

NYANDENI LOCAL MUNICIPALITY

PHYSICAL ADDRESS:
Municipality Building
B.N. Nomandela Drive

LIBODE
POSTAL ADDRESS:
Private Bag X 504
nyandeni@nyandenilm.gov.za
LIBODE
5160



Tel: 047 5555 000
047 5555 080
Fax: 047 555 0202

Email:

"Deciding with the people, not for the people"

INTEGRATED DEVELOPMENT PLANNING

2022-2027
(Reviewed 2023-24)

TABLE OF CONTENTS

FOREWORD BY THE MAYOR OVERVIEW BY THE MUNICIPAL MANAGER EXECUTIVE SUMMARY LEGISLATIVE AND POLICY ENVIRONMENT

CHAPTER 1	14
1.1. INTRODUCTION TO NYANDENI LOCAL MUNICIPALITY	14
1.1.1 Vision	14
1.1.2. Mission	14
1.1.3. Values	14
1.1.4. Strategic Goals of the Municipality	15
1.1.5. Organizational structure, systems, processes and personnel capacity	16
1.1.6. NLDP Vision 2030 Propositions	17
1.1.7. Libode Investment Plan	18
1.2. PROCESS FOLLOWED IN REVIEWING THE IDP	18
1.2.1. Status of the Integrated Development Plan	19
1.2.2. Matters considered during the Development Process	19
1.2.3. Adoption of the IDP/PMS and Budget Process Plan for 2022-2027	19
1.2.4. IDP And Budget Process Plan 2022-2023 as adopted by Council	19
1.2.5. Tabling of draft IDP and Budget for 2023/2024 Financial Year	29
1.2.6. Public consultations	29
1.2.7. Publication and submission	29
1.2.8. IDP assessment and response to issues raised	29
1.2.9. Consideration of inputs by MEC on 2021-2022 and IDP assessment and progress	30
1.3. ISSUES RAISED IN THE IDP REP FORUM	32
1.4. ISSUES RAISED IN THE COUNCIL STRATEGIC PLANNING	35
CHAPTER 2: ANALYSIS OF THE CURRENT SITUATION IN THE MUNICIPALITY	39
2.1. Demography and Development	39
2.1.1. Population Dynamics	39
2.1.1.1. Population and Household Size	39
2.1.1.2. Gender and Age Distribution	41
2.1.1.3. Dependency Ratio	42
2.1.2. Key Development Indicators	43
2.1.2.1. Poverty Levels	43
2.1.2.2. Poverty and Food Security	46

2.1.3. Human Development Index (HDI)	47
2.1.3.1 Health Care Facilities	48
2.1.3.2. Burden of Disease and NDCs	49
2.1.4. Education Levels and Outcomes	51
2.2. MUNICIPAL SPATIAL PROFILE AND SDF FOR NYANDENI LM	52
2.2.1. Preparation and Adoption of the SDF	52
2.2.2. Purpose of Spatial Development Framework	52
2.2.3. SWOT Analysis of the Nyandeni Spatial Framework	53
2.3. LOCAL ECONOMIC DEVELOPMENT	54
2.3.1. Economic Performance and Trends	54
2.3.2. Gross Value Added by Region (GVA-R)	54
2.3.3. Gross Value Added (GVA) by aggregated sector (primary, secondary, tertiary)	54
2.3.4. Tress Index	55
2.3.5. Location Quotient	55
2.3.6. Investment and Gross Fixed Capital Formation	56
2.3.7. Labour	58
2.3.7.1. Total Employment	58
2.3.7.2. Unemployment	59
2.4. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	61
2.4.1. Overview	61
2.4.2. Housing and Development of Human Settlements	61
2.4.2.1. Adoption of Housing Sector Plan	61
2.4.2.2. Housing needs register	61
2.4.2.3. Informal Settlements	61
2.4.2.4. Land invasion control mechanisms	62
2.4.2.5. Blocked Projects	62
2.4.2.6. Land Claims	62
2.4.2.7. Migration and its implications for Development and Provisioning of HH Infrastructure	62
2.4.3. Water	65
2.4.4. Sanitation	66
2.4.5. Electrification and Energy	67
2.4.6. Refuse and Solid Waste Removal	70
2.5. FINANCIAL VIABILITY	71
2.5.1. Financial Planning	71
2.5.2. Revenue Management	74
2.5.3. Expenditure Management	75
2.5.3.1. Expenditure Management and Outstanding Creditors (Beyond the 30-day threshold for payment of creditors)	75
2.5.4. Supply Chain Management	75

2.5.4.1. Supply Chain Management Policy	75
2.5.4.2. The Supply Chain Management Unit	75
2.5.4.3. Supply Chain Management Bid Committees	75
2.5.4.4. Training of SCM Staff on Competency levels	76
2.5.4.2. Supply Chain Management Turnaround Time	76
2.5.5. Contract Management	76
2.5.5.1. Audit Findings over the past 5-Years	76
2.5.6. Asset Management	76
2.6. PUBLIC PARTICIPATION: VOICE AND ACCESS OF THE PEOPLE OF NYANDENI	77
2.6.1. Community Based Consultation Processes during Municipal Planning	77
2.6.2. Basic Services and Household Infrastructure	77
2.6.2.1. IDP Priority: Access to Water and Sanitation	77
2.6.2.2. Provision of Electricity	78
2.6.2.3. Provision of Housing	78
2.7. INSTITUTIONAL CAPACITY AND TRANSFORMATION	79
2.7.1. Human Resource Development	79
2.7.1.1. Staff profile in the financial year 2021/2022	79
2.7.1.2. Vacancy rate	79
2.7.1.3. Populated staff establishment	79
2.8. PERFORMANCE MANAGEMENT SYSTEM	80
2.9. COMMUNITY PRIORITY CONCERNS PER WARD	81
2.9.1. Annual report consultations	81
2.9.2. IDP consultation process	85
CHAPTER 3: THE SPATIAL DEVELOPMENT FRAMEWORK	109
3.1. Preparation and Adoption	109
3.2. Purpose of Spatial Development Framework	109
3.3. Legal Framework for the SDF	110
3.3.1. National Development Plan 2016 to 2030	110
3.3.2. The Key Spatial Directive Chapters of the National Development Plan:-	111
3.3.3. Spatial Planning and land use Management Act no. 16 of 2013	111
3.4. District Policy Alignment	112
3.4.1. OR Tambo District Municipality Spatial Development Framework (2018)	112
3.5. SPATIAL VISION	113

3.6. Nyandeni Development Nodes	113
3.7. Development Corridors	114
3.8. Spatial planning projects currently underway	120
3.8.1. Land use Matrix	120
3.8.2. Status of Nyandeni Land Claims	121
3.9. Spatial Development Framework Implementaton	121
3.10. Infrastructure Framework	123
CHAPTER 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	126
4.1. Infrastructure Services Draft Situational Analysis 2023/ 2024 FY	126
4.1.1. Project Management Unit (PMU)	127
4.1.2. Road Maintenance Unit Situational Analysis 2021-2022	137
CHAPTER 5: BASIC SERVICE DELIVERY – COMMUNITY SERVICES	146
5.1. Introduction	146
5.2. Situational Analysis	147
5.3. Waste Management	147
5.4. Library and Information Services	162
5.5. Early Childhood Development	171
5.6. Public Safety	177
5.7. HIV/AIDS	181
5.8. Municipal Animal Pound Management	191
5.9. Municipal Cemetery Management	197
5.10. Free Basic and Poverty Alleviation	201
5.11. Environmental Management	206
5.12. Air Quality Management	209
5.13. Coastal Management	210
5.14. Environmental Impact Assessment (EIA) PROCESS	211
5.15. Biodiversity Management	213
5.16. Environmental Monitoring and Enforcement	216
5.17. Sport Field	216
5.18. ECO Park	218
5.18.4. Desired Projects	219
5.19. Human Settlements	223
CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT	225
6.1. Business units within the department	225
6.2. Smart village project	231
CHAPTER 7: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	232
7.1. Institutional overview and mandate	232

7.2. Location of Administration Centres and Political Seat	233
7.3. Organisational overview	233
7.4. Organizational Competency Status	234
7.5. Functions assigned to the municipality that are being performed or not performed	234
7.6. Effectiveness of the legislative function	237
7.7. System of delegation within the municipality	237
7.8. Extent of service delivery by the municipality	237
7.9. Review and Adoption of the Organisational Structure	238
7.10. Departmental functions / mandates	240
Department(s)	253
CHAPTER 8: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	261
8.1. Political governance	262
8.2. Governance Structures	263
8.3. Council committees	263
8.4. Municipal Public Accounts Committee (MPAC)	266
8.5. Participation of Traditional Leaders in Council	267
8.6. Management Structures	267
8.7. Public Participation	267
8.8. Communications	277
8.9. Intergovernmental Relations	278
8.9. The Special Programmes Unit (SPU)	280
8.10. Legal Services	282
8.11. Internal Audit Unit	285
CHAPTER 9: FINANCIAL VIABILITY AND MANAGEMENT	289
9.1. Budget related Policies and By Laws	289
9.2. Resolution levying property rates in terms of section 14 of the local government municipal property rates Act No. 6 of 2004	292
9.3. Municipal Grap Compliant Asset Register	299
9.4. Financial Recovery Plan in place to Address Cash Flow Problems	299
9.5. Bank Accounts for Conditional Grants	299
9.6. Financial Ratios (2020-21 Financial Statements)	303
9.7. Financial Ratios (2021-22 Financial Statements)	306
9.8. Revenue Management	308
9.9. Supply Chain Management System	309
PLANNING THE FUTURE OF NYANDENI LOCAL MUNICIPALITY	312
VISION 2030 DEVELOPMENT PLAN	312
SCORE-CARDS	323
APPROVAL OF THE DRAFT IDP	405

FOREWORD BY THE MAYOR

This is an amended 2022/2027 Integrated Development Plan (hereinafter referred to as the IDP) for the Nyandeni Local Municipality. The IDP is the strategic document used to guide planning, development and decisions that drive service delivery. The long-term financial plan encapsulated within this IDP is our driving focus to ensure that we improve on becoming an effective and efficient Municipality.

The Nyandeni Local Municipality faces many challenges, some more complex than others and this was made clear during our public engagements. We need to improve economic development and plug any economic leakages to build a Municipality for the future and it will take all of us to ensure that this happens. As Mayor, I am aware of the numerous responsibilities bestowed on the Council to bring about fundamental changes to Nyandeni Local Municipality. We must ensure that there is a positive effect on the livelihoods of all our residents.

With the approval of the amended 2022/2027 IDP, Nyandeni Local Municipality will embark on a journey towards excellent local government. Our priorities remain:

1. Basic Services
2. Good Governance
3. Municipal transformation and Organisational Development
4. Local Economic Development
5. Sound Financial Management
6. Revenue Enhancement

Our goal as Council is to look at both internal and community priorities and implement them in the most prudent manner. We have to create an enabling environment that must be guided by our residents. This IDP must demonstrate the effective use of scarce resources and be a tool that enables us to attract additional funds and opportunities. We have taken the most important needs of our local communities into account and attempted to address them.

I would like to thank all citizens, political parties and all other stakeholders who participated in the IDP/ Budget process. I would also like to thank the Municipal Manager, all Senior Managers as well as the support staff who have worked long hours to ensure that this IDP document is completed according to legislation.

B.V. NDAMASE
MAYOR

OVERVIEW BY THE MUNICIPAL MANAGER

The draft reviewed Integrated Development Plan (IDP) 2023/24 is the first review of the five year 2022-2027 IDP. The constitution of the republic of South Africa 1996 chapter 7 section 152 set out the objects of local government as follows:

- To provide democratic and accountable government for local communities
- To ensure the provision of services to communities in a suitable manner
- To provide social and economic development
- To promote safe and healthy environment and
- To encourage the involvement of communities and community organization in matters of local government.

In order to ensure that the above are achieved the IDP is used as the strategic planning document that guides and informs all planning, budgeting and implementation.

The municipality has followed legislation requirements that compel municipalities to establish appropriate mechanisms, processes and procedures including identifying critical role players that must participate on the drafting and review of the IDP.

As we continue taking stock of our achievements, we also work hard with dedication for better results in providing the services to our communities. Various projects and programmes have been prioritized for implementation in the next financial years. In order for these projects to be successful, there is a need for broad support from all key stakeholders and as such we have ensured consultation with them so that they become active participants.

The 2023/24 IDP review is a culmination of activities as contained in the IDP and Budget Process Plan that was approved by council in August 2022. The review of this IDP has been aligned with National and Provincial Priorities. This IDP has followed very closely the prescribed COGTA template and chapters are set as required by the COGTA IDP Guidelines. The IDP review has been anchored into the key performance areas adopted by the Council of Nyandeni Local Municipality as follows:

- Basic service delivery
- Local economic development
- Financial viability
- Good governance
- Municipal transformation and institutional development

We have no doubt that the reviewed priorities that are contained in the draft IDP are critically important to improve the lives of Nyandeni Communities.

My sincere appreciation to the Council, the administration and all external stakeholders for your continued contribution and support in all Municipal IDP Reviews.

**MUNICIPAL MANAGER
Z. MASUMPA**

EXECUTIVE SUMMARY

Section 195 of the Constitution of the RSA, 1996 states that public administration must be governed by the democratic values and principles enshrined in the Constitution, including

- ▶ High standard of professional ethics must be promoted and maintained
- ▶ Efficient, economic and effective use of resources must be promoted
- ▶ Public administration must be development oriented

Products and services as outlined in the powers and functions

a) Physical infrastructure

- a. Municipal buildings
- b. Plant and equipment
- c. Community facilities [halls etc]
- d. Access roads
- e. Storm water
- f. Walkways, transport halts etc
- g. Dams (for grazing and to catalyze agriculture and farming)
- h. Bulk infrastructure

b) Social services

- a. Primary health care
- b. Library services
- c. Social amenities
- d. Public safety
- e. Early childhood development
- f. Skills development

c) Environmental management

- a. Environmental health management services
- b. Environmental safety management
- c. Pollution control and management
- d. Environmental planning
- e. Environmental monitoring and compliance

d) Economic services

- a. Local economic development planning
- b. Tourism planning
- c. Land use management planning and zoning schemes
- d. Spatial planning
- e. Agriculture planning
- f. Transport planning
- g. Tourism planning
- h. Business regulations

Within the spirit and context of sound intergovernmental relations, Nyandeni Local Municipality accept and therefore locates its current and future strategic areas of focus within the broad national and provincial planning frameworks in terms of development and growth priorities for the Eastern Cape and nationally.

As these broad frameworks embody the qualitative aspects of the national transformation trajectory, they thus inform and underpin our development priorities and strategic direction. Accordingly, the municipality crafted itself a macro-strategy as alluded to earlier and as detailed below.

Medium term macro institutional strategy

Recognizing the numerous and huge challenges it faces, the fact that solutions can potentially be in conflict with or complement each other, as stated above, the municipality conceptualized a medium term macro institutional strategy. The objective of this strategy is to equip leadership and management with a guide on decision making when there are conflicting strategic options. The macro/ overarching strategy will also provide a basis for the allocation of scarce resources. In addition, the macro strategy/overarching strategy will serve as a basis to rally collective energies of all employees and councilors in terms of the strategic direction the municipality is taking. This macro strategy was deduced from myriad institutional deficiencies, advances as well as development challenges. It is presented in the form of a diagram to illustratively communicate the dialectical inextricable interconnectedness of the components.

The diagram summarizes the medium term overarching institutional strategy of the municipality. Municipal objectives and their supporting strategies have been formulated in line with this macro strategy.

LEGISLATIVE AND POLICY ENVIRONMENT

1. **Section 34 of the Municipal Systems Act** states that
A municipal council must:
 - (a) Review its integrated development plan
 - (b) To the extent that changing circumstances so demand
 2. **Sec (39) (1) of the Municipal Structures Act** stipulates that an executive committee is –
 - a. The Principal Committee of a municipal council
 - b. Sec (39) (2) states that an Executive Committee **MUST** -
 - i. Identify the needs of the municipality
 - ii. Review and evaluate those needs in order of priority
 - iii. Recommend to the municipal council strategies, programmes and services to address priority needs through the IDP and estimates of revenue and expenditure
 - iv. Recommend or determine the best methods, including partnership and other approaches to deliver those strategies, programmes and services
 3. **District Development Model - ONE PLAN has Six (6) Transformational Focus Areas**
 - a. Management:
 - b. People Development and Demographics
 - c. Economic Positioning
 - d. Spatial Restructuring and Environmental Sustainability
 - e. Infrastructure Engineering
 - f. Integrated Services Provisioning
 - g. Governance
 4. **The Constitution of the Republic of South Africa, 1996**, provides the primary overarching framework within the Local Government planning must be understood. The Constitution gives Local Government a mandate to;
 - a. Provide democratic and accountable government for all communities
 - b. Ensure provision of services to communities in a sustainable manner
 - c. Promote social and economic development
 - d. Promote a safe and healthy environment; and
 - e. Encourage the involvement of communities and community organizations in the matters of Local Government.
-

5. Municipal Finance Management Act. No 56 Of 2003

- a. Section 21 of MFMA requires the Mayor to coordinate the process for preparing the annual budget and developing the Integrated Development Plan. The IDP and budget must be one process
- b. Section 21 of the Local Government: Municipal Finance Management Act states that the Mayor must table a schedule of key deadlines for various budget activities 10 months before the start of the new financial year.
- c. The accounting officer is tasked by section 68 of the MFMA with assisting the Mayor in performing the budgetary functions.

6. Governing Party LG Manifesto has identified the following commitments

The governing party in its 2021 local government manifesto has pledge to do more and better as we move forward to serve our people.

- a. Basic Services (Water , sanitation and roads
- b. Electricity ensure safe and reliable electricity supply
- c. Land and housing
- d. Fast-track land reform and rural development
- e. Continue to upgrade informal settlements and counter urban sprawl as it
- f. Increase the amount of time and cost of travelling.
- g. Ensure communities are located on well-situated land
- h. Choose the best people to run municipalities
- i. Food security
- j. Fight corruption and end wastage
- k. Make municipalities financially viable
- l. Job creation, education , training for young people

Eastern Seaboard Development (ESD)

This was launched by President Ramaphosa on 12 November 2021, significant progress has been made towards the development of the Eastern Seaboard Region, which will culminate in the development of one or more coastal smart cities in the 4 district municipalities of Ugu, Harry Gwala, Alfred Nzo and OR Tambo, and their 17 local municipalities in the KwaZulu-Natal and Eastern Cape provinces.

The Eastern Seaboard was declared and gazetted by the Minister of Agriculture, Land Reform and Rural Development, as a Region for the purposes of developing a Regional Spatial Development Framework on 20 June 2022. The project involves the development of the Eastern Seaboard Regional Spatial Development Framework (ESRSDF), as a critical tool to effect spatial transformation agenda using spatial planning mechanisms to address the legacy of apartheid and triple challenges of poverty, inequality and unemployment confronting the Eastern Seaboard Region.

The development of the ESRSDF commenced in May 2022. To date the Inception Report,

Status Quo Report, and the Regional Situational Analysis and Synthesis Report have been developed, and the Draft Regional Spatial Development Framework has been completed and circulated for public comments and inputs. The project is currently in Phase 5 which involves an intensive public participation process which commenced on 20 February 2023 to 20 April 2023. The municipality is taking part in the great initiative

7. State of the Nation Address, (SONA) 2023

President Cyril Ramaphosa delivered the State of the Nation Address (SoNA) on Thursday, 9 February 2023 at 7pm. The address is an important milestone as it brings certainty to the country's political, social and economic landscape. It demonstrates that South Africa's democracy remains robust. In the address, President Cyril Ramaphosa sets out government's key policy objectives and deliverables for the year ahead, flag challenges and outline interventions to unlock our nation's potential.

The President mentioned issues that are also a concern to Nyandeni Local Municipality as issues of concern to most South Africans and these are:

- Load shedding.
- Unemployment.
- Poverty and the rising cost of living.
- Crime and corruption.

The President stated that there are no easy solutions to the challenges facing South Africa. However, he promised that the extraordinary measures will be undertaken to improve the extraordinary circumstances. For instance:

- To address the challenge of youth unemployment, the Employment Tax Incentive has been expanded to encourage businesses to hire more young people in large numbers.
- The Department of Small Business Development will work with National Treasury on how the scheme can be strengthened to assist small and medium enterprises and businesses in the informal sector.
- To ensure access to quality education for all as the most powerful instrument to end poverty, the government will start with children who are very young, providing them with the foundation they need to write and read for meaning, to learn and develop
- The energy crisis is an existential threat to our economy and social fabric. Therefore, the government will make it an immediate priority to restore energy security.

On local government, the President mentioned that the poor performance of many local governments remains an area of concern. Too many municipalities, 163 out of 257, are dysfunctional or in distress due to poor governance, ineffective and sometimes corrupt financial and administrative management and poor service delivery. Because of that, government is implementing a number of interventions to address failures at local government level and improve basic service delivery. These include enhancing the capacity of public representatives and officials, maintaining and upgrading local infrastructure, and invoking the powers of national government to intervene where municipalities fail to meet their responsibilities. A professional public service, staffed by skilled, committed and ethical people, is critical to an effective state and ending corruption, patronage and wastage. The municipality has taken note of the issues raised in the address.

8. State Of the Province Address (SOPA)

The Premier mentioned the challenges that the province faced in 2022 such as:

- The tragic incident that took place at Scenery Park where 21 young people lost their lives
- The climate change that impacted negatively People of the EC. Where there were loss of lives, destruction of homes, and reverse of the progress in the infrastructure. This issue of climate change has affected Nyandeni infrastructure as well.
- Criminality, mass shootings and killings have left people of the Eastern Cape without feeling safe and secure.

Despite the aforementioned, the Premier considers the year 2022 as the year of tremendous progress towards the fulfilment of 2019 electoral mandate by mentioning the following achievements:

- 77.3% Matric pass rate
- the Win of Banyana Banyana against Morocco

ECONOMY

There is a growth in the economy after COVID-19 pandemic, with recorded growth in the GDP in 3 quarters of 2022.

EMPLOYMENT

The Premier made a promise that more jobs are coming because during the Provincial Investment Conference, EC has made a history by attracting 11 investors with the combined value of 46 billion rands, the biggest investment value ever attracted the province economy in one year under democratic dispensation. The contribution of these investors will reduce unemployment and these are:

- SANRAL
- SHOPRITE GROUP
- TRASNET PART OF INGQURHA
- BENTELLA
- SUN FARMING
- SA BREWERIES
- MHLOBISO CONCRETE
- TOYOTA MATERIAL HANDLING
- SANAHA PROPERIES DEVELOPMENT
- AGORA LITHIUM BATTERY
- TSHEZA PICTURES

ACCESS TO WATER-

6.8million is given to the District Municipalities for water and reticulation should go to Municipalities because access to water is non-negotiable as a basic need.

SMME SECTOR SUPPORT

SMME sector is key to job creation and economic growth. Initiatives supporting SMMEs to finance remain a priority for the province. The Premier emphasized that

Local Municipalities, Districts, Metros, Members of the Parliament and other role players take the issue of LED concept serious. There is a need to scale-up youth development initiatives and bring about decisive interventions. There should be skill development initiatives targeting youth and channel their energy in the right direction such as education and training; bursaries; learnerships; internships and other experiential learning.

The premier promised that they continue ensuring that youth owned businesses get as much support as possible and plead that youth be allowed to be part of the value chain to create jobs.

9. Back to Basics Local Government Strategy

The Back to Basics Local Government Strategy was introduced to stakeholders on 18 September 2015 and have the following pillars;

N0	BACK TO BASICS PILLARS	LG KPA	Role of the municipality
1.	Put people first	Good Governance and Public Participation	Implement community engagement plans targeting hotspots and potential hotspots areas
			Municipalities to implement responsive and accountable processes with communities
			Ward Committees must be functional and councillors must and report back to their communities at least quarterly
			Utilise Community Development Workers, Ward Committees, Ward Councillors to communicate projects earmarked for implementation
			Municipalities must communicate their plans to deal with backlogs
			Municipalities to monitor and act on complaints, petitions and other feedback
2.	Delivering Basic Services	Service Delivery and Infrastructure Planning	Municipalities must delivery basic services
			Municipalities must ensure that services such as cutting of grass patching of potholes, working robots, street lights and constant refuse removal are provided
			Council to ensure proper maintenance and immediate addressing of outages or

N0	BACK TO BASICS PILLARS	LG KPA	Role of the municipality
			maintenance issues to ensure continuity of service provision
3.	Good Governance	Good Governance and Public Participation	<p>Municipalities will ensure transparency, accountability and regular engagements with communities</p> <p>All municipal council structures must functional and meet regularly</p> <p>Council meeting to seat at least quarterly</p> <p>All Council Committees must sit and process items for council decisions</p> <p>Clear delineation of roles and responsibilities between key leadership structures</p> <p>Functional oversight committees must be in place</p>
4.	Sound Financial Management	Financial Viability and Management	<p>All municipalities must have functional financial management system which includes rigorous internal controls</p> <p>Cut wasteful expenditure and implement cost containment measures</p> <p>Supply chain management structures and controls must be in place according to regulations and with appropriate oversight</p> <p>All budget to be cash backed</p> <p>Ensure that post audit action plans are addressed</p> <p>Act decisively against fraud and corruption</p> <p>Conduct campaigns against illegal connections, cable theft, manhole covers</p> <p>Conduct campaign on culture of payment for services led by councillors</p>
5.	Building Capacity	Institutional Transformation and Development	<p>all municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications</p> <p>All staff to sign performance agreements</p> <p>Implement and manager performance management system</p>

N0	BACK TO BASICS PILLARS	LG KPA	Role of the municipality
			Municipal management to conduct regular engagement with labour

10. Eastern Cape Medium Term Strategic Priority areas

Priority 1 – Promoting quality education and skills development

Priority 2- Better health care for all

Priority 3 – Stimulating rural development, land reform and food security

Priority 4 – Transforming the economy to create jobs and sustainable livelihoods

Priority 5 – Intensifying the fight against crime and corruption

Priority 6 – Integrated human settlement and building cohesive communities

Priority 7 – Strengthening the developmental state and good governance

11. Spatial Planning and Land Use Management Act (SPLUMA)

The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) was assented to by the President of the Republic of South Africa on 5 August 2013. SPLUMA is a framework act for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making in this field. The other objects include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments.

12. Alignment with National and Provincial Plans and Priorities

Priority 1: an inclusive, equitable & growing economy

MTSF	SDG	INTEGRATED URBAN DEVELOPMENT FRAMEWORK	IDP OBJECTIVE
Priority 1: Economic Transformation and Job Creation (3)	Decent Work and Economic Growth (G8)	Policy lever 6: Inclusive Economic Development	To create a conducive environment for economic growth by 2027
Outcome 4: decent employment through inclusive economic growth Outcome 7: Vibrant, Equitable and Sustainable Rural Communities and Food Security Outcome 6: An efficient, competitive and responsive economic infrastructure network			
Role of the municipality <ul style="list-style-type: none"> • Create an enabling environment for investment by streamlining planning applications processes • Ensuring proper maintenance & rehabilitation of essential services infrastructure • Improve procurement systems to eliminate corruption & ensure value for money • Building necessary infrastructure that support economic growth 			

Priority 2: an educated, innovative citizenry

MTSF	SDG	INTEGRATED URBAN DEVELOPMENT FRAMEWORK	IDP OBJECTIVE

Outcome 1: Improved quality of basic education
 Outcome 6: Outcome 6: An efficient, competitive and responsive economic infrastructure network
 Outcome 12: An efficient, effective and development-oriented public service

The role of the municipality :

- Build access road infrastructure to ensure easy access to schools and ECDC's
- Strengthen intergovernmental relations coordination and collaboration
- Support Early Childhood Development program through development of ECDC's
- Facilitate access access to internet connection through broad band rollout and other initiatives
- Scale up NARYSEC skills development programs

Priority 3: A healthy population

MTSF	SDG	INTEGRATED URBAN DEVELOPMENT FRAMEWORK	IDP OBJECTIVE
<ul style="list-style-type: none"> • Universal Health Coverage For All South Africans Achieve • Total Life Expectancy Of South Africans Improved 	Goal 4: Reduce Child Mortality Goal 5: Reduce Maternal Mortality Goal: 6 Combat Hiv/Aids , Malaria & Other Diseases	Policy Lever 1; Integrated Urban Planning And Management	To Provide And Maintain Healthy Environment

Outcome 2: Improving Health And Life Expectancy

The Role Of The Municipality

- Improve Community Health Services Infrastructure By Providing Clean Water, Sanitation And Waste Removal Services
- Coordinate Health Related Awareness Program

Priority 4: vibrant, cohesive communities

MTSF	SDG	INTEGRATED URBAN DEVELOPMENT FRAMEWORK	IDP OBJECTIVE
<ul style="list-style-type: none"> • Priority 5: Social Cohesion and Safe Communities • Promotion of Social Cohesion and moral regeneration 	Goal 11: Sustainable Cities and Communities		To strengthen public participation with communities by 2022

OUTCOME 9: A responsive and Accountable Effective and Efficient Local Government System.

The role of the municipality

- Municipalities to implement responsive and accountable processes with communities
- Ward Committees must be functional and councillors must and report back to their communities at least quarterly
- Utilise Community Development Workers, Ward Committees, Ward Councillors to communicate projects earmarked for implementation
- Municipalities must communicate their plans to deal with backlogs
- Municipalities to monitor and act on complaints, petitions and other feedback

PRIORITY 5: CAPABLE, CONSCIOUS AND ACCOUNTABLE INSTITUTIONS

MTSF	SDG	INTEGRATED URBAN DEVELOPMENT FRAMEWORK	IDP OBJECTIVE
Priority 6: A Capable, Ethical and Developmental State	Goal 16: Peace, Justice & Strong Institutions		To develop and review an organogram that is aligned to powers , functions and Council priorities

OUTCOME 9: A responsive and Accountable Effective and Efficient Local Government System.

The role of the municipality

Strengthening public participation to ensure that all communities participate in municipal programmes and activities

Alignment with National and Provincial Priorities and Programme of Action

Firstly, The IDP has been aligned with Province of the Eastern Cape MTSF Priorities as outlined by the Premier during his State of the Province address
Secondly, we have taken into account The Medium Term Strategic Framework which has been translated into practical programmes.

OUTCOMES 4 DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH				
Outputs	Key spending programme(national)	Eastern Cape Programme of action	Role of Local Government	Millennium Development Goals
a. Faster and sustainable labour absorbing growth b. More labour absorbing growth c. Strategy to reduce youth unemployment	<ul style="list-style-type: none"> • Investment in industrial development zones • Industrial sector strategies – automotive 	<ul style="list-style-type: none"> • Consolidation of Special Economic Zones • Promotion of linkages with the minerals 	<ul style="list-style-type: none"> • Create an enabling environment for investment by streamlining 	Goal 1 (target 1B) Achieve full and productive employment and decent

<p>d. Increase competitiveness to raise net exports and gross trade</p> <p>e. Improve support to small business and cooperatives</p> <p>f. Implement expanded public works programme</p>	<p>industry, clothing and textiles</p> <ul style="list-style-type: none"> • Youth incentive • Development training and systems to improve procurement • Skills development and training • Reserve accumulation • Enterprise financing support • New phase of public works programme 	<p>producing regions in the country to promote large-scale industrialisation</p> <ul style="list-style-type: none"> • Positioning the province as the new energy hub through wind energy • Focus on trade and logistics infrastructure • Focus on infrastructure for rural development, Mzivumbu Multipurpose Project which was launched by the President in April 2014, and Mthatha Air Port a & Wild Coast • Payment of Service Providers within 30 days 	<ul style="list-style-type: none"> • Ensure proper implementation of the EPWP and Community Works Programme • Improve procurement systems to eliminate corruption and ensure value for money • Payment of service providers within 30 days 	<p>work for all including women and young people</p>
--	---	--	---	--

Outcome 6 an efficient, competitive and responsive economic infrastructure network				
Outputs	Key spending programme(national)	Eastern Cape Programme of action	Role of Local Government	Millennium Development Goals
<p>1. Improve competition and regulation</p> <p>2. Reliable generation, distribution and transmission of energy</p> <p>3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports</p>	<ul style="list-style-type: none"> • An integrated energy plan successful independent power producers • Passenger Rail Agency acquisition of rail rolling 	<ul style="list-style-type: none"> • Focus on infrastructure for rural development, • Focus on trade and logistics infrastructure • Focus on infrastructure for rural development, Mzivumbu Multipurpose Project which was launched 	<ul style="list-style-type: none"> • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Improve maintenance of municipal road network • Working together with Eskom and DNE expand electrification to all households 	<ul style="list-style-type: none"> •

<p>4. Maintain bulk water infrastructure and ensure water supply</p> <p>5. Information and communication technology</p>		<p>by the President in April 2014, and Mthatha Air Port a & Wild Coast</p> <ul style="list-style-type: none"> • Upgrading of R61 and N2 		
---	--	--	--	--

OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY				
Outputs	Key spending programme(national)	Eastern Cape Programme of action	Role of Local Government	Millennium Development Goals
1. Sustainable agrarian reform and improved access to markets for small farmers 2. Improve access to affordable diverse food 3. Improve rural services and access to information to support livelihoods 4. Improve rural employment opportunities 5. Enable institutional environment for sustainable and inclusive growth	1. Settle 7000 land restitution claims 2. Redistribute 283 592ha of land use 3. Support emerging farmers 4. Soil conservation measures and sustainable land use management 5. Improve rural access to services		<ul style="list-style-type: none"> Unleash Massive ploughing programme in all wards to ensure food security and good nutrition to all households 	Goal 7 (Target 7A) Integrate the principles of sustainable development into countries policies and programmes and reverse the loss of environmental resources Goal 1 (Target 1C) Halve, between 1990 and 2015, the proportion of people who suffer from hunger

13. National Development Plan, (NDP) 2030

The National Development Plan set long term development trajectory for South Africa. The NDP provides 6 inter-linked strategic priorities with the objective of eliminating poverty and reducing inequality through the following;

- Employment: 13 million people in 2010 to 24 million by 2030
- Raise income from R50 000 a person to R120 000
- Improve the quality of education so that all children receive at least two years of preschool education and can read, write and count in grade 6
- Establish a competitive based infrastructure, human resources and regulatory framework
- Reduce poverty and inequality by raising employment. Bolstering productivity and incomes and broadening the social wage scope
- Provide quality health care while promoting health and well-being
- Establish effective and affordable public transport
- Produce sufficient energy at competitive prices, ensuring access for the poor

- Ensure that all people have access to clean running water in their homes
- Avail high-speed broadband internet available to all at competitive prices
- Realise food trade surplus, with one-third produced by small-scale farmers or households
- Expand the social security system to cover all working people and provide social protection for the poor and other groups in need, such as children and disabled persons
- Play a role towards a developmental, capable and ethical state that treats citizens with dignity
- Ensure that all people live safely, with an independent and fair criminal justice system
- Broaden social cohesion and unity by making use of the talents and resources of all South Africans, while taking firm steps to redress the inequality of the past
- Play leading role in continental development, economic integration and human rights

CHAPTER 1

1.1. INTRODUCTION TO NYANDENI LOCAL MUNICIPALITY

1.1.1 Vision

A municipality that drives sustainable socio-economic development through efficient and innovative delivery of services.

1.1.2. Mission

Nyandeni will achieve her vision **through a capable institution that:**

- provides basic services to all her people
- creates an enabling environment for inclusive economic growth and development; through investments attraction;
- provides efficient integration and coordination of the delivery of infrastructure services

1.1.3. Values

Nyandeni has the following values:

- Diligence (self-driven public representative and management team, commitment to serving the people, assertive in representing the interests of Nyandeni inhabitants).
- Promptness (responding to matters of public and citizens interests within reasonable time including acknowledging and keeping people informed of all municipal processes)
- Integrity (transparency, honesty, good democratic ethics, impartial on matters of public good and interest and building a public service that transcends political and social boundaries)
- Accountability (responsible, taking ownership, discipline, efficient and implanting a culture of a demand driven development paradigm)
- Participative (building a reciprocal relationship between management and all internal stakeholders, between council and administration, between labour and organizational leadership, and between the municipality and its citizens and social formations)
- Responsive (building a customer friendly municipal environment, ensuring a proactive, flexible, creative and quality conscious service delivery environment)
- Considerate (implanting a culture of compassionate, caring and emotional intelligent municipal environment that prioritizes its inhabitants, employees and councillors)

1.1.4. Strategic Goals of the Municipality

To ensure sound governance practices within Nyandeni local municipality

- a. Improving and strengthening intergovernmental relations
 - b. Collaborative planning
 - c. Fostering strategic partnerships
 - d. By ensuring good corporate practices
 - e. Effective municipal leadership and management
 - f. Wise resource management
 - g. Seamless programme management
 - h. Ensuring a stable political environment
 - i. Broadening and deepening local democracy through ward committees and beyond
 - j. Ensure local accountability through continuous reporting system, local imbizos etc
 - k. Implanting a culture of people centred people driven development
- b) To provide sustainable services to all inhabitants of the municipality through**
- a. Physical infrastructure provision
 - b. Community and social services
 - c. Effective local economic development planning
 - d. Spatial development planning
 - e. Effective intergovernmental collaboration
 - f. Providing support to business development
 - g. Strategic sector planning and development

The Nyandeni Local Municipality falls within the OR Tambo District Municipality, which is situated in the eastern part of the Transkei region of the Eastern Cape Province. Nyandeni consists of the two former magisterial districts of Libode and Ngqeleni.

The Municipality is bordered to the south-west by the King Sabata Dalindyebo Municipality, to the north by the Mhlontlo Municipality, to the east by the Ntabankulu, Ingquza Hill and Port St Johns Municipalities. The Indian Ocean forms the southern boundary of the municipal area.

The Nyandeni Local Municipality is committed towards ensuring a brighter future for all inhabitants in the region and its investment strategies aim to enhance competitiveness and encourage sustainable growth that is inclusive. A stimulus should be created for the local economy to grow, compete and create more jobs. It is all about competitiveness, about enterprises thriving in competitive markets and locations with the aim to create sustainable employment at the local level. The main approach to do so is:

- To ensure that an environment and opportunities for more labour-absorbing economic activities is established;
- To ensure that the fruits of growth are shared in such a way that poverty is largely eliminated; and
- To ensure that severe inequalities that still plague South Africa are considerably reduced.

1.1.5. Organizational structure, systems, processes and personnel capacity

Political & Council Structures	Administrative Structures
<ul style="list-style-type: none">• Mayor• Speaker• Executive Committee• 64 Councillors• 32 Wards & 320 Ward Committees Members• 9 Standing Committees• Municipal Public Accounts Committee• Ethics and Members Interest Committee• Public Participation and Petition Committee• Office of the Chief-whip• Women Caucus• 2 Traditional Leadership• Audit Committee	<ul style="list-style-type: none">• Office of Municipal Manager• Corporate Services• Budget and Treasury Office• Community Services• Infrastructure Department• Planning and Development

At the political level, the organization is based upon a strong programme management model and a politically orientated governance approach, combined with competencies in community based engagement, development and stakeholder mobilization. This is complimented by the leadership and executive management structures primarily at a political level. These structures are used to make decisions and inform high level planning for the achievement of desired objectives of Nyandeni Local Municipality.

The Municipal Manager reports to the Mayor and Council and is selected by this body. Since this body selects the Municipal Manager, he/she is obliged to support and execute the decisions of this body. In addition, the Municipal Manager is an integral link between the political and administrative structures.

Administrative Structures

Nyandeni Local Municipality structure is hierarchical based on functional silos represented by five departments which are supposed to be in aligned to the four core focus areas of the Municipality. The Nyandeni Local Municipality organizational structure is divided into five functional departments as follows:

- a) Office of the Municipal Manager
- b) Corporate Services;
- c) Budget and Treasury Office;
- d) Community Services;
- e) Infrastructure Department and
- f) Planning and Development

Each Department represents a functional area of work and is further divided into sub-functional components. The functions are arranged in accordance with National Five Key Performance Areas to ensure alignment and integration. This integration demands a value chain response from each department in terms of its deliverables.

The municipal administration has also established management committees to support the work of the Management Committee,

1. ICT Governance Committee
2. Risk Management Committee.
3. EPWP
4. Loss Control Committee
5. Contract Management Committee
6. Fleet Management Committee
7. Skills Development and Employment Equity Committee
8. Employee and Wellness Committee
9. Occupational Health and Safety

1.1.6. NLDP Vision 2030 Propositions

The overall purpose of this plan is to articulate the development priorities of Nyandeni Local Municipalities between 2017 and 2030 and outline programmes and interventions to achieve desired goals.

The plan identifies 5 (five) goals in their long-term plan. These include:

- **Goal One:** a significant improvement in the provision of public infrastructure and public services. Its scope includes expanding employment through public works and local procurement (particularly locally produced food for school nutrition programmes).
- **Goal Two:** envision a well-managed urbanization process in which urban nodes are linked by a good quality road network. This calls for the creation of competitive towns to enhance socio-economic development.
- **Goal Three:** considers well-protected environment assets. This is aimed at preventing threats to socio-economic development, in particular, tourism development and agricultural development.
- **Goal Four:** A growing, innovative/responsive, and inclusive economy (increasing value-added from ICT/knowledge services, smallholder agriculture, tourism, property development, SMMEs/coops, etc). This goal identifies a need to grow the enterprise (SMME) sector.
- **Goal Five:** seeks to achieve an efficient and effective public sector with improved ability to give economic governance leadership. This aims at strengthening support to the achievement of overall strategic goals.

The plan also identifies future priorities that include, but are not limited to:

- VIP toilet provision programme.
- Eskom to complete household electrification programme.
- Maintenance of existing and new stand-alone village water schemes.
- Reticulation from two new Mthatha bulk water corridors into the new NLM urban development zone.
- Municipal waste services to be delivered in a new zone and other tourism and transport nodes.
- Construction of two main planned roads (R61/N2 and Meander).
- Use transport nodes to develop commercial precincts (taxi ranks, hawkers facilities, shops, etc)
- Absence of solid waste disposal and recycling systems.
- Commercial land tenure hinders investment by private capital.

1.1.7. Libode Investment Plan

The purpose of the Libode Investment Plan is to address spatial transformation while stimulating and accelerating infrastructure and economic investment in Libode town area as one of emerging investment destinations in the Eastern Cape

- Focus on increased investment, commercialization and revenue generation – the concept and final LIP places the focus not only on place making but also consider how the Municipality will enable investment and revenue generation in the area.
- Improve the relation of Libode Town to the rest of the Nyandeni Local Municipality and the surrounding region in terms of the urban and rural networks.

1.2. PROCESS FOLLOWED IN REVIEWING THE IDP

The process and content requirements form the basis for audit by the Auditor General when establishing whether the adopted IDP is legally compliant or not.

IDP process (5 year IDP)

- Process plan
- District IDP Framework

Content of IDPs – drafting of an IDP has 5 phases

Phase 1: Research, Information Collection and Analysis

Phase 2: Vision, Objectives and Strategies

Phase 3: Development of Programmes and Projects

Phase 4: Integration and Consolidation; and

Phase 5: Approval, Adoption and Publication.

IDP Review and amendment process

Each municipality, within a prescribed period must develop and adopt a process set out in writing to guide the planning, drafting, adoption and review of its Integrated Development Plan in terms of section 29 of the Municipal Systems Act.

The municipality must through appropriate mechanisms, processes and procedures established in terms of section 17 of the municipal systems Act, consult the local community before adopting the process plan.

1.2.1. Status of the Integrated Development Plan

The Integrated Development Plan is a strategic planning instrument that guides and informs all planning, budgeting, management and decision-making in a municipality. The IDP gives impetus to the implementation of the government programme of action.

1.2.2. Matters considered during the Development Process

- Eastern Cape Government Medium Term Strategic Framework
- Municipal Standard Chartered of accounts (mSCOA)
- Matters emanating from council strategic planning
- Comments emanating from IDP and Budget Public Hearings
- Comments emanating from the Mayoral Outreaches
- National Treasury Division of Revenue Act Allocations for 2022
- Sector Plans
- MEC Comments for 2021/2022 IDP Assessment
- Auditor General's 2021-2022 Audit Opinion

1.2.3. Adoption of the IDP/PMS and Budget Process Plan for 2022-2027

In accordance with section 21(b) of the Local Government: Municipal Finance Management Act No. 56 of 2003 the IDP and Annual Budget Process Plan for the financial year 2022/2023 was tabled and adopted by Council on 27 August 2022 with Council Resolution No. 2911/27/08/2021

The Council has fully complied and adhered to the adopted Key schedules of deadlines

1.2.4. IDP And Budget Process Plan 2022-2023 as adopted by Council

STRUCTURE	DATE	PROGRESS
Submission to the Executive Management Committee	15 August 2022	DONE
Submission to the Planning, Research and IGR Standing Committee	17 August 2022	DONE
Submission to EXCO	25 August 2022	DONE
Submission to Council	31 August 2022	DONE

ACTIVITIES	COORDINATING DEPARTMENT	TIMEFRAME	LEGISLATIVE FRAMEWORK	PROGRESS
Table IDP, PMS and Annual Budget Process Plan for 2022/2023 to the Executive Committee ✓	Municipal Manager	25 August 2022	MFMA 21(1)(b) & 53 (1) (b)	DONE
Audit Committee Meeting to review the draft : ✓ Annual Financial Statements for 2021/2022 ✓ Performance Information report (MSA-s46) 2021-2022 ✓ Draft Annual Report for 2021/2022	Office of the MM	22 August 2022	MFMA s65 & 66	DONE
Special Audit Committee Meeting to AFS		30 August 2022		DONE
Table IDP, PMS and Annual Budget	Mayor	31 August 2022	MFMA 21(1)(b) & 53 (1) (b)	DONE

Process Plan for 2022/2023 to Council				
Printing of Annual Financial Statements and Annual Performance Assessment Information Report and Draft Annual Report for the year ending 30 June 2022	MM	29-31 August 2022	MFMA 126 (1) (a)	DONE
Tabling the following documents to Council <ul style="list-style-type: none"> ✓ Annual Financial Statements for 2021/2022 ✓ Performance Information report (MSA-s46) ✓ Annual Report for 	Mayor	31 August 2022		DONE

2021/2022				
Advertise and Publish approved 2023/2024 IDP, PMS and Budget Process Plan on website and newspaper	SM: Operations	10 September 2022	MSA S16 & 21	DONE
IGR Development Planning meeting		7-8 September 2022	IGR guidelines	DONE
Submit approved 2023/2024 IDP, PMS and Budget Process Plan to CoGTA, and Provincial Treasury, Auditor General (within 10 days of approval)	SM: Operations	10 September 2022	MFMA Sec 75 (2)	DONE
Conduct initial consultation and review, conduct primary data analysis including economic outlook to review financial strategies	Manager IDP	September 2022	Chapter 3, Constitution of the RSA, 1996	DONE
Convene EXCO Meeting		22 September 2022		DONE
Special Council Meeting		29 September 2022		DONE
Coordinate preparation of socio-	IDP Manager	October 2022		DONE

economic profile in collaboration with the District Municipality				
District Planning Forum sitting to share socio-economic data	ORTAMBO DM	October 2022		DONE
Consultation and inclusion of Sector Departments information to the IDP	Various Clusters	October 2022	MSA	DONE
Risk Management Committee	MM	13 October 2022		DONE
Audit Committee Meeting	Municipal Audit Unit	17 October 2022	MFMA	DONE
Table first quarter performance report including financial performance analysis report (s52(d) to Executive Committee	Municipal Manager	17 October 2022	MFMA s52 (d)	DONE
Table first quarter performance report including financial performance analysis report (s52(d) to Council	Mayor	21 October 2022	MFMA s52(d)	DONE

Place quarterly performance report on the municipal website	Office of the Municipal Manager	09 November 2022	MFMA 75 (1)K & 52(d)	DONE
Conduct Virtual IDP Representative Forum	Senior Manager Operations	10 November 2022		DONE
Council Workshop on Council Standing Rules and Orders & Systems of delegations and Governance Framework	Senior Manager Operations	07-11 November 2022		DONE
Conduct Mayoral Imbizo's to assess state of service delivery and identify community development priority needs	Mayor	22-25 November 2022	MSA s34 & s16	DONE
Conduct situational IDP analysis	MANCO	28 - 19 November 2022		DONE
Special Exco Meeting	MM	09 December 2022		DONE
Special Council Meeting	Mayor	15 December 2022		DONE
ICT Governance Committee Meeting	SM: Corporate Services	6 January 2023	White Paper on ICT	DONE
Convene Management Retreat to compile and finalize Mid-year	Municipal Manager & Senior Managers	12-13 January 2023	MFMA s72 (1) & 11	DONE

report, adjustment budget and Revised SDBIP				
Risk Management Committee	MM	10 January 2023		DONE
Ordinary Audit, Risk & Performance Committee (Assessment of Mid-year performance)	Internal Audit Unit	19 January 2023	MFMA	DONE
Special Exco Meeting to Table Mid-year Report, revised SDBIP and Adjustment Budget for approval	Municipal Manager	20 January 2023		DONE
Table Mid-year Report, revised SDBIP to the Special Council Meeting	Mayor & MM	25 January 2023	MFMA s72 (1) & 11	DONE
Place the quarterly performance report (s72 on the municipal website)	Manager M & E	06 February 2023	MFMA 72	DONE
Provincial Treasury Mid-year assessment	CFO	16 February 2023		DONE

Management Technical Strategic Planning session to consider Adjustment budget and Revised SDBIP and IDP Review	MM	13 – 15 February 2023	MFMA	DONE
Table 2022/23 Adjustment Budget to Council for approval.	CFO & MM	28 February 2023	MFMA s72 (1) & 11	DONE
Place the Annual Report for 2021-2022 on the municipal website	Office of the Municipal Manager	March 2023	MFMA 75 (1)©	DONE
Convene Strategic Planning Session to review municipal high level overarching strategies and short term development objectives	Council	06 – 10 March 2023	MSA	DONE
Presentation of Draft IDP, Annual Budget, Draft SDBIP, Tariffs and budget related policies to the Executive Committee	Municipal Manager & CFO	23 March 2023		DONE
Convene IDP Rep Forum to present Draft IDP 2023/24	MM	22 March 2023	MSA	DONE

and Draft budget 2023/24				
Tabling of Draft IDP, Annual Budget, Draft SDBIP, Tariffs and budget related policies to Council	Mayor	30 March 2023	MFMA s16 (2)	
ICT Governance Committee Meeting		06 April 2023		
Risk Committee		13 April 2023		
Policy review consultations by Departments		January -April 2023		
IDP and Budget Public Hearings		18-19 April 2023		
Audit Committee Meeting		21 April 2023		
Special Executive Committee Meeting		20 April 2023		
MTREF Engagement and Benchmarking(Conducted by Provincial Treasury)	MM, BTO & SDF	25 APRIL 2023		
Table third quarter performance report including financial performance	Mayor	26 April 2023	MFMA s52(d)	

analysis report to Council				
Council Policy Consultative Workshop	SM: Operations	08 – 12 May 2023		
IDP & Budget Steering Committee	Municipal Manager	18 May 2023		
IDP Representative Forum	Mayor	23 May 2023		
Special Exco Meeting	Operations	25 May 2023		
Table Reviewed IDP, Annual Budget, Tariffs, Organizational Structure and budget related policies for approval by Council	Mayor	31 May 2023	MFMA s24 (1)	
Risk Management Committee	MM	15 June 2023		
Ordinary Audit, Risk & Performance Committee		23 June 2023		
Submit approved annual budget and IDP to NT & PT		09 June 2023	MFMA 24 (3)	
Publish the IDP and	Manager	09 June 2023		

Budget for 2023-2024 FY				
Special Exco Meeting to consider End of the Year Road Map and Financial Related Reports		23 June 2023		
Special Council Meeting		30 June 2023		

1.2.5. Tabling of draft IDP and Budget for 2023/2024 Financial Year

The Draft IDP and budget for 2023/2024 will be tabled to Council on 30 March 2023 and related budget policies and adopted as Council documents these documents were also published for comments, inspection and representations in the Regional and Local News Paper.

Notice was also placed on the Municipal Website (www.nyandenilm.gov.za) as well as all municipal Libraries for easy access by communities

1.2.6. Public consultations

The IDP Representative forum was held on 22 March 2023 to solicit inputs from various stakeholders. Another one will be held in May 2023

IDP Road shows to be held on 17 to 20 April 2023

1.2.7. Publication and submission

The Draft Annual IDP, Budget and tariffs will be published on municipal website and notices issued on local newspapers and notice boards.

