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PRELUDE

THE EIGHT PRINCIPLES OF BATHO PELE

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

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

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

ACCESS - All members of the public should have equal access to the services they are entitled to

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

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

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

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

VISION

“A better life to all people of Impendle through provision of sustainable access to basic services and promotion of social and economic development by 2030.”

MISSION

“Impendle Local Municipality will strive for the realization of this vision through its Integrated Development Plan, Back to Basics and the Batho Pele principles by:

- Facilitating delivery of appropriate services and community facilities within acceptable norms and standards
- Creating sustainable job opportunities and facilitation growth in the local economy
- Creating opportunities for self-advancement for previously disadvantaged members of the community
- Facilitating environmentally sustainable development and enhancement of the quality of the environment
- Building a responsible, caring and accountable Local Government; and
- Creating an enabling environment for everyone to play a meaningful role in the affairs of the Municipality

A. EXECUTIVE SUMMARY

This section of the IDP presents a concise overview of Impendle Local Municipality, the current key challenges, its long-term vision, linked to the spatial development vision in the SDF, its goals and objectives as well as its expected Key Performance Areas- indicating the most critical targets to be achieved and how these will be measured.

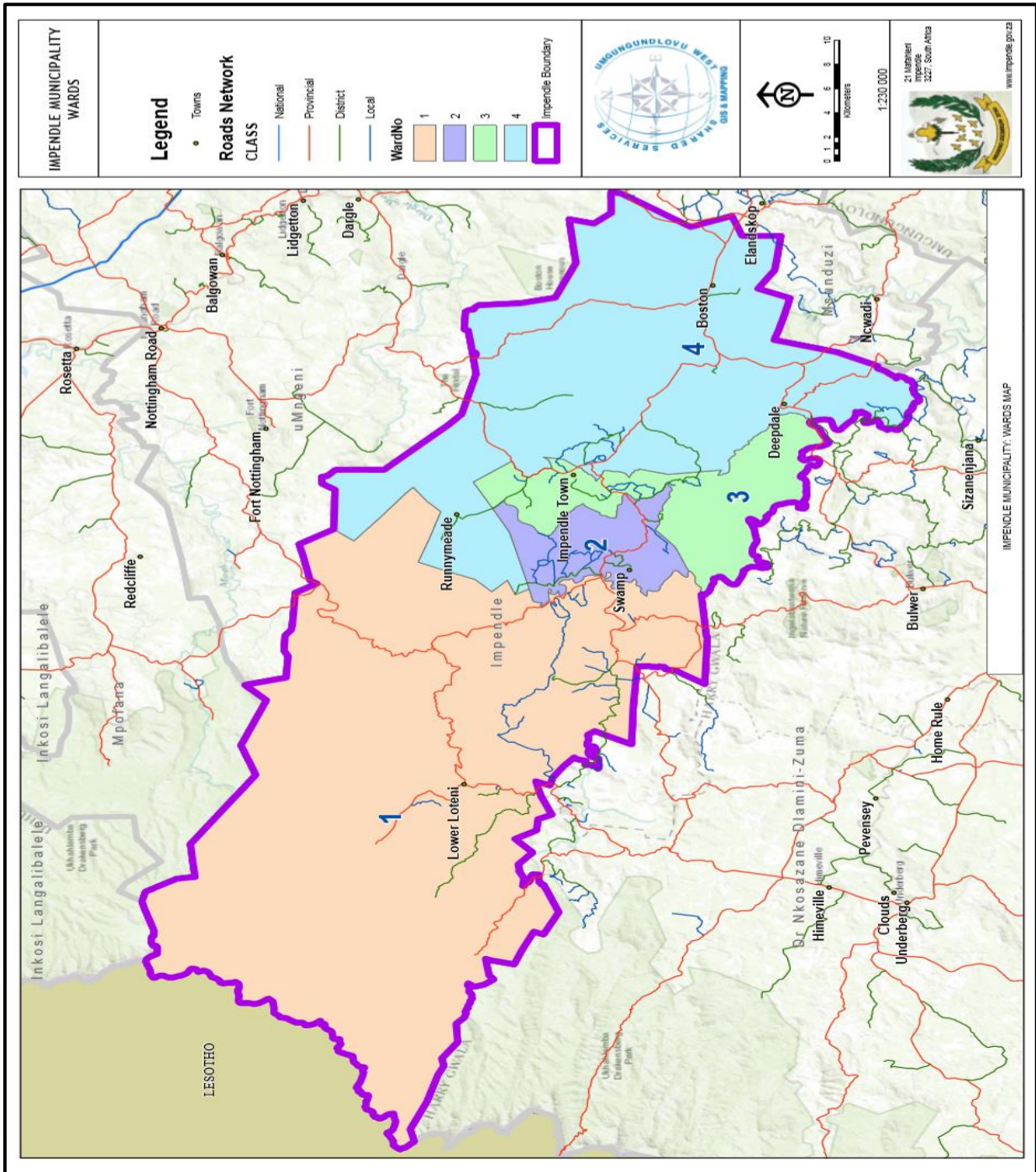
A.1 The overview of Impendle Local Municipality

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

Impendle Local Municipality is located within the uMgungundlovu District in KwaZulu-Natal. It is one of seven municipalities in the district. It is located on the Southwestern area of the province of KwaZulu-Natal. The municipality shares a boundary with the Mpofana Local Municipality to the north, Umgeni Local Municipality to the east and DR Nkosazana Dlamini-Zuma Local Municipality to the south.

Development nodes within the municipality include Impendle town, Boston, Stoffelton-Ntwasahlobo, Lower Lotheni, and Nzinga. The Impendle Local Municipality covers approximately 1 610km². Agricultural land and conservation cover most of the municipality. Most of the land within the municipality is under the ownership of Ingonyama Trust Board and is occupied by members of the communities under traditional leadership of the Nxamalala and Zashuke Traditional Councils. The municipality has 5 electoral wards.

Map 1: Impendle Local Municipality



A.1.1 KEY CHALLENGES FACING OUR MUNICIPALITY?

- High rate of unemployment, poverty, hunger, and inequality
- High and increasing number of HIV & AIDS prevalence
- Unsatisfactory delivery on the needs of the aged, disabled, orphans and women
- Backlog in the delivery of basic services
- Road infrastructure is poorly developed
- Backlogs on delivery of electricity and waste collection
- Equitable access to land and housing
- Rising unemployment and slow economic growth
- Inadequate management of the environment
- Lack of sufficient institutional and financial capacity within the Impendle Municipality.
- Stressed water reserves
- High levels of expenditure on transport
- Commercial sector is under-developed in Impendle – and there are income leakages
- Need for more facilities to accommodate a larger commercial sector
- Municipality not viewed as a tourism destination or a link to other destinations due to inaccessibility and lack of infrastructure
- Not too distant from Pietermaritzburg and therefore competition from that centre and to a lesser extent from Underberg
- Spread of invasive alien plant species a threat to agricultural lands and to ecological diversity
- Poor rangeland management- some areas are very overgrazed with serious erosion problems within the municipality

A.1.2 OUR LONG TERM-VISIONS

IMPENDLE IDP VISION

- A better life for all people of Impendle through provision of sustainable access to basic services and promotion of social and economic development by 2030.

IMPENDLE DRAFT SPATIAL VISION

- To achieve spatially integrated development in Impendle that prioritises sustainable human settlements, economic growth, protection of the environment and access to basic services.

A.1.3 WHAT ARE WE DOING TO RESPOND TO CHALLENGES?

- Address poverty, basic service delivery backlogs, and underdevelopment
- Improve accessibility in Impendle by developing and upgrading regional transport route to pass through Impendle town and other development nodes to integrate Impendle to the district and provincial space economy
- Facilitate economic regeneration of Impendle Town and build inclusive rural economy in the Area through the integration of informal economic activities into the formal economy
- Develop and Upgrade Access Roads in all Wards and other key community facilities
- Promote programs that cater for vulnerable groups of the society e.g., women, children, elderly, and those who are differently able
- Keep financial sustainability and value for money in municipal activities, and manage risk of fraudulent and corrupt decision making
- Keep the municipal Institutional transformation intact through annual review of the organogram and workplace skills program
- Retain and protect land with high agricultural potential for agricultural use only
- Identify land for promotion of small-scale commercial agriculture and overcome land tenure issues which inhibit commercial development
- Promote eco-tourism and community conservation by identifying areas where tourism could be promoted and the type of tourism, bearing in mind that the agricultural and natural landscapes must not be compromised
- Identify and enhance formally conserved areas in and around the municipality to promote environmentally sustainable development
- Introduce land use control in Traditional Council Areas, and on agricultural land
- Protect the natural and strategic water production/resources especially the uMngeni River Headlands and the surrounding vlei.
- Ensure that environmental objectives are considered in the formulation and adjudication of development proposals.
- Implement management areas for future urban development and expansion to develop sustainable and resilient rural and urban settlements as contained in SDF
- Develop and implement a Single Land Use Scheme (LUS) in terms of the Spatial Planning and Land Use Management Act.
- Develop a LUMS specific to rural areas distinguishing between negotiable and non-negotiable issues in each area.
- Promote different forms of economic development in each management area dependent on locality and opportunity.

- Prepare for climate change and protect communities from disasters
- Facilitate tourism development, and implement effective land use regulation along the uKhahlamba-Drakensburg Park

A.1.4 OUR KEY PERFORMANCE AREAS AND HOW THEY WILL BE MEASURED

The Organisational Performance Management System (OPMS) serves as the monitoring and evaluation tool of our performance as the Municipality. It provides the Impendle Local Municipality's stakeholders with a strategic approach setting out tools and techniques to regularly plan, periodically **monitor, measure, and review organizational and individual performance** and sets out an effective and efficient planning framework that integrates planning for an IDP, Budget and Performance Management as required by Section 38 and 41 of Municipal Systems Act 32 of 2000.

THE COMMENTS OF THE MEC FOR COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRE ON

2021/2022 IDP REVIEW

The Municipality has reviewed the comments made by the MEC for the Department of Cooperative Governance and Traditional Affairs (DCoGTA) and the comments of the Auditor General to identify areas requiring specific attention. These have been addressed or partially addressed where possible. While others we hope to address in the next generation of the IDP.

Table 1: MEC Comments and action plan to address comments

Table 3: Comments of the MEC for Cooperative Governance and Traditional Affairs on 2021/2022 IDP Review.

The Implications of Covid-19 pandemic on employment, income, and basic service delivery

The COVID-19 pandemic and the subsequent national lockdown have had a lot of undesirable consequences in the delivery of services, income generation/ employment and how we generally conduct our business as the Municipality. It would have been irresponsible of us not to respond in a manner that protects communities from the loss of income and essentially the loss of food security. ON 20 May 2021 Statistics South Africa (StatsSA) published ITS “Results from Wave 2 survey on the impact of the COVID19 pandemic on employment and income in South Africa”. It is worth noting that this survey may not be representative of the general population of South Africa. However, a number of potential lessons stand out that urge suitable responses. A few of these are summaries hereunder:

- The COVID-19 pandemic and subsequent national lockdown forced working from home. It has become apparent that, although working from home is very possible in many economic sectors, individuals have to be equipped with the necessary tools of trade and business and government environment has to become smarter, i.e., SMART CITIES in terms of connectivity and virtual ways of doing business need to be aspired to.
- In response to working from home, regulatory requirements must be adjusted to facilitate rather than restrict working from home. The survey indicated that very few people worked from non-residential building before the lockdown. As such, incentives could be pursued to encourage working in virtual spaces. The implications of such are immense, from a time management perspective as well as a climate impact to mention a few.
- People did and expected to continue to lose their jobs and livelihoods because of the pandemic/lockdown. During the lockdown, many households were reliant on savings for survival. The economic development of a community is therefore critical to elevate households out of poverty into a situation where households can withstand times of reduced or loss of income by way of having been able to make use of savings.
- Income and food security emerged as a major concern, and these are more prominent for the poorest sector of the community. As such, efforts to support subsistence livelihoods have to be increased to counter this concern.
- Many findings of the above survey indicate anxiety about the longer-term impact of the pandemic and lockdown. This uncertainty is the reason enough to take action immediately to counter undesirable longer term impacts that are looming.

B. PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES

This section identifies key Government Planning and Development Principles that guides our IDP development and implementation processes in the Municipality.

B.1 RELEVANT GOVERNMENT POLICIES AND IMPERATIVES

The IDP is informed by several key international and regional policies and commitments. These global governance frameworks include the UN SDGs, the AU's Agenda 2063 and SADC Regional Instruments, and they provide important context for developing this five-year municipal implementation plan.

B.1.1 THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The SDGs build on eight Millennium Development Goals that the world community committed its self to achieve by year 2015. The Sustainable Development Goals aim to complete the objectives set out in the Millennium goals and ensure that issues of inequality and poverty are dealt with permanently. The Municipality's response to the SDGs is outlined in the key strategic response to Municipal Challenges.

These Sustainable Development Goals are to:

- End poverty in all its forms everywhere.
- End hungers achieve food security and improved nutrition and promote sustainable agriculture.
- Ensure healthy lives and promote well-being for all at all ages.
- Ensure inclusive and quality education for all and promote lifelong learning.
- Achieve gender equality and empower all women and girls.
- Ensure access to water and sanitation for all.
- Ensure access to affordable, reliable/sustainable, and modern energy for all.
- Promote inclusive and sustainable economic growth, employment, and decent work for all.
- Build resilient infrastructure, promote sustainable industrialization, and foster innovation.
- Reduce inequality within and among countries.
- Make cities inclusive, safe, resilient, and sustainable.
- Ensure sustainable consumption and production patterns.
- Take urgent action to combat climate change and its impacts.
- Conserve and sustainably use the oceans, seas, and marine resources.

- Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.
- Promote just, peaceful and inclusive societies.
- Revitalize the global partnership for sustainable development.

B.1.2 THE 14 NATIONAL GOVERNMENT OUTCOMES (1-12)

There are 14 National Government Outcomes, but only twelve are relevant to our Municipality:

- Improved quality of basic education.
- A long and healthy life for all South Africans.
- All people in South Africa are and feel safe.
- Decent employment through inclusive economic growth.
- A skilled and capable workforce to support an inclusive growth path.
- An efficient, competitive, and responsive economic infrastructure network.
- Vibrant, equitable, and sustainable rural communities, with food security for all.
- Sustainable human settlements and improved quality of household life.
- A responsive, accountable, effective, and efficient local government system.
- Environmental assets and natural resources that are well protected and continually enhanced.
- Creation of a better South Africa and contributing to a better and safer Africa and World.
- An efficient, effective, and development oriented public service and an empowered, fair, and inclusive citizenship.

B.1.3 MEDIUM-TERM STRATEGIC FRAMEWORK 2019- 2024

The 2012 NDP sets out a long-term vision for the country and provides the programme through which South Africa can advance radical economic transformation through development planning. The MTSF 2014 - 2019 outlined the plan and outcome-based monitoring framework for implementing the NDP during the country's fifth democratic administration. This MTSF 2019-2024, which covers the five-year period from 2019 to 2024, outlines the implementation priorities across South Africa's national development priorities for the sixth administration.

THE MTSF 2019-2024 AIMS TO ADDRESS THE CHALLENGES OF UNEMPLOYMENT, INEQUALITY, AND POVERTY THROUGH THREE PILLARS:

- Driving a strong and inclusive economy.

- Building and strengthening the capabilities of South Africans.
- Achieving a more capable state.

THE MTSF 2019-2024 COMMITS THAT THE GOVERNMENT WILL:

- Eradicate learning under the trees through the Department of Basic Education.
- Eradicate mud schools through the Department of Basic Education.
- **Eradicate inadequate sanitation in Schools through the Department of Education.**
- Eradicate the backlogs of issuing title deeds.
- **Eradicate wasteful and fruitless expenditure.**

WITHIN THE NEXT 10 YEARS WE MAKE PROGRESS IN TACKLING POVERTY, INEQUALITY AND UNEMPLOYMENT, WHERE:

- No person in South Africa will go hungry.
- Our economy will grow at a much faster rate than our population.
- Two million more young people will be in employment.
- Our schools will have better educational outcomes and every 10-year-old will be able to read for meaning.
- Violent crime will be halved.

B.1.4 THE NATIONAL DEVELOPMENT PLAN: VISION 2030 (NDP)

The NDP, is South Africa's long-term plan for achieving inclusive growth, prosperity and improvements in the quality of life for all citizens. This all-encompassing comprehensive national development plan is grounded in:

- The ideals of the Freedom Charter.
- The tenets of the Reconstruction and Development Programme (RDP); and
- The principles and directives of our Constitution.

The NDP speaks to the multitude of needs and challenges facing the country, their underlying causes and the factors inhibiting change, and provides detailed guidance on responding to all of these. To address challenges facing our country, which are all located in the **inherited colonial and apartheid space economy**, the NDP puts forward a series of proposals resting on "six pillars", i.e.:

- Uniting all South Africans around a common programme to achieve prosperity and equity.

- Promoting active citizenry to strengthen development, democracy, and accountability.
- Bringing about faster economic growth, higher investment, and greater labour absorption.
- Focusing on the key capabilities of people and the state.
- Building a capable and developmental state.
- Encouraging strong leadership throughout society to work together to solve problems.

The NDP recognises that overcoming our triple challenges of inequality, unemployment and poverty lies in transforming our physical space. In doing so, it recognises that tackling the triple challenges means:

- Fundamentally disrupting and undoing inherited and persisting colonial and apartheid economic, social, and spatial investment logics, and their resultant spatial forms and land-use patterns, which in turn impede inclusive economic growth and spatial transformation.
- Making radical changes in and to space.
- Introducing a national inclusionary economic growth and spatial transformation-focused investment and spending logic that all spheres and sectors of government can buy into, drive forward, and be assessed on in terms of the outcomes of their actions

The NDP furthermore recognises that while transformation-focused action is required throughout our country, and in every sector and sphere of government, it is only through radical and decisive intervention that is coherently planned for, and managed at the national scale, that we stand a chance at disrupting the Apartheid spatial logic and space economy, and overcoming the inequities, isolation, fragmentation and costly and disruptive travel distances brought about by colonialism and Apartheid (Draft National Spatial Development Framework, April 2019).

B.1.5 The Integrated Urban Development Framework

The Integrated Urban Development Framework (IUDF) is a policy initiative of the Government of South Africa, coordinated by the Department of Cooperative Governance and Traditional Affairs (CoGTA). The IUDF seeks to foster a shared understanding across government and society about how best to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions for our people.

COGTA's vision is to build a functional and developmental local government system that delivers on its Constitutional and legislative mandates within a system of cooperative governance.

THE IUDF VISION

Importantly, this vision for South Africa's urban areas recognises that the country has different types of cities and towns, which have different roles and requirements. As such, the vision has to be interpreted and pursued in differentiated and locally relevant ways.

THE 9 LEVERS OF THE IUDF

1. **Integrated spatial Planning**, the cities and towns must be spatially organised to guide investments that promote integrated social and economic development, resulting in a sustainable quality of life for all citizens.
2. **Integrated transport and mobility** where people can walk, cycle and use different transport modes to easily access economic opportunities, education institutions, health facilities and places of recreation.
3. **Integrated sustainable human settlements** for cities and towns to be spatially equal, integrated and multi-functional in which settlements are well-connected to essential and social services, as well as to areas of work opportunities.
4. **Integrated urban infrastructure**, to transition from traditional approaches to resource efficient infrastructure systems which provide for both universal access and more inclusive economic growth
5. **Efficient land governance and management** so that the cities and towns that grow through investments in land and property, providing income for municipalities that allow further investments in infrastructure and services, resulting in inclusive, multi-functional urban spaces.
6. **Inclusive economic development**, where the cities and towns are dynamic and efficient, foster entrepreneurialism and innovation, sustain livelihoods, enable economic growth, and generate the tax base needed to sustain and expand public services and amenities.
7. **Empowered active communities** so that cities and towns that are home to socially and culturally diverse citizens, who are actively involved in city life and committed to making South Africa work
8. **Efficient land governance and management** for cities and towns grow through investments in land and property, providing income for municipalities that allow further investments in infrastructure and services, resulting in inclusive, multi-functional urban spaces
9. **Effective urban governance** for cities and towns to have the necessary institutional, fiscal and planning capabilities to build inclusive, resilient and liveable urban spaces

THE IUDF STRATEGIC GOALS

To achieve the IUDF's transformative vision, four overall strategic goals are introduced. These goals inform the priority objectives of the nine levers.

- **Access** to ensure people have access to social and economic services, opportunities and choices.
- **Growth** to harness urban dynamism for inclusive, sustainable economic growth and development.
- **Governance** to enhance the capacity of the state and its citizens to work together to achieve social integration
- **Spatial transformation** to forge new spatial forms in settlement, transport, social and economic areas.

B.1.6 National Spatial Development Framework

Inequalities exist in the national economy and there is a legacy of inequitable spatial development, which has resulted in poor public sector investment. The vision for the NSDP is for South Africa to become a nation in which investment in infrastructure and development programmes support government's growth and development objectives, which are summarized as follows:

- Focusing economic growth and employment creation in areas where this will be most effective and sustainable.
- Supporting restructuring where feasible so as 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.

THERE ARE FIVE NSDP PRINCIPLES WHICH ARE SUMMARIZED BELOW:

- Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key;
- Government has a constitutional obligation to provide basic services to all citizens (i.e. water, energy, health, and educational facilities) wherever they reside;
- Beyond the Constitutional obligations identified above, government spending on fixed investment should be focused on localities of economic potential in order to gear-up private sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities.

- Efforts to address past and current social inequalities should focus on people and not places. In localities where there are both **high levels of poverty and demonstrated economic potential**, this could include fixed capital investment beyond basic services, to exploit the potential of those localities.
- In localities with **low demonstrated economic potential**, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, as well as social transfers such as poverty- relief programmes.
- It should also reduce migration costs by providing labor-market intelligence to give people better information, opportunities, and capabilities, to enable them to gravitate (if they so choose) to localities that are more likely to provide sustainable employment and economic opportunities.
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region, to create regional gateways to the global economy.

Although the NSDP has largely been superseded by the National Development Plan driven by the National Planning Commission, the principles outlined above are still pertinent to development in the Impendle Municipality.

B.1.7 The Provincial Growth And Development Strategy (PGDS)

The PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerating and sharing the benefits of an inclusive growth through deepened, meaningful, effective, and sustainable catalytic and developmental interventions. This has to be achieved within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable and other groups currently marginalised, through building sustainable communities, livelihoods and living environments. At the same time, attention also must be given to the provision of infrastructure and services that cater for the needs of the people, in a manner that preserves and restores natural and historical assets and resources.

It is further acknowledged that public sector leadership, a firm focus on delivery and commitment to accountability, is essential to ensure that this strategy is responded to with resilience, innovation, and adaptability. This strategy will continue to lay the foundation for attracting and instilling

investor confidence, as well as to strengthen and expand the existing social compacts between the development partners in this Province.

THE REVISED 2016 KZN PGDS CONTINUES TO:

- a) Be the primary growth and development strategy for KwaZulu-Natal, but now to 2035.
- b) Mobilise and synchronise strategic plans and investment priorities in all spheres of government, state owned entities, business, higher education institutions, labour, civil society, and all other social partners, in order to achieve the desired growth and development goals, objectives and outcomes.
- c) Spatially contextualise and prioritise interventions so as to achieve greater spatial equity.
- d) Guide clearly defined institutional arrangements that ensure decisive and effective leadership, robust management, thorough implementation and ongoing inclusive reviews of the growth and development plan.
- e) Provide a firm basis for monitoring, evaluation, and reporting, as well as a framework for public accountability.

THE FOLLOWING OBJECTIVES WERE IDENTIFIED BY THE PGDS TO ADDRESS THIS, NAMELY:

- Grow the economy to achieve shared growth.
- Harness the province's assets and endowments.
- Develop the province's greatest asset, its human capital.
- Harmonise environmental integrity, human and social development with economic development.
- Government must be developmental, competent, caring, and facilitating.
- Private Sector must grow a shared economy, providing employment.
- Organised labour must protect workers from exploitation, while promoting labour productivity; and
- Civil Society must be responsible in shaping its own destiny.

THE PROVINCE OF KWAZULU-NATAL HAS THESE SEVEN STRATEGIC GOALS:

- Expand Provincial economic output and employment.
- To ensure human resource capacity is adequate, relevant, and responsive to growth and development needs of KZN.
- To support the constant improvement in the health and holistic growth and development of individuals and communities in KZN.
- To provide infrastructure for the social and economic growth, and development needs of KZN.

- To reduce global greenhouse gas emissions and create social-ecological capacity to adapt to climate change.
- The population of KZN is satisfied with the levels of government service delivery.
- To increase spatial access to goods and services.

To achieve these **7 strategic goals, 30 objectives**, supported by **124 implementable interventions**, have been developed which have been aligned to the IDP strategies and objectives. To deliver on this, the PGDS requires all spheres of government to deliver on the following:

- The implementation of the catalytic projects and interventions, effective participation in the institutional implementation framework.
- The incorporation of the strategic goals and objectives in their priorities and programmes.
- The reporting of progress, and
- The provision and allocation of the required support and resources.

B.1.8 Provincial Growth Development Plan (PGDP)

The KwaZulu-Natal Provincial Executive Council tasked the KwaZulu-Natal Provincial Planning Commission (PPC) in February 2011 to prepare a long-term vision and a Provincial Growth and Development Strategy (PGDS). The Provincial Growth and Development Strategy (PGDS) 2011 was adopted by the Executive Council on 31 August 2011. In adopting the PGDS, the Executive Council resolved to review the PGDS every 5 years. With the first 5 years of the PGDS 2011 concluded, the PPC undertook a review of the PGDS in 2016. The Revised 2016 KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS) was approved by the KZN Executive Council on 2 November 2016.

The main purpose of the PGDP is to translate the PGDS into an implementation plan which will provide a sound platform for departmental, sectoral and stakeholder annual performance planning and therefore to guide resource allocation. In this transition from strategy to plan, the focus is on driving implementation in a co-ordinated and integrated manner, where progress can be measured against predetermined targets and where roles and responsibilities have been confirmed within established lines of accountability.

The PGDP clearly indicates:

- The desired 2035 outcomes in the 7 goals and 31 objectives, with a focus on 2020
- A set of indicators that will be applied to measure the progress being made to achieve the desired outcomes

- The targets and the KZN growth path for 2020, 2025, 2030 and 2035 in respect of each of the indicators
- The strategic interventions required to achieve the set targets
- The catalytic projects in support of the PGDP Goals
- The institutional framework for the implementation of the PGDP
- The monitoring, evaluation, reporting and review framework of the plan; and
- Technical indicator descriptors

To realise the KZN Vision, the following strategic framework has been identified, comprising of seven long-term goals and 31 strategic objectives to guide policymaking, programme prioritisation and resource allocation, as indicated in the table below.

Table 2: PGDP strategic goals and objectives

2016 PGDP STRATEGIC GOALS and OBJECTIVES		
STRATEGIC GOAL		STRATEGIC OBJECTIVE 2016
1. INCLUSIVE ECONOMIC GROWTH	1.1	Develop and promote the agricultural potential of KZN
	1.2	Enhance sectoral development through trade investment and business retention
	1.3	Enhance spatial economic development
	1.4	Improve the efficiency, innovation, and variety of government-led job creation programmes
	1.5	Promote SMME and entrepreneurial development
	1.6	Enhance the Knowledge Economy
2. HUMAN RESOURCE DEVELOPMENT	2.1	Improve early childhood development, primary and secondary education
	2.2	Support skills development to economic growth
	2.3	Enhance youth and adult skills development and life-long learning
3. HUMAN AND COMMUNITY DEVELOPMENT	3.1	Eradicate poverty and improve social welfare
	3.2	Enhance health of communities and citizens
	3.3	Safeguard and enhance sustainable livelihoods and food security
	3.4	Promote sustainable human settlements
	3.5	Enhance safety and security
	3.6	Advance social cohesion and social capital
	3.7	Promote youth, gender and disability advocacy and the advancement of women
4. STRATEGIC INFRASTRUCTURE	4.1	Development of seaports and airports
	4.2	Develop road and rail networks
	4.3	Develop ICT infrastructure
	4.4	Ensure availability and sustainable management of water and sanitation for all
	4.5	Ensure access to affordable, reliable, sustainable and modern energy for all
	4.6	Enhance KZN waste management capacity
5. ENVIRONMENTAL SUSTAINABILITY	5.1	Enhance resilience of ecosystem services
	5.2	Expand application of green technologies
	5.3	Adapt and respond climate change
6. GOVERNANCE AND POLICY	6.1	Strengthen policy, strategy coordination and IGR
	6.2	Build government capacity
	6.3	Eradicate fraud and corruption

	6.4	Promote participative, facilitative and accountable governance
7. SPATIAL EQUITY	7.1	Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
	7.2	Ensure integrated land management use across the province, ensuring equitable access to goods and services, attracting social and financial investment

The PGDP is a strategic management tool to ensure that as a Province, there is a concerted and measured effort to achieve the 2035 Vision. The PGDP is a plan for the Province of KZN and not just for government, at the global level, cognisance has been taken of the United Nations Sustainable Development Goals (SDGs) which have replaced the Millennium Development Goals (MDGs). Within the African context, this provincial plan has also been aligned with the 10 priority actions of the African Union Agenda 2063. The National Development Plan and the 14 outcomes of the Medium-Term Strategic Framework (MTSF) provide a central reference point for alignment with the national programme of action. In reviewing this plan, the Nine Point Plan adopted by national government, as a measure to address challenges related to the global economic downturn, has also been considered.

B.1.9 Provincial Spatial Development Framework

The KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs under the leadership of MEC Siphon Hlomuka is in the process of reviewing the Provincial Spatial Development Framework (PSDF) as per the requirement of the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013).

KZN PSDF represents the long-term spatial vision of the province to be consisted with and be formulated within the context of the National Spatial Development Framework. It is thus the expression of the KZN Provincial Growth and Development Strategy (PGDS) and provide spatial context for proposed strategic interventions. It must guide the spatial dimension to achieve the goals and objectives of the PGDS in a targeted and spatial coordinated manner.

The purpose of this framework will be to: -

- Provide spatial context and representation of the land development policies, strategies and objectives of the province’s growth and development strategy.

- Indicate the desired and intended pattern of land use development in the province, including the delineation of areas in which development in general or development of a particular type would not be appropriate.
- Coordinate and integrate the spatial expression of the sectoral plans of provincial departments.
- Provide a framework for coordinating municipal spatial development frameworks with each other where they are contiguous.
- Coordinate municipal spatial development frameworks with the provincial spatial development frameworks and any regional spatial development frameworks as they apply in the province.
- Incorporate any spatial aspects of relevant national development strategies and programmes as they apply in the province.

Provincial strategies are aimed at promoting growth and development based on a thorough understanding of the existing profile of the province and analysis of the strengths, weaknesses, opportunities, and threats of the current situation. In developing the Spatial Development Framework four variables were identified: **environmental sensitivity, social need, economic potential, and accessibility.**

B.1.10 PSEDS: Profiling District Economic Drivers

The overall vision for PSEDS project was to provide a reliable data at district municipal level to inform and update the provincial PSEDS as the basis for planning future economic development and growth in the province. The linkage between economic development, spatial development frameworks and natural resource availability is fundamental to future sustainable development. The overarching objective of this project, as contained in the terms of reference, was “...to extensively profile the economic drivers and resource endowments (natural capital) of the ten KwaZulu-Natal Districts plus the eThekweni Metro”. As noted above this was undertaken with the view to updating the PSEDS and informing planning and decision making in government. The economic drivers were considered from three perspectives: Private Company, Public-Private Sector Investment as well as Natural Resources perspective.

IMPORTANT POINTS FOR IMPENDLE MUNICIPALITY

- uMgungundlovu District makes an important contribution to the economy of KwaZulu-Natal, i.e., R31,305 billion of a total of R267 billion or 11.7% of the provincial economy. Manufacturing, finance and real estate, wholesale and retail (including accommodation),

transport and storage, as well as the general government sector, all make a contribution of more than R1 billion to the district economy.

- The district economy differs from that of the province in that government, community services and agriculture contribute a higher proportion to the district GVA than these sectors do in the provincial economy
- The municipalities in the district include large areas of land owned by the Ingonyama Trust Board and occupied by traditional communities and a large proportion of the regional population is located in these areas.
- Outside of urban and traditional areas, the district is characterised by commercial farming operations which include sugar cane, timber, vegetables, livestock and dairy.
- Tourism in the district involves historic and cultural experiences in and around Pietermaritzburg and the associated small towns. In addition to this, areas of land have been set aside in the district for conservation (private and state) and these attract local and international tourists to experience the wide range of biodiversity in these area
- Globalisation has over the past 10 years had a negative impact on the growth of the economy of uMgungundlovu, particularly the footwear industry and supporting processing plants
- There has been a need to undergo an internal strategic review in the face of fluctuating market trends and global competition to attract alternative industrial sectors into the region
- The levels of transformation of natural capital in the district have exceeded the ability of these natural systems to continue to deliver critical ecosystems goods and services
- There is loss of high value land for food production (evidenced) in food imports into the district from as far afield as Mpumalanga
- Natural capital of the district has not been managed in the best interests of current future public good which should be the ultimate object of all planning and development
- impact of water shortages and concomitantly floods specifically bears testimony to the negative impact and the costs of such mismanagement

RECOMMENDATION TO GOVERNMENT INTERVENTIONS

Support catalytic projects catalytic projects and planned capital investment are in place for the future development of the sub-region, what is required is a retrospective review of what has been planned in order to ensure sustainability of the proposed development owing to concerns around sustainability. In order to achieve this the following key interventions are noted:

- Promote economic development (even at this late stage), but on a regulated basis it such that it takes place within clearly defined sustainability limits.
- Seek to densify further residential and industrial development within a clearly defined urban edge around the major urban areas and rural settlements: seek to constrain further expansion into natural areas through implementation of an urban edge
- Progressively introduce key concepts associated with greening the economy starting with rehabilitation programmes which seek to recover transformed lands and return them to a natural state to reduce the negative impacts associated with water pollution, flooding and flood damage, air pollution etc.
- Actively integrate green open space and small-scale agriculture into urban areas to mitigate negative impacts associated with urbanisation.
- Introduction of a ‘greening’ approach to all forms of future economic development – Annexure A provides insight into greening opportunities

B.1.11 District Development Model (DDM)

The District Development Model was initiated by President Cyril Ramaphosa in his Budget Speech in 2019. Subsequently, the District Development Model was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC and various MINMECs. The President in the 2019 Presidency Budget Speech (2019) identified the “pattern of operating in silos” as a challenge which led to “to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”. The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment. The rolling out of “a new integrated district-based approach to addressing service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities is one of the objectives of the DDM.” This requires an approach where “National departments that have district-level delivery capacity together with the provinces ... provide implementation plans in line with priorities identified in the State of the Nation address”.

The District Development Model builds on the White Paper on Local Government (1998), which seeks to ensure that “local government is capacitated and transformed to play a developmental role”. The White Paper says developmental local government “is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”

UMGUNGUNDLOVU DISTRICT DEVELOPMENT MODEL

The UMgungundlovu District Municipality, is one of the districts in the province of Kwa Zulu Natal with a significant contribution to the provincial and national economy and is required to be a conducive environment for job creation through local and foreign investment, and for addressing such challenges as poverty, inequality and spatial transformation. Progress thus far with regards to the implementation of the District Development Model, The UMgungundlovu District is well underway with the formation of structures which are vehicles towards the full operation and implementation of the DMM. The following structures have been established, and in operation:

- The DMM Political Hub
- District Development Model (ECONOMIC & INFRASTRUCTURE CLUSTER)
- Social Cluster
- Technical Hub
- Governance State Capacity & Institutional Development Cluster

B.1.12 State of the Nation Address (2022) Priorities

In his 2021 State of the Nation Address on the 11 of February 2022, His Excellence President Cyril Ramaphosa declared this as the year of rebirth and renaissance. SONA identified four urgent priorities that we need our focus as country, which are:

- COVID social and economic relief
- Economic Reconstruction And Recovery Plan
- Infrastructure
- Industrialization and local production
- Employment stimulus
- Energy security
- Economic Reforms
- State-owned enterprises
- Agriculture and food security
- Building a capable state
- Fighting crime and corruption
- Gender-based violence

B.1.13 KZN State of the Province Address (2022) Priorities

B.1.14 Back-To-Basics Policy

The core services that local government provides - clean drinking water, sanitation, electricity, shelter, waste removal and roads - are basic human rights, essential components of the right to dignity enshrined in our Constitution and Bill of Rights.

Local government (municipalities) has been a primary site for the delivery of services in South Africa since 1994. We have made tremendous progress in delivering water, electricity, sanitation and refuse removal at a local level. These rates of delivery are unprecedented in world-wide terms. Yet despite our delivery achievements, it is clear that much needs to be done to support, educate and where needed, enforce implementation of local government's mandate for delivery. The transformation of the local government sector remains a priority for the current administration.

Our National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and a capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialise. Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right. The Department of Cooperative Governance is tasked to build and strengthen the capability and accountability of municipalities.

Municipalities must:

- Develop fundable consolidated infrastructure plans.
- Ensure infrastructure maintenance and repairs to reduce losses with respect to:
 - Water and sanitation.
 - Human Settlements.
 - Electricity.
 - Waste Management.
 - Roads.
 - Public Transportation.
- Ensure the provision of Free Basic Services and the maintenance of Indigent register.

Good governance

Good governance is at the heart of the effective functioning of municipalities. Municipalities will be constantly monitored and evaluated on their ability to carry out the following basics:

- The holding of Council meetings as legislated.
- The functionality of oversight structures, S79 committees, audit committees and District IGR Forums.
- Whether or not there has been progress following interventions over the last 3 – 5 years.
- The existence and efficiency of anti-corruption measures.
- The extent to which there is compliance with legislation and the enforcement of by-laws.
- The rate of service delivery protests and approaches to address them.

Public participation

Measures are taken to ensure that municipalities engage with their communities. Municipality must develop affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information. The basic measures to be monitored include:

- The existence of the required number of functional Ward committees.
- The number of effective public participation programmes conducted by Councils.
- The regularity of community satisfaction surveys carried out.

Financial management

Sound financial management is integral to the success of local government. Performance against the following basic indicators will be constantly assessed:

- The number of disclaimers in the last three to five years.
- Whether the budgets are realistic and based on cash available.
- The percentage revenue collected.
- The extent to which debt is serviced.
- The efficiency and functionality of supply chain management.

Institutional capacity

There has to be a focus on building strong municipal administrative systems and processes. It includes ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. Targeted and measurable training and capacity building will be provided for Councilors and municipal officials so that they are able to deal with the challenges of local governance as well as ensuring that scarce skills are addressed through bursary and training programmes. The basic requirements to be monitored include:

- Ensuring that the top six posts (Municipal Manager, Finance, Infrastructure Corporate Services, Community development and Development Planning) are filled by competent and qualified persons.
- That the municipal organograms are realistic, underpinned by a service delivery model and affordable.
- That there are implementable human resources development and management programmes.
- There are sustained platforms to engage organized labor to minimize disputes and disruptions.
- Importance of establishing resilient systems such as billing

B.2 Aligning the Impendle IDP to National and Provincial government policies and plans

The following table provides a summary of the alignment between key elements of the SDGs, NDP, MTSF, and SONA priorities as well as the practical application thereof in the Impendle context.

Table 3: alignment of national and provincial government policies with Impendle.

NATIONAL KPA's	Sustainable Development Goals	National development Plan (NDP)	MTSF PRIORITIES (2019-2024)	STATE OF THE NATION ADDRESSES KEY POINTS	DISTRICT DEVELOPMENT MODEL	IMPENDLE IDP/SDF
Municipal Transformation and Institutional Development						
Basic Service Delivery						
Local Economic Development						
Social Development						
Financial Viability and management						
Good Governance						

Covid-19 has brought with it a socio-economic crisis that requires an urgent intervention through emergency measures which amongst others includes The Economic Reconstruction and Recovery Plan.

C. SITUATIONAL ANALYSIS

Every policy, program and initiative must be based on statistical evidence to achieve the desired outcomes. Statistics serve as reference points of where we are, how far we have come and the road yet to be travelled to reach our targets as set out in the National Development Plan (NDP), as well as the five tasks as outlined in the 2022 State of the Nation Address (SoNA). Statistical evidence also enables the government to monitor and evaluate progress of these policies, plans and programmes and their implementation, thereby enhancing public accountability, and to analyze and predicting social, cultural, and economic trends related to the population within the area of our jurisdiction. The Municipality need to study these changes to plan for its projects and programmes.

C.1 Demographic Characteristics

Demography is the study of human population with respect to size, composition, spatial distribution, and changes in the population that occur over time. Like everywhere else, the population at Impendle is not static, it declines (and grow) through the interplay of following demographic processes:

- **BIRTH RATE**- number of births that occur to an individual or a population. The number of people in each area can grow or decline because of the number of births that take place.
- **MORTALITY**- death of an individual or the number of deaths that occur in a population.
- **MIGRATION**- the movement of people into or out of a specific geographic area. Migration can drastically change the size and composition of a population in a brief period, especially in small geographic locations as it is with Impendle.

Impendle total population since 1996- 2016

Impendle Local Municipality experienced a negative population growth rate between 2011 and 2016 of -0.65%. A decline in population growth rate may be influenced by several factors including the migration of people to other municipalities in seek of more job opportunities, a decrease in birth rate coupled with an increase in death rate. Population decrease also poses economic and social implications in the municipality's growth and development and strategies thereof.

Table 4: Impendle population from 1996 - 2016

	1996	2001	2011	2016
MALE	18 334	16 961	15 493	14 367
FEMALE	21 300	20 863	17 612	15 159
TOTAL	39 634	37 844	33 105	29 525

(Source: StatsSA)

If a 1% growth rate is applied to the ILM population, it is estimated that the population will be 36 436 by the year 2015. Using the ILM growth rate (0.65%) calculated from the years 2011 to 2016, it is estimated that the population of Impendle would be 27 731 people by the year 2025.

Population by age

Population composition refers to the proportion or number of people who can be identified according to a certain characteristic, such as age, gender etc. The table below indicates the age composition of Impendle population.

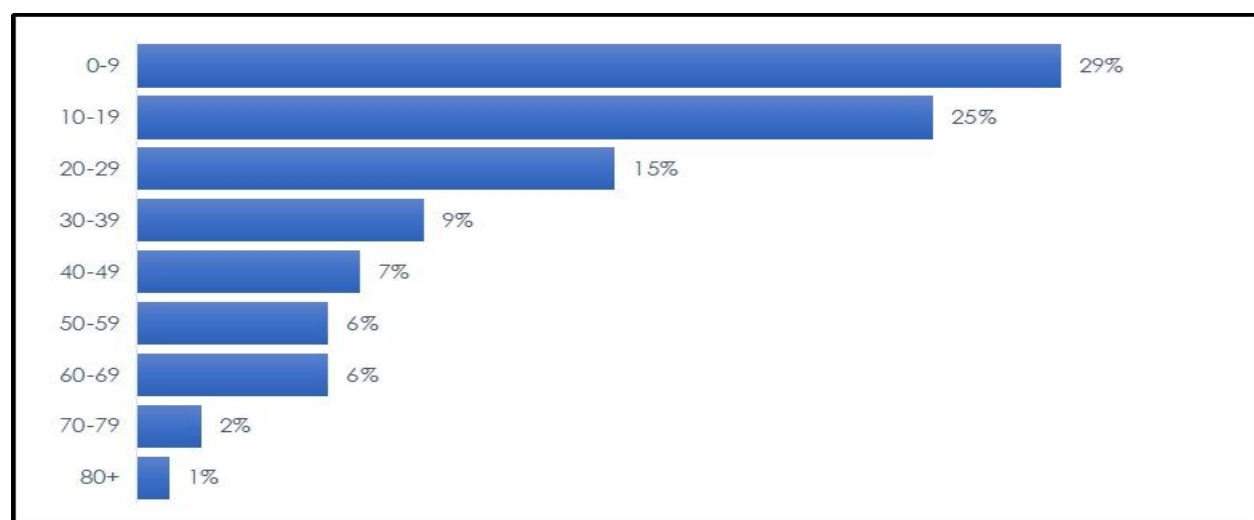
Table 5: Impendle population composition

	SUB-INDICATOR	POPULATION	POPULATION (%)
POPULATION COMPOSITION	Young (0-14)	12 478	37.7
	Youth (15-34)	10 898	32.9
	Adults (35-64)	7 585	22.9
	Elderly (65+)	2 141	6.5

Source: StatsSA, Census 2011

According to census 2011, young people between the age of 0- 14 are the majority at Impendle, they constitute 37.7% (12 478) of the Impendle total population. While those who are between the ages of 15-34 account for 32.9% (10 898) of the population. 22.9% (7 585) are adults with ages between 35 and 64 years. The remainder of 6.5% (2 141) is the population of elders who are 65+ years.

