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DRAFT IDP REVIEW

For the 2011/12 Financial Year



MARCH 2011

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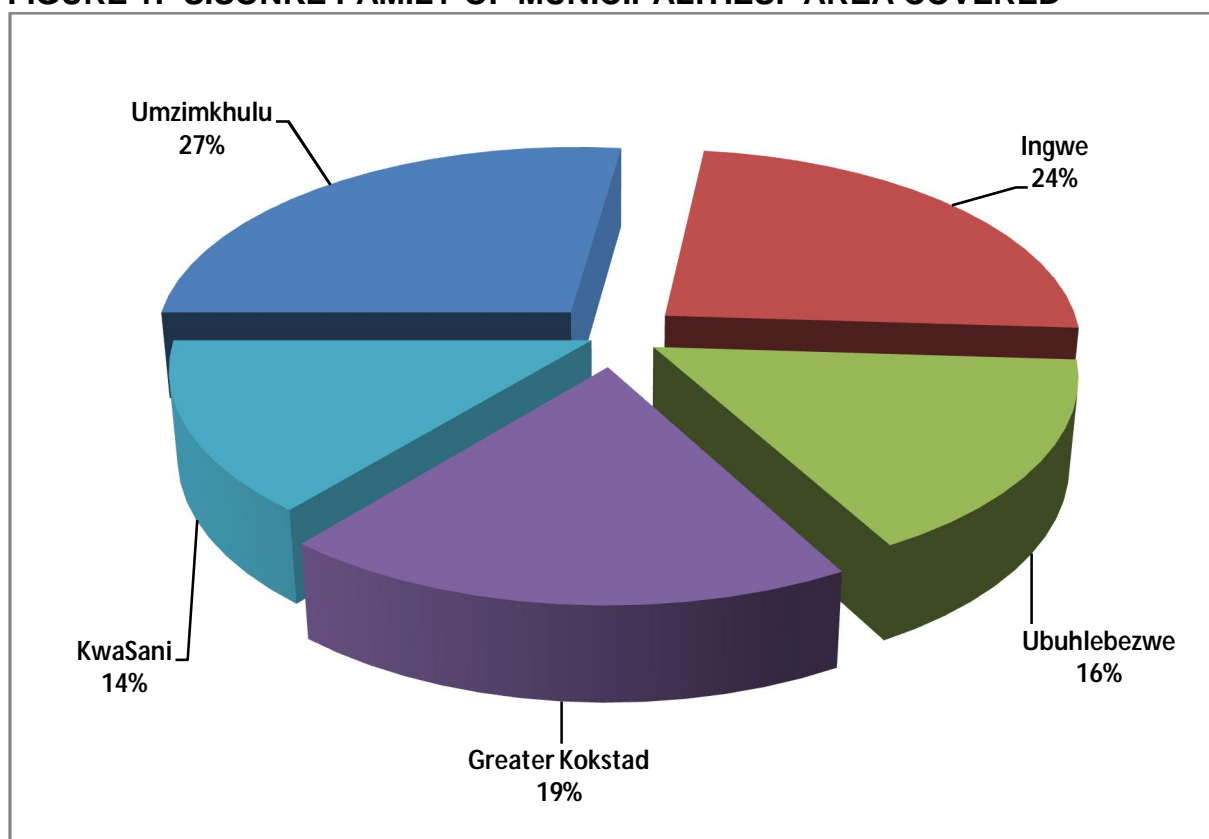
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SECTION A: EXECUTIVE SUMMARY

A.1 WHO ARE WE?

Ingwe is one of the five local municipalities that make up Sisonke District. As indicated on Figure 1 below, it is approximately 1970m² in extent, which makes it the third largest municipality within the district. It includes towns such as Creighton, Bulwer and Donnybrook. Ingonyama Trust land makes up a major part of the municipality and includes the following Traditional Council areas: Madzikane-Bhaca, Isibonela Esihle, Amakuze, Sizanani, Umacala-Gwala, Zashuke, Qadi, Bidla, Vukani, Amangwane, KwamaFuze and Vezakuhle traditional authorities.

FIGURE 1: SISONKE FAMILY OF MUNICIPALITIES: AREA COVERED



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

- Ingwe
- Umzimkhulu
- Ubhlebezwe
- KwaSani
- Greater Kokstad

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

A.2 CURRENT SITUATION

- About 2.1% of KZN's population resides in Ingwe Local Municipality. According to the population census, in 2001 there were 107 558 individuals, made up of 21 332 households.
- There is an overrepresentation of females in Ingwe LM, with females accounting for 54.2% of the municipal population in 2007. This is an increase of 1.8% from 52.4% in 2001.
- The age structure of Ingwe Local Municipality reveals a youthful population profile with 57% of the population under the age of 20 and 71% under the age of 30. Around 36% of the population are within the working age category while 5% of the population is above 60.
- The population is concentrated in tribal areas where the majority of the municipal population resides. The close proximity of dense rural settlements and their location on R617, a major road make Bulwer and Donnybrook accessible to a wider municipal population.

A.3 WHAT ARE THE ISSUES WE FACE?

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

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

The agriculture sector and the community services sector are the major contributors to employment in the Municipality with 30.4% and 23.8% respectively. Trade and private household sectors are also making some contribution to employment with 14.3% and 11.3% respectively. The remaining sectors had low percentages ranging from 7.4% for manufacturing to 0.2% in electricity.

A.4 WHAT OPPORTUNITIES DO WE OFFER?

The KZN PSEDS isolates three sectors as being of special relevance for Ingwe– agriculture, tourism and services.

The Municipality offers a range of economic opportunities aimed at investors, which will have positive spin-offs for the Ingwe community. The economic opportunities offered are mainly in the tourism sector (for example the steam train initiatives) and in the agricultural sector (the bio-fuels initiative).

In terms of the agricultural sector 199 000 hectares is utilised for agriculture. Sixty-four percent of this is used by private land owners for commercial purposes, and 36% is communal land within the 11 tribal authorities. Approximately 26 000 ha is used for cropping

and 128 000 ha for grazing. Agriculture is a significant contributor to the economy with 40 – 50% of Gross Geographic Product being generated by this sector. Agriculture employs 35% of the community.

The PSEDS identifies tourism as being second in overall provincial economic growth potential and this is a key focus area of Ingwe. Tourism includes the tourism routes, being Two Rivers Tourism and the Boston/Bulwer Beat.

A.5 WHAT ARE WE DOING TO IMPROVE OURSELVES?

Ingwe Municipality has focussed on building capacity and putting appropriate systems in place for Local Government to deliver services to client communities.

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

A.6 WHAT COULD YOU EXPECT FROM US OVER THE NEXT FIVE YEARS?

Through the implementation of the IDP the Municipality wants to:

Diversify the economy of the Municipality through the implementation of groundbreaking projects;

Continue working towards providing all its residents with access to a full range of basic services; and

Build municipal capacity and continue to put appropriate systems in place for the effective management of the municipality.

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

A.7 HOW WILL OUR PROGRESS BE MEASURED?

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

Our progress will further be measured through:

Regular monitoring of the implementation of the Capital Investment Framework attached to this document;

The Performance Measurement tools put in place through the Performance Management Plan of the Ingwe Municipality; and

Regular interaction with ratepayers and communities primarily through the Ward Committees of the Municipality and the Councillors.

A.8 HOW WAS THIS PLAN (IDP) DEVELOPED?

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

In terms of Section 34 of the Municipal Systems Act:

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

The prescribed process referred to starts with a “process plan” which was drafted by the Ingwe Municipality in 19 August 2010 and had to be reviewed due to Human Resource constraints. The amended Process plan was adopted in December 2010 and submitted to the Department of Cooperative Governance and Traditional Affairs (COGTA), and approved by Council.

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

The following meetings were held:

Steering Committee Meetings:

16-17 November 2010

14-15 March 2011

Community Meetings and Representative Forum Meetings:

2 December 2010

10 – 15 January 2011

2 February 2011

SECTION B: SITUATIONAL ANALYSIS

B.1 MUNICIPAL PROFILE

B.1.1 Location

Ingwe Local Municipality is located inland in the Southern portion of KwaZulu-Natal. The municipality is located in the Sisonke District Municipality, the 4th largest geographic district in the KwaZulu-Natal province. The District comprises 5 local municipalities namely;

- § Ingwe,
- § Umzimkhulu,
- § Ubuhlebezwe,
- § KwaSani and
- § Greater Kokstad.

The LM is approximately 1970 kilometre square in extent, which makes it the second largest geographical area within the Sisonke District Municipality. Ingwe is bordered by Umzimkhulu and Ubuhlebezwe to the South, Richmond and Msunduzi to the West, Impendle to the North and KwaSani to the East. The neighbouring local municipalities of Ubuhlebezwe and Msunduzi have significant spatial and socio-economic linkages with the LM as most of the residents of the Municipality work, shop and access social facilities in these municipalities.

The Municipality has three nodes that perform different functions, that is,

- § Creighton ; municipal head office
- § Bulwer; commercial and services node
- § Donnybrook; commercial

All the three nodes are underdeveloped. The development of the Municipality and its nodes in particular is further impacted by their spatial location. The Municipality falls outside the primary nodes and corridors of the Sisonke District Municipality, KwaZulu-Natal Province and National. It is therefore not considered a primary area of investment by government. Second it is underdeveloped and spatially disconnected from major economic centres to attract investment. The growth of Creighton is further hampered by its location on a tertiary road that is not easily accessible to the entire municipal population. Bulwer and Donnybrook are located on a secondary provincial road R617 that links Ingwe local municipality with all its neighbouring municipalities of Ubuhlebezwe KwaSani and Msunduzi.

There is no single urban centre in the Municipality that is well developed to service the needs of the residents. The scattered underdeveloped small towns coupled with a relatively small population, with low incomes limits the growth potential of all nodes.

B.1.2 Demographics

1.2.1 Individuals and Households

About 2.1% of KZN's population resides in Ingwe Local Municipality. According to the population census, in 2001 there were 107 558 individuals, made up of 21 332 households. By 2007, the number of individuals had grown to 114 116 while the number of households

had grown to 22 289. This accounts for a 6% increase in population. The population increase may be attributed to the following factors. Socio-economic trends such as the declining jobs in the formal sector particularly for the unskilled and semi-skilled in major urban centres. Rapid service delivery can be another contributing factor considering the municipality's record.

The average household size in Ingwe LM is 5 members. Within the provincial context the municipal population size is small and accounts for 1.1% of the provincial population, while the municipal population is the second largest population in the SDM.

Table 1: Population and household size in KZN, Sisonke DM and Ingwe LM

	2001 population	2007 population	% change of population	No. Of HH 2001	No. Of HH 2007
KZN	9 584 120	10 259 230	7%	2 160 652	2 293 329
Sisonke DM	456 501	500 082	9.5%	102 091	105 956
Ingwe LM	107 558	114 116	6.1%	21332	22 289

Source: Stats SA: Census 2001 and Community Survey 2007

1.2.2 Gender

There is an overrepresentation of females in Ingwe LM, with females accounting for 54.2% of the municipal population in 2007. This is an increase of 1.8% from 52.4% in 2001. This has been accompanied by decline in the male population in the same period with the same ration. Gender differences in absolute terms are not significant, however when coupled with the rural nature of the settlements, the undiversified local economy that is reliant on the agricultural sector that is increasingly losing jobs due to mechanisation makes migration of males to larger cities in search of employment a likely explanation for this overrepresentation of woman locally. Males constitute 47.6% of the total municipal population.

Remittances from spouses and relatives that work in urban centres are income sources within households where males send part of their earnings home to their families, where wives are the de facto household heads. However, with the dramatic decline of jobs in the primary and secondary sectors of the economy, the labour market is constituted of casual labourers who have fairly low and irregular incomes. Hence, this source of income has in recent times become unreliable and irregular.

Table 2: Gender profile

Gender	2001 Census 2001	2007 CS	% change
Male	47.6%	45.8%	1.8%
Female	52.4%	54.2%	1.8%

Source: Stats SA: Census 2001 and Community Survey 2007

1.2.3 Age

Age composition or structure reflects the socio economic needs of the municipality. Different age groups have different economic needs and different spending patterns. The age structure of Ingwe Local Municipality reveals a youthful population profile with 57% of the

population under the age of 20 and 71% under the age of 30. Around 36% of the population are within the working age category while 5% of the population is above 60. This clearly places demand on the municipal economy to create jobs.

1.2.4 Racial composition

The population of Ingwe local municipality is predominantly Black. The population in this racial group has increased by 5.6% between 2001 and 2007. The lack of jobs for the skilled and semi-skilled in large urban centres has reduced the historic migration trend to large urban centres. Furthermore the increase in the distribution of government grants has curbed the migration tide as most households earn small income. The highest increase in population by race between 2001 and 2007 was experienced by the White race group at 35.4%. However in real terms the population size of this race group remains very small. The growth in the White population can be attributed to the growth of the commercial agricultural sector. On the other hand the small Coloured and Indian population in the municipality has further declined by a large margin.

Table 3: Racial composition

Race	2001 Census 2001	2007 CS	% change
Black	106 617	112 984	5.6%
Coloured	252	92	-63%
Indian	20	3	-85%
White	669	1036	35.4%

Source: Stats SA: Census 2001 and Community Survey 2007

1.2.5 Education

Table 4 below shows comparative education data of education institutions attended by 5 to 24 year olds in the municipality. There are obvious discrepancies in that could be indicative of the limited sample that was interviewed in the 2007 Community Survey or the timing of the Survey that will result in the absence of respondents that attend tertiary institutions.

The introduction of new field that is unspecified and other may account for the category of municipal residents between the age of 5 and 24 that have no education qualifications.

Table 4: Education institutions attended by 5 to 24 year olds

Persons	2001 Census	2007 CS
None	13 674	
Pre-school	1 119	1 477
School	41 300	22 623
College	80	0
Technikon	57	0
University	38	0
Adult education	47	0
Other	85	397
Unspecified		730
Other		13 407

Source: Stats SA: Census 2001 and Community Survey 2007

The 2001 Census data provides a more reliable indicator of the levels of educational attainment in the municipality. According to the 2001 Census Survey as shown on Table 5 below nearly a quarter of the workforce has no formal education at all. 30% of the people have some form of primary school education and a further 25% have some form of secondary education. Only 8% of the workforce holds a matriculation qualification and a low 3% of the workforce has some form of tertiary qualification. These low levels of education and literacy have a negative impact on the following:

- § Information flows into the area
- § Local entrepreneurial development
- § Levels of local employment

Table 5: Levels of education

Highest education level	% of municipal population
No schooling	26.07%
Grade 1-7	36.34%
Grade 8-11	25.63%
Grade 12	8.36%
Tertiary	3.60%

Source: Stats SA, Census 2001

1.2.6 Rate of urbanisation

Ingwe LM has low levels of urbanisation as it is predominantly rural in nature with 81% of the population is resident in rural tribal areas with the balance located in commercial farming and rural towns. Commercial farming areas are privately owned and sparsely populated. The underdeveloped small towns are not perceived as areas of opportunity, hence there are no visible signs of significant migration into these nodes.

1.2.7 Settlement patterns

The settlement patterns in the municipality reflect land ownership patterns. The population is concentrated in tribal areas where the majority of the municipal population resides. The close proximity of dense rural settlements and their location on R617, a major road make Bulwer and Donnybrook accessible to a wider municipal population.

B.1.3 The municipal economy

The main economic activity in the municipality is commercial farming based on semi-intensive beef, dairying, potato production and a strong commercial forestry sector. The tourism sector is considered a sector with major growth potential. Gross Domestic Product data confirms the fact that Ingwe Municipality is exceptionally poor and underdeveloped, heavily reliant on agriculture as a main source of livelihood. The lack of a major trading centre such as those found in the neighbouring towns of Underberg and Ixopo has limited the growth opportunity for the municipality.

The provincial economic analysis indicates that the Sisonke District Municipality has the second smallest economy in terms of Gross Domestic Product (GDP) although it experienced year on year average growth of 4% between 2000 and 2005. The local

economy is overly reliant on agriculture which accounts for 38% of the GDP. While agriculture has had growth in GDP terms, that is, 40% between 2000 and 2005, it has simultaneously shed 22% of its jobs in the convening period. Over the same five year period the wholesale, retail, catering and accommodation sector which accounts for 15% of the GDP grew by 18% and showed a corresponding increase of 27% in employment (Sisonke District Tourism Plan, 2007). Due to the underdeveloped retail, catering and accommodation sector in Ingwe LM, the Municipality could not benefit from this growth spurt.

The local economic structure is outlined in the IDP as follows:

§ Agriculture	29%
§ Farming	30%
§ Social services	20.4%
§ Informal trade	12.8%

1.3.1 Household earnings

There has been a significant change in the household income structure in the municipality. In 2001 there were a significantly high number of residents with no income in the municipality this has substantially reduced in 2007. This is largely attributed to a range of government grants from old age, disability to child support amongst others. The majority of these recipients are black. 24 930 children receive the child support grant followed by old age pension received by 6 607 beneficiaries. There has been a positive increase in the number of households earning an income. This is a positive indicator and reflects a general increase in disposable income.

The number of households that earn between R1 and R400 per month in the Municipality has drastically decreased by 32.1% between 2001 and 2007. In the same period households that earn between R401 and R800 has increased by 71.79%. The more than 40% increase in the number of households that earn more than R3 201 to more than R204 800 save the R25 601 to R51 200 income bracket. This can be accounted for by an increase in the number of professionals that work in the municipality and the growth in commercial agriculture. It has been established through this research that most professionals that work in the municipality are weekly migrants who own properties elsewhere. It thus means that they do not substantially spend in the municipality. The income structure particularly of low income earners will reflect in the nature of goods and services that the general population demands. This clearly shows that while there is an improvement in earnings disposable income in the municipality remains low.

Table 6: Household income levels in Ingwe

Income	2001	2007	% change
R1 - R400	88 381	59 985	-32.1%
R401 – R800	7 295	25 861	71.79%
R801 – R1 600	8 890	9 612	7.5%
R1 601 – R3 200	1 326	10 070	86.8%
R3 201- R6 400	778	1 549	49.7%
R6 401 – R12 800	521	943	44.75%
R12 801 – R25 600	227	847	73.1%
R25 601- R51 200	68	0	-100%
R51 201 - R102 400	16	122	86.8%
R102 401 – R204 800	15	0	100%
R204 801 or more	15	0	100
Response not given	-	4 549	100
Institutions	-	517	100

Source: Stats SA: Census 2001 and Community Survey 2007

1.3.2 Labour force participation

The labour market and local economy of Ingwe is representative of predominantly rural LM's across the country, that is, high levels of unemployment, poverty and survivalist activities. Second the municipal economic base does foster neither secure employment nor income earning opportunities. Labour force participation has increased substantially between 2001 and 2007 with the number of working age individuals doubling in this period. However, the number of unemployed working age individuals has increased which reflects the inability of the local municipality to absorb all job seekers. There is an effective increase in the labour supply, and the concurrent large number of economically inactive residents of working age.

Table 7: Economic activity

Economic activity	2001 Census	2007 CS
Employed	5 919	23 964
Unemployed	11 780	11 968
Not economically activity	37 431	24 455
Unspecified	-	1 726
Institutions	-	450
Total	17 699	35 932

Source: Stats SA: Census 2001 and Community Survey 2007

a) Labour participation by Industry

Table 8 shows both industries that provide employment in the Ingwe Municipality and the number of people they employ. First the levels of economic participation in the municipality are relatively low. Agriculture that is documented as the largest employer in all municipal strategies is a fairly small employer in terms of the number of people it employs. All industries have experienced growth between 2001 and 2007 with the exception of the electricity/gas and water category. The levels of growth seem exceptionally high and need verification to confirm their validity. The 84.6 % growth in the manufacturing sector from 404 people employed by the sector to 2 637 people in 2007 is an example of the high growth levels that are not explained elsewhere in the municipal records. The growth in the number of people employed in the construction sector may reflect the increasing participation of

SMME in government contracts. Whether this is merely registration of a company or

Persons per industry	2001	2007	% change
Agric/forestry/fishing	1 477	2 029	27.2%
Community/Social/Personal	1 039	2 301	54.8%
Construction	267	1 041	74.3%
Electricity/gas/water	9	109	91.7%
Financial/Insurance/Real Estate/Business	199	612	67.4%
Manufacturing	404	2 637	84.6%
Mining/Quarrying	50	0	-100%
Private households	581	No category	
Transport/storage/communication	136	809	83.1%
Undetermined	1 157	10 393	88.8%
Wholesale/Retail	596	1 569	62%
Other and not adequately defined	No category	2469	
Not applicable	No category	38146	
Institutions		450	

sustainable participation in the sector it remains unclear.

Table 8: Labour participation per industry

Source: Stats SA: Census 2001 and Community Survey 2007

b) Labour participation by profession

There has been an increase in labour participation of professionals in the municipality. There has been a significant increase in all categories with professionals increasing by 88% in the 5 year period between 2001 and 2007. Similarly legislators, clerks, service workers and plant and machine operators have increased in the convening period. This has been coupled with an increase in labour participation in the craft and related trade.

Table 9: Labour participation by profession

Profession	2001	2007	% change
Legislators	191	876	78%
Professionals	150	1 269	88%
Technicians and associate professionals	602	649	7.2%
Clerks	260	882	70.5%
Service workers	418	1 058	60.49%
Skilled agriculture and fishery	639	1 506	57.6%
Craft and related trade workers	326	1 723	81%
Plant & machine operators and assemblers	498	922	45.9
Elementary occupations	1 758	4 803	63.3%
Not applicable	1 081	38 149	97.1%
Institutions	No category	450	100%

Source: Stats SA: Census 2001 and Community Survey 2007

c) Labour force composition

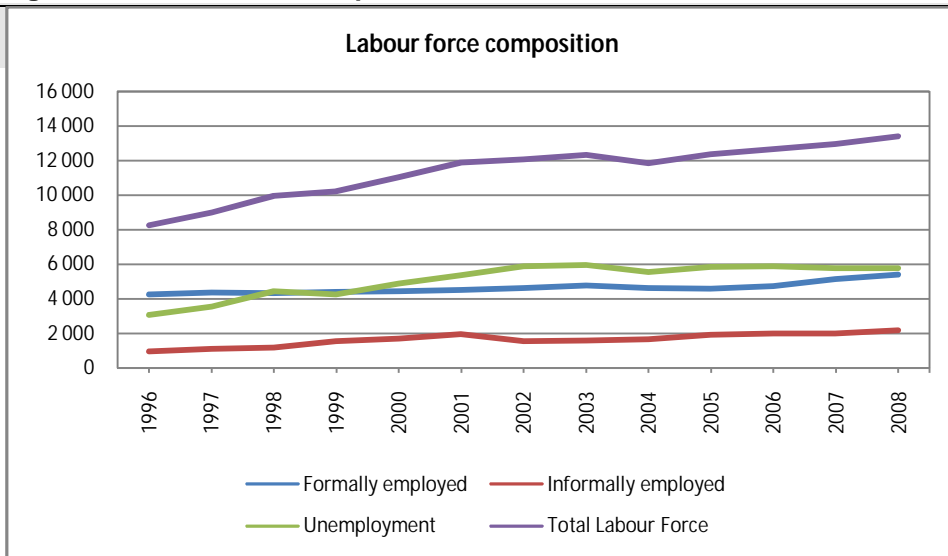
The population which is economically active (labour force) in Ingwe Local Municipality increased from 8,250 in 1996 to 13,380 in 2008. Most of the economically active population is unemployed. For instance, from the 13,380 economically active population in 2008, 43.2% (5,784) were those who are unemployed, 40.5% (5,412) were those employed in the formal sector and 16.3% (2,184) were those employed in the informal sector. Employment is a combination of employment in the formal and informal sectors. The total number of people employed (formal and informal) in 2008 was 7,597 from 5,200 in 1996. In 2008, formal sector employment accounted for 71% (5,412) of total employment in 2008. Informal sector employment on the other hand accounted for 29% (2,184) of total employment in the Municipality.

