



**INKOSI LANGALIBALELE LOCAL MUNICIPALITY
DRAFT INTEGRATED DEVELOPMENT PLAN
2022/2023- 2026/2027**



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Section A: Executive Summary

1. Introduction

1.1. Who are we.

The Inkosi Langalibalele Local Municipality (KZN237) is a category B Municipality situated within the uThukela District in the KwaZulu Natal Province. It is the smallest of the three municipalities in the District, but makes up a third of its geographical area. It was established by the amalgamation of the Umtshezi and Imbabazane local municipalities in August 2016.

The majority of the Municipality's population is concentrated in urban farming areas but there are few patches of high-density settlements within the informal areas. The municipal area is estimated at 3399 km², comprising of 24 wards. During the demarcation process in 2021 a new ward was created and the municipality now has 24 wards. Agriculture is the predominant form of land use in the local municipality, but does not generate a large number of jobs. Large scale commercial farming remains important but shrinking due to land reform, which affects 38% of the land in the municipality. Another 36 % of the local municipality is designated as 'communal areas', with traditional authority structures playing a key role in their governance. According to Statistics South Africa 2016, ILLM had a total estimated population of 215 183 persons in 46952 households, with a population density of 63.2 people per square kilometer. Only around one fifth of the adult population aged 15 or more are employed, compared to 23 percent in uThukela District Municipality, and 31,5 percent in KZN. Over half of the population (52 percent is 'not economically active', but many of these are engaged in subsistence-oriented agriculture, mainly in order to produce some additional food for home consumption. The great majority of the population of Inkosi Langalibalele is poor and highly dependent on social grants, however services have improved greatly since the advent of democracy in 1994.

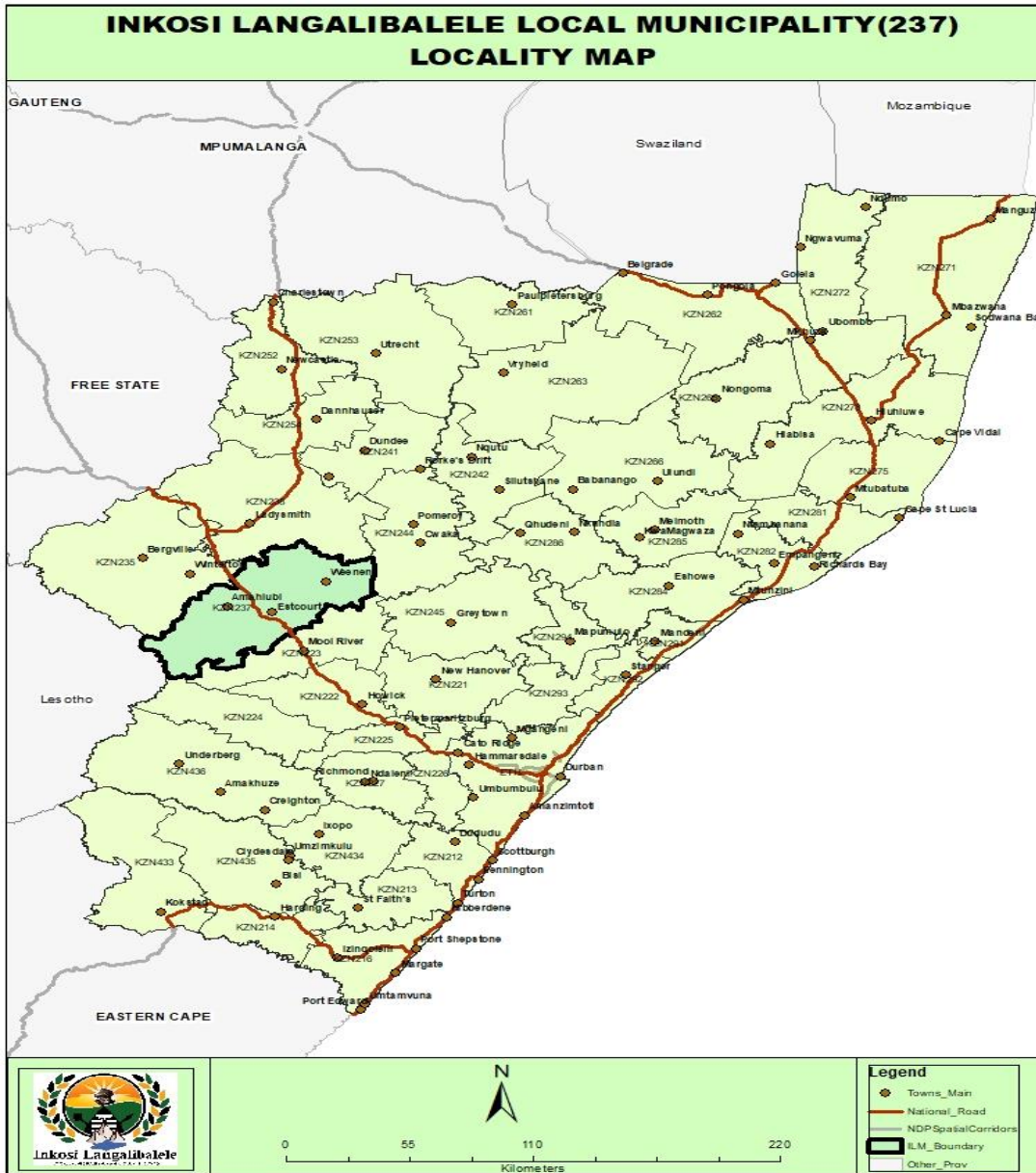
Estcourt is an established urban centre and serves as a regional shopping and service centre offering specialist services including medical, education and manufacturing. Estcourt and Ladysmith are the main employment centres within UThukela DM. Investment into infrastructure and services such as water, sports fields, community halls, roads and crèches has benefited many rural communities similar with ILLM. The basic attributes about the municipality are:

- At a provincial scale, Inkosi Langalibalele Municipality is located along the foothills of the Drakensberg Mountain.
- The N3 runs through the municipal area and almost divides it into two.
- The area also has a rich heritage and sites of historical significance, and as such it falls within two tourism regions.
- It forms part of UThukela River catchment through Bushman's River and UMTshezi River and is dominated by commercial farmlands.

Inkosi Langalibalele Local Municipality services these areas:

- Estcourt town
- Weenen Town (there are several rural areas that fall under Weenen)
- Ntabamhlophe Rural Area
- Hlathikhulu Rural Area

- Wembezi Township
- Loskop Rural Area



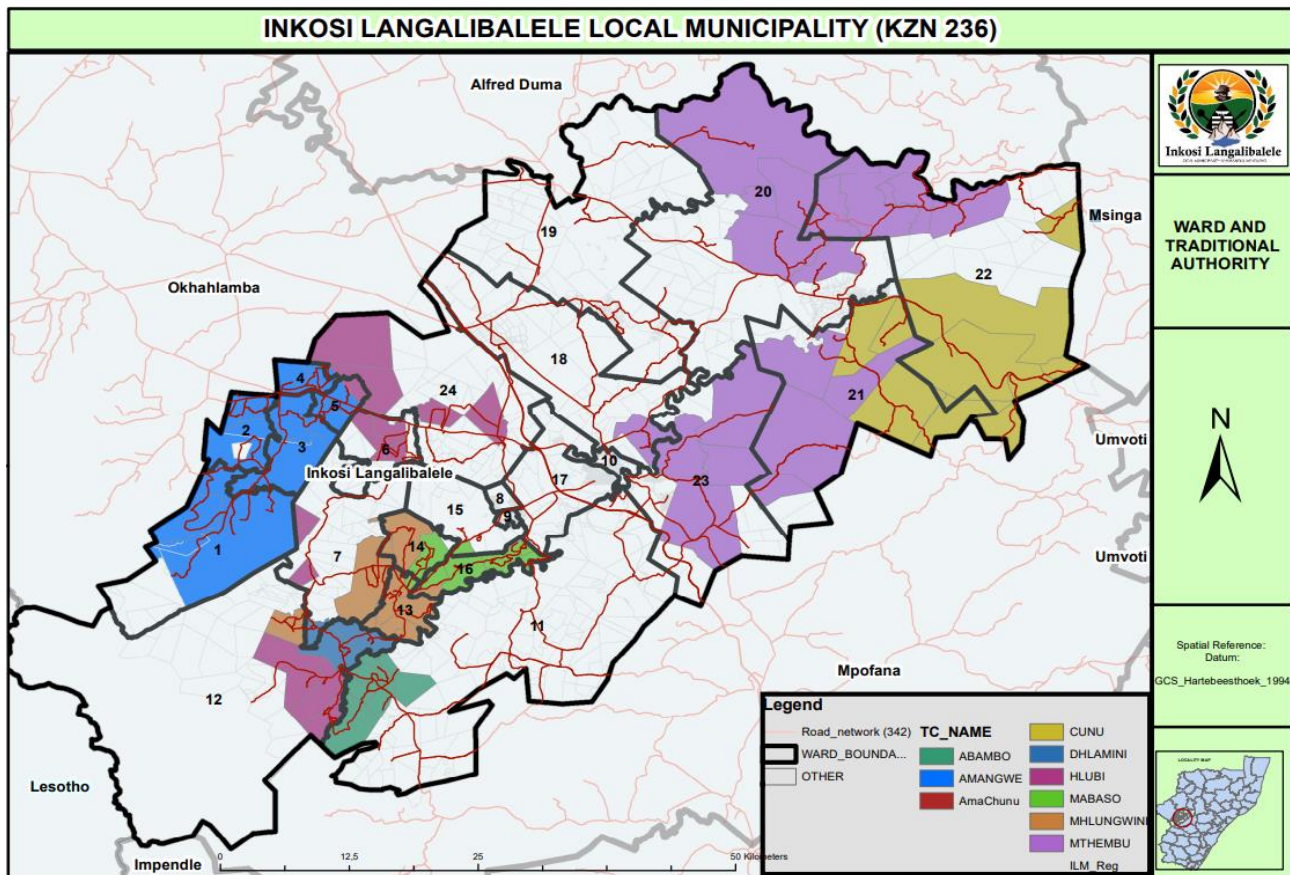
Map 1: ILM Locality Map

1.1.1. Wards & Traditional Authority

i. Traditional Authority

The Municipality consists of 7 traditional leaders namely:

| INITIAL | SURNAME | TRADITIONAL COUNCIL |
|-------------|------------|------------------------------|
| Inkosi SN | Mkhize | Abambo TC – Hlathikhuluu |
| Inkosi C.Z. | Ndaba | Mhlungwini TC – Ntabamhlophe |
| Inkosi S.X. | Mazibuko | Amangwe TC – Loskop |
| Inkosi T.B. | Mabaso | Mabaso TC- Ntabamhlophe |
| Inkosi K.M. | Dlamini | Dlamini TC- Ntabamhlophe |
| Inkosi M.J. | Radebe | Hlubi TC – Ntabamhlophe |
| Inkosi M.G. | Mnkwanyane | Mnkwanyana TC- Emabhalonini |



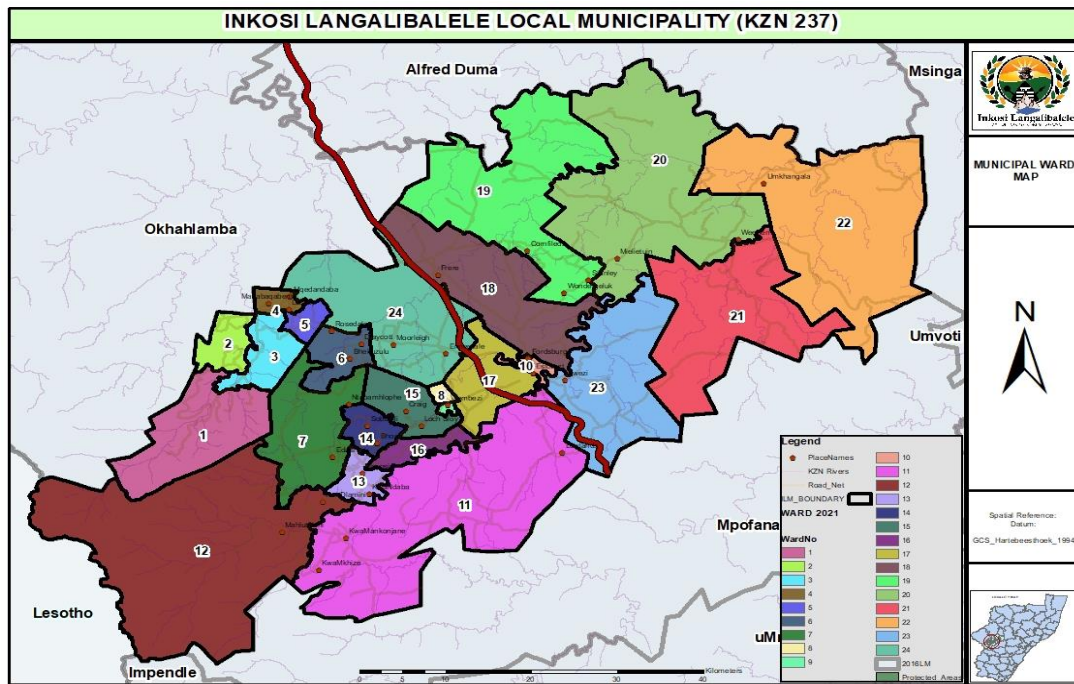
Map 2: Amakhosi area, Adapted SDF 2022

It should be noted that the municipal boundary has 9 areas of Amakhosi that have been highlighted, The highlighted areas include 2 of Amakhosi which are registered under Alfred Duman local Municipality, namely Inkosi Mchunu and Inkosi Mthembu.

ii. Ward Areas & Councilors

ILM consists of 24 Wards since 2021 Local Government Elections this was due to the new demarcation which created 1 more Ward. There are 24 Ward councillors and 23 Proportional Representatives (PR). Below is the list of Ward Councilors.

| WARD NO | DETAILS | AREA |
|----------------|---------------------------------------|--------------|
| Ward 01 | Cllr. Sicelo Vusimuzi Mazibuko | Loskop |
| Ward 02 | Cllr. Skei Petros Sithole | Loskop |
| Ward 03 | Cllr. Hloniphani Mvikeleni Kubheka | Loskop |
| Ward 04 | Cllr. Xolani Reginald Sithole | Loskop |
| Ward 05 | Cllr. Cyril Vusimuzi Mkhize | Loskop |
| Ward 06 | Cllr. Bongumusa Wilson Mshengu | Loskop |
| Ward 07 | Cllr. Maxwell Thobelani Mvelase | Ntabamhlophe |
| Ward 08 | Cllr. Zibuse Sigwili Mdlolo | Wembezi |
| Ward 09 | Cllr. Mondli Madinane | Wembezi |
| Ward 10 | Cllr. Edith Lite | Estcourt |
| Ward 11 | Cllr. Nosipho Maureen Hlongwane | Hlathikhulu |
| Ward 12 | Cllr. Hloniphani Sunclear Hadebe | Hlathikhulu |
| Ward 13 | Cllr. Lindani Maxwell Mlaba | Ntabamhlophe |
| Ward 14 | Cllr. Mlwane Nqobizitha Magwaza | Ntabamhlophe |
| Ward 15 | Cllr. Sihle Ernerst Ngwenya | Zwelisha |
| Ward 16 | Cllr. Mbuzeleni Cyril Mkhize | Ntabamhlophe |
| Ward 17 | Cllr. Sibusiso Macingwana Mchunu | Wembezi |
| Ward 18 | Cllr. Sibongakonke Eddy Mchunu | Estcourt |
| Ward 19 | Cllr. Themba Absolom Xaba | Cornfields |
| Ward 20 | Cllr. Lucky Mlele | Weenen |
| Ward 21 | Cllr. Phineas Mjwayeleni Mkhize | Weenen |
| Ward 22 | Cllr. Nhlanhla Sithabiso Dladla | Weenen |
| Ward 23 | Cllr. Nkosikhan Mvelase | Estcourt |
| Ward 24 | Cllr. Zamokuhle Nontsikelelo Nene | Loskop |



Map 3: ILM Municipal Wards,

1.2. How was this IDP developed

The Inkosi Langalibalele Local Municipality IDP was prepared in terms of the legislative requirements as entailed in the Municipal Systems Act which stipulates the following:

- Chapter 5, Section 25 of the Municipal Systems Act of 2000
 - (1) Each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-
 - (a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
 - (b) Aligns the resources and capacity of the municipality with the implementation of the plan;
 - (c) Forms the policy framework and general basis on which annual budgets must be based;
 - (d) Complies with the provision of this chapter; and
 - (e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

Consideration was also given to the MEC's comments that were raised in the 2021/2022 IDP Review. To ensure ownership of the process and to gather community input existing municipal structure and systems

i.e. IDP Representative Forum, IDP Steering committee, IDP and Budget Road Shows were also coordinated. Table 1.2.1 provides a summary of the Process Plan and its implementation

Table 1.2.1 IDP Process Plan 2022-2023

| MONTH | IDP | BUDGET |
|---------------|--|--|
| JULY | <ul style="list-style-type: none"> • Drafting of the IDP Framework and process plan • Alignment of IDP, PMS and budget process plans • Submission of the draft Framework and Process Plan • Submit draft to COGTA for comments | <ul style="list-style-type: none"> • Drafting of the Budget Process plan • Alignment of Budget process plan with IDP process plan |
| AUGUST | <ul style="list-style-type: none"> ▪ Advertisement of the IDP, PMS Budget process plan • 1st IDP Steering Committee • Planning Indaba ▪ 1st IDP representative Forum Meeting ▪ Adoption of IDP Framework and Process Plan by full council. ▪ Submission of the adopted IDP Framework and Process plan to COGTA | <ul style="list-style-type: none"> • Management begins to plan for three-year budget, 2020-2021, 2022-2023 and 2024-2025 • Mayor begins Planning for Three-year in accordance with co-ordination role of Budget process and Mayor tables in council a time schedule outlining key deadlines for preparing, tabling and approving of the budget, reviewing the IDP and budget related policies. |
| SEP | <ul style="list-style-type: none"> ▪ <i>2nd IDP Steering Committee Meeting to:</i> <ul style="list-style-type: none"> • Review Objectives and Strategies • Identify outstanding Sector Plans • Integrate sector plans. ▪ IDP input into provincial adjustment budgets ▪ Provincial planners Forum ▪ 2nd IDP Representative Forum | <ul style="list-style-type: none"> • Accounting Officer reviews and drafts initial changes to IDP (MSA s 34) • Council through the IDP review process determines strategic objectives for service delivery and development for the next three year budgets including review of national and provincial government sector and strategic plans. |
| OCT | <ul style="list-style-type: none"> ▪ Review Spatial Development Framework ▪ Projects identifications and prioritization SDF | <ul style="list-style-type: none"> • Departments submit their budgets as per allocation |
| NOV | <ul style="list-style-type: none"> ▪ Municipal alignment session ▪ Alignment meeting between LM & Province to revised 3 year MTEF ▪ Alignment meeting with family of municipalities ▪ SDF Alignment between the bordering local municipalities | <ul style="list-style-type: none"> • Auditor General to complete audit within 3 months of receiving financial statements. • Accounting officer and senior official consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements. |
| DEC | <ul style="list-style-type: none"> • IDP best practice conference | <ul style="list-style-type: none"> • Council finalizes tariff (rates and service charges) policies for next financial year • MSA s 74, 75 • Mayor to table annual report to Council |
| JAN | <ul style="list-style-type: none"> • IDP Status quo and analysis reports • IDP steering committee • IDP Representative Forum • Community Needs collections (CBPS) | <ul style="list-style-type: none"> • Budget and treasury office reports on 2021-2022 budget spending and income received and council decides whether to do an adjustment budget or not. • Accounting officer and senior officials consolidate and prepare proposed national and incorporated into the draft budget for tabling. |

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| | | (Proposed national and provincial allocations for three years must be available by 20 January 2022) MFMA s 36 |
| FEB 2022 | <ul style="list-style-type: none"> • Meeting COGTA and municipalities on IDP assessment • Updating of municipal CIP and MTEF based on Draft DORA allocations • IDP steering committee • Induction Workshop <ul style="list-style-type: none"> ✚ Induction of full council ✚ Present Structure, Functions, policies, projects & Programmes. ✚ Collect input on the first draft of the 5 year IDP ✚ Budget presents draft budget for input | <ul style="list-style-type: none"> • Mayor to table annual report to Council • Budget and treasury office reports on 2021-2022 budget spending and income received. |
| MAR 2020 | <ul style="list-style-type: none"> • Technical Strategic planning • Meeting COGTA on IDP Review assessment • Updating of municipal CIP and MTEF based on Draft DORA allocations • IDP Steering committee meeting • IDP Representative Forum meeting • Submission of the Draft 2022/2023 IDP to COGTA | <ul style="list-style-type: none"> • MM to notify LM's of capital allocations 120 days before start of budget year • Accounting officer finalizes and submits to Mayor proposed budgets and plans for next three year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report. • Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to the start of budget year MFMA s 37 (2) • Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed. MFMA s 22 & 37, MSA Ch 4 as amended • Accounting officer reviews and changes in prices for bulk resources as communicated by 15 March 2022. MFMA s 42. • Mayor tables the budget to Council at least 90 days before the start of the budget year • Council to consider the report • Accounting officer assists the Mayor in revisiting budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year. • Approve Draft budget for the 2022-2023 |
| APRIL | <ul style="list-style-type: none"> • Decentralized IDP assessment forums • Advertise for public comments and incorporate comments • Strategic Planning (Management & full council): <ul style="list-style-type: none"> ✚ Presentations of municipal structures, functions, | <ul style="list-style-type: none"> • Public consultations of draft Budget 2022 2023 |

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| | <p>policies, programmes and projects.</p> <ul style="list-style-type: none"> • IDP Steering Committee • IDP Representative Forum • IDP/Budget road shows | |
| MAY | <ul style="list-style-type: none"> • IDP Assessment Feedback Session • Amend IDP in accordance with the outcome of the assessment • EXCO approval, recommend to Council • Council approval and adoption of IDP | <ul style="list-style-type: none"> • Mayor to get views of local community on budget between 30-90 days of budget approval. MM to table the report and to publicize by Gazetting of DORA allocations • Accounting officer assists the Mayor in preparing the final budget documentation for considerations for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature • Public hearings on the budget, and council debate. Council considers views of the local community, NT, PT other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year. MFMA s 23, 24 MSA Ch 4 as amended. • Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year taking into account any hearings or recommendations of the council of the parent municipality. MFMA s 87 • Approval of the budget by 31 May 2022 • Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before the start of budget year. MFMA s 16, 24,26,53 • |
| JUNE | <ul style="list-style-type: none"> • Submission of the adopted IDP to the MEC • Advertise the Adopted IDP in the local newspaper | <ul style="list-style-type: none"> • Accounting officer submits to the Mayor by no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s57(1) (b) of the MSA. MFMA s69; MSA s 57 • Accounting Officer of the municipality. • Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. • Mayor to ensure that the annual performance objectives approved with the budget and SDBIP. The Mayor submits the approved SDBIP and performance agreements to Council. |

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| | <ul style="list-style-type: none"> • MEC for local government and makes public within 14 days after approval MFMA s53, MSA s38-45, 57(2) • Council must finalise a system of delegations. MFMA s 59, 79, 82, MSA s 59 – 65. |
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1.2.1. Public Participation and community based planning

| Ward | NEEDS IDENTIFIED | RESPONSIBLE DEPARTMENT | ACTION PLAN |
|------|--|--|---|
| 01 | <ul style="list-style-type: none"> • Water • Agricultural Development • Roads | Uthukela District Department of Agriculture & LED DOT & ILM Technical Services | Issues submitted to relevant department |
| 02 | <ul style="list-style-type: none"> • Water • Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 03 | <ul style="list-style-type: none"> • Water • Main Road Patching and Access Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 04 | <ul style="list-style-type: none"> • Water • Access Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 05 | <ul style="list-style-type: none"> • Water • Access Roads | | Issues submitted to relevant department |
| 06 | <ul style="list-style-type: none"> • Water • Main Roads Patching and Access Roads • Pavement to Inkosi Tatzela High School • Pedestrian Bridge (New Canaan to Rosedale) • Toilets • Electricity (Infills and New Installation) | Uthukela District DOT & ILM Technical Services DOE Eskom | Issues submitted to relevant department |
| 07 | <ul style="list-style-type: none"> • Water • Roads and Access Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 08 | <ul style="list-style-type: none"> • Potholes Patching and Access Roads • Street Lights | Uthukela District DOT & ILM Technical Services ILM Electrical Dep | Issues submitted to relevant department |
| 09 | <ul style="list-style-type: none"> • Main Roads, Potholes Patching • Street Lights | | Issues submitted to relevant department |
| 10 | <ul style="list-style-type: none"> • Asbestos Removal (Colita and Forderville) | DHS (Human Settlement) ILM Technical Services ILM Parks | Issues submitted to relevant department |

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| | <ul style="list-style-type: none"> • Potholes Patching (Town, Colita and Forderville) • Cutting of Grass | | |
| 11 | <ul style="list-style-type: none"> • Main and Access Roads Maintenance • Water | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 12 | <ul style="list-style-type: none"> • Water • Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 13 | <ul style="list-style-type: none"> • Water • Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 14 | <ul style="list-style-type: none"> • Water • Main and Access Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 15 | <ul style="list-style-type: none"> • Water • Access Roads and Main Road Maintenance | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 16 | <ul style="list-style-type: none"> • Access Roads • Water • Toilets | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 17 | <ul style="list-style-type: none"> • Street Lights • Cutting of Grass • Potholes Patching (Emahhashini Area and White Area) | ILM Electrical department ILM Technical Services ILM Parks | Issues submitted to relevant department |
| 18 | <ul style="list-style-type: none"> • Access Roads • Water • Potholes Patching (Paapkuilsfontein) | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 19 | <ul style="list-style-type: none"> • Water • Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 20 | <ul style="list-style-type: none"> • Water • Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 21 | <ul style="list-style-type: none"> • Water • Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 22 | <ul style="list-style-type: none"> • Water • Main Roads and Access Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 23 | <ul style="list-style-type: none"> • Water • Access Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |
| 24 | <ul style="list-style-type: none"> • Water • Roads | Uthukela District DOT & ILM Technical Services | Issues submitted to relevant department |

Community needs were collected during the Ward Committee elections as per the schedule below

| DATE | STATUS | WARD | VENUES | TIME |
|------------|--------|------|------------------------------|-------|
| 29/01/2022 | Done | 01 | Mpophomeni Community Hall | 13h00 |
| 18/01/2022 | Done | 02 | Emoyeni Community Hall | 10h00 |
| 19/01/2022 | Done | 03 | Emnyangweni Community Hall | 10h00 |
| 07/03/2022 | Done | 04 | Phasiwe Community Hall | 10h00 |
| 05/02/2022 | Done | 05 | Phumalanga Primary School | 09h00 |
| 30/01/2022 | Done | 06 | Rosedale Community Hall | 10h00 |
| 25/01/2022 | Done | 07 | Dutch Community Hall | 10h00 |
| 09/03/2022 | Done | 08 | C-Section Community Hall | 10h00 |
| 29/01/2022 | Done | 09 | Wembezi Multi-Purpose Centre | 10h00 |
| 18/01/2022 | Done | 10 | Forderville Community Hall | 14h00 |
| 16/02/2022 | Done | 11 | KwaMkhize Community Hall | 10h00 |
| 16/02/2022 | Done | 12 | Emahlutshini Community Hall | 13h00 |
| 03/02/2022 | Done | 13 | Emadazane Community Hall | 13h00 |
| 03/02/2022 | Done | 14 | Mdwebu Community Hall | 10h00 |

| DATE | STATUS | WARD | VENUES | TIME |
|------------|--------|------|-----------------------------------|-------|
| 08/03/2022 | Done | 15 | Zwelisha Community Hall | 10h00 |
| 04/02/2022 | Done | 16 | Mhubheni Community Hall | 10h00 |
| 10/03/2022 | Done | 17 | Emahhashini Sports Field | 10h00 |
| 25/02/2022 | Done | 18 | Esigodlweni Community Hall | 10h00 |
| 26/02/2022 | Done | 19 | Ekuthuleni Area | 13h00 |
| 26/02/2022 | Done | 20 | KwaVumbu (Next to Imvubu Primary) | 13h00 |
| 27/02/2022 | Done | 21 | Mthaniya Community Hall | 13h00 |
| 13/03/2022 | Done | 22 | Nhlawe Community Hall | 13h00 |
| 11/03/2022 | Done | 23 | Mshayazafe Community Hall | 10h00 |
| 21/02/2022 | Done | 24 | Phangweni Community Hall | 10h00 |

1.2.2. Participation of Sector Departments

The sector integrated planning still poses as a threat within the South African Local Government sphere as municipalities are not getting recognition as development overseers within their respective areas of jurisdiction. Currently there is no effective legislation that makes it compulsory for all sector departments to align their budgets with municipal budgets and allocate resources using the prioritization list available from municipalities through consultations with communities.

However, there has been mechanisms put in place to encourage and work towards a one plan through the District Development Model. The mechanism adopted was to establish a Decentralised Intergovernmental Relations Forum which will create a platform that improves coordination within the different spheres of government, specifically with respect to the development of UThukela District and its family of local municipalities which includes ILM . This platform will entail, among other things, dialogue on proposed and ongoing projects, challenges relating to planning, establishment of common priorities based on the needs of the community, redefining of roles and responsibilities etc. The reference point on the establishment of the abovementioned platform is based on the identified silo mentality within different sectors of government, hence leading to non-performance. Sector departments have also fully participated on the IDP Representative Forums held by the municipality. As a result, the municipality has

enjoyed working with the following departments and their participation has made significant improvements towards service delivery:

| SECTOR DEPARTMENT | DATE | DESCRIPTION |
|--------------------------------|------------|---|
| StatsSa | | Sent updated data |
| Department of Education | 15/03/2022 | A list of projects was emailed |
| Department of Transport | 10/02/2022 | Project list was emailed |
| ESKOM | 04/02/2022 | Project list was emailed |
| Department of Human Settlement | 17/03/2022 | Projects received through our Human Settlement Housing Manager. |

Project list have been listed under Basic Service Delivery.

1.2.3. MEC Comments on the 2021/2022 IDP Review

| KEY PERFORMANCE AREA (KPA) | ISSUE RAISED | 2022/2023 IDP RESPONSE |
|--|---|---|
| Municipal Transformation & Institutional Development | 1.1. The municipality has made attempt to address the MTID KPA, however the manner in which this KPA has been addressed is till of great concern thus for your next review I would like you to refer to the populated assessment template and ensure that you address the identified gaps thoroughly. | The populated IDP assessment criteria adopted on the 12 February 2022 was referred to during the development of the 2022/2023 document. |
| | 1.2. The following gaps were identified which the municipality still have to work on to improve the IDP credibility: | |
| | 1.2.1. Your municipality needs to be explicit on the status of Human Resources Policies and Plans and their implementations. | Human resource policies and plans are in place and being implemented when the need arises. |
| | 1.2.2. Your municipality need to reflect on the status of the information Communications Technology (ICT) Framework Policy. | The ICT framework is in place and is being reviewed annually, implementation is also continuing or when the need arises. |
| | 1.3. Your Municipality indicted that there is one Section 54 and 56 vacancies i.e. General Manager Development Planning, I encourage you to expedite the filling of this position and also | The Section 54/56 vacancy for General Manager: Development & Planning has been filled by Mr N. Khuzwayo. |

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| | reflect on your overall organizational vacancy rate. | |
| | 1.4.I would like your municipality to reflect the percentage of the employees living with disabilities in your organogram. | 0.24 % |
| 2. Local Economic Development | 2.1. I have noted with concern that the municipality has failed to address majority of the issues identified for improvement in the previous MEC letter. Your LED Strategy still does not align to the Core and Enabling Pillars of the National Framework on LED. | During the 2022/2023 FY the LED strategy will be reviewed in-house to align with the core enabling Pillars of the National Framework on LED |
| | 2.2. I am advising your municipality to undertake a minor review of the LED strategy to address the issues raised in the 2021/2022 MEC Letter. | The comments are noted and will be address by the end of the review process |
| 3. Basic Service Delivery | 3.1. I encourage the municipality to improve the information on Water Service Authority (WSA) and the Water Service Development Plan (WSDP), this would be improved by co-ordination with the district's Inter-Governmental Relations (IGR) structure with the local Municipalities. | The Municipality is not a water service provider as our community is provided water by UThukela district Municipality. |
| | 3.2.I have noted the progress made with the transport infrastructure development and reflection of information in the IDP. I request the municipality to prioritize the development of the Local Integrated Transport Plan (LITP) as stipulated in the NLTA of 2009 | In a process of developing the LITP. |
| | 3.3.It is encouraging to note the progress made with the management within the municipality, however, the municipality should reflect on the implementation progress of the Integrated Waste Management Plan (IWMP). | An implementation plan has been included in the IWMP. |
| | 3.4. I encourage the municipality to improve the IDP by updating the GIS datasets to include new municipal boundaries in maps. | GIS database has been updated, together with municipal boundary in maps. |
| | 3.5. I have noted with concern that your municipality has not established | The municipality has established a municipal |

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| | Municipal Pounds in the area of jurisdiction, or concluded shared service agreements for the operation of Pounds | pound. The municipality entered into an SLA with a service provider that will manage and operate the pound. |
| 4. Financial Viability & Management | 4.1. I comment your municipality for the good attempt made to structure the Financial Viability and Management KPA in accordance with the IDP framework. | |
| | 4.2. It has been noted that the municipality did not consider all the criteria stipulated with respect to relevant details when preparing the review of the current IDP, hence the following observations are made that should be noted which still need to be addressed: | |
| | <p>4.2.1.</p> <ul style="list-style-type: none"> • The investment register was not provided; • an indication of how much has been allocated for the indigent support from the equitable share was not disclosed; • The debtors' age analysis was not provided; • The operations and maintenance plan was not attached. • The purpose of the borrowings/loans was not indicated; • The plans to improve poor audit outcome/sustain audit outcome was not provided; and • The Financial Plan is stated to be in place but was not part of the IDP. | The documents mentioned has been added as attachments |
| 5. Good Governance & Public Participation | 5.1. I have noted with concern that most of the issues raised in the 2020/2021 reviewed IDP have not been addressed. You are therefore again requested to address all the issues in the GG KPA more comprehensively and to provide reporting on all items as reflected in the IDP Assessment Criteria. | The IDP assessment criteria, ILM has made reference in the development of the 2022-2027 IDP. |
| | 5.2. Limited information has been included on the status and functionality of Enterprise Risk | The enterprise Risk Management is functional. A Risk management committee |

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| | <p>Management. Please indicate if the risk register is in place. In a case where the risk register does not exist, you are encouraged to compile and keep an up to date risk register and to include fraud risk. Also, fast track the establishment of the Risk Management Committee and ensure functionality.</p> | <p>was established and there is a risk register in the annexures.</p> |
| | <p>5.3. As per the September 2016 Cabinet Resolution, all municipalities are expected to implement the Batho Pele Principles. Your Municipality has only developed a draft Batho Pele Policy, Draft Service Delivery Charter/Standard and the draft Service Delivery Improvement Plan (SDIP) (Including the identification of three services to be improved) as recommended in the IDP Framework Guideline. The Municipality is therefore encouraged to fast track the finalization, adoption and implementation of these documents to ensure compliance with Batho Pele requirements.</p> | <p>The Batho Pele Principles and Draft service Delivery charter will be adopted in April 2022.</p> |
| | <p>5.4. You have not deliberated on the establishment and functionality of inter-Governmental Relations (IGR) structures within the District Family. Please indicate in your discussions if strategic pronouncements from National and provincial structures are discussed and progress monitored at the IGR structures. Further also indicate if the reports from IGR structures are tables to Council. You lastly have not indicated whether Sector Departments are participating in IDR Forums.</p> | <p>IGR structures have been established and are functional</p> |
| <p>6. Cross Cutting Issues</p> | <p>6.1. Your Municipality has complied with Section 26 of the Municipal Systems Act and Section 20 of the Spatial Planning and Land Use Management Act, Act No 16 of 2013, by developing and submitting the Spatial Development Framework as an annexure to your IDP.</p> | |

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| | <p>6.2. The Spatial Development Framework is required to be in compliance with Section 2(4) of the local government Planning and Performance Management Regulations, 2001, Regulation 796 of 2001 and the provisions of Section 21 of the Spatial Planning and Land Use Management Act, 2013.</p> | <p>2022/2023 SDF is under review and comments have been noted</p> |
| | <p>6.3. Your municipality is commended for the attempt made toward achieving a compliance with Act 2013 (Act 16 of 2013), however, the SDF is not fully compliant with Section 21, noting the specific content requirements of Act, as well as its development principles and application thereof in relation to the local context.</p> | <p>2022/2023 SDF is under review and comments have been noted</p> |
| | <p>6.4. The SDF should expressly indicate partnerships necessary for the implementation of the SDF.</p> <ul style="list-style-type: none"> • The evidence of public participation should be included in the SDF as this proof of good governance. • Budget alignment between SDF and IDP seems not to have been adequately addressed. • The institutional arrangements for implementation of the SDF should be specified. • Municipality following the adoption as per Section 20 of SPPLUMA, notice needs to be placed in the provincial gazette. • The IDP and SDF need improvement in respect of budget alignment. • The SDF should identify incentives and partnership in terms of the implementation plan in | <p>2022/2023 SDF is under review and comments have been noted</p> |

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| | line with Capital Investment Framework (CIF) and indicators to measure performance. | |
| | 6.5. The situation analysis, SWOT Analysis and the IDP Implementation plan require realignment. The SWOT analysis outcomes should be address adequately in the IDP implementation plan in terms of intervention, strategies, programmes and projects including budgetary information. Alignment between the IDP and SDF should be improved in terms of key challenges and opportunities in the SDF being reflected upon in the IDP SWOT analysis. Demographics section of the plan has been improved however, 5 year population projection will further enhance the plan. | The situation analysis and swot analysis have been aligned during the development of the 2022/2023 IDP and alignment with the SDF have been noted. |
| | 6.6. The Disaster Management Sector Plan (DMSP) was not submitted as an annexure to the IDP. The municipality must annually review the disaster management, fire & rescue services sector plan in line with PDMC Guidelines. The municipality is encouraged to improve on the information reflected in the IDP, on Disaster Management & Fire Services. The municipality must improve the disaster risk mapping by conducting a comprehensive disaster risk assessment and spatially map all the risks in the municipal area. The priority risks must also be mapped in both IDP and SDF. Climate change information was included. There is a reflection of budget in the IDP however is not specific in terms of financial year. | The Disaster Management Plan, Sector Plan and Framework have been submitted for review and the MEC comments will be noted. |
| | 6.7.1 commend the municipality on addressing the previous comments | The project list has been updated |

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| | <p>raised within the reviewed 2020/21 IDP document by the department. Moving forward we would like to see the municipality including financial years and budgets.</p> <ul style="list-style-type: none"> • We also commend the municipality for highlighting the different land ownership within the municipality spatially and narratively. • We encourage the municipality to update the project list as per their current status and programmes prior to adoption of the housing sector plan. | |
| | <p>6.8. Population pyramid has been included and it gives a full picture of the population at a glance, even though it has no source. Inclusion of population projections for the next twenty years and the narration was included. In/out migration was included, including the population grown and its impact on the general health and functioning was presented in a graphical presentation and narrated clearly. The narration after each and every characteristic is noted and appreciated and it gives more clarity on what the graphical presentation articulates.</p> | <p>Statistics in the SDF will be reviewed and updated accordingly.</p> |
| | <p>6.9. StasSA is committed to the IDP process and will be available to assist with the computation of statistics and to some extent the interpretation and linking of the indicators.</p> | <p>StatsSA will be contacted in assisting with the updating of statistics of ILLM.</p> |
| | <p>6.10. Environmental Green Economy can be initiated on behalf of the community especially when considering that some areas in the Municipality need to be prioritized for economic development as it is</p> | <p>Part of the review of the SF is also to develop the strategic environmental assessment that will identify opportunities in the green economy.</p> |

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| | <p>mentioned in the DIP. Clearing of invading Acacia species can become one of the means to create green jobs and improve impoverished people’s livelihood. Employment of fully fledged environmental staff can also help to create jobs and champion for serious environmental issues at the same time.</p> | |
| | <p>6.11. It was noted that Inkosi Langalibalele have submitted the same document as the previous assessment period. Although the information has not been updated especially related to project implementation the municipality is commended for producing a credible document that is partially compliant with the provision contained in Section 21 of the Spatial Planning and Land Use Management Act no 16 of 2013.</p> | <p>The document has been updated including current project list and implementation.</p> |
| | <p>6.12. The Document contains a section dealing with the 5-year spatial development planning which identifies key priority areas. The CIF also provides mapping for implementation of projects for a 20-year horizon. The section dealing with infrastructure analysis requires attention as the CIF did not provide a details projects (although it was noted as Annexure but not attached) which should provide analysis related to implementation of [projects, budgets, identification of role players and dealing with the element of monitoring and evaluation and risk. The assessment template provides greater details on the technical aspects that formed part of the assessment period to guide the process of a credible SDF in terms of the legislative requirements.</p> | <p>During the review of the SDF the CIF will be updated.</p> |

1.3. Key Development Challenges

KPA 1- Municipal Transformation and organizational development

| Key challenge | Description |
|---|---|
| 1. Working with skeleton staff , there's only one manager in the entire department & finalization of the organizational structure. | The department is a cross cutting department that has to deal with the specialized sections hence having skeleton staff is a key challenge as we are unable to address departmental issues. Due the reviewing of the organogram, placement of employees has not been finalized. |
| 2. Financial constraints | The municipality is required to provide skills development to employees, upgrading of our corporate systems and infrastructure and this affects the effective functioning of the department which therefore affects the municipality as a whole. |
| 3. Non-Alignment between IDP, Budget & SDBIP | According to the Municipal Systems act. The Municipality is required to develop its IDP which informs the Budget & SDBIP for its implementation. Alignment of these 3 Documents are imperative. |

KPA 2- Good Governance & Public Participation

| Key challenge | Description |
|---|--|
| 1. Libraries not aligned with the Fourth Industrial Revolution & Lack of Mobile Libraries. | <ul style="list-style-type: none"> • Lack of eBooks / eSystem. • Lack of eBooks promotes lack of supply of relevant and current information. • Fully Installed and functional Mobile Library. |
| 2. Lack of compliance with KZNDOT MOA Conditions. | <ul style="list-style-type: none"> • Shortage of Staff as per requirements of the KZNDOT MOA. • Shortage of Staff prevents segregation of duties and promote Fraud and Corruption. |
| 3. Dilapidating Traffic Building and Infrastructure. | <ul style="list-style-type: none"> • Buildings cannot be renovated due to ownership by KZN Public Works. • Lack of compliant Testing Facilities. |
| 4. Internal Audit currently co-sourced | <ul style="list-style-type: none"> • The Internal Audit section lack capacity in order to form a fully-fledged unit. Co-sourcing is financially costing the municipality. Should there be capacity in the unit, this will assist greatly in ensuring that we do away with co-sourcing. |
| 1. Lack of adequate Community Participation & Multi stakeholders' engagement | <ul style="list-style-type: none"> • The lack of resources is clearly evident in the extensive visible underperformance of the majority of programmes. • There are no vehicles allocated to special programmes towards which compromises extensive ward visits. This leads to increased number of some objectives unachievable. Further, visible trust being lost. |

KPA 3 – Basic Service Delivery & Infrastructure

| Key challenge | Description |
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| <p>1. Vacant critical management positions in the department (PMU & O & M), electricians and senior technician positions.</p> | <p>As this department is a service delivery department which is mandated to construct, upgrade and maintain infrastructure, we require skills development for existing staff and urgent recruitment of critical positions to ensure dependable & efficient service delivery.</p> |
| <p>2. Ageing Infrastructure, plant and equipment, environmental threats on infrastructure</p> | <p>As a service delivery department we endeavour and strive to serve the community with good quality electricity with minimal disruptions and safe reliable roads but there are also environmental threats that are accompanied by global warming and also ageing infrastructure, plant and equipment. Floods have severely damaged Electricity Medium Voltage lines and transformers and also road infrastructure such as drainages.</p> |
| <p>3. Financial constraints</p> | <p>Since the municipality is operating on an unfunded budget, the major challenge is that of insufficient budget that is allocated to PWBS. This in turn greatly affect the upgrade and maintenance of infrastructure hence affecting the quality of services rendered to our valued customers. As per National Treasury the regulated allocation for O & M civil is 8% and 6 % for O & M electricity but currently we are receiving 2 % for both.</p> |
| <p>4. Lack of plant & Equipment</p> | <ul style="list-style-type: none"> • The lack of a TLB & Tipper Truck prevents eradication of Illegal Dumping. It also poses a challenge during Harsh Weather conditions and prevent Digging of graves. • The lack of Plant also poses a challenge at the Landfill Site by preventing Daily Covering which is a requirement of the License issued. • The lack LDVs prevents adequate Supervision of all areas and limits transportation Employees and Tools to sites. • The lack of Fire Engine limits the Fire & Rescue Response Plan which poses Legal Recourse threats to the municipality. • The lack of Tractors prevents Grass Cutting and Parks Maintenance which contravenes the Environmental Management Act and Safety requirements for the community. |
| <p>5. Vandalism of community facilities</p> | <ul style="list-style-type: none"> • Lack of Security allows for vandalism of PARKS, HALLS, SPORTS FACILITIES & PUBLIC TOILETS. • Vandalised facilities prevent Community use and affect Revenue Generation. • Vandalised Recreational Facilities contribute to Social Ills. |

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| | <ul style="list-style-type: none"> • Vandalised Public Toilets promote Contravention of Municipal Bylaws and Constitutional Right to Community Services. |
| 6. None compliance with the Estcourt landfill license. | <ul style="list-style-type: none"> • Vandalism of Fencing promotes uncontrolled Access and Health Hazards. • Vandalism of fencing contravene the Licence Requirements / Conditions. • Lack of Leachate Management promotes Contamination of Water Table and contravenes the License issued. • lack of Potable Water and adequate Ablution Facilities contravene the Licence Conditions. • The Lack of Bore Holes prevent Water Sampling as per requirements of the License. • Lack of Formal Recycling Programme does not promote Reduce, Reuse and Recycles of the NEMA. • Lack of Weighbridge which prevents Revenue Generation and SAWIS Reporting. |
| 7. Ingonyama Trust Board approvals for rural projects | <ul style="list-style-type: none"> • We have submitted 3 applications for ITB approval and presentation in order to submit our Stage 2(construction) application. Despite regular follow-ups there seems to be a challenge with this exercise. |
| 8. UThukela District Bulks Confirmation for all Low Income housing Projects | <ul style="list-style-type: none"> • We are busy with the application for 5 new projects which require bulks confirmation. These projects cannot move from planned to Feasibility until we receive this confirmation. We are busy dealing with the District on the matter. |

KPA 4- Local Economic Development

| Key challenge | Description |
|---|---|
| 1. Limited Job Creation through EPWP/CWP. | <ul style="list-style-type: none"> • Inadequate financial allocation limits job creation programmes. • Inadequate financial allocation limits poverty alleviation. |
| 2. Lack of entrepreneurial and business skills development | <ul style="list-style-type: none"> • One of the critical problem areas for emerging entrepreneurs involves the lack of skills required to conduct systematic research to compile a bankable business plan. |
| 3. Lack of labour skills development | <ul style="list-style-type: none"> • The highly competitive global economy requires a skilled work force. |
| 4. Sustain Business Retention and Expansion Program | <ul style="list-style-type: none"> • Business Retention and Expansion (BR&E) is an economic development strategy of proactively connecting with existing businesses to understand and respond to local business needs. Inkosi Langalibalele must give special attention to small businesses that |

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| | employ between 10 to 99 employees, otherwise known as Stage 2 firms. |
| 5. Tourism – develop comprehensive intelligence | <ul style="list-style-type: none"> • One of the main problems that hampers the purposeful planning and monitoring of the Inkosi Langalibalele tourism industry is the lack of industry intelligence. As a result, there are only estimations on the number of beds available and even less information on the visitor numbers and occupancy rates. |
| 6. Development of subsistence farmers and Agricultural Infrastructure Support Programmes | <ul style="list-style-type: none"> • While noted that small and emerging farmers struggle to get access to formal markets. Almost all produce that is not used for consumption can be found in the informal markets found along main roads, outside bus stations, taxi ranks, alongside existing fresh produce markets and in parts of the CBD. |
| 7. Climate Change Resilience and Mitigation Measures | <ul style="list-style-type: none"> • Climate change poses a great risk and challenge to the economy, society and environment in general. As it is mainly associated with changes in weather patterns with notable rises in climate variability impacting upon both water quality and availability. This is evident in the changes in rainfall patterns, intensified thunderstorms, flooding and droughts, variations in soil moisture and runoff, effects of increasing evaporation and changing temperatures on aquatic systems. |

KPA 5 – Financial Viability & Management

| Key challenge | Description |
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| 1. Insufficient funding; low revenue collection | In terms of Section 18 of the MFMA, budget may only be funded from the realistically anticipated revenue. This therefore determines the allocations to be made to budget. |
| 2. Unfunded budget | The main source document for implementing service delivery is credible budget which comprises of revenue and expenditure. Unfunded budget is impacting on service delivery, since there is limited budget to spend on service delivery infrastructure projects as well as maintenance of infrastructure. |
| 3. Disclaimer Audit Opinion | The credit rating of the municipality is based on audit outcome and it also allows municipality to source more funding for further investment. In this case the municipality's credit rating is compromised, there is no credible base for budget. |
| 4. Lack of records management as well as internal controls | Municipality is expected to have records management system which will keep all records for future audit purposes and reference purposes. Lack of internal control in record keeping has resulted in the auditor general issuing the |

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| | limitation of scope which has resulted in qualification of findings |
| 5. Non-compliance with legislation | There are many laws governing the operations within local government, such as MFMA, NT circulars, municipal policies. Each non-compliance as finding by auditor general will have an impact on the audit outcome |

KPA 6 – Cross Cutting Issues

| Key challenge | Description |
|---|---|
| 1. None Functional Disaster Satellite Centers | <ul style="list-style-type: none"> • Lack of Equipment and Staff Shortage in Satellite Areas. |
| 2. Poor environmental management and degradation | <ul style="list-style-type: none"> • Loss of natural assets due to lack of effective land use management system. |
| 3. Food security | <ul style="list-style-type: none"> • Loss of agricultural land due to settlement sprawl • Need to promote processing of agricultural produce |
| 4. Disinvestment | <ul style="list-style-type: none"> • Inability to attract investment and poor level of infrastructure • Large firms closing down |
| 5. Low income level & rural poverty | <ul style="list-style-type: none"> • Lack of employment • Lack of economic opportunities |
| 6. Low literacy level and lack of skills | <ul style="list-style-type: none"> • Insufficient skills development programmes and higher education facilities |
| 7. Settlement sprawl | <ul style="list-style-type: none"> • Lack of effective land use management & lack of enforcement |
| 8. Lack of access to services and infrastructure | <ul style="list-style-type: none"> • Infrastructure demand in dispersed settlements |
| 9. Spatial inefficiency | <ul style="list-style-type: none"> • Dispersed settlements and disjuncture between settlements and economic opportunities |
| 10. Cross boarder rural conurbation | <ul style="list-style-type: none"> • Settlement sprawl and lack of commercial centres. |

1.4. Our Long Term Vision

VISION

“By 2035 Inkosi Langalibalele Local Municipality shall strive to achieve a corrupt free, prosperous and harmonious municipality that seeks to eradicate poverty and enhance skilled population through integrated sustainable environment for future generation”

MISSION

Inkosi Langalibalele Local Municipality shall grow and prosper its residents through championing sustainable growth, local economic development. Equal opportunities, public participation. Democratic processes and governance.

1.5. What are we doing to unlock our key development challenges?

| KPA | KEY CHALLENGE | INTERVENTION | TIMELINE |
|---------------------------------|--|--|--|
| Municipal Transformation | 1. Working with skeleton staff , there's only one manager in the entire department & finalization of the organizational structure. | - Expediting the reviewing of the organizational structure and finalizing placement. This will also assist in the lifting of the monetarism on appointments and trainings. | Finalization of the organization structure 3 months. 1 July 2022 |
| | 2. Financial constraints | - To continuously review budget - To provide in-house skills development training | - 1 July 2022 (annually) |
| | 3. Non-alignment of IDP, Budget & PMS | - Promote team work and develop governance & compliance structure | Continuous |

| KPA | KEY CHALLENGE | INTERVENTION | TIMELINE |
|------------------------|--|---|--------------------------|
| Good Governance | 1. Libraries not aligned with the Fourth | • Submission of request to KZN Arts & Culture for piloting of eBook / eSystem in all Libraries. | From July 2022 – ongoing |

| | | | |
|-----------------------------------|--|--|------------------------|
| & Public Participation | Industrial Revolution & Lack of Mobile Libraries. | <ul style="list-style-type: none"> Budget and procure One (1) Mobile Library. | |
| | 2. Lack of compliance with KZNDOT MOA Conditions. | - Employment of adequate Staff | From July 2022-ongoing |
| | 3. Dilapidating Traffic Building and Infrastructure. | <ul style="list-style-type: none"> Planning Department to fast track the transfer of ownership of the center from KZN Public Works to ILLM Budget & Upgrade the facility | From July 2022 -2023 |
| | 4. Internal Audit currently co-sourced | - Employment of internal Auditors | 2022-2023 |
| | 5. Lack of adequate Community Participation & Multi stakeholders' engagement | - Allocation of resources to mobilise communities and encourage participation | Continuous |

| KPA | KEY CHALLENGE | INTERVENTION | TIMELINE |
|--|--|--|----------------------------------|
| Basic Service Delivery & infrastructure | 1. Vacant critical management positions in the department (PMU & O & M), electricians and senior technician positions. | - Expedite the recruitment processes for these critical skilled posts and capacitating the existing employees. | July 2022-2023 |
| | 2. Ageing Infrastructure, plant and equipment, environmental threats on infrastructure | - Prioritize to upgrade, purchase and maintain existing Infrastructure, plant & equipment. | Ongoing |
| | 3. Financial constraints | - Prioritize to upgrade, purchase and maintain existing Infrastructure, plant & equipment. | From 01 July 2022 |
| | 4. Lack of plant & Equipment | <ul style="list-style-type: none"> Develop Business Plans and sour Funding. Budget for One (1) Equipment per Financial Year. | 2022-2022 2022/2023-2026/2027 |

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|---|--|-------------------|
| 5. Vandalism of community facilities | <ul style="list-style-type: none"> - Enhanced safe guarding of the facilities. - | 2022/23-2026/2027 |
| 6. None compliance with the Estcourt landfill license. | <ul style="list-style-type: none"> - Construction Lined Cells. - Installation of Weighbridge. - Repair Boreholes. - Repair Ablution Facilities. - Install Water Connection. - Formalise Recycling. - Quarterly Inspections, Repair of Fencing and application protective Coating. | 2022-2023 |
| 7. Ingonyama Trust Board approvals for rural projects | <ul style="list-style-type: none"> - To request intervention from the relevant Sector Departments in assisting with obtaining these approvals. | June 2023 |
| 8. UThukela District Bulks Confirmation for all Low Income housing Projects | <ul style="list-style-type: none"> - We are presently dealing with the matter and should we fail, we would then intervention from the office of the Municipal Manager. | June 2023 |

| KPA | KEY CHALLENGE | INTERVENTION | TIMELINE |
|-----------------------------------|--|---|-----------|
| Local Economic Development | 1. Limited Job Creation programmes through EPWP/CWP. | <ul style="list-style-type: none"> - Request inclusion of Job Creation (EPWP) within each Service Delivery Project (Tender Documents). - Maintain current Internal Financial Allocation | July 2022 |
| | 2. Lack of entrepreneurial and business skills development | <ul style="list-style-type: none"> - Make contact with the various institutions and invite them to give presentations to the local community on the courses on offer. - Start with TIKZN and SEDA | June 2023 |

| | | |
|--|---|-----------|
| 3. Lack of labour skills development | <ul style="list-style-type: none"> - Start off by conducting a simple survey to determine the extent to which local businesses are making use of SETA's and in particular: - In what sector(s) - The number of persons sent on courses and the type of courses completed | June 2023 |
| 4. Sustain Business Retention and Expansion Program | <ul style="list-style-type: none"> - Identification of the BR&E targets for the area; - To develop the Terms of Reference for BR&E; - To identify a championing and Co-ordinator for BR&E; - Mobilizing funding for the Programme; and Implementation. - | June 2023 |
| 5. Tourism – develop comprehensive intelligence | <ul style="list-style-type: none"> - An audit of the existing tourism product. - Name and contact details - Survey amongst visitors - Survey of occupancy rates which can involve a simple questionnaire | June 2023 |
| 6. Development of subsistence farmers and Agricultural Infrastructure Support Programs | <ul style="list-style-type: none"> - Engagement with existing subsistence farmers and aspiring farmers; - Secure meetings with the Department of Agriculture; - Identification of the needs and the budgetary resources as well as suitable programmes with the Department; - Inclusion of commitment on the IDPs and Provincial Budgets; and - Implementation - Monitoring and Evaluation. | June 2023 |

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| | 7. Climate Change Resilience and Mitigation Measures | <ul style="list-style-type: none"> - Develop the Terms of Reference for Climate Change Mitigation Measures; - Appoint a Climate Change Specialist; - Preparation and finalization of the strategy; and - Monitoring and evaluation thereof | June 2023 and ongoing |
|--|--|--|-----------------------|

| KPA | KEY CHALLENGE | INTERVENTION | TIMELINE |
|---|---|---|---------------------|
| Financial Viability & Management | 1. Insufficient funding; low revenue collection | <ul style="list-style-type: none"> - Increase capacity on credit control staff - Enforce weekly Debt steering committee meetings –institute restrictions/ disconnection of services - Data cleansing | June 2022-ongoing |
| | 2. Unfunded budget | <ul style="list-style-type: none"> - Categorise debtors (commercial, indigent, government, business, household) – allocate to different personnel - Targeted approach on debt collection | July 2022-June 2023 |
| | 3. Disclaimer Audit Opinion | <ul style="list-style-type: none"> - Develop audit action plan to address findings by AG - Prepare mid-year financial statements in consultation with AG - Continue with weekly audit action plan meetings | Ongoing |

| | | | |
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| | | - Enforce weekly sectional audit meeting to address audit findings | |
| 4. Lack of records management as well as internal controls | | - Develop standard operating procedures - Implement record management system - Implement internal registers - Appoint filing clerks | June 2022-2023 Ongoing Ongoing June 2022-2023 |
| 5. Non-compliance with legislation | | - Use of MFMA monthly calendar – compliance officer - Develop and monitor monthly compliance checklist | Ongoing |

| KPA | KEY CHALLENGE | INTERVENTION | TIMELINE |
|---------------|--|---|------------------------|
| Cross Cutting | 1. None Functional Disaster Satellite Centers | 2. Filling of Vacant Positions in Satellite Offices. 3. Register EPWP Project. | July 2022/23-2023/2027 |
| | 4. Poor environmental management and degradation | - Implementation of environmental rehabilitation programme and effective management tools | June 2023 |
| | 5. Food security | - Promote Agri-processing - Conservation of agricultural land - | July2022-June 2024 |
| | 6. Disinvestment | - Formulation of Business strategy and implementation of LED strategies | June 2023 |
| | 7. Low income level & rural poverty | - Creation of employment opportunities closer to settlements | July 2022-June 2027 |

| | | |
|---|--|----------------------|
| | - Introduction of social and economic development programs. | |
| 8. Low literacy level and lack of skills | - Introduction of skills development programs. | July 2023- June 2027 |
| 9. Settlement sprawl | - Introduction of settlement edges - Implementation of land use scheme in entire municipality | July 2023-June 2027 |
| 10. Lack of access to services and infrastructure | - Infrastructure development | June 2023- June 2027 |
| 11. Spatial inefficiency | - Creation of self-sufficient settlements | June 2023-June 2027 |
| 12. Cross Boarder rural conurbation | - Cross-border planning to ensure uniformity and continuity | June 2023-June 2027 |

1.6. What could you expect from us, in terms of outputs, outcomes and deliverables, over the next 5 years?

| Municipal Transformation & institutional | | | | | | | | | | | | | | |
|--|-----------|--|--|-----------------------|-------------|--------------|----------|----------|----------|---------|-------------------|-------------|--------------|-------------------------|
| Key Challenge | Obj 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 | | | | |
| Working with skeleton staff , there's only one manager in the entire department & finalization of the organizational structure. | | Expediting the reviewing of the organizational structure and finalizing placement. This will also assist in the lifting of the monetarism on appointments and trainings. | Finalization of the organization structure 3 months. 1 July 2022 | Council resolution | 1 july 2022 | 1 | Review | Review | Review | Review | 0 | 0 | 0 | Gm: corporate service |
| Financial constraints | | To provide in-house skills development training | Provide skills development & training. | Agenda | 1 quarter | 4 | 4 | 4 | 4 | 4 | R200 000 | 0 | Municipality | GM: Corporate |
| | | | Implementation of HR policies, e.g. promotions & retentions. | Council resolution | Annually | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 |

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|--|--|--|----------------|-----------------------|----------|---|---|---|---|---|---------|---|--------------|------------------------|
| | | | Team buildings | Programme for the day | Annually | 1 | 1 | 1 | 1 | 1 | R100000 | 0 | Municipality | GM:Corporate services. |
|--|--|--|----------------|-----------------------|----------|---|---|---|---|---|---------|---|--------------|------------------------|

EXAMPLE SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

| Key Challenge | Obj Ref.: | Objective | Strategies | Performance Indicator | Baseline | 5 Yr Targets | | | | | Budget (R) ('000) | MSCOA Ref.: | Source | Re: (in Mu |
|---|-----------|-----------|------------------------|-----------------------|----------|-----------------|-----------------|-----------------|-----------------|----------------|-------------------|-------------|--------|------------|
| | | | | | | Yr 1 (2022 /23) | Yr 2 (2023 /24) | Yr 3 (2024 /25) | Yr 4 (2025 /26) | Yr 5 (2026/27) | | | | |
| LACK OF PLANT & EQUIPMENT. | | | Procure 1 Plant / FY | | | 1 Plant | 1 Plant | 1 Plant | 1 Plant | 1 Plant | R3M | | | CS |
| VANDALISM OF COMMUNITY FACILITIES | | | Provide Safeguarding. | | | 1 Pers / Fac. | 1 Pers / Fac. | 1 Pers / Fac. | 1 Pers / Fac. | 1 Pers / Fac. | R1M | | | CS |
| NONE COMPLIANCE WITH THE ESTCOURT LANDFILL LICENSE. | | | QUART AUDITS & REPAIR. | | | 4 Inspect | 4 Inspect | 4 Inspect | 4 Inspect | 4 Inspect | R3M | | | CS |

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

| Key Challenge | Obj Ref.: | Objective | Strategies | Performance Indicator | Baseline | 5 Yr Targets | | | | | Budget (R) ('000) | MSCOA Ref.: | Source | Resp (in Mun) |
|---|-----------|-----------|---------------------|-----------------------|----------|-----------------|-----------------|-----------------|-----------------|----------------|-------------------|-------------|--------|---------------|
| | | | | | | Yr 1 (2022 /23) | Yr 2 (2023 /24) | Yr 3 (2024 /25) | Yr 4 (2025 /26) | Yr 5 (2026/27) | | | | |
| LIMITED JOB CREATION PROGRAMMES | | | Recruit 500+ | | | 500 | 500 | 500 | 500 | 500 | R8M (5+3) | | | CS |
| Libraries not aligned with the Fourth Industrial Revolution & Lack of Mobile Libraries. | | | Req proc of eSystem | | | 1 | 1 | 1 | 1 | 1 | R0.00 | | | CS |
| Lack of compliance withKZNDOT MOA Conditions. | | | Fill Vac Posts | | | TBC | TBC | TBC | TBC | TBC | TBC | | | CS |

KPA6: FINANCIAL VIABILITY

B2B Pillar Addressed:

| Obj Ref | Key Challenge | Baseline | Objective | Strategies | Performance Indicator | 5 Yr Targets | | | | | Target & Yr (if outside 5 yr period) | Budget (R) ('000) | Source | Responsibility (in Mun) |
|---------|----------------------|--|--|--|--|--------------|------|------|------|------|--------------------------------------|-------------------|------------|-------------------------|
| | | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | Insufficient Funding | Unfunded budget Non- cash backed conditional grants | To improve municipal financial and administrative capacity | Tabling of budget process plan. Adoption of the funded draft, original and adjustment budget. | Adoption of final credible 2022/23 MTREF budget Preparation and submission of credible adjustment 2022/23 | | x | | | | | | Section 71 | CFO |

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| | | | | | MTREF budget | | | | | | | | | | | | | |
| | | | | | Debt coverage ratio () | | | | | | | | | | | | | |
| | | | | | Cost coverage ratio | | | | | | | | | | | | | |
| | | | | | Debtors Ageing Report | | | | | | | | | | | | | |
| | | Cash flow challenges | | | Revenue enhancem ent strategy | X | | | | | | | | | | | | |
| | | | | Revenue enhancem ent managem ent and capacity | Monthly reconciliati ons | X | | | | | | | | | | | | |
| | | | | | | X | | | | | | | | | | | | |

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| | | Unspent grant due to Late appointments of contractors | To improve the budget implementation in the municipality | Optimize the expenditure of capital budget | Improved collection rate 100% on capital budget | X | | | | | | | | | | | | |
| | | Restructuring of tariffs of charges | | Optimize the expenditure of operational budget | Percentage spent on operational budget | X | | | | | | | | | | | | |
| | | | | Optimize actual | Percentage on collection of services and | | | | | | | | | | | | | |

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| | | <p>Nonpayment of creditors within 30 days</p> <p>Lack of public consultation</p> <p>Non-compliance</p> | | <p>service charges and property rates revenue</p> <p>Submission of in-year monitoring</p> | <p>property rates</p> <p>Budget consultation roadshows</p> <p>Number of section (71) reports submitted to Council, PT and NT</p> | | | | | | | | | | |
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| | | No proper irregular expenditure register/reduction | | Monthly reporting to MPAC | <p>Section (32) UIFW reports</p> <p>Section (11) Withdrawals from municipal bank accounts</p> <p>Section (66) expenditure on staff benefits</p> <p>Section (52d) Quarterly Reports</p> | | | | | | | | | | | | | |
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| | | | | | Investigation report on Irregular expenditure | | | | | | | | | |
| | Lack of internal control | Unauthorized Expenditure Missing documents | | Improve expenditure Control | Monthly Budget Report Expenditure operating procedures Proper filing | X | | | | | | | | |
| | Non-adherence to policies and | Non-compliance | | Effectively and efficient use of Supply Chain | Demand Management Plan Submission of SCM | x | | | | | | | | |

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|--|-------------------------------------|----------------|--|---|--|--|---|--|--|--|--|--|--|--|--|
| | procedures | | | management , Procurement and Procedures | Quarterly reports to Council Assessment of service providers Contract register Contract management Adopted policy on use of consultants Proper transfer of skills | | | | | | | | | | |
| | Lack of proper Fixed Asset Register | Non-compliance | | Effective Asset Management system | GRAP Compliant Asset Register | | x | | | | | | | | |

