



**IMBABAZANE LOCAL MUNICIPALITY
INTERGRATED DEVELOPMENT PLAN (IDP)
2011/12 TO 2015/2016**



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FOREWORD BY THE MAYOR



This Integrated Development Plan (IDP) is a plan on how the Municipality will spend its resources over the next five years. It also helps us set out our budget priorities for the next 5 years. Each year the IDP is reviewed and necessary adjustments effected. These adjustments will be a culmination of all comments raised through public participation meetings.

The IDP clearly outlines specific powers and responsibilities allocated to local government. Imbabazane Municipality is responsible for the provision of alternative energy, provision of water via water tankers and the provision of general services. The Department of Human Settlements is responsible for the provision of housing, the provision of water and sanitation is the responsibility of the Uthukela District Municipality and electricity distribution is undertaken by Eskom.

I feel this division of responsibilities between different Spheres of government is important to understand to appreciate the role the Municipality plays in each. We will make every effort to improve inter-government relations between all spheres to ensure that our activities are coordinated effectively.

Although we only play a facilitation role in the provision of certain services e.g. water, sanitation, electricity and housing, we will strive to ensure that the needs of our communities are addressed in an effective and efficient manner.

We have conducted a thorough research into the challenges facing our Municipality. This research culminated in us developing our strategic focus areas which are detailed later in this document. These strategic focus areas are aligned to those of the National Government. One of these is Infrastructure development and service delivery. We want to use infrastructure development in a way that will make our region more attractive to investors. This will further assist in the development of the very scarce skills.

We have developed a policy that states that all companies that will be awarded a contract will have to ensure that transfer of skills take place. We will monitor this and are prepared to enforce it through all means. This will not only create jobs but will ensure that scarce skills are developed too.

We have engaged with private companies to look at ways of helping in the development of the infrastructure in the area. Public-Private Partnerships, if managed properly, creates opportunities for everybody and especially the vulnerable groups. Through infrastructure development, we want to create as many jobs as possible. We will look to support the President in ensuring that "2011 is year of job creation"

Another very important focus area is Municipal Institutional Development and Transformation. The main focus of this is to make our administration effective, efficient and transparent. We will focus on filling all key vacant posts within the municipality to improve our service delivery.

We are very clear of challenges ahead of us and have indeed, after very careful consideration, developed solutions to best address these challenges.



The entire administration from top to bottom is ready and eager to go the extra mile to ensure the delivery of services to our community.

We look forward to interacting with you in due course. We are open to all comments and suggestions and will ensure that each point is given sufficient consideration.

We therefore invite each and every one of you to come forward and help us achieve our vision.

**HIS WORSHIP THE MAYOR
COUNCILLOR H.E. DLAMINI**



INTRODUCTION BY THE MUNICIPAL MANAGER



The Mayor has outlined broadly what this strategic document intends to achieve over the next five years. He has detailed all the stakeholders involved and the types of service they would offer.

In accordance with the constitution of the country, each municipality must report to its citizens the challenges it faces and the solutions to address those challenges. This strategic document is aimed at doing just that. The IDP details the current situation, the challenges faced, and solutions to address the challenges.

One of the focus areas for the next 5 year term will be to ensure a coordinated approach by all spheres of government within our municipality. My office will strive to improve the IGR between all entities operating within our municipal boundaries.

Performance Management is another of our focus areas. My office will ensure that an

effective performance management system is implemented to promote accountability within the municipality.

Our human resource strategy will look to address the needs for scarce skills within the municipality. It will strive to ensure that all key vacancies are filled by individuals that will enhance the level of service offered by the municipality.

Training and skills development is another key focus area within the municipality. We will ensure that the Work Place Skills plan is effectively implemented within the organisation.

To achieve the strategies and targets set out in the IDP will require a coordinated effort from all stakeholders within the municipality (including the community). We all need to forge towards one goal and constantly adapt to the changing environment we are faced with.

Let us stand together and make a difference.

MR NDLELA
MUNICIPAL MANAGER.



EXECUTIVE SUMMARY

Imbabazane Local Municipality is one of the local municipalities under UThukela District Municipality. This Municipality was established in 2000 and comprising of two areas, namely Ntabamhlophe and Loskop. This municipality boasts six traditional authorities and is very rural in nature.

The Municipality like any other municipalities in the country is faced with a variety of challenges. These include amongst others, inadequate access to basic services, inadequate transport system, high levels of illiteracy, poverty, unemployment, HIV and AIDS epidemic and insufficient resources for infrastructure development.

We have however developed strategies to address these. These are discussed below.

Some of the key strategic interventions to address the above mentioned challenges:

- Education and Health. The municipality has developed HIV and AIDS strategy mainly focusing on preventative methods, counselling and living positive life. We further intent to intensify our efforts in collaborating with other stakeholders in addressing the challenges of education and health. Other areas of collaboration include supply of water and sanitation to our citizens to address diseases before they start. With the help of the province, no fee schools will continue to be implemented, allocate bursaries to the deserving, initiate nutrition and very importantly implement HIV and AIDS projects. We will also implement campaigns against the use of drugs.

- LED strategy, its main focus being the creation of jobs and skills development. In addition, there are various projects earmarked to promote economic development and hence create jobs in the process. These projects will be discussed fully under projects below. Our overall strategy revolves around two very important issues, economic development and creation of jobs.
- Infrastructure development and basic service delivery. Various strategies have been adopted to address this. Their main focus would be luring all stakeholders including the province, UThukela District, Eskom and others to invest in Imbabazane. We believe very strongly that infrastructure development is vital in ensuring that our vision is met.

We have developed very clear outputs to measure our progress. These outputs are clearly detailed in the organisational scorecard. Performance plans and departmental score cards aligned to the organisational score ensures guaranteed delivery of our outputs.



IDP PROCESS PLAN 2011/12

BACKGROUND

Integrated development plan (IDP) is a planning method to help the Municipality to develop a coherent, long term plan for the coordination of all development and service delivery. This 5 year plan aligns the resources and the capacity of the Municipality to its overall.

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

The IDP helps to:

- Ensure effective and efficient use of scarce resources
- Speed up service delivery
- Attract additional Investment
- Attract additional funds
- Strengthen democracy and hence institutional transformation
- Overcome the apartheid legacy at local level, and
- Promotes intergovernmental coordination

The figure below outlines the IDP process



Figure 1: IDP Process

Section 26 stipulates the following core components of the Integrated Development Plans:

An IDP must reflect-

- The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to municipal services



- The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs
- The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality
- The spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality
- The council's operational strategies
- Applicable disaster management plans
- A financial plan, which must include a budget projection for at least the next three years and the key performance indicators on performance targets determined in terms of section 41

OBJECTIVE AND APPROACH ADOPTED

OBJECTIVE

As mentioned previously, the IDP seeks to reflect the strategic development plan of the municipality for the next five years. It talks to issues of budgets, governance, infrastructure and service delivery, land management, promotion of local economic development and institutional transformation.

Imbabazane Local Municipality intend to continue to develop the IDP as an effective management tool for the municipality, this include:

- creating a greater level of focus and thereby improving on the strategic nature of the document;
- aligning this strategic document with the realities of the resources, both financial and human, available;
- alignment of the IDP with the activities of the sector departments and other service providers (and vice versa i.e. influencing their planning); and
- alignment of the IDP with the various sector plans.

OVERVIEW OF APPROACH TO 2011/12 IDP PLANNING

The six key activities for this process include:

- the Strategic Review of the contents of the 2009/10 IDP document;
- the finalization of sector plans;
- alignment with sector departments and service providers;
- a filtering process whereby the reviewed IDP and Sector Plans are integrated with the
- resource framework;
- the development of a detailed implementation framework; and
- finally, the preparation of the IDP.
- The review of Spatial Development Framework



ORGANISATION ARRANGEMENTS

IDP STEERING COMMITTEE

Our council decided to establish an IDP steering committee, which will act as support service to all other stakeholders. This committee consists of the following members:

- The IDP Manager
- EXCO Councillors
- UThukela District Municipality
- The IDP Professional Support Services
- Municipal Heads of Departments
- Representatives from the Provincial government (Planning section)

TERMS OF REFERENCE FOR THE IDP STEERING COMMITTEE

The Steering Committee is tasked with the following responsibilities:

- To provide terms of reference for various planning activities
- Commission research studies or any other information collection activity
- Assess proposals from the project teams improvements or amendments to be made
- Process, summarise and document outputs
- Make content recommendations to the IDP Representative Forum and Council
- Prepare, facilitate and document meetings

- Assess and comment on the inputs from the sub-committees, study teams and consultants, inputs from the provincial sector departments.

IDP MANAGER

The IDP Manager is an official of the municipality assigned the responsibility of championing the IDP process. Amongst other, the following responsibilities have been allocated to the IDP Manager for the IDP Review Process:

- To ensure that the Process Plan is finalised and adopted by Council;
- To adjust the IDP according to the proposals of the MEC;
- To identify additional role-players to sit on the IDP Representative Forum;
- To ensure the continuous participation of role players
- To monitor the participation of role players;
- To ensure appropriate procedures are followed;
- To ensure documentation is prepared properly;
- To carry out the day-to-day management of the IDP process;
- To respond to comments and enquiries;
- To ensure alignment of the IDP with other IDP's within Uthukela District Municipality;
- To co-ordinate the preparation of the Sector Plans and their inclusion into the IDP documentation;
- To co-ordinate the inclusion of the Performance Management System (PMS) into the revised IDP.
- To submit the reviewed IDP to the relevant authorities.



ROLES AND RESPONSIBILITIES

INTERNAL ROLE PLAYERS

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

EXTERNAL ROLE PLAYERS

- Relevant Government Departments through stakeholders forum
- Representatives forum/ Civil Society and ward committees
- UThukela District Municipality
- Consultants
- Traditional Council

The responsibilities allocated to each of the role players are set out in the following table:

Internal Role Players

Role Player	Roles and Responsibility
Council	<ul style="list-style-type: none"> • Final Decision making • Approval of the reviewed IDP document
Councillors	<ul style="list-style-type: none"> • Link the IDP process with their constituencies • Organising the public participation
Mayor	<ul style="list-style-type: none"> • Decide on the process plan • Be responsible for the overall management, coordination and monitoring of the process and drafting of the IDP review documentation.
Municipal Officials	<ul style="list-style-type: none"> • Provide technical / sector expertise • Prepare selected sector plans • Prepare draft progress proposals
Municipal Manager	<ul style="list-style-type: none"> • Decide on planning process • Monitor the entire process • Provide overall management and co-ordination of the document
IDP Manager	<ul style="list-style-type: none"> • Day to day management of the process
IDP steering committee	<ul style="list-style-type: none"> • Provide support services to Municipal Manager, IDP manager and Representative Forums • Identify information "GAP" • Oversee the alignment of our planning process with other local municipalities



External Role Players

Role Player	Roles and Responsibilities
The District Municipality	<ul style="list-style-type: none"> • Coordination role for local municipalities • Ensure horizontal alignment of our IDP with other IDP's of local municipality • Ensure vertical alignment between the district and local planning • Facilitate vertical alignment of our IDP's with other spheres of government and sector departments. • Provide platform for joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists
Representative Forum / Civil Society	<ul style="list-style-type: none"> • Representing stakeholder interest and contributing knowledge and ideas.
Government Departments through stakeholders forum	<ul style="list-style-type: none"> • Provide data and information • Provide Budget guidelines • Align the budget with the IDP • Provide professional and technical support
Consultants	<ul style="list-style-type: none"> • Provide the required specialist services for various planning activities • Facilitate planning workshops • Provide guidance on sector plans • Assist with the proper integration of the document



SITUATIONAL ANALYSIS

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

This Municipality was established in 2000 and mainly consists of Ntabamhlophe and Loskop Area. There are six Traditional Authorities within the jurisdiction of Imbabazane. The municipality has no established town and it only covers the rural areas.

POPULATION STATISTICS

The 2007 community survey indicated that the total population in Imbabazane Municipality is 140 745, with 24 559 households. This indicates a marked increase of 20,820 from 2001 statistics. Our Municipality has the third largest population in the Uthukela District, Emnambithi being the most populated municipality.

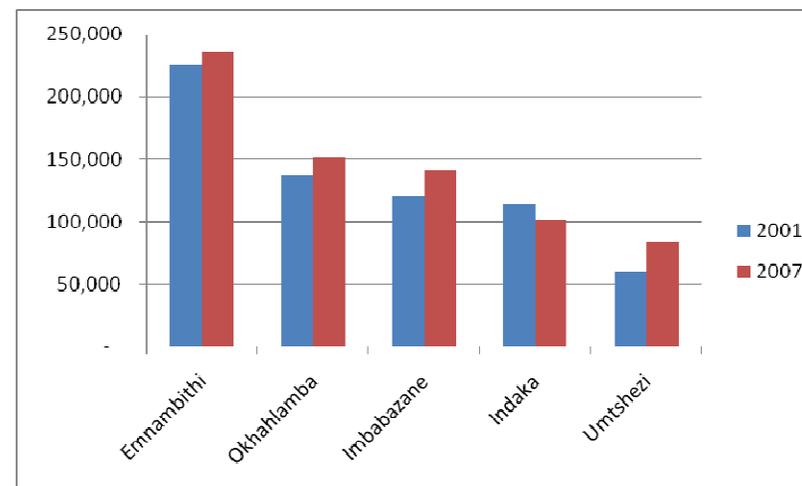
The population distribution of each local municipality within the Uthukela District is reflected in the table below.

Municipality	2001	2007
Emnambithi	225 459	236 748
Okhahlamba	137 525	151 441
Imbabazane	119 925	140 745
Indaka	113 644	101 557
Umtshezi	59 921	83 906

Figure 2: Population Size

Source: Statistics SA 2001 and Community Survey 2007

Graphical representation of the above information is reflected herein below:



Graph 1: Population size



The population in Imbabazane Municipality is unevenly distributed amongst its wards. The most and least populated wards being ward 11 and ward 9 respectively.

Ward	Size in KM2	Population	Households Size
1	122	8916	1353
2	78	10313	1627
3	29	9717	1523
4	28	10111	1605
5	21	6237	949
6	52	8328	1409
7	27	7516	1039
8	228	9132	1399
9	40	5909	885
10	67	10514	1701
11	20	15124	2471
12	140	8777	1486

Table 1: Population and Households per Ward

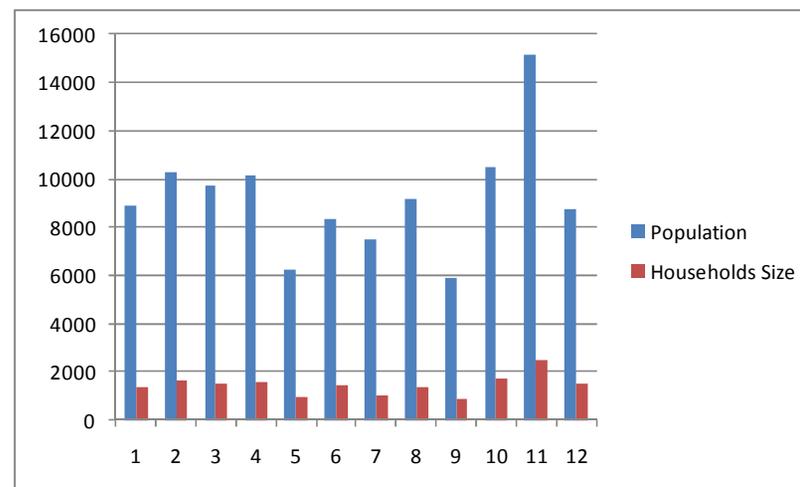


Figure 3: Population and Households per Ward

RACE CLASSIFICATION

The race distribution of Imbabazane indicates that the majority of people living in the area are Black. The table below reflects the population per race group

Race	Population
Black	140,534
Coloured	204
Indian	0
White	15

Table 2: Population per Race Group

Source: Community Survey 2007



GENDER PROFILE

The stats again indicate that there are more females than males in our area.

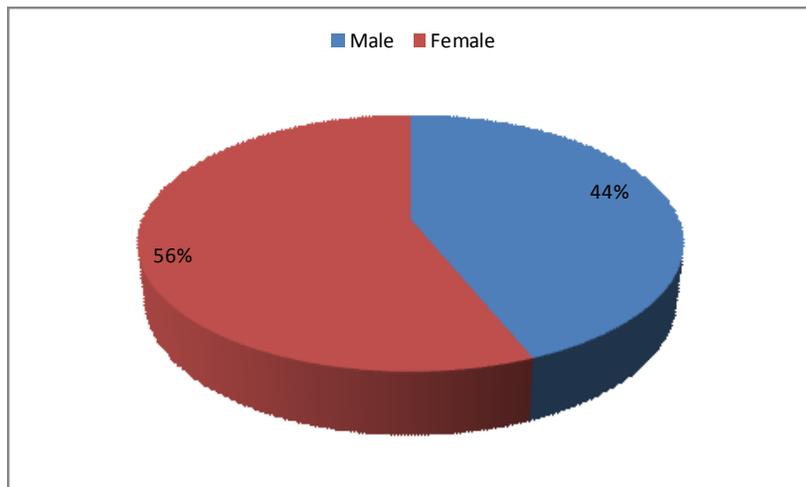


Figure 4: Population by Gender Source:
Community Survey 2007

HEALTH, SOCIAL AND COMMUNITY DEVELOPMENT

Imbabazane as a municipality in South Africa is a reflection of a broader society, with a dichotomy of rich and poor, skilled and unskilled, wellness and sick. It is characterised by the vulnerable groups that finds themselves on the margins of the society e.g. youth, women, the disable and those affected by extreme poverty.

When social and human development is low, the social fabric of the society begins to disintegrate. This manifests itself in terms of high alcohol, substance abuse, crime directed at women and children etc. HIV/AIDS/Sexually Transmitted Infections (STIs) and TB are yet other challenges that are closely linked to the social and human development capacity of citizens. An investment in health, social and human development is a critical cornerstone in transforming service delivery to attain sustainability, active community engagement and good governance. It must be stressed that such investment cannot be attained by a singular department or governmental or non-governmental entity, but has to be incorporated into all government's developmental and service delivery strategies and delivery arms, such as housing, transport, education, human resources, etc

This can be further discussed under the following headings:

- Education
- Health
- Welfare
- Sports and recreation
- Telecommunication



EDUCATION

The main challenge facing our municipality in this area is lack of skills. Preschool facilities and services are provided by parents that neither have training nor expertise of providing such service.

Though Department of Public Works has really assisted with the erection of some preschool facilities, the challenge again remain with training of educators, provision of equipment and any materials to use.

There are very high levels of illiteracy in this area as the entire Municipality is rural in nature. Out of the total population of 140 745, 78 237 (56%) people do not have any formal education, 37 669 (27%) only have primary education, 24 418 (17%) with secondary education and only 421(.002%) went through tertiary education.

One of our interventions addressing the problem of illiteracy is to establish a library and in Ntabamhlophe and Loskop. We further plan to roll out programs that will promote the culture of learning and teaching in the area.

HEALTH

The primary health care remains one of our focussed areas. This will be in consultation with all other stakeholders involved in this sector. We managed, with the assistance of other stakeholders, to erect five clinics and twenty two mobile clinics. All this institutions are supported by the Estcourt Hospital. Though significant strides have been made in addressing health issues, significant number of our people still does not have access to primary health care.

HIV and AIDS remained stubbornly high despite aggressive programmes by various stakeholders involved in health sector discouraging irresponsible behaviour. The most infected is the youth and then followed by pregnant women.

This results in slow population growth and has an effect on the speed at which services are delivered. Sick person cannot delivery goods and services at the same pace as a health person. This indirect escalate poverty as economically active people die as result of such a disease. The cost associate with becomes unbearable as more orphans are created, more sick persons require more resources from the Department of Health and Social Development.

Over the next five years, we will have various programmes aimed at reducing the rate of infections amongst the youth and everybody in general.

WELFARE

The president of the country has repeated a call that South Africa is a development state not a welfare state. He further stated that all citizens eligible to receive grants must be afforded that opportunity.

The grant funding on the citizens contribute about R38 857 800 to the local annual per capita income. The main risk with this is the dependency it creates, rather providing citizens with opportunities for self advancement.

We will continue with our drive o ensure that those eligible to receive grants, receive them.



We will further ensure that recipients of grants are not charged exactly the same way as the working class. This includes engaging taxi operators to adjust their fees towards this group etc.

