

**INGWE LOCAL MUNICIPALITY**  
**INTEGRATED DEVELOPMENT PLAN**  
**2009/10 REVIEW**



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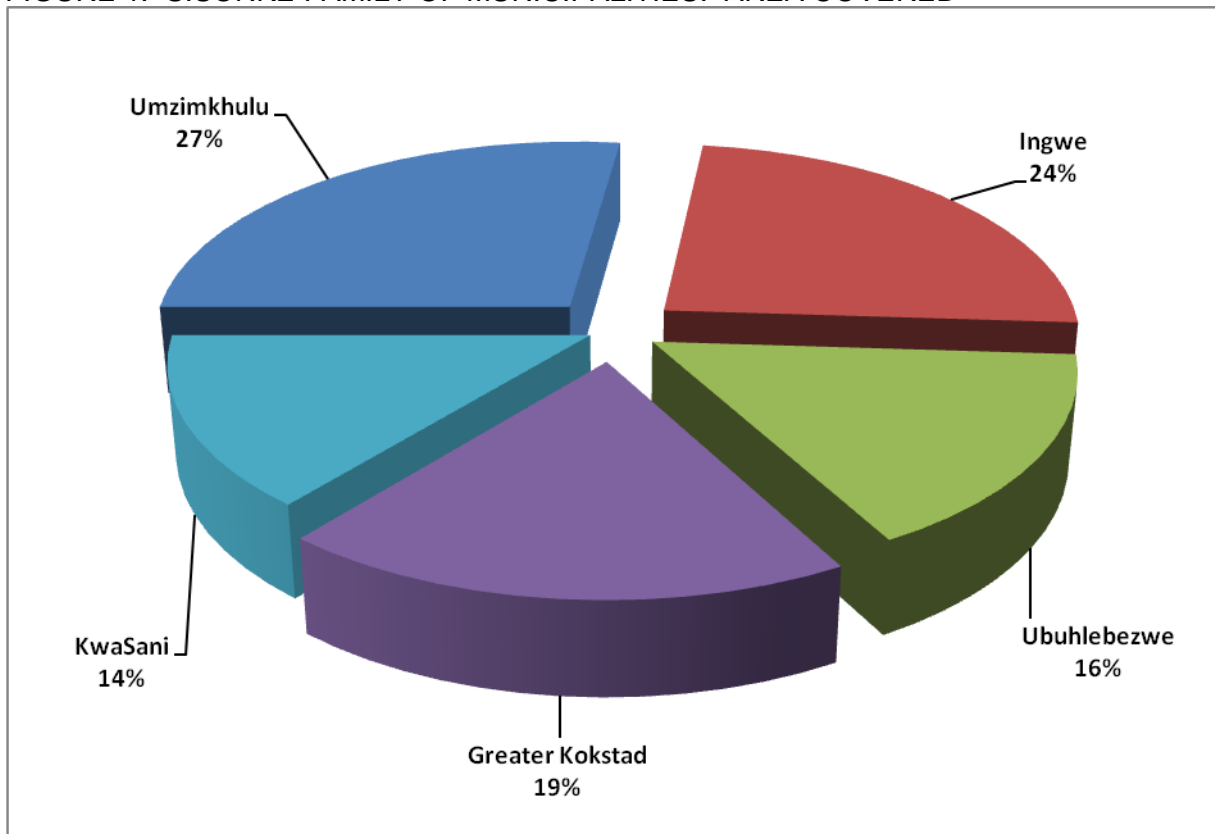
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## EXECUTIVE SUMMARY

### WHO ARE WE?

The Ingwe Municipality is situated on the southern parts of KwaZulu-Natal, and is one of the local municipalities that fall under the Sisonke District Municipality, which borders on the Eastern Cape and Lesotho. It is approximately 1970km<sup>2</sup> in extent, which makes the second largest municipality within the District bordered by Umimkulu and Ubuhlebezwe to the south, Richmond and Umsunduzi to the west, Impendle to the north and KwaSani to the East. The municipal Head Office is located in Creighton 112 km south-west of Howick and 176 km north-east of Kokstad . The Ingwe municipal area is demarcated into ten wards. Three towns anchor the area namely, Creighton, Bulwer and Donnybrook . The town of Creighton fulfills the role of being the administrative centre for Ingwe and acts as the commercial centre for its surroundings within the municipal area. The rest of the municipal area consists of Tribal areas, which dominate the area, namely; Madzikane-Bhaca T.A, Isibonela Esihle T.A, Amakuze T.A, Sizanani T.A, Umacala-Gwala T.A, Zashuke T.A, Qadi T.A, Bidla T.A, Vukani T.A, Amangwane T.A, and Vezakuhle T.A. There are also a number of rural settlements within the above traditional areas where the majority of the population is resident.

FIGURE 1: SISONKE FAMILY OF MUNICIPALITIES: AREA COVERED



Sisonke is an inland district municipality situated in the south of KwaZulu Natal. The District includes the southern most part of the Ukhahlamba Drakensberg National Park (adjacent to Lesotho) and borders the Eastern Cape Province to the West. Five local municipalities (are located within the Sisonke District Boundaries, namely:

Ingwe  
Umzimkhulu  
Ubuhlebezwe  
KwaSani  
Greater Kokstad

Sisonke District Municipality is bordered by the following District Municipalities: Uthukela to the North; Umgungundlovu to the North East; Alfred Nzo and Ugu to the South East; and OR Tambo to the South.

#### **WHAT ARE THE ISSUES WE FACE?**

The demographic analysis notes that 81% of the population is rural, and 58% are under the age of 19. Eighty three percent of the adult population have no secondary education and 10% have a Grade 12 and only 5% a post matric qualification. This poses significant challenges for managing the municipality and specifically growth of the economy in the municipality. The high levels of HIV and AIDS prevalence in Sisonke (26,2% infection rate) from ant-natal clinic test for 2006, although lower than the KZN average, will have major implications for the development of the municipality.

The economic analysis indicates that Sisonke ranks as the second-smallest district economy in the province in terms of GDP, although it ranks fifth out of ten in terms of GDP per capita, with a year-on-year average growth of 4% over the past five years 2000 - 2005. The Sisonke district economy is, like the Ingwe Local Municipality, overly reliant on Agriculture which accounts for 38% of GDP. While Agriculture has had good growth in GDP terms (40% between 2000 and 2005), it has simultaneously shed 22% of its jobs between 2000 and 2005.

There is thus a major imperative to diversify the municipal economy. The trade and tourism sector has shown both good growth and job creation performance and requires further support from government through interventions to create an enabling environment for a competitive tourism sector. For example, the KwaSani local economy has shown a significant growth of 40% employment in the Wholesale, retail, catering & accommodation sector between 1995 and 2005, and a significant component of this is attributable directly to tourism. If Ingwe is able to emulate this, then growth in jobs will result.

#### **WHAT OPPORTUNITIES DO WE OFFER?**

The KZN PSEDS isolates three sectors as being of special relevance for Sisonke – agriculture, tourism and services. In the Sisonke case, public sector services and government grants and assistance are an especially frequent source of livelihood. However, the latter are mainly relevant for redistribution and poverty alleviation rather than economic growth.

With particular relevance for Sisonke, the PSEDS identifies tourism as being second in overall provincial economic growth potential (second to industrial development, for which there is limited potential in Sisonke).

Within the above framework the Ingwe Municipality would like to offer its citizens an opportunity for livelihood. The livelihood opportunities will be created through effective physical and social infrastructure provision to be coordinated by the Municipality through its Integrated Development Plan.

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The Municipality also offers a range of economic opportunities aimed at investors, but that will impact on the livelihood of residents. The economic opportunities offered are mainly in the tourism sector (for example the steam train initiatives) and in the agricultural sector (the bio-fuels initiative).

#### **WHAT ARE WE DOING TO IMPROVE OURSELVES?**

As a past winner of the Vuna Award, the Ingwe Municipality has since the establishment of democratic local government, focussed on building capacity and putting appropriate systems in place for Local Government to deliver services to client communities.

This is achieved through the Ingwe Municipality's support of the efforts of the various line function departments, as well as the District Municipality, to provide residents with access to basic services. The Ingwe Municipality is also devoting substantial energy and resources to kick-starting the local economy with innovative projects.

#### **WHAT COULD YOU EXPECT FROM US OVER THE NEXT FIVE YEARS?**

Through the implementation of the IDP the Municipality wants to:

- Diversify the economy of the Municipality through the implementation of groundbreaking projects;
- Continue working towards providing all its residents with access to a full range of basic services; and
- Build municipal capacity and continue to put appropriate systems in place for the effective management of the municipality.

The Municipality will deliver directly those services it is mandated to deliver and as the level of government closest to the people, will ensure the coordinated delivery of infrastructure and services by all other line function departments.

#### **HOW WILL OUR PROGRESS BE MEASURED?**

Ultimately the success (progress made) of the Municipality will be measured through the improvement in the quality of life and socio-economic conditions of the residents of the Municipality. As this can only be impacted on over the long term the next opportunity to measure this accurately will be through the 2011 Census (or should funding be accessed for this purpose prior to this date).

Our progress will further be measured through:

- Regular monitoring of the implementation of the Capital Investment Framework attached to this document;
- The Performance Measurement tools put in place through the Performance Management Plan of the Ingwe Municipality; and
- Regular interaction with ratepayers and communities primarily through the Ward Committees of the Municipality and the Councillors.

#### **HOW WAS THIS PLAN (IDP) DEVELOPED?**

The Ingwe Municipality has produced an IDP successfully for the past several years in compliance with the terms of Section 25 of Chapter 5 of the Municipal Systems Act, 2000 (and the associated Local Government: Municipal Systems Regulations, 2001).

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An IDP is therefore a legislative requirement - it accordingly has legal status and supersedes all other plans that guide development at the local government level.

Section 34 of the Municipal Systems Act states the following:

“A Municipal Council: must review its integrated development plan annually in accordance with an assessment of its performance measurements in terms of section 41; and to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process.”

The prescribed process referred to starts with a “process plan” which was drafted by the Ingwe Municipality in August 2008 and submitted to the Department of Local Government and Traditional Affairs (DLGTA) who reviewed and approved it. Furthermore an IDP/Budget Process Plan was prepared and approved by council in October 2008 which was also timebound in terms of Budget and IDP milestones.

It was therefore the intention in this current year to adopt an approach which will both simplify the IDP but at the same time significantly increase the credibility of the document. In that it will become a “plan” developed “in house” by management together with the Council in consultation with all other stakeholders and implemented against measurable benchmarks. However, due to the fact that the Municipality had not appointed a Municipal Manager, an IDP Manager and 3 of its top management posts were vacant, it was not possible to undertake the plan entirely in-house. The services of a consultant was utilised to assist with the formulation of the plan. Information contained in the plan as well as the Capital Investment Framework were provided by Municipal Official and ratified by the Executive Committee. It is anticipated the next review will be undertaken largely in-house.

Following the completion of a first draft of the IDP, the Plan was extensively consulted on in all the Wards and in specific session with the IDP Representative Forum of the Municipality (these processes are detailed elsewhere in the document).

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## 1. INTRODUCTION TO THE 2009/10 IDP REVIEW PROCESS

### 1.1. PURPOSE OF THE IDP REVIEW

In terms of the Local Government: Municipal Systems Act 2000 and the Municipal Planning and Performance Management Regulations 2001 the Ingwe Municipality is required to review its Integrated Development Plan (IDP) on an annual basis. With this in mind the Ingwe Municipality continued, based on the 2002 IDP and subsequent reviews, to develop the IDP as an effective management tool for the municipality, this included:

- creating a greater level of focus and thereby improving on the strategic nature of the document;
- aligning this strategic document with the realities of the resources, both financial and human, available;
- alignment of the IDP with the activities of the sector departments and other service providers (and *vice versa* - influencing their planning); and
- alignment of the IDP with the various sector plans.

This document reflects the results of the IDP review process for the 2008/9 financial year. For a comprehensive understanding of this document it should be read together with the 2007-12 IDP compiled in 2007.

### 1.2. BACKGROUND TO THE IDP PROCESS

Much of the South African public sector has been undergoing profound transformation of its internal functions, organization, management and broader purpose to enable it to focus on service delivery and performance. Although, to a large extent, the pressure for such change can be attributed to the political, economic and social situation in South Africa, the changes have been adopted and are increasingly driven from within the organizations and departments themselves. There is therefore within many municipalities the desire to begin the task of redefining their institutional existence and fundamental service delivery responsibilities within the context of accountability, cost-effectiveness, transparency and service provision.

Through the Integrated Development Plan (IDP) and its associated planning process the municipalities are envisaged to:

- Make more effective usage of limited resources
- Speed up delivery
- Attract additional funding
- Strengthen the democracy
- Overcome the legacy of apartheid at the local level
- Promote intergovernmental co-ordination.

The IDP is envisaged to be the result of a process through which the municipalities prepare a strategic development plan for the following five-year period. The IDP is to perform the task of being the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision making in the municipality.

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## **THE IDP REVIEW PROCESS (also Summary of Process Plan)**

Below are MECs Comments on 08/09 IDP. Addressing these comments forms the basis of 09/10 IDP review.

### **ASSESSMENT OF THE INGWE 2008/09 INTEGRATED DEVELOPMENT PLAN**

I wish to congratulate your municipality for reviewing, adopting and submitting a Council approved (Council Resolution dated 30 May 2008) Integrated Development Plan (IDP) to the Department of Local Government and Traditional Affairs (hereafter the DLGTA) for commenting purposes as per Chapter 5, Section 25 of the Municipal Systems Act (hereafter the MSA), Act 32 of 2000.

In addition, the DLGTA would like to extend its appreciation to your municipality for participating in all intergovernmental engagements between your municipality and other stakeholders in preparation for the 2008/9 IDP. These IDP engagement processes are testimony that inter-sphere co-ordination and integration are becoming an enduring part of our government and development landscape towards making IDPs the plan of all government.

Since the documents you submitted indicate that there were no objections to the Development and Adoption Process of this IDP following your public notices in terms of Sections 25(1) and 28(2) of the Municipal Systems Act (MSA), I therefore declare that I have no intention to institute a Section 32(2) activity of the MSA with regard to any element of your Integrated Development Plan Process.

Based on the above-mentioned reasons, this letter does not repeat a full assessment of your IDP as it was done at Karridene in April 2008. It just provides key observations to note as well as advice on matters that will need to be considered by your Council in all future engagements.

## **1. KEY OBSERVATIONS TO NOTE**

The IDP Engagements and Feedback sessions at Karridene from 7 to 11 April 2008 and all other similar sessions that we have annually conducted with municipalities have given us key important lessons on matters that would need to be considered as we continue to advance the culture of Integrated Development and Planning. I particularly note the following:

### **1.2 Sector Department Participation**

My Department as well as the KZN Legislature's Portfolio Committees of Finance and Local Government and Traditional Affairs are fully aware of the frustrations experienced by municipalities regarding the quality of participation shown by government Departments during the development and Review of IDPs. To this effect we have conducted a sector department participation survey where each municipality in the sample was requested through a questionnaire process to indicate the level of satisfactory participation by government departments in their IDP sessions and meetings between July and December 2008. Government Departments whose participation was found to be less satisfactory have been identified and specific interventions are undertaken to address this matter.

### **1.2 Layout of the IDP Document**

Despite major investments and focus that was given in advocating a common IDP format, a significant number of IDP documents are still not reader friendly. Municipalities are encouraged to continue using the suggested document layout format.

## **2. INGWE MATTERS OF EMPHASIS AND OBSERVATION**

### **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

- Your municipality's powers and functions are set out in the IDP Review. However, there is a need for your municipality, in light of its stated capacity problems, to reflect in greater detail in its IDP Review the Strategies that are being developed and implemented to address shortcomings in this regard.
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- It is unclear whether your municipality has a Human Resource Policy or Plan in place. This needs to be prepared and implemented (if not already in place) and need to be clearly indicated in your IDP.
- Your municipality should reflect in its IDP the usage of IGR structures to facilitate intergovernmental dialogue with relevant national and provincial departments.
- It is critical for your Municipality, as indicated in your IDP, to prepare and implement its Performance Management System (PMS). The PMS needs to be aligned with your IDP and the budget.

#### **LOCAL ECONOMIC DEVELOPMENT**

- It is noted that your municipality has completed its LED Plan. However, in your IDP Review, no indication is provided of the implementation roll-out of this Plan. The Implementation Plan for LED should provide, *inter alia*, indicative budgets for LED Projects, time frames for implementation, realistic and measurable KPIs, and assigned responsibilities. Further, you are advised to investigate the institutional factors required to deliver on the LED Strategy, such as consultation with government departments and the district municipality, the potential establishment of an LED Co-ordinating Forum as well as other identified support structures. You are encouraged to rectify and reflect this in your next IDP Review.
- You are encouraged to adopt the District Growth and Development Summit Action Plan and implement it.
- The alignment between your municipality's LED Plan and the District's LED Plan is not clear. In your next IDP Review, this alignment needs to be clearly indicated.
- There is room for improvement in your IDP Review with regards the alignment of your IDP Review's economic development strategies, programmes and projects with your Implementation Plan and MTEF.

#### **BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT**

- Your municipality is congratulated on a well set out Capital Investment Framework. This good effort should be sustained.
- You are encouraged, as per the recommendations of your IDP, to prepare and implement an Integrated Waste Management Plan and a Disaster Management Plan.
- There is a need for your municipality to reflect more clearly in your next IDP Review the status and roll-out of FBS.
- Your municipality needs to facilitate, with the assistance of the KZN Department of Transport, the preparation and implementation of a Local Integrated Transport Plan.

#### **FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT**

- Your Financial Plan could be improved upon by providing details on, *inter alia*, revenue raising strategies, financial management strategies, asset management strategies, debt management and recovery strategies and capital financing strategies.
- You are reminded to at least include a draft SDBIP with your IDP. This should be aligned with the IDP, budget and PMS.

#### **GOOD GOVERNANCE AND COMMUNITY PARTICIPATION**

- It is encouraging to note that your municipality has developed, and is implementing, a Communication Plan to further improve liaison and communication with communities and stakeholders in the IDP process.
- The municipality is encouraged to prepare an Annual Report, which should include the Annual Performance Report, and submit it to the Auditor General, as required by the MFMA. This should be done annually and should be confirmed in your IDP.

#### **SPATIAL DEVELOPMENT FRAMEWORK**

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- Thank you for submitting a spatial development framework (SDF).
- You are urged to indicate planned capital investment/expenditure in your SDF and Budget to assist the provincial government to gauge planned expenditure in identified provincial priority corridors.
- You are also encouraged to provide more visual representation of the strategic objectives and strategies in your IDP Review. Whilst this should be clearly presented in your reviewed SDF map, a series of additional maps highlighting developmental aspects, challenges, status quo information, etc., could only add more value to your IDP and also enable the reader to assimilate the information more easily.
- There is a need for your municipality to reflect in its IDP more details with regards to the status and content of the municipality's LUMS. Ideally, a Process Plan for LUMS should be prepared and implemented.

The Department of Agriculture and Environmental Affairs has compiled an Environmental Sustainability Toolkit for Integrated Development Plans to assist municipalities to integrate environmental sustainability issues into the IDP. Your Municipality is urged to make use of this toolkit in the compilation of the IDPs to ensure that environment-related delays on municipal projects are avoided and sustainable development is promoted. The DAEA contact person on this matter is Ms. Sphume Nowele who can be contacted on 033-3559693

There is also a need for your municipality to finalise and implement an Environmental Management Plan (EMP). It is important for the SDF, LUMS, LED and EMP to be aligned. As noted in your IDP, attention should be given to integrated waste management, recycling and waste reduction. In addition, alien plant removal and land rehabilitation is also important considerations.

### 3. OVERALL CREDIBILITY ASSESSMENT OF YOUR IDP

The following table gives an indication of the scoring awarded by the assessment teams in respect of each of the six assessment factors. Furthermore, it shows a comparison between 07/08 and 08/09 performance of your Municipality per KPA.

IDP Articulation of Six Assessment Factors	Multi-Year Analysis		
	07/08 (out of 7)	Draft 08/09 (out of 5)	Final 08/09 (out of 5)
Municipal Transformation and Institutional Development	2	2	3
Service Delivery and Infrastructure Development	2	4	4
Local Economic Development	5	1	1
Financial Viability and Management	1	2	2
Good Governance and Public Participation	4	2	4
Spatial Representation of IDP & Enviro. Planning	3	2	3
<b>Credibility Average</b>	<b>40.5%</b>	<b>48.1%</b>	<b>63.0%</b>

The above table shows that your IDP has improved since 2007/2008. You are urged to give attention to your LED, financial component and spatial KPAs of the IDP to further improve your IDP's credibility.

### 4. RECOMMENDATIONS

In conclusion, let me make the following recommendations pertaining to all our future engagements:

- Your Municipality is advised to compile and publish a public notice in terms of Section 25(4) of the MSA 32 of 2000 announcing that the IDP has finally been adopted as reviewed in case this has not been done.
- Please proceed with the 2009/10 IDP Review and submit a draft document to my Department by Friday, 27 March 2009.

### Roles and Responsibilities

It is one of the pre-requisites of the smooth and well organized IDP process that all role players be aware of their own and other role players' responsibilities. Therefore, it is important that clear terms of reference for all role players' are developed and be output oriented.

