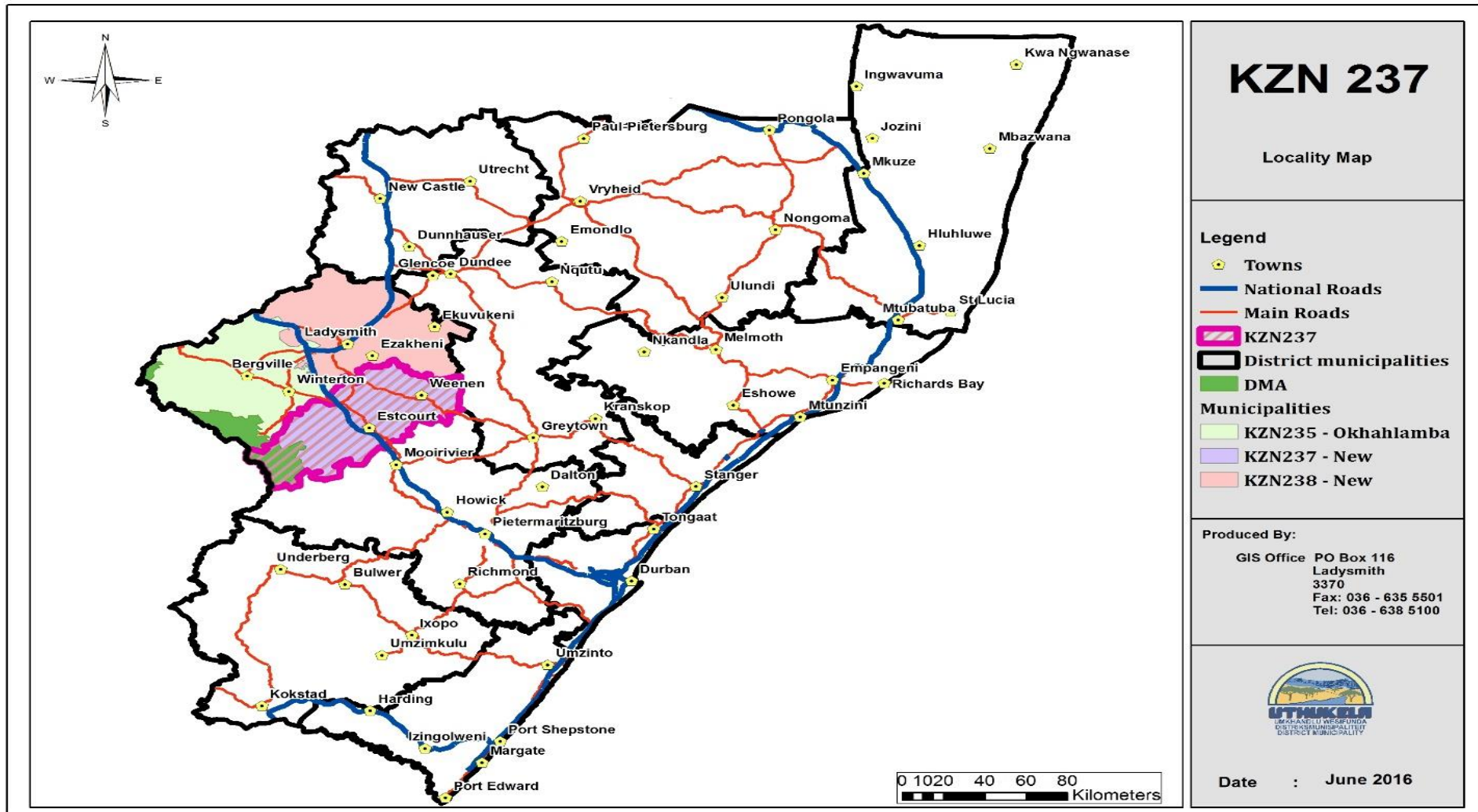
Map: 9: Traditional Leadership – Map (Distribution)



Source: uThukela District Municipality

This Map, indicates the spread over the municipal area of Amakhosi jurisdiction. There are nine Traditional Authorities within Inkosi Langaibalele Municipal Area.

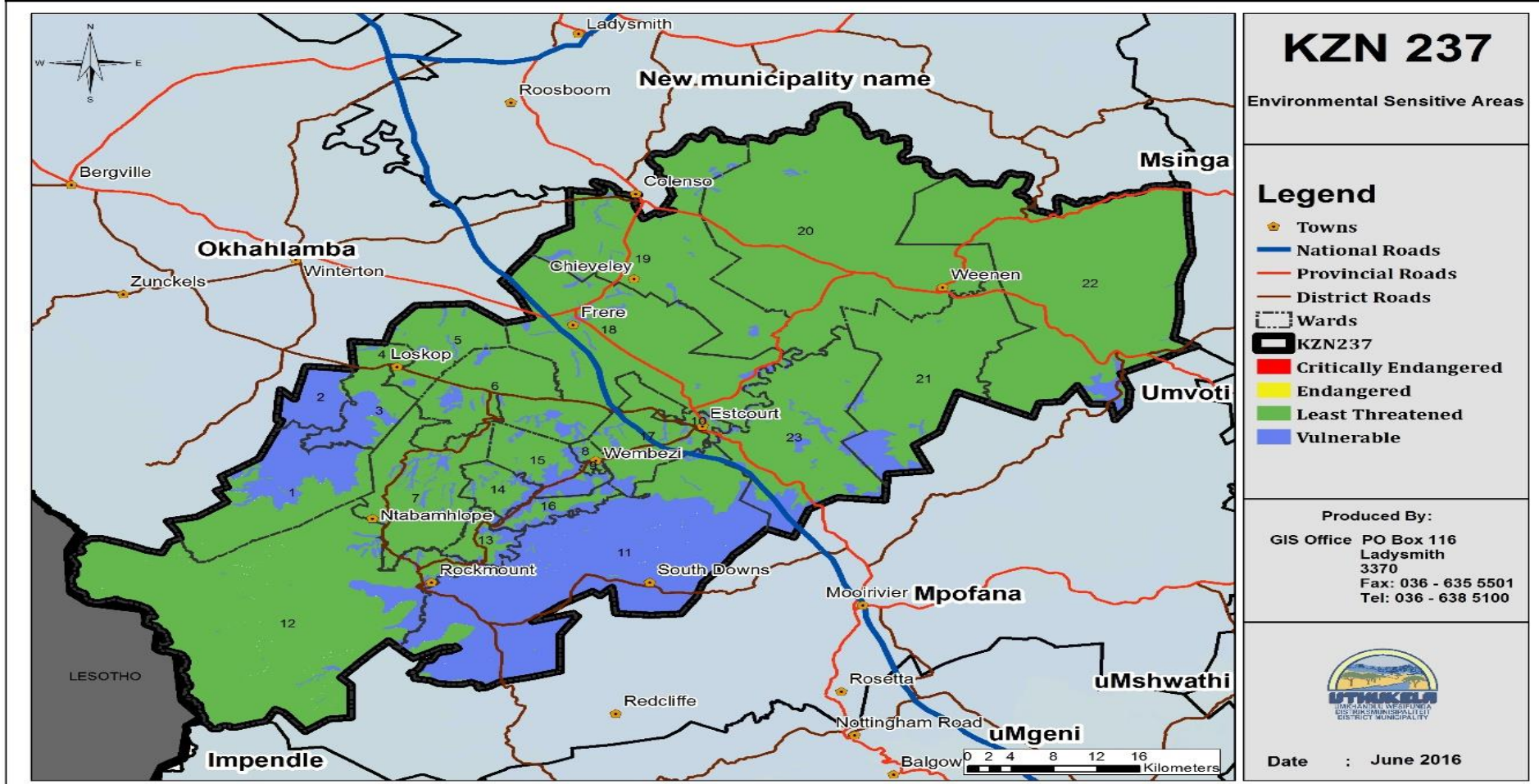
Map: 10 UTHUKELA DISTRICT MAP



Source: uThukela District Municipality

The above – Map, indicates the locality of the District within Kwa-Zulu Natal.

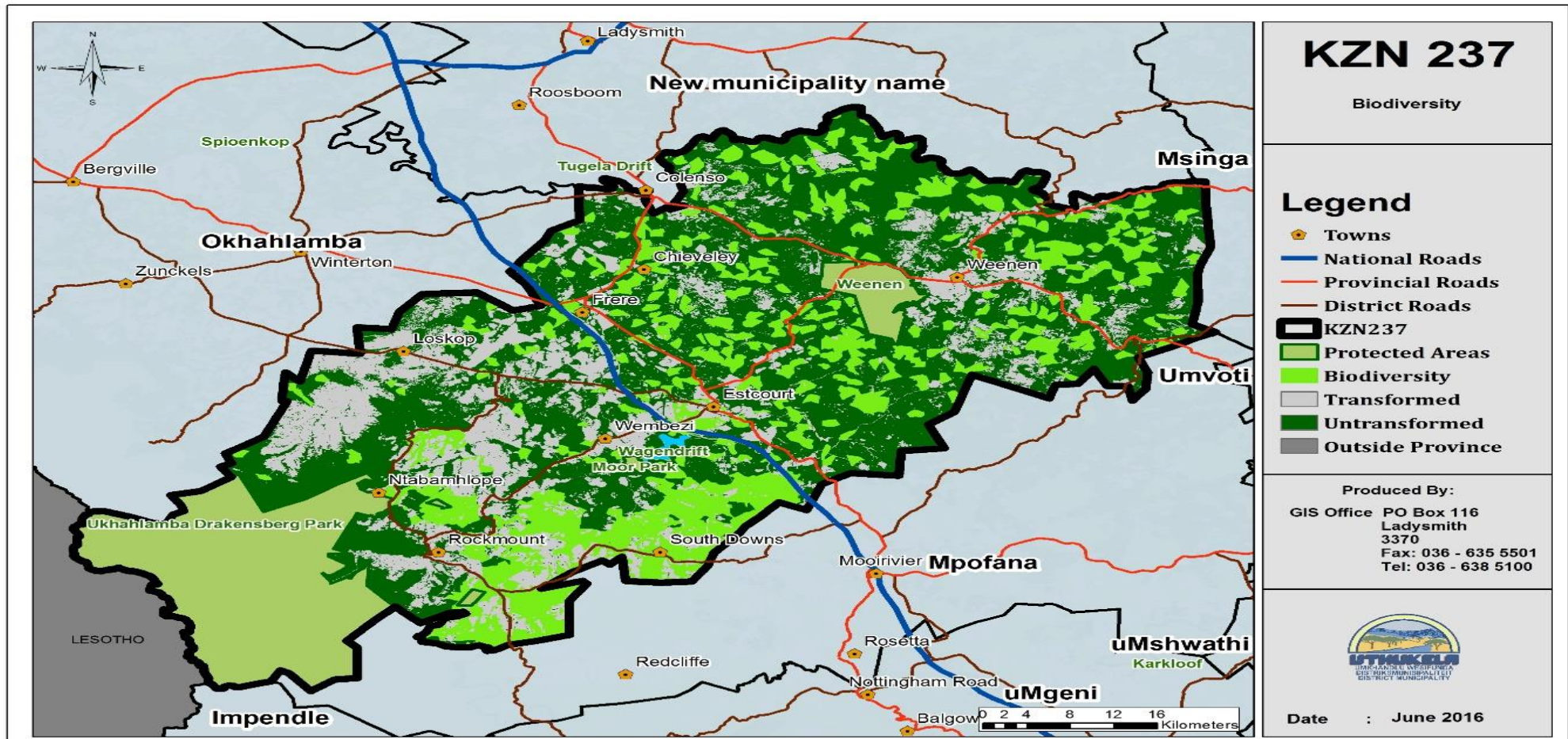
Map: 11: C.1.5 ENVIRONMENTAL ANALYSIS



Source: uThukela District Municipality

The natural environmental resources and endowments are the pivots around which development revolves. Human intervention plays a critical role in the sustainability or depletion of these resources. Thus the ability of the natural environment to supply raw materials for production on a sustainable basis depends on the management principles and the instruments available for the management of these resources.

Map: 12: C.1.6 BIO DIVERSITY (INCLUDING PROTECTED AREAS)



Inkosi Langa libalele Municipality is rich in biodiversity. The western and southern portions of the municipality are particularly high in species diversity and habitats. The eastern parts in particular and portions of the central areas of the municipality have intermediate sensitivity to species diversity. In the central parts and areas centrally placed towards the north, species diversity and communities tend to be irregular with some areas having intermediate sensitivity and others having low sensitivity.

South Africa has ratified the International Convention on Biological Diversity, which commits the country, including KwaZulu-Natal, to develop and implement a strategy for the conservation, sustainable use and equitable sharing of the benefits of biodiversity. In the Province of KwaZulu Natal, Ezemvelo KZN Wildlife is the authority responsible for planning and management of biodiversity conservation. As a means of complying with the requirements of the Convention on Biological Diversity, KZN Wildlife has developed management tools to manage the biodiversity resources in the province.

One of the tools of the conservation planning analysis (C-Plan) is an irreplaceability map of the province of KwaZulu-Natal. This map is divided into 2 by 2 km grid cells called 'planning units'. Each cell has associated with it an 'Irreplaceability Value' which is one reflection of the cells importance with respect to the conservation of biodiversity. Irreplaceability reflects the planning unit's ability to meet set 'targets' for selected biodiversity 'features'. The irreplaceability value is scaled between 0 and 1.

- Irreplaceability value – 0. Where a planning unit has an irreplaceability value of 0, all biodiversity features recorded here are conserved to the target amount, and there is unlikely to be a biodiversity concern with the development of the site.
- Irreplaceability value – 1. These planning units are referred to as totally irreplaceable and the conservation of the features within them are critical to meet conservation targets. (Developments in these areas definitely require EIA for which, and depending on the nature of the proposal, an authorisation is unlikely to be granted).
- Irreplaceability value > 0 but < 1. Some of these planning units are required to meet biodiversity conservation targets. If the value is high (e.g. 0.9) then most units are required (few options available for alternative choices). If the value is low, then many options are available for meeting the biodiversity targets. (EIA required and depending on the nature of the proposed development, permission could be granted).

The C-Plan is used to develop a minimum sets of biodiversity required (Minset) to meet biodiversity conservation targets. Mind-set output map shows areas that are already protected, 'Mandatory Reserves' and 'Negotiable Reserves'. Mandatory reserves are those areas that appear as totally irreplaceable on the irreplaceability map, since there are no other alternatives for achieving the conservation targets. Areas identified as negotiated reserves are the areas that the Minset function returns as the most efficient for achieving targets and constraints. However there are alternatives to achieving the targets and constraints but with less efficiency, and hence the designation of this area is still negotiable.

Majority of the municipality is accorded very low irreplaceability values. Areas considered as initially excluded correspond with those areas of low irreplaceability values. This implies that development planning in these areas is not likely to infringe significantly on biodiversity conservation issues. However, care needs to be taken in planning infrastructure in particular and developments that are likely to take up large extends of land in areas that are labelled as negotiated reserves especially in areas around Weenen and north east of Colenso. Development in such areas should involve low key developments and planning processes should involve KZN Wildlife at the conception stage of the planning process.

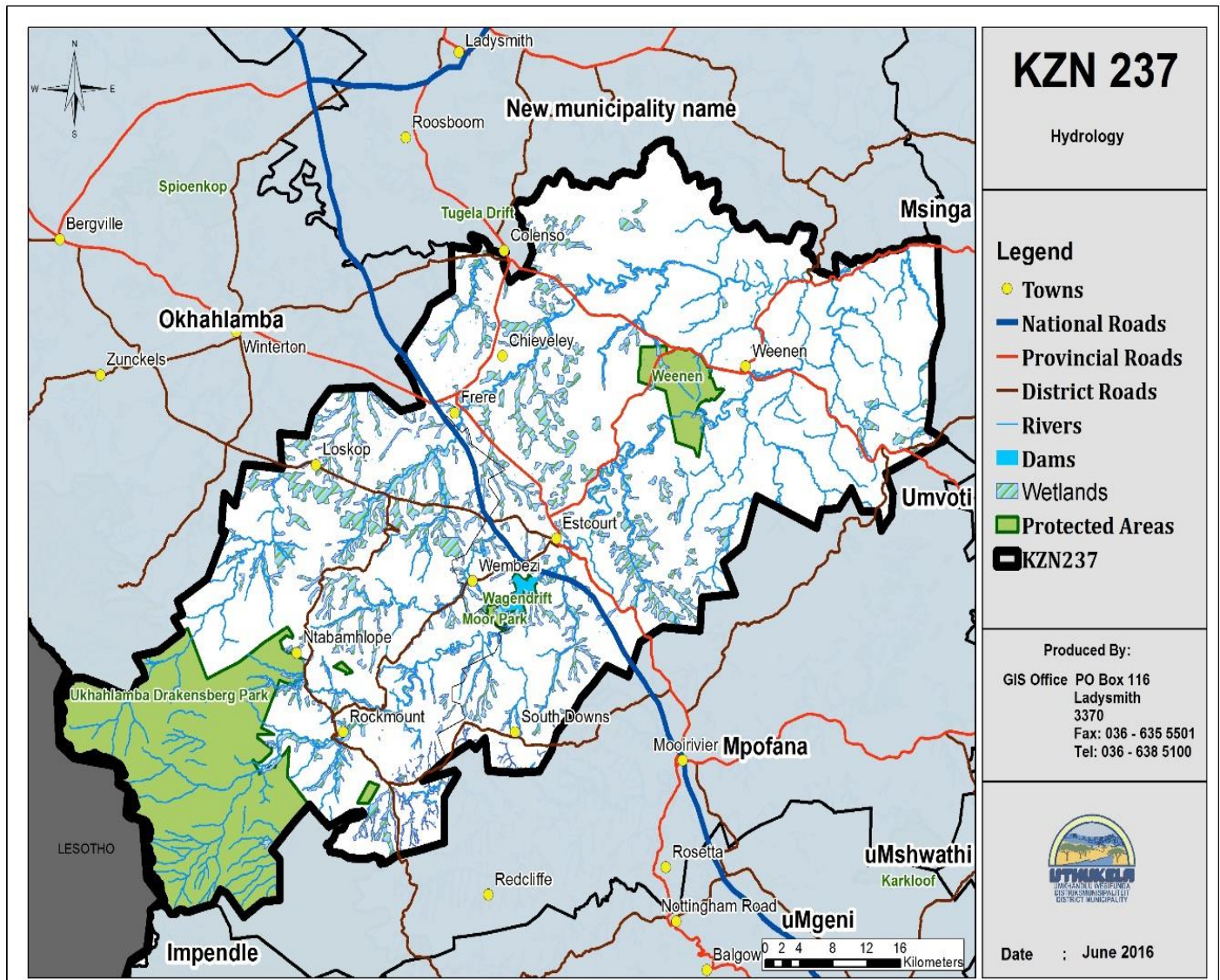
Areas labelled as Mandatory Reserve located at the southern tip of the municipality is considered as important for biodiversity conservation. These areas would definitely be expected to be conserved by KZN Wildlife. It is recommended that areas labelled as Mandatory Reserved by included as part of passive open spaces in the municipality. There is a centrally located protected area west of Weenen town. This area is a legally protected area which is not available for development or any land use changes except by consent from the relevant authorities. It is recommended that protected areas and mandatory reserves should be included in passive open systems. Negotiated reserves should be zoned as limited development areas where all developments involving new open spaces should be undertaken under the guidance of an EIA.

C.1.7. HYDROLOGY

Inkosi Langalibalele Municipality is a major contributor to the provinces water supply and play a major role in the agricultural and industrial sectors of the economy in KZN. Three of the rivers in the province flow through the municipality area, namely (refer to Map 8):

- Boesman River,
- Bloukrans River,
- Sikhehlenga River, and
- UThukela River

Map: 13: Rivers and catchments Map



Source: uThukela District Municipality

The Map, above indicates the Dams, rivers wetlands and protected areas with legends to Hydrology within Inkosi Langalibalele Municipality.

C.1.8 KEY FINDINGS ON STATS ANALYSIS

Table: 10: Households and Household Size per Municipality.

Provincial/District Municipality/Local Municipality	Households	Average household size
KwaZulu-Natal	2 875 843	3,8
DC21:Ugu	175 146	4,3
	35 433	4,1
KZN213: Umzumbe	28 132	5,4
KZN214: uMuziwabantu	21 172	5,1
KZN216: Hibiscus Coast	90 409	3,9
DC22: UMgungundlovu	298 463	3,7
KZN221: uMshwathi	29 082	3,8
KZN222: uMngeni	37 943	2,9
KZN224: Impendle	7 011	4,2
KZN225: The Msunduzi	180 469	3,8
KZN226: Mkhambathini	15 460	3,7
KZN227: Richmond	17 570	4,1
KZN223: Mpofana	10 927	3,4
DC23: UThukela	161 788	4,4
KZN235: Okhahlamba	29 510	4,6
KZN237: New (Inkosi Langalibalele)	46 953	4,6

Source Census 2016

House hold per capita at Inkosi Langalibalele Municipality is at 5%

Table: 11: Population per Municipality (Gender Based)

	Male		Female		Total	Sex Ratio
	N	%	N	%		
KwaZulu-Natal	5 306 295	48,0%	5 758 945	52,0%	11 065 240	92
DC23: Uthukela	333 811	47,2%	372 777	52,8%	706 588	90
KZN235: Okhahlamba	63 729	47,2%	71 403	52,8%	135 132	89
KZN237: New	101 839	47,3%	113 343	52,7%	215 182	90
KZN238: New	168 243	47,2%	188 032	52,8%	356 275	89

Source Census 2016

Gender- distribution at Inkosi Langalibalele has 47% of and 53% of Females.

Housing Conditions

Table: 12: Percentage distribution of households with formal dwellings by local municipality, 2016

Provincial/District Municipality/ Local Municipality	Average household size
KwaZulu-Natal	72,7%
DC21: Ugu	58,7%
KZN212: Umdoni	63,0%
KZN213: Umzumbe	44,5%
KZN214: uMuziwabantu	39,7%
KZN216: Hibiscus Coast	65,9%
DC22: Umgungundlovu	76,7%

KZN221: uMshwathi	56,3%	
KZN222: uMngeni	86,9%	
KZN224: Impendle	58,2%	
KZN225: The Msunduzi	80,1%	
KZN226: Mkhambathini	62,4%	
KZN227: Richmond	69,7%	
KZN223: Mpofana	83,7%	
DC23: Uthukela	69,9%	Housing Nodes
KZN235: Okhahlamba	59,1%	41%
KZN237: New	75,3%	25%
KZN238: New	70,6%	30%

Source Census 2016

C.1.9. SPLUMA & TOWN PLANNING MATTERS

A draft Land Use Management Framework Plan that also serves as the Rural Town Planning Scheme for the municipality, has been prepared that proposed the following zones.

- Agriculture
- Education
- Medium Impact Mixed Use
- Management Area
- Traditional Settlement
- Existing and future movement corridors
- Existing Railways
- National Parks and Equivalent Reserves
- Communications Towers
- Mall & Town Development
- Other principal development

The following comments should be noted:

- The extent of the Escort Town Planning Scheme area is indicated as a town planning scheme area has its own zonings and land development controls.
- The Management Area is defined and has its own policy statement and recommended land management controls.
- In each of the three Traditional Areas, the municipality has its own policy statements and recommended land management controls
- In each of three Traditional Authority Areas, the municipality has identified the need for rural housing development which is progress. Communities have been provided with access to housing and the current and future projects. These projects will include the preparation of settlement plans that will, once completed, become formal zoning plans that form part of the Municipal SPLUMS.

The following descriptions for the rural zones referred to on the previous page are expanded upon hereunder out of the draft Land Use Management Framework Plan: Table 19

ZONE	DESCRIPTION
Agriculture	The primary purpose of this zone is to protect land agricultural land is utilized in accordance with national legislation and regional policy guidelines related to sustainable development, agricultural production and natural resources.
Existing Roads	The zone shows the major existing roads that have structured and affect land use patterns for the Municipality.
Existing Railway	Shows the existing railway and other structural features of the municipality.

- Land Ownership
- Privately owned
- Commercial land
- Traditional Authority Land
- Land Reform
- Land Claims

Land Capability

The land Capability of an area is ultimately what informs a sustainable Spatial Development Framework and the following needs to be taken into account

- Balance between urban and rural land development.
- Urban and rural areas should be developed in support of each other.
- The discouragement of urban sprawl by encouraging settlement on serviced land with existing nodes.
- The direction of new development towards logical infill areas.
- Rural settlements should be developed to an acceptable standard of services and infrastructure.
- Compact urban form is desirable.
- Development should integrate social, economic, institutional and environmental aspects.
- Sensitive, vulnerable, highly dynamic, institutional and environmental aspects.

As well as planning procedures, especially where they are subject to significant human resources usage and development pressure.

- A Spatial Development Framework (SDF) should indicate areas where strategic intervention is required and should act as marketing tool to indicate where development can be promoted.

Waste Management: Solid Waste

In terms of Section 16 of the National Environment: Waste Management Act (No. 59 of 2008);

Every municipality must compile an integrated waste management plan (IWMP). Municipalities are also required to designate a waste-management officer responsible for coordinating matters pertaining to waste management in municipality.

Disaster Management

The Municipal Systems Act No. 32 of 2000 require all municipalities (metropolitan, district and local governing authorities) to undertake an integrated development planning process to be dynamic and relevant IDPs.

The Disaster Management Plan is a core component of the IDP Hence Section 26 (g) of Municipal Systems Act No. 32 of 2000, requires the IDP to reflect an applicable Disaster Management Plan.

Furthermore Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 stipulate that a disaster management plan for a municipal area must from an integral part of the municipality's integrated development plan

The Municipality does not have a disaster management plan in place due to capacity constraints, The Municipality is currently engaging COGTA to assist in the development of the plan it has been prioritized since 2013/2014. Risk assessment on all ward was conducted through support from COGTA.

There is a Disaster Management Framework at a district level provided on the annexure file and according to the assessment conducted in drought, fires, floods, epidemics, storm, hazmat and accidents which are considered to be the most prevailing threats.

Municipal Institutional Capacity

(a) Staffing

Institutional capacity in terms of disaster management is bit of a concern as the municipality does not have a unit in place, but the position of Disaster Management Officer has been identified in the municipal organisational structure under Community Services Directorate.

Table: 13

Hazard & Category Name	Hazard Analysis % Percentage
Civil Unrest-Crime	65%
Hydro-meteorological-Drought	75%
Disease/Health-Disease: Animal	75%
Disease/Health-Disease: Human	60%
Disease/Health-Disease: Plants	70%
Fire Hazards – Veld/Forest Fires	65%

C.1.9.1. Risk Reduction and Prevention

The importance of Risk Reduction and Prevention cannot be understanding; currently the municipality is involved in awareness campaigns at local schools and in the community on disaster management.

Response and Recovery

(a) Municipal Capacity in terms of Response and Recovery

The municipality must appointment a consultant to develop a proper disaster management plan.

Training & Recovery

(b) Training is required for councilors, Ward Committees & Staff on Disaster Management.

Funding Arrangements

(c.)The Municipality does not have funding capacity to develop the disaster management plan, but will source funding from the potential funders including Cogta KZN.

 **Table: 14: Disaster Management SWOT Analysis**

STRENGTH		WEAKNESS	OPPORTUNITIES	THREATS
Position a	Disaster	Lack of funding for development of a disaster plan.	Possible partnership with the farming community and tourism organization.	<ul style="list-style-type: none"> • Flood • Fires • Epidemics • Railway Accidents



SECTION C.2

KPA 1:

CROSS CUTTING ISSUES

C.2 HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

A. SPATIAL DEVELOPMENT FRAMEWORK FOR INKOSI LANGALIBALELE MUNICIPALITY

The amalgamate board else while Umtshezi and Imbabazane Municipalities is now called Inkosi Langalibalele Municipality.

The said process, was also supported by the Ministry of Cogta in KwaZulu Natal. The motive was to enhance better service delivery and, financial sustainability.

This draft, spatial framework, is an extract from the current, uThukela District Spatial Framework of 2017/18 financial year.

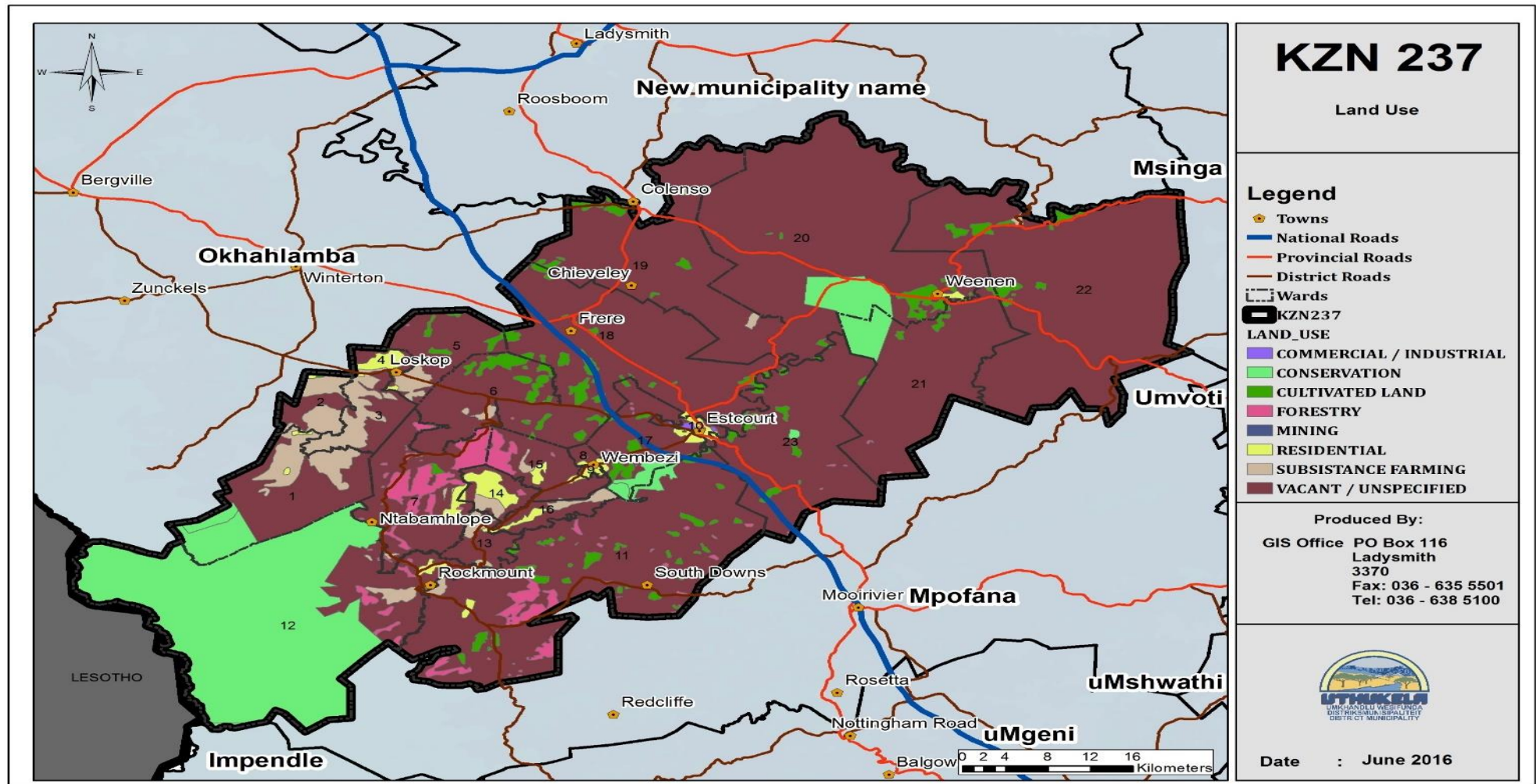
B. DATA ANALYSIS

The current municipality within, the context of "4th generation IDP" shall have to Re-develop Cadastral and development including geographical infrastructure system for a single municipality.

This shall include, Land use Management System Town planning scheme, Spatial Framework as well as Property Rate Implementation.

C. CADASTRAL DATA- MAP (LAND USE)

Map: 13



Source: uThukela District Municipality SDF 2015/16

This Spluma Map, reflects on Commercial, Industrial, Conversational, Cultural, Mining, Residential, Subsistence farming & Spatial Land.

❖ Table: 15: SWOT ANALYSIS OF THE SDF

STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> ❖ UThukela is positioned within a region that is rich in terms of natural resources which includes UKhahlamba Drakensberg Park. ❖ The municipality is centrally located in relation to the two major economic hubs in South Africa i.e. Durban and Johannesburg. ❖ UThukela District Municipality has two major economic corridors, i.e. N3 and N11 ❖ The total value of goods and services produced in uThukela in 2011 was R13.4 billion, contributing 5% to the provincial economy. ❖ In general surface water quality within the Thukela catchments is good. ❖ Most of the sectors of the economy are well developed with the exception of the mining sector. ❖ There is sufficient evidence to suggest that the key environmental assets are adequately protected. 	<ul style="list-style-type: none"> ❖ The area is also characterised by massive poverty, service backlogs and areas with marginal production potential. ❖ The municipalities that experienced the high level of population decrease are Okhahlamba at 13%, respectively and Inkosi Langalibalele ❖ The percentage of people living in poverty is estimated at 58% (80 867) since they earn below R 19 200.00 per annum or R 1 600 per month. ❖ The development in most of the area is scattered with an absence of a strong nodal hierarchy. ❖ A total of 205 261 ha of land is under claims within UThukela District Municipality. ❖ The households that fall outside of the urban areas use pit latrines for sanitation purposes. This may be considered as a limiting factor in terms of future development (i.e. large scale commercial or industrial) that may take place within these areas. ❖ UThukela District Municipal Area does not have a proper waste treatment facility (e.g. incineration, gasification). ❖ UThukela does not appear to be well provided with sports and recreational facilities.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ❖ Due to the high volumes of traffic along this road, and the fact that it is largely being utilised as a main route by trucks and other freight vehicles, many opportunities exist for development that can capitalize on the existence of this route. ❖ The existing sub-stations are nearing capacity and needs to be upgraded. Eskom has made plans to address this situation. This includes the development of two major sub-stations in Braamhoek and Driefontein (Mathondwane) 	<ul style="list-style-type: none"> ❖ The urban areas that experienced a great level of outmigration is Winterton whereby the population decreased by 34%. This is followed by Steadville and its surrounding townships which experienced a sharp decline of 27%. ❖ If the service backlogs persist, then this could result in community uproar and service delivery protests. The outcome of such protest may be vandalism of existing community facilities. ❖ The transformation of agricultural land into rural settlements (especially emanating from land reform) will affect the agricultural economy, shed the number of jobs that this
OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> ❖ Sector can create and delay/ hinder future investments on the agricultural sector. ❖ The surface water (major rivers and wetlands) are at the risk of transformation/ drying up due to non-conservation activities (i.e. mining).

Source: uThukela District Municipality SDF 2015/16

❖ SPATIAL DEVELOPMENT STRATEGY

MUNICIPAL VISION

2035 Vision

By 2035 Inkosi Langalibalele Local Municipality shall strive to achieve a corrupt-free, prosperous and harmonious municipality that seeks to eradicate poverty and enhance skilled population through Integrated Sustainable Environment for future Generation.

C.2.1.1 SPATIAL PLANNING PRINCIPLES

UTDM SDF is underpinned by normative principles reflected in various policy documents and pieces of legislation including the Spatial Land Use and Management Act (SPLUMA), Development Facilitation Act (DFA), National Environmental Management Act (NEMA) and Provincial Spatial Development Plan. The normative principles are focused on and correlated to the field of spatial planning, land use management and land development, but, as is the case with all principles and norms, need further actualization in specific, concrete contexts. Thus, in the practical implementation of the principles spatial planning, land use management and land development in UTDM have been guided by the following SPLUMA principles:

The principle of spatial justice, whereby—

- (i) past spatial and other development imbalances must be redressed through improved access to and use of land;
- (ii) spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;
- (iii) spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
- (iv) land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
- (v) land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- (vi) a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application;

(b) The principle of spatial sustainability, whereby spatial planning and land use management systems must—

- (i) promote land development that is within the fiscal, institutional and administrative means of the Republic;
- (ii) To ensure that special consideration is given to the protection of prime and unique agricultural land;
- (iii) uphold consistency of land use measures in accordance with environmental management instruments;
- (iv) promote and stimulate the effective and equitable functioning of land markets;
- (v) consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
- (vi) promote land development in locations that are sustainable and limit urban sprawl; and
- (vii) result in communities that are viable;
- (viii) (c) the principle of efficiency, whereby—
- (ix) land development optimises the use of existing resources and infrastructure;
- (x) (ii) decision-making procedures are designed to minimize negative financial, social, economic or environmental impacts; and
- (xi) (iii) development application procedures are efficient and streamlined and timeframes are adhered to by all parties;
- (xii) the principle of spatial resilience, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in
- (xiii) communities most likely to suffer the impacts of economic and environmental shocks; and
- (xiv) the principle of good administration, whereby— (i) all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and
- (xv) land use management systems as embodied in this Act;
- (xvi) (ii) all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
- (xvii) (iii) the requirements of any law relating to land development and land use are met timeously;
- (xviii) (iv) the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them;
- (xix) and
- (xx) (v) Policies, legislation and procedures must be clearly set in order to inform and empower members of the public.

C.2.1.2 SERVICE CENTRE SYSTEM

In order for the UTDM to function effectively in a network of opportunities, the various socio-economic activities must be responding to locational and accessibility aspects. Within the district there are for various historical factors for nodal areas that have benefited from public and private sector investment in services and economic infrastructure more so in Ladysmith, and the surrounding urban areas. In order to sustain the historical development of these areas and accommodate future expansion, proper land use management, maintenance and environmental sustainability is essential. As for those that have been neglected or left in a state of dilapidation, the municipal IDPs must respond to these effectively and taking this spatial vision into consideration. The following planning areas have been identified as critical in the spatial vision of the UTDM which are also seen as both capable of expanding and meeting future development needs with the appropriate measures put in place:

District Node – This is the commercial and economic hub of the region which offers investment opportunities in manufacturing and commerce. It should be strategically located within the economic trade route and mixed activity corridor.

Primary Node – this refers to the town that services the Local Municipal Area. It plays a commercial and social role within the sub-region. Secondary Node – this refers to a key focal point that mainly provides social and limited commercial activities. Tertiary Node – provides the limited social services and administrative services within the clusters of settlements that surround it.

Rural Node – is the smallest level of the growth points. It mainly provides elementary services within the rural hinterlands.

C.2.1.3 AGRARIAN REFORM AND RURAL DEVELOPMENT

A sizeable amount of land in UThukela District is generally classified as having good potential for agriculture. It is important to note that high potential agricultural land has become a scarce and an ever dwindling resource.

Its protection is high on the agenda for the Department of Agriculture. Encroachment of development onto agricultural land poses a number of challenges, namely:

- low density urban sprawl which encourages development of inefficient urban spatial systems;
- declining performance and contribution of agriculture into the district and provincial economy;
- reduction of land available for food production and against the increasing problem of food shortages and increase in food prices; and
- need to target high production potential land for the settlement of small and emerging farmers in terms of the land redistribution program. Sub-division and change of land use on agricultural land is governed in terms of the Sub-division of Agricultural Land Act (SALA), Act No. 70 of 1970, and is administered nationally. At present, there is no coherent provincial policy that guides assessment of Act 70 of 70 applications. As such, it is critically important for UThukela Municipality to develop its own guidelines (as part of the SDF) for managing development on agricultural land

C.2.1.4 SPATIAL DEVELOPMENT OBJECTIVES AND STRATEGIES

OVERARCHING STRATEGY 1: SUSTAINABLE URBAN GROWTH

This strategy is informed by the principle of sustainable environmental planning. The spatial focus of this strategy is protecting and enhancing rural, agricultural and urban built and natural environments. The strategy aims to maximize opportunities for sustainable urban form and promoting sustainable use of resources and protection of the natural environment and agricultural resources. Some examples of Municipality projects that align with this strategy include the formally protected areas i.e. UKhahlamba Drakensberg Park, Weenen Nature Reserve, New Formosa Nature Reserve, Wagendrift Nature Reserve, Thukela Biosphere and Tugela Drift Nature Reserve. The key elements of the strategy include environmental protection and enhancement, climate change, place-making and optimal use of existing infrastructure. Good design, creativity and innovation, are essential to improve the built environment and make better use of land to support sustainable patterns, for example:

- taking into account the economic, environmental, social and cultural implications of development and spatial investment decisions on communities;
- improving the built and natural environment, and conserving the region's heritage;
- promoting community safety and security, including flood risk;
- ensuring that services are conveniently located, close to the people they serve, and genuinely accessible by public transport;
- promoting good quality design in new development,
- promoting policies relating to green infrastructure and the greening of towns and cities;
- maintaining and enhancing the quantity and quality of biodiversity and habitat,
- Assessment and amelioration of the potential impacts of development (and associated traffic) on air quality, water quality and water levels.

Table: 16: Strategy 1 is elaborated further in the table below:

Objective	Strategies	Land use management guideline	Alignment with policies
1. Construct and maintain a viable built environment	<ul style="list-style-type: none"> <input type="checkbox"/> Promote the optimal use of existing and future infrastructure and resources <input type="checkbox"/> Promote densification in strategically located and well-serviced areas <input type="checkbox"/> Encourage mixed land use particularly along transport corridors <input type="checkbox"/> Identify well located, accessible land for Greenfield development <input type="checkbox"/> Upgrade informal settlements and underinvested areas. <input type="checkbox"/> Maintain public investment in existing residential and public environments. <input type="checkbox"/> Previously disadvantaged areas should be specifically targeted for the identification of open space projects 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote a variety of housing typologies to maximize efficiency while at the same time promoting culture and heritage. <input type="checkbox"/> In promoting housing, ensure that there are safe spaces and recreational places for people. Ensure preservation of the natural environment. <input type="checkbox"/> Rural development should be guided by the Rural Strategy 	<ul style="list-style-type: none"> <input type="checkbox"/> Ladysmith CBD Regeneration <input type="checkbox"/> Ntabamhlophe Commercial Precinct <input type="checkbox"/> Driefontein Local Area Plan <input type="checkbox"/> Wembezi Township Regeneration Strategy <input type="checkbox"/> Wembezi Mixed Use Precinct Plan <input type="checkbox"/> Matiwane-Jonono-Nkunzi Local Area Plan <input type="checkbox"/> Maloti-Drakensberg Corridor Framework Plan

Objective	Strategies	Land use management guideline	Alignment with policies
<p>2. Reduce urban sprawl and promote a compact city development</p>	<ul style="list-style-type: none"> <input type="checkbox"/> New developments that promote urban sprawl should ultimately be phased out <input type="checkbox"/> Prioritize infill development in areas that provide opportunities for linking and integrating peripheral areas <input type="checkbox"/> Ensure clustering of various activities (work, live, play and pray) at appropriate locations. <input type="checkbox"/> Densification and Infill should be promoted in well serviced and strategically located areas and should contribute to the restructuring of urban environment <input type="checkbox"/> Densification and Infill should help to create thresholds for public transport and contribute to the more effective utilization of various modes of public transport. <input type="checkbox"/> Higher residential densities should be promoted around nodes and within corridors 	<ul style="list-style-type: none"> <input type="checkbox"/> In areas where there is sufficient infrastructural Capacity, densify the area by the introduction of vibrant land uses. <input type="checkbox"/> Support rezoning of land to allow for increase densities in appropriate areas identified for densification <input type="checkbox"/> Prioritize infill areas for development that provide opportunities for linking and integrating peripheral areas <input type="checkbox"/> Ensure the pre-conditions to densification such as suitable development controls and building regulations, namely: FAR, coverage, setbacks, minimum lot sizes, zoning, parking regulations, height, restrictive title conditions are addressed and discussed with the applicant. <input type="checkbox"/> Ensure proposed development does not encroach onto environmentally sensitive land. 	
<p>3. Sustain natural environments and resources</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Optimize the economic, social, aesthetic and functional value of open space services through the implementation of Open Space System <input type="checkbox"/> Existing natural environmental resources should be protected and enhanced to ensure that the ecosystem within the open space are able to effectively deliver services <input type="checkbox"/> Development must be directed away from hazardous areas such as floodplains, unstable soils and steep slopes <input type="checkbox"/> Protect environmentally sensitive areas, agricultural land and open space 		

	<ul style="list-style-type: none"> <input type="checkbox"/> Protect river catchments and develop a catchment management plans for river systems where rapid development will Occur <input type="checkbox"/> Create a network of green open spaces and protect important environmental areas <input type="checkbox"/> Support sustainable catchment management and storm water practices. <input type="checkbox"/> Promote the prevention and reduction of pollution. 		

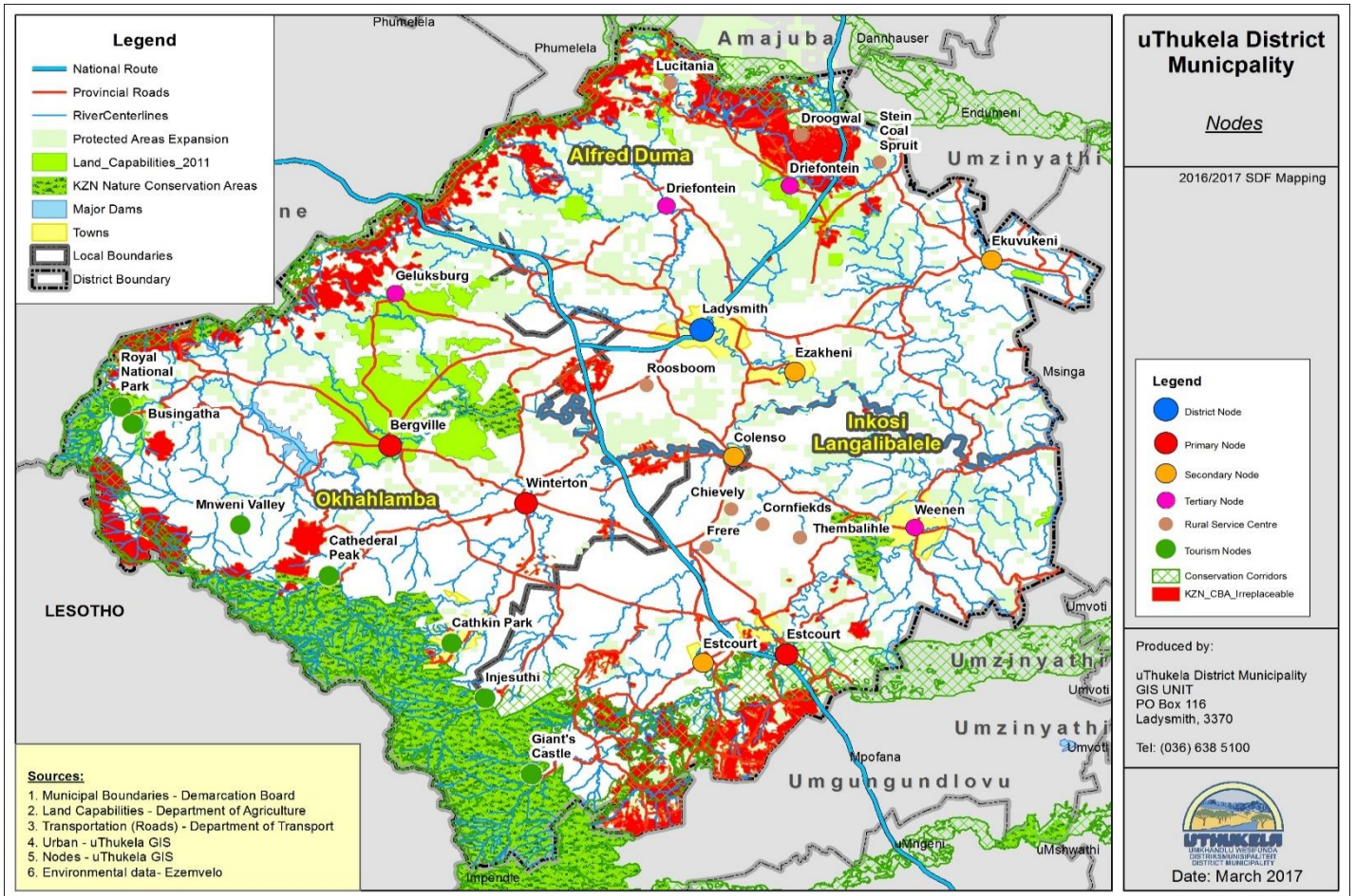
Source: uThukela District Municipality (Spluma)

C.2.1.5 OVERARCHING STRATEGY 2: IMPROVE ACCESS AND MOVEMENT

This strategy is informed by the principle of spatial concentration and promotes efficient movement of people and goods, urban infill and densification. The spatial focus of this strategy is to address challenges relating to spatial fragmentation and distorted settlement patterns within

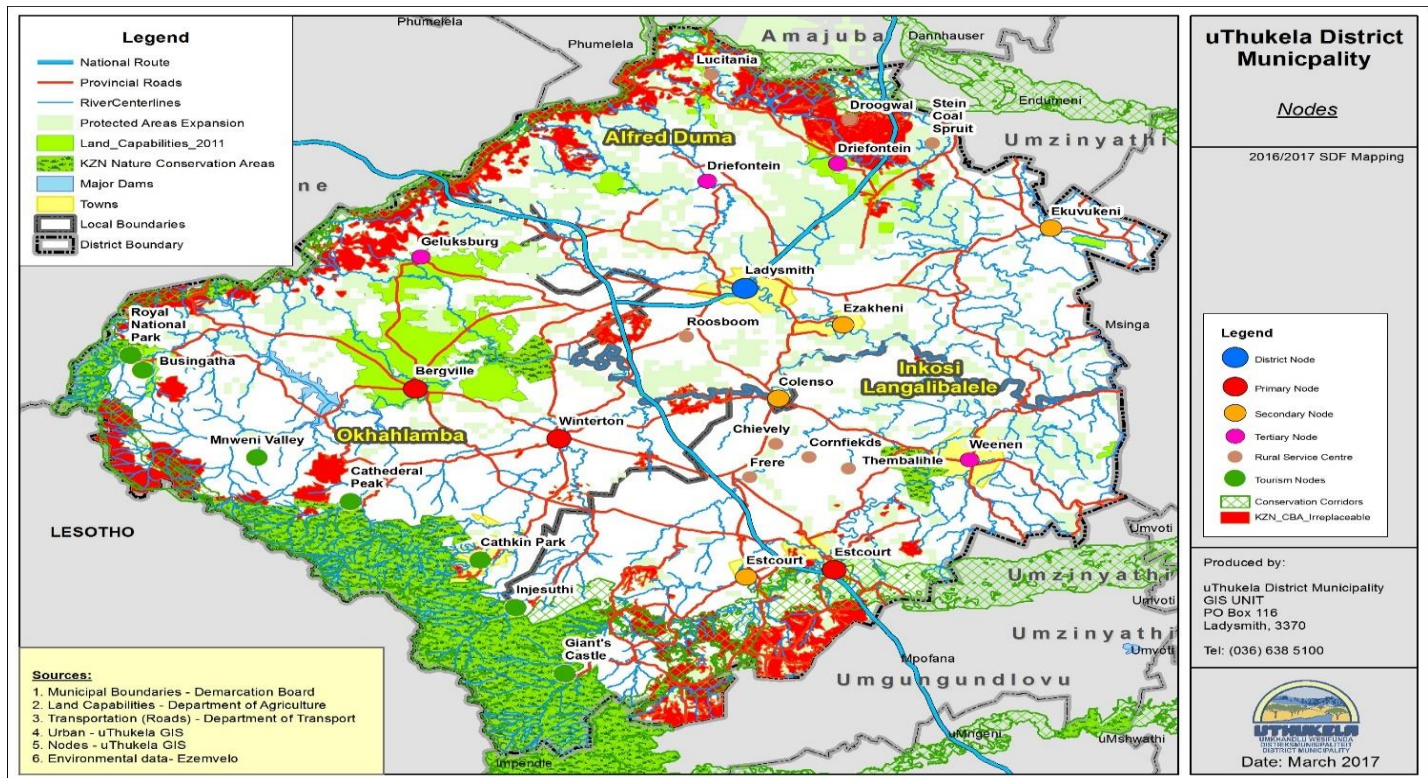
UThukela. In relation to movement of people the strategy proposes that development should be located so as to reduce the need to travel, especially by car, and to enable people as far as possible to meet their needs locally. Safe and sustainable access for all, particularly by public transport, between homes and employment and a range of services and facilities (such as retail, health, education, and leisure) should be promoted. In terms of movement of goods a shift towards a more sustainable mode of transport for freight should be secured, an integrated approach to managing travel demand should be encouraged, and road safety improved. This will be a fairly new mixed use sub-metropolitan node which is located on a major development corridor. The locality of the site suggests that, from a development perspective, the site is accessible to a local and regional commuter and consumer markets. It will serve as the social and commercial centre to an area with a large housing population, who at present, have generally poor access to facilities and social services.

