



IMPENDLE

LOCAL MUNICIPALITY

DRAFT 2023/24 INTEGRATED DEVELOPMENT PLAN (IDP)

ADOPTED BY COUNCIL ON 30 MARCH 2023

Contents

A. EXECUTIVE SUMMARY	5
B. PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES	10
C. SITUATIONAL ANALYSIS	45
C.1 DEMOGRAPHIC CHARACTERISTICS	45
Population Distribution.....	52
Population composition.....	54
Fertility Rates.....	57
Mortality Rates	61
Life Expectancy	64
Population Groups.....	65
HOUSEHOLDS AND SERVICES	67
EDUCATION AND SKILLS	73
EMPLOYMENT AND UNEMPLOYMENT STATUS	78
INCOME STATUS	84
C.2 CROSS CUTTING ISSUES (INCLUDING SPATIAL, ENVIRONMENTAL AND DISASTER MANAGEMENT)	87
C.2.1 SPATIAL ANALYSIS	87
1.1 Regional Context	87
1.3 Land Ownership.....	91
1.5 Land Capability	95
2.1 Agriculture potential areas	97
2.2 Biodiversity (including Protected Areas)	100
Hydrology and ground water	103
1.7.4 Air Quality	110
Climate Change	110
C.2.3 Existing And Future Human Settlements Corridors, Nodes, and Towns	111
Settlement Corridors.....	111
System Of Development Nodes and Towns.....	114
C.2.4 identification, quantification (in terms of capacity and financial requirements) and locational of engineering infrastructure and service provision requirements for existing and future development needs for the next five years?	118
Agriculture and Environmental Trends & Analysis.....	119
Agriculture and Environmental: SWOT Analysis and Key Challenges	119
1.10.2 Risk Assessment	130
1.10.3 Risk Reduction & Prevention	131
1.10.4 Response & Recovery.....	132
MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS	138
3.2.1 Institutional Arrangements	138

3.2.2 Powers & Functions	141
Approved Organizational Structure / Organogram	141
Municipal Institutional Capacity & Status of Critical Posts	141
3.2 Status and implementation of Human Resource Development:	142
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	143
C.4.2 THE STATUS OF OPERATION SUKUMA SAKHE (OSS)	143
C.4.2.1 The Functionality of War Rooms and Other OSS Structures.....	143
C.4.2.2 Functionality of Impendle Operation Sukuma Sakhe Structures.....	146
C.4.2.3 Operation Sukuma Sakhe (OSS) Stakeholders.....	146
C.4.2.4 Operation Sukuma Sakhe programmes	146
C.4.2.5 Challenges with implementation of Operation Sukuma Sakhe	146
C.4.2.6 Achievements made with Operation Sukuma Sakhe	146
C.4.2.6 Operation Sukuma Sakhe and Implementation of District Development Model (DDM)	147
C.4.3.1 Inter- Governmental Relations (IGR) within the District.....	148
C.4.3.2 Functionality of IGR Structures.....	148
C.4.3.3 Participation Of Sector Departments In IGR Forums/ DDM Structures Within UMDM	148
C.4.3.2 Strategic Pronouncements	148
C.4.3.3 Tabling of IGR Reports To Council	148
C.4.4. The status of the functionality of ward committees	149
C.4.5 WARD PRIORITIES	153
C.4.6 PARTICIPATION OF AMAKHOSI IN THE AFFAIRES OF THE MUNICIPALITY	153
C.4.7. The Functionality of Integrated Development Planning (IDP) Steering Committee..	153
C.4.8 Functionality of Impendle Management Structures	154
C.4.9 Communication Plan/Strategy for Public Participation.....	154
C.4.10.1 The functionality of the municipal Internal Audit Unit	155
C.4.10.2 The Functionality of the Audit Committee/ Performance Audit Committee	155
C.4.11.1 Enterprise Risk Management.....	155
C.4.11.2 Risk Register.....	156
C.4.11.3 Anti-Fraud And Anti-Corruption Strategy	156
C.4.11.4 Risk Management Committee	156
C.4.12.1 List of Council Adopted Municipal Policies	156
C.4.12.2 List of By-Laws Advertised For Public Comments.....	157
C.4.13 MUNICIPAL BID COMMITTEES.....	159
C.4.14 THE FUNCTIONALITY OF THE MUNICIPAL PUBLIC ACCOUNT COMMITTEE (MPAC) ...	159
C.4.15 THE STATUS AND THE FUNCTIONALITY PORTFOLIO COMMITTEES	160
C.4.16 LAND USE MANAGEMENT (Joint Municipal Planning Tribunal (JMPT)	161
C.4.17 Good Governance and Public Participation Swot Analysis	163

C.4.17 Key Challenges Facing Our Municipality	163
C.5 KPA: BASIC SERVICE DELIVERY	164
C.5.1. Water and sanitation	164
C.5.1.1 UMgungundlovu District Municipality Water Service Authority	165
C.5.1.2 Last Review of the WSDP	165
Summary On How Potable Drinking Water Is Provided In The Municipality	165
C.5.1.10 Raw Water Abstraction Points; Treatment Plants, Pipelines, Reservoirs And Pump Stations	166
C.5.1.11 Water Infrastructure Within The Municipality	167
C.5.1.12 A Summary On How Sanitation Services Are Provided In The Municipality	168
C.5.1.13 The Wastewater Treatment Plants, Sewer Pipelines, VIPs And Conservancy Tanks.....	168
C.5.1.14 Sanitation Infrastructure Operated By Different Sanitation Institutions & Service Providers.....	168
C.5.1.15 List of All Water Projects Over The Next Five Years.....	169
C.5.1.16 Spatial Presentation Of Water Projects Over The Five-Year Planning Horizon	170
C.5.1.17 List All The Sanitation Projects Over The Next Five Years	171
C.5.1.18 Spatial Presentation Of Sanitation Projects Over The Five-Year Planning Horizon	172
C.5.2 Solid Waste Management	173
C.5.2.1. Responsibility for waste collection.....	174
C.5.2.2. The status, backlogs, needs and priorities for solid waste collection, removal, and disposal.....	174
C.5.2.3. Impendle Waste disposal site	175
C.5.2.4 Updated council approved IWMP	176
C.5.3.1 Existing and future transport infrastructure, including status of repairs	178
C.5.3.2 Provision of new roads and related facilities by ILM and District & DoT	178
C.5.3.3 Municipal plan for the provision of new roads and facilities	179
C.5.3.4 Local Integrated Transport Plan.....	180
C.5.4 Energy	182
C.5.4.1 Provision of Electricity / Energy Within the Municipality	182
C.5.4.5 Summary of the Status, Backlogs, Needs & Priorities For Electricity Services	182
C.5.5 Access to Community Facilities	183
C.5.5.1 Municipal Authorized Cemetery Sites	183
C.5.5.2 Summary of the Status, Backlogs, Needs & Priorities For Community Facilities	184
C.5.5.3 How The Municipality is Addressing The Animal Pound Function	186
C.5.6 Human Settlements	187
C.5.6.1 ILM As A Housing Developer For Human Settlement.....	187
C.5.6.2 Council approved Housing Sector Plan	187
C.5.6.3 the existing and planned housing projects	187

C.5.6.5	Is There An Indication Of The Level Of Services And Backlogs	192
C.6	KPA: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS	195
C.6.1.	LOCAL ECONOMIC DEVELOPMENT (LED).....	196
C.6.1.1	LED functionality and Capacity	196
C.5.1.4	Strategic Programmes Responses	206
C.5.1.5	Ease of doing business/ red tape reduction.....	215
C.5.1.6	Funding and implementation plan	221
C.5.1.7	Potential employment/ jobs creation	224
C.6	KPA: FINANCIAL VIABILITY & MANAGEMENT	225
C.7.1	Capital Funding And Expenditure To Address Service Delivery	225
C.7.2	Repairs And Maintenance	230
C.7.3	Supply Chain Evaluation.....	231
C.7.4	Indigent Management	231
C.7.5	Revenue Management	232
C.7.5.1	Where do we get our monies.....	232
C.7.5.2	Municipality Revenue Enhancement Strategy.....	233
C.7.6	Debt Category.....	233
C.7.7	Financial Ratio's	233
C.7.8	Auditor-General's Opinion	234
C.7.9	Municipal Financial Viability & Management SWOT analysis?	234
C.8	KEY CHALLENGES	235
D.	MUNICIPAL VISION, GOALS AND OBJECTIVES	238
Municipal Strategic Framework		243
E.	IMPLEMENTATION PLAN.....	244
F.	FINANCIAL PLAN	247
G.	ANNUAL OPERATIONAL PLAN (SDBIP).....	248
H.	ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM	249
H.3	Back To Basics	250
I.	ANNEXURES.....	252
I.1	The status of Municipal Sector Plans, policies, and bylaw	252
I.3	The 5 Year Implementation Plan Progress Report.....	253
I.4	Proof of mechanisms, processes, and procedures for involvement of stakeholders in the drafting of the IDP	254

A. EXECUTIVE SUMMARY

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, Similo Bar, Swamp Compensation, 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, Siminza, and Zashuke Traditional Councils. The municipality has five municipal wards and 18 electoral wards.

Demographic and Economic Profile

Impendle local Municipality has a population of 29 926 as per the community survey of 2016. Below is the entire breakdown of

How was this plan (IDP) developed?

Summary of Process Plan (table with meeting dates) and its implementation. MSA Sect 29(1)(b)(iii) evidence (Report with proof of mechanisms, processes and procedures to involve stakeholders in the drafting of the IDP) (see reporting requirements under Annexure I.4).

What are the Key Challenges facing the Municipality?

KPA	KEY CHALLENGE	DESCRIPTION
Cross Cutting	<p>Spread of invasive alien plant species a threat to agricultural lands, and ecological diversity</p> <p>Poor rangeland management- some areas are very overgrazed with serious erosion problems within the municipality</p>	
Municipal Transformation & Organizational Development	The Municipality lack critical human resources to assist in ensuring local economic development	<p>The X LM has not appointed an LED Officer nor an Environmental Officer.</p> <p>One of the Powers and Functions of the Municipality is to facilitate and assist local economic development. Further, many opportunities for economic development is available within the Municipality, particularly in the tourism and agricultural sectors.</p> <p>The Municipal area is also blessed with rich environmental biodiversity, ranging from unique ecosystems along its coastline, its rivers, and its northern savannah areas. These areas also offer unique opportunities for further tourism development.</p>
Good Governance and Public Participation		
Basic Service Delivery	Municipal Road infrastructure is poorly developed mainly due to disaster related incidences.	
Local Economic Development (LED) and Social Development		
Financial Viability		

Long-Term Vision linked to the spatial development vision in the SDF.

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.

What are we going to do to unlock and address our Key Challenges?

DEFINITIONS AND EXPLANATION		
GOAL	OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • A desired end result. • Goals are an intermediary step between mission statements and objectives. They are usually not measurable and need to be further developed as separate distinguishable outcomes. They are primarily used for general planning and are used as the starting point to the development and refinement of outcomes. 	<ul style="list-style-type: none"> • The development objective provide a practical statement of what the municipality wishes to achieve to work towards the vision. The objectives should bridge the gap between the current reality and the vision, i.e. what change does the municipality need to see in order to achieve the vision. • When formulating objectives, it may be helpful to think in terms of the end result or outcome. That is, once the objective is met, what change would you expect to see? 	<ul style="list-style-type: none"> • Once the municipality knows where it wants to go (vision) and what it needs to achieve to realise the vision (objectives), it must then develop strategies. It is a plan of action or policy designed to achieve a major or overall aim. • Practical, action-oriented.
AN EXAMPLE:		
Job Creation	<ul style="list-style-type: none"> • Unleashing the Agricultural Sector • Enhance Industrial Development through Trade, Investment & Exports • Expansion of Government-led job creation programmes • Promoting SMME, Entrepreneurial and Youth Development • Enhance the Knowledge Economy 	<ul style="list-style-type: none"> • Develop the agricultural development plan • Support emerging farmers • Recapitalisation of farms redistributed through land claims • Support the formulation and registration of cooperatives • Support existing farmers to formalise employment (permanent)

Expected Key Performance Areas and how these 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.

B. PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES

The Impendle IDP is informed by several key international, regional and national policies and/ or commitments. These global policy frameworks include, amongst others, the United Nations -Sustainable Development Goals (UN-SDGs), the African Union (AU) Agenda 2063, and the National Development Plan (NDP)- Vision 2063. All these policy frameworks provide an important context when developing our five-year municipal implementation plan in a form of an IDP.

Sustainable Development Goals (SDGs)

In 2015, all member states of the United Nations adopted a comprehensive framework for sustainable development. It aims to create a world that is more peaceful and prosperous for all its people. The 17 goals it sets are an essential part of this agreement. They recognize that tackling the issues of inequality, poverty, and climate change will require a comprehensive approach. These goals build on eight Millennium Development Goals that the world community committed to achieve by 2015, however the new SDGs and the broader sustainability agenda go much further than the MDG's addressing the root causes of poverty and the universal need for development that works for all people. **These Sustainable Development Goals are to:**

- End poverty in all its forms everywhere.
- End hunger, 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.

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.

The National Development Plan (NDP): Vision 2030

The NDP, is South Africa's long-term plan for achieving inclusive growth, prosperity and improvements in the quality of life for all citizens. 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 these challenges, 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).

The 14 National Government Outcomes (1-12)

The Government’s outcome-based approach arose out of a realisation by government that change was not happening as rapidly and effectively as required. It noted that progress was being made in many areas, and that greater access to services was being provided to many communities. However, government was not achieving the outcomes to ensure a “better life for all” and many communities were rightly impatient with the quality, relevance, and adequacy of government service delivery. Out of this backdrop the outcomes approach was developed ensuring that government is focussed on achieving the expected real improvements in the lives of South Africans. The approach clarifies what is expected to be achieved, how it will be done, and where it will take place. It insists that the different spheres of government improve the lives of citizens rather than just carrying out their functions. The twelve outcomes are summarised below:

- 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.

These outcomes provide strategic focus and do not cover the whole of government's work and activities. The IDP document addresses each of these outcomes and municipal strategies.

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 South African government sees development planning to achieve national development goals. Development planning is a result driven approach to promoting development objectives through setting measurable, high-impact targets linked to realistic implementation plans. In South Africa, all three spheres of government conduct development planning: the MTSF 2019-2024 at a national level, the Provincial Growth and Development Strategies (PGDS) at a provincial level, and the Integrated Development Plans (IDP), set by each municipality to ensure effective service delivery. The Development planning framework is now supported by the Spatial Development Frameworks (SDFs) at National, Provincial and Local Government levels, which further guide development and facilitate land use prioritisation and sustainable development.

The Integrated Urban Development Framework (IUDF)

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.

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.

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.

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, to achieve the desired growth and development goals, objectives and outcomes.
- c) Spatially contextualise and prioritise interventions 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.

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 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.

Provincial Spatial Development Framework

The KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs has reviewed 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.

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.

The UMgungundlovu District Municipality, is one of the districts in the province of KwaZulu-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

State of the Nation Address (2021) Priorities

In his 2023 State of the Nation Address on the 11 of February 2021, 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:

KZN State of the Province Address (2021) Priorities

The State of the Province address delivered by Premier of the Province of Kwa-Zulu Natal Mr Honourable Nomusa Dube-Ncube on the 26th of February 2021 indicated the need to ensure that the economy of the province grows to create decent jobs. He stated that the sectors of our economy that have potential to grow and create jobs are namely, agriculture, manufacturing, tourism, freight, and logistics, as well as development of strategic infrastructure. The focus of KwaZulu-Natal State of the Province Address was on these five priorities:

As Impendle Local Municipality we will thrive for implementation of these developmental ambitions and ensure that the people benefit from these plans.

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, 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 socialize. 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.

ALIGNING IMPENDLE IDP WITH PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES

A good Municipal Strategic Framework needs to be fully and comprehensively aligned. Municipalities tend to show. To ensure that the municipal Strategies aligns with and addresses the relevant critical government priorities and programmes, it is needed that the municipality will continuously match its strategies with the priorities and programmes and identify any shortcomings.

It is basically a “matching test”, which will check which priorities and programmes objectives are aligned with the municipal strategies, but also see which government priorities, which are relevant to the powers and functions of municipalities, are not adequately addressed, or where there is room for improvement. Once all the strategies have been “matched” with various government programmes (at operational level), gaps can be identified, and it can be decided if these gaps are applicable to be addressed by the municipality or not.

Municipal Strategic Framework:

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
KPA 1	1.1 Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance	1.1.1 To ensure effective and efficient administration complying with its Legal Mandates	1.1.1.1 Provide administrative support for all Council Committees			<ul style="list-style-type: none"> • Pillar 3: Good Governance – Council meetings 	6.4. Promote participative, facilitative and accountable governance
			1.1.1.2 Strengthening Council Oversight through training on Legislation and Policies			<ul style="list-style-type: none"> • Pillar 3: Good Governance – Oversight Structures (S79, AC and ICR) • Pillar 3: Good Governance – Anti-corruption measures 	6.4. Promote participative, facilitative and accountable governance
			1.1.1.3 Development and review of policies		- Aging municipal infrastructure	<ul style="list-style-type: none"> • Pillar 1: Putting people first – Public 	6.4. Promote participative, facilitative and

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			that will lead to improved service delivery and legislative compliance			Participation programmes • Pillar 3: Good Governance – Compliance with legislation and by-laws	accountable governance
			1.1.1.4 Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases		- Aging municipal infrastructure - Unsustainable development practices and human settlements	• Pillar 1: Putting people first – Functionality of Ward Committees • Pillar 5: Building Capacity – HR Development and Management	3.2. Enhance health of communities and citizens
		1.1.2 To maintain an organizational performance management system as a tool to monitor progress of service delivery	1.1.2.1 Monitor evaluate measure and review the performance of the municipality against indicators and targets set in the IDP			• Pillar 5: Building Capacity – Implementation of Performance Management Systems	6.4. Promote participative, facilitative and accountable governance
		1.1.3 Ensure Institutionalisation of Batho Pele Culture	1.1.3.1 Implement a Service Charter to meet set standards			• Pillar 1: Putting people first – Public Participation programmes	6.4. Promote participative, facilitative and accountable governance

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
		1.1.4 To promote a municipal governance system that enhances and embraces the system of participatory Governance	1.1.4.1 Capacitate Ward Committees to improve their effectiveness	Inconsistent?		<ul style="list-style-type: none"> • Pillar 1: Putting people first – Functionality of Ward Committees • Pillar 1: Putting people first – Ward Committee grant expenditure % 	6.4. Promote participative, facilitative and accountable governance
			1.1.4.2 Development of an Integrated Development Plan within prescribed legislative guidelines			<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services - Fundable consolidated infrastructure plans • Pillar 2: Delivering Basic Services - Fundable consolidated infrastructure plans • Pillar 3: Good Governance – Compliance with legislation and by-laws 	6.1. Strengthen policy, strategy coordination and IGR

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			1.1.4.3 Facilitation of Stakeholder and Community participation in policy making		Violent Community Unrests	• Pillar 1: Putting people first – Public Participation programmes	6.4. Promote participative, facilitative and accountable governance
			1.1.4.4 Implementation of effective communication strategy		Violent Community Unrests	• Pillar 3: Good Governance – Regular Engagement with Communities	6.4. Promote participative, facilitative and accountable governance
		1.1.5 To promote Access to Information and Accountability	1.1.5.1 Ensure access information in line with relevant legal prescripts			• Pillar 3: Good Governance – Compliance with legislation and by-laws	4.3. Develop ICT infrastructure
		1.1.6 To bring the organisation to an enabled risk maturity level	1.1.6.1 Implementation and maintenance of an efficient Enterprise Risk Management system and Business Continuity			<ul style="list-style-type: none"> • Pillar 5: Building Capacity – Establish, Resilient systems, ie. Billing • Pillar 5: Building Capacity – Adequate Experience and Institutional Memory 	6.4. Promote participative, facilitative and accountable governance
		1.1.7 Ensure reliability and	1.1.7.1 Effective Audit Committee			• Pillar 3: Good Governance –	6.4. Promote participative,

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
		maintain independence of internal audit activity				Oversight Structures (\$79, AC and ICR)	facilitative and accountable governance
			1.1.7.2 Effective and value adding internal audit activity			• Pillar 3: Good Governance – Oversight Structures (\$79, AC and ICR)	6.4. Promote participative, facilitative and accountable governance
KPA 2	2.1 Integrated infrastructure and efficient services	2.1.1 To expand and maintain infrastructure in order to improve access to basic services and promote local economic development	2.1.1.1 Eradicate water services backlogs through provision of basic water services			• Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses wrt Water and Sanitation	4.4. Ensure availability and sustainable management of water and sanitation for all
			2.1.1.2 Eradicate sanitation services backlogs through provision of basic sanitation services	Incorrect ref no in SDBIP?	- Aging municipal infrastructure	• Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses wrt Water and Sanitation	4.4. Ensure availability and sustainable management of water and sanitation for all
			2.1.1.3 Eradicate electricity supply	Incorrect ref no in SDBIP?	- Aging municipal infrastructure	• Pillar 2: Delivering Basic	4.5. Ensure access to

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			backlogs through provision of basic electricity supply services			Services – Infrastructure Delivery and maintenance and reduced losses wrt Electricity	affordable, reliable, sustainable and modern energy for all
			2.1.1.4 Eradicate refuse removal backlogs through provision of basic waste management services	Inconsistent?	- Aging municipal infrastructure	• Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Waste Management	4.6. Enhance KZN waste management capacity
			2.1.1.5 Provision and maintenance of access roads	Inconsistent?	- Aging municipal infrastructure	• Pillar 2: Delivering Basic Services - Infrastructure Delivery and maintenance wrt Roads	4.2. Develop road and rail networks
			2.1.1.6 Provision of public transport infrastructure facilities	2.1.1.5 in SDBIP	- Aging municipal infrastructure	• Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Public Transportation	4.2. Develop road and rail networks

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			2.1.1.7 Provision and Maintenance of storm water and coastal engineering infrastructure	2.1.1.6 in SDBIP	- Aging municipal infrastructure		5.1. Enhance resilience of ecosystem services
			2.1.1.8 Strive to improve reliability and service life of Municipal infrastructure, facilities and assets	2.1.1.7 in SDBIP	- Aging municipal infrastructure	<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services – Response to Service Delivery Outages 	6.4. Promote participative, facilitative and accountable governance
		2.1.2 To maintain quality of services as per standard and legal prescripts	2.1.2.1 Provide a weekly domestic solid waste removal service to the community	2.1.1.4 in SDBIP		<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Waste Management 	4.6. Enhance KZN waste management capacity
			2.1.2.2 provision of environmental safe, effluent that meets the requirements of standards and prescripts			<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses 	4.6. Enhance KZN waste management capacity

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
						wrt Water and Sanitation	
			2.1.2.3 Implementation of energy efficiency, and renewable energy technologies		- Negative impact of climate change	<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses wrt Electricity 	4.5. Ensure access to affordable, reliable, sustainable and modern energy for all 5.2. Expand the application of green technologies 5.3. Adapt and respond climate change
			2.1.2.4 provision of electricity supply as per NERSA standards		- Aging municipal infrastructure	<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses wrt Electricity • Pillar 4: Sound Financial Management – Cut Wasteful 	3.4. Promote sustainable human settlements 4.5. Ensure access to affordable, reliable, sustainable and modern energy for all

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
						Expenditure (UIFW)	
		2.1.3 To promote the achievement of a non-racial, integrated society, through the development of sustainable human settlements and quality housing	2.1.3.1 Improve community standard of living through accelerated development of Integrated Human settlement	2.1.2.1 in SDBIP	- Unsustainable development practices and human settlements	<ul style="list-style-type: none"> Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Human Settlements 	7.1. Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
		2.1.4 To ensure effective Fleet Management	2.1.4.1. Review and Implement Fleet management Plan				
KPA 3	3.1 Viable Economic Growth and Development	3.1.1 To promote the agricultural potential	3.1.1.1 Review and Implement Agricultural Support Plan		- High rate of unemployment - Sluggish economic growth - High levels of poverty and inequalities		1.1. Develop and promote the agricultural potential of KZN 3.3. Safeguard and enhance sustainable livelihoods and food security
			3.1.1.2 Package council land to		- High rate of unemployment		1.1. Develop and promote the

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			facilitate agricultural programs		- Sluggish economic growth		agricultural potential of KZN 3.3. Safeguard and enhance sustainable livelihoods and food security
			3.1.1.3 Provide support for prioritised agricultural sectors		- High rate of unemployment - Sluggish economic growth - High levels of poverty and inequalities		1.1. Develop and promote the agricultural potential of KZN 3.3. Safeguard and enhance sustainable livelihoods and food security
		3.1.2 Enhanced sectoral development through trade investment and business retention	3.1.2.1 Review and implement Economic Development Sector Plans		- High rate of unemployment - Sluggish economic growth - High levels of poverty and inequalities		1.3. Enhance spatial economic development
			3.1.2.2 Develop investment promotion and facilitation plan		- High rate of unemployment - Sluggish economic growth		1.2. Enhance sectoral development through trade

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
					- High levels of poverty and inequalities		Investment and business retention
			3.1.2.3 Package council land to facilitate economic growth		- High rate of unemployment - Sluggish economic growth		1.3. Enhance spatial economic development
		3.1.3 To create an enabling environment for the informal economy	3.1.3.1 Review and implement Informal Economy Bylaw and Policy		- High rate of unemployment - Sluggish economic growth - High levels of poverty and inequalities	<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Human Settlements • Pillar 3: Good Governance – Compliance with legislation and by-laws 	1.5. Promote SMME and entrepreneurial development
		3.1.4 Clear City identity	3.1.4.1 To promote the city as destination of choice				7.1. Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
							economic opportunities
			3.1.4.2 Review and Implement Tourism Marketing Strategy				7.2. Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment
		3.1.5 To Improve the efficiency, innovation and variety of government-led jobs	3.1.5.1 Promoting economic growth by providing employment opportunities for Women, Youth and People Living with Disabilities			<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services – Community Works Program (& EPWP) 	1.4. Improve the efficiency, innovation and variety of government-led Job creation programmes 2.3. Enhance youth and adult skills development and life-long learning 3.7. Promote youth, gender and disability

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
							advocacy and the advancement of women
			3.1.5.2 Promote economic growth by successful implementation of EPWP and CWP community based projects	3.1.5.1 in SDBIP		• Pillar 2: Delivering Basic Services – Community Works Program (& EPWP)	1.4. Improve the efficiency, innovation and variety of government-led Job creation programmes
		3.1.6 Promote SMME and Entrepreneurial development	3.1.6.1 Facilitate SMMEs access to finance , markets, trading facilities and infrastructure with linked services				1.5. Promote SMME and entrepreneurial development
			3.1.6.2 Implementation of the emerging contractor development programme				1.5. Promote SMME and entrepreneurial development
	3.2 Public Safety and Security	3.2.1 Provision of efficient and effective law enforcement, registration,	3.2.1.1 Development and implementation of a crime		- High levels of crime	• Pillar 2: Delivering Basic Services Improved	3.5. Enhance safety and security

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
		licensing and security services	prevention and safer city strategy			Policing & high mast lighting	
		3.2.2 To ensure Provision of fire and rescue services	3.2.2.1 Develop and Implement a fire prevention strategy				3.5. Enhance safety and security
	3.3 Safe and Healthy Living Environment	3.3.1 Efficient and effective waste management services	3.3.1.1 Review and Implementation of Integrated Waste Management Plan		- Aging municipal infrastructure	<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services - Fundable consolidated infrastructure plans • Pillar 2: Delivering Basic Services - Infrastructure Delivery and maintenance wrt Waste Management 	
		3.3.2 Provision of a dignified burial and crematorium facilities Cater for alternate future burial option	3.3.2.1 provision of cemetery maintenance and management Provision of cemeteries				7.1. Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources,

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
							social and economic opportunities
			3.3.4 Provision of dignified indigent burial service			<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services – Free Basic Services and Indigent Register 	7.1. Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
	3.4 Social Cohesion	3.4.1 To promote social cohesion	3.4.1.1 Development and maintenance of community facilities		- Aging municipal infrastructure		7.1. Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
			3.4.1.2 Review and implement of Arts and Culture Strategy		- COVID 19 pandemic and its associated social		3.6. Advance social cohesion and social capital

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
					and economic effects		
			3.4.1.3 Development of sports and recreation programs		- COVID 19 pandemic and its associated social and economic effects		
			3.4.1.4 Develop and maintain parks facilities				3.6. Advance social cohesion and social capital 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

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
							services, attracting social and financial investment
	4.1 A Municipality that is Resourced and Committed to attaining the vision and mission of the organisation	4.1.1 To create an appropriate organisational climate that will attract and ensure retention of staff	4.1.1.1 Review and implement the attraction, recruitment and retention strategies.		- Low skills levels and limited skills development	<ul style="list-style-type: none"> • Pillar 5: Building Capacity – Filling of Senior Management Posts • Pillar 5: Building Capacity – Adequate Experience and Institutional Memory 	6.2. Build government capacity 6.4. Promote participative, facilitative and accountable governance
			4.1.1.2 Review and implement Employment Equity Policy			<ul style="list-style-type: none"> • Pillar 5: Building Capacity – HR Development and Management 	3.7. Promote youth, gender and disability advocacy and the advancement of women
			4.1.1.3 Review and Implement EAP Policy and plans			<ul style="list-style-type: none"> • Pillar 5: Building Capacity – HR Development and Management 	6.4. Promote participative, facilitative and accountable governance

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			4.1.1.4 Develop an effective training and development strategy and programs	Inconsistent?	Low skills levels and limited skills development	• Pillar 5: Building Capacity – HR Development and Management	6.2. Build government capacity
			4.1.1.5 Create and maintain sound labour relations between employer and employees			• Pillar 5: Building Capacity – Organised Labour engagements	6.4. Promote participative, facilitative and accountable governance
			4.1.1.6 Maintenance of an organisational structure in line with organisational objectives			• Pillar 5: Building Capacity – Municipal Organograms	6.4. Promote participative, facilitative and accountable governance
	5.1 Sound Financial And Supply Chain Management	5.1.1 Compliance with financial legislation and policies	5.1.1.1 GRAP compliant			• Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls	6.4. Promote participative, facilitative and accountable governance

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			5.1.1.2 mSCOA compliant			<ul style="list-style-type: none"> • Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls 	6.4. Promote participative, facilitative and accountable governance
			5.1.1.3 Review of all financial related policies		- Limited revenue sources and non-payment for services.	<ul style="list-style-type: none"> • Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls 	6.4. Promote participative, facilitative and accountable governance
			5.1.1.4 Compliance with all MFMA and relevant local government financial legislation		- Limited revenue sources and non-payment for services.	<ul style="list-style-type: none"> • Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls 	6.4. Promote participative, facilitative and accountable governance
		5.2.1 Sustainable Financial	5.2.1.1 Provide continuous			<ul style="list-style-type: none"> • Pillar 4: Sound Financial 	6.4. Promote participative,

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
		management (Expenditure and Revenue)	Internal Communication and support on Budget and Financial Management matters			Management – Functional Financial Management System and Rigorous Controls	facilitative and accountable governance
			5.2.1.2 Asset Accounting Management			• Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls	6.4. Promote participative, facilitative and accountable governance
			5.2.1.3 Accurate and timeous billing and receipting of revenue		- Limited revenue sources and non-payment for services.	• Pillar 4: Sound Financial Management – Percentage Revenue Collected	6.4. Promote participative, facilitative and accountable governance
			5.2.1.4 Apply Adequate Internal controls			• Pillar 4: Sound Financial Management – Functional Financial Management System and	6.4. Promote participative, facilitative and accountable governance

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
						Rigorous Controls	
			5.2.1.5 Accurate and timeous payments of creditors			• Pillar 4: Sound Financial Management – Extent to which Debt is Serviced	1.5. Promote SMME and entrepreneurial development
			5.2.1.6 Apply adequate financial management methodologies		- Limited revenue sources and non-payment for services.	• Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls	6.4. Promote participative, facilitative and accountable governance
		5.3.1 Supply Chain Management	5.3.1.1 Demand and acquisition management			• Pillar 4: Sound Financial Management – Efficiency and Functionality of Supply Chain Management.	6.4. Promote participative, facilitative and accountable governance
			5.3.1.2 Accurate contracts and logistics management				6.4. Promote participative, facilitative and accountable governance

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			5.3.1.3 Apply adequate financial management methodologies			<ul style="list-style-type: none"> • Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls 	6.4. Promote participative, facilitative and accountable governance
	6.1 Integrated Urban and Rural Development	6.1.1 To plan and manage existing and future development in a sustainable manner	6.1.1.1 Review and Implement Spatial Development Framework		<ul style="list-style-type: none"> - Unsustainable development practices and human settlements - Negative impact of climate change 		5.3. Adapt and respond climate change 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

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
							equitable access to goods and services, attracting social and financial investment
			6.1.1.2 Development of a hierarchy of plans (i.e. precinct, nodal, concept etc.)		- Unsustainable development practices and human settlements	<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Human Settlements 	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

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			6.1.1.3 Review and implement Human Settlement Sector Plan		- Unsustainable development practices and human settlements	<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Human Settlements • Pillar 2: Delivering Basic Services – Township Establishment 	3.4. Promote sustainable human settlements
			6.1.1.4 Review and Implement uMhlathuze Land Use Scheme		- Unsustainable development practices and human settlements	<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Human Settlements 	7.2. Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment
			6.1.1.5 Compliance with national SPLUMA, SPLUM Bylaw,		- Unsustainable development practices and human settlements	<ul style="list-style-type: none"> • Pillar 2: Delivering Basic Services - Fundable 	7.2. Ensure integrated land management use across the

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			National Building Regulations and Municipal Building Control Bylaw.			consolidated infrastructure plans	Province, ensuring equitable access to goods and services, attracting social and financial investment
			6.1.1.6 Efficient processing of development application and building plans		- Unsustainable development practices and human settlements	• Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Human Settlements	7.2. Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment
			6.1.1.7 Review and implement Aesthetics Bylaw		- Unsustainable development practices and human settlements	• Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Human Settlements	3.4. Promote sustainable human settlements

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
		6.1.2 to ensure effective Environmental Management in compliance with legislation	6.1.2.1 Incremental development of strategic environmental assessment for the entire municipal area		- Negative impact of climate change		5.1. Enhance resilience of ecosystem services 5.3. Adapt and respond climate change 7.1. Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
			6.1.2.2 Review and implement Climate Change Action Plan		- Negative impact of climate change		5.3. Adapt and respond climate change
			6.1.2.3 Air quality monitoring and implementation of the Air Quality Management Plan		- Negative impact of climate change		5.2. Expand the application of green technologies 5.3. Adapt and respond climate change

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			6.1.2.4 Efficient processing of environmental applications		- Negative impact of climate change		7.2. Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment
	6.2 Immovable Property Management	6.2.1 To ensure fair valuation of properties	6.2.1.1 Development and maintenance of Valuation Roll in line with Municipal Property Rates Act.		- Limited revenue sources and non-payment for services.	• Pillar 4: Sound Financial Management – Culture of Payment for Services Campaigns	6.4. Promote participative, facilitative and accountable governance
		6.2.2 Effective Management of Council owned Immovable properties.	6.2.2.1 Update immovable asset register			• Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls	6.4. Promote participative, facilitative and accountable governance

Key Performance Area	Goals	Objectives	Strategies (Strategic Framework)	Strategies (Top Layer SDBIP)	Key Challenge	B2B	PGDS
			6.2.2.2 management of leased municipal properties		- Limited revenue sources and non-payment for services.	<ul style="list-style-type: none"> • Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls 	7.1. Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
	6.3 Disaster Management	6.2.3 To prevent and mitigate disaster incidents	6.2.3.1 Review and Implement Disaster Management Plan		- Negative impact of climate change		5.3. Adapt and respond climate change

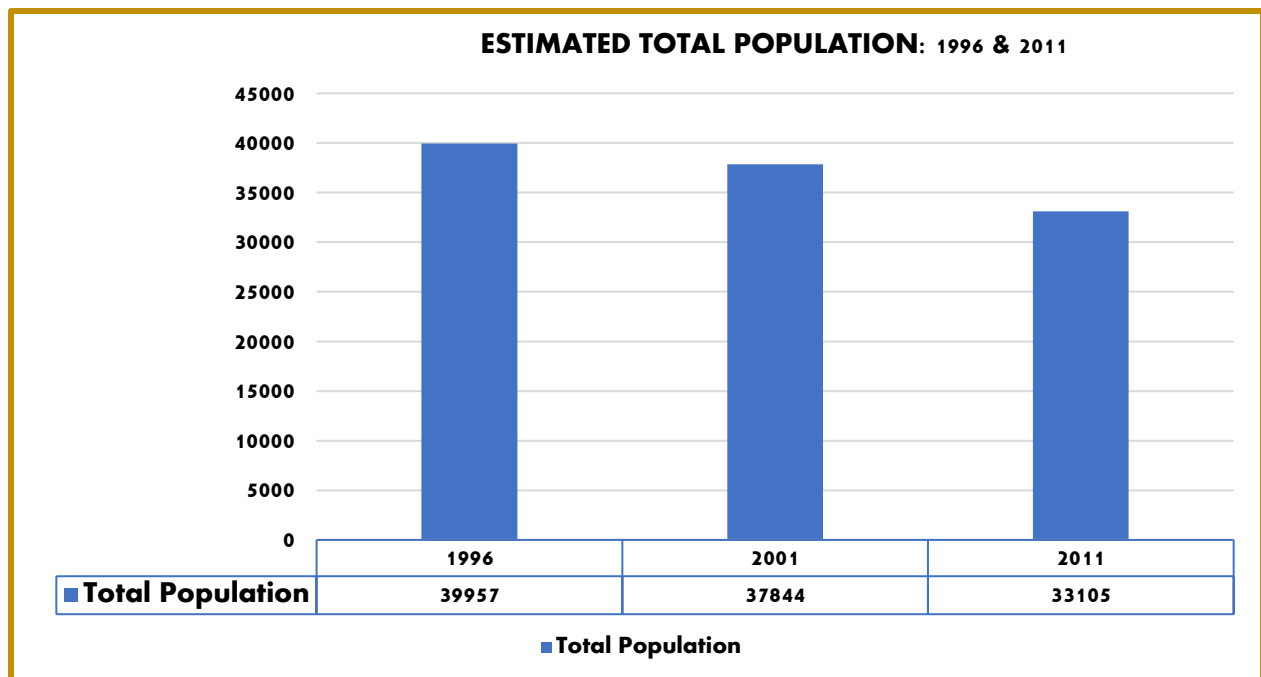
C. SITUATIONAL ANALYSIS

C.1 DEMOGRAPHIC CHARACTERISTICS

(Data collected and implications must be integrated and translated into responsive programmes. Latest stats must be used and properly referenced)

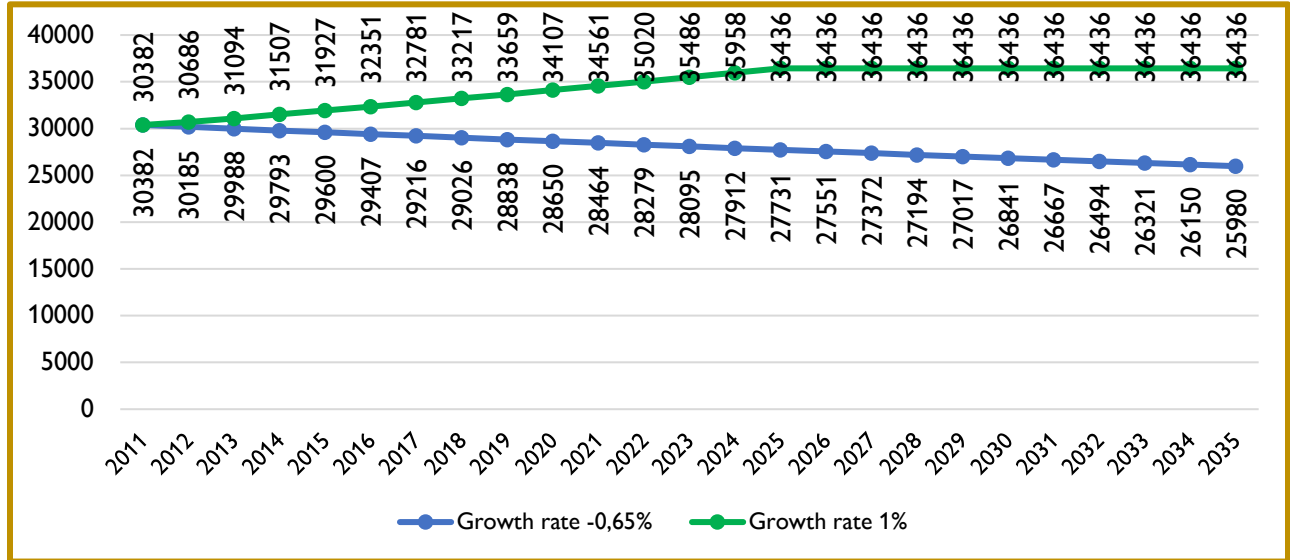
Total Population

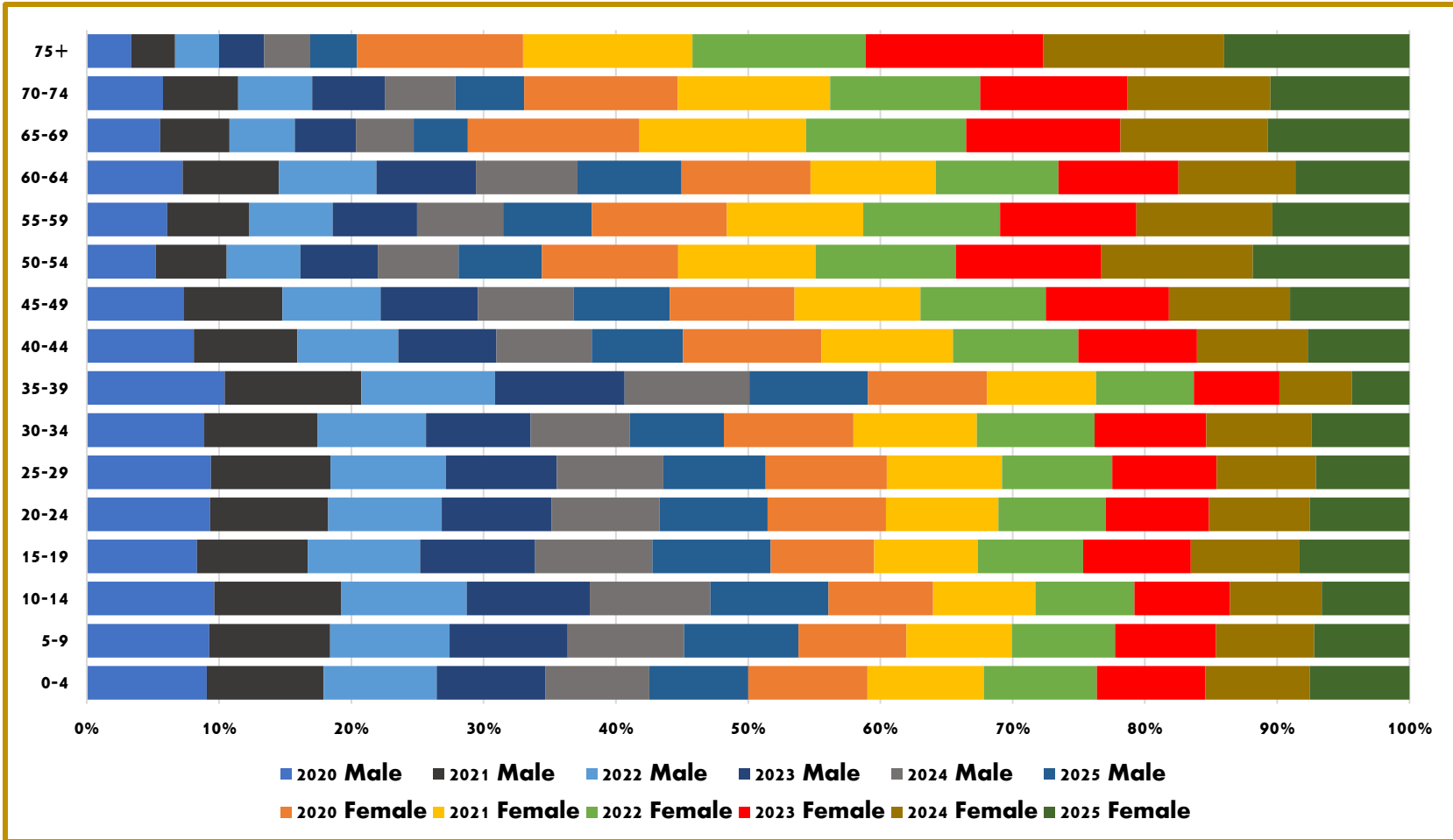
Impendle Local Municipality has been experiencing a negative population growth rate from as far as 1996. In 1996 we had a population of 39 957, this number declined to 37 844, and to 33 105 in 2011. Between 2011 and 2016, the population saw a further decline of **-0.65% or 856 people**. This decline in population growth is influenced by several factors, which include migration of people to other municipalities to seek economic opportunities, a decrease in birth rate coupled with an increase in death rate. Population decrease poses a huge threat in the development of Impendle.



Growth Rates and Population Change (%)

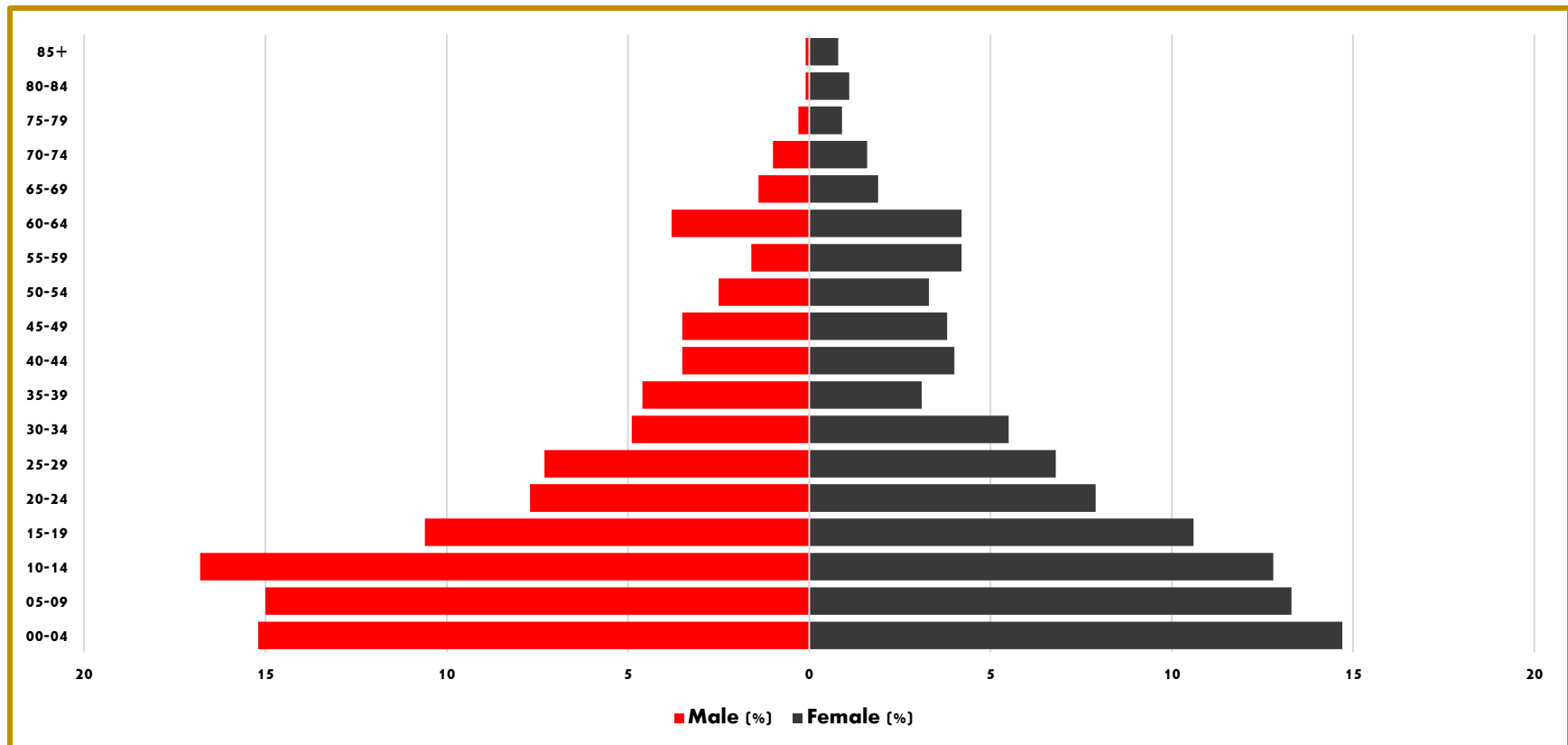
If a 1% growth rate is applied to the ILM population, it is estimated that the population will be 36 436 by the year 2015. Using the ILM growth rate (0.65%) calculated from the years 2011 to 2016, it is estimated that the population of Impendle would be 27 731 people by the year 2025 or 26 841 in 2030.





Population

A population pyramid, also known as the “age pyramid” or “age and sex pyramid” is a graphical representation of age structure or the distribution of population according to various age groups. It can be constructed on the basis of age group-based population composition of the country or region or a world as a whole. It is used not only to show the age composition but also sex composition of the population. The population size is shown on the x-axis (horizontal) and age-groups on y-axis (vertical). Conventionally, females are depicted on the right side and males on the left side, and they may be shown according to total population (absolute number) or percentage share of male and females in successive age groups. Therefore, a population pyramid represents the age-sex structure of the population which is dependent on the birth, death rates and migration.