SPORTS AND RECREATION

A healthy mind is an essential ingredient towards maximising social and human development and economic opportunities. We will continue to provide and maintain community facilities for the benefit of all our citizens. We will furthermore promote the creative utilisation of such facilities so to ensure maximum benefits of our citizens.

We have formed Imbabazane Football Association to run and manage soccer development in the area. This association is an affiliate of SAFA. A competitive soccer league has been established and about seven teams are participating in that league. We host a Mayoral tournament annual to further enhance the soccer development in the area.

We acknowledge that other sporting codes are neglected. With this in mind we have planned various initiatives to develop interest of other sporting codes. Our focus will be developing these at school level.

TELECOMMUNICATION

The infrastructure for communication purposes is available in the area. It is available through all networks, namely Telkom, MTN, Vodacom and Cell C. There are still areas where reception is still a grave concern. There are negotiations with the network operators to try and attend to those areas. This is expected to finalise in the near future.

The figure below illustrates the number of households that had access to a cellphone, radio, computer, television and landline telephone.

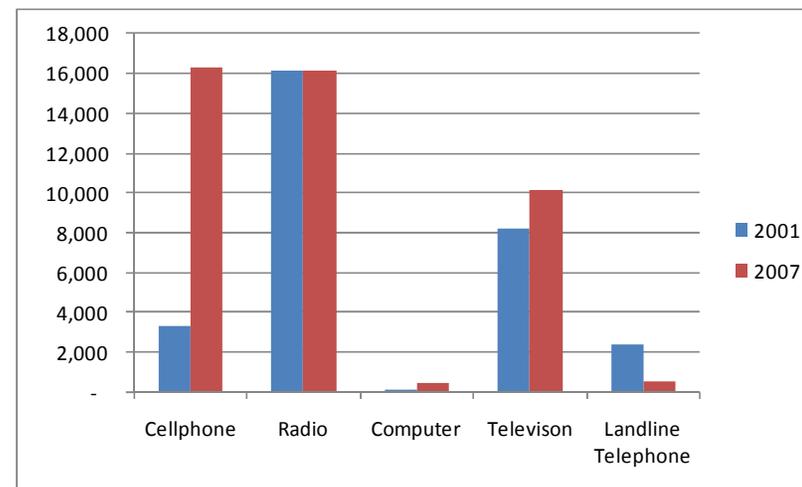


Figure 5: Households with access to telecommunication devices

CELLPHONE

The proportion of households that had a cell phone increased from 14.5% in 2001 to 66.4% in 2007 as shown in the figure above.

RADIO

As depicted in Figure 5 above, nearly 70.1% of the population had access to radio services in 2001 whereas approximately 65.6% of the



population had access to radio services in 2007, indicating a decrease of about 4.5%.

COMPUTER

The results reflected above shows that the proportion of households that had a computer in the area of Imbabazane increased from 0.5% in 2001 to 1.9% in 2007. This remains fairly low.

INTERNET FACILITIES

The total number of households that had access to internet in Imbabazane was only 12.

TELEVISION

The statistics showed that the number of households who had a television increased from 35.6% 2001 to 41.3% in 2007.

LANDLINE TELEPHONE

As depicted there was a substantial decrease from 2001 to 2007 of households with access to a landline telephone. This was as a result of the increase in availability of cellphones which recorded an increase in the same period.

PHYSICAL INFRASTRUCTURE

Investment in infrastructural assets is considered to be an important enabler of economic growth and poverty reduction. Our municipality will continue to ensure the provision of basic services, access to social services and human resource development in areas of need.

HOUSING

Land Reform

Imbabazane community is one of the communities that benefitted from the Land reform programme of the National Government. Amahlubi tribe regained about 13000ha of prime land. This land could be utilised for various purposes. There are numerous claims still underway. These include claims made by Kwandaba Communal Association, kwa-Majuba Communal association, Iphangandlovu LRAD project Communal Property Association. Though the Department of Land Affairs and Rural Development are handling these claims, we play a vital role in speeding up the finalisation of these matters.

Dwelling Type

Imbabazane showed a decrease of 9% from 2001 to 2007 in the number of households living in formal dwellings. The proportion of households living in informal dwellings remained relatively unchanged over the same period.



We acknowledge that a shelter is a constitutional right for every citizen. We further accept that there is a great need for formal housing within our jurisdiction. We therefore embarked on a number of projects to ensure the delivery of such a basic service. There are currently about seven housing projects that are being investigated. These projects include Good–Home Housing project, Zwelisha Housing project, Lochsloy housing project, Ephangweni Housing project, Sobabili Housing project and Mqedandaba Housing Project. Some of these projects are already at the implementation stage.

Tenure Status

The majority of households in Imbabazane are owned and have been fully paid off. The figure below reflects the tenure status:

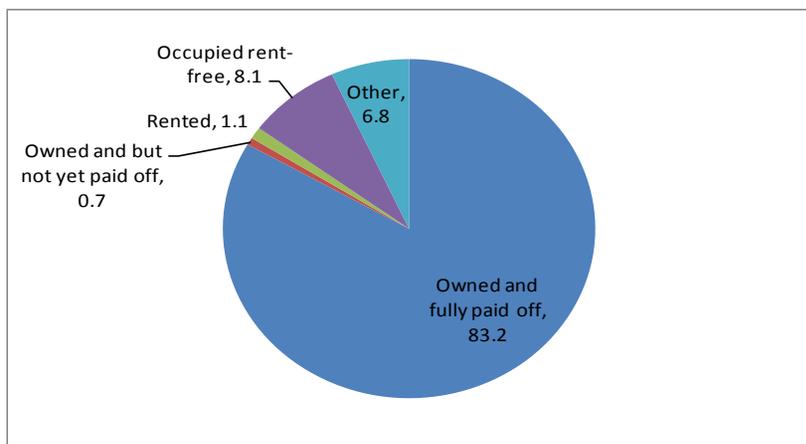


Figure 6: Tenure Status Source: Community Survey 2007

SOURCE OF ENERGY FOR LIGHTING, COOKING AND HEATING

The proportion of households using electricity for lighting decreased from 64.3% in 2001 to 60.1% in 2007.

Percentage distribution of households by type of energy/fuel used for lighting

	Census 2001	CS 2007
Electricity	38,8	62,3
Gas	0,6	-
Paraffin	7,6	3,0
Candles	52,0	33,9
Solar	0,3	0,4
Other	0,6	0,4
Total	100,0	100,0

Figure 7: Households using electricity for lighting

Source: Community Survey 2007

The proportion of households using electricity for cooking increased from 16.9% in 2001 to 24.2% in 2007.



Percentage distribution of households by type of energy/fuel used for cooking

	Census 2001	CS 2007
Electricity	17,4	33,7
Gas	3,8	4,5
Paraffin	16,7	25,7
Wood	57,2	35,0
Coal	0,9	0,3
Animal dung	3,2	0,8
Solar	0,2	-
Other	0,5	-
Total	100,0	100,0

Figure 8: Percentage of households using electricity for cooking

Source: Community Survey 2007

The proportion of households using energy for heating decreased from 13.6% from 2001 to 12.9% in 2007.

Percentage distribution of households by type of energy/fuel used for heating

	Census 2001	CS 2007
Electricity	13,7	17,0
Gas	1,1	0,5
Paraffin	11,5	14,6
Wood	66,3	60,0
Coal	1,6	2,2
Animal dung	3,6	1,6
Solar	0,4	-
Other	1,9	4,1
Total	100,0	100,0

Figure 9: Percentage of households using electricity for heating

Source: Community Survey 2007

PIPED WATER

The Water Service Provider for the Imbabazane Municipal Area is the Uthukela District Municipality who is also the Water Service Authority for the Uthukela District. Our role and responsibility is to engage the District on progress and to facilitate the speedy delivery of the services.

The results show that the proportion of households that had access to piped water decreased from 55.9% in 2001 to 44.4% in 2007.

Through infrastructure investment we will continue to advance the delivery of water services to our community. We will liaise with Uthukela and other stakeholders to ensure speedy delivery of the service.

Percentage distribution of households by type of water source

	Census 2001	CS 2007
Piped water		
inside the dwelling	4,6	5,9
inside the yard	7,8	12,5
from access point outside the yard	39,4	28,8
Borehole	10,8	31,0
Spring	23,2	11,3
Dam/pool	2,8	2,1
River/stream	5,6	5,5
Water vendor	1,5	1,7
Rainwater tank	1,2	0,1
Other	3,1	1,1
Total	100,0	100,0

Figure 10: Percentage households by water source

Source: Community Survey 2007



TOILETS FACILITIES

The statistics below reflects a decreased of percentage of households with no toilet from 11.3% in 2001 to 8.2% in 2007.

The percentage of households using pit latrines again decreased from 84.1% in 2001 to 71.6% in 2007.

The percentage of households using bucket toilet was completely eradicated in 2007.

Percentage distribution of households by type of toilet facilities

	Census 2001	CS 2007
Flush toilet (connected to sewerage system)	4,3	3,6
Flush toilet (with septic tank)	3,0	2,3
Dry toilet facility	-	27,4
Chemical toilet	2,4	16,1
Pit latrine with ventilation (VIP)	14,0	35,9
Pit latrine without ventilation	51,1	0,1
Bucket latrine	1,3	-
None	24,0	14,5
Total	100	100

Figure 11: Percentage households by type of toilet facilities

Source: Community Survey 2007

REFUSE REMOVAL

The figure below show that the proportion of households whose refuse was removed either by a local authority and or a private company decreased from 1.6% in 2001 to .9% in 2007.

The households however with no access to refuse removal show a notably decrease from 26.8% in 2001 to 15.4% in 2007.

Percentage distribution of households by type of refuse disposal

	Census 2001	CS 2007
Removed by local authority/private company at least once a week	4,2	5,5
less often	0,7	1,2
Communal refuse dump	0,6	1,3
Own refuse dump	77,0	84,7
No rubbish disposal	17,6	5,7
Other	-	1,5
Total	100,0	100,0

Figure 12: Percentage of households by type of refuse disposal

Source: Community Survey 2007



SAFETY AND SECURITY

CRIME

Formal statistics relating to crime in the area of Imbabazane could not be located. Based on constant discussions we have with SAPS and the Mayor, we noted that high incidence of crime relate to victimisation of tourists, theft of live stock and other petty crime.

In addressing that we have established community policing forums in different communities. Those community policing forums work very closely with the SAPS.

DISASTER MANAGEMENT

The location of this Municipality make if prone to natural disasters. We have had various disaster ranging from heavy snow falls, floods etc. Other challenges close to this are veld fires and high road accidents.

Disaster management plan has been established and adopted. We have further agreed to establish fire and emergency section within the Municipality. The council has further resolved to engage a 24 hour fire fighting service.

ENVIRONMENTAL MANAGEMENT



THE MEDIUM TERM STRATEGIC FRAMEWORK (MTSF) NATIONAL GOVERNMENT

The basic thrust of MTSF 2009 – 2014 is to improve the conditions of life of all South Africans and contribute to building a better Africa and a better world. Given the new challenges arising from the dramatic changes in the global economic environment,

The main focus in the current period is to minimise the impact of the economic downturn on the country's productive capacity as well as jobs and poverty-reduction measures, to identify opportunities for new areas of growth and economic participation, and progressively to set the country on a new growth and development path. Fundamental to the attainment of all our objectives is a growing economy, appropriately transformed, so that the benefits of growth are shared by all. In this regard, the programmes we undertake should aim at reducing inequality. The central objective and mission is to set the country on a higher and sustainable growth trajectory by the end of the mandate period (2014) with an expanded and more diversified economic base, with unemployment and poverty having been halved (compared to 2004) and with greater equity and social cohesion. This includes universal access to electricity, water and sanitation in decent community settlements.

The MTSF base document is meant to guide planning and resource allocation across all spheres of government. National and provincial departments in particular will need immediately to develop their five-year strategic plans and budget requirements, taking into account the medium-term imperatives.

Similarly, informed by the MTSF and their 2006 mandates, municipalities are expected to adapt their integrated development plans in line with the national medium-term priorities

The following objectives are identified:

- halve poverty and unemployment by 2014
- ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- improve the nation's health profile and skills base and ensure universal access to basic services
- improve the safety of citizens by reducing incidents of crime and corruption
- build a nation free of all forms of racism, sexism, tribalism and xenophobia.

The priority areas to give effect to the above strategic objectives are:

- more inclusive economic growth, decent work and sustainable livelihoods
- economic and social infrastructure
- rural development, food security and land reform
- access to quality education
- improved healthcare
- the fight against crime and corruption
- cohesive and sustainable communities
- creation of a better Africa and a better world



- Sustainable resource management and use a developmental state, including improvement of public services.

The national government has set a very clear tone on the vision of this country. The provincial government has taken major steps in ensuring that all their programmes are aligned to that of the national government

THE OUTCOMES APPROACH

In January 2010, Cabinet adopted 12 Outcomes. All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets for the 2011/12 MTREF. The 12 outcomes are:

- Improved quality of basic education.
- A long and healthy life for all South Africans.
- All people in South Africa are and feel safe.
- Decent employment through inclusive economic growth.
- A skilled and capable workforce to support an inclusive growth path.
- An efficient, competitive and responsive economic infrastructure network.
- Vibrant, equitable and sustainable rural communities with food security for all.
- Sustainable human settlements and improved quality of household life.

- A responsive, accountable, effective and efficient local government system.
- Environmental assets and natural resources that are well protected and continually enhanced.
- Create a better South Africa and contribute to a better and safer Africa and World.
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

KWAZULU-NATAL PROVINCIAL PRIORITIES

The provincial government directed by the national government has developed their own priority focus areas. These can be directly linked to the strategic priority areas of the national government.

- Strengthen government and service delivery
- Integrated investment in community infrastructure
- Promote sustainable economic development and job creation
- Development human capability
- Implement a comprehensive provincial response to HIV/AIDS
- Fight poverty and protect vulnerable groups in society

IMBABAZANE LOCAL MUNICIPALITY

Our Municipality fully subscribe to the priorities as set by both the national and the provincial government. We will do our utmost to



ensure that we contribute towards the realisation of the vision 2014 as reflected in the Medium Term Strategic Framework (MTSF National Government).

Aligned to the provincial priorities here in our priority focus areas:

- Infrastructure and Basic Service Delivery
- Human Settlement (Housing)
- Institutional Financial Viability
- Development of Economic base and Job Creation
- Performance of Municipal Powers and Functions
- Intensifying the fight against HIV and AIDS
- Public safety and security
- Rural Development and Agrarian Reform
- Institutional capacity Development



DEVELOPMENT STRATEGIES

VISION

In 2020, Imbabazane shall be a sustainable and a competitive environment area, which provides opportunities to all resident to grow and prosper economically and socially.

MISSION

To provide efficient and effective infrastructure, as well as basic service delivery, thereby creating a conducive environment for private/public investment to flourish.

In order to achieve the vision and mission, the Municipality must

- Provide an enabling environment that promotes sustainable economic growth and development by
 - Ensuring that there are effective and efficient institutional arrangements in place to create an enabling environment for sustainable development
 - Striving to achieve a balance between investment in poverty alleviation, on the one hand, and strategic investment in ensuring that pre-conditional are in place to promote economic growth on the other

- Ensuring that development is within sustainable environment (social, economic and natural) limits at all times
- Ensuring that all residents have access to basic services

BATHO PELE PRINCIPLES

Batho Pele is an initiative to get public servants to be service orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement. It is a simple, transparent mechanism, which allows customers to hold public servants accountable for the type of services they deliver.

Our Municipality fully subscribe to these principles.

CONSULTATION

There should be constant consultation with the community regarding the quality they want to receive.

SERVICE STANDARDS

We should aim to achieve the highest possible standards in everything we do. We should aim to deliver beyond expectations.

ACCESS

All citizens should have equal access to the services they are entitled to.



COURTESY

Citizens should be treated with courtesy and consideration.

INFORMATION

Citizens should be given accurate information about the public services they are entitled to.

OPENNESS AND TRANSPARENCY

Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.

REDRESS

If the promised standard of the service is not delivered, an apology must be offered to the citizens.

VALUE FOR MONEY

Public services should be provided economically and efficiently in order to give the best possible value for money.

ENCOURAGING INNOVATION AND REWARDING EXCELLENCY

National and provincial departments and local government must ensure that an environment conducive to the delivery of the services created to enhance their staffs' capacity to deliver good services.

SERVICE DELIVERY IMPACT

National and provincial departments and local government should demonstrate how effective they are in meeting citizens needs through the collective impact of all their Batho Pele initiatives.

LEADERSHIP AND STRATEGIC DIRECTION

Good leaders ensure that they form partnerships with other organizations serving the same customers, and actively involve and support their customers in meeting their needs and expectations, and they set the vision and direction for the organization.



THE 5 YEAR IDP STRATEGY STRATEGIC FOCUS AREAS

The Municipality has opted to focus on the following strategic focus to overcome the challenges faced by its citizen and most importantly to achieve its vision. These are aligned to the national key performance indicators

STRATEGIC FOCUS AREAS

- Basic service delivery and infrastructure development
- Municipal Institutional development and transformation
- Local economic development
- Municipal financial viability and financial management
- Good governance and public participation

A number of key objectives have been developed for each of the strategic focus area. These objectives will be used to further develop key performance indicators (KPIs) against which performance, implementation, monitoring and reporting will be measured.

These objectives would be further analysed into Service Delivery and Budget Implementation Plan (SDBIPs) which in turn will provide detailed operational plans for the entity as whole and its department.

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Investment in transport and other infrastructure is considered to be an important enabler of economic growth and poverty alleviation.

We have intensified our endeavour to ensure delivery of basic services to areas of need. In terms of the delivery of sustainable service infrastructure, we will focus on the following key infrastructure components:

1. Roads and storm water
2. Public Transport
3. Electricity Services
4. Water and Sanitation

ROADS AND STORM WATER

Significant amount of money has been budgeted to upgrade, maintain and erect new infrastructural assets. The Municipal Infrastructure grant (MIG) is used to fund road networks identified through comprehensive infrastructure development plan process. Our key deliverables in addressing this are listed below:

1. Conduct a backlog study
2. Develop and implement an integrated master plan to deal with road infrastructure. This will include planned



maintenance programme for infrastructure like roads, electricity and water. This will further ensure that the Department of Roads and Transport plans in relation to road networks are fully integrated into our plan.

3. Procure and maintain municipal plant and equipment

ELECTRICITY SERVICES

The entire area of Imbabazane is serviced directly by Eskom. An electrification plan has been developed and forwarded to Eskom for planning and implementation. We will continue to engage Eskom on the planning and implementation programmes aimed at providing electricity to all households. As a measure of output, we have detailed our targets for the short and long term in our organisational scorecard. One of the projects identified is the electrification of Amangwe. The infrastructure for this project has been laid out. The second phase of connecting households will soon take place.

In addition to the above, we have identified households from the indigent register that do not have electricity. These households will be provided with alternative energy/gel supply.

PUBLIC TRANSPORT

We plan to transform and restructure the public transport system. Our objective would be to provide a safe, reliable, effective, sustainable public transport system. This includes

implementing public transport plan developed by UThukela District Municipality. We plan to provide shelters at stopping areas within our jurisdiction.

WATER AND SANITATION

We have put together a number of mechanisms to ensure that water and sanitation are affordable to the poor and indigent community. In terms of water backlogs supplied by UThukela District Municipality, Imbabazane has about 13 464 households without access to portable water. This translates to 10% of the total population of the municipality. On Sanitation, about 11096 households do not have access to proper sanitation. This is about 8% of the entire population. Our core objective is universal access to basic service which aims at reducing the backlogs in line with national and provincial targets.



MUNICIPAL INSTITUTION DEVELOPMENT AND TRANSFORMATION

We planned to intensify effort of developing and sustaining a better public administration in order to deliver the services as efficiently as possible.

Our key fundamentals in achieving the above are the following:

- Improve service culture and workplace ethics
- Optimise staff structure, strategies and policies to promote skills development.

IMPROVING SERVICE CULTURE AND WORKPLACE ETHICS

As part of our effort to accelerate service delivery to all citizens, we have developed and implemented organisational performance management system. This necessitated that all senior managers sign performance contracts. These performance contracts clearly display key performance indicators and targets emanating from the overall score card of the entity. Quarterly reviews are conducted by independent personnel.

Effective implementation of the OPMS depends entirely on the stakeholders involved. In the near future we will focus on training councillors, managers and other community related forums.

OPTIMISE STAFF STRUCTURE, STRATEGIES AND POLICIES TO PROMOTE SKILLS DEVELOPMENT.