MAP: 14: ON SDF – NODES MAP



Source: uThukela District Municipality SDF 2015/16

Map 15: Secondary District Nodes MAP



Source: uThukela District Municipality SDF 2015/16

C.2.2. ENVIRONMENTAL MANAGEMENT ANALYSIS

The natural environmental resources and endowments are the pivots around which development revolves. Human intervention plays a critical role in the sustainability or depletion of these resources. Thus the ability of the natural environment to supply raw materials for production on a sustainable basis depends on the management principles and the instruments available for the management of these resources.

C.2.2.1 Biodiversity (Including Protected Areas)

The Inkosi Langalibalele Municipality is rich in biodiversity. The western and southern portions of the municipality are particularly high in species diversity and habitats. The eastern parts in particular and portions of the central areas of the municipality have intermediate sensitivity to species diversity. In the central parts and areas centrally placed towards the north, species diversity and communities tend to be irregular with some areas having intermediate sensitivity and others having low sensitivity.

South Africa has ratified the International Convention on Biological Diversity, which commits the country, including KwaZulu-Natal, to develop and implement a strategy for the conservation, sustainable use and equitable sharing of the benefits of biodiversity. In the Province of KwaZulu Natal, Ezemvelo KZN Wildlife is the authority responsible for planning and management of biodiversity conservation. As a means of complying with the requirements of the Convention on Biological Diversity, KZN Wildlife has developed management tools to manage the biodiversity resources in the province.

One of the tools of the conservation planning analysis (C-Plan) is an irreplaceability map of the province of KwaZulu-Natal. This map is divided into 2 by 2 km grid cells called 'planning units'. Each cell has associated with it an 'Irreplaceability Value' which is one reflection of the cells importance with respect to the conservation of biodiversity. Irreplaceability reflects the planning units ability to meet set 'targets' for selected biodiversity 'features'. The irreplaceability value is scaled between 0 and 1.

Irreplaceability value – 0. Where a planning unit has an irreplaceability value of 0, all biodiversity features recorded here are conserved to the target amount, and there is unlikely to be a biodiversity concern with the development of the site.

Irreplaceability value – 1. These planning units are referred to as totally irreplaceable and the conservation of the features within them are critical to meet conservation targets. (Developments in these areas definitely require EIA for which, and depending on the nature of the proposal, an authorisation is unlikely to be granted).

Irreplaceability value > 0 but < 1. Some of these planning units are required to meet biodiversity conservation targets. If the value is high (e.g. 0.9) then most units are required (few options available for alternative choices). If the value is low, then many options are available for meeting the biodiversity targets. (EIA required and depending on the nature of the proposed development, permission could be granted).

The C-Plan is used to develop a minimum sets of biodiversity required (Minset) to meet biodiversity conservation targets. Mindset output map shows areas that are already protected, 'Mandatory Reserves' and 'Negotiable Reserves'. Mandatory reserves are those areas that appear as totally irreplaceable on the irreplaceability map, since there are no other alternatives for achieving the conservation targets. Areas identified as negotiated reserves are the areas that the Minset function returns as the most efficient for achieving targets and constraints. However there are alternatives to achieving the targets and constraints but with less efficiency, and hence the designation of this area is still negotiable.

Majority of the municipality is accorded very low irriplaceability values. Areas considered as initially excluded correspond with those areas of low irriplaceability values. This implies that development planning in these areas is not likely to infringe significantly on biodiversity conservation issues. However, care needs to be

taken in planning infrastructure in particular and developments that are likely to take up large extends of land in areas that are labelled as negotiated reserves especially in areas around Weenen and north east of Colenso. Development in such areas should involve low key developments and planning processes should involve KZN Wildlife at the conception stage of the planning process.

Areas labelled as Mandatory Reserve located at the southern tip of the municipality is considered as important for biodiversity conservation. These areas would definitely be expected to be conserved by KZN Wildlife. It is recommended that areas labelled as Mandatory Reserved by included as part of passive open spaces in the municipality. There is a centrally located protected area west of Weenen town. This area is a legally protected area which is not available for development or any land use changes except by consent from the relevant authorities. It is recommended that protected areas and mandatory reserves should be included in passive open systems. Negotiated reserves should be zoned as limited development areas where all developments involving new open spaces should be undertaken under the guidance of an EIA. (Environmental Implimentary Agent).

C.2.3 DISASTER MANAGEMENT PLAN

The Municipality, shall review and customize a New Disaster Management

C.2.3.1 RISK ASSESSMENT

To establish a uniform approach to assess and monitor disaster risks that will inform disaster risk management planning and disaster risk reduction undertaken by organs of State and other role players.

Disaster risk assessment is the first step in planning an effective disaster risk reduction programme. It examines the likelihood and outcomes of expected disaster events. This would include investigating related hazards and conditions of vulnerability that increase the chances of loss.

Disaster risk assessment planning also requires identification of key stakeholders, as well as consultation with them about the design and/or implementation of the assessment and the interpretation of the findings.

Disaster risk assessments must be undertaken to anticipate and plan for known hazards or disasters to prevent losses and limit endangering impacts. Ensure that development initiatives maximize their vulnerability reduction outcomes

C.2.3.2 RISK PROFILE OF THE INKOSI LANGALIBALELE MUNICIPALITY

This section presents the findings of the disaster risk analysis and assessment of the Inkosi Langalibalele Municipality. The chapter begins by presenting the key findings of the disaster risk analysis & Assessments on the prevalent disasters, followed by the impact these hazards have as well as the hazards that have the potential to cause catalyst disasters. The Inkosi Langalibalele Municipality's vulnerability analysis and adjustment is also presented and finally the section concludes with the overall analysis of capacity and resources for the Inkosi Langalibalele Municipality. It should be noted that that these assessments distinguishes between the disaster risks faced by the rural dwelling households as well as the urban dwelling households did.

C.2.3.3 RISKS REQUIRING PREPAREDNESS PLAN

Based on the desktop disaster risk review, analysis and assessments conducted on the prevalent disasters within the Inkosi Langalibalele Municipality ,the following hazards have been identified and classified as key hazards prevalent the within the municipality .The key prevalent hazards and disasters include but not limited to the following :

- Rural & Urban Fires;
- Thunderstorms and Lightening;
- Floods;
- Droughts;
- Tornado;
- Soil Erosion;
- Environmental Degradation;
- Snow; and
- Technological Hazards.

It is common knowledge that these hazardous events not only destroy and slow down years of hard work and development but also will result in severe social and economic losses both at the local, provincial and national level where these various structures of government and emergency & disaster management organisations are required to provide emergency relief for the victims. These findings will be later followed by a detailed account of the impacts that can be sustained in the event that measures are not in place to prevent, mitigate or reduce the risk of the hazards happening in the near future.

It is generally acknowledged that there are a host of risks and hazards, which result in disasters; it is however for a number of reasons not the intention of this exercise to discuss each hazard in this framework. Therefore given there is substantial evidence from the findings of the data review assessment and analysis suggesting that fire, flooding, thunderstorm and drought appears to be the most prevalent disasters, it has been deemed appropriate to discuss these prevalent hazards in much more details.

C2.3.4 DISASTERS AND POSSIBLE INTERVENTIONS

To complete the plan it was deemed necessary to include a pro forma. Further research on this topic will be done in conjunction with Municipal Disaster Committee as well as Academics in the field of disaster risk management during the second phase.

C.2.4 SUMMARY NATIONAL ENVIRONMENTAL

National Environmental Management Principles as contained in Section 2 of the National Environmental Management Act, 107 of 1998

Table: 20

THEMES	NEMA PRINCIPLES
Sustainable Development	<ul style="list-style-type: none"> ▪ Development must be socially, environmentally and economically sustainable. ▪ Pollution and degradation of the environment are avoided, or where they cannot be altogether avoided, are minimized and remedied. ▪ Waste is avoided, or where it cannot be altogether avoided minimized and re-used or recycled where possible and otherwise disposed of in a responsible manner. ▪ The use and exploitation of non-renewable natural resources is responsible manner. ▪ The use and exploitation of non-renewable natural responsible and equitable, and equitable, and takes into account the consequences of the depletion of the resource. ▪ The development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardized.

Environmental Justice and Equity	<ul style="list-style-type: none"> ▪ Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interest equitably ▪ The right of works to refuse work that is harmful to human health or the environment and to be informed of dangers must be respected and protested ▪ The environment is held in public trust for the people, the beneficial use of environmental resources must serve the public interest and the environmental resources must serve the public interest and the environment must be protected as the people's common heritage. ▪ Environmental justice must be pursued so that adverse environmental impacts shall not be distributed in such a manner as to unfairly discriminate against ant person, particularly vulnerable and disadvantaged person, ▪ Equitable access to environmental resources, benefits and services to meet basic human needs and ensure human well-being must be pursued and special measures may be taken to ensure access thereto by categories of persons disadvantaged by unfair discrimination. ▪ Negative impacts on the environmental and on peoples environmental rights be anticipated and prevented, and where they cannot be altogether prevented, are minimized and remedied.
THEMES	NEMA PRINCIPLES
Participation, Empowerment & Transparency	<ul style="list-style-type: none"> ▪ The participation of all interested and affected parties in environmental governance must be promoted, and all people must have the opportunity or develop the understanding, skills and capacity necessary for achieving equitable and effective participation, and participation by vulnerable and disadvantaged peoples must be ensured, ▪ Decisions must take into account the interests, needs and vales of all interested and affected parties, and this includes recognizing all forms of knowledge, including traditional and ordinary knowledge. ▪ Community well-being and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means. ▪ Decisions must be taken in an open and transparent manner, and access to information must be provided in accordance with the law. ▪ The vital role of women and youth in environmental management and development must be recognized and their full participation therein must be promoted.
Cooperative Governance	<ul style="list-style-type: none"> ▪ There must be intergovernmental co-ordination and harmonization of policies, legislation and actions relating to the environment ▪ Actual or potential conflicts of interest between organs of state should be resolved through conflict resolution procedures. ▪ Goal bal and international responsibilities relating to the environment must be discharged in the national interest.
Ecological Integrity	<ul style="list-style-type: none"> ▪ The disturbance of the ecosystem and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimized and remedied. ▪ The disturbance of landscapes and sites that constitute the nation's cultural heritage is avoided, or where it cannot be altogether avoided, is minimized and remedied.

	<ul style="list-style-type: none"> ▪ The development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardised. ▪ Sensitive, vulnerable, highly dynamic or stressed ecosystems, such as coastal shores, wetlands and similar systems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.
<p>Integration of environmental considerations into decision – making</p>	<ul style="list-style-type: none"> ▪ Environment management must be integrated, acknowledging that all elements of the environment are linked and interrelated, and it must take into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option. ▪ Responsibility for the environment are linked and interrelated, and it must take into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option. ▪ Responsibility for the environmental health and safety consequences of a policy, programme, project, product, process, service or activity exists throughout its life cycle, ▪ The costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimizing further pollution , environmental damage or adverse health effects must be paid for by those responsible for harming the environment ▪ A risk-averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions. ▪ The social, economic and environmental impacts of activities, including disadvantages and benefits, must be considered, assessed and evaluated, and decisions must be appropriate in the light of such consideration and assessment ▪ Negative impacts on the environment and on peoples environmental rights be anticipated and prevented, are minimized and remedied.

Source: Directorate Environmental Management, Department of Agriculture, Conservation and Environment, Mpumalanga Province (2001/2002). *Integrating Environmental Issues into Integrated Development Plans (IDPs): Guidelines.*

C.2.5 AGRICULTURAL ANALYSIS & DEVELOPMENT

The agricultural potential of Inkosi Langalibalele varies with the different rainfall, soil, climate and topographical condition in the area. The five distinct Bioresource identified by the Department of Agriculture and Environmental Affairs have a major impact on agricultural practices and potential. The area of Inkosi Langalibalele is of marginal value for crops, unless irrigated. The good water resources in the area create a high potential for irrigation.

Agricultural potential within Inkosi Langalibalele Municipality falls into six of the eight potential ratings namely: good, relatively good, moderate, restricted, low, poor, and very poor agricultural potential areas. These are described as follows:

Good agricultural potential areas: Areas of agricultural potential within Inkosi Langalibalele Municipality which are classified as good are limited of the six agricultural potential zones. These areas occur at the southern part of municipality. Good agricultural land occupies an estimated 2% of the municipality.

Relatively good agricultural potential areas: Land of relatively good agricultural potential is quite extensive in municipality. Areas of relatively good agricultural potential occur along the western boundary of the municipality and also at the northern tip of the municipality. Relatively good agricultural land occupies an estimated 16% of the municipality.

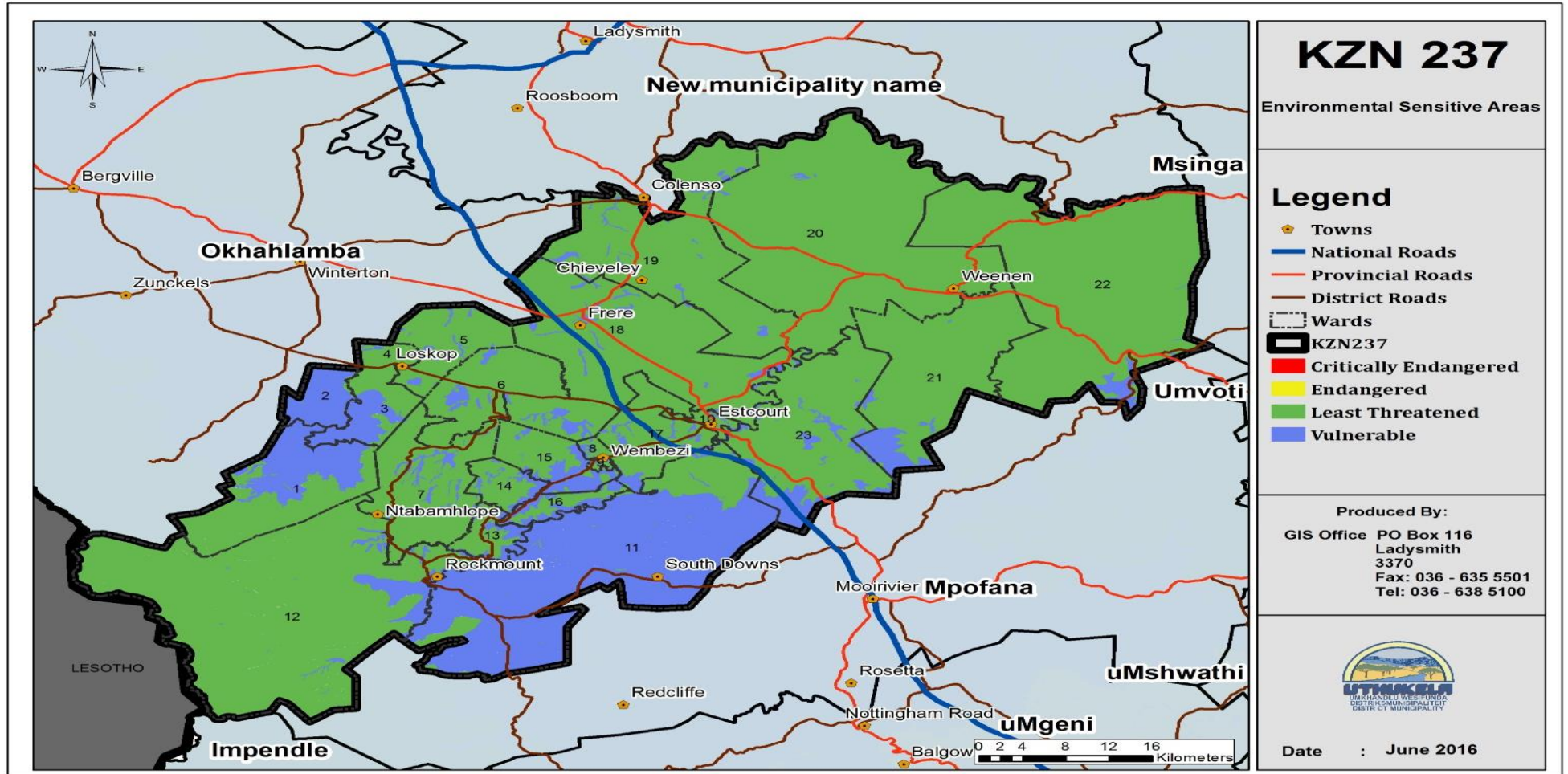
Moderately good agricultural potential: Land that is of moderate agricultural potential is located in the central parts of the municipality between the areas encompassed by southwest of Estcourt, east of Frere, northeast of Colenso and west of Weenen. A very small area of this land type also occurs along the western boundary of the municipality. Moderately good agricultural land occupies an estimated 25% of the municipality. Jane

Low and poor agricultural potential: The rest of the area which covers an estimated 56% of the municipality is covered by land considered to be low to poor agricultural potential land. These areas occur mainly at the western half of the municipality.

Agricultural Potential for Planning Purposes: The quantity and distribution of water resources in Inkosi Langalibalele Municipality is very good although rainfall is erratic and soils are poor. It is estimated that close to 60% of land in the municipality has limited agricultural productivity. Thus in terms of economic land use, agriculture is not a suitable development option for economic development in the Municipality. Since majority of the people in this municipality depend on crop cultivation an area of focus for the municipality is to strengthen subsistence farming at the household level.

The best areas for irrigation are in the valleys of the Bushmans and Little Bushmans Rivers and the area of the Wagensdrift Dam. Agricultural potential is greatest in the eastern sections along the Little Tugela River, declining to the west. Commercial farming is taking place in the eastern sections and non-commercial farming occurs in the vicinity of Weenen. The irrigated small holdings located almost around Weenen town accounts for the relatively good potential land in this area. High potential agricultural land is located to the south west of the area along Bushmans River.

Map: 16 Environment Sensitive Area Map

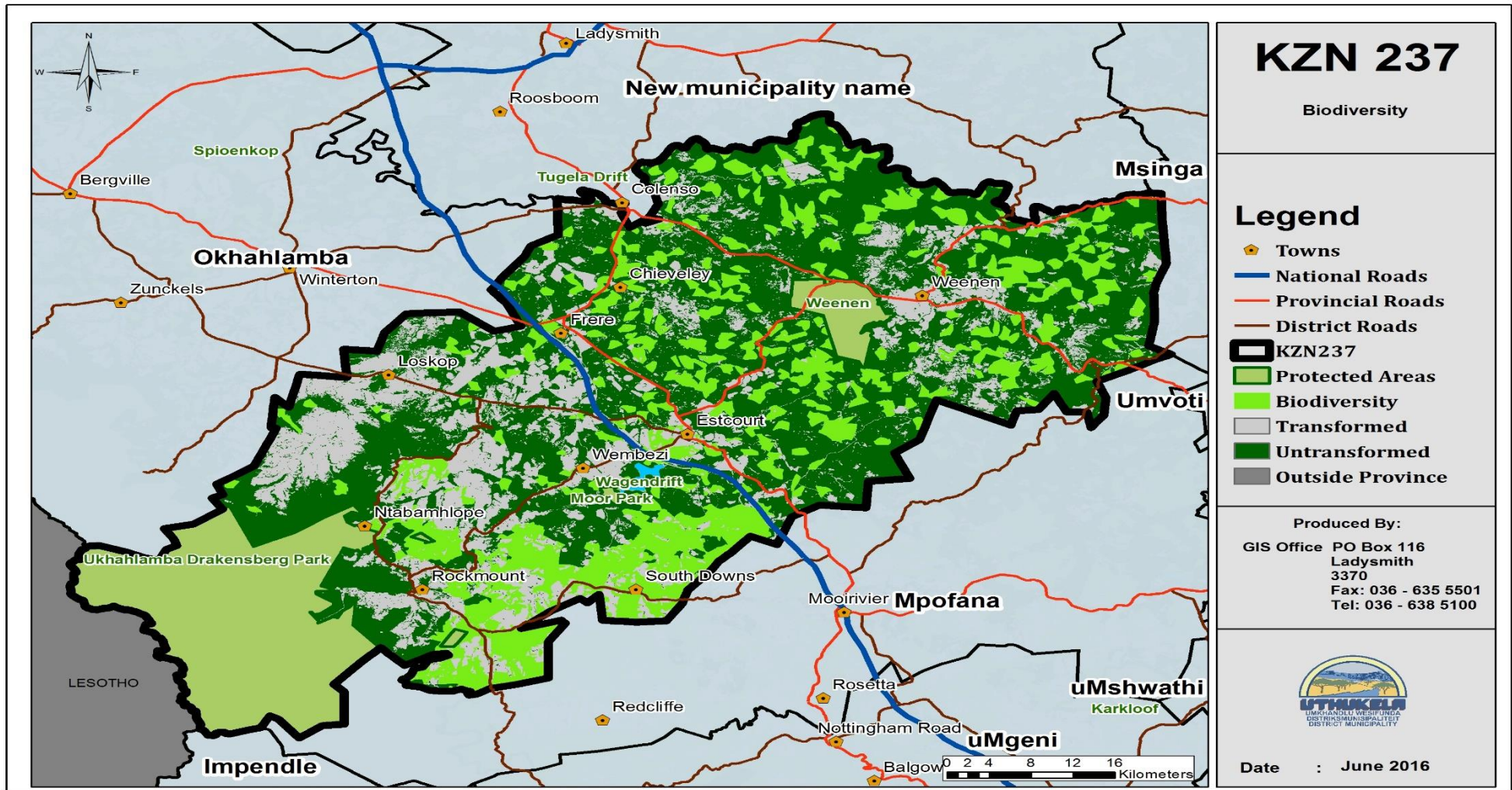


Source: uThukela District Municipality SDF 2015/16

This Map, reflects on venerable land, least Threatened, Endangered and Critically endangered on Environmental sensitive areas.

C.2.6 BIO-DIVERSITY ANALYSIS & DEVELOPMENT

Map: 17



Source: uThukela District Municipality SDF 2015/16

C.2.7 HYDROLOGY ANALYSIS & DEVELOPMENT

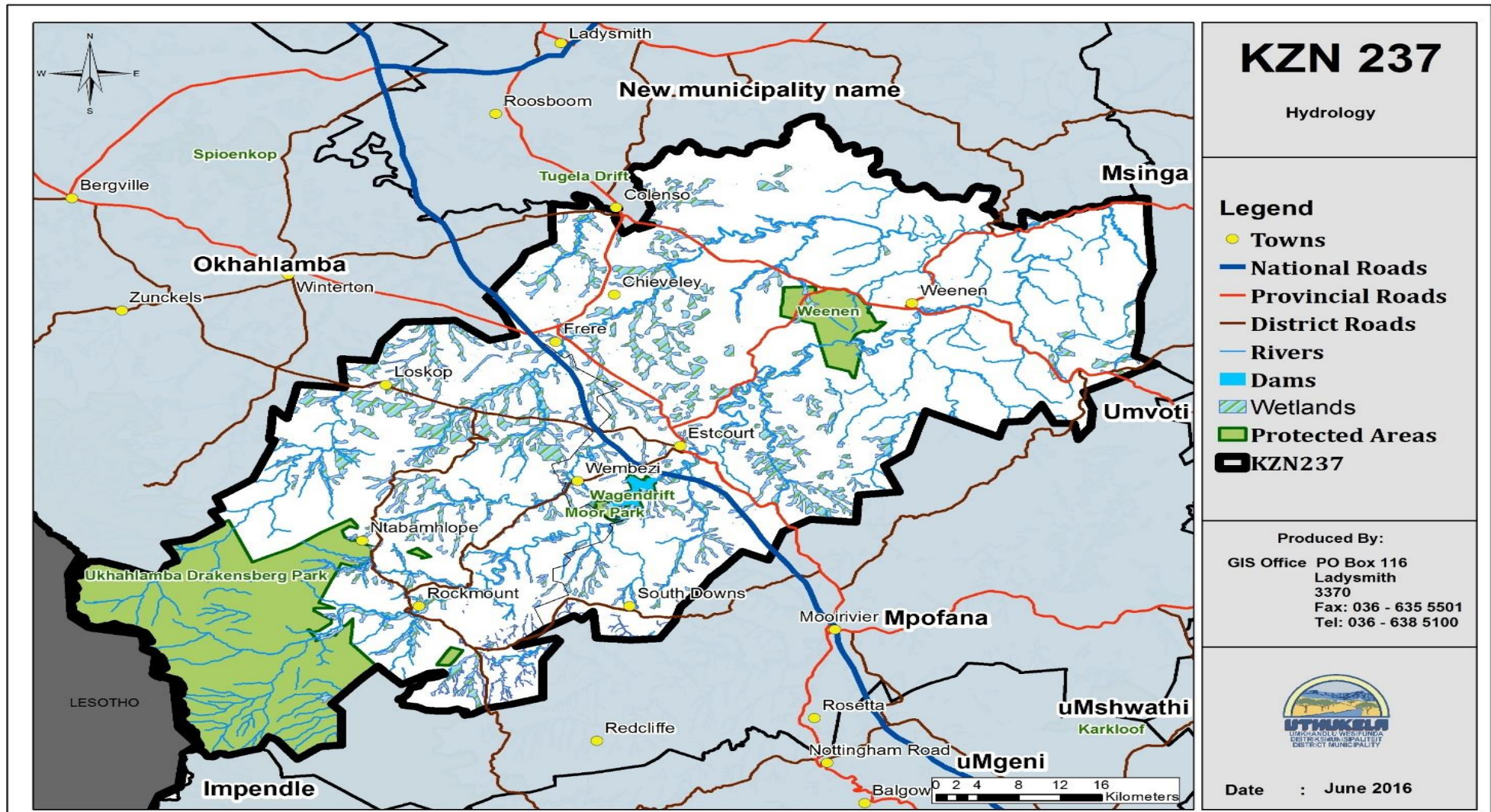
Inkosi Langalibalele Municipality is a major contributor to the provinces water supply and play a major role in the agricultural and industrial sectors of the economy in KZN. Three of the rivers in the province flow through the municipality area, namely (refer to Map 8):

- Boesman River,
- Bloukrans River,
- Sikhehlenga River, and
- UThukela River.

The quality and quantity of water emerging from the municipality largely depends on land use and land management practices in the municipality. Since impacts on natural river systems at any given point is propagated over long distances beyond the point of impact, care needs to be taken to protect the rivers and wetlands in the municipality from undue pollution.

Thus in order to protect rivers, there is the need to investigate and establish the 1:100 year floodline for all major rivers in the municipality. It is also necessary to investigate and delineate suitable buffers for the wetlands in the municipality.

Map: 18 HYDROLOGY MAP



Source: uThukela District Municipality SDF 2015/16

C.2.8 AIR QUALITY CONTROL

Domestic energy or fuel use depending on the type of fuel used, is a significant source of indoor and outdoor air pollution. Air pollution comprises e.g. outdoor (ambient) pollution:- fossil fuel burning (e.g.) power generation, (cars) industrial non- fossil fuel emissions, natural emissions, pesticides etc. Indoor pollution includes burning coal, wood, paraffin for heating, cooking and lighting. The Nestle SA in Estcourt and Masonite SA are the two industries which pollute the air at Inkosi Langalibalele Municipality. The Inkosi Langalibalele Municipality is situated near Drankesburg mountains filled with cold, dense air, this dense air brings pollutants from the local coffee industry into the town which causes the town to smell burnt coffee every morning and evening as a result the Municipality suffers a short term peaks in pollution. Reported trends in air quality are as follows:

- there is an increase in air pollution from Nestles as they are expanding the plant;
- Increase of air pollution from Masonite has been noted;
- An increase in vehicle volumes and traffic congestions in peak hours, particularly in the CBD and many of the arterial routes; and
- Formal and informal settlements that use coal and firewood for heating and cooking.

C.2.9 CLIMATE CHANGE

This is ongoing trend of changes in the earth's general weather conditions because of an average rise in the temperature of the earth's surface often referred to as global warming. While weather changes on a daily basis, climate represents the statistical distribution of weather patterns over time. In this regard, a policy needs to be developed with a strategic approach that is:

NEEDS-DRIVEN AND CUSTOMIZED - Employing a wide range of different types of adaptation and mitigation approaches, policies, measures, programs, interventions and actions that meet the special needs and circumstances of those most vulnerable;

DEVELOPMENTAL - Prioritizing climate change responses that have both significant mitigation and adaptation benefits and that also have significant economic growth, job creation, public health, risk management and poverty alleviation benefits;

TRANSFORMATIONAL, EMPOWERING AND PARTICIPATORY - Implementing policies and measures to address climate change at a "scale of economy" that enables and supports the required level of innovation, sector and skills development, finance and investment flows needed to reap the full benefit of a transition to a lower-carbon, efficient, job-creating, equitable and competitive economy;

BALANCED AND COST EFFECTIVE - Implementing a balanced approach to both climate change mitigation and adaptation responses in terms of cost-benefit, prioritization, focus, action and resource allocation; Inkosi

Langalibalele is characterized by dry winters and wet summers, with thunderstorms being very common in summer

Environmental Management and Sector Plans: - Inkosi Langalibalele LM is committed to adhere to sustainable development principles in its municipality for the benefit of present and future generation. This will be achieved through proper environmental planning which includes environmental sector plans, which supposed to be considered in integrated development planning of Inkosi Langalibalele LM to avoid environmental degradation.

Environmental Planning concerns itself with the decision-making processes where they are required for managing relationships that exist within and between natural systems and human systems.

The municipality has not undertaken a SEA; although the district has developed, an Environmental Planning endeavors to manage these processes in an effective, orderly, transparent and equitable manner for the benefit of all constituents within such systems for the present and for the future. Present day Environmental Planning practices are the result of continuous refinement and expansion of the scope of such decision-making processes. Environmental sector plans can be used to manage environment in the area of municipal jurisdiction. The following are the existing Environmental sector plans for Inkosi Langalibalele LM:

C.2.10 SUMMARY ON HUMAN SETTLEMENT, NODES & TOWNS

Table 21: Planned Projects

Housing Backlog in KZN237 Municipality			
Project Name	Settlement Type	Opportunities Required	Project Packaging
Rensburg Drift	Urban	1000	1000
Mimosadale Phase 2	Rural/Urban	1000	1000
C Section Phase 3	Urban	1000	1000
Owl & Elephant	Urban	500	
Frere	Rura/lurban	400	400
Rama	Rural/urban	500	500
Papkulisfontein	Urban	1000	1000
Wembezi A - 2	Urban	1000	1000
Msobotsheni, Engodini and KwaNhlawe , Msuluzi Housing Development	Rural (farmlands)	500	500
		1000	1000
		1500	1500
		150	150
Extention 10	Rental Housing	150	150
Thembalihle	Rural	1000	1000
Chiverly	Rural	350	350
Brewitt Park Ph2	Urban	500	
Cornfeilds	Rural/urban	2000	2000
Mshayazafe & Vulekani	Urban	6000	6000
Ephangweni	Rural	1000	1000
Sobabili	Rural	1000	1000
Good Home	Rural	1000	1000
Mqendendaba	Rural	1000	1000
Newlands	Rural	500	500
Lochs Loy	Rural	565	565
Zwelisha	Rural	700	700
Ngonyemeni	Rural	1000	1000
Mnyangweni	Rural	1000	1000
Shayamoya	Rural	1000	1000
Mhlungwini	Rural	1000	1000
Total		29 050	29 050

Table 18: Current Active Projects

Project Name	No of Units	2014/2015	2015/2016	2016/2017
Cornfields	2000	Stage 1 – approved	R0.00	R0.00
Msobetsheni	500	Stage 1 – approved	R0.00	R0.00
Owl and Elephant	500	Stage 1 – approved		
Paapkuilsfontein	1000	Stage 1 – approved		
Wembezi A	1000	Recently appointed		
Mimosadale	1000	Stage 2 – to be lodged shortly		
Renbergdrift	1000	Land legal issue		
Thembalihle	1000	Busy with stage 1		
Wembezi C phase 3	1000	Recently appointed		
Ephangweni	1000	Stage 2 – site establishment		
Sobabili	1000	complete		
Good Home	1000	complete		
Mqendendaba	1000	965 units complete		
Newlands – Lochs loy 2	500	IA not appointed		
Lochs Loy 1	unsure	IA to submit stage 1		
Zwelisha	700	635 complete		
A. AMAHLUBI	532	Land reform		
B. KWANDABA	40	Land reform		
C. KWADLAMINI	40	Land reform		
D. ETSHENINGALE	49	Land reform		
E. WAAYPLAAS	100	Land reform		
TOTAL			R0.00	R0.00

Table 2 above clearly illustrate that all the current projects were planned to be completed in the 20011/2012 financial year. Therefore the municipality needs to package projects for implementation in the subsequent financial years.

Table 22: Rectification Projects (Former Inkosi Langalibalele)

Project Name	No of Units	2014/2015	2015/2016	2016/2017
Forderville and Colita	347			
Wembezi A Section - approved	504	R75 000 000,00		

Table 9 relates to the funding required to replace the asbestos roofs at Forderville and Colita. In terms of Wembezi, funding is required for the construction of top structures.

Land Identified for Housing Projects

Table 23: Land status

Project Name	Settlement Type	Ownership	Land Reform Status
Wembezi A – Phase 2	Urban	Municipality	N/A
Wembezi C Phase 1	Urban	Municipality	N/A
KwaNobamba Phase 1	Urban	Private	Restitution
Brewitt Park 1 & 2	Urban	Municipality	N/A
Kwezi Hostel Upgrade	Urban	Municipality	N/A
Restenburg Drift	Peri-urban	Land Affairs	N/A
Thembalihle	Rural	Land Affairs/Dohs	Restitution
Chively - Msuluzi	Rural	Private	Restitution
Owl & Elephant	Rural	Municipality	Restitution
Papkuilsfontein Phase 1	Urban	Municipality	N/A
Frere	Rural	Private	Restitution
Rama	Rural	Private	Restitution
Bamabanani Machunu	Rural	Communal	N/A
Brewitt Park	Urban	Private	N/A
Wembezi C Ph 3	Urban	Municipality/Land Affairs	N/A
Mimosadale Ph 2	Rural	Municipality	N/A
Engodini	Rural	Municipality	N/A
Nhlawe	Rural	Municipality	N/A
Msobetsheni	Rural	Municipality	N/A
Extension 10	Rental Units	Municipality	N/A
Cornfields	Rural	Trust	
Ngonyamweni	rural	Ingonyama	Restitution
Mnyangweni	Rural	Ingonyama	Restitution

Shayamoya	Rural	Ingonyama	Restitution
Mhlungwini	Rural	Ingonyama	Restitution
Amahlubi	Rural	DRDLA	Restitution
Kwandaba	Rural	DRDLA	Restitution
Kwadlamini	Rural	DRDLA	Restitution
Etsheningale	Rural	DRDLA	Restitution
Waayplaas	Rural	DRDLA	Restitution

This section presents the legal status of the land that has been identified for housing development. Land ownership in the municipality is complicated by the high number of restitution claims. The largest portion of land is privately owned with restitution claims lodged against it, followed by the urban centre and a small portion of the communal land under Traditional Council Leadership of Amakhosi.

The entire area of Weenen for example is under restitution claim. Most of the proposed future projects are on privately owned land that has restitution claims on it. Judging by the slow progress of the land reform programme it is expected that these projects may be delayed for extended periods of time.

C.2.10.1 INTEGRATION OF IDENTIFIED LAND

1. Land Reform

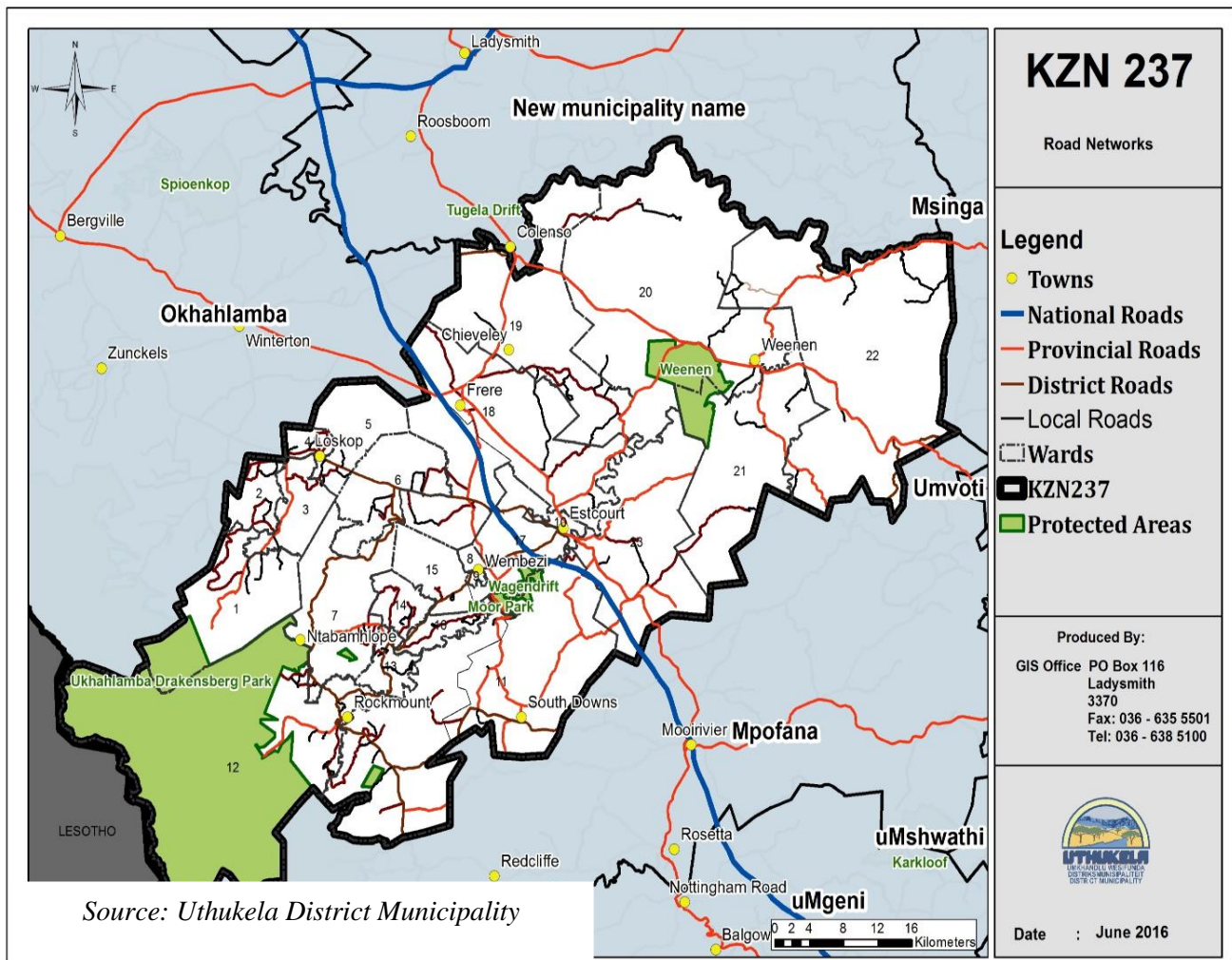
KZN237 Municipality is impacted by all the three Land Reform Programmes that is restitution, redistribution and security of tenure reform.

Land Restitution which seeks to give just and equitable redresses to persons and/or communities dispossessed of land rights after 1913. The legal framework which drives the restitution programme is the Restitution of land Rights Act No 22 of 1994, as amended.

Land Redistribution seeks to redress racial imbalances in land ownership by facilitating access to land by the disadvantaged poor communities for residential and productive purposes through the Provision of Certain Land for Settlement Act No 126 of 1993. The poor, labour tenants, farm workers as well as emergent farmers are expected to pool their resources to negotiate, buy and jointly hold land under a formal title deed. Opportunities are also offered for individuals to access the grant for land acquisition.

Map: 19

Road Networks Map



C.2.11 ECOSYSTEM – BASED DISASTER RISK TREATMENT

The use of Sustainable Energy as a means of intervention on reducing greenhouse gas emissions from energy use. Additional areas that will be covered in this theme include creation of local economic opportunities through the development of the sustainable energy use projects, building capacity and knowledge of municipal citizens in the climate impact of energy use, and ensuring the adaptation of energy systems to future climate change.

Transport:

The intervention is on moving towards less carbon intensive forms of transport. Additional areas that will be covered in this theme include the creation of local economic opportunities in the provision of low carbon transport, building capacity and knowledge of municipal citizens on the climate impact of transport, and ensuring the adaptation of the transport system to future climate change.

Biodiversity:

The intervention is on protecting ecological infrastructure. Additional areas that will be covered in this theme include the creation of local economic opportunities in biodiversity protection, building the capacity and knowledge of municipal citizens on the importance that Biodiversity plays in providing ecosystem services, and the role biodiversity can play in mitigation strategies.

Water:

The intervention is on preparing for the impacts of a change in rainfall patterns. Additional areas that will be covered in this theme include the creation of local economic opportunities in water and sanitation, and building the capacity and knowledge of Inkosi Langalibalele citizens on the value of conserving water.

Food Security:

The intervention is on preparing for the impacts of a change in climate on food production and security. Additional areas that will be covered in this theme include the creation of local economic opportunities in agriculture, building the capacity and knowledge of municipal citizens to grow their own food, and ensuring that greenhouse gases from agricultural processes are reduced.

Health:

The intervention is on preparing for the impacts of a change in climate on human health. An additional area that will be covered in this theme is building the capacity and knowledge of municipal citizens on the risks of climate related disease.

C.2.12 MINIMISATION OF CLIMATE – RELATED DISASTER

2.12.1 RISK REDUCTION PLAN

The Disaster management framework and disaster risk management plan are the strategic mechanisms through which disaster risk management action is co-coordinated and integrated across all spheres. Inkosi Langalibalele Local Municipality currently has an adopted Disaster Management Framework. Our District Municipality Framework is currently under review.

Level 1: Disaster Risk Management Plan: A Level 1 The disaster Risk Management Plan focuses primarily on establishing institutional arrangements for disaster risk management.

Level 2: Disaster Risk Management Plan: A Level 2 Disaster Risk Management Plan applies to national, provincial and municipal organs of State that have established the institutional arrangements, and are building the essential supportive capabilities needed to carry out comprehensive disaster risk management activities.

Level 3: Disaster Risk Management Plan: A Level 3 Disaster Risk Management Plan applies to national, provincial and municipal organs of States that have established both the level 1 and level 2 disaster risk management plans. The level 3 plan must specify clear institutional arrangements for co-coordinating and aligning the plan with other governmental initiatives and plans of institutional role players. It must also show evidence of informed disaster risk assessment and ongoing disaster risk monitoring capabilities, as well as relevant developmental measures that reduce the vulnerability of disaster prone areas, communities and households.

C.2.13 DISASTER MANAGEMENT SWOT ANALYSIS

Disaster Management SWOT Analysis

Table: 24

Strengths	Opportunities
<ul style="list-style-type: none"> • Community outreach; • Quick response; • Enabling mechanisms in place including policy, structure, capacity building and resources; and • We have the Disaster Management Forum which includes local NGOs / NPOs (Alimdaad Foundation and Meals on Wheels) and etc. 	<ul style="list-style-type: none"> • Community education on disaster risk management; • More robust land use management; • Environmental management through land degradation and unsustainable agricultural practices; and • Encourage pre-disaster, vulnerability and reduction and mitigation measures.
Weaknesses	Threats
<ul style="list-style-type: none"> • Environmental degradation; • Soil Erosion; • Technological Hazards; • Rapid and poorly controlled urbanization and underdevelopment in the rural areas; • Inactive public policy; • Increasing construction of municipal and infrastructure production in hazard prone areas; and • Dense population in flood plains and settlement below potential hazard areas. 	<ul style="list-style-type: none"> • Rural and Urban fires; • Thunderstorms and Lightning; • Floods; • Droughts; and • Tornado.



Inkosi Langalibalele
LOCAL MUNICIPALITY - UMKHANDLU WENDAWO

SECTION C.3

KPA 2:

MUNICIPAL

TRANSFORMATION

C.3 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

C.3.1 HUMAN RESOURCE STRATEGY

The Human Resource Strategy or Plan is still yet to be developed by the Municipality.

C.3.2 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

Municipal Transformation

The Municipal Systems Act (32) of 2000, provides the elements of the Municipality consisting of the political, administrative structure, as well as the community. This is to ensure fulfilment of a constitutional mandate namely, the rendering of sustainable services, promotion of social & economic development, to promote social and economic development, and to perform all functions listed in schedule 4, part B and schedule 5, part B of the Constitution.

Inkosi Langalibalele Local Municipality therefore places transformation at the centre of service delivery. The Municipality prides itself on its vision which is in line with the aspirations of a developmental institution through continuous innovation on its service delivery commitment whilst paying much attention on human capital development, review & implementation of the Employment Equity Plan, staff retention strategy and staff motivation.

C.3.2.1 INSTITUTIONAL ARRANGEMENTS/ ORGANOGRAM ALIGNMENT

The highest administrative wing of iNkosi Langalibalele Municipality is occupied by the Municipal Manager who is the Accounting Officer and Head of Municipal Administration responsible for, the formation and development of an economical effective, efficient and accountable administration. Under the Municipal Manager, the Municipality is categorised into 6 (six) functional departments, namely:

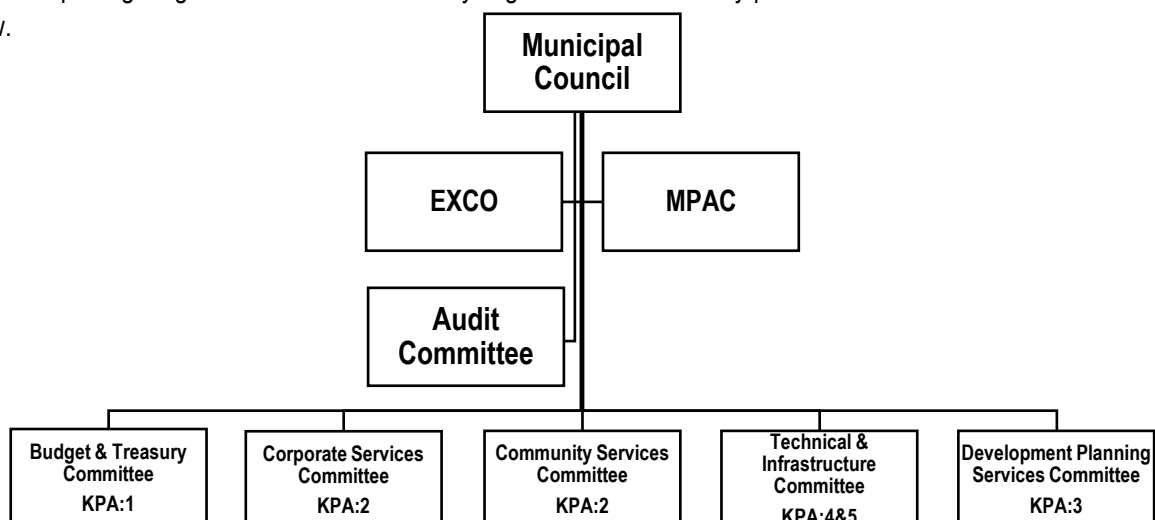
- Office of the Municipal Manager
- Chief Financial Officer :(KPA1)
- GM Community Services : (KPA2)
- GM Development Planning (KPA 3)

- GM Public Works & Basic Services- Electrical :(KPA4)
- GM Public Works & Basic Services : (KPA5)

All above mentioned departments are led by Directors and have functional units. It is also commendable that the municipality has been able to further work on its organisational structure and issues of alignment were considered. The institution is in the process of filling all existing critical posts vacant positions within the prescribed staffing ratio.

Municipal Organogram

The Municipal organogram has been successfully aligned with the IDP Key performance areas as detailed in the sketch below.



The current organogram is endorsed by council for implementation during 17/18 financial year moving forward. All posts highlighted in the sketch above have been budgeted for accordingly and it is within the norm. The said posts are also in line with the powers & functions of the local Municipality since iNkosi Langalibalele is also a category B Municipality.

- ✚ Municipal Manager: Vacant, acting municipal manager recruitment processes are underway.
- ✚ CFO: Filled permanently
- ✚ General Managers Corporate Services: Filled permanently, currently the post is filled by acting director pending the finalization of the investigation
- ✚ GM Technical Services Civil: Vacant recruitment process are underway awaiting interview dates.
- ✚ Director Technical Services Electricity: Vacant awaiting interview dates.
- ✚ Director Development Planning: Filled on fixed term contractual basis, currently awaiting pending investigation. Filled via acting.
- ✚ GM Social and economic development Services: position permanently filled

The list below presents the powers & functions of the iNkosi Langalibalele Municipality.

C.3.3 POWERS AND FUNCTIONS OF THE MUNICIPALITY

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> ▪ Building regulations ▪ Air pollution ▪ Child care facilities ▪ Electricity and gas reticulation ▪ Firefighting services ▪ Local tourism ▪ Municipal airports ▪ Municipal planning ▪ Municipal health ▪ services Municipal ▪ public transport ▪ Municipal public works ▪ Storm water management ▪ Trading regulations ▪ Water and sanitation services ▪ amusement facilities | <ul style="list-style-type: none"> ▪ Billboards and the display of advertisements in public places ▪ Cemeteries, funeral parlours and crematoria ▪ Cleansing ▪ Control of public nuisances ▪ Control of undertakings that sell liquor to the public ▪ Facilities for the accommodation ▪ Fencing and fences ▪ Licensing of dogs ▪ Licensing and control of undertakings that sell food to the public | <ul style="list-style-type: none"> ▪ Local amenities ▪ Local sport facilities ▪ Markets ▪ Municipal abattoirs ▪ Municipal parks and recreation ▪ Municipal roads ▪ Noise pollution ▪ Pounds ▪ Public places ▪ Refuse removal, refuse dumps and solid waste disposal ▪ Street trading ▪ Street lighting ▪ Traffic and parking |
|--|---|---|

3.2 VACANCY RATE

- Vacancy rate is at 51.88%

Below is a list of all Municipal Policies & By-laws approved by the council.