Graph 1: Further breakdown of the Impendle population composition.



Source: StatsSA, 2016 Community Survey

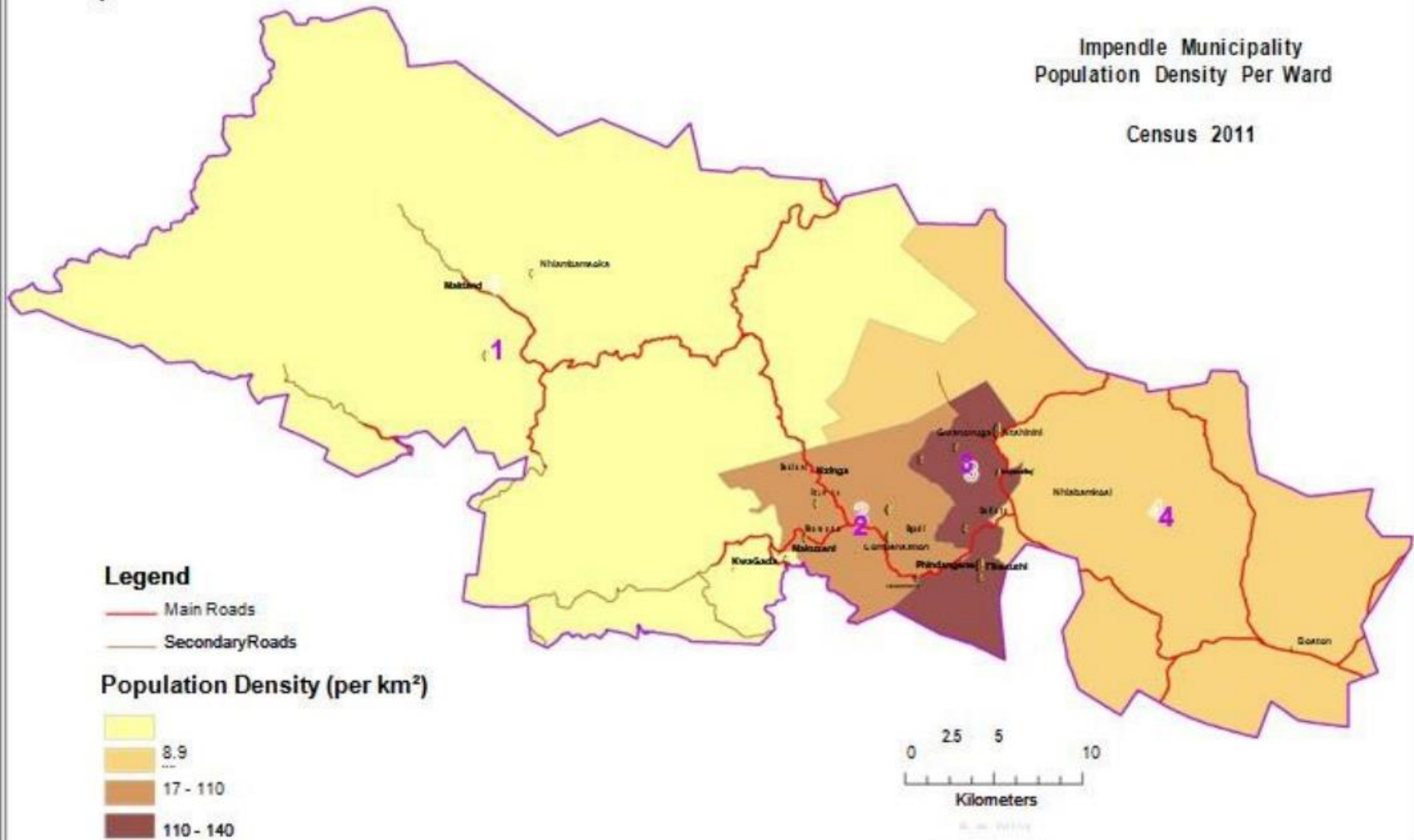
This indicates a much more youthful population which is more on an upper school grade as well as working age. This will impact on the percentage of adults as well as the Elderly population in the future as they will also progress in these categories. The above status also showcases that more youthful population is of a working age in line with the job market and work opportunities that exists/ could exist in the Municipal space.

POPULATION DENSITY AND DISTRIBUTION BY WARD

The uMgungundlovu District Municipality houses a population of 1 007 806 people, and the Impendle Local Municipality only accounts for 3% of this population. The Figure below, illustrates the uneven distribution of the population among the 4 municipal wards. Ward 2 has the highest population, with 7 927 people, accounting for approximately 26% of the population. The second highest population is in ward 4, which encompasses 25,7% of the local populace. Ward 1 contains for 24,5% of the population, while Ward 3 has the lowest population of 23,6% within the municipal area.

Map 2: Impendle population density per ward

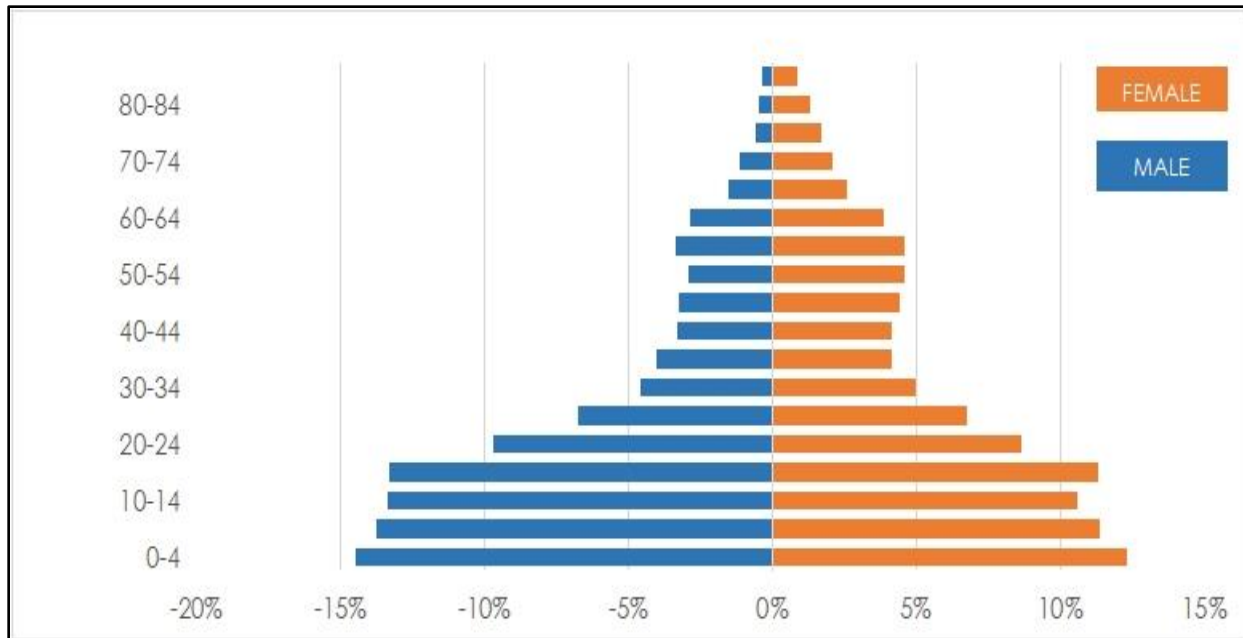
Impendle Municipality
Population Density Per Ward
Census 2011



Population by age and sex structure

The population pyramid of Impendle Municipality indicates figures based on fragmented gaps of four (4) years in between the ages counted from 0 to 85+. Each 4-year fragment is then sub-fragmented between males and females showing respective figures amongst the various age groups and taking into cognizance the respective age group's gender.

Graph 2: Impendle population pyramid



Source: Stats SA, 2016 Community Survey

In short, the population pyramid above showcases the following scenario there are definitely more males than females between age 0 until age of 14. Noticeable change starts at 20-24 age range where the population pyramid indicates a slight difference in the number of females— more females than males. These fluctuations between genders can suggest a lot of things about fertility, mortality, and migration. A comparative analysis of sizes of specific age groups relative to the others or to the population as a whole is recognised as having an important role in the development process. The analysis of age and sex structure is one of the most basic ways of understanding population change over time and it indicates existence of demographic change that exists in most developed countries.

Impendle population by race

The table above show Impendle population by racial groups and the distribution thereof by wards. Africans/Black are the majority, with a population of 32 753. Coloured, are at 0.9% with 2 557 people.

Table 6: Impendle population by race

	BLACK	COLOURED	ASIAN	WHITE	OTHER
IMPENDLE LOCAL MUNICIPALITY	32753	85	42	174	51
WARD 1	8548	51	12	55	18
WARD 2	9509	6	6	9	16
WARD 3	8027	7	17	3	15
WARD 4	6668	21	8	107	2

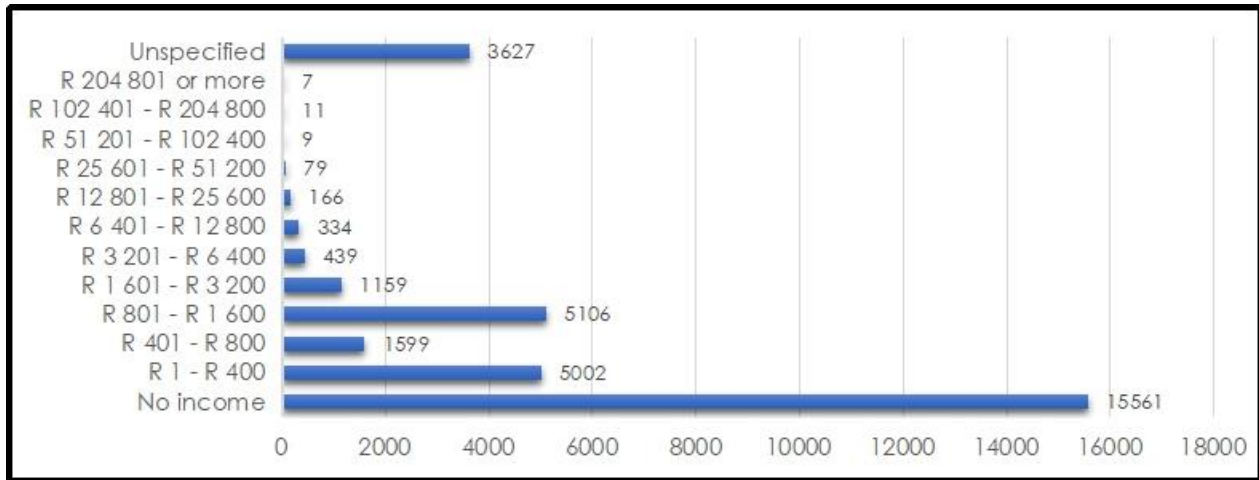
Source: Stats SA, Census 2011

Income distribution

Population income acts as a good indicator of the level of poverty within a municipality, and thus directs investment, social and economic development as well as job opportunities to the appropriate places. In South Africa, the upper-bound poverty line is R1 268.00 or R15 216 per annum. The lower-bound poverty line is R840, and the food poverty line is R585 or R7 020 per annum.

According to the graph below, 53% or 15 561 of the population have no source of income, while 15% earn between R1 and R4 800, this is a population living below the poverty line. This means that over 50% of the population lack the financial resources and essentials to meet the minimum standard of living. Their income levels are so low that basic human needs cannot be met. This also means that more than 50% of the population rely on the government for social grants. Due to lack of income, the 48% therefore rely on the working class to sustain them, thus becoming a burden to the community and municipality as they are not economically active members of society.

Graph 3: Impendle individual income distribution



Source: Stats SA community survey

Table 7 individual income distribution by wards

	KZN224: IMPENDLE	52204001: WARD 1	52204002: WARD 2	52204003: WARD 3	52204004: WARD 4
No income	15561	3319	5110	4689	2443
R 1 - R 400	5002	1635	1268	677	1422
R 401 - R 800	1599	530	454	376	239
R 801 - R 1 600	5106	1451	1383	1191	1082
R 1 601 - R 3 200	1159	393	206	239	320
R 3 201 - R 6 400	439	191	57	87	103
R 6 401 - R 12 800	334	135	36	76	88
R 12 801 - R 25 600	166	36	17	55	59
R 25 601 - R 51 200	79	14	12	26	26
R 51 201 - R 102 400	9	1	-	3	4
R 102 401 - R 204 800	11	2	4	4	2
R 204 801 or more	7	2	1	-	4
Unspecified	3627	973	999	642	1013

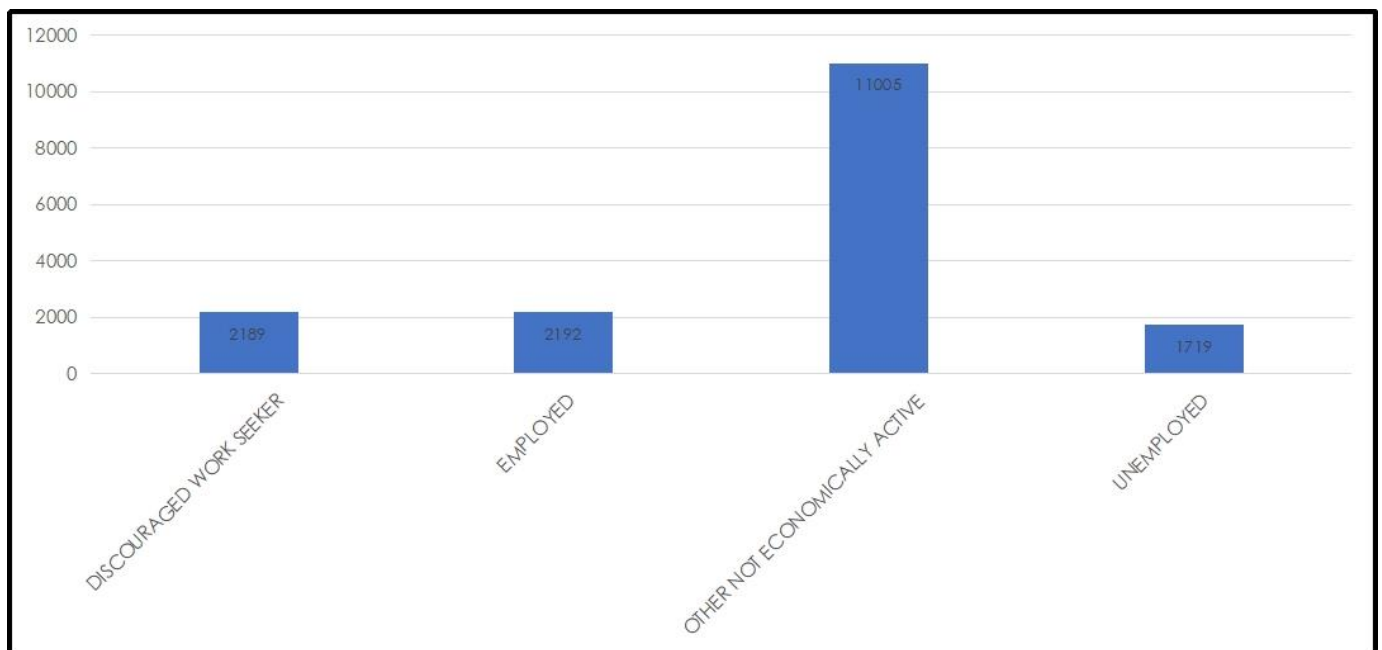
(Source: StatsSA, Census 2011)

Employment levels

The economically active population (measured as the population aged 20 to 64 years) in rural municipalities is considerably smaller than in urban areas, for obvious reasons. This population accounts for 41 per cent of people in B4 municipalities and 51 per cent in B3 municipalities, while it accounts for 60 per cent of the population in urban areas.

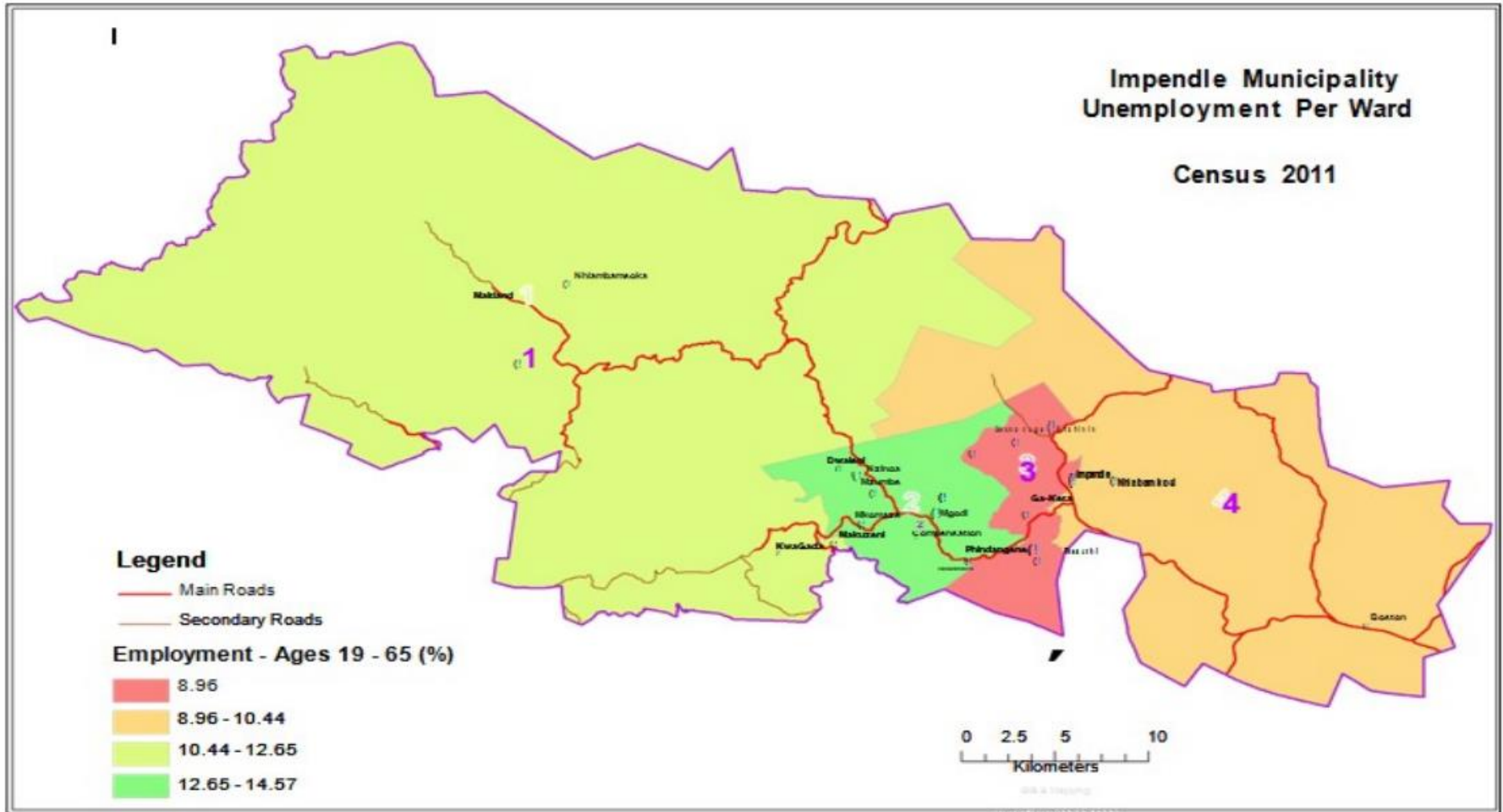
A large percentage (43,7%) of the ILM population falls within the economically inactive group. Said group was able and available to work at the time of the data collection but do not work. They are not currently seeking employment nor attempting to start their own businesses. Figure 10 below illustrates that only 7,2% of the population is employed within the municipality and discouraged work-seekers account for 7,2% of the population. 5,6% of the population are unemployed altogether.

Graph 4: Impendle levels of employment



Source: Stats SA, community Survey 2016

Map 3: Impendle unemployment distribution per ward

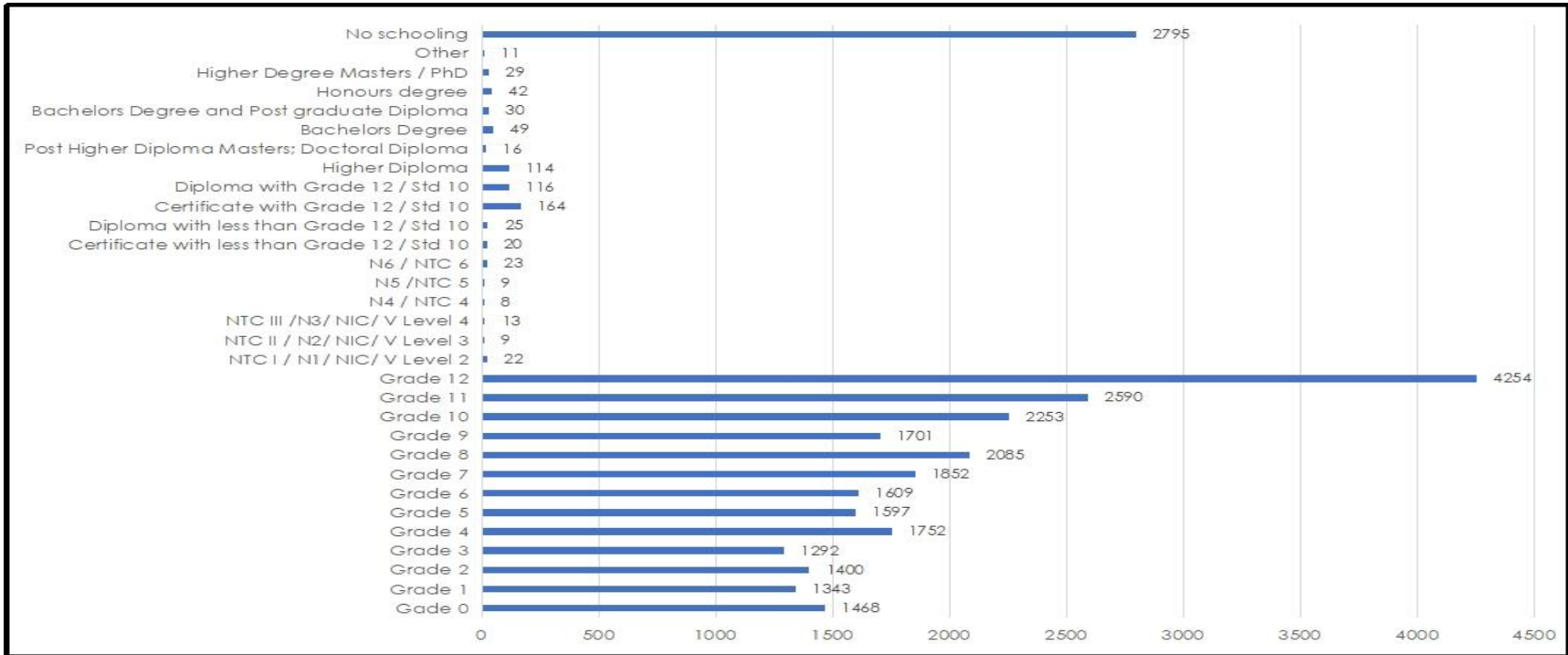


(Source:StatsSA,Census20

EDUCATION

The data as regards schooling indicates that the figure for those without any schooling stood at 2 795 in 2011 and were significantly reduced to 1026 by 2016. Those with matric were at 3 679 in 2011 and this figure has increased to 3 876 by 2016. Those who have some secondary education were 4 733 in 2011 and have since increased to 4 943 in 2016. The figure for those with higher education unfortunately dropped from 273 in 2011 to 211 in 2016. It is encouraging that education levels have improved in that percentages of those with no schooling have decreased by 1 769 and matriculants have increased by 4.7%, which increases the number pool of trainable productive population.

Graph 5: Level of education in Impendle



Source: StatsSA, census 2011

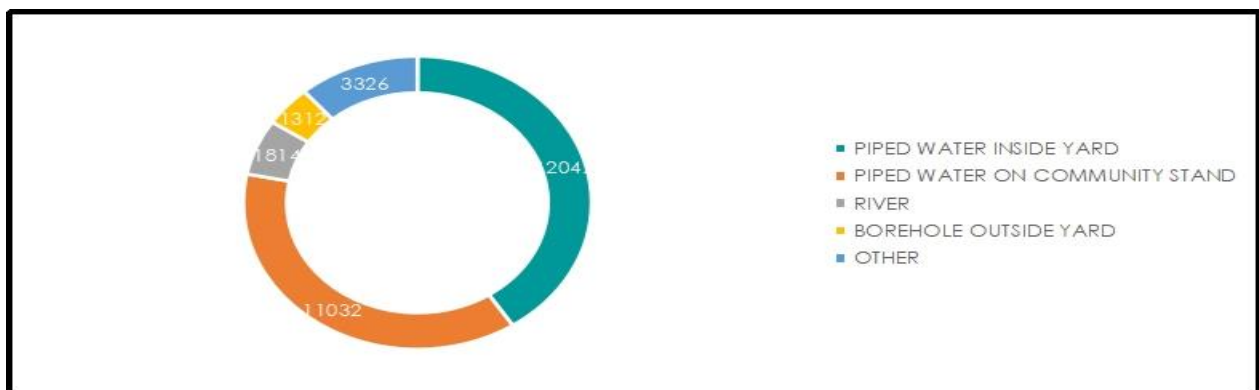
C.2 ACCESS TO BASIC SERVICES INFORMATION

Basic services such as electricity and energy, water and sanitation, refuse and waste removal are critical services to improve the lives of people. In South Africa government has committed to providing a basic amount of free water and electricity to poor people (while sanitation and waste removal will also be provided where it is possible). At a formal level, basic services policy and legislation recognizes the need to prioritize access by the poor to basic services but has proved unable to do so in practice. Part of the problem is distribution of resources between national government and municipalities, and within municipalities. While currently there are transfers-mainly the Local Government Equitable Share and the Municipal Infrastructure Grant (MIG)- from National Treasury to municipalities, such transfers are inadequate to ensure basic standards in the poorest municipalities.

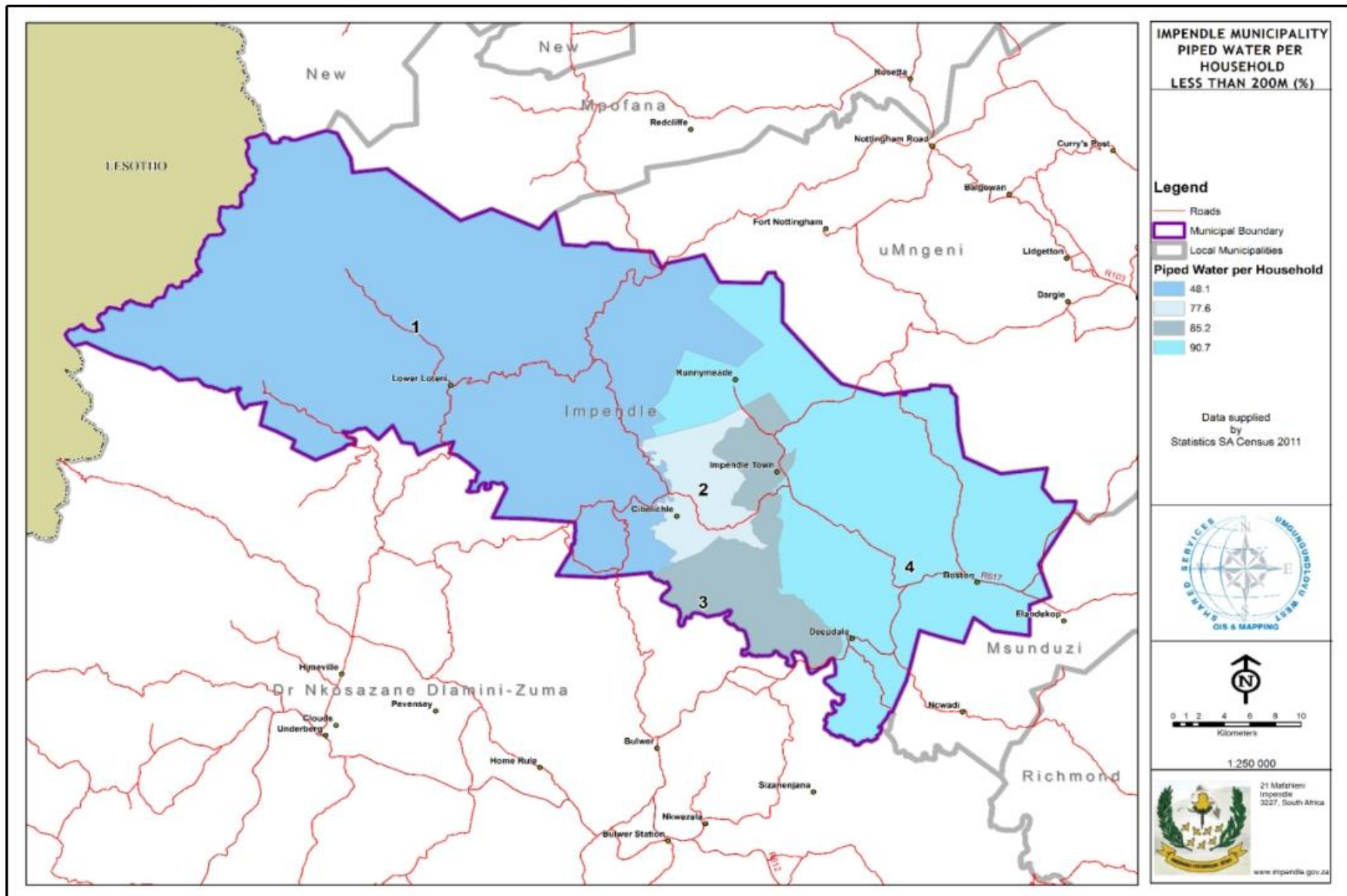
Water

Access to clean drinking water does not only affect this Municipality but the over provinces and country as well, deteriorating infrastructure and changes in environment are the main contributing factors. According to data contained in the graph below, clearly several main sources of drinking water for Impendle Municipality's population exist. Accordingly, 12 042 or 40.8% of the population rely on piped (tap) water inside their dwelling. There is a section of those who rely on piped water on communal stand at 37.4% or 11 032 of the population. 4.4% or 1312 of the population rely on borehole in yard for their drinking water. 6.1% or 1814 rely on flowing water/stream/river for their main source of drinking water. Finally, 11% or 3326 of the population rely on other sub-indicators for their main source of drinking water.

Graph 6: Access to water



(Source: StatsSA, 2016 Community Survey)

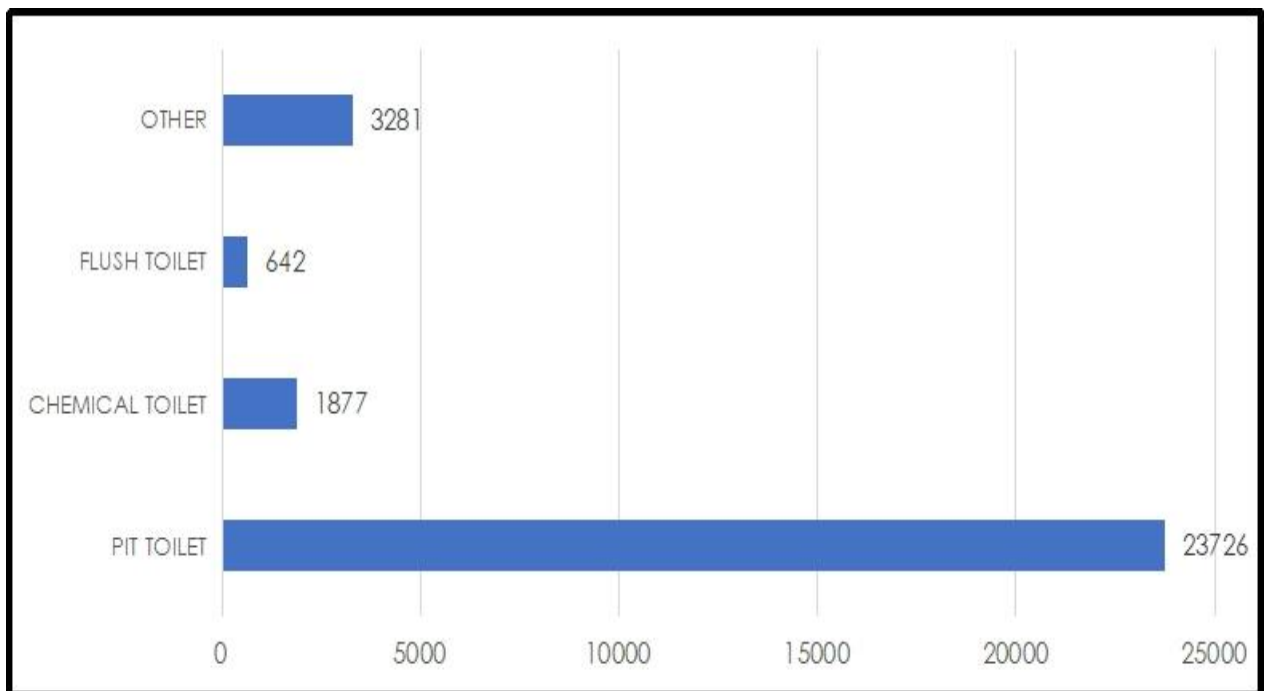


Map 4: Impendle piped water per household

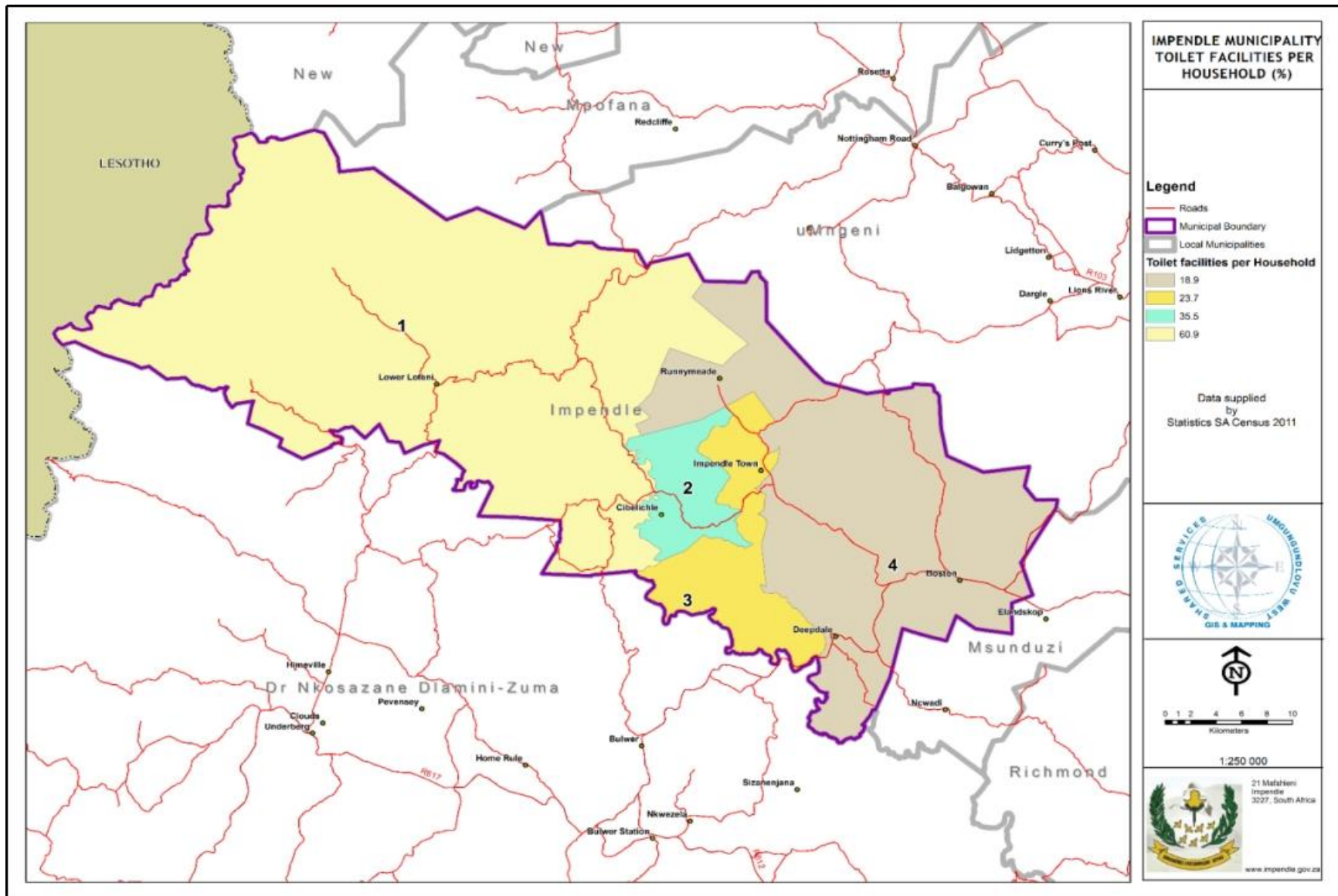
SANITATION (OR TOILET FACILITIES)

According to figure below, 80% or 23 726 of the population at Impendle Municipality use a pit-toilet. 6% or 1877 use a chemical toilet. 642 or 2% of the population use flush toilet. Lastly, 3281 or 11% of the population use the bucket toilet system (that is collected by municipality or emptied by household). The main first statement mentioned above with access to drinkable water in the Municipal space also is the same when it comes to sanitation toilet facility in the Impendle Municipal space i.e., changes in population growth and location as well aging infrastructure results in the above status.

Graph 7: Impendle access to toilet facilities



Source: Stats SA, Community Survey 2016

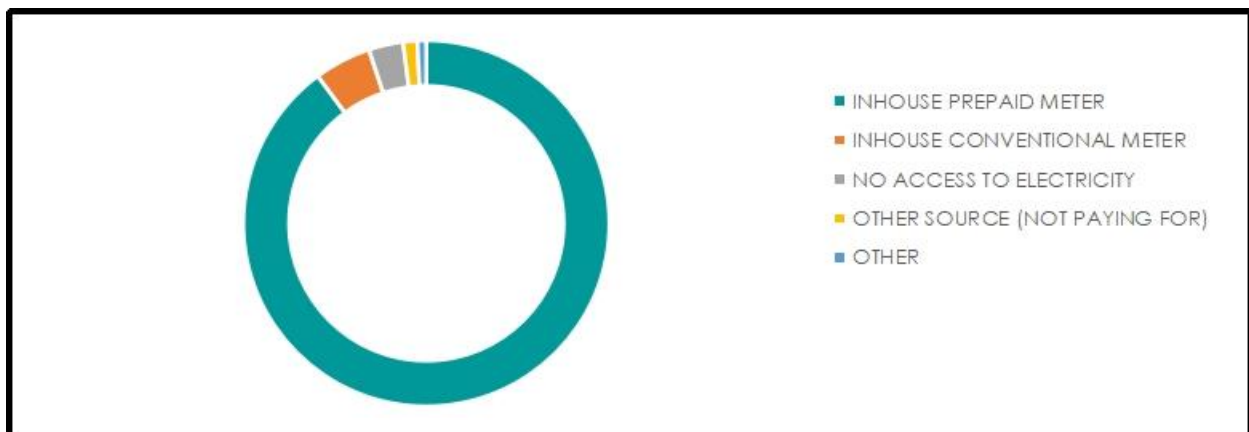


Map 5: Impendle toilet facilities per household

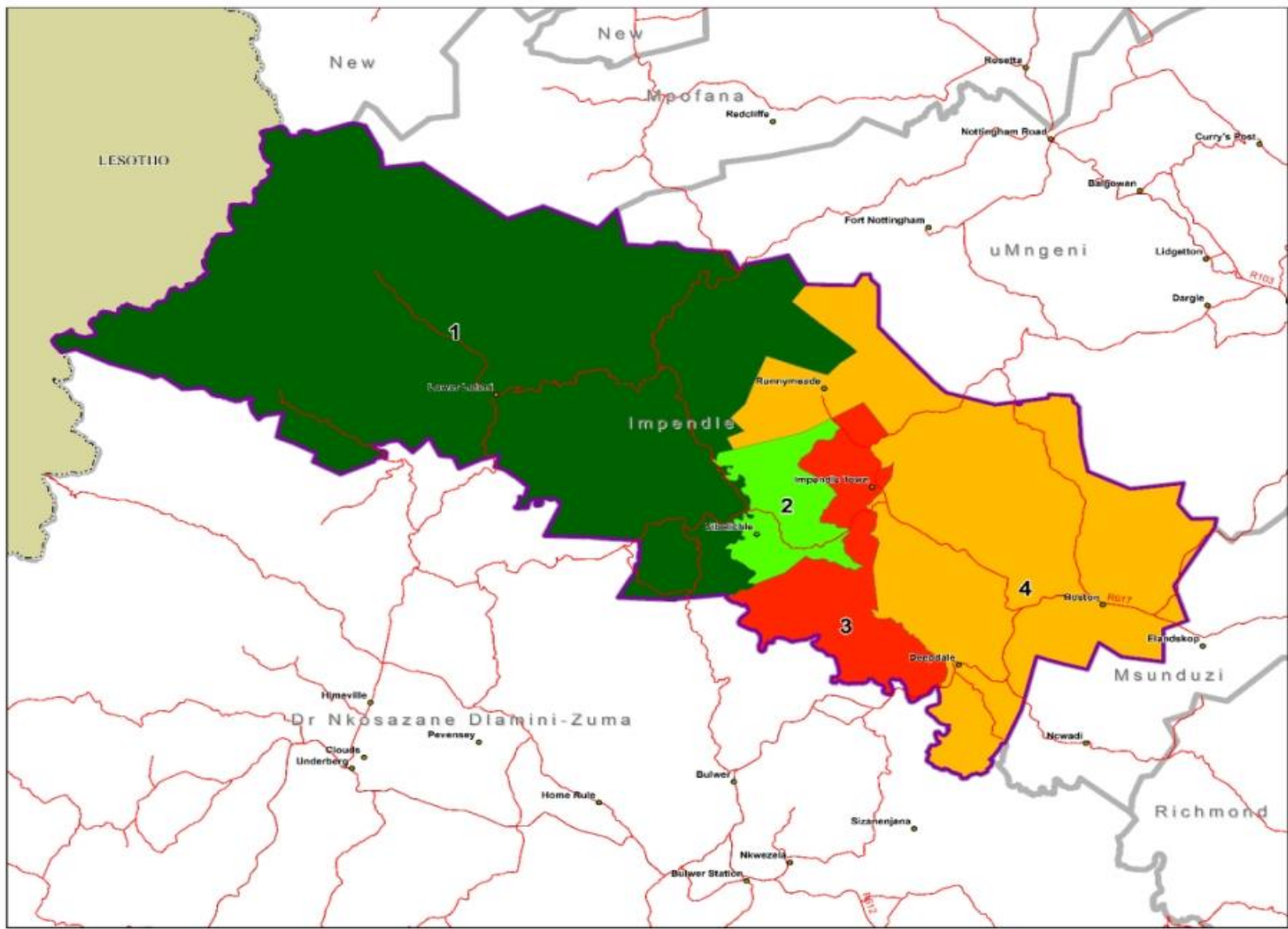
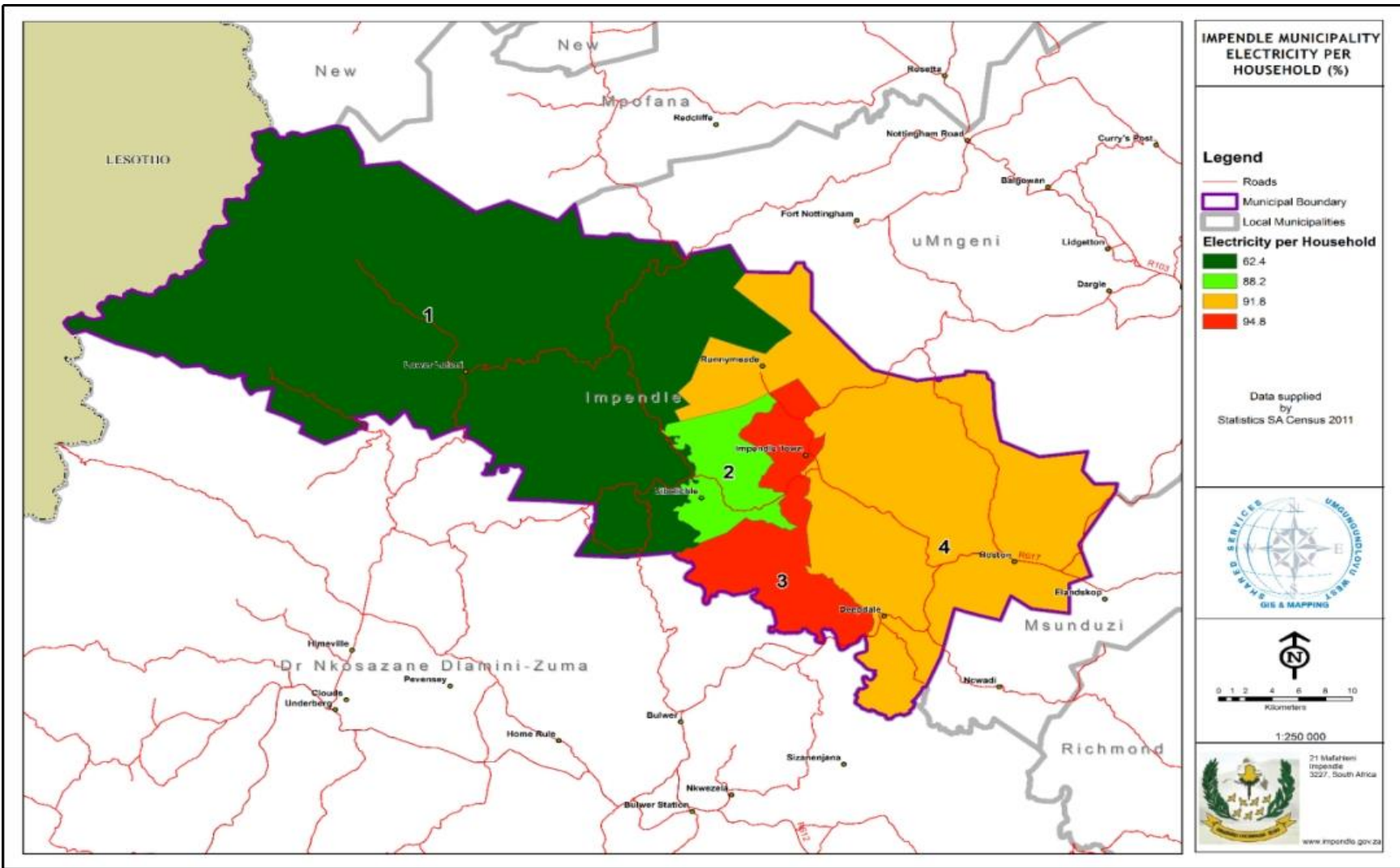
ELECTRICITY

In terms of data shown in the chart below, 89.9% or 26 544 of the Impendle Municipality's households have access to electricity through an in-house prepaid meter. The second highest figures at 5% or 1 483 of the households have an in-house conventional meter. 0.8% of 232 of the households' access to electricity is sub-indicated as other and finally, 3.1% or 366 of households do not have access to electricity at all. It is quiet alarming to note that about 4% of the Municipal households has absolutely no electricity and it showcases the need for the Municipality and Eskom to up their game and planning towards this element. development the municipality constantly growing.