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
<b>Sisonke Municipality</b> District	Adopting the Framework Plan and Process Plan Managing and coordinating the IDP review process by: <ul style="list-style-type: none"> <li>• Ensuring horizontal alignment between the District municipality and five local municipalities.</li> <li>• Ensuring the vertical alignment between District municipality and Sector departments.</li> <li>• Preparing joint strategic workshops with all spheres of government</li> <li>• Ensuring that business plans, land use management system and budget decisions are based on the IDP.</li> <li>• Ensuring that Key Performance Indicators and Targets outlined in the IDP are realistic and achievable</li> <li>• Ensuring that the IDP is tied to budget</li> <li>• Ensuring that the IDP and PMS processes are developed together</li> <li>• Ensuring that Service Delivery and Budget Implementation Plan is in place and aligned with the IDP and budget processes</li> <li>• Ensuring the linkages between the IDP, PMS, Budget and Service Delivery and Budget Implementation Plans processes</li> <li>• Monitoring the implementation of the IDP/ Service Delivery and Budget Implementation Plan</li> <li>• Ensuring that the review process complies with the prescribed legislation</li> <li>• Adopting and approving the reviewed IDP, Budget and PMS.</li> </ul>
<b>Councillors/Ward Committees</b>	<ul style="list-style-type: none"> <li>• Linking the IDP review process to their constituencies.</li> <li>• Facilitating public consultation and participation</li> <li>• Ensuring transparency in the review process</li> <li>• Facilitating community ownership</li> </ul>
<b>Executive Committee</b>	<ul style="list-style-type: none"> <li>• Deciding on the process plan</li> <li>• Monitoring the IDP review, budget and PMS Processes</li> <li>• Doing overall management and co-ordination</li> </ul>
<b>IDP /PMS Manager</b>	<ul style="list-style-type: none"> <li>• Preparing the Framework and Process Plan</li> <li>• Nominate persons/ role players</li> <li>• Ensuring appropriate participation</li> <li>• Responsible for day to day management of the IDP Review process and PMS under consideration of time and resources</li> <li>• Ensuring that the review process complies with the prescribed legislation</li> <li>• Ensuring that the Service Delivery and Budget Implementation Plan is in place</li> <li>• Ensuring that the SDBIP is informed by the IDP and Budget</li> <li>• Day to day management of PMS</li> <li>• Ensuring that the IDP is tied to budget</li> <li>• Prepare Quarterly reports on implementation of municipal targets</li> <li>• Arranging meetings for IDP Structures to participate in the process</li> </ul>
<b>IDP Steering Committee</b>	<ul style="list-style-type: none"> <li>• Discussing the content of the IDP</li> <li>• Commission research studies</li> <li>• Consider and comment on:               <ul style="list-style-type: none"> <li>❖ Inputs from sub committee/s study teams and consultants</li> <li>❖ Inputs from provincial sector departments and support providers</li> <li>❖ Process, summaries and document outputs</li> </ul> </li> <li>• Makes content recommendations</li> </ul>
<b>Municipal Officials</b>	<ul style="list-style-type: none"> <li>• Providing technical/sector expertise</li> <li>• Providing departmental and capital budgetary information.</li> <li>• Providing the IDP / PMS Manager with information relating to their specific departments</li> <li>• Ensuring that all processes undertaken by the municipality are reflected in the IDP</li> <li>• Preparing draft project proposals</li> </ul>

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<b>IDP Representative Forum</b>	<ul style="list-style-type: none"> <li>• Represent the interest of their constituents</li> <li>• To ensure transparency in the process</li> <li>• To ensure the involvement of different stakeholders in decision making</li> <li>• Ensure communication between all stakeholders</li> <li>• Recommend reports for approval</li> <li>• Provide organizational mechanism for discussion, negotiation and decision making between the stakeholders including municipal government.</li> </ul>
<b>Local Municipalities</b>	<ul style="list-style-type: none"> <li>• Preparing their own Process Plans</li> <li>• Managing and coordinating the local review process</li> <li>• Adopting and approving their IDP's</li> <li>• Aligning the review process with other Local Municipalities and the District Municipality</li> <li>• Contributing in the formulation of the District Framework Plan</li> <li>• Ensuring alignment of their respective IDP's with national and provincial departments and corporate service providers.</li> </ul>
<b>Department of Local Government and Traditional Affairs</b>	<ul style="list-style-type: none"> <li>• Providing data and information</li> <li>• Providing guidelines for the review process</li> <li>• Providing guidelines for the preparation of Sector Plans</li> <li>• Providing methodological guidance</li> <li>• Providing technical support</li> <li>• Providing funding for IDP Review and PMS</li> <li>• Monitoring the review process</li> <li>• Coordinating IDP and PMS related training</li> <li>• To provide guidelines for IDP</li> <li>• To provide all IDP related information e.g. MTEF and Departmental strategic plans</li> </ul>
<b>Government Departments</b>	<ul style="list-style-type: none"> <li>• Provide data and information</li> <li>• Assist in the preparation guidelines for sector plans</li> <li>• Provide funding for the preparation of sector plans</li> <li>• Facilitate alignment</li> <li>• To provide all IDP related information e.g. MTEF and Departmental strategic plans</li> </ul>
<b>IDP Service Providers Forum</b>	<ul style="list-style-type: none"> <li>• Engage in alignment process (aligning projects and programs)</li> <li>• To provide all IDP related information e.g. strategic development plans</li> </ul>
<b>IDP Alignment Committee</b>	<ul style="list-style-type: none"> <li>• To ensure alignment between the DM and the LM's</li> </ul>
<b>Office of the Mayor and Finance Dep.</b>	<ul style="list-style-type: none"> <li>• Preparing the budget</li> <li>• Managing the budget process</li> <li>• Liaising with different role players</li> <li>• Ensuring transparency in the process</li> <li>• Ensuring that budget process is informed by and tied to the IDP</li> <li>• Ensuring that the budget process complies with the prescribed legislation</li> </ul>

## IDP/BUDGET REVIEW PROCESS PLAN

The prescribed process referred to starts with a “process plan” which was drafted by the Ingwe Municipality in August 2008 and submitted to the Department of Local Government and Traditional Affairs who reviewed and approved it. In essence the process plan is a commitment linked to a timeframe which shows the consultative way in which the Municipality develops its IDP.

It was therefore the intention in this current year to adopt an approach which will both simplify the IDP but at the same time significantly increase the credibility of the document. In that it will become a “plan” developed “in house” by management together with the Council in consultation with all other stakeholders and implemented against measurable benchmarks

The IDP/Budget Review Process for the 2009/10 financial year prepared in October 2008 included a number of key phases each with specific activities. The key steps and activities concluded are:

LEGISLATION	ACTION	PURPOSE	RESPONSIBILITY	PROPOSED TARGET DATE
MSA 26 (b)	Evaluation of changes of circumstances and baseline	To determine status quo/situational analysis; Budget office to determine revenue projections and proposed rate and service charges; Drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives;	IDP Manager and HODs  CFO	Ongoing
MSA 26 ©  and MSA 26(i)	Review current reality, IDP Priorities, Objectives and Strategies for the next three years. Develop Targets and KPIs	To ensure relevance to the current status quo and future relevance	All HODS,MM and IDP Manager	Ongoing
As per MECs' recommendations	Evaluation of MECs comments on 08/09 IDP	Devise means and respond to MECs comments	MM, IDP Manager and HODs	Ongoing
Chapter 4 of the Municipal Systems Act	Ward visits	To ensure that community concerns and priorities are attended to and also ensure meaningful community participation	Council	Council to decide on dates
Chapter 4 of the Municipal Systems Act	IDP Forum and continuous meetings with sector departments and the District	To ensure that concerns of all relevant stakeholders are taken into account. To solicit input from service providers and the DM (Schools,libraries,clinics,water,electricity,roads).	IDP Manager; CFO	10 December 08 and continuous

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	Assessment of Sector plans	To check if there is a need for preparation or review and identify gaps for alignment with IDP	IDP and HODs	Ongoing
MFMA	Assessment of policies including tariff policy	To check availability and relevance and submit proposed new tariff policy for next financial year	MM, Finance and Council	28 November 08
	Sector plan review and development	To complete and submit sector plans and their status for inclusion and alignment to the IDP	All HODs	05 December 08
	Proposal for strategic management and implementation of IDP	To propose Institutional structure/ Organogram to EXCO/Council in line with reviewed IDP priorities and Objectives	MM and Corporate Services	10 December 08
	Submission of revenue projections and proposed rates and services charges (tariff policy) to Council for consideration	To ascertain availability of funds for the implementation of the IDP	MM, CFO and Council	11 December 08
	Submission of projections by departments	For compilation of draft budget	CFO and HODs	15 December 08
	Mid –year Budget and performance assessment	Assessment of municipality for first half of the 08/09 financial year to detect warning signals and devise remedial measures; Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years to be made available by 20 January)	MM, IDP, HODs and finance	25 January 2009
	Compilation of Draft Budget	Finalization of Draft budget for the next three financial years taking into account the previous year's performance as per audited financial statements ; Submit to Mayor proposed budgets and plans for next three-year budgets	IDP, HODs and MM, CFO	10 February 2009
MSA Section 30 and MFMA Sec	Table draft budget and IDP to council for noting	Council review before advertisement and publication	MM, CFO, Council and Mayor	26 March 2009
Municipal Planning and	Advertise draft IDP and Budget for public comments for 21 days and submission of	To legislative compliance and assessment	MM,CFO and IDP	April 2009

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Perfor mance Regulat ions 2001 section 15	draft documents to Provincial and National Treasury and DLGTA			
Reg. Section 15	Host IDP and Budget Imbizo/hearings	To ensure meaningful public participation. Mayor and Council responds to the community at a public gathering	MM and Council	May 09
	IDP Forum,	Ensure Stakeholder input and comments before adoption;	IDP Manager Mayor & CFO	May -09
	Public comments consideration	Attend to public comments on IDP and Budget; Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes.	MM, HODs and IDP	May 09
	Develop organizational Scorecard, prepare SDBIP and draft Performance Agreements	For monitoring of performance and speed up service delivery in the 09/10.financial year	EXCO,MM,HOD s and IDP Manager	April 09
MSA Sec. 32	Tabling of Final IDP and Budget to Council for adoption and submission to Treasury and DLGTA	To adopt the final IDP and Budget before the start of the 09/10 financial year	MM and Mayor	29 May 2009
MSA Section 25	Publication of notice adopting the IDP and Budget for 14 days	To ensure communities and stakeholders are well versed with contents of their IDP and Budget	MM,IDP Manager and Finance	15 June 2009
MSA Sec 57 and MFMA Section 53	Conclusion of Annual Performance Agreements(including performance plan and personal development plans), SDBIP approval by the mayor and submission to DLGTA and circulate for public information	To ensure approval within 14 days of the approval of the final Budget	Mayor and MM	30 June 2009
MSA Sec 36	Implementation of 09/10 IDP and Budget as per approved SDBIP	To ensure coordinated, efficient and effective Service Delivery	All	01 July 2009
MSA, sec. 28; Reg. 15	Preparation of 10/11 IDP and Budget review process plan	To guide the IDP and Budget review process for 10/11 financial year	IDP Manager/Financ e	01 August 2009
MSA Sec 46	Preparation, tabling and submission of Annual Performance	To measure the impact of 08/09 IDP and service delivery targets	IDP Manager	01 Septembe r 2009

INGWE MUNICIPALITY INTEGRATED DEVELOPMENT 2009/10  
PLAN

Report			
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As per above table the Ingwe Municipality engaged all wards in the IDP review process as follows:

**COMMUNITY DEVELOPMENT NEEDS AS PER IDP WARD CONSULTATION MEETINGS  
AS HELD FROM 24-28 NOVEMBER 2008**

PERSON	DEVELOPMENT NEEDS/ISSUES	WARD	AREA
Philisiwe Ntshiza	Block making Cooperative, need financial or material assistance	1	Emadwaleni
Sdudla Mtolo	Water	1	Emadwaleni
Bongiwe Mtolo	Received sewing machines but need fabric	1	Emadwaleni
Balungile Didi	Need transport for school kids	1	Ecabazi
Bakhethile Jili	Need access road from Mdabuphi to Slwane	1	Ecabazi
Ntombi Mbajwa	Need access road at Madwaleni area	1	Emadwaleni
Mandlenkosi Mthembu	Need Fencing wire	1	Ecabazi
Thandeka Dlamini	Need Solar energy	1	Ecabazi
Manqoba Mkhize	Water tanks and assistance with block making	1	Ezidweni
Michael Madondo	Access road at Gxalingenwa area	2	Gxalingenwa
Salestina Dlungwane	Access road at Manure	2	Ndulwini
Nonhle Nene	Sewing Machines	2	Ndulwini
Nokuthula Khubone	Electricity, Water, toilets	2	Emasameni
Thokozile Magoso	Water and Toilets	2	Emasameni
Nomusa Ngubane	Access road to Nyuluka and Poultry Project Support	2	Emakholweni
Duduzile Ngubo	Support for Disabled to form a Cooperative, Tents	2	Emnamaneni
Zenzile Zondi	Access road to Empumulwane Area, Water, Electricity, Community Hall	2	Empumlwane
Makhosazane Ndwane	Creche and poultry project support	2	Endulwini
A.E Dlungwane	Electricity, Road Upgrade, Creche, Water	2	Endulwini
Zandile Nsindane	Clarity on Zimpisi road next to Sonyongwane	4	Sibizane
Nokubonga Dlamini	Have sewing machines but still need fabrics	4	Sibizane
Mildred Miya	Water	4	Esibovini
Mcaciselwa Zulu	Fencing wire, Poultry Project support and Block making	4	Mzimkulu
Bonisiwe Phakathi	Youth and Child support	4	Esibizane
Mamanzi	Sewing Fabrics	4	Ehlane
Bonisiwe Zitha	Agricultural project support and registration as a Cooperative	4	Esibizane
Mr Ngubane	Neglected Poultry	5	Junction
Mr Madiba	Clinic and Hall	5	Junction
Jabulani Shangaza	Poultry project	5	Ntekaneni
Sebenzani Mdladla	Creche and Community Hall	5	Seaford
Nester Zuma	Water tanks	5	Seaford
Sifiso Vezi	Access road from R612 to Seaford	5	Seaford
Xolisani Memela	Soccer kit	5	Seaford
Mrs Ntombifikile	Toilets	8	Mbhulelweni

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Mdladla			
Mfanufikile Kheswa	Water tanks& pipes and Access road from Mphephetha to Mbodleni	8	Hlafuna
Annastasia Memela	Water, Levelling of Mbhulelweni Road and Clinic	8	Mbhulelweni
Duduzile Hlophe	Creche	8	Hlafuna
Zivamile Nzimande	Water tanks, Sewing machines	8	Hlafuna
Ncelinja Mncwabe	Electricity infills, Hall, High School and Primary School	8	Ntekaneni
Bhekuyise Cele	Access road from Mbhulelweni to Mdladla	8	Mbhulelweni
Mandlenkosi Memela	Access road extension from Memela to Sibiya	8	Mbhulelweni
Jabulile Phungula	Creche and Access road	5	Seaford
Khethiwe Mthembu	Assistance to Zamani gardening project	5	Seaford
Mphathi Jili	Masamini road rehabilitation, transport for school kids to Masamini	6	Eskheshini
Monica Shabalala	Pension Point, Transport from Eskheshini and Solar Energy	6	Eskheshini
M Duma	Fencing, Cellular network Aerial	6	Sandanezwe
Mrs Duma	Pension point	6	Masamini
Nokubonga Dladla	Access road, Poultry and Gardening Project	6	Ntakama
Bonisile Ngcobo	Water, Electricity, Roads and schools	6	Jani
Sbusiso	Solar Energy, Transport for school kids, Water Tanks, Proper Houses	6	Glenmaize
Phakama Madondo	Community meetings to be announced properly, Water, Unemployment, Crime, Ntakama Clinic, Agricultural support, Transport for pensioners or Pension point	6	Masami
Mambanjwa jili	Piggery project, seeds	6	Eskheshini
Thanda Mkhize	School Upgrade, sportsfield, Poultry Project. Volunteers on home based care need to be fully employed	6	Mnywaneni
Lindiwe Hlengwa	Electricity, toilets, Fencing,	7	Magininda
Thuli Madlala	Voting station, KwaMbokodo road, Electricity	7	Clyborne
Mphenduli Zuma	Fencing, Bridge	7	Mangwaneni
Musa Madlala	To have a meeting with Municipality due to lack of services and address the issue of stateland	7	Keldon Farm
Musawenkosi Dlamini	Traffic control for school kids crossing the road, no drainage system as water floods from road to peoples' houses. Late payment for service providers by the municipality	10	Nkumba
Eunice Phoswa	Creche and hall	10	Xosheyakhe
Mazulu Jili	Support for Phaphamani Club	10	Mdayana
Dudu Ngubo	Disaster relief programme, Electricity infills	10	Nkumba
Happiness Ngubane	Fencing and access road	10	Mkhohlwa
Thuthukile Ngubo	Bridge, Water project not functioning properly	10	Mkhobeni
Phili Jili	Access road to be extended from Ndayimane Store	10	Nkelabantwana
Ntobmenhle Mbona	Electricity, support for Ubuhlebendalo sewing club	10	Bhidla

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Maphoswa Mkhize	Creche and toilets	10	Macabazini
Mbuso Dlamini	School for Disabled, fencing, Jobs opportunities for Youth, Agricultural Support	3	Gala
Mrs Sosibo	Disaster relief Programme, Pension for the sick, fencing, involvement in Tourism, Street Naming	3	Gala
Muzi Dlamini	Electricity, Road Conditions, fencing, Seeds, bakery for a cooperative	3	Qulashe
Nomzinto Mlotshwa	Child Support grant	3	Gqumeni
Mlahleni Zondi	Hall, Speeding up of Electrification Project	3	Mnqundekweni
Thembisile Ndlangisa	Birth certificates for needy kids to access grant	3	Gqumeni
Betty Mthembu	Old but no ID and no pension	3	Gqumeni
Babhekile Shoba	Speeding up of electrification project	3	Gqumeni
Mr Gambu	Fencing and Sewing machines	3	Maqoleni
Thandeka Mazibuko	Leadership training for Youth, HIV/Aids Counselling support	3	Gqumeni
Vusi Dlamini	Electricity, Gwejane Road	3	KwaBhejane

NB: It must be noted that ward 9 was excluded from these consultation meetings because of Community Based Plan Pilot Project implemented by the Department of Local Government and Traditional Affairs in the ward.

Subsequent to the advertisement of the Draft IDP for 21 Days was another IDP and Budget Imbizo which was held on the 08 May 2009 at Zidweni in Kilmun. This Imbizo was held jointly with Sisonke District Municipality to enhance Intergovernmental Relations and Cooperative Governance.

At the Ward meetings ward priorities were again confirmed by communities and the above Development needs will be addressed in the 09/10 and following financial years.

### 1.3. CONTENTS OF THE INTEGRATED DEVELOPMENT PLAN

The IDP Review document includes six sections:

- **Section 1: Introduction:** Providing a background to the IDP process.
- **Section 2: The Status Quo:** Providing a socio-economic, institutional and financial review of the municipality.
- **Section 3: The Strategic Planning Framework:** Reflecting the strategic framework developed for the municipality in previous IDP processes.
- **Section 4: The Implementation Plan:** The section includes the Capital Investment Framework which is at the core of the IDP. The Capital Investment Framework is the basis for all implementation and financial planning of the Municipality.
- **Section 5: The Financial Plan and the SDBIP:** The budget and the legislated requirement for a Service Delivery and Budget Implementation Plan is addressed in this section.
- **Section 6: Organisational and Performance Management System:** This system is the basis for monitoring the implementation of the IDP.

A number of Annexures serve as supporting documentation for this plan.



## 2. SITUATIONAL ANALYSIS

### 2.1. INTRODUCTION

This section provides an overview of the current development situation in the Ingwe Municipality. This understanding of the current situation serves as the basis for the strategic planning approaches developed in this Integrated Development Plan.

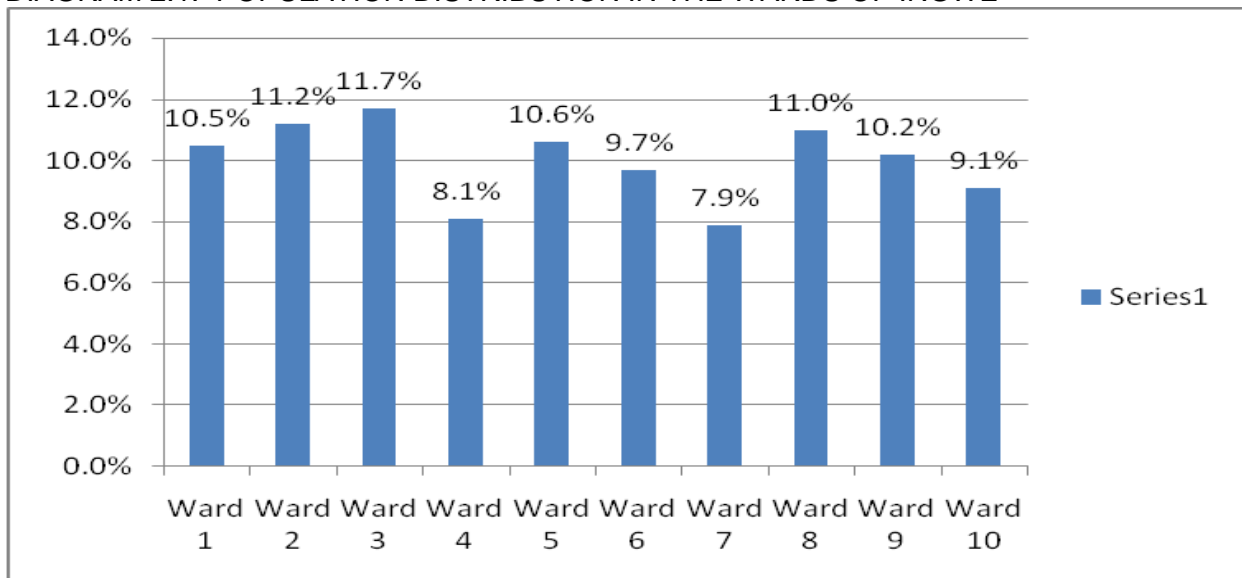
The section provides an overview of the current situation relating to:

- The people of the Municipality;
- Settlement patterns;
- Social services;
- The economy;
- The environment;
- Infrastructure provision;
- Housing and land reform;
- The Institution (the Municipality).

### 2.2. THE PEOPLE OF THE INGWE MUNICIPALITY

In 1996, the total population of Ingwe was estimated at 95151 people predominantly resident in rural Tribal areas with the balance located in the commercial farming and the rural towns. The 2001 census estimates that the total population of Ingwe Municipality is 114 116 individuals (i.e. 2.1% of the entire KwaZulu Natal Province) or 22 289 households who are spread unevenly among ten municipal wards. See Diagram 2.1 below.

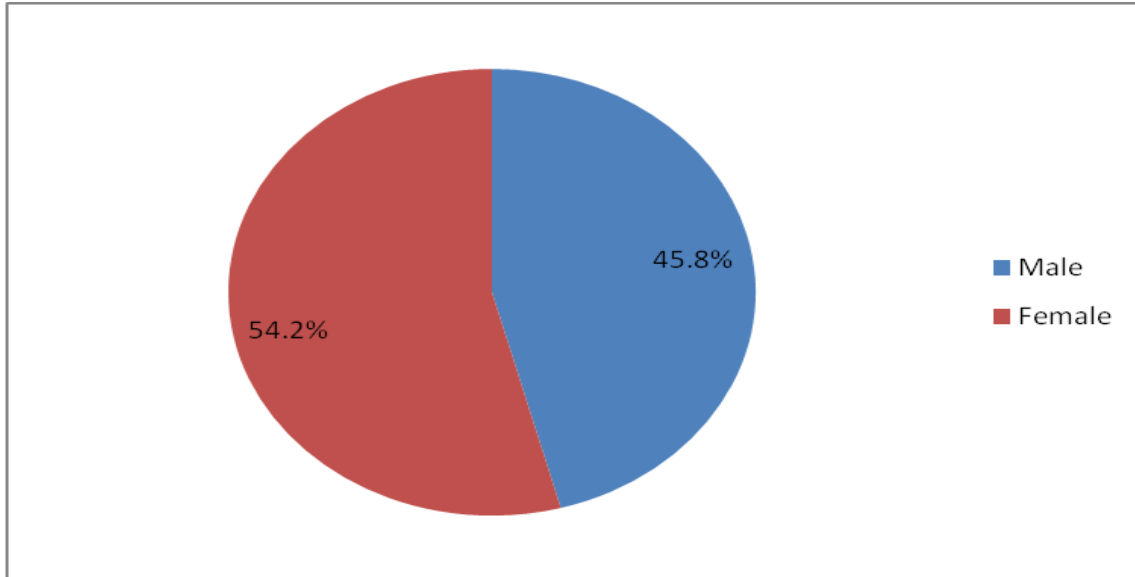
DIAGRAM 2.1: POPULATION DISTRIBUTION IN THE WARDS OF INGWE



Source: Stats SA CS2007

Diagram 2.2 below reflects the gender distribution in the Wards of Ingwe and again strengthens calls for planning interventions focussing on addressing the needs of the female population, this group representing 52.4% of the total population.

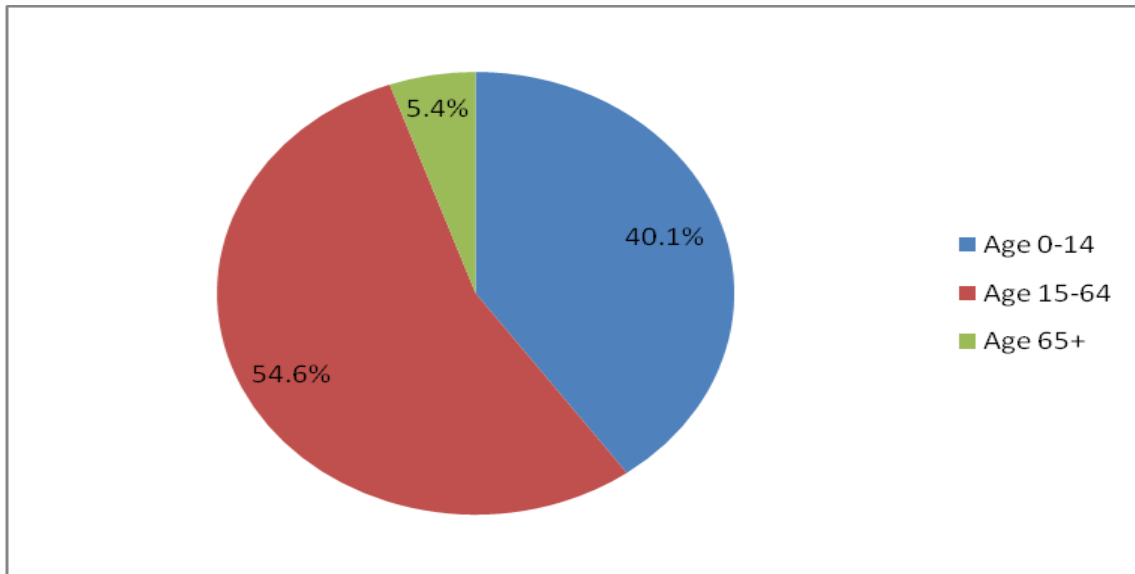
DIAGRAM 2.2: GENDER DISTRIBUTION IN INGWE



Source: Stats SA CS2007

From Diagram 2.3 below, reflecting the age distribution of the people in the various wards of Ingwe, it is noted that in 2001 60% of the population of Ingwe fell in the zero to twenty year age category, thus suggesting an extremely young population.