(StatsSA: Community Survey, 2016)

Population Distribution

The graphs below indicate growth in terms of population distribution and population density. It is noted in **figure:** that the overwhelming majority (23 704) of Impendle population resided in tribal or traditional areas and in farm areas (7 390) in 2011. There was an increase by 1 773 people in the number of people who resides in urban areas. The overall proportion of population living in farm increased by 5 013 people between 1996 and 2001, with a significant corresponding decrease in the proportion of households living in traditional areas. Most of the settlements occur in the Nxamalala Traditional Council areas. These settlements grow among the major transport routes of the municipality (Impendle SDF, 2022). Farms are more concentrated in ward 1 and in ward 5. Although a significant portion of Impendle is commercial farmland, no projects have yet been identified to house farm workers on these farms.

The average household density within the Impendle LM accounts for 4.35 households per km². As seen in the images aside, settlements occur in a row pattern along the contour lines. Settlements are also surrounded by crop production fields. Gomane and Fikesuthi are examples of such settlements, they are located within the Nxamalala TC.

Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometer.

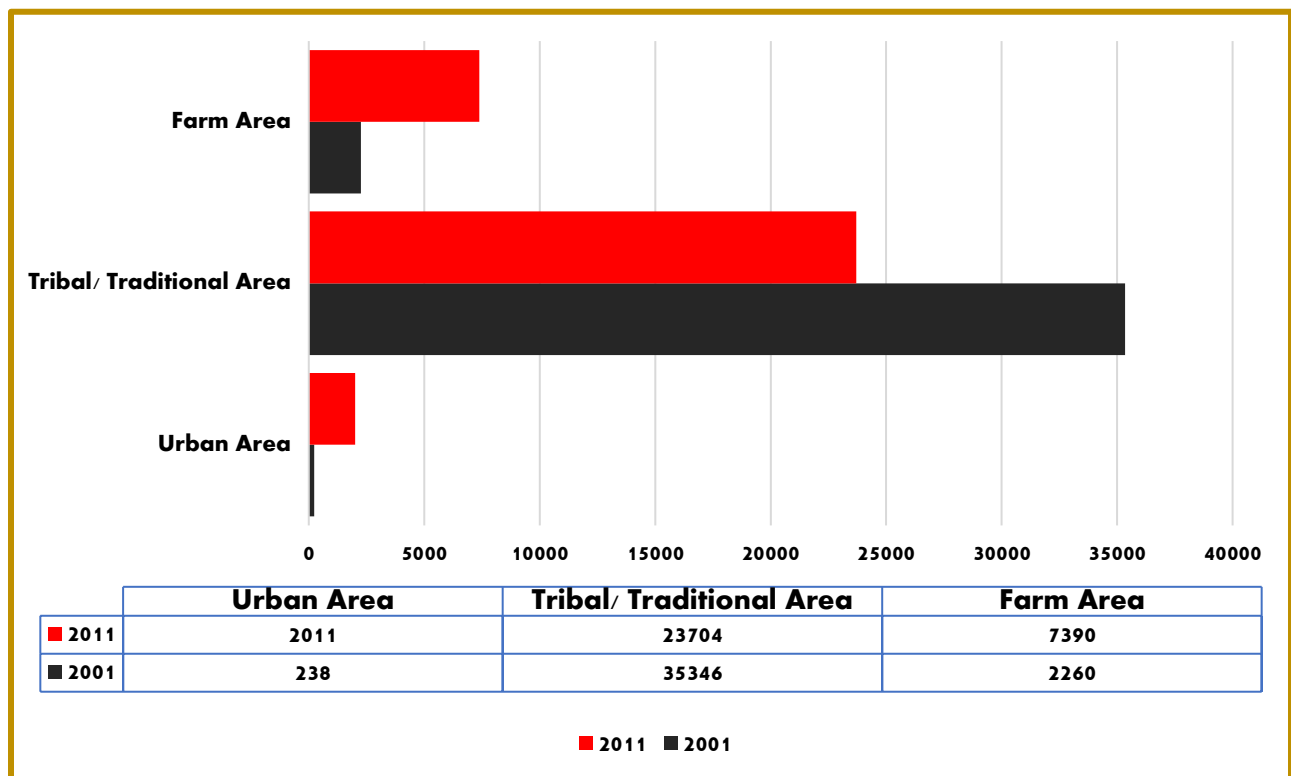
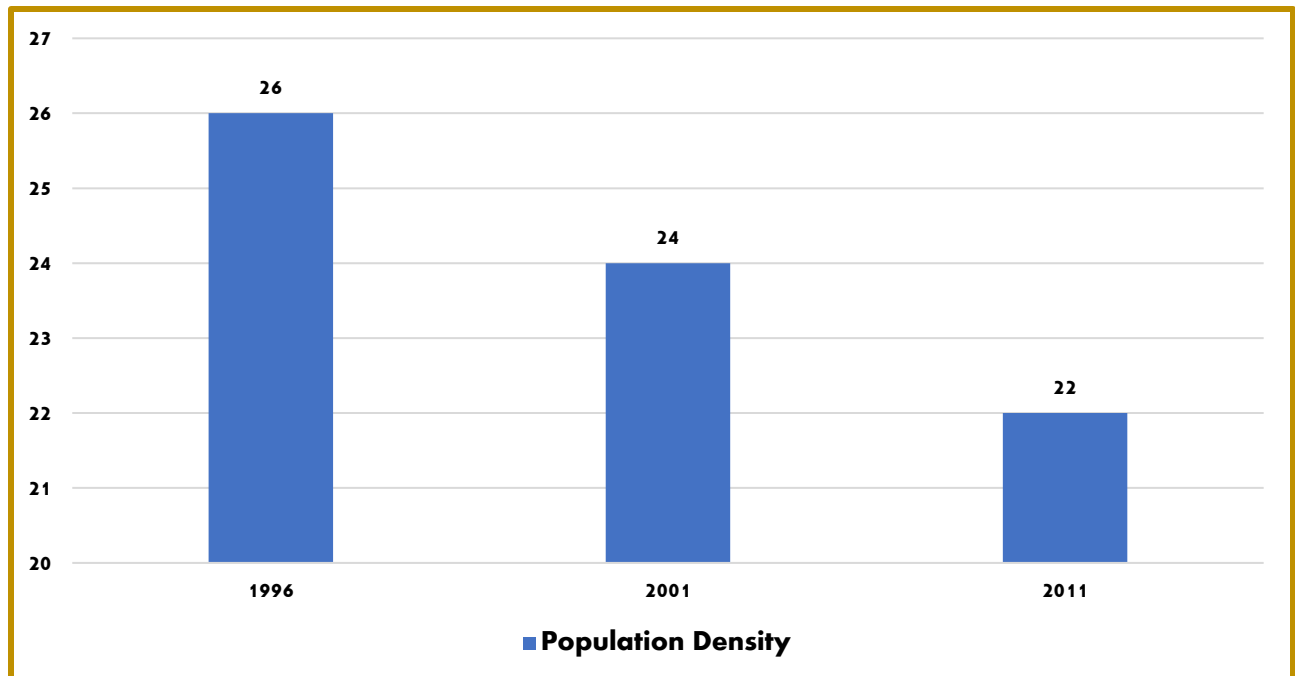


Figure: Population density (people/km²) from 1996 to 2011

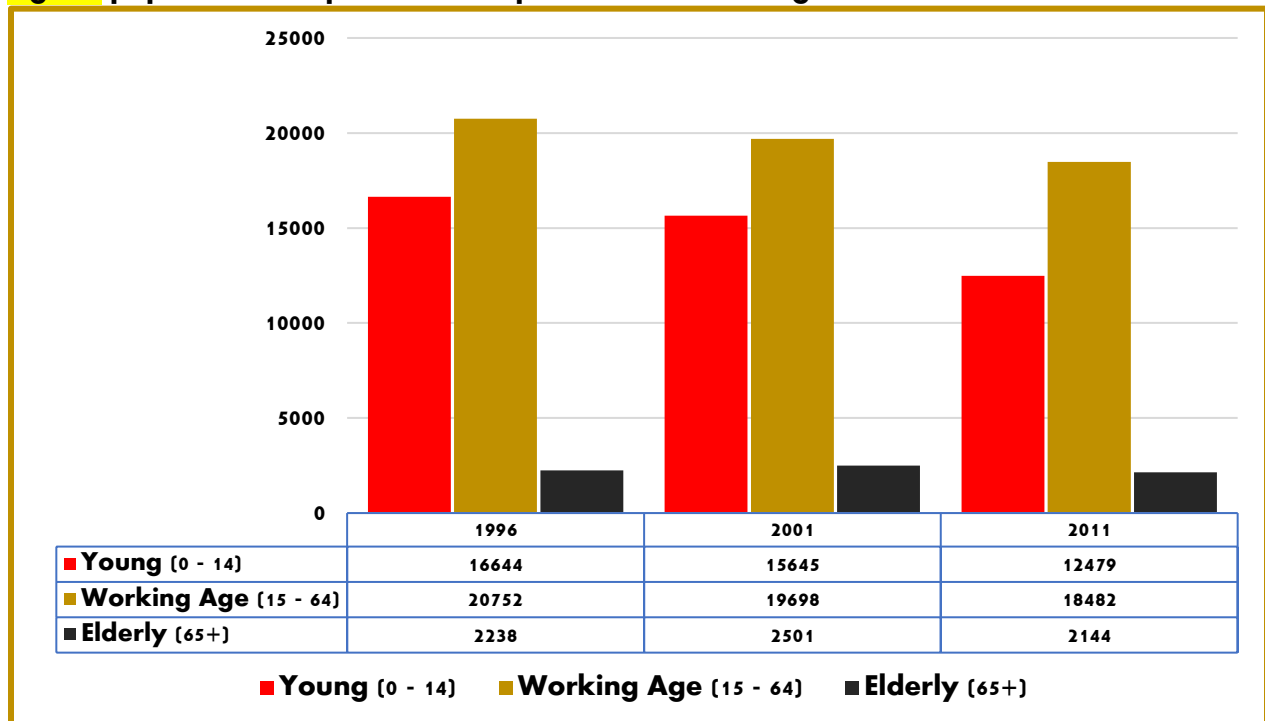


- A significant feature of Impendle is that approximately 20% of land is under traditional authority and held in the name of the Ngonyama Trust. Settlements on such land represent a significant development priority to the Department of Housing and can be implemented relatively quickly. Most of the current housing initiatives in Impendle occur in this category. This is appropriate as it represents the greatest need. The Department of Human Settlements, has built units in traditional areas since 2016.

Population composition

Demographic composition refers to the proportion or number of people who can be identified according to a certain characteristic, such as age, gender etc. The figures below show the composition of Impendle population in terms of age, gender, disability, and dependency ratio.

Figure: population composition of Impendle in terms of age



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

Sex ratio (Women/100 Men)

Sex ratio is one of the key measures of sex composition. It gives the number of males for every 100 females. If it is above 100, it shows the predominance of females over males, conversely when it is lower than 100, the reverse is true. Generally sex ratios at birth are high and decrease gradually as age increases

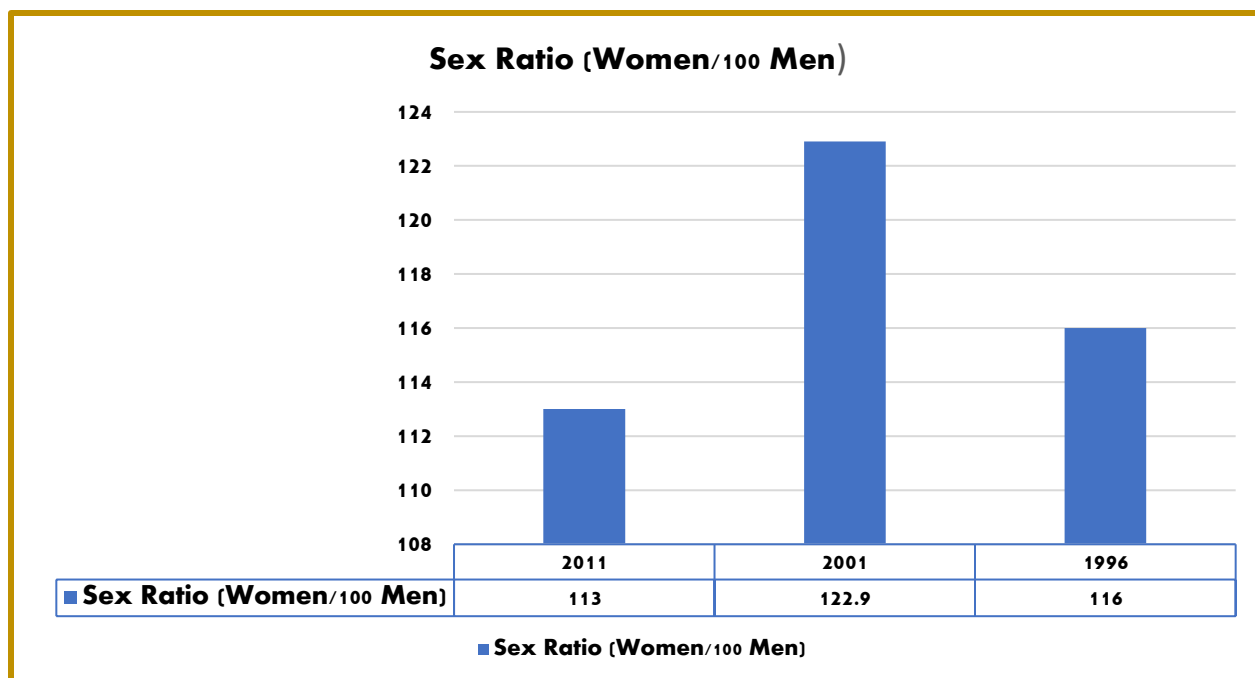
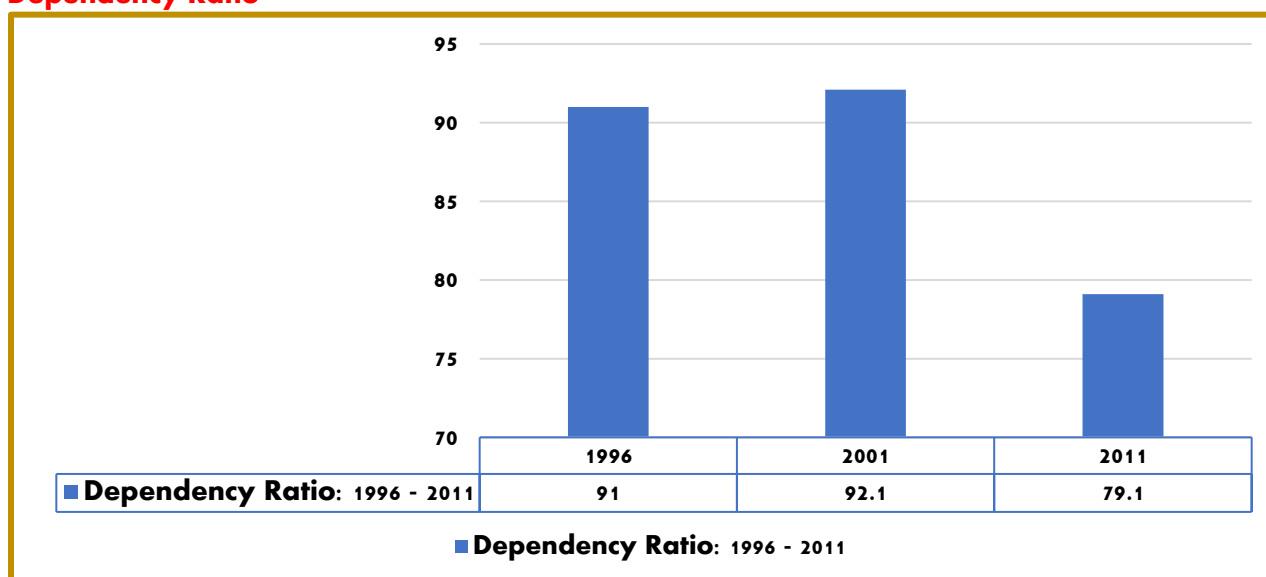


Figure 3.4 indicates that the overall sex ratio increased from 116 in 1996 to 123 in 2011 and decreased to 113 in 2011. ILM has significantly more females (52.95%) than males, when compared to a typical stable population. This is most probably an area with high male out migration to look for work elsewhere. In total there were 141 000 (52.95%) females and 125 000 (47.05%) males. This is different from the Nkangala District Municipality as a whole where the female population counted 769 000 which constitutes 49.67% of the total population of 1.55 million.

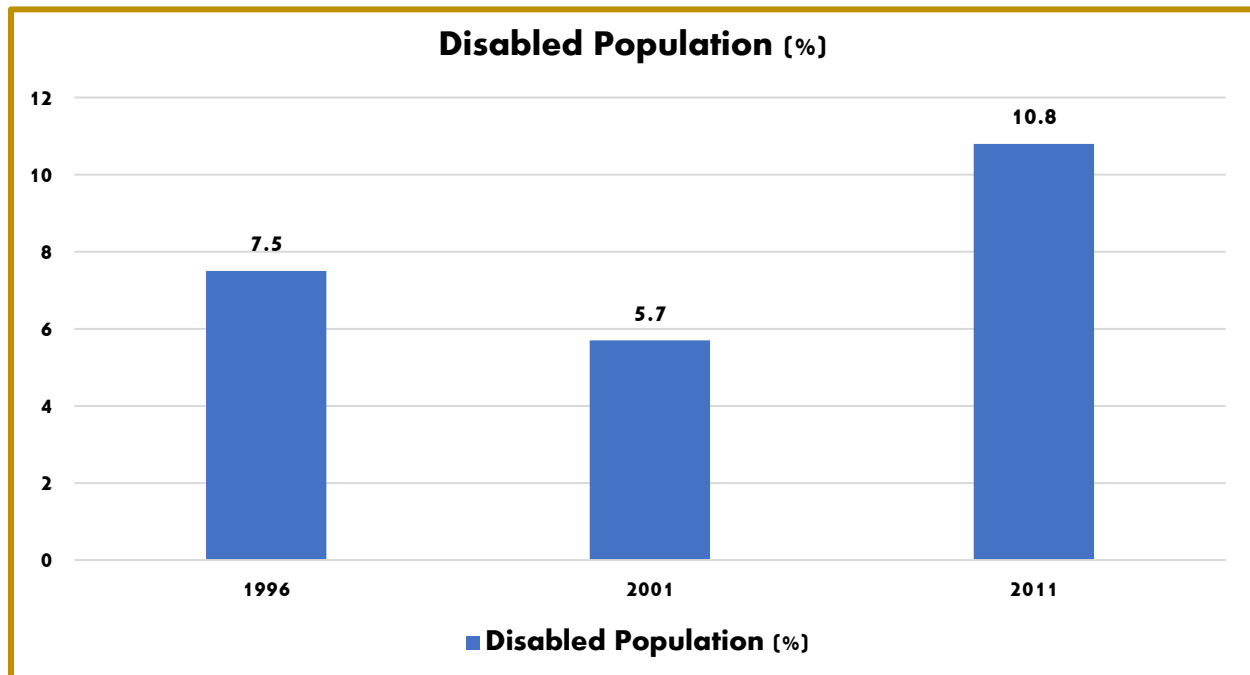
In general, more males are born than females hence sex ratios above 100 are expected at younger age groups. The table further indicates an unexpected pattern of sex ratios of 93 and 91 at ages 25–29 and 30–34 in 2001 that increased markedly to 101 and 102 in 2007 and remained the same for 2011.

Dependency Ratio



Disabled [%]

The questions asked in Censuses required each person in the household to rate their ability to perform a range of activities such as seeing, hearing, walking a kilometer or climbing a flight of stairs, remembering, and concentrating, self-care, and communicating in his/her most used language (including sign language). During the analysis, those who said that they had some difficulty with two or more of the activities or had a lot of difficulty, or were unable to perform any one activity, were classified as disabled. The analysis was only limited to individuals aged 5 years and older.



(Stats SA, Census Data)

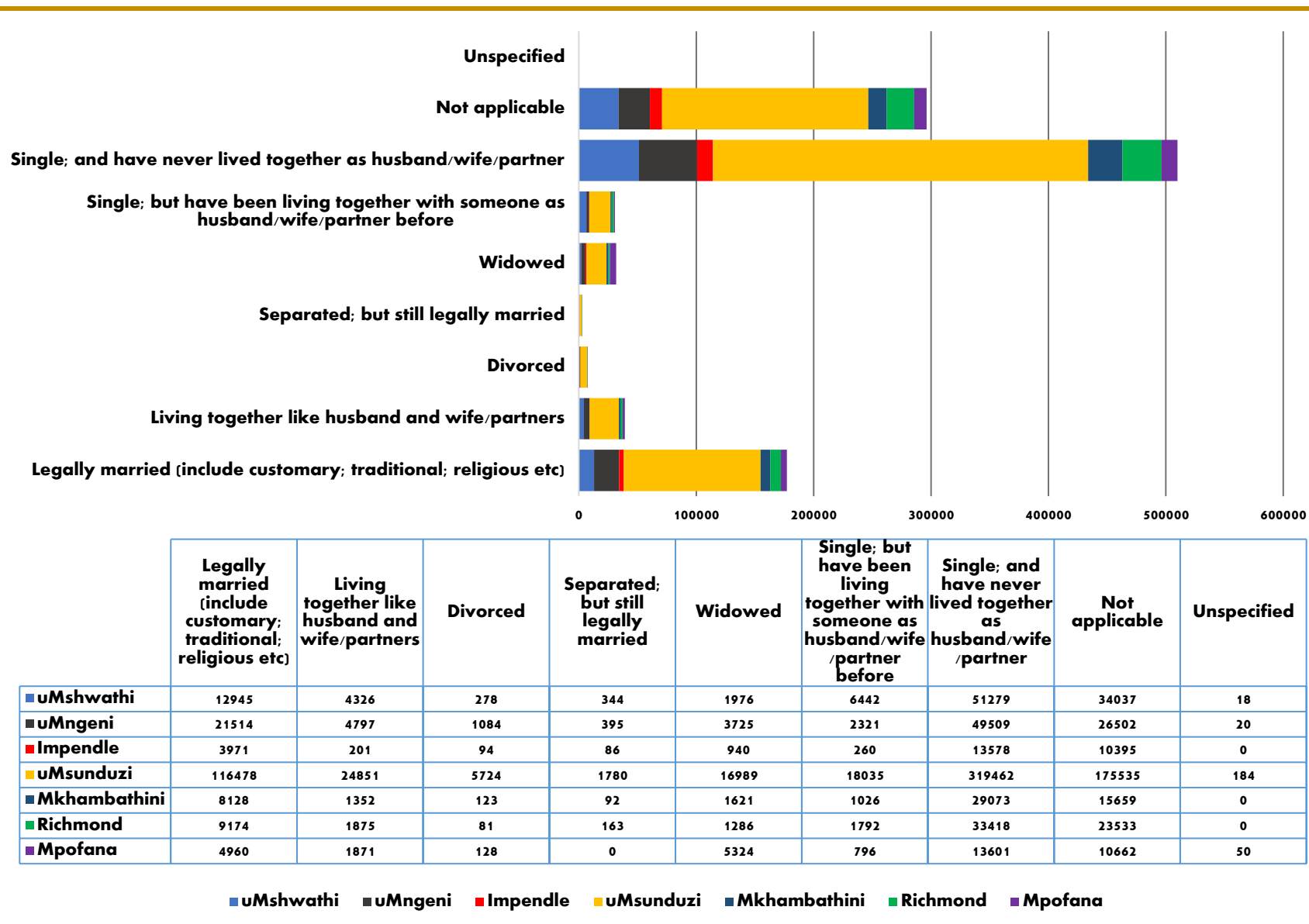
Graph: above shows that in 1996, 7.5% of Impendle population aged 5 years and older were classified as disabled. This figure decreased to 5.7% in 2001 while in 2011 they were 10.8% of the estimated population. According to 2016 community survey, the most common form of disability was seeing making up 1.2% of the disabled population, 0.9% had problems with walking, followed by 0.7% of those with difficulties with remembering. The most least common form of disability was communication, it is estimated that on 46 individuals had problem with communication.

The municipality participates in the Annual Disability Summit as well as the Golden Games, hosted by the district, that is aimed at people with disabilities. During the 2022/23 FY, the Department of Human Settlements in partnership with the Municipality, will be building 400 RDP houses for people living with disability. In addition to this, we will donate 56 wheelchairs to individuals who need this this intervention, however there is still a lot to be done in ensuring that the human rights and the needs of people living with disability are well taken care of and considered when planning. This includes but not limited to economic advancements as well.

Fertility Rates

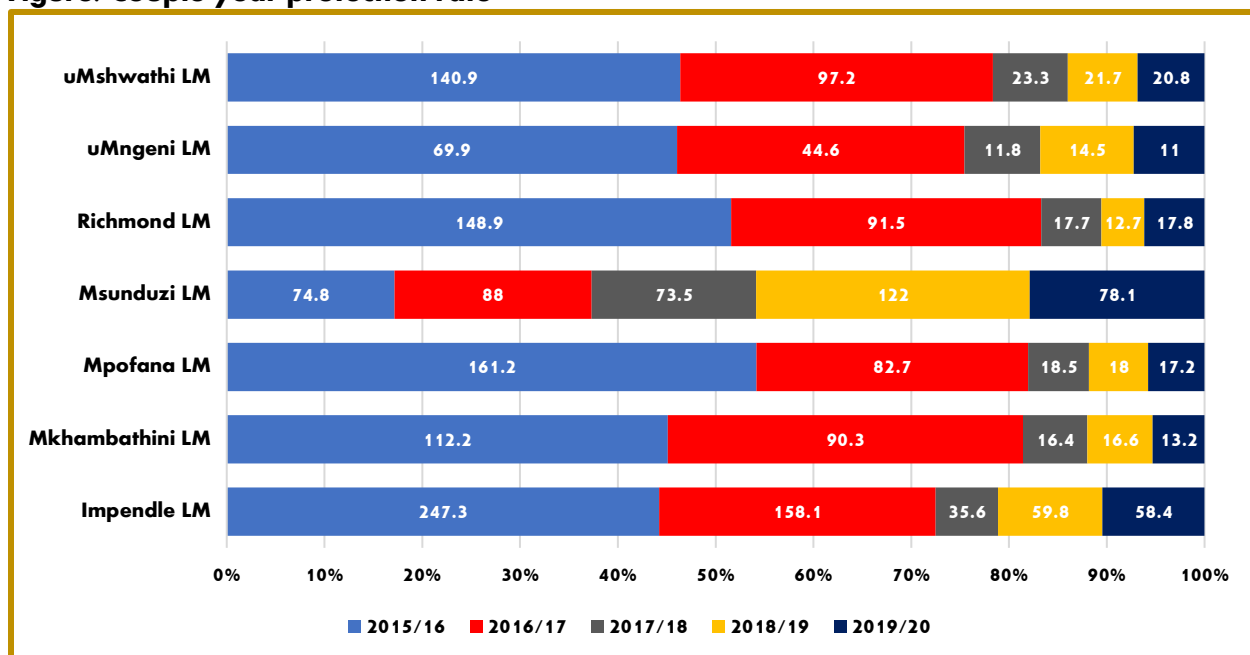
Fertility rate is determined largely by four factors, which are marriage, contraception, induced abortion and postpartum fecundability. However, due to data at our disposal the focus will be given on two: marriage and contraception/ family planning. **Marriage is highlighted here in the context childbearing because of its statutory and developmental roles in South Africa as in other countries. First, formal marital unions are entrenched in national legal and statistical systems of South Africa. Marriage data are routinely collected and analyzed by relevant institutions, and marital status is used for a wide range of official decision-making purposes. Secondly, promotion and strengthening of marriage are among the guiding principles of the White Paper on Families in South Africa. ⁹ From the perspective of health development, the report of the most recent national HIV and AIDS survey ¹⁰ recommend promotion of marriage following results which show a lower rate prevalence of HIV among legally married people.**

Figure: showing Marital Status in municipalities under uMgungundlovu District Municipality



(Source: StatsSA, 2016 Community Survey)

Figure: Couple year protection rate



(Source: District Health Barometer 2019/20): Couple year protection rate for municipalities under UMDM, expressed in terms of the percentage of female population between ages of 15 to 49-years, protected against pregnancy by using modern contraceptive methods, including sterilizations. Couple year protection is the total of (Oral pill cycles / 15) + (Medroxyprogesterone injection / 4) + (Norethisterone enanthate injection / 6) + (IUCD x 4.5) + (Sub dermal implant x 2.5) + Male condoms distributed / 120) + (Female condoms distributed / 120) + (Male sterilisation x 10) + (Female sterilisation x 10).

Figure: Adolescent fertility rate (births per 1 000 women ages 10-19)

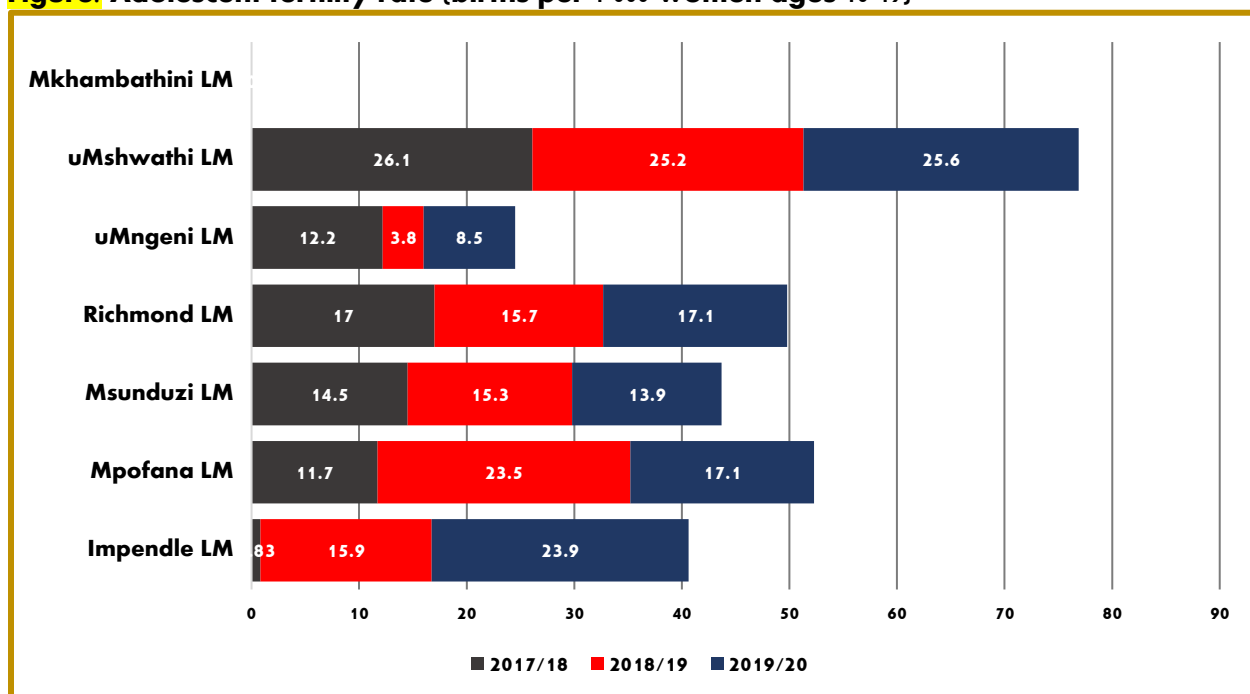


Figure: Birth occurrences in UMDM and KZN between 2015 - 2019

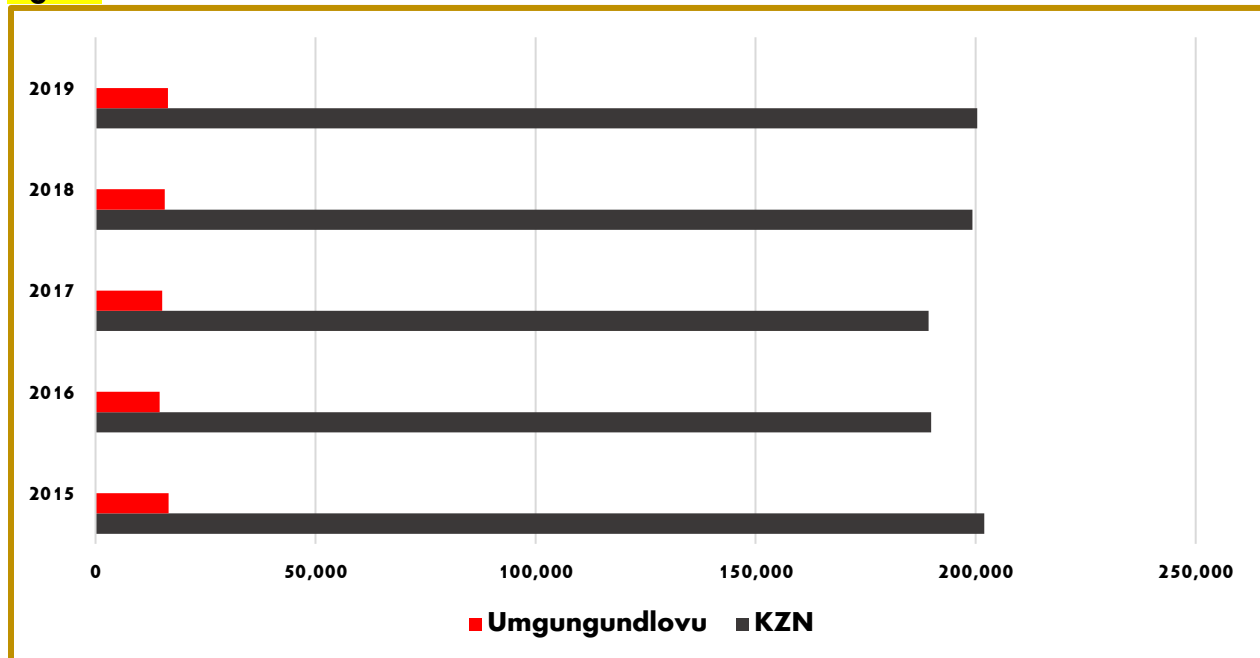
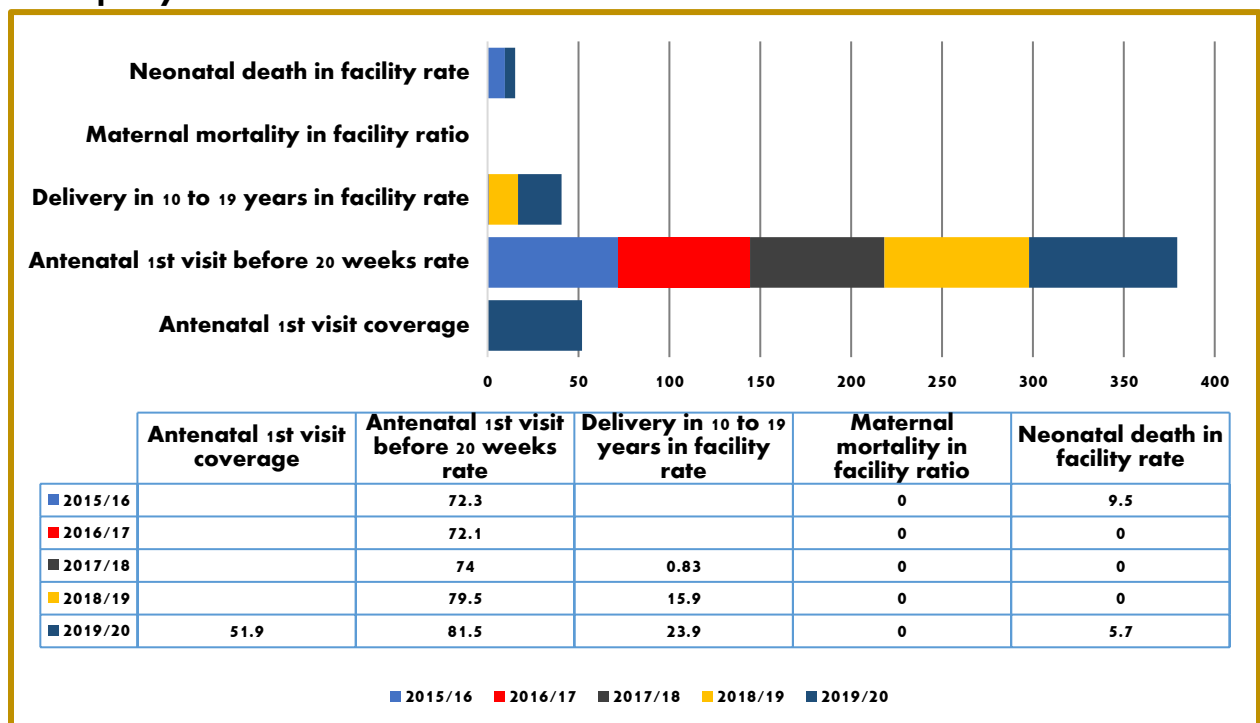


Figure: showing the number of Pregnancies and delivery care at Impendle Local Municipality between 2015 to 2020.



(Source: District Health Barometer, 2019/20): Neonatal death refers to Infants 0-28 days who died during their stay in the facility per 1 000 live births in facility. Impendle does not have much of this, compared with other rural municipalities in the province except in 2015/16 and 2019/20 where there were 9.5 and 6.7 in respective years.

Mortality Rates

The infant mortality rate (IMR) has declined from an estimated 55,2 infant deaths per 1 000 live births in 2002 to 24,3 infant deaths per 1 000 live births in 2022. Similarly, the under-five mortality rate (U5MR) declined from 74,7 child deaths per 1 000 live births to 30,7 child deaths per 1 000 live births between 2002 and 2022.

Figure: Estimated Number of deaths by age in uMgungundlovu District Municipality and KZN: 2018

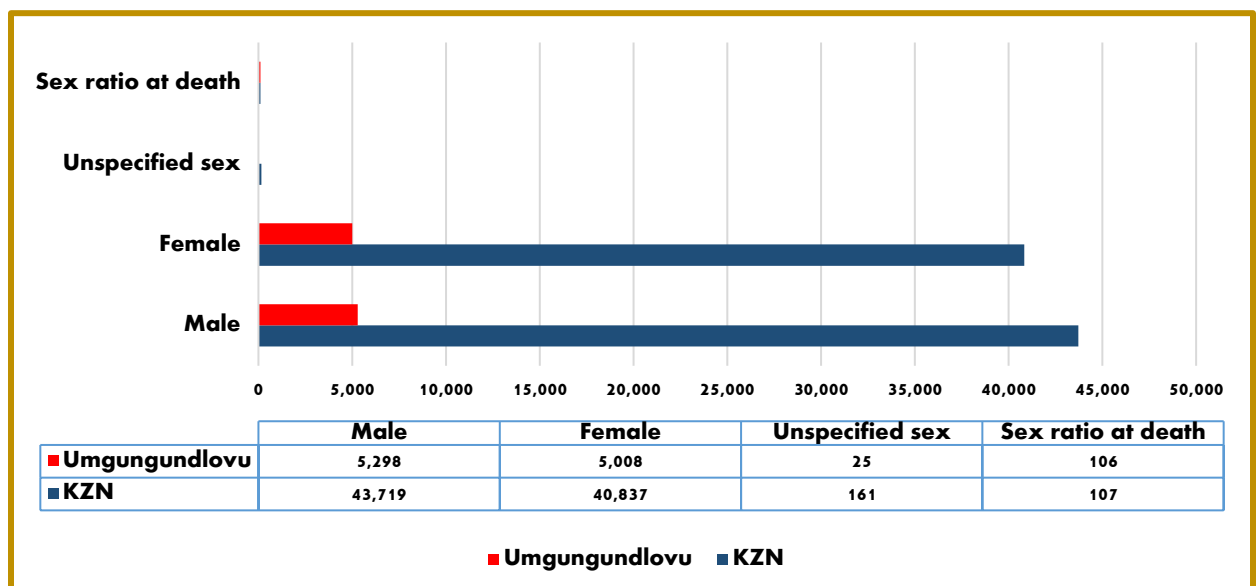
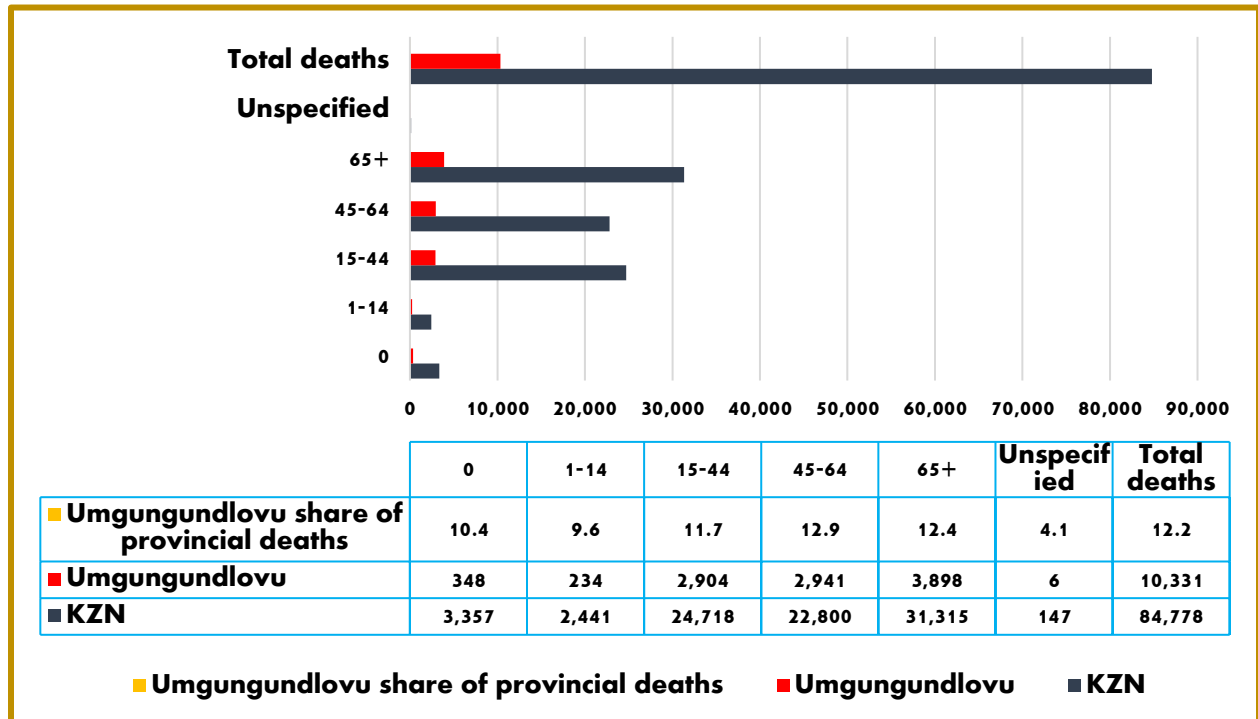
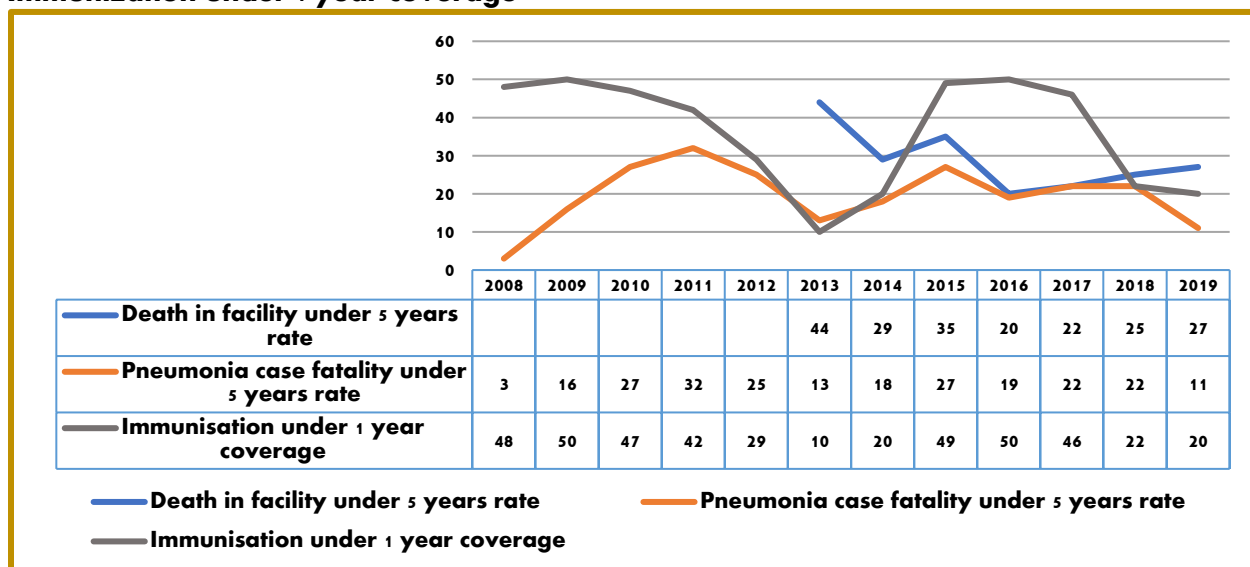


Figure: Death in facility under 5 years rate, Pneumonia case fatality under 5 years rate, and Immunization under 1 year coverage

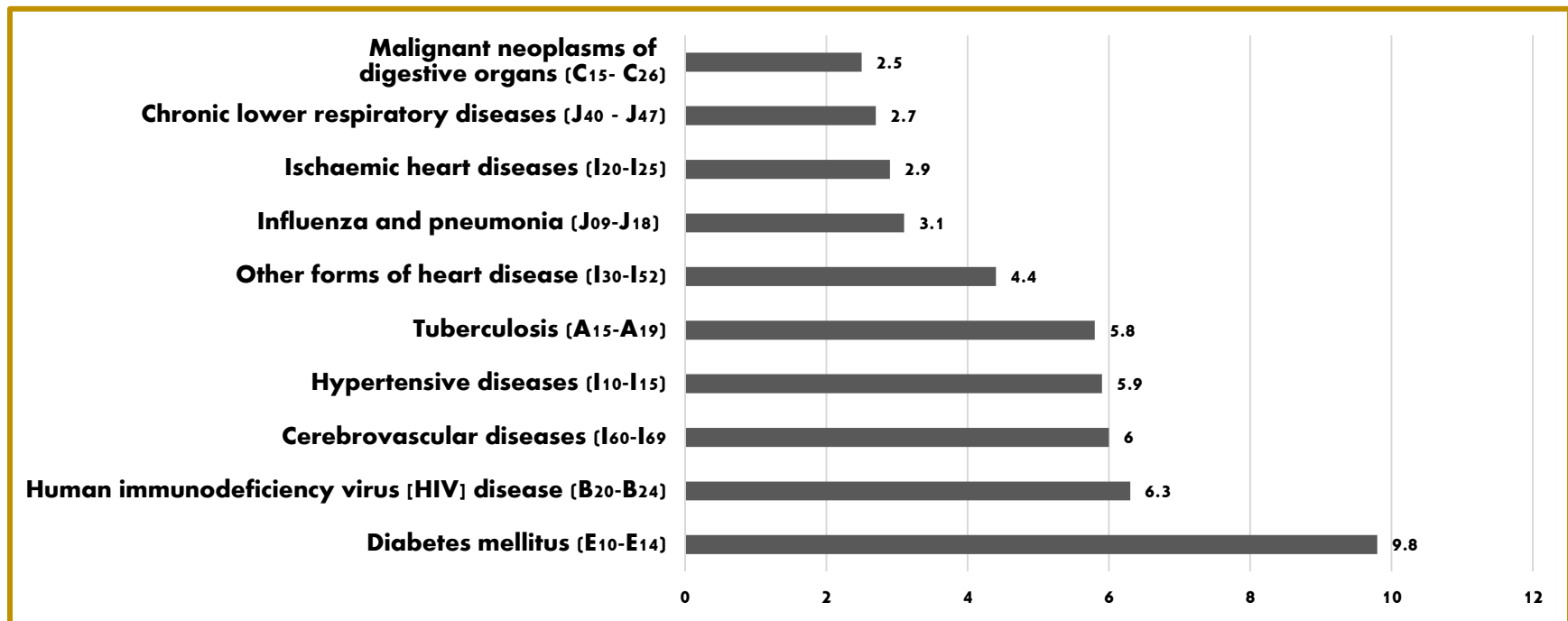


Neonatal death in facility rate per 1 000 live births: Neonatal deaths (under 28 days) in facility Infants 0-28 days who died during their stay in the facility per 1000 live births in facility

Leading cause of death

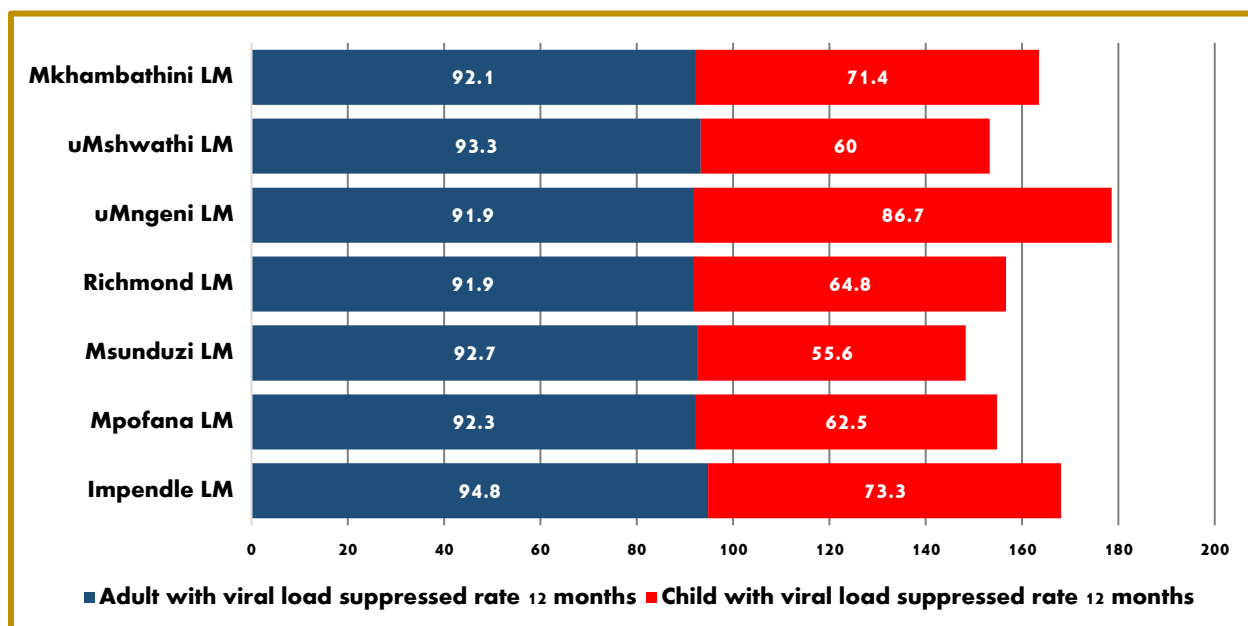
The percentage distribution of the 10 main groups (chapters) of the classification of causes of death is presented in **graph** below. Diabetes mellitus was the top-ranking main group of causes of death in 2017, comprising 9.8% of all deaths followed by HIV which comprised 6.3% of . **Certain infectious and parasitic diseases was the second most reported main group** of causes of death. This group also includes 1 247 deaths due 177 deaths due to extensively drug-resistant tuberculosis (XDR-TB).