Graph 8: Access to electricity



Source: 2016 Community Survey



**IMPENDE MUNICIPALITY
ELECTRICITY PER
HOUSEHOLD (%)**

Legend

- Roads
- Municipal Boundary
- Local Municipalities

Electricity per Household

- 62.4
- 88.2
- 91.8
- 94.8

Data supplied by Statistics SA Census 2011

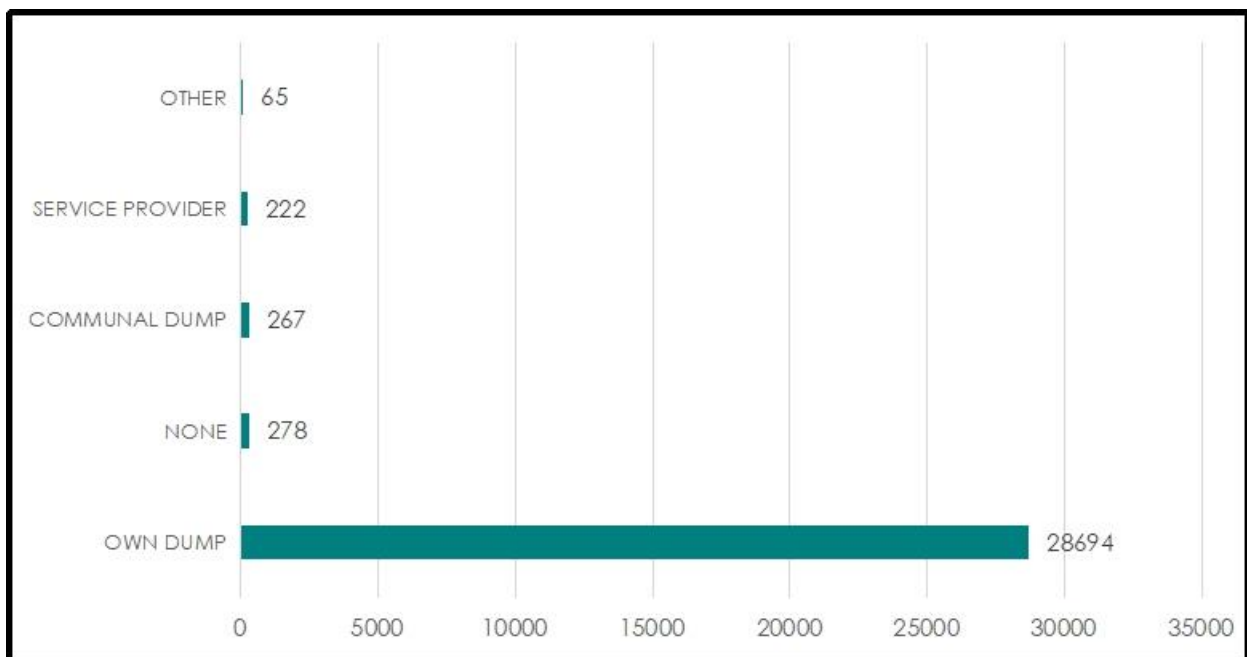
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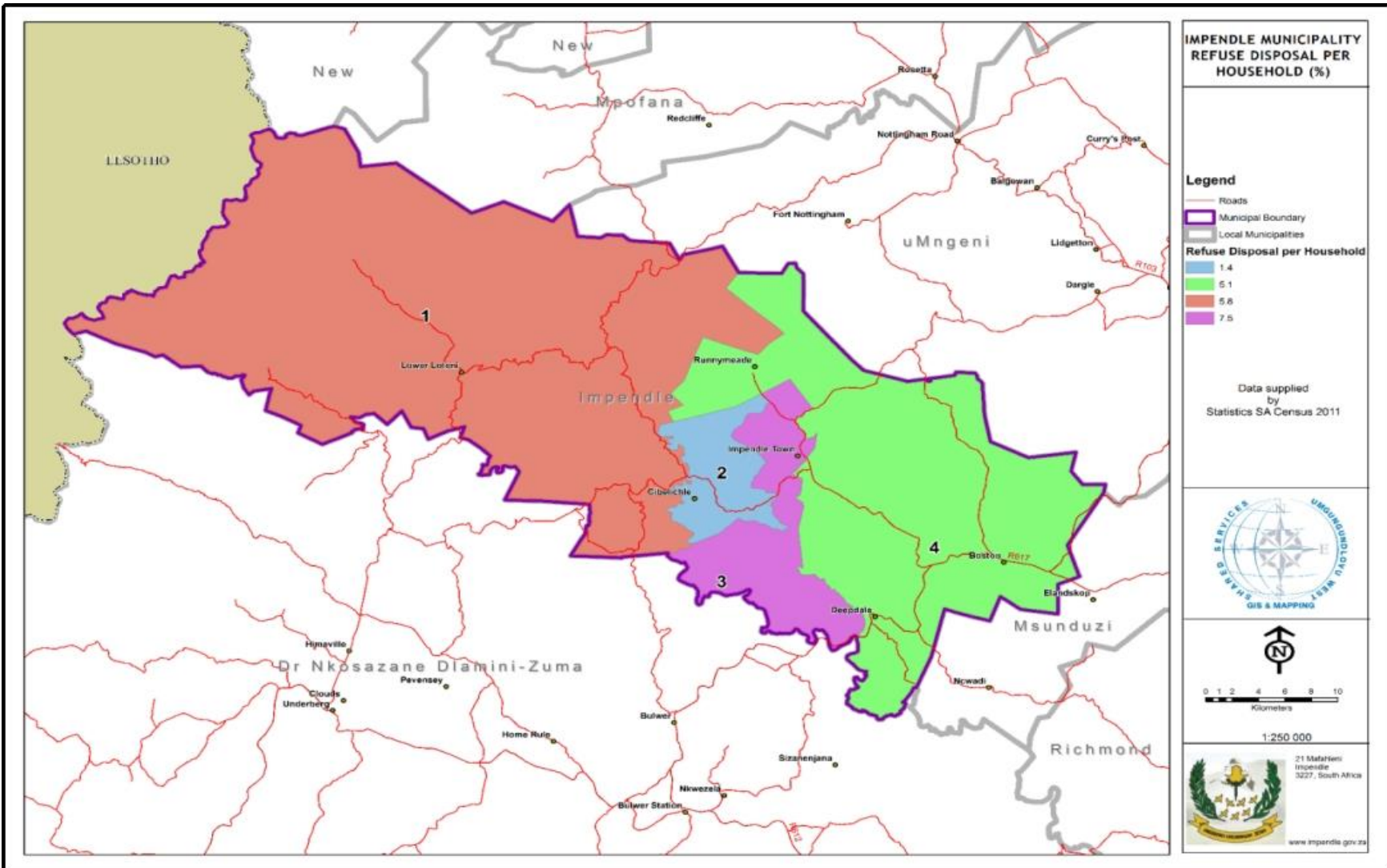
REFUSE DISPOSAL

The figure below contains data that pertains to the refuse removal aspect at Impendle Municipality. To start with, 97.2% or 28 694 of households use their own dump, and only 0.8% or 222 benefits from refuse removal provided by the local authority/private/community at least once a week. There is also communal refuse dump that is relied upon by 0.9% or 267 of the households. There is also a section of the population at Impendle Municipality that unfortunately does not benefit from any refuse disposal at all. This section accounts for 0.9% or 2 78 of the population. Lastly, 0.2% or 65 thereof account for other sub-indicator with regard to refuse removal at Impendle Municipality.

Graph 9: Access to refuse disposal



Source: StatsSA, Community Survey 2016



C.3 KEY FINDINGS

- Impendle is one of the smallest municipalities in the district in terms of population and in economic scale
- It has a total of 7 011 households (2.3% of the District households); 6 910 (98.5%) are African households, 135 (1.9%) are white households and 15 (0.05%) Coloured
- The average household size is 4.2 people per household, above the provincial (3.8) and national average of (3.3) people per household
- 4 050 (57.8%) of Impendle households have women as the head of the household
- Of the 7 011 Impendle Households, 65 are headed by people under 18 years- 60% of these have women as the head of household
- Of the 7 011 households, 4 303 (61%) are engaged in agricultural activity; of these 2 340 are involved in vegetable production, 3 118 are involved in livestock production, 2 836 in poultry production, 873 in grains and food crops, 59 in fruit production and those who responded as other were 38. Whereas 2 709 (39%) are not engaged in any agricultural activity.
- Total population at Impendle is 29 526 (2.8% of the District's total population); 48.7% (14 367) are Males and 51.3% (15 159) are Females.
- Of the 29 526, 43.8% (2 933) are between the age of 0 to 14; 30.4% (8 993) are between the age of 15 to 34; 17.1% (5 060) are adults between the age of 35 to 59. Those who are 60 years and above constitute about 8.6% (2 540) of Impendle total population. This represents a youthful population.
- Those classified as Africans/Black are the overwhelming majority as they constitute 98.9% (29 205) of Impendle total population; 1% or 305 of the population are White people, 0.05% are Asians/Indians and 15 or 0.05% are Coloured.
- The major challenge is the overwhelming prevalence of poverty in the Municipality, as it is estimated that approximately is living below the poverty line. of this approximately has no source of income and about earn less than R400 per month
- Impendle has extremely high dependency ratio in the District (and in the province) of 0.06, this requires urgent systematic/structural intervention
- The unemployment rate in the Municipality is
- There is a high level of hunger in the Municipality, 3223 (46%) of Impendle households run out of money to buy food in the past 12 months, and 2 027 (29%) of households skipped a meal in the past 12 months. Of the 2 027, 44% or 901 households run out money to buy food for 5 or more days in 30 days
- The population pyramid above show migration trends among the Youth from age group 21 and above, this could be due to lack of higher education and employment opportunities. The obvious movement is more visible amongst the Male population, between the age 21-4 and 30-34 comparing to females by 3.6 and 2.6 percent.
- The above graphs show high fertility rate, from age 0 to 4 population for males constitutes 14.5% and 12.3% for female. This suggest that the municipality need to work closely with department of Health, DSD, DOE and SASSA to address/ create an awareness around issues of sexual reproductive health, early childhood development and social grants.
- Impendle has the lowest Service Delivery Index (3.27) in the district
- The municipality should do more to manage waste effectively, given that 98% of Impendle households have no rubbish disposal method in place and they dump anywhere. This is impacting negatively on the environment.

- There is a negative delivery of healthcare services. There is a need for adjusted existing infrastructure plans to enhance the access to health facilities.

C.2 CROSS CUTTING ISSUES (INCLUDING SPATIAL, ENVIRONMENTAL AND DISASTER MANAGEMENT)

Social and economic development are dependent on sustainable use and protection of natural resources, and practices resulting in inefficient use of natural and manufactured resources put the attainment of sustainable development in jeopardy. This section of the IDP outlines the cross-cutting issues and inter-linkages of the thematic areas under review.

C.2.1 SITUATIONAL ANALYSIS

o REGIONAL SPATIAL CONTEXT

Map 2: Impendle in uMgungundlovu District

The Impendle Local Municipality is an administrative area in the uMgungundlovu District of KwaZulu-Natal in South Africa. It covers a geographic area of 1 610km², this equates to approximately 17% of the area of the district. It is extremely diverse in its topography, climate, and soil, and has a rich and complex natural environment. Its location at the foot of the Drakensberg makes Impendle a highland area and an important source of water within the KwaZulu-Natal Province. It is in the catchment area of the uMkhomazi River in the south and the Mngeni River in the north-east. Impendle Local Municipality borders the following municipal areas:

- Msunduzi Local Municipality to the East
- Umngeni Local Municipality to the North-East
- Inkosi Langalibalele Local Municipality to the North-West
- Dr Nkosazana Dlamini Zuma Local Municipality to the South
- Mpofana Local Municipality to the North

Impendle Local Municipality is located within the western portion of uMgungundlovu District Municipality, which in turn is situated in the west of KwaZulu-Natal Province. The National link N3 provides regional linkages connecting the ILM to eThekweni Metropolitan Municipality in the east and Uthukela District Municipality to the North. R612 links ILM to Dr Nkosazana Dlamini-Zuma Local Municipality to the South. The road linking Pietermaritzburg and Underberg that serves as an important access route to the Southern Drakensberg, a popular tourist destination, runs along Impendle's southern boundary. The link road between Mooi River and Underberg, which is an alternative tourist route, travels along the municipality's north-western boundary.

Impendle is characterised on its eastern side by rolling hills and agriculture, and in the central portion by higher mountains, which result in settlements along roads and rivers. On the western side the topography becomes progressively steeper and less suitable for settlement as it progresses into the World Heritage Site Conservation Area. The town of Impendle is centrally situated within the local municipality, and about 50 kilometres from central uMsunduzi. The town represents a primary node within the district spatial development framework and is situated on a primary development corridor, which traverses the local municipal area. Boston, which is a secondary node, is also situated on the development corridor, about 35 kilometres from uMsunduzi.

Following Census data, the Municipality has experienced a population decline since 2001. This may be attributed to a variety of factors including inaccessibility, poorly developed infrastructure,

limited marketing, inability to compete in the regional economy, limited rates base etc. Through its IDP it is therefore targeting key infrastructural and economic projects with a view to providing a 'platform' for investment in development of the area in agriculture, tourism, services, and processing.

o ENVIRONMENTAL ANALYSIS

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

The western areas comprise primarily Sandstones of the Clarens Formation and sandstones, siltstones and mudstones of the Elliot Formation (both formations belonging to the Stormberg Group, Karoo Supergroup) as well as the basaltic lava flows of the Drakensberg Group. Soils on the steep escarpment slopes tend to be deep and fine-grained, typical of land types of Fa, Fb and Ea. Other variations are found in the municipality. Owing to geology, slope, soils and microclimate, there are areas in the centre and west and south-west of Impendle which are not suitable for agriculture and also unstable for housing development. These areas are characterized by deep erosion gullies due to inappropriate land use from the past and should be avoided for all forms of future development.

TOPOGRAPHY AND SLOPE

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

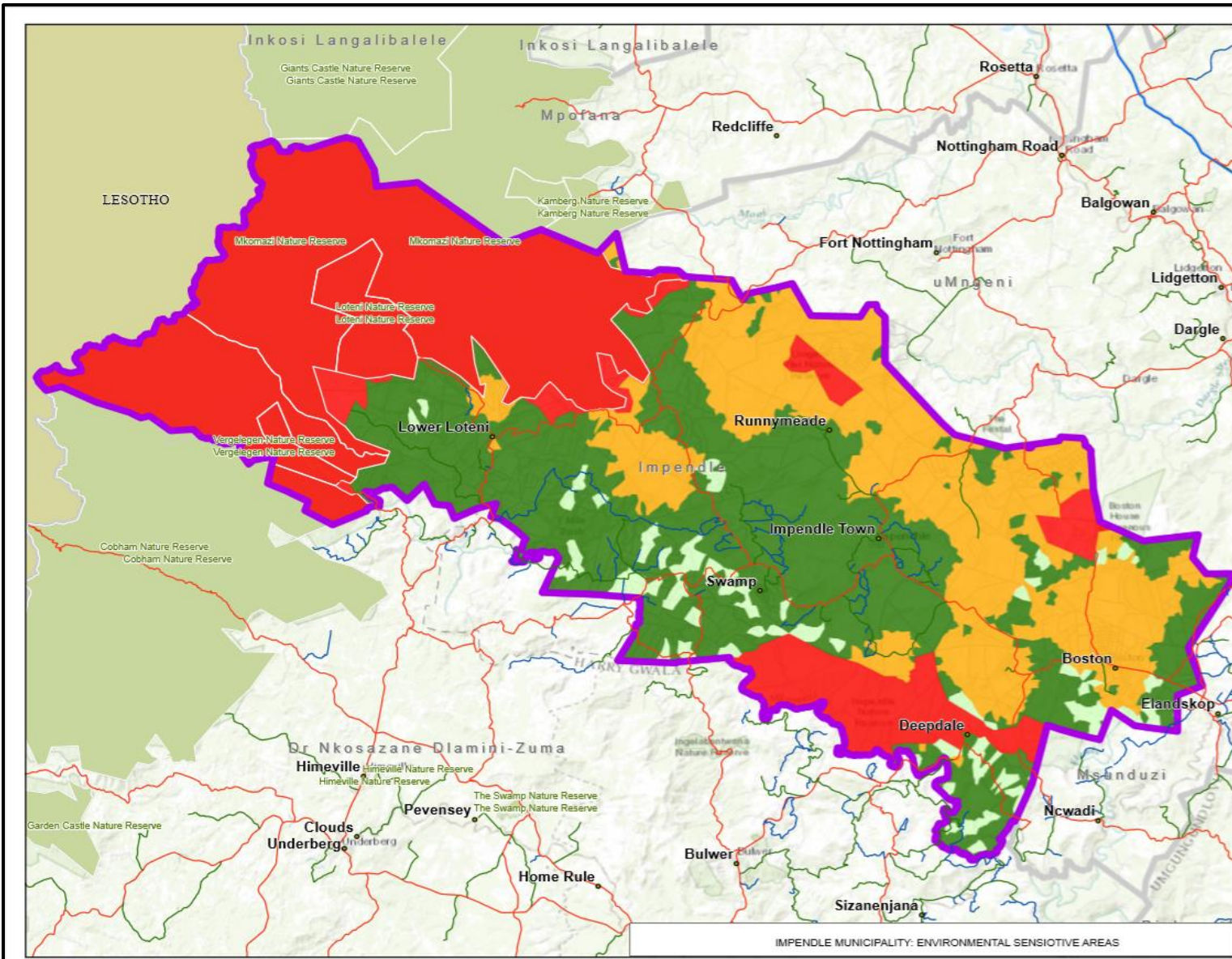
'VIEWS-CAPES'

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

Inappropriate development within the UDPWHS approaches has the potential, not only to impact upon the important biodiversity protected by the park, but upon the WHS status of the UDP. Thus, it is critical to ensure the conformity of any proposed development with the relevant guidelines (as advised by the Drakensberg Approaches Policy (DAP), Special Case Area Plan (SCAP), and the

buffer study (Rushworth & B Mthimkulu, unpublished)), in order to ensure that the values of the UDPWHS are not impinged upon, and that the WHS status of the UDP is not threatened in any way.

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



IMPENDE MUNICIPALITY ENVIRONMENTAL SENSITIVE AREAS

Legend

- Towns

Environmental Sensitive Areas Composite Weighting

- High
- Medium to high
- Medium
- Medium to low
- Low

Roads Network CLASS

- National
- Provincial
- District
- Local
- Cadastral
- Impendle Boundary

0 1 2 4 6 8 10
Kilometers

1:230 000

21 Matielani
Impendle
3227, South Africa

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IMPENDE MUNICIPALITY: ENVIRONMENTAL SENSITIVE AREAS

Map 3: Environmental sensitive areas

o AGRICULTURAL

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

The municipality includes suitable climate for commercial timber production, particularly in mist belt areas to the east of the municipality. These plantations represent both economic opportunity and significant alien invasions risks, with commercial timber species (particularly wattle) encroaching into river valleys, posing risks even as far as the UDPWHS. Soils are generally low in fertility and acidic which limits crop options. Potatoes, maize, and beans are the major crops grown by community gardens and larger farmers. The Commercial production of maize is not possible in acidic soils. Essential oils and woodlots of yellowwood have been identified as suitable options. Slope is the limiting factor for much of the municipality, with commercial agriculture and timber plantations generally already existing on suitable areas. However, additional suitable areas still exist, which potentially present economic opportunities to rural communities; however, inaccessibility and distance to markets is a significant constraint which has limited agricultural production. A paucity of impoundments, stressed water reserves (particularly the uMngeni River catchment), and lack of infrastructure renders irrigation problematic, further limiting agricultural production in such areas.

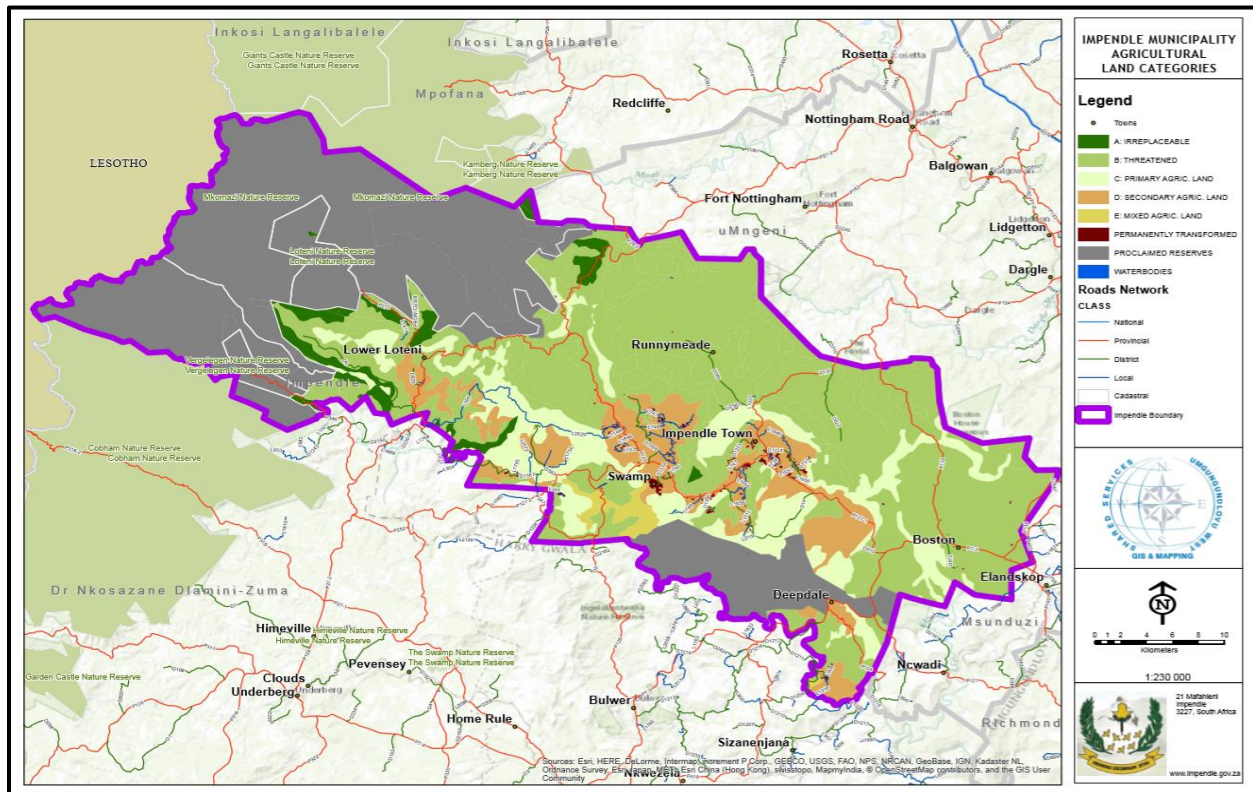
The Department of Agriculture and Environmental Affairs has accordingly only been able to identify limited areas of high potential for agricultural production in the municipality, with land reform projects comprising key interventions. Agriculture is seen as a sustainable land use on the latter properties,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

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

Map 4: Agricultural land categories

C.2.2 SUMMARIZED ANALYSIS OF THE NATURAL ENVIRONMENT

o LAND SUITABLE FOR AGRICULTURE



Impendle is typified by proclaimed reserves towards the west, rolling hills and agriculture further along the east, as well as higher mountains towards the central portion of the region which result in settlements along roads and rivers. The western portion, including the Drakensburg, is categorised as irreplaceable agricultural land, proclaimed reserves as well as protected areas. The eastern area travelling down to the western portion of the municipality is primarily threatened agricultural land. Protected areas such as uMngeni Vlei and Plateau, Boston View, Bosch Berg and Tillietudlum are in this region. Specific regions in the centre and west-southwest of the municipality are inapt for agriculture or housing development on account of geology, slope, soil as well as microclimate. These regions are branded by extreme erosional gulches due to previous inappropriate land use and should thus be avoided for all forms of future development (2013 Impendle Local Municipal IDP). The central and west-south-western region is characterised by a mixture of primary, secondary and mixed agricultural land as well as permanently transformed land and proclaimed reserve. Most settlements exist on secondary agricultural land while traditional council areas cover an array of land categories including the limited pockets of permanently transformed land (MAP ATTACHED AS ANNEXTURE)

o BIODIVERSITY

Majority of the landscape in the municipality is categorised as protected land. These include uKhahlamba Drakensburg Park, uMngeni Vlei and Plateau, Boston View, Bosch Berg, Tillietudlum,

Mount Shannon and a pocket of land towards the south-west of the municipality. The landscape is also comprised of a large mosaic of Irreplaceable Critical Biodiversity Areas, which stretch from the north-west to south-east and make up the second largest classification of environmentally crucial land forming part of the Impendle landscape. Less commonly found are areas regarded as Optimal Biodiversity and Environmentally Sensitive. These two categories trail in small segments from the south-easterly portion of the municipality to the north-westerly side.

According to the uKhahlamba Drakensburg Park World Heritage Site Integrated Management Plan (2012), part of the uKhahlamba World Heritage Site falls within the Impendle Local Municipality and is located in the western region of the municipality. The Park is a national and global asset due to its natural and cultural worth. It is also part of the Trans Frontier Conservation Area. The uKhahlamba Drakensburg Park is considered a protected area, as well as uMgeni Vlei and Plateau, Boston View, Bosch Berg, Tilletudlm, Mount Shannon and an area located in the south-western portion below Sithunjwana. Protected land takes up a generous portion of the municipal area, Table below elaborates on this.

Table 4: Impendle biodiversity

CATEGORY	AREA (Ha)	AREA (%)
Irreplaceable	39 726,06	24,67
Optimal	4 220,22	2.62
ESA	54 348,67	33,7
Protected Area	66 290,31	41.17
TOTAL MUNICIPAL AREA	161 020,68	100

o HYDROLOGY

According to the Impendle Local Municipal IDP (2013), the local municipality has multiple rivers running through it, most of which arise from the western region of the Drakensburg. The main ones are the Nzinga, Lotheni and Mkhomazi Rivers. The Nzinga River courses through the Impendle Local Municipality and into Ingwe Local Municipality. The source of the river can be traced to the KwaNtabamnyama Mountain range as well as the Wuthering Heights area and it flows in a north to south direction. Adjacent to the Nzinga River is the Lotheni River, the latter tides in a south-easterly direction.

The Lotheni River has its origins in the Lotheni Nature Reserve at Peak kwaPitoli and joins the Mkhomazi River towards the south. The Nhlathimbe River falls between the Lotheni and Mkhomazi River. It flows in a northwesterly direction and connects to the Lotheni River towards the south. The Mkhomazi River runs in an east-south-easterly direction where it connects to the Lotheni River. The Mkhomazi River can be traced to the Mkhomazi pass within the Cobham State Forest within the Drakensberg. The municipality also has several other smaller rivers running through it, including the Mgeni, Elands and Roodraai River.

Impendle Local Municipality plays a critical role in terms of water provision. Therefore, preserving the remaining natural systems along primary waterways and upland creeks is vital for safeguarding the continuous delivery of ecosystem services, as well as the connectivity essential for biodiversity maintenance. Associated wetlands perform a key role in this regard. A cluster of wetlands is found towards the north-eastern region of the municipality and trail down to the southern parts. It is worth

noting that the Umgeni Vlei Nature Reserve is located 20km due south-west of Nottingham Road in the KwaZulu-Natal midlands. The UMgeni Vlei is 300ha in size, with a height of 1840m and a peak of 2081m. The wetland functions as a sizable sponge and the source of the uMgeni River. The uMgeni Vlei is a significant water-catchment area that provides a considerable fraction of South Africa's gross national product. The entire catchment above the marsh falls under conservation, either within the reserve or in a Natural Heritage Site (2013 Impendle Local Municipal IDP).

o AIR QUALITY

Air pollution is the contamination of the air by harmful gases and particulates at concentrations that higher than natural background levels. Since the onset of the industrial revolution, there has been a steady change in the composition of the atmosphere mainly due to combustion of fossil fuels used for generation of energy and transportation. Air pollution has negative impacts on the environment we live in. It causes health problems to humans and animals, damages plant, pollutes water, threatens aquatic life, deteriorates infrastructure and reduce visibility.

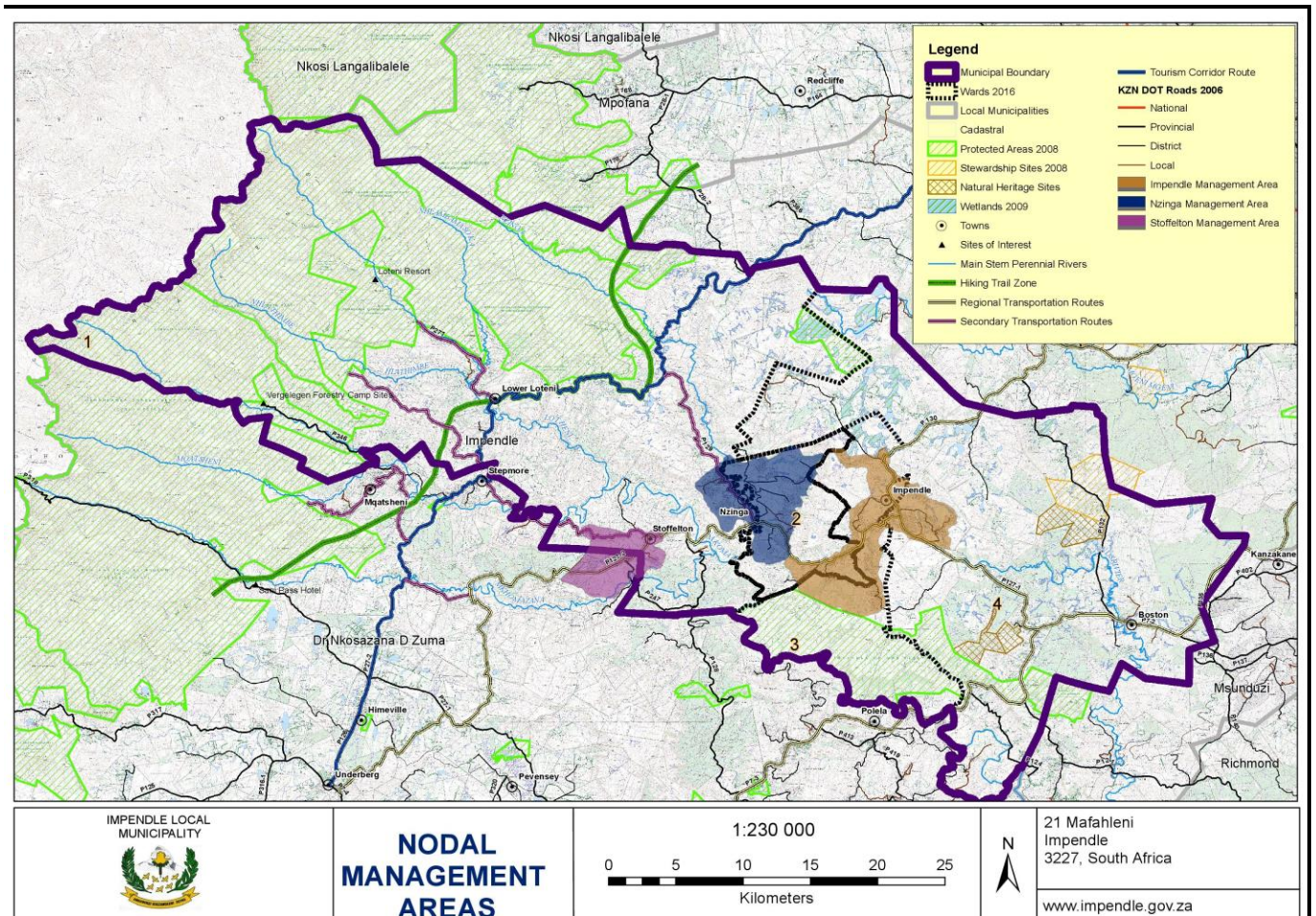
o CLIMATE CHANGE

The Impendle area is characterised by precipitation in the west from cold fronts in winter. The region is also subject to summer rainfall with dry winters. However, dry summers and summer droughts are also frequent, in the east. Summers are warm to hot, to extremely hot, and winters are mild to cold, to extremely cold. The Mean Annual Temperature ranges from approximately 4°C to 17°C. The Mean Annual Precipitation (MAP) ranges from 600mm to 1000mm in the municipality, with large scale variations over relatively short distances. The Mean annual evaporation varies considerably in the municipality depending on the relationship of rainfall and temperature.

Climate change would influence not just the survival of individual species, but also on the environment and the natural resources that species have evolved to use in their natural habitat. As a result, animals are moved to the edges and forced to migrate to find a place to survive and food to consume. As a result, climate change would raise the risk of species extinction and have a detrimental effect on biodiversity. Climate change projections indicate that extreme weather events such as floods and droughts are likely to become more frequent and intense, and that poor and marginalised groups will be most vulnerable to the risks presented by change.

C.2.3 HUMAN SETTLEMENTS CORRIDORS, NODES, TOWNS AND WARDS

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



Map 2: Impendle Local Municipality Nodal Management Areas.

o IMPENDLE TOWN

The main town of Impendle, located in Ward 3 had an adopted Town Planning Scheme which was established on 26 July 1994, now it is going to be substituted by the Land Use Scheme which was adopted with the 2018/2019 IDP and is aligned with the Integrated SDF, LED and EMP. This town has the following public facilities: Municipality offices; Magistrates Court; Petrol filling station; Post office; Police station; Gomane clinic; Thusong Services Centre; Community Hall; various General Dealers. The town is located in the context of a large area of rural settlement identified as the Impendle Management Area in the SDF.

The town is the focus for future of economic growth and development while the surrounding settlements are the focus of agricultural development.

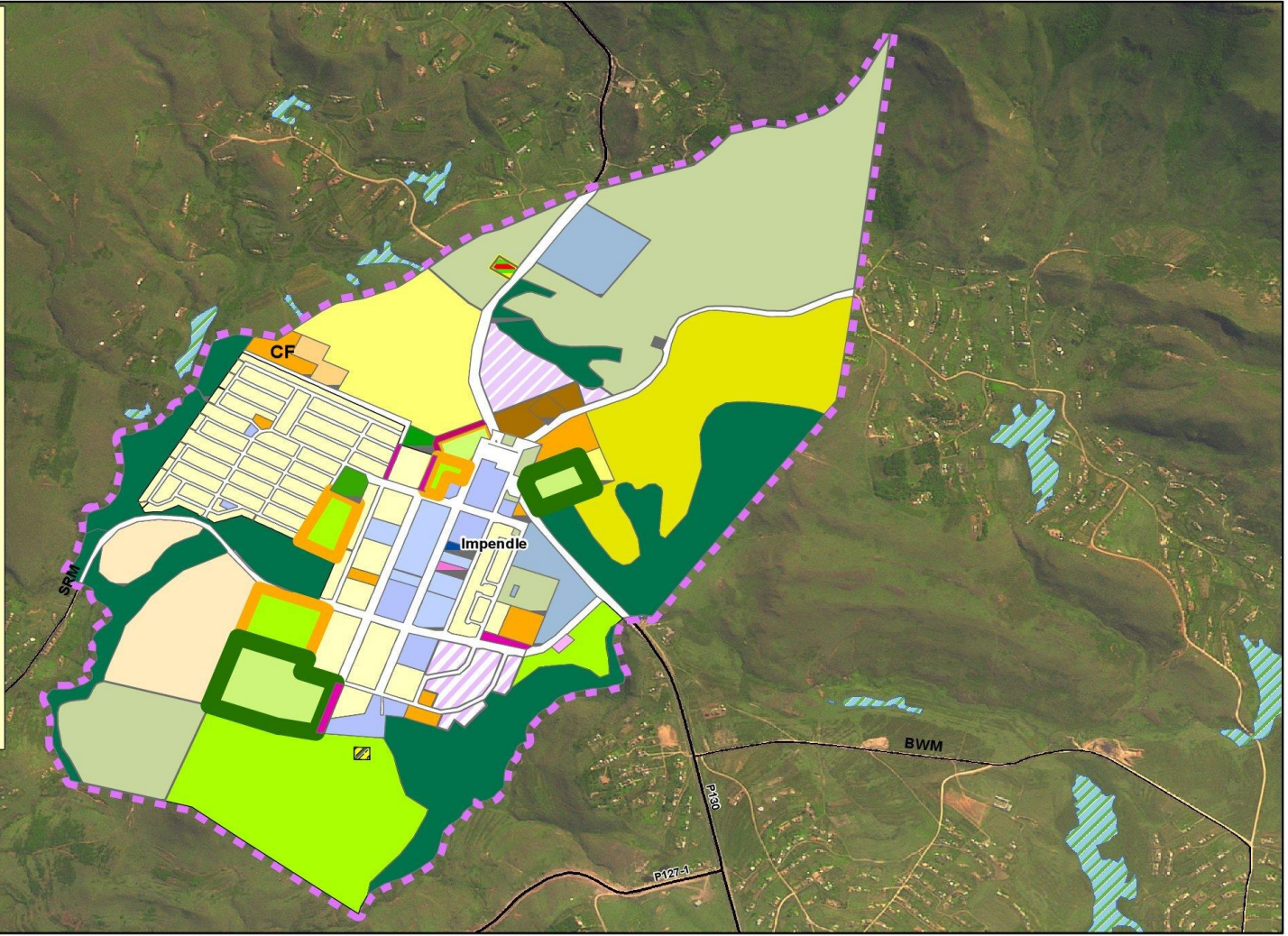
Legend

ZONES

-  Administration
-  Agriculture
-  Cemetery
-  Commercial
-  Education
-  Industry
-  Petrol Filling Station
-  Private Open Space
-  Proposed Roads
-  Public Open Space
-  Refuse Site
-  Residential Only Detached 2
-  Roads
-  Transportation
-  WaterWorks
-  Worship
-  Impendle_TLC_Land
-  Wetlands 2009

KZN DOT Roads 2006

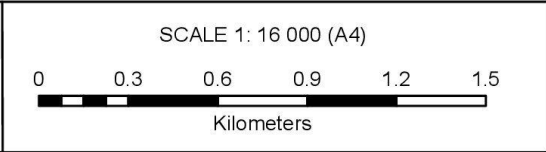
-  National
-  Provincial
-  District
-  Local



IMPENDLE LOCAL MUNICIPALITY



Impendle Village Growth Area



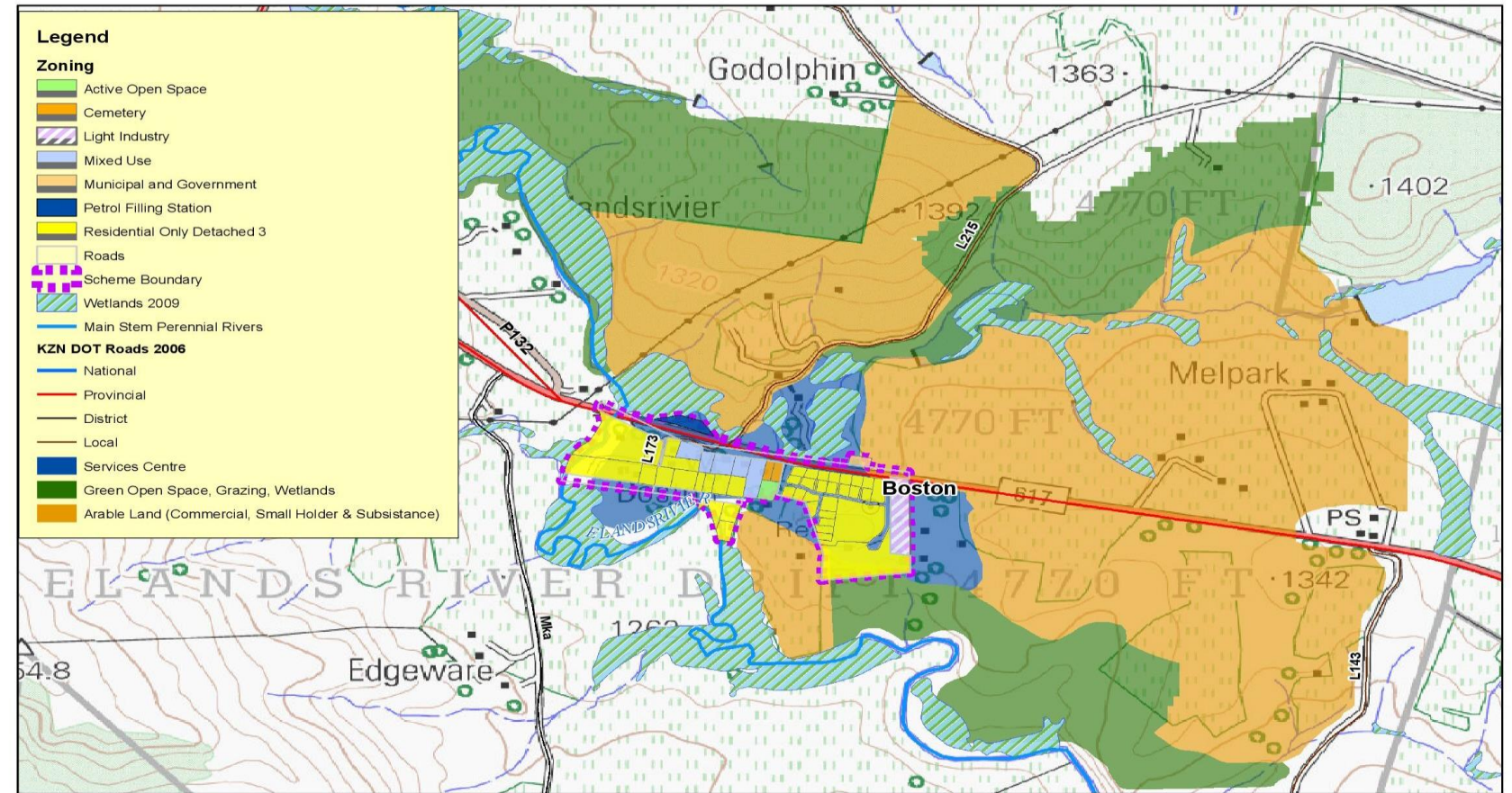
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 Impendle
 3227, South Africa

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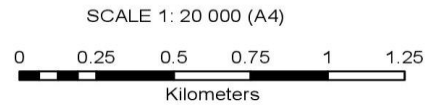
Map 3: Impendle Local Municipality Developmental Node: Town/Village Growth Area.

