

IMBABAZANE MUNICIPALITY INTEGRATED DEVELOPMENT PLAN:

FINAL IDP

2009/10



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A. EXECUTIVE SUMMARY

A.1 LEGISLATIVE FRAMEWORK

The Integrated Development Planning (IDP) Process is a process through which municipalities prepare strategic development plans for a five-year period. An IDP is one of the key tools for Local Government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development, and institutional transformation in a consultative, systematic and strategic manner.

According to chapter 5 of the Municipal Systems Act (MSA) of 2000 as amended states that, all municipalities have to undertake an IDP process to produce Integrated Development Plans. As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local government level.

Section 26 stipulate the core components of the integrated development plans, of which are as follows:

An IDP must reflect –

- (a) the municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs
- (b) an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to municipal services
- (c) the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- (d) the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality;
- (e) the spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- (f) the council's operational strategies;
- (g) applicable disaster management plans;
- (h) a financial plan, which must include a budget projection for at least the next three years; and the key performance indicators on performance targets determined in terms of section 41

A.2 SUMMARY

The 2009/10 IDP review seeks to cover the following components, A. Situational analysis, B. Development strategies, C. High level spatial development Framework, D. Sector involvement, E. Implementation Plan, F. Projects, G. Financial Plan and SDBIP,

H. Organisational Performance Management as well as Annextures.

A.2.1 Situational Analysis

Imbabazane Local Municipality is one of the five Local municipalities within uThukela District Municipality. It is located at the foothills of the central uKhahlamba

Drakensberg Park (World Heritage Site), and is situated between uKhahlamba, Umtshezi and Mooi Mpfana Municipality.

Imbabazane Local Municipality was established in the year 2000 and is divided into two areas namely Ntabamhlophe and Loskop Area. There are six Traditional Authorities within the jurisdiction of Imbabazane. The municipality has no established town and it only covers the rural areas.

The total population of Imbabazane Municipality could be estimated to 140 745 people according to the 2007 community survey marking an increase of about 20820 people from 2001 statistics. Imbabazane has the third largest population within the district with Emnambithi Municipality being the most populated.

The majority of Imbabazane Municipality population resides in rural villages scattered throughout the municipal area, particularly traditional authority areas. The population within Imbabazane Local Municipality is distributed unevenly among the twelve municipal wards with ward 11 being the most populated.

HIV/AIDS is a serious pandemic that is evident within the municipality. It is of great importance for the municipality to put together all the necessary resources to deal with this pandemic since HIV/AIDS has an impact towards all the future plans of the municipality. The following statistical information is derived from the department of Health.

The highest prevalence of HIV infections is observed among the pregnant women in the age groups of 25 to 29 years (42,6%), followed by the age group of 20 to 24 years and 30 to 34 years with values of 39,3 % and 36,5% respectively

The risk for women to be infected at a younger age compared to their male counterparts is greater. The rate of infection is generally high among people between 24 and 35 years of age. . There is a great need to develop a comprehensive HIV/AIDS strategy for the whole Municipal area in partnership with other stakeholders.

HIV/AIDS will lead to a slow population growth and even population decline thus affect sustainability of projects that are based on certain population projections. Households will suffer a loss of income when the economically active members die of AIDS related diseases, and a large number of households will plunge into poverty. The number of orphans will increase thus placing large demands on the Department of Health, Department of Social Development and Imbabazane Municipality to ensure that these orphans are taken care of.

Access to public facilities is one of the important indicators of the level of development within a defined area taking into account planning standards for the delivery of such services. Public facilities serve as infrastructure for social development and advancement. Schools are institutions of learning, but also play a key role in youth development. Similarly clinics are health institutions, but also play a critical role in disseminating information about hygienic practises, HIV/AIDS, etc.

An analysis of the level of access to social/public facilities in ILM indicates that the municipality is experiencing huge backlogs in this regard, particularly: Education, Health, Welfare, Sports and recreation. This manifests itself in the form of the poor condition of the existing facilities, location in relation to thresholds served, lack of facilities.

The youth forms a big portion of the total population within the municipality and should be targeted for HIV/AIDS programmes, sports and economic development initiatives. The municipality has as far as sports is concerned, football especially, formed Imbabazane Football association as an umbrella body to run and manage soccer development within the Municipality. This association is an affiliate of SAFA. Under Imbabazane football association there are 7 football associations that compete in the League. Annually there is a Mayoral Cup of which it is a floating trophy. There is also a schools competition on soccer and Netball. There is still a need to develop other sporting codes. And other Youth Programmes. A youth advisory centre is one programme to be looked at and investigated for the development of young entrepreneurs.

Infrastructure development is a key element in the process of providing the broad framework and foundations for economic growth, improved social services, and improved basic living conditions for the residents of the area. In addition the construction, operation and maintenance of infrastructure services provide significant long-term employment opportunities and are themselves sectors of economic growth. Infrastructure includes bulk and local facilities for water supply, sanitation, transportation, solid waste collection and disposal, energy, communications, and supporting facilities for social services. An analysis of the current situation with regard to the level of access to these services in Imbabazane indicates a huge backlog.

Lack of established economic base implies lack of employment opportunities and poor access to sufficient disposable income. In Imbabazane, about 3 729 households do not have any monthly income.

8 731 households earn less than R30 000 per annum, which means that 12 460 households could be described as completely indigent and live below poverty datum line.

A.2.2 Development Strategies

The Development strategies of the municipality have been categorised under the five National Key Performance indicators which are: Basic service Delivery and Infrastructure, Local Economic Development, Financial Management and Viability, Institutional Transformation and organisational arrangement as well as Democracy and Governance. These KPA's are dealt with underneath:

- **Basic Service Delivery and infrastructure(KPA)**

There are four IDP Priorities that have been identified under this KPA for the municipality to fast track service delivery to our communities since the whole municipality is characterised by serious infrastructural backlogs.

There are serious backlogs when it comes to the roads net work within the municipality especially access roads. This situation needs to be changed to allow public transport to collect and deliver passengers close to where they reside.

These IDP Priorities are:

- _ Roads and Stormwater
- _ Public transport
- _ Electricity
- _ Water and sanitation

- **Local Economic Development(KPA)/ (Socio- Economic Development)**

Imbabazane Local Municipality is 100% rural. It has no established town. Currently it serves as an administrative centre. The municipalities economy is reliant on estcourt town even the public transport corridors are linked to estcourt. Under this national KPA quite a number of IDP Priorities came out as key in terms of building an economic base for the municipality as well as creating a climate conducive for economic development. These are as follows:

- _ Economic Growth
- _ Tourism
- _ Agriculture
- _ HIV/AIDS
- _ Youth and Gender
- _ Education
- _ Sport and recreation & community Centres
- _ Housing and Land
- _ Community safety and security
- _ Refuse Removal and Cemeteries

- **Financial Management and Viability(KPA)**

After serious considerations of the state of our Municipality, noting the fact that the municipality is reliant on grant funding and has no revenue source also taking into cognisance of our previous Auditor General's report as to our state of managing our finances as a public institution, the following IDP Priorities were identified as key towards attaining an unqualified Auditor Generals Report, Since in 2006/07 financial year we received a Qualification

- _ Financial Management and Auditing
- _ Budgeting
- _ Revenue Generation
- _ Asset Management
- _ Supply Chain Management

- **Institutional Transformation and organisational arrangements(KPA)**

Imbabazane Local Municipality is one of the new municipalities that were established in the year 2000. The municipality is 100% rural. The municipality is still developing and growing therefore it is important that proper strategies are in place to deal with these challenges as to how do we attract the best talent in terms of Human Resources and how to retain staff. It is also imperative that the municipality builds a firm administration that is based on sound, progressive and the best practice administrative policies. The following IDP Priorities have been identified as key towards building a very strong administrative institution. These are:

- _ Administration
- _ Human Resources
- _ Land Use Management System and forward planning

- **Good Governance and Democracy(KPA)**

Imbabazane Local Municipality is governed by Council therefore it is imperative that Council is functional not only by its sittings but also in terms of taking sound decision and robust debate during Council meetings. Imbabazane as a sphere of government, it must be integrated into the District and provincial intergovernmental relations structures to promote the spirit of co-operative governance. As a municipality it is important that we promote the culture of public participation into

the affairs of the municipality by establishing proper and functional structures to fulfil this function. The following IDP Priorities have been identified under this KPA.

- _ Governance and Democracy
- _ Co-operative Governance
- _ Ward Committees
- _ Client Satisfaction
- _ Integrated Development planning
- _ Performance Management System
- _ Traditional Leadership

These five national KPA's as well as the IDP Priorities are tabulated well together with the municipal objectives and strategies as well as the Directorate responsible for its implementation under municipal objectives and strategies.

A.2.3 High Level Spatial Development Framework

In terms of the Municipal Systems Act, all municipalities are required to prepare Integrated Development Plans that include an SDF. The SDF is a strategic document and is prepared at a broad scale. It is meant to guide and inform land development and management. The Spatial Development Framework should:

- Give effect to principles contained in the Development Facilitation Act, Act No. 67 of 1995
- Determine spatial priorities
- Set out spatial form objectives
- Detail strategies and policies for the above that indicate desired patterns of land use, address spatial reconstruction, and provide decision making processes relating to the nature and location of development
- Provide basic guidelines for a Land Use Management System
- Outline a Capital Investment Framework
- Contain a Strategic Environmental Assessment
- Identify programmes and projects for development of land
- Align with neighbouring SDFs
- Provide visual representation of desired spatial form
 - It provides a logical framework for assessing locational priorities. It recognises that regions are dynamic social and economic systems, which responds to change, opportunities and limitations. They are always in a process of growth and transformation.
- The objective of every investment project is to maximise the impact of and the total accessibility to the type of facility in question.
- It allows for the new investments to be informed and responds to that which has gone before. Each investment modifies the rhythm of flows and

patterns of accessibility. This in turn, ensures that at each stage facilities and services have the greatest chance of being viable.

An important dimension of the approach is that it demands sectorally different forms of investment to be considered in relation to each other. Similarly, vertically linked forms of investment can be moulded into an interconnected accessibility system to ensure that each level of service has appropriate threshold. **The reviewed SDF is attached as a section on its own.**

A.2.4 Sector Involvement

The integrated development plan is a strategic document for the municipality as to how it is going to execute its business over a three year period. Prior to the development of the IDP, Legislation requires that a process plan be developed and adopted by council. The process plan outlines the organisational set up as to who is to partake on the IDP development process thereby identifying both the internal as well as external Stakeholders. The process plan, also outline the roles and responsibilities of these stakeholders.

ROLE PLAYERS

The Municipality confirm the identification of the following role players in the IDP Review Process by removing/adding to their list of stakeholders in the IDP Process:

Internal Role players

- Council and the Executive Committee;
- councillors
- Mayor;
- Municipal officials;
- Municipal Manager;
- IDP Manager;
- IDP Steering Committee;

External Role players

- Relevant Government Departments through stakeholders forum;
- Representative Forum/Civil Society; and Ward Committees
- Uthukela District Municipality
- Consultants
- Traditional Council

ROLES AND RESPONSIBILITIES

As with the preparation of the IDP, in the IDP Review the main roles and responsibilities allocated to each of the role players are set out in the following table:

Table : Roles and Responsibilities
Internal

Role Player	Roles and Responsibilities
Council	<ul style="list-style-type: none"> ❖ Final decision making ❖ Approval of the reviewed IDP documentation.
Councillors	<ul style="list-style-type: none"> ❖ Linking the IDP process with their constituencies ❖ Organising the public participation.
Mayor	<ul style="list-style-type: none"> ❖ Decide on the process plan. ❖ Be responsible for the overall management, coordination and monitoring of the process and drafting of the IDP Review documentation, or delegate this function
Municipal Officials	<ul style="list-style-type: none"> ❖ Provide technical/sector expertise. ❖ Prepare selected Sector Plans. ❖ Prepare draft progress proposals.
Municipal Manager	<ul style="list-style-type: none"> ❖ Decide on planning process. ❖ Monitor process. ❖ Overall Management and co-ordination.
IDP Manager	<ul style="list-style-type: none"> ❖ Day-to-day management of the process
IDP Steering Committee	<ul style="list-style-type: none"> ❖ Assist and support the Municipal Manager/IDP Manager and Representative Forum. ❖ Information "GAP" identification. ❖ Oversee the alignment of the planning process internally with those of the local municipality areas.
Municipal Officials	<ul style="list-style-type: none"> ❖ Provide technical/sector expertise. ❖ Prepare draft progress proposals.

External

Role Player	Roles and Responsibilities
The District Municipality	<ul style="list-style-type: none"> ❖ Coordination role for local municipalities. ❖ Ensuring horizontal alignment of the IDP's of the municipalities in the district council area. ❖ Ensuring vertical alignment between the district and local planning. ❖ Facilitation of vertical alignment of IDP's with other spheres of government and sector departments. ❖ Provide platform for joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists.

Representative Forum/Civil Society	❖ Representing stakeholder interest and contributing knowledge and ideas.
Government Departments through stakeholders forum	❖ Provide data and information. ❖ Budget guidelines. ❖ Alignment of budgets with the IDP. ❖ Provide professional and technical support.
Consultants	❖ Providing the required specialist services for various planning activities ❖ Methodological guidance. ❖ Facilitation of planning workshops. ❖ Support with guidance on Sector Plans (sources of funding and guidelines). ❖ Documentation.

Sector department involvement is not by default, it is there to foster:

- intergovernmental relations.
- Provide data and information.
- Budget guidelines
- Alignment of budgets with the IDP

A.2.5 Implementation Plan

Once the municipality has developed its vision, Mission and strategies, it is important to come up with the implementation plan. This means the committed warm bodies/human resources to implement the Integrated Development Plan. Council is the highest decision making body within the Municipality, Therefore a fully functional, capable council structure is crucial for the successful implementation of the integrated Development Planning. Council is made up of 23 Councillors. The Executive Committee deals with the day to day running of our municipality and reports to council. The Executive is constituted by three councillors. The Mayor is the chairman of the Executive. The head of administration is the Municipal Manager who is the Accounting officer. There are four departments under the office of the manager. These are Financial Services, Technical Services, Corporate Services and Development Planning and Community Services. These departments are headed by Directors accountable to the municipal manager

A.2.6 Projects

This section deals with the projects to be implemented in the 09/10 financial year.

A.2.7 SDBIP

The SDBIP reflects the patterns of expenditure during the four quarters of the year. The SDBIP enable the finance department to manage the cash flow properly since the SDBIP clearly shows when capital projects will be implemented.

A.2.8 Organisational Performance Management System

The organisational scorecard is attached.

B. SITUATION ANALYSIS

B.1 Demographic Profile

B.1.1 Imbabazane within UThukela District

Imbabazane Local Municipality is one of the five Local municipalities within uThukela District Municipality. It is located at the foothills of the central uKhahlamba Drakensberg Park (World Heritage Site), and is situated between uKhahlamba, Umtshezi and Mooi Mpofana Municipality.

Imbabazane Local Municipality was established in the year 2000 and is divided into two areas namely Ntabamhlophe and Loskop Area. There are six Traditional Authorities within the jurisdiction of Imbabazane. The municipality has no established town and it only covers the rural areas. According to 2007 community survey Imbabazane Municipality could be estimated at 24 559 marking an increase of 1 529 from 2001 statistics.

The total population of Imbabazane Municipality could be estimated to 140 745 people marking an increase of about 20820 people from 2001 statistics. Imbabazane has the third largest population within the district with Emnambithi Municipality being the most populated:

NAME OF MUNICIPALITY	C 2001 POPULATION FIGURES	CS 2007 POPULATION FIGURES
Emnambithi/Ladysmith Municipality	225459 People	236748 People
Okhahlamba Municipality	137525 people	151441 People
Imbabazane Municipality	119925 People	140 745 People
Indaka Municipality	113644 people	101557 People
Umtshezi Municipality	59921 People	83 906 People

B1.2. Population Distribution

The majority of Imbabazane Municipality population resides in rural villages scattered throughout the municipal area, particularly traditional authority areas. The population within Imbabazane Local Municipality is distributed unevenly among the twelve municipal wards with ward 11 being the most populated.

Population Distribution per ward:

Wards	Area KM2	Population	Households	Ward Councillor
WARD 1	122	8916	1353	Ndlovu B.P
WARD 2	78	10313	1627	Dlamini EH.
WARD 3	29	9717	1523	Mlaba L.
WARD 4	28	10111	1605	Mvelase M.T.
WARD 5	21	6237	949	Mchunu TE.

WARD 6	52	8328	1409	Mabaso FS.
WARD 7	27	7516	1039	Mkhize M.C.
WARD 8	228	9132	1399	Jiyane SA
WARD 9	40	5909	885	Mazibuko BD
WARD 10	67	10514	1701	Shabalala TD.
WARD 11	20	15124	2471	Mbongwa LF.
WARD 12	140	8777	1486	Dladla SM.

Other key demographic features include domination of a young and youthful population and a higher representation of females compared to their male counterparts.

B.3. HIV/AIDS

B.3.1. HIV/AIDS Prevalence in uThukela District

TABLE 1: AGE DISTRIBUTION OF HIV AMONG ANTENATAL CLIENTS IN UTHUKELA

AGE	% NUMBER
15 to 19	22.7
20 to 24	39.3
25 to 29	42.6
30 to 34	36.5
35 to 39	23.0
40 to 44	10.0

Source: Department of Health

The highest prevalence of HIV infections is observed among the pregnant women in the age groups of 25 to 29 years (42,6%), followed by the age group of 20 to 24 years and 30 to 34 years with values of 39,3 % and 36,5% respectively

The risk for women to be infected at a younger age compared to their male counterparts is greater. The rate of infection is generally high among people between 24 and 35 years of age. . There is a great need to develop a comprehensive HIV/AIDS strategy for the whole Municipal area in partnership with other stakeholders.

HIV/AIDS will lead to a slow population growth and even population decline thus affect sustainability of projects that are based on certain population projections. Households will suffer a loss of income when the economically active members die of AIDS, and a large number of households will plunge into poverty. The number of orphans will increase thus placing large demands on the Department of Health, Department of Social Development and Imbabazane Municipality.

B.4. Social Development

Access to public facilities is one of the important indicators of the level of development within a defined area taking into account planning standards for the delivery of such services. Public facilities serve as infrastructure for social development and advancement. Schools are institutions of learning, but also play a key role in youth development. Similarly clinics are health institutions, but also play a critical role in disseminating information about hygienic practises, HIV/AIDS, etc.

An analysis of the level of access to social/public facilities in ILM indicates that the municipality is experiencing huge backlogs in this regard, particularly:

- Education

- Health
- Welfare
- Sports and recreation

This manifests itself in the form of the poor condition of the existing facilities, location in relation to thresholds served, lack of facilities. This chapter provides an analysis of this issue and concludes with an indication of its impact.

B.4.1 Educational Facilities

Preschool facilities in the rural areas are generally provided on an informal basis by parents who lack appropriate training and expertise to provide a stimulating environment for the children in their care. The Community Based Public Works Programme has been funding the provision of preschool facilities, however, the problem of training the preschool teachers and the provision of equipment and educational materials remains a challenge.

The net effect of poor access to education facilities has been a high representation of people who are functionally illiterate. 24 534 people do not have any formal education while 37 669 have primary education. Only 24418 and 421 have secondary education and tertiary education respectively. In trying to address the situation of high levels of illiteracy and people leaving school at Primary level, the Municipality in partnership with Library services in the Province is establishing a Library in Ntabamhlophe , One of its mandate will be to promote literacy and reading among communities. Another Library is earmarked for the Loskop Area

B.4.2. Welfare

It will be noted from that pensions and welfare grants are making a significant contribution to the local economy of Imbabazane. Grant funding contributes about R38 857 800 to the local annual per capita income. While this is appreciated, it creates dependency and does not provide opportunities for advancement. To ensure access to Social Grants the Municipality has housed the Department of Home Affairs at Ntabamhlophe MPCC, space have been provided for SASSA to locate at our Ntabamhlophe MPCC but they have not responded positively, This poses a challenge to the people of Ntabamhlophe, Since while it was social welfare the Ntabamhlophe office was operational. This initiative is to ensure that eligible grant recipients do not pay exorbitant taxi fees to access these Government services. Another MPCC is planned for the Loskop Area to house different Departments in ensuring that Government services are easily accessible.

B.4.3. Health

There are five clinics and twenty-two mobile clinic points in the ILM. It is noticeable that all the clinics are located in the southern part of the Municipal area. All the clinics in the area are supported through the Estcourt Hospital.

The Department has records of applications received for clinics at Mhubeni and Ngodini outstanding since 1997. The recorded priority status for each clinic is high, but it is not known what provisions have been made for construction and staffing. There are significant sectors of the population of the ILM that do not have primary health care services within 5km.

B.5. Social Development

B.5.1. Gender Issues

Imbabazane Municipality has established a Women's Empowerment Forum. It comprises of representatives from all the wards of Imbabazane and Estcourt to progress the empowerment of women. Unfortunately the Gender Desk at the District Municipality is apparently not functional at this stage and needs to be revived to provide guidance to the LMs. Projects that women are currently involved with include:

- Vegetable production in community gardens and at home;
- Poultry production for income generation;
- Field crops –mostly maize; and
- Sewing, cooking and baking.

B.5.2. Youth

The youth should be targeted for HIV/AIDS programmes, sports and economic development initiatives. The municipality has as far as sports is concerned, football especially, formed Imbabazane Football association as an umbrella body to run and manage soccer development within the Municipality. This association is an affiliate of SAFA. Under Imbabazane football association there are 7 football associations that compete in the League. Annually there is a Mayoral Cup of which it is a floating trophy. There is also a schools competition on soccer and Netball. There is still a need to develop other sporting codes. And other Youth Programmes. The ILM in partnership with Umsobomvu Youth Fund has established a youth advisory centre. The centre is located within the Thusong Centre and in Loskop at the Municipal satellite offices. The objective of the Youth Centre is the development of young entrepreneurs and advising young people about other exit opportunities. The Centre is functional since four young people have been employed to facilitate youth development within the ILM

B.5.2. Disabled

A Disability District Team has been constituted to provide services to the disabled. This Team has been constituted from service providers including the Therapist, Therapy Assistants, and Social workers from the Association for the Physically Disabled, Community Doctors and Primary Health Care Co-ordinators. The Disability District Team deals with disability awareness and education and support of families of the disabled. All Government Departments have been made aware through the office of the Premier, of the needs of the disabled sector of the community. This has helped to change the attitude of staff towards the disabled.

B.5.3. Aged

There are no programmes for the care of the aged in Imbabazane that have been developed. However based on experience in other rural areas there is a need for programmes for the aged, many of whom are frail and barely able to look after themselves. The ability to access pensions and to deal with government departments in respect of the aged pensions is a big challenge.

B.6. Physical Infrastructure

Infrastructure development is a key element in the process providing the broad framework and foundations for economic growth, improved social services, and improved basic living conditions for the residents of the area. In addition the construction, operation and maintenance of infrastructure services provide significant

long-term employment opportunities and are themselves sectors of economic growth. Infrastructure includes bulk and local facilities for water supply, sanitation, transportation, solid waste collection and disposal, energy, communications, and supporting facilities for social services.

An analysis of the current situation with regard to the level of access to these services in Imbabazane indicates a huge backlog. This manifest in the form of total lack of services, poor quality of services and poor delivery taking into account the planning standards for the delivery of services.

B.6.1 Sanitation Backlog and Water Backlog

This is the latest information available from uThukela District Municipality in terms of backlogs on water and sanitation. In terms of water backlogs, imbabazane has about 13,464 households without access to portable water which is 10% of the total number of households. On sanitation 11096 households do not have access to proper sanitation this represent 8% of the total number of households within Imbabazane.

Table: Current (Aug 06) water services backlogs in uThukela District Municipality

LM	Total population	Total households	Water backlogs 2006		Sanitation backlogs 2006	
			Household	%	Household	%
Emnambithi	225,452	50,329	2,750	2%	6,908	5%
Indaka	113,643	21,376	8,807	7%	10,137	8%
Umtshezi	59,925	13,098	2,520	2%	2,520	2%
Okhahlamba	137,515	26,680	12,289	9%	17,662	13%
Imbabazane	119,914	23,027	13,464	10%	11,096	8%
DMA	515	151		0%	0	0%
Total DM	656,964	134,861	39,830	30%	48,323	36%

Source: Jeffares and Green Consulting Engineers

B.6.3. Roads

The Regional Office of the Provincial Department of Transport is based in Ladysmith. The Department prepare business Plans for the provincial road network in the District. The Business Plans have been prepared using District Boundaries but will be updated as soon as possible to reflect local municipal boundaries. Local road locations have not been identified and mapped precisely. It is the intention of the Department of Transport to complete the final inspections and mapping. From the municipalities side it is important that a backlog study in this regard be conducted and roads projects be costed to determine how much is required to do eradicate these backlogs

B.6.4.Public Transport

Bus companies and taxi operators provide public transport services in the area. The Uthukela District Municipality has developed has developed a public transport plan. The plan provides all the details about the transportation routes and transportation types.

B.6.5. Solid Waste

Formal facilities for solid waste collection and disposal generally exist only in old TLC areas. Since there are none of these in the area, Details of any existing facilities are not recorded on the District GIS. The absence of facilities does however offer

opportunities for innovative development of appropriate systems that are sensitive to the social and natural environment.

B.6.5 Energy

There are significant deficiencies in electricity supply to consumers in 2001. 14309 connections have been made after 1996, which has reduced considerably the deficiencies, reflected in the census data. However, 7962 households are still using candles for lighting. Further extensions to the electricity supply network are planned at Draycott, Shayamoya, KwaDlamini and EMahlutshini. Residents without access to electricity rely on candles and paraffin for lighting and firewood for cooking. No details are available on costs and levels of usage of alternative energy resources.

B.6.6. Communication

Communication infrastructure in the area is available through the Telkom network and the mobile telephone networks of Vodacom and MTN as well as CELL C, Although some areas still need to be installed with network coverage.

B.7. Infrastructure for Social Services

B.7.1. Sports and Recreation

The responsibility for the provision of facilities for sport and recreation rests with the Local Municipality. Currently there is a number of Sports fields that need to be upgraded into proper sports fields. Since these sports fields are utilised by teams that participate in the local league. There are two stadiums that need priority attention namely Ntabamhlophe and Loskop stadiums, in terms of Fencing, grass, toilets and change rooms.

B.7.2. Schools

Maintenance and the provision of infrastructure inside school property boundaries is the responsibility of the Department of Education and the Boards of Governors of the schools. The Local Municipality however would be responsible for the provision of services and for access roads. Specific information regarding the infrastructure services at schools is to be provided by the Dept of Education.

B.7.3. Land Reform

The Imbabazane Municipal area was one of the areas where land reform was piloted in the KwaZulu-Natal Province. Amahlubi tribe has regained about 13000ha of land the majority of which is high potential agricultural land, it is still unable to engage in productive agriculture. The land lies almost idle, and the agricultural infrastructure has largely been vandalised. The following are the land claims projects within Imbabazane Municipality ie. Kwandaba/Kwasa communal property association, Kwamajuba communal property association, Iphangandlovu LRAD project communal property association. Land Affairs to play a significant role moving forward in these projects to resolve challenges faced by these projects.

B.7.3 Housing Development

There is a great need for formal housing within Imbabazane Municipality. There are about seven housing projects that are being investigated in Imbabazane. These projects are in- situ upgrade of which People's Housing Process (PHP) subsidy

instrument will be applied. These projects are Good-Home Housing Project, Zwelisha Housing Project, Loch-sloy Housing Project, Ephangweni Housing Project, Sobabili Housing Project and Mqedandaba Housing Project .These projects are at a planning stage and others at an implementation stage such as Zwelisha, Good home and Loch-sloy housing projects.

B.8. Economic Development

Imbabazane municipal area is not an economic functional region, but it is an administrative region. In economic terms, it forms part of the Estcourt functional area, and economic linkages within the area are poorly developed. However, an opportunity exists in sectors such as agriculture and tourism. Development strategies for both Tourism and Agriculture are being developed.

B.8.1. Forestry

The international timber board manufacturer Masonite has a large processing plant in Estcourt and have 2 000 hectares of eucalyptus plantation planted within the ILM. Masonite has not established forestry out grower programme with smallholder farmers, although there is potential for this. It is unlikely though that this area would be targeted for smallholder forestry development. 300 hectares of scrub wattle exists in the state land transferred to the Amahlubi Traditional Authority. The intention is that the scrub wattle be rehabilitated into a commercial wattle plantation. Imbabazane in partnership with Water Affairs and smallholder forestry owners have engaged on an awareness campaign in terms of the importance of registering their forest with the Department as well as the dangers of not registering, the economic benefits if the forest is managed properly and to help communities to actually clarify issues of ownership of the forests.

B.8.2. Manufacturing

Imbabazane has a very small manufacturing sector with small manufacturing taking place for local consumption. These local opportunities have not been developed to their full potential. There are two functional factories in the LM: a large Kwazulu Shoe factory and a Braiding factory located at Loskop, providing a number of jobs. There is potential to grow this sector through SMME development and proper Marketing strategy.

B.8.3. Employment and Unemployment

One of the results of the lack of established economic base is a relatively high level of unemployment among the economically active members of the community. The representation of the unemployed is higher than that of the employed. The majority of the employed are involved in elementary activities, which includes informal sector. Only 331 are involved in farming (MDB). High unemployment rate conversely means a high dependency ratio. At present unemployment is growing faster than the rate of job creation. It occurs within a context of shrinking disposable income and suggests a declining affordability level and social well being of the population. It indicates an increasing level of poverty.

B.8.4. Income

Lack of established economic base implies lack of employment opportunities and poor access to sufficient disposable income. In Imbabazane, about 3 729 households do not have any monthly income.

8 731 households earn less than R30 000 per annum, which means that 12 460 households could be described as completely indigent and live below poverty datum line.

B.9. Safety and Security

B.9.1. Crime Rate

Statistics indicating crime rate in Imbabazane Municipality could not be obtained. However, interviews held with the SAPS and informal discussions with the Mayor, suggests that the most common crime incidences in Imbabazane include victimisation of tourists, theft and stock theft. Community policing forums have also been established in different communities to work closely with the police in fighting crime. The high levels of poverty and unemployment have potential to lead to an increase in crime.

B.9.2. Disaster Management

Imbabazane Municipality is located within uThukela District and is affected by disasters that tend to affect the whole of uThukela District. These include the following:

- Heavy snow fall
- Road accidents.
- Veld fires.
- Floods

A disaster management plan has been developed and it emphasise a great need to establish a fire and Emergency services section within the Municipality. Since right now we are dependent upon Umtshezi Municipality of which their service levels are crumbling. The plan highlight quite a number of of projects to be pursued including the establishment of a fire fighting and emergency services.

B.9.3. Environmental Management

The environment in this report refers to the natural or biophysical environment. The ILM has developed a Strategic Environmental management plan of the area. The following key environmental management issues are outlined in the Plan eg. Physical Features, Sensitive Environment, Donga Rehabilitation, Prevention of Soil Erosion, Biodiversity, Conserved Areas, Environmentally Degraded Areas, Cultural and Archaeological Resources.

B.10. Key Development Issues

A report describing the current development situation was compiled by Isikhungosethu in 2002 as part of the preparation of an Integrated Development Plan (IDP) for Imbabazane Local Municipality. It identifies development trends, patterns, needs and concludes with a set of key development issues. These issues have been rationalized in the light of the information generated after the adoption of the IDP by the municipality in 2002, comments received from affected and interested parties, comments received from the MEC for Local Government and self-assessment process, and a revised schedule of key issues was prepared as follows:

- Lack of spatial hierarchy.
- Spread and impact of HIV/AIDS.