Table 10: Labour Force Composition

Labour force composition				
	Formally employed	Informally employed	Unemployment	Total Labour Force
1996	4,243	957	3,050	8,250
1997	4,353	1,094	3,540	8,987
1998	4,333	1,184	4,421	9,938
1999	4,403	1,564	4,241	10,208
2000	4,426	1,713	4,887	11,027
2001	4,507	1,974	5,372	11,852
2002	4,623	1,562	5,872	12,056
2003	4,755	1,595	5,958	12,308
2004	4,624	1,645	5,566	11,835
2005	4,580	1,911	5,849	12,340
2006	4,738	2,009	5,881	12,629
2007	5,155	2,015	5,776	12,946
2008	5,412	2,184	5,784	13,380

Source: Stats SA: Census 2001 and Community Survey 2007

Diagram 1: Labour force composition



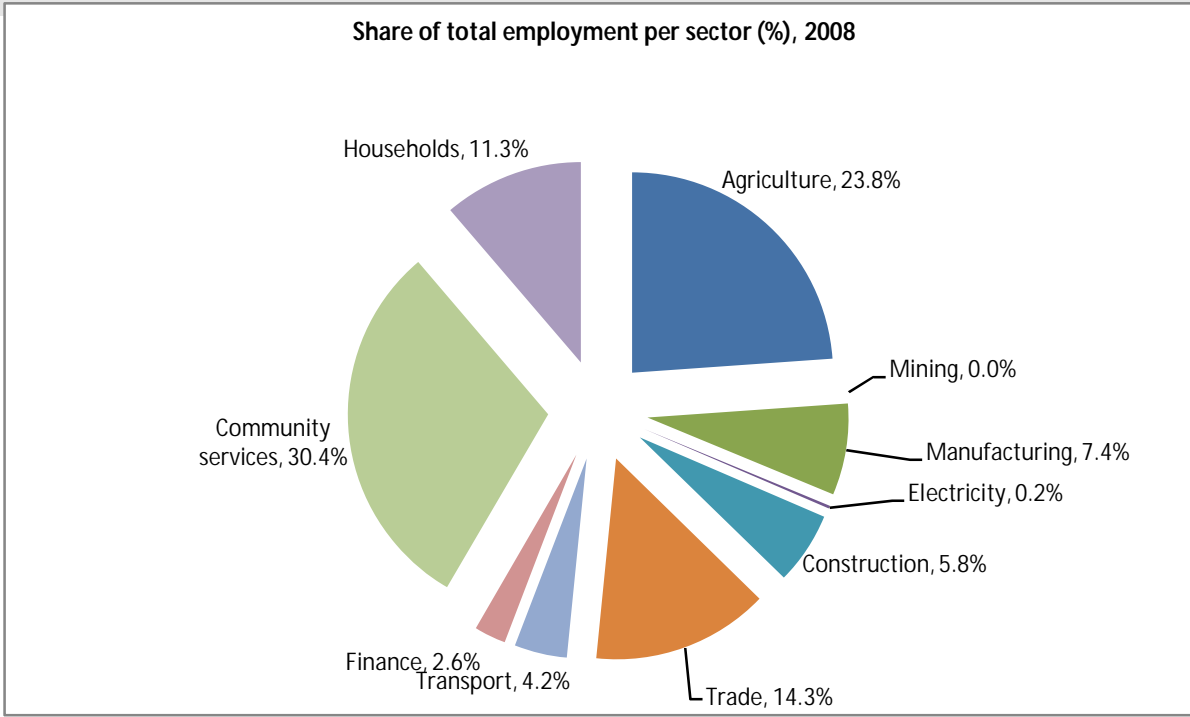
Source: Stats SA: Census 2001 and Community Survey 2007

d) Share of total employment by sector

The pie chart highlights how each sector contributed to total employment (formal and informal) in 2008. The community services sector and the agriculture sector are the major contributors to employment in the Municipality with 30.4% and 23.8% respectively. Trade and private household sectors are also making some contribution to employment with 14.3% and 11.3% respectively. The remaining sectors had low percentages ranging from 7.4% for manufacturing to 0.2% in electricity. This was due to relatively low employment creation and absorption capacity in those sectors.

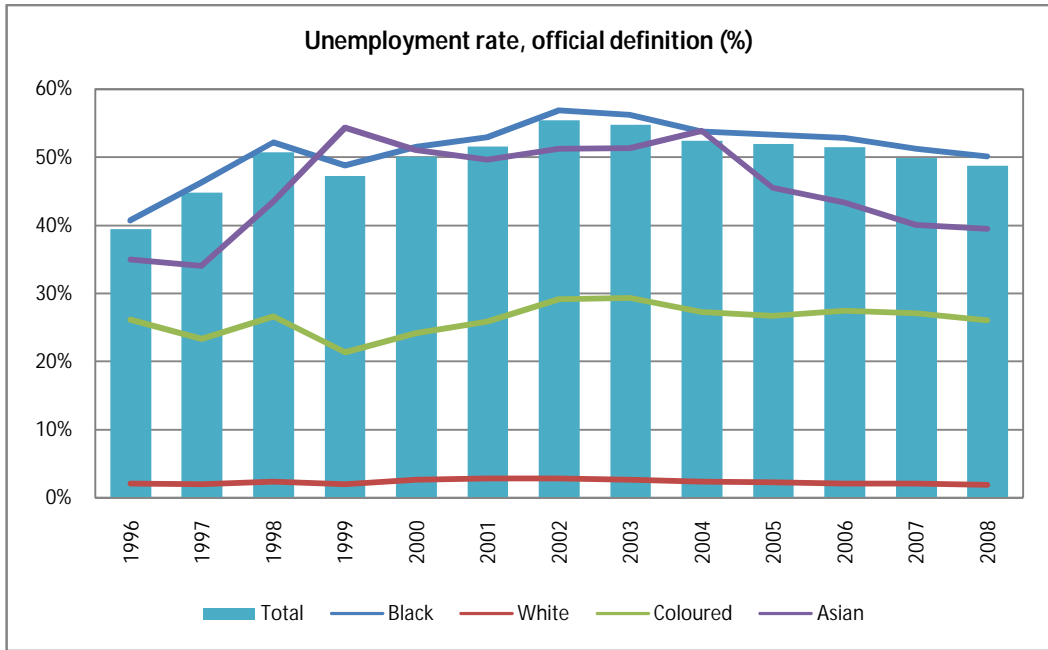
The total unemployment rate, which indicates the percentage of the labour force that is unemployed, grew by an annual average of 49.9% between 1996 and 2008. In 1996, the rate of total unemployment was 39.4%. In 2001 the rate grew to 51.5% after which it declined to 48.7% in 2008. The number of unemployed people increased from 3,050 in 1996 to 5,372 in 2001. In 2008, the number of unemployed people slowed further to 5,784.

Diagram 2: Share of total employment by sector



Source: Stats SA: Census 2001 and Community Survey 2007

Diagram 3: Unemployment rate



Source: Stats SA: Census 2001 and Community Survey 2007

Table 11: Share of total employment per sector

Share of total employment per sector (%)											Total employment
	Agric	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community services	Households	
1996	33.8%	0.0%	9.6%	0.2%	5.5%	9.5%	4.7%	2.0%	22.4%	12.4%	5,200
1997	32.8%	0.0%	9.0%	0.2%	6.0%	10.1%	4.7%	2.0%	23.5%	11.8%	5,447
1998	31.9%	0.0%	8.4%	0.2%	5.5%	11.7%	4.2%	2.0%	24.7%	11.5%	5,517
1999	29.8%	0.0%	8.4%	0.2%	6.5%	13.9%	3.9%	1.9%	24.9%	10.6%	5,967
2000	29.2%	0.0%	7.8%	0.2%	5.8%	15.7%	3.6%	1.8%	25.7%	10.2%	6,139
2001	29.4%	0.0%	7.5%	0.2%	7.1%	16.6%	3.7%	1.8%	24.1%	9.6%	6,481
2002	31.9%	0.0%	7.1%	0.2%	5.3%	14.3%	3.3%	2.1%	25.7%	10.0%	6,184
2003	31.2%	0.0%	6.9%	0.2%	5.2%	14.2%	3.6%	2.1%	26.4%	10.2%	6,350
2004	28.3%	0.0%	7.6%	0.2%	6.9%	13.8%	3.7%	2.2%	27.1%	10.2%	6,269
2005	25.3%	0.0%	7.4%	0.2%	6.9%	15.5%	3.9%	2.2%	28.4%	10.0%	6,491
2006	24.4%	0.0%	7.5%	0.2%	7.2%	15.9%	3.7%	2.4%	28.4%	10.2%	6,748
2007	25.1%	0.0%	7.5%	0.2%	6.7%	14.2%	3.4%	2.5%	29.4%	11.0%	7,170
2008	23.8%	0.0%	7.4%	0.2%	5.8%	14.3%	4.2%	2.6%	30.4%	11.3%	7,597

Source: Stats SA: Census 2001 and Community Survey 2007

1.3.3 Annual Income Distribution

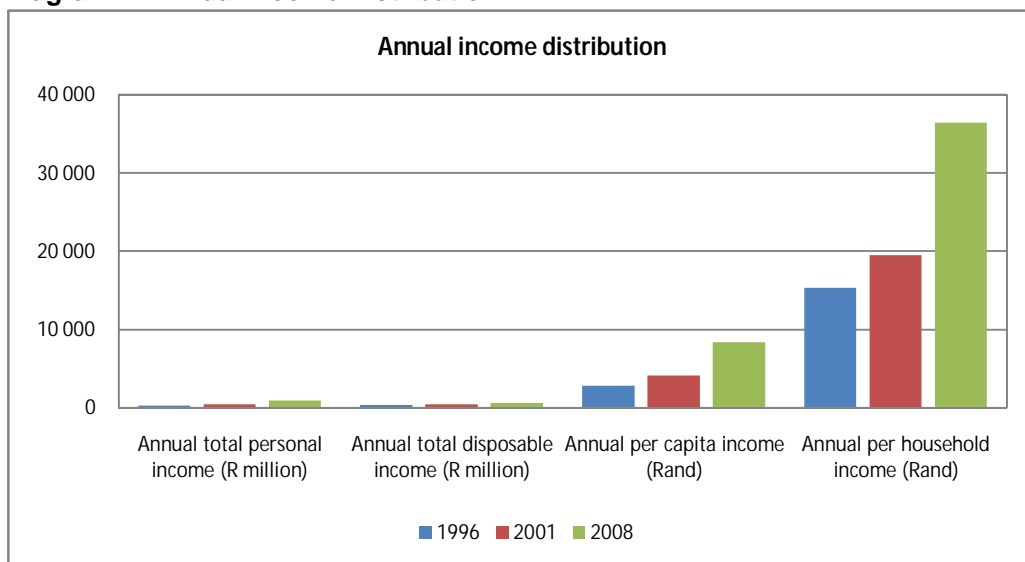
The availability of money in the hands of people of Ingwe Local Municipality reveals that the income earned by the citizens amounts to R930 million in 2008 from R278 million in 1996 as shown by total annual personal income. By subtracting direct taxes, the personal disposable income pool amounts to R533 million in 2008 from R345 million in 1996, which is the money that can be spent or saved.

The annual per capita income figures have grown from R2,817 in 1996, R4,083 in 2001 to R8,313 in 2008 resulting in annual household income of R15,311 in 1996, R19,436 in 2001 to R36,382 in 2008. However, the total Gini coefficient figures indicate that the distribution of income has worsened between 1996 and 2008 from 0.49 to 0.55.

Table 12: Annual Income Distribution

Annual income distribution			
	1996	2001	2008
Annual total personal income (R million)	278	433	930
Annual total disposable income (R million)	345	381	533
Annual per capita income (Rand)	2,817	4,083	8,313
Annual per household income (Rand)	15,311	19,436	36,382

Diagram 4: Annual Income Distribution



B.2 SPATIAL ANALYSIS

B.2.1 Spatial Structure

The Ingwe LM nodes that is, Creighton, Bulwer and Donnybrook are considered small (secondary) in the district context. Therefore they are not classified as areas of priority government and private sector spending. The municipal spatial development framework identifies Creighton as the primary node in the municipality whereas Donnybrook and Bulwer are classified as secondary nodes. The Municipality is traversed by two important transport movement corridors including the Cape Natal Railway line. The major movement transport corridor is R617. The KwaZulu Natal Provincial Spatial Economic Development Strategy (2005) identifies one provincial secondary economic corridor in Ingwe namely that is, Ukhahlamba-Underberg-Howick PMB (R617). The LM falls outside of any primary economic corridors and nodes. Consequently, it has not been prioritised for private and public investment. Ingwe LM is characterised by both spatial and economic disconnectedness due to its undiversified economic base and spatial location outside the key economic movement corridor.

The underutilized movement corridors that traverse the Local Municipality that is, the Ukhahlamba corridor and the Cape Natal Railway Line is classified as a Priority Secondary economic corridors in the KwaZulu-Natal Provincial Tourism Cluster as key areas of investment to boost district tourism. This includes the Ingwe/Paton Rail Tourism that is situated in the Ingwe LM and the direct road link between Central and Southern Berg to the Midlands Meander through Impendle and Nottingham in the neighbouring KwaSani Local Municipality. While there are currently, no direct benefits for the LM as there is no developed tourism and retail infrastructure to capture this potential market that has developed tourism infrastructure. The opportunity for developing both the tourism and retail sector requires the alignment of all these proposals.

B.2.2 Profile of services available at nodes

2.2.1 Primary node: Creighton

a) Government services

The inventory of government services in Creighton recorded the following services

- § Municipal offices,
- § 2 primary schools and
- § St Apollinaris Hospital in Centercow settlement.
- § South African Police Services (SAPS) station,
- § An ambulance base next to SAPS and
- § A Post Office.

b) Commercial services including retail

Commercial services include

- § 1 Engine Service Station with a parts shop,
- § AFGRI, Creighton Farmers Agent,

- § Supermarket,
- § Hardware and
- § A funeral parlour.
- § Small hotel

c) Residential profile

Residential property includes

- § Formal housing
- § A low cost housing settlement.
- § An upmarket golf estate has been approved for development.

The proposed golf estate development will change the residential character of the node and further create a market for commercial services.

2.2.2 Secondary Node: Donnybrook

a) Government services

The following government services are located on this node, that is;

- § South African Police Services
- § The Magistrate Court and
- § A post Office

b) Commercial and Retail Services

Spar is the main attraction point of consumer traffic in Donnybrook.

This Spar has 3 ATMs (Standard, First National and ABSA banks) and a Build-It Hardware outlet. Other retail outlets are furniture shops, wholesaler, little hotel and bar, a bed and breakfast and one Doctor's surgery.

c) Residential profile

- § Formal units
- § There is also a low cost housing settlement.

2.2.3 Secondary Node: Bulwer

Although it is classified as a primary node, of the three nodes in the municipality Bulwer has more facilities.

a) Government services

There is SAPS, a recently built public library, primary and high schools. A formal taxi rank is still under construction. Other public services are outside the town of Bulwer. They are located in Nkumba on the way towards Boston, these are, District offices of the Department

of Agriculture, Pholela Clinic, Social Development, Justice, and Traditional Authority Offices. Turn Table Trust is just outside the town next to Pholela High School.

b) Commercial and retail services

The following commercial and retail facilities are located in the town of Bulwer;

- § Three main supermarkets,
- § Liquor retail,
- § Funeral directors,
- § A hardware,
- § Ithala Bank,
- § First National Bank and Standard Bank ATM,
- § A service station,
- § Furniture shops,
- § Mountain Park Hotel,
- § Bed and breakfast establishments, and
- § Trading stalls built by Public Works that are not operational.

c) Residential profile

- § Formal housing, and
- § Low cost housing.

2.2.4 Key issues

The spatial development patterns in the municipality require that residents travel at great expense to engage in virtually all social and economic activities, either to buy goods and services, to access health and welfare services, financial services, seek employment or to trade. Compounding this problem is the underdeveloped nature of the nodes found in the municipality. It therefore suffices that that in order to access services of all types and engage in even limited income generation activity the household must first spend money on travel. While mobility creates opportunities, it is at the same time a symptom of the absence of opportunity. This poses a huge financial burden especially for the poor households. The same financial burden applies for consumption activity, and in the accessing of services, such as health, education, social grant and recreational facilities.

The lack of development of the municipality and its nodes has been impacted by its spatial location. Its location outside major District, Provincial and National corridors limits its investment potential. There is no single node in the municipality that is well developed to service the needs of the residents. The relatively small population with low incomes means that the 3 nodal areas cannot grow simultaneously.

The nodes lack comprehensive basic social and economic services. This tends to push people to other nodes outside Ingwe Municipality. For instance 80% of commuters from Creighton do their shopping and access services from Ixopo.

The LM is characterised by an absence of local income generation and minimal internal circulation of money. The main economic activities are limited to agriculture and government services, while there is an overreliance on government grant funding.

There is a lack of comprehensive basic retail, social and financial services. Household well-being is dependent on access to resources such as public social services, financial services, health services, consumer goods and services and communication. 42% visit the Department of Social Development while 37.3% go to the Department of Home Affairs in Ixopo and/or Pietermaritzburg.

Nodes, in particular Bulwer, usually have benefited in terms of directing infrastructure investment choices such as water and sanitation services, electricity, access roads and others.

Donnybrook and Bulwer is supported by settlements that are intensifying along the transport routes mainly along R612 (Donnybrook-Ixopo-Umzinto route) and R617 (Underberg-Bulwer-Boston-Howick route). Similarly, many settlements lie along the Ntsikeni-Riverside-Centecow route leading to Creighton.

2.3. Environmental Overview

2.3.1 Climate

Two bioclimatic regions exist within Ingwe. These are the Highland to submontane and the Moist upland bioclimatic regions. The area may be roughly divided into three temperature zones (Figure1). The western (higher) portions of Ingwe are typically cooler than the eastern (lower) regions. Winter temperatures in the cooler western regions often drop to below 0⁰ C whilst in the warmer eastern regions temperatures seldom fall below 5⁰ C. Summer temperatures range from highs in the low thirties in the west to high thirties in the east.

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

2.3.2 Topography

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

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

2.3.3 Geology and soils

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

2.3.4 Water resources

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

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

2.3.5 Vegetation

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

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

2.3.6 Fauna

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

2.3.7 International and national contexts

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

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

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

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

2.3.8 Provincial context

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

2.3.9 Local context

a) The role of the natural resources of Ingwe

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

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

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

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

collection of fuel for the fires, these also contribute to a deterioration of the air quality in the area.

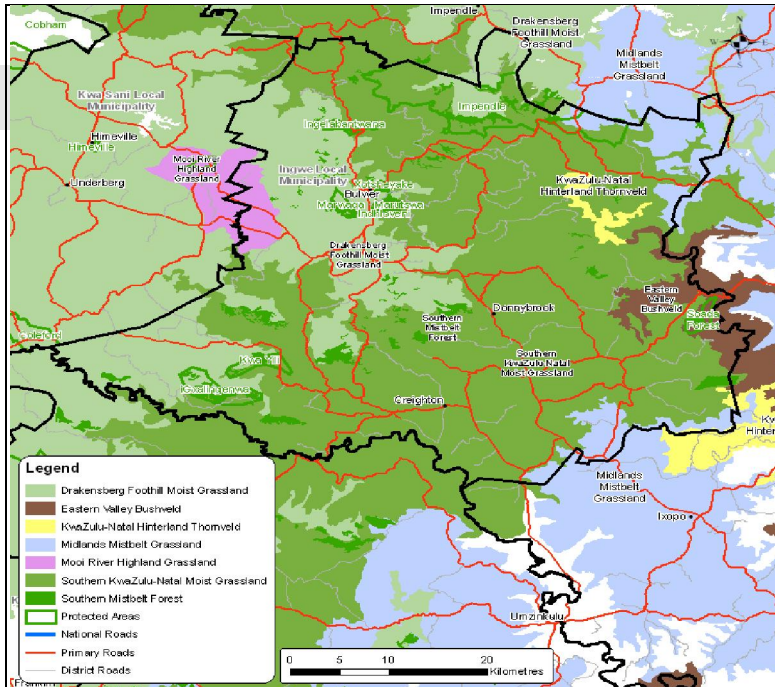
In the light of the above the need to protect the natural resources of the area becomes a critical imperative. This is not purely from the ecological point of view but, in the light of the above, from the need to ensure that the natural resources of the area are able to continue sustaining the residents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

b) The ecotourism potential

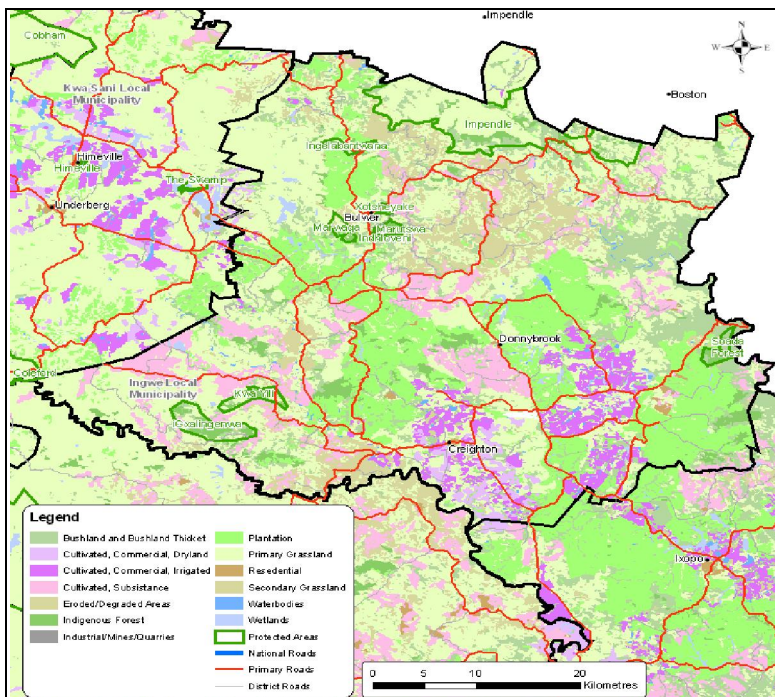
Aside from the importance of the natural resources of the area in sustaining the residents, those resources also have the potential to generate much needed income in the area. The eco-tourism and adventure-tourism potential is considered excellent with a number of draw cards that may be capitalised on.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

2.3.9 Protected Areas

Protected areas were determined using the Ezemvelo KwaZulu-Natal Wildlife (EKZNW) protected areas layer.



Map 1: Extent of Vegmap vegetation types in the Ingwe Local Municipality.



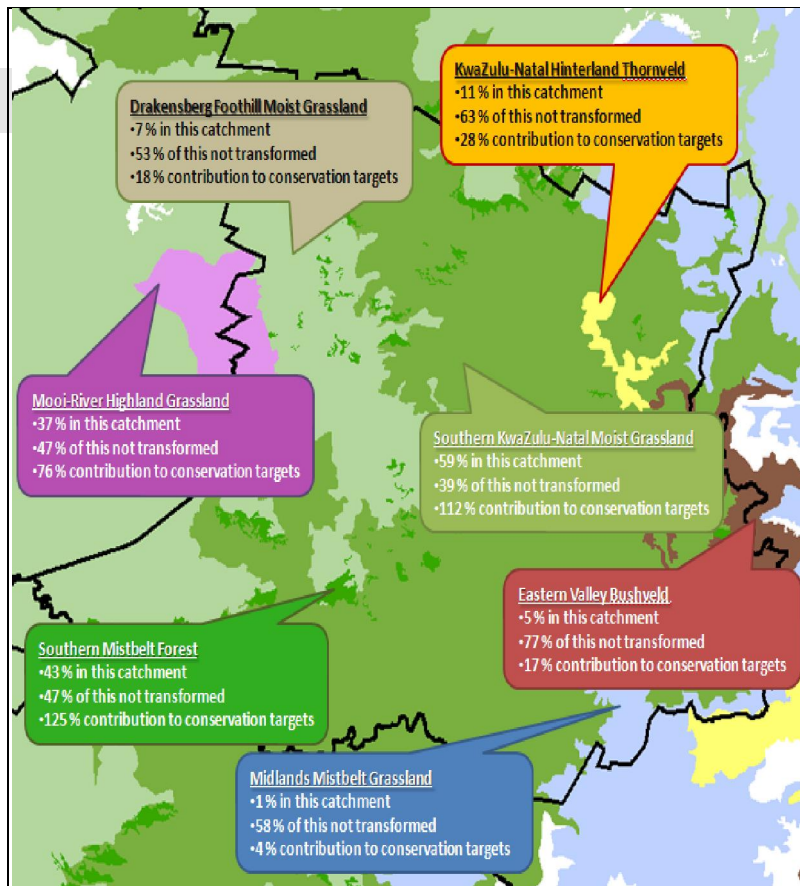
Map 2: Landuse in the Ingwe Local Municipality.

The seven major vegetation types occurring in the municipality showing their total area (hectares) in RSA and in the municipality (Mucina, et al., 2006).

