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## **SECTION A: EXECUTIVE SUMMARY**

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### **1. INTRODUCTION**

All municipalities are required to undertake IDP Reviews on annual basis. In terms of section 34 of the Local Government: Municipal Systems Act ( Act No. 32 of 2000), “ a municipal council must review in accordance its Integrated development plan

Integrated Development Planning is a process through which Municipalities prepare strategic development plans for a five-year period. The integrated Development Plan is a product of the integrated development planning process and is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision making in a municipality.

The Integrated Development Plan has been summarized in the IDP Guide Pack as being about the municipality identifying its priority issues/problems, which determine its vision, objectives and strategies followed by the identification of project addressing the issues. A very critical phase of the IDP is to link planning to the Municipal budget (i.e. allocation of internal or external funding to the identified projects) because this will ensure that implementation of projects and hence the IDP directs developments.

The need for the integrated development plans is entrenched in South African Constitution (section 152 and 153).The Constitution states that local government is in charge of the development process in Municipalities and it is in charge municipal planning.

### **2. OVERVIEW OF MUNICIPALITY**

This serves to answer the question: Who are we?

Indaka Municipality is one of the five local Municipalities situated in the Uthukela District Municipality. The uThukela District consists of five Local Municipalities namely: Indaka, Emnambithi/Ladysmith, Umtshezi, Okhahlamba and Imbabazane. Indaka Municipality is a newly established municipality (established 18 December 2000), without a well established economic centre. It share borders with Emnambithi, Endumeni, Msinga and Umtshezi municipalities and is situated 49 km East of Ladysmith.

In terms of size, the land area occupied by the Indaka Municipality is approximately 9% of the total uThukela District Municipality land area,

### **3. CURRENT SITUATION**

Indaka is a predominantly rural municipality which is characterised by socio-economic challenges such as a low revenue base, poorly maintained infrastructure and limited access to social and other services. High levels of poverty, unemployment, skills shortage, lack of resources and low levels of education are also prevalent.

The settlement patterns are dispersed which has resulted in underdeveloped land and settlement patterns. This presents a challenge in that it is expensive to deliver services. Indaka has dense rural villages which are mainly located in the traditional areas. In terms of land ownership approximately 95 % of the municipality is traditional land.

#### **4. KEY CHALLENGES**

This serves to answer the question: What are the issues we face?

This municipality continuously undergoes self-assessment and some key challenges are identified through this process. In terms of development planning the entire municipality has no formal and/or proclaimed town. As a result, the area is unable to attract inward investments that could address economic development challenges.

Due to the above-said point of economic development, there is a high rate of unemployment, of active population who are supposed to be working. Most of the families completely depend on social grants for their survival. The poverty level is below an acceptable level.

The destroying factor of poverty yields to HIV/AIDS pandemic. The death toll due to this pandemic related is attaining. It is slowing population growth rate in the municipal area. The burden of AIDS related illness and deaths is not felt only by infected individual but also their families. Households suffer a loss of income when economically active members are unable to work and threaten of AIDS sufferers makes new demands

The AIDS epidemic alters the gender composition of Indaka area since women who are the largest proportion of the municipalities population are the hardest hit. A poor educational facility is seen as one of the reasons for high rate of illiteracy that is prevailing at Indaka Municipality. In the entire municipality there is no tertiary institution that allows high school graduates for tertiary education. The nearest tertiary institution is Mnambithi FET College which is at Ladysmith Municipality. The high rate of illiteracy is seen by poor response of communities to municipal adverts which intend to convey information to community.

Inadequate recreational facilities is also a major concern. The high rate of pregnancies and HIV/AIDS infection is highly attributable to the inadequacy of recreational facilities in the entire municipality.

Indaka municipality is infested with high Crime rate. This is so because there is only one police station for the entire municipality, what worsens the situation

for the existing police station is that it is not centrally located for the equal access by communities; it is tilted towards one complex of the municipality. The high crime rate is failing tourism opportunities in the municipality since tourism is sensitive to crime.

The spatial development framework for this municipality as well as land use management plans has revealed that the municipality has unutilized productive land which can be used for housing. Many hectares of land are also under the land claims commission and this hampers service delivery since no projects could be implemented on land under restitution opportunities.

## **5. KEY OPPORTUNITIES**

This serves to answer the question: What opportunities do we offer?

### **5.1 Natural landscape**

Indaka municipality is characterized by two drainage systems-uThukela and Sundays river. The last flowing uThukela rivers form the southern boundary of the municipality, with tributaries drainage southern wards to the river.

Sundays River drainage basin forms the major proportion of Indaka municipal area.

The flowing of these rivers through the municipality is viewed as an opportunity because they act as centripetal force to the industries to the municipality and also makes water supply project possible to the municipality.

### **5.2 Suitable arable land and land for infrastructural development**

Indaka municipality has plenty of the unoccupied land. Therefore this municipality is suitable for physical development projects e.g. housing. Though agricultural potential is limited at Indaka but there are some few areas that have been identified as having good and moderate agriculture potential.

### **5.3 Location and Accessibility**

Indaka municipality is not transverse by any national roads, but has a network of provincial and district roads due to its proximity to N3 and N11

These roads service the municipality itself and carry primarily local traffic. The most important provincial road is the Helpmekaar road, which runs from Helpmekaar through Ekuvukeni and the Limehill Complex before linking with Dundee Pomeroy road (MR32).

From the road, a network of district and provincial roads service the northern areas of the municipality which links to Elandslaagte, Wasbank and Wesselsnek to the North possible by means of provincial roads.

Tourism, through, is a sensitive industry has a possibility to grow with the proposed police station to be built. There are two giant projects that are

viewed as tourism's booster. These projects are: picnic site, cultural village and cannibalism route. Cannibalism route project is under implementation.

#### **5.4 Tourism**

Tourism seems to be slightly growing at Indaka, but the disturbing factor is crime and investment opportunities which are very limited

### **6. PLAN TO IMPROVE THE MUNICIPALITY**

This serves to answer the question: What are we doing to improve ourselves?

#### **6.1 Economic Development**

Since the municipality does not have a revenue base, it has engaged itself in developing projects that could generate income for the municipality. Those projects are cannibalism route project, craft centre, shopping complex and sight seeing.

Municipality has developed local economic development strategy that details how Indaka economy should be developed.

#### **6.2 Financial Management viability of the Municipality**

Financial management appeared to be a problem with the municipality but municipality has come up with measures over financial management and introduced a financial system that was not lasting. Some strict measures have been put in place. The municipality is speeding up the implementation of property rates act so that it will have a revenue base and this will boost financial viability of the municipality.

#### **6.3. Eradicating Infrastructure backlogs**

The municipality has conducted a backlog study and now the municipality is aware of all backlogs in terms of the service delivery. Indaka engages itself with sector departments to convey the researched data contained in the backlog study for inclusion in their budgets.

#### **6.4 HIV/AIDS Combating**

Indaka municipality has a high prevalence rate of HIV/AIDS with reference to above-mentioned rate municipality has developed HIV/AIDS strategy. The developed strategy outlines intervention programme and projects that should be implemented to combat HIV/AIDS.

#### **6.5 Skills Auditing**

Municipality has embarked on the skills audit programme and it has revealed some gaps to many staff members of the municipality.

Some training has been organized to fill those gaps and workshops have been recommended for other staff members. The findings of the skills audit were accommodated in the municipal assistance programme (MAP)

## **6.6 Housing Plan**

Municipality intends building houses for Indaka community. A housing plan that outlines pertaining analysis housing has been developed. The real construction process has commenced and its yielding positive results.

## **6.7 Development of Performance System**

To better and maintain ourselves, the municipality has developed a performance monitoring tool that is closely monitoring performance of individuals in terms of service delivery.

## **6.7 Social aspects**

In dealing with access to community services by the people of Indaka, it is important to look at all services that are needed by the communities. Services dealt within this section include inter alia education, health, welfare and facilities related to HIV/AIDS, sport, youth and the aged people within the municipal area.

### **❖ Education**

There are no institutions of higher learning within the municipality. After matriculation children either go to the Ladysmith Technical College to further their studies or move out of the Uthukela District. The latter is not always practical and affordable as most people in the area cannot afford to provide their children with better education opportunities outside of the municipal area. The cost is simply too much.

At primary and secondary levels the facilities are distributed all over the municipality and these are well utilized by the communities. There is however a need to extend or renovate most of the primary schools, as most is unsuitable for proper education purpose.

The statistics reveal that 31% of the people in the municipal area have no formal education. Assuming that these are adult people there is clearly a need to assist these people through the ABET program.

Health services are currently the responsibility of the Department of Health. The new legislation on local government has not provided that the local municipalities are responsible for the health services in as far as they are provided to serve their area of jurisdiction. Therefore

services like clinics and mobile clinics can be safely assumed to be the responsibility of Indaka Municipality.

Currently there are 7 clinics at Indaka namely the Limehill, Ekuvukeni, Rockcliff, KwaMteyi, Mhlumayo, Gcinalishone and Sahlumbe. The total number of mobile clinics that operate in the municipal area is 13. These mobile clinics are spread all over the area but there are some areas that still need mobile clinics.

#### ❖ **Safety and security**

There is only one police station in the whole of Indaka Municipality. This only police station is located at Ekuvukeni. Communities of the Mhlumayo settlement have called for stronger and more visible police presence in their communities (David Totman and Associates: 1999). The SAPS Crime Information Analysis Centre at Ezakheni Police Station stated that the Umhlumayo complex is being served by the Ezakheni Police Station whereas the Limehill Complex is served by the Ekuvukeni Police Station. Whilst the centre acknowledged the increase in the rate of crime in the Indaka area it was however made clear that there are no immediate plans for the construction of a new police station in the Indaka area. It was also acknowledged that the SAPS are currently under resourced in terms of personnel.

#### ❖ **Vulnerable groups**

The aged, youth, the disabled and people living with HIV/ AIDS have been grouped together under vulnerable people. This is because they are almost always neglected in planning activities or are treated as part of other groups leading to their needs not being given specific attention they deserve.

#### ❖ **The Aged**

The population statistics shows that there are about 5 895 people above the age of 65 in the Indaka area. These are people who have needs related to transport, healthy security etc, which may be over and above the needs of the general population. The Department of Social Welfare in Ladysmith has stated that it has a total of 10 pension pay points in the Indaka area. There are no formal facilities that exist as pay points. Currently existing shops are used as pay points and these have no adequate facilities to cater for the needs of the people who come for pensions.

#### ❖ **The disabled**

Disabled people have often been neglected or kept indoors in our societies. Various programs have been initiated by the government to include this group in our daily lives but these have often been ignored. The constitution of South Africa protects the rights of all people. It

provides for no discrimination on the basis of disability. Therefore it is important that in our planning activities we do not lose sight of the needs of these people. No facilities for the disabled currently exist at Indaka.

#### ❖ Youth

From the census statistics the majority of the people in the municipality are youth. As the youth is almost half of the population it is important to ensure that development projects in the area address issues of youth interest. The statistics show that out of an economically active population of about 57 000 people only 2 510 is employed. It can be safely reasoned that the majority of the unemployed is the youth.

#### ❖ People living with HIV and AIDS

This is another special category of people that cuts across all groups within the population for the municipality. As the HIV/AIDS statistics clearly reflect that this increase at an alarming rate this is a cause for concern. HIV/AIDS statistics from the Department of Health reveals that the age group that is hardest hit by disease is the youth is the majority in this municipality the results can be very dramatic. Pressure will be felt within the health sector. Schools will need to adapt to the new situation of AIDS suffers at school. Therefore facilities will have to be provided that provide accommodation as well as health and education facilities.

### 7. THE MUNICIPALITY'S EXPECTATIONS BY 2014

This serves to answer the question: What could you expect from us over the next five years?

#### **The Municipality is expected to have achieved the following by 2014:**

- This municipality shall improve its revenue base.
- The municipality shall have implemented the Property Rates Act.
- Minimized backlogs on :
  - Electricity
  - Water & sanitation
  - Roads
  - Increased HIV/AIDS awareness
  - Housing
  - Minimum of Housing units of 1000 shall have been built by 2014
  - Protected environment

### 8. CRITICAL TARGETS

The municipality has identified priority issues which need to be addressed as they are critical targets over the short-term:

## 8.1 Economic Priority Issues

- Economic development
- Tourism initiative development
- Development of Shopping Centre
- Development of **SMME's**

## 8.2 Infrastructure Priority Issues

- Electricity
- Water and Sanitation
- Roads
- MPCC

## 8.3 Environment priority issues

- Development of environmental impact assessment (EIA for any project which will impact on environment)
- Development of environmental protection plan

## 9. THE DEVELOPMENT OF THE IDP

The Indaka Municipality through its Process Plan adopted the 21 January 2010 prescribed a method and process to be followed in ensuring that there is an acceptable level of public participation during the Integrated Development Planning process. The following mechanism and process for participation has been put in place.

- **IDP Representative Forum:** This forum represents all stakeholders and be inclusive as possible. It meets during the various stages of the IDP process to provide input and discuss reports.
- **Media.** Local newspapers are used to inform community of progress through a progress report will be submitted at the end of each phase.
- **Ward Committee meetings:** These are held to inform people in local level.
- **Council Approval:** The Council approves the different components of the IDP throughout the process of compiling the report. The institutional arrangements are set out for the Municipality to take ownership of the IDP, and the following table lists the relevant stakeholders taking part in the formulation and the review of the IDP and their responsibilities:

ENTITY	RESPONSIBILITY
Executive Committee	The committee delegates co-ordination, monitoring and the management processes of the IDP to the Municipal Manager.
Council	The council as the decision makers in the Municipality is responsible for the adoption and approval of the Process Plan and the IDP
IDP Steering	This committee consists of the Municipal Manager, IDP

Committee	<p>Manager, and the Heads of Departments and their functions are :</p> <ul style="list-style-type: none"> <li>• To provide technical support and financial information</li> <li>• To contribute more towards the formulation of the Strategies and Objectives of the Municipality</li> <li>• To provide departmental budget information</li> </ul>
IDP Representative Forum	This forum consists of the Steering committee members, sectoral Departments, businesses, traditional leaders, NGO"s and civil society
IDP Manager	The role of the IDP Manager is to assist the Municipal Manager in the co-ordination and management of the IDP process.

### 9.1. The process followed in the data analysis Phase

This is the first phase in the preparation of the Integrated Development Plan for the Indaka Local Municipality. In this phase existing information on the municipality is gathered then analyzed. A guiding tool in terms of what information need to be collected here is that one need to ask this question, what do municipalities need to know to arrive at strategic and implementation oriented decisions on how to make best use of their scare resources? Looking at the decision-making and management requirement of municipalities the need for information and analysis of existing situation is determined by the following considerations.

- Information should enable the municipality to decide on priority issues or problem ,with due consideration of the residents, communities perceptions and of available facts and figure
- The municipal decision –makers should be knowledgeable about the concrete nature of these priority issues or problems, such as trends, context , causes and impacts related to these issues ,in order to make informed decisions on the appropriate solutions ,rather than just curing the symptoms

## 10. APPROVAL

Approval is a very important aspect of the IDP. Every stakeholder needs to satisfy oneself that the product and deliverables are to the best of the council's expectation.

## **SECTION B: SITUATIONAL ANALYSIS**

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### **1. LOCATION AND BACKGROUND**

Indaka is a rural Municipality which was established on 18 December 2000. Indaka Local Municipality (KZ233) is one of the five Local Municipalities that form part of the Uthukela District Municipality. The other municipalities within the District are Emnambith, Umtshezi, Imbabazane and Okhahlamba. It shares its borders with Emnambithi and Umtshezi within the uThukela District and with Msinga and Endumeni within the Umzinyathi District Municipality.

This Municipality has no economic base, and is situated 49 km east of Ladysmith. The extent of the municipal area is 990 square kilometers with a population of approximately 101 557 (Community Survey, 2007). Indaka municipality is not transversed by any national roads, but has a network of provincial and district roads due to its proximity to the N3 and N11.

The municipality is characterised by socio-economic challenges such as a low revenue base, poorly maintained infrastructure and limited access to social and other services. High levels of poverty, unemployment, skills shortage, a lack of resources and low levels of education are also prevalent. The settlement patterns are dispersed which has resulted in undeveloped land and settlement patterns that make delivering effective services challenging and expensive.

The factors influencing spatial development in the area are a combination of natural factors, physical infrastructure and policies guiding spatial development. The key issues faced by Indaka municipality include environmental degradation and the under-utilisation of natural and physical resources. This is due to the growth of dispersed settlements with limited infrastructural services.