- Backlog in the delivery of basic services.
- Poor access to social services.
- Public safety and security.
- Access to land and appropriate housing.
- Poor economic base.
- Corporate development and financial sustainability

C. DEVELOPMENT STRATEGIES

C.1.1 VISION

IMBABAZANE LOCAL MUNICIPALITY STRIVES TO ACHIEVE A SUSTAINABLE AND A COMPETITIVE ENVIRONMENT, WHICH PROVIDES OPPORTUNITIES TO ALL RESIDENTS TO GROW AND PROSPER

C.1.2 MISSION

To provide an enabling environment that promotes sustainable economic growth and development by:

- **Ensuring that there are effective and efficient institutional arrangements in place to create an enabling environment for sustainable development.**
- **Striving to achieve a balance between investment in poverty alleviation, on the one hand, and strategic investment in ensuring that pre- conditions are in place to promote economic growth on the other**
- **Ensuring that development is within sustainable environmental (social, economic and natural)limits at all times**
- **To ensure that all residents have access to basic services.**

MUNICIPAL OBJECTIVES AND STRATEGIES

NATIONAL KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE			
IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
ROADS AND STORM WATER	To develop, upgrade and maintain municipal infrastructure system as a means to improve quality life and access to services	<ul style="list-style-type: none"> • To conduct a backlog study • To develop and implement a master plan of Municipal Roads • Participate in the rural roads transport Forum. • To Procure and maintain the Municipal Plant and Equipment. • To upgrade, reseal/maintain existing road in line with a maintenance plan. • To develop pedestrian and cycle infrastructure. 	Technical Services
PUBLIC TRANSPORT	<ul style="list-style-type: none"> • To Provide a Safe, Reliable, Effective, Sustainable, Public Transport System and Services 	<ul style="list-style-type: none"> • To facilitate and ensure the implementation of Public Transport Plan developed by the District. • To provide shelters at stopping areas 	Technical Services

NATIONAL KPA: SOCIO-ECONOMIC DEVELOPMENT			
IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
ECONOMIC GROWTH	<ul style="list-style-type: none"> To create a climate conducive for sustainable economic growth and job creation 	<ul style="list-style-type: none"> To develop, review and implement LED Plan To implement & review agricultural and tourism strategy. To develop marketing strategy to promote investment/ development of small medium enterprises (Manufacturing, Agri-processing and tourism sectors). To promote youth entrepreneurship Establishment of LED Forum and Sub Forum Source funding for LED Programmes To promote SMME , Cooperatives and BEE Projects To facilitate and promote ASGISA Programme. 	Development Planning and Community Services

<p>TOURISM</p>	<ul style="list-style-type: none"> To promote Local Economic Development through tourism 	<ul style="list-style-type: none"> To promote community based Tourism. To promote development of new tourism attraction. Develop craft centre/ training and development programme Investigate the feasibility for the development of traditional village at Mahlutshini and Amangwe area. Facilitate the establishment of community Tourism Association 	<p>Development Planning and Community Services</p>
<p>AGRICULTURE</p>	<p>To promote Local Economic Development through agriculture</p>	<ul style="list-style-type: none"> To facilitate the establishment of agricultural projects in various settlement in association with the Department of Agriculture and other service providers. Investigate the feasibility for the commercialisation of live stock. Support the maize, vegetable and beans production initiatives 	<p>Development Planning and Community Services</p>

<p>Youth & Gender</p>	<p>To enhance the active participation of the Imbabazane youth in the mainstream economy</p>	<ul style="list-style-type: none"> • To Establish a Youth Advisory Centre • To Recruit Staff eg Outreach Officer, Career Councillor and Volunteers. • To disseminate information to young people on employment (finding work, Job preparation), self employment (starting your own business, financing), education and training (career planning, skills development), citizenship, health and well being. • Linking young people to entrepreneurship support services (business support and finance) • Provision of basic career and business counselling and support to young people • Provision of basic business skills training • Provision of life skills training • Provision of basic computer training • Provision of support to young people in securing exit /livelihood opportunities. • Provision of community outreach 	<p>Development Planning and Community Services</p>
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<p>HOUSING AND LAND</p>	<p>To facilitate access to formal housing</p> <p>To facilitate the acquisition of municipal land</p>	<ul style="list-style-type: none"> • To develop and implement a comprehensive housing plan • To establish housing data base demand. • To expedite the implementation of prioritised housing projects • To identify strategic, potential parcels of land for development (housing, LED etc. • To partner with Dept of Land Affairs in terms of land acquisition 	<p>Technical Services</p>
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<p>COMMUNITY SAFETY AND SECURITY</p>	<p>To promote a safe and a secure environment for the people of Imbabazane Local Municipality.</p>	<ul style="list-style-type: none"> • To investigate the possibility of establishing a municipal traffic law enforcement unit and motor vehicle licensing service. • To provide an effective fire control services. • To provide adequate street lighting and visibility in densely populated areas. • To compile and implement Disaster Management Plan • To Implement Roads safety programme • To conduct Crime awareness campaigns in partnership with Safety and Security Department and the community policing forums. 	<p>Development Planning and Community Services</p>
<p>SPORTS, RECREATION AND COMMUNITY CENTRES</p>	<p>To promote all sports codes especially among the youth, Develop recreational areas and community centres</p>	<p>To identify areas that are central to locate sports facilities, recreational areas and community centres</p>	<p>Development Planning and Community Services</p>
<p>EDUCATION</p>	<p>To promote the culture of life long learning.</p> <p>To alleviate illiteracy levels within the municipality</p>	<ul style="list-style-type: none"> • To establish Libraries both in Ntabamhlophe and Loskop • To promote literacy and reading among communities and surrounding schools. • To facilitate ABET training/computer skills 	<p>Development Planning and Community Services</p>

NATIONAL KPA: FINANCIAL MANAGENT AND VIABILITY			
IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
FINANCIAL MANAGEMENT AND AUDITING	To manage and use public funds effective, efficient, transparent and in an accountable manner so as to achieve an unqualified audit report.	<ul style="list-style-type: none"> • To develop and implement effective financial management systems and polices • Monitor compliance with financial management legislation, polices and regulations. • To develop credit control and dept collection policy • Bank and investment policy • Risk management policy • To develop an efficient and effective internal, financial and performance auditing structures. • To develop and implement an anticorruption strategy • To develop financial statements • Implementation of GRAP • Municipal books are audited in terms of MFMA. 	Financial Services

<p>BUDGETING</p>	<p>To promote transparency and accountability of public finances</p>	<ul style="list-style-type: none"> • To deliver services strictly in line with budget provisions and authorised function. • To develop annual budget • To develop a budget policy • Align the IDP and budget • Develop Financial Plan • To develop the SDBIP • Involve the public in the budget preparation process 	<p>Financial Services</p>
<p>ASSET MANAGEMENT</p>	<p>To ensure the effective and efficient control, utilization, safeguarding of municipal assets</p>	<ul style="list-style-type: none"> • To develop and implement an efficient and effective asset management system • Develop an asset and liability management policy and maintain an inventory of all municipal assets • Integrate asset management with financial management system. 	<p>Financial Services</p>
<p>REVENUE GENERATION</p>	<p>To implement the Property rates Act.</p>	<ul style="list-style-type: none"> • To develop and implement revenue raising strategies • To collect revenue on rateable property • Identify unfounded mandates and reduce expenditure • Develop a debt recovery plan • Reduce grant dependency ratio 	<p>Financial Services</p>

SUPPLY CHAIN MANAGEMENT	To promote the economical, efficient and effective use of resources	<ul style="list-style-type: none">• To develop supply chain management systems and structures as per the MFMA and Regulations	Financial Services
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NATIONAL KPA: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL ARRANGEMENT			
IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
ADMINISTRATION	To provide efficient and effective internal administration	<ul style="list-style-type: none"> • To develop an institutional development plan linked to IDP and based on powers and functions of the Council. • To provide efficient legal service • To review and implement administration polices and by laws. • To source funding for adequate office accommodation and depot. • To provide an integrated IT system. • Development of an efficient and effective archive and registry system. 	Corporate Services

IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
HUMAN RESOURCES	To capacitate staff to enable them to implement the IDP.	<ul style="list-style-type: none"> • To develop and implement a municipal human resources strategy • To undertake a skills audit and Job Evaluation • Review the work place skills development Plan • To train /capacitate staff based on the skills development plan • Review the existing employment equity Plan • Introduce and implement learnership programme in partnership with relevant SETA's . • Finalisation of the review/preparation of a suite of Human Resources Management Policies. Eg. Recruitment policy • Recruit staff for budgeted posts. • To ensure that employees conduct themselves within the ambits of council HR polices. 	Corporate Services

<p>LAND USE MANAGEMENT SYSTEM (LUMS) & FORWARD PLANNING</p>	<p>To prepare and introduce land use management system covering the whole municipal area</p>	<ul style="list-style-type: none"> • Finalisation and adoption of the land use management system • To conduct community awareness campaigns on lums • To prepare development plans for service centres as identified in the spatial development framework • To respond to development planning applications timeously • To facilitate the development of Ntabamhlophe and Loskop service centres into formal towns 	<p>Development Planning and Community Services</p>
<p>INTERGRATED DEVELOPMENT PLAN</p>	<p>To promote integrated, coordinated and sustainable development</p>	<ul style="list-style-type: none"> • To facilitate the preparation and review of a five year Integrated Development Plan (IDP) • To participate in the District planning initiative. • Facilitate the preparation of sector plans as components of IDP. • To ensure integration / alignment of IDP, PMS and Budget Processes. • To strengthen participation of representative forum and Sector Departments on the IDP processes 	<p>Municipal Manager/Development Planning and Community Services</p>

<p>PERFORMANCE MANAGEMENT</p>	<p>To measure Council's performance on the implementation of IDP.</p>	<ul style="list-style-type: none"> • To develop and incorporate the PMS into councils IDP • To establish performance audit committee. • Ensure that the manager and the section 57 employees sign performance contracts yearly • Establish performance evaluation panels for the municipal manager and managers accountable to the municipal manager • To prepare an annual performance report • To prepare an oversight report • To report on performance 	<p>Municipal Manager/Development Planning and Community Services</p>
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NATIONAL KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
GOVERNANCE AND DEMOCRACY	To create sufficient and appropriate capacity for effective governance and Service Delivery.	<ul style="list-style-type: none"> To ensure that council make informed and correct decisions on basis of legislation. To provide training of councillors on governance matters e.g code of conduct, standing orders, delegated powers of authority etc. To establish portfolio committees of council to ensure speedy service delivery based on powers and functions. Develop an information package for councillors. 	Corporate Services
CO OPERATIVE GOVERNANCE	To promote intergovernmental relations.	<ul style="list-style-type: none"> Integrate Imbabazane into the District and Provincial governance and service delivery support system & Participate in the District IGR Structures eg District coordinating forum and the District technical forum 	Office of the Mayor
WARD COMMITTEES	.To strengthen governance	<ul style="list-style-type: none"> To establish ward committees in all 12 municipal wards To provide technical and logistical support to ward committees To capacitate ward committees on their powers and functions. To develop and adopt policy on the 	Office of the Speaker

		establishment of ward committees.	
CLIENT SATISFACTION	To ensure client satisfaction	<ul style="list-style-type: none"> To undertake client satisfaction survey. To introduce commentary box at reception. Undertake performance assessment sessions with the representative forum. 	Corporate Services
TRADITIONAL LEADERSHIP	To promote partnership between Council and the six traditional houses within the municipal boundary	<ul style="list-style-type: none"> To develop a traditional leadership and participation programme 	Office of the Mayor
PUBLIC PARTICIPATION	To promote community involvement in municipal affairs	<ul style="list-style-type: none"> To develop a communication plan To conduct IDP /Budget izimbizo 	Office of the Mayor
IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
THUSONG CENTRE	To bring government services closer to the people	<ul style="list-style-type: none"> Through hosting various government Departments at Thusong Centre. To engage in outreach programmes Apply for Loskop Thusong Centre 	Office of the Mayor

Progress made in implementing the IDP Strategies

KPA: Spatial Development Framework

The Municipality has completed the process of reviewing its Spatial Development Framework. The SDF has been adopted by Council in 2009. The SDF is aligned to the Provincial Spatial Economic Development Strategy as well as the Provincial Growth and development Strategy but above all it also subscribes to the principles of the National Spatial Development Perspective. The SDF identifies two nodal areas within the Municipality namely Ntabamhlophe Nodal area and Loskop Nodal area. The SDF identifies Ntabamhlophe Nodal Area as a Primary node and Loskop as a secondary node the SDF is attached as a section.

1. Land Use Management System

IMBABAZANE LOCAL MUNICIPALITY has developed its Land Use Management System through funding that was received from DLGTA. With regard to the Land Use Pattern, The ILM consists of a number of uses which serve the community at varying levels and scales. Others operate at a small scale with a narrow threshold focus whilst others cater for a much wider threshold. In short the, the Land Uses found within the ILM can be grouped into six clusters which are presented in the following manner:

- Traditional settlements located mainly in areas administered by traditional authorities. Some of the settlements are developed on state land and or community owned land
- Agriculture, which accommodates land uses and buildings associated with farming practices such as crop production, Livestock farming, Forestry and horticulture. Agricultural land is mainly utilised for subsistence purposes and this currently occurs on adhoc bases without any unified approach
- Civic and Social land use category, which includes health, traditional administration centres, educational, welfare, public buildings such as community halls and multipurpose centres and other uses associated with social development and public administration
- Industrial uses, which includes factories and other processing plants. There are no known noxious industries in Imbabazane. A small Industrial complex is located in Loskop
- Commercial uses, which include shops, taverns, tuckshops and other similar activities.

3. Environmental Management Plan

The Municipality has developed its Environmental Management Plan, the plan identify all the agricultural potential areas, environmental sensitive areas, Biodiversity areas, Cultural and archeological resources, Environmentally degraded areas, conserved areas, Land reform projects and Restitution projects. The plan also identifies projects that are imperative for effective management of the environment within the ILM. The plan has been adopted by Council.

KPA: Service Delivery and Infrastructure

1. Comprehensive Infrastructure Plan

ILM has developed a comprehensive infrastructure plan. The plan seeks to identify backlogs in terms of service delivery as well as to quantify as to how much is needed to eradicate the backlogs. The comprehensive infrastructure plan include sport and recreation facilities, roads, housing, water and sanitation.

2. ENERGY AND Electricity

The ILM is participating in the district energy forum that deals with energy issues within the District as well as the transformation issues within the sector including the establishment of RED 5. The municipal area is an ESKOM licensed area. An Electrification plan for the whole municipal area has been forwarded to ESKOM for proper and effective planning to take place. One notably project happening currently is the electrification of Amangwe area. The project is at a stage where infrastructure is being built. The second phase will be the electricity raticulation into each household.

3. Free basic services

In 2005 a community survey was conducted through the municipal assistance programme to determine the no of indigent households within the municipality. Out of this survey 14 000 households have been identified as indigent

. An indigent policy has been developed and adopted by council. The indigent policy provide guidelines to determine the beneficiaries of free basic services. It also state that only households with an income of R 1100 -00 are eligible to benefit. Using data collected during the survey the municipality has been able to come up with an indigent register. The indigent register is used as a data base of all indigent households eligible to benefit out of the free basic services programme.

Council provide the budget for the implementation of free basic services through the Equitable share provision

4. Free basic Energy

Currently the municipality has entered into a three year service level agreement with ESKOM in terms of providing free basic electricity to the indigent households with electricity. There are 5000 households benefiting on the free basic electricity programme.

5. Alternative Energy/Gel

Within the municipal area there are households that have been identified as indigent that have no electricity connections. Therefore these households are provided with alternative energy/gel. There are 1500 indegent households currently benefiting on this project. The demand is quite higher than the supply.

6. Roads and storm water

The Municipal Infrastructure Grant (MIG) is used to fund the roads projects that have been identified through the comprehensive infrastructure development plan process and prioritised by COUNCIL for implementation. A number of municipal gravel roads are constructed through MIG, Therefore there is a great need to continuously maintain these roads Imbabazane does have existing plant to carry out the maintenance of the new gravel infrastructure road.

7. Waste Management Plan

In the 2008/09 financial the municipality has managed to develop an integrated waste management plan, to look at ways and means to collect waste from individual households. Funding to develop the plan was sourced from the Development Bank of Southern Africa. We are currently working on the identification of suitable land for a land fill site. We looking at implementing the waste collection programme in 2009/2010 financial year. The project is to be piloted in ward 6 zwelisha/craig area.

KPA: Financial Viability

1. Unqualified report

Adverse Financial Reports, Imbabazane Local Municipality comes from a history of disclaimer, audit opinions, qualified audit opinions, and eventually in 2007/2008 financial year we managed to get an unqualified audit opinion with other matters. This was the first time in the history of our municipality that we get an unqualified audit opinion and that is attributable to the dedication and professionalism shown by the majority of Imbabazane staff during trying times when we operated for the better part of the financial year without a full time Municipal manager.

The even bigger challenges lies ahead now, to try and up hold this status if not to improve it and get rid of other matters. With the new Municipal Manager and the continued support of our staff we trust that we will achieve even greater things.

2. Debt control

Council has developed and adopted a debt management policy . This policy is to be implemented in the 2009/10 financial year concurrently with the implementation of the Municipal property rates act on the 1st of July 2009. The municipality is in the process of developing the valuation roll and the tarrif policy.

3. Billing system

Imbabazane municipality is among the new municipalities that were established in the year 2000. The municipality is 98% rural and it has no established town. Currently the municipality has no Rates base to raise its own revenue.

The billing system is being developed and it will come into operation on the 1st of July 2009. with the implementation of property rates. Budgets and human resources have been committed to ensure that the the MPRA project is implemented from the beginning of 2009/10 financial year.

4. Internal Audit Committee and Performance management committee

The internal Audit Committee was established in 2007. The committee is mandated to perform both the Internal Audit Function as well as the Performance Management function. The Internal Audit Committee is composed of three members. The Chairperson of the committee is Mr ATM Gwala. The Audit Committee charter was developed and adopted by Council. The charter gives direction in terms of the powers and functions of the audit committee. For the audit committee to be considered functional it must sit four times a year.

5. Internal Auditor

The internal Audit function has been outsourced and it's a shared service with Uthukela Dm. Price Water House Coopers has been procured to perform the Internal Audit Function.

KPA: Local Economic Development

1. Local Economic Development Strategy/Plan

Imbabazane has developed its Local Economic Development Strategy and the strategy has been adopted by council in 2008. Imbabazane received grant funding from Gijima kzn to develop the strategy. Imbabazane Local Economic Development Strategy is informed by the Uthukela District LED Strategy. Imbabazane LED Strategy is aligned with the National, Provincial and District objectives.

This report aims to present a local economic development strategy for Municipality Municipality. It is a result of both technical and public participation process which was undertaken during various stages of the project.

SHORTCOMINGS OR KEY ECONOMIC ISSUES WITHIN THE SUBJECT MUNICIPALITY

There are a number of shortcomings or key economic issues that have an adverse impact on the growth and proper functioning of various local economic initiatives within the ILM, and these can be categorized in the following manner:

- *Poor Institutional Arrangement*
- *Poor Access to Physical Infrastructure*
- *Diversification of the Economy*
- *Ensuring Support to Small Business Sector*

- *Job Creation*
- *Skills Training*
- *Spatial Inefficiency*
- *Continuous Leakage of Income*

STRATEGIC FRAMEWORK

Based on the constitution, Imbabazane Local Municipality has a mandate to promote local economic development within its area of jurisdiction. Section 153 of the Constitution states the following:

'A municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community and promote social and economic development of The community'.

From this perspective, it is essential for Imbabazane Local Municipality to position itself in a manner that enables it to fulfill its constitutional mandate of promoting economic development. The strategy serves as a sector plan and forms part of the overall IDP for ILM. The following are the strategies adopted by Imbabazane municipality to resuscitate its economic Development

Strategy One: Institutional Development

The successful implementation of an LED strategy will rely heavily upon partnerships and close co-operation amongst various stakeholders. To this date, the relationship between business community and the municipality within the ILM has been somewhat in-consistent and to a certain extent non-existence. To this end, it is important to establish forums/institutions that will enable all stakeholders to participate effectively in the matters concerning local economic initiatives. The LED Forum must proper terms of reference. The following are the forums are to be developed

- Develop a fully fledged Municipal LED Unit.
- Establish a Municipal LED Forum.
 - Establish an Imbabazane Chamber of Business

Strategy Two: Formalization of Both Ntabamhlophe and Emangweni

One of the striking features within the ILM is its continual reliance on surrounding towns such as Escort and Ladysmith on both economic and social grounds. This comes amid lack of a well defined functioning urban area which could be used to stimulate economic growth and development. The local community of ILM continues to conduct its shopping and other day to day activities in the town of Escort. Whilst not undermining the important role the town of Escort has on the regional economy, it has thus far benefited from underdevelopment experienced within the ILM. The underdevelopment of the ILM has had unintended repercussions mainly in the form of the leakage of income.

One possible initiative which could stem the out flow of income is the formalization of both Ntabamhlophe and Emangweni. Both areas offer great opportunities for future development due to their strategic location along major corridors within the ILM. Further to that, there are already established initiatives which could provide a base for enhancing current level of development in these areas. In the Ntabamhlophe area, a Multi-Purpose Community Centre (MPCC) was established and is in operation whilst Emangweni serve as the municipal satellite office and is home to two key manufacturing industries and a satellite ABSA Bank.

Strategy Three: Sector Support

The Imbabazane Local Municipality is predominantly rural in characteristics, with no areas of urban note. In the absence of areas of urban note, the ILM has a strong impetus on natural resources. The ILM is well endowed with natural resources especially in two key sectors, namely; agricultural and tourism respectively. Acknowledging the comparative advantage the ILM has on both agriculture and tourism, advantages associated with these sectors remains untapped.

Strategy Four: SMME and Second Economy Support

One of the greatest challenges facing the country is the continuous increase in the number of people falling within the unemployment category. Even though over the past couple of years, the economy has shown signs of improvement with regard to job creation, such benefits have not accrued to areas like Imbabazane. With the shrinking of the formal sector employment, many people rely on informal sector to generate some form of revenue thus becoming their livelihood strategy.

Running parallel to informal sector activities is the entrepreneurial spirit that has been shown by many people who cannot find jobs within the formal sector. Whilst the concept of entrepreneurial is advocated across development spectrum, small business operators who are entrepreneurial generally function without proper support. With proper support, these entrepreneurs have the ability to grow their businesses thus providing employment opportunities. A number of interventions could be made to ensure support to both informal sector initiatives and small business operators.

Strategy Five: Provision of Physical Infrastructure

Infrastructure development is a key element for providing the broad framework and foundations for economic growth, improved social services, and improved basic living conditions for the residents of the area. In addition the construction, operation and maintenance of infrastructure services provide significant long-term employment opportunities and are themselves sectors of economic growth. Infrastructure includes bulk and local facilities for water supply, sanitation, transportation, solid waste collection and disposal, energy, communications, and supporting facilities for social services. An analysis of the current situation with regard to the level of access to these services in Imbabazane indicates a huge backlog. This manifest in the form of total lack of services, poor quality of services and poor delivery taking into account the planning standards for the delivery of services.

Strategy Six: Develop and Expand the Manufacturing and Retail Sector

Imbabazane has a very small manufacturing sector with small manufacturing taking place. There are two functional factories in the LM: a large shoe factory commonly referred to as KwaZulu Shoe Company and a braiding factory both located at Loskop, providing a number of jobs. The two companies have linkages since raw material (in a form of shoe lazy) produced by the braiding factory is used further on, in the production process by KwaZulu Shoe Company. Also products manufactured in these factories are distributed throughout KwaZulu Natal at various consumption areas.

Discussions held with the management of both companies, especially the KwaZulu Shoe Company, revealed that some of the material used is sourced from as far as Durban, Cape Town and Johannesburg due to lack of supply from local surrounding areas. This further confirms the leakage of income which the ILM is experiencing at present. From this perspective, opportunities do exist in the shoe manufacturing process (value chain), which should explored to maximum.

Strategy Seven: Enterprise Support

This initiative is meant to assist those who have organized themselves into co-operatives and small businesses. It is done through a number of instruments which include mentoring, establishment of information centers and skills development programme. Within Imbabazane Local Municipality, there are a number of co-operatives and small business operators who stand a good chance of benefiting from such initiatives.

Strategy Eight: Municipal Functions and Procurement Procedures

Municipal Functions:

The introduction of the new system of local government in South Africa brought about many changes. This include the new role of local government structures based on a paradigm shift from 'control orientated' to 'developmental orientated'. As part of affirming this initiative, a number of policies have been developed (at national and provincial level), with the primary aim of complimenting the new role of local government structures.

In 2006, the LED Policy was promulgated which advocated the need to ensure 'Market Confidence'. With the municipalities being at the cutting edge of development initiatives and are in consistent contact with local communities and investors, their role in preserving 'Market Confidence' cannot be emphasized

Procurement Processes:

All local government structures should develop procurement policies that provide guidance when procuring goods at any level. The design and implementation of these policies can go a long way to alleviating poverty. This means careful consideration needs to be given when goods or services are procured. It is incumbent upon municipalities to ensure that outside agencies operating within their jurisdiction also benefit local residents. This is more prevalent in infrastructure related projects such as water, sanitation, roads etc

NB: Imbabazane has developed also an Agricultural Strategy as well as the Tourism Strategy. These two strategies have been developed to enhance the competitive advantages identified by the Local Economic Development Strategy on these two sectors namely Agriculture and Tourism.

KPA: Good Governance

1. IDP Framework

Uthukela District Municipality did develop an IDP Framework and the framework was adopted by all Local Municipalities within the District through the District IDP Forum. The framework outlines the milestones to be achieved as well as the timeframes at which the milestones need to be achieved. The District IDP Framework assist all municipalities within the District to align their IDP Process Plans.

2. Community Participation

In terms of chapter four of the Municipal Systems Act, "A municipality must develop a culture of municipal governance that compliments formal representative government with a system of participatory governance, and must for this purpose :

- a) encourage and create conditions for the local community to participate in the affairs of the municipality including in
 - i) the preparation, implementing and review of its integrated development plan in terms of chapter 5.
 - ii) The establishment, implementation and review of its performance management system in terms of chapter 6
 - iii) The monitoring and review of its performance, including the outcomes and impact of such performance
 - iv) The preparation of its budget
 - v) Strategic decisions relating to the provisions

Imbabazane municipality on its IDP Process plan stipulate clearly the participation of the ward committee members representatives in the meetings of the IDP Representative Forum. The mayoral Izimbizo are also used as a tool to ensure the participation of the masses in the development and implementation of the IDP, Budget and PMS. The local newspaper and the slot on Radio UKhozi FM are used to publicise and inform the community of the municipal programmes.

A communication strategy has been developed and the municipality will continually review the plan to suite the circumstances prevailing at that particular time. The plan also indicate the involvement of all stakeholders including government departments.

3. HIV/AIDS

The municipality has developed its HIV/AIDS strategy and the strategy is informed by the National, Provincial and the District HIV/AIDS strategies. Awareness campaigns on HIV/AIDS are conducted within the municipal jurisdiction. A budget is always allocated for this programme on our budget. The municipality is working very close with the established structures within it boundaries such as the Health workers established by the department of health and then NGOs together with the Community Development Workers established by DLGTA.

4. Ward Committees

The municipality has 12 wards and twelve ward committees have been established. The municipality has created a post of a Public Participation officer to ensure that ward committees are functional. In the 2007/08 financial year ward committees were trained to ensure that they are able to pursue their functions in a manner that is expected. The municipality provides secretariat in the sitting of all ward committees .Ward committee members also partake in the IDP Representative Forum meetings as well as in the process of identifying indigents within their respective wards.

5. Traditional Leaders

There are six Traditional leaders within the municipality. A budget is provided on our budget to ensure that all six traditional leaders are able to inculcate the heritage and culture of these different tribes. Traditional Leadership also participate in the affairs and programmes of the municplality through the local house of traditional leaders. Since the programmes and the budget of the municipality is ta tabled before the Local house. Currently the municipality is embarking on a project to consolidate the history and the heritage of each tribe with an intention of preserving the history and the heritage of these different tribes so as to ensure that future generations also learn from it. Once the project is complete a museum is to be established to store and preserve this heritage. The project is as a result of the excellent partnership that we have with The local Traditional Leadership.

KPA: Institutional arrangements and transformation

1. Human Resources Strategy

Imbabazane is in a process of reviewing its human resources strategy, currently the municipality does have a recruitment strategy. Through the workplace skills plan, scarce skills have been identified and prioritised to ensure that this is addressed on a continuous basis. The municipality always budget for bursaries to be awarded to matriculants who need financial assistance but at the same time address the issue of identified scarce skills. The retention strategy that has been adopted by the municipality is to ensure that we offer a higher salary package than the one offered by other municipalities of the same grade as ours. This is because we are a rural municipality. At some stage it was difficult to get a planner and the post was advertised three times just because our offer was not attractive to experienced planners. This has proven to be costly to the municipality.

2. Organisational Structure

There is an organogram/organisational structure approved by Council which is updated as and when necessary. The organisational structure is based on the powers and functions of the municipality and the structure is aligned to the IDP.

3. Work Place Skills Plan

The work place skills plan is developed annually and is submitted to Igseta by 30 June each year as gazetted by the Labour Minister. The skills plan contains all the trainings identified for that current year and is linked to available budget. The work place skills plan is compiled after a skills audit exercise has been conducted. Furthermore other skills gaps are analysed on daily observation of employees performance The work place Skills Plan is a strategic planning document on the workplace training, career pathing and implementation of Employment Equity act of the municipality . The training must enable employees to achieve/ deliver on the municipal objectives.

4. Employment Equity Plan

The employment equity plan was developed in 2003 financial year. The plan has clear objectives and targets to be met by council to achieve employment equity within the workplace. One of the objectives and target is to ensure that there are two females at management level. Management consist of four positions/directors and the municipal manager. This target was employing two females at Management level was achieved in 2004/05 financial year . Another target is to ensure that there is one disabled person among staff members. This target has not yet been achieved due to some other challenges.

5. Organisational Performance Management System

The organisational performance management system was developed and its being implemented. At the beginning of every financial year the section 57 employees and the municipal manager sign their performance contracts with key performance indicators and targets to be met. Quarterly reviews are conducted to foster compliance. The performance contracts once signed are sent to province.

6. Annual Report

2007/ 08 annual report has been developed and is to be submitted to Provincial Treasury as well as to DLGTA. The report articulate the milestones achieved in the said financial year and the challenges still facing the municipality moving forward. The highlight of the annual report is the findings of the Auditor General which gave the municipality an unqualified report. This is a great achievement for the municipality but the greatest challenge that the municipality is faced with is to maintain the standard by ensuring that we attain an unqualified report in 2008/09 financial year.

7. IGR Structures

The IGR structures within the District have been established. There are two structures that have been established in terms of the IGR framework namely 1) Mayoral Forum which is chaired by the District Mayor. In the sitting of this committee is where all mayors of the District meet to advance development. 2) The managers forum is an advisory committee to the mayoral forum. It is chaired by the District Manager.

D. SPATIAL DEVELOPMENT FRAMEWORK

INTRODUCTION

Purpose

Just like all local government structures, Imbabazane Local Municipality has engaged in process of preparing an Integrated Development Plan (IDP) as an overarching strategic guide for decision-making and development within its area of jurisdiction. In line with legal requirements, the said municipality also submitted its IDP to the Minister for Local Government and Traditional Affairs for noting and comments. Rightfully so, as part of the process, the MEC evaluate all the IDP's in line with the guidelines for the preparation of the latter. Among other things, the MEC indicated is the need for the refinement of the Spatial Development Framework as part of the IDP review process. This document presents a Draft Spatial Development Framework (SDF) for Imbabazane Local Municipality. It is informed by the IDP and is intended to provide strategic guideline for future spatial development initiatives.

Background

1.2.1 Location

Imbabazane Municipality is located within uThukela District Municipality and form part of the five local municipalities within the said district. It is situated south of UKhahlamba Municipality, west of UMTshezi Municipality and north of Mooi - Mpofana Local Municipality. It is located at the foothills of the central UKhahlamba Drakensberg Park (World Heritage Site), and is situated between UKhahlamba, UMTshezi and Mpofana Municipalities (See Map 1 Overleaf). In terms of its extent, it is approximately 853 km² (85 300 hectares) and comprises of approximately twelve wards.

1.2.2 Need for the Spatial Development Framework (SDF)

The need for the Spatial Development Framework arises from a range of issues. Firstly, Chapter Five of the Municipal Systems Act deals with the subject matter of Integrated Development Plans and identifies Spatial Development Framework as one of the key components of an Integrated Development Plan. To this end, it is a legislative requirement. Secondly, the MEC in his comments on Imbabazane Municipality IDP also indicated a need for the refinement of the Spatial Development Framework. Also, the Imbabazane Municipality has done its own internal assessment where a need to refine the Spatial Development Framework (SDF) was evident. The Spatial Development Framework (SDF) assists in terms of setting location criteria for various proposed development initiatives. The objectives of Imbabazane Spatial Development Framework can be summarized as follows:

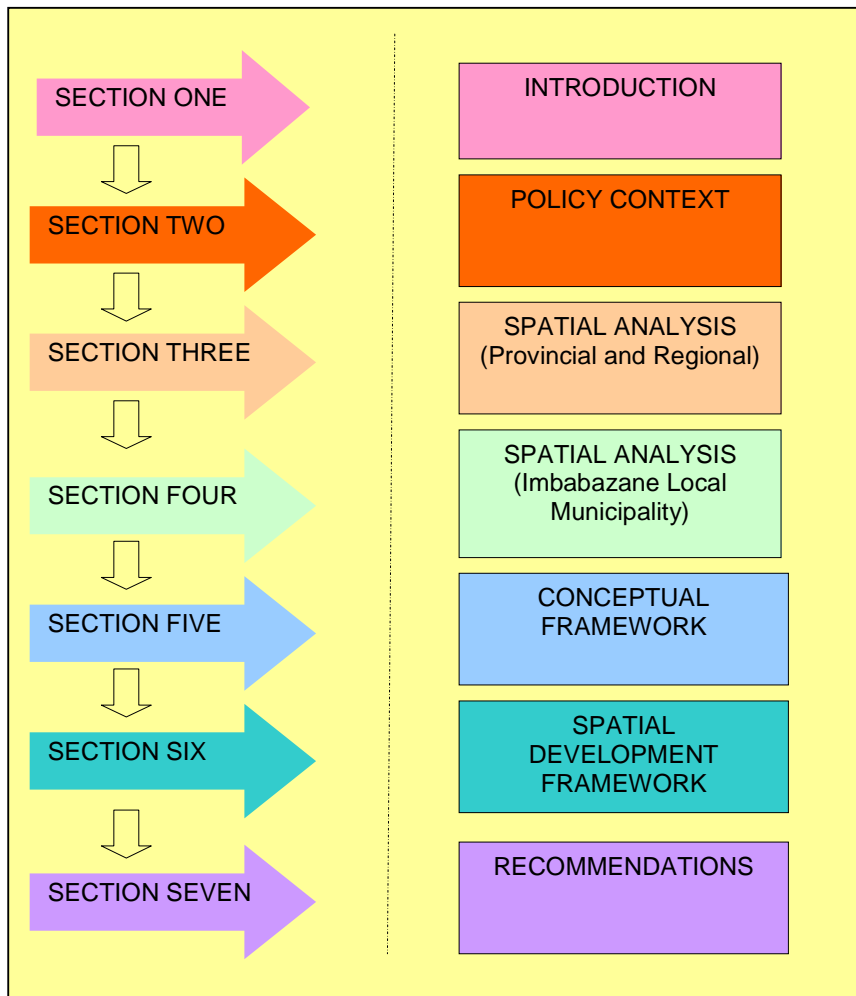
- To provide a broad strategic development intent of Imbabazane Municipality.
- To promote an improved system of access in terms of both physical connection and improved access to social and economic opportunities.
- To indicate areas of environmental concerns which should be conserved
- To provide a framework for managing development.

To create a framework for optimal utilization of space and spatial opportunities within the Municipal area.

Structure of the Document

The SDF for Imbabazane Municipality is presented in seven sections, as indicated in Figure one below:

FIGURE 1: THE STRUCTURE OF THE REPORT



As indicated on figure 1 above, the report opens with a general introduction which sets the tone and provides an indication of the need for the SDF. It also provides a brief policy context and outlines some of the key national and provincial initiatives that should underpin Imbabazane SDF. The third and fourth section focuses on the spatial analysis

outlining some of the critical spatial elements for Imbabazane Spatial Development Framework. The fifth section looks at the conceptual framework and introduces some of the key spatial principles. The sixth section deals with the core of the Spatial Development Framework (SDF). It introduces spatial development principles and concepts as an anchor of reference for the Spatial Development Framework (SDF) whilst the last section, section seven provides recommendations for further investigation.

Approach and Methodology

The approach and methodology employed during the preparation of Imbabazane Spatial Development Framework (SDF) can be categorised in the following manner:

1.4.1 Desktop Study

A considerable amount of information has been generated through various studies that have been undertaken prior to the current SDF review. Information solicited from these initiatives formed the basis for analysis and comprehension of some of the key pressing issues within the ILM. Some of the primary sources of information *inter-alia* include the following:

Imbabazane Integrated Development Plan (IDP) (Review 2006/07).