The biggest and the most valuable asset, when optimally utilised motivated and developed, of any entity are the people. This however becomes the entity's greatest liability when not used effectively.

Our focus area points will be the following:

- Filing of all posts as reflected on the organogram
- Work place skills plan
- Talent and Time management

We have identified various strategies and or interventions to address issues mentioned above. This will include increased investment in staff through continuous increase in the budget for training and development. Our retention strategy recently adopted sought to improve staff loyalty, staff productivity and really return on investment in staff development.



LOCAL ECONOMIC DEVELOPMENT

We will continue to implement programmes that seek to alleviate poverty through entrepreneurship development. We will also focus on improving skills of our people so to improve their lives in general. We aim to achieve this through the following key deliverables:

- Institutional development
- Formalisation of Ntabamhlophe and Emangweni
- SMME and Second Economy Support
- Sector support
- Provision of Physical infrastructure
- Develop and Expand manufacturing and retail sector
- Enterprise support
- Municipal Functions and Procurement Procedures

INSTITUTIONAL DEVELOPMENT

We will endeavour to foster good intergovernmental relations and will strive to cooperate with private sector, NGO and other role players. Municipal LED forum will be established to enable all stakeholders to participate effectively in matters of local economic development.

FORMALISATION OF NTABAMHLOPHE AND EMANGWENI

Imbabazane is rural in its entirety. Its heavy reliance on surrounding towns like Estcourt and Ladysmith has economical and social

disadvantages. One possible initiative to address that is to formalise Ntabamhlophe and Emangweni. The strategic location of these two areas offers great opportunities for future development.

Already established is a Multi-Purpose Community Centre and Municipal satellite office in Ntabamhlophe and Emangweni respectively.

SMME AND SECONDARY ECONOMY SUPPORT

One of the greatest challenges facing this country is high levels of unemployment and poverty. Employment in the formal sector is shrinking and the hope for job creation is through entrepreneurship development. This will be achieved through tourism programme and agricultural Initiatives. We will assist our communities to establish cooperatives and further equip them with relevant skills to sustain such entities. Significant budget will be allocated to this.

Develop and Expand manufacturing and retail sector

There are only two factories located in our Municipality. It is a shoe factory and a braiding factory. Both factories have immensely contributed to the economic development of the area.

Our discussion with these companies revealed that raw materials are sourced as far as Durban, Cape town and Johannesburg due to lack of supply from within. We have therefore started investigating the possibility of supply the said raw materials within the area



FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

We continue with our effort of ensuring transparency and accountability. We have various strategies developed to achieve that. Our focus will in this regard is

1. Revenue management
2. Clean Audit opinion
3. Debt management

This municipality is heavily reliant on grants to finance its operation. We will continue to explore avenues aimed at maximising our revenue. This will include strict control on our expenditures and looking at ways to enhance our revenue base. Achievement of this objective will make us realise our main objective of delivering services more efficient to our citizens.

Our corruption strategy has been reviewed and it aims to achieve zero tolerance to fraud, corruption and any other mismanagement of funds.

All our employees are required to act with honesty and absolute integrity. The entire management is tasked with the responsibility of providing strong leadership on this matter and to ensure zero tolerance to corporate crime.

As part of our overall strategy, we strive to obtain unqualified audit opinion over the entire life of this IDP

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IDP FRAMEWORK

UThukela District Municipality developed an IDP framework and this framework was adopted by all local municipalities including Imbabazane Municipality. This framework outlines milestones with clear timeframes.

COMMUNITY PARTICIPATION

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

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

Imbabazane municipality on its IDP Process plan stipulates clearly the participation of the ward committee member’s representatives in the



meetings of the IDP Representative Forum. The mayoral Izimbizo are also used as a tool to ensure the participation of the masses in the development and implementation of the IDP, Budget and PMS. The local newspaper and the slot on Radio UKhozi FM are used to publicise and inform the community of the municipal programmes.

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

Traditional Leadership

We view traditional leadership as partners in the implementation of our programs. A sizeable budget will be allocated to ensure that all six traditional leaders are able to inculcate the heritage and culture of these different tribes. Currently the municipality is embarking on a project to consolidate the history and the heritage of each tribe with an intention of preserving them for future generation. Once completed a museum would be established to store and preserve this heritage. The project is as a result of the excellent partnership that we have with the local Traditional Leadership.



MUNICIPAL OBJECTIVES AND STRATEGIES

IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
Roads and Storm water	To develop, upgrade and maintain municipal infrastructure system as means to improve quality life and access to service	<ul style="list-style-type: none"> To conduct backlog study To develop and implement a master plan of Municipal roads To participate in the rural roads transport forum To procure and maintain Municipal Plant and Equipment To upgrade, reseal/ maintain existing road in line with a maintenance plan To develop pedestrian and cycle infrastructure 	Technical Director
Public Transport	To provide a safe, reliable, effective sustainable, public transport system and services	<ul style="list-style-type: none"> To facilitate and ensure the implementation of Public Transport Plan developed by the District To provide shelters at stopping areas 	Technical Services
Electricity	To ensure universal access to electricity by 2012	<ul style="list-style-type: none"> To identify and prioritise electrification projects To facilitate the implementation of electrification of the Master plan of the District To provide adequate street lighting 	
Water and Sanitation (District Function)	To ensure universal access to water and sanitation by 2012	<ul style="list-style-type: none"> To assist the District with the identification and prioritisation of water and sanitation projects as well facilitation of thereof. 	Technical Services



IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
Economic Growth	To create a climate conducive for sustainable economic growth and job creation	<ul style="list-style-type: none"> • To develop, review and implement LED plan • To implement & review agricultural and tourism strategy • To develop marketing strategy to promote investment / development of small medium enterprises (Manufacturing, Agri-processing and tourism sectors). • To promote youth entrepreneurship • To establish LED forum and sub committees • To source funds for LED forums • To promote SMME, Cooperatives and BEE projects 	Development Planning and Community Services
Tourism	To promote Local and Economic Development through tourism	<ul style="list-style-type: none"> • To promote community based tourism • To promote development of new tourism attraction • To develop craft centre / training and programme • To investigate the feasibility for the development of traditional village at Mahlutshini and Amangwe area. • To facilitate the establishment of community tourism association 	Development Planning and Community Services
Agriculture	To promote Local Economic Development through agriculture	<ul style="list-style-type: none"> • To facilitate the establishment of agricultural projects in various settlement in association with the Department of Agriculture and other service providers • To investigate the feasibility for the commercialisation of live stock. • To support the maize, vegetable and beans production initiatives 	Development Planning and Community Services



IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
Youth and Gender	To enhance the active participation of the Imbabazane youth in the mainstream economy	<ul style="list-style-type: none"> • To establish a Youth Advisory Centre • To recruit staff e.g. outreach officer, career councillor and volunteers • To disseminate information to young people on employment (finding work, job preparation),self employment (starting own business, financing), education and training (career planning, skills development),citizenship, health and well being • Linking young people to entrepreneurship support services (business support and finance) • Provision of basic career and business counselling and support to young people • Provision of basic business skills training • Provision of basic computer training • Provision of support to young people in securing exit / livelihood opportunities. • Provision of community outreach 	



IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
Human Settlement (Housing) and Land	To facilitate access to formal housing	<ul style="list-style-type: none"> • To develop and implement a comprehensive housing plan • To establish housing data base demand • To expedite the implementation of prioritised housing projects • To identify strategic, potential parcels of land for development (housing, LED etc) • To partners with Dept of Land affairs in terms of land acquisition 	Technical Services
Community Safety and Security	To promote a safe and a secure environment for the people of Imbabazane Local Municipality	<ul style="list-style-type: none"> • To investigate the possibility of establishing a municipal traffic law enforcement unit and motor vehicle licensing service • To establish an effective fire control services • To provide adequate street lighting and visibility in densely populated areas • To compile and implement disaster management plan • To implement roads safety programme • To conduct crime awareness campaigns in partnership with safety and security department and the community policing forums 	Development Planning and Community Services
Sports, recreation and community centres	To promote all sports codes especially among the youth, develop recreational areas and community centres	<ul style="list-style-type: none"> • To identify areas that are central to locate sports facilities, recreational areas and community centres 	Development Planning and Community Services



IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
Education	To promote the culture of lifelong learning	<ul style="list-style-type: none"> • To establish libraries in Ntabamhlophe and Loskop • To promote literacy and reading among communities and surrounding schools • To facilitate ABET training/ computer skills 	Development Planning and Community Services
Free basic services	To provide free basic services to indigent households within the municipality	<ul style="list-style-type: none"> • To develop and continuously review indigent policy • To develop and continuously review an indigent register of households with/without electricity • To provide free basic electricity to indigent households • To provide alternative source of energy to indigent households without electricity 	Development Planning and Community Services
Refuse removal and cemeteries	To provide a safe and healthy environment	<ul style="list-style-type: none"> • To develop and implement a waste management plan • To develop and maintain a licensed landfill site • To develop appropriate by-laws for waste management • To conduct a cemetery study • To identify new and maintain the existing cemeteries • To develop by laws 	Development Planning and Community Services



IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
Financial Management and Auditing	To manage and use public funds effective, efficient, transparent and in an accountable manner so as to achieve an unqualified audit report	<ul style="list-style-type: none"> • To develop and implement effective financial management systems and policies • Monitor compliance with financial management legislation, policies and regulations • To develop credit control and dept collection policy • Bank and Investment policy • Risk management policy • To develop an efficient and effective internal, financial and performance auditing structures • To develop and implement an anticorruption strategy • To ensure that municipal books are audited in terms of MFMA • To ensure that Annual Financial Statements are compiled in terms of GRAP and submitted in time to Auditor General 	Financial services
Budgeting	To promote transparency and accountability of public finances	<ul style="list-style-type: none"> • To deliver services strictly in line with budget provisions and authorised function • To develop annual budget • To develop a budget policy • Align the IDP and budget • Develop financial plan • Develop the SDBIP • Involve public in the budget preparation process 	Financial services



IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
Asset Management	To ensure the effective and efficient control, utilisation, safeguarding of municipal assets	<ul style="list-style-type: none"> • To develop and implement an efficient and effective asset management system • Develop an asset and liability management policy and maintain an inventory of all municipal assets • Integrate asset management with financial management system 	Financial system
Revenue generation	To prepare for the implementation of the property rates act	<ul style="list-style-type: none"> • To develop and implement revenue raising strategies • To collect revenue on rateable properties • Identify unfounded mandates and reduce expenditure • Develop a debt recovery plan • Reduce grant dependency ratio 	Financial services
Supply chain management	To promote the economical, efficient and effective use of resources	<ul style="list-style-type: none"> • To develop supply chain management systems and structures as per the MFMA and regulations 	Financial services
Administration	To provide efficient and effective internal administration	<ul style="list-style-type: none"> • To develop an institutional development plan linked to IDP and based it on powers and functions of the council • To provide efficient legal service • To review and implement administration policies and by laws • To source funding for adequate office accommodation and depot • To provide an integrated IT system • Development of an efficient and effective archive and registry system 	Corporate Services



IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
Human resources	To capacitate staff to enable them to implement the IDP	<ul style="list-style-type: none"> • To develop and implement a municipal human resources strategy • To undertake a skills audit and job evaluation • Review the work place skills development plan • To train/capacitate staff based on the skills development plan • Review the existing employment equity plan • Introduce and implement learnership programme in partnership with relevant SETA's • Finalise the development of human resources management policies • Recruit staff for budgeted posts • To ensure that employees conduct themselves within the ambits of council HR policies 	Corporate services
Land use management system (LUMS) and planning	To prepare and introduce land use management system covering the hole municipal area	<ul style="list-style-type: none"> • Finalisation and adoption of the land use management system • To community awareness campaigns on LUMS • Prepare development plans for service centres as identified in the spatial development framework • To respond to development planning applications timeously • To facilitate the development on Ntabamhlophe and Loskop service centres into formal towns 	



IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
Integrated Development Plan	To promote integrated, coordinated and sustainable development	<ul style="list-style-type: none"> • To facilitate the preparation and review of a five year integrated development plan (IDP) • To participate in the district planning initiative • Facilitate the preparation of sector plans as components of IDP • To ensure integration / alignment of IDP, PMS and budget processes • To strengthen participation of representative forum and sector departments on the IDP processes 	Municipal Manager / Development Planning and Community Services
Performance management	To ensure council's performance on the implementation of IDP	<ul style="list-style-type: none"> • To develop and incorporate the PMS into councils IDP • To establish performance audit committee. • Ensure that the manager and the section 57 employees sign performance agreements annually • Establish performance evaluation panels for the municipal manager and managers accountable to the Municipal Manager • To prepare an annual performance report • To prepare an oversight report • To report on performance 	Municipal Manager / Development Planning and Community Services



IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
Governance and democracy	To create sufficient and appropriate capacity for effective governance and service delivery	<ul style="list-style-type: none"> • To ensure that council make informed and correct decisions on basis of legislation. • To provide training of councillors on governance matters e.g. Code of conduct, standing orders, delegated powers of authority etc. • To establish portfolio committees of council to ensure speedy service delivery based on powers and functions • Develop an information package for councillors 	Corporate services
Co operative governance	To promote intergovernmental relations	<ul style="list-style-type: none"> • Integrate Imbabazane into the district and provincial governance and service delivery support system and participate in the district IGR structures e.g. district coordinating forum and the district technical forum 	Office of the Mayor
Ward committees	To strengthen governance	<ul style="list-style-type: none"> • To establish ward committees in all 12 municipal wards • To provide technical and logistical support to ward committees • To capacitate ward committees on their powers and functions • To develop and adopt policy on the establishment of ward committees. 	Office of the Speaker
Client satisfaction	To ensure client satisfaction	<ul style="list-style-type: none"> • To undertake client satisfaction survey • To introduce commentary box at reception. • Undertake performance assessment sessions with the representative forum 	Corporate Services



IDP PRIORITY	OBJECTIVES	STRATEGIES	RESPONSIBLE DIRECTORATE
Traditional leadership	To promote partnership between council and the six traditional houses within the municipal boundary	<ul style="list-style-type: none"> • To develop traditional leadership through various participatory programmes 	Office of the Mayor
Thusong Centre	To bring government services closer to the people	<ul style="list-style-type: none"> • Through hosting various government departments at Thusong Centre • Apply for Loskop Thusong centre • Engage in outreach programme 	Office of the Mayor

Table 3: Municipal Objectives and Strategies



HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

INTRODUCTION

PURPOSE

Just like all local government structures, Imbabazane Local Municipality has engaged in process of preparing an Integrated Development Plan (IDP) as an overarching strategic guide for decision-making and development within its area of jurisdiction. In line with legal requirements, the said municipality will also submit its IDP to the Minister for Local Government and Traditional Affairs for noting and comments. Rightfully so, as part of the process, the MEC evaluates all the IDP's in line with the guidelines for the preparation of the latter.

This document presents a Draft Spatial Development Framework (SDF) for Imbabazane Local Municipality. It is informed by the IDP and is intended to provide strategic guideline for future spatial development initiatives.

BACKGROUND

Location

Imbabazane Municipality is located within uThukela District Municipality and forms part of the five local municipalities within the said district. It is situated south of UKhahlamba Municipality, west of Umtshezi Municipality and north of Mooi - Mpofana Local Municipality. It is located at the foothills of the central UKhahlamba Drakensberg Park

(World Heritage Site), and is situated between UKhahlamba, Umtshezi and Mpofana Municipalities (See Map 1 Overleaf). In terms of its extent, it is approximately 853 km² (85 300 hectares) and comprises of approximately twelve wards.

Need for the Spatial Development Framework (SDF)

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

Framework can be summarized as follows:

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



STRUCTURE OF THE DOCUMENT

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

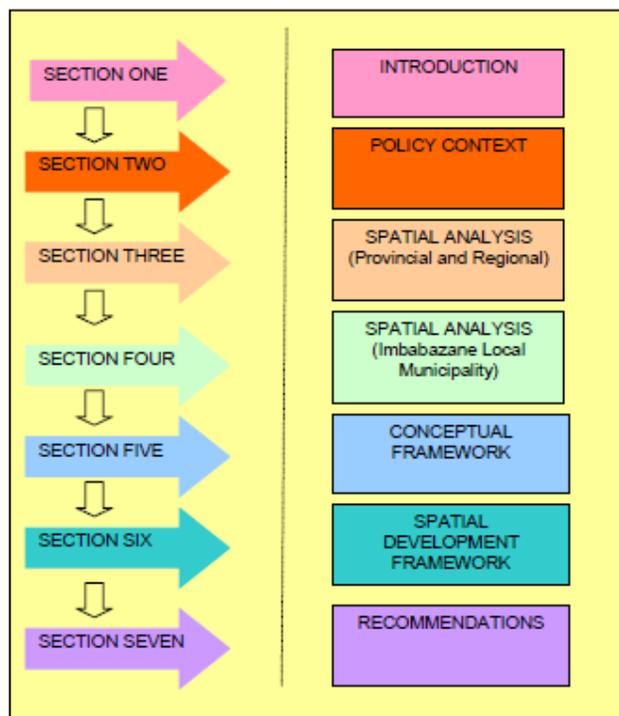


Figure 14: Structure of the report

As indicated on figure 1 above, the report opens with a general introduction which sets the tone and provides an indication of the need for the SDF. It also provides a brief policy context and outlines some of the key national and provincial initiatives that should underpin Imbabazane SDF. The third and fourth section focuses on the spatial analysis outlining some of the critical spatial elements for Imbabazane Spatial Development Framework. The fifth section looks at the conceptual framework and introduces some of the key spatial principles. The sixth section deals with the core of the Spatial Development Framework (SDF). It introduces spatial development principles and concepts as an anchor of reference for the Spatial Development Framework (SDF) whilst the last section, section seven provides recommendations for further investigation.

APPROACH AND METHODOLOGY

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

Desktop Study

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

- Imbabazane Integrated Development Plan (IDP)
- Imbabazane Land Use Management Systems (LUMS)



- Imbabazane Agricultural Development Strategy.
- Imbabazane Tourism Strategy (Analysis Document)
- Imbabazane Local Economic Development Strategy (In Progress)
- Imbabazane Environmental Management Plan (EMP), and
- Housing sector plan etc.

Policy Review

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

Land Use Survey

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

Fieldwork

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

Taking of GPS Co-ordinates

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

Mapping

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

Structured Public Participation

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



Report Writing

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

POLICY CONTEXT

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

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

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

- By focusing economic growth and employment creation in areas where this is most effective and sustainable.
- Supporting restructuring where feasible to ensure greater competitiveness.
- Fostering development on the basis of local potential, and
- Ensuring that development institutions are able to provide basic needs throughout the country. The basic principles of the NSDP that underpins the vision are as follow:
- Economic growth is a prerequisite for the achievement of other policy objectives; key among would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens



e.g. water, electricity, health and education facilities; should be focused on localities of economic growth.

- Efforts to address the past and current social inequalities should focus on people not places.
- In order to overcome the spatial distortions of apartheid, future settlements and economic development opportunities should be channelled towards the activity corridors and nodes that are adjacent to or link the main growth centres. The above mentioned are some and not all of the principles related to National Spatial Development Perspective (NSDP) that seek to guide planning and decision making on a number of aspects.

ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA (ASGISA)

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

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

- Governance and institutional interventions.

PROVINCIAL GROWTH DEVELOPMENT STRATEGY (PGDS)

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

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

DRAFT PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

The Draft Provincial Spatial Economic Development Strategy (PSEDS) seeks to integrate various programs and approach into a coherent unit thus realizing economic potential in various areas. It strives to ensure synergies that exist within various clusters are exploited to their



maximum. The PSEDS also acknowledges the fact that all citizens must be given opportunities to develop and live lives free of poverty. It seeks to transform the structure of the economy thus eliminating the gap between the first and second economy. The four pillars on which the strategy rests are as follow:

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

SPECIAL CASE AREA PLAN (SCAP)

The Special Case Area Plan (SCAP) was formulated in light of the need to ensure protection of natural resources within areas adjacent to the Ukhahlamba Drakensberg Park, which is a World Heritage Site. Map 10 of this report clearly outlines or indicates various proposed zones at the foothill of the UDP in relation to Imbabazane Local Municipality. Clearly, as can be seen, the SCAP purports for the conservation of natural resources whilst also provide an enabling framework for communities to use natural resources in sustainable manner. This is done through the zoning of certain areas for communal agriculture which provide the necessary survival ammunition for local residents. Also, clearly evident is the buffer zone which ensures smooth integration between UDP and other activities which the constituency of the subject municipality might aspire to engage on.