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|--|--------------------------|---------------------------|--|--|--|---|--|--|--|--|--|--|--|--|
| | | Lack of internal controls | | | Disposal of Assets Verification of assets Assets and fleet control sheets and monthly reports on fleet expenditure | | | | | | | | | |
| | Disclaimer audit opinion | Prior years audit opinion | | Tabling of audit action plan Improvement of Annual Financial Statements | Improved audit opinion | x | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Baseline | 5Yr. Target | | | | | Budget | MSC OA | Source | Responsibility (in Mun.) |
|--|---|--|--|----------|---------------|------|------|------|------|---------------|--------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| Establish LED Committee and supporting structures (with sectoral working groups) | A set of structured and properly constituted forums to lead and direct LED strategy formulation and implementation in Inkosi Langalibale. | <ul style="list-style-type: none"> The successful establishment of a properly constituted and functioning the LED Committee. The successful establishment of the relevant sectoral working groups. It is recommended that at least the | Establish LED Committee and supporting structures (with sectoral working groups) | | R 1000 000.00 | | | | | R 1000 000.00 | | | ILM/ Dev. Plan Unit |

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|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | <p>following be established :</p> <ul style="list-style-type: none"> ○ Agriculture (commercial and emerging) ○ Tourism ○ Service and Retail Businesses (Formal and Informal) ○ Manufacturing ● The development of a | | | | | | | | | | | | |
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| | | <p>work programme for year 1 for each forum, using this Implementation Plan as a point of departure</p> <ul style="list-style-type: none"> The development of a monitoring system to assess the implementation of the various work programmes | | | | | | | | | | |
| Municipality to improve communications and | To improve the speed and efficiency of the | <ul style="list-style-type: none"> Increase the number of queries from clients addressed successfully by the | Municipality to improve communications and services to customers | | | R 1000 00 0.00 | | | | R 1000 00 0.00 | | ILM/ Dev. Plan Unit |

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| services to customers | communication between the municipality and its clients, with particular reference to the local rate payers (including business). | <p>various line departments (for this purpose, a record should be kept of queries lodged and addressed)</p> <ul style="list-style-type: none"> • Reduction in the reaction time to queries from the clients. • Improve the standard of service at the "front line". | | | | | | | | | | | |
| Develop a comprehensive tourism strategy | Develop Inkosi Langalibale as the | <ul style="list-style-type: none"> • Increase the number of visitors to Inkosi Langalibale | Develop a comprehensive tourism strategy | | | | R 1000 00 0.00 | | | R 1000 00 0.00 | | | ILM/ Dev. Plan Unit |

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| | <p>preferred tourism destination in the UThukela region.</p> | <p>le (both domestic and international).</p> <ul style="list-style-type: none"> • Increase the number of jobs created by tourism. • Increase the number of businesses directly involved in tourism. • Improve the forward and backward linkages to increase the multiplier effect. • Improve the BEE profile of | | | | | | | | | | |
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|--|---|--|--|--|--|--|---------------|--|--|---------------|--|---------------------|
| | | <p>the industry.</p> <ul style="list-style-type: none"> Upgrade the infrastructure and physical appearance of Inkosi Langalibalele, particularly so the entrance to the town. | | | | | | | | | | |
| Encourage Establishment to Apply and Maintain Star Grading | To improve the overall standard and quality of the local tourism product. | <ul style="list-style-type: none"> All tourism establishments must be graded. The tourism establishments must at least maintain but preferably improve | Encourage Establishment to Apply and Maintain Star Grading | | | | R 300 000 .00 | | | R 300 000 .00 | | ILM/ Dev. Plan Unit |

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|--------------------|---|--|--------------------|--|--|--|---------------------|--|--|---------------------|--|--|------------------------------|
| | | their grading. | | | | | | | | | | | |
| Red Tape Reduction | To cut-out the complicated and unnecessary regulations, reduce bureaucratic procedures and systems which hinder the authority's ability to deliver on Economic Development mandate. | <ul style="list-style-type: none"> • Reduce the long unnecessary Supply Chain Management Processes; • To reduce the waiting period for Town Planning-related approvals (i.e. land approvals and building plans); • To cut-out the long waiting period for Complaints Management | Red Tape Reduction | | | | R 700 000 .00 | | | R 700 000 .00 | | | ILM/ Dev. Plan Unit |

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|---------------------------|---|---|---------------------------|--|--|--|--|---------------------|--|---------------------|--|--|------------------------------|
| | | <ul style="list-style-type: none"> nt Systems; • Timely enforcement of Municipal By-laws; and • Timely issuing of business licenses and permits. | | | | | | | | | | | |
| Public Sector Procurement | To use the fiscal resources of government to deliver services to the public while promoting the local business. | <ul style="list-style-type: none"> • Pro-localism procurement and servicing policies; • Support for small & medium businesses through the provision of training and support | Public Sector Procurement | | | | | R 100 00 0.00 | | R 100 000 .00 | | | ILM/ Dev. Plan Unit |

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| | | <p>mechanisms and creating optimal infrastructure, e.g. SMME incubators;</p> <ul style="list-style-type: none"> • Improvement in infrastructure and services in general to improve economic efficiency and productivity ; • Training and capacity building initiatives; • Targeted investment to boost potentially | | | | | | | | | | | | | | | | | |
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| | | <p>growing sectors, e.g. Tourism, knowledge industries;</p> <ul style="list-style-type: none"> • Simplifying regulations and by-laws to stimulate, as opposed to hindering, economic development; and • Defining the municipality as an economic actor in the local economy with considerable clout and | | | | | | | | | | | | |
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| | | leverage capability | | | | | | | | | | | |
| Explore Possibility of Niche Tourism Markets | To position Inkosi Langalibale as a unique tourism destination. | <ul style="list-style-type: none"> To develop Heritage Tourism e.g. Cultural Villages and Lodges at Strategic Tourism Hotspots; To ensure that SMMEs form part of Tourism Product Ownership more especially: - Community Based Tourism; Eco-Tourism; | Explore Possibility of Niche Tourism Markets | | | | R 450 000.00 | | | R 4500 000.00 | | | ILM/ Dev. Plan Unit |

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|--|---|---|--|--|--|--|--|--------------|--|--------------|--|--|---------------------|
| | | <ul style="list-style-type: none"> • Nature Based Tourism; • Geo Tourism; and • Avi-Tourism. | | | | | | | | | | | |
| Proposal 3: Sustain Business Retention and Expansion Program | To ensure that the area attract and sustain businesses that helps to build the economy and create jobs. | <ul style="list-style-type: none"> • To invite new businesses into the area. • To ensure that the existing businesses within the area continue to strive. • To assist the companies with mentorship programmes that will | Sustain Business Retention and Expansion Program | | | | | R 500 000.00 | | R 500 000.00 | | | ILM/ Dev. Plan Unit |

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|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | <p>ensure that the businesses grow and expand.</p> <ul style="list-style-type: none"> • To ensure that the local businesses partake in analysis of local economies, identifying, designing and implementing strategies that can help strengthen existing businesses and industries. | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

| Key Challenge | Obj Ref | Objective | Strategies | Performance Indicator | Baseline | 5 Yr Targets | | | | | Budget (R ('000)) | MSCO A Ref.: | Source | Responsibility (in Municipality) |
|--|---------|--|---|--------------------------------|----------|--------------|---------|---------|---------|---------|-------------------|--------------|--------------|----------------------------------|
| | | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | | | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | | | | |
| Vacant critical management positions in the civil department (PMU and O & M), electricians and senior technician positions. | | Expedite the recruitment processes for these critical skilled posts and capacitating the existing employees. | Provision of trainings and recruitment of essential staff | Percentage of vacancies filled | 0 | 7 | Review | Review | Review | Review | Review | 0 | Municipality | GM: PWBS |
| Ageing Infrastructure, plant and equipment, environmental threats on infrastructure | | - Prioritize to upgrade, purchase and maintain existing Infrastructure, plant & equipment. | Implementation of Refurbishment plan and Masterplan | Percentage of plans completed | 0 | 5% | 5% | 5% | 5% | 5% | R35 Mil | 0 | Municipality | GM: PWBS |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|---|--|--|--|-----------|--------------|--------------|------|------|------|--------------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| Managing Development Growth and Balance with Environmental Protection | <ul style="list-style-type: none"> Facilitate urban and rural development | <ul style="list-style-type: none"> Facilitate developments by identifying the locations potentially suited to densification and in-fill development Facilitate urban development and direct the phasing of urban | <ul style="list-style-type: none"> Environmental Management Framework | | | R 900 000.00 | | | | R 900 000.00 | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|---|--|---|--|---|---|---|---|--|---|---|---|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | growth through deliberate and integrated use of planning, infrastructure provision, and the regulatory and fiscal authority of all spheres of government. | | | | | | | | | | | |
| | <ul style="list-style-type: none"> ▪ Encourage a more compact form of | <ul style="list-style-type: none"> ▪ Promote appropriate land use densification; | <ul style="list-style-type: none"> ▪ Nodal Development Frameworks | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ R 825 000.00 | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ R 825 000.00 | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|-------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | development | <ul style="list-style-type: none"> ▪ Contain the development footprint of the settlements, towns and protect natural, rural, urban and heritage assets with development edges: Urban Edge. ▪ New developments that promote urban sprawl | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <p>should be discouraged.</p> <ul style="list-style-type: none"> ▪ Prioritize infill development in areas that provide opportunities for linking and integrating peripheral areas such as Ntabamhlope, Wembezi and Estcourt. | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> ▪ Ensure clustering of various activities (work, live, play and pray) at appropriate locations. ▪ Densification and Infill should be promoted in well serviced, strategically located areas and should | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | contribute to the restructuring of urban environment. <ul style="list-style-type: none"> ▪ Densification and Infill should help to create thresholds for public transport and contribute to the more effective utilization of various modes of | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|--|---|--|--|--|--|--|--|--|--|--|--|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> public transport. Higher residential densities should be promoted around nodes and within corridors | | | | | | | | | | | |
| | <ul style="list-style-type: none"> Manage development impacts on natural resources and critical | <ul style="list-style-type: none"> Increase efforts to protect and enhance biodiversity networks at all levels of | <ul style="list-style-type: none"> Preparation of a Strategic Environmental Assessment | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> R 950 000.00 | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> R 950 000.00 | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|-----------------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | biodiversity networks | <ul style="list-style-type: none"> government ▪ Reduce the impact of development on river systems and wetlands. ▪ Manage urban development in a sustainable and precautionary manner ▪ Protect valuable agricultural areas, existin | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|--|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> g farmed areas and horticultural areas from urban infringement, and support urban agriculture ▪ Adopt a proactive planning approach to excavating resource management | | | | | | | | | | | |
| | <ul style="list-style-type: none"> ▪ Make efficient | <ul style="list-style-type: none"> ▪ Promote a | | ▪ | ▪ | ▪ | ▪ | ▪ | ▪ | ▪ | ▪ | ▪ | ▪ |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|---|--|-----------|--------------|------|------|---|------|---|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | nt use of non-renewable resources | culture of sustainable development and living | | | | | | | | | | | |
| | <ul style="list-style-type: none"> ▪ Protect and enhance the municipality's rural environment | <ul style="list-style-type: none"> ▪ Prevent development from intruding into the rural environment ▪ Support appropriate development and activities in rural areas, in and around | Settlement Plans – for each farm to avoid the degradation or transformation of agricultural land into pockets of rural settlements | | | | | <ul style="list-style-type: none"> ▪ R700 000.00 | | <ul style="list-style-type: none"> ▪ R700 000.00 | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | unique and culturally significant rural settlements <ul style="list-style-type: none"> ▪ Rationalise and proactively manage smallholdings ▪ Develop and manage rural gateways in Loskop, Wembezi & Ntabamhlophe | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|--|-----------------------------|-----------|--------------|------|------------|------|------|-------------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | <ul style="list-style-type: none"> Sustain natural environments and resources | <ul style="list-style-type: none"> Optimize the economic, social, appealing and functional value of open space services through the implementation of Open Space System Existing natural environmental resources should be | Air Quality Management Plan | | | | R 90000.00 | | | R 900000.00 | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <p>protected and enhanced to ensure that the ecosystem within the open space can effectively deliver services</p> <ul style="list-style-type: none"> Development must be directed away from hazardous areas such as floodplains, | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | unstable soils and steep slopes <ul style="list-style-type: none"> ▪ Protect environmentally sensitive areas, agricultural land and open space ▪ Protect river catchments and develop a catchment management plans for river system | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Baseline | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <p>s where rapid development will occur</p> <ul style="list-style-type: none"> ▪ Create a network of green open spaces and protect important environmental areas ▪ Support sustainable catchment management and storm water | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|--|---|-----------|--------------|------|------|--------------------------|------|-----------------------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> practices. ▪ Promote the prevention and reduction of pollution. | | | | | | | | | | | |
| | <ul style="list-style-type: none"> ▪ Establish an integrated, Urban-wide public transport system that supports the accessibility grid | <ul style="list-style-type: none"> ▪ Create a hierarchy of integrated public transport services related to the accessibility grid ▪ Ensure that new urban develo | <ul style="list-style-type: none"> ▪ Integrated Transport Plan | ▪ | ▪ | ▪ | ▪ | ▪ R 980 000. 00 | ▪ | ▪ R 980 0 00.00 | ▪ | ▪ | ▪ |

| GOALS | Objectives | Strategies | Performance indicators | Baseline | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <p>ment is supported by appropriate public transport infrastructure and services</p> <ul style="list-style-type: none"> ▪ Include walking and cycling as essential components of land use planning ▪ Introduce parking policies to | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|--|---|---|------------------------|--|--|--|--|--|--|--|--|--|--|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | encourage use of the most context-specific and appropriate modal travel choice | | | | | | | | | | | |
| Employment and access to economic opportunities | <ul style="list-style-type: none"> Promote inclusive, shared economic growth and development | <ul style="list-style-type: none"> Maintain and enhance the features of Inkosi Langali balele that attract investors, visitors, and skilled labour | Land Evasion Policy | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> R 500 000.00 | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> R 500 000.00 | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> ▪ Introduce land use policies and mechanisms that will support the development of small businesses (both informal and formal) ▪ Encourage area specialization and the development of a diverse, mutual | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|---|------------------------|-----------|---------------|------|------|------|------|---------------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> ▪ y supportive system of economic areas ▪ Encourage the use of available economic incentives ▪ Promote sub-regional economic planning | | | | | | | | | | | |
| | <ul style="list-style-type: none"> ▪ Address spatial economic | <ul style="list-style-type: none"> ▪ Unlock employment-generating opportunities | Review municipal SDF | ▪ | ▪ R500 000.00 | ▪ | ▪ | ▪ | ▪ | ▪ R500 000.00 | ▪ | ▪ | ▪ |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | imbalances | within Inkosi Langali balele <ul style="list-style-type: none"> ▪ Support private-sector development initiatives in locations that are easily accessible ▪ Improve public transport links between the towns and the other economic nodes | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|--|---|--|---|-----------|--------------|----------------|------|------|----------------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | of the municipality | | | | | | | | | | | |
| Inclusive, cohesive and lively environment | <ul style="list-style-type: none"> Enhance the unique sense of place and quality of the built form | <ul style="list-style-type: none"> Promote good contextual urban design fit, and ordering of the relationship between people, urban space and the environment (built and natural) | Farmworker Housing and Rural Development Strategy | ▪ | ▪ | ▪ | ▪ | ▪ | R 650 000.00 | ▪ | ▪ | ▪ | |
| | <ul style="list-style-type: none"> Enhance the value of | <ul style="list-style-type: none"> Identify, conserve and manage | Tourism Development Strategy | ▪ | ▪ | ▪ R 300 000.00 | ▪ | ▪ | ▪ R 300 000.00 | ▪ | ▪ | ▪ | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--------------------------------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | heritage resources and scenic routes | heritage resources, including cultural landscapes <ul style="list-style-type: none"> ▪ Ensure access to and provide information about, public heritage resources ▪ Create an enabling environment for urban regeneration that | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <p>allows buildings and sites of historical and architectural significance to make a positive contribution to the economy and quality of urban life</p> <ul style="list-style-type: none"> ▪ Celebrate and reinforce Inkosi Langali balele's diverse historic | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Baseline | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> al legacies through urban form, architectural design, signage and, where appropriate, artwork ▪ Provide positive spaces for cultural and social ceremonies and life-related events ▪ Carefully | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|---|--|--------------------------------|-----------|--------------|------|------|--------------|------|--------------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> manage land uses and interventions along identified scenic routes, and in places of scenic and visual quality Identify additional scenic routes | | | | | | | | | | | |
| | <ul style="list-style-type: none"> Promote accessible, town wide destination | <ul style="list-style-type: none"> Develop high-quality, accessible destinations and public | Infrastructure Investment Plan | | | | | R 500 000.00 | | R 500 000.00 | | | |

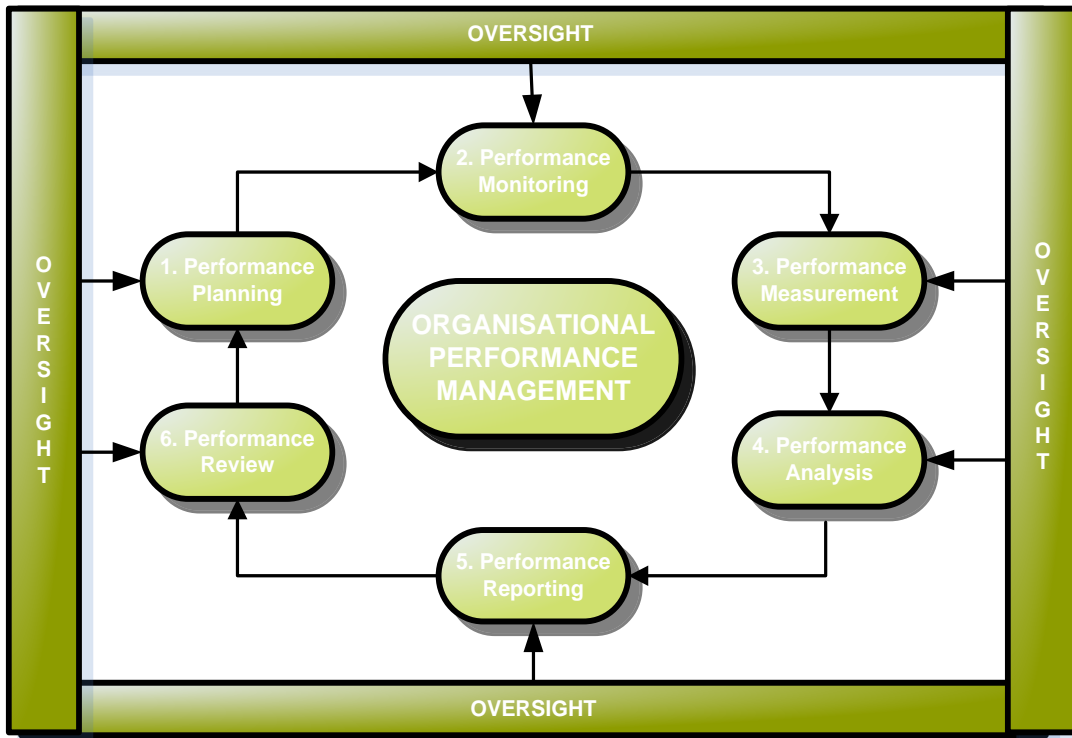
| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|---|--|-----------|--------------|------|------|------|------|--------|---------|--------------------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | places | spaces in newly developed and neglected areas | | | | | | | | | | | |
| | To meet basic requirements for stage one housing application | Engage ITB to obtain support letter for the project | Letter of request for support of the project | | | | | | | 0.00 | | LM/ Dev. Plan Unit | |
| | To meet basic requirements for stage one housing application | To engage with the uThukela DM for bulk confirmation letter in support of the project | Letter of request for support of the project | | | | | | | 0.00 | | LM/ Dev. Plan Unit | |

1.7. How will our progress be measured- Performance Management System?

Inkosi Langalibalele Local Municipality has an Operational Performance Management System (OPMS) which is used to monitor the implementation of the IDP and provide for corrective measures where there is insufficient progress. The system aims in fulfilling the following objectives:

- **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.
- **Support municipal oversight** the performance management system should support oversight by the Council and community over the performance of the Executive Committee and Municipal Administration.
- **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.
- **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.
- **Promote** Effectiveness and efficiency in service delivery planning and monitoring by integrating planning, budgeting and performance management processes

The OPMS indicates targets for each ILM Department, those targets that have to be achieved quarterly or annually. The targets are set as per Key Performance Area (KPA) and these are assessed as per the Indicator whether Quarterly or annually. This OPMS is a mechanism that the municipality is using to measure progress through the SDBIP. The municipality has developed and implemented the performance management policy which further elaborates on how the municipality plans on ensuring that the progress is measured for the next five years. The PMS Policy is **Annexure A** in the attachments.



The diagram provides for the cycle of performance management in the Inkosi Langalibalele Local Municipality to commence 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. It is important to note that each of the stages in the cycle is underpinned by Council and community oversight over the performance of the Municipal Executive and Administration.

Section B: Planning & Development Principles, Government Policies & Imperatives

2.1. Planning & Development Principles

| | PLANNING AND DEVELOPMENT PRINCIPLES | APPLICATION OF PRINCIPLES |
|---------------|---|---|
| <i>SPLUMA</i> | <ul style="list-style-type: none"> • Spatial Justice • Spatial Sustainability • Efficiency • Spatial Resilience • Good Administration | The principle is being implemented accordingly. |
| <i>NSDP</i> | Development / investment should be focused on localities of economic growth and/or economic potential | The National Spatial Development plan by directing investment in areas closer to developed infrastructure and along development nodes and corridors with high economic activities, seeks to create decent work, reduce inequality and defeating poverty by labour absorption as well as the composition and rate of growth. The above mentioned key sectors are vital in not only addressing unemployment but in the economic growth of the municipality. |
| <i>NSDP</i> | In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training. | Coordination and facilitation of social services, education and training is the priority of the Municipality. This is done through ward based Operation Sukuma-Sakhe strategy. Volunteers have conducted profiling of the household to which form the basis for intervention from Government Departments. The programme has resulted in increased in number of people accessing social grants as a safety net for poverty relief. |
| <i>CRDP</i> | Land development procedures must include provisions that accommodate access to secure tenure | Agrarian Land Reform is required. |
| <i>SDF</i> | SDF serves as a spatial expression of goals and strategies within the municipal IDP. It impacts the municipals spatial context because it ultimately transforms the form and spatial disparities that may prevail, particularly within the South African context. It guides the form and location of future | Single Land Use Scheme and Local Area Plans. |

| | | |
|--|---|---|
| | spatial development in a manner that addresses the imbalances of the past. | |
| <i>Housing Implementation</i> | Housing Sector Plan must be aligned to IDP and existing settlements as far as possible. | Review Housing Sector Plan |
| <i>National Strategy on Sustainable Development.</i> | Development that recognizes independency between economic growth, social equity and environmental integrity. | Agrarian Land Reform and Agri-Park |
| <i>KZN PGDS</i> | The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency | The municipality subscribes to the Seven (7) Strategic Goals of the Province. Growth Development Strategy. |
| <i>KZN PGDS</i> | Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities | The municipality subscribes to the Seven (7) Strategic Goals of the Provincial Growth Development Strategy. |

2.2. Government Policies & Imperatives

2.2.1. The National Development Plan 2030

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal, Minister in The Presidency: National Planning Commission, Trevor Manuel, said at a media briefing on the implementation of the plan on 19 February 2013. The NDP aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

The processes should be followed in the implementation of the plan:

- The NDP and its proposals will need to be implemented in the right order over the next 17 years until 2030. Three phases have been identified.
- The long term plans of departments are aligned with the NDP and areas are identified where policy change is required to ensure consistency and coherence.
- The NDP is a plan for the whole country. Government will engage with all sectors to understand how they are contributing to implementation, and particularly to identify any obstacles to them fulfilling their role effectively.

- The Plan will shape budget allocation over the years until 2030.
- The Plan identifies the improvement of the quality of public services as critical to achieving transformation. This requires provinces to focus on identifying and overcoming the obstacles to achieving improved outcomes, including the need to strengthen the ability of local government to fulfil its developmental role.
- Planning and implementation should be informed by evidence-based monitoring and evaluation.
- The President and Deputy President will be the lead champions of the Plan within Cabinet, in government and throughout the country. Premiers and Mayors must be visible and active champions of the Plan, with their offices being the catalytic agencies to drive implementation at provincial and municipal levels.

The NDP aims to achieve the following objectives by 2030:

- Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality
- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable
- Raising economic growth, promoting exports and making the economy more labour absorbing
- Focusing on key capabilities of both people and the country
- Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners
- Building a capable and developmental state
- Strong leadership throughout society that work together to solve our problems

According to the NDP by 2030 there should be:

- A reduction in the number of people who live in households with a monthly income below R419 per person from 39 percent to zero.
- A reduction in inequality as measured by the Gini coefficient, from 0.69 to 0.6.

This can be done by addressing the underlying causes of poverty and inequality by redirecting the focus of policy making from short- term symptom- based policies to longer- term policies based on sound evidence and reason. At the core of the NDP, the NDP aims to ensure the achievement of a “decent standard of living” for all South Africans by 2030.

A decent standard of living consists of the following core elements:

- Housing, water, electricity and sanitation
- Safe and reliable public transport

- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

Government alone cannot provide a decent standard of living; it requires determined and measurable actions from all social actors and partners across all sectors in society. The NDP is divided into thirteen chapters that addresses the most pressing challenges facing South Africa and provides solutions to these challenges in the form of proposals and actions. The plan outlines sector specific goals and a vision for South Africa to be achieved by the year 2030.

a) Back to basics

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

Local government (municipalities) has been a primary site for the delivery of services in South Africa since 1994. We have made tremendous progress in delivering water, electricity, sanitation and refuse removal at a local level. These rates of delivery are unprecedented in world-wide terms.

Yet despite our delivery achievements, it is clear that much needs to be done to support, educate and where needed, enforce implementation of local government's mandate for delivery. The transformation of the local government sector remains a priority for the current administration.

Our National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and a capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialise.

Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right. The Department of Cooperative Governance is tasked to build and strengthen the capability and accountability of municipalities.

b) Basic services: Creating decent living conditions

Municipalities must:

- Develop fundable consolidated infrastructure plans.
- Ensure infrastructure maintenance and repairs to reduce losses with respect to:
 - Water and sanitation.
 - Human Settlements.

- Electricity.
- Waste Management.
- Roads.
- Public Transportation.
- Ensure the provision of Free Basic Services and the maintenance of Indigent register.

c) Good governance

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

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

d) Public participation

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

- The existence of the required number of functional Ward committees.
- The number of effective public participation programmes conducted by Councils.
- The regularity of community satisfaction surveys carried out.
- Financial management
- Sound financial management is integral to the success of local government.
- Performance against the following basic indicators will be constantly assessed:
- The number of disclaimers in the last three to five years.
- Whether the budgets are realistic and based on cash available.
- The percentage revenue collected.
- The extent to which debt is serviced.
- The efficiency and functionality of supply chain management.

e) Institutional capacity

There has to be a focus on building strong municipal administrative systems and processes. It includes ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. Targeted and measurable training and capacity building will be

provided for councilors and municipal officials so that they are able to deal with the challenges of local governance as well as ensuring that scarce skills are addressed through bursary and training programmes. The basic requirements to be monitored include:

- Ensuring that the top six positions (Municipal Manager, Budget & Treasury, Public works & basic services, Corporate Services, Community Services and Development Planning) are filled by competent and qualified persons.
- That the municipal organogram is realistic, underpinned by a service delivery model and affordable.
- That there are implementable human resources development and management programmes.
- There are sustained platforms to engage organised labour to minimise disputes and disruptions.
- Importance of establishing resilient systems such as billing.

2.2.2. The Medium Term Strategic Framework (MTSF)

The Medium Term Strategic Framework (MTSF) is a five-year plan of government that is intended to implement the electoral mandate and National Development Plan Vision (NDP) 2030. The NDP is our vision leading to 2030. It calls all of us to work together to deal with poverty, unemployment and inequality. The MTSF 2019-2024 will be implemented through seven priorities which are:

| | | | |
|--|---|---|--|
| PRIORITY 1: Building a capable, ethical and developmental state | PRIORITY 2: Economic transformation and job creation | PRIORITY 3: Education, skills and health | PRIORITY 4: Consolidating the social wage through reliable and quality basic services |
| PRIORITY 5: Spatial integration, human settlements and local government | PRIORITY 6: Social cohesion and safe communities | PRIORITY 7: A better Africa and world | |

In implementing the MTSF, government will factor-in the interests of Women, Youth and People with Disabilities, who are mainly affected by poverty, inequality and unemployment (Abridged version of MTSF 2019-2024).

2.2.3. Sustainable Development Goals (SDG's)

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce

inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests



[\(THE 17 GOALS | Sustainable Development \(un.org\)\)](https://www.un.org/sustainabledevelopment/)

2.2.3. Provincial Growth and 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 2011.

When the first Provincial Growth and Development Strategy (PGDS) was developed and adopted in 2011, all growth and development partners and stakeholders in the Province of KwaZulu-Natal (KZN) unanimously agreed that that the growth and development of this Province will at all times be guided and directed by a long-term Vision and Strategy. It was agreed that since the growth and development of this Province is the collective responsibility of government, business, labour and civil society that there should be a collective Vision and Strategy to ensure that all partners and stakeholders are clear about where this Province is heading to and how it intends to get there. The approach followed with the Review of this version, the 2021 PGDS, was one of firstly, acknowledging that the Province has been actively pursuing the implementation of a PGDS, fully aligned to the National Development Plan (NDP), since 2011. This Strategy Review, therefore, does not disregard what was done since 2011, but recognises that the

implementation of this Strategy remains work in progress. It also acknowledges that as much as Strategy is critical to determine priority actions and to provide direction for integrated and coordinated action, it also has to provide clear direction for transitioning from planning to implementation (Draft KZN PGDS 2021 Version for Consultation).

| MTSF National Priorities | Provincial Priorities |
|---|--|
| Priority 2: Economic transformation and job creation | Priority No. 2 - Job Creation Priority No. 3 - Growing the Economy Priority No. 4 - Growing SMMEs and Cooperatives |
| Priority 3: Health and Education | Priority No. 5 - Education and Skills Development |
| Priority 4: Consolidating Social Wage through reliable and quality basic services | Priority No. 1 - Basic Services |
| Priority 5: Spatial integration, human settlements and local government | Priority No. 6 - Human Settlement and sustainable livelihood |
| Priority 6 : Social Cohesion and Safe Communities | Priority No. 7 - Build a Peaceful Province |
| Priority 1: Capable, Ethical and Developmental State | Priority No. 8 - Build a Caring and Incorruptible Government |
| Priority 1: Capable, Ethical and Developmental State | Priority No. 8 - Build a Caring and Incorruptible Government |
| Priority 6: Social Cohesion and Safe Communities | Priority No. 7 - Build a Peaceful Province |
| Priority 7: Better Africa and the World | Priority No. 3 - Growing the Economy Priority No. 7 - Build a Peaceful Province |

(Draft KZN PGDS 2021 Version for Consultation)

2.2.4. District Growth and development plan

The District Growth Development Plan (DGDP) is not intended to be a comprehensive all-encompassing development plan for the district, but will rather focus on limited but strategic projects of high-impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Therefore, the 5-Year Strategic Programme as outlined in the Integrated Development Plan and the associated sector plans, and the other district or municipal planning and service delivery instruments will continue alongside and align with the DGDP, which will serve as the long-term strategic plan for the district. The adopted uThukela District Growth and Development Plan that is under review serve as a district translation and an implementation framework for the PDGP. The plan generally sets out to the following:

- Describe the desired outcome in respect of Local Economic Development Strategic Objective;
- Identify the Key Performance Indicators (KPI) in respect of LED Strategic Objective that will be used to measure progress and performance;

- Identify the Strategic Interventions in relation to LED Strategic Objectives that will be required to achieve the desired outcomes as expressed by the Vision by 2035;
- Identify Catalytic Projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving DGDP Goals and Objectives;
- Establishing a District Wide platform for Monitoring, Evaluation;

2.2.5. The State of the Nation Address

The State of the Nation Address (SONA) is an important political and economic statement by the President which outlines the Government’s economic and social investment programme, and is a precursor to the National Budget, which this year will be delivered on 23 February 2022.

This year’s SONA has been presented against the background of the following: nascent economic recovery from the impact of intermittent lockdown restrictions, the highest unemployment in 82 countries surveyed by Bloomberg, revelations of widespread corruption and malfeasance in SOES released in the first two instalments of the Zondo Commission into State Capture, poor Government response to the civil unrest in July 2021 in parts of Gauteng and KZN which cost 354 lives and damage and destruction to the economy of over R50 billion, and electoral defeat of the governing party in the November local government elections which has relegated the party to the opposition benches in key metros of Johannesburg, Tshwane and Nelson Mandela Bay.

Introduction to SONA

The President referenced the impact of the Covid-19 pandemic on the economy, admitting it had further exposed the deep social and economic divide in SA. He also spoke of the impact of the civil unrest in July 2021. Government will take steps to strengthen democracy and revitalise the economy to end inequality and injustice. This includes ensuring those responsible for corruption will be criminally charged.

The present situation of deep poverty, unemployment and inequality is not sustainable as it is unacceptable, requiring fundamental reforms and change to revive the economy and create conditions for long-term stability and growth. Spoke of a common consensus born out of current challenges and recognition of the current unemployment, inequality and poverty. State has to create conditions for private sector investment and an environment in which people can lead a better life. Announced a 100-day deadline to create a social compact to create jobs, end hunger and poverty based on the economic and reconstruction programme. Focus will be on overcoming impact of Covid-19, infrastructure investment, economic stimulus, energy and creating job opportunities.

SONA HIGHLIGHTS

| | |
|----------------------------|---|
| National State of Disaster | Government intends to lift the National State of Disaster as soon as other supplementary legislation has been aligned to enable the government to respond to the pandemic and other health disasters. Currently, virtually all restrictions in response to Covid-19 have been lifted. |
|----------------------------|---|

| | |
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| | |
| Creating Conditions for Private Sector Investment | Load shedding and high cost of doing business continue to affect the economy, investment promotion and job creation. Government has to create the environment for businesses to invest, grow and employ more people. SA's problems are structural and also being affected by lack of broadband spectrum, power shortages, poor infrastructure. Government to implement far reaching reforms to unlock investment, reduce cost of doing business and increase competitiveness. Electricity crisis one of the greatest threats to economic revival and growth. |
| Ports and Railways | Transnet is addressing port and rail challenges and is currently focused on improving operational efficiencies at the ports through procuring additional equipment and implementing new systems to reduce congestion. Transnet will ask for proposals from private partners for the Durban and Ngqura Container Terminals within the next few months, which will enable partnerships to be in place at both terminals by October 2022. Transnet will start the process of providing third-party access to its freight rail network from April 2022 by making slots available on the container corridor between Durban and City Deep in Gauteng. |
| Telecoms | Government will facilitate the rapid deployment of broadband infrastructure across all municipalities by establishing a standard model for the granting of municipal permissions. These reforms will revolutionise the country's technological development, making faster broadband accessible to more people and reducing the costs of digital communications. |
| High Frequency Spectrum Auction | ICASA will commence with the auctioning of the high frequency communications spectrum in about three weeks from now. This will unlock new spectrum for mobile telecommunications for the first time in over a decade. |
| Immigration | Government to further streamline immigration laws to attract skilled immigrants, and this includes streamlining and modernizing the visa application process to make it easier to travel to South Africa for tourism, business and work. The revised Critical Skills List has been published for the first time since 2014, following detailed technical work and extensive consultations with business and labour. The updated list reflects the skills that are in shortage today, to ensure that our immigration policy matches the demands of our economy. A comprehensive review of the work visa system is currently underway, led by a former Director-General of Home Affairs, Mr Mavuso Msimang. Government also exploring new visa categories to enable economic growth, such as startup and remote working visa. |
| Water Infrastructure | Government to prioritise institutional reforms to ensure future water security, investment in water resources and maintenance of existing assets. Government has also embarked on the process of institutional reform in capacitating the Department of Water and Sanitation and reviewing water boards in as far as their mandates are concerned and |

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|---|--|
| | ensuring that they serve municipalities in terms of the District Development Model. These reforms are being championed by the Minister of Water and Sanitation, who has visited every water source in the country. A comprehensive turnaround plan is being implemented to streamline the process for water use license applications. The target is to clear the backlog of applications by June 2022 and to process 80% of all applications within 90 days during the next financial year. In addition, legislation for the establishment of the National Water Resources Infrastructure Agency will be published for public comment within the next month. |
| SMME Growth | Government to implement measures to unleash the potential of small businesses, micro businesses and informal businesses. Has also started discussions with social partners as part of the social compact process to review labour market regulations for smaller businesses to enable them to hire more people, while continuing to protect workers' rights. A new, redesigned loan guarantee scheme is being introduced to enable small businesses to bounce back from the pandemic and civic unrest. Red tape team led by ex Exxaro CEO Siphon Nkosi being established to review red tape affecting the SMMEs and recommend on how these can be streamlined. |
| Infrastructure | Energy, road, water management projects to be prioritised under the R100 billion Infrastructure Fund, focusing on water, sanitation, and student accommodation among other projects. The Infrastructure Fund is now working with state entities to prepare a pipeline of projects with an investment value of approximately R96 billion in student accommodation, social housing, telecommunications, water and sanitation and transport. Several catalytic projects worth R21 billion are expected to start construction this year. Of this, R2.6 billion is contributed by government and the balance from the private sector and developmental finance institutions. Government will make an initial investment of R1.8 billion in bulk infrastructure, which will unlock seven private sector projects valued at R133 billion. |
| Social Infrastructure Mechanism | Focus will be on school infrastructure and speed up delivery of infrastructure including building new schools in rural areas. Government is introducing an innovative social infrastructure delivery mechanism to address issues that afflict the delivery of school infrastructure. The mechanism will address the speed, financing and funding, quality of delivery, mass employment and maintenance. The new delivery mechanism will introduce a Special Purpose Vehicle, working with prominent DFIs and the private sector, to deliver school education infrastructure. |
| Hydrogen Capability and Hydrogen Road Map | Government has built on its successful Hydrogen SA strategy to make major strides in positioning South Africa as a global leader in this new market. This includes the development of a Hydrogen Society Roadmap for the next ten years as well as a Green Hydrogen Strategy for the Northern Cape, supporting the development of a green hydrogen pipeline worth around R270 billion. |
| Localisation Plans | An important pillar of our Economic Reconstruction and Recovery Plan is to revitalise our manufacturing base and create globally competitive |

| | |
|---|--|
| | export industries. In the past year, we launched new master plans in the steel industry, furniture and global business services. Through these plans, business, government and labour are working together to increase production and create more jobs in the sector. |
| Investment Conference | Investment conference to be held on 24 March 2022 in Johannesburg to showcase the many investment opportunities available as South Africa continues its recovery from the COVID-19 pandemic, and report back on the progress of previous commitments. By the time of the third South Africa Investment Conference in November 2020, SA had reached R776 billion in investment commitments. |
| AFCTA (African Continental Free Trade Area Agreement) | Following the resolutions of the African Union Summit over the past weekend, trading can now begin under the African Continental Free Trade Area agreement. South African companies are poised to play a key role in taking up the opportunities that this presents for preferential access to other African markets. |
| Global Business Sector | SA placed to attract companies keen to open call centre and business facilitation offices in SA. Cannabis Industry. Government to streamline regulations to attract investment in cannabis which has the potential to create 130 000 jobs. The hemp and cannabis sector has the potential to create more than 130,000 new jobs. Government to streamline the regulatory processes so that the hemp and cannabis sector can thrive like it is in other countries such as Lesotho. |
| Mining Sector | To attract investors into the mining minerals needed in the new global economy, government to finalise the mining exploration strategy. I will also continue to support the development of the upstream gas industry, as it holds huge potential for job creation and broader economic development. |
| Energy | <p>New energy generation projects will be coming online over the next few years, including several renewable energy projects, among them the 2,600 MW from Bid Window 5 of the renewable energy programme, for which the preferred bidders were announced last year; 2,600 MW from Bid Window 6 of the renewal energy programme, which will soon be opened and 3,000 MW of gas power and 500 MW of battery storage, for which requests for proposals will be released later this year.</p> <p>In addition, Eskom has established a separate transmission subsidiary, and is on track to complete its unbundling by December 2022. The utility has continued with its intensive maintenance programme, to reverse many years of neglected maintenance and underperformance of existing plants. To regulate all of these reforms, Cabinet yesterday approved amendments to the Electricity Regulation Act for public</p> |
| Public and Social Employment | A revitalised National Youth Service will recruit its first cohort of 50,000 young people during the next year, creating opportunities for young people to contribute to their communities, develop their skills and grow their employability. The Department of Higher Education and Training will place 10,000 unemployed TVET graduates in workplaces from April 2022. |

| | |
|-----------------------|--|
| Social Grants | As reported, the government is extending the R350 monthly social grant introduced in response to the impact of Covid-19 for another year to March 2023. |
| Expropriation of Land | Expanding access to land is vital for efforts to reduce hunger and provide people with meaningful livelihoods. Government will move ahead with land reform in terms of the Constitution, and anticipate the approval of the Expropriation Bill during this year. The establishment of the Agriculture and Land Reform Development Agency will be finalised this year. The Department of Public Works and Infrastructure will finalise the transfer of 14,000 hectares of state land to the Housing Development Agency. |
| State Capture | The first two part of the Zondo Commission there was indeed state capture, with SOEs infiltrated by a criminal network. The report details devastating impact on SOEs and this had a direct and concrete negative impact on SA, especially poor and vulnerable people, weakened state ability to deliver services. Government to make sure it will never happen again and act on the commission's recommendations. By no later than June, plan of action will be presented to Parliament, and meanwhile it will strengthen whistle blowers who are a vital safeguard against corruption. Detailed review of legislation underway to strengthen and protect whistle blowers. |
| SOEs | Government has embarked on several immediate measures to restore SOEs stability and also implement far-reaching reforms to make SOEs more efficient, competitive, accountable and sustainable. The Presidential SOE Council has recommended that government adopt a centralised shareholder model for its key commercial state-owned companies. This would separate the state's ownership functions from its policy-making and regulatory functions, minimise the scope for political interference, introduce greater professionalism and manage state assets in a way that protects shareholder value. As part of this, preparatory work has begun for the establishment of a state-owned Holding Company to house strategic SOEs and to exercise coordinated shareholder oversight. To ensure that state-owned enterprises are effectively fulfilling their responsibilities, the Presidential SOE Council is preparing recommendations on state-owned entities to be retained, consolidated or disposed of. |
| Civil Unrest in 2021 | Cabinet accepts responsibility for security lapses which were exposed during the July 2021 unrest in parts of KZN and Gauteng. The security services have been tasked by the National Security Council to urgently develop implementation plans that address the range of recommendations made by the expert panel. These measures will go a long way to address the serious concerns about the breakdown of law and order in society. |

2.2.6. Budget Speech 2022

Finance Minister Enoch Godongwana gave his first 2022 budget speech from Parliament on Wednesday the 23 February 2022. This speech comes after the South African economy has been subject to protests, governmental debt and COVID-19 restrictions.

Amid concerns was whether a tax increase would be imposed for the 2023 tax year amid rising daily living expenses. However, Godongwana brought news that was well received by clarifying that a tax increase would not be on the cards:

“Now is not the time to increase taxes and put the recovery at risk. Accordingly, we have decided to keep money in the pockets of South Africans.”

Economic outlook

According to Godongwana, revenue collections were significantly higher than expected for the 2022 tax year, arising mainly from the mining sector due to higher commodity prices. GDP growth is expected at 2.1% for the current year, whilst 1.8% over the next three years, the global economy is expected to grow by 4.4% this year.

Personal income tax

The personal income tax brackets and rebates will be adjusted by 4.5%, in line with inflation, to assist with the increase in household living expenses. This change is mainly targeted towards the middle-income group. For example, if you were earning R35,000 a month at under 65 years old without any contributions or allowances, your monthly take-home pay for the 2022 tax year would have been R28,131. Under the new brackets for the 2023 tax year, your monthly take-home pay has increased to R28,319.

The income tax rate for trusts will remain unchanged at 45%. A summary of the tax brackets and rebates for the 2023 tax year can be found below:

2023 tax year (1 March 2022 – 28 February 2023)

23 February 2022 – See the changes from the previous year:

| Taxable income (R) | Rates of tax (R) |
|---------------------|---|
| 1 – 226 000 | 18% of taxable income |
| 226 001 – 353 100 | 40 680 + 26% of taxable income above 226 000 |
| 353 101 – 488 700 | 73 726 + 31% of taxable income above 353 100 |
| 488 701– 641 400 | 115 762 + 36% of taxable income above 488 700 |
| 641 401 – 817 600 | 170 734 + 39% of taxable income above 641 400 |
| 817 601 – 1 731 600 | 239 452 + 41% of taxable income above 817 600 |
| 1 731 601 and above | 614 192 + 45% of taxable income above 1 731 600 |

Corporate income tax

As announced in the 2021 Budget, the corporate income tax rate will be reduced from 28% to 27% for companies with years of assessment ending on or after 31 March 2023. This decrease comes when many businesses are still dealing with the ripple effects caused by Covid restrictions and places South Africa more in line with the Organisation for Economic Cooperation and Developments corporate tax rate average of 23%.

Employment tax incentive

The employee incentive tax will be increased by 50% to R1,500 per month to reduce unemployment levels among the youth, which is currently at a rate of 56%. Godongwana urged small and medium businesses to take up this incentive as their employment would add further support to the existing tax base.

VAT

The Value Added Tax (VAT) rate will remain at 15%. However, the Government intends to review the current regulations prescribing electronic services to account for further developments in this area.

Fuel levies

The fuel price has been steadily increasing over the past year, with another steep increase expected in March 2022. Godongwana confirmed that there will be no increase on the petrol and diesel general fuel levy for 2022/2023 nor the Road Accident Fund levy. Furthermore, a review of aspects impacting the fuel price is being undertaken with Resources and Energy Minister Gwede Mantashe.

Excise duties

A bottle of spirits will now be R4.83 more expensive, whilst a pack of cigarettes will be an additional R1.03 as excise duties on alcohol and tobacco will increase between 4.5 and 6.5%. The government also

proposes to introduce a new tax on vaping products of at least R2.90 per millilitre from 1 January 2023. Sugar consumers will also experience more expensive products as the health promotion levy will be increased to 2.31 cents per gram of sugar.

Carbon tax

Godongwana urged all companies that have not already done so to develop plans to progressively reduce their greenhouse emissions over the next ten years; otherwise, they will face steep carbon taxes, with a progressive increase expected every year. The carbon tax rate will increase from R134 to R144, effective from 1 January 2022. As required by legislation, the carbon fuel levy will increase by 1c to 9c per litre for petrol, and 10c per litre for diesel, from 6 April 2022.

Reporting obligations

In an effort to tackle unexplained wealth linked to fraud and non-compliance, all South African provisional taxpayers who own assets of more than R50 million will be required to declare their assets and liabilities in their tax returns for the 2023 tax year.

Retirement savings

The government expects to re-negotiate existing tax treaties with various countries to retain their taxing rights on the payments of local retirement interest to persons who are no longer South African tax residents and living abroad.

Assessed losses

In an attempt to counter tax avoidance, the Government has proposed that the offsetting of the balance of assessed losses brought forward will be limited to 80% of taxable income. This means that companies with an assessed loss balance that matches or exceeds their current-year taxable income will need to pay tax on 20% of their taxable income.

Conclusion

While the tax breaks are welcomed among individuals and corporations, other industries will be experiencing an increase in taxation, particularly those in the natural resources, sugar and tobacco industries. Consumers of tobacco, sugar and alcohol can also expect a knock-on effect in product pricing. The government has also proposed certain amendments to existing legislation and treaties, which will need to be closely monitored in the near future should they come into effect. Godongwana closed with a notice of caution among these reliefs, emphasising that these were given on the basis that if there are permanent expenditure increases in the coming years, Government would have no choice but to revisit this to ensure the fiscal deficit does not worsen.

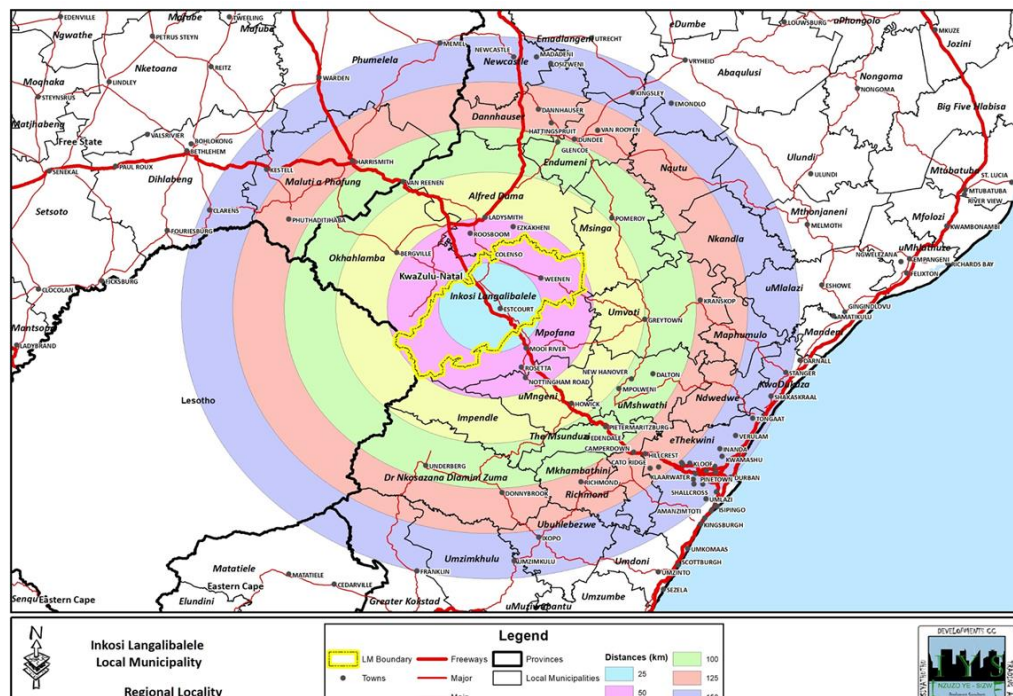
Section C: Situation Analysis

3.1. Spatial Analysis

3.1.1. Regional Context

Inkosi Langalibalele Local Municipality is geographically located at the centre of KwaZulu Natal province, within UThukela District Municipality. The map inserted above indicates the following:

- It is less than 50km to a world recognized protected natural area/site, the OKhahlamba Drakensburg Park. This is a world asset and the Municipality is relatively well positioned for the exploitation of nature-based tourism. The natural resource of the municipality comprises of scenic mountains, rare species, such as blue crane, rivers, wetlands and the uKhahlamba Drakensburg World Heritage Site. The conservation efforts and practices and limited industrial areas within most parts of the municipality protects the area from a number of undesirable pollutants and un-present odours.
- Inkosi Langalibalele Local Municipality is located within 100km from Pietermaritzburg. This is the main urban centre of uMgungundlovu District and Capital City of KwaZulu-Natal Province.
- N3 cuts across ILLM and this national corridor is identified as a Provincial Corridor given its national and regional importance. It provides a direct linkage to the primary economic nodes of Durban and Gauteng allowing for ease of trade, industrial and transportation activity. This route is noted by the PSEDS as a secondary provincial corridor and the route from Weenen is noted for that as well. The area of ILLM is mostly adjoined with social investment area along the east and mostly agricultural in the south.
- The remaining notable centres which are within a 50km radius from the study area are Bergville and Ladysmith.



3.1.2. Administrative Entities

The 2022 SDF review identifies Wembezi, Estcourt and Weenen as urban areas. In terms of size, character and performance these function as small towns which are associated to service provision for the town itself and the surrounding countryside (Cater, 1990).

Rural settlements form the majority of the municipal area. They are scattered unevenly throughout the municipal area and are poorly serviced with infrastructure and facilities. The following is a list of rural settlements within Inkosi Langalibalele:

- Frere and Chieverley;
- Cornfields;
- Thembalihle;
- Ntabamhlophe;
- Hlathikhulu and
- Loskop/Mangweni

The location of rural settlements within traditional areas are nucleated and densely populated. These rural settlements are located within Ingonyama Trust Land and Amahlubi Traditional Council. The location of homesteads mirrors the general settlement pattern, which is a result of traditional land allocation practices and lack of formal planning practise. Below are the traditional Areas within the municipality:

- Amambo Traditional Area;
- Amangwe Traditional Area;
- AmaHlubi Traditional Area;
- EMhlungwini Traditional Area;
- KwaDlamini Traditional Area;
- KwaMabaso Traditional Area.
- Nkwanyana Traditional Area

Small holdings can be defined as an area of land that is used for farming but is much smaller than a typical farm. There are several farms that have been subdivided into smaller plots and have transformed into small holdings. Most of the municipal area is occupied by privately owned commercial farms. There are settlement areas for the farming community including a farmer homestead and smaller homesteads for the farm labours. Some of these farms have rural settlements. The irrigated small holdings located around Weenen town accounts for the relatively good potential land in this area. The small holdings account to about 5ha to 20 ha. There is an increase in the number of small holdings isolated settlements located in the middle of commercial farmlands.

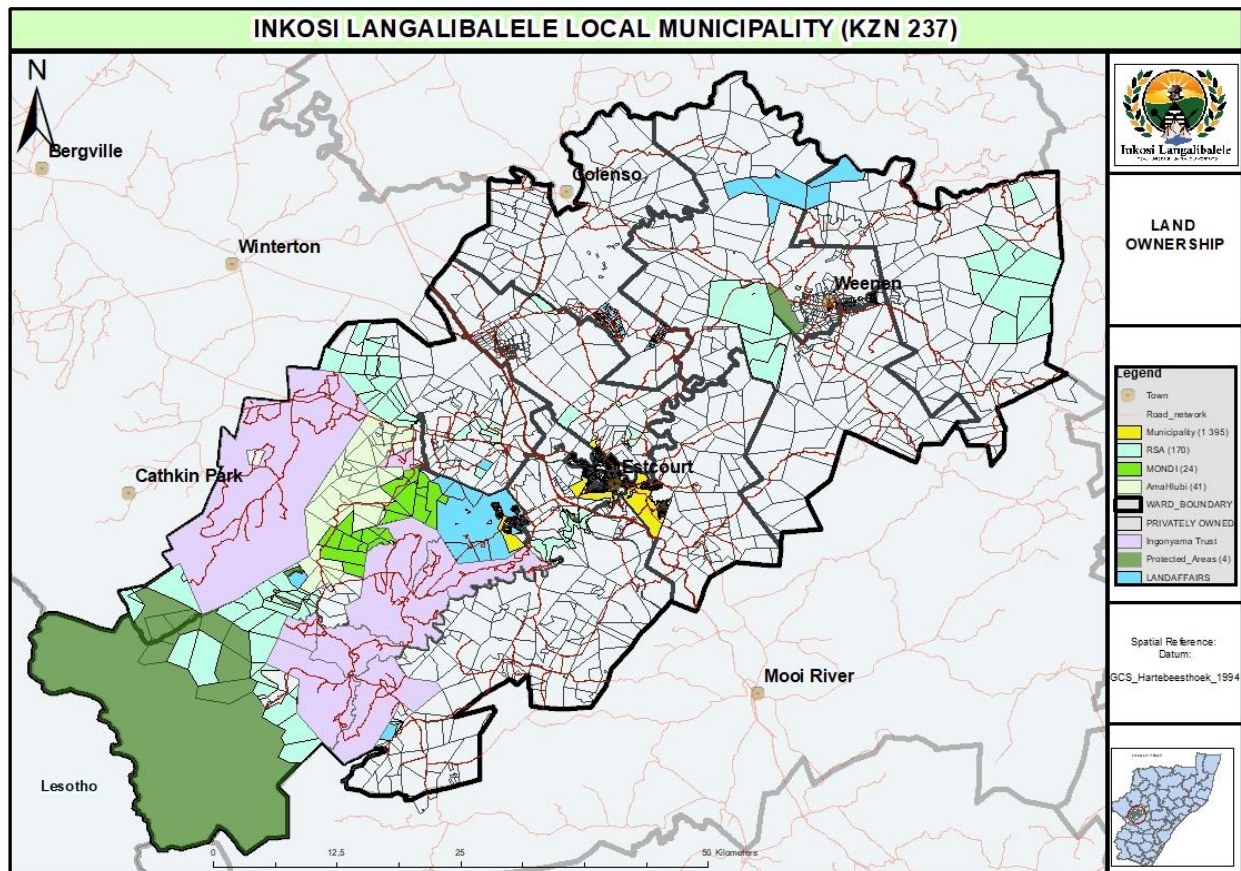
A sizeable portion of the municipal area is occupied by privately owned commercial farms. This includes extensive and intensive farming activities. The extensive commercial farming occurs in the vicinity of Weenen, in the northern, central and south and south-western areas of the district. They include crop production (primarily in irrigated areas), game farming, limited forestry and livestock farming. A number of farms which were previously used for livestock farming have now been converted into game farms and developed with tourism infrastructure. A total of 11 farms, 8531ha, have been transferred as they have been subject of land restitution and labour tenant claims.

3.1.3. Land Ownership

Land ownership within Inkosi Langalibalele is diverse but dominated by private ownership. The table below illustrates the percentage breakdown of land ownership within the municipal area.

Total percentage of Land Ownership is as follows:

| Land Ownership | Total percentage |
|-------------------|------------------|
| Private ownership | 74% |
| Ingonyama Trust | 18% |
| State-Owned | 5% |
| Protected Land | 3% |



Map 4: Land ownership, ILM GCIS 2022

3.1.4. Land Reform

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

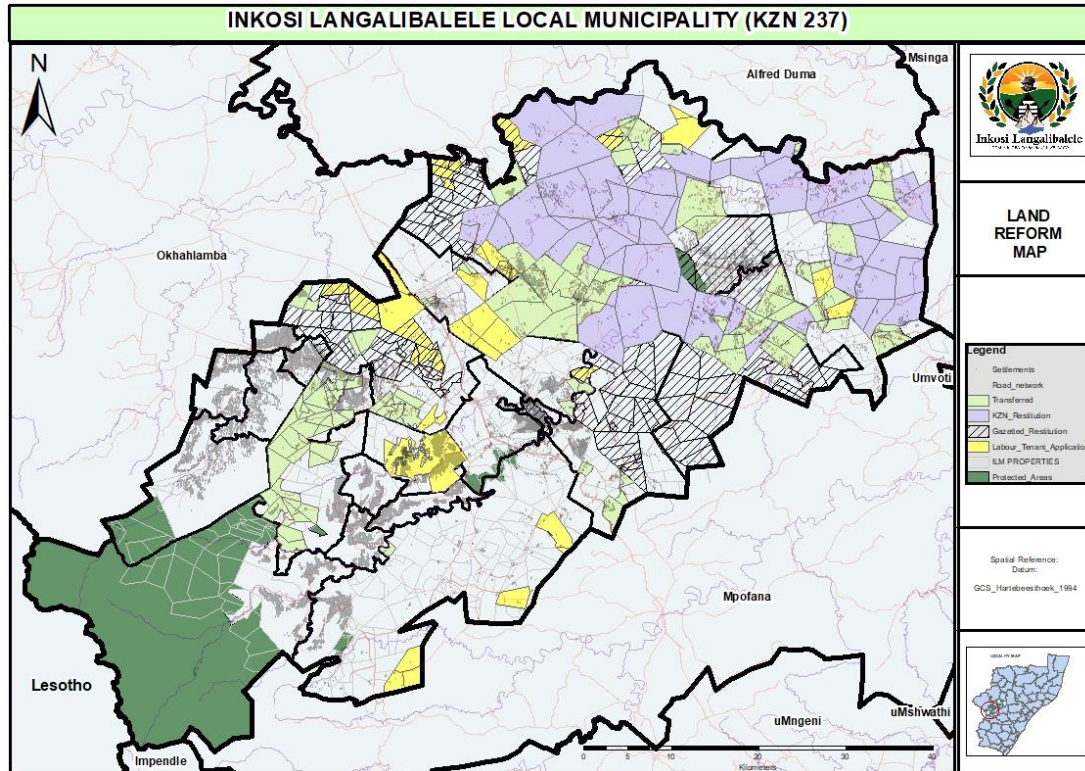
Land Restitution which seeks to give just and equitable redresses to persons and/or communities dispossessed of land rights after 1913. The legal framework which drives the restitution programme is the Restitution of land Rights Act No 22 of 1994, as amended.

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

Land Tenure Reform seeks to eliminate all forms of insecure tenure especially for the most vulnerable groups, that is, farm labourers and tenants through various pieces of legislation such as Land Reform (Labour Tenants) Act No 3 of 1996, Interim Protection of Informal Land Rights Act No 31 of 1996.

Consultation with KwaZulu-Natal Regional Land Claims Commission on Restitution of Land Rights reveals that the largest percentage of both commercial and conservation land is under restitution claim. This affects both Weneen Game Reserve and private game reserves that serve as source of employment for the locals. With regards to Weneen Game Reserve, under Ezemvelo KZN Wildlife, the state position on conservation land is that the land use remains solemnly for conservation purposes while the land claimants become the title owners.

There is a high possibility of change in the land use, with the state purchasing a significant number of farms near Escourt and Weneen it would be possible for the municipality to engage in a planning exercise to identify land for housing development. This presents the municipality with opportunities to mix land uses and diversify the portfolio to include middle income housing.



Map 5: Land Reform, GCIS 2022

3.1.5. Land Capability

The agricultural potential of Inkosi Langalibalele varies with the different rainfall, soil, climate and topographical condition in the area. The Act 70 of 1970 aver that all land under this act is controlled by Department Agriculture, and any other form development is subjected to an application. The five distinct bio resource identified by the department of agriculture and environmental affairs have a major impact on agricultural practices and potential. The area of Inkosi Langalibalele is of marginal value for crops, unless irrigated. The good water resources in the area create a high potential for irrigation. Agricultural potential within Inkosi Langalibalele municipality falls into six of the eight potential ratings namely: good, relatively good, moderate, restricted, low, poor, and very poor agricultural potential areas (refer to map below). These are described as follows:

- Good agricultural potential areas: areas of agricultural potential within Inkosi Langalibalele municipality which are classified as good are limited of the six agricultural potential zones.
- Relatively good agricultural potential areas: land of relatively good agricultural potential is quite extensive in municipality. Relatively good agricultural land occupies an estimated 16% of the municipality.
- Moderately good agricultural potential: land that is of moderate agricultural potential is located in the central parts of the municipality between the areas encompassed by southwest of Estcourt, east of Frere, northeast of Colenso and west of Weenen. A very small area of this land type also occurs along the western boundary of the municipality. Moderately good agricultural

- Low and poor agricultural potential: these areas occur mainly at the western half of the municipality.

3.1.6. Private Sector Developments

As Inkosi Langalibalele Local Municipality, we are trying very hard to unlock Private Development, however there has been a decline as 2 major factories have closed down Clover SA and Everwood (Masonite). We are working on a business retention strategy which will encourage new investors and factories to invest in our LM. In terms of shopping centres we have had a positive response from Pick 'n Pay who has opened 2 new additional shops (Pick n Pay clothing & Pick & Pay Liquor).

3.1.7. Environmental Analysis

3.1.7.1. Agricultural Potential Areas

Agricultural potential for planning purposes: the quantity and distribution of water resources in Inkosi Langalibalele municipality is very good although rainfall is erratic, and soils are poor. Thus, in terms of economic land use, agriculture is not a suitable development option for economic development in the municipality. Since majority of the people in this municipality depend on crop cultivation an area of focus for the municipality is to strengthen subsistence farming at the household level.

The best areas for irrigation are in the valleys of the bushmen and little bushman's rivers and the area of the Wagendrift dam. Agricultural potential is greatest in the eastern sections along the little Tugela river, declining to the west. Commercial farming is taking place in the eastern sections and non-commercial farming occurs in the vicinity of Weenen. The irrigated small holdings located almost around Weenen town accounts for the relatively good potential land in this area. High potential agricultural land is located to the south west of the area along bushman's river.

i. Category A: Irreplaceable

Category A land is regarded as very high potential agricultural land that should be retained exclusively for agricultural use so as to ensure national food security. Included within this Category is also identified grazing land that has a very high production value for sustained livestock production. Due to the very limited amount of Category A land in the province (and in the country), and in the context of this municipality, all efforts should be focussed on retaining land within this Category exclusively for agricultural production. Every effort should be made to limit degradation of the natural agricultural resources in accordance with CARA (Act 43 of 1983).

Arable land in Category A has no or very few limitations to agricultural production and can support intensive arable cropping systems. Few interventions would be required to bring this land into or maintain production. This Category also contains land identified and described under the definition of "Unique agricultural land". Change of land use within this Category will require detailed motivation and will only be considered under extremely special circumstances. None or extremely limited change of land use from agricultural use (this includes land currently not actively used for agricultural purposes but with the inherent potential to do so) to non-agricultural land use may be supported within this Category but would depend on strongly motivated and extraordinary circumstances.

Permitted land use will be restricted to those in support of primary agricultural production only. This may include agricultural infrastructure such as storage sheds, silo's, hay barns, water reservoirs, collection and storage of agricultural waste and on-farm composting facilities on condition that it is placed on the lowest agricultural potential areas within the larger high potential agricultural area.

ii. Category B: Threatened

Category B is regarded as high potential agricultural land. Due to the limited amount of Category B land in the province (and in the country), although the saga seems quite different within ILLM. However, the idea is still the same, that all efforts should be focussed on retaining land within this Category for predominantly agricultural use. Every effort should be made to limit degradation of the natural agricultural resources in accordance with CARA (43 of 1983).

Land within Category B has the potential to be used sustainably, with few limitations to agricultural production. No major change of land use will be supported within this Category. Limited change of land use may be supported but only if in direct support to primary agricultural production practices or systems and then these developments must be located on the lowest potential areas within the higher potential zone. Change in land use must also be shown to be in support of the existing land use/s and the existing agricultural environment or enterprise on the land parcel in question and must not negatively impact the existing farming practices nor those on surrounding land parcels. Thus, change of land use to non-agricultural land uses will be dependent on the type of land use proposed and each application would be considered on its merits.

Permitted Land use will be restricted to those in support of primary agricultural production. Examples include agricultural infrastructure such as storage sheds, silos, hay barns, water reservoirs, collection and storage of agricultural waste and on-farm composting facilities. Additional consideration may be given to small processing plants e.g., cheese making facilities, value adding food processing facilities, seedling nurseries, and temporary sawmills, small wildlife-scenery- viewing structures e.g., bird hides and small on-farm farm stalls. These will however only be considered if located on the lower potential areas within the land parcel and will in no way negatively impact the existing farming activities on site, nor on surrounding land parcels, nor should they compromise the “right to farm”.

iii. Category C: Primary Agricultural Land Use

Category C 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 the still the majority land use in the rural landscape.