Imbabazane Land Use Management Systems (LUMS)

Imbabazane Agricultural Development Strategy.

Imbabazane Tourism Strategy (Analysis Document)

Imbabazane Local Economic Development Strategy (In Progress)

Imbabazane Environmental Management Plan (EMP), and

Housing sector plan etc.

1.4.2 Policy Review

As part of ensuring integration with initiatives transpiring at national, provincial and district level, a policy review was undertaken. The primary objective for policy review was to provide an indication of the tools available to ILM which provides an enabling framework for various spatial initiatives. Policies provide more of a legal framework upon which the ILM should operate. This means that in all its development endeavours, it needs to abide and give effect to the spatial norms which have been provided by relevant policy framework, and that, any deviation from this, shall mean poor adherence to national and provincial areas of focus.

1.4.3 Land Use Survey

A broad land use survey was done for the entire municipal area. Equally so, in its Integrated Development Plan (IDP), the ILM identified two main areas as nodes (which means its where most available public and private funding should be channeled). The two identified areas include Ntabamhlophe and Emangweni. From this perspective, it was essential to undertake a detailed land use survey for both areas and to develop a spatial profile with respect to existing land uses and other facilities.

1.4.4 Fieldwork

The terms of reference called for the identification of potential development areas. In order to give effect to this, the project team had to undertake fieldwork so as to identify and ground truth various land parcels which are currently underutilized but located in strategic areas.

1.4.5 Taking of GPS Co-ordinates

Some of the spatial elements have not been mapped in recent years within the ILM, and are neither available as part of primary sources of information. In acknowledgement of this information gap, the project team made use of GPS to develop co-ordinates and indicate spatial location of these elements. This mainly included existing economic initiatives such as industries and other local economic initiatives in a form of tourism resources etc.

1.4.6 Mapping

All information generated during the research process was mapped in order to provide an indication of their spatial location throughout the subject municipality area.

1.4.7 Structured Public Participation

In view of the time frame available for undertaking work of this nature, it was recommended that a structured public participation be used. This meant minimizing public input during the planning process so as to speed up the process of formulating an SDF. However, the final product was presented to a group of stakeholders that were identified as key role players.

1.4.8 Report Writing

Information collected and cleaned during the research process was compiled into a concise report which will give strategic guidance to various spatial initiatives within the ILM.

POLICY CONTEXT

National Spatial Development Perspective (NSDP)

The National Spatial Development Perspective (NSDP) was launched by the Presidency in May 2003. The NSDP seeks to provide the overall government's vision with respect to the national spatial development. The vision and principles serve as a guide for meeting governments objectives on a number of aspects, which include employment creation, economic growth, sustainable service delivery, poverty alleviation, and eradication of historical inequalities including spatial distortions. The government's national spatial development vision is as follow:

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

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

The basic principles of the NSDP that underpins the vision are as follow:

- Economic growth is a prerequisite for the achievement of other policy objectives; key among would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens e.g. water, electricity, health and education facilities; should be focused on localities of economic growth.
- Efforts to address the past and current social inequalities should focus on people not places.
- In order to overcome the spatial distortions of apartheid, future settlements and economic development opportunities should be channelled towards the activity corridors and nodes that are adjacent to or link the main growth centres.

The above mentioned are some and not all of the principles related to National Spatial Development Perspective (NSDP) that seek to guide planning and decision making on a number of aspects.

Accelerated and Shared Growth Initiative for South Africa (ASGISA)

The Accelerated and Shared Growth Initiative for South Africa (ASGISA) seeks to guide and improve on the country's economic recovery since the abolishing of policies related to apartheid. The primary aim of this initiative is to reduce unemployment and poverty by 2014. The programme seeks to make use of the first economy to bridge the continuing gap between the rich and the poor. More focus is also placed on the vulnerable and marginalized section of the community, which include the youth and

women. The ASGISA initiative purports to halve unemployment through creating job opportunities, and key intervention clusters include the following:

- Investing in infrastructure.
- Education and skills development.
- Developing sector strategies.
- Bridging the gap between the first and second economy, and
- Governance and institutional interventions.

Provincial Growth Development Strategy (PGDS)

The KwaZulu-Natal Provincial Growth and Development Strategy of 1996 provided an opportunity for individuals to earn a basic sustainable living, by creating a competitive and entrepreneurial economic environment, which attract business and investment, and an improvement in service delivery and infrastructure. The framework attempted to do this by creating an enabling environment conducive for economic growth and service delivery. The PGDS went through a review process in the light of changes taking place both at global and local level. The revised document or strategy outlines some long-term provincial priorities for economic growth and development including:

- Good governance;
- The need for the transformation administrative structures;
- Competitive investment;
- Local economic development;
- The need for sustainable communities, and
- Basic income opportunities.

Draft Provincial Spatial Economic Development Strategy (PSEDS)

The Draft Provincial Spatial Economic Development Strategy (PSEDS) seeks to integrate various programs and approach into a coherent unit thus realizing economic potential in various areas. It strives to ensure synergies that exist within various clusters are exploited to their maximum. The PSEDS also acknowledges the fact that all citizens must be given opportunities to develop and live lives free of poverty. It seeks to transform the structure of the economy thus eliminating the gap between the first and second economy. The four pillars on which the strategy rests are as follow:

- Increasing investment in the province.
- Skills and capacity building.
- Broadening participation in the economy, and
- Increasing competitiveness.

Special Case Area Plan (SCAP)

The Special Case Area Plan (SCAP) was formulated in light of the need to ensure protection of natural resources within areas adjacent to the Ukhahlamba Drakensberg Park, which is a World Heritage Site. Map 10 of this report clearly outlines or indicates

various proposed zones at the foothill of the UDP in relation to Imbabazane Local Municipality. Clearly, as can be seen, the SCAP purports for the conservation of natural resources whilst also providing an enabling framework for communities to use natural resources in sustainable manner. This is done through the zonation of certain areas for communal agriculture which provide the necessary survival ammunition for local residents. Also, clearly evident is the buffer zone which ensures smooth integration between UDP and other activities which the constituency of the subject municipality might aspire to engage on.

Spatial Planning Guidelines

The Provincial Department of Local Government and Traditional Affairs prepared the spatial planning guidelines in 2006. The spatial guidelines indicate four critical elements, which should inform the bases of a Spatial Development Framework (SDF), and they include the following:

- The need to ascertain the current spatial patterns within the municipality.
- Ensuring that the desirable spatial patterns are in line with the overall objectives of the municipality's Integrated Development Plan, and
- The process of monitoring and evaluating the impact of the Spatial Development Framework (SDF).

From the foregoing, it is essential to ensure that, the Imbabazane Spatial Development Framework (SDF) is in accordance with the objectives of the above-mentioned policies and programmes. The Imbabazane SDF should embrace the concept of integrating various spatial elements in a strategic and systematic manner by building on available resources. It should also encourage development and investment in areas of greatest need, and areas, which demonstrate high economic potential.

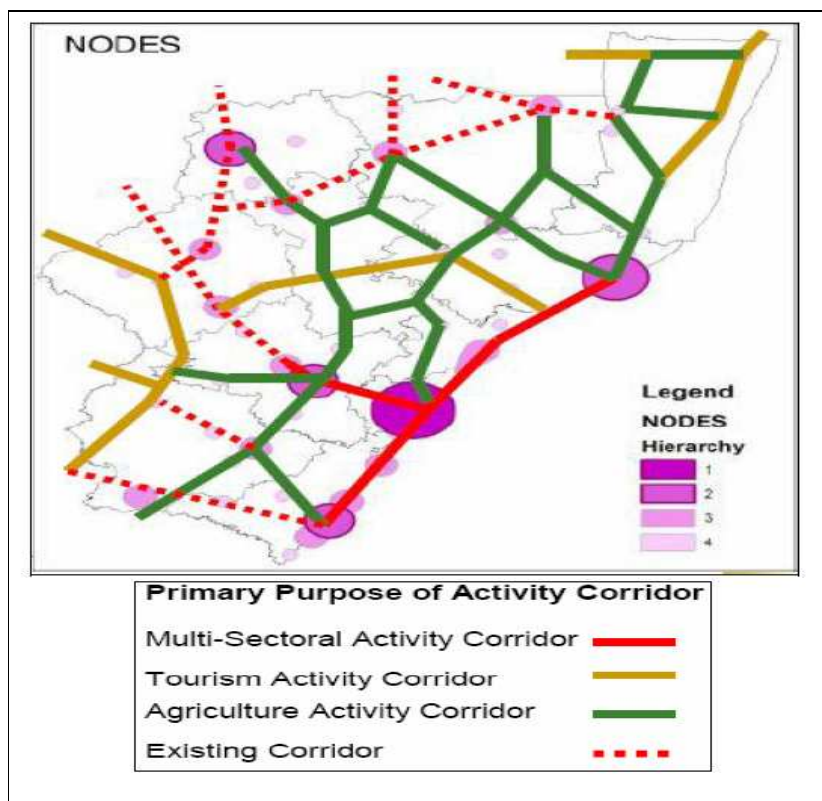
SPATIAL ANALYSIS

THE PROVINCIAL AND REGIONAL CONTEXT

3.1.1 The N3 Development Corridor

The Imbabazane Local Municipality forms part of the family of municipalities located along the N3 Development Corridor. In fact, the proposed primary node for ILM is located approximately less than 25 kilometres west of the N3 development corridor. The N3 links the province of KwaZulu Natal with surrounding areas such as Gauteng on the north and Free State on the west. Recently, the Department of Traditional and Local Government Affairs (DTLGA) formulated a Provincial Spatial Economic Development Strategy (PSEDS). According to PSEDS, the N3 is identified as the multi-sectoral corridor. Based on PSEDS, the multi-sectoral corridors constitute high economic growth potential within all sectors, which serves areas of high poverty, and need. Map 2 below illustrates on graphical terms the number of corridors that have been identified at provincial level based on their potential and significance.

MAP 2: NODES AND CORRIDORS IDENTIFIED BY PSEDS



Along the N3 multi-sectoral corridor (especially from the town of Pietermaritzburg towards Gauteng), a mixture of agricultural activities are evident. This includes livestock farming, dry land crops in a form of maize, vegetable and forest production, and in some parts game farming activities are also evident. Also straddling along the N3 multi-sectoral corridor, is a number of isolated or clustered economic activities taking place.

These provide commuters with short term stops and offer a range of services which include food chain stores attached to them e.g. steers, coffee shops and are generally referred to as Ultra City. Their location along the national roads has proved successful and they appear to be on the rise throughout the national roads within the province of KwaZulu Natal. However, as much as the ILM is located in close proximity to the N3 primary corridor, it has derived little or no benefits from this. Nevertheless, the declaration of the N3 as the multi-sectoral corridor provides a glimpse of hope to municipalities such as the ILM hence it should gear itself to benefit from a range of economic initiatives that might emanate in the near future.

3.1.2 Greater Regional Economic Context

At present, the ILM does not have a town nor does it have a well defined and functioning urban structure. At a regional level, the ILM is surrounded by a number of well established functioning towns. On the southern regional part, the town of Pietermaritzburg is by not doubt the major economic hub. It boasts of a number of well established commercial centres including industrial activities. Also, it is home to a number of government departments and a range of high order level of services. The town of Pietermaritzburg is expected to continue to play a major economic and social role and with the recent upgrading into a metro status its dominance is expected to be augmented.

At a district level, there are also a number of important towns that have an impact on the ILM. These towns include Ladysmith, Escort and Bergville. The town of Escort is perhaps the closest to ILM, and is located on the eastern part of ILM. For a number of years, the population of ILM has been dependant on the town of Escort from the social and economic perspective. In fact, even the infrastructural development turns to favour or move towards the said town.

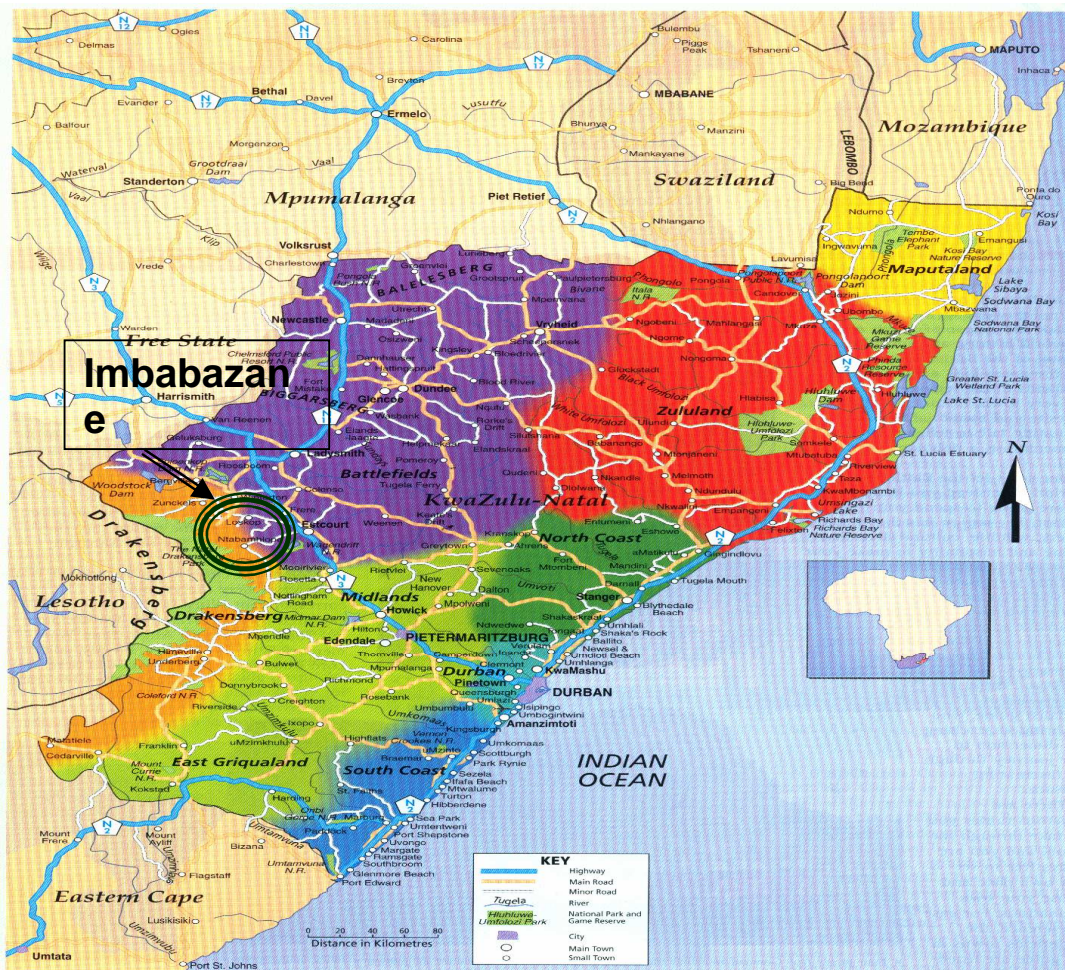
The location of Imbabazane Municipality in the rural periphery, and in close proximity to the above-mentioned economic centres puts it at a disadvantage. Towns such as Escort and Ladysmith continue to draw people from Imbabazane which further purpots leakage of income. At present there is not enough capital circulating within the confines of the subject municipality. The bulk of capital is spent in towns and areas, which are outside of Imbabazane Municipality. The effects of this, is high level of dependence on surrounding towns as opposed to self-sufficiency.

3.1.3 Imbabazane in the Context of Drakensberg

The ILM borders onto the foothills of the Ukhahlamba World Heritage site commonly known as the Drakensberg Mountains. Thus far, the location of ILM in close proximity to this precious resource has not materialized into major job creation and economic spin offs for the communities residing within the ILM (Map 3 overleaf indicate the location of ILM in relation to UDM). Correspondingly, it must be highlighted that Imbabazane is an underprivileged area in terms of tourism facilities, development and infrastructure when compared to other areas within the district however its strategic location adjacent to the Drakensberg should be seen as an opportunity for tourism development since the tourist that visits the Drakensberg travel through the routes that exists within Imbabazane to get to the Berg (Imbabazane Tourism Strategy: 2007).

In acknowledgement of the tourism potential within the ILM, the 2003 UThukela Spatial Framework identifies tourism as the potential future development for Imbabazane Municipality. It stresses the notion that, the Drakensberg (which is located in DMA 23) is the most prominent and well functional area within UThukela District in terms of attracting tourists. Furthermore UThukela spatial framework (2003:38) recognizes Drakensberg as the most influential, visible feature and an anchor point within the District. It further emphasize that it has been declared as a World Heritage Site and forms a major component of the district and provincial tourism economy.

MAP 3: IMBABAZANE IN THE CONTEXT OF DRAKENSBURG AND THE N3



3.1.4 uThukela District Municipality

In terms of the new local government system, Imbabazane falls within uThukela District Municipality. Settlements within uThukela District Municipality range from formal, diversified urban areas to dense rural dormitory areas and scattered rural settlements. The majority of these have developed in freehold, state land and traditional authority areas. Roosboom just outside Ladysmith developed as a result of intervention based on the land reform program. Settlements around Ladysmith/Ezakheni and Estcourt/Wembezi are expanding and densifying as people move from rural settlements

in search of employment opportunities and improved living conditions. This has created conditions of overcrowding and landlessness, and exerted undue pressure to the existing limited services and natural resources.

Also, uThukela District Municipality consists of a number of economic sectors that appear to be performing reasonable well within the regional context. However having said that, agriculture has over a long-time been the most dominant sector (uThukela District LED, 2004). The agricultural sector has in the past made and it continues to make significant contribution to the overall district economy. Other sectors which have demonstrated considerable amount of potential include manufacturing, utilities and transport and social services (uThukela District LED, 2004). Even though agriculture has continued to contribute positively to the district economy, traditional areas with huge agricultural potential have remained underprivileged and undeveloped. The same could be said with tourism, where there are a number of tourism resources at a district level which have not realised their full potential. From this perspective, efforts should be made to open tourism opportunities especially to previously marginalised areas. This emphasizes the need for greater integration strategically and spatially, with all the adjoining municipalities within the District, and the neighbouring areas that have influence on development within Imbabazane Municipality.

SPATIAL ANALYSIS OF IMBABAZANE LOCAL MUNICIPALITY

Land Use Pattern

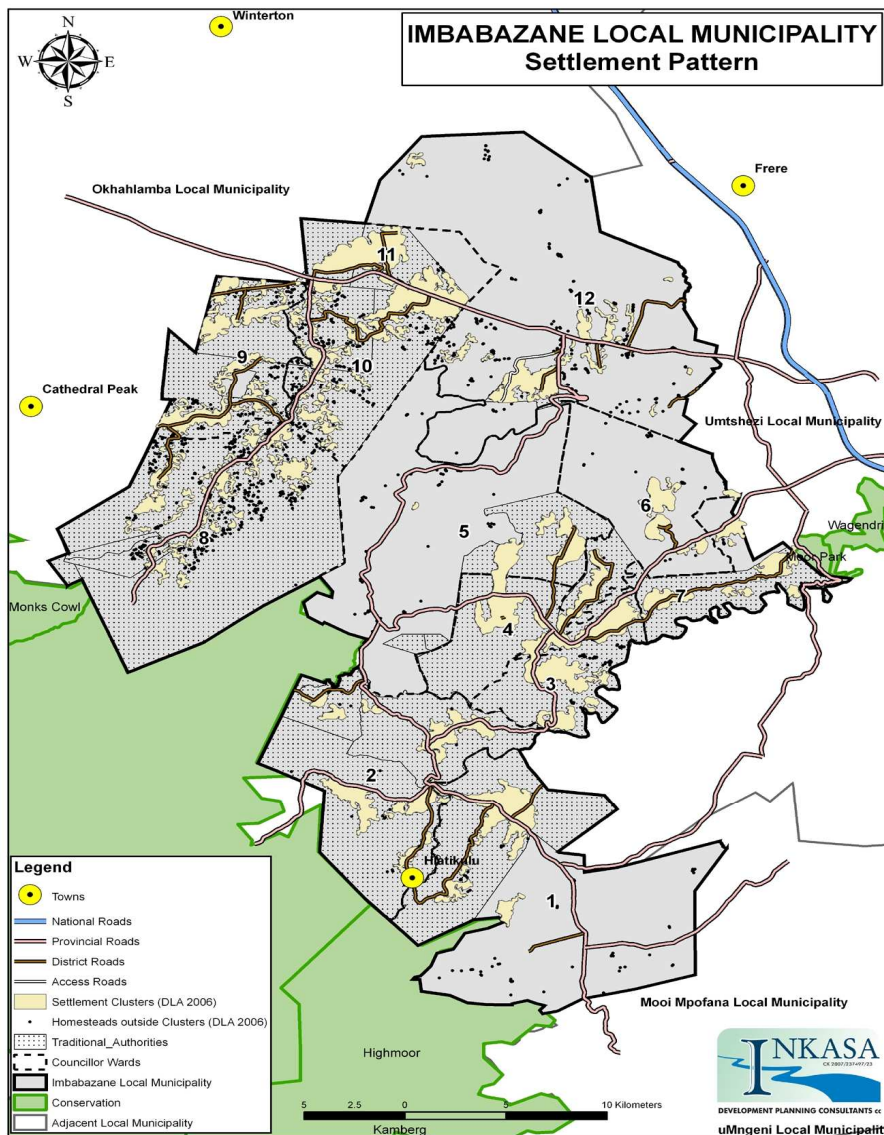
With regard to the land use pattern, the ILM consist of a number of uses which serve the community at varying levels and scale. Others operate at a small scale with a narrow threshold focus whilst others cater for a much wider threshold. In short, the land uses found within the ILM can be grouped into six clusters which are presented in the following manner:

- Traditional settlements located mainly in areas administered by traditional authorities. Some of the settlements are developed on state land and/or community owned land (e.g. Bhekuzulu).
- Agriculture, which accommodates land uses and buildings associated with farming practices such as crop production, livestock farming, forestry and horticulture. Agricultural land is mainly utilised for subsistence purpose and this currently occurs on adhoc bases without any unified approach.
- Civic and social land use category, which includes health, traditional administration centres, educational, welfare, public buildings such as community halls and Multi-Purpose Centres and other uses associated with social development and public administration.
- Industrial uses, which includes factories and other processing plants. There are no known noxious industries in Imbabazane. A small industrial complex is located in Loskop.
- Commercial uses, which include shops, taverns, tuck-shops and other similar activities.

Settlement Pattern

On both practical and theoretical terms, the ILM suffer from the dearth of economic and social activities. Since the inception of the local government system, the ILM has played more of an administrative role rather than an efficient and effective service delivery arm of the national and provincial initiatives (however, this notion is beginning to change). The ILM does not have a well-defined settlement pattern. From the economic perspective, it is part of the greater Escort economic functional region. In fact, even movement within the area tends to go towards Escort and even the economic/transportation infrastructure is oriented towards the Town of Escort. However, a limited spontaneous nodal form of centres is beginning to manifest in areas such as Emangweni/Loskop and Ntabamhlophe. This presents an opportunity for the concentration of development and decentralisation of service delivery to these areas. Rightfully so, a service centre has already been developed in the Ntabamhlophe area. It is home to a number of government departments thus reducing time spent by locals travelling to Escort in order to access essential services.

MAP 4: IMBABAZANE SETTLEMENT PATTERN



Having said that, typical of rural areas, settlements within the area are scattered unevenly throughout the area (refer to Map 4 above). Their location seems to be influenced by the existing road pattern, which has created high density along the major movement routes. At glance, one cannot help notice that; at least four main types of settlements exist within the ILM. The first system runs along P10-1 (Loskop Road and includes settlement cluster such as Ephengweni Mission, KwaBhekuzulu and Loskop). A second one runs along P331 and includes clusters such as Engodini, Etatane and Emoyeni. The third system of settlement cluster is located along P29 and P379 and cover settlements such as Zwelisha, KaSobabili, KwaBhekabezayo and Ntabamhlophe. The last set of settlement cluster run along the road to Giant's Castle (P391) and include KwaDlamini, KwaNdaba, Hlathikhulu and Enyokeni areas. Along the road linking Ntabamhlophe and Emangweni, there is little evidence of settlements and this could be linked to ownership patterns on land abutting the link road.

Urban

The ILM is predominantly rural in character with little or no areas of major urban note. As already indicated, the only areas which have demonstrated a potential for urban growth appear to be both Ntabamhlophe and Emangweni/Loskop. In fact, even the Local Economic Development Strategy (LED) for ILM has identified a need to formalise both Ntabamhlophe and Emangweni/Loskop which will assist create revenue base for the municipality.

Agriculture

The general overview of the agricultural sector within the ILM indicates that, the sector is currently functioning far below its potential. Being a rural environment with limited alternative opportunities to economic development, the majority of the households invariably rely on agriculture for both livelihood and economic requirements. At present, the ILM does not have a well established commercial farming sector. In fact, the only areas of commercial farming falling within the ILM consists largely of corporate owned forestry plantations and commercial farms located mainly in the section of the old Mooi River District which was recently incorporated into Imbabazane (refer to Map 5 overleaf). In acknowledgement of the poor performance of the agricultural sector, initiatives to develop this sector further are currently underway. This initiative is expected to gather necessary impetus and provide a framework for local communities to use agriculture as the catalyst for development in the area.

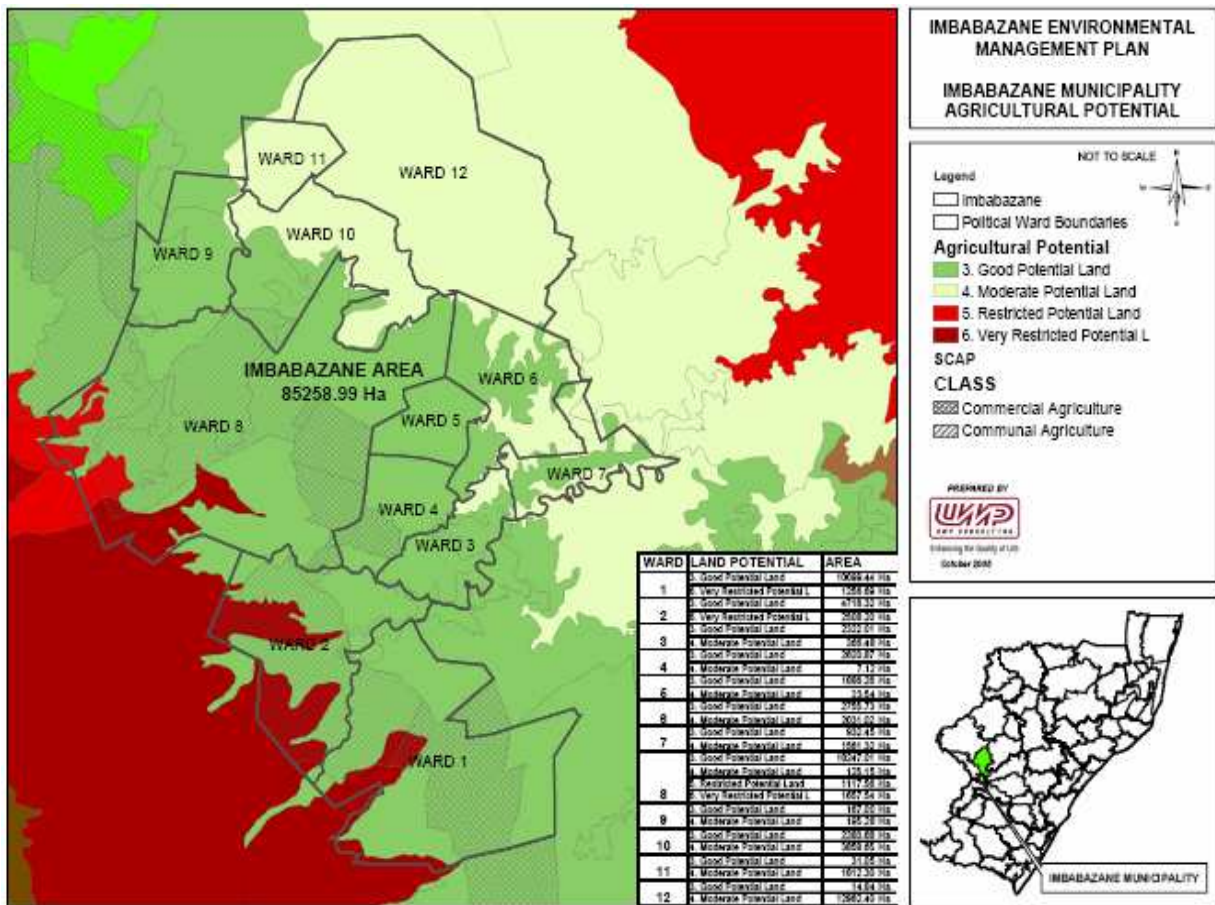
Agricultural potential for any given land area is generally classified into eight potential ratings as: very high, high, good, moderate, restricted, very restricted, low, and very low potential. Agricultural potential within the Imbabazane Municipality falls within 4 of the eight potential ratings namely: good, moderate, restricted, and very restricted agricultural potential areas (refer to Map 5 overleaf). These are described below:

Good agricultural land: Areas of agricultural potential classified as good within Imbabazane Municipality is one of the most extensive of the four agricultural zones. These areas occur primarily within the Moist Highland Sourveld and the Moist Transitional Tall Grassveld bioresource group areas. The total area covered by good agricultural potential land is approximately 46175.66 ha constituting about 54.2% of the total land area of the municipality.

Moderate agricultural land: Land of moderate agricultural potential occurs in part of Ward 10 and in Wards 11 and 12. Approximately 50% of Wards 6 and 7 also have land of moderate potential, the other 50% being land of good potential.

Restricted and very restricted potential land: Restricted and very restricted areas of agricultural potential areas occupy the southwestern and eastern boundaries of the Municipality. Together, these areas 101054 ha, constituting approximately 28.7% of the total land area of the Municipality.

MAP 5: IMBABAZANE LOCAL MUNICIPALITY AGRICULTURAL POTENTIAL.



Environmental Analysis

Environment in this report refers to the natural or biophysical environment (Other elements that make up the environment within a holistic understanding of the term are dealt with under their own headings). Aspects such as agricultural potential have been covered in the preceding section of this report.

4.5.1 Physical Features

The landscape spans a range of altitude from 1800 metres on the steep spurs adjoining DMA 23 to 1450 meters in the valley bottoms (ILM IDP 2005). Finally the landscape drops down into the valley bushveld areas of the Bushmans River at an altitude of around 1250 metres (ILM IDP 2005). The morphology of the landscape comprises four terraces ranging from the lowest valley bushveld areas in the east, to the tableland west of Wembezi, which rises steeply to the so-called *little berg* before finally escalating to the summit (ILM IDP 2005) The underlying rationale for this configuration is the geological and geomorphological history of the region. Bainbridge (1998) notes that the High Drakensberg is derived from one of only seven large-scale outpourings of basaltic lava world-wide (ILM IDP 2005). The basalt was overlain on a series of sedimentary rocks, which have been exposed by progressive erosion over millennia. These sandstones, mudstones and shales have yielded a variety of soil types with varying potential for agricultural production (ILM IDP 2005). Coupled with the climatic variations

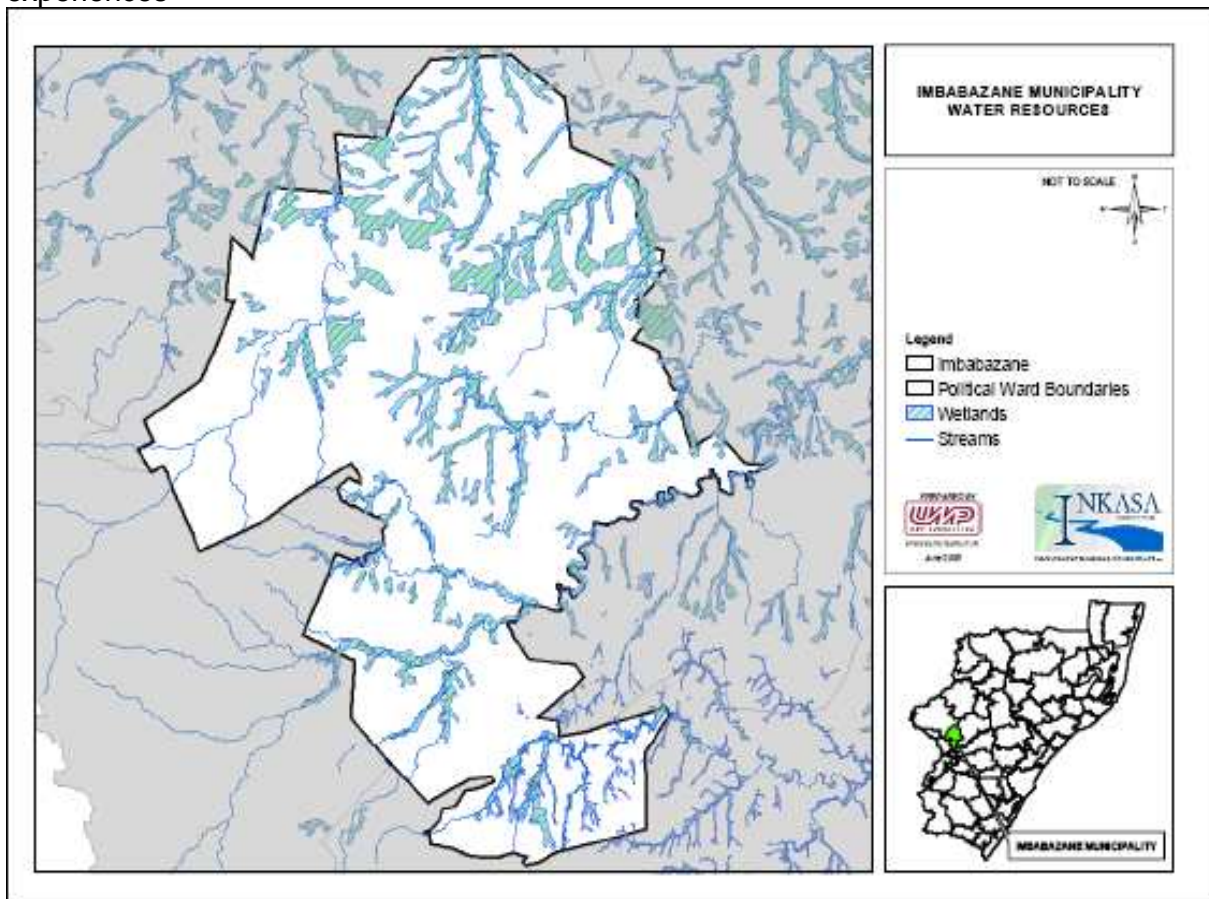
in the region these forces combine to produce the bio-climatic variations that control the production and variety of biomass produced (ILM IDP 2005).