DIAGRAM 2.3: AGE DISTRIBUTION IN INGWE



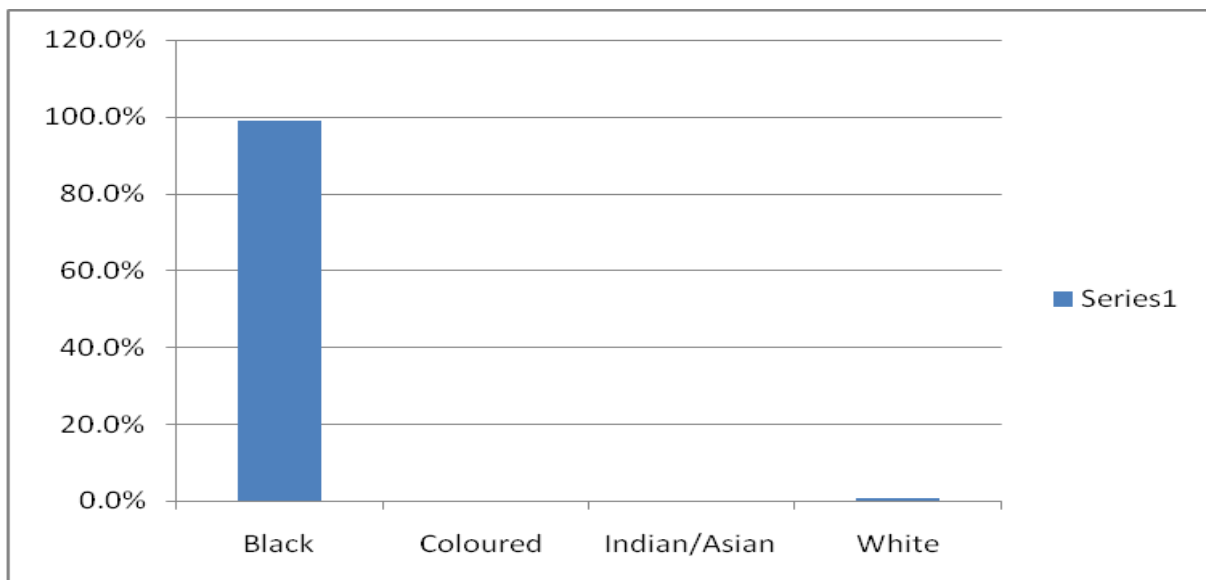
Source: Stats SA CS 2007

For further reference of above statistics per Ward please refer to 08/09 IDP.

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From diagram 2.4 below, population groups residing within Ingwe Municipality

### 2.3. PERCENTAGE PERSONS BY POPULATION GROUP



### 2.4. SETTLEMENT PATTERNS IN INGWE

The settlement pattern in the municipality can be attributed to the previous government policies on land ownership and the traditional tribal land tenure system, which provided members of the tribe with security and access to land and natural resources to provide affordable housing. The acquisition of freehold land by members of the black community in the 1860's also profoundly shaped the distribution of settlement today. **See Settlement Map overleaf** (from Jewell 2008, Ingwe SDF). There are five 'freehold settlements' and three land reform redistribution projects in the area. These are covered in detail later on in the document.

The scattered rural settlement pattern that has developed over time has implications for the development of the municipality in terms of the demand for basic infrastructure and services for settlements, which are fairly remote from employment opportunities in the urban areas. At present there would appear to be limited prospects for developing meaningful economic activities in these settlements to accommodate the local work force. Consequently it is likely that there will continue to be movement of people out of the municipality as people migrate to the larger urban areas in search of employment.

### 2.5. SOCIAL SERVICES IN INGWE

Under apartheid there was systematic under-investment in municipal infrastructure in the so-called previously disadvantaged areas. This deprived people of access to basic services, including water, sanitation, refuse collection and roads. Developmental local government has to address this backlog. Its central mandate is to develop service delivery capacity to meet the basic needs of communities. Basic services enhance the quality of life of citizens, and increase their social and economic opportunities by promoting health and safety, facilitating access (to work, to education, to recreation) and stimulating new productive activities.

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#### **2.5.1.1. Health**

The Ingwe Municipality falls into the Ixopo, Polela, and Underberg Health Sub-district of Sisonke District Municipality (Griqualand) Health District. The Health District is a well-defined part of the Province in which Primary Health Care (PHC) is delivered to all people in that district.

There is one District Health Management Team (DHMT), which is responsible for Primary Health Care, including community-based services like TB programmes, clinics and the District Hospital. The DHMT together with the community make decisions about health care in the district.

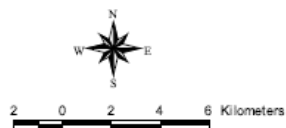
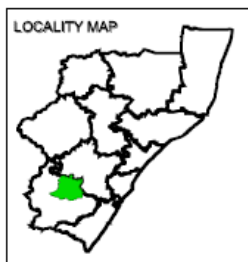
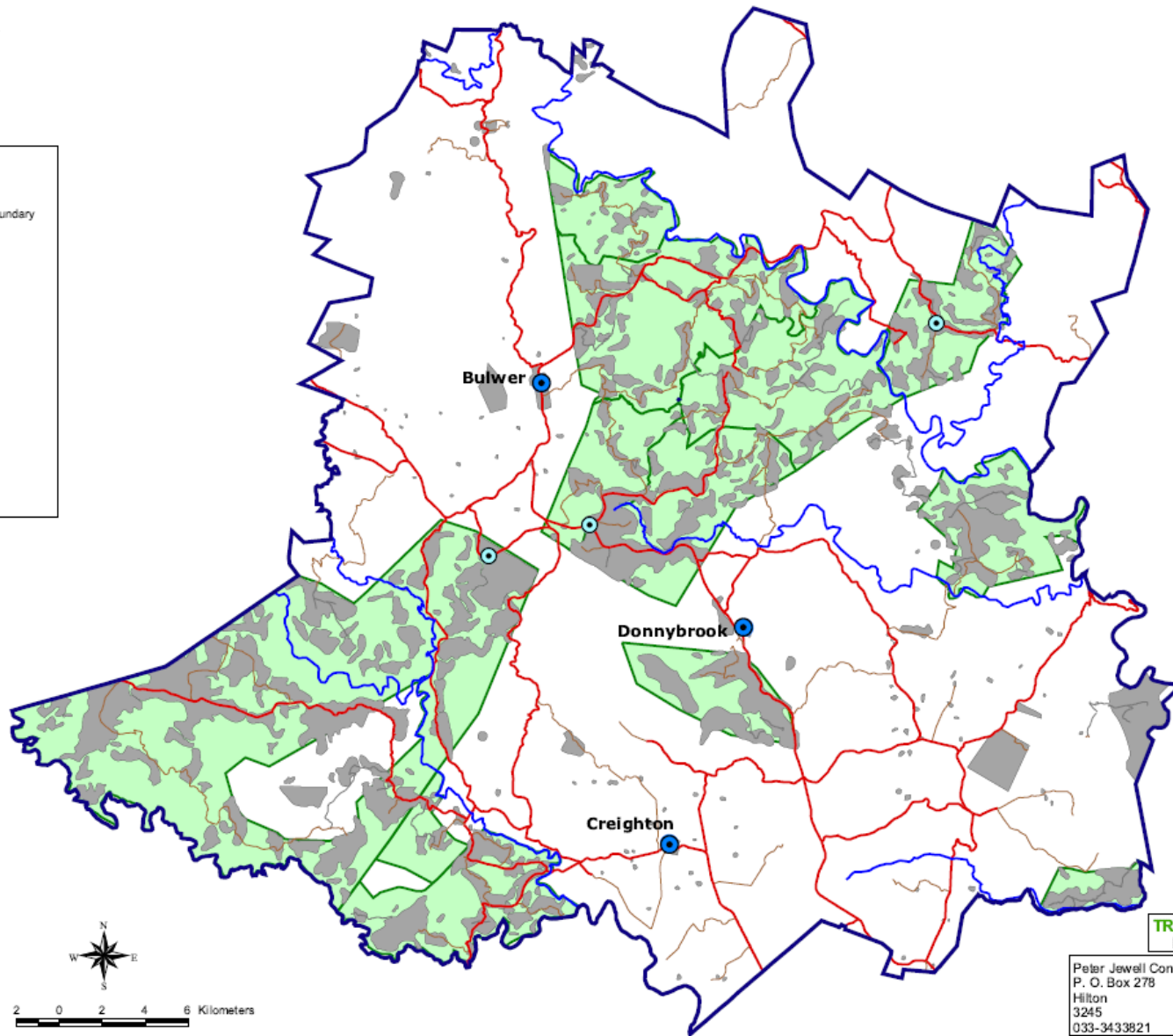
The health services in the Ingwe Local Municipality consist of:

**INGWE MUNICIPALITY**  
**Settlements**

**MAP 5**

**Legend**

- Municipal Boundary
- Development Nodes
  - Primary
  - Secondary
- Rivers
- Main Roads
  - Provincial
  - District
  - Local
- Settlements
- Tribal Areas



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033-3433821

- St Apollinaris Hospital: St Apollinaris has a complement of six doctors and 155 beds. Many of the areas serviced by the Hospital lie beyond Ingwe's boundaries. This is an indication of the lack of health services in the region.
- Community Health Centre and Clinics: The Polela Community Health Centre is a major clinic, offering 24-hour service. It was previously reported that it will also get full time doctors, a dentist and other services.
- Clinics: There are 8 clinics within the municipal area located in Kilmun, Qulashe, Mnyamana, Ncwadi, Gwala, Gqumeni, Sandanezwe and Centocow PHC (at the hospital). Mobile clinics are run by Polela CHC and Centocow PHC. New clinics are planned at Bhubhoyi and Donnybrook. Centocow mobile (managed from the hospital) currently provides a service to Ngwagwane and has been requested to start mobile points at Gxalingenwa, Tarr's Valley, Makhongwane and Newtonville.

The Clinic Upgrading and Building Programme based in Pietermaritzburg is responsible for planning new clinics.

#### **2.5.1.2. HIV/AIDS**

Between 20 000 to 30 000 people living in Ingwe are infected with HIV/AIDS. As most population is fairly young, this number will increase in the next five to ten years. Already there is an increased number of deaths among young people at the local hospital. This will result in increasing number of AIDS Orphans and child headed households. The AIDS epidemic will have a severe impact on all aspects of the work of Ingwe Municipality.

To counter the above the municipality prepared an HIV/AIDS Sector plan. Due to the outdated information contained in this plan, it will be reviewed in the 09/10 financial year. Further to this will be the revival of the HIV/AIDS Council which is a structure which is composed private sector, Government Departments, NGOs and Ingwe Municipality. This structure will try and minimize the impact of HIV/Aids within the whole municipal area. It will also work hand in hand with Sisonke District HIV/AIDS Council.

Failure by the municipality to address this pandemic will result into loss of leadership, increase in poverty, slow economic development etc. Further means of combating the spreading and impact of HIV/AIDS will be detailed in the plan envisaged to be completed by November 2009 subject to the availability of funds.

#### **2.5.1.3. Welfare**

A key function of the Department of Social Welfare and Social Services Agency of the Department is the regular payment of pensions and grants to people that qualify for these. Some of the statistics relating to grants currently available from the Department includes that:

- 58 youth headed households are registered in the Municipality;
- 979 households are receiving foster care grants; and
- 1 828 children are benefiting from foster grants.

Further statistics relating to social welfare and pensions are still to be sourced from the Department.

Pension / grant payment points are found at the following localities throughout the Ingwe Municipality:

• Encwadi	• Umacalagwala
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• Kilmon	• KwaMtolo
• Emakhuzeni	• Umzabalazo
• Madzikane	• Deaford
• Majiki	• Gqumeni
• Kwagemase	• KwaBhidla
• Zashuke	• Sizanenjana
• Mnyamana	• Mangwaneni
• Mehlwana	• Isibonelo
• Chibini	• Creighton

Further to the above the Social Development department has a sub directorate that deals with Poverty Alleviation Programme. It ranges from projects such as small scale farming, Poultry farming, soup kitchens etc. Prioritized projects for 09/10 will available after the approval of the departmental MTEF.

#### 2.5.1.4. Education

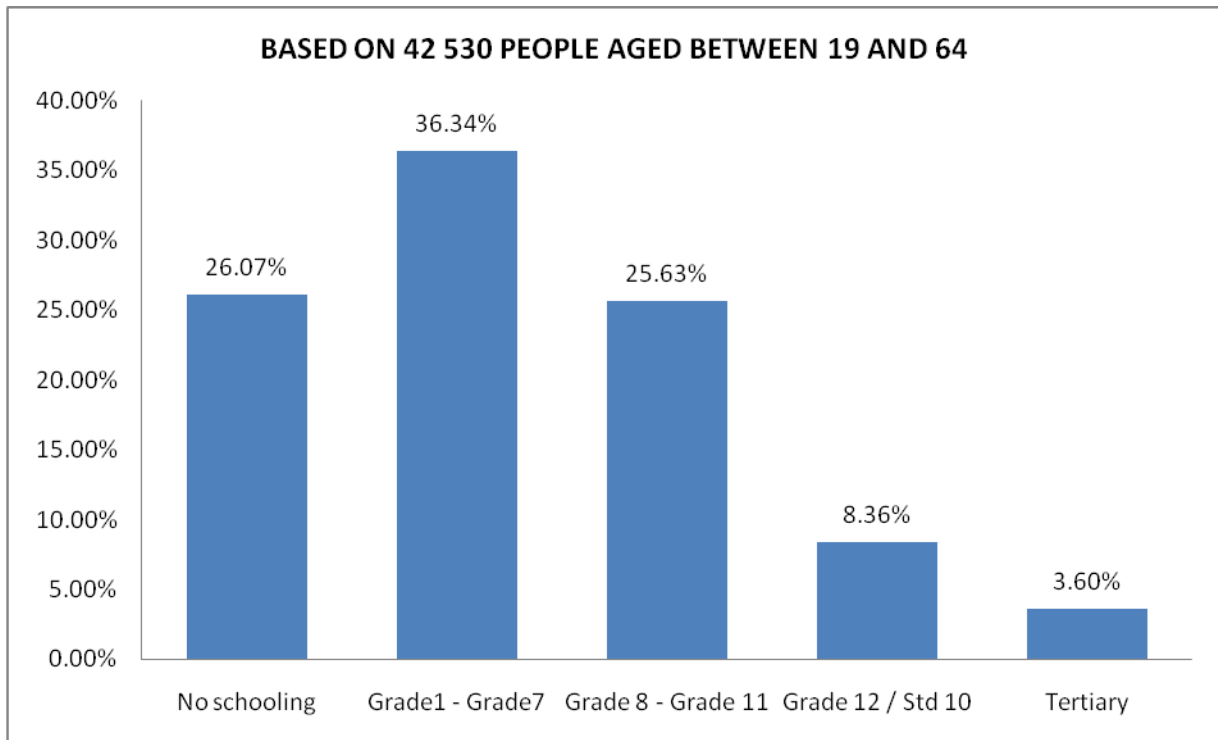
Research has shown that the historically disadvantaged background to black education is still impacting negatively on the level of education in most rural schools, the minimum level required for functional literacy is a Grade 6 preferably Grade 7 (Pers. Comm. Anne Harley; University of Natal, Centre for Adult Education). Diagram 2.4 overleaf below provides a clear indication of the low levels of education in the Ingwe Local Municipality.

The diagram shows that nearly a quarter of the workforce has no formal education at all. Thirty six percent of people have some form of primary school education and a further 25% have some form of secondary school education. However only 8% of the workforce holds a matric and a low 3% of the workforce has some form of tertiary qualification. These low levels of education and literacy have a negative impact on:

- information flows into the area;
- local entrepreneurial development; and
- levels of local employment.

DIAGRAM 2.4: EDUCATION LEVELS OF INGWE RESIDENTS AGED BETWEEN 19 AND 64

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Source: Census 2001

A number of the following factors attribute to the low levels of education in the Ingwe Local Municipality:

- Poor or non-existence of educational facilities;
- Limited investment in education particularly in previously disadvantaged areas;
- The Bantu education system which literally discouraged women to attend school; and
- The previous social culture, which was prevalent in most African communities that looked upon everything provided by the Europeans with suspicion.

Preschool facilities in the rural areas have largely been provided on an informal basis by parents. They often lack the training and skills to provide a stimulating environment for the children in their care. The Community Based Public Works Programme (CBPWP) has been funding the provision of preschool facilities, however, training the preschool teachers and the provision of equipment and educational materials remains a gap in the service provision by the State. At this stage the Department of Education is not providing financial support for preschools. Data on pre-schools and attendance at pre-schools was not available.

Table 2.1 suggests that there are 114 schools in the Ingwe Local Municipality. At the time of undertaking this survey there were 38 801 learners enrolled at these schools supported by 1201 teachers (1:32 ratio) occupying 917 classrooms (1: 42 ratio). The pupil numbers range from 15 to 1703 (8 schools provided no information or no longer have a pupil population). The smaller schools tend to be located on the commercial farms and in the small freehold settlements. As a result of the low densities encountered on the farms children often have to walk long distances to the schools. Teacher and pupil numbers are low and often classes have to be combined in a number of schools. Pupils to teacher ratios are reasonable being of the order of, on average, 32 pupils per teacher. The pupil / classroom average is rather high at 42 pupils per classroom. The Education Department should be approached to provide additional classrooms for those schools where the pupil densities are in excess of 40 per classroom. The educators are assisted in a number of schools by supporting staff provided by the Department of Education.

**TABLE 2.1: SCHOOLS BY CATEGORY IN THE INGWE LOCAL MUNICIPALITY**

SCHOOL TYPE	NUMBER OF SCHOOLS	GRADES SERVED
Combined School	1	Grades 1 – 12
Junior primary schools	16	Grades 1 – 4
Primary schools	73	Grades 1 – 7
Senior primary school	1	Grades 5 – 7
Junior secondary schools	5	Grades 8 – 10
Secondary schools	17	Grades 8 – 12
Senior secondary school	1	Grades 11 – 12

There are no higher education facilities in the Ingwe Municipality (formal and non-formal). The nearest facilities for higher education are to be found in Pietermaritzburg. This means that learners needing Technikon or University education have to re-locate to Pietermaritzburg or Durban. Most other forms of post-school education such as computer courses also have to be accessed in Pietermaritzburg or Durban. There is a need for the provision of a wide range of training geared to helping develop business and technical skills that can be used to develop the economy of the municipality.

Though there are enough schools within Ingwe municipality, most schools do not have adequate classrooms, water and sanitation facilities. The Department of Education has allocated funding for upgrading, renovation and provision of water and sanitation in various schools within Ingwe in the 09/10 financial year. This programme will be driven by Department of Public Works. *(see projects by Department of Education under Sector Departmental Projects section)*

Learners also travel long distance to schools, provision of food and uniforms to needy children are also challenges that need to be looked into by the Department of Education.

Adult basic education and training is also a huge challenge within Ingwe. Efforts of various NGOs that are involved in this regard needs to be commended though funding becomes a challenge in their execution of this function. Assistance from Department of Education will be solicited in this regard.

What can be deduced from the above is that, there is a need for a registered and recognised Tertiary Institution within Ingwe Municipality in the form of an FET College to ensure that matriculates are armed with a wide range of necessary skills and competencies needed in the work place in the private and public sector. This will ensure that tertiary education is accessible to the poor who cannot afford to relocate to towns and cities outside the municipality.

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## 2.6. THE ECONOMY OF INGWE

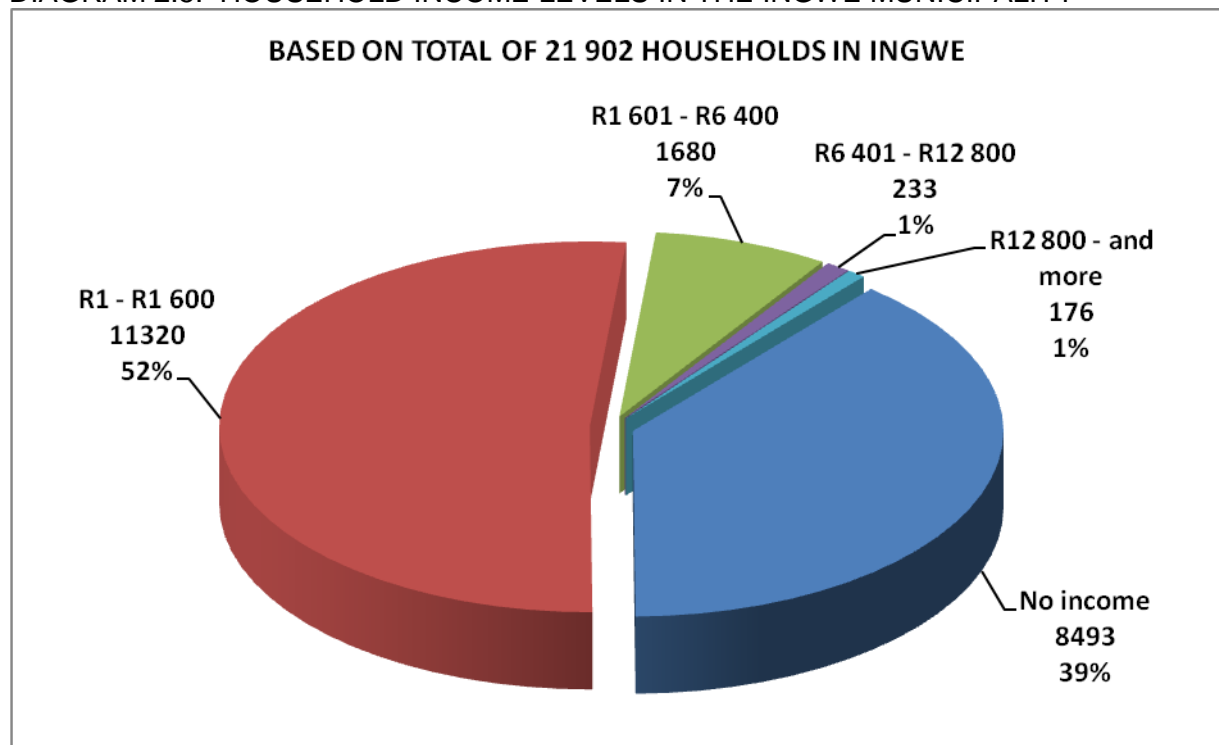
### 2.6.1. INTRODUCTION

The Municipality has a well-established commercial farming sector which is based on semi-intensive beef, dairying, potato production and a strong commercial forestry sector. The tourism sector is small at present; however, there is considerable potential for growth as an adventure destination.

GGP data confirms the fact that the Ingwe Municipality is exceptionally poor and under-developed, relying heavily on agriculture as the main source of livelihood. The lack of a major trading centre such as the neighbouring towns of Underberg and Ixopo has limited the economic growth opportunities for this Municipality. However the potential for growth in the tourism sector inclusive of the Cape Natal railway has the potential to stimulate the economy of Ingwe.

Diagram 2.5 focussing on household income levels and Diagram 2.6 reflecting employment levels in the wards clearly illustrates the low level of economic development in the Municipality. Considering these figures make a clear case for a strong focus on economic development in the Municipality, an area in which the municipality has had various successes.