○ **BOSTON TOWN**

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



Boston Node



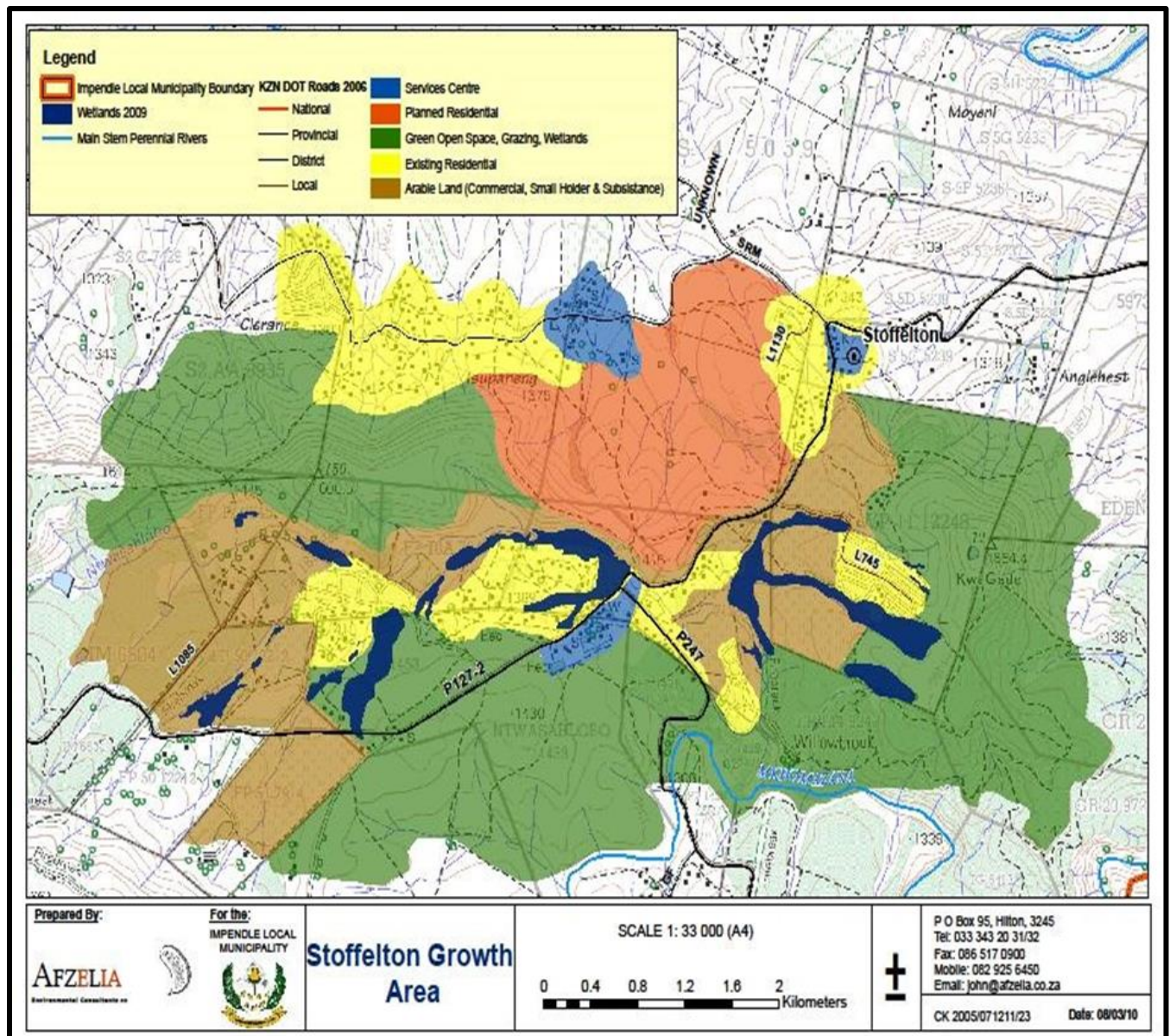
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C.2.3.1 SETTLEMENTS CORRIDORS

WARD 1

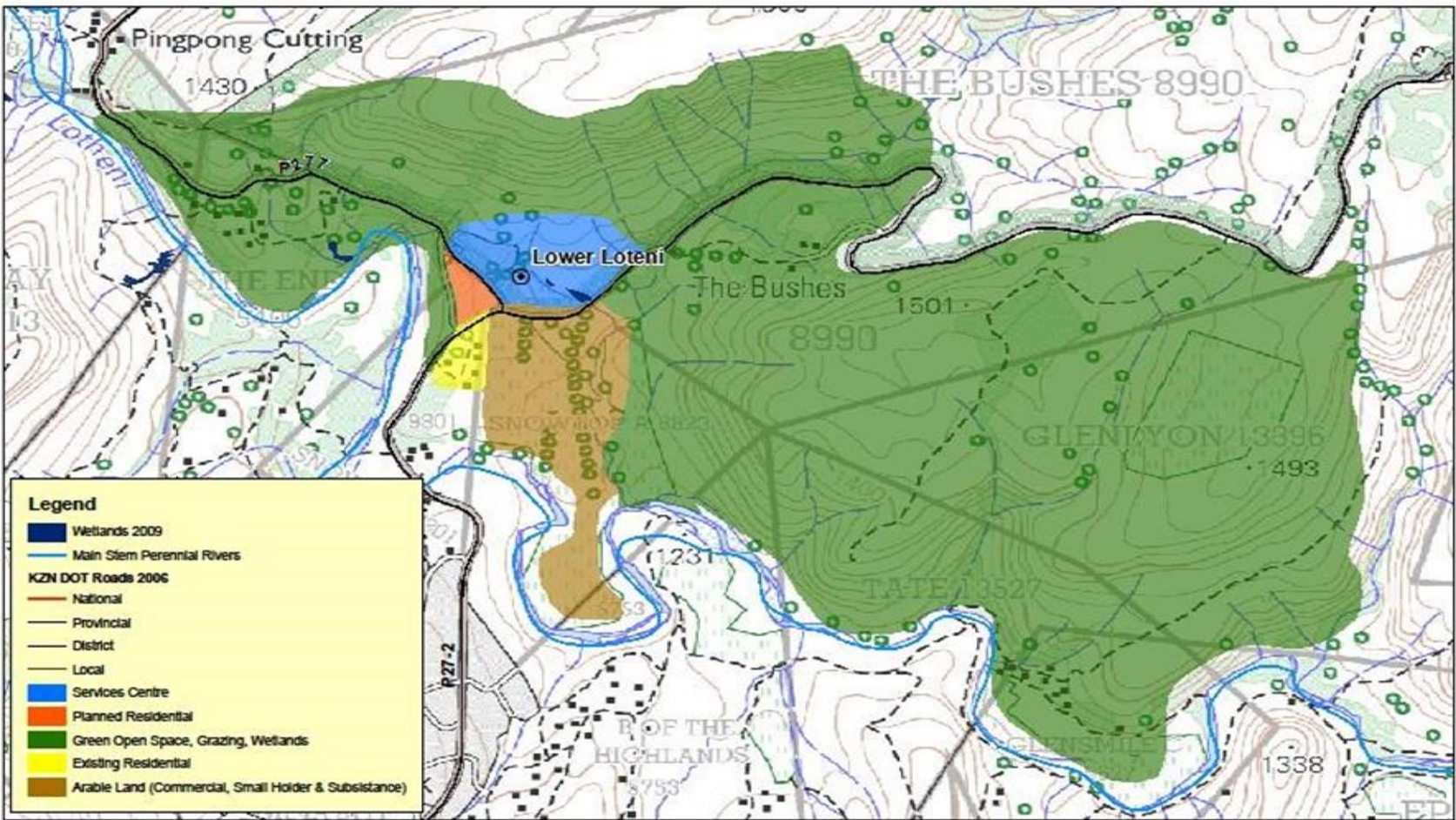
Ward 1 is located on the Western portion of the Municipality with the western boundary of the Municipality falling adjacent to the Drakensberg Mountains. This ward is by far the largest ward in terms of its geographical area and consists of scattered rural settlements. Small pockets of traditional areas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

- **STOFFELTON-NTWASAHLOBO** is located in the South West of Impendle and adjoins KwaSani as a cross-border area, which consisting of the following: - Isiminza Traditional Court; Community Hall; one (1) Primary School; one (1) High School; Library / Resource Centre; General Dealer; Church. Stoffelton is being linked with Ntwasahlabo and Ridge.



Map 5: Impendle Local Municipality Developmental Node: Stoffelton Growth Area.

- **LOWER LOTHENI** has rather a scattered structure in terms of settlement and related public services. In the North are the following communities: Maitland; Nkathini; Nhlathimbe; Lotheni.



Prepared By:

AFZELIA
Environmental Consultants cc

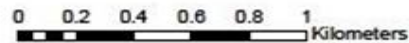


For the:
IMPENDE LOCAL
MUNICIPALITY



Lower Loteni Node

SCALE 1: 20 000 (A4)



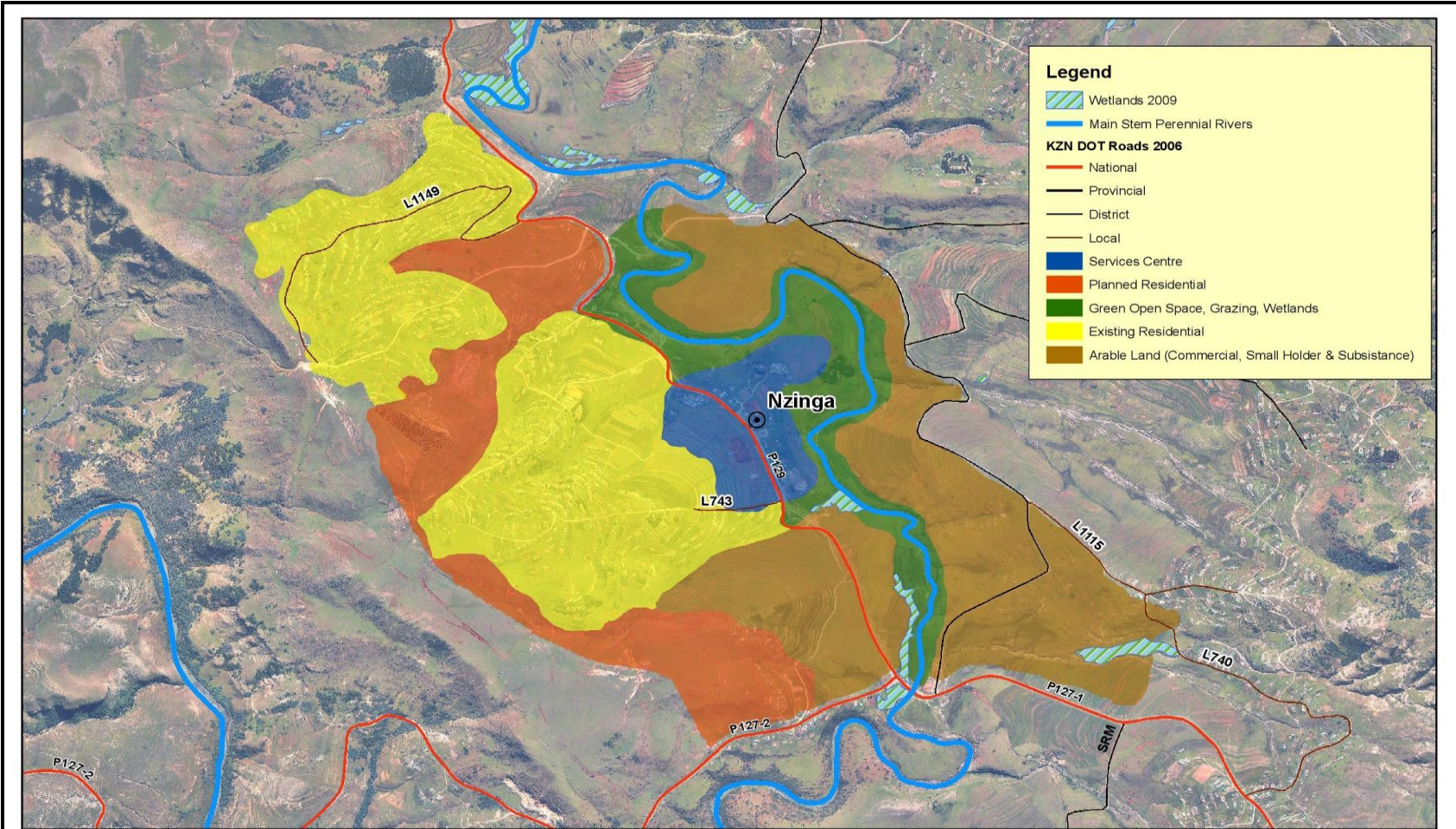
P O Box 95, Hilton, 3245
Tel: 033 343 20 31/32
Fax: 086 517 0900
Mobile: 082 925 6450
Email: john@afzella.co.za

CK 2005/071211/23

Date: 08/03/10

Map 6: Impendle Local Municipality Developmental Node: Lower Lotheni Node.

- **NZINGA** consisting of the following: - Nxamalala Clinic; HIV/Aids drop-in centre; Nxamalala Traditional Administration Centre; 2 Primary Schools; 2 High schools; General Dealers. Large areas of settlement follow the main road to Nzinga and then split off on the road to Lotheni mainly located in the valley of the Nzinga River. Further south is: - Mahlutshini which has a Police Stock Theft unit; and a General Dealer.



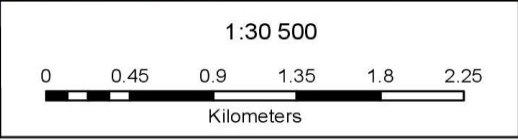
Legend

- Wetlands 2009
- Main Stem Perennial Rivers
- KZN DOT Roads 2006**
- National
- Provincial
- District
- Local
- Services Centre
- Planned Residential
- Green Open Space, Grazing, Wetlands
- Existing Residential
- Arable Land (Commercial, Small Holder & Subsistence)

IMPENDE LOCAL MUNICIPALITY



Nzinga Growth Area





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Map 7: Impendle Local Municipality Developmental Node: Nzinga Growth Area.

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

WARD 2

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

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

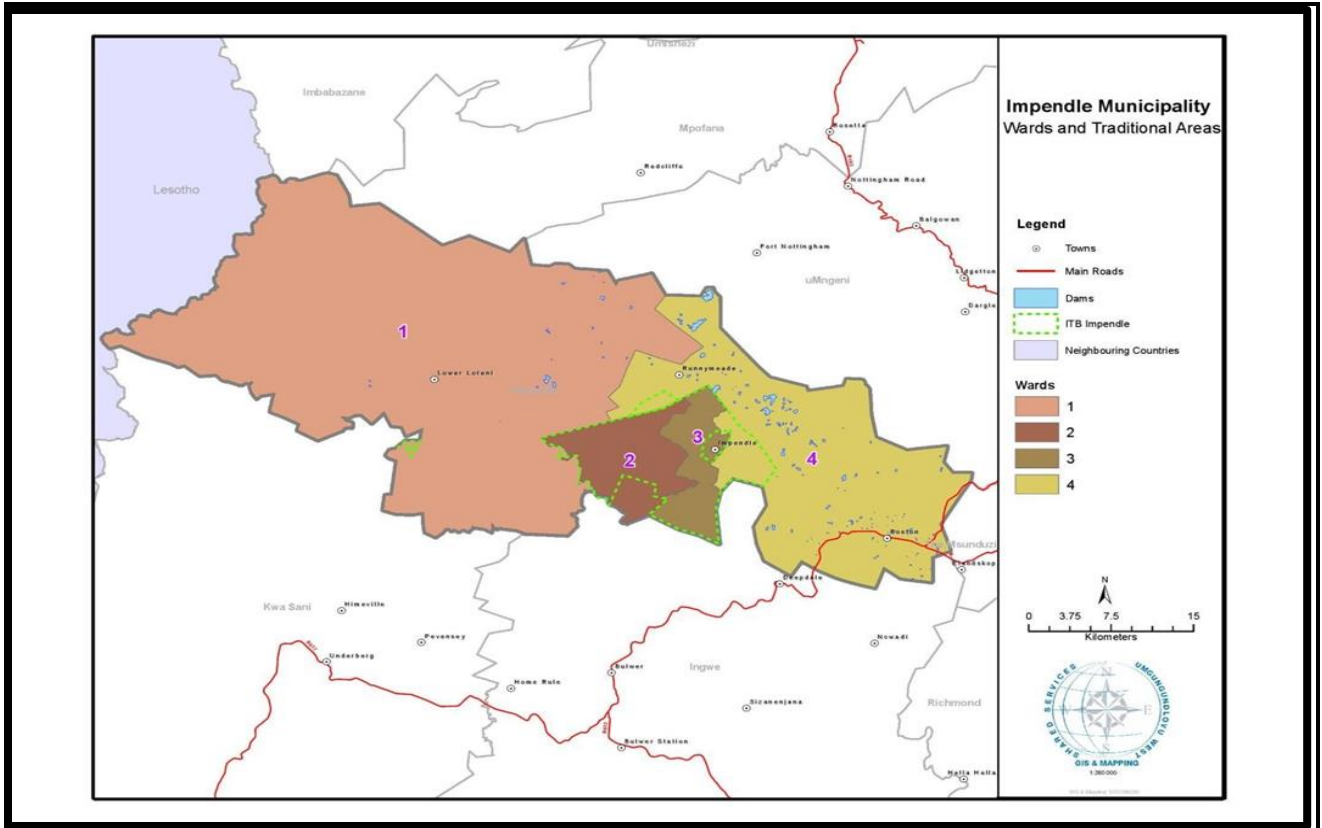
WARD 3

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

- In the North: - KwaNovuka 1-4; Ntshini just north of Impendle town.
- In the West: - Enguga 4 and 10 located on the western side of Impendle town.
- In the South: - KwaKhetha 1 and 2; Ntshosweni; Fikesuthi; Similobha 1 & 2; Come and See, and Sithunjwana.

WARD 4

This Ward consists mainly of the farming community of Boston and the settlements of: - Gomane 1-7; Nhlambamkhosi. Nonguqa, Fikesuthi and Khamndeni.



Map 8: Impendle Local Municipality Wards and traditional Areas Map.

C.3 KPA: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

C.3.1 HUMAN RESOURCES STRATEGY

It is important that all HR processes and initiatives are developed as part of an overall people strategy which is aligned with, and designed to assist in the achievement of the organizational strategy and goals. A key part of the HR planning role is the development of a workforce plan. The Council adopted the Human Resources Strategy at a Council meeting held on the 26th of April 2018; this strategy will be used as part of the municipal vehicle for achieving efficient and effective service delivery.

THE HUMAN RESOURCE MANAGEMENT STRATEGY IS AIMS AT:

- Ensuring that the Municipality has the right number and composition of employees with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives.
- Ensuring that the Municipality makes optimum uses of Human Resource and anticipates and manages surpluses and shortages of staff.
- Ensuring the Municipality's employees are suitably skilled and competent to add value to the Municipality in delivering sustainable solutions, advice and capacity building to the Municipality.

HR STRATEGIC GOALS AND OBJECTIVES

HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
HR Strategic Goal 1: Strategic Alignment	Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.
	Annual alignment of the organisational structure to the newly reviewed IDP and SDBIPs.
	Implement a workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives
	Revamp the HR service delivery model and business processes for the municipality and introduce the Strategic Partnership Service Model

	Proactively engage employees in the analysis of their workforce management issues and identify strategies to address concerns
HR Strategic Goal 2: Effective Human Resource Planning	Develop and deploy an integrated workforce plan which will enable the municipality to identify, attract and retain the right talent, at the right time, in the right place
	Identify scarce and critical skills
	Develop standardised job profiles for all positions to be used as a basis for recruitment and career pathing
	Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the municipality
HR Strategic Goal 3: Organisational Development	Conduct climate survey to understand current challenges around organisational culture, and use results to design the future/ ideal organisational culture
	Prepare and implement transition process that provide for continuity in the municipality's operations
	Establish a sound knowledge management and knowledge transfer programme for all key positions
	Develop a Change Management and Communication Strategy to address culture challenges and ensure effective transition of the municipality
	Conduct a formal review of municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.
	Conduct exit surveys \ interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the municipality

	Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the municipality
	Develop standardised job profiles for all positions to be used as a basis for recruitment and career pathing
HR Strategic Goal 4: Build and Sustain a Capable, Diverse, Well-Trained, Workforce and Enhance Retention Through Learning and Professional Development Opportunities	Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance.
	Develop a leadership succession plan, including a leadership gap analysis
	Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.
	Provide coaching and consultative support to management on leadership development and people management issues
	Identify employees who need ABET up-skilling and implement relevant actions
HR Strategic Goal 5: Inculcate A Results-Oriented High Performance Culture	Develop employee performance management system
	Roll-out of employee Performance Management to enforce responsibility and accountability by line managers and employees to enhance organisational, team and individual performance.
	Develop Individual Development Plans for all employees and translate into Workplace Skills Plan for training interventions to address skills gaps.
HR Strategic Goal 6: Recognise & Reward,	Develop Remuneration Strategy to address all aspects of remuneration

Performance	Establish a Recognition and Reward Programme with both financial and non-financial incentives
HR Strategic Goal 7: Sound Employee Relations & Human Resources Governance	Conduct a review of HR Policies and Processes as and when required, ensuring alignment to legislative requirements and best practice
	Capacitate line management \supervisors through coaching and continuous training on grievances and disciplinary matters so that these are used as corrective and not punitive measures
	Establish Employee Forums to educate and up-skill employees on labour related matters
	Develop an effective Workplace Diversity, Transformation and OHS Programme
HR Strategic Goal 8: Comprehensive Employee Wellness Programme	Develop Employee Wellness Strategy and Plan

b

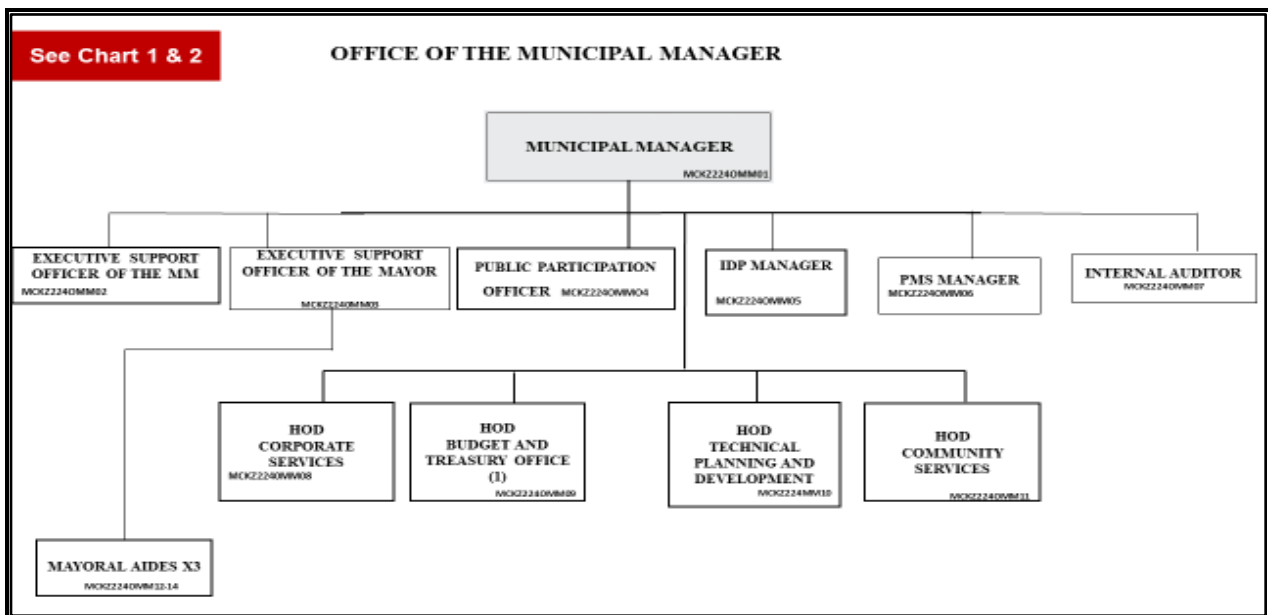
C.3.2 IMPENDLE ORGANIZATIONAL STRUCTURE / ORGANOGRAM

Our Municipality has developed an organogram which indicates the Municipal Departments and filled and vacant posts. The Organogram was adopted by Council on the 26th of October 2017 which will be reviewed annually. The municipal structure inclusive of functions per division is shown in the figure below.

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

C.3.2.1 The office of the Municipal Manager

Figure 1: Office of the Municipal Manager Organogram



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

- To manage the municipality's administration in accordance with the Local Government: Municipal Systems Act and other legislation.
- To implement the municipality IDP, and to monitor the progress with the implementation of the plan.
- To manage the provisions of services to community, residents, and rate payers in a sustainable manner.
- To control and manage the effective utilization and training of staff.
- To maintain discipline of staff.

- To promote sound labour relations.
- To advise the structures and functionaries of the municipality.
- To manage the communication between the municipality's administration and its structures and functions.
- To carry out the decisions of the structures and functions of the municipality.
- To administer and implement the municipality's By- Laws and other legislation.
- To implement national and provincial legislation applicable to the municipality.
- To ensure monitoring and evaluation of risk management.

THE ANALYSIS OF FUNCTIONS

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

INTERNAL AUDIT

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

RISK MANAGEMENT AND RISK ASSESSMENT

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

AUDIT PLANS

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

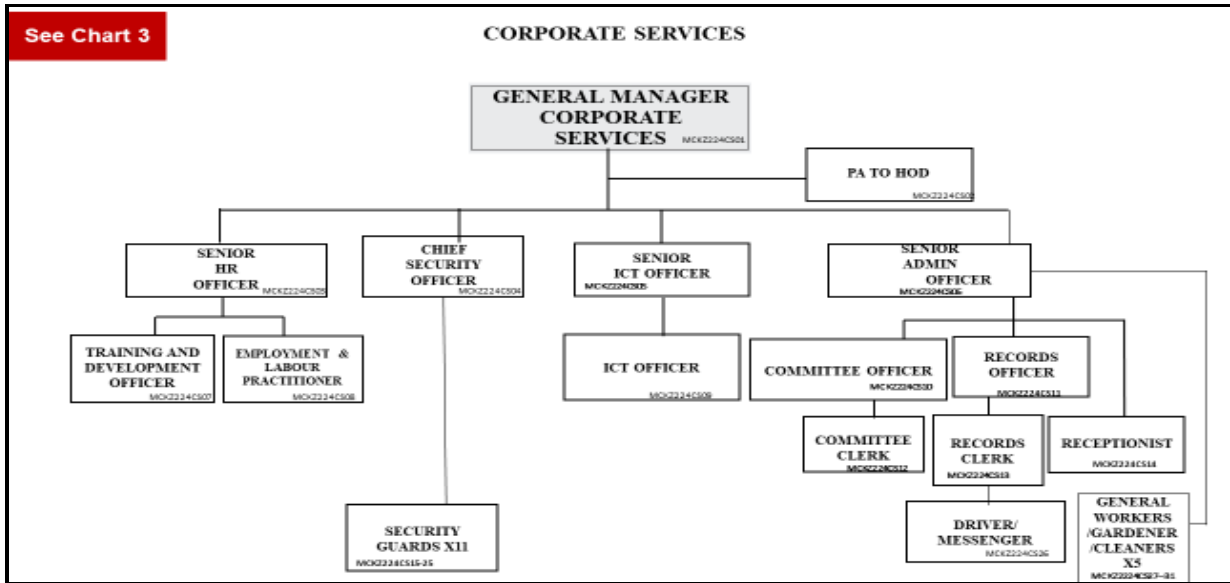
INTEGRATED DEVELOPMENT PLAN (IDP)

Integrated Development Planning is a process through which municipalities prepare a strategic development plan, for a five-year period. The Integrated Development Plan (IDP) is a product of the process. The IDP is the principle strategic planning document which guides all planning, budgeting, management, and decision-making in a municipality. Integrated Development Planning is therefore one of the key tools for local government to fulfil its new developmental role.

- Impendle has very technical in nature.
- Focused on the controlled use of land through various legal mechanisms; predominantly sector based.
- inflexible and of a blueprint nature.
- indifferent regarding environmental sustainability.
- Concerned with physical/infrastructural development by the public sector; and vi.
- Inadequate in terms of facilitating private sector development.

C.3.2.2 Corporate services

Figure 2: Corporate Services organogram



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

DESCRIPTION OF THE ACTIVITY

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

ADMINISTRATION

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

- Registry and archives
- Proper utilization and maintenance of municipal facilities

HUMAN RESOURCE/LABOUR RELATIONS MANAGEMENT

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

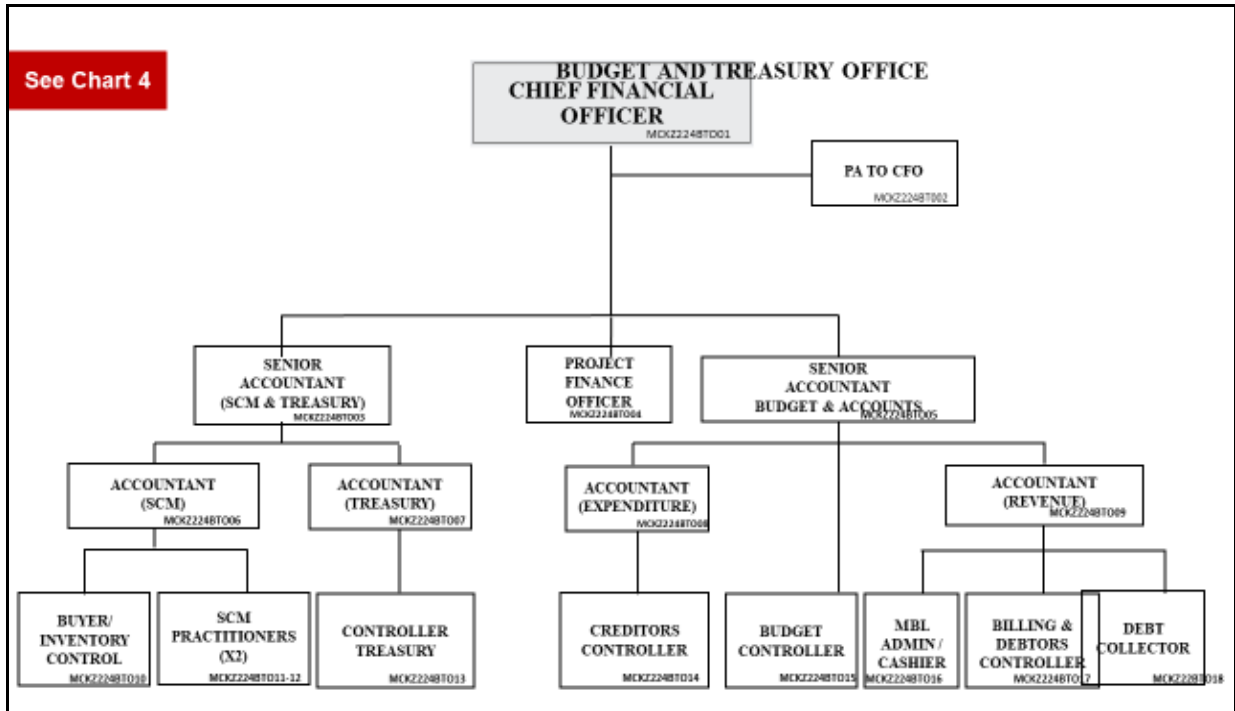
EMPLOYEE ASSISTANCE PROGRAMME

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

- Employee Wellness
- Health Promotion
- Occupational Health and Safety
- HIV/AIDS Programme

C.3.2.3 Budget and Treasury Office

Figure 3: Budget and Treasury Office organogram



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

EXPENDITURE SECTION

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

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

CREDIT CONTROL AND REVENUE PROTECTION SECTION

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

- Collection of all outstanding monies owing to Council.

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

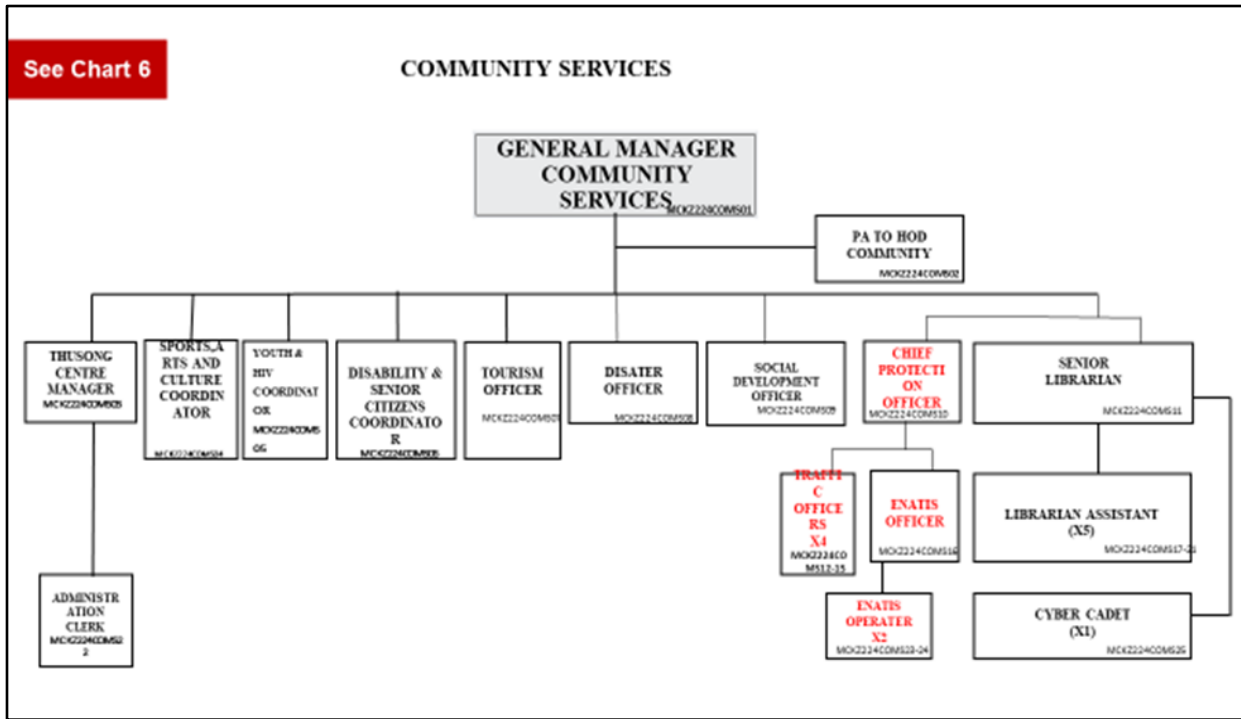
SUPPLY CHAIN MANAGEMENT SECTION

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

- Maintenance of a supplier's database.
- Reporting on all matters relating to supply chain management.
- Demand, acquisition, and disposal management.
- Price quotations, competitive bidding, and tender documents.
- Providing support to the bid specification, evaluation, and adjudication committees.
- Petty cash management; and
- Issue of requisitions and orders

C.3.2.4 Community services

Figure 4: Community Services organogram



The Community Services Department is responsible for ensuring provision of an acceptable standard of Social Services, Emergency Services, Environmental and Health Services, Community Safety Management as well as Sports, Arts and Cultural Services to the communities.

THE DEPARTMENT WILL ALSO BE RESPONSIBLE FOR THE FOLLOWING:

- Provision of efficient and coordinated health and occupational health services
- Manages and monitors the implementation of pollution and environmental degradation prevention strategy
- Provision of efficient and coordinated disaster management services
- Manages and monitors the implementation of crime prevention strategies thereby improving safety and security in communities
- Develops and implements strategies to stimulate, promote and develop Sports, Arts and Culture and other recreational activities
- Manages the provision of efficient and coordinated community welfare services such as:
 - Day-care centres
 - Proper pension payouts
 - HIV/AIDS Education / Awareness
 - Sports, Arts and Culture Development
 - The Aged and the Disabled

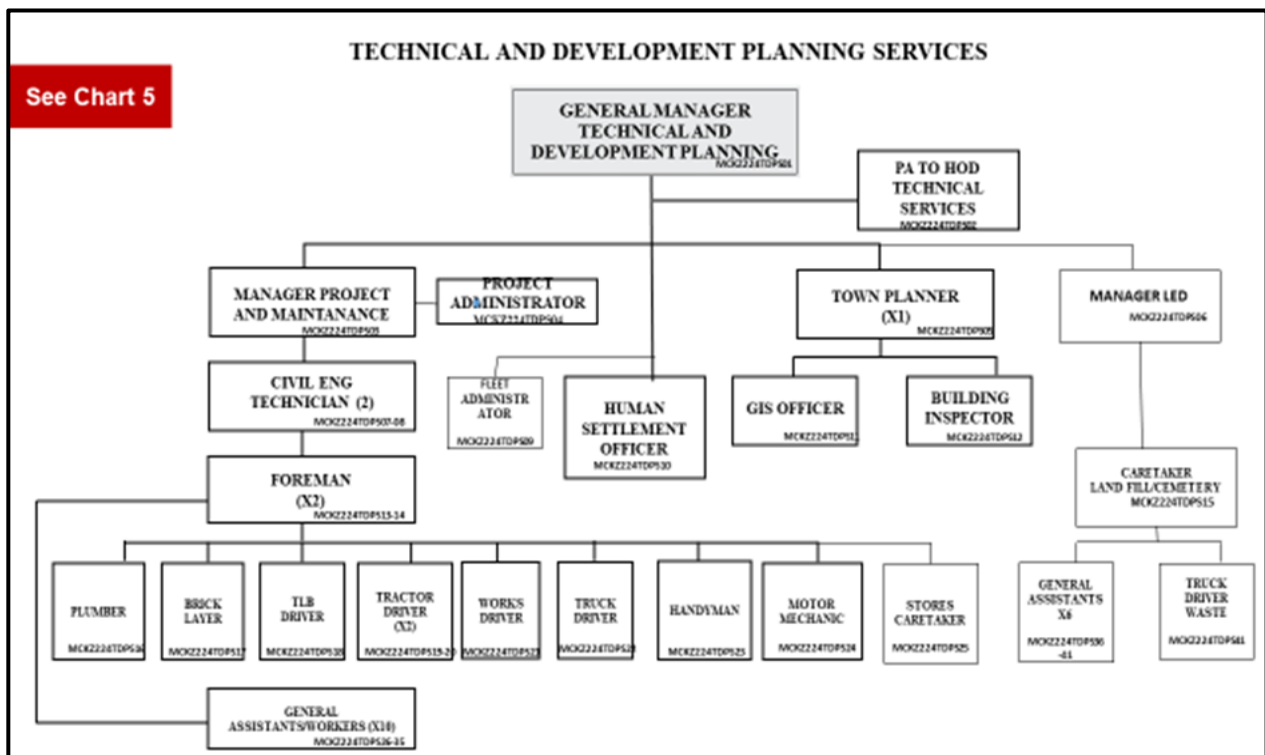
- Protection and maintenance of sensitive, vulnerable areas and cultural heritage sites to sustainable levels and promote Tourism
- Proper management of Municipal community facilities including, sportfields and community halls
- Public spaces and recreation centres, parks and facilities.
- Provision of Safety and Security in municipal area

C.3.2.5 Technical and Development Planning

The Technical Services Department of the Impendle Municipality is responsible for the day-to-day infrastructural development and maintenance, to ensure the wellbeing of the communities in the area our jurisdiction. The Impendle Technical and Development Planning Unit is responsible for the following functions:

- Operations & Maintenance
- Project Management
- Housing
- Cleansing
- Refuse Removal
- Cemeteries
- Mechanical
- Municipal Planning (including IDP & Development Administration)
- LED and Tourism
- Building Regulation
- Fleet Management

Figure 5: Technical and Development Planning Services



C.3.3. CRITICAL POSTS FILLED (MM & SECTION 56 POSTS)

The organisational structure shows five (5) critical posts, i.e., Municipal Manager, Chief Financial Officer, General Manager Infrastructure and Planning Services, General Manager Community Services Department and General Manager Corporate Services Department. Four posts have been filled, and currently there is one incumbent for both GM Corporate and Community Services due to financial constraints. The Municipality intends to separate the two Departments when funds are available.

Table 5: Status of critical posts

	APPROVED POSTS	FILLED	VACANT	MALE	FEMALE
Executive & Council	10	06	04	03	03
Corporate Services	31	28	03	17	12
Financial Services	18	15	03	07	08
Infrastructure & Planning Services	43	17	26	12	04
Community Services	26	13	13	06	07
TOTAL	128	79	49	45	34

Critical posts filled (MM & Section 56)

The municipality is unable to fund all positions in its Organogram, some of which are critical.

C.3.4 VACANCY RATE

C.3.5.1 Employment Equity Plan

The Employment Equity Act No. 55 of 1998 requires Municipalities to prepare an Equity Plan. Impendle Local Municipality has an Employment Equity Plan which was adopted in 2020 November and will be in implementation until the YEAR 2024 (attached as an annexure to the IDP). The main objective of the Employment Equity Plan is mainly on achieving transformation and equality in the workplace by promoting equal opportunity and fair treatment in the employment through the elimination of unfair discrimination, through the EEP Council further commits itself to implement affirmative action measures to redress the historical disadvantages in employment as a result of the apartheid legacy which restricted members of the designated groups from entry to employment, advancement or development of such. The Municipality will report on progress each year as prescribed by the Act and will review and update the Plan as required. It is important that the Employment Equity Plan reflects the shared Vision and Mission for the Municipality.

WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

Senior management											
Professionally qualified and experienced specialists and mid-management					1						1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1										1
Semi-skilled and discretionary decision making											
Unskilled and defined decision making	1										1
TOTAL PERMANENT	3				1						4
Temporary employees											
GRAND TOTAL	3				1						4

Table 8: Numerical goals for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	2										2
Professionally qualified and experienced specialists and mid-management	7	1			4						12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6				12						18
Semi-skilled and discretionary decision making	10				9						19
Unskilled and defined decision making	21				7						28
TOTAL PERMANENT	47	1			32						80
Temporary employees	7				4						11
GRAND TOTAL	54	1			36						91

Table 9: Numerical goals for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management											
Professionally qualified and experienced specialists and mid-management					1						1

Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1											1
Semi-skilled and discretionary decision making												
Unskilled and defined decision making	1											1
TOTAL PERMANENT	3				1							4
Temporary employees												
GRAND TOTAL	3				1							4

Table 10: Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	2				1						3
Professionally qualified and experienced specialists and mid-management	7	1			7						15
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	8				14						22
Semi-skilled and discretionary decision making	10				9						19
Unskilled and defined decision making	21				7						28
TOTAL PERMANENT	49	1			38						88
Temporary employees	8				5						13
GRAND TOTAL	57	1			43						101

Table 11: Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making					1						
Unskilled and defined decision making											
TOTAL PERMANENT					1						1
Temporary employees											
GRAND TOTAL					1						1

C.3.5.2 Workplace Skills Plan (WSP)

The WSP is in place and is an annual document. It was developed and adopted by Council on the 26th of April 2019. The Impendle Workplace Skills Plan tells the SETA what trainings Impendle will provide to the employees in the next 12 months, based on the operational requirements of the organisation, its industry and the critical skills identified by the SETA.

This document is thus a check and balance system to gather valuable statistical information with regards to skills shortages, critical skills in organizations and development requirements within the industry. It also allows Government to project skills needs and to make this information available to training institutions such as universities and technical training institutions. Without this information the Government would not be able to plan Learnership training courses and provide for skills. **IMPENDLE WORKPLACE**

SKILLS PLAN has been approved and is in place and is designed to be in line with the municipal strategic objectives. It aims at enabling the employees to deliver services effectively and efficiently.

C.3.5.3 RECRUITMENT AND SELECTION POLICY

The Recruitment and Selection Policy is attached as an annexure in the IDP.

C.3.5.4 RETENTION POLICY

The Municipality values its staff members and recognizes their vital contribution to its success. The Municipality acknowledges, however, that certain circumstances in which it operates mean that the retention of staff is a difficult objective to achieve. The municipality recognizes that in order to retain staff, it is necessary to create an environment which in which staff members are not only allowed to succeed in their jobs, but also to grow and achieve their aspirations. The Municipality therefore adopted its policy which is calculated to establish, to continue to develop and to sustain such an environment. The objective of this policy is to establish an environment which will best ensure the retention of employees within the municipality, especially employees with valued or needed skills or experience in critical fields, so as to enable the Municipality to fulfill its functions, including that of service delivery. This policy applies to all employees of the Municipality.