Since 1997, certain infectious and parasitic diseases was the top ranked main group of underlying causes until 2016 where a change was observed whereby Diseases of the circulatory system toppled certain infectious and parasitic diseases as the top ranked main group of underlying causes. The observation in 2017 is consistent with that of 2016 which indicates that there has been a change in the disease profile in South Africa where a group of infectious diseases has been replaced by a group of lifestyle diseases.



HIV prevalence rate

The number of people that are HIV positive and the number of AIDS related deaths is a major health risk within KwaZulu-Natal. The following table gives an indication of the estimated number of people who are HIV positive, the estimated number of AIDS related deaths as well as the estimated number of other deaths within the municipality. The growth rate between the year 2000 and 2010 is also indicated.



Ongoing improvement and acceleration of HIV/AIDS intervention programmes and district strategies should focus on strengthening the ongoing inter-sectoral and inter-governmental programmes for HIV and AIDS. Prevention of new infections, continuous improvement on the treatment of opportunistic infections and home-based care, as part of the community health care workers programme, must be at the top of the agenda. In this regard the District/Municipality can contribute by rolling-out and increasing HIV/Aids and TB campaigns by raising the level of awareness and integrating the message into the roll-out of all service delivery programmes in the district.

Life Expectancy

Life expectancy at birth declined between 2002 and 2006, largely due to the impact of the HIV and AIDS epidemic experienced, however expansion of health programmes to prevent mother-to-child transmission as well as access to antiretroviral treatment has partly led to the increase in life expectancy since 2007. Life expectancy at birth for males declined from 62,3 in 2020 to 59,2 in 2021 (3,1 year drop) and from 68,4 in 2020 to 64,2 for females (4,2 year drop). Whilst the Life expectancy at birth indicator is an important health indicator it should not be interpreted as a projection of an individual's lifespan but rather should be used to shed light on the cumulative burden of a crisis such as COVID-19 compared to recent trends. Assuming greater vaccination coverage, continued prevention practices i.e. mask wearing; social distancing and sanitizing of hands and surfaces; further innovation in drug and treatment protocols and the avoidance of a more severe or infectious strain of the virus, we would likely see life expectancy in South Africa improve over time. As has been the case in 2022, whereby life expectancy at birth improved by 0,8 years for males (60,0 years) and 1,4 years for females (65,6 years). Apart from improved health, education and sanitation over time, the gains may also be related to marginal gains in survival rates due to access to ART among adults over time as well as among infants and children under-5 post 2005.

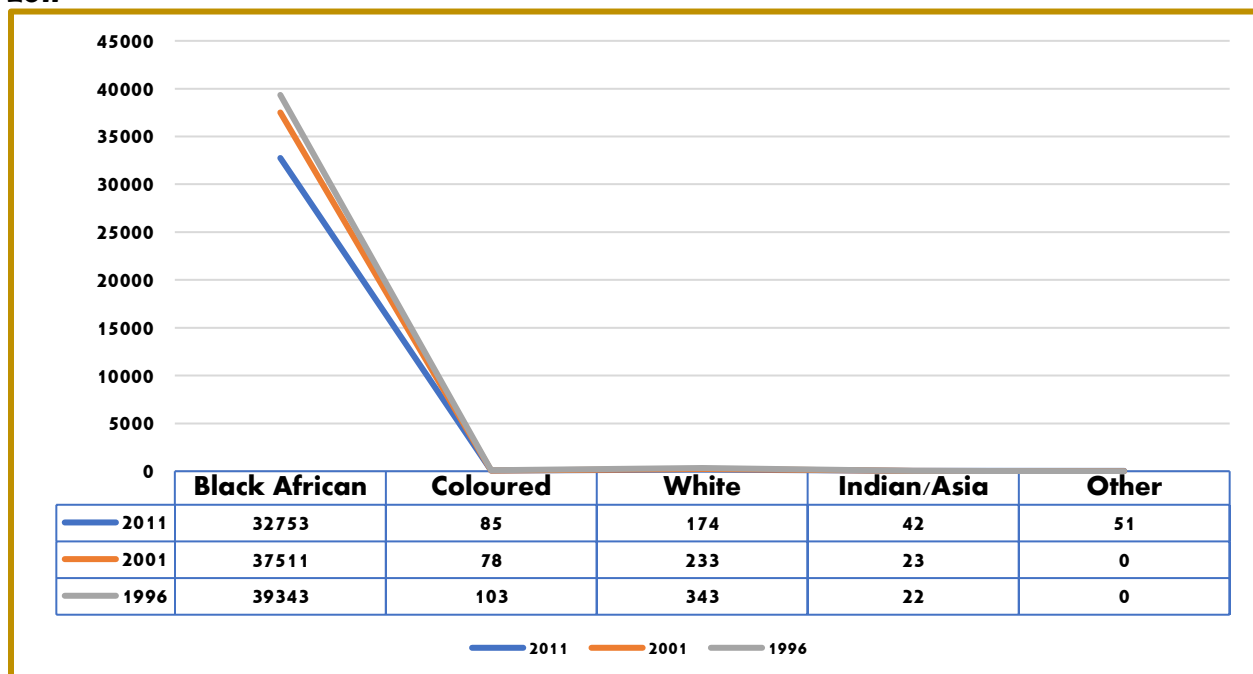
Human Development Index

The United Nations uses the Human Development Index (HDI)¹ to assess the relative level of socio-economic development (including life expectancy, education, and per capita income indicators) in countries. There has been a general increase in the HDI in Drakenstein (from 0.647 in 2008 to 0.723 in 2017), Cape Winelands and the whole of the Western Cape between 2011 and 2015. Naturally, per capita income as per definition is expected to mimic the trend of HDI and this is clearly displayed in the graphic above. While this trend is consistent for Drakenstein, per capita GDP has not risen at the rate experienced in comparison to surrounding municipalities across the Cape Winelands District.

Population Groups

The figure below indicates that there were 32 753 Black African people in 2011. But, as already stated above that the population of Impendle is decreasing in alarming numbers, the Black African group has dropped by 7 204 people since the 1996 census. White population group was the second largest population group with 174 people in 2011, dropped by 164 people since 1996. On the other hand, Indian/Asian population has increased by 20 people since 1996, from 22 to 42 in 2011. Coloured population group had 103 people in 1996, 78 in 2001, and 85 in 2011.

Table 3.3: Percentage distribution of the population-by-population group and province, 1996–2011



(Source: StatsSA, Census Data, 1996, 2001 and 2011)

Migration patterns

Migration can be defined as a change in a person's permanent or usual place of residence. Along with fertility and mortality, migration is one of the components of population change. Information on previous and usual province of residence refers to migration between the 2001 and 2011 Censuses. Lifetime migration on the other hand deals with movements based on where the person was born and where they currently reside. This section provides information on internal migration as well as immigration. Information regarding emigration is not part of the analysis.

HOUSEHOLDS AND SERVICES

When the democratic government came into power in 1994 it inherited a socio-economic environment characterized by widespread poverty, poor access to basic services and massive inequality in the distribution of resources across households. The urgent need for the new government to address this legacy of apartheid led to the implementation of various programmes and policies in the ensuing years aimed at improving the well being of the previously disadvantaged. In this chapter, we attempt to evaluate how the economic of households has changed in post-apartheid South Africa after almost three decades under the new dispensation.

There are many factors that contributing to, and ways of measuring, the economic well-being of a household. In this chapter we have chosen to focus on examination of trends in household income, expenditure, and access to housing and basic services. The data used is taken from StatsSA Censuses and community surveys. **In this chapter the focus is again on the 2011 households in the country at the time of Census 2011 excluding collective living quarters. We now examine household access to facilities and services such as electricity, water, sanitation, telephones and refuse removal. The questions that were asked were different in all censuses, but every effort has been made to ensure that the information is comparable.**

Number of households

Number of female and child-headed households

Average household size

Figure 3.45 below shows that the mean household size is approximately 4 in Impendle. Relatively high representation of small households indicates the extent of social change, marked by an increase in nuclear families and the concomitant decline in the representation of extended and compounded families. This has become a common phenomenon in many rural areas and can be ascribed to changes in the economic system at a household level.

Previously, households served as reliable sources of labour to work on the fields. However, as households become less dependent on agriculture for subsistence, bigger families have become too expensive to maintain hence the employed increasingly opt to take responsibility for their immediate families only. Population density distribution is represented in the plan below, which generally shows higher densities on Ingonyama Trust land and lower densities on commercial farmland.

Average number of rooms

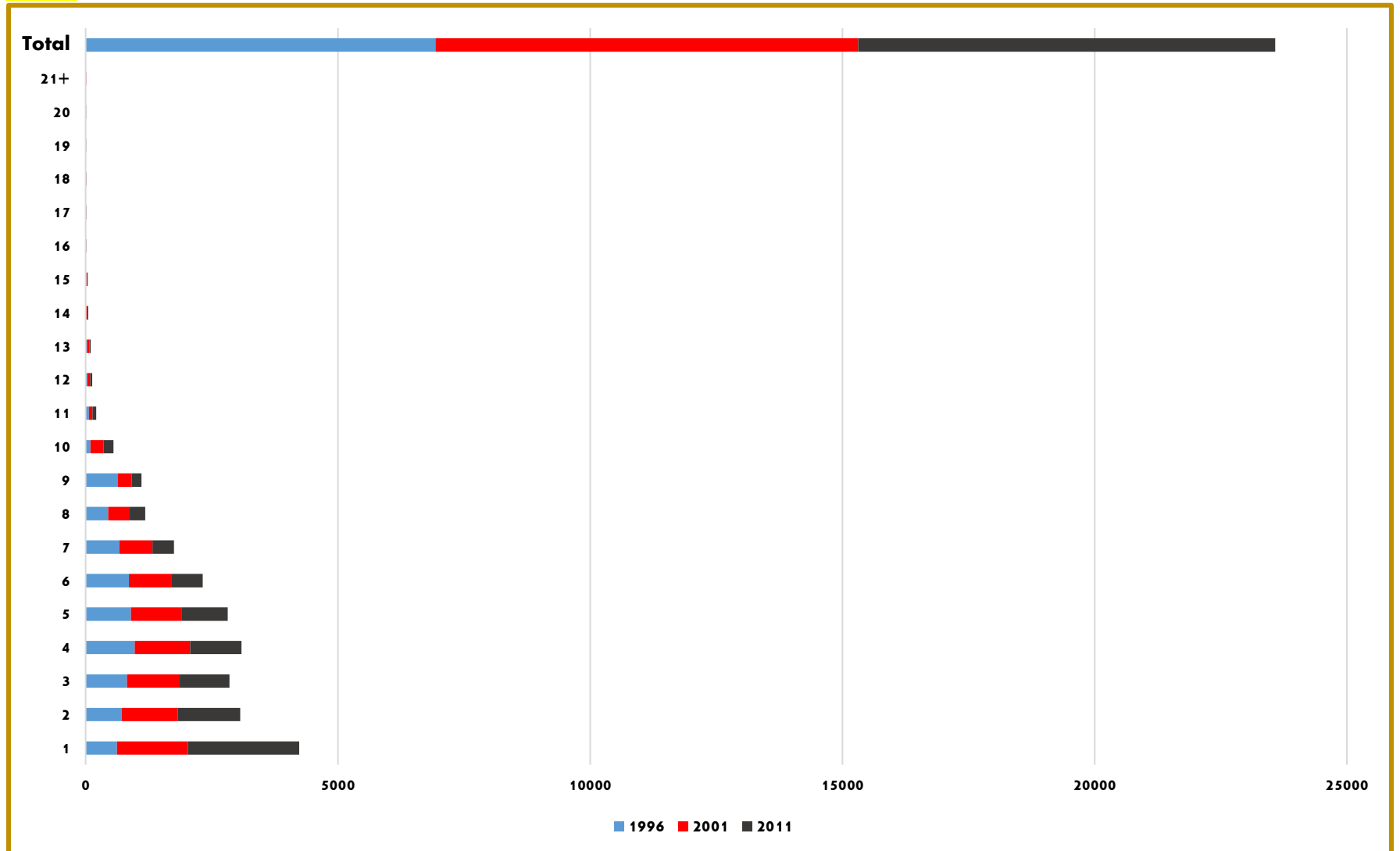
The poor tend to live in overcrowded housing conditions. Living in overcrowded conditions has been linked to worsening of health and education outcomes (see, for example, Leventhal and Newman 2010 and Lund et al. 2010) and thus is a good indicator of poverty. The number of persons per bedroom in a dwelling unit is used here to measure overcrowding. A two persons per-bedroom standard is applied to determine whether a household is overcrowded.

- **Two million households** were living in one room (excluding the bathroom), or else sharing a single room with another household or other households, and, at the other extreme, 1,4 million households were living in seven rooms or more. In both 1996 and 2001, households living in

informal dwellings and backyard accommodation lived in fewer rooms than households in formal or traditional dwellings.

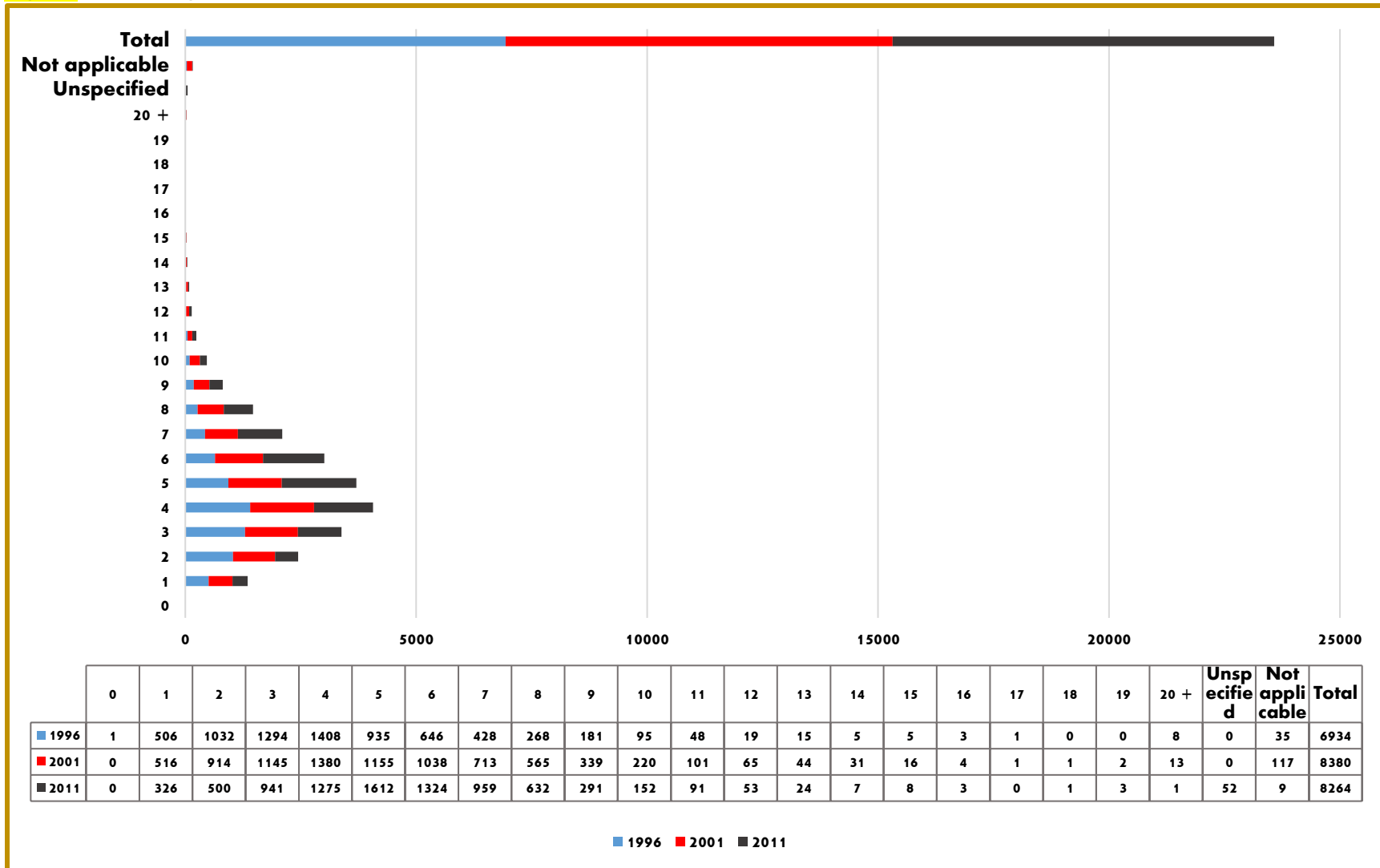
- In general, the number of people per household, and the average household size, decreased between 1996 and 2001 across all provinces. In the country, 16,4% of households were single person households in 1996, increasing to 18,5% in 2001. At the other extreme, 16,2% of households in 1996 had seven or more people living in them, decreasing to 13,8% of households in 2001. In both 1996 and 2001, Gauteng had the smallest proportion of households containing seven or more people.

Figure: Household size by Census Year



(Source: StatsSA, Census Data)

Figure: the average number of rooms

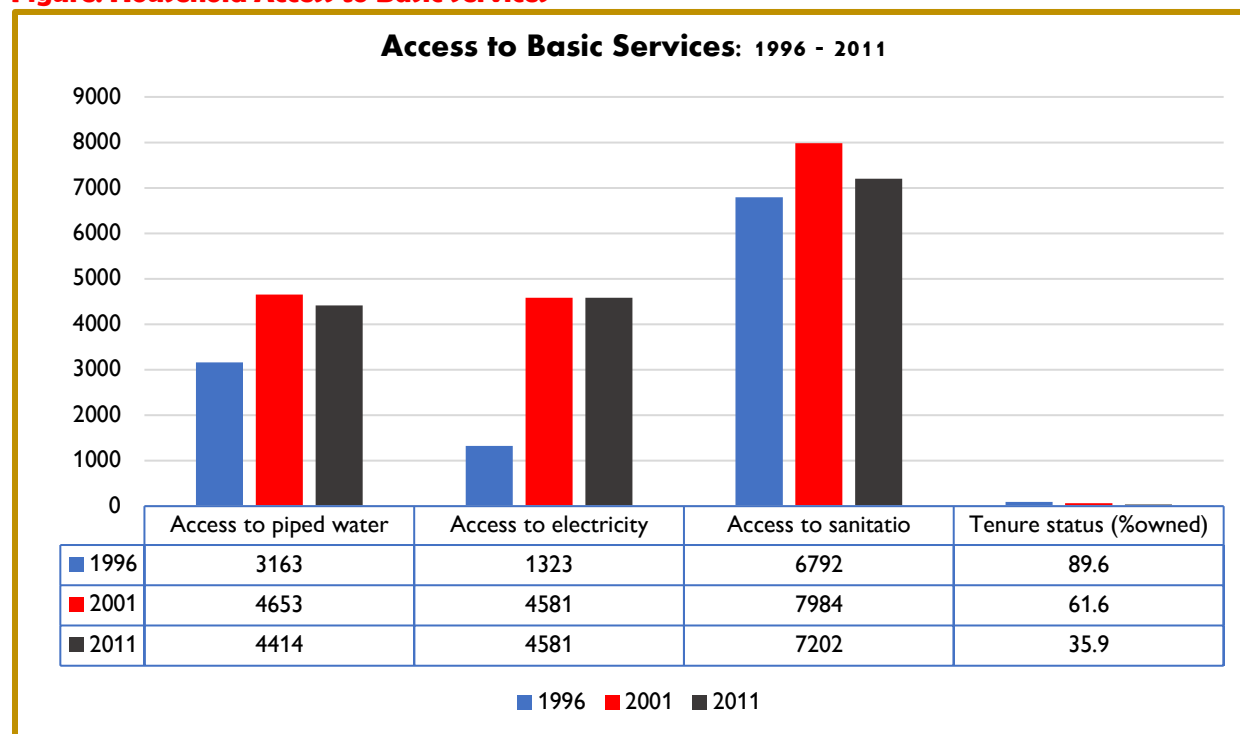


(Source: StatsSA, census data)

Infrastructure and Services

Infrastructure and services for households include fuel used for cooking, heating and lighting, piped clean water, toilet facilities, telephone access and refuse removal. The Constitution of the Republic of South Africa states that every citizen has the right to access adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realization of this right. Access to housing also includes access to services such as potable water, basic sanitation, safe energy sources and refuse removal services, to ensure that households enjoy a decent standard of living.

Figure: Household Access to Basic Services



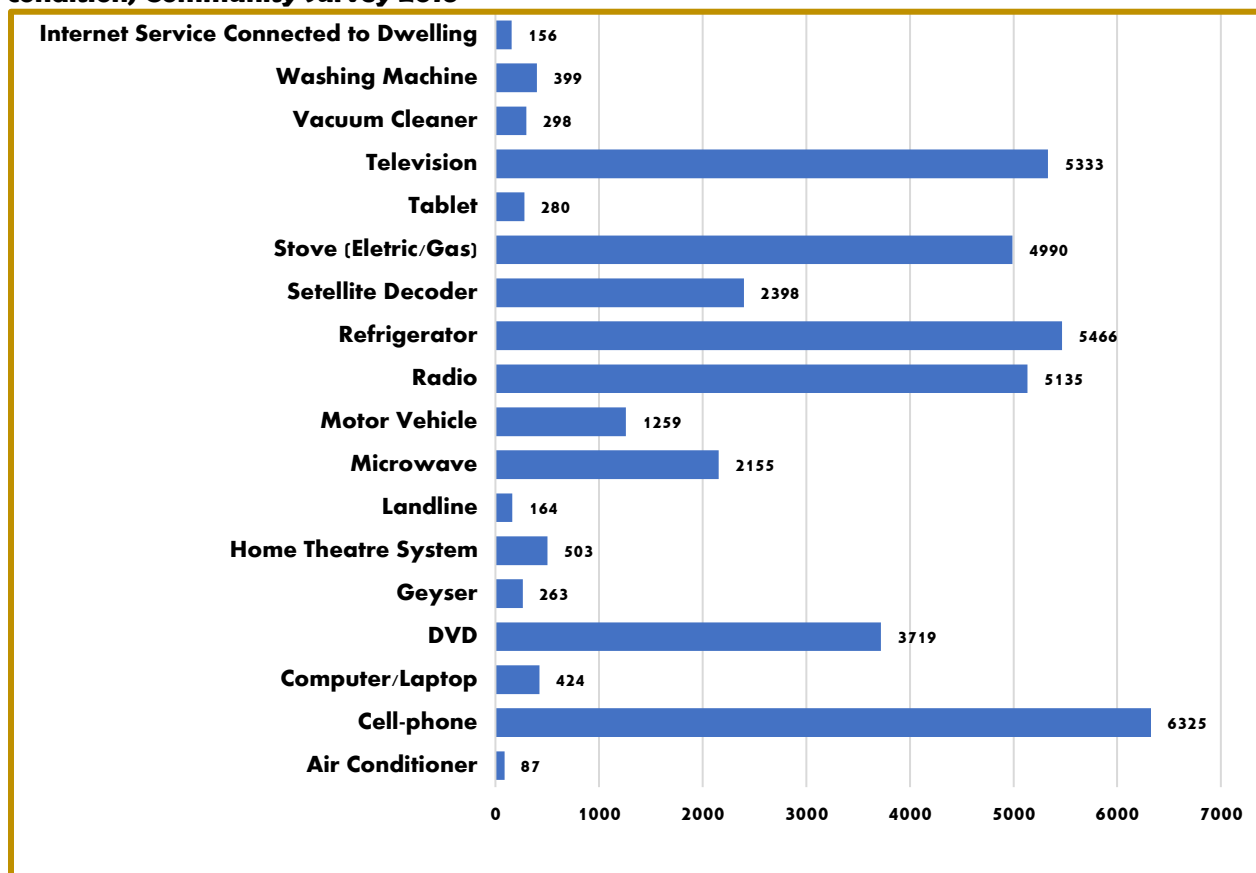
- The percentage of households with access to piped water increased from 3 163 in 1996 to 4653 in 2011 and decreased to 4 414 in 2011. Despite a significant increase in the total number of households since then, the municipality was in 2016 still able to provide 99.5 per cent of all households with water services as per the national norms and standards to the municipality provided an additional 11 889 households (average annual increase of 2 378 households, or 3.7 per cent) with access to piped water from 2011 to 2016 (2017 LG-SEP).
- Energy is essential for human life, and most households generally utilize electricity for cooking, heating and lighting purposes. Energy sources also have health and safety risks especially in the use of paraffin and open flame usage. The total number of households with access to electricity grew by 3 258 between 1996 and 2011 whilst the total number of households receiving access to electricity only increased by 10 936 households. Household growth is therefore outstripping the provision of electricity services, evident from the fact that 94.5 per cent of all households had access in 2016, compared to 95.0 per cent in 2011 (2017 LG-SEP). This is most likely a factor of the increase of informal structures within backyards and in informal settlements.
- Access to sanitation promotes health and dignity through the provision of safe disposal and treatment of human waste. Where sanitation systems are inadequate, negative health effects can

be extremely serious. Impendle Municipality has since 1996 made significant progress in terms of providing all its citizens with access to acceptable standards of sanitation services, to the extent that 7 202 households enjoy access to improved sanitation. Closer consideration of the 2016 Community Survey reveals that the municipality between 2011 and 2016 was able to provide an additional 2 909 households with access to sanitation.

Household goods

The below figure shows the proportions of households who owned selected goods and services (in working condition) for Census 2011. Households with electric/ gas stove, DVD player and Mail delivery at residence are more prevalent at 77%, 59,3% and 48,1% respectively. Households with Mail post boxes are at 27,4% while those with satellite TV remain at 25,8%. The households that use vacuum cleaners have the lowest proportions at 17,5% while those owning washing machine and motorcar differ slightly at 31,5% and 29,5% respectively.

Figure 3.60: Number of households by ownership of selected household goods in working condition, Community Survey 2016



(Source: StatsSA, Census Data)

EDUCATION AND SKILLS

Access to educational opportunities is a human right. This is why Goal 2 of the Millennium Development Goals (MDGs) aims to achieve universal primary education and ensure that by 2015, children everywhere, boys and girls alike, will be able to enroll and complete a full course of primary schooling. Quality education encourages technology shifts and innovation that are necessary to solve present-day challenges. Through education, individuals are prepared for future engagement in the labour market, which directly affects their quality of life as well as the economy of the country. Schools are the building blocks for the learning and socialization.

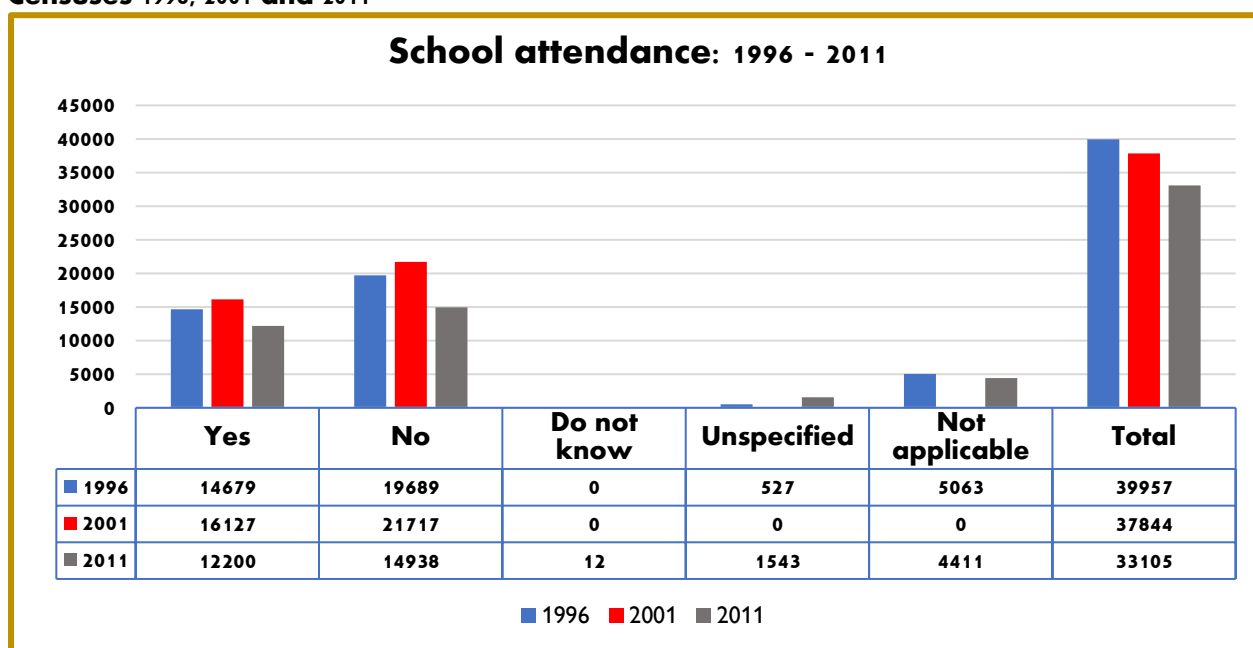
The South African School's Act (1996) made schooling compulsory for children aged 7 to 15 years, while the Education Laws Amendment Act (2002) set the age admission into Grade 1 as the year in which the child turns seven (Ramaipato, 2009). The age group is widened to include those who are beyond the compulsory school-going age, but are still attending some institution, as well as those attending tertiary institutions. Hence a continual analysis of the country's educational achievements, or otherwise, is therefore of paramount importance for measuring the impact of education policy and programmes and to track development.

This chapter focuses on school attendance and educational attainment in 1996, 2001, and 2011. A comparative overview of educational attainment and attendance by contributory factors such as population group, age group, sex and province are examined.

Attendance at an educational institution

Figure 3.14 shows comparisons between Censuses 1996, 2001 and 2011. Up to age 15 years there was a general increase in the percentage of persons attending an educational institution between 1996 and 2011. However, the Census 2001 data point was slightly lower than the general trend line for 14- and 15-year-olds. The 5–7-year age group has shown the most significant progress in terms of increased enrolment rates between 1996 and 2011. Amongst individuals 16 years and older, enrolment rates tended to fluctuate from data point to data point and the only trend that tends to manifest itself for the age cohort 18 to 24 years is that the Census 1996 estimates tend to be significantly higher than all three other data points for all individual ages between 18 and 24 years.

Figure 3.14: Percentage of persons aged 5–24 years attending an educational institution: Censuses 1996, 2001 and 2011

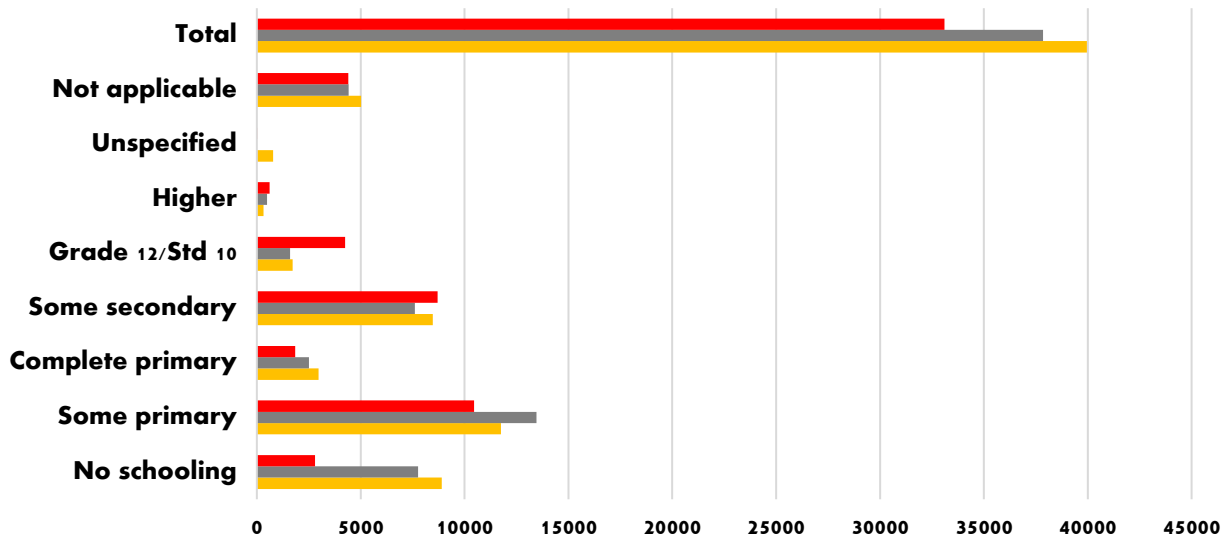


Literacy rate

Figure 3.18 shows that the proportion of persons aged 20 years who have no schooling halved from 19,1% in 1996 to 8,6% in 2011. The percentage of persons who have some primary level education decreased from 16,6% in 1996 to 12,3% in 2011; whilst the proportion of those who had completed primary level decreased from 7,4% in 1996 to 4,6% in 2011. There was also a considerable increase in the percentage of persons who completed higher education from 7,1% in 1996 to 11,8% in 2011.

Figure 3.18: Highest level of education attained amongst persons aged 20 years and older: Censuses 1996, 2001 and 2011

Level of Education: 1996 - 2011

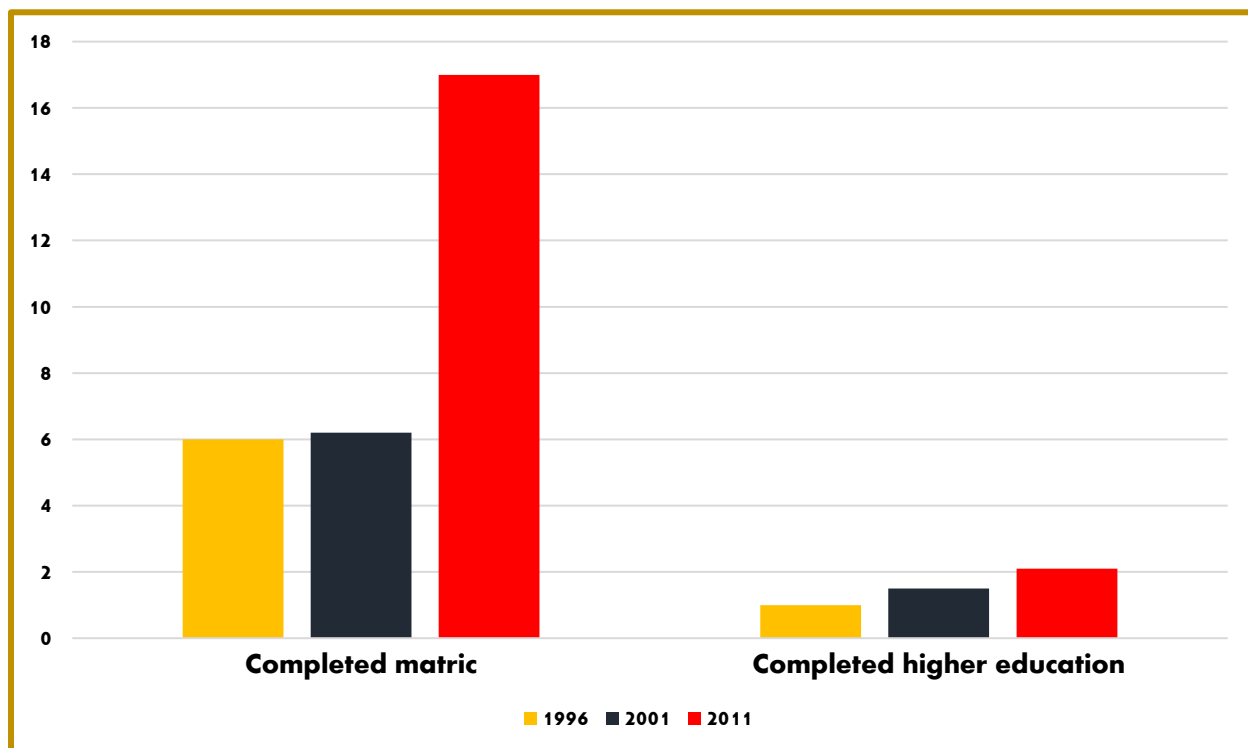


	No schooling	Some primary	Complete primary	Some secondary	Grade 12/Std 10	Higher	Unspecified	Not applicable	Total
2011	2795	10463	1852	8706	4254	612	11	4411	33105
2001	7767	13461	2511	7602	1600	488	0	4414	37844
1996	8908	11745	2977	8465	1728	329	788	5017	39957

2011 2001 1996

(Census Data; StatsSA)

Figure: Percentage of those who completed matric and higher education between 1996 and 2011.



(Census Data: StatsSA)

Figure: Institution of higher learning attended in 2016

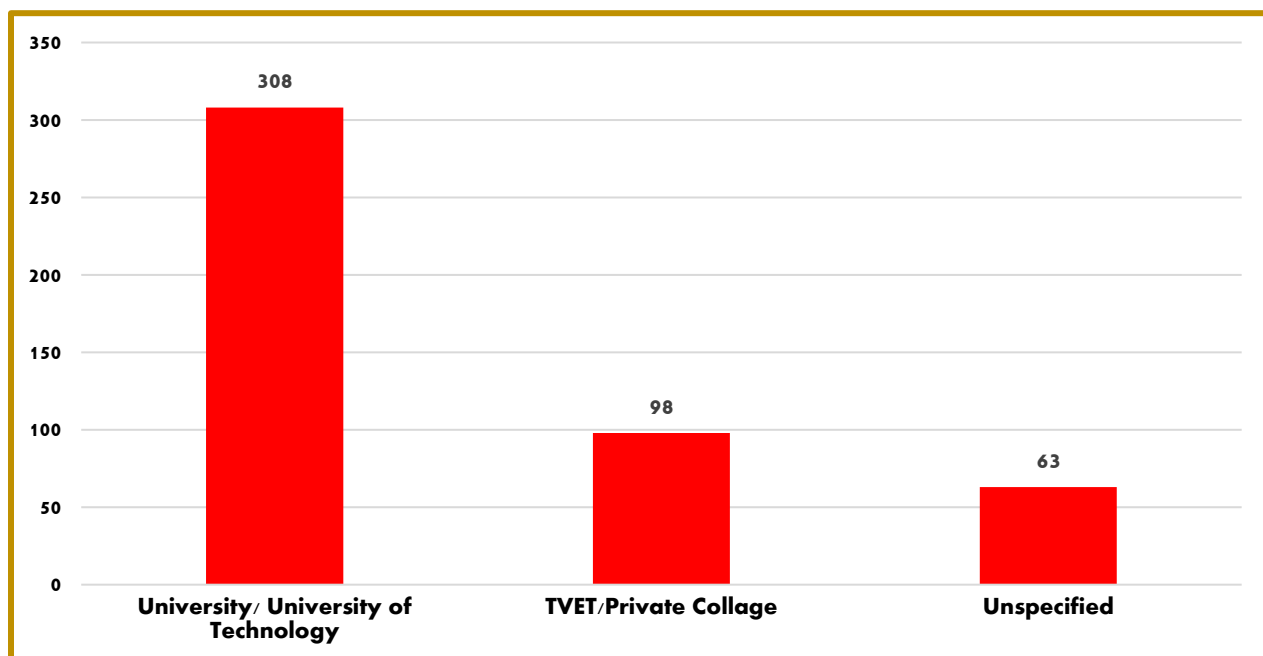


Figure: showing the field of study in both university and collages

Field of study in University/university of technology	Total Number
Agriculture	5
Architecture and the built environment	17
Arts (Visual and performing arts)	20
Business	12
Computer and information sciences	13
Education	135
Engineering	19
Health professions and related clinical sciences	39
Physical sciences	13
Social sciences	24
Other	11
Not applicable	29155
Unspecified	63

Field of study in TVET	Total Number
Management	25
Marketing	18
Office administration	13
Engineering	14
Mechatronics	6
Education and development	6
Do not know	15
Not applicable	29365
Unspecified	63

EMPLOYMENT AND UNEMPLOYMENT STATUS

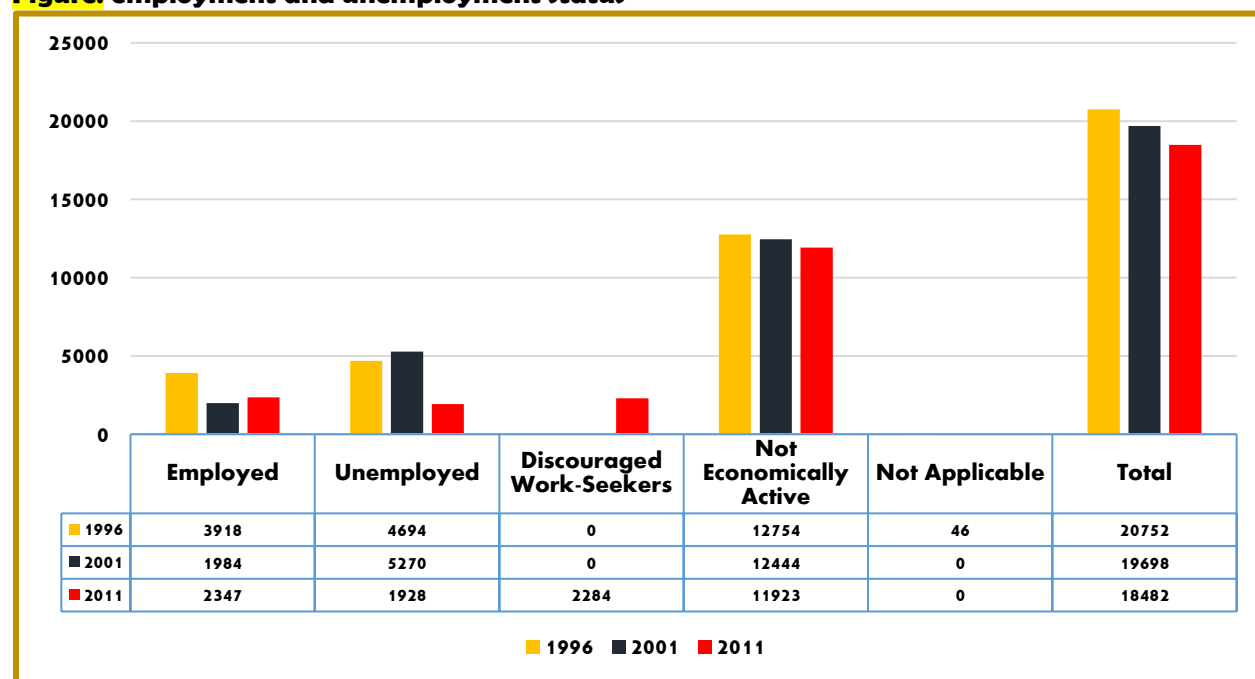
Having an employed household head is not necessarily associated with a lower vulnerability to poverty—a large proportion of the population consists of the working poor who earn very low wages. To unlock the full potential of labor markets to accelerate the reduction of poverty and inequality, jobs need to be created and wages increased at the same time. This would include reducing the current persistent high level of unemployment. Race still affects the ability to find a job, as well as the wages received once employed. Although more women now participate in the economy, female participants find it harder to find a job, and earn less than men when they do.

There is strong evidence of structural mismatch between labor demand and labor supply for unskilled workers. Moreover, despite extremely high and rising unemployment, skilled labor can be difficult to find. Location matters for labor market outcomes, with people in urban areas having better prospects of getting a job and a higher probability of getting a formal job. Location has implications for travel costs, which can be a burden for getting jobs.

DYNAMICS AND CHALLENGES IN LABOR MARKET OUTCOMES

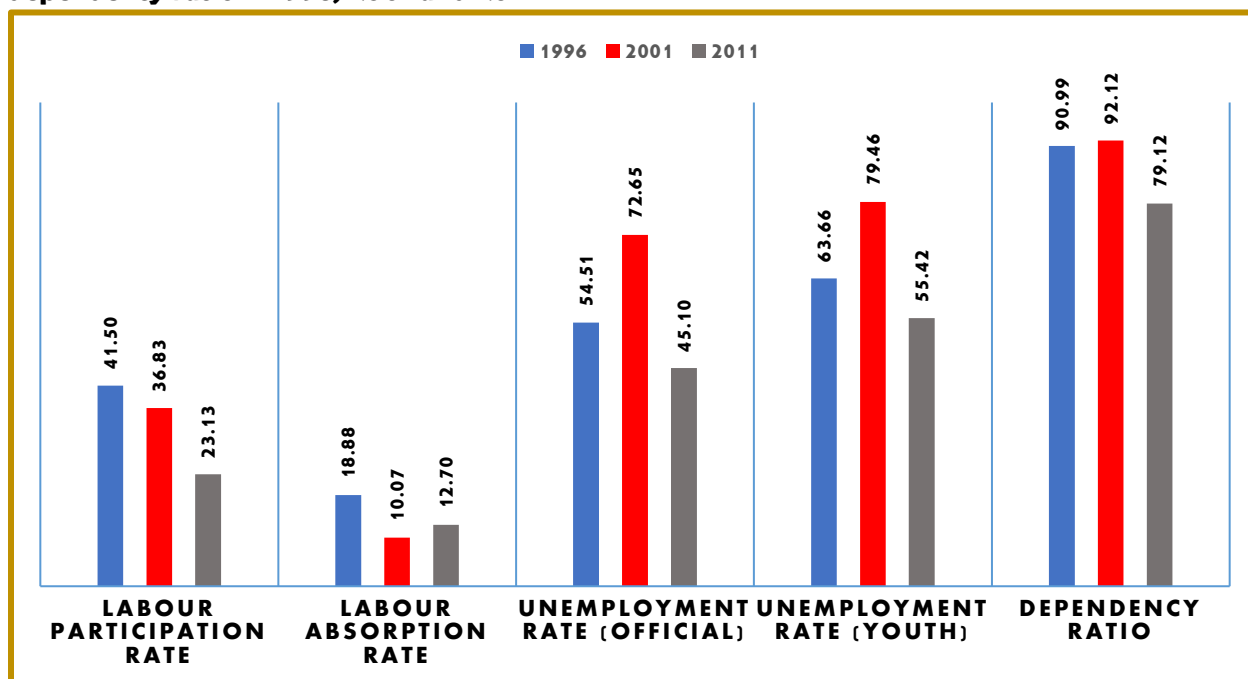
The South African labor force is characterized by high levels of unemployment, low participation, and many discouraged work-seekers and non-seekers. The spatial separation of the country and the inaccessibility of jobs to much of the working age population in rural and remote areas has resulted in many discouraged work-seekers and non-seekers. While employment has increased in absolute terms since the onset of democracy, employment growth has not matched either population growth or the rate of growth of worker supply. Consequently, employment rates as a share of the population aged 15 or older fell as share of labor force between 1996 to 2011 (Figure 99).