From a crop production perspective, this Category is more limited in the extent of arable land available for cultivation. Arable areas may be restricted in area and scattered throughout the landscape: the minority rather than majority agricultural land use. These areas are more suitable for extensive grazing, the production of fodder crops in support of livestock production, and, from a natural rangeland grazing perspective, additional feed may be required during winter months to supplement the seasonal grazing provided by existing rangeland. Every effort should be made to limit degradation of the natural agricultural resources in accordance with CARA (43 of 1983). This Category of land may, however, have the potential to act as a buffer for adjacent higher

potential agricultural land Categories. Thus, Category C land may be retained so as to act as additional protection for adjacent higher potential land.

Change of land use from agricultural land use to non-agricultural land uses which are not necessarily in support of the existing agricultural land use may be considered. The change of land use must not be located on the best available land within the land parcel concerned and should not negatively impact existing agricultural land use. The change of land use may be considered particularly if it adds to the viability of the farming unit as a whole. The "Right to farm" should be acknowledged.

Permitted land use within this land Category may include those mentioned for categories A and B as well as storage, packing and processing facilities of farm products, limited-footprint Agri-tourism facilities and small education or research structures in support of scientific awareness. These will however only be considered if located on the lower potential areas and will in no way negatively impact on the existing farming activities on site and on surrounding land parcels. Preference will be given to land uses which will enhance the viability of the farming enterprise.

iv. Category D: Secondary Agricultural Land Use

Category D land is regarded as land with 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. Extensive areas of land are generally required for viable production (e.g., beef and game farming) although intensive production under controlled environmental conditions (e.g., green housing, poultry, piggeries) is not excluded, nor is intensive production on areas of arable land available e.g., along river systems. Every effort should be made to limit degradation of the natural agricultural resources in accordance with CARA (43 of 1983).

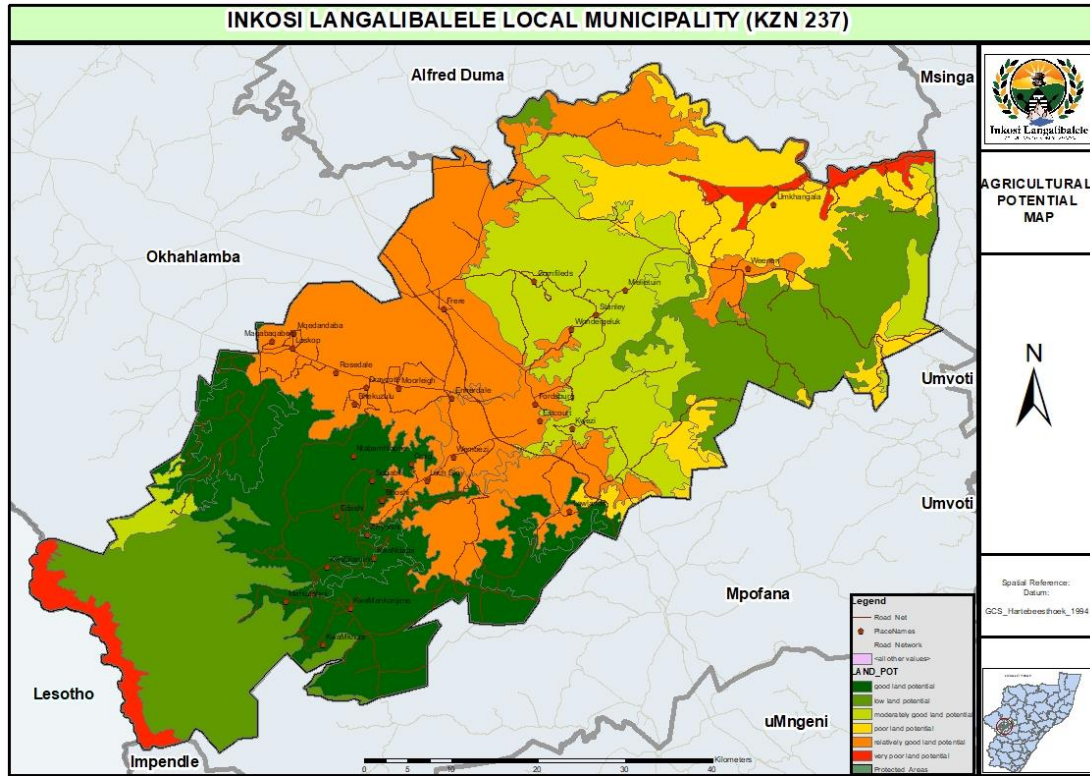
Change of land use may be supported from agriculture to other land uses as long as this change does not conflict with the surrounding agricultural activity. The activity must also not interfere with existing agricultural activities, especially where agricultural practices are still the main source of income. The "Right to farm" should in all instances be acknowledged.

This Category of land however may have the potential to act as a buffer for higher potential agricultural land and thus the right to retain this land in support of higher potential agricultural land may be exercised.

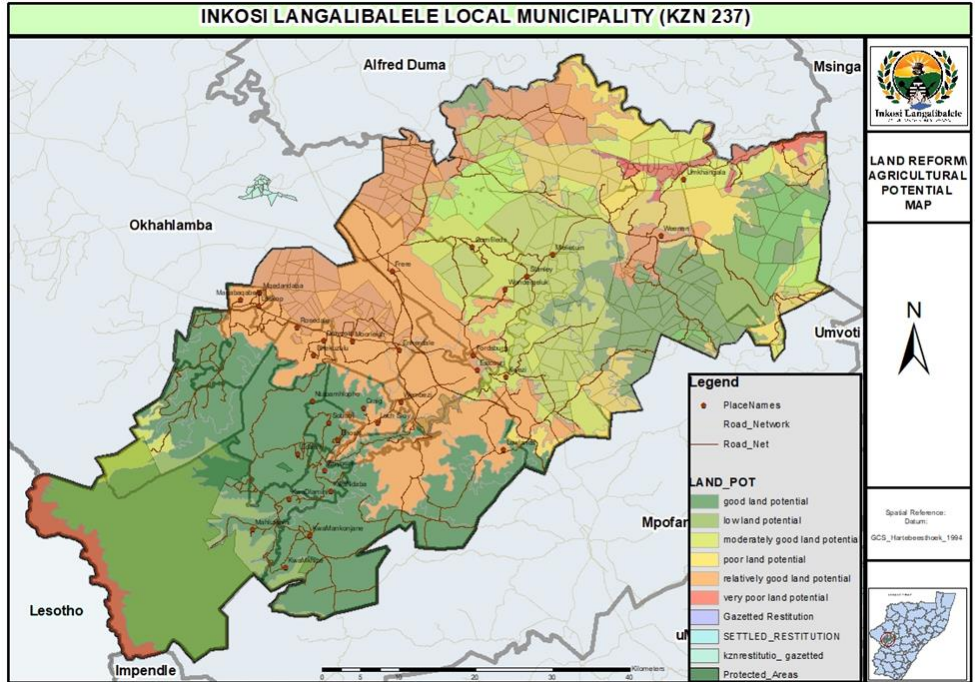
v. Category E: Mixed Land Use

Category E land is regarded as land with very restricted to very low potential for agricultural production. Cultivation within this land category is severely limited in both extent and in terms of the natural resources available and grazing value will be poor with a very low carrying capacity. Land within this Category however may have a high conservation or tourism status, depending on the locality, or may act as a buffer for as higher Category of adjacent land. In addition, these land parcels may be required to support the economic viability of an extensive grazing system on adjoining land parcels e.g., large dairy farming system. Every effort should be made to limit degradation of the natural agricultural resources in accordance with CARA (43 of 1983). Should there be a reason to retain a land parcel within this Category for agricultural purposes, DAFF and KZN DAEA must offer supporting documentation as to why the application should be denied. DAFF

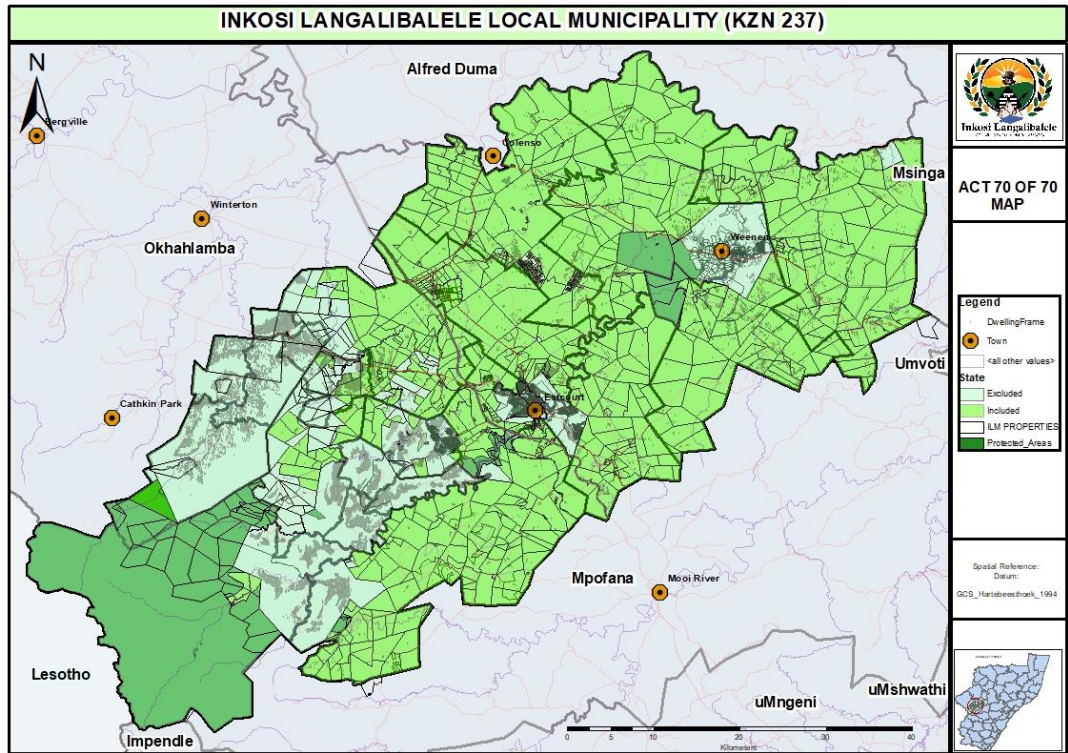
and KZN DAEA however retain the right to request a more detailed study from the applicant specifically if there is reason to believe that due to the scale limitations of the dataset the land parcel may be regarded as land with a higher agricultural potential or regarded as unique agricultural land. A proposed change of land use within this category will therefore most likely be supported, unless otherwise motivated by the relevant authorities (DAFF / KZN DAEA).



Map 6: Agricultural Potential



Map 7: Land Reform Agricultural Potential, GCIS 2022



Map 8: Act 70 of 70, GCIS 2022

3.1.7.2. Biodiversity (including Protected Areas)

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

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

A number of Acts have in the past provided for and or currently provide for the declaration of an area as being of biodiversity or cultural importance and requiring protection, including: The National Forest Act, Mountain Catchment Act, World Heritage Convention Act, Marine Living Resources Act, Environmental Conservation Act, National Parks Act, and the various Provincial Conservation Ordinances and Acts. The Protected Areas Act (NEMPA) recognises all these as being a Protected Area requiring protection and management.

Areas that are not formally protected by the Protected Areas Act but are nevertheless managed at least partly for biodiversity conservation, and they contribute to the broader conservation estate. The conservation areas within Inkosi Langalibalele include nature reserves (namely Weenen, Wagendrift and Moor Park Nature Reserve), game farms and heritage sites. This also includes uKhahlamba Drakensburg Park.

Inkosi Langalibalele Local Municipality comprises of predominantly of endangered, vulnerable vegetation types, and contains exceptionally rich flora and fauna species diversity. The areas with the high biodiversity value are that is still at the pristine condition are environmentally sensitive. The recommended environmental practices for these areas should be as follows:

- High biodiversity areas – Areas of high biodiversity are important for their intrinsic value in the ecosystem. These areas have very high development constraint and care should be taken to ensure that large scale transformation does not occur and that the ecological functioning of these sites is not lost. These areas are afforded legal protection in terms of environmental management legislation. Any development within protected areas is subject to an EIA (with vegetation assessment study) and will require extensive consultation with all interested and affected parties.
- Medium to Average Biodiversity Areas – Any development proposed within this zone must be subject to a pre-feasibility assessment which must include all necessary specialist biodiversity investigations and the consideration of alternatives and mitigation. If the site is confirmed to be highly sensitive and the proposed activity is expected to result in the potential net loss of critical biodiversity elements, then the development should be considered fatally flawed from a biodiversity perspective and should not proceed. Activities that are compatible with biodiversity management objectives and that would result in a net increase in biodiversity should be supported. In cases where biodiversity impacts cannot altogether be avoided or acceptably

mitigated on-site, consideration must be given to establishing suitable off-site biodiversity offsets that would result in positive impacts for biodiversity in the region.

a. Wetlands management

Wetlands play a critical role in the ecosystem water management and biodiversity conservation. As such, they deemed to be no-go areas in terms of development on site. In the interim the following will serve as guidelines for an effective management of wetlands:

- No activity that will result in the transformation of wetlands is recommended. Wetlands should be retained for the ecosystem goods and services they supply; therefore, only rehabilitation and conservation activities are proposed within the zone.
- In cases where wetland impacts cannot altogether be avoided or acceptably mitigated on-site, consideration must be given to establishing off-site wetland offsets that would result in positive impacts for wetland management in the region.
- 32m confidence buffer will be established around each wetland are as on-site delineation of wetlands has not been undertaken.

b. Geology

Geologically the municipal area comprises extraordinary variation over a diverse landscape. Geological formations are sedimentary or igneous in origin, some areas of the municipal area are characterised by mudstone and dolerite and others by shale, dispersed with Ecca Group Arenite. The geological nature of an area influences the areas ability to develop, the topography, and alignment of river channels. It also has an influence on the type of soil formations prevalent within the area. Soil forms are therefore highly varied in terms of depth, drainage, fertility, clay, and sand content, and include *inter alia* alluvial, duplex, vertisols and solodised solonetzic, fersiallitic, calcareous, and mollisol soils. The table below outlines the type of soils that exist within Inkosi Langalibalele as well as the size within the municipal area:

Table 1: Geology typology and size

| Geology type | Area (ha) |
|--------------|-----------|
| Arenite | 4064.48 |
| Basalt | 24716.90 |
| Dolerite | 31189.96 |
| Mudstone | 216749.08 |
| shale | 25832.47 |
| Tillite | 634.79 |

Challenges

- Uncontrolled agricultural and domestic threats, including erosion. Poor fire management, overgrazing and development within or near wetlands
- Alien plant proliferation, poaching and overharvesting of native plants

- Degradation of water resources and habitats due to pollution of rivers

Proposed interventions

- Promotes awareness about sustainable harvesting of biodiversity resources.
- Improved protection of threatened ecosystems and sensitive habitats.
- Wetlands rehabilitation programmes to be formulated and implemented (including private and working for wetlands).

3.1.7.3. Hydrology and ground water

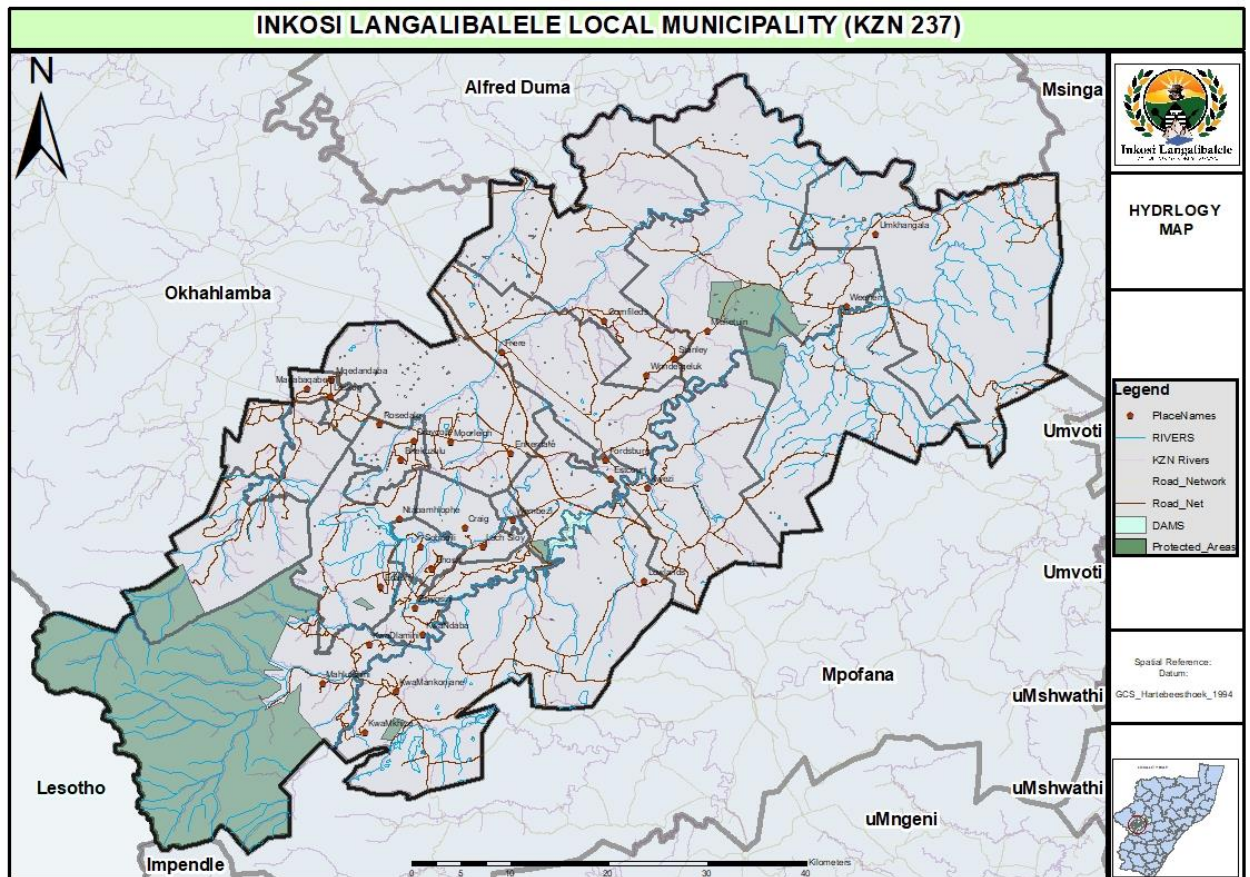
Inkosi Langalibalele Municipality has numerous naturally occurring water bodies which range from riverine systems, wetlands and wet marshes. The municipality has a total of five major rivers that contribute to the water system of the municipal area. The dams and all hydrological features within Inkosi Langalibalele take up 4.25% of the municipal area.

Inkosi Langalibalele is a major contributor to the province water supply and play a major role in the agricultural and industrial sectors of the economy in KZN. The following rivers in the province flow through the municipal area namely:

- Boesmans River;
- Bloukrans River;
- Sikhehlenga River;
- Injisuthi River;
- UThukela River; and
- Bushman's River which flows into the nearby Wagendrift Dam.

The quality of water emerging from the municipality largely depends on land use and land management practices in the municipality. Since impacts on natural river systems at any given point is propagated over long distances beyond the point of impact, care needs to be taken to protect the rivers and wetlands in the municipality from undue pollution. Thus, in order to protect rivers, there is the need to investigate and establish the 1:100-year flood line for all major rivers in the municipality. It is also necessary to investigate and delineate suitable buffers for the wetlands in the municipality. Inkosi Langalibalele municipal area is characterized by a wetland system that is complex, occupying a variety of positions in the landscape across altitudinal gradients, ranging from open water bodies such as mountain tarns, small hanging wetlands, a variety of vleis and marshes, down to extensive wetlands associated with an intricate network of stream and river courses.

The Drakensberg is the highest lying component of the planning domain with mountainous areas much incised by river gorges. Amongst a suite of ecosystem services provided within the municipality, the supply and regulation of clean water from the Drakensberg is the most significant. The Drakensberg is the most important high-altitude watershed in Southern Africa in terms of water yield. Large areas of the Drakensberg were afforded protection on account of its importance for water production, which has also protected its biodiversity value.



Map 9: Hydrology

3.1.7.4. Air Quality

Section 24 of the Constitution of South Africa states that everyone has a right to an environment that is not harmful to their health. Air quality is the composition of the air in terms of the pollution it contains and can be classed into two types; indoor air quality and ambient (outdoor) air quality.

The purpose of the National Environmental Management Air Quality Act (39 of 2004) (NEMAQA) is to protect and improve air quality through the minimization of air pollution. NEMAQA shifted the focus of air quality management from source based control to receptor based impact. To promote this constitutional right, the NEMAQA provided the framework to establish National Ambient, Air Quality Standards (NAAQS). The NAAQS (GN 1209 of 2009) provides the emission limits for priority pollutants that include Sulphur dioxide (SO₂), nitrogen dioxide (NO₂), particulate matter with an aerodynamic diameter of less than 10 micron meters (PM₁₀), ozone (O₃), benzene (C₆H₆) and lead (Pb).

Regulations promulgated under NEMAQA provide a comprehensive list of activities that require licensing, due to their potential for negative impact on the environment. Any activity identified as

a Listed Activity is required to apply for an Atmospheric Emission License (AEL). Furthermore, each activity may be subject to monitoring requirements.

The National Frame for Air Quality Management provides guidance for government to meet the requirements of Section 24 of the Bill of Rights. Section 15 (1) of the NEMAQA, urges the Municipality to include an Air Quality Management Plan (AQMP) in its IDP. AQMP is a tool that a Local municipality and all stakeholders can use to promote sound air quality management practices within the District. It also provides a framework for the local municipalities and has the following objectives;

- Establish an effective and around basis for planning and management of air quality.
- To manage air quality that will promote human health and well-being.
- To encourage sustainable economic development that is not harmful to residents and ecosystem.
- To allocate accountability to appropriate polluters; and
- To ensure effective communication and public participation

Domestic energy or fuel use depending on the type of fuel used, is a significant source of indoor and outdoor air pollution. Air pollution comprises e.g. outdoor (ambient) pollution:- fossil fuel burning (e.g.) power generation, (cars) industrial non- fossil fuel emissions, natural emissions, pesticides etc. Indoor pollution includes burning coal, wood, paraffin for heating, cooking and lighting. ILLM has one major factory that contributes to Air pollution

Inkosi Langalibalele LM has no AQMP in place and it relies on the uThukela District Municipality which is due for adoption as required for the new term of office, thereafter it will be reviewed annually. It should be stated that local municipality has major air quality issues. Designation of Air Quality Management Officer has not yet been done in the municipality. There is one Air Quality Monitoring Stations (AQMS) in the District and is located in Estcourt (Inkosi Langalibalele Local Municipality).

The highest atmospheric emissions within the District are carbon monoxide. This indicates that vehicular emissions are the largest contributor with industrial and agricultural emissions contributing the least to atmospheric emissions. Reported trends in air quality are as follows:

- an increase in air pollution from Nestles as the factory has expanded the plant;
- An increase in vehicle volumes and traffic congestions in peak hours, particularly in the CBD and many of the arterial routes; and
- Formal and informal settlements that use coal and firewood for heating and cooking

| Challenges | Proposed Interventions |
|---|--|
| ▪ No AQMP and by laws | ▪ Development of the AQMP and municipal air quality by-laws as per Air Quality Management Act. |
| ▪ Lack of Designated AQMO in municipality | ▪ Appoint and train Designated AQMOs to ensure compliance and enforcement |
| ▪ No reporting in SAAQIS | ▪ Training on SAAQIS reporting |

3.1.7.5. Climate Change

This is ongoing trend of changes in the earth's general weather conditions because of an average rise in the temperature of the earth's surface often referred to as global warming. While weather changes on a daily basis, climate represents the statistical distribution of weather patterns over time. Our climate is important because it determines both how and where we organize our societies and our economic activity. We refer to climate change when we are describing alterations, to prevailing climatic conditions, which persist for long periods (decades to millennia). Increasingly, the phrase "climate change" is used to refer to changes in global and regional climate in response to human influences. Human activities result in emission of four principal greenhouse gases; carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and the halocarbons. These gases accumulate in the atmosphere, causing concentrations to increase with time. Significant increases in all of these gases destroy ozone in the stratosphere. Ozone is a gas in the atmosphere that protects everything living on the earth from harmful ultraviolet (UV) rays from the sun.

A climate Change Vulnerability Assessment was conducted through the Local Government Climate Change Support Programme, an initiative of the DEA, for the District. A Climate Change Response Strategy (CCRS) has been drafted for uThukela District Municipality and is in the process of being finalized. The CCRS identifies several high-risk indicators for the uThukela District, including;

- Change in crop production and increased exposure to pests
- Increased risks to livestock
- Increased impacts on environment due to land-use
- Health impact from increased storm events and increased heat stress
- Increased isolation of rural communities
- Increased risk of wildfires
- Less water available for irrigation and drinking

Climate change impacts will result in increased summer temperatures and reduced rainfall during the traditional rainy seasons resulting in extreme dry years becoming more frequent. The following have been identified as high priority climate change indicators of high sensitivity and low adaptive capability within the District: agriculture, biodiversity and environment, human health and settlements and water. other risks include;

a) Drought

UThukela is at an overall low risk of drought, with the central and eastern parts being rated a low-medium risk of drought. This may affect agricultural production and water availability in rural areas, which could impact on the livelihoods of rural populations.

b) Flooding

There are a high number of perennial rivers within the District, with agricultural activities and settlements continuing to be developed within the floodplains. The area is likely to be at risk of increased flooding should rainfall increase. The 1: 100-years flood line zone is a high flood risk area and should be kept free of infrastructure and development.

c) Veld fires

Grasslands and Savanna biomes within the District are prone to veld fires, therefore most of the District is under a high risk of veld fires. An increased in veld fires could negatively affect agriculture and rural settlement, which do not have access to firefighting services. The National Disaster Management Framework is a direct way in which municipalities are empowered to act on climate change and already have existing institutional arrangements. Under this, the Municipal Disaster Management Centre must develop a progressive risk profile for the municipality and integrate this into the IDP process to enable disaster reduction. The broader mandate for local government to respond to climate change is rooted in South Africa’s Constitution because many critical actions required for climate change responses fall within the responsibility of local government.

| Challenges | Proposed Interventions |
|---|--|
| <ul style="list-style-type: none"> ▪ No Climate Change Response Plan | <ul style="list-style-type: none"> ▪ Develop and implement the CCRS |
| <ul style="list-style-type: none"> ▪ High reliance on agriculture (commercial and subsistence) | <ul style="list-style-type: none"> ▪ Improve community services and develop and implement risk awareness campaigns. |
| <ul style="list-style-type: none"> ▪ Large isolated rural population. | <ul style="list-style-type: none"> ▪ Develop and implement environmental management policies. |
| <ul style="list-style-type: none"> ▪ Water shortage | <ul style="list-style-type: none"> ▪ Implement Water Harvesting Projects |

i) *Climate change mitigation projects implemented by local government*

South Africa is mostly vulnerable to climate change because of its dependence on climate –sensitive economic sectors and fossils fuels. Climate mitigation measures are efforts put in place to reduce or prevent emission of greenhouse gases. These include technological changes and substitutions that reduce resource input and emissions and enhance “sinks ” of greenhouse gases.

Due to the energy intensive nature of the South African economy, the mitigation of greenhouse gases is not easy of inexpensive. The government must support and facilities the mitigation plans of, in particular, the energy, transport and industrial sectors.

The Inkosi Langalibalele Local Municipality has no Climate Change Response Plan. However, it relies on the District one. The municipality is engaged in numerous initiatives aimed at capacitating communities.

The environmental education and awareness includes the following:

- School Environmental Education Programmes
- Celebration of environmental Education Programmes
- Cleaning and Greening initiatives
- Community based environmental education initiatives

Currently, Inkosi Langalibalele LM receives environmental management support from Youth Environmental Coordinator (YCOPS) deployed by DEFF in all LMs, Assistant Directors deployed to municipalities (DEFF) & receive support from Assistant Managers Municipal Support (EDTEA) as there is no environmental management capacity within Inkosi Langalibalele Local Municipality.

| Challenges | Proposed Intervention |
|--|---|
| <ul style="list-style-type: none"> ▪ Alien Invasive Species | <ul style="list-style-type: none"> ▪ Develop Alien Invasive Species Removal Plan |
| <ul style="list-style-type: none"> ▪ Veld Fires | <ul style="list-style-type: none"> ▪ Fire Management Plan must be in place and implemented |
| <ul style="list-style-type: none"> ▪ Loss of wetlands in the area | <ul style="list-style-type: none"> ▪ Wetland Rehabilitation Plan should be in place |
| <ul style="list-style-type: none"> ▪ Lack of education and awareness in health Climate related issues | <ul style="list-style-type: none"> ▪ Increased awareness on/ preparedness for climate related health threats (water-borne diseases, heat, air pollution, floods) |
| <ul style="list-style-type: none"> ▪ Poor land use planning | <ul style="list-style-type: none"> ▪ Implement land use planning and zoning to avoid building and development infrastructure in flood or landslide prone areas |

3.1.7.6. Strategic Environmental Assessment

Environmental Management Governance refers to the processes of decision-making involved in the management and control of the environment and natural resources. South African municipalities perform environmental management functions, allocated to them in terms of the Constitution the suite of the National Environmental Management Act (NEMA) as well as other sector specific legislation on powers and functions. The National Management Act (Act No.107 of 1998) promote the application of appropriate environmental management tools in order to ensure the integrated environmental management of activities.

ILM participates in Environmental Management Forum engage on environmental issues and protect UKhahlamba Drakensberg Site respectively. The municipality does not have a capacity to deal with different environmental issues namely: Environmental Impact Assessment (EIA); during this process the municipality as interested and affected party is anticipated to provide comments for a proposed development application; no one dealing with air quality and climate change matters; no one dealing with environmental planning; however the municipality initiates and conduct environmental education and awareness programmes in a form of celebrating environmental calendar days and clean up campaigns.

| Challenges | Proposed interventions |
|--|---|
| <ul style="list-style-type: none"> ▪ Lack of capacity to implement plans and policies. | <ul style="list-style-type: none"> ▪ Ensure capacity building and retention within the municipality. |
| <ul style="list-style-type: none"> ▪ Lack of critical environmental planning tools i.e. SEA, Air Quality Management Plan, Alien Invasive Species Removal Plan | <ul style="list-style-type: none"> ▪ Development and implement environmental planning tools |

| Environmental Management Governance checklist | Inkosi Langalibalele LM |
|--|--------------------------------|
| Environmental control officers | X |
| Number | 0 |
| Air Quality Officials | X |
| Number | 0 |
| Waste Management Officials | ✓ Designated |

| | |
|--|-----|
| Number | 1 |
| Climate Change Officials | X |
| Number | X |
| Biodiversity Officials | X |
| Number | X |
| EIA Officials | X |
| Number | X |
| Environmental Conservation Officials | X |
| Number | X |
| Environmental Management Inspectors | X |
| Number | 0 |
| Integrated Coastal Management Officials | N/A |
| Number | 0 |
| Integrated Development Plan | ✓ |
| Com Dev SP | X |
| Eco Dev SP | X |
| Climate Change Action Plan | x |
| Special Development Framework | ✓ |
| Air Quality Management Plan | X |
| Disaster Risk Management Plan | yes |
| Integrated Waste Management Plan | ✓ |
| State of Environment Report | X |
| Alien Species Removal Plan | x |
| Air Quality Act | X |
| Conservation of Agricultural Resources Act | X |
| National Environmental Management Act | X |
| Environmental Laws Rationalization Act | X |
| Marine Living Resources Act | n/a |
| Mineral and Petroleum Resources Development Act | X |
| Municipal System Act | X |
| Spatial Planning and Land Use Management Act | X |
| Water Services Amendment Act | X |
| Environmental Structures/Forum | ✓ |
| Number | 1 |
| Alternative structures/forum if environmental structures not available | X |
| Number of meeting in a financial year | 4 |
| Local councilors/community representative involved in structures/forum | X |
| Legal unit that assist with environmental decisions | X |
| Other external organisations involved in the structure/forum | X |

| | |
|--------------------------------|--|
| Capacity at Local Level | Inkosi Langalibalele Local Municipality |
| Building Regulations | ✓ |

| | |
|-------------------------|-----|
| Air Pollution | X |
| Storm Management System | ✓ |
| Fire Fighting | yes |
| Local Tourism | ✓ |
| Municipal Planning | yes |
| Public Transportation | ✓ |
| Water and Sanitation | N/A |

a) Environmental programmes

The DEFF is responsible for the implementation of the Environmental Protection and Infrastructure Programmes (EPIPs) as well as Natural Resource Management (NRM) programmes. The objective of the EPIP and NRM is to conserve natural assets, protect the environment and alleviate poverty through a number of programmes implemented at the community level. The programmes are a key driver for job creation and environmental protection in the region and include the following focus areas.

- Alien Plant Clearing: Removal of alien vegetation from environmentally sensitive areas to ensure Biodiversity conservation and generation of employment opportunities to relieve poverty.
- Working on Waste: A proactive preventative measures that recognises that inadequate waste services may lead to causing visual disturbance, health hazard, and environmental degradation.
- Greening and Open Space Management: Restoration and rehabilitation of neglected open spaces within the communities in order to improve the social well-being of communities and minimize environmental degradation.
- Working for Land: Ensures degraded ecosystems are restored to their former or original state wherein they can maintain or support the natural spaces of that system.
- People and Parks: Addresses issues at the interface between conservation and communities and promotes fair access and equitable sharing of benefits of natural resources.

DEFF had environmental programmes implemented at Inkosi Langalibalele Local municipality during the 2019-2022 period. These included:

- Youth Environmental Services programme at Inkosi Langalibalele LM
- Good Green Deeds Programme-is still at planning phase
- Greening and Cleaning Programme-is still at planning phase

These programmes have generated massive employment opportunities during the 2020-2021 financial year; it should be noted that there may have been other environmental programmes funded by the government agencies, the data provided here is limited to those programmes funded by DEFF.

| Challenges | Proposed Interventions |
|---|--|
| <ul style="list-style-type: none"> ▪ Limited implementation of Environmental Protection and Infrastructure Programmes (EPIP) in local municipality | <ul style="list-style-type: none"> ▪ EPIPs focusing on rehabilitation and improved ecosystem need to be prioritized, especial around rivers and threatened ecosystems |

| | |
|---|--|
| ▪ Lack of investment in ecological infrastructure | ▪ Support and implementation of EPIP programmes in the rural areas to help facilitate employment generation. |
|---|--|

b) Biodiversity – aquatic environments

The diversity of aquatic and wetland habitat within Inkosi Langalibalele LM supports a great diversity of faunal and floral species. The areas incorporate both subtropical and temperate features, which are governed by the dramatic changes in topographical features.

c) Rivers

Inkosi Langalibalele LM encompasses the source of several major rivers and tributaries within KwaZulu-Natal. The largest river within the District is uThukela River, which rises in the Drakensburg Mountains and supplies water to the large portion of KwaZulu-Natal. Other main rivers include the Klip, Sundays, Little Tugela, Boesmans and Sterkspruit Rivers. The rivers and associated wetlands within the District are of natural importance. Most river are regarded as being in a natural or rear-natural state but the larger rivers, including the Tugela are in a moderately modified state.

d) Wetlands

Wetlands are defined by the Integrated Coastal Management Act (Act No.24 of 2008) (ICMA) as land, which is transitional between terrestrial and aquatic systems where the water table is usually at or near the surface, or the land is periodically covered with shallow water and supports vegetation typically adapted to life in saturated salt. Wetlands are critical part of our natural environment. They reduce the impacts of floods; absorb pollutants to improve water quality. Montane and highland wetlands, as well as midland and lowland wetland types are found throughout the District and proved crucial ecosystem service to the District and to the rest of the province. In addition, many of these wetlands provide habitats to threatened and vulnerable species, such as the Blue Crane.

Wetlands within the District are largely dominated by naturally occurring channeled valley-bottom wetlands associated with watercourses, with large wetland units being associated with the Sundays River and at the confluence of the Dwars and Sundays Rivers. The wetlands are considered mostly pristine in the high-lying areas of the District, with those lower down being moderately impacted by agriculture and settlement

The municipality does not have EMF; however, it relies on District Environmental Management Framework to source information.

| Challenges | Proposed Interventions |
|--|---|
| ▪ Uncontrolled agricultural and domestic threats, including erosion, poor fire management, overgrazing and development within or near wetlands | <ul style="list-style-type: none"> ▪ Promotes awareness about sustainable harvesting of biodiversity resources. ▪ Donga Rehabilitation Programmes be implemented especially in Loskop Areas |

| | |
|--|---|
| <ul style="list-style-type: none"> ▪ Alien plant proliferation, poaching and overharvesting of native plants. | <ul style="list-style-type: none"> ▪ Develop and implement Alien Invasive Species Removal Plan |
| <ul style="list-style-type: none"> ▪ Degradation of water resources and habitats due to pollution of rivers. | <ul style="list-style-type: none"> ▪ Wetland rehabilitation programmes to be formulated and implemented (including private and Working for Wetlands) |

e) Biodiversity - terrestrial

The South Africa National Biodiversity Institute (SANBI) defines Critical Biodiversity Areas (CBAs) as regions required to meet biodiversity targets for ecosystem, species and ecological processes, as identified in a systematic biodiversity plan. An ecosystem refers to all living things in an area and the way they affect each other and their environment.

CBAs can be divided into two subcategories, namely irreplaceable and Optimal (Ezemvelo KZN Wildlife, 2014). Irreplaceable CBAs are areas considered critical for meeting biodiversity targets and thresholds and are required to ensure the persistence of viable populations of species and the functionality of ecosystems. CBA Optimal areas are more suitable for development negotiations as they have a lower irreplaceability value. Ecological Support Areas (ESAs) are areas required to support and sustain the ecological functioning of CBAs. These are functional but are not necessarily pristine natural areas and cover a small portion of the District.

A list of threatened terrestrial ecosystems was published in 2011 under the National Environmental Management: Biodiversity Act (Act 10 of 2004). The primary purpose of listing threatened ecosystems is to reduce the rate of ecosystem and species extinction (SANBI, 2011). Least threatened ecosystems make up 96.45% and Vulnerable ecosystems account for 3.55%.

f) Terrestrial vegetation

The natural vegetation cover is impacted by the ongoing development taking place in the rural areas. There is need for protected areas as the District contains critical vegetation biodiversity areas, including wetlands and grasslands that are a habitat for rare and endangered plant species.

| Challenges | Proposed interventions |
|--|---|
| No Biodiversity Plan | Development of a plan |
| No Alien Invasive Removal Plan | Development and implementation of a Plan |
| No Strategic Environmental Assessment Tool | Development of SEA tool for planning purposes |
| No Open Space Management Plan | Development of Open Space Management Plan |

3.1.8. Agriculture and Environmental Trends & Analysis

3.1.9. Agriculture & Environmental: SWOT Analysis

| STRENGTH | WEAKNESS | OPPORTUNITIES | THREATS |
|---|---|--|---|
| <ul style="list-style-type: none"> • High conservation and biodiversity value. • Integrated Waste Management Plan was reviewed and updated and this will help the municipality to manage waste properly and also identify areas that need more interventions. • Existing Air Quality Monitoring Station • Participation in the District Environmental Management Forums which was formulated to engage on environmental issues. | <ul style="list-style-type: none"> ▪ Limited budget to implement environmental programmes/projects ▪ No air quality management plan ▪ Lack of environmental law enforcement and compliance ▪ Lack of institutional capacity to deal with environmental management issues ▪ Limited environmental projects implemented. ▪ No Alien Invasive Removal Plan ▪ Priority is still in waste management not in other focus areas such as Biodiversity, Climate Change, etc | <ul style="list-style-type: none"> ▪ Job opportunities created from biodiversity and conservation ▪ Community and school based environmental awareness campaigns to help educate our local communities in terms of environmental management. ▪ Projects to implemented funded by DEFF and employment opportunities to be created. | <ul style="list-style-type: none"> ▪ Lack of financial resources within the municipality to implement environmental projects. ▪ The increase of deforestation, especial in rural areas. ▪ Biodiversity loss ▪ Environmental degradation ▪ Climate Change ▪ Alien Invasive Species |

3.1.10. Disaster Management

3.1.10.1. Municipal Institutional Capacity

The Section 42 of the Disaster Management Act 57 of 2002 and Amendment No. 16 of 2015 requires a district municipality to establish a municipal disaster risk management centre and to establish mechanisms that will promote an integrated, coordinated and uniform approach to disaster risk management in its area by:

- The district municipality and the statutory functionaries of the district municipality;
- The local municipalities and the statutory functionaries of the local municipalities in the district municipality's area;
- All municipal entities operating in its area;
- All non-governmental institutions involved in disaster risk management in its area; and the private sector.

The Act also places explicit emphasis on the application of the principles of cooperative governance and stakeholder participation as well as on co-operation with role players in the region and internationally. This KPA provides the policy for establishing the institutional arrangements necessary to give effect to these requirements.

There is currently no disaster management Centre however there is a call center which receives and dispatches all calls to relevant stakeholders and role players concerned. The call center operates on a 24 hours' basis and trained call center staffs manages work in shifts. There is Disaster Management Unit within the municipality in which its functions are currently delegated to the general manager of Community Services Department.

When disaster related incidents occur the responsibility falls on the Disaster Management Coordinator, supported by Chief Fire and District Disaster Management Team. The municipality has a good working relation with NGO's which assist in providing relief stock when incidents occur.

3.1.10.2. Risk Assessment

Inkosi Langalibalele Local Municipality faces different levels of risk. The main hazards include droughts, floods, rain and wind storms, accidents and landslides. A large number of communities live in rural areas in conditions of chronic disaster vulnerability.

The Government, after consultation with a wide range of stakeholders, promulgated the Disaster Management Act (Act No. 57 of 2002) on the 15 January 2003.

The Act provides for:

- An integrated and co-ordinated Disaster Risk Management Policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters, and post-disaster recovery
- The establishment of National, Provincial and Municipal Disaster Risk Management Centres

- Disaster risk management volunteers
- Matters relating to these issues

The Inkosi Langalibalele Local Municipality Disaster Risk Management Framework also informs the subsequent development of local disaster risk management plans, which are required to guide action in all spheres of government. Risk Assessment addresses the need for Disaster Risk Assessment and monitoring to set priorities, guide risk reduction action and monitor the effectiveness of such efforts.

ILLM Disaster Risk Assessment and Risk Reduction Planning through:

- * Identifying hazards and situations requiring a Disaster Risk Assessment;
- * Undertaking Disaster Risk Assessment;
- * Selecting Disaster Risk Assessment methods and approaches;
- * Consolidation and classification of disaster risk information;
- * Generating a Disaster Risk Profile;
- * Monitoring, updating and disseminating risk information;
- * Conducting quality control

3.1.10.3. Risk Reduction & Prevention

The Province and District Municipality currently supports ILLM local municipality because it does not have the necessary capacity to deal with disaster management issues on a daily basis, as there is no fully functional disaster management Centre. The Municipality envisages engaging in the province and district, to provide the necessary support for capacity building for the staff.

ILLM disaster management unit ensure' s that all disaster risk management stakeholders develop and implement integrated disaster risk management plans and risk reduction programmes in accordance with approved District Municipal Disaster Risk Management Framework

Disaster Risk Reduction through:

- Disaster Risk Management Planning by producing Level 1, 2 and 3 Disaster Risk Management Plans in accordance with the National Disaster Management Framework;
- Prioritize municipal disaster risks;
- Identifying most vulnerable areas, communities and households;
- Giving priority to protecting strategic infrastructure (life-line services, i.e. water, electricity, etc.)

a) Disaster Risk Reduction Projects

| NAME OF PROJECT OR PROGRAMME | TARGETED AREAS | RESPONSIBLE AGENT | BUDGET ALLOCATED |
|--|---|---|--|
| Improve Capacity to Reduce Fire Risk: | All Municipal Wards | Inkosi Langalibalele Local Municipality and District Municipality | salaries |
| Establishment of the volunteer program | All Municipal wards | | Stipend |
| Educate communities on Fire risk: | All Municipal Wards | Inkosi Langalibalele Local Municipality and District Municipality | R0 |
| Mainstreaming of DM | All Municipal wards | | Stipend |
| School awareness campaigns | All Municipal wards | ILM | |
| Door to door | All Municipal wards | | Stipend |
| Partnerships with WOF | All Municipal wards | | Stipend |
| Mitigation | | | |
| Tin house building to mitigate against informal settlement fires. | All Municipal wards | Inkosi Langalibalele Local Municipality / Building Control | Salaries |
| Building access road for emergency vehicles | All Municipal wards | Public Works and Basic Services Department (ILM) | MIG Projects |
| Fire Brakes | All Municipal wards | WOF,FPA, KZN 237, N3TC, KZN Ezemvelo | R10 000.00 |
| Awareness on illegal connection | All Municipal wards | Eskom and Inkosi Langalibalele local municipality | Stipend |
| Municipal Building Inspection for fire compliance | All municipal building including satellites offices | ILM Disaster management an fire | R 0.00 |
| Establishment of satellite Disaster Centres | Loskop; Weenen and Ntabamhlophe | Inkosi Langalibalele Local Municipality | Funding still to be sourced, business plans have been submitted. |

3.1.10.4. Response & Recovery

The ILM disaster management advisory forum to be established in the first quarter of the next financial year and envisages to convene meeting on quarterly basis and the structure need to be fully supported by senior managers from all sector departments and stakeholders, NGOs.

the ILM level there is a fully fleshed coordinating fire service unit at all Wards of the municipality. The operations on fire services are currently based at around boundary of the municipality.

ILLM disaster response & recovery will ensure an effective and appropriate disaster response and recovery by:

- Implementing a uniform approach to the dissemination of early warnings;
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, damage to property or infrastructure, the environment and government services;
- Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur;
- Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

Disaster Response & Recovery through:

- * Dissemination of Early Warnings;
- * Assessment, classification, declaration and review of a disaster;
- * Integrated response and recovery;
- * Relief Measures;
- * Rehabilitation and reconstruction.

The early warning strategies are enlisted and outlined as follows;

a) Disaster early warning strategies

| AGENCY | | ROLES AND RESPONSIBLE PERSONS | AVAILABLE RESOURCES |
|---|--|---|--|
| South African Weather Services (SAWS) | | SAWS: Dissemination of weather conditions through messages, media and emails. Advice all disaster management stakeholders and other disaster role players. | Human Resources, Equipment, Money and Stationery. |
| Provincial Disaster Management Centre (PDMC) | | Support UThukela District Municipality in terms of the strategy development to keep the department working. | Human Resources, Vehicles and Equipment |
| UThukela District Municipality | | To coordinate and support local municipalities and other relevant stakeholders. | Human resources, Vehicles and Equipment. |
| Inkosi Langalibalele LM | | First responding to reported incidents and provide support to victims of incidents. | Human Resources, Vehicles, equipment and relief stock. |

With regards to the institutional framework, in event of an occurrence of a disaster incident, the district, local municipality’s Joint Operation Centre (JOC) could be activated in the following addresses:

b) JOC Contact list

| Responsible Agent/Entity | Name | Contact number |
|---------------------------------|-------------|-----------------------|
| Inkosi Langalibalele LM | MM Dladla | 0828062606 |
| SASSA | Nomndeni | 0721921809 |
| DSD | N Kubheka | 0363427500 |
| AL-Imdaad Foundation | Shazi | 0712162912 |
| Dept. of Health | Joice | 0823511069 |
| Dept. of Agriculture | Thenjiwe | 0769675346 |
| Human Settlement | Raj | 0823756992 |
| N3TC | N3TC | 0795005277 |
| KZN Ezemvelo | Ntombenhle | 0843638660 |
| Dept. of Transport | T Sibisi | 0846030479 |
| Traditional | Mkhize | 0848968975 |
| SAPS | Captain | 0363530100 |
| Education | T Nkabinde | 0826115529 |
| LTT | T Nkabinde | 0826115529 |

3.1.10.5. Training & Awareness

Sections 15 and 20(2) of the Disaster Risk Management Act (Act 57 of 2002) specifies the promotion of education and training, the encouragement of a broad-based culture of risk avoidance, and the promotion of research into all aspects of disaster risk management. In order to comply ILLM promotes a culture of risk avoidance among stakeholders by capacitating all role players through integrated education, training and public awareness programmes;

A culture of risk avoidance will be promoted by the following:

- Development of disaster risk management training programmes;
- Development of public awareness strategy;
- Promotion of risk avoidance behaviour;
- Focusing on research programmes;

To support the education, training, public awareness and research enabler, the following functionalities are required:

- Education and training programs pertaining to disaster risk management in all spheres of the education system need to be recorded and monitored.
- The content of education and training programs as well as records of participants (professionals, volunteers, communities, learners), and the education and training programs they attended must be recorded.
- A register and records need to be kept of all accredited service providers as well as accredited facilitators to ensure that minimum standards set by Sector Education and Training Authorities (SETA's) are met.
- Research programs and projects need to be registered and monitored and the information disseminated to relevant stakeholders.
- Initiatives related to an integrated awareness programs by all spheres of government need to be recorded to minimize duplication and to ensure synergy among stakeholders.

3.1.10.6. Funding arrangement

The objective is to establish mechanisms for the funding of Disaster Risk Management at Inkosi Langalibalele Local Municipality.

The following legislation will be the statutory framework for funding arrangements for Disaster Risk Management within the municipality:

- Constitution of the Republic of South Africa Act 108 of 1996
 - Disaster Management Act 57 of 2002
 - Municipal Finance Management Act 53 of 2003 (MFMA)
 - Municipal Systems Act 32 of 2000
-
- Minimum requirements for the local Municipality Disaster Risk Management Centre have been costed;
 - Conditional grants to fund start-up cost of the Disaster Risk Management Centre in the municipality have been established and allocated.
 - The cost of disaster risk assessments must be estimated and included in the budget of Municipal Disaster Risk Management Centres funded by the Department Local Government, Housing and Traditional Affairs conditional grant.
 - Line Function Departments within the municipality annual capital budgets must clearly reflect the cost of disaster risk reduction.
 - Response and recovery efforts must be funded through budgeted threshold allocations.
 - People, households and communities affected by a significant event or disaster have immediate access to relief measures.
 - All organs of state must be involved in public awareness programmes.
 - Partnerships between municipal organs of state and the private sector, non-governmental organisations and community-based organisations must exist for the purpose of funding public awareness programmes and projects.

3.1.10.7. Ecosystem-based Disaster Risk Reduction

Recent research has highlighted the effectiveness of ecosystem functions and services for reducing disaster risks, including coastal and urban flooding, tsunami, and storm surges (Kathiresan and Rajendran, 2005; Spalding, 2014; Nel et al., 2014). However, in addition to the importance of physical ecosystem functions for providing risk reduction benefits, we must also understand how an ecosystem-based approach can be better implemented and governed across different spaces and scales to yield more effective disaster risk reduction policies and actions. Current DRR research shows that the provisioning and regulating services of ecosystems are the most prominent functions for reducing disaster risk.

- a) Natural hazards
 - i) Geological hazards

These are natural processes or phenomena occurring in the biosphere that may constitute a damaging event. Natural Hazards are typically classified into Geological Hazards which are natural earth processes or phenomena in the biosphere. These include geological, neo-tectonic, geo-physical, geo-morphological, geotechnical and hydro-geological nature. The examples of geological hazards are landslide, mudslide, rockslides, liquefaction and subsidence.

- ii) Biological hazards

Biological Hazards are the processes of organic origin or those conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances. These include the epidemic diseases affecting people or livestock, veld fires, plant infestations such as anthrax, cholera, food poisoning, measles, polio, rabies, tuberculosis and COVID-19.

- iii) Hydro-meteorological hazards

Hydro Meteorological Hazards are a natural processes or phenomena. These include atmospheric or hydrological such as floods, debris flows, tropical cyclones, storm surges, severe storms, drought and desertification.

- iv) Technological hazards

Industrial pollution, nuclear activities, toxic waste, dam failure, transport accidents, hazardous installations, industrial pollution, nuclear activities, toxic waste, hazardous material by road and rail, aircraft accidents, and vehicle accidents.

- v) Environmental degradation

The environmental degradation is a root cause for some of the disasters which are created by human. The human activities that create these disasters are air pollution, water pollution, overgrazing and irresponsible developments. The disasters that emerge from these include land degradation, desertification and diseases outbreak such as cholera outbreak and ground water pollution.

3.1.10.8. Disaster Management: SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|---|
| - Approved Disaster Management Framework/Policy | - No disaster Management Centre - No disaster response material |
| OPPORTUNITY | THREATS |
| - Fire & Disaster Response can lean to harmony within communities and also restore confidence in the municipality | Legal recourse in the event of failed Fire responses Community unrest due to insufficient Disaster Response. |

3.2. Demographics Characteristics

3.2.1. Demographic Indicators

Demographic indicators are tools that can be used to identify and describe the population condition. It explains so many insights that valuable for our life. Demographic indicators are very important because the government, stakeholder, and even a businessman should consider population as a main part of their strategy.

The total population of Inkosi Langalibalele Local Municipality was estimated at 196387 people living in approximately 46 953 households according to Census 2011 compared to 36 325 in 2001. This demonstrated an increase of 14.59%. The Community Survey enumerated a total of 215 182 people in 2016. This is evidence of an increase of 18 955 people between the current previous census and the recent survey. This increase can be associated with a number of premises, of which one is receiving new dwelling for household and moving to live with or be closer to family and place of work. The population of Inkosi Langalibalele is unevenly spread over 23 wards.

Figure 1: Total Population projection from 2020-2025



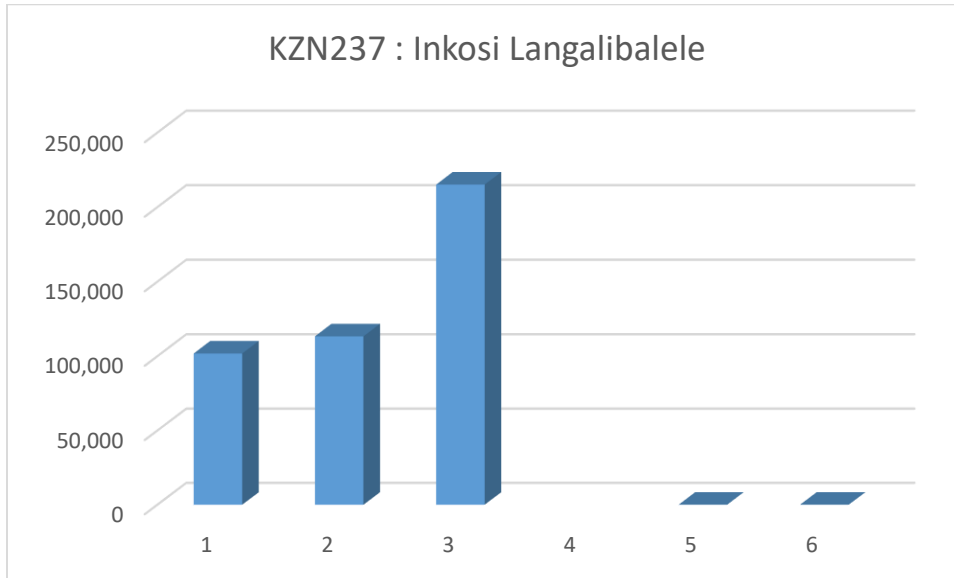
Total Population

| Location | Total population | % share | Note |
|--------------------------------------|-------------------|-------------|--------------------------------|
| KwaZulu-Natal | 11,065,240 | | |
| DC23: Uthukela | 706,588 | 6.4 | Percentage share of KZN |
| KZN235 : Okhahlamba | 135,132 | 19.1 | Percentage share of Uthukela |
| KZN237 : Inkosi Langalibalele | 215,183 | 30.5 | |
| KZN238 : Alfred Duma | 356,274 | 50.4 | |

Population by sex

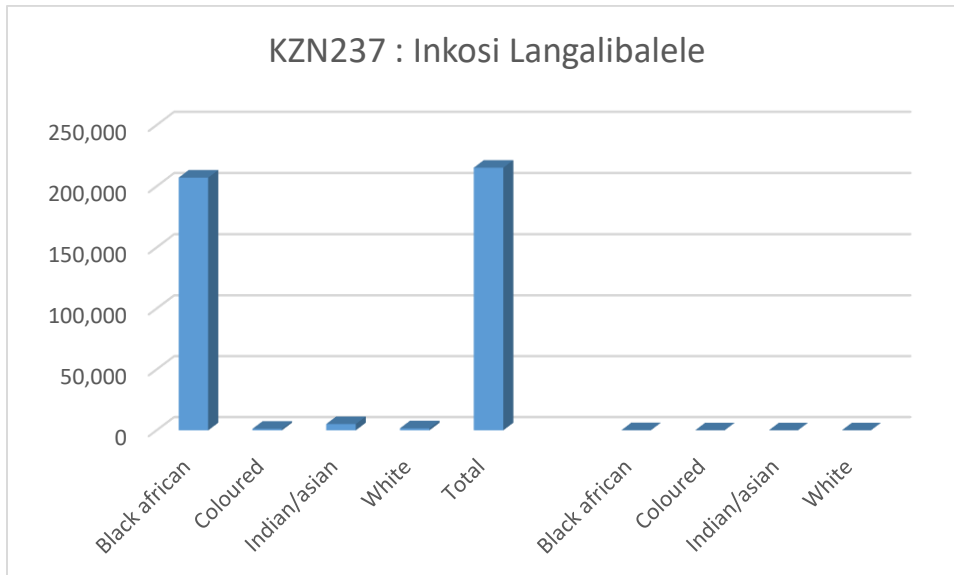
| Location | Male | Female | Total |
|-------------------------------|---------|---------|---------|
| KZN237 : Inkosi Langalibalele | 101,839 | 113,343 | 215,182 |

| Male | Female |
|------|--------|
| 47.3 | 52.7 |

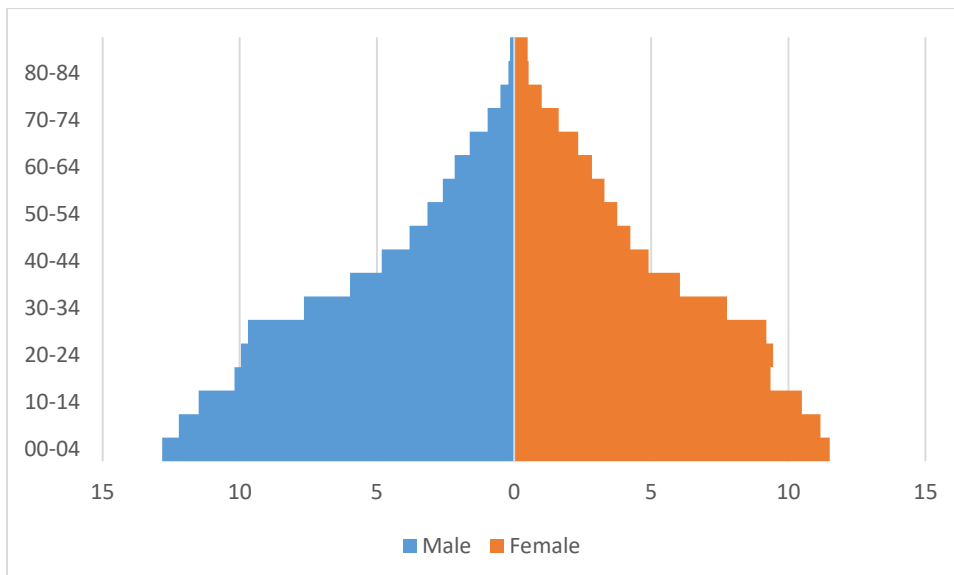
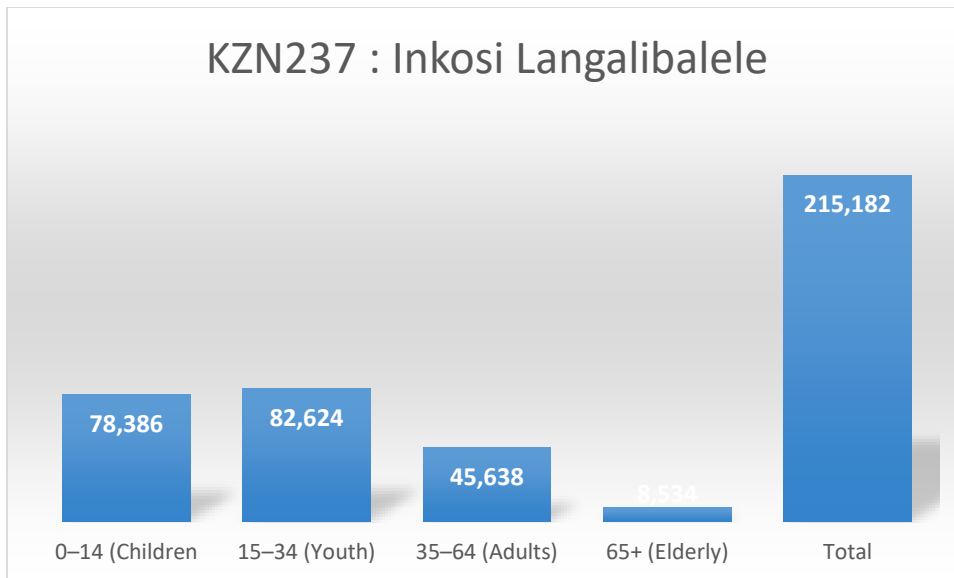


Population by Race

| Location | Black african | Coloured | Indian/asian | White | Total | Black african | Coloured | Indian/asian | White |
|-------------------------------|---------------|----------|--------------|-------|---------|---------------|----------|--------------|-------|
| KZN237 : Inkosi Langalibalele | 207,124 | 1,245 | 5,153 | 1,661 | 215,183 | 96.3 | 0.6 | 2.4 | 0.8 |



Population by age



Education levels

Education in every sense is one of the fundamental factors of development. The key to achieve sustainable economic development lies in the substantial investment in human capital. According to the Inkosi Langalibalele 2019-2020 Integrated Development Plan, spatial distribution of education facilities in relation to the population density reveals that some areas are not well provided with education facilities. This is based on the application of a standard of 1200 households per secondary school and 600 households per primary school. Areas that require urgent attention include Ntabamhlope, Loskop, Frere, Rensburg Drift, Cornfields and Thembalihle. In some instances, the settlement does not have sufficient threshold to warrant a school. This situation accounts for a high rate of school dropout and the associated

functional illiteracy. This affects mainly the farm dweller households that are located in deep commercial farmlands. Census data articulated in the table below reveals that the rate of non-schooling has however dropped since the year 2015.

| Education Level | 2015 | 2016 | 2017 |
|-------------------------------------|--------|--------|--------|
| No Schooling | 13,898 | 13,510 | 13,233 |
| Grade 0 - 2 | 3,790 | 3,719 | 3,596 |
| Grade 3 - 6 | 12,819 | 12,837 | 12,795 |
| Grade 7-9 | 17,760 | 17,772 | 17,524 |
| Grade 10 - 11 | 26,208 | 27,579 | 28,695 |
| Certificate/ diploma without matric | 431 | 487 | 534 |
| Matric only | 30,204 | 31,208 | 32,262 |
| Matric & certificate/diploma | 3,917 | 3,857 | 4,002 |
| Matric & bachelor's degree | 2,355 | 2,531 | 2,953 |
| Matric & Postgrad degree | 812 | 925 | 1,125 |

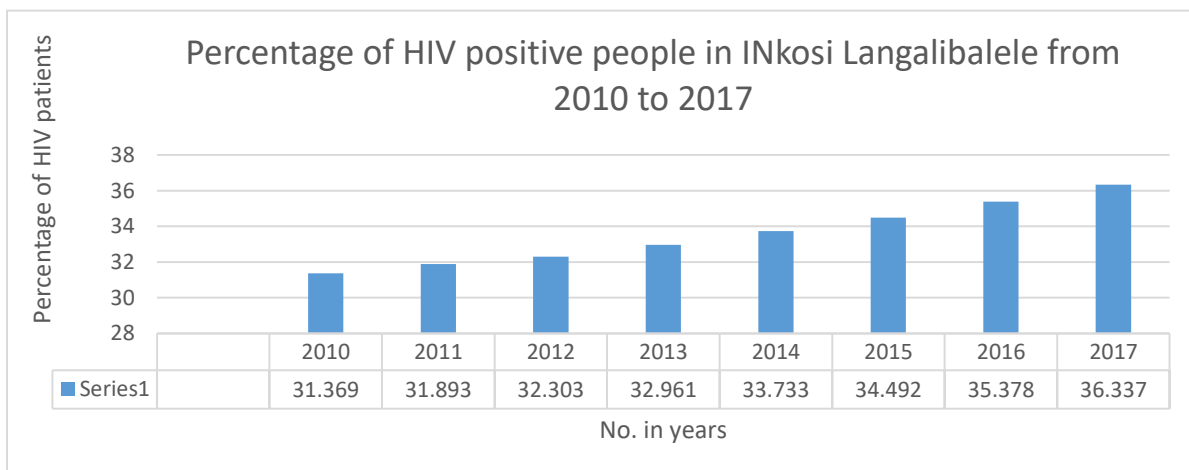
Source: Quantec 2019

The educational levels have however seen a slight increase in the number of people with matric qualifications as well as further tertiary education.

HIV / AIDS and TB

The HIV/AIDS and TB epidemic is one of the biggest challenges faced by the INkosi Langalibalele Local Municipality. There is a need to ensure that all planning and projects take into account HIV/AIDS and its consequences. The statistical data below articulates the rate at which HIV has increase in the municipality. Approximately 36% of people living within the municipality are HIV positive. By analyzing the data provided, it is evident that each consecutive year there is a 1% increase of patients effected with this HIV epidemic.

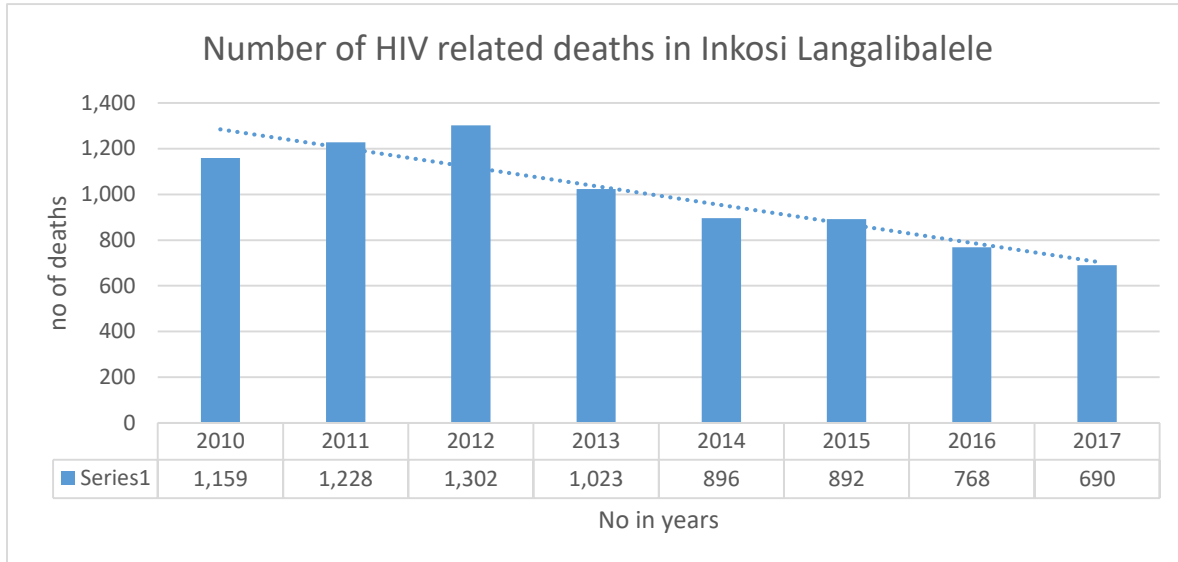
Figure 2. Percentage of HIV positive people from 2010 -2017



Source: StasSa 2016

Although the number of people effected with the HIV/AIDS virus has increased within the municipality, the number of HIV related deaths has however decreased. The figure below outlines the gradual decrease of the number of deaths which commenced in the year 2013 till 2017.