This policy is predicated on the achievement of 6 different but related goals, namely:

- Increasing trust between management and staff
- Ensuring adequate resources for workload
- Hiring competent people
- Creating a learning environment
- Improving the flow of information
- Identifying and addressing, on an ongoing basis, the causes of staff losses.

The achievement of these goals is considered to be vital for the attaining the objective referred to in 2 above. The first 5 of the goals are considered to be essential for the attainment of such an objective by any organization, including the municipality; the last goal is aimed at dealing with obstacles to the attainment of that objective which are specific to the municipality.

C.3.5 THE IMPLEMENTATION OF IMPENDLE EMPLOYMENT EQUITY PLAN AND WSP

TRAININGS OFFERED AS PER THE WSP ARE

SKILLS AUDIT

The Municipality intends on conducting a full skills audit on all Councillors and officials to inform the nature of future training programmes.

The Department of Cooperative Governance and Traditional Affairs has conducted skills audit on all Infrastructure and Planning Services Department employees as well as all Finance Department employees. This sought to ensure that relevant training programmes are rolled out to the relevant personnel. Staff development is important to the Municipality as it assists in the achievement of its mandate.

C.3.6 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) POLICY FRAMEWORK

Information and Communications Technologies (ICT) environment is dynamic and rapid technological development is changing how we communicate and access information and services. Separate ICT policies have been developed and adopted by Municipality in order to monitor controls within ICT environment these include:

- IT Governance Framework
- IT Security Policy
- IT User Access Policy
- Business Continuity Plan
- Disaster Recovery Plan
- Backup Policy
- MSP Strategy

ICT policies are implemented in line with Municipal Corporate Governance of Information and Communication Technology Policy (MCGICT) which is an effective and efficient management of ICT resources and processes to facilitate the achievement of Municipal goals and objectives. A Governance of ICT framework align ICT functions to the organizational goals, minimise the risk ICT introduces and ensure that there is value in the investment made in ICT. These Policies exist for the protection and guidance of the organisation and individuals by giving users ground rules for acceptable use of the equipment etc. so there are no misunderstandings. Policies apply to all councillors, employees of the council, contractual third parties and agents who use Municipality ICT facilities.

ICT unit is charged with the responsibility of improving ICT resources in the municipality and its various stakeholders, internally and externally. Current legislation governing municipalities, among other pieces of law in the public service, has enabled Impendle Municipality to put in place the required Information Technology and Systems. In line with the IDP, the unit acts as change agent for transforming internal IT processes along Batho Pele principles and the State information Technology Agency’s ICT House of Rules, which has resulted in an enhanced infrastructure and systems that support performance in the business units and, ultimately, ensure better communications capability in the Council, support management decision-making by providing information and data that is reliable.

C.3.7 MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS

<p>STRENGTHS</p> <p>Overall – reliable, team players</p>	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • HR – Lack of capacity • Admin – turnaround time for minutes, lack of storage space for archives
<p>OPPORTUNITY</p> <p>Admin – Institutional memory satisfactory for future development of the unit</p>	<p>THREAT</p> <p>Regulatory Frameworks and legislation sometimes prohibiting beneficial ideas and</p>

	slowing implementation of approved programmes.
--	--

C.4. KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

One of the main features of the integrated development planning process is the involvement of community and stakeholder organisations in the process. This ensures that the IDP addresses the issues that are experienced by citizens of the municipality.

Good governance is

To achieve this, an efficient public administration is a critical enabler for creating an open opportunity society for all. It lays the foundation for a partnership approach between the government and the citizens in which the government works to deliver opportunities and citizens take responsibility to use these opportunities to improve their own lives.

- **Batho Pele and Manual Procedure**

The Batho Pele Policy was adopted by Council in June 2018. The Policy has been developed to assist the Municipality with interpretation and implementation of government plans, budgets, projects, and programmes. This policy is to enable the Municipal employees to deliver services in a customer focused way stated in the Batho Pele national policy and ensuring that the Impendle Local Municipality's systems, procedures, and attitudes of its employees are reoriented in favour of service delivery.

- **Service Delivery Charter and Standards**

The municipality has developed and adopted a draft Service Delivery Charter which clearly outlines the services provided by the Municipality as per the respective Departments. The Charter was developed such that it responds to all Batho Pele Principles which is also aligned to the Back to Basics. The final adoption of the Service Delivery Charter and Standards will be done during the first quarter of the new financial year.

- **Service Delivery Improvement Plan (SDIP)**

This document was developed and adopted by the Management Committee in March 2018 to assist the municipality in identifying its service delivery gaps with possible solutions considering that the municipality is grant dependent. The table below outlines the services that require improvements by the municipality:

C.4.2 OPERATION SUKUMA SAKHE (OSS)

Operation Sukuma Sakhe (OSS) is a flagship programme spearheaded by the Office of the Premier. At the municipal level is championed by the mayor, while at ward level the ward Councillors are the champions. The aim of the programme is to bring together all stakeholders in a fight against HIV/AIDS, poverty, and underdevelopment by speeding up service delivery.

Functionality of War Rooms and Other OSS Structures

OSS structures are functional which assist in the integrated approach for interventions and services. All programmes and projects are discussed and prioritized in the OSS structures. The OSS meetings are held on monthly basis chaired by the Municipal Speaker.

The Table below shows the War Rooms-Ward functionality within the Municipality,

Table 12: Functionality of war rooms and other OSS structures

Ward number	War room name	Sitting Time	Champion contact	War room convenor	Manager/official deployed by the Municipality	Status of war rooms
1			Cllr. B. Mlaba			Functional
2	Mbaliyezwe Community Hall	First Thursday of the Month @ 11h00	Cllr. K.M Dlamini			Functional
3	Nxamalala Hall	Every First Tuesday of the Month @ 12h00	Cllr. N.S Ngcobo			Functional
4	Thusong Community Centre	Every First Monday of the Month @ 12h00	Cllr. Z.W Dlamini			Functional
5	Vezokuhle Community Hall	Every First Wednesday of the Month @ 12h00	Cllr. T. Makaya			Functional

Impendle Operation Sukuma Sakhe Stakeholders

The Impendle OSS is made up of the following stakeholders:

Government Departments

- Social Development
- SASSA
- Department of Health
- Community Safety and Liaison
- SAPS
- Arts and Culture

- Justice and Constitutional Development
- Sport and Recreation
- Agriculture

Non-Governmental Organizations (NGOs)

- Lifeline
- Izandla Zothando
- Health Systems Trust

Other stakeholders

- Traditional Leadership
- Traditional Healers
- Moral Re-generation Movement
- Business Sector
- Women, Men's, Disability, Gay, and Lesbian Sector
- Ward Committees

Operation Sukuma Sakhe programs

- Access to Information
- Food security
- Literacy and Skills Development
- Meeting the needs of the targeted groups (Children, Women, Youth, people living with Disability, HIV/AIDS)
- Basic Service Delivery (Water, road infra)

Challenges with implementation of Operation Sukuma Sakhe

- Lack of service delivery interventions by government departments
- Outstanding cases from previous years no intervention done
- Municipality officials are not attending OSS meetings
- Poor communication
- Inconsistency in attending meetings at different levels by Departments from war room to LTT.
- Poor attendance and interventions by departments at War Room levels

OSS Achievements

- Access roads
- Poverty elevation programmes
- Basic Services Delivery
- Social Programmes

Supporting DDM implementation

The Honourable President Cyril Ramaphosa launched a new integrated district led approach to enable development and accelerate service delivery in the 44 Districts and 8 Metros that constitute the country, called the District Development Model. Operating in silos is a challenge that has led to a lack of coherence in planning and implementation of government initiatives.

Through this model government is determined to improve coordination and action so that we don't operate in silos. This will also enhance coherence in planning and budgeting. The President explained that the District Development Model seeks to adopt an approach to development that is more practical, achievable, implementable, and measurable. Through this approach, development is pursued through a single, integrated plan per district that outlines the role of each sphere of government. The new district-based coordination model also ensures that all spheres of government, working alongside social partners, synchronize plans to deliver services and address economic development challenges.

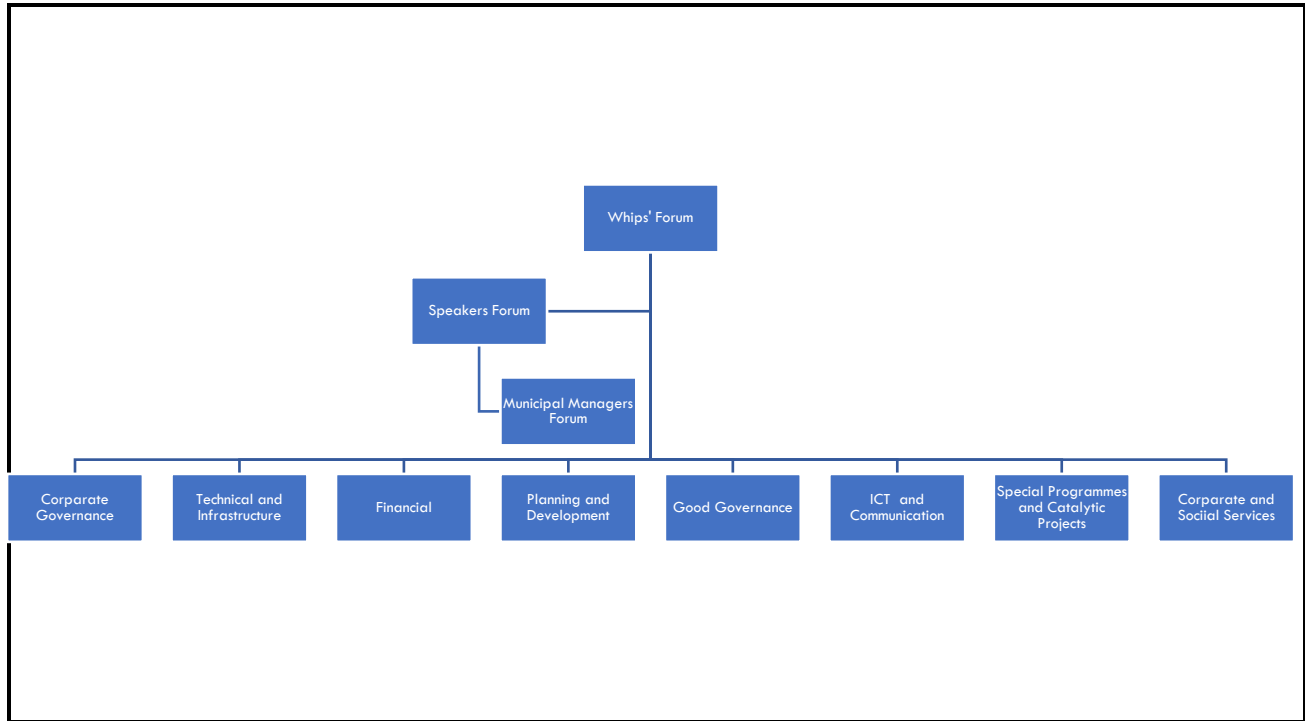
The IDP Representative Forum has been one of the critical platforms in which we institutionalized the DDM. The OSS structures in the District have been reconfigured in order to support the DDM. The District Task Team has participated in the recent workshop convened by the office of the premier where the DDM Model was unpacked in relation to the OSS Model. The resolutions of the workshop were recorded as follows:

- Focus on existing IGR structures at the District level and enhance by integrating Provincial and national spheres at political and Technical level.
- The issue of authority and decision making requires further refinement and agreement – how all spheres approve the ONE PLAN is critical to the successful buy in and integration
- Ensure the DDM operates from and is guided by ward level / citizens' issues – the OSS objectives and approach remain central to public participation.
- Balance the national and provincial imperatives with local stakeholders and citizens needs and issues by ensuring that traditional leadership are active in the DDM at both political and technical level, as well as streamlining existing forums and link them into the DDM IGR arrangement

C.4.3.1.1 INTERGOVERNMENTAL RELATIONS (IGR)

UMgungundlovu District Municipality has an established and active IGR. The IGR Manager employed within the Office of the Municipal Manager has responsibilities that include, championing and facilitating effective inter-governmental relations. The Cluster Model has led to the establishment of shared services in the District, which also lead to better utilization of resources.

Shared services are now used in the fields of Internal Audit, Planning, Information & Communications Technology and GIS. This approach is having the effect that our family of Municipalities in the District are all benefitting from the scarce resources and expertise available within the District. The IGR forums and active and sector departments participate within the District.



C.4.3.2 STRATEGIC PRONOUNCEMENTS

The District has ensured that it fully participates and institutionalizes the District Development Model (DDM) Concept by including it in our IDP and by participating in the various structures which have been formed to fully operationalize it led by our MEC Champion Mr. Ravi Pillay. Our District Growth and Development Plan (DGDP) remains our main tool in coordinating development in the district and the DDM shared services model will further enhance the synergy of all development initiatives within the uMgungundlovu District. Together with the IDP and Budget, the District is fully committed to the alignment of the DDM and DGDP moving forward beyond 2021/22 financial year.

C.4.3.3 IGR REPORTS TO COUNCIL

Members of these forums reports to Council quarterly

C.4.4. THE STATUS OF THE FUNCTIONALITY OF WARD COMMITTEES

The 2021/2026 Ward Committee Elections were conducted from the 18th of January to 07 March 2022 using a Sectorial & Hybrid Model that was adopted by the council on the 14th of December 2021. The establishment was based on Chapter 4 part 4 of the Municipal Structures Act section 73, which stipulates the following: 1 a metropolitan or local council must establish a ward committee for each ward in the municipality within 120 days after the election of the municipal council in accordance with section 22. (2)(b) a ward committee consists of not more than 10 other persons, (3)(a) the procedure to elect the subsection (2)(b) members of a ward committee, taking in to account the need (ii) for a diversity of interests in the ward to be represented.

On the 08th of March 2022, the Speaker conducted a session for the signing of Ward Committee Code of Conduct at Impendle Community Hall and on the 4th of April 2022, the KZN Department of Corporative Governance conducted a full Ward Committee induction. Individual monthly Ward Committee meetings started in May 2022 in line with Provincial Framework and Ward committee policy.

Below is the Annual Schedule of Ward Committee and War Room meetings

WARD	DATE	VENUE	TIME(W/C)	TIME (W/R)
1	Every first Friday of the month	Tumello Hall (Stofelton)	10:00	12:00
2	Every first Thursday of the month	Imbaliyezwe Hall	09:00	12:00
3	Every first Tuesday of the month	Nxamalala Hall (Maksam)	10:00	12:00
4	Every first Monday of the month	Thusong Community Centre	09:00	12:00
5	Every first Wednesday of the month	Vezokuhle Hall (Gomane)	10:00	12:00

Provincial COGTA will conduct an official functionality assessment of Ward Committees at the end of quarter 4 of 2021/2022 financial year and the quarterly in the next financial year. The assessment will be done as per criteria proposed by the National COGTA Public Participation Unit, which is aimed at improving, sustaining and monitor ward committee functionality. Focusing on the following six functionality indicators:

- Number of ward committee meetings held.
- Number of meetings chaired by War Councillor.
- Percentage of attendance.
- Number of community meetings held.
- Number of sectorial reports submitted.
- Number of ward reports submitted to the municipality.

Ward Committee Members

WARD CLLR	MLABA	BUYISANI	ALL	0 712148183
WARD COM	KUNENE	SBUSISO	PANINKUKHU	0 796778814

	MWELI	SBUSISO	MAHLUTSHINI	0 827424511
	CHAGWE	SYABONGA	NKANGALA	0 723608547
	NDLOVU	SCELO MOSES	KWATHUNZI	0 726485262
	MNTUNGWA	LINDELANI	UPPER MAKHUZENI	0 792378504
	ZITHA	MFANELO BRIFFORD	STOFELTON	0 791675336
	ZUMA	NONTETHELELO	LOWER MAKHUZENI	0 725578297
	MTHALANE	LUNGISANI	LOTHENI	0 715689319
	NXUMALO	MHLENGI	SHAYAMOYA	0 823490556
	MALINGA	ERASMUS	MZUMBE	0 760328568
WARD CLLR	DLAMINI	KWENZAKUFANI MELCHOR	ALL	0 727650722
WARD COM	NDLOVU	LONDEKA	MBALIYEZWE	0 664839945
	GWALA	THANDEKILE MELTA	QUTSHINI	0 725788657
	ZUMA	LUNGISANI	NGUGA	0 648890791
	DUBAZANE	LUCKY	SHALFISH	0 722258447
	ZUMA	SIHLE GABRIEL	EKUKHANYENI	0 795938184
	MKHIZE	SAKHAMUZI COLLEN	UPPER SWAMP	0 712286444
	SHEZI	BHEKI	LOWER SWAMP	0 792114452
	NKALA	KHUPUKILE JOYCE	TRADITIONAL/QUTSHINI	0 723065012
	HLOPHE	BONGANI SIPHIWE	SPORT/ SWAMPU	0 839781914
XABA	DORIS VUYISILE	DISABILITY / MBALIYEZWE	0 723503105	
WARD CLLR	NGCOBO	NOKUVELA SYLVINA	ALL	0 724112287
WARD COM	DLAMINI	MSIZI HERBERT	DISABILITY / MADIPHINI	0 798082560
	MNCWABE	SANELE	MEKSAM	0 662094010
	MAKHOPA	SIPHO DENNIS	NTOKOZWENI	0 764364429
	THABETHE	ZINHLE THATHENI	LINDOKUHLE	0 767874346
	MADLALA	MZWANDILE GLADWIN	SMILO	0 723625769
	NTSINDANE	SINDISIWE CYTHIA	PHINDANGENE	0 722128141
	MADLALA	NOBUHLE PRETIY	COME & SEE	0 791452094
	MALINGA	VUSIMUZI	BRINGTON	0 799001319
	NGCOBO	LONDEKA IGNATIA	MADIPHINI	0 727207968
HLENGWA	ANACLETTA NINDENI	FIKESUTHI	0 711612326	
WARD CLLR	DLAMINI	ZIBUSE WONDERFULL	ALL	0 763286044
	JILI	SBONISO	KWAKHETHA	0 799233720
	GWALA	NOMCEBO	KWANKOSI AREA	0 723431756
	ZUMA	EUNICE	VILLAGE	0 718845555
	MATHE	GABISILE VICTORIA	KWAMPLABA	0 769893208
	NGUBANE	KHOMBISILE	IVANHOE	0 820837055
	ZULU	ZAMA	NHLABAMKHOSI	0 637272655
	ZUMA	LINDIWE	NOVUKA	0 722098194
	MADLALA	NOKULUNGA	KWAKHETHA, VB	0 609477576
	NDLELA	VIRGINIA KWAZI	GASA	0 722965219
SHANGE	LINDOKUHLE LENNOX	WILLOW	0 823452097	
WARD CLLR	MAKAYA	HOPEWELL THABANI	ALL	0 645313016

WARD COM	KHANYILE	SIZWE	CAMDEN	0 636276174
	MAHARAJ	MONDLI	DEEPDALE	0 766482412
	DUMA	NOKUKHANYA	VEZOKUHLE, MAKHAYE STORE	0 720766544
	DUMA	MFISELENI	ASIA & UBUNYE	0 660859475
	DLAMINI	AGNESS BUSELAPHI	GOMANE SCHOOL, KHANYILE & EMASIMINI	0 715307191
	MOLEFE	SIBONGILE GLADYS JOYCE	ASANDE/ DISABILITY	0 729928010
	NGCOBO	NOMUSA	BOSTON	0 715089899
	NDLELA	FLOMENA NOMUSA	SIYAZAMA	0 646126119
	VILAKAZI	PRINCE	HLELOLUSHA, ASANDE & SLAHENI	0 760184992
	SHEZI	BONGINHLANHLA	NONGUQA	0 766048210

C.4.5 WARD PRIORITIES

WARD	PRIORITY	RESPONSIBILITY
1		
2		
3		
4		
5		

C.4.6 PARTICIPATION OF AMAKHOSI IN THE AFFAIRES OF THE MUNICIPALITY

There are five (5) recognized Traditional Settlements within the Municipality, namely:

1. Nxamalala - Inkosi S Zuma
2. Siminza - Inkosi Ndlunkulu N Molefe
3. Zashuke – Inkosi M Ngubane
4. Amadumisa – Inkosi Duma
5. AmaKhuze – Inkosi Dlamini

Section 81 of the Municipal Structures Act, 118 of 1998 has been implemented as Inkosi Zuma of Nxamalala Traditional Council and Inkosi Molefe of Isiminza Traditional Council are part of the Council and they participate in Portfolio Committees.

C.4.7. INTEGRATED DEVELOPMENT PLANNING STEERING COMMITTEE

The IDP Steering Committee is a technical working team made up of all HOD's, other senior officials from PMS, Budget, and Public Participation offices, as well as finance portfolio committee chairperson. This committee was not properly functioning during the 2021/22 FY, it only met once. However, there are intentions to revive this committee and put more emphasis on its importance in order to support the current Acting IDP Manager.

C.4.8 IMPENDLE MANAGEMENT STRUCTURES

The Municipality has the following management structures in place, where different departments within the Municipality table their reports. These Management structures are:

MUNICIPAL MANAGEMENT STRUCTURES	COMPOSITION
Municipal Council	All councillors and management
EXCO	Mayor, MM and Councillors
Troika -	Chief Whip, Mayor, Speaker, and MM
MANCO	Managers
Portfolio Committees	Councillor, and Management
MPAC	
Audit Committee	Committee members, and the Internal auditor

C.4.9 COMMUNICATION PLAN/STRATEGY FOR PUBLIC PARTICIPATION

The Municipal Communication' Strategy highlights the rationale behind Impendle Municipality putting community participation on its strategic and operational agenda as per Section 152 (1) (e) of the Constitution of the Republic of South Africa states that one of the objectives of local government is to encourage the involvement of communities and community organizations in the matters of local government.

There are four Ward Committees made up of 10 members each for all five Wards and five (5) Ward Administrators who perform the Secretarial work for the Ward. The Municipality uses these structures to involve communities in the affairs of the Municipality. The Municipality plans to hold two IDP Representative Forum meetings and one Imbizo per ward in the next financial year.

PUBLIC PARTICIPATION PROGRAM

- As with the preparation of the IDP, the public participation process in the IDP Process has to be institutionalized – in order to ensure that all residents have an equal right to participate. The following participation mechanisms were employed:

IDP REPRESENTATIVE FORUM

- The Forum represent different stakeholders and it tries to remain as inclusive as possible. Additional organizations will be encouraged to register and participate in the Forum throughout the next five years.

WARD COMMITTEES

- These structures represent the communities. They are encouraged and trained to participate meaningfully and advocate the needs of the communities they represent

MEDIA

- Amongst other means, the local press was used to inform the community of the progress with respect to the 2022/2023 IDP. Where possible the local radio stations were also utilized
- Municipal Social media platforms, such as WhatsApp and a Facebook page, were/are used to interact with various stakeholders, more especially the community. These mediums of

communication have proved to be very effective in the past two financial years- as we were battling with covid-19 and its subsequent lockdowns.

IZIMBIZO

- The Municipality held Izimbizo in all five wards and one joint imbizo in Mahlutshini with the District Municipality.

IDP/PUBLIC PARTICIPATION FORMS

- This year we introduced IDP/Public Participation Forms. This came after we felt that public participation processes were strongly affected by Lockdowns and LG elections. These forms were printed and distributed for information collection regarding the needs of our communities.

CALL CENTRE AND CUSTOMER-CARE CENTRES

- The District has a call center that operates 24 hours. Communities can use the hotline. There are also customer-care centres spread across Local Municipalities

C.4.10.1 INTERNAL AUDIT UNIT

There is a functional Internal Audit unit within the Municipality, but it is not properly constituted. It only has the Internal Auditor and Risk Officer.

C.4.10.2 AUDIT COMMITTEE

The municipality's Internal Audit service has been outsourced for the previous financial years. The municipality is currently in a process of having the unit in-house. The Internal Audit Activity has been fully functional for the past 5 years. Internal Audit reports are submitted to the Accounting Officer and tabled to the Audit Committee. The Accounting Officer appointed the new members of the Audit Committee in June 2021, and it was approved by Council. The Committee comprises of three independent members and performs both performance and financial oversight role in the municipality.

The Audit Committee is made up of the following members:

Chairperson	Member	Member
Mr Bongani Ndlovu	Ms Portia Nzimakwe	Mr Godfrey Ngcobo

Section 166 of the Municipal Finance Management Act (MFMA) states that the audit committee must advise council, political office bearers, the accounting officer and the management staff of the municipality on matters relating to internal financial control and internal audits, risk management, accounting policies, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with the MFMA, Division of Revenue Act and any other applicable legislation, performance evaluation and any other issues referred to it by the municipality. The Audit and Performance Audit Committee Charter was reviewed and approved by Council in 2022.

The audit committee reports quarterly to council

C.4.11.1 ENTERPRISE RISK MANAGEMENT

Municipality did not have Risk Officer who is responsible for Risk duties for the past years. Risk Officer was appointed and resume her duties in April 2022.

Risk Officer is monitoring performance bi-quarterly and report to Manco Risk Committee and the Audit Committee; and Risk Assessment is performed for all operational processes on annual basis and reviewed quarterly and reported to Manco Risk Committee and the Audit Committee. The Manco Risk Committee comprises of the Municipal Manager and all Heads of Departments as well as Risk Officer and the Internal Auditors.

C.4.11.2 RISK REGISTER

C.4.11.3 ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY

ATTACHED AS AN ANNEXTURE

C.4.11.4 RISK MANAGEMENT COMMITTEE

The Municipality has the established Risk Management Committee, and has appointed the following members to serve in the committee

1. Municipal Manager
2. Internal Auditor
3. Risk Officer
4. Managers

C.4.12.1 COUNCIL ADOPTED MUNICIPAL POLICIES

The Policy Manual of the Municipality consists of Admin and Finance polices which are Workshopped to staff in the process of annual review. The municipal bylaws have been advertised for public comments. The following policies have been developed and adopted:

Table 13: Impendle Council adopted policies

NAME OF POLICY	FREQUENCY OF REVIEW	LAST DATE OF REVIEW AND ADOPTION
Section 57 Employees and Management Remuneration Policy	Annually when necessary	
Leave management	Annually when necessary	
Recruitment policy	Annually when necessary	
Travelling allowance policy	Effective 1 November 2017	
HR Policies	Annually when necessary	

C.4.12.2 LIST OF BY-LAWS ADVERTISED FOR PUBLIC COMMENTS

The Municipality has these by-laws, but they were not approved by Council due to lack of finances.

Table 14: List of Municipal By-laws advertised for public comments

NAME OF POLICY/BYLAWS	DATE ADVERTISED
-----------------------	-----------------

Advertising	15 May 2018
Cemetery	15 May 2018
Credit	15 May 2018
Electricity	15 May 2018
Encroach	15 May 2018
Fire	15 May 2018
Parking	15 May 2018
Pollution	15 May 2018
Pounds	15 May 2018
Public Amnesties'	15 May 2018
Refuse	15 May 2018
Roads	15 May 2018
Standing Rules	15 May 2018
Storm waters	15 May 2018
Tariff	15 May 2018
Transport	15 May 2018
Water	15 May 2018

C.4.13 MUNICIPAL BID COMMITTEES

All the bid committees are in place and functional. Each year the municipality adopts a demand management plan / procurement plan outlining all the planned and budgeted projects, giving the time frames of when the SCM processes shall resume, from the requisitions by departments, advertising by SCM, sitting of bid committees and the final award of tenders. This plan is aligned with the IDP as well as the SDBIP. This requires all bid committees to be functional and properly constituted.

Bid Specification Committee is made up of the following members:

- Mr. Mzwandile Zuma (Chairperson) – Human Settlements Officer
- Mr. Sibonelo Mpulo
- Mrs. Nelisiwe Zuma-Ngcobo
- Ms. Nomvula Mnikathi – LED and Tourism Officer

Bid evaluation Committee is made up of the following members:

- Mr. Khulekani Zulu (Chairperson)- Town Planner Manager
- Ms. Sibongile Shezi – Assets
- Londeka Nzimande – Thusong Centre Manager
- (Vacant) – SCM Practitioner

Adjudication Committee is made up of the following members:

- Mr. Nkosinomusa Mkhize (Chairperson) – Chief Financial Officer (CFO)
- Sibusiso Ngcobo – Director: Cooperate and Sosial Services
- Mr. Terrence Yengwa – Director Technical and Planning Services
- Mr. Mzamo Khuboni – Supply Chain Management Manager

C.4.14 MUNICIPAL PUBLIC ACCOUNT COMMITTEE (MPAC)

The Municipal Public Accounts Committee (MPAC) is fully functional, and it sits quarterly- chaired by an ANC (Ward 2) Councilor Mr. K.M Dlamini. The committee is responsible for the following:

- To review the municipal and any municipal entity's quarterly, mid-year and annual reports and develop the oversight report on the annual report for consideration by Council.
- To assist Council to maintain oversight over the implementation of Supply Chain Management Policy.
- To examine the financial statements and audit reports of the Municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports
- To evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented
- To promote good governance, transparency, and accountability on the use of the municipal resources
- To examine the Mid-Year Review documents in line with Integrated Development Plans
- To recommend or undertake any investigation in its area of competence on matters currently serving or has served before the committee
- To seek any information and have access to it from any Councilor/employee

- To report to Council on the activities of the committee
- To perform any other function assigned to the committee through a resolution of Council.

C.4.15 THE STATUS AND THE FUNCTIONALITY PORTFOLIO COMMITTEES

All portfolio committees are functional and properly constituted

PORTFOLIO COMMITTEE	COMPOSITION
EXCO	His Worship The Mayor Cllr. Buyisani Mlaba - Chairperson Cllr. N.M Ngubane Cllr. Z.W Dlamini
FINANCE	His Worship The Mayor Cllr. Buyisani Mlaba - Chairperson Cllr. P Mazeka Cllr. S.F Ndlovu
CORPORATE SERVICES	Cllr. Nokuzela Ngcobo - Chairperson Cllr. S.F Ndlovu Cllr. N.S Ngcobo
COMMUNITY SERVICES	Cllr. Zibuse Dlamini – Chairperson Cllr. S.M Zuma
TECHNICAL AND PLANNING SERVICES	Cllr. Thabani Mkaya - Chairperson Cllr. P. Mazeka Cllr. N.S Ngcobo
MPAC	Cllr. K.M Dlamini – Chairperson Cllr. N.S Ngcobo Cllr. N.M Ngubane

C.4.16 LAND USE MANAGEMENT

- **Joint Municipal Planning Tribunal (JMPT)**

On 18 March 2019, the Municipal Managers' Forum held a meeting in its capacity as the evaluation panel convened in terms of the SPLUMA regulations and the agreement for the establishment of a Joint Municipal Planning Tribunal (JMPT), entered into between all the participating municipalities in the district.

Having evaluated all the nominations that complied with the requirements of the Act ,the Regulations and By-laws which were received in response to the invitations and call for nominations, the Evaluation Panel, in terms of SPLUMA Regulation 3(11) (b) and the JMPT Agreement, recommends to the Mayors' Forum and the Council that

- The persons listed below be appointed as members of the Joint Municipal Planning Tribunal for the Umgungundlovu District, and
- That Mr. TG Nkosi and Mr A Lax both have the necessary qualifications, expertise and experience to serve as Chairperson and vice-Chairperson of the Tribunal.

1.1 PERSONS TO BE APPOINTED IN TERMS OF SECTION 36(1)(a) OF SPLUMA

uMngeni Local Municipality

- General Manager: Economic Development and Planning
- IDP Manager
- Manager: Town Planning

Mpofana Local Municipality

- Director: Technical Services
- Town Planner

Mpendle Local Municipality

- Town Planner

Mkhambathini

- Technical Services Manager
- Development Officer/Administrator

uMshwathi Local Municipality

- Manager: Development Planning
- Planning Assistant

Richmond Local Municipality

- Manager: Development and Planning
- Planning Officer

uMgungundlovu District Municipality

- Manager: Development Planning or Senior Environmental Specialist
- Executive Manager: Technical Services or Manager: Infrastructure Planning and Development

1.2 Government and provincial departments, statutory bodies and organs of state involved in spatial development and environmental management were requested to submit nominations for officials to serve on the JMPT. The following responses were received:

Umngeni Water

- Regional Manager (Mr Sunil Maharaj) or
- Planner: Planning Services (Ms A Ramnath)

Department of Economic Development, Tourism and Environmental Affairs

- District Manager: Environmental Services (Ms K van Heerden) or
- Assistant manager: Environmental Planning (Mr I Felton)

In response to the Public Notices inviting nominations from the general public, nominations were received from 6 individuals. The nominees and their area(s) of expertise are set out in the following schedule:

NAME OF NOMINEE	AREA(S) OF EXPERTISE
Mr TG Nkosi	Law
Mr A Lax	Law
Mr JA Forbes	Professional Planner
Mr ML Povall	Professional Planner
Ms SG Sithole	Technical Planner
Mr M L Mkhize	Architect, Urban Planning

- **SPLUMA Regulation 14**
Lodging of application in term Municipal By-Laws

In terms of Schedule 4 of Municipal By-laws, section:

5.(1) An application for municipal planning approval must be accompanied by –

- (a) the application form;
- (b) written motivation by the applicant in support of the application;
- (c) proof of registered ownership and a copy of the property diagram, unless the application relates to a general amendment of a land use scheme;
- (d) the written consent of the registered owner of that land, if the applicant is not the owner thereof, unless the application relates to a general amendment of a land use scheme;
- (e) the written comments of the land owner's association, body corporate established in terms of section 36(1) of the Sectional Titles Act, or a share block company contemplated in section 1 of the Share Blocks Control Act, if applicable;
- (f) the written support of the traditional council for the application, if the property is located in a traditional authority area;
- (g) proof of circulation of an application to organs of state, including municipal departments;
- (h) if an application is an application for the subdivision or consolidation of land or township establishment –
 - (i) a request that the Municipality must require the Surveyor-General –
 - (aa) to approve a diagram for the subdivision or consolidation of the land; or
 - (bb) to approve a general plan for the subdivision or consolidation of the land or establishment of the township;
 - (ii) whether the Surveyor-General must approve the land –
 - (aa) as a farm or a subdivision of a farm, including a portion or a remainder of a farm;
 - (bb) as a subdivision of land that is not a farm;
 - (cc) as an erf in an existing township; or
 - (dd) as an erf in a new township;

- (i) the proposed property descriptions, and
 - (j) any other plans, diagrams, documents, ESRI Shapefiles, information or fees that the Municipal Planning Registrar may require.
- (2) An application for municipal planning approval must be lodged with –
- (a) the Municipal Planning Registrar;
 - (b) another person designated by the Municipal Manager to receive applications for municipal planning approval; or
 - (c) the Municipal Manager, if a Municipality has not appointed a Municipal Planning Registrar and the Municipal Manager has not appointed any other person to receive applications for municipal planning approval.
- (3) A Municipal Planning Registrar may not refuse to accept an application for municipal planning approval because the application is incomplete

Public consultation

- 11.(1) The Municipal Planning Registrar must determine if it is necessary to consult the public on an application for municipal planning approval within –
- (a) 14 days of having been notified that the application is complete; or
 - (b) 14 days after the application is regarded as complete.
- (2) The Municipal Planning Registrar may require an applicant to consult the public at the applicant's expense by means of any combination of the methods of public notice contemplated in item 1 of Schedule 5.
- (3) The closing date for submitting comments on an application for municipal planning approval may not be less than 30 days from the date of the notice.
- (4) A notice of an application for municipal planning approval must include the items listed in item 2 of Schedule 5.
- (5) An applicant may give notice of an application for municipal planning approval jointly with an application for environmental authorisation as contemplated in item 3 of Schedule 5 or with an application for a mining right as contemplated in item 4 of Schedule 5.
- (6) An applicant must provide the Municipal Planning Registrar with proof that notice was given of an application for municipal planning approval.

Applicant's right to respond

- 12.(1) A Municipal Planning Registrar must serve –
- (a) copies of all comments received in response to a notice of an application; and
 - (b) a notice informing the applicant of the applicant's right to respond to the comments and the right to waive the right to respond to the comments,
- on an applicant within 7 days after the closing date for comment.
- (2) An applicant may, within 60 days from the date that the Municipal Planning Registrar served the comments and accompanying notice on the applicant, lodge a written response to the comments with the Municipal Planning Registrar.
- (3) An applicant may in writing waive the right to respond to comments.

Referral of application to Municipal Planning Approval Authority

13.(1) The Municipal Planning Registrar must confirm –

(a) that the application for municipal planning approval complies with items 5 to 12 of this Schedule, and if it does not,

provide details of the defect; and

(b) that the application complies with the Municipality's Spatial Development Framework, and if it does not, provide

details of the departure.

(2) The Municipal Planning Registrar must compile the documents for consideration by the Municipal Planning Approval

Authority, which must include –

(a) the application for municipal planning approval;

(b) proof that the applicant gave notice of the application for municipal planning, if notice was required;⁶⁸

(c) comments received in response to the notice of the application, if any;

(d) the applicant's response to the comments, if any; and

(e) confirmation that the application complies with items 5 to 11 of this Schedule, or details of the defect, if it does not.

(3) The Municipal Planning Registrar must refer an application for municipal planning approval and the accompanying documents –

(a) that must be decided by a Municipal Planning Authorised Officer to the Municipal Planning Authorised Officer;

(b) that must be decided by the Municipal Planning Tribunal or Chairperson of the Municipal Planning Tribunal to the

Chairperson of a Municipal Planning Tribunal;

(c) that must be decided by the Municipal Council to the Chairperson of a Municipal Planning Tribunal for the Municipal

Planning Tribunal's technical evaluation and recommendation.

(4) The Municipal Planning Registrar must refer an application for municipal planning approval to the Planning Officer or the

Chairperson of a Municipal Planning Tribunal –

(a) if it was not necessary to give notice of an application –

(i) upon confirming that the application is complete; or

(ii) upon the application being regarded as complete,

(b) if notice must be given of an application –

(i) upon the closing date for representations contemplated in item 2(f) of Schedule 5, if no comments were received;

(ii) upon receipt of an applicant's response to comments contemplated in item 12(2);

(iii) upon the expiry of the 60 days within which the applicant may respond to comments contemplated in item 12(2);

(iv) upon receipt of an applicant's waiver of the right to respond to comments contemplated in item 12(3); or

(v) upon receipt of confirmation of –

(aa) the approval or refusal an application for environmental authorisation; or

(bb) the granting or refusal of a mining right,

if joint notice was given of applications as contemplated in items 3 and 4 of Schedule 5, whichever is the latter.

- **Municipal Planning Authorising Officer**
- **Appeal Authority**

C.4.17 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Effective participatory process and Transparency. • The municipality is in touch with its communities through Public Participation initiatives • Community involvement in a decision-making process. • Functionality of ward committees and OSS structures • Functioning Rapid Response Team 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Expectation of communities regarding services delivery that are not informed by budget and timelines. • Lack of resources (financial and human) • Internal Audit is not fully resourced • MPAC lacks capacity in terms of investigations, oversight, functions and roles • Lack of consequence management
<p><u>OPPORTUNITY</u></p> <ul style="list-style-type: none"> • The municipality through proper consultation is able to acknowledge community needs • Policies in place serves as a yardstick for pub. 	<p><u>THREAT</u></p> <ul style="list-style-type: none"> • Uncertainties to the communities regarding timelines of services may lead to protests. • Potential of a conflict between municipalities and the communities

KEY CHALLENGES FACING OUR MUNICIPALITY

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

Table 15: Strategic response to the SWOT analysis

C.5 KPA: BASIC SERVICE DELIVERY

Municipalities are the most basic units of government in the country and are tasked with providing basic services and fostering development in the regions they control. Local government in South Africa is largely understood in terms of service delivery and the South African Constitution (Act No. 108 of 1996) assigns municipalities the role to mobilise economic resources towards the improvement of the lives of all citizens. Basic services are the fundamental building blocks of improved quality of life, and adequate supplies of safe water and adequate sanitation are necessary for life, well-being and human dignity (StatsSA, 2017).

Progress has been made over the past few years in the delivery of basic services, the Community Survey 2016 found that 78.2% of households used piped water, 8.5% have access to chemical or flush toilets connected to either the public sewerage or to a local septic system, 0.8% of households receive refuse removal services, and that 95% of households had access to electricity.

C.5.1. Water and Sanitation

INTRODUCTION

In 1994, an estimated 12 million South Africans did not have access to safe water, and around 20 million did not have adequate sanitation - this of a population in the order of 36 million. Moreover, very few black South Africans used any significant quantities of water for productive uses or had a formal water entitlement in their own name. Water use was concentrated amongst the white population. The dispossession of water rights occurred under the territorial segregation that happened in South Africa. The Irrigation and Conservation of Water Act of 1912 ingrained the 'lawful' appropriation of most of the nation's water resources by whites.

The water sector in South Africa has experienced radical changes since 1994 and the subsequent introduction of new policies and legislation, such as, the White Papers on a National Water Policy for South Africa (RSA 1997) and on Water Services (RSA 1994), the National Water Act (RSA 1998) and the Water Services Act (RSA 1997a). Significant changes in water management were driven by the need to create more socially just economically efficient and environmentally sound water management and allocation regimes in the country, in addition to bringing safe water and sanitation to the vast number of South Africans left unserved by the apartheid regime. The period of policy and legislative reform has been followed by nearly two decades of implementation of new approaches spanning most aspects of water management. However, despite the significant efforts that have been put into implementation, there are major challenges facing the water sector that need to be addressed in the interests of the working class and people living in poverty. This section of our IDP addresses these current, critical challenges and possible options for addressing them at the policy and implementation level

WATER AND SANITATION NEEDS FOR PEOPLE IN IMPENDLE

The large number of people living in poverty in Impendle, need reliable water supplies for meeting their human right to water, which is enshrined in international law and in the Constitution of South Africa. In South African legislation this currently covers water for drinking, cooking, and hygiene, and is set at 25 liters per person per day accessible within 200m of a household. For practical purposes this has been translated into 6 000 liters per household per month. As per national policy,

this water is to be provided free of charge to indigent households. However, people living in poverty in rural areas like Impendle and other peri-urban areas also need water to grow crops, vegetables, and water for livestock to meet their human right to food. This is not yet addressed in South African policy or legislation. In addition to this, our people also need water to support their income generating activities whether small-scale farming or small-enterprises such as car-washing, hair salons, etc. For example, water for drinking, cooking and hygiene must be of potable quality while water for growing food does not need to be of potable quality, but should not be contaminated with, for example, pathogens, heavy metals, or dangerous chemicals which might leave a residue on food or be taken up into food.

UMGUNGUNDLOVU DISTRICT MUNICIPALITY WATER SERVICE AUTHORITY

The uMgungundlovu District Municipality (UMDM) is the water service authority (WSA) and water service provider (WSP) to six of its seven local municipalities: Richmond, Impendle, Umngeni, Mkhambathini, Mpofana, and Umshwathi.

MUNICIPAL STRATEGIC SELF-ASSESSMENT OF WATER SERVICE (MUSSA)

The UMDM participated in the 2019 Municipal Strategic Self-Assessment (MuSSA) Survey. The purpose of the MuSSA is to survey and assess the overall business health of a municipality when fulfilling its water services function. Below is the illustration of the levels of vulnerability across the Province

Figure 6: MUNICIPAL STRATEGIC SELF-ASSESSMENT OF WATER SERVICE (MUSSA)- Capacity

Table 16: Impendle access to safe drinking water

WATER	Census 2001	CS 2007	Census 2011	CS 2016	% CHANGE
Piped water inside dwelling	5.7%	18.3%	16%		10.3%
Piped water inside yard	52.1%	37.8%	37.7%		-14.4%
Piped (tap) water to community stand	18.9%	18.5%	20%		1.1%
Total piped water	76.7%	74.7%	73.7%		-3.0%

Table 17: Main source of water per household

MAIN SOURCE OF DRINKING WATER	NUMBER OF HOUSEHOLDS
Piped (tap) water inside the yard	2711
Piped water on communal stand	2661
Borehole in yard	15
Rain-water tank in yard	17
Neighbours tap	94
Public/communal tap	41
Watercarrier/tanker	176
Borehole outside yard	292
Flowing water/stream/river	448
Well	0
Spring	247
Other	68

Map 5: Water backlogs at Impendle

Women and children, particularly girl children, bear the brunt of the lack of sanitation facilities, including exposure to physical assault and rape when walking to remote locations to defecate, often at night to avoid the exposure of defecating in public during the day. Whereas, for people with disabilities, inappropriate water supply and sanitation facilities may mean an inability to physically access toilets or reach hand washing facilities, or carry water from public standpipes, springs or rivers.

Using the ratio of 25 liters per person per day accessible within 200m of a household, we can say that the majority (52%) of the households in Ward 1 do not have access to piped water. The second highest (22.4%) water backlog is in Ward 2 particularly in Nguga. 14.8% of Ward 3 households travel more than 200m to access clean water, while that figure is standing at 9.3% in Ward 4 - where members of households (especially women and children) walk a distance more than 200m to access clean tap water.