4.5.2 Areas of high sensitivity

By virtue of its location, the ILM consist of a number of important sensitive natural areas. The criteria for delineation of sensitive areas is founded upon a synthesis of geological and geomorphological characteristics and their associated soils, temperature regimes, slope, eco-systems and natural beauty. In addition to these variables, issues pertaining to the presence of endangered species or plants and animals and their habitat requirements also form an important component of areas of high sensitivity. Map 6 indicates some of the sensitive areas located within the confines of ILM. They include areas where threatened species occur, areas of pristine and endemic vegetation, and wetland areas. As can be seen on the map, the bulk of sensitive areas are located in wards 10, 11 and 12, which are located on the northern portion of the municipality. Development in these areas should be subject to strict environmental procedures.

MAP 6: ENVIRONMENTAL SENSITIVE AREAS

Most of the ILM area is grassland although valley bushveld intrudes into the eastern portion of the Bushman river Valley. The Berg area at an altitude above 1 800 m experiences



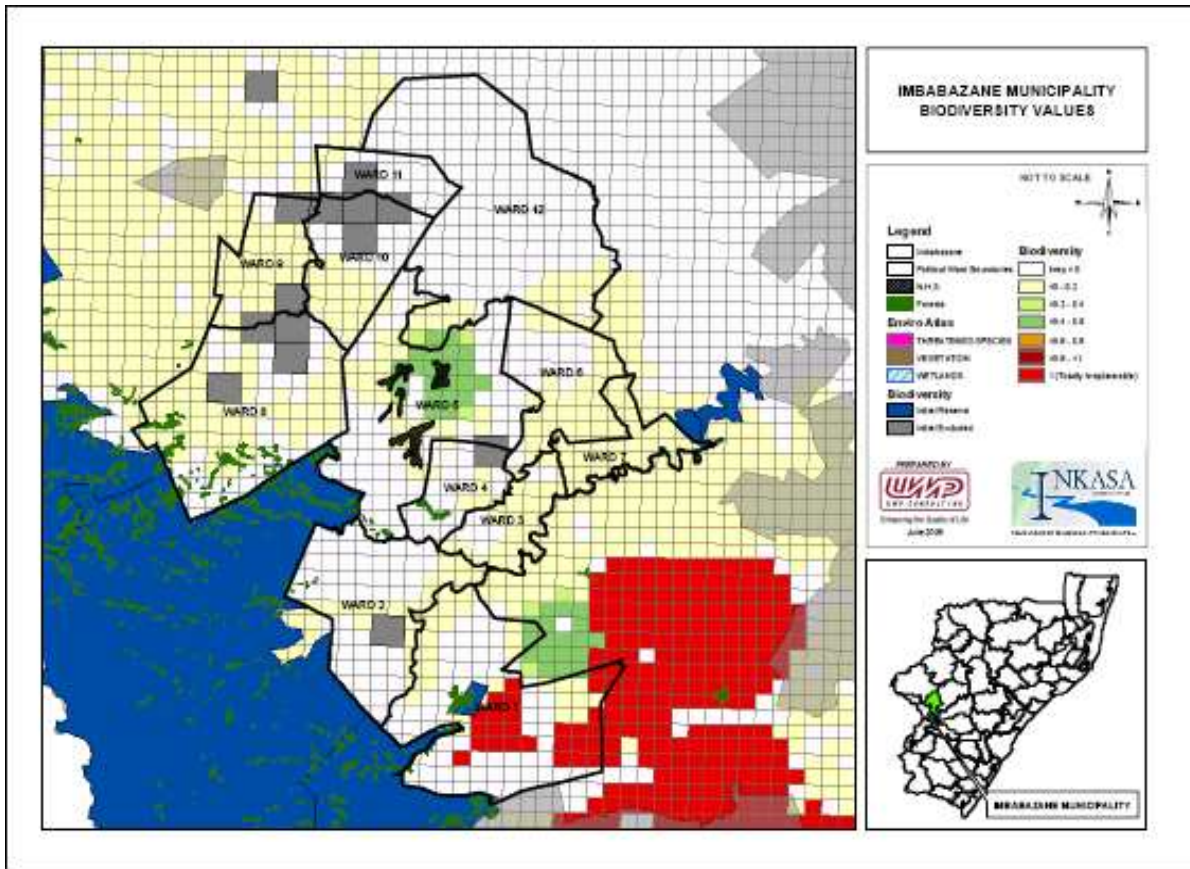
4.5.3 Areas of high sensitivity versus human activities

The research undertaken shows that, within the ILM there are also sensitive spots located in the mountainous areas where temperatures drop to freezing in winter. In these areas, soils are shallow and friable having been derived from basalt, sandstones, mudstones and shales and slopes are steep. Inadvisable human use of these environments contributes directly to their erosion and physical deterioration. Such uses include overgrazing, cultivation on steep slopes, removal of indigenous forests (for building, firewood and cultivation of cannabis) and the penetration of human settlement into areas, which should ideally fall under conservation management.

4.5.4 Biodiversity

a Montane climate (ILM IDP 2005). It is recognised that a great diversity in plant communities and in climate exists in this zone which highlights the need for sensitive management and utilisation (ILM IDP 2005). In addition the aesthetic appeal of the Berg is an attraction for tourism and hence should not be compromised. The area below the District Management Area (DMA) is largely used for livestock farming with some cultivation of crops and timber (ILM IDP 2005). The natural pastures is a fire maintained grassland, which is used for grazing, characterised by *Hyparrhenia* grasslands with scattered pockets of *Acacia species* spread throughout the area (ILM IDP 2005). In the absence of fire the development towards *podocarpus* forests would occur with grasses such as *cymbopogon* spp. and tall *Hyparrhenia* spp. and the trees *Leucosidea sericea* and *Buddleja salviifolia* being the forest precursors. (K Camp; Bioresource groups of KwaZulu-Natal Highland and Montane.

MAP 7: BIODIVERSITY



The climax grassland is *Themeda triandra* (ILM IDP 2005). While there are large areas of this variety the pressure on resource use has resulted in some areas being almost totally denuded (ILM IDP 2005). The woody vegetation, notes Bainbridge (1998), is characterised by yellow woods (*Podocarpus latifolius*) as well as patches of temperate evergreen forest particularly on south facing slopes along stream courses (ILM IDP 2005). The Drakensberg is an important centre of endemism (Martin 1990) and Hilliard (1978) indicates that there are approximately 300 endemic species out of a total of 1800 plant species (ILM IDP 2005). Bainbridge (1998) records the importance of sound management practices in maintaining the circumstances within which the bird and animal life found in the Drakensberg can survive (ILM IDP 2005). Poaching, runaway fires and illegal collection of medicinal plant can pose a threat to *Red Data* species (While the DMA areas 22 and 23 which comprise the high mountain areas of the Giants Castle Game Reserve and the Monk’s Cowl and Highmoor State Forests are not the responsibility of ILM, it is one of the economic and employment sectors that provides benefit to the ILM) (ILM IDP 2005).

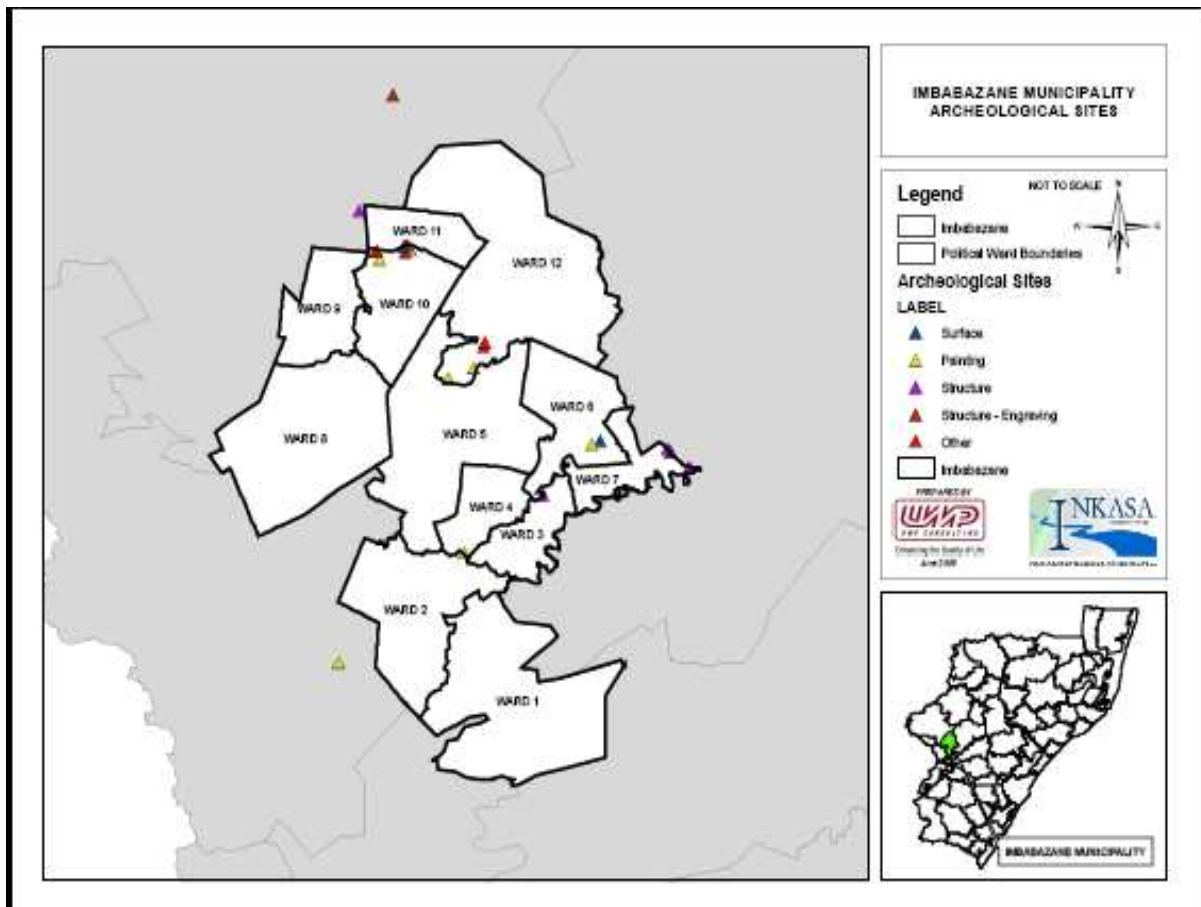
4.5.5 Cultural and Archeological Resources

In any given area, the cultural and archaeological resources are of great significance from the economic and environmental perspective. The office charged with conserving heritage resources in KZN, which is known as Heritage KwaZulu-Natal (AMAFA) have engaged in process of recording and mapping rock art sites and have data on sensitive and important historical and archaeological sites. Within the ILM, there are a number of historical significant areas which have been indicated on Map 8 overleaf. As can be observed, they are mostly concentrated on the north-western and eastern part of the ILM. The management of these resources requires a collaborative effort between the ILM and Heritage KwaZulu Natal (AMAFA) to ensure sustainable utilisation.

4.5.6 Environmental Degraded Areas

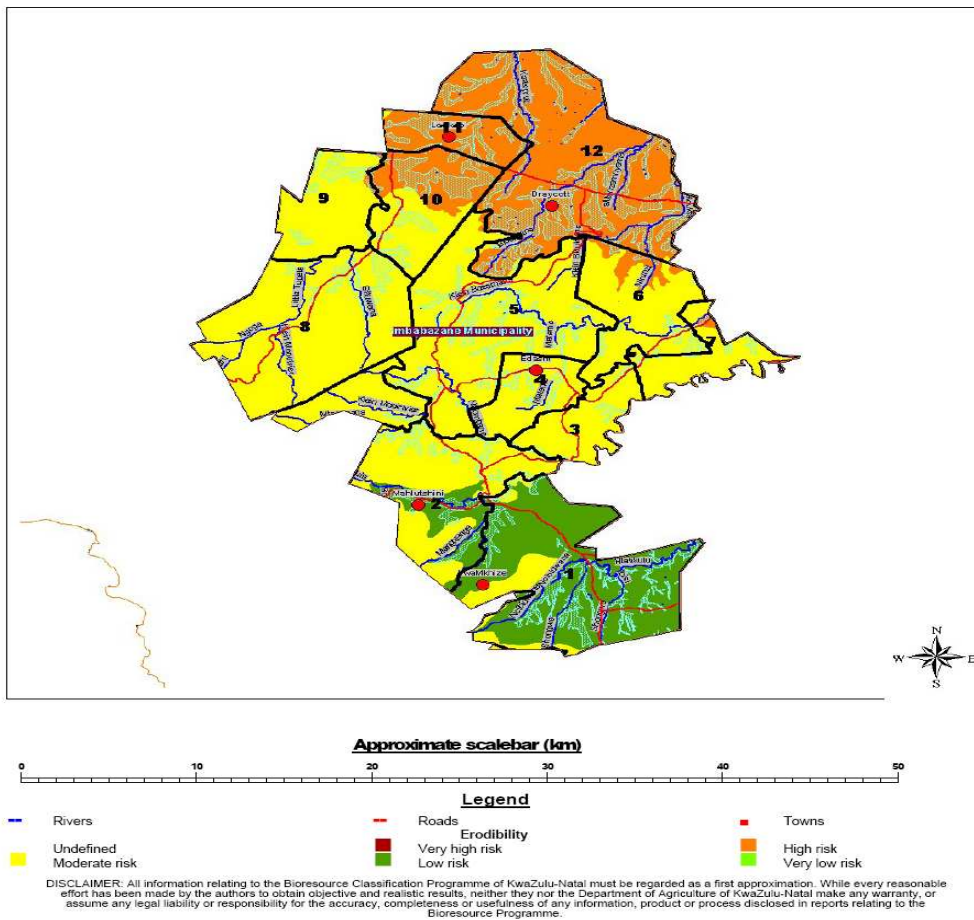
Ascertaining environmental prone and degraded areas should at all times form an integral part of the environmental analysis. From this perspective, this section of the report seeks to indicate some of the areas within ILM which are deemed susceptible to erosion. Cordially so, areas that appear to be most degraded are those located within the communal tenure, where there are few controls on grazing land and conservation tillage of lands. The lower foothills of the Drakensberg are showing signs of erosion resulting from inappropriate forms of land-use. The provincial Department of Agriculture has recently acquired satellite photography, which indicates areas where serious erosion is taking place throughout the Municipality (ILM IDP 2005). The Farmer's Support Group is working actively in the Mweni valley to empower local community members to be gainfully employed in donga rehabilitation. Considerable progress is being made with some approximately 60 people employed in the programme. The impact on donga reclamation is reported to be significant with as much as 45cms silt accumulation occurring in a six-month period (Pfortenhauer, pers com). The Department of Agriculture is also involved in the Okhahlamba Municipality through their Land Care Programme aimed at improving land use. It is reported that the land care programme has been initiated within the ILM as well.

MAP 8: ARCHAEOLOGICAL RESOURCES



As can be observed in Map 9 below, areas on the north of the ILM have a high risk of erosion. This means any development proposed in this vicinity shall be done with great care. The central part of the municipality has what is referred to as the moderate risk whilst the southern portion consist of a mixture of moderate to low risk (refer to Map 9 below).

MAP 9: POTENTIAL EROSION WITHIN ILM



4.5.7 Conserved Areas

Based on the work undertaken in preceding studies coupled with the research process as part of this initiative, it became apparent that, within the ILM, at present, there is no land falling into formally conserved status. An initiative was taken some time ago by the Provincial Administration through the Department of Traditional and Local Government Affairs and the Town and Regional Planning Commission towards conservation of the Drakensberg Mountains. This resulted in the development of the Special Case Area Plan for the Drakensberg (1999). The principles that underpinned the formulation of this plan can be summarised in the following manner:

“the natural environment and natural resources of the Drakensberg-Maloti Mountain (DMM) system are unique in a number of respects and as an integral component of this system, the Drakensberg environment and natural resources are similarly characterised by a number of unique or special features. The DMM system is one of four high altitude systems in Africa south of the Sahara, and it reaches the highest altitude of any mountain range in southern Africa south of Kilimanjaro.”

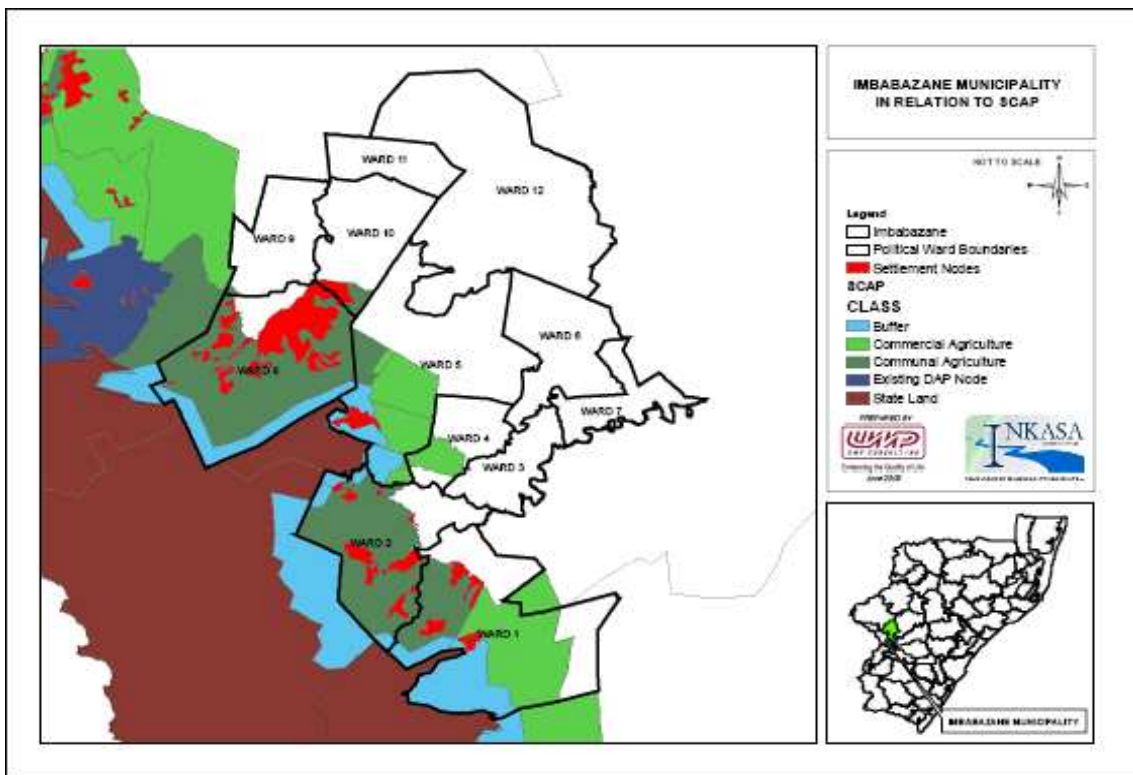
Further to the above, the importance of the Drakensberg Mountains was further entrenched through the declaration of Ukhahlamba Drakensberg Park as the World Heritage Site. Within this broader approach, a planning framework was devised which aims at the following:

- Ensuring that conservation is a sustained approach on which sound development and planning should be based;
- Limiting negative landscape transformation and promoting sustainable uses and physical development which will complement and not impair the important water, biodiversity, scenic and cultural resources of the area;
- Promotion of sustainable economic upliftment of the area, with particular reference to job creation and community-based development projects;
- Providing for a gradation of development away from the borders of the park, and
- The promotion of sustainable tourism development in the Drakensberg region.

4.6 SCAP in Relation to ILM

Map 10 below indicate the relationship between SCAP zonings and Imbabazane Local Municipality. As can be seen, wards 1, 2, 4, 5 and 8 are the most affected by the SCAP zonings.

MAP 10: SCAP IN RELATION TO ILM



This means that, in the above mentioned wards, any development undertaken within the SCAP interface zones shall be done in a manner that does not have detrimental impact on the natural resource. Community activities such as communal agriculture shall be undertaken with due cognisance of the environmental implications of none compliance with the prescribed norms and standards by the SCAP document.

4.7 Tribal Authorities

There are approximately six Traditional Authorities in Imbabazane Local Municipality, namely:

- 1) Amangwe Tribal Authority.
- 2) Mabaso Tribal Authority.
- 3) Mhlungwini Tribal Authority.
- 4) Dlamini Tribal Authority.
- 5) Hlubi Tribal Authority.
- 7) Abambo Tribal Authority.

Within the ILM, the existing traditional authorities can be clustered into two categories. The majority of the traditional authorities form the eastern and central part of ILM whilst Amangwe act as the defining edge on the north-western portion of ILM. Typical of rural areas in South Africa, they consist of dispersed and scattered settlements with no proper co-ordination with regard to provision of services and associated social infrastructure.

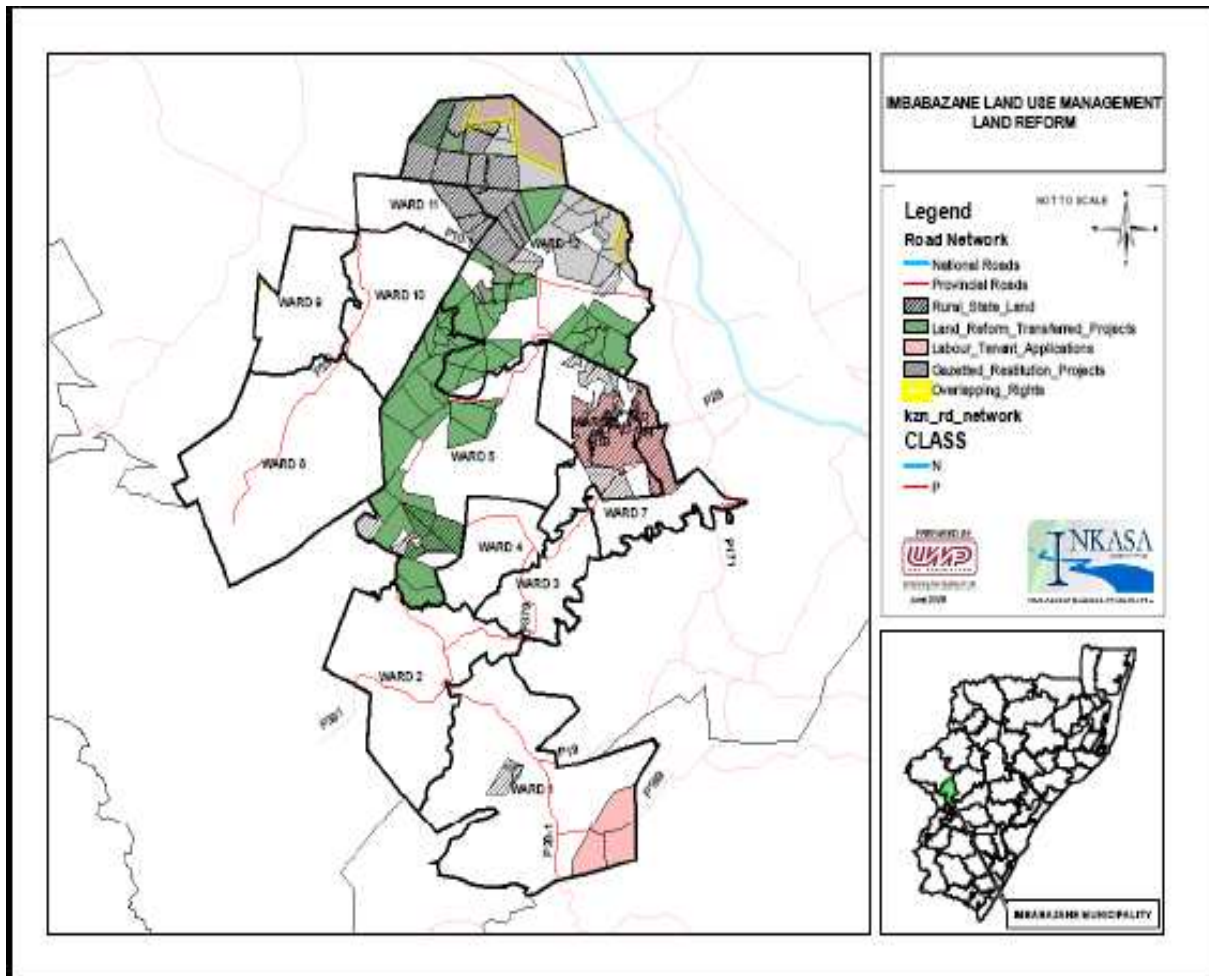
4.8 Land Reform and Housing

Perhaps at a countrywide level, when the Land Reform Programme began approximately over ten years ago, the ILM was one of the piloted areas within KwaZulu-Natal and this was due to its historical significance. The history associated with certain areas within the ILM has been dominated by conflict over land (taking into consideration its significance as the catalyst for development) and access to skewly distributed resources within the region. It is reported that such conflict has been in existence for many years and is still evident even today. Much of the conflict has been centred around access and control over certain portions of land which in turn manifest into certain groups possessing more power over others. Issues such as defining of boundaries between various clans and the need to cater for an ever increasing population has put strain on available limited land resources. The classic scenario in this regard, is the Amahlubi tribe land history that dates back to the early 1800's and the times of Inkosi Langelibalele. The said community has regained approximately 13 00ha of land the majority of which is high potential agricultural land. But due to social dynamics amongst the beneficiaries involved and interference by external forces, this productive land lie idle and grossly underutilised, even the agricultural infrastructure is reported to have been vandalised.

4.8.1 Land Reform Projects in Imbabazane Local Municipality

Land Reform generally takes place in three forms, namely; redistribution, restitution and tenure reform. Within the ILM, the history shows that, the implementation of the programme has taken more of a redistribution conduit. The bulk of the projects have transpired primarily on state land, refer to Map 11 overleaf.

MAP 11: LAND REFORM PROJECTS



As it is clearly articulated on Map 11 above, there are a number of land reform projects that have already been transferred to beneficiaries since the inception of the land reform programme in 1998. It is important for ILM to offer necessary support to the beneficiaries and to align land reform projects with broader development goals of the ILM, this include integration with the Spatial Development Framework (SDF). Proper planning for these projects will allow the ILM to provide basic services in a co-ordinated and efficient manner as opposed to adhoc approach. From the information sourced on previous studies, table 1 below indicates redistribution projects which have been undertaken within ILM.

Table 1: Redistribution Projects

Project Name	Type	Extent	Households	Phase
Amahlubi	Redistribution of State land	8 600ha 43 farms	532	Transferred
KwaNdaba	Redistribution of State land	675ha 2 farms	40	Transferred
KwaDlamini	Redistribution of State land	495ha 3 farms	40	Transferred
Etshengelele	Redistribution of State land	1 200ha 9 farms	49	Transferred
Waayplaats	Redistribution	556 ha	100	Transferred

Source: ILM 2006/07 IDP Review

In addition to the projects detailed in Table 1 above, there is additional block of State land that is under the control of the Department of Land Affairs in Pretoria which is available for the establishment of small scale and emerging commercial farmers making use of the LRAD grants to acquire the land. The provision of infrastructure and services would become the responsibility of the relevant local government structure. Additional projects, which need attention, include:

The Empangweni Mission land (lot 7 Empangwene) which is already fairly densely settled. This project is current and is in a process of being transferred. Bergvliet, is a redistribution/labour tenant project and is currently active. It has also been allowed to become a settlement and will be transferred to beneficiaries in due course. Iphangandlovu was done under the pro-active land acquisition model and has been transferred to beneficiaries.

The amaSwazi who are living in the ILM have been working on the claim for land under the jurisdiction of KwaZulu Wildfie in the Cathkin Park area. Apparently the claim was not successful and alternative land has been purchased (Source: ILM 2006/07 IDP Review).

4.8.2 Labor Tenant Projects

Information sourced from the Department of Land Affairs (Ladysmith Office) indicates that, there are a number of Labour tenant applications that have been submitted. Map 11 above articulates the spatial distribution of these projects. Obtaining more information about each project proved fruitless due to tight time frame available for finalising the research process. However, in short, the ILM should gear itself for assisting beneficiaries of the land reform programme within its area of jurisdiction.

4.8.3 Restitution Projects

As mentioned earlier on, land reform in Imbabazane has largely been based on redistribution of state land. However, the current findings suggest that, there are a number of restitution claims that have been recorded and gazetted in the ILM area. Map 11 also depicts the spatial orientation of these projects. And as can be seen, the majority are located on the northern part of the municipality with a few on the eastern portion of ILM. Also the importance of beginning to put plans in place for assisting the beneficiaries of these projects cannot be over emphasized.

4.9 Housing Development

Provision of housing generally falls under the ambit of the Department of Housing. Thus far there has been a concern around the provision of housing within the South African context which has placed more emphasis on the delivery of houses on the urban and peri-urban areas and this has resulted in insufficient models being developed for providing houses within a rural context. In recognition of this, funds have been made available for municipalities to prepare housing sector plans which identify potential housing projects including the rural context as well.

Through this process, the Municipalities will be in a position to identify housing backlogs, housing need and demand, identify priority projects, set service levels, and secure funding from the Department of Housing and the Municipal Infrastructure Grant Programme (MIG). Information sourced regarding housing projects within ILM is indicated in table 2 below:

Table 2: Imbabazane Housing Project: Funding Requirements for 2005/6-2010/11

Project Description	Sites	Category	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11	Total
Zwelisha Craig	700	Insitu RLS	1,001,920	7,568,444	7,568,444	7,568,444			23,707,252
Lochsloy	500	Insitu PLS		715,500	5,881,226	5,881,226	5,881,226		18,359,178
Newlands	500	Insitu PLS		715,500	5,881,226	5,881,226	5,881,226		18,359,178
Goodhome	1000	Insitu Rural		1,386,310	8,933,333	8,933,333	8,933,333		28,186,309
Ephangweni	1000	Insitu PLS		1,386,310	8,933,333	8,933,333	8,933,333		28,186,309
Sobabili	1000	Insitu Rural			1,386,310	8,933,333	8,933,333	8,933,333	28,186,309
\$	1000	Insitu Rural			1,386,310	8,933,333	8,933,333	8,933,333	28,186,309
Total			1,001,920	11,772,064	39,970,182	55,064,228	47,495,784	17,866,666	173,170,844

Source: ILM Housing Sector Plan: 2006

As can be observed in table 2 above, the ILM has identified the above mentioned projects for implementation until the year 2011 and even beyond. Most evident from the latter is the nature of projects to be implemented in this case being the In-Situ Upgrades. Lack of Greenfield housing development projects should be concerning since In-Situ Upgrades are besieged by a range of complexities such as inability to provide services and facilities in an efficient manner. Further to this due to nature of settlements, planning standards are generally abridged in order to curtail social destruction that might occur. Based on the information solicited from the Housing Sector Plan for ILM, the status of the above-mentioned projects is as follow:

Good-Home Housing Project:

This project was approved by the MEC on 17 April 2006 and written confirmation is still outstanding from the Inland region.

Zwelisha Housing Project:

This project was recommended by the Housing Advisory Committee for approval, and it was submitted to the Office of the Head of Department for the signature on 16 May 2006. Once the Head of Department signs, it will be taken to the MEC for approval.

Loch-sloy Housing Project:

Land has been identified. This project is targeting five hundred beneficiaries (500 units) and the priorities are the provision of basic services.

Newland Housing Project:

All the key risk areas have been identified and possible solutions provided. Reports have been submitted Department of Housing and Housing Advisory Committee (HAC) for assessment.

Ephangweni Housing Project:

In this area, land has been identified and the project is targeting approximately 1000 beneficiaries. Its priorities are once again based on the provision of basic services.

In its endeavour to cater for the housing needs of its constituency the IDP for ILM has identified the following projects for implementation in the near future:

- Ngonyameni, Mnyangweni, Shayamoya Bosch, Mafikeni/Mkhalanyoni, Mahendeni, Mhlungwini, Mhubheni, Nkomokazini, Nhlanomkhize, Seventini, Gcinusizi/Ezimfeneni, Mdwebu, Bhekabezayo, Mandabeni, Lomonde/Rosedale, Kwasilimangamehlo, Tatane, Bhekuzulu, Makekeni, Ngodini, Moyeni, Kwavala, KwaDlamini, Mahlutshini, Manjokweni and Dalton.

4.10 Land Use Controls

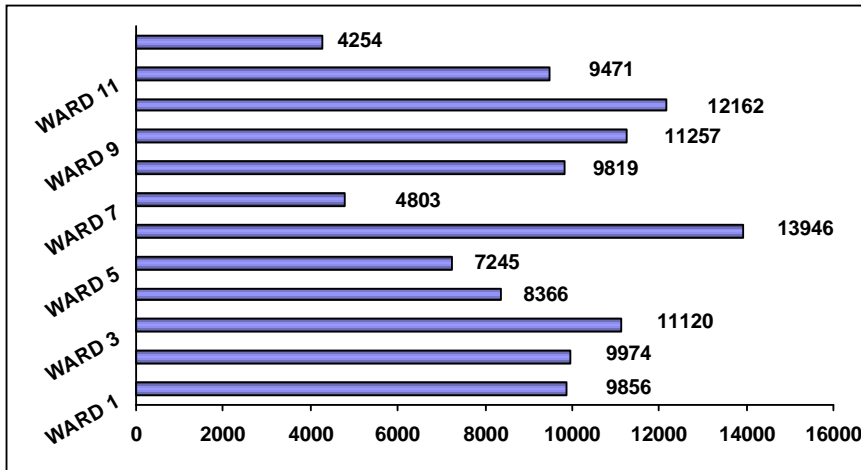
The Imbabazane Local Municipality area is presently subjected to two sets of planning regulations, namely the Town Planning Ordinance No 27 of 1949 (this is applicable within privately owned commercial farms), and for the Traditional Authority areas, the Ingonyama Trust Land Act. Generally, areas under Inonyama Trust make use of KwaZulu Land Affair Act (Act No.11 of 1992) to submit development applications. Also, in line with the aforementioned Act, Traditional Authority areas tend to use RDP norms and standards as guiding mechanisms for various development standards. The Land Use Management Systems (LUMS) has been prepared for the entire municipal area and would assist provide guidance to various proposed initiatives till such time that the legislative tooth for implementing LUMS is in place.