1.2.8. IDP assessment and response to issues raised

The IDP Assessment results for the past three years indicate improvements in most of the key performance areas.

KPA	2018-2019	2019/20	2020-2021	2021-2022
SDF	High	High	High	High
Service Delivery	High	High	Medium	High
Financial Viability	High	High	High	High
Local Economic Development	High	High	High	High

Good Governance and Public Participation	High	High	High	High
Institutional Arrangement	High	High	High	High

Source (DLGTA)

1.2.9. Consideration of inputs by MEC on 2021-2022 and IDP assessment and progress

The following MEC inputs were received and duly considered during the review process. Action Plan was developed and progress is reported

KPA	MEC COMMENTS AND IMPROVEMENT MEASURE	ACTION PLAN	RESPONSIBLE AGENCY	TIMEFRAME	Progress
SPATIAL PLANNING, LAND AND HUMAN SETTLEMENT	The municipality did not reflect land audit report		Planning and Development	June 2020	To be adopted in June 2020

KPA	MEC COMMENTS AND IMPROVEMENT MEASURE	ACTION PLAN	RESPONSIBLE AGENCY	TIMEFRAME
SPATIAL PLANNING, LAND AND HUMAN SETTLEMENT	The Municipality should speed up resolutions to Land Claims as they currently have negative impact in terms of socio-economic and human settlement development	Prepare and indicate a progress report on land claims and land audit process	Planning and Development	May 2022
	The Municipality must develop Air Quality Management Plan that is in line with the plan of the District	Provide and budget for preparation of the plans	Community Services	May 2022
	The municipality must develop appropriate response plan to the impact of CLIMATE CHANGE	Secure budget for preparation of the Climate Change response Plan in collaboration with DEDEA	Planning and Development	May 2022
	The municipality must have an environmental Unit in place to implement environmental management plans	Management as part of the organization review process to discuss this recommendation	Planning and Development	May 2022
	The municipality must ensure that it develops and adopt WASTE MANAGEMENT BY-LAWS	The Waste Management By-Law has been developed	Community Services	May 2021
Infrastructure and Service Delivery Planning	The Municipality should clearly reflect at Integrated Transport Plan that talks to the customers from the district municipality's plan.	Integrate District ITP into the IDP	Infrastructure Department	May 2021
	The municipality must develop Safety and Security Plan that will	Develop and adopt Integrated Safety and Security Plan	Senior Manager Corporate Services	May 2022

KPA	MEC COMMENTS AND IMPROVEMENT MEASURE	ACTION PLAN	RESPONSIBLE AGENCY	TIMEFRAME
	guide implementation of safety and security measures and plan			
	The municipality must reflect on the IDP Spatial Development Plan that is informed by the Disaster vulnerability and risk assessment		Senior Manager Planning and Development	
	The municipality must develop and reflect in the IDP Disaster Management By-laws		Senior Manager Planning and Development	
	The municipality must reflect emergency procurement measures	Senior Manager Infrastructure		
Financial Planning and Budgets	The Municipality must incorporate in the IDP an Annual Financial Statements roadmap (year end preparation plan)	Incorporate AFS roadmap into the IDP	CFO	May 2021
	The municipality must develop repairs and maintenance plan and budgeted for in accordance with MFMA Circular 51			
	The municipality must spend 100% on its capital budget and grants			
	The municipality must budget for salaries of councillor's remuneration and employee costs as per norms and standards			
	The municipality must collect its revenue more than 50% from its consumers in terms of financial norms and standards			
Local Economic Development	The Municipality must use the current data to analyse socio-economic profiles	Update data using socio-economic profile	Senior Manager Planning & Development	
	The municipality must provide detail analysis of income distribution within the socio-economic profile for the local economy	Update data using socio-economic profile	Senior Manager Planning & Development	
	The municipality must capture and analyse information on the demographics	Update data using socio-economic profile	Senior Manager Planning & Development	
	The comparative and competitive advantage must be clearly articulated by an in - depth analysis of the natural, human and economic endowments of the area	Update the comparative and competitive analysis	Senior Manager Planning & Development	

1.3. ISSUES RAISED IN THE IDP REP FORUM

22 MARCH 2023

Item No	Stake Holder	ISSUES RAISED
1.	Ward 24	a. No electricity planned for this ward
2.	Ward 7	a. Reservoirs near Mount Nicholas is not fenced posing a risk the children around Marhewini who swim on it. b. Thabo Mbeki stadium was not released to the community it's been 4 years now c. Thugs vandalized Thabo Mbeki stadium
3.		a.
7.	Ward 14	b.
8.	Ward 10	a. Bad roads are the main challenge b. Need to know about the budget allocated for disaster c. The municipality must focus on the issue of water and Houses d. No infills
9.	Rate payers Ngqeleni	a. Raised the issue of the municipality who billed the rate payers while there is lack of water b. Sewerage pipes were done by the time people were few, need to be upgraded. This results on sewere spillage, blocking and leaking c. Paved roads are growing grass d. Sourrounding villages claiming that the town belongs to them
10.	Ward 8	a. Community Hall used to appears in the IDP but it nolonger does b. Existing toilets are full new extensions have no water and sanitation c. Bad Roads is the main issue
	Sports Council	a. Despite the money spent on constructing the Thabo Mbeki and Mafini stadiums, they are not being used and are vandalized

		b. The lack of suitable stadiums disadvantages upcoming sports clubs
11.	Wool with growers	<p>a. Wool with growers: Need assistance in buying of electric clippers.</p> <p>b. Needs transport to deliver wool because it's too expensive to go to the Market</p> <p>c. Need more presser machine</p> <p>d. Request the Municipality to help them with funding in times of disaster</p> <p>e. The municipality to assist them with organizing workshop on how to raise their sheep</p> <p>f. The municipality to assist the famers with tractors</p> <p>g. Farmer support of R30 000. 00 must be increased</p>
13.	Libode Taxi	a. The municipality must assist with tared road from Libode to Nyandeni Grate Place and Bhekizulu Senior Secondary School
14.	WARD	<p>a. Assistance with local radio station</p> <p>b. Request the municipality to assist them with boreholes</p> <p>c.</p>
15.	Nggeleni taxi rank	<ul style="list-style-type: none"> • Thugs behind the taxi rank • Storm water drainage
16.	Libode Hawkers	<p>a. Hawker stalls not completed</p> <p>b. No water and sanitation</p> <p>c. No electricity</p> <p>d. Request budget of Hawkers in times of disaster</p> <p>e. Request for the extension of licensing</p> <p>f. Request market</p>
	NAFCOC	<p>a. Request appointment with the municipality</p> <p>b. Land that was sold next to Libode clinic cant be used even though owners possess tittle deeds and paying rates</p> <p>c. The municipality should make vacant unused land be available to business</p>
	Women in Agriculture	<p>a. Request construction of boreholes for farmers</p> <p>b. Agricultural inputs are delivered late for the ploughing season</p>

		<ul style="list-style-type: none"> c. Request Community radio so that information on food security and how to mitigate climate change can be shared d. Indigents given seedlings resell them e. Propose the establishment of a labour bureau for skills training and that local business can access skilled labour f. Every opportunity should be explored to ensure that more people register to vote because the current situation affects budget allocation from national fiscus g. The cemeteries are not kept well – Lihlathi h. Need for construction of chicken abbartor and stall to sell local produce i. Growing Cannabis and value addition should be promoted
	Moral Generation Movement	<ul style="list-style-type: none"> a. The municipality should look into using the 30 small contractors that were trained by SANRAL in road maintenance. They can be made supervisors and/or foremen whilst the municipality procures the material to used
	SANCO	<ul style="list-style-type: none"> a. Law Enforcement officers must ensure that the municipal by-laws are implemented
	Solomzi Community Services	<ul style="list-style-type: none"> a. Where will stakeholders get to meet Sector Departments if they don't attend these sessions? b. Does the situational analysis take into consideration out of school youth and young adults c. Applications were submitted to TARDI last year but there has been no response

1.4. ISSUES RAISED IN THE COUNCIL STRATEGIC PLANNING

No	ACTIVITY	RESPONSIBLE AGENCY	TIMEFRAME
1.	Conduct Community/Customer Satisfaction Survey	MM Office	2022-2023
2.	Strengthen collaborations with business and government entities to establish Digital Skills Centres - these centres will provide digital skills training to unemployed and youth.		
3.	Develop and enhance digital skills among individuals, communities especially youth and women to promote the digital transformation agenda.		
4.	Create job opportunities in the digital economy through skills development.		
5.	Support Youth/Rural ICT Enterprises with digital skills		
6.	Not all municipal facilities have access to back generator or alternative energy		
7.	Collaboration with DDM Office for installation of alternative energy (solar panels) in municipal offices.		
8.	Maintenance of access roads, storm management and fixing of potholes		
9.	Explore alternative technologies for sustainable access roads		
10.	Infrastructure Department relocation to Ngqeleni new offices		
11.	Construction of Libode Offices – tender for construction of Libode Offices		
12.	Sporadic service delivery protests throughout the municipal area		
13.	Additional equipment to fully operate Libode Landfill site (planning for full operation of the landfill site)		
14.	Poor network connectivity (Vodacom) affecting services		
15.	Destruction and theft of street lights along R61, about 35 street lights have been completely destroyed with lights stolen		
16.	Installation of additional streets in both towns		
17.	Illegal occupation of municipal land is becoming a challenge		

18.	Destruction of Ngqeleni Offices –		
19.	Adoption of the reviewed organogram -		
20.	<p>Capacitation of Councillors:</p> <ul style="list-style-type: none"> • Preparation of councillors must be stepped up. • Education is needed in order to match the operational demands. • Municipality must support a full course for councillors, and it must start at the beginning of the financial year. • Internal workshops as well are important. • Duration of current courses offered is short. Follow-up must be made on the certificates and the knowledge gained. • Even executive committee members deployed must be offered educational development. • Personal capacitation by councillors must also take place as well as group learning by councillors. • Councillors must be aware of their dress code and not wear organizational regalia. 		
21.	<p>Public Participation</p> <ul style="list-style-type: none"> • Village by village report formatting is important. • Feedback and Acknowledgement when submitting community complaints. • Clarification on the importance of Community Meetings instead of ward committee meetings. • Clarifications on duties of ward committees. • Councillors must have programs that speak to impactful and sustainable development instead of survivalist service delivery issues only. 		
22.	<p>Other Issues</p> <ul style="list-style-type: none"> • Military veterans must be included as SPU beneficiaries. • Capacitation and resourcing of police stations in terms of their levels. • There should be a Forensic Office at Nyandeni. • Marathon must be done by both Libode and Ngqeleni in order to attract more young people. 		
23.	<p>Council Support</p> <ul style="list-style-type: none"> • Resolution taken by previous council to curb the dissemination of council reports must be removed. 		

Ref No	ACTIVITY	RESPONSIBLE AGENCY	TIMEFRAME
1.	Review the Organogram and also Development a new Human Resource Plan (2023-2027)	Corporate Service Department	October 2023
2.	On PMS - cascade performance management to all levels and hold people to account non performance	Corporate Services	2026-2027
3.	Consider the sustainability of broadband infrastructure built by USAASA/Department of Communication	Corporate Services	2023-2024
4.	Institutionalise the use of Electronic Document Management System (EDMS)	Corporate Services	2023-2024
5.	Management to make provision for refurbishment of municipal offices and construction of New Council Chambers	Corporate Service Department/Office of the Municipal Manager	2022-2023
6.	Finalise allocation plan for Ngqeleni Offices and re-allocation of Libode Offices	Infrastructure Department	2022-2023
7.	Allocation of Youth Offices at Ngqeleni and Libode	Corporate Services and Office of the MM.	2023-2024

FINANCIAL VIABILITY AND MANAGEMENT: ISSUES RAISED IN 2022 COUNCIL STRAT PLAN

No	ACTIVITY	RESPONSIBLE AGENCY	TIME FRAME
1.	Improve 2021/2022 AG Outcomes towards a Clean Audit	Office of the Municipal Manager	2023-2024
2.	Review the Integrated Revenue Enhancement Strategy for implementation in 2022/23, where the enforcement of by-laws in relation to implementation of the Credit Control & Debt Collection to increase low Revenue Collection	Budget and Treasury Office	30 May 2023
3.	Improve debt collection to further ensure financial sustainability	Budget and Treasury Office	30 June 2023
4.	Reconcile all government accounts i.e. submitted invoices vs payments received from government departments	Budget and Treasury Office	Monthly

5.	Follow up with any long-outstanding debts in relation to government	Budget and Treasury Office	Monthly
6.	Consider outsourcing the debt collection through debt collectors more especially for residential and business to fully utilise the services of the appointed debt collector	Budget and Treasury Office	Monthly
7.	Consider incentives to the prompt paying customers	Budget and Treasury Office	Annually
8.	Strengthen monitoring of controls on usage of the fleet in general	Budget and Treasury Office	Weekly
9.	Escalate training of drivers especially the drivers of heavy vehicles	Budget and Treasury Office	Annually
10.	Indigent register-introduction of ICT to better manage these details	Community Services Department	30 June 2023
11.	Screening of indigent beneficiaries through PSCs.	Community Services Department	Quarterly

CHAPTER 2: ANALYSIS OF THE CURRENT SITUATION IN THE MUNICIPALITY

2.1. Demography and Development

“Demographics” is a shortened term for “population characteristics”. It includes population groups, age and location, distributions of values within a demographic variable, and across households, as well as trends over time are of interest. In this section, an overview is provided of the demography of Nyandeni Local Municipality.

In order to form a clear picture of the socio-economic conditions of an area, it is crucial to analyse growth patterns of the population with changes in its magnitudes and possible future patterns, trends and propensities. The analysis and results of this section could be used by Nyandeni local municipality for promoting optimal resource allocation in order to reduce poverty and vulnerability among marginalised people in municipality.

2.1.1. Population Dynamics

Population dynamics are of paramount importance in addressing the developmental needs in societies, and in analysing the population dynamics, it is essential to look at factors such as urbanisation, migration, gender distribution, age structure and dependency, because these factors presents both important developmental challenges and opportunities that have direct and indirect implications for social, economic, and environmental development. These factors further affect macro-economic factors such as consumption, production, employment, income distribution and poverty.

The factors therefore identified in this analysis should provide an indication regarding the estimated number of people who are dependent on government for transfers, as well as the number of people who are economically active, and they further play an essential role in the efficient allocation of resources at all spheres of government. This analysis is critical for decision-making not only to the public sector, but also in the private sector, as the population size and its characteristics can influence the location of businesses and services to satisfy the needs of the target population.

2.1.1.1. Population and Household Size

According to the data provided on Table 2 (below), the estimated population in the O.R. Tambo DM in 2021 was 1,5 Million, with the population in NLM estimated at 318 751. The findings further indicate that their population in NLM is likely to decline by 2025. The tables below present the population and the household distribution in NLM.

Total Population (Number) EC, ORTDM and LMs					
Geography	2001	2006	2011	2016	2021
Eastern Cape	6596721	6565899	6562057	6625322	6647149
O.R. Tambo (DC15)	1324026	1337090	1351268	1436108	1517388
Ngquza Hill (EC153)	263194	266571	270440	289301	308249
Port St Johns (EC154)	151138	151296	152071	160738	170368
Nyandeni (EC155)	277715	280179	283268	300656	318751
Mhlontlo (EC156)	205061	202956	198316	205331	212734
King Sabata Dalindyebo (EC157)	426919	436089	447172	480083	507286

In terms of the number of HHs estimated in Nyandeni LM, it is estimated that there are 67 209 HHs in the municipality, with the majority of these residing in the rural wards across the NLM.

Number of HHs in the ORTDM and all Municipalities (1993-2021)				
Geography	1993	2000	2011	2021
O.R. Tambo (DC15)	254684	274196	287802	329760
King Sabata Dalindyebo (EC157)	85432	92684	100602	117236
Nyandeni (EC155)	51530	55494	58387	67209
Ngquza Hill (EC153)	47739	51714	54045	62115
Mhlontlo (EC156)	41742	44375	44211	48676
Port St Johns (EC154)	28241	29929	30557	34523

2.1.1.2. Gender and Age Distribution

Investigating the dynamics of a population is vital in attaining the precise viewpoint of those who are likely to be affected by any prospective policy, project, or planned development.

The table below shows that there are more males than females, with the NLM population dominated by males of approximately 47% and females comprise only about 53 % of the population in 2020 (according to Quantec data in the table below). According to this data, it is forecasted that the gender split in the LM will remain largely static, as depicted in the projected population forecasts into 2025.

Table 1: Gender Distribution (2020 and 2025)

Gender	2020	%	2025	%
Male	173,452	53%	181,154	53%
Female	151,05	47%	158,293	47%
Total	324,502	100%	339,447	100%

Source: Quantec Easy Data

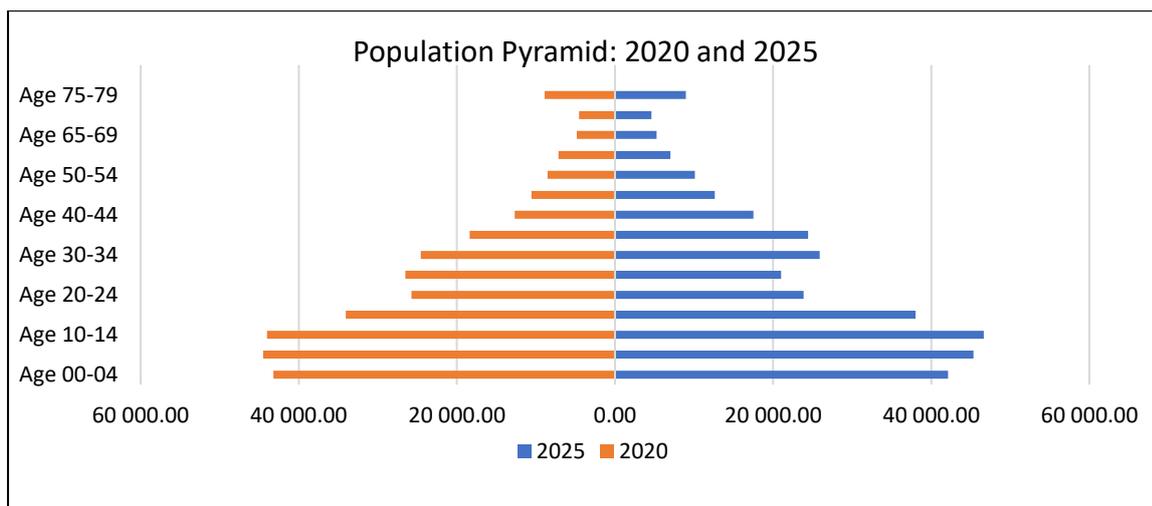
The age pyramid of NLM is a combination of both a “*Triangular-Shaped Pyramid*” at the bottom of the pyramid and a “*Rectangular-Shaped Pyramid*” in the middle of the pyramid. In general, a population with more young people, will grow more rapidly than a population with a larger percentage of older people. This is the case for NLM, a local municipality populated largely with very young population.

The figure below shows a triangular-shaped pyramid from the age of zero to the age of 34, a rapid transition from infant to child and from youth to young adult. Thereafter, the age pyramid shifts to a rectangular- shaped from the age of 35 to the age of 70. It changes again to a triangular- shaped at the age of 70 and beyond.

In terms of age distribution across the population in the NLM from the figure below indicates that a large percentage of the population was and is still projected to be dominated by children, with a potential to influence the need for development on education and health services, and the elderly people. This dynamic will further burden government to budget and provide social services and welfare assistance to both age groups, as they fall within the non-working age population.

About 6% falls within the pensioned group (over 56years), whilst 34% are in the working age group (20-64 years). The size of the working age population therefore has important consideration in analysing the size of the potential labour force.

Figure X: Population Pyramids (2020 and 2025)



Source: StatsSA's MYPE 2020 (LM Populations Projections – from Quantec Easy Data)

The finalisation and release of the Census 2022 will provide NLM and all other municipalities with more definitive data to better track and monitor population and household data in the municipality, across all wards, and numerator areas.

2.1.1.3. Dependency Ratio

The significance of Dependency Ratio and its importance in demographic analysis is that it measures the ratio of the non-working age population (i.e., people between the ages of 0 and 14 years old, and those older than 65 years) to the working age population (15–64 years). The higher the ratio, the more pressure there is upon the working age population to provide for the non-working age individuals.

In the context of a municipality such as NLM, the dependency ratio is important and a significant indicator of projected future pressure on economically active cohort in the municipality.

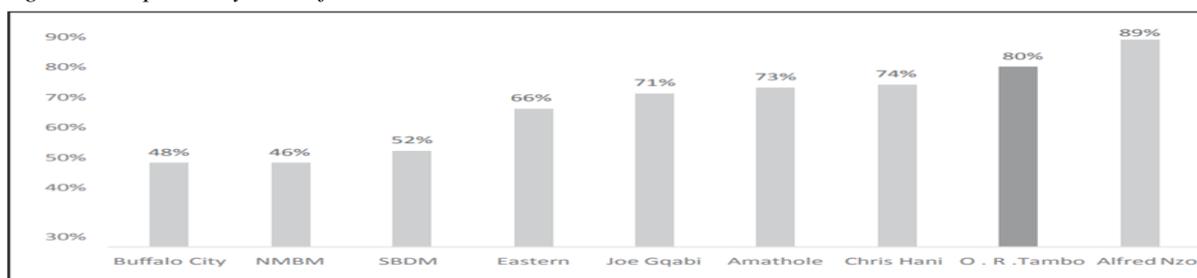
The results in the figure below show that higher dependency ratios are associated with rural districts and districts with limited economic activity, and localities in which learners (particularly the girl child and young women) have less of a chance to stay in school, with the potential for post school education and meaningful employment. The opposite is also shown with lower dependency ratios being associated with urban districts and Metros. In this regard, the indicator does provide a useful indication of age-based dependency, both for households and for the state.

In reading the data below, it is important to note that where the ratios are higher, there is a greater burden placed on the state to assist households with the provision of child and social services and welfare assistance. This also places pressure on HHs disposable income, and pressures on the overall HH income, and savings. Thereby having a significant impact on society and HHs alike.

It is significant to the NLM that the ORTDM has the second highest dependency ratio in the province recorded in the DM – IDP at 80.3%, this follows the Alfred Nzo District Municipality at 88.8%. Conversely, the metros, and the centres of economic development and industry in the province, can be identified as having significantly lower dependency ratios (the lowest in the province), at 46% and 48% respectively.

Driven by migration, and the search for better employment opportunities and changes in the quality of life, the metros and larger towns can attract the working age population who migrate from rural areas to seek work opportunities. This often results in the very young and old populations remaining in rural and underdeveloped areas.

Figure X: Dependency ratios for EC Province and DMs



Source: OR Tambo DM, Integrated Development Plan (IDP) 2017-2022

In terms of the current data for 2021 and the figures identified in the preceding tables below, NLM has the 3rd highest dependency ratio in the district, surpassed by Port St Johns and Ngquza Hill LMs, thereby placing a greater burden placed on the state to assist the NLM households with the provision of child and social services and welfare assistance.

Table xxx: Age Dependency Ratios

Age Dependency Ratios - OR Tambo DM (DM and all LMs - 2021)						
Ratios	OR Tambo	King Sabatha Dalindyebo	Port St Johns	Mhlontl o	Ngquza Hill	Nyandeni
Total Dependency Ratio (%)	79.79	65.13	95.18	83.06	90.25	86.11
Child Dependency Ratio (%)	69.80	56.90	84.02	70.04	79.82	76.04
Aged Dependency Ratio (%)	9.99	8.23	11.17	13.01	10.43	10.08
Total population (Number)	1,517,388	507,286	170,368	212,734	308,249	318,751
Child population (Number)	589,077	174,799	73,335	81,397	129,321	130,224
Working age population (Number)	843,986	307,195	87,287	116,213	162,023	171,268
Aged population (Number)	84,325	25,292	9,746	15,124	16,905	17,258

Source: Quantec Easy Date

This analysis on the above and below tables of a high dependency ratio in NLM presents a consequential effect of a paralysing constraint on own revenue and municipal functions within NLM, as the municipality is largely dependent on grant funding and financial transfers from government to fund their operational and capital budgets, as indicated under the sub-chapter on Financial Viability, and Service Delivery in the fourth coming sections of this analysis.

Table xx: Age Dependency Ratios for NLM – 2001 to 2020

Age Dependency Ratios- NLM (2001-2021)					
Years	2001	2006	2011	2016	2021
Total Dependency Ratio (%)	111.62	100.05	88.73	88.39	86.11
Child Dependency Ratio (%)	99.73	88.36	78.13	77.89	76.04
Aged Dependency Ratio (%)	11.89	11.69	10.60	10.50	10.08
Total population (Number)	277,715	279,923	283,268	300,656	318,751
Child population (Number)	130,883	123,642	117,271	124,307	130,224
Working age population (Number)	131,231	139,925	150,091	159,590	171,268
Aged population (Number)	15,602	16,356	15,907	16,759	17,258

Source: Quantec Easy Data

2.1.2. Key Development Indicators

2.1.2.1. Poverty Levels

Table 2: % of the population living in Poverty – Eastern Cape and ADMs

Geographical Area	UBPL				LBPL				FPL				IPL			
	2009	2019	2020	2021	2009	2019	2020	2021	2009	2019	2020	2021	2009	2019	2020	2021
South Africa	56.49	54.23	55.97	51.20	41.92	41.61	44.03	38.84	29.40	30.37	33.08	28.46	22.27	20.26	22.90	17.83
Eastern Cape	65.02	57.52	58.68	52.52	45.81	40.08	41.84	35.43	25.87	24.04	26.49	20.64	17.01	14.28	16.70	11.55
Cacadu	61.13	53.43	54.38	49.43	46.30	37.93	39.28	34.08	41.14	41.14	41.14	41.14	26.15	17.09	17.35	13.50
Amathole	62.01	50.92	50.53	43.19	38.44	31.87	32.90	27.01	16.80	18.30	20.00	14.51	8.39	9.24	11.88	7.50
Chris Hani	66.12	51.98	51.59	44.14	43.49	31.75	33.03	25.78	21.82	16.99	18.99	14.11	12.87	8.93	10.91	6.32
Joe Gqabi	64.80	54.32	53.80	46.37	40.74	32.28	33.57	27.14	18.51	17.01	18.86	13.74	11.46	8.36	10.85	6.37
O.R. Tambo	71.21	68.34	69.52	64.32	51.10	50.35	51.37	44.33	26.65	30.02	32.82	25.46	15.10	18.20	20.72	15.27
Alfred Nzo	70.27	61.47	62.21	54.11	45.20	39.27	40.21	33.60	18.00	21.55	24.18	18.82	9.35	12.24	16.18	11.55
Nelson Mandela Bay	59.70	52.37	54.85	49.57	48.21	39.50	42.81	36.94	36.39	26.37	27.85	22.75	28.23	16.39	17.83	11.77
Buffalo City	61.29	56.57	59.60	53.90	46.41	43.09	45.99	39.20	31.07	26.79	32.01	24.53	23.02	16.62	20.06	13.77

Table xxx: % Population living in Poverty for all NPLs - O.R. Tambo DM and All LMs

	UBPL			LBPL			FPL			IPL		
Geographic Area	2001	2011	2021	2001	2011	2021	2001	2011	2021	2001	2011	2021
South Africa	64,34669	54,57826	51,19633	51,3537	40,01116	38,84337	32,79229	26,61829	28,46431	30,51477	20,68737	17,8303
Eastern Cape	74.23	61.34	52.52	58.02	41.93	35.43	37.02	23.29	20.64	27.86	14.44	11.55
OR Tambo	78.90	67.89	64.32	61.86	46.09	44.33	36.20	23.55	25.46	25.04	12.64	15.27
Mhlontlo	79.99	64.22	59.93	61.06	40.64	39.45	33.48	18.72	22.99	21.87	9.63	13.30
Port St Johns	83.93	73.61	69.30	66.32	46.07	44.31	37.15	20.94	23.67	23.15	9.45	14.77
Nyandeni	81.13	65.41	60.20	57.79	38.71	38.86	27.23	14.71	21.14	16.52	7.86	13.55
King Sabatha Dalindyebo	73.50	66.83	64.66	62.20	51.21	48.41	43.79	33.46	29.63	34.73	20.11	17.13
Ngquza Hill	81.58	71.71	68.32	63.64	49.37	46.64	34.93	21.44	25.75	21.88	9.30	15.60

Source: Quantec Easy Data

Table xxx: % Population living in Poverty for all NPLs – NLM (2016-2021)

Proportion of Population living in Poverty in Nyandeni LM (All poverty lines (% of population))	2016	2017	2018	2019	2020	2021
Not in Poverty	35	35	35	35	34	40
UBPL	65	65	65	65	66	60
LBPL	42	43	45	45	44	39
FPL	22	22	24	24	27	21
IPL	13	13	14	14	16	14

Source: Quantec Easy Data

It is important to note that in terms of the prevailing levels of poverty in the Municipality, the data presented does not yet take into consideration the full impact and extent of the recent Covid 19 pandemic which has ravaged SA and the world, not least of all the wider EC and local municipalities such as NLM. The current Census being conducted by Statistics SA, and the data being collected, will be able to provide a more comprehensive picture of the impact of the Pandemic and its concomitant impact and affects upon the population and households residing in the Municipality.

However, what is well known is that NLM remains one of the poorest and most vulnerable municipalities in SA, and as such it is anticipated that it is highly unlikely that NLM would have remained unscathed by the social, economic, and health burden of Covid 19.

2.1.2.2. Poverty and Food Security

Table xx: HH food security – HHs out of food money for 5+ days in past month (no. of HHs and % HHs – ORTDM and LMs)

HHs out of food money for 5+ days in past 30 days											
Geographical Area	Total	Yes	%	No	%	Don't Know	%	Not Applicable	%	No Specified	%
Eastern Cape	1773473	287384	16,20%	173925	9,81%	3338,4651	0,19%	1307899,153	73,75%	926,492508	0,05%
O.R.Tambo (DC15)	314080,5	57321,7	18,25%	28334,4	9,02%	866,85565	0,28%	227351,1386	72,39%	206,37668	0,07%
Ingquza Hill (EC153)	60973,55	13668,2	22,42%	6964,24	11,42%	-	-	40302,36671	66,10%	38,7375068	0,06%
Port St Johns (EC154)	33951,08	6203,14	18,27%	2358,21	6,95%	8,5238615	0,03%	25346,74176	74,66%	34,4651968	0,10%
Nyandeni (EC155)	61866,82	13017,1	21,04%	6465,37	10,45%	32,913039	0,05%	42291,30983	68,36%	60,1737266	0,10%
Mhlonlo (EC156)	41394,82	4517,08	10,91%	3686,05	8,90%	500,66838	1,21%	32658,69371	78,90%	32,3243718	0,08%
King Sabata Dalindyebo (EC157)	115894,2	19916,2	17,18%	8860,51	7,65%	324,75037	0,28%	86752,02658	74,85%	40,6758781	0,04%

Source: Stats Sa, Community Survey 2016

Table xx: HH food security – HHs that skipped a meal for 5+ days in past month (no. of HHs and % HHs – ORTDM and LMs)

HHs that skipped a meal in the last 12 months											
Geographical Area	Total	Yes	%	No	%	Don't Know	%	Not Applicable	%	No Specified	%
Eastern Cape	1773473	186407	10,51%	122071	6,88%	2593	0,15%	1461954	82,43%	447	0,03%
O.R.Tambo (DC15)	314080	36625	11,66%	19563	6,23%	391	0,12%	257422	81,96%	79	0,03%
Ingquza Hill (EC153)	60974	7441	12,20%	4810	7,89%	-	-	48711	79,89%	12	0,02%
Port St Johns (EC154)	33951	4282	12,61%	1808	5,32%	8	0,02%	27837	81,99%	17	0,05%
Nyandeni (EC155)	61867	7268	11,75%	4026	6,51%	111	0,18%	50463	81,57%	-	-
Mhlonlo (EC156)	41395	3367	8,13%	1897	4,58%	12	0,03%	36105	87,22%	14	0,03%
King Sabata Dalindyebo (EC157)	115894	14268	12,31%	7023	6,06%	261	0,22%	94307	81,37%	36	0,03%

Source: Stats Sa, Community Survey 2016

Table xx: HH food security – HHs that skipped a meal in the last 12 months (no. of HHs and % HHs – ORTDM and LMs)

HHs that skipped a meal in the last 12 months									
Geographical Area	Total	Yes	%	No	%	Don't Know	%	No Specified	%
Eastern Cape	16924739	2247576	13,28%	14618048	86,37%	55255	0,33%	3859	0,02%
O.R.Tambo (DC15)	314080	56608	18,02%	256608	81,70%	815	0,26%	50	0,02%
Ingquza Hill (EC153)	60974	12262	20,11%	48688	79,85%	23	0,04%	-	-
Port St Johns (EC154)	33951	6114	18,01%	27828	81,97%	8	0,02%	-	-
Nyandeni (EC155)	61867	11404	18,43%	50287	81,28%	176	0,28%	-	-
Mhlonlo (EC156)	41395	5275	12,74%	35989	86,94%	116	0,28%	14	0,03%
King Sabata Dalindyebo (EC157)	115894	21552	18,60%	93816	80,95%	491	0,42%	36	0,03%

Source: Stats Sa, Community Survey 2016

2.1.3. Human Development Index (HDI)

HDI measures various levels of social and economic development. It is composed of four principal areas of interest, namely mean years of schooling, expected years of schooling, life expectancy at birth, and gross national income (GNI) per capita. This index is a tool used to follow changes in development levels over time and to compare the development levels of different countries. [United Nations. "[Human Development Index \(HDI\)](#)"].

Nyandeni LM has the same HDI as that of the DM, Province, and the National Average. This indicates the constraining of one or more of the following critical indicators in the LM, namely:

- Average time in education.
- Low per capita income levels in the LM
- Life Expectancy

However, from the data presented below we can see that the NLM has a consistently lower income level than that of the District as a whole, and as such it is clear to see that the constrained levels of personal income in the LM is significantly impacting HDI.

Whilst the HDI for NLM appears to have improved over time, it is potentially deceptive, hiding the underlying drivers, namely: Life expectancy; expected and mean years of schooling, and GNI per Capita.

Table: HDI, LEB & GNI in the ORTDM

Geographical Area	Concept	2016	2017	2018	2019	2020	2021
OR Tambo	HDI: Human Development Index	0,61	0,61	0,62	0,62	0,63	0,63
	LEB: Life expectancy at birth	59,46	59,95	60,16	60,55	61,04	60,83
	GNI: GNI per capita	4454,86	4355,28	4237,57	4150,31	3940,05	4183,33
Ngquza Hill	HDI: Human Development Index	0,61	0,61	0,62	0,62	0,63	0,63
	LEB: Life expectancy at birth	59,42	59,90	60,11	60,51	61,00	60,79
	GNI: GNI per capita	3216,96	3146,25	3053,77	2983,25	2836,04	2993,09
King Sabatha Dalindyebo	HDI: Human Development Index	0,61	0,62	0,62	0,63	0,63	0,63

Geographical Area	Concept	2016	2017	2018	2019	2020	2021
	LEB: Life expectancy at birth	59,56	60,04	60,25	60,64	61,12	60,90
	GNI: GNI per capita	7432,38	7249,11	7048,61	6908,17	6564,66	6987,62
Mhlontlo	HDI: Human Development Index	0,61	0,61	0,62	0,62	0,63	0,63
	LEB: Life expectancy at birth	59,39	59,88	60,10	60,49	60,99	60,78
	GNI: GNI per capita	3355,13	3289,66	3215,12	3159,05	3023,99	3203,43
Port St Johns	HDI: Human Development Index	0,61	0,61	0,62	0,62	0,63	0,63
	LEB: Life expectancy at birth	59,46	59,95	60,16	60,56	61,06	60,84
	GNI: GNI per capita	2222,98	2181,48	2117,50	2070,88	1963,00	2077,40
Nyandeni	HDI: Human Development Index	0,61	0,61	0,62	0,62	0,63	0,63
	LEB: Life expectancy at birth	59,38	59,87	60,09	60,48	60,98	60,77
	GNI: GNI per capita	2835,25	2772,90	2698,16	2637,13	2497,09	2650,26

Source: Quantec Easy Data

2.1.3.1 Health Care Facilities

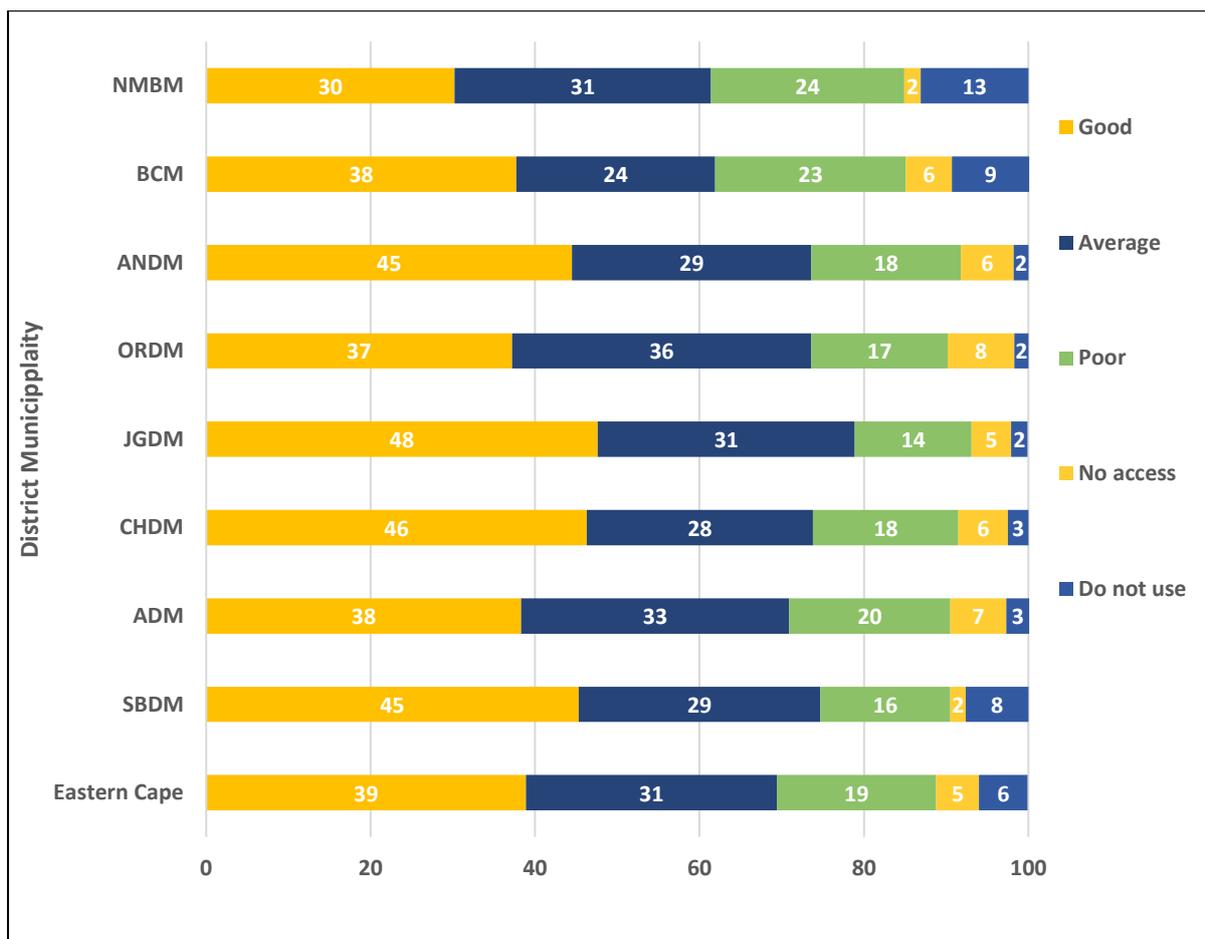
Health facilities in the LM are limited to 29 clinics, 2 district hospitals, and 5 primary health care centers. The LM has access to 3 mobile clinics, and only 2 EMS stations. Engagements with communities through ward-based focus groups on some aspects of service delivery have revealed that HHs struggle to access EMS and ambulance services after hours. Key issues related to this basket of services in Nyandeni also relate to the access to mortuary services – and assistance to HHs in the transport of the deceased.

Table xxx: Health Facilities within the Municipal boundaries of NLM -

Health Facilities in Nyandeni LM	1994	2019
Type of Health Facility		
Total	29	42
District Hospitals	2	2
Community Health Centres	1	1
Community Health Centre	1	1
Clinics	23	29
Other Primary Health Care Centers	2	5
EHS Local Government Service	1	1
EHS Provincial Service	1	1
Mobile Service		3
Other Health Facilities	1	5
Correctional Centre		1
Crisis Centre		1
EMS Station	1	2
Primary Condom Distribution Site		1

Source: DHB, 2020

Table xxx: HH satisfaction rating of clinic services in the EC, and all DMs (2016)



Source: Stats Sa, Community Survey 2016

Household (HH) rating of clinic services in the district show that 37% of HHs in the ORT DM consider the clinic services in the DM to be 'good', whilst almost as many HHs (36%) surveyed consider the service to be 'average', and 17% view this service as 'poor'. An additional 8% of HHs had indicated that they had no access to any clinic services, whilst a further 2% indicated that they were not using this service. Compared to the 2016 Community Survey, there appears to be

2.1.3.2. Burden of Disease and NDCs

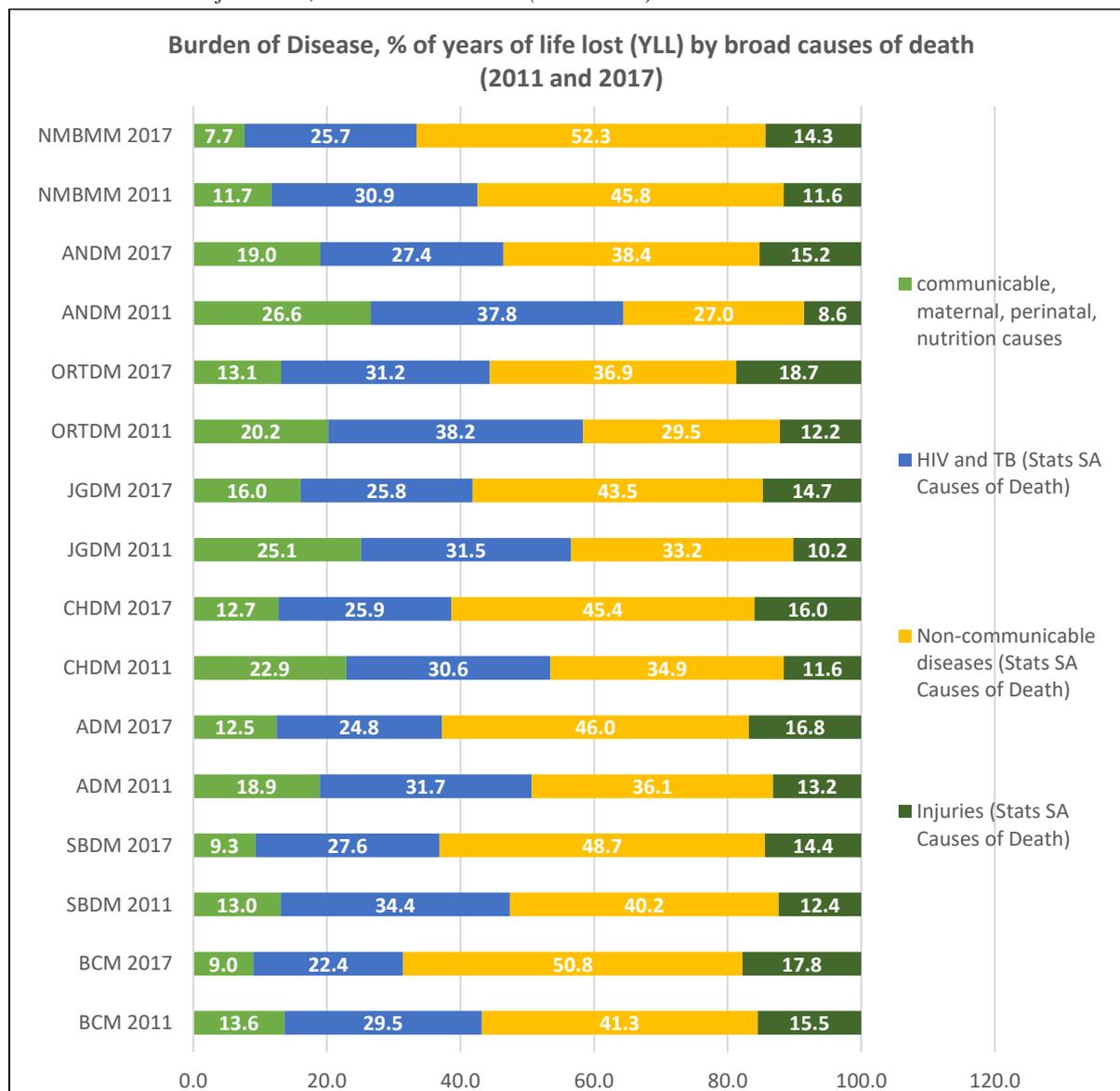
Noncommunicable diseases (NCDs), including heart disease, stroke, cancer, diabetes, and chronic lung disease, are collectively responsible for almost 70% of all deaths worldwide. Almost three quarters of all NCD deaths, and 82% of the 16 million people who died prematurely, or before reaching 70 years of age, occur in low- and middle-income countries. The WHO further confirms that the global rise of NCDs has been driven by four primary risk factors:

- i. Tobacco use,
- ii. Physical inactivity,
- iii. The harmful use of alcohol
- iv. Unhealthy diets.

These diseases place a heavy burden on national health systems and imposes a significant social and economic cost not just on public sector health systems, but also on society”¹. Additional challenge with the prevalence of NCDs in a society such as SA, and the poorer localities, such as rural municipalities such as Nyandeni, is the structural nature of the causes of NCDs, as these causal factors include dietary and lifestyle choices. These lifestyles dietary choices are especially important for those most at risk of NCDs, because of genetic disposition and a family background.

In the O.R. Tambo DM we see that the burden of disease in terms of NCDs had increased between the period 2011 to 2017, from 29,5% to 36,9% which is a significant increase over this period.

Table xxx: Burden of Disease, all DMs in the EC – (2011-2017)



Source: DHB, 2020

¹ See the World Health Organisation’s (WHO) online information portal and web page on NDCs, accessible at: https://www.who.int/health-topics/noncommunicable-diseases#tab=tab_1

2.1.4. Education Levels and Outcomes

Table X: Persons' Level of Education by age group for NLM - at 2011 ward level (1994-2020, at 0yr intervals)

Education level	Age group	1994	2000	2010	2020
Total Population of NLM	Total	267967,7	277715,1	283268,3	318750,9
Population	Adults 20+ yrs	106848,6	111550,4	126974,9	154874,7
Functionally illiterate	Total	164775,5	171452,3	125687,7	145204,2
Functionally illiterate	Adults 20+ yrs	62272,0	66900,5	49464,7	61572,3
Functional illiteracy rate (%)	Total	61,5	61,7	44,4	45,6
Functional illiteracy rate (%)	Adults 20+ yrs	58,3	60,0	39,0	39,8
No schooling	Total	94371,2	62967,4	25806,6	42589,2
No schooling	Adults 20+ yrs	39238,5	44254,5	22793,7	37533,5
Grade 6/Standard 4	Total	119,0		14529,4	24305,1
Grade 6/Standard 4	Adults 20+ yrs	32,2		1037,5	1762,3
Functionally literate	Total	62695,7	70535,7	115018,3	131043,3
Functionally literate	Adults 20+ yrs	43200,3	44611,6	76487,0	93216,8
Functional literacy rate (%)	Total	23,4	25,4	40,6	41,1
Functional literacy rate (%)	Adults 20+ yrs	40,4	40,0	60,2	60,2
Grade 7/Standard 5	Total	13688,6	14056,5	16286,1	16131,3
Grade 7/Standard 5	Adults 20+ yrs	7602,5	6415,3	7457,4	7436,3
Grade 12/Standard 10/Form 5/Matric	Total	6597,7	9478,7	21021,2	28762,4
Grade 12/Standard 10/Form 5/Matric	Adults 20+ yrs	6212,6	8708,5	19260,6	26869,6
Less than matric & certif/dip	Total	649,9	406,3	273,2	326,3
Less than matric & certif/dip	Adults 20+ yrs	500,2	393,1	264,6	318,6
Certificate with Grade 12	Total	322,9	744,1	1205,2	1827,3
Certificate with Grade 12	Adults 20+ yrs	316,3	692,0	1181,3	1801,1
Diploma with Grade 12	Total	1348,4	1846,0	2748,0	4227,4
Diploma with Grade 12	Adults 20+ yrs	1344,3	1831,8	2731,8	4209,3
Bachelor's Degree	Total	278,6	437,7	622,8	949,1
Bachelor's Degree	Adults 20+ yrs	277,2	432,0	622,8	949,1
Bachelor's Degree and Diploma	Total	67,2	263,6	329,0	500,7
Bachelor's Degree and Diploma	Adults 20+ yrs	67,2	263,6	310,9	480,4
Honours degree	Total	20,9	105,1	346,7	550,8
Honours degree	Adults 20+ yrs	20,9	105,1	346,7	550,8
Higher Degree (Master's, Doctorate)	Total	13,7	37,0	170,5	275,4
Higher Degree (Master's, Doctorate)	Adults 20+ yrs	13,7	37,0	170,5	275,4
Functional literacy unknown	Total	40496,6	35727,1	42562,3	42503,4
Functional literacy unknown	Adults 20+ yrs	1376,4	38,3	1023,2	85,7
Other/Unspecified/NA	Total	40496,6	35727,1	42562,3	42503,4
Other/Unspecified/NA	Adults 20+ yrs	1376,4	38,3	1023,2	85,7

Source: Quantec Easy Data

2.2. MUNICIPAL SPATIAL PROFILE AND SDF FOR NYANDENI LM

2.2.1. Preparation and Adoption of the SDF

The formulation of a Spatial Development Framework (SDF) is a core component of the IDP (Section 26 (e), Municipal Systems Act, 32 of 2000). In this context the SDF for NLM is:

A long-term, forward planning instrument.

Spatially indicates the long-term growth & development path of the municipality.

Co-ordinates the spatial implications of all strategic sector plans (engineering, housing,

Gives effect to the vision, goals and objectives of the municipal IDP.

Informs land use management in the municipality.

2.2.2. Purpose of Spatial Development Framework

The purpose of formulating a Spatial Development Framework Plan for Nyandeni is to provide the municipality and other development agencies with a tool to assist them in making development decisions, which ensures that land in Nyandeni is used and managed appropriately, and that sustainable development decisions and practices are implemented.

The Spatial Development Framework essentially creates a map “picture” of what the Nyandeni area will look like in the future in accordance with the Municipality’s vision and objectives, developed during the IDP process. In so doing the purpose of the plan is to:

- To provide a spatial policy framework:
- To direct development agencies in decision making which directly or indirectly impacts on the Municipal area.
- To direct private and public investment to areas in that would ensure the most sustainable return of investment.
- To guide development in a spatially efficient way, ensuring linkage and alignment to regional and national development policies and programmes, which in response to locally specific trends and dynamics in Nyandeni, directs investment to areas of greatest potential and to target areas of greatest need to alleviate poverty and promote economic growth.

This therefore proposes strategic options to improve linkages within Nyandeni and beyond its boundaries to stimulate effective and sustainable integrated development.

2.2.3. SWOT Analysis of the Nyandeni Spatial Framework

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Ntlaza Junction situated at a transport interchange.	High dependency rate on the local government sector. Low levels of employment and income, which results in limited buying power.	Densification of residential areas is encouraged.	Predominant residential component, instead of a more business orientated centre.
Libode regarded as the economic hub of Nyandeni Local Municipality.	No legislation in place to control development.	Ntlaza Junction prioritized for education facilities, primary health care facilities, businesses and other social facilities.	No projects to upgrade roads and stormwater in Libode.
Vacant land within the town of Libode is available for development.	Infrastructure backlog.	Road access to and from Ntlaza Junction prioritized for maintenance.	Water shortages in Libode, particularly in dry seasons.
Favourably located on R61 en-route to the National N2 Road and the coast.	Existing gravel roads, with no formal stormwater infrastructure.	R61 identified as a 'Primary Activity Corridor' with the potential of being developed as a 'development corridor'.	Illegal dumping of refuse by the Municipality at the unlicensed waste disposal site.
Proposal by SANRAL to upgrade interchanges along the R61 into Libode.	Water demand is higher than the existing supply of water in Libode.	Relatively high youthful population which reduces the dependency ratio.	No formal taxi embayments along the R61 at Ntlaza Junction.
Proposal to construct a Waste Water Treatments Works for Libode.	No formalised waterborne sewerage infrastructure. Poor sanitation services may cause water pollution.	Opportunity to provide land tenure to those settled at Ntlaza Junction.	Rainwater tanks are main supply of water at Ntlaza Junction.