Figure 3. Number of HIV related deaths



Source: Quantec, 2019

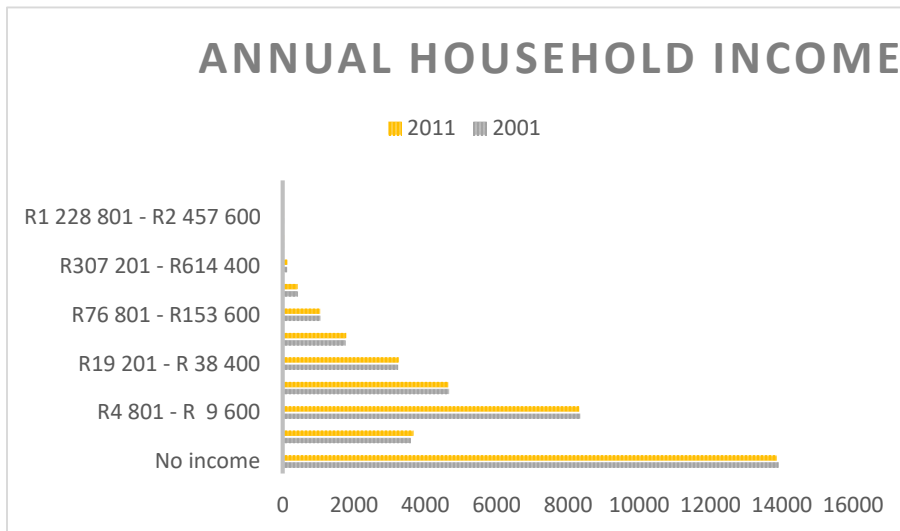
The municipality is working tirelessly to curb the spread of HIV/AIDS in South Africa. This has been filtered down to ward level where councilors and the marginalized society are most vulnerable. The Municipality is also no exception and has a unit that deals directly with this pandemic on daily basis. The establishment of WAC's. (i.e.) Ward Aids Committees is the entry point where the ward councilor becomes the champion. It works closely with ward committees. The LAC is the next structure which is headed by the honorable Mayor of the Local, The LAC then reports to the DAC –District Aids Council. In this structure stakeholder from various field meets quarterly to discuss mitigating strategies relevant to the community served by the Local Municipality. The HIV/AIDS coordinator in the Municipality works will all the local clinics hospitals, sectors, and NGO's in tackling issues pertinent to the pandemic. The Local Municipality has an itinerary crested on monthly basis and reports are submitted electronically. The coordinator responsible for this unit also deals with the substance abuse forum with is led by the Department of social development.

The LAC is planning a training session of all councilors so as to strengthen the fight against this scourge. Traditional leaders are the major stakeholder in this phenomenon as they are the ones that also lead Maidens Camps and reed dance in this local Municipality.

Income and poverty levels

According to StatsSA Census 2001 and 2011 data, the Inkosi Langalibalele Municipality income levels for people with no income have decreased. The figure below illustrated the annual household income experienced within the municipality.

Figure 4. Annual Household Income



Source: StatsSA, Census 2001 and 2011

The local municipality is characterised by levels of high-income inequality and discrepancies in resource distribution. The locality contains areas that are well developed mainly located within the town of Ladysmith and areas that are underdeveloped which are mainly located in dispersed rural settlements where poverty levels are relatively high. The South African Multidimensional Poverty Index (SAMPI) depicts several poverty hotspots within the province largely situated in previously disadvantaged areas furthest from the main transport routes and struggling in attracting investment (PSEDS, 2017). The Provincial Spatial Economic Development Strategy identifies district municipality as one of the districts in the province with the largest pocket of poverty. Inkosi Langalibalele is a largely rural area characterised by widespread socio-economic challenges including low revenue base, poorly maintained infrastructure and services, limited access to social services, high levels of poverty, unemployment, skills shortage and low levels of education. It is thus clear that within the locality Inkosi Langalibalele is the area highest hit by poverty, evident in the high level of unemployment and low levels of household income. This implies that there is a need to ensure that this area receives attention to assist in poverty alleviation.

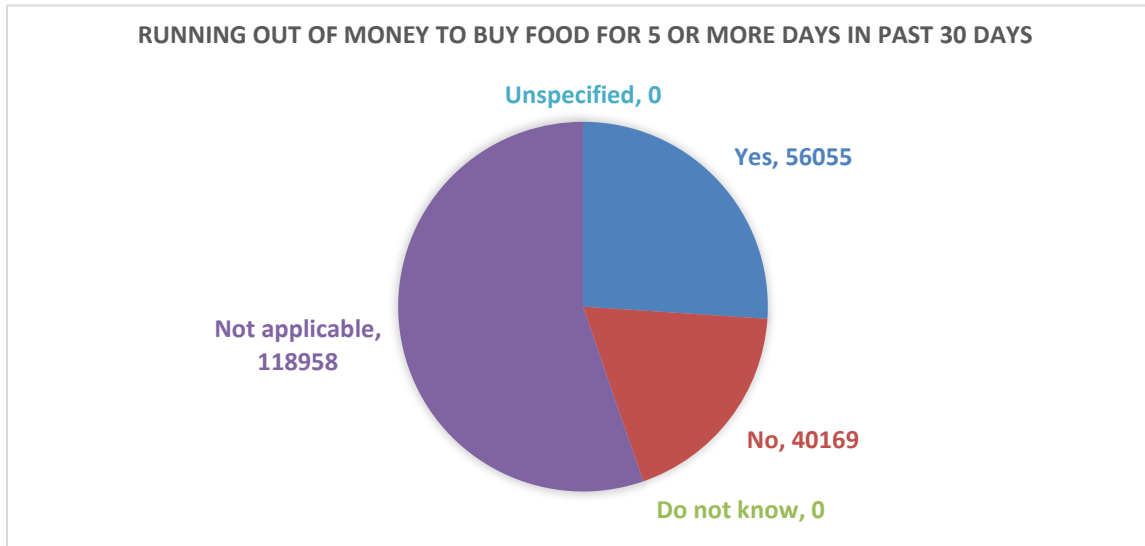
The experience of poverty is multi-dimensional. While the inability to access income remains one of the most obvious expressions of poverty, definitions of poverty typically refer to the absence of capital such as land, access to natural resources, or to the importance of social, intellectual capital and even the climate of democracy as well as security necessary to enhance the capabilities of the poor and excluded. Furthermore, there is an additional institutional dimension of poverty that recognises that the poorest in the nation are those who are unable to access state assistance designed to provide a social safety net because of institutional failure.

Poverty is located across the full range of settlement types from deep rural areas to inner cities. It is thus the concern of all municipalities. According to uThukela IDP (2018), *“most poverty-stricken areas are found within Inkosi Langalibalele and Alfred Duma, and the overwhelming majority of people living in poverty are from the black community. The three measures of poverty and social inequality clearly show that poverty is concentrated in the Black communities and that inequality are widening over time”*. The municipality currently does not have any poverty alleviation programme in place that will deal particularly

with combating poverty. However, this plan will attempt to devise strategies in attempt to mitigate poverty levels within the study area.

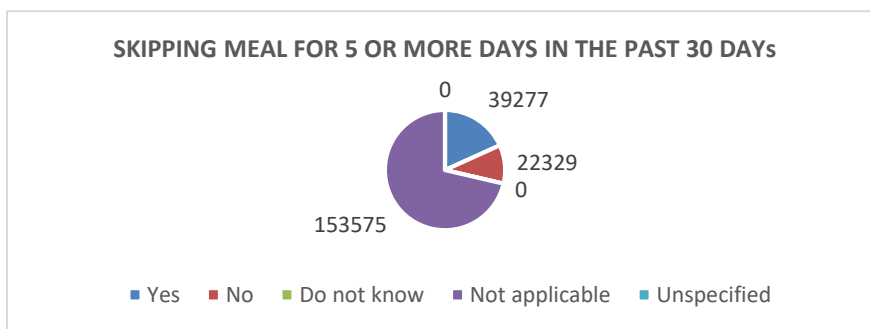
Poverty is often defined in absolute terms of low income of less than US\$1 a day or typically the state of being inferior in quality or insufficient in amount, however in actuality, the magnitudes of poverty happens on a comparative scale. Within Inkosi Langalibalele, poverty assessment will be assessment by examining food security data extracted from Community Survey 2016 data, as illustrated below, and also probing the household annual income of the recent census enumeration.

Figure 5. No of people who run out of money to buy food for 5 or more days in the past 30 days



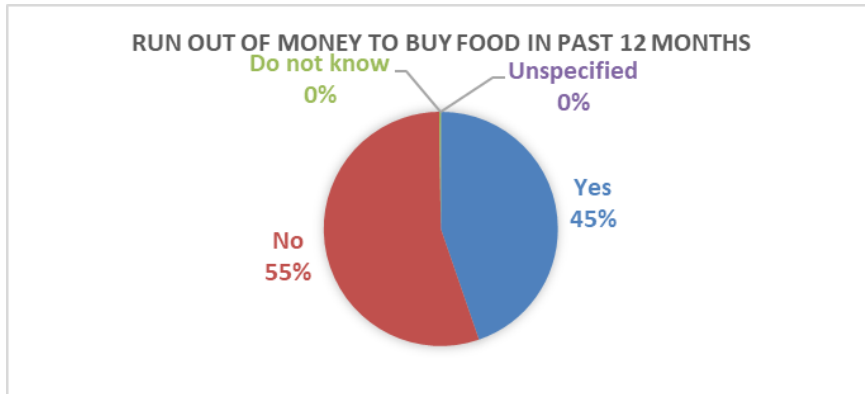
Source: StatsSA [Community Survey, 2016].

Figure 6. Number of people who skip meals for 5 or more days in the past 30 days



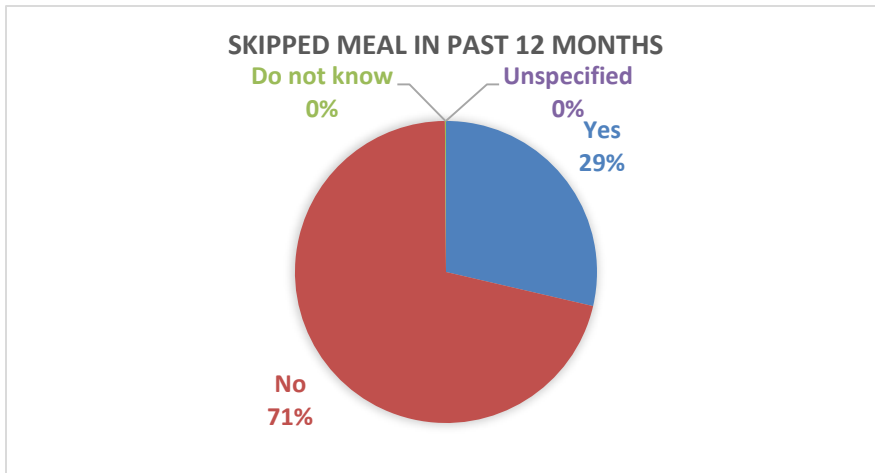
Source: StatsSA [Community Survey, 2016]

Figure 7. Percentage of people who run out of money to buy food in the past 12 months



Source: StatsSA [Community Survey, 2016]

Figure 8. : Percentage of people who skipped a meal in the past 12 months



Source: StatsSA [Community Survey, 2016].

The following implications can be drawn:

According to the Census data depicted above, it is evident that there are high poverty levels within Inkosi Langa libalele Municipality. Approximately 26% of the population has reported running out of money to buy food for the 5 or more days in the past 30 days.

Approximately a high 75% of the population has skipped a meal for 5 or more days in the past 30 days.

Rural poverty is one of the key issues faced by the municipality, rural poverty is often perpetuated by the disconnection of settlements to economic and social development areas.

The Census 2001 and 2011 illustrate that there is a very high level of people with no income as well as the majority of the population earning an annual household income of less than R20 000.00. This is evident suggest that the municipality is faced by high levels of poverty.

Key Findings (including Trends)

| | 2016 | 2011 |
|--|-------------|-------------|
| Population | 215 182 | 196 227 |
| Age Structure | | |
| Population under 15 | 36.4% | 36.2% |
| Population 15 to 64 | 59.6% | 59.4% |
| Population over 65 | 4.0% | 4.4% |
| Dependency Ratio | | |
| Per 100 (15-64) | 67.8 | 68.3 |
| Sex Ratio | | |
| Males per 100 females | 89.9 | 87.3 |
| Population Growth | | |
| Per annum | 2.10% | n/a |
| Unemployment rate (official) | n/a | n/a |
| Youth unemployment rate (official) 15-34 | n/a | n/a |
| Education (aged 20 +) | | |
| No schooling | 10.8% | 16.0% |
| Matric | 33.7% | 26.3% |
| Higher education | 7.0% | 5.1% |
| Household Dynamics | | |
| Households | 46 953 | 41 617 |
| Average household size | 4.6 | 4.5 |
| Female headed households | 53.1% | 51.5% |
| Formal dwellings | 75.3% | 63.3% |
| Housing owned | 89.4% | 60.4% |
| Household Services | | |
| Weekly refuse removal | 22.0% | 23.7% |

3.3. Municipal Transformation & Organizational Development Analysis

3.3.1. Municipal Transformation and organizational Development

The delivery of services to communities relies highly on institutional capacity and organisational development level of the municipality. Transformation implies a basic change of character and little or no resemblance with the past structure. It is from this premise that Inkosi Langalibalele Local Municipality plans to accelerate municipal transformation and organizational development.

3.3.1.1. Institutional Arrangements

The White Paper on Local Government spells out the objectives of local government and, to provide direction for the implementation of these objectives while ensuring efficient service delivery, the municipality's governance structures are arranged to address challenges from the different functional areas of the municipality.

Following the 2021 of Local Government Elections, the Inkosi Langalibalele is composed of 24 wards and 47 councillors. Sub-structures (portfolio committees) have been established such as the community services portfolio, Planning & Development Portfolio, Corporate Services Portfolio, Budget & Treasury Portfolio, Public Works & Basic Services Portfolio & Executive Committee, to ensure that oversight and monitoring for services. They are required to meet on a monthly basis to set policies, recommend a budget to council and monitor performance in order to ensure that operations are in place for an efficient delivery of services. Municipal Portfolio Committees are structured as per the national guidelines. Their core function is to look at specific issues that relate to each portfolio committee, research those issues, deliberate on them and then make recommendations to EXCO and the full Council, for the latter to take decisions.

Our full council is structured as follows:

| | |
|---------------------------|----|
| Inkatha Freedomm Party | 21 |
| African National Congress | 17 |
| Democratic Alliance | 3 |
| Nationall Freedom Party | 3 |
| Economic Freedom Fighters | 2 |
| Idependent | 1 |
| Amakhosi | 2 |
| | 49 |

3.3.1.2. Powers & Functions

The following Local Government Powers and Functions, have been delegated to ILLM.

| Core/Primary |
|--|
| Building Regulations & control |
| Provision of Electricity |
| Fire Fighting Services |
| Municipal Planning |
| Storm water Management systems in Built up areas |

| Core/Primary |
|---|
| Cemeteries |
| Cleansing |
| Municipal Roads |
| Refuse Removal, refuse dumps and solid waste disposal |
| Street lighting |
| Traffic and parking |
| Public places (parks & recreation) |
| Local Community Amenities |
| Control of Liquor licenses |
| Pounds administration |
| Local Sports facilities |
| Disaster Management |
| Local economic development |
| |

| Secondary functions |
|----------------------------|
| Noise Pollution |
| Air Quality |
| Environmental management |
| Housing |
| Street trading |
| Fences and fencing |
| Local tourism |

Inkosi Langalibalele Local Municipality has developed sufficient in-house capacity to perform all the core functions. None-core functions are performed with the assistance of various government departments and other service delivery agencies e.g. department of economic development (LED).

In order to maximise administrative and operational efficiency, all powers subject to section 32 of the Local Government: Municipal Structures Act 1998, not otherwise delegated, have been delegated to the Executive Committee excluding the following:

- Approval of an Integrated Development Plan;
- Passing of by-laws;
- Approval of budgets;
- Imposition of rates and other taxes, levies and duties; and
- Raising of loans.

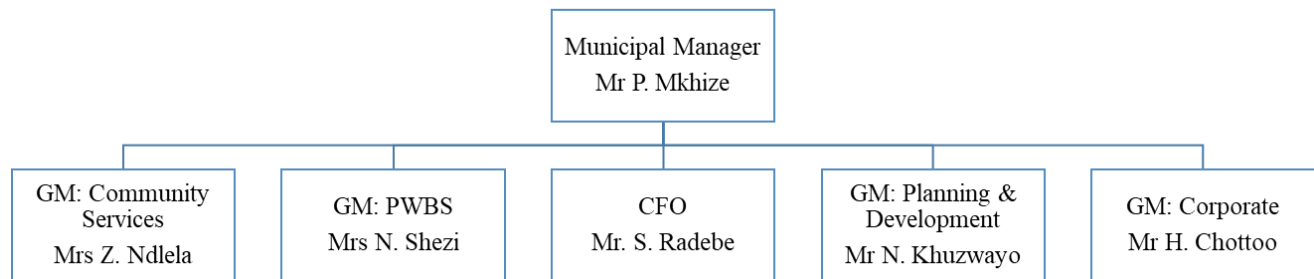
In respect of the water and sanitation service and Environmental health – this service is rendered through UThukela District Municipality.

3.3.1.3. Organizational structure/organogram that aligns to the long-term development plans of the municipality.

The administration is a support arm of the municipal council and consists of the municipal manager and municipal employees.

The Municipal Manager is the head of the administration and accounting officer of the municipality, and is primary responsible for service delivery. The administration comprises of the office of the Municipal Manager and 5 departments namely, Corporate Services, Budget and Treasury, Community Services, Development Planning & Public Works and Basic Services (Electricity and Civil). The municipality is being assisted by COGTA in the developing of the new organogram since the one approved was considered bloated.

The following figure represents the macro structure of the inkosi Langalibalele organizational structure.



The full municipal organogram has been included in the document as annexure B. the municipality has revised the organogram for the 2021/2022 IDP process and there are no changes to the 2020/2021 organogram. The Municipality has still yet to complete the placement process, as the organogram that was adopted in 2019-2020 and reviewed for 2021/2022 was assessed as bloated hence corporate services is reviewing the organogram for 2022/2023 thereafter complete the placement process.

3.3.1.4. Municipal Institutional Capacity & Status of Critical posts.

i) Municipal Institutional Capacity

Inkosi Langalibalele local municipality has employed well trained, capable and qualified general Managers that are capable of implementing all municipal policies and ensure that they achieve ILLM goals. One of the goals of ILLM is to ensure that the placement process in completed in order to ensure that General Managers have the capacity to perform their duties & Implement ILLM’s strategy.

ii) Status of critical posts

All section 54/56 Positions have all been filled as the General Manager: Planning and Development that was vacant during the submission of the 2021/22 has been filled by Mr N. Khuzwayo. It is still difficult to determine the vacancy rate of Middle management due to the incomplete placement process following the municipal amalgamation and the organization structure being bloated. The situation will only be improved following the implementation of the municipality’s strategy on Municipal Transformation and

Organisational Development which will include an analysis of the organogram with an intention to ensure that Council uses the limited resources at its disposal.

3.3.2. Status and implementation of Human Resource Development

3.3.2.1.

a) Human Resource Plan

Human resource planning is the continuous process of the systematic planning ahead to achieve optimum use of an organizations most valuable asset-quality employees. The Human resource planning of ILLM ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses. ILLM has had great challenges in terms of the implementation of the Human Resource plan due the amalgamation of the 2 municipality in 2016. We anticipate in ensuring the full implementation from the 01st July 2022.

b) Human Resource Strategy

The Human Resources Strategy acts as an instrument which provides the foundation for the achievement of organizational goals through comprehensive planning of human resources. The Human Resource Strategy was formulated and approved in the 2019 together with a Human Resource Plan. This strategy is applicable for five years from 2019 to 2023 and it is due for review in 2022. The action plans that were set were for short-term and long-term goals. The aim of the strategy was to highlight the current strategies the municipality has in place in as far as the Human Resource Management policies and practices, and what needs to be done by the department to achieve the overall organisational goals. Taking into cognizance the municipality's Vision 2035 and the Mission, the Corporate Services Department was able to develop action plans in order to ensure that the department is able to position the municipal human capital towards the attainment and realization of vision 2035.

The strategy was The Human Resource Management Strategy, processes and procedures are a must have for every financial institution or business with the purpose of preserving its ability to serve the public, clients, attract and retain satisfied employees, conducive work environment and to reach institutional set objectives through logical and consistent management decision making process; further, that they serve as:

- Basic communication tools;
- Staff and management induction and development resource;
- Formal policy framework within which the municipality can make decisions on important or sensitive issues in a fair and consistent manner; and
- A written documentation of the Municipality's commitment to its employees, positive labour relations, health and safety;

The municipality has developed, adopted and implementing its human resources development strategy that aligns to the long-term development plans. The ILLM Human resources strategy is attached as Annexure A under the Municipal Transformation folder.

c) Employment Equity Plan

The Employment Equity Plan, sets the objectives of ILM according to the Employment Equity of 1998. As a municipality it is our duty to ensure that the implementation of the plan is conducted accordingly to ensure we eliminate unfair discrimination in all HR Policies and procedures. The EE plan promote equal opportunity and treatment for all.

The employment Equity Plan was developed for the new council and will be adopted in May 2022 and will be reviewed annually. One of the objectives of the employment Equity plan of ILLM is a Fair representation of Black Women at senior Management level. ILLM has 2 Section 54/56 females. We are currently working on achieving one other objective of the appointment of disable people thereby increasing the percentage as we currently have 3 employees confirmed to be disabled.

d) Workplace Skills Plan

ILLM seeks to empower its staff by enhancing their skills so that the services they render may be effective, efficient and sustainable. To achieve this, the Municipality's annual Workplace Skills Plan (WSP) is developed as per the LGSETA guidelines wherein the Human Resources Division (HRD) has been successful in the rolling out of Education, Training and Development programmes. ILLM Identifies which skills are required through the consultations with municipal employees, thereafter develop strategies, tasks and schedules to ensure that skills that are required are provided in order to deliver on our mandate. ILLM has had financial constraints in which we have been unable to implement at our full capacity our workplace skills plan due to financial constraints however we have been able to utilize resources available through our stakeholders e.g. National School of Government. The workplace Skills Development Plan is developed on an annual basis and adopted by council, this is done to ensure that it is aligned with current workplace skills needs.

There were also challenges amongst other that affected the implementation of the Workplace plan, Covid-19 regulations and restrictions also posed a great threat as some internal workshops were suspended during the period 2021/2022.

e) Recruitment & Selection

ILLM Recruitment and Selection policy defines the objectives to be met in the implementation of recruitment and selection which are aimed at attracting competent individuals to fill a position with the most suitable applicant. Proper selection of a candidate can reduce the cost training because qualified and talented candidates can perform well and achieve organizational goals better. Good selection is also important as it reduces employee problems in the organization such as labour turnover, absenteeism and conflicts at work. ILLMs recruitment & selection policy not only fulfills requirements of a job but also ensures that an organization will continue to maintain its commitment to providing equal opportunity to employees.

f) Retention Policy

ILLM developed a retention policy annually and it adopted by council.

3.3.2.2. ICT Policy

As a measure towards ensuring effective and efficient management of ICT resources and processes, ILLM has recently developed a Municipal Corporate Governance of Information. This will aid the municipality in achieving the municipal goals and objectives. The main purpose of the policy is to align ICT functions to the organizational goals, minimise the risk ICT introduces, and ensure that there is value in the investments made in ICT.

The view of the Inkosi Langalibalele Municipality is that ICT should be governed and managed at all levels within an organizational structure and this is also supported by internationally accepted good practices and standards. With regards to municipal operations, the policy places a very specific responsibility on the Council and Management within ILLM in order to ensure that the decision making process for ICT remains transparent. Such measures enable the municipality to align the delivery of ICT services in line with the municipality's strategic goals as contained within the Integrated Development Plan.

a) ICT Governance is implemented in two different layers namely:

- Corporate Governance of ICT – The governance of ICT through structures, policies and processes. In terms of Corporate Governance of ICT, the current and future use of ICT is directed and controlled.
- Governance of ICT – In terms of Governance of ICT, used are the individual processes and procedures which are meant to ensure the compliance of the ICT environment based on a pre-agreed set of principles. The main purpose of the Municipal Corporate Governance ICT Policy is to institutionalize the Corporate Governance of ICT as an integral part of corporate governance within the Inkosi Langalibalele Municipality. This Municipal Corporate Governance ICT Policy provides the Municipal Council and Management with a set of principles and practices that must be complied with, together with an implementation approach to be utilized for implementation of ICT Governance.

b) The objectives of this Corporate Governance of ICT Policy for Inkosi Langalibalele Local Municipality seek to achieve the following:

- Institutionalize a Corporate Governance of ICT Policy that is consistent with the Corporate Governance Frameworks of the Municipality;
- Aligning the ICT strategic goals and objectives with the municipality's strategic goals and objectives;
- Ensuring that optimum municipal value is realized from ICT related investments, services and assets;
- Ensuring that municipal and ICT related risks do not exceed the municipality's risk appetite and risk tolerance;
- Ensuring that ICT related resource needs are met in an optimal manner by proving the organizational structure, capacity and capability;
- Ensuring that the communication with stakeholders is transparent, relevant and timely; and

- Ensuring transparency of performance and conformance and driving the achievement of strategic goals through monitoring and evaluation.

The ICP Policy is developed annually and will be adopted by council on the 31st May 2022

3.3.3. Municipal Transformation & Organizational Development: SWOT Analysis

| STRENGTHS | WEAKNESS |
|--|---|
| <ul style="list-style-type: none"> • ADOPTED AND REVIEWED POLICIES • EXPERIENCE • CLEAR COMMUNICATION CHANNEL | <ul style="list-style-type: none"> • FINANCIAL CONSTRAINTS • SKELETON STAFF |
| OPPORTUNITIES | |
| <ul style="list-style-type: none"> • MOTIVATED & PROUCTIVE STAFF • CONTRIBUTE TO GOOD SERVICE DELIVERY • COMPLETE PLACEMENT PROCESS | <ul style="list-style-type: none"> • LACK OF FINALISATION OF THE NEW ORGANISATIONAL STRUCTURE • COVID-19 PANDEMIC |

3.4. Good Governance & Public Participation Analysis

3.4.1. Good Governance Analysis

In ILLM community participation is a key element which promotes a good governance system. It provides private individuals and groups the opportunity to inform, influence, monitor and evaluate municipal decisions, processes and actions. Public participation in governance involves the direct or indirect involvement of our stakeholders in decision-making about policies, plans or programmes in which they have an interest.

Inkosi Langalibalele Local Municipality is a Category B Municipality. It functions under the Collective Executive system, consisting of 9 members. The Mayor is elected from the Executive Committee. The Council consists of 47 councillors and 2 Traditional Leaders. 24 of the 47 councillors are ward elected while the other 23 comprises of proportional representation councillors. There are 4 councillors that are full time: The Mayor, The Deputy Mayor, The Speaker and the Chief Whip. Council has five Portfolio Standing Committees, with members of the Executive Committee serving as a Chairperson and Deputy Chairpersons.

3.4.1.1. Status of National and Provincial Programmes rolled-out at Municipal Level

i) Batho Pele Principles

The White Paper on Local Government advocates for a developmental Local Government, which is Local Government that is committed to working together with its citizens and groups within its communities to find sustainable solutions to meet their social, economic and material needs with the purpose of improving their general welfare as well as their standard of living. The constitution sets out the objectives of local government which are as follows:

- Provision of a democratic and accountable government;
- Provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and a healthy environment; and
- Encourage the involvement of communities and community organisation in the matters of the municipality.

ILLM is not exempted from the common challenges of local government and is characterized, in some areas, by services backlogs, high unemployment, and poverty stricken households. Sincere commitment towards radical transformation and unbiased delivery of services is required in order to counteract the anomalies inherited from apartheid planning, and also to bridge the existing gap between the rich and the poor which is represented through inefficient spatial integration in Estcourt. ILLM is devoted to working together with its citizens and to be customer-oriented which is an endeavor to fast track development taking into cognisance the need for social cohesion, economic development, environmental sustainability and institutional development. The municipality's commitment to raising the standard of service delivery and transformation into an organisation that is development orientated, efficient, effective and professionally ethical emerges from Batho Pele. The municipality aspires to always uphold and implement the principles of Batho Pele and ensure the following:

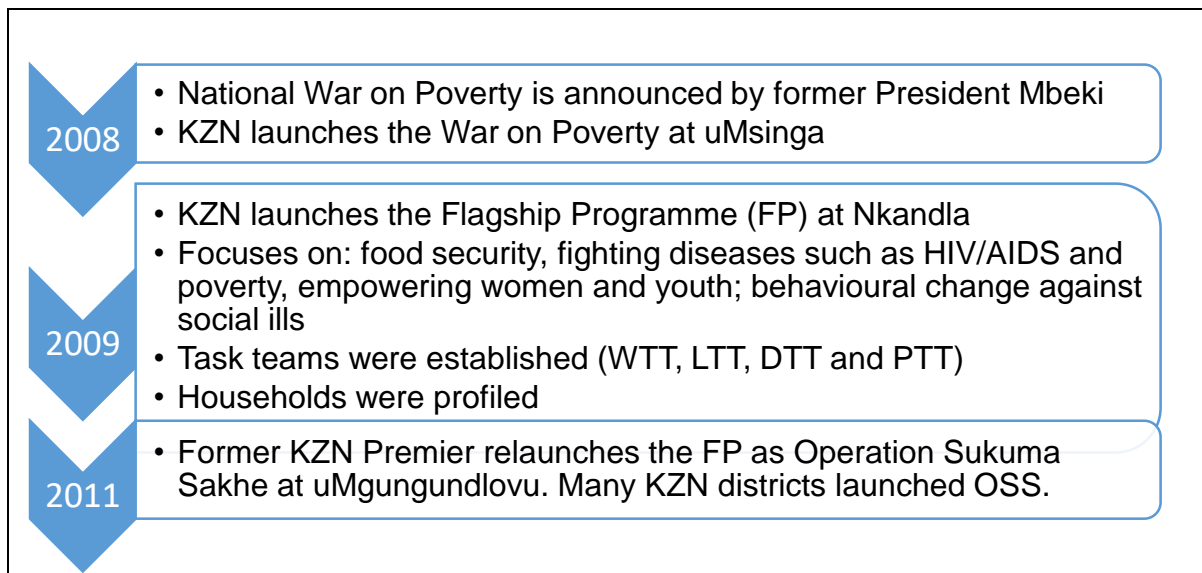
- a) **Service Standards:** To inform the communities within Inkosi Langalibalele about the level and quality of service they will receive hence creating awareness of what to expect.
- b) **Access:** to ensure all Newcastle citizens have equal access to services which they are entitled to.
- c) **Courtesy:** To treat residents as customers.
- d) **Information:** To always publicise relevant information about our programmes and services.
- e) **Openness:** To inform the people of Newcastle about the operations of the municipality.
- f) **Transparency:** To be transparent and honest about what we will be able to deliver.
- g) **Redress:** To offer our people an apology and give them a sympathetic and positive response if they are unhappy with the manner in which services are being rendered.
- h) **Value for money:** To always provide services in an economical and efficient manner.

ii) Operation Sukuma Sakhe

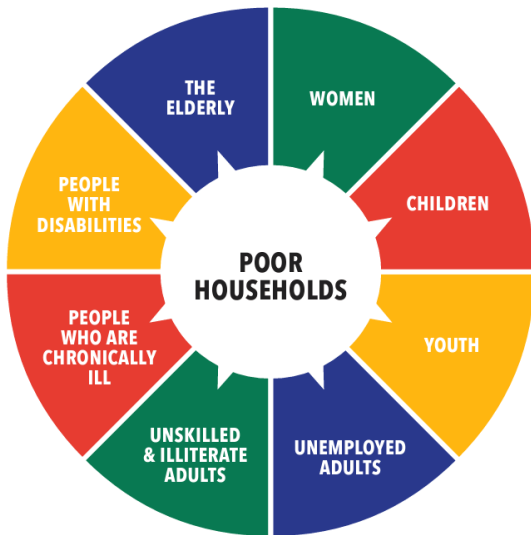
- a) The Vision of Operation Sukuma Sakhe according the Provincial Guidelines is as follows:

“The idea behind Operation Sukuma Sakhe is that committed leaders and government officials work hand in hand with each other and the communities they lead, bringing services to the people instead of setting up services that are not easily accessible. Government provides integrated services so that individuals can access the all services they need in one place. This, it is hoped, will mean sustainable livelihoods which, in turn, can eradicate poverty.”

- b) War on Poverty



c) The beneficiaries of Operation Sukuma Sakhe



d) Social Cohesion

Operation Sukuma Sakhe aims to redress previous imbalances through the creation of equal opportunities, and the promotion of accessibility, transparency and accountability towards target groups. Operation Sukuma Sakhe Programme (formerly known as the Flagship Programme) seeks to institute food security, fight disease, in particular HIV, AIDS and TB, and poverty, to empower women and youth, and to instil behavioural change amongst the citizens of the province. The formulation of the 5th Generation IDP has adopted the principles of Operation Sukuma Sakhe thereby establishing partnerships with the local community and getting involved into War Rooms.

Operation Sukuma Sakhe links initiatives that are being implemented by the different sector departments, including other spheres of government. The delivery of services is required through partnerships with the community, stakeholders and government. ILLM has ensured that all 240 Ward Committees together with their Ward Councillors do participate in this program through formation of war rooms at ward level.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 14 National Outcomes. The program encourages the social mobilization where communities have a role, as well as delivery of government services in a more integrated way. The Government has structured programs which need to get as deep as to the level of the people they are serving. This is at ward level, translating to all 23 wards and all households within ILLM area of jurisdiction. The KwaZulu Natal provincial government humbly accepts that it cannot achieve this alone, but needs community's hands in building this nation together.

The following provincial departments have been prominent in spearheading the Operation Sukuma Sakhe program in ILLM. These include:

- Department of Health;

- Department of Education;
- Department of Sports and Recreation;
- Department of Social Development;
- Office of Premier; and
- Co-Operative Governance and Traditional Affairs through Community Development Workers (CDWs).

| FORUM | PROGRAMME | HIGHLIGHT |
|-------------------------|----------------------------------|---|
| Disability Forum | Education and Skills Development | <ul style="list-style-type: none"> • The placement of disabled people in various institutions for experiential learning. • Participation in Local, District and provincial forums |
| | Sports and Recreation | <ul style="list-style-type: none"> • Disability Sports Day. • The high participation of disabled people in sports. • The inclusion on mental health in disability programmes. |
| | Health and Social Wellbeing | <ul style="list-style-type: none"> • Assistance rendered to the community in educating about rights of disabled people. |
| PLWHIV Forum | Health and Social Wellbeing | <ul style="list-style-type: none"> • High turnout of people during HCT campaigns, especially amongst populations at risk. |
| | Education and Skills Development | <ul style="list-style-type: none"> • Ward Aid Committee and PLWHIV training programme. • The workshop attempted to up skill community agents in attending to community issues and escalating them to relevant sector departments. • The workshop also played an important role helping the different community stakeholders to consolidate their efforts in terms of sharing programmes and information. |
| Children's Forum | Safety and Security | <ul style="list-style-type: none"> • School violence still is a challenge in some areas it has become a huge concern since 2020. • This violence resulted in not only deaths but, the displacement of perpetrators and psychological scarring of fellow learners and the community at large. • The cause can be attributed to various factors such as bullying, substance abuse, negligence and lack of parental control. • Community Awareness Programmes in War-rooms, community meetings, schools, churches and the media helped in shifting the focus back to the psychosocial needs of children. |
| OSS | | <ul style="list-style-type: none"> • We have been able to establish War rooms for the new council, and will ensure functionality is maintained and monitored. |

| FORUM | PROGRAMME | HIGHLIGHT |
|------------------------|-------------------------------|--|
| | | <ul style="list-style-type: none"> LTT functional, meetings are convened monthly and championed by the Mayor. |
| Gender: Men | | <ul style="list-style-type: none"> Men's month celebration |
| | | <ul style="list-style-type: none"> Gender Based Violence march that took the attention of many people. |
| | | <ul style="list-style-type: none"> Poverty alleviation Programmes one home one garden |
| Gender: Women | | <ul style="list-style-type: none"> Women's Day Celebration that is including women from other departments. Poverty alleviation Programmes for the one home one garden |
| SENIOR CITIZENS | Senior citizens heritage day. | <ul style="list-style-type: none"> Promotion of healthy living. Commemorating heritage day as senior citizens. Tackling issues that senior citizens are faced with and also the promotion of healthy living. Showing appreciating of working well together throughout the year and promoting healthy living. |
| | Golden Games | |
| | Luncheon Clubs | |
| Fraternal | Faith based organisations | <ul style="list-style-type: none"> Organise functionality of churches and ensure they abide by legislation. Ensure that services are properly coordinated, in line with municipal bylaws. |
| Youth | Youth Development Programmes | <ul style="list-style-type: none"> Economic participation and transformation. Education, Skills and Second Chances. Healthcare and combating substance abuse. Nation-Building and Social Cohesion. Effective and responsive youth development institutions. |

Structures

| STRUCTURE | CHAMPION | MEMBERS |
|---------------------------|--------------------|--|
| 1. War room | Ward Councillor | Ward councillor, government departments, civil society |
| 2. Local Task Team | Local Mayor | Government departments, civil society |
| 3. OSS Steering Committee | Special Programmes | Municipal departments, LTT, EXCO |
| 4. District Task Team | District Mayor | Government departments, civil society |

3.4.1.2. Intergovernmental Relations status and functionality

The constitution of the Republic of South Africa, (Act 108 of 1996) establishes a state that supports interaction and co-operation between the three spheres of government on a continuous basis and therefore provides a set of principles to direct the manner and quality of those interactions. With the promotion of the principles of co-operation and intergovernmental relations in Section 41 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), government institutions and departments involved in conversation management, are encourage to interact and co-operate with one another in mutual trust and good faith for the benefit of the community.

ILLM participates in IGR forums within the District and provincial. These IGR structures were established in particularly the District Intergovernmental Forum(DIF) or the Mayors Forum as it is commonly known and the District Technical Support Forum (DTSF) or the Municipal Manager’s Forum. At the Provincial level, ILLM participate in the Premiers Coordinating Forum and Muni-MEC Forum for Municipal Managers.

With the assistance from UThukela District Municipality, there are a number of Sub-committees that were established in terms of integration and intergovernmental relations. The sub- committees are as follows: District Area Finance, Infrastructure Forum, Planning & development Forum, Corporate Services & communication Forum and General & Social Services Forum. The functionality of these Sub-Committees have been affected due to the 2021 Local Government Elections as they haven’t been coordinated as per terms of reference.

3.4.1.3. Functionality of Management Structures

i. Management Committee (Manco)

Management Committee of Inkosi Langalibalele Local municipality consists of all General Managers including the Municipal Administrator & the Municipal Manager as the chairperson. The committee meets once a week, every Mondays. This committee is extended to all middle managers also on weekly basis on Tuesdays. Some of the functions of ILLM MANCO & Extended MANCO is to decide on planning, monitor the IDP process as well as overall management and coordination as all members’ form part of the IDP steering Committee. This committee does not approve instead it recommends to Portfolio committees for approval.

3.4.1.4. Functionality of Municipal Structures

i) IDP Steering committee

The IDP/Budget Steering Committee was established in August 2021. It is a technical working group made up of senior officials and relevant officials to support the IDP Manager and budget officer and ensure a smooth review process. The Municipal Manager chairs the IDP/ Budget Steering Committee.

Terms of Reference ILLM IDP Steering Committee

- To support the Municipal Manager and IDP Manager.
- To support and advise the Representative Forum on technical issues.
- To prepare criteria for the selection of members of the Representative Forum.

- To ensure that all stakeholders are included in the Representative Forum.
- To commission relevant and appropriate research studies during the IDP and budget process;
- Consider and comment on:
 - Inputs from task and study teams.
 - Inputs from provincial departments and service providers.
 - Process, summarise and document outputs.
 - Prepare, facilitate and document meeting processes.
 - Ensures alignment at local and district level.

It was recommended that Extended MANCO be used as the Steering committee to integrate and ensure that all managers are present.

The IDP Steering Committee is composed of ILM Extended Manco as follows:

List of Extended Manco Members

| | |
|---|------------------|
| Municipal Manager (Chairperson) | Mr P.S. Mkhize |
| Manager: IDP/development planning (Coordinator) | Miss M.B. Davies |
| Ministerial Representative | Ms. James |
| General Manager: Public works & Basic Services | Mrs N. Shezi |
| General Manager: Corporate Services | Mr H.B. Chottoo |
| General Manager: Community Service | Mrs Z. Ndlela |
| Chief Financial Officer | Mr S.P. Hadebe |
| Manager: PMS& Compliance | Mr S. Dlamini |
| Manager: Special Programmes | Mr S. Sithebe |
| Communications | Ms Z Ngubeni |
| Manager: Council Support | Mr L. Khumalo |
| Acting Manager: Human Resource | Mr L. Shabalala |
| Acting Manager office of the Mayor | Mr F. Mpembe |
| Manager: Electricity | Mrs R. Bere |
| Chief Traffic Officer | Mr P. Hellerle |
| Manager: Public Participation | Miss TO Vilakazi |
| Manager: Expenditure | Mrs S. Ximba |
| Manager PMU | Mr PJ Sokhela |
| Manager: LED/Tourism | Mr K Goba |
| Manager: Supply Chain Management | Mr S. Memela |
| Manager: Revenue | Miss L. Nzuza |
| Manager : Asset & Fleet | Mr S. Dube |

| | |
|--|-----------------------|
| Manager: Internal Audit | Dr ATM Gwala |
| Manager: Revenue | Mrs C. O'Brien |
| Manager: Electricity | Mr C. Moodley |
| Manager: Office of the Municipal Manager | Mr H. O'Brien |
| Manager : Legal | Mr S. Mazingisa |
| Manager : Waste | Mr H.S. Hlongwane |
| Manager : Housing | Mr F. Shaik |
| ICT | Miss N. Ntshalitshali |
| ICT | Mr S. Gabela |
| Committee | Secretary |

ii) IDP Representative forum

The main aim of establishing the IDP Representative Forum (RF) is to guide the municipal Council during the preparation and the implementation phases of the IDP. This is the structure, which institutionalizes and ensures a participatory IDP review process and will be championed by the Mayor. It represents the interests of the constituents of the municipality in the review process. It remains the key responsibility for each member to efficiently represent his or her institution during the IDP review process. The forum was established in August 2021. The IDP representative forum is the composition of the LOCAL Task Team under Operation Sukuma Sakhe as all sector departments and stakeholders are represented. The functions of the ILMRF are as follows:

- To represent their constituents in the IDP process.
- To ensure communication between all stakeholders.
- To ensure alignments takes place at various levels.
- Monitor the performance of the planning and implementation process.
- To provide a forum and a mechanism for discussion, debate and agreement on development planning and progress on the IDP implementation; and
- To ensure communication between all the stakeholders in the IDP process.

The IDP Representative Forum will meet according to the action programme and as when there is a need.

| MEETING | PURPOSE | OUTPUT |
|-------------------------|---|------------------------------------|
| First IDP Forum Meeting | The first meeting will be undertaken at the analysis phase of the IDP process. The aim of this meeting is to highlight the past performance of the previous financial years in terms of the success, challenges and achievements in meeting the intended goals, strategic objectives and addressing the backlogs. The second aim will primarily focus on the presentation of the reviewed analysis in | IDP Analysis Report August 2021 |

| | | |
|--------------------------|--|--|
| | order to examine the relevance of previous priority issues and to assess new issues. | |
| Second IDP Forum Meeting | The primary aim of this meeting is to align the development strategy with the new priorities including those of the district and the sector departments. Its objectives are as follows: <ul style="list-style-type: none"> ➤ To review the development strategic framework, ➤ To receive the presentations from the sector departments on their priorities. | Strategic Planning Framework March 2021 |
| Third IDP Forum Meeting | The primary aim of this meeting is to integrate information obtained from the Ward committee meetings. Its objectives are as follows: <ul style="list-style-type: none"> ➤ Discussion regarding the existing IDP Priority issues and projects, ➤ Submission of additional projects within the municipality, ➤ Developing a municipal list of priority projects. | List of Priority Projects April 2021 |
| Fourth IDP Forum Meeting | The primary aim of this meeting is to integrate information obtained from all stakeholders. Its objectives are as follows: <ul style="list-style-type: none"> ➤ Incorporate in-puts by all stakeholders ➤ Give feed-back to the community | Approved IDP with community in – puts. May 2021 |

Role players

| Internal role-players | External role- players |
|--|--|
| Council and Executive Committee | Relevant Government Departments |
| Local councilors including Mayor, Deputy Mayor and Speaker | Representative Forum and Civil Society |
| Portfolio Committees | Ward Committees |
| Municipal Manager | Sector Policing Structures |
| Senior Municipal Managers | Community Health Workers |
| IDP Manager | Traditional Leadership |
| IDP Steering Committee | Religious Organization |
| Community Development Workers (CDW) | NPO and NGO |

iii) Interim Finance committee

The Interim Finance Committee (IFC) was revitalized to monitor and manage the cash flows of the municipality, approve or disapprove purchase requisitions and ensure that the municipality's cash position is not overdrawn. The Administrator chairs the IFC and it meets once a week.

iv) Municipal Public Accounts Committee

MPAC continues to play an oversight role on behalf of Council, MPAC has through the COGTA's support received extensive training so as to be fully equipped to deal with their oversight role. They are responsible for tabling the annual report to the Council and for providing comments and making recommendations to the Council. They are also empowered to look closely on public affairs in the Municipality under the authority of Council.

Members of the MPAC Committee

1. Cllr. Ugandren Chetty (Chairperson) 084 404 9707.
2. Cllr. Mbuzeleni Cyril Mkhize 076 450 4869
3. Cllr. Sibusiso Macingwana Mchunu 073 323 8634
4. Cllr. Sibongile Helen Khumalo 081 015 1816
5. Cllr. Nosipho Maureen Hlongwane 082 721 7553
6. Cllr. Noluthando Samantha Sithole 083 732 8217
7. Cllr. Yvonne Nonkanyiso Dlamini 073 386 9989
8. Cllr. Lutho Vilakazi 079 982 9145

v) Municipal Portfolio Committees

Council Portfolio Committees are structured as per national guidelines and meet once a month. Issues requiring Council resolution are raised for deliberation at portfolio committee meetings. Recommendations are then made to the full Council.

Chairpersons & Portfolio committees of ILLM:

| | |
|--------------------------------------|------------------|
| Budget & Treasury Committee | Cllr MT Myeza |
| Corporate Services | Cllr NS Dladla |
| Community Services | Cllr GT Mnikathi |
| Planning & Economic Development | Cllr MM Nkala |
| Technical & Infrastructure Committee | Cllr NW Mbatha |

vi) Executive Committee

Executive committee (EXCO) of Inkosi Langalibalele municipality consists of nine councilors and is chaired by the Mayor. Some members of EXCO are chairpersons of various portfolio committees. The committee

is having its own schedule of meetings. The committee sits twice per month and their role is to recommend to Council.

| | |
|---|-----------------------------|
| 1 | Cllr M.T. Myeza Chairperson |
| 2 | Cllr N.S. Dladla |
| 3 | Cllr M.W. Mbatha |
| 4 | Cllr G.T. Mnikathi |
| 5 | Cllr M.M. Nkala |
| 6 | Cllr E. Lite |
| 7 | Cllr Z.P. Sikhosana |
| 8 | Cllr H.S. Hadebe |
| 9 | Cllr S.T. Mchunu |

vii) Council

Council ILLM consists of 47 councilors. The Speaker of the municipality chairs all council meetings. Council meets once per month. The committee is having its own schedule of meetings that is circulated to all councilors once it is adopted.

3.4.1.3. Functionality of Internal Audit

Inkosi Langalibalele Local Municipality has a fully functional internal audit unit that reports to audit committee quarterly. The Institute of Internal Auditors defines internal auditing as:

“An independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objective by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.”

The internal audit activity evaluates and contributes to the improvement of risk management, control and governance systems of the organisation. Typical input/responsibilities of the internal audit activity include, amongst others:

i. Effectiveness of Internal Controls.

The municipality’s system of internal control is designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are effectively managed. According to the Municipal Finance Management Act (Act No. 56 of 2003) and the King Reports on Corporate Governance requirements, Internal Audit and the Auditor General reports provide that the Audit Committee and Management, with assurance that the internal controls of the municipality, are appropriate and effective. This is achieved by means of a risk assessment and review process, testing of controls, as well as identification of corrective actions and suggested enhancements to controls and processes. The committee has reviewed various reports from the Internal and External Auditors, which highlighted the adequacy and effectiveness of internal control systems within the municipality. The Committee noted a significant improvement within the Supply Chain Management process, in particular, the issue of irregular expenditure. This has also improved in the last quarter of the financial year.

Management has taken the views of both the Internal and External Auditors seriously even though some of the processes did not allow the municipality to move from its previous audit opinion. A lot of efforts in terms of human resources and financial resources were employed to assist the situation which is hoped that the results will be realised in the 2021/2022 financial year audit. Quarterly reports on progress made in implementing the plan was also tabled at the Audit Committee for the purposes of continuous monitoring.

Objectives:

- Maintaining oversight responsibilities of all financial and performance reporting.
- Seek reasonable assurance that the operations of the municipality are conducted efficiently and effectively.
- Seek reasonable assurance that the Council has developed and complies with its policies, plans, procedures and internal controls.
- Seek assurance that the Council complies with relevant legislation, regulations and professional pronouncements.

ii. Internal Audit.

- Review the Internal Audit Charter and submit to audit committee for approval.
- Review of the Audit Committee Charter and submit to council for approval.
- Report to audit committee as to whether the internal audit unit is given the resources and operational independence required to fulfil its role as outlined in the Internal Audit Charter.
- Prepare the annual risk based internal audit plan which is approved by the audit committee.
- Prepare internal audit reports and provide independent, objective assurance and consulting services to management on matters relating to:
 - Internal Audit;
 - Internal controls;
 - Accounting procedures and practices;
 - Risk and risk management;
 - Performance management;
 - Loss control;
- Compliance with the Municipal Finance Management Act, Division of Revenue Act (DORA) and any other applicable legislation; and
- Investigate any other matter as requested by the Municipal Manager.

iii. Internal Control

- Evaluate the overall effectiveness of the internal control and risk Management frameworks and consider whether recommendations made by the internal and/or external auditors have been implemented by management.
- Assess whether proper adequate accounting records are being maintained.
- Ensure that Council has the necessary policies in place to protect and safeguard assets and to ensure legal compliance with all relevant legislation. Examples - Prevention of Fraud Policy, Procurement Policies.

3.4.1.6. Functionality of Audit Committee

The audit committee is a committee of Council. The requirement for municipalities and municipal entities to establish Audit and Performance Committee is contained in Section 166 of the Municipal Finance Management Act 56 of 2003 and article 14 (2)(a) of the Municipal Planning and Performance Management Regulations 2001. The Audit and Performance Committee is an independent advisory body, appointed by Council to assist Council in discharging its responsibilities. The Audit and performance Committee Charter sets out the committee specific responsibilities and details the manner in which it will operate. The audit committee charter is approved annually by Council.

ILLM Audit Committee is functional, it consists of 5 members who were appointed and are on contractual basis. The committee sits once per quarter which is 4 times per year. Some of the functions of the Audit Committee are:

- To evaluate the reports of the Heads of Departments.
- To review the financial statements of the municipality
- To discuss the findings from the Auditor General.
- To prepare the audit performance report for the council.

The Audit committee is fully functional and reports to Council quarterly. The members of the committee were appointed with the specific faculty that will assist the organization. Members of the audit committee are as follows:

- a) Mr U. Botshiwe
- b) Mr D.E. Sithole
- c) Mr K.N. Ngubane
- d) Mr S. Nxumalo
- e) Mr I.B. Dladla

3.4.1.7. Functionality of Enterprise Risk Management

Inkosi Langalibalele Local Municipality has implemented risk management system in compliance with Section 62 (1) (c) (i) of the Municipal Finance Management Act No. 56 of 2003 (MFMA), which requires the Accounting Officer/Municipal Manager to take all reasonable steps to ensure that the Municipality has and maintains effective, efficient and transparent systems of risk management and internal controls.

South Africa's codes on corporate governance, the King iv report on good corporate governance, has consistently identified Risk Management as one of the key pillars for good governance practices and this, as a continuous process, enables constant improvements in strategy design and implementation as well as an organisation's systems and operations. The King iv report on corporate governance has identified risk governance as one of the cornerstones that if successfully implemented can create and sustain stakeholder value.

ILLM recognizes risk management as a critical part of the municipality's strategic management, which is a process whereby the municipality both systematically and intuitively mitigates the risk attached to its strategic objectives with the ultimate goal of achieving sustained benefit within each programme and across the portfolio of activities. Risk Management is therefore recognized as an integral part of sound organizational management and is being promoted throughout the municipality as good management practice for ensuring good governance. Like all other government institutions, ILLM Municipality also faces uncertainty, and the challenge for management is to determine how much **uncertainty** the municipality is prepared to accept as it strives to grow stakeholder value. Uncertainty presents both risk and opportunity, with the potential to erode or enhance value. ILLM Municipality recognizes that value is maximized when management sets objectives to strike an optimal balance between growth and related risks, and effectively deploys resources in pursuit of the municipality's objectives.

The Municipality has adopted an integrated approach to risk management with the primary aim to of embedding a culture of making the right and timely decisions which take into consideration associated risk exposures and opportunity. This therefore means that, risk management at ILLM Municipality, is not just a simple compliance with the requirements of the Municipal Finance Management Act (MFMA) which requires the Municipal Manager as the Accounting Officer to implement a system of risk management, however, it has been implemented in recognition of the substantial value-add of risk management.

i) Risk Management Committee

ILLM has a functional Risk committee which is responsible for oversight of the quality, integrity and reliability of the municipality's risk management processes and responses to risk. An important part of the committee mandate is to provide recommendations to the Accounting Officer to continuously improve the management of specific risks as well as the overall process of risk management.

Permanent members of the committee shall be formally appointed by the municipal manager. The members, as a collective, shall possess the blend of skills, expertise and knowledge of the municipality, including familiarity with concepts, principles and practice of risk management, such that they can contribute meaningfully to the advancement of risk management within the municipality.

The Risk Committee Members are:

- Mr. Dumisani Erick Sithole (Chairperson)

- Mr. Sibusiso Radebe (CFO)
- Mr. B Chooto (GM-Corporate)
- Mrs. Zakhona Ndlela (GM-Community)
- Mrs. Nokulunga Shezi (GM-Technical)
- Mr. Nhlanhla Khuzwayo (GM-Public Works)

The Risk Committee is not Appointed by Council, it is established by the Municipal Manager

i. Risk Register

There is a risk register for ILLM attached as annexure C.

ii. Anti-fraud and Corruption Strategy

ILM upholds the principles guiding the conduct of the holders of public service, some of which are: Integrity, Professionalism, Transparency, accountability, objectivity, respect and quality of service delivery and value for money. The strategy also reaffirms the commitment of COGTA KZN in providing hand-on support to ILM, focusing on governance, financial prudence, along with eliminating disruptive elements of political instability, maladministration, fraud and corruption within the Inkosi Langalibalele Local Municipality.

3.4.1.8. Functionality of Bid Committees

The following municipal Bid committees have delegated responsibility to execute the entire SCM process for all bids at Inkosi Langalibalele Local municipality. Quorum is equal to 50%, plus 1. They are all functional.

- i) Bid Specification Committee
- L Madinane: SCM officer (Chair)
 - S Mazingisa: Manager-Legal
 - B Lite: PMU Officer
 - H Hlongwane: Manager-Waste
 - S Mayisela: Electrical Technician

Considering of specifications from end-user departments, drafting of adverts and setting of evaluation criteria.

- ii) BID Evaluation Committee
- N. Shezi: GM: PWBS (Chair)
 - V Mbatha: Manager-SCM
 - R Bere: Manager-Electricity
 - F Shaik: Manager-Housing
 - S Sithole: Manager: Business Enterprise

Evaluating of submitted bids against the set criteria.

- iii) BID Adjudication Committee
- S.P Radebe: CFO (Chair)
 - Z.M Ndlela: GM- Community Services

- S.R Zwane: GM- Civil
- H.B Chotoo: GM-Corporate
- S.A Memela: Manager- SCM

Adjudicating and recommending appointments to the Accounting Officer.

3.4.1.9. Adoption Status of Municipal Policies and Bylaws

| Name of Sector Plan, Policy or Bylaw | Lifespan | Adoption Date | Development / Review status (Draft / To be reviewed) |
|---|-----------|---------------|--|
| Internal Audit charter | 1 years | 30 May 2022 | due for review |
| Communication Strategy | 1 year | 30 May 2022 | due for review |
| Audit committee charter | 1 year | 30 May 2022 | due for review |
| Integrated risk management policy | 1 year | 30 May 2022 | due for review |
| PMS Policy | 1 year | 30 May 2022 | due for review |
| Anti-fraud and anti-corruption strategy | 1 year | 30 May 2022 | due for review |
| Whistle blowing | 1 year | 30 May 2022 | due for review |
| Complaints management systems | 1 year | 30 May 2022 | due for review |
| Cascading policy | 1 year | 30 May 2022 | due for review |
| Out of pocket expense policy | 1 year | 30 May 2022 | due for review |
| Ward committee election framework | 1 year | 30 May 2022 | due for review |
| Service delivery charter & Batho Pele | 1 year | 30 May 2022 | due for review |
| Youth development strategy | 1 year | 30 May 2022 | Due for review |
| Employment Equity Plan | 5 years | 31 May 2022 | To be adopted |
| Acting Allowance | 5 years | 31 May 2022 | To be adopted (reviewed annually) |
| Standing rules bylaw | 5 years | 31 May 2022 | To be promulgated |
| WORKPLACE SKILLS PLAN | 1 year | 31 March 2022 | |
| ITC policy | 1 year | 31 May 2022 | To be adopted |
| Disaster Management Framework | One (Year | 31 May 2022 | To be reviewed. |
| Disaster Management Plan | One Year | 31 May 2022 | To be reviewed. |
| Integrated Waste Management Plan | 5 Years | 31 May 2022 | To be reviewed. |
| Waste Bylaws | One Year | 31 May 2022 | To be reviewed. |
| Fire and Rescue Bylaws | One (Year | 31 May 2022 | To be reviewed. |
| Public Transport Bylaws | One Year | 31 May 2022 | To be reviewed. |

| | | | |
|---|----------|---------------|---------------------------------------|
| Cemetery Management Bylaws | One Year | 31 May 2022 | To be reviewed. |
| Fire and Rescue Sector Plan | One Year | 31 May 2022 | To be reviewed. |
| Roads & Stormwater Bylaw | ongoing | 31 May 2021 | Reviewed As & when required/ Annually |
| Electricity policies & Bylaws | ongoing | 31 May 2021 | Reviewed As & when required/ Annually |
| LED Strategy | 5years | February 2020 | to be reviewed |
| Development of a comprehensive tourism development strategy | 5years | - | To be developed |
| Agricultural Development Plan | 5years | - | To be developed |
| Informal traders Bylaw | 5years | - | To be reviewed |
| Draft Tourism Bylaw | 5years | - | Draft stage |
| Draft Incentive Policy | 5years | - | Draft Stage |
| Housing Sector Plan | 5years | May 2021 | In house |
| ILM SPLUMA Bylaw | 5years | - | To be reviewed |
| Spatial Development Framework (SDF) | 5years | May 2021 | To be reviewed |
| Land use Management Scheme | 5years | June 2017 | To be reviewed |
| GIS Policy framework | 5years | - | To be reviewed |
| Nodal Framework Plans | 5years | - | To be developed |
| Environmental management Plans | 5years | - | To be developed |
| Infrastructure Investment Plan | 5years | - | To be developed |
| Land invasion policy | 5years | - | To be developed |
| Air Quality Management Plan | 5years | - | To be developed |
| Estcourt Town Development Framework | 5years | - | To be developed |
| Estcourt CBD Regeneration Framework | 5years | - | To be developed |
| Weenen Development Framework | 5years | - | To be developed |
| Wembezi Development Framework | 5years | - | To be developed |
| Climate Change Response Strategy | 5years | - | To be developed |

Other policies

| Policies and Plans | Lifespan | Date of adoption or reviewed | Development / Review status (Draft / To be reviewed) |
|--|-----------------|-------------------------------------|---|
| Common business language | 1 year | June 2021 | To be reviewed |
| Communication policy | 1 year | June 2021 | To be reviewed |
| Confidentiality policy | 1 year | June 2021 | To be reviewed |
| Conflict of interest policy | 1 year | June 2021 | To be reviewed |
| Dress code policy | 1 year | June 2021 | To be reviewed |
| Employee wellness policy | 1 year | June 2021 | To be reviewed |
| Grievance policy | 1 year | June 2021 | To be reviewed |
| Harassment policy | 1 year | June 2021 | To be reviewed |
| HIV/AIDS policy | 1 year | June 2021 | To be reviewed |
| Induction policy | 1 year | June 2021 | To be reviewed |
| In-service training policy | 1 year | June 2021 | To be reviewed |
| Leave policy | 1 year | June 2021 | To be reviewed |
| Medical examination policy | 1 year | June 2021 | To be reviewed |
| Occupational health & safety policy | 1 year | June 2021 | To be reviewed |
| Organizational design policy | 1 year | June 2021 | To be reviewed |
| Promotion and remuneration policy | 1 year | June 2021 | To be reviewed |
| Recruitment, selection and appointment policy | 1 year | June 2021 | To be reviewed |
| Smoking policy | 1 year | June 2021 | To be reviewed |
| Subsistence and travel policy | 1 year | June 2021 | To be reviewed |
| Termination policy , and | 1 year | June 2021 | To be reviewed |
| Vehicle allowance policy | 1 year | June 2021 | To be reviewed |
| Employment Equity Plan | 1 year | June 2021 | To be reviewed |
| Workplace Skills Plan | 1 year | June 2021 | To be reviewed |
| Retention Policy | 1 year | June 2021 | To be reviewed |
| Leave Policy | 1 year | June 2021 | To be reviewed |
| Disciplinary Policy | 1 year | June 2021 | To be reviewed |
| Payment of Salaries & 13 th cheque Policy | 1 year | June 2021 | To be reviewed |
| Training & Development Policy | 1 year | June 2021 | To be reviewed |
| Working hours & overtime Policy | 1 year | June 2021 | To be reviewed |
| Night Shift and standby policy | 1 year | June 2021 | To be reviewed |
| Acting policy | 1 year | June 2021 | To be reviewed |
| Access to personal files | 1 year | June 2021 | To be reviewed |
| Code of conduct for municipal employees | 1 year | June 2021 | To be reviewed |
| | | | |

3.4.2. Public Participation Analysis

Public participation is important to determine the exact needs that exist in the communities in relation to the developmental priorities during the public meetings and information gathering. The Inkosi Langalibalele local Municipality will be utilizing the following mechanisms for public participation when developing its IDP.

- **IDP Representative Forum (IDP RF):** This forum represents all stakeholders and key interested and affected parties. This includes the Ward Committees, Amakhosi, Non-Governmental Organizations (NGOs), Community Based Organisations (CBOs), Organized Business, Faith Organizations and organized agriculture.
- **Media:** Local newspapers will be used to inform the community of the progress of the IDP and further due meetings' including the IDPRF and community road shows.
- **Radio Slots:** The ILLM Community radio station (Okhahlamba) will be used to make public announcements where necessary.
- **The Inkosi Langalibalele Municipality Website:** ILLM's Municipality's website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for communities, general stakeholders and service providers to download.
- **Ward Committees:** ILLM has adopted the Ward Committee policy which has resulted to the establishment of ward committees. The municipality considers ward committees as one of the institutional bodies to fast-track service delivery and deepen democracy. Ward Committees represents a wide range of community interest through the IDP RF meetings and their inputs are always considered. They also being used to disseminate the information about the developmental agenda of the municipality.
- **IDP/ Budget Road Shows:** ILLM hosts its community road shows through ward committee system to publicize the draft IDP and Budget. The venues for these meetings are publicized at the IDP RF, public places and as well as through the local print media.

3.4.2.1. Ward Committees status and functionality

ILLM Ward committees were newly elected, the elections started in January 2022 and the process was completed in March due to a lot of challenges that took place during the elections. Verification process has not started as yet since the ward committee structures were not yet completed. All ward committee meetings will start from April 2022.

The Ward Committee system is structured according to the following:

- Chairpersons(all 24 ward councillors).
- 240 ward committees.

The functionality of Ward Committees are monitored through the submission of ward reports regarding Ward Committee Performance, which basically assesses the performance of Ward Committees within Inkosi Langalibalele. The performance is measured in terms of the following indicators:

- Number of Ward Committee Meeting held – 1 per month;
- Number of Ward Committee Meetings chaired by the Councillor – 1 per month;
- Percentage of attendance – 50 plus 1;
- Number of community meetings held – 1 per quarter;
- Number of sectoral reports – 10 per month; and
- Number of reports submitted to the municipality – 1 per quarter.

The assessments are made on a quarterly basis, namely, the periods between July – September, October – December, January – March, and April – June of each year. The following entails the common challenges that have surfaced based on the report:-

In general, the overall performance of the ILLM Ward Committees is satisfactory. The stringent measures are being implemented by the Office of the Speaker to improve the situation.

ILLM Municipality will facilitate Constituency meetings across all 24 wards as part of strengthening democracy and governance structures within the municipality. It also played an integral role to cascade the service delivery information and information sharing within the governance structures.

Furthermore, a Capacity Building Training for all Ward Committees is to be facilitated by the Public Participation Unit whose main purposes is to train Ward Committees on municipal processes.