### **2. NATURAL FACTORS INFLUENCING THE SPATIAL PATTERN**

#### **2.1 Mountain Ranges**

The Indaka Municipality is located within the south-western foothills of the Biggarsberg, which forms a watershed and natural divide between the municipality and the adjacent municipalities of Endumeni to the north and Msinga to the east.

#### **2.3 Topography**

Topographically, the municipality can be divided into the rugged southern areas and the central plateau. The southern areas of Indaka, comprising the Sundays River Valley and the Uthukela River gorge are topographically rugged, characterized by deeply entrenched river valley and broken ridge lines. Due to the steep gradients and relative inaccessibility of these areas,

settlement tends to be more limited and dispersed. Agricultural potential is limited and limited agricultural activity is practiced.

The northern portion of the municipality is part of the central plateau extending from Ladysmith to Wasbank. The area is characterized by gently sloping land, with extrusions of dolomitic capped koppies and ridges. The most prominent of these are Jobskop (1 734 m), Stuurmanskop (1 125 m), Mancilwane (1 054 m) and Cancane (1 192 m). Within this flatter area, the average elevation varies from 100-1 500 m. Much of this northern area is degraded due to overstocking and erosion.

### **2.3 Rivers**

The Indaka Municipality is characterised by two drainage systems – the Tugela River and the Sundays River. The east-flowing Tugela River forms the southern boundary of the municipality, with tributaries draining southwards to the river. The Jana Dam is proposed along this river.

The Sundays River drainage basin forms the major proportion of the Indaka municipal area. The Wasbank River joins the Sundays in the central area of Indaka. Tributaries into these south flowing rivers drain from the east and west. Water quality in the Wasbank River has been negatively affected by coal mining within its drainage system. The Tugela, Sundays and Wasbank rivers are perennial while some of the minor tributaries are seasonal.

### **2.4 Wetlands**

There are no major wetlands in the Indaka municipality. However, in the upper reaches of the tributaries of the major rivers, areas have been identified where there is adequate water supply and a place where water will accumulate (Kotze and Breen, 1996).

### **2.5 Environmentally sensitive areas**

Analysis of the KZN Wildlife GIS database identifies two categories of environmentally important areas as occurring in the municipality:

- Important Species Sites.
- Sites of Intrinsic Biodiversity Value.

The important species identified as potentially occurring in the municipality is Oribi and the location is the north-western portion of the municipality. The locality is contiguous with areas in the Emnambithi municipality. This area overlaps with the important flood plain of the Sundays River.

Areas of high intrinsic biodiversity 3 have been identified in the Indaka Municipality. These are located in the high lying areas, particularly around Jobskop and in the ridgeline forming the watershed between the Sundays and Tugela Rivers. Some other isolated areas in proximity to streams/wetlands

have also been identified. Many of the steep slopes of the uThukela Gorge and of the Sundays River valley have been identified as areas of intermediate biodiversity value, as have the slopes of Jobskop.

## **2.6 Agricultural land**

Agricultural potential within the Indaka municipality is limited. In terms of Agricultural Potential (based on data from Cedara), only a few areas have been identified as having good and moderate agricultural potential. The part of the region in which Indaka municipality falls consists mainly of the Valley Bushveld Bio-resource Group with pockets of Dry and Moist Tall Grassveld, Sour. These areas are predominantly on the periphery of the municipality, in the low-lying central plateau and drained by tributaries of the Sundays River. Beef farming is the most suitable form of agricultural production in these areas.

The full agricultural potential of these areas is not currently exploited, as subsistence agricultural is the predominant practice. The remaining areas of the Indaka area are characterized by very restricted, low and very low potential categorization.

There are three main categories of agricultural land that have been identified for Indaka Municipality and these can be outlined as follows:-

Good Potential Agricultural Land – that have been identified on the northern parts of the municipality. According to the recent land audit there are large hectares of good potential agricultural land, which is currently underutilized within the northern parts of Indaka. 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.

Moderate Agricultural Potential – most land within the northern and central parts of the municipality has moderate agricultural potential and it is currently vacant and unoccupied which presents an opportunity for agricultural production amongst the individuals to own and occupy that land once the land claims have been settled.

Grazing and Stock Farming – most of the land within the traditional authority areas has a steep gradient and a low agricultural potential in terms of crop production. The alternative agricultural activities that can be used for this area should be stock farming or grazing.

## **3 PHYSICAL FACTORS INFLUENCING THE SPATIAL PATTERN**

### **3.1 Roads and Railways**

The transportation network in the form of roads and rail infrastructure plays a critical role in determining the structure of the area while creating opportunities for investment. This is due to the transportation network providing linkages

between different areas, while influencing the level of access to social and economic opportunities whereby the quality of life for individuals can be enhanced.

Indaka Municipality is not traversed by any national roads, but has a network of provincial and district roads. These roads service the municipality itself and carry primarily local traffic.

The most important provincial road is the Helpmekaar road, which runs from Ladysmith through Ekuvukeni and the Limehill Complex, before linking with the Dundee-Pomeroy road (MR 32).

From the road, a network of district and provincial roads service the northern areas of the municipality, with links to Elandslaagte, Wasbank and Wesselsnek to the north possible by means of provincial roads. The road network through the area has played an important role in the distribution of settlements, with most settlements in the municipality located along the provincial and district roads.

### **3.2 Dams**

There are currently no dams in the Indaka Municipality. However, there are proposals for the construction of the Jana and Mielietuin Dams on the Tugela River as part of the Vaal Transfer Scheme. However, the Indaka Municipality will only benefit marginally from the water stored in the dams.

### **3.3 Towns and Settlements**

The main town in the municipality is Ekuvukeni, a former R293 township, which serves as the hub of the municipality. The municipal administration and a concentration of economic activities are located in Ekuvukeni.

The remainder of the area is characterized by rural settlements, as may be anticipated in an area that previously was administered by the KwaZulu Government. A total of 143 settlements have been identified in the municipality. Many of the settlements are located along the provincial and district roads, while others are clustered where services are available (e.g. Limehill complex).

## **4 ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES**

### **4.1 Msinga**

- The main hubs are Tugela Ferry and Pomeroy.
- An important link to Indaka is the MR32 between Ekuvukeni, Limehill Complex to Pomeroy.
- A large portion of degraded land is located in traditional areas.
- Predominantly rural municipality with high poverty levels.

### **4.2 Emnambithi**

- The main town in the municipality is Ladysmith which is a commercial centre and is to be developed as the Primary Administration Centre of the Uthukela District.
- The industrial area at Ladysmith is to be developed as the Primary Industrial Hub of the District.
- Colenso has been identified as a tertiary node for the District.
- The N11 is identified as a primary corridor and the portion of the N11 stretching between Ladysmith and the N3 has been identified as a priority upgrade.

#### **4.3 Endumeni Local Municipality**

- The main town in the municipality is Dundee which a commercial centre.
- The town has a diversified economy.
- The agricultural activities in the municipality include cattle farming and dairy production.
- Endumeni is the centre for the Battlefields Tourism route.

#### **4.4 Umtshezi Local Municipality**

- The main town is Estcourt with a smaller centre at Weenen.
- Estcourt serves as the primary agri-processing hub of the Uthukela District.
- A large portion of degraded land is located in traditional areas although it does not constitute a significant portion of the Municipality.
- High potential farm land and commercial agriculture.
- High potential tourism route.

### **5 DEMOGRAPHIC PROFILE**

#### **5.1 Population dynamics**

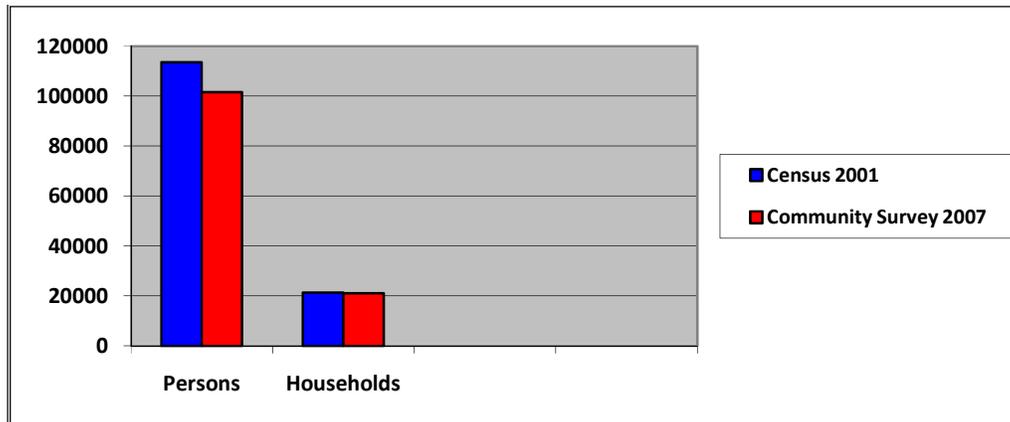
According to the Community Survey 2007, the total population of Indaka is 101 557. The population has decreased from 113 644 in 2001 to 101 557 in 2007. In terms of households, the number of households has decreased from 21 372 in 2001 to 21 081 in 2007. (Stats SA: Census 2001 and Community Survey 2007). There has been a decrease in population by 12 087 people since 2001. The number of households has decreased by 291 since 2001. This can be attributed to out-migration and the effects of HIV/AIDS.

Table 1: Indaka Municipality - Population per Person and per Household, 2001 - 2007

Persons		Households	
Census 2001	Community Survey 2007	Census 2001	Community Survey 2007
113 644	101 557	21 372	21 081

Source: Stats SA: Census 2001 and Community Survey 2007

Figure 1: Indaka Municipality Population per person and per household, 2001 – 2007



Source: Census 2001 and Community Survey 2007

It is important to understand the population dynamics in order to determine backlogs and facilitate spatial and other planning, budgeting and policy formulation for the provision and development of infrastructure for social services including human settlements, medical and educational facilities.

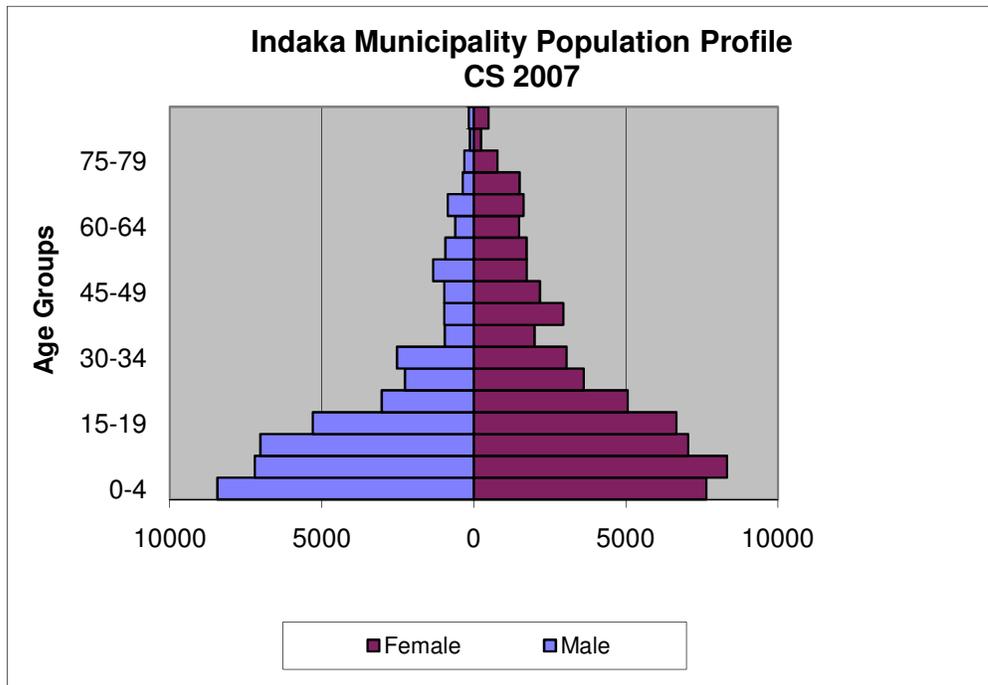
The Indaka Municipality demographic profile is outlined in the table below.

Table 2: Indaka Municipality Demographic Profile, 2007

Age	Male	Female	Total
0 - 4	8 439	7 652	16 091
5 - 9	7 206	8 332	15 538
10 - 14	7 023	7 046	14 069
15 - 19	5 300	6 663	11 963
20 - 24	3 030	5 057	8 087
25 - 29	2 260	3 615	5 875
30 - 34	2 526	3 053	5 579
35 - 39	958	1 996	2 954
40 - 44	975	2 945	3 920
45 - 49	979	2 180	3 159
50 - 54	1 341	1 740	3 081
55 - 59	936	1 731	2 667
60 - 64	615	1 486	2 101
65 - 69	857	1 638	2 495
70 - 74	362	1 503	1 865
75 - 79	317	781	1 098
80 - 84	126	237	363
85 +	166	484	650

Source: Stats SA: Community Survey 2007

Figure 2: Indaka Municipality Population Profile



Source: Stats SA: Community Survey 2007

Sour

In 2007 the number of males was 43 416 as opposed to 58 139 females and is particularly noticeable from the 20 year to 49 age-group which indicates a high level of out-migration of men in the economically active population.

In terms of the elderly there are 6 471 over the age of 65, which is 6 percent of the total population. In terms of the potential economically active population age group (working age group) 37 percent of the population fall within the age group 20 – 65 years. In terms of children below the age of 20, there are 57 661 children which is 57 percent of the total population. This indicates a very high number of dependent children who are dependent on a largely female economically active population.

## 5.2 Access to Basic Services and Infrastructure

Access to basic services has an influence in improving the standards of living and quality of life of the people living in the municipality.

The level of infrastructure and access thereto, is another key determinant of the level of poverty in any society. National Government's programmes emphasise the need to ensure that poverty alleviation programmes underpin all strategies designed to deal with underdevelopment. The extent to which communities have access to infrastructure is investigated below.

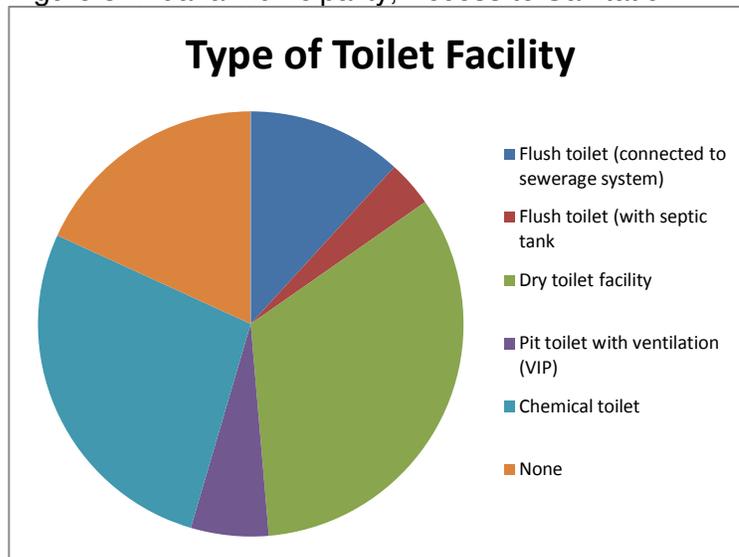
### 5.2.1 Sanitation

Table 3: Indaka Municipality, Access to Sanitation

% Households by Type of Toilet Facility		
Type of Toilet Facility	Census 2001	Community Survey 2007
Flush toilet (connected to sewerage system)	12.9	11.8
Flush toilet (with septic tank)	0.6	3.5
Dry toilet facility	-	33.4
Pit toilet with ventilation (VIP)	18.3	5.9
Pit toilet without ventilation	26.2	-
Chemical toilet	2.9	27.3
Bucket toilet system	0.8	-
None	38.3	18.2

Stats SA: Community Survey 2007

Figure 3: Indaka Municipality, Access to Sanitation



Source: Stats SA: Community Survey 2007

Based on the Community Survey 2007, the largest segment with regard to access to toilet facilities is dry toilet facilities (33.4%), which was recorded as 0% in the 2001 Census. There was also an increase in access to chemical toilets from 2.9% to 27.3%. The increase in these more formal toilet facilities correspond with a decrease in informal toilet facilities. The bucket toilet system has been eradicated going from 0.8% in 2001 to 0% in 2007. Households with no toilet facilities decreased from 38.3% in 2001 to 18.2% in 2007 which is a significant improvement.