SPATIAL PLANNING GUIDELINES

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

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

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



SPATIAL ANALYSIS

THE PROVINCIAL AND REGIONAL CONTEXT

The N3 Development Corridor

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

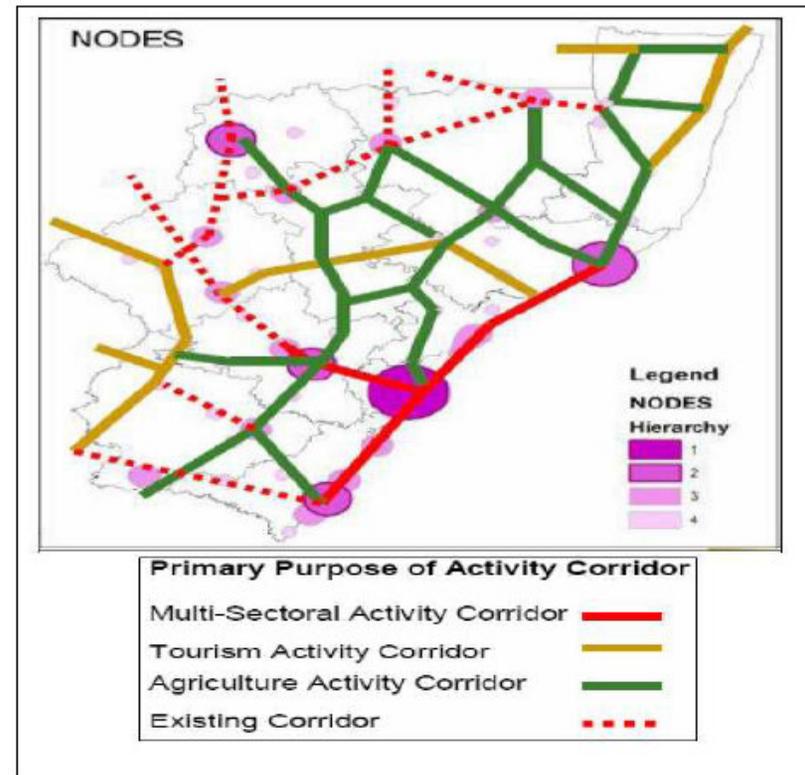


Figure 15: Nodes and Corridors Identified by PSEDS

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



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

Greater Regional Economic Context

At present, the ILM does not have a town nor does it have a well defined and functioning urban structure. At a regional level, the ILM is surrounded by a number of well established functioning towns. On the southern regional part, the town of Pietermaritzburg is by no doubt the major economic hub. It boasts of a number of well established commercial centres including industrial activities. Also, it is home to a number of government departments and a range of high order level of services. The town of Pietermaritzburg is expected to continue to play a major economic and social role and with the recent upgrading into a metro status its dominance is expected to be augmented. At a district level, there are also a number of important towns that have an impact on the ILM. These towns include Ladysmith, Escort and Bergville. The town of Escort is perhaps the closest to ILM, and is located on the eastern part of ILM. For a number of years, the population of ILM has been dependant on the town of Escort from the social and economic perspective. In fact, even the infrastructural development turns to favour or move towards the said town.

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

Imbabazane in the Context of Drakensberg

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

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



World Heritage Site and forms a major component of the district and provincial tourism economy.

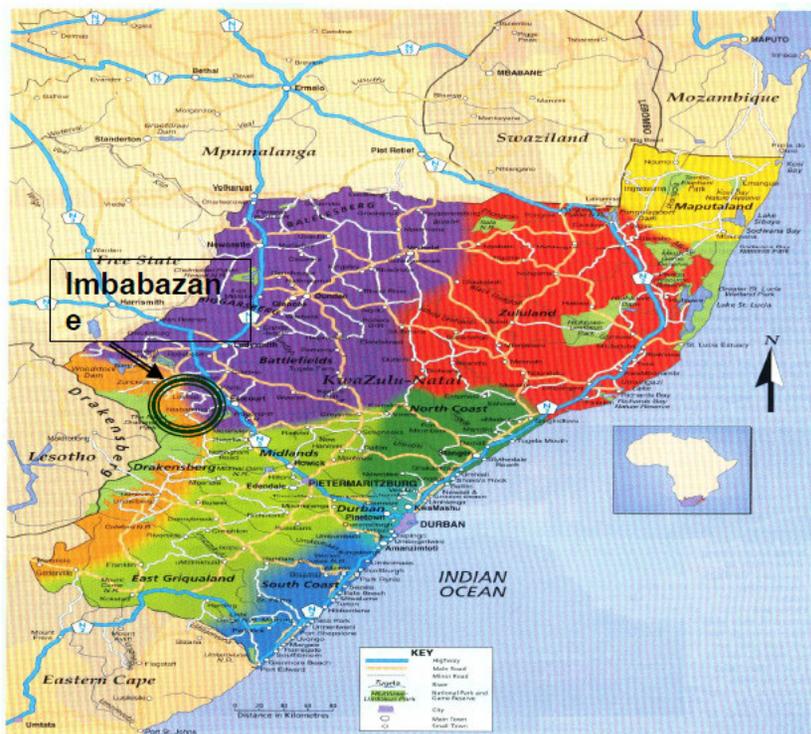


Figure 16: Imbabazane in Context of the Drakensberg and N3

Uthukela District Municipality

In terms of the new local government system, Imbabazane falls within uThukela District Municipality. Settlements within uThukela District

Municipality range from formal, diversified urban areas to dense rural dormitory areas and scattered rural settlements. The majority of these have developed in freehold, state land and traditional authority areas. Roosboom just outside Ladysmith developed as a result of intervention based on the land reform program. Settlements around Ladysmith/Ezakheni and Estcourt/Wembezi are expanding and densifying as people move from rural settlements in search of employment opportunities and improved living conditions. This has created conditions of overcrowding and landlessness, and exerted undue pressure to the existing limited services and natural resources. Also, uThukela District Municipality consists of a number of economic sectors that appear to be performing reasonable well within the regional context. However having said that, agriculture has over a long-time been the most dominant sector (uThukela District LED, 2004). The agricultural sector has in the past made and it continues to make significant contribution to the overall district economy. Other sectors which have demonstrated considerable amount of potential include manufacturing, utilities and transport and social services (uThukela District LED, 2004). Even though agriculture has continued to contribute positively to the district economy, traditional areas with huge agricultural potential have remained underprivileged and undeveloped. The same could be said with tourism, where there are a number of tourism resources at a district level which have not realised their full potential. From this perspective, efforts should be made to open tourism opportunities especially to previously marginalised areas. This emphasizes the need for greater integration strategically and spatially, with all the adjoining municipalities within the District, and the neighbouring areas that have influence on development within Imbabazane Municipality.



SPATIAL ANALYSIS OF IMBABAZANE LOCAL MUNICIPALITY

LAND USE PATTERN

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

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

SETTLEMENT PATTERN

On both practical and theoretical terms, the ILM suffer from the dearth of economic and social activities. Since the inception of the local government system, the ILM has played more of an administrative role rather than an efficient and effective service delivery arm of the national and provincial initiatives (however, this notion is beginning to change).

The ILM does not have a well-defined settlement pattern. From the economic perspective, it is part of the greater Escort economic functional region. In fact, even movement within the area tends to go towards Escort and even the economic/transportation infrastructure is oriented towards the Town of Escort.

However, a limited spontaneous nodal form of centres is beginning to manifest in areas such as Emangweni/Loskop and Ntabamhlophe. This presents an opportunity for the concentration of development and decentralisation of service delivery to these areas.

Rightfully so, a service centre has already been developed in the Ntabamhlophe area. It is home to a number of government departments thus reducing time spent by locals travelling to Escort in order to access essential services.

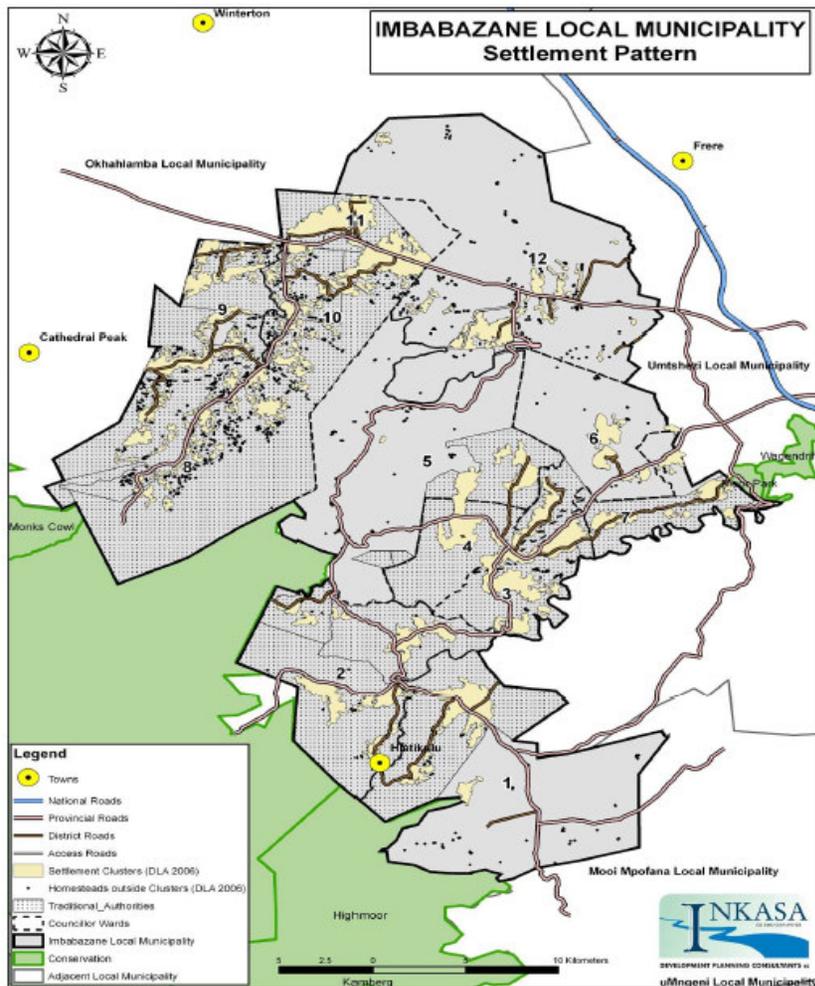


Figure 17: Imbabazane Settlement Pattern

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

URBAN

The ILM is predominantly rural in character with little or no areas of major urban note. As already indicated, the only areas which have demonstrated a potential for urban growth appear to be both Ntabamhlophe and Emangweni/Loskop. In fact, even the

Local Economic Development Strategy (LED) for ILM has identified a need to formalise both Ntabamhlophe and Emangweni/Loskop which will assist create revenue base for the municipality.



AGRICULTURE

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

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

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

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

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

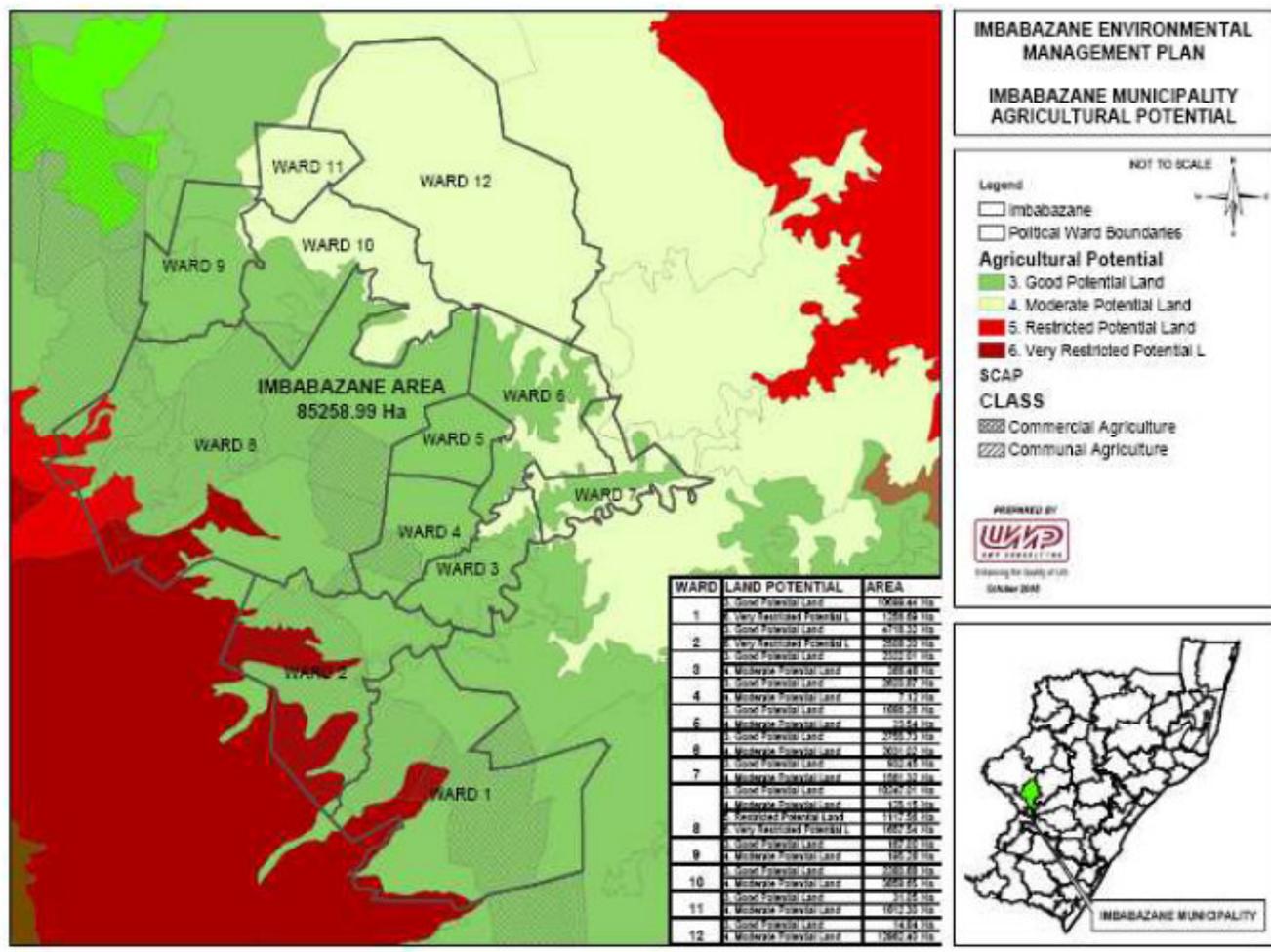


Figure 18: Imbabazane Local Municipality Agricultural Potential



ENVIRONMENTAL ANALYSIS

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

Physical Features

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

Areas of high sensitivity

By virtue of its location, the ILM consist of a number of important sensitive natural areas.

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

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

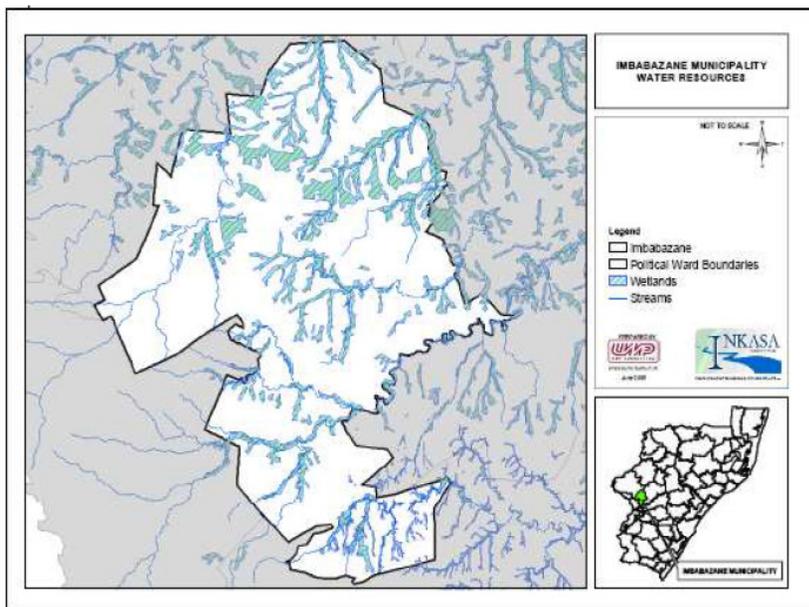


Figure 19: Environmental Sensitive Areas

Areas of high sensitivity versus human activities

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

penetration of human settlement into areas, which should ideally fall under conservation management.

Biodiversity

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

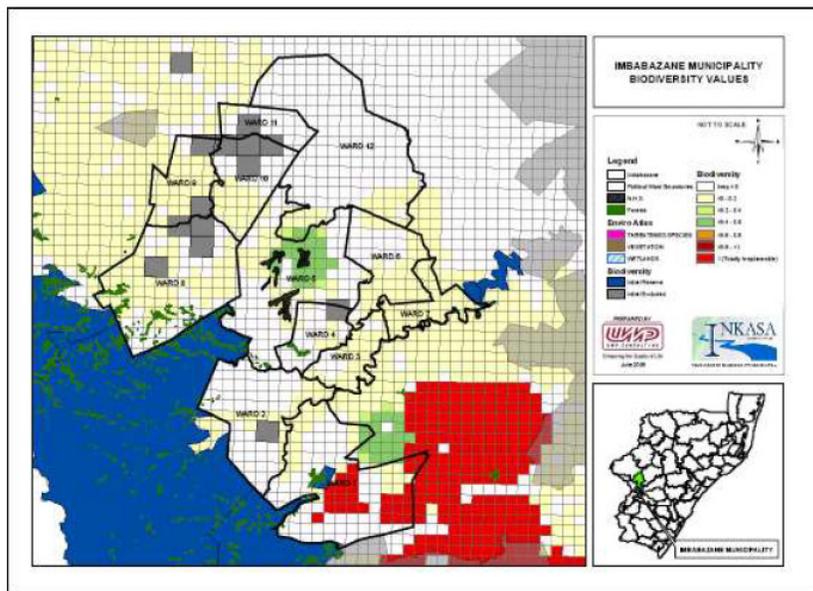


Figure 20: Biodiversity

The climax grassland is *Themeda triandra* (ILM IDP 2005). While there are large areas of this variety the pressure on resource use has resulted in some areas being almost totally denuded (ILM IDP 2005). The woody vegetation, notes Bainbridge (1998), is characterised by yellow woods (*Podocarpus latifolius*) as well as patches of temperate evergreen forest particularly on south facing slopes along stream courses (ILM IDP 2005). The Drakensberg is an important centre of endemism (Martin 1990) and Hilliard (1978) indicates that there are approximately 300 endemic species out of a total of 1800 plant species (ILM IDP 2005). Bainbridge (1998) records the importance of sound management practices in maintaining the circumstances within which the bird and animal life found in the Drakensberg can survive (ILM IDP 2005). Poaching, runaway

fires and illegal collection of medicinal plant can pose a threat to *Red Data* species (While the DMA areas 22 and 23 which comprise the high mountain areas of the Giants

Castle Game Reserve and the Monk's Cowl and Highmoor State Forests are not the responsibility of ILM, it is one of the economic and employment sectors that provides benefit to the ILM) (ILM IDP 2005).

Cultural and Archaeological Resources

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

Environmental Degraded Areas

Ascertaining environmental prone and degraded areas should at all time form an integral part of the environmental analysis. From this perspective, this section of the report seeks to indicate some of the areas within ILM which are deemed susceptible to erosion. Cordially so, areas that appear to be most degraded are those located within the communal tenure, where there are few controls on grazing land and conservation tillage of lands. The lower foothills of the Drakensberg are showing signs of erosion resulting from inappropriate forms of land-use. The provincial



Department of Agriculture has recently acquired satellite photography, which indicates areas where serious erosion is taking place throughout the Municipality (ILM IDP 2005). The Farmer's Support Group is working actively in the Mweni valley to empower local community members to be gainfully employed in donga rehabilitation. Considerable progress is being made with some approximately 60 people employed in the programme. The impact on donga reclamation is reported to be significant with as much as 45cms silt accumulation occurring in a six-month period (Pfortenhauer, pers com). The Department of Agriculture is also involved in the Okhahlamba Municipality through their Land Care Programme aimed at improving land use. It is reported that the land care programme has been initiated within the ILM as well.

As can be observed in Figure 22 below, areas on the north of the ILM have a high risk of erosion. This means any development proposed in this vicinity shall be done with great care. The central part of the municipality has what is referred to as the moderate risk whilst the southern portion consists of a mixture of moderate to low risk (refer to Figure 22 below).