2.3. LOCAL ECONOMIC DEVELOPMENT

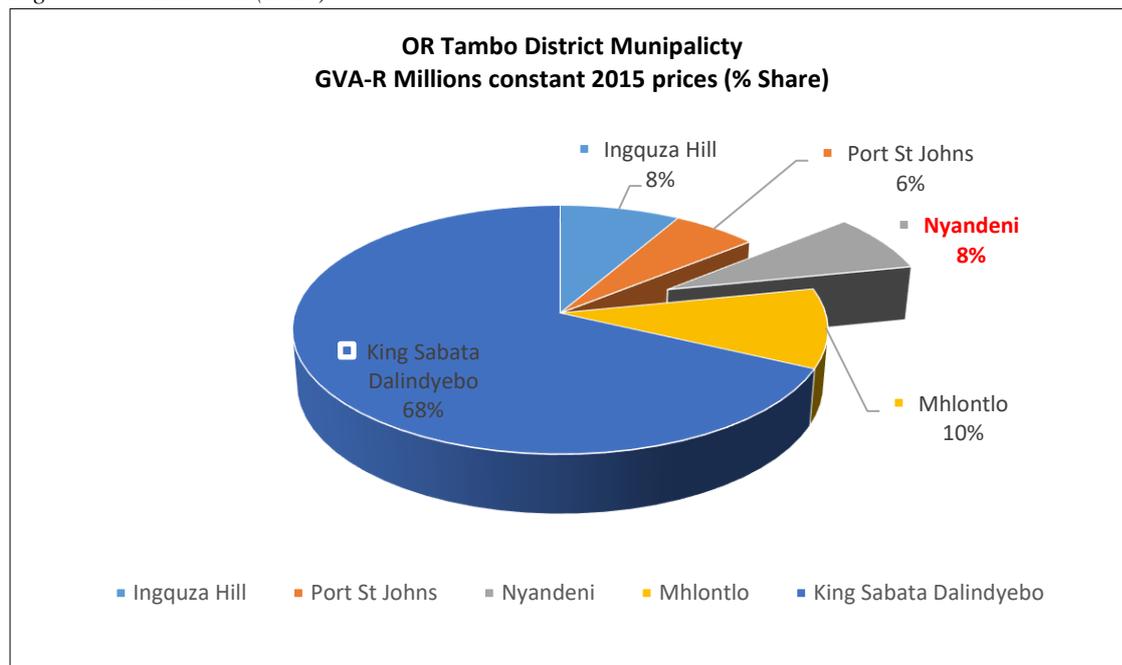
2.3.1. Economic Performance and Trends

2.3.2. Gross Value Added by Region (GVA-R)

In the context of the Regional, or wider District Municipality, Nyandeni Local Municipality (NLM) holds the second position in conjunction with Ingquza Hill of being the smallest economically. In line with the pie chart below, it is evident that the economic output is considerably smaller than the other two LMs – King Sabata Dalinyebo and Mhlontlo but relatively bigger than Port St Johns in the District. In 2020, Nyandeni’s GVA-R compared to its counterparts in the DM was approximately 8% of that of the district - when taking into consideration the GVA-R of the entire OR Tambo District Municipality.

In relation to the rest of the LMs in the district, King Sabata Dalindyebo is the only LM contributing the most to the OR Tambo DM’s economy. This leaves the other four LM in the district contributing significantly smaller economic growth and development across all the economic sectors. Additionally, this confirms Nyandeni’s positionality as one of the poorest and categorised under the underdeveloped local municipalities in the country, and one of the most impoverished LM in the EC.

Figure xx: NLM GVA (2020)



Source: ECSECC, adapted from Quantec Easy Data

2.3.3. Gross Value Added (GVA) by aggregated sector (primary, secondary, tertiary)

The economy of NLM is highly dependent on the tertiary sector with the most contributing industries being finance followed by general government and lastly, trade. This indicates a limited private sector presence in the economy. Another persisting challenge is about how to achieve a more equitable distribution of economic development opportunities when the greater number of the population reside in less economically developed areas and experience an ever-deepening poverty cycle, hence the need to diversify the economy so that other

productive sectors can be enhanced, especially sectors that have direct impact to poverty, such as agriculture which is currently very low. This then implies a lack of local economic development initiatives in the area.

Table xx: Gross value added at basic prices [R millions constant 2015 prices] (Nyandeni)

Industry	2016	2020	2021
Primary sector	63.01	65.64	65.24
Agriculture, forestry and fishing	19.98	21.52	22.88
Mining and quarrying	43.03	44.12	42.36
Secondary sector	443.95	395.80	411.10
Manufacturing	121.09	121.74	130.28
Electricity, gas, and water	118.06	125.02	129.79
Construction	204.80	149.05	151.02
Tertiary sector	3,952.96	4,068.27	4,239.45
Wholesale and retail trade, catering, and accommodation	751.24	702.89	734.15
Transport, storage, and communication	318.87	268.29	284.02
Finance, insurance, real estate, and business services	743.74	835.34	862.93
General government	707.42	765.03	771.21
Community, social and personal services	567,597	612,858	606,077
Total	4,459.92	4,459.92	4,459.92

Source: Quantec Easy Data, 2022

2.3.4. Tress Index

The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.

In 2021, Nyandeni's Tress Index was estimated at 68.2 which are higher than the 65.8 of the district municipality and higher than the 65.8 of the provinces. This implies that - on average - Nyandeni Local Municipality is less diversified in terms of its economic activity spread than the province's economy.

Table xx: Tress Index NLM and all Local, including NLM (2015-2021)

Local Municipality	2015	2016	2017	2018	2019	2020	2021
Ingquza Hill	67,36	67,27	67,02	67,48	67,78	68,41	68,42
Port St Johns	66,20	66,09	65,84	66,52	66,97	67,97	67,83
Nyandeni	66,61	66,40	66,33	66,90	67,18	68,60	68,16
Mhlontlo	69,29	69,10	68,98	69,78	70,28	71,34	71,17
King Sabata Dalindyebo	64,07	63,59	63,84	64,38	64,70	66,18	65,74

Source: Quantec EasyData, 2022

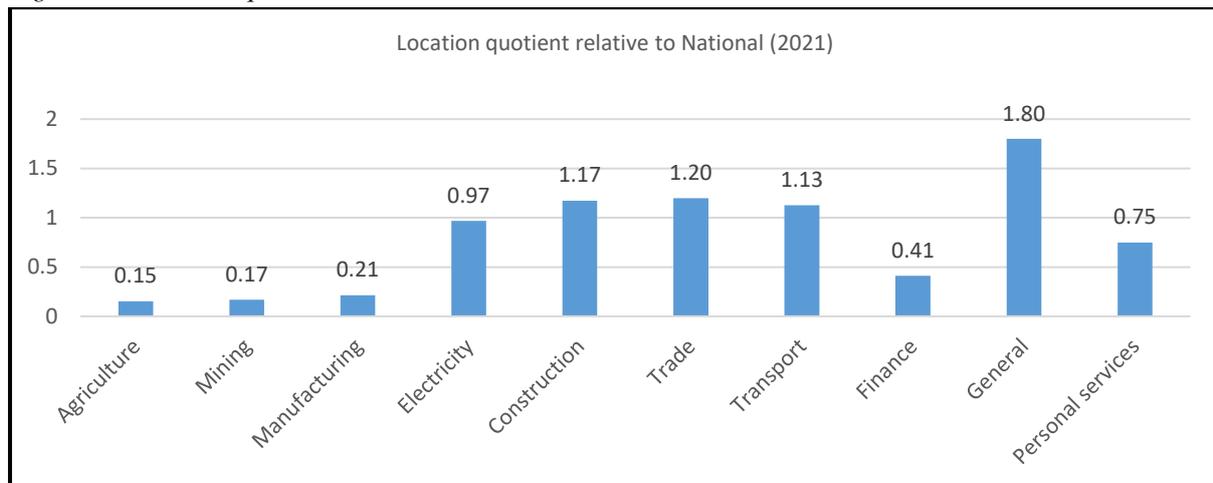
2.3.5. Location Quotient

A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage. If the location quotient is larger than one for a specified sector

within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

For 2021, NLM has a very large comparative advantage in general services. The trade sector also has a very large comparative advantage, followed by construction sector. The NLM has a comparative disadvantage when it comes to the agriculture, mining and manufacturing sector which has a very large comparative disadvantage. In general manufacturing is a very concentrated economic sector. Unfortunately, the NLM area currently does not have a lot of manufacturing activity, with an LQ of only 0.21.

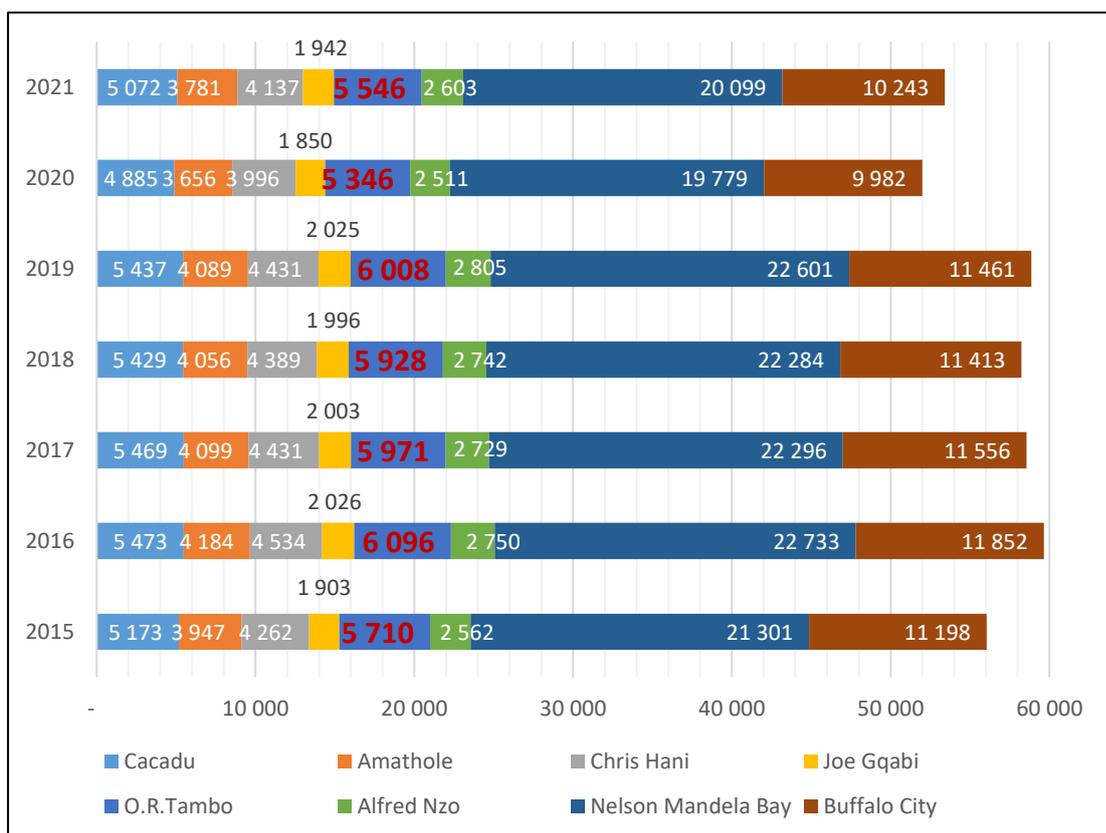
Figure xxx: Location quotient relative to National, 2021



Source: Quantec Easy Data

2.3.6. Investment and Gross Fixed Capital Formation

Figure xxx: Gross Fixed Capital Formation (GFCF) – All DMs and Metros in the EC (2015-2021)



Source: *Quantec Easy Data*

Table xxx: *Gross Fixed Capital Formation (GFCF) – All DMs and Metros in the EC (2015-2021)*

GFCF - Investment (measured in R' Millions)			
OR Tambo DM and LMs	2000	2010	2021
O.R. Tambo (DC15)	995	3595	5546
Ngquza Hill (EC153)	139	503	808
Port St Johns (EC154)	53	205	330
Nyandeni (EC155)	129	510	866
Mhlontlo (EC156)	102	360	566
King Sabata Dalindyebo (EC157)	572	2019	2976

Source: *Quantec Easy Data*

Table xxx: *Gross Fixed Capital Formation (GFCF) – Nyandeni LM (2015-2021)*

GFCF in Nyandeni LM (2017-2021)			
Date	O.R. Tambo DM	Nyandeni LM	% Share of GFCF in the District
2017	5971	896	
2018	5928	896	
2019	6008	916	
2020	5346	824	
2021	5546	866	

2.3.7. Labour

2.3.7.1. Total Employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established. Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in SA and cannot be ignored.

The number of formally employed people in NLM counted 16 996 in 2021, which is about 81.85% of total employment, while the number of people employed in the informal sector counted 3 768 or 18.15% of the total employment. Informal employment in Nyandeni increased from 2 404 in 2001 to an estimated 3 768 in 2021.

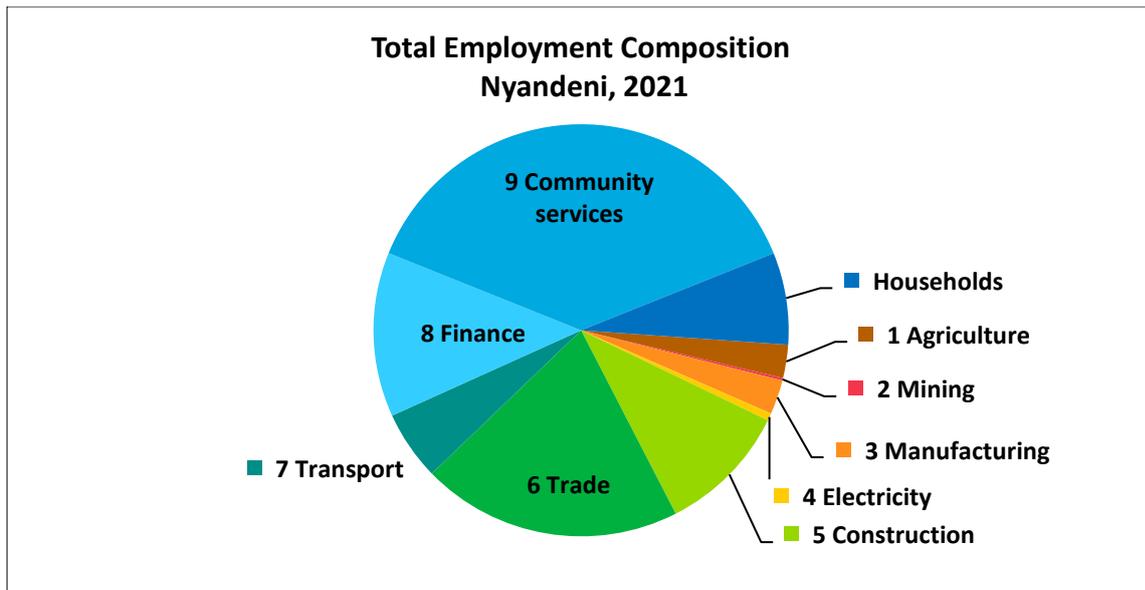
Table xxx: Nyandeni LM Labour Force Analysis, Employment and Unemployment

Concept	2001	2006	2011	2016	2021
Population - Total (Number)	277,715	280,179	283,268	300,656	318,751
Population - Working age (Number)	131,231	141,589	150,091	159,590	171,268
Employed - Formal and informal - Total (Number)	13,389	15,904	18,600	21,483	20,764
Employed - Formal - Total (Number)	10,985	12,093	13,580	15,986	16,996
Employed - Informal (Number)	2,404	3,811	5,020	5,497	3,768
Unemployed (Number)	15,101	19,608	17,569	20,756	23,698
Unemployment rate (Percentage)	53.00	55.22	48.57	49.14	53.30
Not economically active (Number)	102,740	106,077	113,922	117,351	126,806

Source: Quantec Easy Data

The analysis below shows that valued added sectors i.e., the primary and secondary sectors, where most job creation is expected from, only contributed less to total employment in NLM in 2021. This requires a concerted effort to diversify these sectors of the economy for employment creation and income generation to grow the local economy.

Figure x: Total Employment per Broad Economic Sector - NLM, 2021



Source: IHS Markit Regional eXplorer version 2340

2.3.7.2. Unemployment

The number of people that are of working age is about 171 268 in Nyandeni in 2021. As per definition, those that are of age 15 – 64 years are part of the working age population. Out of the working age group, only 25,96% are participating in the labour force, meaning 44 462 residents of the local municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the local municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 126 806 people. Out of the economically active population, there are 23 698 that are unemployed, or when expressed as a percentage, an unemployment rate of 53.30%. Compare with other regions in the O.R. Tambo district, Nyandeni experienced increase in unemployment more than the district, reflecting a significantly low labour force participation with rising unemployment.

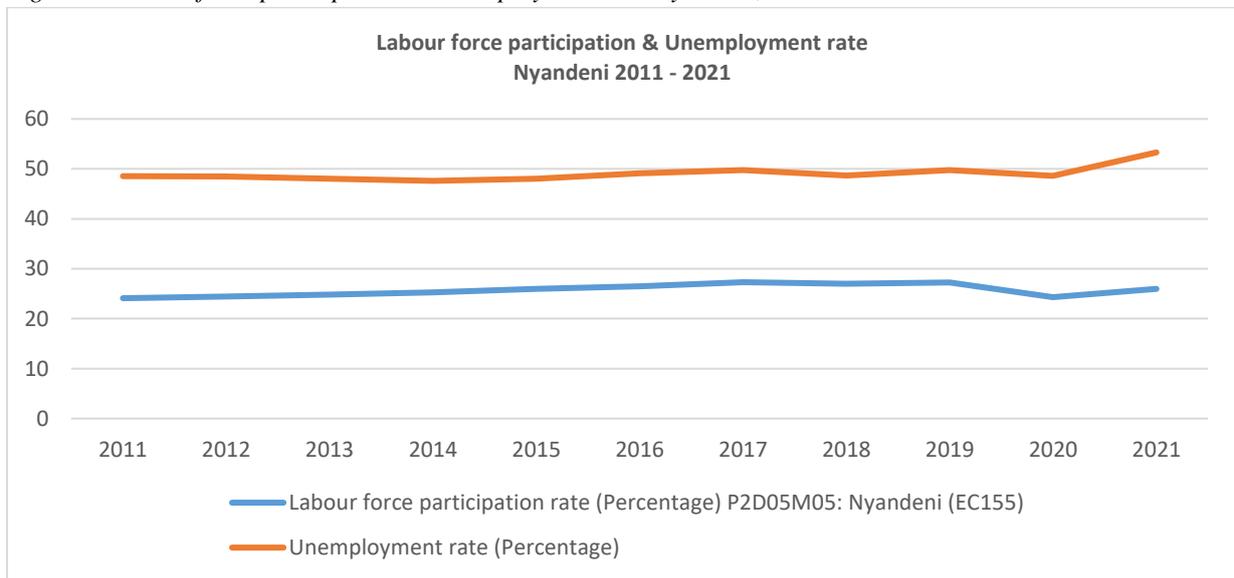
Table xxx: Unemployment (official definition) - Nyandeni, O.R. Tambo, Eastern Cape and National Total, 2011-2021 [Number Percentage]

Years	Nyandeni	O.R. Tambo	Eastern Cape	National Total	Nyandeni as % of district municipality	Nyandeni as % of province	Nyandeni as % of national
2011	13,800	74,900	487,000	4,580,000	18.4%	2.8%	0.30%
2012	14,600	79,400	509,000	4,700,000	18.4%	2.9%	0.31%
2013	15,900	86,100	540,000	4,850,000	18.5%	2.9%	0.33%

2014	17,100	91,800	565,000	5,060,000	18.6%	3.0%	0.34%
2015	17,800	95,600	583,000	5,300,000	18.7%	3.1%	0.34%
2016	19,900	107,000	636,000	5,670,000	18.6%	3.1%	0.35%
2017	23,200	124,000	718,000	5,990,000	18.6%	3.2%	0.39%
2018	25,700	138,000	782,000	6,100,000	18.7%	3.3%	0.42%
2019	29,800	159,000	885,000	6,450,000	18.7%	3.4%	0.46%
2020	32,600	175,000	964,000	6,710,000	18.6%	3.4%	0.49%
2021	37,700	202,000	1,080,000	7,470,000	18.7%	3.5%	0.50%
Average Annual growth							
2011-2021	10.56%	10.43%	8.35%	5.02%			

Source: IHS Global Insights Explorer

Figure x: Labour force participation & Unemployment rate Nyandeni, 2011-2021



Source: Quantec EasyData, 2022

In 2021 the labour force participation rate for Nyandeni was at 25.96%, which was significantly higher when compared to the 24.10% in 2011. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2011, the unemployment rate for Nyandeni was 48.57% and increased overtime to 53.30% in 2021. This might be because of low participation is the labour market. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within NLM.

2.4. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

2.4.1. Overview

Access to basic services is not a privilege but a right. Given persistent inequalities and social divisions in the province and in Nyandeni local municipality in particular, delays in obtaining services, lower levels of service and relatively high levels of disconnection in poor communities, perpetuate undignified living conditions. The Municipality is characterised by a population spread over large distances, high incidents of poverty, a relatively underdeveloped economic base, low levels of skills development and low levels of access to basic services and infrastructure. In other part of the country, such challenges have led to mass protests.

The high incidence of mass protests in South Africa in response to the inadequate service delivery in recent years can be explained by recourse to the social theory of relative deprivation. "Relative deprivation" refers to a situation where a demographic segment of the population is deprived of some goods or services to which they perceive they are entitled, while another segment of the population enjoys such goods or services. The backdrop for the mass action is social deprivation and lack of basic services, which still negatively impact most individuals and communities in South Africa and prevent their escaping from the poverty trap. Government is not the only institution to blame for basic service backlog. Household institution has also a major role to play in terms of maintaining infrastructure provided by government.

The community has a role to play. Communities and individuals must be active agents for their development, rather than perpetual passive agents, on the receiving end of governmental or institutional aid. This shift to a more proactive development approach should not only ameliorate the basic living conditions of the poor, but also empower them equally as active stakeholders and responsible individuals within engaged communities.

This section of the Situational Analysis utilises Household Infrastructure data extracted from *Quantec Regional Services Data* base. The analysis covers topics such as access to water, sanitation, housing, energy and access to refuse removal. It includes other topics such as access to goods.

2.4.2. Housing and Development of Human Settlements

2.4.2.1. Adoption of Housing Sector Plan

The Housing Sector Plan has been reviewed and adopted by the Council on 27 June 2019. It is a five-year strategic plan to achieve the strategic goals of sustainable human settlement

2.4.2.2. Housing needs register

Housing register has been developed and is updated annually. To date 38 323 forms and questioners have been captured in the housing needs register. According to Statistics South Africa there is total of 48 187 shortages of housing across all segments of the market.

It is worth noting that Ward 12 has the most backlog of 2330 followed by Ward 25 with a backlog of 2013

2.4.2.3. Informal Settlements

According to Housing Sector Plan three informal settlement exist in the municipality, namely, Nomzamo informal Settlement with 50 informal households, Eziteneni Informal Settlement has

30 households and Ngqeleni Informal Settlement with 21 households, both Nomzamo and Eziteni Informal Settlement are in the process of being formalized

2.4.2.4. Land invasion control mechanisms

The municipality has developed and adopted Land Invasion policy to regulate and control land invasions in the municipal jurisdiction. Furthermore, the By-Law on Undeveloped Sites has been Gazetted. This will provide legal instrument to enforce By-Laws when there is illegal occupation of municipal land

2.4.2.5. Blocked Projects

According to Housing Sector Plan Mampondomiseni phase 1 and phase 2 located in Ward 17 and Nyandeni 233 are blocked projects. Numerous attempts have been made by the Department of Human Settlement to resolve the but with no success.

2.4.2.6. Land Claims

Unresolved land claims remain one of the most significant barriers to socio-economic development in the Municipality, and it has its impact on the many catalyst projects for the municipality and the district at large. There is an urgent need to address the issues of land ownership in the NLM, and the transference of ownership and title deeds to communities and individual landowners.

The following land claims are outstanding in the Nyandeni area.

Claimant Name	Property Description	Rural
Private Claim	Mafini Location	Rural
Buthongweni Location	Erf 1. Ngqeleni Commonage	Rural
	Erf 2. Ngqeleni Commonage	Rural
	Erf 3. Ngqeleni Commonage	Rural
Private Claim	Nolokoza Village	Rural
Community Claim	Erf 90 Libode Commonage	Urban

2.4.2.7. Migration and its implications for Development and Provisioning of HH Infrastructure

The initial publication of the National Diagnostic Report by the National Planning Commission in 2013, identified the impact of household unbundling in SA as the single biggest driver of the exponential growth in demand for service delivery and HH infrastructure. Like the rest of the country, Nyandeni LM is not immune to the effects of this trend, and whilst the phenomenon has much greater impact in urban regions, where urbanization and conurbation has become a fixture globally.

It is in this context that the Integrated Urban Development Framework 2016 is set to change the state of housing in the Republic of South Africa, which is:

- i. Housing demand is greater than the pace of formal housing delivery and land released. This is because of increased urbanisation and changing demographics (smaller households and migration patterns).
- ii. The concentration of poverty in large urban areas is growing although rural areas are relatively more deprived.

- iii. The lack of well-located land and high property prices mean that residential areas continue to be segregated based on race, social status or class, and housing remains unaffordable to many
- iv. South Africans. The Housing Development Agency has acquired land but much of it falls outside the major urbanisation pressure points.
- v. The proliferation of marginalised and disconnected settlements (on the periphery of cities), with no integration with mobility interventions, makes access to socio-economic opportunities difficult, especially for low-income households that mostly live on the periphery of cities.
- vi. There is a lack of sufficient social and rental housing for the lower end of the market, especially on well-located land with good access to socio-economic opportunities.

Housing entails more than bricks and mortar. The right to adequate housing is one of the most important of all basic human rights. Section 26(1) of the Constitution stipulates that everyone shall have the right of access to adequate housing. Accessibility means that the State must create conducive conditions for all its citizens, irrespective of their economic status, to access affordable housing. To ensure accessibility is achieved, the government has implemented several programmes within the National Housing Subsidy Scheme. Few examples includes: Rural Housing Subsidy; Disaster Intervention programme; Project -Linked Subsidy; Consolidation Subsidy; Hostel Redevelopment Programme; Right-Sizing Subsidy; Institutional Subsidy; Individual Subsidy; Relocation Subsidy; Discount Benefit Scheme; Social Housing Programme; People's Housing Process; Rapid Land Release Programme, etc.

According to the 2016 Community Survey, about 65% of the population in Nyandeni live in traditional dwelling, huts or structures made of traditional material; and 34% of population stay in formal dwellings, which includes flats or apartment in a block of flats (See Table 24).

Table xxx: Dwelling Type and coverage (%) in the EC, all DMs and Metros included (2021)

Type of Dwelling	EC	SBDM	ADM	CHDM	JGDM	ORTDM	ANDM	NMBM	BCM
	%	%	%	%	%	%	%	%	%
Total - Type of dwelling	100	100	100	100	100	100	100	100	100
House or brick structure on a separate stand or yard	52	79	47	54	55	29	28	71	62
Traditional dwelling/hut/structure made of traditional materials	28	2	41	35	34	54	55	0	5
Flat in a block of flats	5	2	3	5	2	7	5	5	5
Town/cluster/semi-detached house (simplex, duplex or triplex)	3	3	0	1	1	1	1	9	2
House/flat/room, in backyard	3	1	2	2	1	7	7	2	2
Informal dwelling/shack, in backyard	2	4	1	1	1	1	1	3	5
Informal dwelling/shack, NOT in backyard, e.g., in an informal/squatter settlement	6	8	4	1	3	1	1	10	18
Room/flatlet not in backyard but on a shared property	0	0	0	0	0	1	1	1	0

Type of Dwelling	EC	SBDM	ADM	CHDM	JGDM	ORTDM	ANDM	NMBM	BCM
	%	%	%	%	%	%	%	%	%
Other/unspecified/NA	1	1	1	1	1	1	2	1	1

Source: Quantec EasyData, 2022

Table xxx: Dwelling Type and coverage (%) in Nyandeni LM (2016)

Household by Dwelling Type	Households	%
Traditional dwelling/hut/structure made of traditional mater	200 719	64.8
Formal dwelling/house or brick/concrete block structure on a	93 419	30.2
Flat or apartment in a block of flats	6 677	
Formal dwelling/house/flat/room in backyard	6 203	2.0
Other	1 275	0.4
Informal dwelling/shack in backyard	719	0.2
Cluster house in complex	215	0.1
Unspecified	138	0.0
Informal dwelling/shack not in backyard (e.g. in an informal	135	0.0
Semi-detached house	103	0.0
Room/flatlet on a property or larger dwelling/servants quart	99	0.0
Townhouse (semi-detached house in a complex)	-	-
Caravan/tent	-	-
Grand Total	309 702	100.0

Source: Statistics South Africa (2016 Community Survey)

Table xxx: Dwelling Type and coverage (%) in NLM (2011-2021)

Household by Dwelling Type - Nyandeni LM (2011, 2016 & 2021)						
Dwelling Type	2011	% HHs	2016	% HHs	2021	% HHs
Total - Type of dwelling	58387	100	62776	100	67209	100
House or brick structure on a separate stand or yard	13589	23	17141	27	20087	30
Traditional dwelling/hut/structure made of traditional materials	37742	65	37073	59	37286	55
Flat in a block of flats	2967	5	3743	6	4388	7
Town/cluster/semi-detached house (simplex, duplex or triplex)	156	0	196	0	230	0
House/flat/room, in backyard	2829	5	3567	6	4179	6
Informal dwelling/shack, in backyard	200	0	187	0	180	0
Informal dwelling/shack, NOT in backyard, e.g. in an informal/squatter settlement	157	0	147	0	143	0
Room/flatlet not in backyard but on a shared property	163	0	206	0	241	0
Other/unspecified/NA	584	1	516	1	476	1

Source: Quantec EasyData, 2022

2.4.3. Water

Water remains the most important commodity for life. The provision of water services, particularly piped water, is a critical priority for national government, given how water provision impacts the quality of life and investment potential of a region.

Access to Water refers to the number of households receiving basic level of water supply. Results from the 2016 community surveys shown in Table 27 confirms the views of people in Nyandeni as access to safe and reliable water supply (in Table 20) was perceived by almost half of the population as the main challenge currently facing the district. Evidence from Table below sheds light on the inadequacy of supplying potable water to Nyandeni community:

- Higher level of service includes piped water inside dwelling. This category is still a luxury in Nyandeni as only 1 146 people or less than 1% of the population fall into this category.
- Basic level of service includes piped water inside yard and piped water within 200m. In Nyandeni 3% of the population have piped water inside yard.
- Below basic level constitutes a backlog and includes, piped water further than 200m, springs, rain water tanks, dam/pool/stagnant water and water vendors. The Table 27 Clearly demonstrates that more than half of the population fall within this category.

The biggest challenge with the data provided in the table below is that it shows that over a third of all HHs in the NLM are dependent on open water source, which they share with animals, and which remain largely untreated and unmonitored.

Table xxx: HH Access to Water by Source for O.R. Tambo DM and All LMs (2021)

Type of Access to Water	O.R. Tambo		Ngquza Hill		Port St Johns		Nyandeni		Mhlontlo		KSD	
	HHs	%	HHs	%	HHs	%	HHs	%	HHs	%	HHs	%
Total - Access to water	329760	100	62115	100	34523	100	67209	100	48676	100	117236	100
Piped water inside dwelling	32753	10	2946	5	1134	3	2075	3	2362	5	24236	21
Piped water inside yard	20728	6	2009	3	1128	3	1444	2	2896	6	13250	11
Public/communal/neighbour's tap	81236	25	12726	20	8311	24	19868	30	20112	41	20219	17
Borehole/rain-water tank/well	83407	25	12103	19	7560	22	21062	31	10708	22	31974	27
Dam/river/stream/spring	98670	30	29955	48	15043	44	19829	30	11154	23	22688	19
Water-carrier/tanker/Water vendor	8151	2	1455	2	852	2	2087	3	751	2	3007	3
Other incl. stagnant water/dam/pool or Unspecified	4817	1	921	1	494	1	844	1	694	1	1863	2

Source: Quantec EasyData, 2022

Households' Access to Water NLM at 2011 local municipality/ward-based metro region level (Annual)					
Service	2011	2014	2016	2019	2021
Total - Access to water	58387,11	60941,46	62776,42	65496,9	67209,46
Piped water inside dwelling	1648,077	1771,496	1873,871	2015,704	2074,902
Piped water inside yard	2129,796	1936,649	1717,223	1444,874	1444,164

Public/communal/neighbour's tap	22239,09	21580,67	20650,03	19572,16	19867,76
Borehole/rain-water tank/well	3884,917	8775,549	13613,95	19914,8	21061,77
Dam/river/stream/spring	26166,45	24382,06	22278,8	19701,99	19829,34
Water-carrier/tanker/Water vendor	1529,859	1689,804	1830,64	2022,165	2087,054
Other incl. stagnant water/dam/pool or Unspecified	788,9232	805,2358	811,9067	825,2126	844,4592

Source: *Quantec EasyData, 2022*

2.4.4. Sanitation

Access to sanitation refers to the number of households having access to basic level of sanitation.

- Higher level of service includes, flush toilet connected to sewerage system.
- Basic level of service includes flush toilet with septic tank and PIT latrine with ventilation.
- Below basic level constitutes a backlog and includes chemical toilets, pit latrine without ventilation, bucket latrine and no sanitation facility.

A dominant characteristic of the sanitation in Nyandeni is that toilet facilities are not located inside the dwelling. The table below shows that 57% of the population in Nyandeni uses toilets located in the yard, or identified as pit latrines, whilst an additional 23% don't identify as have access to any toilets.

Table xxx: *HH Access to Sanitation Services, By Type of Sanitation – O. R. Tambo DM (2000-2020)*

Sanitation Type – ORT District Municipality						
Service	2000	%	2010	%	2020	%
Total - Toilet facility	275874	100	292323	100	332978	100
Flush or chemical toilet	33267	12	45577	16	61443	18
Pit latrine	94939	34	134339	46	191004	57
Bucket latrine	4334	2	3102	1	2464	1
None of the above	143335	52	109304	37	78067	23

Source: *Quantec EasyData, 2022*

HH Access to Sanitation Services, By Type of Sanitation – NLM (2011-2021)

Households' Access to Sanitation Services – NLM (at 2011 local municipality/ward-based metro region level [Annual])							
Service	2011	% HHs	2016	% HHs	2021	% HHs	
Total - Toilet facility	58387	100	62776	100	67209	100	
Flush or chemical toilet	3611	6	4071	6	4484	7	
Pit latrine	34686	59	48514	77	59658	89	
Bucket toilet, Portable flush toilet or Composting toilet/Ecological Sanitation System/Urine diversion dry toilet	503	1	365	1	271	0	
None of the above	19586	34	9827	16	2797	4	
None, Open defecation (e.g. no facilities, field, bush)	15870	27	8374	13	2990	4	
Other or Unspecified	3716	6	1618	3	98	0	

Source: *Quantec EasyData, 2022*

2.4.5. Electrification and Energy

NLM is not a licensed distributor of electricity; ESKOM is the licensed distributor of electricity in the whole area of NLM. There is an ambition for the Municipality to become a licensed distributor for urban areas so as to increase municipal revenue.

NLM is receiving Integrated National Electrification Programme (INEP) grant under Schedule 5 of Division of Revenue Act for household electrification. There are four electrification projects that are being implemented by NLM for 2021/22 financial year (Mafini Hiltop (Ward 16), Mnyameni- Njimaza (Ward 19). Mandileni – Ludaka (Ward 17) and Nkanunu A/A (Ward 20). According to the records NLM has completed electrifying the historical backlog and is now busy electrifying new villages and extensions. The estimated number of backlogs is 8992 h/h, in this number 3380h/h is under Eskom area and 4175h/h under Nyandeni area.

These backlogs were requested from the ward councilors. The inaccuracy of backlogs information supplied by the ward councilors and communities causes NLM to be unable to request funding and report household numbers correctly to DMRE & Eskom. It also limit the municipality to accurately budget, report and request funding from DMRE for the next financial years however an accurate customer base will be collected from site (Pre-Marketing). This project is targeted to be completed before the end of this financial year.

In NLM 70% of HHs have been electrified in the district. However, candles remain a significant source of energy for lighting, currently at 23% of HHs utilizing candles for lighting. Whilst significantly reduced, paraffin continues to be used by 5% of HHs in the district. The data does illustrate the effectiveness of the INEP programme in the district, with 70% of HHs connected to either a grid or off-grid source of electricity.

Table xx: *HH Energy Source for Lighting– O. R. Tambo DM (2011-2020)*

Source of Energy	2000	2010	2020	% HHs
Total - Energy for lighting	275874	292323	332978	100
Other/unspecified	2150	945	0	0
Electricity	77317	149156	234427	70
Gas	804	781	908	0
Paraffin	45216	28549	17316	5
Candles	149527	111455	78241	23
Solar	861	816	715	0
None	0	622	1370	0

Source: *Quantec EasyData, 2022*

In the NLM the picture in terms of electrification is significantly better than the DM, with 94% of HHs electrified and receiving energy for lighting from electricity connected to the HH. Importantly, it should be noted that these HHs might not all be electrified via direct connections to the national electricity grid system but might also be receiving electricity through the off-grid electricity provided by the DMRE, as part of the INEP programme in the NLM.

Table xx: *HH Energy Source – NLM (2011-2021)*

Households' Access to Electricity – Nyandeni				
Service	2011	2016	2021	% HHs
Total - Energy for lighting	58387	62776	67209	100
Other/unspecified	0	0	0	0
Electricity incl. generator	41443	53368	63194	94
Gas	142	101	72	0
Paraffin	2999	1948	1208	2

Households' Access to Electricity – Nyandeni				
Service	2011	2016	2021	% HHs
Candles	13437	6372	1269	2
Solar	120	175	219	0
None	246	812	1247	2

Source: Quantec EasyData, 2022

HH rating of overall quality of Electricity Supply - SA, EC and all DMs, and Metros (HH numbers and % by rating of electricity supply - 2016 Community Survey)																				
Rating	RSA	%	EC	%	SBDM	%	ADM	%	CHDM	%	JGDM	%	O.R. Tambo	%	ANDM	%	BCM	%	NMBM	%
Total	16924739	100	1773473	100	138182	100	213763	100	194291	100	95107	100	314080	100	195975	100	253539	100	368536	100
Good	10109733	60	887414	50	79301	57	104617	49	97709	50	44907	47	133329	42	89986	46	125660	50	211905	57
Average	4016579	24	502590	28	39693	29	61232	29	61401	32	26943	28	101538	32	31864	16	66912	26	113008	31
Poor	1487162	9	179560	10	9641	7	17500	8	22781	12	9684	10	43508	14	13072	7	33706	13	29669	8
No access	1120806	7	179617	10	7477	5	27865	13	10589	5	11983	13	30459	10	54829	28	24723	10	11692	3
Do not use	171922	1	22909	1	1983	1	2392	1	1728	1	1479	2	4991	2	6096	3	2256	1	1984	1
Unspecified	18537	0	1383	0	87	0	156	0	82	0	111	0	256	0	129	0	282	0	280	0

2.4.6. Refuse and Solid Waste Removal

Access to refuse removal refers to the number of households receiving refuse removal service at least once a week.

- Higher level of service includes removal by local authorities/private company at least once a week.
- Basic level of service includes a communal skip.
- The backlog or below a basic service for refuse removal includes removal by local authority/private company less often, communal refuse dump, own refuse dump, no rubbish disposal and other.

Indigent households benefiting from refuse removal services is defined as the most appropriate level of waste removal service provided based on site specific circumstances. Such a basic level of service, be it in an urban or rural set-up, is attained when a municipality provides or facilitates waste removal through: On-site appropriate and regularly supervised disposal (applicable mainly to remote rural areas with low density settlements and farms supervised by the waste management officer); Community transfer to central collection point (medium density settlements); Organised transfer to central collection points and/or Kerbside collection (high density settlements).

However, in rural communities and wards, communities and HHs take responsibility for their own refuse removal and this is reflected in the table below, with 90% of HHs identified as removing and disposing their own refuse an solid waste in NLM.

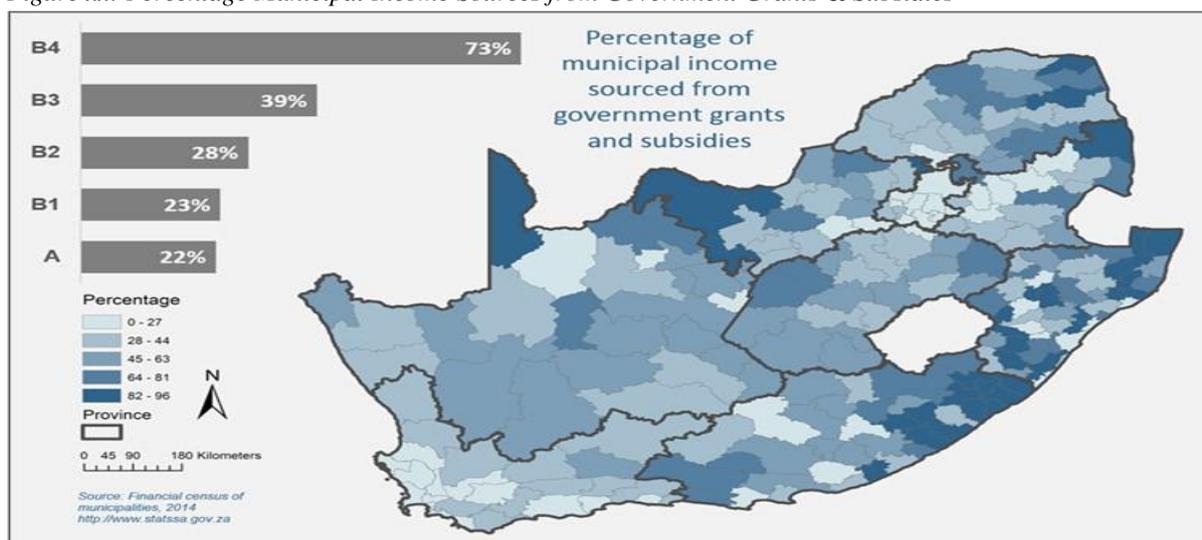
Household refuse collection - NLM (2011, 2016 & 2016)					
Refuse Collection	2011	2016	% HHs	2021	% HHs
Total - Refuse removal	58387	62776	100	67209	100
Other, incl. removed by community members	1934	1398	2	1029	2
Removed by local authority at least once a week	1016	1129	2	1233	2
Removed by local authority less often	206	214	0	224	0
Communal refuse dump/communal container/central collection point	430	965	2	1379	2
Own refuse dump	39895	51693	82	61396	91
No rubbish disposal or Unspecified	14907	7377	12	1950	3

2.5. FINANCIAL VIABILITY

2.5.1. Financial Planning

The Municipality remains part of the cohort of local authorities across the country, constituting 73% of all Category B4 municipalities in the country, which are predominantly dependent on grant funding, equitable share, and subsidies for the funding of their operational and capital budgets. The NLM, as depicted in the map below, falls within that sub-category of LMs which between 82%-96% grant dependent (according to Stats SA's Census of Local Government Finances, 2014).

Figure xx: Percentage Municipal Income Sources from Government Grants & Subsidies



Source: Financial Census of Municipalities, StatsSA (2014)

Table xxx: Budget funding status over 2016/2017 – 2022-2023

District / Local Municipalities	2017/18	2018/19	2019/20	2020/21	2021/22	2022/2023
Nyandeni	Funded	Funded	Funded	Funded	Funded	Funded

Source: EC-Provincial Treasury

Table xxx: Capital Expenditure – NLM 2016/2017 – 2022-2023

Budget Year 2017/2018	Budget Year 2018/2019	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
R81,598,756	R100,060,882	R87,091,427	R102,566,731	R111,112,473	R42,502,221

Source: NLM In-year monitoring and reporting data (March 2023)

In the previous years the municipality has spent their grants with regards to capital expenditure as follows:

Table xxx: Municipal Infrastructure Grant (MIG), budget and expenditure for 2016/2017 – 2022-2023

Budget Year	Budgeted Amount	Actual expenditure	Percentage Spent
2016/2017	R58,050,000	R58,050,000	100%
2017/2018	R61,894,000	R 45,472,811	73%
2018/2019	R85,046,189	R 85,046,189	100%
2019/2020	R60,844,000	R55,818,256	92%

Budget Year	Budgeted Amount	Actual expenditure	Percentage Spent
2020/2021	R74,699,000	R74,699,000	100%
2021/2022	R73,270,000	R73,270,000	100%
2022/2023	R69,440,000	R37,038,664	53%

Source: NLM In-year monitoring and reporting data (March 2022)

NLM operational expenditure is funded through equitable share and other operational grants such as the Financial Management Grant (FMG); EPWP, DSRAC and MIG top slice. Below are the tables that depict the operational grant expenditure:

Table xxx: Municipal Finance Management Grant (FMG) budget and expenditure 2016/2017 – 2022-2023

Budget Year	Budgeted Amount	Actual Expenditure	Percentage Spent
2016/2017	R1,700,000	R1,700,000	100%
2017/2018	R1,625,000	R1,625,000	100%
2018/2019	R1,700,000	R1,700,000	100%
2019/2020	R1,700,000	R1,700,000	100%
2020/2021	R1,700,000	R1,700,000	100%
2021/2022	R,1650,000	R1,650,000	100%
2022/2023	R1,650,000	R1,650,000	100%

Source: NLM In-year monitoring and reporting data (March 2022)

Table xxx: COGTA Grant – 2016/2017 – 2022-2023

Name of the Grant	Budget Year	Budgeted Amount	Actual Expenditure	Percentage Spent
COGTA	2016/2017	R1,000,000	R1,000,000	100%
COGTA	2017/2018	-	-	-
COGTA	2018/2019	-	-	-
COGTA	2019/2020	-	-	-
COGTA	2020/2021	-	-	-
COGTA	2021/2022	-	-	-
COGTA	2022/2023	-	-	-

Source: NLM In-year monitoring and reporting data (March 2022)

Table xxx: INEP Grant – 2016/2017 – 2022-2023

Name of the Grant	Budget Year	Budgeted Amount	Actual Expenditure	Percentage Spent
INEP	2016/2017	R11,250,000	R11,250,000	100%
INEP	2017/2018	R15,000,000	R15,000,000	100%
INEP	2018/2019	R18,189,000	R18,189,000	100%
INEP	2019/2020	R15,050,000	R15,050,000	100%
INEP	2020/2021	R5,150,000	R5,150,000	100%
INEP	2021/2022	R16,067,000	R16,030,162	99,8%
INEP	2022/2023	R0	-	-

Source: NLM In-year monitoring and reporting data (March 2022)

Table xxx: DEDEAT Grant – 2016/2017 – 2022-2023

Name of the Grant	Budget Year	Budgeted Amount	Actual Expenditure	Percentage Spent
DEDEA	2016/2017	R0	R0	-
DEDEA	2017/2018	R5,973,267	R5,973,267	100%
DEDEA	2018/2019	R110,733	R110,733	-
DEDEA	2019/2020	-	-	-
DEDEA	2020/2021	-	-	-
DEDEA	2021/2022	-	-	-
DEDEA	2022/2023	-	-	-

Source: NLM In-year monitoring and reporting data (March 2023)

Table xxx: EPWP Grant – 2016/2017 – 2022-2023

Name of the Grant	Budget Year	Budgeted Amount	Actual Expenditure	Percentage Spent
EPWP SIDE WALKS	2016/2017	R0	R	
EPWP SIDE WALKS	2017/2018	R2,000,000	R2,000,000	100%
EPWP SIDE WALKS	2018/2019	R2,000,000	R2,000,000	100%
EPWP SIDE WALKS	2019/2020	-	-	-
EPWP SIDE WALKS	2020/2021	-	-	-
EPWP SIDE WALKS	2021/2022	-	-	-
EPWP SIDE WALKS	2022/2023	-	-	-

Source: NLM In-year monitoring and reporting data (March 2023)

Table xxx: Transfer Station Grant – 2016/2017 – 2022-2023

Name of the Grant	Budget Year	Budgeted Amount	Actual Expenditure	Percentage Spent
Transfer Station	2016/2017	R1,900,793	R1,900,793	100%
Transfer Station	2017/2018	R216,881	R216,881	100%
Transfer Station	2018/2019	-	-	-
Transfer Station	2019/2020	-	-	-
Transfer Station	2020/2021	-	-	-
Transfer Station	2021/2022	-	-	-
Transfer Station	2022/2023	-	-	-

Source: NLM In-year monitoring and reporting data (March 2023)

Table xxx: Disaster Relief Grant – 2016/2017 – 2022-2023

Name of the Grant	Budget Year	Budgeted Amount	Actual Expenditure	Percentage Spent
Disaster Relief Grant	2016/2017	-	-	-
Disaster Relief Grant	2017/2018	-	-	-
Disaster Relief Grant	2018/2019	-	-	-
Disaster Relief Grant	2019/2020	R834,000	R0	0%
Disaster Relief Grant	2020/2021	R834,000	R834,000	100%
Disaster Relief Grant	2021/2022	-	-	-
Disaster Relief Grant	2022/2023	-	-	-

Source: NLM In-year monitoring and reporting data (March 2023)

Table xxx: Office of the Premier Grant – 2016/2017 – 2020-2021

Name of the Grant	Budget Year	Budgeted Amount	Actual Expenditure	Percentage Spent
Office of the Premier	2017/2018	R33,173,197	R33,173,197	100%
Office of the Premier	2018/2019	R32 299 883	R32 299 883	100%
Office of the Premier	2019/2020	R18 917 520	R18 917 520	100%
Office of the Premier	2020/2021	R17 324 421	R17 324 421	100%
Office of the Premier	2021/2022	R0	R0	
Office of the Premier	2022/2023	R0	R0	

Source: NLM In-year monitoring and reporting data (March 2023)

NLM operational expenditure funded through equitable share and other operational grants e.g. FMG, EPWP, DSRAC and MIG top slice. Below are the tables that depict the operational grant expenditure:

Table xxx: DSRAC Grant – 2016/2017 – 2020-2021

Name of the Grant	Budget Year	Budgeted Amount	Actual Expenditure	Percentage Spent
Library subsidy	2016/2017	R400 000	R400 000	100%
Library subsidy	2017/2018	R400 000	R400 000	100%
Library subsidy	2018/2019	R650 000	R650 000	100%
Library subsidy	2019/2020	R700 000	R700 000	100%
Library subsidy	2020/2021	R700 000	R700000	100%
Library subsidy	2021/2022	R700 000	R700 000	100%
Library subsidy	2022/2023	R700 000	R700 000	100%

Source: NLM In-year monitoring and reporting data (March 2023)

Table xxx: Expanded Public Works Programme- (DORA), budget and expenditure for previous five years

Budget Year	Budgeted Amount	Actual Expenditure	Percentage Spent
2016/2017	R1,261,000	R1,261,000	100%
2017/2018	R1,291,000	R1,291,000	100%
2018/2019	R1,321,000	R1,321,000	100%
2019/2020	R1,444,000	R1,444,000	100%
2020/2021	R1,699,000	R1,699,000	100%
2021/2022	R1,716,000	R1,716,000	100%
2022/2023	R1,859,000	R1,859,000	100%

Source: NLM In-year monitoring and reporting data (March 2023)

2.5.2. Revenue Management

During the last financial year (2020/2021), the NLM had derived own revenue from the following sources which were sourced predominantly from residential and commercial property taxes, as well as the rates and taxes paid to the LM from Provincial and National Government departments resident within the Municipality.