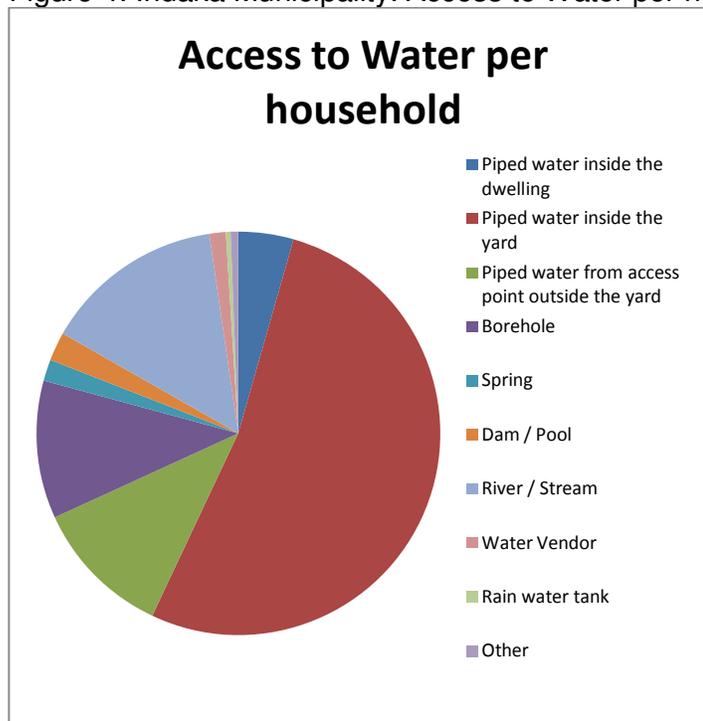
## 5.2.2 Water

Table 4: Percentage distribution of households by type of water source

	Census 2001	CS 2007
Piped water inside the dwelling	1.5	4.7
Piped water inside the yard	40.4	52.4
Piped water from access point outside the yard	20.3	11.1
Borehole	9.9	11
Spring	5	1.7
Dam/pool	4.6	2.3
River/stream	13.1	14.4
Water vendor	1.5	1.3
Rainwater tank	0.9	0.4
Other	2.9	0.6
<b>Total</b>	<b>100</b>	<b>100</b>

Source: Stats SA: Census 2001 and Community Survey 2007

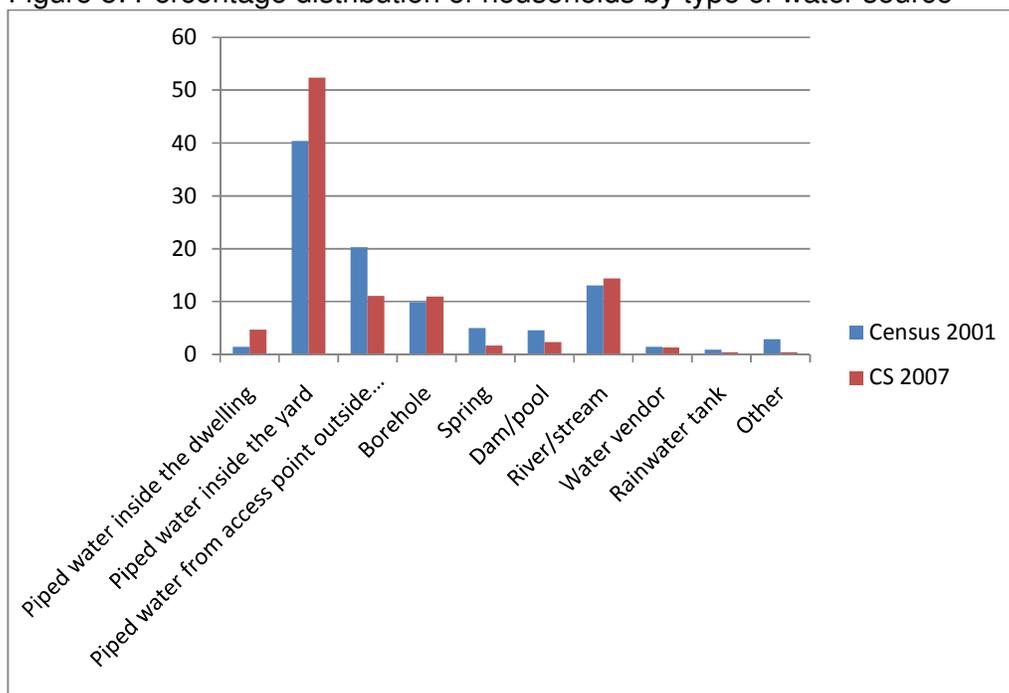
Figure 4: Indaka Municipality: Access to Water per household 2007



Source: Stats SA: Community Survey 2007

There has been an increase in access to piped water inside the dwelling between 2001 (1.5%) and 2007 (4.7%), and a significant increase in piped water inside the yard from 40.4% in 2001 to 52.4% in 2007. Piped water in general constitutes 68.2 percent of the source of water to households as at 2007. The remaining 31.8 percent is an area of concern.

Figure 5: Percentage distribution of households by type of water source



Source: Stats SA: Census 2001 and Community Survey 2007

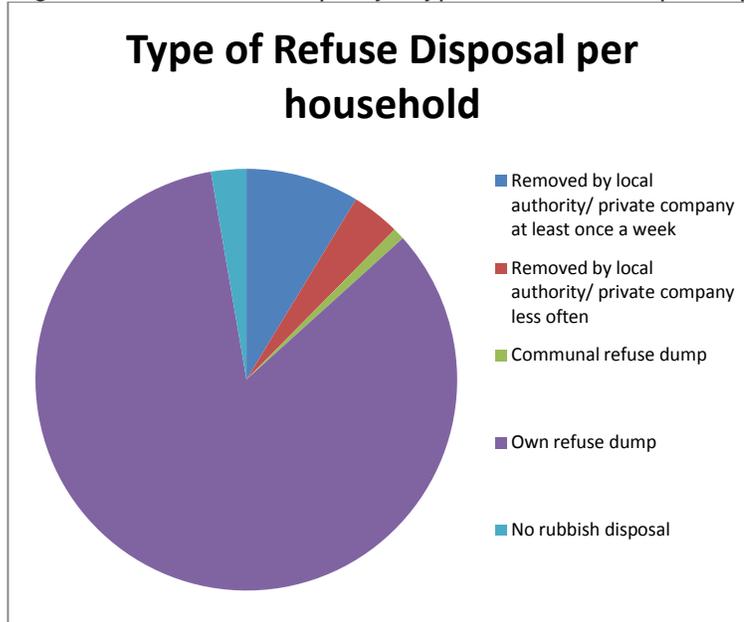
### 5.2.3 Refuse Disposal

Table 6: Indaka Municipality: Access to refuse disposal per household

	Census 2001	CS 2007
Removed by Local Authority at least once a week	12.7	8.7
Removed by Local Authority less often	0.5	3.7
Communal refuse dump	1	0.9
Own refuse dump	54.5	84
No rubbish disposal	31.2	2.7
Other	0	0
<b>Total</b>	<b>100</b>	<b>100</b>

Source: Stats SA: Census 2001, Community Survey 2007

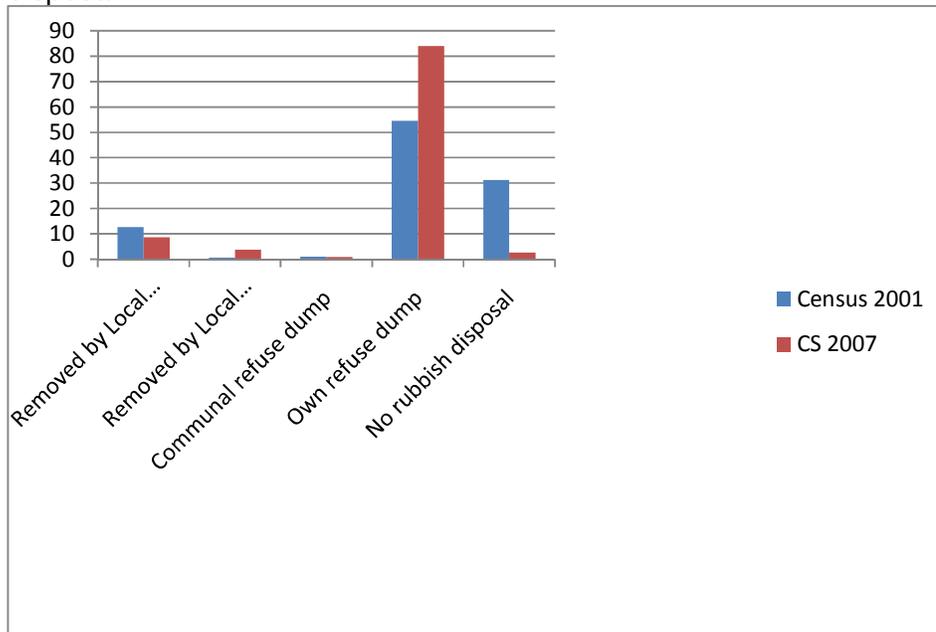
Figure 5: Indaka Municipality: Type of Refuse Disposal per household



Source: Stats SA: Community Survey 2007

According to the Community Survey 2007, 2.7 percent of the households do not have access to refuse removal. Approximately 84 percent of households are disposing of refuse through their own dump and 0.9 percent through a communal dump. Only 8.7% are serviced by the local authority at least once per week.

Figure 6: Indaka Municipality: Percentage of Households, access to refuse disposal



Source: Stats SA: Census 2001, Community Survey 2007

## 5.2.4 Energy

According to the Community Survey 2007, 48.9 percent of households are using wood for cooking, 32 percent use electricity and 16.1 percent use paraffin. The use of electricity for cooking has increased from 15.1 percent in 2001 to 32 percent in 2007.

Table 7: Indaka Municipality: Comparison of Energy used for cooking per household (%): 2001 - 2007

Energy Usage	Electricity	Gas	Paraffin	Wood	Coal	Animal Dung
Census 2001	15.1	2.3	21.6	52	7.1	0.2
Community Survey 2007	32	0.7	16.1	48.9	2.3	0.1

Source: Stats SA: Census 2001 and Community Survey 2007

According to the Community Survey 2007, the majority of households utilise wood for heating (55.7%), 11.9 percent utilise paraffin and 9.8 percent utilise coal. Twenty percent use electricity which has increased from 11.2% in 2001.

Table 8: Indaka Municipality: Energy used for heating per household (%): 2001 - 2007

Energy Usage	Electricity	Gas	Paraffin	Wood	Coal	Animal Dung	Other
Census 2001	11.2	0.9	9.4	56.2	19.6	1.5	1.0
Community Survey 2007	20	0.5	11.9	55.7	9.8	0.1	2.1

Source: Stats SA: Census 2001 and Community Survey 2007

According to the Community Survey 2007, 61.2 percent of households use electricity for lighting as at 2007 which is a significant increase from 46.8% who utilised electricity in 2001. However, there is still a very high use of candles even though the use of candles has decreased considerably from 49% in 2001 to 35.4% in 2007.

Table 9: Indaka Municipality: Energy used for lighting per household (%) 2001 - 2007

Energy Usage	Electricity	Gas	Paraffin	Candles	Solar	Other
Census 2001	46.8	0.2	3.4	49	0.2	0.4
Community Survey 2007	61.2	0.4	2.2	35.4	0.2	0.5

Source: Stats SA: Census 2001 and Community Survey 2007

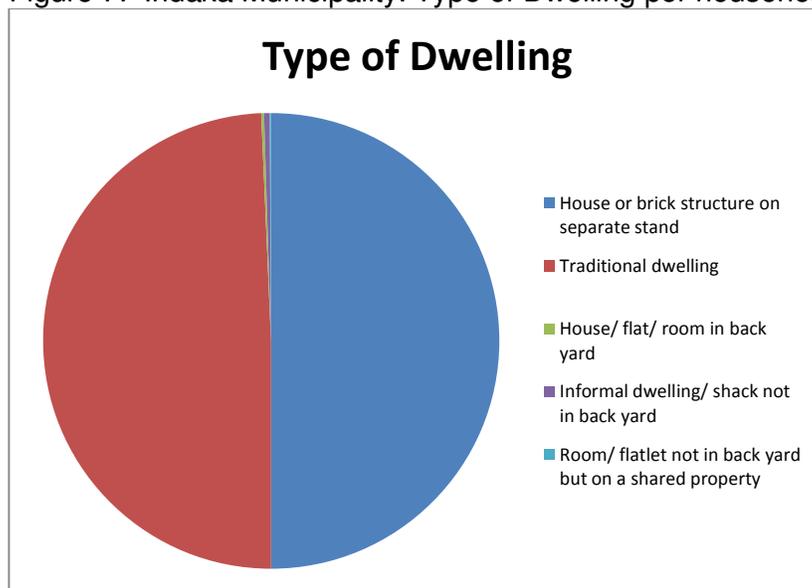
## 5.2.5 Access to Housing

Table 10: Indaka Municipality: Percentage distribution of households by type of main dwelling

Category	Type of Dwelling	Census 2001	Community Survey 2007
A	House or brick structure on a separate stand or yard	38.6	50
B	Traditional dwelling/ hut/ structure	54.1	49.3
C	Flat in block of flats	4.1	-
D	Town / cluster/ semi-detached house	1.4	-
E	House/ flat/ room in back yard	0.5	0.2
F	Informal dwelling/ shack in back yard	0.2	-
G	Informal dwelling/ shack not in back yard (eg in informal/ squatter settlement)	0.8	0.4
H	Room/ flatlet not in back yard but on a shared property	0.1	0.1
I	Caravan or tent	0.1	-

Source: Stats SA: Census 2001 and Community Survey 2007

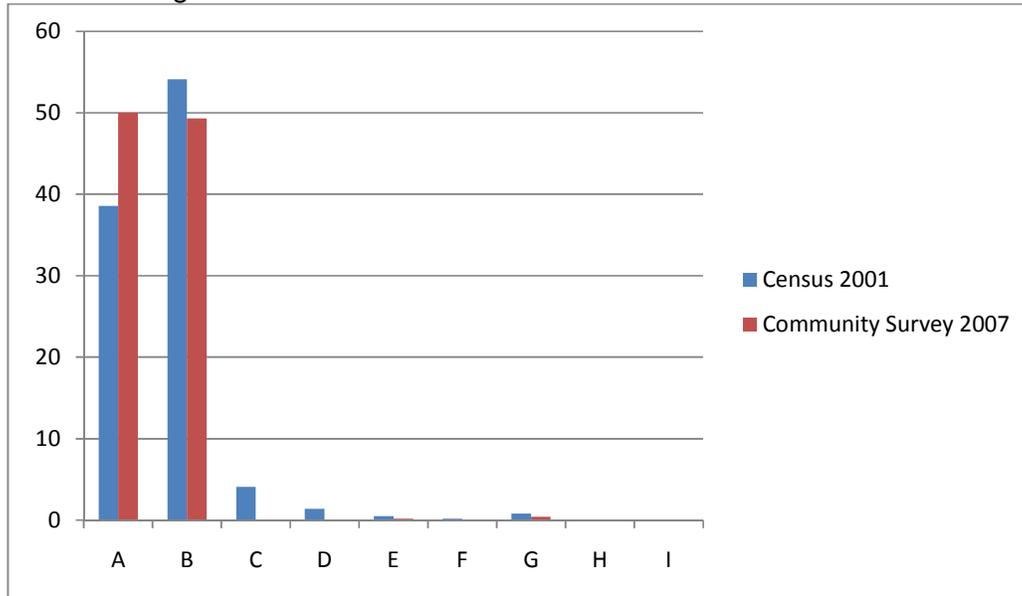
Figure 7: Indaka Municipality: Type of Dwelling per household



Source: Stats SA: Community Survey 2007

Based on Community Survey 2007, the largest proportion of dwellings is households living in brick structures (50%), followed by traditional dwellings (49.3%). There has been an increase in households living in house or brick structures from 2001 (38.6%) to 50 percent in 2007. There has been a decrease in other dwelling types therefore needs are being met through brick structures.

Figure 8: Indaka Municipality: Percentage distribution of households by type of main dwelling



Source: Stats SA: Community Survey 2007

## 6. LOCAL ECONOMIC DEVELOPMENT

### 6.1 Status quo

Indaka Municipality currently relies on subsistence agriculture, government services, government grants and migrant worker income to sustain its residents.

There is extremely limited agricultural potential due to settlement pressure, traditional farming methods, poor bio-resource groupings and limited irrigation potential. However the Indaka Local Municipality has undertaken an Agricultural Development plan which has identified several sites for potential irrigation and commercial farming operations.

Most Indaka residents sustain their families through subsistence agriculture or wage work in factories in and around Ladysmith, Escourt and Weenen. Previous investigations of the area have identified potential for development of arts and crafts, game farms, tourism and irrigated agriculture along the Tugela and Sundays Rivers.