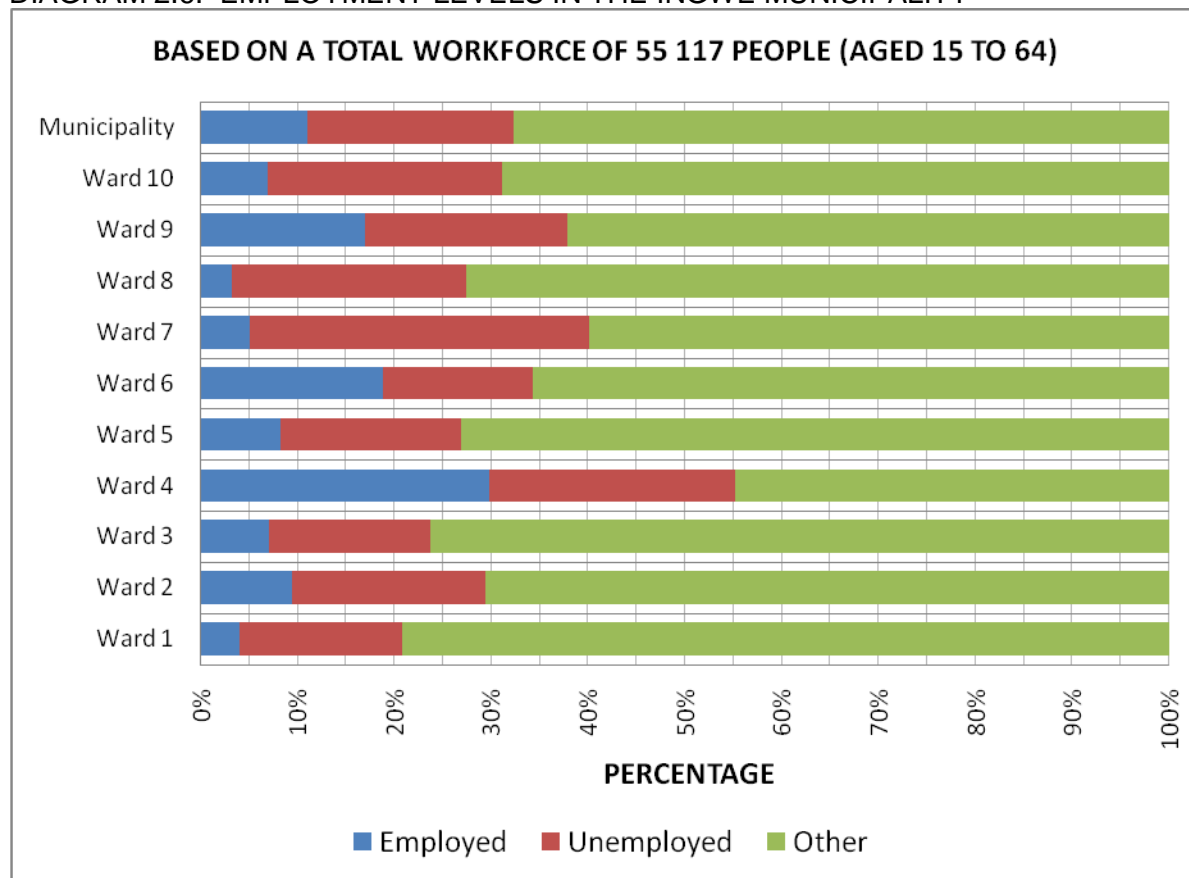
DIAGRAM 2.5: HOUSEHOLD INCOME LEVELS IN THE INGWE MUNICIPALITY



Source: Census 2001

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DIAGRAM 2.6: EMPLOYMENT LEVELS IN THE INGWE MUNICIPALITY



Source: Census 2001 (Note: "Other" in the diagram above refers to people not actively seeking work, e.g. students, homemakers, pensioners etc.)

### 2.6.2. IMPLEMENTING LED IN THE MUNICIPALITY

The Municipality has over the past few years placed considerable emphasis on local economic development and has highly skilled resources to identify and implement its economic development strategy and projects. Although a dedicated LED unit (an LED Officer position which is currently vacant is provided for on the Organogram of the Municipality) cannot be justified in a Municipality of this size the impact of the existing skills is evident in the funding which the Municipality attracts for LED projects. These projects are discussed in more detail in later sections.

Through regular interaction with the Ward Committees an understanding exists of the needs of the communities (see also **Annexure A** in this regard). As a specific response to the highest priority need within the Ingwe Municipality repeatedly identified, being that of a lack of Economic Development and employment opportunities at "grass roots" level, the Council has approved that a far more pro-active approach must be adopted to "Ward Based" economic development/poverty alleviation. In an attempt to address this challenge a sum of R250 000 has been budgeted for in the year 2008/9. This is in addition to R250 000 spent in the last quarter of the 2007/8 year.

The Ingwe Municipality has developed a Local Economic Development Strategy that guides the activities in this sector (discussed in more detail in the Strategy section and also see **Annexure D**). The sections that follow briefly consider the various economic sectors in the Ingwe Municipality.

### **2.6.3. THE COMMERCIAL AND SERVICES SECTOR**

Commercial and service sector activity is centred around the small villages of Bulwer, Creighton and Donnybrook, but these on their own do not fulfil the commercial needs of the local community and as a result a substantial amount of trade takes place in the larger town of Ixopo as well as the City of Pietermaritzburg. The growth in trading in these villages would appear to be limited due to the close proximity of the two larger towns.

### **2.6.4. THE INFORMAL SECTOR**

Shrinking levels of formal employment over the last decade have seen a growth in the informal sector. Trading and transport have been the two sectors that have been targeted by emerging entrepreneurs.

### **2.6.5. THE AGRICULTURAL SECTOR**

#### **2.6.5.1. THE CURRENT SITUATION**

The district consists of a total of 199 000 hectares of which 64% is privately owned (commercial farming area) and 36% is communally owned under the jurisdiction of eleven Traditional Councils. A total of 26 000 hectares is presently utilised for crop farming. A further 128 000 hectares is utilised for grazing. Except for rain shadow areas in the Mkhomazi valley the land is generally of high potential and commercial farming in the area is highly productive. Important commercial farming enterprises in the municipality include semi-intensive beef farming, the production of seed and the growing of table potatoes.

The forestry industry in Ingwe is large and highly developed with a total of 38 000 hectares under timber. A mixture of eucalyptus and pine is planted for the pulp and saw milling market. A few small manufacturing industries have sprung up around the existing sawmills.

The traditional settlement areas have considerable agricultural potential although broken terrain, poor road infrastructure and fragmented land holdings are an inhibiting factor. The main agricultural activity within these areas is the traditional ranching of cattle in mountainous areas. Over-grazing and soil erosion are limiting returns from this type of activity. Smallholder agriculture consists of maize, potato and dry bean farming on arable allotments as well as vegetable production on a small scale, in home gardens and community gardens.

A small independent cheese factory has been established in Creighton since the deregulation of the industry. No abattoir or other animal product processing plants exists within the Municipality. Considerable potential exists for these and other agri-processing plants. The difficulty however is the size and proximity of the town of Ixopo in that this town attracts most of the local manufacturing investment. Ixopo has the advantage of being on the main road between Pietermaritzburg and Umtata.

### **2.6.6. THE TOURISM SECTOR**

#### **2.6.6.1. THE CURRENT SITUATION**

The imperative to diversify the municipality's economy away from agriculture is one of the major factors why interventions to create an enabling environment for a competitive tourism sector are being undertaken by local government.

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An audit undertaken of the generic “tourism assets” indicated that the region was richly endowed with stunning and interesting scenery, pleasant climatic conditions, interesting cross-cultural diversity, sound infra-structure, safe and hospitable environment etc, however none of these was unique to the region. One needed therefore to identify the comparative advantages which could be developed into niche brands to create a competitive tourism destination.

The three comparative advantages which were identified were the historic network of Catholic Missions, the diversity of bird life, and the existence of the commercially in use Cape/Natal branch railway line.

In addition Ingwe Municipality in becoming a preferred venue for Mountain Biking and other forms of outdoor adventure sports. The Sani2C traverses the Municipality with an overnight stop at Donnybrook. The “Freedom Challenge” route also passers directly through the Municipality with an overnight stop at the Centocow mission. The “Mr Price” MotorX Enduro is hosted annually in Creighton.

#### **2.6.6.2. THE CURRENT PLANS AND PROJECTS**

##### **Rail tourism**

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Key stakeholders in the Sisonke District (particularly Ingwe Municipality and Paton Country Narrow Country Railway) have patiently and purposefully developed a fledgling steam rail tourism sector in the Sisonke District based on the existence of the underutilised Cape Natal Railway line and the remnants of the narrow gauge line from Ixopo to Umzimkulu.

The emerging Sisonke Steam Rail Tourism product in combination with the natural scenery, avi-tourism, mission and other adventure products, provides the Sisonke district (particularly those municipal areas without the locational advantages of KwaSani with its proximity to the Sani Pass and the Ukhahlamba Drakensberg World Heritage Park), with a potentially unique competitive tourism advantage. Furthermore it is a sector that every municipal area in the district can actively participate in by adding value to the “off train” products and benefiting from the guaranteed market channel that steam rail tourism offers the district.

##### **The Sisonke Stimela**

The Sisonke Stimela will provide a steam hauled rail tour that acts as a world class tourism attraction due to the declining opportunities for steam rail elsewhere in the world. The initiative will result in the direct creation of at least 18 direct jobs and undetermined further number of jobs and economic opportunities as a result of the significant impact such an initiative would have on the further expansion of the tourism sector in the Sisonke District.

The intention of the Sisonke Express is to offer a number of different tours including:

- Fully inclusive steam hauled rail tours of the Pietermaritzburg and Southern Midlands Area focussing on Sani Pass as the core destination. The major target market for this tour would be international tourists (but local tourists will also be targeted) Accommodation will be provided on the train. The accommodation quality will be in the four to five star ranges and the price range upward of R1 500-00 per day.
- Steam Day Trips going from and to a variety of destinations in the Southern Midlands Area. The price charged will be in the range of R80 depending on the day trip.

In the long term (from year six onwards) an annual lease fee will be paid to the Ingwe Municipality that will be invested in a Tourism Development Fund which will in turn re-invest

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funds generated by the Sisonke Express in the Ingwe Municipality area to develop tourism products that will increase the attractiveness of the area. In particular the fund will focus on supporting the entrance of black entrepreneurs into the tourism sector.

The municipality will be engaged in sourcing of funds for the implementation of the Stimela once it becomes operational in July 2009. Sisonke District municipality has already committed funds towards this project. Other municipalities within the district will also be engaged in implementation of projects linked to Sisonke Stimela Project in their areas since this project is regarded as a district-wide catalyst for Tourism and Economic Development. Also, government departments and private sector are urged take this project into consideration in the implementation of their programs. ***(more details are available in a comprehensive business plan in the municipal office)***

### **Mission tourism**

Centocow Mission constitutes the core component of the Ingwe Municipality Mission Tourism strategy. Centocow is one of the largest mission centres established by the Trappist brothers in KwaZulu-Natal. It forms part of the complex of monasteries and missions the monks created across the province from Mariannhill near the coast to East Griqualand and the valleys of the Midlands. Centocow is of particular significance because of the architectural heritage of the mission church built there. Not only does this building reflect the style developed by the Trappists in KwaZulu-Natal, it contains a unique record of individuals' influential in the Roman Catholic Church at the time, represented in a stained-glass window. The church also houses a rare reproduction of the famous Polish icon depicting the Black Madonna of Czestochowa.

Following negotiations with the Catholic Church Ingwe Municipality secured a long-term lease of an unused Mission Building (Three story building on the bottom left in Figure 1). Ingwe Municipality has since renovated the building and initiated a weaving project that is housed on the first floor of the building. This document is a brief proposal to take forward further development of the building in order to establish Centocow as an operational tourism destination within Ingwe Municipality.

Beyond the focus of this element of church history, Centocow Mission has also contributed to a notable aspect of South African art history as it served as the starting point for the career of Gerard Bhengu.

### **Gerard Bhengu**

As a young man Gerard Bhengu suffered from tuberculosis and was treated in the medical clinic attached to the Centocow mission. It was here that he was first encouraged to draw and paint by members of staff at Centocow, which finally resulted in further training and his accomplished work in portraying aspects of rural and family life that he was part of. The artwork of Gerard Bhengu is now represented in numerous public and private collections both locally and abroad.

The purpose of this project is to complete the establishment of the Centocow Mission building as a tourist and craft centre by undertaking the following core tasks:

- Establish the Gerard Bhengu Gallery on the second floor of the Building
  - Furnish the Eatery on the ground floor of the building
  - Develop a 2-hour long CD that will provide an overview of the Trappist history at Centocow, tell the story of Gerard Bhengu and provide some insight into his work
-

This project is now nearing conclusion and the municipality will be engaged in marketing of Centocow Mission and investigation of tourism potential of other missions within the municipality of which Sisonke District Municipality will also be involved.

### **Avi Tourism**

Avi tourism, tourism focused on sighting and observing birds in their natural habitats, has been identified together with rail tourism and mission tourism as key competitive advantages in the Sisonke District Municipality. Ingwe is well placed to take advantage of this important tourism niche market as it has a wide variety of extremely valuable birding sites within its boundaries. Two sites in particular have been highlighted as “Top Birding Spots” in South Africa (Chittenden H et al; Top Birding Spots in South Africa 1992), namely the Sani Pass (within the neighbouring Kwa Sani Municipality) region and Xumeni Forest, near to Donnybrook. Sisonke also contains seven “Important Bird Areas”.

Recent market analysis indicates that, although there is significant avi tourism potential in the region, very little is been done to exploit this competitive advantage in the local economy. With this in mind, Birdlife South Africa has begun to develop the Southern Birding Route, which includes the Midlands area, eThekweni Metropolitan, the KZN South Coast and the Sisonke district. The route is being developed in such a way as to provide information to tourists on different birding sites in the region and to catalyse infrastructure development at some of the key sites on the route.

Although there are many sites with significant birding potential, very few facilities and resources have been developed for specific sites.

There is a limited pool of tour operators in the region that cater specifically for the birding tourists, with no more than five businesses based in Sisonke branding themselves as avi-tour operators. All of these operators have a similar socio-economic profile and market base, targeting mostly dedicated avi tourists in the middle to high income categories and charge in excess of R500 / day.

Funding has now been secured by the District Municipality for an aerial boardwalk in the Marutswa Forest in Bulwer. The boardwalk is in the final stages of construction and will offer tourists a variety of avi tourism linked products including tree top canopy tours, forest walks, picnic sites and an information centre.

The Marutswa boardwalk is one of 11 sites that Birdlife South Africa has included in the Sisonke Birding Route. The Sisonke District Municipality in partnership with Birdlife have sourced funding through Gijima KZN to do feasibility and initial planning on three or four additional avi tourism products on the Sisonke Birding Route. The purpose of this initiative is to build on the Marutswa boardwalk and Sisonke Birding Route by assessing the feasibility of a number of other potential businesses that can act as complementary attractions in the area. In so doing, the project aims to facilitate partnerships between emerging entrepreneurs and established avi-tourism operators to develop viable avi-tourism linked businesses that will attract birders to the Sisonke District.

## **2.7. THE ENVIRONMENT IN INGWE**

The Ingwe Municipality has developed an Integrated Environmental Management Plan (see **Annexure E**).

### **2.7.1. A BIOPHYSICAL OVERVIEW OF INGWE**

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#### **2.7.1.1. Climate**

Two bioclimatic regions exist within Ingwe. These are the Highland to submontane and the Moist upland bioclimatic regions. The area may be roughly divided into three temperature zones (Figure1). The western (higher) portions of Ingwe are typically cooler than the eastern (lower) regions. Winter temperatures in the cooler western regions often drop to below 0<sup>0</sup> C whilst in the warmer eastern regions temperatures seldom fall below 5<sup>0</sup> C. Summer temperatures range from highs in the low thirties in the west to high thirties in the east.

Mean annual rainfall in the area is between 700 and 1200mm per annum with the eastern areas generally being drier than those in the west.

#### **2.7.1.2. Topography**

Ingwe encompasses an area of approximately 1970 square kilometers (Ingwe IDP 2002). The altitude ranges from 2083 metres above mean sea level in the north east (aMahwaqa Peak) to a low of approximately 450m at the bottom of the Mkomazi River valley in the south.

Ingwe comprises gently undulating to steeply undulating land. Much of the flatter land is restricted to small "plateaus" which are primarily found in the western highlands areas of Ingwe.

#### **2.7.1.3. Geology and soils**

Much of Ingwe is underlain by rock derived from dolerite and mudstones. The eastern lower lying areas of Ingwe are dominated by shales and arenite. The soils are generally considered to be of low fertility. A second very important common characteristic of most of the soils of the Ingwe area is that they are generally highly erodible.

#### **2.7.1.4. Water resources**

Two of KwaZulu Natal's largest river systems pass through Ingwe. These are the Mkomazi River in the east and the uMzimkulu River in the south-west. These rivers and associated catchments are important for the provision of large quantities of water (Ingwe IDP 2002).

There are also a number of wetlands, seven of which have been registered as Sites of Conservation Significance by eZemvelo KwaZulu Natal Wildlife (for a discussion of wetlands, see section below).

#### **2.7.1.5. Vegetation**

The vegetation of Ingwe is diverse and contains several environmentally important and sensitive vegetation types. The area can be divided into 7 Biorresource groups (Moist Highveld Sourveld (24%), Dry Highveld Sourveld (<1%), Moist Transitional Tall Grassveld (60%) Moist Midlands Mistbelt (4%), Moist Tall Grassveld (6%), Coast Hinterland Thornveld (<1%), and Valley Bushveld (5%) (Ingwe IDP 2002). Of particular importance with regard to biodiversity are the wetlands, Mistbelt grasslands (which are endemic to KwaZulu Natal), and Mistbelt forests.

Aside from the indigenous (natural) vegetation, there are also extensive areas where agricultural activity has resulted in significant changes to the vegetation. Amongst the most obvious of these are the commercial forestry operations.

#### **2.7.1.6. Fauna**

Although no detailed sampling of the fauna of the entire Ingwe area has been completed, the currently available data indicate that in terms of game animals, species diversity is quite low due to the dominance of sourveld type grasslands (Ingwe IDP 2002). However, there are a number of common, rare and endangered species present including a number of Red Data listed species. These include both resident species as well as migrants such as the Orib, Blue swallow, Cape parrot, Wattled crane, Blue crane, Crowned crane, Cape vulture and tree hyrax (Ingwe IDP 2002).

## **2.7.2. ENVIRONMENTAL OVERVIEW OF THE AREA**

An attempt has been made to divide this section into three levels, namely international and national, provincial and local. However, this classification is somewhat artificial and the boundaries between these three levels are not clear-cut as there are a number of complex interrelationships between the three levels. It is important that this division is seen merely as an attempt to contextualize the issues and not as an indication of the level at which responsibility for addressing the identified issues lie. The Ingwe Municipality has a critical role to play in addressing all of the issues identified below.

### **2.7.2.1. International and national contexts**

The Ingwe Municipal area does have both international and national environmental responsibilities. The international responsibilities relate primarily to the protection of biodiversity in accordance with the International Convention on Biological Diversity to which South Africa is a signatory. Of specific relevance to Ingwe are both the protection and relevant preservation of wetland habitats, Mistbelt grasslands and Mistbelt forests, all of which are currently under threat in the municipal area. One example of a mistbelt forest within the boundaries of Ingwe that is considered to be of national importance is that of the iGxalingenwa forest. This forest is considered to be of national importance on the basis of the high number of Cape parrots utilising the area as a food source and for roosting sites. The presence of the tree hyrax in this forest also contributes towards its importance.

There are a number of sites within Ingwe which has also been identified as being of specific conservation importance. These include:

- a Natural Heritage Site;
- 19 Sites of conservation significance;
- 1 Private Game reserve; and
- 1 Biosphere reserve.

Furthermore there are eight formally protected areas within Ingwe. Of these seven are State forest areas and the eighth is the Impendle Natural Reserve.

### **2.7.2.2. Provincial context**

Ingwe has a wide diversity of vegetation. This includes vegetation that is well represented elsewhere in the province, vegetation that is of particular ecological interest (such as the plant communities that are associated with the dolerite dykes in the area) and the three vegetation types that are of particular importance in Ingwe. These are wetlands, Mistbelt grassland, and Mistbelt forests.

### **2.7.2.3. Local context**

The role of the natural resources of Ingwe

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The majority of the population of Ingwe are resident in poorly serviced rural areas, are unemployed, and 60% of the households are subsisting on less than R600 per household per month. Livestock farming and subsistence agriculture are important components sustaining those residents. Hunting also plays an important part in providing food for the people of the area as does the collection of material for use in traditional medicines and other herbal remedies.

The level of services in many of the rural area is poor. Many households are reliant on natural water resources for their water supplies. When this is considered in conjunction with the fact that those same areas are also reliant on poor quality pit latrines for sewage disposal, and that there are no formal waste disposal facilities available in many of these areas, the seriousness of the situation is easily apparent.

Furthermore, by far the majority of the households in Ingwe do not have access to electricity and are reliant on alternative energy sources such as firewood. All this has significant implications in terms of the natural resources of the area. The concentration of livestock and the limited availability of grazing leads to overgrazing which in turn, results in soil erosion. Although the soils of the area are generally not very fertile, the loss of that topsoil equates to a serious loss of crop potential.

The reliance on fires as an energy source also impacts heavily on the natural resources of the area. Aside from the social impacts of having to constantly be sourcing firewood to meet the energy demands of the household, the impacts on the forests (indigenous, commercial and woodlots) of the area may be significant. Aside from the impacts relating to the collection of fuel for the fires, these also contribute to a deterioration of the air quality in the area.

In the light of the above the need to protect the natural resources of the area becomes a critical imperative. This is not purely from the ecological point of view but, in the light of the above, from the need to ensure that the natural resources of the area are able to continue sustaining the residents of the area which are to varying degrees, dependant on those resources for their survival. For example, the protection of wetlands becomes a far more pressing issue when it is considered that a substantial proportion of the residents of Ingwe are largely reliant on that wetland for their water supply. The conservation of grassland areas also assumes a far greater significance when considered in the light of the need for grazing rather than in the light of a fairly abstract concept of the protection of biodiversity.

#### The ecotourism potential

Aside from the importance of the natural resources of the area in sustaining the residents, those resources also have the potential to generate much needed income in the area. The eco-tourism and adventure-tourism potential is considered excellent with a number of draw cards that may be capitalised on. These include the presence of rare species (birding tours to see the Cape parrot and the Blue and Wattled cranes for example), topography that is conducive to adventure tourism (steeply incised valleys, exciting rivers for white water rafting or canoeing). Thus in protecting the natural resource base of the area, not only would this ensure the short term survival of many of the residents of the rural area, it would also contribute towards creating employment or other income generating opportunities.