Table xxx: Revenue Management – Billing of properties per category in the NLM

CATEGORY	AMOUNT OWED
Agricultural property	R1,587
Business and Commercial Properties	R1,595,946
Public Benefit Organisation	R273,820
Public Service Infrastructure Properties	R192
Residential Properties	R1,558,124
State-owned Properties	R14,887,737
Rental of facilities	R182,600

Source: NLM In-year monitoring and reporting data (March 2023)

The percentage Budgeted revenue that was realized in the past two years per category of own and grant revenue is as follows:

Table xxx: Own vs Grant Revenue

Item Description	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Own Revenue (%)	7%	10%	11%	8%	11%	8%
Grant revenue (%)	93%	90%	89%	92%	89%	92%

Source: NLM In-year monitoring and reporting data (March 2023)

Table xxx: Revenue collection for previous five-year period

Item	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Own Revenue (R')	R26,116,566	R39,483,535	R42,569,980	R38,018,582	R46,499,308	R26,458,433
Grant revenue (R')	R328,475,156	R357,665,001	R356,703,046	R433,697,139	R382,183,661	R301,671,662

Source: NLM In-year monitoring and reporting data (March 2023)

2.5.3. Expenditure Management

2.5.3.1. Expenditure Management and Outstanding Creditors (Beyond the 30-day threshold for payment of creditors)

Expenditure management unit reviews the expenditure per expenditure type to identify over and under expenditure as compared to budget. The turnaround time for payment of creditors is 30 days from the date of receipt of valid invoices as required by the MFMA. This includes payments to major creditors, such as Eskom and other providers of bulk resources to the Municipality. According to the data available at End of December 2021, reflected in the NFMA Section 41 Report for The Bulk Resources Payments Outstanding to ESKOM for electricity by Municipalities across the country, it is evident that the Municipality

Table xxx: Payments to major creditors -Eskom (Compliance with 30-day payment threshold)

Nyandeni LM: Debt owed to Major Creditors as at March 2023	Current	16-30 days	31-60 days	62-90 days	90 days+	Total
ESKOM	R0	R0	R0	R0	R0	R0

Source: NLM In-year monitoring and reporting data (March 2023)

2.5.4. Supply Chain Management

2.5.4.1. Supply Chain Management Policy

Section 112 of the MFMA prescribes that each municipality must have a supply chain management policy is fair, equitable, transparent, competitive, and cost effective and complies with a prescribed regulatory framework for municipal supply chain management.

Nyandeni Municipality has adopted a Supply Chain Management Policy as contemplated in the legislative provisions and its regulations. The SCM System is responsible for the following key components.

Demand management, acquisition management, Logistics management and disposal management.

2.5.4.2. The Supply Chain Management Unit

Nyandeni Local Municipality has a functional Supply Chain Management Unit which is directly accountable to the Chief Financial Officer as prescribed by the MFMA and supported by the approved SCM Policy. The Unit is composed of the following staff compliment.

The SCM unit is composed of the SCM Manager, two SCM Officers, two SCM Practitioners, and a Stores Clerk.

2.5.4.3. Supply Chain Management Bid Committees

The municipality has a functional Bid Committees which are appointed by the Accounting Officer Quarterly and have been trained on SCM, and these include the following committees:

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee

2.5.4.4. Training of SCM Staff on Competency levels

Currently SCM Staff is undergoing training with the University of Fort Hare. Bid Committee are trained two times a year to familiarise them with the reforms introduced by National Treasury.

2.5.4.2. Supply Chain Management Turnaround Time

In line with the SCM policy the average turnaround time for projects above R200 000 is 45 working days while the 7 days quotation is 10 working days.

2.5.5. Contract Management

Contract Management System is in place and composed of the Contract Management Register which encapsulate the following features:

- Date of the goods and services advertised.
- Appointed details of appointed service providers
- Contract price and related details.
- Payment incurred versus awarded prices.
- Service Level Agreement signed between the municipality and agencies appointed.

2.5.5.1. Audit Findings over the past 5-Years

The Municipality has constantly retained *its Unqualified with Finding* Audit opinion over the last 5yrs. Whilst this is significantly better than a number of other LMs in the province, and the DM, it remains the goal of the NLM to improve its audit opinion moving into the future.

Table xxx: Audit opinions over the past 5 years

Nyandeni LM Audit Outcomes (last 5 years)				
2017/18	2018/19	2019/20	2020/21	2021/22
Unqualified with Findings	Unqualified with Findings	Unqualified with Findings	Unqualified with Findings	Unqualified with Findings

Source: Adapted from the Provincial Treasury² and AGSA³ – Released July 2021

2.5.6. Asset Management

Table xxx: Total value per category is as follows.

Asset Category	Amount
Investment Property	R80,800,800
Property Plant and Equipment	R703,311,344
Intangible Assets	R2,029,691
Inventories	R606,091

Source: NLM In-year monitoring and reporting data (March 2023)

² EC Provincial Treasury

³ AGSA. MFMA Audit Outcomes Report (Annexure 3: Auditees' audit opinions over the past five years).

2.6. PUBLIC PARTICIPATION: VOICE AND ACCESS OF THE PEOPLE OF NYANDENI

2.6.1. Community Based Consultation Processes during Municipal Planning

The approach followed was conducted through a series of service delivery assessment and prioritisation meetings during the month of February 2022 that were held with “*focus groups*” which were representative all key stakeholder groups in those wards. This process was coordinated by NLM, chaired by the Ward Councillors, and facilitated by ECSECC, as part of the ward based consultative processes in the LM.

These processes were constituted of multiple wards (Consisting of a total of eight (8) wards participating across the various Circuits of the LM, with support from the NLM Technical Administrators responsible for planning. The outcomes and summary of these “*focus groups*” sessions are documented in table below. The wards which were surveyed and engaged by the ECSECC team during this process included the following:

Ward 12

Ward 22

Ward 23

Ward 24

Ward 25

Ward 26

Ward 28

Ward 32

What follows is a brief analysis of key cross cutting service delivery gaps, challenges, and issues, against what might be identified as some of the salient underlying forces or drives at the root of these challenges. This analysis is commensurate with the KPA and IDP priority framework adopted by the Municipality.

2.6.2. Basic Services and Household Infrastructure

2.6.2.1. IDP Priority: Access to Water and Sanitation

All wards represented in the cluster meetings did not have access to clean water, all of the time, as many wards and villages, across the sessions had raised the fact that communities have to access water from nearby rivers and open water sources, which when analysing the access of HHs to water by source, we see that 30% of HHs in the Municipality have to rely on open water bodies such as rivers and dams. An issue of a reservoir was raised and that there are wards with boreholes and that the engine of the boreholes needed servicing. The municipality is aware of the water crisis in the region.

In terms of sanitation, at ward 14, toilets were installed but Mqongqweni was left behind. There were no toilets at Mthokwane. In ward 23 the toilets are not in good condition, ward 32 some households do have toilets, and some do not have the toilets. This was the same for villages such as Dikeni, Mathayi, Mdonga, and Mpindweni. In new houses there were no toilets. In ward 24 there were also reports of serviced and overflowing toilets due to the toilets not being flushed or emptied.

The dominant impact being the filling of pit latrines, and toilets not being serviced, or emptied across most villages is that of the threat of disease and associated health risks which such an environment produces. In terms of access to toilet facilities in the NLM, the data for 2020 – approximately 57% of HHs were reliant on Pit Latrines. This means that is this challenge is to be assumed as being consistent for the entire LM then it might very well be affecting more than half the entire population of the NLM.

2.6.2.2. Provision of Electricity

Access to electricity was adequate with room for improvement, as there were new areas that had no electricity in certain wards. However, wards 14 and 22 had electricity installed in new houses but reporting of small issues remained a problem, and monitoring was reported as a need. In ward 24, the following villages were identified as having HHs without access to electricity, namely: Butongweni; Gordon, Macedeni, and Bhotai village. These without electricity were noted as being predominantly located in the in fills, or extensions. In wards 12, 23, and 28 this was also the case, where new extensions were identified as not having HH connections at the moment.

2.6.2.3. Provision of Housing

At Mqwangweni houses were being built and at Emabomvini there were no houses being built. The participants reported that at ward 14 houses were a poor state. For Ward 22 and 23 there were no houses at all and lastly ward 32 had houses that were left behind as beneficiaries.

Table xx: Ward by ward service delivery gap matrix

Key Performance Area (KPA)	IDP Priority per KPA	Service Delivery Gap / Project / Programme Prioritised	Ward
KPA 1: Basic Service Delivery and Infrastructure	Roads and Storm Water	Poor state of roads and storm water systems, requiring maintenance.	12/24/25/26/28/23/32
	Maintenance of Access Roads	Requiring maintenance of access roads.	12/24/25/26/28/23/32
	Access to Water	In adequate access to water.	12/24/25/26/28/23/32
		Maintenance of water infrastructure.	12/24/25/26/28/23/32
		Water purification and water quality challenges.	12/24/25/26/28/23/32
	Access to Sanitation	In adequate access to sanitation/toilets and requiring toilets (Provision of reliable sanitation systems).	12/24/25/26/28/23/32
		Maintenance of toilet and sanitation facilities.	12/24/25/26/28/23/32
		Have villages without toilets.	12/24/25/26/28/23/32
	Electrification	Areas without electricity	12/24/25/26/28/23/32
		Unresolved Disconnections	12/22/23/25/28
	Housing	No access to RDP Housing in the Ward	22/25/28/26
		Unresolved rectification projects	22/12/32
		Disputes over housing allocations (i.e., Disputes over beneficiary lists).	22/12/32
	Public Transport	No access to public transport	<i>N/A Only taxis across all wards, whilst busses only on a few ward/villages</i>
	Community Facilities (Halls)	Requiring construction of Community Facilities	25/26/28
Requiring maintenance of existing community facilities		24	
Telecommunications	Cellular signal weak, or non-existent.	12/24/25/26/28/23/32	

Source: WBP Processes (2023)

2.7. INSTITUTIONAL CAPACITY AND TRANSFORMATION

The KPA for Institutional Development and Organizational Transformation is essential and fundamental to the overall success and functionality of the Municipality as an entity and has a cross-cutting effect on the rest of the KPAs, with a transversal impact on the achievement of all other KPAs in the Municipality. the functionality and performance of the institution in this KPA. In the NLM there are three are three IDP Priority areas underlying this KPA, namely:

- i. Human Resources Management.
- ii. Administration and Council Support.
- iii. Information Communications Technology and Legal Services.

2.7.1. Human Resource Development

2.7.1.1. Staff profile in the financial year 2021/2022

Tabulated below are the current vacancies and posts filled as represented in the staff profile for the NLM.

Table xxx: Vacancy rates, posts filled and vacant posts in Nyandeni LM

Year	Total Posts	Filled Posts	Vacant Posts
2017/2018	336	313	23
2018/2019	336	321	15
2019/2020	337	311	26
2020/2021	337	317	20
2021/2022	340	314	26
2022/2023 (as at March 2023)	340	323	17

Source: NLM

2.7.1.2. Vacancy rate

Vacancy Rates tracked over the previous three years, were identified, and recorded as follows:

- i. Vacancy rate: 2018/2019 = 6,8%
- ii. Vacancy rate: 2020/2021 = 6 %
- iii. Vacancy rate: 2021/2022 = 7%
- iv. Vacancy rate: 2022/2023 = 5%

2.7.1.3. Populated staff establishment

Table xxx: Populated staff establishment as at March 2023

DIRECTORATE	No. of expected positions	Filled positions	Vacant positions	Vacancy Rate %
Municipal Manager's office	40	38	2	5%
Community Services	162	155	7	4%
BTO	35	32	3	9%
Technical Services	36	33	3	8%
Corporate Services	51	50	1	2%

DIRECTORATE	No. of expected positions	Filled positions	Vacant positions	Vacancy Rate %
Development Planning	16	15	1	6%
TOTAL	340	323	17	5 %

Table xxx: Section 54A,56 and Line Managers

Post Description	Date of appointment/Assumption of Duty	Nature of Employment	Duration of the contract
Municipal Manager	01 July 2021	Contract	5 Years
Chief Financial Officer	Vacant		
Director Corporate Services	01 January 2021	Contract	5 years
Director Community Services	01 February 2023	Contract	5 years
Director Technical Services	01 July 2021	Contract	5 Years
Director Development Planning	Vacant		
Strategic Services Manager	21 January 2019	Contract	5 years
PMU Manager		Permanent	
Manager Economic and Entrepreneurial Support	N/A		
Manager Communication		Permanent	
Manager Human Resources	01 October 2018	Permanent	
Manager SCM		Permanent	

2.8. PERFORMANCE MANAGEMENT SYSTEM

Performance Management System is fully implemented on Senior Management level. PMS Policy is being progressively aligned with the LG: Municipal Staff Regulations, 2021, which are effective from 1 July 2022.

Cascading of PMS has started in 2022/23 Financial Year with the Implementation Plan approved by the Management. Consultation was done with organised Labour on the PMS Policy and its implementation plan has been done, whilst managers have prepared and submitted their Performance Plans.

The municipal budget for 2023/24 must include the performance reward.

2.9. COMMUNITY PRIORITY CONCERNS PER WARD

2.9.1. Annual report consultations

Ward	Location	Input
Ward 13	Ntsundwana	access road need maintenance
Ward 13	Entire ward	A need for health community development workers to service the ward Construction of RDP houses: Other homestead were only left with slabs when the construction of RDPs is done No clean water
Ward 14	Entire ward	Since 2013 RDP houses were not finished Mdeni and Mzamo were removed from Mqwangqweni due to demarcation, therefore they are back so they request their houses High rate of unemployment All plantations must be considered EPWP employment is requested No Access of information on employment Bridge to cross KSD.
Ward 14	Mqwangqweni	Request a sport field or playing ground, we request to be fencing. No streets There are taps but no running water RDP houses that were built but some were demolished and we request you to investigate and give us response We request a community Hall 53 Houses that were affected by disaster.
Ward 14	Mahosheni	The access road is very bad. Toilets fallen 30 houses were built and we suspect that it was not the only number we given Sport fields must be graded No electricity Unemployment There is a disabled person who need toilet No RDP houses

Ward	Location	Input
Ward 21	Linda Dweba library	There is no water, the condition is very bad.
Ward 21	Bolotwa	The road is in bad condition.
Ward 21	Ngqeleni town	Street water drainage phase 2 need to be done
Ward 21	Extension 4	phase 2 road construction need to be done Waste management: need to be managed At Pilot and extension 4 high musk light is not working. Non- motorised path need to be done around town.
Ward 21	Mangcakini	The road is in bad condition. There is a need of humps at Ngqeleni town.
Ward 22	Kumgonondi	No RDP houses Request the streets No clinic Playing field need maintenance. No water Access road to Mthatha
Ward 22	Nongxenga to Mkundlu J.S.S	Request schooler transport Orphans have no birth certificates and ID's
Ward 22	Lujizweni no4	Woman request for RDP houses for their area. Request Sport field to be bladed at least.
Ward 22	Canzibe Emaqafini	Request Police Station near Ncanzibe. No RDP Houses Renovation of toilets Request sewing school near Ncanzibe

Ward	Location	Input
Ward 23	Sizani	Access road has been washed by the rain, therefore maintenance is needed.
Ward 23	Manqabeni	Housing request, no water because of unserviced engine
Ward 23	Mabaleni Loc	No access road and they have been complaining yet no response.
Ward 23	Mbelu	Request old age to be lowered to 50yrs No RDP houses No EPWP programme
Ward 23	Thekwini	No access road No mobile clinic Water Orphans have no IDs
Ward 23	Ntsimbini	Access road
Ward 23	Mtokwana	Request access road from Pre- school to Zingisile. The old structure of toilets are damaged. Old lady that she suffers, no toilet and the person who stay with her is also disabled.
Ward 23	Ngqinibeni	Toilets, electricity and inspection were conducted and request RDP houses.
Ward 23	Gqwarhu	Streets at ward 23 were built but now there no reconstruction. And we request the access road, No toilets. No roads.

Ward	Location	Input
Ward 24	Entire ward	All the roads need maintenance. The entire ward has no water. No ambulances at Ngqeleni
Ward 26	Entire ward	CLINIC complaint that is understaffed, Sportgrounds
Ward 26	Mngcibe	No water Request streets, there is a river called Umdumbi that does not have a bridge and children from Ntshilini do not go to school when it's raining. No clinic No electricity No access road from Kwam to Mafusini
Ward 29	Gxulu	all the gravelled road was washed away by the rainy, they need maintenance
Ward 29	Entire ward	There is a need for dams for drinking of livestock Need for construction of community hall Electricity is not stable Police forums need to be revised
Ward 29	Buntingville and Jwezeni	Bridge between Buntingville and Jwezeni need to be done Playfields to the entire ward is needed
Ward 29	Magozeni	At Magozeni there is no road
Ward 32	Entire Ward	Request electricity Toilets Access roads and maintenance for other locations Water Forest Request schooler transport Playing fields Other locations No EPWP contract workers Request mobile clinic Request of fencing grazing fields Building of school is requested Streets are requested Road to Mabomvini to Mgojweni is requested for grading Unemployment is high Tsooph must be considered to young people. No RDP house, others are incomplete Unemployment Access road need maintenance Children who do not have I'Ds Electricity Give support to farmers

2.9.2. IDP consultation process

The following service delivery issues emerged during the IDP consultation process, when making a determination on priorities council will consider these community needs taking into account costs, available budget and other resources. These inputs shall be considered over MTREF period

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
Ward 1	There are villages with historic backlog, which have not been addressed. <ul style="list-style-type: none"> a. Zandukwana village b. Thembeni Village c. Ngcolorha Village d. Mahoyana Village e. Khalandoda Village f. Mjobeni Village g. Matolweni Village 	Mhlanganisweni Phase 2 Scheme located at Coza supplying the following villages the pipe has burst and need repairs. <ul style="list-style-type: none"> a. Mjobeni Village b. Matolweni Village c. Siqikini 	<ul style="list-style-type: none"> a) Maintenance of Zandukwana road which was left incomplete b) Upgrading of Thembi Access Bridge linking Ngcolora and Mahoyane Communities c) Maintenance of T173 Provincial Road 	Ngcolora 1000 units is blocked
	Electrification of extensions in the following villages: <ul style="list-style-type: none"> h. Zandukwana Village i. Thembeni Village j. Ngcolorha Village k. Mahoyana Village l. Khalandoda Village m. Mjobeni Village n. Matolweni Village o. Siqikini Village 	Insufficient Jojo Tanks at Zandukwana Village only 2 has been supplied (a Request for Steel reservoir has been made)	Blading of access roads leading to the following VDs <ul style="list-style-type: none"> a) Dumile VD b) Mjobeni VD 	
		Follow up on a request for Replacement of diesel pump with electric pumps.		
		436 Households are without toilets		

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
		<p>The following villages are affected</p> <ul style="list-style-type: none"> a) Zandukwana Village b) Themebeni Village c) Ngcolorha Village d) Mahoyana Village e) Khalandoda Village f) Mjobeni village g) Matolweni Village h) Siqikini Village 		
Ward 2	<p>Gqweza Village 14 households were left out during the electrification of the project was called Ncithwa project</p>	<ul style="list-style-type: none"> a) Zibungu and Zele villages which are supplied by Mhlanga Dam last had drinking water in 2014 b) Mzimvubu Dam constructor is on site c) Four Water JoJo Tanks were delivered at Thungwini, Mahahane and Ludeke Village with no water d) Mseleni Village still without water. 	<p>The following roads need maintenance</p> <ul style="list-style-type: none"> a) Mseleni access road b) Mahahane access roads c) Ngcoya access d) Bele access roads 	<p>In the entire ward no houses were built;</p> <ul style="list-style-type: none"> a) Ncithwa Village b) Mahahane Village c) Ludeke village d) Gqweza village e) Bomvini village f) Ngconco village g) Thungwini village h) Tabase Village i) Ncoya village j) Zibungu village k) Zele village l) Mseleni village
	<p>New extension at Zele and Bomvini Villages has been surveyed but electricity has not been electrified</p>	<p>The following Villages with no water</p> <ul style="list-style-type: none"> a) Ncithwa Village b) Mahahane Village c) Ludeke Village d) Gqweza Village e) Bomvini Village f) Ngconco Village g) Thungwini Village h) Tabase Village i) Ncoya Village j) Zibungu Village k) Zele Village l) Mseleni Village 		
			<p>Follow up with ORTAMBO DM on the application for</p>	

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
		construction of a Borehole.		
Ward 3	New Extensions with no access to electricity a. Luthubeni New Extension b. Gabuza new extension(under Coza A/A c. Msana New Extension d. Coza-phezukwamawa e. Mggedeni new extension f. Mhlanganisweni 14 households not connected(Infil	The areas have no access to water <ul style="list-style-type: none"> Luthubeni Village (Lutheni village is close to Luthubeni Dam but do not have access to water Coza Mlomo (taps installed but no water 	a. Construction of Mhlahlane to Dokodela access road b. Construction of Nqwitheni access road c. Construction of T172 linking Ward 1 and Ward 3 (Zandukwana to Nqwitheni d. Upgrading of Coza Bridge connecting Mabalengwe Secondary and Coza JSS	
Ward 4	The new extensions in the following villages has no electricity a) Mkhotyana Village b) Mhlanga Village c) Zinkumbini Village d) Marhubeni Village e) Mdina Village f) Mcwili Village g) Mbhobheleni Village h) Dungu Village	The whole ward does not have water and the community put pressure to ward councillor demanding water. The following were the villages; a) Mkhotyana Village b) Mhlanga Village c) Zinkumbini Village d) Marhubeni Village e) Mdina Village f) Mcwili village g) Mbhobheleni Village h) Dungu Village	Construction of the following; a) Mhlanga access road b) Mdina J.s.s. to cwili access road Maintenance of the following roads; a) Mkhotyana Access road b) Mbhobheleni Access road c) Zaneblom access road d) Zinkumbini Access road e) Constructio of Mbhobheleni to Ndlov'aphathwa Bridge	Makhotyana destitute housing project
Ward 5	The contractor delivered the poles at Nxukhwebe Village but failed to connect the	There was a promise of borehole but now the report does not talk about that promise and	a) Upgrading of Nxukhwebe to Mthombe Tsitsa access road c) Construction of phase 3 Ndayeni access rood	Destitute households in these villages has been provided with

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
	<p>households and also there are villages which were never connected</p> <p>a) Mpindweni village</p> <p>b) Ndayeni village</p> <p>The following wExtensions</p> <p>c) Bomvini Village</p> <p>d) Mangcwanguleni Village</p> <p>e) Lwandlana Village</p> <p>f) Sompa village</p> <p>g) Ngolo Village</p> <p>h) Mthombetsitsa Village</p> <p>i) Thafeni Village</p> <p>j) Mthombe-Nomaweni Village</p> <p>k) Nxukhwebe Village</p>	<p>the district was requested to consider that. It was registered as a concern for the OR Tambo for covering only 3 wards in the sanitation programme although there are various wards that still needs sanitation</p> <p>Villages with no Water</p> <p>a) Ndayeni village</p> <p>b) Bomvini Village</p> <p>c) Mangcwanguleni</p> <p>d) Lwandlana</p> <p>e) Sompa Village</p> <p>f) Ngolo Village</p> <p>g) Mthombetsitsa Village</p> <p>h) Thafeni Village</p> <p>i) Mthombe-Nomaweni Village</p> <p>j) Nxukhwebe Village</p> <p>k) Mpindweni Village</p>	<p>d) Construction of Bomvini to Mpindweni access road</p> <p>f) Maintenance of T179 and T175 roads</p>	<p>temporal structures. The department of human settlement should supply permanent houses.</p> <p>a) Bomvini Village</p> <p>b) Mangcwanguleni village</p> <p>c) Sompa village</p> <p>d) Ngolo Village</p> <p>e) Mthombe-tsitisa Village</p> <p>f) Thafeni Village</p> <p>g) Mthombe Village</p> <p>h) Nomaweni Village</p> <p>i) Nxukhwebe Village</p> <p>j) Gebane village</p>

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
	l) Gebane Village			
Ward 6	<p>New extensions</p> <p>a) Ntsonyini 1 and 2</p> <p>b) Ngqongweni Village</p> <p>c) Nodushe Village</p> <p>d) Mgwenyane A/A (Ntlambela, Ludwesa)</p> <p>e) Ngojini A/A (Ntlangwini, Gawuza, Cwili, Gutsi, Mcothama and Mgungundlovu)</p> <p>f) Mngazi A/A (Makhuzeni, Masameni, Mputshane,</p>	<p>Village with no Water</p> <p>a) Ntlambela village</p> <p>b) Ntsonyini eFarmer</p> <p>c) Ngojini Village</p> <ul style="list-style-type: none"> Water engine supplying Ntsonyini- Ngqongweni needs repairs . The water pump was damaged but until now it has been fixed . Mngazi weir is not functioning. <p>The following extension have no toilets</p> <p>a) Ntsonyini 1 and 2</p> <p>b) Ngqongweni Village</p> <p>c) Nodushe Village</p>	<p>Construction of the following roads</p> <p>a) Gutsi access road</p> <p>b) Ntlambela access road</p> <p>c) Maintanance of Ntsonyini access road</p> <p>d) Ntsonyini to Nodushe access road</p> <p>e) Nodushe to Ngqongweni access road</p> <p>f) Bomsu to Ntlangwini access road</p> <p>T191 T-road 2briges need repairs.</p> <p><i>Construction of Bridges</i></p> <ul style="list-style-type: none"> Ntsonyini access road has three bridges that need repairs Ntsonyini to Nodushe Bridge Nodushe access road with bridge 	<p>There are no houses to the entire ward and the following are the villages in the ward.</p> <p>a) Ntsonyini 1 and 2</p> <p>b) Ngqongweni Village</p> <p>c) Nodushe Village</p> <p>d) Mgwenyane A/A (Ntlambela, Ludwesa)</p> <p>e) Ngojini A/A (Ntlangwini, Gawuza, Cwili, Gutsi, Mcothama and Mgungundlovu)</p> <p>f) Mngazi A/A (Makhuzeni, Masameni, Mputshane,</p>

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
	<p>nduna, Notikane)</p> <p>g) Cibeni A/A (Gorha, Newrest, Masimini, Mgwarhume)</p> <p>A service provider is currently on site for electrification infills</p>	<p>d) Mgwenyane A/A (Ntlambela, Ludwesa)</p> <p>e) Ngojini A/A (Ntlangwini, Gawuza, Cwili, Gutsi, Mcothama and Mgungundlovu)</p>		<p>nduna, Notikane)</p> <p>g) Cibeni A/A (Gorha, Newrest, Masimini, Mgwarhume)</p>
Ward 7		<p>Thabo Mbeki and extension 1 are with no water</p>	<p>a) The Libode Transport Hub was supposed to be completed on 5 October 2018. Contract ceded due to poor performance</p> <p>b) Fix of Potholes in Libode Internal Streets.</p> <p>c) Upgrading of road leading to Thabo Mbheki Location.</p>	<p>Construction of houses in informal settlements.</p>
Ward 8	<p>Extension</p> <p>Mphangana Moyeni Tyarha Mamfengwini Magcakini Mdlankomo</p> <p>INFILLS AREAS Households are being electrified in the f</p> <p>a) Mdlannkomo electrificatioj completed</p> <p>b) Mamfengwingini electrification completed</p>	<p>Moyeni, Mamfengwini, Magcakini and Tyarha has an old reticulation system</p> <p>Tyarha water scheme is broken.</p> <p>There is no water at Magcakini Village.</p> <p>Mdlankomo Village the municipal system is not yet functioning</p> <p>SANITATION The following are the villages with old sanitation system and</p>	<p>a) Construction of Mphangana access road</p> <p>b) Moyeni access road contractor is on site</p> <p>c) Manfengwini access road maintenance in progress</p> <p>d) Maintanance</p> <p>e) Tyarha access road</p> <p>f) Mdlankomo internal road</p>	<p>The following villages have temporal structures and need permanent structures;</p> <p>a) Mdlankomo Village</p> <p>b) Mamfengwingini Village</p> <p>c) Moyeni village</p> <p>d) Tyara village</p> <p>e) Mphangana village</p> <p>f) Magcakeni village</p>

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
	<p>c) Moyeni In progress</p> <p>d) Tyara village is outstanding</p> <p>e) Mphangana is outstanding</p> <p>f) Magcakeni is outstanding</p>	<p>its not existing now including extension;</p> <p>a) Mphangana Village</p> <p>b) Moyeni Village</p> <p>There are no toilets at all to the following extensions</p> <p>a) Tyarha Village</p> <p>b) Mamfengwini Village</p> <p>c) Magcakini Village</p> <p>d) Mdlankomo Village</p>	<p>g) Mphangana access road require a bridge on your way to Thabo Mbheki)</p> <p>h) At Mphangana Access Road require a bridge.</p>	<p>(these households are reflected in the housing list)</p> <p>Magcaikini, Mdlankomo and Mamfengwini.</p> <p>The entire ward require RDP houses</p> <p>The following request ECDC</p> <p>a) Mdlankomo Village</p> <p>b) Mamfengwingini Village</p> <p>c) Moyeni village</p> <p>d) Tyara village village</p> <p>e) Mphangana village</p> <p>f) Magcakeni village</p>
Ward 9	<p>Extensions</p> <p>a) Misty-Mount Village</p> <p>b) Noorwoord Village</p> <p>c) Dininkosi village</p> <p>d) Gxulu Village</p> <p>e) Mhlabeni Village</p> <p>Infills</p> <p>Cambridge</p> <p>Kungxanga</p> <p>Noorwoord</p> <p>Dininkosi</p>	<p>There's no water at Vezamandla (Reticulation)</p> <p>Extensions with no sanitation infrastructure</p> <ul style="list-style-type: none"> • Diphini • Noorwoord <p>Old system and Their toilets are full</p>	<p>Maintenance</p> <p>Zithathele to Diphini Access Road</p> <p>Nojiya Homestead to Qangule Homestead</p> <p>Mzimkhulu access road</p> <p>Ngwangi Junior Sec Access Road</p> <p>Dininkosi Access Road</p> <p>Vezamandla to Misty Mount Access Road</p> <p>Misty Mount Access Road they need a slab for about 500mitres.</p> <p>Construction</p> <p>Dininkosi to Mhlabeni Access Road</p> <p>T172 Road Misty mount to Bafazi village to maintained</p>	<p>The entire Ward need houses</p> <p>a) Misty Mount</p> <p>b) Noowoord</p> <p>c) Dininkosi</p> <p>d) Gxulu</p> <p>e) Mhlabeni</p> <p>f) Vezamandla</p> <p>g) Mchubakazi</p> <p>h) Cambridge</p> <p>i) Kungxanga</p> <p>j) Diphini</p>
Ward 10	<p>Some households in the following Villages have not been connected (number of</p>	<p>a) There is no water at Ndubungela and</p> <p>b) Maqanyeni</p>	<p>Construction of the following access roads</p>	<p>The following villages have temporal structures and need permanent structures;</p>

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
	<p>affected hh was not readily available)</p> <p>a) Ntilini Village b) Sofaya Village c) Maqanyeni Village d) New Rest Village e) Ndubungela Village f) Lurhasini Village</p>		<p>Sofaya Access Road (was not appearing on the map fully) New Rest Mqanyeni-Kwamncane Zikhoveni Village Luthuli Village</p>	<ul style="list-style-type: none"> • Ntilini • Maqanyeni
	<p>Extensions with no electricity</p> <p>a) Maqanyeni Extension b) Lurhasini Village c) Ntilini Village d) Lutholi Village e) Sofaya Village</p>	<p>Extensions with no access to water</p> <p>a) Maqayeni Extension b) Ntilini Ezikhovini c) Sofaya (certain households in this area have no access to water)</p>	<p>The following road require Maintenance</p> <p>a) Ndubungela Village b) Maqanyeni Village c) Zikhoveni Village</p> <p>d) Construction of a Bridge connecting Zikhoveni Village to Phase</p> <p>e) Construction of a Bridget connecting Ntilini Village and Mpindweni Village Ward 10 (KSD)</p>	<p>The following villages have never benefited in housing development</p> <p>a) Ntilini Village b) Sofaya Village c) Maqanyeni Village d) Maqanyeni Extension e) Lurhasini Village f) Lutholi Village g) New Rest Village h) Zikhoveni Village i) Ndubungela Village</p>
	<p>Infills with no electricity</p> <p>a) Zikhoveni b) Ntilini c) Luthuli d) New Rest e) Maqanyeni (Kwamncane) f) Ndubungela g) Sofaya h) Lurhasini i) Maqanyeni Extension</p>	<p>Extensions with no toilets</p> <p>a) Maqanyeni Extension b) New Bright c) Ntilini Village d) Sofaya e) Maqanyeni f) New Rest</p>		

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
Ward 11	<p>a) the contractor has not completed installation of electricity at 23 Ngolo-Ziphunzana extension households</p> <p>b) few households Lukhanyisweni Village have not been electrified</p> <p>c) two INFILL households Ncambendlan a have been left out</p> <p>d) two infill households at Suncity Village not connected</p> <p>e) two infill households at Kuyasa Village not connected</p> <ul style="list-style-type: none"> Request for High Mast Street Lights 	<p>The following Village have no toilets</p> <p>a) Lukhanyisweni</p> <p>b) Ngqawi village</p> <p>c) Nkanyeni village</p> <p>d) Sundcity Village</p> <p>e) Ziphunzana 100 Village</p> <p>f) Ziphunzana T-Sign</p> <p>g) Kuyasa Village</p> <p>h) Ngolo Village</p> <p>i) Ncabedlana</p> <p>j) Enqubela Village</p>	<ul style="list-style-type: none"> Construction of DR08645 road Construction of a Bridge connecting SANTA and Ngolo Village 	<ul style="list-style-type: none"> 800 Units Lukhanyisweni and Moyeni villages needs housing
Ward 12	<p>The following extensions with no electricity Ngqubusini Extension Khayelitsha is currently on construction</p> <p>Infills Church Village Ngobozi Village</p>	<p>Villages with no water</p> <p>a) Ntaphane Village there is infrastructure but tap are dry</p> <p>b) Part of Galili village there are no taps at all</p> <p>c) Part of Khayelitsha and Zone 14 there are no Taps at all.</p>	<p>Maintenance Mthebelezi village poor maintenance was done as a result the road is in trafficable.</p> <p>All the externsions there are no roads they require construction of roads</p>	<p>Destitues needs houses in the entire ward; the list is being prepared.</p>

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
		No Toilets at the following a) Khayelitsha Village b) Zone 14.		
Ward 13	Extensions with no electricity a) Buntville b) Lujecweni c) Mandlovini d) Ncaka	The Villages with no water a) Buntinvile b) Mantanjani New extensions with toilets a) Buntinvile b) Ntsaka c) Mandlovini d) Lujecweni e) Mantanjani	<ul style="list-style-type: none"> • Construction Mandlovini to Khubisi Bridge access road • Upgrading Sundwane to Bidiza access road • T263 Provincial Road needs upgrading • Maintenance Buntville and Ntsaka to Mantanjani are implete(Project has stopped) 	<ul style="list-style-type: none"> • Nyandeni 669 Project has stopped , only slaps have been constructed • Nyandeni 370- Project was abandoned incomplete • Awaiting Gxulu 200 and Nyandeni 223
Ward 14	<p>a) At about 95 houses Mqwangqweni No3 has no electricity</p> <p>b) Mqwagqeni No.2 has 8 households with no electricity</p> <p>c) Mnqwangweni N1 At about 14 houses with no electricity.</p> <p>d) Mangwaneni Village) eGxeni) about 18 house holds</p> <p>e) Edumasi (Thurhwini) about 16 households</p> <p>f) Mangwaneni 4 households</p> <p>A contraction connection of infills in the above villages which close to electric line</p>	<p>a) Mqwangqweni No3</p> <p>b) Mqwagqeni No.2</p> <p>c) Mnqwangweni N1</p> <p>d) Mangwaneni Village) eGxeni)</p> <p>e) Edumasi (Thurhwini)</p> <p>f) Mangwaneni</p> <p>g) Emagozeni</p> <p>h) Esixhotyeni</p> <p>i) YC Village</p> <p>j) Fama Village</p> <p>k) Magozeni Village</p> <p>l) Mangwaneni Village</p> <p>396 households has no toilets</p> <p>a) Mqwangqweni No3</p> <p>b) Mqwagqeni No.2</p> <p>c) Mnqwangweni N1</p> <p>d) Mangwaneni Village) eGxeni)</p>	<p>Construction of new road on the following Dontsa to Mangwaneni access road.</p> <p>Nolitha to Mqonyeni via to Mphathiswa the constructor is on site for maintenance</p>	Mangwaneni Village still waiting for housing development
Ward 15	The following extensions with no	No water and sanitation to all the villages	Contraction of new roads	Villages that needs housing development

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
	<p>electricity but the contractor is on site.</p> <ul style="list-style-type: none"> a) Khuleka b) Makhwetshubeni-Mxhosa c) Masameni d) Dokodela e) Ngxokweni f) Ngxokweni-Kwadlanjwa g) Mtyu h) Katilumla i) University j) Mthonjana 	<ul style="list-style-type: none"> k) Khuleka l) Makhwetshubeni-Mxhosa m) Masameni n) Dokodela o) Ngxokweni p) Ngxokweni-Kwadlanjwa q) Mtyu r) Katilumla s) University t) Mthonjana 	<ul style="list-style-type: none"> a) Ngxokweni access road b) Khuleka access road c) Mkhwetshubeni access road <p>The following are the roads that need maintenance.</p> <ul style="list-style-type: none"> a) Dokodela access road b) Katilumla access road c) Mtyu access road d) Masameni access road e) University access road f) Mthonjana access road g) Mxhosa access road <p>Bridges that connects Mtyu and Ngxokweni village is on planning stage</p> <p>Construction of Didi to Khuleka bridge</p>	<ul style="list-style-type: none"> a) Khuleka Village b) Makhwetshubeni-Mxhosa Village c) Masameni Village d) Dokodela Village e) Ngxokweni Village f) Ngxokweni-Kwadlanjwa Village g) Mtyu Village h) Katilumla Village i) University village j) Mthonjana Village
Ward 16	<p>The villages with no Extension</p> <ul style="list-style-type: none"> a) Siwela Village b) Maraba Village c) Njova Village d) Hiltop Village e) Msintsini f) Mkhankatho Village g) Deep Level Village h) Jamani village i) Ntabantsimbi j) Didi Mafini Village k) Makhuzeni Village l) Nqwanini 	<p>Villages with no Water in new extension</p> <ul style="list-style-type: none"> Msintsini Ntendele Deep Level Jamani Ntabantsimbi Nqwanini Dalaguba Hiltop Mkhankatho Mkhuzeni Siwela Njova <p>Villages with no toilets in new extensions</p> <ul style="list-style-type: none"> Msintsini Ntendele Deep Level Jamani Ntabantsimbi Nqwanini Dalaguba Hiltop 	<p>Construction of new roads</p> <ul style="list-style-type: none"> a) Mafini JJS Access road b) Siwela Access road c) Dalaguba Access road d) Hiltop access road <ul style="list-style-type: none"> a) Maintenance b) Maqhingeni Access Road c) Mkhankatho access road d) Construction of DiDi to Ntendele Bridge Ntendele to Jamani Bridge Mafini JSS Bridge e) R61 old T- Road 	<ul style="list-style-type: none"> a) Msintsini b) Ntendele c) Deep Level d) Jamani e) Ntabantsimbi f) Nqwanini g) Dalaguba h) Hiltop i) Mkhankatho j) Mkhuzeni k) Siwela l) Njova

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
		Mkhankatho Mkhuzeni Siwela Njova		
Ward 17	Villages with historic backlog a. Phanda Villages b. Part of Mdumazulu Village	the following have tap but with no access to drinkable water (some of taps have been damaged a. Phanda village b. Mdumazulu Village c. Ludadaka Village d. Mhlahlane Village e. Mandileni Village f. Noxova Village g. Thonti Village h. Zidikideni Village	The following Access roads a. Katini access road (phase two b. Ngquba access road c. Magozeni access road	Old projects that have not been completed a) Mampondomis eni 150 project is blocked b) Mampondomis eni 150 is also blocked
	New extension with no access electricity a. Ludaka new extension b. Guqa new extension c. Kantini new extension d. Mandileni new extension e. Noxova new extension f. Mhlahlane new extension	The following Village have no water infrastructure and no access to drinkable water a. Old Bunting(Ngquba) b. Katini Village c. Magozeni Village d. Guqa Village	On maintenance; a. Mhlahlane access road(Contractor currently on site b. Ngqongweni road linkage (just been completed but should be included in the maintenance plan) c. Ludaka access road d. Mdumazulu access road e. Mandileni access road	The following villages have benefitted at all in RDP Housing a) Ngquba Village b) Katini Village c) Guqa Village d) Magozeni Village e) Ludaka Village f) Mandileni Village g) Noxova Village h) Thonti Village i) Mhlahlane Village
	Infills with no access to electricity a. Mdumazulu infills b. Guqa infills c. Mandileni infills d. Katini infills e. Noxova infills f. Mhlahlane infills	On Sanitation (New extensions with no access to sanitation a. Ludaka new extension b. Guqa new extension d. Mandileni new extension e. Noxova new extension	On T-Roads (T27) • Deyi to Noxova T-road has not yet been completed • Upgrading of Guqa Bridge- connecting ward 17 and Ward 19(Students who attending high school uses this bridge , it is in bad condition • Construction of Ngquba Bridge which provides	a) Phanda Villages b) Mdumazulu c) Ludaka

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
			access to cemetery Upgrading of Ludaka Bridge	
Ward 18	<p>New Extensions The contractor is currently on site for electrification of the following new extensions(248 hh)</p> <ul style="list-style-type: none"> a) Bhakaleni New Extensions b) Zwelitsha New Extension c) Topia New Extensions d) Bhukwini New Extensions e) Manxeweni New Extensions f) Mlengane New Extensions 	<p>The following villages have no access to clean drinkable water</p> <ul style="list-style-type: none"> a) Mlengane b) Manxiweni c) Mbiza d) Bhakaleni e) Njiveni f) Mhlatyana g) Nohokoza h) Maqanyeni i) Sikelwini j) Ngidini k) Bhukwini l) Mabheleni 	<p>Access to roads</p> <ul style="list-style-type: none"> a) Ngidini to Khangisa access road(contractor is currently on site b) Mabheleni to Pitoli access road c) 	<ul style="list-style-type: none"> a) Mlengane b) Manxiweni c) Mbiza d) Bhakaleni e) Njiveni f) Mhlatyana g) Nohokoza h) Maqanyeni i) Sikelwini j) Ngidini k) Bhukwini l) Mabheleni
	<p>Infills</p> <ul style="list-style-type: none"> a) Nohokoza village b) Mabheleni village c) Njiveni village d) Bhakaleni 	<p>Replacement of old sanitation infrastructure</p>	<p>The following access road needs Maintenance</p> <ul style="list-style-type: none"> a) Mhlatyana access road b) Ntlaza to Mbiza access road 	
Ward 19	<p>The following new extensions have not been connected. Most of this villages have been pegged with the exception which (Lusizini and Sazinge)</p> <p>Zinduneni village Dangeni Village Bandla village Cwele Village Lusizini Village Nomcaba Village Njimaza Village Mnyameni Village Njingeni Village Sazinge Village</p> <p>Villages with infills with no electricity</p> <ul style="list-style-type: none"> a. Ziduneni and Njimaza 	<p>Cwele-Bandla Water scheme is currently been repaired. Out of 7 Villages 4 have access to drinkable water and these are</p> <ul style="list-style-type: none"> a. Zinduneni b. Dangeni c. Njimaza and d. Mnyameni <p>The following have no access to clean drinkable water</p> <ul style="list-style-type: none"> a. Bandla Village b. Cwele Village c. Lusizini Village <p>Four Village have no spring protection and these are</p>	<p>The following Villages request new roads</p> <ul style="list-style-type: none"> a. Njimaza to Dangeni Access road (new) b. Mhlongwana to Nomcamba Access road (new) <p>The following access are due for Maintenance , they are in trafficable</p> <ul style="list-style-type: none"> a. Ziduneni to Bandla access road b. Mvilo access road c. Lusizini access road 	<p>The following Villages have not benefitted in the RDP Housing development</p> <ul style="list-style-type: none"> a. Zinduneni village b. Dangeni Village c. Bandla village d. Cwele Village e. Lusizini Village f. Nomcaba Village g. Njimaza Village h. Mnyameni Village i. Njingeni Village j. Sazinge Village <p>The following Villages are still for</p>

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
	<p>Villages households have been connected(Ward Councillor to provide number of hh connected)</p> <p>b. Dangeni Village</p> <p>c. Bandla Village</p> <p>d. Cwele Village</p> <p>e. Lusizini Village</p> <p>f. Mhlongwana Village</p> <p>g. Nomcamba Village</p> <p>h. Mnyameni Village</p> <p>i. Njingeni Village</p> <p>j. Sazinge Village</p>	<p>a. Mhlongwana Village</p> <p>b. Nomcamba Village</p> <p>c. Njingeni Village</p> <p>d. Sazinge Village</p> <p>On Sanitation</p> <p>Ward Councillor to provide information accurate information on new extension that needs sanitation</p>	<p>T-29 Provincial Road is in poor state and needs urgent attention</p> <p>Construction Dangeni Bridge (this bridge connect Dangeni, Tekwni and Maqebvu Villages. The Municipality indicated that this bridge requires Environmental Impact Study</p>	<p>implementation of Disaster Housing Project</p> <p>a. Nomcamba Village</p> <p>b. Zinduneni Village</p> <p>c. Lusizini Village</p> <p>d. Mnyameni village and</p> <p>e. Njingeni Village</p>
Ward 20	<p>New extensions with access to electricity</p> <p>a) Wataleni New Extension</p> <p>b) Nothintsila New Extension</p> <p>c) Ntsundwana New Extension</p> <p>d) Xhuthidwele New Extension</p> <p>e) Butsula New Extension</p>	<p>Out of 18 Villages only 1 Village has access to drinkable water, which is Ntsundwana Village</p>	<p>The following access roads needs construction ;</p> <p>a. Construction of Noxojwana access road</p> <p>b. Construction of Ntsundwana to Zimbuzana access road</p> <p>c. Construction of Lucingweni to Xhuthidwele access road</p> <p>d. Construction Ntsundwana to Mcwabe access road</p> <p>e. Construction of Nothintsila to Ngxotho access road</p> <p>f. Construction of Nkanunu to New Town access road</p> <p>g. Construction of Vinish to Mthakatye access road</p> <p>h. Construction of Mjanyana to</p>	

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
			<p>Sonqalo access road</p> <p>i. Construction of Lucingweni to Phesheyakwets ele access road</p> <p>j. Construction of Nkalweni to Wataleni access road</p> <p>k. Construction of Mtsila to Ludakeni access road</p> <p>l. Construction of Nothintsila to Nkomanzi access road</p> <p>m. Construction of Nkanunu to Lukhusunca access road</p> <p>n. Construction of Gangeni to MKhiwaneni</p> <p>o. Construction of Upgrading of Mthakatye Bridge</p> <p>p. Construction of Mvilo Bridge connecting Ntsundwane, Ngonqeleni, Mdeni</p> <p>q. Construction of Mnenu Bridge linking Nyandeni and PSJ Municipality</p>	
	<p>The following infills has no access to electricity</p> <p>a. Mboleni Infills (Contractor on site)</p> <p>b. Ntsundwana infills (contractor is on site)</p> <p>c. Khephe Infills</p> <p>d. Ngonqelweni Infills</p> <p>e. Vinish Infills</p> <p>f. Jange Infills</p> <p>g. Lucingweni Infills</p>	<p>Villages with no access water</p> <p>a. Nothintsila Village</p> <p>b. Darhana Village</p> <p>c. Ngxotho Village</p> <p>d. Goli Village</p> <p>e. Mboleni Village</p> <p>f. Mtswila Village</p> <p>g. Khephe Village</p> <p>h. Vinish Village</p> <p>i. Jange Village</p> <p>j. Xuthidwele Village</p> <p>k. Lucingweni Village</p>	<p>Access road that require maintenance</p> <p>a. Vinish access road</p> <p>b. Jange access road</p> <p>c. Bhutsula access road</p> <p>d. Mdwina access road</p> <p>e. Igoli access road</p> <p>f. Nothintsila to Mvilo access road</p>	

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
	<ul style="list-style-type: none"> h. Mjanyana infills i. Xuthidwele infills 	<ul style="list-style-type: none"> l. Ngonqelweni village m. Mjanyane n. Butsula Village o. Mdziwina Village p. Gangeni 		
	<p>The following Villages are currently being connected</p> <ul style="list-style-type: none"> a. Mvilo Village b. Egoli Village c. Mtswina Village 	<p>Access to Sanitation The following new extensions have no access to sanitation</p> <ul style="list-style-type: none"> a) Wataleni New Extension b) Nothintsila New Extension c) Ntsundwana New Extension d) Xhuthidwele New Extension e) Butsula New Extension 		
Ward 21	<p>New Extensions with no access to electricity</p> <ul style="list-style-type: none"> a. Mposane New Extension b. Bhantini A/A No.1 & 2 c. Maqanyane New Extension d. Ndzwakazi New Extension <ul style="list-style-type: none"> • Installation of High mast street lights at Ngqeleni extension five 	<p>Villages with no access to drinkable water</p> <ul style="list-style-type: none"> a. Mposane Village b. Ndzwakazi c. Maqanyeni Village d. Bhantini Village e. Mngazana Village f. Extension 5 <p><i>Note: NQGELENI CORRIDOR Water Supply under MIG 1-6 is currently under construction , once completed it will supply water to the above villages</i></p> <p>Current Projects</p> <ul style="list-style-type: none"> • Ngqeleni secondary Bulk • Ngqeleni – Libode Regional Bulk • Ngqeleni Sewer 	<p>Access roads that needs construction</p> <ul style="list-style-type: none"> a. Construction of Ndwakazi internal roads b. Construction of Mngazana internal roads c. Construction of Mposane internal Roads leading to Aphambange JSS d. 	<p>The following Villages have not benefited on RDP Housing Development</p> <ul style="list-style-type: none"> a. Mposane Village b. Ndzwakazi c. Maqanyeni Village d. Bhantini Village e. Mngazana Village
		<p>All the above village have requested replacement of the existing sanitation infrastructure</p>	<p>Access roads to be included in the Maintenance</p> <ul style="list-style-type: none"> a. Surfacing of Extension four 	

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
			(4)internal Roads b. Maintenance of Magcakini A/A internal Roads c. Maintenance of Poulini Internal roads	
Ward 22	Historical backlog a. Mgonondi Village b. Welese Village c. Mthokwane Village	Area with no access to water a. Mgonondi b. Mthokwane	Access road for construction a. Construction of Candzibe access road b.	The entire wards have not benefitted a. Candzibe b. Welese c. Nkantsini d. Mgonondi e. Mthokwana
	New Extensions a. Welese New Extensions b. Mgonondi new extension c. Nkantsini new extension d. Candzibe new extension	On access to Sanitation- The following areas needs sanitation infrastructure a. Welese New Extensions b. Mgonondi new extension c. Nkantsini new extension d. Candzibe new extension e. Mthokwane – replacement of existing sanitation infrastructure	Access roads that needs maintenance a. Mthokwane access road b. Construction of Mthokwane Bridge c. Bomvana access road d. Candzibe to Nyuleni access road e. Welese to Kwazulu access road	
	Contractor is currently for electrifications of infills a. Candzibe b. Welese c. Mgonondi d. Mthokwane			
Ward 23	New Extensions with no access to electricity a. Nomadolo new extension b. Nqayiya new extension c. Mdepha new extension d. Phalo new extension	The new extension have no access to drinkable water a) Nomadolo new extension b) Cwaka new extension	Access that needs construction a) Ngwenyeni access road b) Mosi to Bhayi access road c) Nomadolo access road	Blocked a) Nyandeni 77 – project stopped
	Infill with access to electricity a) Manqabeni infills b) Cwaka Infill c) Bomvana infills d) Nkanti Infills e) Sizane infill	On sanitation- the following new extensions require sanitation infrastructure a. Nomadolo new extension b. Nqayiya new extension c. Mdepha new extension	Access roads to be included in Maintenance Plan a) Hamsini access road b) Simanzi access road c) Mbhepha access road	a. Nomadolo Village b. Hamsini Village c. Cwaka Village d. Sizane Village e. Thekwini Village f. Nkanti Village g. Mdepha Village