Indaka Local Municipality has recently undertaken a spatial development framework plan. In terms of the plan the Ekuvukeni complex is identified as the urban hub of the area and demarcated for future urban expansion. Emerging Tertiary nodes have been identified at Embolweni/Okhalweni, Ludimbi, Manqomfini and Msusampi. The northern portion of the Local Municipality is identified as having good to moderate agricultural potential

whilst the southern portions are classified as low/very limited agricultural potential and has been allocated as grazing land.

Priority projects ranked as follows:

- Tourism Potential – Cannibalism Route (Ilenge Project)
- Sahlumbe – Secondary node
- Mhlumayo – Secondary node
- Limehill Centre – Secondary node.

Approximately 48% of the land within the Indaka municipality fall under the control of the Ingonyama Trust, the remaining 52% falls either under state ownership

(29 000 ha of land/84 farms) or private ownership and is generally subject to large scale land claims from the adjoining tribal authorities or communities affected by the forced removals which took place in the early 1960's to 1980's. At present this is a limiting factor on development as little can be done until the land claims are resolved.

Challenges faced by the Indaka municipality in the provision of housing include, the planning and provision of bulk infrastructure required for housing developments, which is presently not aligned to the housing projects and is creating bottlenecks, the complex relationship between Amakhosi and the Indaka Municipality over access to land for housing projects and the dissemination of information to ward committee level. The municipality has initiated the implementation of housing projects through provincial housing grants, and has included priority housing projects in its IDP.

The Status quo assessment provides a summary of available information on the Indaka Local Municipality. It highlights the potential for local economic development identified in the IDP, the Spatial Development framework and the Agricultural Development plan, these primarily being in the fields of tourism and agricultural developments. It also pointed to the numerous constraints to local economic development, the primary constraint being the rural nature of the Local Municipality and the lack of a sound economic based upon which to build the area.

## **6.2 Employment and Economy**

Employment within the Indaka municipality is broken down into the following industries, with employment figures shown as the number of people employed in each sector. (<http://www.kzntopbusiness.co.za>):

Farming	107
Mining	16
Manufacturing	219
Utilities	28
Construction	230
Trade	257
Transport	212

Business Services	104
Social Services	799

### **6.2.1 Limited local economic development**

Indaka currently relies on subsistence agriculture, government services, government grants and migrant worker income to sustain its residents. The municipality is geographically located on the periphery of the coal rim, Midlands Economic Development Cluster and the battlefield node. There is very limited economic development within Indaka Municipality due to its lack of natural resources, lack of revenue and its distance from any major tourist routes.

### **6.2.2 Limited agricultural potential**

There is extremely limited agricultural potential due to settlement pressure, traditional farming methods, poor bio-resource groupings and limited irrigation potential. At present most of the agricultural undertakings are for household consumption, with the exception of project located along the Tugela and Sundays river, which have tremendous irrigation potential at a large scale.

The prevalence of dongas, soil erosion and soil impoverishment are major indicators of poor environmental management within the municipality. This is a major problem in that most of Indaka's residents depend on subsistence agriculture for food and do not have the means to correct the environmental degradation which has taken place over the years.

The nature of agriculture in the Indaka Municipal area is characterised by fragmented subsistence cultivation, traditional animal husbandry and the widespread production of Marijuana (*Dagga*) for diverse national markets. There is a strong correlation between agricultural under-development and marijuana cultivation since the latter is an important source of household income utilised for the purchase of basic commodities.

The Agricultural Development plan represents the identification of agricultural pilot projects intended to generate maximum local economic development within the Municipal area. The projects will act as learning opportunities for both the Municipality and the participants. A number of the sites were identified as having potential for the establishment of agricultural projects, while others were found to be less favourable.

The following criteria were used to assess sites:

- Potential for cultivation (based on the soils)
- Accessibility
- Infrastructure
- Potential for irrigation.

The following sites were identified as high potential for the establishment of agricultural projects that are to be supported by the Indaka Municipality.

- Oqungweni (Site 2b in particular)
- Mangweni/ Mahlokoma (Site 3)
- Kwanogejane (Site 6)
- Nhlambamasoka plateau (Site 7)
- Mahlutshini 1 (Site 9)
- Somsuku (Site 13)

### Market potential for selected sites

#### **Oqungweni (Site 2b)**

Due to the lack of irrigation potential at the Oqungweni site, it is strongly recommended that the site be focused toward for the production of commercial sorghum (amabele/umdokwe), dryland maize, and pigeon peas (dholl). The market for the latter two products – maize and pigeon pea – should be considered local and probably non-commercial.

The sorghum market is however growing and deserves some special consideration. United National Breweries, one of the countries largest producers of sorghum beer, is willing to buy all the produce from the Indaka municipal area on condition that certain requirements of quality and price are met. The company utilises 25-30 000 tonnes of the grain per annum, of the GH variety. The company also has silo facilities for some 13000 tonnes per annum, which it is willing to use for storage of the produce from Indaka.

Once harvested the grain is cleaned and transported to the company's malting plant in Isithebe, where malt is produced for conversion into beer at the brewing plant in Durban. It should also be noted that there is a good demand for sorghum from the Dundee area where there is another prominent brewing concern.

United National Breweries is willing to enter into some form of partnership with local growers in Indaka, but this should be approached with the usual caution.

#### **Mangweni/Mahlokoma (Site 3)**

This site has good potential for the production of mixed vegetables as well as selected pulses and grains. The area is fairly remote though there is good road infrastructure and this implies that production costs will be negatively affected by transport costs. Irrigation will need to be petrol driven as there is no electricity – another cost. In terms of markets the following should be noted:

PRODUCT	MARKET
Cabbage	Local
Carrots	Ladysmith
Potatoes	Pietermaritzburg

Tomatoes	Durban
Maize	Local and subsistence
Sorghum	United National Sorghum Brewers
Soya	Local Dundee
Sunflower	Marginal
Peanuts	Local Star Foods

### **Kwanogejane (Site 6)**

This site is very similar in potential to the Mangweni site with good potential for mixed vegetables, grains and pulses. Independent studies conducted by Drennan, Maude and Partners confirmed the irrigation potential of the site for an intensive crop production enterprise. Infrastructure is good and transportation considerations can be overcome due to crop volume production potential.

<b>PRODUCT</b>	<b>MARKET</b>
Cabbage	Local
Carrots	Ladysmith
Potatoes	Pietermaritzburg
Tomatoes	Durban
Maize	Local and subsistence
Sorghum	United National Sorghum Brewers
Soya	Local Dundee
Sunflower	Marginal
Groundnuts	Local Star Foods

### **Nhlambamasoka plateau (Site 7)**

Again the considerations for this site should be similar to the Oqungweni site, with a primary focus on commercial sorghum production as an annual dryland crop, with local production and consumption of maize and pigeon pea (dholl). It is conceivable that other subsistence and possibly commercial quantities of groundnuts could be produced on the site. Please see the discussion on sorghum under the market description for the Oqungweni site.

### **Mahlutshini 1 (Site 9)**

The Mahlutshini area again has enormous irrigation potential and also a potential to cover a significant extent, provided that water use permits (Stream Flow Reduction Activity Licences) can be obtained from the Department of Water Affairs and Forestry. This site has also been confirmed by independent studies to have good irrigation potential with suitable soil profiles. A conservative approach to potential markets and crops reveals a mixed potential for mixed vegetables, pulses and grains. It should be noted that sorghum could be double-cropped on an annual basis on this site.

<b>PRODUCT</b>	<b>MARKET</b>
Cabbage	Local
Carrots	Ladysmith
Potatoes	Pietermaritzburg
Tomatoes	Durban
Maize	Local and subsistence
Sorghum	United National Sorghum Brewers
Soya	Local Dundee
Sunflower	Marginal
Groundnuts	Local Star Foods

### **Somsuku (Site 13)**

The site is suitable for a small but intensive market garden. The water usage for this project should be minimised, until more is known about the replenishment rates of the local Dam. A low technology approach for irrigation should be adopted here, and close co-operation with the Department of Agriculture should be undertaken. It is recommended that a pump infrastructure, two 10 000 litre tanks and approximately 20 two hundred litre tanks with watering cans should form the irrigation infrastructure. Fencing would be an additional requirement. The advantage of this site is that there is a nearby electricity supply and a good local market in the extensive Uitval community.

<b>PRODUCT</b>	<b>MARKET</b>
Cabbage	Local
Carrots	Ladysmith
Potatoes	Pietermaritzburg
Tomatoes	Durban
Wheat	Marginal
Maize	Local and subsistence
Soya	Local Dundee
Sunflower	Marginal
Groundnuts	Local Star Foods

### Sahlumbe (Thukela Estates) Chilli Processing Facility

Sahlumbe chilli producers who have been very successful in establishing a significant area to chilli under irrigation. The representatives expressed concerns as to the low prices they were achieving for harvested red and green chillies – in some cases the prices obtained were as low as R2.50/kg.

Interactions were held with “Tastes of the World” – a Durban based organisation that specialises in the production of bottled sauces that are exported to European and North American destinations, as well as the domestic market.

“Tastes of the World” currently receives processed chilli puree from the Sahlumbe producers, but through a Weenen based middleman who conducts the actual processing. The Sahlumbe producers have the opportunity of establishing a processing plant themselves in order to increase the Rand value of their produce. This has some disadvantages, primarily that the growers would endanger the very good relationship built over time with the middleman. This needs to be carefully considered, and the costs of this enterprise are included for the consideration of the growers and Indaka Municipality.

The alternative for the producers would be the establishment of a chilli drying facility, where they could produce both chilli and paprika powders for the local and international markets. “Tastes of the World” have indicated that they are interested in marketing both chilli and paprika powder on behalf of the Sahlumbe producers.

### **6.2.3 Overall Economic Analysis**

The most important economic indicator in terms of production activity is the Gross Geographic product, which is the value of all the final goods and services produced within a defined area over a certain period of time. However, due to virtually non-existent GGP data specific to the Indaka Municipal area, regional information has to be used to determine the productivity of the area.

Manufacturing is the biggest sector with the Uthukela DM, this is mainly the result of state support offered to the sector in the past. Key manufacturing sectors in the region are textiles, clothing, footwear and the leather industry. The historical development of the manufacturing has however not been spread out to the Indaka Municipality. Its impact was more at a regional level, taking more of an urban bias as against direct investment in rural areas. There is thus virtually no manufacturing investment in the Indaka Municipal area, except small manufacturing enterprises in the form of block makers, panel beaters and craft work. The agricultural and tourism sectors are medium sized sectors in the regional economy.

Tourism is a sunrise sector at a global level, with virtually all most all global nations pursuing tourism development in an attempt to inject economic growth capable of sustaining the ever increasing population. The location of the regional and the municipality within the Battlefields region, and the recognition of these respective authorities in the evolving provincial Tourism Development Strategy, present windows of opportunity for capitalizing on the sector. The labour absorption potential of tourism and its revenue generation effect make the sector worth exploiting. Within the context of Indaka Municipality there is potential to design future economic development strategies that are linked to tourism.

### **6.3 Key priority issues**

#### **6.3.1 Spatial development framework**

Indaka Local Municipality has recently undertaken a spatial development framework plan. In terms of the plan the Ekuvukeni complex is identified as the urban hub of the area and demarcated for future urban expansion. Emerging Tertiary nodes have been identified at Embolweni/Okhalweni, Ludimbi, Manqomfini and Msusampi. The northern portion of the Local Municipality is identified as having good to moderate agricultural potential whilst the southern portions are classified as low/very limited agricultural potential and has been allocated as grazing land.

Priority projects ranked as follows:

- Tourism Potential – Cannibalism Route (Ilenge Project)
- Sahlumbe – Secondary node
- Mhlumayo – Secondary node
- Limehill Centre – Secondary node.

Recreational areas are identified as

- Recreational site/picnic area
- Arts and Crafts Centre
- Emhluthwini Area/Cultural Village.

#### **6.3.2 Social Context**

##### **Employment**

The majority of the people living in Indaka are unemployed i.e. about 87% are unemployed. A very high proportion of women are unemployed, as a result a number of activities have been initiated in the area to help women earn some sort of income, including sewing groups, crafts, gardening and savings clubs.

##### **HIV/Aids**

As a highly impoverished area, Indaka has been severely affected by HIV/AIDS however the Municipality's HIV/AIDS policy has not sufficiently address the prevalence of HIV/AIDS within the communities where it is

estimated that one in four people are infected or affected with HIV/Aids, and this presents a major obstacle to local economic development within the area. The present HIV/Aid plan focuses on intervention strategies that could assist the municipality in the implementation of an HIV/Aids programme and suggests that operational plans and activities should be drawn from the Plan. (Source: Indaka Local Municipality HIV/Aids Plan undated). It is recommended to the Indaka Municipality that this matter become a priority issues given the impact that HIV/Aids has on the economic development potential of the region.

## Education

Most of the areas within the jurisdiction of the local municipality have primary and secondary schools, however distance to rural schools remains an issue and the local municipality and the Department of Education are looking at ways of easing the distance to school which rural children have to walk. At primary and secondary levels the facilities are well utilized by the communities. There is however a need to extend or renovate most of the primary schools as most are unsuitable for proper educational purposes. 31% of the people in the municipal area have no formal education. Assuming that these are adult people there is clearly a need to assist these people through the ABET program.

There are no tertiary education facilities within the municipality.  
(Source: Indaka IDP Report 2005/2006)

## Health care

There is no hospital with the jurisdiction of the Indaka Municipality, but there are five clinics which operate from 08h00 to 17h00 with the municipality. A primary health care forum has been established to discuss the challenges and problems encountered by residents accessing health services.

(Source: Indaka IDP Report 2005/2006)

## Swot Analysis Of Indaka Local Municipality

Strengths	Weaknesses	Opportunities	Threats
<p><b><u>Agriculture</u></b> Animal husbandry potential – poultry and pigs. Community support for agricultural project; two major rivers with irrigation potential;</p>	<p>Limited potential due to settlement pressure, subsistence farming methods, lack of irrigation, poor infrastructure; access to formal markets</p>	<p>Irrigation on Sundays and Tugela River Project identified in Agric Development Plan</p>	<p>Security of tenure Institutional failure of co-operatives</p>
<p><b><u>SMME's</u></b> At present</p>	<p>Low literacy levels and</p>	<p>Development of SMMEs around the</p>	<p>Lack of start up funding for</p>

focused around the transport sector but potential for expansion if the agricultural and tourism sector is developed	business entrepreneur skills with the LM	proposed housing project in the region, agricultural projects and tourism projects.	SMME's Limited opportunity to develop SMME's around existing business enterprises in the region
<b><u>Manufacturing</u></b>	Lack of access to markets within the LM Competing with Pieters and Ladysmith	Processing plants related to agriculture, Construction related to the proposed housing programme for the LM	Lack of business skills, capital do develop manufacturing enterprises
<b><u>Tourism</u></b> Tourism site have been identified in the IDP and Spatial Development Framework plans, community support for tourism plans, potential spin offs to other sectors	Competing with the developed battlefield and berg tourism trade, undeveloped access to tourism sites.	Linkages to existing tourism routes, promotions through KZN Tourism, development of unique local tourism for the ceremonial/wedding market	Lack of infrastructure development to sites, securing funding for projects, lack of market potential to sustain the tourism sites developed

## 6.4. Development of Tourism Sector Plans

### 6.4.1 Tourism Feasibility Study

Consultants Thathezakho Pty conducted a feasibility study at Indaka Local Municipality with the following objectives:

- Establish available resources (both natural and cultural) which could provide tourism attraction for the area.
- Establish the most suitable tourism activity for the area.
- Evaluate road infrastructure and thereby establish accessibility of the area to tourists.
- Identify likely tourist target markets and most feasible means of attracting good spending power to the area.
- Determine availability of accommodation in the area.
- Establish level of security in the area.

The study was conducted with a qualitative and quantitative survey of a range of Indaka inhabitants. Study participants included municipal officials, traditional leaders, community based organizations, political leaders, and other Indaka community members. The study identified the following

community assets as having the highest potential for developing tourism in the area:

- Cultural Village and traditional ceremonies

The potential exists to develop areas with rich cultural activity such as umemulo, traditional weddings, traditional courts and religious ceremonies. Mhlumayo, located near the Tholeni River bank, is one such area.

- Arts and crafts

Indaka residents are generally highly skilled in producing beads, traditional hide skirts, grass mats and containers. This skill is also valued highly by local residents.