Figure: employment and unemployment status



(Census data: StatsSA)

Figure: Labor force participation, absorption, official unemployment, youth unemployment and dependency ratio in 1996, 2001 and 2011

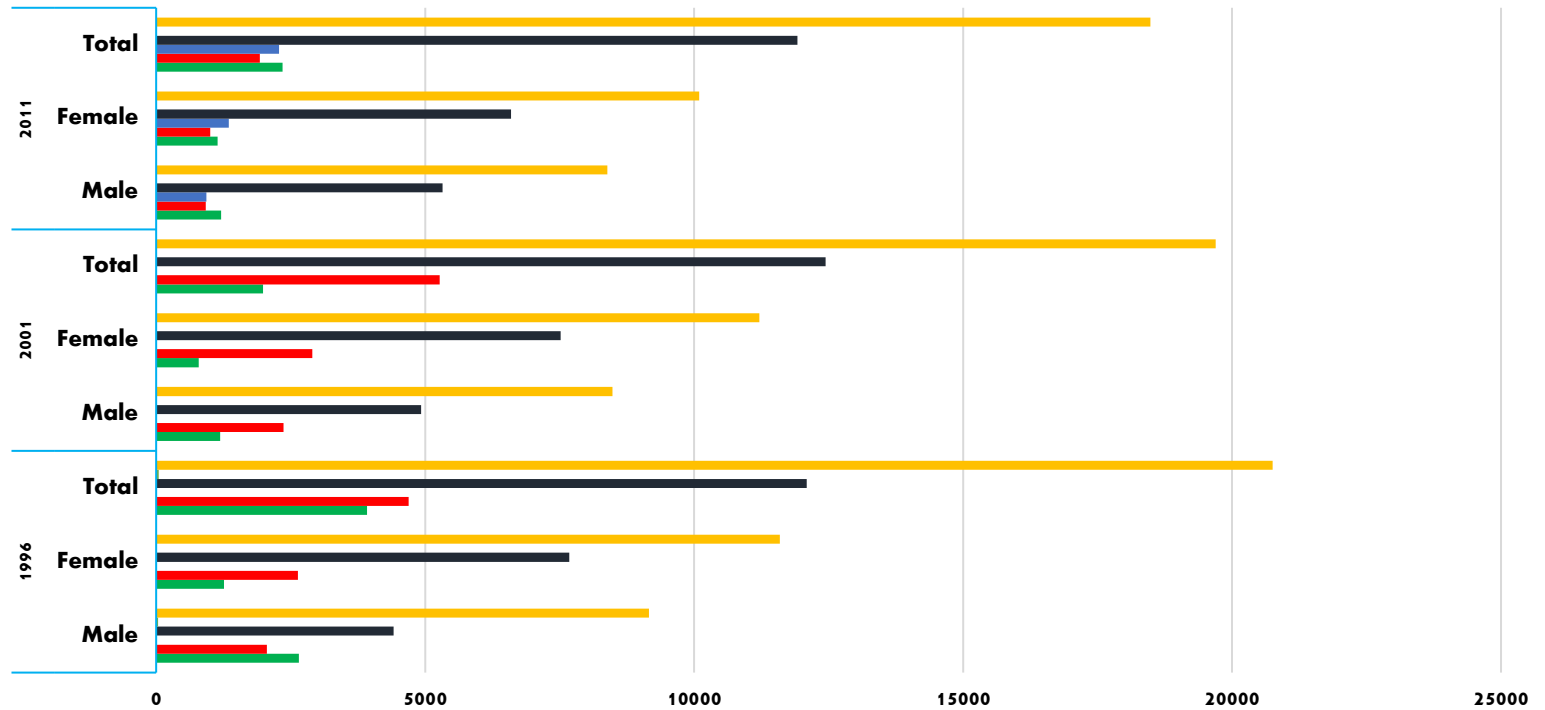


(Census Data: StatsSA)

The unemployment rate has been very high and persistent within the Municipality. The narrow measure of the unemployment rate remained consistently high (21–26 percent) between 1996-2011 period. The unemployment rate increased from 54.51% in 1996 to 72.65% in 2001 and decreased to 45.10% percent in 2011. Unemployment, in the narrow sense defined as unemployed, willing to work, and having actively searched for a job in the last four weeks **during the census period**, showed an increase of 18.14% between 1996 and 2001. The labor force participation rate changed in 2011 compared to early both 1996 and 2001, at just over 23.13%. The broader unemployment rate data, which includes those in the labor force who were discouraged and no longer searching for jobs is only available from 2011, however when comparing this with 2016 community survey is between 15 percentage points higher than the narrow rate.

The employment outcome is worse for females than for males; however, the gender-employment gap has been closing. In 1995, females were 9 percentage points less likely to be employed than males, but in 2015 the figure had decreased to 5 percentage points. As expected, labor market outcomes are also better for individuals with a high level of education, although the gap in employment outcomes between those with no education and those with tertiary education has decreased.

Figure: Unemployment numbers (by sex)

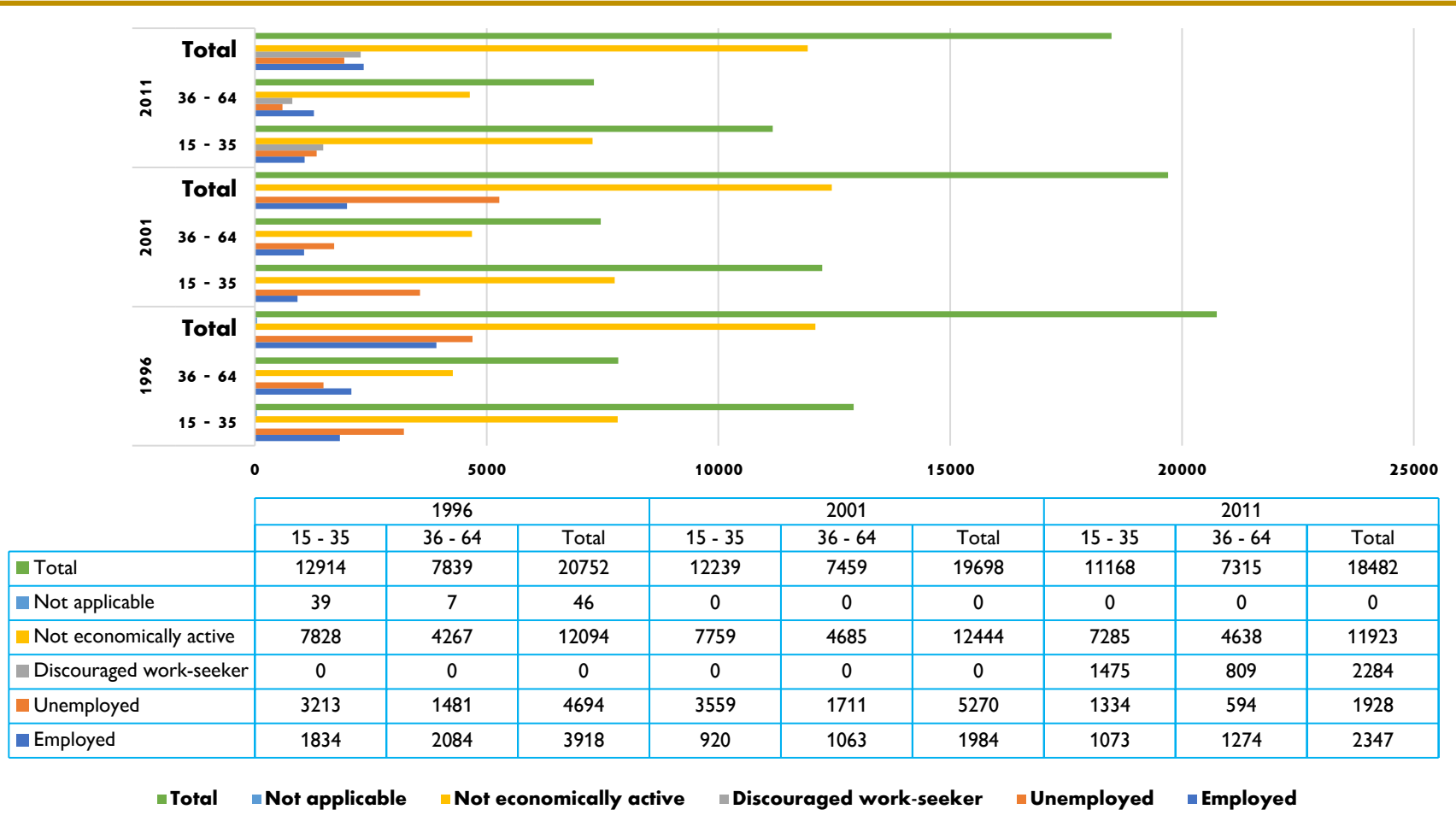


	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
■ Total	9159	11593	20752	8482	11216	19698	8389	10094	18482
■ Not applicable	34	12	46	0	0	0	0	0	0
■ Not economically active	4415	7679	12094	4923	7521	12444	5325	6598	11923
■ Discouraged work-seeker	0	0	0	0	0	0	936	1348	2284
■ Unemployed	2056	2637	4694	2368	2902	5270	923	1006	1928
■ Employed	2654	1264	3918	1191	792	1984	1206	1141	2347

■ Total ■ Not applicable ■ Not economically active ■ Discouraged work-seeker ■ Unemployed ■ Employed

(Census Data: StatsSA)

Figure: Unemployment status by age

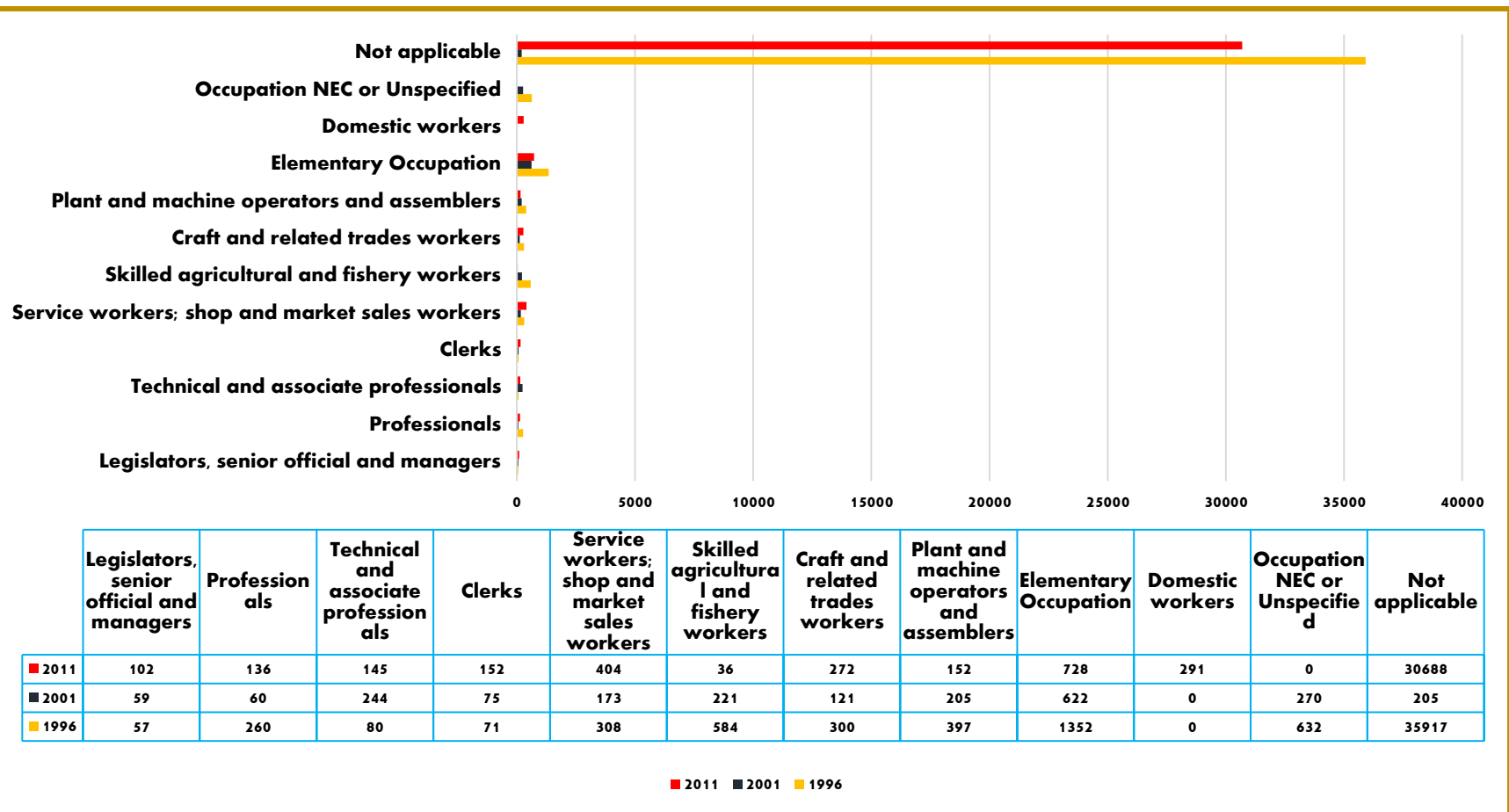


(Census Data: StatsSA)

Youth joblessness has been extremely high throughout the period, and post-secondary education became less of a buffer against unemployment. According to the narrow definition of unemployment, 40 percent of those between ages 20 and 29 were unemployed throughout the 2005– 2015 period. Unemployment rates were lower for the older age cohorts, generally around 22 percent for the 30–39

cohort and 15 percent for the 40–49 cohort. The unemployment rate remains the most fundamental indicator of economic health. As the evidence above shows, Impendle has a job crisis. Unemployment has remained stubbornly above the 45% level since 1996, with worsening outcomes based on age, level of qualifications, and gender. **The unemployment rate in district, province and national.** The unemployment rate for women is 32.4%, while for men it is 28.3%. While economic policies did help lower unemployment levels between 2000 and 2008, things remained unchanged for black youth and more so for women. Failure to absorb the 15 to 24-year-old cohort into the labour market has led to heightened levels of youth unemployment of 55.4% (in 2011). This number is even higher (61.7%) among youth without a Grade 12 qualification. Weak economic growth, de-industrialization and contracting primary sectors coupled with a stressed national fiscal balance, energy crisis, Covid-19 pandemic, 2021 July Unrest, and floods have put additional pressure on the South African labour market and to that of the Municipality. **The number of discouraged work-seekers, which was first included in Census 2011, is a staggering 2 284 people. The number of discouraged women work seekers (aged between 15 and 64 years) is about 1 348, compared to 936 for men.**

Main occupation sector



(Census Data: StatsSA)

INCOME STATUS

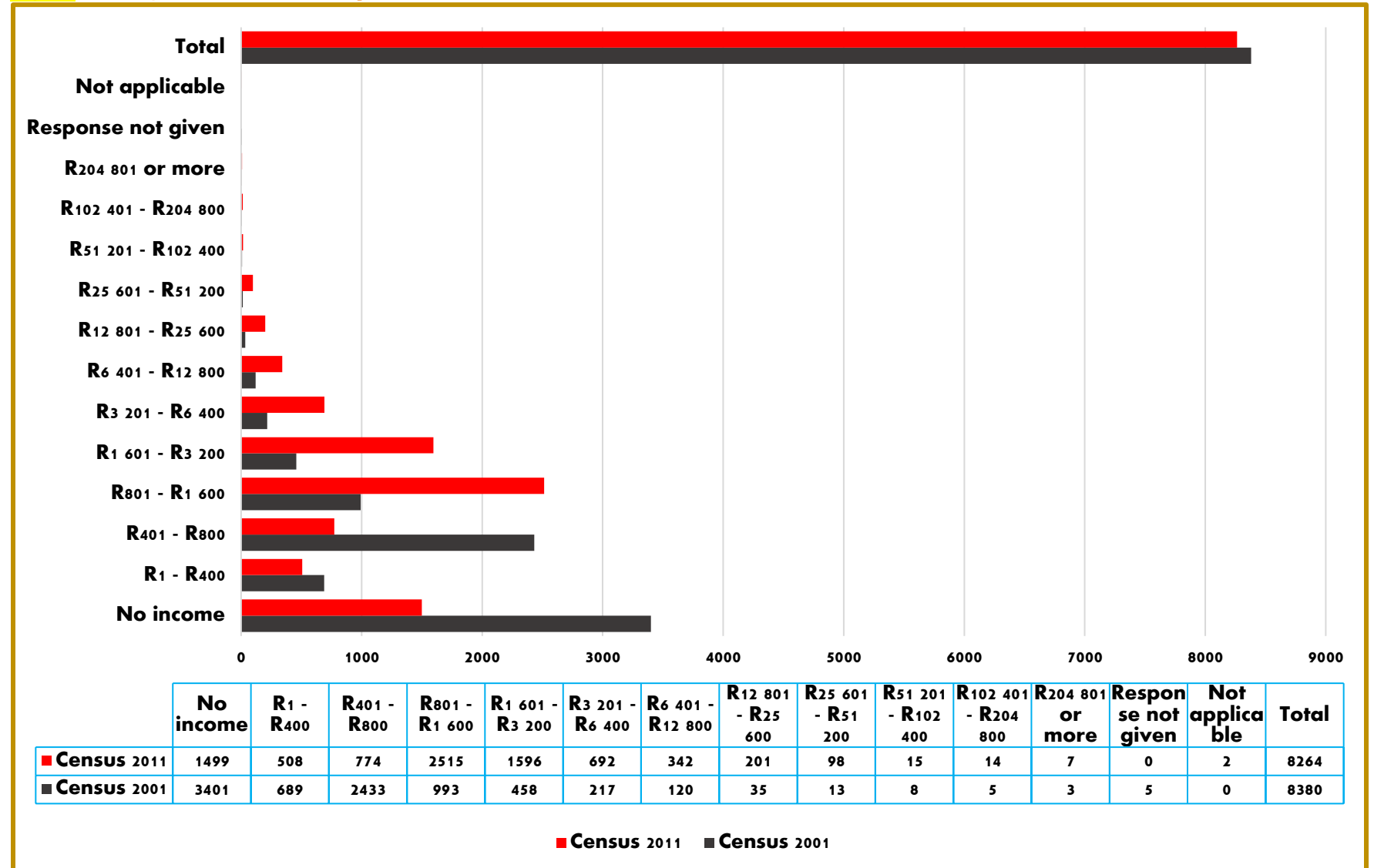
The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution. Income categories start at R1 - R400 per month and go up to R204 801 and above per month. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms

Census 2011 found that over the past ten years, the average annual household income for all households in Impendle more than doubled. In 2001, 3401 people had no income at all, this number has been reduced to 1499 in 2011. It was up to R103 204 from R48 385 recorded in Census 2001. This represents an increase of 113,3% in nominal terms – the Consumer Price Index indicates that income should have increased by 77,5% during this period to have stayed in line with inflation.

Figure: sources of income

Female headed households' income

Figure: Average household monthly income in 2001 and 2011



(Census Data: StatsSA)

Indigent households (below R800)

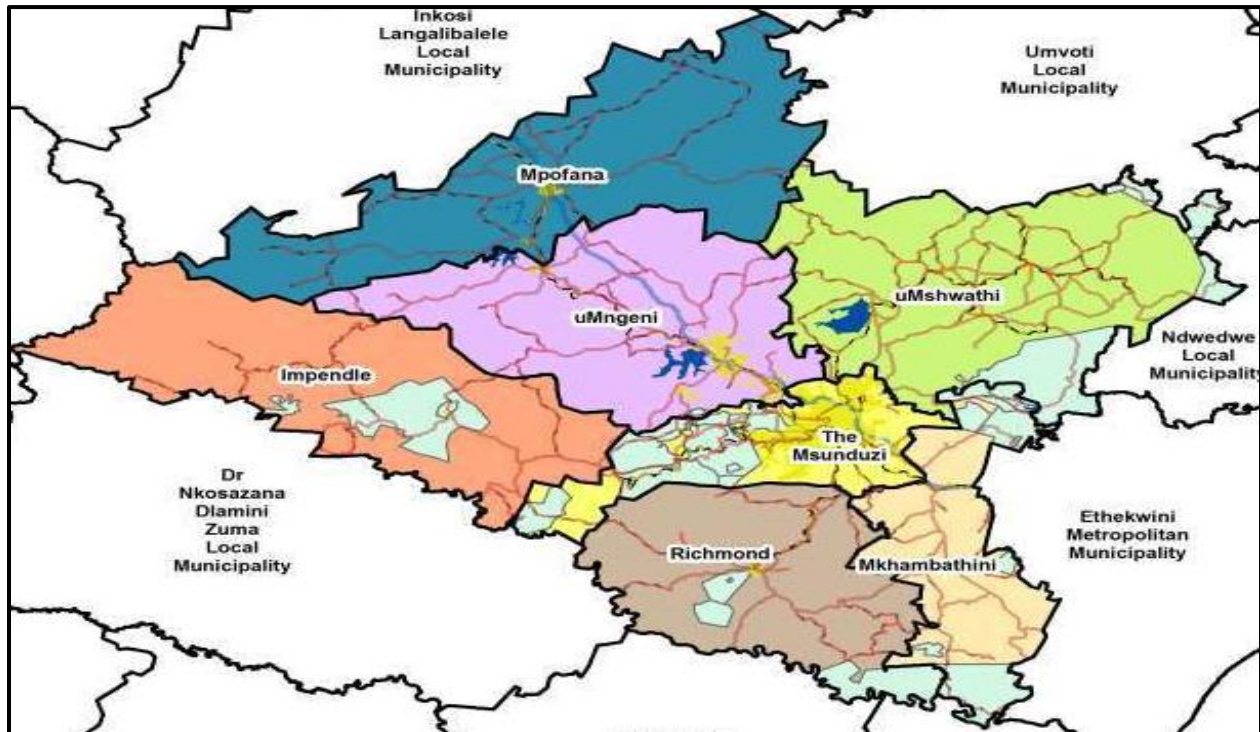
As a result of the high level of unemployment and subsequent poverty within the Impendle municipal area, there are households which are unable to pay for normal basic services. The Municipality has therefore adopted an indigent management policy to ensure that these households have access to at least minimum basic services. The Municipality has been guided by the national government's policy in this regard. It is noted that households where verified total gross monthly income of all occupants over 18 years of age does not exceed R2000, or such other amount as the Council may from time to time determine, qualify for indigent support.

Social grant recipients

Social Grant Received	No. of people
Old Age	
Disability Grant	
Child Support	
Veterans	
Social Relief Grant	

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

C.2.1 SPATIAL ANALYSIS

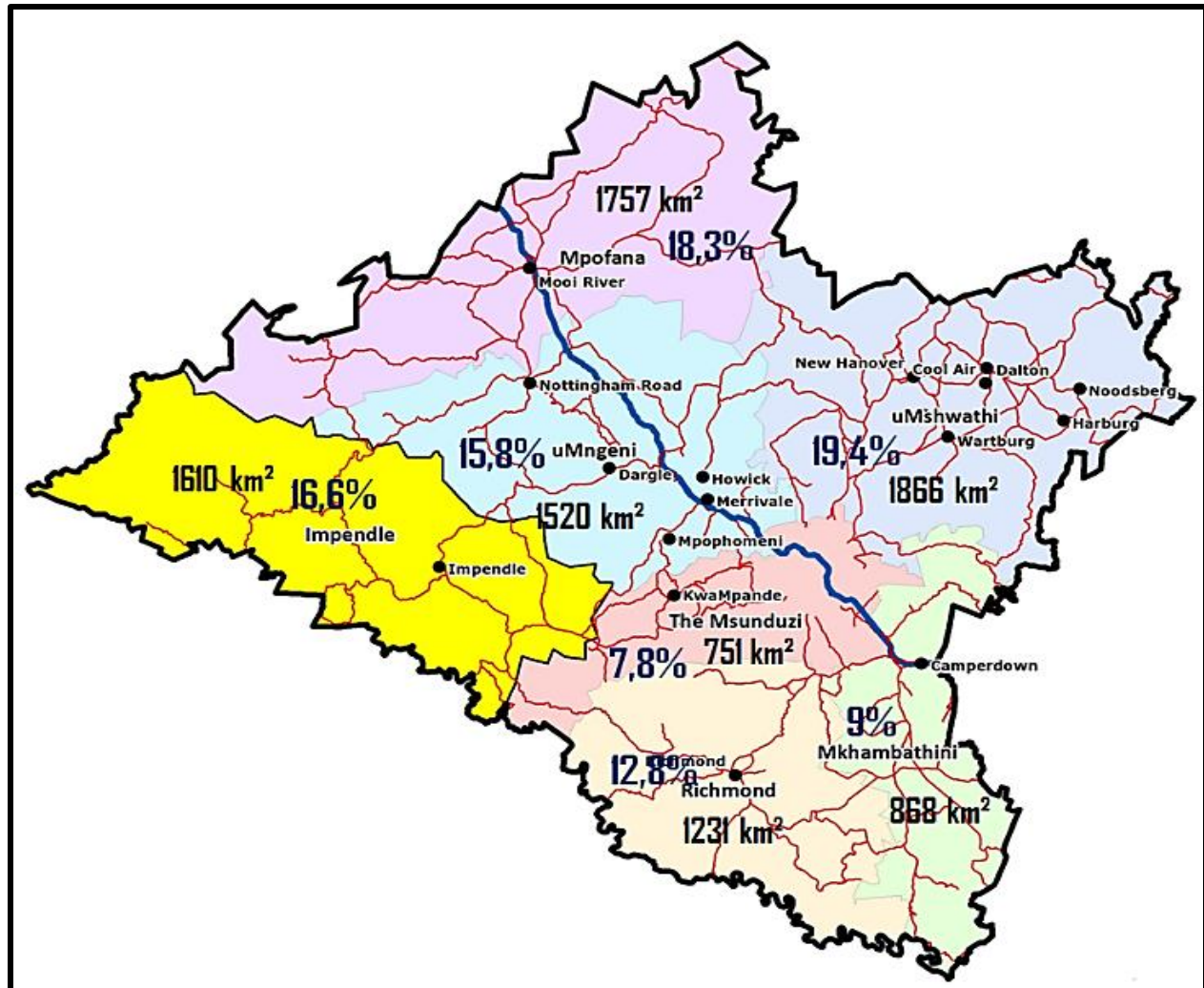


1.1 Regional Context

Impendle Local Municipality is one of the seven category B municipalities under uMgungundlovu District Municipality established in terms of Section 155(1)(b) of the Constitution of the Republic of South Africa (1996) following the local government elections in 2000. Impendle Local Municipality is located within the western portion of uMgungundlovu District Municipality, which in turn is situated in the west of KwaZulu-Natal Province. It adjoins uMngeni Municipality to the northeast, uMsunduzi Municipality to the east, Dr. Nkosazana Dlamini Zuma Municipality to the south and Lesotho border to the west. Impendle is characterized 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, about 50 kilometers away 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 kilometers 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.



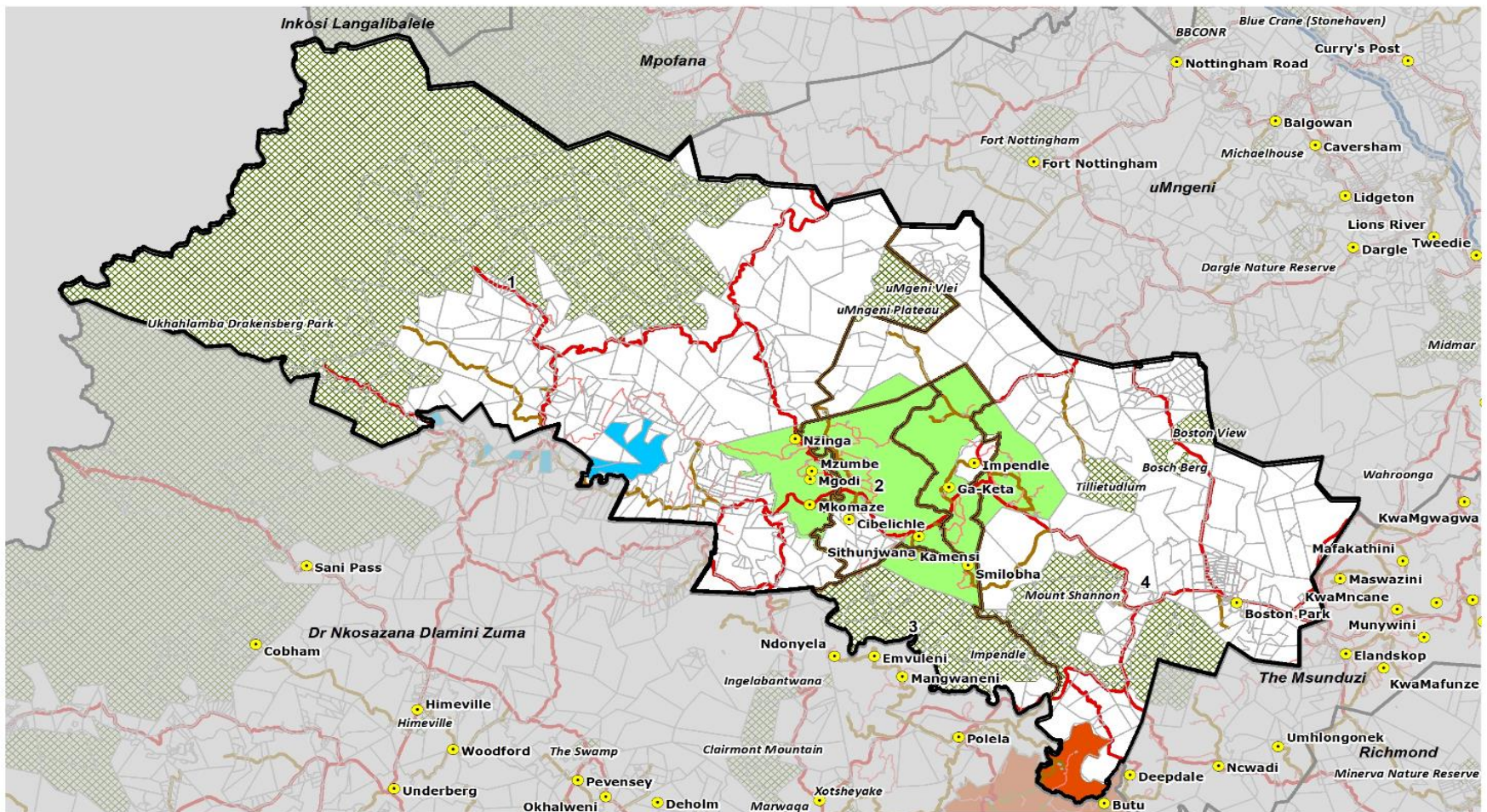
1.2 Administrative Entities

Impendle Local Municipality has five Wards and three (3) traditional authorities. The wards run chronologically from West to East (Ward 1 to Ward 5) 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. Traditional councils account for 14.47% of the total municipal area. These are Zashuke, Nxamalala and Siminza. Nxamalala is the biggest traditional settlement and takes up to 9.78% of the municipal area. Most of the settlements within the municipality fall within the Nxamalala traditional authority, except for Boston.

TRADITIONAL AUTHORITY	CLAN NAME	AREA (Ha)	AREA (%)
ZASHUKE T.A.	NGUBANE	6224	3.87
NXAMALALA T.A.	ZUMA	15746	9.78
ISIMINZA T.A.	MOLEFE	1329	0.83
-	-	23299	14.47
Total	-	161 020	100

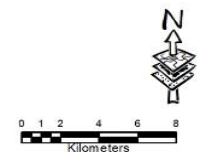
The Municipality is characterized by rural and scattered settlement patterns. These settlements are concentrated around Nxamalala Traditional Authority with poor road infrastructure that interlinks them. The majority of the rural dwelling units are made of mud brick and practices such as home burial is prevalent in most homesteads. Land allocation is undertaken in terms of the traditional land allocation system, which is not based on any verifiable standards. As a result, site sizes even for similar land uses vary significantly. Also, some of these sites are situated along sensitive area and buffer areas. This is prevalent in settlements such as Gomane. Most settlements are located along major transport routes. The nature of rural settlements poses a major challenge for both policy makers and service delivery agencies.

Communities have articulated the need for services such as access roads, water, and electricity. The spatial structure or lack thereof causes inefficiency and accounts for relatively high service delivery costs. According to the Impendle LM Spatial Development Management Plan (2018:86), Nzinga settlement is described as a management area inclusive of all betterment settlement.



Traditional Councils / Wards

- | | | | | | |
|-------------------|-----------------|-----------------|-------------------------------|------------------|----------------|
| ● Places | — National Road | — District Road | □ Impendle Local Municipality | □ Cadastral | ■ BASOTHO T.A. |
| — Provincial Road | — Local Road | □ Wards2016 | ■ Protected Areas | ■ NXAMALALA T.A. | ■ ZASHUKE T.A. |



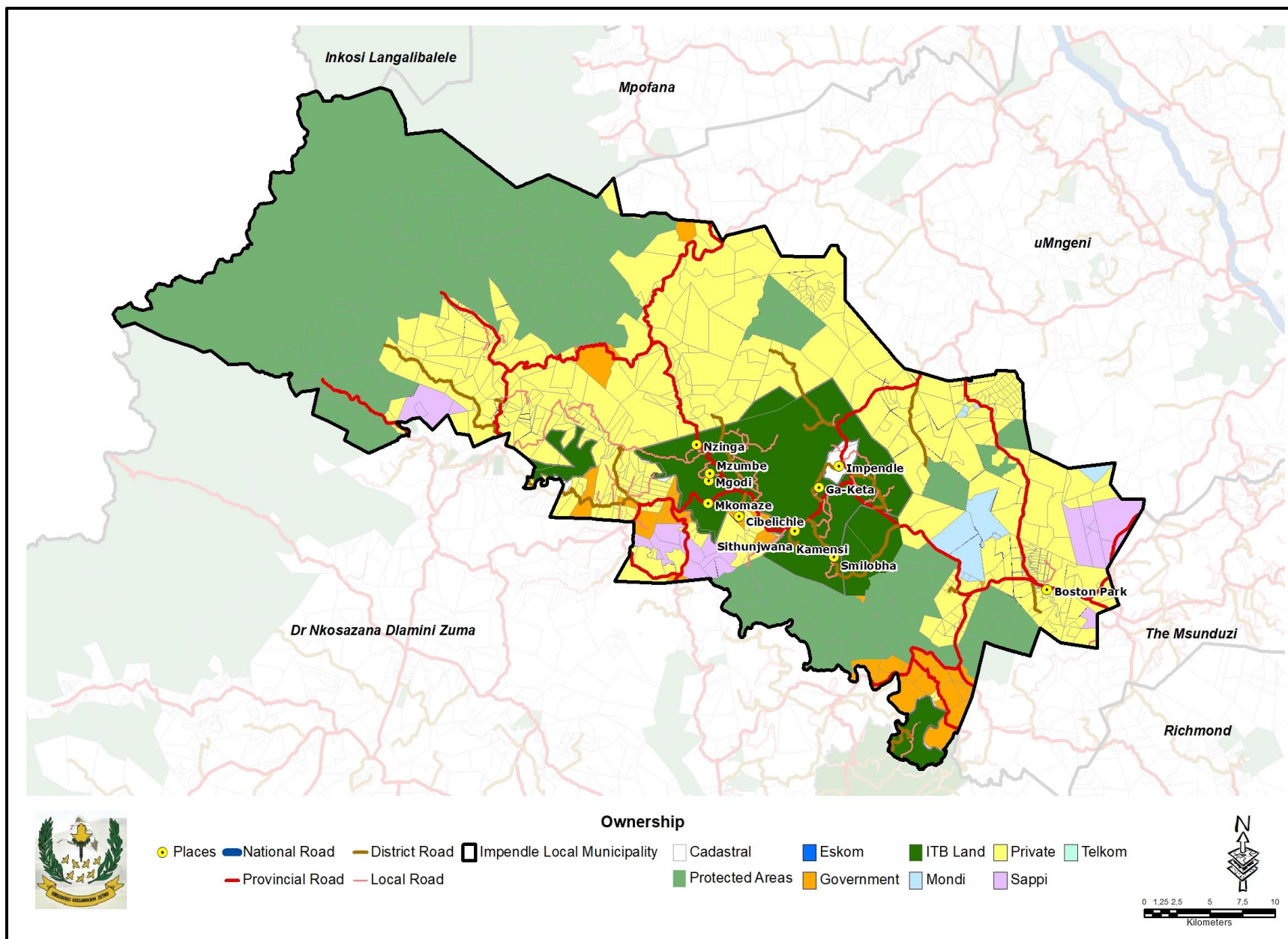
1.3 Land Ownership

The land ownership pattern within the Impendle Municipality reflects a complex pattern of Ingonyama Trust, private freehold and state-owned land. Impendle state land has also been a bone of contention for a long period. The Department of Rural Development and Land Affairs program seeks to address these issues and to contribute to the achievement of a national target of redistributing more than 30% of agricultural land in 15 years. In this instance, it is recommended that re-distribution focuses on the state land and the freehold land where people are settled, and agricultural potential cannot be realized because of ownership issues. Freeing up high potential agricultural land in these areas is a top priority to redistribution and economic development.

Most of the land within the municipality is privately owned by Sappi and Mondi. Ingonyama trust land accounts for 12.30% of the Impendle land ownership. Traditional council areas and ITB are located within the central portion of the municipality, the western portion of the municipality comprises protected land. Below is a table containing the percentage of ownership within the municipality.

Land ownership	Size (hectares)	Percentage
Private	208491.6	23.8%
Eskom	1.7	0%
Government	207076	23.6%
Ingonyama trust board	107777.7	12.30%
Mondi	153380.3	17.50%
Sappi	200722.7	22.90%
Telkom	0.3	0.00%
TOTAL	877 450.3	100%

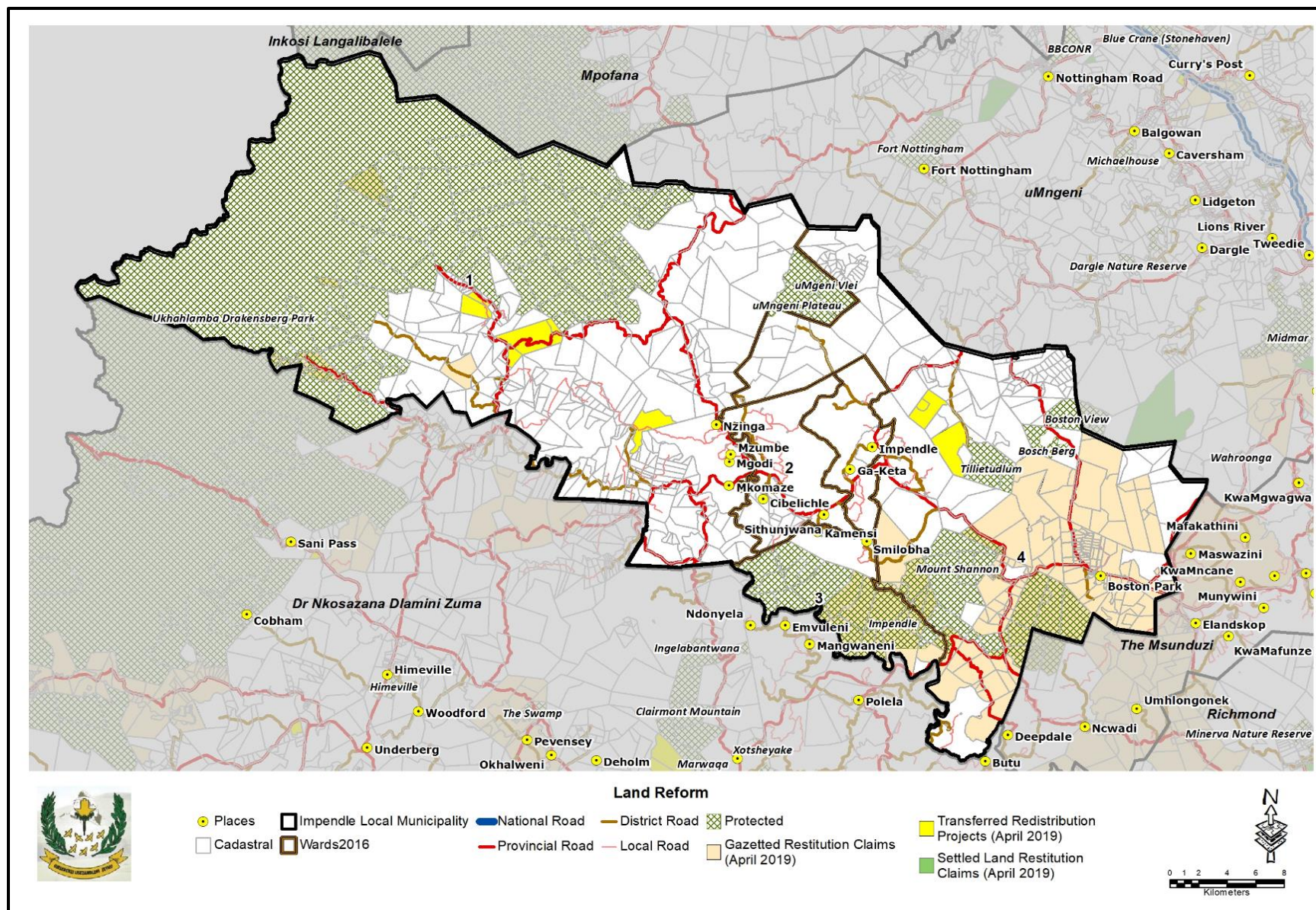
The map below shows the spatial representation of the land ownership



1.4 Land Reform [Status of Land Reform within the Municipality – settled & non-settled, but gazette, land claims & land redistribution]

Data for this section was sourced from the latest land reform data provided by the KZN Department of Rural Development and Land Reform. There are currently 184 land reform projects in ILM. Of which 15 are restitution projects extending to cover an area of 17164.5 hectares. Whilst redistribution projects are 169 and account for 3 497.9 hectares. Overall, land reform claims in Impendle account for 14% of the municipal area. The majority of the land reform claims taking place in Impendle are focused around the Boston area to the southeast of the municipality. This is the dominant commercial agricultural area of the municipality. Most of the land in the eastern region of the municipality comprises of is gazette restitution claims and account for 29 586.79 hectares. The transferred Restitution Claims are found in Lower Lotheni and account for 3281.96 hectares. The Department of Rural Development and Land Reform low-income housing are found scattered in Impendle Town and account for 3127.69 hectares.

Some settlements in the municipality are developed on privately owned land and prove difficult to service or develop until the land is formalised or acquired



1.5 Land Capability

1.6 Private Sector Developments

[The SPLUMA Applications Register should be used as one of the tools to determine spatial trends in the municipality and analysis of the SPLUMA applications register will highlight key informants for the IDP. Private Developments should also be mapped.]

C.2.2 Environmental Analysis

Impendle Municipality has a total land area of 152 879.16 hectares making up 16% of the uMgungundlovu District. The Municipality is largely a rural municipality where only 17% of the total land is classified as transformed and 83% untransformed. Urban areas account for 593.3 hectares or 0.4% of the land area. Commercial agriculture accounts for 11% of the land coverage in the area. Of this timber plantations make up 7% and dryland commercial crops 4%. Most of the plantations and commercial agriculture occurs in the Boston area. This is the area where the greatest agricultural potential is being realized in the municipality. It is classified as part of the Moist Midlands Mist-belt BRG. A limited amount of agriculture under irrigation (1%), takes place in this area which is used for pastureland for dairy farming.

The prevailing climatic conditions, dry, cold, and frosty winters, make large areas of the municipality difficult to farm with short growing seasons. Potatoes, cabbages, turnip, and maize are the dominant commercial crops in the area. Additional land areas have been identified in Impendle **near Inzinga and Ntwasahlobo** with high value land but are currently not under extensive production due to communal ownership issues.

The largest land cover type is untransformed grassland which includes 102 854.97 hectares or 67% of the municipality. Most of the grassland is classified as Moist Highland Sourveld BRG which is suitable for intensive livestock grazing. Much of the untransformed grassland will be used to graze cattle for both commercial and traditional reasons. Subsistence agriculture which accounts for 3% of land use in the municipality is located adjacent to the rural settlements and drainage lines. It should be noted that subsistence agriculture in Impendle accounts for 24% of all subsistence agriculture in the district. **Table 41 below** shows the number of hectares, the percentage of land covered by the dominant land cover types and the percentage change of these land **cover types between 2005 and 2008**. **Figure 66 illustrates the location of the different land cover types in the municipality**

Land	2005	% of LM	2008	Cover % of LM	Difference	Difference % Change
Transformed	21 933.20	14	26 379.7	17	4 447	20
Untransformed	130 902.55	86	126 456.06	83	-4 446	-3
Plantations	9 748.80	6	11 078.04	7	1 329	14
Sugarcane	0.00	0	0.00	0	0	0
Other Commercial Agriculture	5 225.76	3	5 870.17	4	644	12
Subsistence Agriculture	2 256.66	1	4228.68	1972	87	3
Grasslands	111 481.40	73	10 2854.97	67	-8 626	8
Degraded Grasslands	2 616.96	2	8 395.11	4	3 769	-144
Grasslands (other)	2 150.28	1	2 252.01	1	102	5
Natural vegetation	10 960.11	7	11 274.66	7	315	3
Natural Features	3 701.85	2	3 696.32	2	-6	0
Urban Settlement	496.29	0	593.33	0	97	20
Rural Settlement	2452.83	2	2693.99	2	241	10
Other Transformed Areas	1744.79	1	1907.45	1	163	9
Total Area	152879.16	100	152879.16	100	0	0

According to the data above, there was an increase of 20% (4 447 hectares) in transformed land in Impendle between 2005 and 2008. This relates to a 3% decrease in untransformed land. Urban settlements increased by 20% (97 hectares) and rural settlements by 10% (241 Ha.). During this time the land area under plantations increased by 14% (1 329 Ha) and the area under other commercial agriculture increased by 12% (644 hectares). Subsistence agriculture increased by 87% during this time. Between 2005 and 2008 grasslands in pristine condition declined by 8% (8626 Ha.) while degraded grasslands increased by 144% (3769 hectares).

2.1 Agriculture potential areas

The western portion (inclusive of the Drakensburg) as well as the southern portion of the municipality are either categorized as Irreplaceable Agricultural Land, Proclaimed Reserves and/or Protected Areas. The UMDM Draft Environmental Management Framework (2017: 11) defines *Irreplaceable Agricultural Land* as land that is considered to have a very high agricultural potential and that it should be reserved solely for agricultural use to ensure national food security. Included also within this Category is identified grazing land that has a very high production value for sustained livestock production. According to the UMDM Draft Environmental Management Framework (2017: 14), *Proclaimed Land* is land that has been lawfully declared as either a national or provincial nature reserve under the appropriate legislation and is therefore not available for agricultural purposes. However, should this land be removed from such protected status, this land would be re-evaluated and assigned to the applicable category.

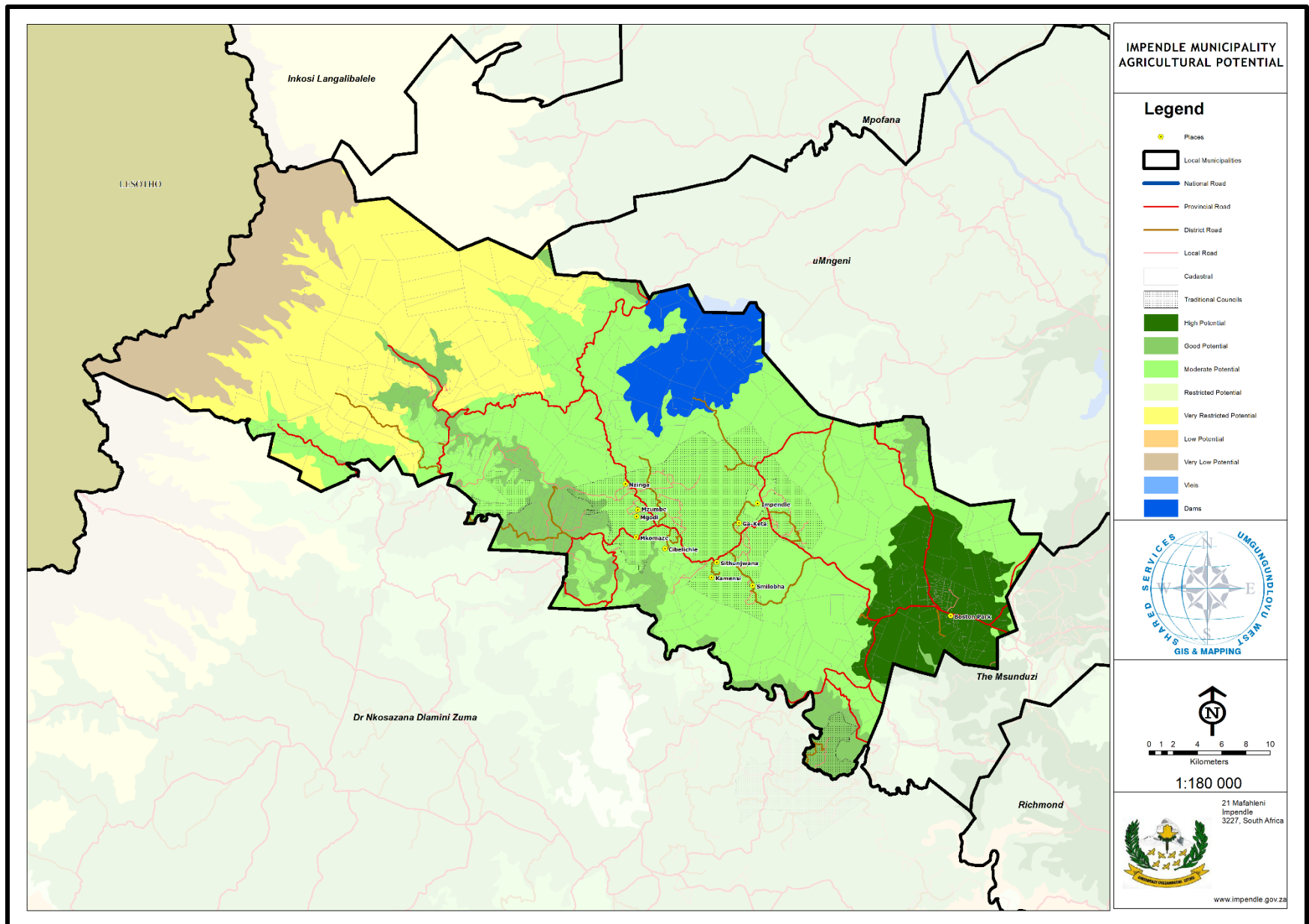
The Map below, shows that the eastern area travelling down to the western portion of the municipality is primarily threatened agricultural land. The Draft Environmental Management Framework for the uMgungundlovu District Municipality (2017: 11) explains that *Threatened Agricultural Land* is regarded as high potential agricultural land. Due to the limited amount of *Threatened Agricultural Land* in the province (and in the country), all efforts should be focused on retaining land within this Category for predominantly agricultural use.