Approved HR policies for Inkosi Langalibalele Municipality

1. Access to Personal File Policy
2. Acting Policy
3. Agenda for Workshop
4. Code of Conduct - Municipal Employees
5. Code of Conduct - Municipal Employees
6. Common Business Language Policy
7. Communication Policy
8. Confidentiality Policy
9. Conflict of Interest Policy
10. Disciplinary Code and Policy
11. Dress Code
12. Employee Wellness Policy
13. Employment Benefits Policy
14. Grievance Policy
15. Harassment Policy
16. Leave Policy
17. Occupational Health and Safety Policy
18. Placement Policy
20. Promotion and Remuneration Policy
21. Recruitment Policy
22. Smoking Policy
23. Subsistence and Travel Policy
24. Substance Abuse Policy
25. Training and Development Policy

The Budget and Treasury policies

1. Policy document Electricity Supply By-Laws for Inkosilangalibalele Municipality
2. Fleet Management Policy
3. Unallocated Revenue Policy
4. Virement Policy
5. Budget Policy
6. Car allowance policy
7. Draft Municipality Indigent
8. Draft bad debt and write-off Policy
9. Draft customer Care Credit Control and debt Collection
10. Draft Rates By-Laws
11. Draft Rates Policy
12. Draft Tariffs Policy
13. Funding and Reserves Policy
14. Draft Supply Chain Management Policy

C.3.9 SWOT ANALYSIS ON TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

Table: 26

Strengths	Opportunities
<ul style="list-style-type: none"> ▪ Workplace skills plan (training & capacity) ▪ World class tools of trade for councilors ▪ Post of person responsible for municipal buildings approved and filled ▪ Approved fully fledged legal component in the organogram ▪ Existence of corporate service dept. in the municipality ▪ Wi-Fi ▪ Compliance with statutory payment ▪ Recent labour stability ▪ Availability of safety equipment's in municipal buildings No work related loss time injuries reported thus far 	<ul style="list-style-type: none"> ▪ Effective utilization of Cogta merger funding ▪ Sourcing funding through development of maintenance plan ▪ Appointment and filling of legal posts ▪ Approved fully fledged ICT sections ▪ Develop a programme of a safe free working environment Train and induct on safety awareness Implement safety committees Risk assessment across all sites and public facilities
Weaknesses	Threats
<ul style="list-style-type: none"> ▪ Budget refinement ▪ Non-compliance with skills development act ▪ Lack of effective supervision ▪ Non-commitment of employees which leads to non-productivity ▪ No training on effective utilization of tools of trade ▪ Inaccessible Wi-Fi hotspot ▪ Branding of municipal offices (Ntabamhlophe=Imbabazane, Estcourt=Umtshezi) ▪ Security of ICT system due to lack of ICT framework ▪ Service and management of safety equipment Compliance to OHS Act of 86, 1993 i.e. Section 17(1) Maintenance of infrastructure and buildings Lack of safety awareness on workers, contractors and public civilians ▪ Non –development of building maintenance plan ▪ Vacancy of the post in the legal sections ▪ Labour unrest in recent months ▪ High vacancy rate of strategic positions ▪ Vacancy of manager – ICT post 	<ul style="list-style-type: none"> ▪ No visible service delivery which leads to community strike ▪ Dilapidated state of municipal buildings ▪ Uncontrolled access to municipal buildings especially Weenen, head office and Loskop ▪ Dependence on external consultants for legal matters ▪ Issue of pay parity which may lead to labour unrest ▪ Excessive workload due to high vacancy rate ▪ Loss of information and security of ICT information ▪ Slow pace of filling vacancies ▪ Competency records not available for all employees and contractors

IMPACT OF MERGER ON HUMAN RESOURCES MANAGEMENT

The merging of the two previously mentioned Municipality was well managed as its impact on human resources at senior level is minimal. It is however worth mentioning that, duplication of various low level posts has been observed. It is therefore critical that the Municipality fast tracks the process of skills audit process to enable job match and possible reassignment of other employees where they are best

sued. The process will observe the role of organised labour by involving all stakeholders involved.

MUNICIPAL POLICIES & BY LAWS

The Municipality has developed a considerable number of policies and by-laws. The process of developing the balance will be initiated during the beginning of the new financial year (17/18). Review of by-laws and policies will be done as and when a need arises.



Inkosi Langalibalele
LOCAL MUNICIPALITY - UMKHANDLU WENDAWO

C.4

KPA 3:

**BASIC SERVICE DELIVERY
AND INFRASTRUCTURE**

C.4.1 WATER & SANITATION

C.4.1.1 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

This section focuses on the level of infrastructure provision in Inkosi Langalibalele Municipality by the District Municipality.

C.4.1.2 WATER SERVICES DEVELOPEMENT PLAN

In terms of cooperative governance, the provision of water and is a district function. Inkosi Langalibalele Municipality is requires to reflect the needs and prioritisation of projects identified in this regard.

C.4.1.3 SANITATION STATUS

Table 4: Sanitation status

Municipality	Total number of Households	Households with access to safe water supply	Households without access to safe water supply	Percentage water backlog
uMtshezi	15 232	11 343	3 889	25.53%
Imbabazane	24 558	13 415	11 143	45.37%
Total	39 790	24 757	15 032	70.9%

(Source: AB Projects) June 2011)

The above table reflects the sanitation status of the newly established municipality.

Sanitation Needs

Sanitation has been identified as a critical need to be addressed by the District Municipality. The areas indicated are ward based in the following wards, Ward 1, 2, 11, 12, 13, 14&15. Such information was communicated to the Municipality during the development of ward based plans.

C.4.2 SOLID WASTE MANAGEMENT

C.4.2.1 SOLID WASTE MANAGEMENT STATUS

Solid waste & refuse removal is one of the functions of the iNkosi Langalibalele Municipality. This is evident through the existence of Municipal policy as indicated in the previous section.

It is however observed that the implementation of refuse removal & waste management programme is currently limited to the urban area.

C.4.2.2 Solid Waste Projects & Backlog

Map:



C.4.2.3 Solid Waste Disposal Site

Figure: Landfill site

There is an existing landfill site located within the former uMtshezi Local Municipality. The maintenance of the site remains a challenge to be attended to by iNkosi Langalibalele Municipality.



C.4.2.4 Material Recovery Facilities Management

Waste Management Needs

Table 6: Waste Management Needs

KEY AREA	IDENTIFIED NEEDS
Waste Management Information	Efficient Waste Information: i.e. collection, management, distribution, capturing and recording systems Legislated reporting requirements
Waste Collection System	Standard, sustainable and affordable waste management system Efficient services for all households Appropriate and suitable waste management for inaccessible areas Address illegal dumping Proper waste separation, appropriate waste collection and transport systems to handle separated waste
Garden Waste and Composting	Collection services for garden waste Treatment and disposal facilities for garden waste in landfill sites Provision of composting facilities
Waste Disposal	Adequate waste disposal facility

❖ System that divert waste from the landfills for recycling

In the uThukela family of municipalities, there are two municipalities that have system of diverting waste from the landfill, which is Emnambithi/Ladysmith, and Umtshezi local municipalities.

Inkosi Langalibalele Municipality has no Integrated Waste Management Plan (IWMP) and legal waste disposal site, but utilise one solid waste disposal site that does not adhere to the requirements of the Department of the Environmental Affairs, hence it illegal . The site is located in close proximity to the Phumlani Township and serves as a scavenging spot for squatter camp community of Tin –town located adjacent to the disposal site. Land has been identified to develop a new legal landfill site which will meet all requirement of (NEMA) however due financial constraints such as land could not be secured.

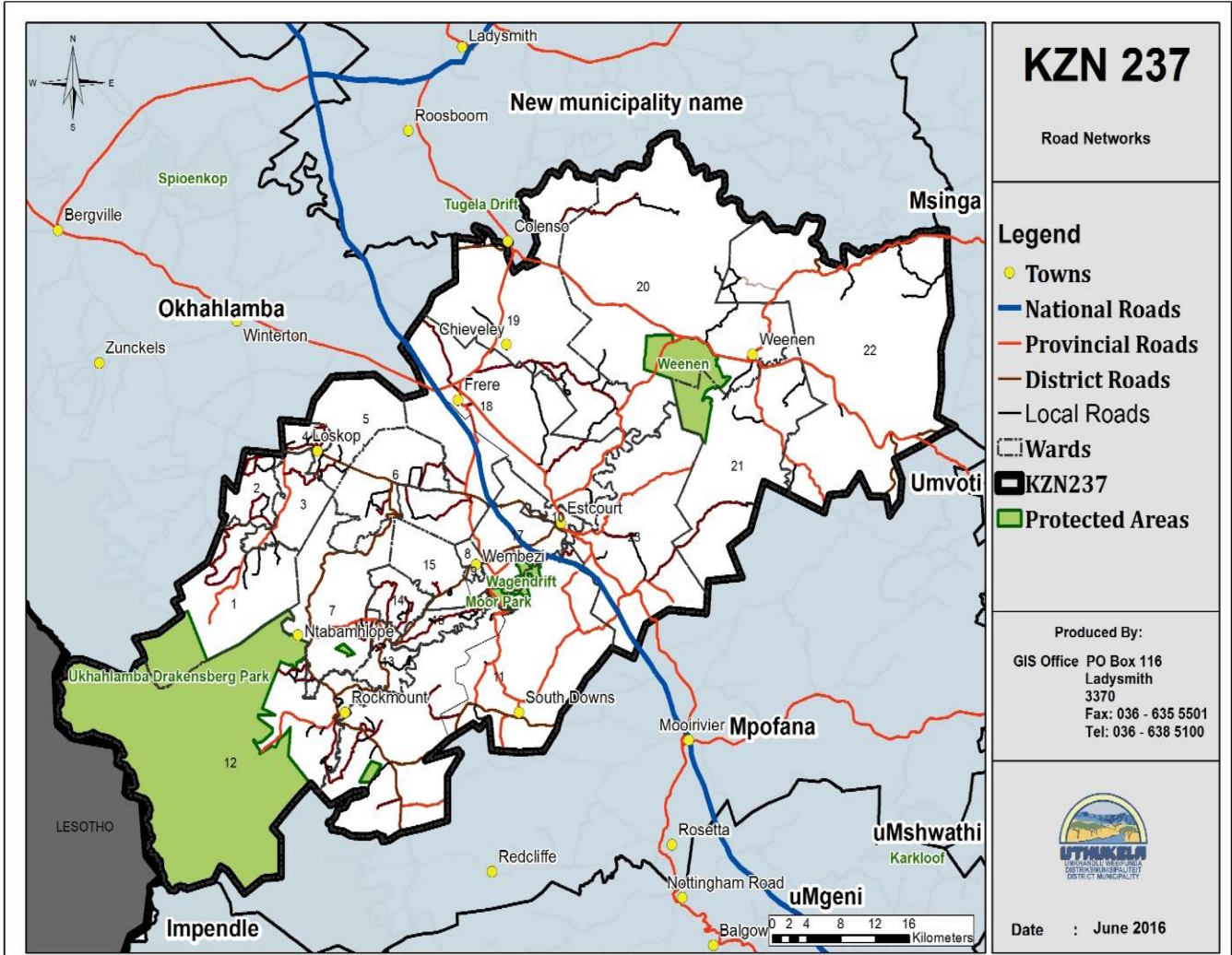
An overall of the status quo for Inkosi Langalibalele Municipality is presented below:

- Waste collection coverage
- Waste management system
- Own operation
- Contracted Operations
- Garden waste system
- Street cleaning system
- Waste collection
- Status of a municipal waste management
- Restrictions and challenges experienced by the municipal

C.4.3 TRANSPORT INFRASTRUCTURE

N3 Durban to Johannesburg and the LSDI are classified in terms of the SDF as the Main Transport Routes. N3 in particular and the LSDI road to a smaller degree) carrier larger volumes than the other through the municipal area at higher travelling speeds. There are a number of Tourism Rotes identified in the SDF as well

Map: 21 Roads Networks Map



Source: uThukela District Municipality

Municipal Roads

The road hierarchy within the municipal area can be divided in three major categories that can be classified as:

- ❖ National roads;
- ❖ Provincial roads; and
- ❖ District and
- ❖ Local roads.

The primary routes include the national routes that exist within the area and few strategic provincial routes. The secondary and tertiary routes are mainly the provincial and district roads that exist within the area. The general quality of these routes is good with exception of the local access routes within the rural areas. UThukela district is mainly served by an East-West and North-South corridor. These corridors are the N11 national route that connects the N3 with Mpumalanga Province coal mining areas and the N3 that forms an East-West link, which connects two of the country's most economically active metropolitan areas namely Gauteng and Durban in KwaZulu Natal. The N3 also serves a major urban community namely Pietermaritzburg.

The national and provincial main roads are mainly surfaced whilst the majority of district and community access roads are not. Most community access unsurfaced roads are not constructed to proper geometric design standards due to the rough terrain and limited funding available. Public transport vehicles, resulting in high maintenance cost of vehicles and unsafe travel conditions for passengers, use several of these access roads. Of all roads in the uThukela district area 1 410km are surfaced roads and 1 320km are un-surfaced or gravel roads. The majority of the surfaced roads can be found in Ladysmith municipality.

C.4.3.1 Municipal Roads (Projects)

Table: 29 Roads Map



Source: uThukela IDP 2016/17

The map reflects or illustrates the roads controlled by the Municipality.

C.4.3.2 Municipal Roads and Maintenance Plan

uThukela District Municipality has complied with the National Land Transport Transition Act (NLTTA), act 22 of 2000 that requires that the district and local municipalities must compile a public transport plan (PTP). The plan is a 5 year plan that is reviewed annually This plan was prepared in conjunction with the local municipalities. It was also aligned with the IDP. In the plan there are number of identified projects that require implementation over the period of 5 years. Additional projects were identified for implementation after 5-year period. The municipality is negotiating with the KZN Department of Transport to assist the municipality with funding for the review of the Public Transport Plan and to prepare the Integrated Transport Plan (ITP) as per the requirement of the National Land Transport Transition Act (Act No.26 of 2006).

UThukela District Municipality is currently gathering information relating to road classes, traffic studies and road inventory information through Rural Road Asset Management (RRAMS) as funded by Department of Transport.

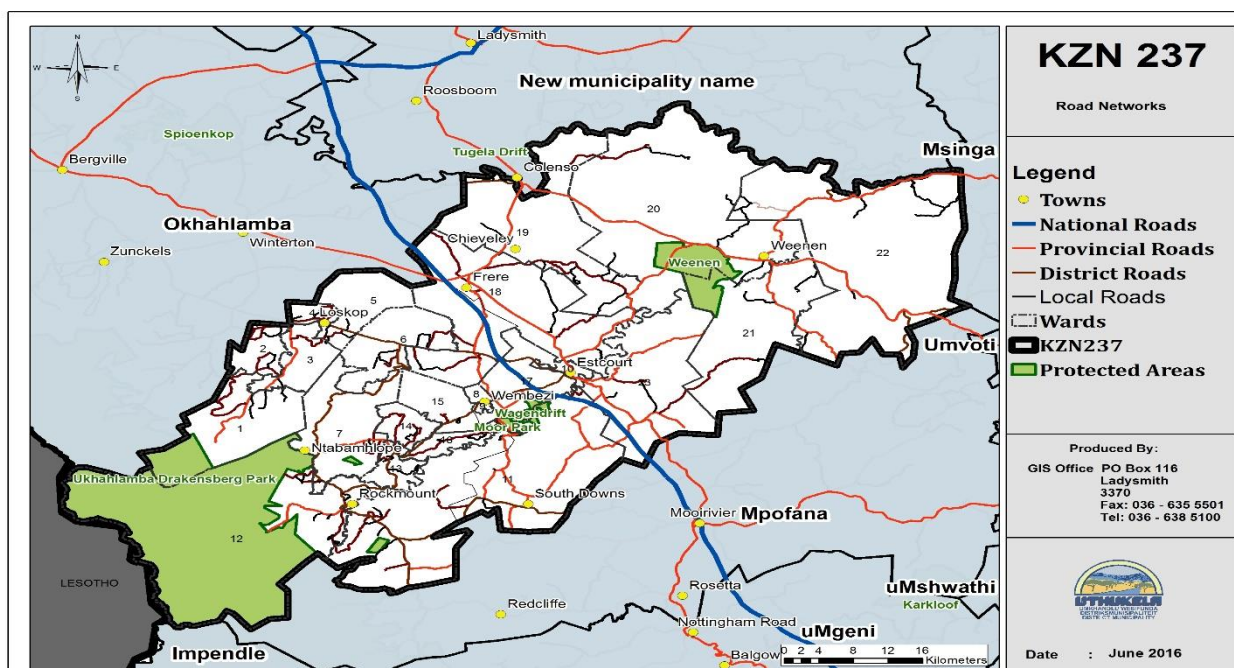
C.4.3.3 Status of Provincial Roads

With regards to the provision of the road infrastructure within the rural set up of uThukela District Municipality, the following inferences are made:

- There is a backlog in the provision of access roads within the eastern part of the municipality (areas around Mhlumayo, etc).

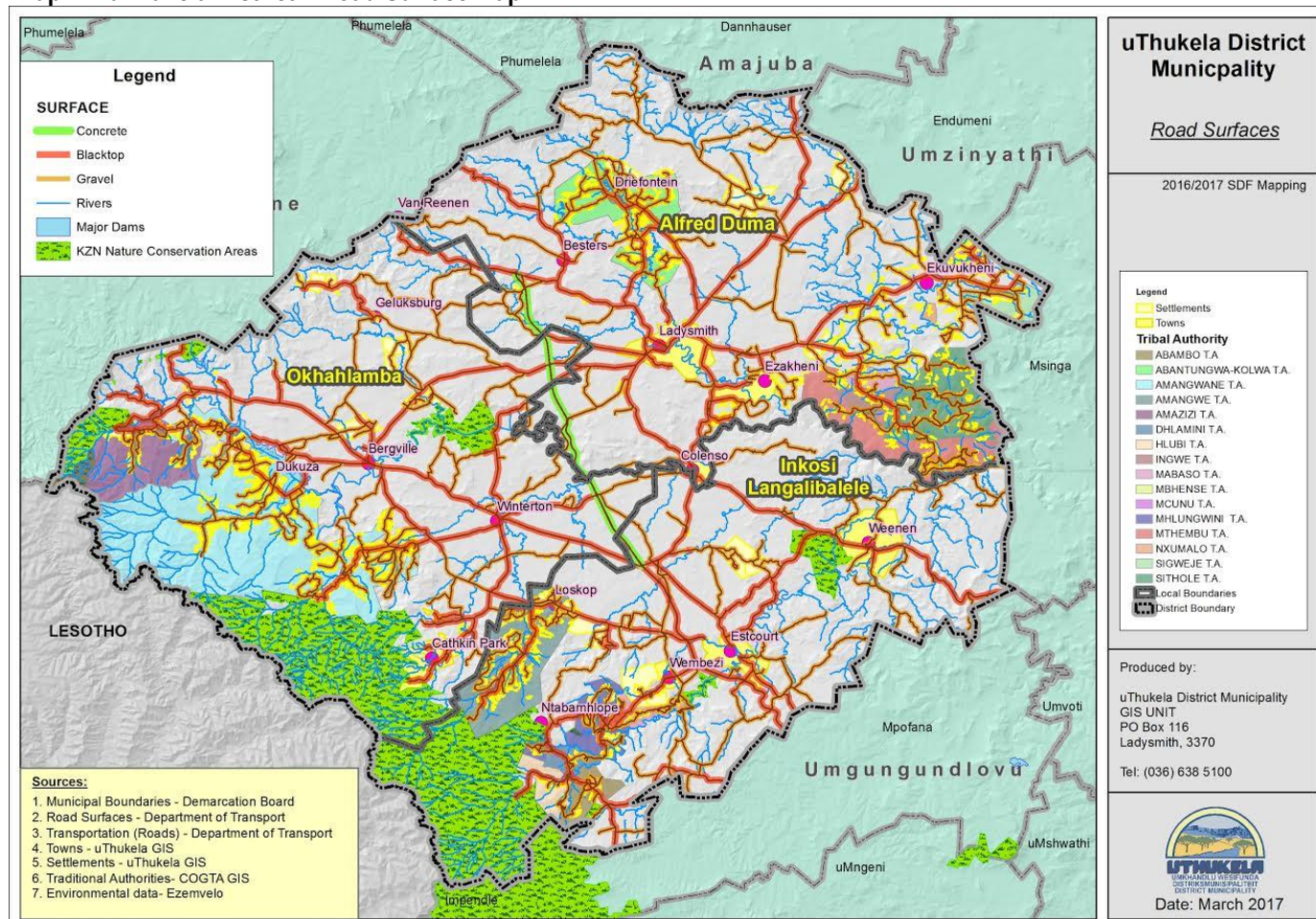
Most of the community access roads are in a very poor state.

Map 17: Road Networks Map



Priority area an access road development program is required to overhaul the current situation...see map below:

Map: 22 uThukela District – Road Surface Map



. Source: uThukela District GIS

Largely, the western parts of the municipality consist of a gravel road network while some of the surfaced roads are dilapidated and have potholes. There is a lack of storm water management which has resulted in damage to some roads and some of the bridges being washed away during floods. There are concerns over road safety which could also be due to a lack of pedestrian crossing facilities and facilities for non-motorized transport. Currently there are a number of vehicular and pedestrian bridges that are in the planning stages. A maintenance road program is required as shown in the map below.

- While provision of new access roads is also a challenge on the south to the south-west of the municipality, however, lack of storm water management has been identified as the main challenge. This has led to soil erosion in areas adjacent to the roads as well as damage to the roads which are mainly un-surfaced rural roads. Thus, a need to surface certain roads, ensure proper storm water management and provision of new access roads has been identified in this region...also see map below.
- In the south, there is also a strong need to strengthen and provide linkages between the Ntabamhlope area and Loskop which is located in the inner south of the District Municipality.

C.4.3.4 Repair of Provisional Roads

The Municipality relies heavily on MIG funding for infrastructure development. The Municipality is working closely with the Department of Transport, through the Rural Transport Forums, in identifying roads that need funding and upgrading within the Municipality.

A Roads Construction and Maintenance Plan has also been developed which stipulates clearly the plans for the building of new roads and maintaining during this financial year. The O&M of old roads is funded to a total of R3,8 Million and R17,9 Million for New Roads is budgeted for the during this financial year; these projects are included in the Project Schedule: Infrastructure and Services.

C.4.3.5 Integrated Transport Plan- (ITP)

The Municipality relies heavily on MIG funding for infrastructure development. The Municipality is working closely with the Department of Transport, through the Rural Transport Forums, in identifying roads that need funding and upgrading within the Municipality.

A Roads Construction and Maintenance Plan has also been developed which stipulates clearly the plans for the building of new roads and maintaining during this financial year. The O&M of old roads is funded to a total of R3,8 Million and R17,9 Million for New Roads is budgeted for the during this financial year; these projects are included in the Project Schedule: Infrastructure and Services.

C.4.3.6 Situational Status of Transportation

uThukela District Municipality has complied with the National Land Transport Transition Act (NLTTA), act 22 of 2000 that requires that the district and local municipalities must compile a public transport plan (PTP). The plan is a 5 year plan that is reviewed annually This plan was prepared in conjunction with the local municipalities. It was also aligned with the IDP. In the plan there are number of identified projects that require implementation over the period of 5 years. Additional projects were identified for implementation after 5-year period. The municipality is negotiating with the KZN Department of Transport to assist the municipality with funding for the review of the Public Transport Plan and to prepare the Integrated Transport Plan (ITP) as per the requirement of the National Land Transport Transition Act (Act No.26 of 2006).

UThukela District Municipality is currently gathering information relating to road classes, traffic studies and road inventory information through Rural Road Asset Management (RRAMS) as funded by Department of Transport.

The intervention is on moving towards less carbon intensive forms of transport. Additional areas that will be covered in this theme include the creation of local economic opportunities in the provision of low carbon transport, building capacity and knowledge of municipal citizens on the climate impact of transport, and ensuring the adaptation of the transport system to future climate change.

C.4.4 ENERGY PROVISION

C.4.4.1 Status Quo of the Municipality on Energy

Energy is classified into Electricity, Alternative energy and so on. That amongst others include gas, coal, paraffin etc.

Inkosi Langalibalele Municipality has a Licence to provide Electricity in designated areas.

Secondly it has powers and authority to reticulate electricity to all citizens within a grid area.

Projects covered by the Municipality and Eskom area stated at Section E.2.

C.4.4.2 Electrification Maintenance Plan

The social package assist household that are poor or face other circumstances that limit their ability to pay for services.

To receive these free services the households are required to register in terms of the Municipality's indigent Policy. The target is to register 7 000 or more indigent household during the 2017/18 financial year, a process review annually.

Detail relating to free services ,cost of free basis services, revenue lost owing to free basic services as well as basic service delivery measurement is contained in Table 27 MBRR A10 (Basic Service Delivery Measurement).

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

Capital expenditure

The following table provides a breakdown of budget capital expenditure by vote:

Table 9 2017/18 Medium-term capital per vote

Vote Description	Current Year 2016/17				2017/18 Medium TERM Revenue & Expenditure Framework			
	R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +- 2017/18	Budget Year +- 2017/18
Capital expenditure – Vote								
Single-year expenditure to be appropriated								
Vote 1- CORPORATE SERVICES	2 204	5 962	-	-	100	106	122	
Vote 2- MUNICIPAL MANAGER	110	110	-	-	100	106	122	
Vote 3-FINANCE DEPARTMENT	30	130	-	-	100	106	122	
Vote 4-CIVIL SERVICES	38 725	38 725	-	-	38 606	40 922	43 378	
Vote 5-PLANNING,ECONOMIC & COMMUNITY SERVICES	3 090	2 090	-	-	1 100	1 166	1 236	
Vote 6-ELECTRICITY DEPARTMENT	10 730	10 730	-	-	9 100	9 646	10 255	
Capital single-year expenditure sub-total	54 889	57 747	-	-	49 106	52 052	55 176	
Total Capital Expenditure- Vote	54 889	75 747	-	-	49 106	52 052	55 176	

For 2017/18 an amount of r49 million has been appropriated for the development of infrastructure, however due to lack of project information from the irrelevant departments within the municipality, capital projects could not be detailed the programs shall be detailed adequately in the final annual budget.

C.4.4.3 Backlogs/Needs/Prioritisation on Energy

Wards that need electricity, as per the public participation process are as follows:-

- Ward 1 Electricity
- Ward 2 Electricity
- Ward 7 Electricity
- Ward 10 Electricity
- Ward 11 Electricity
- Ward 12 Electricity infills
- Ward 13 Electricity Shiyendlela
- Ward 19 Electricity
- Ward 20 Electricity
- Ward 21 Electricity

C.4.4.4 Electrification Project

Projects are stated at annexure E.2

C.4.4.5 Other Electricity Projects

Projects are stated at annexure E.2

C.4.4.6 Free Basic Service on Energy

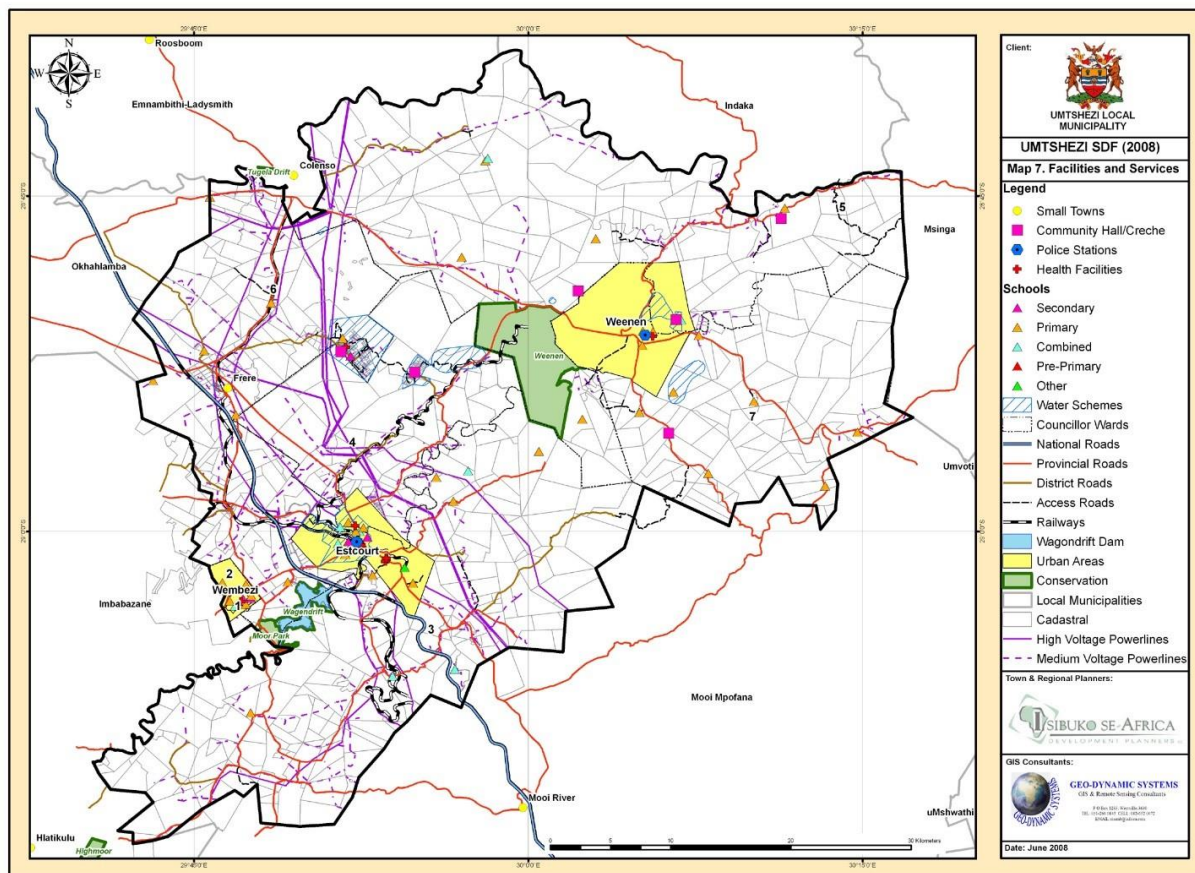
Projects are stated at annexure E.2

C.4.5 ACCESS TO COMMUNITY FACILITIES

C.4.5.1 Status Quo on Authorised Cemetery

Some communities within the Municipality are still practicing on site burials as a cultural phenomenon and there is a general shortage of burial sites in the municipal area. There are negative environmental implications because of contamination of ground water. The land that has been used for cemetery purposes and it cannot be used for any other purposes. There needs to be intensive awareness campaigns so as to sensitize people about the importance of using clearly demarcated cemeteries as per National Water Act, Act No.36 of 1998 and KwaZulu – Natal Cemeteries and Crematoria Act, Act No.12 of 1996 require that suitable buffers be put in place as determined by a qualified professional. Uthukela District Municipality conducted the Cemetery Crematorium Identification Study and the findings are yet to be implemented.

Map : uMtshezi Facilities and Services Map



Source: uMtshezi 2015/16-19 IDP

C.4.5.2 Backlogs/ Needs / Project on Facilities

C.4.5.3 Provision of Facilities

C.4.6 HUMAN SETTLEMENT

C.4.6.1 Housing Sector Plan Status

Housing Sector Plan has been provided as annexure of this IDP

C.4.6.2 Backlogs/Needs

Backlogs of Housing or Human Settlement including land issues are covered at Annexure I ON Housing Sector Plan

C.4.3. Housing Support Projects by Government

The District, shall take her position on water sanitation and other facilities to support Housing. Inkosi Langalibalele Municipality may priorities needs and any projects to support Housing other spheres shall follow suite

C.4.7 TELECOMMUNICATION

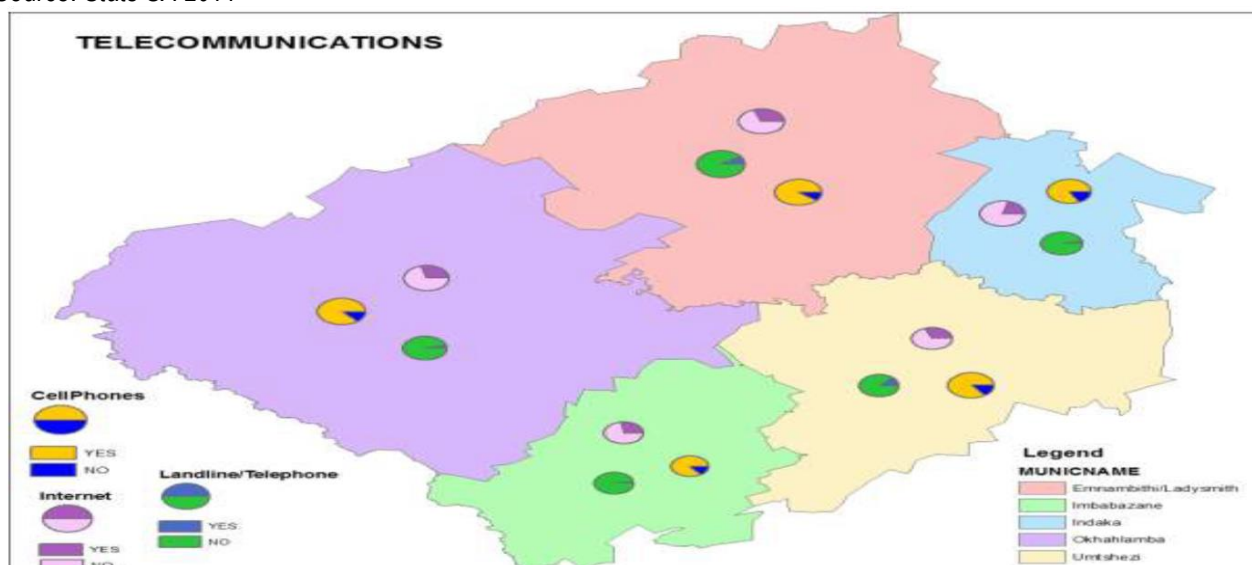
According to the Stats SA information households have access to a number of forms of telecommunication ranging from households using radio, television, computer, cell-phone, landline / telephone and access to internet. The most popular communication method is cell phone followed by radio. The most accessible telecommunication method is radio. In 2001, out of 6214 households, 4275 had access.

It is important to note that nearly 85% of households in uThukela have a cell phone. This may be a quick and effective way to directly communicate with households e.g. for giving notice of public meetings etc. The number of households who have access to landline is dropping drastically due the availability of cell phones. Access to internet is still a challenge in our district, only 28, 66% of households who have access to internet. The table and the map below depicts the status of telecommunications in uThukela and its family of municipalities.

Table: 34

Local Municipality	Households		Landline/Telephone		Cellphone		Access to Internet	
			Yes %	No %	Yes %	No %	Yes %	No %
Inkosi Langalibalele (former; Umtshezi)	19 252	13,07	1,78	11,29	11,13	1,94	4,06	9,01
Inkosi Langalibalele (former; Imbabazane)	22 365	15,18	0,46	14,73	12,94	2,25	4,18	11,01
Inkosi Langalibalele Local Municipality	41 617	28.25	2.24	26.02	24.07	4.19	8.24	20.02

Source: Stats SA 2011



Source: Statistics South Africa 2011



SECTION C.5

KPA 4:

LED & SOCIAL DEVELOPMENT

C.5.1 LOCAL ECONOMIC STRATEGIY STATUS

Local economic development is one of the municipality's priorities in line with the national key priorities and likewise, the major role and priority of Inkosi Langalibalele Local Municipality (ILM) in local economic development is to coordinate, facilitate and stimulate sustainable economic development within the area of its jurisdiction through appropriate mechanism such as Local Economic Development Strategy and other policies.

Both merged municipalities (Umtshezi and Imbabazane) had an LED Strategies which needed to be reviewed because it developed long time ago. When one looks at these strategies part of the objectives among others seeks to increase employment and stimulate economic growth by:

- ✚ Promotion and development of SMME's
- ✚ Regulation, by-laws and Council policies that promote and encourage business investment and local labour incentives
- ✚ Stimulate economic growth and business development through incentives for business retention, expansion and attraction.
- ✚ Promote and stimulate the opportunities for Private/Public Partnership (PPPs) for infrastructure and service delivery
- ✚ Promote and market the local area through tourism development and establishment of ongoing linkages with other regional economic development.

C.5.1.2 INFORMAL ECONOMIC POLICY

Informal Economic Policy, is targeting the following areas:

- Mobile Traders (roving, bakkies and containers)
- Intersection Trading
- Special events
- Car washers
- Hairdressers
- The Traditional Healers
- Market Vendors.
- Visual Art and crafts artisans
- Construction workers
- Mining
- Livestock trading
- Woodworks
- Clothing and textile manufactures

- Motor mechanics
- Electrical and electronics services
- Catering services
- And others

C.5.1.3 LED SRATEGIC PROJECTS

The following are the categories of agricultural cooperative found in the municipality:

- Agricultural Co-Op
- Live-Stock Farmers
- Poultry
- Piggery
- Maize farmers
- Nuts
- Chicory

Tourism

Inkosi Langalibalele Local Municipality (ILM) Integrated Development Plan (IDP) identifies tourism as a potential growth sector and an opportunity for realizing the local economic development objectives. This arises from the fact that the municipality is in a strategic location of the area in relation to the World acclaimed and celebrated UKhahlamba-Drakensburg Mountain, battlefields, the unique cultural and natural resources, and rich history of the area. The tourism development strategy forms part of the local economic development agenda and In spite of this, ILM has huge potential for economic development, particularly the tourism sector.

Tourism Products

There are five key tourism experiences that currently exist within the Central Drakensburg area. These are primarily derived from the natural and cultural attractions of the area, which subsequently enforce a tourism developmental response through tourism products by Imbabazane and Central Drakensburg to a larger extent. The tourism experiences (5) that exist within the Central Drakensburg can be discussed as follows: -

Ecotourism

This tourism experience focuses on local culture, wilderness adventures, volunteering and personal learning and growth.

Nature-Based Tourism

Nature-based tourism attracts people interested in visiting natural areas of the Central Drakensburg for the purpose of enjoying the scenery, including plant and animal wildlife.

Geotourism focuses on the irrefutable witnesses of an everlasting evolution of life on Earth, caves, large geological rifts, ancient geological formations or landscapes chiselled by natural forces throughout the geological ages.

Avi-tourism

It has a vital role to play in the conservation of bird habitat and sustained ecotourism. It increases awareness of the plight of endangered birds and the conservation effort, and creates jobs in the tourism industry.

Adventure Tourism

This is a type of niche tourism involving exploration or travel to remote areas, where the traveller should expect the unexpected.

The tourism products that are derived from the abovementioned tourism experiences include the following: -

Hiking/ Mountain Climbing.

Aesthetic and Scenery Landscape.

San Rock Art.

Avitourism.

Horse Trails

Fishing, Bird Watching, Canoe and Biking.

Helicopter Tours.

Craft Centre.

❖ Popular Events

Popular events such as the Inkosi Langalibalele Celebration, White Mountain Folk Festival and the Mountain Bike Challenge form part of the important vent in Inkosi Langalibalele Municipality. These events take place once a year in different seasons. Tourist attraction events consist of but not limited to the following:

- Inkosi Langalibalele Celebration
- Mountain Bike Challenge
- White Mountain Folk Festival
- Trout Festival
- Kamberg Outdoor Challenge
- Imbizo
- Somgubha Spin Bash Festival
- Flea Market

❖ Manufacturing (Industrial)

Inkosi Langalibalele occupies the ideal spot for any manufacturing industry. It is adjacent to the N3 national highway, and lies on the Johannesburg-Durban electrified main railway line, facilitating the transportation of goods to and from the town. Umtshezi has a highly efficient, reliable and cost effective electrical infrastructure, which supplies its large industries with all the power they need to run their plants. An abundance of water, from the Bushman's River, which flows into the nearby Wagendrift Dam, ensures that the industrialists are suitably served in terms of their water

requirements. A vast labour resource in the area ensures that labour needs are amply met. The ILM industrial area is well situated in relation to the labour sources.

The Municipal area offers a robust environment and manufacturing products. Many challenges are causing these major developments to be suspended or sometimes businesses looking elsewhere die to the municipality offering these services elsewhere. Some of the challenges that we experience are

- Our municipality offers very little incentives to the industries that are present or businesses wanting to invest namely:
- The municipality does not help with attracting investors, such as advertising what our area has or is capable of
- Poor conditions of roads
- Poor services
- High rates that being levied
- Availability of land, if there is land available, large amounts of money is needed to maintain it and make it suitable for use

C.5.1.4 JOB CREATION PROGRAMMES

- Co-operatives and SMME development
- Job creation through EPWP
- Business licensing
- Tractors Support Programme
- Informal Sector (Issuing Trading Permits)
- NARSEC Youth Programme
- Business Registrations to CIPC, CSD Registration and Legislative Compliance

C.5.1.5 MUNICIPAL CAPACITY PROGRAMMES

The Municipality, has allocated efficiency, Implementation Efficiency and Fiscal Discipline on LED.

It has a directorate that focus on LED plus even a budget to implement projects n LED.

Promote Sector Investment on LED including the following:

Main Economic Contributors

- Tourism (the municipality is situated in Battlefield and Next to World Heritage Site – Drakensberg Mountain)
- Agriculture (vast arable land in rural Ntabamhlophe/Loskop and Weenen as well as commercial farming found in Estcourt and Weenen)
- Manufacturing - Nestle, Masonite, Bacon Factory, KwaZulu Company Shoe, Industrial Braiding Mining, Quarry

- Transport and Communication
- Government Services
- Finance and Business Services
- Agriculture and Forestry

C.5.1.6 LED PROJECTS

Name of the Project	Proposed Funded	Implementation Timeframe
Ntabamhlophe Maize Milling	UThukela District Municipality (R1 000 000.00)	2017/2018
Ntandela Piggery Project	UThukela District Municipality (R250 000)	2017/2018
Development of the following economic sector plans <ul style="list-style-type: none"> • LED Strategy • Agricultural Development Strategy • Tourism Development Strategy 	Inkosi Langalibalele Municipality (R1 000 000.00)	2017/2018
Inkosi Langalibalele Agricultural Tractors Support Programme	Inkosi Langalibalele Municipality (R2 000 000.00)	2017/2018
Abambo Fresh Produce Pack House	Cogta Corridor Development Funding (R3 000 000.00)	2017/2018
Inkosi Langalibalele Tourism Brochure Development	Inkosi Langalibalele Municipality (R200 000.00)	2017/2018
Inkosi Langalibalele Tourism Safety Awareness Campaign	Inkosi Langalibalele Municipality (R200 000)	2017/2018
Sports in Tourism Day	Inkosi Langalibalele Municipality (R50 000.00)	2017/2018
SMMEs Day and BBBEE Awareness Campaign	Inkosi Langalibalele Municipality R300 000.00	2017/2018

Table 35- LED Projects

C.5.1 LED & SOCIAL DEVELOPMENT

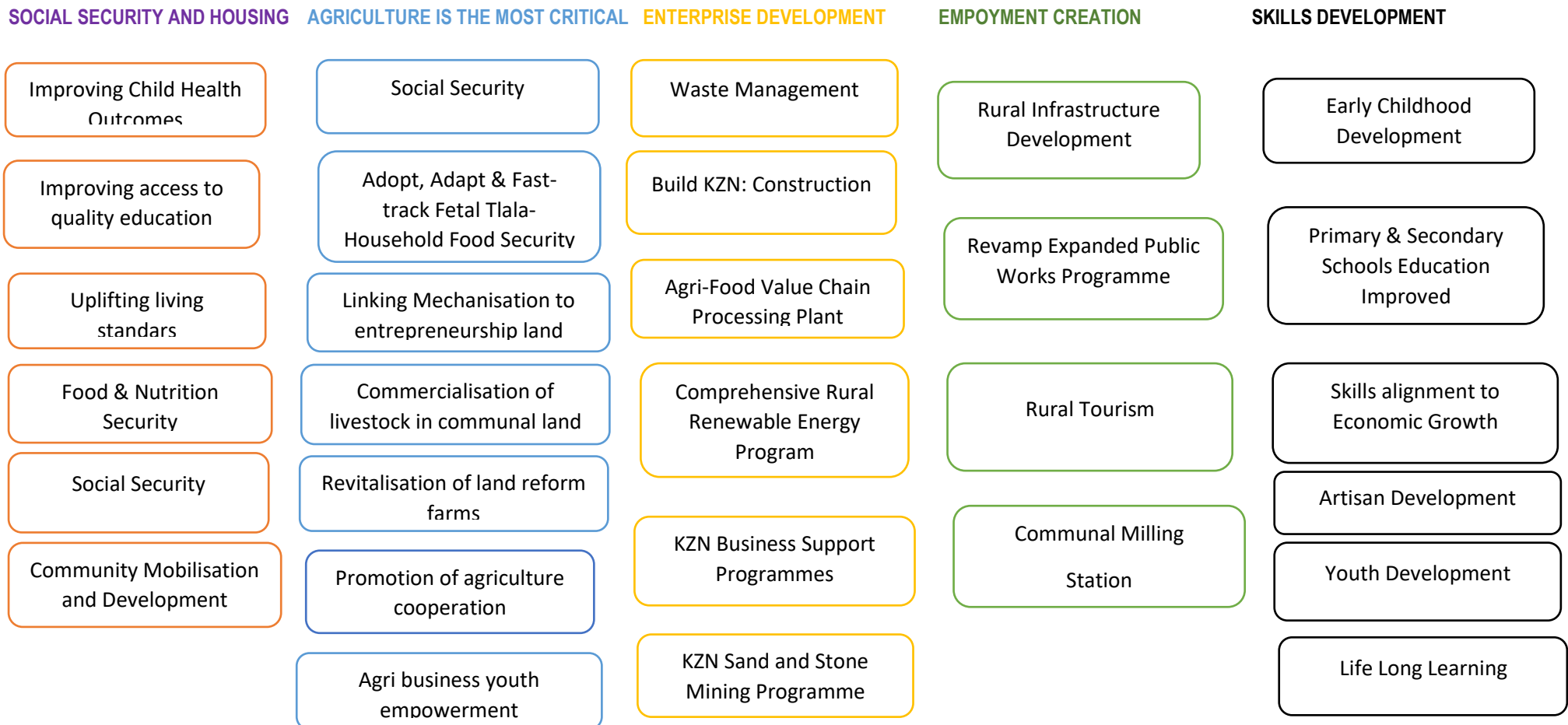
C.5.2 SOCIAL DEVELOPMENT

C.5.2 SOCIAL DEVELOPMENT

C.5.2.1 POVERTY ERADICATION MASTERPLAN (PEMP)

The Municipality does not, yet have a Poverty Master Plan. However, through the OSS and IGR programmes with other spheres, it has now endorsed the Poverty Eradication Master plan of the KwaZulu Natal Government which is stated here under.

PEMP 5 PILLARS & 29 GAME CHANGERS



C.5.2.2 HEALTH SECTOR SITUATIONAL ANALYSIS

❖ HIV/AIDS

UThukela District Municipality has shown an increase in from 36.7% in 2010 to 37.1% in 2012. UMzinyathi still has the lowest prevalence, decreased from 1.1% in 2010 to 30.1% in 2012. In 2010, five districts in KZN i.e: UGU, UMkhanyakude, eThekwini, iLembe and uMgungundlovu recorded HIV prevalence estimates of above 40%. The 2012 survey has recorded prevalence rate over 40% in UMgungundlovu. The provincial overall on HIV prevalence remains at 37.4% which is above the national prevalence. Sisonke, UMkhanyakude, eThekwini, iLembe and UMgungundlovu shows some increase between 2011 -2012. The table below shows the HIV prevalence in the KZN District from 2010 to 2012

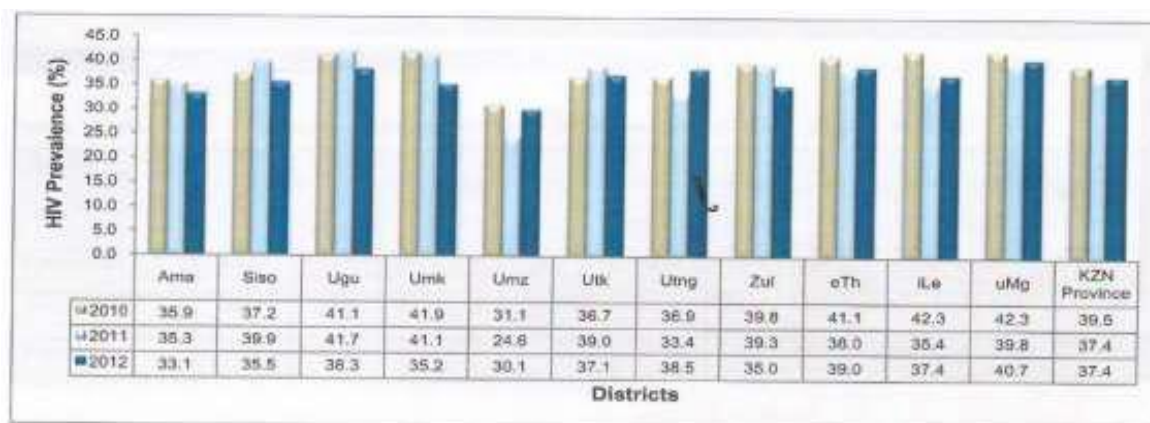


Figure 26: HIV prevalence trends among antenatal women, KwaZulu-Natal, 2010 to 2012. (Source: NDoH, 2013)

Ama = Amajuba; Siso = Sisonke; Umk = uMkhanyakude; Umz = uMzinyathi; Utng = uThungulu; Utk = uThukela; Zul = Zululand; eTh = eThekwini; iLe = iLembe; uMg = uMgungundlovu.

Figure 24: HIV prevalence Trends among antenatal Women by district KZN 2010

❖ ACCESS TO PHC

UThukela has thirty five (35) fixed PHC clinics and fourteen (14) mobile clinics for service delivery in the district. Ladysmith has the highest number of clinics at thirteen (13) with five (5) mobiles, this is due to the urban nature of the sub-district and the fact that there is a main town within the sub-district. Imbabazane has the least clinics at four (4) and the two mobiles although it is the most densely populated sub-district at 178/ km² it is the smallest in terms of area. The table shows the provincial facilities in uThukela district municipality as per local municipality.