- Cannibal caves

A site at Illenge Mountain house is believed to have been inhabited by cannibals during the last 100 years. Indaka residents perceive this to be an asset to the area. Access to the area needs to be improved in order to develop the site as a tourism attraction. The development of the Cannibalism route has been identified as the priority project within the Spatial Development Framework Plan.

- Sports and recreation

Indaka residents are devoted soccer players and the community believes that the establishment of a sport centre in the area could attract South African tourism to the area. Sports facilities in the region are very unevenly distributed with most of the well-developed facilities located in the urban areas. Due to lack of transport infrastructure and the cost thereof, these facilities are not accessible to the community at large. In the rural areas most of the schools have very basic sport facilities such as a leveled area for soccer, netball and athletics. Adult sport facilities are non-existent and therefore sport and fitness enthusiasts rely on the school facilities.

#### **6.4.2 IDP Planning**

The Khanyisa Consortium was appointed by Indaka Local Municipality and the Development Bank of South Africa to conduct two studies intended to support Indaka's IDP through strengthening the municipality's capacity to implement planning and development activities.

The project identified agricultural pilot projects intended to generate economic development within Indaka LM. Sites were identified along the Sundays (Indaka) river, and within the Limehill complex. The potential for agricultural development was perceived to be substantial within the Mhlumayo complex, in the form of chili processing.

#### **6.4.3 Indaka Tourism Development Initiative – Cannibalism Route**

Azibuye Emasisweni Consortium was appointed by the Indaka LM to prepare a local economic development project business plan for the development of

the Indaka tourism cluster initiative. The business plan formulation assignment took the form of both a technical market analysis and then interactive public participative. The Municipality of Indaka, with the support from the Council agreed that a Cannibalism Route development is the appropriate site for attracting both domestic and foreign tourists to the area. The purpose of the route is to create substantial job opportunities and income for the unemployed people. The prepared business plan proposed an amount of R1 500 000 is required to set up the project with the majority of funding going towards the development of infrastructure. It is highlighted that funding will need to be applied for implementation of the project.

## **7. LOCAL ECONOMIC DEVELOPMENT POTENTIAL**

### **7.1 Tourism Potential**

#### **7.1.1 Impediments to Tourism Development**

The Region is overwhelmingly rural in nature with a heavy emphasis on subsistence farming and, settlement. This is tough tourism territory and three challenges face any tourism initiative within this area:

- there are no immediately obvious, well known, or large-scale attractions (such as the Berg, Beach or Battlefields);
- while the very supportive role of the uThukela District Municipality and KZN Tourism is acknowledged, funding for tourism development is difficult to raise; and
- parts of the area have suffered tremendously as a result of negative publicity regarding political strife, instability and crime.

#### **7.1.2 Tourism Strengths**

Nevertheless, the area has much in its favour, including:

- the extraordinary enthusiasm and determination of those who want to become involved in local tourism;
- a reasonable infrastructure of roads and facilities; and
- relative proximity to existing battlefield tourism attractions.

#### **7.1.3 Tourism initiatives**

Current tourism initiatives in the District Municipality fall into basically three groupings:

- the Battlefields Route, centred around Rorke's Drift, Dundee and Ladysmith;
- the Berg; and
- the adventure tourism along the Tugela River.

#### **7.1.4 Description of the Projects**

A site at the Ilenge Mountain (in Ward 7) approximately 55km from Ladysmith has been identified as a potential tourism site based on previous cannibalism activities in caves located on the mountain. An additional local tourism site has been identified in Tholeni (Ward 3) where residents of Indaka and the those living in Emnambithi gather for wedding photos, traditional celebrations, in particular “umemulo”.

In Ward 7 the community wishes to set up a cultural village adjacent to the cannibalism site which will have, amongst others, an area for displaying arts and crafts .

Activities envisaged include:

- Sangomas could be available to read fortunes and throw their bones;
- traditional dancing could take place on designated days for guests; and
- the establishment of a cultural village with a B & B near the caves

In Ward 3 at a site near the Tholeni river which presently has no infrastructure but scenic beauty it is proposed that the following be developed:

- A Picnic site with braai and toilet facilities
- A small arts and crafts centre focussing on the provision of traditional celebration clothing and articles, which may urban residents do not have the time to make.

### **7.1.5 Target Markets**

In the ward 7 project there are four interest groups which could be targeted for the project foreign tourist, historical interest tourists, day trippers and school groups,

In ward 3 the project would target wedding parties, school groups, the urban population of Emnambithi, and those partaking in traditional ceremonies.

### **7.1.6 Employment Opportunities**

**Guiding:** Possibility exists for local guides to be trained for a variety of guiding activities

**Maintenance of Facilities and the Trail System:** For the long term sustainability of the projects, it is necessary for community representatives to be identified who possess skills with regard to

building and maintenance particularly with regard to the grounds, buildings, plumbing and water supply installations.

**Horticulture, Arts and Crafts as well as Fire Wood:** Funds can be generated by the local community operating gardens and selling produce and firewood to users of the facilities.

**Food and Beverages:** Funds can be generated through the preparation of local food and beverages for guests.

## 7.2 Poultry Projects

A number of broiler projects have been identified in the Indaka Local Municipality. These are likely to be initiated by the Department of Agriculture. If the projects are successful they will require assistance in the marketing of their produce.

It should be noted from the outset that the South African poultry industry is volatile and highly competitive. Small scale producers have to compete with the highly efficient commercial suppliers and are therefore at significant disadvantage. In particular, large poultry companies are able to obtain significant reductions in feed prices by negotiating cheaper bulk ingredients (such as maize) and supplying these directly to the feed companies.

Nevertheless, there are ways for Indaka farmers to reduce their own production costs (e.g. through producing sunflower oil and using the by-product oil cake for feed). There are also opportunities to obtain contracts to supply local institutions in the greater Uthukela District Municipality at fixed prices as long as certain hygiene standards are met in the slaughtering of the birds. This points to the feasibility of establishing a poultry abattoir at Indaka. Since it is probable that a significant poultry production programme at Indaka would quickly saturate the local market, the abattoir would also assist in external marketing.

The construction costs for an abattoir handling 1500 birds per week have been estimated at:

Building	R110 000
Staff ablutions	R 34 000
Equipment	R 34 000
Chiller Room	<u>R 28 000</u>

R 206 000

Live bird prices are normally higher than abattoir prices. Therefore, the abattoir should absorb only a percentage of total poultry production. It is suggested that the proposed poultry projects should supply this abattoir. However if dedicated production is required, new units near the abattoir would have to be initiated. The costs to establish eight poultry units designed to sell

2500 birds each per month (i.e. 70% as live sale and 30% to the abattoir) are as follows

Prefabricated frame	R58 000
Brickwork	R45 000
Equipment	<u>R16 000</u>
Sub-total (per unit)	R119 000
8 units	R952 000

An enterprise of the scale above would generate approximately 10-15 jobs in the abattoir as well as 2 jobs for a single family per project. (A total of 25-39 jobs.)

The estimated cost would be about R1 200 000 over two years to set up the above abattoir and poultry units. However, it is recommended that new broiler units are only constructed if the proposed broiler units cannot meet the capacity of the abattoir.

### **7.2.1 Proposed poultry projects**

- BIG Youth Club Broiler Project – Hlathi
- Isiphosomusa Broiler Project – Ekuvukeni
- Mnguni 2 Broiler Project
- Mr Shabalala Broiler Project - Oqungweni
- Phaphamani Broiler Project – Oqungweni
- Qiniselani Broiler Project – Ekuvukeni
- Sizozama Broiler Project – Fitty Park
- Siyonqoba Youth Club Broiler Project – Sigodiphola
- Sizanani Broiler Project - Emahlabathini
- Thembelani Broiler Project – Mhlumayo
- Vukuzithathe Broiler Project – Emkhumbane
- Zaminhlanhla Broiler Project – Mhlumayo

### **7.3 Brick and Block Making Projects**

The proposed projects are a youth poverty alleviation projects that seek to empower young people to gain access to economic opportunities offered by the Municipality through development and economic initiatives. Having analyzed the extent of infrastructure backlog with regard to housing and roads development, it is evident that the demand for paving blocks and bricks the low income housing is huge in the Indaka Local Municipality area. But it must also be noted that the market is very hostile for the emerging businesses as the markets in the industry seems to be monopolized by the big and well established business that produce good quality bricks at very large quantities. The advantage of these projects is that the Municipality, which is a major player in housing and infrastructural development sector, is a stakeholder and will commit itself to supporting the projects.

There would be a high demand for bricks for housing developments within the Local Municipality:

- Ward 1: Kwahlathi - 1000( construction in progress)
- Ward 2: Uitval -1000
- Ward 3: Limehil - 1000.
- Ward 4: Nazareth -250,
- Ward 5: Ekuvukeni - existing upgrades 2144, 548
- Ward 6: Waayhoek 180 upgrade ,
- Ward 7: Somshoek 200,
- Ward 9: Mhlumayo - 1000
- Ward 10: Sahlumbe 1000
- Vaalkop 1000

Moreover the IDP review reveals that there could be more demand for bricks from the envisaged infrastructure developments proposed such as community halls, clinics etc. Based on these facts it is clear that there is a huge demand for the materials that will be produced by the projects even though there is stiff competition from established brick making companies there is still room for new companies to emerge in the industry and claim their stake particularly with support of the identified stakeholders.

### **7.3.1 Finance for development**

When developing a budget, a number of factors have to be considered and amongst them are the following:

- Land
- Room or shade for the storage of materials
- Production materials
- Machinery
- Water facilities, including pump, pipes and taps
- Stipend for the beneficiaries
- Salary for the manager and senior management
- Delivery costs
- Security at the project site
- Borehole development
- Repairs and maintenance.

### **7.3.2 Concrete block making**

In order to meet the demand for individual home improvements it is proposed that the Indaka Local Municipality also consider the development of small block making yard in each ward. The costs for a block yard will depend on what size operation one wants to put in place.

It is possible to produce 500 blocks in one day. These blocks are then moved and stacked the next day and cured for 7 days. The blocks are then sold. While the blocks are being cured a second batch of 500 could be produced depending on the order size, project finances and participants commitment. They could also produce fewer blocks per day as they wish.

It is important to locate the yard close to a source of water and, if possible, river sand. Vehicle access to the site is critical for delivery of sand, cement etc and collection of blocks.

- 1. Fence (25mx25m): R5000
- 2. Concrete Slabs: R7000
- 3. 2500l Water Tank: R8000  
(incl pipe and pump)
- 4. Storeroom (3mx3m): R8000
- 5. Handmoulds (2): R5000
- 6. Tools/Miscellaneous: R1000
- 7. Startup: R2500
- 6. Fees and Labour: R20000
  
- TOTAL incl VAT: R56500

The cost of a manual block making machine (push type) capable of pressing 3 blocks at a time is R21 500. Powered machines are more expensive. The above system makes use of hand mixing that should be sufficient for a small system like this. For much larger systems mechanical mixers can be purchased.

## 8. ORGANISATIONAL STRUCTURE

The Municipality has approved its organizational structure during its financial year 2009-2010 which has been aligned with the IDP to its operational capacity and which has contributed positively to service delivery and the Municipality is in a process of filling up the vacant positions during this financial year.

The organogram is attached at Appendix K17.

The table below gives an illustration as to the formation of the organizational structure of the municipality

LEVEL	MALES				FEMALES				TOTAL
	A	C	I	W	A	C	I	W	
<b>Senior Management</b>	05	00	00	00	00	00	00	00	<b>05</b>
<b>Middle Management</b>	04	00	00	00	02	00	00	00	06

**Note: A=Africans, C= Coloureds, I=Indians and W=Whites**

For the municipality to better perform its administrative functions and obligations it has a structure which has four departments and one office of the Municipal Manager.

- ❖ Corporate Services Department
- ❖ Technical Services Department
- ❖ Financial Services Department
- ❖ Housing Development and Planning Department

The breakdown of the departments in terms of their functions is as follows:

**8.1 Office of the Municipal Manager**

it is the responsibility of the Municipal Manager as the Accounting Officer to:

- Promote sound financial management within the municipality
- Be responsible for all income and expenditure as well assets of the municipality
- Ensure compliance with the provisions of the MFMA
- Prevent fruitless and wasteful expenditure

**8.2 Department- Finance**

The department consists of two sections i.e

- Supply chain
- Treasury office

**8.3 Department- Technical**

- Municipal Infrastructure implementation
- Community facilitation
- Project management
- Disaster Management
- Fleet management

**8.4 Department- Housing, planning and Development**

- Local Economic Development
- Integrated Development Planning
- GIS
- Tourism

- Housing
- Environmental Affairs

### 8.5 Department- Corporate Services

- Labour Relations
- Registry Services
- Legal Services
- Human Resources
- Security services
- Secretariat Services

### 8.6 Municipal Powers and Functions

The municipalities need to know exactly what their powers and functions are for them to properly execute their duties and to avoid stepping onto others territories. The functions which the District is responsible for will be shown with a D and the local functions will be shown with an L and the Shared services will be shown with an S

<b>Functions</b>	<b>Responsible Entity</b>
Air pollution	<b>L</b>
Building Regulations	<b>L</b>
Child Care Facilities	<b>L</b>
Electricity Reticulation	<b>D</b>
Fire Fighting Services	<b>S</b>
Local tourism	<b>S</b>
Municipal Airports	<b>S</b>
Municipal Planning	<b>S</b>
Municipal Health Services	<b>D</b>
Municipal Public transport	<b>S</b>
Portions, Ferries, Jetties, Piers and Harbors	<b>L</b>
Storm water management systems in built up areas	<b>L</b>
Trading Regulations	<b>L</b>
Portable Water Management systems in build up areas	<b>L</b>
Trading Regulations	<b>L</b>
Potable Water	<b>D</b>
Sanitation	<b>D</b>
Beaches and Amusement facilities	<b>L</b>
Billboards and the display of advertisements in public places	<b>L</b>
Cemeteries, funeral parlors and crematoria	<b>S</b>
Cleansing	<b>L</b>

Control of undertakings that sell liquor to the public	<b>L</b>
Facilities for the accommodation, care and burial of animals	<b>L</b>
Fencing and fences	<b>L</b>
Licensing of Dogs	<b>L</b>
Local amenities	<b>L</b>
Local sport facilities	<b>L</b>
Markets	<b>S</b>
Municipal parks and recreation	<b>L</b>
Municipal Roads	<b>S</b>
Noise pollution	<b>L</b>
Pounds	<b>L</b>
Public Places	<b>L</b>
Refuse Removal, Refuse dumps and Solid Waste	<b>S</b>
Street lighting	<b>L</b>
Traffic and Parking	<b>L</b>

## **9. IDENTIFICATION OF PRIORITY ISSUES**

### **Economic Priority Issues**

- Economic development
- Tourism initiative development
- Development of Shopping Centre
- Development of **SMME's**

### **Infrastructure Priority Issues**

- Electricity
- Water and Sanitation
- Roads
- MPCC

### **Environment priority issues**

- Development of environmental impact assessment (EIA for any project which will impact on environment)
- Development of environmental protection plan

### **Projects**

The project identification process gives effect to the key issues as determined from the sectoral analysis phase. They could be infrastructural, social, economic or environment.

### **Integration**

All sectoral plans are integrated at this level:

- A spatial Development Framework
- Disaster Management Plan
- Integrated Financial Management Plan
- Other Integrated Programmes
- Key Performance Indicators and Performance Targets

## **SECTION C: DEVELOPMENT STRATEGIES**

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### **1. LONG TERM GROWTH DEVELOPMENT GOALS**

#### **1.1 The Municipal development vision**

This vision is informed by following attributes:

- Indaka is a rural municipality
- The majority of Indaka households are poor and illiterate
- Prior to 1994 Indaka was not included under local government structures

#### ***The Municipal vision is as follows:***

*“Championing development to improve the quality of life to all Indaka communities”*

#### ***The Mission statement***

*The mission statement has been carefully crafted to give a motivating message to the staff and the residents of Indaka municipality*

It is as follows:

- Providing Basic Services in a sustainable manner
- Promoting a social and economic development
- Promoting a safe and healthy environment
- Promoting public participation in the matter of local government

The development strategies and objectives

Emanating from the mission statement are the specific and clear objectives leading to development strategies. The objectives give the clear specifications on what are the municipality's intentions in order to address the identified issues and gaps.