To ensure that the environment of Ingwe is protected the municipality will continue providing infrastructure and services that are not harmful to its natural environment. This is currently being done by ensuring that all projects are EIA compliant. Furthermore, the municipality will prepare an Integrated Environmental Management Plan, Integrated Waste Management

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Plan which will be coupled with construction of registered Waste disposal sites. **(see CIP and strategic framework)**

Furthermore the Department of Agriculture and Environmental Affairs will be implementing its programmes within the municipality aimed at ensuring sound environmental management of the area. **(Sector Departmental Projects section)**

## 2.8. INFRASTRUCTURE PROVISION IN INGWE

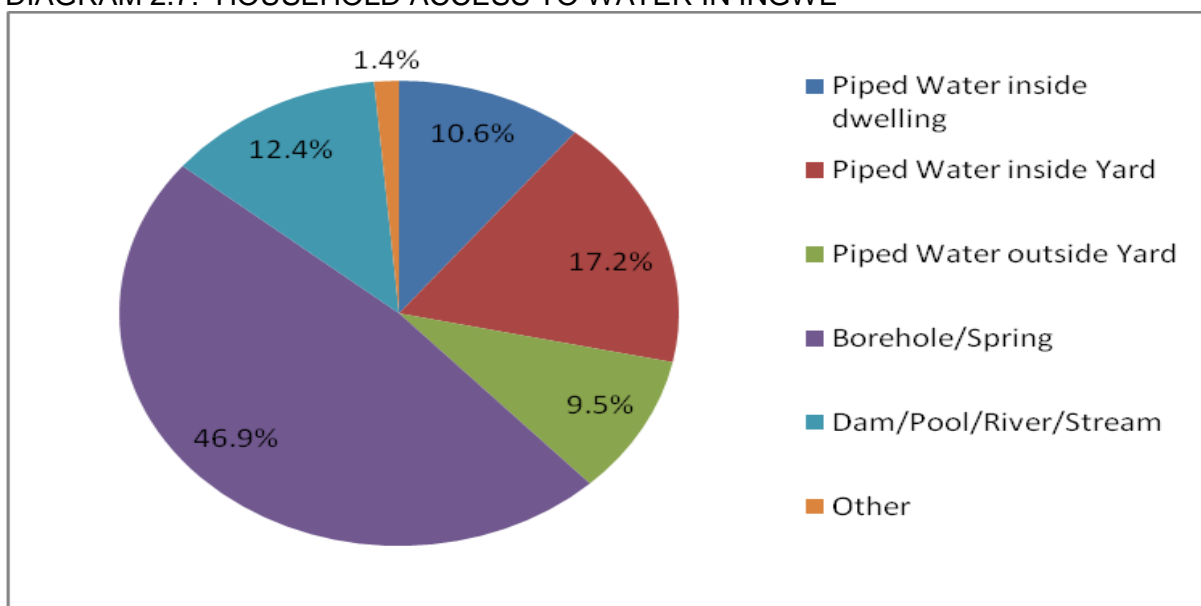
### 2.8.1.1. Water

Water supply infrastructure within Ingwe Municipality varies between areas with some being better serviced than others and there are not reliable. Most of the wards have standpipes and these standpipes are often an unreliable source of water. Diseases associated with a lack of clean water, e.g. cholera and other skin problem disease, have affected the rural component of the Ingwe Local Municipality. Community members often walk or travel for long distances to gain access to water.

Diagram 2.7 shows that nearly 50% of households did not have access to any form of piped water in 2001. Only 4.21% of households had access to water inside their dwellings. Nearly 20% of households have piped water inside the yard and 11% of households have access to public tap within 200m. Households not having access to piped water use rivers, natural springs and rainwater harvesting to supply in their water needs. A large percentage of the Ingwe population therefore face the danger of contracting waterborne diseases such as cholera and bilharzia.

The villages in Ward 1 are supplied by Mashayilanga water scheme, which has a small scheme with only 13 standpipes serving the population of 10404 people. In Ward 2 only one of 13 villages has a proper water supply system. A serious lack of clean water therefore exists in this ward. Most of the villages in ward 3 do not have any form of reliable water supply; only two villages have access to some water facilities. They obtain water springs that have been protected for these two villages. These springs supply water to a 5kl plastic tank.

DIAGRAM 2.7: HOUSEHOLD ACCESS TO WATER IN INGWE



Source: Stats Sa CS 2007

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In Ward 4 there are a number of hand pump equipped boreholes in villages. Most of them are functioning, with some having been been vandalised. The level of the service provided is, however, well below the required standard. Three of eight villages have small water supply scheme, with very few standpipes. In Ward 5 there is only one water supply scheme. This is at Donnybrook and the standard is above the minimum requirements.

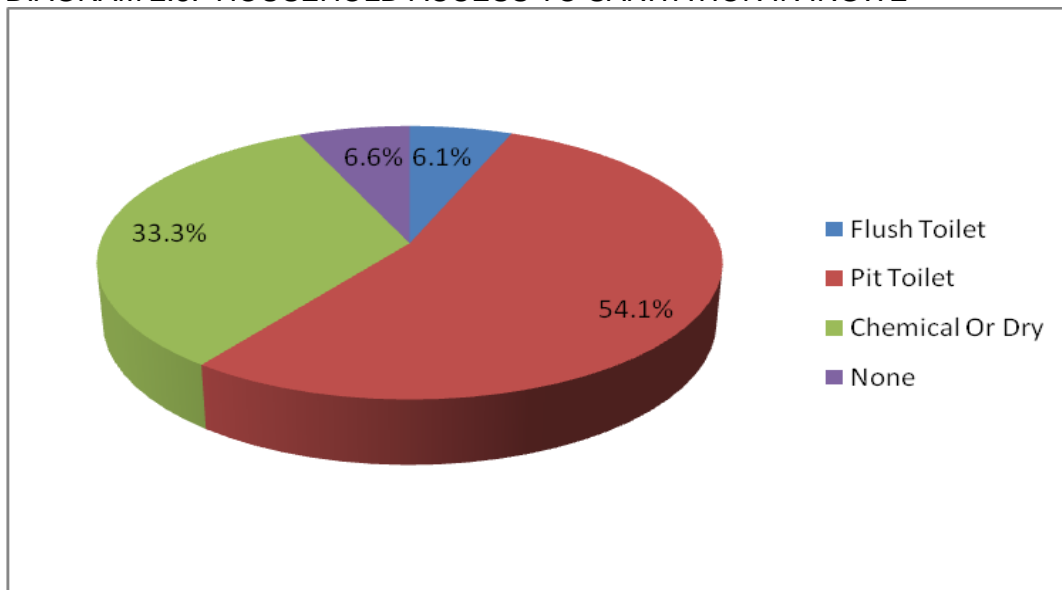
Parts of Ward 6 are well serviced with potable. In Ward 7 two of eleven villages have RDP level water supply infrastructure and the majority have no water infrastructure at all. In Ward 8 only three villages have a proper water supply system and two villages have no scheme at all. Portions of Ward 9 obtain water from boreholes equipped with hand pumps. There is however one village with no water supply infrastructure. In Ward 10 only two of twenty-two villages have a reliable water source. In other villages the infrastructure range from a small scheme with one tap to boreholes equipped with hand pumps (Sisonke District Municipality Water and Sanitation Backlog Study).

### 2.8.1.2. Sanitation

The absence of adequate sanitation facilities exposes people to water borne diseases such as cholera and bilharzias. It also makes it difficult to control the opportunistic diseases caused by HIV/ AIDS infections. Approximately 2 155 households do not have access to sanitation facilities. A large number of the 14 100 households use owner built pit latrine or ventilated improved pit latrines, which in most instances, do not meet the required health standards.

This table below shows Percentage households by type of toilet facility

DIAGRAM 2.8: HOUSEHOLD ACCESS TO SANITATION IN INGWE



Source: Stats SA CS2007

In order to address the above challenge Sisonke District Municipality will be engaged in various projects over the next three financial years to eradicate water and sanitation backlog within Ingwe Municipality thus ensure that national target of 2014 is also met. **(See CIP and SDM IDP)**

### 2.8.1.3. Electricity

At present it is estimated that there are 12 339 pre-paid electric meters within Ingwe municipality. Of these 895 are FBS non compliant hence there need for all of them to be changed. At present the number of conventional connections in the Ingwe Municipality is not known. It is suggested that Eskom does not have data that is aligned to municipal boundaries.

Based on 2001 statistics 6 028 households within Ingwe Local Municipality have access to electricity and some 14 712 households still relies on candles for their lighting needs.

Ingwe has collaborated with Eskom and started with a programmes of Grid Energy Supply. This emanates from the Provincial Summit on Electricity held in Durban in 2005. It is noted that Ingwe is the only Municipality that held a Project Consolidate Electricity Imbizo. This resulted in the launch of the R 4.1 million Masamini Pilot Project.

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Eskom has concluded the Electricity plan for the municipality and is reviewed annually based on new priorities. This plan includes alignment with Umzimkhulu for joint Corrient Sub-Station in Riverside to supply both Umzimkhulu and Ingwe Municipality. Alternative energy supply has already been used to support indigent customers and those in non-grid areas.

***For more information on electrification see ESKOM plan on Sector departmental Projects section.***

#### **2.8.1.4. Roads and Transport**

The Provincial Road Network in the Ingwe Municipality is reflected on the map of the Department of Transport overleaf. It is noted that an extensive road network is maintained by the Department of Transport in the Municipality. These roads range from Main Roads to Community Access Roads.

The Department of Transport annually makes a substantial allocation for the improvement and maintenance of these roads (see Capital Investment Framework). It will in future be important that the Municipality provide clear guidance to the Department of Transport on priority road building, upgrading and maintenance projects.

The municipality is also involved in provision of community access roads, however the challenge lies in the maintenance of those roads. Through the Rural Road Transport Forum this challenge will be addressed which is the statutory body that deals with prioritisation of roads within the municipal area. Despite the above challenges the municipality commends Department of Transport in the implementation of Zibambele Programme in the maintenance of rural community access roads. This manifests that the department conforms to the promotion of Expanded Public Works Programme. This has resulted in eradication of poverty in some poverty stricken families.

***For more information on roads see DOT projects on Sector departmental Projects section.***

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#### **2.8.1.5. Solid Waste**

The Municipality currently does not have a completed Integrated Waste Management Plan and this together with a Cemetery and Crematoria Plan will be undertaken in 09/10 financial year, whereafter recommendations and findings will be included in future reviews of the IDP.

Waste disposal services of the municipality include a weekly scheduled service (residential once, business twice) in the villages of Creighton and Bulwer. This waste is "dumped" in pits (which are not registered landfill sites) and covered once a week. This practice is not legal and poses a major challenge to the Municipality. Legal waste disposal sites will be constructed in the 09/10 financial year. **(see *strategic framework*)**

#### **2.8.1.6. Cemeteries**

The Ingwe Municipality does not have a formal cemetery development plan in place and present, but recognise the need for this.

Creighton has a cemetery owned and managed by the Municipality. Other cemeteries in the Municipality include one in Bulwer and one in Donnybrook managed and owned by local communities on properties not owned by the municipality. There is also a cemetery at the Centocow mission which is owned and managed by the Catholic Church.

With the growth of urban settlement in the Municipality the provision of cemetery space will have to seriously addressed, hence the preparation of a Cemetery and Crematoria Plan in the 09/10 financial year.

#### **2.8.1.7. Community facilities**

This includes the Community Halls, Libraries, Sports fields, Taxi Ranks etc. The municipality is involved in the provision of the above facilities with various departments such as Department of Sports and Recreation, Arts and Culture etc. Various Halls and sport fields completed in Ingwe wards are a manifestation of collaboration of Government departments and Ingwe municipality.

With the Ingwe population comprising of youth this necessitates the provision of diverse sport infrastructure. i.e. cricket field in one of the main towns, Swimming pool in Creighton and athletic tracks in other existing sports fields. Also community halls need to be constructed in consideration of needs and interests of sports such as Boxing, basketball etc. The municipality will engage Department of Sports and Recreation in this regard. **(For further information on provision of Community facilities see CIP)**

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## 2.9. HOUSING AND LAND REFORM IN INGWE

### 2.9.1. HOUSING

The Ingwe Municipality has developed a Housing Plan which is reflected in **Annexure F**.

Over the past decade a number of formal housing projects, drawing on subsidies from the Department of Housing has been initiated. Current housing projects listed in the Capital Development Framework of the Municipality include:

There are also a number of settlements located on privately owned land, which would benefit from the upgrade of housing and services, these include Mahwaqa, Qoyintaba and Esikhesini. With the exception of the three approved projects the other identified projects have not been prioritised and funding has not been allocated.

Consequently rather than identify specific projects the Ingwe Municipality is requesting that the Department of Housing allocate funding for 2000 grants per annum for the next 5 years. Prioritisation will take place from the identified projects as funding becomes available. By far the greatest need for housing services upgrade is in the tribal areas where the majority of the rural population are located. The land is mostly owned by the Ingonyama Trust and administered by the Tribal structures. Unfortunately the issues around the release of Ingonyama Land for housing upgrades and the mechanisms for registering ownership or use rights such as Permission to Occupy or long leases are rather complex at this stage. All traditional authority areas have expressed a need for housing development.

There are currently three approved housing projects located in Creighton, Bulwer and Donnybrook. The Creighton project has been completed. The Bulwer project has started and is in the process of implementation. The Donnybrook project is on hold pending the approval for the construction of a reticulated water supply to cater for the increased demand arising from the housing development.

A need has been identified for the development of middle income housing to accommodate, amongst others, civil servants who are working in the Municipality and are seeking suitable affordable housing, which can be purchased with the assistance of government housing subsidies. Bulwer and Donnybrook have vacant land that would be suitable, however, the land is owned by Public Works and Spoornet respectively. Creighton has serviced vacant land available. The Ingwe Municipality would need to enter into negotiations with both Spoornet and Public Works for the release of Land.

### 2.9.2. RURAL HOUSING

A distinction should be drawn between housing in rural as opposed to urban areas. Rural areas include a number of different categories of land, which are often occupied by communities with different housing, and infrastructure needs. The different categories include:

- Tribal areas where people are located on land held under communal tenure arrangements. The Ingonyama Trust owns this land.
  - Rural areas where land is owned under freehold title. However, in some cases this land is utilised on a collective basis and individuals have access to that land on a communal basis.
  - Commercial farming areas that include farm workers who reside on land owned by the farmers. In many cases, workers have lived on farms for a number of years and in some
-

cases generations. In such cases there is potential to secure individual title through the Extension of Security of Tenure Act 62 of 1997.

### **2.9.3. SPECIAL HOUSING INITIATIVES IN THE INGWE MUNICIPALITY**

The Ingwe Municipality support two special housing initiatives in the Municipality:

- a) The housing estate at the Creighton Golf Course; and
- b) The project around the purchase and resale of the railway houses in Donnybrook.

### **2.9.4. LAND REFORM PROJECTS IN THE INGWE MUNICIPALITY**

Based on current available data there are three Land Reform projects in process in the Ingwe Local Municipality being:

- The Mnywaneni project comprising two portions of the property lot 55 Sunrise in extent 298.86 ha. There are some 90 beneficiaries involved. Evaluations have been completed and the Department is in the stage of price negotiations;
- The current residents on the property Ingudwini Forest no 15327 lodged a request with the Department of Land Affairs some 5 years back for the land to be purchased and made available to them as a land redistribution project or possibly an ESTA project. Apparently the families have been resident on this land for many years. The land is apparently also used for grazing by the adjoining people in the Sandaneza area. The owners of the property are prepared to sell. (Source Mr R Montgomery of BCP Engineers who have installed a community water scheme in this area and continue to support the local community in the maintenance of the scheme).
- The Impendle state land provides opportunity for both redistribution as well as small-scale farmer settlement under the LRAD programme.

### **2.9.5. LAND REFORM AND SUPPORT FOR EMERGING AGRICULTURE**

There are three land reform projects at present within the Local Municipality being the Sunrise and Ingudwini Forests redistribution projects and the large block of state land to the north of the Mkhomazi River. This land is in the early phase of being allocated to identified beneficiaries. The new Land Redistribution for Agricultural Development programme (LRAD) has only recently been implemented and it will be some time before this will have any impact on the local economy. This programme is dependent on persons applying for financial assistance to acquire land for agricultural purposes. Being a new programme it will take time for it to become known. The level of extension support to emerging agriculture is at a low level and as a result the potential that exists in the traditional areas has not been exploited or developed to any degree.

### **2.9.6. TENURE REFORM**

Farm dweller projects are intended for labour tenants and for those farm workers who qualify under the Extension of Security of Tenure Act, Act 62 of 1997. Labour tenant and farmer worker projects, by their nature, tend to create small-scattered settlements.

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Table 2.2: Land reform Project Priorities in Ingwe municipality as per Area Based Plan

Project No	Project Name	Priority rating 1 high, 2 Medium, 3 Low
In1	Umkomaas State land	1
In2	Carthill	3
In3	Harvey Anderson	3
In4	Sunrise farm	1
In5	Comrie forests	3
In6	Glenmare-Highover	1
In7	Pennryn	3
In8	Fivestar-Stoneycreek	3
In9	Siyathuthuka	1
In10	Mbanjwa's farm	1
In11	Tarrs' Valley	1
In12	Highburry farm	3
In13	Zamula CPA	1
In14	Riverside Stateland	1

## 2.10. THE INGWE MUNICIPALITY

### 2.10.1. THE INSTITUTION

The Powers and Functions of the Ingwe Municipality as bestowed on the municipality by the Constitution and relevant legislation is reflected below in Table 2.3. The Power and Functions of the Municipality guides all aspects of municipal and integrated development planning including the development of the municipal organogram.

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TABLE 2.3: FUNCTIONS OF THE INGWE MUNICIPALITY

FUNCTION	AUTHORISATIONS	DEFINITION
Schedule 4		
Air pollution	Yes	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Building regulations	Yes	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, etc.
Child care facilities	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Electricity reticulation	Yes	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, etc
Fire Fighting	Yes	In relation to District Municipality "Fire fighting" means: Planning, co-ordination and regulation of fire services; specialised fire fighting services such as mountain, veld and chemical fire services; co-ordination of the standardisation of infrastructure
Local tourism	Yes	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure etc
Municipal airport	Yes	A demarcated area on land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and services.
Municipal Planning	Yes	The compilation and implementation of an integrated development plan in terms of the Systems Act.
Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes:•Air poll
Municipal transport	public Yes	The regulation and control, and where applicable, the provision of: Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area, Scheduled services etc.
Pontoons ferries	and Yes	Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments

FUNCTION	AUTHORISATIONS	DEFINITION
Storm water	Yes	The management of systems to deal with storm water in built-up areas
Trading regulations	Yes	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation
Water (Potable)	No	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply
Sanitation	No	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of services

#### Schedule 5

Amusement facilities /Beaches	Yes	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the display of advertisements in public places	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which:promotes the sale and / or encourages the use of goods and services
Cemeteries, funeral parlours and crematoria	Yes	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses , and includes an inspection service to monitor liquor outlets for compliance to license requirements
Facilities for the accommodation, care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration require
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads
Licensing of dogs	Yes	The control over the number and health status of dogs through a

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FUNCTION	AUTHORISATIONS	DEFINITION
Licensing and control of undertakings that sell food to the public	Yes	licensing mechanism. Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption
Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment, conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and includes playgrounds but excludes sport facilities.
Municipal roads	Yes	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with,
Noise pollution	Yes	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by-laws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use
Refuse removal, refuse dumps and solid waste disposal	Yes	the removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve
Street lighting	Yes	The provision and maintenance of lighting for the illuminating of streets

FUNCTION	AUTHORISATIONS	DEFINITION
Traffic and parking	Yes	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal works	public	Any supporting infrastructure or services to empower a municipality to perform its functions

Source: Demarcation Board 2008

Other functions identified by the Municipality that they take responsibility for not included in Schedule 4 and 5 of the Constitution

- Local Economic Development
- Ward Committee Programme
- Good Co-operative Governance
- Aids Sector Plan
- Arts & Culture
- Town Establishment Programme
- Free basic Services programme
- Link with World Cup-2010 (Stadium Development)
- Burial of Indigent People
- Vehicle Tracking System
- Anti-corruption and fraud system
- Shared internal audit service
- Land use management system
- Rental housing scheme
- Middle to well to do housing scheme
- Customer easy payment system
- Website development programme
- Community outreach / imbizo programmes
- Democracy education, to enhance participation to elections (LGE)
- Community capacity building programme
- Community development workers
- Community based planning

## 2.10.2. THE ORGANISATION

The Municipality currently has 4 departments, viz. Technical, Corporate Services, Finance and Social Services. A fifth department has been proposed, i.e. the Strategic / Youth Department.

In line with most low to medium capacity municipalities, the municipality is faced with substantial institutional, organizational and skills capacity constraints.

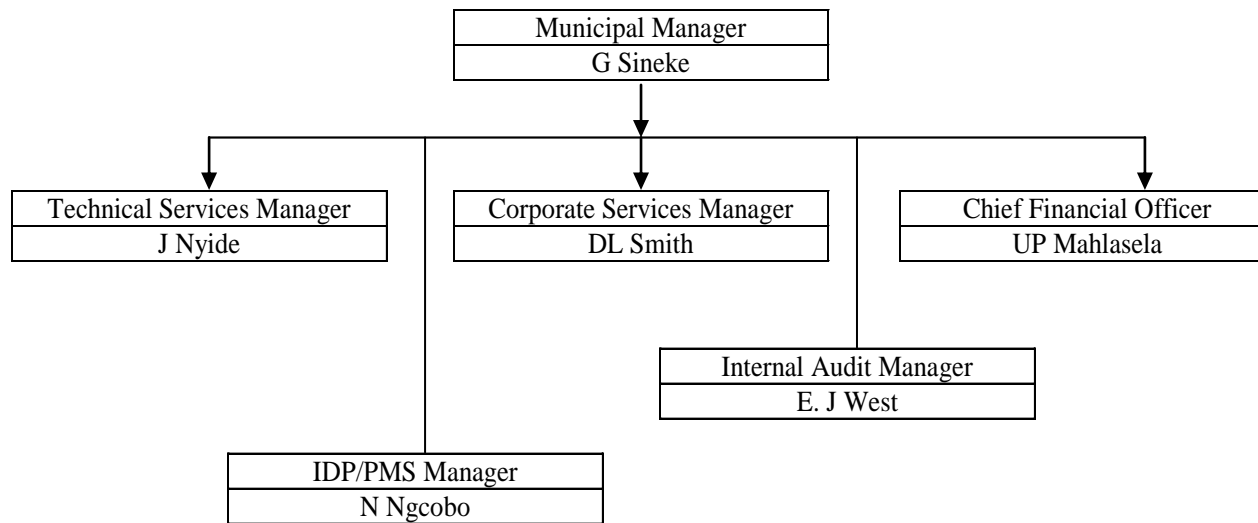
Much needed assistance in the above regard has been received through the DBSA's Siyenza Manje programme with regard to engineering, town planning, policy development and IDP preparation. The municipality received assistance through the DBSA's Young Graduate programme which has placed at the disposal of the municipality a newly qualified town planner and housing technician.