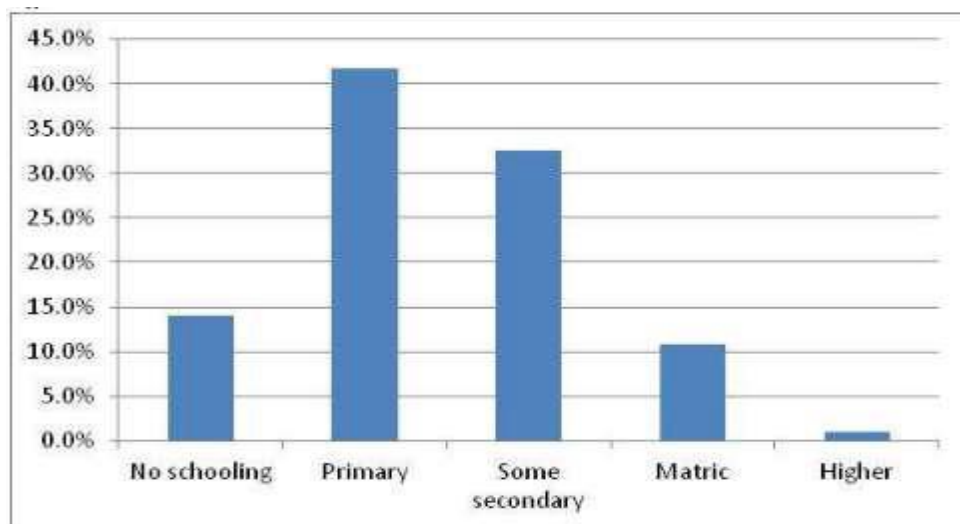
C.5.2.3 EDUCATION SECTOR ANALYSIS

Education serves as the means to bring about the desired change in society, to develop a generation of virtuous individuals and thus contribute to the development of good human beings. The importance of education is that it empowers individuals to take better care of themselves and their children. Education also serves as a gate to higher economic growth through higher level of skilled society. This is why the provision of good education and educational resources remains a high priority for uThukela District Municipality. The Department of Education in uThukela District is playing a vital role in ensuring that the education is given the priority

❖ LEVEL OF EDUCATION

A small percentage of the population in the district has post-matric qualifications at only 1%, whilst 14% of the population has no schooling whatsoever. Figure below shows that 41% have primary school education and 33% have some secondary schooling, whilst only 10.9% achieved matric. This means that there is a limited pool of skilled labour in the municipality and the basic education needs to be addressed in order to improve skills levels in the future. Basic education is considered fundamental to the future success of the local economy,

Figure:



Source: Statistics South Africa, 2011

❖ AVERAGE EDUCATION ATTAINMENT

The number of people with no schooling dropped between 2005 and 2010 with a further decline between 2010 and 2011 in uThukela, while the number of those people with grade 0-11 shows a significant increase over the period under review. The number of people with matric only has shown a large increase. The tables below show the average education attainment of uThukela and its family of municipalities from 2001 to 2010 and the recently released by the statistics South Africa in 2011.

Source: Statistics South Africa 2011

HIGHEST EDUCATION LEVEL	KZN	UTHUKELA	EMNAMBITHI	INDAKA	UMTSHEZI	OKHAYAMBA	IMBABAZANE
Grade 0	351,701	20,129	8,303	4,556	3,345	3,190	4,475
Grade 1 / Sub A	337,208	25,522	7,722	4,516	3,086	5,465	4,734
Grade 2 / Sub B	334,645	25,197	7,796	4,355	2,954	5,615	4,478
Grade 3 / Std 1/ABET 1/Kha Ri Gude;SANLI	342,542	26,036	7,975	4,671	3,104	5,834	4,451
Grade 4 / Std 2	392,225	29,405	9,318	5,006	3,459	6,343	5,280
Grade 5 / Std 3/ABET 2	384,132	27,847	9,153	4,790	3,226	5,931	4,747
Grade 6 / Std 4	397,090	28,320	9,316	4,919	3,431	5,801	4,853
Grade 7 / Std 5/ ABET 3	471,585	33,651	11,326	5,599	3,987	6,796	5,743
Grade 8 / Std 6 / Form 1	619,449	40,467	15,189	6,190	4,765	7,442	6,882
Grade 9 / Std 7 / Form 2/ ABET 4	530,018	34,714	12,533	5,480	4,108	6,928	5,664
Grade 10 / Std 8 / Form 3	732,789	47,127	18,102	6,699	5,208	8,950	8,168
Grade 11 / Std 9 / Form 4	788,117	48,272	18,657	6,770	5,860	9,048	8,937
Grade 12 / Std 10 / Form 5	1,934,771	100,496	43,857	10,634	12,980	16,438	16,567
NTC I / N1/ NIC/ V Level 2	15,273	753	406	44	109	80	115
NTC II / N2/ NIC/ V Level 3	11,388	434	252	15	82	35	51
NTC III / N3/ NIC/ V Level 4	15,606	617	321	35	121	63	77
N4 / NTC 4	12,001	440	261	19	76	45	38
N5 / NTC 5	10,537	399	241	16	56	35	51
N6 / NTC 6	13,255	514	284	32	84	57	57
Certificate with less than Grade 12 / Std 10	12,248	502	270	30	33	61	108
Diploma with less than Grade 12 / Std 10	14,499	599	260	44	118	76	101
Certificate with Grade 12 / Std 10	96,427	4,346	2,436	177	527	553	609
Diploma with Grade 12 / Std 10	119,312	5,795	3,325	360	962	718	429
Higher Diploma	100,777	3,521	1,814	183	677	375	272
Post Higher Diploma Masters; Doctoral Diploma	17,305	564	295	31	102	70	67
Bachelors Degree	80,354	2,524	1,451	109	484	310	169
Bachelors Degree and Post graduate Diploma	32,913	979	511	74	176	133	65
Honours degree	34,948	1,121	687	33	223	126	53
Higher Degree Masters / PhD	24,019	564	314	32	80	88	51
Other	16,632	791	504	42	114	98	71
No schooling	720,791	34,503	12,716	11,236	8,650	12,195	9,706
Unspecified	-	-	-	-	-	-	-
Not applicable	1,308,143	95,694	31,386	16,416	10,968	20,968	15,956
GRAND TOTAL	10,267,300	666,848	237,437	103,116	83,153	132,068	113,073

Source: Statistics South Africa 2011

C.5.2.4 SITUATION ANALYSIS ON COMMUNITY DEVELOPMENT

- ❖ **Vulnerable & Disabled groups:**
 - ❖ COMMUNITY DEVELOPMENT WITH SPECIAL FOCUS ON VULNERABLE GROUPS
 - ❖ YOUTH DEVELOPMENT
 - ❖ DEVELOPMENT OF PEOPLE WITH DISABILITIES
 - ❖ CHILDHOOD DEVELOPMENT
 - ❖ DEVELOPMENT OF THE ELDERLY
 - ❖ GENDER DEVELOPMENT

C.5.2.5 DEVELOPMENT OF A SKILLS TRAINING POLICY

Amongst the programmes and the events that the municipality will facilitate include the following:

- Rural women's day
- Women's voice
- Women's day
- Know your right

- Food security
- Awareness on rape, abuse (verbally and physically),
- Protection & Safety
- Teenage pregnancy
- Dialogue between parents and children
- Awareness on family responsibility

C.5.2.7 SAFETY AND SECURITY PLAN

- **POLICING / COMMUNITY FORUMS**

UThukela district municipality's strategies for addressing the issue of crime include both reactive strategies to respond to incidents of crime and proactive strategies aimed at stopping crime before it happens. The response follows an approach that works closely with communities, community policing forum and other spheres of Government (National and Provincial). The strategy of the municipality covers aspects such as Environmental for Safety, Effective policing, Community Safety initiatives and

Social Crime Prevention. The municipality is participating in the policing forum.

- **FIRE PROTECTION**

The recently reviewed uThukela Disaster Management Plan suggests the following interventions that can assist in fire protection:

- Firefighting services available to areas outside the local municipal limits;
- Improve firefighting capabilities;
- Improving co-ordination between municipal fire services and industrial safety departments;
- Establishment of special burns wards and clarifying the roles and responsibilities of district administration, police, fire services and medical services;
- Awareness of the hazards of the coal mine areas;
- Prevention of spontaneous combustion is an all-important task for all involved.

- **TRAFFIC MANAGEMENT**

Inkosi Langalibalele Municipality has an effective traffic management in place. It operates in the N11 and N3, the department of Transport through their Road Traffic Inspectorate (RTI) as well as in the municipal jurisdiction.

- **SPORTS & SALGA GAMES**

C.5.2.9 SOCIAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Number of people with no schooling has dropped significantly • Decrease in HIV/AIDS prevalence • UTDM has established a coordinating forum for HIV/AIDS • UThukela has 35 fixed PHC clinics and fourteen mobile clinics 	<ul style="list-style-type: none"> • Improve level of education • Improve health status of the population • Improve human resource
WEKANESSES	THREATS
<ul style="list-style-type: none"> • LOW level of education • High levels of HIV/AIDS • Decline of matric results in 2014 	<ul style="list-style-type: none"> • Low level of education may push the population out of competitive labour and job market. • High level of unemployment, poverty, idleness

C.5.2.3 EDUCATION SECTOR ANALYSIS

Table: 46

IDP Issues	IDP Objective	IDP Accountability	IDP Reference number	Project Number	Project Description	Project Objectives	Ward Information	Budget Type	Budget Amount	Funding Source	2017/2018 Budget	2018/2019 Budget	2019/2020 Budget	2020/2021 Budget	2021/2022 Budget	Project Status
New Canaan P		Dpt.of Education			New Schools		Not Provided		R57 622 000,00	Dpt of Education	R 57 622 000.00					
Hlubane H. School		Dpt.of Education			Upgrades and Additional		Not Provided		R12 500 000.00	Dpt of Education	R12 500 000.00					
Escourt High (Martin Rd)		Dpt.of Education			General repairs and renovations		Not Provided		R3 000 000.00	Dpt of Education	R 3 000 000.00					
Abantungwa High School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 2 388 351.86	Dpt of Education	R 2 388 351.86					
Bhekathina High School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 2 873 152. 192	Dpt of Education	R 2873 152.92					
Sakhile Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 5 261 856.49	Dpt of Education	R 5 261 856.49					
Shayamoya Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 3 186 078.99	Dpt of Education	R 3 186 078.99					
Bhungane High School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 2 525 381.68	Dpt of Education	R 2 525 381.68					
Enhlanganisweni Primary		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 4 141 665.98	Dpt of Education	R 4 141 665.98					
Emanjokweni Primary		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 2 940 761.04	Dpt of Education	R 2 940 761.04					
Mkhize Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 4 937 697.96	Dpt of Education	R 4 937 697.96					
Ncibidwane Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 2 964 510.31	Dpt of Education	R 2 964 510.31					

Pisgah Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 2 532 405.20	Dpt of Education	R 2 532 404.20					
Ncujana Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 2 857 841.81	Dpt of Education	R 2 857 841.81					
Estcourt Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 4 563 963.85	Dpt of Education	R 4 563 963.85					
Kopleegte Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 2 919 594.94	Dpt of Education	R 2 919 594.95					
Morning Star Pimary		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 3 146 615.62	Dpt of Education	R 3 146 615.62					
Celukuphiwa Pimary		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 3 948 863.22	Dpt of Education	R 3 948 863.22					
Riverdale Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 3 498 567.94	Dpt of Education	R 3 498 567.94					
Selbourne Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 2 996 702.06	Dpt of Education	R 2 996 702.06					
Kwenzokuhle Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 3 211 422.03	Dpt of Education	R 3 211 422.03					
Mthaniya Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 6 045 588.94	Dpt of Education	R 6 045 588.94					
Siqalokusha Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 3 005 220.33	Dpt of Education	R 3 005 220.33					
Mahlubimangwe Primary		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 2 986 646.84	Dpt of Education	R 2 986 646.84					
Phumelelani Primary		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 3 406 093.06	Dpt of Education	R 3 406 093.06					
Phasiwe Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 5 165 858.86	Dpt of Education	R 5 165 858.86					
Chothwane Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 3 245 104.79	Dpt of Education	R 3 245 104.79					
Mjwayeli Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 5 960 814.34	Dpt of Education	R 5 960 814.34					
Hlabane High School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 4 490 123.90	Dpt of Education	R 4 490 123.90					
Emadolobheni Primary		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 3 094 560.09	Dpt of Education	R 3 094 560.09					

Emangweni Primary		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 3 581 800.67	Dpt of Education	R 3 581 800.67					
Lukazi Primary School		Dpt.of Education			Sanitation Programme (phase2)		Not Provided		R 4 265 867.97	Dpt of Education	R 4 265 867.97					



SECTION C.6

KPA 5:

FINANCIAL VIABILITY

&

MANAGEMENT

C.6 KPA 5: FINANCIAL VIABILITY & MANAGEMENT

This is a key strategic area in ensuring that Inkosi Langalibalele Municipality is well capacitated and has a healthy financial state to effectively provide service delivery within the municipal area. The section is responsible for the following

- Financials
- Revenue Management
- Financial Structure and Liquidity
- Supply Chain Management
- Allocative Efficiency
- Fiscal Discipline Efficiency & Implementation Capacity of Budget & IDP

C.6.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The Municipality has financial difficulty hence it relies heavily on MIG funding to execute Capital Projects. Strategies to enhance revenue are in place and are further articulated in the Revenue Enhancement Strategy. The Municipality has been able to execute Infrastructure projects with MIG funding as well as on its small revenues.

C.6.2 INDIGENT SUPPORT

The level of unemployment and subsequent poverty in Municipal Area is high, there are households which are unable to pay for normal municipal services. The Municipality has adopted indigent policy to ensure that these households have access to at least basic municipal services. The municipality has a target of 7000 audience for free basic services.

C.6.3 REVENUE RAISING STRATEGY

The Revenue Raising Strategy shall focus on the following:

- Communication Strategy
- Accurate Billing
- Revenue Collection (Debt and Credit Management)
- Mobilisation of funds, including Donor Funding, Fund Raising & Well Managed Finances.

The municipal revenue business models need to focus on maximising revenue collection, reducing inefficiency and costs, and reducing uncollectable debt. A holistic approach to the municipality sustainability is crucial to ensuring that all the above mentioned critical elements are simultaneously addressed. The following are the highlights of the strategy:

- A comprehensive data-cleansing exercise should be carried out using desktop electronic techniques supported by manual interventions in areas identified by the desktop analysis. This exercise should incorporate trend analyses to identify unusual activities related to meter readings/billings which could be a result of other unidentified issues that require attention.

- The credit control policy and procedures should be reviewed and amended to allow for deduction for outstanding amounts from the salaries of employees. This will require legal opinion on the process.
- Review the current communication participation strategy to ensure that it caters for the involvement of the community in the development of the municipality's policies and review thereof.

These strategies were given priority in the municipality and the improvement in the debts collection and revenue are the result of this exercise.

C.6.4 DEBTS MANAGEMENT

In terms of the Systems Act, the Municipality is compelled to enforce debt management system. Theirfore, Inkosi Langalibalele shall ensure that debtors pay timeously in order to improve cash flow management.

C.6.5 FINANCIAL MANAGEMENT (SCM STATUS)

- The format of the Supply Chain Management System as per the Municipal Finance Management Regulations, (9) of the MFMA regulation is as follows:
 - Demand Management
 - Acquisition Management
 - Logistics Management
 - Disposal Management
- Risk Management
- Performance Management

❖ The Municipality has adopted the following model in its Supply Chain Management Unit:

- Acquisition Management
- Contracts and Risk Management
- Supplier development
- Logistics and Warehouse Management
- Trade Creditors Accounts Management

❖ The Municipality has adopted the following model in its Supply Chain Management Unit:

- Acquisition Management
- Contracts and Risk Management
- Supplier development
- Logistics and Warehouse Management

C.6.6 BUDGET TO ORGANOGRAM (B.T.O)

The Municipality has an approved organogram which is linked to SDBIP and it's budgeted.

C.6.7 TEDCHNICAL SERVICES

The Municipality has a technical expertise to conform to its IT & Recovery System. Its backlog plans to manage and implement budget.

C.6.8 ASSET AND INFRASTRUCTURE

The municipal strategies that the municipality employs to ensure sound asset management are captured in the Asset Management Policy, the Operational Plan (SDBIP) and the OPMS. The municipality is currently ensuring that all its assets are in order and has set up a dedicated unit to ensure proper mechanisms and systems are in place. This was a response to various analyses that the municipality has been undertaken by the municipality which has been pointing to asset management as one of the main challenges, and most importantly in the attempt to address the AGs comments. The following challenges have been sighted with regards to asset management:

- Inadequate policies and procedures.
- Lack of human resource capacity.
- Inadequate asset register and asset management plan.
- Lack of asset management software system.

The repairs and maintenance trends for the next three years

- | | |
|------------|----|
| ▪ 2017/18 | 3% |
| ▪ 2018/19 | 4% |
| ▪ '2019/20 | 4% |

C.6.9 REPAIRS & MAINTENANCE

The Municipality, shall cater for Repairs and Maintenance over a Medium Term Budget Framework (MTRF). That is 2018, 2019 & 2020 Financial Year.

C.6.10 FINANCIAL RATIOS

KZN237 Inkosi Langa libalele Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	-	-	-	40 689	45 101	45 101	45 101	1 751	(16 383)	(35 605)
Cash + investments at the yr end less applications - R'000	18(1)b	2	-	-	-	132 516	137 718	137 718	137 718	97 673	103 533	109 745
Cash year end/monthly employee/supplier payments	18(1)b	3	-	-	-	1,3	1,4	1,4	1,4	0,1	(0,5)	(1,0)
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	-	-	-	21 430	33 823	33 823	33 823	30 778	32 624	34 582
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(6,0%)	(6,0%)	(6,0%)	(1,0%)	(6,0%)	(6,0%)	(6,1%)	0,0%	0,0%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	0,0%	0,0%	0,0%	91,2%	91,4%	91,4%	91,4%	73,4%	73,4%	73,4%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	0,0%	0,0%	0,0%	3,4%	3,3%	3,3%	3,3%	2,9%	2,9%	2,9%
Capital payments % of capital expenditure	18(1)c;19	8	0,0%	0,0%	0,0%	113,7%	100,9%	0,0%	0,0%	100,0%	100,0%	100,0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Grants % of Gov t. legislated/gazetted allocations	18(1)a	10								0,0%	0,0%	0,0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	6,0%	6,0%	6,0%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Asset renewal % of capital budget	20(1)(vi)	14	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%

Source: Municipal Draft Annual Budget 2017/18

○ Cash/cash equivalent position

The municipality's forecast cash position was discussed as part of the budgeted cash flow statement. A 'positive' cash position, for each year of the MTREF would generally be a minimum requirement, subject to the planned application of these funds such as cash-backing of reserves and working capital requirements.

If the municipality's forecast cash position is negative, for any year of the medium term budget, the budget is very unlikely to meet MFMA requirements or be sustainable and could indicate a risk of non-compliance with section 45 of the MFMA which deals with the repayment of short term debt at the end of the financial year. The forecasted cash and cash equivalents for the 2017/18 MTREF shows R19.7 million, R36 million and R54 million for each respective financial year.

○ Cash plus investments less application of funds

The purpose of this measure is to understand how the municipality has applied the available cash and investments as identified in the budgeted cash flow statement. The detail reconciliation of the cash backed reserves/surpluses is contained in Table 25. The reconciliation is intended to be a relatively simple methodology for understanding the budgeted amount of cash and investments available with any planned or required applications to be made. This has been extensively discussed above.

○ Cash receipts as a percentage of ratepayer and other revenue

This factor is a macro measure of the rate at which funds are 'collected'. This measure is intended to analyse the underlying assumed collection rate for the MTREF to determine the relevance and credibility of the budget assumptions contained in the budget. It can be seen that the outcome is at 79 percent for each of the respective financial years. Given that the assumed collection rate was based on a 97 per cent performance target, the cash flow statement has been conservatively determined. In addition the risks associated with objections to the valuation roll need to be clarified and hence the conservative approach, also taking into consideration the cash flow challenges experienced in the current financial year. This measure and performance objective will have to be meticulously managed. Should performance with the mid-year review and adjustments be positive in relation to actual collections of billed revenue, the adjustments budget will be amended accordingly.

- **Capital payments percentage of capital expenditure**

The purpose of this measure is to determine whether the timing of payments has been taken into consideration when forecasting the cash position. It can be seen that a 2 per cent timing discount has been factored into the cash position forecasted over the entire financial year. The municipality aims to keep this as low as possible through strict compliance with the legislative requirement that debtors be paid within 30 days.

- Borrowing as a percentage of capital expenditure (excluding transfers, grants and contributions)

The municipality is not planning to obtain any borrowing to finance capital in 2017/18.

- Transfers/grants revenue as a percentage of Government transfers/grants available. The purpose of this measurement is mainly to ensure that all available transfers from national and provincial government have been budgeted for. A percentage less than 100 per cent could indicate that not all grants as contained in the Division of Revenue Act (DoRA) have been budgeted for. The City has budgeted for all transfers.

- **Consumer debtors change (Current and Non-current)**

The purpose of these measures are to ascertain whether budgeted reductions in outstanding debtors are realistic. There are 2 measures shown for this factor; the change in current debtors and the change in long term receivables, both from the Budgeted Financial Position. Both measures show a relatively stable trend in line with the municipality's policy of settling debtors' accounts within 30 days.

- **Repairs and maintenance expenditure level**

In terms of National Treasury's requirements, the renewal expenditure must be 40% and repairs and maintenance expenditure must be at least 8%. Due to cash flow problems, the municipality cannot afford to meet the standard required by National Treasury at the moment.

- **Asset renewal/rehabilitation expenditure level**

This measure has a similar objective to aforementioned objective relating to repairs and maintenance. A requirement of the detailed capital budget (since MFMA Circular 28 which was issued in December 2005) is to categorise each capital project as a new asset or a renewal/rehabilitation project. The objective is to summarise and understand the proportion of budgets being provided for new assets and also asset sustainability. A declining or low level of renewal funding may indicate that a budget is not credible and/or sustainable and future revenue is not being protected, similar to the justification for 'repairs and maintenance' budgets.

C.6.11 FINANCING (Loans & Grant Dependents)

Figure D below: Growth in outstanding borrowing (long-term liabilities)

Long term liabilities increased significantly in the 2015/16 financial year. However the municipality will not be acquiring any liabilities in the near future and the Long Term liability is expected to decrease by the end of the 2017/18 Financial year.

Description	Ref	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand							
RECEIPTS:	1, 2						
Capital Transfers and Grants							
National Government:		48 547	48 547	48 547	47 506	50 356	53 378
Municipal Infrastructure Grant (MIG)		38 547	38 547	38 547	38 506	40 816	43 265
INEP		10 000	10 000	10 000	9 000	9 540	10 112
Provincial Government:		3 000	2 000	2 000	1 000	1 060	1 124
Small Town Rehabilitation		3 000	2 000	2 000	1 000	1 060	1 124
District Municipality:		-	-	-	-	-	-
<i>[insert description]</i>							
Other grant providers:		-	-	-	-	-	-
NYDA Grant							
Total Capital Transfers and Grants	5	51 547	50 547	50 547	48 506	51 416	54 501

Source: Municipal Draft Annual Budget 2017/18

The Municipality is grant dependant and in receipt of the following grants for its Operation capacity and capital projects execution:

- Equitable share (ES)
- Finance Management Grant (FMG)
- Municipal Systems Improvement Grant (MSIG)
- Integrated Electrification Programme (INEP)
- Municipal Infrastructure Grant (MIG)
- Library Grant

C.6.12 EXPENDITURE MANAGEMENT

KZN237 Inkosi Langalibalele - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		-	-	-	150 255	150 255	150 255	150 866	159 918	169 513
Local Government Equitable Share					134 763	134 763	134 763	142 700	151 262	160 338
Finance Management					3 450	3 450	3 450	3 600	3 816	4 045
EPWP Incentive					2 328	2 328	2 328	-		
Municipal Demarcation Grant					9 714	9 714	9 714	4 566	4 840	5 130
Provincial Government:		-	-	-	3 631	3 297	3 297	3 785	4 012	4 253
Municipal Demarcation Grant					3 631	3 297	3 297	3 785	4 012	4 253
District Municipality: <i>[insert description]</i>		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	2 000	2 000	1 300	1 378	1 461
NYDA Grant						500	500			
Grants from COGTA						1 500	1 500	1 300	1 378	1 461
Total operating expenditure of Transfers and Grants		-	-	-	153 886	155 552	155 552	155 951	165 308	175 227
Capital expenditure of Transfers and Grants										
National Government:		-	-	-	48 547	48 547	48 547	47 506	50 356	53 378
Municipal Infrastructure Grant (MIG)					38 547	38 547	38 547	38 506	40 816	43 265
INEP					10 000	10 000	10 000	9 000	9 540	10 112
Provincial Government:		-	-	-	3 000	2 000	2 000	1 000	1 060	1 124
Small Town Rehabilitation					3 000	2 000	2 000	1 000	1 060	1 124
District Municipality: <i>[insert description]</i>		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
NYDA Grant										
Total capital expenditure of Transfers and Grants		-	-	-	51 547	50 547	50 547	48 506	51 416	54 501
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		-	-	-	205 433	206 099	206 099	204 457	216 724	229 728

Source: Municipal Draft Annual Budget 2017/18

C.6.13 AUDIT FINANCIAL OPINION

Inkosi Langalibalele Municipality is a new merger which seeks to keep an excellent track record of Clean Audit closing the 4th Generation of IDP



SECTION C.7

KPA 6:

GOOD GOVERNANCE

&

PUBLIC PARTICIPATION

C.7.1 Batho Pele Principles

Inkosi Langalibalele subscribes to the following Batho Pele Principles and a number of training sessions have been conducted for employees and councilors.

- Providing information; Inkosi Langalibalele subscribes to the following Batho Pele Principles and a number of training sessions have been conducted for employees:
 - Consultation;
 - setting service standards;
 - Increasing access;
 - Ensuring courtesy;
 - providing information;
 - Openness and transparency;
 - Redress; and
 - Value for money.

C.7.2 Operation Sukuma Sakhe (OSS)

National and Provincial Programmes

The Municipality embraces Sukuma Sakhe as platform to address issues at a ward level. It is institutionalized within the municipality and chaired by the Mayor. The war rooms were fully established in all wards and chaired by the ward councilors. Sectorial representation has improved. The municipality will further strengthen institutional arrangement of OSS under Community Services Department. This programme serves as a vehicle between all sectors in development planning and wellbeing of the communities. Briefly issues ranging from poverty alleviation and social ills are addressed by the municipality and spheres of government.

C.7.3 IGR Forum

The Inkosi Langalibalele Local Municipality is responsible for facilitating inter-governmental relations within its area of jurisdiction. In line with the Intergovernmental Relations Framework Act, the municipality has taken upon itself to improve intergovernmental engagements to ensure that proper intergovernmental planning guide public, private and donor investment in the municipality.

The municipality participates in some of the District IGR forums, which are functional. Inkosi Langalibalele Municipality also participates and fully co-operates in the activities of other spheres of Government. IGR structures include:

The District Intergovernmental Forum (DIF) or the Mayors Forum.

The District Technical Support Forum (DTSF) or the Municipal Manager's Forum.

The uThukela District Mayor is the chairperson of the District Intergovernmental Forum and attends the KZN Provincial Premier's Forum meetings. Other IGR structures in the district include the following forums:

- Planning Forum, chaired by the Municipal Manager of Inkosi Langalibalele
- Finance Forum, chaired by the Municipal Manager of Okhahlamba;
- Corporate Forum; and
- Infrastructure For

C.7.4 Ward Committees Governance

Inkosi Langalibalele, has 23 Ward with a functional Ward Committee system

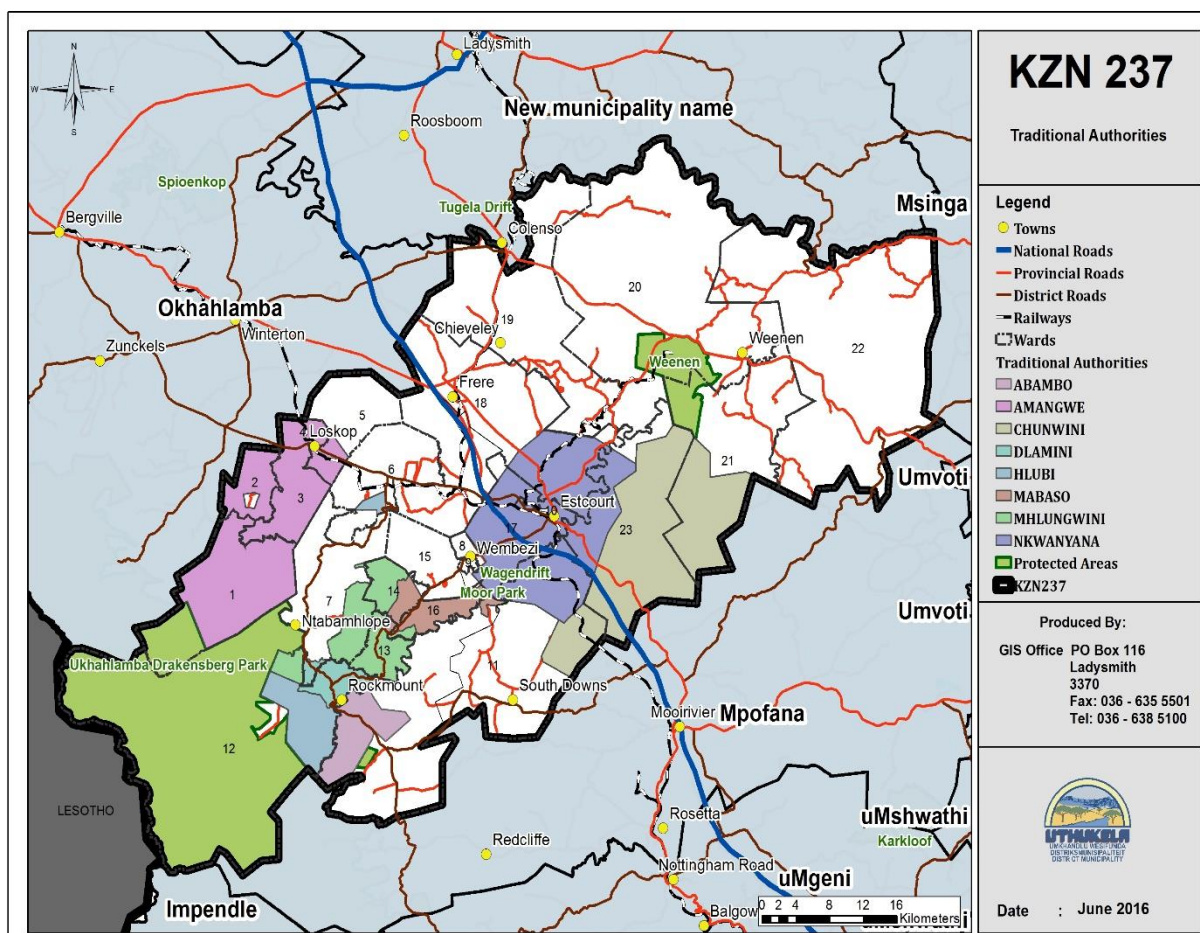
- Ward committee member are democratically elected.
- As far as possible, the term of office for ward committee members and ward Councillors should be the same.
- Ward committee must meet at least once a month.
- Clear policy is made on an alternative chair for the monthly ward committee meeting should the ward councillor be unavailable to chair the ward committee meeting.
- Ward committee members must be awarded a stipend of at least R50 a month by the Local municipality, and compensated for costs incurred to fulfil responsibilities required by District municipality public participation processes.
- The responsibilities of ward committees in respect of municipal processes, community-based planning, and the Ward Forum are clearly specified.
- Training and financial support is provided, where required, to fulfil these functions.
- The Speaker oversees the operation of ward committees, including the power to recommend to council the dissolution of ward committees not fulfilling their functions, consistent with Section 78 the Municipal Structures Act.

In terms of administrative support Section 73(4) of the Municipal Structures Act makes it clear that the municipality is expected to make administrative arrangements to enable ward committees and sub-committees to perform their functions and exercise their powers effectively. In regard to administrative support, the Draft Guidelines provide that such administrative support includes:

- Promoting the notion of ward committees amongst communities.
- Making administrative staff capacity available, in proportion to the overall size of the municipality
- Building or arranging central meeting places in the ward
- Providing logistical support (furniture, computers, stationery ect).
- Translating information and documentation for the community.
- Assisting ward committees to fulfil their tasks (e.g. communication strategies to advertise public meetings)
- Providing municipal transport to committee members in specific circumstances.
- Developing capacity building and training programmes for ward committees.
- Facilitating ward committee elections.

C.7.5 Participation of Amakhosi in Council

Where applicable, municipalities should include traditional councils as a key structure and traditional leadership constitutes an important constituency and a key interest group in many areas, especially around development and service delivery issues. Hence traditional leadership should be part of the IDP Forum, and ward committees must establish relationships with traditional leadership and their councils in terms negotiated at local level, subject to any formal agreement between government and houses of traditional leadership at



provincial or national level. In this respect it is recommended that the traditional leadership in a ward, or at least one representative from each traditional council which falls in a ward, or at least one representative from each traditional council which falls in a ward, sit ex officio on the ward committee.

There are nine Traditional Leaders who participate in the attain of the municipality. This municipality has also named after one of the Amahlubi Traditional Leader hence which known Inkosi Langalibalele Municipality.

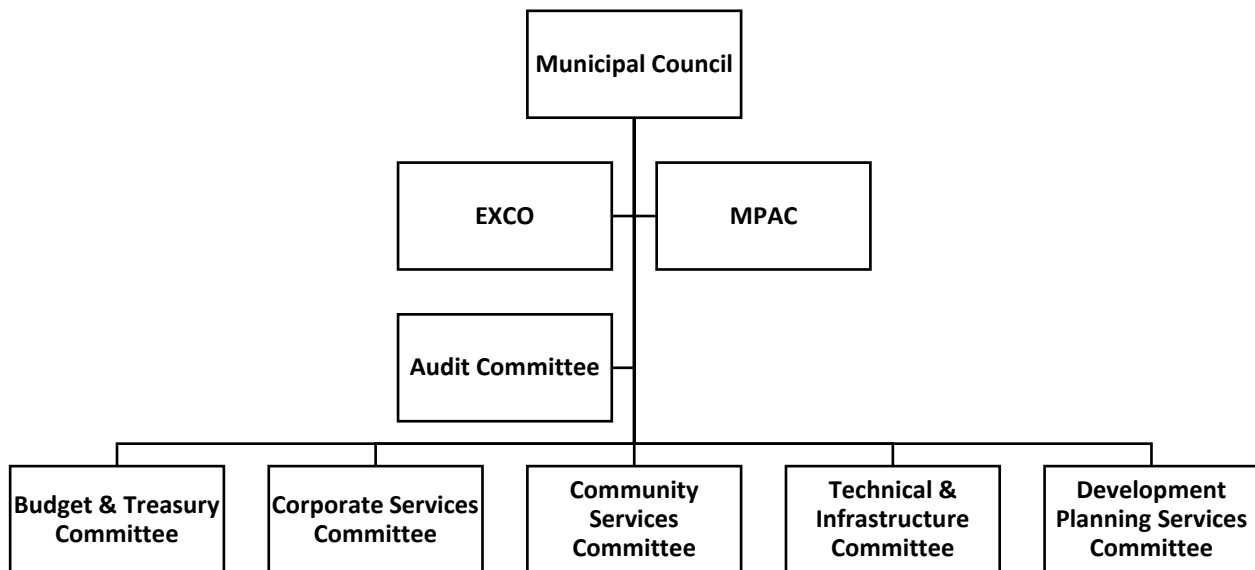
Source: uThukela District Municipality – Map on Traditional Authorities

This map reflects Amakhosi within Inkosi Langalibalele Municipality on the location & participation

C.7.6 IDP Steering Committee

As part of the IDP preparation process, Council resolves to establish an IDP Steering Committee, which comprises Senior Managers to act as a support structure to the IDP Representative Forum or Ward Committees, the Municipal Manager and the IDP Manager. These structures are to continue functioning throughout the IDP Review Phase and after.

C.7.7 Management Structure



C.7.8 Communications Strategy

C.7.81. Communication of information concerning community participation (1) A municipality must communicate to its community information concerning

- (a) the available mechanisms, processes and procedures to encourage and facilitate community participation;
- (b) the matters with regard to which community participation is encouraged
- (c) the rights and duties of members of the local community; and
- (d) municipal governance, management and development.

(2) When communicating the information mentioned in sub-section (1), a municipality must take into account-

- (a) language preferences and usage in the municipality and
- (b) the special needs of people who cannot read or write.

Inkosi Langalibalele Municipality shall be customising New Communication Strategy, since this is a merger entity.

Communication Strategy is compliance programme as contemplation of the Municipal Systems Act, Act no 32 of the year 2000.

Section 18, states that 'A municipality must communicate to its community information concerning.

Their fore, Inkosi Langalibalele Municipality, shall remain her current policies & strategies of the former municipalities to enhance communication as per the act.

C.7.9 Internal Controls (Internal Audit & Audit Committee)

The Inkosi Langalibalele Local Municipality has established an Audit Committee in accordance with section 166 of the Municipal Finance Management Act, Act no 56 of 2003 and King Report on Corporate Governance for South Africa.

The purpose of the Audit Committee charter is to set out the status, authority, roles, objectives responsibilities and activities of the Audit committee as clearly defined within the written terms of reference/ charter. Section 166 Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) as well as the King Report on Corporate

Governance for South Africa requires the establishment of an Audit Committee.

The Audit Committee of the Inkosi Langalibalele Local Municipality is authorized, in term of this charter, to perform duties and functions required to ensure adherence to the provisions of the Municipal Finance Management Act, the applicable provisions of the Municipal System Act and the Municipal Structures Act and applicable regulations.

❖ Role of Audit Committee

The Audit Committee is an independent advisory committee appointed by the Council established to create a channel of communication between Council, management and the auditors, both internal and external. It provides a forum for discussing accounting practices, business risk, control issues and performance management. This committee shall have reporting responsibility directly to the Council.

The primary objective of this committee is to advise the Municipal Council, the political office-bearers, the accounting officer and the management staff of the municipality on matters relating to:

C.7.10 Enterprise Risk Management Strategy

Enterprise Risk Management Strategy



Listed below is the Top Risks facing Inkosi Langalibalele Municipality in 2015/16

No	Risk Name	Risk Description	Current controls
1	Business Continuity	Possible disruption to municipal services and economic activities in the city.	<ul style="list-style-type: none"> • Implementation of Business Continuity Programme with focus on municipal • Implementation of Multilateral Continuity Planning
2	Communication	There is an increasing	<ul style="list-style-type: none"> □ Implementation of
	collection rates and Grow the rates base leading to inability to meet the City's objectives.	budgetary impacts reviewed to ensure affordability <ul style="list-style-type: none"> □ Closely monitoring water and electricity reports – section 71 	<ul style="list-style-type: none"> • Manage the conditional grants in terms of the conditions attached • Finalisation of review of the indigent policy • Pursue alternate revenue sources with National
3	Compliance Risk	Non-compliance with applicable legislation	<ul style="list-style-type: none"> • Compliance Policy • Compliance Framework • Deadline monitoring system regarding compliance issues • Regulatory Universe • Online conflict of interest verification system • SALGA Panel of Disciplinary Practitioners • Section 71 reports containing noncompliance issues
4	Financial sustainability	Limited finances to Address the demand for services. The municipality may not be able to sustain cash	<ul style="list-style-type: none"> • Built Environment Performance Plans (BEPP) • Annual budgeting process, all
		infrastructure, Insufficient budget resulting in service Level expectations not being met.	Management Plan <ul style="list-style-type: none"> □ Insurance cover for infrastructure assets
5	Fraud, theft and corruption	Activities and decisions undertaken in an unethical or illegal manner.	<ul style="list-style-type: none"> • Fraud hotline • Anti-fraud and prevention strategy • Anti-fraud and corruption policy • Ethics Training to staff • Disciplinary processes

6	Supply chain management	Contraventions of supply chain management policy, procedures, regulations and circulars resulting in ineffective and un-economical procurement of goods and services due to the inability to Contain contraventions.	<ul style="list-style-type: none"> • Tender Tracking Systems –items processed through Bid Committees • Procurement scheduling • Supplier Self Service for electronic quotes (SSS) • Checklists for conflict of interest and irregular expenditure • Centralised contracts register
7	Governance	Governance processes are not well coordinated for optimal delivery and hence the municipality may not effectively employ its resources thus leading to	<ul style="list-style-type: none"> • WSP and MFMP Training • Performance contracts • Delegations of authority.
8	Human Settlements expectation	Resources required to eradicate backlog are far in excess of resources available to deliver Human settlement mandate.	<ul style="list-style-type: none"> • Procurement Scheduling • Stakeholder engagements • Housing Business Plan • Housing Working Group • Backlog Services Working Group
9	Implementation of Talent Management Framework	Challenges experienced in implementing Talent Management Framework. The municipality may not be able to create capacity to enable efficient and effective service delivery.	<ul style="list-style-type: none"> • Recruitment and retention strategy • Scarce Skills Strategy • Annual Market Salary Surveys • Talent Management Framework • Rewards and Recognition Policy • Attraction and retention strategy
10	Infrastructure Impact on service delivery	Ageing, inadequate infrastructure, theft, vandalism and damage to	<ul style="list-style-type: none"> ▫ Integrated Infrastructure Asset
	infrastructure, Insufficient budget resulting in service Level expectations not being met.	<ul style="list-style-type: none"> Management Plan ▫ Insurance cover for infrastructure assets 	<ul style="list-style-type: none"> • Lobby National Treasury for more effective infrastructure Grant Allocation process • Further rollout of Integrated infrastructure

Source: Treasury Risk Strategy

Inkosi Langalibalele which subscribe to the pillars of Risk Management Strategy. However, it shall be required that the municipality, should develop a Risk Management Policy ending 2017/1/8 financial year.

C.7.11 ANTI FRAUD AND CORRUPTION STRATEGY

The Anti-Fraud and Anti-Corruption outlines the Municipality's commitment to creating and maintaining a high standard in factors i.e.: Administration, Conducting of its affairs, its employees, and all those that are associated with the Municipality itself.

The Municipal council employs a number of staff and spends a larger percentage of its budget on assets, interests and transactions running into thousands of rands.

The Municipality's policy is truly Zero Tolerant to Fraud and Corruption. In addition all the alleged/suspected fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of the losses as well as the application of appropriate prevention and detection controls.

All these prevention controls include the existing financial and other controls and checking mechanisms as prescribed in the systems, policies, procedures, rules and regulations of the

Council. The prime objective of the Municipality is to implement the internal rules and regulations to guard its assets and interests against loss or damage as a result of Fraud and Corruption. As well as to provide community leadership and quality services to the society that it serves.

The Municipal Council is against Fraud and Corruption, whether it is attempted from the inside (Members and Employees) or the outside (the public, clients or contractors) and is committed to an effective Anti-Fraud and Anti-Corruption principled plan which:

Encourages and strengthening community participation in the fight against corruption in Municipality;

- Promotes detection and investigation of unethical conduct, fraud and corruption;
- Aspire deterring and prevention of an unethical conduct, fraud and Corruption;
- Creating a culture within UThukela District Municipality, which is intolerant to unethical conduct, fraud and corruption; Strengthening relationships, with key stakeholders, that are necessary to support the actions required to fight in the Municipality i.e. South African Local Government Association (SALGA), Employee Representative Unions, and Communities;
- Applying sanctions, which include redress in respect of financial losses;
- Taking an appropriate action in the event of irregularities e.g. disciplinary action,
- Prosecution, recovery of losses etc.

C.7.12 Municipal Policies

Approved HR policies for Inkosi Langalibalele Municipality

1. Access to Personal File Policy
2. Acting Policy
3. Agenda for Workshop
4. Code of Conduct - Municipal Employees
5. Code of Conduct - Municipal Employees
6. Common Business Language Policy
7. Communication Policy
8. Confidentiality Policy
9. Conflict of Interest Policy
10. Disciplinary Code and Policy
11. Dress Code
12. Employee Wellness Policy
13. Employment Benefits Policy
14. Grievance Policy
15. Harassment Policy

16. Leave Policy
17. Occupational Health and Safety Policy
18. Placement Policy
19. Program - 12 May 2017
20. Promotion and Remuneration Policy
21. Recruitment Policy
22. Smoking Policy
23. Subsistence and Travel Policy
24. Substance Abuse Policy
25. Training and Development Policy

The Budget and Treasury policies

15. Policy document Electricity Supply By-Laws for Inkosilangalibalele Municipality 19 April 2017
16. Fleet Management Policy
17. Unallocated Revenue Policy
18. Virement Policy
19. Budget Policy
20. Car allowance calculation
21. Car allowance policy
22. Draft 2017/18 Inkosilangalibalele Municipality Indigent
23. Draft bad debt and write-off Policy 2017/18
24. Draft customer care credit control and debt
25. Draft rates By-Laws 2016 –Inkosilangalibalele
26. Draft rates Policy 2017/2018
27. Draft Tariffs Policy 2017/2018
28. Funding and Reserve municipality – kzn237
29. Inkosilangalibalele Municipality Draft SCM Policy

C.7.13 Powers and Functions of Council

- Building regulations
- Air pollution
- Child care facilities
- Electricity and gas reticulation
- Firefighting services
- Local tourism
- Municipal airports
- Municipal planning
- Municipal health
- services Municipal
- public transport
- Municipal public works
- Storm water management
- Trading regulations
- Water and sanitation services
- amusement facilities
- Billboards and the display of advertisements in public places
- Cemeteries, funeral parlours and crematoria
- Cleansing

- Control of public nuisances
- Control of undertakings that sell liquor to the public
- Facilities for the accommodation
- Fencing and fences
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Local amenities
- Local sport facilities
- Markets
- Municipal abattoirs
- Municipal parks and recreation
- Municipal roads
- Noise pollution
- Pounds
- Public places
- Refuse removal, refuse dumps and solid waste disposal
- Street trading
- Street lighting
- Traffic and parking

C.7.14 SCM Committees (Functionality)

Inkosi Langalibalele Municipality has a functional SCM System. It has further been upgraded to meet treasury, MSCOA (Municipality Standard Chart of Account)

These BID Committees are as follows

- Bid – Specification Committee
- Bid – Evaluation Committee
- Bid – Adjudication Committee and

Accounting Officer being the responsible person to approve or resolve decision as per the municipal Finance Management Act, Act no 36 of 2003

Other key arrears is to transform economy by targeting the disadvantaged groups woman, youth, and Africans who had to franchise prior 1994

C.7.15 Municipal Public Accords Committees (MPAC)

Inkosi Langalibalele Municipality has established Municipal Public Account Committee herein referred to as MPAC.

- Its function is to ensure Political Oversight.

❖ PURPOSE

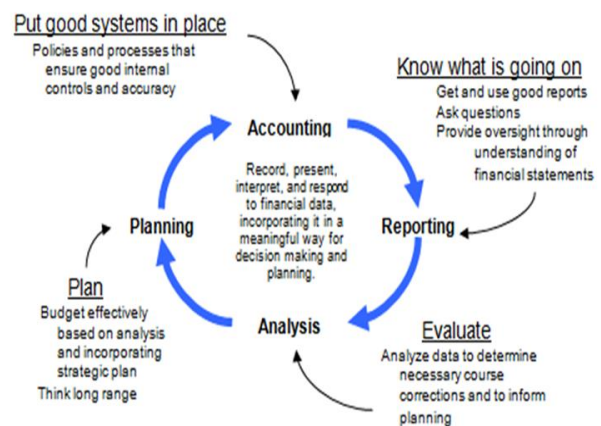
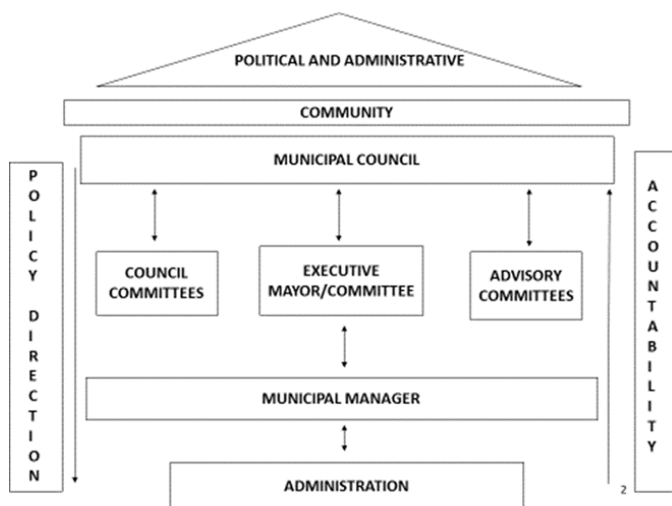
- Primary purpose is to assist council to hold the Executive and the municipal administration accountable for the efficient and effective use of municipal resources
- Councillors are required, in terms of the law, to exercise oversight over both the Executive and Administration
- MPAC will do this by reviewing public accounts and exercising oversight function on behalf of the Council
- Promote good governance, transparency and accountability on the use of municipal resources

❖ LEGAL BASIS FOR MPAC

- MPAC is a committee of Council appointed in accordance with Section 79 of the Structures Act.
- As a Section 79 Committee, the following principles apply:

- the Council must resolve to establish MPAC by way of a Council Resolution
- the Council must determine the functions of the Committee and agree on Terms of Reference for the Committee
- the Council must delegate functions to the MPAC in accordance with the Terms of Reference for the Committee
- the Council may determine the procedure of the Committee or allow it to determine its own procedure
- the Council appoints members of the MPAC from amongst the councillors;
- Section 160(8) of the Constitution applies to the Committee and therefore its composition must be such that it allows parties and interests reflected within the Council to be fairly represented in the MPAC
- The Standing Rules for the Council apply to the proceedings of the MPAC

FINANCIAL GOVERNANCE: OVERVIEW



Back to Basics: Serving our Communities Better

❖ FUNCTIONS OF MPAC

- To ensure that municipal resources are used effectively and efficiently and report any deviations to Council
- To review Auditor-General reports together with comments from Management and Audit Committee thereon, and to make recommendations to Council
- To review Internal Audit reports together with comments from Management and Audit Committee thereon and to make recommendations to Council
- To initiate and develop the Oversight report as part of the Annual Report
- To attend to and to make recommendations to Council on any relevant matter referred to it by Council, Exco, a Portfolio Committee, a member of MPAC, a Councillor or the Municipal Manager
- To initiate an investigation on any issue relating to the municipality, and report to Council thereon
- To perform any other functions assigned to it through a resolution of council within its area of responsibility

C.7.16 Portfolio Committees

This Municipality has 23 Wards in total Portfolio Committees:-

A. Budget & Treasury Committee <ul style="list-style-type: none"> Chairperson is: Hon. CLLR J.M. Mbhele
B. Community Service Portfolio
C. Corporate Service
D. Development Planning
E. Infrastructure Development

C.7.17 Good Governance & Public Participation SWOT Analysis

The Municipality values the participation of its residents in governance. To this end, the Municipality has established Ward Committees in all 23 wards. Ward Committees provide an important vehicle for the Municipality to consult with its communities. In addition to Ward Committees, the Municipality has initiated other mechanisms of deepening and broadening public participation. The residents are also engaged through their participation in sectorial and other forums. The Municipality's public participation is occasionally reinforced by District Izimbizo particularly IDP/Budget consultative meetings and outreach programmes.

The Municipality is currently reviewing the public participation strategy so as to reflect an integrated approach.

The Anti – corruption strategy is in place and the Municipality has not experienced incidents of fraud and corruption.