Figure 7: UMDM infrastructure access to water- Impendle Municipality

Figure 8: UMDM- Impendle focus areas

OPERATIONS & MAINTENANCE PROVISIONS

Lack of maintenance is our biggest service delivery problem; we are using capital grant money today to refurbish what we built with capital grant money 10 years ago. The UMDM as a Water Service Authority, we have not yet achieved the correct balance between capital works to eradicate backlogs and prevention of “new” backlogs through maintenance. Large grants exist to subsidize capital works; virtually no subsidies exist to look after assets.

Figure 9: Operations and maintenance provisions

WATER LOSS – NON-REVENUE WATER

Water that is produced and “lost” before it reaches customers is defined as Non-Revenue Water (NRW). Non-revenue water comprises of: Real or physical losses which include leaks, bursts, overflows; represents the greater proportion of NRW. Apparent or Commercial losses which speaks to metering inaccuracies and unauthorised consumption as well as the Unbilled Authorised Consumption, which includes the unregistered connections, unmetered standpipes, and unmetered municipal (own) use

Non- revenue Water will be addressed on several fronts, such as reducing apparent losses (billing; credit control; revenue enhancement), repairs and maintenance to address real losses, pressure management to reduce water demand through increased efficiencies in supply and utilization, as well as public awareness and education, and ensuring a skilled workforce to deal with water production, distribution and conservation.

Water Balance, KZN Provincial Summary

WATER SECURITY

Provisional Assessment of Budget Requirements to Reduce Non-Revenue Water in the Province (5-year Budget)

UMDM INTERVENTIONS AND PROGRAMMES

Table 18: UMDM – Impendle Interventions and Programmes

Development impact

SANITATION

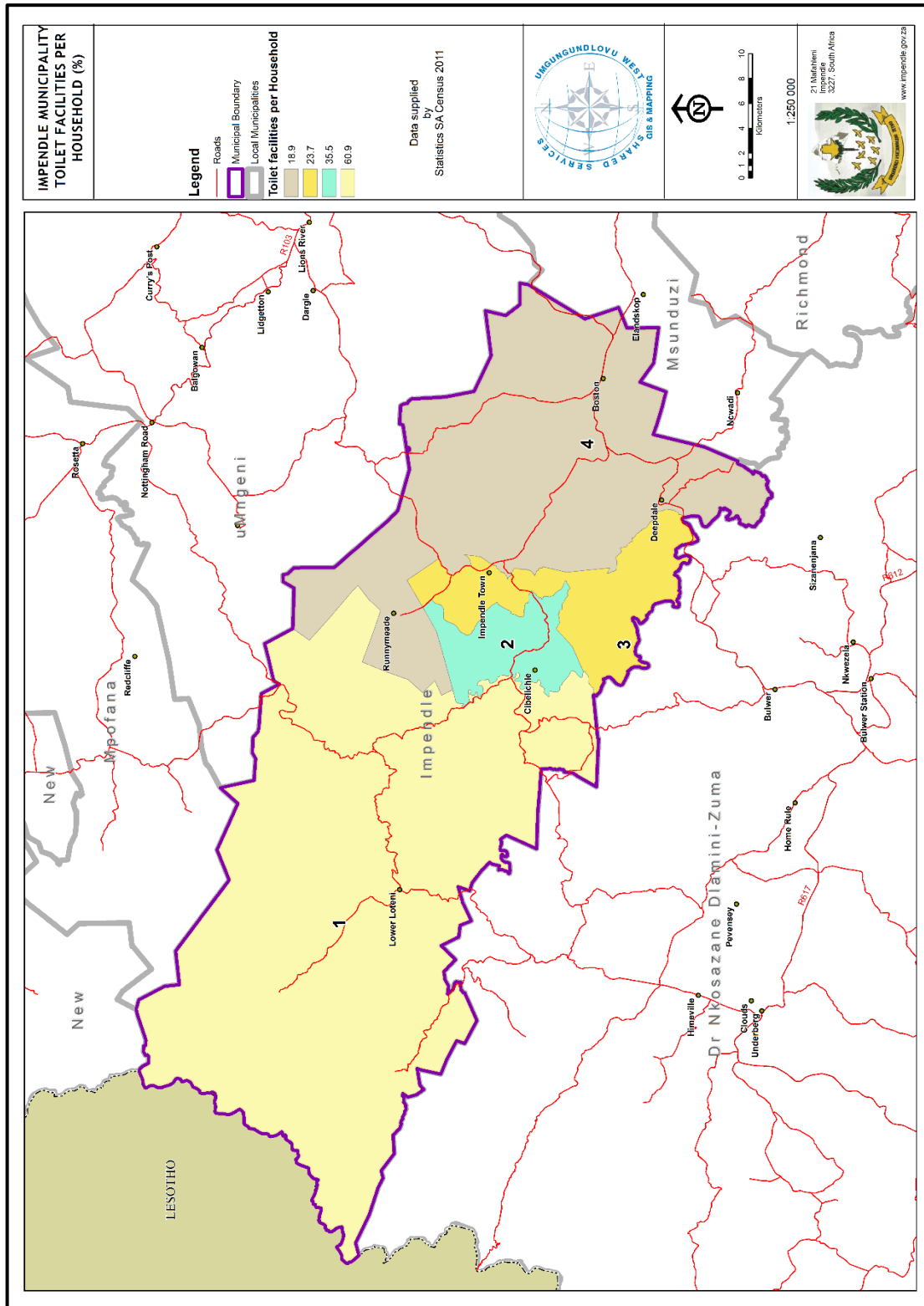
According to the Department of Water Services (DWS), “sanitation is one of the basic necessities, which contributes to human dignity and quality of life and is an essential prerequisite for success in the fight against poverty, hunger, child deaths, gender inequality and empowerment.”

Table 19: Main type of toilet facilities used at Impendle

MAIN TYPE OF TOILET FACILITY USED	
Flush toilet (Sewage system/sceptic tank	287
Chemical toilet	441
Pit latrine (with/without) ventilation	5459
Ecological toilet (e.g., urine diversion, enviroloo)	0
Bucket toilet (collected by municipality/Emptied by household	0

Map 6: Delivery of toilets backlog

Table 20: sanitation projects in Impendle Municipality



Lessons learned

C.5.2.1 Solid waste management

It is the Constitution of the Republic of South Africa that provides the foundation for environmental regulation and policy in South Africa. The right to environmental protection and to live in an environment that is not harmful to health or well-being is set out in the Bill of Rights (section 24 of Chapter 2). This fundamental right underpins environmental policy and law, in particular the framework environmental legislation established by the National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA).

The objectives of the Waste Act are structured around the steps in the waste management hierarchy, which is the overall approach that informs waste management in South Africa. The waste management hierarchy consists of options for waste management during the lifecycle of waste, arranged in descending order of priority: waste avoidance and reduction, re-use and recycling, recovery, and treatment and disposal as the last resort.

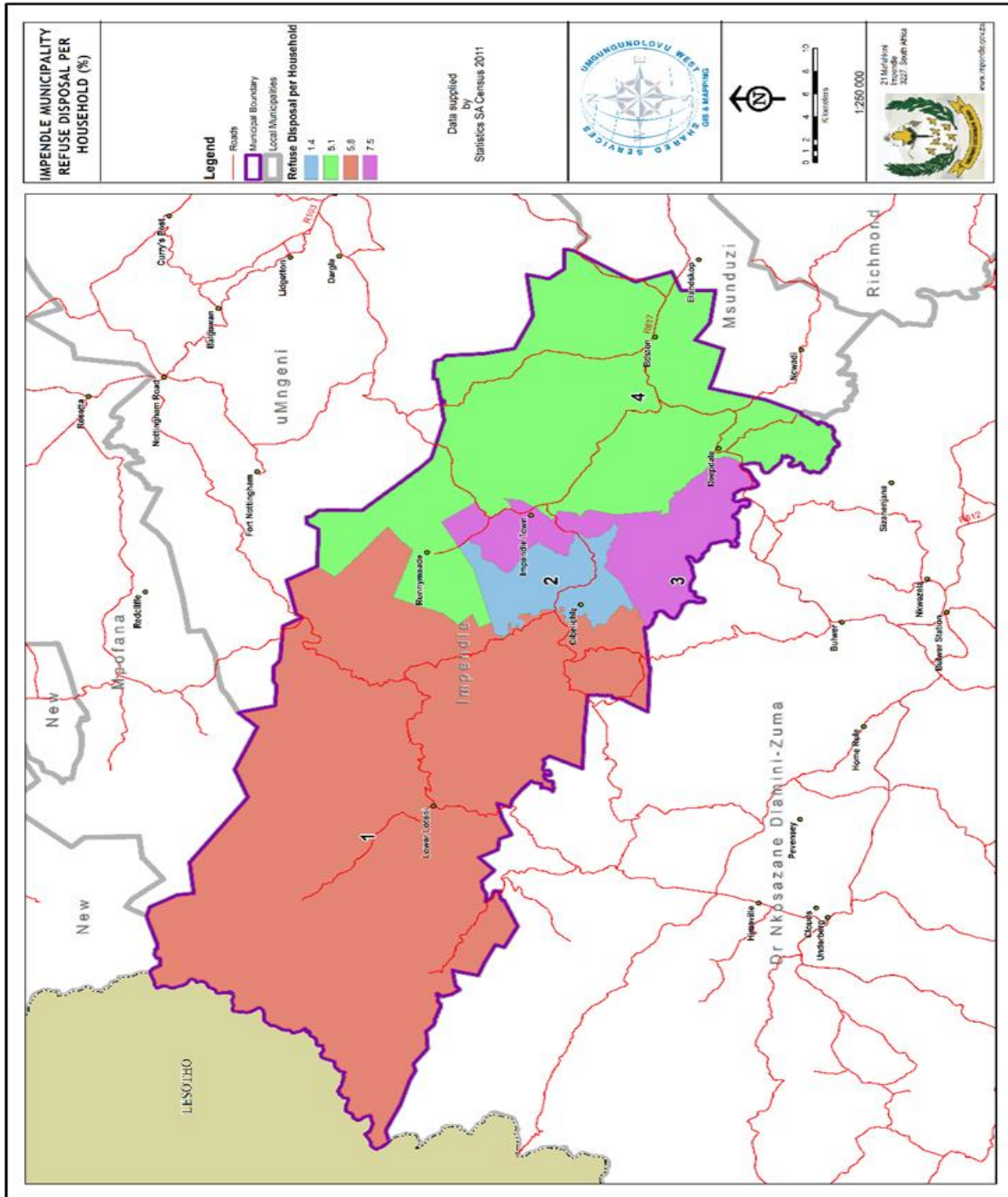
CHALLENGES IN SOLID WASTE MANAGEMENT

- A 'growing population and economy', which means increased volumes of waste generated. This puts pressure on waste management facilities, which are already in short supply.
- A historical backlog of waste services for, inadequate waste services lead to unpleasant living conditions and a contaminated, unhealthy environment.
- Limited understanding of the main waste flows and waste balance because the submission of waste data is not obligatory and where available is often unreliable and contradictory.
- A policy and regulatory environment that does not actively promote the waste management hierarchy. This has limited the economic potential of the waste management sector, which has an estimated turnover of approximately R10 billion per annum. Both waste collection and the recycling industry make meaningful contributions to job creation and GDP, and they can expand further.
- Absence of a recycling infrastructure which will enable separation of waste at source and diversion of waste streams to material recovery and buy back facilities.
- Growing pressure on outdated waste management infrastructure, with declining levels of capital investment and maintenance.
- Waste management suffers from a pervasive underpricing, which means that the costs of waste management are not fully appreciated by consumers and industry, and waste disposal is preferred over other options.
- Few waste treatment options are available and so they are more expensive than landfill costs.
- Too few adequate, compliant landfills and hazardous waste management facilities, which hinders the safe disposal of all waste streams. Although estimates put the number of waste handling facilities at more than 2003, a significant number of these are unpermitted.

IMPENDLE WASTE MANAGEMENT BACKLOG

The Impendle Local Municipality is responsible for collection, management, and the disposal of waste; however, this responsibility is only limited to Impendle Village and Boston- where there are formal waste collection arrangements. The waste is collected from Monday to Friday at Impendle village while at Boston is collected on Wednesdays only. Due to the limited resources the

Municipality is unable to collect waste in the rural settlements and this constitutes 97.47% backlog. However, the municipality intends to extend these services to areas such as Willow, Gomane, Compensation and Clearance- which are not being serviced currently but otherwise are serviceable. Most rural households in traditional areas dispose their waste in refuse pits on site and burn, and

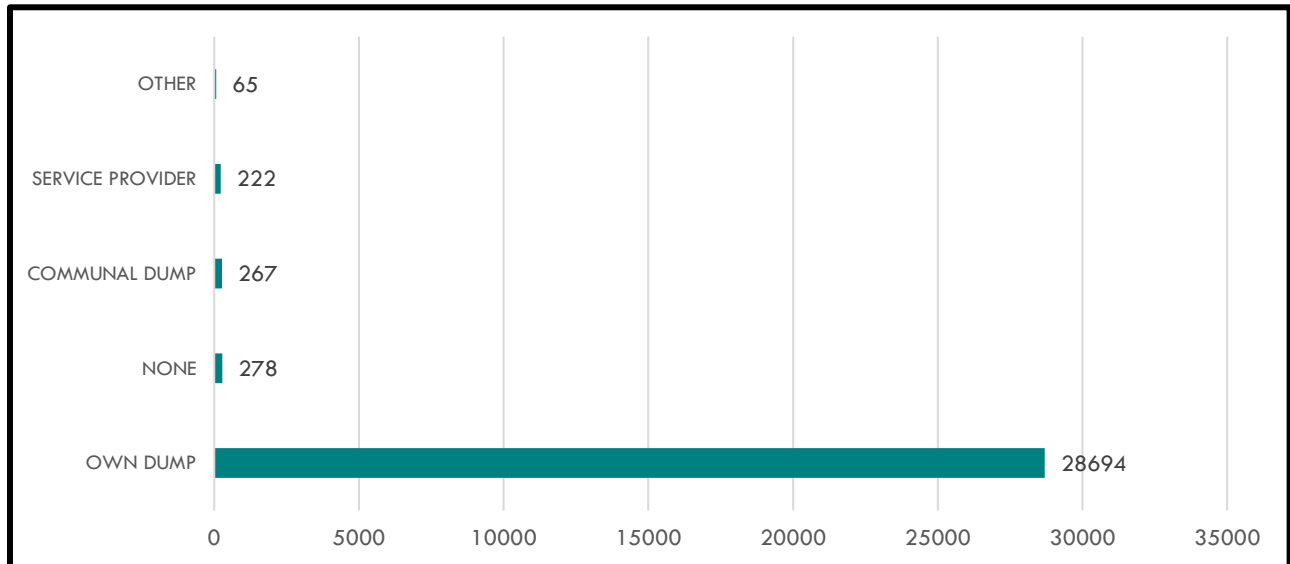


this may have a negative impact or risk on the surrounding environment.

Map 7: Impendle waste collection backlog

The graph below contains data that pertains to the refuse removal aspect at Impendle Municipality. To start with, 97.2% or 28 694 of households use their own dump, and only 0.8% or 222 benefits from refuse removal provided by the local authority/private/community at least once a week. There is also communal refuse dump that is relied upon by 0.9% or 267 of the households. There is also a section of the population at Impendle Municipality that unfortunately does not benefit from any refuse disposal at all. This section accounts for 0.9% or 278 of the population. Lastly, 0.2% or 65 thereof account for other sub-indicator with regard to refuse removal at Impendle Municipality.

Graph 1: Impendle waste collection



Source: StatsSA, Community Survey 2016

IMPENDLE LANDFILL SITE

The municipality is operating a licenced landfill site issued in terms of Environmental Management Act of 1998. The air space available for disposal is not conclusive but could still carry the municipality for another three years. The situation is not looking good as there are no alternative landfill site establishment plans. In any case shift is towards doing away with landfill site hence promotion of buyback centres. Option for residual waste would probably to dispose of it at the neighbouring municipalities that is uMngeni.

IMPENDLE BUY-BACK CENTRE

The Municipality has built a Buy-Back Centre to divert waste from the landfill site for recycling. The fact that waste is a resource with an unlimited potential for job creation cannot be over emphasised. This centre will allow accommodate local waste-preneurs that previously recycled from their own backyards to sort different recyclables for their own financial benefit.

DESIRED END STATE

- Separation at source
- Effective and efficient delivery of waste services
- Safe and proper disposal of waste
- Compliance

- Extension of the service to areas which are currently not receiving the service yet from the analysis these areas can be serviceable.

C.5.3. TRANSPORTATION INFRASTRUCTURE

The Municipality clearly sees the improvement of the road network as a priority. One of the challenges we are facing as the Municipality is that we have approximately 1 500 kilometres of roads of which only 1% (16 km) is an all-weather tarred road. Most of our roads are in a very bad condition, they are dusty, and impassable in wet weather conditions. The poor roads place limitations on investment and the ability for small businesses to afford transportation of inputs and products, this impacts dearly on the success of those businesses. Investments in grading and upgrading are lost each summer with the rains. Resources are needed to upgrade roads to all-weather. In the next 5 years the Municipality is planning to build and strengthen its internal capacity to deal with issues like these.

Below are the main or primary roads:

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

A critical link which needs special attention are:

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

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

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

The Municipality is having only one public transport mode which is minibuses (Taxis), currently the Municipality is renovating the Taxi Rank. The municipality has the Memorandum of Agreement with the Impendle Taxi Association which allows working relationships with the Municipality and Route Permits. The Municipality is also engaging the Association on the availability of Taxis in areas where there are less.

C.4.3.5. Impendle Municipal Integrated Transport Plan

Historically, the provision of Public Transport was to provide the basic minimum. Subsidized bus service was designed to transport commuters from the 'townships' to the towns, in the apartheid regime. Most commuters are captive to the bus and taxi modes of transportation. Hence, there was no need to market public transport, to improve services, infrastructure, rolling stock, and facilities. Due to the history of socio-economic struggles for most people in the Impendle Local Municipality, the level of service was not a priority, but the mere availability of service was important. The same group of people are now accustomed to the basic services and are not aware of a better and improved level of service due to the lack of knowledge. In the marketing of public transport in the Impendle Local Municipality there is need for the development and implementation of a Passenger Charter, constant Market Research (Customer Care and Passenger Information), and the development of an aesthetic theme for public transport facilities where people identify with and take ownership of public transportation. A major focus in promoting public transport is primarily for road based public transport.

The Needs of Persons with Disabilities

Based on the information obtained from Impendle the current public transport system does not seem to be user-friendly for disabled persons. The general lack of public transport infrastructure in the area is the main reason for this problem. It may even be stated that there are basically no public transport facilities available for disabled persons in the area.

The Needs of Learners, Students, and Elderly

A subsidized learner transport will highly have appreciated by commuters. The average household income in the Impendle Local Municipality is less than R2500 and largely pensioners of grant dependent. However, if one or two learners per household travel by a taxi, then the household spending on transport is significant.

Modal Integration, Infrastructure, and Facilities

In general, there is a lack of public transport facilities in the area and the existing public transport facilities are in a poor condition due to the lack of monitoring and maintenance. Bus and taxi are the two main modes of public transport in the Impendle Local Municipality. Intuitively, bus and taxi are in direct competition, especially in the peak periods. However, it is perceived that there is a specific market for each mode.

The Impendle Local Municipality is geographically fairly covered by taxi routes, but the pavement conditions of the public transport routes are in a poor condition. (The pavement is deteriorating rapidly due to the recent exponential increase in heavy vehicles from the mines).

Fare System for Public Transport

Taxi fares are becoming too expensive for the majority of commuters which in the past have resulted in strikes. There need to be a reasonable system in future which will both support the taxi industry and commute.

The Impendle Local Municipality strives for the provision of efficient and effective transport infrastructure and facilities. In this chapter the national and provincial policy frameworks with respect to the provision of transport infrastructure and facilities are described. Based on these policy frameworks, strategies were developed with specific reference to the provision of the road network, addressing community accessibility, the provision of public transport facilities and the provision of air transport facilities.

VISION, GOALS AND OBJECTIVES

The Provincial White Paper on Transport Policy defined the *mission statement* for transport infrastructure as follows:

To facilitate the establishment, maintenance and efficient utilization of adequate transport infrastructure and facilities that will enhance the accessibility of integrated inter modal services for both passenger and freight transport.

The **goal** of transport infrastructure is described in the Provincial White Paper on Transport Policy as to co-ordinate, facilitate and provide efficient and effective transport infrastructure for all private, public and freight transportation. The Provincial White Paper on Transport Policy listed the following **objectives** for transport infrastructure:

- Facilitate the provision of infrastructure that will promote a balanced, integrated multi-modal transport system.
- Facilitate the optimization of the utilization of existing infrastructure.
- During facilitation give priority to infrastructure that will promote public transport and discourage private transport.
- As part of facilitation for infrastructure provision the aim should be affordable public transport.
- Facilitate sufficient infrastructure for essential services in rural areas.
- In the facilitation of the provision of infrastructure, the needs of special classes of users, such as the disabled and senior citizens, must be considered.
- Review the future role of rail transport and establish a rail transport system in the Province.

District Roads & Local Roads (Infrastructure and Maintenance)

Roads in the Impendle Local Municipality are adequately connected with District Roads. The primary route network includes P130, P127 and R617. There is concern on the rapidly degrading of many roads due to the increasing economic activities in the District (increase in heavy vehicles with agricultural materials and equipment), and a lack of maintenance and rehabilitation. In addition to the above roads, the local access roads are gravel and predominantly utilized by buses and taxis. The condition of these roads is below standard.

They require upgrading, improved storm water management, lighting, parking, and other road furniture. There are also internal village streets, and these are generally in a bad state. Once the major roads have undergone general upgrading, attention can be given to the upgrading the minor roads.

The Impendle Local Municipality provides a budget in the IDP for roads, but it is not based on a road prioritization plan and management system. There is no pavement management data, traffic data, etc. to priorities the upgrading of roads The Impendle Local Municipality provides a budget in the IDP for roads, but it is not based on a road master plan and management system. The Impendle Local Municipality is currently not prepared to accept the transfer of roads from the District Municipality without funding, equipment, and human resources.

Traffic Engineering and Integrated Land Use and Transportation Planning projects are carried out at random, and there is no explicit emphasis on the application of engineering principles, and the involvement of Professional Engineers in Transportation Planning and Engineering. The following component of the ITP requires further attention:

- 1) The Road Master Plan must distinguish by the Municipality. There is a need for the total road system in the Impendle Local Municipality to be classified according to administration and functionality.
- 2) There is need for a Road Management System:
 - Pavement Management System with at least a Visual Condition database
 - Bridge Management System with at least a Visual Condition Database
 - Road Signs and Road Marking Management System
 - Mapping of routes
- 3) Currently, the road safety programs are the competency of the Department of Transport. The Local Municipality must be more active with the implementation of Road Safety programs through engineering, education, and enforcement interventions. The road sections assessed in the Pedestrian Management Plan study should be investigated after six months say to determine the effectiveness of the road safety measures implemented.
- 4) During road construction projects, there is need for adequate information to the public via the media indicating road closures, deviations, expected delays, and alternate routes.
- 5) The establishment of a Disaster Management Centre to function as a Central Communications Centre, and the application of the Incident Management System are critical components of the Road Safety and Public Safety initiative. The Local Municipality must prepare an incident management protocol; Law Enforcement must align itself with the incident management system of the Province and the National Roads Agency Limited.
- 6) There is need for the upgrading of road signs and an urgent need for the posting of emergency numbers along roads.
- 7) There is need for stringent monitoring of contracts in terms of quality and environmental protection. For example, road markings are not tested during painting according to the project specification in the contract document. Hence, performance-based contracts for road marking are necessary.
- 8) The majority mode of transport is walking in the Impendle Local Municipality. Thus, it is appropriate to develop a non-motorized transport plan with emphasis on sidewalks, bicycles, and optimization of donkey carts. The Department of Roads and Transport prepared a Pedestrian Strategy and Impendle Local Municipality must engage with the Province and motivate the implementation of the projects.
- 9) The Local Municipality together with the Department of Transport must motivate the Department of Environmental Affairs and Tourism to fund the strategic plan for tourism in

the Impendle Local Municipality or the Limpopo Province as a whole, and to address the branding of routes and the implementation of tourism signs.

10) The environmental Management Framework proposed in the IDP must incorporate.

Table 18: Road stats within the UMgungundlovu district

PROVINCIAL ROAD NETWORK INVENTORY

DC C22 - ROAD LENGTHS - NOVEMBER 2021				
LOCAL COUNCIL	BLACKTOP	CONCRETE	GRAVEL	GRAND TOTAL
Impendle	92.002	0.193	315.504	407.699
Mkhambathini	155.556	0.431	373.173	529.160
Mpofana	154.724		302.739	457.463
Richmond	131.934		336.207	468.141
Msunduzi	210.787	6.083	364.806	581.676
uMngeni	192.061		299.677	491.738
uMshwathi	341.806	1.281	579.824	922.911
GRAND TOTAL	1278.870	7.988	2571.930	3858.788

GRAVELLING/ RE-GRAVELLING PROJECTS IN PROGRESS

ROAD NO	TOTAL KM	AMOUNT	COMMENTS
P277	9.530	3 416 235.35	AWARDED
P27/2	9.000	3 325 202.51	AWARDED
D1224 L1037 L737	7.931	3 707 944.81	AWARDED
L1648 L1655	4.487	2 123 187.45	AWARDED
TOTALS	82.718	32 546 075.09	

REGRAVELLING AND MAINTENANCE UNDER CONSTRUCTION & PLANNING

DESCRIPTION	2022/3	2023/4	2024/25
Impendle Maintenance Contract		5 000 000	5 000 000
Lotheni Maintenance Contract		5 000 000	5 000 000
Maintenance contract- Lotheni Zone	5 000 000		
Regravelling of L1411 km (0 - 2,44), L3001 Km (0 - 2,96) and L3191 Km (0 - 1,42)			3 000 000
Impendle Maintenance Contract	10 000 000		
TOTALS	15 000 000	10 000 000	13 000 000

CAPITAL HEAD OFFICE PROJECTS UPGRADES AND REHABILITATION

Project / Programme Name	Activity	Estimated budget †	Project Status
Upgrade of D1357 (km0 to km4,5)	Upgrade roads	R 63 000 000	Project Initiation
Upgrade of P130 (km18,0 to km15,0)	Upgrade roads	R 59 860 000	Works 51 to 79 % Abandoned
Construction of D1357 Mkhomazi Bridge	New bridge	R 25 403 000	26 to 49%/ Terminated
Construction of Msunduzi River Bridge (Ob_PMB_29) on P423	New bridge	R 700 000	Project Initiation
Upgrade of D1357 (km6,5 to km4,5)	Upgrade roads	R 45 955 000	26 to 49% - Suspended due to borrow pits challenges
Upgrade of P129 (km3 to km6)	Upgrade roads	R 70 000 000	Documentation design
Light Rehab of P127-1 (km 0 to km 6)	Rehabilitation	R 55 525 000	Concept

CHALLENGES

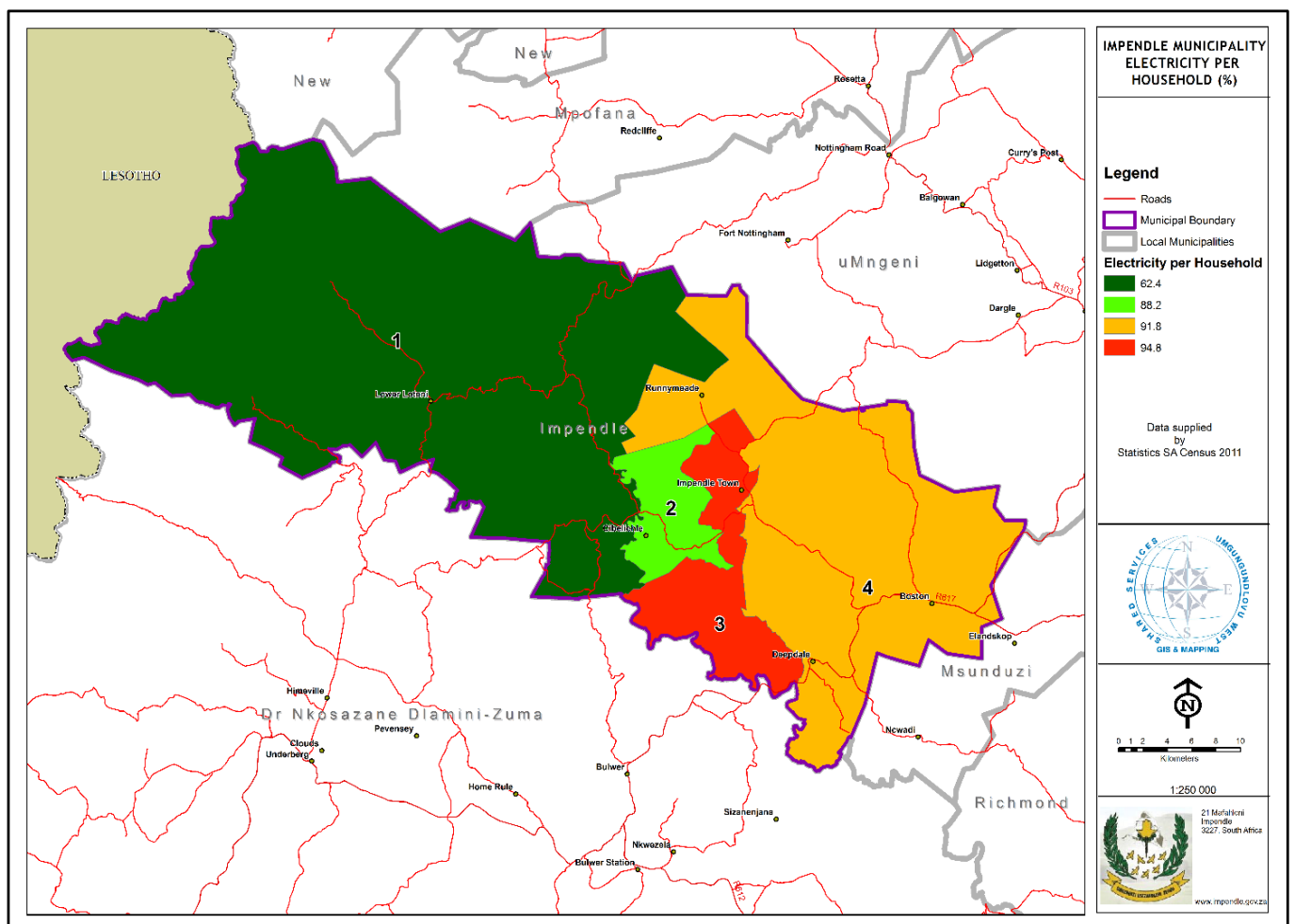
- Heavy rains causing flood damages
- Shortage of suitable quarry material.
- Unavailability of quarry due to refusal by landowners leading to movement of projects to other areas with available material.
- Delays in projects due to inexperienced emerging contractors
- Business forum disruptions

C.5.4 Energy

Access to electricity is a key factor for promotion of social and economic development within rural areas like Impendle. Having access to energy means access to a wide range of opportunities for agriculture as well as other economic sectors such as tourism. Many of the operations involved in agricultural activities require access to energy, including agro-processing. Impendle Municipality is 98% electrified with the backlog of 161 households as determined by the backlog survey done by the Ward Committees. The business plan was submitted to the Department of Energy for funding.

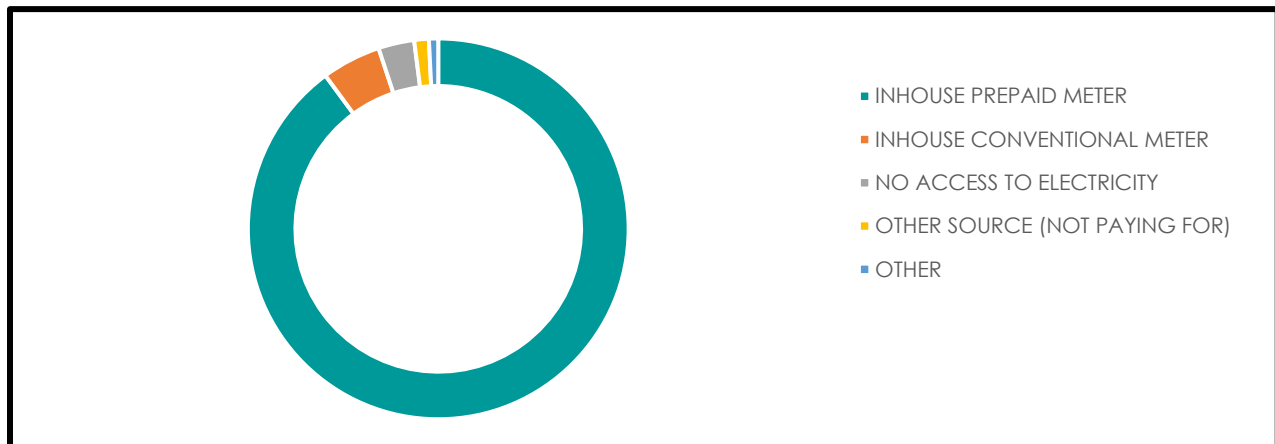
The NDP envisages that, by 2030, South Africa will have an adequate supply of electricity and liquid fuels to maintain economic activity and prevent economic disruptions, and a mining sector that prioritises the welfare of its human resources and the environment. To give effect to this vision, over the medium term, the DMRE will focus on transforming mining and energy resources, rehabilitating mines and the environment, extending access to electricity, enhancing energy efficiency, and managing nuclear energy in accordance with international commitments. These focus areas contribute to Priority 1 (economic transformation and job creation) and Priority 5 (social cohesion and safe communities) of government's 2019 – 2024 Medium Term Strategic Framework.

Map 8: Impendle electricity per household



In terms of data shown in the chart below, 89.9% or 26 544 of the Impendle Municipality's households have access to electricity through an in-house prepaid meter. The second highest figures at 5% or 1 483 of the households have an in-house conventional meter. 0.8% of 232 of the households' access to electricity is sub-indicated as other and finally, 3.1% or 366 of households do not have access to electricity at all. It is quiet alarming to note that about 4% of the Municipal households has absolutely no electricity. The Municipality has co-ordinated, and it showcases the need for the Municipality and Eskom to up their game and planning towards this element. development the municipality constantly growing.

Graph 2: Source electricity per household



Source: 2016 Community Survey

C.5.5. ACCESS TO COMMUNITY FACILITIES

C.4.5.1 CEMETERIES / BURIAL ARRANGEMENTS

Impendle Municipality is only responsible for cemeteries, does not have funeral parlours or a crematorium. This is a shared service with UMDM and is implemented through the Office of the Municipal Manager. The uMDM Gravesite Availability Estimates for 2021 to 2024 showed that the Impendle Local Municipality has about 0.9 (ha) of permitted land available for cemeteries which is equivalent to at least 1 800 Gravesites available as of 01 March 2021, whereas the estimated number of deaths between 2021-2024 is currently standing at 1 300. The average number of burials conducted per month at our cemeteries ranged between 2 to 3 interments. The Municipality in its long-term strategy will investigate the establishment of a Crematorium to cater for cremations as an alternative burial method and also the identification and the upgrading of unregistered cemeteries established in rural areas under Traditional leadership land.

C.5.5.2 EARLY CHILDHOOD DEVELOPMENT (ECD)

Investing in early childhood development is the future. President Cyril Ramaphosa, in his 2018 State of the Nation Address insisted that “If we are to break the cycle of poverty, we need to educate the children of the poor.”

The first one thousand days in a child’s life could hold the key to unlocking his/her life-long potential. By the age of 5, almost 90% of a child’s brain will be developed. These are the formative years where factors such as adequate healthcare, good nutrition, good quality childcare and nurturing, a clean and safe environment, early learning and stimulation will, to a large extent, influence his/her future as an adult. The environment in which children grow up also plays a role in their cognitive and psychosocial development. Activities that involve playing, singing or reading and that stimulate the brain through all the senses can help improve their ability to think and communicate.

There are close to 7,2 million children aged 0–6 in in 2016. To respond to this, the Municipality has built a number of crèches/ early childhood development centres in all Wards and also provided required tools and equipment to run these crèches. **The Municipality is considering handing-over the Crèches to the Department of Social Development and Education.**

C.5.5.3 Pounds

The establishment of operational Municipal Pounds is a priority on the Agenda of the Justice, Crime Prevention, and Security (“JCPS”) Executive Council Cluster, because of, amongst others, the fact that stray animals wander onto municipal roads and provincial highways, resulting in fatal accidents; and one life lost is one too many. **The Impendle Municipality is currently in the process of developing a pound bylaw which has been advertised for public comments. Due to limited resources the Municipality is planning to enter into a Service Level Agreement with uMngeni Municipality’s pound because it is the closest operating pound.**

C.5.5.4 OTHER COMMUNITY FACILITIES

Table 21: Access to community facilities

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	TOT
Sport field						
Community hall						
Crèche						
Taxi rank						
Library						
Clinic						
School						

C.5.6 HUMAN SETTLEMENTS

C.5.6.1 HOUSING DEVELOPER

C.5.6.2 HOUSING SECTOR PLAN

C.5.6.3 ALIGNMENT OF IHSP AND KZN HUMAN SETTLEMENTS SPATIAL MASTER PLAN

C.5.6.4 IMPENDLE HOUSING NEEDS AND PLANNED PROJECTS

C.5.6.5 EXISTING AND PLANNED HOUSING PROJECTS

C.5.6.6 EXISTING BACKLOGS

C.5.6.7 INSTITUTIONAL CAPACITY

C.5.6.9 FARM DWELLERS SERVICE DELIVERY NEEDS

C.5.7. TELECOMMUNICATIONS

ICT, by 2030, will underpin the development of an information society and knowledge economy that is more inclusive and prosperous. ICT is a critical enabler of economic activity in an increasingly networked world. For a country to be globally competitive, it must have an effective ICT system. ICT infrastructure needs to be accessible to all, meeting the needs of citizens, business, and the public sector at a reasonable cost and quality.

- There will be an ICT ecosystem of digital networks, services, applications, content, and devices. This will:
- Connect public administration and the active citizen
- Promote economic growth, development and competitiveness
- Drive the creation of decent work
- Underpin nation building and strengthen social cohesion
- Support local, national and regional integration

This is based on human capacity development in digital skills (e-skills). These skills are needed to use the technology effectively and drive demand for services.

Impendle Master System Plan/ ICT Plan

ICT is the most important service tool to the Municipality as it is used to pay salaries, provide information to key decision making, communicate with internal and external stakeholders, market the Municipality to potential investors and funders, pay service providers, Manage and report on financial position of the Municipality, etc. It is therefore very important for a Municipality to have a plan which will sustain this service in order to ensure that is stable and more importantly available whenever needed. This MSP shall be adopted by Council as the 5-year ICT strategy for the Municipality and Finance will ensure that a budget is available each year to implement its projects in order to achieve the above.

Challenges facing Impendle ICT

ICT has become a focus point for Government and the Auditor General (AG) due to its role in Municipalities. Various factors have also contributed towards the focus of ICT some of them being value of information and the various national and international laws guiding ICT. These have resulted in the following challenges:

- Increasing pressure from Auditor General and SSA/NIA on ICT compliance
- ICT is under budgeted and under resourced
- Pressure on system up time utilized by critical functions like payroll, billing and receipting
- Swelling reliance/dependence on ICT by the business
- Lack of ICT capacity and knowledge within the Municipality
- Slow network connectivity to the internet and District
- Misalignment of ICT to the Municipalities key performance areas and indicators
- Insufficient ICT policies, procedures and standards
- Lack of ICT awareness programs to guarantee informed decision making

Strategic objectives

ICT unit has identified five strategic aims that will be attained through an amalgamation of process, people and technology:

- Guarantee access to appropriate services and resources
- Integrate the best ecological practices into its process
- Capitalize on value for money from current and upcoming technology investments
- Combine projects management and effective governance practices to encourage a close alliance between it and the business
- Deliver a safe IT infrastructure which provides adequate levels of data confidentiality, availability and integrity.

Strategic actions

The implementation of key strategic actions as a fragment of the shifting of ICT to core technical and managerial skills, with corresponding prominence on training and cross skilling:

- Constant investment in upgrading technology stages as required
- Enlarged consolidation of technologies and locations
- Increased importance on total cost of ownership when making procurement decisions
- Intensify emphasis on power management and energy consumption
- ICT Steering Group must take into account the effect that new projects or initiatives have ICT unit resources
- Accessed ownership by Business Units of IT-enabled business projects, as well as features such as the business case, risk analysis, post implantation review and information security
- Introduction of an official Project Management procedure to ensure appropriate project governance and the provision of training of all ICT Units employees and where appropriate, business unit employees in this restraint
- Increase attention on formalized procedures and standards, and authority given to ICT Units to impose these were necessary
- Increased use of out/ in-sourcing for specialist/ non-core skills
- Restructuring of ICT including the formation of an Infrastructure Management Strategy, liaison communication and ICT security

Benefits

Investing in ICT will yield the following benefits for the Municipality in the long run:

- Increased productivity and efficiency
- Better communication with the public and other stakeholders
- Improved revenue collection and sourcing
- Decreased ICT expenditure
- Reduced ICT risk
- Seamless and real-time reporting on performance
- Improved quality of decision making
- Better Management of IDP projects.

C.5.7.1 e-Government & e-Governance digital community engagement implementation

E-Governance and E-Services in South Africa emanates from a 2001 Department of Public Service and Administration strategic document titled: “Electronic Government: The Digital Future; A Public Service IT Policy Framework.” The Department intended to advance e-Services across government departments local municipalities to the benefit of the citizens. the following Wards: WARD1,

WARD2 WARD3 WARD4. According to the census 2011 the table below indication the level of broadband activity in Impendle Municipal area. The Impendle council in 2015 implemented the Municipal Broadband services in the area for all its 4 Wards.

The Broadband project also included an element of job creation were the services provider requested local skills to be empowered through this project.

Figure 10: Telecommunications and IT broadband connection facilities

13.9 TELECOMMUNICATIONS AND IT BROADBAND CONNECTION FACILITIES													
Table 19 Distribution of households with a radio, television, refrigerator, computer, Cell-phone, landline/telephone and access to internet by municipality- 2001 and 2011													
Municipality	Radio		Television		Computer		Refrigerator		Landline/telephone		Cell-phone		Internet
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
DC22: UMGungundlovu	161 868	188 192	113 100	196 768	18 785	62 227	110 632	183 162	69 172	48 413	60 769	236 749	96 237
KZN224: Impendle	5 614	5 252	2 140	4 933	99	332	2 133	4 953	423	292	836	6 721	1 642

NETWORK SUPPORT PHASE

Activities: Network maintenance and support, Network troubleshooting and fault finding, Network monitoring

Skills Required: Radio Frequency (RF) skills, TCP/IP skills

Wireless networking skills, Troubleshooting skills.

Phase 2 Implementation of E-Government & e-Governance Smart municipality

The Impendle council has thus moved in the implementation of phase 2 of Digital Community Engagement Platform which will facilitate e-government and e-government services. Based on the increase of social media demand and interaction and as result of covid19 this has resulted internal policy adoption of remote working as well conducting e-public participations, e-IDP, these services and digitizing municipal business process and digital

community engagement.

Accordingly, the recommended smart municipal projects that would address the above and other related areas and serve as technology opportunities towards a smart municipality, in terms of the six (6) dimensions, include:

Table 22: Impendle strategic dimensions of a smart town/village

DIMENSION	AREA	TECHNOLOGY OPPORTUNITY
SMART ECONOMY	Innovation	Innovation Centre
		e-commerce
	Entrepreneurship	Business Centre
		Job-search Resource Centre
SMART PEOPLE	Digital Education	Centre for Learning New Technologies
		Internet inSchools
	Creativity	Centre for creating Apps and new technology
SMART GOVERNANCE	Participation	Complaints and Suggestion System
		Participation in decision-making through Internet Based Systems
	Transparency	Open Data
		Municipal Transparency and Accountability Systems
		Public and Social Services

STRATEGIC INTENT

To realise the vision of a smart municipality it is essential that municipalities commit to an intent whose achievement permeates the entire organisation and enjoys the support of all key municipal stakeholders.

The strategic intent must offer a clear sense of direction, horizontally integrated across municipal functions, and as well vertically personalised for each municipal function. It must be a view of the future which all top and executive management of the municipality and political stakeholders envision and support.

A Smart Municipality strategic intent must offer a sense of digital discovery by emphasising its strategic nature and a competitively exclusive opinion of the future Municipality. It must encourage all municipal stakeholders to continuously innovate by seeking new creative ideas that take the municipality into the fourth industrial revolution.