		Drakensberg Foothill Moist Grassland	Eastern Valley Bushveld	KwaZulu-Natal Hinterland Thornveld	Midlands Mistbelt Grassland	Mooi River Highland Grassland	Southern KwaZulu-Natal Moist Grassland	Southern Mistbelt Forest
Pre Disturbance Area	in RSA	659532	110055	19424	608784	8077	216770	13824
	in Municipality	45745	5499	2162	9070	2993	127722	5970
	% in municipality in relation to area in South Africa	7%	5%	11%	1%	37%	59%	43%
RSA Conservation Targets		23%	25%	25%	23%	23%	23%	30%
% transformed/Degraded (in relation to total area of the grassland in RSA)	in RSA	17.9%	15.4%	22.2%	52.6%	23.6%	33.4%	5.1%
	in Municipality	2.8%	0.8%	4.1%	0.5%	19.5%	33.2%	5.6%
% Transformed (in relation to area of grassland in Municipality)		40.4%	17.0%	37.0%	34.9%	52.7%	56.4%	12.9%
% Protected (in relation to total area of grassland in RSA)	In RSA	2.5%	0.7%	0.0%	0.4%	0.2%	3.9%	12.9%
	in Municipality	0.4%	0.3%	0.0%	0.1%	0.0%	2.9%	17.2%
% Protected (in relation to area of grassland in Municipality)		6.2%	6.5%	0.0%	7.1%	0.0%	4.9%	39.9%
% non-transformed (in relation to total area of the grassland in RSA)	in RSA	82.1%	84.6%	77.8%	47.4%	76.4%	66.6%	94.9%
	in Municipality	3.7%	3.8%	7.0%	0.9%	17.5%	22.8%	20.4%
% Non Transformed (in relation to area of grassland in Municipality)		53.4%	76.5%	63.0%	58.0%	47.3%	38.6%	47.2%
% of Non-transformed and Protected areas in the municipality contributing to National Conservation Target		18.0%	16.6%	28.0%	4.2%	76.3%	111.7%	125.4%

It is noted from above, is that with the exception of the *Eastern Valley Bushveld Grassland* and then *Southern MistBelt Forest*, all the grassland areas are extensively transformed within the municipality. Both the *Mooi-River Highland* and *Southern KwaZulu-Natal Moist* grasslands are over 50% transformed within the municipality. Of particular concern is that within the municipality the *Southern KwaZulu-Natal Moist Grassland* represents 60% of the total area of this grassland in South Africa. Due to the extent of this grassland in the municipality, the remaining 38% that is non-transformed is contributing over 100% to the national conservation target for this grassland. In addition to this the non-transformed areas of *South Mistbelt Forests* (47%) in the municipality are also contributing 125% of the national conservation target for these forest areas. These forest areas represent 43% of the national extent within the municipality. The conservation of the non-transformed areas of the *Mooi-River Highland Grasslands* would contribute 76% to the national target.

Ingwe Municipality is therefore in an excellent position to entirely meet the national conservation targets of two prominent grassland and forest types, and contribute significantly to the conservation target of another grassland type, through the conservation of the remaining non-transformed areas of these grasslands and forests within their municipal jurisdiction.



Map 4: Vegmap vegetation types Summary

B.3 INFRASTRUCTURE AND SERVICE DELIVERY

This section details the following aspects of infrastructure:

- § Road network
- § Water supply
- § Sanitation
- § Solid Waste Removal
- § Power Supply
- § Railway

B.3.1 ROAD NETWORK

In 2006, P.D. Naidoo & Associates undertook a Macro Traffic Study for the Ingwe Municipality, geared towards the implementation of new Housing Schemes. Some of the findings applicable to the IDP are as follows:

Firstly, the capacity of the major axis roads is sufficient for the existing traffic and further traffic that would be engendered by further development in the area including housing, commercial and hospitality development. All 3 villages are easily accessible from the Provincial Road network.

a) Creighton

The R 56 is the main road from Pietermaritzburg to Kokstad. Creighton can be reached turning off in a northerly direction at Ixopo, on the R612. The state of the R612 is particularly bad near the border of the Ingwe and Ubhelebezwe Municipalities. The turn-off to Creighton is some 19 km from Ixopo and the village is situated 18 km from this turn off. This road is in fair condition, but has also some bad patches. It carries heavy traffic from dairy and timber trucks.

An alternative route to Creighton is from the North via Main Road R617 which links Pietermaritzburg to Underberg in the Southern Drakensberg. This road connects to R612 (link to Donnybrook, Creighton and Ixopo) 5 km from Bulwer, and passes through Donnybrook, before reaching the turn off to Creighton.

The main road through Creighton carries on towards Centecow, but is only surfaced for another 4.6 km after Creighton. A more direct link from Creighton to Donnybrook is along a 10 km dirt road which joins the R612 at Eastwolds.

Another section of surfaced road (D170) is the access to the Waterworks site on the western side of the trading stores situated opposite the Municipal offices.

There is also a direct gravel road link to Umzinkulu, 6 km from the turn off to Creighton on the R612.

In terms of the Creighton CBD roads, the only surfaced roads in Creighton are the Main Road, Railway Street from its intersection with Main Road past the existing Low Cost housing and ending near the abattoir and the road to the waterworks. All other roads are gravel surfaced in fair condition.

Length of roads:

Surfaced: 1 400 m

Gravel: 6 200m

b) Donnybrook

Donnybrook is situated along the R612, some 31 km from Ixopo, and 22 km from Bulwer. The R 612 is in fair condition from Bulwer to Donnybrook, but is degraded from Donnybrook to Ixopo.

Length of roads:

Surfaced: about 1500 m

Concreted (narrow road to the Low Income Township): 120 m

Gravel: 2080 m

The surfaced roads are in a state of disrepair, and so are the gravel roads. This comment is also made in the WSDP of Sisonke District Municipality. Taxis park in front of the Spar Supermarket in an informal Taxi Rank and along the main road.

c) Bulwer

Bulwer is situated along the R 617, some 90 km from Pietermaritzburg, and 34 km from Underberg. The road to Pietermaritzburg is badly damaged in places.

Main road 617 which passes through Bulwer is surfaced as well as the road (D1213) to the Low Income Township. There is a Taxi Rank near the shopping centre which is in the process of being upgraded.

Length of Roads:

Surfaced: 2 380 m (R617) + 700m (D1213)

Gravel: 5 700 m

Gravel roads in Low Income Township: 2436m

The state of the gravel roads is also in a state of disrepair. This condition also exists in the Low Income Township, despite the fact that the township was completed less than 2 years ago.

B.3.2 Storm-water drainage

a) Creighton

Formal storm-water drainage only exists on the northern side of the Main Street, and along the tarred road to the abattoir, where storm water pipes are installed across intersections. On the southern side of Main Street, earth channels take care of the storm water.

b) Donnybrook

There is no formal stormwater drainage on any of the roads, which is most likely the cause of their deterioration.

c) Bulwer

Three (3) major culverts exist under the Main Road through Bulwer. They do not appear to have been cleaned for some time. In the Village, stormwater drainage exists in the form of piped crossings, and side channels, but all are in a poor condition, indicating the lack of maintenance. One major culvert exists in Bulwer Street (and again has not been cleaned for some time), and a level crossing in a poor condition is situated in Jackson Street, below a dam.

B.3.3 KEY ISSUES: ROADS AND STORMWATER

a) Creighton

The gravel roads in the town obviously need regular maintenance. The surface roads are in good shape, but some improvements to storm-water disposal should be undertaken, especially near the Municipal Offices, and at the beginning of the road to the waterworks. At an average cost of R200/m for maintenance of gravel roads (and storm-water drainage), and R300/m for internal tarred roads, the overall budget for required maintenance is respectively R 1 240 000 and R 180 000. This can be undertaken over a number of years.

Future improvements will be the tarring of the access roads to 2 new township extensions:

- § The 300 Low Cost Township due to be constructed on the southern side of town,
- § The Golf Course housing, on the northern side of town.

With this planned housing developments it is evident that traffic will increase and better road surface will be required.

b) Donnybrook

It is of utmost importance the main road through the business centre be reconstructed to decent standards and storm water drainage be addressed. The estimated budget for this work is:

- § Tarred roads : 1150 m @ R 750/m = R 862 500
- § Gravel roads : 2080 m @ R 250/m = R 520 000
- § Upgrading of Taxi Rank : R 500 000

c) Bulwer

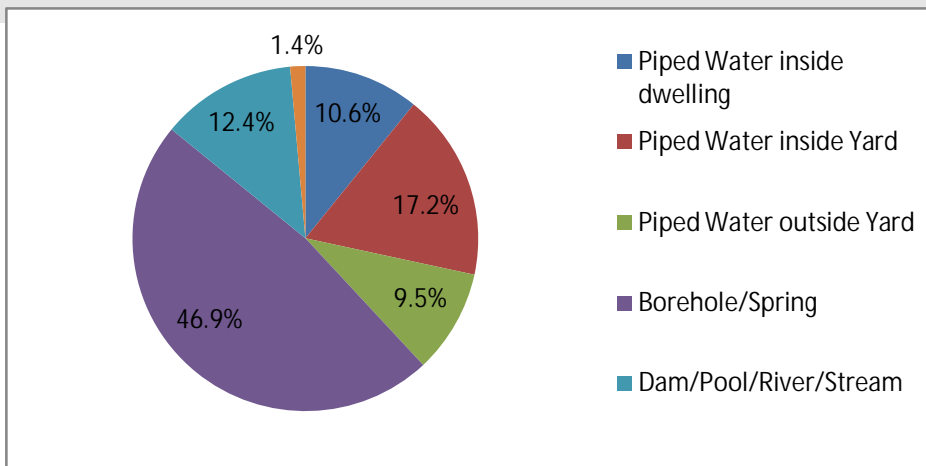
The sideways along the Main Road in the vicinity of the main shopping centre could be improved to allow for better access to the shops. Budget for this work is R 500 000. Major maintenance on the stormwater drainage and regravelling of internal roads is required. The cost is estimated at R 1 995 000 (5 700 m @ R 350/m). This work should be undertaken over a number of years, and priorities established.

B.3.4 WATER SUPPLY

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

Diagram 5 shows that nearly 50% of households did not have access to any form of piped water in 2001. Only 4.21% of households had access to water inside their dwellings. Nearly 20% of households have piped water inside the yard and 11% of households have access to public tap within 200m. Households not having access to piped water use rivers, natural springs and rainwater harvesting to supply in their water needs. A large percentage of the Ingwe population therefore face the danger of contracting waterborne diseases such as cholera and bilharzia.

Diagram 5: Household Access to Water in Ingwe



Source: Community Survey 2007

The community in Ward 1 are supplied by Mashayilanga water scheme, which has a small scheme with only 13 standpipes serving the population of 10 404 people. In Ward 2 only one of 13 villages has a proper water supply system. A serious lack of clean water therefore exists in this ward. Most of the villages in ward 3 do not have any form of reliable water supply; only two villages have access to some water facilities. They obtain water springs that have been protected for these two villages. These springs supply water to a 5kl plastic tank.

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

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

The water supply in the Local Municipality is the responsibility of Sisonke District Municipality who is the Water Services Authority (WSA) and Water Services Supplier (WSP). Only 0,62 % of the total population of Ingwe Municipality resides in the 3 villages. Only Creighton and Bulwer are on the Debtors Database, where 223 consumers are recorded, including the St Apollinaris Hospital. Consumption in Donnybrook is not recorded, and no billing for the service is in force.

Details of the District Municipality water billing for the period July to December 2009 (6 months) show 223 consumers for both Creighton and Bulwer. Of concern is the amount of

water billed which is only an average of 37 kl/day for both villages i.e. an average of 165l/day/consumer (an average house may consume up to 1000 l/day). The District

a) Creighton

Bulk water supply

The town's raw water is supplied from the Avocadale Dam situated approximately 10 km North of Creighton CBD This is a private dam, which belongs to Nkonzo Water Users Association. The Ingwe local Municipality, prior to the assignment of water supply responsibilities to the Sisonke District Municipality had an agreement with the Association to receive 35 000 kl/year, which translate to an average 96 kl/day.

The municipality paid for the water supply. Since taking over the water supply, the District Municipality has failed to make any payment for the supply to Creighton, which is now far in excess of the 96 kl/day. Consequently the relationship between Sisonke District Municipality and the Nkonzo Water Users Association is strained. In an attempt to resolve this impasse the Water Association has proposed that a new agreement should be drawn between them and the District Municipality. The Water Services Department of the District Municipality has advised that the process of renegotiating the agreement has been initiated.

It also has been established that the Water Users Association are constructing other dams, and that the Municipality could benefit from this action (in the sharing of additional scheduled water), and that little in the way of further infrastructure would be required to augment the raw water supply to town.

From the dam to the waterworks there is a bulk pipeline consisting of 2 000 m of 150 mm diameter and 6 000 m of 90 mm diameter .Irrigation water is drawn from this pipeline by the farmers, and this also restricts the supply to the waterworks, as experienced during the recent commissioning of the waterworks. The head between the dam and the waterworks is 120 m, and the capacity of the pipeline is about 8 l/sec or 690 kl/d.

Table 13: Water Consumption

Consumption Type	Daily average Consumption in kiloliter
Residential	78
Low income housing	9
Commercial/Industrial (including water supplied to Ellington Transport)	57
Municipal	2
Government	21
Churches/social	5
Sports fields	3
Total	176

Existing Waterworks details

The old Slow Sand Filters were replaced in 2007 by a package treatment plant. The new plant includes chemical dosing equipment, sedimentation tank, 2 rapid gravity filters, chlorine dosing equipment, and 2 sets of pumps. The flow rating has been set at 21 kl/hr to eventually deliver 400 kl/day in 19 hours. Filtered water gravitates to 3 ground level reservoirs of 160 kl total capacity. From there it is pumped to an elevated reservoir of 217 kl capacity. This reservoir has been designed so that the capacity can be increased to 300 kl when required.

b) Donny brook

Water consumption

Sisonke District Municipality has advised that consumption in town is not monitored, and no charges are levied for this service. Daily consumption is probably of the order of 150 to 200 kl/d, but this figure must be regarded as an approximation.

Bulk Water supply

Bulk water supply is provided by 2 boreholes of 230 kl/day total capacity. The WSDP Review states that 3 boreholes are operating, but the Sisonke Water Technician advised that only 2 boreholes are operating, the 3rd one has never been commissioned, as the quality of the water from it was not suitable. One Borehole is situated in the Village, whilst the second one is outside the village, along the road to Ixopo. There are 2 new reservoirs built on the hill above the low cost township, and their capacity is estimated at 500 kl. Between these reservoirs is installed a small elevated reservoir of 10 kl capacity, which serves the higher section of the low income houses.

Water Purification

Only Chlorine disinfection is installed.

Water reticulation

The water reticulation is relatively new and appears adequate for present and limited future development.

c) Bulwer

Water Consumption

Water consumption in 2000 was on average 118 kl/day. Short term demand was then estimated at 220 kl/day with the addition of 80 low cost houses, and 400 kl/day with the further addition of 200 low cost houses. In fact a total of 315 Low Cost Houses has been constructed, and the water consumption is now stated as 350 kl/day in the WSDP.

Bulk water supply

At present, the water supply is still coming from a spring in the Marwaqa Forestry Reserve. Abstraction was limited to 136 kl/day by the then Department of Forestry, but this limit has been exceeded. A small dam near the Hotel was constructed, but has been plagued with leakages and is presently used more for recreation than to augment the village supply.

A weir was also constructed on a stream below the Low Cost Housing area, and a pump station installed. However the weir was damaged and this supply is no longer in use. At present the WSP relies solely on the supply from the mountain. Delivery was recently measured at 334 kl/day.

Water Purification

2 slow sand filters have been in operation for many years, and have been upgraded from time to time. Total capacity of the filtration system is 216 kl/day. However it has been discovered that only one filter is now in operation which is insufficient for the present water consumption.

Chlorination equipment is not functional, and chlorination is done by hand. The site of the waterworks is neglected, and the access road to it is only accessible to bakkies or 4x4. There are 2 ground reservoirs of total capacity of 450 kl. There is also a raw water reservoir at the head of the works with a capacity of 250 kl.

Water Reticulation

Regrettably the drawings of the water reticulation have been lost in the hand over from Local to District Municipality. In 1986, the reticulation consisted mainly of 75 mm and 50 mm diameter pipelines, A.C or G.I. The respective lengths were 3590 m of 75 mm diameter, and 1560 m of 50 mm dia. Various improvements were undertaken by the Development and Services Board by way of replacing old pipelines and upgrading pipe sizes. There is a dedicated 75 mm diameter pipeline from the waterworks to the Low Cost Housing site.

B.3.5. KEY ISSUES

The following actions are the responsibility of the Sisonke District Municipality, the role of the Local Municipality in this instance is to facilitate the implementation of these interventions.

a) Creighton

- Bulk supply must be resolved through negotiations with the Nkonzo Water Users Association.
- Metering of the water consumption must be investigated. Water meters should be checked, and all users (with the possible exception of recipient of Free Basic Water) must be billed.
- A programme for replacing old steel and AC pipelines should be put in place.
- Shut-off valves should be installed in Marriot Street to facilitate repairs to the reticulation. At present, if there are problems in town, most often the whole system must be shut down at the waterworks to enable repairs to be undertaken.
- Fire hydrants should be installed in the reticulation at strategic places (such as hotel, garages, shops, schools, and concentration of houses).

b) Donnybrook

Only about 70 % of the Low Cost Houses are presently occupied. Should they all be occupied, it is unlikely that the 2 boreholes would be sufficient to ensure the supply. Increase in the overall capacity of the bulk supply is thus required. The Gana/Donnybrook Water Project is included in the WSDP (2008 Review), and was scheduled to start in the 2008/2009 season, with a construction period of 3 years. Total cost is estimated at R 34 million. No work has yet been undertaken on this project.

There are a number of privately owned dams near the village, and these may prove to be the short term solution for the increase in supply.

c) Bulwer

General upgrading of the existing waterworks site, which could be done at little cost, and closing of the dam area to reserve it for augmentation of the raw water supply should be urgently undertaken. Augmentation of the bulk supply is also required. It is understood that plans are being made to construct a dam on the Lurane River, but there are administrative hold ups on the project.

A survey of the reticulation in town is required if the drawings cannot be found. No fire hydrants exist on the reticulation.

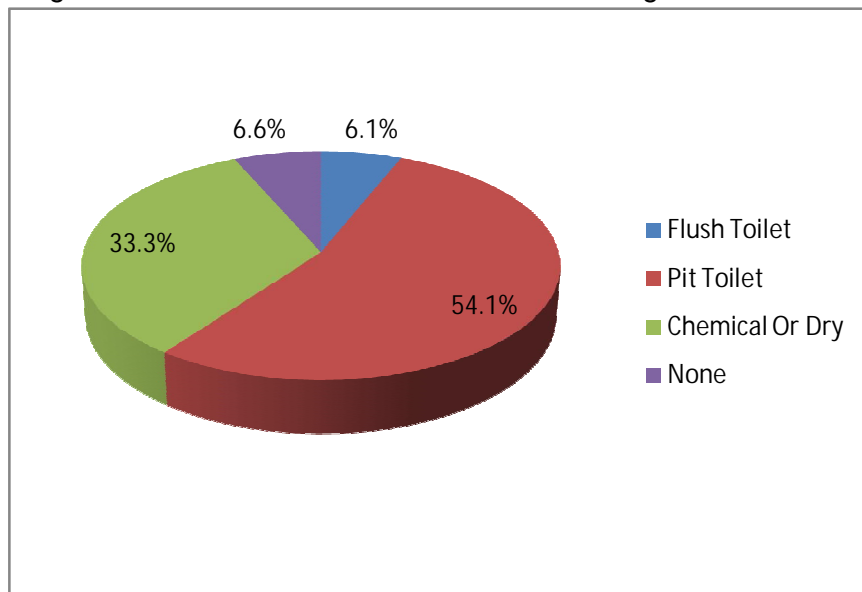
B.3.6 SANITATION INFRASTRUCTURE

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

ventilated improved pit latrines, which in most instances, do not meet the required health standards.

This diagram below shows Percentage households by type of toilet facility

Diagram 6: Household Access to Sanitation in Ingwe



Source: Stats SA CS 2007

The total backlog for sanitation in Ingwe was 38.40% in 2001 as indicated in table below. A great need exist in the rural areas to provide basic sanitation.

The sanitation service in Ingwe Municipality is also the responsibility of the Sisonke District Municipality. A methodology to assess the viability of waterborne sanitation schemes is currently in the development stage by the Sisonke District Municipality which is a Water Services Authority.

a) Creighton

At present there is no waterborne sewerage system in Creighton. Sewage is disposed of by Septic tanks and French drain.

b) Donnybrook

All properties are on septic tanks and percolation drains, with the exception of the Low Cost Housing Scheme, where VIP's have been installed. The District Municipality is presently investigating the viability of waterborne sanitation scheme

c) Bulwer

All properties in the old section of the village are also on septic tanks and French drains. In the Low Cost Township, the units are connected to septic tanks, and the effluent of these

tanks is treated in a small package plant. The District Municipality is presently investigating the viability of waterborne sewerage schemes.

B.3.7 KEY ISSUES TO BE ADDRESSED IN SANITATION (CREIGHTON)

Preliminary proposals for the development of the 300 units Low Cost Housing Scheme have indicated the need for some form of waterborne sewerage. Percolation rates in the area are not good, and the vicinity of a wet land makes it essential that treatment of sewage effluent is contemplated.

Furthermore the construction of another dam below the site of the Low Cost Housing scheme is being planned by a private farmer, and it is important that the sewage effluent is properly treated and disposed off. With the proposed development of the middle income housing Golf Estate sewage effluent will also have to be treated, and if both developments can gravitate to a central area, a common treatment work could be contemplated. This is of course the responsibility of the District Municipality, with both developers possibly contributing to the cost of the infrastructure.

B.3.8 SOLID WASTE REMOVAL

The Municipality does not have a completed Integrated Waste Management Plan. Waste should be managed in order to conserve resources and protect the environment. It is noted that tenders have been invited for the study of Landfill Sites in Creighton and Bulwer, as well as an Integrated Waste Management Plan.

Waste should be managed in order to conserve resources and protect the environment.

a) Creighton

Solid waste removal is undertaken in the Village, and is disposed of in a land fill site still to be registered. The existing site was visited and is well maintained.

b) Donnybrook

Solid waste removal is undertaken in the village and is disposed of either in the Creighton site or the Bulwer site.

c) Bulwer

Solid waste removal takes place in this centre and is disposed of on a site still to be registered. Tenders have been invited for the formalization of the landfill site.

B.3.9 POWER SUPPLY

Electricity supply is a major economic asset which is regulated by Eskom. All areas of the Municipality are subject to development plans adapted by Eskom according to requirements.

Besides the assessment of power capacity, maps with position of transformers in each village have been provided, but are not suitable for inclusion in this report. Eskom made a presentation to the Council in 2008, giving an overview of the situation in the Municipality, with planning until 2011.

a) Creighton

Creighton is fed by a 22 KV power line from the Ixopo network 28. Power supply to Creighton is currently constrained and there is no spare capacity in the network. However there is a proposal to construct a new substation (Corinth), but this has been delayed due to environmental concerns. Eskom still intends to build this substation within the next 3 years. Their planning is to have sufficient capacity to add another 14 000 households to the Highflats/ Ixopo/Creighton region.

b) Donnybrook

Donnybrook is supplied via a 22 KV power line, with a step down transformer giving a 11 kv supply in the village. There is enough capacity to add another 1 MVA, which translate to an additional 2000 houses on a 20 Amp breaker, or 400 houses on a 40 Amp breaker, which is indicative of the potential for other future development, be it housing or commercial ventures.

c) Bulwer

The village is supplied by a 20 KV power line. There is enough capacity to allow for the connection of another 2000 houses on a 20 Amp breaker, or 400 houses on a 40 Amp breaker. The capacity of the substation situated 7 km away can be increased.

B.3.10 RAILWAY NETWORK

All 3 villages are connected by a rail system. Commercial use and rail tourism are vital to the economical survival of the region. All role players in this matter have been actively engaged to ensure the survival of the existing rail system.

The Municipality has been actively engaged in the future of the Cape Natal Branch line serving the Ingwe and Sisonke municipalities. In that regard a meeting was recently held in January 2010 with the relevant role players, including Transnet Freight Rail (TFR). There are 2 main factors that give rise to this initiative, that is,

- § Commercial imperatives
- § Tourism potential

It is the intention of TFR to exit the Branch Line, and transfer the network to the Department of Transport (DOT).