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
		d. Phalo new extension	<ul style="list-style-type: none"> Gqwarhu access Bridge linking Gqwarhu and Nomadlo Communities Ntsazini access bridge linking Hamsini and Mayalweni Villages 	h. Manqabeni Village i. Bukhwezeni Village
Ward 24	New Extensions with no access electricity a. Mabhetshe(gxidi didi new extension)	Areas with no access to drinkable water a) Malungeni b) Mbang c) Godini d) Ncedana e) Buthongweni village f) Zaka Village g) Mhlakotshane village h) Mabhetshe village	Access roads for construction a) Construction of Mbang access road b) Construction of Nkumandeni access road c) Construction of Mchaphathi to Ncedana access road	The entire Ward have not benefited in RDP i) Malungeni j) Mbang k) Godini l) Ncedana m) Buthongweni village n) Zaka Village o) Mhlakotshane village p) Mabhetshe village
	Contractor is currently on site connecting infills	On access to Sanitation Request to replace old sanitation infrastructure in the above villages	Maintenance of access road a) Buthongweni access road b) Godini access road	
	Infills that are currently being connected (contractor on site) a) Malungeni b) Mbang c) Godini d) Ncedana e) Buthongweni village f) Zaka Village g) Mhlakotshane village h) Mabhetshe village		Construction Buntini and Godi Bridge	
Ward 25	Mncibe Village is one of historic backlog still remaining	The following areas have no access to drinkable water a) Mamolweni Village b) Mzonyana Village c) Mphimbo Village	<ul style="list-style-type: none"> Construction of Ludaka Bridge linking Ludaka and Mamolweni villages Mncibe access road needs maintenance 	

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
		d) Taps at Lwandile have been installed but no water	<ul style="list-style-type: none"> • Construction of Mthakatye Bridge linking ward 20 and 25 • T33 Provincial Road 	
		Maintenance of existing sanitation infrastructure		
Ward 26	Historic Backlog at Tshani Mankosi with 256 households has not electrified. The project implementation date is planned for 2020/2020 financial year	<p>The following areas have no access to clean drinkable water</p> <ul style="list-style-type: none"> a) Emandleni Village b) Ntsimbini Village c) Mbhaba Village d) Njiveni Village e) Mtondela Village f) Manangeni Village g) Gosa Village h) Zixambuzi Village i) Mafusini Village j) Gunqwana Village k) Zincunkuthwini Village 	<p>The following access road needs construction</p> <ul style="list-style-type: none"> a) Mbuzweni access road b) Manangeni to Mtondela access road c) Zulu Access road d) Luqolweni to Mngcibe access road e) Luqolweni to Mngcibe Bridge linkin Mngcibe community Njilini High School f) Tholeni access road(project on advert 	
	<p>New Extensions with no access to electricity</p> <ul style="list-style-type: none"> a) Zixambozi New Extension b) Gazini New Extension 	<p>On sanitation</p> <p>The following New Extensions have no access to sanitation</p> <ul style="list-style-type: none"> a) New Rest in Mevana b) Zixambozi New Extension c) Gazini New Extension 	<p>On Maintenance</p> <ul style="list-style-type: none"> a) Mwangwini to Mthonjeni access road b) Goso access to road- this road is connecting to Goss Senior Primary School c) Malizole JSS to Ntsimbini access road 	
	<p>Infills with no access to electricity</p> <ul style="list-style-type: none"> d) Emandleni Village e) Mbhaba Village f) Njiveni Village g) Goso Village h) Sidabadabeni Village i) Bomvini Village j) Mwangwini Village 	<p>Replace the existing sanitation infrastructure that full to capacity</p>	<ul style="list-style-type: none"> a) Construction of T-road from Kop-shop to Mthatha-Mouth as well as the Provincial Road leading to Mdumbi Back Packers b) Upgrading of Bridge that link 	<ul style="list-style-type: none"> a) 2009 Disaster Houses have not been reconstructed b) Mankosi 1000 project is blocked

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
	<ul style="list-style-type: none"> k) Mbuzweni Village l) Ngcobo Village with 18 households not electrified 		Mthatha-Mouth to Coffee Bay (this is a Provincial Road)	
Ward 27	New extensions with access to electricity <ul style="list-style-type: none"> a) Nkanga b) Nkonkoni c) Ntshela d) Bhungu e) Dikela f) Likhuni at Cumnge g) Kwelimdaka h) Gqwarhu i) Likhuni ezantsi 	The following villages have no access to water for past seven years <ul style="list-style-type: none"> a) Dikela b) Bhungu c) Ntsele d) Nkanga e) Nkonkoni f) Likhuni Administrative Area 	The following access road needs <ul style="list-style-type: none"> a) Manqilo access road b) Langakazi access road c) Humane access road 	The Following Villages have requested construction of RDP Houses <ul style="list-style-type: none"> a) Nkanga b) Nkonkoni c) Ntsele d) Bhungu e) Dikela f) Likhuni
		On Sanitation <ul style="list-style-type: none"> a) Kwelimdaka b) 	Maintenance of the following access roads <ul style="list-style-type: none"> a) TR175 from Bhokuzulu to Likhuni to Dikela b) Nkanga and Nkonkoni access road c) Ntshela access road d) Nkonkoni access road e) Kwelimdaka access road 	
Ward 28	New extensions <ul style="list-style-type: none"> a. Sidanda/Hluthani new Extension b. Ntibane/Thekwini New Extensions c. Mjlobeni New Extensions 	The constructor is on sites Ntibane and Mdeni Regional Water Supply and Buthowe <ul style="list-style-type: none"> a. Ntibane/Thekwini area b. Qhokama Village c. Luthini Village d. Sidanda Village e. Mntsholobeni Village f. Zingonyameni Village g. Mayalweni Village 	Construction of the following <ul style="list-style-type: none"> a) Mfundeni access road b) Mathangaleni access road c) Lutwatweni access road 	<ul style="list-style-type: none"> a. Ntibane Village b. Thekwini Village c. Qokama Village d. Sidanda Village e. Lutsheni Village f. Ntsholobeniv Village g. Mayalweni Village h. Lutatweni Village i. Ngonyameni Sigubudu Village
	Villages with infills <ul style="list-style-type: none"> a. Lutshini Infills b. Sidanda c. Ngonyameni 	New extension with access to Sanitation <ul style="list-style-type: none"> a. Sidanda/Hluthani new Extension 	On maintenance <ul style="list-style-type: none"> a) Sidanda access road b) Ntibane access road 	

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
		b. Ntibane/Thekwini New Extensions c. Mtsholobeni New Extension	c) Msuzwaneni access road d) Ngonyameni access road e) Ngqeleni-to Mthatha-Mouth (T30/1)	
		Replacement of existing sanitation on the following villages j. Qokama Village k. Sidanda Village l. Lutsheni Village m. Ntsholobeni n. Mayalweni o. Lutatweni Village p. Ngonyameni q. Sigubudu Village	a) Construction of Mtsholobeni to Cadzibe Bridge (This bridge provides access to Cadzibe Hospital) b) Construction of A Bridge connecting Ntibane to Ward 20	
Ward 29	New extensions with no access to electricity a) Langeni new extension b) Mpendle new extension c) Mjezweni new extension	Out of 11 Villages only two have access to drinking water these are a) Kawukazi village b) Langeni Village	Access road that needs construction a) Mngqane to Zixhotyeni access road	600 Housing Project –Contractor is on site. 72 Houses have been completed
	Infills – the Contractor is on site connecting households a) Kawukazi b) Qinisa c) Mpendle – d) Mjezweni – connection completed e) Zanaxolo Village – only 7 households remains unconnected f) Mcane Village (completed) g) Mdeni Village (completed)	Village with no access to water but water pipes are being installed as part of Ngqeleni Corridor Project a) Zanaxolo b) Mcane c) Mdeni d) Mjezweni	Access road to be included in the Maintenance plan a. MJwezweni access road b. Qinisa to Makhosi access road c. Mpendle access road d. Chunu to Polini access road	
		Areas with no sanitation a) Bholotwa extension b) Chunu Extension c) Mngqane New Extension d) Mdeni Extension e) Zanaxolo Extension	Construction of Qinisa to Makhosi Access Bridge	

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
		<ul style="list-style-type: none"> f) Mjezweni New Extension g) Qinisa New Extension h) Mpendle New Extension i) Kawukazi New Extension j) Langeni New Extension 		
Ward 30	<p>New Extensions with no access to Electricity</p> <ul style="list-style-type: none"> a. Mngamnye No 1, 2, 3, 4 & 5 b. Masameni New Extension c. Kwazulu New Extension d. Zolani new Extension e. Church of God New Extension f. Mchonco new Extension 	<p>15 Villages have no access to drinkable water</p> <ul style="list-style-type: none"> a. Mngamnye No 1, 2, 3, 4, 5,6, 7,9,10,and 11 b. Masameni New Extension c. Kwazulu New Extension d. Zolani new Extension e. Church of God New Extension f. Mchonco new Extension 	<p>Access Roads</p> <ul style="list-style-type: none"> a. Lutsheko access road at No. 6 & 7 b. Mfabantu to Zanokhanyo Secondary School access road c. T301 Provincial Road linking Libode and Ngqeleni d. Provincial Road Linking Ntlaza and Ngqeleni e. Upgrading of Dikela Spring Access Bridge 	<p>13 Disaster Houses have been approved. Currently slap have been constructed</p>
	<p>Infills , the Contractor is on site the following Villages</p> <ul style="list-style-type: none"> a. Mngamnye No 1, 2, 3, 4 & 5 b. Masameni New Extension c. Kwazulu New Extension d. Zolani new Extension e. Church of God New Extension f. Mchonco new Extension 	<ul style="list-style-type: none"> • New extension have no sanitation infrastructure in all villages • In old villages replacement of existing infrastructure 	<p>On maintenance</p> <ul style="list-style-type: none"> a. Dikela Spring access road b. Maqanyeni to Ngxangula Tribal Authority access road 	<p>The entire Ward has not been allocated RDP Projects</p>
	<p>Request for the High mast street lights to reduce crime</p>			
Ward 31	<p>Historic Backlog has not been addressed</p> <ul style="list-style-type: none"> a) Rainy Village b) Nyandeni Village c) Mthomde Village 	<p>The following area has no access to water</p> <ul style="list-style-type: none"> • Emagqabi at Rainy no access to water • Mthombde new extension • Nyandeni Village (chophetyeni area) 	<p>Roads leading to voting stations</p> <ul style="list-style-type: none"> a. Mthomde access road b. Khanyisa JSS access road 	<ul style="list-style-type: none"> a) Rainy Village b) Mthomde Village c) Nyandeni Village d) Gunyeni Village

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
		<ul style="list-style-type: none"> Nyandeni Great Place no water 	<ul style="list-style-type: none"> c. Construction of Nyandeni internal roads d. Maintenance of T172 Provincial Road e. Construction of Mthomde access bridge 	
	<p>New Extension with no access to electricity and new infills</p> <ul style="list-style-type: none"> a. Rainy New Extension b. Mthomde New Extension c. Nyandeni new extension Gunyeni new Extension 	<p>The entire ward has no access to sanitation infrastructure</p> <ul style="list-style-type: none"> a. Rainy Village b. Mthomde Village c. Nyandeni Village d. Gunyeni Village 	<p>The following access roads</p> <ul style="list-style-type: none"> a. Nyandeni access road b. Gunyeni access road c. Mthomde access road contractor is on site 	
Ward 32	<ul style="list-style-type: none"> Mpindweni New Extension Mathayi New Extension Lujizweni No. 5 Mgojweni New Extension Ndonga New Extension Mabomvini New Extension 		<ul style="list-style-type: none"> a. Construction of Mawotsheni access road b. Construction of Msintsini to Dikeni access road c. Construction of ManziMahle Bridge leading Gxaba Secondary School d. 	<p>The following Areas needs housing development</p> <ul style="list-style-type: none"> a. Mgojweni Village b. Mathayo Village c. Ndonga Village d. Mpindweni Village
	<p>Infills that needs electricity connection and are beyond the 70 distance</p> <ul style="list-style-type: none"> a. Lujizweni No. 1,2,3,5 b. Mabomvini Village c. Mgojweni Village d. Ncambedlana Village e. Ndonga Village f. Mathayi Village g. Mpindweni Village 	<p>The following Village have no access to water</p> <ul style="list-style-type: none"> a. Lujizweni No. 1,2,3,5 b. Mabomvini Village c. Mgojweni Village d. Ncambedlana Village e. Ndonga Village f. Mathayi Village g. Mpindweni Village 	<p>Access roads to be included in the Maintenance Plan</p> <ul style="list-style-type: none"> a. Bomvana access road linking Ward 22 and Ward 32 b. Construction new Bridges which links Mpindweni Village Mangqobe Junior Secondary School located in KSD Municipality(this is provincial road) c. Maintenance Magwiphalish to Manzimahle access raod(this access includes 3 Bridges that are 	

WARD	ELECTRICITY	WATER AND SANITATION	ROADS AND BRIDGES	HOUSING
			<p>in a poor conditions and posing danger to commuters</p> <p>d.</p>	
		<p>The following Villages have not sanitation infrastructure</p> <ul style="list-style-type: none"> a. Mpindweni Village b. Ndonga c. Mathayi Village d. Mawotsheni Village e. Ncambedlana Village f. Mabomvini Village 		

CHAPTER 3: THE SPATIAL DEVELOPMENT FRAMEWORK

3.1. Preparation and Adoption

The formulation of a Spatial Development Framework (SDF) is a core component of the IDP (Section 26 (e), Municipal Systems Act, 32 of 2000).

The SDF is:

A long-term, forward planning instrument.

Spatially indicates the long-term growth & development path of the municipality.

Co-ordinates the spatial implications of all strategic sector plans (engineering, housing,

Gives effect to the vision, goals and objectives of the municipal IDP.

Informs land use management in the municipality

3.2. Purpose of Spatial Development Framework

The purpose of formulating a Spatial Development Framework Plan for Nyandeni is to provide the municipality and other development agencies with a tool to assist them in making development decisions, which ensures that land in Nyandeni is used and managed appropriately and that sustainable development decisions and practices are implemented.

The Spatial Development Framework essentially creates a map “picture” of what the Nyandeni area will look like in the future in accordance with the Municipality’s vision and objectives, developed during the IDP process.

In so doing the purpose of the plan is to provide a spatial policy framework:

1. To direct development agencies in decision making which directly or indirectly impacts on the Municipal area.
2. To direct private and public investment to areas in that would ensure the most sustainable return of investment.
3. To guide development in a spatially efficient way, ensuring linkage and alignment to regional and national development policies and programmes.
4. Which in response to locally specific trends and dynamics in Nyandeni, directs investment to areas of greatest potential and to target areas of greatest need to alleviate poverty and promote economic growth.
5. This proposes strategic options to improve linkages within Nyandeni and beyond its boundaries to stimulate effective and sustainable integrated development.



3.3. Legal Framework for the SDF

3.3.1. National Development Plan 2016 to 2030

The National Development Plan (NDP) is a plan geared towards poverty elimination and inequality reduction by the year 2030, by unleashing the energies of all South Africa citizens to grow the economy, build capacities and enhance the capability of the state and its leaders.

The National Development Plan (NDP), supported by the New Growth Path and other relevant programs, provides a platform to look beyond the current constraints to the transformation imperatives over the next 20 to 30 years.

3.3.2. The Key Spatial Directive Chapters of the National Development Plan:-

Chapter 5 of the National Development Plan (NDP) focuses on environmental sustainability and resilience through an equitable transition to a low-carbon economy, which will also have implications on the way, the spatial planning and development in South Africa is approached.

Chapter 6 sets out specific targets and goals towards establishing a more inclusive rural economy through integrated rural development. The focus here is on increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

Chapter 8, which focuses on the country's spatial planning system, requires that: all municipal and provincial Spatial Development Frameworks (SDFs) are translated into 'spatial contracts that are binding across national, provincial and local governments'; the current planning system should 'actively support the development of plans that cross municipal and even provincial boundaries', especially to deal with biodiversity protection, climate-change adaptation, tourism and transportation; and every municipality should have an 'explicit spatial restructuring strategy' which must include the identification of 'priority precincts for spatial restructuring'.

3.3.3. Spatial Planning and land use Management Act no. 16 of 2013

Chapter 4; Part A to E of SPLUMA outlines requirements of SDF's at National, Provincial and at Municipal level with various sections providing prescription for each sphere of government with regard to the SDF preparation and content, section 12 of SPLUMA specifically requires that all spheres of government compile SDF's for their areas of jurisdiction; Part E provides for the preparation and content of a Municipal SDF. Part E defines the status of a SDF.

The NLM SDF will serve as a strategy to interpret and represent the Spatial Development Vision of the municipality. The vision must be designed to enable sustainable development throughout the municipality while the planning process will address the challenge to balance imperatives of economic efficient, social and environmental integrity. Furthermore, SPLUMA section 20 provides that Municipal SDF's, must be prepared as part of a municipality's Integrated Economic Development Plan in accordance with section 26 (e) of the Local Government Municipal Systems Act No. 32 of 2000 (MSA).

The SDF must give effect to the development principles contained in the Spatial Planning & Land Use Management Act No. 16 of 2013 including:

1. Spatial Justice
2. Spatial Sustainability
3. Efficiency
4. Spatial Resilience; and
5. Good Administration

The Spatial planning and land-use management Act no.16 of 2013 as part of effective land use management, requires municipalities to set up municipal planning tribunals and to develop wall to wall land use schemes by 2020. To this Nyandeni local municipality has an adopted SPLUMA By-law and has appointed and authorised official and appeals authority in terms of SPLUMA and completed the categorisation of applications that will be dealt with by the authorised official and by the district planning tribunal. Nyandeni local municipality has opted to form part of the district planning tribunal which was established in 2018 and is currently operational. During the 2018-19 financial year the district planning tribunal has convened at least 4 times. The composition of the tribunal is made up of district municipality officials, Nyandeni officials, mhlontlo officials, COGTA officials, Department of Environment and public works officials. The municipality has further initiated a process of formulating a comprehensive land use management scheme. In an effort to ensure proper and informed spatial planning the local municipality has established a G.I.S unit within the Development planning department. G.I.S technology will assist the municipality with effective land use management and ensure a properly aligned billing system. The municipality also recognises the need to deal with unresolved land claims swiftly which are usually delayed as a result of land boundary disputes. The municipality has therefore embarked on a process of conducting a thorough land audit of all land parcels within the boundaries of Nyandeni local municipality. The municipality is currently in a process of hold public engagements with the communities and interested and affected stakeholders as part of compiling a comprehensive land audit process. Once public participation process has been completed the draft audit report will be sent to the rate payers association, land claims commission, deeds registry and department of public works. The municipality is anticipating to complete the land audit process by the 31st September 2019.

3.4. District Policy Alignment

An assessment of the proposals contained in the District Municipality Spatial Development Framework plans was carried out in order to ascertain the nature of district spatial policy, areas of potential, key development issues, the alignment between districts and the nature of spatial structuring elements being used for land use management and development management.

3.4.1. OR Tambo District Municipality Spatial Development Framework (2018)

The SDF identified several key development issues for the district including:

6. Improved access and linkages in terms of the main modes of transport is critical for ensuring tourist access and access for the movement of produced and processed goods;
7. The 148 km of coastline is one of the most scenic and undisturbed and can be regarded as some of the prime assets of the District;
8. Urban centres are all located on main transport routes with Mthatha situated centrally at the intersection of a number of routes;

9. Informal coastal issues are noted and the legal process to deal with and such developments have been slow, visible action is required;
10. Housing demand is clearly an urban/peri-urban based issue;
11. Population concentration in the western part of the district is the highest;
12. Extremely high unemployment rate;

3.5. SPATIAL VISION

The Spatial Vision aims to guide spatial development within the Municipality and provide the Municipality with a direction for its spatial growth. The following vision was developed as a spatial vision as part of the spatial development Framework process:-

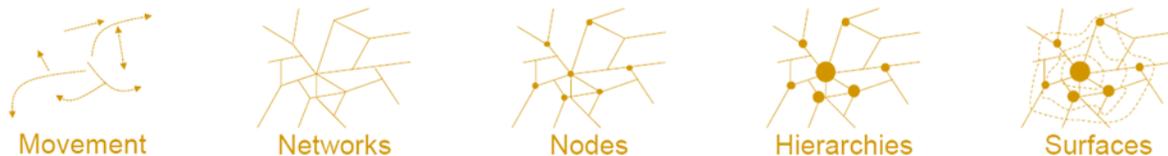
“By 2035, the Nyandeni Local Municipality will be developed as a self-sustaining municipality that promotes quality human settlements, sustainable environments and ecosystems and the livelihoods of its residents, through effective service delivery and infrastructure development.”

3.6. Nyandeni Development Nodes

In order to plan efficiently, there needs to be a focus on investing resources in areas of opportunity in order to create maximum impact, there needs to be certain structuring elements to give guidance to develop and spatial planning. For the Nyandeni’s Municipality Spatial Development Framework there are four Spatial Structuring Elements that can guide spatial development and decision-making in the town and these elements include: -

13. Nodes,
14. Corridors
15. Urban Edge,
16. Settlement Edges

Nodes’ are generally described as “areas of mixed use development, usually having a higher intensity of activities involving retail, transportation, office, industry and residential land uses.”



These are the places where most interaction takes place between people and organisations, enabling most efficient transactions and exchange of goods and services. Nodes are usually located at interchanges to provide maximum access and usually act as catalysts for new growth and development.

Nodes are those places where people and transportation routes congregate. The goal of the municipality is to have a “compact, transit-orientated, pedestrian-friendly area where high

concentrations of residential, employment, retail and other uses” are located. Nodes area generally located where two or more transit routes intersect.

Major nodes area places where there is a perceived area of continuous activity surrounded by a building density that supports it, whereas minor nodes are areas where activity and density are anticipated to increase over time

The table below provides a summary of the nodal regions within the Nyandeni Municipality which is aligned to the Provincial and District SDF:-

	Primary Node	Secondary Node	Tertiary Node	Rural Service Centre	Tourism/ Coastal Node	Future Metro Region
Libode	17.					18.
Ngqeleni	19.					
Ntlaza Junction		20.				
Corona			21.			
Canzibe		22.				
Nyandeni				23.		
Kop Shop				24.		
Marubeni			25.			
Ngongweni				26.		
Entshiuni Junction				27.		
Mthatha Mouth					28.	
Coffee Bay					29.	
Presley Bay					30.	
Lwandile					31.	
Hluleka					32.	

3.7. Development Corridors

A “Development Corridor” is normally used to symbolise the area where important economic activities are to be encouraged along a particular transport route. There is often difficulty in stakeholder perceptions regarding the term ‘corridor’ and the purpose of such planning tool. It is proposed that the use of the term ‘transport route’ be adopted in future because it places

emphasis on the transportation activity, which is critical for economic clusters to grow in both urban and rural environments;

The types of corridors have been identified within the municipality:-

33. Primary Corridor
34. Secondary Corridor
35. Tertiary Corridor
36. Tourism Corridor

What is important to understand, is that the corridor needs not take the form of a continuous integrated band of activity. At points of highest access along the central spine, development will be more intense and of a higher order while at locations of lower access, lower intensity development or even part of a natural open space network may be found.

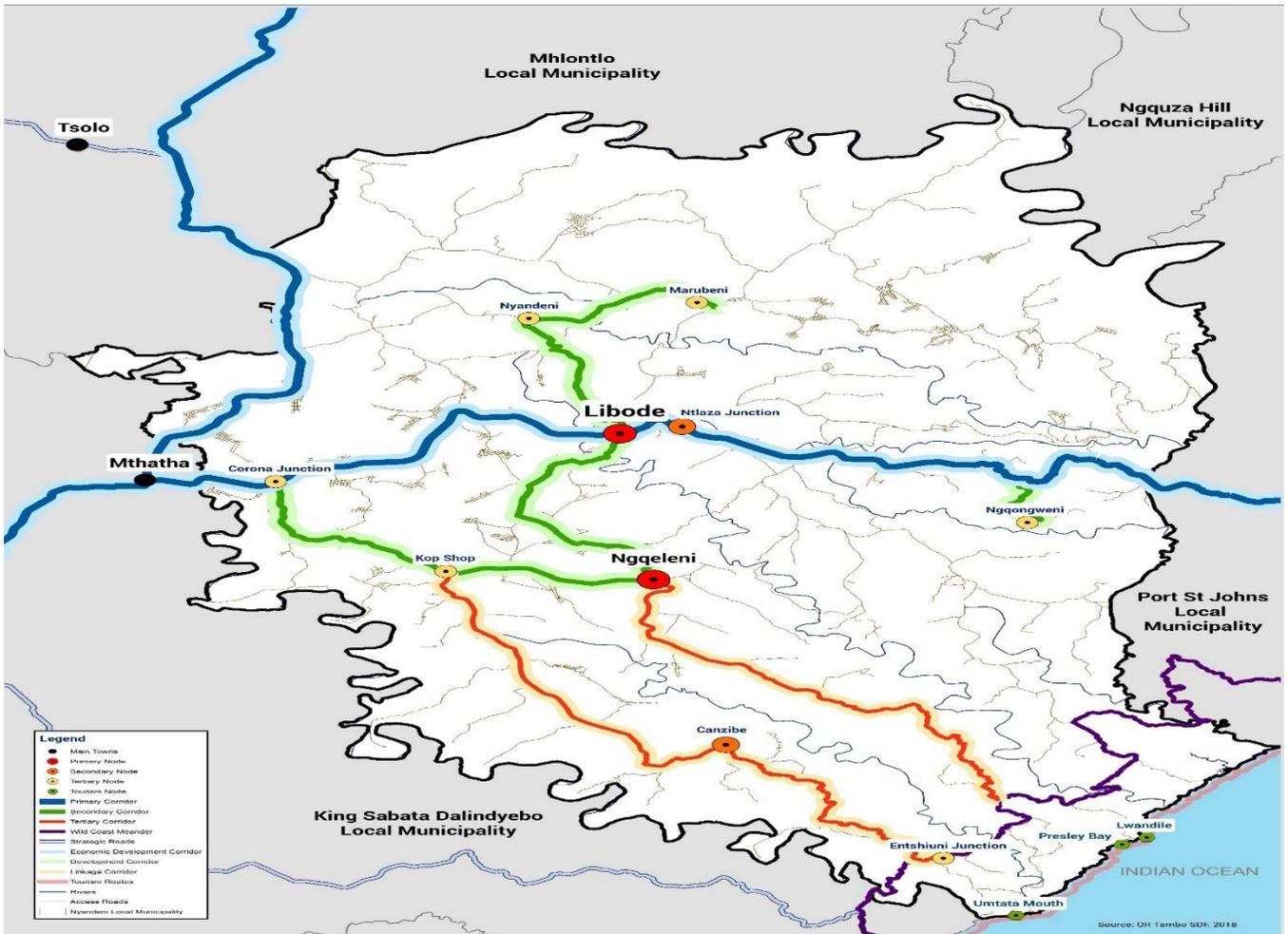
Corridor Type	Route Name
Primary Corridor	East – West Corridor (R61/ Proposed N2 Toll Route)
Economic Corridor	North - South Corridor (N2)
Secondary Corridor	North – South Linkage (Nyandeni to Ngqeleni)
Development Corridor	West – East Linkage (Nyandeni to Marubeni)
	North – South-East Linkage (Corona to Kop Shop)
	East – West Linkage (Ngqeleni to Kop Shop)
Tertiary Corridor	North -South Linkage (Kop Shop to Entshiuni Junction)
Linkage Corridor	North – South Linkage (Ngqeleni to Wild Coast Meander
Tourism Corridor	East – West Corridor (Wild Coast Meander)



NYANDENI SPATIAL DEVELOPMENT FRAMEWORK LINKAGES



TSHANI
SPATIAL DEVELOPMENT CONSULTANTS





BIOREGIONS

In terms of the Biodiversity Act (Act 10 of 2004), the Minister or the MEC for environmental affairs in a province may determine a geographic region as a bioregion for the purposes of the Act and publish a plan for the management of biodiversity in that region.

SUSTAINABILITY

There is an obligation for government on the one hand to promote rural development poverty alleviation and service delivery and on the other hand to ensure that the rich natural capital of the Province is sustainably used and conserved so that both current and future generations may benefit.

CRITICAL BIODIVERSITY AREAS

Critical Biodiversity Areas (CBAs) are terrestrial and aquatic features in the landscape that are critical for conserving biodiversity and maintaining ecosystem functioning.

The ECBCP developed two maps, one showing terrestrial (land-based) CBAs (see Map 1), and the other showing aquatic (freshwater) CBAs (Map 2). The map of terrestrial CBAs was compiled by undertaking a systematic biodiversity planning analysis and adding all biodiversity priority areas identified by other systematic biodiversity planning projects (such as STEP) in the Province. The following table identifies recommended land-use objectives for Biodiversity Conservation.

TABLE A: Recommended Land-Use Objectives

	Yes	Yes	Yes	Yes
Conservation	Yes	Yes	Yes	Yes
Game farming	No	Yes	Yes	Yes
Commercial livestock	No	Yes	Yes	Yes
Commercial livestock ranching	No	No	Yes	Yes
Dry land cropping	No	No	Conditional	Yes
Irrigated cropping	No	No	Conditional	Yes
Dairy farming	No	No	Conditional	Yes
Timber	No	No	Conditional	Yes
Settlement	No	No	Conditional	Yes

Aquatic CBAs were identified on the basis of sub-quaternary catchments, addressing the linkages between catchments, important rivers and sensitive estuaries. Priorities were identified through a systematic conservation planning analysis.

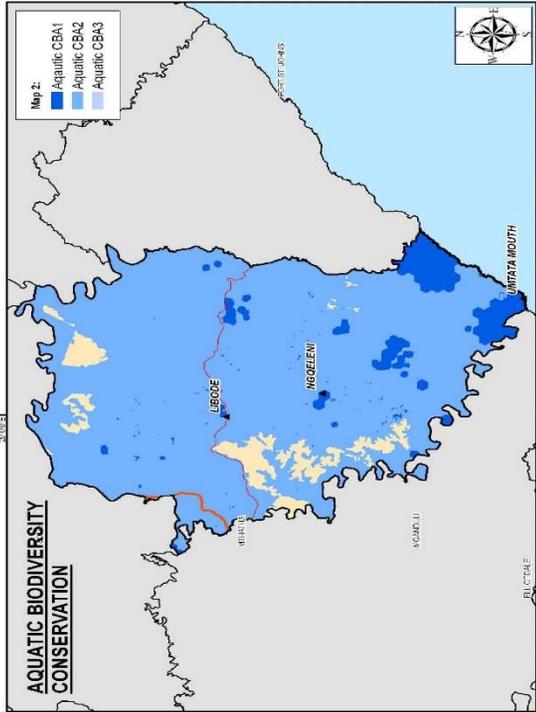
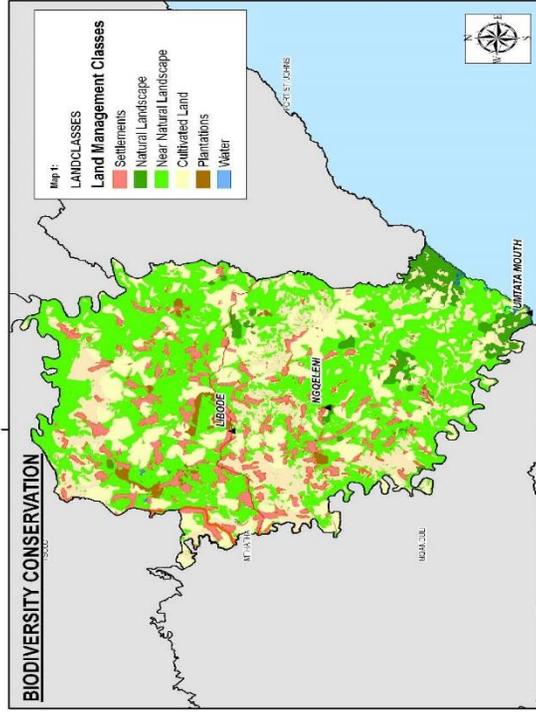
Why conserve biodiversity?

Biodiversity provides us with clean water, air and soil, as well as medicinal plants, timber, food products (from fishing, hunting and wildfowl), building materials and grazing. Plant roots stabilise the soil and prevent erosion. All of these are vitally important for human wellbeing. Biodiversity also contributes significantly to rural livelihoods. The scenic beauty of the Province provides valuable products for the tourism and wildlife industry with potential to generate considerable economic revenue from nature reserves, game farms and hunting lodges. At the global scale, we depend on nature, particularly forests, to absorb the carbon dioxide that we generate, and to regulate the climate. All of these resources depend directly on biodiversity.

Recommended Land Uses

Some land use types have a much greater negative impact on biodiversity than others. For instance, timber plantations and urban settlement are much more damaging to biodiversity than livestock and low-input tourism activities. To further

Compiled by Amanda Horgan and written by Debra Barber, Philip Coombes, and Robyn Horgan, Department of Water Affairs and Forestry Project No. 2006/012 King Willem's Dam, August 2007.
ISBN 978-0-620-39423-5



3.8. Spatial planning projects currently underway

The following projects are being implemented at Spatial and Regional Planning:-

- Develop Ngqeleni Urban Design Framework
- Develop Libode Investment Plan in partnership with National Treasury
- Township establishment of Ngqeleni 100 middle income housing
- Assess and process 100% of received development planning application
- Process 100% of applications in compliance with building regulations and standards
- Monitor Construction of buildings in compliance with approved building plans
- Participate in District Municipal Planning Tribunal
- Implementation of Spatial Planning and Land Use Management Act
- Finalize the development of Land Use Management Scheme

3.8.1. Land use Matrix

The following is the classification of the urban land of the Municipality together with its extent:-

CATEGORY OF LAND	NGQELENI	LIBODE
COMMONAGE	160.466 hectares (Erf 1)	1 776.35 (Erf 90 + Erf 1391)
DEVELOPED LAND	51 349 hectares	46 185 hectares
UN – DEVELOPED LAND	109 116 hectares	1 314.49 hectares
READY FOR DEVELOPMENT	9 820 hectares	28 421 hectares

3.8.2. Status of Nyandeni Land Claims

CLAIM NAME/CLAIMANTS	OPTION	STATUS
Mdolozo/B. Van der Byl	To be determined	Rapid Research
Buthongweni Community	Restoration	Valuation Update
Elurhasini	Restoration	Valuation
Kenyon Family	To be determined	Rapid Research
Manitshana Family	To be determined	Valuation
Malungeni Community	Restoration	Valuation
Mdlankomo/Monyeni Community	Settlement	Settled
Rozani Family	Settlement	Settled
Maqanyeni Community	Settlement	Settled
Hluleka Community	Settlement	Settled

3.9. Spatial Development Framework Implementaton

Ngqeleni Nodal Precinct identifies the following development priorities

37. Construction of a Tourism Information Centre to cater for the needs of tourist travelling through the town
38. Tourism Sector Plans
39. Resources (Skilled Professional)
40. Preparation of Business Plans
41. Detail Urban design guidelines
42. Tourism and Direction Signage
43. Redevelopment of Taxi Rank with facilities

44. Upgrading of water supply

Development Priorities – Mthatha Mouth/Mdumbi

45. Detail Urban design guidelines
46. Application for funding for township establishment
47. Tourism and Direction Signage
48. Marketing and investment opportunities
49. Upgrading of the main access road
50. Upgrading of water supply
51. Upgrading of sanitation
52. Development of Hotel/Lodge
53. Development of Caravan Park'
54. Development of two resort areas

Development Priorities – Lwandile/Presley Bay Node

55. Upgrading of the main access road
 56. Tourism signage and marketing
 57. Township Establishment
 58. Upgrade of water supply
 59. Upgrade of sanitation
 60. Development of Hotel/lodge
 61. Development of two resort area
 62. Development of Caravan Park
-

3.10. Infrastructure Framework

63. Upgrading of the R61

1. Interchange at the eastern access road into Libode
2. Overpass at the currently closed off access near the NLM offices, including pedestrian ramps and public transport bays
3. Relocation of the western intersection to Libode with the introduction of auxiliary turning lanes
4. Pedestrian bridge at the school along the R61- Libode
5. Central median island along the R61- Ntlaza junction
6. The introduction of a roundabout at the hospital with the relocation of the access to the hospital off the side road at Ntlaza junction
7. The formalization and redevelopment of the public transport facilities along the R61 in the vicinity of the Ntlaza junction
8. Rationalization of intersections at the Ntlaza junction

Public Transport Facility in Libode

64. Surfacing and demarcation of the rank
65. Formalization of the informal trading areas
66. Provision of adequate shelters for both informal traders and commuters
67. Dedicated wash bays
68. Ablution and office facilities
69. Adequate municipal services such as water, sewerage, electricity, refuse removal, etc

The SDF is implemented through ten Development Principles (and associated themes) as outlined below:

Development Principle		Definition
1	Environmental Management	To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial/ manufacturing, and mining activities, as well as urbanisation pressures in the area.
2	Agricultural Production	To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes, and to target agricultural holdings for innovative small-scale farming and agro processing.

3	Tourism Promotion	To promote tourism development through the active utilization of tourism resources available like the Ntlangano river, the Ridges Precincts, and the Nature Reserves in the area.
4	Corridor Development	To pro-actively plan, design and facilitate the establishment of a Development Corridor along the R56.
5	Nodal Development	To facilitate the development of a hierarchy of sustainable Activity Nodes in partnership with stakeholders to ensure equitable access to social infrastructure, and to promote Local Economic Development in the urban and rural parts of the municipality.
6	Movement Network	To capitalise on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services.
7	Industrial, Commercial, Mining Activity	To promote the development of a diverse range of industrial, commercial and mining activities in the Midvaal area through partnerships with the private sector, and with specific focus along the R56 Corridor and at the designated nodal points.
8	Human Settlement Development	To provide for a wide range of bonded and subsidised housing typologies and tenure alternatives within clearly defined Strategic Development Areas, and to continuously manage residential densification by way of the Midvaal Density Policy.

9	Compact City	To delineate an Urban Development Boundary to encourage consolidated urban development and to protect high potential agricultural land and sensitive environments
10	Targeted Engineering Infrastructure Investment:	To prioritise the bulk of short to medium term upgrading/provision of engineering services to nodal areas within the Urban Development Boundary.

CHAPTER 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

4.1. Infrastructure Services Draft Situational Analysis 2023/ 2024 FY

Infrastructure Development & Services (IDS) Directorate has 2 units namely;

- **Project Management Unit (PMU)**
- **Roads Maintenance Unit (RMU).**

FUNCTION	DEFINITION	RESPONSIBLE UNIT
Municipal Roads	Construction & maintenance of municipal roads which includes; access roads, internal streets & non-motorized walk ways in build-up areas.	PMU & RMU
Storm water	Provision & management of systems to deal with storm water in built-up areas	PMU & RMU
Municipal Public Transport	Provision of infrastructure e.g Transport Facilities	PMU
Household Electrification	To provide electricity to households and for matters connected therewith	PMU
Street lighting	Provision and maintenance of street lighting and high masts	RMU
Municipal Public Works	Provision of communities facilities other than schools and clinics	PMU
Occupational Health & Safety	Monitor Compliance of Health and Safety Environment amongst infrastructure projects	PMU
Institutional Social Development (ISD)	Coordinate social facilitation and community participation in the implementation of all infrastructure projects	PMU
EPWP	Coordinate and institute EPWP as provided in the EPWP National framework.	PMU

3.1.1. Project Management Unit (PMU)

PMU is responsible for the implementation of capital infrastructure projects using different grants, coordination of Expanded Public Works Program (**EPWP**), Institutional Social Development (**ISD**) and Occupational, Health & Safety (**OHS**). PMU is capacitated in terms of the following personnel

- 1x PMU Manager,
- 2x PMU Technicians,
- 1 x Electrical Technician,
- 1x ISD officer
- 1x ISD Clerk
- 1x Financial Accountant.

Nyandeni Local Municipality (NLM) is a rural Municipality that entirely relies on conditional grants in order to deliver services to its communities. NLM is receiving MIG, INEP & EPWP for implementing infrastructure capital projects such as construction of roads & storm water, public community facilities, sport facilities, LED facilities, household electrification etc.

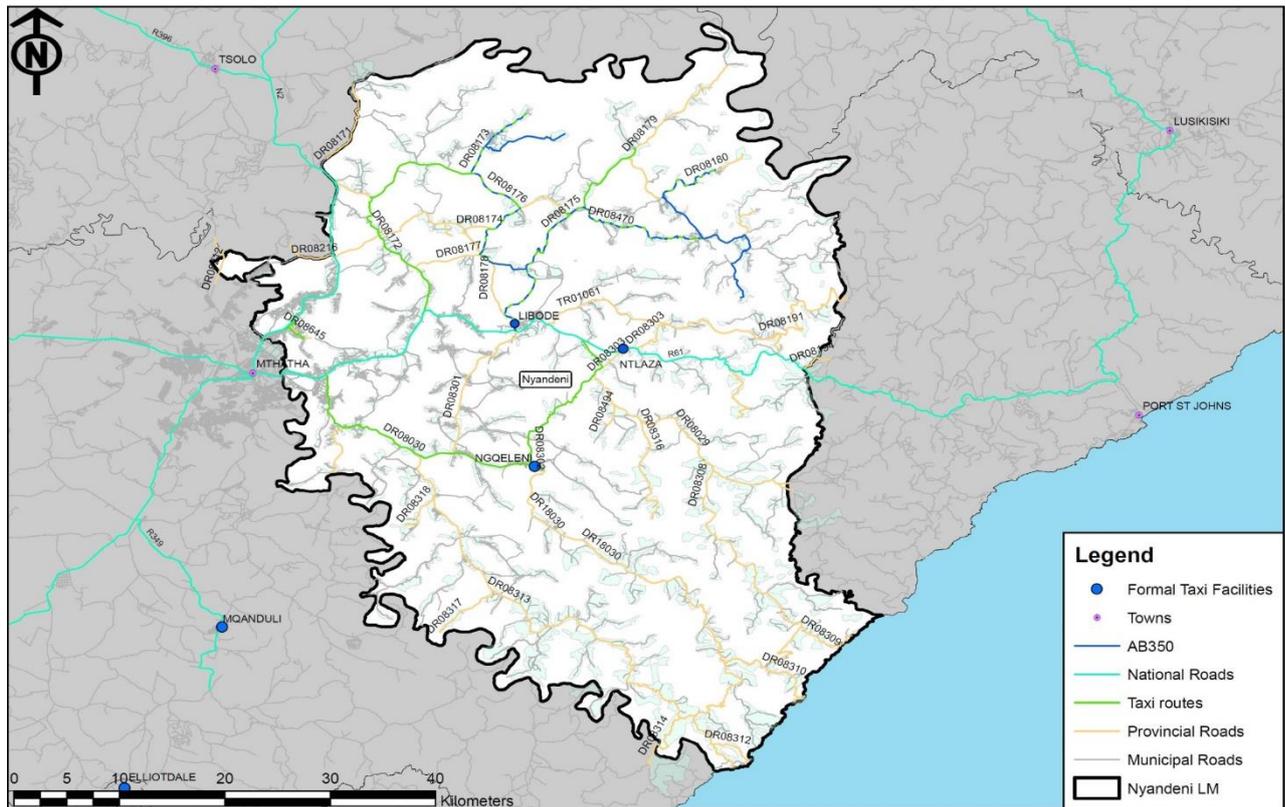
These grants are received through the establishment of PMU sub directorate which is working under a three-year capital plan that is abstracted from the IDP of which its budget is also reflected in the IDP (**See project list of the three-year Capital Plan**). It is important to note that the municipality has been achieving 100% in the expenditure of all grants for the past three Financial Years.

- ❑ An Infrastructure Master Plan (IMP) was developed around 2015 clearly analyzing the existing infrastructure per village in each ward and recommendation of manual designs for infrastructure maintenance.
The objectives of IMP indicated the followings:
 - *Conducting a comprehensive assessment of Roads and Storm water Infrastructure Master Plans, Current Municipal IDP.*
 - *The preparation of a comprehensive Investment plan for the implementation and rollout of key prioritized infrastructure projects.*
 - *Consolidation of various infrastructure plans to inform forward planning for prioritization of programmes and to ensure seamless integration.*
 - *Compilation of cost estimates and an implementation strategy for the proposed Infrastructure Investment Plan.*

There is also Capital Infrastructure Implementation Policy for the implementation of all capital projects which is reviewed annually.

It has been discovered that NLM spend much of the municipal funds on maintenance and rehabilitation of the gravel roads as most of our roads get damaged during rain seasons due to the bad terrain. NLM Council decided to implement low volume surfaced roads which are more durable than gravel roads. The cost for constructing low volume surfaced roads is high and limit the number of km. Nyandeni LM is also embarking on conducting a geotechnical research for alternative road construction methods, the aim of the research is to compare costs with low volume surfaced access roads.

Public Transport Routes and Facilities



Nyandeni LM developed Local Integrated Transport Plan (LITP) align with OR Tambo Integrated Transport Plan (ITP) and is due for review in 2023/2024 financial. The Nyandeni Local Municipality's Integrated Development Plan and LITP (IDP) of 2014 identified the need for the construction of Libode Transport Hub comprising of Taxi Shelters, Bus Shelters and a SMMEs/Hawker facilities and Libode Sport field. At that time the existing Libode Taxi Rank was a small facility barely accommodating the then existing numbers of Taxis, Buses and Hawkers. In accordance with the LITP, a new facility with greater capacity, more modern infrastructure and able to cater for the demands of a wider array of users' needs, was to be constructed. The main objective of the Libode Transport Hub was:

- To provide improved transport mode that links the surrounding towns and Nyandeni Villages.
- To enable economic growth and ensuring security of supply through appropriate transport infrastructure in a cost effective and efficient manner.
- Improve condition working relation of all mode of transport and their users.
- To stimulate the investors to invest at Libode town.

Nyandeni LM received Small Town Revitalization Grant from the Office of the Premier (OTP), the main objective of the program was to uplift the face of small towns and provide much needed roads infrastructure, electrification, transport facilities and land fill site.

Libode Transport Hub was one of the project that benefited in the program, parallel to that the Council decided to also allocate budget for the construction of Ngqeleni Transport Hub through MIG as to uplift public facilities in both towns. Both Transport Hubs were official opened by the Hon Premier to the municipality and the beneficiaries. The senior management of Nyandeni noted that these facilities are being used without any formal facility management process in place. Based on that, Nyandeni LM develop Facility Management Plan specifically for the utilization of Transport Hubs in both towns. Facility Management Plan has to align with the national and provincial legislative prescripts and strategies for both these facilities. The process to conduct the study adopted an approach that involves primary and secondary data collection. All relevant stakeholders both internally and externally were consulted throughout the project.

The LITP planned 4 additional public transport facilities in all nodal areas as identified in the Spatial Development Framework, namely: Marubeni Public, Kopshop, Canzibe and Mthatha Mouth Public Transport Facilities

Marubeni Public Transport Facilities is ready for implementation for 2023/2024 financial funded by MIG. This tells that NLM has not focus only on road network; they also look implement other projects that has potential to boost the economy of Nyandeni. These project include:

- Construction of both Libode and Ngqeleni Transport hubs.
- Construction of Ngqeleni new Municipal offices.
- Construction of Multipurpose Centres

There are IGR forum in place and they are all functional. The information is being shared in various forums for deliberation namely; Economic & Infrastructure IGR forum which is reporting to the Institutional IGR forum, District Wide Infrastructure Forum (DWIF) and Roads & Transport Forum.

Key Projects in the Project Implementation Plan 2023/2024 Financial Year

PROJECT NAME	WARD
Libode Internal Street Phase 2	Ward 7
Ngqeleni Internal Street Phase 2	Ward 21
Ngolo to Corana Low Volume Surfaced Road	Ward 11 & 12
Mabululu to Ncitwa Access Road	Ward 2
Bidiza to Sundwana Access Road	Ward 13
Mafini FPSU Access Ward	Ward 16
EIA for Mpindweni Access Road	Ward 5
Review Stormwater Management Plan	Whole LM
Review LITP	Whole LM
Ngqeleni Side Walks	Ward 21
Libode Side Walks	Ward 7
Marubeni Public Transport Facility	Ward 4
Community Halls	Ward 31,2,10,22

➤ **Electricity**

NLM is not a licensed distributor of electricity; ESKOM is the licensed distributor of electricity in the whole area of NLM. There is an ambition for the Municipality to become a licensed distributor for urban areas so as to increase municipal revenue.

- ❑ NLM is receiving Integrated National Electrification Programme (INEP) grant under Schedule 5 of Division of Revenue Act for household electrification. There are four electrification projects that are being implemented by NLM for 2021/22 financial year (Mafini Hiltop (Ward 16), Mnyameni- Njimaza (Ward 19). Mandileni – Ludaka (Ward 17) and Nkanunu A/A (Ward 20) and they overlapped to 2022/2023 financial year. The Municipal Council approved about R7, 5million from the equitable share for completion of these households, this was due to non-allocation of INEP grant by National Treasury in beginning of financial year.
- According to the records NLM has completed electrifying the historical backlog and is now busy electrifying new villages and extensions.
- NLM conducted Pre-marketing study for the accuracy of backlogs and proper planning. According to the premarketing study about **8225** households don't have electricity
- Pre-Marketing enables the municipality to request **informed** funding from DMRE, simultaneously check availability of supply with the supply authority (Eskom), and roll out pre-engineering tasks for construction in outer financial years.

The customer types are recorded as follows:

1. Type 1: Infill connection (Connection to existing LV infrastructure \ Pole Box utilizing - Airdac)
2. Type 2A: Extension Connection (Extension of LV infrastructure and house connection)
3. Type 2B: Extension Connection (Upgrade of existing Transformer, extension of LV infrastructure and house connection)
4. Type 3: New Connection (New SI Connection requiring a new transformer, MV infrastructure, LV infrastructure and house connection).

Department of minerals and energy mtef allocation

2023/24 R'000	2023/24 R'000	2023/24 R'000	TOTAL R'000
23 313	13 800	15 000	52 113

List of villages for household electrification 2023/2024fy in the INEP Business Plan

Ward	Village Name	No. of H/H
5	Bomvini	82
5	Gebane	78
6	Cibeni	Pre Eng
6	Mngazi	Pre- Eng
6	Ntsonyini	Pre- Eng
7	Belmond	Pre-Eng
25	Mmamolweni	58
25	Lwandile	58
25	Mphimbo	37
25	Mzonyane	55
26	Ntsilini	40
26	Zixambuzi	55
28	Sidanda	78
28	Sizindeni	69
26	Mankosi Phase 3	57
4	Zinkumbini	135
26	Ntsimbini	56
	TOTAL	937

ESKOM Rural Electrification program is to eradicate the electrical backlog with the assistance of funding from DMRE. Projects for 2022/23 financial year are as follows:

- ✓ Mangwaneni Electrification Project 30HH
- ✓ Mqwangqweni no.1 Electrification Project 13 HH
- ✓ Mqwangqweni no.2 Electrification Project 8 HH
- ✓ Mqwangqweni no.3 Electrification Project 49 HH

Solar Panels: Due to availability of informal settlement houses in the municipality especial in Libode, the non-grid electrification has been applied for to the Department of Mineral

Resources and Energy to supply the Solar panel, as it will take some time to build or construct the required infrastructure to electrify these informal settlements in Libode. Nyandeni Local Municipality became one of the municipalities in the Eastern Cape to provide the communities with the Solar System (non-grid electrification).

Department of Mineral Resources and Energy (DMRE) has approved an in-kind budget for installation of solar systems at Nyandeni LM for 250 households in 2022/2023 financial year. According to the grant the areas must be prioritized are those areas that will not be electrified in the next three years as per the Eskom Electrification Plan, therefore the solar systems are installed as a temporal measure while waiting for the electrification program.

WARD	VILLAGES	NO HOUSEHOLDS
Ward 5	Mpindweni and Ndayeni	31
Ward 7	Ziteneni	40
	Nomzamo	90
	Belmond	61
Ward 15	Mtyu	30
TOTAL		252

➤ ***Community Street Lighting***

Nyandeni Local Municipality is responsible for community street lighting to ensure safety to communities. The existing infrastructure street lights in towns is owned by ESKOM. The Municipality only installed street lights on existing ESKOM infrastructure.

Eskom supply bundled air deck cable from the transformer to kiosks and straight to the consumer. This result into poor maintenance of network and safety measures are not taken into consideration Municipality is maintaining the existing street lights and install additional where necessary. Both towns are still in need of major streetlight refurbishment, the project is due to commence in 2023/24 financial in phases.

There are number of High Mast around settlements and there is still number of communities requesting high mast due to high rate of crime. There are two high-masts planned for the 2023/2024 financial year.

➤ ***Institutional and Social Development (ISD)***

As indicated above ISD section is a sub-section under PMU. ISD section has been developed to advance community participation in the delivery of infrastructure services and to promote community participation in development programmes in order to ensure that they are sustainable projects.