	Reporting	Legislation	Legislation Deadline	Suggested preparation deadline	Responsibility	To whom
1	Time schedule for PMS review	Section 39 of the Municipal Systems Act		April	Municipal Manager	Council
2	Internal audit of performance targets for year, and correspondence of performance indicators to development priorities/objectives of IDP review			Early June	Strategic Executive Managers	Municipal Manager
3	Public consultation on performance and suggested revisions to KPI and target			Early June	PP Unit	Representatives from IDP/Budget Forum
4	Assessment of internal audit, and suggested revisions of performance indicators and targets for annual report			Mid-June	Municipal Manager	Executive
4	Draft revisions of performance indicators and targets	Section 41 of the Municipal Systems Act		Mid-June	Municipal Manager	Executive
5	Team to co-ordinate and facilitate public participation			Mid-June	PP Unit	IDP/Budget Forum
6	Advertisement of council meeting at which annual report is to be tabled	Section 46(3) of the Municipal Systems Act		Mid-June	Municipal Manager	Public notice via media; Auditor-General; MEC for Local Government
7	Tabling of Annual Report	Section 46 of the Municipal Systems Act		Late June	Municipal Manager	Council
8	Adoption of Annual Report	Section 46(3)(b) of the Municipal Systems Act		Late June	Mayor	Council
9	Publicise Annual Report	Section 46(4) of the Municipal Systems Act	Within 14 days of adoption	Early July	Municipal Manager	Public; Auditor-General; MEC for Local Government

C.7.18 Ward Based Plan

During 2017/18 IDP process the following structure was in place

WRD BASED STRUCTURE



Ward Based Plans, need to be improved on quality. However the following needs were identified by communities to reflect their needs and aspiration on IDP as per each ward.

IZIMBIZO ENGAGEMENTS

WARD	IZIMBIZO ENGAGEMENTS
Ward 1	water
	Sanitation
	District Road: 3 District Roads
	electricity
	Housing
	Community Hall
Ward 2	Fencing around grazing fields
	KwaVala Community Hall
	Housing
	water
	Sanitation
	Creche eMandabeni
	Electricity
Ward 3	Fencing Grazing Fields
	Access Road Between Ngonyameni to Nyezane
	Motor Vehicle Bridge next to Butter
	Mill Plant
	Satellite Clinic
Ward 4	Sports field
	Library and Madakaneni road
	Community Park
	Crèche in Mshabazane area

Ward 5	Drainage system on access roads
	Apolo lights or Street Lights
	Nkomokazini Hall next to Gorton Primary School
	Sports field next to Motel
	Tatane to Ekuphumuleni Road
	Gwenyammi community hall
	Ekuphumuleni Community Hall
	Tatane & Ekuphumuleni Housing
	Tatane to madumbane road
	Apollo lights
Ward 6	Lomode/ Thukubheke Roads
	Bhekuzulu Sports Facilities
	Drycott Community Recreation Park
	Rosedale Roads
	Ephangweni Community Recreation Park
Ward 7	Goodhome dutch Road 9km
	Electricity
	Community Hall
	Pedestrian Bridge
	Gym Facility for the elderly
Ward 8	C- Section Access Roads (Township Renewal Projects)
	Street Lights
	Potholes all roads
	Sanitation C-Section
Ward 9	Storm water drainage (V-drains)
	Sewerage pipes need renewal
	Crèche and dropping center
	uDududu redirection of water not to flow into people's properties
Ward 10	Crematorium
	Electricity
	Sanitation VIP
	Play Park in Colita
	Black Top Upgrade
	Swimming pool maintenance in Forderville
	Community gardens Forderville & Qondi
	Gutters and Drains eQondi
	Extension of Colita Hall
	Black top in Bangladesh
	upgrade of forderville ground
	Paving in Qondi all roads
	Grading all Access roads in Qondi
	Black top of Gemini Road. Extension
Ward 11	Community Hall in Mahendeni Area
	Housing
	Sanitation
	Electricity

	Water internal connection
	Library for youth
Ward 12	Mahendeni Access Roads P379 Black Top D 1240 Black Top
	Community Garden
	RDP Housing: KwaDlamini Emanjokweni Mahlutshini Mahendeni
	Water & Sanitation: KwaDlamini Emanjokweni Mahlutshini Mahendeni
	Electricity infills
	Mavela Sports Fields (kwaDlamini Area) Muziwenkosi Sports Field (Mahlutshini Area)
Ward 13	Electricity: Shiyendlela : Mandaba : De Klerk : Twatwa
	Mambazo Access Road
	Water
	Housing in De Klerk kwandaba
	Sanitation Deklerk Mvundlweni
	Access Roads
Ward 14	Mdwebu to Nkukhu'emnyama Road and Bridge
	Mdwebu Housing Project
	Goodhome Community Hall
	Sports field in Goodhome
	Crèche in Mahlinza
	Sanitation
	Sidewalks on the district road
	Bus Shelters
Ward 15	Pedestrian Bridge to Loch- sloy (between the Primary school and High School)
	Housing
	Community Hall (Loch-sloy & Newlands)
	Public Roads Passage
	Water in Zwelisha
	Apholo Lights
Ward 16	Access Roads
Ward 17	Fuschia road continuation
	Camelia road completion
	Recreation Parks : - Rose Street Park - Brewitt park - Drakensview park - Wembezi Community park - Elizabeth avenue park

	Shopping centre at fire station site
	Dove tree tarring
	Bulman circle completion
	Wembezi street naming
	Wembezi storm water drainage
	Siza store precinct plan revival i.e. shopping centre, petrol station, medium cost housing etc.
	Township renewal
	Mahashini play ground
	Wagensdrift tourism attraction plan
	Dove tree sewerage system
	Elizabeth Avenue park
	Community Garden
	Mahashini industrial park

Ward 18	Electricity : Nesdale, Etshenlengele, Moli, Mgovu, Madeleni
	Black top on D751 Road
	Agustin Road 10km and Riverdale Road 8km needs maintenance
	Drainage system in Paapkulsfontein
	Park, Gym, Daycare center in Paapkulsfontein
	Housing Project in Frere
	Jojo Tanks : Nesdale, Moli, Etshenlengele, Heavy land, Mgovu, Madeleni
	2 Rooms issue
Ward 19	Water
	Road maintenance
	Electricity
	Creche in Emdiatswele
	Work opportunities
Ward 20	Electricity
	Water
	Roads
	Community Hall
	Housing
Ward 21	Furrow irrigation system in Hlawe and Ngodini Areas
	Sanitation
	Appollo Lights
	Housing
	Community Hall
	Creche
	Cellphone coverage and TV coverage
	Library
Ward 22	Roads/ Bridge
	Water
	Network
	Housing
	Community Hall
Ward 23	Black top on Mshayazafe Road
	Kwezi Creche
	Bntunda Bottom Bridge
	Brybhela Gravel Road

C.7.19 SPLUMA STATUS

Inkosi Langalibalele Municipality has a draft Spatial Development Framework (SDF) it focuses on:

: Population Density

- Population Distribution
- Spatial structure
- Current Land Use
- Control and usage of land
- Zoning of areas and usage

Other key focus areas are:-

- Geology
- Economical
- Tourism
- Agriculture
- Industries
- Tourism ships
- Topography
- Town Development

The last part is the physical infrastructure: -

- Sanitation
- Electricity
- Roads

Catchment Areas are: - Boesman River:

- Bloukrans River
- Sikhehleya River
- uThukela River



Inkosi Langalibalele
LOCAL MUNICIPALITY-UMKHANDLU WENDAWO

SECTION C.8

KEY CHALLENGES

KEY	CHALLENGES
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CHALLENGE	INTERVENTION
KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
<ul style="list-style-type: none"> 8. Training & development; 9. Slow pace in recruitment; 10. Low Skills Level Development, Literacy Inability to attract and retain scarce skill 11. Lack of office space; 12. Lack of occupational Health & Safety program; 13. Employee Wellness Program; 14. ICT Services 	<ul style="list-style-type: none"> 8. Effective implementation of WSP; 9. Review organogram & filling of vacant budgeted positions; 10. Effective implementation of Retention policy and strategy; 11. Obtain Council resolution to budget for office space from internal funds; 12. Centralize OHS function & Budget; 13. Effective implementation of EAP policy; 14. Conducting of feasibility study & develop Enterprise Content Management
KPA 2: BASIC SERVICE DELIVERY	
CHALLENGE (S)	INTERVENTIONS
<ul style="list-style-type: none"> 5. High unemployment rate; 6. Outdated Informal Traders By-laws; 7. Ineffective co-ordination and communication of LED stakeholders; 8. Limited land for development (Urban Expansion); 	<ul style="list-style-type: none"> 4. Submit business plan to relevant funders; 5. Secure land for development of SMME facilities; & By Law Development Promote LED 6. Preparation of Business plan to secure funding FOR Town Planning, SDF & Urban Development
KPA 3: LOCAL ECONOMIC DEVELOPMENT (LED) & SOCIAL DEVELOPMENT	
CHALLENGE(S)	INTERVENTIONS
<ul style="list-style-type: none"> 5. High unemployment rate; 6. Outdated Informal Traders By-laws; 7. Ineffective co-ordination and communication of LED stakeholders; 8. Limited land for development (Urban Expansion); 	<ul style="list-style-type: none"> 5. Increase investment on infrastructure development; 6. Development of informal trader's by-law; 7. Establishment of local LED forum; 8. Facilitate Land Redistribute with Department of Land Reform & Rural Development
KPA 4: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	
CHALLENGE(S)	INTERVENTIONS
<ul style="list-style-type: none"> 7. Insufficient funding; 8. Low revenue base; 9. Non-payment culture in community and government department; 10. Non-adherence to policies and procedures; 11. Lack of clear method of identifying 12. Insufficient or customise Financial Policies. 	<ul style="list-style-type: none"> 7. Prepare Business Plans / Activity Plan & strictly commit a portion of MIG allocation to LED; 8. Effective revenue enhancement strategy; 9. Train ward committees & intensify awareness campaign; 10. Enforcement of credit control and debt collection management; 11. Enforcement of internal controls in place 12. Develop & customize Financial Policies

KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION**CHALLENGE(S)**

7. Delays in response to audit queries;
8. Lack of compliance register;
9. Poor participation of municipal leadership and MPAC in Audit committee meetings;
10. Lack of whistle blowing hotline;
11. Lack of understanding of risk management processes;
12. Non alignment between Internal audit and M&E process plans

INTERVENTIONS

7. Develop effective systems;
8. Establish compliance committee and develop compliance register; (Risk Management Register)
9. Attending the audit meetings;
10. Develop Anti-corruption & Fraud Policy
11. Organise workshops for all departments & Develop Risk Management Policy
12. Alignment with Internal Audit & PMS

KPA 6: CROSS CUTTING**CHALLENGE(S)**

4. Non-availability of the urban and rural scheme to inform the valuation roll;
5. Land legal matters;
6. Billing system not linked to GIS

INTERVENTIONS

4. Development of schemes for urban and rural development;
5. Facilitate conclusion of protocol agreement by DRDLR;
6. Development and continuous update of link between GIS and billing system



Inkosi Langalibalele
LOCAL MUNICIPALITY-UMKHANDLU WENDAWO

SECTION C.9
COMBINED SWOT ANALYSIS
ON KPA's

COMBINED SWOT ANALYSIS

KPA 01: CROSS CUTTING ISSUES

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Estcourt Tourism	CBD Deteriorate	Town Development	Loosing on Rates & Economic Growth

KPA 02: MUNICIPAL TRANSFORMATION

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Merging Municipalities	Human Resources Business Strategy	Retain capable staff	Staff Loss & Capacity Migration

KPA: 03 BASIC SERVICE DELIVERY & TRANSFORMATION

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Strategic Location N3- N11	Limited Corridor Developmental Plans for Economic Growth	Tourism & SMME Development	Crime & Town Planning Schemes

KPA 04: LED & SOCIAL DEVELOPMENT ANALYSIS

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Agricultural Potential	Outdated LED Strategy	High Fertile Agricultural Land	Drought, Crime & Disaster

KPA 05: GOOD GOVERNANCE & PUBLIC PARTICIPATION

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Governance Structures MPAC, Audit Committee & Council	Limited Training and Experience.	Clean Audit	Grant Dependency

KPA 06: FINANCIAL VIABILITY & MANAGEMENT

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Debtors & Debt Management Policy	Collection of Revenue & Weak Billing Systems	Revenue Enhancement	Grant Dependency



Inkosi Langalibalele
LOCAL MUNICIPALITY-UMKHANDLU WENDAWO

SECTION D
MUNICIPAL VISION, GOALS AND
OBJECTIVES

D.1 KZN PROVINCIAL GROWTH STRATEGY (PGDS)

DEVELOPMENT STRATEGIES

D.1.1 INTRODUCTION

To realize the vision and to ensure sustainable growth with the municipality in accordance with its priorities aligned to national and provincial targets, the following strategies and objectives seek to unravel some of the key challenges which, which if not adequately addressed will have an adverse impact in terms of improving the well-being of the residents and on which the details of the key performance areas were expounded on and on which the plans, programmes and projects of the municipality are based.

This section highlights on Inkosi Langalibalele Local Municipality's Long Term Growth and Development Goals. It will therefore highlight on the components of the Long Term Growth and Development Goals as follows:

- National Development Plan
- KZN Provincial Priorities
- Vision, Mission and Core Values
- Inkosi Langalibalele Local Municipality Strategic Issues
- Strategic Objectives and Strategies

The Strategic objectives and Strategies are structured in line with the Key Performance Areas (KPA) of the Five Year Local Government Strategic Agenda as indicated below:

- Spatial Development Framework
- Service Delivery
- Sustainable Economic Growth and Development and LED
- Financial Viability
- Institutional Arrangements
- Performance Management System
- Governance
-

D.1.1.1 NATIONAL AND PROVINCIAL POLICY PERSPECTIVE

D.1.1.2 NATIONAL DEVELOPMENT PLAN

The National Development Plan highlights the following:

1. Key drivers of change
2. Demographic trends
3. Economy and employment
4. Economic infrastructure
5. Transitioning to a low carbon economy
6. Inclusive rural economy
7. Positioning South Africa in the world
8. Human Settlements
9. Improving Education, innovation and training
10. Promoting health
11. Social protection
12. Building safer communities

13. Building a capable state
14. Promoting accountability and fighting corruption
15. Transforming society and uniting the country

In alignment of the National Plan the Inkosi Langalibalele Municipality has identified the following priorities as they are relevant to the a municipal context as a results the municipal strategic objectives are influenced by the following in the third generation. This is further articulated in the strategic objectives.

Inclusive rural economy

- ▣ Human settlement
- ▣ Social protection
- ▣ Building safer communities
- ▣ Building a capable state
- ▣ Promoting accountability and fighting corruption

D.1.1.3 KZN Provincial Priorities

The following provincial priorities are highlighted and the municipality has been aligned its strategic goals to following five highlighted provincial priorities

1. To maximize KZN position as a gateway to South and Southern Africa;
 2. To ensure human and utilization of natural resources are in harmony;
 3. To create safe, healthy and sustainable living environments;
 4. To aspire to healthy and educated communities;
 5. To ensure all employable people are employed
- To develop a more equitable society;
7. To ensure that all people have access to basic services;
 8. To offer world class infrastructure;
 9. To boost investors' confidence to invest in KZN;
 10. To develop a skilled labour force aligned to economic growth needs;
 11. To create options for people on where and how they opt to live, work and play;
 12. To entrench people centeredness;
 13. To provide strong and decisive leadership; and
 14. To foster social compacts.

D.1.1.4 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The PGDS is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation.

The PGDS offers a tool through which national government can direct and articulate its strategy and similarly for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It facilitates proper coordination between different spheres of government and aims to prevent

provincial departments from acting out of concert with local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district and municipalities). The PGDS will enhance service delivery.

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

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

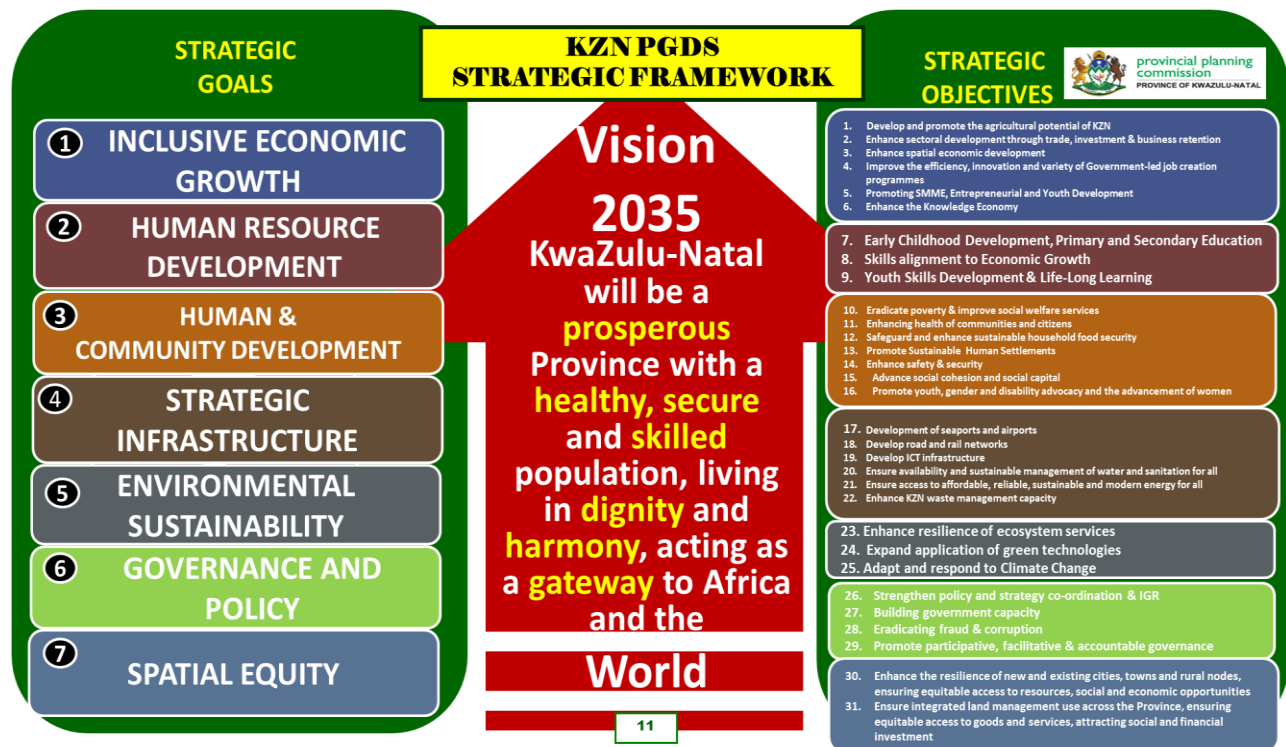


Figure 16:
JOB C HUMAN RESOURCE DEVELOPMENT. RESOURCE: PDGS 2011

D.2 MUNICIPAL VISION

By 2035 Inkosi Langalibalele Local Municipality shall strive to achieve a corrupt-free, prosperous and harmonious municipality that seeks to eradicate poverty and enhance skilled population through Integrated and Sustainable Environment for future Generation.

D.3 MISSION STATEMENT



D.4 The Municipal Development Goals are as follows:

- ❖ Be responsive to the needs of local community of the Municipality
- ❖ Facilitate a culture of public service and accountability amongst stakeholders.
- ❖ To forge a healthy working relationship through ongoing facilitation, co-operation and communication between the municipality and local community as part of Public Participation.
- ❖ Provide transparency through accessibility of accurate information about the level and standard of municipal services they are entitled to receive (Batho Pele principles) and;
- ❖ Inform the community of each ward on how the municipality is managed, of the course involved and persons in charge, best councillorship-ward councillor, as part of centred-approach, Community Based Planning and Public Participation.

Core Values:

- ❖ Batho Pele
- ❖ Customer Care
- ❖ Value for Money
- ❖ Citizen Charter
- ❖ Honesty & Integrity
- ❖ Service Delivery Enhancement
- ❖ Improved safety and security
- ❖ Economic transformation¹
- ❖ Town and mall development
- ❖ Governance excellence and leadership
- ❖ Improved governance and accountability
- ❖ Densification, compacting and integration
- ❖ Spatial equity
- ❖ Sustainable environmental management

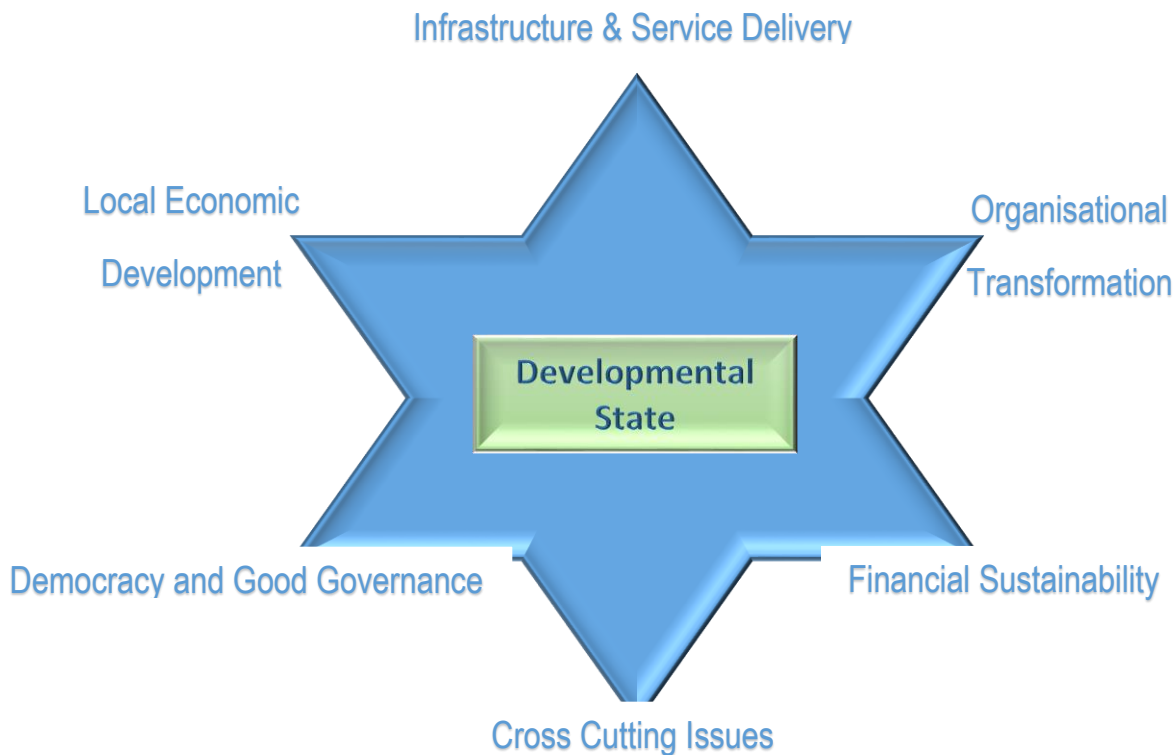
D.5 MUNICIPAL OBJECTIVES

Inkosi Langalibalele Municipality strives to uphold the IDP as an effective service delivery management tool for the municipality. This includes:

- Creating a greater level of focus to priority issues and thereby improving on the document structure so that the municipal issues are easy to understand;
- Aligning this strategic document with the realities of the resources, both financial and human resources
- Alignment of the IDP with the activities of the sector departments and other service providers (and vice versa i.e. Influencing their planning processes); and
- Alignment of the IDP with the various sector plans
- Alignment of the IDP with PMS and Budget
- Ensure that the IDP is a credible implementable document that can be used and understood by all people.

- Ensure that the IDP leads all planning and serves as a true strategic document of the municipality
- Ensure that public & stakeholder participation is strengthened in the IDP process
- Ensure that IDP serves as convergence to all development intervention in the area
- Strengthening of PMS to ensure that it oversees and monitors the implementation of the IDP.

D.6 KEY PERFORMANCE AREAS ALIGNMENT



- | | | |
|-------------------------------------|---|---|
| • Cross cutting Issues | - | SDF Implementation – 2017/18 |
| • Municipal Transformation | - | Human Resource Development Strategy 2017/18 |
| • LED & Social Issues | - | LED Strategy Development 2017/18 |
| • Infrastructure & Service Delivery | - | MIG Implementation & Backlog Clearance 2017/18 |
| • Good Governance | - | Policy Implementation & Capacity Building 2017/18 |



SECTION E.1

STRATEGIC MAPPING

E.1 STRATEGIC MAPPING

Inkosi Langalibalele Municipality developed and adopted an SDF in terms of Section 26(e) of the Municipal Systems Act (32 of 2000). The SDF is however outdated and are currently under review.

The primary aim of the SDF is to guide the spatial form and location of future developments within the municipality area of jurisdiction. Its objectives are as follows:

- Giving a spatial expression of the development vision and strategy as outlined in the IDP;
- Identifying areas where development should or should not go;
- Guiding the municipality in the coordination of development within its area of jurisdiction;
- Giving spatial effect to multi-sectoral projects identified in the IDP; and
- Promoting sustainable utilisation of natural resources.

E.1.1 Spatial Development Framework

Inkosi Langalibalele Municipality SDF is underpinned by normative principles reflected in various policy documents and pieces of legislation. The objective of the principles and norms is to influence directly the substantive outcomes of planning decisions, whether they relate to spatial development frameworks or decisions on land use change or development applications. The overall aim of the principles and norms is to achieve planning outcomes that:

- Restructure spatially inefficient settlements;
- Promote the sustainable use of the land;
- Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- Take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment;
- Stimulate economic development opportunities in rural and urban areas; and
- Support an equitable protection of rights to and in land.
- In addition they promote:
 - Accountable spatial planning, land use management and land development decision-making by organs of state;
 - Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;

Take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment; Stimulate economic development opportunities in rural and urban areas; and

- Support an equitable protection of rights to and in land.
- In addition they promote:
 - Accountable spatial planning, land use management and land development decision-making by organs of state;
 - Cooperative governance and wider information sharing in plan-making and implementation; and
 - Maximum openness and transparency in decision-making.

The normative principles are focused on and correlated to the field of spatial planning, land use management and land development, but, as is the case with all principles and norms, need further actualization in specific, concrete contexts. Thus, in the practical implementation of the principles spatial planning, land use management and land development in Inkosi Langalibalele will be guided by the following overarching concerns:

Integrated development, which is a key concern in legislation and policies dealing with Integrated Development Plans (Municipal Systems Act) and Land Development.

Sustainability, which emanates from Local Agenda 21 and in South African is, enforced through the National Environmental Management Act (NEMA) amongst others.

Equity, which implies equitable distribution of development, resources and opportunities.

Participation. The Municipal Systems Act is dedicated to the subject matter of public participation in municipal affairs. This principle promotes accountability and transparency in decision-making.

Order and amenity, which focuses mainly on the creation of safe and healthy environments suitable for human habitation. Current land use legislation (Natal Town Planning Ordinance) puts a greater emphasis on this concern.

Redress, which is mainly addressed in the Land Reform Program and various, associated pieces of legislation. The main focus in this regard is to correct the wrongs of the past.

Efficiency, which deals mainly with, the creation of efficiently functioning environments scaled to the needs of the local people and role-players.

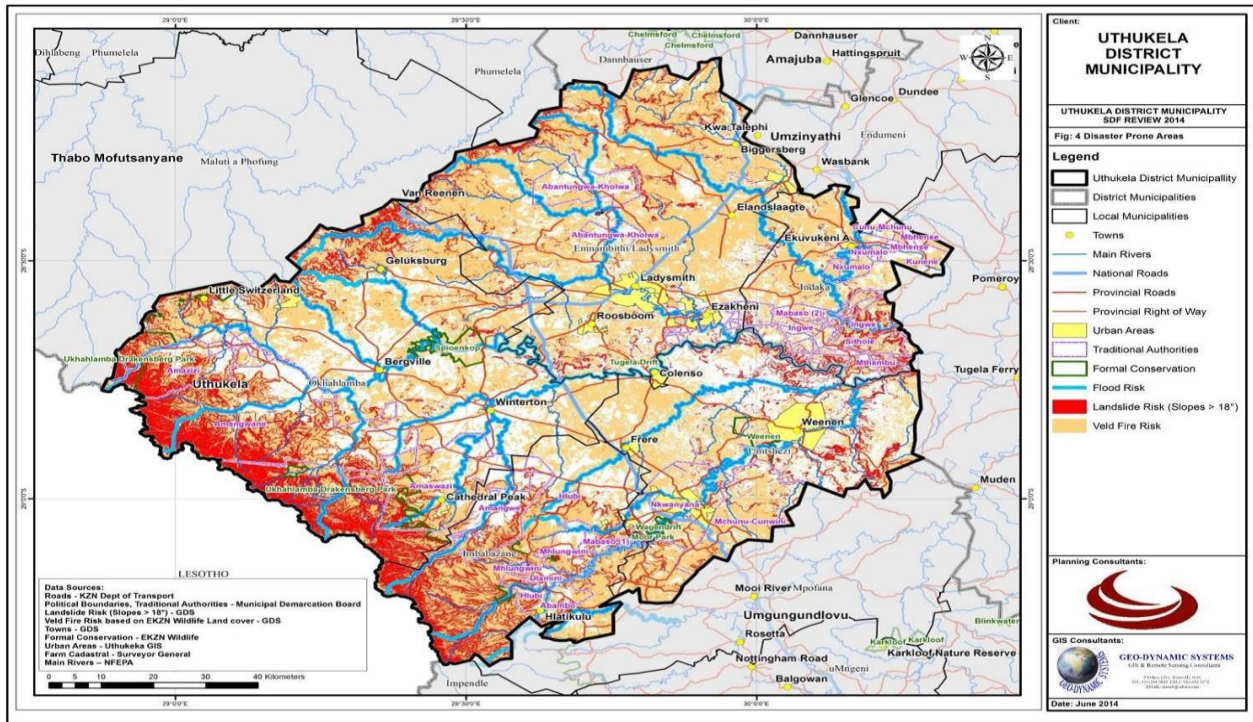
E.1.2 Disaster Risk Profile Map

ENVIRONMENTAL VULNERABILITY ANALYSIS

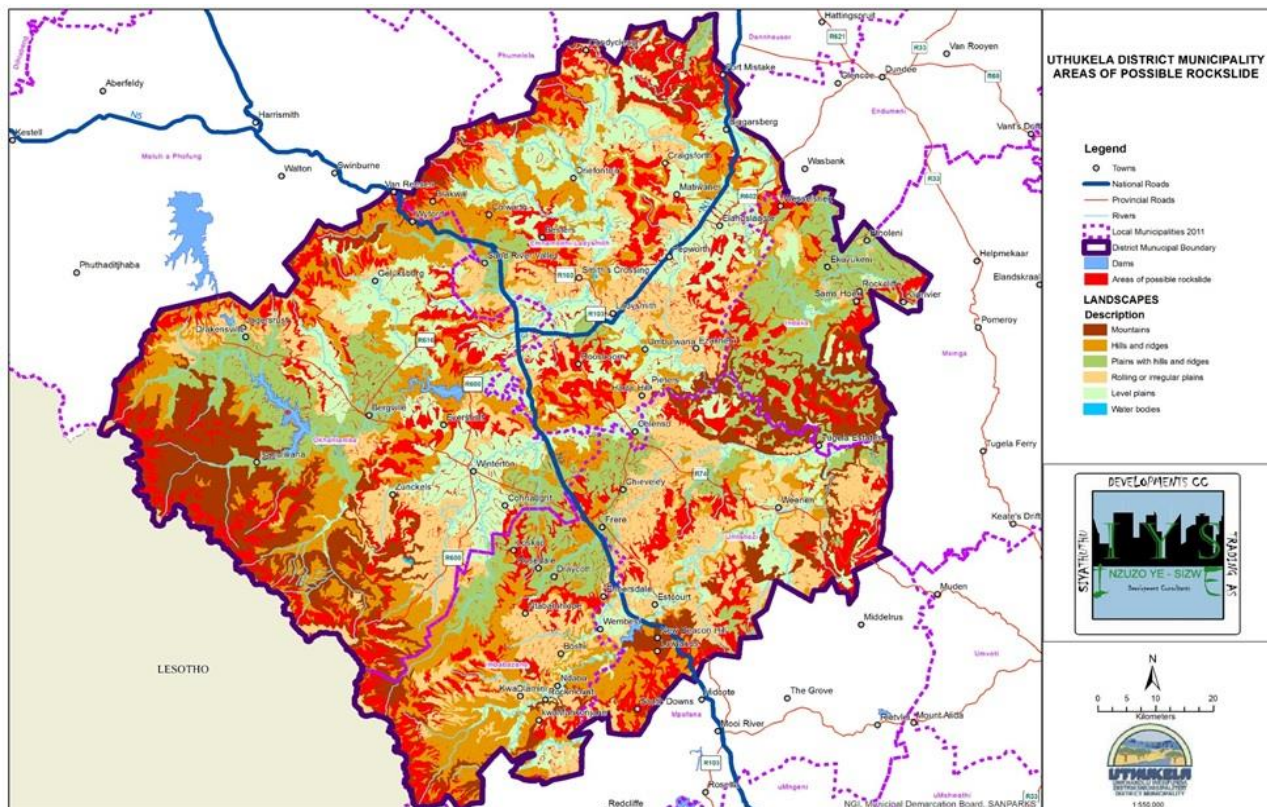
The purpose of this analysis is to identify locations where there is potential for secondary environmental impacts from natural hazards and to target vulnerable locations for risk reduction activities. Fragile natural ecosystems and environmental assets that offer protective environmental services and which, if damaged or destroyed in a disaster event, would result in serious natural and economic losses. The typical damages occur in the form of air pollution, land degradation and water pollution. The environment is especially vulnerable in terms of the quality and quantity of the water resource where people are directly dependant on it for potable water supply. Wetlands, lakes, rivers, protected areas and game ranches are vulnerable to any form of pollution. The ecological health of these systems is of extreme importance to ensure sustainable development, a healthy biosphere and therefore encouraging eco-tourism.

Map 1 Disaster Prone Areas Maps

This Map illustrates flood risks, Landslide Risk (Slope at 18 degree) and Veld Fires

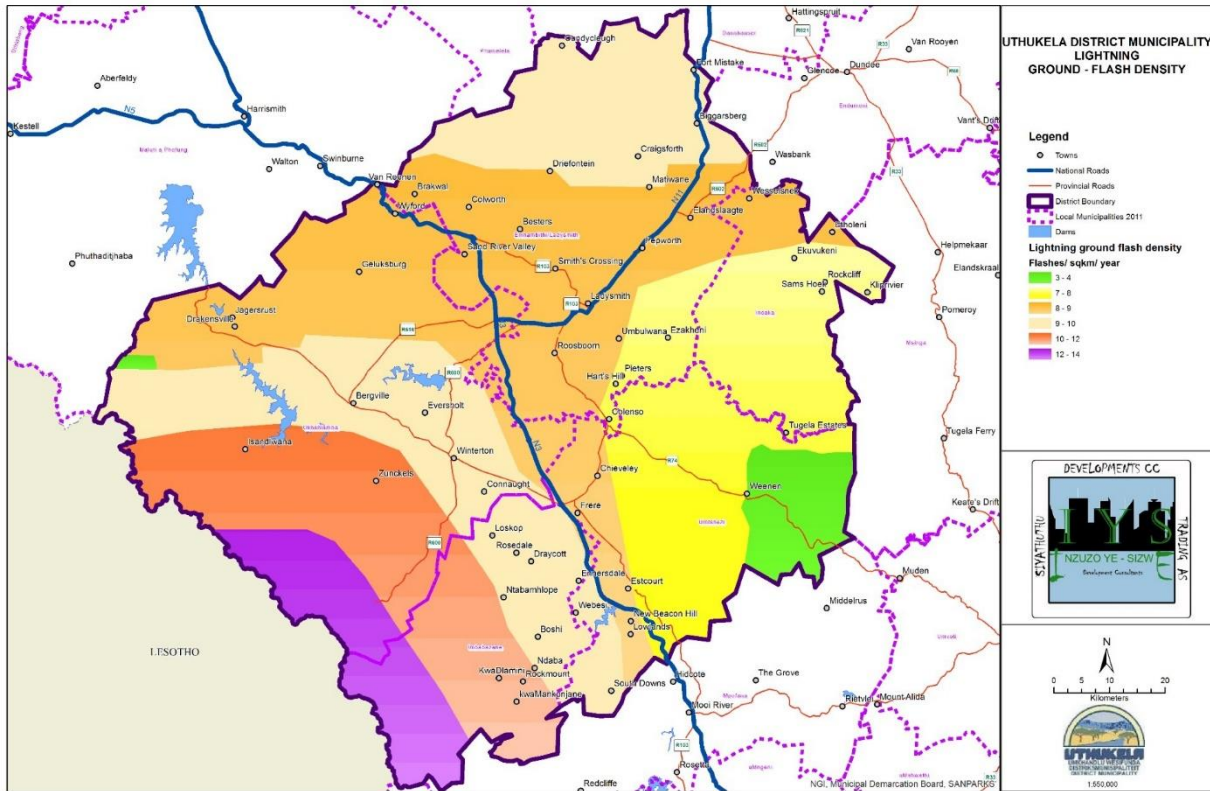


Map 2: Rock Slide Possibility Areas



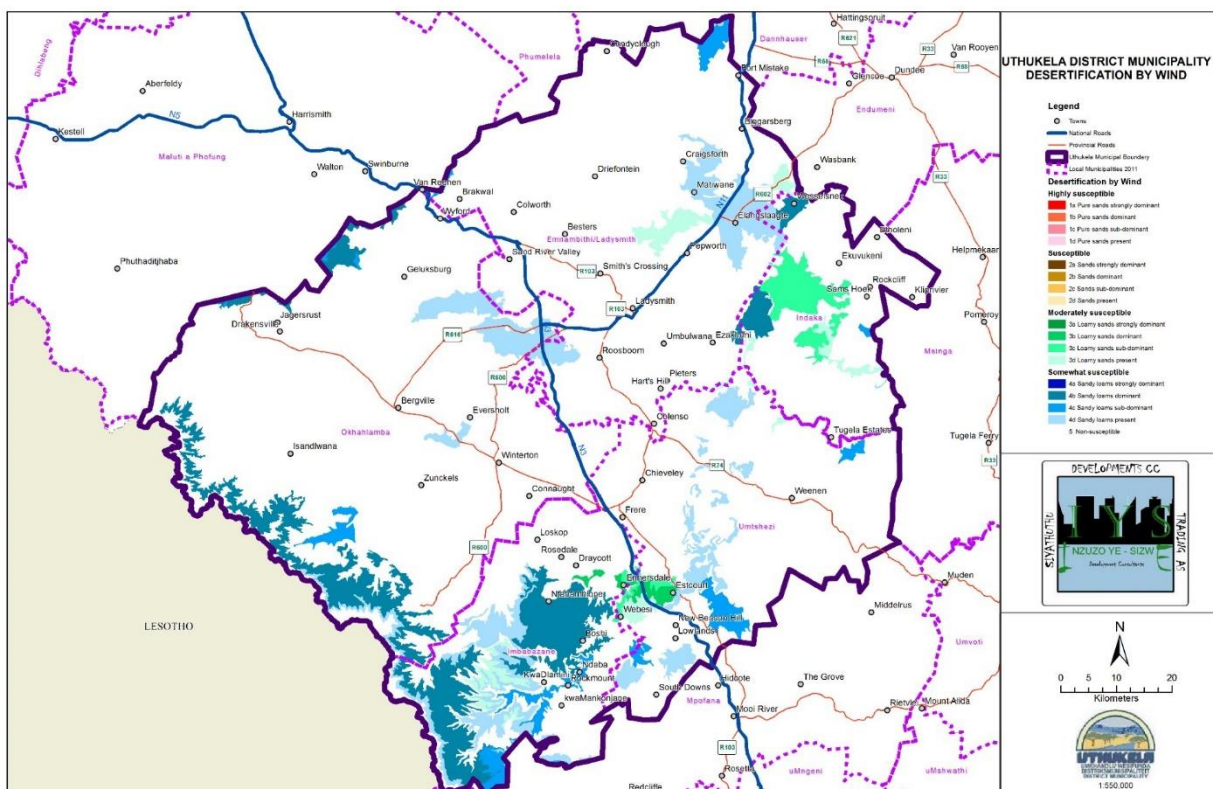
The above Maps, shows possibilities of rock sliding, within the topography

Map3: Lightning Ground-Flash Density

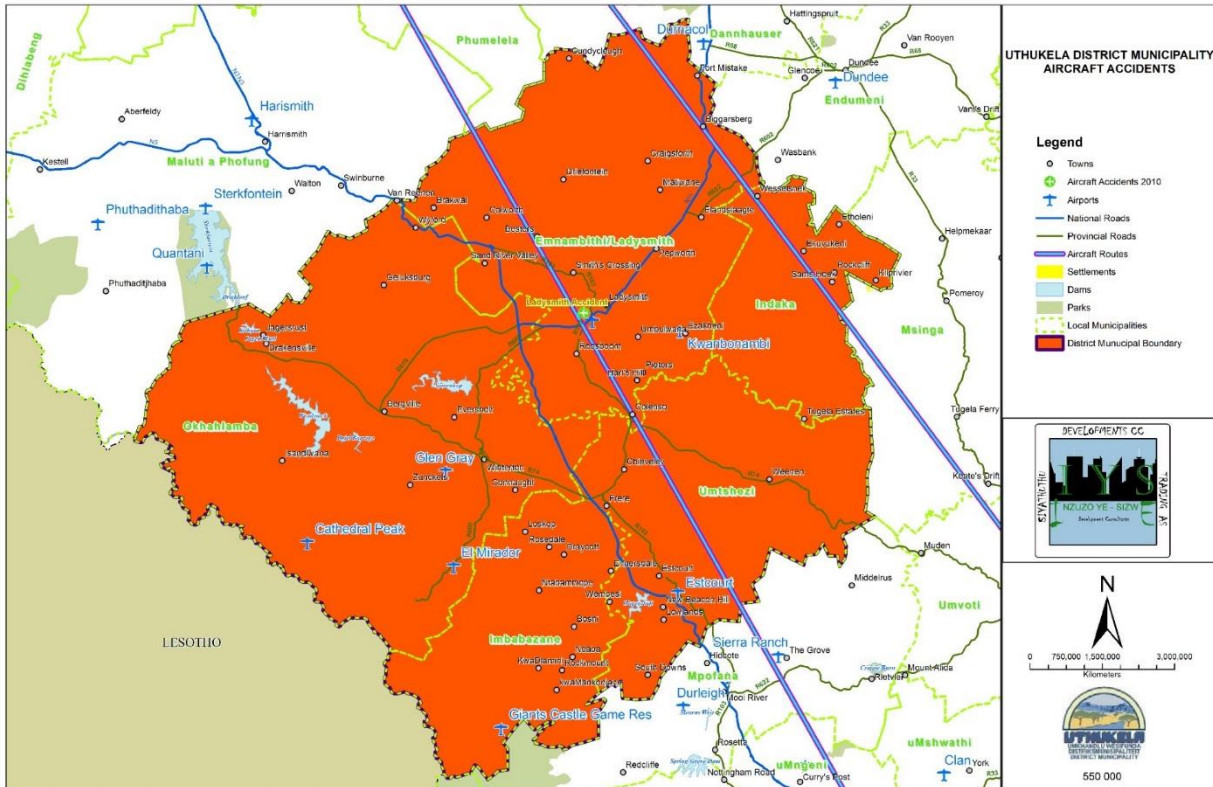


Map 4: Wind Desertification Areas

This Maps, illustrate Desertification by wind



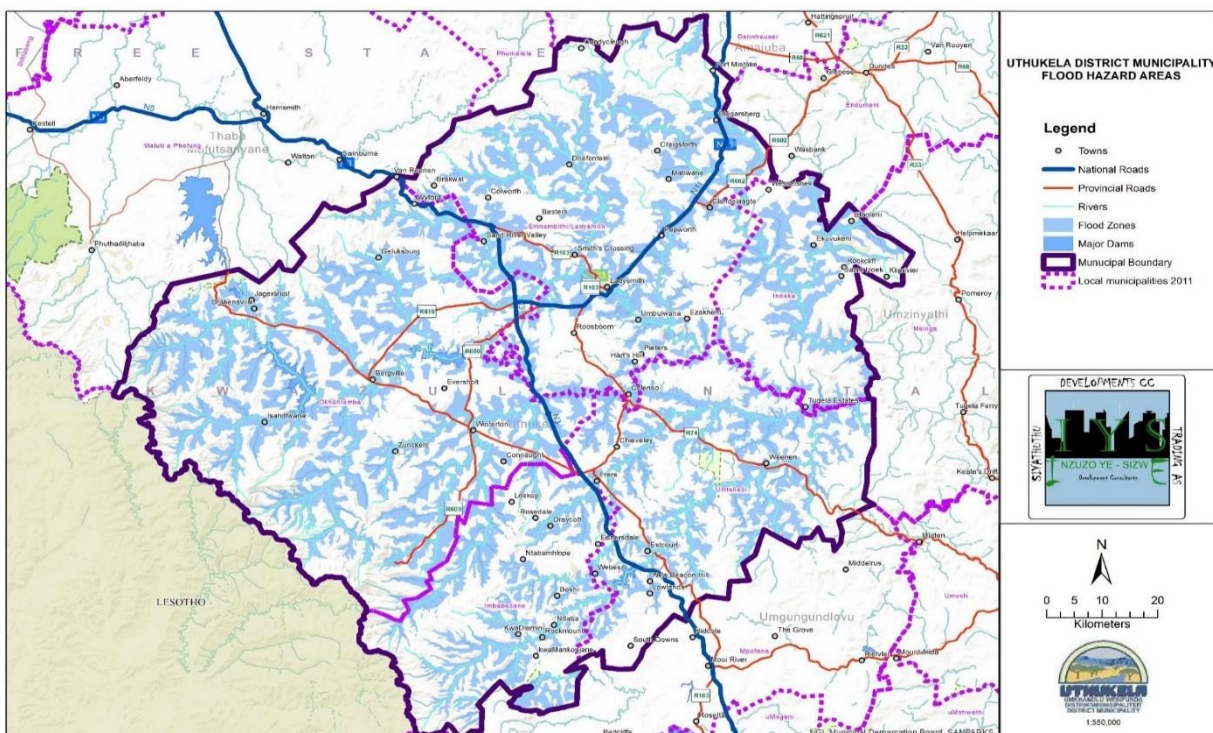
Aircraft Accidents and Routes Map



The above Map, shows the routes of Aircrafts as well as accidents occurred

Map 5: Flood Hazard Areas

This Map, show Dams, Rivers and potential and High zone flood hazard

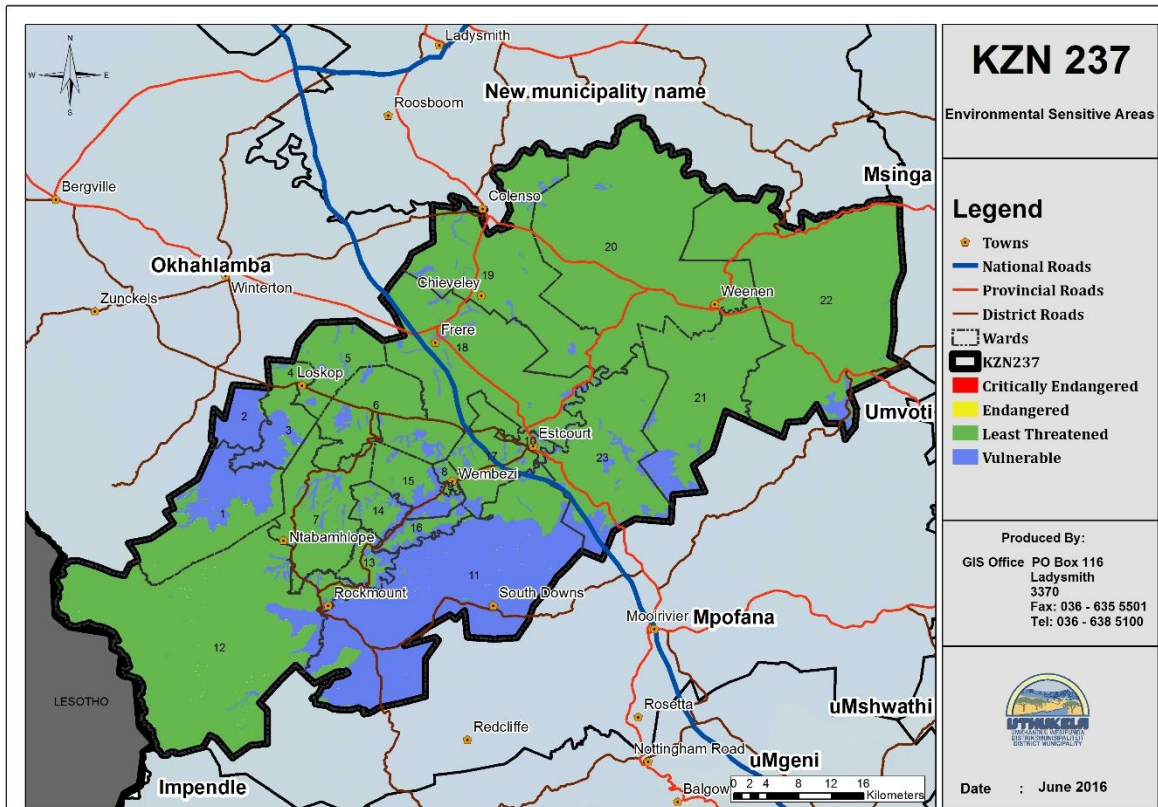


E.1.3 Environment Issues

E.1.2.1 AREAS SUITABLE FOR PLANNING & DEVELOPMENT

The areas considered suitable for development fall outside the environmentally sensitive areas, the areas with agricultural potential and the archaeologically sensitive areas. However, there may be other issues that may hamper planning and development in these areas, hence these are given as guides only and more detailed investigation will be needed at the planning/development stage to confirm the findings of this desktop study. Other factors such as geological/geotechnical, economic, social etc., may prevent planning and development.