Also as seen in the Map, Secondary Agricultural Land is in the central and west-south-western region of Impendle Local Municipality and is encapsulated by Primary Agricultural Land. According to the Draft Environmental Management Framework for the uMgungundlovu District Municipality (2017: 12-13), *Primary Agricultural Land* is regarded as land with moderate agricultural potential, on which significant interventions would be required to achieve viable and sustainable food production, although agriculture is still the majority land use in the rural landscape. *Secondary Agricultural Land* is regarded as land restricted to low agricultural potential. This land requires significant interventions to enable sustainable agricultural production which could include terracing, contours, high levels of fertility correction, lower stocking rate, supplementary feed etc.

Act 70 of 70

Most of the land within Impendle Local Municipality is included under Act 70 of 70 as it is also categorized as agricultural land. Section 3 of the Subdivision of Agricultural Land Act, 1970 (Act 70 of 1970) states that: Agricultural land shall not be subdivided; No undivided share in agricultural land not already held by any person, shall vest in any person; no part of any undivided share in agricultural land shall vest in any

person if such part is not already held by any person; unless the Minister has consented in writing to the subdivision or vesting concerned. Land under Act 70 of 70 needs to be released for any development to take place on it. The central portion of the map is excluded from the act as well as the protected areas.



2.2 Biodiversity (including Protected Areas)

Protected areas are areas of land that are protected by law under the National Environmental Management: Protected Areas Act (No. 57 of 2003), and as a result these areas are managed for the conservation of biodiversity. Impendle consists of the following protected area categories (See Impendle Protected Area Categories Map):

Impendle Protected Area Categories

Protected Areas Category	Name
EKZNW Protected Areas	o Ukhahlamba Drakensberg Park o Impendle Nature Reserve o uMgeni Vlei Nature Reserve
Biodiversity Agreement (Stewardship)	o Tillietudlum o Boston View
Nature Reserve (Stewardship)	o uMgeni Plateau Nature Reserve o Bosch Berg Nature Reserve
Protected Environment (Stewardship)	Mount Shannon Protected Environment

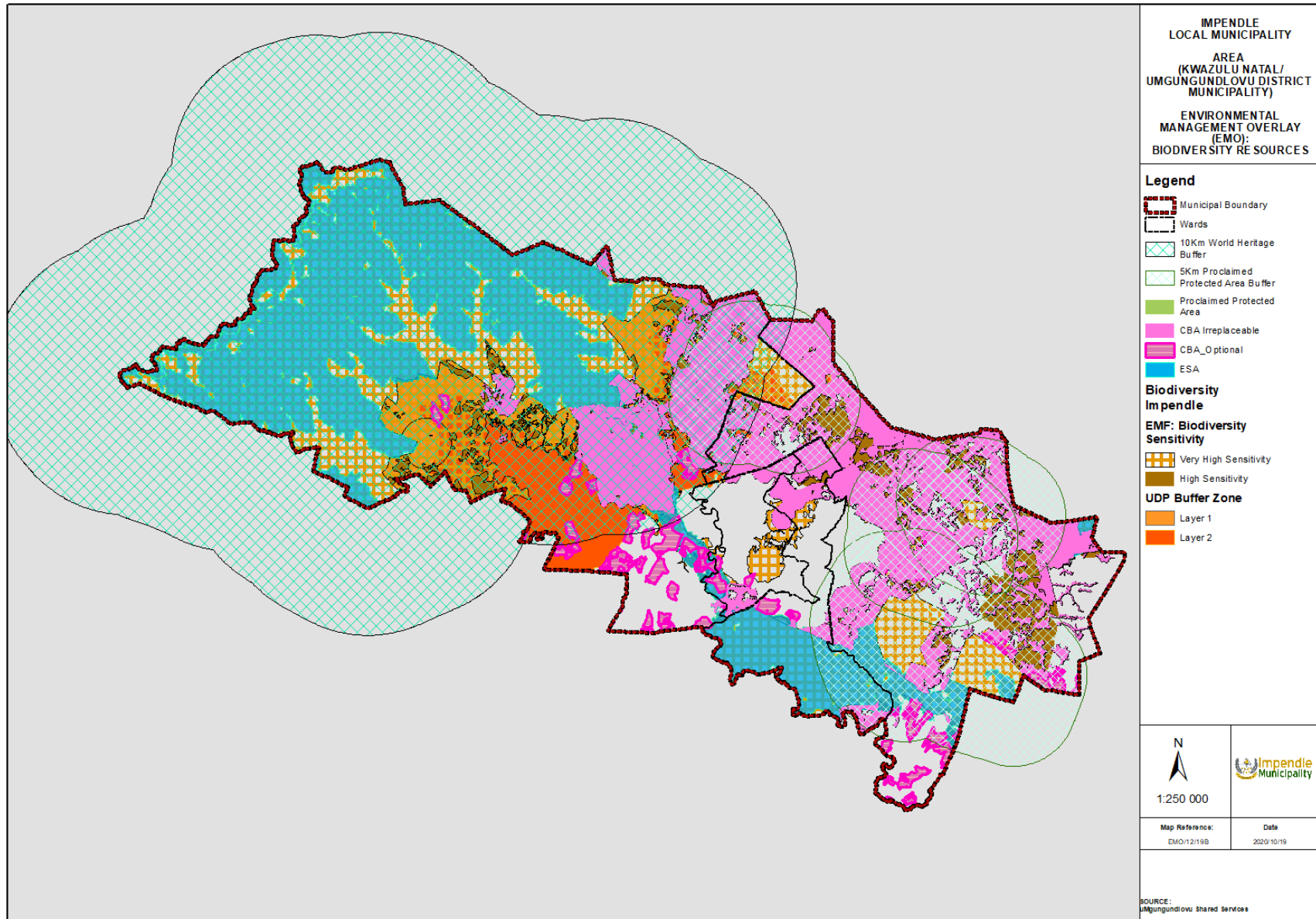
The most notable protected area within the municipality is the Ukhahlamba Drakensberg Park World Heritage Site (UDPWHS), an area with international recognition supporting important biodiversity and ecosystems assets. Through this recognition, the UDPWHS has become listed as a Ramsar Site, thereby supporting wetlands of international importance. (UMDM EMF Biodiversity Specialist Report 2017:10)

Management Plans are required to be developed for each type of Protected Area. The object of which must be to ensure the protection, conservation, and management of the protected area in a manner which is consistent with the objectives of the Protected Areas Act and for this purpose, the protected area was declared. The Ezemvelo Wildlife Guidelines (2017: 10) advocates for municipalities to implement buffering mechanisms and Regional Management; Environmental Education and Awareness as well as Tourism development and management. According to Map 44 and Table 5, most of the landscape in the municipality is categorized as protected land, table 5 states that it accounts for 41.17% of the total municipal land. These include uKhahlamba Drakensburg Park, uMgeni Vlei and Plateau, Boston View, Bosch Berg, Tillietudlum, Mount Shannon and a pocket of land towards the south-western portion of the municipality.

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

As seen in Map 44, 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 Areas. These two categories trail in small

segments from the south-easterly portion of the municipality to the north-westerly side, as depicted in Map 44. According to the uKhahlamba Drakensburg Park World Heritage Site Integrated Management Plan (2012: 204), part of the uKhahlamba World Heritage Site falls within the Impendle Local Municipality and is in the western region of the municipality. The Park is a national and global asset due to its natural and cultural worth. The uKhahlamba Drakensburg Park World Heritage Site Integrated Management Plan (2012: 4, 214) states that the uKhahlamba Drakensburg Park is also part of the Trans Frontier Conservation Area. The uKhahlamba Drakensburg Park is considered a protected area, as well uMgeni Vlei and Plateau, Boston View, Bosch Berg, Tilletudlm, Mount Shannon and an area located in the southwestern portion below Sithunjwana. Most of the settlements within the Impendle Local Municipality are not within the Critical Biodiversity Areas.



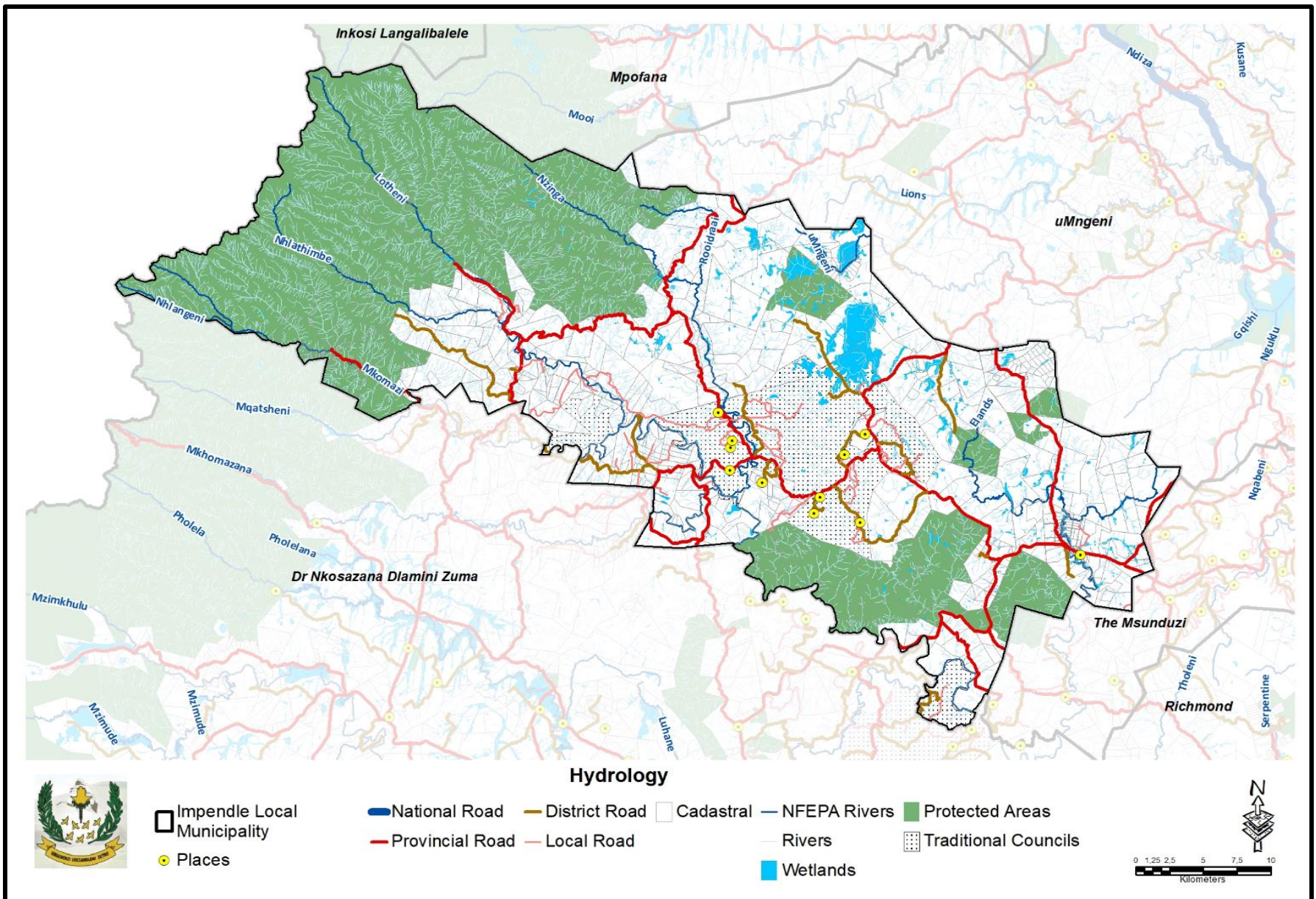
Hydrology and ground water

Impendle 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 uMkhomazi River towards the south.

The Nhlathimbe River falls between the Lotheni and Mkhomazi River. It flows in a north-westerly direction and connects to the Lotheni River towards the south. The Mkhomazi River runs in an east-south-easterly direction and can be traced to the Mkhomazi pass within the Cobham State Forest located in the Drakensberg. The river flows into the Indian Ocean. According to the Umgeni Water Infrastructure Master Plan (2020; 22), several large tributaries, including the Lotheni, Nzinga, Mkhomazi, Elands iXobho River's flow into the uMkhomazi River. The Mkhomazi region includes small towns such as Bulwer, Impendle, Ixopo, Mkhomazi, etc.

According to the Umgeni Water Infrastructure Master Plan (2020; 22), the UMkhomazi catchment is currently underdeveloped. The mainland-use activities are commercial, forestry and irrigation in the central catchment areas around Impendle, Bulwer, Ixopo, and Richmond. The municipality also has several other smaller rivers running through it, including the Mngeni, Elands and Rooidraai 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. According to the Impendle Local Municipal IDP (2013:73), associated wetlands perform a key role in this regard. A cluster of wetlands is found towards the northeastern region of the municipality and trail down to the southern parts. The UMngeni 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 Impendle Local Municipal IDP (2013:74) states that 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 as part of a Natural Heritage Site.

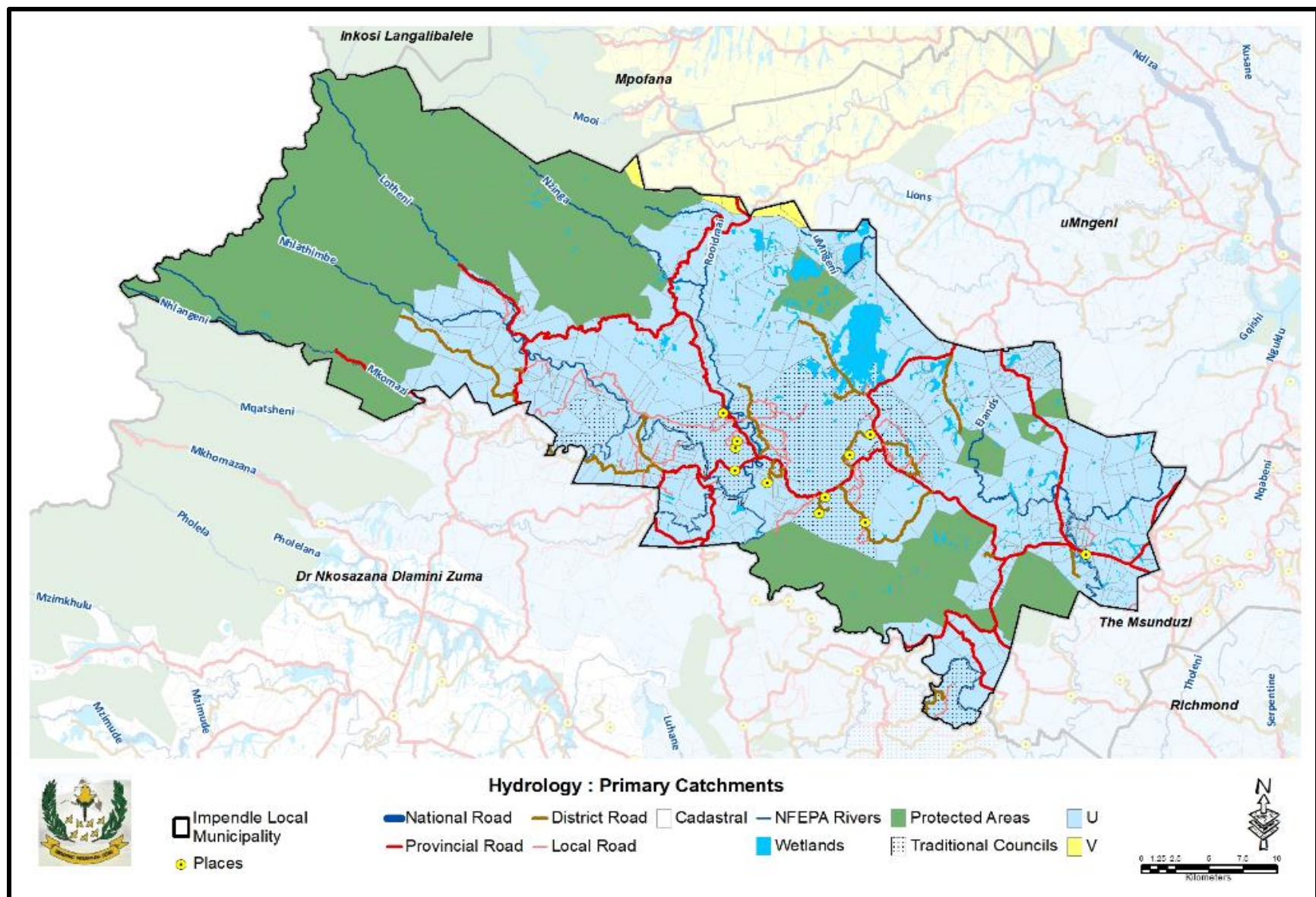


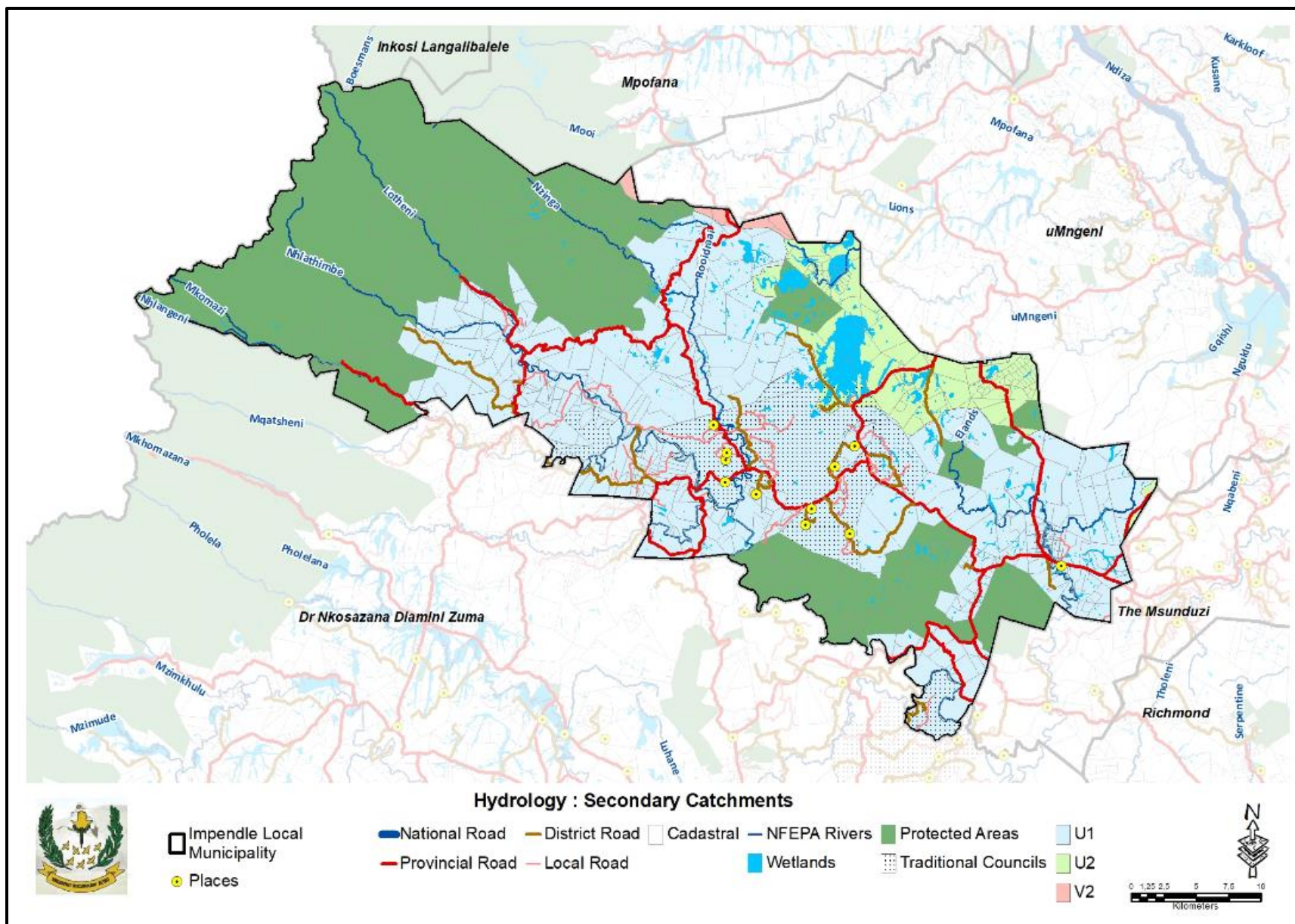
According to the Water Research Report (2013; 32), primary catchment U is situated in KwaZulu-Natal. The catchment is made up of the uMvoti, uMngeni and uMkhomazi river systems and contains the towns of Durban and Pietermaritzburg. The State of the Rivers Report (2017:46-47) also states that The U primary drainage region falls within the Pongola-Mtamvuna Water Management Area. The KwaZulu Natal regional office is responsible for monitoring this management area. The Municipality as seen in the map above contains a Drainage Region also marked by a V. This region also falls under the Pongola-Mtamvuna Water Management Area.

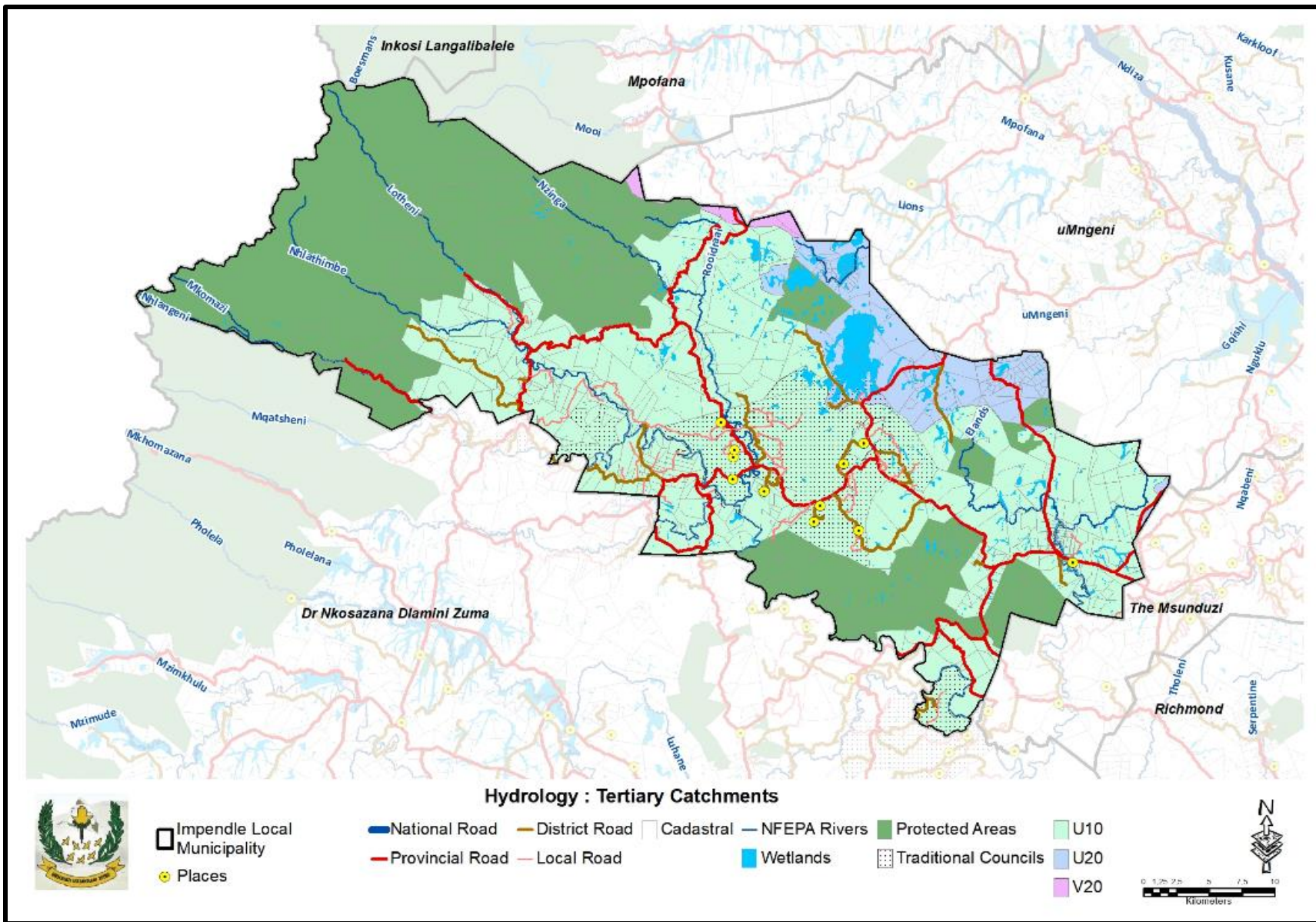
The U1 in Map 39 above is identified as uMkhomazi, the U2 as uMngeni and the V2 as the Mooi River. U1 and U2 fall under the Pongola-Mtamvuna Water Management Area. The uMgungundlovu Environmental Management Framework (2017; 8) states that the current water demand from the uMngeni catchment area is exceeding sustainable levels and is stressing the aquatic ecosystems. Rapid urban & industrial expansion and population growth are increasing demands, and this is compounded by inefficient water use and wastage. The area depicted in blue represents the uMkhomazi catchment, which Impendle falls within.

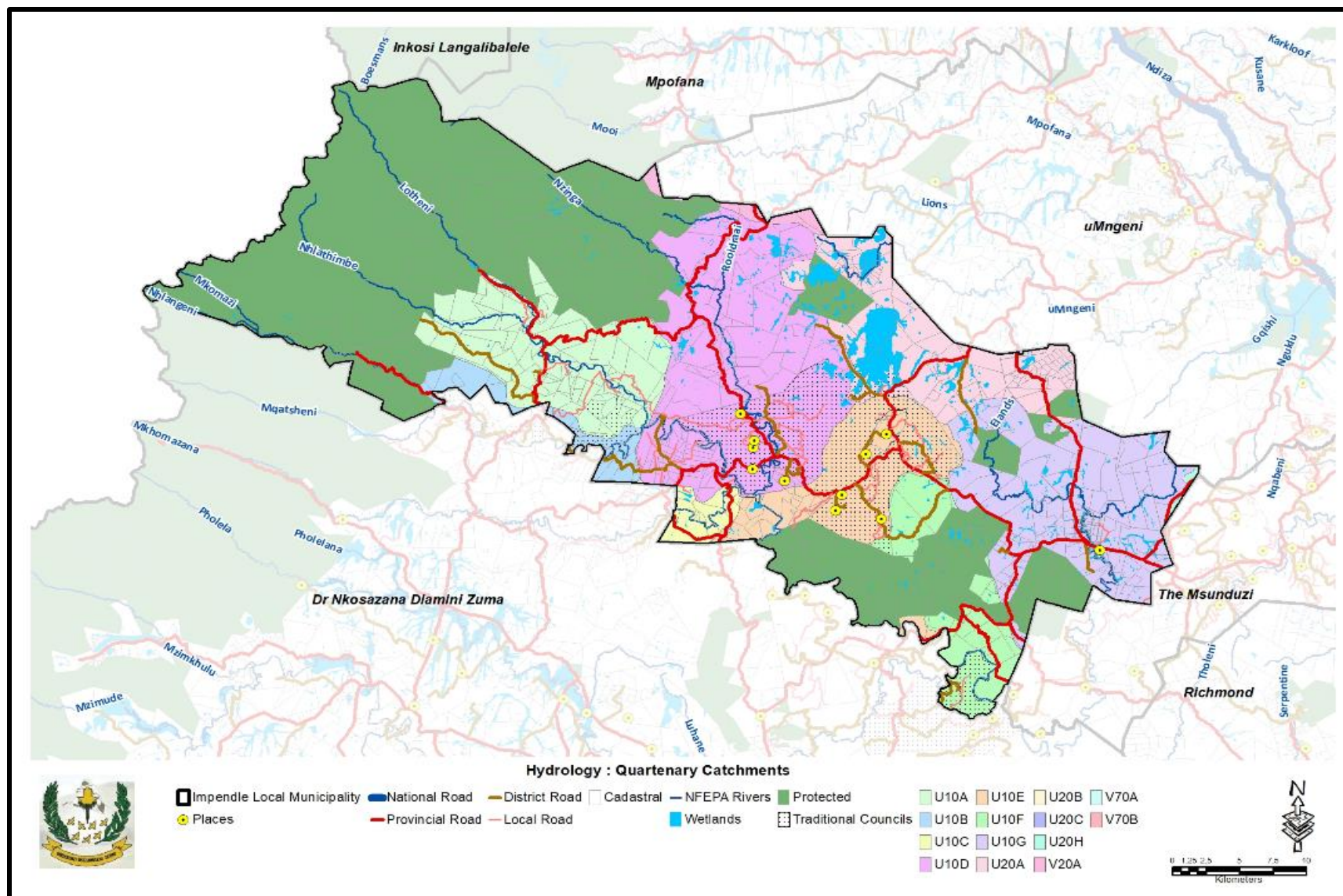
Tertiary and Quaternary Catchments

Map 40 illustrates tertiary catchment areas. According to the Water Research Report (2013; 85), U10 stands for a river whose main source is the uMkhomazi River and U20 stand for a river whose main source is the uMngeni River. V20 and U20 are located on the northern as well as the north-eastern portion of the municipality, while the rest of the municipality falls under U10. As seen in Map 40, there are multiple quaternary catchments within Impendle.









1.7.4 Air Quality

The quality of the air in ILM is good, as it would be expected in rural areas. This can be ascribed to the rural nature of the area, with low densities of motor vehicles and no heavy industries that can contribute to a marked decrease in air quality. Air pollution is most likely to be associated with the burning of sugar cane, fuel wood and fugitive dust emissions generated from unpaved roads. Household related burning of wood is high in rural settlements however usually has a low impact to the air quality of the municipality.

Climate Change

Climate change is a worldwide phenomenon, affecting the environment, habitats and eco-systems and creates an uncertainty about the future of humanity. It is likely to manifest in several different ways according to local conditions. Many of these impacts will develop indirectly through increased stresses placed on the environment systems, such as more frequent periods of extreme heat. As a direct consequence, extreme weather events have been increasing in scale, frequency, and intensity. Climate change in this context refers to changes in the modern climate, including the rise in average temperatures known as global warming, and extreme weather events such as floods and droughts that are likely to become more frequent and intense. The impact of climate change will challenge the adaptive capacity and resilience of cities and regions especially with respect to infrastructure systems.

The effects of climate change will mostly comprise of latitudinal and altitudinal changes in the distribution of various species, while in some cases climate change will be seen as an 'escalator of extinction' for critical climate types and their dependent species. According to the Impendle Municipal IDP (2018:71-72), the biophysical gradient of Impendle is comparatively prominent on a provincial scale. The local municipality's varying temperature; its annual precipitation; its multiple rivers and valleys; all emphasize the significant role Impendle Local Municipality will play in biodiversity conservation in response to climate change.

- Good environmental governance and leadership are key in identifying and dealing with environmental changes within the municipality and undertaking the necessary awareness campaigns around such issues. As such, according to the Impendle Municipal IDP (2018:81), Impendle LM Ecosystem Disaster Risk Reduction initiatives involve creating awareness and restoration of wetlands through:
 - Engagements with Traditional Councils on settlement patterns.
 - Engagement with communities on deforestation.

The existing municipal and traditional leadership within the municipality have a strong potential to drive change as well as create desirable outcomes for the community and the environment. The maps **below show the flood prone areas, weather conditions.**

C.2.3 Existing And Future Human Settlements Corridors, Nodes, and Towns

Settlement Corridors

Different road types and interrelationships between mobility and activity are shown by development corridors. They encourage mixed-use development along important roadways and arterials, as well as at strategic points. Lower-order corridors aim to increase permeability and access.

R617 Primary Regional Connector

The R617 is a regional route that is identified as a primary corridor. It has the greatest potential in terms of tourism and service growth, due to the relatively high volume of traffic that is on the route. This route is an important tourist route with areas of scenic beauty and landscape. Development along this route should be undertaken with care so as not to detract from the visual asset value of the area. It also provides high linkages with surrounding municipalities and economic node and serves as a link from the Drakensberg uKhahlamba Park tourist attraction sites to Pietermaritzburg through to the Eastern Cape.

There are also various leisure sites (Birding Park), BnB's, lodges which enhance tourism along this corridor and contribute to the character of this corridor. Development along this corridor will be explored from a tourist/ mixed-use development perspective. The R617 is the primary transportation route that traverses the municipality in a southern direction. Its north-eastern terminus is the N3 at Howick.

The R617 road is very important as it connects Impendle LM provincially. The road connects Impendle LM to areas such as Bulwer and Underberg the west and Boston and Howick to the east. The R617 then ends at Kokstad at an intersection of the R56. According to the South African road classification system (Based on TRH26), the R617 is considered as a minor arterial road and should obey a road reserve of 30m for the Centre line for any development to take place.

P127-1 Primary Local Connector

The P127-1 is identified as a Primary development corridor. This road is the major link road connecting settlements such as Boston, Gomane; Novuka, Khetha, Nhlabamkhosi as well as Impendle town area directly to the R617.

P127-P129 Secondary Local Corridors

The P129 is identified as our secondary corridor within the municipality. It receives direct access from the P127-1 and connects many settlements located along the western portion of the municipality such as Compensation; Nzinga as well as Stofelton and Stepmore with the eastern portion of the municipality. This corridor leads all the way to Bulwer via the P128 and further on to Underberg. The intersection of the P127- P129 to the P127-1 could be a key point for development. The surrounding land uses are of a mixed-use commercial nature

P27-P28 Tourism Corridor

The P27/P28 is identified as a tourism corridor. The Draft PSDF identifies the corridor area as a Priority 3 corridor (tourism corridor). The main aim of the corridor is to facilitate the movement of tourists to

Drakensburg as it is considered the easiest route to the Mountains and Park. Development of settlements is not encouraged along this corridor as it is mainly intended for tourist movement.

The upgrading and design of this road are very important as the majority of the road is gravel. A buffer of 25km is applied along the uKhahlamba Drakensberg Park.

IMPENDLE PROPOSED CORRIDORS



LEGEND



Provincial Corridor



Primary Corridor



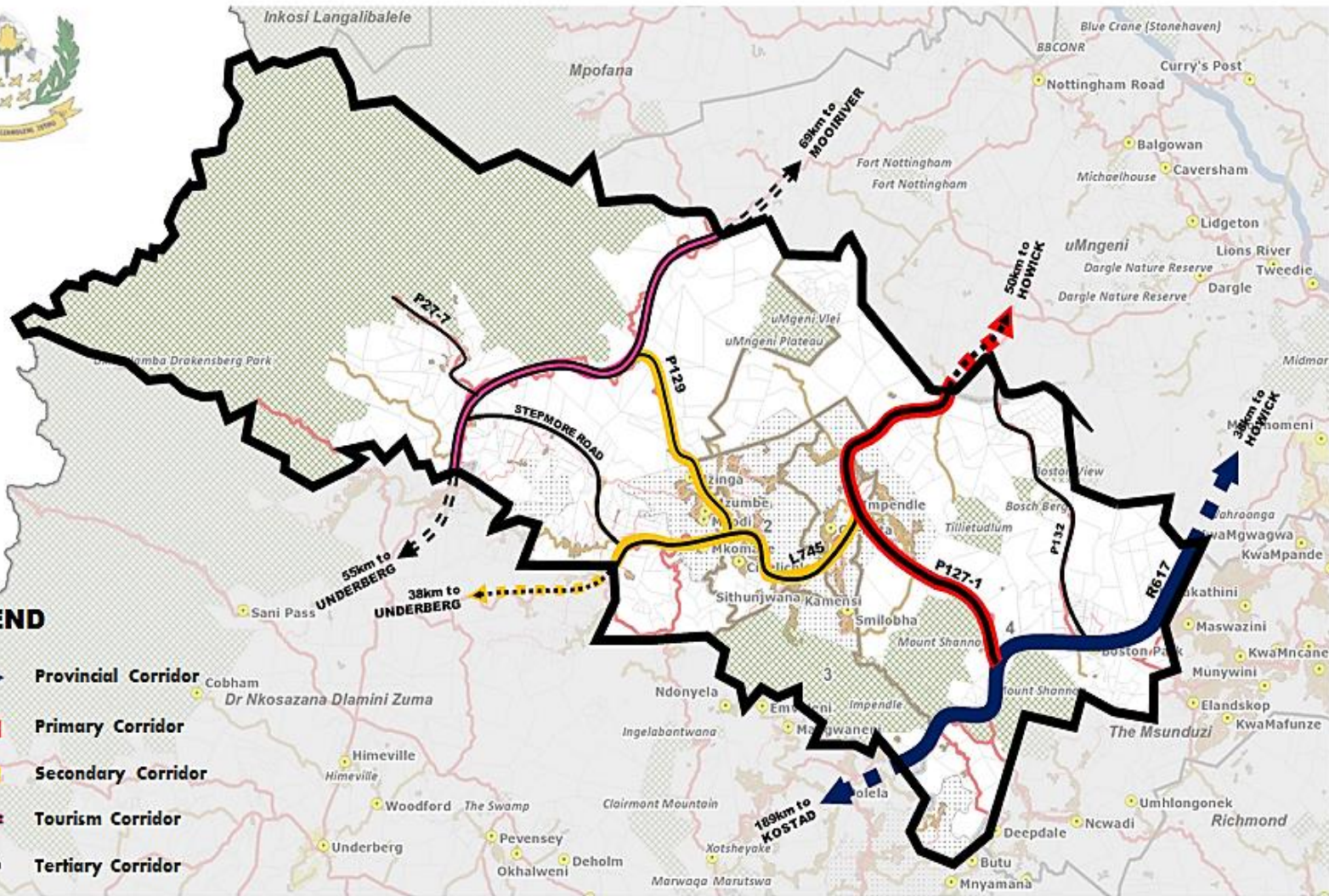
Secondary Corridor



Tourism Corridor



Tertiary Corridor



System Of Development Nodes and Towns

The ordering and location of services and facilities, in a manner that promotes accessibility and efficiency in service delivery, is required. This is critical for the performance of the municipal area as a whole and land use integration. As such, the clustering of various activities at appropriate and accessible nodal locations provides the municipality with a network/system of opportunity centers. Some of these nodes have benefited from public and private sector investment in services and infrastructure, which needs to be managed and maintained. Others are in previously disadvantaged areas, which have suffered from institutionalized neglect. Although the nodes have contrasting characters, profiles, and management issues, they cumulatively accommodate most economic activities, employment prospects, an existing/growing residential stock, and access to community facilities and services. As such, the strength and feasibility of the nodal points are directly linked to the functioning and health of their catchment areas. The concentration of activities in and around these areas will stimulate further development of higher-order activities.

The unfavorable topographical conditions, the associated road network and the resulting settlement pattern make the application of a hierarchy of nodes approach difficult in Impendle LM. To address this, the municipality will facilitate the evolution of a system of nodes incorporating municipal service centers and rural service nodes with potential agricultural and tourism nodes. These nodes are opportunity areas for the location of a range of activities, from small to large enterprises, public facilities, and transportation infrastructure. They are generally located along or at the cross-section of development corridors and are located within settlements that are destined for densification.

Economic and Service Hub: Impendle Town

Impendle town is the main service hub that services the entire municipal area. The town is highly accessible, being located on the primary corridor [P127-1] and at the intersection of the R617. It is a small but significant service Centre; most of the activity takes place in the area. In terms of its role and function within its Local municipality, it provides financial, agricultural, social, educational, and marketing goods and services to the surrounding rural settlement areas. In addition, it is also an important exchange Centre for a large rural population and serves as a transport interchange. Considering the important role and function of this node, it should be classified as the focus area for municipal and government services and the main economic hub within the municipality.

As a municipal service node, the following spatial planning directives are critical interventions for Impendle to realize its potential:

- Development of commercial activities serving the entire municipal area and the surrounding areas.
- Location of sub-district offices of various government departments and service delivery agencies.
- Location of facilities and services for an effective administration and local governance.
- Development of infrastructure that would enable the town to play its role as the regional hub and service Centre. This includes promoting projects that are intended to provide service to the municipal area as a whole and beyond.

- Implementation of the Impendle Urban Design Layout, apart from the north-eastern portion. This is because the layout cuts across an existing provincial road. It is proposed that there be a partial cancellation of the general plan.
- Initiating programmes to improve the aesthetic character of the town. This may include landscaping, development of landmarks and urban design features.

The municipality has developed a layout for Impendle town and has registered the general plan. The layout depicts the existing and future uses for the area. From the map below it is clear that most of the zoning accommodate residential uses followed by active open spaces and Municipal and government.

Boston Agricultural Node

The Boston area is surrounded by many privately owned commercial farms. The Boston area has a main service hub area containing a Petrol Filling Station; hardware stores; Moth Hall; Boston Country Club; A few residential sites; Agricultural Co-operative; Police Station; cemetery as well as a piggery.

This area has the potential to be developed as an agricultural node due to the commercial farming of crops and poultry. The node can also offer employment in the form of farmers, therefore skills training centers in Impendle LM should promote the development of skills in the agricultural industry. The Boston area also includes a large portion of high potential agricultural land as seen on the map below. There is a layout designed for the Boston hub area where 62% accounts for residential zoning, followed by mixed-use and industrial zoning.

The Boston area could be developed from an agricultural perspective, with residential housing the farmers. The area can also be developed as a stopover for tourist attractions as there are many b and b's and lodges along the P7-2. Other initiatives include.

- Involve communities in Agri-processing the following option can be considered: Establishing small-scale, appropriate, and sustainable processing businesses that are flexible require little capital investment and can be carried out in the home without the need for sophisticated or expensive equipment.
- Expansion of trade opportunities related to agricultural activities – formal and informal.

Tourism Nodes

There are two proposed eco-tourism nodes.

The node along the R617: due to its location along the intersection of the R617 and P127-1 and the scenic views along the R617. The potential for development along this road includes.

- Development of a range of tourist accommodation facilities in other parts of the town. These may include lodges, Bed and Breakfast establishment, etc.
- Mixed land use development (tourist accommodation, commercial buildings, shopping facilities, and service industry) along the length of the R617.

The Lower Lotheni node: the Lower Lotheni is undeveloped but should form a specialist tourism node which will allow for the development of eco-tourism related economic activity, bringing tourists in through a mini gateway to this section of the UDPWHS.

Future development within this node should substantially follow the following guidelines/directives:

- Initiatives that support nature conservation and the associated eco-tourism should be promoted and supported. This will enhance the role of Lower Lotheni as an eco-tourism area.
- Well designed and appropriately located facilities for informal trading (arts, craft, fruits, and vegetables) should be developed to manage and integrate informal trading into the mainstream economy.

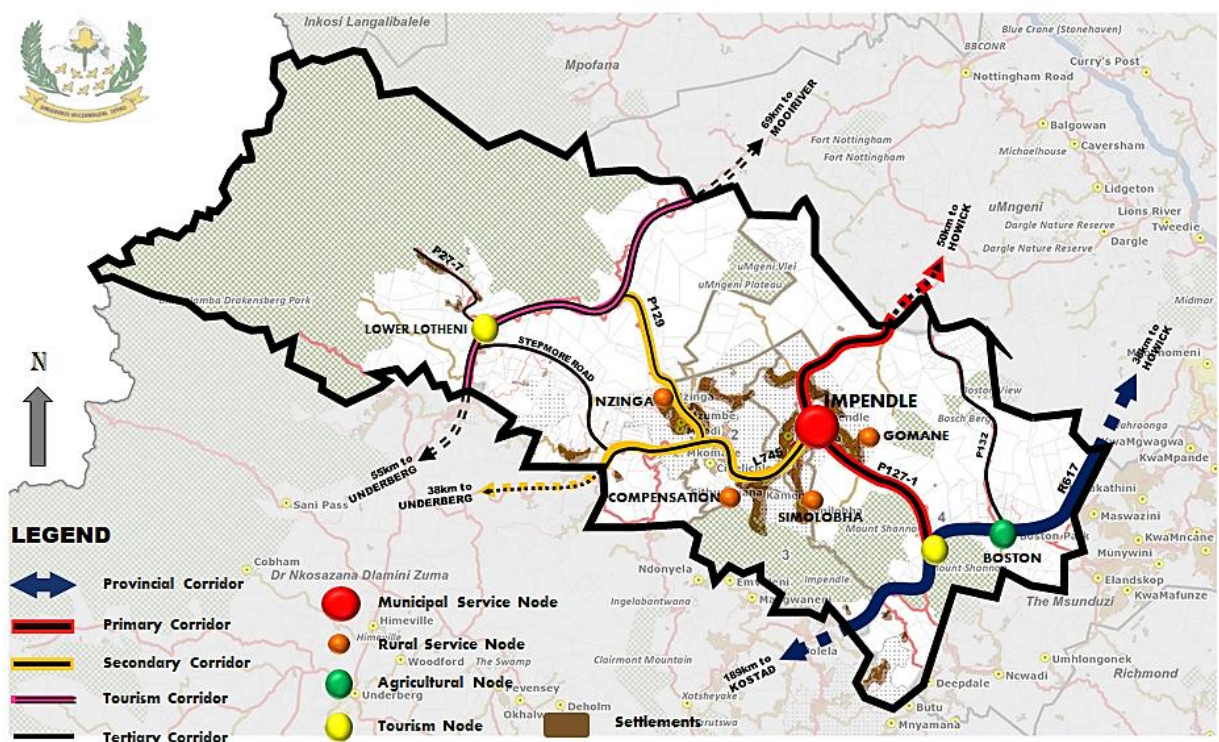
- Develop facilities for informal street trading to provide for SMMEs and create a vibrant economic environment.

Rural Service Nodes

Gomane, Smilo Bar, Swamp (Compensation), Nzinga, and Stofelton have been identified as rural service nodes. They are lower order services mainly developed due to the growing density of the settlements surrounding the area. They serve the surrounding densely populated rural community. The levels of service that are normally found at or around these nodes are:

- Clinic
- Post Boxes
- Shops- in the form of spaza shops/ tuck shops
- Secondary and Primary School
- Taxi drop-off and collection points

IMPENDLE EXISTING SETTLEMENTS



C.2.4 identification, quantification (in terms of capacity and financial requirements) and locational of engineering infrastructure and service provision requirements for existing and future development needs for the next five years?

Agriculture and Environmental Trends & Analysis

- Impendle Local Municipality is characterized by mountainous areas with limited pockets of flat developable land. Some settlements are located within various river flood lines and are thus at risk of flooding. Future development requires an informed and planned approach.
- 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.
- There are a few environmentally sensitive areas (protected areas) in the ILM. uKhahlamba Drakensburg Park forms a large portion of this the protected area. The south-eastern region of the municipality also has pockets of these areas. Protected areas account for 41,17% of the municipal land. The Impendle Local Municipality is also composed of threatened agricultural land, both of which require careful planning, to meet any development needs without compromising the integrity of the land.
- A large portion of the agricultural land within Impendle falls under Act 70 of 70.
- Impendle experiences rainfall during the Summer as well as dry Winters. The municipality typically experiences warm to extremely cold weather. The floodplain wetlands are in the northern region of the municipality. Some of the settlements in the ILM coincide with wetlands which pose a threat to the environmental integrity of these wetlands and any structure located within wetland areas.

Agriculture and Environmental: SWOT Analysis and Key Challenges

STRENGTH	WEAKNESS
Availability of land – Enough for new development and investments	Tourism – unrealised potential.
Relatively low levels of transformation of vegetation / habitat make	Municipality does not have sufficient staff capacity to manage and implement all municipal plans
Geographical location – Drakensberg World Heritage Site, Midlands Meander close by	Tourism – unrealised potential.
Impendle particularly important in terms of conservation and provide it with additional opportunities for eco-tourism	Agriculture – high value agricultural land underutilised
Natural resources (rivers, mountains, grass lands).	
OPPORTUNITIES	THREATS
Potential for growth and investment opportunities in the nodes as the commercial Encouraging new economic opportunities in proximity to identified growth areas and adjacent to major roads. sector is under-developed.	Alien plant invasion threatens agricultural land and biodiversity in ecosystems. Extreme Weather Conditions and the need to locate settlements away from flood risk areas.

Potential for processing of agricultural produce.	Creation of Buffer areas/ zones to contain environmental degradation which includes greater risk of soil erosion and the spread of alien invasive vegetation species.
Focusing economic strategies on nodal development and the retention of the natural resource base	Rugged Terrain and Degraded land – soil erosion
	Almost two-thirds of Impendle area falls within the buffer zone, which poses a threat to the UDPWHS in terms of the settlement sprawl within the buffer zone.
	Economy is largely under-developed due to the location of the Municipality
	Poor land management practices could threaten the natural resources.
	Need to maintain water resource.

Spatial Transformation Agenda & Environmental SWOT Analysis included?

1.10 Disaster Management

Municipalities are required to integrate disaster management planning into their integrated development planning processes in terms of the Disaster Management Act of 2003. Integrated development plans should, therefore, reflect on the disaster management plans where they relate to specific strategic outcomes in the integrated development plan. Planning for programmes and project for the IDP term should take cognizance of the risks anticipated in disaster management plans. Both integrated development planning and disaster management planning processes must also use the same data as the base planning information. Impendle LM has developed a DMSP for integration in the 2023/24 IDP in compliance with the legislation.