The strategic intent must cover at the minimum:

- A Village/town -wide Smart Municipal Vision and roadmap
- An investment strategy which defines financing models and envisaged benefits
- Governance Arrangement for effective implementation
- Innovation Culture which delivers the Smart municipality

- Smart technologies, applications, and data
- The new Business and Service Delivery
- Models that are based on smart use of data, applications, and technologies.

Municipal -Wide Engagement

Municipal services are experienced by citizens, businesses as well as municipal employees is key. It is also not only about service delivery by delivery of information which enables smart citizens and businesses.

- **Citizen Service Delivery and Engagement**

The success of a smart municipality largely depends on the level of involvement of its citizens. Urbanization has resulted in more and more people moving to cities and increasing the demand for and on municipal infrastructure and services. The demand is typically in areas such as housing, basic services such as water, sanitation, and electricity, among others.

In addition, maintenance of municipal infrastructure increases as more and more people utilize it. This can impact citizen experience and it is essential that municipalities establish mechanism to be fully engaged with citizens, their needs and challenges thereby enhancing citizen smart experience.

That is why the best place to start a smart municipalities project are the applications that residents find most useful. A smart municipality is a municipality where people behave smartly automatically as a result of the way the municipality is enabling access to services and communication information to citizens.

Therefore, this dimension looks at how a smart citizen engagement and experience is delivered using citizen facing applications and delivery of information to smart citizens' application running on their mobiles and related smart devices.

- **Business Services and Engagement**

Business is the life blood of any thriving municipality. The growth of the municipal area is dependant, on a vibrant economy. The Municipality needs to be able to offer business enabling services through smart application. These services can range from licensing of business operations, inspections, and planning. Inefficiencies in providing these services slows down business productivity and can make or break the economy of the municipality.

It is not only the smart automation of services to business that delivers a smart municipality, but most importantly, like in citizen engagement, it is when the municipality is able to provide timely and useful information for business to plan, expand, innovate and manage their services in a way that augments and enhances the municipality smart status.

This dimension therefore measures both the applications and technologies available to business to access municipal services but also push application that deliver information to businesses to improve their operations.

- **Municipal Employee and Stakeholder Engagement.**

A happy employee is a productive employee. Efficiency of municipality and its ability not only to deliver services but catapult the municipality into the promise of a smart municipality is dependent on an engaged employee.

Smart technologies to service employee and stakeholders' needs are a very important catalyst towards smart town realisation. This includes smart capabilities for internal municipal administration and council operations. This dimension also covers smart automation and digitisation of processes supporting democracy and a thriving local government sphere.

E-democracy

E-democracy or digital democracy is the incorporation of Information Technology in promoting democracy. This form of government presumes all adult citizens to be eligible to equally participate in the process of proposition, creation, development, and implementation of laws. Municipal council and councillors in smart cities use this platform to interact with citizens and to deepen participatory democracy. It is also used to effectively disseminate.

Information to the public. This platform has aided in the spread of information through the internet. It has also helped promote freedom and human development. Therefore, E-democracy has helped promote the spread of human rights such as free speech, expression, government accountability, peaceful assembly, the right of knowledge and understanding as well as religion – all of which promote democracy.

Its expansion has been aided by internet. The advent internet has led to a strong support for free speech, broadened social interactions and innovative communications platforms. There are unmediated mass communication platforms on the internet such as newsgroups, Interact with through their preferred messaging channels like WhatsApp, Apple Business Chat, Facebook Messenger, Telegram, Twitter, and SMS. The development of smart phones and their respective applications has led to the growth of e-democracy. Digital Democracy is an application with features that focus on health, public administration, local economy, education, culture, and sports. This application and others like it help encourage civil participation in the development of the smart cities. Other applications and technologies are based on open data which increases voter participation and encourages a better understanding of the council programmes, political system, policies, and announcement.

Note:

The above framework is required to implement the project, but without values such as commitment and municipal change management the project materialise as envisioned. Also due to the delay with to procurement process. ensuring compliance to security and data governance frameworks for local data governance and privacy regulations such as POPIA Act.

- **Digital Community Engagement Platform FOR IMPENDLE MUNICIPALITY**

Digital Community Engagement Platform that automates the build and operation of secure and compliant digital services that modernise and transform the delivery of municipal services to citizens, communities, employees' partners and executives. The Digital Community Engagement Platform should provide for the digitisation of local government services that are:

- Data driven
- Operations focused
- Persona cantered
- Delivering ubiquitous experiences across omni-channel interfaces.

The following mission critical digital operations functions are provided by the ComUnity Platform.

- I. Local Government Aligned Vertical Service Portfolio:

- II. Provision and management of proven portfolio of customisable services, functions and features which rapidly facilitate the digitisation of Local Government Service Delivery
- III. Low-Code Digital Platform Tool Kit
- IV. Low-code environment for defining, building, and customising digital platform services. Should work in unison with Microsoft Visual Studio and other Microsoft Development Stack solutions to enable .Net developers to build full-stack digital systems. This function is required to reduce the risk, time and cost of launching digital government services
- V. Identity Management
- VI. Identity (Who are You?) is central to the successful operation of Digital Community Engagement Platform. This includes platform functions such as profile, authentication, authorization and access
- VII. User Management
- VIII. Ability to manage user base by classifying, adding, editing, removing users and their service rights
- IX. Role Management
- X. Define, create and manage separate roles within the system
- XI. Communities Management
- XII. Define, create and manage inclusive and exclusive sets of user communities for the provision of segmented content and services
- XIII. Intelligent Platform Core
- XIV. Central data engine that standardises and normalises data interactions across all areas of the digital architecture
- XV. Horizontal Service Management
- XVI. Provision and management of generic digital architecture functions, such as: chat, location, push notifications, forms, payment, mapping services, etc.
- XVII. Automation Framework
- XVIII. The Digital Community Engagement Platform must have the ability to automate the build and operation of vast tracts of the digital architecture. This function is required to save time and money while increasing the quality of the system build and deployment.
- XIX. Data Driven Services and Extensibility Layer
 - a. Core Data Model – Facilitating a declarative approach for defining the composition of the digital platform
 - b. Meta Data Repository – Data store for every data interaction across the platform
 - c. Data Interfaces: API, Standard Service Layer, Common API (Odata), RESTful Web Services, Secure Flat File, Web Scraping, System Connectors, Etc.
- XX. Security Management

- XXI. End-to-end security framework spanning the digital architecture - across data subsystem integrations, digital operations, through disparate networks, to the user experiences at the edge.
- XXII. System Operations:
- XXIII. Centralised control and management of digital ecosystem operations
- XXIV. Channel Detection & Management
- XXV. Service that detects the device, OS, channel, network access scenarios that the user engages through. This capability will provide benefits such as the ability to granularly manage access scenarios as well as optimize or gracefully degrade service experiences dependent on the user's access scenarios
- XXVI. Network Optimisation
- XXVII. Enable optimal data interactions across disparate external networks ensuring best user experience, security and lowest data usage for each digital workload.
- XXVIII. Communications Services
- XXIX. Choreography of the 'single golden thread' of user interactions across disparate digital channels. Will enable communication with users across any channel, utilizing customer preferences and managing a single view of customer interactions across channels.
- XXX. Configuration Services
- XXXI. Centrally manages the configuration of the digital ecosystem set-up and composition, ensuring that all links in the digital technology chain are properly composed and maintained as the system evolves
- XXXII. Media Services
- XXXIII. Optimisation of setup, storage, distribution and management of media across the digital ecosystem
- XXXIV. Universal CMS
- XXXV. One place to control and manage content across the digital platform
- XXXVI. Reporting, Analytics and Insights Engine
- XXXVII. Standardised toolsets for reporting on and analysing data and interactions across the digital platform. Utilised to provide role-based insights which will inform decision making and actions such as campaigns, product development, process changes etc.
- XXXVIII. Monitoring Services
- XXXIX. Monitoring and notifications across the digital architecture to advise of system irregularities or failures
- XL. Infrastructure Management
- XLI. Toolset for managing the underlying cloud infrastructure as part of the broader digital architecture

- XLII. Data Governance Framework
- XLIII. Module ensuring that Privacy Management and Compliance is baked into the digital platform. The data governance framework ensures compliance to international and local data governance and privacy regulations such as GDPR and POPIA
- XLIV. Software Development Life Cycle and Product Development Life Cycle Management
- XLV. Services for managing the end-to-end process of digital platform build and evolution.
- XLVI. Advanced Digital Workload Extensibility
- XLVII. The Digital Community Engagement Platform core must connect easily to advanced digital workload services in Microsoft Azure extending digital platform capabilities such as Artificial Intelligence Services; Serverless Infrastructure, Digital CRM; IOT Platform; Integrated Voice; Advanced Analytics; etc.
- XLVIII. Channels of Engagement
- XLIX. The Digital Community Engagement Platform must generate, manage and support inclusive omni-channel digital experiences across the following channels:
 - a. Website (all browsers)
 - b. Web Portal and Web Apps (all browsers)
 - c. Native Apps (iOS, Android, Windows, KaiOS [smart feature phones], Java [feature phones])
 - d. Social Media Interfaces
 - e. Live Chat
 - f. PowerBI
 - g. Email
 - h. SMS / MMS
 - i. Voice
 - j. USSD
 - k. Sensors

C.6 KPA: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

C.6.1. LOCAL ECONOMIC DEVELOPMENT (LED)

LED is an adaptive and responsive process by which public, business and non-governmental sector partners work collectively to create better conditions for innovation-driven inclusive economic development that is characterised by skills development and knowledge transfer; employment generation; capacity building; investment attraction and retention; image enhancement and revenue generation in a local area in order to improve its economic futures and the quality of life for all (National Framework on LED, 2018).

C.6.1.1 LED functionality and capacity

The Municipality's LED Strategy was adopted in 2007. It was developed through the District Wide LED Strategy which looked at all seven local municipalities within uMgungundlovu District. The initiative came at the back of economic studies conducted within the district to establish growth path of the district. During the study it was found that amongst other matters impeding growth within the district were absence of economic development strategies within locals.

The district took an initiative to source funds to assist municipalities. All seven municipalities were then roped and each of the seven local municipalities contributed to the development of respective strategy.

WHERE ARE WE NOW

Since as a norm LED Strategy should at least cover eight-year period; the municipality has embarked on a process of developing strategy aligned to current policy environment and development trends. In the development process, the municipality is mindful to consider 2017/2018 MEC comments into cognoscente that is:

- Development of an LED Strategy in-house
- Assessment of economic drivers
- Inclusion of Investment Retention Policy and Informal

The process of developing strategy is at stakeholder engagement phase wherein methodology is on two primary structures that are in place to drive the process; Project Steering Committee (small select group) and stakeholder committee (broader group).

The economic development has a number of constraints in so far as capacity is concerned; employment of tourism officer and allocation of provincial graduate interns have made it possible for the office to maintain resource information relating to active participants in the informal sector, emerging contractors, Broad SMMEs.

The central function of the LED Unit in the Municipality is to facilitate economic opportunities by bringing private sector and public sector role players together. The LED unit identifies economic opportunities, potential entrepreneurs that can realize the opportunities and then ensures that the necessary public sector infrastructure and services are available to support the businesses in their endeavours. The Municipality makes budget allocation for the implementation of LED Programmes.

C.6.1.2 Policy/ regulatory environment and alignment

The Municipality has drafted its Informal Trading Policy; the reason being that the consultation process is not conclusive as the warm body (informal chamber) has not had opportunity to engage its members on the draft. However, the same policy has been tabled to council and copy placed on strategic community centres for comments.

The Informal Chamber has been very visible in terms of assisting the municipality with issues of permit and trader space allocation. There is, however, a decline in the participation of the chamber due to relocation or other pertinent reasons for participation decline. Efforts are underway to revive the chamber through provincial and district mechanisms.

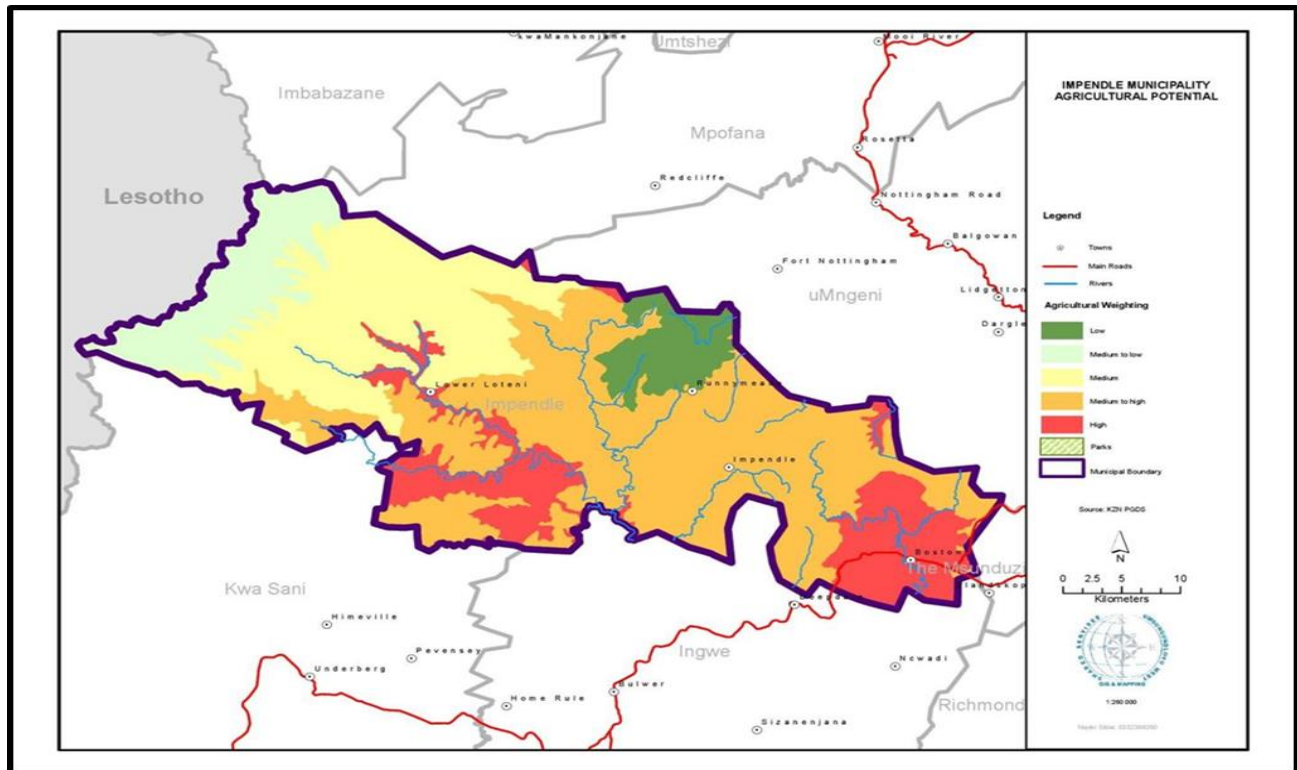
While the municipality continues to strive for growth, the absence of Investment\Retention Policy and subsequent strategy is notable one of the hindrances to achieve growth. The LED Unit within its constraints is working towards development of the said strategic documents. The exercise must be thorough in the sense that investment strategy must have considered comparative and competitive advantage within region. Environmental screening exercise will ultimately allow better understanding of what this area can offer investors.

C.6.1.3 Strategic economic analysis and possible interventions

Impendle provides an important, yet underdeveloped link between various municipalities and attractions in the district/ between provinces. At present, the only definable and notable contributory role played by Impendle in the regional economy is in the primary sector. The main industries in the primary sector are agriculture and eco or nature based rural tourism both of which are underdeveloped but with a huge potential, followed by community services and underdeveloped and limited commercial sector.

- Agriculture

The Municipality is home to diverse agricultural activities, including crops such as timber, maize, fruit and vegetables, farming of sheep, goats, chickens and cattle. Expanding the agricultural sector is core to the municipal vision of providing adequate economic opportunities. For Critical As per the DRDP, the potential of the land to produce food is largely determined by physical factors such as the terrain, soils and climate. The KZN Agricultural Land Zoning System.



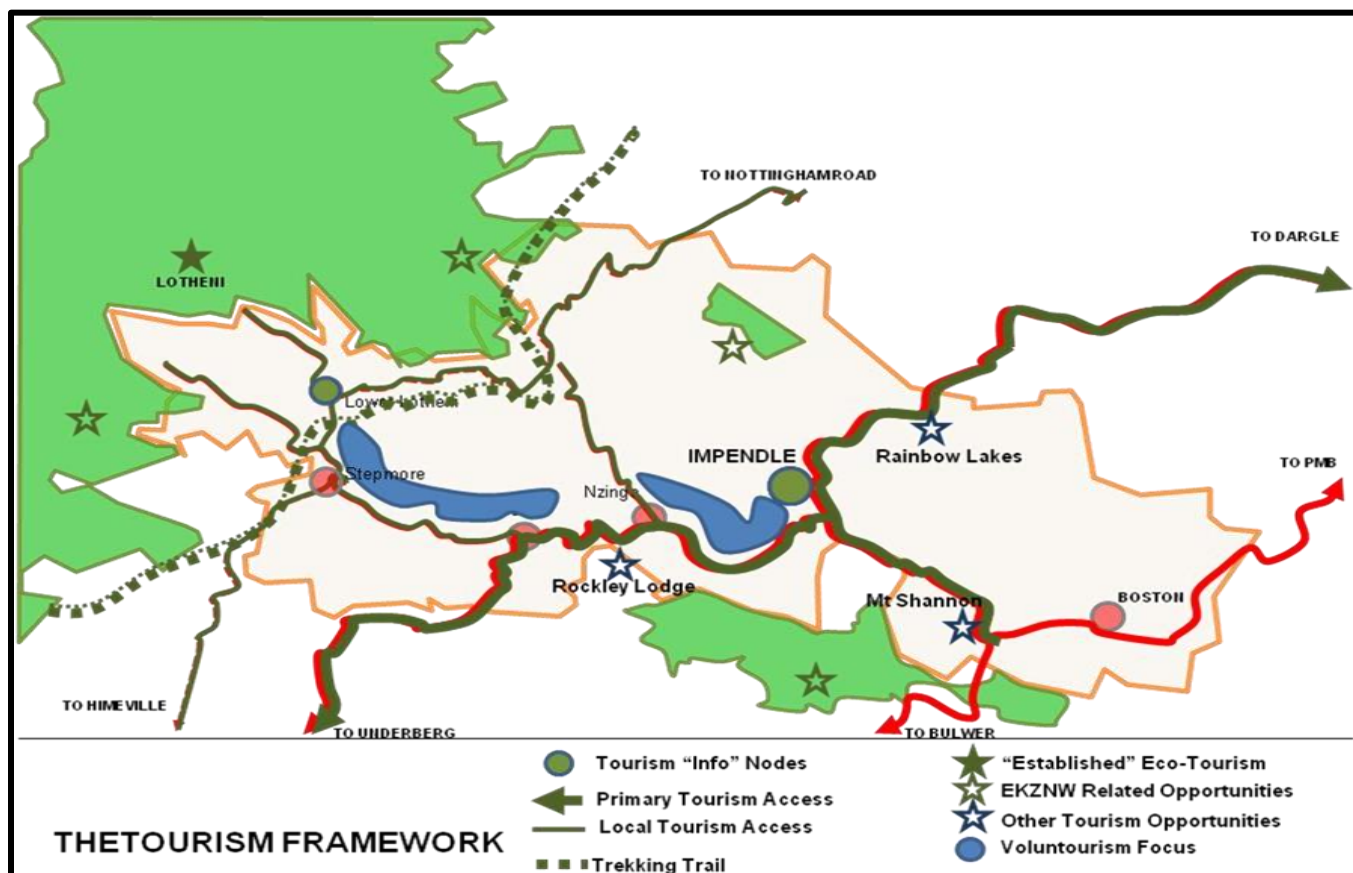
A significant percentage of the high-potential agricultural land in the Midlands Meander falls within Impendle Municipality. This provides an opportunity for agricultural sector growth. Intensive agriculture through mixed land use, beneficiation of agricultural produce as well as organic food production and aquaculture will be facilitated and encouraged through the promotion of agricultural exports. Forestry industry will be transformed through the establishment of community private partnerships. Small-scale forestry opportunities will be created. Also, there are opportunities for agro-processing, and to link Impendle nodes into broader agro-processing supply chain in the Province. Maize, vegetable and beef farming were identified by the Department of Rural Development as opportunities of development through their Agri-Parks programme, and it

○ Tourism

Impendle Municipality is a tourism destination; it has natural beauty out of this world. It is rich in flora and fauna, the beautiful mountains, and rivers. The Tourism industry at Impendle and in the District is mainly nature-based, cultural and historic. Some notable site at Impendle includes the uKhahlamba Drakensburg Mountain, Impendle, Lotheni and Nzinga Nature reserves. Impendle has plantation of Protea plant (South African National Flower), natural caves, San rock Art, Impendle, Inzinga and Lotheni Nature and Inzinga-Umkomaas Nature Reserve. Two of these reserves are world heritage sites. All the three reserves play a very important role in conservation of nature in the country. Visitors come to enjoy hiking trails, for kayaking, fishing, bird watching and water-based activities. In addition to the above mentioned, Impendle and to a broader extent the district, hosts several events such as the Man and Machine event, BMX Championship etc. Tourism offers an opportunity for increased rural development, especially within the eventing sector. Attractions in the Municipality are not being appreciated or explored and the local people need be educated or

made aware of the importance of conserving the beauty of the area for its future generations. These are the following potential activities:

- Tourism Information Centre
- Water Park
- Guided Trail Walks
- River Canoeing
- Cycling Tours
- Revitalize Impendle villages and Boston to small towns



One of the amazing facts is that Impendle has high bird population numbers in the entire country making KwaZulu-Natal dominate to be a province with high number of bird species. This little town has so much to offer in terms of tourism while conserving our environment.

○ Manufacturing

The manufacturing sector is stagnant or in a state of almost none-existence. The Impendle Maize Mill is currently on its final stages of completion. The mill will provide opportunities for maize farmers to sell their Produce to the mill. Impendle Cropping Cooperative and Ntshiyabantu Secondary Cooperative were identified as main beneficiaries of the Mill Project. In addition to these, there are

a few Chicken Hatcheries in the Impendle Area, and the following is the list of potential industrial activities:

- The Mill Plant in Impendle Village
- Sale of Impendle Industrial Sites

- Mining

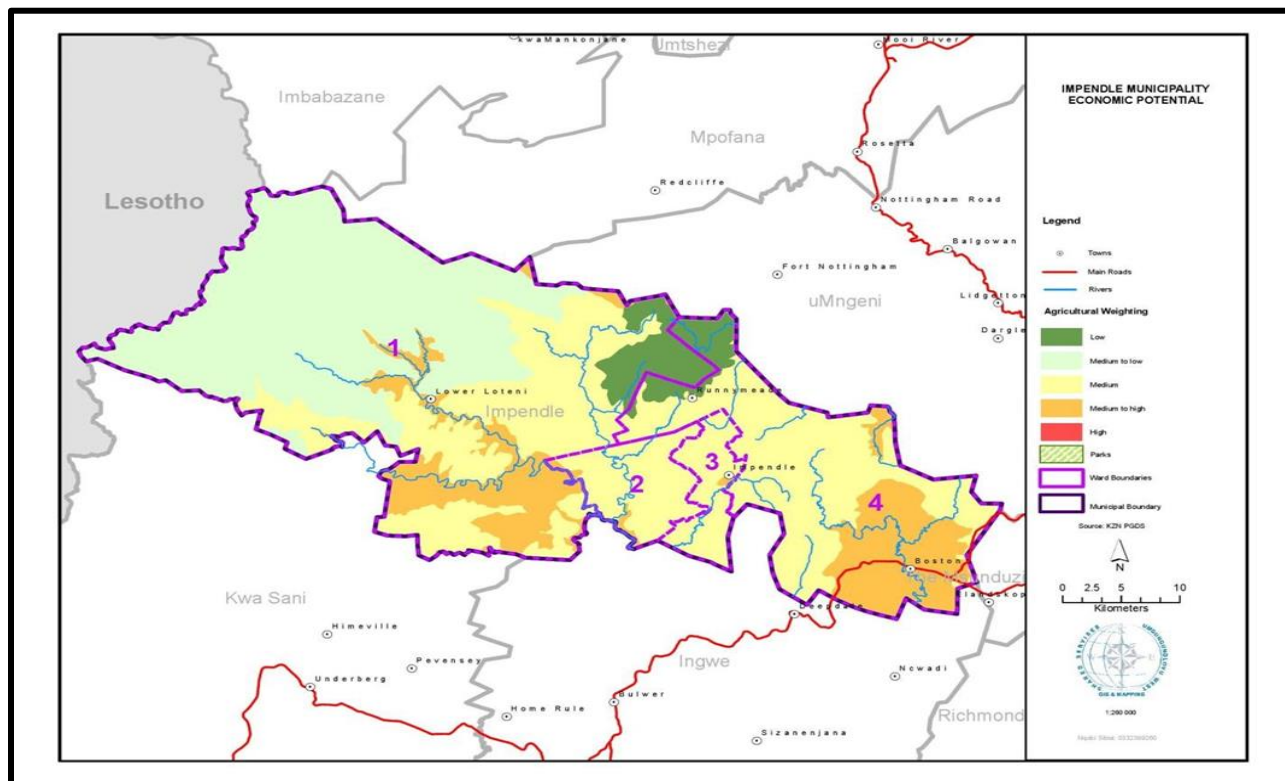
Mining makes up a relatively small part of the Impendle economy and it is mainly focused on quarry, sand dunes mining. The major concern for this industry is centred on environmental impacts of these activities.

- Green economy

The Municipality is in the process of establishing a buyback centre which allows rural households to keep their waste for selling it in the centre for the purposes of recycling.

- Promote recycling initiatives.
- Paradigm shift towards opportunities in waste
- Contribute to green economy.
- Minimize waste ending in landfill site.
- Prolong lifespan of landfill site.
- Environmental preservation
- Enterprise Development in the sector

C.6.1.4 Strategic programmes responses



C.6.1.5 Ease of doing business/ red tape reduction

Investment injection is a critical element in the development agenda; however, investment must consider viability of the area in terms of rand for rand spend, disposable income availability, the government EPWP Programme has indeed made a difference in the lives of especially youth in the area. Although, it regrettable noted that there is no EPWP 4 Aligned Policy, there is equally an appreciation of due processes or practices in terms of beneficiary identification. The Sukuma Sakhe, Ward Committees and development of unemployed data base systems have provided a worthy resource in so far household profiling is concern which has made task of sourcing beneficiaries much transparent and sufficiently accepted in the community.

The municipality will also do well within its existing resources assist distressed businesses through sort of incentives either through rates rebates or rate holidays to alleviate distress while social ills in terms of crime are continually addressed through community safety forum. As earlier indicated, tourism and agriculture are main economic drivers and contributes substantially on growth.

The implementation of some element of Tourism Charter in so far as having a Tourism Forum and establishment of functioning Community Tourism Office (CTO) has tremendously assisted growth in this sector where there has been a slight improvement and development of tourism related programme i.e. homestays, tourism brochure etc. whereas, the Agri-Park concept provided space to deal with structured Agri-development initiative; to date a committee looking specifically at Agri – matters exists solely for this purpose.

In 2013, the municipality was fortunate enough to get adopted in the Ministerial Flagship Project which has seen a number of accredited training programmes being rolled out within the municipality. The Flagship complements Workplace Skills Plan in terms of percentage that is allocated for community development. Youth have won substantially in these programmes through trainings and workplace placement for experiential training.

The economic development unit is quite constraints in so far as capacity is concerned; employment of tourism officer and allocation of provincial graduate interns have made it possible for the office to maintain resource information relating to active participants in the informal sector, emerging contractors, broad SMMEs. The situation in the LED Unit must not be left in the current form; national and provincial emphasis on job creation as national security concern means that the unit needs attention to deal with demands of the economy. It is with great anticipation that recent inception of Impendle Business Forum working together with Informal chamber and Community Tourism Office yield positive results for the economy of this area. Budget in place is spread amongst critical elements of the economic sector i.e., cooperatives, informal trader support and SMMEs. The municipality hopes that private sector especially forestry industry will continue to support locals within Community Social Responsibility Programmes they have been doing to date.

Database of registered and SMME's and Cooperatives – the municipality does not have a link with CIPC, but updated information received on quarterly basis from provincial department-cooperatives unit and from KZN SEDA.

C.6.1.6 Funding and implementation plan

LED IMPLEMENTATION PLAN												
	Strategic Goal	Intervention	Programme/Project	Location	Timeframe	Estimated Budget	Budget Availability	Funded / Not Funded	Funder/ Potential Funder	Lead Implementing Agent	Supporting Partners	Status of Project
Stock Auctions	Promotion of stock sales	Provision of support to stock owners	Programme	All wards	Continuous	Technical Support	N/A	Funded	DARD	KZNDARD	Department of Agriculture, Impendle Municipality Traditional Councils	Ongoing
Clearance\Makhuzeni red meat	Conversion of Stock Farming from Subsistence into a	Support for local farmers to red meat	Project	Clearance		N/A	N/A	Funded	KZNDARD	KZNDARD	Impendle Municipality,	Ongoing

	commercial enterprise	industry									Traditional council	
Commodity support	Commercialization in grown commodities	Provision Support to Cooperatives and SMME's	Programme	All wards	Continuous	100 000	YES	Funded	Impendle Municipality	Impendle Municipality	UMEDA, Agriculture	
Poultry support	Production of market quality product	Supply of chicken feeding	Programme	All Wards	Continuous	150 000	YES	Funded	Impendle Municipality	Impendle Municipality	Agriculture, UMEDA	
Tourism Information Centre	Availability of Information and Statistical collection at central point	Construction of Informational centre in Boston	Project	Ward 05	2023/2024	N/A	N/A	Unfunded	Economic Development, Tourism & Environmental Affairs	Economic Development, Tourism & Environmental Affairs	Impendle Municipality,	
Recreational Facility with Water Park	To create a social friendly	Construction of Recreation	Project	Ward 04	2023/2024	N/A	N/A	Unfunded	Sport and recreation	Sport and recreation / EDTEA	Impendle Municipality Sport	

	recreation facility	tional Park							tion/ EDTEA		and recreation/ EDTEA	
Guided Trail walks	Promotion and Maintenance of existing trail walks	Maintenance of trails	Programme	Ward 01, 04, 05	2023/2024	N/A	N/A	Unfunded	EDTEA, Ezemvelo KZN Wildlife	EDTEA, Ezemvelo KZN Wildlife	Impendle Municipality	
Cycling Tours	To have tour packages that unique to Impendle	Identifying routes suitable for cycling	Programme	All wards	2023/2024	300 000	N/A	Unfunded	Impendle Municipality	Impendle Municipality	TKZN Impendle Municipality	
Development of Boston to small town	Improve Boston area towards a one-stop tourists and local essentials resource	Mobilize Boston community towards the objective	Programme	Ward 05	2024/2026	N/A	N/A	Unfunded	EDTEA	EDTEA	Impendle Municipality	
Development of Shopping Centre	Improve viability of the area	Marketing for service providers	Project	Ward 5	2022/23	N/A	N/A	Private \Inward Investment	Private	EDTEA, Umheda, Impendle LM		

Operationalization of Impendle Mill	Development of small industry	Facilitate opening of the mill	Project	Ward 5	2022/23	N/A	N/A	Private \ Inward Investment	Public \ Public Partnership	KZNEDTEA, Impendle LM		
Operationalization of the Buy-Back Centre	Development of scale industry	Source experienced operator	Project	Ward 5	2022 \ 23	N/A	N/A	Private / Inward Investment	Public \ Private Partnership	KZNEDTEA		
Operationalization of Skills Centre	Development of small-scale industry	Source experienced operator	Project	Ward 5	2022 \ 23	N/A	N/A	Private / inward Investment	Public \ Private Partnership	Impendle LM, KZNEDTEA		

C.6.1.7 Potential employment/ jobs creation

Impendle Municipality will receive an incentive grant of R 1 221 000 from the Department of Public Works to assist the Municipality implement the Expanded Public Works Programme for the financial year 2021/22. EPWP in-house team was established to assist Departments or units in carrying out their day-to-day activities under the following sectors: Infrastructure and Social sector. The Municipality submits the project list (business plan) to the NDPW with proposed projects to be implemented in the financial year, estimated costs and work opportunities to be created. The projects are then implemented as per the project list and reported on the MIS System on monthly basis. The financial section also reflects on grants performance including the EPWP's incentive grant.

C.6.2 SOCIAL DEVELOPMENT

The Social Development section of the IDP seeks to present our efforts to forge partnerships through which vulnerable individuals, groups and communities become capable and self-reliant participants in their own development. The mission is to transform society by building conscious and capable citizens through the provision of comprehensive, integrated and sustainable social development services. The National Development Plan (NDP) acknowledges the need to address the critical challenges of poverty, unemployment and inequality to improve short-term and long-term prospects of current and future generation

C.6.2.1 Health sector

The National Development Plan (NDP) sets out nine long-term health goals for South Africa. Five of these goals relate to improving the health and well-being of the population, and the other four deal with aspects of health systems strengthening. By 2030, South Africa should have:

- raised the life expectancy to at least 70 years
- progressively improved tuberculosis (TB) prevention and cure
- reduced maternal, infant and child mortality
- significantly reduced prevalence of non-communicable diseases (NCDs)
- reduced injury, accidents and violence by 50% from 2010 levels
- complete health system reforms
- primary healthcare teams that provide care to families and communities
- universal healthcare coverage, and
- filled posts with skilled, committed and competent individuals.

DEPARTMENT OF HEALTH (DoH)

HEALTH FACILITIES

The municipality is currently serviced by three fixed clinics located in Impendle (Gomane), Mahlutshini and Nxamalala. These clinics serve about 1 500 people per nurse. There are 14 clinic points within the municipality and 16 mobile clinics unevenly distributed in ward 1, ward 2, ward 3 and ward 4. There are no hospitals or community health centers within the municipality, the closest hospitals can be accessed from Msunduzi Municipality. The number of people per clinic is 9 842 which is slightly less than the WHO guidelines of 10 000 per clinic.

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

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

- Tertiary Hospital = 1
- Specialised Hospitals = 3
- TB Hospitals = 2

Impendle Municipality is not responsible for provision and/or the running of clinics – the Provincial Department of Health does. The Department provides both the fixed and mobile clinics. The table below provides a picture of both the number of clinics and their distribution in Impendle

Table 23: UMDM- Impendle health facilities

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

PROGRAMMES AND PROJECTS

C.6.2.2 Education sector

The Constitution of the Republic of South Africa, 1996 declares basic education as an inalienable basic human right for all South Africans. In 2015, the United Nations Educational, Scientific and Cultural Organization (UNESCO) adopted the global education agenda, Education 2030, which is part of the 17 United Nations Sustainable Development Goals (SDGs) that make up the Agenda 2030 for sustainable development. SDG 4 calls for an “**inclusive, quality and equitable education and lifelong opportunities for all**”. The National Development Plan (NDP) states that by 2030 South Africans should have access to education and training of the highest quality, leading to significantly improved learning outcomes. The education system will also play a greater role in building an inclusive society, providing equal opportunities and helping all South Africans to realize their full potential.

EDUCATION FACILITIES

The Department of Education has the responsibility for provision of schools and education facilities in the municipality. There are several education facilities evenly distributed with the municipality and include creche, primary schools, secondary schools, and high schools. However, there are no higher educational facilities in the area. The table below provides an overview of the physical and human education resources.

Table 24: Education facilities in the Municipality

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

PROGRAMMES AND PROJECTS

C.6.2.3 Safety and Security

The National Development Plan (NDP) 2030 envisions a South Africa where people feel safe and enjoy a community life free of crime. Achieving this requires a well-functioning criminal justice system, in which the police, the judiciary and correctional services work together to ensure that suspects are caught, prosecuted, convicted if guilty, and securely incarcerated and rehabilitated.

Police station in Impendle municipality are in Impendle town and Boston. However, there is an existing police station in Impendle Town and Boston area. The increasing population has led to the rise in social problems, like crime. Therefore, more police stations are required in the municipality. Map below indicates a 10km radius of the existing police stations.

C.6.2.4 SOCIAL COHESION AND NATION THROUGH SPORTS, RECREATION, ARTS AND CULTURE

South Africa has made good progress in building social cohesion and promoting a new single national identity. The biggest barrier to increasing social cohesion is the remaining inequality in society, which needs to be attended to. More than half of all households in **South Africa** benefit from government's social assistance Programme. Comprehensive social security alleviates and reduces poverty, vulnerability, social exclusion and inequality through a comprehensive social protection system. Empowering young and old people, those with disabilities as well as women in particular, helps rebuild families and communities.

Background

Impendle sports has been the one of the municipalities who are doing good in sports programs in the district special during the times of sports hubs and school mass participation programs. Up until department of sports and recreation suspended those programs. Since then, some sports codes were dysfunctional. Up until they were revived by sports confederation.

The custodian of South African sports SASCO has launched provincial, district and local sports confederations to be the custodian of sports in their respective sphere of government. Impendle has launched its first sports confederation 15 years ago there has been 3 elections as the current Impendle sports confederation was elected in 2020, its term of office will expire in 2025.

Challenges

Sports facilities that are not being able to accommodate other sports codes. Impendle is a very scattered area of which it becomes very difficult to bring people in to one place. Every time you have a sporting activity it will come with transport cost that are too high in a limited budget.

Table 25: Impendle Sport and recreation projects

Project/program	Activity and description	Stake holders and partnerships	Time Frame	Budget	Recommendation and comments.
Sports Indaba	To be held annual by different sports codes to review its performance. And to adopt its annual plan.	Council community portfolio committee, sports officer, Sports confederation, Umgungundlovu district municipality sports officer, Department of Sports and recreation NPOs and NGOs	Quarter 1	R30 000.00	-it is recommended that sports indaba must have clear program of sports development, that is aimed at developing athletes to a professional level. -it is recommended that programs be aligned with SASCOG, and sports confederations as custodial of sports.
Indigenous games (IGs)	Impendle IGs selections are held annual as. Impendle is dominating district IGs in Koko, ingqathu, dibeka, as well as chess and umlabalaba	Sports Officer, IGs local federation, department of sports and recreation and local sports confederation	Local Selections are normally held in June the last quarter 4 of a previous financial year. And the district and provincial in quarter 2.	R30 000.00	It is recommended that the IGs be expanded to all wards as they are mostly played in few areas of impede especially in ward 3 and ward 2 are the most active wards in IGs. As the expansion program started in ward 1 during recreational games at Nkangala in 2021 be

					monitored and expanded in all wards
Recreational games	Recreational games are held annual in an Identified ward. Are aimed at encouraging communities to participate in different sporting codes. Give coaching clinics. This financial year ward to host will be	Sports officer, local sports confederation and department of sports and recreation.	Recreational games are held in the 1 st quarter in August	R15 000.00	It is recommended that recreational facilities like sports fields and community halls in all wads be made user-friendly to most sports codes i.e. Rugby, valley ball, indoor sports like dance and boxing.
Local Games	Formerly known as Mayoral games. These games include all sports codes that are able to take place in each municipality aimed at giving exposure to athletes and be used as selections for SALGA games or any other district games.to be played from ward level.	Sports officer, local sports confederation, department of sports and recreation and Umgungundlovu district municipality.	Quarter 2	R50 000.00	-It is recommended that scouts be made available. To sport talent and give coaching clinics. -it is also recommended that selectors be deployed by district federations than local federations. As lots of dissatisfactions from participants has raised during past selections.
Aero marathon and the big walk	This program is aimed at encouraging communities to live a healthy lifestyle through sport. It is held annually in an identified ward began with a big	Sports officer, local sports confederation, department of sports and recreation and SAPS.	2 nd quarter	R15 000.00	It is recommended that aerobics teams be made available to most VDs in all wards and be supplied with equipment. And

	walk of 3KM during the walk communities are encouraged to participate in sports activities and do away with all forms of substance abuse and crime. And end up with aerobics activities and to form an aerobics team and handing over of aerobics equipment.				department of sports and recreation to increase number of field workers to all wards, so they will be able to keep the program alive. As of now we have 3 field workers and they cannot access all wards.
Sports against Crime	This has been an annual event formally known as Christmas tournament. It takes part during Christmas holidays aimed at giving exposure to athletes and also prevent them from being exposed to substance abuse as it take place during festive season.	Sports officer and local sports confederation	Quarter 2	R20 000.00	It is recommended that scouters be made available to sport talent. it is also recommended that different sports codes take part.
Injomane sports tournament	This has been the initiative of an NPO called Izandla Zothando Foundation. That was aimed at recognizing the legend bab Mhlongo contribution to sports. It started played at Nhlabamkhosi the village of baba Mhlongo. The LOC of this tournament	Sports officer, local sports confederation and Injomane LOC.	Quarter 2 and 1	R20 000.00	It is recommended that to be played as the qualifier to Sports against crime finalist where top 2 teams from the ward level to play in sports against crime.

	has expanded it to all wards.				<p>It is also recommended that the top 4 of sports against crime to play semifinals and finals of Injomane sports challenge.</p> <p>It is also recommended that the semifinals be played at Nhlabamkhosi to honor baba Mhlango to serve the purpose.</p>
Umtelebhelohelo wase Mpendle rural horse racing. Harry Gwala and Dundee July	<p>This has been the most growing rural horse rising since the establishment of Dundee July and Harry Gwala summer cup(Kilmon race)Impendle horses used to travel to kwaMpande to play in a qualifier for Dundee July and Harry Gwala summer cup in willow fountain. Umtelebhelohelo wase Mpendle has been established to give our horses a chance to compete in numbers and to be used as business and to grow jokey talent. The race has attracted all</p>	Sports officer, local sports confederation, umtelebhelohelo LOC, Umgungundlovu rural horse racing, Gold circle	Quarter 2	R50 000.00	<p>As the provincial rural horse racing has approved the race and the racing field as one of the best racing field in KZN, and the race has been approved to its calendar to take place every 31st of December to be supported by all parties involved.</p> <p>It is recommended to be a qualifier for Impendle horses to</p>

	provincial rural horse riders and associations				qualify for Dundee July
Impendle Bulwer training marathon	This is the training marathon that involves two district and 2 local municipalities which is Umgungundlovu and Harry Gwala, Impendle and Dr. Nkosazane Dlamini municipalities. It is aimed to inspire athletes to take part in marathons and train them. Also attracting investors and tourist as Impendle is one of the tourist attraction. As of today Athletic South Africa looking at its attendance and popularity of that training marathon, has given the LOC a task to change from being a Training to be a Marathon like Mandela marathon. The LOC is working towards that.	Sports officers, local and district sports confederations Umgungundlovu district and Harry Gwala municipalities, department of sports and recreation, both local municipalities Impendle and Dr. NDZ, Nxamalala Striders(as LOC) and Sponsors i.e. Arthur Ford, Hollywood bet, Orange Groove	Quarter 2	R30 000.00	It is recommended that the LOC must increase fix its relationship and communication with Impendle sports confederation. It is recommended that the LOC be given a task to assist in growing participation of Impendle athletes working with the Impendle athletics federation.
Referees and coaches training	It was one of the resolution from the previous sports indaba to train referees and coaches.	Sports officer, local sports confederation and relevant federations	Quarter 3		It is recommended that referees and coaches be trained from all wards and streams and be given equal opportunities to

	<p>Referees and coaches who are not trained they destroy the game and ones talent.</p> <p>Referring and coaching is also a carrier as now we have 1 who is refereeing at Motsepe league.</p>				express their talent in big matches.
Easter tournament	It is one of the annual events that are normally played during easter holidays.	Sports officer, local sports confederation	Quarter 4	R30 000.00	It is recommended that the easter tournament be played in one identified ward especially the top 8 teams.
Transport and accommodation	<p>Transporting athletes to their respective tournament who emerged from the ranks of our programs.</p> <p>To attend workshops and trainings for capacity building.</p>	Sports Officer, local sports confederation.	On going	R40 000.00	<p>It is recommended that the budget be made available as some trainings and conferences are offered by external stake holders.</p> <p>It is recommended funding for accommodation be made available</p>
SALGA games accommodation	SLGA game are the games for Cllrs so normally CLLRs and managers and few staff members those who work	Sports officer, community services portfolio committee	Quarter 2	R150 000.00	It is recommended that vote be a stand alone vote as it almost took

	closely with managers attend those games. Accommodation is being acquired.				half of the sports budget.
Total Budget including SALGA Budget is R495000.00	Total budget excluding SALGA games R345000.00				

Table 26: Impendle Municipality Arts and Culture projects/ programmes

PROJECT	ACTIVITIES	Budget	RESPONSIBLE PERSON	TIME FRAME
Back to school campaign	Awarding all grade 12 top achievers in all high schools and those schools who have achieved 100%. During the program the mayor motivated learners and Junior council members also gave the messages of support. We are proud to report that all junior council members who were doing grade 12 have passed very well.	Certificates trophies and frames R10 000.00	CSD, Office of the Mayor, Teachers and Junior council	Jan to Feb 2022
16 Days of Activism	It is one of Junior council annual program and children parliament resolution. We have partnered with other stakeholders. This year's event took place at Swampu community hall and we had built up events towards the event attracting men to attend of	1.Venue: Swamp Community Hall 2. Sound System 3. Refreshments Total Coast: R10 000.00 R5 000.00 Total R15 000.00		30 November 2021

	which we achieved because 40% of people attended were men and they had their resolutions as the Isibaya samadoda will be implemented			
Child Protection Week	That program is one of the annual programs and Children's Parliaments Resolutions. this will be implemented during	Venue: Thando Lwabasha Primary Transport: nearest Primaries and ECDs R7 000.00 refreshments R3000.00 Transport Total cost Cost: R10 000.00	CSD,Child Protection Forum, Teachers	May 2022
Take A Girl Child to work	This is one of annual programs aimed at exposing girl child to a work place	All work stations at Impendle including farmers. R5 000.00 Transport R5 000.00 Total is R 10 000.00	CSD,Child Protection Forum	May 2022
KZN Children Parliament	This is the annual program for children in preparation of National Children Manifesto and Parliament.	KZN Legislature Child. R6000.00 acomodation	CSD	June 2022

	R10 000.00	R4000.00 refreshments R10 000.00		
Boy Child Development Program	Empowering boy child behavior	R 5000.00		August to November 2022
Trainings and work shops	To be attended by officials, fourum and junior council members	R 20 000.00		
Forum Meetings		Quarterly meetings R20 000.00		Quarterly Meetings.
transport	R 20 000.00			
TOTAL		R 100 000.00		

C.6.2.5 Community development, with particular focus on vulnerable groups

The Municipality is required to champion socio-economic transformation, and the empowerment of women, youth, and people living with disabilities through mainstreaming, advocacy, and monitoring and evaluation. The NDP envisages economic participation, education and skills development for women and other vulnerable groups, and the elimination of violence against women and children. This vision is given expression by Priority 1 (economic transformation and job creation), Priority 5 (social cohesion and safe communities) and Priority 6 (a capable, ethical, and developmental state) of government's 2019 – 2024 MTSF.

o Youth Development

A demographic point of significance which is worth noting is that Impendle is a youthful municipality. According to Census 2011, people between ages of 14 and 35 represented about 32.9% or 10 898 of the total population, a clear sign that the Impendle population is growing younger and younger. Also, worth mentioning is the fact that a significant proportion of population (70.6% or 23 376) is aged between 0 and 35 demonstrating a typical youth bulge as represented by the population graph below. Since 2005 the 14-35-year-old group has been growing at a national average of 1.27% whilst the total population has been growing at an average of 1.12%. The youth population continues to grow at a higher rate than the general population, even though overall Impendle population growth rate has declined over the past 20 years.