DOT is preparing a plan for the Branch Line strategy which involves rural development, moving freight off roads and on to rail, and promoting private sector participation. On the commercial side, SAPPI may be interested in applying for a concession on branch lines. The Municipality is participating in the Sisonke Stimela project which is the main aspect in the Tourism Industry Plan within Sisonke District Municipality.

B.3.11 SUMMARY

The main factors which may hamper the economic development of the 3 centres are:

- § Uncertainty of an assured water supply,

- § Poor state of all the roads in Donnybrook,
- § Poor state of the gravel roads in Bulwer,
- § Lack of capacity in the power supply at Creighton.

Bulwer is ideally situated on a secondary provincial corridor on the route to the Drakensberg, and has a beautiful setting backdrop against the mountains and forests, which should attract some investment. This node is more developed with both commercial and social service facilities. The state of the internal roads and the lack of an assured water supply are not conducive to such development.

The positive and negative aspects of the technical infrastructure are summarized hereunder:

Table 14: Summary of state of infrastructure

Infrastructure Item	CREIGHTON	DONNYBROOK	BULWER
Access from Provincial Roads	Good	Good	Good
Internal Road Network	Fair-Maintenance work required	Very poor-Major maintenance work required	Very poor-major maintenance work required
Bulk Water Supply	Problematic	Problematic	Problematic
Water Purification	Good	Fair	Needs Improvement
Water Reticulation	Adequate	Adequate	Survey required
Sanitation	Adequate for existing development.	Adequate for existing development.	Adequate for existing development.
Solid Waste Removal	Landfill site to be improved	No landfill site – uses Creighton or Bulwer	Landfill site to be improved
Power Supply	No spare capacity	Adequate	Adequate

It is recommended that the following steps be undertaken by Ingwe Municipality:

- Advise Sisonke District Municipality of the concerns of the Ingwe Local Municipality regarding the slow progress in providing the bulk raw water supply to the 3 villages, the problems with metering and or billing for the service, and the state of the waterworks in Bulwer. This should be followed by continuous discussions with the District Municipality, and monitoring of progress.
- § Include a budget for road maintenance in all 3 villages as per details in the above report. The overall cost is just under R 5,8 million. It is likely that due to financial constraints, the work will have to be undertaken over a number of years. Therefore priorities must first be established.
- § Ensure that the steps undertaken for the legalization of landfill sites is completed.

- § Engage with further discussions with Eskom regarding the risk of stopping further development in Creighton due to the restricted capacity of the system.
- § Continue with the actions undertaken with TFR to ensure that the existing railway system contributes to the development of the region.

B.3.12 LAND REFORM AND HOUSING

3.12.1 Land reform

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

The Mnywaneni project comprising two portions of the property lot 55 Sunrise in extent 298.86 ha. There are some 90 beneficiaries involved. Evaluations have been completed and the Department is in the stage of price negotiations;

The current residents on the property Ingudwini Forest no 15327 lodged a request with the Department of Land Affairs some 5 years back for the land to be purchased and made available to them as a land redistribution project or possibly an ESTA project. Apparently the families have been resident on this land for many years. The land is apparently also used for grazing by the adjoining people in the Sandaneza area. The owners of the property are prepared to sell. (Source Mr R Montgomery of BCP Engineers who have installed a community water scheme in this area and continue to support the local community in the maintenance of the scheme).

Impendle state land provides opportunity for both redistribution as well as small-scale farmer settlement under the LRAD programme.

3.12.2 Land Redistribution

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

3.12.3 Labour Tenant Projects

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

Table 15: Land reform Project Priorities in Ingwe municipality as per Area Based Plan

Project No	Project Name	Priority rating 1 high, 2 Medium, 3 Low
In1	Umkomaas State land	1
In2	Carthill	3
In3	Harvey Anderson	3
In4	Sunrise farm	1

In5	Comrie forests	3
In6	Glenmare-Highover	1
In7	Pennryn	3
In8	Fivestar-Stoneycreek	3
In9	Siyathuthuka	1
In10	Mbanjwa's farm	1
In11	Tarrs' Valley	1
In12	Highburry farm	3
In13	Zamula CPA	1
In14	Riverside Stateland	1

3.12.4 Housing

The Ingwe Municipality has developed a Housing Plan in 2007 which is available on request.

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

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

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

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

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

3.12.5 Rural Housing

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

communities with different housing, and infrastructure needs. The different categories include:

Tribal areas where people are located on land held under communal tenure arrangements. The Ingonyama Trust owns this land.

Rural areas where land is owned under freehold title. However, in some cases this land is utilised on a collective basis and individuals have access to that land on a communal basis.

Commercial farming areas that include farm workers who reside on land owned by the farmers. In many cases, workers have lived on farms for a number of years and in some cases generations. In such cases there is potential to secure individual title through the Extension of Security of Tenure Act 62 of 1997.

3.12.6 Special housing initiatives in the Ingwe municipality

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

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

3.13 SERVICES

3.13.1 Telecommunications

There is an increase in the usage of cell phones since Census 1996 from 0% to 16.05%. The total number of 1 632 (26.38%) households have no access to telephone at all. Most of the households, who do not have access to telephones at all, are from rural areas. However, there is an increase in number of households accessing the public telephones.

Table 16: Access to telephone

Households	2007	2001
Telephone and Cellphone in Dwelling	1280	534
Telephone only in Dwelling	656	301
Cellphone	993	-
Neighbour	517	181
Public Telephone	279	369
Other – Nearby	520	188
Other – Not Nearby	679	470
No Access	1632	1485
Total percentage of the households without access to telephone at all	26.38%	14.22%

Source: Statistics SA Census 2007

Many of the communities in the outlying areas, including, do not have cellular network coverage. There is a need to revisit the location of cellular masts in the outlying areas, particularly in the vicinity of the five large land reform projects.

3.13.2 Community Facilities

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

completed in Ingwe wards are a manifestation of collaboration of Government departments and Ingwe municipality.

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

3.13.3 Cemeteries

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

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

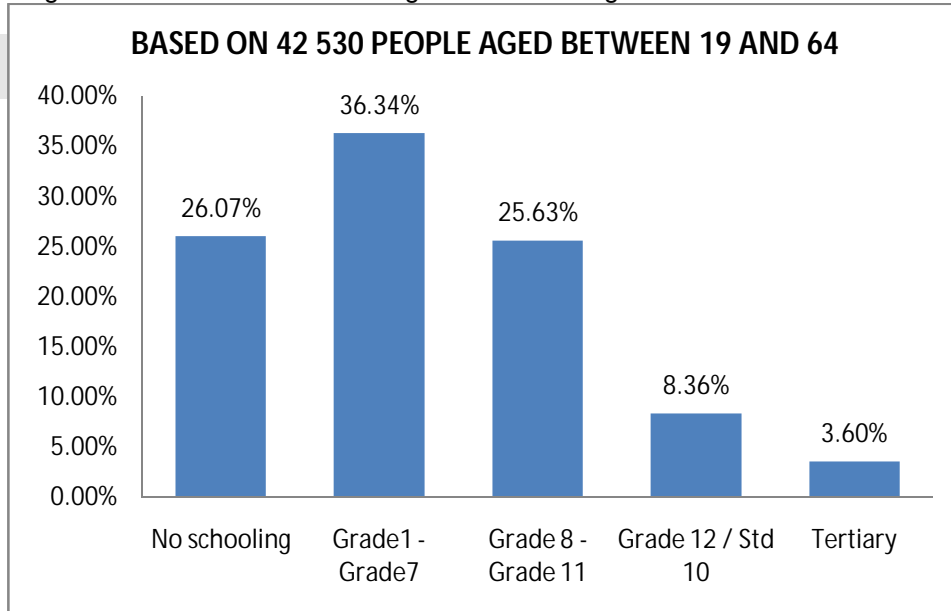
3.13.4 Education and training

Research has shown that the historically disadvantaged background to black education is still impacting negatively on the level of education in most rural schools, the minimum level required for functional literacy is a Grade 6 preferably Grade 7 (Pers. Comm. Anne Harley; University of Natal, Centre for Adult Education).

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

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

Diagram 7: Education Levels of Ingwe Residents Aged Between 19 And 64



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

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

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

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

Table 17: Schools by Category in the Ingwe Local Municipality

SCHOOL TYPE	NUMBER OF SCHOOLS	GRADES SERVED
Combined School	2	Grades 1 – 12
Junior primary schools	16	Grades 1 – 4
Primary schools	81	Grades 1 – 7
Senior primary school	1	Grades 5 – 7
Junior secondary schools	5	Grades 8 – 10
Secondary schools	26	Grades 8 – 12

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

Learners also travel long distance to schools, provision of food and uniforms to needy children are also challenges that need to be looked into by the Department of Education. Adult basic education and training is also a huge challenge within Ingwe. Efforts of various NGOs that are involved in this regard needs to be commended though funding becomes a challenge in their execution of this function. Assistance from Department of Education will be solicited in this regard.

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

3.13.6 Health and HIV/Aids

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

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

St Apollinaris Hospital: St Apollinaris has a complement of **3 doctors (Two qualified and one Intern) and 156 beds**. Many of the areas serviced by the Hospital lie beyond Ingwe's boundaries. This is an indication of the lack of health services in the region.

Community Health Centre and Clinics: The Polela Community Health Centre is a major clinic, offering 24-hour service. It was previously reported that it will also get full time doctors, a dentist and other services.

Clinics: There are 8 clinics within the municipal area located in Kilmun, Qulashe, Mnyamana, Ncwadi, Gwala, Gqumeni, Sandanezwe and Centocow PHC (at the hospital). Mobile clinics are run by Polela CHC and Centocow PHC. New clinics are planned at Bbobhoyi and Donnybrook. Centocow mobile (managed from the hospital) currently provides a service to Ngwagwane and has been requested to start mobile points at Gxalingenwa, Tarr's Valley, Makhongwane and Newtonville.

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

Between 20 000 to 30 000 (35.8%) of the people living in Sisonke are infected with HIV/AIDS. As most population is fairly young, this number will increase in the next five to ten years. Already there are an increased number of deaths among young people at the local hospital. This will result in increasing number of AIDS Orphans and child headed households. The AIDS epidemic will have a severe impact on all aspects of the work of Ingwe Municipality.

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

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

3.14 SOCIAL DEVELOPMENT

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

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

Further statistics relating to social welfare and pensions are still to be sourced from the Department. Pension / grant payment points are found at the following localities throughout the Ingwe Municipality:

Table 18: List of Pension Payout points

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

Further to the above the Social Development department has a sub directorate that deals with Poverty Alleviation Programme. It ranges from projects such as small scale farming, Poultry farming, soup kitchens etc.

B.4 LED

Ingwe has prepared an LED Plan which was adopted in 2005 and is currently being reviewed. The reviewed LED Plan will be finalised in the 11/12 financial year.

The Department of Cooperative Governance and Traditional Affairs (formerly DPLG) defines LED as:

*“... an (1) **outcome** based on (2) **local initiative** and (3) **driven by local stakeholders**. It involves identifying and using primarily (4) **local resources**, (5) **ideas** and (6) **skills** to (7) **stimulate economic growth and development**. The aim of LED is to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to the benefit of all local residents”.*

By unpacking the definition a better understanding of what LED is about is developed:

- (1) **It is an outcome:** This suggests LED is a process and not something that can necessarily be acquired by short term investment of resources in an area.
- (2) **Local initiative:** Local people should initiate processes relating to local development. Local economic development should not be a process initiated by external stakeholders, such as government departments, parastatals and service providers.
- (3) **Driven by local stakeholders:** Local stakeholders (preferably on a broad front) should take ownership of the process and should drive implementation. This will ensure that strategies employed are suited to local conditions and local approaches.
- (4) **Local resources:** Each area have resources available which makes it unique and these resources should be utilised to the benefit of local people. Local resources will include the people, existing development, natural resources and others.
- (5) **Local ideas:** This acknowledges that local people can make a contribution to improving their own situation based on ideas generated from their background and experience.
- (6) **Local skills:** Again local people have specific skills that should be considered in the development of an LED strategy. These local skills provide an area with a competitive advantage and ensure that the strategies employed are relevant to the area. Where specific skills is required this needs to be developed locally.
- (7) **Stimulate economic growth and development:** Local economic development is a process which will continue into the future. The focus of processes relating to local economic development will therefore be on stimulating economic growth and development.

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

Through regular interaction with the Ward Committees an understanding exists of the needs of the communities. As a specific response to the highest priority need within the Ingwe Municipality repeatedly identified, being that of a lack of Economic Development and employment opportunities at “grass roots” level, the Council has approved that a far more pro-active approach must be adopted to “Ward Based” economic development/poverty alleviation.

B.4.1 THE COMMERCIAL AND SERVICES SECTOR

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

B.4.2 THE INFORMAL SECTOR

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

B.4.3 THE AGRICULTURAL SECTOR

4.3.1 The Current Situation

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

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

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

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

4.3.2 Current Plans and Projects

a) Timber Hub

Transnet owns significant property in the form of the Donnybrook Station Grounds.

The Ingwe Municipality is currently in the process of revising its LED sector plan and has identified both this property linked to its locality as an ideal site to create a "TIMBER HUB".

It is also important to note that the major commercial role-players i.e. SAPPI, MONDI, HANS MERENSKY all have plantations in this region.

The creation of a Timber Hub will result in using the station property to establish the following businesses.

1. Timber Treating Plant.
2. Saw Mill
3. Woodchip Pelleting Plant (see attached business plan/ feasibility study)
4. Log Stockpiling Facility

The locality in relation to the Railway lines as well as the tar road all adds value to the site.

It is estimated that if these enterprises could be established at this site in excess of 400 new jobs will be created.

b) The Ingwe Biofuel Project

The Ingwe Biofuel Project is a collaborative initiative involving the Ingwe Local Municipality, Provincial Government (Department of Agriculture and Environment Affairs), Private Sector (Mondi Shanduka and HM Timbers), and local community entrepreneurs. The Project currently involves the development of a business plan for the establishment and operation of a solid biofuel production enterprise near Donnybrook, using forest residues and sawmill waste from in and around Ingwe Municipality. Gijima KZN has provided the funding for the project together with contributions from the Municipality and Private Sector Partners. Fractal Forest Africa and the Institute of Natural Resources are providing technical and facilitation support for developing the business plan.

The overall objective of the Ingwe Biofuel Project is to establish a solid biofuel production enterprise based on the utilisation of waste from the privately owned forest plantations and sawmills, and in so doing create economic opportunities and jobs for people in the Ingwe municipal area.

The target beneficiary groups are the unemployed people of Ingwe who would collect and transport the plantation and sawmill residues and thereby obtain employment. The Hans Merensky and Mondi Shanduka forest plantation operations and sawmill companies in Ingwe and surrounding areas have offered access to their residues for processing into the biofuel pellets.

B.4.4 THE TOURISM SECTOR

4.4.1 The Current Situation

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

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

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

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

4.4.2 The Current Plans and Projects

a) Rail tourism

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

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

b) The Sisonke Express

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

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

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

Steam Day Trips going from and to a variety of destinations in the Southern Midlands Area. The price charged will be in the range of R80 depending on the day trip.

In the long term (from year six onwards) an annual lease fee will be paid to the Ingwe Municipality that will be invested in a Tourism Development Fund which will in turn re-invest funds generated by the Sisonke Express in the Ingwe Municipality area to develop tourism products that will increase the attractiveness of the area. In particular the fund will focus on supporting the entrance of black entrepreneurs into the tourism sector.

c) The Eshayamoya Express

This is an initiative of the Ingwe Municipality which makes use of the standard gauge railway line with access and destinations to Riverside, Donnybrook, Underberg, Swartberg and

Pietermaritzburg. Significant resources have been allocated to establish the Ingwe Municipal offices as a custom made rail tourism station site including a turning circle and storage and repair. The Municipality has acquired a locomotive and carriages, which have been renovated. Paton Country Railways now operates the train set for various day trips from Creighton to Riverside or Donnybrook and Underberg on an occasional basis on behalf of the municipality. International Steam Tours have also been hosted by the partnership.

In addition to the siting of the Ingwe Municipal capital building which was located in the station grounds, ILM has upgraded the old station building with the intention of creating a coffee shop, run and owned by local, previously disadvantaged women. All of the old station buildings have been renovated to a high standard and in part will accommodate a collection of historical artefacts. The old post office has been upgraded and will be used as a tourist information centre.

Three rail carriages have been completely renovated. The municipality took delivery of them in June 2004. In 2005 a 19D Steam Locomotive belonging to the Transnet Heritage Foundation was made available on a lend lease to ILM. With this train occasional special events day trips are offered between Creighton and Underberg, Donnybrook and Riverside. In partnership with the Umgeni Steam Club and Paton's Narrow Gauge Railway an International Steam Tour of 80 steam enthusiasts has been on the Cape/Natal branch line every year for the past five years in May. The success of these tours has resulted in further commitments of International tours.

Ingwe Municipality have acquired the following rolling stock:

- Steam locomotives: 19D
- Carriages: Three renovated coaches and three coaches that require renovation
- Two cabooses

d) Mission tourism

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

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

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

e) Gerard Bhengu

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

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

Establish the Gerard Bhengu Gallery on the second floor of the Building

Furnish the Eatery on the ground floor of the building

Develop a 2-hour long CD that will provide an overview of the Trappist history at Centocow, tell the story of Gerard Bhengu and provide some insight into his work

Avi Tourism

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

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

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

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

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

The Marutswa boardwalk is one of 11 sites that Birdlife South Africa has included in the Sisonke Birding Route. The Sisonke District Municipality in partnership with Birdlife have sourced funding through Gijima KZN to do feasibility and initial planning on three or four additional avi tourism products on the Sisonke Birding Route. The purpose of this initiative is

to build on the Marutswa boardwalk and Sisonke Birding Route by assessing the feasibility of a number of other potential businesses that can act as complementary attractions in the area. In so doing, the project aims to facilitate partnerships between emerging entrepreneurs and established avi-tourism operators to develop viable avi-tourism linked businesses that will attract birders to the Sisonke District.

B.5 INSTITUTIONAL ANALYSIS

B.5.1 INSTITUTIONAL FRAMEWORK

The municipality comprises of Twenty Councillors. The Council resolved to merge the Finance, Corporate & Social Development, Sports Arts & Culture and Planning and Development Committee. The following portfolio committees have been established by Council, namely:

- Sport Recreation and Culture Portfolio Committee
- Social Services and Development Portfolio Committee
- Infrastructure and Planning Development Committee
- Finance Portfolio Committee
- Oversight Committee
- Audit Committee

The municipality consists of a workforce of seventy-two (72) of which sixty-nine (69) are permanent and three (3) are temporary employees.

The organizational structure has been adopted by the Council and it is attached as **Annexure “K14”**. There are four departments in the Ingwe Municipality, namely:

- Office of the Municipal Manager
- Department of Infrastructure & Planning Development;
- Department of Corporate and Social Development; and
- Budget and Treasury Office.

The municipality has the following staff complement for the financial year under review;

Table 19: Staff complement per Department

Departments	Number of incumbents
Office of the Municipal Manager	7
Corporate and Social Development	25
Budget and Treasury Office	6
Infrastructure Planning and Development	28
Total number of staff	66

The racial composition of the staff is as per the employment equity plan is as follows:

Table 20: Racial composition within municipality

Race	Males	Females
African	35	26
White	2	1
Indian	-	-
Coloured	1	1
Total	38	28

B.5.2 POWERS AND FUNCTIONS

The functions of these departments are set below.

Table 21: Departmental functions

Department	Functions
Office of the Municipal Manager	Municipal Management; Municipal Planning (IDP and PMS); and Municipal Finance Management.
Corporate Services & Social	<p>Administration: it is responsible for child care facilities; billboards and display of advertisements in public places; licensing of dogs; licensing and control of undertakings that sell liquor to the public; facilities for accommodation; municipal administration; property administration; security and cleaning; libraries; human resources; legal services; business licenses; information technology; communication</p> <p>Protection: it is responsible for fire-fighting services; noise pollution; pounds ; public places; street trading; traffic and parking; disaster management ; control of public nuisances; municipal public transport; public safety; motor licensing ;roadworthy testing; and municipal policing</p>
Budget and Treasury Offices	<p>Income: is responsible for Revenue Management; Debt Management and internal control.</p> <p>Expenditure: is responsible for expenditure management; procurement; materials; insurance; internal control and properties.</p>
Infrastructure	<p>Community services: is responsible for Building regulations; local tourism; planning and Land use management; promotion of local economic development and facilitation of housing development.</p> <p>Electrical: is responsible for electricity and gas reticulation and street lighting.</p> <p>Civil Services: is responsible for air pollution; municipal airports; municipal public works; stormwater management; cemeteries; funeral parlours and crematoria; cleansing; fence and fences; burial of animals; local sports facilities;; markets; municipal abattoirs; municipal parks and recreation; municipal roads; and refuse removal, refuse dumps and solid waste.</p>

B.5.3 POLICY FRAMEWORK

Table 22: Policy Framework of the Municipality

Policy	Summary
Recruitment	It encompasses recruitment, selection, interview, reference checking, appointments, post-selection management and citizenship. The aim is to recruit, select and place suitably skilled people who will contribute to the Municipality's strategic and operational requirements.
Leave	It aims to regulate the taking of leave by employees.
Acting policy	It provides a framework for the appointment of employees to act within the Municipality. To provide for payment of an acting allowance. To create room for development and capacitating employees. To advance the agenda of service delivery.
Overtime and standby	To regulate circumstances under which overtime, under-time and flexi-time are worked within the Municipality.
Travelling and subsistence policy	To outline the framework for travelling and subsistence re-imbusement.
Performance Management Policy	To provide a framework on managing and rewarding performance of Section 57 managers.
Petty cash policy	The management of petty cash in an effective and controlled manner.
Supply chain	Guidelines for the procurement of goods and services.
Credit control and debt collection policy	It outlines how to collect all money due and payable to the Municipality.
Banking and Investment	To manage the Municipal banking arrangements and investments in compliance with the MFMA.
Rates Policy	To comply with Section 3 of the Municipal Property Rates Act No. 6 of 2004.
Indigent Policy	To provide a framework for provision of free basic service to the Indigent population.
Virement	To provide guidelines to senior management in the use of Virement as a mechanism in the day-to-day management of their budgets.

B.5.4 WORKPLACE SKILLS PLAN

A Workplace Skills Plan has been adopted and is updated annually.

Table 23: Summary of skills development in Ingwe Municipality

Training and skills development intervention	Skills Priority no	Total number of staff to be trained	Estimated Cost
Project management /planning	2	5	R 15,000.00
Administration	1	2	R 11,000.00
Computer Literacy	2	9	R 45,000.00
Specialist Skills required by legislation	1	8	R 20,000.00
Financial	2	5	R 22,000.00
Project management /planning	2	4	R 14,000.00
Social/community/economic development and planning	3	4	R 19,000.00
Corporate, legal and support	12	4	R 14,000.00
Not a Sector Skills Priority Area		3	R 3,600.00
Administration	2	3	R 10,000.00
Corporate, legal and support	1	2	R 7,500.00
Social/community/economic development and planning	2	5	R 35,000.00
Training skills	2	2	R 40,000.00

B.5.5 EMPLOYMENT EQUITY POLICY

The local municipality has an adopted Employment Equity Policy. Employment equity is a broader approach designed in the first instance to prevent, and remedy any discrimination and disadvantage by identifying and removing barriers in the employment policies and practices within council. Ingwe Municipality is therefore required by law to comply with the Employment Equity prescriptions. In this respect the main objective will be to focus on implementing the Employment Equity so as to achieve a staff profile that will, within set time frames, proportionally reflect the demographic composition of area. This document is therefore a guideline to the council and the management, particularly in some of the more sensitive areas of implementing Employment Equity.

The Ingwe Local Municipality acknowledges its responsibility:

- To offer equal job opportunities to all applicants and employees;
- To address imbalances in the composition of the present and future internal labour force with regards to race and by means of an affirmative action programme for a limited period, until such time as the staff composition is representative of the relevant labour market at all organisational levels.
- To accommodate the disabled where possible.
- Not to discriminate on the basis of race, colour, culture, ethic or social origin, gender, disability, sexual orientation, age, religion or political affiliation.
- To train and encourage training opportunities for the advancement and designated groups.
- To eliminate all forms of sexual harassment.
- To ensure the job security of employees who are proficient in their posts with the implementation of affirmative active action programmes.
- To honour the principle of public liability by rendering a satisfactory and affordable service in cost effective manner.