## 2. THE NATIONAL KEY PERFORMANCE AREAS, STRATEGIES AND OBJECTIVES

### NKPA.1 SERVICES DELIVERY AND INFRASTRUCTURE

ISSUES	OBJECTIVES	STRATEGIES	ACTIONS
Access to water	To promote access to basic services for all communities in the municipalities	Facilitate the provision of potable water with water tankers to the community which does not have water	Alignment of DWAF and uThukela District water projects with Indaka 2011/2012
Access to sanitation		Facilitate the provision of sanitation to the needy communities within Indaka Municipality	Alignment of DWAF and uThukela District sanitation projects with Indaka 2011/2012
Electricity		Facilitate the extension of electrical reticulation to all settlement by 2011	Approaching Eskom for the extension of their electrical grid.
	Provide alternative energy in a form of fire gel and solar system to the needy communities of Indaka	Budgeting for the purchase of the fire gel and solar system	
Access to roads and storm water	To expand the provision of municipal services to all households in terms of national standards	To provide well maintained all weather community access roads and storm water.	Ensuring that all storm water drainage system are being managed regularly and all access roads are constructed and maintained timeously
Solid Waste Disposal		To ensure the provision of healthy and clean environment in all areas	Collection of household refuse To ensure that the community is provided with litter bins and refuse bags Legalize the landfill site
Telecommunications	To promote access to telecommunication infrastructure	To facilitate and fast tract the installation of mast base stations (Vodacom, MTN and Cell C)	Approaching network companies i.e. VODACOM, MTN and CELL C to extend network coverage
Community and Public facilities	To promote access to community facilities	To reduce backlog of community facilities	Preparation of business plans for funding, related to construction of new facilities and management of existing facilities.
		Facilitate the efficient distribution of social service	Coordinate the establishment of MPCC
		Create sustainable community services	Coordinate the skills development for poor and vulnerable groups
		Facilitate the enhancement of social services for the Indaka residents.	Coordinate the upgrading of clinics. Facilitate the construction of new clinics. Facilitate the provision of mobile clinics
		Reduce the incidents of HIV/AIDS.	Source funding for the development of Indaka HIV/AIDS strategic plan.
Housing	To promote integrated housing delivery	To provide accessible roads for the contractors to easily access their sites during and after the construction	Securing plant and equipment

### NKPA 2: LOCAL ECONOMIC DEVELOPMENT

ISSUES	OBJECTIVES	STRATEGIES	ACTIONS
<b>Local Economic Development</b>	To promote LED in the Municipality and create economic opportunities	To identify the new Local Economic Development opportunities and potential within Indaka	To review economic development structures
<b>Tourism Planning</b>		To further identify the key potential tourism attractions within Indaka Local Municipality by 2011	Secure funding for the review of Indaka tourism plan.
<b>Agricultural Development</b>		To ensure that the existing agricultural forums are functioning properly	Hold meetings/workshops regarding agricultural activities
<b>Cooperatives and SMME's</b>		To organize and promote cooperatives and smme's	Liaise with DOL with regards to trainings and workshops and Public Works to implement EPWP
<b>Public Private Partnership</b>		To establish relations with the public and private sector	Invitation of stakeholders i.e the private and the public sector to come together.
<b>Business Support and Development</b>		To establish and functionalize market centres To identify new business centre.	Request DBSA and relevant governmental departments and parastatals to come on board.

### NKPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

ISSUES	OBJECTIVES	STRATEGIES	ACTIONS
<b>Human Resource Management</b>	To create a viable and sustainable work environment	To facilitate the development of Human Resource Management Policies in pursuit of efficient and effective Management	Review of Organizational Structure Implementation of the EEP (Employment Equity Plan) Review the Workplace Skills Development Plan annually.
		To develop and implement staff management systems and procedures	Review job descriptions Promotion of sound Labour relations
		To ensure compliance with the legislations governing the workplace	Ensure the observation of code of conduct ,rules, orders and delegated powers of authority
		<b>Administration</b>	To establish and operate efficient and effective municipal administration system
<b>Performance Management</b>	To promote efficient monitoring and evaluation mechanisms		
<b>Information Technology</b>	To ensure efficient and effective information technology systems	To develop, implement and monitor efficient and effective information technology system	Establishment of the effective Information Technology Unit

### NKPA 4: FINANCIAL VIABILITY AND MANAGEMENT

ISSUES	OBJECTIVES	STRATEGIES	ACTIONS
<b>Budget and Reporting</b>	To promote efficiency in the management of expenditure and ensure	Ensure the timeous approval of budget.	Adoption and adherence to budget timeline
		Ensure that monthly reports are presented to	The CFO to present quarterly

	that the municipality is financially viable	the Mayor on or before the 10th of each month and quarterly reports on or before the 20th of each quarter.	reports to the Municipal Manager on or before the 15th of each quarter
		Ensure that IYM(In Year Monitoring) reports are submitted to the Provincial treasury on time	To assign one of the interns for budget and reporting.
<b>Revenue enhancement</b>		Promote revenue generation	Adoption and Implementation of the MPRA (Municipal Property Rates Act) Develop and adopt credit control policy
<b>Expenditure Control</b>			Incur expenditure as per budget Reconcile budget with year to date expenditure on a monthly basis

### KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

ISSUES	OBJECTIVES	STRATEGIES	ACTIONS
<b>Integrated Development Plan</b>	Promote sound strategic planning within the municipality	To develop a 5 year plan which will guide the developmental issues of the Municipality (Development of the IDP)	Review of consultative and stakeholder's forum for community participation
<b>Policy Development</b>	Promote efficient and effective municipal policies	To ensure adherence and review of municipality's adopted policies	Councillors and Officials should play their respective roles in ensuring that the council's policies are adhered to
<b>Public Participation</b>	Promote sound external and internal communication	To ensure the municipality's responsiveness to the needs of the community	Promotion of public participation through Mayoral Izimbizos.
		Development that will enable the vulnerable group to participate effectively in the affairs of local government	
		To promote the effective functioning of ward committees/	
		To ensure the participation of the HIV/AIDS infected and affected in the affairs of municipality	Ensure effective functioning of Local AIDS Council

### KPA 6: Spatial Development and Environmental

ISSUES	OBJECTIVES	STRATEGIES	ACTIONS
Environmental Planning	To promote sustainable environment.	Facilitate environmental planning in the municipality	Source funding for the development of SEA and EMP
Spatial Planning		Ensure effective and efficient spatial analysis and land use planning in the municipality.	Review of SDF.

## **SECTION D: SPATIAL DEVELOPMENT FRAMEWORK**

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### **1. INDAKA SPATIAL DEVELOPMENT FRAMEWORK**

#### **A SYSTEM OF DEVELOPMENT CORRIDORS**

The Spatial Development Framework performs two major functions, that is, indicating where development should be promoted and also where it should be discouraged. It is an overall tool for defining structure and channeling private and public sector investment. Its key components are discussed below:

#### **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 roads linking Ekuvukeni with Ladysmith and Dundee/ Glencoe has a good potential to serve as the trade routes. These routes also tributary routes to the national routes (N3 and N11). In addition, they serve as link roads to the major centers such as Ladysmith and Dundee.

#### **SECONDARY DEVELOPMENT CORRIDORS**

A secondary corridors link the primary centre to the secondary centres and areas outside of Indaka Municipality and these include the following:-

The road to Weenen (P 176) serves as a major link between Weenen and it also link Ezitendeni with Esigodini and Ekuvukeni. There are two other secondary corridors which link Ekuvukeni with the surrounding centers and these include the corridors to Wasbank and the Corridor to Elandslaagte.

The corridor to Dundee through Ebomvini can be considered important in facilitating development and service delivery in Ebomvini (within Limehill Complex) and it is directly linked to the primary corridor that link Ebomvini with Ekuvukeni.

The corridor from Pomeroy to Majaqula attempt to link Indaka with areas across uMzinyathi and have potential to serve as major tourist access routes to the Zulu Culture and Heritage Route.

#### **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.

## **SYSTEM OF SERVICE CENTERS**

The system of service centers are highly dependant on the network of development corridors amongst other things and are intended to facilitate access to social services and facilities. To this end, they service as co-ordination centers for service delivery.

### **Primary Service Centre**

Ekuvukeni is identified as a primary service centre. The area has some form of semi urban setting in that it acts as a major rural service centre within Indaka Municipality. It accommodates the municipal offices, police station and schools. The area includes a mixture of land uses namely administrative, social and settlements. Ekuvukeni should be developed further for services, business, institutional and administrative activities. A detailed central business development (CBD) plan is required.

### **Secondary Service Centre**

There are four centers, which can be identified as the secondary service centers within Indaka Municipality and these include Limehill centre (within the Limehill Complex), Sahlumbe (within Ezitendeni – Msusamaphi Complex), Hlumayo (located within Mkhumbane – Mgababa complex) and Ilenge (which is within the Cannibalism Route which has a potential for tourism). These centers currently perform few functions including such as service delivery and to a limited extent commercial activities. The influence of these service centers is quite critical for service delivery to the complexes where they are located which are: -

Limehill Complex – this is the largest complex within Indaka and it has a total population of approximately 64 500 people. The complex Ebomvini, Lionville section, School section, Hlongwane section, Ward 1A & Bb and Ward 4A & B.

Ezitendeni – Msusumpi Complex – this is the second largest complex with a total population of 15 864 people. The complex include settlement areas of Ezitendeni 1 & 2, Mtebhelu, Ezihlabeni, Embango, Emhohobeni, E platform, Inkawulo 1 & 2, Msusampi 1 & 2, Hlathi, Thembisa and Egunjini.

The identified secondary centers are strategically located to serve these complexes and the neighboring rural settlement and they can be seen as the opportunity for clustering future development that must benefit these areas.

### **Emerging/ Tertiary Centres**

There are a number of tertiary centers, which are emerging. The first one (Amabolwane – Okhalweni Complex) exist in an under –

developed area and has the potential to develop into commercial centers and is intended to facilitate service delivery. Public sector investment in the form of Multi-Purpose Community Centers (MPCC) that can accommodate a range of social services and government departments should be prioritized in these areas. The other areas that are emerging as the tertiary centers within Indaka include Makayane, Mpameni, Fiffy Park, Mangweni, Cacane, Oqungweni and Mlilweni in ward 9. While the tertiary centers in ward 10 that make a hub include Ludimbi, Manqofini and Msusampi.

### **RURAL SETTLEMENTS AS PRIMARY INVESTMENT AREAS**

The rural settlements have been classified according to density and location as a means to facilitate service delivery. The strategically located higher density settlements will be cheaper and easier to service piped with water, roads and grid electricity compared to the dispersed and low density ones and they provide sufficient thresholds to support public facilities within a short radius. The rural housing projects can also be used as a means to promote development in these areas.

### **AGRICULTURAL LAND**

There are three main categories of agricultural land that have been identified for Indaka Municipality and these can be outlined as follows: -

**Good Potential Agricultural Land** – that have been identified on the northern parts of the municipality. According to the recent land audit there are large hectares of good potential agricultural land, which is currently underutilized within the northern parts of Indaka. 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.

**Moderate Agricultural Potential** – most land within the northern and central parts of the municipality has moderate agricultural potential and it is currently vacant and unoccupied which present an opportunity for agricultural production amongst the individuals who will should own and occupy that land once the land claims have been settled.

**Grazing and Stock Farming** – most of the land within the traditional authority areas has a steep gradient and a low agricultural potential in terms of crop production. The alternative agricultural activities that can be used for this area should be stock farming or grazing.

### **ENVIRONMENTAL MANAGEMENT**

The identified protected area and the Oribi sites (important species sites) and some tourism related assets (i.e. Cannibalism Route) within the municipality would need to be properly managed and protected

## **2. FACTORS INFLUENCE THE SPATIAL DEVELOPMENT OF THE AREA**

The factors influencing spatial development in the area are a combination of natural factors, physical infrastructure and policies guiding spatial development.

### **2.1 Natural factors**

#### **❖ Mountain Ranges**

The Indaka Municipality is located within the south-western foothills of the Biggarsberg, which forms the watershed and natural divide between the municipality and the adjacent municipalities of Endumeni to the north and Msinga to the east.

#### **❖ Topography**

Topographically, the municipality can be divided into the rugged southern areas and the central plateau.

The southern areas of Indaka, comprising the Sundays River Valley and the Uthukela River gorge are topographically rugged, characterized by deeply entrenched river valley and broken ridge lines. Due to the steep gradients and relative inaccessibility of these areas, settlement tends to be more limited and dispersed. Agricultural potential is limited and limited agricultural activity is practiced.

The northern portion of the municipality is part of the central plateau extending from Ladysmith to Wasbank. The area is characterized by gently sloping land, with extrusions of dolomitic capped koppies and ridges.

The most prominent of these are Jobskop (1734m), Stuurmanskop (1125m), Mancilwane (1054m) and Cancane (1192m). Within this flatter area, the average elevation varies from 100-1500m. Much of this northern area is degraded due to overstocking and erosion.

#### **❖ Rivers**

The Indaka Municipality is characterized by two drainage systems – the Uthukela River and the Sundays River,

The east-flowing Uthukela River forms the southern boundary of the municipality, with tributaries draining southwards to the river, The Jana Dam is proposed along this river, as indicated on the map: Natural Factors:

The Sundays River drainage basin forms the major proportion of the Indaka municipal area. The Wasbank River joins the Sundays in the central area of Indaka. Tributaries into these south flowing rivers drain from the east and west. Water quality in the Wasbank River has been negatively affected by coal mining within its drainage system.

The Uthukela, Sundays and Wasbank rivers are perennial while some of the minor tributaries may be seasonal.

#### ❖ **Wetlands**

There are no major wetlands in the Indaka municipality. However, in the upper reaches of the tributaries of the major rivers, areas have been identified where there is adequate water supply and a place where water will accumulate (Kotze and Breen, 1996). These wetlands are indicated on the map: Natural Factors. Analysis of the map indicates that these areas are more predominant in the northern area of the Indaka Municipality, due to the topography of the area.

#### ❖ **Environmentally sensitive areas**

Analysis of the KZN Wildlife GIS database identifies two categories of environmentally important areas as occurring in the municipality:

- Important Species Sites
- Sites of Intrinsic Biodiversity Value

The important species identified as potentially occurring in the municipality is Oribi and the location is the northwestern portion of the municipality. The locality is contiguous with areas in the Emnambithi municipality. This area overlaps with the important flood plain of the Sundays River.

Areas of high intrinsic biodiversity 3 have been identified in the Indaka Municipality. These are located in the high lying areas, particularly around Jobskop and in the ridgeline forming the watershed between the Sundays and Uthukela Rivers. Some other isolated areas in proximity to streams/wetlands have also been identified.

Many of the steep slopes of the uthukela Gorge and of the Sundays River valley have been identified as areas of intermediate biodiversity value, as have the slopes of Jobskop

#### ❖ **High Potential Agricultural Land**

Agricultural potential within the Indaka municipality is limited. As indicated on the Map: Agricultural Potential (based on data from Cedara), only a few areas have been identified as having good and moderate agricultural potential. The part of the region in which Indaka

municipality falls consists mainly of the Valley Bushveld Bio-resource Group with pockets of Dry and Moist Tall Grassveld, Sour.

These areas are predominantly on the periphery of the municipality, in the low-lying central plateau and drained by tributaries of the Sundays River. Beef farming is the most suitable form of agricultural production in these areas.

The full agricultural potential of these areas is not currently exploited, as subsistence agricultural is mainly practiced. The remaining areas of Indaka area characterized by very restricted, low and very low potential categorization.

### **Physical Infrastructure and Activities**

❖ Indaka Municipality is not traversed by any national roads, but has a network of provincial and district roads.

These roads service the municipality itself and carry primarily local traffic.

The most important provincial road is the Helpmekaar road, which runs from Ladysmith through Ekuvukeni and the Limehill Complex, before linking with the Dundee-Pomeroy road (MR 32).

From the road, a network of district and provincial roads service the northern areas of the municipality, with links to Elandslaagte, Wasbank and Wesselsnek to the north possible by means of provincial roads.

The road network through the area has played an important role in the distribution of settlements, with most settlements in the municipality located along the provincial and district roads.

The predominant forms of transportation in the municipality are by taxis and buses. Nodal bus stops/taxi ranks have been identified at:

- Ekuvukeni
- Klipriver
- Waaihoek
- Uitval
- Sithole Tribal Authority (serving the Umhlumayo area)

In an effort to redress the backlogs of roads infrastructure, the Uthukela District Municipality is involved in the three access roads projects in the area. All three access roads are in the Mhlumayo complex. The issue of access roads in the municipality is a very serious one. This is because most of the community access roads are in a very bad condition and some now only exist as tracks. Given the impact that HIV/AIDS will have it is argued that a demand for access roads will increase as

more people will be requiring cars to collect the sick from the settlements that are currently not accessible

#### ❖ **Dams**

There are currently no dams in the Indaka Municipality. However, there are proposals for the construction of the Jana and Mielietuin Dams on the Uthukela River as part of the Vaal Transfer Scheme. However, the Indaka Municipality will only benefit marginally from the water stored in the dams

#### ❖ **Bulk Water Systems**

Bulk water systems supply the settlements of Ekuvukeni, Vaalkop and Uitval, and are being expanded to the villages of the Limehill Complex. These systems are reliant from supply from the Oliphantskop dam.