3.4.2.2. Participation of Amakhosi in Council Meeting (MSA Sect 81)

The system of governance is being solidified through matters being discussed firstly by portfolio committees, before these are submitted to the Executive Committee. All matters that are tabled before the Municipal Council for approval or adoption come from the Executive Committee. The Standing Rules and Orders, having been promulgated into a Bylaw, is implemented and delegations and terms of reference of all council structures have been adopted by council to further strengthen the oversight role of councillors on the executive and the administration.

Though there had been disagreements on certain issues being debated in council, however there is consensus on the majority of issues and very few matters of substantial importance are deferred.

9 Traditional Authorities located under Inkosi Langalibalele Local Municipality namely:

- Abambo Traditional Authority
- Amangwe Traditional Authority
- AmaHlubi Traditional Authority
- Dlamini Traditional Authority
- Mabaso Traditional Authority
- Mhlungwini Traditional Authority

- Nkwanyana Traditional Authority

Traditional Authorities that participate in the Council Meeting are:

- Inkosi K.M. Dlamini'
- Inkosi X.B. Mazibuko

The above information is based on the 2021/2022 participation of traditional authorities in municipal council which sits once a month.

3.4.2.3. Communication Plan for Public Participation

ILLM Municipality has a fully functional Communication Unit that supports and coordinates all communication efforts of the municipality. The Unit actions this with the main aim of enabling the Mayor and the Municipal Manager to perform their functions as chief communicators. The Unit also provides strategic advice/guidance with regards to communications policy development, programme planning and programme implementation, they develop and implement communication plans and produce publication for information dissemination thereof. The Communication Unit within the ILLM, with the help of a newly appointed Head of Communications, houses dedicated communication officers who exist for each department within the municipality. These officers are responsible for communicating activities for all the departments to internal and external stakeholders.

The Communications Unit evaluates and identifies communication issues, develop communication strategies, implement and manage communication actions such as campaigns, events, advertising, design and printing of communication material. Typical functions/responsibilities of Communications Unit include, amongst others:

a) Functions of the Communications Unit.

- Internal communication
- External communication
- Media and stakeholder liaison
- Media production, marketing, communications and branding
- Provide support municipality leadership/ appointed officials.

b) Objective of the Communications Unit.

To restore the credibility of the communications unit and to formulate an annual communication roadmap with the sole aim of enhancing effective communication through the 4 Industrial Revolution. Moreover the objective of the unit is to establish a communication network that will disseminate crucial and critical information to the length and breadth of the municipality. Creating a positive and moral boosting work environment where staff can see the changes that are taking place within the municipality.

i. Communications Strategy

ILLM Municipality has an adopted Communications Strategy which also informs public participation communications plan. The review of the communication strategy is done annually. Moreover, it is aimed towards assisting the municipality to communicate its achievements effectively to communities within the ILLM jurisdiction as well as to relevant stakeholders.

The strategy will be centered on assisting the municipality in attaining Vision 2035 together with its mission thereof. Moreover, the purpose of the strategy will be to create and develop an effective communication strategy for ILLM with the incomparable aim of becoming the first source of information for all stakeholders. The communication strategy should be an inception to an effective communication roadmap which aims to position the municipality as a leader of a trustworthy hub of government information.

The strategy is formulated with the guidance of the following legislation:

- Local Government Municipal Systems Act, 32 of 2000
- Local Government Municipal Structures Act 117 of 1998
- Promotion of Access to Information Act, 3 of 2000
- Municipal Finance Management Act, 56 OF 2003
- Intergovernmental Relations (IGR) Framework Act, 2005
- Media Development and Diversity Act, 14 of 2002 Government
- Communicators' Handbook (GCIS)
- And Section 32 of the Constitution of the Republic of South Africa.

a) Aims and Objectives of the Communications Strategy.

The pivotal and paramount outcomes for the communication strategy will be to establish the following:

- The municipality to fulfil its role as the first source of information on municipal matters.
- Provide a result orientated guide for the municipality's marketing communications framework, in particular in relation to its stakeholder relations undertakings.
- Identify the municipality's key audience for all its programs.
- Profile the municipality as a credible and efficient government entity.
- Profile the municipal leadership, employees and key stakeholders.
- Establish a brand a marketing policy, municipal identity and imagery.
- Enable the municipality to communicate effectively and efficiently both internally and externally.

3.4.2.4. Status of Ward Based Planning

ILLM ward based plans are at a development stage, consultation have been done together with Ward committee elections, documents to be submitted to council for adoption in May 2022.

3.4.3. Good Governance and Public participation SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|---|
| <ul style="list-style-type: none"> ▪ Capacitated Personnel ▪ Required policies & Framework in place ▪ Full complements of managers | <ul style="list-style-type: none"> ▪ Late submission / non compliance ▪ Accountability ▪ Working is Silos ▪ Low Staff Moral ▪ Low work ethic ▪ unfunded budget ▪ Lack of adequate Community Mobilisation |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> ▪ Improved audit outcomes ▪ Developing our fully fledged Internal Audit unit ▪ Compliance with required legislation ▪ Informed community members | <ul style="list-style-type: none"> ▪ Political Interference ▪ Inadequate resources ▪ Political unrest ▪ Community protest ▪ Community Unrest |

VISION

To uphold the values of integrity and honesty, promoting a culture of collegiality throughout the municipality by delegating duties and rewarding excellence.

MISSION

To provide leadership and direction through effective strategies, in order to fulfill the objectives of local government which are provided for in the Constitution of the Republic of South Africa, and any other legislative framework that governs local government. Through consultation, supporting vulnerable groups, organisational development and resource mobilization”.

3.5. Service Delivery & Infrastructure Analysis

Municipalities must make sure that people in their areas have at least the basic services they need. There are a large number of services that they provide, the most important of which are:

- Water supply (supplied by UThukela District)
- Refuse removal
- Electricity and gas supply
- Municipal health, education and safety & security services
- Municipal roads and storm water drainage
- Street lighting
- Municipal parks and recreation

These services have a direct and immediate effect on the quality of the lives of the people in that community. For example, if the water that is provided is of a poor quality or refuse is not collected regularly, it will contribute to the creation of unhealthy and unsafe living environments. Poor services can also make it difficult to attract business or industry to an area and will limit job opportunities for residents. Basic services needed in rural areas may be different from those that urban communities need.

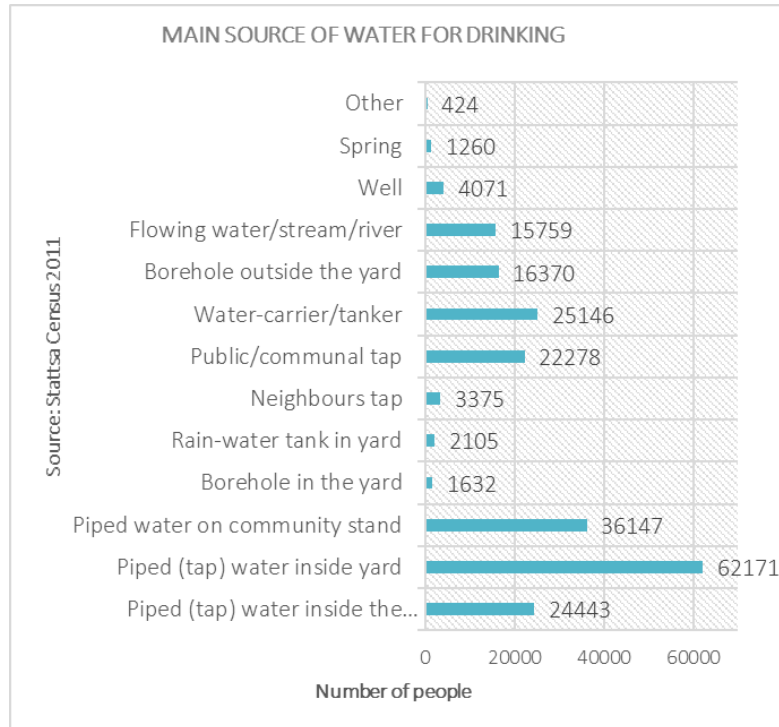
3.5.1. Water & Sanitation

3.5.1.1. Water

The core function of UThukela district municipality is the provision of water and sanitation services. The main objective of the municipality is to ensure the quality of drinking water in the region is improved in as far as the blue and green drop is concerned. Generally, water and sanitation projects experience their most serious problems with operation and maintenance and with cost recovery aspects. Hundreds of projects around the world demonstrate how the newly built infrastructure deteriorates after the project's termination. uThukela district municipality as a Water Service Authority have developed the Operational and Maintenance(O&M) Plan that was adopted by Council on the 28 May 2020 and the plan is under implementation. The O &M plan refers to all of the activities needed to run a water supply and sanitation scheme, except for the construction of new facilities. The overall aim of the uThukela district municipal operational maintenance (O&M) plan is to ensure efficiency, effectiveness and sustainability of water and sanitation facilities in the uThukela family of municipalities. The following are some of the advantages of the uThukela district municipality operational and maintenance (O&M) Plan:

- O&M activities ensure that the project is sustainable in a long-term
- O&M allow for the correct provision of services and benefit of end-users
- O&M prevent the systems to collapse creating environmental and health hazards
- Community are involved in O&M

UThukela District Municipality's Water Treatment Works and Wastewater Treatment Works performances are evaluated according to the Blue Drop and Green Drop criteria. The Blue Drop and Green Drop Status scores for UThukela district municipality are low. Based on the Department of Water and Sanitation Blue Drop regulator's assessment, the district achieved a score of 34.50%. The Green drop score was <30%. UThukela district municipality is still not on par with the expectations of the Blue Drop and Green Drop regulatory programme as per compliance and best practices requirements.



Source: Statssa 2016

It is hoped that the abovementioned water supply challenges will be addressed if all relevant role players namely, the community, private sector and spheres of government co-operate and play their respective roles in supporting UThukela district municipality in managing water services. The implementation of effective interventions to address water and sanitation challenges will not only improve the quality of water and sanitation services delivery in the district but also improve the Blue Drop and Green Drop scores.

i) Areas That Lack Access to Water

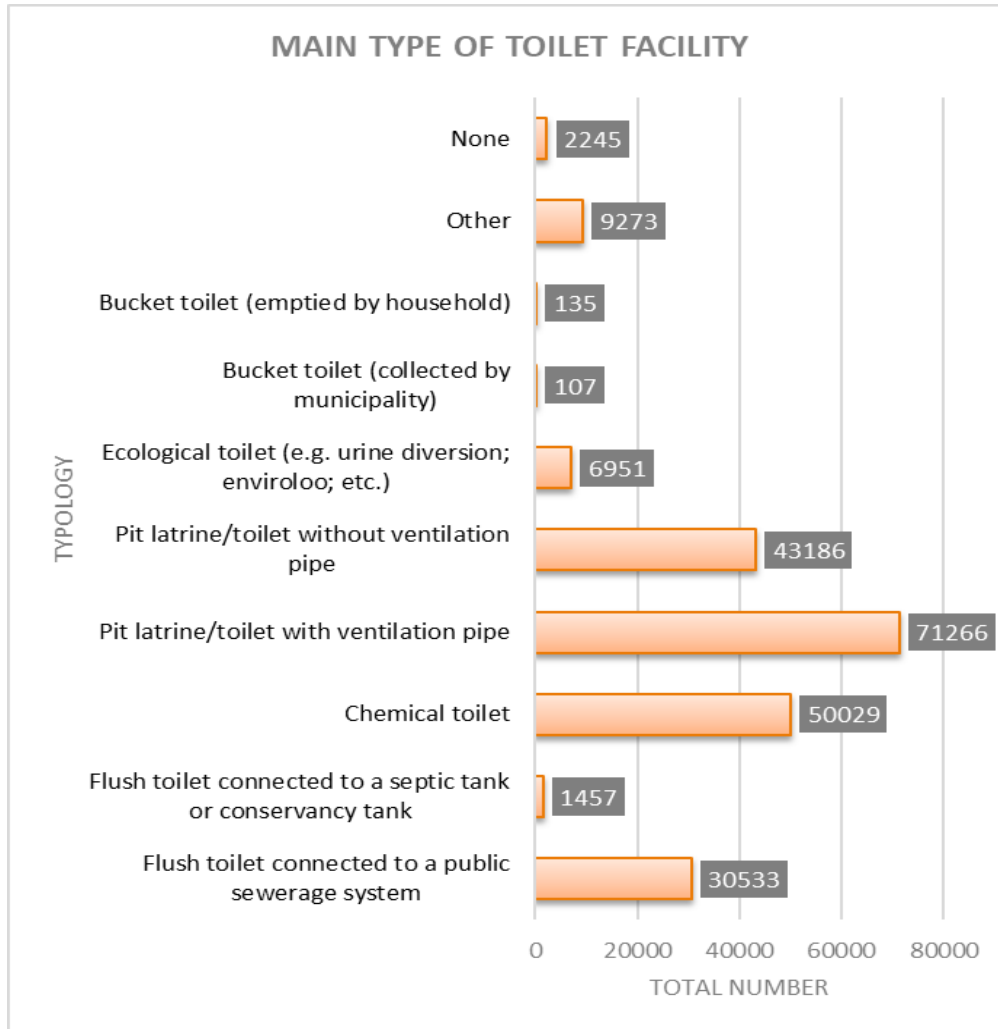
The map below indicates that the areas which lack most access to water include:

- The areas which are shaded in red, such as Weenen, ezinyosini and KwaNdaba

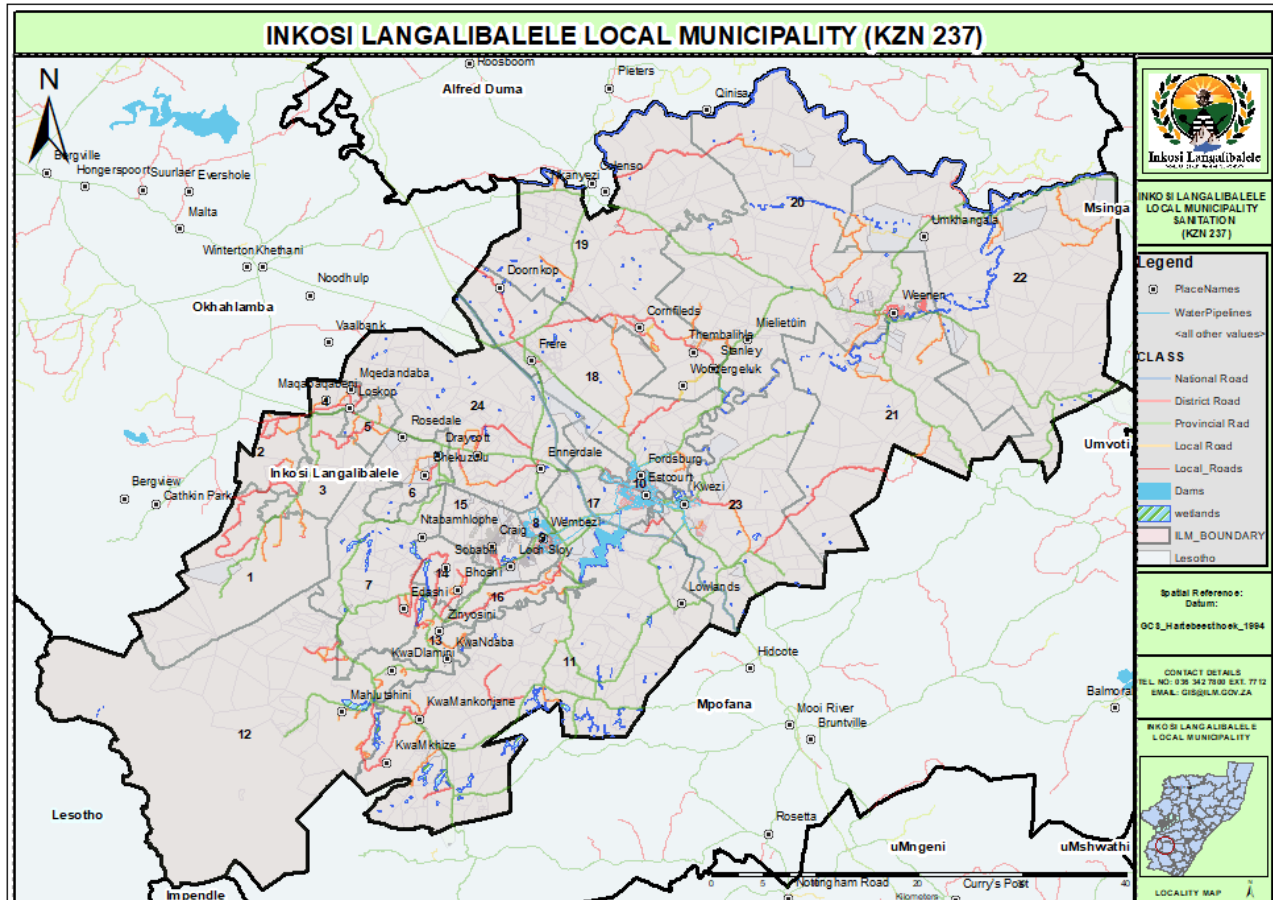
3.5.1.2. Sanitation

Bulk Sanitation Infrastructure is also a sole responsibility of Uthukela District Municipality

The main type of toilet facility used within the study area is illustrated as follows, in the figure below.



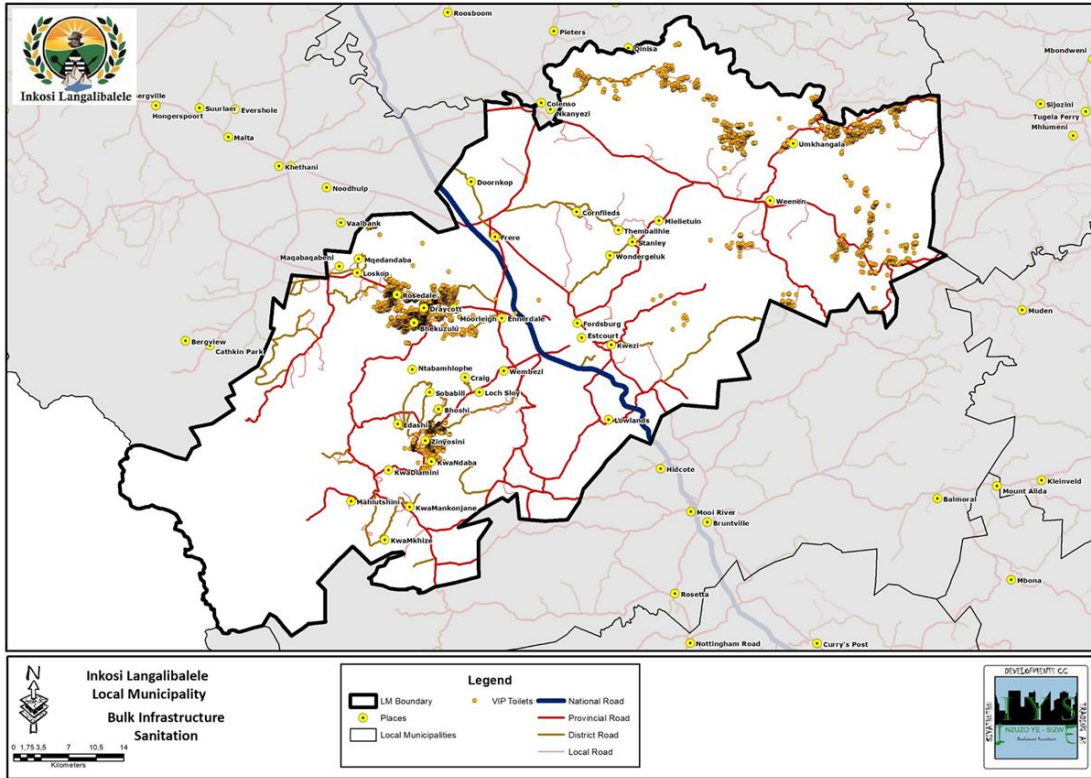
Source: 2016 CS



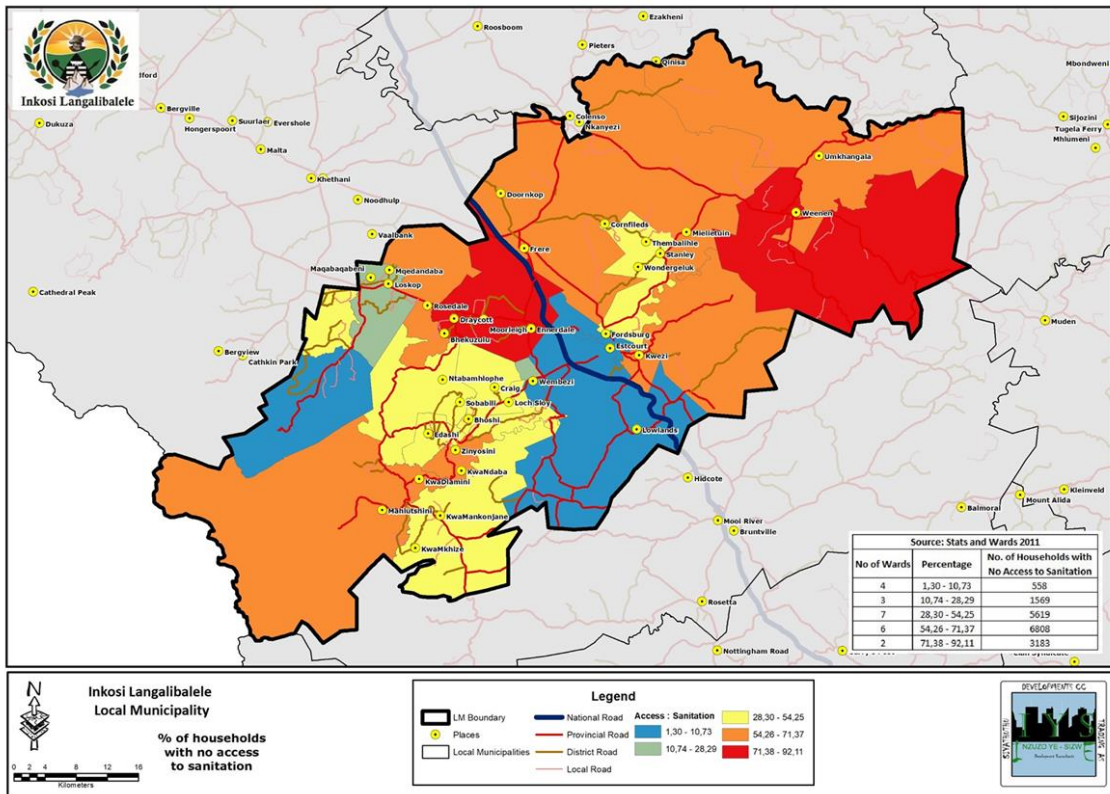
Map 10: ILM Sanitation

a) Areas That Lack Access to Sanitation

The geography of sanitation backlogs largely co-insides with the water backlogs suffice except that there seems to be more areas without sanitation compared to water. Furthermore, the majority of people without access to proper sanitation are found in Rural areas. Ntabamhlophe, Loskop, Cornfields and Mimosadale are still poorly developed with sanitation facilities.



Map 11: Bulk sanitation infrastructure: source SDF 2021



Map 12: % access to households with no access to sanitation: source SDF 2021

3.5.2. Solid Waste Management

Section 84 (1)(e) Of the Municipal Structures Act, states that the District has the Powers and Functions for Solid waste disposal sites, in so far as it relates to:

- the determination of a waste disposal strategy;
- the regulation of waste disposal;
- the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.”

The above then means that Local Municipalities have the Powers and Functions to Collect Refuse and also establish, operate and control Waste Disposal Sites (Bulk Waste Transfer Facilities and Waste Disposal Sites).

3.5.2.1. Key functions / executive authority:

- Manage collection, storage, transportation and disposal of waste;
- Development of a waste management policy for minimisation and recycling;
- Pass and Implement waste management by-laws;
- Development of an integrated waste management plan (IWMP);
- Waste management in terms of the integrated waste management plan (externally and internally);
- Set waste services charges and provide incentives for reduction and recycling, and
- Regulate and monitor external waste service providers and report on waste management (SAWIS)

3.5.2.2. Operations of the waste management unit:

a) Integrated waste management planning:

- 5 YEAR PLAN IN TERMS OF Section 11 of the National Environmental Management: Waste Act, 2008 (Act. 59 of 2008) (NEMWA) – Planning and Management of Waste.
- The IWMP is compiled to provide the most cost-effective, technically and environmentally acceptable solutions to the total waste management in the municipality.
- It addresses the situation analysis, and offer solutions to ensure responsible waste management.
- Addresses waste generation, waste minimisation and re-use, collection of all waste, disposal infrastructure (disposal facility requirements) and disposal according to environmentally sound practises.

b) Awareness campaigns / outreach programmes:

- Conduct school and community based visits / awareness campaigns.
- Conduct awareness in terms of environmental management (including waste management).

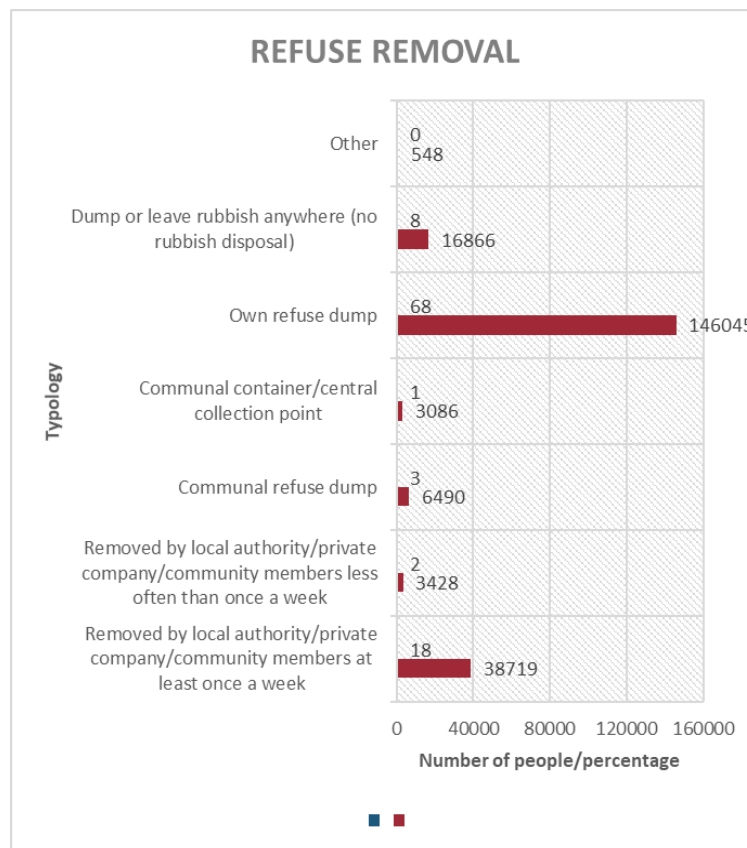
c) Street cleaning:

- Cleaning of all street within the cbd.
- Cleaning of the taxi ranks, public facilities, residential areas, industry and other public facilities.

d) Waste collection:

- Collection of waste generated from street cleaning.
 - Kerb side collection of all waste from residential areas.
 - Collection of commercial, industrial and other none hazardous waste in line with the capacity of the unit.
 - If certain waste streams cannot be collected, authorisation must be granted to relevant authorities in terms of Section 7 (1) of the NEMA Act (norms and standards).
- e) Waste disposal:
- All the above mentioned waste is disposed within a licensed landfill site.
 - Waste is disposed in line with the norms and standards as stated above.
 - Some areas such as Weenen, Ntabamhlophe cannot yet be collected on a daily basis and are serviced with transfer stations (storage facilities).
 - Waste recycling is conducted to minimisation and reduce of disposal of waste.
- f) Enforcement and eradication of illegal dumping (youth coordinator):
- Compilation of bylaws and approval by council.
 - Training of peace officers with the assistance of the hr unit.
 - Enforcement of the said bylaws to prevent illegal dumping and littering.
 - Eradication of all illegal dumping that could not be traced and linked to offenders.

Refuse removal



Source: 2021 CS

The municipality has One (1) permitted disposal facility (833/2/2020/015) which was issued on the 11 October 1993, the service area for the site is the whole municipal area. It is based on this statement that additional two transfer stations, situated in Weenen and Ntabamhlophe were established. The following seeks to outline the status of the Disposal Sites. The permit issued is for disposing off general/ non-hazardous waste, however during waste characterization hazardous waste was found in one of the household's plastic bags. The most found hazardous waste is normally medications including used badges, needles, tables and other medical waste. Hazardous chemicals are also found in residential waste; the use of black plastic bags makes it hard to assess waste collected in households. Medical and industrial waste found onsite were indication that monitoring of waste types entering the site is not effective.

The municipality is responsible for the collection of waste from shops/ industries on a daily basis and provides a weekly service for urban households including townships depending on the type and volume of the waste generated. The municipality collects garden refuse twice a week on Wednesday and Friday.

Majority of the conditions as contained in the permit are not yet complied with, hence financial assistance from the relevant stakeholders is required. Some of the challenges entails: Upgrading of the Facility to include: Drainage System, Theft of existing fence by the locals, unlined Cells, Lack of Weighbridge for recording and reporting waste quantities, unmanaged Leachate, lack of Ventilation of Methane Gas; lack of Daily Covering and lack of Water Sampling. It was also discovered that there is Limited Waste Minimization and Diversion and lack of Standard Operating Procedures.

3.5.2.1. Estcourt disposal facility

The municipality collects waste from shops/ industries on a daily basis and provides a weekly service for urban households including townships depending on the type and volume of the waste generated. The municipality collects garden refuse twice a week on Wednesday and Friday.

Majority of the conditions as contained in the permit are not yet complied with, hence financial assistance from the relevant stakeholders is required. Some of the challenges entails: Upgrading of the Facility to include: Drainage System, Theft of existing fence by the locals, unlined Cells, Lack of Weighbridge for recording and reporting waste quantities, unmanaged Leachate, lack of Ventilation of Methane Gas; lack of Daily Covering and lack of Water Sampling. It was also discovered that there is Limited Waste Minimization and Diversion and lack of Standard Operating Procedures.

3.5.2.2. Status quo of the type and availability of equipment

| Plant | Operation |
|---|--|
| Dozer (Running Condition) | Daily Covering. |
| Excavator (Running Condition) | Trenching of Cells and Daily Covering. |
| 2 x Refuse Compactors (Have reached lifespan). | Waste Collection. |
| 1 x Refuse Compactor allocated by KZN COGTA (Running Condition) | Waste Collection. |
| 1 x Refuse Compactor (Running Condition) | Waste Collection. |
| Skip Loader (Running Condition) | Waste Collection. |
| 2 x LDVs (Running Condition) | Transportation of Tools and Supervision. |

3.5.2.3. Transfer stations

The Transfer Stations are used as temporary storage facilities for collection and disposal waste at the Estcourt disposal facility. Some of the challenges identified during the inspection of both facilities entail: Burning of Waste, Inadequate provision and removal of Skip Bins, Lack of Fencing, Lack of hardened surface, Lack of signage and lack of proper management in terms of Standard Operating Procedures. One (1) out of two (2) transfer stations has been licensed with EDTEA, currently in a process of applying for the license for the other station.

3.5.2.3. Status quo of illegal dumping and hotspots

ILM has a huge challenge in terms of littering and illegal dumping. Most of the illegal dumping are found in rural areas where refuse collection is not done, however there are hotspots in CBD entrances and middle-income residential areas including the townships. The community in rural areas normally identifies common open space where they dump nappies and other type of waste including rubbles. Through community-based awareness campaign communities has been given an alternative to use a trench at the back of their households to dispose of waste. In areas surrounding the CBD clearing is conducted when identified or on request (complaints) more over clean-up and awareness campaigns are conducted. All our complaints are attended to within 48hours maximum. Skips are placed in hotspots to address the above.



Image: Skip Bin Used to address illegal dumping (ILM IWMP)

3.5.2.4. Status quo of waste recyclers

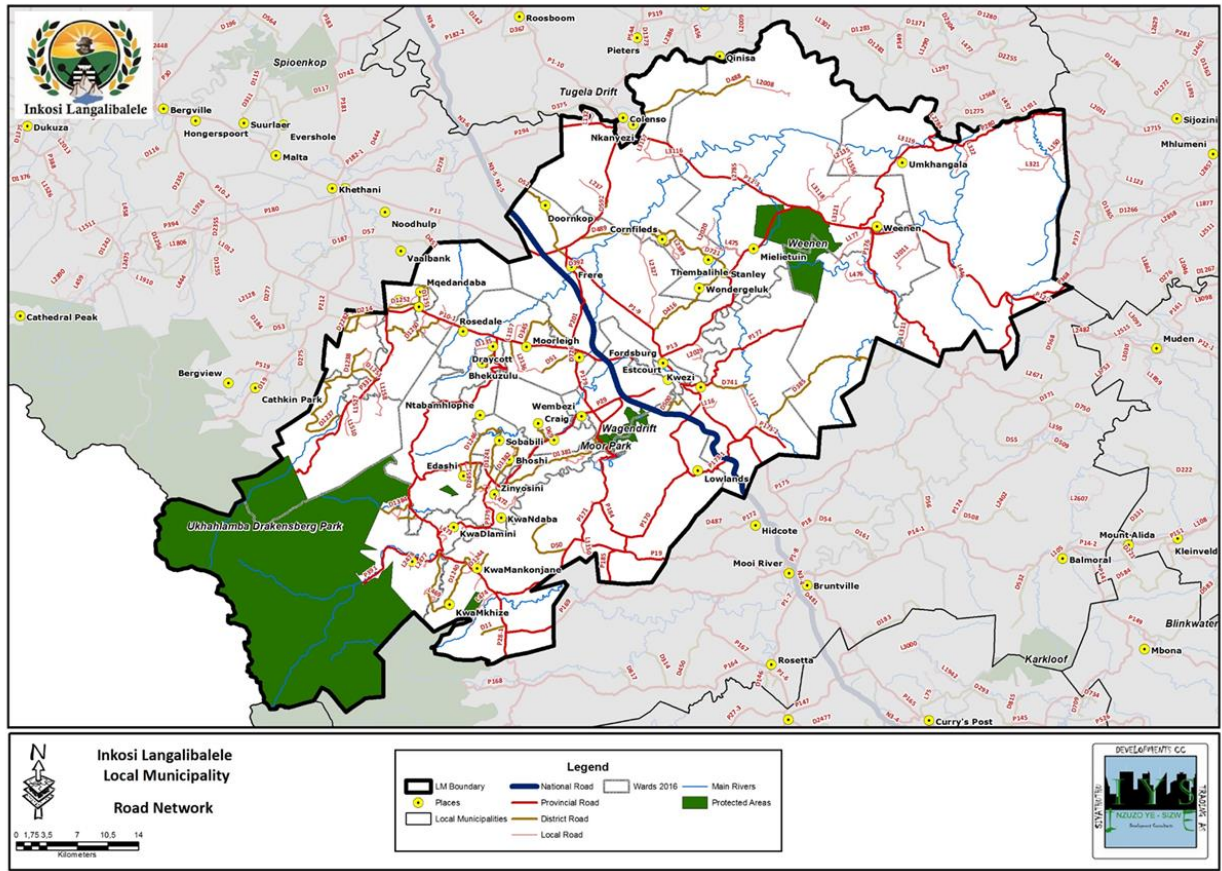
There are Five (5) Cooperatives that are conducting the Recycling Programme at the Estcourt Disposal Facility in partnership with local companies such as Estcourt Waste; Waste Co. (Companies by recyclables from the Cooperatives) (See Image 02). The municipality has also appointed a Service Provider to formalize the Recycling Programme from Separation at Source, Diversion and minimization of disposal at the Landfill Site. ILM has appointed a recycling company in order to formalize recycling as well as integrating waste pickers and recruiting more people to form cooperatives in varies areas. This will assist with waste diversion. The launch of the programme is anticipated to be in July 2022.



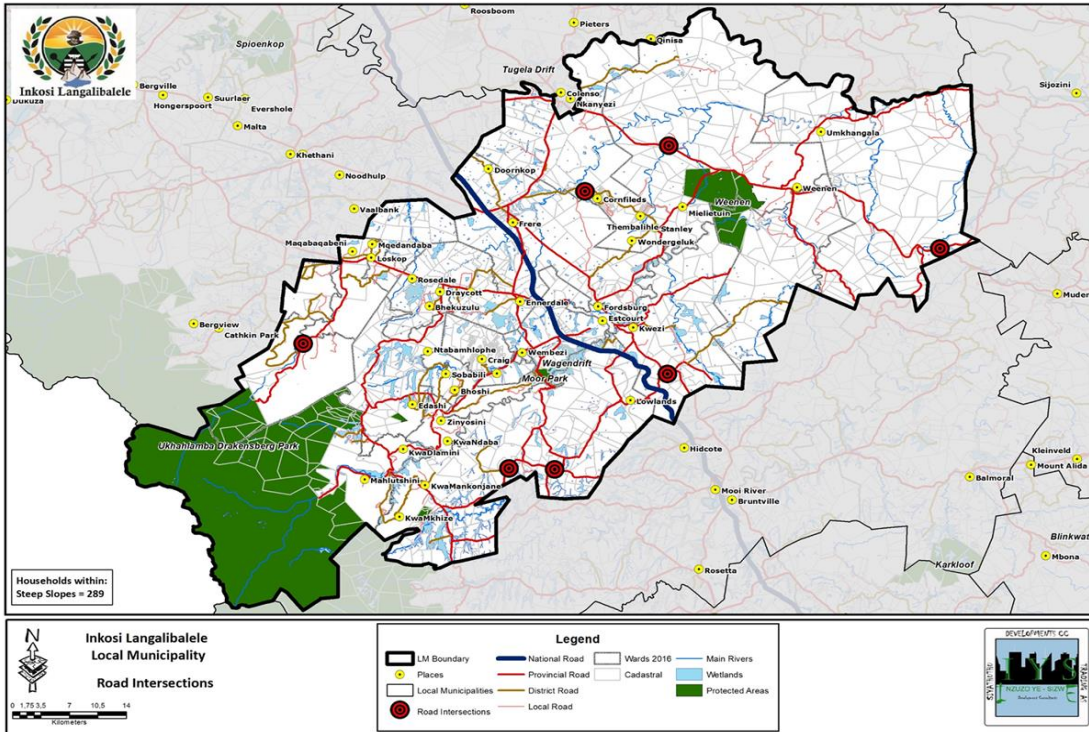
Image: Cooperatives that are recycling at the landfill site (ILM IWMP 2022)

3.5.3. Transportation Infrastructure

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



Map 13: Road Network: source SDF 2021

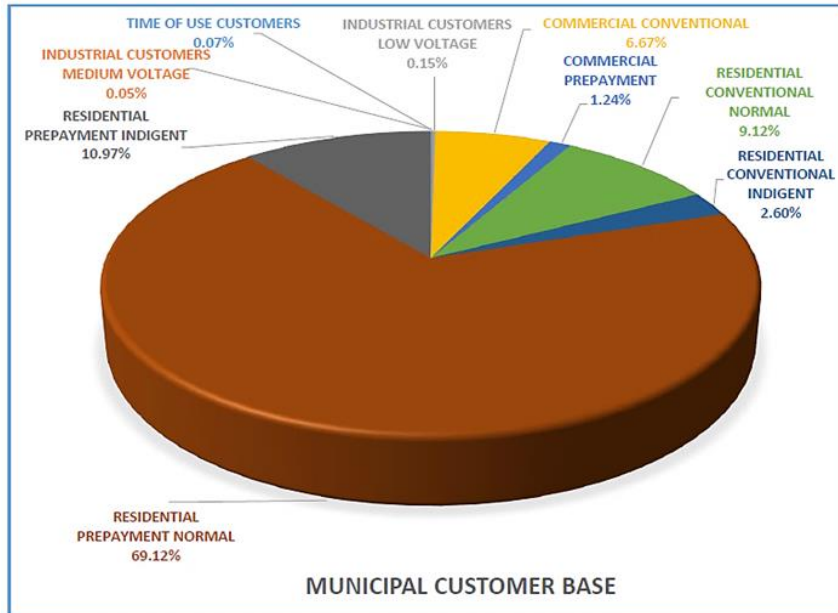


Map 13: Road Intersections: source SDF 2021

3.5.4. Energy

The supply of electricity within ILM is by Eskom and the Inkosi Langalibalele Municipality Electricity Department. The core function of the ILM Electricity Department is to provide quality, cost effective Electricity Supply to its Customers within its licensed area of supply which only includes wards; 8, 9, 10, 17 & 23 which fall under Estcourt & Wembezi. In the separate licensed areas of supply, the number of customers is as follows:

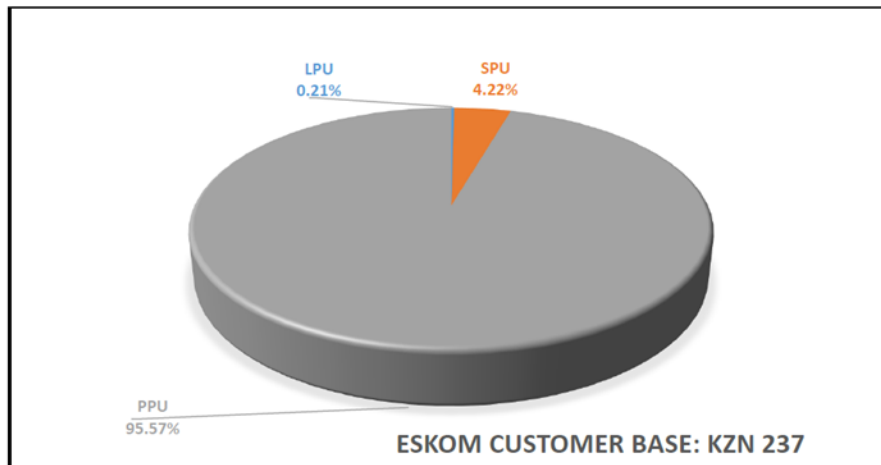
3.5.4.1. Inkosi Langalibalele Municipal Area of Supply



ILLM purchases Bulk Electricity from Eskom at 33 000 Volts and transforms it to 11 000 Volts Wembezi and 6 600 Volts in Estcoort, this is then distributed to the entire customer base. This electricity is sold it to customers as per the National Energy Regulators approval. The customer base is located within the Inkosi Langalibalele Municipality Licensed Area of Supply (Estcourt & Wembezi), which consists of the following:

- Bulk Time of Use Customers;
- Industrial Customers;
- Commercial Customers;
- Residential Customers Normal;

3.5.4.2. Inkosi Langalibalele Eskom Area of Supply



Source: ILM Electricity plan 2020

The Eskom area of supply consists of the following, which equals to 34 610:

- Large Power Users (Industries, Factories) – 71;
 - Prepayment Power Users (U1) – 33 117; and
 - Small Power Users (Conventional Meters) – 1 422.
- 4.4.3. Bulk Electricity Infrastructure

The Electrical Infrastructure consists of the following:

- Main 33 000 Volt Substations: 3
- Distribution Substations: 65
- Miniature Substations: 43
- Kiosks: 73
- Pole Mounted Transformers: 100
- Streetlight Fittings: 3 500
- Main 33 000 Volt Incoming Lines (5 km):

Repairs and Maintenance is based on policy documents in line with Regulatory procedures and safety aspects taking into consideration the SABS, SANS and other legal prescripts for such.

The Main Substations are as follows:

- 33 000 Volts Network (Lines and Pylons)
- Wembezi Substation
- John Erikson Substation 57
- Masonite Substation 39

3.5.4.3. Electricity infrastructure current status

The Reticulation Systems are as follows:

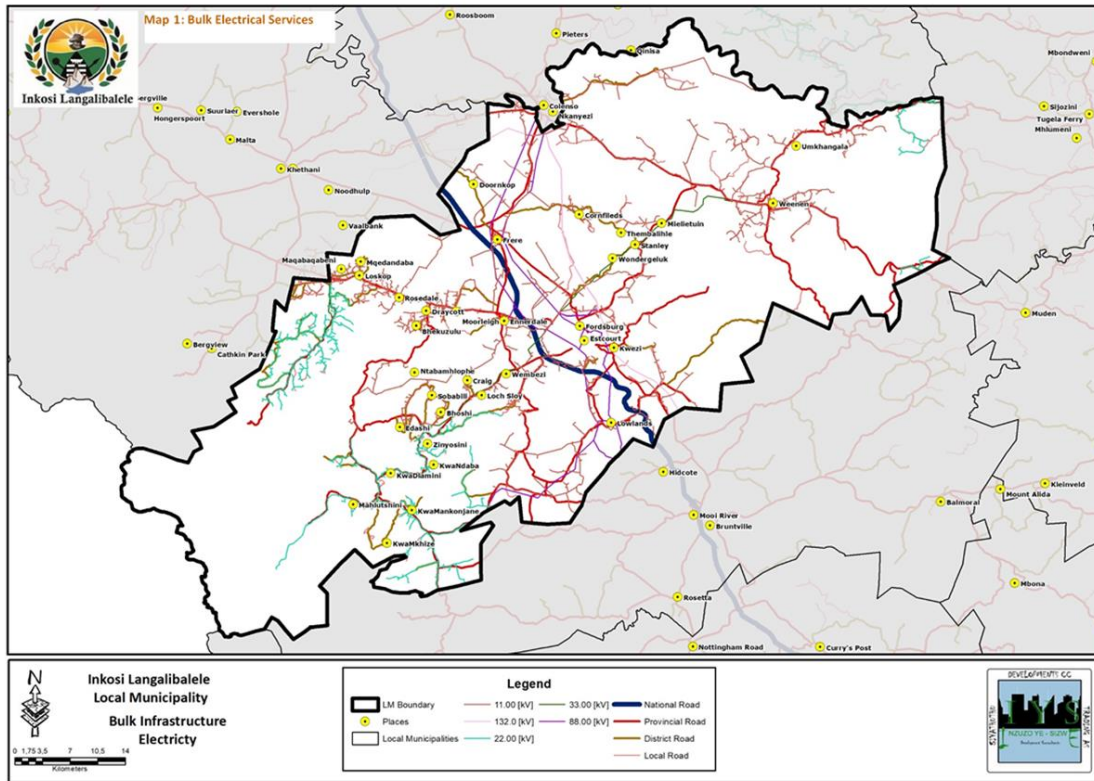
- Distribution Substations
- Miniature Substations
- 6 600 Volt Kiosk
- Pole Mounted Transformers
- Overhead Lines
- Underground Cables
- Street Lighting
- Metering
- Distribution Poles
- Low Voltage Boxes

3.5.4.4. Electricity Challenges

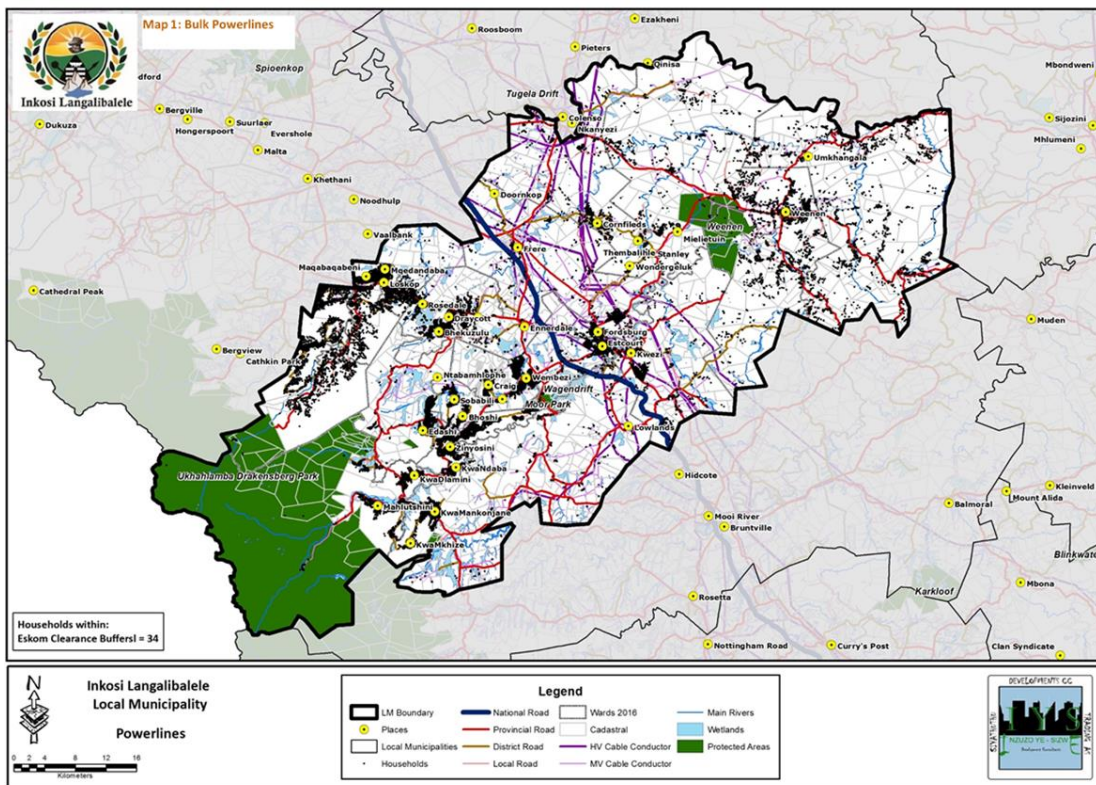
The Inkosi Langalibalele Municipality is divided into Eskom Licensed Area of Supply and the Inkosi Langalibalele Municipality licensed area of supply. Currently all households within the Inkosi Langalibalele Municipality Licensed area of supply are all electrified (100%). Households under Eskom licensed area of supply are 88% completed including infilled.

The Electricity Department has been faced with the following challenges:

- Aging Infrastructures;
- Aging of Poles, Rotting, Rusting, Damage Transmission and Distribution Pole;
- Inconsistent meter readings;
- Bucket Truck in poor condition;
- No Crane Truck;
- Insufficient Tools, Equipment and Materials;
- Insufficient Spare stock;
- No SCADA System;
- No Automatic Meter Revenue System;
- Operating Voltage 6 600 Volts;
- Main Substation 39 cannot switch to 11 000 Volts, Transformers not Dual Ratio; and
- Insufficient Vehicles.



Map 15: Bulk Electricity Services: source SDF 2022



Map 16: Bulk Power lines: source SDF 2022

3.5.5. Access to Community Facilities

3.5.5.1. Cemeteries

Burial sites for family members next to the homesteads are common in rural areas, particularly in tribal areas with predominantly Black African communities, such as also been prevalent in ILLM. Traditional practice has been to bury the head of households within the homestead. This practice relates to the cultural belief in maintaining the links between the living and their late next of kin. It is believed that keeping the spirit close to the home will provide protection to the family, especially if it was a prominent or elderly family member. It also makes the grave to be easily accessible for the performance of certain traditional rituals.

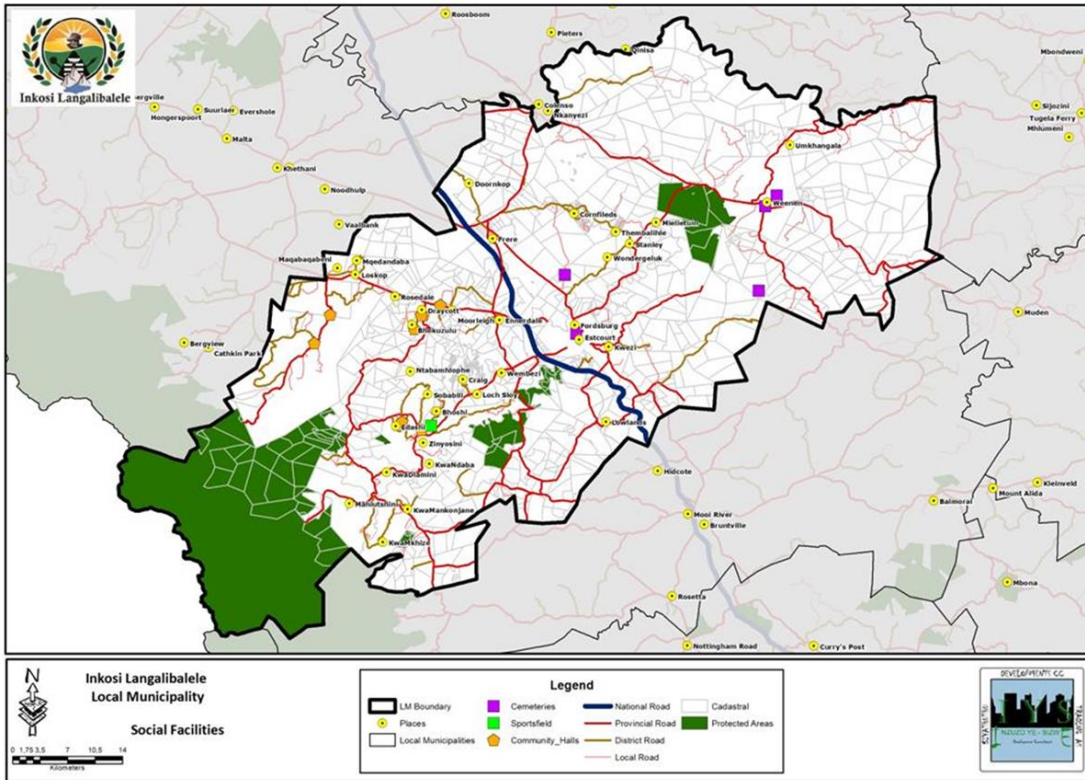
Within Inkosi Langalibalele Municipal Area, is responsible for the establishment and controlling of cemeteries in the area. There are five cemeteries noted within the former Inkosi Langalibalele area. Moreover, ILM IDP has noted that communities were practicing on site burials as a cultural phenomenon, and also that there was a general shortage of burial sites within the Municipal Area. There had been negative impact due to groundwater contamination.

3.5.5.2. Thusong centres and Community Halls

An application of the Kwazulu-Natal Draft Norms and Standards to community halls, requires one hall for 5 000 people within a 30-minute walking time or 1.5km walking distance. This means that the municipality requires a number of 43 community halls. The ILM IDP suggests that community halls should be located in association with public spaces as this will allow for events in one to spill over into the other or provide alternatives in case of weather changes. Community halls should also be associated with other public facilities, such as schools and libraries. The Municipality must place focus on developing such facilities to promote a sense of special place, and eventually becoming a symbolic part of a community. The existing community halls are also being used as crèches. It is not clear on how many these are, but 24 community halls have been renovated and maintained which makes one hall per ward, they are located all around the Municipal Area. The ILM IDP indicates that there are two existing Thusong Centre one is located in Ntabamhlophe and another is located in KwaBhekuzulu.

3.5.5.3. Sports and Recreation Facilities

The application of planning standards indicates that at least one sport complex is required per 50 000 people. This means the municipality requires 4 sport complexes, although only one was noted for the municipality. Furthermore, the ILM IDP (2019: 133) states that there is a need for improving recreational facilities within the Municipal Area. Sports and recreational facilities include sport grounds, sport fields, sports clubs and sport stadiums. In schools, the recreational area can be calculated according to the type of sports to be offered. The spatial distribution on the sports and recreation facilities is not clear due to unavailability of information. Moreover, recreational places where people can walk, picnic or reflect on life are important settlement facilities. Wherever possible, these should take “natural” forms, which do not require maintenance and should be associated with unique natural features such as forests or plantations, hills, rivers and streams.



Map 16: Access to social facilities: source SDF 2022

3.5.6. Human Settlements

The Constitution of the Republic of South Africa introduced the concept of intergovernmental cooperation premised on the need to align the activities of the three spheres of government to enhance delivery. The need for intergovernmental co-operation with regard to housing development finds expression in the Municipal Systems Act that specifies that municipal plans have to be aligned with and compliment the development plans and strategies of other spheres of government. Thus the Department of Housing introduced the Housing Sector Plans to provide a housing focus to Municipal IDPs. This section of the document sets out the background, legislative context to the project, outlines the methodological approach applied to formulate the Housing Sector Plan and further locates the plan within the municipal planning processes.

One of the key and critical experiences of the current government is that citizens are more aware of their constitutional right to housing. This places pressure on the government and related institutions to deliver on their mandates. The volatile demonstrations witnessed pertaining to perceived lack of service delivery has further exacerbated pressure on government not only to deliver services but to ensure that they are

of an acceptable quality. This requires proper planning processes and adequate consultation on the type, nature and form of services undertaken.

In terms of the National Housing Act, every municipality must, as part of its process of integrated development planning take all reasonable and necessary steps to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis by:

- Setting housing delivery goals
- Identifying suitable land for housing development
- Planning, facilitating, initiating and coordinating housing development in its area of jurisdiction.

The Housing Chapter is a summary of the housing planning undertaken by a municipality and should be used together with the IDP. The Housing Chapter is a 5-year plan, which is reviewed annually. Therefore, it is not a comprehensive, stand-alone plan resulting from a separate planning process. This Housing Chapter is fully aligned with the Provincial Human Settlement Master Plan of KZN.

3.5.6.1. Spatial Location of the Housing Need

In terms of housing delivery, the municipality is a housing developer for human settlements through the facilitation of low income housing projects as per the Housing Act 107 of 1997. ILLM has a dedicated housing unit under the department of Development planning. There is an approved housing sector plan that is reviewed annually. The plan is attached as an annexure.

The majority of the population resides in both urban and rural settlements of Weenen, Ntabamhlophe, Loskop, Estcourt and Wembezi. This is informed by the historic growth pattern of the municipality. The three main nodes of Weenen, Ntabamhlophe, Loskop and Estcourt evolved as agricultural service centres. While Wembezi complex on the other hand served the residential area of Wembezi. The municipal population of 215 182 residents distributed across twenty-three municipal wards represents a range of predominantly urban and rural and farming communities and rural settlements. Development intensity and housing need particularly is in the urban areas of Estcourt, Ntabamhlophe, Loskop, Weenen and Wembezi these settlements are located on the major activity routes.

Taking into account the composition of settlements that is, urban population (49.9%) while farmlands and tribal settlements comprise 33% and 16 % respectively. According to the HSP (2019), it is evident that the 35% of traditional huts are in farmlands and communal areas. They are subjected to periodic collapse during the rainy season or windy times. In terms of Section 9 (1) of the National Housing Act the municipality through its planning takes all reasonable and necessary steps to ensure that, conditions that are not conducive to health and safety of its residents are prevented and removed.

It is therefore without doubt that the greatest areas of housing need in the municipality are the farmlands and tribal areas. This correlates to the housing development projects planned by the municipality as the majority of them are in rural settlements (see Table below). The lack of housing development in the rural areas and farm areas can be ascribed to a number of factors, the most important of these being security of tenure on Ingonyama Land and lack of land ownership by farm dwellers.

The project linked subsidy which requires beneficiaries to have outright ownership of the site to which the subsidy relates has been until recently the preferred Housing Subsidy Scheme. As a result, thereof, housing development has taken place in urban areas as all the current housing developments are in urban

settlements. The foreseen challenge in the housing development in farmlands is access to tenure as this land is privately owned.

Consequently, there has been some development on Ingonyama Land and farmlands resulting in less than adequate housing standards. Almost half of the municipal population resides in these areas. The introduction of the Institutional subsidy now provides a mechanism for development on Ingonyama Land which provides the beneficiary with a long term-lease. For farm dwellers access to housing opportunities is reliant on tenure reform.

3.5.6.2. Numerical Extent of Housing Need

In the absence of the housing list the numerical extent of the housing backlog in Inkosi Langalibalele Municipality has been quantified as the sum total of subsidies that the municipality has applied for, juxtaposed with the average household income. The 2011 census claims that 107 545 people in Inkosi Langalibalele Municipality have no income which qualifies them for a full government housing subsidy, whereas 128 276 households earn between R1 and R3 200per month. However, this is no indication that every household that qualifies, will apply for a housing subsidy as they may either be in formal homes or would have been beneficiaries of previous government housing schemes. Section 5.4 provides a picture of quantified number of subsidies the municipality with the population align to.

The poorest households in the municipality add up to 31 575. There are already 2 423 units that have already been provided in the municipality. The figure far exceeds the number of the poorest households particularly if one takes into account the number of opportunities that have already been created. Therefore, it is critical that the municipality determines the extent of backlog to circumvent oversupply of low-income housing stock. While the statistic on housing demand is concerning it can be justified by the following rationale:

- The 2011 census data;
- The municipality has already and is implementing housing projects; and
- Household sizes have decreased since the last census resulting in the formation of smaller households instead.

The backlog is a reflection of the national, provincial and particularly the district trend wherein housing development has focused on the urban and peri-urban areas. In Inkosi Langalibalele Municipality this is further reinforced by historic municipal settlement patterns wherein the population concentration is in urban centres and commercial farmlands.

While Inkosi Langalibalele Municipality has the smallest population in the District the Municipality it has had a high number of subsidy beneficiaries that is more than 3000 taking into account current projects. This is significant considering that household in the municipality that have no income and therefore qualify for a full government subsidy. It is important to note that the estimated backlog is located in rural areas of the municipality. This is justified by the fact that the majority of projects that are currently implemented are in urban centres. Thus, the urban backlog has been considerably reduced. Secondly, the rural settlements have the highest need with housing conditions considered less than adequate.

The Housing Sector Plan constitutes an integral part of the efforts of the Inkosi Langalibalele Municipality's response to its constitutional mandate to create and sustain viable human settlements within their area of jurisdiction. Affordable housing delivery is a crucial element in municipal planning and development. Since housing constitutes the largest spatial footprint it is the single most important structuring element that determines viability, efficiency and equitability of municipal environments.

3.5.7. Telecommunications

Fixed line: The area is generally well provided with fixed line telecommunication.

Cellular: The deeper rural areas do not have reliable cellular reception hence the areas in deep rural areas are experiencing network problems.

3.5.8.