Implementation

This plan has been prepared to cover the following periods;

Year one: 01/07/2010 - 30/06/2011
Year two: 01/07/2011 - 30/06/ 2012
Year three: 01/07/2012 - 30/06/2013

Annual objectives

Year One:

- Ensure that senior management and council is visible and supportive throughout the process.
- Ensure all staff understand, accept and support the plan.
- Establish labour forum committee and ensure its regular meetings.
- Budget formulated and fund allocated.
- Achieving numerical goals.
- Develop and finalise Human resources policies, including
 - Employment equity and affirmative action policy

- Recruitment policy
- Develop training and development policy

Year two:

- Measure attainment of goals/targets for year one.
- Finalise all policies relating to employment equity.
- Formalise ongoing education programmes and reinforce training and development initiatives

Year three:

- Measure attainment of goals/targets for year one and two.
- Consolidate objectives as outlined in year one, and set new objectives for the proceeding years to make sure that all targets are met.
- Achieving numerical goals.
- Compile and submit the next employment equity plan including a progress report to the department of labour.

The employment equity profile illustrates progress made towards transformation. In terms of women empowerment, significant initiatives need to be introduced at top level to bring women to the fore. The employment equity statistics are presented in table and below.

The analysis shows that 75% of the top management of the Ingwe Municipality is currently occupied by the designated group. What is notable, however, is that there is only one women representative in the top management of the Ingwe municipality.

Employment equity for top management levels (section 57 managers)

Target group: Gender and race	Level of representation: Require figure/total workforce	% of total workforce
African Female	1	25%
African Male	2	50%
Coloured Female		
Coloured Male		
Indian Female		
Indian Male		
White female		
White Male		
Vacant	1	25%

Employment Equity in the Municipality

Target group: Gender and race	% of total workforce
African Female	37%
African Male	54%
Coloured Female	1.6%
Coloured Male	1.6%
Indian Female	0%
Indian Male	0%
White female	3%
White Male	3%

B.6 GOOD GOVERNANCE

B.6.1 INTRODUCTION

The Municipality is deeply conscious of the statutory obligation placed on it to develop a culture of municipal governance that complements formal representative government with a

system of participatory government. For this purpose it encourages and creates conditions for the local community to participate in the affairs of the municipality.

It further recognises that it must build the capacity of the community to enable it to effectively participate in the affairs of the municipality, that it is required to put in place mechanisms and procedures for such participation and finally that it is required to make budgetary provision for such participation. In light of this a Communication Strategy has been developed, the key objectives of which are outlined below.

B.6.2 COMMUNICATION STRATEGY

The objectives of the Municipality's Communication Strategy are:

1. Firstly through **external communication**, to seek continued participation in municipal affairs and an improvement in public perception and understanding of the municipality, its functions and the services it provides. As part of the external communication process it will:
 - Actively educate and inform the community about the municipality, its practices and its services.
 - Seek the community's comments and input and involvement in a range of municipal issues as prescribed by legislation, especially in regard to its budget, its integrated development plan and its performance management systems as well as the services it is required to provide to the community.
 - Take a targeted, high profile approach to major local municipal issues.
 - Give equal support and attention to all geographical areas covered by the Municipality.
2. Secondly through **e-communication**, to maximise the opportunities to communicate creatively and effectively through the use of new technology, so that the community has easy access to information about the Municipality, including the investment and tourism opportunities it presents. It undertakes to continuously update its website and use it to:
 - promote the council and its services and to facilitate channels of communication between the community and the municipality; and
 - seek out and exploit the opportunities presented by electronic communication, internally and externally, to benefit the Municipality and the communities it serves.
3. Thirdly to establish a corporate **identity** for the Municipality so as to strengthen the council's visual profile locally, regionally and nationally through consistent use of a strong corporate logo. It will:
 - provide information in a clearly branded, concise fashion to both internal and external audiences;
 - ensure that all communication from the municipality is unambiguous, reliable and easy to understand so as to improve the image and integrity of the Municipality; and
 - ensure that the professional image of the council is maintained and enhanced by the production of quality corporate documents and through effective and consistent branding.
 - vigorously advertise its business and tourism opportunities with a special focus on the 2010 World Cup that is to be hosted in South Africa.

4. Fourthly to improve internal communication so as to increase staff understanding of the aims and objectives of the municipal council and promote ways of improving communication between business units. The Municipality will:
 - maintain a strong two-way flow of information within the council that supports and encourages teamwork, trust and loyalty; and
 - ensure that the councillors and staff are informed of all appropriate decisions, policies, programs, events and issues in a timely, accurate and consistent manner

The outcome of the Municipality's objective must clearly result in the Municipality keeping the community **informed** about issues relating to the Municipality, to **involve** them in the affairs of the Municipality and lastly and extremely importantly, to **consult** them on important issues in accordance with the various statutory enactments regulating the relationship between the Municipality and the community it serves.

B.6.3 CHALLENGES OF COMMUNICATION STRATEGY

The challenges that have been identified and in respect of which action plans contained in the Communication Strategy have been developed to address them, are:

- Facing high technologic challenges in South Africa for developing in particular rural community usage of website could be a problem.
- Poor e- technology of a large segment of the community which inhibits them from accessing the Municipality's website so that they can be better informed of municipal issues.
- Ability to communicate with persons in the deep rural areas, although the members of the ward committees are making every effort to do so.
- Lack of an in depth understanding of municipal issues by a large section of the community which to a certain extent inhibits constructive input into the Municipality's budget, the integrated development plan and the performance management system.
- To improve the budget for communication purpose.
- Lack of proper coordinated communication processes with other local municipalities and the district municipality which is to be addressed through, inter alia, the District Coordinating Forum established in terms of the Intergovernmental Relations Framework Act, No. 13 of 2005.
- Lack of proper coordinated communication processes with National and Provincial departments which will be addressed through the Premier's Intergovernmental Forum established in terms of the Intergovernmental Relations Framework Act, No. 13 of 2005.

B.6.4 COMMUNITY DEVELOPMENT WORKERS

The CDW programme is a strategic government initiative aimed at bridging the gap between government and the communities it serves. It aims to bring public services closer to the people and ensure that information on services and development opportunities are accessible so that they may be more effectively used, especially by poor and disadvantaged communities.

There are five primary roles envisaged for CDWs:

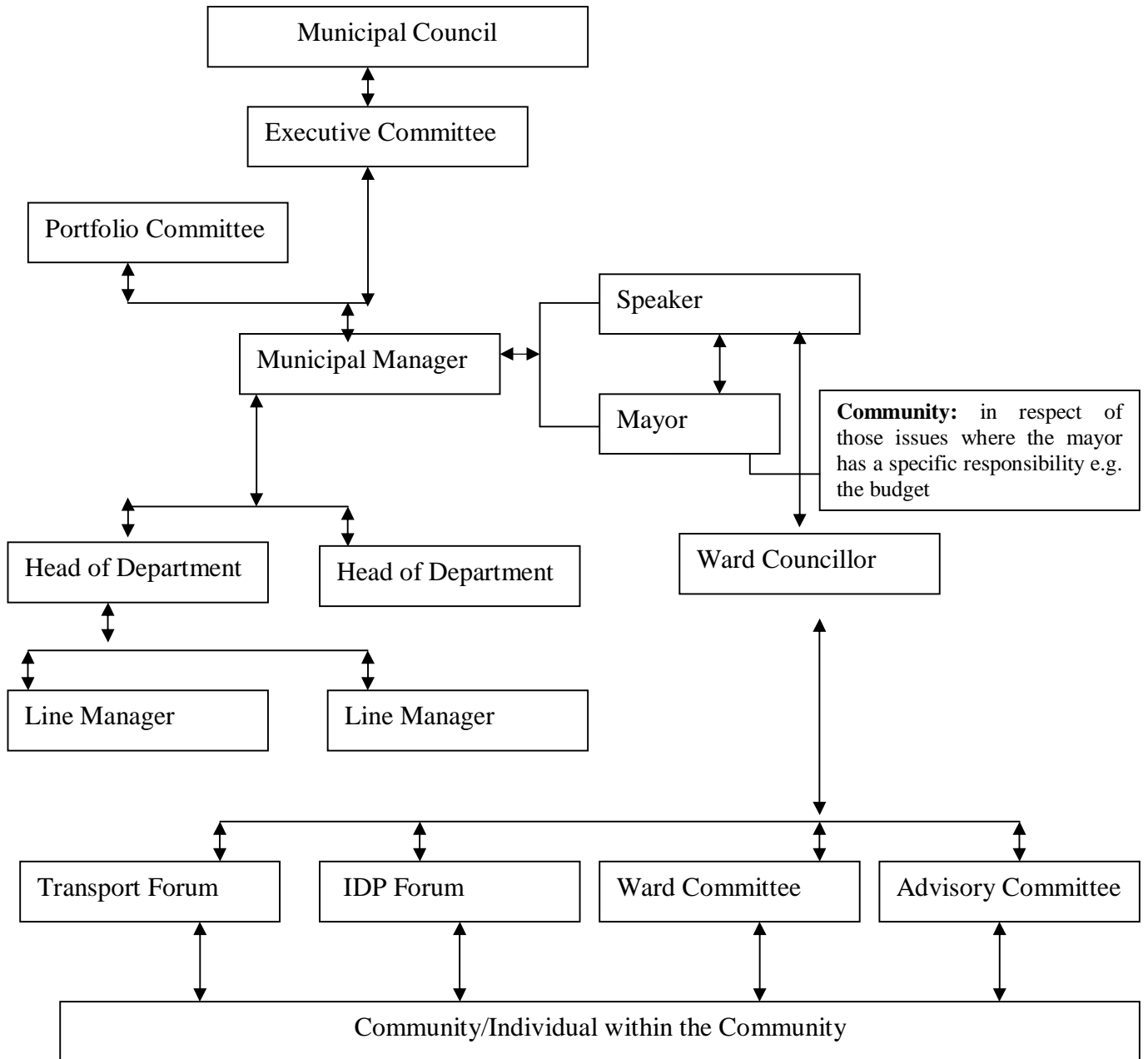
- § Detailed analysis and ongoing updating of the profile of the community. The profile should include socio-economic, politico-cultural analysis, service level and access thereto; and local resources (skills, natural resources, etc);

- § Facilitating local area planning at ward level;
- § Linking communities with external institutions in order to widen and deepen access services and resources;
- § Assist the community in translating their plans into concrete action as well as facilitating community participation in the implementation of various projects; and
- § In order to ensure sustainability of development efforts, CDWs will work with both service providers and communities to develop and implement effective operation, management and maintenance of investments (OMM).

Ingwe municipality has been allocated seven (7) CDWs in ward 1,2, 3 ,4,6,9 and 10.

B.6.5 WARD COMMITTEES

The Ingwe Municipal Council has decided to participate in the Ward Committees in **07 July 2005** terms of resolution no **03/02**.



B.7. FINANCIAL

B.7.1 FINANCIAL POLICIES

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

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

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

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

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

The 2011/2012 budget of the municipality is reflected in Table 25 below.

TABLE 25: 2011/12 BUDGET OF THE INGWE MUNICIPALITY

BUDGET ITEM	REVISED 2011/12 BUDGET TOTALS
OPERATING REVENUE	
Rates, service charges and operating grants	30,915,733
Conditional grants for capital projects	9,720,234
	40,635,967
OPERATING EXPENSES	
Staff remuneration	(6,498,967)
Councillors' remuneration	(3,755,756)
General expenses	(6,909,000)
Non-capitaliseable projects	(10,597,700)
Repairs and maintenance	(375,000)
Depreciation	(2 750 000)
Interest transferred to reserves and grants	0
	(30,886,423)
ACCUMULATED SURPLUS	
Surplus per the statement of financial performance	9,749,544
Less: CAPITAL EXPENDITURE	
- Included in operating revenue above	0
- Transferred to the govt grant reserve	(9,720,234)
2006/07 MIG projects (Grant = R4 526 125)	
Esikheshini road	0
Sandanezwe hall	(1,133,219)
Memela road	(191,956)

BUDGET ITEM		REVISED 2011/12 BUDGET TOTALS
	Mahwaqa hall	0
	Bhidla hall	(1,056,921)
	Ngwagwane hall (internally-funded)	0
	2011/12 MIG projects (Grant = R5 086 082)	
	Mbatini road	0
	Magoso road	(125,862)
	Mphithini hall	(97,000)
	Ntokozweni access road	(1,000,000)
	Junction access road	(950,000)
	Shepstone road	(161,164)
	Memela road (phase 2) - see just below	(88,000)
	Mbeje road - see just below	(88,000)
	Bazini road (phase 2)	(2,286,000)
	Total MIG projects	(7,178,122)
	Other externally-funded capital projects	(2,542,112)
	Bulwer hall and library (fittings and equipment)	(230,337)
	Masameni electrification project	(943,775)
	Sports stadium	-325,000
	Gerard Bhengu art gallery	-200,000
	Amakhuze biodiversity grant (Bhengu Gallery)	-350,000
	Library building projects	-493,000
	Actual operating surplus or (deficit) for the year	29,310
	Depreciation released from reserves	2,000,000
	Contribution to the CRR	0
	Contribution from the CRR (to fund capex)	1,000,000
	Balance available for internally-funded capital projects	3,029,310

The Ingwe Municipality has the Internal Audit officer and performs the internal audit function in-house

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

B.7.2 AUDITOR-GENERAL REPORT

Below is an extract of the Auditor-General's Report for 09/10 Financial Year (November 2010) and the municipal response thereto.

Opinion

1. In my opinion, the financial statements present fairly, in all material respects, the financial position of Ingwe Municipality as at 30 June 2010 and its financial performance and cash flows for the year then ended in accordance with the Standards of GRAP and in the manner required by the MFMA and DoRA.

Emphasis of matters

2. I draw attention to the matters below. My opinion is not modified in respect of these matters.

1.1 Restatement of corresponding figures

3. As disclosed in note 31 to the financial statements, the corresponding figures for 30 June 2009 have been restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2009.

1.2 Fruitless and wasteful and irregular expenditure

4. As disclosed on note 33.6 to the financial statements, the municipality incurred fruitless and wasteful expenditure due to late payment of the suppliers amounting to R5, 585 and payments for VAT made to a supplier not registered for VAT amounting to R105 599.

5. As disclosed in note 34 to the financial statements, irregular expenditure to the amount of R1, 377 million was incurred, as a proper supply chain management process had not been followed and awards were made to companies owned by persons in the service of the state.

Additional matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unaudited supplementary schedules

7. The municipality provided supplementary information in the financial statements on whether resources were obtained and used in accordance with the legally adopted budget, in accordance with GRAP 1, *Presentation of Financial Statements*. The supplementary budget information set out on pages xx to xx does not form part of the financial statements and is presented as additional information. Accordingly, I do not express an opinion thereon.

8. The other supplementary information set out on pages xx to xx does not form part of the financial statements and is presented as additional information. I have not audited these schedules and accordingly I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

9. As required by the PAA and in terms of *General Notice 1570 of 2009* issued in *Government Gazette 32758 of 27 November 2009*, I include below my findings on the report on predetermined objectives, compliance with the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA), the Municipal Systems Act of South Africa, 2000 (Act No. 32 of 2000) (MSA), Municipal Supply Chain Management Regulations of South Africa, 2005 (GNR.868 of 30 May 2005)(SCM Regulations) and financial management (internal control).

Predetermined objectives

10. Material findings on the report on predetermined objectives, as set out on pages ... to ..., are reported below:

Non-compliance with regulatory and reporting requirements

1.3 Lack of adoption or implementation of a performance management system

11. The municipality did not implement a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players, as required in terms of sections 36, 38 and 41(2) of the MSA, and regulations 7 and 8 of the Municipal Planning and Performance Management Regulations, 2001.

1.4 Internal auditing of performance measurements

12. The municipality did not develop and implement mechanisms, systems and processes for auditing the results of performance measurement as part of its internal audit processes, as required in terms of section 45 of the MSA and regulation 14(1)(c) of the Municipal Planning and Performance Management Regulations, 2001.

1.5 Usefulness of reported performance information

13. The following criteria were used to assess the usefulness of the planned and reported performance:

- **Consistency:** Has the municipality reported on its performance with regard to its objectives, indicators and targets in its approved integrated development plan, i.e. are the objectives, indicators and targets consistent between planning and reporting documents?
- **Relevance:** Is there a clear and logical link between the objectives, outcomes, outputs, indicators and performance targets?
- **Measurability:** Are objectives made measurable by means of indicators and targets? Are indicators well defined and verifiable, and are targets specific, measurable and time bound?

The following audit finding relate to the above criteria:

1.6 Inadequate content of integrated development plan

14. The integrated development plan of the municipality did not include the performance targets determined in terms of its performance management system, as required by sections 26(i) and 41(1)(b) of the MSA and regulation 12 of the Municipal Planning and Performance Management Regulations, 2001.

1.7 Reliability of reported performance information

15. The following criteria were used to assess the usefulness of the planned and reported performance:

- **Validity:** Has the actual reported performance occurred and does it pertain to the entity, i.e. can the reported performance information be traced back to the source data or documentation?
- **Accuracy:** Have the amounts, numbers and other data relating to reported actual performance been recorded and reported appropriately?
- **Completeness:** Have all actual results and events that should have been recorded been included in the reported performance information?

16. The following audit findings relate to the above criteria:

Planned and reported indicators and measures not well defined

17. For the selected programmes, 100% of the planned and reported indicators and measures were not well defined in writing to allow for data to be collected consistently.

1.8 Reported information not consistent with planned objectives, indicators and targets

18. The municipality has not reported on its performance against predetermined objectives, indicators and targets which are consistent with the approved integrated development plan.

Reported indicators and targets not reliable (not valid, accurate) when compared to source information

19. For the selected programmes or objectives, 100% of the reported indicators and targets were not valid and accurate on the basis of the source information or evidence provided to support the reported information.

Compliance with laws and regulations

Local Government Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA)

The accounting officer did not adhere to his statutory responsibilities

20. Contrary to the requirements of MFMA Circular No.34 (Reporting of supply chain management awards above R100 000) issued in terms of sections 74(1) of the MFMA, the municipality did not report all contracts awarded above R100 000 to National Treasury within 15 days.

21. Contrary to the requirements of section 62(1)(c) of the MFMA, the municipality did not develop the fraud prevention plan, backup policies, disaster recovery and business continuity plans.

22. Contrary to the requirements of section 64(3) of the MFMA, the municipality did not immediately inform the National Treasury of payments due by the organs of state that were in arrears for more than 30 days.

Payments were not made within the parameters set by the applicable legislation

23. Contrary to the requirements of section 65(2)(e) of the MFMA, the accounting officer did not ensure that the invoices or statements were paid within 30 days receipt of such invoices and statements.

Expenditure was incurred in contravention of or not in accordance with applicable legislation resulting in irregular expenditure

24. Contrary to the requirements set out in section 62(1)(d) of the MFMA, fruitless and wasteful expenditure was incurred as it was made in vain, and could have been avoided had reasonable care been exercised, as defined in section 1 of the MFMA.

The financial statements were not prepared in accordance with applicable legislation

25. Contrary to the requirements of section 122(1) of the MFMA, the financial statements submitted for audit were subject to material adjustments due to errors and omissions noted during the audit.

Local Government Municipal Systems Act of South Africa, 2000 (Act No. 32 of 2000) (MSA)

Non-compliance with the requirements of the code of conduct as per schedule 1 and 2

of the MSA

26. Contrary to the requirements of the Code of Conduct stated in schedules 1 and 2 to the MSA, the municipality did not develop procedures and policies to identify, account for and disclose the related-party relationships, related-party transactions and balances.

Arrears owed by councillors for rates and service charges

27. Contrary to the requirements of section 12A of the MSA, the councillors' rates and services accounts with the municipality were in arrears for a period longer than three months during the year.

Municipal Supply Chain Management Regulations of South Africa, 2005 (GNR.868 of 30 May 2005)(SCM Regulations)

Supply Chain Management legislative requirements were not adhered to (resulting in irregular expenditure)

28. Irregular expenditure was incurred due to supply chain management processes not being followed, in contravention of regulation 12,16,34,37 and 44 of SCM Regulations.

INTERNAL CONTROL

29. I considered internal control relevant to my audit of the financial statements and the report on predetermined objectives, as well as compliance with the MFMA, MSA and SCM Regulations, but not for the purpose of expressing an opinion on the effectiveness of internal control.

30. The matters reported below are limited to the significant deficiencies regarding the findings on the report on predetermined objectives and the findings on compliance with laws and regulations.

Leadership

31. The accounting officer did not exercise oversight responsibility over reporting and compliance with laws and regulations and internal control with regard to predetermined objectives, financial reporting and SCM Regulations.

Financial and performance management

32. The systems in place were not adequate to facilitate the preparation of, and reporting on, financial statements in compliance with the MFMA and MSA as the financial statements were subject to material adjustments as a result of the audit. In addition, systems in place with respect to timely payment of suppliers and the identification of conflict of interests and reporting of predetermined objectives were not adequate.

Governance

33. The audit committee did not effectively discharge its oversight responsibility of ensuring that the municipality complied with laws and regulations with respect to predetermined objectives, financial systems and ensuring the effectiveness of the internal audit function.

Query Number	Action Required	RESPONSIBLE PERSONNEL	Due Date
10 & 11 Non-compliance with SCM regulations (Fruitless Expenditure)	Ensure that no non-compliance with SCM regulation	MANCO	Ongoing
1.9 16. Lack of adoption or implementation of a performance management system	The municipality to implement a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players, as required in terms of sections 36, 38 and 41(2) of the MSA, and regulations 7 and 8 of the Municipal Planning and Performance Management Regulations, 2001.	Municipal Manager	Completion date is 31 March 2011
17. Internal auditing of performance measurements	The municipality to develop and implement mechanisms, systems and processes for auditing the results of performance measurement as part of its internal audit processes, as required in terms of section 45 of the MSA and regulation 14(1)(c) of the Municipal Planning and Performance Management Regulations, 2001.	Municipal Manager	
1.10 19 Inadequate content of integrated development plan	The integrated development plan of the municipality to include the performance targets determined in terms of its performance management system, as required by sections 26(i) and 41(1) (b) of the MSA and regulation 12 of the Municipal Planning and Performance Management Regulations, 2001.	IDP Manager	31 March 2011
23 Reported information not consistent with planned objectives, indicators and targets	The municipality to report on its performance against predetermined objectives, indicators and targets which are consistent with the approved integrated development plan.	IDP Manager	31 arch 2011

<p>24. Reported indicators and targets not reliable (not valid, accurate) when compared to source information</p>	<p>Reported indicators and targets to be valid and accurate on the basis of the source information or evidence provided to support the reported information.</p>	<p>IDP Manager</p>	<p>31 March 2011</p>
<p>25. The Municipality did not report all contracts awarded above R100 000 to National Treasury</p>	<p>The Municipality must comply with all the requirements of MFMA Circular No. 34(Reporting of SCM awards above R100 000)</p>	<p>Acting Chief Financial Officer</p>	<p>Ongoing</p>
<p>26. Prevention Plan, Backup Policies, Disaster Recovery and Business Continuity Plans</p>	<p>The Municipality must develop these plans and Policies</p>	<p>Corporate Manager</p>	<p>Ongoing</p>
<p>27. Payments due by the Organs of the State not reported</p>	<p>The Municipality to immediately inform the National Treasury of Payments due by organs of the State</p>	<p>Acting Chief Financial Officer</p>	<p>Ongoing</p>
<p>29. Compliance with laws and regulations</p>	<p>The Municipality to report all contracts awarded above R100 000 to National Treasury within 15 days</p>	<p>Acting CFO</p>	<p>Ongoing</p>
<p>28. Invoices not paid within 30 days</p>	<p>Ensure that all invoices without queries are paid promptly within 30 Days</p>	<p>Acting Chief Financial Officer</p>	<p>Ongoing</p>
<p>30. The financial statements were not prepared in accordance with applicable legislation</p>	<p>The financial statements submitted for audit not to be subject to material adjustments due to errors and omissions, thus complying with the requirements of section 122(1) of the MFMA.</p>	<p>Acting Chief Financial officer</p>	<p>30 June 2011</p>
<p>31. Code of Conduct to identify as per schedule 1 and 2 of the MSA.</p>	<p>The municipality to develop procedures and policies to identify account for and disclose the related-party relationships, related –party transactions and balance.</p>	<p>Municipal Manager</p>	<p>31March 2011</p>
<p>32.Arrears owed by councillors for rates and service charges</p>	<p>The councillors' rates and services accounts with the municipality not to be in arrears for a period longer than three months during the year, thus complying with the requirements of section 12A of the MSA</p>	<p>Acting CFO and MM</p>	<p>Ongoing</p>
<p>36. Leadership</p>	<p>The accounting officer to exercise oversight responsibility over reporting and compliance with laws and regulations and internal control with regard to predetermined objectives,</p>	<p>Municipal Manager</p>	<p>Ongoing</p>

	financial reporting and SCM Regulations.		
37. Financial and performance management	The systems in place to be adequate to facilitate the preparation of, and reporting on, financial statements in compliance with the MFMA and MSA	Acting CFO and Municipal Manager	31March 2011
38.Governance	The audit committee to effectively discharge its oversight responsibility of ensuring that the municipality complied with laws and regulations with respect to predetermined objectives, financial systems and ensuring the effectiveness of the internal audit function.	Municipal Manager	Ongoing

SECTION C: DEVELOPMENT STRATEGIES

C.1 INTRODUCTION

The strategic framework will address the objectives and strategies of the municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality must be in line with the national and provincial guidelines.