4.11 Population Distribution

The distribution of population in space for Imbabazane Local Municipality is depicted on figure 2 below. From this figure, it is apparent that, the majority of the population is

settled within the traditional areas, with ward 6 being the most populated. The current settlement pattern has resulted in the creation of land “pressure points” especially in areas such as Ntabamhlophe, Mangweni and Loskop. This suggests that, as part of the LUMS review process, proper land management controls shall be developed and instituted in these areas.

Figure 2: Population Distribution in ILM



Source: MDB 2004

4.12 Space Economy and its Impact on People Movement

The location of various land uses in space has an influence on a number of factors. Within the ILM, the movement of people which include capital and goods can be categorised into main entities, due to spatial segregation. Firstly, the northern part of the ILM consists of agglomeration of emerging industrial and various small medium entrepreneurs in the Emangweni area. Surrounding this area is the vast concentration of settlements, which depend on it for services and other day to day facilities. From this perspective it comes as no surprise that, the movement of people in the northern part of ILM is geared towards Emangweni for various reasons, namely; employment opportunities; ability for SMME's to earn income due to threshold created by an influx of people and to access public transport with relative ease etc. This puts Emangweni as an important sphere of importance and influence with regard to the functioning of the space economy especially in the northern part of ILM. Secondly, the eastern-central part (Ntabamhlophe) of ILM is also an important anchor. Due to its administrative role (it is where municipal offices are located) and with the recent establishment of a Multi-Purpose Community Centre, this area has emerged as another important space of focus within ILM. It draws people from all over ILM and is swift becoming synonymous with its anticipated role of being the primary development centre. The bulk of the movement from the southern, western and central part of ILM is geared towards Ntabamhlophe area.

Having acknowledged the two most important spaces of influence within the ILM, it is essential to note that, the Town of Escort situated approximately less than 25 kilometres east of Ntabamhlophe continues to be the major economic and social space of influence in the ILM. In this case, it can be regarded as the “primary economic and social space” whilst the latter (ntabamhlophe and emangweni are the secondary economic spaces of

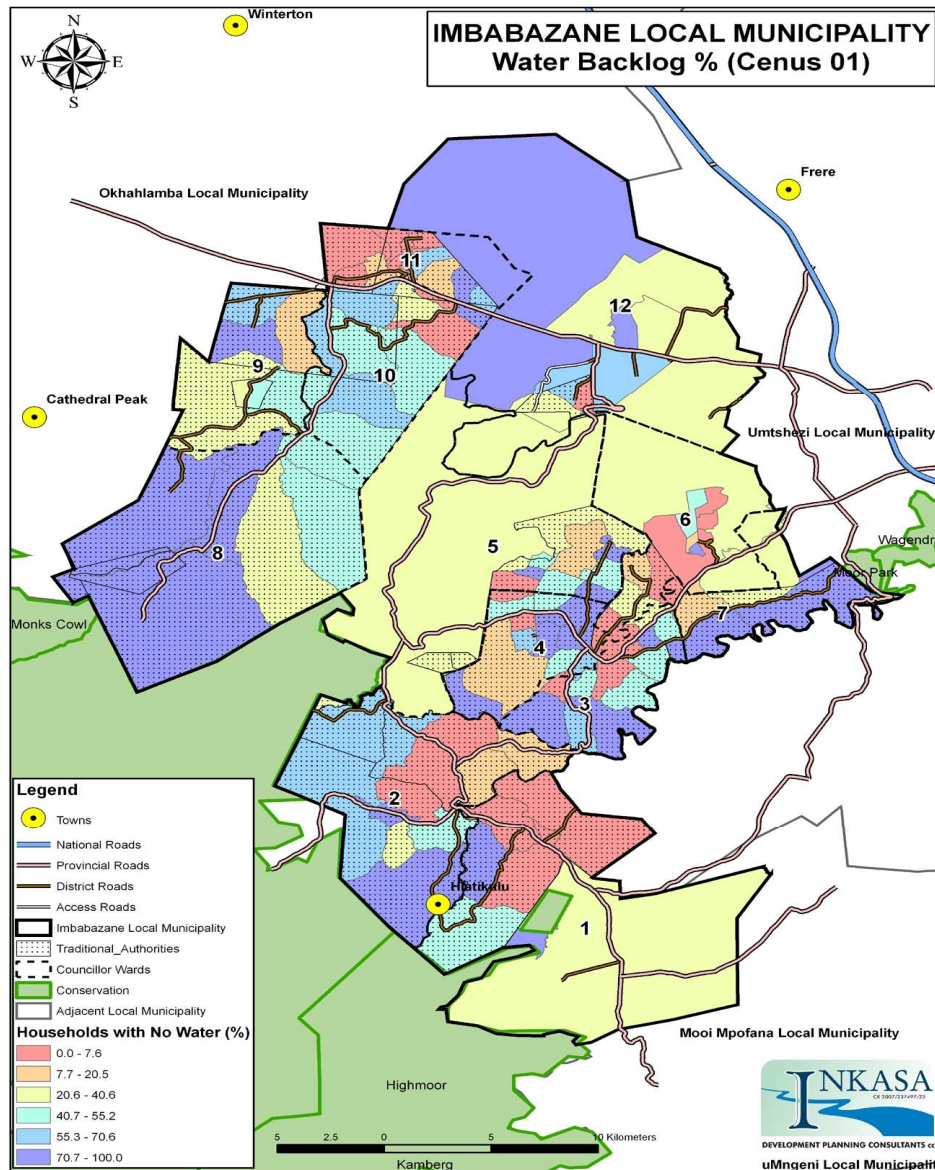
influence). The constituency of ILM has agreed that, the Town of Escort is having a major impact on the continuous leakage of income from ILM. To this end, it is important to engage in initiatives that will stem the flow of income thus building a sustainable local government structure.

4.13 Service Backlog

4.13.1 Water Backlog

The tribal authority areas have the highest level of hardships in terms of water provision. According to the 2001 census data, which is indicated spatially on **Map 12 below**, it is apparent that wards 2, 3, 4, 7, 8, 9, 10 and 12 appear to be the most affected by inadequate provision of water resources. Areas located within the commercial farms which include wards 1, 5 and 6 seem to have better access to water resources. Poor access to basic services such as water is an indication of the level of development within the subject municipality. Such high levels of households without access to water resources within a minimum acceptable level of standard imply a need for the municipality to prioritise settlements as key investment areas.

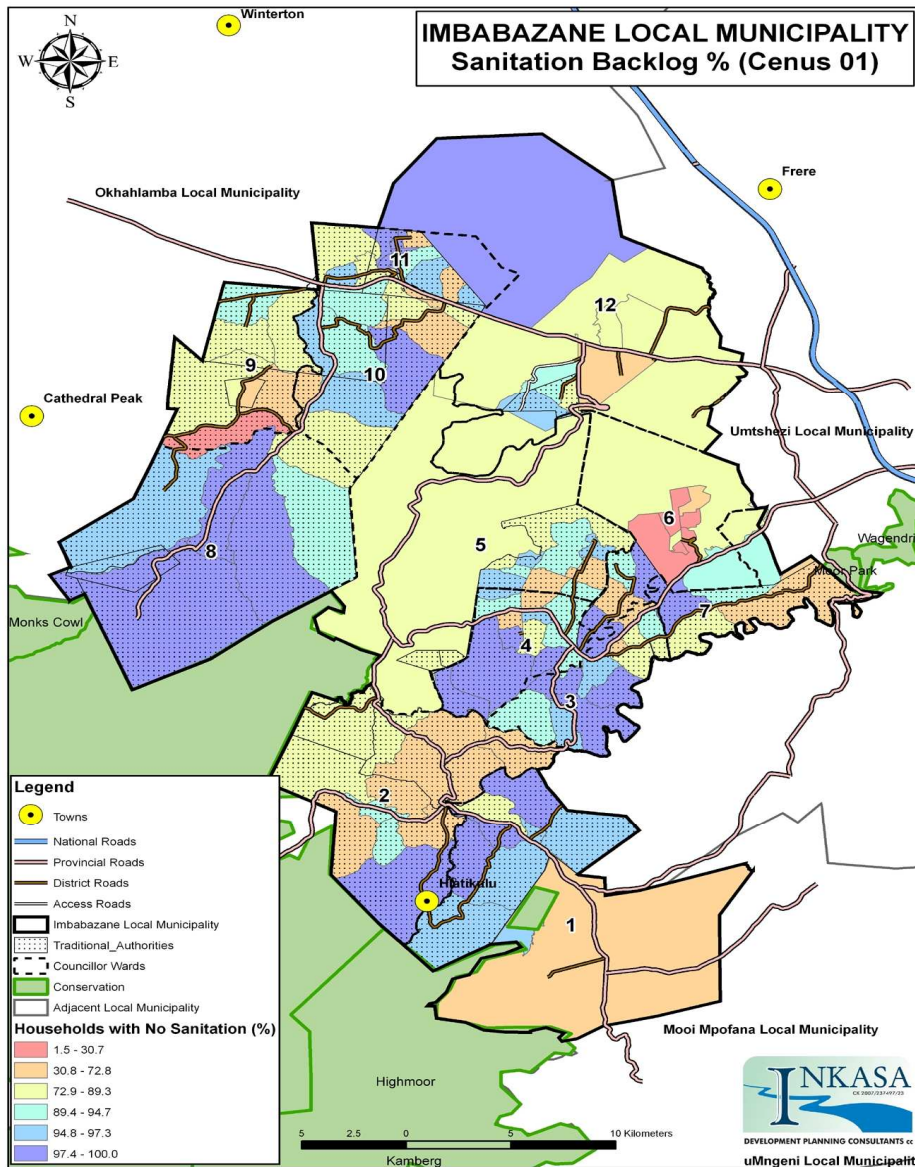
MAP 12: WATER SERVICE BACKLOG



4.13.2 Sanitation Backlog

With regard to access to sanitation facilities, the tribal authority areas also appear to suffer from poor provision of proper sanitation facilities. **Map 13** below illustrate a bleak picture with wards 3, 4, 5, 8, 10, 11 and 12 being the less provided with adequate sanitation facilities. Settled rural areas with no adequate sanitation facilities are a huge concern, as people tend to use other natural system for disposing of sanitation waste and this can result in a high potential risk for cholera outbreak. In acknowledging the need to improve access to sanitation facilities, it is imperative that areas with less access to sanitation should be prioritised to stem consequences attached to using other natural means of disposing sanitation. This should be done taking into cognisance national and provincial targets on the provision of sanitation facilities.

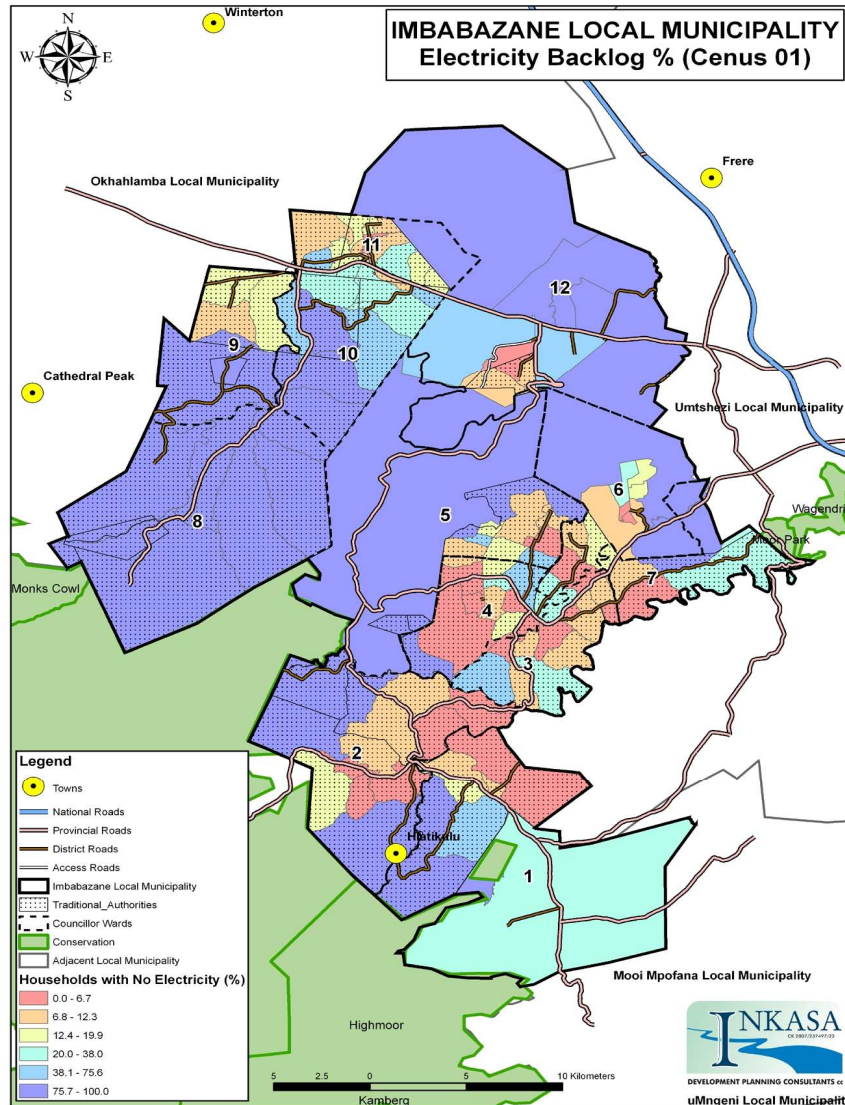
MAP 13: SANITATION SERVICE BACKLOG



4.13.3 Electricity Backlog

Based on the census 2001, the number of households without access to electricity within the ILM is alarming. Areas mostly affected by this phenomenon include wards 1, 2, 5, 6, 8, 9, 10 and 12. Wards 3, 4, 7 and to an extent 11 appear to be better off as most of the household have access to some form of energy resources (refer to Map 14 below). Poor access to energy sources further entrenches the need to focus on traditional settlement as primary investment areas for future development. It is where available public and private funding should be channelled since there are consequences with utilising traditional methods of energy such as candles, paraffin stoves etc.

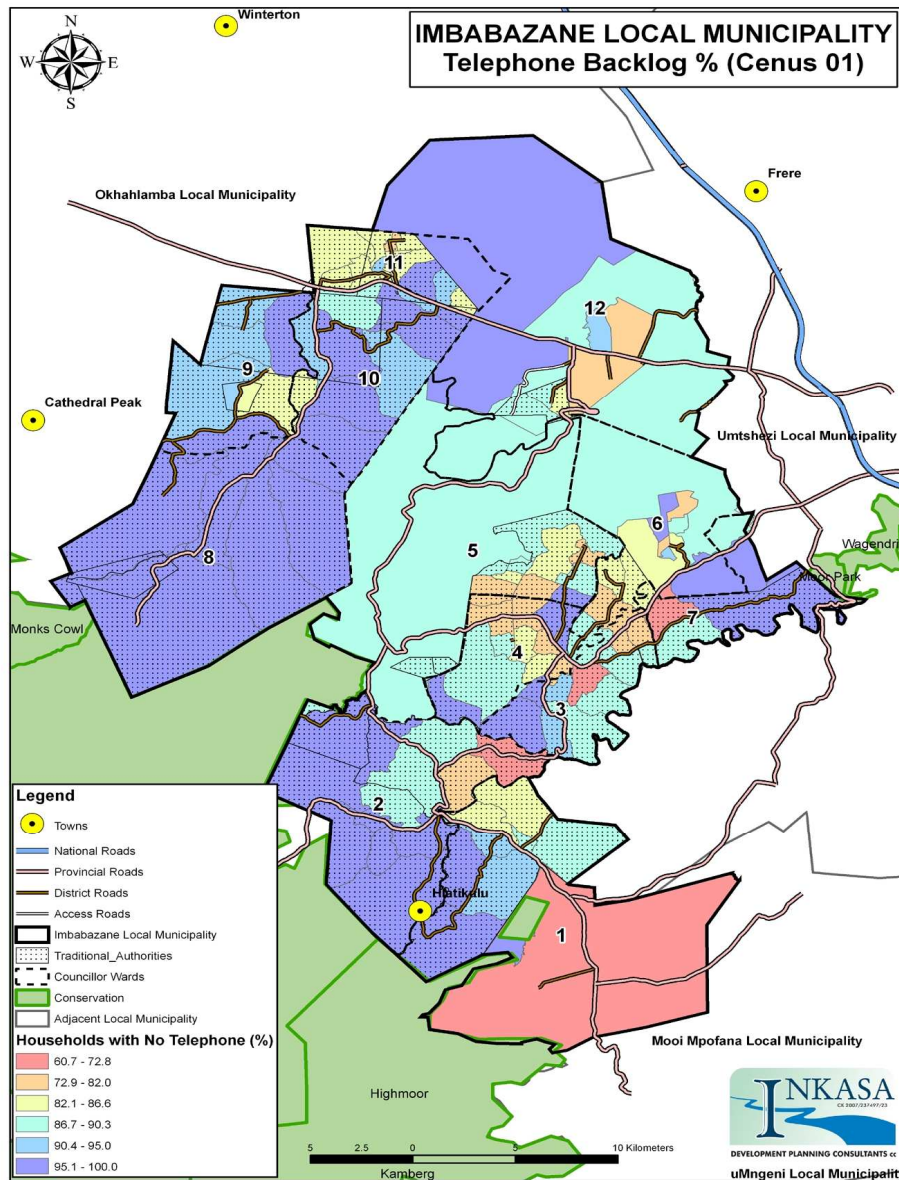
MAP 14: ELECTRICITY SERVICE BACKLOG



4.13.4 Telephone Backlog

Poor access to telecommunication facilities is also evident throughout the municipality area with the exception of ward 1 which appears to be better served with telecommunication and its related infrastructure. **Map 15** below indicates the spatial distortions and hardship with regard to provision of telecommunication facilities within ILM. Once again, it is worth noting, that traditional settlements are the most affected.

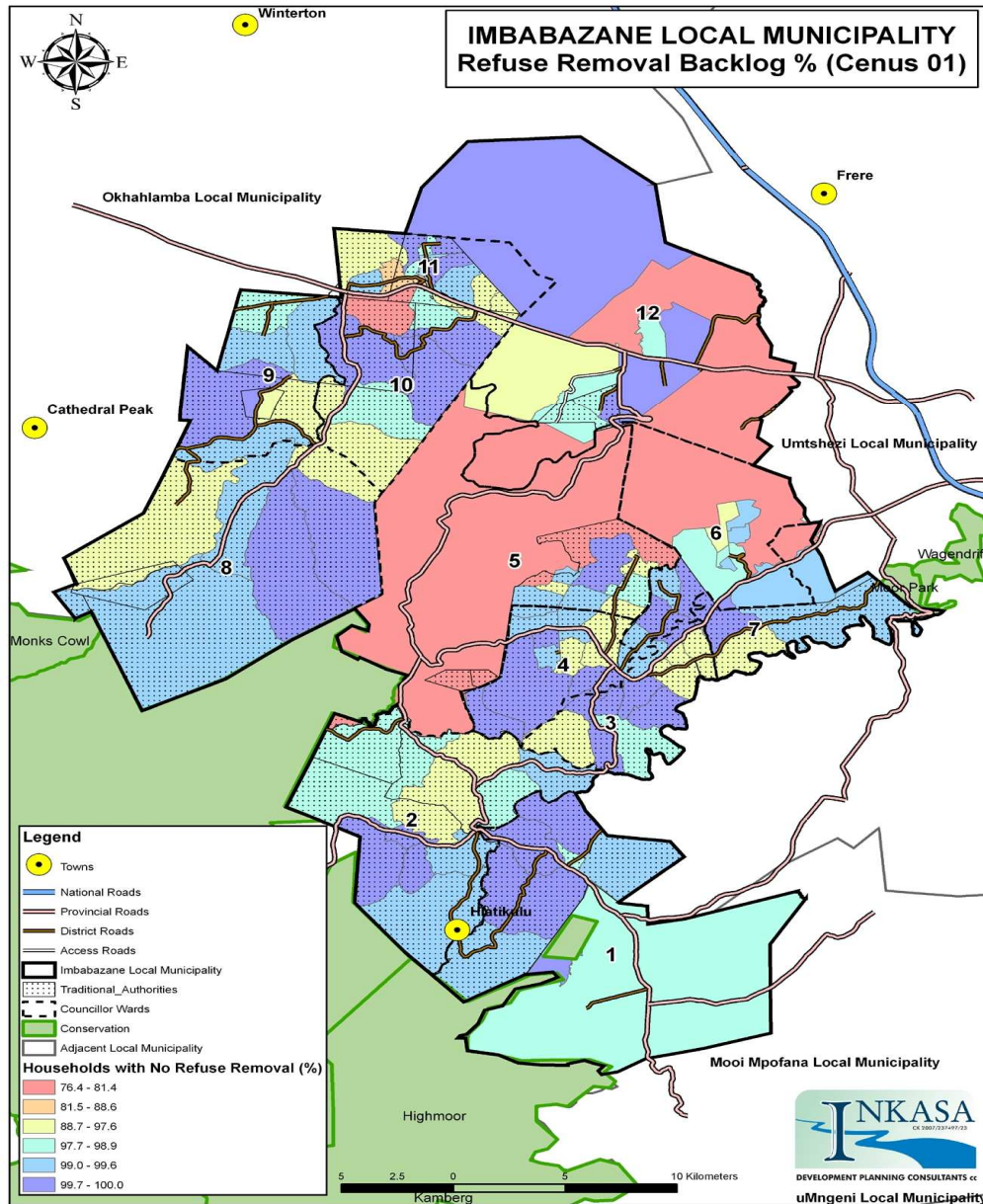
MAP 15: TELEPHONE SERVIC BACKLOG



4.13.5 Refuse Removal Backlog

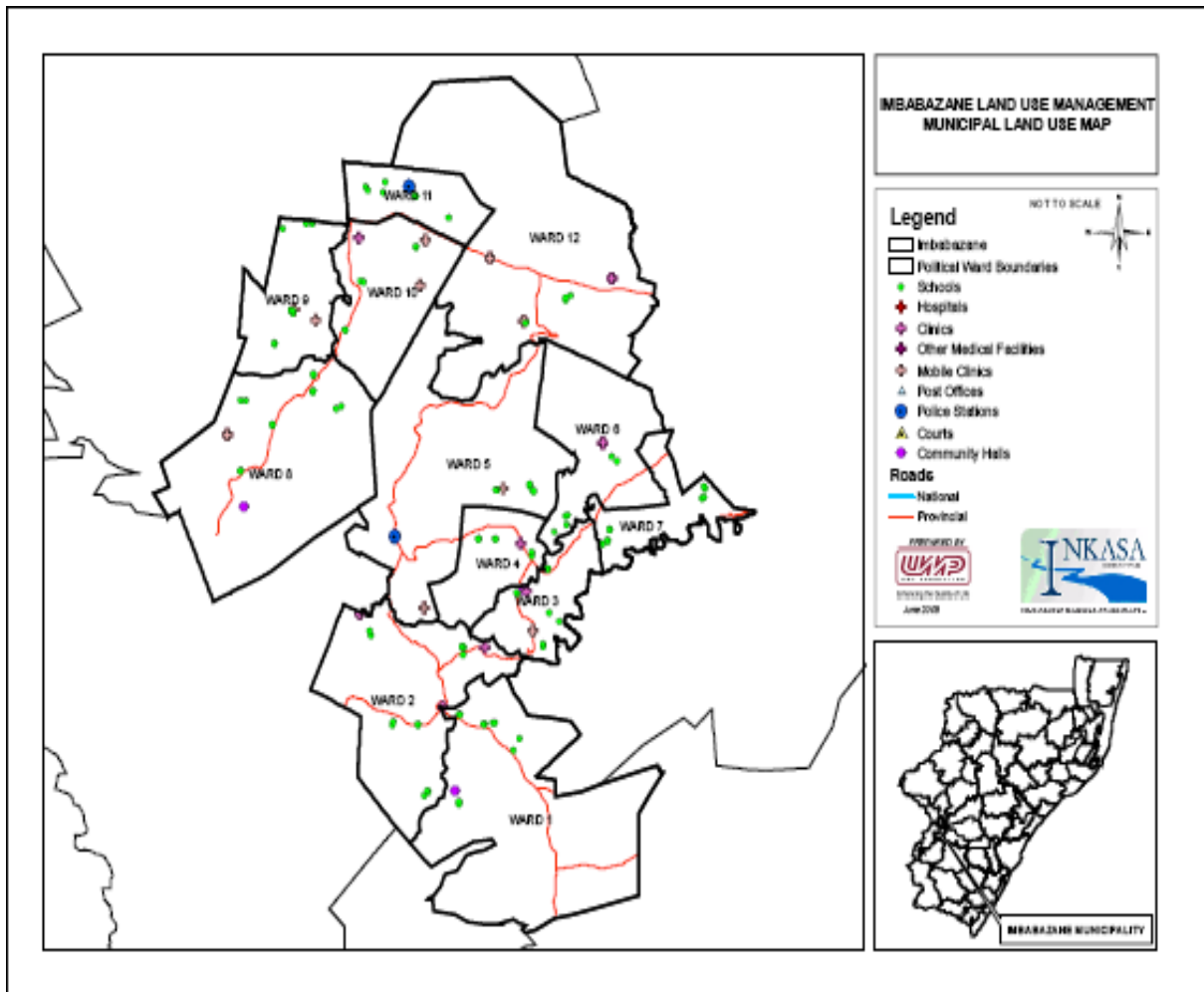
Historically, proper refuse removal systems have never been established in rural areas. Communities within the rural context have relied on the traditional ways of disposing litter, which include digging a pit for dumping purpose in close proximity to homesteads. Others have been disposing off waste in the open without any formal pattern. To this end, it comes as no surprise that, **Map 16** indicates the majority of settlements without access to proper refusal system are within traditional areas. From this perspective, it is deemed fitting for the ILM to engage in a process of formulating a Waste Management Plan which shall address issues pertaining to refuse removal.

MAP 16: REFUSE SERVICE BACKLOG



4.14 Access to Social Facilities

Map 17 overleaf depicts the spatial location of various key social facilities within the ILM. And as can be seen from the aforementioned map, social facilities are almost evenly spread throughout the municipality area. Type of social facilities found within the ILM generally ranges from school facilities, mobile and station clinics, safety facilities, community halls etc. The majority of the social facilities within ILM are in a form of schools (for more information, refer to Map 17 overleaf).

MAP 17: SOCIAL FACILITIES**4.15 Road Network****4.15.1 Provincial Network**

Imbabazane Local Municipality features prominently in the provincial access pattern, especially the Drakensberg Park. Its primary node is approximately 25km from the N3, and two of the main access routes to central Drakensberg runs through the municipal area. Although these carry substantial loads of traffic and serve as main arterials, they serve as passageways for tourists with no major economic significance within the municipal area. Also on the northeastern side, access to ILM comes off the N3 freeway which has been identified as the primary provincial development corridor. This means that any initiative undertaken in the near future along this corridor is likely to have positive trickle down effects to the ILM.

4.15.2 Local Network

Theoretically a municipal area should not simple be an administrative entity, but also a homogenous social, cultural and economic region. While Imbabazane may meet the social and administrative criteria, it is certainly not a functional economic unit. Indeed it is part of a much larger functional region focused around the uKhahlamba Drakensberg Park and Escort town. Its major access routes leads to both these destinations, and movement from different parts of the area is generally towards these areas. Internal linkages, especially between its western and eastern parts are weak and almost non-existent. Ntabamhlophe, the main administrative centre within the area is poorly accessible to the people in Loskop due to the physical topographical barrier that separates these two areas. As a result, different parts of the municipal area operate as discrete components and system in their own right.

The following roads provide linkages to various destination points within the ILM:

The road from Injisuthi game reserve (P331) provides linkage with Emangweni area.

The road from Emangweni (P10-1) links the ILM with surrounding areas such as Estcourt and the N3 on the eastern side of the ILM while it also provides linkages with Okhahlamba on the north-western side of ILM.

P29 serves as the gateway and link point with the town of Escort on the eastern side of ILM. In fact this road is one of the important routes for Imbabazane Local Municipality.

The road P28-1 provides linkages with surrounding areas on the southern portion of ILM.

Rural access roads require more attention, as they are mostly un-surfaced and hence susceptible to erosion. The municipality currently does not have storm water control measures for rural areas. Most of the drains for rural roads discharge into watercourses and veld, and this contribute to soil erosion. Strategic intervention need to focus on storm water management and the monitoring of settlement establishment on areas adjacent to rivers and streams.

4.16 Land Ownership

With regard to land ownership, the majority of land is under traditional ownership and is subjected to Ingonyama Trust norms and procedures. There are also a few patches of privately owned land in the southern, central and northern part of the ILM. A combination of state land and portions of unregistered land form the north-western part of the ILM (for more information, refer to Map 18 overleaf).

4.17 Tourism Assets

Even though the ILM Area is categorised under UKhahlamba – Drakensberg Provincial Precinct (by KwaZulu Tourism Association), the tourism sector within this local authority has not been developed to realise its full potential. It is noted nevertheless that the tourism sector of the areas that surrounds Imbabazane have undergone a certain level of development and functionality. The North and South Western parts of Imbabazane have the Drakensberg Mountain, which is a 'draw card' for the tourists at all, levels (i.e. foreign, domestic and local).

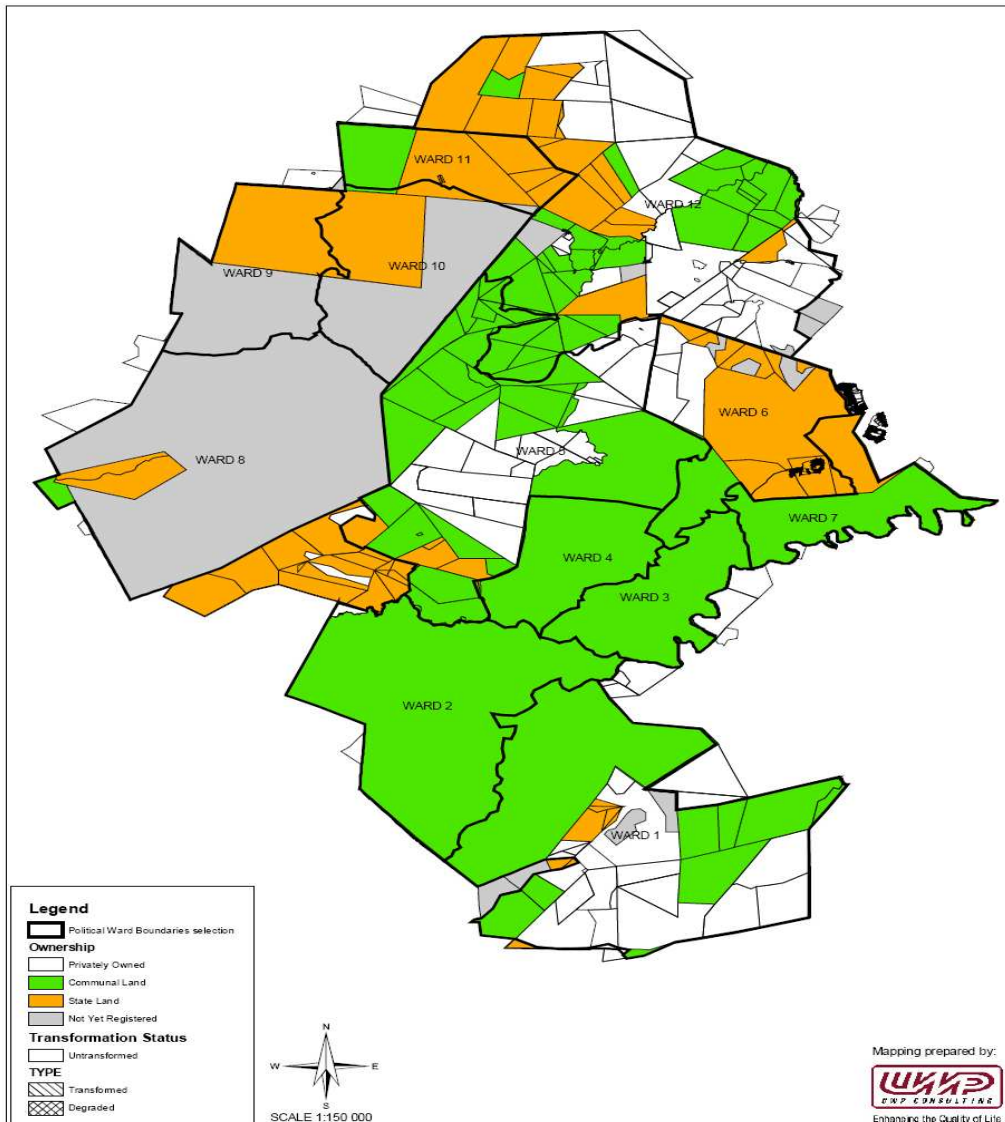
The tourism sector within Central Drakensberg, which is adjacent to Imbabazane is mainly structured around the nature based and adventure tourism with activities, which includes hiking, bird – watching, wildlife drives, walking trails, fly fishing, San rock art tour, picnicking and adventure sports or events.

The tourism assets and facilities that exist include the nature reserves and the accommodation facilities e.g. UKhahlamba Drakensberg Park (a declared World Heritage Site) and complimentary facilities, which includes accommodation provision from Injisuthi and Giant Castle lodges.

The White Mountain lodge is another tourist facility that exists within Imbabazane’s area of jurisdiction and it is currently catering for the tourism sector within the wider area of Central Drakensberg.

Worth Noting: Through funding received from Gijima KZN, the ILM has engaged in a process of formulating a Tourism Strategy which will co-ordinate and synergise all tourism related activitie

MAP 18: LAND OWNERSHIP PATTERN



4.18 Analysis of Development Nodes

4.19 Ntabamhlophe

The Imbabazane Integrated Development Plan (IDP) has identified two nodes with Ntabamhlophe being declared the primary development node. Ntabamhlophe has its location on the eastern central part of ILM. It serves as an administrative centre for the whole municipal area; some of the uses found within this area *inter-alia* include the following:

4.18.1 Residential

The residential component of Ntabamhlophe area is mainly based on traditional settlement, with a few patches of betterment planning evident. And as can be seen on Map 19 the majority of the homesteads are concentrated along the major existing routes. Some of the homesteads in this vicinity are made of mud with a few constructed using blocks and appear to meet the necessary housing standards. The construction of houses using poor material is indicative of the income status of communities residing in this area.