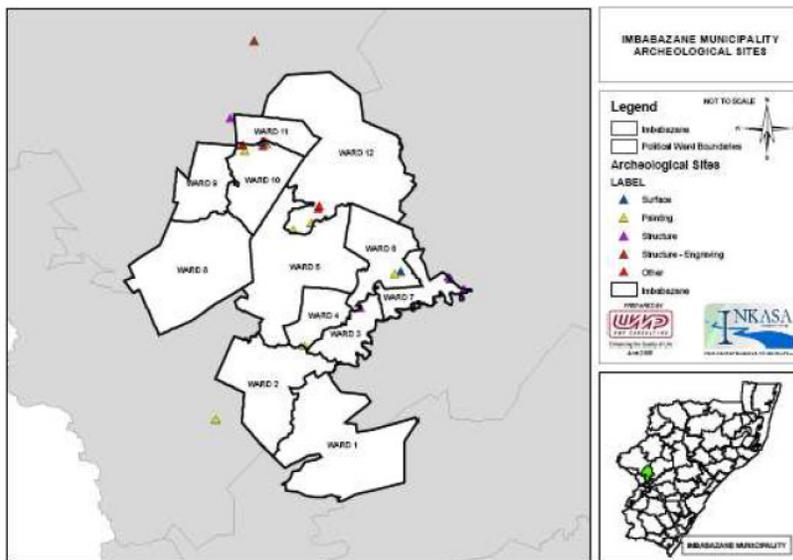


Figure 21: Archaeological Resources

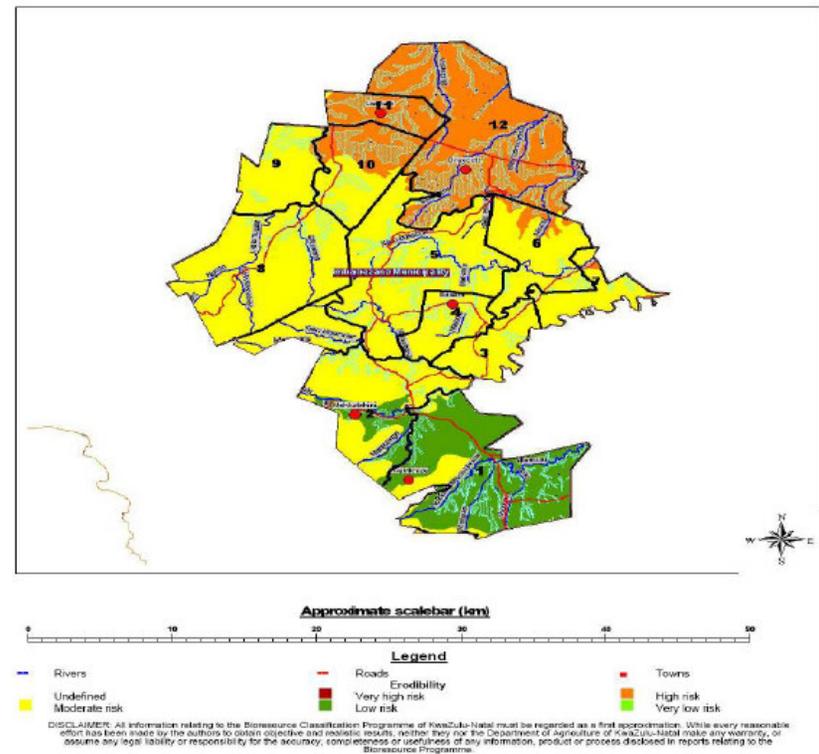


Figure 22: Potential Erosion within ILM



Conserved Areas

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

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

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

Ensuring that conservation is a sustained approach on which sound development and planning should be based; Limiting negative landscape transformation and promoting sustainable uses and physical development which will complement and not impair the important water, biodiversity, scenic and cultural resources of the area; Promotion of sustainable economic upliftment of the area, with particular reference to

job creation and community-based development projects; Providing for a gradation of development away from the borders of the park, and The promotion of sustainable tourism development in the Drakensberg region.

SCAP IN RELATION TO ILM

Figure 23 below indicates the relationship between SCAP zonings and Imbabazane Local Municipality. As can be seen, wards 1, 2, 4, 5 and 8 are the most affected by the SCAP zonings.

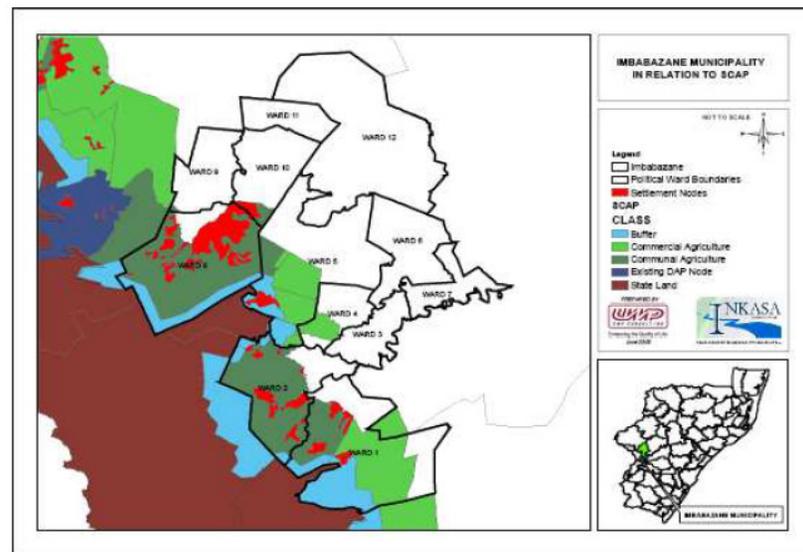


Figure 23: SCAP in Relation to ILM



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

TRIBAL AUTHORITIES

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

- Amangwe Tribal Authority.
- Mabaso Tribal Authority.
- Mhlungwini Tribal Authority.
- Dlamini Tribal Authority.
- Hlubi Tribal Authority.
- Abambo Tribal Authority.

Within the ILM, the existing traditional authorities can be clustered into two categories.

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

LAND REFORM AND HOUSING

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

Land Reform Projects in Imbabazane Local Municipality

Land Reform generally takes place in three forms, namely; redistribution, restitution and tenure reform. Within the ILM, the history shows that, the implementation of the programme has taken more of a redistribution conduit. The bulk of the projects have transpired primarily on state land, refer to Figure 24 overleaf.

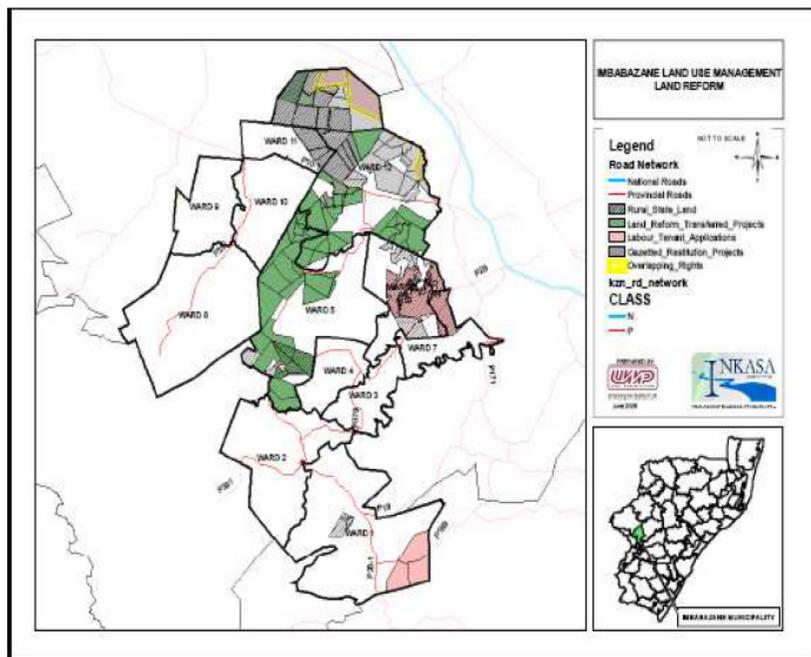


Figure 24: Land Reform Projects

As it is clearly articulated on Figure 24 above, there are a number of land reform projects that have already been transferred to beneficiaries since the inception of the land reform programme in 1998. It is important for ILM to offer necessary support to the beneficiaries and to align land reform projects with broader development goals of the ILM, this include integration with the Spatial Development Framework (SDF). Proper planning for these projects will allow the ILM to provide basic services in a co-ordinated and efficient manner as opposed to an ad-hoc approach. From the information sourced on previous studies, Table 4 below indicates redistribution projects which have been undertaken within ILM.

Project Name	Type	Extent	Households	Phase
Amahlubi	Redistribution of state land	8 600ha 43 farms	532	Transferred
KwaNdaba	Redistribution of state land	675 ha 2 farms	40	Transferred
KwaDlamini	Redistribution of state land	495 ha 3 farms	40	Transferred
Etshengelel	Redistribution of state land	1200ha 9 farms	49	Transferred
Waayplaats	Redistribution of state land	556 ha	100	Transferred

Table 4: Redistribution Projects

Source: ILM 2006/07

In addition to the projects detailed in Table 4 above, there is additional block of State land that is under the control of the Department of Land Affairs in Pretoria which is available for the establishment of small scale and emerging commercial farmers making use of the LRAD grants to acquire the land. The provision of infrastructure and services would become the responsibility of the relevant local government structure. Additional projects, which need attention, include:

The Empangweni Mission land (lot 7 Empangwene) which is already fairly densely settled. This project is current and is in a process of being transferred.



Bergvliet is a redistribution/labour tenant project and is currently active. It has also been allowed to become a settlement and will be transferred to beneficiaries in due course. Iphangandlovu was done under the proactive land acquisition model and has been transferred to beneficiaries.

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

Labour Tenant Projects

Information sourced from the Department of Land Affairs (Ladysmith Office) indicates that, there are a number of Labour tenant applications that have been submitted. Figure 24: Land Reform Projects articulates the spatial distribution of these projects. Obtaining more information about each project proved fruitless due to tight time frame available for finalising the research process. However, in short, the ILM should gear itself for assisting beneficiaries of the land reform programme within its area of jurisdiction.

Restitution Projects

As mentioned earlier on, land reform in Imbabazane has largely been based on redistribution of state land. However, the current findings suggest that, there are a number of restitution claims that have been recorded and gazetted in the ILM area. Figure 24: Land Reform Projects also depicts the spatial orientation of these projects. And as can be seen, the majority is located on the northern part of the municipality with a few on the eastern portion of ILM. Also the importance of beginning to put plans in place for assisting the beneficiaries of these projects cannot be over emphasized.

HOUSING DEVELOPMENT

Provision of housing generally falls under the ambit of the Department of Housing. Thus far there has been a concern around the provision of housing within the South African context which has placed more emphasis on the delivery of houses on the urban and peri-urban areas and this has resulted in insufficient models being developed for providing houses within a rural context. In recognition of this, funds have been made available for municipalities to prepare housing sector plans which identify potential housing projects including the rural context as well. Through this process, the Municipalities will be in a position to identify housing backlogs, housing need and demand, identify priority projects, set service levels, and secure funding from the Department of Housing and the Municipal Infrastructure Grant Programme (MIG). Information sourced regarding housing projects within ILM is indicated in table 2 below:

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

Table 5: Imbabazane Housing Project: Funding Requirements, 2005/6 to 2010/11

Source: ILM Housing Sector Plan: 2006

Good-Home Housing Project:

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



Zwelisha Housing Project:

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

Loch-sloy Housing Project:

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

Newland Housing Project:

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

Ephangweni Housing Project:

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

Mqedandaba

The process of procuring implementing agents is underway, since the implementing agents that were appointed in 2004 the municipality together with the Department of Human Settlement terminated their contract to pursue the project packaging

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

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

LAND USE CONTROLS

The Imbabazane Local Municipality area is presently subjected to two sets of planning regulations, namely the Town Planning Ordinance No 27 of 1949 (this is applicable within privately owned commercial farms), and for the Traditional Authority areas, the

Ingonyama Trust Land Act. Generally, areas under Ingonyama Trust make use of KwaZulu-Natal Land Affair Act (Act No.11 of 1992) to submit development applications. Also, in line with the aforementioned Act, Traditional Authority areas tend to use RDP norms and standards as guiding mechanisms for various development standards. The Land Use Management Systems (LUMS) has been prepared for the entire municipal area and would assist provide guidance to various proposed initiatives till such time that the legislative tooth for implementing LUMS is in place.

POPULATION DISTRIBUTION

The distribution of population in space for Imbabazane Local Municipality is depicted on Figure 25 below. From this figure, it is apparent that, the majority of the population is settled within the traditional areas, with ward 6 being the most populated. The current settlement pattern has



resulted in the creation of land “pressure points” especially in areas such as Ntabamhlophe, Mangweni and Loskop. This suggests that, as part of the LUMS review process, proper land management controls shall be developed and instituted in these areas.

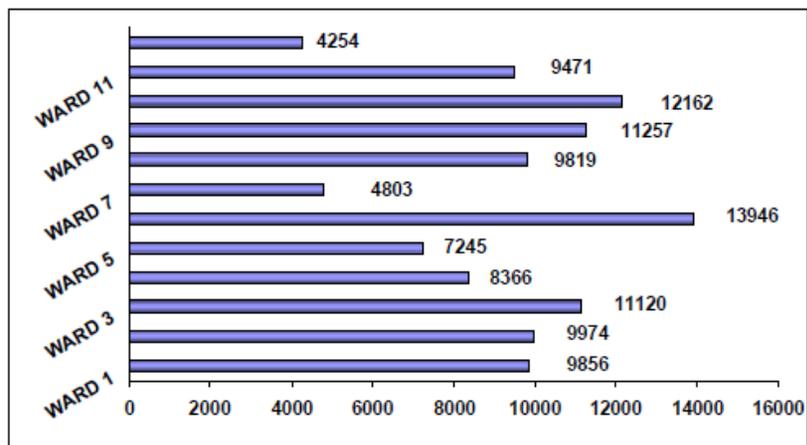


Figure 25: Population Distribution in ILM

Source: MDB 2004

SPACE ECONOMY AND ITS IMPACT ON PEOPLE MOVEMENT

The location of various land uses in space has an influence on a number of factors. Within the ILM, the movement of people which include capital and goods can be categorised into main entities, due to spatial segregation. Firstly, the northern part of the ILM consists of agglomeration of emerging industrial and various small medium entrepreneurs in the Emangweni area. Surrounding this area is the vast concentration of settlements, which depend on it for services and other

day to day facilities. From this perspective it comes as no surprise that, the movement of people in the northern part of ILM is geared towards Emangweni for various reasons, namely; employment opportunities; ability for SMME’s to earn income due to threshold created by an influx of people and to access public transport with relative ease etc. This puts Emangweni as an important sphere of importance and influence with regard to the functioning of the space economy especially in the northern part of ILM. Secondly, the eastern-central part (Ntabamhlophe) of ILM is also an important anchor. Due to its administrative role (it is where municipal offices are located) and with the recent establishment of a Multi- Purpose Community Centre, this area has emerged as another important space of focus within ILM. It draws people from all over ILM and is swift becoming synonymous with its anticipated role of being the primary development centre. The bulk of the movement from the southern, western and central part of ILM is geared towards Ntabamhlophe area. Having acknowledged the two most important spaces of influence within the ILM, it is essential to note that, the Town of Escort situated approximately less than 25 kilometres east of Ntabamhlophe continues to be the major economic and social space of influence in the ILM. In this case, it can be regarded as the “primary economic and social space” whilst the latter (Ntabamhlophe and Emangweni are the secondary economic spaces of influence). The constituency of ILM has agreed that, the Town of Escort is having a major impact on the continuous leakage of income from ILM. To this end, it is important to engage in initiatives that will stem the flow of income thus building a sustainable local government structure.



SERVICE BACKLOG

Water Backlog

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

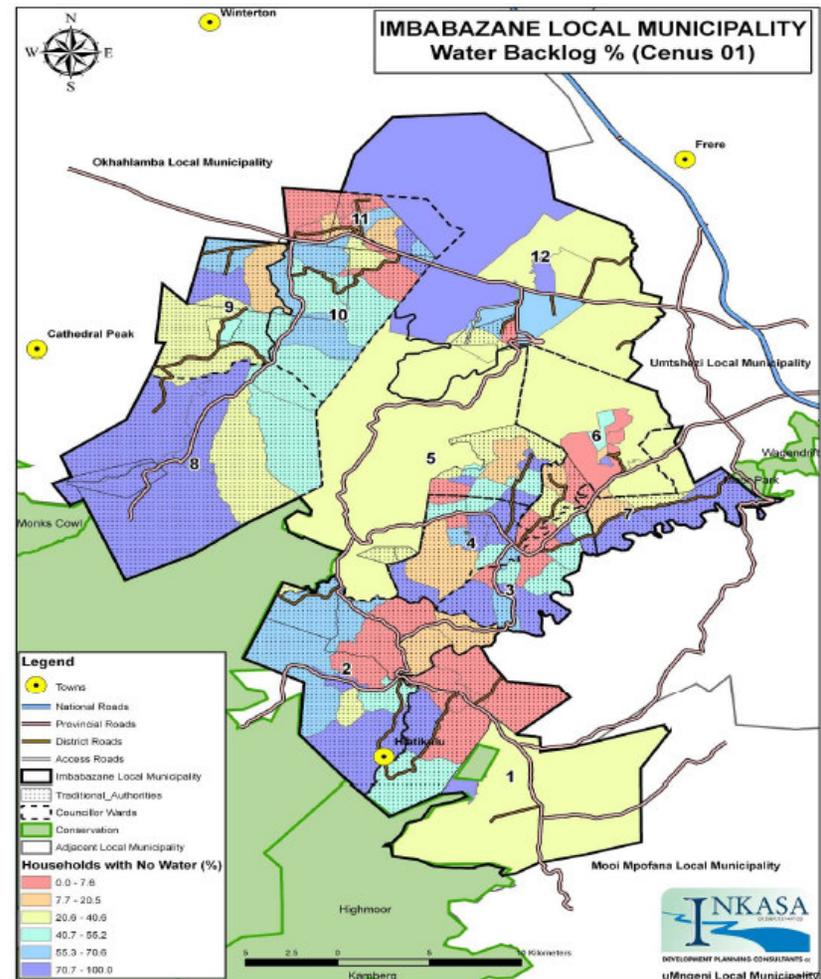


Figure 26: Water Services Backlog



Sanitation Backlog

With regard to access to sanitation facilities, the tribal authority areas also appear to suffer from poor provision of proper sanitation facilities. Figure 27 below illustrate a bleak picture with wards 3, 4, 5, 8, 10, 11 and 12 being the less provided with adequate sanitation facilities. Settled rural areas with no adequate sanitation facilities are a huge concern, as people tend to use other natural system for disposing of sanitation waste and this can result in a high potential risk for cholera outbreak. In acknowledging the need to improve access to sanitation facilities, it is imperative that areas with less access to sanitation should be prioritised to stem consequences attached to using other natural means of disposing sanitation. This should be done taking into cognisance national and provincial targets on the provision of sanitation facilities.