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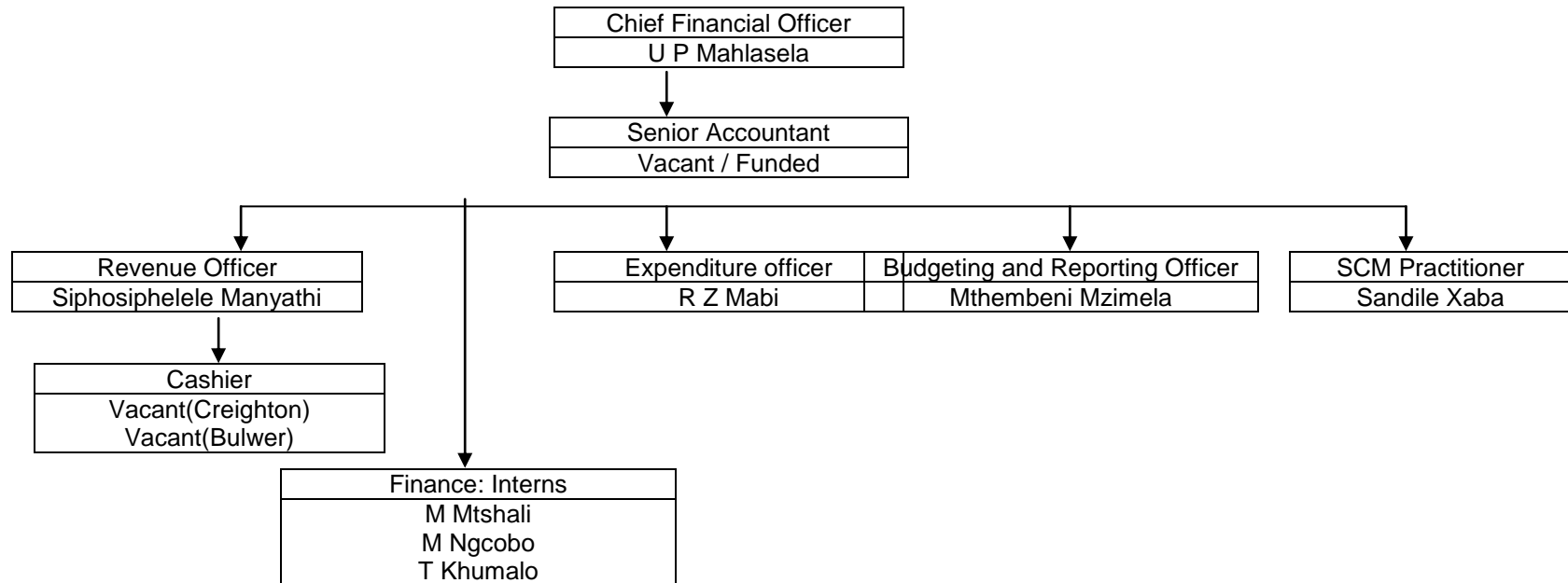
(See departmental organogram overleaf)

DIAGRAM 2.8: THE DEPARTMENTS OF THE INGWE MUNICIPALITY (DETAILED ORGANOGRAMS – ANNEXURE G)

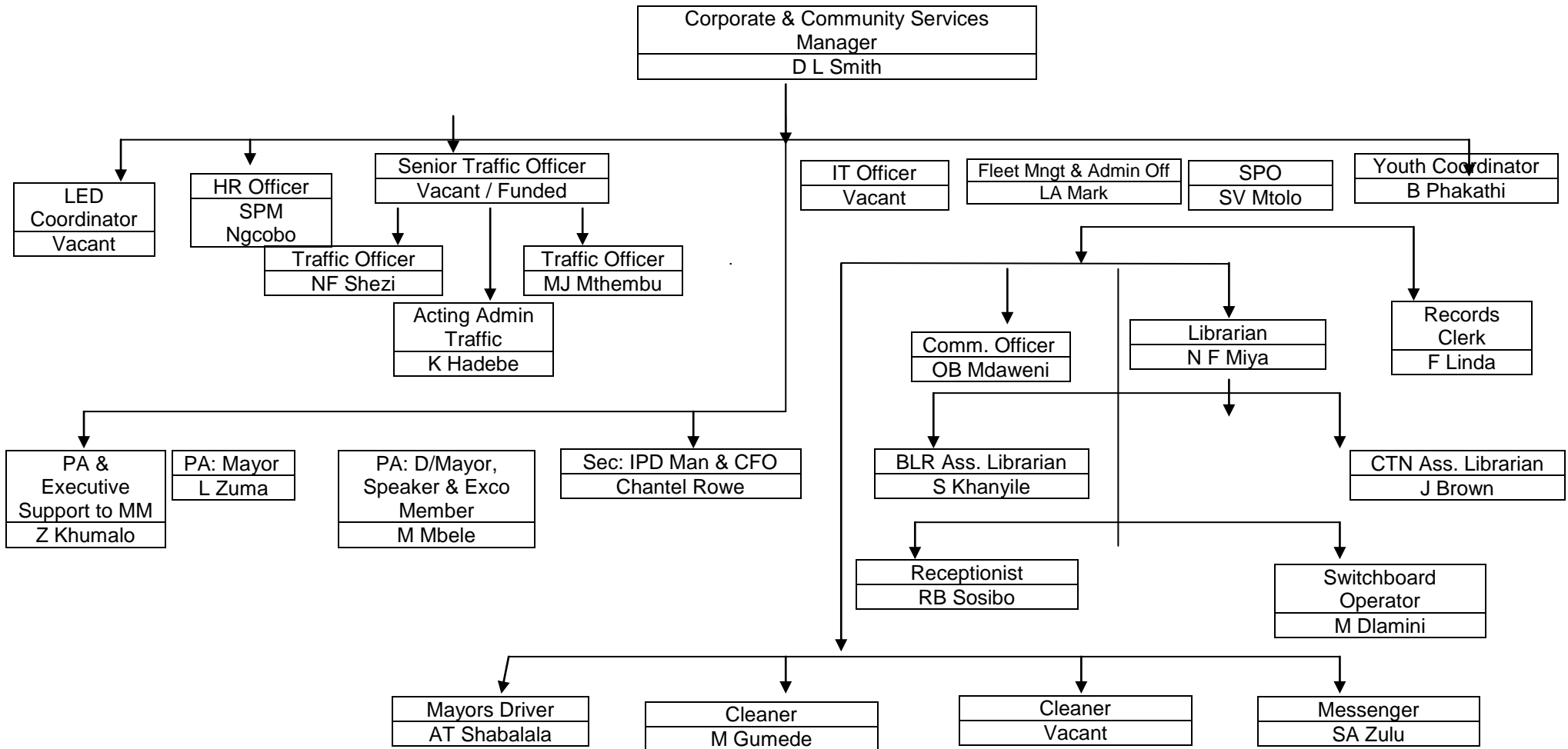
ORGANOGRAM – 2008/2009



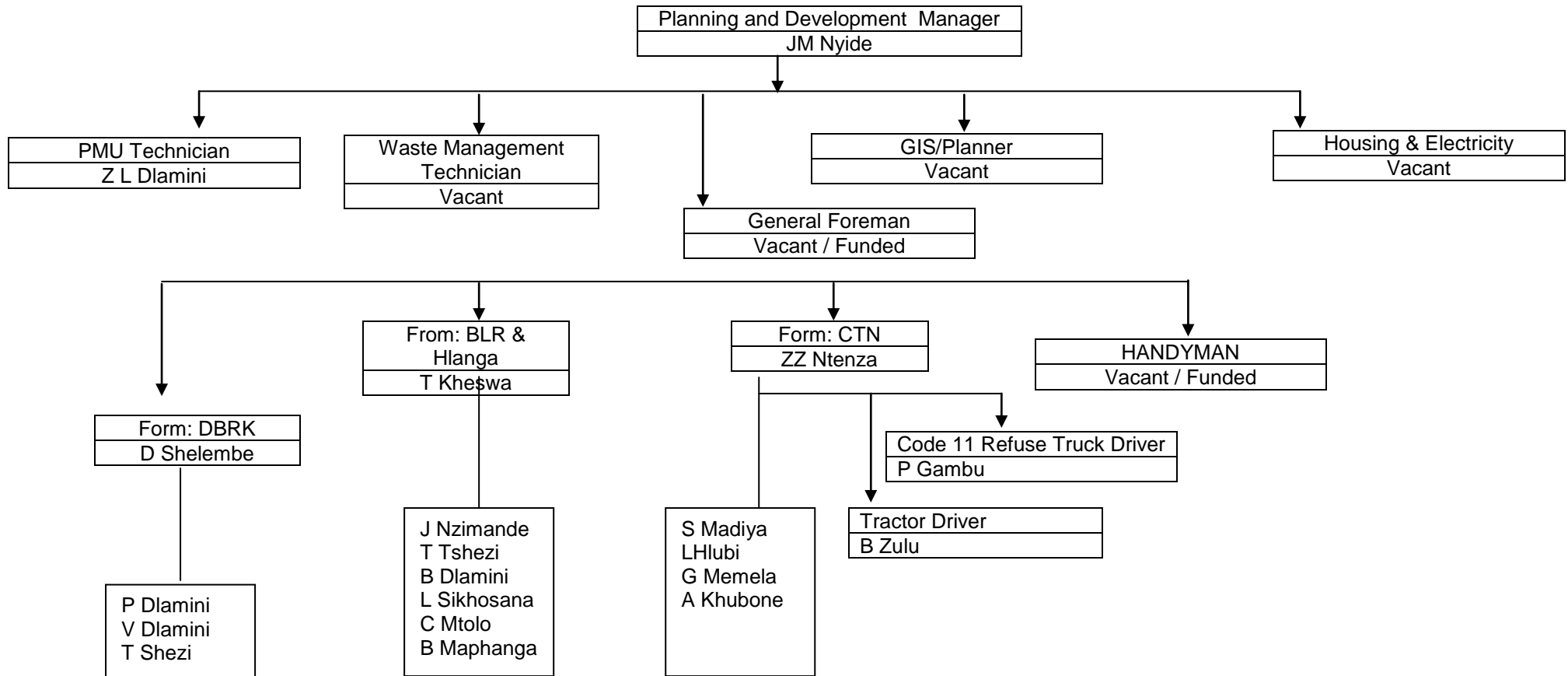
**Finance Department Organogram**



**Corporate & Social Department Dept Organogram**



**Infrastructure Planning and Development Dept Organogram**



### **2.10.3. THE FINANCIAL STATUS QUO**

The Council has an integrated financial strategy consisting of a series of approved policies aligned with relevant legislation . Key policy components are:

- The Budgeting Policy
- The Debt Collection Policy
- The Supply Chain Management Policy
- The Tariff and Service Charges Policy

Over and above these policies the Municipality also have policies addressing:

- Asset Management
- Councillor Remuneration
- Petty Cash
- Subsistence and Travel Allowances

The indigent policy of the Municipality is discussed in more detail in Section 3.8 dealing more comprehensively with policies and guidelines of the municipality.

The budget 2009/10 Draft budget of the municipality is reflected in Table 2.4 below under Budget and SDBIP. This budget is serving as the basis for implementation of 09/10 IDP.

Table 2.5 that follows provides a reconciliation of grants available and to be spent by the Ingwe Municipality. Estimates of funding that will be spent in the 2008/9 to 2009/10 financial year have been made.

Internal Audit is a function shared with the Sisonke District Municipality. The Ingwe Municipality has an Internal Audit officer who works closely with Sisonke District Internal Audit Unit.

The Executive Committee of the Municipality appointed a dedicated Finance Committee.

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TABLE 2.5: RECONCILIATION OF GRANTS AVAILABLE TO THE INGWE MUNICIPALITY

Purpose of grant	Organ of state	Unspent at Year End R	Received as at 31 March 09	Spent as at 31 March 09	Interest	Balance as at 31 March 2008
						-
State Housing - Bulwer project	Province of KZN	2 466 902	3,919,801	7,439,535		1,052,832
State Housing - Donnybrook project	Province of KZN	70 382				70,382
State Housing - Ngcobo's Farm project	Province of KZN	710 876		15,000		695,876
State Housing - Tar's Valley project	Province of KZN	486 396		5,000		481,396
CMIP - Bulwer housing project infrastructure	Province of KZN	107 444				107,444
CMIP - Donnybrook water system	Province of KZN	218 230				218,230
CMIP - Ngcobo's Farm housing infrastructure	Province of KZN	109 633				109,633
CMIP - Nkwezela landfill site	Province of KZN	145 628				145,628
CMIP - Tar's Valley housing infrastructure	Province of KZN	84 366				84,366
Amakhuze biodiversity	National government	783 966	-	-	-	783,966
Anti - corruption measures	Province of KZN	150 567	-	-	-	150,567
Basic bookkeeping	Province of KZN	104,888	-	-	-	104,888
Bio-fuel project	Gijima LED Fund	1 580 676				1,580,676
Bulwer library: furniture and equipment	Province of KZN	62,315		31,056		31,259
Communication strategy	Province of KZN	34 366				34,366
DBSA grant - rates service providers	Province of KZN/DBSA	206 871	-	-	-	206,871
Development administration capacity building	Province of KZN	111 946				111,946
Electrification of eMasameni	National government	5 942 932		307,501		5,635,431

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Financial management	National government	696 310	250,000	499,591		446,719	-
GAMAP implementation	Province of KZN	-				-	
Geographic information system	Province of KZN	283 631	-	80,631	-	203,000	
Gerard Ghengu art gallery	Province of KZN	388,043		273,670		114,373	
Housing plan	Province of KZN	-				-	
Human resource systems	Province of KZN	150 162	-	70,451	-	79,711	
Indigent support	Province of KZN	983 607	-	417,734	-	565,873	-
Induction training	Province of KZN	12,964	-	-	-	12,964	
Integrated development planning	Province of KZN	6 470	-	-		6,470	
Inter-departmental monitoring	Province of KZN	47 715	-	-	-	47,715	
Internal control and audit	Province of KZN	158 231	-	-	-	158,231	
Land use management system	Province of KZN	6 890		-	-	6,890	
Management assistance programme	Province of KZN	616 235		87,783		528,452	-
Municipal Finance Management Act	Province of KZN	-				-	
Municipal infrastructure	National government	2 097 886	4,500,000	3,307,426		3,290,460	
Municipal infrastructure investment planning	Province of KZN	213 591	-	-	-	213,591	
Municipal systems improvement	National government	1 340 701	735,000	1,421,930		653,772	
PIMS skills development	Province of KZN	194 591				194,591	
Property rating	Province of KZN	484 953	-	84,398	-	400,555	
Public participation	Province of KZN	60 889		60,889		-	
Sisonke Stimela train project	Gijima LED Fund	1,140,000	1,140,000	1,114,341.95		1,165,658	
Sports stadium	Province of KZN	340,887	791,700	660,154		472,433	
Township establishment	Province of KZN	98 093		40,700		57,393	
Vuna award prize money	National government	839 944		88,400		751,544	
Web site development	Province of KZN	13 785	-	-	-	13,785	
Local Government Expert	Province of KZN		500,000	-	-	500,000	

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	23 553	11 836			
	962	501	16 006 191	0	19,384,272
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## 2.11. IDENTIFICATION OF KEY ISSUES

The 2007-12 Integrated Development Plan of the Ingwe Municipality reflects the key issues identified from the status quo assessment of the municipality. Table 2.6 provides a listing of the key issues grouped in various categories.

TABLE 2.6: KEY DEVELOPMENTAL ISSUES IDENTIFIED IN THE INGWE 2007-12 IDP

KEY ISSUES	DESCRIPTION
Poor Socio-economic Status	Lack of capacity
	Poor income generating potential
	Poor access to services
	Poor quality services
	Youthful age profile
	High dependency ratios
	Low education levels
	High levels of unemployment
Limited Local Economic Development	Income leakage
	Poorly developed infrastructure
	Lacking entrepreneurial skills
	Poor access to support services
	Balance social versus productive investment
New Poorly Resourced Local Government	Limited income generating capacity
	Lack of capacity to plan and deliver throughout the entire area
	Lack of co-ordination between different development agencies operational in the LM
	Poorly defined spatial development framework
	Lack of holistic implementation strategy
	Limited O&M capacity by the municipality
Infrastructure	Dispersed rural settlement
	Poorly developed rural physical and social infrastructure

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	Limited accessibility to services among rural people
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### Cross-Cutting Issues

On the basis of the data analysis a number of cross-cutting issues have been identified which are important in achieving sustainable development in Ingwe. The most prominent of these were the protection of the environment and the implementation of the Spatial Framework.

### **3. THE STRATEGIC PLANNING FRAMEWORK**

#### **3.1. INTRODUCTION**

Long Term Growth & Development Goals (Vision, Mission, Strategic Objectives and Strategies structured into 5 KPAs of the Five Year Local Government Strategic Agenda.

#### **3.2. VISION**

*BY 2020: INGWE WILL BE A FINANCIALLY AND ECONOMICALLY VIABLE MUNICIPALITY ABLE TO PROVIDE SERVICES TO ITS COMMUNITIES IN AN EFFICIENT, EFFECTIVE, TRANSPARENT AND SUSTAINABLE MANNER. IT WILL SEEK TO ACHIEVE THIS BY STRENGTHENING THE UNIQUE SOCIAL, ECONOMIC AND ENVIRONMENTAL POTENTIAL OF THE LOCAL MUNICIPAL AREA WHILE PROTECTING THE NATURAL RESOURCE BASE FOR SUCCEEDING GENERATIONS.*

Ingwe's Mission Statement includes the following focus areas:

- Eradicate Basic Services Backlog
- Accelerate Housing Delivery to create Sustainable Human Settlements
- Rejuvenate the urban Economy through the Urban Renewal Programs
- Facilitate rural economic development through the promotion of SMME's
- Develop and Co-ordinate an Integrated Poverty Alleviation Programs that will include government departments and private sector.
- Provide Pro-Active combating mechanisms to deal with natural disaster.
- Create opportunities for small scale farmers
- Implement greater environmental awareness through the adoption of sustainable land practice
- Stamping out crime and lawlessness

#### **3.3. STRATEGIC OBJECTIVES / KEY PERFORMANCE AREAS**

The Integrated Development Planning of the Ingwe Municipality is based on performance in five Key Performance Areas:

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- KPA 1 - Infrastructure and service delivery
- KPA 2 - Good governance
- KPA 3 - Municipal transformation and institutional development
- KPA 4 - Municipal financial viability
- KPA 5 - Local economic development

**INGWE MUNICIPALITY IDP STRATEGIC FRAMEWORK/ IMPLEMENTATION PLAN**

NATIONAL KPA	MUNICIPAL KPA/PRIORITY ISSUE	OBJECTIVE	STRATEGY	PROJECTS	BUDGET	FUNDING SOURCE	BASELINE	TARGET Date	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
Infrastructure	Roads and Storm water	Improve accessibility	To develop and upgrade	09/10 Road		MIG	Completed Roads	June 2010	Construction of road	Infrastructure

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e and Services		to services and facilities	the road infrastructure to acceptable standards by DOT	project Refer to CIP						Department
	Housing	To provide Integrated sustainable human settlement	Alignment of the housing plan with the District WSDP to be driven at IGR level	Refer to CIP			Housing Plan	June 2010	Construction of Houses	Infrastructure Department
			Implementation of the Ingwe housing plan	Refer to CIP			Housing Projects		Construction of Houses	Infrastructure Department
	Integrated Waste Management	To manage and minimize waste within Ingwe	Preparation and implementation of waste management plan	Waste management plan  Establishment of a disposal site	R350 000  To be sourced	DBSA	Dumping Sites	June 2010  2010-2011 project	Reduction of Waste	Infrastructure Department

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	Cemeteries	To ensure proper Burial of the deceased	Preparation and implementation of Cemetery Plan	Cemetery plan	To be sourced		Creighton cemetery	2010-2011	Cemetery and Crematoria Plan	Infrastructure Department
	Community Facilities/ Infrastructure	To provide quality sports, Community and recreation facilities within Ingwe	Construction of sports, Community and recreation infrastructure	Macabazini Community Hall	R1 600 000,00	MIG	Halls and Sportfields		Construction of Sportfields and Halls	Infrastructure Department
Kilmon Sports Field				R1 400 000,00	MIG					
Mpumalwane Sports field				R1 400 000,00	MIG					
Magqumbeni Stadium				R1 800 000,00	MIG					
Qulashane community Hall				R1 700 000,00	MIG					

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	Maintenance of Municipal infrastructure and Buildings	To ensure that the municipal Infrastructure and buildings are properly maintained	Regular Inspection of Municipal Infrastructure and Buildings	Maintenance of roads within towns	Refer to CIP	MIG	Municipal Buildings Roads		Maintained Municipal Infrastructure and Buildings	Infrastructure Department
	Energy	To provide electricity and alternative energy to the residents of Ingwe	To facilitate the Implementation of Electrification project by engaging with the DM, DME and Eskom	Refer to CIP			Electrified Houses		Electricity Connection and	Infrastructure Department
			Provision of alternative energy sources			Internal	Houses already with access to alternative Energy		Distribution of alternative Energy	Infrastructure Department

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	Environmental management	To protect environmentally sensitive areas and ensure that the infrastructural projects are EIA compliant	Preparation and Implementation of EMP	EMP	R350 000	DBSA	Projects whose EIA have been conducted	2010-2011	Environmental Management Plan	Infrastructure Department
	Spatial Planning	To ensure that all development occurs within the parameters of the approved SDF	To review the SDF and Spatial referencing of IDP projects	SDF Review  Spatial referencing of project	R150 000	DBSA/DL GTA and SDM	Spatial Development Framework	2010-2011	Reviewed Spatial Development Framework	Infrastructure Department
		To ensure harmonious and well coordinated development	To implement the Ingwe Land Use Management System (LUMS)		Nil		LUMS		Buildings compliant with TPS and LUMS	Infrastructure Department
<b>NATIONAL KPA</b>	<b>MUNICIPAL KPA/PRIORITY ISSUE</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>PROJECTS</b>	<b>BUDGET</b>		<b>BASELINE</b>	<b>TARGET</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>RESPONSIBILITY</b>

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<b>Sound Financial Management</b>	Implementation of the MPRA	Billing of Rate payers as at the 1 <sup>st</sup> Of July 2009 and ensure prompt collection	Preparation of the Tariff Policy and Rates Policy	Preparation of By Laws, Tariff Modeling	R100 000	Internal	Valuation roll available	Monthly Billing	Revenue Collected	Finance Department
	GRAP implementation	Full Compliance with GRAP Standards	Studying the Standards and Identify Gaps	Address Gaps	R50 000	Internal	Full Compliance in the AFS	30 June 2010	Audit Opinion	Finance Department
	Fixed Asset Register	Full GRAP Compliance	Identification of Non Valued Assets	Valuation of Assets Register by a Registered Valuer	R300 000	Internal	Available Fixed Asset register	30 June 2010	Audit Opinion	Finance department
	Indigent Support	To have a credible indigent Support system	Develop Indigent Policy	Policy and Indigent register	R150 000	Internal	Indigent Policy	31 <sup>st</sup> December 09	Credible and Functional Indigent Register	Finance Department
	Supply Chain Management	To have a functional supplier	To have electronic database	Electronic database	R50 000	Internal	Excel Database	31 <sup>st</sup> December	Credible database and Supporting	Finance Department

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	t	database	system	se			r 2009	Database		
	Budget and Mid-Year Budget Review	To have a legally compliant budget and Mid Year budget review	To align IDP and Budget Processes	Preparation of Strategic Framework, Updating General Ledger and Tarriff Modelling SDBIP	Nil		08/09 IDP and Budget	30 January 2010 and 30 June 2010	Implementable, credible IDP and Budget	Finance and IDP Unit
	Debt Collection	To ensure maximum collection of the debt owing to the municipality	Engagement with debtors/customers	Review Customer Care, Credit Control and Debt Policy Engagement Meetin	R100 000		Amount of Debt owed to the Municipality	30 <sup>t</sup> June 2010	Debt collected	Finance Department

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				gs						
	Integrated Financial Management System	To have a fully functional financial management system	Capacity Building for staff	Financial system	R180 000	Internal	Financial system	30 June 2010	Training workshops	Finance Department
Good Governance and Democracy	Annual reporting	To have a fully legally compliant Annual Report	To timeously produce 08/09 AFS, Completion of the Audit and respond to the Audit Report	08/09 Annual Report	R80 000	Internal	07/08 Annual Report	31 <sup>st</sup> January 2010	Compliant Annual Report	Finance and IDP Unit
	Public Participation	To ensure maximum community participation in the affairs of the municipality	Management of Ward Committees and CDW through programmes of Development in the municipality	Ward Committee meetings	R250 000	DLGTA	Ward Committee meetings	ongoing	Attendance	Office of the MM

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	Internal Auditing and Risk Management	Performance monitoring and promotion of value for money operation thereby ensuring compliance with legislation  Prevention of fraud and error	Risk assessment  Preparation of Risk based audit plan	Risk Based Audit plan  Audit programmes  Audit reports	In-house		Audit report	ongoing	Audit report	Office of the MM
	IDP	To ensure well coordinated development within the municipality	Preparation of the IDP Review Process Plan  Review the IDP as per the process plan	Process plan  Credible IDP	R150 000	MSIG and DLGTA	08/09 IDP	ongoing	Reviewed IDP and compliance with process plan	Office of the MM
	PMS	To ensure effectiveness and efficiency	Preparation of Quarterly	Quarterly	In-house		08/09 Annual Performance	ongoing	Tabling of reports to EXCO/Council	Office of the MM

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		in service delivery	reports	reports			nce report		il	
				Mid-Year Performance report						
				Annual Performance report						
	Stakeholder Management	To develop, promote and maintain good working relations with all stakeholders	Have bilateral meetings	Meetings	R5 000	Internal	Meetings held twice per year€	Ongoing	Tabling of reports to EXCO/Council	Office of the MM
	Marketing and Communication	Promote a good image of the Ingwe Municipality	Upgrading of a website	Website	R10 000	Internal	Web site	Ongoing	Fully functional website	Office of the MM
			Revision and Implementation of Communication		R20 000		Communi			