Impendle Local Municipality is mostly threatened by the following hazards:

- Heavy rains
- Strong winds
- Structural fires
- Lightning
- Veldfires

Municipal Institutional Capacity

NO	STAKEHOLDER	ROLES AND RESPONSIBILITIES	CONTACT PERSON
1	The Mayor/Municipal Council	<ul style="list-style-type: none"> The Mayor & Municipal Council declares a state of local disaster. Mobilize resources for disaster response & recovery. Receives and considers reports regarding disaster risk management. 	<ul style="list-style-type: none"> Municipal Manager: Mr. Z.C. Tshabalala Hon. Mayor: Mr. B. Mlaba
2	Municipal Manager	<ul style="list-style-type: none"> The Municipal Manager is responsible for governance in the Municipality, including effective disaster risk management. Mobilize resources for implementation of the plan 	<ul style="list-style-type: none"> Municipal Manager: Mr. Z.C. Tshabalala
3	Municipal Departments <ul style="list-style-type: none"> Technical Community Corporate Finance 	<ul style="list-style-type: none"> To provide expertise and technical information pertaining to their line function departments To act as leading agencies in dealing with certain hazards that require technical skills 	<ul style="list-style-type: none"> Director: Technical Services Director Community Services: Mr. G.S. Ngcobo Chief Financial Officer (CFO): Mr. N. Mkhize
4	Impendle Municipal Disaster Management Centre	<ul style="list-style-type: none"> Point of co-ordination for Disaster Management. Ensure development of Disaster Management plans and monitoring the implementation there-of Conduct risk assessment for the area of jurisdiction of the municipality in consultation with all relevant role players. Promote prevention, mitigation, and response initiatives by municipal organs of state, non-governmental organizations, and communities in jurisdiction. Measure performance and evaluate progress of initiatives. Facilitate the activation of Joint Operation Centre whenever a need arises. 	<ul style="list-style-type: none"> Mr. G.S. Ngcobo (Head of disaster management) Ms. S.M. Tshabalala (IDP/PMS Manager) Mr. T.N. Mkhulise (Disaster Risk Management Co-ordinator)

		<ul style="list-style-type: none"> • Make referrals to another sector departments and plan and execute awareness campaigns 	
5	Traditional Leaders	<ul style="list-style-type: none"> • To ensure that traditional values and indigenous information is also forms part of disaster management planning in the municipal area 	<ul style="list-style-type: none"> • Inkosi Zuma • Inkosi Molefe • Inkosi Duma
6	South African Weather Service	<ul style="list-style-type: none"> • To provide advice on weather patterns and cascade early warning systems as part of ensuring state of preparedness • Provide weather forecasting services 	<ul style="list-style-type: none"> • Regional Manager
7	SASSA	<ul style="list-style-type: none"> • To make provision of the different types of grants to needy communities • To also provide relief such as food vouchers and/or groceries 	<ul style="list-style-type: none"> • Ms. N. Hadebe
8	Home Affairs	<ul style="list-style-type: none"> • To ensure that communities receive official documents. • To control illegal emigration of people to and from the South African Borders 	<ul style="list-style-type: none"> • Mr. S.B. Ngcobo
9	South African Liquor Authority	<ul style="list-style-type: none"> • Responsible of regulating liquor licenses in the area • Attend to all liquor related complaints and ensure that they are resolved timeously 	<ul style="list-style-type: none"> • Area Manager
10	uMgungundlovu District Disaster Management Centre	<ul style="list-style-type: none"> • Provide coordination and technical support to the municipality. • Provide disaster management planning. • Provide disaster risk reduction programmes. • Provide disaster response measures 	<ul style="list-style-type: none"> • Head of Disaster Management Centre: Mrs. L. Serero • Mr. Z Mbhele (Disaster Management Practitioner)
11	uMgungundlovu Environmental Health	<ul style="list-style-type: none"> • Ensure environmental protection. • Food safety/Water safety • Emergency shelters • Waste and excreta disposal • Personal hygiene 	<ul style="list-style-type: none"> • Mr. N Zungu

		<ul style="list-style-type: none"> • Vector control • Disposal of dead • Infectious diseases • Dangerous good • Environmental pollution 	
12	uMgungundlovu Water and Sanitation	<ul style="list-style-type: none"> • Provide bulk water and reticulation system. • Provide planning and engineering services. • Provide sanitation services. • Water infrastructure maintenance 	<ul style="list-style-type: none"> • Ms. N. Mthethwa
13	Provincial Disaster Management Centre	<ul style="list-style-type: none"> • To provide coordination and technical support to municipalities • Provide disaster management planning. • Provide disaster risk reduction programmes. • Facilitate declaration of a disaster. • Provide capacity building initiatives. • Provide disaster response measures 	<ul style="list-style-type: none"> • Acting Head: PDMC • Mr. S. Ngema • Mr. T. Vilakazi • Mr. S. Majola
14	SA Red Cross	<ul style="list-style-type: none"> • To provide disaster response measures such as humanitarian aid to disaster victims (blankets, temporal shelter, soup kitchen etc) • Render first aid and home-based care. • Provide trauma counselling. • Restoring and reuniting families • Conduct community awareness campaigns. • Act as link to government services • Provide training programmes 	<ul style="list-style-type: none"> • Branch Manager: Mr. P. Hlombe
15	Al-imdaad Foundation	<ul style="list-style-type: none"> • To provide disaster response measures such as humanitarian aid to disaster victims (blankets, temporal shelter, soup kitchen etc) • Act as link to government services 	<ul style="list-style-type: none"> • Regional Manager: Abed Karim

		<ul style="list-style-type: none"> • Provide advocacy for social cohesion. • Coordinate & provide international missions. • Provide drought interventions. • Support community development initiatives 	
16	Gift of the Givers	<ul style="list-style-type: none"> • To provide disaster response measures such as humanitarian aid to disaster victims (blankets, temporal shelter, soup kitchen etc) • Provide search and rescue services. • Provide medical support. • Act as link to government services • Coordinate & provide international missions 	<ul style="list-style-type: none"> • Managing Director: Dr Sooliman
17	Community Based Organizations	<ul style="list-style-type: none"> • To provide both physical and emotional support during difficult times to victims 	<ul style="list-style-type: none"> • Ps. S. Sibiya (Pastors Association)
18	Eskom	<ul style="list-style-type: none"> • To provide technical information on electricity safety and disaster risk reduction • Conduct community education and awareness. • Provide emergency response to disaster affected areas 	<ul style="list-style-type: none"> • Area Manager
19	South African Police Services	<ul style="list-style-type: none"> • Maintain peace and order. • Provide intelligence services. • To ensure safety and security • Investigate criminal activities. • Deal with bomb threats & hostage situations. • Serious and violent crimes • Chemical incidents • Chemical spillage • Apprehend people in conflict with the law. • Support justice system for prosecution 	<ul style="list-style-type: none"> • Mr. Makhathini (Impendle Captain)

		<ul style="list-style-type: none"> • Prevent any criminal activities from occurring e.g., looting and theft of food, rations, water. • Conduct search and rescue operations. • Crowd control and assess control 	
20	Fire Services (Structural and Veld/Forest fires)	<ul style="list-style-type: none"> • To ensure fire safety communities (Conduct fire safety inspections, community awareness, create fire breaks) • Ensure safety of farmers and landowners. • Technical advice on veld fire management • Conduct fire investigations. • Enforce fire regulations and by-laws. • Provide emergency response. • Conduct fire drills 	<ul style="list-style-type: none"> • Mr. T. Ntuli (Fire Commander) -UMDM Fire & Rescue Services
21	Department of Health: Primary Health Care	<ul style="list-style-type: none"> • Primary agency responsible for biological disasters and epidemics. • Provide first aid, health and medical care, ambulance arrangements, • Provide preventive steps for other diseases, record of dead persons, mobile clinics, and supply of medicines. • Promote awareness of out-breaks. 	<ul style="list-style-type: none"> • Sister Ndlovu (Gomane Clinic) • Sister Madlala (Nxamalala Clinic) • Sister Mshengu (Mahlutshini Clinic)
22	Department of Health: Emergency Medical Rescue Service	<ul style="list-style-type: none"> • Provide emergency medical rescue services. • Provide patient transportation services. • Provide Arial medical rescue services 	<ul style="list-style-type: none"> • Area Manager (Sindi Mokoena)
23	Department of Health: Forensic Pathology services	<ul style="list-style-type: none"> • Provide transportation for the deceases. • Perform post-mortem services. • Manage mortuary services 	<ul style="list-style-type: none"> • Area Manager

24	Department of Transport	<ul style="list-style-type: none"> • Department of Transport's Road Traffic Inspectorate is responsible to monitor traffic flows and the effect of adverse weather conditions. • Monitoring road conditions (bridges washed away etc.) • Removing of debris from all roads is implemented and monitored by DOT. • Road maintenance • Reconstruction and rehabilitation of roads • Identify a safe alternative. • To make provision of measures to prevent motor vehicle accidents 	<ul style="list-style-type: none"> • Mr. Mkhasibe
25	Department of Social Development	<ul style="list-style-type: none"> • Provision of food parcels • Psychosocial support services to affected families. • Bereavement counselling where necessary • Placement and displaced children to place of safety. • Reunification services of families and family members. 	<ul style="list-style-type: none"> • Mrs. Mathaba (Manager) • Ms. M. Zuma (Supervisor)
26	Telkom	<ul style="list-style-type: none"> • Install communication lines. • Provide emergency response to disaster incidents 	<ul style="list-style-type: none"> • Area Manager
27	Puma Garage	<ul style="list-style-type: none"> • Provide refreshments to motor users and passengers. • Provide fuel and oil services. • Fuel stations 	<ul style="list-style-type: none"> • Mr. T. Ngubane
28	Human Settlements	<ul style="list-style-type: none"> • Implementing housing projects and respond to disaster housing reconstruction and rehabilitation 	<ul style="list-style-type: none"> • Mr. Mkhize
29	Agriculture: Extension Services	<ul style="list-style-type: none"> • Training/Skills Development for extension workers and farmers. • Monitor status of Farm Dam levels. • Update of crop, soil, livestock, and agriculture conditions. • Conduct pest and disease surveillance. 	<ul style="list-style-type: none"> • Area Manager

30	Agriculture: Vet Services	<ul style="list-style-type: none"> • Conduct Epidemiology/disease surveillance. • Conduct parasite surveillance. • Co-ordination of disposal of dead carcasses 	<ul style="list-style-type: none"> • Area Manager
31	Agriculture: Engineering	<ul style="list-style-type: none"> • Disposal of dead carcasses • Assess agricultural infrastructure damage 	<ul style="list-style-type: none"> • Area Manager
32	Agriculture: Disaster Management	<ul style="list-style-type: none"> • Focussing on social disruption such as road blockages, business continuity, forestry, farming and agricultural activities etc. • Assess losses and damages Impact/damage information: loss of life and injury, infrastructural damage, livestock losses, estimated Rand value of damage. • Identification and demarcate areas affected by severe convective storms. • Propose intervention. • Coordinate response and recovery for affected farming communities. 	<ul style="list-style-type: none"> • Mrs. Karen Yardley
33	Rural Development	<ul style="list-style-type: none"> • Facilitating land issues/ land ownership and provide assistance on mitigating fires in the farming zone 	<ul style="list-style-type: none"> • Area Manager
34	Department of Education	<ul style="list-style-type: none"> • Evacuation places for emergency • Coordination of response and recovery • Conduct inspection of damages. • Coordinate school infrastructure rehabilitation 	<ul style="list-style-type: none"> • Mr. Sibiya
35	Department of Sport and Recreation	<ul style="list-style-type: none"> • Ensure safety rules in sports events activities. • Promote sports and active communities 	<ul style="list-style-type: none"> • Mr. T Nhleko

36	Department of Art and Culture	<ul style="list-style-type: none"> • Ensure safety rules in cultural events activities. • Promote art and culture in communities 	<ul style="list-style-type: none"> • Mr. J. Khanyezi
37	Organised Agriculture (KwaNalu, NAFU, AFASA, TAU, Agri-SA, etc.)	<ul style="list-style-type: none"> • Liaison and co-ordination with farmers • Assist with data collection. • Participate in the Joint Operation Centre • Assist with coordination of response and recovery 	<ul style="list-style-type: none"> • Leaders
38	Izandla Zothando Organisation	<ul style="list-style-type: none"> • To provide disaster response measures such as humanitarian aid to disaster victims (blankets, sponges, food parcels etc) • Provide trauma counselling. • Restoring and reuniting families • Conduct community awareness campaigns. • Act as link to government services 	<ul style="list-style-type: none"> • Mr. W. Dlamini

1.10.2 Risk Assessment

Table 1: Types of hazards and threats most prevalent during winter season

Legend: Red= Extreme; Orange=High; Yellow=Medium; Green=Low						
No.	\	Impendle Municipal Wards				
		Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
1	Snow					
2	Veld Fires					
3	Structural Fires					
4	Strong winds					
5	Road Accidents MVA’s (Throughout the year)					
6	Drought					

1.10.3 Risk Reduction & Prevention

Causes and Consequences of the identified Disaster Risk.

HAZARDS	POTENTIAL RISK	RISK REDUCTION STRATEGIES
Snow	Drought, food insecurity, inadequate water	Diversification of water sources, water conservation
Veld Fires	Crops, automobiles, Buildings	Insurance, positioning to avoid (fire breaks)
House Fires	Damage to property, environment, livestock, air pollution, human injuries, and fatalities.	Awareness campaigns, implementation of precautionary measures, preparation of firebreaks around property, improve capacity for fire and emergency rescue services
Strong Wind	Damage to property, environment, human injuries, and fatalities	Awareness campaigns, preparation of windbreaks around property
Road Accidents	Human Injuries and fatalities	Implement road safety awareness campaigns, ensure compliance road safety rules, improve capacity for fire and emergency rescue services
6. Electric Fires	Damage property, environment and human injuries and fatalities	Disconnection of illegal connections
7. Drought	Affect land/ environment and livestock	Bore holes and water harvest

1.10.4 Response & Recovery

HAZARD	POTENTIAL RISK	LEADING AGENT	RISK REDUCTION STRATEGIES	OTHER CRITICAL STAKEHOLDERS
Structural Fires	<ul style="list-style-type: none"> • Informal settlements have an increased vulnerability to fire because of the close quarters and lack of access. • Loss of structure and valuables • People unable to evacuate on time 	uMgungundlovu Fire & Rescue Services	<ul style="list-style-type: none"> • Provide response and rescue capabilities. • Conduct fire investigation. • Conduct safety inspection. • Fire regulations • Training of firefighting • Awareness campaigns 	<ul style="list-style-type: none"> • Work on Fire (WOF) • Provincial Disaster Management Centre (PDMC) • Impendle Local Municipality
Veld Fires	<ul style="list-style-type: none"> • Loss of commercial forest • Loss of grazing land and property • Loss of crops 	uMgungundlovu Fire & Rescue Services	<ul style="list-style-type: none"> • Provide response and rescue capabilities. • Fire breaks • Early warning systems • Awareness campaigns • Training fire volunteers 	<ul style="list-style-type: none"> • Work on Fire (WOF) • PDMC • Impendle Local Municipality • uMgungundlovu District Municipality
Drought	<ul style="list-style-type: none"> • Loss of agricultural produce • Loss of grazing • Loss of livestock. • Sanitation and health problems • Shortage of portable water supplies aggravate the situation. • Water-borne diseases 	uMgungundlovu District Technical Services Department (Water and Sanitation)	<ul style="list-style-type: none"> • Enforcement of restrictions • Water Conservation • Awareness campaigns • Identify vulnerable sectors informal/formal. • Encourage rainwater harvesting. • Regular monitoring and surveillance • Alternative reliable water sources • Communication through media 	<ul style="list-style-type: none"> • Department of Water Sanitation (DWS) • Municipal Infrastructure (COGTA) • PDMC • Non-Governmental Organizations (NGOs)

Floods (Municipal Infrastructure)	<ul style="list-style-type: none"> • Unable to evacuate the area • Wash away bridges and roads • Formal and Informal settlement destroyed. • Large number of people left homeless. 	Impendle Local Municipality (Technical Department)	<ul style="list-style-type: none"> • Provide response capabilities to flooding incidents • Awareness campaigns • Early warning systems • Identify vulnerable sectors informal/formal. • Identify alternative routes. • Planning through IDP processes • Public announcements 	<ul style="list-style-type: none"> • uMgungundlovu District Municipality • Department of Transport • PDMC • Impendle Local Municipality
Floods (Provincial Infrastructure)	<ul style="list-style-type: none"> • Unable to evacuate the area. • Wash away bridges and roads. • Formal and Informal settlement destroyed. 	Department of Transport	<ul style="list-style-type: none"> • Provide response capabilities to flooding incidents. • Public announcements • Early warning systems • Identify alternative routes 	<ul style="list-style-type: none"> • uMgungundlovu District Municipality • PDMC • Impendle Local Municipality
Floods (Water Infrastructure)	<ul style="list-style-type: none"> • Unable to evacuate the area. • Wash away critical water infrastructure. • Dam Failure 	Department of Water and Sanitation/uMgungundlovu Water Services	<ul style="list-style-type: none"> • Resilient infrastructure development • Public announcements • Early warning systems • Alternative water sources 	<ul style="list-style-type: none"> • PDMC • Impendle Local Municipality • Other government depts.
Snow (Roads)	<ul style="list-style-type: none"> • People unable to evacuate the area. • Economic loss • Light and heavy motor vehicles unable to access the road. • Criminal activities 	Impendle Local Municipality Technical Services	<ul style="list-style-type: none"> • Provide response capabilities to the incident. • Mobilization of resources • Early warnings systems • Planning, positioning and quality of roads. 	<ul style="list-style-type: none"> • uMgungundlovu District Municipality • PDMC • SAPS • NGOs • Impendle Local Municipality

			<ul style="list-style-type: none"> • Road grading • Road closures and pre identify alternative routes 	<ul style="list-style-type: none"> • Other government depts.
Snow (Human Settlements)	<ul style="list-style-type: none"> • People unable to evacuate the area • Loss of houses • Economic loss • Areas cut off preventing access by response agencies • People left homeless 	Department of Human Settlements/Impendle Local Municipality	<ul style="list-style-type: none"> • Provide rapid response measures. • Provide response capabilities to the incident. • Early warnings systems • Awareness campaigns • Building of temporal and permanent structures 	<ul style="list-style-type: none"> • uMgungundlovu District Municipality • PDMC • Department of Transport • NGOs • Impendle Local Municipality • Other government depts.
Snow (Agriculture)	<ul style="list-style-type: none"> • Loss of livestock • Loss of forest/plantations • Loss of crops 	Department of Agriculture	<ul style="list-style-type: none"> • Provide response capabilities to the incident. • Provide technical support to farmers. • Early warnings systems • Awareness campaigns 	<ul style="list-style-type: none"> • uMgungundlovu District Municipality • PDMC • Impendle Local Municipality • NGOs • Other government depts.
Motor Vehicle Accidents (Municipal and Provincial routes)	<ul style="list-style-type: none"> • The bad mechanical condition of vehicles traversing municipal, provincial and national roads cause road accidents • Inappropriate drivers' behavior cause road accidents 	Traffic Police Management (Provincial)	<ul style="list-style-type: none"> • Road signs • Traffic controllers • Early warnings • Public announcement • Law enforcement 	<ul style="list-style-type: none"> • Impendle Local Municipality • Department of Transport • uMgungundlovu District Municipality • Provincial Disaster Management Centre

	<ul style="list-style-type: none"> • Deteriorating road conditions cause road accidents. • Public Protects • Road Blockage • Pedestrian crossing 			
Strong Winds	<ul style="list-style-type: none"> • People unable to evacuate area. • Informal and formal settlements destroyed, leaving large number of people homeless. • Damage to Electricity Infrastructure • Damage infrastructure e.g., schools, halls, hospitals etc. 	Impendle Local Municipality	<p>Provide rapid response measures.</p> <p>Provide response capabilities to the incident.</p> <p>Early warnings systems</p> <p>Awareness campaigns</p> <p>Build formal settlements.</p> <p>Evacuation</p>	<ul style="list-style-type: none"> • Department of Agriculture • uMgungundlovu District Municipality • PDMC • Eskom • Human Settlements • Department of Education • Department of Health
Lightning	<ul style="list-style-type: none"> • People unable to evacuate area. • Informal /formal settlements destroyed, leaving large number of people homeless. • Electricity faulty • Damage infrastructure e.g., schools, halls, hospitals and other 	Impendle Local Municipality	<p>Provide rapid response measures.</p> <p>Provide response capabilities to the incident.</p> <p>Early warnings systems</p> <p>awareness campaigns</p> <p>Provide lightning conductors</p>	<ul style="list-style-type: none"> • uMgungundlovu District Municipality • PDMC • Eskom • Human Settlements • Department of Education • Department of Health • SASSA • DSD
Heavy Rainfall	Informal settlements destroyed, leaving large number of people homeless.	Impendle Local Municipality	Provide rapid response measures.	<ul style="list-style-type: none"> • uMgungundlovu District Municipality

	Structural failure Flooding Washed away roads and bridges		Provide response capabilities to the incident. awareness campaigns	<ul style="list-style-type: none"> • PDMC • Human Settlements • NGOs • SASSA • DSD • DOT
Communicable Diseases	Informal settlements have an increased vulnerability to diseases. Death of people	Department of Health	Vaccinations Early warnings systems Awareness campaigns Evacuation	<ul style="list-style-type: none"> • Impendle Local Municipality • uMgungundlovu District Municipality • PDMC • Other departments
Animal Diseases	Illness to animals Loss of animals Death of animals Air pollution	Department of Agriculture	Early warnings systems Awareness campaigns Vaccinations	<ul style="list-style-type: none"> • Society for the Prevention of Cruelty to Animals (SPCA) • Impendle Local Municipality • uMgungundlovu District • PDMC

Training & Awareness

Community Education and awareness program must target high priority risks and vulnerable communities. These campaigns must include:

- Organized and planned awareness programs.
- Public gatherings such as izimbizo.
- Annual recognition and celebration of International Day for Disaster Risk Reduction.
- Rewards, incentives, competitions, and recognition schemes to enhance awareness of and participation in risk reduction activities.
- Dissemination of information to all role players.
- Public facilities such as clinics, taxi ranks, schools etc. and
- Community structures such as war rooms and Operation Sukuma Sakhe (OSS)

Funding Arrangements

The Disaster Management Act No. 57 of 2002, provides for local government (Section 49) *interventions in the unprecedented situation experienced* to assist affected families to normalize their situations. The PFMA and MFMA in sections 16 and 29 respectively provide for the *reprioritization of funds for emergency situations*.

DM GRANT ALLOCATED	ITEMS	RANDS
Aharoni	<ul style="list-style-type: none">• Disaster Management Relief Stock.• Disaster Management Personnel PPE's• Disaster Management Advisory Forums• Tools of Trade	R 60 000
Covid-19 Grant	<ul style="list-style-type: none">• Fumigation chemical and equipment• Covid-19 PPE's• Covid-19 banners, posters, and pamphlets• Hand Sanitisers, Masks, Thermometers,	R 854 000

The Municipality had allocated a budget of R 60 000 for the 2020/2021 financial year and ILM managements decided to increase disaster management funding to R500 000 to deal with disaster management incidents and activities, due to Covid-19 pandemic.

MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

The success of the Impendle Municipality's 5 (five) year strategic program (IDP) is reliant on its ability to develop the necessary competencies and maintain the organization's capacity to execute its mandate. In this regard, the continuous improvement of organizational skills capacity for sustained performance is the heart of the Human Resource Development (HRD) Plan, which seeks to support implementation of a 5-year strategic program. To meet the Impendle Local Municipality challenges, it needs to be ensured that employees possess the necessary skills, knowledge, and aptitude to deliver services in line with the Impendle Local

Municipality stated objectives and service delivery plans. The key objective of the HRD Plan is to develop organizational capacity through the development of our leaders, managers, and workforce to respond to current and future challenges, and anticipated impacts. Thereby complementing our vision, the Impendle Municipality development strategy, and our strategic objectives.

The HRD Plan is premised on the principle that effective Human Resource Management and development involves a working partnership between stakeholders i.e., Executive Leadership, HR Practitioners, Departmental Managers, Trade Unions and Employees.

3.2.1 Institutional Arrangements

Municipalities in South Africa are governed by Municipal Councils. Impendle Council is therefore the governing body of the ILM and the custodian of its powers, duties, and functions, both legislative and administrative. Essentially, the Council performs a legislative and executive role. The Constitution of the Republic of South Africa, 1996, Chapter 7, Section 160 (1) defines the role of the Council as being:

- a. (Making) decisions concerning the exercise of all the powers and the performance of all the functions of the municipality.
- b. (Electing) its chairperson.
- c. (Electing) an executive committee and other committees, subject to national legislation.
- d. (Employing) personnel that are necessary for the effective performance of its functions.

Political Governance

The function of the council within the municipality is to govern and oversee the implementation thereof within Council. The portfolio committee is involved in the recommendations of operational matters and provides assurance to council that the vision, mission, and objectives of council, as contained in the Integrated Development Plan, are being met. Full council meetings are held at least once a month (every last Thursday of the month). The Council and Executive Committee meetings are usually attended by the Municipal Manager, Senior Officials (General Managers) and officials who may be required to give background and/or explanations in respect of certain matters on the agenda from time to time.

The Impendle Council is constituted by Ten (10) elected Councilors; of which five are Ward representatives and five (5) represent their political parties on a proportional basis. The parties in Council are illustrated in the Table below.

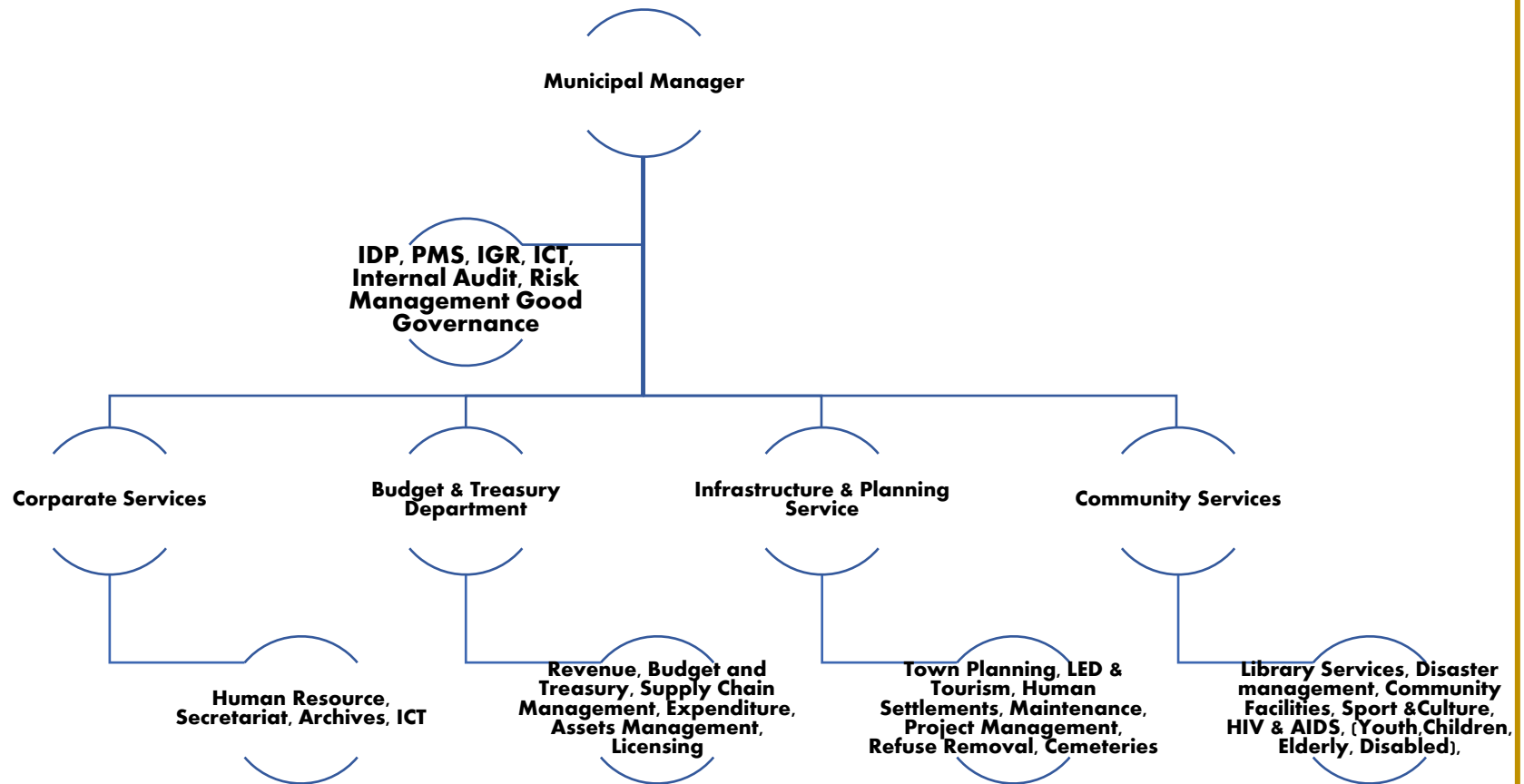
Political Parties represented in the Council, the total, ward and PR seats

PARTY	TOTAL SEATS	WARD SEATS	PR SEATS	SPEAKER
African National Congress	06	05	01	01
Inkatha Freedom Party	02	00	02	00
Economic Freedom Fighters	02	00	02	00

Executive Mayor and the Executive Mayoral Committee

Administration

The administration is headed by the Municipal Manager who is also the Accounting Officer. The Municipal Manager is further responsible and accountable for the formation and development of an economical, effective, efficient and accountable administration as well as the management of the provision service in a sustainable and equitable manner within the municipality. The administration is made up of the following departments headed by Managers reporting directly to the Municipal Manager: Finance, Corporate and Community Services, and Infrastructure and Planning Services.



3.2.2 Powers & Functions

Impendle LM is responsible for the following functions:

UMGUNGUNDLOVU DISTRICT MUNICIPALITY FUNCTIONS AND POWERS		
UMDM	SHARED SERVICES	IMPENDLE LOCAL MUNICIPALITY
	Decisions around land use	Storm water systems
Water for household use		Refuse Removal
Sewage and sanitation		Street trading
Firefighting services		Abattoirs and fresh food markets
Municipal health services		Parks and recreational areas
		Libraries and other facilities
Municipal public transport		Municipal Roads

National or provincial government can also delegate other responsibilities to municipalities. When municipalities are asked to perform the role of another sphere of government, clear agreements should be made about who will pay the cost. If municipalities are given responsibility for something without being given a budget to do the work, it is called an "un-funded mandate."

Approved Organizational Structure / Organogram

[The top structure at least will be included.]

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 Organizational Structure consists of 3 Departments each headed by a Director 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.

Municipal Institutional Capacity & Status of Critical Posts

The organizational structure shows five (5) critical posts, i.e., Municipal Manager, Chief Financial Officer, Director for Infrastructure and Planning Services, Director for Corporate Services Department, as well as Direct for Community Services Department. Four posts have been filled, and currently there is one incumbent for both GM Corporate and Community Services due to financial constraints. However, this post is budgeted for in the next financial year 2023/24. However, currently, Corporate Services Director, Mr. Sibusiso Ngcobo, is also acting as Director for Community Services.

Table 14: 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

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

3.2 Status and implementation of Human Resource Development:

EQUITY PLAN

The Employment Equity Act No. 55 of 1998 requires the Impendle Local Municipality to prepare Equity Plan. To cover a 4-year period, namely from 01/07/2020 to 30/06/2024. The Municipality is reporting on progress made 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.

The Municipality has established Local Labour Forum which is party to this plan. The Local Labour Forum comprises representatives of the Council as well as trade unions. The LLF will assist the Municipal Manager and Council in monitoring progress on the implementation of the Plan.

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

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

Recruitment and Selection policy

Retention policy and Exit Policy]

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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 favor 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:

Services To Be Improved	Description	Responsibility	Timeframes
Disaster Management			
ICT			
Maintenance of roads and other Municipal infrastructure			
Municipal Planning			

C.4.2 THE STATUS OF 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.

C.4.2.1 The 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 NO.	WAR ROOM NAME	SITTING TIME	CHAMPION CONTACT	WAR ROOM CONVENOR	MANAGER/OFFICIAL DEPLOYED BY THE MUNICIPALITY	STATUS OF WAR ROOMS
1	TUMELO MOLEFE HALL	EVERY FIRST FRIDAY OF THE MONTH	CLLR. B. MLABA		Ms. Nokukhanya Ndlela	FUNCTIONAL
2	MBALIYEZWE COMMUNITY HALL	FIRST THURSDAY OF THE MONTH @11H00	CLLR. K.M DLAMINI		Ms. Thobile Zuma	FUNCTIONAL
3	NXAMALALA HALL	EVERY FIRST TUESDAY OF THE MONTH @ 12H00	CLLR. N.S NGCOBO		Ms. Nokukhanya Ndlela	FUNCTIONAL
4	THUSONG COMMUNITY CENTRE	EVERY FIRST MONDAY OF THE MONTH @ 12H00	CLLR. Z.W DLAMINI		Mr. Thulani Zuma	FUNCTIONAL
5	VEZOKUHLE COMMUNITY HALL	EVERY FIRST WEDNESDAY OF THE MONTH @ 12H00	CLLR. T. MAKAYA		Mr. Jabulani Ngcobo	FUNCTIONAL

C.4.2.2 Functionality of Impendle Operation Sukuma Sakhe Structures

OSS structures are functional. But there is a challenge with the attendance and participation of some stakeholders like the department of education.

C.4.2.3 Operation Sukuma Sakhe (OSS) Stakeholders

The Impendle OSS is made up of the following stakeholders:

Sector Departments	Non-Governmental Organizations (NGOs)	Other Stakeholders
Social Development	Lifeline	Traditional Leadership
SASSA	Izandla Zothando	Traditional Healers
Department of Health	Health Systems Trust	Moral Re-generation Movement
Community Safety and Liaison		Business Sector
SAPS		Ward Committees
Arts and Culture		Women, Men's, Disability, Gay, and Lesbian Sector
Justice and Constitutional		
Development		
Sport and Recreation		
Agriculture		

C.4.2.4 Operation Sukuma Sakhe programmes

- 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

C.4.2.5 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

C.4.2.6 Achievements made with Operation Sukuma Sakhe

- Access Roads
- Poverty Elevation Programmes
- Basic Services Delivery
- Social Programmes

C.4.2.6 Operation Sukuma Sakhe and Implementation of District Development Model (DDM)

The Honorable 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.

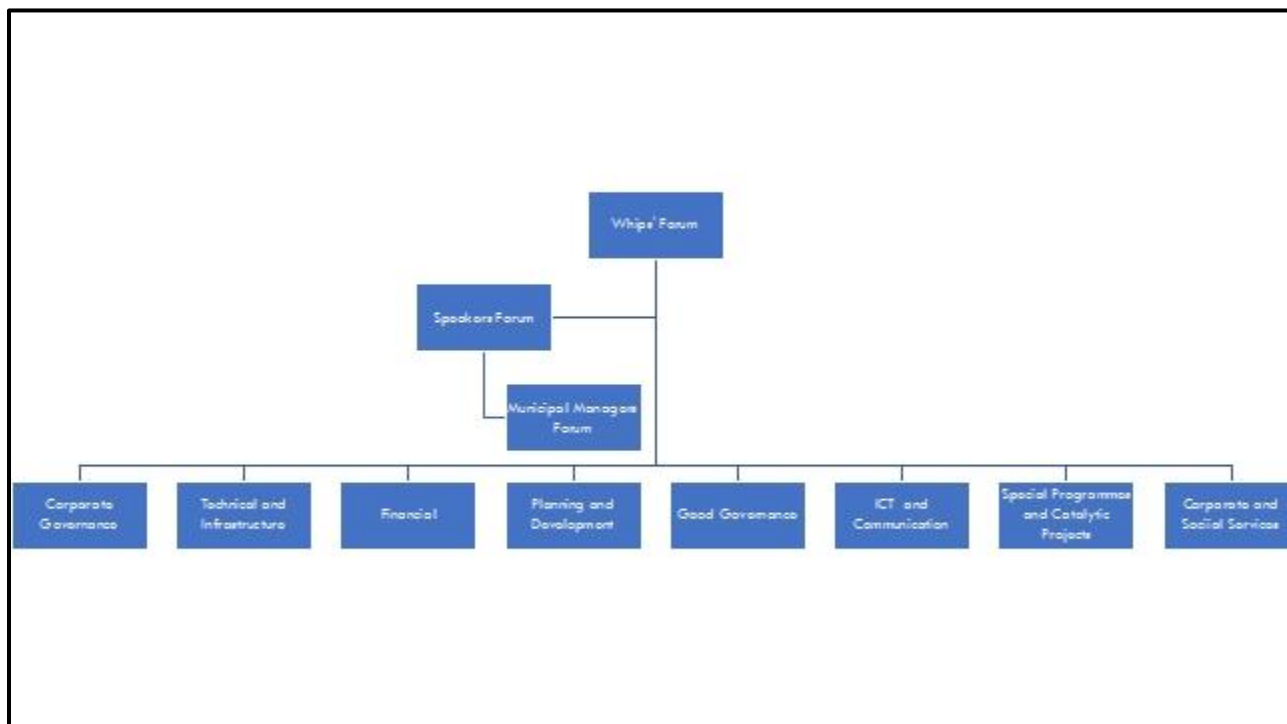
The IDP Representative Forum has been one of the critical platforms in which we institutionalized the DDM. The OSS structures in the District have been reconfigured to support the DDM. The District Task Team has participated in the recent workshop convened by the office of the premier where the DDM Model 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 Inter- Governmental Relations (IGR) within the District

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 Functionality of IGR Structures

C.4.3.3 Participation Of Sector Departments In IGR Forums/ DDM Structures Within UMDM

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.

C.4.3.3 Tabling of 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.

Figure showing the annual schedule of Ward Committee/ War Room meetings for 2023/24 FY.

Ward No.	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 Ward 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 1 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 2 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 3 CLLR	NGCOBO	NOKUVELA SYLVINA	ALL	0 724112287
WARD COM	DLAMINI	MSIZI HERBERT	DISABILITY / MADIPHINI	0 798082560
	MNCWABE	SANELE	MEKSAM	0 662094010
	MAKHOBABA	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 4 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	KWAMLABA	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 5 CLLR	MAKAYA	HOPEWELL THABANI	ALL	0645313016
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 NO.	PRIORITY	RESPONSIBILITY
1	Access to basic services	
2	Agricultural development	
3		
4	Economic development	
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. The Functionality of Integrated Development Planning (IDP) 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 2023/24 FY, it only met once. However, there are intentions to revive this committee and put more emphasis on its importance to support the current Acting IDP Manager.

IDP Representative Forum (RF) and Steering Committee (SC) Meeting Schedule For 2023/24 FY

Quarter 1	Quarter 2	Quarter 3	Quarter 4

C.4.8 Functionality of 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 Managers/ Directors
EXCO	Mayor, MM and Councillors
Troika -	Chief Whip, Mayor, Speaker, and MM
MANCO	Managers
Portfolio Committees	Councillors, and Management
MPAC	
Audit Committee	Committee members, and 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. Impendle has five Ward Committees, each 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 Centers

- 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 The functionality of the municipal Internal Audit Unit

There is a functional Internal Audit unit within the Municipality, but it is not properly constituted. It only has two employees, the Internal Auditor and Risk Officer. However, it must be noted that there is a need for additional staff who will assist these employees to carry out the duties of their respective offices.

C.4.10.2 The Functionality of the Audit Committee/ Performance Audit Committee

The municipality's Internal Audit services were outsourced in 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.

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, and is made up of the following members:

Mr. Bongani Ndlovu	Ms. Portia Nzimakwe	Mr. Godfrey Ngcobo

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

Impendle regards risk management as an important function that contributes to the achievement of the municipality's objective and provides assurance that key risks are identified; assessed and effective controls are put in place. To this end, Impendle has adopted a Risk Management Strategy as a tool to assist the municipality to proactive identify any uncertainties that could prevent it from achieving its objectives or that could impact negatively on the desired level of service delivery. The Risk Management Strategy is supported by the Risk Management Policy, the document that set the stance of the municipality with regards to risk management.

To build capacity around risk management, the Municipality had requested the services of the Personnel from the Provincial Treasury to assist the Municipality to deal with issues of risk management in compliance with the provisions of the MFMA. Senior Management is responsible for all Risk Management activities, and this is facilitated by the Internal Audit Activity.

The monitoring of vendors' function was performed at business unit level but is now understand by Supply Chain Unit in conjunction with the business unit. Also, measures are now being put in place to ensure identification, consideration, and avoidance of potential risks in the supply chain management system in accordance with regulation 41 of the SCM regulations.

C.4.11.3 Anti-Fraud And Anti-Corruption Strategy

The municipality has developed the Anti-fraud policy to guide the municipality on matters pertaining to fraud the development of the policy document is an illustration that the Municipality does not tolerate fraudulent or corrupt activities whether internal or external to the Municipality. The Municipality had not experienced any fraud and corruption related cases for the past five (5) years.

ATTACHED AS AN ANNEXTURE

C.4.11.4 Risk Management Committee

The Municipality has the established Risk Management Committee in terms of section (00), and these are the appointed the following members to serve in the committee.

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

C.4.12.1 List of Council Adopted Municipal Policies

The Policy Manual of the Municipality consists of Admin and Finance policies 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	DATE OF REVIEW/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 the following Council approved By-laws, but they were not gazetted in the provincial gazette due to lack of finances. The Municipality will set aside the budget to gazette some of these By-laws during the current financial year. This will be done progressively/ in steps due to the same reason outlined above.

In the MEC assessment letter, the Municipality was encouraged to gazette these by-laws as they would enable the Municipality to create an income stream from enforcing these By-laws. However, it is important to understand that part of the problem facing the Municipality is that there is no enforcement unit within the Municipality. This means, even if the By-laws are gazetted, we have no one to enforce them. The Municipality is looking on the legality sharing the Law enforcers with neighbouring Municipalities because we do recognize the importance of these bylaws in our revenue enhancement strategy.

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
Encroachment	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 Social Services
- Mr. Terrence Yengwa – Director Technical and Planning Services
- Mr. Mzamo Khuboni – Supply Chain Management Manager

C.4.14 THE FUNCTIONALITY OF THE MUNICIPAL PUBLIC ACCOUNT COMMITTEE (MPAC)

The Municipal Public Accounts Committee (MPAC) is fully functional, and it sits quarterly- chaired by an ANC (Ward 4) Councilor Mr. Zibuse Wonder 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 established, functional and properly constituted as follows:

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 & 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 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.

Below Are Persons to Be Appointed In Terms Of Section 36(1)(A) Of SPLUMA

NAME/SURNAME	DESIGNATION	MUNICIPALITY
	<ul style="list-style-type: none">• General Manager: Economic Development and Planning• IDP Manager• Manager: Town Planning	Umngeni LM
	<ul style="list-style-type: none">• Director: Technical Services• Town Planner	Mpofana LM
Vacant	<ul style="list-style-type: none">• Town Planner	Impendle LM
	<ul style="list-style-type: none">• Technical Services Manager• Development Officer/Administrator	Mkhambathini LM
	<ul style="list-style-type: none">• Manager: Development Planning• Planning Assistant	uMshwathi LM
	<ul style="list-style-type: none">• Manager: Development and Planning• Planning Officer	Richmond LM
	<ul style="list-style-type: none">• Manager: Development Planning; /• Senior Environmental Specialist• Executive Manager: Technical Services; /• Manager: Infrastructure Planning and Development	uMgungundlovu District Municipality

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:

NAME/ SURNAME	ORGANIZATION/ENTITY	DESIGNATION
Mr Sunil Maharaj or Ms A Ramnath	Umngeni Water	Regional Manager/ Planner: Planning Services
Ms. K van Heerden or Mr. I Felton	EDTEA	District Manager: Environmental Services/ Assistant Manager: Environmental Planning

In response to the Public Notices inviting nominations from the 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

SPATIAL LAND USE MANAGEMENT ACT (SPLUMA) REGULATION 14

Lodging of application in term Municipal By-Laws

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

C.4.17 Good Governance and Public Participation Swot Analysis

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

C.4.17 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.

CHALLENGE	DECIPTION OF CHALLENGE

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 mobilize 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

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.

C.5.1.1 uMgungundlovu District Municipality Water Service Authority

In terms of the Water Services Act, (Act No. 108 of 1997), uMgungundlovu District Municipality is the Water Service Authority to six of its seven local municipalities: Richmond, Impendle, Umngeni, Mkhambathini, Mpofana, and Umshwathi. Currently, the uMgungundlovu District Municipality has a significant infrastructure within ILM and provides water throughout the municipal area.

C.5.1.2 Last Review of the WSDP

the WSDP has been reviewed and adopted by council on 31 May 2019 which included vigorous public participation process in line with the IDP.

The link to access the UMDM WSDP is: <http://ws.dwa.gov.za/wsdp/Login.aspx?ReturnUrl=%2fWSDP%2f>

Summary On How Potable Drinking Water Is Provided In The Municipality

(the summary must include a list of the raw water sources, where and how the raw water is treated and how the treated water is supplied to the municipal residents)?

The table below indicates that access to water has improved i.e. more households have access to water connections. However, this service is intermittent and much of it still comprises local spring, borehole, and stream capture, which is not reliable in winter. Much of the infrastructure is homemade (low pressure agricultural piping) and leaves a lot to be desired in terms of water quality, storage facilities and distribution network.

The municipality has a large backlog in terms of sustainable potable water provision. (estimated at being over 50%). Much of the backlog and substandard infrastructure is because of the vast area on which habitation has taken place. Large distances between housing units is not cost effective in terms of infrastructure as well as maintenance, and has led to communities installing their own infrastructure which has now to be upgraded and or renewed. Water supply is a function of uMgungundlovu District Municipality. The whole area will ultimately be serviced with water through Impendle MIG funding at 6kl per household per month distributed via public standpipes situated less than 250m from each homestead.

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

C.5.1.10 Raw Water Abstraction Points; Treatment Plants, Pipelines, Reservoirs And Pump Stations

Raw water is abstracted from both the Mkhomazi and Nzinga Rivers. The Mkhomazi Scheme has a WTP with 1.6 Mℓ/day on the Mkhomazi River, while the Nzinga Scheme involves a WTP with a 6.3 Mℓ/day capacity on the Nzinga River. From these treatment plants, potable water is supplied via pump stations, bulk reticulation pipelines and reservoirs to communal standpipes.

The area of Impendle has unreliable sources of water and many small run-off-river abstraction and borehole schemes. The planned Impendle BWSS will increase the level of assurance of supply to the community of Impendle.

The planned Impendle BWSS will consists of two (2) bulk schemes, namely, the Stepmore scheme and the Nzinga scheme. The Stepmore scheme will supply the northwestern part of the LM from the Stepmore to the Lotheni area. The Nzinga scheme will provide water to the communities to the east of the LM. The proposed source is a new river intake to be constructed on the Mkhomazi River from where water will be treated at the proposed Stepmore WTP and at Nzinga, the proposed raw water pump station located approximately 190m from the intake station.

The Nzinga WTP has a proposed capacity of 13 Mℓ/day with an abstraction capacity of 18 Mℓ/day along with a 355 mm ø, 7.6 km long rising main as well as a 1 Mℓ Nzinga Reservoir. The Stepmore WTP has a proposed capacity of 1.6 Mℓ/day upgradable to 3.0 Mℓ/day with an abstraction capacity of 4.0 Mℓ/day along with the 1 Mℓ/day Lotheni 1 Reservoir and 0.650 Mℓ/day

Lotheni 2 Reservoir as well as construction of approximately 11.5 km of 100 mm ø to 200 mm ø pipelines. The duration of construction for this project is anticipated to be six years and the cost is estimated to be **R 386 million at 2019 prices**. (UW IMP, 2020)

The existing infrastructure capacity is compared with the projected 2050 demand. This comparison is provided in **Table 8-16**.

C.5.1.11 Water Infrastructure Within The Municipality

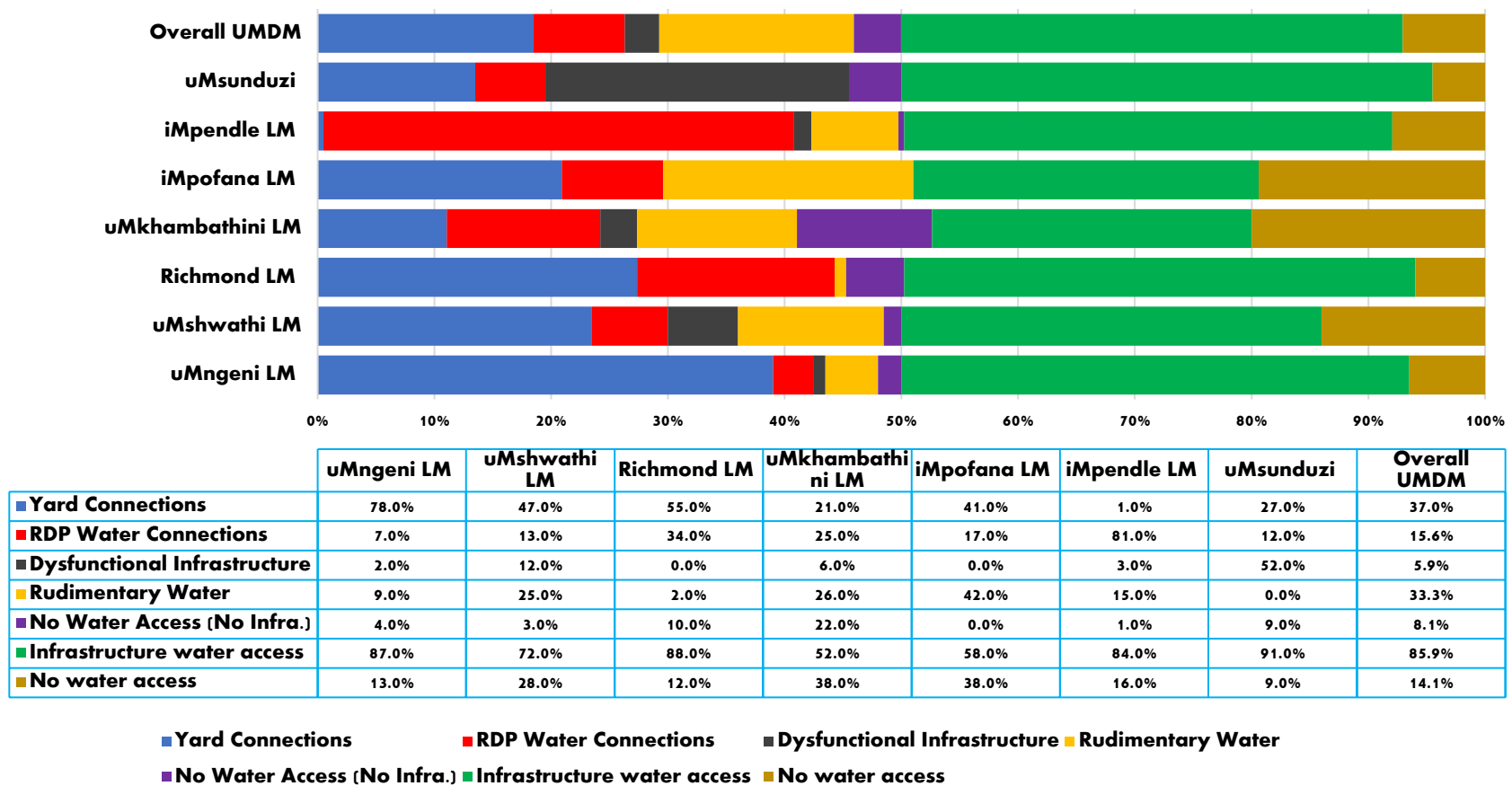


Table 16: Impendle access to safe drinking water

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%

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.