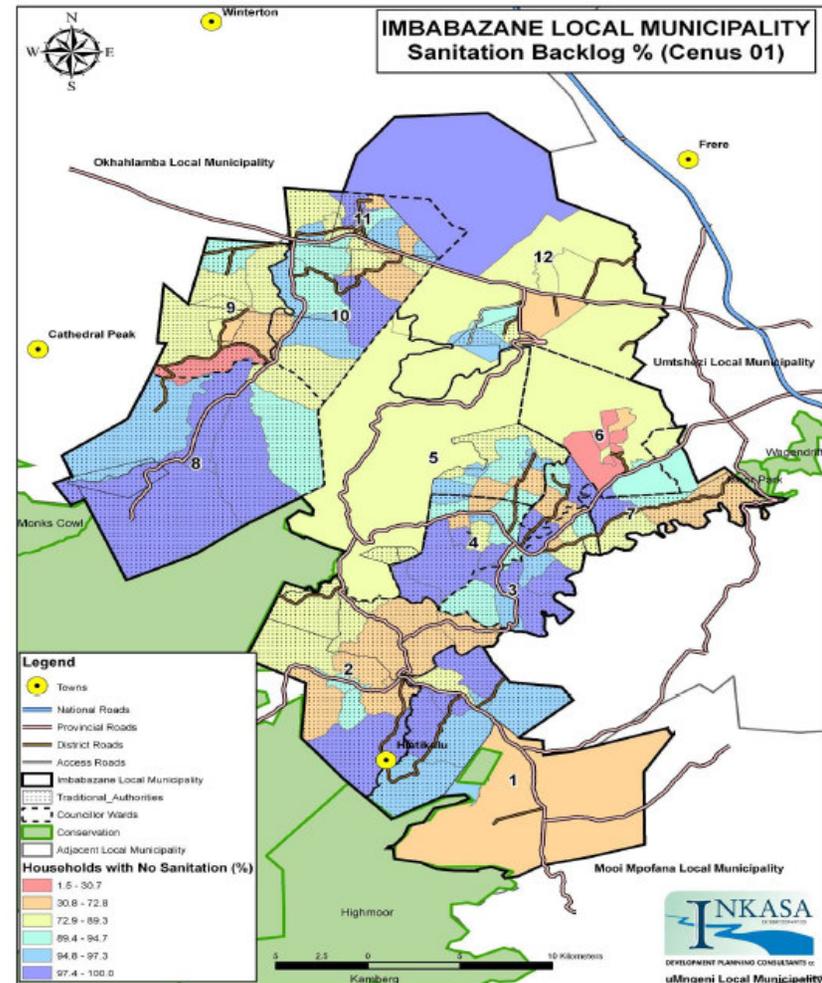


Figure 27: Sanitation Service Backlog



Electricity Backlog

Based on the census 2001, the number of households without access to electricity within the ILM is alarming. Areas mostly affected by this phenomenon include wards 1, 2, 5, 6, 8, 9, 10 and 12. Wards 3, 4, 7 and to an extent 11 appear to be better off as most of the household have access to some form of energy resources (refer to Figure 28 below). Poor access to energy sources further entrenches the need to focus on traditional settlement as primary investment areas for future development. It is where available public and private funding should be channelled since there are consequences with utilising traditional methods of energy such as candles, paraffin stoves etc.

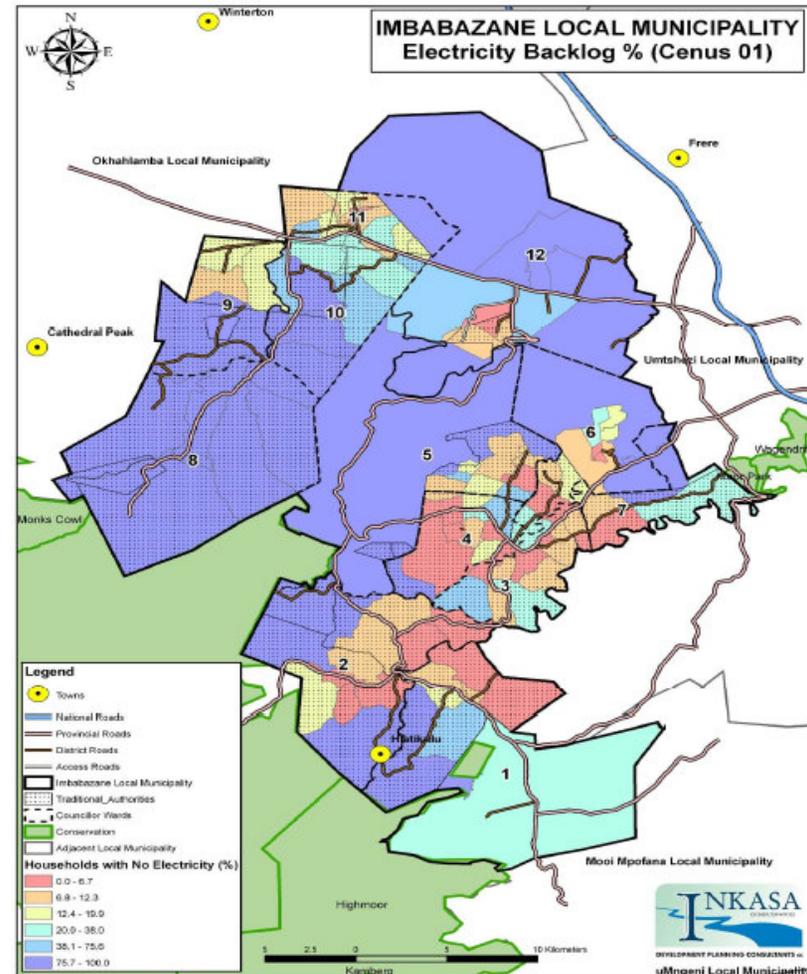


Figure 28: Electricity Service Backlog



Telephone Backlog

Poor access to telecommunication facilities is also evident throughout the municipality area with the exception of ward 1 which appears to be better served with telecommunication and its related infrastructure.

Figure 29 below indicates the spatial distortions and hardship with regard to provision of telecommunication facilities within ILM. Once again, it is worth noting, that traditional settlements are the most affected.

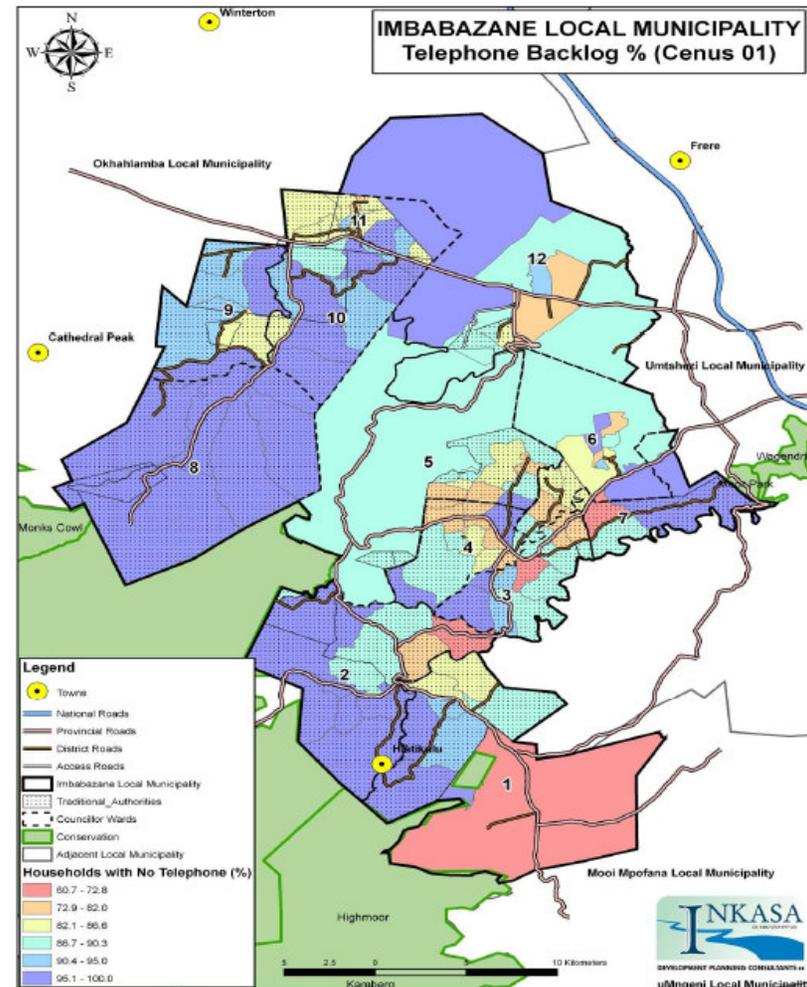


Figure 29: Telephone Service Backlog



Refuse Removal Backlog

Historically, proper refuse removal systems have never been established in rural areas. Communities within the rural context have relied on the traditional ways of disposing litter, which include digging a pit for dumping purpose in close proximity to homesteads.

Others have been disposing of waste in the open without any formal pattern. To this end, it comes as no surprise that,

Figure 30 indicates the majority of settlements without access to proper refusal system are within traditional areas. From this perspective, it is deemed fitting for the ILM to engage in a process of formulating a Waste Management Plan which shall address issues pertaining to refuse removal.

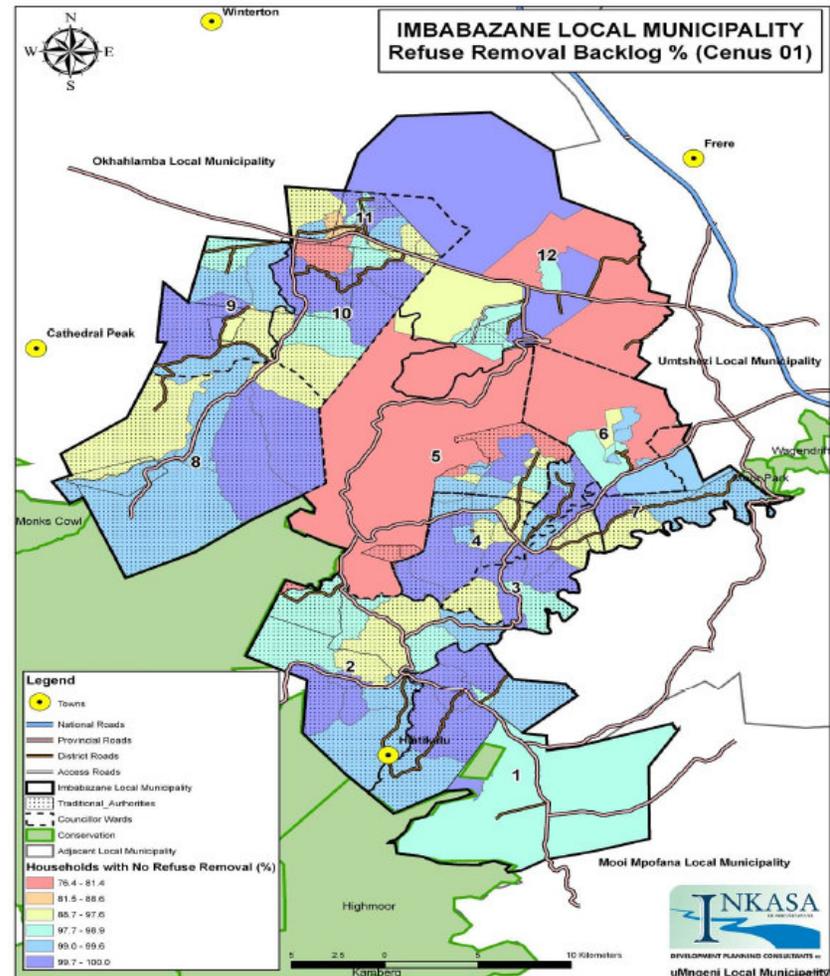


Figure 30: Refuse Service Backlog



Access to Social Facilities

Figure 31 depicts the spatial location of various key social facilities within the ILM. And as can be seen from the aforementioned figure, social facilities are almost evenly spread throughout the municipality area. Type of social facilities found within the ILM generally ranges from school facilities, mobile and station clinics, safety facilities, community halls etc. The majority of the social facilities within ILM are in a form of schools (for more information, refer to Figure 31 below).

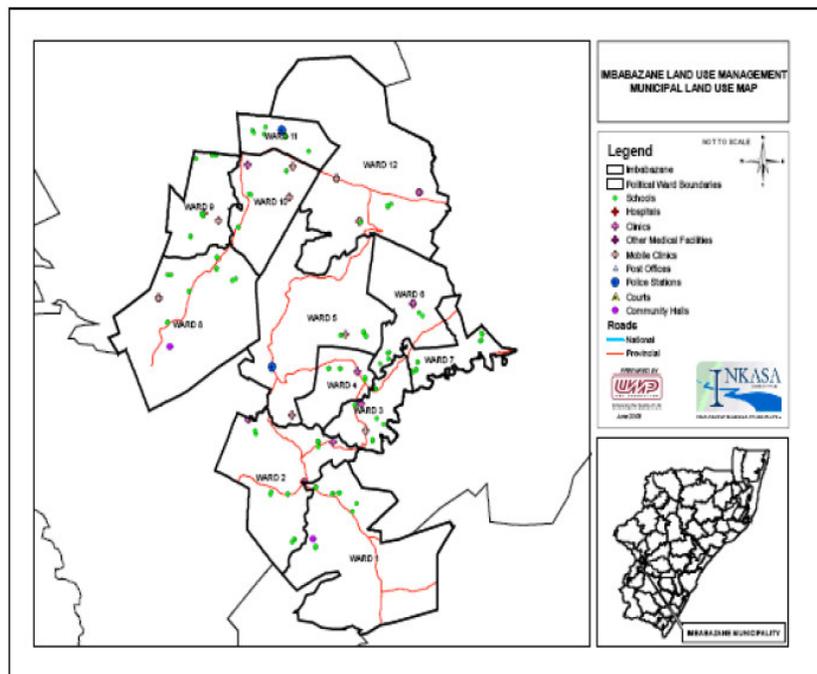


Figure 31: Social Facilities

ROAD NETWORK

Provincial Network

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

Local Network

Theoretically a municipal area should not simple be an administrative entity, but also a homogenous social, cultural and economic region. While Imbabazane may meet the social and administrative criteria, it is certainly not a functional economic unit. Indeed it is part of a much larger functional region focused around the uKhahlamba Drakensberg

Park and Estcourt town. Its major access routes leads to both these destinations, and movement from different parts of the area is generally towards these areas. Internal linkages, especially between its western and eastern parts are weak and almost nonexistent. Ntabamhlophe, the main administrative centre within the area is poorly accessible to the people in Loskop due to the physical topographical barrier that separates these two areas. As a result, different parts of the municipal area operate as



discrete components and system in their own right. The following roads provide linkages to various destination points within the ILM:

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

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

P29 serves as the gateway and link point with the town of Escort on the eastern side of ILM. In fact this road is one of the important routes for Imbabazane Local Municipality. The road P28-1 provides linkages with surrounding areas on the southern portion of ILM.

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

LAND OWNERSHIP

With regard to land ownership, the majority of land is under traditional ownership and is subjected to Ingonyama Trust norms and procedures. There are also a few patches of privately owned land in the southern, central and northern part of the ILM. A combination of state land and portions of unregistered land form the north-western part of the ILM (for more information, refer to Figure 32 overleaf).

TOURISM ASSETS

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

The tourism sector within Central Drakensberg, which is adjacent to Imbabazane is mainly structured around the nature based and adventure tourism with activities, which includes hiking, bird – watching, wildlife drives, walking trails, fly fishing, San rock art tour, picnicking and adventure sports or events. The tourism assets and facilities that exist include the nature reserves and the accommodation facilities e.g. UKhahlamba Drakensberg Park (a declared World Heritage Site) and complimentary facilities, which includes accommodation provision from Injisuthi and Giant Castle lodges. The White Mountain lodge is another tourist facility that exists within Imbabazane’s area of jurisdiction and it is currently catering for the tourism sector within the wider area of Central Drakensberg.

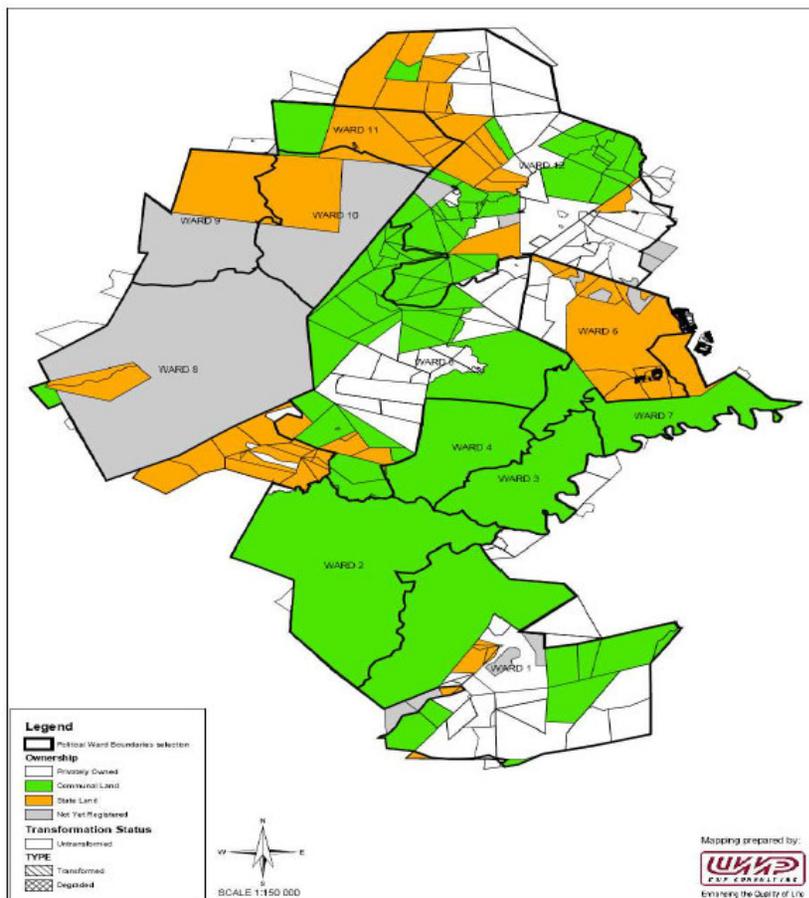


Figure 32: Land Ownership Pattern

ANALYSIS OF DEVELOPMENT NODES

Ntabamhlophe

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

Residential

The residential component of Ntabamhlophe area is mainly based on traditional settlement, with a few patches of betterment planning evident. And as can be seen on Figure 33 the majority of the homesteads are concentrated along the major existing routes. Some of the homesteads in this vicinity are made of mud with a few constructed using blocks and appear to meet the necessary housing standards. The construction of houses using poor material is indicative of the income status of communities residing in this area.

Commercial Activities

Within the Ntabamhlophe area, there are a number of commercial activities taking place. These ranges from agricultural related activities in a form of poultry production, taverns and general dealer shops (**Refer to Figure 33 Overleaf**). The existing economic activities cater for the needs of local residents and to some extent public servants working in various government departments within the Ntabamhlophe area.



Industrial Activities

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

Social Facilities

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

Government and Institutions

The Ntabamhlophe area is emerging unhurriedly mainly as an administrative centre, serving the need of surrounding communities. A number of government offices exist within Ntabamhlophe area, which includes the offices of Imbabazane Local Municipality, the Multipurpose Community Centre (which incorporates other essential offices such as home affairs, department of social welfare etc). Also found within the Ntabamhlophe area, is the tribal office of the local traditional council which administers traditional related issues.

Recreational Facilities

Recreational facilities appear to be in short supply within the Ntabamhlophe area, with only a sport field being identified as the only

form of entertainment facility. From this perspective, there is a need to broaden the choice of entertainment facilities within the Ntabamhlophe area taking into cognisance its envisaged role.

Agriculture

The Ntabamhlophe area can be described as a typical rural emerging node, which provides basic services to its surrounding communities especially on administrative matters. Within the rural areas of KwaZulu Natal, emerging towns are growing side by side with agricultural development. The Ntabamhlophe area is no exception. Currently, there are a number of plots which are utilized for crop production by small scale farmers and these have been indicated on Figure 33 Overleaf. Crops produced in these plots are in a form of maize and other dry land crops, the production is geared towards subsistence with little commercial orientation. However, the ILM has developed an agricultural development strategy which will co-ordinate the agricultural sector thus realizing economic benefits attached to it.

Road Network

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

Environmental Concern Areas

Environmental concern areas for the Ntabamhlophe include the following:



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

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

Any existing wetlands in the vicinity of Ntabamhlophe area, should serve as a limited development zone. Added to the environmental concern areas is the need to pay special attention to the management of solid waste and the treatment of all waste. The issue needs to be further investigated in a detailed solid waste management study. In recognizing the importance of this, it is reported that, the ILM has engaged in a process of formulating a waste management plan.

Future Growth Areas

A number of under-utilised and vacant parcels of land were identified during the site visit (**Refer to Figure 33 Overleaf**). These land parcels provide an opportunity for future development thus ensuring high density and compaction within the Ntabamhlophe area. The bulk of under-utilised land is located along P29 which further emphasizes the future importance of this road. The type of development envisaged in this area should as far as possible be based on a mixed use pattern thus enabling multiple land uses to occur simultaneously. This may include education facilities, petrol station, taxi rank, banking facility etc. In short, these areas should be utilised for providing high order level of services in line with the role of Ntabamhlophe as a primary development node.

Grey / Problematic Areas

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

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



Figure 33: Ntabamhlope Land Use Analysis



Emangweni

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

Economic Activities

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

Social Facilities

Within the Emangweni area, there are a number of existing social facilities, for their spatial distribution, refer to Map 20 Overleaf. Existing

social facilities include schools, clinic and a taxi rank which appear to have been abandoned and not used to its full maximum.