Experience has shown that projects are rushed to ensure that expenditure is made and this compromises the quality of the project. Social facilitation, which is key to quality projects, is unfortunately often seen as a waste of time. It is important to put ISD in the centre of development, to ensure that government funds are used effectively and create value for money. It has been noticed that not involving communities in all phases of the project cycle can lead to negative impacts such as:

- Unsustainable projects
- Poor quality of services delivered
- Projects that are not wanted or needed
- Disempowered communities
- Vandalism of infrastructure

NLM has ISD Policy and is reviewed annually, NLM is encouraging communities to be the centre of their own development. Therefore, it is important to consider them at the heart of project implementation. ISD unit always ensures that communities know about the ins and outs of a project; community structures are established; meetings are held with communities and their decisions taken into consideration; communities are informed of progress of projects; employment is managed properly in order to benefit local communities.

The use of burrow pit or mining resources is still a problem with regards to project implementation phase in the project life cycle. The Village Authorities (Chiefs & Headmen) are still not eager to release the quarry without Contractor paying certain fee to them. During consultation meetings officials do make them aware of the fact that municipality does not pay for the quarry. Therefore, Municipality still needs to intervene on that as this is one of the factors that cause delays in the project.

➤ **Occupational Health & Safety**

NLM has a full time Construction Health and Safety and safety officer responsible for contractor's health and safety compliance to all running projects. There is OHS Policy and is reviewed yearly. This is a sub-unit under PMU is responsible for the following but not limited:

- Submission and assessment of Occupational and health safety file
- Functional progress site meetings.
- Health and safety site inspections and compliance Audits.
- Site establishment minimum requirements met.
- Client commitment towards OHS compliance.
- Ensure compliance aligned with Municipality Health and Safety Policy

➤ **Expanded Public Works Program (EPWP)**

NLM is receiving EPWP Grant, the purpose of the grant is to co-ordinate and institute EPWP as provided in the EPWP National framework. Due to insufficient funds the municipality implemented three projects under incentive grant for 2022/23 financial year, **Paving Sidewalks & Siyacoca (solid waste) and Indigent Data Capturing**. The only sector that is not funded under this programme as per EPWP guidelines is social which is budgeted under equitable share.

The number beneficiaries that benefited in 2022/2023 financial year are above 100. The daily rate for general workers and skilled labour is R180 and R210 respectively. Programme duration as compared to previous years has been reduced as a result of increased daily rates. NLM The total surfaced road network for Nyandeni local Municipality with Libode and Ngqeleni Town is 7.2km and sidewalks have been constructed for the entire length. We intend to construct for another 7.2km but on the other side of the road.

There are projects registered & approved on MIG MIS for non-motorized paths in both towns to commence during 2023/24 financial year.

4.1.2. Road Maintenance Unit Situational Analysis 2021-2022

Road Maintenance Unit have three sub Sections:

- Roads and Storm water
 - Mechanical
 - Community Street Lights
-
- *Roads and Storm water*

Rural Road Asset Management System (RRAMS) indicates that the total length of Access Road for Nyandeni Municipal area of jurisdiction is 1 603.5km .The total length of surfaced roads is 15 km as per the municipal base line, the total length for National Roads is 19.93 km, and total length for Provincial Roads is 569.51km

ROAD CLASSIFICATION			
Category	Surfaced (km)	Unsurfaced (km)	Total (km)
National Roads	74.96	-	74.96
Provincial Roads	27.41	443.04	470.45
Municipal Roads	11,3	1603.49	1614.49
Total	113.40	2046.53	2159.90

RRAMS indicated that Nyandeni Local Municipality has a huge roads backlog especially on Class 4, 5 and 6, which is the Public Municipal Roads and Non-motorized Access Ways. The total km for municipal roads class 5 is 1 603.5km, which is 90% of Class 5, are backlogs.

Maintenance unit is depend on the Equitable Share in order to deliver services to its communities to maintained 32 Wards using Roads Maintenance Plan that is abstracted from the IDP. The Roads Maintenance is capacitated in terms of personnel as follows:

- 1x RMU Manager,
- 1x Roads Technician,
- 1x Electrical Technician,
- 1x Mechanical Technician ,
- 1x Foreman
- 1x Site Agent,
- 1X Electrical Artisan,
- 1x Mechanic Artisan,
- 1x Admin Plant,
- 15x Plant Operators and
- 2 x General Assistance

NLM developed Roads Maintenance Management Policy and is being reviewed yearly. Rehabilitation Programmes is implemented through the method of outsourced rehabilitation project to contractors through the panel of plant hire service provider for the period of 3 years to assist the rehabilitation project.

The Nyandeni Local Municipality area of jurisdiction comprises of two areas: Inland and the coastal belt. These areas have two notable distinct weather patterns as per seasonal changes especially in the wet season, disrupting transport services and access to health Centres and School some due to bad terrain. They both are in mountainous areas with a relatively high average rainfall. Such indicators were:

- Notable increases in temperatures;
- Notable precipitation on the coastal areas;
- Heavy rainfalls;
- Destructive storms;
- Shorter return period for floods; and
- Between very wet periods, longer dry spells and increased likelihood.

As mentioned above Nyandeni LM is made up of inland and coastal belt, which attracts major tourists. The roads leading to these destinations areas are gravel, which requires heavy

maintenance as they are in rainy areas. Due to climate change, most of the rivers along the coast are widening during heavy rains, which results to flooding and erosion.

Heavy rains are affected Nyandeni Local Municipality between throughout the seasons and are causing flooding, washed away roads and collapsing of culverts/ bridge structures, which resulted to poor access roads leading to the community amenities. These heavy rains has negatively affected community livelihoods, people are struggling to commute and access economic hubs. These damages resulted in community unrest due to damaged roads, taxi associations are complaining and enforcing road repairs and maintenance.

- ❑ Almost every day, the Infrastructure Development Directorate is receiving a huge number of complaints regarding roads that are damaged due to heavy floods. Roads Maintenance Unit officials conducted assessment for all the roads that are reported to verify scope of works required. About 342 km municipal roads has been assessed.
- ❑ NLM submitted to COGTA and OR Tambo DM Disaster Unit number of roads that are affected
- ❑ In 2022/203 financial year NLM received disaster funding to an amount of R2.6 million for the Repairs of Mthombetsitsa to Nxukhwebe Bridge.
- ❑ During the mid-year adjustment Council also approved R15m above the normal budget to intervene and maintain access road that were affected by various disasters.
- ❑ Libode CBD is most negatively affected by stormwater challenges during heavy rains. Design Report is complete for the refurbishment of stormwater.
- ❑ NLM developed Stormwater Management Plan in 2015 and is due for review in 2023/2024 financial year.

Three year Plan for Roads Rehabilitation

List of Road Rehabilitation for 2023/2024		List of Road Rehabilitation for 2024/2025		List of Roads Rehabilitation for 2026/2027	
Ward	Village Name	Ward	Village Name	Ward	Village Name
10	Zikhoveni AR	21	Magcakini AR	25	Mngcibe A/R ward 25
9	Dininkosi AR	16	Maqhingeni AR	26	Malizo JSS to Ntsimbini A/R
2	Ngcoya AR	17	Mhlahlane A/R		
6	Ntsonyeni AR	24	Buthongweni AR		
25	Mngcibe AR	32	Mpindweni AR		
26	Malizo JSS to Ntsimbini AR	6	Ntsonyeni AR		

- **Mechanical Unit**

NLM has purchased two full set of roads machines. All machines are operating internally to fast track backlogs. Municipality is undertaking a flexible routine roads maintenance schedule for all access roads. All machines are operational; the in-house machinery perform mainly: Preventative maintenance, Ad hoc maintenance & Routine road maintenance with plant hire reinforcing the machinery deficit to enhance delivery and performance.

Patch gravelling, dry blading and wet blading are methodologies used by maintenance team to maintain the infrastructure whilst the outsourced is rehabilitation that contributes to longevity of the roads.

The Municipality is on process to procure service provider that will be responsible for both repairing and maintaining plant so as to fast track repairing processes to avoid delays on service delivery. The plan is appoint mechanical service provider for the period of 3 Years.

Existing Nyandeni Local Municipal In-House Machines

TYPE OF MACHINE	CONDITION		TYPE OF MACHINE	CONDITION
3X GRADERS	1 Grader is on disposal list 3 Graders are working		3 X EXCAVATORS	1 Excavator is small for light earthworks 1 Excavator on Repairs 1 Excavator working
4X TIPPER TRUCKS (10 M ³) 12TONS	All working		2 X GRID ROLLERS (smooth & pad foot)	Working but no operators
2 X DUMP TRUCKS	1 working and 1 on repairs		1 X LOWBED	Working
2 X WATER TRUCKS	Both trucks are working		2 X TLB	Working

SWOT ANALYSIS -

FOCUS AREA	KEY STRENGTHS	KEY WEAKNESS
Implementation of Capital Projects	<ul style="list-style-type: none"> • Good performance on conditional grants • Participation of all communities involved on the current projects and relevant stakeholders. • More work opportunities are created during project implementation 	<ul style="list-style-type: none"> • Limited budget • Poor performance of service providers. • Projects are not completed on time, on budget and on schedule. • Delays on the maintenance of the new infrastructure
Gravel Roads	<ul style="list-style-type: none"> • Available Set of machines for roads maintenance 	<ul style="list-style-type: none"> • Limited budget. • Bad terrain
Surfaced Roads	<ul style="list-style-type: none"> • Sustainable low volume surfaced roads in the rural areas 	<ul style="list-style-type: none"> • High cost for low volume surfaced roads • Turnaround time for roads maintenance & pothole repairs • Old infrastructure • Huge Road & Stormwater maintenance backlogs • Limited personnel for the maintenance of surfaced roads

FOCUS AREA	KEY STRENGTHS	KEY WEAKNESS
Household Electrification	<ul style="list-style-type: none"> • Historical backlog eradicated • Providing alternative energy • Quantified Backlogs 	<ul style="list-style-type: none"> • Reliance on grant • Financial shortfall in current running projects
Street Lighting	<ul style="list-style-type: none"> • Community safety • Improving development in towns and freeways 	<ul style="list-style-type: none"> • Electricity cable belong to Eskom infrastructure in both towns. • Old infrastructure for street lights in towns • Limited Personnel
OHS & Social Facilitation	<ul style="list-style-type: none"> • Health and safety site inspections and compliance Audits. • Transparency and access to information • Sustainable infrastructure assets 	<ul style="list-style-type: none"> • Involvement of employed people on the project to be PSC members.

FOCUS AREA	KEY OPPORTUNITIES	KEY THREATS
Implementation of Capital Projects	<ul style="list-style-type: none"> • Economic growth • Enhanced rural development • Job Opportunities 	<ul style="list-style-type: none"> • Unrest due to SMME participation and packages • Huge Infrastructure backlogs • Grant allocations uncertain • Effect of climate change • Litigations due to pending PSP claims
Gravel Roads & Surfaced Roads	<ul style="list-style-type: none"> • Free traffic flow • Reduce motor vehicle accident • Access to community amenities, tourism destinations & economic hubs 	<ul style="list-style-type: none"> • New demand of internal roads. • Communities and Traditional Leaders selling borrow pit material. • Flooding (both in towns and in rural areas) • Bad terrain • High cost for low volume surfaced roads
Household Electrification	<ul style="list-style-type: none"> • Enhanced rural development • Enhanced community safety • Alternative energy serves as back up 	<ul style="list-style-type: none"> • Not a licensed distributor of electricity • Ever increasing Extensions and infills • Limited funding to address backlog • Community unrests • Eskom capacity issues. • Scattered settlement patterns

Street Lighting	<ul style="list-style-type: none"> • Underground cabling • Alternative energy for street lights and high mast (Using Solar Generated Lights) 	<ul style="list-style-type: none"> • Meters and cable theft • Street lights being knocked down by motorists • High ESKOM bills • Illegal connection
OHS & Social Facilitation	<ul style="list-style-type: none"> • Training community members with relevant skills. 	<ul style="list-style-type: none"> • High demand for in-service training • Community disputes over CLO appointments

CHAPTER 5: BASIC SERVICE DELIVERY – COMMUNITY SERVICES

5.1. Introduction

Community services and Public Safety Departments are the components of a basic service delivery key performance area, mandated to provide safe and healthy environment to the citizens of the municipality. The department is composed of two sections namely Community Services and Public Safety.

Community Services Section: is composed of various section namely: Waste Management and Environmental Management, Libraries and Information Services, Free Basic Services, HIV/AIDS and Communicable Diseases, Pound and Cemetery Management, Parks & Open Spaces and Amenities, and Early Child Development.

Public Safety Section: is composed the following units, Traffic Services, Law Enforcement, Security Services, Driving License Testing Center (DLTC), and Registering Authority (RA).

5.2. Situational Analysis

The departmental situational analysis will assess the current status quo in terms of operation, human capital, financial implication, currently implemented projects and challenges for each unit within the department.

5.3. Waste Management

Waste management can be defined as an effective scheme that are required to manage waste from the point of waste generation, collection via recycling to disposal in compliance with environmental legislation.

The poor management of waste has a negative impact on environment, animal, human health within communities. The municipality has divided waste management into two folds, i.e waste management strategy & compliance and waste management operations & cleansing.

5.3.1. Waste Management Strategies and Compliance

This section focuses more on mechanisms, systems, and procedures that gives effect to effective waste management in matters of legislative compliance, planning, and advocacy. The municipality is obliged to comply with the requirements of the National Environmental Management Waste Management Act & Regulations, National Waste Management Strategy, and National Waste Management Norms & Standards.

5.3.2. Integrated Waste Management Plan (IWMP)

The municipality is compliant to requirements of integrated waste management planning as encapsulated in section 11 (4) of the Waste Management Act. IWMP reflects the situational analysis of the municipality, gap analysis, objectives and prospective projects, and finally the implementation plan to be integrated to municipal IDP and be reported annually; the plan is subject to review in every 5 years.

The municipality had endorsed Integrated Waste Management Plan (IWMP) 1st version 2012 and 2nd version 2021-2025

KEY IWMP PROJECTS

Project Name	Budget	Partner	Project Detail
Improve the status of our MRF and Ngqeleni Transfer Station	R 4ML	OR Tambo DM	Material Recovery Facility at Libode Landfill site need to be expanded to be conducive (to be partitioned, improve internal roads for trucks going in and out, extend the facility to accommodate trucks going in and sorting space) for recovery operations.
Conduct three internal audits quarterly and one annual external audit	R650 000.00 (R130 000.00 annually)	Internal	External Audit has to be done by service provider and findings from audits need to be controlled through programmes and projects with financial implications.
Conduct eight Environmental Awareness annually	R120 000.00	DEDEAT, OR Tambo DM	Conduct Environmental awareness on various aspects
Report on SAWIS monthly	R 0.00	DEFF and DEDEAT	
Annual Calibration of Weigh bridge at Landfill site	R 500 000.00 (R100 000 annually)		For accuracy of data and update of software used for the weighbridge, it has to be calibrated once yearly.
Refurbishment of ground water wells at	R2 100 000.00		Two ground water wells were injected underground during

Project Name	Budget	Partner	Project Detail
Landfill site and Ground Water tests	(R420 000 annually)		construction for ground water testing as required in the license conditions. They need to be refurbished to be ready for ground water tests.
Extend the waste management service to the two major health facilities.	R1 000 000.00 (R 200 000.00 annually)		Extend collection of general waste service to St Banabas and Canzibe Hospital
Cubing and rehabilitation of illegal dumping sites through Siyacoca	R6 000 000.00 (R1 200 000.00 annually)		Curbing of illegal dumping site through erection of signboards. And Siyacoca.
Have Integrated Waste Management By Law that needs to be gazetted. Training of enforcement officers	R50 000 -R 100 000.00		 Training of EIM and peace officers for enforcing the by-law.
Have Community Services yellow-fleet for Libode landfill.	R 15 ML		Yellow- fleet for daily operations at the landfill site. <ul style="list-style-type: none"> • Bulldozer • Landfill Compactor • Water tank truck

Project Name	Budget	Partner	Project Detail
			<ul style="list-style-type: none"> • Tipper truck • Front loader
Yearly maintenance of the landfill site	R 100 000.00	OR Tambo DM	Rehabilitation of eroded areas, grass cutting and creation of fire belts. Provision of ablution facilities.
Extend waste collection service to peri-urban	R200 000.00		Waste collections at Ntlaza, Thabo Mbeki Township, Ziphunzana, Corana,
Supply of water and sanitation	R 200 000.00	OR Tambo DM	Provide water through reticulation or borehole water.
Conduct ground water tests quarterly for the landfill site	R2 100 000.00 (R420 000 annually)		Licence conditions require that two types of ground water test be done quarter in the first 2 years of operating the Landfill site. In addition, be done twice yearly in the following years.
Report to DEDEAT annually on IWMP Implementation progress.	-	It's done internally	Waste Act NEM: WA requires that report must be furnished to Provincial authority annually about the progress of IWWMP implementation.
Construction of two flushing ablution facilities at Libode	R 1 000 000.00	Internal	Construction of two flushing ablutions at Libode landfill site.

Project Name	Budget	Partner	Project Detail
Landfill Site and Ngqeleni			
Implement an in-house waste recycling programme by 2020/2021.	R 00.00	Internal	Placing colour coded bins for waste separation within the municipal premises to practice separation at source. Colour coded bins are already available.
Procurement of 4 Skip Bins.	R 200 000.00	Internal	Procurement and delivery 4 cubic metres skips bins at hotspot areas.

5.3.3. Waste Management Facilities

The municipality has Three waste management facilities the Libode Landfill Site with Waste Material Recovery Facility (both in Libode) and one Waste Transfer Station at Ngqeleni.

- **Landfill site**

Landfill site is complete and operational infrastructure has been enhanced the site is electrified with High Mast, cameras as security for security measures. The site is operated internally some technical services and equipment are outsourced such as landfill engineers and yellow fleet for daily operations while in pursuit of purchasing our own yellow fleet.

- **Staff Establishment**

The municipality has established a sub unit called landfill unit within waste management stream.

One Landfill Administrator (contract)

Two Weigh Bridge Controllers (contract)

Three Landfill General Assistance (permanent)

Four security guards (private)

Supplemented by EPWP personnel

The municipality has contracted landfill site technical adviser for a purpose of transferring skills to the landfill personnel since the landfill site has been recently established.

- **Landfill site fleet**

The landfill site is currently having no fleet. The landfill site is currently operated through hiring of plant as a shot-term measure.

The following fleet is required to be purchased:

No	Fleet	Estimated Price	Status	Time frame
1	Landfill Compactor	R8 000 000.00		2025/2026
2	Bulldozer D7	R5 500 000.00		2022/2023
4	Front Loader truck	R3 000 000.00		2023/2024
6	Tipper Truck	R2 000 000. 00		2024/2025

- **Material Recovery Facility**

The MRF is licensed and operational and is operated by Nyandeni LM in partnership with O.R Tambo District Municipality, the Memorandum of Understanding has been signed.

- **Waste Transfer Station (WTS)**

O.R Tambo District Municipality operates waste Transfer Station through the appointed private service provider. A Memorandum of Understanding between Nyandeni LM and O.R Tambo was signed and it is operational. Waste Transfer Station is operating at Ngqeleni since May 2020. It is functional mostly as waste recovery facility.

5.3.4. Waste Management Programmes

The municipality is currently having the following key programs under waste management which emanate from our IWMP;

- Awareness and Advocacy Programs and Projects
- Reporting of Waste information on South African Waste Information System (SAWIS)
- Recycling Program
- Greening and Beautification Programs

5.3.4.1. Awareness and advocacy programs and projects

Environmental awareness campaigners are done;

- About 12 school awareness campaign on waste and environmental management aspect annually are conducted
- About 8 Community advocacy programs on environmental matters and on waste management By-Law
- Eradication of illegal dumping sites
- Awareness on recycling programme and separation at source.
- Recycling programme by 95 waste harvesters.
- Supplement from DFFE of 60 EPWP participants for Flood Mopping and Cleaning.

Reporting of Waste information on South African Waste Information System (SAWIS). In compliance with the NEMWA and National Waste Information Regulations of 2012 and in alignment with the IDP, the municipality is obliged to record and submit waste information on tons of waste disposed and recovered to recycling.

The municipality is registered with SAWIS; in addition recording and reporting on monthly bases. An average of 6600 tons of waste disposed is recorded annually.

5.3.4.2. Recycling Program

Recycling focuses on implementing the waste management hierarchy and with the ultimate aim of diverting waste from landfill.

The municipality has embarked on the project of registering waste recyclers on the municipal database. Currently the municipality have registered 92 waste harvesters operating within the Nyandeni Local Municipality jurisdiction.

There is one registered cooperative within the Nyandeni Local Municipality and other one cooperatives are still on registration process in the O.R Tambo District Municipality. The municipality is in partnership with the O.R Tambo District Municipality in implementing regional recycling.

The Municipality has started waste separation programme in 2021 where colour coded bins have been distributed to a number of schools and government departments.

The following equipment has been purchased and placed at Libode Landfill to enhance the recycling programme: Two heavy-duty scales that are mobile for weighing recyclables in addition 60 bally sacks for packaging recyclables used by waste Harvester in the Landfill site.

In recent years, much focus has been placed on recycling efforts as a way of reducing the damaging impact of waste on the environment. The National Environmental Management Act (NEMA) of 1998 states that "...waste is to be avoided, or where it cannot be altogether avoided, minimised and reused or recycled where possible or otherwise disposed of in a responsible manner".

There is currently a formal recycling initiative being undertaken by the NLM, the municipality has facilitated the establishment of database for recycling individuals about 95 waste harvesters or entities that are recycling within the Nyandeni Jurisdiction .i.e. one in Libode and one in Ngqeleni. These recycling individuals collect cardboard, glass bottles and empty two litre bottles from around the shops in both towns and taken to collection points, which are collected by private recyclers and OR Tambo Recycling truck then transported to recycling facilities of their choice.

The main recycling facilities that are operational are the Ngqeleni Transfer Station By-Back Centre and Libode MRF.

5.3.5.Compliance Status

- For purpose of compliance, the municipality has appointed Community Services Senior Manager Jongikhaya Sikhuni as designated waste management officer as per "section 10 of NEMWA, 2008"
- The municipality has a licensed landfill site valid for 20 years from 2023 to 2043
- The municipality has got an MRF and waste transfer station that are compliant to National Waste Management Standards.
- The municipality is complying with an annual reporting of IWMP implementation as per section 13 of the National Environmental Management Waste Act.
- The municipality is compliant with the license conditions requirements for external compliance audit.

5.3.6. Landfill and Transfer Station challenges

Challenge	Root Cause	Recommendations
Lack of office space	Poor planning	Consider construction of new office structure. Short term: purchase of prefab
Lack of air space for landfilling development	Improper considerations for the need of much space	Acquire more land for future developments and strengthen recycling programme
Poor gravel road to landfill site.	Not registered in maintenance plan	Tar surfacing. Short term: regular rehabilitation of the gravel road
Non-existence of yellow fleet for landfilling	Improper planning	Consider purchasing one plant per year as a multi-year project
Lack of portable running water	No water pipelines towards landfill site	Consider to register the installation of water pipe project to Waste management facilities on MIG
Lack of ablution facility and change rooms.	Poor planning	Construction of two ablution facilities. Installation of tanks and Plumbing for ablutions.

5.3.7. Operational Budget

1.1 Projects	1.2 Actual Budget	1.3 Actual Expenditure	1.4 Surplus
Landfill Admin Block	R1 100 000.00	-	R0.00
Refencing and Ablutions for landfill and Ngqeleni Transfer Station	R1 000 000.00	R90 400.00	R0.00
Landfill Technical Adviser	R700 000.00		R0.00
Procurement of Bulldozer	R5 500 000.00	-	-
External Audit	R200 000.00	-	R00
Ground Water tests	R420 000.00	-	-
Weighbridge Calibration	R100 000.00	-	-

1. Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Trainings	Well trained staff	R300000.00		Waste management staff	Landfill Staff		
Waste management fleet	Fleet	R15m	Bulldozer	Front Load truck	Tipper truck	Landfill Compactor	Excavator
MRF and Landfill site extension	Expanded landfill site air space	R4 M	.	Negotiations to acquire more land	EIA for landfill extension. Apply for	Construction of MRF And New fencing extensions	Survey of land and registration
External Environmental audits and ground water tests	Environmental compliant landfill site	R850000.00	Annual External audit and quarterly ground water test	Annual External audit and quarterly ground water test	Annual External audit and quarterly ground water test	Annual External audit and quarterly ground water test	Annual External audit and quarterly ground water test
Rehabilitation of Old landfill Site		R350000.00		Rehabilitation of the site	Rehabilitation of the site		
Construction of offices and ablution facilities		R1.1m	Construction of Admin Block and Ablutions	Construction of Admin Block and Ablutions			

5.3.8. Waste Management Operations and Cleansing

Refer to processes and/or activities involved in daily operations of waste management from litter picking, storage, collection, transportation, and disposal.

Litter picking

- Litter picking is done on daily bases in Ngqeleni and Libode towns.
- In Libode town, litter picking is done by 20 (Twenty) general assistance.
- In Ngqeleni town, litter picking is done by 15 (Fifteen) general assistance.
- Seasonally the department hires Expanded Public Work Programme (EPWP) to assist in the litter picking.
- Occasionally the department receives personnel support from external stakeholder's e.g District Municipality, Department Forest, Fisheries and Environment to assist in cleansing.

Storage

The municipality stores the waste in the following containers:

- Refuse Plastic Bags 40-microns black and clear plastics are distributed to households' ratepayers, all businesses around towns, Canzibe Hospital, St Barnabas Hospital, Mount Nicolas, Libode Home Affairs, Ngqeleni Village School.
- The municipality is purchasing 400 000 plastic bags annually (280 000 black and 120 000 clear bags for hospitals)
- Street Litter Bins (205 litre steel bins and 80 litre cage bins), 50 in Libode and 50 in Ngqeleni Town.
- Wheelie Bins (250 litre) distributed to rate payers households to store waste
- Steel Skip Bins (14 x 6m³) allocated in peri-urban areas and towns: Ntlaza (1), Thabo Mbeki (2), Libode Town (2), Misty Mount (1), Corana (3), Ngqeleni Town (2), Ziphunzana (2), Canzibe (1)

Staff establishment for both Libode and Ngqeleni

Post	Number	Filled	Vacant	Institution
Supervisor	02	01	01	Nyandeni LM
Team leader	02	02	0	Nyandeni LM
Truck Drivers	03	03	0	Nyandeni LM
G.As	31	30	01	Nyandeni LM
EPWP SIYACOCA	38	0	0	Nyandeni LM
EPWP Flood Mopping	60	0	0	O.R Tambo DM

Collection

Point of collection	Frequency
Libode and Ngqeleni (CBD)	Daily
Rate Payer Households	Once a week
Ngqeleni	Tuesdays
Libode	Wednesdays
Hospitals	Once a week
Canzibe	Thursday
St Barnabas	Thursday
Peri-Urban Areas (Skip bins)	When reaches its capacity
Bokleni mall	Daily
Libode Spar	Once a week on Wednesday
Mount Nicholas	Once a week on Wednesday
Libode U-save	Twice a week
Ngqeleni Boxer	Twice a week
	Daily

Transportation

The municipality has 4 compactor trucks and one 9SM Skip Loader trucks. Currently

- Compactor trucks are collecting in the CBD of both towns, Libode and Ngqeleni.
- Skip loader truck is responsible for collecting waste in all skip bin allocation points.
- There are two drivers in Ngqeleni and one driver in Libode.

Disposal

The municipality is currently disposing at Libode landfill site since 04th of October 2022.

Operational Budget

PROJECT	Actual Budget	Actual Expenditure Annually	Surplus
1. Personnel Protective Clothing (PPE)	R 1 200 000,00	-	-
2. Refuse Bags	R1 200 000.00	-	-
3. Waste Removal trucks hiring	R1 200 000.00	-	-
4. Purchase of Skip Loader truck (MIG)	R2 500 000.00	-	-
5. EPWP casuals	R 1 200 000.00	-	-

Challenges

Challenges	Root Cause	Recommendation
No change room for G.A	Shortage of Space	Establish change rooms
Continuos breakdown of Trucks	Inexperienced drivers	Annual training
Inadquate store room	Shortage of space	Establishment of proper storage
Inappropriate controll of the storeroom and theft	No dedicated personnel for storeroom	Establishment of storeroom Unit

2. Five (5) year projection plan

Project	5 Year Target Goal	Estima ted budget	Timeframe				
			2022/20 23	2023/20 24	2024/20 25	2025/2026	2026/20 27
Construc tion of change rooms for Libode and Ngqeleni	Funcio nal change rooms	5m	Acquire of land and develop desired designs	Constru ction of change rooms for Libode Unit	Constru ction of change rooms for Ngqeleni Unit	Implement ation and developm ent of maintanan ce plan	

Personnel protective equipment	Distributed PPEs	5m	Purchase PPE	Purchase PPE	Purchase PPE	Purchase PPE	Purchase PPE
Equipment Store room	Well equipped store room	2.5 m	Acquire space and develop desired designs	Construction of store room offices	Construction of store room offices	Develop maintenance plan and store room operational plan	
EPWP Projects	Hire 500 Casual workers	5m	Employment of 100 casual	Employment of 100 casual	Employment of 100 casual	Employment of 100 casual	Employment of 100 casual

5.4. Library and Information Services

Library and Information Services is the competence of Provincial Government, therefore, the municipality has an agreement with the Department of Sports Recreation, Arts and Culture through Memorandum of Agreement to facilitate and implement library and information services.

The main objective of the agreement is as follows:

- Improved coordination and collaboration between provincial and local government on library services.
- Transformed and equitable library and information services delivered to all rural and urban communities.
- Maintained library infrastructure and services that reflect the specific needs of the communities they serve.
- Improved staff capacity at libraries to respond appropriately to community knowledge and information needs.
- Improved culture of reading.

5.4.1. Legal mandate

Legal framework	Objectives
<ul style="list-style-type: none"> National Guidelines for School Library and Information Services; 2012 	<p>School library and information services must provide learners and teachers with access to a wide variety of curricular support resources, exposing learners to diverse ideas, experiences and opinions. Furthermore, the service must instil a culture of reading and writing, promote respect for intellectual property and support the acquisition of information literacy skills to access, process and use information resources in various formats, including digital formats, where accessible and appropriate.</p>
<ul style="list-style-type: none"> National Policy Framework for School Library Standards (1999) 	<p>Establishment of an equitable library in every school, follow either an incremental approach which will slowly increase the number of schools with centralised traditional libraries, or a transitional approach, which will implement temporary or transitional alternatives to the traditional school library</p>
<ul style="list-style-type: none"> Promotion of Access to Information Act 2 of 2000 	<p>To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights</p>
<ul style="list-style-type: none"> Nyandeni Local Municipality By – Laws Gazetted on May 2010 	<p>The objective of this By-law is to facilitate the provision of library services in a manner which promotes:</p> <ul style="list-style-type: none"> - To regulate access to our public libraries - To promote culture of reading; - The operation of libraries in a manner; and - Ensures sustainability maintenance
<ul style="list-style-type: none"> National Library of South Africa Act No. 92 of 1998 	<p>Intends: to provide for the National Library of South Africa; for collecting, preserving, making available and promoting awareness of the national documentary heritage</p>

<ul style="list-style-type: none"> Libraries and Information Services Act No. 6 of 2003 	<p>Provide for essential national minimum norms and standards for the rendering of public library and information services;</p> <ul style="list-style-type: none"> - Promote public access to public library and information services; - Provide for the determination of national policy and principles for public library and information services; <ul style="list-style-type: none"> - Promote co-operative governance and the co-ordination of responsibilities for public library and information services;
<ul style="list-style-type: none"> Department of Public Services (1996) Batho Pele: White Paper. Pretoria 	<p>To give good customer service to the users of government services. All public servants are required to practice Batho Pele.</p>
<ul style="list-style-type: none"> National Archives of South Africa Act No. 43 of 1996 	<p>To provide for a National Archives; the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage; and to provide for matters connected therewith.</p>

5.4.2. Types of libraries

The municipality has four types of libraries

- **Main Public Libraries**

We have two main libraries in Libode town and Ngqeleni town, Both libraries have been constructed and handed over by DSRAC to the municipality.

Name of Library	Time schedule	Status
Mpathisi Nonkobongo public library	08h00 – 16h30	Fully Operational
Linda Dweba Public library	08h00 – 16h30	Fully Operational

- **Modular Libraries**

We have four modular libraries

Name of a library	Time	Status
Nqeketho Public library	08h00 – 16h30	Fully Operational
Ntsundwana Public library	08h00 – 16h30	Fully operational
Marhubeni Public library	08h00 – 16h30	Fully operational
Lwandile Public library	08h00 – 16h30	Fully operational

- **Mini Library for the Blind**

We have two mini libraries for blind and partially blind people. They are housed at Linda Dweba Public Library and Mphathisi Nonkobongo Public Library. The aim of these mini libraries is to bridge the gap between the people who can see and those who are blind and partially blind. The initiative is done by DSRAC through South African Library for the Blind (SALB). These mini libs are not yet operational as we are busy with the process of registering users.

- **School / Community Libraries**

Municipality has initiated school / community libraries, by providing one desktop per school, 10 book shelves, and one circulation desk. Currently the schools that are assisted are as follows:

Name	Status
Njiveni JSS	Operational
Lurhasini JSS	Operational
DZ Dumezweni SSS	Operational
Nyangilizwe SSS	Not Operational
Ruze JSS	Operational
Victor Poto SSS	Operational
Bajonge SPS	Operational
Zeze JSS	Operational
Pangalele SSS	Not Operational
Tutor Ndamase SSS	Operational
Gqirha JSS	Operational

5.4.3. Calendar of Library Activities

According International Federation of Library Association, each library must observe five (5) library activities annually. Library activities are as follows:

Activity	Calendar	Quarter
National Literacy and National Book Week	August / September	One
World Read Aloud Day (WRAD)	February	Three
National Library Week Celebrations	February / March	Three

World Book Day Celebrations	April / May	Four
Career Exhibition	April / May	Four

5.4.4. Governance and Association

- Library Committee
There is an institutional library committee and is composed of ... and each library have its committee.
- Library and Information Association of South Africa
LIASA is a professional boardy that is responsible for veting the library staff.
- Book Clubs
Is an association of individuals for the purpose of book reading and discussion.
We currently do not have active book clubs and we need to revive them in all our libraries.

5.4.5. Staff establishment

Post	Number	Filled	Vacant	Institution
Librarian	01	01	0	Nyandeni LM
Librarian	07	07	0	DSRAC
Library Assistant	01	01	0	Nyandeni LM
Library Assistant	02	02	0	DSRAC
Security (EPWP)	09	09	0	Nyandeni LM
G.As (EPWP)	05	05	0	DFFE

5.4.6. Operational Budget

There is a R700 000.00 subsidy grant from DSRAC

Project	Actual Budget	Actual expenditure anually	Surplus
Maintanance	R296 602.00	R1 245.00	R295 357.39
Cleaning Material	R90 000.00	R0.00	R90 000.00

Security	R150 000.00	R175 000.00	-R25 010.00
Activities	R88 635.00	R39 280.00	R49 355.00

5.4.7.Challenges

Challenges	Root Cause	Recommendation
Inadequate use of some modular Library	Lack of personnel Minimul books	<ul style="list-style-type: none"> • Source for book donations
Budget Constraints	Less Grant Subsidy Funding	<ul style="list-style-type: none"> • Fund rising • Burgain for more budget
No internet connection	Poor rollout by the Department	Fasttrack rollout of Wi-Fi infrastructure by DSRAC
Shortage of books	Slow rollout due to a centralized tagging system	Find creative ways and sponsors
Closure of Libraries on weekends and public holidays	Lack of innovative and creative strategies	Establish new alternative ways of working.

3. Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Information centers in all wards	Established 24 information centers	R1 500 000.00	5 Information centers	5 information centers	5 information centers	5 information centers	4 information centers
Book Clubs	Established 40 book clubs	R300 000.00	8 book clubs				
Maintenance of existing library infrastructure	Maintain 8 Libraries	R4 500 000.00	1 Library	2 Libraries	2 Libraries	2 Libraries	1 Library
Library Activities	25 Library Activities Observed	R700 000.00	Observe 5 Activities				

5.5. Early Childhood Development

Early Childhood Development emphasizes a holistic approach focusing on the child's physical, emotional, social, as well as cognitive development. The objective of ECD is to nurture the children for their physical and mental development and to prepare them for schooling with right attitude and habits.

The Community Services Department is responsible for providing safe and well-resourced structure in terms of provision of adequate structure, where children and caregivers can gather for ECD activities.

Generally Early Childhood Development is an intersectoral collaborative approach, where each sector should contribute towards the development of a child i.e

- Social Development is responsible for the development and implementation of psychosocial programs and nutrition.
- Department of Education is responsible to provide a quality learning programs and also the development of teachers and/or practitioners. The DoE also reviews, monitor, and evaluate current policies & regulations.
- Department of Home Affairs ensures universal birth registration and strengthen mechanism on late registration.
- Environmental Health encourages all centers adhere to norms & standards as prescribed in legislative frameworks.
- Non Governmental Organisations they are responsible on conducting research on the impact of the program
- Municipality is responsible for need analysis or assesment. Build Early Childhood Development Centers and approved building plans.
- ECDC Forums

5.5.1. Legislative Framework

•Constitution of the Republic of South Africa, 1996

The Constitution affords responsibility to local municipalities to regulating child care facilities, and to conduct municipal planning, including regulating land use for child care facilities.

•Children’s Act, Act No. 38 of 2005

Chapter (7) on ECD and makes provision for the delivery of ECD services that promote the development of children from birth to 4 years.

•Education White Paper 5 on Early Childhood Development Education in South Africa, 2001

The White Paper seeks to establish procedures for early identification and interventions for children with disabilities as well as for addressing barriers to learning in the education system, including the foundation phase (Grades R-3).

•Integrated Provincial Early Childhood Development Strategy, 2011-2016

•Local Government: Municipal Systems Act of 2000

The Local Government Systems Act also prescribes that municipalities, through municipal planning, must contribute to the realisation of the right to basic education.

5.5.2.Status Qou

The municipality took a resolution to support the Early Childhood Development through constructing one center in each Ward. This decision was influenced by a report emanating from survey conducted by the Municipality’s Community Services Department on Community Facilities (ECDC, Play Fields, and Community Halls) and data was analysed by Dr. Tshuma a researcher from Eastern Cape Appropriate Technology Unit. The summary of the data analysis “the municipality should assist in building proper ECDC for every ward, train the staff and provide the indoor and the outdoor equipment”

The deliverables

- Fencing 40m² x 40m²
- 80 m² building with:
 - 60 m² playroom
 - Office (2m x 2m)
 - Kitchen (2m x 2m)
 - Sickbay (2m x 2m)
 - Storeroom (2m x 2m)
- Water tank (2 500 litres)
- Ablution facility (for children & adults)

- Outdoor equipment (slide, running step, swing) all combined

Budget Allocation per Centre

Each centre is allocated an estimated amount of R1 052 588.80.

Human Capital

- Assessment Team: The municipality established an assessment committee to ensure that all centres to be built for that particular financial year, a need assessment is done. The assessment team is composed of representatives from the Municipality, Social Development, O.R Tambo District Municipality, Department of Education and Early Childhood Development Forum members. After the assessment is complete, they make recommendations to the council.
- Project Steering Committee (PSC): Before the construction commences, an oversight committee is established, to monitor and evaluate the progress of the project. Once the project is complete, the committee is dissolved.
- Temporary Employment: A number 30 young people are hired through the EPWP process.
- Project Manager: The institution appoints a Technical Project Manager, to monitor the service provider and advise the Department accordingly.

Constructed ECD Centres per Wards

Therefore, Community Services was mandated by the Council to be responsible for the child care facility.

Currently the municipality has constructed 26 ECDC within Nyandeni jurisdiction.

Ward	Name of the Centre	Village	Status	Number of Centre	Financial Year	Budget
01	Mahoyana Pre-School	Mahoyana	Completed	01	2017/2018	R218 753.92

02	Lukhuni Pre-School	Lukhuni	Completed	01	2011/12	R299 135.47
03	Makukhanye Pre-School	Gongo	Completed	01	2013/14	R325 663.82
	Nompucuko Pre-School	Luthubeni	Completed	01	2013/14	R325 663.82
04	Ikhwezi Pre-School	Mbobheleni	Completed	01	2021/22	R1 052 588.795
05	Mthombe Pre-School	Mthombe	Completed	01	2011/12	R299 135.47
06	Khanyisa Pre-School	Cibeni	Tender Stage	01	2022/2023	R1 000 000.00
07	Thabo Mbeki Pre-School	Thabo Mbeki	Completed		2008/2009	R1 500 000.00
08	Khanyisa Pre-School	Moyeni	Completed	01	2021/22	
09	Masiphumelele Pre-School	Dininkosi	Completed	01	2019/2020	R784 191.21
10	Sibangweni Pre-School	Sibangweni	Completed	01	2012/13	R325 663.82
11	Nkanini	Sibangweni	Completed	01	2013/14	R325 663.82
12	Assemblies of God Pre-School	Corana	Completed	01	2020/2021	R1 052 588.795
13	Ntsaka Pre-School	Ntsaka	Completed	01	2017/19	R218 753.92
14	Ikamvalethu Pre-School	Cibeni	Tender Stage	01	2022/2023	R1 000 000.00
15	Phondomiseni Pre School	University Location	Tender Stage	01	2022/2023	R1 000 000.00
16	Nogemani Pre-School	Msintsini	Tender Stage	01	2022/2023	R1 000 000.00
17						

18	Mthombo Wenceba Pre-School	Bukwini	Completed	01	2013/14	R325 663.82
19	Mjongile Pre-School		Completed	01	2021/22	
20	Bucula Pre-School	Bucula	Completed	01	2020/21	R1 052 588,795
21	Ngqeleni Pre-School	Ngqeleni Town	Completed	01	2008/09	R1 500 000.00
22	Nkantsini Pre-School	Nkantsini	Completed	01	2013/14	R325 663.82
23						
24	Buthongweni Pre-School	Buthongweni	Completed	01	2017/18	R218 753.92
25	Mzonyana Pre-School	Mzonyana	Completed	01	2011/12	R299 135.47
26	Mankosi Pre-School	Mankosi	Completed	01	2011/12	R242 000.00
27	Nkonkoni Pre-School	Nkonkoni	Completed	01	2021/22	
28	Zizamele Pre-School	Qhokama	Completed	01	2011/12	R242 000.00
29	Botani pre-School	Bolotwa	Completed	01	2020/21	R2 352 573.63
30	Gwebindlala Pre-School	Tshisabantu	Completed	01	2018/19	R1 093 769.60
31	Hlakaniphani Pre-School	Mthomde	Completed	01	2020/21	R784 191.21
32	Kum Pre-School	Lujizweni No.5	Completed	01	2020/21	R1 052 588,795

ECD Centre that are not yet constructed:

There are only six (6) Wards not yet constructed

- Ward 17

- Ward 23

Wards that has more numbers due to Demarcation

- Ward 03- has two ECD centers because has inherited Ward 05 Pre-School
- Ward 20 – has inherited from Ward 19 Pre-School
- Ward 27- has inherited from Ward 02
- Ward 25 – has inherited from Ward 20

Therefore, the following Wards should be considered (Ward 02, 19) as Wards that do not have pre-schools build by the municipality.

Therefore, the actual number of pre-schools not yet built are:

- Ward 06
- Ward 14
- Ward 15
- Ward 16
- Ward 17
- Ward 19 (due to demarcation)

5.5.3.Challenges

Challenges	Root Cause	Recommendations
Duplication that caused backlog	Demarcation	The municipality must consider extending the scope
The 80 m ² does not cater for the disabled children	Poor planning	Design structure that suits for the disabled
Unused centers	Lack of monitoring	Consider the establishment of the unit
Incapacity of practitioners	Lack of standardized regulations	Promotion of intersectoral collaborative approach on capacity building
Electricity connection	Improper planning	Electricity inclusion on the project specification

Inadequate road access to ECD	Improper planning	Register to MIG
-------------------------------	-------------------	-----------------

Project Prioritization Plan

Five (5) Year plan

Project	5 Year Target Goal	Estimated budget	Timeframe			
			2022/2023	2023/2024	2024/2025	2025/2026
Planning and coordination	Well equipped structure	R150 000	Pre assessment (ECDC)	Pre assessment (ECDC)	Pre assessment (ECDC)	Pre assessment (ECDC)
Governance and capacity building	Well trained governing bodies and practitioners	R100 000.00	Establishment of ECDC committees and ECDC training	Establishment of ECDC committees and ECDC and Training	Establishment of ECDC committees and ECDC and Training	Establishment of ECDC committees and ECDC and Training
Construction	Construction of 20 ECDC's	R9 000 000.00	Assessment of 4 ECDC's			

5.6. Public Safety

Public Safety refers to the welfare and protection of the general public. The primary goal of the department is prevention and protection of the public from dangers affecting safety such as crimes or disasters.

5.6.1. Public safety units

This section is divided into the following Units:

Traffic Control Services

This unit is responsible for the following duties within its work description:

- Stop and check
- Attend to accidents and incidents
- Escort duties

- Issuing summons
- Discontinuing notices
- Impoundment vehicles
- Attend to Courts
- Speed prosecution
- Execution of warrants

Law Enforcement

- Enforcement of municipal by-laws
- To preserve peace and stability within Nyandeni jurisdiction
- Issuing of summons
- Escorting duties
- Execution of warrants
- Visible patrols to prevent unlicensed businesses
- Attend accidents and incidents
- Conduct stop and check

Protection & Security Services

- Safe guarding of municipal facilities, assets and personnel
- Access control
- To monitor CCTV Cameras
- Conduct investigations
- Arrest offenders
- Give evidence in Court

Driving License Testing Center (DLTC)

- Handling & Processing of Learners License, Driving License, Public Driving License application
- Renew expired driving licenses including Public Driving Licenses
- Test learners license and driving licenses
- Issuing of Learners and Driver's license
- Record keeping

Motor Vehicle Registering Authority (RA)

- Renewal of motor vehicle disc
- New registrations

- Discontinue of motor vehicle
- Change of ownership
- Handling and Processing for application of registration certificate

5.6.2. Legal framework

Public safety section is adherence of the following legislative framework:

- The Constitution of the Republic of South Africa (Act 108 of 1996)
- Control of Access to Public Premises and Vehicle Act (Act 53 of 1985)
- Criminal Procedure Act (Act 51 of 1977)
- Security Industry Regulation Act (Act 56 of 2001)
- Firearms Control Act (Act 60 of 2002)
- Intelligence Services Act (Act 38 of 2004)
- National Key Point Act (Act 102 of 1980)

5.6.3. Establishment of Staff

Post	Number	Filled	Vacant	Institution
Chief Law Enforcement	01	01	0	Nyandeni LM
Superintendent	03	03	0	Nyandeni LM
Assistant superintendent	02	02	0	Nyandeni LM
Traffic officers	05	05	0	Nyandeni LM
Examiners	06	06	0	Nyandeni LM
Law enforcement officer	04	04	0	Nyandeni LM
Principal clerk	01	0	01	Nyandeni LM
Licensing admin clerk	01	01	0	Nyandeni LM
Public safety clerk	01	01	0	Nyandeni LM
RA filing clerk	01	01	0	Nyandeni LM
E/NaTis clerk	04	04	0	Nyandeni LM
E/NaTis supervisor	02	02	0	Nyandeni LM

Security Supervisor	06	06	0	Nyandeni LM
Security officer	47	47	0	Nyandeni LM
Total				

5.6.4. Operational Budget

Project	Actual Budget	Actual expenditure annually	Surplus
Uniform	R520 000	R408 477,98	R111 522,02
Policing equipment	R20 000	R16 321,74	R3 678,26
Motor vehicle	0	0	0
Awareness campiagns	R85 000	R0	R0
Transport forum	R0	R0	R0
Community Safety Forum	R0	R0	R0
Stationary	R 60 000	R41 919,57	R 6 860.43
DLTC	R740 000	R 5736.00	R 496 316.00
	R125 000	R 28770.91	R 96 229.09
RA	R-821 063.00	R0.00	R-123 308.15

5.6.5. Challenges

Challenges	Root Cause	Recommendation
Delays in uniform delivery	Budget constraints	Alternative ways of acquiring uniform Increase budget
Un roadworthy of vehicles	Non adherence to the policy	Adherence to the policy
Shortage of staff	Expansion of the municipality facilities	Review of the municipal organogram Exploring other alternatives
Capacity building	Poor planning	Proper planning

5.6.6. Project prioritization plan

5-year project plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Building Traffic department Offices	Offices occupied and fully functional	R5 million	Developing office plans	Construction.	Finishing		
VTS(Vehicle Testing Station)	Ownin g a functional VTS	R10 million	Acquiring land for construction.	Approval from Department of Transport	Construction and acquiring Machinery	Commence ment of operations.	

5.7. HIV/AIDS

HIV/ AIDS Unit is a unit that is more focusing on the health matters. It is there to respond on the challenges posed by the HIV and AIDS. Its focus on giving care and support to people living with HIV and AIDS by providing programs that seeks to eradicate the pandemic.

The main objectives of the program are:

- To prevent spread of HIV /AIDS
- To discourage and decay sex before marriage

- Encourage African moral values and discipline

5.7.1. LEGAL MANDATE

Legal framework	Objectives
Section 27 of the Constitution of the RSA of 1996	To focus on the health rights of all citizens
The National Strategic Plan (NSP).	Guide all those that are involved in the fight against HIV and AIDS pandemic in South Africa
Eastern Cape Aids Council (ECAC)	Provincial strategy objectives are defined to address social And structural barriers to HIV and TB prevention, care and treatment- the primary objective is to address societal norms and behaviours through structural intervention to reduce vulnerability to mitigate the impacts of HIV and TB.
Department of Provincial Local Government (now COGTA) framework for municipal response to HIV and Aids (2007)	The framework suggests that the existing development governance and policy framework should guide municipal responses

5.7.2. KEY PERFORMANCE AREAS

- Care and support for vulnerable groups
- Education and Capacity building (Awareness Campaigns)
- Prevention programs
 - Inkciyo program
 - Circumcision program

- **Support groups**

The municipality have established 46 support groups.

WARD	NAME OF A SUPPORT GROUP	DELIVERABLES
02	Good Hope	Seedlings
04	Siyaphila	Seedlings, Medication and Feed for Poultry and piggery projects
06	Siyayinqoba	Seedlings and Garden equipments (rakes, wheel barrow, spades, hand-hoe, and watering cans)
07	Siyazama	Seedlings and Garden equipments (rakes, wheel barrow, spades, hand-hoe, and watering cans)
	Vukasizwe	Seedlings
09	Masithuthuzelane	Seedlings and Garden equipment (rakes, wheel barrow, spades, hand-hoe, and watering cans)
	Edabani-Bafazi	Seedlings, garden equipment and nursery structure
10	Ncedolwethu	Seedlings
12	Kwakhanya	Seedlings
13	Masenze Drug Abuse	Seedlings
15	Nompilo	Seedlings and Garden equipments (rakes, wheel barrow, spades, hand-hoe, and watering cans)

	Phila Ubomi	Seedlings
16	Siyaziphilisa &	Seedlings
	Masibambisane	Seedling and sewing material
18	Kanana &	Seedlings, Garden equipment and sewing material
	Sinenceba	Seedlings, Garden equipment and sewing material
19	Ndzondelelo	Seedlings
	Sinothando	Seedlings and sewing material
	Sinendlovu	Seedlings
	Makhukhanye	Seedlings and sewing materials
	Siyazama	Seedlings
20	Masizakhe &	Seedlings, Garden equipment and sewing material
22	Kwasa	Seedlings
	Choose Life	Seedlings, and garden equipment
	Khuphukani	Seedling, garden equipment and sewing material
23	Siyakhanya	Seedlings
	Philisani	Seedlings and garden equipment
26	Tsweleni	Seedling and garden equipment
	Siphathise	Seedlings and garden equipment

32	Khanya	Seedlings and garden equipment
	Masinedane	Seedlings, nursery structure
	Masonwabe	Seedlings and garden equipment
	Siyakhula	Seedlings
	Afikamakhosikazi	Seedlings
	Masikhulisane-bafazi	Sewing materials and seedlings
	Vukuzenzele	Seedlings

- **Awareness Campaigns**

The objective of the Awareness Campaign is to capacitate communities on communicable & non-communicable diseases and has been conducted as follows:

Type of awareness	Place	
Awareness campaign on communicable diseases	-	Ward 01
School awareness campaign	Phondolwendlovu S.S.S	Ward 14
Non-communicable awareness campaign in partnership with Tourism unit	-	Ward 26

- **Inkciyo program**

Inkciyo awareness program is an annual cultural event, which is aimed at promoting abstinence for young boys and girls. It seeks to encourage the moral regeneration. Inkciyo program is considered as a prevention strategy to reduce the number of new HIV infection.