ILM PROJECTS LIST

i) Public Works & Basic Services

| NAME OF PROJECT | DESCRIPTION | TARGET | BUDGET | YEAR |
|--|-------------------------------|--------|-----------------|----------|
| INEP GRABT | Electrification of Eskom Area | | R 22 070 000.00 | FY 22/23 |
| EPHANGWENI SPORT FACILITY WARD 06 (BUDGET ADJUSTMENT) (AFA) MIS 380833 | CONSTRUCTION | 80% | R 9 705 342.12 | FY 21/22 |
| WEENEN-EZITENDENI INSTALLATION OF NEW HIGH MAST | CONSTRUCTION & INSTALATION | 70% | R 3 927 200.61 | FY 21/22 |
| MAVELA SPORT FACILITY WARD 12 | CONSTRUCTION | 20% | R 6 988 213.68 | FY 21/22 |
| MAHLUBI MANGWE COMMUNITY HALL WARD 5 | EVALUATION | - | R 6 260 605.26 | FY 21/22 |
| UPGRADING OF JIKELEZA GRAVEL LINK ROAD WARD 2 | EVALUATION | - | R 10 102 556.49 | FY 21/22 |
| UPGRADING OF WEMBEZI BLACK TOP ROADS WARD 09 | CONSTRUCTION | 31% | R 68 717 031.82 | FY 21/22 |
| REHABILITATION OF BANK ROAD WARD 10 | CONSTRUCTION | 10% | R 15 066 154.04 | FY 21/22 |

| NAME OF PROJECT | DESCRIPTION | TARGET | BUDGET | YEAR |
|--|------------------|--------|--------|----------|
| CONSTRUCION OF NCONJANE COMMUNITY HALL WARD 22 | CONSTRUCTION | 40% | R | FY 21/22 |
| MBABANE GRAVEL ROAD WARD 21 | CONSTRUCTION | 80% | R | FY 21/22 |
| REHABILITATION OF BANK ROAD PHASE 2 WARD10 | TENDER | - | R - | FY 22/23 |
| CONSTRUCTION OF MAHLINZA GRAVEL ROAD WARD | TENDER | - | R | FY 22/23 |
| UPGRADING OF WEMBEZI BLACK TOP PHASE 2 WARD 17 | TENDER | - | R | FY 22/23 |
| CONSTRUCTION OF MQEDANDABA/NKOMOKAZINI HIGH MUST LIGHT WARD 04 | TO BE REGISTERED | - | R | FY 22/23 |
| CONSTRUCTION OF MSHWESHWE GRAVEL ROAD WARD 01 | TO BE REGISTERED | - | R | FY 22/23 |
| CONSTRUCION OF THULUBUKE GRAVEL ROAD WARD 06 | TO BE REGISTERED | - | R | FY 22/23 |
| CONSTRUCTION OF NGONYAMENI COMMUNITY HALL WARD 05 | TO BE REGISTERED | - | R | FY 22/23 |

| NAME OF PROJECT | DESCRIPTION | TARGET | BUDGET | YEAR |
|--|------------------|--------|--------|----------|
| CONSTRUCTION OF LOCHLOY COMMUNITY HALL WARD 15 | TO BE REGISTERED | - | R - | FY 22/23 |
| CONSTRUCTION OF MKWAMFILIJJI GRAVEL ROAD WARD 19 | TENDER | - | R | FY 22/23 |
| CONSTRUCTION OF ESIGODLWENI BLACK-TOP WARD 18 | TENDER | - | R | FY 23/24 |
| CONSTRUCTION OF DUTCH GOODHOME GRAVEL ROAD WARD 07 | TO BE REGISTERED | - | R | FY 23/24 |
| CONSTRUCTION OF NKUNZINI BHEKABEZAYO GRAVEL ROAD WARD 13 | TO BE REGISTERED | - | R | FY 23/24 |
| CONSTRUCTION OF NTUNDA VEHICLE BRIDGE WARD 23 | TO BE REGISTERED | - | R | FY 23/24 |
| CONSTRUCTION OF WEMBEZI B COMMUNITY HALL WARD 08 | TO BE REGISTERED | - | R | FY 24/25 |
| CONSTRUCTION OF MKANJANA COMMUNITY HALL / CRECHE WARD 11 | TO BE REGISTERED | - | R | FY 24/25 |
| CONSTRUCTION OF EMANJOKWENI COMMUNITY HALL/ CRECHE WARD 12 | TO BE REGISTERED | - | R - | FY 24/25 |
| CONSTRUCTION OF EMAHASHINI COMMUNITY HALL WARD 17 | TO BE REGISTERED | - | R | FY 25/26 |

ii) Human Settlement

| Name of project or Programme | Description | Budget | Year |
|------------------------------|------------------------|-----------------|-----------|
| Wembezi A Rectification | Rectification | R85m | 2020-2023 |
| Ephangweni | Stage 2 (Services) | R | 2020-2023 |
| Mhlungwini | Stage 2 (Construction) | R39M – Complete | 2022 - 23 |
| Mimosadale | Stage 3 (Construction) | R55M | 2020-2023 |
| Ngonyameni | Stage 2 (Construction) | R41M | 2020-2023 |
| Myangweni | Stage 2 (Construction) | R41M | 2020-2023 |
| Shayamoya | Stage 2 (Construction) | R66M | 2020-2023 |
| Thembalihle | Stage 1 | R1.4M | 2020-2023 |
| Cornfields B, D & E | Stage 1 | R4.2M | 2020-203 |
| Msobetsheni | Stage 1 | R1.4M | 2020-2023 |

| Name of project or Programme | Description | Budget | Year |
|---|--|--------|-----------|
| Owl & Elephant | Stage 1 | R1.4M | 2018-2023 |
| Bhekabezayo/Dutch | Stage 1 | R6.1M | 2020-2023 |
| Kwavala/Mandabeni | Stage 1 | R6.1M | 2020-2023 |
| Mafakeni/Makhalanyoni | Stage 1 | R6.1M | 2022-2023 |
| Paapkuilsfontein | Stage 1 | R2.8M | 2018-2023 |
| Wembezi A Phase 2 | Stage 1 | R2.8M | 2019-2023 |
| Rensbergdrift | Feasibility | Nil | Nil |
| Wembezi C Phase 3 | Feasibility | Nil | Nil |
| Drycott, Moyeni/Dabe, KwaDlamini, Busane/Horse Shoe, Mngwneya, Tatane | Pipeline projects | Nil | Nil |
| Ikhwezi Hostel, Asbestos, Lochsloy 2, Cornfields A, Thembalihle B and Wembezi Serviced Stands | These projects are administered by the Department. | | |

Housing Rectification Projects

| Project Name | No of Units | 2022/2023 | 2023/2024 | 2024/2025 |
|--|-------------|-----------|-----------|-----------|
| Forderville and Colita – asbestos roofing | 347 | R15M | R20M | R3M |
| Wembezi A Section - approved | 504 | R25M | R26M | R26M |

Relates to the funding required to replace the asbestos roofs at Forderville and Colita. In terms of Wembezi, funding has been approved and the project is proceeding.

iii) PROJECTS FROM STAKEHOLDERS

a) The department of Education



2022/23 PROJECT LIST

| No | EMIS NUMBER | PROJECT NAME | local Municipality | Ward Number | SCOPE OF WORKS | SUB PROGRAMME | INFRASTRUCTURE PROGRAMMES | IMPLEMENTIN G AGENT | PROJECT COST R'000 | ALLOCATION 2022-23 R'000 | ALLOCATION 2023-24 R'000 | ALLOCATION 2024-25 |
|-----|-------------|------------------------------------|--------------------|-------------|---|---|----------------------------------|---------------------|--------------------|--------------------------|--------------------------|--------------------|
| 7 | 500100233 | ABANTUNGWA HIGH SCHOOL | New (KZN237) | 14 | EXISTING SANITATION BLOCKS ARE TO BE DEMOLISHED AND THE EXISTING PITS NEED | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 4,299.593 | R - | R 1,347.083 | R 423.419 |
| 35 | 500101491 | AMAHLUBI SECONDARY SCHOOL | New (KZN237) | 18 | WATER AND SANITATION | WATER AND SANITATION | UPGRADES AND ADDITIONS | KZNDoe | R 3,050.000 | R - | R - | R 500.000 |
| 103 | 500105080 | BAMBE PRIMARY SCHOOL | New (KZN237) | 7 | SEATS, 4 BOYS' TOILET SEATS AND 6 URINAL SPACES, 1M + 2 URINAL TEACHER | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 1,749.092 | R 1,262.500 | R 389.170 | R - |
| 176 | 500108484 | BHEKATHINA HIGH SCHOOL | New (KZN237) | 13 | EXISTING SANITATION BLOCK IS TO BE DEMOLISHED AND THE EXISTING PITS NEED | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,400.000 | R 703.219 | R 302.000 | R 789.219 |
| 191 | 500109224 | BHEKUNDI SECONDARY SCHOOL | New (KZN237) | 9 | EXISTING ABLUTION FACILITIES, 1 TO BE DEMOLISHED AND 3 NEW ABLUTION | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,250.000 | R - | R - | R 269.850 |
| 192 | 500109298 | BHEKUZULU PRIMARY SCHOOL (LAD) | New (KZN237) | 6 | WINDOWS AND DOORS, PLASTERING AND PAINT WORKS, STORMWATER DRAINAGE | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DOPW | R 7,038.000 | R 1,522.650 | R 1,854.324 | R 3,399.036 |
| 193 | 500109298 | BHEKUZULU PRIMARY SCHOOL (LAD) | New (KZN237) | 6 | EXISTING ABLUTION FACILITIES, 1 TO BE RENOVATED, 2 TO BE DEMOLISHED AND 4 | WATER AND SANITATION | UPGRADES AND ADDITIONS | IDT | R 11,200.240 | R - | R 1,320.000 | R 250.000 |
| 207 | 500109927 | BHUNGANE HIGH SCHOOL | New (KZN237) | 12 | STORM DAMAGE | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DBSA | R 8,824.912 | R 905.500 | R - | R - |
| 208 | 500109927 | BHUNGANE HIGH SCHOOL | New (KZN237) | 12 | EXISTING SANITATION BLOCK IS TO BE DEMOLISHED AND THE EXISTING PITS NEED | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 1,344.551 | R - | R 269.837 | R 30.330 |
| 244 | 500111555 | BONOKUHE HIGH SCHOOL | New (KZN237) | 2 | RENOVATIONS, REHABILITATION OR REFURBISHMENTS | RENOVATIONS, REHABILITATION OR REFURBISHMENTS | REFURBISHMENT AND REHABILITATION | DBSA | R 11,957.948 | R - | R 3,161.811 | R 1,208.399 |
| 245 | 500111555 | BONOKUHE HIGH SCHOOL | New (KZN237) | 2 | 4 BOYS' TOILET SEATS AND 4 URINAL SPACES, 1M +2URINAL + 2F TEACHER | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 1,795.036 | R 687.000 | R 395.373 | R 192.944 |
| 315 | 500115070 | CECILIA PRIMARY SCHOOL | New (KZN237) | 22 | UPGRADES AND ADDITIONS | UPGRADES AND ADDITIONS | UPGRADES AND ADDITIONS | DOPW | R 11,900.727 | R 160.674 | R - | R - |
| 324 | 500324453 | CELUKUPHIWA PRIMARY SCHOOL | New (KZN237) | 23 | EXISTING TOILET BLOCKS REQUIRE CORRECTIVE CONSTRUCTION WORK TO FACILITIES AND REPAIRS TO EXISTING VIP TOILETS | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,000.000 | R 703.219 | R 302.000 | R 223.026 |
| 341 | 500116439 | CHIEVELEY ISLAMIC PRIMARY | New (KZN237) | 19 | CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 1,819.802 | R 687.000 | R 276.082 | R 197.174 |
| 342 | 500303918 | CHOTHWANE PRIMARY SCHOOL | New (KZN237) | 2 | CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS | EARLY CHILDHOOD DEVELOPMENT | UPGRADES AND ADDITIONS | COEGA | R 10,762.128 | R - | R 1,777.500 | R 688.929 |
| 343 | 500303918 | CHOTHWANE PRIMARY SCHOOL | New (KZN237) | 2 | EXISTING SANITATION BLOCKS ARE TO BE DEMOLISHED AND THE EXISTING PITS NEED | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 3,887.911 | R 1,000.000 | R - | R - |
| 385 | 500303881 | DALTON BRIDGE PRIMARY SCHOOL | New (KZN237) | 11 | STORM DAMAGED SCHOOLS PHASE 14 | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DOPW | R 2,242.185 | R 810.507 | R - | R 559.090 |
| 538 | 500126910 | EDILINI PRIMARY SCHOOL | New (KZN237) | 7 | 2 BOYS' TOILET SEATS AND 4 URINAL SPACES, 1M +1URIAL TEACHER TOILET | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 4,377.883 | R 168.625 | R - | R - |
| 608 | 500130240 | EMADOLBHENI PRIMARY SCHOOL | New (KZN237) | 1 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 4,357.181 | R 634.000 | R 102.000 | R - |
| 619 | 500130647 | EMAHHASHINI PRIMARY SCHOOL | New (KZN237) | 17 | STORM DAMAGE | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DBSA | R 7,394.665 | R 3,597.000 | R - | R - |
| 632 | 500131202 | EMANGWENI PRIMARY SCHOOL | New (KZN237) | 2 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 2,155.785 | R - | R 495.904 | R 228.710 |
| 633 | 500131239 | EMANJOKWENI PRIMARY SCHOOL | New (KZN237) | 12 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 6,366.846 | R 703.219 | R 302.000 | R 316.689 |
| 671 | 500132793 | EMHLUNGWINI PRIMARY SCHOOL | New (KZN237) | 13 | REPAIRS AND RENOVATIONS OF EXISTING ABLUTION/S, PROVISION FOR NEW WATER | WATER AND SANITATION | UPGRADES AND ADDITIONS | IDT | R 1,150.000 | R 243.125 | R - | R - |
| 764 | 500136937 | ENHLANGANISWENI PRIMARY SCHOOL | New (KZN237) | 12 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 3,972.318 | R 819.000 | R 102.000 | R 2,738.836 |
| 765 | 500340067 | ENHLANGWINI INTERMEDIATE SCHOOL | New (KZN237) | 22 | CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS | EARLY CHILDHOOD DEVELOPMENT | UPGRADES AND ADDITIONS | COEGA | R 10,762.128 | R - | R 3,638.700 | R 1,365.900 |
| 787 | 500340178 | ENKOMOKAZINI TECHNICAL HIGH SCHOOL | New (KZN237) | 4 | STORM DAMAGED PHASE 17 | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DBSA | R 5,504.096 | R 4,622.000 | R - | R - |

| No | EMIS NUMBER | PROJECT NAME | LOCAL MUNICIPALITY | Ward Number | SCOPE OF WORKS | SUB PROGRAMME | INFRASTRUCTURE PROGRAMMES | IMPLEMENTING AGENT | TOTAL PROJECT COST R'000 | ALLOCATION 2022-23 R'000 | ALLOCATION 2023-24 R'000 | ALLOCATION 2024-25 R'001 |
|------|-------------|------------------------------------|----------------------|-------------|--|---------------------------------|----------------------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 788 | 500340178 | ENKOMOKAZINI TECHNICAL HIGH SCHOOL | INKOSI LANGALIBALELE | 4 | STORM DAMAGED | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DOPW | R 2,030.213 | R 261.750 | R - | R - |
| 824 | 500139453 | EQHWENI INTERMEDIATE SCHOOL | INKOSI LANGALIBALELE | 1 | 6 TOILETS, 3 ECD CLASSROOMS, 01 JUNGLE JIM AND FENCING | EARLY CHILDHOOD DEVELOPMENT | UPGRADES AND ADDITIONS | COEGA | R 3,948.075 | R 284.000 | R - | R - |
| 872 | 500141710 | ESTCOURT HIGH SCHOOL (MARTIN) | INKOSI LANGALIBALELE | 17 | REPAIRS AND RENOVATIONS | RENOVATIONS, REHABILITATION OF | REFURBISHMENT AND REHABILITATION | DOPW | R 3,000.000 | R - | R 706.548 | R 315.350 |
| 873 | 500141784 | ESTCOURT PRIMARY SCHOOL | INKOSI LANGALIBALELE | 10 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 5,522.396 | R - | R 1,498.992 | R 501.972 |
| 945 | 500144633 | FERDINAND PRIMARY SCHOOL | INKOSI LANGALIBALELE | 21 | ADMIN BLOCK; 10 X STANDARD CLASSROOM; | LEARNERS WITH SPECIAL EDUCATION | UPGRADES AND ADDITIONS | KZNDOE | R 15,776.000 | R - | R 134.400 | R 2,015.538 |
| 952 | 500145077 | FLORENCE BOOTH INTERMEDIATE SCHOOL | INKOSI LANGALIBALELE | 22 | STORM DAMAGED SCHOOLS PHASE 14 | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DOPW | R 4,017.789 | R 1,220.105 | R - | R 2,662.589 |
| 953 | 500145077 | FLORENCE BOOTH INTERMEDIATE SCHOOL | INKOSI LANGALIBALELE | 22 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 4,130.449 | R - | R 967.000 | R 1,250.789 |
| 978 | 500146002 | FUNDULWAZI SENIOR PRIMARY SCHOOL | INKOSI LANGALIBALELE | 16 | 1 BOYS' TOILET SEATS AND 1 URINAL SPACES, 1M + 1URINAL TEACHER TOILET | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 1,313.564 | R 424.628 | R 245.304 | R 139.553 |
| 1031 | 500322159 | GEZA PRIMARY SCHOOL | INKOSI LANGALIBALELE | 5 | REPAIRS AND RENOVATIONS | RENOVATIONS, REHABILITATION OF | REFURBISHMENT AND REHABILITATION | COEGA | R 5,200.000 | R - | R 1,351.200 | R 549.829 |
| 1069 | 500445887 | GOODHOME SECONDARY SCHOOL | INKOSI LANGALIBALELE | 7 | CHEMICAL TOILETS: CONSTRUCTION OF PERMANENT STRUCTURES | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,400.000 | R - | R 475.500 | R 203.500 |
| 1122 | 500154549 | HEAVYTREE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 18 | UPGRADES AND ADDITIONS | UPGRADES AND ADDITIONS | UPGRADES AND ADDITIONS | DOPW | R 18,000.000 | R - | R 3,889.549 | R 2,011.798 |
| 1142 | 500303955 | HLABANE HIGH SCHOOL | INKOSI LANGALIBALELE | 1 | INCLUDING LABORATORIES AND SPECIALIST ROOMS, 1 MEDIA CENTRE, 1 | UPGRADES AND ADDITIONS | UPGRADES AND ADDITIONS | DOPW | R 12,500.000 | R - | R 2,338.549 | R 868.378 |
| 1143 | 500303955 | HLABANE HIGH SCHOOL | INKOSI LANGALIBALELE | 1 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,794.637 | R 197.875 | R - | R - |
| 1158 | 500156547 | HLATHIKHULU HIGH SCHOOL | INKOSI LANGALIBALELE | 11 | EXISTING ABLUTION FACILITIES, 5 TO BE DEMOLISHED AND 4 NEW ABLUTION | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 5,729.039 | R - | R 2,737.694 | R 281.495 |
| 1197 | 500158582 | HORSESHOE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 22 | EXISTING ABLUTION FACILITIES, 1 TO BE RENOVATED, 1 TO BE DEMOLISHED AND 3 | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 4,033.381 | R - | R 500.000 | R 2,486.080 |
| 1296 | 500162874 | INDULWANA PRIMARY SCHOOL | INKOSI LANGALIBALELE | 19 | 2 BOYS' TOILET SEATS AND 4 URINAL SPACES, 1M +1URINAL TEACHER TOILET | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 2,519.414 | R 469.330 | R 566.745 | R 260.772 |
| 1340 | 500211529 | INKOSI MIWAYELI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 2 | STORM DAMAGE REPAIRS | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DOPW | R 5,400.168 | R 1,222.000 | R - | R - |
| 1341 | 500211529 | INKOSI MIWAYELI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 2 | STORM DAMAGE | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DBSA | R 10,394.078 | R 255.500 | R - | R - |
| 1342 | 500211529 | INKOSI MIWAYELI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 2 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 4,491.394 | R 687.000 | R 470.000 | R - |
| 1345 | 500334591 | INKOSI UTATAZELA SECONDARY SCHOOL | INKOSI LANGALIBALELE | 6 | DAMAGE TO CARPORT | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DOPW | R 7,094.000 | R 659.590 | R 2,065.103 | R 717.368 |
| 1346 | 500334591 | INKOSI UTATAZELA SECONDARY SCHOOL | INKOSI LANGALIBALELE | 6 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,500.000 | R - | R - | R 355.577 |
| 1366 | 500165797 | INSONGE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 11 | 2 BOYS' TOILET SEATS AND 4 URINAL SPACES, 1M +1URINAL TEACHER TOILET | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 1,568.482 | R 567.000 | R 313.257 | R 163.729 |
| 1602 | 500442964 | KHULANGOLWAZI HIGH SCHOOL | INKOSI LANGALIBALELE | 12 | EXISTING ABLUTION FACILITIES, 3 TO BE DEMOLISHED AND 3 NEW ABLUTION | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 1,329.812 | R - | R 249.635 | R 141.094 |
| 1646 | 500177193 | KOPLEEGETE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 20 | REQUIRED CONSTRUCTION WORK INCLUDES THE CONSTRUCTION OF NEW | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 3,532.710 | R - | R 928.946 | R 327.265 |
| 1678 | 500179228 | KWADLAMINI HIGH SCHOOL | INKOSI LANGALIBALELE | 12 | GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 2,661.391 | R 168.625 | R - | R - |
| 1808 | 500400673 | KWENZOKUHLE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 22 | EXISTING SANITATION BLOCKS ARE TO BE DEMOLISHED AND THE EXISTING PITS NEED | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,300.000 | R 703.219 | R 302.000 | R 633.470 |
| 1910 | 500188552 | LUKAZI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 3 | EXISTING SANITATION BLOCKS ARE TO BE DEMOLISHED AND THE EXISTING PITS NEED | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,300.000 | R 703.219 | R 302.000 | R 482.718 |
| 1925 | 500189366 | LYNDHURST PRIMARY SCHOOL | INKOSI LANGALIBALELE | 11 | 4 BOYS' TOILET SEATS AND 4 URINAL SPACES, 1M + 2URINAL + 2F TEACHER | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 4,045.304 | R 1,000.000 | R - | R - |
| 1935 | 500189847 | MABASO PRIMARY SCHOOL | INKOSI LANGALIBALELE | 16 | GIRLS, 1 DISABLED,STAFF 1M, 2 URINALS AND 1F TOILET BLOCK + GRADE R: 5 SEATS | WATER AND SANITATION | UPGRADES AND ADDITIONS | IDT | R 1,150.000 | R 244.500 | R - | R - |

| No | EMIS NUMBER | PROJECT NAME | LOCAL MUNICIPALITY | Ward Number | SCOPE OF WORKS | SUB PROGRAMME | INFRASTRUCTURE PROGRAMMES | IMPLEMENTING AGENT | TOTAL PROJECT COST R'000 | ALLOCATION 2022-23 R'000 | ALLOCATION 2023-24 R'000 | ALLOCATION 2024-25 R'001 |
|------|-------------|-----------------------------------|----------------------|-------------|--|-----------------------------|----------------------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 2032 | 500193621 | MAHLUBIMANGWE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 5 | REQUIRED CONSTRUCTION WORK INCLUDES: | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 3,019.392 | R 197.875 | R - | R - |
| 2230 | 500444999 | MASIBONGE JUNIOR SECONDARY SCHOOL | INKOSI LANGALIBALELE | 22 | NEW SCHOOL | NEW SCHOOL | NEW /REPLACEMENT INFRASTRUCTURE | KZNDoe | R 5,528.000 | R - | R 993.528 | R 647.782 |
| 2254 | 500201539 | MATHAMO PRIMARY SCHOOL | INKOSI LANGALIBALELE | 14 | INFRASTRUCTURE TO MEET THE DBE NORMS AND STANDARDS | UPGRADES AND ADDITIONS | UPGRADES AND ADDITIONS | DBSA | R 25,875.000 | R - | R 6,507.650 | R 2,766.764 |
| 2255 | 500201539 | MATHAMO PRIMARY SCHOOL | INKOSI LANGALIBALELE | 14 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 4,114.508 | R 604.060 | R 102.000 | R 2,244.627 |
| 2513 | 500210715 | MHUBHENI HIGH SCHOOL | INKOSI LANGALIBALELE | 16 | STORM DAMAGE REPAIRS | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DOPW | R 2,433.914 | R 169.875 | R - | R - |
| 2514 | 500210715 | MHUBHENI HIGH SCHOOL | INKOSI LANGALIBALELE | 16 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,976.439 | R 772.000 | R - | R - |
| 2541 | 500211825 | MKHIZE INTERMEDIATE SCHOOL | INKOSI LANGALIBALELE | 11 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 5,974.615 | R - | R 1,058.066 | R 676.452 |
| 2547 | 500212010 | MKHOLOMBE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 21 | WATER AND SANITATION | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,276.000 | R 138.000 | R - | R - |
| 2620 | 500215081 | MORNING STAR INTERMEDIATE SCHOOL | INKOSI LANGALIBALELE | 20 | STORM DAMAGE TO SCHOOL | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DBSA | R 1,600.000 | R - | R 137.100 | R 208.986 |
| 2621 | 500215081 | MORNING STAR INTERMEDIATE SCHOOL | INKOSI LANGALIBALELE | 20 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,261.402 | R 519.000 | R 102.000 | R - |
| 2724 | 500340141 | MTHANIYA COMBINED SCHOOL | INKOSI LANGALIBALELE | 21 | CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS | EARLY CHILDHOOD DEVELOPMENT | UPGRADES AND ADDITIONS | COEGA | R 3,300.000 | R - | R 846.900 | R 350.443 |
| 2725 | 500340141 | MTHANIYA COMBINED SCHOOL | INKOSI LANGALIBALELE | 21 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | KZNDoe | R 7,315.164 | R - | R 1,327.719 | R 848.206 |
| 2736 | 500445924 | MTHIYANE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 13 | UPGRADE AND ADDITIONS | UPGRADES AND ADDITIONS | UPGRADES AND ADDITIONS | COEGA | R 1,900.000 | R 2,526.000 | R - | R 222.547 |
| 2865 | 500223628 | NCIBIDWANE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 12 | STORM DAMAGE TO 1 CLASSROOM | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DOPW | R 2,127.924 | R 150.405 | R - | R - |
| 2866 | 500223628 | NCIBIDWANE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 12 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 3,587.057 | R - | R 446.217 | R 399.224 |
| 2878 | 500445073 | NCUNJANA PRIMARY SCHOOL | INKOSI LANGALIBALELE | 22 | MULTIPURPOSE, LABORATORIES AND SPECIALIST ROOMS, 1 MEDIA CENTRES, 1 | NEW SCHOOL | NEW /REPLACEMENT INFRASTRUCTURE | COEGA | R 20,872.000 | R - | R 4,013.364 | R 2,408.377 |
| 2879 | 500445073 | NCUNJANA PRIMARY SCHOOL | INKOSI LANGALIBALELE | 22 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 1,458.234 | R - | R - | R 202.468 |
| 2981 | 500227994 | NGIBONGELENI HIGH SCHOOL | INKOSI LANGALIBALELE | 4 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 5,979.952 | R - | R 1,454.146 | R 207.735 |
| 3050 | 500340437 | NHLAWE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 22 | CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS | EARLY CHILDHOOD DEVELOPMENT | UPGRADES AND ADDITIONS | COEGA | R 10,762.128 | R - | R 846.900 | R 350.443 |
| 3051 | 500340437 | NHLAWE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 22 | 2 BOYS' TOILET SEATS AND 4 URINAL SPACES, 1M +1URIAL TEACHER TOILET | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 2,406.865 | R 455.824 | R 565.349 | R 253.416 |
| 3076 | 500303992 | NJEZA SECONDARY SCHOOL | INKOSI LANGALIBALELE | 3 | INFRASTRUCTURE TO MEET THE DBE NORMS AND STANDARDS | UPGRADES AND ADDITIONS | UPGRADES AND ADDITIONS | DBSA | R 22,827.500 | R - | R 5,648.255 | R 2,454.178 |
| 3094 | 500231768 | NKASENI INTERMEDIATE SCHOOL | INKOSI LANGALIBALELE | 22 | 2 ECD CLASSROOMS | EARLY CHILDHOOD DEVELOPMENT | UPGRADES AND ADDITIONS | DBSA | R 1,720.500 | R 783.000 | R 102.000 | R 2,173.000 |
| 3095 | 500231768 | NKASENI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 22 | WATER AND SANITATION | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 2,276.000 | R 138.000 | R - | R - |
| 3284 | 500238835 | NTABAMHLOPHE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 12 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 7,836.928 | R - | R 1,940.360 | R 226.401 |
| 3505 | 500247826 | PHASIWE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 4 | CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS | EARLY CHILDHOOD DEVELOPMENT | UPGRADES AND ADDITIONS | COEGA | R 13,200.000 | R - | R 3,638.700 | R 1,365.900 |
| 3506 | 500247826 | PHASIWE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 4 | REQUIRED CONSTRUCTION WORK INCLUDES THE DEMOLITION OF THE | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 4,062.218 | R 348.984 | R 958.875 | R - |
| 3541 | 500249676 | PHUMALANGA PRIMARY SCHOOL | INKOSI LANGALIBALELE | 5 | GIRLS, 1 DISABLED AND STAFF 1M, 2 URINALS, 2F TOILET BLOCK | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 1,150.000 | R 135.375 | R - | R - |
| 3547 | 500249824 | PHUMELELANI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 6 | CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS | EARLY CHILDHOOD DEVELOPMENT | UPGRADES AND ADDITIONS | COEGA | R 10,762.128 | R - | R 3,638.700 | R 1,365.900 |
| 3548 | 500249824 | PHUMELELANI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 6 | EXISTING SANITATION BLOCK IS TO BE DEMOLISHED AND THE EXISTING PITS NEED | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 4,121.373 | R - | R 412.698 | R 414.437 |

| No | EMIS NUMBER | PROJECT NAME | LOCAL MUNICIPALITY | Ward Number | SCOPE OF WORKS | SUB PROGRAMME | INFRASTRUCTURE PROGRAMMES | IMPLEMENTING AGENT | TOTAL PROJECT COST R'000 | ALLOCATION 2022-23 R'000 | ALLOCATION 2023-24 R'000 | ALLOCATION 2024-25 R'001 |
|------|-------------|---------------------------------|----------------------|-------------|--|-----------------------------|----------------------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 3558 | 500444962 | PHUTHINI SECONDARY SCHOOL | INKOSI LANGALIBALELE | 3 | MULTIPURPOSE CLASSROOMS INCLUDING LABORATORIES AND SPECIALIST ROOMS, | UPGRADES AND ADDITIONS | UPGRADES AND ADDITIONS | IDT | R 27,848.000 | R 2,348.000 | R 5,801.900 | R 3,222.717 |
| 3565 | 500250675 | PISGAH PRIMARY SCHOOL | INKOSI LANGALIBALELE | 13 | STORM DAMAGED SCHOOLS PHASE 14 | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DOPW | R 3,285.452 | R 538.500 | R - | R - |
| 3566 | 500250675 | PISGAH PRIMARY SCHOOL | INKOSI LANGALIBALELE | 13 | EXISTING SANITATION BLOCKS ARE TO BE DEMOLISHED AND THE EXISTING PITS NEED | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 3,064.211 | R 704.000 | R 102.000 | R - |
| 3678 | 500255929 | RIVERDALE INTERMEDIATE SCHOOL | INKOSI LANGALIBALELE | 18 | EXISTING TOILET BLOCKS REQUIRE CORRECTIVE CONSTRUCTION WORK TO | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 1,150.000 | R - | R - | R 135.487 |
| 3679 | 500256003 | RIVERSBEND PRIMARY SCHOOL | INKOSI LANGALIBALELE | 23 | 2 BOYS' TOILET SEATS AND 2 URINAL SPACES, 1M + 1URIAL + 1F TEACHER TOILET | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA/SAFE | R 484.828 | R - | R 102.000 | R - |
| 3705 | 500257520 | SAKHILE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 16 | EXISTING SANITATION BLOCKS ARE TO BE DEMOLISHED AND THE EXISTING PITS NEED | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 6,366.846 | R - | R 975.000 | R 702.977 |
| 3784 | 500414881 | SHAYAMOYA PRIMARY SCHOOL | INKOSI LANGALIBALELE | 16 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 3,855.156 | R - | R 464.391 | R 436.317 |
| 3949 | 500267621 | SIPHIWESAMANGWE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 3 | GIRLS, 1 DISABLED AND STAFF 1M, 2 | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 1,150.000 | R 135.375 | R - | R - |
| 3950 | 500267658 | SIPHOKUHLE HIGH SCHOOL | INKOSI LANGALIBALELE | 16 | UPGRADE AND ADDITIONS | UPGRADES AND ADDITIONS | UPGRADES AND ADDITIONS | DBSA | R 9,842.643 | R 187.136 | R - | R - |
| 3951 | 500267658 | SIPHOKUHLE SECONDARY SCHOOL | INKOSI LANGALIBALELE | 16 | WATER AND SANITATION | WATER AND SANITATION | UPGRADES AND ADDITIONS | IDT | R 2,276.000 | R 218.514 | R - | R - |
| 3960 | 500334554 | SIQALOKUSHA PRIMARY SCHOOL | INKOSI LANGALIBALELE | 14 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 1,250.009 | R - | R 244.205 | R 139.162 |
| 4050 | 500271321 | SIZATHINA HIGH SCHOOL | INKOSI LANGALIBALELE | 2 | 1 BOYS' TOILET SEATS AND 1 URINAL SPACES, 1M + 1URINAL TEACHER TOILET | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 3,952.029 | R 641.244 | R 998.722 | R 407.598 |
| 4169 | 500278092 | STOCKTON PRIMARY SCHOOL | INKOSI LANGALIBALELE | 11 | 2 BOYS' TOILET SEATS AND 2 URINAL SPACES, 1M + 1URINAL + 1F TEACHER | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 959.113 | R 517.000 | R 154.561 | R 111.465 |
| 4205 | 500340474 | THANDANANI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 20 | FACILITIES AND ABLUTIONS | EARLY CHILDHOOD DEVELOPMENT | UPGRADES AND ADDITIONS | COEGA | R 10,762.128 | R - | R 846.900 | R 350.443 |
| 4206 | 500340474 | THANDANANI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 20 | STORM DAMAGE TO 1 CLASSROOM | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DOPW | R 1,049.622 | R 92.750 | R - | R - |
| 4252 | 500281903 | THIBANI INTERMEDIATE SCHOOL | INKOSI LANGALIBALELE | 11 | GIRLS, 1 DISABLED,STAFF 1M, 2 URINALS | WATER AND SANITATION | UPGRADES AND ADDITIONS | IDT | R 1,150.000 | R 166.253 | R - | R - |
| 4287 | 500304029 | THUBELISHA HIGH SCHOOL (INJESU) | INKOSI LANGALIBALELE | 1 | TOILETS | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 1,150.000 | R 162.573 | R - | R - |
| 4463 | 500290376 | USIZOLWETHU PRIMARY SCHOOL | INKOSI LANGALIBALELE | 3 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DOPW | R 8,853.893 | R - | R 1,695.471 | R 177.867 |
| 4536 | 500293521 | VULEKANI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 11 | STORM DAMAGED PHASE 19 | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | KZNDoe | R 1,600.000 | R - | R 137.100 | R 208.986 |
| 4566 | 500295038 | WEENEN PRIMARY SCHOOL | INKOSI LANGALIBALELE | 20 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | KZNDoe | R 2,400.000 | R - | R 618.304 | R 254.528 |
| 4638 | 500299108 | ZAMUKWAZI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 11 | CONSTRUCTION OF 8 GIRLS' TOILET SEATS, 4 BOYS' TOILET SEATS AND 4 URINAL | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 984.091 | R 697.000 | R 160.772 | R 113.775 |
| 4639 | 500299108 | ZAMUKWAZI PRIMARY SCHOOL | INKOSI LANGALIBALELE | 11 | STORM DAMAGE | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | KZNDoe | R 4,250.000 | R - | R 250.000 | R 571.429 |
| 4670 | 500442927 | ZIMELE PRIMARY SCHOOL | INKOSI LANGALIBALELE | 7 | CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK, | WATER AND SANITATION | UPGRADES AND ADDITIONS | DBSA | R 2,400.000 | R - | R 582.750 | R 259.607 |
| 4700 | 500301513 | ZUZIMFUNDO PRIMARY SCHOOL | INKOSI LANGALIBALELE | 2 | STORM DAMAGED SCHOOLS PHASE 14 | STORM DAMAGE | REFURBISHMENT AND REHABILITATION | DOPW | R 4,725.592 | R 1,390.166 | R - | R 375.726 |

List of projects received from The department of Education

b) Department of Transport Projects
2021/2022

| Road no. | Activity | Location | Quantity (km) | Ward No. | Status | Budget |
|----------------------------|--------------|---------------------------------------|---------------|--------------|--------------|---------------|
| L471 & L2394 | Regravelling | Thembalihle, Magonsi | 5,0 | Ward 5,19 | Tender phase | R2 200 000,00 |
| L2785 & L1347 | Regravelling | Nhlawe, Kwavumbu | 6,0 | Ward 20 & 22 | Aadvertised | R3 650 000,00 |
| D1241,D1382, L1841 & D2451 | Regravelling | Kwasobabili, Emdwebu, Bambe P, Ebushi | 8,0 | Ward 7,14,16 | Awarded | R4 000 000,00 |
| P379 & L1133 | Regravelling | KwaDlamini, Emkhalanyoni | 6,7 | Ward 12/13 | Awarded | R4 000 000,00 |
| D51 & D52 | Regravelling | Frere | 14,0 | Ward 18 | Awarded | R5 650 000,00 |
| L150 & P281 | Regravelling | Ncunjane, Weneen | 12,5 | Ward 22 | Aadvertised | R5 950 000,00 |
| D1240 | Regravelling | Emahindeneni | 14,5 | Ward 12 | 100 % | R8 155 826,91 |

| Road no. | Activity | Location | Quantity (km) | Ward No. | Status | Budget |
|-------------|----------------------------|-----------|---------------|----------|---------------|---------------|
| P12-2 | Blacktop Patching | Weneen | 2 016,0 | Ward 22 | Tender Phase | R2 800 000,00 |
| P19 | Blacktop Patching | Estcourt | 2 560,0 | Ward 11 | Awarded | R3 500 000,00 |
| P28 | Blacktop Patching | Estcourt | 3 048,0 | Ward 6 | Aadvertised | R4 000 000,00 |
| P29 | Blacktop Patching | Estcourt | 3 125,0 | Ward 7 | Pre - Tender | R3 500 000,00 |
| D1382 | Blacktop Patching | Mdwebu | 269 | Ward 14 | 100% complete | R499 610,37 |
| D214 | Blacktop Patching | Injisuthi | 269 | Ward 2 | 100% complete | R499 610,32 |
| P1-9 | Blacktop Patching | Frere | 431 | Ward 18 | 100% complete | R499 652,16 |
| Various | Sign Repairs | Weneen | 250 | Various | Awarded | R500 000,00 |
| P12-3 & P29 | Sign Repairs | Estcourt | 250 | Various | 100 % | R226 573,00 |
| P29 | Installation of Road studs | Estcourt | 3754 | Various | 100% Complete | R498 361,92 |

| Road no. | Activity | Location | Quantity (km) | Ward No. | Status | Budget |
|----------|---------------------------|-------------|---------------|----------|--------------|---------------|
| P28 | Construction of Sidewalks | Estcourt | 4,5 | Various | Pre – Tender | R600 000,00 |
| P176 | New Bridge | Kwasentombi | 1 | Ward 2 | Tender | R2 800 000,00 |
| P176 | New Bridge | Kwamotha | 1 | Ward 2 | Tender | R5000,00 |
| P176 | New Bridge | Kwabovu | 1 | Ward 2 | Tender | R5000,00 |
| Madondo | New Bridge | Kwamadondo | 1 | Ward 22 | Pre – Tender | R5000,00 |
| D1240 | New Bridge | Hathikhulu | 1 | Ward 20 | Tender Stage | R2 000 000,00 |
| P280 | Causeway | Weneen | 1 | Ward 22 | Pre - Tender | R5000,00 |
| D1238 | Causeway | Msahweni | 1 | Ward 2 | Pre - Tender | R5000,00 |
| Mswenya | Causeway | Mswenya | 1 | Ward 22 | Pre - Tender | R5000,00 |
| Mmajola | Causeway | Kwamajola | 1 | Ward 22 | Pre - Tender | R5000,00 |

| Road no. | Activity | Location | Quantity (km) | Ward No. | Status | Budget |
|-----------------|----------------|--------------|---------------|----------|----------------|-------------|
| L2327 | New Local Road | Cornfield | 12,1 | Ward 18 | Pre – Tender | R600 000,00 |
| Mmbeka | New Local Road | Estcourt | 2,9 | Ward 3 | Pre – Tender | R5000,000 |
| Ngunjini | New Local Road | Ngunjini | 1,8 | Ward 3 | Pre – Tender | R5000,00 |
| Ntantabantu Ext | New Local Road | Ntantabantu | 5,6 | Ward 21 | Pre – Tender | R5000,00 |
| L2396 | New Local Road | Mathunzaneni | 5,1 | Ward 21 | Tender - phase | R100 000,00 |
| L3392 | New Local Road | KwaGomba | 1,6 | Ward 23 | Pre – Tender | R100 000,00 |
| L3494 | New Local Road | Donsamehlo | 5,2 | Ward 16 | Pre – Tender | R100 000,00 |
| L3478 | New Local Road | Skhova | 11,3 | Ward 7 | Pre – Tender | R100 000,00 |

| L446 Ext | New Local Road | Horsehoe / Weneen | 4,5 | Ward 23 | Tender- phase | R100 000,00 |
|--------------------------------|----------------|-------------------|---------------|----------|---------------|-------------|
| Road no. | Activity | Location | Quantity (km) | Ward No. | Status | Budget |
| P176,P177,L3525,L311 | Blading | Estcourt | 180 | Various | 80-90% | R500 000,00 |
| Various Roads | Blading | Estcourt | 180 | Various | 100 % | R440 278,65 |
| D488, L2008, P175, L2011, D489 | Blading | Estcourt | 180 | Various | 100 % | R328 234,72 |

c) ESKOM

| Project Name | Project type | DoE Planned Excl 2022/2023 | TOTAL CAPEX VAT | DoE Planned Incl 2022/2023 | TOTAL CAPEX VAT | DoE Planned Connections 2022/2023 |
|---|-----------------------------|-------------------------------------|-----------------------|-------------------------------------|-----------------------|--|
| Kwamshini/Nhlalakahle | Households | R 1 198 824.43 | | R 1 378 648.10 | | 68 |
| Nhliwe/Mbelekwane/Mkholombe | Households | R 15 201 935.65 | | R 17 482 226.00 | | 1024 |
| Ekucasheni/Mgwamama/Becwale/Mkholombe | Households | R 5 522 246.09 | | R 6 350 583.00 | | 266 |
| Drycat(Bhekuzulu) | Households | R 1 590 089.54 | | R 1 828 602.97 | | 80 |
| Mandabeni/Thamela/Silimangamehlo/Emadolob heni | Households | R 3 388 580.33 | | R 3 896 867.38 | | 157 |
| Ekucasheni/Mgwamama/Becwale/Mkholombe (Link Line) | Infrastructure Link Line | R 9 515 838.17 | | R 10 943 213.90 | | |
| Nhliwe/Mbelekwane/Mkholombe (Link Line) | Infrastructure Link Line | R 18 754 482.28 | | R 21 567 654.62 | | |
| Drycat(Bhekuzulu) Link Line | Infrastructure Link Line | R 1 819 036.39 | | R 2 091 891.85 | | |

3.6. Local Economic Development

International good practice in local economic development (LED) suggests that LED is in the first place a community activity whose success is closely linked to community cohesion and effective community economic governance. Sections 155 and 156 of the Constitution set out the functions of municipalities, which include certain LED related functions. The development of a good LED strategy is the responsibility of local municipalities and the implementation cannot simply be allocated to the municipality only. Instead, the Constitution places an obligation upon communities to assume greater responsibility for LED. Herein lies one of the key requirements of a successful LED Strategy, namely is for ILLM to have a set of properly constituted structures in place that deal with the local economy, such as a properly functioning Business Chamber.

Economic Drivers

Growth in the Inkosi Langalibalele economy is largely driven by the tertiary sectors, mainly, tourism, manufacturing industries and the agricultural industries. As such, the increase in commodity prices has very little positive affect on the Inkosi Langalibalele economy as no minerals of note are produced. As with the rest of the world and South Africa, the increase in the inflation levels is affecting the local economy through lower purchasing power. Also, the increase in the South African interest rate is putting strong downward pressure on the real estate market can be expected that the past high growth levels achieved will be severely affected. Thirdly, the combined effect of the increase in inflation, interest rates and fuel reduce the total value of the disposable income of South Africans, which in its turn affects the trade and tourism sectors. The four economic drivers of KZN are also visible in Inkosi Langalibalele Municipality, i.e. tourism, agriculture and manufacturing. The municipal area is home to Ukhahlamba Drakensberg World Heritage Site, large scale food industries and a number of foods producing farms.

Inkosi Langalibalele economy operates within a larger South African context influenced by several national and provincial policy frameworks that inform and guide local economic development. Inkosi Langalibalele Local Municipality (ILM) should as far as possible adopt an approach based on the creation of an enabling environment for economic development. Owing to this approach, is the fact that, the municipality has high levels of unemployment hence provision of information to SMME's, coupled with infrastructure investment should in the near future begin to yield positive results. The municipality should play the co-ordinator and facilitator role between the aspiring new and emerging businesses within the framework of existing programmes whilst not undermining private sector initiatives.

3.6.1.1. LED Functionality and Capacity

The role of ILLM in local economic development includes the following:

- Facilitation.
- Co-ordination.
- Stimulation, and
- Entrepreneurial development

The coordination role is perhaps the most fundamental since there are a number of stakeholders such as government department both national and provincial which administer a number of programmes that can benefit communities. With regard to facilitation, it is imperative that the local municipality creates an enabling environment for business expansion including attracting new investment. Close collaboration and interaction with various stakeholders such as NGO's, the private sector and other relevant stakeholder is important.

ILLM has an established LED Section which falls under Planning and Development Department. The Unit consists of:

| |
|--------------------------------------|
| Manager LED & Tourism |
| 1 x LED Officer |
| 1x Informal Trader Admin Clerk |
| 1x Business License Admin Clerk |
| 2x Tourism Officers |
| 1x Messenger |
| 1x Tractor Driver |
| 2x Tourism Interns |
| 3x Tourism Data captures |
| 4x Site museum Monitors and Officers |

ILLM developed and adopted a LED strategy in February 2020, which will be reviewed annually, the development of the plan was funded through a grant from KZN CoGTA. The municipality has established a functional LED & Tourism forum which meets on a quarterly basis. The forum consists of representatives from the municipality, District Municipality officials, KZN Wildlife, SAPS, uThukela Development Agency, KZN CoGTA, Department of Agriculture and rural Development and the Department of Economic Development and Tourism. The municipality is also a member of the district LED forum as well as the uThukela Development Agency.

3.6.1.2. Policy/Regulatory environment and alignment

The National LED framework is anchored on six Core Policy Pillars that will influence the design, development and implementation of LED:

- Building diverse & innovation-driven local economies;
- Developing inclusive economies;
- Developing learning and skillful economies;
- Enterprise development and support;

- Economic governance and infrastructure;
- Strengthening local systems of innovation.

Inkosi Langalibalele Municipality local economic development strategy is formulated within the context and is aligned to the national, provincial and local development policy. At a national level, this includes macro-economic development strategy and a range of the associated sector-based policies and programs, while the provincial economic development agenda is articulated in the Provincial Growth and Development Strategy. In addition to the Integrated Development Plans, both UThukela District and Inkosi Langalibalele Municipality have developed a number of sector plans with serious implications for LED.

a) The National Development Plan

The National Development Plan (NDP) is a country wide strategy intended to eliminate poverty and reduce inequality by 2030. It intends to do this through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems. Objectives of the NDP include improving:

- Education,
- Training and Innovation;
- Economy and Employment;
- Environmental Sustainability and Resilience;
- Inclusive Rural Economy;
- Transforming Human Settlements;
- Provision of Health Care for All;
- Social Protection;
- Building Safer Communities;
- Fighting Corruption; and
- Economic Infrastructure.

There are a few capital projects stipulated on the municipal IDP which share infrastructure developmental themes of the policy objective of NDP. These include the construction of RDP houses, installation of electrification in provision of enabling infrastructure for economic and social development with the intention to advance the quality of the community expectations, needs and desires of Inkosi Langalibalele Municipality. It is therefore incumbent on each municipality to facilitate spatial and economically, development that will meet with the purposes, goals and objectives contemplated in the NDP. Spatial planning and land use management are integral in order to bring this to fruition.

b) Provincial Spatial Economic Strategy

The KwaZulu-Natal Provincial Economic Development Agenda is articulated in a number of policies and input documents into an emerging provincial Growth and Development Strategy (PGDS). The existing PGDS was developed in the late 1990s and has since been overtaken by a number of initiatives and events. A process towards the development of a new PGDS has not been completed, but an emerging provincial development vision as outlined in the Provincial Spatial Economic Development Strategy (PSEDS) suggests the following pillars as the strategic focus areas for a new provincial development agenda:

- Economic development based on regional competitive advantages.
- Economic clustering based on a hierarchy of nodes model.
- Improved cooperation and dialog among key stakeholders at different levels.
- Broadening participation in the economy with a clear focus on cooperatives and Broad Based Black Economic Empowerment (BBBEE).
- Investment in critical economic infrastructure such as Dube Trade Port located in eThekweni and Industrial Development Zone (IDZ) in Richards Bay

c) ILM within UThukela Economic Space

The Department of Traditional and Local Government Affairs (DTLGA), in KwaZulu Natal recently compiled a Provincial Spatial Economic Development Strategy (PSEDS). From this exercise, a number of issues emerged which indicate areas of economic spatial concentration in the province of KwaZulu Natal. These areas include eThekweni, uMgungundlovu and uThungulu, which contribute to 79.2% of the GDP (Gross Domestic Product) within KwaZulu – Natal. The PSEDS further indicated that uThukela District has a GDP, which only amounts to 3.5% of the total GDP within KwaZulu – Natal province.

The economy of uThukela is dominated by the secondary and tertiary/ service sectors (i.e. Manufacturing = 27%, Government Services = 14%, Finance and Business Services = 12%, Transport and Communications = 11%, Wholesale, Retail and Tourism = 11% and Agriculture, Forest and Fisheries = 6%), which accounts for approximately 81% of uThukela GDP. These sectors contributed to the total GDP of more than R 10 billion and a per capita income of R 10 641 within uThukela District in 2004 (ILM Tourism Strategy, 2007). In its review of the Integrated Development Plan (IDP), the municipality acknowledged the fact that, Inkosi Langalibalele is the second dominant economic hub within uThukela District on economic terms. The municipal area has a sound economic base which is supported by the towns and industrial hubs.

3.6.1.3. Strategic Economic Analysis and Interventions, Including Local Economic Development

3.6.1.3.1. Strategic Economic Analysis

The important elements of competitive and comparative advantage within municipalities include available infrastructure and services, the institutional environment, economic Indicators and the overall capacity of the municipality. Thus, Inkosi Langalibalele municipality's competitive advantage lies in its available infrastructure and services and its relatively well-established institutional environment. The municipality has comparative advantages in terms of GDP contribution lies in the sectors of general government services sector, the manufacturing sector dominated by fuel and petroleum products sub-sector, trade dominated by retail trade and repairs of goods sub-sector and the finance sector dominated by the finance and insurance sub-sector.

Correspondingly, the employment contribution of the community services as well as in the agriculture and trade sectors provides comparative advantage to the municipality. The municipality is further holding vast agricultural land with major potential for primary and secondary production along with the strategic location of the municipality along the N3 development corridor and its proximity to the World Heritage Site (Inkosi Langalibalele Local Municipality, 2018). Lastly although various issues exist in terms of the functionality of the municipal capacity, the municipality has an LED unit in place to help drive economic development and provide comparative advantage for the municipality.

3.6.1.3.2. Key Challenges and interventions.

| KEY CHALLENGES | DESCRIPTION | INTERVENTION |
|---|--|--|
| Entrepreneurial and business skills development | One of the critical problem areas for emerging entrepreneurs involves the lack of skills required to conduct systematic research to compile a bankable business plan. | <ul style="list-style-type: none"> ▪ Make contact with the various institutions and invite them to give presentations to the local community on the courses on offer. ▪ Start with TIKZN and SEDA |
| Lack of Labour skills development | The highly competitive global economy requires a skilled work force. | <ul style="list-style-type: none"> ▪ Start off by conducting a simple survey to determine the extent to which local businesses are making use of SETA's and in particular: <ul style="list-style-type: none"> ▪ In what sector(s) ▪ The number of persons sent on courses and the type of courses completed. |
| Sustain Business Retention and Expansion Program | Business Retention and Expansion (BR&E) is an economic development strategy of proactively connecting with existing businesses to understand and respond to local business needs. Inkosi Langalibalele must give special attention to small businesses that employ between 10 to 99 employees, otherwise known as Stage 2 firms. | <ul style="list-style-type: none"> ▪ Identification of the BR&E targets for the area; ▪ To develop the Terms of Reference for BR&E; ▪ To identify a championing and Co-ordinator for BR&E; ▪ Mobilizing funding for the Programme; and Implementation. |
| Tourism – develop comprehensive intelligence | One of the main problems that hampers the purposeful planning and monitoring of the Inkosi Langalibalele tourism industry is the lack of industry intelligence. As a result, there are only estimations on the number of beds available and even less | <ul style="list-style-type: none"> ▪ An audit of the existing tourism product. ▪ Name and contact details ▪ Survey amongst visitors ▪ Survey of occupancy rates which can involve a simple questionnaire |

| | | |
|--|---|---|
| | information on the visitor numbers and occupancy rates. | |
| Development of subsistence farmers and Agricultural Infrastructure Support Programmes | While noted that small and emerging farmers struggle to get access to formal markets. Almost all produce that is not used for consumption can be found in the informal markets found along main roads, outside bus stations, taxi ranks, alongside existing fresh produce markets and in parts of the CBD. | <ul style="list-style-type: none"> • Engagement with existing subsistence farmers and aspiring farmers; • Secure meetings with the Department of Agriculture; • Identification of the needs and the budgetary resources as well as suitable programmes with the Department; • Inclusion of commitment on the IDPs and Provincial Budgets; and • Implementation • Monitoring and Evaluation. |
| Climate Change Resilience and Mitigation Measures | Climate change poses a great risk and challenge to the economy, society and environment in general. As it is mainly associated with changes in weather patterns with notable rises in climate variability impacting upon both water quality and availability. This is evident in the changes in rainfall patterns, intensified thunderstorms, flooding and droughts, variations in soil moisture and runoff, effects of increasing evaporation and changing temperatures on aquatic systems | <ul style="list-style-type: none"> • Develop the Terms of Reference for Climate Change Mitigation Measures; • Appoint a Climate Change Specialist; • Preparation and finalization of the strategy; and • Monitoring and evaluation thereof. |

SWOT Analysis

| STRENGTHS | WEAKNESSES |
|--|--|
| <ol style="list-style-type: none"> 1. The municipality has a strong manufacturing base with large companies like Nestle, Sasko, and Eskort Bacon etc.; 2. There is good agricultural land available for the municipality to cultivate; 3. There are significant cultural, heritage and environmentally significant sites which put the municipality at a competitive advantage; 4. The municipality is located at the foothills of the UKhahlamba Drakensburg world heritage site, which has significant tourism value. 5. ILLM is strategically located within the N3 development corridor | <ol style="list-style-type: none"> 1. Loss of agricultural land 2. Dense population in flood plains and settlement below potential hazard areas 3. Lack of land administration results in the underdevelopment of agricultural land and settlements located on good agricultural land; 4. Lack of investment in the municipality; 5. The municipality recognises tourism as one of the main economic drivers, but tourism has been inadequately resourced and funded; 6. Inadequate tourism education, training and awareness; 7. Inadequate protection of the environment and agricultural land; 8. Lack of economic governance systems and municipal strategic plan. |
| OPPORTUNITIES | THREATS |
| <ol style="list-style-type: none"> 1. Focus environmental education initiatives initially around sensitive areas 2. Agriculture constitutes one of the key drivers of local economy 3. Large parcels of agricultural land for farming and cultivating produce; 4. Skills training and development for agricultural emerging businesses; 5. Retaining current business by offering attractive incentives. 6. Form partnership with the informal sector; 7. Focus on unlocking new development through the use of existing network corridors; 8. Development of a LED plan with strategies to grow economy and attract foreign investors; 9. Stimulate economic development opportunities in rural and urban areas; 10. Promote investment in the Estcourt commercial sector | <ol style="list-style-type: none"> 1. Climate change threatens ecosystem 2. Lack of business incentives poses a threat to attracting and retaining business in the area; 3. Outdated informal Traders By-Laws; 4. Lack of infrastructure services while transport is the on the main economic contributors in the municipality; 5. Lack of SMME contribution to the economy of the municipality; |

3.6.1.4. Strategic Programmes Responses

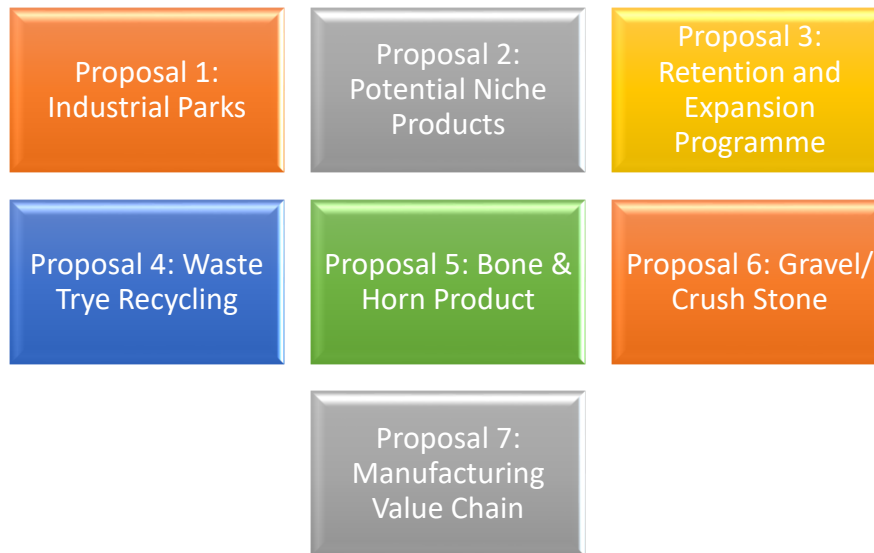


Figure 9: Manufacturing Proposals adapted From ILM LED Strategy

The following statements and assumptions are considered important and fundamental to the industrial strategy process:

- The industrial development must be confined to specific localities – and in this way also encourage business parks to be developed. The Municipality must commit to assisting in the provision of appropriate planning and infrastructure development in these areas. It is recommended the municipality adopt an Industrial Development Strategy.
- Differentiate between dirty industry and clean industry. Dirty industries are those that require special waste management, have an impact on the environment (pollute in some way, such as bad smells), and those that are unsightly. These must be separate as a category from clean industry such as light industry and warehousing.
- The scale of the intervention is crucial. This will depend on the resources and priority afforded to the Municipality for industrial development.
- Attracting new completely foreign investment and industrial development is difficult as investment patterns are complex and remain path dependent in many ways.
- The Municipality cannot and should not try to “choose winners” in sectors, technology, markets etc. It needs to support general industrial development, not attempt to participate in the industrial market.
- Attract industrial development through a commitment to the provision of infrastructure. The cost recovery can be a gamble, but there are models for off-setting costs.

3.6.1.4.1. Proposal 1: Industrial Parks

The Industrial parks are proposed within Estcourt and N3 Opportunity Interchange Areas as defined by the Municipal Spatial Development Framework (SDF). This idea of setting aside land through this type of zoning is based on several concepts:

- To be able to concentrate dedicated infrastructure in a delimited area to reduce the per-business expense of the infrastructure such as roadways, railroad sidings, etc.
- To be able to attract new business by providing an integrated infrastructure environment in one location.
- To set aside industrial uses from urban areas to try to reduce the environmental and social impact of industrial areas.
- To provide for localized environmental controls that are specific to the needs of an industrial area.

3.6.1.4.2. Proposal 2: Potential Products for Manufacturing

The manufacturing sector in KwaZulu-Natal is the second largest in the country, after Gauteng Province. The manufacturing sector is geared for export, with nearly a third of South African manufactured exports being produced in KwaZulu-Natal. Its diversified nature is significant in the KZN economic growth rate and generates 20 percent of provincial employment. The largest manufacturing industries are the automobile and component sector, pulp and paper products, chemicals and petrochemicals, and food and beverages. The mining sector which includes titanium dioxide, zircon along with iron, steel and ferroalloys is important. The vehicle-manufacturing industry has created a considerable multiplier effect in component and service providers. The automotive leather industry has grown rapidly, with exports significantly increasing foreign exchange earnings. There are many opportunities for small businesses in value added initiatives. The importance of downstream development, which is required to increase capacity and lay a foundation for successful economic development where it is most needed. One of the industries considered conducive to more downstream development is the aluminium industry, where beneficiation both by large companies and financially assisted small, medium and micro enterprises (SMMEs) is considered to be economically feasible. The industries that are seen to be a potential in Inkosi Langalibalele are as follows:

- **Non-Metallic Mineral Products:** This is a fairly small manufacturing sector in KwaZulu-Natal, but there are nevertheless several factories capable of high-quality production. The sector covers consumer products such as pottery, china, earthenware and glass. It incorporates building products such as cement, clay piping, tiles, and products made of concrete, gypsum, asbestos, plaster, slate and abrasives. The sector is highly dependent on the building and construction industries and on consumer confidence and is therefore sensitive to the business cycle. The building products listed are well represented in KwaZulu-Natal's manufacturing sector, but the consumer products less so.
- **Biofuels:** There is great potential for the effective introduction of biofuels to South Africa. Inkosi Langalibalele with its vast agricultural and that lays idle, can tap into the biofuel manufacturing.

- **Plastics, Metal and Paper Recycling:** The plastics industry in South Africa is well established, versatile and diversified over a wide range of processes and products. KwaZulu-Natal provides nearly a third of the country's plastics requirements. A move towards recycling and cleaner production should be considered as an opportunity to introduce the recycled plastic and paper products within the municipal area. Plastic recycling should be considered as a key priority due to the environmental risk that the plastics present if these are disposed of anyhow.
- **Small Manufacturing Workshops:** these include tannery/ leather production, woodworking, aluminium windows/ doors and waste tyres production.

3.6.1.4.3. Proposal 3: Sustain Business Retention and Expansion Program

Business Retention and Expansion (BR&E) is an economic development strategy of proactively connecting with existing businesses to understand and respond to local business needs. Inkosi Langalibalele must give special attention to small businesses that employ between 10 to 99 employees, otherwise known as Stage 2 firms. Purdue Extension recognizes that thriving communities need to be economically successful. Communities with an active and sustained economic development strategy will plant seeds of success locally and regionally—and BR&E should be part of that equation. Over time, a quality and targeted BR&E program improves the business operating climate, ensures competition remains healthy, provides quality jobs and employment opportunities and assists in stabilizing the economy.

Purdue Extension's BR&E program engages the broader community in developing comprehensive business retention and expansion planning, which in turn helps businesses stay, grow and become more committed to the community. Engagement with the community involves education, training and providing research for each community, thus building upon their ability to assess opportunities, understand local/regional resources and issues that impact their local and regional economies. All training, tools and resources are provided by Purdue Cooperative Extension's Community Development Program and the Purdue Center for Regional Development.

Why is BR&E Important? Existing businesses and the local workforce are key "barometers" of a community's economic health (as a place to live, work and play). Research shows that small businesses are the major drivers of job growth. In Indiana, 85 percent of all existing businesses employ less than 100 people. They are the often-overlooked growth machine of the state—and the ones most likely to add new jobs to their portfolio. BR&E is intended to help focus the energies of community stakeholders on the economic assets that already exist in their cities, counties and regions, making them stronger and more resilient over time.

Retaining and expanding existing businesses is a surer economic development bet than recruiting new ones from other towns. Extension helps communities understand local business needs and respond – so that businesses stay, grow and become more committed to the community. The following retention and expansion strategies can be implemented within the Inkosi Langalibalele local municipalities:

- Leveraging procurement policies to support local small businesses;
- Reliable delivery of services, notably water, electricity and waste;
- Smart incentives and the availability of other facilities with assistance in the initiation costs of expansion and which will yield returns to the municipality later;

- Helping business owners prepare marketing materials;
- The provision of accessible business counselling of local businesses at a substantial level of expertise based on experience;
- Ensuring an enabling environment in which industrial expansion and greenfield development is easy to achieve;
- Municipality to acquire suitable serviced land for expansion;
- Development and facilitation of proposals to telecommunication companies to install and ensure effective communication and connectivity;
- Regular bilateral consultations on the part of the municipality with local businesses on the conscious promotion of public-private partnerships and the identification of opportunities for these to set up;
- More facilitation and meaningful discussions between business and the municipality, particularly on issues such as the municipal budget.

3.6.1.4.4. Proposal 4: Waste Tyre Recycle Programme

A recent study into the development of waste legislation reveals that South Africa has been going through four stages over the past three decades. The first phase termed “The Age of Landfilling” is a period starting in 1989 and from which South Africa has not yet emerged. The second stage is “The Emergence of Recycling”, which started in 2001 with the publication of the Polokwane Declaration and the lead up to the banning of single-use plastic bags. A waste recycling economy has emerged in South Africa since then, but as the last official waste statistics show, the country has only been able to divert 10 per cent of the waste generated away from landfill sites towards recycling. It seems that the most significant achievements in the recycling industry is in the recycling of plastics where 19.7 per cent were recycled in 2015, and the sector registered an annual recycling growth rate of three per cent for plastics.² The third stage, is “The Flood of Regulation”, a period starting in 2008 with the promulgation of the NEM: Waste Act (Act 59 of 2008), thereby giving rise to a wave of new waste legislation and regulations aimed at largely controlling the waste and secondary resources sector. The fourth and final stage, is “The Drive for EPR”, which started in 2012 with the publication of the Integrated Industry Waste Tyre Management Plan (IIWTMP).

It suffices to state that the IIWTMP, managed by a Producer Responsibility Organisation (PRO), was aimed at fulfilling tyre producers’ responsibilities for end-of-life waste tyres, through a mandatory Extended Producer Responsibility (EPR) scheme. The promulgation of the Waste Tyre Plan in 2012 marked the start of mandatory EPR in South Africa. This gave rise to the creation of the Recycling and Economic Development Initiative of South Africa (REDISA), which formally started out in July 2013 with lofty goals. The Department of Environmental Affairs wanted it to be an example of how to create jobs (10 000 of them) while solving an environmental problem. Indeed, South Africa seemed to have a working example of how to turn waste into jobs and money, for a moment, as REDISA was the runner-up in the World.

Economic Forum’s Circular Economy Awards in 2015. REDISA proposed a system in which waste pickers would collect the 30-million waste tyres, rather than leave them lying around, be burnt or placed back on vehicles, as was generally the case. The pickers would take these waste tyres to collection depots, which would then be transported to central processing plants, where most of the rubber would be shredded and used for road surfaces or spongy matting in playgrounds. The rest would be burnt in kilns to provide energy for cement plants and so forth. This waste tyre reuse recycles, or recovery operation would be

funded by a levy of R2.30 on each kilogramme of tyre sold, consistent with “the polluter pays principle” that the country pursues.

In a short space of time, REDISA built 22 tyre collection centres and employed more than 3 000 people, using the R500-million a year levy generated. The idea was that the tyre recycling scheme could be turned into a blueprint for the 37 other waste streams that need to be recycled in order for the government to meet its 2022 target of recycling 100 per cent of waste. What is most important about this REDISA model is that it did not cost the fiscus anything. However, this waste tyre EPR scheme, which was managed by REDISA as a Producer Responsibility Organisation had been plagued by concerns from government, labour and civil society over the past five years. Consequently, government gazetted legislation that shifted the EPR “fee”, previously collected by the PRO, to an EPR “tax”, which is now paid by producers directly to government, further calling for additional waste tyre industry waste management plans or the EPR schemes.

3.6.1.4.5. Proposal 5: Bone and Horn Products

Ranking on our developed industry experience, KZN is known as a recognized Animal Horn Manufacturers, Exporters and Suppliers, based in Delhi (India). KZN deal in manufacturing and supplying a huge array of Fashion Jewellery water buffalo horn products, Handicrafts items, Horn massages tools and much more. Our wide range of products include Horn Buttons Blanks, Bone Buttons Blanks, Buffalo Horn Spectacle Frame Plates, Horn Toggles, Ox Horn Plates, Bone Scales, Animal Horn, Horn Roll, Horn Archery Products, Buffalo Horn Roll, Cow Horn Roll, Horn Massages Tools, Buffalo Horn Slab, Horn Roll, Buffalo Horn Long Strips, Hair Accessories, Bracelet, Fashion Bangle, Coasters and Napkin Ring, Magnifier, Earring, Pendant, Necklace, Wood Spoon and so on. All our born plates and other animal horn products are custom made and are extensively designed and crafted by our extremely knowledgeable experts. That’s why we are acclaimed as a reliable Born Plates Exporters in India. We are catering our products to all over India, Canada, USA, UK and Australia. Apart from all these, our ranges of products are also offered in Middle East Countries and in Europe. Horn Plates like this were used during several periods in history. Item is completely handmade of horn in a socially responsible manner.

Kindly note: Wash by hand, not suitable for dishwashing machines. Sizes may vary slightly from piece to piece. Horn material is particularly suited to spoons. A true enthusiast of caviar and soft-boiled eggs will happily and satisfactorily tell you that horn spoon offers matchless purity of taste. Technically speaking, it’s the Sulphur in egg white and caviar that smears the metal and change the taste. The range of patterns and colours is remarkable. A set of six spoons from one horn will result in six very different spoons of varying colours and patterns. In this in the light of the above that Inkosi Langalibalele Municipality through its Industrial Parks must pursue to be part of these global market to create sustainable jobs and on the other hand creating business entrepreneurs.

3.6.1.4.6. Proposal 6 : Gravel/Crush Stone

The market for gravel and crushed stones is one of the markets that Inkosi Langalibalele need to tap into. Advantages are as follows:

- Gravel – this is a product that does not need any capital to establish, and with construction and rehabilitation of roads infrastructure currently taking place in the broader KZN, gravel and G5 materials can be of value adding.

- Crushed Stone – this is also a product that requires only compliance from the Economic Development Department and Department of Labour.

These two commodities have the potential of creating sustainable jobs.

3.6.1.4.7. Proposal 7: Intervention in the Manufacturing Value Chains

A manufacturing value chain is a physical representation of the various processes involved in producing good (and services), starting with raw materials and ending with the delivery product (also known as the supply chain). It is based on the notion of value-added at the link level. When it comes to manufacturing, smart companies are always looking for competitive advantage. The town of Estcourt is the main industrial hotspot as well as a smaller hub that is located at Loskop. The most dominant goods produced is food processing and leather products. Value chain analysis of the leather sector, which looks across the whole process from the livestock resource, market, rawhide, and skins to the export market, is expected to depict the major constraints to the success of the country despite the huge livestock resource. Opportunities for local co-operatives to take advantage of within the leather production:

- The private slaughtering and supply of raw skin to the Loskop shoe company for the production of leather;
- Subcontracting and promoting investment in collaboration as joint ventures (community-based ventures);
- Assisting in improving processing capacity of tanners, i.e. towards finished leather rather than being limited to wet blue and pickle;
- Facilitating conformity to environmental standards and;
- Establishment of formal slaughterhouses by rural farmers.

One of the main manufacturing companies within Inkosi Langalibalele is Nestle. Nestle obtains the differentiation advantage by analysing different value chain activities. For instance, Nestle analyses value chain activities that can reduce costs, find better deals with suppliers and private companies that offer high quality products and affordable prices. Nestle outsources the following activities that local co-operative companies within Inkosi Langalibalele can take advantage of:

- Outbound logistics- effective handling and better transportation to reduce product damage;
- Enhance communication with customers by offering high quality information;
- Flexible delivery capabilities;
- Reliable and quick repair/maintenance service;
- Personnel training for effective interaction and superior customer service;
- Reliable transportation to ensure quick delivery and;
- Procure high quality raw materials.