In the Mhlumayo complex there is a pattern of dispersed settlements. The people in this part of Indaka municipality are using dams, streams and boreholes as water sources as there is no piped water. It has been observed in a number of projects that one of the problems associated with boreholes is lack of maintenance. This makes life very difficult for people who are dependant on this type of water source. Uthukela District Municipality has been involved in the supply of clean water through other means as a short term. As a long term solution the District Municipality is currently in a process of obtaining information on the best suitable way of supplying the Mhlumayo complex with clean water.

There are no bulk water systems in the remainder of the municipality, with the residents of these area reliant on tankers, boreholes and natural supplies from streams, springs and dams.

Analysis of the population distribution in the Indaka municipality indicates that the greatest concentration of people and settlements is in the areas where there is bulk water supply.

#### ❖ **Electricity Lines**

The northern areas of the Indaka Municipality are traversed by bulk electricity lines. According to Statistics South Africa (1996) only 27,19 of Indaka municipality make use of electricity. The Limehill complex is the one that has benefited most in terms of electrification within the municipality, where over 50% of the residents of the complex and its periphery have access to electricity. The northwest portion of the municipality is also traversed by electricity lines, although these stop north of the Helpmekaar road. These service the commercial farms in the area.

In the remainder of the municipality there is no electrification and residents use candles, mainly due to the dispersed settlement and

rugged topography. Such areas constitute about 53% (Statistics South Africa, 1996) of the total population of Indaka municipality.

Analysis of the population distribution in the municipality indicates that the greatest concentration of people and settlements is in the areas where there is electricity supply.

#### ❖ **Towns and Settlements**

The main town in the municipality Ekuvukeni, a former R293 township, which serves as the hub of the municipality. There is the location of the municipal administration and a concentration of economic activities.

The remainder of the area is characterized by rural settlements, as may be anticipated in an area that previously was administered by the KwaZulu Government. A total of 143 settlements have been identified in the municipality. These are further analyzed in Section 3.4.

Many of the settlements are located along the provincial and district roads, while others are clustered where services are available (e.g. Limehill complex).

#### ❖ **Land Reform Projects**

**There are two confirmed land reform projects affecting the Indaka area:**

- The Klipriver/Emnambithi State Land Disposal Project involves the disposal of approximately 29 000 hectares of state land, made up of 84 farms extending across the municipality. The project commenced in 1998 and co-ordinated consultation with all roleplayers, including the uThukela District Municipality and the Amakhosi has been ongoing.
- The Opmerkzaamheid Project is a labour tenants (tenure/farm dweller) project currently in detailed planning phase. The project is 311 ha in extent and there are 22 beneficiary households.

The Department of Land Affairs has had a large number of enquiries of claims relating to Labour Tenants and claims have been lodged for restitution projects in the Ladysmith/Emnambithi sub-region. However as these are still being processed, it is difficult to determine the number of other projects that impact on the Indaka Municipality

Within the Indaka municipality there is a lot of overlap between the disposal of state land processes and the restitution processes, as most of the state land being considered for disposal is land that Amakhosi have put restitution claims on.

## SECTION E: SECTOR INVOLVEMENT

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### 1. SECTOR DEPARTMENTS

Indaka Local Municipality is partnering with different government departments as part of the intergovernmental relations to establish and sustain the economy of Indaka. This is done in order to strengthen the level of participation with the service providers and to obtain their MTEF's (3-5 years plan) programmes and projects for incorporation into the current 2011-2012 IDP. The other way of promoting the IGR structures is by means of the Thusong centre where the Centre Manager facilitates all the communication with public and private government sectors'

### 2. SECTOR PLANS AND INSTITUTIONAL ARRANGEMENTS

The Municipality has formulated sector plans and the table below shows which plans have been developed and which have not.

PLAN	DEVELOPED	NOT DEVELOPED	STATUS/ PROGRESS
Human Resources Policy	✓		The Human Resources Policy has been developed. It is a draft and has not yet been adopted.
Employment Equity Plan	✓		Employment Equity Plan adopted on and is being implemented.
HIV/Aids Strategy	✓		HIV/AIDS Strategy developed and adopted . It is being implemented and the Local Aids Council has been formed
Disaster Management Plan	✓		The Disaster Management Plan has been developed. It was adopted in

			2008 and in the process of its implementation
Tourism Plan	✓		The Tourism Plan has been developed. It is not being implemented and a tourism officer has not yet appointed.
LED Plan	✓		The LED Plan was developed. It was adopted. It is yet to be reviewed in 2011
Land Use Management System (LUMS)	✓		The LUMS was developed and sent to COGTA for assessment. When comments are received, the plan will be amended accordingly.
Financial Plan	✓		The plan was developed and has been reviewed
Spatial Development Framework	✓		The plan was developed and in the process of review
Work Skills Development plan	✓		The plan was developed and is being implemented by the Municipality
Environmental Plan		✓	Funding is not yet available
Waste Management Plan		✓	Funding is yet to be outsourced
Recruitment and selection Policy	✓		The plan was adopted and is being implemented
Integrated		✓	Not available –

Transport Plan			this is the District Municipalities function
Housing Plan	✓		The plan was developed and is being implemented as there are housing projects which are being built
Infrastructure Investment Plan		✓	The Municipality does not have this plan
Succession Policy	✓		The plan is being implemented
Community Participation Strategy	✓		The plan is available, adopted and is being implemented

## 2.1 Human Resources Policy

The Human Resources Policy seeks to guide the conduct of staff and the relationships between staff members and staff members and the Municipality. The HR Policy reflects the values and principles that the municipality subscribes to and which must be applied in the day-to-day administration of personnel and the interpretation of the policies incorporated in the manual. The framework governs human resources management in the municipality and is designed to promote fairness and consistency in human resources management practices and procedures.

The policy provides guidelines for issues such as sexual harassment, recruitment, selection, labour relations, remuneration, housing allowance, employee benefits, training and development amongst other issues.

## SECTION F: IMPLEMENTATION PLAN

1. The municipality has developed a three year implementation plan which will be the guiding tool on how the Municipality will implement and monitor its programmes and projects. This has been done in accordance with the National Key Performance Areas of the Strategic Local Government Agenda and they are also aligned with the departments from the Municipality.

NKPA	PROJECT	STRATEGY	BUDGET
<b>Basic Service Delivery and Infrastructure Investment</b>	Tholeni access road		
	Stanford access road		
	Ehlabathini emathuneni road		
	Emahlabathini emathuneni road		
	Hlathi no.2 road		
	Emngceleni phase 2 road		
	Lubelo road		
	Vaalkop access road		
	Makhasi access road		
	Esigcakini access road		
	Kwacilo access road		
	Entabeni access road		
	Regravelling of Ekuvukeni Access roads/Spandikron road		
	Dalkosi road		
	Ndayi road		
	Ugudlintaba/shozi road		
	Umkhunjana/Mziyonke road		
	Oqugwini (Kwazimbar) road		
	Emjindini (esijozi)		
	Emabhasini road		
	Kwamankandane road		
	Stezi 2 road		
	Emakegeni road		
	Okhozini road		
	Construction of vuma low level ward 6		

	bridge		
	Construction of low level bridge Limehill		
	Access roads Phase 3 (Nazareth)		
	Disaster Management	Preparation of budget for disaster	
<b>Local Economic Development</b>	Community commercial gard		R200 000-00
	Block making projects		
	Piggery		
	Beef farming		
	Goat farming		
	Tholeni chilies project		
	Development of SMME's		
	Ekuvukeni shopping centre		
	Poultry project ward 2 and 4		
	Ploughing project		R
<b>Financial Management and Viability</b>	Establishment of stores office	Identification and furnishing of an office	R150 000-00
	Establishment of Internal audit Unit	Employment of staff	R200 000-00
<b>Good Governance and Public Participation</b>	IDP/Budget Road shows to all wards	Conduct road shows regarding IDP/Budget	R100 000-00
	Re-election of Ward Committees	Conduct elections of new ward committee members	R50 000-00
	Training of Ward Committees	Organize venue and dates for trainings including training material	R50 000-00
<b>Institutional Development</b>	Development of the Organizational PMS	Appointment of the service	R100 000-00

<b>and Transformation</b>		provider.	



## ELECTRICITY

PROJECT	FUNDS	BENEFICIARIES	YEAR	DEPARTMENT
Stanford Ward 3	R2 080 000	210	2011/2012	Eskom
Jikishoba Ward 3	R1 885 000	200	2011/2012	Eskom
Spandikron Electrification Ward 4	R1 430 000	120	2011/2012	Eskom
Limehill Ward 3	R1 560 000	170	2011/2012	Eskom

## WATER AND SANITATION

PROJECT	FUNDS	YEAR	DEPARTMENT
Indaka Bulk	R400 000 00	2010/2011	Uthukela District
Indaka Bulk water audit	R498 000 00	2010/2011	Uthukela District
Hwebede Sanitation	R179 368 00	2010/2011	Uthukela District
KwaHlathi Sanitation	R1 000 000 00	2010/2011	

## Halls and Crèches

PROJECT	FUNDS	YEAR	DEPARTMENT
Community Halls ward 10	R380 000	2010/2011	MIG
Community Halls ward 9	R380 000	2010/2011	MIG
Creche ward 2	R430 000	2010/2011	MIG
Creche ward 5	R430 000	2010/2011	MIG
Creche ward 1	R430 000	2010/2011	MIG
Market stall makhasi	R700 000	2010/2011	MIG
Market stall ward 2	R700 000	2010/2011	MIG

## NKPA: Local Economic Development

<b>PROJECT</b>	<b>FUNDS</b>	<b>YEAR</b>	<b>DEPARTMENT</b>
Ilenge Cannibalism route	R1 000 000	2010/2011	Rural Development
MPCC	R4 000 000	2010/2011	DTLGA
Provision of free basic services	R2 990 000	2010/2011	DTLGA
Sport	R90 000	2010/2011	Indaka LM
Arts and Craft	R90 000	2010/2011	
Ekuvukeni taxi Rank and Market stalls	R1,800 000	2010/2011	DTLGA
Ubuhlebesizwe Sothukela:HIV/AIDS Sewing	R256 048	2010/2011	Social Development
Ubuhlebesizwe Sothukela:Kwahlathi Soup kitchen	R160 000	2010/2011	Social Development
Ubuhlebesizwe Sothukela:Limehill Soup kitchen	R250 000	2010/2011	Social Development
Ubuhlebesizwe Sothukela:Nazareth South kitchen	R250 000	2010/2011	Social Development
Ubuhlebesizwe Sothukela;Tholeni Soup kitchen	R250 000	2010/2011	Social Development
Ubuhlebesizwe Sothukela:Uitval Soup kitchen	R500 000	2010/2011	Social Development
Sakhimpilo Home Base Care	R634 000	2010/2011	Social Development
Sicela impilo Soup kitchen ezihlabathini	R256 047	2010/2011	Social Development
Qedindlala Soup kitchen & gardening Soup kitchen & gardening	R160 000	2010/2011	Social Development
Sizakancane poultry project Poultry	R250 000	2010/2011	Social Development
Zethembe sewing and weaving project Sewing	R250 000	2010/2011	Social Development
Hlanganani women's empowerment Sewing	R250 000	2010/2011	Social Development
Bekithemba youth project Sewing	R500 000	2010/2011	Social Development
Zimele Women's co-op Block making & gardening	R634 000	2010/2011	Social Development
LICODEC (Limehil Complex Dev. Centre) Multi skills centre	R256 048	2010/2011	Social Development

Market stalls-ward 4	R700 000	2010/2011	MIG
Market stalls ward 2	R700 000	2010/2011	MIG
Craft centre-Mhlumayo	R80 000	2010/2011	NDA
Gardning Mhlumayo	R90 000	2010/2011	NDA
Poultry- Limehill and Vaalkop	R90 000	2010/2011	NDA
Welding-Limehill and Ekuvukeni	30 0000	2010/2011	NDA
Blockmaking-Limehill and Hlathi	R60 000	2010/2011	NDA

#### **NKPA: Governance**

<b>PROJECT</b>	<b>FUNDS</b>	<b>YEAR</b>	<b>DEPARTMENT</b>
Public participation : Budget/ IDP	R110 000	2011/2012	

#### **NKPA: Financial Viability**

<b>PROJECT</b>	<b>FUNDS</b>	<b>YEAR</b>	<b>DEPARTMENT</b>
Valuation Roll	R2,000,000	2011/2012	
Financial Statements	R 150 000	2011/2012	

#### **NKPA: Transformation and Institutional Development**

<b>PROJECT</b>	<b>FUNDS</b>	<b>YEAR</b>	<b>DEPARTMENT</b>
Ward Committee training	R50,000	2011/2012	

## **22. PROJECTS WITHOUT FUNDS**

### **NKPA SERVICE DELIVERY AND INFRASTRUCTURE**

#### **HOUSING**

<b>PROJECT</b>	<b>FUNDS</b>	<b>YEAR</b>	<b>DEPARTMENT</b>
Kwa Ncema/Komane /Jwili		2011/2012	Housing
Mbondwane/Ntshela/Nkungwini		2011/2012	Housing
Ngedlengedle/Magodleni/Dalikosi		2011/2012	Housing
Lenge/Giba		2011/2012	Housing
Somshoek/ Skoko		2011/2012	Housing
Mziyonke		2011/2012	Housing
Mankandane		2011/2012	Housing

Mahlabathini/Cwebelele		2011/2012	Housing
Cancane/Machibini /Mkhumbane		2011/2012	Housing
Madazane/Ushikishi		2011/2012	Housing
Mziyonke/Mankandane		2011/2012	Housing

## ELECTRICITY

PROJECT	FUNDS	YEAR	DEPARTMENT
Mabhekazi,		2011/2012	Eskom
Oqungweni		2011/2012	Eskom
Waaiohoek		2011/2012	Eskom
Shuzi		2011/2012	Eskom
Ehlonyane		2011/2012	Eskom
Emkhalandoda		2011/2012	Eskom
Limehill Apollo lights		2011/2012	Eskom
Tholeni Apollo lights		2011/2012	Eskom
Somsoek streets lights		2011/2012	Eskom
Gcinalishone		2011/2012	Eskom
Emangweni		2011/2012	Eskom
Okhozini		2011/2012	Eskom
Okhalweni		2011/2012	Eskom
Kwaphobane		2011/2012	Eskom
Emsusampi		2011/2012	Eskom
Street Lighting in ward 4 (Nazareth)		2011/2012	Eskom
Tower and Street lighting in Ward 2and ward 5		2011/2012	Eskom
Street lighting at extension I & J		2011/2012	Eskom

## WATER AND SANITATION

PROJECT	FUNDS	YEAR	DEPARTMENT
Komani		2011/2012	Uthukela DM
Mabhekazi		2011/2012	Uthukela DM
Waaiohoek		2011/2012	Uthukela DM
Msusampi		2011/2012	Uthukela DM
Emakegeni		2011/2012	Uthukela DM
Emanqomfini		2011/2012	Uthukela DM
Stormwater drainage emfundeni		2011/2012	Uthukela DM

## ROADS

Access roads Phase 3 (Nazareth)		2011/2012	
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## Halls and Crèches

PROJECT	YEAR	DEPARTMENT
Ehlabathini crèche	2011/2012	
Sizananai Creche	2011/2012	
Rockcliff Creche	2011/2012	
Emgababa crèche	2011/2012	
Emachibini hall	2011/2012	
Ehlonjane crèche	2011/2012	
Emkhalandoda crèche	2011/2012	
Kwamankandane crèche	2011/2012	
Emangweni crèche	2011/2012	
Nogejane crèche	2011/2012	
Gcinalishone creche (emaqeleni)	2011/2012	
Ondikazane crèche	2011/2012	
Emjindini crèche	2011/2012	
Oqugwini crèche	2011/2012	
Hlonyana hall	2011/2012	
Creche Ekvukeni	2011/2012	
Msusampi crèche	2011/2012	
Emanqomfini crèche	2011/2012	
Newton crèche ward 4 (Nazareth)	2011/2012	
Mpilontshe Creche Ward 4	2011/2012	
Uitvaal Creche	2011/2012	

## NKPA: Local Economic Development

PROJECT	FUNDS	YEAR	DEPARTMENT
Poultry project ward 2 and 4		2011/2012	
Block making projects		2011/2012	
Piggery		2011/2012	
Beef farming		2011/2012	
Goat farming		2011/2012	

Tholeni chillies project		2011/2012	
Development of SMME's		2011/2012	
Ekuvukeni shopping centre		2011/2012	
Waaiohoek shopping centre		2011/2012	
Mhlumayo shopping centre		2011/2012	
Car Wash ward 5		2011/2012	
Picnic site ward 3		2011/2012	
Somshoek irrigation		2011/2012	
Inhlambamasoka vegetable gardens		2011/2012	
Ehloniyana gardening		2011/2012	
Gcinalishone gardening		2011/2012	
Emangweni gardening		2011/2012	
Market stalls ekuvukeni		2011/2012	
Umzamo Womama Poultry Club		2011/2012	
Cause way Poultry Club		2011/2012	
Mtebheni gardening		2011/2012	
B& B in Esibindi		2011/2012	
Distribution Centre		2011/2012	
Mill in ward 2		2011/2012	

#### **NKPA: Transformation and Institutional Development**

<b>PROJECT</b>	<b>FUNDS</b>	<b>YEAR</b>	<b>DEPARTMENT</b>
Bursary policy		2011/2012	DBSA
Employee Assistance Programme		2011/2012	DBSA
Staff Retention Policy		2011/2012	DBSA
Implementation of proper Registry		2011/2012	DBSA
Review of Work Skills plan		2011/2012	DBSA

#### **MKPA: Planning services**

<b>Project</b>	<b>Funds</b>	<b>Year</b>	<b>Department</b>
Town Planning Scheme		2011/2012	Indaka
Land disposal policy		2011/2012	Indaka
New cemetery site fencing		2011/2012	Indaka
Sub-division of land		2011/2012	Indaka
Sand mining		2011/2012	Indaka
Traffic Department		2011/2012	Indaka
New building fencing		2011/2012	Indaka

## SECTION H: FINANCIAL PLAN AND SDBIP

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### 1. THE FINANCIAL FRAMEWORK

#### 1.1. Introduction

Indaka Municipality is a Local Municipality within Uthukela District Municipality which has limited urban development within its area of jurisdiction. The sources of income available for Indaka Municipality are refuse removal, burial fees, services and rates income which will increase once the townships and towns are formalized. The payment for services is very poor as most households are unemployed, however the Municipality ensures that it uses its limited resources in a sustainable manor and in line with Municipal Finance Management Act.