C.5.1.12 A Summary On How Sanitation Services Are Provided In The Municipality

(the summary must include a list of the wastewater treatment plants, a list of the areas which have waterborne sewer, are using ventilated improved pit latrines (VIPs) and are using conservancy tanks)?

Most of the households have had a below basic level of service (below RDP level) in terms of sanitation i.e., relying on pit latrines and bucket latrines. The sanitation backlog in the municipality is estimated at being 57.52%.

No water borne sanitation infrastructure exists within the Impendle Local Municipality. All areas depend upon site-based systems. (septic tank / pit latrines) The District has carried out some projects in a few areas, but many of the areas have still to be addressed.

C.5.1.13 The Wastewater Treatment Plants, Sewer Pipelines, VIPs And Conservancy Tanks

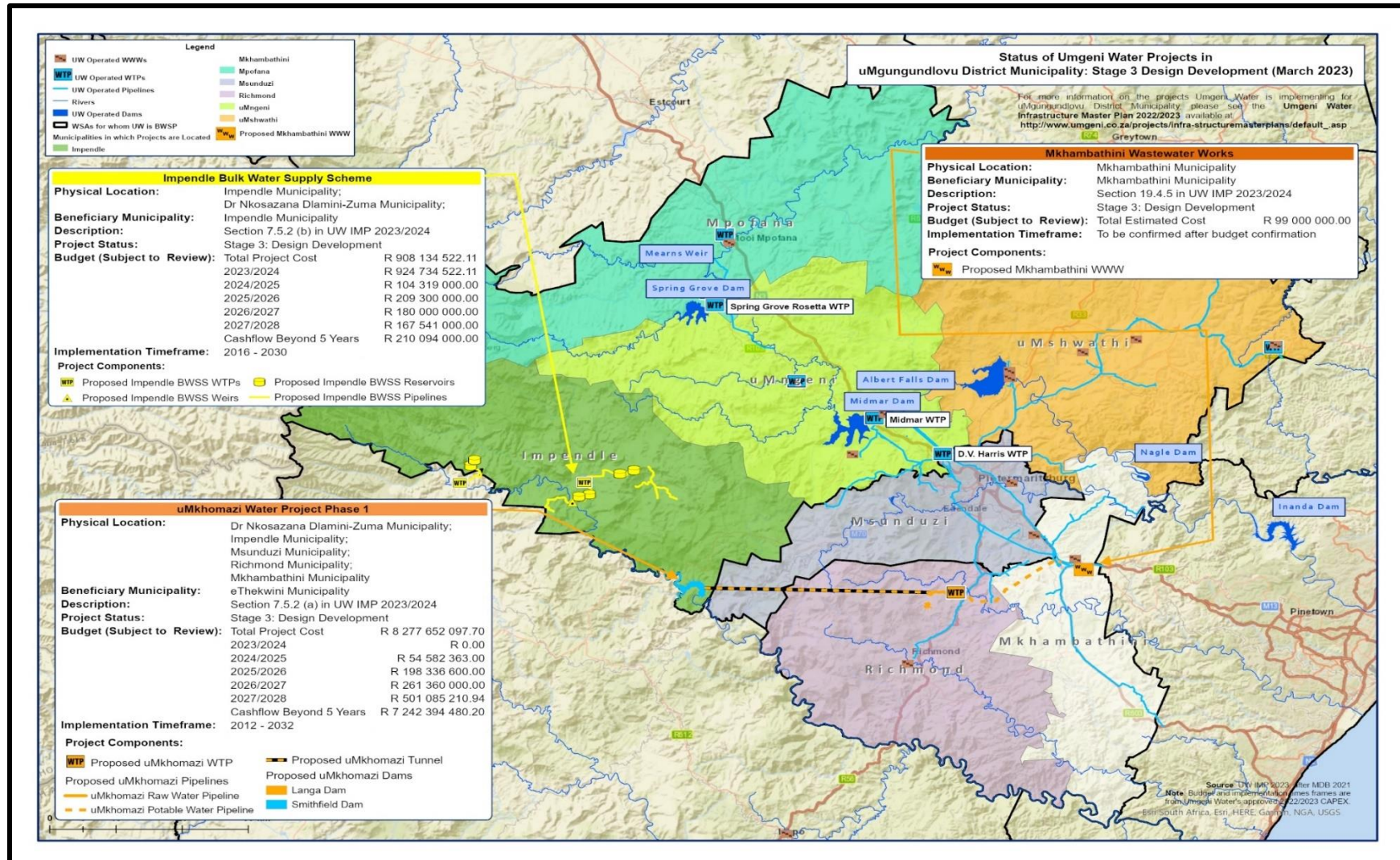
C.5.1.14 Sanitation Infrastructure Operated By Different Sanitation Institutions & Service Providers

C.5.1.15 List of All Water Projects Over The Next Five Years

Project name	Project description	Ward	Budget (R) ('000)	Financial Year	Implementing	Status
Enguga Phase 5 Pipeline and Civil Works [07/2020]	<ul style="list-style-type: none"> Completion of construction of steel rising main, Completion of interlinking reservoir pipework, Completion of all civil, electrical and mechanical work. 	1 & 2	R9 325 681.83			Construction [74% physical progress]. There were delays caused by floods.
ENGUGA, ENTSHAYABANTU AND MACKSAM CWS PHASE 5: COMPLETION OF OUTSTANDING WORKS	<ul style="list-style-type: none"> Enguga, entshayabantu and macksam cws phase 5: completion of outstanding works Inguga, Nzinga water treatment works and river abstraction storm and floods damage recovery project 	1&2		2022/23		
AWIP PROJECTS – 9 BOREHOLES		1	R10,000,000			Tender Evaluation
Impendle Housing Development WWTW	<ul style="list-style-type: none"> Construction of a bulk sewer and sewer wastewater treatment works for Impendle Village 	4	R 18 064 435.00			
Mahlutshini, Khathikhathi, Lotheni and Nhlambamasoka Water supply	<ul style="list-style-type: none"> Water - reticulation network 	1	R 20 000 000	2024/25	UMDM	N/A
IMPENDLE BULK WATER SUPPLY SCHEME			R908 134 522.11	2016 - 2030	Umgeni Water	DESIGN AND DEVELOPMENT
UMKHOMAZI WATER PROJECT PHASE 1			R8 277 652 097.70	2012 - 2032		Design Development

C.5.1.16 Spatial Presentation Of Water Projects Over The Five-Year Planning Horizon

MAP: showing uMgeni water projects in stage 3 (design & development) in UMDM, with attention given to Impendle bulk water supply scheme and Umkhomazi Water Project Phase 1



C.5.1.17 List All The Sanitation Projects Over The Next Five Years

N o	Project Name	Unit s	Contract	Total Project Cost (Incl VAT & Cont)	Exp. as @ Feb 2023 (Incl VAT)	Contract Bala nce	Ex p	Physical progress [%]
							[%]	
	Impendle LM (W ard 2)	100	Constructi on	R 1,694,917	R1,040,172	R 654,744	61%	10%

C.5.1.18 Spatial Presentation Of Sanitation Projects Over The Five-Year Planning Horizon

C.5.2 Solid Waste Management

The Constitution of the Republic of South Africa 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.

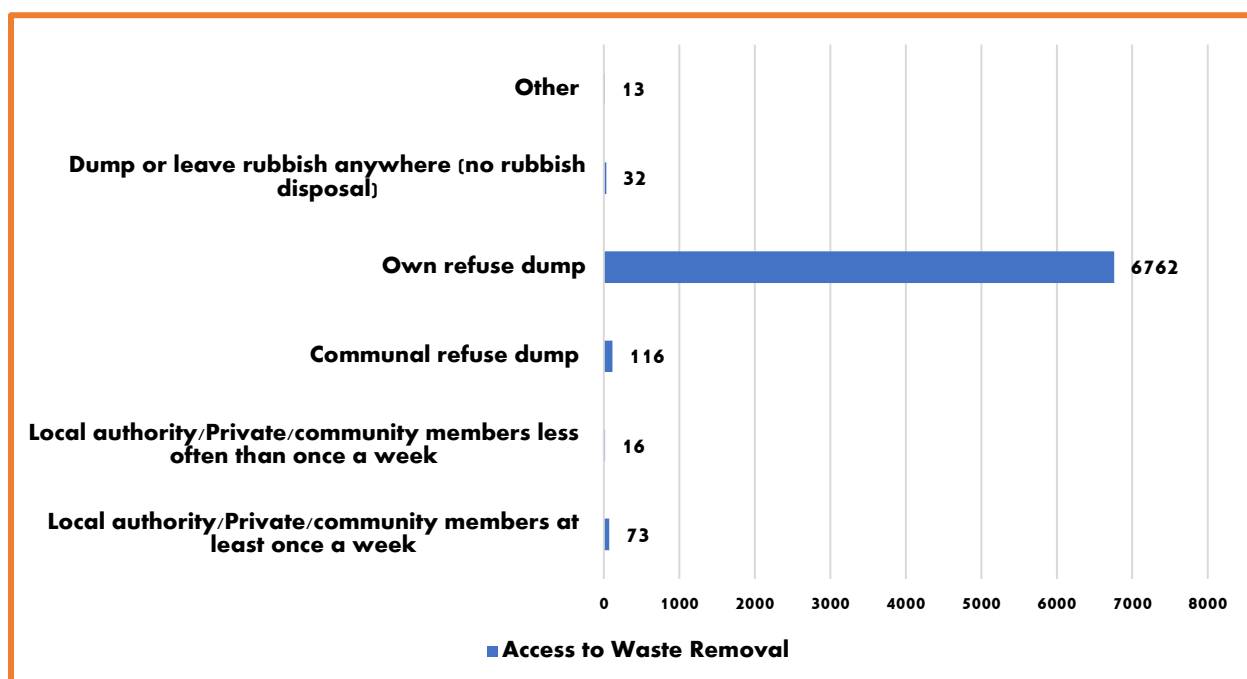
C.5.2.1. Responsibility for waste collection

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.

The state of this infrastructure and service delivery can be attributed to a lack of funding, technical capacity, and a maintenance program. Strategies have been put in place to deal with some of the challenges however the balance of the Municipality's refuse removal / handling still needs to be addressed.

C.5.2.2. The status, backlogs, needs and priorities for solid waste collection, removal, and disposal.

According to Statistic South Africa Community Survey of 2016, most of the households have their refuse dump and accounts for 83,2% of the households. Figure below illustrates that 3% of households have their rubbish removed by the local authority at least once a week. About 1,3% of the households use communal refuse dump while 8,9% of the households have no access to refuse removal.



Source: Community Survey, 2016 (StatsSA)

The municipality is facing a huge backlog in terms of refuse removal, with the highest being 6%. Map 9 below indicates that 89% to 99% of the households have no access to refuse removal. Impendle municipality allocated an increased budget of 6% (R3 973 321.00) to refuse removal, 1% of which is for the operating revenue. According to the Community Profile: Kwa-Zulu Natal Community Survey 2016, most (90%) households in the municipality have access to their refuse removal. Approximately 3.24% have

their refuse removed by the local authority at least once a week. Map 9 is based on Census 2011 data and presents access to services spatially. Most parts of the municipality have no access to refuse removal.

C.5.2.3. Impendle Waste disposal site

The municipality is operating a licensed landfill site issued in terms of Environmental Management Act of 1998. The Impendle waste disposal site is situated on an isolated road off the R33 Arterial Route in the Impendle Town (Village) area. This is not an ideal location in terms of:

- Visual amenity (proximity to the road),
- Near a major tributary of the Tugela River
- Wastewater (leachate) drains into the river,
- There is no cover material.

The landfill site is fenced however waste material is being blown out of the site. People are dumping waste material outside the boundary of the site, as well as animals (i.e. goats) are found eating the waste in the landfill.

ILM Site Visit: Impendle Landfill Site Audit

Site Parameters	Investigated Findings
Name of disposal site	
Geographic location of landfill site	
Area covered by disposal site	
Year of contraction/extension	
Resources available on site	
Registration/permit certificate	
Type and quantity of waste	
Description of neighbouring areas	
Signposting and road access	
Disposal site type (i.e. general or hazardous)	
Access control collection of disposal tariffs	
Method of land filling (e.g. trench system)	
Co-disposal (e.g. liquid and solid waste)	
Disposal of health care waste	
Excavation for cover	
Drainage	
Control of nuisances (e.g. burning of waste, litter, odours, vermin and dust)	
Salvaging activities	
Waste reclamation	
Leachate and gas management	
Rehabilitation	
Final cover	
Public participation	

Plans for extending/closing the disposal site	
Annual Auditing	

C.5.2.4 Updated council approved IWMP

Impendle Local Municipality does not have a council approved integrated waste management plan now, however, the relevant unit is working on developing one with the assistance from the Department of Environmental Affairs.

C.5.3. TRANSPORTATION INFRASTRUCTURE

The Municipality clearly sees the improvement of the road network as a priority. According to the Department of Transport (KZN) there is a total of 407.699 km of declared road network in Impendle of which only 92.002 KM is blacktop, 0.193 km is concrete, and 315.504 is a gravel. 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. A Business survey formed part of the District LED Plan. Road access was listed as the third most important factor for the success of a business, the most important being the provision of electricity, followed by telephones and potable water. The provision and upgrading of access paves the way for the provision of these other services, and hence the opportunity for economic development to occur is increased.

**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

Substantial resources need to be found to upgrade the feeder roads and local service roads to a reasonable standard and make provision to maintain these roads in order that the investment in road upgrading is not lost. The state of this infrastructure can be attributed to a shortage of funding, technical capacity, and a maintenance program. Impendle is made up of predominantly rough hilly and mountainous terrain. Many stream and river crossings are a necessity for the future of road travel in this municipality. Most of these river and stream crossings are substandard and, in many cases, dangerous in wet weather. In wet conditions many crossings are inundated, and some have been destroyed. Some lives have been lost because of the inadequate existing crossings and a high priority must be placed in making these crossings safe and or passable. The quality of access roads and stormwater management had been identified as a major problem to across all five wards. Most communities have indicated that the maintenance and upgrade of feeder roads and accesses roads should be given very high priority.

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 of maintenance. **As a result, during the 2022/23 the Municipality bought a tipper truck and grader is on the pipeline.**

C.5.3.1 Existing and future transport infrastructure, including status of repairs

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.
-

C.5.3.2 Provision of new roads and related facilities by ILM and District & DoT

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.

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.

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.5.3.3 Municipal plan for the provision of new roads and facilities

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	

Capital head office projects upgrades and rehabilitation.

Project / Programme Name	Activity	Estimated budget	Project Status
Upgrade of D ₁₃₅₇ (km ₀ to km _{4,5})	Upgrade roads	R 63 000 000	Project Initiation
Upgrade of P ₁₃₀ (km _{18,0} to km _{15,0})	Upgrade roads	R 59 860 000	Works 51 to 79% Abandoned
Construction of D ₁₃₅₇ Mkhomazi Bridge	New bridge	R 25 403 000	26 to 49%/ Terminated
Construction of Msunduzi River Bridge (Ob_PMB_29) on P ₄₂₃	New bridge	R 700 000	Project Initiation
Upgrade of D ₁₃₅₇ (km _{6,5} to km _{4,5})	Upgrade roads	R 45 955 000	26 to 49% - Suspended due to borrow pits challenges
Upgrade of P ₁₂₉ (km ₃ to km ₆)	Upgrade roads	R 70 000 000	Documentation design
Light Rehab of P ₁₂₇₋₁ (km 0 to km 6)	Rehabilitation	R 55 525 000	Concept

Re-gravelling 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		
Re-gravelling 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

C.5.3.4 Local Integrated Transport Plan

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:

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.

- 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

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.

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.

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.

There is need for the upgrading of road signs and an urgent need for the posting of emergency numbers along roads.

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.

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.

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.

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.

By 2030, Impendle will have an adequate supply of electricity and liquid fuels to maintain economic activity and prevent economic disruptions. 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.

C.5.4.1 Provision of Electricity / Energy Within the Municipality

The provision of electricity in the municipal area has increased dramatically. The number of households with access to electricity has increased from 1142 in 1996 to 4486 in 2001. A positive aspect with respect to the increase in electricity provision is the decrease in the reliance of households on scarce local firewood resources and other energy such as paraffin and gas.

Good progress has been made in the grid and connection programmes. However, the grid extensions have not yet been extended into some areas and connections to individual sites is leading to some frustrations. Major concerns were found where schools and community facilities have not been serviced.

C.5.4.5 Summary of the Status, Backlogs, Needs & Priorities For Electricity Services

The provision of electricity in the municipal area has increased dramatically. The number of households with access to electricity has increased from 1142 in 1996 to 4486 in 2001. A positive aspect with respect to the increase in electricity provision is the decrease in the reliance of households on scarce local firewood resources and other energy such as paraffin and gas.

Good progress has been made in the grid and connection programmes. However, the grid extensions have not yet been extended into some areas and connections to individual sites is leading to some frustrations. Major concerns were found where schools and community facilities have not been serviced.

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 quite alarming to note that about 4% of the Municipal households has absolutely no electricity. The Municipality has coordinated, and it showcases the need for the Municipality and Eskom to up their game and planning towards this element. development the municipality constantly growing.

C.5.5 Access to Community Facilities

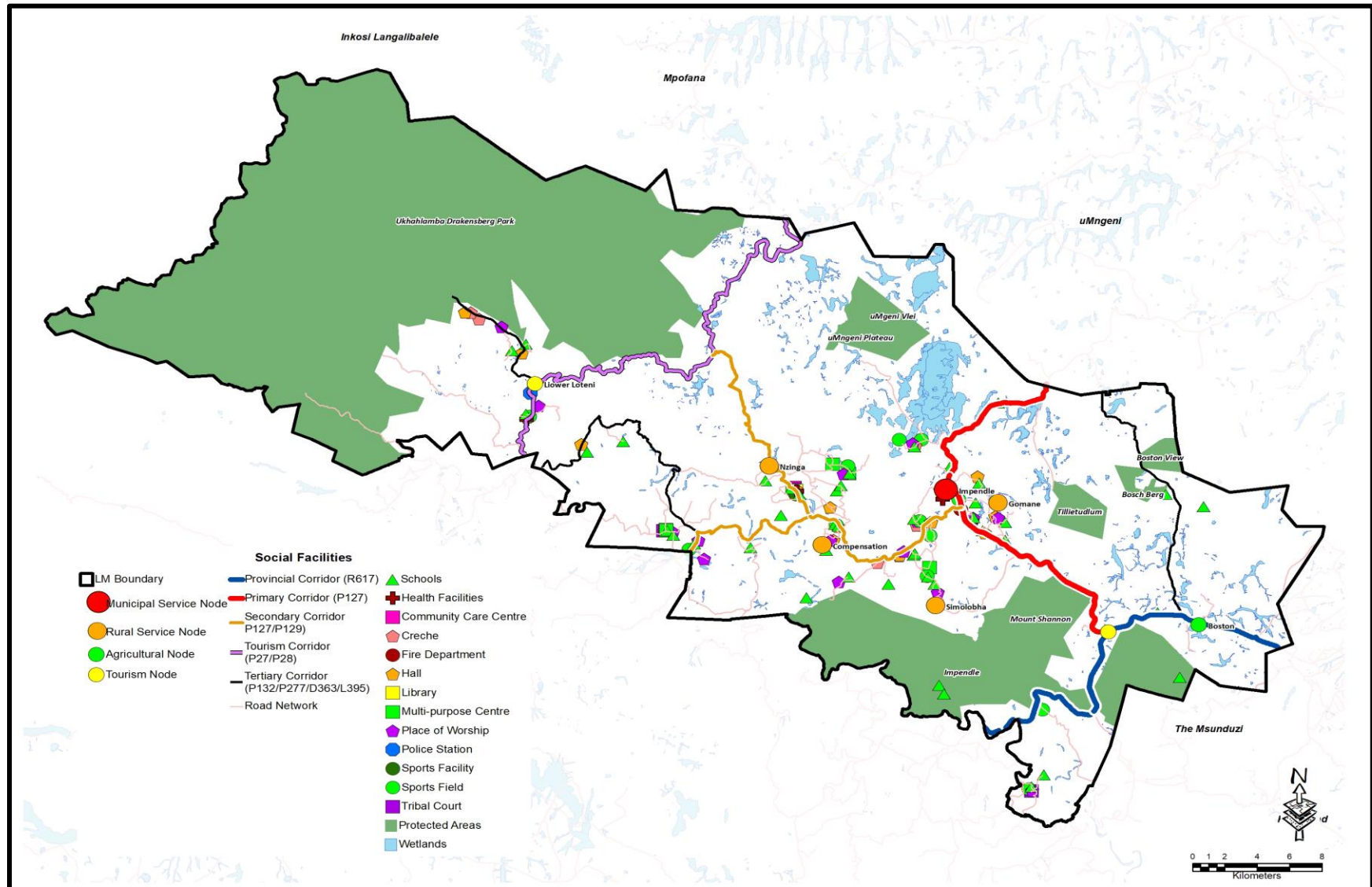
Community facilities are important place-making elements, and we are deliberately using them, in combination with public space, to make memorable places. These facilities are dependent upon public support and play an important integrating function in and between communities/settlements. They are “externalized”, by being in places of high accessibility, and made accessible to the local and surrounding communities. In this way, they bring together people from several local areas and are not tied to the dynamics of any one community (Impendle SDF, 2022).

C.5.5.1 Municipal Authorized Cemetery Sites

(function in terms of the Mun. Structures Act Sect 83/84)

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 the identification and the upgrading of unregistered cemeteries established in rural areas under Traditional leadership land.

C.5.5.2 Summary of the Status, Backlogs, Needs & Priorities For Community Facilities



C.5.5.3 How The Municipality is Addressing The Animal Pound Function

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.5.6 Human Settlements

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

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

C.5.6.1 ILM As A Housing Developer For Human Settlement

C.5.6.2 Council approved Housing Sector Plan

The current Housing Sector Plan will be reviewed and updated as its life span elapsed. The municipality has been requesting for financial assistance from the Department of Human Settlements from 2014 to utilize the funds of the department held at the municipality to review the sector plan. There has been a positive response in 2015 however later changed. The municipality is struggling to source funds to review this sector plan due to the tight budget the municipality operates with. The Housing Chapter is a summarized version of the Housing Sector Plan and focuses on certain key areas for the IDP. For more detailed information reference should be made to the Housing Sector Plan.

C.5.6.3 the existing and planned housing projects

Below is the breakdown information per project:

PROJECT NAME :	Impendle Ward 2 Rural Housing Phase 2
END DATE : 31 December 2019 (as amended)	
APPROVED BENEFICIARIES : 500	
HOUSES COMPLETED TO DATE : 466 (Other houses could not be built due to dual approvals per umuzi)	

IMPLEMENTING AGENT	Motheo Construction
NO. OF BENEFICIARIES	500
PROJECT VALUE	R 61 565 325.00
MONIES SPENT TO DATE	R 57 392 769.00
START DATE	: 01 April 2017



PROJECT NAME	:	Impendle Ward 2 Rural Housing Phase 2
IMPLEMENTING AGENT	:	Motheo Construction
NO. OF BENEFICIARIES	:	500
PROJECT VALUE	:	R 61 565 325.00
MONIES SPENT TO DATE	:	R 57 392 769.00
START DATE	:	01 April 2017
END DATE	:	31 December 2019 (as amended)
APPROVED BENEFICIARIES	:	500
HOUSES COMPLETED TO DATE	:	466 (Other houses could not be built due to dual approvals per umuzi)

Notes: There is a land issue at Imbaliyezwe which appeared to be a state land and the matter is attended



PROJECT NAME	:	Impendle ward 3 Rural Housing Phase 2
IMPLEMENTING AGENT	:	UmpHEME Developments
NO. OF BENEFICIARIES	:	500
PROJECT VALUE	:	R 61 102 275.00
MONIES SPENT TO DATE	:	R 59 474 321.85
CONSTRUCTION START DATE	:	01 April 2017
END DATE	:	31 December 2019 (as amended)
APPROVED BENEFICIARIES	:	500
HOUSES COMPLETED TO DATE	:	487 (Other houses could not be built due to dual approvals per umuzi)



PROJECT NAME	:	Impendle Ward 4 Rural Housing Phase 2
IMPLEMENTING AGENT	:	Shaytai Trading 21cc /Isibanisezwe
NO. OF BENEFICIARIES	:	500
PROJECT VALUE	:	R 60 795 470.00
MONIES SPENT TO DATE	:	R 59 810 513.36
START DATE	:	01 April 2017
END DATE	:	31 December 2019 (as amended)
APPROVED BENEFICIARIES	:	500
HOUSES COMPLETED TO DATE	:	494 (Other houses could not be built due to dual approvals per umuzi)



Project Name	Ward	Status	Units	Comments:
Impendle Ward 2 Rural Housing Phase 2	2			
Clearance Makhuzeni ISU	1	Planning	249	All Planning milestones have been completed. Application for close-out received by KZN DHS. Will be tabled at next Technical Evaluation Committee, to close out Stage 1.
Ward 3 Phase 3 RHP	3	Preplanning	250	The Housing Development Agency is assisting with the appointment of a new Implementing Agent. After a long delay, KZN projects are now being tabled at HDA appointment committee. KZN DHS had attempted to appoint new SP. Which was unsuccessful due to the old, low subsidy-quantum approved on this project. Escalation to new 2022 subsidy quantum has been approved.

				Stage 1 has been approved by the MEC. Process to appoint has also been initiated within KZN DHS SCM – so the fastest appointment can proceed.
Verification of People with Disabilities Database (special project)	All	Commenced	2000	This process has commenced in Impendle as well. Locating and verifying disabled people and ascertaining the living conditions – in terms of housing. Once list/database is finalized, stakeholders will sit down and carve a way forward to ensure all beneficiaries are assisted.

C.5.6.5 Is There An Indication Of The Level Of Services And Backlogs

(housing,

water, sanitation,

energy,

solid waste management,

roads and storm water,

community facilities) that are available, as well as what are needed at the existing settlements, nodes, towns, and corridors?

C.5.6.9 The Service Delivery Needs Of Farm Dwellers

On 29 July 2019, the court declared that the Municipality's failure to provide farm occupiers and labour tenants who are residing within its area of jurisdiction with access to basic sanitation, sufficient water and refuse collection services is inconsistent with the Constitution. The court also directed the Municipalities to comply with Regulation 3 of the Regulations relating to Compulsory National Standards and Measures to Conserve Water by installing enough water use connections to supply a minimum amount of portable water of 25 litres per person per day, or 6 kilolitres per household per month to farm occupiers and labour tenants residing within their areas of jurisdiction.

C.5.7 Telecommunications

The effective use of Information and Communication Technology (ICT) is of grave importance, given the fact that it can act as an enabler, to merge a wide range of dimensions (such as utilities, mobility, economy, environment, education, people, living, health, planning and governance). It is also true that the optimal deployment of ICT can further play a critical role in development.

However, in the context of ILM, only 19.2 percent of households have access to computers and only 35.3 percent have access to the internet (Stats SA 2011). Broadband has been a driver of growth and development across the globe, improving community development, ensuring access to economic opportunities and knowledge and allowing for greater access of services. However, access to broadband is usually **clustered in the main urban economic nodes**, effectively excluding township areas, informal settlements and non-urban/agricultural areas. At the same time, access to cell phones has increased from 27.9% in 2001 to 86.8% in 2011, reflecting a global trend of increasing cell phone usage. Smart phones are increasing, including among the urban poor, and serve as a useful tool through which people can access the internet. This means that there are important opportunities for bridging the digital divide through the use of wireless broadband networks. These opportunities have as yet not been optimised by the State, to improve its service offerings.

In the context of ICT development, it is thus critical that technological skills in the workplace and by citizens be supported, while the functionality and speed of ICT technology for a growing economy (business and government) be developed optimally. It is thus suggested that computer skills be taught to learners from a young age, but also be included in the ABE curriculum to reach a broad spectrum of citizens.

C.5.7.1 Summary of the Status, Backlogs, Needs, Priorities For Telecommunications

C.5.8 Service Delivery & Infrastructure SWOT Analysis

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

C.5.9 Key Challenges

Key challenge	Not all people within the Municipal area have access to clean drinking water	
Description	<p>Government policies require that all people are entitled to clean drinking water on a continuous basis, at least to an RDP level of service. This means that a person must be able to every day obtain clean drinking water within 200m from their homestead.</p> <p>At the current moment this is not being achieved within Impendle LM. Even where this is achieved, people are not always aware how the water gets to them and do not always use water in a responsible manner and wastages do occur.</p> <p>Some areas, such as significant nodes in which commercial activities can thrive, requires a full level of water service, i.e. water through house connections. This will further boost economic and residential development within these areas.</p>	

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

C.6.1. LOCAL ECONOMIC DEVELOPMENT (LED)

Government defines LED as 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).

This chapter of our IDP presents the local economic situation strategies and programmes. One of the challenges facing our municipality and the country at large is low economic growth that is unable to create jobs, rural municipalities like Impendle were even more disadvantaged by policies of separate development which left rural municipalities

C.6.1.1 LED functionality and Capacity

Impendle Local Municipality has developed the Local Economic Development (LED) Strategy in-house with the assistance of Cooperative Governance and Traditional Affairs. The strategy will be used as a 5-year medium term measure to stimulate the local economy of Impendle.

The Strategy is aligned with the fifty generation of Integrated Development Plan (IDP). The review was intended to strengthen LED locally and assist the Municipality to fulfil its mandate of improving the overall economic and social conditions of all people of Impendle as well as to respond to MEC comments made during 2022/23 IDP review. It should be emphasized that the National LED Framework quoted above mandates municipalities to develop an LED Plan to support economic growth and assist municipalities to understand their unique role in contributing to the national economy. We hope that the reviewing of the strategy will enable the municipality to determine how its LED initiatives are progressing and identify any recent developments that may hinder or assist with better implementation of the strategy.

The review was necessary to deal with the economic trends and new economic challenges, but in addition to this, to keep up with digital migration, pandemics, and the shifts in the global markets. The strategy seeks to align with the District Economic Recovery Plan and the One District Plan to ensure maximum implementation of strategies in the coordinated manner by all stakeholders.

Functionality of the LED Forum or Sector-specific Forums

The municipality has a sector forums in place although some are not fully functional. Intentional co-operation of all stakeholders and proper co-ordination of their activities is key to successful implementation of our LED programmes. The creation of an enabling environment for both private and community – based organizations is crucial in this process. This therefore needs a resuscitation of the following sector forum to have a functional LED forum.

- Local Tourism Forum
- Farmers Association
- Impendle Business Forum
- Boston Dargle Impendle Tourism Community Association
- Informal Trade Chamber

Participation in the District LED Forum or District Command Council

It is worth to mention that the municipality participate regularly in the District LED Forum / District Command Council / any other Economic Development Forum and the functionality of the Local structure will enable to have robust economic discussion with the district and further ensure the District Agency provides additional support on key Catalysis project. There is further a need for the development of regional collaborative partnerships with Municipalities and other agencies.

- As per Intergovernmental Relations Framework Act (IGRFA)
- Work in partnership with Economic development and Planning Departments of the neighboring municipalities and other agencies to develop a coordinated approach to economic development and marketing.
- Ensure the municipality is actively engaged in economic development and general direction of the economic component of the Regional Growth Strategy
- Create links between Impendle and Trade and Investment KZN to ensure co-ordination with activities related to the review and implementation of the greater uMsunduzi Municipality and uMgungundlovu Economic Development Opportunities Blueprint
- Collaborate with the District Municipality to ensure the functionality and effectiveness of the District Economic Development Agency

Capacity constraints and challenges

Impendle LED unit has two filled vacancies, LED Manager and Tourism Officer. With the reposition of the LED Unit to drive development within the municipality, there is a need to provide the Unit with the necessary funding to accelerate development in the area and increase its human resources. The unit current focus on the implementation of the following sector-based economies:

SECTORS
Agricultural Sector
Tourism Sector
Green Economy Sector
SMME And Cooperatives Incubation And Development
Business Licensing Office
Events Management and Coordination

Staffing issues require immediate attention to enable the LED office to operate at its most optimum efficiency to develop each sector to its most ideal best. In additional, attention to the budget requirement needs to be addressed for the necessary tasks and objectives to be achieved. The LED capacity of the municipality will enable the municipality to focus on the combination of the following activities:

- Business Retention and Promotion.
- Engagement with Business Sectors.
- Partnership Building.
- Local Procurement; and

- Innovative Project Design and implementation through support from the District Agency and other sector departments

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 or Regulatory Environment and Alignment

The Municipality has ensured that there is a vertical and horizontal alignment of its Local Economic Development strategy with Government priorities. **This strategy responds to these priorities and will be well coordinated and aligned to them.** The current strategy is informed and based on the following key strategic development priorities contained in the following strategic documents and plans:

The table showing the alignment of the Strategy with the National LED Framework Provincial Growth Development plan and District LED plans.

National LED Framework Pillars	Provincial PGDD	DGDP	Economic Recovery	One Plan	LED STRATEGY
Building a Diverse & Innovation-driven Local Economies	Improve the efficiency, innovation and variety of Government led job creation programmes.	<ul style="list-style-type: none"> • Development of Special Economic Zones And • Industrial Hubs 	•	•	<ul style="list-style-type: none"> • Development of Impendle Maize mill & Waste Management center, • Improved infrastructure and establishment of manufacturing and processing hub
Developing Inclusive Economies	Enhance sectoral development through trade, investment, and business retention.	<ul style="list-style-type: none"> • Diversification of Agricultural Production And • Identification Of Niche Markets And Agri-Processing Opportunities 	•	•	<ul style="list-style-type: none"> • A holistic, vibrant, and sustainable agricultural and tourism sector • Increased support and capacitation of SMME's, Co-operatives and informal economy
Developing Learning & Skillful Economies	Enhance the knowledge economy	<ul style="list-style-type: none"> • Capacity Building and Mentorship Support for Small Enterprises 	•	•	<ul style="list-style-type: none"> • Human Capital Development • A safe and secure destination that promotes tourism and settlements
Enterprise Development & Support	Promoting SMME, Entrepreneurial and Youth Development	<ul style="list-style-type: none"> • Promoting SMME And Entrepreneurial Development • Facilitation of Access to Finance for Small Enterprises 	•	•	<ul style="list-style-type: none"> • Strengthen enterprise and community Development Support

					<ul style="list-style-type: none"> • Develop procurement policy that will uplift local enterprise.
Economic Governance & Infrastructure	Ensure access to affordable, reliable, sustainable, and modern energy for all.	<ul style="list-style-type: none"> • Expansion of Irrigation Schemes And Water Use Efficiency 	•	•	<ul style="list-style-type: none"> • Providing affordable and reliable electricity • Developing Infrastructure for Local Markets
Strengthening Local Innovation Systems	Skills alignment to economic growth	<ul style="list-style-type: none"> • Strengthen Partnerships Between Public and Private Sector and Research And Tertiary Institutions 	•	•	<ul style="list-style-type: none"> • Develop Skills Plans For Lead Economic Sectors, based on Skills Demand

Informal Economy (Trading) Policy

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.

Municipal EPWP policy (Phase 4 Policy)

Impendle Municipality has developed and adopted a policy

The Impendle Municipality is committed to provide most of the people across all communities of Impendle with work opportunities and necessary skills training, through the Extended Public Works Programme in a fully integrated manner and within a safe and healthy environment.

Impendle Municipality aims to promote the government's objectives of economic development, good governance and rising living standards and prosperity by providing and managing/implementing EPWP projects/programmes which are being championed by the Department of Public Works. In pursuance of this objective the Municipality will endeavour to:

- Contribute to the national goals of job creation and poverty alleviation through programme management, initiating, leading and directing of the Municipality programmes in line with the Expanded Public Works Programme (EPWP).

C.5.1.3 Strategic Economic Analysis and 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 cattle, goats, sheep, and chickens. Expanding the agricultural sector is core to the municipal vision of providing adequate economic opportunities. 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 and hemp industry will be explored and transformed through the establishment of community private partnerships. Small-scale forestry opportunities will be created. Also, there are opportunities for Agri-processing, and to link Impendle nodes into broader Agri-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.

Commerce and Industry

- Impendle town is the main regional economic hub with huge untapped potential given its sphere of influence and strategic location in relation to the regional and provincial movement and trade routes. However, the area lacks a well-developed physical infrastructure and is endowed with strategically located vacant and/or underutilized land for further expansion.
- Limited commercial developments in areas such as the rural nodes identified should resonate with the role of these areas as rural service centres supporting clusters of settlements in their vicinity. Neighbourhood and community centres should be nodes that serve a cluster of settlements.

- The nodal areas should be prioritized for commercial and industrial (service and light industry) developments, depending on the size of the threshold, the role of the node in the local and regional space economy, and the availability of suitable land parcels.

Strategic Programmes Responses: Economic Nodes Development

The Spatial Development Framework (SDF) has been reviewed to ensure the linking of existing towns and settlement areas such as Boston. This review will allow for a new perspective and up to date innovative methods to be evaluated in line with the current legislation and SDF objectives. It will also enable the Municipality to develop a coordinated and collaborated Municipal strategy for residential/industrial/retail/tourism development. **This node development will allow for an opportune development of a**

- Provision of a “friendly and conducive environment” for business operation in Impendle Municipality.
- Provision of a clear precise, access and communication friendly environment for business to thrive in the municipality with a booklet of basic requirements and incentives offered by the municipality.
- Development of new processes, partnerships and staff education programs that improve customer service and streamline policy and regulatory processes to minimize red tape.
- Establishment of internal and external promotion of the municipality’s “Doing Business in Impendle Local Municipality”
- Running promotional stands in trade shows and corporate events as well as municipal functions and trade events.
- Encouraging Municipal representatives (Mayors, Councillors, Managers and other bodies representatives) to become public representatives of the communication process by speaking the ‘Impendle Municipality open for trade campaign” and other similar initiatives.
- The hosting of the Local Economic Development Annual Summit, a 2-day event to:
 1. Promote trade and dialogue
 2. Showcase local investment
 3. Host supporting institutions
 4. Establish relations
 5. Develop local interaction between informal and formal trade bodies
 6. Acknowledge dignitary bodies
 7. Promoting Impendle campaigns for trade and investment

Green Economy

The green economy relates to economic goals based on ecological sustainability and built on a culture that recognizes that socio-economic systems are dependent on and embedded in ecosystems. Green opportunities within Impendle include, amongst others:

- Green buildings and the built environment include programmers for the greening of private and public buildings.
- Sustainable transport and infrastructure where the promotion of non-motorized transport is prioritized, and an efficient public transport system is developed. This means a transport system supported by a planned compact urban spatial structure.
- Clean energy and energy efficiency interventions which include the provision and expansion of off-grid energy option in both rural and urban areas
- Management and conservation of resources
- Sustainable waste management practices
- Create opportunities for training and job creation in green economy programs (carbon sequestration; rehabilitation of degraded areas; alien invasive species management; waste management & recycling; and urban greening).
- Promote self-sufficiency, food security, and sustainable livelihoods.

The municipality has established the Buy-Back Centre which is project that is cross cutting between LED and the Waste Management Units. The strategic objective and key activities for effective implementation of the green economy concept are:

- To ensure the development of the green economy, through recycling, reusing, and reducing initiatives.
- Refuse of waste products for arts and other craft opportunities through enhancing skills and SMMEs
- The procurement of skips and development of material recovery facilities on accessible points for ease of collection and recycling in rural areas
- To form partnership (PPP) for the establishment and running of Buy-Back Centre
- To capacitate informal waste pickers in our communities through training and workshops and transporting services for recyclables to Buy-Back Centre
- To extend or prolong the lifespan of our land fill sites Environmental preservation

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.

Comparative and Competitive Advantages

Comparative	Competitive Advantages
<ul style="list-style-type: none"> • Easy access to national (N3) and provincial (R103) carriage way. • Abundance access to natural resources such as water, scenic beauty, and other input resources such as human, electricity etc. • Proximity to the Capital City of KZN and provincial govt. administration. • Land reform beneficiaries constitute a second-high percentage of land ownership after private individuals. • Proximity to the Midlands Meander tourism route and the proposed Industrial corridor of uMngeni, Msunduzi and eThekweni. • Strong cultural and historic heritage. • Youthful population which is both an advantage and disadvantage if employment opportunities and recreational facilities are not provided. 	<ul style="list-style-type: none"> • A Vibrant Agricultural Sector that is well linked to the supply chain. • Mooi River town and its surrounding agricultural areas fall within Bio-resource Group (Central Midlands) that is classified as having 67% arable land with 47% of this land consisting of high potential soils. • The moist midlands belt allows the area to be ideal for forestry development. • The area is the origin of many streams and rivers and is thus ideal for the conservation of water resources. • Best private schools in the midlands- which support the promotion and increases demand for tourism products

Key Issues Or Challenges Emanating From The Situational Analysis (SWOT)

The SWOT analysis is a strategic planning system which is used to evaluate and gauge the strengths, weaknesses, opportunities, and threats involved in a project. The municipality has accordingly done an environmental scanning to specify the objective of the project and identifying the internal and external factors that are favourable and unfavourable to achieve that objectives set for the project. Impendle SWOT analyses comprises of the following:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Availability of farming land • Availability of serviced plots • Geographical positioning along Maluti or Drakensberg gateway • Existence of nature reserves • Host to national flower • Substantial local market for Agri-produce • Relative availability of natural water reserves 	<ul style="list-style-type: none"> • No plans to maximize agricultural benefits • Inadequate focus on potential LED Drivers • No marketing strategies • Limited funding avenues for LED • No LED warm bodies • Inadequate management of environment • Inadequate Growth Driven Policies • Indecisive behaviour on land disposal matters

<ul style="list-style-type: none"> • Reasonable availability of government services • Dynamic climate conditions 	
OPPORTUNITIES <ul style="list-style-type: none"> • Maximize agricultural potential • Market area as tourism gateway • Market unique nature of climate conditions • Development of growth driven policies and plans • Skills development of youth in the agricultural sector • Disposal of business/commercial land 	THREATS <ul style="list-style-type: none"> • Land invasion • Social unrests due to lack of opportunities • Negative population growth • Brain drains • Reduced life expectancy • Scourge of HIV/AIDS

Identification and Analysis of Economic Resources and Infrastructure

- (Bulk services,
- Transportation,
- serviced industrial,
- commercial sites,
- productive agricultural land, etc)

Core Economic Activities, Potential Upstream And Downstream Opportunities In The Economic Sectors

Spatial Planning & Land Use Management and LED Interventions

Three (3) priority poverty wards identified with specific LED interventions? (As per the Poverty Eradication MasterPlan)

C.5.1.4 Strategic Programmes Responses

Strategic Programmes Responses for Agriculture

a) Supporting emerging farmers

Impendle local municipality is an economy driven by farming as an income generator. For the emerging farmers, this economy is supported by the “informal economy”, “hawkers’ market” of which the municipality needs to quantify, support, encourage, and grow. This requires the LED office to:

Quantify land size	<ul style="list-style-type: none">➤ To calculate the actual size of Impendle emerging farmers’ size➤ To quantify the potential value for future growth and development
Number of emerging farmers	<ul style="list-style-type: none">➤ To measure the number of SMMEs and population of the municipality involved and dependant on farming
Type of farming practice	<ul style="list-style-type: none">➤ To understand and evaluate the behavioural practices of farming by emerging farmers that will allow the municipality to provide intervention strategies to encourage growth
Number of cooperatives	<ul style="list-style-type: none">➤ This will allow the municipalities to evaluate the potential for grant funding and other interventions to use for the improvement of emerging farmers
Type of crops planted	<ul style="list-style-type: none">➤ Understanding of crops planted will indicate demand-based opportunities and threats and allow the LED office to facilitate growth and wealth retention programs well as improvement of practices
Method of farming	<ul style="list-style-type: none">➤ Evaluation of methods used determines success and failure. Hence the need to evaluate and development of support and intervention strategies (use of mentorship and training programs) will allow farmers to improve their yields and improve profits
Challenges in farming	<ul style="list-style-type: none">➤ Assessing challenges will allow the LED office to establish intervention programs and facilitate solutions for improvements
Development of a farming strategy	<ul style="list-style-type: none">➤ A coordinated farming strategy will allow for developing farmers to plan, plant, manage pesticides and harvest a co-ordinated set of crops at a mass scale for specific markets and agro-processing, packaging and grading of goods at a standard required by high quality retail clients.

To a large extent, the Municipality will promote organic farming and possibly assist the emerging farmers to access organic manure and to capacitate them to produce their own manure.

a) Agricultural Strategy

With farming being the main economic driver in the local economy, there is a need for the establishment of a farming strategy to:

- Develop emerging farmers
- Capacitate farmers
- Co-ordinate farming so that it can create spill-over benefits such as other value-add industries
- Manage and foster supporting industries born out of a co-ordinated farming strategy
- Develop unique and uniformed production farming produce that will lead to a an Impendle brand of farming products
- Establish markets for Impendle produce

This will require facilitation from the LED office for the establishment of a farming strategy, operation, and development of a farming entity with project managers and set an operation which will become a driving entity that will in turn allow farmers to participate, develop, supply and become part of a coordinated operation. The Agribusiness Strategy will therefore focus on:

Agri-Business Strategy Focus	
Vision	A single vision of what the Impendle Local Municipality wants their emerging farming community to become over the next 5 years and beyond
Objectives	Clear and measurable objectives to be achieved by the strategy
Strategy	An identifiable set of activities, entities, and measurable outcomes of how, where and when this objectives can be achieved over the period of time
Measurement instruments	Clear and precise measurement instruments used to achieve the set goals
Outcomes	Identifiable outcomes
Farmers outcomes	Clear and identifiable success stories of farmers sustainability
Establishment of spill over benefits	Sectors and industries developed as a result of this strategy

In essence the municipality will undertake a study to assess the farming environment within emerging farmers and established farming operations within the municipality which will include amongst other things:

- Land used and that could be used for farming in the municipality
- Types of farming practices
- Emerging farming patterns and opportunities; the analysis of their operations, challenges, individual land size including types of farming practices, crops, volumes.
- Markets availability and access

In addition to this, the municipality will Establish a Agri-Strategy Business Plan that will become the blueprint of the municipality Will be sued as a direction and compass for all farming initiatives. The business plan will be used to source funding for the farming strategy and offer guidelines to projects initiated. The integral elements of the farming business plan and strategy will be:

- To establish emerging farmers and product base from which farmers can trade on
- Forster partnership with other established farmers in different sectors of the industry
- Gain access to markets for goods produced
- Establishment of an Industrial Node and SMMEs in spill-over beneficiation
- Establishment of an SEZ sector within the municipality in line with IPAP

a) Tourism Strategy

Establishment of a tourism sector as a growth node is vital to Impendle local municipality as a long-term job creation opportunity. Focusing on identifying tourism attractions, supporting the development of local based arts and crafts, local based cultural and environmental tourist attractions. Municipal tourism objectives and goals are the establishment of an inclusive tourism strategy aimed at encouraging regions within the municipality “previously disadvantaged from mainstream tourism opportunities”. This may include:

- Learnership programs to upskill citizens for opportunities through education and training
- Partnership with tourism institutions
- Development of Impendle tourism plan and strategy
- Establishment of a fully resourced tourism office
- Develop Catalogue of tourism-based operators within the municipality and the tourism calendar. We will also quantify the tourism sector for employment and support initiatives and drivers. Tourism sector is able to create jobs in the following activities:

SECTOR	JOB
Accommodation	<ul style="list-style-type: none">• Cleaning• Security
Tour operators	<ul style="list-style-type: none">• Tour guides• Tour trails and hikes• Tour drives• Historical remapping of Impendle
Restaurant	<ul style="list-style-type: none">• Cooking• Waitressing• Cleaning
Entertainment and events	<ul style="list-style-type: none">• Events management• Bookings management• Car park attendants• Security• Sales and marketing of goods and other services
Municipal revenue	<ul style="list-style-type: none">• Gate takings revenue• Employment spill over benefits• Licensing of businesses and business participation in events• Long-term spill over benefits (B&B and other accommodation) establishment

Tourism can showcase Impendle local municipality's Flora and Fauna, cultural diversity, arts and crafts and market the municipality to potential business investors. The establishment of a tourism plan and strategy will encourage investment in:

- Municipal town development and beautification
- Encourage municipal infrastructure development and improvement
- Rural development and rural participation and encourage rural-based tourism
- Encourage the maintenance of a "green" municipality

These municipal assets (tourist attractions) can bring in high net worth individuals and middle-income tourists from day travelers from within the District and surrounding regions. Attractions include:

- Fishing activity
- Homestays Programmes
- Bird watch
- Flora activity
- Fauna activity
- Hiking
- Camping
- Chalet's bookings

Options exist for the municipality to acquire industrial sites for special zoning to attract investment to the region. These processes can be guided by the DTI zoning incentive program for participating investors in:

- Aquaculture Development and Enhancement Programme (ADEP)
- Business Process Services (BPS)
- Capital Projects Feasibility Programme (CPFP)
- SEDA Technology Programme (STP)
- Support Programme for Industrial Innovation (SPII)
- The Manufacturing Competitiveness Enhancement Programme (MCEP)
- Tourism Support Programme (TSP)

With these DTI incentives as well as reduction of "red-tape", the spill over benefits includes beautification of the municipal town, infrastructure development, housing development and this will all increase the revenue of our municipality.

a) Development of the Economic & service Impendle Town

Impendle town is the main service hub that services the entire municipal area. The town is highly accessible, being located on the primary corridor [P127-1] and at the intersection of the R617. It is a small but significant service center; much of the activity takes place in the area. In terms of its role and function within its Local municipality, it provides financial, agricultural, social, educational, and marketing goods and services to the surrounding rural settlement areas. In addition, it is also an important exchange center for a large rural population and serves as a transport interchange. Considering the important role and function of this node, it should be classified as the focus area for municipal and government services and the main economic hub within the municipality.