Value Chain Analysis for Manufacturing Firms

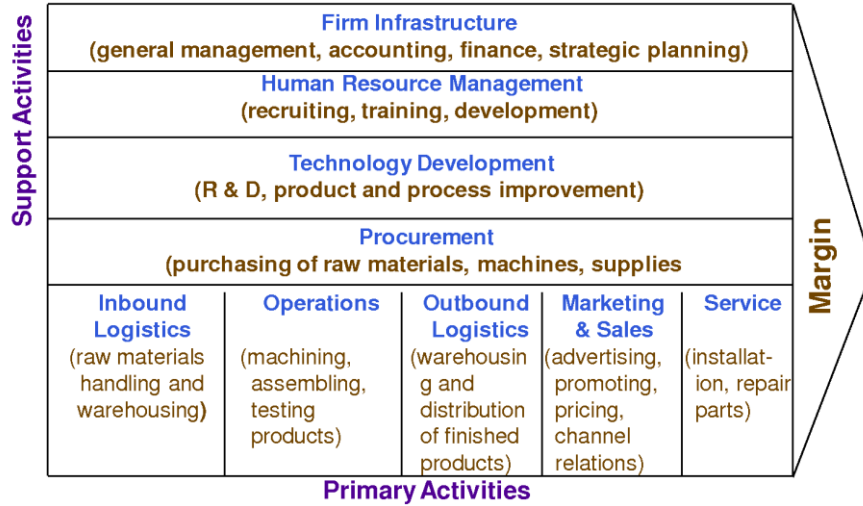


Image 1. Manufacturing Value Chain Analysis from ILM LED Strategy

Nestlé's Value Chain

Creating Shared Value at Each Stage of the Value Chain



| PROJECT NAME | CATEGORY | PROJECT DESCRIPTION | TOTAL BUDGET | MEDIUM TERM EXPENDITURE FRAMEWORK | | 3 |
|-------------------|-------------|---|----------------|-----------------------------------|-------|------------|
| | | | | Yr. 1 | Yr. 2 | |
| m Development | Development | This will guide the municipality in terms of tourism promotion and development. The focus shall be on tourism product development and maintenance | R 300 000.00 | R 300 000.00 | | |
| tural Development | Plan | An agricultural plan guide agricultural development in the area, provides guidance on which agricultural activities are suitable for which areas and make recommendations about activities to be supported by and for the municipality. | R 400 000.00 | R 400 000.00 | | |
| Bakery | Support | Loskop (bakery Infrastructure, Disability project) | R1 500 000.00 | | | 500 000.00 |
| al Trading Stalls | Stalls | Trading Stalls in: - Weenen, Estcourt CBD, Behind FoodZone | R 3 500 000.00 | | | 500 000.00 |

| Recommendation | Implementing agent | 1 st year budget cycle | 3-year budget cycle | 5-year budget cycle |
|--|---|-----------------------------------|---------------------|---------------------|
| Establish LED Committee and supporting structures (with sectoral working groups) | Inkosi Langalibalele Municipality and existing Business Forums. | <input type="checkbox"/> | | |
| Municipality to improve communications and services to customers | Inkosi Langalibalele Municipality | <input type="checkbox"/> | | |
| Develop a comprehensive tourism strategy | Tourism work group | <input type="checkbox"/> | | |
| Encourage Establishment to Apply and Maintain Star Grading | Tourism work group | <input type="checkbox"/> | | |
| Red Tape Reduction | Inkosi Langalibalele Municipality and LED Forum | <input type="checkbox"/> | | |
| Public Sector Procurement | Inkosi Langalibalele Municipality, LED Forum and CoGTA | <input type="checkbox"/> | | |
| Explore Possibility of Niche Tourism Markets | Tourism work group | <input type="checkbox"/> | | |

| RECOMMENDATION | IMPLEMENTING AGENT | 1 ST YEAR BUDGET CYCLE | 3-YEAR BUDGET CYCLE | 5-YEAR BUDGET CYCLE |
|--|--------------------|-----------------------------------|--------------------------|---------------------|
| Proposal 3: Sustain Business Retention and Expansion Program | LED Forum | <input type="checkbox"/> | | |
| Entrepreneurial and business skills development | LED Forum | | <input type="checkbox"/> | |
| Tourism – develop comprehensive intelligence | Tourism work group | | <input type="checkbox"/> | |

| | | | | |
|---|---|--|--------------------------|--|
| Labour skills development | LED Forum | | <input type="checkbox"/> | |
| Climate Change Resilience and Mitigation Measures | UThukela District Municipality, ILLM and LED Forum | | <input type="checkbox"/> | |
| Development of subsistence farmers | KZN Department of Agriculture, ILLM and UThukela District | | <input type="checkbox"/> | |
| Agricultural Infrastructure Support Programmes | KZN Department of Agriculture, ILLM and UThukela District | | <input type="checkbox"/> | |

| RECOMMENDATION | IMPLEMENTING AGENT | 1 ST YEAR BUDGET CYCLE | 3-YEAR BUDGET CYCLE | 5-YEAR BUDGET CYCLE | 10-YEAR BUDGET CYCLE |
|---|---|-----------------------------------|--------------------------|---------------------|----------------------|
| Access to agricultural markets | KZN Department of Agriculture, ILLM and UThukela DM | | <input type="checkbox"/> | | |
| Agri-Product 1: Stock Farming Value Chain | KZN Department of Agriculture, ILLM and UThukela DM | | <input type="checkbox"/> | | |
| Agri-Product 2: Intensive Crop Farming | Agriculture work group | | <input type="checkbox"/> | | |
| Agri-Product 3: Production of hides | EDTEA, UThukela DM, ILLM and SEDA | | <input type="checkbox"/> | | |
| UKhahlamba Drakensberg Park (UDP) World Heritage Site (WHS) and Potential Tourism Development | Tourism work group | | <input type="checkbox"/> | | |
| Improving Business Confidence | DoT, Inkosi Langalibalele Municipality. | | <input type="checkbox"/> | | |

| | | | | |
|--|---|--|--------------------------|--|
| Economic Infrastructure Upgrade | DETEA, SEDA, LED Forum, Drakensberg Experience and ILLM | | <input type="checkbox"/> | |
| Community Based Tourism and Potential Products | Tourism work group | | <input type="checkbox"/> | |

| RECOMMENDATION | IMPLEMENTING AGENT | 1 ST YEAR BUDGET CYCLE | 3-YEAR BUDGET CYCLE | 5-YE BUD CYCL |
|--|---|-----------------------------------|---------------------|--------------------------|
| Post-LRAD Programme and Capitalization Support | ILLM, ADA, SEDA, KHULA, Department of Agriculture, Department of Land Affairs | | | <input type="checkbox"/> |
| Proposal 1: Industrial Parks | ILLM, DETEA, Private Sector | | | <input type="checkbox"/> |
| Proposal 2: Potential Products for Manufacturing | ILLM, Private Sector | | | <input type="checkbox"/> |
| Proposal 3: Intervening in the Mining Value Chains | ILLM and DME | | | <input type="checkbox"/> |
| Proposal 4: Waste Tyre Recycle Programme | REDISA, ILLM, The Department of Environmental Affairs, Private Sector | | | <input type="checkbox"/> |
| Proposal 5: Bone and Horn Products | ILLM, SEDA, DTI and DEDTEA, Private Sector | | | <input type="checkbox"/> |
| Proposal 6: Gravel/ Crush Stone | ILLM, SEDA, DTI and DEDTEA, Private Sector | | | <input type="checkbox"/> |

| RECOMMENDATION | IMPLEMENTING AGENT | 1 ST YEAR BUDGET CYCLE | 3-YEAR BUDGET CYCLE | 5-YEAR BUDGET CYCLE |
|----------------|--------------------|-----------------------------------|---------------------|---------------------|
|----------------|--------------------|-----------------------------------|---------------------|---------------------|

| | | | | |
|--|--------------------|--|--|--------------------------|
| Intervening in the Services, Innovation and Technology Value Chains | LED Forum and ILLM | | | |
| Intervening in Basic Led Assets of the Local Area Through Renewal and Refurbs, Upgrades, Additions and Maintenance | ILLM | | | |
| Proposed Estcourt Shopping Mall | Private Sector | | | <input type="checkbox"/> |
| Proposal 1: Responsible Mining and Proposal 2: Sand Winning | DME and ILLM | | | |
| TOTAL | | | | |

3.6.1.5. Ease of doing Business/Red Tape Reduction

3.6.1.5.1. Ease of doing Business

There can be little doubt that the general level of competition in the business world is continuously on the increase, which requires that entrepreneurs have to make a conscious effort to reduce costs and at the same time, increase production output to stay in business. Apart from having access to resources and markets, a key variable in the ability of an entrepreneur to remain competitive is the institutional environment in which the business operates. The institutional environment mainly involves policies and regulations that govern issues such as the procedure to register a business, license applications, rezoning and property ownership.

Institutions such as the World Bank and the World Economic Forum conduct regular surveys to assess the business environments in the various countries in order to establish the ease and cost of doing business in a country. Although these are very broad and macro indicators, they are useful in suggesting areas that need improvement. As an example, the latest Global Competitive Report states the following as the problematic factors that hamper economic growth in South Africa:

- Inadequately educated workforce (i.e. the much talked about “skills shortage”).
- Crime and theft – this include both blue and white-collar crime (and the implied additional cost for business to protect themselves).
- Inefficient government bureaucracy (e.g. the length of time it takes to register a business and secure business rights).
- Restrictive labour regulations (i.e. the cost and problems involved to “hire and fire” people).
- Inadequate supply of infrastructure.
- Poor work ethic in labour force

Clearly, Inkosi Langalibalele Municipality does not have a direct influence on all these elements, but the municipality should at least strive to improve the ease and reduce the cost of doing business. It is important that this does not only refer to direct cost such as municipal services, but also the indirect costs such as administrative turn-around times and the cost to access information. CoGTA is currently piloting tools to allow municipalities to make an objective assessment of the quality of the business environment

3.6.1.5.1.1. Situation in inkosi langalibalele

The Single Land Use Scheme (LUS) will replace the existing Town Planning Scheme but it does not change the procedures to be followed in land-use applications, as these procedures are governed by the Spatial Planning and Land Use Management Act No. 16 of 2013. The current situation can be summarized as follows:

- Easy to apply for consent uses – The LUS will simplify the requirements and procedures to apply for consent uses, most of which will involve home-based businesses. However, the procedures involved in other applications such as township establishment and rezoning will remain the same (as these procedures are governed by the Spatial Planning and Land Use Management Act).
- Communication as required in terms of the legislation – The municipality has a Communication Strategy that was compiled in accordance with the relevant legislation. The primary objective of this Communication Strategy is to ensure that the Municipality, both at Council and Management levels, articulate common messages in an efficient, coherent and coordinated manner. All notices

and invitations to meetings and imbizo's (e.g. for the IDP) are planned and arranged in accordance with this Communication Strategy. However, problems are experienced on three levels namely:

- Enquiries made by customers (business and civil) to the municipality – The reaction time from the municipality seems to be slow and the feedback weak. The general complaint is that customers find it difficult to make contact with the appropriate official in the municipality, resulting in frustration. It would appear as if some officials are regularly out of office, or do not return calls.
 - Curtsey and professionalism of officials in dealing with customers – The general complaint is that some officials do not always honor the principles of Batho Pele as they are not always friendly and helpful when dealing with customers.
 - Suggestions made by customers – The complaint is that inputs and suggestions made by the commercial sector are rarely accepted and implemented.
- Lack of a clear policy on the informal trade sector – The informal sector is managed by way of a By-Law that specifies matters such as: where trading is prohibited, the restrictions on the type of trading allowed, and defines the powers of the municipality in regulating informal trade. Although the By-Law is useful for the purposes of regulation, a comprehensive policy is required on the informal sector to deal with all its dimensions in order to allow the sector to make a meaningful contribution to the local economy.
 - Preferential procurement policy – The municipality has a Supply Chain Management (SCM) policy that gives preference to local business. However, in practice, it would seem as if a large portion of municipal contracts are still awarded to businesses located outside the area.
 - Turn-around times for zoning and business applications – Opinions about the turn-around for land-use applications time differ, but the following concerns were noted:
 - The long-time delays in approving building plans.
 - A number of developments have located elsewhere after their applications took too long.
 - Bulk service costs and contributions are increased without any consultation or reason given. The high service fees put pressure on the feasibility of developments and a number have relocated

a) Infrastructure

- Roads – The internal road infrastructure of Inkosi Langalibalele is in a fairly good condition (apart from a few potholes). These roads are:
 - N3 national route, links Durban and Johannesburg. It is approximately 80km from Pietermaritzburg and about 40km from Ladysmith.
 - R103 which runs parallel to and north of the N3.

- P10-1 runs along the north-western portion of the municipality and connects Loskop to Estcourt town.
- The P29 connects Ntabamhlophe to Estcourt town.
- The third primary corridor is the road linking Ntabamhlophe and Mahlutshini (P379). This road engraves through dense settlements of KwaNdaba and KwaDlamini which are characterised by few economic development initiatives.
- P170-D385 corridor is a proposed corridor linking the eco-tourism and leisure node of Wagendrift Dam through Estcourt town with the proposed Big Five Game Reserve but running along the eastern boundary of the municipal area.
 - ✓ Water – Inkosi Langalibalele have sufficient water until 2030.
 - ✓ Sanitation – The sanitation infrastructure in Inkosi Langalibalele are overloaded and require urgent upgrading. MIG funds have to be secured for this.
 - ✓ Electricity – The electricity demand in Inkosi Langalibalele far exceeds the approved allocation from Eskom and the infrastructure requires major upgrading. Funds have been secured from DME to start addressing the problem.
 - ✓ Telecommunication – In general, the telecommunication infrastructure (both fixed line and cellular) is well developed. Cell reception may be problematic in the deeper rural and mountainous areas.

b) Industrial space – There are still ample industrial sites available.

3.6.1.5.2. Red Tape Reduction

Despite the varying size, roles and responsibilities of municipalities in the country, there are various challenges (cutting across all categories) that hamper the ability of municipalities to create an enabling environment for business attraction, retention and expansion within their areas of jurisdiction. As a result, these factors nullify efforts made by municipalities to bring about socio-economic development in their localities; one of those factors (and one of particular interest to CoGTA) is the existence of Red Tape.

There are several definitions of Red Tape but it is generally understood as the existence of complicated regulations or bureaucratic procedures, processes or systems that hinder or delay the completion of an action. This hindrance caused by compliance in turn leads to services not being delivered by Local Authorities (The department of trade and industry, 2017). The existence of Red Tape may also lead to negative consequences such as the restriction of business and economic growth or the bleeding of potential funds from a country.

This can be as a direct result of business frustration who either invest their funds elsewhere or do not get a chance to invest in the first place (Western Cape Government, 2017). Businesses are a fundamental aspect of any country's economic growth and progress, as business activities lead to employment, infrastructure development, education and investment. It is thus important that municipalities create a conducive enough environment to enable businesses to conduct their activities in a seamless manner. This includes the creation of a platform that enables effective interaction and cooperation between businesses and municipalities (Business day, 2017).

The South African National Development Plan (NDP) 2030 states that about 90% of new jobs will be created by the private's sector, especially by small and medium enterprises (SMEs). This illustrates the important role that the government places on the private sector in the development of the country's economy. This statement reiterates the mandate that South African municipalities have to drive economic development within their localities by creating an environment that allows business development to flourish. CoGTA (2017) maintains that "Local government must take active steps to create an enabling environment to ensure economic development and businesses thrive, thereby creating employment opportunities and growing the local revenue base.

An enabling environment begins with a functional municipality - one that is able to perform its most basic functions twenty-four hours a day and seven days a week. Capacity building of government officials in the reduction of red tape is equally important. Red tape reduction has produced less than optimal results; therefore, a tool to support municipalities to find the appropriate lasting, impactful, practical and implementable mechanisms to reduction of red tape especially in the following five (5) areas/themes:

- Improving Supply Chain Management Processes;
- Speeding up land development processes and time frames i.e. Town Planning-related approvals (land approvals and building plans);
- Improving Municipal Service Delivery: Citizen Service Charters and Complaints Management and Notifications Systems;
- Improving Enforcement of Municipal By-laws, policies and regulations;
- Business Licensing and Permits; and
- Improving Municipal communication.

To effectively reduce Red tape, it is important to follow a well-organised and managed process, which involves the following stages:

- Identify what the critical Red Tape problems are facing businesses in the area, and which fall within the control of the municipality, by either conducting a survey or holding a workshop.
- Design a participative and consultative process that involves both businesses and municipal officials involved in, knowledgeable about and affected by the Red Tape issue.
- Begin by identifying the various causes of the Red Tape problem (using the Fish Bone diagram).
- Develop a Red Tape Action Plan, which includes identifying practical ideas and solutions to address each of the causes and identifying a Red Tape Champion to take responsibility for taking forward and ensuring the Action Plan is implemented.
- It is recommended that municipalities adopt a red tape reduction policy that is informed by the National Red Tape Reduction Guidelines developed by the Department of Trade and Industry (2013).

3.6.1.5.2.1. Public Sector Procurement

The goal for public procurement is to award timely and cost-effective contracts to qualified contractors, suppliers and service providers for the provision of goods, work and services to support government and

public services operation in accordance with principles and procedures established in the public procurement rules. The public sector procurement must comprise of three major players, (i.e. Actors, Stakeholders and Beneficiaries):

Stakeholders – this are those standing to benefit from the results of public procurement including those included in the process and who might be affected directly or indirectly by a particular procurement action;

Actors/Practitioners – they are the principal actors in the public procurement processes. They are responsible for ensuring the goal of public procurement is achieved. They must gain the stakeholders trust and ensure they fully understand the procurement processes and policies. They must be directly and indirectly involved in the procurement process, from need assessment to contract close out. They must also provide advice and support during contract execution; and

Beneficiaries of public procurement – all residents of Inkosi Langalibalele municipality must be beneficiaries of public procurement systems through public goods and services in any form.

3.6.1.6. Funding and Implementation of LED strategy

Funding and implementation is also a crucial variable and therefore ILLM should take the following elements into account, namely:

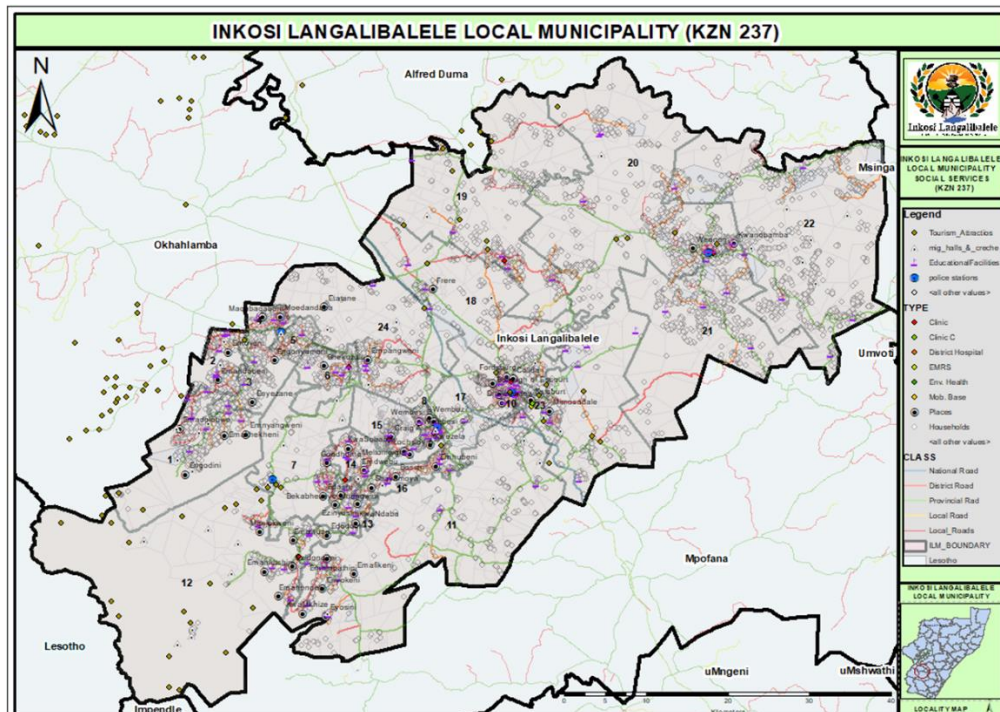
- Integrated service delivery planning through the provision of basic services such as water and sanitation, electricity, human settlements and education should be prioritised. In order to fulfil integrated service delivery planning it is imperative for municipalities to ensure that Service Delivery Budget Implementation Plans (SDBIPs) are synchronised with IDPs. This should also take into account the service delivery plans that are developed by sector departments at the provincial level such as roads, education, cooperative governance and human settlements (Koma 2014:282).
- Public investment on infrastructure should be initiated and spearheaded by government departments and municipalities. This would help stimulate and boost local economies and thereby generate employment creation and poverty alleviation. This strategy will further advance the agenda of the South African developmental state demonstrating capacity to intervene in the economy in order to promote and achieve growth and development strategic objectives (Koma 2014:283).
- Enterprise development should be promoted and underpinned by market access and research; availability of premises for enterprises; physical infrastructure such as electricity, telecommunications, roads and transport facilities such as railways and ports; linkages with existing large enterprises; sound trade and enterprise regulations; adequate funding for start-ups and training and capacity building initiatives (Koma 2014:283).
- Adequate financial resources should be made available for municipalities in order to initiate LED projects through various avenues, namely, the Development Finance Institutions notably the Development Bank of Southern Africa (DBSA) and Industrial Development Corporation (IDC). These resources may be allocated in the form of loans, grants and subsidies tailored for municipalities with demonstrable economic potential and capacity to drive growth and development initiatives (Koma 2014:283).

3.6.1.7. Potential Employment / Job Creation

Local government is not just an important site for the delivery of services, but it is crucial for the economic and social development of people. By working effectively with the other two spheres of government (provincial and national), and with a range of public and civil society organisations and the private sector, local government can also contribute to economic growth, job creation and social development through SMME support, expanded works programmes and basic service delivery Projects. Over time, through appropriate negotiations and securing further funding, local government will take on increasing responsibilities for service delivery and development.

3.6.1. Social Development Analysis

Social and community development deals with issues ranging from environmental health services to education and the provision of community facilities. As such, community up-liftment and awareness in matters of gender based violence, social ills, HIV/AIDS communicable diseases are of importance. The development of recreational facilities such as youth centres, sports facilities for young people in ILM should be the first priority. The development of these facilities will assist in ensuring that talent within young people is explored such as sports, music and other soft skills. However, the major constraints to investment are the lack of financial resources and the general sentiment that such developments are not a priority. There is a high demand for health services. The municipal health function (environmental health) is one of the core functions of the district.



Map 17 : Social development

3.6.2.1.1. Education

Education serves as the means to bring about the desired change in society, to develop a generation of virtuous individuals and thus contribute to the development of good human beings. The importance of

education is that it empowers individuals to take better care of themselves and their children. Education also serves as a gate to higher economic growth through higher level of skilled society. This is why the provision of good education and educational resources remains a high priority for Inkosi Langalibalele Local municipality.

| | KwaZulu-Natal | DC23: Uthukela | KZN235 : Okhahlamba | KZN237 : Inkosi Langalibalele | KZN238 : Alfred Duma |
|--|---------------|-------------------|------------------------|----------------------------------|----------------------------|
| Pre-school (incl. ecd centre; e.g. day care; creche; playgro | 411,489 | 28,464 | 4,868 | 7,994 | 15,602 |
| Primary school (grade r to 7) | 2,013,912 | 139,081 | 29,596 | 40,836 | 68,648 |
| Secondary school (grade 8 to 12) | 1,313,127 | 101,626 | 20,559 | 32,338 | 48,729 |
| Technical vocational education and training (tvet); formerly | 159,170 | 12,349 | 1,785 | 5,381 | 5,183 |
| Other college (including private and public nursing college | 65,599 | 3,440 | 850 | 1,507 | 1,084 |
| Higher educational institution (including university/univers | 266,970 | 14,713 | 3,805 | 6,523 | 4,385 |
| Community education and training college (including adulted) | 47,977 | 3,634 | 708 | 2,241 | 686 |
| Home-based education/home schooling | 3,656 | 79 | 18 | - | 61 |
| Other | 25,299 | 1,657 | 339 | 571 | 748 |
| Do not know | 5,258 | 879 | 433 | 298 | 148 |
| Not applicable | 6,752,486 | 400,640 | 72,172 | 117,467 | 211,001 |
| Unspecifie | 296 | 28 | - | 28 | - |

| Percentage share per Institution by applicable population | KwaZulu-Natal | DC23: Uthukela | KZN235 : Okhahlamba | KZN237 : Inkosi Langalibalele | KZN238 : Alfred Duma |
|--|---------------|----------------|---------------------|-------------------------------|----------------------|
| Pre-school (incl. ecd centre; e.g. day care; creche; playgro | 9.5 | 9.3 | 7.7 | 8.2 | 10.7 |
| Primary school (grade r to 7) | 46.7 | 45.5 | 47.0 | 41.8 | 47.3 |
| Secondary school (grade 8 to 12) | 30.4 | 33.2 | 32.7 | 33.1 | 33.5 |
| Technical vocational education and training (tvet); formerly | 3.7 | 4.0 | 2.8 | 5.5 | 3.6 |
| Other college (including private and public nursing college | 1.5 | 1.1 | 1.4 | 1.5 | 0.7 |
| Higher educational institution (including university/univers | 6.2 | 4.8 | 6.0 | 6.7 | 3.0 |
| Community education and training college (including adulted) | 1.1 | 1.2 | 1.1 | 2.3 | 0.5 |
| Home-based education/home schooling | 0.1 | 0.0 | 0.0 | - | 0.0 |
| Other | 0.6 | 0.5 | 0.5 | 0.6 | 0.5 |

| Attendance per age group | KwaZulu-Natal | DC23: Uthukela | KZN235 : Okhahlamba | KZN237 : Inkosi Langalibalele | KZN238 : Alfred Duma |
|--------------------------|---------------|----------------|---------------------|-------------------------------|----------------------|
| 5-14 | 2,378,939 | 163,628 | 34,201 | 47,239 | 82,188 |
| 15 - 19 | 865,509 | 66,072 | 12,783 | 20,892 | 32,397 |
| 20+ | 705,495 | 50,177 | 11,355 | 22,328 | 16,493 |

| Attendance share per total population of age group | KwaZulu-Natal | DC23: Uthukela | KZN235 : Okhahlamba | KZN237 : Inkosi Langalibalele | KZN238 : Alfred Duma |
|--|---------------|----------------|---------------------|-------------------------------|----------------------|
| 5-14 | 95.0 | 96.0 | 97.9 | 94.2 | 96.3 |
| 15 - 19 | 80.2 | 82.5 | 84.0 | 82.2 | 82.0 |
| 20+ | 11.5 | 13.8 | 17.1 | 20.0 | 8.8 |

The number of people with no schooling dropped between 2011 and 2016 with a further decline between 2010 and 2011 in uThukela, while the number of those people with grade 0-11 shows a significant increase over the period under review. The number of people with matric only has shown a large increase. The tables below show the average education attainment of uThukela and its family of municipalities from 2011 to 2016.

| | KwaZulu-Natal | DC23: Uthukela | KZN235 : Okhahlamba | KZN237 : Inkosi Langalibalele | KZN238 : Alfred Duma |
|---|----------------------|-----------------------|----------------------------|--------------------------------------|-----------------------------|
| No schooling | 1,816,661 | 122,465 | 27,868 | 37,591 | 57,006 |
| Some Primary (Gr 0 - Gr 6) | 2,844,033 | 196,520 | 40,517 | 58,455 | 97,548 |
| Primary Completed (Gr 7) | 395,717 | 26,979 | 5,091 | 6,765 | 15,123 |
| Some Secondary (Gr 8 - Gr 11, N1-4, Cert/Dip with <G12) | 2,968,939 | 202,377 | 37,135 | 61,935 | 103,308 |
| Matric | 2,383,019 | 128,409 | 19,138 | 39,828 | 69,443 |
| Post School (Higher Education) | 576,403 | 24,336 | 4,057 | 7,848 | 12,431 |
| Other | 24,620 | 1,762 | 726 | 784 | 252 |
| Do not know | 40,934 | 2,098 | 306 | 1,152 | 640 |
| Unspecified | 14,915 | 1,643 | 295 | 823 | 525 |

| % share of population per level of education | KwaZulu-Natal | DC23: Uthukela | KZN235 : Okhahlamba | KZN237 : Inkosi Langalibalele | KZN238 : Alfred Duma |
|---|----------------------|-----------------------|----------------------------|--------------------------------------|-----------------------------|
| No schooling | 16.4 | 17.3 | 20.6 | 17.5 | 16.0 |
| Some Primary (Gr 0 - Gr 6) | 25.7 | 27.8 | 30.0 | 27.2 | 27.4 |
| Primary Completed (Gr 7) | 3.6 | 3.8 | 3.8 | 3.1 | 4.2 |
| Some Secondary (Gr 8 - Gr 11, N1-4, Cert/Dip with <G12) | 26.8 | 28.6 | 27.5 | 28.8 | 29.0 |
| Matric | 21.5 | 18.2 | 14.2 | 18.5 | 19.5 |
| Post School (Higher Education) | 5.2 | 3.4 | 3.0 | 3.6 | 3.5 |
| Other | 0.2 | 0.2 | 0.5 | 0.4 | 0.1 |
| Do not know | 0.4 | 0.3 | 0.2 | 0.5 | 0.2 |
| Unspecified | 0.1 | 0.2 | 0.2 | 0.4 | 0.1 |

StatsSA 2016

3.6.2.1.2. Health

An analysis of the spatial distribution of health facilities reveals the same pattern as that of education facilities. Areas such as Wembezi, Weenen Mahlutshini, Ntabamhlophe, Craig A and Loskop each have one clinic, yet they provide service to large areas with households in excess of the norm of 6000

households per clinic or a clinic within a 5km radius from each household. Therefore, this means the municipality should be equipped with 36 clinics. Thembalihle, Rensburg Drift and Frere do not have stationery clinics. The rate of population growth in these areas emphasises a need for these facilities in these areas. Estcourt Hospital is a district hospital which provides all the services that are rendered by other district hospitals. It was built in 1922 by Augustinian Order and it is situated in the West-Northern corner of KwaZulu-Natal at Estcourt. It is made up of north wing and south wing. Health facilities in Inkosi Langalibalele are as follows:

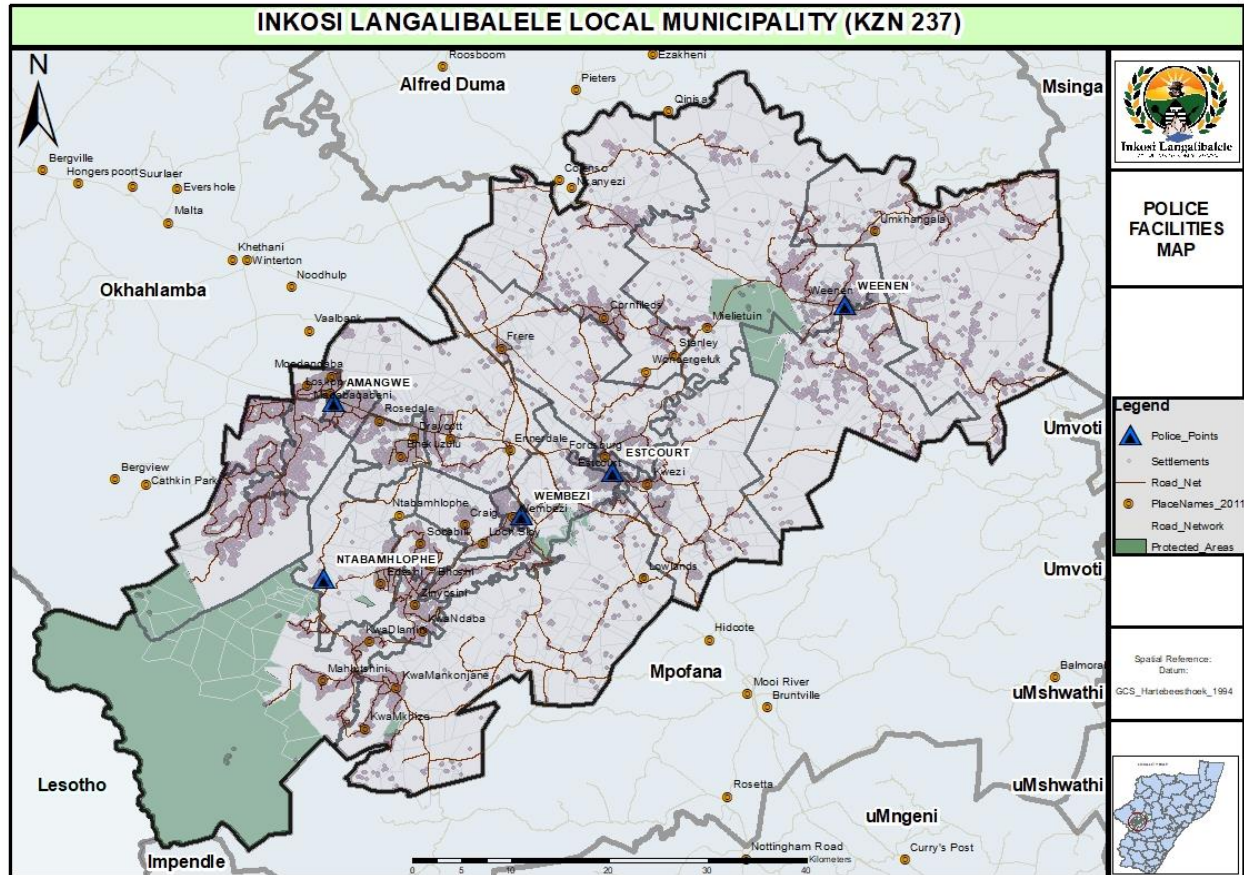
- Estcourt Hospital which is a district hospital servicing area beyond the municipal boundaries; which has a referral system; patients are referred to Ladysmith Provincial Hospital, Grey's Hospital, Edendale Hospital, Inkosi Albert Luthuli Hospital etc. There are 7 wards designated to admit sick patients, then there is a labour, Multidrug resistance TB Ward, the outpatient department and the gate clinic.
- There are 10 clinics under the Estcourt District Hospital; A clinic located in Wembezi, Estcourt (2), Mahlutshini, Ntabamhlophe, Craig A, Loskop areas Weenen and Cornfields. These clinics are listed as follow;
 - Cornfields Clinic, Wembezi Clinic, Forderville Clinic, Corner Street Clinic, Injisuthi Clinic, Zwelisha Clinic, Ncibidwane Clinic, Ntabamhlophe Clinic, Madiba Clinic, Haviland Clinic, Emergency rescue services (EMRS) found in Estcourt.

3.6.2.2.1. Safety & Security

Inkosi Langalibalele Municipality is generally well provided with police stations as each of the three major population concentration areas is developed with a police station. The spatial distribution on Inkosi Langalibalele Municipality police stations is as follows:

- Estcourt Police Station – situated in central town of ILLM
- Wembezi Police Station- situated in Wembezi Township
- Weenen Police Station- Situated in central Weenen Town
- Loskop Police Station- Situated in Central Loskop location
- Ntabamhlophe Police Station – situated in Ntabamhlophe even though the community complaints that it is in a remote area not centrally located and easy to get to.

Information pertaining to the location of crime scenes could not be obtained. Therefore, it is difficult to establish the spatial pattern of crime in the area. Crime rate in ILM has increased, especially in stock theft in the rural areas (Loskop) it emphasizes the need to improve security and safety at a community level, and general access to such facilities. Equally, the municipality has also included the Fire Services, Rescue, Traffic Management and Enforcement within the organisational Structure. The municipality has fully functional Fire / Rescue Service and Traffic Management / Enforcement Units.



Map 18: Police Stations

i) Traffic management

The Traffic Management and Enforcement (Protection Services) entails the following activities / services:

- Security Management;
- Pound Management;
- Motor Vehicle Licensing;
- Learner and Driver Licensing;
- Vehicle Testing; and
- Law Enforcement.

It should be noted that Motor Vehicle Licensing and Testing, Leaner and Drivers Licensing are mandates of the KZN Department of Transport, however an agreement was entered into for the services to be provided by the municipality. Law Enforcement, Security Management and Pound Management are however the mandate of Inkosi Langalibalele Municipality.

ii) Fire protection

There is currently a Local Fire Station that is located in Estcourt; and satellite stations located in Loskop, Ntabamhlophe and Weenen which mostly deals with structural and Veld fires, flooding, strong wind and heavy storm in the Estcourt Municipal area (including vast amount of hazardous materials). The Station is

managed by the local municipality. The Inkosi Langalibalele Local municipality (KZN 237) envisage establishing Memorandum of understanding (MOU) with the District and other stakeholders for the direct activation of the fire services within the municipality. Namely KZN Ezemvelo; factories of Estcourt; Traditional Leaders, Fire Protection Association; Working on Fire; N3TC and Cross Border Authorities.

3.6.2.2.2. Nation Building & Social Cohesion

The Municipality is centred around the development of the community at large and with a special focus on vulnerable groups. Social Cohesion Programmes are planned in the Service Delivery and Budget Implementation Plan (SDBIP) and are implemented annually which focus on the vulnerable groups. They are mentioned in detail under the Good Governance & Public Participation –Operation Sukuma Sakhe.

3.6.2.3. Social Development: SWOT Analysis

| <u>Strengths (S)</u> | <u>Weaknesses (W)</u> |
|---|--|
| Capable personnel Sound relationship with stakeholders Operation Sukuma Sakhe (LTT) Poverty eradication programmes(one home one garden) MOU with the NYDA Local Youth Office accessible Provision of feedback to the public through media | None allocation of budget to special programmes Lack of on the job training No wellness sessions Failure to respond on time in some issues |
| <u>Opportunities (O)</u> | <u>Threats (T)</u> |
| Co-hosting of social cohesion programmes OSS addresses many challenges simultaneously War rooms provides access for people to report their issues Youth office provided plethora of assistance Effectiveness of youth orientated programmes Placing programmes quarterly on the municipal newsletter | Programmes are not implemented because no budget is allocated None existence of WAC (Ward Aids Committees) Service delivery protests by communities CBP not properly conducted Lack of trainings to community leaders High expectations from the youth Ward committees may be politically aligned and not willing to work with |

3.7. Municipal Viability & Management Analysis

3.7.1. Financial Viability

This IDP Chapter deals with financial viability and management of the municipality, providing historical and the current perspective of the state of finances. In line with the financial and over-arching strategies of the municipality, the section will further highlight some of the most critical measures that will be undertaken by the municipality to address the shortcomings faced by the municipality. In line with the approved budget, financial resources to address the shortcomings and to implement the IDP within the medium terms are also discussed.

3.7.1.1. Capital funding and expenditure to address service delivery

1. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
2. Financial management reforms emphasize the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which
 - i. Transfers recognized is reflected on the Financial Performance Budget;
 - ii. Internally generated funds is financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. Although the Cash flow has a positive balance, the municipality's cash flow position is still weak. Hence the municipality has decided to keep its internally generated capital funding low.
3. The Municipality plans to work hard on collecting its old debt. The revenue section has put a plan in action in this regard, as the municipality is putting great emphasis on regaining its financial stability.
4. Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality continues to increase. In addition, the municipality continues to make progress in addressing service delivery backlogs.

Table 1 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

| KZN237 Inkosi Langalibalele - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification) | | | | | | | |
|---|-----|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| Functional Classification Description | Ref | Current Year 2021/22 | | | 2022/23 Medium Term Revenue & Expenditure Framework | | |
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| R thousand | 1 | | | | | | |
| Revenue - Functional | | | | | | | |
| Governance and administration | | 589 004 | 554 369 | 554 369 | 631 494 | 663 669 | 699 932 |
| Executive and council | | - | - | - | - | - | - |
| Finance and administration | | 589 004 | 554 369 | 554 369 | 631 494 | 663 669 | 699 932 |
| Internal audit | | - | - | - | - | - | - |
| Community and public safety | | 8 745 | 8 745 | 8 745 | 9 176 | 9 295 | 9 706 |
| Community and social services | | 7 138 | 7 138 | 7 138 | 7 492 | 7 536 | 7 869 |
| Sport and recreation | | 71 | 71 | 71 | 74 | 77 | 81 |
| Public safety | | 1 537 | 1 537 | 1 537 | 1 610 | 1 681 | 1 757 |
| Housing | | - | - | - | - | - | - |
| Health | | - | - | - | - | - | - |
| Economic and environmental services | | 45 434 | 46 867 | 46 867 | 50 066 | 50 062 | 52 232 |
| Planning and development | | 215 | 215 | 215 | 225 | 235 | 246 |
| Road transport | | 45 219 | 46 652 | 46 652 | 49 840 | 49 827 | 51 986 |
| Environmental protection | | - | - | - | - | - | - |
| Trading services | | 72 270 | 70 154 | 70 154 | 100 592 | 88 757 | 94 615 |
| Energy sources | | 63 571 | 60 356 | 60 356 | 90 323 | 78 037 | 83 412 |
| Water management | | - | - | - | - | - | - |
| Waste water management | | - | - | - | - | - | - |
| Waste management | | 8 699 | 9 798 | 9 798 | 10 268 | 10 720 | 11 203 |
| Other | 4 | 31 | 31 | 31 | 33 | 34 | 36 |
| Total Revenue - Functional | 2 | 715 484 | 680 167 | 680 167 | 791 361 | 811 817 | 856 520 |
| Expenditure - Functional | | | | | | | |
| Governance and administration | | 268 630 | 239 176 | 239 176 | 246 187 | 247 986 | 259 236 |
| Executive and council | | 21 874 | 19 382 | 19 382 | 21 381 | 21 299 | 22 276 |
| Finance and administration | | 240 316 | 211 604 | 211 604 | 216 547 | 218 192 | 228 215 |
| Internal audit | | 6 441 | 8 191 | 8 191 | 8 259 | 8 494 | 8 745 |
| Community and public safety | | 62 305 | 61 051 | 61 051 | 69 944 | 69 765 | 73 151 |
| Community and social services | | 34 376 | 34 219 | 34 219 | 41 827 | 40 282 | 42 232 |
| Sport and recreation | | 13 174 | 12 278 | 12 278 | 12 878 | 13 499 | 14 153 |
| Public safety | | 11 449 | 11 249 | 11 249 | 11 771 | 12 346 | 12 950 |
| Housing | | 3 306 | 3 306 | 3 306 | 3 468 | 3 638 | 3 816 |
| Health | | - | - | - | - | - | - |
| Economic and environmental services | | 40 689 | 42 234 | 42 234 | 45 163 | 47 310 | 49 573 |
| Planning and development | | 7 958 | 8 394 | 8 394 | 8 968 | 9 401 | 9 856 |
| Road transport | | 32 731 | 33 840 | 33 840 | 36 195 | 37 909 | 39 717 |
| Environmental protection | | - | - | - | - | - | - |
| Trading services | | 253 347 | 254 898 | 254 898 | 277 146 | 299 576 | 325 163 |
| Energy sources | | 226 940 | 231 491 | 231 491 | 251 822 | 273 045 | 297 361 |
| Water management | | - | - | - | - | - | - |
| Waste water management | | - | - | - | - | - | - |
| Waste management | | 26 407 | 23 407 | 23 407 | 25 324 | 26 531 | 27 802 |
| Other | 4 | 972 | 972 | 972 | 1 020 | 1 070 | 1 122 |
| Total Expenditure - Functional | 3 | 625 943 | 598 332 | 598 332 | 639 460 | 665 706 | 708 245 |
| Surplus/(Deficit) for the year | | 89 542 | 81 835 | 81 835 | 151 901 | 146 111 | 148 275 |

Explanatory notes to MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services

into 06 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.

2. Note the Total Revenue on this table includes capital revenues (Transfers recognized – capital) and so does not balance to the operating revenue shown on Table A4.
3. Note that as a general principle the revenues for the Trading Services should exceed their expenditures. The table highlights that this is the case for Electricity, but not the Waste management function. As already noted above, the municipality will be undertaking a detailed study of this function to explore ways of improving efficiencies and provide a basis for re-evaluating the function's tariff structure.
4. Other functions that show a deficit between revenue and expenditure are being financed from rates revenues and other revenue sources reflected under the other departments.

Explanatory notes to MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

| KZN237 Inkosi Langalibalele - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote) | | | | | | | |
|---|-----|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| Vote Description | Ref | Current Year 2021/22 | | | 2022/23 Medium Term Revenue & Expenditure Framework | | |
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| R thousand | | | | | | | |
| Revenue by Vote | 1 | | | | | | |
| Vote 1 - Executive & Council | | - | - | - | - | - | - |
| Vote 2 - Finance and Admin | | 589 004 | 554 369 | 554 369 | 631 494 | 663 669 | 699 932 |
| Vote 3 - Internal Audit | | - | - | - | - | - | - |
| Vote 4 - Community and Social Services | | 7 138 | 7 138 | 7 138 | 7 492 | 7 536 | 7 869 |
| Vote 5 - Sport & Recreation | | 71 | 71 | 71 | 74 | 77 | 81 |
| Vote 6 - Public Safety | | 1 537 | 1 537 | 1 537 | 1 610 | 1 681 | 1 757 |
| Vote 7 - Housing | | - | - | - | - | - | - |
| Vote 8 - Health | | - | - | - | - | - | - |
| Vote 9 - Planning & Development | | 215 | 215 | 215 | 225 | 235 | 246 |
| Vote 10 - Road Transport | | 45 219 | 46 652 | 46 652 | 49 840 | 49 827 | 51 986 |
| Vote 11 - Energy Sources | | 63 571 | 60 356 | 60 356 | 90 323 | 78 037 | 83 412 |
| Vote 12 - [NAME OF VOTE 12] | | - | - | - | - | - | - |
| Vote 13 - Waste Management | | 8 699 | 9 798 | 9 798 | 10 268 | 10 720 | 11 203 |
| Vote 14 - Other | | 31 | 31 | 31 | 33 | 34 | 36 |
| Vote 15 - Finance and Admin2 | | - | - | - | - | - | - |
| Total Revenue by Vote | 2 | 715 484 | 680 167 | 680 167 | 791 361 | 811 817 | 856 520 |
| Expenditure by Vote to be appropriated | 1 | | | | | | |
| Vote 1 - Executive & Council | | 21 874 | 19 382 | 19 382 | 21 381 | 21 299 | 22 276 |
| Vote 2 - Finance and Admin | | 216 261 | 168 127 | 168 127 | 170 957 | 170 458 | 178 218 |
| Vote 3 - Internal Audit | | 6 441 | 8 191 | 8 191 | 8 259 | 8 494 | 8 745 |
| Vote 4 - Community and Social Services | | 34 376 | 34 219 | 34 219 | 41 827 | 40 282 | 42 232 |
| Vote 5 - Sport & Recreation | | 2 136 | 2 136 | 2 136 | 2 240 | 2 348 | 2 461 |
| Vote 6 - Public Safety | | 11 449 | 11 249 | 11 249 | 11 771 | 12 346 | 12 950 |
| Vote 7 - Housing | | 3 306 | 3 306 | 3 306 | 3 468 | 3 638 | 3 816 |
| Vote 8 - Health | | - | - | - | - | - | - |
| Vote 9 - Planning & Development | | 7 958 | 8 394 | 8 394 | 8 968 | 9 401 | 9 856 |
| Vote 10 - Road Transport | | 43 769 | 43 982 | 43 982 | 46 833 | 49 061 | 51 409 |
| Vote 11 - Energy Sources | | 226 940 | 231 491 | 231 491 | 251 822 | 273 045 | 297 361 |
| Vote 12 - [NAME OF VOTE 12] | | - | - | - | - | - | - |
| Vote 13 - Waste Management | | 26 407 | 23 407 | 23 407 | 25 324 | 26 531 | 27 802 |
| Vote 14 - Other | | 972 | 972 | 972 | 1 020 | 1 070 | 1 122 |
| Vote 15 - Finance and Admin2 | | 24 054 | 43 477 | 43 477 | 45 591 | 47 734 | 49 998 |
| Total Expenditure by Vote | 2 | 625 943 | 598 332 | 598 332 | 639 460 | 665 706 | 708 245 |
| Surplus/(Deficit) for the year | 2 | 89 542 | 81 835 | 81 835 | 151 901 | 146 111 | 148 275 |

1. Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organisational structure of the Municipality. This means it is possible to present the operating surplus or deficit of a vote. The following table is an analysis of the surplus or deficit for the electricity services.

Table 2 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

| KZN237 Inkosi Langalibalele - Table A4 Budgeted Financial Performance (revenue and expenditure) | | | | | | | | |
|--|------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| Description | Ref | Current Year 2021/22 | | | | 2022/23 Medium Term Revenue & Expenditure Framework | | |
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| R thousand | 1 | | | | | | | |
| Revenue By Source | | | | | | | | |
| Property rates | 2 | 104 729 | 106 562 | 106 562 | 157 284 | 112 984 | 117 955 | 123 263 |
| Service charges - electricity revenue | 2 | 272 019 | 268 804 | 268 804 | 177 418 | 281 707 | 294 102 | 307 336 |
| Service charges - water revenue | 2 | - | - | - | - | - | - | - |
| Service charges - sanitation revenue | 2 | - | - | - | - | - | - | - |
| Service charges - refuse revenue | 2 | 8 699 | 9 798 | 9 798 | 6 732 | 10 268 | 10 720 | 11 203 |
| Rental of facilities and equipment | | 1 026 | 1 026 | 1 026 | 483 | 1 075 | 1 122 | 1 173 |
| Interest earned - external investments | | 2 620 | 2 492 | 2 492 | 1 669 | 2 642 | 2 800 | 2 968 |
| Interest earned - outstanding debtors | | 50 707 | 25 354 | 25 354 | 0 | 53 141 | 55 480 | 57 976 |
| Dividends received | | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | 24 251 | 12 313 | 12 313 | 200 | 24 197 | 25 262 | 26 399 |
| Licences and permits | | 2 642 | 4 025 | 4 025 | 3 148 | 4 219 | 4 404 | 4 602 |
| Agency services | | - | 50 | 50 | 35 | 52 | 55 | 57 |
| Transfers and subsidies | | 210 197 | 210 197 | 210 197 | 203 794 | 231 671 | 241 564 | 258 783 |
| Other revenue | 2 | 746 | 1 699 | 1 699 | 3 138 | 1 780 | 1 858 | 1 942 |
| Gains | | - | - | - | - | - | - | - |
| Total Revenue (excluding capital transfers and contributions) | | 677 636 | 642 320 | 642 320 | 553 901 | 723 736 | 755 322 | 795 702 |
| Expenditure By Type | | | | | | | | |
| Employee related costs | 2 | 175 199 | 192 622 | 192 622 | 132 745 | 202 038 | 211 938 | 222 323 |
| Remuneration of councillors | | 15 435 | 12 798 | 12 798 | 7 689 | 13 412 | 14 002 | 14 632 |
| Debt impairment | 3 | 77 618 | 36 409 | 36 409 | 5 | 38 157 | 39 836 | 41 629 |
| Depreciation & asset impairment | 2 | 57 500 | 38 108 | 38 108 | - | 39 937 | 41 694 | 43 570 |
| Finance charges | | 1 299 | 1 299 | 1 299 | 59 | 1 362 | 1 422 | 1 486 |
| Bulk purchases - electricity | 2 | 198 756 | 202 638 | 202 638 | 145 379 | 222 091 | 243 412 | 266 780 |
| Inventory consumed | 8 | - | - | - | - | 21 978 | 14 045 | 14 650 |
| Contracted services | | 66 669 | 76 910 | 76 910 | 70 706 | 68 831 | 70 178 | 72 683 |
| Transfers and subsidies | | - | - | - | - | 1 000 | - | - |
| Other expenditure | 4, 5 | 23 496 | 28 535 | 28 535 | 20 261 | 30 654 | 29 180 | 30 493 |
| Losses | | - | - | - | - | - | - | - |
| Total Expenditure | | 615 973 | 589 319 | 589 319 | 376 843 | 639 460 | 665 706 | 708 245 |
| Surplus/(Deficit) | | | | | | | | |
| | | 61 663 | 53 000 | 53 000 | 177 059 | 84 276 | 89 616 | 87 457 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | | 37 848 | 37 848 | 37 848 | 29 926 | 67 626 | 56 495 | 60 818 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) | 6 | - | - | - | - | - | - | - |
| Transfers and subsidies - capital (in-kind - all) | | - | - | - | - | - | - | - |
| Surplus/(Deficit) for the year | | 99 511 | 90 848 | 90 848 | 206 985 | 151 901 | 146 111 | 148 275 |

Explanatory notes to Table A4 - Budgeted Financial Performance (revenue and expenditure)

1. Total revenue is R723.6 million in 2022/23 and increases to R795.7 million by 2024/25. This represents a year-on-year increase of 12.68 per cent for the 2022/23 financial year and 9.94 per cent for the 2024/25 financial year.
2. Revenue to be generated from property rates is R112.9 million in the 2022/23 financial year and increases to R123.2 million by 2024/25 which represents 16 per cent of the operating revenue base of the Municipality and therefore remains a significant funding source for the municipality. It remains relatively constant over the medium-term and tariff increases have been factored in at 4.4% and 4.5% for respective financial years of the MTREF.
3. Services charges relating to electricity and refuse removal constitutes the biggest component of the revenue basket of the Municipality totaling R291.9 million for the 2022/23 financial year and increasing to R430.5 million by 2024/25. For the 2022/23 financial year services charges amount to 40.3% of the total revenue base and grows by almost 5 per cent per annum over the medium-term. This growth can mainly be attributed to the increase in the bulk prices of electricity.
4. Transfers recognized – operating includes the local government equitable share and other operating grants from national and provincial government. It needs to be noted that in real terms the grants receipts from national government are growing over the MTREF.
5. Employee related costs and bulk purchases are the main cost drivers within the municipality and alternative operational gains and efficiencies will have to be identified to lessen the impact of wage and bulk tariff increases in future years.

Table 3 MBRR Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

| Vote Description | Ref | Current Year 2021/22 | | | | 2022/23 Medium Term Revenue & Expenditure Framework | | |
|--|----------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| R thousand | 1 | | | | | | | |
| Single-year expenditure to be appropriated | 2 | | | | | | | |
| Vote 1 - Executive & Council | | 2 100 | 2 100 | 2 100 | 2 017 | 2 100 | 100 | 100 |
| Vote 2 - Finance and Admin | | 200 | 300 | 300 | 3 703 | 200 | 200 | 200 |
| Vote 3 - Internal Audit | | - | - | - | - | - | - | - |
| Vote 4 - Community and Social Services | | 100 | 100 | 100 | 23 818 | 100 | 100 | 100 |
| Vote 5 - Sport & Recreation | | - | - | - | - | - | - | - |
| Vote 6 - Public Safety | | - | - | - | 396 | - | - | - |
| Vote 7 - Housing | | - | - | - | 540 | - | - | - |
| Vote 8 - Health | | - | - | - | - | - | - | - |
| Vote 9 - Planning & Development | | 100 | 100 | 100 | 2 271 | 100 | 100 | 100 |
| Vote 10 - Road Transport | | 37 748 | 37 748 | 37 748 | 172 383 | 34 572 | 37 921 | 39 552 |
| Vote 11 - Energy Sources | | 100 | - | - | 10 545 | 23 010 | 10 200 | 12 243 |
| Vote 12 - [NAME OF VOTE 12] | | - | - | - | - | - | - | - |
| Vote 13 - Waste Management | | - | - | - | - | - | - | - |
| Vote 14 - Other | | - | - | - | - | - | - | - |
| Vote 15 - Finance and Admin2 | | - | - | - | - | - | - | - |
| Capital single-year expenditure sub-total | | 40 348 | 40 348 | 40 348 | 215 672 | 60 082 | 48 621 | 52 295 |
| Total Capital Expenditure - Vote | | 40 348 | 40 348 | 40 348 | 215 672 | 60 082 | 48 621 | 52 295 |
| Capital Expenditure - Functional | | | | | | | | |
| Governance and administration | | 2 300 | 2 400 | 2 400 | - | 2 300 | 300 | 300 |
| Executive and council | | 2 100 | 2 100 | 2 100 | - | 2 100 | 100 | 100 |
| Finance and administration | | 200 | 300 | 300 | - | 200 | 200 | 200 |
| Internal audit | | - | - | - | - | - | - | - |
| Community and public safety | | 100 | 100 | 100 | - | 100 | 100 | 100 |
| Community and social services | | 100 | 100 | 100 | - | 100 | 100 | 100 |
| Sport and recreation | | - | - | - | - | - | - | - |
| Public safety | | - | - | - | - | - | - | - |
| Housing | | - | - | - | - | - | - | - |
| Health | | - | - | - | - | - | - | - |
| Economic and environmental services | | 37 848 | 37 848 | 37 848 | - | 34 672 | 38 021 | 39 652 |
| Planning and development | | 100 | 100 | 100 | - | 100 | 100 | 100 |
| Road transport | | 37 748 | 37 748 | 37 748 | - | 34 572 | 37 921 | 39 552 |
| Environmental protection | | - | - | - | - | - | - | - |
| Trading services | | 100 | - | - | - | 23 010 | 10 200 | 12 243 |
| Energy sources | | 100 | - | - | - | 23 010 | 10 200 | 12 243 |
| Water management | | - | - | - | - | - | - | - |
| Waste water management | | - | - | - | - | - | - | - |
| Waste management | | - | - | - | - | - | - | - |
| Other | | - | - | - | - | - | - | - |
| Total Capital Expenditure - Functional | 3 | 40 348 | 40 348 | 40 348 | - | 60 082 | 48 621 | 52 295 |
| Funded by: | | | | | | | | |
| National Government | | 37 848 | 37 848 | 37 848 | - | 57 482 | 48 021 | 51 695 |
| Provincial Government | | - | - | - | - | - | - | - |
| District Municipality | | - | - | - | - | - | - | - |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) | | - | - | - | - | - | - | - |
| Transfers recognised - capital | 4 | 37 848 | 37 848 | 37 848 | - | 57 482 | 48 021 | 51 695 |
| Borrowing | 6 | - | - | - | - | - | - | - |
| Internally generated funds | | 2 500 | 2 500 | 2 500 | - | 2 600 | 600 | 600 |
| Total Capital Funding | 7 | 40 348 | 40 348 | 40 348 | - | 60 082 | 48 621 | 52 295 |

Explanatory notes to Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
2. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. The total capital budget for 2022/23 is R60 million.
3. The capital programs are funded from national grants and transfers and internally generated funds from current year surpluses. For 2022/23, capital transfers totals R57.4 million and R2.6 million is internally generated funds. There will be no borrowings in the 2022/23 financial year.

Table 10 MBRR Table A7 - Budgeted Cash Flow Statement

| Description | Adjustments Budget | Draft Budget | Year 2 | Year 3 |
|---|------------------------|------------------------|------------------------|------------------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| CASH FLOW FROM OPERATING ACTIVITIES | | | | |
| Receipts | | | | |
| Property rates | 72 462 160,00 | 76 829 013,62 | 80 209 490,22 | 83 818 917,28 |
| Service charges | 193 796 281,77 | 203 214 600,56 | 212 156 042,98 | 221 703 064,92 |
| Other revenue | 50 290 929,05 | 69 194 551,87 | 78 610 950,80 | 84 116 481,83 |
| Government - operating | 210 197 269,00 | 231 670 500,00 | 241 564 000,00 | 258 783 000,00 |
| Government - capital | 37 847 731,00 | 67 625 500,00 | 56 495 000,00 | 60 818 000,00 |
| Interest | 20 128 103,61 | 39 627 923,64 | 41 413 816,60 | 43 319 438,52 |
| Dividends | | | | |
| Payments | | | | |
| Suppliers and employees | - 599 657 783,74 | - 641 597 795,70 | - 668 547 306,33 | - 712 974 376,47 |
| Finance charges | - 1 299 313,00 | - 1 361 680,02 | - 1 421 593,95 | - 1 485 565,67 |
| Transfers and Grants | | - 1 000 000,00 | - | - |
| NET CASH FROM/(USED) OPERATING ACTIVITIES | - 16 234 622,31 | 44 202 613,97 | 40 480 400,33 | 38 098 960,40 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | |
| Receipts | | | | |
| Proceeds on disposal of PPE | | | | |
| Decrease (Increase) in non-current debtors | | | | |
| Decrease (increase) other non-current receivables | | | | |
| Decrease (increase) in non-current investments | | | | |
| Payments | | | | |
| Capital assets | - 40 347 730,95 | - 60 081 675,00 | - 48 620 750,00 | - 52 295 300,00 |
| NET CASH FROM/(USED) INVESTING ACTIVITIES | - 40 347 730,95 | - 60 081 675,00 | - 48 620 750,00 | - 52 295 300,00 |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | |
| Receipts | | | | |
| Short term loans | | | | |
| Borrowing long term/refinancing | | | | |
| Increase (decrease) in consumer deposits | | | | |
| Payments | | | | |
| Repayment of borrowing | - 1 435 000,00 | - 401 400,00 | - 401 400,00 | - 401 400,00 |
| NET CASH FROM/(USED) FINANCING ACTIVITIES | - 1 435 000,00 | - 401 400,00 | - 401 400,00 | - 401 400,00 |
| NET INCREASE/ (DECREASE) IN CASH HELD | - 58 017 353,26 | - 16 280 461,03 | - 8 541 749,67 | - 14 597 739,60 |
| Cash/cash equivalents at the year begin: | 59 337 968,00 | 59 337 968,00 | 43 057 506,97 | 34 515 757,30 |
| Cash/cash equivalents at the year end: | 1 320 614,74 | 43 057 506,97 | 34 515 757,30 | 19 918 017,70 |

Explanatory notes to Table A7 – Budgeted Cash Flow Statement

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.
3. It can be seen that the cash levels of the Municipality have improved significantly over the 2021/22 to 2023/24 period owing directly to cost containment Strategies that have been implemented and cash collection during financial year.
4. As part of the 2021/22 Adjustments Budget the unsustainable cash position had to be addressed as a matter of urgency and various interventions were implemented such as the reduction of expenditure allocations and rationalization of spending priorities.
5. In addition, the Municipality undertook an extensive debt collection drive resulting in cash receipts on arrear debtors.
6. The 2022/23 MTREF has been informed by the planning principle of ensuring adequate cash reserves over the medium-term.

Table 4 MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

| Description | Adjustments Budget | Draft Budget | Year 2 | Year 3 |
|---|-------------------------|----------------------|----------------------|------------------------|
| R thousand | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| <u>Cash and investments available</u> | | | | |
| Cash/cash equivalents at the year end | 59 337 968,00 | 43 057 506,97 | 34 515 757,30 | 19 918 017,70 |
| Other current investments > 90 days | - | - | - | |
| Non current assets - Investments | - | - | - | |
| Cash and investments available: | 59 337 968,00 | 43 057 506,97 | 34 515 757,30 | 19 918 017,70 |
| | | | | |
| <u>Application of cash and investments</u> | | | | |
| Unspent conditional transfers | 4 331 813,00 | 4 331 813,00 | 4 331 813,00 | 4 331 813,00 |
| Unspent borrowing | | | | |
| Statutory requirements | 13 332 173,75 | 13 954 703,48 | 14 568 710,44 | 15 224 302,41 |
| Other working capital requirements | - 17 499 204,00 | - 16 867 310,46 | - 26 913 893,17 | - 37 412 572,11 |
| Other provisions | 7 848 758,00 | 7 848 758,00 | 7 848 758,00 | 7 848 758,00 |
| Long term investments committed | - | - | - | |
| Reserves to be backed by cash/investments | - | - | - | |
| Total Application of cash and investments: | - 122 192 666,73 | 9 267 964,03 | - 164 611,74 | - 10 007 698,71 |
| Surplus(shortfall) | 156 575 998,11 | 33 789 542,94 | 34 680 369,03 | 29 925 716,40 |

Explanatory notes to Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
3. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality’s budget must be “funded”.
4. Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded.
5. Considering the requirements of section 18 of the MFMA, it can be concluded that the adopted 2021/22 MTREF was funded owing to the significant surplus.
6. As part of the budgeting and planning guidelines that informed the compilation of the 2021/22 MTREF the end objective of the medium-term framework was to ensure the budget is funded aligned to section 18 of the MFMA.

3.7.1.3. Revenue Raising Strategies

As part of the financial sustainability strategy, an aggressive revenue management framework has been implemented to increase cash inflow, not only from current billings but also from debtors that are in arrears in excess of 90 days. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service, credit control and debt collection.

3.7.1.4. Revenue Protection (Debt Management)

The following processes occur within the Division on an on-going basis:

- Monthly billing of assessment rates, service levies and consumptions for the entire municipal area;
- Processing of Supplementary Valuation Rolls as received from the Valuations Division to update the valuation roll periodically;
- Monthly meter readings of water and electricity consumptions together with the related meter and account movement management,
- Indigent account holders continue to be subsidized on a monthly basis and the register is being updated on a monthly basis;
- Debt Collection includes the tracing of moved customers as well as various legal actions where applicable;
- Credit Control actions take place on an ongoing basis, including the electricity termination process and the restriction of water with regard to arrear accounts;
- The provision of a Customer Care service at the Civic Centre as well as at the various satellite offices;
- The issue of Rates Clearance Certificates in order that transfers of properties can be processed at the Deeds Office;

- Capacitating and training of existing staff to effect legislative amendments and requirements together with the education of customers regarding the benefits of paying for services;

Financial Management

3.7.1.5.1. SCM

The Supply Chain Management Policy was adopted by Council in 2021/22. An amended policy will be considered by Council in due course of which the amendments will be extensively consulted on. Supply Chain Management – demand, acquisition, disposal, logistics and contract management

Assets and Infrastructure

A proxy for asset consumption can be considered the level of depreciation each asset incurs on an annual basis. Preserving the investment in existing infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the municipality’s revenue base. Within the framework, the need for asset renewal was considered a priority and hence the capital programme was determined based on renewal of current assets versus new asset construction.

Further, continued improvements in technology generally allows many assets to be renewed at a lesser ‘real’ cost than the original construction cost. Therefore, it is considered prudent to allow for a slightly lesser continual level of annual renewal than the average annual depreciation. The Asset Management, Infrastructure and Funding Policy is therefore considered a strategic guide in ensuring a sustainable approach to asset renewal, repairs and maintenance and is utilised as a guide to the selection and prioritisation of individual capital projects. In addition the policy prescribes the accounting and administrative policies and procedures relating to property, plant and equipment (fixed assets).