Residential

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

Government and Institutions

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

Industrial Activities

Perhaps within the entire area of ILM, Emangweni can be identified as a key manufacturing spot, since it is home to two key manufacturing industries. Both KwaZulu Shoe and Industrial Braiding are located at Emangweni and offer employment opportunities for local surrounding communities. They are both located along the P10-1 road which is identified as the primary development corridor. For the spatial distribution of both industries, refer to Figure 34 Overleaf.

Road Network

The subject area is accessed through P10-1 which is a tarred road and is in good condition. Also typical of emerging nodes within the rural set up,



road network is evident at a local connector and distributor level, and beyond this, especially within the settlements, the road network is poor to non existence, and the subject area is no exception.

Agriculture

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

Environmental Concern Areas

Environmental concern areas for the Emangweni include: Rugged terrain on the central and east-southern part of the development node. These are eroded areas, which should be protected as far as possible.

There is a greater need to establish a waste management system since the area is subject to development.

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

Future Development Areas

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

Grey / Problematic Areas

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

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

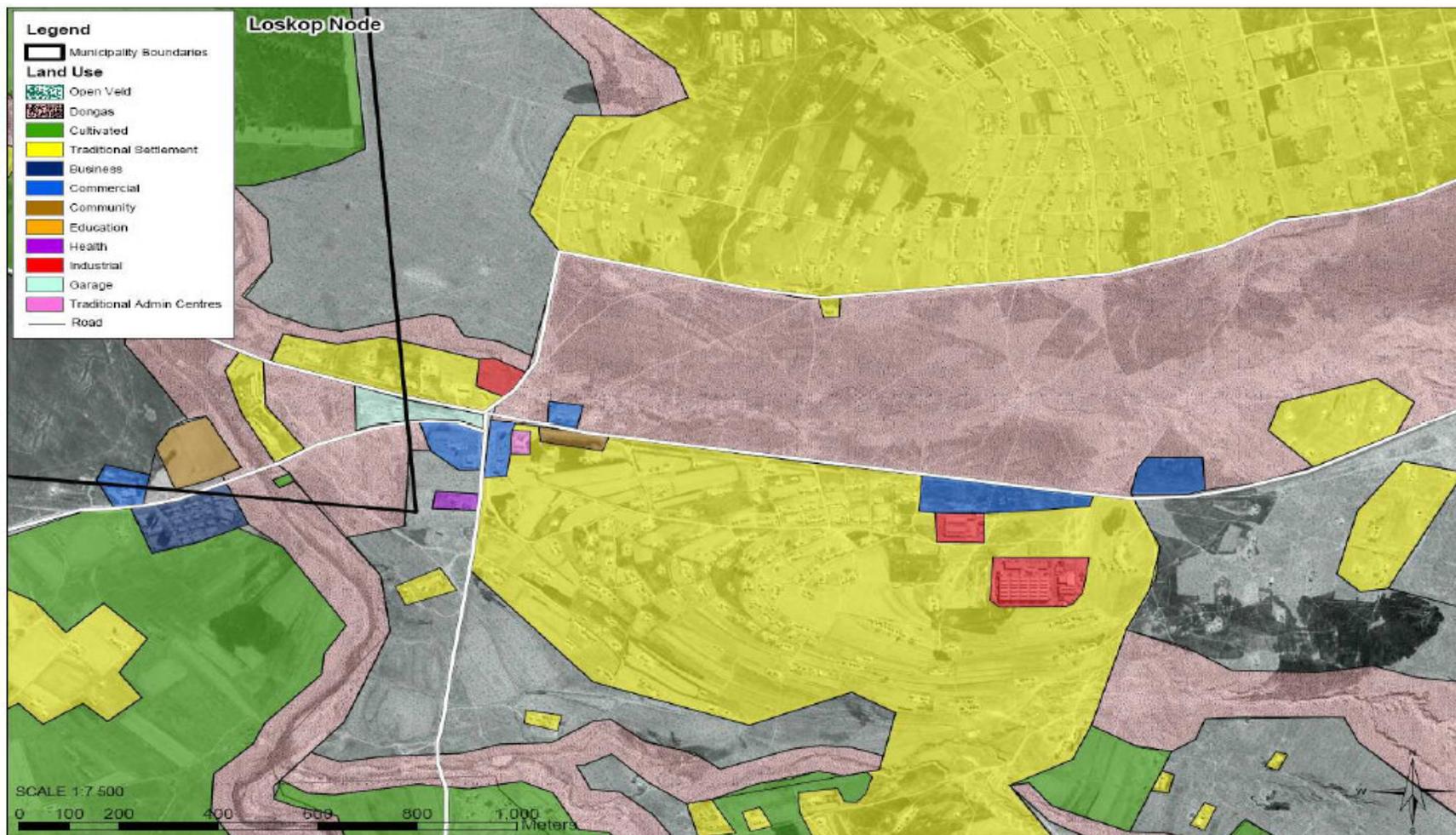


Figure 34: Emangweni Land Use Map



KEY SPATIAL DEVELOPMENT ISSUES

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

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

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

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

Encouragement of sound land use management practices: The hierarchical development framework should direct development and support land use management to mitigate against conflicting uses. The manual on land-use Management Systems prepared by the Planning

Commission should be adopted and used as the base for the land-use management controls and planning.

CONCEPT PLAN

SPATIAL DEVELOPMENT PRINCIPLES

There are a number of important principles which provide guidance for various spatial initiatives. It is recommended that, the formulation of Imbabazane Spatial Development Framework should amongst other things be underpinned by the following principles:

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

TOWARDS A CONCEPTUAL FRAMEWORK FOR ILM SPATIAL DEVELOPMENT FRAMEWORK

Imbabazane Local Municipality can be described as a rural municipality with its development needs ranging from lack of basic services, high levels of unemployment, spatial segregation and poor linkages. A number of small isolated development initiatives have taken place based on organic growth in areas like Emangweni and Ntabamhlophe. In acknowledging this, the conceptual approach towards the development



of a Spatial Development Framework (SDF) for ILM should be devised in line with the need to conserve and maintain primary existing natural resources (for more information, refer to Figure 35 below). Each of the key conceptual frameworks indicated on Figure 35 is further elaborated below

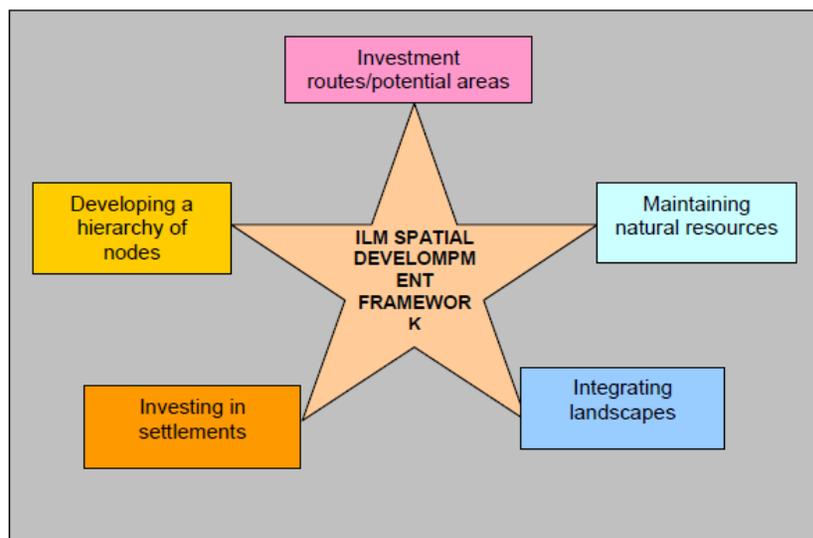


Figure 35: Conceptual Framework

As can be seen from Figure 35 above, the base for the development of Imbabazane Spatial Development Framework is linked to the following:

- **Utilising Transport Corridors as Investment Lines:** Transportation network unfolds in various ways, which include roads, air and rail infrastructure. Such infrastructure serves as the basis for determining the structure of an area and creating opportunities for investment. It provides linkages between different areas, and

defines the level of access to social and economic opportunities. It provides a framework for movement and also serves as trade and investment routes or lines of investment. Over and above that, it links the Municipal area with the neighbouring areas and thus integrates the area into its administrative and economic functional regions. From this perspective, it is thus important to adopt the existing system of access as a starting point in developing a Spatial Development Framework (SDF) for Imbabazane Local Municipality.

- **Natural Resource Base as a Primary Investment Asset:** One of the key development issues facing many municipalities is the impact of development pressure associated with the expansion of settlements and nature of land use generally on the natural environment. Imbabazane Local Municipality is no exception to this issue. The latter includes environmentally sensitive areas (protected and unprotected), river systems, agricultural potential, vegetation and physical landscape. Over a period of time, low-density scattered settlements have developed throughout the Municipal area with some located on environmentally sensitive areas, high potential agricultural land, steep slopes etc.

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

The following are critical aspects of this phenomenon:

- The environmental uniqueness and character of Imbabazane Municipal area.



- Identification of functional ecological systems associated with major rivers and other environmentally sensitive areas.
 - Adhering to various environmental development guidelines such as buffers.
 - Acknowledging the impact of topographical features and other aspects of the fixed natural environment.
 - Creating a framework for managing growth and development within the municipal areas, especially productive areas.
- **Striving for Integration between Different Landscapes/Land Use Zones:** Settlements on traditional authority areas occur in the form of low-density and lack a defined structure. Due to betterment planning, there is a clear distinction between settlement and areas of agricultural activities. Economically active areas are located in a scattered manner with no clear clustered approach which creates difficulties with respect to accessibility. In other areas, settlements tend to be located and continue to sprawl and encroach into high agricultural potential land and environmental hazardous areas. Commercial agricultural areas appear to be well served and catered for in terms of development opportunities whilst traditional areas do not enjoy such privileges. This is indicative of the apartheid planning which rendered certain areas economically non-viable.

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

importance of investing in areas where there is a greatest need including economic development potential.

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

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

- Primary node where the location of higher order services and facilities should be favoured.
- Secondary node where low order facilities are located.
- Tertiary nodes and settlement webs are used as key investment points for public and private funding resources.

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

- **Acknowledging the Behaviour and Structure of the Existing Settlements:** Settlement in traditional authority areas occurs in the form of low density. When viewed from an urban development perspective, this settlement pattern is not



sustainable and renders service delivery and development difficult. However, a detailed consideration of the development pattern within each of these settlements and the level of interdependence and connectivity between them suggests that they function as webs and are functionally integrated. To this end, it is imperative to acknowledge and respect the existing nature of settlement and their historical development.

TOWARDS THE REQUIRED INTERVENTION FOR GROWTH

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

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

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

IMBABAZANE SPATIAL DEVELOPMENT FRAMEWORK (SDF)

STRATEGIC APPROACH

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

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

APPROACH

Preparation of a Spatial Development Framework is based on interaction of various stakeholders; it is part of the IDP and does not run parallel to the IDP. Therefore, the SDF should be the product of decisions and



agreements made during the preparation of an IDP. Furthermore, spatial planning is regarded as one of a number of mechanisms to achieve the desired integration in development. Imbabazane SDF should be characterized by some of the following key elements:

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

ELEMENTS OF IMBABAZANE SPATIAL DEVELOPMENT FRAMEWORK

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

Primary Development Node

Generally, a Service Hub/Primary Node is located within an area which indicates growth potential and it performs a co-ordinating role amongst a

range of service satellites within a certain radius or threshold. The Ntabamhlophe area consist most of the higher order facilities, which include the municipality offices, the multipurpose centre, the library etc. From this perspective, it should then be used as a Service Hub/Administrative Centre (See Figure 36). In determining Ntabamhlophe as the main Service Hub/Primary Node, the following criterion was employed:

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

Secondary Development Node

Secondary development nodes should be located in areas where there is scope for growth and development. However, for these areas to develop, they require a particular intervention to enable them to operate more effectively and efficiently hence they can serve abutting communities. They should ensure linkage with surrounding areas and exploit their local comparative advantages in terms of providing job opportunities and contributing towards local economic development. Within the ILM, the Emangweni area resembles some of the essential criteria for the secondary development node (See Figure 36). As indicated, the area already serves as the satellite municipality office and is home to a number of important services. It also hosts two key manufacturing industries within the ILM in the form of KwaZulu Shoe and Industrial Braiding both which offer immense employment opportunities for local residents.



Primary Development Corridors

The system of development corridors is based on the function of each corridor and the nature of the activities that occurs within its area of influence. The road linking Emangweni and Escort (P10-1) serve as trade distributor route (it distributes and collect the traffic from the national route-N3 north development corridor) hence it is identified as one of the key primary investment corridors

(Refer to Figure 36). In addition, this road also serves as a link road with adjoining municipalities on the north-western (Ukhahlamba) and north-eastern (Umtshezi) part of Imbabazane Local Municipality. The other important route is P29, which is also identified as a primary development corridor. This road links the ILM with the town of Escort. Also along this route, it is where the primary development node in a form of Ntabamhlophe is identified **(Refer to Figure 36)**. The location of this node emphasizes the economic importance of this road more especially its ability to facilitate service delivery in surrounding traditional areas. The third primary corridor is the road linking Ntabamhlophe and Mahlutshini (P379). This road engraves through dense settlements of KwaNdaba and Dlamini which are characterised by few economic development initiatives and its development as the primary corridor will set it up for multiple opportunities. Any proposed development along the identified primary corridors shall have a positive economic and social impact to local communities, making use of nodes as focal points with an outlook that in future a more linear approach will suffice. This is in line with the NSDP principles of ensuring that development has positive outcomes on the local residents thus addressing social inequalities.

Secondary Development Corridors

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

- The road from Ntabamhlophe to Emangweni. This road should strengthen the relationship between two nodes thus opening opportunities for various economic initiatives. This road needs to be rehabilitated since it is not in good condition.
- The road from the southern portion of ILM P28-1 linking with the Hlathikhulu area. This road is in good condition and should be used as a secondary development corridor to facilitate service provision to surrounding communities on Mkhize area. This road is also utilised by the tourist visiting Giant Castle.
- The road from Ntabamhlophe Lodge linking with Dlamini area should be identified as a secondary development corridor. This is due a few scattered settlements located along this road.

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

Tertiary Development Corridors

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



Rural Settlements as Primary Investment Areas

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

Protecting High Agricultural Potential Land

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

- High potential agricultural land. Any form of land use that does not promote agricultural development or may have negative effect on the productivity of this land should be discouraged in these areas, See Figure 36.
- Medium potential agricultural land. Within this area as well, it is proposed that any form of development which will have huge impact on the agricultural resources should be discouraged at all levels, See Figure 36.
- Low agricultural potential land. Within this area, any proposed development should be assessed, based on the impact it will have on vulnerable and limited agricultural land, See Figure 36. Should it have a high impact on the limited productive land, it is proposed that, such development shall not be allowed.

Conserving Natural Resources (Environmental Management)

Primary assets, which include heritage, eco-tourism sites, and agricultural land: these areas have been identified as primary assets and the source of pride for the Municipality. They define the competitive edge of the municipality in economic terms and facilitate integration into other spheres of the economy. The river systems, valley lines, nature reserves, wetlands and arable agricultural land should as far as possible be protected and kept as investment opportunities, See Figure 36. In areas where development has already occurred, management overlays shall be developed and communities will be educated on the need to protect environmental sensitive areas.

Enhancing Linkages

Undulating topography and rolling hills makes linkages and accessibility of certain areas difficult within Imbabazane Local Municipality. Certain areas such as Ntabamhlophe and Emangweni are alienated from each other and operate as systems in their own right instead of integration. The existing link between Ntabamhlophe and Emangweni is in poor condition thus contributing to poor linkages. In recognition of the importance of the two mentioned areas (Ntabamhlophe and Emangweni), it is deemed fitting that a strong approach is adopted that will improve the condition of the existing road thus increasing efficiency and linkages. Also the road from Ntabamhlophe running through KwaNdaba and Dlamini is upgraded (especially the gravel portion of it). This is in line with its envisaged role as the primary development corridor. Proposed link roads that need to be enhanced are indicated on Figure 36.



ENHANCING THE CURRENT SPATIAL DEVELOPMENT FRAMEWORK (SDF)

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

Introducing Tertiary Nodes

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

Also in view of the distance between the primary development in this case being Ntabamhlophe and settlements in the vicinity of KwaDlamini area, it is also deemed necessary to establish a tertiary node to meet the needs (especially the lower end needs) of the communities residing in the settlements of KwaNdaba, KwaDlamini, Mahlutshini etc, as indicated on Figure 36. The third area with a potential to serve as a satellite, is located at the intersection of P10-1 and the road linking Ntabamhlophe (Draycott area). There are a number of important facilities and services located in the vicinity of this area which should be harnessed to effectively meet the daily requirements of surrounding residents; Figure 36 graphically illustrates the proposed tertiary nodes.

Introducing Tourism Nodes

Apart from agriculture and other development initiatives, tourism also plays a pivotal role in the advancement of communities. As such, it is proposed that areas with high tourism potential shall be identified as tourism nodes. In this case, there are two notable areas, namely; Mahlutshini and Injisuthi. Both areas are located along the major routes which lead to key tourism anchor points. In fact, in the Mahlutshini area, an initiative to establish the arts and craft centre is underway and is intended to benefit from tourists commuting along this road. Additional tourism commodities can be identified to complement and enhance this initiative, also for the spatial orientation of the proposed tourism nodes, See Figure 36.

Encouraging Linkages

Linkages within the ILM especially between the north, central, east and western part are poorly developed to nonexistent. In dealing with this scenario, a proposed link is made which comes off P33-1 and link with the road from Ntabamhlophe to Emangweni (See Figure 36). The proposed route will reduce travelling time between Ntabamhlophe and Emangweni and will further open economic and social opportunities for surrounding local communities. It will transform the current situation engulfed by poor linkages between north, east and western part of the ILM. The importance of creating linkages between various areas within the municipality cannot be emphasized. Roads are channels through which goods, service and people move, they also facilitate economic and social development in various areas. To this end, the subject municipality is highly encouraged to develop strong linkages in various areas thus opening economic opportunities which hitherto did not exist.



Introducing Agri-Tourism Corridor in Line with SCAP

The intentions of the Special Case Area Plan (SCAP) is to ensure protection of natural resources and proper integration of land uses with areas located within the immediate boundary of the UKhahlamba Drakensberg Park. Rightfully so, for the ILM, it would be proper to encourage development that will not have adverse impact on the foothills of UDP. From this perspective, there is a need to introduce an agri-tourism corridor that will act as interface and ensure proper integration of landscape between the ILM and UDP. Agri-tourism is fast becoming a common phenomenon which has the potential to be explored within the ILM. The community can be encouraged to produce or engage in agricultural commodities with a strong tourism impetus. Figure 36 graphically indicates areas which can be utilised for agri-tourism. Through this approach the community will continue practising agriculture whilst protecting and conserving natural resources and striving for efficient landscape integration.

Enhancing Support to Land Reform Projects

The successful implementation of Land Reform Projects can contribute towards social and economic development of communities. Historically, within the South African context, Land Reform has not been incorporated into the municipal wide planning. There has been a wide cry from all sectors of the society especially those involved in Land Reform for a more co-ordinated and holistic approach to implementing Land Reform Programme. Municipalities have recently begun Incorporating Land Reform Projects in their Spatial Development Frameworks and associated plans. Within the ILM there are a number of Land Reform projects that have been identified. These projects will have enormous impact on the provision of services and integration with other municipal wide development initiatives hence their spatial profile is essential. Figure 36

of this report graphically illustrate the Land Reform Project which have formed more of a central corridor, running in the central part of the ILM, and forming the northern boundary of the ILM. The ILM should as far as possible use Land Reform Projects to deal with the issues of housing development, economic and social upliftment of its inhabitants and expanding the notion of service delivery. In doing this, proper coordination and support from various state organs, private sector organisations including NGO's will be essential. So in essence, the success of Land Reform calls for establishment and strengthening of partnerships amongst various stakeholders.

Key Economic Activity Points

There are a number of key economic points within the ILM. These ranges from light industrial activities, tourism resources, mixed uses and general dealer shops etc. They are evenly spread throughout the municipality. Their geographic impact varies significantly, with others serving a small threshold with a particular radius whilst others serve a much wider threshold. Figure 36 graphically illustrates the spatial distribution of these key economic points within the ILM. Their development needs ranges from lack of access to information and networking opportunities to enhance their businesses to poor linkages and provision of necessary economic infrastructure. However, historically they have played and continue to be major feature in economic and social advancement of local communities.