Map 1: Environmental sensitive areas



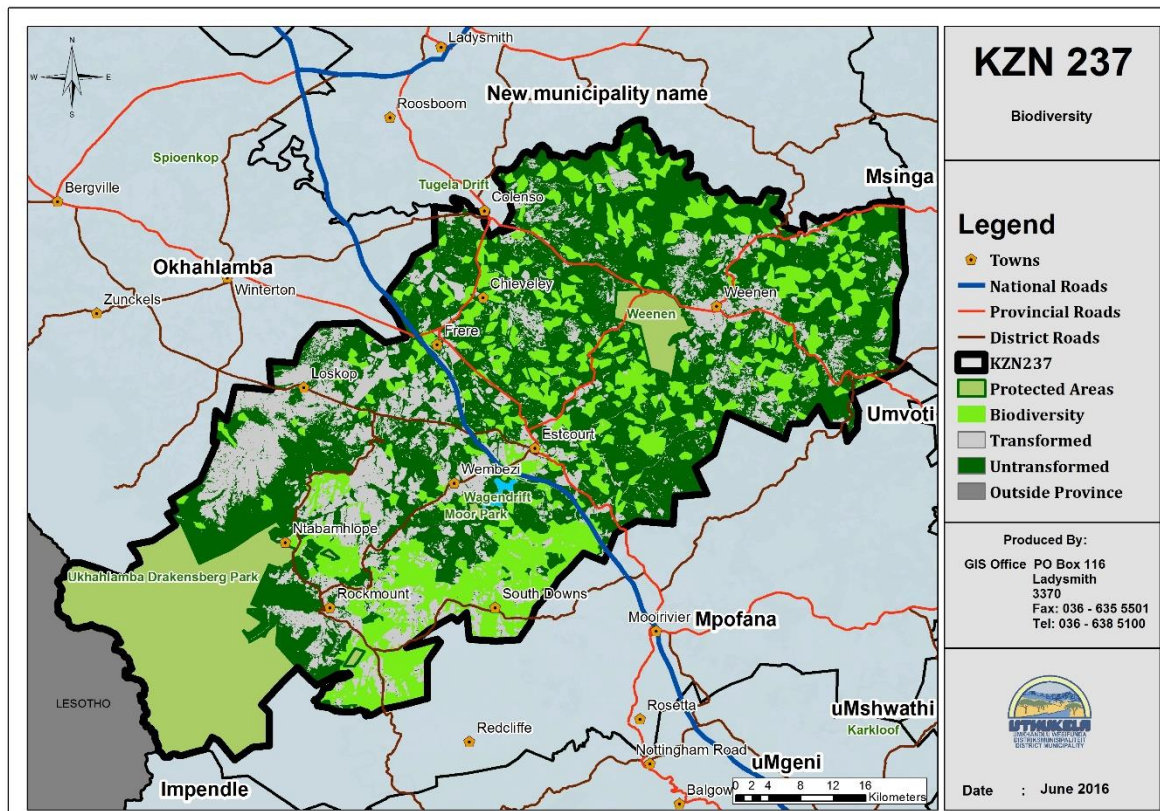
Inkosi Langelibalele Local Municipality is characterised by generally three topographical regions:

Areas above the escarpment located mainly to the west of Estcourt town, are generally flat and suitable for crop production and extensive grazing. Areas with undulating terrain are located mainly along the southern and northern boundaries. They are dominated by thorn bush and characterised by erodible soils.

Areas such as Weenen valley are located within low-lying regions.

In Inkosi Langelibalele Local Municipality, there are three conservation areas, including the Weenen Nature reserve, the New Formosa Nature Reserve and the Weenen Nature Reserve. Some of the issues that may impact on the planning and development of the Inkosi Langelibalele Municipality are given below.

Map 2: Conservation areas



E.1.4 Spatial Continuation of the Municipality

The SDF clearly identifies areas where different land uses should be promoted. These include light industry and mixed use nodes at key road intersections, expansion of the residential areas along development corridors, commercial nodes in selected areas.

Areas that requires immediate attention in terms of infrastructure development are identified in the SDF in Wembezi Township, Estcourt Town and Weenen:

Wembezi where the main focus on the initiation and implementation of an urban renewal program.

Weenen where the main focus also on urban renewal and intensive urban agriculture

Estcourt where the main focus is on land use integration and developing the town into

Areas that requires immediate attention in terms of infrastructure development are identified in the SDF in Wembezi Township, Estcourt Town and Weenen:

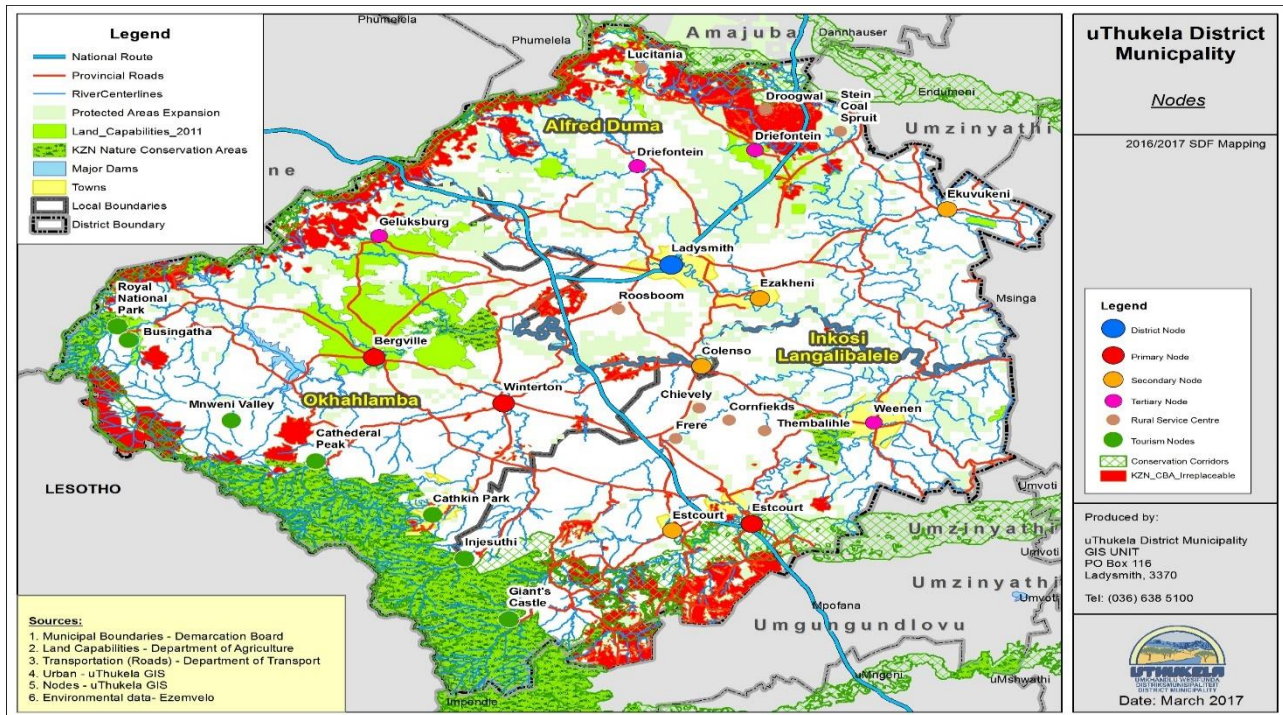
Wembezi where the main focus on the initiation and implementation of an urban renewal program. Weenen where the main focus also on urban renewal and intensive urban agriculture.

Estcourt where the main focus is on land use integration and developing the town into an efficient sub-regional centre.

The SDF also identifies a number of settlements for upgrading and transformation into sustainable human settlements. These include Emabhanoyini, Thembalihle, etc.

An efficient sub-regional centre.

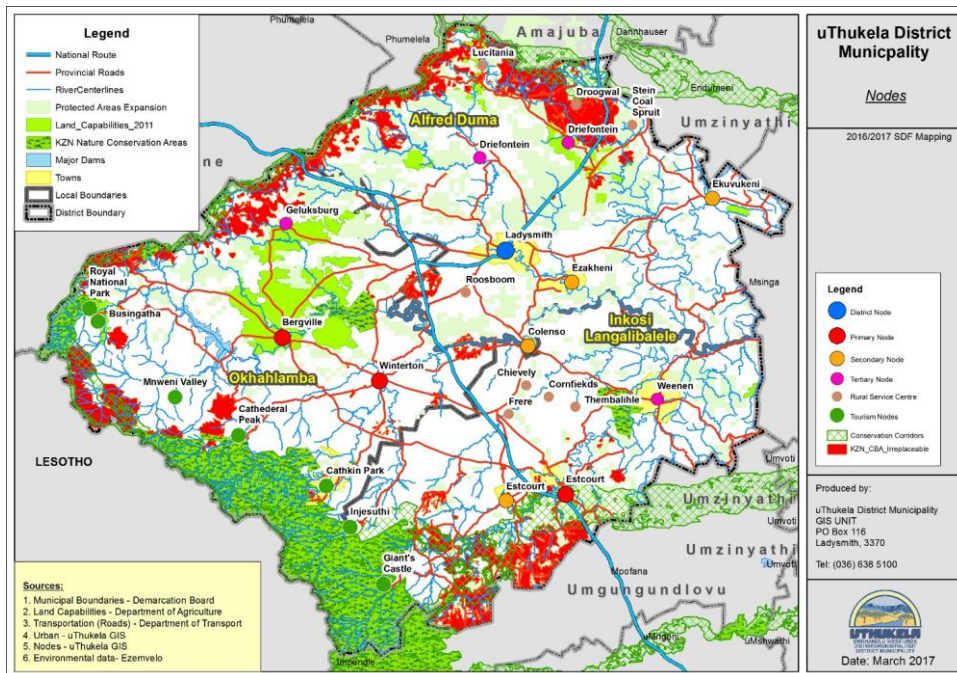
Map 4: SDF map



E.1.5 Private Sector Investment

The desired direction and nature of growth is indicated through the application of nodes and corridors. By using the system of nodes and corridors, and strategic areas for intervention, the SDF promotes functional integration between the N3 and the Estcourt Town, as well as Estcourt Town and Wembezi.

The following nodes and corridors have been identified:



Map 3: Nodes and corridors

E.1.6 Public & Private Land Development

Private and Public Sector Investment Shall be focusing on the following as:-

- Escourt Industrial Park
- Weenen Secondary Node
- Wembezi Secondary Node
- Owl & Elephant Housing Development – Tertiary Node

This information, has been extracted for the SDF, for Inkosi Langalibalele Municipality.

E.1.7 Strategic Intervention

- Escourt Town Development
- CBD Master Plan
- Weenen Development Framework
- Environmental Assessment for Strategic Projects
- Community Based Resource Management
- Settlement Plans & Clusters.

E.1.8 Priority Projects

E.1.8.1 Spatial Planning Projects

E.1.8.1 SDF IMPLEMENTATION PLAN: SCHEDULE OF SPATIAL PLANNING PROJECTS

PROJECT NAME	PROJECT DESCRIPTION	TOTAL BUDGET	MEDIUM TERM EXPENDITURE FRAMEWORK		
			2014/2015	2015/2016	2016/2017
Estcourt Town Development Framework	Preparation of a strategic planning document to guide future development and expansion of Estcourt Town.	R450,000,00	150 000	150 000	150 000
Estcourt CBD Regeneration Framework	Review of Estcourt CBD Master Plan Preparation of an urban design framework	R750,000,00	250 000	250 000	250 000
Weenen Development Framework	Preparation of a strategic planning document to guide future development and expansion of Weenen Town.	R300,000,00	300 000	-	-
Wembezi Development Framework	Preparation of a strategic planning document to guide future development and expansion of Wembezi Town.	R300,000,00	300 000	-	-
Nodal Development Frameworks	Preparation of strategic planning documents to guide future development of nodes as identified in the SDF.	R525,000,00	200 000	200 000	125 000
Preparation of an Environmental Management Framework	Preparation of a Strategic Environmental Assessment. Environmental Management Framework.	R450,000,00	300 000	150 000	-
Community Based Resource Management	Development and implementation of Community Resource Management Programme.	R500,000,00	300 000	100 000	100 000
Preparation of Settlement Plans for Village Clusters.	Preparation of strategic plans to guide future expansion and growth of each settlement. The plans should be prepared with full involvement of traditional leaders and communities concerned.	R2,000,000,00	1 500 000	250 000	250 000

Land Identification and Packaging Exercise	Identification of strategically located municipal and state owned land and formulation of development proposals accordingly.	R600,000,00	200 000	200 000	200 000
Preparation of Spatial Planning Policies and Guidelines	Land allocation guidelines in rural villages. Densification policy. Policy on development within and along environmentally sensitive areas.	500 000.00	250 000.99	150 000.00	100 000.00
Total		R 6 375 000.00	R 3 750 000.99	R 1 450 000.00	R 1 175 000.00

E.1.8.2 Priority Projects

1.8.2 CAPITAL INVESTMENT FRAMEWORK

PROJECT	LOCATION	RELATIONSHIP WITH SDF	AMOUNT [®]	
Estcourt Industrial park	Estcourt	Primary Node	R 26 000 000	
Estcourt waste Water Works Refurbishment	Estcourt	Primary Node	R 4 810 000	
Sub-Total				R 30 810 000
Weenen – New connections	Weenen	Secondary Node	R 18 000 000	
Weenen Fresh Produce	Weenen	Secondary Node	R 5 000 000	
Weenen Urban Renewal/ Upgrade	Weenen	Secondary Node	R 2 000 000	
Sub-Total				R 25 000 000
Wembezi waste Water Works Refurbishment	Wembezi	Secondary Node	R 960 000	

Wembezi SMME support construction of related facilities	Wembezi	Secondary Node	R 2 000 000	
Rehabilitation of Existing parks in Collita and Wembezi (section C)	Wembezi	Secondary Node	R 6 000 000	
Sub-Total				R 8 960 000
Owl and Elephant Housing Development	Owl and Elephant	Settlement	R 35 000 000	
Papkuilsfontein Phase Two	Papkuilsfontein	Settlement	R 23 000 000	
Rensbergdrift Housing Development	Rensbergdrift	Tertiary Node	R 35 000 000	
Mimosadale Insitu Upgrade	Mimosadale	Tertiary Node	R 35 000 000	
Sub-Total				R 128 000 000
GRAND TOTAL			R 192 770 000	R 192 770 000



SECTION E.2

IMPLEMENTATION PLAN

E.2.1 IMPLEMENTATION PLAN

2: Refer to Annexure I

Municipal Transformation

The above table, effects key strategic challenges of the Municipality as well as interactions as possible reports.

E.2.2 KPA 1: Cross Cutting Issues

NKPA: Basic Service Delivery and Infrastructure KPA																
IDP Issues	IDP Objective	IDP Accountability	IDP Reference number	Project Number	Project Description	Project Objectives	Ward Information	Budget Type	Budget Amount	Funding Source	2017/2018 Budget	2018/2019 Budget	2019/2020 Budget	2020/2021 Budget	2021/2022 Budget	Project Status
Multiyear Projects																
		Acting GM PWBS		2012MIG FK234210549	Mshayaza fe Black Top Road		Ward 23	CAPEX	R 1 400 000.00	MIG	R 1 400 000.00					Design & Tender
		Acting GM PWBS		2012MIG FK234210549	Wembezi C Black Top Road		Ward 8	CAPEX	R 2 000 000.00	MIG	R 2 000 000.00					Design & Tender
		Acting GM PWBS		2012MIG FK234210549	Salvation Army Road Black Top		Ward 9	CAPEX	R 2 000 000.00	MIG	R 2 000 000.00					Design & Tender
		Acting GM PWBS		2012MIG FK234210549	Jennings Road Black Top		Ward 10	CAPEX	R 2 000 000.00	MIG	R 2 000 000.00					Design & Tender
		Acting GM PWBS		2009MIG FK234174948	Weenen Market Stalls		Ward 20	CAPEX	R 1 070 000.00	MIG	R 1 070 000.00					Design & Tender
New projects 2017/18																
		Acting GM PWBS		2017MIG FK237265037	Dikwe(Sli mangame hlo) Pedestrian Bridge		Ward 1	CAPEX	R 2 255 408.50	MIG	R 2,140,163.50					Design & Tender

		Acting GM PWBS		2017MIG FK23726 3354	Msobotsheni Community Hall/Creche Facility		Ward 20	CAPEX	R 4 151 811.60	MIG	R 3,931,2 13.60						Design & Tender
		Acting GM PWBS		2017MIG FK23726 3352	Thembalihle Creche		Ward 19	CAPEX	R 1 323 697.87	MIG	R 1,197,6 95.87						Design & Tender
		Acting GM PWBS		2017MIG FK23726 3351	Heavylan d Creche		WARD 18	CAPEX	R 1 323 697.87	MIG	R 1,197,6 95.87						Design & Tender
		Acting GM PWBS		2017MIG FK23721 8662	Newlands -Lochsloy Pedestrian Bridge		Ward 15	CAPEX	R 2 255 408.50	MIG	R 235,310 .46						Design & Tender
Retention																	
		Acting GM PWBS		2012MIG FK23421 0549	Mimosadale Bus and taxie route		Ward 23	CAPEX	R 9,567,8 81.53	MIG	R 438,596 .49						Retention
		Acting GM PWBS			Wembezi A section Phase 2 Black top		Ward 9	CAPEX		MIG	R 116,016 .42						Retention
		Acting GM PWBS			Colita Road (Qonti) black top		Ward 10	CAPEX		MIG	R 109,719 .98						Retention
		Acting GM PWBS			Alfred Road Phase 2 Black top		Ward 10	CAPEX		MIG	R 348,331 .79						Retention
		Acting GM PWBS			Mabhaloni ni Road Black top		Ward 23	CAPEX		MIG	R 452,289 .88						Retention

		Acting GM PWBS		2014MIG FK23621 5025	Emandab eni Gravel Road Rehabilita tion		Ward 2	CAPEX	R 1,808,2 31.50	MIG	R 87,469. 87						Retention
		Acting GM PWBS		2015MIG FK23423 2114	Emadulal eni Creche		Ward 22	CAPEX	R 725,000 .00	MIG	R 15,221. 00						Retention
		Acting GM PWBS			Mhlumba Creche		Ward 22	CAPEX	R 725,000 .00	MIG	R 37,000. 00						Retention
		Acting GM PWBS		2015MIG FK23423 2112	Kwa- Masuku Creche		Ward 9	CAPEX	R 725,000 .00	MIG	R 46,374. 54						Retention
		Acting GM PWBS		2015MIG FK23423 2118	Chiverly Creche		Ward 19	CAPEX	R 725,000 .00	MIG	R 15,220. 00						Retention
		Acting GM PWBS		2015MIG FK23423 2113	Mahlabath ini Creche		Ward 22	CAPEX	R 725,000 .00	MIG	R 15,220. 00						Retention
		Acting GM PWBS		2015MIG FK23423 2116	Msuluzi Creche		Ward 19	CAPEX	R 725,000 .00	MIG	R 14,920. 00						Retention
		Acting GM PWBS		2015MIG FK23423 2110	Ngodini Creche		Ward 22	CAPEX	R 725,000 .00	MIG	R 19,470. 44						Retention
		Acting GM PWBS		2015MIG FK23423 2119	Milton Farm Creche		Ward 20	CAPEX	R 725,000 .00	MIG	R 9,953.8 5						Retention
		Acting GM PWBS		2015MIG FK23423 3699	Mabhalani ni Communit y Hall		Ward 23	CAPEX	R 2,404,0 00.00	MIG	R 72,739. 53						Retention
		Acting GM PWBS		2014MIG FK23622 3592	Ephangw eni Communit y Hall/Crech e Facility		Ward 6	CAPEX	R 3,529,2 07.50	MIG	R 76,566. 57						Retention

		Acting GM PWBS		2014MIG FK23622 3591	Bhungane (Rosedale) Communit y Hall/Crech e Facility		ward 6	CAPEX	R 3,529,2 07.50	MIG	R 65,572. 68						Retention
		Acting GM PWBS		2014MIG FK23621 8660	Madazane Communit y Hall/Crech e Facility		Ward 13	CAPEX	R 3,529,2 07.50	MIG	R 94,361. 87						Retention
		Acting GM PWBS		2014MIG FK23621 8654	Mqedand aba Communit y Hall/Crech e Facility		Ward 4	CAPEX	R 3,529,2 07.50	MIG	R 102,655 .13						Retention
		Acting GM PWBS		2016MIG FK23621 8657	Dube Villge Upgrading of Internal Access Gravel Roads		Ward 6	CAPEX	R 8,344,4 07.08	MIG	R 930,636 .52						Retention
		Acting GM PWBS		2016MIG FK23621 8658	Upgrading of Monkonja ne Access Gravel Roads		Ward 11	CAPEX	R 7,115,7 86.63	MIG	R147 966.02						Retention
		Acting GM PWBS		2016MIG FK23624 0854	Upgrading of Mahlutsini Gravel Roads		Ward 12	CAPEX	R 4,763,5 76.75	MIG	R 80,557. 00						Retention
		Acting GM PWBS		2016MIG FK23624 0855	Upgrading of Thwathwa -		Ward 13	CAPEX	R 4,985,7 12.75	MIG	R 4,900,1 27.66						Design Stage

E.2.3 KPA 2: Municipal Transformation

					Mvundlweni Gravel Roads												
Awaiting MIG Approval																	
		Acting GM PWBS		Mis id. 218656	Tatane Vehicle Bridge		Ward 5	CAPEX	R 4,872,444.13	MIG	R 3,322,917.99						Registration Stage
		Acting GM PWBS		Mis id. 263355	Upgrading of Nsonge Gravel Road		Ward 11	CAPEX	R 3,494,400.00	MIG	R 494,375.00						Registration Stage
		Acting GM PWBS		Mis id. 263356	Upgrading of Siphokuhle Access Gravel Road		Ward 16	CAPEX	R 8,988,800.00	MIG	R 954,075.17						Registration Stage

E.2.4 KPA 3: Service Delivery & Infrastructure

NKPA: Basic Service Delivery																
IDP Issues	IDP Objective	IDP Accountability	IDP Reference number	Project Number	Project Description	Project Objectives	Ward Information	Budget Type	Budget Amount	Funding Source	2017/2018 Budget	2018/2019 Budget	2019/2020 Budget	2020/2021 Budget	2021/2022 Budget	Project Status
				2012MIG FK234210549	Mshayazafe Black Top Road		Ward 23	CAPEX	R 1 400 000.00	MIG	R 1 400 000.00					Design & Tender
				2012MIG FK234210549	Wembezi C Black Top Road		Ward 8	CAPEX	R 2 000 000.00	MIG	R 2 000 000.00					Design & Tender
				2012MIG FK234210549	Salvation Army Road Black Top		Ward 9	CAPEX	R 2 000 000.00	MIG	R 2 000 000.00					Design & Tender
				2012MIG FK234210549	Jennings Road Black Top		Ward 10	CAPEX	R 2 000 000.00	MIG	R 2 000 000.00					Design & Tender
				2009MIG FK234174948	Weenen Market Stalls		Ward 20	CAPEX	R 1 070 000.00	MIG	R 1 070 000.00					Design & Tender
				2017MIG FK237265037	Dikwe(Slimangamehlo) Pedestrian Bridge		Ward 1	CAPEX	R 2 255 408.50	MIG	R 2,140,163.00					Design & Tender
				2017MIG FK237263354	Msobotsheni Community Hall/Creche Facility		Ward 20	CAPEX	R 4 151 811.60	MIG	R 3,794,597.00					Design & Tender
				2017MIG FK237263352	Thembalihle Creche		Ward 19	CAPEX	R 1 323 697.87	MIG	R 1,197,695.00					Design & Tender

				2017MIG FK23726 3351	Heavyland Creche		WARD 18	CAPEX	R 1 323 697.87	MIG	R 1,197,6 95.00					Design & Tender
				2017MIG FK23721 8662	Newlands- Lochsloy Pedestrian Bridge		Ward 15	CAPEX	R 2 255 408.50	MIG	R 2,020,0 98.00					Design & Tender
																Design & Tender
Retention																
				2012MIG FK23421 0549	Mimosadale Bus and taxie route		Ward 23	CAPEX	R 9,567,8 81.53	MIG	R 438,596 .00					Retention
					Wembezi A section Phase 2 Black top		Ward 9	CAPEX		MIG	R 116,016 .00					Retention
					Colita Road (Qonti) black top		Ward 10	CAPEX		MIG	R 109,719 .00					Retention
					Alfred Road Phase 2 Black top		Ward 10	CAPEX		MIG	R 348,331 .00					Retention
					Mabhalonini Road Black top		Ward 23	CAPEX		MIG	R 452,289 .00					Retention
				2014MIG FK23621 5025	Emandabeni Gravel Road Rehabilitation		Ward 2	CAPEX	R 1,808,2 31.50	MIG	R 87,469. 00					Retention
				2015MIG FK23423 2114	Emadulaleni Creche		Ward 22	CAPEX	R 725,000 .00	MIG	R 15,221. 00					Retention
					Mhlumba Creche		Ward 22	CAPEX	R 725,000 .00	MIG	R 37,000. 00					Retention
				2015MIG FK23423 2112	Kwa-Masuku Creche		Ward 9	CAPEX	R 725,000 .00	MIG	R 46,374. 00					Retention

				2015MIG FK23423 2118	Chiverly Creche		Ward 19	CAPEX	R 725,000 .00	MIG	R 15,220. 00					Retention
				2015MIG FK23423 2113	Mahlabathini Creche		Ward 22	CAPEX	R 725,000 .00	MIG	R 15,220. 00					Retention
				2015MIG FK23423 2116	Msuluzi Creche		Ward 19	CAPEX	R 725,000 .00	MIG	R 14,920. 00					Retention
				2015MIG FK23423 2110	Ngodini Creche		Ward 22	CAPEX	R 725,000 .00	MIG	R 19,470. 00					Retention
				2015MIG FK23423 2119	Milton Farm Creche		Ward 20	CAPEX	R 725,000 .00	MIG	R 9,953.0 0					Retention
				2015MIG FK23423 3699	Mabhalanini Community Hall		Ward 23	CAPEX	R 2,404,0 00.00	MIG	R 72,739. 00					Retention
				2014MIG FK23622 3592	Ephangweni Community Hall/Creche Facility		Ward 6	CAPEX	R 3,529,2 07.50	MIG	R 76,566. 00					Retention
				2014MIG FK23622 3591	Bhungane (Rosedale) Community Hall/Creche Facility		ward 6	CAPEX	R 3,529,2 07.50	MIG	R 65,572. 00					Retention
				2014MIG FK23621 8660	Madazane Community Hall/Creche Facility		Ward 13	CAPEX	R 3,529,2 07.50	MIG	R 94,361. 00					Retention
				2014MIG FK23621 8654	Mqedandaba Community Hall/Creche Facility		Ward 4	CAPEX	R 3,529,2 07.50	MIG	R 102,655 .00					Retention
				2016MIG FK23621 8657	Dube Villge Upgrading of Internal Access Gravel Roads		Ward 6	CAPEX	R 8,344,4 07.08	MIG	R 930,636 .00					Retention

				2016MIG FK23621 8658	Upgrading of Monkonjane Access Gravel Roads		Ward 11	CAPEX	R 7,115,7 86.63	MIG	R147 966.00					Retention
				2016MIG FK23624 0854	Upgrading of Mahlutsini Gravel Roads		Ward 12	CAPEX	R 4,763,5 76.75	MIG	R 80,557. 00					Retention
				2016MIG FK23624 0855	Upgrading of Thwathwa- Mvundlweni Gravel Roads		Ward 13	CAPEX	R 4,985,7 12.75	MIG	R 4,900,1 27.00					Design Stage
Awaiting MIG Approval																
				Mis id. 263353	Ezimfeneni Community Hall / Creche Facility		Ward 7	CAPEX	R 4,151,8 11.60	MIG	R3,967, 558.00					
				Mis id. 218656	Tatane Vehicle Bridge		Ward 5	CAPEX	R 4,872,4 44.13	MIG	R 400,214 .00					Registrati on Stage
				Mis id, 263340	Colita Pedestrian Bridge		Ward 10	CAPEX	R 3,500,0 00.00	MIG	R 428,237 .00					
				Mis id. 263342	Upgrading of Inshana / Moyeni Gravel Link Road		Ward 02	CAPEX	R 5,678,4 00.00	MIG	R 4,988,5 69.00					
				Mis id. 263355	Upgrading of Nsonge Gravel Road		Ward 11	CAPEX	R 3,494,4 00.00	MIG	R 494,375 .00					Registrati on Stage
				Mis id. 263356	Upgrading of Siphokuhle Access Gravel Road		Ward 16	CAPEX	R 8,988,8 00.00	MIG	R 8,034,7 24.00					Registrati on Stage
				Mis id . 263343	Upgrading of Thamela & Mthunzini Gravel Link Road		Ward 03	CAPEX	R 3,931,2 00.00	MIG	R 1,572,0 32.00					

				Mis id. 263347	Mavela (KwaDlamini) Sports Facility		Ward 12	CAPEX	R 4,500,0 00.00	MIG	R 562,000 .00					
				Mis id, 263349	Ephangweni Sports Facility		Ward 06	CAPEX	R 4,500,0 00.00	MIG	R 562,000 .00					
				Mis id, 263344	Mqedandaba Sports Facility		Ward 04	CAPEX	R 4,500,0 00.00	MIG	R 561,983 .00					
					TOTAL						R 38,506, 000.00					
					SMALL TOWN REHABILATA TION PROJECT 2017/18											
					Weenen highmaster		Ward 20& 21	CAPEX	R 3,000,0 00.00	COGTA	R 3,000,0 00.00					

NKPA: Basic Service Delivery

IDP Issues	IDP Objective	IDP Accountability	IDP Reference number	Project Number	Project Description	Project Objectives	Ward Information	Budget Type	Budget Amount	Funding Source	2017/20 18 Budget	2018/201 9 Budget	2019/20 20 Budget	2020/202 1 Budget	2021/202 2 Budget	Project Status
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Lack of employment among youth	Youth Development	GM: Community Services			Youth development programme	Trainings (EDP, BBBEEE), vouchers, funding, bursary, employment, learnerships, internship, matric rewrite	4, 13, 10, 22	OPEX	R 200,000	NYDA						
					Youth Summit, youth month	Involvement of youth at ward level to partake in their development	Bergville/w agendrift	CAPEX	R 300,000							
					celebration, youth council, youth forum		4, 10		R 250,000							
							all 23 wards		R 150,000							
					Career exhibition	Exposing youth to different career paths at early stages thereby addressing critical skills	11, 8, 20, 2	CAPEX	R 1,000,000							
					Matric prayer	Motivate matriculants within	9, 19, 12, 1		R 200,000							

	residents															
					Matric awards		ward 8		R 500,000							
					Financial support for registration		all 23 wards		R 1,000,000							
High level of unemployment	Creation of job opportunities	GM: Community Services			EPWP Integrated Grant	Creation of 400 work opportunities	all 23 wards		R 5,133,000	Public Works						

E.2.5 KPA 4: Local Economic Development & Social Issues

NKPA: Local Economic Development KPA																
IDP Issues	IDP Objective	IDP Accountability	IDP Reference number	Project Number	Project Description	Project Objectives	Ward Information	Budget Type	Budget Amount	Funding Source	2017/2018 Budget	2018/2019 Budget	2019/2020 Budget	2020/2021 Budget	2021/2022 Budget	Project Status
					Ntabamhlophe Maze Milling					uThukela District Municipality	1000 000.00					
					Ntandela Piggery Projects					uThukela District Municipality	250 000					
					Development of the following economic Sector Plan *LED Strategy *Agricultural*Tourism Development Strategy					Inkosi Langalibalele Municipality	1000 000.00					
					Inkosi Langalibalele Agricultural Tractors Support					Inkosi Langalibalele Municipality	2000 00.00					

E.2.6 KPA 5: Financial Liability & Management

FINANCIAL VIABILITY AND SOCIAL MANAGEMENT														
Key Challenge	Obj Ref	Objective	Strategies	Performance Indicator	Baseline	5 Year Target					Target & year (if outside 5 year period)	Budget (R) ('000)	Source	Responsibility (In Municipality)
						Year 113/14	Year 214/15	Year 315/16	Year 4 16/17	Year 517/18				

E.2.7 KPA 6: Good Governance & Public Participation

NKPA: Good governance and Public Participation																
IDP Issues	IDP Objective	IDP Accountability	IDP Reference number	Project Number	Project Description	Project Objectives	Ward Information	Budget Type	Budget Amount	Funding Source	2017/2018 Budget	2018/2019 Budget	2019/2020 Budget	2020/2021 Budget	2021/2022 Budget	Project Status
Lack of employment among	Youth Development	GM: Community Services			Youth development programme	Trainings (EDP, BBBEEE), vouchers, funding,	4, 13, 10, 22	OPEX	R 200,000	NYDA						

st youth					bursary, employment, learnerships, internship, matric rewrite												
					Youth Summit, youth month	Involvement of youth at ward level to partake in their development	Bergville/w agendrift	CAPEX	R 300,000								
					celebration, youth council, youth forum		4, 10		R 250,000								
							all 23 wards		R 150,000								
					Career exhibition	Exposing youth to different career paths at early stages thereby addressing critical skills	11, 8, 20, 2	CAPEX	R 1,000,000								
					Matric prayer	Motivate matriculants within the municipal area before	9, 19, 12, 1		R 200,000								

						embarking on final examinations										
Insufficient sports development	Promoting different	GM: Community Services			Interschools tournament	Promote social cohesion and build up towards Mayoral Cup	all 23 wards	OPEX	R 250,000							
	sports codes				Mayoral Cup	Promote different sports code and invite relevant scouts to recruit young talents	all 23 wards	OPEX	R 1,000,000							
					SALGA Games				R 2,000,000							
	Promote social cohesion	GM: Community Services			Indlamu, isicathamiya, festive soccer	The spirit of tolerance must be promoted.			R 250,000							
	amongst Inkosi Langalibalele residents				and netball tournament											
					Matric awards		ward 8		R 500,000							

					Financial support for registration		all 23 wards		R 1,000,000							
High level of unemployment	Creation of job opportunities	GM: Community Services			EPWP Integrated Grant	Creation of 400 work opportunities	all 23 wards		R 5,133,000	Public Works						

NKPA : ENERGY PROVISION STATUS QUO OF THE MUNICIPAL ON ENERGY >

IDP Objective	IDP Account ability	IDP Referen ce number	Project Number	Project Description	Project Objectives	Ward Information	Budge t Type	Budget Amount	Funding Source	2017/20 18 Budget	2018/ 2019 Budge t	2019 /202 0 Budg et	2020/ 2021 Budge t	2021/20 22 Budget	Project Status
Electrification Maintenance plan		ISE 1		Replace Substation 13 Building and Equipment	Building falling apart, outdated Switchgear and Equipment, no further place for expansion.	Industrial			Depart ment of Energy/ Council	5 000 000					
Backlogs/Needs/Priorisation on Energy		ISE 2		Sub 39 upgrade: Switchgear	Replace Transformer and Equipment, Main Substation for Industrial Area	Industrial			Depart ment of Energy/ Council	12 000 000					
Free Basic Services on Energy		ISE 3		Replace Circuit Breakers	For Operational purposes, self enegising Circuit Breakers need to be purchased to replace existing in Wembezi Sub,Sub1,Sub 6	All Wards			Umtshe zi Municip ality	370 000	200 000				
		ISE 4		Street Lights											
		ISE 5		Street lights Wembezi A+C, Rensburg Drift and High Mast in Rensburg Drift	Street lights improvements, changeover to load management system lighting.	All Wards				350 000	350 000				

		ISE 6		Protection Upgrade for Substation	Protection Upgrade for Circuit Breakers, conformance to regulations, Improve Security and Monitoring	All Wards				500 000	500 000				
		ISE 7		Electrification Projects - Eskom Area of Supply	Electrify Houses in Eskom area of Supply, Council to prioritize list Consults to be engaged					15 700 000	15 000 000				
		ISE 8		Sub Station 6 Upgrade CBD	1 & Phase 2					3 200 000	0,00				
		ISE 9		Scada System	Implimentation of Supervisor Control and Data Acquisition System	All Wards				2 000 000	500 000				
		ISE 10		Crane Truck Purchase 20 Ton	Crane Truck required for lifting of transformer, pole and equipment that cannot be lifted by hand, 5 ton truck required	All Wards				0,00	0,00				
		ISE 11		11 KV Upgrade	Changeover from 6600 Volts to 11 000 Volts, this will require transformer upgrades, contractors and consultants involvement	All Wards				2 500 000	1 500 000				
		ISE 12		Replacement of Cherry Picker Truck		All Wards					800 000				

E.2.8 Summary of Programmes & Projects

Basic Service Delivery

Road Infrastructure

2012-2013 FINANCIAL YEAR - R20,963,000.00				
Agent	Project Title	Project of Type	Actual Cost Per Project	Status quo
KZ 236	Mdwebu Community hall/ creche (ward 06)	Halls	2,065,682.50	Construction
	Sthebe Gravel Road (ward 03)	8 km	5815600.00	Construction
	Ngcobo Gravel Road (ward 04)	7 km	4987423.00	Construction
	Mbhaza Gravel Road (ward 11)	3 km	2362500.00	Construction
	Cwicwi Gravel road (ward 12)	4.85 km	4583195.00	Construction
	Nsonge Community Hall/crech (ward 01)	Halls	2,768,874.28	Construction
	KwaMshini Community Hall (ward 05)	Halls	2,768,874.28	Construction
	Bosch/ashayamoya Hall (ward 07)	Halls	2,768,874.28	Construction
	Moyeni Hall/ creche (ward 09)	Halls	2,768,874.28	Construction
	Mahlabathini Gravel road (ward 08)	6.45 km	5302867.50	Construction
	Total kilometers	29.3 km	R 30,889,897.62	

2014-2015 FINANCIAL YEAR - R22,787,000.00				
Agent	Project Title	Project of Type	Actual Cost Per Project	Status quo
	Ephangweni Community hall (ward 13)	Hall	3,529,207.50	Construction
	Bhungane (Rosedale) Community hall (ward 13)	Hall	3,529,207.50	Construction
	Masimini Gravel road (ward 07)	8 km	6,988,800.00	Construction
2015-2016 FINANCIAL YEAR - R23,517,000.00				

Agent	Project Title	Project of Type	Actual Cost Per Project	Status quo
	Ephangweni Community hall (ward 13)	Hall	3,529,207.50	Construction
PROJECT NAME	PROJECT STATUS	IMPLIMENTATION STATUS	RESOLUTION	
BHUNGANE (ROSEDALE) COMMUNITY HALL & CRECHE	UNDER CONSTRUCTION	UNDER CONSTRUCTION	THE CONSTRUCTOR IS STRUGGLING TO COMPLETE THE PROJECT.	
MADAZANE COMMUNITY HALL & CRECHE	UNDER CONSTRUCTION	UNDER CONSTRUCTION	THE CONSTRUCTION PERIOD WILL BE FOUR MONTHS THE START DATE WAS 26 SEPTEMBER 2016	

PROJECT NAME	HOUSING PROJECT 2006-2016
Lock sloy 1	7
Lock sloy 2	6
Mqedandaba	11
Zwelisha	6
Sobabili	5
Shayamoya	7
Ephangweni	13
Mnyangweni	8
Ngonyameni	10
Mhlungwini	3
Good home	5

PROJECT NAME	FUNDER	VALUE	STATUS
Rensbergdrift	Dept of Human Settlements	R77 868 000.00	Awaiting Tranche 1 approval
Mimosadale	Dept of Human Settlements	R77 868 000.00	Tranche 1 approved. Busy with Tranche 2 – end August 2014
Owl and Elephant	Dept of Human settlements	R41 114 000,00	Implementing agent appointed – Tranche 1 approved

Msobetsheni	Dept of Human settlements	R41 114 000,00	Implementing agent appointed – Tranche 1 approved
Cornfields	Dept of Human settlements	R165 000 000,00	IA appointed – Conditional approval approved
Paapkuilsfontein	Dept of Human settlements	No budget yet	IA appointed. Busy with Stage 1. Awaiting for acquisition of land to be sorted out by DoHS
Mshayazafe	Dept of Human settlements	No budget yet	Waiting for authority to advertise project
Wembezi A Section	Dept of Human settlements	R75m	R75m approved in October 2013 waiting for Dohs to appoint IA.
Kwanobamba 1&2	Dept of Human settlements	No budget yet	Project enrolled for rectification – waiting for NHBRC report
Nhlawe	Dept of Human settlements	No budget yet	
Brewitt Park Phase 2	Private/Dohs	FLISP	
Thembalihle	Dept of Human settlements	No budget yet	IA busy with Stage 1.



SECTION: F

FINANCIAL PLAN

F. FINANCIAL PLAN

F.1 Financial Plan Status

F.1.1. PURPOSE

- The purpose of this document is to outline the comprehensive multi-year financial plan that will ensure long-term financial sustainability for the municipality.
- Due to the current context of the municipality the information provided is generic, however one the financials of the two former municipalities have been consolidated, issues will be addressed in the final document
- A multi-year financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the municipality to move towards self-sufficiency in meeting the growing demands of service delivery.
- The focus here is to outline the role forecasting as a critical tool of local government finance and to provide guidelines to strengthen local public finances in improving the financial management. In particular, proper financial management must: adequately control the total level of revenue and expenditure, appropriately allocate public resources among functional areas and programs, and, ensure that departments operate as efficiently as possible. This Plan is prepared in terms of section 26(h) of the *Local Government Municipal Systems Act*, as amended, which stipulates that municipalities must prepare a financial plan as part of their Integrated Development Plan. The three-year Financial Plan includes an operating Budget and Capital budget, informed by the IDP priorities. It takes into account the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP. The key benefit of financial planning and budgeting is that it gives stakeholders the opportunity to stand back and review their organizational performance and the factors affecting operational requirements.

These can include:

- Greater ability to make continuous improvements and anticipate problems
- Sound financial information on which to base decisions
- Improved clarity and focus
- A greater confidence in your decision making
- In contrast with accounting records, which are retrospective, a financial planning or in simple terms budgeting is generally a projection of future revenues and expenditures. At a minimum, a financial plan is used to control financial transactions as well as a management and planning tool. Because local government provides services, forecasts are needed to plan for and control the receipt and expenditure of monies to meet these ends.

F.1.2. BACKGROUND

- A financial plan is prepared for a period of at least three years, however it is preferred that it should be for over a period of five or more years
- A multi-year financial plan is prepared to ensure financial sustainability of the municipality, paying particular attention to the municipality's infrastructure requirements.
- It is also an important component of the municipality's Integrated Development Plan.
- A prudent multi-year financial plan identifies and prioritizes expected needs based on the municipality's Five-year Integrated Development Plan and details estimated amounts of funding from various sources
- The multi-year financial plan will also ensure that the municipality has greater financial health and sustainability, making it easier to collaborate on projects with other levels of government and various public and private stakeholders. This will further enhance the ability of the municipality to have access to more financing, funding and grants.
- Municipalities require access to adequate resources and budgetary powers to fulfil their assigned functions. Municipalities need to have access to adequate sources of revenue – either own resources or intergovernmental transfers – to enable them to carry out the functions that have been assigned to them. Municipalities should be encouraged to fully exploit these sources of revenue to allow for realistic planning and should ensure efficient

allocation of these financial resources. The rural nature of the municipality and the fact that 95% of all land are under Tribal Management have a serious effect on the revenue base. Tribal land is exempted from property rates with the effect that the Councils revenue collected from property rates are very limited.

Linking the IDP and the Budget

- ❖ The general principle in constructing a municipal budget is that the developmental policy proposals that are contained in the IDP of the municipality must be costed and budgeted for. Having looked at the municipality's IDP, you may want to verify whether priority issues have also been budgeted for in alignment with the IDP documentation. This information should, at least to some extent, be found in the municipality's budget. Alignment for the capital budget to the IDP occurred mostly at a project level and not necessarily at a strategic level. Having undertaken an assessment of spending patterns against IDP Priorities, it was found that the IDP and the Budget (Operating and capital) is actually more aligned to the IDP than originally expected. But, the allocation of the budget (operating and capital), is something that need to be addressed through the development of a prioritization/allocation model against IDP priorities aligned to financial strategies.

F.1.3. FINANCIAL STRATEGY FRAMEWORK

- Inkosi Langalibalele Municipality is a developing and growing municipality striving for service delivery excellence. Therefore many challenges are faced with regards to financial planning and are ever changing due to the dynamic setting of local government
- The priority for the municipality, from the financial perspective is to ensure viability and sustainability of the municipality. The multi-year financial plan and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

F.1.3.1 Revenue Enhancement Strategy

- To seek alternative sources of funding;
- Expand income base through implementation of new valuation roll;
- The ability of the community to pay for services;
- Identification and pursuance of government grants;
- Tightening credit control measures and debt collection targets;
- Improve customer relations and promote a culture of payment;
- Realistic revenue estimates;
- The impact of inflation, the municipal cost index and other cost increases; and
- The creation of an environment which enhances growth, development and service delivery.

F.1.3.2 Asset Management Strategy

- The implementation of a GRAP compliant asset management system;
- Adequate budget provision for asset maintenance over their economic lifespan;
- Maintenance of asset according to an infrastructural asset maintenance plan;
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and/or controlled except specific exclusions are covered by insurance.

F.1.3.3 Financial Management Strategies

- To maintain an effective system of expenditure control including procedures for the approval, authorization, withdrawal and payment of funds;
- Preparation of the risk register and application of risk control;
- Implement controls, procedures, policies and by-laws to regulate fair, just and transparent transactions;
- Training and development of senior financial staff to comply with prescribed minimum competency levels;

- Implement GRAP standards as gazette by National Treasury; and
- Prepare annual financial statements timeously and review performance and achievements for past financial years.

F.1.3.4 Operational Financing Strategies

- Effective cash flow management to ensure continuous, sufficient and sustainable cash position;
- Enhance budgetary controls and financial reporting;
- Direct available financial resources towards meeting the projects as identified in the IDP; and
- To improve Supply Chain Management processes in line with regulations.

1.3.5 Capital Financing Strategies

- Ensure service delivery needs are in line with multi-year financial plan;
- Careful consideration/prioritization on utilizing available resources in line with the IDP;
- Analyse feasibility and impact on operating budget before capital projects are approved;
- Determine affordable limits for borrowing;
- Source external funding in accordance with affordability;
- Improve capital budget spending; and
- Maximizing of infrastructural development through the utilisation of all available resource.

F.1.3.6 Cost-Effective Strategy

- Invest surplus cash not immediately required at the best available rates;
- Restrict capital and operating expenditure increases in relation to the inflation rate taking into consideration the macro economic growth limit guideline and municipal cost increases.
- To remain as far as possible within the following selected key budget assumptions:
 - Provision of bad debts of at least
 - Overall cost escalation to be linked to the average inflation rate;
 - Tariff increases to be in line with inflation plus municipal growth except when regulated;
 - Maintenance of assets of at least 6% of total operating expenditure;
 - Capital cost to be in line with the acceptable norm of 18%;

F.1.3.7 Measurable Performance Objectives for Revenue

- To maintain the debtors to revenue ratio below 10%;
- To maintain a debtors payment rate of above 90%;
- To ensure that the debtors return remain under 60 days; and
- To keep the capital cost on the Operating Budget less than 18%.

F.1.4 Financial Management Policies

- The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality. The following are key budget related policies:

F.1.4.1 Tariff Policy – the policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal System Act, Act 32 of 2000; **Status: Adopted**

F.1.4.2 Rates Policy – a policy required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determination of rates; this has been implemented with the Municipal Property Rates Act with effect from 1 July 2009. Policy has to be reviewed annually when the draft budget is submitted. **Status: Adopted**

F.1.4.3 Indigent Support Policy – The criterion for benefits under this scheme is part of the credit control policy. An indigent is kept up to date in a form of a monthly register and a separate indigent policy has been developed in line with this. The survey forms to qualify for the indigent support must be completed annually. The Municipality may annually as part of its budgetary process, determine the municipal services and levels thereof which will be subsidized in respect of indigent customers in accordance with the national policy but subject to principles of sustainability and affordability. An indigent customer shall automatically be deregistered if an audit or verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualifications. The indigent customer may at any time request deregistration. **Status: Adopted**

F.1.4.4 Budget Policy – The annual budget is the central financial planning document that entails all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The accounting officer confirms the municipal's priorities in the formulation of the draft and the final budget document proposal. A budget, as per S71 of the MFMA, is subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goals. The budget is also subject to a mid-term review which might result in a revised budget, thereby resulting in the adjustments budget, which is in terms of S28 of the MFMA. Unfinished capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding, which will require the rolling over of those funds together with the project this policy set out the principles which must be followed in preparing a Medium-Term Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies. **Status: Adopted**

F.1.4.5 Asset Management Policy – the objective of the policy is to prescribe the accounting and administrative procedures relating to property, plant and equipment; **Status: Adopted**

F.1.4.6 Accounting Policy – the policy prescribes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognized Accounting Practices and Accounting Standards; **Status: Adopted**

F.1.4.7 Supply Chain Management Policy – this policy is developed in terms of Section 11 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this policy is to give Effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services **Status: Adopted**

F.1.4.8 Subsistence and Travel Policy – this policy regulates the reimbursement of travelling and subsistence cost to officials and councillors attending official business **Status: Adopted**

F.1.4.9 Credit Control and Debt Collection Policy – this policy provides for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied. **Status: Adopted**

F.1.4.10 Investment Policy – this policy was compiled in accordance with the Municipal Investment Regulation R308 and ensures that cash resources are managed in the most efficient and effective manner possible **Status: Adopted**

F.1.4.11 Short-term Insurance Policy – the objective of the policy is to ensure the safeguarding of Council's assets **Status: Adopted**

F.1.4.12. Principles and Policy on Borrowings- The purpose of this policy is to ensure that borrowing forms part of the financial management procedures of the Municipality and to ensure that prudent borrowing procedures are applied consistently. **Status: Adopted**

F.1.5. REVENUE FRAMEWORK

- In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability of every municipality.
- The reality is that we are faced with developmental backlogs and poverty, challenging our revenue generation capacity. The requests always exceed the available funds. This becomes more obvious when compiling the municipality's annual budget

- Municipalities must table a balanced and more credible budget, based on realistic estimation of revenue that is consistent with their budgetary resources and collection experience
- The revenue strategy is a function of key components such as:
 - Growth in town and economic development;
 - Revenue enhancement;
 - Achievement of above 90% annualized collection rate for consumer revenue;
 - National Treasury guidelines;
 - Approval of full cost recovery of specific department;
 - Determining tariff escalation rate by establishing/calculating revenue requirement; and
 - Ensuring ability to extent new services and recovering of costs thereof
- The South African economy is slowly recovering from the economic downturn and it will still take some time for municipal revenues to increase through local economic growth.
- Consequently cash flows are expected to remain under pressure for the 2015/16 financial year and a conservative approach is followed to project expected revenues and cash receipts.

F.1.6. GRANT FUNDING

- The Division of Revenue Act contains allocations from National and Provincial, which allocations are recognized as government grants and factored as follows over the medium term:
- Government grants forecasted for the 2015/16 financial year reflect an increase of 26% from the 2014/15 financial year.
- The Equitable share allocation to the local sphere of government is an important supplement to existing municipal revenue and takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities
- It is an unconditional grant and allocations are contained in the Division of Revenue Act (DORA)
- The structure and components of the formula are summarized as follows:

Grant = BS + D + I + R+ (-) C where:

BS = Basic Service Component

D = Development component

I = Institutional Support Component

R = Revenue-raising Capacity Correction

C = Correction and stabilization factor

- A municipality is prioritizing its budget towards poor households and national priorities such as free basic services and the expanded public works programmes
- Operating grants for 2015/2016 comprises 80% of the total government grants forecasted and capital grants 20% of the total government grants.
- Government grants contribute 65 % of the total revenue of the municipality.

F.1.7 TARIFF SETTING

Inkosi Langalibalelele Municipality derives its revenue from the provision of services such refuse removal. A considerable portion of the revenue is also derived from property rates and grants by national governments as well as other minor charges such as traffic fines.

As in the past, increase cost primarily driven by the Consumer Price Index (CPIX), dictates an increase in the tariffs charged to the consumers and the ratepayers. It therefore follows that all the tariffs will have to be increased by a percentage in line with the forecasted CPIX estimated at 5.8% in 2016 financial year and 5.5% and 5.3% for the 2017 and 2018 financial years respectively.

It is realised that the ability of the community to pay for services rendered is also under tremendous pressure and that the economic outlook for the near future require everybody to make sacrifices.

The additional revenue that will be generated through tariff increased has to ensure continued service delivery.

The latest figures released by Stats SA indicate contractions in several spheres of the economy and this confirms that the disposable income of households remain under a lot of strain.