3.1.1. Repairs and Maintenance

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

3.7.1.5. Financial Viability/ Sustainability

Medium-term outlook: operating revenue

The following table is a breakdown of the operating revenue over the medium-term:

Table 5 Breakdown of the operating revenue over the medium-term

| KZN237 Inkosi Langalibalele - Table A4 Budgeted Financial Performance (revenue and expenditure) | | | | | | | | |
|---|-----|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| Description | Ref | Current Year 2021/22 | | | | 2022/23 Medium Term Revenue & Expenditure Framework | | |
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| R thousand | 1 | | | | | | | |
| Revenue By Source | | | | | | | | |
| Property rates | 2 | 104 729 | 106 562 | 106 562 | 157 284 | 112 984 | 117 955 | 123 263 |
| Service charges - electricity revenue | 2 | 272 019 | 268 804 | 268 804 | 177 418 | 281 707 | 294 102 | 307 336 |
| Service charges - water revenue | 2 | - | - | - | - | - | - | - |
| Service charges - sanitation revenue | 2 | - | - | - | - | - | - | - |
| Service charges - refuse revenue | 2 | 8 699 | 9 798 | 9 798 | 6 732 | 10 268 | 10 720 | 11 203 |
| Rental of facilities and equipment | | 1 026 | 1 026 | 1 026 | 483 | 1 075 | 1 122 | 1 173 |
| Interest earned - external investments | | 2 620 | 2 492 | 2 492 | 1 669 | 2 642 | 2 800 | 2 968 |
| Interest earned - outstanding debtors | | 50 707 | 25 354 | 25 354 | 0 | 53 141 | 55 480 | 57 976 |
| Dividends received | | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | 24 251 | 12 313 | 12 313 | 200 | 24 197 | 25 262 | 26 399 |
| Licences and permits | | 2 642 | 4 025 | 4 025 | 3 148 | 4 219 | 4 404 | 4 602 |
| Agency services | | - | 50 | 50 | 35 | 52 | 55 | 57 |
| Transfers and subsidies | | 210 197 | 210 197 | 210 197 | 203 794 | 231 671 | 241 564 | 258 783 |
| Other revenue | 2 | 746 | 1 699 | 1 699 | 3 138 | 1 780 | 1 858 | 1 942 |
| Gains | | - | - | - | - | - | - | - |
| Total Revenue (excluding capital transfers and contributions) | | 677 636 | 642 320 | 642 320 | 553 901 | 723 736 | 755 322 | 795 702 |

Figure 10 Breakdown of operating revenue over the 2022/23 MTREF

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The municipality derives most of its operational revenue from the provision of goods and services such as water, electricity, sanitation and solid waste removal. Property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc).

The revenue strategy is a function of key components such as:

- Growth in the city and economic development;
- Revenue management and enhancement;
- Achievement of average 80 per cent annual collection rate for consumer revenue;
- National Treasury guidelines;

- Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA), and
- And the ability to extend new services and obtain cost recovery levels.

The above principles guide the annual increase in the tariffs charged to the consumers and the ratepayers aligned to the economic forecasts.

Table 14 Sources of capital revenue over the MTREF

| Vote Description | Ref | Current Year 2021/22 | | | | 2022/23 Medium Term Revenue & Expenditure Framework | | |
|--------------------------------|----------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| R thousand | 1 | | | | | | | |
| Funded by: | | | | | | | | |
| National Government | | 37 848 | 37 848 | 37 848 | - | 57 482 | 48 021 | 51 695 |
| Provincial Government | | - | - | - | - | - | - | - |
| District Municipality | | - | - | - | - | - | - | - |
| Transfers recognised - capital | 4 | 37 848 | 37 848 | 37 848 | - | 57 482 | 48 021 | 51 695 |
| Borrowing | 6 | - | - | - | - | - | - | - |
| Internally generated funds | | 2 500 | 2 500 | 2 500 | - | 2 600 | 600 | 600 |
| Total Capital Funding | 7 | 40 348 | 40 348 | 40 348 | - | 60 082 | 48 621 | 52 295 |

The above table is graphically represented as follows for the 2022/23 financial year.

Figure 11 Sources of capital revenue for the 2022/23 financial year

Capital grants and receipts equates to 96 per cent of the total funding source which represents R57.4 million for the 2022/23 financial year.

i) Cash Flow Management

Cash flow management and forecasting is a critical step in determining if the budget is funded over the medium-term. The table below is consistent with international standards of good financial management practice and also improves understandability for councilors and management. Some specific features include:

- Clear separation of receipts and payments within each cash flow category;
- Clear separation of capital and operating receipts from government, which also enables cash from 'Ratepayers and other' to be provide for as cash inflow based on actual performance. In other words the *actual collection rate* of billed revenue., and
- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long term borrowing (debt).

Table 6 MBRR Table A7 - Budget cash flow statement

KZN237 Inkosi Langalibalele - Table A7 Budgeted Cash Flows

| Description | Ref | Current Year 2021/22 | | | | 2022/23 Medium Term Revenue & Expenditure Framework | | |
|--|-----|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| CASH FLOW FROM OPERATING ACTIVITIES | | | | | | | | |
| Receipts | | | | | | | | |
| Property rates | | 71 216 | 72 462 | 72 462 | - | 76 829 | 80 209 | 83 819 |
| Service charges | | 202 204 | 193 796 | 193 796 | - | 203 215 | 212 156 | 221 703 |
| Other revenue | | 20 905 | 50 291 | 50 291 | - | 69 195 | 78 611 | 84 116 |
| Transfers and Subsidies - Operational | 1 | 210 197 | 210 197 | 210 197 | - | 231 671 | 241 564 | 258 783 |
| Transfers and Subsidies - Capital | 1 | 37 848 | 37 848 | 37 848 | - | 80 983 | 70 929 | 75 252 |
| Interest | | 37 101 | 20 128 | 20 128 | - | 39 628 | 41 414 | 43 319 |
| Dividends | | - | - | - | - | - | - | - |
| Payments | | | | | | | | |
| Suppliers and employees | | (503 941) | (553 851) | (553 851) | 205 934 | (641 597) | (668 547) | (712 974) |
| Finance charges | | (1 299) | (1 299) | (1 299) | - | (1 362) | (1 422) | (1 486) |
| Transfers and Grants | 1 | - | - | - | - | (1 000) | - | - |
| NET CASH FROM/(USED) OPERATING ACTIVITIES | | 74 230 | 29 573 | 29 573 | 205 934 | 57 561 | 54 915 | 52 533 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | | |
| Receipts | | | | | | | | |
| Proceeds on disposal of PPE | | - | - | - | - | - | - | - |
| Decrease (increase) in non-current receivables | | - | - | - | - | - | - | - |
| Decrease (increase) in non-current investments | | - | - | - | - | - | - | - |
| Payments | | | | | | | | |
| Capital assets | | (40 348) | (40 348) | (40 348) | - | (73 439) | (63 055) | (66 729) |
| NET CASH FROM/(USED) INVESTING ACTIVITIES | | (40 348) | (40 348) | (40 348) | - | (73 439) | (63 055) | (66 729) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | | | | | |
| Receipts | | | | | | | | |
| Short term loans | | - | - | - | - | - | - | - |
| Borrowing long term/refinancing | | - | - | - | - | - | - | - |
| Increase (decrease) in consumer deposits | | - | - | - | - | - | - | - |
| Payments | | | | | | | | |
| Repayment of borrowing | | (401) | (401) | (401) | 133 | (401) | (401) | (401) |
| NET CASH FROM/(USED) FINANCING ACTIVITIES | | (401) | (401) | (401) | 133 | (401) | (401) | (401) |
| NET INCREASE/ (DECREASE) IN CASH HELD | | | | | | | | |
| Cash/cash equivalents at the year begin: | 2 | 903 | 96 459 | 96 459 | 23 342 | 59 338 | 43 058 | 34 517 |
| Cash/cash equivalents at the year end: | 2 | 34 384 | 85 282 | 85 282 | 229 410 | 43 058 | 34 517 | 19 920 |

The above table shows that cash and cash equivalents of the municipality have steadily decreased overtime.

Cash Backed Reserves/Accumulated Surplus Reconciliation

This following table meets the requirements of MFMA Circular 42 which deals with the funding of a municipal budget in accordance with sections 18 and 19 of the MFMA. The table seeks to answer three key questions regarding the use and availability of cash:

- What are the predicted cash and investments that are available at the end of the budget year?
- How are those funds used?
- What is the net funds available or funding shortfall?

A surplus would indicate the cash-backed accumulated surplus that was/is available. A shortfall (applications > cash and investments) is indicative of non-compliance with section 18 of the MFMA requirement that the municipality's budget must be 'funded'. Non-compliance with section 18 is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded (budgeted spending is greater than funds available or to be collected). It is also important to analyse trends to understand the consequences, e.g. the budget year might indicate a small surplus situation, which in itself is an appropriate outcome, but if in prior years there were much larger surpluses then this negative trend may be a concern that requires closer examination.

ii) Funding compliance measurement

National Treasury requires that the municipality assess its financial sustainability against fourteen different measures that look at various aspects of the financial health of the municipality. These measures are contained in the following table. All the information comes directly from the annual budgeted statements of financial performance, financial position and cash flows. The funding compliance measurement table essentially measures the degree to which the proposed budget complies with the funding requirements of the MFMA. Each of the measures is discussed below.

Table 7 MBRR SA10 – Funding compliance measurement

KZN237 Inkosi Langalibalele Supporting Table SA10 Funding measurement

| Description | MFMA section | Ref | 2018/19 | 2019/20 | 2020/21 | Current Year 2021/22 | | | | 2022/23 Medium Term Revenue & Expenditure Framework | | |
|---|--------------|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| Funding measures | | | | | | | | | | | | |
| Cash/cash equivalents at the year end - R'000 | 18(1)b | 1 | 23 270 | (28 818) | (124 536) | 34 384 | 85 282 | 85 282 | 227 244 | 43 058 | 34 516 | 19 919 |
| Cash + investments at the yr end less applications - R'000 | 18(1)b | 2 | (236 275) | (205 284) | (151 488) | 147 243 | 72 072 | 72 072 | 301 543 | 457 023 | 313 572 | 314 886 |
| Cash year end/monthly employee/supplier payments | 18(1)b | 3 | 0,5 | (0,7) | (2,9) | 0,8 | 1,9 | 1,9 | 7,4 | 0,9 | 0,7 | 0,4 |
| Surplus/(Deficit) excluding depreciation offsets: R'000 | 18(1) | 4 | (130 527) | 210 760 | 161 727 | 89 542 | 81 835 | 81 835 | 201 219 | 151 901 | 146 111 | 148 275 |
| Service charge rev. % change - macro CPIX target exclusive | 18(1)a,(2) | 5 | N.A. | 6,3% | 11,1% | (21,7%) | (6,1%) | (6,0%) | (17,4%) | (0,9%) | (1,6%) | (1,5%) |
| Cash receipts % of Ratepayer & Other revenue | 18(1)a,(2) | 6 | 0,0% | 0,0% | 0,0% | 63,3% | 73,7% | 73,7% | 0,0% | 71,4% | 72,6% | 73,0% |
| Debt impairment expense as a % of total billable revenue | 18(1)a,(2) | 7 | 20,9% | (8,4%) | 7,5% | 20,1% | 9,5% | 9,5% | 0,0% | 9,4% | 9,4% | 9,4% |
| Capital payments % of capital expenditure | 18(1)c,19 | 8 | 0,0% | 0,0% | 0,0% | 100,0% | 100,0% | 100,0% | 0,0% | 100,0% | 100,0% | 100,0% |
| Borrowing receipts % of capital expenditure (excl. transfers) | 18(1)c | 9 | 0,0% | 0,0% | 0,0% | 0,0% | 0,0% | 0,0% | 0,0% | 0,0% | 0,0% | 0,0% |
| Grants % of Govt. legislated/gazetted allocations | 18(1)a | 10 | | | | | | | | 0,0% | 0,0% | 0,0% |
| Current consumer debtors % change - incr(decr) | 18(1)a | 11 | N.A. | 45,2% | (3,6%) | (42,1%) | (6,5%) | 0,0% | 110,0% | 20,6% | (49,6%) | 4,5% |
| Long term receivables % change - incr(decr) | 18(1)a | 12 | N.A. | 0,0% | 0,0% | 0,0% | 0,0% | 0,0% | 0,0% | 0,0% | 0,0% | 0,0% |
| R&M % of Property Plant & Equipment | 20(1)(vi) | 13 | 1,2% | 1,4% | 1,6% | 2,2% | 2,0% | 2,0% | 1,0% | 2,1% | 266,6% | 220,4% |
| Asset renewal % of capital budget | 20(1)(vi) | 14 | 0,5% | 2,5% | 9,3% | 4,8% | 4,8% | 4,8% | 0,0% | 0,0% | 0,0% | 0,0% |

iii) Cash/cash equivalent position

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

If the municipality's forecast cash position is negative, for any year of the medium term budget, the budget is very unlikely to meet MFMA requirements or be sustainable and could indicate a risk of non-

compliance with section 45 of the MFMA which deals with the repayment of short term debt at the end of the financial year. The forecasted cash and cash equivalents for the 2022/23 MTREF shows R43 million, R35.5 million and R19.9 million for each respective financial year.

iv) Cash plus investments less application of funds

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

v) Cash receipts as a percentage of ratepayer and other revenue

This factor is a macro measure of the rate at which funds are 'collected'. This measure is intended to analyse the underlying assumed collection rate for the MTREF to determine the relevance and credibility of the budget assumptions contained in the budget. It can be seen that the outcome is at 60.1 percent for each of the respective financial years. Given that the assumed collection rate was based on a 68 per cent performance target, the cash flow statement has been conservatively determined. In addition, the risks associated with objections to the valuation roll need to be clarified and hence the conservative approach, also taking into consideration the cash flow challenges experienced in the current financial year. This measure and performance objective will have to be meticulously managed. Should performance with the mid-year review and adjustments be positive in relation to actual collections of billed revenue, the adjustments budget will be amended accordingly.

vi) Capital payments percentage of capital expenditure

The purpose of this measure is to determine whether the timing of payments has been taken into consideration when forecasting the cash position. The municipality aims to keep this as low as possible through strict compliance with the legislative requirement that debtors be paid within 30 days.

3.7.1.6. Loans / Borrowings and Grant Dependency

Capital expenditure in local government can be funded by capital grants, own-source revenue and long-term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. As with all other municipalities, Inkosi Langalibalele Municipality's borrowing strategy is primarily informed by the affordability of debt repayments. The structure of the municipality's debt portfolio is dominated by annuity loans. The following financial performance indicators have formed part of the compilation of the 2021/22 MTREF:

- *Capital charges to operating expenditure* is a measure of the cost of borrowing in relation to the operating expenditure. It can be seen that the cost of borrowing has steadily decreased. It is estimated that the cost of borrowing as a percentage of the operating expenditure will reach 1.2 per cent in 2021/22 While borrowing is considered a prudent financial instrument in financing capital infrastructure development, this indicator will have to be carefully monitored going forward as the municipality has reached its prudential borrowing limits.

The municipality's debt profile provides some interesting insights on the municipality's future borrowing capacity. Firstly, the use of amortising loans leads to high debt service costs at the beginning of the loan, which declines steadily towards the end of the loan's term.

In summary, various financial risks could have a negative impact on the future borrowing capacity of the municipality. In particular, the continued ability of the municipality to meet its revenue targets and ensure its forecasted cash flow targets are achieved will be critical in meeting the repayments of the debt service costs. As part of the compilation of the 2021/22 MTREF the potential of smoothing out the debt profile over the longer term will be investigated.

The MFMA specifies that borrowing can only be utilised to fund capital or refinancing of borrowing in certain conditions. The municipality engages in a number of financing arrangements to minimise its interest rate costs and risk. Amortisation schedule were obtained from the financial institutions and used to calculate the finance charges the municipality will incur in the 2022/23.

The municipality is not planning to obtain any borrowing to finance capital in 2022/23.

3.8. Auditor-General's Opinion

In the 2019-2020 the AGs opinion received was a disclaimer

The plan is attached as annexure

3.9. Financial Viability & Management: SWOT Analysis

| STRENGTHS | WEAKNESSES |
|--|---|
| <ul style="list-style-type: none"> • Compliance with financial legislation • Legislation and policies in place • High revenue base • Compliant with conditional grants business plans | <ul style="list-style-type: none"> • Implementation of strategies • Ageing infrastructure impacting on limited municipal budget • Records management |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • Implementation of rigorous revenue enhancement strategy • Tourism development • Privately owned land (revenue generation) • Manufacturing industries • National road crossing through the municipality | <ul style="list-style-type: none"> • Increase in indigent household • Land issues, unfunded budget • Disclaimer audit opinion • Increase in outstanding debts • Unspent conditional grants • Poor implementation of policies • Poor monitoring of amenities. |

3.8. Combined SWOT analysis

| STRENGTHS | WEAKNESSES |
|--|---|
| <ul style="list-style-type: none"> • Licensed Landfill Site. • Approved IWMP. • Job Creation Programmes • Approved Disaster Framework / Policy • Improved Revenue Generation: Traffic Unit • Adopted and reviewed policies • Experience • Clear communication channel • Capacitated Personnel • Required policies & Framework in place • Full complements of managers • No load shedding • Road access patterns • Abundance of natural resources • Small customer base • Losses are minimal • We have a staff compliment who have been in the Housing Environment and are able to deal with relevant challenges. • Assistance from the district in terms of approval of applications • Single scheme in place • All environmental sensitive areas are mapped with great value • The municipality has a strong manufacturing base with large companies like Nestle, Sasko, and Eskort Bacon etc.; • There is good agricultural land available for the municipality to cultivate; • There are significant cultural, heritage and environmentally significant sites which put the municipality at a competitive advantage; • The municipality is located at the foothills of the UKhahlamba Drakensburg world heritage site, which has significant tourism value. | <ul style="list-style-type: none"> • No Fire Engine. • No Disaster Management Centre • No Disaster Response Material • Lack of total Compliance with Landfill Site License • No Weighbridge at Estcourt Landfill Site (No Revenue Generation). • Lack of Plant and Equipment. • Vandalism of Municipal Facilities • Financial constraints • Skeleton staff • Late submission / non compliance • Accountability • Working in Silos • Low Staff Moral • Low work ethic • unfunded budget • Lack of adequate Community Mobilisation • Lack of skilled manpower • High dependency on grant fundings • Material not procured on time • Most plant is old and outdated • The challenge is that we are dependent on other sector for Funding for any Housing Project. • It takes extremely long to complete Planning stages which may last around 10yrs. • Constraints of sitting of authorised environmental officer • Loss, transformation and degradation of natural habitat through cultivation, overgrazing, human settlement, alien plant invasion results in ecosystem degradation and species loss. • Loss of agricultural land • Development of human settlement on natural areas of high biodiversity • Rapid and poorly controlled urbanisation on protected areas (Thembehle encroachment on Weenen Park) • Dense population in flood plains and settlement below potential hazard areas • Lack of land administration results in the underdevelopment of agricultural land and |

| | |
|---|---|
| <ul style="list-style-type: none"> • Inkosi Langalibalele is strategically located within the N3 development corridor. | <p>settlements located on good agricultural land;</p> <ul style="list-style-type: none"> • Lack of investment in the municipality; • The municipality recognises tourism as one of the main economic drivers, but tourism has been inadequately resourced and funded; • Inadequate tourism education, training and awareness; • Inadequate protection of the environment and agricultural land; • Lack of economic governance systems and municipal strategic plan. • Implementation of strategies • Ageing infrastructure impacting on limited municipal budget • Records management |
|---|---|

| | |
|--------------------|----------------|
| OPPORTUNITY | THREATS |
|--------------------|----------------|

| | |
|--|---|
| <ul style="list-style-type: none"> • Revenue Generation from the Landfill Site if Weighbridge installed. • More Job Creation if additional Budget is allocated for EPWP. • Fire and Disaster Response can lean to harmony within communities and also restore confidence in the municipality, • Procurement of Plant & Equipment can improve tangible Service Delivery (Grass Cutting, Waste Collection, maintenance of Community Facilities). • Motivated & productive staff • Contribute to good service delivery • Complete placement process • Improved audit outcomes • Developing our fully fledged Internal Audit unit • Compliance with required legislation • Informed community members • Housing development provide housing opportunities for previously disadvantaged communities • Employment opportunities in (job creation & eradication through labour intensive projects) • Focus environmental education initiatives initially around sensitive areas | <ul style="list-style-type: none"> • Legal Recourse in the event of failed Fire Responses. • Community unrest due to insufficient Disaster Response. • Closure of the Landfill Site if not fully compliant (Community Unrest and Loss of revenue from Industries, Business). • Vandalism of Community Facilities will lead to Community unrest and Loss of income. • Lack of finalization of the new organisational structure • Political Interference • Inadequate resources • Political unrest • Community protest • Community Unrest • Aging infrastructure • Power failures • Main pipes and other connections lie within the road lanes • Inadequate equipment and working material • Infrastructure backlogs exceeding available budget • Vacant critical managerial position in civil engineering unit • Beneficiary communities become irate with slow progress to deal with Stage 1 activities. |
|--|---|

| | |
|--|--|
| <ul style="list-style-type: none"> • Agriculture constitutes one of the key drivers of local economy • Large parcels of agricultural land for farming and cultivating produce; • Skills training and development for agricultural emerging businesses; • Retaining current business by offering attractive incentives. • Form partnership with the informal sector; • Focus on unlocking new development through the use of existing network corridors; • Development of a LED plan with strategies to grow economy and attract foreign investors; • Stimulate economic development opportunities in rural and urban areas; • Promote investment in the Estcourt commercial sector • Implementation of rigorous revenue enhancement strategy • Tourism development • Privately owned land (revenue generation) • Manufacturing industries • National road crossing through the municipality. | <ul style="list-style-type: none"> • Lack of capacity (staff) • Poor agricultural practices in rural areas • Lack of land use management in rural areas • Climate change threatens ecosystem • Lack of business incentives poses a threat to attracting and retaining business in the area; • Outdated informal Traders By-Laws; • Lack of infrastructure services while transport is the on the main economic contributors in the municipality; • Lack of SMME contribution to the economy of the municipality; • Implementation of strategies • Ageing infrastructure impacting on limited municipal budget • Records management • Increase in indigent household • Land issues, unfunded budget • Disclaimer audit opinion • Increase in outstanding debts • Unspent conditional grants • Poor implementation of policies • Poor monitoring of amenities. |
|--|--|

3.9. Combined Key Challenges

| Key challenge | Description |
|--|--|
| 1. Working with skeleton staff , there's only one manager in the entire department & finalization of the organizational structure. | The department is a cross cutting department that has to deal with the specialized sections hence having skeleton staff is a key challenge as we are unable to address departmental issues. Due the reviewing of the organogram, placement of employees has not been finalized. |
| 2. Financial constraints | The municipality is required to provide skills development to employees, upgrading of our corporate systems and infrastructure and this affects the effective functioning of the department which therefore affects the municipality as a whole. |
| 3. Non-Alignment between IDP, Budget & SDBIP | According to the Municipal Systems act. The Municipality is required to develop its IDP which informs the Budget & SDBIP for its implementation. Alignment of these 3 Documents are imperative. |
| 4. Libraries not aligned with the Fourth Industrial Revolution & Lack of Mobile Libraries. | <ul style="list-style-type: none"> • Lack of eBooks / eSystem. • Lack of eBooks promotes lack of supply of relevant and current information. • Fully Installed and functional Mobile Library. |
| 5. Lack of compliance with KZNDOT MOA Conditions. | <ul style="list-style-type: none"> • Shortage of Staff as per requirements of the KZNDOT MOA. • Shortage of Staff prevents segregation of duties and promote Fraud and Corruption. |
| 6. Dilapidating Traffic Building and Infrastructure. | <ul style="list-style-type: none"> • Buildings cannot be renovated due to ownership by KZN Public Works. • Lack of compliant Testing Facilities. |
| 7. Internal Audit currently co-sourced | <ul style="list-style-type: none"> • The Internal Audit section lack capacity in order to form a fully-fledged unit. Co-sourcing is financially costing the municipality. Should there be capacity in the unit, this will assist greatly in ensuring that we do away with co-sourcing. |
| 8. Lack of adequate Community Participation & Multi stakeholders' engagement | <ul style="list-style-type: none"> • The lack of resources is clearly evident in the extensive visible underperformance of the majority of programmes. • There are no vehicles allocated to special programmes towards which compromises extensive ward visits. This leads to increased number of some objectives unachievable. Further, visible trust being lost. |
| 9. Vacant critical management positions in the department (PMU & O & M), electricians | As this department is a service delivery department which is mandated to construct, upgrade and maintain infrastructure, we require skills development for existing staff and urgent |

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|---|---|
| <p>and senior technician positions.</p> | <p>recruitment of critical positions to ensure dependable & efficient service delivery.</p> |
| <p>10. Ageing Infrastructure, plant and equipment, environmental threats on infrastructure</p> | <p>As a service delivery department we endeavour and strive to serve the community with good quality electricity with minimal disruptions and safe reliable roads but there are also environmental threats that are accompanied by global warming and also ageing infrastructure, plant and equipment. Floods have severely damaged Electricity Medium Voltage lines and transformers and also road infrastructure such as drainages.</p> |
| <p>11. Financial constraints</p> | <p>Since the municipality is operating on an unfunded budget, the major challenge is that of insufficient budget that is allocated to PWBS. This in turn greatly affect the upgrade and maintenance of infrastructure hence affecting the quality of services rendered to our valued customers. As per National Treasury the regulated allocation for O & M civil is 8% and 6 % for O & M electricity but currently we are receiving 2 % for both.</p> |
| <p>12. Lack of plant & Equipment</p> | <ul style="list-style-type: none"> • The lack of a TLB & Tipper Truck prevents eradication of Illegal Dumping. It also poses a challenge during Harsh Weather conditions and prevent Digging of graves. • The lack of Plant also poses a challenge at the Landfill Site by preventing Daily Covering which is a requirement of the License issued. • The lack LDVs prevents adequate Supervision of all areas and limits transportation Employees and Tools to sites. • The lack of Fire Engine limits the Fire & Rescue Response Plan which poses Legal Recourse threats to the municipality. • The lack of Tractors prevents Grass Cutting and Parks Maintenance which contravenes the Environmental Management Act and Safety requirements for the community. |
| <p>13. Vandalism of community facilities</p> | <ul style="list-style-type: none"> • Lack of Security allows for vandalism of PARKS, HALLS, SPORTS FACILITIES & PUBLIC TOILETS. • Vandalised facilities prevent Community use and affect Revenue Generation. • Vandalised Recreational Facilities contribute to Social Ills. • Vandalised Public Toilets promote Contravention of Municipal Bylaws and Constitutional Right to Community Services. |
| <p>9. None compliance with the Estcourt landfill license.</p> | <ul style="list-style-type: none"> • Vandalism of Fencing promotes uncontrolled Access and Health Hazards. |

| | |
|---|--|
| | <ul style="list-style-type: none"> • Vandalism of fencing contravene the Licence Requirements / Conditions. • Lack of Leachate Management promotes Contamination of Water Table and contravenes the License issued. • lack of Potable Water and adequate Ablution Facilities contravene the Licence Conditions. • The Lack of Bore Holes prevent Water Sampling as per requirements of the License. • Lack of Formal Recycling Programme does not promote Reduce, Reuse and Recycles of the NEMA. • Lack of Weighbridge which prevents Revenue Generation and SAWIS Reporting. |
| 10. Ingonyama Trust Board approvals for rural projects | <ul style="list-style-type: none"> • We have submitted 3 applications for ITB approval and presentation in order to submit our Stage 2(construction) application. Despite regular follow-ups there seems to be a challenge with this exercise. |
| 11. UThukela District Bulks Confirmation for all Low Income housing Projects | <ul style="list-style-type: none"> • We are busy with the application for 5 new projects which require bulks confirmation. These projects cannot move from planned to Feasibility until we receive this confirmation. We are busy dealing with the District on the matter. |

KPA 4- Local Economic Development

| Key challenge | Description |
|---|--|
| 8. Limited Job Creation through EPWP/CWP. | <ul style="list-style-type: none"> • Inadequate financial allocation limits job creation programmes. • Inadequate financial allocation limits poverty alleviation. |
| 9. Lack of entrepreneurial and business skills development | <ul style="list-style-type: none"> • One of the critical problem areas for emerging entrepreneurs involves the lack of skills required to conduct systematic research to compile a bankable business plan. |
| 10. Lack of labour skills development | <ul style="list-style-type: none"> • The highly competitive global economy requires a skilled work force. |
| 11. Sustain Business Retention and Expansion Program | <ul style="list-style-type: none"> • Business Retention and Expansion (BR&E) is an economic development strategy of proactively connecting with existing businesses to understand and respond to local business needs. Inkosi Langalibalele must give special attention to small businesses that employ between 10 to 99 employees, otherwise known as Stage 2 firms. |
| 12. Tourism – develop comprehensive intelligence | <ul style="list-style-type: none"> • One of the main problems that hampers the purposeful planning and monitoring of the Inkosi Langalibalele tourism industry is the lack of industry intelligence. As |

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| | <p>a result, there are only estimations on the number of beds available and even less information on the visitor numbers and occupancy rates.</p> |
| 13. Development of subsistence farmers and Agricultural Infrastructure Support Programmes | <ul style="list-style-type: none"> • While noted that small and emerging farmers struggle to get access to formal markets. Almost all produce that is not used for consumption can be found in the informal markets found along main roads, outside bus stations, taxi ranks, alongside existing fresh produce markets and in parts of the CBD. |
| 14. Climate Change Resilience and Mitigation Measures | <ul style="list-style-type: none"> • Climate change poses a great risk and challenge to the economy, society and environment in general. As it is mainly associated with changes in weather patterns with notable rises in climate variability impacting upon both water quality and availability. This is evident in the changes in rainfall patterns, intensified thunderstorms, flooding and droughts, variations in soil moisture and runoff, effects of increasing evaporation and changing temperatures on aquatic systems. |
| 15. Insufficient funding; low revenue collection | <p>In terms of Section 18 of the MFMA, budget may only be funded from the realistically anticipated revenue. This therefore determines the allocations to be made to budget.</p> |
| 16. Unfunded budget | <p>The main source document for implementing service delivery is credible budget which comprises of revenue and expenditure. Unfunded budget is impacting on service delivery, since there is limited budget to spend on service delivery infrastructure projects as well as maintenance of infrastructure.</p> |
| 17. Disclaimer Audit Opinion | <p>The credit rating of the municipality is based on audit outcome and it also allows municipality to source more funding for further investment. In this case the municipality's credit rating is compromised, there is no credible base for budget.</p> |
| 18. Lack of records management as well as internal controls | <p>Municipality is expected to have records management system which will keep all records for future audit purposes and reference purposes. Lack of internal control in record keeping has resulted in the auditor general issuing the limitation of scope which has resulted in qualification of findings</p> |
| 19. Non-compliance with legislation | <p>There are many laws governing the operations within local government, such as MFMA, NT circulars, municipal policies. Each non-compliance as finding by auditor general will have an impact on the audit outcome</p> |
| 20. None Functional Disaster Satellite Centers | <ul style="list-style-type: none"> • Lack of Equipment and Staff Shortage in Satellite Areas. |

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| 21. Poor environmental management and degradation | <ul style="list-style-type: none"> • Loss of natural assets due to lack of effective land use management system. |
| 22. Food security | <ul style="list-style-type: none"> • Loss of agricultural land due to settlement sprawl • Need to promote processing of agricultural produce |
| 23. Disinvestment | <ul style="list-style-type: none"> • Inability to attract investment and poor level of infrastructure • Large firms closing down |
| 24. Low income level & rural poverty | <ul style="list-style-type: none"> • Lack of employment • Lack of economic opportunities |
| 25. Low literacy level and lack of skills | <ul style="list-style-type: none"> • Insufficient skills development programmes and higher education facilities |
| 26. Settlement sprawl | <ul style="list-style-type: none"> • Lack of effective land use management & lack of enforcement |
| 27. Lack of access to services and infrastructure | <ul style="list-style-type: none"> • Infrastructure demand in dispersed settlements |
| 28. Spatial inefficiency | <ul style="list-style-type: none"> • Dispersed settlements and disjuncture between settlements and economic opportunities |
| 29. Cross boarder rural conurbation | <ul style="list-style-type: none"> • Settlement sprawl and lack of commercial centres. |

4. Vision, Goals, Objectives & Strategies

| Municipal Transformation and institutional organization | | |
|---|--|--|
| GOAL | OBJECTIVE | STRATEGY |
| Skilled employed | <ul style="list-style-type: none"> ➤ For employees to contribute to good service delivery ➤ Happy & motivated employees | <ul style="list-style-type: none"> ➤ Provide skills development & training. ➤ Implementation of HR policies, e.g. promotions & retentions. ➤ Team buildings |
| organization structure | <ul style="list-style-type: none"> ➤ Expediting the reviewing of the organizational structure and finalizing placement. This will also assist in the lifting of the monetarism on appointments and trainings. | <ul style="list-style-type: none"> ➤ Finalization of the organization structure 3 months. 1 July 2022 |
| Compliance with relevant legislation | <ul style="list-style-type: none"> ➤ Improved IDP, Budget & PMS | <ul style="list-style-type: none"> ➤ Alignment of documents ➤ Improve teamwork |

| Good Governance & Public Participation | | |
|--|--|---|
| GOAL | OBJECTIVE | STRATEGY |
| Improved Audit outcome | Strengthen audit and risk committee | <ul style="list-style-type: none"> ➤ Appointment of members with relevant qualification. |
| Beef up & capacitate department | Fully fledged risk and audit unit | <ul style="list-style-type: none"> ➤ Appointment of qualified staff |
| Improve Community Participation | Informed & participatory community members | <ul style="list-style-type: none"> ➤ Adequate community engagement ➤ Community feedback sessions ➤ Functional Ward Committees ➤ Community Surveys |
| Compliance with relevant legislation | Improved IDP, Budget & PMS | <ul style="list-style-type: none"> ➤ Alignment of documents ➤ Improve teamwork |

| Basic Service Delivery & Infrastructure Development | | |
|--|---|---|
| GOAL | OBJECTIVE | STRATEGY |
| To fill critical vacant positions with skilled employees | <ul style="list-style-type: none"> ➤ For employees to contribute to good service delivery ➤ Happy & motivated employees | <ul style="list-style-type: none"> ➤ Continued provision of skills development & training. ➤ Team buildings |
| To provide basic service delivery | <ul style="list-style-type: none"> ➤ serving the community with good quality electricity with minimal disruptions and safe, reliable roads. Upgrade infrastructure, plant and equipment to align with modern technology hence improving reliability and efficiency | <ul style="list-style-type: none"> ➤ Adequate budget and regular maintenance and upgrading of ageing infrastructure, plant and equipment. |
| Full Compliance of the Estcourt Landfill Site. | <ul style="list-style-type: none"> ➤ Complete Fencing of the facility and Install Weighbridge. ➤ Construct Lined Cells in line with the License issued. | <ul style="list-style-type: none"> ➤ Annual audit and repair of existing fence. ➤ Install weighbridge and link to Finance System. |

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| | <ul style="list-style-type: none"> ➤ Daily Covering and prevention of Fires. • Reporting and Environmental Management Monitoring. | <ul style="list-style-type: none"> ➤ Cover Waste on all daily basis in lined Cells. |
| Enhanced Revenue Generation on all Small Amenities. | <ul style="list-style-type: none"> • A properly coordinated programme for Monthly submission to Finance for Billing. • Submission of Quarterly Reports to the Portfolio Committee. | <ul style="list-style-type: none"> • All Unit Heads to submit Billing Information to the Revenue Section on a Monthly basis. • Submit reports to the Portfolio Committee. |
| Provide Sustainable Housing Delivery in the next 10years | The objective is to provide as many as possible Housing Opportunities to the residents living within the Municipality in terms of the section 26 of the Constitution. Were possible to provide the beneficiaries with Title Deeds to their houses. This excludes Ingonyama Trust Board owned land. | We are going to deal with the housing delivery in terms of our Housing Sector Plan which is aligned to our IDP. We are also busy with developing a new Housing Sector Plan with the assistance of the Department of Human Settlements. |
| To eradicate 70% of all Informal Settlements in the next 15years | The objective is to convert all informal settlements into a formalize housing development which will also cater for other services such as water, electricity and roads | We are going to deal with the housing delivery in terms of our Housing Sector Plan which is aligned to our IDP. We are also busy with developing a new Housing Sector Plan with the assistance of the Department of Human Settlements. |

| Local Economic Development | | |
|---|---|---|
| GOAL | OBJECTIVE | STRATEGY |
| Improve the level of business skills amongst entrepreneurs (with specific focus on the emerging group). | <ul style="list-style-type: none"> ➤ At least one presentation given by Trade and Investment Kwazulu-Natal (TIKZN) and SEDA each ➤ Four courses presented by TIKZN and SEDA each ➤ Entrepreneurs able to engage in systematic research and the development of a bankable business plan for their business. ➤ Fewer businesses going bankrupt as a result of bad cashflow management practices. ➤ Entrepreneurs able to engage and stick to proper budgets. | <ul style="list-style-type: none"> ➤ Make contact with the various institutions and invite them to give presentations to the local community on the courses on offer. ➤ Start with TIKZN and SEDA. |
| To have easy access to accurate information on the vital statistics of the tourism sector. | <ul style="list-style-type: none"> ➤ Easy access to reliable data that is regularly updated. ➤ At least the data items listed under “actions” in this recommendation must be collected and maintained. | <ul style="list-style-type: none"> ➤ An audit of the existing tourism product. Survey amongst visitors (to be completed by the visitors): ➤ Survey of occupancy rates which can involve a simple questionnaire to be completed by all operators and submitted to the Tourism Authority on a regular basis (e.g. quarterly). The questionnaire should provide the following: ➤ Purpose of visit |
| Enhanced Job Creation. | <ul style="list-style-type: none"> ➤ Creation of more than 500 EPWP Opportunities (Annually). ➤ Creation of more than 1000 CWP Opportunities (Annually). | <ul style="list-style-type: none"> ➤ Increase Job Creation allocation once additional Budget has been allocated. ➤ Ensure Reporting by other Municipal Departments of own Projects. |
| To improve the skills base of the labour force in order to increase productivity and marketability. | <ul style="list-style-type: none"> ➤ Increase the number of local employees registering for SETA and other courses. | <ul style="list-style-type: none"> ➤ Start off by conducting a simple survey to determine the extent to which local businesses are making use of SETA’s ➤ Based on the findings of this survey, a strategy can be developed per sector to address the concerns and bottlenecks to increase the participation levels. |
| To ensure optimal income generation and poverty reduction through the existing rural livestock by tapping into four opportunities that exist within livestock value chain which include animal feed production, livestock production, slaughtering and processing and the production of hides | <ul style="list-style-type: none"> ➤ To mainstream all the potential SMME enterprises on opportunities that are prevalent due to the existence of livestock; ➤ To foresee the establishment of meat production, skin/ hide products, horn/ bone products and animal feed as part of the value chain; and | <ul style="list-style-type: none"> ➤ Identification of value chain partners and associated business model; ➤ Engagement on meetings and workshops; ➤ Obtaining required licenses and permits in terms product compliance; ➤ Development of business plans and Memorandum of Agreements; ➤ Implementation; and ➤ Monitoring and Evaluation |

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| | <ul style="list-style-type: none"> ➤ To ensure that the local communities are able to tap into all opportunities as prevalent. | |
| To become the producer of high-quality hides that can be used is a wide range of applications. | <ul style="list-style-type: none"> ➤ Decrease the damage to hides on the farm to increase the percentage of hides that can be used. ➤ Increase the number of hides bought and used by the tanners. | <ul style="list-style-type: none"> ➤ It is recommended that a study be undertaken to establish the potential value of hides and skins in the study area, starting with cattle and including the game industry. The study should at least focus on the following: <ul style="list-style-type: none"> ○ The main trends (national) in the demand and supply of hides (including imports and exports) ○ The problems experienced by tanners in South Africa. ○ The views and opinions of the local farmers on hides and skins ○ The bottlenecks that exist between the local farmers and tanners ➤ Ultimately, the study must make recommendations on how these bottlenecks can be addressed, with specific reference to the possible incentives for the farmers to improve the quality of the hides. |
| To improve business confidence | <ul style="list-style-type: none"> ➤ To encourage an investor friendly environment; ➤ To improve relations between the municipality and the businesses; ➤ To strengthen clear procedures and reduce unnecessary blockages; and ➤ To encourage business growth. | <ul style="list-style-type: none"> ➤ Development of tools such as: <ul style="list-style-type: none"> ✓ Land Use Management Systems (LUMS), Integrated Development Plans (IDP's), Municipal By-Laws, Budgets, Procurement Policies, Rates and Levies, Social Relief Programmes, Policies dealing with Indigent, Youth, Elderly, Disabled, Women and Business support institutions etc. ➤ Continuous dialog between stakeholders and the municipality on a range of issues. i.e. transparency and open dialogue on municipal by-laws (how they are formulated and implemented and the implications thereof). |

| KEY PERFORMANCE AREAS | FOCUS AREA | OBJECTIVE | STRATEGIES | GOALS |
|--|-------------------------|--|---|---|
| Municipal Financial Viability and management | Budget | Improved budget implementation in the municipality | Optimize the expenditure of capital and operational budget, Optimize revenue of operational budget, Optimize actual services charges and property rates revenue | Up to date financial systems |
| | Income / Revenue | Improve revenue collections | Revenue enhancement management capacity | Implementation of revenue enhancement plan |
| | Assets | Improved Asset Management | Optimise expenditure of asset and risk management. Improve municipal financial and administrative capacity | Asset management system and controls providing accurate, reliable and up to date account of assets. |
| | Supply Chain Management | Improve Supply Chain Management | Effective and efficient use of Supply Chain Management | Compliant reporting and procurement |
| | Expenditure | Improve expenditure control | Effective implementation of the procurement plan | Timeous payment and planned expenditure |

5. Implementation Plan

| Municipal Transformation & institutional | | | | | | | | | | | | | | |
|--|-----------|--|--|-----------------------|-------------|--------------|----------|----------|----------|---------|-------------------|-------------|--------------|-------------------------|
| Key Challenge | Obj 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 | | | | |
| Working with skeleton staff , there's only one manager in the entire department & finalization of the organizational structure. | | Expediting the reviewing of the organizational structure and finalizing placement. This will also assist in the lifting of the monetarism on appointments and trainings. | Finalization of the organization structure 3 months. 1 July 2022 | Council resolution | 1 july 2022 | 1 | Review | Review | Review | Review | 0 | 0 | 0 | Gm:corporat service |
| Financial constraints | | To provide in-house skills development training | Provide skills development & training. | Agenda | 1 quarter | 4 | 4 | 4 | 4 | 4 | R200 000 | 0 | Municipality | GM: Corporate |
| | | | Implementation of HR policies, e.g. promotions & retentions. | Council resolution | Annually | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 |

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| | | | Team buildings | Programme for the day | Annually | 1 | 1 | 1 | 1 | 1 | R100000 | 0 | Municipality | GM:Corporate services. |
|--|--|--|----------------|-----------------------|----------|---|---|---|---|---|---------|---|--------------|------------------------|

EXAMPLE SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

| Key Challenge | Obj Ref.: | Objective | Strategies | Performance Indicator | Baseline | 5 Yr Targets | | | | | Budget (R) ('000) | MSCOA Ref.: | Source | Re: (in Mu |
|---|-----------|-----------|------------------------|-----------------------|----------|-----------------|-----------------|-----------------|-----------------|----------------|-------------------|-------------|--------|------------|
| | | | | | | Yr 1 (2022 /23) | Yr 2 (2023 /24) | Yr 3 (2024 /25) | Yr 4 (2025 /26) | Yr 5 (2026/27) | | | | |
| LACK OF PLANT & EQUIPMENT. | | | Procure 1 Plant / FY | | | 1 Plant | 1 Plant | 1 Plant | 1 Plant | 1 Plant | R3M | | | CS |
| VANDALISM OF COMMUNITY FACILITIES | | | Provide Safeguarding. | | | 1 Pers / Fac. | 1 Pers / Fac. | 1 Pers / Fac. | 1 Pers / Fac. | 1 Pers / Fac. | R1M | | | CS |
| NONE COMPLIANCE WITH THE ESTCOURT LANDFILL LICENSE. | | | QUART AUDITS & REPAIR. | | | 4 Inspect | 4 Inspect | 4 Inspect | 4 Inspect | 4 Inspect | R3M | | | CS |

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

| Key Challenge | Obj Ref.: | Objective | Strategies | Performance Indicator | Baseline | 5 Yr Targets | | | | | Budget (R) ('000) | MSCOA Ref.: | Source | Resp (in Mun) |
|---|-----------|-----------|---------------------|-----------------------|----------|-----------------|-----------------|-----------------|-----------------|----------------|-------------------|-------------|--------|---------------|
| | | | | | | Yr 1 (2022 /23) | Yr 2 (2023 /24) | Yr 3 (2024 /25) | Yr 4 (2025 /26) | Yr 5 (2026/27) | | | | |
| LIMITED JOB CREATION PROGRAMMES | | | Recruit 500+ | | | 500 | 500 | 500 | 500 | 500 | R8M (5+3) | | | CS |
| Libraries not aligned with the Fourth Industrial Revolution & Lack of Mobile Libraries. | | | Req proc of eSystem | | | 1 | 1 | 1 | 1 | 1 | R0.00 | | | CS |
| Lack of compliance withKZNDOT MOA Conditions. | | | Fill Vac Posts | | | TBC | TBC | TBC | TBC | TBC | TBC | | | CS |

KPA6: FINANCIAL VIABILITY

B2B Pillar Addressed:

| Obj Ref | Key Challenge | Baseline | Objective | Strategies | Performance Indicator | 5 Yr Targets | | | | | Target & Yr (if outside 5 yr period) | Budget (R) ('000) | Source | Responsibility (in Mun) |
|---------|----------------------|--|--|--|--|--------------|------|------|------|------|--------------------------------------|-------------------|-------------|-------------------------|
| | | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | Insufficient Funding | Unfunded budget Non- cash backed conditional grants | To improve municipal financial and administrative capacity | Tabling of budget process plan. Adoption of the funded draft, original and adjustment budget. | Adoption of final credible 2022/23 MTREF budget Preparation and submission of credible adjustment 2022/23 | | x | | | | | | Secti on 71 | CFO |

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| | | | | | MTREF budget | | | | | | | | | | | | | | |
| | | | | | Debt coverage ratio () | | | | | | | | | | | | | | |
| | | | | | Cost coverage ratio | | | | | | | | | | | | | | |
| | | | | | Debtors Ageing Report | | | | | | | | | | | | | | |
| | | Cash flow challenges | | | Revenue enhancem ent strategy | X | | | | | | | | | | | | | |
| | | | | Revenue enhancem ent managem ent and capacity | Monthly reconciliati ons | X | | | | | | | | | | | | | |
| | | | | | | X | | | | | | | | | | | | | |

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| | | Unspent grant due to Late appointments of contractors | To improve the budget implementation in the municipality | Optimize the expenditure of capital budget | Improved collection rate 100% on capital budget | X | | | | | | | | | | | | |
| | | Restructuring of tariffs of charges | | Optimize the expenditure of operational budget | Percentage spent on operational budget | X | | | | | | | | | | | | |
| | | | | Optimize actual | Percentage on collection of services and | | | | | | | | | | | | | |

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| | | <p>Nonpayment of creditors within 30 days</p> <p>Lack of public consultation</p> <p>Non-compliance</p> | | <p>service charges and property rates revenue</p> <p>Submission of in-year monitoring</p> | <p>property rates</p> <p>Budget consultation roadshows</p> <p>Number of section (71) reports submitted to Council, PT and NT</p> | | | | | | | | | | |
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| | | No proper irregular expenditure register/reduction | | Monthly reporting to MPAC | <p>Section (32) UIFW reports</p> <p>Section (11) Withdrawals from municipal bank accounts</p> <p>Section (66) expenditure on staff benefits</p> <p>Section (52d) Quarterly Reports</p> | | | | | | | | | | |
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| | | | | | Investigation report on Irregular expenditure | | | | | | | | | |
| | Lack of internal control | Unauthorized Expenditure | | Improve expenditure Control | Monthly Budget Report Expenditure operating procedures Proper filing | X | | | | | | | | |
| | | Missing documents | | | | | | | | | | | | |
| | Non-adherence to policies and | Non-compliance | | Effectively and efficient use of Supply Chain | Demand Management Plan Submission of SCM | x | | | | | | | | |

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|--|-------------------------------------|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|
| | procedures | | | management, Procurement and Procedures | Quarterly reports to Council Assessment of service providers Contract register | | | | | | | | | | | | |
| | | Lack of proper contract register Use of consultants | | Contract management Proper transfer of skills | Adopted policy on use of consultants | | | | | | | | | | | | |
| | Lack of proper Fixed Asset Register | Non-compliance | | Effective Asset Management system | GRAP Compliant Asset Register | | x | | | | | | | | | | |

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|--|--------------------------|---------------------------|--|--|--|---|--|--|--|--|--|--|--|--|
| | | Lack of internal controls | | | Disposal of Assets Verification of assets Assets and fleet control sheets and monthly reports on fleet expenditure | | | | | | | | | |
| | Disclaimer audit opinion | Prior years audit opinion | | Tabling of audit action plan Improvement of Annual Financial Statements | Improved audit opinion | x | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Baseline | 5Yr. Target | | | | | Budget | MSC OA | Source | Responsibility (in Mun.) |
|--|---|--|--|----------|---------------|------|------|------|------|---------------|--------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| Establish LED Committee and supporting structures (with sectoral working groups) | A set of structured and properly constituted forums to lead and direct LED strategy formulation and implementation in Inkosi Langalibale. | <ul style="list-style-type: none"> The successful establishment of a properly constituted and functioning the LED Committee. The successful establishment of the relevant sectoral working groups. It is recommended that at least the | Establish LED Committee and supporting structures (with sectoral working groups) | | R 1000 000.00 | | | | | R 1000 000.00 | | | ILM/ Dev. Plan Unit |

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|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | <p>following be established :</p> <ul style="list-style-type: none"> ○ Agriculture (commercial and emerging) ○ Tourism ○ Service and Retail Businesses (Formal and Informal) ○ Manufacturing ● The development of a | | | | | | | | | | | |
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| | | <p>work programme for year 1 for each forum, using this Implementation Plan as a point of departure</p> <ul style="list-style-type: none"> The development of a monitoring system to assess the implementation of the various work programmes | | | | | | | | | | |
| Municipality to improve communications and | To improve the speed and efficiency of the | <ul style="list-style-type: none"> Increase the number of queries from clients addressed successfully | Municipality to improve communications and services to customers | | | R 1000 000.00 | | | | R 1000 000.00 | | ILM/Dev. Plan Unit |

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|-------------------------|--|--|--|--|--|--|---------------|--|--|---------------|--|--------------------|
| services to customers | communication between the municipality and its clients, with particular reference to the local rate payers (including business). | <p>y by the various line departments (for this purpose, a record should be kept of queries lodged and addressed)</p> <ul style="list-style-type: none"> • Reduction in the reaction time to queries from the clients. • Improve the standard of service at the "front line". | | | | | | | | | | |
| Develop a comprehensive | Develop Inkosi Langaibal | <ul style="list-style-type: none"> • Increase the number of visitors to Inkosi | Develop a comprehensive tourism strategy | | | | R 1000 000.00 | | | R 1000 000.00 | | ILM/Dev. Plan Unit |

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| tourism strategy | ele as the preferred tourism destination in the UThukela region. | <p>Langalibalele (both domestic and international).</p> <ul style="list-style-type: none"> • Increase the number of jobs created by tourism. • Increase the number of businesses directly involved in tourism. • Improve the forward and backward linkages to increase the multiplier effect. | | | | | | | | | | |
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|--|---|---|--|--|--|--|---------------------|--|--|---------------------|--|--|------------------------------|
| | | <ul style="list-style-type: none"> • Improve the BEE profile of the industry. • Upgrade the infrastructure and physical appearance of Inkosi Langalibalele, particularly so the entrance to the town. | | | | | | | | | | | |
| Encourage Establishment to Apply and Maintain Star Grading | To improve the overall standard and quality of the local tourism product. | <ul style="list-style-type: none"> • All tourism establishments must be graded. • The tourism establishments must at least maintain but | Encourage Establishment to Apply and Maintain Star Grading | | | | R 300 000 .00 | | | R 300 000 .00 | | | ILM/ Dev. Plan Unit |

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|--------------------|---|---|--------------------|--|--|--|---------------------|--|--|---------------------|--|--|------------------------------|
| | | preferably improve their grading. | | | | | | | | | | | |
| Red Tape Reduction | To cut-out the complicated and unnecessary regulations, reduce bureaucratic procedures and systems which hinder the authority's ability to deliver on Economic Development mandate. | <ul style="list-style-type: none"> Reduce the long unnecessary Supply Chain Management Processes; To reduce the waiting period for Town Planning-related approvals (i.e. land approvals and building plans); To cut-out the long waiting period for Complaints | Red Tape Reduction | | | | R 700 000 .00 | | | R 700 000 .00 | | | ILM/ Dev. Plan Unit |

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|-------------------------------------|---|---|-------------------------------------|--|--|--|--|---------------------|--|---------------------|--|--|------------------------------|
| | | <p>Managem nt Systems;</p> <ul style="list-style-type: none"> • Timely enforceme nt of Municipal By-laws; and • Timely issuing of business licenses and permits. | | | | | | | | | | | |
| Public Sector Procureme nt | To use the fiscal resources of governme nt to deliver services to the public while promoting | <ul style="list-style-type: none"> • Pro- localism procureme nt and servicing policies; • Support for small & medium businesses through the provision of training | Public Sector Procureme nt | | | | | R 100 00 0.00 | | R 100 000 .00 | | | ILM/ Dev. Plan Unit |

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|--|---------------------|--|--|--|--|--|--|--|--|--|--|--|
| | the local business. | <p>and support mechanisms and creating optimal infrastructure, e.g. SMME incubators;</p> <ul style="list-style-type: none"> • Improvement in infrastructure and services in general to improve economic efficiency and productivity ; • Training and capacity building initiatives; • Targeted investment | | | | | | | | | | |
|--|---------------------|--|--|--|--|--|--|--|--|--|--|--|

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|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | <p>to boost potentially growing sectors, e.g. Tourism, knowledge industries;</p> <ul style="list-style-type: none"> • Simplifying regulations and by-laws to stimulate, as opposed to hindering, economic development; and • Defining the municipality as an economic actor in the local economy with considerable clout and | | | | | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

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|--|---|--|--|--|--|--|--------------|--|--|---------------|--|--|---------------------|
| | | leverage capability | | | | | | | | | | | |
| Explore Possibility of Niche Tourism Markets | To position Inkosi Langalibale as a unique tourism destination. | <ul style="list-style-type: none"> To develop Heritage Tourism e.g. Cultural Villages and Lodges at Strategic Tourism Hotspots; To ensure that SMMEs form part of Tourism Product Ownership more especially: - Community Based Tourism; Eco-Tourism; | Explore Possibility of Niche Tourism Markets | | | | R 450 000.00 | | | R 4500 000.00 | | | ILM/ Dev. Plan Unit |

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|--|---|---|--|--|--|--|--|--------------|--|--------------|--|--|---------------------|
| | | <ul style="list-style-type: none"> • Nature Based Tourism; • Geo Tourism; and • Avi-Tourism. | | | | | | | | | | | |
| Proposal 3: Sustain Business Retention and Expansion Program | To ensure that the area attract and sustain businesses that helps to build the economy and create jobs. | <ul style="list-style-type: none"> • To invite new businesses into the area. • To ensure that the existing businesses within the area continue to strive. • To assist the companies with mentorship programmes that will | Sustain Business Retention and Expansion Program | | | | | R 500 000.00 | | R 500 000.00 | | | ILM/ Dev. Plan Unit |

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|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | <p>ensure that the businesses grow and expand.</p> <ul style="list-style-type: none"> • To ensure that the local businesses partake in analysis of local economies, identifying, designing and implementing strategies that can help strengthen existing businesses and industries. | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

| Key Challenge | Obj Ref | Objective | Strategies | Performance Indicator | Baseline | 5 Yr Targets | | | | | Budget (R ('000)) | MSCO A Ref.: | Source | Responsibility (in Municipality) |
|--|---------|--|---|--------------------------------|----------|--------------|---------|---------|---------|---------|-------------------|--------------|--------------|----------------------------------|
| | | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | | | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | | | | |
| Vacant critical management positions in the civil department (PMU and O & M), electricians and senior technician positions. | | Expedite the recruitment processes for these critical skilled posts and capacitating the existing employees. | Provision of trainings and recruitment of essential staff | Percentage of vacancies filled | 0 | 7 | Review | Review | Review | Review | Review | 0 | Municipality | GM: PWBS |
| Ageing Infrastructure, plant and equipment, environmental threats on infrastructure. | | - Prioritize to upgrade, purchase and maintain existing Infrastructure, plant & equipment. | Implementation of Refurbishment plan and Masterplan | Percentage of plans completed | 0 | 5% | 5% | 5% | 5% | 5% | R35 Mil | 0 | Municipality | GM: PWBS |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|---|--|--|--|-----------|--------------|--------------|------|------|------|--------------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| Managing Development Growth and Balance with Environmental Protection | <ul style="list-style-type: none"> Facilitate urban and rural development | <ul style="list-style-type: none"> Facilitate developments by identifying the locations potentially suited to densification and in-fill development Facilitate urban development and direct the phasing of urban | <ul style="list-style-type: none"> Environmental Management Framework | | | R 900 000.00 | | | | R 900 000.00 | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|---|--|---|--|---|---|---|---|--|---|---|---|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | growth through deliberate and integrated use of planning, infrastructure provision, and the regulatory and fiscal authority of all spheres of government. | | | | | | | | | | | |
| | <ul style="list-style-type: none"> ▪ Encourage a more compact form of | <ul style="list-style-type: none"> ▪ Promote appropriate land use densification; | <ul style="list-style-type: none"> ▪ Nodal Development Frameworks | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ R 825 000.00 | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ R 825 000.00 | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|-------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | development | <ul style="list-style-type: none"> ▪ Contain the development footprint of the settlements, towns and protect natural, rural, urban and heritage assets with development edges: Urban Edge. ▪ New developments that promote urban sprawl | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <p>should be discouraged.</p> <ul style="list-style-type: none"> ▪ Prioritize infill development in areas that provide opportunities for linking and integrating peripheral areas such as Ntaba mhloph e, Wemb ezi and Estcou rt. | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> ▪ Ensure clustering of various activities (work, live, play and pray) at appropriate locations. ▪ Densification and Infill should be promoted in well serviced, strategically located areas and should | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | contribute to the restructuring of urban environment. <ul style="list-style-type: none"> ▪ Densification and Infill should help to create thresholds for public transport and contribute to the more effective utilization of various modes of | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|--|---|--|--|--|--|--|--|--|--|--|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> public transport. Higher residential densities should be promoted around nodes and within corridors | | | | | | | | | | | |
| | <ul style="list-style-type: none"> Manage development impacts on natural resources and critical | <ul style="list-style-type: none"> Increase efforts to protect and enhance biodiversity networks at all levels of | <ul style="list-style-type: none"> Preparation of a Strategic Environmental Assessment | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> R 950 000.00 | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> R 950 000.00 | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|-----------------------|--|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | biodiversity networks | government <ul style="list-style-type: none"> ▪ Reduce the impact of development on river systems and wetlands. ▪ Manage urban development in a sustainable and precautionary manner ▪ Protect valuable agricultural areas, existin | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|--|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> g farmed areas and horticultural areas from urban infringement, and support urban agriculture ▪ Adopt a proactive planning approach to excavating resource management | | | | | | | | | | | |
| | <ul style="list-style-type: none"> ▪ Make efficient | <ul style="list-style-type: none"> ▪ Promote a | | ▪ | ▪ | ▪ | ▪ | ▪ | ▪ | ▪ | ▪ | ▪ | ▪ |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|---|--|-----------|--------------|------|------|---------------|------|---------------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | nt use of non-renewable resources | culture of sustainable development and living | | | | | | | | | | | |
| | <ul style="list-style-type: none"> ▪ Protect and enhance the municipality's rural environment | <ul style="list-style-type: none"> ▪ Prevent development from intruding into the rural environment ▪ Support appropriate development and activities in rural areas, in and around | Settlement Plans – for each farm to avoid the degradation or transformation of agricultural land into pockets of rural settlements | ▪ | ▪ | ▪ | ▪ | ▪ R700 000.00 | ▪ | ▪ R700 000.00 | ▪ | ▪ | ▪ |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | unique and culturally significant rural settlements <ul style="list-style-type: none"> ▪ Rationalise and proactively manage smallholdings ▪ Develop and manage rural gateways in Loskop, Wembezi & Ntabamhlophe | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|--|-----------------------------|-----------|--------------|------|------------|------|------|-------------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | <ul style="list-style-type: none"> ▪ Sustain natural environments and resources | <ul style="list-style-type: none"> ▪ Optimize the economic, social, appealing and functional value of open space services through the implementation of Open Space System ▪ Existing natural environmental resources should be | Air Quality Management Plan | | | | R 90000.00 | | | R 900000.00 | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <p>protected and enhanced to ensure that the ecosystem within the open space can effectively deliver services</p> <ul style="list-style-type: none"> Development must be directed away from hazardous areas such as floodplains, | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | unstable soils and steep slopes <ul style="list-style-type: none"> ▪ Protect environmentally sensitive areas, agricultural land and open space ▪ Protect river catchments and develop a catchment management plans for river system | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <p>s where rapid development will occur</p> <ul style="list-style-type: none"> ▪ Create a network of green open spaces and protect important environmental areas ▪ Support sustainable catchment management and storm water | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|--|---|-----------|--------------|------|------|--|------|--|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> practices. Promote the prevention and reduction of pollution. | | | | | | | | | | | |
| | <ul style="list-style-type: none"> Establish an integrated, Urban-wide public transport system that supports the accessibility grid | <ul style="list-style-type: none"> Create a hierarchy of integrated public transport services related to the accessibility grid Ensure that new urban develo | <ul style="list-style-type: none"> Integrated Transport Plan | | | | | <ul style="list-style-type: none"> R 980 000.00 | | <ul style="list-style-type: none"> R 980 000.00 | | | |

| GOALS | Objectives | Strategies | Performance indicators | Baseline | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <p>ment is supported by appropriate public transport infrastructure and services</p> <ul style="list-style-type: none"> ▪ Include walking and cycling as essential components of land use planning ▪ Introduce parking policies to | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|--|---|---|------------------------|-----------|--|------|------|------|------|--|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | encourage use of the most context-specific and appropriate modal travel choice | | | | | | | | | | | |
| Employment and access to economic opportunities | <ul style="list-style-type: none"> ▪ Promote inclusive, shared economic growth and development | <ul style="list-style-type: none"> ▪ Maintain and enhance the features of Inkosi Langali balele that attract investors, visitors, and skilled labour | Land Evasion Policy | ▪ | <ul style="list-style-type: none"> ▪ R 500 000.00 | ▪ | ▪ | ▪ | ▪ | <ul style="list-style-type: none"> ▪ R 500 000.00 | ▪ | ▪ | ▪ |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> ▪ Introduce land use policies and mechanisms that will support the development of small businesses (both informal and formal) ▪ Encourage area specialization and the development of a diverse, mutual | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|---|------------------------|-----------|---------------|------|------|------|------|---------------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> ▪ y supportive system of economic areas ▪ Encourage the use of available economic incentives ▪ Promote sub-regional economic planning | | | | | | | | | | | |
| | <ul style="list-style-type: none"> ▪ Address spatial economic | <ul style="list-style-type: none"> ▪ Unlock employment-generating opportunities | Review municipal SDF | ▪ | ▪ R500 000.00 | ▪ | ▪ | ▪ | ▪ | ▪ R500 000.00 | ▪ | ▪ | ▪ |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | imbalances | within Inkosi Langali balele <ul style="list-style-type: none"> ▪ Support private-sector development initiatives in locations that are easily accessible ▪ Improve public transport links between the towns and the other economic nodes | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|--|---|--|---|-----------|--------------|--------------|------|------|--------------|--------------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | of the municipality | | | | | | | | | | | |
| Inclusive, cohesive and lively environment | <ul style="list-style-type: none"> Enhance the unique sense of place and quality of the built form | <ul style="list-style-type: none"> Promote good contextual urban design fit, and ordering of the relationship between people, urban space and the environment (built and natural) | Farmworker Housing and Rural Development Strategy | | | | | | R 650 000.00 | | | | |
| | <ul style="list-style-type: none"> Enhance the value of | <ul style="list-style-type: none"> Identify, conserve and manage | Tourism Development Strategy | | | R 300 000.00 | | | | R 300 000.00 | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--------------------------------------|---|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | heritage resources and scenic routes | heritage resources, including cultural landscapes <ul style="list-style-type: none"> ▪ Ensure access to and provide information about, public heritage resources ▪ Create an enabling environment for urban regeneration that | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|-----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <p>allows buildings and sites of historical and architectural significance to make a positive contribution to the economy and quality of urban life</p> <ul style="list-style-type: none"> ▪ Celebrate and reinforce Inkosi Langali balele's diverse historic | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Baseline | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|------------|--|------------------------|----------|--------------|------|------|------|------|--------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | <ul style="list-style-type: none"> al legacies through urban form, architectural design, signage and, where appropriate, artwork ▪ Provide positive spaces for cultural and social ceremonies and life-related events ▪ Carefully | | | | | | | | | | | |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|---|---|--------------------------------|-----------|--------------|------|------|--------------|------|--------------|---------|--------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | | manage land uses and interventions along identified scenic routes, and in places of scenic and visual quality <ul style="list-style-type: none"> ▪ Identify additional scenic routes | | | | | | | | | | | |
| | <ul style="list-style-type: none"> ▪ Promote accessible, town wide destination | <ul style="list-style-type: none"> ▪ Develop high-quality, accessible destinations and public | Infrastructure Investment Plan | ▪ | ▪ | ▪ | ▪ | R 500 000.00 | ▪ | R 500 000.00 | ▪ | ▪ | ▪ |

| GOALS | Objectives | Strategies | Performance indicators | Base line | 5 Yr. Target | | | | | Budget | MS CO A | Source | Responsibility (in Mun.) |
|-------|--|---|--|-----------|--------------|------|------|------|------|--------|---------|--------------------|--------------------------|
| | | | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | |
| | places | spaces in newly developed and neglected areas | | | | | | | | | | | |
| | To meet basic requirements for stage one housing application | Engage ITB to obtain support letter for the project | Letter of request for support of the project | | | | | | | 0.00 | | LM/ Dev. Plan Unit | |
| | To meet basic requirements for stage one housing application | To engage with the uThukela DM for bulk confirmation letter in support of the project | Letter of request for support of the project | | | | | | | 0.00 | | LM/ Dev. Plan Unit | |

Annexures

Annexure 1. Organizational Structure (current)

Annexure 2. Financial Plan

Annexure 3. SDBIP

Annexure 4. Spatial Development Framework

Annexure 5: Disaster Management Plan

Annexure 6. Integrated Waste Management Plan

Annexure 7. Electricity Refurbishment plan

Annexure 8. Electricity Maintenance Plan

Annexure 9. LED Strategy