4.18.2 Commercial Activities

Within the Ntabamhlophe area, there are a number of commercial activities taking place. These ranges from agricultural related activities in a form of poultry production, taverns and general dealer shops (**Refer to Map 19 Overleaf**). The existing economic activities cater for the needs of local residents and to some extent public servants working in various government departments within the Ntabamhlophe area.

4.18.3 Industrial Activities

There is little or no major industrial activity within the Ntabamhlophe area. Existing tracts of vacant land presents an opportunity for small enterprise development and this may entail the development of small business shelters and other Small Medium Micro Enterprise initiatives. Provision should therefore be made for industrial space, through mixed-use zone concept.

4.18.4 Social Facilities

A number of social facilities are evident in the vicinity of the Ntabamhlophe area. These ranges from education facilities (there is a crèche and a high school), health facilities in a form of a clinic, a community hall and a church. Based on the foregoing analysis, Ntabamhlophe area appears to be adequately provided with social facilities.

4.18.5 Government and Institutions

The Ntabamhlophe area is emerging unhurriedly mainly as an administrative center, serving the need of surrounding communities. A number of government offices exists within Ntabamhlophe area, which include the offices of Imbabazane

Local Municipality, the Multipurpose Community Centre (which incorporates other essential offices such as home affairs, department of social welfare etc). Also found within the Ntabamhlophe area, is the tribal office of the local traditional council which administers traditional related issues.

4.18.6 Recreational Facilities

Recreational facilities appear to be in short supply within the Ntabamhlophe area, with only a sport field being identified as the only form of entertainment facility. From this perspective, there is a need to broaden the choice of entertainment facilities within the Ntabamhlophe area taking into cognisance its envisaged role.

4.18.7 Agriculture

The Ntabamhlophe area can be described as a typical rural emerging node, which provides basic services to its surrounding communities especially on administrative matters. Within the rural areas of KwaZulu Natal, emerging towns are growing side by side with agricultural development. The Ntabamhlophe area is no exception. Currently, there are a number of plots which are utilized for crop production by small scale farmers and these have been indicated on Map 19 Overleaf. Crops produced in these plots are in a form of maize and other dry land crops, the production is geared towards subsistence with little commercial orientation. However, the ILM has developed an agricultural development strategy which will co-ordinate the agricultural sector thus realizing economic benefits attached to it.

4.18.8 Road Network

The Ntabamhlophe area has a good local connector and distribution road network system which consist of tarred roads which are in good condition. However, at a local access level, the road hierarchy is not well defined. Nevertheless, due to betterment planning, some of the houses do have direct access from existing informal access roads which are not well maintained and often in poor condition.

4.18.9 Environmental Concern Areas

Environmental concern areas for the Ntabamhlophe include the following:

There are a number of dongas which are susceptible to erosion which need to be properly maintained and rehabilitated. Development in these areas should as far as possible be minimised.

Areas located in the vicinity of the river banks located in the northern and western part of the Ntabamhlophe area, should be protected as far as possible.

Any existing wetlands in the vicinity of Ntabamhlophe area, should serve as a limited development zone.

Added to the environmental concern areas is the need to pay special attention to the management of solid waste and the treatment of all waste. The issue needs to be further investigated in a detailed solid waste management study. In recognizing the importance of this, it is reported that, the ILM has engaged in a process of formulating a waste management plan.

4.18.10 Future Growth Areas

A number of under-utilised and vacant parcels of land were identified during the site visit (**Refer to Map 19 Overleaf**). These land parcels provide an opportunity for future development thus ensuring high density and compaction within the Ntabamhlophe area. The bulk of under-utilised land is located along P29 which further emphasizes the future importance of this road. The type of development envisaged in this area should as far as possible be based on a mixed use pattern thus enabling multiple land uses to occur simultaneously. This may include education facilities, petrol station, taxi rank, banking facility etc. In short, these areas should be utilised for providing high order level of services in line with the role of Ntabamhlophe as a primary development node.

4.18.11 Grey / Problematic Areas

The following could be identified as current and future grey areas, which need to be dealt with so as to ensure sustainable and integrated development:

- Land ownership, since the majority of the land belongs to Ingonyama Trust. In fact even the municipality offices are located on Ingonyama Trust Land.
- The need to identify the urban boundary/the extent of the node thus giving form and structure , and
- The need to get input from local community regarding level of services required in line with the principle of public participation.

MAP 19: NTABAMHLOPHE LAND USE ANALYSIS



4.20 Emangweni

In terms of Imbabazane Integrated Development Plan (IDP), Emangweni was identified as a secondary development node. It is located within the rural context along the road to Injisuthi nature reserve which is a tourist anchor point. The subject area (Emangweni) is expected to provide relevant services and facilities to surrounding rural communities. From the efficiency perspective, both Ntabamhlophe and Emangweni should work as integrated systems as opposed to the current separate or distinct approach. Within this area, there is scope for the creation of more employment opportunities oriented towards small to medium enterprises. Some of the existing activities within the area *inter-alia* include the following:

4.19.1 Economic Activities

A number of commercial activities were identified during the site visit on the Emangweni area. These ranges from well established shops selling clothing items, general dealer shops catering for day to day needs of local residents, public phones operated mainly in containers and informal trading which constitute selling of vegetables and fruits along the road pavement. These activities are indeed an indication of the entrepreneurship spirit indicated by the unemployed local residents. With proper assistance, for example provision of economic infrastructure, access to start up capital etc, the existing entrepreneurs could develop and enhance their businesses even further.

4.19.2 Social Facilities

Within the Emangweni area, there are a number of existing social facilities, for their spatial distribution, refer to Map 20 Overleaf. Existing social facilities include schools, clinic and a taxi rank which appear to have been abandoned and not used to its full maximum.

4.19.3 Residential

The Emangweni area is also predominantly rural in character with evidence of betterment planning to some of the existing settlements. For the spatial distribution of settlements in the vicinity of this area, refer to Map 20 Overleaf.

4.19.4 Government and Institutions

The only areas of note with regard to government and institutions are in a form of a tribal court or traditional office which has become a one stop shop. It offers a whole range of services to surrounding communities. This includes the satellite banking facility from ABSA and the municipality satellite office.

4.19.5 Industrial Activities

Perhaps within the entire area of ILM, Emangweni can be identified as a key manufacturing spot, since it is home to two key manufacturing industries. Both KwaZulu Shoe and Industrial Braiding are located at Emangweni and offer employment opportunities for local surrounding communities. They are both located along the P10-1 road which is identified

as the primary development corridor. For the spatial distribution of both industries, refer to Map 20 Overleaf.

4.19.6 Road Network

The subject area is accessed through P10-1 which is a tarred road and is in good condition. Also typical of emerging nodes within the rural set up, road network is evident at a local connector and distributor level, and beyond this, especially within the settlements, the road network is poor to non existence, and the subject area is no exception.

4.19.7 Agriculture

Agricultural production mainly takes place within the residential stands and in open areas in close proximity to existing homestead mainly for security reasons. The bulk of the production is geared towards subsistence farming, with maize and beans being the main products.

4.19.8 Environmental Concern Areas

Environmental concern areas for the Emangweni include:

Rugged terrain on the central and east-southern part of the development node.

Eroded areas, which should be protected as far as possible.

The need to establish a waste management system since the area is subject to development pressure.

The need to ensure that development on environmental susceptible areas is minimised.

4.19.9 Future Development Areas

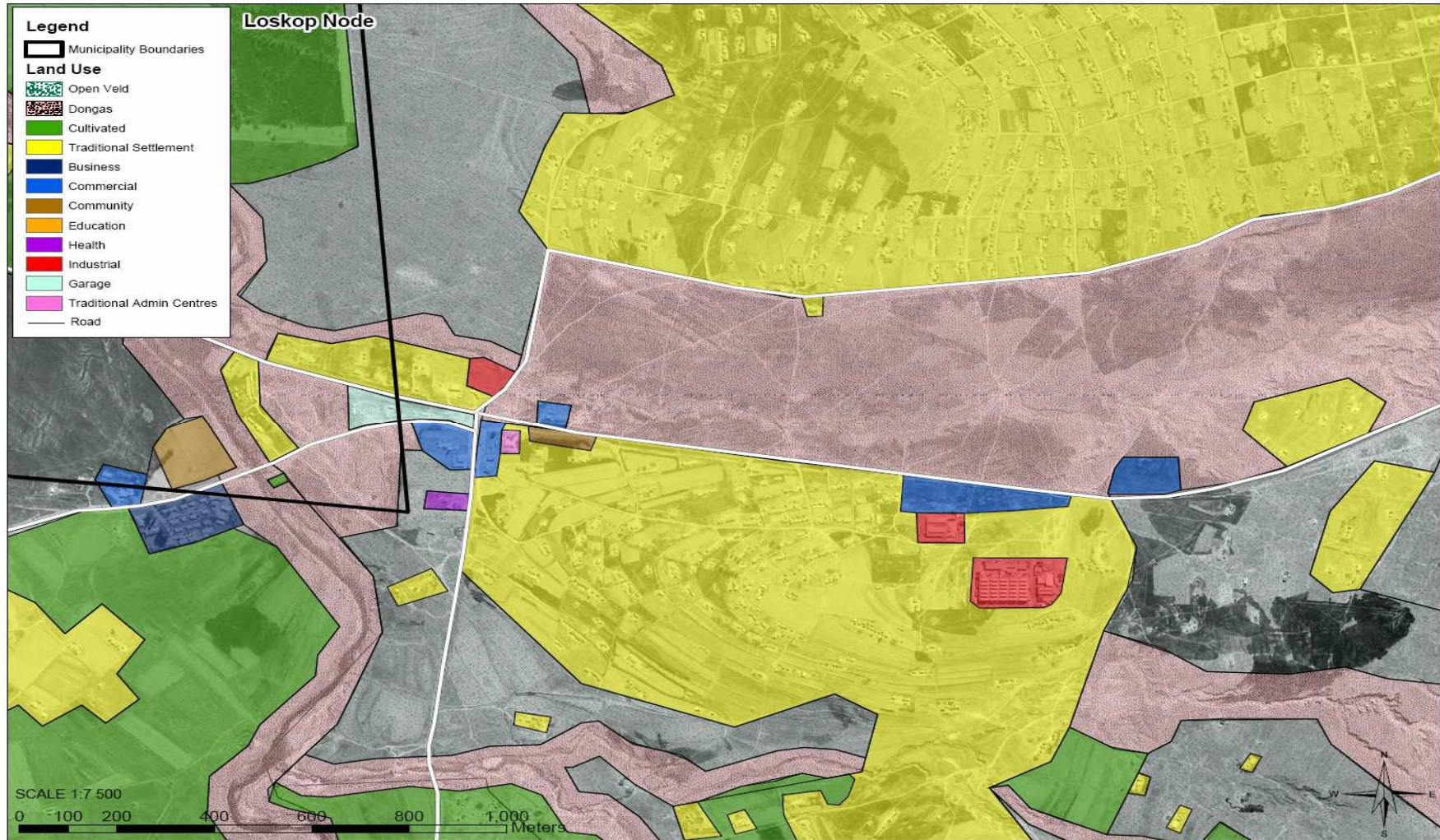
A number of vacant plots have been identified within the Emangweni area. These areas present a potential for future development in line with the needs of the local residents and the anticipated role of the Emangweni in terms of the Integrated Development Plan for ILM.

4.19.10 Grey / Problematic Areas

The following could be identified as current and future grey areas, which need to be dealt with so as to ensure sustainable and integrated development within the Emangweni area:

- Land ownership.
- The need to identify the extent of the node.
- The need to liaise with local stakeholders so as to determine the level of development required.
- The amount of land available for future development.

MAP 20: EMANGWENI LAND USE MAP



4.21 Key Spatial Development Issues

The objectives of the spatial strategy are to outline development principles to guide spatial growth for Imbabazane Local Municipality in relation to the physical space. The Spatial Strategy is a pre requisite for the formulation of development strategies for the whole of Imbabazane Local Municipality. The following are the major objectives of the strategy.

Development of nodes and corridors: The hierarchy of nodes is interlinked to the hierarchy of corridors and reinforces the functions of the nodes. Secondary corridors have been identified in Imbabazane SDF and these will be developed to shape the spatial structure.

Support of service delivery and facilities: The nodes developed will be used as focal points for service delivery with the degree and range of services available varying from primary, secondary, tertiary and tourism nodes. Tourism nodes will mainly focus on development of tourism related products and to a certain extent provides other services as well.

Promotion of development in nodes and rural hinterlands (settlements being the primary investment areas): The development of the nodes should support economies of scale and service delivery; this is in line with the National Spatial Development Perspective. Specific attention should be given to balancing development at primary and secondary nodes whilst not undermining tourism nodes/satellites. This will promote compact settlements as well as land-use densification and discourage sprawled development.

Encouragement of sound land use management practices: The hierarchical development framework should direct development and support land use management to mitigate against conflicting uses. The manual on land-use Management Systems prepared by the Planning Commission should be adopted and used as the base for the land-use management controls and planning.

CONCEPT PLAN

Spatial Development Principles

There are a number of important principles which provide guidance for various spatial initiatives. It is recommended that, the formulation of Imbabazane Spatial

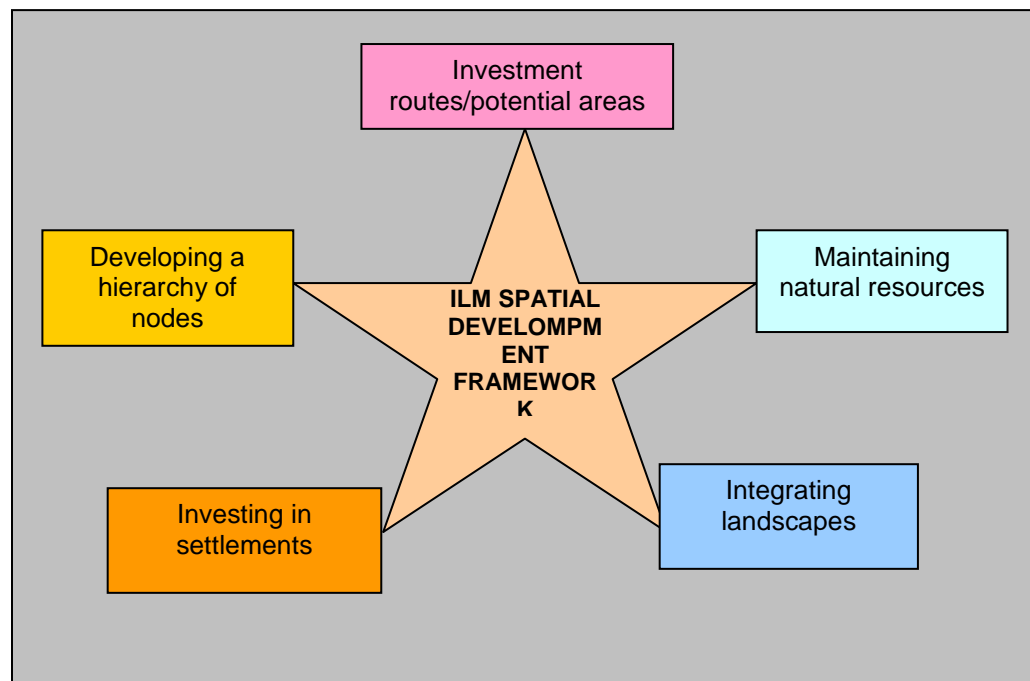
Development Framework should amongst other things be underpinned by the following principles:

- Land use integration.
- Spatial/equitable distribution of development.
- Fostering development based on local potential.
- Environmental sustainability.
- Sense of place and relevance to local situation.
- Functionality.

Towards a Conceptual Framework for ILM Spatial Development Framework

Imbabazane Local Municipality can be described as a rural municipality with its development needs ranging from lack of basic services, high levels of unemployment, spatial segregation and poor linkages. A number of small isolated development initiatives have taken place based on organic growth in areas like Emangweni and Ntabamhlophe. In acknowledging this, the conceptual approach towards the development of a Spatial Development Framework (SDF) for ILM should be devised in line with the need to conserve and maintain primary existing natural resources (for more information, refer to figure 3 below). Each of the key conceptual framework indicated on Figure 3 is further elaborated overleaf

FIGURE 3: CONCEPTUAL FRAMEWORK



As can be seen from Figure 3 above, the base for the development of Imbabazane Spatial Development Framework is linked to the following:

- **Utilising Transport Corridors as Investment Lines:** Transportation network unfolds in various ways, which include roads, air and rail infrastructure. Such infrastructure serves as the basis for determining the structure of an area and creating opportunities for investment. It provides linkages between different areas, and defines the level of access to social and economic opportunities. It provides a framework for movement and also serves as trade and investment routes or lines of investment. Over and above that, it links the Municipal area with the neighbouring areas and thus integrates the area into its administrative and economic functional regions. From this perspective, it is thus important to adopt the existing system of access as a starting point in developing a Spatial Development Framework (SDF) for Imbabazane Local Municipality.
- **Natural Resource Base as a Primary Investment Asset:** One of the key development issues facing many municipalities is the impact of development pressure associated with the expansion of settlements and nature of land use generally on the natural environment. Imbabazane Local Municipality is no exception to this issue. The latter includes environmentally sensitive areas (protected and unprotected), river systems, agricultural potential, vegetation and physical landscape. Over a period of time, low-density scattered settlements have developed throughout the Municipal area with some located on environmentally sensitive areas, high potential agricultural land, steep slopes etc.

Therefore, a key consideration in developing a Spatial Development Framework is creating a framework for protecting and enhancing the quality of the natural resource base, through identifying key management areas. This is in line with the principle of the NSDP, which seek to ensure protection of natural resource base. The following are critical aspects of this phenomenon:

The environmental uniqueness and character of Imbabazane Municipal area.

Identification of functional ecological systems associated with major rivers and other environmentally sensitive areas.

Adhering to various environmental development guidelines such as buffers.

Acknowledging the impact of topographical features and other aspects of the fixed natural environment.

Creating a framework for managing growth and development within the municipal areas, especially productive areas.

- **Striving for Integration Between Different Landscapes/Land Use Zones:**

Settlements on traditional authority areas occurs in the form of low-density and lack a defined structure. Due to betterment planning, there is a clear distinction between settlement and areas of agricultural activities. Economically active areas are located in a scattered manner with no clear clustered approach which creates difficulties with respect to accessibility. In other areas, settlements tend to be located and continue to sprawl and encroach into high agricultural potential land and environmental hazardous areas. Commercial agricultural areas appear to be well served and catered for in terms of development opportunities whilst traditional areas do not enjoy such privileges. This is indicative of the apartheid planning which rendered certain areas economically non-viable.

Imbabazane Local Municipality is thus facing a challenge of improving this situation by promoting spatially integrated development and promoting equitable distribution of public sector investment. This includes the upgrading of transport infrastructure especially in traditional areas, improving service delivery and access to social infrastructure. This implies the importance of investing in areas where there is a greatest need including economic development potential.

- **Hierarchy of Centres / Nodes:** The skewed distribution of services and facilities is one of many issues that Integrated Development Plans seek to address, and Imbabazane Local Municipality is no exception. In spatial terms, this implies a systematic ordering and location of services and facilities in space in a manner that promotes accessibility and efficiency in service delivery. This is critical for the performance of the municipal area as a whole, and land use integration.

A model based on a system of rural service centres is proposed so as to fit within the Draft Provincial Spatial Economic Development Strategy. This model is in line with the Draft Provincial Spatial Economic Development Strategy, and has the following as its key components:

Primary node where the location of higher order services and facilities should be favoured.

Secondary node where low order facilities are located.

Tertiary nodes and settlement webs are used as key investment points for public and private funding resources.

The concept is based on the notion that centres should be established based on existing initiatives, but new ones should be promoted in major road intersections, higher density settlements and other strategic positions.

- **Acknowledging the Behaviour and Structure of the Existing Settlements:** Settlement in traditional authority areas occurs in the form of low density. When viewed from an urban development perspective, this settlement pattern is not sustainable and renders service delivery and development difficult. However, a detailed consideration of the development pattern within each of these settlements and the level of interdependence and connectivity between them suggests that they function as webs and are functionally integrated. To this end, it is imperative to acknowledge and respect the existing nature of settlement and their historical development.

Towards the Required Intervention for Growth

The application of different concepts and structuring devices would provide a spatial framework consisting of the following:

Investment routes and activity systems by a systemic ordering of linkages.

1. A framework for investment and growth based on different elements of the natural environment. This includes areas with potential future development and area where development should be discouraged.
 2. A system of service centres as a means for efficient service delivery.
 3. A clear focus on certain dominant nodal points as the basis for spreading development to all corners of the municipality.
 4. Acknowledgement of the behaviour of settlement and their importance with regard to provision of services and facilities.
 5. Ensuring integration between various landscapes. This means ensuring alignment with initiatives such as the Land Use Management Systems (LUMS), SCAP and Spatial Development Framework (SDF) etc.
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IMBABAZANE SPATIAL DEVELOPMENT FRAMEWORK (SDF)

Strategic Approach

Imbabazane municipality area can be characterized as rural in nature and consist of dispersed settlements. This can be attributed to the legacy of apartheid, which characterizes most South African Cities, whereby certain settlement are well provided with services whilst others have poor or zero level of services. From this perspective, it is therefore essential to develop an integrated development framework that will address the imbalances of the past, identify opportunities for development thus fostering the notion of integrated development. The integrated development framework for Imbabazane should be based on the following spatial development objectives:

- To ensure delivery of equitable services including provision of public facilities.
- To ensure a total integrated living environment e.g. social, economic and environment
- To integrate Imbabazane municipality with the district as well as surrounding municipalities.
- To promote and enhance the rich diverse natural environment.

Approach

Preparation of a Spatial Development Framework is based on interaction of various stakeholders; it is part of the IDP and does not run parallel to the IDP. Therefore, the SDF should be the product of decisions and agreements made during the preparation of an IDP. Furthermore, spatial planning is regarded as one of a number of mechanisms to achieve the desired integration in development. Imbabazane SDF should be characterized by some of the following key elements:

- Developing a hierarchy on nodes.
 - Utilize the concept of investment lines (identify primary and secondary development corridors).
 - Make use of Rural Service Centres as a way of spreading services.
 - Infrastructure development (using settlements as primary investment areas).
 - Protecting environmental sensitive areas and high potential agricultural land.
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Elements of Imbabazane Spatial Development Framework

Rural Service System generally comprises of three spatial components, namely; “Service Hub (in the case of ILM this will be treated as a primary node)”, Service Satellites (secondary nodes)” and Physical and Communication Infrastructure (this being primary and secondary corridors), these act as connection points. Therefore, it is recommended that elements of Imbabazane Spatial Development Framework should also be based on the afore-mentioned concept and be categorized in the following manner:

6.3.1 Primary Development Node

Generally, a Service Hub/Primary Node is located within an area which indicates growth potential and it performs a co-ordinating role amongst a range of service satellites within a certain radius or threshold. The Ntabamhlophe area consist most of the higher order facilities, which include the municipality offices, the multipurpose centre, the library etc. From this perspective, it should then be used as a Service Hub/Administrative Centre (See Map 21). In determining Ntabamhlophe as the main Service Hub/Primary Node, the following criteria was employed:

- It’s potential to stimulate economic growth within Imbabazane.
- Level of existing public services provided.
- Availability of land for development.
- Accessibility.
- Level of infrastructure available.
- Linkages with surrounding areas within the ILM.

6.3.2 Secondary Development Node

Secondary development nodes should be located in areas where there is scope for growth and development. However, for these areas to develop, they require a particular intervention to enable them to operate more effectively and efficiently hence they can serve abutting communities. They should ensure linkage with surrounding areas and exploit their local comparative advantages in terms of providing job opportunities and contributing towards local economic development. Within the ILM, the Emangweni area resembles some of the essential criteria for the secondary development node (See Map 21). As indicated, the area already serves as the satellite municipality office and is home to a number of important services. It also hosts two key manufacturing industries within the ILM in the

form of KwaZulu Shoe and Industrial Braiding both which offer immense employment opportunities for local residents.

6.3.3 Primary Development Corridors

The system of development corridors is based on the function of each corridor and the nature of the activities that occurs within its area of influence. The road linking Emangweni and Escort (P10-1) serve as trade distributor route (it distributes and collect the traffic from the national route-N3 north development corridor) hence it is identified as one of the key primary investment corridors **(Refer to Map 21)**. In addition, this road also serves as a link road with adjoining municipalities on the north-western (Ukhahlamba) and north-eastern (Umtshezi) part of Imbabazane Local Municipality. The other important route is P29, which is also identified as a primary development corridor. This road links the ILM with the town of Escort. Also along this route, it is where the primary development node in a form of Ntabamhlophe is identified **(Refer to Map 21)**. The location of this node emphasizes the economic importance of this road more especially its ability to facilitate service delivery in surrounding traditional areas. The third primary corridor is the road linking Ntabamhlophe and Mahlutshini (P379). This road engraves through dense settlements of KwaNdaba and Dlamini which are characterised by few economic development initiatives and its development as the primary corridor will set it up for multiple opportunities. Any proposed development along the identified primary corridors shall have a positive economic and social impact to local communities, making use of nodes as focal points with an outlook that in future a more linear approach will suffice. This is in line with the NSDP principles of ensuring that development has positive outcomes on the local residents thus addressing social inequalities.

6.3.4 Secondary Development Corridors

Secondary corridors link the primary centre to the secondary centres within Imbabazane Local Municipality.

The road from Ntabamhlophe to Emangweni. This road should strengthen the relationship between two nodes thus opening opportunities for various economic initiatives. This road needs to be rehabilitated since it is not in good condition.

The road from the southern portion of ILM P28-1 linking with the Hlathikhulu area. This road is in good condition and should be used as a secondary development corridor to facilitate service provision to surrounding communities on Mkhize area. This road is also utilised by the tourist visiting Giant Castle.

The road from Ntabamhlophe Lodge linking with Dlamini area should be identified as a secondary development corridor. This is due a few scattered settlements located along this road.

Secondary development corridors should as far as possible facilitates and strengthen relationship between primary and secondary centres. This will assist develop necessary threshold support.

Tertiary Development Corridors

Tertiary development corridors facilitate linkages between settlements and serve as strategic areas for the location of public facilities. They also form the basis for the identification of settlement webs and facilitate movements from one settlement to the other.

6.3.6 Rural Settlements as Primary Investment Areas

Investment in rural settlements should be classified according to density and location as a means to facilitate service delivery. Strategically located higher density settlements will be cheaper and easier to service with piped water, roads and grid electricity compared to the dispersed and low density ones. They provide sufficient thresholds to support public facilities within a short radius. To this end, they do not generate enormous amount of travelling. Rural housing projects can also be used a means to promote development in these areas.

6.3.7 Protecting High Agricultural Potential Land

Three main categories of agricultural land have been identified, namely:

High potential agricultural land. Any form of land use that does not promote agricultural development or may have negative effect on the productivity of this land should be discouraged in these areas, See Map 21.

Medium potential agricultural land. Within this area as well, it is proposed that any form of development which will have huge impact on the agricultural resources should be discouraged at all levels, See Map 21

Low agricultural potential land. Within this area, any proposed development should be assessed, based on the impact it will have on vulnerable and limited agricultural land, See Map 21. Should it have a high impact on the limited productive land, it is proposed that, such development shall not be allowed.

6.3.8 Conserving Natural Resources (Environmental Management)

Primary assets, which include heritage, eco-tourism sites, and agricultural land: these areas have been identified as primary assets and the source of pride for the Municipality. They define the competitive edge of the municipality in economic terms and facilitate integration into other spheres of the economy. The river systems, valley lines, nature reserves, wetlands and arable agricultural land should as far as possible be protected and kept as investment opportunities, See Map 21. In areas where development has already occurred, management overlays shall be developed and communities be educated on the need to protect environmental sensitive areas.

6.3.9 Enhancing Linkages

Undulating topography and rolling hills makes linkages and accessibility of certain areas difficult within Imbabazane Local Municipality. Certain areas such as Ntabamhlophe and Emangweni are alienated from each other and operate as systems in their own right instead of integration. The existing link between Ntabamhlophe and Emangweni is in poor condition thus contributing to poor linkages. In recognition of the importance of the two mentioned areas (Ntabamhlophe and Emangweni), it is deemed fitting that a strong approach is adopted that will improve the condition of the existing road thus increasing efficiency and linkages. Also the road from Ntabamhlophe running through KwaNdaba and Dlamini is upgraded (especially the gravel portion of it). This is in line with its envisaged role as the primary development corridor. Proposed link roads that need to be enhanced are indicated on Map 21.

Enhancing the Current Spatial Development Framework (SDF)

There are a number of proposed interventions which need to be introduced so as to enhance the current Imbabazane Spatial Development Framework (SDF). Some of the proposed interventions include the following:

6.4.1 Introducing Tertiary Nodes

The road from Emangweni towards Injisithu game reserve (P33-1), constitute of a number of medium to high density settlements. Even though, the IDP for ILM has identified Emangweni as a secondary development node, due to high agglomeration of settlements, it would be advisable to establish tertiary development nodes which will provide lower order services and facilities for communities which may find the distance to Emangweni beyond their daily reach. Areas which have a potential to serve as tertiary nodes include Engodini and Enyezane. Both areas consist of a number of activities such as shops, schools which are currently used as pension pay points.

Also in view of the distance between the primary development in this case being Ntabamhlophe and settlements in the vicinity of KwaDlamini area, it is also deemed necessary to establish a tertiary node to meet the needs (especially the lower end needs) of the communities residing in the settlements of KwaNdaba, KwaDlamini, Mahlutshini etc, as indicated on Map 21. The third area with a potential to serve as a satellite, is located at the intersection of P10-1 and the road linking Ntabamhlophe (Draycott area). There are a number of important facilities and services located in the vicinity of this area which should be harnessed to effectively meet the daily requirements of surrounding residents; Map 21 graphically illustrates the proposed tertiary nodes.

6.4.2 Introducing Tourism Nodes

Apart from agriculture and other development initiatives, tourism also plays a pivotal role in the advancement of communities. As such, it is proposed that areas with high tourism potential shall be identified as tourism nodes. In this case, there are two notable areas, namely; Mahlutshini and Injisuthi. Both areas are located along the major routes which lead to key tourism anchor points. In fact, in the Mahlutshini area, an initiative to establish the arts and craft centre is underway and is intended to benefit from tourists commuting along this road. Additional tourism commodities can be identified to compliment and enhance this initiative, also for the spatial orientation of the proposed tourism nodes, See Map 21.

6.4.3 Encouraging Linkages

Linkages within the ILM especially between the north, central, east and western part are poorly developed to non-existent. In dealing with this scenario, a proposed link is made which comes off P33-1 and link with the road from Ntabamhlophe to Emangweni (See Map 21). The proposed route will reduce travelling time between Ntabamhlophe and Emangweni and will further open economic and social opportunities for surrounding local communities. It will transform the current situation engulfed by poor linkages between north, east and western part of the ILM.

The importance of creating linkages between various areas within the municipality cannot be emphasized. Roads are channels through which goods, service and people move, they also facilitate economic and social development in various areas. To this end, the subject municipality is highly encouraged to develop strong linkages in various areas thus opening economic opportunities which hitherto did not exist.

6.4.4 Introducing Agri-Tourism Corridor in Line with SCAP

The intentions of the Special Case Area Plan (SCAP) is to ensure protection of natural resources and proper integration of land uses with areas located within the immediate boundary of the Ukhahlamba Drakensberg Park. Rightfully so, for the ILM, it would be proper to encourage development that will not have adverse impact on the foothills of UDP. From this perspective, there is a need to introduce an agri-tourism corridor that will act as interface and ensure proper integration of landscape between the ILM and UDP. Agri-tourism is fast becoming a common phenomenon which has the potential to be explored within the ILM. The community can be encouraged to produce or engage in agricultural commodities with a strong tourism impetus. Map 21 graphically indicates areas which can be utilised for agri-tourism. Through this approach the community will continue practising agriculture whilst protecting and conserving natural resources and striving for efficient landscape integration.

6.4.5 Enhancing Support to Land Reform Projects

The successful implementation of Land Reform Projects can contribute towards social and economic development of communities. Historically, within the South African context, Land Reform has not been incorporated into the municipal wide planning. There has been a wide cry from all sectors of the society especially

those involved in Land Reform for a more co-ordinated and holistic approach to implementing Land Reform Programme. Municipalities have recently begun incorporating Land Reform Projects in their Spatial Development Frameworks and associated plans. Within the ILM there are a number of Land Reform projects that have been identified. These projects will have enormous impact on the provision of services and integration with other municipal wide development initiatives hence their spatial profile is essential. Map 21 of this report graphically illustrate the Land Reform Project which have formed more of a central corridor, running in the central part of the ILM, and forming the northern boundary of the ILM. The ILM should as far as possible use Land Reform Projects to deal with the issues of housing development, economic and social upliftment of its inhabitants and expanding the notion of service delivery. In doing this, proper co-ordination and support from various state organs, private sector organisations including NGO's will be essential. so in essence, the success of Land Reform calls for establishment and strengthening of partnerships amongst various stakeholders.

6.4.6 Key Economic Activity Points

There are a number of key economic points within the ILM. These ranges from light industrial activities, tourism resources, mixed uses and general dealer shops etc. They are evenly spread throughout the municipality. Their geographic impact varies significantly, with others serving a small threshold with a particular radius whilst others serve a much wider threshold. Map 21 graphically illustrates the spatial distribution of these key economic points within the ILM. Their development needs ranges from lack of access to information and networking opportunities to enhance their businesses to poor linkages and provision of necessary economic infrastructure. However, historically they have played and continue to be major feature in economic and social advancement of local communities.

6.4.6 Areas with Potential for Development and Growth

Map 21 also indicates strategically located land parcels which presents development opportunities within the ILM. The location of these land parcels is such that, it allows for the development of a range of initiatives, ranging from housing development, establishment of mixed use facilities and light industrial activities. In line with the objectives of the NSDP, it would be advisable for ILM to concentrate and give more effort in developing areas located along primary investment routes. This will not only assist capture threshold support generated

by commuters along these routes but will also encourage compaction and generate economic opportunities for local residents.