The Financial Plan and SDBIP are attached at **Appendix K18**

## **SECTION I: ORGANISATIONAL PERFORMANCE SYSTEM**

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The Performance Management System of the Municipality has been developed and it has been mostly focusing on the organization and only the Section 57 Managers. The municipality has designed the organizational scorecards for the section 57 Managers and the employment contracts have all been signed, the performance agreements, the Personal Development Plans and Financial Disclosure Forms have also been signed for 2010-2011 financial year. Following is the Performance Management System of the Municipality:

### **1.1 Purpose**

A well developed and functional PMS will assist in checking that the delivery is happening as planned and promotes the efficient utilization of resources. PMS also promotes the delivery of the envisaged quality of services, identifies blockages and guides future planning and developmental objectives and resource utilization of the municipality. It is also important to indicate that PMS identifies capacity gaps in both human and non-human resources and at the same time assists in determining right-sizing requirements while providing early warning signals to future problems with the implementation of the IDP in terms of risks.

### **1.2 Background**

Indaka Local Municipality annually adopts the revised Integrated Development Plan (IDP) and has identified a need to facilitate the implementation of the IDP through a Performance Management System (PMS). PMS is one of the tools available to the municipality to continuously assess and measure the attainment of predetermined outcomes and/or outputs using a set of indicators and targets. It is a mechanism the municipality may use to undertake self-assessment of the implementation of its Integrated Development Plan (IDP) and its efficiency in the allocation and expenditure of municipal funds.

Section 38 of the Municipal Systems Act, prescribes that a Municipality must establish a Performance Management System (PMS) as a means to improve its performance. Section 57 (1) (b) further prescribes that a performance agreement must be entered into between the municipality and the municipal manager, and between the Municipal Manager and all persons directly accountable to him. Section 40 provides for the municipality to develop a mechanism to monitor and review its PMS.

In addition to the above PMS can be seen as a process that involves both managers and employees in identifying and describing job functions and relating it to the strategy (IDP) developing appropriate Performance Standard giving and receiving feedback about ones performance undertaking performance appraisal identifying and planning skills development opportunities to sustain and improve employee work performance.

In other words this system forces all individuals in a municipality, to be held accountable for their actions, which should bring about improved service delivery and value for money.

### **1.3 Aims and Objectives**

The aims of the Performance Management System are:

- To monitor, Review, Improve the implementation of the Integrated Development Plan (IDP) and to assess the progress made in achieving the implementation of the IDP and other service delivery functions of the municipality.
- To provide decision makers with the relevant information that will allow efficient, effective and informed decision-making.
- To ensure that learning and improvement takes place, for the municipality to improve delivery.
- To provide early warning and signals to all stakeholders for all performance related risks, so that early intervention can take place, where necessary.
- To facilitate increased accountability between the local community, politicians, the Municipal Council and the municipal management team.

### **1.4 PMS Steps and Processes**

The steps as articulated on the PMS policy framework for the municipality include:-

- Gearing the municipality for implementation of the PMS.
- Internal and external consultation around PMS.
- Setting of performance measures.
- Institutionalization of the reporting.
- Preparing the municipality for the audit of its performance.
- Linking PMS with performance of Section 57 employees.
- On-going support in terms of Performance Monitoring and Reporting.

## 2. APPROACH AND METHODOLOGY

### 2.1 Approach

The performance of Indaka Municipality is to be planned in terms of its IDP and Budget, particularly the process of compiling an IDP and the annual review thereof. The municipality is also required to prepare the Service Delivery and Budget Implementation Plan in order to manage its performance towards the implementation of the IDP and Budget. This involves quarterly or mid-term reviews. It should be noted that the last component of the cycle is that of performance review and the outcome of such a review process must inform the next cycle of IDP compilation/ review by focusing the planning processes on those areas in which the Municipality has under-performed.

Performance monitoring is an ongoing process, which continuously monitors current performance against set targets. The aim of monitoring process is to take appropriate and immediate interim action where there is an indication that a target is not going to be achieved by the set time. This is normally observed during the reporting meeting where the progression of the targets is reviewed. Performance monitoring requires that appropriate action should be taken when it becomes evident that a specific performance target is not going to be achieved. It is therefore proposed that the Managers should track performance trends against set targets on a monthly basis, as a means to identify performance related problems early and take appropriate remedial action.

Figure 1: Performance Planning

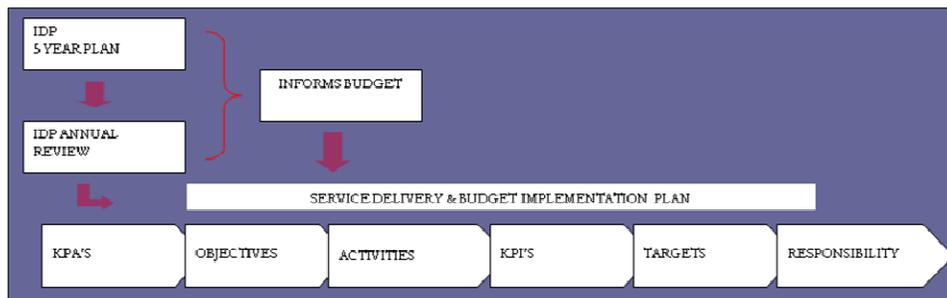
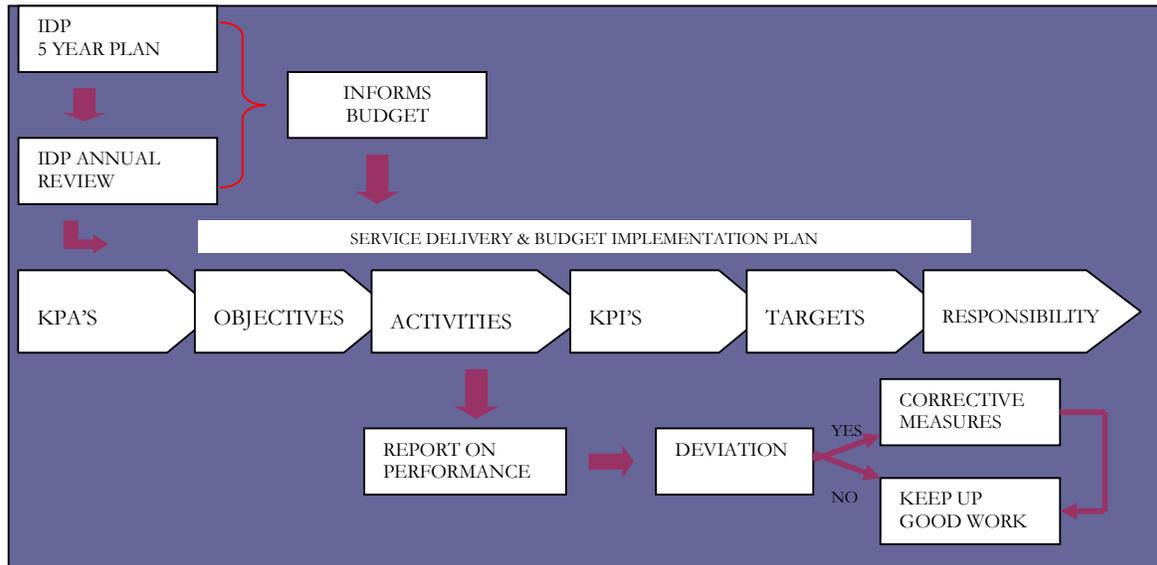


Figure 2: Performance Monitoring



## 2.2 Methodology

A total of eight steps will be undertaken in order to develop a Performance Management System for Indaka. These steps should not be construed as discreet components, as but interrelated and sequential grouping of activities necessary for the establishment of an effective and implementable PMS. These can be outlined as follows:-

Step 1: Selecting appropriate Key Performance Areas (KPA's):

Setting KPA's is the first step in the performance management process. Section 26 (c) of the Municipal Systems Act requires that the development priorities of a municipality be clustered around the following KPA's, which can be regarded as national developmental priorities.

Step 2: Formulating appropriate Development Objectives:

As a second step one needs to design high-level objectives per Key Performance Area, which put more emphasis on development. These should be manageable and realistic.

Step 3: Developing suitable Key Performance Indicators:

As a third step, it is necessary to determine KPI's, which define what needs to be measured in order to gauge progress towards achieving the development objectives. KPI's must be measurable, relevant, simple and precise. KPI's can also be used to:

- Communicate the achievements and results of the municipality.
- Determine whether a municipality is delivering on its developmental mandate.
- Indicate whether the organizational structure of a municipality is aligned to deliver on its developmental objectives.
- Promote accountability by the council to its electorate.

Step 4: Setting performance targets:

Step 4 involves setting performance targets for each identified KPI. Performance targets should comply with SMART a principle, which stands for Specific, Measurable, Achievable, Realistic and Time bound.

Step 5: Identifying actions that will achieve the performance targets:

After targets have been set, it is important to identify action steps required for achieving each performance target. The actions taken in each target must feeds to the achievement of the broader target.

## Step 6: Allocation of responsibility:

Step 6 involves allocating roles and responsibilities to different individuals in the municipality. A name must be assigned to each action indicated above. This is also a way of cascading the responsibility from strategic level down to operational level and from organisational goals to individual employees. Individual employees can therefore be clear on their role in achieving the strategic objectives.

## Step 7: Setting target dates:

Target dates for the completion of actions should be set in conjunction with those individuals responsible for their achievement. Realistic dates should be set, and if not, the individuals concerned create false expectations and also set themselves up for failure.

## Step 8: Allocate financial resources for achieving set performance targets:

The last step (step 8) involves identifying and allocating budget for each of the set targets. Without budget resources, most of the identified actions will be difficult to execute.

The process was underpinned by the following overarching concerns, which can be used to assess the reliability and relevance of the end product to the specific context of Indaka Municipality:

- Integration of PMS to the management processes and systems.
- Linkages between performance plans and the organizational objectives as outlined in the IDP.
- Clear, unambiguous and negotiated performance measures. The PMS should be able to measure progress with regard to implementation of the IDP. It should be able to issue early warnings if there is lack of progress.
- Sustainability of service delivery.
- Customer focus in line with the Batho Pele principles.
- Simplicity: at the onset, it is essential to develop a PMS that will be simple and easy to understand so as to avoid uncertainties during implementation.
- Linkages with the capacity building and skills development programmes.
- Benchmarking.
- Incremental implementation.
- Transparency and accountability.
- Integration: facilitates integration of the PMS with the IDP and the budget. PMS measures performance in terms of both expenditure and project/ programme implementation.
- Realistic: the time frames stipulated in the PMS should be as realistic as possible so as to avoid manipulation of the system.

### **3. Stakeholder Engagement Plan**

Public participation and involvement forms an important aspect of development projects, and is framed within the legislative requirements of a new democratic and developmental orientated government. In order to address this requirement mechanism, processes and procedures are required to enable community participation. The purpose of this document is to set out the participation structures and procedures that will be followed through the course of the project. Participation strategies and potential stakeholder's roles and responsibilities are discussed.

#### **3.1 Legal Requirements**

In terms of the legal requirements pertaining to participation, the Constitution of South Africa [Section 152 (1) (e)] states that government is to encourage the involvement of communities and community organizations in local government.

Further to the Constitution, the Municipal Systems Act (Act 32 of 2000) sets out the core principles, mechanisms and processes for municipalities in order to achieve development and move progressively toward participatory governance. This Act also assists in the empowerment of municipalities to move towards the social and economic upliftment of communities. As such, this act calls for public consultation through public participation. In order for public participation to be effective, conditions conducive for participation and the encouragement thereof is essential. The establishment of ward committees as a means to reach the community at ground level are also encouraged. The adherence to the Batho Pele principles set out by government forms an important aspect of participation. These include the following:

- Consultation
- Service Standards
- Courtesy
- Access
- Information
- Openness and Transparency
- Dealing with complaints
- Giving Best Value
- Encouraging Innovation and Reward Excellence
- Customer Impact

#### **3.2 Public Participation**

Public Participation is defined in Wikipedia as follow:

*“Generally public participation seeks and facilitates the involvement of those potentially affected by or interested in a decision.”*

The principle of public participation holds that those who are affected by a decision have a right to be involved in the decision-making process. Public participation implies that the public's contribution will influence the decision.”

Participation can also be described as the process through which stakeholders influence and share control over priority setting, policy-making, resource allocations and access to public goods and services. Through the promotion of participation, ownership is promoted and transparency and accountability are achieved.

### Value of Public Participation

The value of public participation, as set out in the International Association for Public Participation, is described as follow:

- Affected parties in decision-making processes should be involved in the decision-making process.
- The public's contribution must influence the decision.
- Recognizing and communicating the needs and interests of all participants, including decision makers, leads to sustainable decisions.
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- Public participation seeks input from participants in designing how they participate.
- Public participation provides participants with the information they need to participate in a meaningful way.
- Public participation communicates to participants how their input affected the decision.

### Public Participation Objectives

The main objectives of participation are to inform, consult, involve, collaborate and empower the public in the process of public participation.

## *Stakeholders*

Stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of the project. The project team and their requirements will identify stakeholders and expectations will be determined.

### 3.4 Stakeholders Roles and Responsibilities

Stakeholders have varying levels of responsibility and authority when participating on a project. Their responsibility and authority range from occasional contributions in surveys and focus groups to full project sponsorship, which includes providing financial and political support.

Some of the responsibilities of stakeholders are discussed below.

- To assist in the identification of other stakeholders who should be consulted;
- To prepare themselves for public workshops and/or meetings, and to attend/participate in them;
- To rise above personal agendas, and to understand and appreciate that there will always be trade-offs.

In addition, stakeholders should understand that it is the sum total of all inputs from all participants that will add value to decision making, and that the process can recognize, but cannot be governed by, individual view points.

### 3.5 Stakeholders Identification

The stakeholders/parties who need to be advised about the project and/ or participate in its preparation will include:

- Members of the general public (interested and affected parties);
- Municipal service business units / sub-units;
- Ward Councillors.

**Annexure J1 : SDF**

**Annexure J2 : Disaster Management Plan**

**SECTION K: APPENDICES**

**Appendix K9 : LED Plan**

**Appendix K12 : Performance Management System and Scorecards**





**Appendix K15. : Turn around Strategy**



**Appendix K17 : Organogram**

**Appendix K18 : Financial Plan and SDBIP**