C.2 NATIONAL AND PROVINCIAL GUIDELINES

2.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

In endeavouring to achieve the national development vision of a truly united, non-racial, non-sexist and democratic society and in giving effect to the national growth and development objectives, it is inevitable that, due to resource constraints, government will have to make hard choices regarding the allocation of resources between different localities, programmes, spheres and sectors. Policies and principles are some of the tools available to government to provide guidance and direction to those having to make these kinds of difficult decisions in such a way that they do not contradict each other.

The National Spatial Development Perspective (NSDP) describes the national spatial development vision of government and the normative principles that underpin this vision. The vision and principles serve as a guide for meeting government's objectives of economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities including spatial distortions.

Government's national spatial development vision is:

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

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

The basic principles of the NSDP underpinning this vision are:

- § Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- § Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- § Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development

potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.

- § In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP principles should play an important role in the respective development plans of local and provincial government, namely; Integrated Development Plans (IDP) and Provincial Growth and Development Strategies (PGDS) and are intended to improve the functioning of the state principally to assist government in dealing with the challenges arising from the need to grow the economy and halving unemployment and the social transition.

2.2 THE KWAZULU NATAL PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The PGDS has been developed to enhance service delivery. The PGDS is currently under review and is being coordinated through the KZN office of the Premier and nationally, each province is undertaking a similar review. The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (ie. Provincial Sector Departments, Parastatals, District and local municipalities).

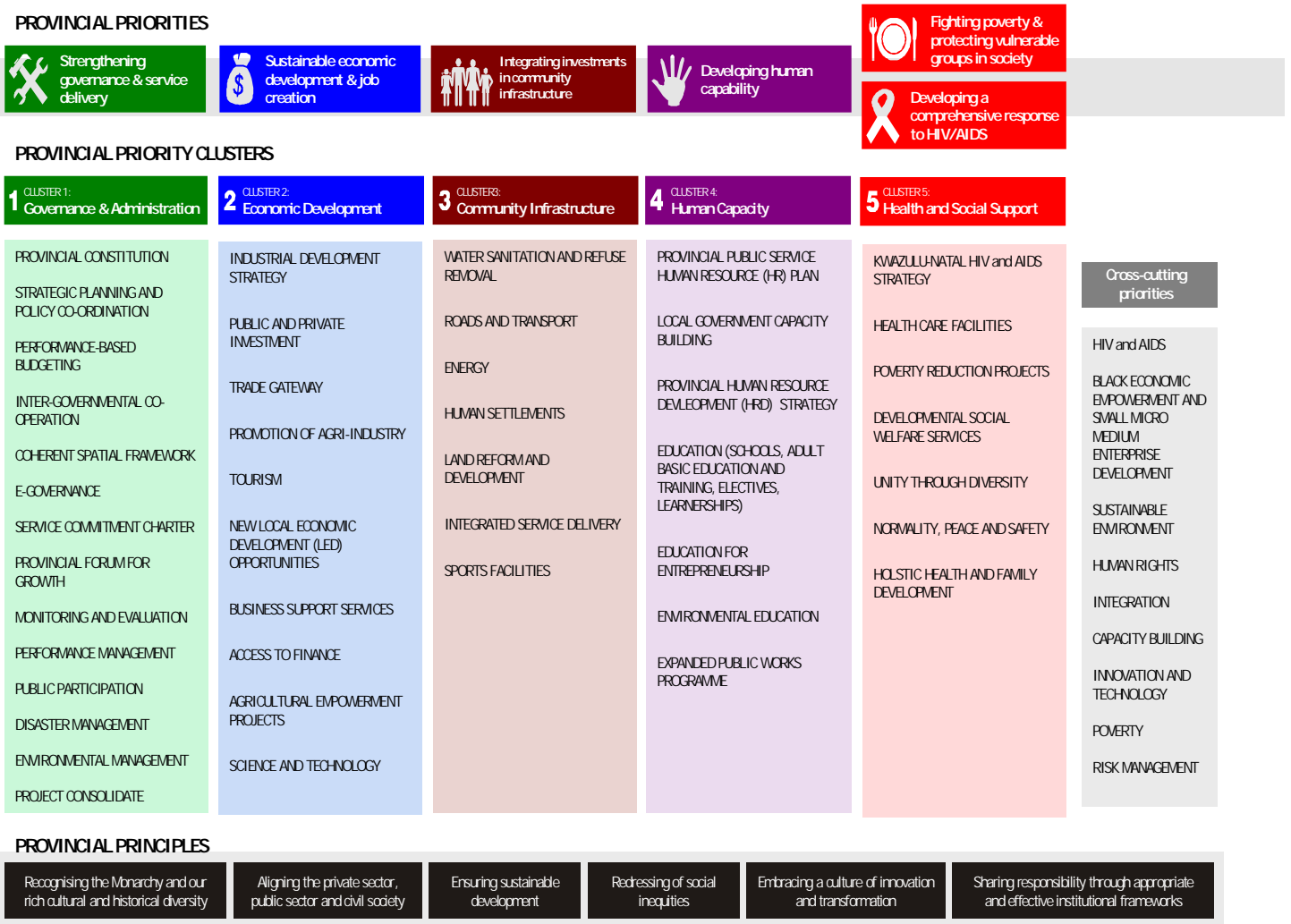
Like the IDP process, the PGDS develops a Vision, Mission and strategies. Of key important to the Municipal IDPs, however, are Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are derived from the key developmental challenges related to economic and social needs of the province.

The provincial priorities are as follows:

- § Strengthening governance and service delivery;
- § Sustainable economic development and job creation;
- § Integrating investment in community infrastructure;
- § Developing human capabilities;
- § Developing a comprehensive response to HIV/Aids; and
- § Fighting poverty and protecting vulnerable groups in society.

The Provincial Priorities and Priority Clusters are summarised below:

Figure 8: Summary of the Provincial Growth and Development Strategy.



C.3 VISION

The vision of the municipality was reviewed in the review of the IDP (2009/10) as follows:

“Ingwe municipality will provide basic, quality and affordable services to all its communities and promote social and economical development while protecting the environment”.

C.4. MISSION STATEMENT

The mission statement was developed in the 2010/9 IDP review as follows:

“ Ingwe will achieve its vision and strategic development goals by strengthening its working relations with its communities, other municipalities, sector departments, funders of development and investors and by promoting good governance and adherence to legislation, while encouraging innovation and creativity”.

C.5 OBJECTIVES AND STRATEGIES

KPA	OBJECTIVE	STRATEGY
SERVICE DELIVERY	To facilitate the provision of free basic services to indigent households	To fast track the provision of basic level of electricity to households The preparation of an IDP within the prescribed legal guidelines.
	To expand the provision of municipal services to all households in Ingwe terms of national standards	To maintain roads as per maintenance budget within the financial year
		To provide and maintain proper road signs and markings as per relevant legislation
		To implement the road projects provided on the capital budget within the budget allocated
	To promote access to community facilities	To complete cemetery study
		To provide, manage and maintain Council facilities and halls
	To deliver effective, efficient and sustainable library service in accordance with the needs of the community	
	To provide efficient and effective building control services	To maintain all Council buildings within budget
To protect property and life against fire damage		
INSTITUTIONAL TRANSFORMATION	To create a viable and sustainable work environment	To develop and implement the Workplace Skills Plan by 2011
		To implement the Employment Equity Plan of the municipality
		To manage Council's Human Resources and to compile and adopt appropriate policies
		To fill key vacant posts
FINANCIAL VIABILITY	To be financially viable by increasing revenue and reducing debts	To manage finances in line with the required legislation(MFMA)
		Development and implementation of policies for debt recovery and management of creditors.
		Implementation of the Property Rates Act
GOOD GOVERNANCE	Promote sound external and internal communication	
		To promulgate our draft by-laws
		To ensure that all agendas are distributed timeously as per Council's standing rules of orders
		To develop policies and procedures for the municipality
		To regulate and to facilitate development in a harmonious manner
To promote establishment and functionality of ward committees		

	To promote access to information	To regulate and to facilitate development in a harmonious manner
LOCAL ECONOMIC DEVELOPMENT	To promote LED in the Municipality and create economic opportunities	To develop local suppliers
		To promote investment attraction
		To facilitate the provision of seeds and fertilizers to subsistence farmers
		To establish partnership with LED institutions
		To facilitate the approval of youth development strategy.
		To create local tourism facilities and amenities

SECTION D: SPATIAL DEVELOPMENT FRAMEWORK

Following the Provincial context a brief overview of the key components of the Ingwe Spatial Development Framework (SDF) is reflected below (extracted from the 2007 Spatial Development Framework prepared by the Municipality – see **Annexure J1**). The SDF Map is reflected overleaf.

D.1. THE PROVINCIAL CONTEXT: THE PSEDS

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

D.1.1 Agriculture and Land Reform

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

D.1.2 Tourism

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

D1.3 Services

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

The relevant objectives have all been considered in the development of Ingwe's spatial development framework.

D.2. SETTLEMENT NETWORK

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

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

D.2.1 Primary Nodes

Bulwer is identified as the primary node.

The above town is an important economic node and service centre providing key functions to the surrounding rural areas.

D.2.2 Secondary Nodes

Creighton and Donnybrook have been identified as secondary nodes. While Creighton serves as the key administrative node, all three towns provide important commercial, industrial and community services to the surrounding areas.

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

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

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

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

D.2.3. Corridors

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

For Ingwe, two main corridors have been identified:

The Ukhahlamba Corridor which includes the link between the Southern Drakensberg through Underberg to Bulwer and the Midlands. This corridor is identified as being focused on tourism attractions.

The Port Shepstone, Ixopo corridor and by implication, the main corridor between Ixopo, Donnybrook and Bulwer has been identified as an important tourism corridor and as an area to focus on production of labour intensive, mass produced goods more dependent on labour costs, affordable transport linkages such as agriculture and mining.

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

- **Primary Corridor**

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

- **Secondary Corridors**

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

D.3 APPROACH TO INTEGRATION

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

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

D.4. ALIGNMENT OF SPATIAL DEVELOPMENT FRAMEWORK TO LAND USE MANAGEMENT

A Land Use Management scheme which is aligned to the Spatial Development Framework is in the process of finalisation. The Land Use Scheme is proposed to have three main components:

- The Scheme document which contains the rules and controls for the towns and rural areas of the Municipality. A set of application forms is provided separately.
- The Scheme maps for the key urban areas of the Municipality:
 - Bulwer
 - Creighton
 - Donnybrook
- Land Use Management maps including overlays and land management informants used to guide the use and development of rural land.

E. SECTOR INVOLVEMENT

E.1 ESKOM

Status of Electrification in Ingwe

No	Total No of Households	No of Households Electrified	No of Household not Electrified	Total No of Schools	No of Schools Electrified	No of Schools Not Electrified
	21,330	6,699	14,631	142	45	97

3 YEAR PLAN – INGWE LOCAL MUNICIPALITY

Project Name	Dependency	Ward No.	Connections
Hlabeni		3	1222
Bulwer NB 20 Sizanenja		8	640
Bulwer Nb1 Emagwaneni		7	211
Bulwer Nb1 Sun City Group		8 & 10	364
Xosheyakhe Group		10	307
Bulwer Nb1 Half My Right		10	206
Nomandlovo	Corinth SS	5	608
Hlanganana #4	Corinth SS	2	629
Uthugela		2	194
Ixopo Nb28 Hlanganani			550
Total			4931

FUTURE PROJECTS – INGWE LOCAL MUNIC

Project Name	Dependency	Ward No.	Connections
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Hlanganani #3	Corinth SS	2	1049
Ixopo 01 NU		6	273
Makhuzeni		3	759
Tarsvaly 01 SP	Corinth SS	4	205
Ephahleni		8	102
Bethlehem		8	347
Malephula		8	112
Kwabhozo		8	11
Kwabhidla		10	273
Half my right		10	61
Umqulela		10	82
Ebuyeni		9	62
Bhidla 01 SP		9	80
Sun city		9	132
Emahlathini		9	103
Unjobokazi		8	94
Xosheyakhe		10	141
Come and see		10	30
Emangwneni		7	411
Amkhuze #1		2	164
Amkhuze #2		2	261
Qulashe		3	559

Amakhuze #3 / Kilmun		1	2624
Mbulweleni		5	746
Total			9581

Infrastructure Plans

Project Name	Category	Cost (Rm)	Project Status
Bulwer SS Inc Cap	02.Strengthening	5.61	Concept Release Approval
Bulwer NB03 and Ixopo NB28 22kV Interconnector	02.Strengthening	0.87	Concept Release Approval
Bulwer NB18 upgrade 11kV to 22kV	02.Strengthening	1	Concept Release Approval
Bulwer NB01 NB02 Interconnector	02.Strengthening	0.3	Concept Release Approval
Bulwer 88kV SS	03.Refurbishment	5	Development Plan Approval
Bulwer NB03	03.Refurbishment	3	Development Plan Approval
		15.78	

E.2 DEPARTMENT OF SOCIAL DEVELOPMENT

Programmes Implemented in 2010-2014

- Substance abuse prevention and rehabilitation
- Crime prevention and support
- Care and support to older persons
- Services to persons with disabilities
- Child care and protection services
- Victim empowerment
- HIV and aids
- Care and support services to families
- Youth development
- Sustainable livelihood
- Institutional capacity building

SUBSTANCE ABUSE PREVENTION AND REHABILITATION PROGRAMMES 2010-2014

- Ke-moja youth awareness campaigns
- Substance abuse committees
- Ingwe Ward 10 : Nkelabantwana

CRIME PREVENTION AND SUPPORT

- Implementation of child justice act
 - Assessment of children in conflict with the law.
 - Preliminary report for children in conflict with the law
 - Diversion programme.
 - Participate in child justice forum.
- Pre-sentence report for children and adult offenders
- Pre-trial report for children and adult offenders
- Crime prevention programme

CARE AND SUPPORT TO OLDER PERSONS

- Counselling ,support and protection of abused elderly persons
- Establish and provide support to service centres
- Facilitate referral to old age homes

NPO Name	Area	Ward	Funding
Injabulo	Intakama	04	R 34 320.00
Zizameleni	Centocow	02	R 34 320.00
Thandanani	St Catherine	10	R 46 800.00
Masibambisane	Ngudwini	05	R 11 000.00
Inkululeko	St Challies	09	R 105 600.00
Vusamavila	Hlabeni	03	R 7 214.58

SERVICES TO PEOPLE WITH DISABILITY

- Facilitate and placement to residential care
- Facilitate referral to Therapeutic Services
- Support and Monitor Protective Workshops and Residential Care

NPO Name	Area	Ward	Funding
Welcome	Nkumba	10	R 129 000.00

CHILD CARE AND PROTECTION

NPO Name	Area	Ward	Funding
Mkhohlwa	Mkhohlwa	10	R 198 000.00
Zamokuhle	Creighton	2	R 105 600.00
Imbaliyamazulu	Ncwadi	7	R 58 080.00
Sinenjabulo	Nkwezela	9	R 102 960.00
Sukumani	Chibini	9	R 108 240.00
Lindokuhle	Buthu	8	R 73 920.00
Vulingqondo	Creighton	2	R 176 880.00
Ekupholeni	Nkelabantwana	10	R 68 316.17
Sylvia Creche	Bulwer(TTT)	10	R 105 600.00
Sizakancane	Sizananjani	8	R 96 188.87
Udumo creche	Ncwadi	7	R 50 160.00
Qalakancane	Ncwadi	7	R 31 680.00
Ndonyela	Mangwaneni	7	R 50 160.00

Langelihle	Bethlehem	8	R 66 000.00
Thembelihle	Bhidla	10	R 66 000.00
Sizanani	Sokhela	5	R 66 000.00
Vukani	Nkumba	10	R 39 600.00

Foster care placement
Number of children placed : 1375

CARE AND SUPPORT TO FAMILIES

Isibindi model implementation:-

- .family preservation services:
- .parenting programme

Ingwe	Xosheyakhe Nkelabantwana Nkumba Sharp	10	R 123 976.00
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HIV/AIDS PROGRAMME

- Registration and Support HCBCs

1. Thandukuphila	Keavealer	05	R 308 800.00
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VICTIM EMPOWERMENT

- Man and Boys Gender Violence programme
- Facilitate counselling of Victims of Domestic Violence.
- Facilitate Victim Empowerment fora
- Compile Victim Impact Report for court decision

Ingwe	Kilmon Bhidla Creighton	01 10 02	
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Sustainable livelihood

- participate in house hold profiling
- support and monitor food security and soup kitchens projects

• Owambeni Masakhane	Sokhela	05 Ingwe	R250 000.00
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YOUTH DEVELOPMENT

Capacity Building:-

- Masupatsele Youth Pioneer: 5 children

- computer skills for Matriculants out of Foster Care: 36 children

ARTS AND CULTURE

Project	Ward	Amount
Projects for Women, Youth , Disable persons	1,3,5,12	

E.3 DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

The following project from Ingwe has been forwarded to NDT for SRI funding and are awaiting finalisation of adjudication process for awarding

Ingwe	Bhengu Art Gallery	R 2 300 000.00
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Graduate Development Programme

The project is aimed at:

- Creating opportunities to provide learners with experiential training and Internships
- Providing work-integrated learning opportunities to learners in completing the requirements of their qualifications.
- Assisting tourism students to acquire critical work experience and for the sector to address scarce and critical skills.
- Interns will be paid a minimum stipend of R 5 000 and R 1 500 for In-service learners per month
- The following Municipalities have been enrolled in the programme

1 graduate from Ingwe is a part of the programme,

F. IMPLEMENTATION PLAN

F.1 INTRODUCTION

This implementation plan reflects the priority projects / initiatives identified by the Ingwe Municipality focussed on the next three year period. The projects / initiatives identified have been aligned to the focus areas for the municipality as reflected in the IDP of the Municipality.

F.2 THE FOCUS AREAS OF THE INGWE MUNICIPALITY

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

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

F.2.1 Infrastructure and Service Delivery

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

F.2.2 Good Governance

- Performance Management
- Communication
- Integrated Development Planning
- Land Use Management

F.2.3 Municipal Transformation and Institutional Development

- Skills Development
- Administrative Systems

F.2.4. Municipal Financial Viability

- Preparation and Implementation of Annual Financial Budget
- Implementation of Rates Act

Financial Management (including Debt Reduction)

F.2.5 Local Economic Development

Business Development

Tourism

Agriculture

F.3 THE IMPLEMENTATION APPROACH OF THE INGWE MUNICIPALITY

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

The Ingwe Municipality acknowledges that for a large number of projects as identified in the current Capital Investment Framework funding have not been secured as yet. It is not envisaged that projects for which funding has as yet not been committed will be implemented in the 2011/12 financial year. The Municipality will therefore during the next financial year continue its attempts to attract funding to these projects.

F.4. THE CAPITAL INVESTMENT FRAMEWORK

The Capital Investment Framework of the Municipality, as reflected in Table 26 below, is a summary of more detailed information contained in the Capital Investment Framework Project Database of the Municipality. Table 26 reflects the following information relating to the projects / initiatives identified and prioritised by the Municipality:

Project Name: Provides a descriptive name for the project.

Status: Indicates what the current status of the project is. Distinction is made between preparation, planning, awaiting funding and implementation.

Funding Source: Indicates the institution that will or will in all likelihood fund the project.

Implementing Agent: Identifies who will take responsibility for the implementation of the project.

Budget 2011 – 2014: Reflects the proposed multi-year (if applicable) budget for the project.

Budget 2011/12: Reflects the budget for the 2011/12 financial year.

Funding Committed: Indicates whether the project is already underway or whether funding has been committed to the project or not.

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

TABLE 26: THE DRAFT CAPITAL INVESTMENT FRAMEWORK

PROJECT NAME	STATUS	FUNDING SOURCE	IMPLEMENTING AGENT	BUDGET 2011/12	BUDGET 2012 TO 2014	COMMITTED (Yes or No)
INFRASTRUCTURE AND SERVICE DEVELOPMENT						
Water and Sanitation						
Gala/Donnybrook Water Phase 2 Water (Water Project)	On Advert	MIG	Sisonke DM	R 7 000 000	R 0	
Ingwe Household (Sanitation Project)	Implementation	MIG	Sisonke DM	R 10 000 000	R 39 000 000	
Mbululweni Water Supply (Water Project)	On Advert	MIG	Sisonke DM	R 8 000 000	R 18 000 000	
Greater Kilmon Water Project (Ward1) (Water Project)	On Advert	MIG	Sisonke DM	R 7 000 000	R 18 000 000	
Mangwaneni Water Supply (Water Project)	Planning	MIG	Sisonke DM	R 8 045 483	R 0	
Kwanomandlovu (Water Project)	Implementation	MIG	Sisonke DM	R 6 000 000	R 6 000 000	
Bulwer Town Emergency Intervention (Water Project)	Planning	MIG	Sisonke DM	R 2 000 000	R 11 000 000	
Bulwer Waste Water Works (Sanitation Project)	Awaiting MIG Registration	MIG	Sisonke DM	R 1 200 000	R 0	
St Appolinaris Waste Water (Sanitation Project)	Awaiting MIG Registration	MIG	Sisonke DM	R 1 300 000	R 0	
Pholela Waste Water (Sanitation Project)	Awaiting MIG Registration	MIG	Sisonke DM	R 1 400 000	R 0	
Mahwaqa Water Supply (Water Project)	Implementation	MIG	Sisonke DM	R 3 000 000	R 0	
Khukhulela Water (Water Project)	Implementation			R 3 000 000	R 0	
Roads and Stormwater						
Diphini Access Road (1.1km)	Planning	MIG	Ingwe	R 1 045 000	R 0	Yes
Mdayane Access Road (3km)	Planning	MIG	Ingwe	R 369 000	R 2 481 000	Yes
Shoba Access Road (1.6km)	Planning	MIG	Ingwe	R 1 520 000	R 0	Yes
Qadi Access Road (1.5km)	Planning	MIG	Ingwe	R 0	R 1 425 000	No
Mfulamuhle Access Road (2.6km)	Planning	MIG	Ingwe	R 0	R 2 470 000	No
Sokhela Access Road (3.3km)	Planning	MIG	Ingwe	R 0	R 3 134 000	No
Owambeni Access Road (3.7km)	Planning	MIG	Ingwe	R 0	R 3 515 000	No
Nkangala Access Road (1,3km)	Planning	MIG	Ingwe	R 0	R 1 235 000	No