By drastically increasing tariffs on essential commodities, more strain will be added for the already cash stripped resident households.

Increases beyond the CPIX included in the medium term will only add to bad debt which is already high and a decline in the cash flow.

It must be kept in mind that household cash flow will definitely be strained by tariff increase of ESKOM

The implementation of the Credit Control and Debt Collection Policy, particularly with regards to the appointment of the Debt Collection Agency will aid in ensuring that the municipality meet the collection rate of 90% and above. It is however envisaged that with the pressure on tariff increases to fund the medium term budget, the payment rate will become under pressure and special attention will have to be paid on managing all revenue and cash streams especially debtors.

The Equitable Share allocation is mainly used to provide free basic services to approximately 337 indigents. Indigent support provided is as follows:

F.1.8. EXPENDITURE FRAMEWORK

Some of the salient features and best practice methodologies relating to expenditure include the following:

- Asset renewal strategy (infrastructure repairs and maintenance a priority) Balanced budget constraint (expenditure cannot exceed revenue)
- Capital programme aligned to asset renewal strategy
- Operational gains and efficiencies resulting in additional funding capacity on the capital programme as well as direction of funding to other critical areas, and
- Strict principle of no project plan (business plan) no budget allocation (funding allocation)

1.8.1 In terms of the projections for the 2015/16 financial year, indicative salary increase is 5.8% per annum

1.8.2 The total employee related costs is 30% of operating expenditure.

1.8.3 The cost associated with the remuneration of councillors is determined and informed directly by way of the Remuneration of Public Office Bearers Act 1998 (Act No. 20 of 1998)

1.8.4 Aligned to the best practice methodology of preserving and maintaining current infrastructure, the expenditure framework has essentially catered for infrastructure maintenance

1.8.5 Repairs and maintenance budget in future years should be given a priority but the challenge is maintenance plan that is not available

1.8.6 Expenditure Framework in Major sources

F.1.9 CAPITAL REQUIREMENTS & FUNDING

1.9.1 The above figures are based on the projects identified through the IDP process project phase and reflect estimated amounts based on the availability of funding. It is clear that other projects do not have funding hence only funded projects are listed in the above

1.9.2 It is imperative that capital budgets are prioritized to reflect consistent efforts to address backlogs in basic services and the refurbishment and expanding of existing infrastructure.

1.9.3 It is important to realize that these figures are only indicative of the different services and may vary as priorities change.

1.9.4 From the above it is clear that for the next three years many challenges lie ahead to appropriate capital expenditure towards available sources of funding and to obtain alternative funding sources to address the needs as identified in the IDP.

1.9.5 In terms of infrastructure development and to reach the government service delivery targets, 85% of the capital programmes has been allocated for this purpose.

1.9.6 The projected sources of funding over the medium term have been carefully considered

F.1.11. CONCLUSION

- 1.11.1 The continued improvement and development of an effective financial planning process aids the actualization of fulfilling its facilitating role to capacitate the community to build a prosperous future for all.
- 1.11.2 The Financial planning imperatives contribute to ensuring that the Municipality remains financially viable and that municipal services are provided economically to all communities.
- 1.11.3 The Multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation.
- 1.11.4 The strategy towards cash backing will certainly ensure the sustainability of the Municipality over the medium-to long-term.
- 1.11.5 The Inkosi Langalibalele Local Municipality is currently fully reliant on grant funding to address the huge backlog in infrastructure. It is not possible at this point in time to take up further loans due to the high level of outstanding debtors. This then also impacts on the Council's ability to address revenue allocation for previously un-serviced areas from internal revenue.

Expenditure Management Plan & F.4 MTEF (Medium Term Expenditure)

Table: 51

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018													
Indicator number	Strategic Objective	Key Performance Indicator	Unit Measure	Annual Target	Annual Budget	Vote Number	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Blockage	Corrective Measure	Portfolio of Evidence
							Target	Target	Target	Target			
KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT													
MM01/2018	To improve institutional and organisational capacity	Council Adopted IDP by the 30 June 2018	Date	Credible IDP adopted by Council by 20 June 2018	N/A	N/A	Adoption of the IDP Budget Process Plan	Development of the Situational Analysis and Desktop Analysis	Strategic Planning and adoption of the first Draft by Council	Final draft adopted by Council and submitted to the MEC within 10 days	N/A	N/A	Council Resolution adopting IDP
CSS01/2018	To implement an effective Human Resources Management and Development through Work Skills Plan	Facilitation and conduction of training and capacity building programmes	Number	50 officials and 46 councillors to undergo training and capacity building programmes by 30 June 2018	N/A	N/A	12 Officials 46 Councillors	12 Officials 46 Councillors	13 Officials 46 Councillors	13 Officials 46 Councillors	N/A	N/A	Training Programmes and attendance registers

CSS02/2018	To improve institutional and organisation capacity	Number of people from employment equity target groups employed in the three highest levels of management in compliance with the approved employment equity plan	Number	3 employees from employment equity target groups to be employed in the 3 highest levels of Management (Section 54, 56) in compliance with the approved employment equity plan throughout the	N/A	N/A	N/A	N/A	N/A	2 Employees Appointed by 30 June 2018	N/A	N/A	Appointment Letters
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				2017/2018 financial year										
CSS03/2018	To improve returns on investments in human capital and employee loyalty index rating	Percentage of municipality's budget actually spent on implementing its workplace skills plan (LGSETA)	Percentage	100% of municipality's budget actually spent on implementing its workplace skills plan (LGSETA) by 30 June 2018			25%	50%	75%	100%	N/A	N/A	Munsoft Printouts	N/A
CSS04/2018	To review and implement an effective organogram	Date of Adopted reviewed organogram	Date	Adopted and Reviewed Organogram by Council by 30 June 2018	N/A	N/A	N/A	N/A	N/A	To Adopt and Review Organogram by 30 June 2018	N/A	N/A	Reviewed Organogram, Council resolution	N/A
MM02/2018	To run a functional Organisational Performance Management System (OPMS)	Signing of Performance Agreements by Section 54/56 Managers by 31 July 2017	Date	Signing of Performance Agreements by Section 54/56 Managers by 31 July 2017	N/A	N/A	Signing of Performance Agreements by Section 54/56 Managers by 31 July 2017	N/A	N/A	N/A	N/A	N/A	Signed Performance Agreements, Council Resolution	N/A
MM03/2018	To ensure the progress made with the functionality of the Risk Management	Number of Risk Committee meetings convened by the end of 30 June 2018	Number	4 Risk Committee meetings	N/A	N/A	1 st Risk Committee meeting	2 nd Risk Committee meeting	3 rd Risk Committee meeting	4 th Risk Committee meeting	N/A	N/A	Minutes of the meeting, Signed Attendance Register	N/A
MM04/2018		Quarterly updates Risk Registers submitted to Office of the Municipal Manager	Number	4 Updated Risk Report by 30 June 2017	N/A	N/A	1 st Updated Risk Report by 30 Sep 2017	2 nd Updated Risk Report by 31 Dec 2017	3 rd Updated Risk Report by 31 Mar 2018	4 th Updated Risk Report by 30 Jun 2018	N/A	N/A	Updated Risk Register	N/A

KPA 2: BASIC SERVICE DELIVERY

				2017/2018 financial year										
CSS03/2018	To improve returns on investments in human capital and employee loyalty index rating	Percentage of municipality's budget actually spent on implementing its workplace skills plan (LGSETA)	Percentage	100% of municipality's budget actually spent on implementing its workplace skills plan (LGSETA) by 30 June 2018			25%	50%	75%	100%	N/A	N/A	Munsoft Printouts	N/A
CSS04/2018	To review and implement an effective organogram	Date of Adopted reviewed organogram	Date	Adopted and Reviewed Organogram by Council by 30 June 2018	N/A	N/A	N/A	N/A	N/A	To Adopt and Review Organogram by 30 June 2018	N/A	N/A	Reviewed Organogram, Council resolution	N/A
MM02/2018	To run a functional Organisational Performance Management System (OPMS)	Signing of Performance Agreements by Section 54/56 Managers by 31 July 2017	Date	Signing of Performance Agreements by Section 54/56 Managers by 31 July 2017	N/A	N/A	Signing of Performance Agreements by Section 54/56 Managers by 31 July 2017	N/A	N/A	N/A	N/A	N/A	Signed Performance Agreements, Council Resolution	N/A
MM03/2018	To ensure the progress made with the functionality of the Risk	Number of Risk Committee meetings convened by the end of 30 June 2018	Number	4 Risk Committee meetings	N/A	N/A	1 st Risk Committee meeting	2 nd Risk Committee meeting	3 rd Risk Committee meeting	4 th Risk Committee meeting	N/A	N/A	Minutes of the meeting, Signed Attendance Register	N/A

MM04/2018	Managem ent	Quarterly updates Risk Registers submitted to Office of the Municipal Manager	Number	4 Updated Risk Report by 30 June 2017	N/A	N/A	1st Updated Risk Report by 30 Sep 2017	2nd Updated Risk Report by 31 Dec 2017	3rd Updated Risk Report by 31 Mar 2018	4th Updated Risk Report by 30 Jun 2018	N/A	N/A	Updated Risk Register	N/A
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KPA 2: BASIC SERVICE DELIVERY

PW01/2018	Provision of Access to Pedestrian and Vehicle Bridge	Construction of Newlands Lochsloy Pedestrian Bridge	Number	Complete 1 Pedestrian Bridge	R 2 255 408,50	MIG	N/A	N/A	Tender advert	Construction	N/A	N/A	Appointment Letters	Ward 15
PW02/2018		Construction of Dikwe (Slimangamehlo) Pedestrian Bridge	Number	Complete 1 Pedestrian Bridge	R 2 255 408,50	MIG	Final design	Contract awarded	Construction	Practical completion	N/A	N/A	Completion Certificate	Ward 01
PW03/2018		Construction of Tatane Vehicle Bridge	Number	Complete 1 vehicle Bridge	R 4 872 444,13	MIG	Tender Advert	Contractor Awarded	Construction	Construction	N/A	N/A	Appointment Letters	Ward 05
PW04/2018	Provide public facilities in line with recommended standards	Construction of Heavyland Creche	Number	Complete 1 Ephangweni Community Hall	R 1 323 697,87	MIG	Contract awarded	Construction	Practical Completion	N/A	N/A	Completion Certificate	Ward 18	
PW05/2018		Construction Thembalilhe Creche	Number	Completion of 1 Bhungane/ Rosedale Community Hall	R 1 323 697, 87	MIG	Contract awarded	Construction	Practical Completion	N/A	N/A	Completion Certificate	Ward 19	
PW06/2018		Construction of Msobotsheni Community Hall/Creche	Number	Completion of 1 Madazane Community Hall/Creche	R 4 151 811,60	MIG	Contract awarded	Construction	Construction	Practical Completion	N/A	N/A	Completion Certificate	Ward 20
PW07/2018	Upgrading of Nsonge Gravel Roads	Upgrading of Nsonge Gravel Roads	Kms	4 Kms Nsonge Gravel Road Upgraded	R 3 494 400,00	MIG	N/A	N/A	Tender advert	Construction	N/A	N/A	Appointment Letters	Ward 11
PW08/2018		Upgrading of Siphokuhle Access Gravel Road	Kms	8 Kms Siphokuhle Access Gravel Road Upgraded	R 8 988 800,00	MIG	N/A	N/A	Tender advert	Construction	N/A	N/A	Appointment Letters	Ward 16

PW09/2018	To improve improved access	Thwathwa Mvundlweni Gravel Road	Kms	4Kms	R 4 985 712,75	MIG	Construct ion	Practical Completion	N/A	N/A	N/A	N/A	Completion Certificate	Ward 13
PW10/2018	Roads	Mshayazafe Black Top Road	Kms	820m	R 1 900 000,00	MIG	Construct ion	Construction	Practical Completion	N/A	N/A	N/A	Completion Certificate	Ward 23
PW11/2018		Wembezi C Black Top Road	Kms	1Km	R 2 000 000,00	MIG	Construct ion	Construction	Practical Completion	N/A	N/A	N/A	Completion Certificate	Ward 8
PW12/2018		Salvation Army Road Black Top	Kms	1Km	R 2 000 000,00	MIG	Construct ion	Construction	Practical Completion	N/A	N/A	N/A	Completion Certificate	Ward 9
PW13/2018		Jennings Road Black Top	Kms	1Km	R 2 000 000,00	MIG	Construct ion	Construction	Practical Completion	N/A	N/A	N/A	Completion Certificate	Ward 10
PW14/2018		Weenen Market Stalls	Number	1 Weenen Market Stalls	R 1 070 000,00	MIG	Construct ion	Practical completion	N/A	N/A	N/A	N/A	Completion Certificate	
PW15/2018		Plan for long term development and maintenance Infrastructure	Number of Kms maintained (MIG Roads)	Km's	Maintain 180km's of MIG Roads		MIG	45kms	45kms	45kms	45kms	N/A	N/A	Reports from Supervisor
DP01/2018	Transform rural & urban settlement into integrated & sustainable human settlement	Number of Units completed	Number	Units to be completed by 30 June 2018							N/A	N/A	Happy letters signed by Beneficiary	N/A

PW16/2018	Facilitate provision of electricity supply to households by Eskom outside town	Review households without electricity in terms of new housing schemes by the end of 30 June	Date	Review households without electricity in terms of new housing schemes by	N/A	N/A	N/A	N/A	N/A	Review households without electricity in terms of new housing schemes by	N/A	N/A	Household Report	All wards
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	planning schemes	2017		the end of 30 June 2017						the end of 30 June 2017				
PW17/2018	To provide access to free basic Services	Number of households with access to basic electricity in the Municipal supplied urban area by 30 June 2017	Number	5462 of households with access to basic electricity in the Municipal supplied urban area	N/A	N/A	5462 of household ds with access to basic electricity in the Municipal supplied urban area	5462 of household s with access to basic electricity in the Municipal supplied urban area	5462 of households with access to basic electricity in the Municipal supplied urban area	5462 of households with access to basic electricity in the Municipal supplied urban area	N/A	N/A	Munsoft Printouts	N/A
PW18/2018		Number of households with access to basic electricity in the Eskom area by 30 June 2017	Number	3511of households with access to basic electricity in the Eskom area	N/A	N/A	3511 of household ds with access to basic electricity in the Eskom area	3511 of household s with access to basic electricity in the Eskom area	3511 of households with access to basic electricity in the Eskom area	3511 of households with access to basic electricity in the Eskom area	N/A	N/A	Information from Eskom	N/A

KPA 3: LOCAL ECONOMIC DEVELOPMENT

DP02/2018		30 June 2018 Facilitation of Job Creation opportunities through the LED	Number	Number of jobs opportunities created through the LED			ops	ops		Number of jobs opportunities created through the LED	N/A	N/A	Employment Contracts	All Wards
DP04/2018	To promote tourism development To ensure the implementation of Local Economic Development Partnerships	Hosting of initiatives by 30 June 2018 Awareness Campaign by 31 Sep 2017	Number	Hosting of Tourism Awareness initiatives by 30 June 2018	R 350 000,00		Hosting of Tourism Awareness Campaign by 31 Sep 2017	N/A	N/A	initiatives by 30 June 2018 N/A	N/A	N/A	Minutes of the meeting, Signed	N/A
DP03/2018		Municipal support provided to SMMEs and Coops through LED initiatives	Number	Campaign support provided to SMMEs and Coops through LED initiatives	R 100 000,00		Municipal support provided to SMMEs and Coops through LED initiatives	Municipal support provided to SMMEs and Coops through LED initiatives	Municipal support provided to SMMEs and Coops through LED initiatives	Municipal support provided to SMMEs and Coops through LED initiatives	N/A	N/A	Attendance Register	N/A
DP05/2018		4 Local Tourism Forums to be held by 30 June 2018	Number	4 Local Tourism ops Forum to be held by 31 June 2018			1st Local Tourism Forum by 30 Sep 2017	2nd Local Tourism Forum 31 Dec 2017	3rd Local Tourism Forum 31 March 2018	4th Local Tourism Forum 31 June 2018	N/A	N/A	Project Close out report	All Wards
DP06/2018	Strengthening of agricultural businesses	Poverty Alleviation Projects and agricultural projects by 31 June 2017	Date	Poverty Alleviation Projects and agricultural projects by 31 June 2018	R 500 000,00		land identification on, preparation n and appointment of service provider	pre-emergency spray, planting and post emergency spray	monitoring	project close out	N/A	N/A	Project Close out report	All Wards
DP07/2018		Facilitation of Community gardens	Date	To Plough 150 hectares of land by 31 June 2018	R 1 000 000,00		Identification of community gardens and distribution of seeds and monitoring	purchasing and distribution of seeds	monitoring	N/A	N/A	N/A	Distribution List of beneficiaries	All Wards
DP08/2018	Poverty Alleviation	Number of Poverty alleviation projects assisted in Communities	Number	23 Projects assisted in all Municipal Wards			23 Projects assisted in all Municipal Wards	23 Projects assisted in all Municipal Wards	23 Projects assisted in all Municipal Wards	23 Projects assisted in all Municipal Wards	N/A	N/A	Application approval Signed Attendance Register	N/A

CSS05/2018	Good	Coordination of	Number	4 EXCO	N/A	N/A	1 EXCO	1 EXCO	1 EXCO	1 EXCO			Agendas,	N/A

KPA 4: GOOD GOVERNANCE

CSS05/2018	Good	Coordination of	Number	4 EXCO meetings convened by 30 June 2018	N/A		N/A	1 EXCO meetings by 30 Dec 2017	1 EXCO meetings by 30 Mar 2017	1 EXCO meetings by 30 Jun 2017	1 EXCO		Agendas,	N/A
	Governance &Public Participation	EXCO Meetings by the end of June 2018					meetings by 30 Sep 2017	meetings by 30 Dec 2017	meetings by 30 Mar 2017	meetings by 30 Jun 2017	N/A	N/A	Minutes and Attendance Registers	Governance &Public Participation
CSS06/2018		Coordination of Council Meetings by the end of June 2018	Number	12 Council meetings convened by 30 June 2018	N/A	N/A	3 Council meetings convened by 30 Sep 2017	3 Council meetings convened by 30 Dec 2017	3 Council meetings convened by 30 Mar 2017	3 Council meetings convened by 30 Jun 2017	N/A	N/A	Agendas, Minutes and Attendance Registers	N/A
CS01/2018		Number of Functional Ward Committees	Number	23 Functional Ward Committees	R 1 500 000,00		23 Functional Ward Committees	23 Functional Ward Committees	23 Functional Ward Committees	23 Functional Ward Committees	N/A	N/A	Minutes and Attendance Register	N/A
CS02/2018	To promote Operation Sukuma Sakhe	Number of Activities Conducted	Number	23 OSS Activities conducted			6 Activities conducted	6 Activities conducted	6 Activities conducted	5Activities conducted	N/A	N/A	Photos, Program of the Day & Attendance register	N/A
CS03/2018		Number of LTT conducted	Number	23 LTT Meetings held	R 2 300 000,00		6 meetings conducted	6 meetings conducted	6 meetings conducted	5 meetings conducted	N/A	N/A	Minutes of the meeting, Signed Attendance Register	N/A
CS04/2018	To promote Sports Development	Hosting Salga games Selection Cup by 31 Dec 2017	Date	Hosting Salga Selection Cup by 31 Dec 2017	R 1 000 000,00			Hosting Municipal Tournament by 31 Nov 2017	N/A	N/A	N/A	N/A	Photos, Program of the Day	N/A

CS05/2018		To participate in Salga Games by 31 Dec 2017	Date	Promoting all sports codes by participating in Salga Games by 31 Dec 2017	R 1 300 000,00		N/A	Promoting all sports codes by participating in Salga Games 31 Dec 2017	N/A	N/A	N/A	N/A	Photos, Program of the Day	N/A
CS06/2018	Facilitation of Youth Development	Number of Youth Development Programs by 31 June 2018	Number	1 Youth Development programmes conducted by 31 June 2018	R 1 000 000,00		N/A	N/A	N/A	1 Youth Development programmes conducted 31 June 2018	N/A	N/A	Signed Attendance Register, List of beneficiaries	N/A
CS07/2018		Number of Youth beneficiaries in Driver's License Programme	Number	46 Youth beneficiaries in Driver's License	R 350 000,00		N/A	N/A	N/A	46 Youth Driver's License Programme	N/A	N/A		

				Programme										
CS08/2018	To promote Social Cohesion	Hosting of 16 days of activism 31 Dec 2017	Date	Hosting of 16 days of Activism by 31Dec 2017	R 200 000,00		N/A	Hosting of 16 days of Activism by 31 Dec 2017	N/A	N/A	N/A	N/A	Signed Attendance register, Program of the Day	N/A
CS09/2018	Senior citizen health and well being	Number of Functional Luncheon Clubs	Number	23 Functional Luncheon Clubs supported	R 50 000,00		23 Functional Luncheon Clubs supported	23 Functional Luncheon Clubs supported	23 Functional Luncheon Clubs supported	23 Functional Luncheon Clubs supported	N/A	N/A	NPO Certificate & List of all luncheon Clubs	All Wards
CS10/2018		Golden Games	Date	Participation in District Golden Games	R 50 000,00		Recruitment and selection of players	Participation n in District Golden Games	N/A	N/A	N/A	N/A	Photos, Program of the Day	All Wards
CS11/2018	To facilitate Disability Programs	Hosting of the Disability Day by 31 Dec 2017	Date	Hosting of Disability Day by 31 Dec 2017	R 500 000,00		N/A	Hosting of Disability Day	N/A	N/A	N/A	N/A	Attendance Register, Program of the Day	N/A
CS12/2018	To facilitate HIV/AIDS Programmes	Commemoration of World AIDS Day	Date	World Aids Day commemorate on	R 200 000,00		N/A	World Aids Day commemoration	N/A	N/A	N/A	N/A	Photos, Program of the Day	N/A
CS13/2018		Number of Local AIDS Council Meetings and Trainings	Number	4 LAC meetings and trainings conducted			1 st LAC meeting conducted	2 nd LAC meeting conducted	3 rd LAC meeting conducted	4 th LAC meeting conducted	N/A	N/A	Minutes of the meeting, Signed Attendance Register	N/A
CS14/2018	Crime Prevention	Number of Campaigns conducted	Number	One crime awareness campaign	R 100 000,00		N/A	One crime awareness campaign	N/A	N/A	N/A	N/A	Photos, Program of the Day	N/A
CS15/2018	To ensure the provision of Library Services	Conducting of Library outreach programmes	Number	Conducting of Library outreach programmes	R 400 000,00		N/A	N/A	N/A	Conducting of Library outreach programmes	N/A	N/A	Photos, Program of the Day	N/A
CS16/2018		Amakhosi Programmes and Umgubho WamaHlubi	Date	Amakhosi Programmes and Umgubho WamaHlubi	R 1 200 000,00		N/A	Amakhosi Programmes and Umgubho WamaHlubi	N/A	N/A	N/A	N/A	Photos, Program of the Day	N/A

CS17/2018		Conducting Heritage Programmes	Date	Conducting Heritage Programmes	R 100 000,00		N/A	Conducting Heritage Programmes	N/A	N/A	N/A	N/A	Photos, Program of the Day	N/A
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	Facilitating Special Programme														
CS18/2018		Conducting Art and Culture programme (Isicathamiya and Indlamu)	Date	Conducting Art and Culture programme (Isicathamiya and Indlamu)	R 500 000,00		N/A	Conducting Art and Culture programme (Isicathamiya and Indlamu)	Conducting Art and Culture programme (Isicathamiya and Indlamu)	N/A	N/A	N/A	Photos, Program of the Day	N/A	
CS19/2018		Participate in Umkhosi Womhlanga	Date	Participate in Umkhosi Womhlanga	R 200 000,00		Participate in Umkhosi Womhlanga	N/A	N/A	N/A	N/A	N/A	Photos, Program of the Day	N/A	
CS20/2018		Conducting Career Exhibition programme	Date	Conducting Career Exhibition programme	R 200 000,00		N/A	N/A	Conducting Career Exhibition programme	N/A	N/A	N/A	Photos, Program of the Day	N/A	
CS20/2018		Facilitate CWP & EPWP Project	Date	Facilitate CWP & EPWP Project	R 4 219 500,00	GRANT	Facilitate CWP & EPWP Project	N/A	N/A	N/A	N/A	N/A	Contracts	N/A	
CS21/2018		Facilitate Keep Inkosi Langalibalele Clean Project	Date	Facilitate Keep Inkosi Langalibalele Clean Project	R 600 000,00		Keep Inkosi Langalibalele Clean Project	N/A	N/A	N/A	N/A	N/A	Contracts	N/A	
CS22/2018		Conducting Back to school campaign	Date	Conducting Back to school campaign	R 200 000,00		N/A	N/A	Conducting Back to school campaign	N/A	N/A	N/A	Photos, Program of the Day	N/A	
CS23/2018		Conducting Women Development Programme	Date	Conducting Women Development Programme	R 500 000,00		Conducting Women Development Programme	N/A	N/A	N/A	N/A	N/A	Photos, Program of the Day	N/A	
CS24/2018		Support Women Community Gardens	Yes/No	Support Women Community Gardens	R 200 000,00		Support Women Community Gardens	Support Women Community Gardens	Support Women Community Gardens	Support Women Community Gardens	Support Women Community Gardens	N/A	N/A	Photos	N/A
CS25/2018		Conducting Men's Programme	Date	Conducting Men's Programme	R 200 000,00		Conducting Men's Programme	N/A	N/A	N/A	N/A	N/A	Photos, Program of the Day	N/A	

CS26/2018	To ensure	Conducting of	Number	12 road	N/A	N/A	3	3	3	3			Supervisors	N/A
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	that Law Enforcement is conducted	road blocks		blocks to be conducted							N/A	N/A	Report and Statistics		
CS27/2018	To promote compliance with Road Traffic Act	Processing of all vehicles' applications received	Percentage	100% processing of all vehicles' applications received by 30 June 2017	N/A	N/A	100%	100%	100%	100%	100% processing of all vehicles' applications received by 30 June 2018	N/A	N/A	Supervisors Report and Statistics	N/A
CS28/2018	To conduct testing and issuing of Learner Licences and Driving Licences	Issuing of learners' licences and Driving Licences to all successful applicants tested	Percentage	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 June 2018	N/A	N/A	100%	100%	100%	100%	100% issuing of learners' licences and driving licences to all successful applicants tested by 30 June 2018	N/A	N/A	Supervisors Report and Statistics	

KPA 5: CROSS CUTTING AND INTERVANTION

CS29/2018	To improve response to Disasters	100% attendance to disaster incidents reported	Percentage	100% attendance to disaster incidents reported	R 2 300 000,00		100% attendance to disaster incidents reported	100% attendance to disaster incidents reported	100% attendance to disaster incidents reported	100% attendance to disaster incidents reported	N/A	N/A	Assessment t Report & Disaster incidents reports	All Wards
DP08/2018		Implementation of Wall to Wall scheme	Date	The scheme should be finished by the end of 31 June 2017.			N/A	N/A	N/A	The scheme should be finished by the end of 31 June 2017.	N/A	N/A	Finalized Scheme	N/A
DP09/2018		Review of the Weenen Town Planning		Scheme and Town Planning be						Scheme and Town Planning be			Reviewed	N/A

	Improving Land Use Management	Scheme and rural policy and also Reviewal of Estcourt outdated scheme	Date	reviewed by the 31 June 2017			N/A	N/A	N/A	reviewed by the 31 June 2017	N/A	N/A	Scheme	
DP10/2018		Environmental Assessment for the proposed Extension of Cove Crescent Housing Development	Date	Environmental Assessment for the proposed Extension of Cove Crescent Housing Development			N/A	N/A	N/A	Environmental Assessment for the proposed Extension of Cove Crescent Housing Development	N/A	N/A	Environmental Assessments	N/A
KPA 6: FINANCIAL VIABILITY AND MANAGEMENT														
BT01/2018	Revenue Management enhancement and capacity	Ratio: Total operating revenue received minus operating grants divided by debt service payments (i.e. Interests plus redemption)	Ratio	1:3	N/A	N/A	1:3	1:3	1:3	1:3	N/A	N/A	Ratio	N/A
BT02/2018		Ratio: Available cash plus investments divided by monthly fixed operating expenditure	Ratio	1:2	N/A	N/A	1:2	1:2	1:2	1:2	N/A	N/A	Ratio	N/A

BT03/2018	Ratio: Outstanding service debtors divided by annual revenue actually received for services	Ratio	1:1	N/A	N/A	1:1	1:1	1:1	1:1	N/A	N/A	Ratio	N/A
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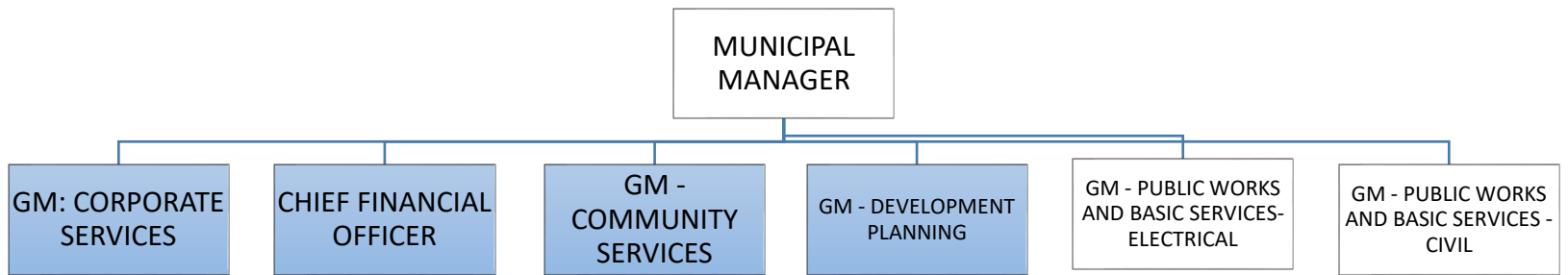
BT04/2018	Effectively and efficient use of Supply Chain Management, Procurement and Procedure	Number of Acquisition /Procurement Report compiled	Number	4 Acquisition /Procurement Report compiled	N/A	N/A	1st Acquisition /Procurement Report compiled	2nd Acquisition /Procurement Report compiled	3rd Acquisition /Procurement Report compiled	4th Acquisition /Procurement Report compiled	N/A	N/A	Acquisition/Procurement Reports	N/A
BT05/2018	To ensure an effective Asset and Inventory Management	Compilation and submission of a credible combined Asset Register by 30 June 2018	Date	1 Credible combined Asset Register to be compiled by 30 June 2018	N/A	N/A	N/A	N/A	N/A	1 Credible combined Asset Register to be compiled by 30 June 2018	N/A	N/A	Invoices, Action list, Impairment report, verification documents and asset register	N/A
BT06/2018	Improve management of Finances	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2018	Percentage	100% the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2018	N/A	N/A	25%	50%	75%	100%	N/A	N/A	Munsoft Printouts	N/A
BT07/2018	To ensure Improved access to Basic	The percentage of households earning less than R2840 per month with access to free basic services	Percentage	100% of households earning less than R2840 per month with access to free basic services	N/A	N/A	100%	100%	100%	100%	N/A	N/A	Munsoft Printouts, indigent register	N/A

G. ANNUAL OPERATION PLAN (SDBIP)

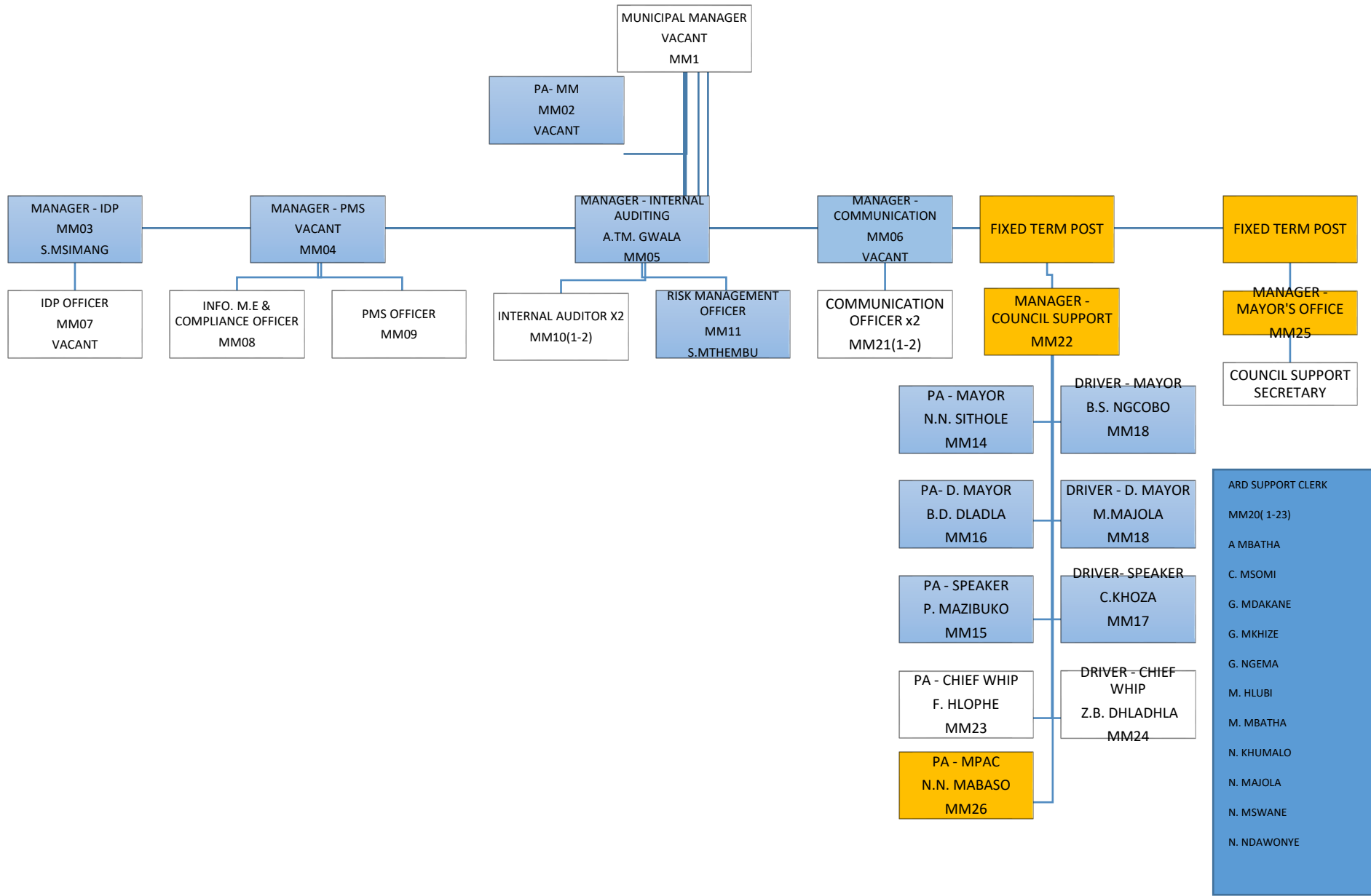
H.

**ORGANISATIONAL & INDIVIDUAL
PERFORMANCE MANAGEMENT SYSTEM**

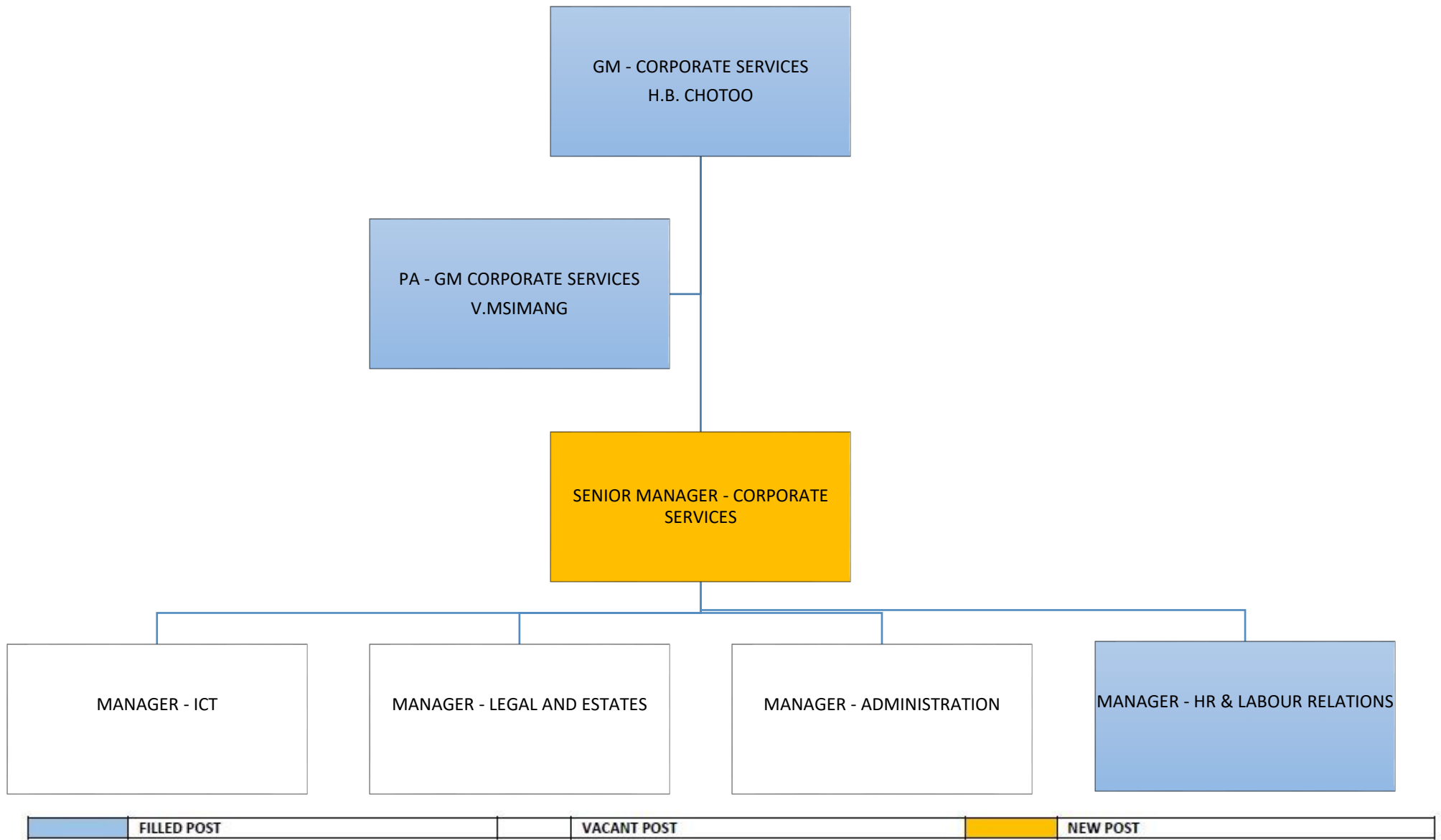
H.1 Organogram

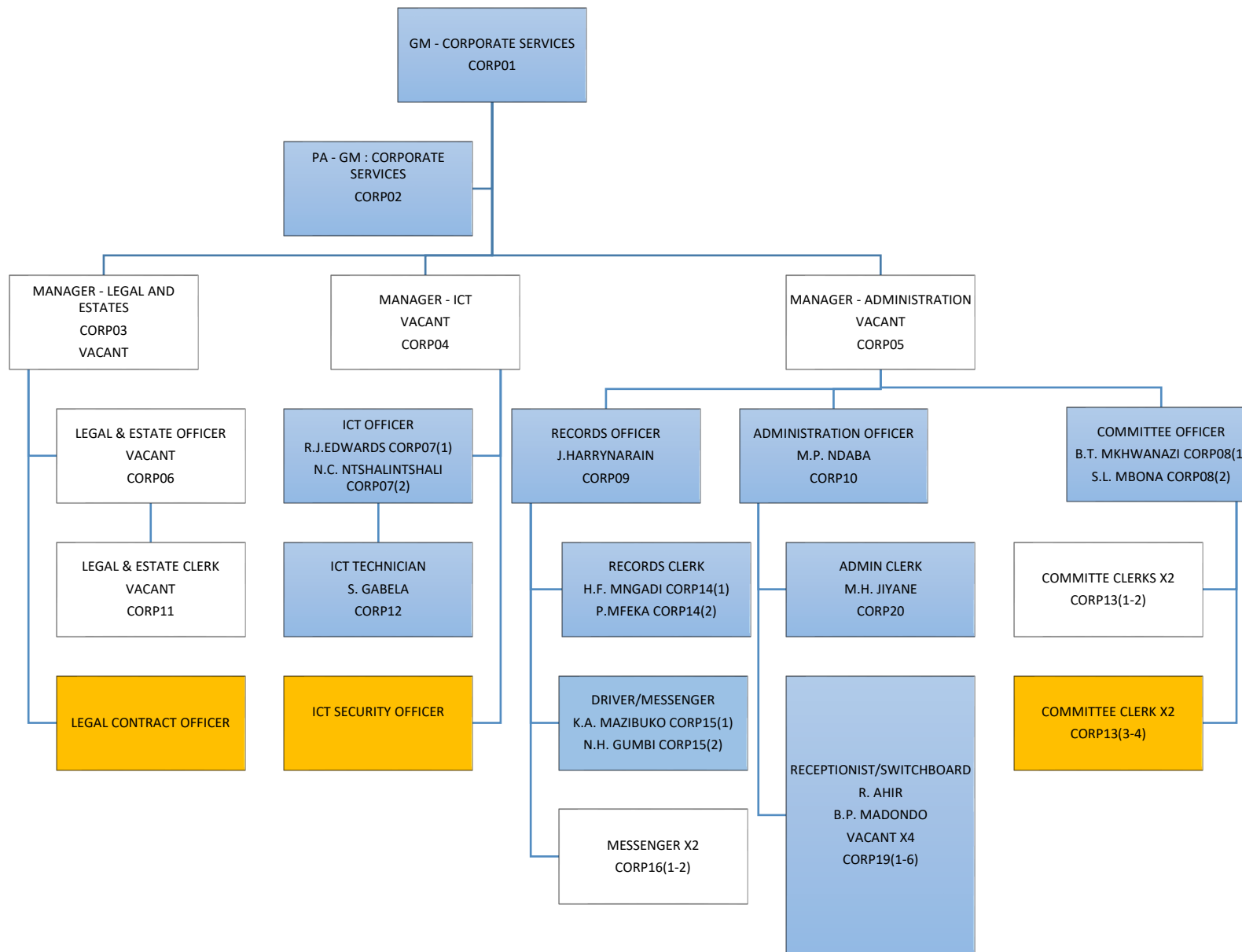


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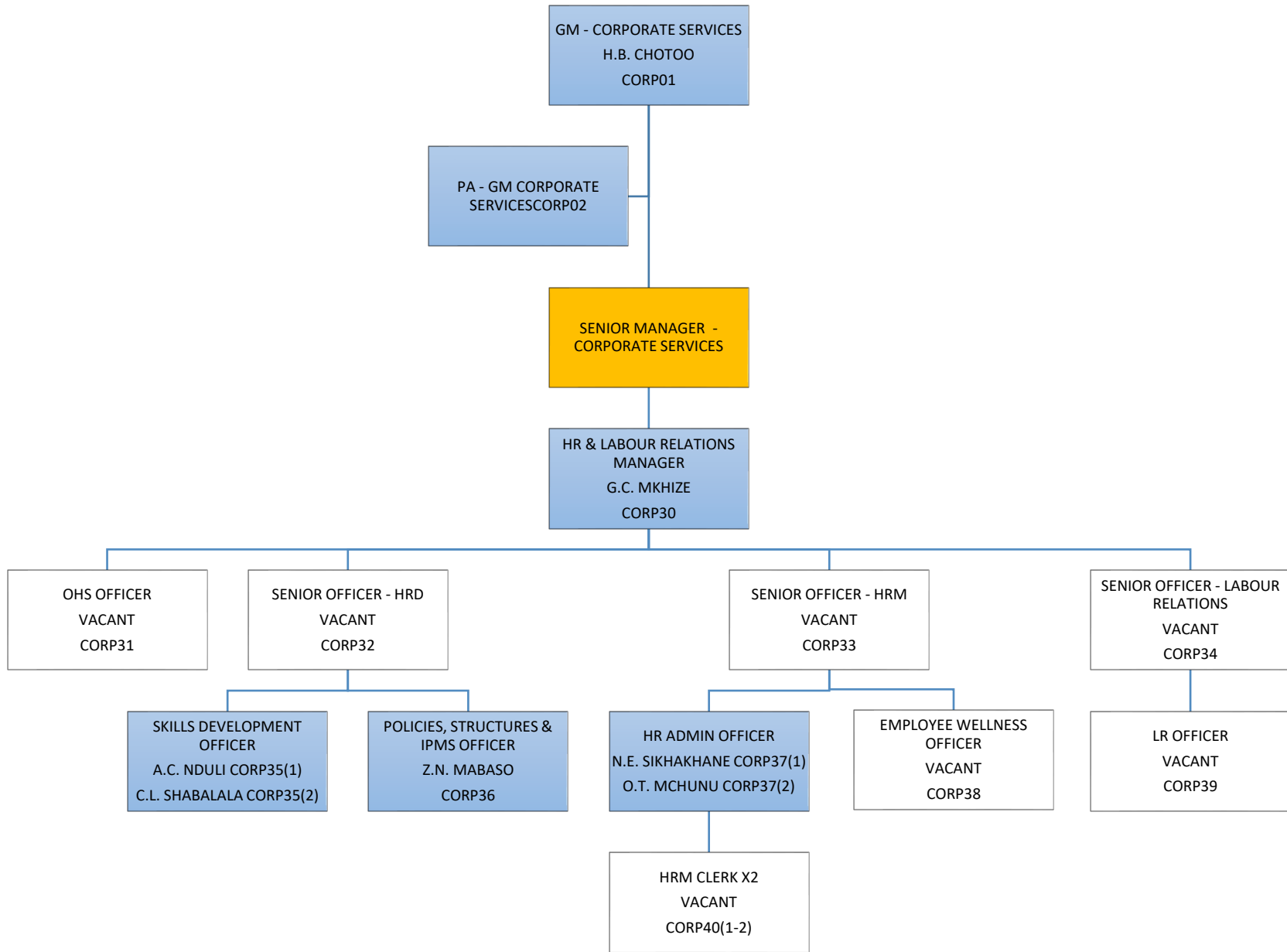


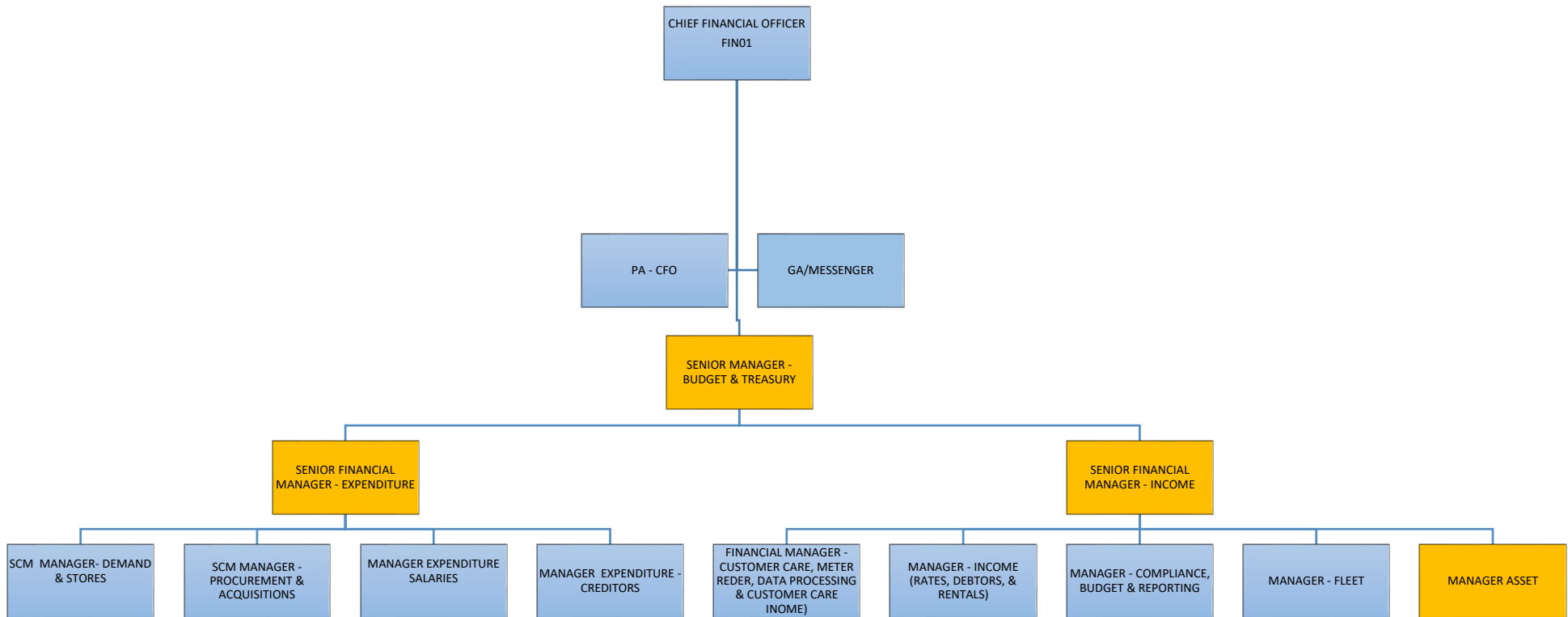
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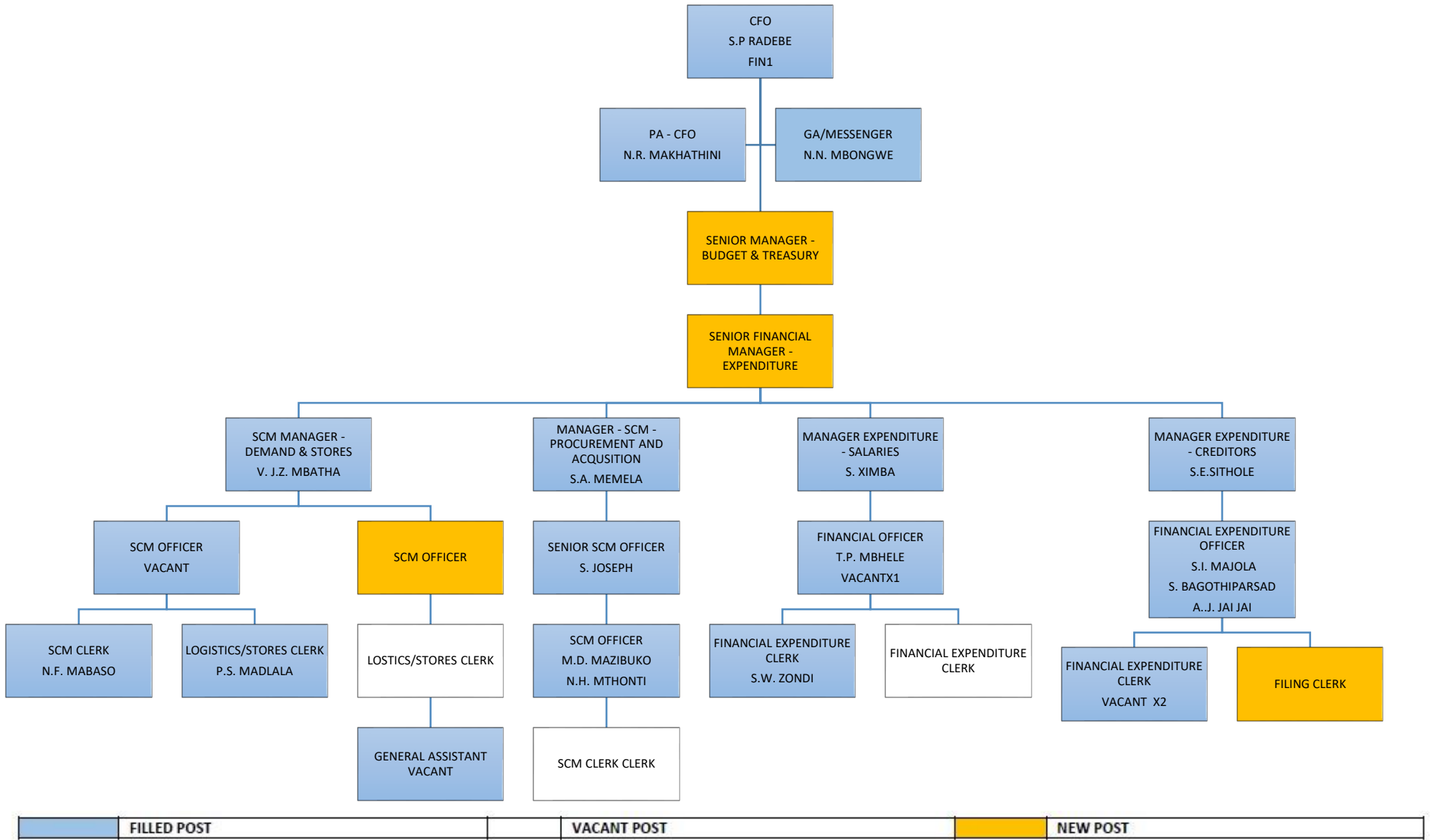