As a municipal service node, the following spatial planning directives are critical interventions for Impendle to realize its potential:

- Development of commercial activities serving the entire municipal area and the surrounding areas.
- Location of sub-district offices of various government departments and service delivery agencies.
- Location of facilities and services for an effective administration and local governance.
- Development of infrastructure that would enable the town to play its role as the regional hub and service centre. This includes promoting projects that are intended to provide service to the municipal area as a whole and beyond.
- Implementation of the Impendle Urban Design Layout, apart from the north-eastern portion. This is because the layout cuts across an existing provincial road. It is proposed that there be a partial cancellation of the general plan.
- Initiating programmes to improve the aesthetic character of the town. This may include landscaping, development of landmarks and urban design features

Strategic Programmes Responses for Green Economy

Buy Back Centre

The municipality has established the buy-back center which is project that is cross cutting between LED and the Waste Management Units. The strategic objective and key activities for effective implementation of the green economy concept are:

- To ensure the development of the green economy, through recycling, reusing, and reducing initiatives.
- Refuse of waste products for arts and other craft opportunities through enhancing skills and SMMEs
- The procurement of skips and development of material recovery facilities on accessible points for ease of collection and recycling in rural areas
- To form partnership (PPP) for the establishment and running of buy back centre
- To capacitate informal waste pickers in our communities through training and workshops and transporting services for recyclables to buy back centre

Strategic Programmes Responses for informal economy

a) EPWP Program

A strategically coordinated effort to create intensive labour over a short period over the next 3 years using the above-mentioned employment drivers will allow the municipality to develop entry level skills training opportunity. This will further enable the municipality to establish a database of employees roped into the employment and training program. EPWP program will also form part of the farming strategy with outcomes aimed at training and capacitating farm workers to be skilled in farming. The strategy will also promote the use of intensive labour in Infrastructure, Tourism and Agricultural projects funded by the Municipality.

Projects	Opportunities
Infrastructure Projects	<ul style="list-style-type: none">• Road works• Maintenance and development projects
Farming strategy	<ul style="list-style-type: none">• Employment• Training• SMME procurement
Tourism	<ul style="list-style-type: none">• Local art development and marketing• Events coordinating and procurement and supply• SMME exposure and development

b) Support to SMMEs and Cooperatives

In line with the National Development Plan, the Municipality will set up and SMME's "Incubator Program" for pre-existing SMME and Cooperatives as well as future SMMEs looking to be developed. The Incubator program will set out to achieve the following objectives:

Objectives	Outcomes
Register	Establish a database of local SMME
Educate and train	Upskill and equip entity owners –caterers, contractors
Establish mentorship programs	Link SMME with suited mentors
Exposure to similar institutions	Site visits
FET college	Link to training programs for further training
Exposure to funding institutions	LED funding institution seminar
Certification	Certify SMME's training programs
LED office to promote procurement of goods and services from local SMMEs	To spend municipal budget locally, LED office as well as other departments will be encouraged to procure services locally (especially from local SMMEs) as well as partner SMME with external service providers.
The municipality has identified the Maize Mill and Buy Back center completed project that are underutilized and developed support plan for revival these project	Strengthen private sector partnership and develop enterprise development program for the local SMME, Cooperatives and Informal sectors

The above-mentioned Incubator Program seeks to:

- Develop a culture of entrepreneurship within the youth and women in business.
- Improve the skill and education as well as the service level standards
- Retain local business and improve the local economy by spending money in the local economy which will encourage locals to in turn spend their wealth locally.

Township & Rural Economic development for interventions

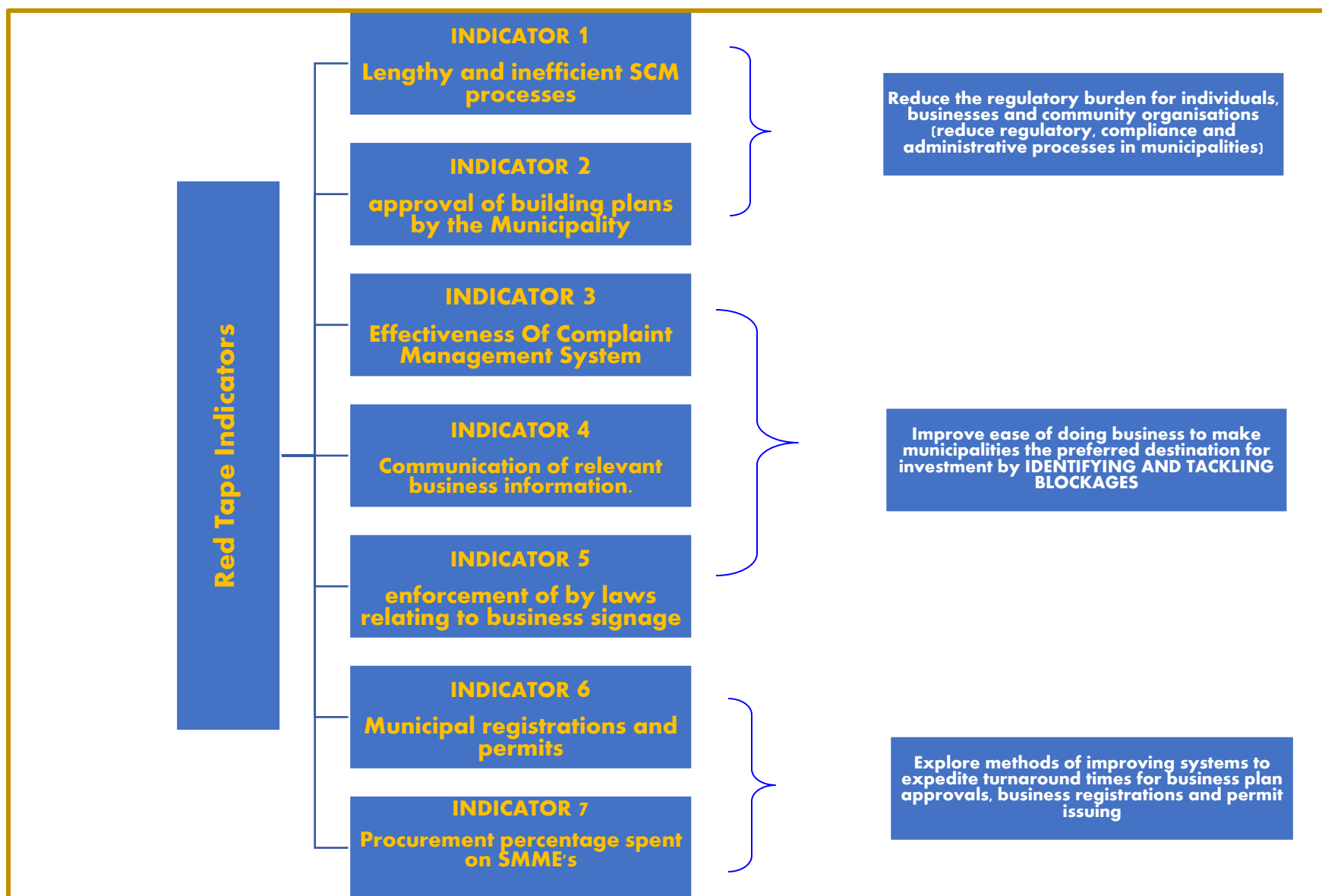
Economic growth is critical to the re-construction and regeneration of post-apartheid South Africa. A specific legacy of the Apartheid state was the establishment of an economic trajectory that has resulted in the creation of a second economy. An enforced spatial process, central to the design of Apartheid economics, was instrumental in the creation of these first and second economies. Today, the first economy is characterized by a well-capitalized, relatively technologically advanced, urban base relying on skilled labour and well-integrated within the global economy. In contrast, the second economy is in peri-urban and rural areas and is associated with low skill requirements, poor infrastructure, and poor labour conditions.

The National Framework for LED – identifies the creation of inclusive economies as one of its key pillars - with a view to integrate village economies into the mainstream economic landscape. The approach to focus on villages / rural areas is informed by the reality that South African villages are characterized by the highest levels of unemployment, poverty and inequality. Re-establish factories and light industrial hubs/zones in rural areas including refurbishment of existing ones is necessary to respond to the problems of high unemployment and poverty in rural areas, village economies have been identified as a critical vehicle to drive the South African economy to upward trajectory. The municipality has identified the Maize Mill and Buy Back center completed project that are underutilized and developed support plan for revival of these projects.

The intention is to develop enterprise development and support informal economy government cannot carry the responsibility of rural development alone. Thus, during this assignment, we will recognize and encourage significant contributions that can be made by stakeholders outside government to enhance successful implementation of the program. Co-operation of all stakeholders and co-ordination of their activities, especially those aimed at rural poverty alleviation. The creation of an enabling environment for both private and community – based organizations will be crucial in this process. This includes sound macroeconomic policies, effective legal/judicial system, effective rules and regulations, a shared vision and fundamental trust between stakeholders and good infrastructure; and that what government and this initiative espouse.

C.5.1.5 Ease of doing business/ red tape reduction

Red Tape holds back individuals, businesses, and entrepreneurs; frustrating and constraining their ability to help each other. In the South African context, Red Tape takes the form of regulations, rules and procedures that are needlessly complex, creating unnecessary roadblocks to progress. This results in undesirable consequences on businesses, the economy, and individuals. There are three main types of red tape in any given problem as illustrated below:



Key challenges and Constraints in Red Tape Reduction and how we aim to reduce those challenges

REDTAPE REDUCTION ACTION PLAN								
INDICATOR 1	Lengthy and inefficient supply chain management processes (which ultimately affects the 30-day payment system to SMMEs).							
Key Challenge	Ineffective and inefficient supply chain management processes and controls which result in municipal under-expenditure, which undermines service delivery. This results in irregular, wasteful expenditure and corruption. Ultimately the time stipulated to pay service providers is more than the legislated 30-day maximum period which impacts on business cash flow, sustainability, and unemployment.							
Objective	Red tape Challenge	Root Cause	Expected Outcome	Action Plan				
				Action /Activity	Start	End Date	Responsibility	Resources Required
To improve Supply Chain Management processes for better service delivery	Municipality has no standard procedures in place for procurement. Inclusion of SMMEs into SCM policy has been identified as a challenge.	No standard process for procurement.	An effective process which details the Municipalities procurement process	Development of process flow for procurement processes July			SCM / Municipal Manager	N/A
REDTAPE ACTION PLAN								
INDICATOR 2	Percentage spends on Procurement of SMMEs							
Key Challenge	Municipalities do not have SMME policies or regulations in place to promote SMME development or give preference to local suppliers of businesses							
Objective	Red tape Challenge	Root Cause	Expected Outcome	Action Plan				
				Action /Activity	Start	End Date	Responsibility	Resources Required
			Services are procured from SMMEs or Cooperatives in the area.	SCM Policy reviewed and approved in May 2017.				
REDTAPE ACTION PLAN								

INDICATOR 3	Municipal Building Plan Approvals							
Key Challenge	The national building regulations regarding building plan approval time frames are not being adhered to in municipalities.							
Objective	Red tape Challenge	Root Cause	Expected Outcome	Action Plan				
				Action /Activity	Start	End Date	Responsibility	Resources Required
		To improve the functioning of the Building Inspectorate for better service delivery	Minimal enforcement of building regulation in the town	Insufficient staff has resulted in the inefficiency as there are only two staff in the Building Inspectorate who are responsible for all work.	Improved enforcement and compliance with Building regulation in the Town	Council decision to recruit additional Staff within the Building Inspectorate		
No publicized process with timeframes for each unit to assist with working towards achieving the legislated turnaround timeframes.	Improved communication on Building Plan Approval process with all business units involved in the approval process	Prepare a Process chart including commenting timelines for distribution to all Business units involved in the approval process					Building Inspectorate	
REDTAPE ACTION PLAN								
INDICATOR 4	Business Registrations and Permits							
Key Challenge	The timeframe of 21 days to approve applications and permits are not adhered to in many municipalities.							
Objective	Red tape Challenge	Root Cause	Expected Outcome	Action Plan				
				Action /Activity	Start	End Date	Responsibility	Resources Required
To improve the functioning of the Licensing for	License and permits issued within 21 days. However, there is	No document tracking or management system in place.	Efficient management of Business Licensing and	Development of register and tracking system for all			LED Unit	N/A

better service delivery.	no system in place to track applications.		permit applications	applications received.				
				Document application process and associated timelines			LED Unit	NA
REDTAPE ACTION PLAN								
INDICATOR 5	Enforcement of Municipal By-Laws							
Key Challenge	Several municipal policies, regulations and by-laws are often outdated, and/or their costs exceed their benefits because of the unintended impacts they have on businesses or because of the way in which they are, or are not, implemented and enforced, resulting in unnecessary costs, delays, lost business and job losses							
Objective	Red tape Challenge	Root Cause	Expected Outcome	Action Plan				
				Action /Activity	Start	End Date	Responsibility	Resources Required
To improve Public's compliance with Municipal By-laws through efficient and effective enforcement	Insufficient capacity to enforce by-laws within the municipality.	Insufficient staff to enforce compliance with by-laws	Effective and efficient compliance and enforcement of Municipal by-laws	Council decision to recruit Peace Officers			Council	Council Approval/Resolution
REDTAPE ACTION PLAN								
INDICATOR 6	Complaints Notifications System							
Key Challenge	There is either no known channel or means for residents or businesses to submit service delivery complaints to the municipality, OR when complaints are submitted, the municipality does not provide service-specific time frames by which complainants can expect a response from the municipality.							
Objective	Red tape Challenge	Root Cause	Expected Outcome	Action Plan				
				Action /Activity	Start	End Date	Responsibility	Resources Required

To improve the handling and response time of complaints made to the Municipality for better service deliver	Complaints are not managed effectively and efficiently, coupled with no turn-around times for addressing them	The Municipality does not have a standard process by which complaints are dealt with effectively and efficiently	An effective and efficient Complaints Management System towards better service delivery	Establish Committee to develop the Complaints Management System Develop a Complaints Management Strategy			Cooperate services	N/A
REDTAPE ACTION PLAN								
INDICATOR 7	Communication of Information							
Key Challenge	Lack of or poor communication systems, processes and channels resulting in difficulty in accessing municipal information relevant to residents and/or businesses.							
Objective	Red tape Challenge	Root Cause	Expected Outcome	Action Plan				
				Action /Activity	Start	End Date	Responsibility	Resources Required
To improve communication to formal and informal businesses along with the public to assist with information dissemination and create awareness.	Communication with public limited to notice boards and public meetings. There were no other forms of communication to effectively communicate urgent information.	Existence of multiple communication channels.	Improved communication to assist with service delivery.	Establish more than one channel of communication. Consideration of forums and committees is suggested.			LED Unit / Cooperate services	

C.5.1.6 Funding and implementation plan

	STRATEGIC GOAL	INTERVENTION	PROGRAMME/PROJECT	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	Continuous	Technical Support	N/A	Funded	DARD	KZNDARD	Department of Agriculture, ILM TC's	On going
Clearance/Makhuzeni red meat	Conversion of Stock Farming from Subsistence into a commercial enterprise	Support for local farmers to red meat industry	Project		N/A	N/A	Funded	KZNDARD	KZNDARD	ILM, TC's	Planning Stage
Commodity support	Commercialization in grown commodities	Provision Support to Cooperatives and	Programme	Continuous	100 000	YES	Funded	ILM	ILM	UMEDA, Agriculture	

		SMME's									
Poultry support	Production of market quality product	Supply of chicken feeding	Programme	Continuous	150 000	YES	Funded	ILM	ILM	Agriculture, UMEDA	
Feasibility study for the establishment of a Tourism Information Centre	Availability of Information and Statistical collection at central point	Construction of Informational centre in Boston	Project	2023/24	N/A	N/A	Unfunded	Economic Development, Tourism & Environmental Affairs	EDTEA	ILM,	
Feasibility study for establishment Water Park	To create a social friendly recreation facility	Construction of Recreational Park	Project	2023/24	N/A	N/A	Unfunded	Sport and recreation/ EDTEA	Sport and recreation/ EDTEA	ILM, Sport and recreation/ EDTEA	
Establishment of Guided Trail walks	Promotion and Maintenance of existing trail walks	Maintenance of trails	Programme	2023/24	N/A	N/A	Unfunded	EDTEA, Ezemvelo KZN Wildlife	EDTEA, Ezemvelo KZN Wildlife	ILM	
Establishment of a Cycling Tour routes	To have tour packages	Identifying routes suitable	Programme	2023/24	300 000	N/A	Unfunded	ILM	Impendle Municipality	TKZN ILM	

	that unique to Impendle	e for cyclin g									
Development of Shopping Centre	Improve viability of the area	Marke ting for servic e provid ers	Project	2022/23 to 2023/24	N\A	N\A	Private \Inwar d Invest ment	Privat e	EDTEA. Umeda, Impendle LM		
Operationalizatio n Impendle Mill	Developme nt of small industry	Facilit ate openi ng of the mill	Project	2022/23	N\A	N\A	Private \Inwar d Invest ment	Public\ Public Partn ership	KZNEDTE A, Agri. Impendle LM	ILM	
Operationalizatio n of the Buy-Back Centre	Developme nt of scale industry	Source experi enced operat or	Project	2022/24	N\A	N\A	Private /Inwar d Invest ment	Public\ Privat e Partn ership	EDTEA ILM Private	PPP	
Operationalizatio n of Skills Centre	Developme nt of small-scale industry	Source experi enced operat or	Project	2022\25	N\A	N\A	Private /inwar d Invest ment	Public\ Privat e partn ership	ILM, KZNEDTE A	PPP	
Development and commercialization of Boston to small town	Improve Boston area towards a one-stop tourists and local essentials resource	Mobili ze Bosto n comm unity toward s the objecti ve	Progr amme	2023/27	N\A	N\A	Unfund ed	EDTEA	EDTEA	ILM	

C.5.1.7 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.

Overall EPWP Phase 4 Targets Per Sector and Per Financial Year: Impendle Local Municipality							
Sectors		2019/20	2020/21	2021/22	2022/23	2023/24	Overall Target for the whole municipality
Infrastructure	WO	62	62	62	62	62	310
	FTE	21	20	20	20	20	101
Environment	WO	10	10	11	11	11	53
	FTE	5	5	5	5	6	26
Social	WO	87	87	87	87	87	435
	FTE	33	33	33	33	33	165
Total	WO	159	159	160	160	160	798
	FTE	59	58	58	58	59	292

C.6 KPA: FINANCIAL VIABILITY & MANAGEMENT

The Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999) (as amended by Act No. 29 of 1999) is one of the most important pieces of legislation passed by the first democratic government in South Africa. The Act promotes the objective of good financial management to maximise service delivery through the effective and efficient use of the limited resources.

The key objectives of the Act may be summarized as being to:

- Modernise the system of financial management in the public sector.
- Enable public sector managers to manage, but at the same time be held more accountable.
- Ensure the timely provision of quality information; and
- Eliminate the waste and corruption in the use of public assets.

This section of Impendle IDP presents Impendle financial viability and management.

C.7.1 Capital Funding And Expenditure To Address Service Delivery

Procurement plans to further the implementation of the procurement process for the 2023/24 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. Provide:

•% of expenditure of Capital Budget.

•Are there any roll-over grants – provide details;

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

• Synopsis Of Funds Received, Spent, Variance 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 2021/2022 financial year is R68, 538 million inclusive of non-cash items, this amount was R61 884 983 in 2019/20 and R67 835 000 in 2020/21 financial years. This year's non-cash items amount to R10, 397 million made of debt impairment and depreciation and asset impairment.

Table 1: Impendle Synopsis of funds received, spend and variances.

2021/2022 FINANCIAL YEAR			
GRANT	RECEIVED	SPENT	VARIANCE
Municipal Infrastructure Grant	20 130 000.00	20 130 000.00	0.00
Finance Management Grant	2 200 000.00	2 200 000.00	0.00
Schemes Support			0.00
Special Support	2 400 000.00	2 400 000.00	0.00
EPWP Incentive	1 221 000.00	1 221 000.00	0.00
Library Provincialization	1 871 000.00	1 871 000.00	

Library Services Grant ICT	242 000.00	242 000.00	0.00
Local Government Equitable Share	36 500 750.00	36 500 750.00	
TOTAL	R	R	R
2022/2023 FINANCIAL YEAR			
GRANT	RECEIVED	SPENT	VARIANCE
Municipal Infrastructure Grant	R12 753 000	R12 753 000	0.00
Finance Management Grant	R2 400 000	R2 400 000	0.00
Schemes Support	R1 250 000	R1 250 000	0.00
Special Support	R2 543 000	R2 543 000	0.00
EPWP Incentive	R1 430 000.00	R1 430 000.00	0.00
Library Provincialization	R1 964 000.00	R1 964 000.00	
Library Services Grant ICT	R254 000.00	R254 000.00	0.00
Local Government Equitable Share	R43 078 000.00	R43 078 000.00	
TOTAL	R	R	R
2023/2024 FINANCIAL YEAR			
GRANT	RECEIVED	SPENT	VARIANCE
Municipal Infrastructure Grant	R13 125 000.00	0.00	0.00
Finance Management Grant	R2 400 000	0.00	0.00
Special Support	R2 593 000.00	0.00	0.00
EPWP Incentive	R1 345 000.00	0.00	0.00
Library Provincialization	R1 964 000.00	0.00	0.00
Library Services Grant ICT	R254 000		
Local Government Equitable share	R45 415 000.00	0.00	0.00
TOTAL	R67 096 000.00	0.00	0.00

HIGHLIGHTS OF THE 2023/24 ANNUAL BUDGET

Property rates

- The municipality has budgeted for property rates in line with the 6% inflationary increase as guided by National Treasury circulars. Property rates tariffs are based on the municipal second general valuation roll, and supplementary valuation as required by the Municipal Property Rates Act.
- Property rates amounts to R5,482 million rand after considering revenue forgone.

- The phasing out of Public service infrastructure is in its fifth year as amended by the MPRA.

Service Charges-Refuse Removal

- These have also been budgeted at 6% increase after considering vat output payable to SARS.
- Only limited to village residents and business categories

Transfers Recognised-Operational

- The municipality is mostly funded by grants revenue that comprise 88 % of operational revenue.
- Provincial Gazetted Operational allocations are made up as follows: Library Provincialisation of R1,760m and Community Library Services of R211k.

Transfers Recognised - Capital

- Capital grant revenue as gazetted amounts to R11,719m and comprises of Municipal Infrastructure Grant from National Treasury.

Investment Revenue

- At 1% of revenue generation excluding DORA allocations, the municipality envisions that conditional grants will be utilised in full.
- History has also shown that DORA allocations to be received and before utilisation yield on average interest of over R879 000 per annum as per audited AFS. The municipality has budgeted this line item at R900k.

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 have not been moved as municipality is 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.
- Licenses and permits have been budgeted at R53,1k and relate to taxi permits and business licenses.
- Agency services is budgeted at R65k and relates to contractual agreement between the Municipality and Department of Transport: Motor Licensing and is commission based per vehicle license renewal and licensing transaction.
- The R155,6k 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.

Employee Related Costs / Councillors Remuneration

- Inflationary increments of 6% for Councillors, Management whilst officials had been budgeted as per circular no. 6/2018 mandate from South African Local Government Bargaining Council and these are at 6,5%.
- The above increment does not take employee notch movements into account. That will be performed once the salary TASK levels are received from SALGA in June/July 2019. This has also been viewed as a much-anticipated standard of living increase across the board.
- The Councillor allowances are budgeted against the existing government gazette no 42134 dated 21 December 2018. Municipal Mayor is budget on the full-time basis with a resolution being adopted at full council whilst other councillors on a part time basis as the Municipality is a plenary.
- Senior Management packages are budgeted against the existing government gazette no 42023 dated 08 November 2018.
- 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 rises.

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 R1,6 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 2018/19 annual budget, the Municipality has increased it's 2019/20 budget to R9,4m incorporating estimated assets impairments.

Finance Changes

- These relate to ABSA loan that was acquired in the financial year 2014/15 for capital expenditure and bank charges. This line item is reasonably budgeted for as amortised.

Figure 1: Budget summary

Description	2019/20	Current Year 2020/21				2021/22 Me
	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22
R thousand						
Revenue By Source						
Property rates	5,970	7,071	7,071	7,071	(8,106)	7,495
Service charges - electricity revenue	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-
Service charges - refuse revenue	74	79	80	80	(80)	87
Rental of facilities and equipment	800	797	797	797	629	702
Interest earned - external investments	1,037	1,050	735	735	503	800
Interest earned - outstanding debtors	150	174	145	145	162	150
Dividends received	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-
Licences and permits	69	33	45	45	39	31
Agency services	7	45	45	45	172	43
Transfers and subsidies	41,701	39,852	46,842	46,842	48,572	48,019
Other revenue	28	2,088	2,102	2,102	87	156
Gains	(4,703)	1,500	800	800	-	810
Total Revenue (excluding capital transfers and contributions)	45,133	52,689	58,661	58,661	41,978	58,292
Expenditure By Type						
Employee related costs	31,567	31,398	31,880	31,880	11,421	34,321
Remuneration of councillors	2,574	4,447	4,447	4,447	1,340	4,708
Debt impairment	849	1,556	1,556	1,556	-	1,649
Depreciation & asset impairment	10,850	3,212	3,212	3,212	7,811	8,748
Finance charges	121	-	-	-	-	-
Bulk purchases - electricity	-	-	-	-	-	-
Inventory consumed	-	-	-	-	-	292
Contracted services	6,184	7,228	8,868	8,868	6,694	9,397
Transfers and subsidies	3,413	4,056	3,456	3,456	3,444	3,480
Other expenditure	5,968	7,211	7,054	7,054	4,952	5,943
Losses	-	-	-	-	-	-
Total Expenditure	61,527	59,108	60,473	60,473	35,663	68,538
Surplus/(Deficit)	(16,394)	(6,420)	(1,811)	(1,811)	6,316	(10,245)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	12,065	11,670	17,192	17,192	13,701	20,130
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - capital)	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(4,329)	5,250	15,381	15,381	20,017	9,885
Taxation	-	-	-	-	-	-
Surplus/(Deficit) after taxation	(4,329)	5,250	15,381	15,381	20,017	9,885
Attributable to minorities	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality	(4,329)	5,250	15,381	15,381	20,017	9,885
Share of surplus/ (deficit) of associate	-	-	-	-	-	-
Surplus/(Deficit) for the year	(4,329)	5,250	15,381	15,381	20,017	9,885

Capital Budget

There is an increase from previous year as per Divisions of Revenue Act allocations due to Impendle village sports field 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 2: Impendle Infrastructural projects to be implemented in 2023/24

Project Name	Ward no.	Estimated Budget	Fees	Project Progress
Maintenance of Nxamalala Sport-field	1	R1 321 500.00		
Construction of Nhlathimbe Pedestrian Bridge	1	R?		
Construction Nguga Link Road	2	R2 500 000.00		
Construction of Ntokozweni Gravel Road	3	R2 156 250.00		
Construction of Novuka Gravel Road	4	R1 800 000.00		
Construction of KwaKhetha Gravel Road	4	R1 700 000.00		
Construction of Bus-Shelters for Gravel Road	5	R1 800 000.00		
Maromini Gravel Road	5	R1 200 000.00		

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 and how grants are ring-fenced.

Conditional grant funds are invested on call accounts and utilised when required. Currently Call accounts have been opened with FNB, ABSA, Standard Bank and NED Bank to keep every 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 June 2023 and should there be unspent conditional grants by the 1st July 2023, new call accounts will be opened with the financial institutions offering a better rate of interest. See below the sample of the Investments register.

Table 3: Impendle Investment Register report as at 28 February 2023

No	Bank	Account Number	Account name	BALANCE
1	First National Bank	63018808030	FMG	R22 670.82
2	NedBank	037881012463000051	MIG	R86 169.64
3	Standard Bank	258541326-030	Library Grant	R71 364.61
4	ABSA	9374707931	Cyber Cadet	R201 175.49
5	ABSA	9373327035	Housing Services	R138 673.80
6	NedBank	037881012463000050	Equitable Share	R178 663.17
7	First National Bank	63014679724	General Investments	R83 939.00

C.7.2 Repairs And Maintenance

Include ratio of grant dependency, collection rate and budget information on repairs and maintenance. This information will provide a complete overview of the realistic picture of funding projects over the term and being able to budget for the costs associated with repairs and maintenance.

	2021/22	2022/23	2023/24
R/M budget as % of PPE (R and %);			
3-year comparison- actual spend/budget;	970 000 VS 566 302		
R value of PPE			

Grant dependency			
Collection rate and capacity (resource - financial)			
Capital expenditure vs total expenditure.	20 130 000.00 VS 20 130 000		

Narrative of intention to improve budgeting and spending on repairs and maintenance? Explanations on why the municipality cannot afford the 8% budget norm using: 3% of the total budget.

C.7.3 Supply Chain Evaluation

SCM – functionality of the SCM unit including addressing delays of tender award and execution (details on tender policy implementation and measures to improve with a definite timeline. Has the Procurement Plan been updated/revised or new PP developed?

Narrative on performance on Procurement Plan implementation.

Are there any challenges experienced with the SCM unit? Is it supported by a measure to address these challenges with timeframes?

Does SCM management display cohesiveness to assess whether the primary objectives of service delivery are met? Does it include statements on functionality of Bid Committees, as well as timeframes from advert to award?

Does the SCM Policy make provision for the categories of preference i.t.o. Sect 217(2) of the Constitution, for example people living with disabilities to qualify for tenders?

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.

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.7.4 Indigent Management

Narrative to include indigent relief – alignment with other Locals and District, allocation of Free Basic Services from National Fiscus, expenditure and supplementary costs for relief to townships, settlements and rural homesteads.

The Municipality has the updated list of the indigent households. The policy was adopted in 2018 and is being reviewed. It aims to updated indigent register was adopted by Council on the 28th of June 2018 since

In addressing social and economic challenges at Impendle the municipality commits a portion of its 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.

Table: below shows that in 2022/23, the indigent list decreased from 2 744 to 2 013. This was largely due to data cleansing that was done by the municipality, where it realised that most of our people don't buy electricity. They use illegal connections. The Municipality pays Eskom about R100 000 per month. As the economy fails to create more sustainable jobs and the impact of loadshedding on businesses, we anticipate an increase in the number of beneficiaries in 2023/24. The municipality has budgeted an amount of R3 480 000 for free basic services in the 2023/24 which accounts for 9% of the equitable share.

UMDM also provides free basic water for household who fall under their indigent threshold. **The UMDM indigent policy says** 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.

	2021/22	2022/23	2023/24
Number of Indigents per year	2 744	2 013	2 600
Cost per year	R	R	R
Allocation of FBS pertaining to the Municipality.	100kWh	50kWh	50kWh
Allocation of FBS pertaining to UMDM			50kl

•Improvements in addressing Indigent relief – giving effect to the policy

•Challenges identified

Tools of trade

It is not everyone who is indigent benefit from this intervention by both municipalities.

•Measures to address inconsistencies in FBS.

C.7.5 Revenue Management

This section has been revised to allow Municipalities to differentiate between Revenue Protection and Revenue Enhancement.

C.7.5.1 Where do we get our monies

Sources of revenue

	2021/22	2022/23	2023/24 (Projected)
Billed revenue as per audited AFS	R9763054	R103 48837	R10 969 767
Collected revenue as per AFS	R8 371 691	8 873 992	R9 406 432

Collection rate	84%	89%	94%
collections on current debtors	71.6%	71.80%	72%
collections on current and aged debtors (total debt)	81%	81.5%	86%

C.7.5.2 Municipality Revenue Enhancement Strategy

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.7.6 Debt Category

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.

C.7.7 Financial Ratio's

The Municipality to provide financial viability information in a tabular format for the previous 2 financial years based on audited AFS and projected for the next financial year indicating: (Ratio table must be included) Some of these ratios by line item is repeated in certain categories but for purposes of keeping all relevant ratio's together)

Description of financial indicator	2021/22	2022/23	2023/24
	Audited Outcome	Audited Outcome	PROJECTED
Cost coverage ratio;	11%	11.5%	12%
Current Ratio (Current assets to current liabilities);	1.11	1.12	1.13
Capital expenditure to total expenditure;	16%	17%	18%
Debt to revenue;	8%	9%	10%
Collection rate;	81%	81.5	82%
Remuneration (Employee and Councilors) to total expenditure;	50%	51.5%	51%
Distribution losses: Electricity/ Water;	N/A	N/A	N/A
Creditors days			
Cost coverage ratio;	11%	11.5%	12%
Current Ratio (Current assets to current liabilities);	1.11	1.12	1.13
Capital expenditure to total expenditure;	16%	17%	18%
Debt to revenue;	8%	9%	10%
Budget funding status;	Funded Budget	Funded Budget	Funded Budget
Conditional grants cash backed;	0.01%	0.00%	0.00%
Grant dependency;			
Loans	n/a	n/a	n/a

C.7.8 Auditor-General's Opinion

During the 2019/20 financial year, the Municipality received an Unqualified Audit Opinion from the office of the Auditor General of South Africa Tsakani Maluleke. This is a great achievement compared to the previous financial years audit Opinions. 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.7.9 Municipal Financial Viability & Management SWOT analysis?

(Note: Those strengths that we could built on; those weaknesses we need to address, the opportunities we should unlock and the threats that we need to take cognizance of in our planning and development.)

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none">• <i>Financial policies are in place and are reviewed annually.</i>• <i>Achieved Unqualified audit opinion for the past three years.</i>• <i>Bursaries Schemes for qualifying matriculates</i>	<ul style="list-style-type: none">• Grant dependency• Skills shortage• Monitoring irregular expenditure
<u>OPPORTUNITY</u>	<u>THREAT</u>
<ul style="list-style-type: none">• <i>Increase revenue with new developments underway in the village.</i>• <i>Reduce debtor's age once government debt is finalized.</i>• <i>Clean Audit Report</i>• <i>Revenue enhancement opportunities.</i>• <i>Land available for development or disposal.</i>	<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

C.8.1 Have you reviewed your IDP taking into account the performance from the previous year?

(Corrective measures (AG action plan), areas of recurring challenges/areas of underperformance and mitigating strategies to be included.

CROSS CUTTING ISSUES (INCLUDING SPATIAL, ENVIRONMENTAL AND DISASTER MANAGEMENT)				
KEY CHALLENGE	DESCRIPTION	MITIGATING MEASURES	STRATEGIES/	CORRECTIVE
		Lighting conductor around areas where lighting incidences are prevalent.		
MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT				
KEY CHALLENGE	DESCRIPTION	MITIGATING MEASURES	STRATEGIES/	CORRECTIVE
The Municipality lack critical human resources to assist in ensuring local economic development	<p>The X LM has not appointed an LED Officer nor an Environmental Officer.</p> <p>One of the Powers and Functions of the Municipality is to facilitate and assist local economic development. Further, many opportunities for economic development are available within the Municipality, particularly in the tourism and agricultural sectors.</p> <p>The Municipal area is also blessed with rich environmental biodiversity, ranging from unique ecosystems along its coastline, its rivers, and its northern savannah areas. These areas also offer unique opportunities for further tourism development.</p>			
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				
KEY CHALLENGE	DESCRIPTION	MITIGATING MEASURES	STRATEGIES/	CORRECTIVE
BASIC SERVICE DELIVERY				
KEY CHALLENGE	DESCRIPTION	MITIGATING MEASURES	STRATEGIES/	CORRECTIVE
Backlog in the delivery of appropriate infrastructure for basic				

services (upgrade local roads, water to new sites), streetlights & shelters		
Delivery of basic services (Electricity, water, and toilets) to new sites		
Equitable access to housing		
LOCAL ECONOMIC DEVELOPMENT (LED) AND SOCIAL DEVELOPMENT ANALYSIS		
KEY CHALLENGE	DESCRIPTION	MITIGATING MEASURES STRATEGIES/ CORRECTIVE
The municipal area does not have enough ATMs & retail shops		
High rate of crime		
High rate of functional illiteracy and poor skills base and ABET Siyazama school		
Old age home Mobile clinic designated specifically for old people & a		

place for them to work and support their projects		
Upgrade & maintain the existing sport grounds and build new ground in local areas & parks and recreation		
FINANCIAL VIABILITY & MANAGEMENT		
KEY CHALLENGE	DESCRIPTION	MITIGATING MEASURES STRATEGIES/ CORRECTIVE
The Municipality large revenue base		

D. MUNICIPAL VISION, GOALS AND OBJECTIVES

D.1.1 Impendle Municipality Long-term Vision

The vision is a statement which indicates the long-term view of what the municipality wants to become. It should guide municipalities transformational initiatives and become the foundation for broader strategies. Ideally vision statements should be short, concise, forward looking and inspirational. It should avoid jargon or over-idealistic statements. The following vision has been adopted in the

“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

GOAL	OBJECTIVE	STRATEGY
<ul style="list-style-type: none">• A desired end results.• Goals are an intermediary step between mission statements and objectives. They are usually not measurable and need to be further developed as separate distinguishable outcomes. They are primarily used for general planning and are used as the starting point to the development and refinement of outcomes.	<ul style="list-style-type: none">• The development objective provides a practical statement of what the municipality wishes to achieve to work towards the vision. The objectives should bridge the gap between the current reality and the vision, i.e., what change does the municipality need to see to achieve the vision.• When formulating objectives, it may be helpful to think in terms of the result or outcome. That is, once the objective is met, what change would you expect to see?	<ul style="list-style-type: none">• Once the municipality knows where it wants to go (vision) and what it needs to achieve to realize the vision (objectives), it must then develop strategies. It is a plan of action or policy designed to achieve a major or overall aim.• Practical, action oriented.
Efficiency of Municipal Administration	<ul style="list-style-type: none">• Increase Institutional Capacity and promote transformation	<ul style="list-style-type: none">• Development, Submission and Implementation of WSP/ATR

		<ul style="list-style-type: none"> • Ensure that funded critical vacant posts are filled, in line with the approved Organogram • Prepare Departmental Reports to Council • Implementation of the Employment Equity Plan • Develop Departmental Training Plan which will be implemented through the Workplace Skills Plan • Annual review of HR Policies • Implementation of Employee Wellness Programme • Attending Conferences/ trainings/workshops • Development of Sec 56 Performance agreements with performance plans • Cascading Performance Management System to lower levels • Development of the SDBIP
To improve access to basic services	<ul style="list-style-type: none"> • Provision of basic infrastructure services 	<ul style="list-style-type: none"> • Rehabilitation of Municipal existing gravel Roads • Construction of Community facilities • Development of sports and recreation facilities • Monitoring the implementation of infrastructure projects
An environment that promotes the development of the local economy; facilitate job creation and Social Cohesion	<ul style="list-style-type: none"> • To promote Economic Development • Business Sector Support • To create conducive environment for job opportunities 	<ul style="list-style-type: none"> • Enterprise development • Capacity Development to SMME & Cooperatives • Facilitate programmes for Informal Sector support. • Venture Business Support

	<ul style="list-style-type: none"> • To promote Economic Development through Tourism • To Promote Social Cohesion and Cultural Awareness • To Promote sports and recreation • To effectively manage and coordinate HIV/AIDS Response throughout the municipality. • To Promote Youth Emancipation Within the Community • To Empower Disabled People and Senior Citizens • To promote gender awareness • To empower children • To ensure efficient implementation of community and social programmes 	<ul style="list-style-type: none"> • Creation of work opportunities • By facilitating support initiatives for local tourism businesses and crafters • By facilitating support initiatives for local tourism businesses and crafters • Promoting conducive environment for the private tourism sector • Promotion of arts and culture activities • Through sporting events and sports developmental initiatives • Coordinate Ward AIDS Committees • Coordinate LAC Meetings • LAC Outreach Programme • Commemoration of the World AIDS Day • Endorse Youth Development • Provide financial assistance to indigent learners. • Functional Youth Office • Promote Youth Participation • Capacitate youth within the Municipality. • Critical Skills Awareness Expo • Hold Elderly Wellness Programmes through Sports • Promote Elderly Participation • Create a platform whereby people living with disabilities can Table their issues and take resolutions. • Updates on the database for people living with disabilities.
--	---	---

		<ul style="list-style-type: none"> • Encouraging learning and skills development for people living with disabilities • Facilitating Annual Sport Event • Creating awareness on gender-based violence. • Creating a platform where children can participate in community projects. • Monitoring progress on community and social programmes
	<ul style="list-style-type: none"> • To ensure excellence in governance and leadership • To ensure effective and efficient municipal financial management • To ensure effective and efficient performance of SCM unit • To Provide skills development Programme for staff • To improve Financial Viability and MIG Expenditure 	<ul style="list-style-type: none"> • Increasing accountability and efficiency in the municipality; Improving reporting and oversight; ensuring compliance with legislation • Monitoring Capital and Operational Expenditure within the Finance Department • Improvement of Cashflow Liquidity & Promotion of sound financial management • Implementation and compliance with SCM Policies and Regulations • Budget spent on implementation of WSP through programmes initiated. • Monitoring of MIG Expenditure
A sound and transparent corporate governance to promote economic prosperity and participatory local government	<ul style="list-style-type: none"> • To ensure Good governance and Accountable Local Governance • Increasing accountability and efficiency in the municipality; Improving reporting and 	<ul style="list-style-type: none"> • Implementation of the Batho Pele Principles • Functionality of the Rapid Response Team • Functionality of the MPAC

	<p>oversight; ensuring compliance with legislation</p> <ul style="list-style-type: none"> • To promote effective Good Governance within the district Family of Municipalities • To promote Public Confidence in the Affairs of the Municipality • To provide reasonable assurance on the adequacy and effectiveness of the Audit Committee • To provide reasonable assurance on the adequacy and effectiveness of Risk Management • To ensure that the Public is kept informed. • To ensure integration of developmental programs and projects in the Municipal area • To promote good governance • To maintain key stakeholder relations with Government Departments and encourage full participation in support of the Thusong Prorammes • To ensure planning, monitoring and evaluation of the ICT processes 	<ul style="list-style-type: none"> • Participate in the IGR within the District • Conducting Risk Based and Performance Audits in the Municipality • Implementation of the Audit Plan • Quarterly Monitoring of the Risk register • Ensure Effective Functioning of Ward Committees • Development of Annual Report in terms of MFMA • Development of the IDP Process Plan • Development of the IDP • Coordinate Council Committees • Coordinate the activities of the portfolio committee for infrastructure and Planning. • Coordinate Government information and services closer to the community. • Functionality of the Thusong Services Centre • Participation in the Municipality's Asset Management Steering Committee Meetings • Building sustainable partnerships with Government Departments • Monitoring of the ICT
Foster social compacts and enable a resilient, sustainable, quality and inclusive living environment.	<ul style="list-style-type: none"> • Promote sustainable Land Use Management 	<ul style="list-style-type: none"> • GIS support to all units of the ILM • Building of resilient communities

	<ul style="list-style-type: none"> • Provide research and plan outputs as required. • Prevention, mitigating and reducing the risk of disastrous incidents 	<ul style="list-style-type: none"> • Building of resilient communities • Stakeholder engagements • Effective response to disastrous incidents
--	--	--

Municipal Strategic Framework

A good Municipal Strategic Framework needs to be fully and comprehensively aligned. To ensure that the municipal Strategies aligns with and addresses the relevant critical government priorities and programmes, it is needed that the municipality will continuously match its strategies with the priorities and programmes and identify any shortcomings.

It is basically a “matching test”, which will check which priorities and programmes objectives are aligned with the municipal strategies, but also see which government priorities, which are relevant to the powers and functions of municipalities, are not adequately addressed, or where there is room for improvement.

E. IMPLEMENTATION PLAN

(It should cover all SDBIP indicators because the Top Layer is also used as the PMS Scorecard. It is also the alignment between the IDP, Budget and PMS. Year 1 of the Implementation Plan is what should be on the Top Layer SDBIP and be broken down to quarterly targets. It will also address the AG requirements.)

CROSS-CUTTING ISSUES														
Key Challenge	Objective Ref.:	Objective	Strategies	Performance Indicator	Baseline	5 Yr Targets					Budget (R) (' 000)	MSCOA Ref.:	Source	Responsibility (in Mun)
						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
						2022 /23	2023 /24	2024 /25	2025 /26	2026/27				
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT														
Key Challenge	Objective Ref.:	Objective	Strategies	Performance Indicator	Baseline	5 Yr Targets					Budget (R) (' 000)	MSCOA Ref.:	Source	Responsibility (in Mun)
						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
						2022 /23	2023 /24	2024 /25	2025 /26	2026/27				

GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Key Challenge	Objective Ref.:	Objective	Strategies	Performance Indicator	Baseline	5 Yr Targets					Budget (R) (' 000)	MSCOA Ref.:	Source	Responsibility (in Mun)
						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
						2022 /23	2023 /24	2024 /25	2025 /26	2026/27				
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Key Challenge	Objective Ref.:	Objective	Strategies	Performance Indicator	Baseline	5 Yr Targets					Budget (R) (' 000)	MSCOA Ref.:	Source	Responsibility (in Mun)
						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
						2022 /23	2023 /24	2024 /25	2025 /26	2026/27				

LOCAL ECONOMIC DEVELOPMENT (LED) AND SOCIAL DEVELOPMENT														
Key Challenge	Objective Ref.:	Objective	Strategies	Performance Indicator	Baseline	5 Yr Targets					Budget (R) (' 000)	MSCOA Ref.:	Source	Responsibility (in Mun)
						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
						2022 /23	2023 /24	2024 /25	2025 /26	2026/27				
FINANCIAL VIABILITY & MANAGEMENT														
Key Challenge	Objective Ref.:	Objective	Strategies	Performance Indicator	Baseline	5 Yr. Targets					Budget (R) (' 000)	MSCOA Ref.:	Source	Responsibility (in Mun)
						Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5				
						2022 /23	2023 /24	2024 /25	2025 /26	2026/27				

F. FINANCIAL PLAN

G. ANNUAL OPERATIONAL PLAN (SDBIP)

H. ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organisational Performance Management System (OPMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised, 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 and 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.

Roles and responsibilities of Impendle 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

The objectives of Impendle Municipality Performance Management System are to achieve the following:

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.

H.3 Back To Basics

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.

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

I.1 The status of Municipal Sector Plans, policies, and bylaw

Table: setting out the status of Municipal Sector Plans, policies, and bylaw (including adoption date, development/review status)

Name of Sector Plan / Policy / Bylaw	Lifespan	Adoption Date	Development / Review status (Draft / To be reviewed)
Employment Equity Plan	5 years	20 May 2022	
LED Strategy		20 May 2021	
Anti-Fraud and Corruption Strategy		30 June 2005	Due for review
Acting Allowance Policy		30 June 2010	Due for review
Revenue Enhancement Strategy		-	Draft document
Animal Pound Bylaw		-	Not yet developed
Rates Bylaw		-	Not yet promulgated

I.2.1 Is the comprehensive SDF attached as an Annexure to the IDP?

Are the long term SDF (including CEF) and SDP (including CIF) attached as Annexures to the IDP?

I.2.2 Has the Disaster Management Plan and updated Disaster Management Sector Plan been submitted?

I.3 The 5 Year Implementation Plan Progress Report

Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)					Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5					
					2022 /23	2023 /24	2024 /25	2025 /26	2026/27					
The development of sustainable Human Settlements	43	2100	0	2057	43	-	-	-	-	7 080321	1696485.05	Khazimula Investments	N/A	N/A

I.4 Proof of mechanisms, processes, and procedures for involvement of stakeholders in the drafting of the IDP.

(Requirement as per Section A of the IDP Framework Guidelines - MSA Section 29(1)(b)(iii))

The public participation process was undertaken in November 2022 through visiting of the Izigodi (sub wards) to discuss projects and the review of the IDP. These engagements yielded comments that have been attached as a separate annexure to this document. This was followed by a reprioritization process which was then finalized during the month of March 2018.

The IDP and Budget public participation campaign for the 2023/24 and beyond IDP was undertaken at Impendle during the month of May 2018 where there were public meetings held. To increase efficiency in engaging community in the affairs of the municipality, Council had employed the Ward Administrators who are computer literate and reside in the respective wards. These are working closely with Ward Committee members, Councillors and Officials of the Municipality and other organisations. It is anticipated that the same broad categories as above will still be applicable and therefore these issues have been utilized as part of the needs analysis and identification of priority issues in the Municipality.