	PROJECT NAME	STATUS	FUNDING SOURCE	IMPLEMENTING AGENT	BUDGET 2011/12	BUDGET 2012 TO 2014	COMMITTED (Yes or No)
	Nombulula Access Road (2.4km)	Planning	MIG	Ingwe	R 0	R 2 280 000	Yes
	Roads in Creighton / Donnybrook	Planning	Ingwe	Ingwe	R 6 000 000	R 0	Yes
	Halls						
	Tafuleni Hall	Planning	MIG	Ingwe	R 0	R 2 300 000	No
	Mjila Hall	Planning	Ingwe	Ingwe	R 2 300 000	R 0	Yes
	Sidangeni Hall	Tender Stage	Ingwe	Ingwe	R 1 490 000	R 0	
	Bazini Hall	Tender Stage	Ingwe	Ingwe	R 1 490 000	R 0	
	Okhetheni Hall	Planning	MIG	Ingwe	R 2 300 000	R 0	
	Lubomvana Hall	Planning	MIG	Ingwe	R 2 300 000	R 0	Yes
	Electricity						
	Hlabeni		Eskom	Eskom			
	Bulwer nb 20 sizaninja		Eskom	Eskom			
	Bulwer nb1 Emagwaneni		Eskom	Eskom			
	Bulwer nb1 Sun city group		Eskom	Eskom			
	Xosheyakhe Group		Eskom	Eskom			
	Bulwer nb1 Half my right		Eskom	Eskom			
	Nomandlovu		Eskom	Eskom			
	Hlanganana #4		Eskom	Eskom			
	Uthugela		Eskom	Eskom			
	Ixopo nb28 Hlanganana		Eskom	Eskom			
	Hlanganana #3		Eskom	Eskom			
	Ixopo 01 nu		Eskom	Eskom			
	Makhuzeni		Eskom	Eskom			
	Tar's Valley 01 SP		Eskom	Eskom			
	Ephahleni		Eskom	Eskom			
	Bethlehem		Eskom	Eskom			
	Malephula		Eskom	Eskom			
	Kwahozo		Eskom	Eskom			
	Kwabhidla		Eskom	Eskom			
	Half my right		Eskom	Eskom			
	Umqulela		Eskom	Eskom			
	Ebuyeni		Eskom	Eskom			

PROJECT NAME	STATUS	FUNDING SOURCE	IMPLEMENTING AGENT	BUDGET 2011/12	BUDGET 2012 TO 2014	COMMITTED (Yes or No)
Bhidla 01 SP		Eskom	Eskom			
Sun city		Eskom	Eskom			
Emahlathini		Eskom	Eskom			
Unjobokazi		Eskom	Eskom			
Xosheyakhe		Eskom	Eskom			
Come & see		Eskom	Eskom			
Emangwaneni		Eskom	Eskom			
Amakhuze #1		Eskom	Eskom			
Amankhuze #2		Eskom	Eskom			
Qulashe		Eskom	Eskom			
Amakhuze # 3 Kilmon		Eskom	Eskom			
Mbulelweni		Eskom	Eskom			
Ixopo 03 nu (strengthening)		Eskom	Eskom			
Bulwer SS inc cap (strengthening)		Eskom	Eskom			
Bulwer nb03 & ixoponb28 interconnector (strengthening)		Eskom	Eskom			
Bulwer 88Kv ss (refurbishment)		Eskom	Eskom			
Bulwer nb03 (refurbishment)		Eskom	Eskom			
Electrification projects	Planning	DOE& Ingwe	Ingwe	R 9 100 000	R 20 000 000	Yes
Land						
Land in Donnybrook (check with Dudley)	Planning	Ingwe	Ingwe	R 1 000 000	R 0	Yes
Solid Waste						
Identify & Establish Landfill Site	Implementation(10/11)	DBSA	Ingwe	R 0	R 0	No
Cemeteries						
Identify & Establish Cemetery site	Implementation(10/11)	DBSA	Ingwe	R 0	R 0	No
Equipments & Asserts						
Furniture & office equipment	Identification stage	Ingwe	Ingwe	R 100 000	R 105 300	Yes
Plant & Equipment	Identification stage	Ingwe	Ingwe	R 100 000	R 105 300	Yes
Vehicles & Cars	Planning	Ingwe	Ingwe	R 535 269	R 1 158 277	Yes
Housing						
Tarr's Valley Housing	Awaiting re alignment of funds	Human Settlement	Ingwe	R 0		No
Ngcobo's Farm Housing	Awaiting alignment of funds	Human Settlement	Ingwe	R 0		No

	PROJECT NAME	STATUS	FUNDING SOURCE	IMPLEMENTING AGENT	BUDGET 2011/12	BUDGET 2012 TO 2014	COMMITTED (Yes or No)
	Glenmaize	Planning	Human Settlement	Ingwe	R 0		
	Creighton Phase 2	Planning	Human Settlement	Ingwe	R 0		
	Boarder View Rural Housing	Planning	Human Settlement		R 0		
	Mnazanyama Rural Housing	Planning	Human Settlement	Ingwe	R 0		
	Zidweni Rural Housing	Planning	Human Settlement	Ingwe	R 0		
	Bhidla	Planning	Human Settlement	Ingwe	R 0		
	Staff Housing	Planning	Ingwe	Ingwe	R 800 000	R 0	Yes
	Sport and Recreation						
	Tar's valley Sportfield	Planning	MIG	Ingwe	R 0	R 2 600 000	Yes
	Msayina / Valentine Sportfield	Planning	MIG	Ingwe	R 2 600 000	R 0	Yes
	Songozinin Sportsfield	Planning	MIG	Ingwe	R 2 600 000	R 0	Yes
	Magqubeni Phase 2 Sportsfield	Planning	MIG	Ingwe	R 2 600 000	R 0	Yes
	Office of the MM						
	Annual Report	Quartetly report	Equitable Share	Ingwe	R 150 000	R 324 587	Yes
	Community Functions	Planning	Equitable Share	Ingwe	R 350 000	R 757 370	Yes
	Poverty Alleviation Project	Implementation	Equitable Share	Ingwe	R 400 000	R 865 566	Yes
	I.D. Campaign	Implementation	Equitable Share	Ingwe	R 70 000	R 151 474	Yes
	Municipal Relief Fund	Implementation	Equitable Share	Ingwe	R 150 000	R 324 587	Yes
	GOOD GOVERNANCE						
	Review the 2012-2017 IDP	Planning	MSIG	Ingwe	R 200 000	R 432 783	
	Finalise and adopt the Spatial Development Framework for Ingwe	Draft SDF (Internal)	Ingwe	Ingwe	R 0	R 0	
	Prepare an Performance Management System	Planning	Ingwe	Ingwe	R 100 000	R 216 392	

PROJECT NAME	STATUS	FUNDING SOURCE	IMPLEMENTING AGENT	BUDGET 2011/12	BUDGET 2012 TO 2014	COMMITTED (Yes or No)
Prepare a Disaster Management Plan / Contingency Plan	Planning	Ingwe	Ingwe	R 200 000	R 0	Yes

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Develop and Implement a Registry and Archive System	Planning	Ingwe	Ingwe	R 150 000		
Staff Training		Equitable Share	Ingwe	R 550 000	R 1 023 516	

MUNICIPAL FINANCIAL VIABILITY

Undertake a Customer Satisfaction Survey	Preparation			R 0		
Develop and Implement an efficient IT Management System	Preparation			R 0		

LOCAL ECONOMIC DEVELOPMENT

Bhengu art gallery	Planning	Lottery	Ingwe	R 1 600 000	R 0	Yes
Rail Tourism	Planning	Equitable Share	Ingwe	R 50 000	R 108 196	Yes
Sisonke express / stimela	Planning			R 0	R 0	
Eshayamoya express	Planning					
Mission Tourism	Planning					
Avi	Planning					
LED	Planning	Ingwe	Ingwe	R 500 000		Yes
Business Development						
Solid Biofuel	Planning	Cogta / Private / Balance of funding still to be sourced	Ingwe	R 1,500,000	R 1,500,000	Yes
Tourism						
Sisonke Stimela	Implementation	GijimaKZN/ Own/ Private	Ingwe	R 3,000,000	R 3,000,000	
Bhengu Gallery	Implementation	dplg/ dtlga	Ingwe	R 758,000	R 758,000	
Kilmon Horse Racing	Planning	Ingwe	Ingwe	R 1 000 000	R 0	Yes

G. PROJECTS

Capital budget funding

Table 27: Capital Budget 2011/12

Project/ item	Source of funding	Amount
Sport Fields	MIG	3 000 000
Roads and Bridges	MIG and Internal	15 776 000
Community Halls	MIG	5 400 000
Electrification	DME	5 000 000
Vehicles	Internal	1 100 000
Office Equipment	Internal	218 000
Equipment for Community Halls	Internal	400 000
Total		30 894 000

Operating and Capital Expenditure

Projects budgeted for in the 2011/12 financial year by the Ingwe Municipality.

Table 18: Projects for the 2011/12 Financial Year

IDP Projects	Project description / type	2011/12 budget
Tafuleni Hall	Community Hall	R 2 300 000
Mjila Hall	Community Hall	R 1 490 000
Sidangeni Hall	Community Hall	R 1 490 000
Bazini Hall	Community Hall	R 2 300 000
Okhetheni Hall	Community Hall	R 2 300 000
Lubomvana Hall	Community Hall	R 2 300 000
Tar's valley Sportfield	Sports field	R 2 600 000
Msayina / Valentine Sportfield	Sports field	R 2 600 000
Songozinin Sportsfield	Sports field	R 2 600 000
Magqubeni Phase 2 Sportsfield	Sports field	R 2 600 000
Diphini Access Road (1.1km)	Access Roads	R 1 045 000
Mdayane Access Road (3km)	Access Roads	R 369 000
Shoba Access Road (1.6km)	Access Roads	R 1 520 000

H. FINANCIAL PLAN AND SDBIP

H.1 INTRODUCTION & BACKGROUND

Financial Management is the cornerstone of any organization. Controls and policies must be in place to achieve sound financial management. Over the first year of the 3-year plan, financial regulations and policies must be reviewed to ensure all legal, internal control and social requirements are met. Implementing the projects included in the 3-year plan will require large capital investment, which in turn requires effective management and control.

In meeting the demands associated with modernized practices towards sustain and enhancing financial viability; and addressing the specific needs of Ingwe Local municipality within the context of limited resources and mounting service delivery expectations, necessitates that a comprehensive integrated approach towards financial sustainability be developed.

In terms of the approach adopted, the following core components will be deliberated on which collectively aim to positioning Ingwe Municipality on a sustainable approach to service delivery.

The Ingwe Municipality has recognized that to be successful the IDP must be linked to a workable financial plan, which includes a multiyear budget.

The financial plan is set out as follows:

- Legislative requirements
- Financial risks and key challenges
- Financial strategies - Overview
- Detailed financial issues and strategies
- Capital and investment programmes
- Multiyear budgets

H.2 LEGISLATIVE REQUIREMENTS

The Act (Systems Act No 32 of 2000) requires, as a core component of the IDP, the production of a Financial Management Plan (FMP) that “.....must include a budget projection for at least the next three years....” (Section 26.(h)). The FMP forms the cornerstone of any planning and financial strategy of the Municipality within the limits of available financial resources. The IDP is accordingly supported by a realistic estimation of available funding in terms of the capital and operational budget of the Municipality, encapsulated in its Medium Term Expenditure Framework (MTEF).

Section 17(3) of the Local Government: Municipal Financial Management Act, (Act No.56 of 2003) (MFMA) also requires that that the Municipal Budget and the IDP are reconciled for a three year budget period.

H.3 FINANCIAL RISKS AND KEY CHALLENGES

Financial risks

In order to maintain and improve on the financial position of Ingwe Municipality, certain risks need to be managed, while financial management practices need to be continuously improved. The key financial risks confronting the municipality can be summarized as follows:

- The continued growth in outstanding debtors
- Deteriorating collection rate
- Decrease of collection of service charges
- Limited maintenance and renewal of infrastructure assets due to resource constraints.
- Administration of agency functions with limited budget allocation.
- Inadequate utilization of tourism facilities resulting revenue losses.
- Increase capital commitment

Key challenges

- Maintaining of unqualified audit reports
- The need to improve customer care
- The need to ensure legal compliance through all procedures and programmes.
- The need to improve on the promotion of broad-based economic empowerment

H.4 FINANCIAL STRATEGIES- OVERVIEW

The strategy has been formulated to ensure that Ingwe Municipality maximizes all available opportunities that would enhance council's financial strength considering the cost-shift environment that has been created with the implementation of assigned powers and functions.

The following section sets out general financial strategies that should guide the municipality, now and in the future, in practicing sound financial management. The financial strategies adopted by council include a general strategy, which will apply to the detailed strategies, a financial resources (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and a cost effectiveness strategy. An over view of the aforementioned strategies are set out below.

4.1 Social Responsibilities

All aspects of matters relating to financial matters will take cognizance of council's social responsibilities including transformation and empowerment such as in council's procurement policy.

4.2 Investor attraction

Council's main aim is to create a revenue base through the attraction of investors to the municipality. This will be done in conjunction with District Municipality initiatives.

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline; this includes adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally recognized practices and unqualified audit reports. It is intended that the business plan of the finance department will address these factors. In order for the finance department to deliver on these strategies it is council's intention to clearly define accounting policies and recruit the best

finance people for that department. To this end council will define recruitment policy for finance staff, put in place a pre and continuing education policy and develop career progression paths for designated finance staff. Like the IDP, the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

4.3 Revenue raising

Ingwe Municipality's main sources of revenue are from grants, property rates, and municipal services such as collection of refuse. The short-term objective of the municipality is to identify and access all available revenue.

4.4 Asset management

It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme and insurance cover review. This part of the plan will be extended to assist in identifying and listing unutilised / uneconomic assets with a view to disposal as indicated earlier. Although directly related to revenue raising it is appropriate to include the monitoring of rental income and policies, with the asset management programme. This aspect of asset management will ensure that council is receiving economic benefit from council owned land and buildings which are rented out. We will expand on this when looking at detail strategies.

4.5 Financial Management

It is most important that Ingwe Municipality maintains a strong finance department and in due course an audit steering committee and internal audit function that will be responsible for monitoring financial and other controls. The council is committed to sound financial management and as indicated earlier the creation of a sound economic base

The following policies and procedure will have to be developed or reviewed to ensure that there is a better financial management policy and procedures:

- Cash forecasts and cash flow monitoring against forecasts
- Budgeting methods
- Management reporting
- Credit risk management
- Credit policies
- Procurement policies
- Supplier payment periods
- Investment policies

Staff will be encouraged to adhere to value for money principles in carrying out their work. On the issue of audit reports, both internal and external, council has to adopt a zero tolerance approach and measures will be put in place to ensure that any material or fundamental issues are addressed immediately. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly. Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.

4.6 Capital financing

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide the following principles will apply:

- Statutory funds for funding specific projects (e.g. housing)
- Provincial and national government funding for medium term and long term projects
- External loan funding for medium term and long-term projects

4.7 Operational financing

Council's policy is to fund operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings. As indicated earlier it is council's intention to maintain a strong economic base through good working capital management including setting aside of adequate provisions for working capital. It is anticipated that these reserves will be based on the same principles as currently apply to contributions to existing statutory funds.

4.8 Cost effectiveness

In any organisation it is necessary to strive for cost effectiveness and municipalities are no different. It is council's intention to pursue the shared services concept wherever possible.

The sharing of services will enable the municipality to minimize total costs on these services. This area applies to all spheres of the municipality and should be an ongoing process. Apart from being cost effective when acquiring new services or assets, the current issues should also be addressed. For example many office automation copiers can print, fax and scan, thus allowing one piece of equipment to be bought, rather than many. This may result in huge cost savings

In addition to office automation, the services that can be grouped as one billing for any company is network installation, management and maintenance, maintenance of all printers and PCs on a particular network. Insurance policies should be reviewed on an annual basis ensuring that the assets are not over insured.

H.5 DETAILED FINANCIAL ISSUES & STRATEGIES

The action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality. The implementation of the financial plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager and Chief Financial Officer in implementing these strategies. It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these strategies. The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals. Councils overall financial strategy is structured into the following core components to allow for clearer understanding of task:

- Revenue enhancement and maximization strategy
- Subsidies and Grants
- Credit Control and debt recovery policy

- Tariff policy
- Asset management strategies
- Budget and finance reform
- Policy on accessing donor funding
- Benchmarking and performance indicators
- Training and development of staff
- Post retirements benefits
- Free basic services
-

These segments are intended to provide operational guidance to staff to assist them in achieving identified objectives and goals. The strategy is ensuring compliance with financial policies, modeled on modernized reform practices applicable to local government. The multiyear budget process reforms currently being implemented has fundamentally changed councils financial focus, through improving the Municipality's ability to deliver basic services to all, highlighting and effectively addressing capital expansion implications on sustainability of operations and that of the organization as whole, and informing policy choices on investment decisions

5.1 Revenue enhancement and maximization strategy

The purpose of this strategy is to ensure that all possible avenues are explored to maximize the receipt of any monies available to council by way of intergovernmental transfers and grants or Donations including expanding the billing database and maximizing income opportunities one every registered serviced site within the local municipality jurisdiction

The second component of this strategy focuses on strengthening and building capacity within credit control and debt management practices and processed of council, ensuring the attainment and exceeding of collection rates in line with key budgetary requirements.

The third component of the strategy focuses on maximizing the registration of household eligible for participation within Free Basis Services (FBS) programme of council, this component is aimed at arresting spilling debts associated with this user group, and limiting consumption of services in line with the FBS allocation threshold

5.2 Subsidies and Grants

In order for Ingwe Municipality to obtain maximum benefit from external monies available, a policy laying out the relevant procedures has been put in place within the institution to ensure that all grants, donations and subsidies are investigated, applied for and received at the appropriate times. The policy will ensure that council receives maximum benefits from external funding available.

5.3 Credit control and debt collection policy

The policy should set out ways in which the municipality intends to control and manage the recovery of outstanding debt due to council. This policy should be in place subjects to regular updates. The policy lays down the basis for distribution of accounts, collection procedures, interest and penalties to be charged in the event of non-payment, with strong focus on management reporting requirements pursuant of key legislative requirements and performance management

5.4 Asset management strategies

The purpose of the strategy is to optimise the use of all assets under the control of Ingwe Local Municipality, given the financial exposure and the revenue streams earned by the Municipality in the rendering of services to the community.

5.4.1. Asset management policy

This policy is deemed necessary in order to facilitate the effective management, control and maintenance of the assets. The policy is in place and is subject to regular review.

The prime objectives of the policy are to ensure that the assets of Ingwe are properly managed and accounted for by:

- Ensuring the accurate recording of asset information
- The accurate recording of asset movements
- Exercising strict control over all assets
- Providing correct and meaningful management information
- Compliance with Council's Insurance Policy and Payment Procedure
- Effecting adequate insurance of all assets
- Maintenance of Council's Assets

5.4.2. Asset movement system

At the time of commissioning a GRAP compliant Asset Register, an asset tracking system using bar-coded discs and scanners was put in place. With the completion of the Asset Register, the asset tracking system will be fully operational.

The system will allow for regular audits of all assets to be completed in a shorter time frame and therefore allowing for more regular updates of the register.

5.5. Budget and finance reform

A considerable amount of time and effort has been expended on ensuring that Ingwe Local Municipality has the capacity to deliver on the finance and budget reporting requirements as prescribed by National Treasury. The process is being overseen by a Finance Standing committee and significant progress has been made in some areas. Specific tasks being performed are:

- Employment of interns and short term contract workers
- Reconciliation of assets
- Training
- Financial Systems Reporting

5.6. Policy for accessing donor funds

Due to the large number of projects that are being requested from the community, a policy has been developed and implemented which creates a framework for accessing funds both locally and internationally.

The policy outlines the type of donors available and the conditions related to the donations. All procedures and special conditions attributable the different donors will be catalogued in the policy to ensure the smoothest approach to these donors when the occasion arises.

This policy implementation lies with the Municipal Manager's Office as an extension of the Subsidies and Grant Policy.

5.7. Operational financing strategies

The purpose of this strategy is to assess the viability (IA) of any association or alliance or partnership that may arise from time to time.

Ingwe Local Municipality has been assigned various functions and authorities by the MEC for Local Government, Housing and Traditional Affairs or Structures Act. Council should explore PPP's – support from service providers, in the related areas of staffing, resource allocation, finance and assets and liabilities, to assess all the implications of the other opportunities available to Ingwe LM.

5.8. Benchmarking and performance indicators

A set of performance indicators will be developed and implemented to test the effectiveness and efficiency of the Municipality. Benchmarking these against similar organisations will allow for regular internal assessment and upgrading.

These bench mark indicators will supplement the battery of indicators that have been developed as part of the new budget reporting formats and regulations, aimed at gauging the efficacy of financial performance and management.

5.9. Training and development of staff

Training sessions and courses are continually being planned to ensure that all, financial as well as non-financial, senior staff and councillors will be in a better position to evaluate the financial position of the Municipality. The Council also has an approved skills development plan, which is being implemented and is used to guide training of both Councillors and Officials.

5.10. Post retirement benefits

There is reason to be concerned about the possibility of an undisclosed liability that Council may be facing with regard to post retirement benefits due to staff.

An actuary will be appointed, to evaluate the full extent of Councils liability in this regard. Funding for such an exercise would be made available from the finance and Budget Reform Grant.

5.11. Free Basic Services

The basic principles of this policy are captured by indicating that the policy is to ensure that poor households are not denied their constitutional right of access to services, the Ingwe LM is required to implement an indigent support policy that makes adequate financial provision to ensure the provision of efficient and sustainable services to all residents within the area of jurisdiction.

The indigent support policy is an integral part of the Ingwe tariff policy that is developed and implemented in a transparent manner to ensure the sustainability of local public services to all of its citizens at an affordable cost.

The indigent policy is intended to provide poor households ongoing access to a specified level of service.

The subsidies contained in the policy should not compromise the quality or efficiency of service delivery.

5.12. Income allocations and sources

The Ingwe Local Municipality primary sources of funding can be summarised as follows:

- External Sources
 - Government Grants and subsidies
 - Capital Grants
- Discretionary Sources
 - Property rates
 - Service charges on refused removal
 - Rental of Facilities and Equipment
 - Interest on Investments
 - Agency Services
 - Fines
 - Licenses and permits

5.13. Operating Revenue by Source

Analysis of operating revenue by source for the 2010/2011 NTREF reveals that the Ingwe Local Municipality is highly dependent on Equitable Share to fund operating activities, with the anticipated reliance over the MTREF expected to increase due to growth within service coverage associated with Backlog eradication under the accelerated Free Basic Services campaign.

H.6 PROVISION OF FREE BASIC SERVICES

In accordance with key budgetary policy decisions taken, provision for Free Basic Services in the sum of R1,000,000 has been provided, this primary poverty alleviation subsidy is aimed at those qualifying households registered in accordance with the Indigent Support Policy of Ingwe LM.

Appropriation of funds for expansion to the Free Basic Services programme will be financed through virement from the Impairment of Asset (Bad Debts), should additional allocations be required.

a) Households receiving free basic services during the 2010/2011 financial year are reflected below:

Free Basic Refuse
100% Subsidy of Tariff
Households

6.1 Areas of prioritised intervention

- Investigate possibility of extending FBS to rural areas – Alternative Energy Solutions.

H.7 DRAFT OPERATING AND CAPITAL BUDGET

Table 29: Draft Operating and Capital Budget

Description	2011/ 2012	2010/2011
INCOME		
Total Own Revenue and Transfers	R 84,821,763	R74,895,684
OPERATING EXPENDITURE		
Employee Related Costs	R 15,354,856	R13,471,237
Councillors Allowances and Benefits	R 4,784,109	R4,574,311
Repairs and Maintenance	R 3,410,000	R2,131,275
General Expenses	R 15,404,856	R12,212,357
Administrative and Community Programs	R 6,460,000	R6,787,691
CAPITAL EXPENDITURE		
Sport Fields	R 7,800,000	R3,100,000
Community Halls	R 6,900,000	R8,962,000
Buildings – Staff Accommodation	R 800,000	-
Land in Donny Brook	R 1,000,000	-
Access Roads	R 10,169,000	R12,500,000
Kilmon Horse Racing	R 1,000,000	-
Furniture, Office Equipment, Plant & Equipment	R 200,000	R286,000
Electricity Projects	R9,100,000	R5,408,000
LED Project (Gerald Bhengu Art Gallery)	R 1,600,000	-
Vehicles and Cars	R 535,269	R1,100,000
Taxi Rank	0	R3,276,000
SURPLUS	R50,000	R124,823

Capital Budget – Sources of funds

Table 30: Capital Budget

Capital Budget	2009/10	2010/11	2011/12
Basic Expenditure			
State Funds	22 127 000	20 694 000	26 136 506
Other			
Own Funds	4 131 000	10 200 000	12 967 763

Capital Budget	2009/10	2010/11	2011/12
Total	26 258 000	30 894 000	39 104 269

Revenue per revenue sources

The major expenditure categories of the Ingwe Municipality operating budget are set out in the table below.