6.4.7 Restructuring of Primary and Secondary Nodes

As it has already been indicated in the preceding sections of this report, Ntabamhlophe has been identified as the primary node whilst Emangweni is seen as acting a secondary primary role. Given the potential both areas poses, the Imbabazane Local Economic Development (LED) Strategy identified a need for formalisation of these areas which will unpack economic and social development opportunities. In giving effect to the objectives of the ILM LED, it is essential to develop a conceptual framework for both areas. The conceptual framework will give spatial strategic direction and begin to indicate where desirable future land uses can be located in both areas. **Annexure B** and **C** of this report, respectively provide a conceptual framework which should be further enhanced through preparation of a detailed layout plan for both areas. Both conceptual frameworks concede the imperative role of both areas have on ILM. The fundamental principles underpinning the conceptual framework are as follow:

- Ensuring integration of land uses.
- Striving for land use compatibility.
- Increasing spatial efficiency.
- Creating economic opportunities for emerging entrepreneurs
- Ensuring accessibility.
- Building more compact urban character based on existing built form and structure.
- Protecting natural resources.
- Developing a hierarchy of road movement pattern etc.

The conceptual frameworks makes provision for a whole range of land uses ranging from civic and social, commercial, mixed use, light industrial to residential development. Further, vacant patches of developable land should as indicated on the conceptual framework plans be set aside and be referred to as holding zones until specific uses are identified. For more information, refer to Annexure and B and C respectively.

Worth Noting: it is recommended that the formalisation of both Ntabamhlophe and Emangweni be undertaken with immediate effect. This will allow for the development of proper land use schemes to manage future development.

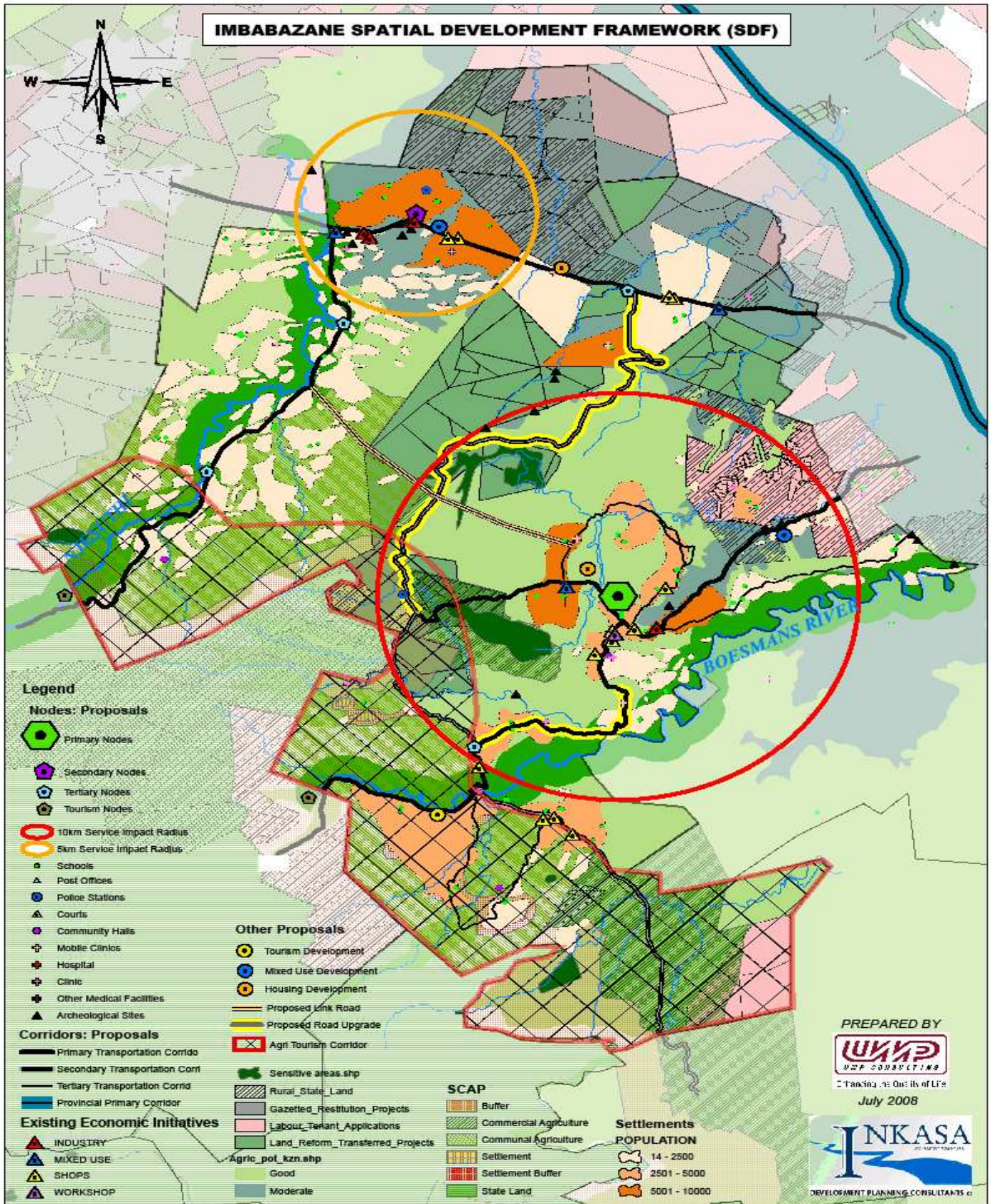
RECOMMENDATIONS

From the foregoing, the following recommendations regarding the Spatial Development Framework (SDF) for Imbabazane Local Municipality are made:

- That the rural service model be used as a mechanism or a tool to decentralise development to various areas within the subject municipality.
 - That Ntabamhlophe as a primary node and Emangweni as the secondary node shall both be formalised into a properly functioning urban entities hence the municipality can generate some revenue through rates. In the vicinity of these areas, high order services and facilities shall be provided, based on the local need and demand.
 - That both Mahlutshini and Injisithi be regarded as tourism development nodes. Any future development in these areas shall focus on tourism related activities with a strong community focus.
 - That the traditional settlements are the most deprived and underdeveloped areas, and in line with the principles of NSDP they should be prioritised for development and provision of necessary facilities thus redressing social and spatial inequalities. Any future development within the traditional settlements should adhere to environmental guidelines so as to strike the balance between meeting community development needs and environmental concerns.
 - In line with the principles of the Draft Provincial Spatial Economic Development Strategy (PSEDS), which encourages increasing competitiveness, linkages between various nodes shall be encouraged as indicated on the SDF. This will create ease of movement between various nodes thus unleashing economic potential of various areas.
 - Areas such as Draycott, Engodini, Enyezane and KwaDlamini are declared as Tertiary nodes due to concentration of settlements hence their ability to bring services closer to communities. And in line with the NSDP which encourages investment in localities of high opportunities, more emphasis should be put in these areas.
 - Natural environmental features and prime agricultural land shall be protected and conserved at all time.
 - That the extent of each node needs to be determined in collaboration with the local communities and other relevant stakeholders. This also calls for the formulation of a framework plan for the development of each node, which will guide future development.
 - That P379 is converted from being a secondary corridor into a primary development corridor due to settlements abutting the latter. Also that, the
-
-

grave portion of P379 is upgraded into an efficient functioning transport route in line with its new mandate (primary development corridor).

- That the primary focus should be on developing Ntabamhlophe as the primary centre and subsequent to that, more attention should be given to secondary nodes. However, this does not mean traditional settlements should be overlooked.
 - That the framework plans for both Ntabamhlophe and Emangweni be developed to provide strategic future development and growth subsequent to their formalisation.
 - Also it is reported that, areas that were previously managed by the DMA have been incorporated into some of the local government structures. In order to ensure effective management, it is deemed necessary to establish a joint management structure between ILM and KZN Ezemvelo Wildlife so as to protect international status and natural habitat of the affected areas.
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E. SECTOR INVOLVEMENT

The involvement of sector departments to our IDP is still a challenge and their participation is still limited. It is worth mentioning that their participation is very much inconsistent. The sector departments involvement has been earmarked to take place on our IDP Representative Forum But their attendance in these meetings have been very much disappointing. The municipality has now adopted a strategy to meet them on one on one basis.

A. DEPARTMENT OF LOCAL GOVERNMENT AND Traditional, TRADITIONAL affairs

VISION

The vision of the Department has been set as:-

“PEOPLE CENTRED SUSTAINABLE LOCAL GOVERNANCE, WHICH FOCUSES ON EFFECTIVE SERVICE DELIVERY RESPONSIVE TO THE NEEDS OF THE COMMUNITIES”

MISSION

The mission set for the Department is:-

The Department will promote **PEOPLE-CENTRED, ACCOUNTABLE AND VIABLE LOCAL GOVERNANCE THAT ACCELERATES SERVICE DELIVERY AND ENSURES SUSTAINABLE COMMUNITIES.**

THE STRATEGIC GOALS OF THE DEPARTMENT

The Strategic Goals of the Department are:-

- REFOCUSING LOCAL GOVERNMENT TOWARDS ACCELERATED BASIC SERVICE DELIVERY
- PEOPLE FOCUSED, EFFECTIVE AND EFFICIENT INSTITUTIONS
- BUILDING CONFIDENCE OF COMMUNITY IN SYSTEM OF LOCAL GOVERNANCE
- ALIGN INSTITUTION OF TRADITIONAL LEADERSHIP WITHIN LOCAL GOVERNANCE
- ALIGNMENT OF INTEGRATED DEVELOPMENT PLANS (IDP) AND THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

VALUES

The core values that this Department espouses are:

- Transparency, integrity, professionalism, objectivity;
- A high standard of fiscal discipline and accountability;
- Value for money;
- Open communication and consultation;
- Respect for staff and investment in them as a valued asset;
- Recognition of performance excellence; and
- Service excellence through teamwork, sound planning and committed implementation.

PURPOSE OF THE CHIEF DIRECTORATE: DEVELOPMENT PLANNING

To promote informed integrated planning and development

STRATEGIC GOALS AND OBJECTIVES OF THE CHIEF DIRECTORATE: DEVELOPMENT PLANNING

STRATEGIC GOALS	FIVE YEAR STRATEGIC AGENDA	STRATEGIC OBJECTIVES
REFOCUSING LOCAL GOVERNMENT TOWARDS ACCELEARTED BASIC SERVICES	MAINSTREAMING HANDS ON SUPPORT TO LOCAL GOVERNMENT TO IMPROVE GOVERNANCE, PERFORMANCE AND ACCOUNTABILITY	<ul style="list-style-type: none"> • MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT • STRATEGIC IDPS ALIGNED TO PROVINCIAL PRIORITIES • GOOD GOVERNANCE AND PUBLIC PARTICIPATION AND EMPOWERMENT • ENHANCED IGR • NEW DEVELOPMENT PLANNING LEGISLATION • LEGISLATIVE AMMENDMENTS • LOCAL ECONOMIC DEVELOPMENT
PEOPLE FOCUSED EFFECTIVE AND EFFICIENT INSTITUTIONS	ADDRESSING THE STRUCTURE AND GOVERNANCE ARRANGEMENTS OF THE STATE, IN ORDER TO BETTER STRENGHTEN, SUPPORT AND MONITOR LOCAL GOVERNANCE	
BUILDING CONFIDENCE OF COMMUNITIES IN LOCAL GOVERNANCE	REFINING AND STRENGHTENING THE POLICY, REGULATORY AND FISCAL ENVIRONMENT FOR LOCAL GOVERNANCE AND GIVING GREATER ATTENTION TO ENFORCEMENT MEASURES	
ALIGNMENT OF MUNICIPAL IDP'S WITH THE PGDS, PSEDS AND THE NSDP		

2. DEPARTMENT OF SOCIAL DEVELOPMENT

VISION

To enhance social well being of all people in KZN, supported by quality developmental social welfare services.

MISSION

The department is committed to the provision and promotion of transformed, integrated, people centered, development social welfare services to all people in KZN, in order to maximize their quality of life and social well being in partnership with all stakeholders

SOCIAL DEVELOPMENT PROJECTS FUNDED UNDER IMBABAZANE LOCAL MUNICIPALITY

Local Municipality	Service Office	Name of Project	Nature of Project	No. of Beneficiaries	No. of Jobs	Allocated Amount
Imbabazane	Estcourt	Sizakela Club	Woman Empowerment	29	-	R250 000.00
		Bhekuzulu Self Sufficient	HIV/AIDS Support Services	25 households	7	R355 673.00
		Buhlebethu Cluster	Woman Empowerment	39	8	R500 000.00
		Siphamandla	Woman Empowerment	14 participants	-	R80 000.00
		Sondelani	Woman Empowerment	16 participants	-	R100 000.00
		Phaphamani	Youth Development	25	-	R100 000.00

		(SAYLO) South Africa Youth Liberating Organizatio n	Youth Development	20	-	R350 000.00
		Siphamandl a Project	Sustainable Livelihood	14	-	R350 000.00
		Siwakhile Community Project	Sustainable Livelihood	16	-	R350 000.00
		Masakhane Project	Sustainable Livelihood	10	-	R350 000.00
		1. Bhekuzulu	Sustainable Livelihood	100 OVCs	-	R557 000.00
		2.Hearts of Compassio n	HIV/AIDS soup kitchen			R233 000.00
		3.Tholimpilo Youth	HIV/AIDS Support Services	29 OVCs 14 Child headed families 7 households		R404 000.00



3. DEPARTMENT OF HEALTH

The following are the projects for implementation by the department of health within Imbabazane.

NO.	PROJECT NAME	DESCRIPTION	BUDGET
1.	Ncibidwane Clinic	Upgrade to clinic and new staff housing	R 638 2050
2.	Madiba Clinic	Installation of reverse osmosis water purification system	R 220 000
3.	Injasuthi Clinic	Upgrade existing septic tank and install a lilliput	R 250 000

4. DEPARTMENT OF HOUSING

VISION

The vision is set as follows: TOGETHER HELPING ALL PEOPLE TO HOUSE THEMSELVES.

MISSION

To effectively manage the implementation of National and Provincial housing programme in partnership with relevant stakeholders in providing adequate, affordable and sustainable shelter for qualifying citizens of Kwazulu/Natal



Housing projects at Imbabazane Municipality

				R 661 933 901	27 643		R 190 426 169	R 212 366 157	R 205 096 177
Name of project	Ref no.	Date of initial approval	instrument	Total value of project	Number of subsidies	2007/08	2008/09	2009/10	2010/11
Zwelisha Craig	K 20000053		PLS INSITU	R 24 357 845	700		R 2 869 403	R 13 816 173	R 14 783 305
Good Home	K 04080007		RPLS	R 42 007 200	1000		R 15 303 482	R 13 816 175	R 14 783 307
Loch sloy	K 05030005		PLS	21 113 051	500		R 14 288 050	R 5 828 678	R 9 434 736
TOTAL				R 87 478 096	2 200		R 32 460 935	R 33 461 026	R 39 001 348
Sobabili							R 17 145 660	R 2 417 440	
Ephangweni	K 04080009							R 7 616 818	
Mqedandaba								R 3 021 799	
Total				R 87 478 096	2200		R 17 145 660	R 13 056 057	
Grand Total				R 174 956 192	4400		R 49 606 595	R 46 517 083	R 39 001 348

5. ESKOM

VISION

Together building the powerbase for sustainable growth and development

STRATEGIC OBJECTIVES

- Quality and continuity of supply
- Capacity expansion
- Funding and financial resourcing

Household Projects

MUNICIPAL CODE	PROJECT NAME	PROJECT STATUS	TOTAL PROJECT COST	TOTAL PROJECT CONNECTIONS
KZ 236 Imbabazane	Thendela 2	DPA	R 608 320-00	150
KZ 236 Imbabazane	Emanjokweni	DRA	R 3 098 257-00	346

6. UTHUKELA DISTRICT MUNICIPALITY

IMBABAZANE LOCAL MUNICIPALITY							
Project Name	Project MOA	Previous Years Expenditure	2007/8	2008/9	2009/10	2010/11	Balance
AMANGWE / LOSKOP	R 44,974,818.00	R 40,658,920.00	4,315,898.00	0.00	0.00		R 0.00
NTABAMHLOPHE WATER SUPPLY PH 1	R 20,538,153.68	R 20,357,521.35	180,631.65	0.00	0.00		R 0.68
NTABAMHLOPHE WATER SUPPLY PH 2	R 70,891,154.00	R 0.00	0.00	6,000,000.00	10,000,000.00		R 54,891,154.00
EMANJOKWENI AUGMENTED WATER SCHEME	R 4,000,000.00	R 0.00	0.00	4,000,000.00	0.00		R 0.00
TATANE/MQEDANDABA SAN	R 2,490,000.00	R 1,851,656.00	638,344.00	0.00	0.00		R 0.00
ZWELISHA MBABAZANE SAN	R 2,614,730.00	R 1,635,024.73	0.00	979,705.00	0.00		R 0.27
NYEZANE SAN	R 3,644,079.00	R 2,040,520.21	0.00	1,603,556.00	0.00		R 2.79
ENKOMOKAZINI SAN	R 5,652,034.00	R 5,479,324.00	R 172,710.00	R 0.00	R 0.00		R 0.00
KWAVALA SAN PH 2	R 8,125,439.00	R 682,614.00	3,519,904.00	3,922,921.00	0.00		R 0.00

KWAMKHIZE SAN	R 2,032,508.00	R 1,805,490.00	227,017.00	R 0.00	R 0.00		R 1.00
EMAHLUTSHINI SAN	R 6,782,892.00	R 109,350.00	3,438,350.00	3,235,192.00	0.00		R 0.00
KWADLAMINI SAN	R 2,330,392.00	R 2,053,722.00	276,670.00	R 0.00	R 0.00		R 0.00
EDASHI SAN	R 6,968,721.00	R 111,650.00	3,200,085.00	3,656,986.00	0.00		R 0.00
SILIMANGAMEHLO/EMADOLOBHENI SAN	R 8,400,000.00	-	0.00	R 1,000,000.00	R 3,000,000.00		R 4,400,000.00
							R 0.00
			15,969,609.65	24,398,360.00	13,000,000.00	0.00	59,291,158.74

F. IMPLEMENTATION PLAN

Council

Council is the highest Decision making body within the Municipality. It is made up of 23 Councillors with 12 ward councillors and 11 Party representatives. The Chairperson of Council is the Speaker. The Portfolio Committees are: Local Economic Development, Planning & Social Committee

Executive Committee

The Executive Committee is made up of three Councillors. The chairperson of the Executive Committee is the Mayor.

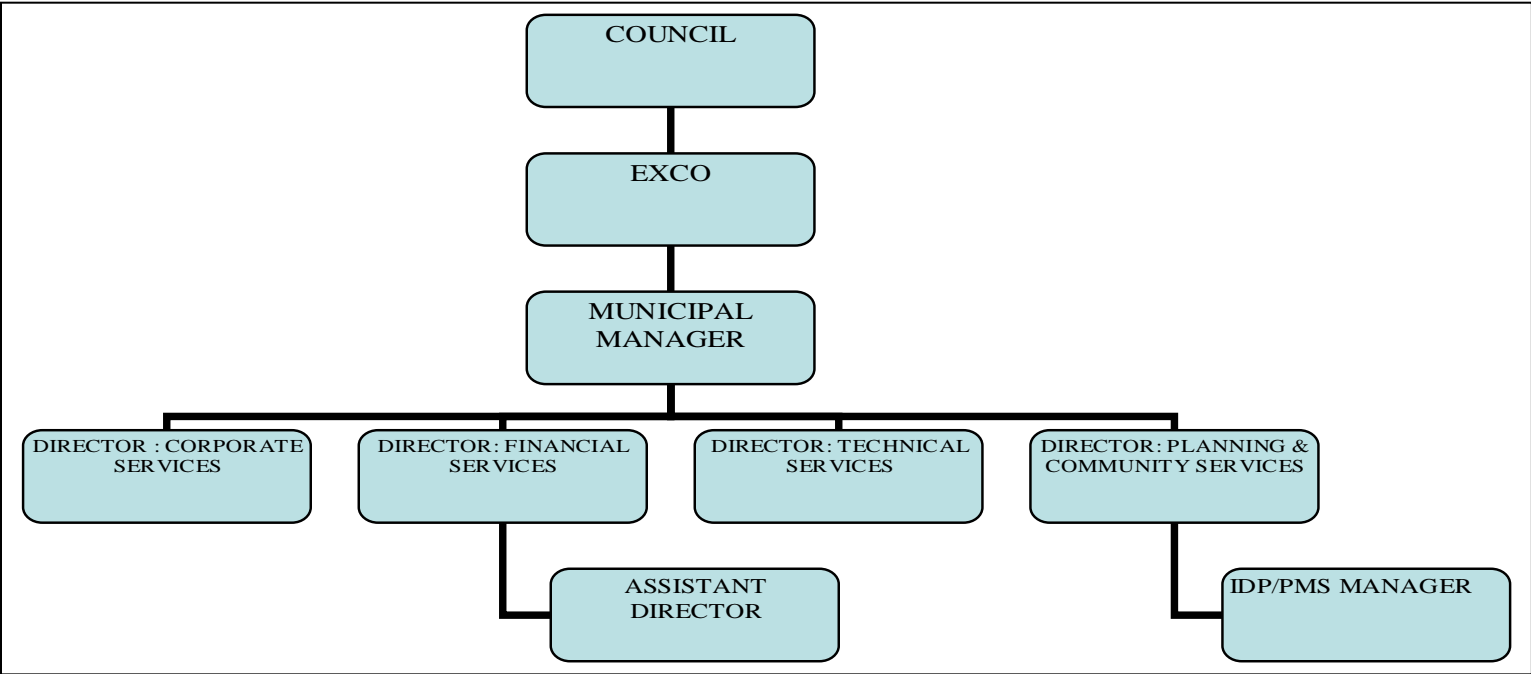
Administration

The top structure comprises of four heads of Departments, Namely: Director Financial Services, Director Corporate Services, Director Development Planning and Community Services and Director Technical Services. The Municipal Manager is the accounting officer

The Structure is informed by Powers and Functions and Geared towards the implementation of the IDP and the Budget. VACANT POST: Director Development Planning and Community Services.

Underneath is the Organisational structure of Imbabazane Municipality

IMBABAZANE ORGANIZATIONAL STRUCTURE.



4.4. POWERS AND FUNCTIONS

The Powers and Functions of Council have been allocated to the various departments within the Municipality. The table below depicts the Powers and Functions per department.

MUNICIPAL POWERS AND FUNCTIONS

CORPORATE SERVICES	FINANCIAL SERVICES	COMMUNITY / PLANNING SERVICES	TECHNICAL SERVICES
<ul style="list-style-type: none"> ✓ Trading Regulations ✓ Billboards and Display ✓ Control of Public Nuisance ✓ Control of Undertaking that sells liquor to the public ✓ Fencing and Fences ✓ Licensing of control of undertakings that sells food ✓ Local Amenities ✓ Noise Pollution ✓ Public Places ✓ Street Trading ✓ Traffic and Parking ✓ Administration <ol style="list-style-type: none"> 1. Pauper Burial 2. Cleaning and Hygiene 3. Records 	<ul style="list-style-type: none"> ✓ Fleet Management ✓ Procurement ✓ Budget (preparation and financial reporting) ✓ Asset Management ✓ Treasury (credit control, debt control, revenue collection and expenditure management) ✓ General Valuation Roll 	<ul style="list-style-type: none"> ✓ Air Pollution ✓ Child Care Facilities ✓ Fire Fighting ✓ Local Tourism ✓ Municipal Planning ✓ Beaches and Amusement Facilities ✓ Cemeteries and Funeral Palours ✓ Cleansing ✓ Facilities for the accommodation care and burial of animals ✓ Licensing of Dogs ✓ Local Sport Facilities ✓ Markets ✓ Municipal Abattoirs ✓ Municipal Parks and Recreation ✓ Pound ✓ Refuse Removal, 	<ul style="list-style-type: none"> ✓ Building regulations ✓ Municipal Airports ✓ Municipal Public Transport ✓ Pontoons & Ferries ✓ Storm Water ✓ Municipal Roads ✓ Street Lighting ✓ Housing ✓ Environmental Cleansing ✓ Energy and Resource distribution ✓ Project Administration Services (MIG and other Municipal Projects)

<p>Management</p> <ol style="list-style-type: none"> 4. Provision of office accommodation 5. Telecommunication 6. Messenger Services 7. Acquisition of Diaries / calendars and stationary 8. Safety and Security 9. Booking of venues 10. Reception function <ul style="list-style-type: none"> ✓ Secretariat ✓ Human Resources ✓ Legal Services ✓ Information Technology ✓ Publications and Reports 		<p>Refuse dumps and solid waste disposal</p> <ul style="list-style-type: none"> ✓ Free Basic Energy (Gel and Electricity) 	
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G. PROJECTS

IMBABAZANE LOCAL MUNICIPALITY											
MULTI-YEAR INPUT FROM IDP 2008'9TO 2010/11											
				2009'10		2010'11		2011'12		DIRECTORATE FUNDER	
		DISCRIPTION OF A PROJECT	WARD	TOTAL PROJECT COST	CAPITAL	OPERATING	CAPITAL	OPERATING	CAPITAL	OPERATING	
NATIONAL KPA	IDP PRIORUTY										
Infrastructure	Roads and Storm water Drainage	Mahlubi-Mangwe Road	12	R 4 500 000-00	R 4 500 000-00						Technical Services MIG
		Mbhaza road	9	R 1 125 000-00	R 1 125 000-00						Technical Services MIG
		Thamela Road	10	R 4 500 000-00	R 4 500 000-00						Technical Services MIG
		Goodhome/Sobabili Pedestrian Bridge	5	R 2 000 000-00	R 2 000 000-00						Technical Services MIG
		Silimangamehlo/Ngodini Pedestrian Bridge	8	R 800 000-00	R 800 000-00						Technical Services MIG
	Plant and Equipment	Plant and Equipment	8	R 2 500 000-00	R 2 500 000-00						Technical Services Municipal Fundin g
	Buildings	Buildings	8	R 250 000-00	R 250 000-00						Technical Services Municipal Fundin g

IMBABAZANE LOCAL MUNICIPALITY												
MULTI-YEAR INPUT FROM IDP 2008/9 TO 2010/11												
				2009'10		2010'11		2011'12				
NATIONAL KPA	IDP PRIORITY	DISCRIPTION OF A PROJECT	WARD	TOTAL PROJECT COST	CAPITAL	OPERATING	CAPITAL	OPERATING	CAPITAL	OPERATING	DIRECTOR	FUNDER
Infrastructure	Electricity	Mankonjane /Mkhalanyoni household conection	1	R 1162224	R 1 162224						Technical Services	Eskom
		Manjokweni pre-engineering	2	R 2 343760	R 2 343760						Technical Services	Eskom
		Thendela pre-engineering		R 975 320	R 975 320						Technical Services	Eskom
		Mandabeni 33/11kv10mva ss establishment infrastructure	9	R 4 204000	R 4 204000						Technical Services	Eskom
		Buffelshoek/mandabeni 33 kv line	9	R 2 977 478	R 2 977478						Technical Services	Eskom
		MANDABENI 33/22 KV 10MVA SUB SUBSTATION	9	R 8 327243	R 8 327243						Technical Services	Eskom
		Kwamkhize 178 connections re-insulate from s 72 to s 179	1		√						Technical Services	Eskom
		Mandabeni 1, 1670 connections 33/22kv s/s establish	8		√						Technical Services	Eskom

IMBABAZANE LOCAL MUNICIPALITY												
MULTI-YEAR INPUT FROM IDP 2008/9 TO 2010/11												
					2009'10		20010'11		2011'12			
		DISCRIPTION OF A PROJECT	WARD	TOTAL PROJECT COST	CAPITAL	OPERATI	CAPITAL	OPERAT	CAPITAL	OPERATIN	DIRECTO	FUNDE
NATIONAL KPA						IDP PRIORUTY						
Infrastructure	Electricity	MkhonjaneMkhalanyoni Households		R 1 162224-00	R 1 162224-00						Technical Services	Eskom
		Emanjokweni (pre-engineering)	2	R 1 743760-00	R 1 743760-00						Technical Services	Eskom
		Thendela #2 (pre-engineering)		R 6 08320-00	R 6 08320-00						Technical Services	Eskom
		Buffelshoek –Mandabeni 33kv Line(Infrastructure)	9	R R 2 977478 - 00	R R 2 977478 -00						Technical Services	Eskom
		Mandabeni 33/11kv 5MVA SS establish (Infrastructure)	9	R 8 327243 -00	R 8 327243 -00						Technical Services	Eskom

IMBABAZANE LOCAL MUNICIPALITY												
MULTI-YEAR INPUT FROM IDP 2008/9 TO 2010/11												
				2009'10		2010'11			2011'12			
		DISCRPTION OF A PROJECT	WARD	TOTAL PROJECT COST	CAPITAL	OPERATI	CAPITAL	OPERAT	CAPITAL	OPERATIN	DIRECTO	FUNDE
NATIONAL KPA						IDP PRIORITY						
Socio-economic Development		Housing	Sobabili housing project Prep Funding	5	R 50 000-00	R 50 000-00					Technical Services	Housing
			Lochsloy Housing Project implementation stage	7	R 783 515-00	R 783 515-00					Technical Services	Housing
			Goodhome Housing Project implementation stage	5	R 1 381 310-00	R 1 381 310-00					Technical Services	Housing
			Zwelisha Craig Housing Project implementation stage	6	R 8 988 000-00	R 8 988 000-00					Technical Services	Housing
			Phangweni Housing Project planning stage	12	R 50 000-00	R 50 000-00					Technical Services	Housing
			Newlands Housing Project Planning stage	7	R 50 000-00	R 50 000-00					Technical Services	Housing

IMBABAZANE LOCAL MUNICIPALITY												
MULTI-YEAR INPUT FROM IDP 2008/9 TO 2010/11												
NATIONAL KPA	IDP PRIORUTY	DISCRIPTION OF A PROJECT	WARD	TOTAL PROJECT COST	2009/10		2010'11		2011'12		DIRECTO RATE	FUNDE R
					CAPITAL	OPERA TING	CAPITAL	OPERAT ING	CAPITAL	OPERATIN G		
Socio-Economic	Economic growth	LED Plan implementation		R 000- 00	R 000- 00						Planning& Community services	Municip alit
	Tourism	Tourism Strategy implementation		R 000-00	R 000-00						Planning& Community services	Municip alit
											Planning& Community services	Municip alit
	Agriculture	Agricultural Initiative (Strategy)implementation		R 000-00	R 000-00						Planning& Community services	Municip alit
		Seeds Project(Vegetables)	All wards	R 00 000-00	R 00 000-						Planning& Community services	Municip ality
		Imbabazane Maize crop Production Project(INPUTS)	All wards	R 1 000 000-00	R 1 000 000-00						Planning& Community services	Municip ality
		Mayoral Flagship Project		R 00 000-00	R 00 000-00						Planning& Community services	Municip ality
		Goats Project	All wards	R 200 000-00	R 200 000-00						Planning& Community services	Municip ality
	Youth Advisory Centre	YAC	All wards	R 300 000-00	R 300 000-00						Planning& Community services	UMSOB OMVU

IMBABAZANE LOCAL MUNICIPALITY												
MULTI-YEAR INPUT FROM IDP 2008/9 TO 2010/11												
				2009'10		2010'11		2011'12				
		DISCRIPTION OF A PROJECT	WARD	TOTAL PROJECT COST	CAPITAL	OPERATING	CAPITAL	OPERATING	CAPITAL	OPERATING	DIRECTOR	FUNDER
NATIONAL KPA	IDP PRIORUTY											
SOCIO-ECONOMIC DEVELOPMENT	Sports , Recreation and Community Centres	Youth/gender		R 500 000-00	R 500 000-00						Planning& Community services	Municipality
	Community safety and Security	Road Safety		R 90 000-00	R 90 000-00						Corporate Services	Depy of Transport
		Disaster		R 300 000-00	R300 000-00						Planning and Community Services	Municipal
		Fire Fighting		R 1 000 000-00	R 1000 000-00						Planning and Community Services	DBSAI
	Free Basic Services	Free Basic Electricity	All wards	R 1000 000-00	R 1000 000-00						Planning and Community Services	Grant
		Alternative Energy GEL		R 2 000 000--00	R 2000 000--00						Planning and Community	Grant
		Poverty Alleviation		R 000-00	R 000-00						Planning and Community	Grant
	Refuse removal & cemeteries	Cemetery plan/landfill		R 580 000-00	R 580 000-00						Planning and	DBSA

IMBABAZANE LOCAL MUNICIPALITY												
MULTI-YEAR INPUT FROM IDP 2008/9 TO 2010/11												
					2009'10		2010'11		2011'12			
		DISCRIPTION OF A PROJECT	WARD	TOTAL PROJECT COST	CAPITAL	OPERATING	CAPITAL	OPERATING	CAPITAL	OPERATING	DIRECTOR	FUNDER
NATIONAL KPA	IDP PRIORITY											
Financial management	Financial management and Auditing	Auditing		R 500 000 -00	R 500 000 -00						Financial Services	
		Grap conversion		R 300 000-00	R 300 000-00						Financial Services	
		Anti corruption strategy		R 100 000-00	R 100 000-00						Financial Services	
	Asset management	Vehicles		R 200 000-00	R 200 000-00						Financial Services	
	Asset Management	Fixed asset register		R 000-00	R 000-00						Financial Services	
	Revenue Generation	Valuation Roll		R 000-00	R 000 - 00						Financial Services	

IMBABAZANE LOCAL MUNICIPALITY												
MULTI-YEAR INPUT FROM IDP 2008/9 TO 2010/11												
		DISCRIPTION OF A PROJECT	WARD	TOTAL PROJECT COST	2009'10		2010'11		2011'12		DIRECT ORATE	FUNDER
					CAPITAL	OPERA TING	CAPITAL	OPERA TING	CAPITAL	OPERATIN G		
NATIONAL KPA	IDP PRIORUTY											
Democracy and governance	Ward Committees	Training of Ward committees and Councillors		R 240 000-00	R 240 000-00						Corporat e Services	Municipal funds
	Client Satisfaction	Customer Survey		R 000-00	R 000-00						Corporat e Services	Municipal funds
	HIVAIDS	HIV/AIDS Awareness		R 500 000-00	R 500 000-00						Office of the Mayor	Municipal Funds
	Public participation	Izimbizo/Public Participation		R 320 000-00	R 320 000-00						Office of the Mayor	Municipal Funds
		Communication Plan		R 80 000-00	R 80 000-00						Office of the Mayor	Municipal Funds
	Traditional Leadership	Heritage		R 150 000	R 150 000-00						Office of the Mayo	Municipal Funds