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			on strategy				ation Strategy			
	Strategic Leadership	To provide guidance and developmental leadership to all departments within Ingwe municipality	Implementation of all developmental policies and resolutions	Budget , IDP, SDBIP etc	In house		Approved polices and resolution	ongoing	Submitted reports to Council	Office of the MM
<b>NATIONAL KPA</b>	<b>MUNICIPAL KPA/PRIORITY ISSUE</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>PROJECTS</b>	<b>BUDGET</b>		<b>BASELINE</b>	<b>TARGET</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>RESPONSIBILITY</b>
<b>Socio Economic Developme</b>	Tourism	To establish the Ingwe Municipality as the preferred destination to local and	Develop the Brands of Rail Tourism, Mission Tourism and Avi-Tourism.	Sisonke Stimela , Rail Bikes, Centocow	Sisonke Stimela R 5 300	Internal , Gijima and Additionla funding to be	Sisonke Stimela under construction Centocow	Sisonke Stimela Launch – October 09	Sisonke Stimela : Operational Steam Train Tours to Sisonke DM	Corporate & Social Development Manager

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nt		international tourists.		Mission : Bhengu Gallery  Accommodation Avi-Tourism : Gqumeni Dawn Chorist Centre	000 cow Mission R2.4 million Xumeni Dawn Chorist Centre .....	sourced	Mission : Eatery and Accommodation under construction  Bhengu Gallery business plan submitted to Lotto and Local Government for funding	Centocow Mission : Opened September 09	Centocow Mission : Tourist accommodation at Centocow  Bhengu Gallery : Will be the awarding of a tender  Xumeni Dawn Chorist Centre :  awarding of a tender	
	Local Economic Development	To improve the economic status of the residents of Ingwe Municipality	To compile an accurate data base of SMME and Co-operatives	Database compilation	Nil		Existing data from Sisonke DM, Dept of Agriculture, Dpt of Social	Compile a comprehensive database by end Sept 09	Number of Co-ops and SMME's	Corporate & Social Development Services Manager

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							Development & Ingwe SCM			
	Poverty Alleviation	Reduction and eventual eradication of Poverty within Ingwe Municipality	Engagement and co-operation with Government Depts. and other relevant Stakeholders in combating poverty	Poverty Alleviation projects	R400 000	Internal	Current Poverty Alleviation Programmes	Ongoing	Poverty reduction	Office of the MM
	Disaster Management	Minimize the impact of Disasters within the Ingwe Municipal area	To engage the Sisonke DM and DLGTA And other relevant stakeholders	Preparation of Disaster Management Plan and formation of Fire Protection Association	R150 000	Internal and additional funding to be sourced	Sisonke Disaster Management Plan	December 2009	The appointment of a Service Provider	Corporate & Social Development
	HIV/AIDS	Minimize the	To engage all	Develo	R50	Internal	HIV/AIDS	November	Completed	Corporate

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		impact of HIV/AIDS within the Ingwe Municipal area	members of the Ingwe Local Aids Council	ment of HIV/AIDS Strategy	000		Sector Plan	r 2009	Strategy	and Social Development
	Disabled	To improve the lives and to preserve the dignity of the Disabled	To revive the Ingwe Municipality Disability Forum. Work in collaboration with Government Departments and other relevant Stakeholders	The Ingwe Municipality Disability Forum  Disabled day	R50 000	Internal	Database for the Disabled	Ongoing	Forum Meetings	Corporate & Social development
					R100 000			December 09	Function	
	Sports	To improve participation of Young and Old in sports	Engagement with relevant stakeholders	Mayors cup  SALGA Games	R80 000	Internal	Previous Games	February 2010	Tournament	Corporate & Social Development
					R200 000			December 2009	Tournament	
Women	To eradicate	Engagement	Wome	R50	Internal	Nil	December	Event	Corporate	

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		women marginalization and abuse	of relevant stakeholders	ns Day	000			r		and Social Development
	Arts & Culture	To encourage communities to participate in Arts and cultural Programmes	Engagement with relevant stakeholders	Arts Exhibition	R50 000	Internal	Previous Events	June 2010	Events	Corporate and Social Development
				Music, Song and dance	R70 000					
				Poetry and Drama	R20 000					
	Youth	To promote youth development towards economic independence	Education and Training, skills development and engagement with relevant stakeholders	Bursaries	R300 000	Internal	Bursaries awarded	ongoing	Participation of youth in different programmes	Office of MM

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NATIONAL KPA	MUNICIPAL KPA/PRIORITY ISSUE	OBJECTIVE	STRATEGY	PROJECTS	BUDGET	FUNDING SOURCE	BASELINE	TARGET	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
Institutional Development	Human Resources	To employ efficient and effective Human Resources	To attract Qualified and experienced personnel	Annually review the organizational structure  Review of Recruitment strategy	Nil  Nil		Current organogram	January 2010	The number of staff employed	Corporate & Social Development
		To retain efficient and	Develop Staff retention	Staff Retention	Nil		Number of	On going	Record of exit	Corporate & Social

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		effective staff and those with scarce skills	strategy  To conduct exit interviews with key staff	on Strategy  Salary Grading discrepancies and Benefit			resignations		interviews on staff file	development
		To have competent and well trained staff	To develop and implement skills development and training programme	Skills Development Plan	Nil		Number of Skills Courses attended by staff	Development of a plan by August 2009	Publication of a plan	Corporate and Social Development
	Records and Archives Management	To have proper archives and registry	To establish a secure record retention facility within the recently built Archives room	Establish a full record retention and retrieval system	R100 000	Internal	Departmental Filing System	December 2009	A functioning archives	Corporate and Social Development
	Municipal	To ensure a	Review and	The	R100	Internal	Draft By-	November	A	Corporate

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	By-laws	legally compliant set of By-laws for the Ingwe Municipality	compile from the existing draft by-laws a relevant set of by-laws	promulgation and gazetting of these by-laws	000		Laws	r 2009	promulgated set of by-laws	and Social Development
	Traffic Management	To ensure legally compliant and safe traffic management within Ingwe Municipality	A fully resourced traffic section in cooperation with relevant departments	Road and transport law enforcement	R100 000	Internal	ongoing	ongoing	Compliance	Corporate and social Development
	Municipal Libraries	Promote access to information	To have fully resourced libraries within Ingwe	Bulwer and Creighton Libraries	R100 000	Arts and Culture	libraries	ongoing	Fully utilized libraries	Corporate and Social Development

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The strategy for delivery in each of the above key performance areas are discussed in brief below.

### **3.3.1. KPA 1 - INFRASTRUCTURE AND SERVICE DELIVERY**

Infrastructure and service delivery will remain a key focus of the Ingwe Municipality. The objective is to provide all citizens of the Ingwe Municipality with access to basic infrastructure and as wide a range of services as possible. In order to achieve this the Municipality will continue to facilitate and support the activities of sector departments and other institutions such as the Sisonke District Municipality (water and sanitation), Department of Transport (roads and stormwater), Eskom (electricity) and others in the area. The Municipality will coordinate the delivery of services in terms of its Integrated Development Plan and Spatial Development Framework.

The Ingwe Municipality will also continue to facilitate development through accessing and effectively utilising funding available from a range of sources, but specifically the Municipal Infrastructure Grant.

### **3.3.2. KPA 2 - GOOD GOVERNANCE**

In order to ensure continued good governance the Municipality will continue to improve and update its existing strong planning base. The Integrated Development Plan, the Land Use Management Strategy, the Spatial Development Plan and a range of other planning tools will be used to ensure good governance.

Through the implementation of the Ingwe Communication Strategy (included as **Annexure I**) it will be ensured that all stakeholders, both internal and external, are kept informed of the progress of the municipality in contributing to a better life for all. The Communication Strategy sets the following strategic objectives for the Municipality:

- - Firstly through external communication, to seek continued participation in municipal affairs and an improvement in public perception and understanding of the municipality, its functions and the services it provides.
  - Secondly through e-communication, to maximise the opportunities to communicate creatively and effectively through the use of new technology, so that the community has easy access to information about the Municipality, including the investment and tourism opportunities it presents.
  - Thirdly to establish a corporate identity for the Municipality so as to strengthen the council's visual profile locally, regionally and nationally through consistent use of a strong corporate logo.
  - Fourthly to improve internal communication so as to increase staff understanding of the aims and objectives of the municipal council and promote ways of improving communication between business units.
-

The Municipality is also committed to developing its information systems and specifically those systems that will contribute towards effectively monitoring the performance of the Municipality. The Performance Management System is viewed as a central tool in achieving good governance.

### **3.3.3. KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

The Municipality now has a competent organisational structure in place, this structure forming the basis for the further development of the institution. Key components of the transformation and institutional development programme will be:

- Ongoing skills development of staff in terms of Skills Development Plan
- Employment of staff in terms of the Employment Equity Plan of the Municipality
- Establishment of competent registry and archiving systems
- Continued development of policies for the Ingwe Municipality (a substantial number of policies have already been adopted by the Municipality)

The Municipality will continue to fill critical vacant posts in terms of its organogram.

### **3.3.4. KPA 4 - MUNICIPAL FINANCIAL VIABILITY**

The Municipality acknowledges the importance of appropriate financial policies and systems to ensure the sustainability of the organisations. A range of policies guide financial management in the Municipality. The Municipality will continue to manage its finances in accordance with the requirements of the Municipal Finance Management Act. The implementation of the Property Rates Act will be a key issue to be focussed on by the Municipality over the next two years with the aim of extending the limited rates base of the Municipality.

### **3.3.5. KPA 5 - LOCAL ECONOMIC DEVELOPMENT**

The LED Strategy (see **Annexure D**) of Ingwe Municipality identifies five strategies (illustrated in Diagram below) aimed at ensuring that the Ingwe Municipality achieve its local economic development vision. The strategies can be broadly divided into two categories, viz.

Strategies focussed on implementation, including:

These strategies will be delivery driven and, although contributing substantially to creating an environment conducive to economic development, the main focus will be on capital development, job creation, income generation and skills development. The strategies focussed on implementation include:

Strategy 1: Implementing Catalytic Projects

Strategy 2: Promoting Broad Based Economic Development

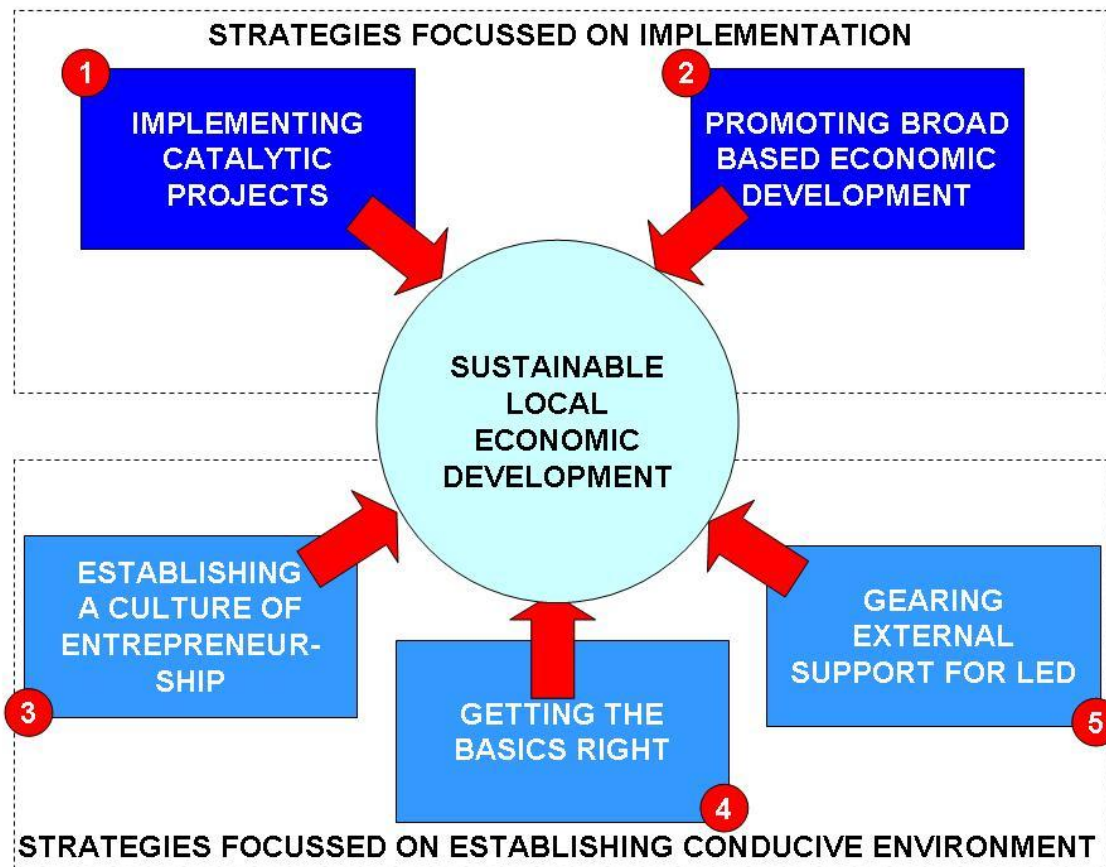
Strategies focussed on establishing an environment conducive to LED, including

These strategies, aimed at establishing an environment conducive to LED, are less tangible, but is essential for achieving long term sustainable economic development. Although the LED section of the municipality will not always be directly responsible for the implementation of these strategies it needs to fulfil a key role in monitoring, promoting and facilitating these strategies.

Strategy 3: Establishing a Culture of Entrepreneurship

Strategy 4: Getting the Basics Right

Strategy 5: Gearing External Support for LED



3.4. GUIDING NATIONAL, PROVINCIAL AND DISTRICT FRAMEWORKS

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The objectives for each of the sectors are underpinned by an understanding of international, national and provincial objectives (goals) and targets as set out in:

- The Millennium Development Goals;
- The National Spatial Development Perspective;
- The KZN Provincial Growth and Development Strategy;
- The KZN Provincial Spatial Economic Development Strategy; and
- The Sisonke District Integrated Development Plan.

The relevant Millennium Development Goals are:

- Goal 1 – Eradicate extreme hunger and poverty
- Goal 2 – Achieve universal primary education
- Goal 3 – Promote gender equality and empower women
- Goal 4 – Reduce child mortality
- Goal 5 – Improve maternal health
- Goal 6 – Combat HIV/AIDS, malaria and other diseases
- Goal 7 – Ensure environmental sustainability

The National Spatial Vision, as summarised elsewhere, are:

South Africa will become a nation in which investment in infrastructure a development programmes support government's growth and development objectives:

- *By focussing economic growth and employment creation in areas this is most effective and sustainable;*
- *Supporting restructuring where feasible to ensure greater competitiveness;*
- *Fostering development on the basis of local potential; and*
- *Ensuring that development institutions are able to provide basic needs throughout the country.*

Principles underpinning this vision include:

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- Economic growth as a pre-requisite for achieving other policy initiatives;
- Government spending on fixed investment should be focussed on localities of economic growth and/or economic potential;
- Efforts to address past and current social inequalities should focus on people and not places;
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

Priorities in terms of the Provincial Growth and Development Strategy are:

- Strengthening governance and service delivery;
- Integrating investment in community infrastructure;
- Sustainable economic development and job creation;
- Developing human capability;
- Developing a comprehensive provincial response to HIV/AIDS; and
- Fighting poverty and protection of vulnerable groups in society.

Local economic development strategies and projects of the Ingwe Municipality are informed by a range of government policies and programmes, including:

- The New Regional Industrial Development Strategy (2006);
- The Micro-economic Reform Strategy;
- The Accelerated and Shared Growth Initiative of South Africa;
- The KZN Industrial Sector Strategy; and
- The sector specific strategies of the KZN Department of Economic Development.

### 3.5. HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

Following the Provincial context a brief overview of the key components of the Ingwe Spatial Development Framework (SDF) is reflected below (extracted from the 2007 Spatial Development Framework prepared by the Municipality – see **Annexure J**). The SDF Map is reflected overleaf.

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**3.5.1. THE PROVINCIAL CONTEXT: THE PSEDS**

**3.5.2.**

The high level cluster priorities and objectives for the Sisonke District Municipality, as set out in the Provincial Spatial Economic Development Strategy are as follows:

Agriculture and Land Reform

- Development of livestock, game, timber & vegetable farming potential on Trust land: address stock theft
- Support land reform beneficiaries: this requires a farm worker strategy for the area, and consider opportunities for land reform beneficiaries in agri-tourism
- Improve road linkages across Umzimkhulu
- Develop Umzimkhulu as agricultural service centres
- Develop Ixopo, Underberg, Kokstad as agricultural service and agri-processing centres

Tourism

- Drakensberg: ensure adequate control of land use, improve direct road link between Central & Southern Berg, link to Midlands Meander through Impendle & Nottingham Road
- Ingwe / Paton tourism development

Services

- Formalise and plan Umzimkulu to position for investment
- Provide adequate affordable housing and related services in nodes

The relevant objectives have all been considered in the development of this integrated development plan.

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### **3.5.3. SETTLEMENT NETWORK**

In terms of the Ingwe SDF, the settlement hierarchy proposed for the municipal area is as follows:

- Primary Nodes – Administrative and Economic Centre
- Secondary Nodes – Distribution Points
- Service Satellites – Delivery of Supplementary Services

#### **3.5.3.1. Primary Nodes**

Bulwer, Creighton and Donnybrook were identified in the Ingwe IDP as primary nodes.

All of the above towns are important economic nodes and service centres providing key functions to the surrounding rural areas. While Creighton serves as the key administrative node, all three towns provide important commercial, industrial and community services to the surrounding areas.

All of the above towns are located on major transport routes linked by both road and rail.

#### **3.5.3.2. Secondary Nodes**

Most of the rural settlements within Ingwe are classified as secondary service nodes where a range of service and economic activities could be concentrated in a sustainable way. A secondary node is usually located at an accessible location within an acceptable walking distance of a particular community. These services may be located at key road intersections, a clinic, store, tribal court or taxi rank.

The level of services that are normally found at or around these nodes are:

- Clinic / Mobile service
  - Post Boxes
  - Shops
  - Secondary and Primary School
  - Weekly / Mobile Service
-

### **3.5.4. CORRIDORS**

The concept of corridors is important in provincial development planning and national spatial development planning as corridor development is providing a useful framework for local and regional development.

For Ingwe, two main corridors have been identified:

- The Ukhahlamba Corridor which includes the link between the Southern Drakensberg through Underberg to Bulwer and the Midlands. This corridor is identified as being focused on tourism attractions.
- The Port Shepstone, Ixopo corridor and by implication, the main corridor between Ixopo, Donnybrook and Bulwer has been identified as an important tourism corridor and as an area to focus on production of labour intensive, mass produced goods more dependent on labour costs, affordable transport linkages such as agriculture and mining.

In addition to the above corridors identified by the Provincial Spatial Economic Development Strategy there are a number of important local corridors within Ingwe. These are as follow:-

#### **3.5.4.1. Primary Corridor**

The Primary Corridor is presented by the main road linking Creighton to Franklin (R602-1) and Kokstad in the east and Donnybrook and Ixopo in the west.

#### **3.5.4.2. Secondary Corridors**

These corridors provide vital linkages to service satellites in the district and ensure connectivity with service delivery in the communities.

### **3.5.5. APPROACH TO INTEGRATION**

#### **3.5.6.**

The Ingwe Municipality continues to strive for the integration of areas with economic potential and those with high levels of household poverty. The approach to achieving this includes:

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Encouraging the expansion of existing economic activity in order to ensure that benefits also accrue to the poorer areas of the municipality;  
Ensuring improved access to infrastructure and services in previously disadvantaged areas thereby establishing an environment conducive to economic development;  
Supporting nodal development in the poorer regions of the municipality, ensuring that people can access a range of services within close proximity to their place of residence;  
Continuing to support the struggle for improved levels of education for all; and  
Developing corridors that improve access to services and opportunities.

### **3.5.7. FROM FRAMEWORK TO LAND USE MANAGEMENT**

In 2005 the Ingwe Municipality developed a Land Use Management scheme (see **Annexure K**) which is aligned to the Spatial Development Framework. The Land Use Scheme is proposed to have three main components:

The Scheme document which contains the rules and controls for the towns and rural areas of the Municipality. A set of application forms is provided separately.

The Scheme maps for the key urban areas of the Municipality:

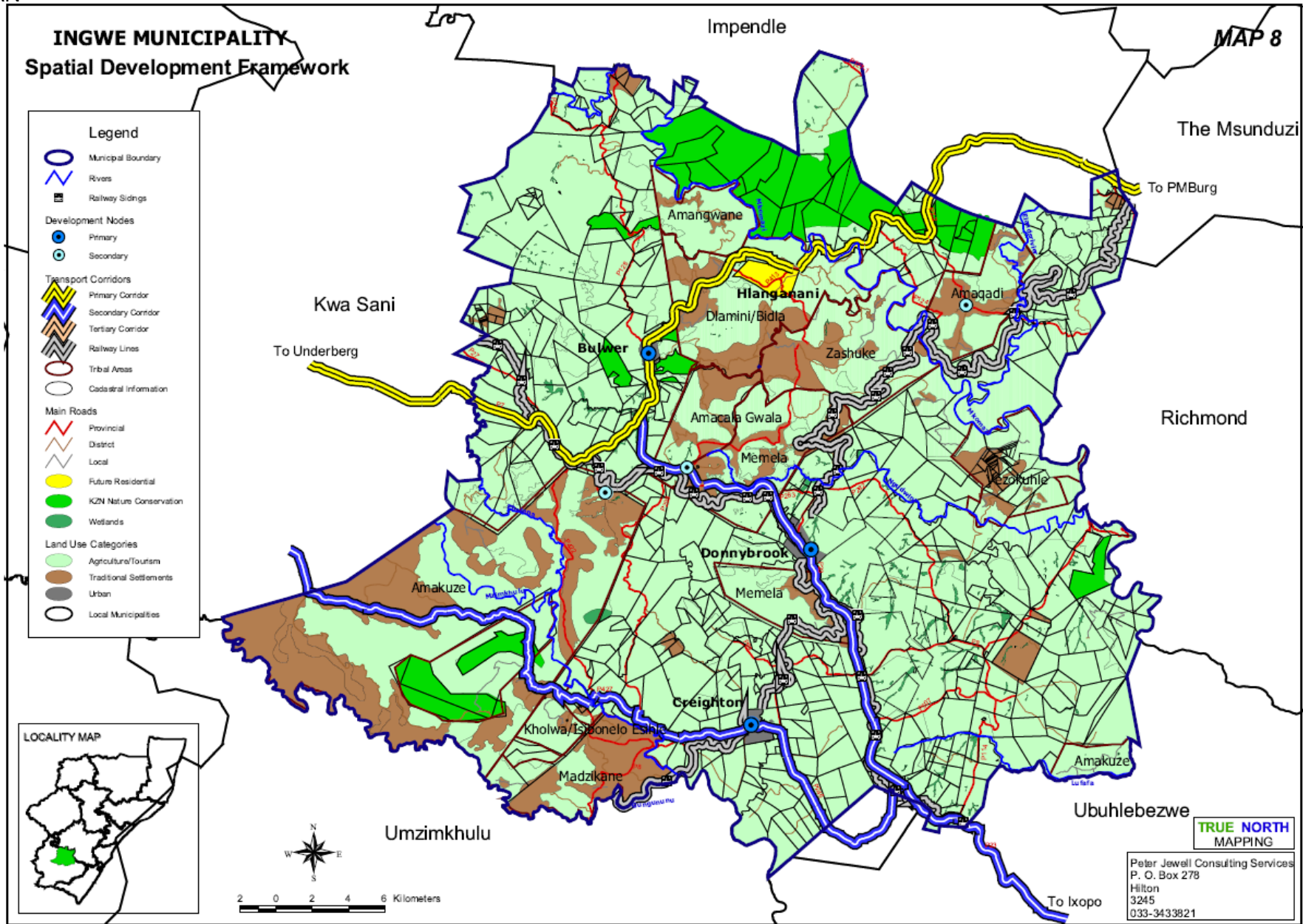
Bulwer  
Creighton  
Donnybrook

Land Use Management maps including overlays and land management informants used to guide the use and development of rural land.