Key Performance Areas

<p>1. Economic Participation</p> <p>To enhance the participation of young people in the economy through targeted and integrated programmes. The Impendle Youth Desk IYD with NYDA will support both profit business as well as social enterprises that promote job creation, job placement, self-employment and income generating activities.</p>	<ul style="list-style-type: none"> • Grants by NYDA and other relevant Stakeholders • Business Consultancy Service (Voucher) by NYDA Mentorship • Business Opportunities Support Services (BOSS) • Entrepreneurship Development Programme • The Community Development Programme • This will be done by Impendle Youth Desk, NYDA and the help of other relevant stakeholders or departments/organisations.
<p>2. Education and Skills Development</p> <p>To promote, facilitate and provide training and development opportunities to young people to enhance their socioeconomic wellbeing</p>	<ul style="list-style-type: none"> • Matriculation re-write • Bursary projects • Technical Skills, job preparedness and life skills projects through SETAs, and CWP Skills Program • Sports

POTENTIAL PROJECTS

RECOMMENDATIONS

- People living with disability

The objective of this program is to empower people living with disabilities to participate in all programmes organised by Municipality or any organisations without undermining/looking over themselves that they are living with disabilities, bringing back them hope and encouraging them to stand up on their own. To achieve these objectives, the Municipality will include them in sport, Arts and culture activities, education and trainings and link them in job opportunities. The procedure participation will be conducted by the Impendle municipality: disability office.

POTENTIAL PROJECTS

- Older People

The Municipality is promoting a holistic approach to active ageing and wellbeing among the area's senior citizens. A number of initiatives have been and will continue to be rolled out by the Municipality and the departments of Social Development, Health, Tourism, Sport, Arts and Culture, and other stakeholders to promote general health among older persons, especially through sports

to promote general well-being. In 2008, the government implemented a national active ageing programme in line with the Madrid International Plan of Action on Ageing of 2002. The Madrid Plan of Action offers a bold agenda for handling the issue of ageing in the 21st century. It focuses on three priority areas – older persons and development, advancing health and well-being into old age and ensuring enabling and supportive environments. The Older Persons Act of 2006 aims to enhance the quality of life and improve the health of older persons by engaging them in programmes that promote social, physical, mental and emotional well-being to prevent or delay the onset of ageing challenges and keep illnesses related to old age at bay.

C.6.2.6 Community and institutional gardens

C.6.2.7 National School Nutrition Programme (NSNP)

The National School Nutrition Programme is directly aligned with the NDP's priority of eliminating poverty and supporting food security.

C.6.2.7 Social development SWOT analysis

C.7 KPA: FINANCIAL VIABILITY & MANAGEMENT

C.7.1 Capital funding and expenditure to address service delivery

Procurement plans to further the implementation of the procurement process for the 2022/2023 MTREF will be prepared upon adoption of the SDBIP by Council in 14 days after budget adoption. Monthly monitoring of the procurement plan is being undertaken through the Capital Spend Project Team. Below is the capital expenditure for the previous years.

The project team has been established to expedite the capital expenditure and to ensure any challenges for example delays are addressed and resolved

o SYNOPSIS OF FUNDS RECEIVED, SPENT, VARIENCE AND SOURCES

The bulk of the operating revenue of the municipality is derived from the equitable share allocation as well as conditional grants from both national and provincial governments. The total annual operating expenditure proposed for Impendle Local Municipality for the 2022/2023 is R68, 538 million inclusive of non-cash items compared to R61 884 983 in 2019/20 and (R...) in 2020/21 financial year. Non-cash items amount to R10, 397 million made of debt impairment and depreciation and asset impairment.

Table 27: Impendle Synopsis of funds received, spend and variances

	2022/2023	2023/2024	2024/2025
REVENUE			
Equitable Share Grant	43 078 000	45 245 000	47 583 000
Conditional Grants-Opex & Capex	21 944 000	24 515 000	29 470 000
Property Rates and other income	9 996 000	10 467 000	11 118 000
Total Revenue	77 561 000	82 849 000	90 897 000
EXPENDITURE			
Salaries and Allowances	36 132 000	37 643 000	39 258 000
Councillors Remuneration	4 000 000	4 157 000	4 324 000
General Expenses	33 425 000	32 498 000	33 482 000
Total Operational Expenditure	73 557 000	74 298 000	77 064 000
Capital Expenditure	12 753 000	13 125 000	13 520 000

HIGHLIGHTS OF THE 2022/23 ANNUAL BUDGET

Property rates

- The municipality has compiled a new and third general valuation roll in terms of the Municipal Property Rates Act. Property rates tariffs are budgeted at 6% based on the valuation roll compiled inflationary increase National Treasury.
- Property rates amounts to R8,067 million rand after considering revenue forgone. This is as a result of an increase in property per the valuation roll.
- Public service infrastructure applicable have been phased out as per the amended MPRA.

Service Charges-Refuse Removal

- These have also been budgeted at a 6% increase after considering vat output payable to SARS and amounts to R96 142.
- These are only limited to village residents and business category customers.

Rental of Facilities

- Rental of municipal facilities comprise of Thusong centre, Community Hall, Market stalls and other operational assets that are expected to yield an income of R737 000. The non-moveable assets are on a contractual basis with variable percentiles per tenant.

Investment Revenue

- At 1% of revenue generation excluding DORA allocations, the municipality envies that conditional grants will be utilized in full.
- History has also shown that DORA allocations to be received and before utilisation yield on average interest of over R1m per annum as per audited AFS. The municipality has budgeted this line item at R400 000 due to low interest rates from financial institutions following the COVID-19 pandemic.

Transfers Recognised-Operational

- The municipality is mostly funded by grants revenue that comprise 84% of operational revenue.
- Total operational grants amount to R52 269 million.
- Provincial Gazetted Operational allocations are made up as follows: Library Provincialisation of R1, 964 million and Community Library Services of R254 000.

Transfers Recognised - Capital

- Capital grant revenue as gazetted amounts to R12, 753 million and comprises of Municipal Infrastructure Grant from National Treasury.

Other Revenue

- This relates to rentals either land that has not been utilised and office space (Thusong Services Centre). Agreements in place have variable percentage increase and these relate to Home Affairs, Department of Social Development, Education Department, uMgungundlovu District Municipality, Independent Electoral Commission and is maintained as agreed upon.
- Interest earned on outstanding debts are anticipated to yield R200 000 due to non-paying customers. The municipality is embarking on a huge drive to collect all outstanding monies due from customers. This extends to tracing of customers in all forms and there is a significant movement in this programme. Any correction perceived to this line item will be made on the final budget.
- Licenses and permits have been budgeted at R44 000 and relate to taxi permits and business licenses.
- Agency services are budgeted at R90 000 and relates to contractual agreement between the Municipality and Department of Transport: Motor Licensing and is commission based per vehicle license renewal and licensing transactions.
- The R166 000 relates to rates clearance certificates, photocopies and faxes, tender fees, and LGSETA refunds due to training of employees and Councillors. Except for LGSETA revenue, other revenue has been budgeted at 6% increment when compared to previous year.
- Further, the municipality is on the drive to survey ERF 10000 and once done it will be subdivided and disposed accordingly.

Employee Related Costs / Councillors Remuneration

- Inflationary increments provision of 4,8% for Councillors, 3,9% for Management and 4,9% for Officials has been made. The above provision is done through Circular 112 and 115 of the MFMA from National Treasury as there is no agreement between the Unions and SALGA at this point.
- The above increment does not take employee notch movements into account. The salary TASK levels have been reviewed and the Job Evaluation outcomes received from SALGA and they form the basis of the employee cost draft budget report. The 4,9% inflationary increase provision is viewed as a much-anticipated standard of living increase across the board.
- The Councillor allowances are budgeted against the existing government gazette no 475 dated 24 April 2020. Municipal Mayor and Speaker are budget on the full-time basis with a resolution being adopted at full council whilst other councillors on a part time basis.
- Senior Management packages are budgeted against the existing government gazette no 43122 dated 20 March 2020 and at an increment of 3,9%.
- Another important factor is the filling of critical vacant posts, per the municipal organogram, in relation to daily operations and for achieving effective service delivery to the community. These posts will be budgeted for as the need to fill them arise.

Debt Impairment / Depreciation & Asset Impairment

- Debt impairment relates to long overdue customer accounts over 90 days. It is a non-cash item and is budgeted at a rate being the difference of the cash the municipality intends to collect and what is not collectable from customers. This line item has been budgeted at R2, 097 million.
- Depreciation and asset impairment are budgeted at current year assets to be acquired at different rates and at different procurement stages. Depreciation will always be estimated due to timing differences of procuring municipal assets. When compared to the 2021/22 annual budget, the Municipality has increased its 2021/22 budget to R13, 6 million incorporating estimated assets impairments.

Finance Changes

- The budgeted finance charges amount to R as loan is being sourced to finance Municipal fleet from Nedbank.

o CAPITAL BUDGET

There is an increase from previous year as per Divisions of Revenue Act allocations due to Impendle village sportsfield allocation. Capital allocation amounts to R20, 130 million when compared to R11, 670 million in previous year relating to MIG.

Projects are indicated in the order of prioritizations and the source of funding is attached to each project, which is commonly (MIG) since the municipality's revenue sources are limited. Funding source is still a challenge as indicated above that most of the projects are funded by MIG grant, hence the need to develop the revenue strategy in order which will identify other revenue streams to improve revenue. This will enable the municipality to fund other capital projects with own revenue.

Table 28: Impendle Infrastructural projects to be implemented in 2022/23 Financial Year

WARD	PROJECT NAME	ESTIMATED BUDGET	Status
1	KwaThunzi Road	R1 320 000,00	

2	Swamp Road	R1 779 445,13	
3	Brington/Novuka Community Hall	R3 994 582,39	
4	Willow Road	R1 765 376,64	
5	Slaheni Road	R1 779 445,13	
-	Yellow Plant	-	

In the current financial year budget, only new assets are budgeted for which also appear on the IDP. The focus is still on new assets as opposed to renewal, due to limited resources to address community basic needs e.g., roads, community halls and creches etc. This is evidenced by no population of SA34b of the annual budget which relates to capital expenditure on the renewal of existing assets.

○ INVESTMENT REGISTER

Conditional grant funds are invested on call accounts and utilised when required. Currently Call accounts have been opened with ABSA, Standard Bank and NED Bank to keep each conditional grant separately from the municipal primary account. All receipts and payments are made to and from the municipal primary account. These will be closed off on the 30th of June 2022 and should there be unspent conditional grants by the 1st of July 2023, new call accounts will be opened with the financial institutions offering a better rate of interest.

Table 29: Impendle Investment Register

No	Bank	Account Number
1	NedBank	037881012463000021
2	Standard Bank	636864901
3	Standard Bank	636863484
4	Standard Bank	636863476
5	Standard Bank	258541326-004
6	ABSA	9280671957
7	ABSA	9286205518
8	ABSA	9287282125
9	ABSA	9287813716
10	ABSA	9286914797
11	NedBank	037881012463000023
12	NedBank	037881012463000024
13	NedBank	037881012463000025

14	NedBank	037881012463000026
15	NedBank	037881012463000027
16	NedBank	037881012463000028

C.7.2. Social and economic redress via indigent management

The municipality's updated indigent register was adopted by Council on the 20 March 2022 since finance is busy with the capturing of application forms as per the indigent policy the municipality update this register on annually basis.

In addressing social and economic challenges at Impendle the municipality commits a portion of equitable share to render free basic electricity to indigent beneficiaries. This is done in a universal and targeted approach. The universal approach is through the tariff structures and provides for 50 kWh electricity free for users below a threshold. On annual basis the municipality advertise on local newspaper requesting those communities who meet the criteria of indigent, to submit their applications for consideration in the new financial year budget.

The municipality has budgeted an amount of R3 800 000 for free basic services in the 2022/23 which accounts for 9% of the equitable share. Currently the municipality pays Eskom on monthly basis free basic electricity of about R317 000 per month for about 2 739 beneficiaries. The number of beneficiaries decreased slightly in 2017/18 due to the Demarcation Board revising municipal boundaries, which resulted in some of the indigent beneficiaries being transferred to Dr, Nkosazana Zuma municipality and the municipality gained some.

The municipality also make provision for special designated groups which includes among others the people living with disability, youth, women, and children. Programmes for these groups will be prepared to ensure that their budget is spent in achieving the objectives as set out in the plans.

C.7.3. Revenue raising and protection strategies

The municipality must intensively embark on a program to improve its revenue. At present the municipality is largely funded by grants received from Provincial & National transfers. The implementation of the Municipal Property Rates Act is costing the Municipality more money than what the municipality can collect but there is an improvement in-terms of the overall collection. Furthermore, the municipality has developed a revenue strategy in line with the economic base of the municipality which is most municipal vacant and agricultural unfarmed land which should be disposed, the municipality will also year on year disposed of all fully depreciated assets to strengthen internal generated funds and to have a revenue raising ability. This strategy will assist the municipality in identifying and unlocking potential revenue, which is mostly foregone revenue currently.

In line with budget Circular 82 and noting the tightness of the budget, the cash flow position is being monitored but the municipality needs to exercise more control in budget. Monitoring the budget effectively and efficiently and procuring goods and services as budget could lead to a more positive position as budgeted. Gone are the days for procuring unbudgeted goods and services and luxuries.

C.7.4. Revenue protection (debt management)

Debt impairment relates to long overdue customer accounts over 90 days. It is a non-cash item and is budgeted at a rate being the difference of the cash the municipality intends to collect and what is not collectable from customers. Depreciation and asset impairment are budgeted at current year assets to be acquired at different rates and at different procurement stages. Depreciation will always be estimated due to timing differences of procuring municipal assets. When compared to the 2020/21 annual budget, the Municipality has increased its 2021/22 budget to R8,748 million incorporating estimated assets impairments.

DEBTORS AGE ANALYSIS OVER THE PAST THREE YEARS

Table 30: Impendle Debtors age analysis- April 2021

DEBTORS	2017/18	2019/20	2020/21
	R	R	R
Business/Commercial	547 453	696 101	783 274.06
Communal land	0	0.00	0.00
Agriculture	1 631 852	1 668 359	2 867 653.30
Industrial	74 618	81 069	24 818.11
Residential	334 542	456 726	779 480.62
State Owned	6 802 693	4 868 696	4 847 529.67
Staff Debtors	415	0.00	0.00
TOTAL DEBTORS AGE	9 888 787	7 899 251.00	9 302 755.76

Impendle Local Municipality Debtors Age Analysis.

The Municipality's current debtors age is sitting at R9 302 755.76, of which the bulk relates to government Departments. Debtors are individually assessed during the compilation of financial statements to work out debt impairment provision and write-offs.

The table above shows that the Debtors has fluctuated over the past three years. However, the interventions by CoGTA and SALGA had assisted the Municipality in getting the Government Departments to start with the verification of the properties they are billed for and making good of those finalised. Internal efforts also play a vital part on debt collection; nevertheless, data integrity is a challenge.

C.7.5. Financial management

Sound financial management is integral to the success of local government. According to Back to Basic government policy, performance against the following basic indicators will be constantly assessed:

- The number of disclaimers in the last three to five years.
- Whether the budgets are realistic and based on cash available.
- The percentage revenue collected.
- The extent to which debt is serviced.
- The efficiency and functionality of supply chain management

C.7.5.1 Supply-chain management

The municipality has a fully functional SCM unit, which has Manager; Accountant, practitioners, one intern and the accountant. The municipality has a fully functional bid committees which follows the Municipal SCM policy. There is alignment of the procurement plan timeframes with the SDBIP to ensure that the projects are being executed in accordance with the expectations created.

Deviations with the procurement policy and procedures are reported accordingly and disclosed in the municipality's annual financial statements in term of MFMA. Deviating from normal procurement processes are reported to municipal council on monthly basis, these are done in line with regulation 36 of SCM regulations. The municipality is working tirelessly to prevent irregular expenditure, however when this expenditure is incurred it is reported to council on monthly basis. The municipality maintains and update the contract register on monthly basis to ensure that no irregular expenditure is incurred as a result of expired contracts. The municipality also maintains the register of deviations and is reported to council on monthly basis.

Generally, in accordance with Section of the MFMA, it takes up to 90 days from advert to award.

The SCM policy has been reviewed to include all among other designated groups disabled, women, youth and also to bring in amended procurement regulations for 2017. However, due to the size of municipality's budget, no tenders have been issued targeting designated groups including people living with disabilities. However, the Supply Chain Management Policy has been reviewed to included preference of people with disability.

C.7.5.2 Assets and Infrastructure Management

The Budget and Treasury Office – Asset Management unit is responsible for financial management and reporting on assets including record keeping, acquisitions, disposals and depreciation and maintenance of fixed assets register.

C.7.5.3 Repairs and maintenance

Repairs and maintenance are budgeted for on annual basis, however due to limited funding sources the municipality is unable to comply with the 8%. In the 2020/21 financial year, only

1.73% was budgeted for repairs and maintenance, and in the current 2021/22 financial year, they are budgeted for R5 b

C.7.5.4 financial viability/ sustainability

Table 31; Financial Ratio

Description of financial indicator	2020/21	2021/22	2022/23
	AUDITED OUTCOME	AUDITED OUTCOME	AUDITED OUTCOME
Cost coverage ratio	1 Month		
Current Ratio (Current assets and liabilities)	1.11		
Capital Expenditure to total expenditure	16%		
Debt to Revenue	8%		
Collection Rate	81%		
Remuneration (Employee and Councillors) to total expenditure	50%		
Distribution Losses			

C.7.6 Loans/ borrowings and grant dependency

The Municipality has no loan which is being serviced currently. Due to municipality's area being rural, grant dependency is high. The municipality is looking forward to the development of the village which will impact positively on own generated revenue, now that registrations of the site allocated for a shopping centre are at the final stage. Currently grants account for 80% of total municipal revenue.

Table 32: Impendle loans and borrowings

	Total Amount Due	Interest Due	Remaining Capital Due
	754,700.64	37,619.13	717,081.51
Total Capital due	754,700.64	37,619.13	717,081.51

	Total instalment Amount Paid	Total interest paid	Total Capital amount paid
	1,635,184.72	503,266.57	1,131,918.15
Amount Paid since the inception	1,635,184.72	503,266.57	1,131,918.15

C.7.7 Auditor-General's opinion

During the 2021/22 Financial Year, the Municipality received an Unqualified Audit Opinion from the Auditor General. It is a great achievement compared to the previous financial years audit Opinion. An action plan has been developed, and attached herein as the annexure, to address audit findings that prevented the Municipality from obtaining a clean audit. Its progress is monitored by the Internal Audit and will be reported to Council monthly.

C.7.8 FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> Financial policies are in place and are reviewed annually. Achieved Unqualified audit opinion for the past three years. Bursaries Schemes for qualifying matriculates 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> Grant dependency Skills shortage Monitoring irregular expenditure
<p><u>OPPORTUNITY</u></p> <ul style="list-style-type: none"> Increase revenue with new developments underway in the village. Reduce debtor's age once government debt is finalized. Clean Audit Report Revenue enhancement opportunities. Land available for development or disposal. 	<p><u>THREAT</u></p> <ul style="list-style-type: none"> Staff turnover and lack of training for staff members Bulk of the municipal area being under ITB. MSCOA implementation costs Unemployment rate is high. Lack of opportunities for Youth.

C.8 KEY CHALLENGES

C8.1 AREAS OF ACHIEVEMENT, UNDERPERFORMANCE AND INTERVENTIONS AS IDENTIFIED IN THE 2020/21 APR

C8.1.1 PERFORMANCE HIGHLIGHTS

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

- Finalization and development of JD's for submission to JEU.

SOCIAL DEVELOPMENT

- Number of targets were met despite limited financial and human resources

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- The office of the MM has managed to implement the management complaint system
- The seating of IGR structures meeting was also conducted
- Submission of Audit report were conducted and achieved
- The Internal audit functions were conducted and implemented accordingly
- The preparation of council report for council seating were conducted, adopted as necessary and implemented
- Submission and approval of IDP process plan and evaluation of Municipal performance
- The seating of the Municipal Rapid Response and Complain Management Committee meetings
- The Establishment and meeting seating of Joint Operational Committee for COVID issues

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT, CROSS CUTTING AND LED

- Implementation of Capital Projects through Municipal Infrastructure Grant which included roads & community facilities
- Created short term jobs in construction phase of capital projects
- Maintained employment in the Expanded Public Work Programme
- Successfully carried out major maintenance work at Impendle Taxi Rank, Thusong Service Centre and Impendle Village sport field
- Purchase of TLB through COVID Grant

FINANCIAL VIABILITY AND MANAGEMENT

- The BTO Department managed to move from an unfunded budget to a funded budget
- Implementation of the new GVR under lockdown was also a positive highlight that has a huge impact on financial viability and customer perception

- Achieving almost all planned targets
- Exceeded target on training and Development and attendance in conferences
- Improvement in Audit Outcome from Qualified to Unqualified Audit Opinion

C8.1.2 PERFORMANCE CHALLENGES

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

- Covid-19 pandemic destabilized some of the operations hence some targets not met
- Responsibilities of HOD extend beyond Departmental scope

SOCIAL DEVELOPMENT

- The outbreak of Covid-19 pandemic and the closure of the country at the end of the third quarter meant that some targets were not and fulfilled in particular those that involved gatherings and community members.
- Limited financial and human capital capacity also played a role.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- Non seating of ward committee structures due to Covid – 19 Pandemic
- No reporting of the Audit Committee to council
- None seating of the Audit Committee schedule meetings
- Destabilization of municipal projects by Business Forums

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT, CROSS CUTTING AND LED

- High price escalations as result of lockdown
- Inflation weakened ability of the department to optimally carry out maintenance work
- Stop & go attributed to COVID daily Infections\cases
- Absence of plant to carry out public works activities (maintenance etc)
- Inadequate budget to fill critical posts
- Over dependency on Expanded Public Works Programme
- Inadequate office space to accommodate staff
- Inadequate provisioning of landfill to comply with license conditions

FINANCIAL VIABILITY AND MANAGEMENT

- Staff morale remains our number one challenge
- Covid-19 also had an impact on 100% achievement of targets
- Challenges on revenue collection as a result of Covid-19 Pandemic as we continued to collect below 95% norm

- Changes brought by Minister Mboweni on Auditing Timelines had a huge impact of other achievements

C8.2 MEASURES TAKEN TO IMPROVE PERFORMANCE

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

- Devise innovative ways to operate within the 'new normal' phenomenon
- Full implementation of the organizational structure to enable the organization to function effectively and efficiently

SOCIAL DEVELOPMENT

- The easing of lockdown restrictions will be an enabler to resume the suspended programmes

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- To revive the seating of ward committee's meetings
- To emphasize legislative important on the seating and reporting of the Audit Committee to Municipal Council
- Full realization of the department of community which we lead to separation of Community and Corporate Department
- Improved on the Tele communication system in the Municipality

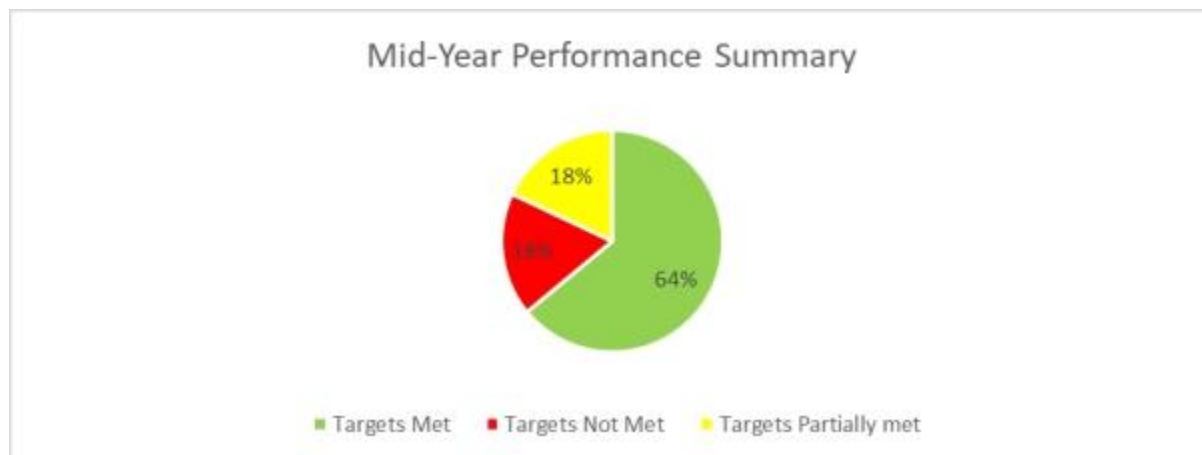
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT, CROSS CUTTING AND LED

- Work towards better budgetary allocation for the department
- Foster relations with other government and development entities to deal with waste management compliance
- Explore various means for acquiring plant
- Encourage personnel to go for vaccination in order to minimize risk of infections
- Renovation of other municipal building to accommodate staff

FINANCIAL VIABILITY AND MANAGEMENT

- Training and development to allow professionalization of staff
- Organogram Review, to open opportunities for growth can and will change the issue of staff morale
- Year-end preparation has improved compared to the previous financial year- will reduce misstatements on the AFS
- Process of Cascading PMS will also assist improve performance in different sections of BTO

EXTRACT OF THE 2021/22 MID-YEAR REPORT



Overall, 100% targets were set to be achieved by the end of 2021/22 first and second quarters. However, 64% was achieved, with 18% that remained work in progress and a further 18% was not achieved and reasons for deviation are explained with measures for improvement in the attached Mid-Year Report.

Reasons for variances for targets not met comprised of budgetary constraints, lack of quorum for meetings, delays on internal processes and Local Government elections.

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

PRIORITY ISSUE	REFEREN CE NUMBER	SOCIO- ECONO MIC	INFRASTRUCTU RAL SERVICES	INSTITUTIONAL TRANSFORMAT ION AND ORGANISATION AL	GOOD GOVERNAN CE AND PUBLIC PARTICIPATI ON	RESPONSIBIL ITY
Community hall and crèche	KC/1	X	X			ILM, DOH
Backlog in the delivery of appropriate infrastructure for basic services (upgrade local roads, water to new sites), streetlights & shelters	KC/2	x	X			ILM, UDM
High rate of crime	KC/3	X	X	X		ILM & SAPS
High rate of functional illiteracy and poor skills base and ABET Siyazama school	KC/4	X				DOE

There is a critical requirement for massive investment in agricultural development (for commercial/subsistence purposes).	KC/5	X	X			DEARD, DRD&LR
Delivery of basic services (Electricity, water, and toilets) to new sites	KC/6	x	x			ESKOM
Old age home	KC/7		x	x		DSD
Mobile clinic designated specifically for old people & a place for them to work and support their projects	KC/8	X		X		DOH & ILM
Lighting conductor around areas where lighting incidences are prevalent.	KC/9	X				ILM/UMDM
Equitable access to housing	KC/10	X	X			DOHS & ILM
Upgrade & maintain the existing sport grounds and build new ground in local areas & parks and recreation	KC/11	X	X			DOSR
ATMs & shopping mall within Impendle village	KC/12	X	X			ILM & UMDM

D.1 MUNICIPAL VISION, GOALS AND OBJECTIVES

D.1.1 IMPENDLE MUNICIPALITY VISION

“A BETTER LIFE FOR ALL PEOPLE OF IMPENDLE THROUGH PROVISION OF SUSTAINABLE ACCESS TO BASIC SERVICES AND PROMOTION OF SOCIAL AND ECONOMIC DEVELOPMENT BY 2030”

D.1.2 MISSION STATEMENT

IMPENDLE MUNICIPALITY WILL STRIVE FOR THE REALISATION OF THIS VISION THROUGH ITS INTEGRATED DEVELOPMENT PLAN, BACK TO BASICS AND THE BATHO PELE PRINCIPLES BY:

- ✚ Facilitating delivery of appropriate services and community facilities within acceptable norms and standards
- ✚ Creating sustainable job opportunities and facilitating growth in the local economy
- ✚ Creating opportunities for self-advancement for previously disadvantaged members of the community
- ✚ Facilitating environmentally sustainable development and enhancement of the quality of the environment
- ✚ Building a responsive, caring, and accountable Local Government; and
- ✚ Creating an enabling environment for everyone to play a meaningful role in the affairs of the Municipality

PRIORITY AREAS

- ✚ Creation of sustainable jobs
- ✚ Upgrading or construction of Access Roads
- ✚ Support for Local Economic Development initiatives
- ✚ Provision of Free Basic Services
- ✚ Development of Human Capital (internally within the municipality and externally in partnership with the Dept of Education and other relevant Stakeholders)
- ✚ Upgrading of information and communication systems (internally in the municipality and externally through service providers)
- ✚ Implementation of Municipal Property Rates Act
- ✚ Improvement of Public participation
- ✚ Electrification Programme
- ✚ Libraries and education

D.1.3. OBJECTIVES AND STRATEGIES

Municipal Development Strategies and Alignment with National and Provincial Plans.

Table 33: Impendle strategic objectives and strategies

INDEX AND KEY CHALLENGES REFERENCE	NATIONAL KEY PERFORMANCE AREAS	OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	NEW GOVERNMENT STRATEGIC PRIORITIES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES	STRATEGY	
GOAL: Efficiency of Municipal Administration											
C3	NKPA 1: Municipal Transformation and Organisational Development	Implement a differential approach to Municipal Financing, planning and support	Human Resource Development	Pillar 5: Building Capable Local Government Institutions	Encouraging and Excellence	Innovation Rewarding	Re-building and renewing a capable and developmental state	Developed and capacitated institution and improved cohesion and effectiveness	C3.01	Increase Institutional Capacity and promote transformation	Development, Submission and Implementation of WSP/ATR
									C3.02		Ensure that funded critical vacant posts are filled, in line with the approved Organogram
									C3.03		Prepare Departmental Reports to Council
									C3.04	To ensure that the Employment Equity Targets are met	Implementation of the Employment Equity Plan
									C3.05		Develop Departmental Training Plan which will be implemented through the

										Workplace Skills Plan	
									C3. 06	To ensure adequate Human Resource Management	Annual review of HR Policies
									C3. 07	To Promote Employee Wellness, Health and Safety	Implementation of Employee Wellness Programme
									C3. 08	To improve administrative support and enhancing capacity within the Department	Attending Conferences/ trainings/works hops
									C3. 09	To ensure accountability through performance driven operations	Development of Sec 56 Performance agreements with performance plans
									C3. 10		Cascading Performance Management System to lower levels
								C3. 11	Development of the SDBIP		
C5 KC/1 KC/2	NKPA 2: Basic Service Delivery	Improve d access to basic services	Strategic Infrastructure	Pillar 2: Delivering Basic Services	Service Access	Standards;	Advancing Social Transformation	Provision of basic infrastructure services	C5. 01	To improve access to basic levels of services	Rehabilitation of Municipal existing gravel Roads
									C5. 02		Construction of Community facilities
									C5. 03		Purchase of yellow plant
									C5. 04		Development of sports and

										recreation facilities
									C5.05	Monitoring the implementation of infrastructure projects
C6.1 and C6.2	NKPA 3: Local Economic Development and Social Development Analysis	Implementation of Community Works Programme and Supported Cooperatives	Inclusive Economic Growth	N/A	Access; Redress;	Transforming the Economy to serve all people	An environment that promotes the development of the local economy; facilitate job creation and Social Cohesion	C6.1.1	To promote Economic Development	Enterprise development
								C6.1.2		Capacity Development to SMME & Cooperatives
								C6.1.3	Business Sector Support	Facilitate programmes for Informal Sector support
								C6.1.4	To create conducive environment for job opportunities	Venture Business Support
								C6.1.5		Creation of work opportunities
								C6.1.6		By facilitating support initiatives for local tourism businesses and crafters
								C6.1.7	To promote Economic Development through Tourism	By facilitating support initiatives for local tourism businesses and crafters
								C6.1.8		Promoting conducive environment for the private tourism sector

KC/3								C6. 2.01	To Promote Social Cohesion and Cultural Awareness	Promotion of arts and culture activities
KC/3								C6. 2.02	To Promote sports and recreation	Through sporting events and sports developmental initiatives
								C6. 2.03	To effectively manage and coordinate HIV/AIDS Response throughout the municipality	Coordinate Ward AIDS Committees
							C6. 2.04	Coordinate LAC Meetings		
							C6. 2.05	LAC Outreach Programme		
							C6. 2.06	Commemoratio n of the World AIDS Day		
KC/3								C6. 2.07	To Promote Youth Emancipation Within the Community	Endorse Youth Development
							C6.2.08	Provide financial assistance to indigent learners		
							C6. 2.09	Functional Youth Office		
							C6. 2.10	Promote Youth Participation		
							C6. 2.11	Capacitate youth within the Municipality		

								C6. 2.12		Critical Skills Awareness Expo
KC/8								C6. 2.13	To Empower Disabled People and Senior Citizens	Hold Elderly Wellness Programes through Sports
							C6. 2.14	Promote Elderly Participation		
							C6. 2.15	Create a platform whereby people living with disabilities can Table their issues and take resolutions		
							C6. 2.16	Updates on the database for people living with disabilities		
							C6. 2.17	Encouraging learning and skills development for people living with disabilities		
							C6. 2.18	Facilitating Annual Sport Event		
KC/3								C6. 2.19	To promote gender awareness	Creating awareness on gender based violence
KC/3								C6. 2.20	To empower children	Creating a platform where children can participate in community projects

KC/3							C6. 2.21	To ensure efficient implementation of community and social programmes	Monitoring progress on community and social programmes
C7	Financial Viability and Management						C7. 01	To ensure excellence in governance and leadership	Increasing accountability and efficiency in the municipality; Improving reporting and oversight; ensuring compliance with legislation
							C7. 02		Monitoring Capital and Operational Expenditure within the Finance Department
							C7. 03	To ensure effective and efficient municipal financial management	Improvement of Cashflow Liquidity & Promotion of sound financial management
							C7. 04	To ensure effective and efficient performance of SCM unit	Implementation and compliance with SCM Policies and Regulations
							C7. 05	To Provide skills development programme for staff	Budget spent on implementation of WSP

								C7.06	To improve Financial Viability and MIG Expenditure	through programmes initiated Monitoring of MIG Expenditure	
C4	NKPA 5: Good Governance And Public Participation	Deepen Democracy through a refined ward Committee system	Governance and Policy	Pillar 1: Putting People First Pillar 3: Good Governance	Leadership and Strategic Direction; Information; Courtesy; Open and Transparency; Redress	Fight against corruption	A sound and transparent corporate governance to promote economic prosperity and participatory local government.	C4.01	To ensure Good governance and Accountable Local Governance	Implementation of the Batho Pele Principles	
								C4.02			Functionality of the Rapid Response Team
								C4.03		Increasing accountability and efficiency in the municipality; Improving reporting and oversight; ensuring compliance with legislation	Functionality of the MPAC
								C4.04		To promote effective Good Governance within the district Family of Municipalities	Participate in the IGR within the District
								C4.05		To promote Public Confidence in the Affairs of the Municipality	Conducting Risk Based and Performance Audits in the Municipality
								C4.06		To provide reasonable assurance on the adequacy and effectiveness of	Implementation of the Audit Plan

									the Audit Committee		
									C4.07	To provide reasonable assurance on the adequacy and effectiveness of Risk Management	Quarterly Monitoring of the Risk register
									C4.08	To ensure that the Public is kept informed	Ensure Effective Functioning of Ward Committees
								C4.09	Development of Annual Report in terms of MFMA		
									C4.10	To ensure integration of developmental programs and projects in the Municipal area	Development of the IDP Process Plan
								C4.11	Development of the IDP		
									C4.12	To promote good governance	Coordinate the activities of the portfolio Committees for Corporate & Community and Council
								C4.13	Coordinate the activities of the portfolio committee for infrastructure and Planning		
								C4.14	Coordinate Government information and services closer to the community		

									C4. 15		Functionality of the Thusong Services Centre
									C4. 16		Participation in the Municipality's Asset Management Steering Committee Meetings
									C4. 17	To maintain key stakeholder relations with Government Departments and encourage full participation in support of the Thusong Prorammes	Building sustainable partnerships with Government Departments
									C4. 18	To ensure planning, monitoring and evaluation of the ICT processes	Monitoring of the ICT
C2	NKPA 6: Cross Cutting Issues	One window of co-ordination	⇒ Environmental sustainability ;	Pillar 1: Putting People First	Service Redress	Standards;	N/A	Foster social compacts and enable a resilient, sustainable, quality and inclusive living environment.	C2. 01	Promote sustainable Land Use Management	GIS support to all units of the ILM
			⇒ Spatial Equity;						C2. 02	Provide research and plan outputs as required	Building of resilient communities
			⇒ Human and Community Devel						C2. 03	Prevention, mitigating and reducing the risk of disastrous incidents	Building of resilient communities
									C2. 04		Stakeholder engagements
									C2. 05		Effective response to disastrous incidents
KC/9 KC/10											

			opmen t							
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E. IMPLEMENTATION PLAN

National KPA	Objective	Strategies	Performance Measure/indicator	Demand	Baseline (Previous Year Actual)	2022/23	2023/24	2024/25	2024/25	2025/26	Responsible Department
						Target	Target	Target	Target	Target	
REVENUE, OPERATIONAL AND CAPITAL EXPENDITURE											

	SERVICE DELIVERY										
Basic Service Delivery											

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Table 34: Impendle catalytic projects**G. ANNUAL OPERATION PLAN (SDBIP)****Table 35: SDBIP****H. ORGANIZATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM**

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organizational Performance Management System (OPMS) must entail a framework that describes and represents how the municipal cycle and processes that relate to performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized, and managed, including determining the roles of the different role-players.

In line with the said legal requirement the municipality has developed an OPMS Framework; this framework is seen as a policy document that will set out:

- The requirements that the Impendle Municipality's OPMS will need to fulfil
- The principles that must inform its development and subsequent implementation
- The preferred performance management model of the Municipality
- The process by which the system will work
- The delegation of responsibilities for different roles in the process
- A plan for the implementation of the system
- The process of managing performance

The cycle of performance management in Impendle Municipality commences with performance planning followed by performance monitoring, performance measurement, performance analysis, performance reporting and lastly performance review. The outcome of the performance review feeds back into the performance planning process.

Table 36: Roles and responsibilities of municipal structures in performance management system

DESIGNATION	ROLE
Municipal Council	Approval and Oversight
Ward Committees	Participation
Municipal Manager	Monitoring
IDP/PMS Manager	Establish, Monitor and report

Internal Audit	Monitor and review
Audit Committee	Oversight review
MPAC	Oversight
Senior Management	Implement
Communities	Monitoring and participation

OBJECTIVES OF THE IMPENDLE MUNICIPALITY PERFORMANCE MANAGEMENT SYSTEM

Municipality's OPMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. The Impendle Municipal OPMS seeks to fulfill the following objectives:

Table 37: Impendle Municipality Performance Management System

OPMS OBJECTIVES	DESCRIPTION
To facilitate increased accountability	The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.
To support municipal oversight	The performance management system should support oversight by the Council and community over the performance of the Municipal Administration.
To facilitate learning and improvement	The OPMS should facilitate learning in order to enable the Municipality to improve delivery.
To provide early warning signals	It is important that the system ensures decision-makers are timeously informed of performance related risks, so that they can facilitate intervention where necessary.
To facilitate decision-making	The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources. The objectives listed above are not exhaustive but summaries the intended benefits of the system. These intended objectives should be used to evaluate and review the performance management system on a regular basis.

THE LINK BETWEEN THE IMPENDLE OPMS AND THE BACK-TO-BASICS POLICY

The municipality ensures the link between the two. When developing the Organizational Performance Plan, the municipality considers the back to basics five pillars as well as the identified challenges which are put into the municipal support plan. As well as ensuring the sustainability of achievements, the back-to-basics indicators forms part of the organizational performance. These

are monitored on an on-going basis, with quarterly and monthly progress reports being produced. The Impendle Municipality is actively participating in the back-to-basics Programme since its implementation. Quarterly and monthly reports are prepared and submitted to the Department of Cooperative Governance and Traditional Affairs. Progress meetings coordinated by the Provincial department are attended. The municipality will incorporate B2B pillars in in the organizational performance plan for the purposes of closely monitoring of progress.

I. ANNEXURES

ANNEXTURE 1: Annual Performance Report (APR)

ANNEXTURE 2: Service Delivery Based Implementation Plan

ANNEXTURE 3: Impendle Spatial Development Plan (SDF)

ANNEXTURE 4: LED Strategy

ANNEXTURE 5: Disaster Management Plan

ANNEXTURE 6: Human Resource Strategy

ANNEXTURE 7: Employment and Equity plan (EPP)

ANNEXTURE 8: Selection and Recruitment Policy

ANNEXTURE 9: Staff retention Policy

ANNEXTURE 10: Housing Sector Plan

ANNEXTURE 11: Impendle LM Indigent Policy

ANNEXTURE 12: Supply Chain Policy (SCM)

ANNEXTURE 13: Audit Improvement Plan (AIP)

ANNEXTURE 14: Impendle Local Municipality Risk Assessment

ANNEXTURE 15: Ward-Based Plan

F. FINANCIAL PLAN

The purpose of the financial plan is to set out details of the financial issues that need to be addressed in a financial year. It is meant to be a tool to highlight any financial shortcomings. Financial planning is the arrangement of financial data for the purpose of developing a strategic plan to effectively manage revenue, expenditure, assets and liabilities to meet short, medium and long-term goals and objectives. It is therefore imperative to scrutinize the state of the municipal

finances with regards to possible future income sources and the areas where such income is likely to be applied given the present level of backlogs and community priorities.

The Financial Plan is a tool that is generally used by municipalities to translate the contents of the IDP so as to ensure alignment of budget and IDP and also that budget is funded, and that Cash is actually available to implement projects in terms of Municipal IDP objectives. In order to ensure that projects identified in the IDP are implemented through sound financial planning, the municipality needs to ensure that the financial plan is developed specifying the projects to be undertaken, the associated time frames within which they are to be completed as well as sources of funding for the projects