Areas with Potential for Development and Growth

Figure 36 also indicates strategically located land parcels which presents development opportunities within the ILM. The location of these land parcels is such that, it allows for the development of a range of initiatives,



ranging from housing development, establishment of mixed use facilities and light industrial activities. In line with the objectives of the NSDP, it would be advisable for ILM to concentrate and give more effort in developing areas located along primary investment routes. This will not only assist capture threshold support generated by commuters along these routes but will also encourage compaction and generate economic opportunities for local residents.

Restructuring of Primary and Secondary Nodes

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

- Ensuring integration of land uses.
- Striving for land use compatibility.
- Increasing spatial efficiency.
- Creating economic opportunities for emerging entrepreneurs
- Ensuring accessibility.

- Building more compact urban character based on existing built form and structure.
- Protecting natural resources.
- Developing a hierarchy of road movement pattern etc.

The conceptual frameworks makes provision for a whole range of land uses ranging from civic and social, commercial, mixed use, light industrial to residential development. Further, vacant patches of developable land should as indicated on the conceptual framework plans be set aside and be referred to as holding zones until specific uses are identified. For more information, refer to Annexure and B and C respectively. Worth Noting: it is recommended that the formalisation of both Ntabamhlophe and Emangweni be undertaken with immediate effect. This will allow for the development of proper land use schemes to manage future development.

RECOMMENDATIONS

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

- That the rural service model be used as a mechanism or a tool to decentralise development to various areas within the subject municipality.
- That Ntabamhlophe as a primary node and Emangweni as the secondary node shall both be formalised into a properly functioning urban entities hence the municipality can generate some revenue through rates. In the vicinity of these areas, high order services and facilities shall be provided, based on the local need and demand.



- That both Mahlutshini and Injisithi be regarded as tourism development nodes. Any future development in these areas shall focus on tourism related activities with a strong community focus.
- That the traditional settlements are the most deprived and underdeveloped areas, and in line with the principles of NSDP they should be prioritised for development and provision of necessary facilities thus redressing social and spatial inequalities. Any future development within the traditional settlements should adhere to environmental guidelines so as to strike the balance between meeting community development needs and environmental concerns.
- In line with the principles of the Draft Provincial Spatial Economic Development Strategy (PSEDS), which encourages increasing competitiveness, linkages between various nodes shall be encouraged as indicated on the SDF. This will create ease of movement between various nodes thus unleashing economic potential of various areas.
- Areas such as Draycott, Engodini, Enyezane and KwaDlamini are declared as Tertiary nodes due to concentration of settlements hence their ability to bring services closer to communities. And in line with the NSDP which encourages investment in localities of high opportunities, more emphasise should be put in these areas.
- Natural environmental features and prime agricultural land shall be protected and conserved at all time.
- That the extent of each node needs to be determined in collaboration with the local communities and other relevant stakeholders. This also calls for the formulation of a framework plan for the development of each node, which will guide future development.
- That P379 is converted from being a secondary corridor into a primary development corridor due to settlements abutting the latter. Also that, the grave portion of P379 is upgraded into an efficient functioning transport route in line with its new mandate (primary development corridor).
- That the primary focus should be on developing Ntabamhlophe as the primary centre and subsequent to that, more attention should be given to secondary nodes. However, this does not mean traditional settlements should be overlooked.
- That the framework plans for both Ntabamhlophe and Emangweni be developed to provide strategic future development and growth subsequent to their formalisation.
- Also it is reported that, areas that were previously managed by the DMA have been incorporated into some of the local government structures. In order to ensure effective management, it is deemed necessary to establish a joint management structure between ILM and KZN Ezemvelo Wildlife so as to protect international status and natural habitat of the affected areas.



Sector involvement

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

DEPARTMENT OF LOCAL GOVERNMENT AND TRADITIONAL AFFAIRS

VISION OF THE DEPARTMENT

The vision of the Department has been set as:

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

MISSION OF THE DEPARTMENT

The mission set for the Department is:

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

STRATEGIC GOALS OF THE DEPARTMENT

The Strategic goals of the department are as follows:-

- Refocusing local government towards accelerated basic service delivery.
- People focussed, effective and efficient institutions
- Building confidence of community in the system of local government.
- Align institution of traditional leadership within local governance
- Alignment of integrated development plans (IDP) and the provincial growth and development strategies (PGDS)

VALUES OF THE DEPARTMENT

The core values that this Department espouses are:

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



PURPOSE OF THE CHIEF DIRECTORATE: DEVELOPMENT PLANNING IS TO PROMOTE INFORMED INTEGRATED PLANNING AND DEVELOPMENT

The table below illustrates the Strategic goals and objectives of the Chief Directorate: Development and Planning

Strategic Goals	Five Year Strategic Agenda	Strategic Objectives
Refocusing local government towards accelerated basic service	Main streaming hands on support to local government to improve governance, performance and accountability	<ul style="list-style-type: none"> • Municipal transformation and organisational development • Strategic IDPS aligned to provincial priorities • Good governance and public participation and empowerment • Enhanced IGR • New development planning legislation • Legislative amendments • Local economic development
People focused, effective and efficient institutions	Addressing the structure and governance arrangements of the state in order to better strengthen, support and monitor local governance	
Building confidence of communities in local governance	Refining and strengthening the policy, regulatory and fiscal environment for local governance and giving greater attention to enforcement measures	
Alignment of Municipal IDP'S with the PGDS and the NSDP		

Table 6: Strategic Goals and Objectives of Chief Directorate: Development Planning



DEPARTMENT OF SOCIAL DEVELOPMENT

VISION

TO ENHANCE SOCIAL WELL BEING OF ALL PEOPLE IN KZN, SUPPORTED BY QUALITY DEVELOPMENT AND SOCIAL WELFARE SERVICES

MISSION

THIS DEPARTMENT IS COMMITTED TO THE PROVISION AND PROMOTION OF TRANSFORMED, INTEGRATED, PEOPLE CENTRED, DEVELOPMENT SOCIAL WELFARE SERVICES TO ALL PEOPLE IN KZN, IN ORDER TO MAXIMISE THEIR QUALITY OF LIFE AND SOCIAL WELL BEING IN PARTNERSHIP WITH ALL STAKEHOLDERS

SOCIAL DEVELOPMENT PROJECTS FUNDED UNDER IMBABAZANE LOCAL MUNICIPALITY

Local Municipality	Service office	Name of the project	Nature of the projects	No of beneficiaries	No of jobs	Budget
Imbabazane	Estcourt	Sizakele Club	Women Empowerment	29 households		250000
Imbabazane	Estcourt	Bhekuzulu self sufficient	HIV and AIDS support services	25 households	7	355673
Imbabazane	Estcourt	Buhlebethu cluster	Women empowerment	39 beneficiaries	8	500000
Imbabazane	Estcourt	Siphamandla	Women empowerment	14 participants		80000
Imbabazane	Estcourt	Sondelani	Woman empowerment	16 participants		100000
Imbabazane	Estcourt	Phaphamani	Youth development	25 beneficiaries		100000
Imbabazane	Estcourt	(SAYLO) South Africa Youth Liberating organisation	Youth development	20 beneficiaries		350000
Imbabazane	Estcourt	Siphamandla project	Sustainable livelihood	14 beneficiaries		350000
Imbabazane	Estcourt	Siwakhile community project	Sustainable livelihood	16 beneficiaries		350000
Imbabazane	Estcourt	Masakhane project	Sustainable livelihood	14 beneficiaries		350000
Imbabazane	Estcourt	Bhekuzulu	Sustainable livelihood	100 OVCs		557000



Local Municipality	Service office	Name of the project	Nature of the projects	No of beneficiaries	No of jobs	Budget
Imbabazane	Estcourt	Hearts of compassion	HIV and AIDS soup kitchen			233000
Imbabazane	Estcourt	Tholimpilo youth	HIV and AIDS support services	29 OVCS 14 child headed families 7 households		404000

Table 7: Social Development - Funded Projects in ILM

DEPARTMENT OF HEALTH

No.	Project Name	Description	Budget
1	Ncibidwane Clinic	Upgrade o clinic and new staff housing	6382050
2	Injasuthi Clinic	Upgrade existing septic tank and install a Lilliput	200000
3	Kwandaba Clinic	Establishment of a new clinic	450000

Table 8: Department of Health - Funded Projects in ILM

DEPARTMENT OF PUBLIC WORKS

Project name	Project type	Funding source	Budget	Ward
Kwazamokuhle School	Repairs and renovations	Department of Education	13 000 000	12
Kwazamokuhle School	New hostel block	Department of Education	7 00 0000	12

Table 9: Department of Public Works - Funded Projects in ILM



DEPARTMENT OF AGRICULTURE

Project Name	Budget	Wards /Areas
Fencing projects	600 000	Khanyakhwezi / Mabaso
Fencing projects	1 380 000	Ngodini ad Emangweni

Table 10: Department of Agriculture - Funded Projects in ILM

ESKOM

VISION

Together bringing the powerbase for sustainable growth and development

STRATEGIC OBJECTIVES

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

Municipal Code	Project Name	Project cost	Total project connections
KZ 236 Imbabazane	Cathkin NB 20 Mandabeni phase 1	15,799,005	950

Table 11: ESKOM - Funded Projects in ILM



UTHUKELA DISTRICT MUNICIPALITY

Project Name	Project MOA	Previous Expenditure	2011/12	2012/13	2013/14	2014/15	2015/16	Balance
Amangwe / Loskop	44 974 818	40 658 920.00						
Ntabamhlophe water supply Phase 1	20 538 153.66	20 357 521.35						
Emanjokweni Augmented water scheme	4 000 000.00							
Tatane/ Mqedandaba SAN	2 490 000.00	1 851 656.00						
Zwelisha Mababzane SAN	2 614 730.00	1 635 024.73						
Myezane SAN	3 644 079.00	2 040 520.21						
Enkomokazini SAN	5 652 034.00	5 479 324.00						
Kwaval SAN PH 2	8 125 439.00	682 614.00						
Kwamkhize SAN	2 032 508.00	1 805 490.00						
Emakhutshini SAN	6 782 892.00	109 350.00						
Kwadlamini SAN	2 330 392.00	2 053 722.00						
Edashi SAN	6 968 721.00	111 650.00						
Silimangamehlo/ Emadolobheni SAN	8 400 000.00							

Table 12: Uthukela District Municipality - Funded Projects in ILM



IMPLEMENTATION PLAN

This section explains the framework of the institutional structures that the Municipality uses to implement its strategies with the application of appropriate resources.

COUNCIL

This is the highest decision making body of the institution. It consists of 23 Councillors, with only 12 wards and 11 party representatives. The chairperson of the council is the speaker. There are three portfolio committee, namely local economic development, Planning and Social.

EXECUTIVE MANAGEMENT

The Executive Management Team charged with the responsibility of providing strategic direction of the entity, directly ensuring that strategic objectives as set out on the IDP are met. The Executive Committee is made up of three Councillors. The chairperson of the Executive Committee is the Mayor.

ADMINISTRATION

The top structure comprises of four heads of Departments, Namely: Director Financial Services, Director Corporate Services, Director Development Planning and Community Services and Director Technical Services. The Municipal Manager is the accounting officer The Structure is informed by Powers and Functions and Geared towards the implementation of the IDP and the Budget.

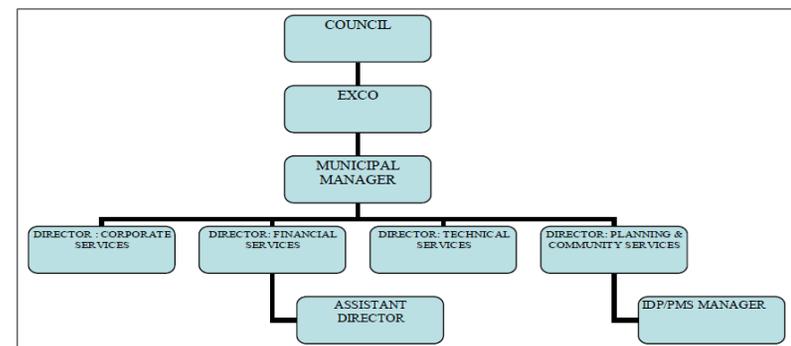


Figure 37: Organogram



MUNICIPAL POWERS AND FUNCTIONS

Corporate services	Financial services	Development planning and Community services	Technical services
<ul style="list-style-type: none"> • Trading regulations • Billboards and display • Control of public nuisance • Control of businesses that sell liquor • Fencing and fences • Local amenities • Noise pollution • Public places • Street trading • Traffic and parking • Administration <ul style="list-style-type: none"> ➢ Pauper burial ➢ Cleaning and hygiene ➢ Records management ➢ Provision of office accommodation ➢ Telecommunication ➢ Messenger services ➢ Stationery acquisition ➢ Safety and security ➢ Booking of venues ➢ Reception function • Secretariat 	<ul style="list-style-type: none"> • Fleet management • Procurement • Budget (preparation and financial reporting) • Asset management • Treasury (credit control, debt control, revenue collection and expenditure management) • General valuation roll 	<ul style="list-style-type: none"> • Air pollution • Child care facilities • Fire fighting • Local tourism • Municipal planning • Beaches and amusement facilities • Cemeteries and funeral parlours • Cleansing • Facilities for accommodation, care and burial of animals • Licensing of dogs • Local sport facilities • Markets • Municipal abattoirs • Municipal parks and recreation • Pound • Refuse removal, dumps and solid waste disposal • Free basic energy (Gel and electricity) 	<ul style="list-style-type: none"> • Building regulations • Municipal airports • Municipal public transport • Pontoons and Ferries • Storm water • Municipal roads • Street lighting • Housing • Environmental cleansing • Energy and resources distribution • Project administration (MIG and other Municipal projects)



Corporate services	Financial services	Development planning and Community services	Technical services
<ul style="list-style-type: none">• Human resources• Information technology• Publications and reports			

Figure 38: Powers and Functions



PROJECTS

The table below provides details of the planned projects for the next 5 years:

IMBABAZANE MUNICIPALITY - PROJECTS FOR THE NEXT FIVE YEARS												
Details					Years					Source of Funding	Responsible Directorate	
National KPA	IDP Priority	No	Description of the Project	Ward	Total Project Cost	2011/12	2012/13	2013/14	2014/15			2015/16
Infrastructure development	Roads and Storm water	1	Upgrade of Jikeleza Gravel Road	9	1,875,000						MIG	Technical Services
		2	Upgrade of Scelukwedlula Gravel Road	8	4,500,000						MIG	Technical Services
		3	Construction of Sobabili / good home pedestrian Bridge	5	800,000							Technical Services
		4	Construction of Injeza pedestrian Bridge	8	2,400,000							Technical Services
		5	Construction of Mandabeni / Mpolombeni pedestrian Bridge	9,10	2,400,000							Technical Services
		6	Upgrade of Graveyard Gravel Road	6	4,125,000		4,125,000					Technical Services
		7	Upgrade of Msimandgo Gravel Road	5	3,375,000		3,375,000					Technical Services
		8	Upgrade of Zakwe Gravel Road	3	2,615,000		2,615,000					Technical Services
		9	Construction of Ngunjini pedestrian bridge	9,10	2,000,000		2,000,000					Technical Services
		10	Construction of De Klerk pedestrian bridge	4,5	907,000		907,000					Technical Services
		11	Construction of Bhungane Gravel Road	2	4,125,000			4,125,000				Technical Services
		12	Construction of Ndawonde Gravel Road	1	3,000,000			3,000,000				Technical Services



IMBABAZANE MUNICIPALITY - PROJECTS FOR THE NEXT FIVE YEARS

IMBABAZANE MUNICIPALITY - PROJECTS FOR THE NEXT FIVE YEARS												
Details					Years					Source of Funding	Responsible Directorate	
National KPA	IDP Priority	No	Description of the Project	Ward	Total Project Cost	2011/12	2012/13	2013/14	2014/15			2015/16
		13	Construction of Mahlutshini Pedestrian Bridge	2	2,400,300		2,400,300				Technical Services	
		14	Construction of Gcinusizi Pedestrian Bridge	3,4	907,000		907,000				Technical Services	
	Electricity	15	Cathkin 20 Mandeni Phase 1	8,9,10	15,799,005						Technical Services	
	Housing	16	Sobabili Housing Project - Prep Funding	5	50,000						Technical Services	
		17	Lochsloy Housing Project - Implementation Stage	7	783,515						Technical Services	
		18	Good hope Housing Project - Implementation Stage	5	1,381,310						Technical Services	
		19	Zwelisha Craig Housing Project - Implementation Stage	6	8,988,000						Technical Services	
		20	Phangweni Housing Project - Planning Stage	12	50,000						Technical Services	
		21	Newlands Housing Project - Planning Stage	7	50,000						Technical Services	
		22	Mqedadanda Housing Project	11	50,000						Technical Services	
Socio Economic Development		LED	23	Maize Seed Production		100,000						Planning and Community Services
24	Fencing Project (fencing what)										Planning and Community Services	
25	Imbabazane Maize Crop Production Project		all	1,500,000							Planning and Community Services	



IMBABAZANE MUNICIPALITY - PROJECTS FOR THE NEXT FIVE YEARS

IMBABAZANE MUNICIPALITY - PROJECTS FOR THE NEXT FIVE YEARS														
Details					Years					Source of Funding	Responsible Directorate			
National KPA	IDP Priority	No	Description of the Project	Ward	Total Project Cost	2011/12	2012/13	2013/14	2014/15			2015/16		
		26	Poultry Project	all	200,000							Planning and Community Services		
		27	Career Exhibition	all	200,000							Planning and Community Services		
		28	Road Safety		90,000							Planning and Community Services		
		29	Disaster Management		700,000							Planning and Community Services		
		30	Fire Fighting		1,600,000									
		31	Free Basic Electricity		900,000									
		32	Alternative Energy Gel		100,000									
		33	Development of the Landfill site		580,000									
		Financial Management	Financial Management and Auditing	34	Auditing		400,000							
				35	GRAP Conversion		500,000							
36	Anti- Corruption Strategy				100,000									
37	Vehicles				900,000									
38	Update of Fixed Asset Register													
Institutional Transformation	Administration	40	Municipal Website Development											
		Human Resources	41	Work Place Skills Plan		133,632								
	42		GIS		165,000									
	43		PMS		200,000									
	44		IDP Review											



IMBABAZANE MUNICIPALITY - PROJECTS FOR THE NEXT FIVE YEARS												
Details					Years					Source of Funding	Responsible Directorate	
National KPA	IDP Priority	No	Description of the Project	Ward	Total Project Cost	2011/12	2012/13	2013/14	2014/15			2015/16
Democracy and Governance	Ward Committees	45	Ward Committees		1,300,000							
		46	HIV and AIDS		650,000							
		47	Izimbizo / Public Participation		200,000							
		48	Communication Plan		80,000							
	Thusong	49	Outreach Programme		200,000							
		50	School Support		300,000							
Total Project Costs					74,479,762	13,022,000	10,432,300	-	-	-		

.Figure 39: ILM Projects for the 5 Year Term



FINANCIAL PLAN

1. **Financial resources**
2. **Revenue enhancement, debt collection and credit control, customer care and management**
3. **Financial operational plan**



ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS)

Imbabazane Municipality will strive to continuously improve its performance. This will be done through continuous benchmarking and adoption of best practices on Service Delivery, Planning and Financial Management.

The system consists of two facets, the entity as whole and other units within the entity. The entity's performance system involves drafting of the entity score card with clear key performance indicators and strategic objectives.

The second sphere is really at an operational level where performance agreements and departmental scorecards are drafted and signed by section heads. The departmental scorecard and performance agreements are aligned to the entity's scorecard. This again involves the drafting and implementation of the Service Delivery and Budget Implementation Plan (SDBIP).

There are quarterly reviews carried out and where targets have not been achieved; corrective action is taken timeously for the annual target to be achieved.

Our objectives for implementing the OPMS are really to achieve the following:

- To promote the principles of accountability and transparency.
- To ensure that delivery of services supersedes all other activities of the Municipality and again to ensure that corrective action are

taken earlier. This will assist in ensuring management that is effective and efficient.

Performance management is always a strategic document that seeks to ensure that all parties have very clear set goals, periodic monitoring and review and very importantly that everybody is pulling towards the same direction.



SECTOR PLANS



COMMUNITY BASED PLAN



LED STRATEGY