Within this framework the LUMS is still to be developed.

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### 3.6. SECTOR INVOLVEMENT

The Ingwe Municipality has, despite its limited human resources, made a considerable effort to consult with other government institutions in the compilation of the Integrated Development Plan. Good cooperation and information has been obtained from the following Departments in this process:

- Sisonke District Municipality
- Department of Transport
- Department of Education
- Department of Social Welfare
- Department of Agriculture and Environmental Affairs
- Department of Land Affairs
- Department of Economic Development (the Municipality has a well-established working relationship with the Department)
- Department of Housing
- Department of Local Government and Traditional Affairs
- Eskom

### 3.7. STATUS OF SECTOR PLANS

The following Sector Plans have been prepared on a District Level and guides local level planning.

TABLE 3.1: SISONKE DISTRICT MUNICIPALITY SECTOR PLANS

SECTOR PLAN	STATUS	COMMENT
Water Services Development Plan	Prepared	SDM
Community Public Transport Plan	Prepared	SDM
Disaster Management Plan	Prepared	SDM-Ingwe to prepare its own in 10-11 financial year
Gender Equity Plan	Prepared	
HIV/AIDS Sector Plan	Prepared	
Tourism Sector Plan	Prepared	SDM
Cemeteries and Crematoria Plan	Prepared	
Environmental Management Plan	Prepared	Ezemvelo - Catchment Planning Ingwagwane Catchment Study – 2007 Ingwe to prepare its own in 09/10 financial Year
LED Plan	Prepared	

The following Sector Plans have been prepared by the Ingwe Municipality and informs the Integrated Development Planning of the Municipality.

TABLE 3.2: INGWE LOCAL MUNICIPALITY SECTOR PLANS

SECTOR PLAN	STATUS	COMMENT
LED Plan	Prepared	Annexure D
Integrated Environmental Management Plan	Prepared	Annexure E
Housing Sector Plan	Prepared	Annexure F
Communication Strategy	Prepared	Annexure I

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SECTOR PLAN	STATUS	COMMENT
Spatial Development Framework	Prepared	Annexure J
Land Use Management Plan	Prepared	Annexure K

TABLE 3.3: INGWE LOCAL MUNICIPALITY – PRIORITY SECTOR PLANS TO BE PREPARED

SECTOR PLAN	STATUS	COMMENT
Performance Management Plan	No	To be prepared in the 09/10
Disaster Management Plan	No	To be prepared in the 09/10
Solid Waste Master Plan	No	
Cemeteries and Crematoria Plan	No	To be prepared in the 09/10
Electricity Master Plan	Yes	ESKOM

### 3.8. MUNICIPAL POLICIES AND BY-LAWS

A list of policies developed and approved by the Ingwe Municipality in the past is reflected below (in complete versions of the IDP these policies will be included in **Annexure H**).

1. Asset Management Policy
2. Bank Reconciliation Policy
3. Budgeting Policy
4. Code of Conduct Councillors
5. Code of Conduct Officials
6. Councillor Remuneration
7. Debt Collection
8. Delegation of Powers
9. Delegation of Powers - Municipal Finance Management Act
10. Gender Equity Programme
11. Human Resources Procedures
12. Petty Cash Procedure
13. Procurement Policy
  - Supply Chain Management
  - Municipal Cash Management and Investments
  - Public-Private Partnership Regulations
14. Rating Policy
15. Recruitment Policy And Appointment Policy
16. Subsistence and Travel Allowance Policy
17. Tariff And Service Charges
18. Use Of Municipal Vehicles
19. Ward Committees
20. Youth Desk Charter
21. Indigent Support Policy

Council has also approved an Indigent Support Policy in terms of Council Resolution No. 090304/07.04. This policy currently defines a household earning less than R1 100 as an indigent person. The objectives of the policy are:

- The provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Municipality; and
- To provide procedures and guidelines for the subsidisation of basic service charges to its indigent households, using the Municipal budgetary provisions received from National / Provincial Government, according to prescribed policy guidelines.

The municipal by-laws were reviewed in 2004 however it was never adopted by Council. At present it is recommended that these by-laws be reviewed before submission for adoption by Council.

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## **4. IMPLEMENTATION PLAN**

### **4.1. INTRODUCTION**

This implementation plan reflects the priority projects / initiatives identified by the Ingwe Municipality for the 2009/10 financial year and beyond (generally focussed on the next three year period). The projects / initiatives identified have been aligned to the focus areas for the municipality as reflected in the 2007/8 IDP of the Municipality.

### **4.2. THE FOCUS AREAS OF THE INGWE MUNICIPALITY: 2008 AND BEYOND**

The focus areas of the Ingwe Municipality relate to the five Key Performance Areas. The Key Performance Areas are:

- Infrastructure and service delivery
- Good governance
- Municipal transformation and institutional development
- Municipal financial viability
- Local economic development

The focus areas include:

#### **INFRASTRUCTURE AND SERVICE DELIVERY**

- Water / Sanitation
- Roads and Stormwater
- Electricity
- Solid Waste
- Cemeteries
- Telecommunications and Postal Services
- Land Use Management
- Health and HIV/AIDS
- Welfare
- Education
- Housing
- Sport and Recreation
- Environmental Health
- Library Services
- Traffic / Civil Protection

#### **GOOD GOVERNANCE**

- Performance Management
- Communication
- Integrated Development Planning

#### **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

- Skills Development
- Administrative Systems

#### **MUNICIPAL FINANCIAL VIABILITY**

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- Preparation and Implementation of Annual Financial Budget
- Implementation of Rates Act
- Financial Management (including Debt Reduction)

#### LOCAL ECONOMIC DEVELOPMENT

- Business Development
- Tourism
- Agriculture

#### 4.3. THE IMPLEMENTATION APPROACH OF THE INGWE MUNICIPALITY

The Ingwe Municipality will fulfil both an implementation and a monitoring role in ensuring the goals and objectives as set out in this Integrated Development Plan is achieved. The Municipality will take direct responsibility for those projects relating to its mandated function and will further ensure that the commitments of other sector services providers, as reflected in this IDP is met.

The Ingwe Municipality acknowledges that for a large number of projects as identified in the current Capital Investment Framework funding have not been secured as yet. It is not envisaged that projects for which funding has as yet not been committed will be implemented in the 2008/9 financial year. The Municipality will therefore during the next financial year continue its attempts to attract funding to these projects.

#### 4.4. THE CAPITAL INVESTMENT FRAMEWORK

The Capital Investment Framework of the Municipality, as reflected in Table 4.1 below, is a summary of more detailed information contained in the Capital Investment Framework Project Database of the Municipality. Table 4.1 reflects the following information relating to the projects / initiatives identified and prioritised by the Municipality:

- Project Name: Provides a descriptive name for the project.
- Status: Indicates what the current status of the project is. Distinction is made between preparation, planning, awaiting funding and implementation.
- Funding Source: Indicates the institution that will or will in all likelihood fund the project.
- Implementing Agent: Identifies who will take responsibility for the implementation of the project.
- Budget 2009 – 2012: Reflects the proposed multi-year (if applicable) budget for the project.
- Budget 2009/10: Reflects the budget for the 2009/10 financial year.
- Funding Committed: Indicates whether the project is already underway or whether funding has been committed to the project or not.
- 

Where relevant the Spatial Development Framework guided the identification of projects included in the Capital Investment Framework.

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## **4.1: THE CAPITAL INVESTMENT PLAN**

## **4.2. SECTOR DEPARTMENTAL PROGRAMMES**

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## 5. FINANCIAL PLAN AND SDBIP

### *FINANCIAL SERVICES DEPARTMENT*

#### Strategic Objectives

- 5.1. EXPENDITURE MANAGEMENT
    1. Ensure timeous disbursement of funds to all creditors owed by the municipality;
    2. Ensure that all expenses being paid for are budgeted for and that are sufficient funds in the relevant budget;
    3. Monitoring of cash flow for the municipality;
    4. Assess expenditure pressures and enforce fiscal discipline;
  
  - 5.2. REVENUE MANAGEMENT
    1. Ensure the sustainable financial health of the Municipality;
    2. Ensures the recoverability of all the funds that are due to the Municipality;
    3. Ensure accurate billing for rates, refuse removal and other services provided by the municipality;
    4. Ensure the effective implementation of the municipal credit control and debt collection procedures;
  
  - 5.3. SUPPLY CHAIN MANAGEMENT
    1. Develop, maintain and implement procurement policies and procedures to effect the timely purchasing and delivery of goods and services to meet the operational needs of the municipality as aligned to the IDP and the SDBIP;
    2. Acquisition and recording of all movable and immovable assets of the municipality from the demand, acquisition, logistics and disposal stage.
    3. Ensure the cost-effective procurement of goods and services.
  
  - 5.4. BUDGETING, REPORTING AND COMPLIANCE
    1. Development of annual budgets in collaborations with other sector departments;
    2. Development and maintenance of financial policies and procedures and ensuring that all staff within the municipality implement such policies
    3. Advising the Council and Management of any changes in legislation and recommending adjustment of policies accordingly;
    4. Ensuring that all reporting requirements are met;
    5. Engaging with internal and external auditors in ensuring that sound financial practices are adhered to and that an annual audit plan is compiled;
    6. Development of the municipal annual compliance plan;
    7. Reporting on the implementation of the annual compliance plan;
    8. Providing guidance and support to the Municipal Manager regarding all matters of compliance;
    9. Coordinate the development of the SDBIP for Financial Services Department;
    10. Management of documents to be placed on the municipal website in compliance with the MFMA and the Municipal Systems Act;
    11. Management and Development of the Municipal Website
-

**6.**

The 2009/10 to 2010/11 budget for the Ingwe Municipality is reflected in Table 6.1 below

THE FINANCIAL PLAN TABLE 6.1: 2009/10 BUDGET OF THE INGWE MUNICIPALITY

Operating Revenue	Adjusted Budget	2009/10	2010/11	2011/12
Penalties	-40,000	-15,000	-45,000	-59,850
Collection charges	0	0	0	0
Clearance certificates	-2,000	-6,000	-7,000	-8,000
Building plan inspection fees	-4,000	-2,000	-3,000	-4,000
Electricity charged out	-4,240	0	0	0
Traffic fines	-120,000	-126,480	-132,930	-139,045
Hire income – Hall		0	0	0
Library : Donations		0	0	0
Library : Fines		0	0	0
Library : Lost books		0	0	0
Library : Subscriptions	-400	0	0	0
Estates : Mowing and Burning charges		0	0	0
Estates : Pound Fees	0	-3,500	-3,679	-3,848
Estates : Rentals and Sale of Hay	-35,000	-60,000	-63,060	-65,961
<b>Refuse : House Hold</b>	<b>-214,899</b>	<b>-226,503</b>	<b>-238,055</b>	<b>-249,005</b>
Refuse : Garden	0	-3,500	-3,679	-3,848
Printing income	-1,000	-2,000	-2,102	-2,199
Tender deposits forfeited	-14,000	-30,000	-31,530	-32,980
Sundry income	-22,831	0	0	0
Interest : Consumers		0	0	0
Interest : External Investments	-900,000	-1,700,000	-1,786,700	1,868,888
DME – Electrification	-6,090,401	-6,000,000	-6,324,000	-6,614,904
Grant Funding : Department of Housing	-27,090,000	-160,000	-170,000	-180,000
Grant Funding : Capacity Building Flanders (DHLGTA)	0	-8,414,686	-8,869,079	-9,277,057
Grant Funding : Support for councillors' salaries	0	-1,174,000	-1,235,000	-1,309,000
Grant Funding : MIG		-12,397,000	14,474,000	12,426,000
Grant Funding : MSIG		-500,000	-750,000	-840,000
Grant Funding : FMG	-950,000	-750,000	-1,000,000	-1,250,000
Own Revenue		-4,300,000	0	0
Equitable Share Grant	-20,734,000	-26,570,000	33,008,000	36,053,000
Unspent Grants	-6,155,106			
<b>Total Own Revenue and Equitable Share and Grants</b>	<b>-63,146,045</b>	<b>-63,981,456</b>	<b>70,364,765</b>	<b>70,234,673</b>
<b>EXPENDITURE</b>				
<b>General Expenses</b>				

INGWE MUNICIPALITY INTEGRATED DEVELOPMENT 2009/10  
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Accounting fees	250,000	300,000	315,300	329,804
Advertising	120,000	135,000	141,885	148,412
Audit fee: external audit	570,000	600,000	630,600	659,608
Consultants fees	130,000	530,000	557,630	583,281
Bank charges	68,900	77,000	80,927	84,650
Bargaining council levies	1,590	2,000	2,102	2,199
Building inspections	3,000	5,000	5,255	5,497
Catering	169,600	180,000	189,504	198,221
Cleaning	10,600	16,000	16,816	17,590
Community development expenses	50,000	0	0	0
Computer expenses/ web-site	80,000	30,000	31,530	32,980
Consumables	10,000	15,000	15,765	16,490
Contribution to disaster relief fund	125,000	100,000	105,400	110,248
General valuation expenses	1,400,000	200,000	210,200	219,869
Doubtful debts	-400,000	500,000	525,500	549,673
Depreciation		0	0	0
Electricity	280,000	360,000	378,630	396,047
Fuel and oil	330,000	430,000	451,930	472,719
Garden expenses	4,000	20,000	21,020	21,987
Hire of vehicles and equipment	350,000	380,000	399,380	417,751
Insurance	260,000	400,000	420,400	439,738
Income Foregone	0	2,500,000	0	0
LED - General expenses	60,000	100,000	105,100	109,935
Tourism – Publications	0	100,000	105,100	109,935
Legal expenses	200,000	250,000	263,500	275,621
Lost and damaged books	1,500	2,000	2,102	2,199
Municipal relief fund (funerals)	273,900	300,000	316,200	330,745
Newspapers and publications		10,000	10,510	10,993
Postage	10,000	12,000	12,612	13,192
Printing and stationery	150,700	180,000	189,315	198,023
Communications	100,000	100,000	105,100	109,935
Protective clothing	25,000	35,000	36,785	38,477
Refuse removal – Bulwer	0	30,000	31,530	32,980
Rental – Storerooms	0	10,000	10,510	10,993
Security – Other	123,840	160,000	168,160	175,895
Sewerage disposal	2,000	10,000	10,510	10,993
Skills development levy	60,000	60,000	63,060	65,961
Signage	32,120	50,000	52,550	54,967
Staff refreshments	30,000	40,000	42,040	43,974
Staff training	180,000	150,000	157,650	164,902
Staff travelling and accommodation	250,000	250,000	262,938	275,033
Subscriptions	60,000	68,000	71,468	74,756
Telephones	600,000	600,000	631,050	660,078
Tolls and parking	3,000	0	0	0
Tools and fire-fighting equipment	50,000	50,000	52,550	54,967
Valuation fees	20,000	0	0	0
Vehicle licences	30,000	36,000	37,836	39,576
Water	10,000	12,000	12,612	13,192

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Inter-Governmental Relations		28,000	29,512	30,870
Councillor travel and accommodation	290,000	300,000	316,200	330,745
Councillor training	150,000	180,000	189,720	198,447
Publications (Annual Report)	0	60,000	63,060	65,961
<b>Total General Expenses</b>	<b>6,524,750</b>	<b>9,903,000</b>	<b>7,785,994</b>	<b>8,144,149</b>
<b>Salaries and Allowances</b>				
<b>Employees</b>				
Basic Salaries and Allowances	7,767,235	9,614,986	10,480,335	11,423,565
Temporal Employees ( Less than 6 months)		0	0	0
<b>Councillors</b>				
Basic Salaries and Allowances	4,131,381	4,713,482	5,231,964	5,807,481
<b>Total Employee Related Costs</b>	<b>11,898,616</b>	<b>14,328,468</b>	<b>15,712,300</b>	<b>17,231,046</b>
<b>REPAIRS AND MAINTENANCE</b>				
Buildings and halls	300 000	500,000	525,500	549,673
Computers and office equipment	50 000	0	0	0
Computer software	10 000	0	0	0
Fencing and firebreaks	20 000	20,000	21,020	21,987
Plant and equipment	60 000	60,000	63,060	65,961
Public toilets	16 000	25,000	26,275	27,484
Roads and drains	100 000	500,000	525,500	549,673
Road signs	10 000	20,000	21,020	21,987
Vehicles	300 000	0	0	0
<b>SUB TOTAL REPAIRS &amp; MAINTENANCE</b>	<b>866,000</b>	<b>1,125,000</b>	<b>1,182,375</b>	<b>1,236,764</b>
<b>Total Operating Expenses</b>	<b>7,390,750</b>	<b>25,356,468</b>	<b>24,680,668</b>	<b>26,611,959</b>
<b>Prgrammes</b>				
Sports Development Project	356,000	200,000	210,800	220,497
Community Functions	100,000	250,000	263,500	275,621
Youth Development	331,102	300,000	316,200	330,745
Public Participation	220,000	220,000	231,880	242,546
Education Support & Bursaries	200,000	200,000	210,800	220,497
Special Programmes : HIV, Disability, Women	330,000	350,000	368,900	385,869
HIV & AIDS	0	30,000	31,620	33,075
Poverty Alleviation Project	370,000	400,000	421,600	440,994
Ward Committees: Capacity Building		100,000	105,400	110,248
I.D. Campaign	30,000	30,000	31,620	33,075
Municipal Relief Fund (Funerals)	273,900	300,000	316,200	330,745
Integrated Development Planning	100,000	100,000	105,400	110,248
Capacity Building - Flanders Program	0	160,000	170,000	180,000

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Prognosis – Ingwe	0	200,000	0	0
Internal Audit Committee	150,000	168,000	177,072	185,217
Anti - Corruption Measures	150,000	150,000	0	0
Organisational Structure & HR Systems	150,000	180,000	192,600	450,000
Job Evaluation	0	50,000	0	0
Performance Management Systems	128,562	128,000	0	0
Rail Tourism Project	250,000	220,000	267,500	291,575
Solid Waste Strategy	200,000	200,000	0	0
GIS Implementation project	200,000	50,000	52,550	54,967
Sisonke Stimela	5,300,000			
MPRA Implimentation	197,230	200,000	210,000	216,000
MPRA Implimentation		50,000	53,000	56,000
Policy Review		50,000	52,500	54,000
Financial System Improvement		100,000	105,000	110,250
MISG	1,366,438			
Free Basic Electricity	400,000	400,000	421,600	440,994
Ward Committees - Capacity Building	100,000	0	0	0
Ward Committees - Travel & Accommodation	388,800	400,000	421,600	440,994
Indigent Support	10,000	10,000	10,540	11,025
<b>Total Programmes</b>	<b>11,302,032</b>	<b>5,196,000</b>	<b>4,747,882</b>	<b>5,225,182</b>
<b>Total Operating Expenses and Programmes</b>	<b>18,692,782</b>	<b>30,552,468</b>	<b>29,428,550</b>	<b>31,837,141</b>
<b>Capital Expenditure</b>				
<b>Total Capex</b>	<b>44,453,263</b>	<b>33,414,686</b>	<b>29,922,079</b>	<b>33,491,171</b>

Nett (Surplus)/Deficit

0                      -14,302                      -                      11,014,136                      -4,906,361

0.522255792                      -                      Capex

0.477520673                      -                      Opex

## 6.2. THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The Municipal Finance Management Act, Act 56 of 2003, describes the service delivery and budget implementation plan (SDBIP) as follows.

*It is a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate:*

- *projections for each month of (i) revenue to be collected, by source; and (ii) operational and capital expenditure, by vote;*
- *service delivery targets and performance indicators for each quarter; and*
- *any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c).*

The SDBIP of the Ingwe Municipality has been prepared and tabled concurrently with this final IDP for adoption. Separate Annexure of the SDBIP is available for perusal.

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## **7. ORGANISATIONAL AND PERFORMANCE MANAGEMENT SYSTEM<sup>1</sup>**

### **7.1. INTRODUCTION AND APPROACH**

The Ingwe Municipality is required by law to choose and implement a Performance Management System to be used for measuring its performance in achieving goals and objectives laid out in its Integrated Development Plan.

An option is the Balanced Score Card approach. This is viewed as the most appropriate to deal with the issues identified in the IDP and to measure the performance of individuals in management.

The Balanced Scorecard endeavours to create a balance between the various aspects that gets measured – to ensure that the picture given presents a fair balance and does not concentrate on one aspect, such as the provision of Infrastructure alone. Performance measurement will indicate how the Council and the individuals involved in its various processes and projects have managed to reach the targets that were set. Should the targets not be reached however, the reasons for non-performance and actions that can be taken to prevent future non-performance will also have to be addressed.

The Balanced Score Card is to be implemented and must take into account Council's overall performance as assessed by the General Key Performance Indicators issued by the Department of Provincial and Local Government and those contained in the IDP Review Document. It should also address team and individual performance in carrying out their development and service delivery roles.

### **7.2. RESPONSIBILITIES OF THE MUNICIPALITY**

The following responsibilities are highlighted in this regard:

- Develop and implement for the organisation a performance management system which embodies the principles of the Balanced Scorecard Model.
- Implement the system at Council and management level including:

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<sup>1</sup> The existence of a Performance Management in the Ingwe Municipality could not be confirmed due to issues relating to Institutional Memory. This section draws substantially on a submission prepared by/for the uPhongolo Municipality and will be replaced once the status of the Performance Management System has been confirmed.

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- identifying Key Performance Areas (KPA's) and Key Performance Indicators (KPI's) detailing performance objectives, targets and time frames
- drafting the standards, procedures and intervals for evaluating performance
- identifying consequences and subsequent action to be taken by the Municipality in respect of various levels of performance assessment.
- Developing structures, systems and capacity to cascade the system throughout the organisation and maintain it effectively once the service providers' have fulfilled its mandate.

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Performance contract for Section 57 Employees must also be developed.

### 7.3. GUIDELINES FOR DEVELOPING THE SYSTEM

The performance management system will be designed in such a way that it is simple and easy to:

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- Interpret the results of the indicators in terms of input, output, outcome and impact;

•

- Assess whether targets are being met

•

- Assess whether development objectives are being achieved

•

- Assess and analyse the results of the targets to determine success or failure

•

- Provide regular reports on project information and implementation of policies and programmes.

- The system must subscribe to the Batho Pele Principles:

Consultation

High standard of services

Accessibility

Courtesy

Information availability

Transparency

Redressing

Value for money

### 7.4. LEVELS OF PERFORMANCE MEASUREMENT

Levels of Measurement Required in terms of Legislation are:

1) The performance of individuals

2) The performance of the sections, divisions and departments forming part of the organisation and of the organisation as a whole. The performance of the Municipality based on the inputs, outputs and outcomes in respect of:

- The National Performance Indicators;

- Infrastructure and Services;

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- Social and Economic Development;

•

- Institutional Transformation;

- Democracy and Governance; and
- 
- Financial Management.

3) The performance of the Municipality based on the progress in reaching the objectives of the IDP.

## 7.5. LEGISLATED REQUIREMENTS

Important requirements in terms of the Act are:

- The community must be involved
- The system must be inclusive, participatory, transparent, simple, realistic, fair and objective, developmental and non-punitive.
- 
- Targets to be reached have to be set in the following key performance areas:
  - infrastructure and services;
  - social and economic development;
  - institutional transformation;
  - democracy and governance; and
  - financial management.

The indicators should be:

- Input indicators;
- Output indicators;
- Outcome indicators (quality and impact).

Progress has to be measured against these targets on a monthly, quarterly and annual basis.

The results must be audited, published, improved and recognised.

There must be a link between Organisational Performance and Employee Performance.

## 7.6. THE WAY FORWARD

Once the organizational performance management system is finalized it will be advertised for comments from the public and finally submitted to full Council for approval of the input indicators, output indicators and outcome indicators.

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