H. SDBIP

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2009/10

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	PROJECTS	KEY PERFORMANCE INDICATORS	TOTAL BUDGET	1 ST QUARTER PROJECTED BUDGET	2 ND QUARTER PROJECTED BUDGET	3 RD QUARTER PROJECTED BUDGET	4 TH QUARTER PROJECTED BUDGET	RESPONSIBLE DEPT
Infrastructure	Roads & Stormwater	To develop, upgrade and maintain municipal infrastructure systems as a means to improve quality life and access to services	Mahlubi-Mangwe Gravel Road	6 KM	R 4 500 000-00	R 2 250 000-00	R 2 250 000-00	_____	_____	Technical Services
			Mbhaza Gravel Road	1,5 KM	R 1 125 000-00	R 562 500-00	R 562 500	_____	_____	Technical Services
			Thamela Gravel Road	6 KM	R 4 500 000-00	R 2 250 000	R 2 250 000	_____	_____	Technical Services
			Googhome/Sobabili Pdestrian Bridge		R 2 000 000-00	R 1 000 000 -60	R 1 000 000-00	_____	_____	Technical Services
			Sliingamehlo/Ngodini Pedestrian Bridge		R 800 000-00	R 400 000-00	R 400 000-00	_____	_____1	Technical Services
			Plant and Equipment		R 2 500 000-00		R 2 500 000-00	_____	_____	Technical Services
			Buildings		R 250 000-00		R 250 000-00	_____	_____	Technical Services
										Technical Services

		To facilitate access to formal housing	Sobabili housing project Prep Funding	Project linked subsidy application pack	_____	_____	_____	_____	_____	Technical Services
			Lochsloy Housing Project implementation stage	100% of capital Budget spent/Budget reports	R 783 515-00	R156,703.00	R188,043.60	R376,087.20	R62,681.20	Technical Services
			Goodhome Housing Project implementation stage	100% of capital Budget spent/Budget reports	R 1 381310-00	R276,262.00	R884,038.40	R221,009.60	R22,100.96	Technical Services
			Zwelisha Craig Housing Project implementation stage	100% of capital Budget spent/Budget reports	R 10 388000-00	R1,226,560.00	R4,155,200.00	R2943,744.00	R1,962,496.00	Technical Services
			Phangweni Housing Project planning stage	Project linked subsidy application pack	_____	_____	_____	_____	_____	Technical Services
			Newlands Housing Project Planning stage	Project linked subsidy application pack	_____	_____	_____	_____	_____	Technical Services
Socio - economic development	Local Economic Development	To create a climate conducive for sustainable economic growth and job creation	LED Plan implementation	Council resolution on adopted Plan	00 000- 00		R 000-00		R 000-00	Director Planning and Community Services
	Tourism	To promote local economic development through tourism	Tourism Strategy implementation	Council Resolution on adopted strategy	R00 000-00	_____		_____	_____	Director Planning and Community Services

	Agriculture	To promote Local economic Development through	Seeds Project	No of jobs created/Budget report	R 00 000-00	_____	R 00 000-00	_____	_____	Director Planning and Community Services
			Imbabazane Maize crop Production Project(INPUTS)	No of jobs created/Budget report	R 1 000 000-00	_____	_____	R 1 000 000-00	_____	Director Planning and Community Services
			Mayoral Flagship Project	No of jobs created/Budget report	R 200 000-00	_____ -	_____	_____	R 200 000-00	Director Planning and Community Services
			Goats	No of jobs created/Budget report/400hectoers	R 200 000-00	_____	_____	R200 000-00	_____	Director Planning and Community Services
	Sports, Recreation and Community Centres	To promote sports especially among the youth, Develop recreational areas and Community Centres	Youth & Gender	Budget report	R 500 000-00	R 100 000-00	R100-000-00	R100 000-00	R 200 000-00	Director Planning and Community Services
	Community Safety	To promote a safe and a secure environment for the people of Imbabazane Municipality	Road Safety	Budget report	R 90 000-00	R 22 500-00	R 22 500-00	R 22 500-00	R 22 500-00	Director corporate Services
			Fire Fighting	Council resolution/Functional fire dept	R 1000 000-00	R 200 000-00	R 200 000-00	R 200 000-00	R 400 000-00	Director Planning and Community Services
	Free Basic Services	To provide free basic services to indigent households within the	Free Basic Electricity	% age of households earning less than R 1100 -00 per month with	R 1000 000-00	R 250 000-00	R 250 000-00	R 250 000-00	R 250 000-00	Director Planning and Community Services

	Asset Management	To ensure the effective and efficient control, utilisation, safeguarding of municipal assets	Vehicles	Budget Report	R 280 000-00	_____	_____	R 280 000-00	_____	Director Financial services
			Fixed asset register	Fixed asset register	R 000-00	R 000-00				Director Financial services
	Revenue generation	implementation of the property rates act	Revenue collection	Income	_____	_____	_____	_____	_____	Director Financial services
Institutional Transformation and Organisational Arrangement	Administration	To provide efficient and effective internal administration	Registry/Archives	A functional Registry	R 60 000-00	_____	R 000-00	R 000-00	_____	Director Corporate Services
			Development of Municipal Website	An informative website	R 50 000-00	_____	R 50 000-00	_____	_____	Director Corporate Services
			Signage	Clear directions to Municipal offices	R 60 000-00	_____	_____	R 60 000-00	_____	Director Corporate Services
	Human Resources	To capacitate staff to enable them to implement the IDP	Leadership programme	Reports		_____		_____	_____	Director Corporate Services
			Staff Development	Training reports	R 70 000-00	_____	R 40 000-00	_____	R 30 000-00	Director Corporate Services
			implement learnership programme	Progress reports	Operational Budget	_____	_____	_____	_____	Director Corporate Services
			Review the existing employment equity plan	A reviewed employment equity plan	Operational Budget	_____	_____	_____	_____	Director Corporate Services

			To facilitate the sourcing of funding to develop Ntabamhlophe and Loskop nodal centres into formal towns	Progress made towards the acquisition of funding for development of towns both in Loskop and Ntabamhlophe	Operational Budget					Director Planning and Community Services
Democracy and government	Governance and Democracy and ward committees	To create sufficient and appropriate capacity for effective governance and service delivery	To provide training for Councillors on governance matters and ward committees	Training Reports						Director Corporate Services
	Client satisfaction	To ensure client satisfaction	Bathopele change Management	Improvement in client satisfaction	R 000-00			0		Director Corporate Services
	Public Participation		Community participation on IDP & Budget processes	Izimbizo	R 320 000-00				R 320 000-00	Manager in the office of the Mayor
			Communication Plan	Adopted Plan	R 80 000-00			R 80 000-00		Manager in the office of the Mayor
	HIV/AIDS	To manage and minimise the impact of HIV/AIDS within Imbabazane Municipality	HIV/AIDS AWARENESS	Budget reports	R 500 000-00	R 200 000-00	R 100 000-00	R 100 000-00	R 100 000-00	Manager in the office of the Mayor
	Traditional Leadership		Heritage	Budget Expenditure	R 150 000-00	R 40 000-00	R 40 000-00	R 40 000-00	R 30 000-00	Manager in the office of the Mayor
	Resources		Plan		00	00				Director Corporate

	Ward Committees	To capacitate ward committees	Ward Committee Capacity Building	Training Reports	R 240 000-00			R 240 000-00		Manager in the office of the Mayor

FINANCIAL PLAN 2006 – 2011

1. Introduction

The Imbabazane Municipality has recognised that to be successful the IDP must be linked to a workable financial plan, which includes a multi-year budget developed using financial modelling. Furthermore, it was recognised that without the financial plan, the IDP would be incomplete. The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires the municipality to take into account the IDP during the budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.

Consequently the IDP process has been extended to include the financial plan in this section of the IDP. program

2. Financial Strategies

The financial strategies adopted by Council include a general strategy which will apply to the detailed strategies, a financial resources (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and cost effectiveness strategy. These strategies have been incorporated into a detailed financial action plan that follows this section. More details of the aforementioned strategies are set out below on the table.

3. Financial Issues – Imbabazane Local Municipality

The key financial issues affecting the Imbabazane Local Municipality are listed below.

1. Lack of funds for capital projects

- Various sources of grants and subsidies need to be identified and a person tasked with this function
- Document policies relating to capital financing

2. Alignment of the budget process

- The IDP needs to be aligned with the budget
- Business plans are needed for projects taking into consideration cost of inflation
- Operational Costs of projects needs to be determined

3. Financial Management

- An IT system needs to be implemented
- An internal audit committee is needed
- The annual report needs to be prepared
- Employ consultants to assist with the implementation of GAMAP
- Review all financial policies and procedures and document flow
- A cash flow monitoring system is needed
- The budgeting process needs to take heed of the requirements of the Municipal Finance Management Bill and Systems Act

4. Asset Management

- An asset management system is required.
- Finance Department needs to maintain a tighter control over use of vehicles and fuel and oil
- The annual insurance premiums need to be reviewed
- Identify unutilised assets

FINANCIAL STRATEGIES AND ACTION PLAN – 2005/6 to 20010/11

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2005/06	2006/07	2007/08	2008/09	2009/10
Capital financing strategy		Obtain International and local grant funding to undertake projects	Dedicate a particular person to the function of raising grants	CFO/IDP Manager				√	
			Identify, establish, maintain and update database of all grant funders	CFO/IDP Manager				√	
			Undertake project feasibility studies and project plans	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2005/06	2006/07	2007/08	2008/09	2009/10
			Approach prospective funders with IDP and Financial plan for funding	CFO/IDP Manager	Ongoing	Ongoing	Ongoing	Ongoing	
Asset management strategy	Effective asset management		Ensure asset management system is implemented and functional	CFO	Its being implemented			Its being implemented	
			Obtain a complete inventory of all assets	CFO	The process is ongoing, to be completed in 07/08			All inventory accounted for	
			Ensure all assets are properly maintained	CFO	Ongoing	Ongoing	Ongoing	Ongoing	

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2005/06	2006/07	2007/08	2008/09	2009/10
		Disposal of unutilised assets	Identify and list unutilised & uneconomic assets	CFO	Ongoing	Ongoing	Ongoing	Ongoing	
			Dispose of unutilised assets	CFO	Done			Done	

		Improve the use of uneconomic assets	All Departments	on going			On going	
Financial management	Implement internal controls	Develop all financial policies, procedures and document flows	CFO	on going			On going	
		Implement a cash flow monitoring system. Monitor cash forecasts and cash flow against forecasts	CFO			√	On going	
		Prepare meaningful monthly management reports	CFO		Its on going		On going	
		Consider the impact of The Municipal Finance Management Bill and Systems Act in the budgeting process	CFO	Its ongoing			On going	
		Employ consultants to aid with the implementation of Gamap	CFO	To be implemented in 07/08			Being implemented	
		Ensure business plans are prepared for projects	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	

		Determine operational costs of new capital projects	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	
Cost Effectiveness		Conduct a skills audit of financial division staff	HR Manager	Its ongoing			Completed	
		Review job descriptions and duty schedules in terms of the task evaluation system	HR Manager			√		
		<ul style="list-style-type: none"> Develop and implement vehicle policy. Effective implementation and monitoring of vehicle fleet and maintenance 	CFO	Its ongoing still require HOD'S SUPPORT				On going

		<ul style="list-style-type: none"> • Introduce monthly reports on use of printing and stationery • Implement controls to monitor the use of photocopying and fax machines 	CFO			√	On going	On going
		<ul style="list-style-type: none"> • Develop a policy on the use of telephones • Use the telephone monitoring system to control the private use of telephones 	CFO	Its being implemented and employees outgoing calls go through reception and recorded			On going	
		Set up internal audit committee(Consider shared services with Uthekela)	CFO	Its done			Already established	
		Review overtime claim and approval procedures and supporting documentation	CFO	Its ongoing overtime claim forms have been introduced			On going	

SUMMARY of BUDGET 2008/09 TO 2010/11

BUDGET SUMMARY 2008/2009

DEPARTMENT	SALARIES	GENERAL EXPE	MAINTAINANCE	CAPITAL CHARGES	CAPITAL EX REVENUE	CAPITAL	TOTAL EXPE	INCOME	SURPLUS (DEFICIT)
COUNCIL	4,206,682	3,035,000	-		20,000		7,261,682	34,612,000	27,350,318
MUNICIPAL MANAGER	2,604,657	190,000	-		40,000		2,834,657		24,515,661
TECHNICAL	2,112,461	60,000	-		4,750,000		6,922,461		17,593,200
ADMINISTRATION	2,098,864	2,479,000	305,000		210,000		5,092,864	-	12,500,336
FINANCE	1,769,690	2,367,000	500,000		220,000		4,856,690	-	7,643,645
IDP / PLANNING	2,123,999	5,765,000	-		130,000		8,018,999	-	(375,354)
MPCC	-	585,000	-		50,000		635,000		(1,010,354)
CAPITAL						13,475,000	13,475,000	14,515,000	29,646.09
TOTAL	14,916,354	14,481,000	805,000		5,420,000	13,475,000	49,097,354	49,127,000	29,646.09

BUDGET SUMMARY 2009/2010

DEPARTMENT	SALARIES	GENERAL EXPE	MAINTAINANCE	CAPITAL CHARGES	CAPITAL EX REVENUE	CAPITAL	TOTAL EXPE	INCOME	SURPLUS (DEFICIT)
COUNCIL	4,543,216	4,623,800	-		21,600		9,188,616	34,329,000	25,140,384
MUNICIPAL MANAGER	2,149,791	547,200	-		-		2,696,991		22,443,393
TECHNICAL	2,083,557	64,800	500,000		810,000		3,458,357		18,985,036
ADMINISTRATION								-	

	1,617,662	5,467,320	770,000		226,800		8,081,782		10,903,254
FINANCE	1,563,846	1,771,960	600,000		340,000		4,275,806	-	6,627,448
IDP / PLANNING	1,493,220	6,366,200	200,000		140,400		8,199,820		(1,572,372)
MPCC	-	631,800	-		54,500		686,300		(2,258,672)
CAPITAL						15,078,400	15,078,400	13,522,000	(3,815,071.85)
TOTAL	13,451,292	19,473,080	2,070,000		1,593,300	15,078,400	51,666,072	47,851,000	(3,815,071.85)

**BUDGET SUMMARY
2010/2011**

DEPARTMENT	SALARIES	GENERAL	MAINTAINANCE	CAPITAL	CAPITAL EX	CAPITAL	TOTAL	INCOME	SURPLUS
		EXPE		CHARGES	REVENUE		EXPE		(DEFICIT)
COUNCIL	4,906,674	5,004,904	-		23,544		9,935,122	42,406,000	32,470,878
MUNICIPAL MANAGER	2,357,818	590,976	-		-		2,948,794		29,522,084
TECHNICAL	2,229,406	70,632	500,000		874,800		3,674,838		25,847,246
ADMINISTRATION	1,730,898	5,904,706	819,600		174,960		8,630,164	-	17,217,082
FINANCE	1,688,953	1,919,097	800,000		651,200		5,059,250	-	12,157,832
IDP / PLANNING	1,612,678	9,377,976	864,000		34,992		11,889,646		268,187
MPCC		682,344	-		58,860		741,204		(473,017)
CAPITAL						14,952,960	14,952,960	11,492,000	(3,933,977)
TOTAL	14,526,427	23,550,634	2,983,600		1,818,356	14,952,960	57,831,977	53,898,000	(3,933,977)

GOVERNMENT GRANTS AND SUBSIDIES- ALLOCATIONS

NATIONAL GRANT ALLOCATIONS	MEDIUM TERM REVENUE AND EXPENDITURE		
	BUDGET YEAR 2009/10	BUDGET YEAR 2010/11	BUDGET YEAR 2011/12
Equitable Share	R 34 329 000	R 34 329 000	R 42 406 000
Municipal Infrastructure Grants(MIG)	R 12 925	R 12 522 000	R 10 242 000
Local Government Finance Management Grant	R 1 000 000	R 1 000 000	R 1 000 000
FBS	R 1 000 000	R 2 000 000	R 3 760 000
FBE	R 3 000 000	R 3 000 000	R 4 142 480
Municipal Improvement Grant	R 500 000	R	
Financial Interns	R 1 000 000	R 1 000 000	R 1 250 000
Provincial Grant Allocations			
DPLGTA Capacity Building	R 200 000	R 00	R 00
Department of Housing	R 11 148 948	R 00	R 00
Road Safety DLGTA	R 90 000	R 90 000	R 90 000
OTHER GRANTS			
Umsobomvu Youth Found	R 300 000	R 300 000	R 300 000
DBSA	R 1 960 000	R 00	R 00

I. ORGANISATIONAL PERFORMANCE PLAN

ANNEXTURE I

Organisational Scorecard (Performance Management System)

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
Infrastructure	Roads & Stormwater	To develop, upgrade and maintain municipal infrastructure systems as a means to improve quality life and access to services	To develop and implement a master plan of Municipal Roads & infrastructure investment plan	Roads Master plan/Infrastructure Investment Plan	100% compliance	Quarterly	Technical Services	Progress reports
			To participate in the Rural Road Transport Forum	Number of meetings attended per annum.	4 meetings per annum .	Quarterly	Technical Services	Minutes of the forum
			To procure and maintain the municipal plant and equipment	Plant and machinery/% ageof maintenance budget	10% of budget spent on plant & 5% spent on maintenance.	Quarterly	Technical Services	Budget Reports
			To upgrade, reseal & maintain existing roads in line with a maintenance plan	% of capital budget spent	100%	Quarterly	Technical Services	Budget reports
			To develop pedestrian and cycle infrastructure	% of capital budget spent	100%	Quarterly	Technical Services	Budget records

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQUENCY	RESPONSIBILITY	SOURCE
			To provide shelters at stopping areas	% of capital budget spent	100%	Quarterly	Technical Services	Budget records
		To provide and upgrade storm water drainage	To establish and maintain storm water management system	% of budget spent	100%	Quarterly	Technical Services	Budget records
Infrastructure	Public Transport	To provide a safe, reliable, effective, sustainable public transport	To facilitate and ensure the implementation of public transport plan developed by the district	% of budget spent	100%	Quarterly	Technical Services	District reports
Socio-economic development	Housing and Land	To facilitate access to formal housing	To develop and implement a comprehensive Housing Plan	A comprehensive Housing Plan	100%	Quarterly	Technical Services	Project report
			To establish a housing data base demand	Housing data base demand	100%	Quarterly	Technical services	Project reports
			To expedite the implementation of prioritised housing projects	% of capital budget spent	100%	Quarterly	Technical services	Budget reports
			To undertake housing awareness and education campaign	No of workshops held	100%	quarterly	Technical services	Project reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQUENCY	RESPONSIBILITY	SOURCE
		To facilitate the acquisition of municipal land	To identify strategic potential parcels of land for the development eg housing/LED programmes	Title deeds	100%	Quarterly	Technical services	Project reports
			To liaise and partner with Land Affairs in terms of land acquisition	Partnership agreement	100%	Quarterly	Technical services	Project reports
Infrastructure	Electricity	To facilitate the supply of electricity to all households within the municipality and to ensure universal access to electricity by 2012	To establish electrification backlog	Electrification master plan	100%	quarterly	Technical services/ESKOM	Project reports
			To provide adequate street lighting	% of capital budget spent	100%	Quarterly	Technical Services	Budget reports
	Water and sanitation	To facilitate the delivery of basic services. To ensure universal access to : <ul style="list-style-type: none"> - Water by 2008 - Sanitation by 2010 	To assist the district with the identification and prioritisation of water and sanitation projects	No of meetings attended	100%	Quarterly	Technical services/District	Project reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
			To participate in the development, Prioritisation and review of District WSP	No of meetings attended	100%	Quarterly	Technical services/District	Project report
Socio - economic development	Local Economic Development	To create a climate conducive for sustainable economic growth and job creation	To develop a Local Economic Development Plan	LED Plan	100%.	Quarterly	Director Planning and Community Services	Project report
			To Develop Agricultural and Tourism Strategy	Agricultural strategy & Tourism Strategy.	100%	Quarterly	Director Planning and Community Services	Project reports
			To develop a marketing Strategy	Marketing strategy	100%	Quarterly	Director Planning and Community Services	Project report
			To promote youth entrepreneurship	Youth Development Strategy	100%	Quarterly	Director Planning and Community Services	Project reports
			Establishment of LED Forum	Operational LED Forum	100%	Quarterly	Director Planning and Community Services	Forum minutes
			To source funding for LED Programmes	% of Budget sourced from outside sources	10% of total LED Budget	Quarterly	Director Planning and Community Services	Budget Reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
			To promote SMME, Co-operatives and BEE Projects	No of SMME, Co-operatives and Bee Projects developed and supported	2% of Co-operatives, SMME & BEE Projects	Quarterly reports	Director Planning and Community Services	Programme reports
			To facilitate & promote ASGISA Programme	Amount of time spent promoting this programme	10% of the total time spent on LED Programmes	Quarterly	Director Planning and Community Services	Programme reports
	Tourism	To promote local economic development through tourism	To promote community based tourism	% of time and money spent by tourist on our community based tourism products	2% of time and money spent on community based tourism products	Quarterly	Director Planning and Community Services	Programme reports
			To promote the development of new tourism attraction	% of Budget and time spent on the Development of new tourism attraction	1% of the total budget	Quarterly	Director Planning and Community Services	Reports
			To develop a craft/training and development programme	Training and development programme	100%	Quarterly	Director Planning and Community Services	Reports
			Facilitate the establishment of community association/organisation	Community associations	100%	Quarterly	Director Planning and Community Services	Reports
	Agriculture	To promote Local economic Development through agriculture	To facilitate the establishment of agricultural projects in various settlements	% of time and budget spent on the establishment of agricultural projects	20% of projects to be up and running	Quarterly	Director Planning and Community Services	Reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
			To investigate the feasibility for the commercialisation of live stock	Strategy to commercialise live stock	100%	Quarterly	Director Planning and Community Services	Council resolution
			To support the maize, vegetable and beans production initiatives	% of budget spent to support the Maize, vegetables, and Beans initiatives	5% of the total budget	Quarterly	Director Planning and Community Services	Budget reports
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	HIV/AIDS	To manage and minimise the impact of HIV/AIDS within Imbabazane Municipality	To develop and implement an HIV/AIDS strategy	HIV/AIDS strategy	100%	Quarterly	Manager in the Office of the mayor	Council resolution
			To develop a database of all none governmental organisation involved in HIV/AIDS programme within he municipality	Data Base	100%	Quarterly	Director Planning and Community Services	Council resolution
			To conduct community awareness campaigns on HIV/AIDS	6 community awareness campaigns on HIV/AIDS annually	100%	Quarterly	Director Planning and Community Services	Report
SOCIO-ECONOMIC DEVELOPMENT	Housing and Land	To facilitate access to formal housing	To develop and implement a comprehensive Housing plan	Housing plan	100%	Quarterly	Technical Services	Council resolution
			To establish housing Data Base Demand	Housing Data Base Demand	100%	Quarterly	Technical Services	Council resolution
			To expedite the implementation of	Total number of new housing units	100 units annually	Quarterly	Technical Services	Reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
			prioritised housing projects	constructed				
		To facilitate the acquisition of Municipal land	To identify strategic, potential parcels of land for development(Housing, LED etc	No of hectors and Progress made with the administrative process to transfer land to the Municipality	% of hectors of land	Quarterly	Technical Services	Deeds office report
			To partner with the Dept of Land Affairs in terms of land acquisition	Memorandum of understanding between the Municipality and Land affairs	100%	Quarterly	Technical Services	Council resolution
	Community Safety	To promote a safe and a secure environment for the people of Imbabazane Municipality	To investigate the possibility of establishing a municipal traffic law enforcement unit and motor vehicle licensing service	Appoint consultants to investigate	100%	Quarterly	Director Corporate Services	Reports
			To provide an effective fire control services	Establish fire fighting Department	2 Deport in Loskop & Ntabamhlophe	Quarterly	Director Planning and Community Services	Reports
			To provide adequate street lighting and visibility in denseley populated areas	Streetlights	In two areas/izigodi	Quarterly	Technical Services	Reports
			To compile and implement a disaster management plan	Disaster Management plan	100%	Quarterly	Director Planning and Community Services	Council resolution

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
			To implement roads safety programme	To have Lollypop at all school crossing areas	4 Lollypop	Quarterly	Director Corporate Services	Reports
			To conduct crime awareness campaigns in partnership with the Safety and Security and Community Liason Department	% of budget spent on crime awareness campaigns	1 community event	Quarterly	Director Corporate Services	Reports
	Sports, Recreation and Community Centres	To promote sports especially among the youth, Develop recreational areas and Community Centres	To identify areas that are central to locate sports facilities, Recreational areas and Community Centres	% of budget spent on recreational areas and community centres	Progress made towards development of recreational areas	Quarterly	Director Planning and Community Services	Budget report
	Free Basic Services	To provide free basic services to indigent households within the Municipality	To develop and review continuously the indigent policy	Updated indigent policy	100%	Quarterly	Director Planning and Community Services	Budget report
			To develop and continuously review an indigent register of households with/without electricity	An updated Indigent register	100%	Quarterly	Director Planning and Community Services	Report
			To provide free basic electricity to indigent households with electricity	% of budget spent on FBE	% of beneficiaries	Quarterly	Director Planning and Community Services	Budget report
			To provide alternative source of energy to indigent households without electricity	% of budget spent on alternative source of energy	1500 beneficiaries	Quarterly	Director Planning and Community Services	Budget report

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQUENCY	RESPONSIBILITY	SOURCE
	Refuse Removal and Cemeteries	To provide a safe and healthy environment	To develop a waste management plan	Waste management plan	100%	Quarterly	Director Planning and Community Services	Budget report
			To develop and maintain a licensed landfill site	Licensed landfill site	100%	Quarterly	Director Planning and Community Services	Report
			To develop appropriate by-laws for waste management	By-laws on waste management	100%	Quarterly	Director Planning and Community Services	Council resolution
			To conduct a cemetery study	Cemetery study report	100%	Quarterly	Director Planning and Community Services	Report
			To identify new and maintain the existing cemeteries	% of budget spent on maintenance	100%	Quarterly	Director Planning and Community Services	Budget report
			To develop bylaws appropriate for cemeteries	By-laws	100%	Quarterly	Director Planning and Community Services	Budget report
Financial Management	Financial Management and Auditing	To manage and use public funds effective, efficient, transparent and in an accountable manner	To develop and implement effective financial management systems and policies	% of budget spent on financial management systems and policies	100%	Quarterly	Director Planning and Community Services	Budget report
			Monitor compliance with financial management legislation, policies and regulations	Compliance	100%	Quarterly	Director Planning and Community Services	Audit reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
			Establish and implement supply chain management system	Supply chain policy	100%	Quarterly	Director Planning and Community Services	Reports
			To develop an efficient and effective internal audit unit	Audit unit	100%	Quarterly	Director Planning and Community Services	Reports
			To develop and implement an anticorruption strategy	Anticorruption strategy	100%	Quarterly	Director Planning and Community Services	Reports
			To ensure that municipal books are audited in terms of the MFMA	Audit reports	100%	Quarterly	Director Planning and Community Services	Reports
	Budgeting	To promote transparency and accountability	To deliver services strictly in line with budget provisions and authorised function	Progress made to ensure that service delivery is in line with budget provisions	100%	Quarterly	Director Financial services	Reports
			To develop annual budget and mechanism to monitor its implementation	Adopted Budget by Council	100%	Quarterly	Director Financial services	Reports
			Align the IDP and Budget	% allocated to IDP Priorities	100%	Quarterly	Director Financial services	Reports
			Develop the financial plan	Progress made towards developing and reviewing a financial plan	100%	Quarterly	Director Financial services	Reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
			To ensure accountability for the use and expenditure of public funds	Internal audit	100%	Quarterly	Director Financial services	Reports
			Involve the public in the budget preparation process	Izimbizo	100%	Quarterly	Director Financial services	Reports
	Asset Management	To ensure the effective and efficient control, utilisation, safeguarding of municipal assets	To develop an asset management policy and maintain an inventory of all municipal assets	Asset management policy	100%	Quarterly	Director Financial services	Reports
			Integrate asset management with financial management system	Intergrated Financial Management system	100%	Quarterly	Director Financial services	Reports
	Revenue generation	To prepare for the implementation of the property rates act	Prepare a comprehensive valuation roll	Valuation roll	100%	Quarterly	Director Financial services	Reports
	Supply chain management	To promote the economical ,efficient and effective use of resources	To develop supply chain management systems and structures as per the MFMA regulations	Supply chain policy and SCM structures	100%	Quarterly	Director Financial services	Reports
Institutional Transformation and Organisational Arrangement	Administration	To provide efficient and effective internal administration	To develop an institutional development plan linked to IDP and based on powers and functions of the council	A fully fledged institutional development plan	100%	Quarterly	Director Corporate Services	Reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
			To provide efficient legal services	Progress made towards ensuring minimal legal actions against the Council	100%	Quarterly	Director Corporate Services	Reports
			To review and implement progressive administration policies and by-laws	Progress made towards reviewing and implementing policies and bylaws	100%	Quarterly	Director Corporate Services	Reports
			To source funding for adequate office accommodation and technical deport	%age of Budget allocated for office building and deport	100%	Quarterly	Director Corporate Services	Reports
			To provide an integrated IT System	%age of budget allocated for IT	100%	Quarterly	Director Corporate Services	Reports
			Development of an efficient and effective archive and registry system	Progress made towards developing an efficient and effective archive and registry system	100%	Quarterly	Director Corporate Services	Reports
	Human Resources	To capacitate staff to enable them to implement the IDP	To develop and implement a municipal human resources strategy	Progress made towards the development and implementation of a human resources strategy	100%	Quarterly	Director Corporate Services	Reports
			To undertake a skills audit and job evaluation	Skills Audit report	100%	Quarterly	Director Corporate Services	Reports
			Review the skills development plan Yearly	A reviewed skills development plan	100%	Quarterly	Director Corporate Services	Reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
			Review the existing employment equity plan	A reviewed employment equity plan	100%	Quarterly	Director Corporate Services	Reports
			Introduce and implement learnership programme in partnership with relevant SETAS	A comprehensive policy on learnerships and in-service training	100%	Quarterly	Director Corporate Services	Reports
			Finalisation of the review /preparation of a suite of human resources	Comprehensive HR policies	100%	Quarterly	Director Corporate Services	Reports
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Performance Management	To measure Councils performance on the implementation of IDP	To develop and incorporate PMS into Councils IDP	PMS System	100%	Quarterly	Director Development Planning and community services	Reports
			To establish a performance audit committee	A functional Performance audit committee	100%	Quarterly	Director Development Planning and community services	Reports
			To report on performance	Performance audit reports	100%	Quarterly	Director Development Planning and community services	Reports
	Integrated Development plan	To promote integrated , co-ordinated and sustainable development	To facilitate the preparation and review of a five year integrated development pan	Five year IDP	100%	Quarterly	Director Development Planning and community services	Reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
			To participate in the District planning initiatives	The no of meetings attended	100%	Quarterly	Director Development Planning and community services	Reports
			To facilitate the development of sector plans as components of the IDP	No of sector plans developed	100%	Quarterly	Director Development Planning and community services	Reports
			To ensure integration /alignment of IDP, PMS and Budget processes	Aligned IDP, PMS and Budget	100%	Quarterly	Director Development Planning and community services	Reports
			To strengthen the participation of representative forum and sector departments on the IDP process	No of participants on the IDP Forums	100%	Quarterly	Director Development Planning and community services	Reports
INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	LUMS and forward planning	To prepare and introduce Land use Management System covering the whole municipal area	Finalisation and adoption of the Land Use Management System	Adopted Land Use Management System	100%	Quarterly	Director Development Planning and community services	Reports
			To facilitate the development of Ntabamhlophe and Loskop service centres into formal towns	Progress made towards the development of towns both in Loskop and Ntabamhlophe	100%	Quarterly	Director Development Planning and community services	Reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQ UENCY	RESPONSI BILITY	SOURCE
Democracy and government	Governance and Democracy	To create sufficient and appropriate capacity for effective governance and service delivery	To provide training for Councillors on governance matters	%age of budget allocated for the training of Councillors	100%	Quarterly	Manager in the Office of the Mayor	Reports
	Co operative governance	To promote intergovernmental relations	To participate in the District IGR Structures	No of meetings attended	100%	Quarterly	Manager in the Office of the Mayor	Reports
	Ward Committees	To promote community involvement in municipal affairs	To capacitate ward committees on their powers and functions	Progress made towards capacitation of ward committees	100%	Quarterly	Manager in the Office of the Mayor	Reports
	Client satisfaction	To ensure client satisfaction	To undertake client satisfaction survey	Client survey	100%	Quarterly	Director Corporate Services	Reports
	Thusong Centre	To bring government services closer to the people	Through hosting various government Departments at Thusong Centre.	No of departments at the thusong	100%	Quarterly	Manager in the Office of the Mayor	Reports
			To engage in outreach programmes	Programme	100%	Quarterly	Manager in the Office of the Mayor	Reports
			Apply for Loskop Thusong Centre	Presentation	100%	Quarterly	Manager in the Office of the Mayor	Reports
	Public participation	To promote community involvement in municipal affairs	To develop a communication plan	Communication Plan	100%	Quarterly	Manager in the Office of the Mayor	Reports

NATIONAL KPA	IDP PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS	TARGET	FREQUENCY	RESPONSIBILITY	SOURCE
	Traditional leadership	To promote partnership between Council and the six traditional houses within the municipal boundary	To develop a traditional leadership and participation programme	Programme	100%	Quarterly	Manager in the Office of the Mayor	Reports

The performance plans are attached as an anNexture J 14

J. SECTOR PLANS

The following table outline the progress made on Sector plans

J1	SPATIAL DEVELOPMENT FRAMEWORK	Completed
J2	DISASTER MANAGEMENT PLAN	Completed
J3	LAND USE MANAGEMENT SYSTEM	Completed
J4	WASTE MANAGEMENT PLAN	Completed
J5	HOUSING PLAN	Completed
J6	LOCAL ECONOMIC DEVELOPMENT PLAN	Completed
J7	INFRASTRUCTURE INVESTMENT PLAN	Completed
J8	ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM	Completed
J9	IDP PROCESS PLAN	Completed
J10	CEMETERY PLAN	Completed
J11	AGRICULTURAL STRATEGY	C0mpleted
J12	TOURISM STRATEGY	Completed
J12	COMMUNICATION PLAN	Completed
J13	HIV/AIDS STRATEGY	Completed

ANNEXTURE J14

PERFORMANCE PLANS