Inkciyo program is not only focusing on virginity testing, but also on empowering young girls and boys with life skills. The Municipality has facilitated the virginity testing of more than 600 girls and 37 boys.

Statistics of Virginity Tested Girls and Boys per Ward

Ward	Number
01	00
02	00
03	20
04	20
05	10
06	30
07	20
08	10
09	10
10	10
11	00
12	10
13	10
14	10
15	10
16	10
17	00
18	00
19	20
20	00
21	10
22	00
23	00
24	00
25	00
26	20

27	00
28	00
29	10
30	10
31	10
32	00

- **Circumcision program**

Male initiation is refers to a cultural practice that marks the transformation of young men to adulthood. A program prepares young men to be responsible men in the society. The program is based on the office of the Speaker; we are also working closely with the traditional leaders through the volunteer from operation unit. Initiation program according to HIV/AIDS program is one of the prevention measures of HIV and AIDS.

As HIV/AIDS, we are responsible in making sure that awareness campaigns are conducted through Nyandeni Initiation Forum. Initiation program is dependent on HIV/AIDS votes for its operations.

Initiation awareness campaigns conducted as follows:

Ncamedlana J.S.S	Ward 11	13 February 2023
Nontswabu J.S.S	Ward 10	14 February 2023
Mabalengwe Senior Secondary School	Ward 03	16 March 2023
Mangala S.S.S	Ward 01	16 March 2023
Lurhasini J.S,S	Ward 10	15 March 2023

Statistics of the Circumcision for winter and Summer Season

Winter

Activity	Number
Circumcision schools visited	84
Legal circumcision schools	03
Illegal circumcision	81
Legal Initiates visited	12

Illegal initiates	626
Treated on spot	28
Hospitalized	15
Amputations	0
Assaults	02
Arrests	03
Cases opened	10
Death	0

Summer

Activity	Number
Circumcision schools visited	74
Legal circumcision schools	24
Illegal circumcision schools	50
Legal Initiates visited	642
Illegal initiates	421
Treated on spot	53
Hospitalized	29
Amputations	0
Assaults	0
Arrests	0
Cases opened	04
Death	01

5.7.3.Operational Budget

The operational Budget is R

Project	Actual Budget	Actual expenditure anually	Surplus
Provision of Seedlings	R200 000.00	R-	R-
Fencing Project	R500 000.00	R0.00	R00
Nursery Structures	R150 000.00	R-	R00
Intervention Support		R120 000	

Awareness campaign on non-communicable diseases	R1000 000.00	R0.00	R00 000.00
Inkciyo program	R100 000.00	R00 000.00	R00 000
Circumcision Program	R00	R.00	R-

5.7.4.Challenges

Challenges	Root Cause	Recommendation
Circumsision Budget	Never budgted	Provide budget for circumssion

5.7.5. Project prioritization plan

Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Communi cable and Non-Communi cable disease	Reac h out to 6000 peopl e	R500 00 0.00	Conduct 4 awarene ss campaig ns (reach out 300 people)	Conduct 4 awarene ss campaig ns (reach out 300 people)	Conduct 4 awareness campaigns (reach out 300 people)	Conduct 4 awarene ss campaig ns (reach out 300 people)	Conduct 4 awarene ss campaig ns (reach out 300 people)

Prevention and Life skills	20 000 young people on Life skills program	R500 000.00	Conduct Inkciyo and Circumcision awareness programs (reach out 4000 young people)	Conduct Inkciyo and Circumcision awareness programs (reach out 4000 young people)	Conduct Inkciyo and Circumcision awareness programs (reach out 4000 young people)	Conduct Inkciyo and Circumcision awareness programs (reach out 4000 young people)	Conduct Inkciyo and Circumcision awareness programs (reach out 4000 young people)
Social intervention Support	Establish 40 support group	R1 500 000.00	Provide fencing for one project	Provision of seedlings to 46 support groups	Provision of fencing support for one project	Provide support as per need assessment	Provide support as per need assessment

5.7.6. LEGAL MANDATE

Legal framework	Objectives
Section 27 of the Constitution of the RSA of 1996	To focus on the health rights of all citizens
The National Strategic Plan (NSP).	Guide all those that are involved in the fight against HIV and AIDS pandemic in South Africa
Eastern Cape Aids Council (ECAC)	Provincial strategy objectives are defined to address social And structural barriers to HIV and TB prevention, care and treatment-the primary objective is to address societal norms and behaviours through structural intervention to reduce vulnerability to mitigate the impacts of HIV and TB.

Department of Provincial Local Government (now COGTA) framework for municipal response to HIV and Aids (2007)	The framework suggests that the existing development governance and policy framework should guide municipal responses
---	---

5.8. Municipal Animal Pound Management

5.8.1. Introduction and background

An animal pound is a public facility to keep the impounded animals. The municipality has established two (2) animal pounds, namely Ngqeleni and Libode.

The Municipality impounds the following animals:

Cattles; Horses; Goats; Sheep; Donkeys and Mule

Our pounds receives animals from:

- Stray animals from Provincial and National roads
- Stock theft
- Stray animals that are not attended to in towns
- Detained animals from Traditional Leaders

5.8.2. Objectives

- Keep animals safe
- Maintain the health and welfare of animals
- Ensure environmental sustainability
- Contributes towards revenue generation
- Reduction of road accidents, that maybe caused by stray animals

5.8.3. Legal Framework

Legislation	Objectives of the legislation	Summary
Constitution of the Republic of South Africa	To promote a safe and healthy environment	Section 24(a) of the <u>Constitution</u> provides that everyone has the right to an environment that is not harmful to their health and well-being.
Pound bylaws	To enable the municipality to control livestock on public roads and CBD area. It is necessary that the municipality impounds the stock that is left unattended on public areas and roads.	Section 11(3)(m) of the Local Government; Municipal Systems <u>Act 32 of 2000</u> , read with section 162 of the <u>Constitution of the Republic of South Africa Act 108 of 1996</u> , municipalities have the legislative power to promulgate by laws regarding any matter which falls within its functional competence

5.8.4. Status quo

Pound Management Operations

Animal Impounding Process Flow

- Impounded animals are recorded on a register considering the following descriptions such as; colour, branding, gender, time, date and the village.
- While are impounded, the officials are responsible for the welfare and safeguarding of animals.
- On release, the Pound Master/Mistress ensures that release the animals to the right person, at a right time. The releaser must bring the Identity document and narrate the details of the animals through providing a branding certificate.

5.8.5. Work Schedules

Days	Time	Personnel
Mon-Fri	08h:00-16h:30	Supervisor Pound Ranger Pound Assistant
	18h:00-06h:00	Security Personnel

5.8.6. Weekends and Public Holidays

Sat-Sun	08h:00-16h:30	Supervisor Pound Ranger Pound Assistant
	18h:00-06h:00	Security Personnel

5.8.7. Pound Tariffs

There are approved animal pound tariffs that are review annually:

Activities	Fee
Driving fee	R76
Daily fee	R113
Cattle, Horse, Mule and Donkey	R276
Sheep & Goats	R138

5.8.8. Statistics of impounded animals annually

Animal pounded	Number	Revenue generated
Cattle	141	R14 055
Goats	46	R7 210.00
Horses	09	-
Total	245	R21 265

5.8.9. Auctioning of impounded animals per annum

Animal	Number	Revenue generated
Goats	5	R2 600.00
Cattle	12	R69 100.00
Sheep	0	0
Horses	0	0
Mule	0	0
Total	17	R71 700

5.8.10. Existing Infrastructure

- a. Libode Pound
 - Boundary Wall
 - Inadequate Livestock Kraals
 - Inadequate Pound Keepers House
 - Inadequate ablution facility
- b. Ngqeleni Pound
 - No Pound Keepers House
 - Boundary Wall
 - Inadequate Livestock Kraals
 - Inadequate Ablution facility
 - Animal Health Control Facility

5.8.11. Disposal of animals

The municipality disposes animals in order to enhance the revenue and recover all the costs the municipality get into as they keep the animals.

The municipality should provide proper feed and medication to impounded animals all the times that is why the municipality should have means of recovering those costs.

The municipality sells in public auction for cash animals that are:

In the municipal pound register and has not been claimed over a period of 3 months.

Have been publicised by the municipality and their owners have not been found.

5.8.12. Operational Budget

Project	Actual Budget	Actual expenditure anually	Surplus
Purchase of Animal Feed	R320 000.00	R-	-

5.8.13. Challenges

Challenges	Root Cause	Recommendation
No access road to the Libode Pound	Poor Planning	Register road to pound into MIG
Inadequate facility	Dilapidated Facility	Provide budget for the facility through equitable share and MIG
Animal Continuous death and ill health	Staff Incapacity	Staff training on Animal Health
		Contract Establishment with Veterinary Services
Continuous Vandalism	Community Disputes	Strengthening security
		Make a provision of a cage truck
Pseudo-Claims	Fortune Hunters	Strengthening of control internal measures

5.8.14. Project prioritization plan

5-year project plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Animal welfare	Well maintained animals	R1 333 750.00	Provision of animal feed and medication				
Improvement of facilities	Constructed of storeroom and guardroom	10m	-	-	Drafting of project designs	Commencement of construction	Project completion and handing over
Provision of Kraals	Well constructed animal kraals	R1 000 000.00	Acquiring of budget for the project	Start of the project	Project completion and handing over	Maintenance	Maintenance
Veterinary services	Provided services	R500 000.00	Acquiring of budget for the project	Procurement of the services	Operation of the services	Operation of the services	Operation of the services
Animal Pound transport	Purchased transport	1.5m	Acquiring of budget for the project	Procurement of the services	Operation of the services	Operation of the services	Operation of the services
Provision of security services	Established systems	2m	Acquiring of budget for the project	Procurement of the services	Operation of the services	Operation of the services	Operation of the services

The Libode pound is functioning with the following challenges:

- There is no access road at Libode
- Lack of infrastructure like offices, storages, guardrooms and kraals
- Lack of transport for day-to-day operations
- Lack of veterinary services.
- Shortage of staff
- Lack of a truck for the transportation of animals
- Lack of strong security system
- Lack of reliable veterinary services

5.9. Municipal Cemetery Management

A cemetery, burial ground, gravesite or graveyard is a place where the remains of the dead people are buried or otherwise interred. The primary purpose of cemeteries is the dignified disposition of human remains in accordance with provincial statutes and municipal by-laws.

The municipality operates and manages two active cemeteries with the total size of 3.2 hectors at Erf1 Ngqeleni town and 2.9 hectors at Erf 92 Libode.

5.9.1. Legal Framework

Legislation	Objectives of the legislation	Summary
Constitution of the Republic of South Africa	To promote a safe and healthy environment	Under Schedule 5B of the Constitution, cemeteries, funeral parlours and crematoria fall under the jurisdiction of local government.
Cemetery bylaws	To provide for the procedures, methods and practices to regulate the burial and exhumation of dead bodies, the provision of grave plots and maintenance.	Nyandeni municipality seeks to ensure proper management of cemeteries and funeral undertakers within the area of jurisdiction of Nyandeni.

5.9.2. Status Quo

Generally, there is increase of mortality rate due to out breaks of pandemics, aging, and accidents & incidents.

Nyandeni local municipality is largely a rural municipality as the greater percentage of the people within the municipality still reside in the rural hinterland, however, with the increase in urbanisation, more and more people are moving into the urban area with the hope of securing a better life with access to better facilities and amenities.

The municipality has recently upgraded the cemetery in Libode via expansion through subdivision and consolidation however, the cemetery in Ngqeleni remains under resourced and land for burial is quickly running out.

The municipality is busy upgrading Libode cemetery by doing paving of sidewalks and parking area. Ngqeleni cemetery has been expanded and new palisade fence erected. Both cemeteries have electricity connection.

5.9.3. Work Schedules

Days	Time	Personnel
Mon-Fri	08h:00-16h:30	Supervisor Cemetery Assistants

Weekends and Public Holidays

Sat-Sun	08h:00-16h:30	Supervisor Cemetery Assistants
---------	---------------	-----------------------------------

5.9.4. Operational Process

Generally burry South African citizens who has been certified dead by relevant authorities with legal documents. The hours for burial may take place only between 8h00 and 16h30.

Any person who want to utilise our cemeteries is obliged to follow the following steps:

1. Application for burial: a person intending to burry in our cemetery must complete and submit application with accompanying documents
 - Certified copy of ID of the deceased person
 - Certified copy of a death certificate of the deceased
 - Certified copy of the applicant
 - A proof of payment in the municipal account as per cemetery tariffs
 - Proof of resident.
2. Allocation of the gravesite:
 - Once the application has been approved, the cemetery supervisor accompanies the applicant to the gravesite for the allocation of the grave.
 - The cemetery supervisor will issue the grave tag with the number that corresponds with recorded in the burial register.
 - It depends to the applicant's choice to consider municipal services or his or her service in digging the grave under the close supervision of the cemetery supervisor.
 - The cemetery supervisor where necessary, take into account the customs of the deceased, and people responsible for the burial.

5.9.5. Size of the grave

The municipality provides the following grave size:

- An adult grave must be 2200mm length, 900mm Width and 1800mm depth.
- A child grave must be 1200mm length, 700mm Width, and depth less than 1500mm

5.9.6. Care of graves

- The municipality is responsible for keeping cemeteries clean.
- The cemetery personnel are responsible to remove all withered natural flowers, faded, and any receptacle placed on a grave.
- Cemetery personnel is also responsible for alien plant removal, beautification, and maintenance of cemetery pathways.

Pauper burial

A pauper is defined as a person who has died as an unknown person within the geographic boundaries of Council subject to Section 62(2) of the National Health Act no. 63, of 2003 as amended, "Shall be buried or cremated at the discretion of Council"

Nyandeni municipality does cater for the burial of paupers that are found in its jurisdiction and currently an amount that is budgeted each financial year is R20 000. This amount is not enough to carry out this exercise because in other financial years the paupers that need to be buried exceed the budget that has been put aside by the municipality.

5.9.7. Cemetery tariffs

Activities	Fee
Grave reservation	R490
Digging	R530

5.9.8. Staff establishment

Position	Number	Filled	Vacant
Supervisor	02	02	0
Cemetery assistant	04	04	0

5.8.9.Operational Budget

Project	Actual Budget	Actual expenditure anually	Surplus
Fencing	R1 450 000.00	R1 149 260.87	300739,13
Pauper burial	R20 000.00	R0.00	R20 000.00

5.9.10. Revenue collection per annum

Number of graves sold	Revenue collected
09 for Nggeleni	R4023.00
14 for Libode	R10 097.00
Reserved graves for both towns	

5.9.11. Challenges

Lack of electricity

There are no access roads leading to our cemeteries.

Lack of infrastructure like proper offices

Lack of proper storages

Lack of transport for daily operations.

Shortage of staff

Shortage of burial space especially in Libode

Lack of proper parking bays

Lack of enough budget for pauper burial.

5.9.10. Priority projects

We are planning to construct the following infrastructure:

- Proper offices in order to properly accommodate the staff.
- Proper storages in order to keep the tools
- Access roads to be able to reach the facilities.
- Introduction of electronic management system in order to ensure that our records are kept in line with the current technology.
- Construction of proper parking bays in order to properly accommodate vehicles of the staff and those of the visitors.

5.9.10.1. Project prioritization plan

5-year project plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Security improvement	Well established security	R1 450 000.00	Fencing of Nggeleni cemetery	Upgrading of security	Monitoring and evaluation		
Improve cemetery facility	Well improved facility	R2m	Facilitate registration of the project with MIG and develop designs	Facilitation of tender processes	Construction	Project completion and handing over	

5.10. Free Basic and Poverty Alleviation

Unit has been charged to provide free basic services to people who are indigent. The main aim of the free basic services to indigent people is to improve their livelihood.

Free Basic Services is the government poverty eradication programmes, that seek to improve the livelihoods of the indigent's people. Poverty Alleviation is the set of measures both economic and humanitarian that intended to permanently lift people out of poverty.

It is then incumbent upon individual Municipalities to shape its provision based on the need analysis. In the financial year 2020/2021, the Municipality Piloted a number of provisions based on the needs assessment to individual households distinctively to the findings. Piloting was conducted from Ward 1 to Ward 32

5.10.1. Objectives of Free Basic Services and Poverty Alleviation Unit

- To ensure Municipality has a credible indigent register
- To keep records of all qualified indigent people
- Provision of free basic services to people in an indigent register
- To promote budget synergy so be able to address matters of poverty.
- To launch the initiatives that attempt to support the graduation of Indigent people into a sustainable economic development

5.10.2. Legal context

It is then incumbent upon individual Municipalities to shape its provision based on the need analysis. In the financial year 2020/2021, the Municipality is planning to Pilot a number of provisions based on the needs assessment to individual households specifically to the findings. Pilot will be done from Ward 1 to Ward 32.

The Constitution of the Republic of South Africa Act (108) of 1996 highlights the right of all citizens to have access to basic level of services including Free Basic Services.

- Constitution of RSA (Act 108 of 1996)
- Municipal Systems Act (Act 32 of 2000)
- Municipal Structures Act (Act 117 of 1997 as amended)
- Public Finance Management Act (Act 1 of 1999)
- Municipal Finance Management Act (Act 1 of 2003)
- Municipal Property Rates Act (Act 6 of 2004)
- Intergovernmental Relations Framework Act (Act 13 of 2005)
- Framework for a Municipal Indigent Policy
- White Paper on Transforming of Public Service Delivery

5.10.3. Status Quo

The Municipality is offering the following services:

- Eskom electricity coupons: The municipality provides a monthly electric coupon at an amount of R 102.73 that produces 50Kw.
- Alternative Energy: Municipality supports non-grid households with a two burner automatic gas stove and size 9 kg gas cylinder once off.
- Isidima Poverty Alleviation Project Initiative(Isidima PAPI): The municipality has establish this initiative project to assist and support the poor (indigent) people with the following:
 - Fencing: The municipality supports households with 50mx50m for food gardening.
 - Water Harvesting Project: The District Municipality has responsibility to provide 6 000 litres per indigent. However, as a way of responding to the above, the municipality initiated a Water Harvest Project that provides guttering, water tank stand and 5000 litres water tank.

- Two-Roomed Flat: This special provision provides a 40 m² two-roomed flat, to most extremely cases, while the beneficiary is waiting for (RDP) Human Settlement approval.

5.10.4. Beneficiary Statistics

Project	Total Budget	Number of Beneficiaries	Ward	Time Frame
Eskom Electricity Coupons	R 1, 251, 583. 96	1, 800	All Wards	Monthly
Alternative Energy	R 1, 419, 695.00	1 650	All Wards	Once-Off
Isidima (iPaPi) Fencing	R3, 142, 588.00	32	All Wards	Once Off
		46	All wards	Once off
		45	All wards	Once-Off
Water harvesting				
Two-Roomed Flat		05	05 wards	Once-Off

5.10.5.Operational Budget Expenditure Patterns

Project	Actual Budget	Actual expenditure anually	Surplus
Eskom Electricity Coupons	R 1, 251, 583. 96	R -	R -
Is'dima project	R 6 000 000.00	R-	
Alternative Energy	R 5 000 000.00	R-	
Indigent Management System	R1 438 003.00	R-	

5.10.6. Project prioritization plan

5.10.6.1. Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Indigent Mngement System	Functional system	3m	First phase of implementing the system	Integrating system to other sector	Upgrade the capacity of the system	Maintainance of the system	
TRAINING AND PUBLIC AWARENESSES	Trained system users and beneficiaries	1m	Awareness campaign and trainings for all wards	Provision of the gargets and data capturing	Full swing of operations	Monitoring and evaluation of the system	System reviewal
EPWP	Hire 160 for Data capturing	4.5m	Hire 32 EPWP	Hire 32 EPWP	Hire 32 EPWP	Hire 32 EPWP	Hire 32 EPWP
Electricity Coupons of 50KW	2000 HH provided with electricity coupons	1.8m	2000 beneficiaries	2000 beneficiaries	2000 beneficiaries	2000 beneficiaries	2000 beneficiaries
Isidima porverty alevation project initiative	20x 2 roomed flat, Fencin, and Wate harvesting system with 5000 lt tank	6m	Construction of 4 isidima house	Construction of 4 isidima house	Construction of 4 isidima house	Construction of 4 isidima house	Construction of 4 isidima house
			Fencing of 46 households	Fencing of 32 households	Fencing of 32 households	Fencing of 32 households	Fencing of 32 households

	delivered		Provision of 45 water tanks	Provision of 32 water tanks			
Alternative Energy and Eskom Extension	2100 beneficiaries	3.4m	420 beneficiaries				

5.10.7. Challenges

Challenges	Root Cause	Recommendation
Lack of resources to execute the work effectively (digital systems, transport)	Improper planning	Make a provision of electronic digitized equipment. Include the fieldworkers into the car allowance programs
Lack of office space	Institutional	Provisioning of office space
Poor network connection	Load shading	Alternative Energy Considerations

5.10.8. Personnel

- FBS Officer x1
- FBS Clerk x 1
- FBS Field Workers x2
- Planning to have EPWP Data Collectors x 32.

5.10.9. Priority projects

Among other projects, the following projects have been identified:

- Offices in both pounds
- Proper animal kraals in both towns
- Proper storages in both pounds
- Access road in Libode pound.
- Plastering to the existing boundary walls so that they can be stronger and be able to resist the disaster when it strikes.

- Construction of proper parking bays with shades so as to properly accommodate the vehicles of the staff and visitors.
- Introduction of electronic recording system that will assist in aligning our operations with the current technology.
- Installation of CCTV cameras.
- Provision of animals feed and medication.

5.11. Environmental Management

5.11.1. Strategic objectives

Objectives are designed within the milieu of Municipal government objectives as set out in section 152(1) of the Constitution referring to the objective “To promote a safe and healthy environment” including the Principles of the National Environmental Management Act (NEMA) and the Bill of Rights as stated in the Constitution.

Effective management of the interdependencies between ecosystem health, social equity and economic growth will further require a significant change in current governance practices, in adopting an integrated and co-operative environmental management approach to governance that includes an accurate valuation of environmental goods and services.

Government’s commitment to long-term sustainable development is achieved, when explicit recognition is given in its policy-making processes that its economic systems are essentially products of and dependent on social systems, which in turn are products or, and dependent on, natural systems.

Environmental management is “a purposeful activity with the goal to maintain and improve the state of an environmental resource affected by human activities.

Environmental Management can be defined as “the management of the interaction and impact of human activities on the natural environment”.

Environmental management further aims to ensure that ecosystem services and biodiversity are protected and maintained for equitable use by future human generations, and also, maintain ecosystem integrity as an end in itself by taking into consideration ethical, economic, and scientific (ecological) variables. Environmental management tries to identify the factors that have a stake in the conflicts that may rise between meeting the needs but protecting the environment.

The Nyandeni Local Municipality has a legal obligation to ensure a safe; cleaner and healthier environment within a context of sustainable development in matters of environmental management and governance. It is of vital importance that the environmental matters must find an expression in to the Integrated Development Plan (IDP).

Therefore, the municipality has a Constitutional mandate to develop a mechanism that will encompass the following –

- (a) Waste Management
- b) Environmental quality, protection and promotion of environmental management
- c) Biodiversity, Conservation and Coastal Zone Management; and
- d) Assisting and collaborating to services rendered by wildlife services and parastatal.
- (e) Climate change adaptation strategies
- (f) Environmental Impact Management (EIA process)
- (g) Environmental Compliance and Enforcement

5.11.2. Key performance areas

- Environmental Education and Awareness Raising
- Climate Change
- Waste Management
- Integrated Coastal Management
- Biodiversity Management
- Air Quality Management
- Environmental Enforcement
- Land care management
- Environmental Impact Management (EIA)

5.11.3. Climate change

Climate Change refers to the long-term shift patterns. It may involve a change in the average weather patterns e.g. (more or less rainfall) or in the frequency and/ or intensity of events (e.g. more or few storms). Climate change can be caused by natural causes, such as volcanic eruptions, or human causes, such as greenhouse gas emissions from the burning of petrol. Global warming, which is the general increase in temperatures caused by human-related greenhouse gas emissions, is one type of climate change.

Climate change impacts are the consequences of climate change on human or natural system. For example less rain in an area as a result droughts, crop failure, famine, or more or frequent surge storms, as results floods, erosion, destruction of infrastructure, bridges and houses and loss of lives.

5.11.4. Status quo

The Nyandeni economy is dependent on primary sectors such as agriculture and Tourism. The relationship of such industrial opportunities, with climate-dependent resources, needs to be considered and integrated in development planning, as the resources define the production possibilities for the economy as a whole. As the municipality, we do not have climate change plan that cuts across all sectors to give effect to integrated climate change risks and opportunities identification to influence municipal planning.

The climate conditions of Nyandeni the Coastal area is receiving a lot of rain during summer and a lot of road infrastructure gets damaged easily from storm surges and flooding, in particular the low lying bridges and river crossings. On the northern side of Nyandeni area, its inland, during winter there is a long dry season that leads to droughts and veld fires eventually affecting directly the farming practices. During the summer the Northern part

faces climatic conditions with heavy storms with tornadoes leading to disastrous situations which damages infrastructure (electric lines and housing roofs)
 More effort is needed to have a strategy or plan and integration of this into priority objectives of the IDP and sector Plans.

5.11.5. Challenges

Weaknesses and Threats	Root cause	Recommendation
Lack of strategy for responding to climate change issues	Poor Institutional arrangements for climate change programme to be enrolled	Establishment of climate change and risk management committee and budget allocation for the function.
Lack of consultations, capacity building, and integration on climate change as a cut across phenomenon.	Lack of integration and capacity building on the phenomenon of climate change	Have a committee for climate change Prioritize climate change response activities as performance areas across all service delivery and planning departments
High carbon footprint	Environmentally unfriendly practices: High Energy usage, Too much usage of paper for administrative functions, improper housekeeping and poor archiving systems.	<ul style="list-style-type: none"> • Commitment on energy efficiency. • Have systems that using less paper by investing on electronic systems. • Have electronic archives and improve on housekeeping.

Climate change mitigation refers to “human intervention to reduce the sources or enhance the sinks of greenhouse gases” (IPCC, 2014). Primary interventions to mitigate climate change include technological and behavioural changes that reduce reliance on fossil fuels and CO2 emissions, which support achieving South Africa’s Nationally Determined Contributions (NDCs). However, responses to climate change, such as large-scale tree planting or renewable energy projects, may have a positive impact on biodiversity in the Nyandeni LM

5.11.6. Desired projects/ opportunities

- Develop Climate Change response strategy
- Climate change response vision and strategy workshop.
- Continuous awareness to the society-
- Introduction of systems on reducing of carbon foot print such.
- Administration with paper less approach.
- Strengthen usage of virtual meetings
- Strengthening of Archiving system within the institution.
- Usage of energy efficient electric system and appliances.

- Surfacing of roads to minimise dust pollution
- Planting of indigenous trees along the town streets and donate trees to well-paying rate payers to curb to reduce green-house gases.

5.12. Air Quality Management

In terms of Section 155(6)(a) and (7) of the Constitution, air pollution is regarded as a local government matter and therefore it has to be managed by municipalities. Air quality management in South Africa has undergone drastic changes since the implementation of the National Environmental: Air Quality Act (Act 39 of 2004). The new Act shifts the emphasis from point-source control to proactively protecting the receiving environment. In keeping with the new approach, it is a legal requirement that Municipalities must compile and implement air quality management plans (AQMPs) as part of their Integrated Development Plans (IDPs).

5.12.1. Status quo

Lack of air quality management infrastructure and a shortage of experienced, qualified staff to develop, implement and maintain air quality management plans is still the main challenge across the South Africa; Nyandeni Local Municipality is not an exception to those challenges. There are few point sources of air quality pollution at Nyandeni as the area is not industrious at all. Main economic activities are administration and agriculture at a non-commercial level. The point sources of pollution are quarry mines, at very small scale and brick making individuals along Corana River.

Non point sources of air pollution are veld fires during the winter and autumn seasons; Dusty streets to far rural areas are contributing a lot to dust pollution.

5.12.2. Challenges

Challenges/ Weaknesses	Root-Cause	Recommendation
Nonexistence of Air Quality Management Plan	Poor institutional arrangements	Funding allocation for Air Quality Management Plan
Nonexistence of air quality management programme and projects	Technical Air Quality Management Planning capacity is lacking amongst officers present, which triggers training needs.	Training and capacity building needed.
Non Compliance with National Environmental Management Air Quality Act NEMAQA	Lack of capacity on requirements of NEMAQA	Appointment and designation of air quality officer at middle to senior management position
No data capturing and data modelling and reporting on air quality pollution variables in the atmosphere.	Lack of infrastructure for data capturing, modelling and monitoring such as Air Quality Monitoring Station.	Integrated Planning for Air Quality Monitoring Stations to be prioritized as district air quality projects.

Air quality management capacity represents specific technically skilled human resources, a dedicated infrastructure as well as adequate financial resources to manage air quality properly.

5.12.3. Desired Projects/ Opportunities

- Designation of Air Quality Management Office at middle to senior management position no budget is required for designation.
- Appointment of Air Quality Management Officer at officer level budget is required.
- Develop Air Quality Management Plan budget is required.
- Develop a chapter on air quality to be reflected on IDP no budget is required

5.13. Coastal Management

The Integrated Coastal Management Act assigns mandate in schedule 5b for local government to be a custodian of coastal resources, beaches and amusement facilities.

5.13.1. Status quo

Nyandeni Local Municipality Wild Coast stretches over 20km of its wild coast with 6 active beaches Mthatha Mouth, Mdumbi, Mngcibe and Hluleka, Presley Bay, Lwandile. Nyandeni Coast is of biodiversity value; it has scenic beauty with beautiful natural landscape. The Mthatha Mouth area identified as a Special Economic Zone, furthermore with Mthatha Mouth proposed as a new small town and Mdumbi as a green destination by the department of Economic Development Environmental Affairs and Tourism.

The proposed Wild Coast Meander route relates to tourism destinations and provides links between tourism nodes and main mobility routes. Nyandeni forms part of the Integrated Wild Coast Development Plan and the Wild Coast Special Economic Zones.

Within the development Corridor stretching along R61 from Mthatha to Ntlaza with a potential to be developed as development corridor with a higher intensity of land use alongside it due to the proximity of three nodal elements of Ntlaza Junction , Libode and Mthatha (N2 Toll Road)

Available natural resources to complement the proposed infrastructure include natural indigenous forests, rocky hills, thatching grass, and rivers and estuaries.

The coast of Nyandeni has got a very high potential of economic development through eco-tourism.

5.13.2. Challenges

Challenges/ Weaknesses	Root-cause	Recommendations
Lack of Compliance with Integrated Coastal Management Act ICM Act	<ul style="list-style-type: none"> Lack of infrastructure to augment access to coastal assets as required by the ICM Act Lack of regulation of activities on our beaches 	<ul style="list-style-type: none"> Construct beach amenities and walking decks, roads and parking's to coastal assets. Install notice boards regulating activities on the Nyandeni Coast.
Poor Development Planning Along the Coast	Lack of Coastal Management Plan and integration of Sector Plan into SDF	Regulate in our SDF activities or development that should be done in coast in compliance with plans and acts. Integrate all relevant spatial plans: National and Provincial ones into our SDF.
Poor Roads to coastal destinations	Rugged and sloppy terrain that is easily eroded after regular heavy storms.	<ul style="list-style-type: none"> Regular Maintenance of roads to coastal destination. Improve cooperation with provincial department of roads for considerations of tar surfacing.

5.13.3. Opportunity programmes for Coastal Management

- Awareness programmes on coastal management and environmental sensitivity
- Working for the coast programmes with activities of awareness waste picking and collection.
- Lifeguards programme on Nyandeni beaches.
- EC - WFTC IP Nyandeni Coastal Facilities development.

5.14. Environmental Impact Assessment (EIA) PROCESS

NEMA Chapter 5 stipulate about the Integrated Environmental Management. The Integrated Environmental Management can be achieved through utilization of Integrated Environmental Management Tools. Environmental Impact Assessment EIA is one of those tools. EIA is the administrative or regulatory process by which the environmental impact of a proposed

project, the development or extension to an existing project or development is determined. E.g. Construction of Landfill site, Garages, hosing schemes, bridges and their extensions. As a tool, EIAs are intended to facilitate informed and environmentally sound decision-making.

The NLM is currently complying with requirements of EIA when undertaking development.

5.14.1. Challenges

Challenges/ weaknesses	Root-cause	Recommendations
Lack of integration on development Planning of projects	Lack of -involvement and integration of environmental unit from planning stages of projects.	Clear lines of communication and for project planning must be developed.
Unlawful commencement of Activities or project without compliance with EIA requirements that could lead to S24G of NEMA	Poor integrated planning and lack of collaboration internally. Lapsing of Environmental Authorizations	<ul style="list-style-type: none"> All spatial development projects must be represented before the environmental unit for screening for EIA requirements. A Dash-board of all Environmentally Authorized Projects must be developed.
Non Compliance with Environmental Authorization conditions that could result to S24G of NEMA	Lack of Follow-up and audits after obtaining an Environmental Authorization	In major construction projects, Independent Control Environmental Officers must be appointed. Internal Environmental Unit and Engineers have an obligation to monitor compliance in all projects.

5.14.2. Opportunities and programmes

- Environmental Management unit must be involved all projects to advise the municipality and to improve the integrated planning
- Dashboard developed for registering all project that are requiring EIA process and the projects that have obtained Environmental Authorizations.
- Environmental Audit and follow up process after authorization must be done to avoid lapsing of Environmental Authorization and section 24G of NEMA.
- All major projects must be appointed ECO on site. ECO appointments must be budgeted on projects.

5.15. Biodiversity Management

The National Environmental Management Biodiversity Act 10 of 2004 and regulations to provide for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act, 1998; the protection of species and ecosystems that warrant national protection; the sustainable use of indigenous biological resources; Biodiversity Management function is a concurrent function in all spheres of governance as per schedule 4 of the Constitution of the Republic. Healthy ecosystems are recognised to underpin the 17 SDGs, by preventing climate catastrophe and mass extinction.

Biological diversity, often shortened to 'biodiversity', is the variety of life on earth. It takes into account the differences in structure, function, and genetic make-up between living organisms and the ecological complexes in which they occur (Wilson, 1988). This variability occurs at the genetic, species and ecosystem levels (Gaston and Spicer, 1998). Biodiversity is important in assessing the state of the environment, because:

Vegetation and environmental sensitivity

5.15.1. Status quo

Along the steep slopes of the periphery of Nyandeni Local Municipality, there is mainly Thicket (30.4%) with the exception of the coastal line where there is Coastal Bushveld and Grasslands (5.32%). The interior comprises mainly of the Eastern Thorn Bushveld (33.45%) with Moist Upland Grassland (28.12%) in the northern interior and approximately 30.40% being Valley Thicket.

Vegetation type	Area (Ha)	% of the total
Afromontane Forest	4.127.37	1.67%
Coastal Bushveld/Grassland	13.124.46	5.32%
Coastal Forest	2.475.55	1.00%
Coastal Grassland	92.43	0.04%
Dune Thicket	0.71	0.00%
Eastern Thorn Bushveld	82.523.02	33.45%
Moist Upland Grassland	69.369.32	28.12%
Valley Thicket	74.999.90	30.40%

Nyandeni has a huge potential for tourism along the 20km coastal belt which stretches from Mthatha Estuary in the south west to Mnenu Estuary in the north east. This high tourism potential area is very important for eco – tourism destination. The area already has a number of forests, areas designated for nature conservation, estuaries, wildlife etc. **Hluleka Game Reserve** as Protected Area, remains an area with high tourism potential and can be used to anchor tourism development especially if a cross – boundary nature reserve could be established between Nyandeni, Mhlontlo and Ngquza Hill Local Municipalities. The municipality would have to ensure that a good balance is managed between up scaling these areas with tourism potential into viable commercial tourism ventures and the environmental sensitive and marine protected areas. Rarely the municipal area provides access to coastal dune forests, which are rapidly being eroded by residential and commercial agricultural development in other areas. This group of vegetation is crucial due to its high species diversity, which may be home to medicinally useful plants, aesthetics, soil binding and soil erosion prevention characteristics. These types of vegetation also tend to be habitat for wildlife and serve a very important purpose of tourism and education.

Included in the state of the municipal environment are its wetlands. There are two types of wetlands found within Nyandeni municipal area. These are Coastal Wetlands that are influenced by tides that contains water that shows appreciable salinity and there are Inland Wetlands including fresh water areas; these can be likened to a basin which is filled with soil that has impervious layer such that it retains water. Wetlands are an important part of the environment and thus key for long term development planning. They offer a multitude of advantages to the environment viz; (a) replenishes ground water levels, (b) controlling stream flow velocity thus flood control, (c) provide grazing land for livestock and wildlife, (d) serve as wildlife habitat and above all (e) provide fresh water.

Biodiversity Protected areas within Nyandeni.

Place	Status of Protection
Hluleka Nature Reserve	Provincial Protected Area as Per National Environmental Management Protected Areas Act 57 of 2003 (NEMPA).
Hluleka Marine Protected Area	National Marine Protected Area.
Ntlangano Conservancy Area	Proposed to be protected as a community Conservancy Area. Not yet proclaimed.

In Nyandeni Local Municipality the majority of land area is covered in unimproved grassland, this is a total of 50% of the total area. Cultivated: temporary - semi-commercial/subsistence dry land covers 17.6% of the total area in the Nyandeni Local Municipality, while 11.9% is degraded: unimproved grassland.

5.15.2. Alien Plants Invasion

Alien invasive plants pose one of the biggest and most problematic threats to the environment of Nyandeni. Not only may their effects be latent and sometimes difficult to detect and assess in extent, but they may just as easily be explosive and overwhelming. Similarly, new areas have been invaded that were previously considered “clean” and safe from immediate threat. Within the Nyandeni coastal terrain there is a high invasion currently at a tough and challenging pivot point as alien species are arriving and reproducing at an alarming and increased rate, the invasion of alien grasses has dramatically increased the frequency and intensity of fires in dry forests, a combination of natural and man-made factors (such as floods and inappropriate land use practices). The municipality has received funding from DEDEAT for Removal of Alien Invasive Plant project in 2016/2017 financial years.

The project on removal of Alien Invasive Plants is continuously implemented in Nyandeni town, along R61 and within the streets of the town through EPWP projects.

Currently Nyandeni LM have two parks, the eco-park and mini park. Eco-park is operational and used for recreational purposes by anyone who want to use it and there are cost implications attached. The Libode Eco-park is landscaped by indigenous plant and it uses solar energy for lights within the park. Plant residues are used for generating bio-gas used for cooking stoves. The municipality is planning to develop mini parks in illegal dumping

areas (as rehabilitation strategy) and in areas identified as a suitable area to develop mini parks for both towns of Nyandeni.

5.15.3. Challenges

Challenge/ Weaknesses	Root-cause	Recommendation
Lack of Spatial Planning and integration of biodiversity management requirements and Enforcement.	<ul style="list-style-type: none"> • Nonexistence of local Biodiversity Management Plan. • Illegal Hunting and smuggling of protected plants 	<ul style="list-style-type: none"> • Development of Local Biodiversity Management Plan. • Strengthen relations with District and Provincial government on Awareness and Enforcement
Alien Plant Invasion	Land degradation due to lack of control of alien plants, Overgrazing and poor management of land.	
Deforestation of Coastal Forests	Demand of land for human settlement along the coast	Awareness to traditional leaders about the sensitivity of coastal forests and need the need to conserve and regulate.
Illegal development in the rural areas along the coast within 1km from the high-water mark as per the Integrated Coastal Management Act 24 of 2008.	Demand of land along the coast	Integration of Integrated Coastal Management Act guiding special plans into our SDF and assist the other spheres in the enforcement processes.

5.15.4. Opportunity Projects

- Establish Ngqeleni Mini Eco Park by DFFE R5 000 000.00 by 2022/2023
- Benefits to Nature and People Project (planting fruit trees in schools and indigenous trees in our towns) by 2022/2023.
- Develop Biodiversity Management Plan by 2024/ 2025.
- Ntlangano Community Conservancy by 2022/2023.
- Maintenance and extension of Parks (Libode Eco Park and mini parks) by 2023/2024
- Beautification and Landscaping of our towns by 2023/2024.

5.16. Environmental Monitoring and Enforcement

The primary arrangements for compliance monitoring and enforcement of environmental legislation such as the Waste Act are provided by an amendment to the National Environmental Management Act, 107 of 1998 (NEMA), which came into effect on 1 May 2005. Chapter 7 of NEMA provides for Environmental Management Inspectors (EMIs) to be designated by the Minister and MECs.

Since EMIs are situated at all three levels of government, the Department has drawn up a guideline to assist in the determination of the compliance monitoring and enforcement roles and responsibilities as set out in the Act.

In relation to compliance and enforcement activities relating to licensing of waste management activities (section 43), the following is the general principle:

- The national department has jurisdiction with respect to hazardous waste facilities.
 - The provincial departments have jurisdiction with respect to general waste facilities.
- Local EMIs will work in conjunction with provincial and national EMIs to execute compliance activities in respect to waste management licenses (reacting to complaints and conducting routine inspections). In accordance with the principal that an institution cannot police itself, local EMIs are not expected to monitor the municipalities' compliance.

The current situation at Nyandeni is that there is no Environmental Management Inspectorate.

Integrated Waste Management By-Laws have been developed and have undergone all required procedure i.e. public consultation process, approval by council, and review and approval by the Chief Magistrate and NPA.

5.16.1. Challenges

Challenges	Root-cause	Recommendations
Lack of enforcement of laws and by-laws	Lack of officers with capacity to do environmental monitoring and enforcement	<ul style="list-style-type: none"> • Training of officials to have capacity to enforce (EMI). • Develop Profoma records for enforcement.

5.16.2. Opportunity Projects

- Appointment of enforcement officers for enforcement by 2024/2025
- Training on Environmental Management Inspectorate (EMI) by 2022/2023
- Development of records for administrative enforcement by 2022/2023

5.17. Sport Field

The sport fields are residing under Community Services Directorate maintenance and in both towns of the Municipality. We are responsible to manage and maintain these facilities

within the available budget. We also manage client services, access control, handle the reservations and ensure the execution of the Council's Policy on facilities.

Sport is any physical form of activity aimed at improving health in which both teams and individuals compete against each other.

Libode Sport field is a municipal facility that was built in 2017 and currently on the process of being handed over or officially opened for use to the community, public and the municipality after completion. The municipality is in the process of building new stadium on this financial in the next financial year that is located at Ngqeleni. The sport ground entails different types of sport activities or grounds such as netball, soccer field, volley ball and gymnasium for exercising.

5.17.1. Challenges

Challenge/ Weaknesses	Root-cause	Recommendation
Absence of electric energy supply	Sport field facility not connected to Eskom grid	Funds should be allocated for electrification of sport field facility
No portable water	Installed tanks have no brass taps due to theft. There running water was closed due to vandalism	Provision of security personnel for the facility. Installation of new brass taps and reconnection of running water.
Poor conditions of the facility	Poor conditions of the pitch, shortage of stand for fans, shortage driveway for disabled	Have a project to enhance the sport field conditions: driveway for disabled; improve the pitch, uprooting of alien vegetation.
Vandalism and theft	Poor security controls	Employ security guards for night shift

5.17.2. Opportunity projects

- Employment of Security Personnel for night shift.
- Develop grandstand cover for protecting the spectators from the sunrays and rainfall.
- Develop a running track
- Rehabilitation of the pitch
- Installation of sprinklers
- Removal of alien plants
- Fixing of damaged equipment within the facility
- Development of tarrifs

5.18. ECO Park

5.18.1. Introduction

The Libode Eco Park is a facility under the Nyandeni Local Municipality that renders services to the community and all surrounding areas. It functions under the rules and regulations of the municipality whereby all functions and events that take place are first to go through the internal administration. Eco park is short for Ecological park where it is mostly situated in the interior of the population intended for lawns, gardens, play areas and indigenous trees serving as a place of leisure and recreation for citizens of surrounding areas.

The Libode Eco park was established in 2015, it started to function in the 2016/2017 financial year. As you enter the park you will find structures that are for employees responsible for the park, plants and trees that are indigenous, a playground for tennis and netball, a podium, a kiddies play area with swings and seesaws as well as a viewing deck. Open spaces are free bare areas in and around the towns that are mostly protected and preserved by beautifying and keeping them clean. Most spaces are beautified as a way of decreasing illegal dumps in our towns and outside them. It has become a new norm to look out for open spaces that can be turned to areas for relaxation and new development through using plants and waste that can be reused again to make something unique.

This document will talk on future plans of parks, mini parks and open spaces. It will dwell on its future plans. operations.

5.18.2. Status quo

The Libode Eco park is situated in the interior of the town, not far from the town entrance or the central of the town. The Libode Eco Park has the following features indigenous, plants and trees mostly *xerophytes* plants that needs less water to grow, a playground for tennis and netball, a podium, a kiddies play area with swings and seesaws as well as a viewing deck. The park has been operational from the financial year 2016/2017 until now. Libode Eco Park is one of the facilities that are responsible for revenue generation for the municipality.

The most common activities that take place and are photoshoots, birthday parties, walk-ins, picnics, educational tours and braais. The most common activity that is usually booked for is photoshoot.

In Libode, we have a mini park that is functional in good condition however vandalism and theft due to absence of security keeps on happening. In Ngqeleni, all process to start the construction of an Eco park have been put to place and by the year DFFE committed to commence with the project in 2022.2023.

There are open spaces that are beautified within Libode and Ngqeleni. Open spaces are beautified to curb illegal dumping and to improve the aesthetic beauty of the town are mostly done for attraction and beautifying the towns spaces seen as useless to some. In beautifying theses spaces, we try to make sure that they are friendly for people that would like to sit in and take pictures. We have quite a few beautified spaces; we have 2 in Ngqeleni and 3 in Libode with the hope of adding more. Most spaces are beautified as a way of decreasing illegal dumps in our towns and outside them. The beautification of the town is an ongoing programme, both entrances of Libode and Ngqeleni are beautified and are still maintained.

The Eco Park is regulated by the Parks and Beautification By Law. The objectives of this by-law are to: (a) protect and preserve parks for the benefit of the public; (b) regulate proper use and enjoyment of parks by members of the public; and (c) standardize the fees prescribed for the reservation of parks for private events and functions.

The facility is functional and It has a total number of Four employees, one supervisor and three general workers. The park opens from Monday to Friday (08h00- 16h30), weekends are opened on adhoc basis when bookings are done for particular Saturday or Sunday.

5.18.3. Challenges

Challenges/ Weaknesses	Root-cause	Recommendation
Damaged viewing deck, Concrete Pitch, lights and fencing.	Poor maintenance plan	Develop Maintenance Plan for the Eco Parks
Theft and vandalism	Poor security measures	Allocate security for night shift
Regular damage to the fence	Speeding cars	Place big rock boulders and install mini humps next to Eco park
Lack of office space	Poor planning	Develop or purchase prefab
Little revenue for Eco Park	Lack of marketing and strenuous processes to be followed to enter the park.	Install signage and rules board for eco parks. Innovate new systems for easy payment and authorization to enter Eco parks.

5.18.4. Desired Projects

- Maintenance of the open fencing
- Extension of Eco park land
- Development of swimming pools and more recreational equipment
- Provision of prefab for office space.
- Maintenance of Viewing Deck.
- Beautification and mini park establishment at Libode transport hub
- Electrification of Eco Park and internal wiring

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027

Provision of Prefab at Eco park	Enough office space for Eco Parck	R300 000.00		Prefab for Eco park			
Electrification of Eco Park	Energised Eco Park	R500 000.00					
Flood Lights for Eco park	Improved Security	R100 000.00		Flood lights installation			
Viewing Deck maintenance	Enhanced Facility	R400 000.00		Maintenance of viewing deck			

5.18.6. Key environmental management projects

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Climate Change response strategy	Climate change resilient communities	R500 000.00	Development of Climate Change Plan. Continuous Awareness sessions on Climate Change.	Planting of indigenous trees on streets. Introduce Energy Efficiency projects. Introduce Administration with less paper usage	Integration of risks and projects to other departments KPA.		
			Designation of Air Quality Management Office at	Develop a chapter on air quality to be reflected on IDP no	Develop Air Quality Management Plan	Continuous Awareness on Air Quality	

			middle to senior management position no budget is required for designation.	budget is required.		Management	
COASTAL MANAGEMENT	Integrated Coastal management and planning.		Regulate in our SDF activities or development that should be done in coast in compliance with plans and acts. Integrate all relevant spatial plans: National and Provincial ones into our SDF.	Continuous awareness programmes on coastal management and environmental sensitivity. EC - WFTC IP Nyandeni Coastal Facilities development.			
Implementation of Integrated Environmental Tools (EIA)	Environmental Quality Management		Dashboard developed for registering all project that are requiring				

			EIA process. improve the integrated planning				
Biodiversity Management		R500 000.00	Establish Ngqeleni Mini Eco Park	Ntlangano Community Conservancy	Maintenance and extension of Parks (Libode Eco Park and mini parks)	Develop Biodiversity Management Plan. Beautification and Landscaping of our town	
Environmental Monitoring And Enforcement	Improve compliance with our legislative framework and plans.		Training on Environmental Management Inspectorate (EMI)	Development of records for administrative enforcement	Appointment of additional enforcement officers with Environmental background.		
Sport field Management			Provision of security personnel for the facility. Installation of new brass taps and reconnection of running water				

Parks Management			Maintenance for Eco park fencing	Develop Parks Maintenance Plan	Extension of Libode Ecopark and rehabilitation of viewing deck.	Improving marketing Strategy of our parks	
------------------	--	--	----------------------------------	--------------------------------	---	---	--

5.19. Human Settlements

Human Settlements co-ordinates and facilitate the development of sustainable human settlements.

This includes:-

- i. Identification and Registration of beneficiaries
- ii. Facilitate transfer of housing subsidies
- iii. Monitoring the construction of houses
- iv. Acts as a Support Organization and as a Developer in housing development

5.19.1. Human settlements projects under implementation

PROJECT	PROGRESS	COMMENT
Mbhobheleni 1000	Slabs:860 Walls : 827 Roofs: 769 Complete: 760	WEE Construction is on site Site meeting will be on the 02 March 2023.
Ntsundwana 1000	Slabs: 299 Walls: 280 Roofs: 292 Complete : 292	Contractor for phase 1 has been appointed. Psc has been established and site establishment done
Mqwangqweni 1000	Slabs : 800 Walls : 734 Roofs: 689 Complete: 646	Takela Construction is on site
Nyandeni 669	Slabs 405 Walls 313 Roofs 313 Completions 350	The contractor is on site and done units at ward 11,12,13,29,09,10,31,27,02,16,07,08,and

Nyandeni 233	Slabs 126 Walls 105 Roofs 89 Completions 98	The Contractor is not on site still finishing at Mhlontlo Municipality
Mampondomiseni Phase 1 and Phase 2 -114 Units	Slabs 114 Walls :114 Roofs 114 Completions 114	114 Units completed
Nyandeni 77	Slab 77 Wallplates 77 Roofs 77 Competions 77	77 Units completed
Nyandeni 33	Slab 33 Wall plate 32 Roofs 32 Completions 32	Contractor is on site at Ward 31. 32 Units completed for this project
Nyandeni 137	Slabs -58 Walls -48 Roofs -42 Finishes 18 Completions 0	The contractor is on site at ward 12, 11 ,10 ,13,09,30,31,04 and 08
Nyandeni 370	Consultants have been appointed to conduct beneficiary administration, verification and taking coordinates	We have done beneficiary administration in all affected wards soon forms will be sent to the Department for capturing.
Nyandeni Gxulu 200	Consultants have been appointed to conduct beneficiary administration ,verification and taking coordinates	We have done beneficiary administration in all affected wards soon forms will be sent to the Department for capturing. Consultants is busy with report for panel of contractor
Ngqeleni Rectification 120	We have done assessment and verification at ward 21 Extension 4 We are still arranging meeting with Ward Councilor to give her report.	We have done assessment and verification at ward 21 Extension 4 We are still arranging meeting with Ward Councilor to give her report.

Consultants have been appointed for professional planning on the following projects and currently are on sites and finalising beneficiary administration.

- Libode 350(ward 04, 07,08 and 09)
- Mankosi 350
- Mgwenyane 350
- Qhokama 350
- Ngcolorha 350

CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

The main purpose of this Department is to accelerate economic growth of Nyandeni Local Municipality, facilitate and co-ordinate the development of sustainable human settlements and attend to all matters related to Spatial Planning and Land Use Management (Town and Regional Planning), including the implementation of Spatial Planning and Land Use Management Act.