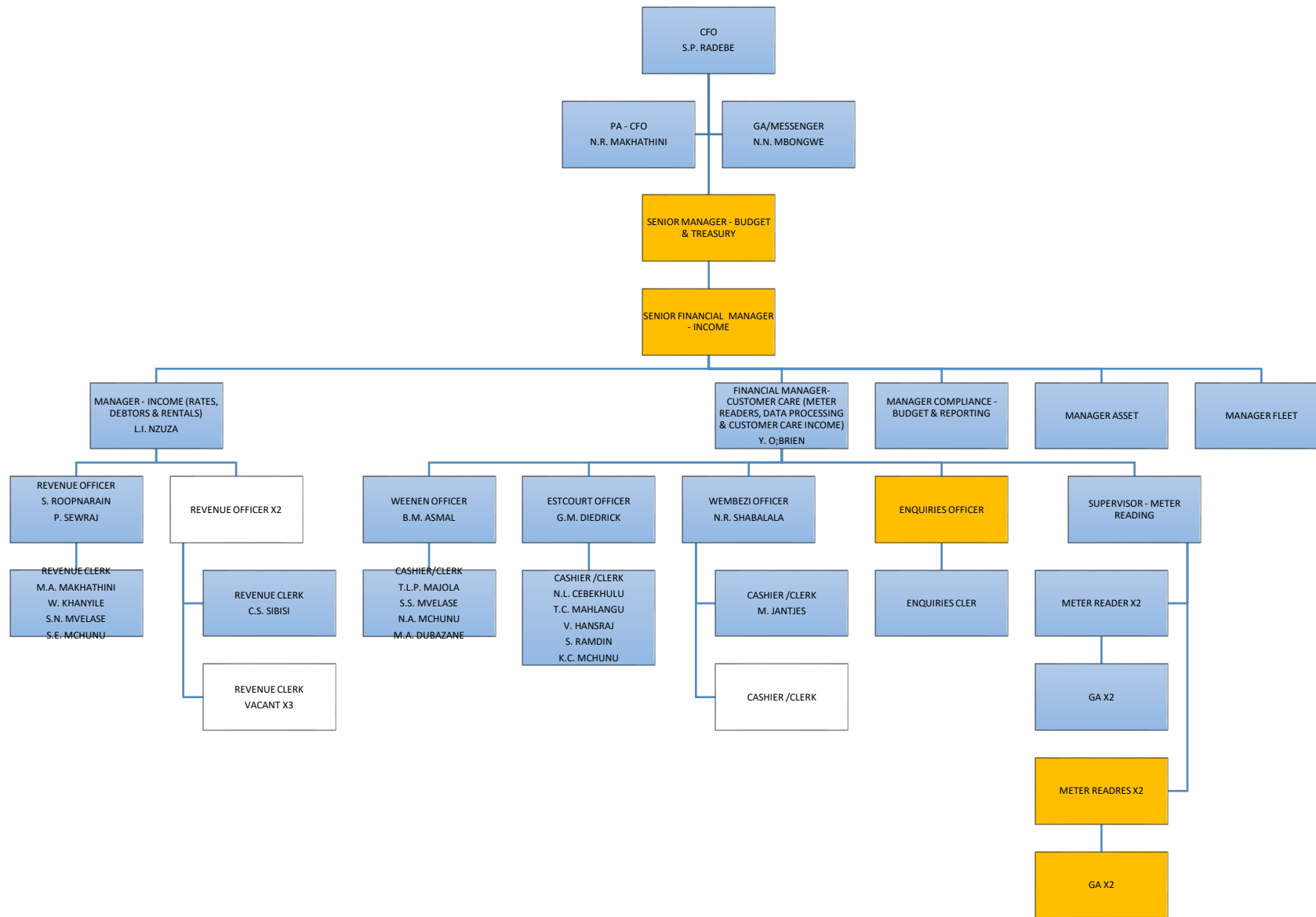
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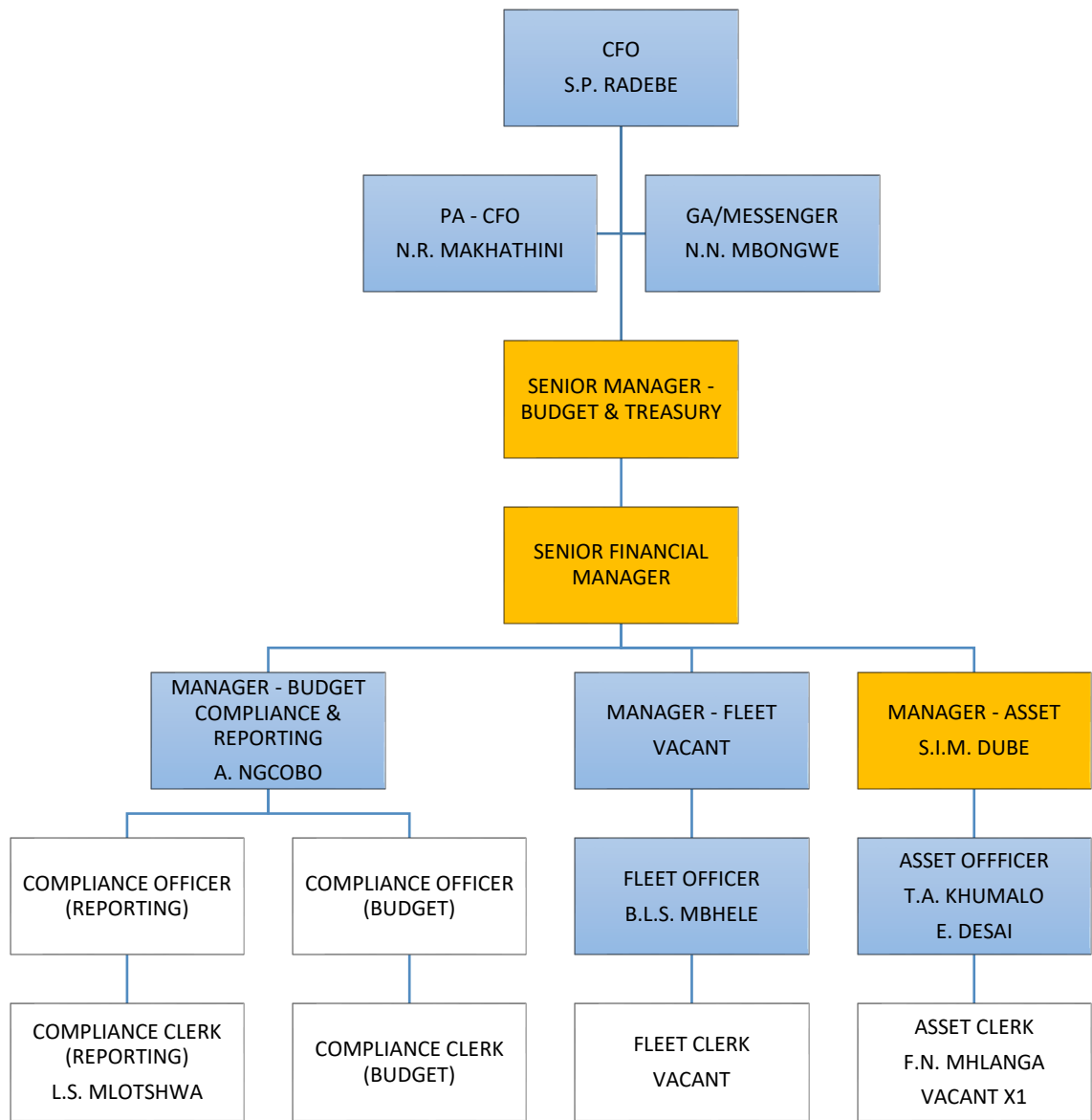


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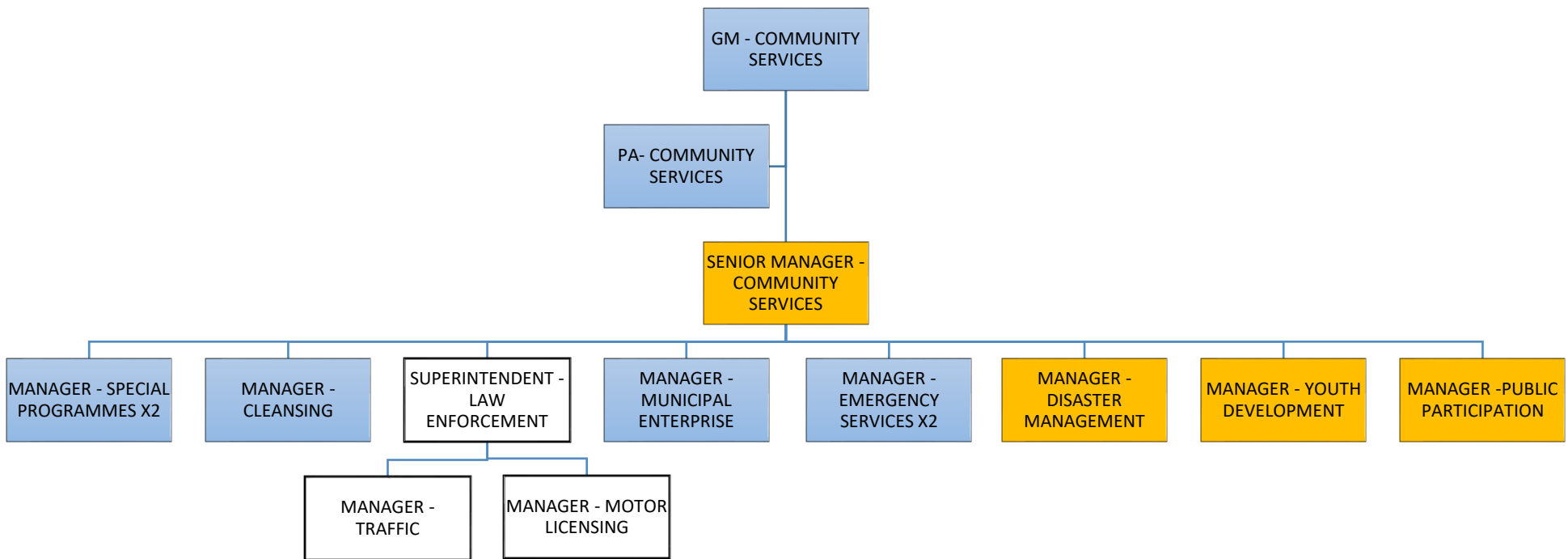




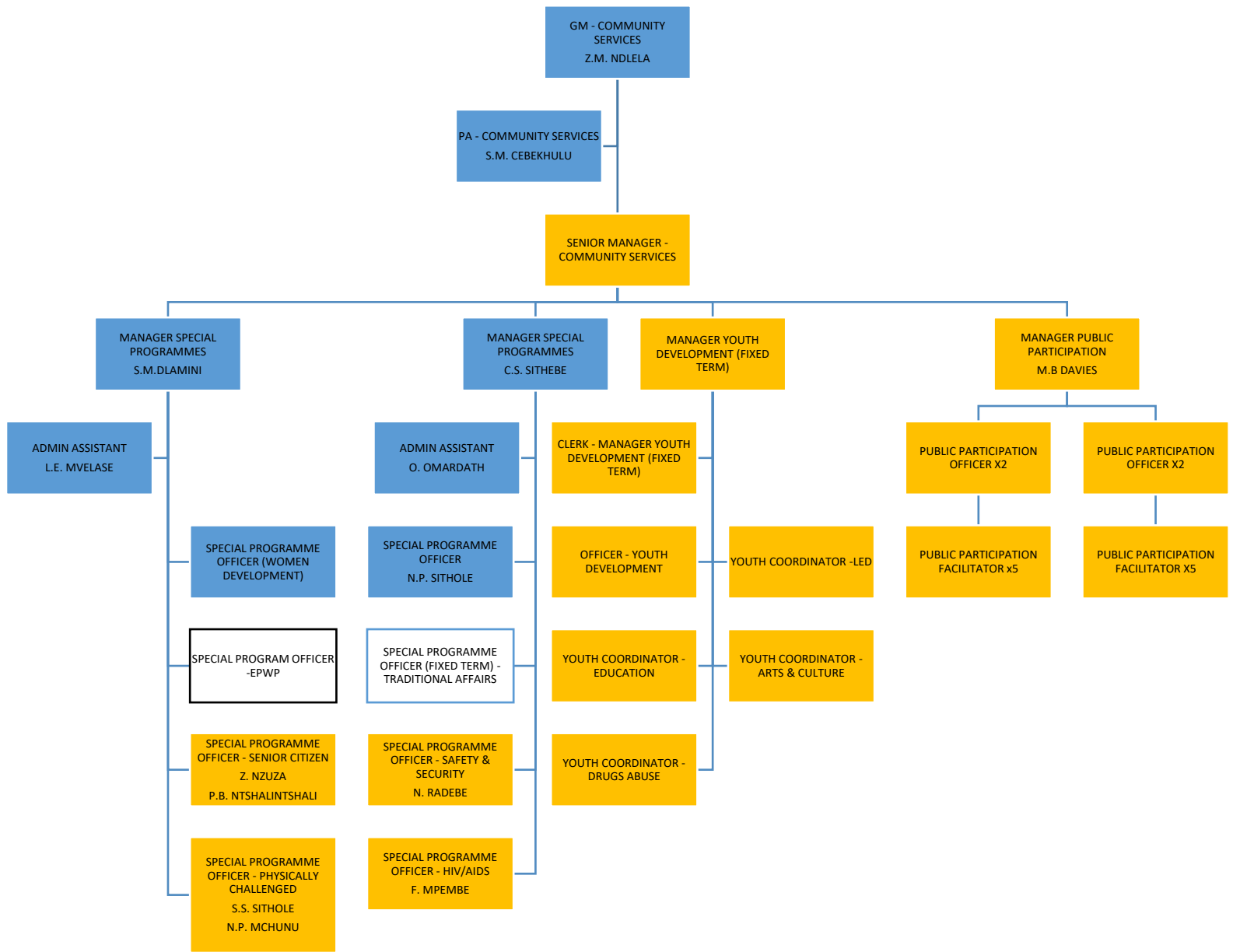
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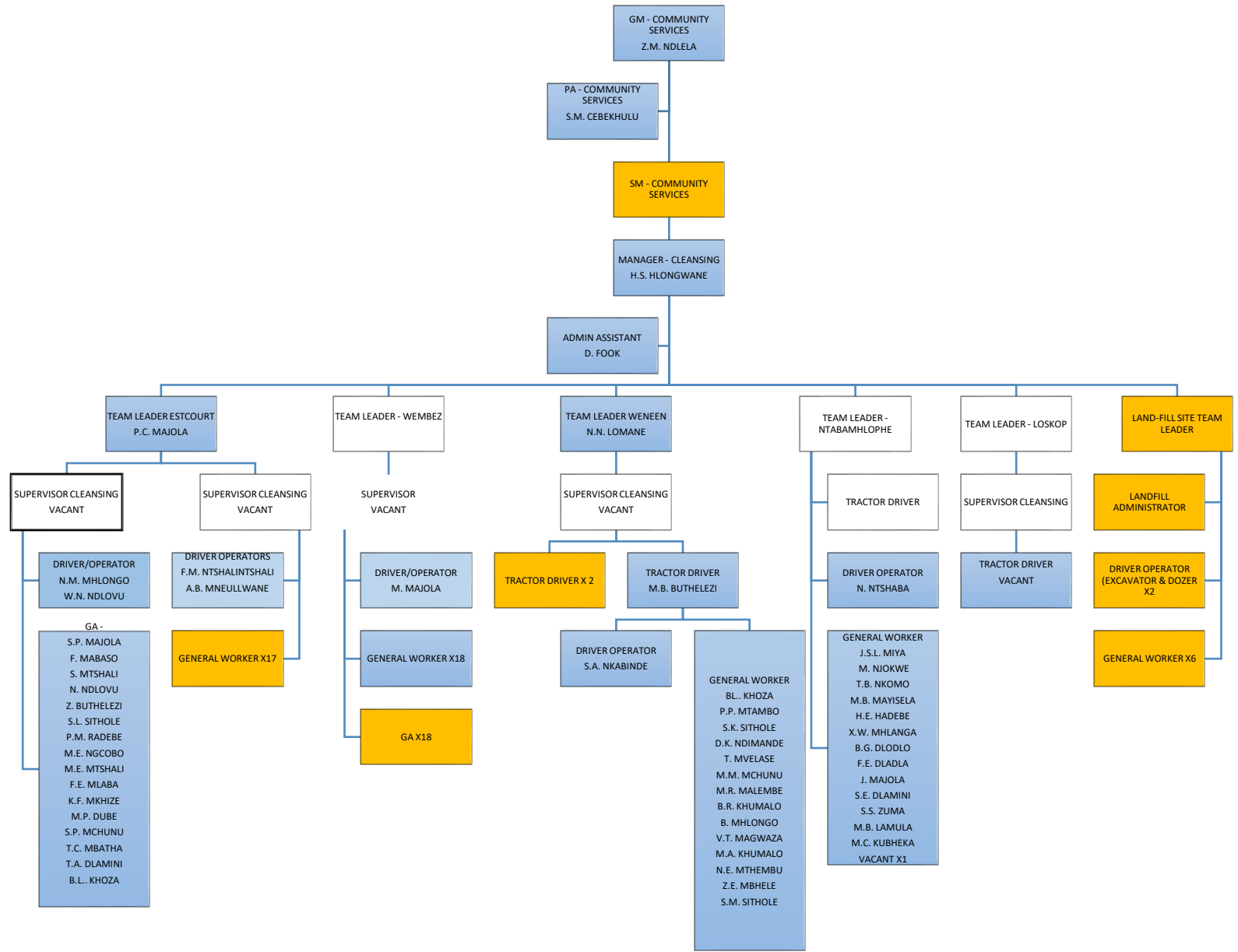


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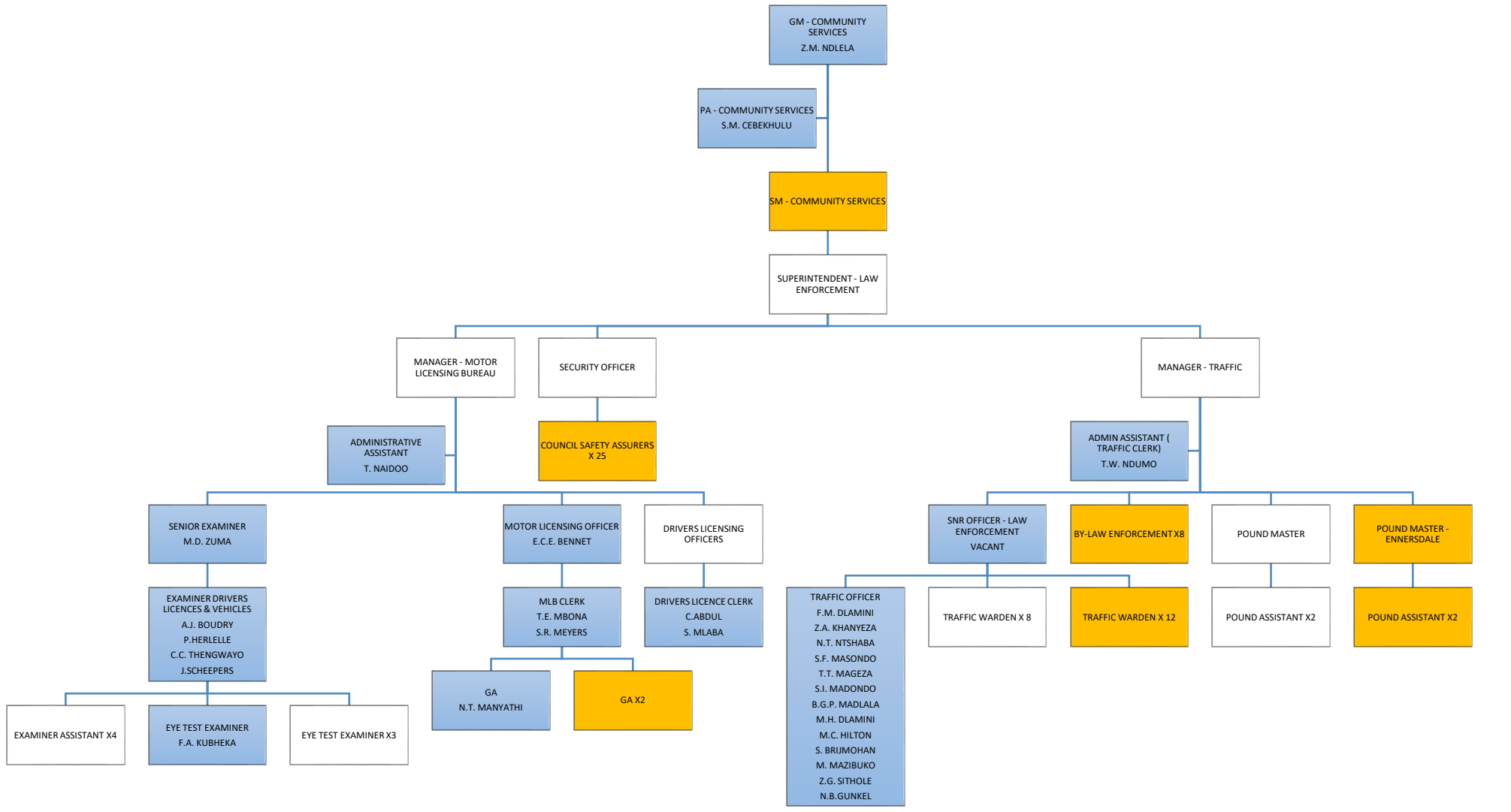


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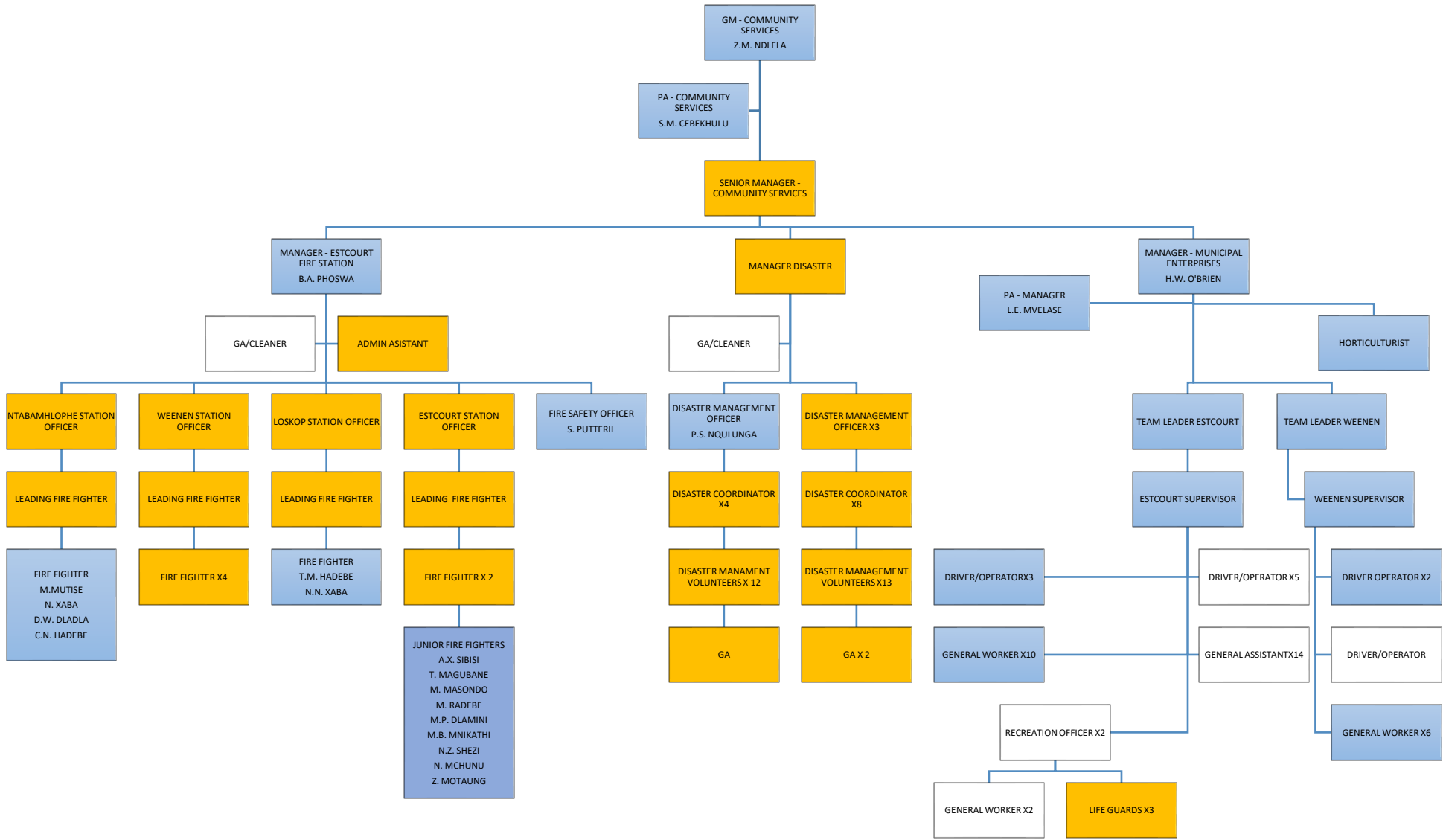




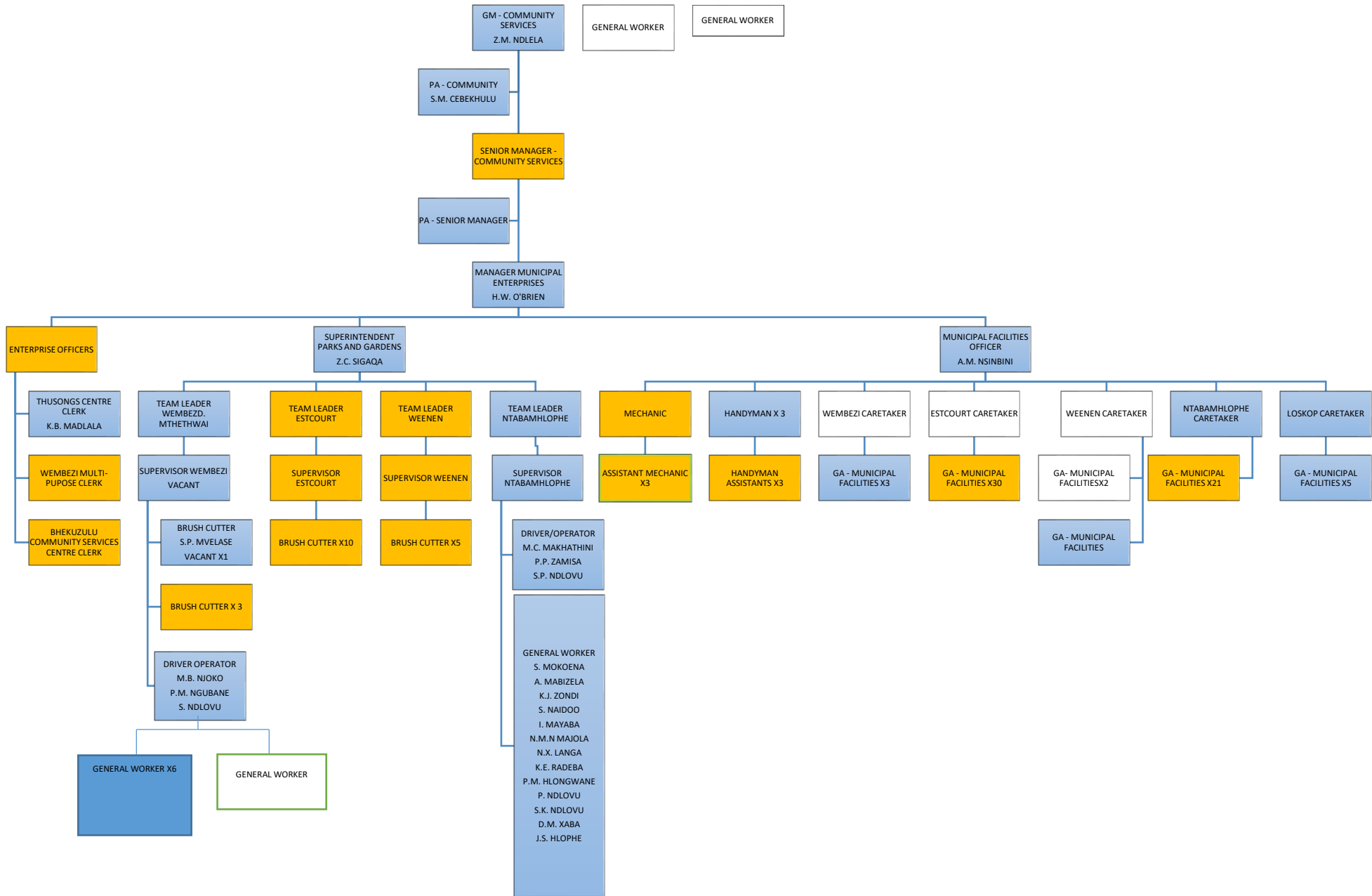
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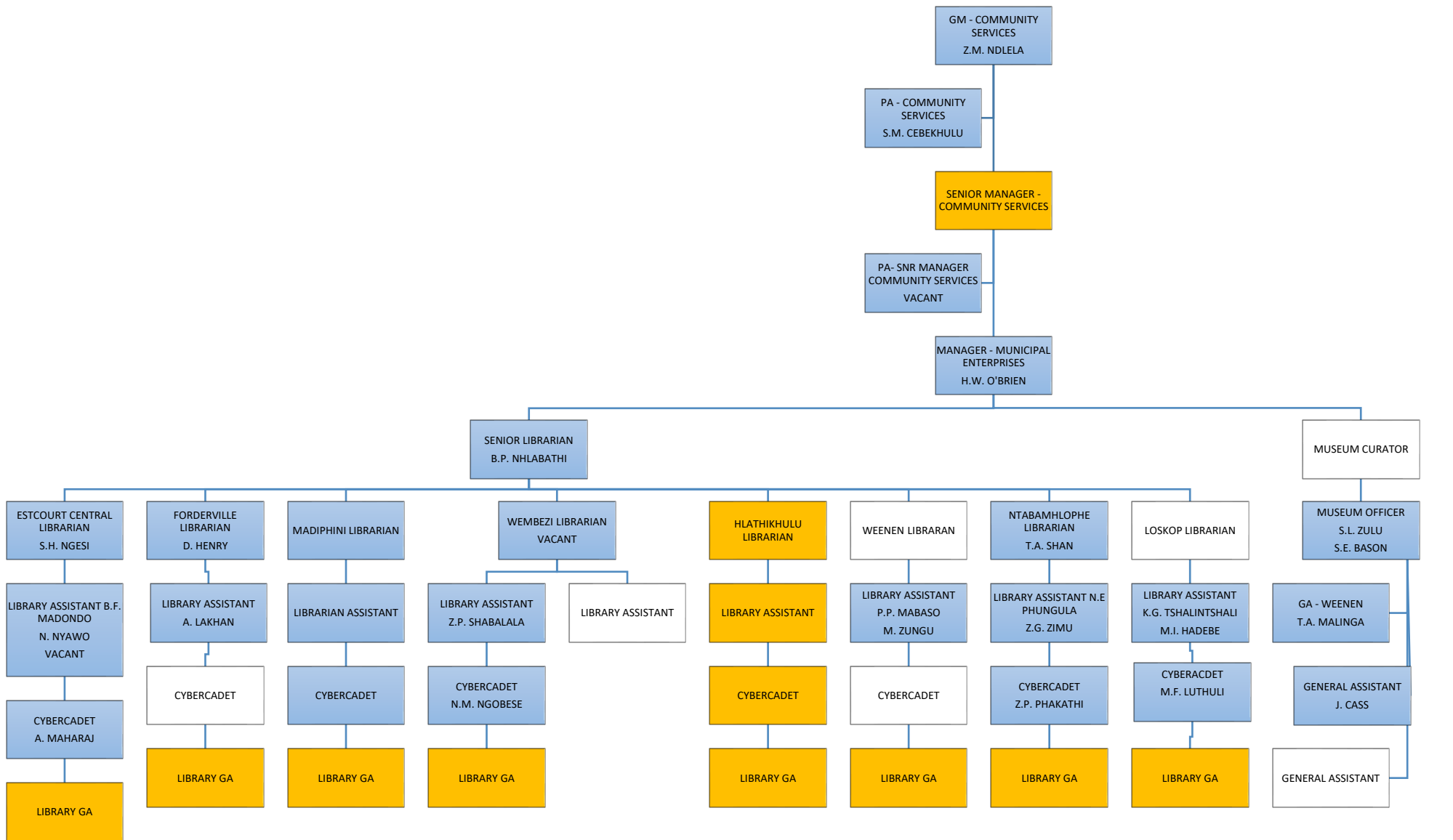


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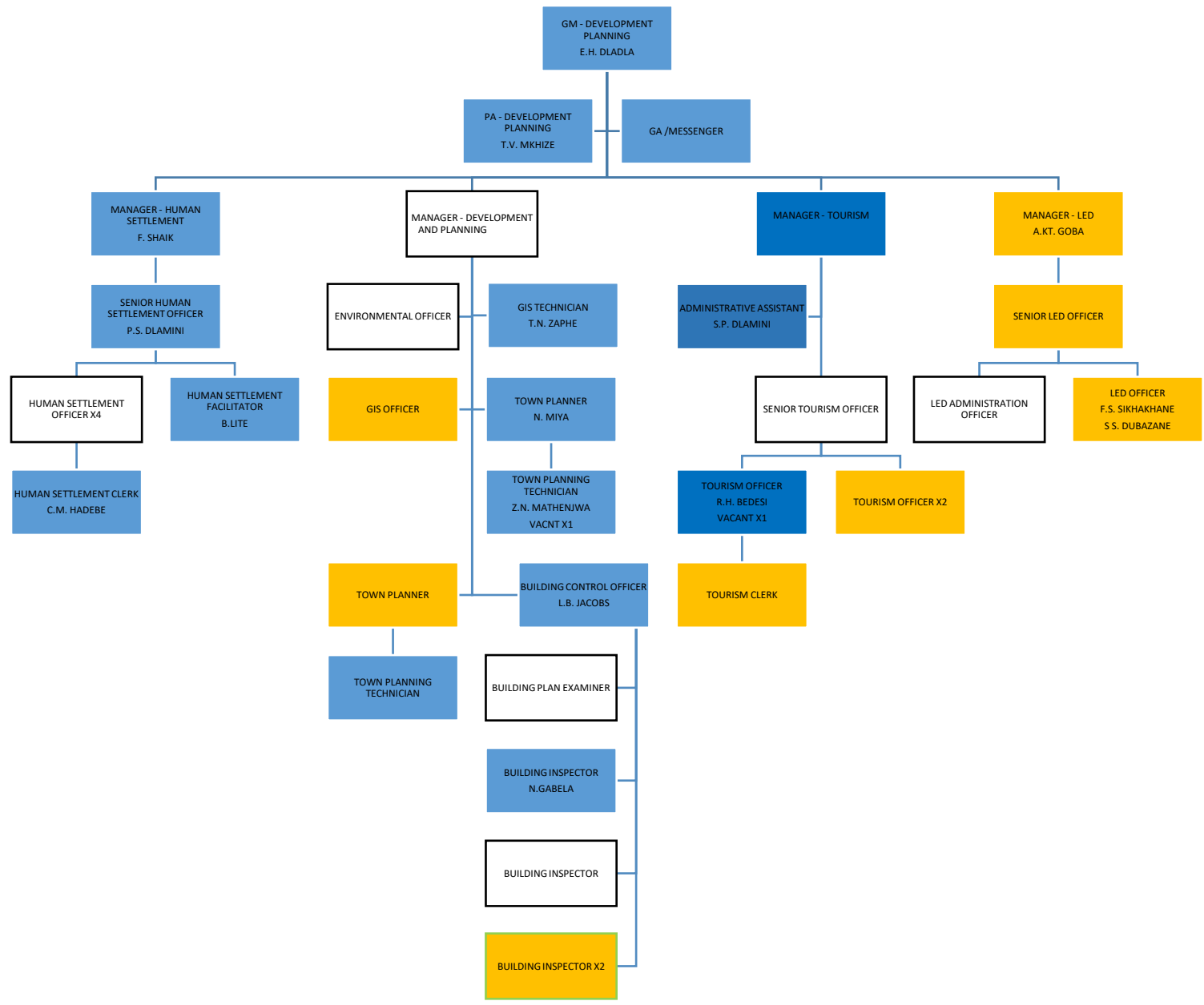


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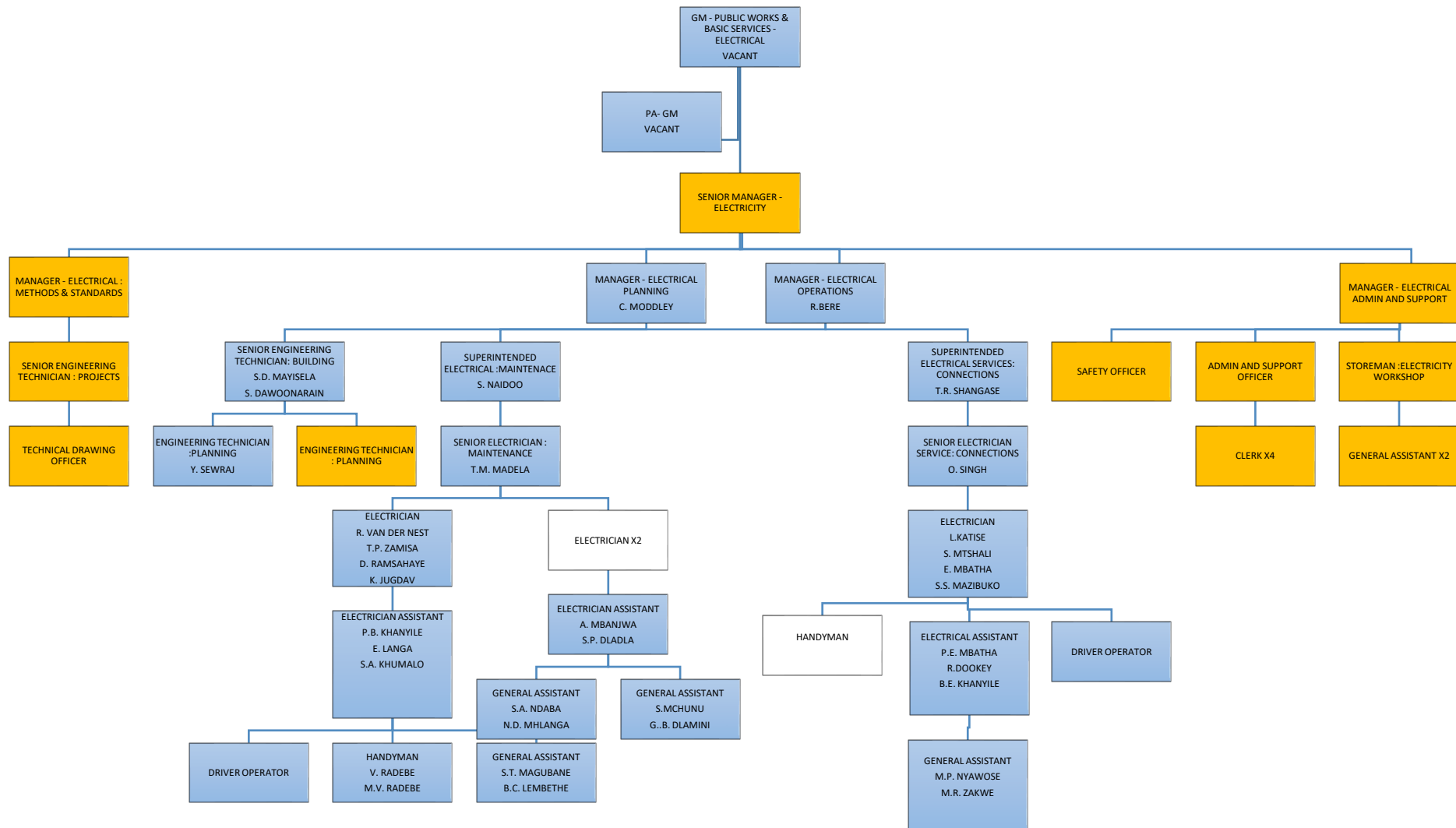




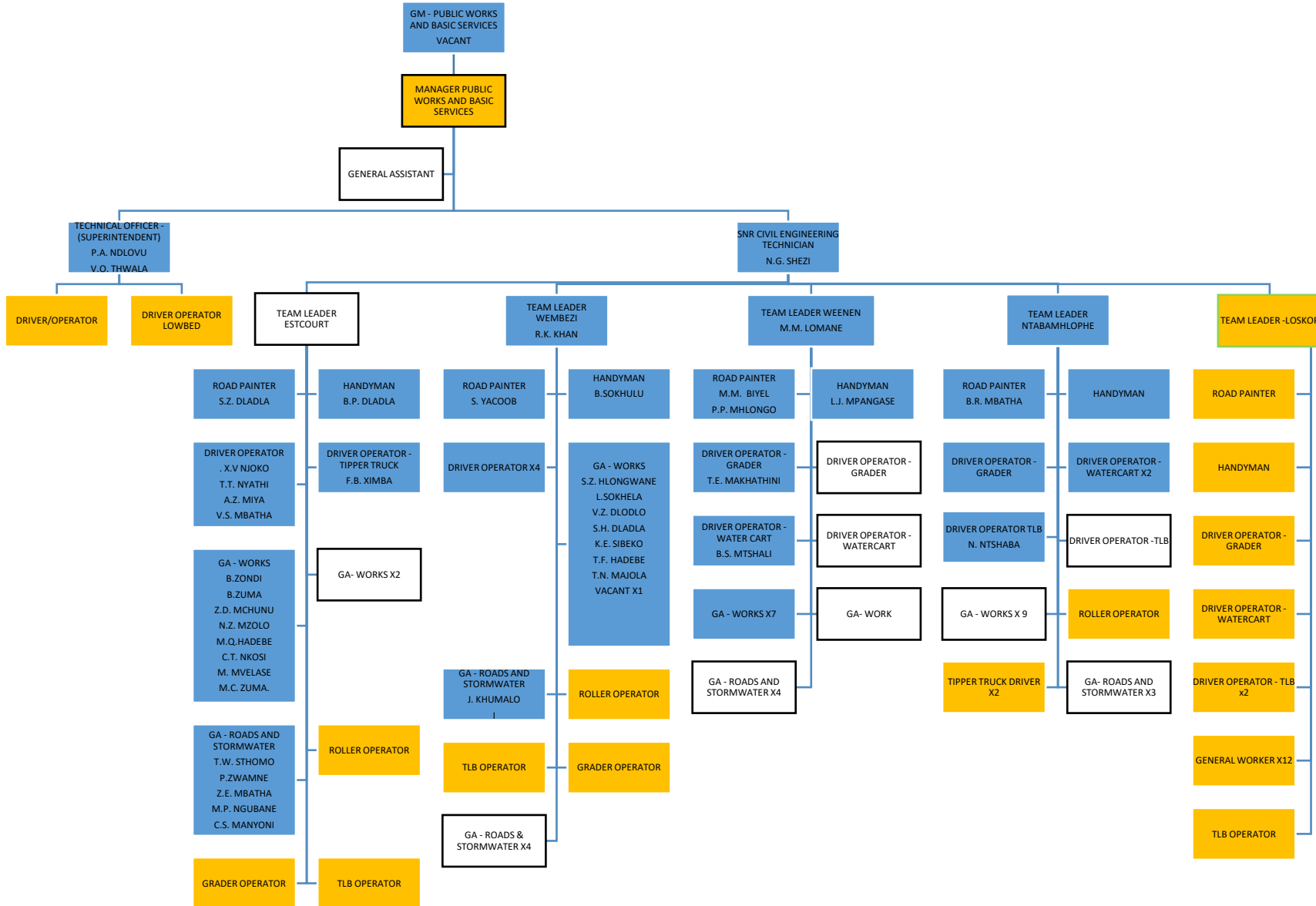
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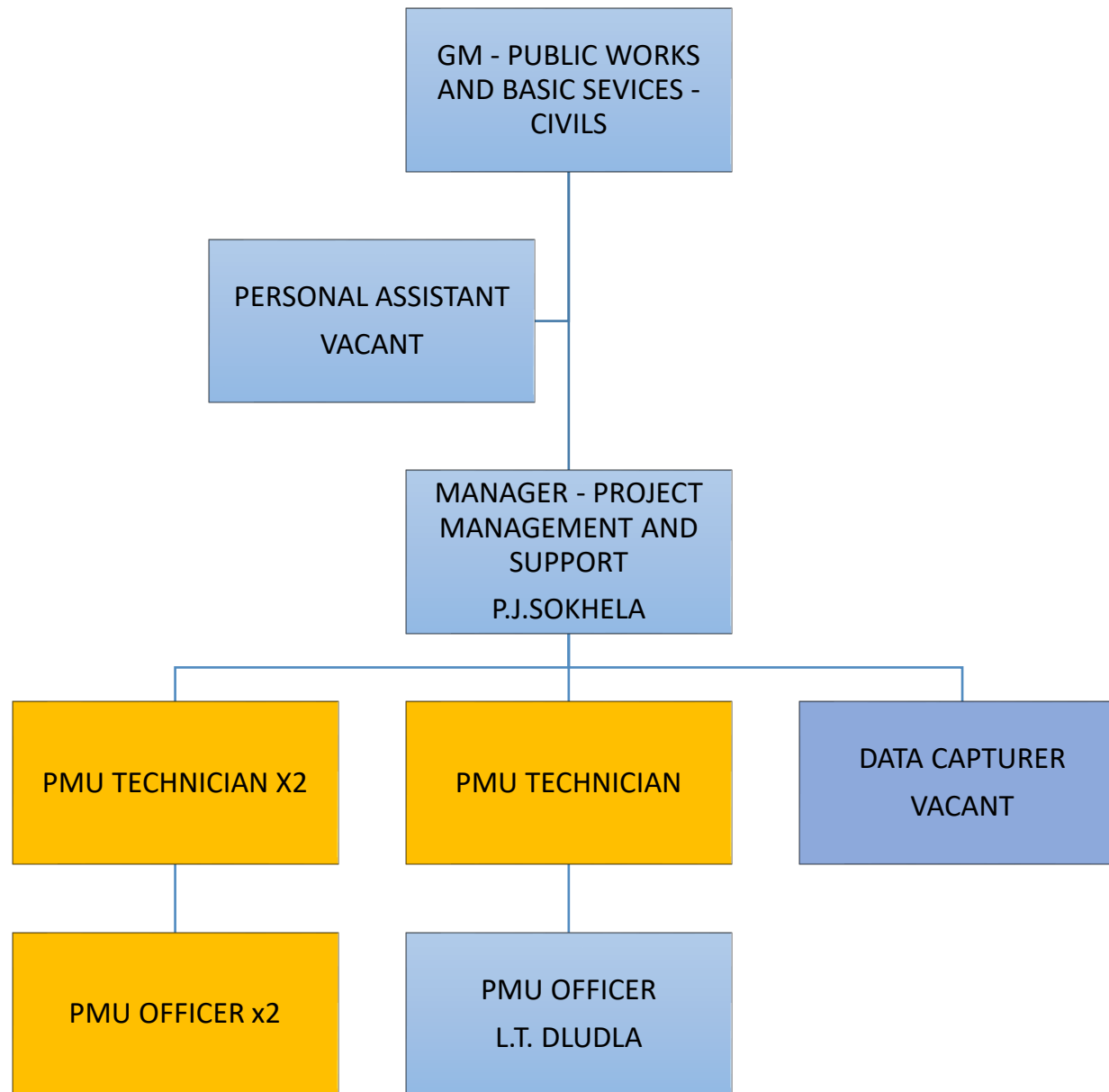
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H.2 OPMS

H.3 Back to Basics

- Back to basics is a National Project aimed at monitoring and strengthening services delivery to the people in a basic manner
- It focuses on Local Government's core functions and mobilise support from all sector department for their implementation.
- The Municipality develops support plan together with COGTA to tackle all the challenges affecting service delivery.
- Back to basics Project was established in 2014, launched in 2015 now we are in the 2nd phase of its implementation.
- It has 10 points plan and 5 pillars.

H.3.1 TEN POINT PLAN

- **The 10 point plan drives the focus of all stakeholders into one goal.**
 1. Interaction between Councilors, officials and residents
 2. Municipalities receiving disclaimers for more than three years;
 3. Revenue enhancement, including electricity and water losses
 4. The appointment of qualified managers;
 5. The implementation of forensic report;
 6. The implementation of forensic report;
 7. Metro economies;
 8. Strengthening districts and using shared services models;
 9. Spatial development; and
 10. Bolstering the capacity of provincial Cogta departments.

H.3.2 5 PILLARS

1. Putting People First
2. Service Delivery
3. Good Governance
4. Sound Financial Management
5. Building Capable Local Government Institutions

H.3.3 BACK TO BASICS STRUCTURE IN THE MUNICIPALITY

- Council is the Custodian of the Project
 - Executive oversees the Implementation of activities
 - The Mayor is the Political Champion
 - The MM or Designated Senior Manager – Admin Champion
 - Senior Managers are the entry points in their departments
 - Designated official for compiling the report
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