Table 31: Operating Budget

Operating Revenue	Indicative Budget Year 2011/2012	Indicative Budget Year 2012/2013	Indicative Budget Year 2013/2014
Rates	-1 750 000	-1 842 750	-1 944 101
Penalties	-6 200	-6 529	-6 888
Clearance certificates	-1 200	-1 264	-1 333
Traffic fines	-100 000	-105 300	-154 580
Hire income - Hall	-28 000	-29 484	-31 106
Surplus from 2010	-9 150 000	-9 634 950	-10 164 872
Library : Lost books	-	0	-17
Estates : Rentals and Sale of Hay	-65 790	-69 277	-73 087
Refuse : House Hold	-240 773	-253 534	-267 478
Printing income	-9 800	-10 319	-10 887
Tender deposits forfeited	-45 000	-47 385	-49 991
Sundry income	-11 000	-11 583	-12 220
Interest : External Investments	-1 560 000	-1 642 680	-1 729 742
Integrated National Electrification Programme	-6 000 000	-20 000 000	-5 000 000
Grant Funding : MIG	-16 569 000	-20 146 000	-21 254 000
Grant Funding : MSIG	-790 000	-800 000	-850 000
Grant Funding : FMG	-1 450 000	-1 500 000	-1 750 000
Equitable Share Grant	-44 868 000	-49 640 000	-52 898 000
Library Grant	-477 000	-501 000	-926 000
Greenest Municipality Competition	-100 000		
Lottery - Gallery Bhengu	-1 600 000		
Total Own Revenue and Equitable Share and Grants	-84 821 763	-106 242 054	-96 198 303

Table 32: Operating Expense

Operating Expense	Indicative Budget Year 2011/2012	Indicative Budget Year 2012/2013	Indicative Budget Year 2013/2014

EXPENDITURE			
General Expenses			
Accounting fees	300 000	315 900	333 275
Advertising	230 000	242 190	255 510
Audit fee: external audit	1 400 000	1 474 200	1 555 281
Consultants fees	1 500 000	1 579 500	1 666 373
Bank charges	65 000	68 445	72 209
Bargaining council levies	4 000	4 212	4 444
Building inspections	-	0	0
Catering	276 000	290 628	173 303
Cleaning	45 000	47 385	49 991
Computer expenses/ web-site	150 000	157 950	166 637
Consumables	50 000	52 650	55 546
Contribution to disaster relief fund	150 000	150 000	166 637
General valuation expenses	-		
Doubtful debts	400 000	421 200	444 366
Depreciation	4 300 000	4 527 900	4 776 935
Electricity	450 000	473 850	499 912
Fuel and oil	500 000	526 500	555 458
Garden expenses	20 000	21 060	22 218
Hire of vehicles and equipment	500 000	526 500	555 458
Insurance	345 000	363 285	555 458
LED - General expenses+ Gerald Bhengu Art Gallery	-		
LED - General expenses	500 000	0	0
Tourism - Publications	50 000	52 650	55 546
Legal expenses	400 000	421 200	444 366
Lost and damaged books	2 000	2 106	2 222
Municipal Relief fund(Funerals)	-		
Strategic Planning Session	150 000	157 950	166 637
Newspapers and publications	30 000	31 590	33 327
Postage	42 600	44 858	47 325
Printing and stationery	180 000	126 360	77 764
Communications	150 000	157 950	166 637
Protective clothing	120 000	126 360	133 310
Refuse removal - Bulwer	30 000	31 590	33 327
Rental - Storerooms	30 000	31 590	33 327
Security - Other	250 000	263 250	277 729
Sewerage disposal	10 000	10 530	11 109
Skills development levy	-		
Signage	50 000	52 650	55 546
Staff refreshments	45 000	47 385	49 991
Staff training	550 000	579 150	444 366
Staff travelling and accommodation	550 000	579 150	333 275
Subscriptions	100 000	105 300	111 092
Telephones	500 000	526 500	555 458
Tolls and parking	7 500	7 898	0

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Tools and fire-fighting equipment	60 000	63 180	66 655
Valuation fees	-		
Vehicle licences	40 000	42 120	44 437
Water	12 756	13 432	14 171
Inter-Governmental Relations	60 000	63 180	66 655
Councillor travel and accommodation	300 000	315 900	333 275
Councillor training	300 000	315 900	333 275
Publications (Annual Report)	150 000	157 950	166 637
	-	0	0
Total General Expenses	15 354 856	15 571 033	15 966 466
Salaries and Allowances			
Employees			
Basic Salaries and Allowances	15 658 528	18 426 215	20 084 574
Temporal Employees (Less than 6 months)			
Councillors			
Basic Salaries and Allowances	4 784 109	5 534 940	6 143 783
Total Employee Related Costs	20 442 637	23 961 154	26 228 357
REPAIRS AND MAINTENANCE			
Buildings and halls	2 000 000	2 106 000	2 221 830
Computers and office equipment	-	0	0
Computer software	60 000	63 180	66 655
Fencing and firebreaks	500 000	526 500	555 458
Plant and equipment	-		
Public toilets	30 000	31 590	33 327
Roads and drains	500 000	526 500	555 458
Road signs	20 000	21 060	22 218
Vehicles	300 000	315 900	333 275
SUB TOTAL REPAIRS & MAINTENANCE	3 410 000	3 590 730	3 788 220
Total Operating Expenses	39 207 493	43 122 918	45 983 043
Programmes			
Sports Development Project	340 000	358 020	377 711
Community Functions	350 000	368 550	388 820
Youth Development	350 000	368 550	388 820
Public Participation	700 000	737 100	777 641
Education Support & Bursaries	300 000	315 900	333 275
Special Programmes : HIV, Disability,	400 000	421 200	444 366

Ingwe Municipality: 2011/12IDP Review

Women			
HIV & AIDS	100 000	105 300	111 092
Poverty Alleviation Project	400 000	421 200	444 366
Provision for leave taken	-		
I.D. Campaign	70 000	73 710	77 764
Municipal Relief Fund	150 000	157 950	166 637
Integrated Development Planning	200 000	210 600	222 183
Capacity Building - Flanders Program	-		
Prognosis - Ingwe	-		
Internal Audit Committee	180 000	189 540	199 965
Anti - Corruption Measures	100 000	105 300	111 092
Organisational Structure & HR Systems	200 000	210 600	222 183
Job Evaluation	-	0	0
Performance Management Systems	100 000	105 300	111 092
Rail Tourism Project	50 000	52 650	55 546
Solid Waste Strategy	350 000	368 550	388 820
GIS Implementation project	-		
Sisonke Stimela			
MPRA Implimentation	20 000	21 060	22 218
MPRA Implimentation	-	0	0
Policy Review	-	0	0
Financial System Improvement	150 000	157 950	166 637
Indigent Register	-		
Free Basic Electricity and Solar System Maintance	1 000 000	1 053 000	1 110 915
Ward Committees - Capacity Building	200 000	210 600	222 183
Ward Committees - Travel & Accommodation	400 000	421 200	444 366
Indigent Support	-	0	0
Registry Services	150 000	157 950	166 637
Backlog Study	200 000	210 600	222 183
Township Establishment	-		
Customer Care Survey	-		
Library Subsidy	-		
	-		
Total Programmes	6 460 000	6 433 830	6 787 691
Total Operating Expenses and Programmes	45 667 493	49 556 748	52 770 734
Total Capex	39 104 269	41 176 795	43 441 519

Nett (Surplus)/Deficit	-50 000	-15 508 511	13 50

H.8 INVESTMENTS, LOANS AND LOSSES

Investments

The Ingwe Municipality held the following investments as at **28 February 2011**.

Table 2: Investments

Name of institution	Investment ID	Period of investment	Type of investment	Expiry date of investment	Monetary value
FNB Money Market	62008452071	Call	Fixed Deposit	Unavailable	16 996 525
Stanlib	551130458	N/A	Fixed Deposit	Unavailable	7 225 758
FNB	74165605518	1 month	Fixed Deposit	Unavailable	593 949
Investec	442026	1 month	Fixed Deposit	Unavailable	1 325 647
FNB			Fixed deposit	Unavailable	25 553 317
Total					51 695 196

Assets and Liabilities

a) Assets

The asset situation is as follows:

Table 3: Assets

Assets	2010 (R)
Inventory	N/A
Debtors	2 241 749
Cash	1 907 855
Short-term investments	51 695 196
Short-term portion of long-term debtors	N/A
Other debtors	575 876

b) Costs of services

The costs for services are set below:

Table 35: Tariffs for 2011/12 financial year.

Services	Cost	% increase
REFUSE REMOVAL		
Domestic and churches	R71,43	6
Business, hotels, schools, boarding houses, state, industrial and sports clubs (per bin per consumer per month)	R282.92	6
Rubbish dumps on pavement in front of dwelling or empty plot will be removed by the municipality without any notice with account to the occupant per load (Bulk Refuse)	R5 665.44	6

H.9 POTENTIAL SOURCES OF INCOME

In addition to the existing sources of income, the municipality could access further income from variety of funding organizations. Each of these has strategic priorities for their funding allocations, and conditions to be complied with. The municipality can approach the organisations for assistance in funding unfunded IDP projects. Possible funding sources include:

- Intergovernmental grants and subsidies;
- Private investments
- Local community financial sources; and
- Donor funding.

National grant funding sources include programmes such as:

- Local government equitable share; and
- Municipal service partnership.

H.10 FINANCIAL STRATEGIES

10.1 Revenue Raising Strategies

- Explore investments to the maximum and earn maximum interests.
- Develop and implement the incentive schemes to attract more investors.
- Explore tourism markets with an effort to increase revenue base of the municipality.
- Maintain effective debt collection system.
- Timeously to implement the new valuation roll to cover the municipality (raising of property rate)
- Administer investment portfolio in such a manner to secure maximum returns
- Review indigent applications on regular basis to ensure that they still qualify for support.
- Appoint/ nominate individuals to obtain alternate sources of funding.
- Use the data gathered through the Base Line Data Study to lobby for greater Equitable Share and Grant funding.
- Utilize Sector Plans to raise funds from the respective Sector Departments.

10.2 Asset Management strategies

- Implement asset management policy.
- Conduct regular physical audit of all assets of the municipality ensuring that all assets are accounted for.
- Ensure policies are in place that prevents unauthorized use of municipal assets.
- Consider rent versus buy option when a new asset is required.
- Enter into service contracts with service providers.
- Arrange proper insurance on all municipal assets.

10.3 Financial Management strategies

- The municipality to implement sound financial control measures and maintaining those measures;
- Move in a controlled and phased fashion because the municipality cannot implements more programmes due to financial constrains;
- Implement controls relating to cash management, billing and receipts, procurement and stock control and reconciliation.
- Review existing credit control, debt collection and tariff policies and amend where necessary taking into account changes in legislation and additional areas added to the municipality.
- When finalizing the tariff policy, ensure that all maintenance costs for all approved capital projects are taken into account.
- Adopt a financial policy that details budget formats, expenditure framework and performance targets.
- The budget formats to be in easily understandable formats and in accordance with the MFMA.
- A designate bank account must be created, all short-term investments to be spread in quantifiable over future months in order to enhance liquidity all the time (refer to proper investment planning document).
- Review all current insurance policies relating to risk management.
- Develop and implement controls relating to cash management, expenditure, billing and receipts, procurement and stock control and reconciliation.
- Develop procedures relating to preparation of financial statements and review policies relating to provisions, valuations and statutory funds in relation to GAMAP.
- Develop a policy that deals with termination of basic services when they are not paid for.
- Before making grants available to local municipalities for project implementation, ensure that the financial maintenance obligations in respect of the project can be met by the local municipality.

10.4 Strategies that will enhance cost-effectiveness

- This area applies to all spheres of the municipality and should be an ongoing process.
- Apart from being cost effective when acquiring new services or assets, the current issues should also be addressed. For example many office automation copiers can print, fax and scan, thus allowing one piece of equipment to be bought, rather than many. This may result in huge cost savings

- In addition to office automation, the services that can be grouped as one billing for any company is network installation, management and maintenance, maintenance of all printers and PCs on a particular network.
- Insurance policies should be reviewed on an annual basis ensuring that the assets are not over insured.

I. PERFORMANCE MANAGEMENT

I.1 INTRODUCTION AND BACKGROUND

Performance management is a strategic management approach that equips the Mayor, Municipal Manager, Heads of Departments, employees and stakeholders with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of the institution against indicators and targets for efficiency, effectiveness and impact. The PMS entail a framework that describes and represent how the municipality's cycle and processes of performance planning, monitoring, measurements, review, reporting and improvement will be conducted, organised and managed.

The core elements of the system are:

- § Organizational PMS;
- § Section 57 Performance contracts;
- § Employee Performance Appraisal System
- § IT System;
- § Performance Audit Committee;
- § Annual Report;
- § Quarterly Reports
- § Public Participation and internal and external communication mechanisms
- § Performance scorecards at departmental levels for further development of departmental service delivery and budget implementation plans;
- § Conducting PMS information session for general staff
- § Linking the organizational and individual PMS

The Performance Management Framework has been developed and the PMS policy has been updated and reviewed. The Municipal Manager and Managers directly reporting to the Municipal Manager have signed Performance Agreements.

I.2 PERFORMANCE MANAGEMENT FRAMEWORK AND PMS POLICY

Both the Performance Management Framework and Policy outlined the objectives and principles of Ingwe Municipality PMS.

The **objectives** of the Ingwe PMS are as follows:

- § Facilitate increased accountability among the citizens, political and administrative components of the municipality,
- § Facilitate learning and improvement through enabling the municipality to employ the best approaches for desired impact and improve service delivery.
- § Provide early warning signals in case of a risk against implementation of the IDP and ensuring that the system itself makes provision for Council to be timeously informed of risks for facilitation and intervention.
- § Facilitate decision-making through an appropriate information management mechanism enhancing efficient, effective and informed decision making, especially in allocation of resources.

The performance management system is guided by the following **principles**:

§ **Simplicity**

The system will need to be kept as simple as possible to ensure that the municipality can develop, implement, manage and review the system without placing an unnecessary great burden on the existing capacity of the municipality.

§ **Politically acceptable and administratively managed**

The system must be acceptable to political role players on all levels. It must also be flexible enough to be accepted by the municipal council and to enjoy buy-in across political differences. The process will involve both Councillors and officials but the day-to-day management of the process will be managed administratively with regular report back on progress to the political level.

§ **Implementable**

Considering the resource framework of the municipality, the PMS should be implementable with these resources, which will include time, institutional, financial, and technical resources.

§ **Transparency and accountability**

The development and implementation of a PMS should be inclusive, transparent and open. The general public should, through the system, be made aware of how the operations of the municipality are being administered, how the public resources are being spent and who certain responsibilities belong to.

§ **Efficient and sustainable**

The PMS should, like other services within the municipality, be cost effective and should be professionally administered, and needs to happen in a sustainable manner.

§ **Public participation**

The constituency of the municipality should be granted their legal rights, in terms of the Constitution and the MSA, through encouragement of public participation by the municipality during the development and implementation of a PMS.

§ **Integration**

The PMS should be developed and implemented in such a manner that it will be integrated with the integrated development process of the municipality and its employee performance management.

§ **Objectivity**

The PMS to be developed and implemented must be developed on a sound value system with the management of the system and the information it is based upon being objective and credible.

§ **Reliability**

The PMS should provide reliable information on the progress made by the municipality in achieving the objectives as set out in its IDP.

I.3 PERFORMANCE AND AUDIT COMMITTEE

The Ingwe Municipality is using the traditional Audit committee to audit performance measures as well. It consists of three members and meets quarterly. The Audit Committee Charter (rule) has been adopted.

I.4 ANNUAL REPORT

The Annual Report for the 2009/10 financial year has been prepared by the municipality using National Treasury guidelines. The AG comments and action plan in response to the AG comments are outlined in B.7 above.

I.5. EMPLOYEE PERFORMANCE APPRAISAL SYSTEM (EPAS)

In trying to encourage a culture of performance in the municipality, an introduction of a system that will monitor and evaluate the performance of staff/ employees will be discussed with The Local Labour Forum (LLF). A proposal that this system be introduced in phases will be tabled starting with supervisory staff. A reasonable commencement date will be discussed with the affected stakeholders.

The objectives of the system are:

- § Identify critical job elements, expectations, and performance objectives.
- § Ensure that performance objectives are aligned to departmental and municipal objectives which flow from the Integrated Development Plan of the municipality.
- § Establish agreement on the job objectives and the criteria that will be used for evaluation.
- § Establish a set of ongoing processes needed to define and plan performance, to develop the skills, knowledge and abilities to perform as planned, to facilitate self assessment, to review and record performance, and to reward performance.
- § Provide feedback on job performance, including strengths and weaknesses.
- § Identify a means (for example, training) for improving performance.
- § Identify realistic job and career opportunities.
- § Provide valid information for personnel decisions that will affect the employee.
- § Provide employees with a sense of their work accomplishments relative to expectations and predefined performance indicators.
- § Support employee development through discussion of assigned opportunities and training.
- § Emphasize the Municipality's commitment to continuous improvement and learning.
- § To support the Batho Pele principles of service delivery.

I.6. ORGANISATIONAL PMS

The objectives, key performance indicators and targets for 2011/12 financial year for the Ingwe Municipality are indicated in the table below.

Table 30: Organizational Key Performance Indicators and targets for 2011/12 financial year¹

KPA	OBJECTIVE	KPI	TYPE	FREQUENCY	BASELINE	TARGETS						RESP. DEPT
						2011/2012				2012/13	2013/14	
						Q1	Q2	Q3	Q4			
SERVICE DELIVERY	To ensure annually Review of the IDP	2012/13 IDP Review Document	Process	Annual	Draft 2011/12 IDP Document	IDP/ Budget Process Plans	n/a	Draft 2012/13 IDP document	Final approved IDP approved before the end of June 2012	IDP approved before the end of June 2013	IDP approved before the end of June 2014	OMM
	To ensure the completion of MIG projects	No. of MIG projects completed timeously	output	Quarterly	There are 9 MIG projects with financial commitment	Tender processes	Appointment of the consultant	Construction phase & progress report	Completed of 9 MIG projects & Close out report	Completed MIG projects	Completed MIG projects	IPD
	To ensure completion of internally funded capital projects	No. of internal funded completed projects	Output	Quarterly	There are 4 internal funded capital projects	Tender processes	Appointment of the service provider	Construction phase & progress report	Completed internal funded projects & close out report	Completed internal funded projects & close out report	Completed internal funded projects & close out report	IPD
	To facilitate the provision of free basic services to indigent households	To annually review & update the indigent register	Output	Annual	Indigent policy is in place	Indigent Policy review	Notice for the application list for indigents	Analysis & verification of indigent list	Approved indigent register & public notification	Approved indigent register & public notification	Approved indigent register & public notification	CFO

¹ The table will be updated by the end of 2010/11 financial year in line with the review of the PMS.

KPA	OBJECTIVE	KPI	TYPE	FREQUENCY	BASELINE	TARGETS						RESP. DEPT
						2011/2012				2012/13	2013/14	
						Q1	Q2	Q3	Q4			
INSTITUTIONAL TRANSFORMATION	To ensure annually Review of the WSP	2012 / 13 Works skills plan	Input	Annual	2011/12 WSP is in place	Skills assessment phase & report	Analysis of skills assessment report	Draft WSP	Completed 2012/13 WSP & implementation	Completed WSP	Completed WSP	CS
		EE Plan reviewed and updated annually	Input	Annual	Equity Plan is in place				Completed EEP	Completed EEP	Completed EE	CS
	To ensure the Employment Equity Plan is in place	Number of staff in 3 highest levels that are from designated group	Input	Annual	3		1		Total number of 4 staff in highest level from designated group	Total number of 4 staff in highest level from designated group	Total number of 4 staff in highest level from designated group	OMM

KPA	OBJECTIVE	KPI	TYPE	FREQUEN CY	BASELINE	TARGETS						RESP. DEPT
						2011/2012				2012/13	2013/14	
						Q1	Q2	Q3	Q4			
MUNICIPAL FINANCIAL MANAGEMENT	To ensure accountability & sound financial management	To prepare Financial Plan (Budget)	Process	Annual	Draft Budget	IDP/Budget Process plan	Revision of the Budget through Mid year assessment	Adoption of Draft budget by Council	Adopted Budget	Adopted Budget	Adopted Budget	CFO
		Number of Monthly report on financial statements	Process	Monthly	8 monthly report	3 monthly report on financial statements	3 monthly report on financial statements	3 monthly report on financial statements	3 monthly report on financial statements	12 number of monthly reports on financial statements	12 number of monthly reports on financial statements	CFO
		To prepare SDBIP	Process	Quarterly	Draft SDBIP is under review					Completed SDBIP	Completed SDBIP	CFO
	To regularly monitor PMS	Quarterly performance assessment for Sec 57 Managers & report	Process	Quarterly	PMS Policy is in place & Draft PMS Framework is being finalised	Performance agreement for Sec 57 Managers	S57 Managers Quarterly performance assessment & report	S57 Managers Quarterly performance assessment & report	S57 Managers Quarterly performance assessment & report	4 number of assessment meetings conducted	4 number of assessment meetings conducted	OMM
SOCIAL & ECONOMIC DEVELOPMENT	To promote economic growth & Tourism	Bhengu Art Gallery	Outcome	Quarterly	Ongoing project	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	CS
		Rail Tourism	Outcome	Quarterly		To be included in	To be included	To be included	To be included	To be included in	To be included in	CS

KPA	OBJECTIVE	KPI	TYPE	FREQUEN CY	BASELINE	TARGETS						RESP. DEPT
						2011/2012				2012/13	2013/14	
						Q1	Q2	Q3	Q4			
						the final Doc	in the final Doc	in the final Doc	in the final Doc	the final Doc	the final Doc	
		Sisonke Express	Outcome	Quarterly		To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	CS
		Eshayamoya Express	Outcome	Quarterly		To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	CS
		Mission Tourism	Outcome	Quarterly		To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	CS
		LED	Outcome	Quarterly		To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	CS
		Solid Boifuel	Outcome			To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	To be included in the final Doc	CS

KPA	OBJECTIVE	KPI	TYPE	FREQUEN CY	BASELINE	TARGETS					RESP. DEPT	
						2010/2011				2011/20 12		2012/201 3
						Q1	Q2	Q3	Q4			

KPA	OBJECTIVE	KPI	TYPE	FREQUEN CY	BASELINE	TARGETS						RESP. DEPT
						2010/2011				2011/20 12	2012/201 3	
						Q1	Q2	Q3	Q4			
DEMOCRACY & GOVERNMENTS	To promote participation of stakeholders	Number of Council meetings	Process	Quarterly	Council meetings are in place	1	1	1	1	Minimum 4 Council meetings	Minimum 4 council meetings	CS
		Number of EXCO meetings	Process		EXCO meetings are in place	2	1	2	1			CS
		Number of meetings per Portfolio	Process		Portfolio Committees are functional	1	1	2	2	Total 6 meetings per Portfolio	Total 6 meetings per Portfolio	CS
		Number of Finance Portfolio Meetings	Process	Monthly	Finance Portfolio is in place	3 Finance Portfolio meetings	3 Finance Portfolio meetings	3 Finance Portfolio meetings	3 Finance Portfolio meetings	12 Finance Portfolio meetings in a year	12 Finance Portfolio meetings in a year	CS
		Number of Oversight Committee meetings	Process	Once in year	Oversight Committee is in place	0	0	1	0	2 Oversight Committee meetings in a year	2 Oversight Committee meetings in a year	CS
		Number of meetings per Ward Committee	Process	6 Times in a year	Number of meetings per Ward Committee	2	5	5	Review all policies by end of 2010/2011	6 Ward Committee meetings in a year	6 Ward Committee meetings in a year	CS

ANNEXURE J1: DETAILED SPATIAL DEVELOPMENT FRAMEWORK

ANNEXURE J2: DISASTER MANAGEMENT PLAN

Ingwe has not prepared its Disaster Management Plan. This will be undertaken in the 2011/12 financial year.

APENDICES K

K1	Land Use Management Framework	n/a
K2	Land Use Management System	To be undertaken
K3	Coastal Zone Management Plan	n/a
K4	Waste Management Plan	n/a
K5	A. Water Service Development Plan (All WSA's)	District Plan available
	B. Water Resources Plan	n/a
	C. Forestry Plan	No
K6	Integrated Transport Plan (Reticulation)	District Plan available
K7	Housing Plan	Available on website
K8	Energy Master Plan (Reticulation)	No
K9	Local Economic Development Plan	Adopted plan available. Being reviewed
K10	Infrastructure Investment Plan (EPWP Compliant)	To be undertaken in the 11/12 financial year
K11	Area Based Plans (Land Reform)	No
K12	Organisational PMS	Being finalised. Will be included in final IDP Review
K13	IDP Process Plan / IDP Framework Plan	Attached
K14	Organogram	Attached
K15	Annual Report	Available on website
K16		