6.1. Business units within the department

Local Economic Development is made up of three units, being:-

Agricultural support and Development

Enterprise support and Small Business Development

Tourism promotion and Development

1. Underpinning plans and strategies

Operations of the Department are underpinned by the following policy informants:-

- a) National Development Plan
- b) Eastern Cape Provincial Development Plan
- c) Provincial Economic Development Strategy
- d) Integrated Wild Coast Development Plan
- e) O. R. Tambo One Plan
- f) Nyandeni Vision 2030
- g) Nyandeni IDP
- h) h) Nyandeni Spatial Development Framework

- i) Wild Coast Spatial Development Framework
- j) Libode – R61 Corridor Development Plan
- k) Mthatha Mouth Local Spatial Development Framework
- l) Ntlangano Local Spatial Development Framework
- m) Ngqeleni Precinct Plan
- n) Ntlaza Precinct Plan
- o) Revised National Framework for Local Economic Development – Creating Innovation driven local economies
- p) Nyandeni Local Economic Development Strategy
- q) The Housing Code

Key economic growth and development activities within LED entails:-

Agriculture development.

Forestry development

Oceans Economy, including aquaculture development

Tourism development

Small Business support and development

Partnerships for the development and growth of the economy

Human Settlements co-ordinates and facilitate the development of sustainable human settlements.

This includes:-

- v. Identification and Registration of beneficiaries
- vi. Facilitate transfer of housing subsidies
- vii. Monitoring the construction of houses
- viii. Acts as a Support Organization and as a Developer in housing development

2. Policies in place

The following Policies have been developed for Planning and Development Department and are being implemented:-

- a) LED Project Support and Funding Policy
- b) Business Licensing Policy
- c) SMME Development Policy

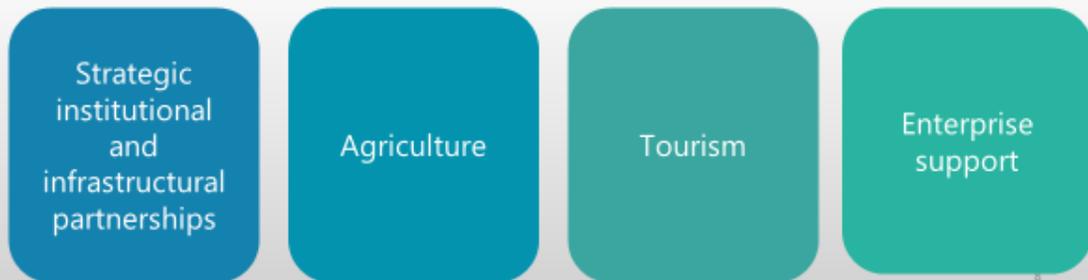
- d) Land Disposal Policy
- e) Policy on Prevention of unlawful occupation of Land
- f) Street Naming Policy
- g) Housing Allocation Policy

3. Status of sector plans

SECTOR PLAN	YEAR DEVELOPED	COMMENT
1. SMME AND COOPERATIVE DEVELOPMENT STRATEGY	2014	Due for review
2. FORESTRY SECTOR PLAN	2014	Due for review
3. AGRICULTURAL SECTOR PLAN	2014	Due for review
4. RETAIL SECTOR DEVELOPMENT STRATEGY	2016	Due for review
5. SMALL TOWN REVITALIZATION STRATEGY	2016	Due for review
6. RESPONSIBLE TOURISM DEVELOPMENT PLAN	2017	Due for review
7. LOCAL ECONOMIC DEVELOPMENT STRATEGY	Reviewed in 2018	Due for review
8. HOUSING SECTOR PLAN	Reviewed in 2018	O.R. Tambo has appointed the Service Provider to review

Nyandeni Local Economic Development Strategy

The Nyandeni LED Strategy is premised on the following four economic sectors to stimulate economic growth and map up economic trajectory of the Municipality:-



4. Current interventions per sector

a) *strategic institutional and infrastructural partnerships*

- Partnership with TARDI on improving knowledge management and LED capacity
- Partnership with Moses Kotane Institute on Maritime Development Programme
- Partnership with SEDA on capacity building and training to SMME's and Cooperatives
- MoU with Siyanda Bagkatla Platinum Mine on Nkanga Poultry/ Egg Production
- Partnership with Sibanye Stillwater on funding and construction of 3 shearing sheds (Buntignville, Zixholosini and Mbhobeleni)
- SLA with Ntinga O.R. Tambo Development Agency on Business Plan Development for Animal Feed Plant

b) *enterprise support*

- Facilitate business development programmes through trainings and capacity building programmes
- Developed and maintained database for all SMME's and Cooperatives
- Facilitated access to market access for small businesses
- Registered and licenced formal and informal businesses

c) agriculture

- Assisted farmers with provision of production inputs (LAN) for the past years
- Promoted Food Security programme (vegetable inputs to 320 destitute households)
- Supported small scale farming projects (agriculture, tourism and small business projects)
- Involved in Aquaculture and Oceans Economy programmes
- Participate in the development Egg/Poultry production Project at ward 27

5. Strategic led projects under implementation during 2022/2023

- SMME and cooperative support and development through training
- Manage and regulate business operations through licensing
- Foster partnership with strategic institutions to promote innovation driven local economies
- Speedily processing of development applications as part of Red Tape Reduction Strategy and Ease of Doing Business
- Facilitate the creation of work opportunities through the creation of Employment Public Works Programmes
- Promotion and development of agriculture through support to local farmers
- Project packaging, Business Plan development and lobby funding for the implementation of catalytic projects
- Promotion, development and implementation of tourism programmes
- Promotion of Blue/Oceans Economy through partnerships with relevant institutions
- Facilitate Trade and Investment platforms to stimulate Investor Appetite

d) Tourism

- Participating in tourism promotion and destination development programmes
- Supporting Tourism product owners
- Promoting both coastal and inland tourist attractions
- Participating in Working for Coast project

Tourism products available within nyandeni

The following are some of tourism products available within the Municipality:-

Accommodation and Hospitality:

- a) Lummys Guest House
- b) Dan's Country Lodge
- c) Shirley's Guest House and Conference Centre
- d) Anchorage Hotel
- e) Hluleka Nature Reserve
- f) Mdumbi Backpackers
- g) Vukani Backpackers
- h) Swell Eco Lodge
- i) Mngcibe Lodge
- j) Freedom o'clock
- k) Buffalo Guest House

Coastal and inland tourist attractions

- a) SS Mendi Heritage site
- b) Ntlangano Conservancy
- c) Hluleka Nature Reserve
- d) Mlengane Hill
- e) Dikela Hill with Khoisan rock paintings
- f) Wild Coast 6 day hiking trail
- g) Nyandeni Great Place
- h) Prominent Pondo Chief grave sites

- Nyandeni Local Municipality is a place of natural beauty with scenic beauty and beautiful landscape with fauna and flora, a wonderful 20 km coastline, rich cultural heritage and friendly people.
- Inland offers SS Mendi Memorial Site, Mlengane Hill, Dikela Hill with Bushman's paintings, the Urban Hubs of Libode and Ngqeleni with accommodation establishments. The Municipality boosts itself by being

amaMpondo Nation and traditional crafts, including bead-work and basket weaving, dancing, fashion and music are part of amaMpondo culture.

6.2. Smart village project

- For the purposes of the Nyandeni smart village pilot project, a smart village includes culture, indigenous knowledge and indigenous technologies in community development planning approaches. Thus, smart villages are context-sensitive, based on the assets, needs, and potential of a given territory and supported by a new or existing territorial strategy that emphasize digital advancement and innovation. Smart villages in the context of pre-modern technology referred to communities that took the initiative to explore practical solutions and influence change in a manner that meets their future needs (Holmes, 2017). Holmes (2017) defines smart villages as active rural communities that perform modern and indigenous cultural actions by utilization of indigenous technologies in line with the 4iR in their social, economic, and environmental functions. Digital technologies are a powerful tool for smart villages; however, they are not the only ones (Atkočiūnienė & Vaznonienė, 2019, p. 505).
- The ingenious project is structured as an Indigenous Technologies-based Commercial Mixed-Use Smart Village and as such, is a first in South Africa. The rural development enterprise is a collaboration of the Department of Science, and Innovation (DSI), Tshwane \University of Technology (TUT); University of Venda, Nyandeni Royal House, Nyandeni Communities, and Nyandeni Local Municipality.
- The roll out of the project kicked off with a feasibility study conducted in March 2022. The study was focused on two communities in the Nyandeni Local Municipality: Marubeni and Mtombe Villages, located in the Eastern Cape, South Africa. The project is aimed at operationalizing the Protection, Promotion, Development and Management of Indigenous Knowledge Act 6 of 2019. The Nyandeni Smart Rural Village is premised in the co-creation community development approach which accommodates external agents while preventing the marginalization of the ordinary people, their voices, and ideas by the middle class and policymakers. The novel and disruptive Nyandeni smart village project has adopted an inclusive approach that ensures that planning is not conducted as an exclusive preserve of professional practitioners and policy makers.

- In the context of acute rural-push and urban-pull factors (rural-urban migration), a smart village is necessary for curtailing the influx of rural dwellers into urban areas. Such a concept is also necessary for job creation and economic empowerment to enhance country life through Indigenous Knowledge Systems (IKS) and the 4th Industrial Revolution (4iR) binaries. The Nyandeni Smart Village project will certainly bring basic services closer to the rural citizenry. There is no doubt that the Indigenous Knowledge-based Smart Village will contribute significantly to the socio-economic development in the Nyandeni Municipality region and beyond.

- The "Smart Village Through Indigenous Knowledge and Fourth Industrial Revolution in South Africa" was selected as the **Star of Discovery in the 2022 "Global Awards for World Heritage Education Innovative Cases"**.
- As a key activity recommended by UNESCO to commemorate the 50th anniversary of the World Heritage Convention, the **2022 "Global Awards for World Heritage Education Innovative Cases" International Sharing Forum** was held on 13 December 2022 to announce the awards. The Forum was presided over by LI Xin, Deputy Secretary-General (WHITRAP). Nearly 50 representatives of international institutions, award winners, cooperative partners, and an expert panel from all over the world attended the Forum online. An audience of 8,008 also joined the Forum virtually. All winning cases will automatically enter into related cooperation networks and will be given priority to participate in relevant international cooperation and innovative pilot projects. The list of the Global Awards and relevant events will be published on UNESCO's websites worldwide (see <http://whitrap.org/index.php?classid=1461&newsid=3411&t=show>).
- **The Star of Discovery Award** by WITHRAP under the auspices of UNESCO won by Prof M Sirayi and Prof M Kanyane supported by DSI, Nyandeni Local Municipality, Nyandeni Royal House, Nyandeni community, Project Steering Community and the project team is encouraging evidence that the DSI is committed to indigenous pieces of knowledge-driven innovation in South Africa.

CHAPTER 7: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

7.1. Institutional overview and mandate

The municipal transformation and organizational development is about planning and implementing strategies that will enhance the achievement of institutional goals and targets through building institutional capacity and resilience. The department of Corporate Services is responsible for leading this mandate by ensuring that there is capable and transformed human resource, optimal use of technology, provision of administration support services, and adequate policies.

Hence the focus areas for this key performance area are:-

Policy Development and Review,

Organisational Development;

Skills Development

Employment Equity

Labour Relations;

Occupational Health and Safety;

Individual Performance Management;

Information and Communication Technology;

Records Management;

Property Management; and
Customer Care.

7.2. Location of Administration Centres and Political Seat

Nyandeni Main Municipal Offices are based in Libode approximately 30km from Mthatha, with a Satellite Office based in Ngqeleni Town. All departments are located in one central area in Libode (Main Offices). Both the administrative and political seats are based in Libode Town. The Council Chambers are currently based in Libode. Council Meetings are held regularly in accordance with the approved council calendar.

Satellite Office is established to render the following functions and services:-

- Revenue management
- Administration and customer care services
- Registering Authority for motor vehicle registration
- Pound management and Cemetery services
- Refuse removal, and
- Library Services

Each function has a Supervisor responsible for management and supervision of day to day monitoring and report directly to the Manager Responsible for each Function. Senior Managers responsible for functions performed by the satellite Office are directly accountable for level of service rendered.

The expansion of Ngqeleni municipal Offices project has been completed. Infrastructure Department will relocate to Ngqeleni to improve service delivery performance.

The municipality has also taken a decision to establish Youth Office in Ngqeleni. The purpose of the Office is to support youth development initiatives.

Nyandeni Local Municipality is an integral component of Provincial and National Government and consequently has a critical role in the development and execution of local government strategy and strategic objectives. Overall, Nyandeni Local Municipality possesses the competency and capability to translate many of Government's vision and related legislation and policy into a blueprint framework through its Integrated Development Plan document.

7.3. Organisational overview

The institutional capability of Nyandeni Local Municipality is informed by overall organizational functioning, the interventions of management to engage in organizational leadership, development and management of organizational systems and processes to

promote effective operations and service delivery through optimum use of resources. It is intended to inform Nyandeni Local Municipality's organizational strategy to enhance service delivery to key customers/stakeholders.

Nyandeni Local Municipality is represented by two components in terms of its organization and service delivery outcomes. These are the political structures represented by the politically elected councilors and the administrative structure represented by the Municipal Manager, the management team and municipality employees. The municipality's organizational structure enhance the interface between the council and its committees, governance committees and the administration as led by the municipal manager.

7.4. Organizational Competency Status

Nyandeni Local Municipality possess the required competencies amongst staff as well as the required number of staff to perform its core functions. However, there exists an urgent need to redesign the organizational structure to ensure that the appropriate numbers of staff are placed on an organizational structure that is aligned to the organizational strategy and key strategic objectives. There is a need for a significant increase to core local government professionals, management, technical and functional posts as well as the enhancing the levels of competence to enable Nyandeni Local Municipality to develop and enhance the necessary institutional capacity and capability to deliver on its strategic objectives.

7.5. Functions assigned to the municipality that are being performed or not performed

Section 156 of the Constitution provides for the powers and functions of municipalities and states that a municipality has executive authority in respect of, and has the right to administer:

The local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and
Any other matter assigned to it by national or provincial legislation.

As indicated above a municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.

Specific functions and the way that the responsibilities for these functions are allocated to the 3 different spheres of government are detailed in Schedules 4 and 5 of the constitution. Schedules 4B and 5B identifies those functions allocated to local government.

These Schedules read together with section 84 of the Local Government: Municipal Systems Act provide further for the distinction between those services which can be delivered by district municipalities and those which can be run by the local municipalities.

The Nyandeni Municipality has been allocated powers and functions in terms of the Constitution and the Municipal Structures Act no 117 of 1998. Accordingly, Nyandeni has been granted executive authority over its area of jurisdiction.

Section 85 of the Structures Act provides further that the MEC for local government in a province may, adjust the division of functions and powers between a district and a local municipality as set out in section 84 by allocating, within a prescribed policy framework, any of those functions or powers vested-

In the local municipality, to the district municipality; or
 in the district municipality (excluding a function or power referred to in section 84 (1) (a), (b), (c), (d), (l), (o) or (p), to the local municipality.

Provincial Notice No. 23 of 2003 dated 5 May 2003 deals with the adjustment of functions and powers between district and local municipalities in terms of section 85(1) of the Structures Act.

The notice provides as follows:

That O.R. Tambo District Municipality performs the following local functions in respect of Nyandeni Local Municipality:

Municipal planning;

That NLM performs the following district functions in its local area:

84(1) (e) Solid waste disposal sites, in so far as it relates to-

The determination of a waste disposal strategy;

The regulation of waste disposal;

The establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district

84(1) (l) the establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.

84(1) (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.

The table below illustrates the powers and functions that the Nyandeni Local Municipality is authorized to perform in terms of Part B of Schedules 4 and 5 of the Constitution.

Part B of Schedule 4	Part B of Schedule 5
Air pollution	16. Beaches and amusement facilities
Building regulations	17. Billboards and display advertisement in public places
Child care facilities	18. Cemeteries, funeral parlours and crematoria
Electricity and gas reticulation	
Fire-fighting services	

Part B of Schedule 4	Part B of Schedule 5
Local tourism Municipal airport Municipal planning Municipal health services Municipal public transport Pontoons, fairies, settees, piers and harbours excluding the regulations of international and national shipping Municipal public works only in respect of the needs of the municipalities Storm water management system Trading regulations Water and sanitation services (limited to potable water supply system, domestic waste water and sewerage disposal system)	19.Cleansing 20.Control of public nuisance Control of undertakings that sell liquor to the public Facilities for the accommodation care and burial of animals Fencing and fences Licensing and controlling of undertakings that sell food to the public Local amenities Local sport facilities Markets Municipal abattoirs Municipal parks and recreation Municipal roads Noise pollution Pounds Public places Refuse removals, refuse dumps and solid waste disposals Street trading Street lighting Traffic and parking

Of the 39 functions listed in Parts B of Schedules 4 and 5 of the Constitution, Nyandeni has been allocated 34 functions which it is required to deliver on, the following 24 functions are being performed by Nyandeni Local Municipality:

Part B of Schedule 4	Part B of Schedule 5
Solid waste Municipal planning Storm water management system Municipal public transport Trading regulations Local Tourism Building regulations Electricity reticulation(agency) Child Care Facilities	Cemeteries, funeral parlours and crematoria – including the DM function Cleansing Local sport facilities Municipal parks and recreation Municipal roads Pounds Public places Refuse removals, refuse dumps and solid waste disposal Traffic and parking

Part B of Schedule 4	Part B of Schedule 5
	Municipal public works Beaches and amusement Billboards and display advertisement in public places Street trading Control of undertakings that sell liquor to the public Street lighting

The table below reflects functions that NLM is authorized to perform but are not being performed:

Part B of Schedule 4	Part B of Schedule 5
Air pollution Electricity and gas reticulation (not authorized but included in new organizational design) Fire-fighting services Municipal airport Municipal public transport Pontoons and ferries Electrification reticulation	Control of public nuisance Fencing and fences Markets Municipal abattoirs Noise pollution

7.6. Effectiveness of the legislative function

The administration, as appropriately delegated, has a responsibility to support the Council in exercising its powers and functions, including drafting of by-laws for approval by Council. By laws are developed annually as need arises.

7.7. System of delegation within the municipality

Council delegates, where appropriate, the responsibility to exercise legislative and executive authority to the relevant structures of the municipality. A delegation framework and register has been developed and approved by council on the 30 November 2019 with Council Resolution No. 2660/30/11/2018

7.8. Extent of service delivery by the municipality

Nyandeni Local Municipality is enhancing its service delivery by executing the following:

Developing a performance culture at all levels of the organization which is able to clearly indicate a tangible influence on the key stakeholders within the municipality's area of jurisdiction in terms of poverty reduction and enhancement of the quality of life through the development and execution of an effective sustainable economic development and a job creation strategy;

The efficient use of networks and internal human resources through the delivery of outcomes as opposed to engaging in significant planning and talk without outcomes to show for effort; Improving governance throughout the organization through controls, accuracy, punctuality, knowledge, professionalism and work ethic;

Building a team-based organization that is people-oriented with a strong focus upon Batho Pele, with a general respect and a passion to deliver a quality service to all stakeholders. This includes developing a strong collective culture in terms of Nyandeni Local Municipality organizational building;

Integrity: ethics, honesty, non-corruptive behavior;

Innovation to face challenges and offer new solutions through a high intensity and work ethic;

A commitment to its constituents, the majority of whom are poor and unemployed who live within the boundaries of the municipality's area of jurisdiction.

7.9. Review and Adoption of the Organisational Structure

The organizational structure was reviewed and approved by Council on 28 May 2021 with Council Resolution no...2776/28/05/2021

The approved Organizational structure has a total number of 341 positions, 1 post not budgeted for and 323 filled post and 17 vacant posts as at Feb 2023.

The Organizational structure is fully aligned with the IDP which is five year plan (2022-2027) reviewed annually and Vision 2032 which is long term plan and is a key institutional factor that determines the institutional capacity and capability of the municipality in order for it to deliver on its vision, mission and strategic objectives.

Our organizational structure and design has been strongly influenced by the development and optimization of competencies and capability. This will positively impact on the capacity requirements for Nyandeni Local Municipality to deliver on its key outputs. The diagram below shows how the Nyandeni Local Municipality is structured in terms of the different levels of government and the structures within the Municipality.

Political Structures
Executive Committee
64 Councilors
32 Wards
2 Traditional Leaders
Council Standing Committees
Infrastructure Development
Corporate Services
Budget & Treasury
Human Settlement and Rural Development
Local Economic Development
Community Service and Public Safety
Special Programmes and Social Services
Municipal Planning, IGR and Research

Administrative Structures
Municipal Manager
Corporate Services
Budget and Treasury Office
Community Services
Planning and Development
Infrastructure Development

7.9.1. Political Structures

At the political level, the organization is based upon a strong programme management model and a politically orientated governance approach, combined with competencies in community based engagement, development and stakeholder mobilization. This is complimented by the leadership and executive management structures primarily at a political level. These structures are used to make decisions and inform high level planning for the achievement of desired objectives of Nyandeni Local Municipality.

Section 79 Committees are as follows:-

Municipal Public Accounts Committee (MPAC)

Ethics and Members Interest Committee

Public Participation and Petitions Committee

Women's Caucus

Statutory Committees are as follows:-

Performance and Audit Committee

Risk Management Committee

ICT Governance Committee

IDP and Budget Steering Committee

Financial Misconduct Board

Audit Committee

7.9.2. Administrative Structures

Nyandeni Local Municipality structure is hierarchical based on powers and functions, with six departments structured to achieve her developmental duty as stipulated in the section 153 of the RSA Constitution. The departments are in line with the Local Government: Municipal Staff Regulations, 2021 as follows:-

FUNCTIONS	DEPARTMENT
a) Development and Town Planning Functions	Planning and Development
b) Provision of Municipal Public Works and Basic Services to Communities	Infrastructure Development
c) Provision of Community Services	Community Services
d) The Management of Municipal Finances	Budget and Treasury Office
e) Provision of Corporate Services	Corporate Services
f) Provision of Support to the Offices of the Public Office Bearers and the Office of the Municipal Manager	Office of the Municipal Manager

Each Department represents a functional area of work and is further divided into sub-functional components. The five key focus areas attempt to create integration. This integration demands a value chain response from each department in terms of its deliverables.

7.10. Departmental functions / mandates

7.10.1. Office of the Municipal Manager

Office of the Municipal Manager performs the following focus areas

- Communication
- Legal Services
- Internal Audit
- Council Affairs
- Municipal Planning
- Monitoring and Evaluation
- Risk Management
- Intergovernmental Relations
- Special Programs and Social Services
- Public Participation

a) Communication

The Internal Communication Unit is headed by Manager Communications and is supported by the Communication Officer and Clerk. The unit has played an important role in the branding of the work performed by Nyandeni Local Municipality. The branding is an

important vehicle to create awareness about Nyandeni Local Municipality amongst the communities. In addition, the core function of the Unit is to ensure effective communication to all stakeholders.

Key Functions

Responsible for developing communications strategy

Municipal branding

Media liaison

Presidential Hotline and complaints management system

Public Participation

b) Legal Services

This unit provides critical support in the management and administration of legal matters that affects the municipality. It is also responsible for contract management, development, and review of municipal bylaws. Furthermore, the unit is responsible for the development and review of effective systems of delegation

c) Council Affairs

Council Affairs provides administrative support to the Standing Committees, Section 79 Committees, Executive Committee and Council play a pivotal role in ensuring that these structures achieve their mandate.

d) Municipal Planning

Responsible for coordination of Integrated Development Planning, Annual Budget process plan, and Intergovernmental Relations.

e) Monitoring and Evaluation

The Monitoring and Evaluation Unit is responsible for monitoring and tracking the institutional performance and evaluate it against the planned targets.

f) Risk Management

Under the supervision of the Internal Audit Unit, the Risk Management Unit is responsible for the overall institutional risk identification and mitigation from planning to implementation phase.

g) Intergovernmental Relations

In line with the Intergovernmental Relations Framework Act, No. 13 of 2005, Nyandeni Local Municipality is responsible for overall coordination of IGR Structures, which are clustered into three. The three clusters are Social Needs, Economic and Infrastructure, and Governance and Administration. The IGR is convened quarterly in order to co-ordinate government work.

h) Special Programs and Social Services

This Unit is responsible for mainstreaming and initiation of special interventions of programmes / projects targeting development of the women, youth, children, disabled, and disabled people.

i) Public Participation

The Public Participation Unit is under the Office of the Speaker, and is responsible for the promotion of public participation in Nyandeni Local Municipality in pursuit of her developmental mandate. Public Participation Unit is also responsible for the monitoring of the functionality of Ward Committees.

7.10.2. Corporate Services

Nyandeni Local Municipality will continue to develop the necessary institutional capacity and organizational culture required to mobilize the workforce towards the necessary performance levels. The Human Resources function is geared up in executing the necessary Human Resources processes, systems and policies that will ensure effective institutional development of Nyandeni Local Municipality. Human Resources Development, transformation, mobilization and the need to create a motivated, competent and effective workforce is the responsibility of all levels of organizational leadership and management.

The support functions of the Corporate Services Department include the following:

- Human Resources Management
- Human Resources Development
- Integrated Employee Wellness (OHS, EAP & HIV/AIDS)
- Employment Equity
- Information Communication Technology
- Records Management
- Facilities Management
- Customer Care

The Corporate Services Department is also responsible for Support Services Function which range from Switchboard Services, Office Accommodation, facilities management; office automation and Registry/Archives Management. The Support Services Function is in a position to support with the necessary levels of capacity, competence, technology and resources.

➤ Work Place Skills Plan (WSP)

The WSP is prepared and submitted to Local Government SETA on an annual basis before the 30th of April. The municipality needs to create a skilled workforce to ensure a sustainable economic development and redress the pool of unskilled workers.

The municipality seek to ensure that as many staff members as possible from the officer level at BTO to top management level for all departments obtain the Municipal Minimum Competency Training which is required in terms MFMA section 83,107 and 119- Gazette 29967 of 15 June 2007.

Skills development of employees and Councillors is one of the NLM's priorities. NLM annually develops WSP which sets out training needs for staff, Councillors as well as unemployed. Human Resource Development programmes such as learnerships, in-service training, internship, skills programmes and bursaries are provided.

➤ **Employment Equity Plan**

The municipality developed a new Employment Equity Plan starting from the 01 July 2021 – 30 June 2024 plan which was presented to the committee and submitted to the Acting Municipal Manager for approval.

Employment Equity Plan is in line with the Employment Equity Policy which was last reviewed without changes and adopted by Council on 30 June 2022

Department of Employment and Labour conducted a DG Review in 2019 of the EE Plan as per Sec 44 of the Employment Equity Act. Our EE plan was approved to have complied with the provision of the Employment Equity Act. The Department of Employment and Labour had recommended that the municipality should focus on gender and race equity on occupational levels.

The Employment Equity Report is always submitted online to the Department of Labour before the 15th of January annually.

WORKFORCE PROFILE SNAPSHOT DATE : 30/09/2021

Table 1: Snapshot of workforce profile for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	4	0	0	0	1	0	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	10	0	0	0	6	0	0	0	0	0	16
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	28	0	0	0	26	0	0	0	0	0	54
Semi-skilled and discretionary decision making	80	0	0	0	89	1	0	0	0	0	170

Unskilled and defined decision making	36	0	0	0	39	0	0	0	0	0	75
TOTAL PERMANENT	158	0	0	0	162	1	0	0	0	0	321
GRAND TOTAL	158	0	0	0	162	1	0	0	0	0	321

The Skills Development and Employment Equity Committee has been established and is convened quarterly.

In terms of the Eastern Cape Socio Economic Consultative Council (ECSECC) Demographics 2011 (Race), it shows a high percentage of Africans (98.86%) and low percentages of Whites (0.57%), Coloureds (0.48%) and Indians (0.09%). Currently the workforce is made up of Africans at 99.64%. The Nyandeni Employment Equity Plan caters for other races but they do not apply which is why they are not represented.

This therefore means that the Municipality still needs to appoint more Black Females and Coloureds.

The number of female employees in the workforce profile shows a higher percentage of 52% compared to that one of male employees which is 48%. The workforce of Nyandeni Municipality is now having a fair representation of women. In terms of ECSECC Demographics 2011 (Gender) Females dominates at 52.50% and Males are at 47.50%. The Employment Equity Plan must address the disability and race in the vacant posts that still need to be filled.

➤ **Job Evaluation Process**

Job evaluation is the process of assessing Skills ,Knowledge, Experience and Influence required in performing duties in the municipality using the TASK system with the aim of developing fair basis for making pay decisions.

All posts in the organogram have job descriptions. The municipality is part of the O.R. Tambo District Job Evaluation Unit that is responsible for the evaluation of all Job Descriptions. Planning process for the implementation of job evaluation will be informed by Job evaluation outcomes.

➤ **Performance Management System, Monitoring and Evaluation**

a) Performance Management Policy and Procedure Manual

Performance Management Policy has been reviewed with changes in line with the Local Government: Municipal Staff Regulations, 2021.

b) Annual Performance Agreements

The Municipal Manager and all Senior Managers have signed Performance Agreements for 2022/2023 financial year.

c) Annual Performance Assessments

Individual performance management assessment is implemented. In addition, middle management employees have also signed annual performance plans for the 2022-23 financial year, as the municipality is cascading the performance management system to all levels of the organization in compliance with Local Government: Municipal Staff Regulations of 2021

The performance assessment reviews for the Municipal Manager and Senior Managers for 2020/2021 were conducted on the 26-27 May 2021. No performance were awarded

The Mid - year individual assessment reviews for the Municipal Manager and Senior Managers are conducted annually.

Quarterly Performance Assessments are conducted to review the work done against the pre-determined objectives and targets. All compliance reports are submitted on time to relevant authorities, these reports includes MFMA S52 (d) reports, s71, s 72 and s121 reports

Government in its Policy Framework for Government-Wide Monitoring and Evaluation System notes that the government major challenge is to become more effective therefore, M & E processes can assist the public sector in evaluating its performance and identifying the factors, which contribute to its service delivery outcome.

The monitoring involves collecting, analysis, and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management. But most critically, the monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on progress in implementation and results and early indicators of problems that need to be corrected. It usually reports on actual performance against what was planned or expected.

In accordance with the above framework, the municipality has established Monitoring and Evaluation Unit in the Office of the Municipal Manager. The unit is charged with the responsibility to track progress in the implementation of the approved SDBIP, identify deviation and suggest corrective measures. The unit will go a long way in ensuring that in year monitoring is effective

➤ **Employee Health and Wellness**

Employee Assistant Program deals with life skill empowerment, change management, substance abuse, disability and incapacity.

Key programs includes health screenings, observations of national health days, and awareness campaigns on health. The municipality has established a Wellness Advisory Committee that is comprised of members from different departments within the Municipality.

➤ **Occupational Health and Safety**

The municipality complies with the requirements of Occupational Health and Safety, Compensation of Occupational Injuries Disease Acts to provide health and safety to employees, Councilors and customers. The municipality has a functional Occupational Health and Safety Committee, the Municipal Manager appoints the committee members every three years. Members of the SHE Committee are trained on continuous basis. Health and Safety Report with implementation status is discussed by Management monthly and

submitted to both Risk Management and Audit Committees. The municipality is in good standing with the Compensation Fund.

➤ **Employee Relations**

Employee Relations Management involves engagement with labour unions in bilateral meetings and in Local Labour Forum (LLF). It also includes awareness campaigns for staff members on institutional policies and procedures.

a) Local Labour Forum (LLF)

The LLF is a platform where the Employer and Employee Representatives consult and bargain on matters of mutual interest. Currently there are 2 registered trade unions, namely South African Municipal Workers Union (SAMWU) and Independent Municipal and Alliance Trade Union (IMATU).

The Employer Component is composed of Councillors and Senior Managers. The LLF has a total of 16 members, of which 8 are for the Employer, 7 for SAMWU and 1 for IMATU. The chairmanship rotates annually between both parties and the forum is convened on a quarterly basis and special meetings are convened when necessary.

So far, only the Employer component has been trained by SALGA.

Corporate Services Department provides logistical support and Secretarial Services for the functioning of LLF.

b) Disciplinary Cases

The Labour Relations Officer is also responsible for handling disciplinary cases in line with the Disciplinary Procedure Collective Agreement. Disciplinary cases have been reduced from 4 cases to 1 outstanding case. Regular updates on Disciplinary cases are given in line with legislation.

c) HIV/AIDS in the Workplace

Awareness raising done through World AIDS Day commemoration, candle light memorials, workplace educational sessions, aerobics and sport. This is used as a marketing tool for the programme with the goal of involving all NLM employees.

➤ **Human Resources Planning**

The Human Resource Plan has been reviewed and adopted by Council on 30 May 2019 with Council Resolution No. 2695/30/5/2019, it is a five year plan aligned with the IDP Strategic Goals and reviewed annually

Human Resource (HR) planning is the process of ensuring that an organization has the right number of people, the right kind of the people, in the right places, at the right time doing things that are economically most useful for the municipality.

The HR Plan also deals with demands such as those posed by the implementation of the Skills Development Act, other Labour Legislations including programmes and policies related to the HIV and AIDS epidemic. At the forefront of the implementation plan it will be

the departmental managers and human resource personnel that must provide professional support and development of personnel in this municipality.

Nyandeni Local Municipality has developed this HR Plan in order to plan and align its human capital with strategic organizational goals as outlined in the 5 – year Integrated Development Plan. The following approach has been used:-

The main objectives of the plan are-

To ensure appropriate utilization of available personnel;

To attract and retain scarce skills;

To standardize HR procedures to be followed when an employee exit the municipality;

To ensure that all employees and unemployed have the required competency levels

To create an Environment that promotes employee health and wellbeing

Approach and methodology

The following approach has been used:-

Overview of the municipality and its strategic direction;

Scanning of both internal and external environments in as far as they affect human resource provisioning;

Profiling of the current workforce;

Identification of gaps in all our HR functions; and

Development of an action plan to close the identified gaps

➤ **Human Resource Policies**

The below policies were last reviewed and adopted by Council on 30 June 2022 with Council Resolution No.2999/30/06/2022

NO	ITEM	STATUS
	Alcohol & Substance Abuse Policy	Review without amendments
	Bereavement Policy	Review with amendments
	Career Pathing and Development	Review without amendments
	Cellphone Policy	Review without amendments
	Disciplinary & Grievance Policy	Review without amendments
	Employee Retention Policy	Review without amendments
	Employment Equity Policy	Review without amendments
	HIV/AIDS Policy	Review without amendments
	Customer Care Policy	Review without amendments
	Human Resource Development Policy	Review with amendments
	Incapacity Due to ill Health Policy	Review without amendments
	Incapacity due to Operational Requirements Policy	Review without amendments
	Incapacity Due to Poor Performance Policy	Review without amendments
	Induction Policy	Review without amendments
	Internal Transfer Policy	Review without amendments
	Internship Policy	Review without amendments
	Leave Policy	Review with amendments
	Leanership Policy	Review without amendments
	Night Shift and Emergency Work	Review without amendments
	Occupational Health and Safety Policy	Review with amendments
	Overtime Policy	Review with amendments
	Performance Management Policy	Review without amendments

	Personnel Regulations Policy	Review without amendments
	Placement Policy	Review without amendments
	Policy on Bursary and other forms of Financial Assistance	Review with amendments
	Policy on Organizational Establishment	Review without amendments
	Policy on Policy Development Guidelines	Review with amendments
	Private Work and Declaration of Interest Policy	Review with amendments
	Probation Policy	Review without amendments
	Recruitment and Selection Policy	Review with amendments
	Relocation Policy	Review without amendments
	Remuneration Policy	Review without amendments
	Subsistence & Travel Policy	Review without amendments
	Scarce Skills Policy	Review without amendments
	Sexual Harassment Policy	Review without amendments
	Smoking Policy	Review without amendments
	Sport & Recreation Policy	Review without amendments
	Succession Policy	Review without amendments
	Strike Management Policy	Review without amendments
	Termination of Service Policy	Review without amendments
	Transport Policy	Review without amendments
	Work Attendance Policy	Review without amendments

➤ **Critical and Scarce Skills**

In accordance with the municipal development strategy and priorities for the next five years and the development trajectory which is aligned with National and Provincial Development Plans, Vision 2032 the following critical skills have been identified and have been included in the Human Resource Plan approved by Council in 30 May 2019

Urban & Regional Planner
Civil Engineering Technologist
Construction Project Manager
Architectural professional
Mechanical Engineering
Horticulture
Health & Safety Compliance Risk Officer
Civil Engineering Technician
Chief Information Officer
GIS Specialist
Environmental Specialist
Building Technician Supervisor
Economics
Developmental Planning

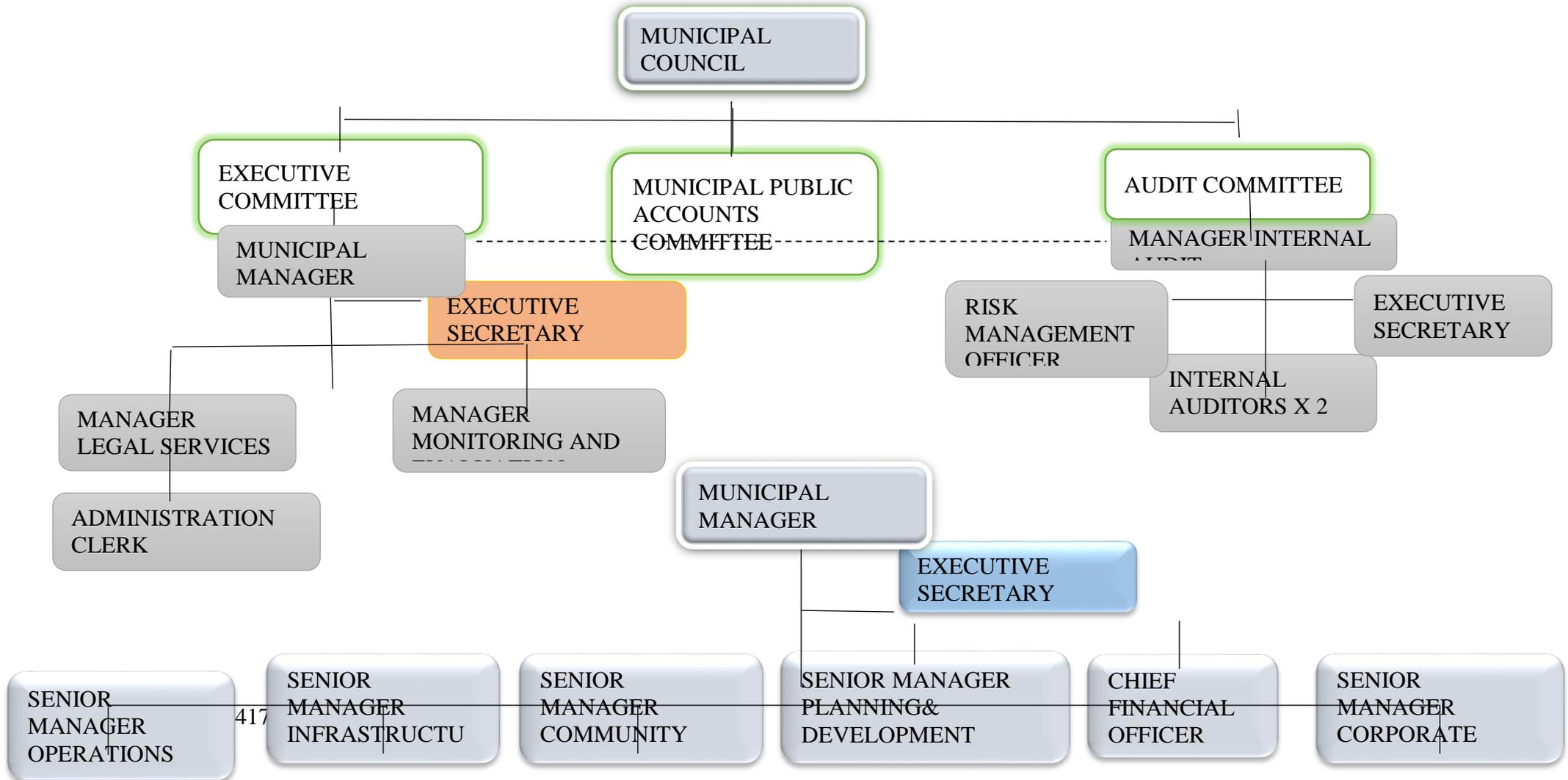
➤ **Succession Planning**

Succession planning policy is in place, its purpose is to provide a step by step of compiling a succession plan document. Reasons for having a succession plan are to ensure the continuity of suitably trained staff in key positions for the future.

To ensure that someone is always available to fulfill any particular job in the municipal service and ensure that more than one employee in each department is able to do any particular job. As part of succession planning strategic officials who are holding key positions have been trained on CPMD, furthermore, bursaries are being provided particularly on critical skills. The Human Resource Plan indicates when key posts would be affected in terms of expiry of contracts and what plan is in place to address the risk.

CODE OF CONDUCT FOR COUNCILLORS AND MUNICIPAL OFFICIALS

All Councillors and municipal officials sign code of conduct when they join the municipality. Annually declaration of interest and disclosure forms are signed by both officials and councillors, Annually the Office of the Auditor General conducted audit on whether councillors or municipal officials and/or relatives have conducted business with the municipality, the outcome of the audit forms part of the annual audit report and made public.



Status of Top Management

NAME	POSITION	STATUS	DATE OF APPOINTMENT	CONTRACT EXPIRY DATE	GENDER
Zamangwane Masumpa	Municipal Manager	Filled	1 July 2022	June 2027	Female
Bongani Benxa	Chief Financial Officer	Vacant			
Nomfanelo Mqoqi-Mondi	Senior Manager: Infrastructure	Filled	1 July 2021	30 June 2026	Female
Nazo Gilbert Cekwana	Senior Manager: Planning & Development	Vacant			
Jongikhaya Sikhuni	Senior Manager: Community Services	Vacant	01 February 2023	31 January 2028	Male
Simthembele Mvunelo	Senior Manager: Corporate Services	Filled	01 January 2021	31 December 2025	Male
Slulami Vusumzi Poswa	Senior Manager: Operations	Filled	21 January 2019	20 January 2024	Male

Status of Middle Management

Name	Designation	Status	Date of appointment	Contract expiry date	Gender
Aphelele Zituta	Manager: Town Planning	Filled	June 2016	Permanent	Male
George Nomqonde	Manager: Legal Services	Filled	1 July 2019	Permanent	Male
Fezeka Mgevane	Manager: Human Settlements	Filled	01 January 2015	Permanent	Female
Joseph Yengane	Manager: PMU	Filled	2 April 2013	Permanent	Male
Mbuyiselo Mvanyashe	Chief Law Enforcement	Filled	1 May 2017	Permanent	Male
Nontyatyambo Tukela	Manager: Budget and Reporting	Filled	01 July 2021	Permanent	Male
Zimvo Madyibi	Manager: SCM	Filled	May 2018	Permanent	Male
Lazola Ndamase	Council Secretary	Filled	October 2013	Permanent	Male
Thembakazi Tshisa Ndamase	Manager: Human Resources	Filled	October 2018	Permanent	Female
Lusanda Magayana	Manager: Internal Audit	Filled	1 May 2019	Permanent	Female
Mbulelo Bambeni	Manager: Monitoring & Evaluation	Filled	November 2019	Permanent	Male
Bongisa Nodada	Manager: ICT Systems & Administration	Filled	1 January 2018	Permanent	Female
Ncebakazi Kolwane	Manager: Communications	Filled	1 August 2020	Permanent	Female
	Manager: Community Services	Vacant	-	-	-

	Manager: Local Economic Development	Vacant	-	-	-
	Manager: IDP	Vacant	-	-	-

Staff establishment as of march 2023

Department(s)	Total No. of Posts	Filled Posts	Vacant budgeted Posts
Municipal Manager	40	38	2
Budget & Treasury Office	35	32	3
Planning & Dev	16	15	1
Infrastructure	36	33	3
Comm. Services	76	73	3
Public Safety	86	82	4
Corporate Serv.	51	50	1
TOTALS	340	323	17

All, except one, posts in the approved organizational structure are budget for in the current financial year

SWOT Analysis

STRENGTHS	WEAKNESS
1. Adequate Policies and Procedures	1. Inadequate Implementation of PMS to employees below management
2. Qualified Staff	2. Inability to attract people from designated groups (i.e. disabled and coloured community)
3. Competitive Remuneration	3. Insufficient Training Budget especially for the unemployed
4. Implementation of Individual PMS for Senior Managers and Managers	4. Turnaround time to finalise disciplinary hearings is sometimes long
5. Low Staff Turnover	5. Turnaround time to fill vacancies at Senior Management level and at entry level is long.
OPPORTUNITIES	THREATS
1. New COGTA Regulations on Municipal Staff helps in standardization of HR Practices	1. Rising Personnel Expenditure
2. SALGA Support on matters relating to Institutional capability and resilience	2. Risk of Fire on Municipal Properties
3. Proximity of Nyandeni LM to Mthatha (KSD LM) enhances Talent Management	

➤ Information Communication Technology

The unit is responsible for the planning and maintenance of ICT infrastructure in accordance with the required standards of good governance and maintenance of the municipal website to ensure that municipal activities are communicated both internally and externally, end user support and coordination of the ICT Governance Committee. The unit has rolled out a data network and voice network which connects the three main sites in Libode and Ngqeleni using the current technology.

a) ICT Governance

ICT Governance is defined as 'specifying the decision rights and accountability framework to encourage desirable behaviour in the use of ICT. The complexity and difficulty of explaining IT governance is one of the most serious barriers to improvement.

ICT governance is about who makes decisions while management is about making and implementing the decisions. Effective ICT governance for the Municipality will answer three questions:

What decisions must be made

Who should make these decisions

How are they made and monitored

I.C.T. governance framework was approved on the 31st of May 2016 which its aim is to institutionalise the I.C.T. governance as an integral part of corporate governance within the municipality in a uniform and coordinated manner.

ICT Strategic Plan reviewed approved on the 12th July 2021. ICT Strategic Plan assists to enable and ensure alignment between ICT and the municipality's strategies and priorities. There are challenges that were identified during the ICT strategic plan input session; that include poor and unreliable network connectivity, old infrastructure, Inefficient/ lack of tools of trade, outsourced ICT services e.g. email services and outdated Microsoft server software. The implementation is at 77%.

The municipality has developed an ICT Enterprise Architecture (EA) which defines how the municipality will meet future business problems using Information Communication and Technology (ICT). An EA translates the municipality vision, the organisational structure and behaviour including its information systems into a strategic roadmap.

The objective of EA is to maximise investment returns, improve performance and embrace emerging technologies that support business by focusing on the following aspects:

enable changes to the business strategy with quick-response changes in enabling processes and technology solutions;

reduces redundancy, hence lower total cost of ownership; and

achieves economies of scale by sharing services

The ICT Steering Committee has been established and is functional with the full support of the municipal management. The committee is chaired Mr. Maphanga Thembelani who is an

Independent Chairperson and possess the required ICT expertise and experience, this is to ensure credibility, objectivity and integrity of the Committee. The main responsibilities of the Committee are as follows.

The ICT Steering Committee is responsible to:

Take action to ensure that the ICT projects are delivered within the agreed budget and timeframe.

Oversee development, approval and implementation of ICT Strategic objective

Make recommendations on ICT related projects

Advise the management and council on all ICT related matters

The Steering Committee performed an ICT risk assessment and identified areas of risk and developed mitigation plans. A progress report on implementation of ICT risk actions is reported to the ICT Steering and Risk Management Committees quarterly.

b) ICT Capability and Maturity Assessment

SALGA embarked on a journey to define a process improvement model that could assist municipalities in meeting the targets identified in the Municipal Corporate Governance of ICT Policy, ICT Governance as well as the ICT Audit areas focused on by the Auditor-General of South Africa (AGSA).

The assessment was implemented during October, November and December 2021. The assessment maturity baseline assessment was based on four perspectives: Municipal ICT artefacts, End-user Satisfaction Survey, ICT Governance and ICT Management Processes.

ICT assessment report compared to other municipalities:

Comparative Baseline ICT Maturity Score



Year	Municipality	Province	Reference	ICT Process	Governance Capability	ICT Artifacts	User Satisfaction	Maturity Level
2021	Ugu District Municipality	KZN	DC21	3.08	3.27	4.21	4.64	3.80
2021	Nyandeni Local Municipality	EC	EC155	2.85	2.77	3.69	3.94	3.31
2021	Mossel Bay Local Municipality	WC	WC043	2.46	2.80	3.58	4.38	3.31
2020	Senqu Local Municipality	EC	EC142	2.47	2.79	3.59	3.94	3.20
2018	Steve Tshwete Local Municipality	MP	MP313	3.10	3.10	3.00	3.46	3.17
2020	Greater Letaba Local Municipality	LP	LIM332	2.11	2.31	2.97	4.26	2.91
2019	Ray Enkonyeni Local Municipality	KZN	KZN216	2.00	1.90	2.80	4.16	2.72
2021	Moses Kotane Local Municipality	NW	NW375	2.11	2.14	2.40	4.10	2.71
2020	Midvaal Local Municipality	GT	GT422	1.99	2.24	2.63	3.53	2.60
2019	Emalahleni Local Municipality	MP	MP312	2.40	1.40	2.83	3.69	2.58
2018	Amathole District Municipality	EC	DC12	2.00	2.30	2.40	3.20	2.48
2021	Mogale City Local Municipality	GT	GT481	2.00	2.03	2.61	3.11	2.44
2019	Mkahuduthamanga Local Municipality	LP	LIM473	1.60	0.92	3.00	4.18	2.42
2020	Kouga Local Municipality	EC	EC108	1.79	1.73	2.24	3.71	2.36
2021	Umvoti Local Municipality	KZN	KZN245	1.72	1.86	1.59	4.24	2.35
2021	Gamagara Local Municipality	NC	NC453	1.28	2.03	2.61	3.48	2.35
2021	Fezile Dabi District Municipality	FS	DC20	1.76	1.80	1.46	3.68	2.17
2018	Thaba Chweu Local Municipality	MP	MP321	1.90	2.30	1.90	2.55	2.16
2020	KwaDukuza Local Municipality	KZN	KZN292	1.55	1.87	2.06	2.14	1.90
2019	Chris Hani District Municipality	EC	DC13	1.30	0.75	1.51	3.34	1.72
2019	Makana Local Municipality	EC	EC104	0.90	0.60	1.70	3.09	1.57
2019	Inxuba Yethemba Local Municipality	EC	EC131	1.20	0.70	1.93	2.30	1.53
2018	Raymond Mhlaba Local Municipality	EC	EC129	1.10	0.40	1.28	2.14	1.23

www.salga.c

c) ICT and Administration Policies

The following ICT Governance policies were developed, reviewed and adopted by council on 30 June 2022 CR no. 2999/30-06-2022) in terms of section 11 (2) of the Municipal Systems Act 32 of 2000

Approved Policies	ICT Governance Framework
	Acquisition of Computer Equipment Policy
	Internet, Email and Intranet Usage Policy
	Acceptable Use of ICT Resources Policy
	ICT Facilities and Environmental Controls Policy
	ICT Risk Management Policy
	ICT Vendor and SLA Management
	Change Control Management
	ICT Security Management
	User Account Management
	ICT Asset Management
	Business and ICT Continuity
	Data Backup and Restore
	ICT Capacity Planning and Availability Management
	Incident and Problem Management
	Bring Your Own Device
	Telephone Management Policy
	New System Roll Out Policy
	Configurations and Setup Policy
	Protection of Personal Information Policy For ICT
Project Management Policy	
Records Management Policy	
Customer Care Policy	

d) Internal Municipal Network

Currently our municipality has upgraded the network connectivity within its own existing buildings through Vodacom business network connectivity. Our network connectivity is using microwave link which ensure reliable and fast network connection with fewer downtime as compared to other network connection types. There is also a fibre network link that was installed to connect main building and traffic services building.

e) Disaster Recovery

ICT Disaster and Continuity Plan is in place, the last review was conducted and approved on the 12th of July 2021. There is an offsite data facility at Ngqeleni Unit.

Backup and restore policies and procedures in place. Servers are being backed-up and tested at offsite. Computers data backup system (Cibecs) is installed and being monitored. There is an improvement in terms of backing-up information from desktops as compared to previous years. User awareness workshops were conducted to municipal departmental meetings in ensuring that users are aware of the importance of data backup.

f) ICT Security Management

Firewall management: There is a network firewall installed and being monitored daily and reviewed weekly. Our environment has not been attacked during this financial year.

Antivirus management: Antivirus register is monitored daily and reviewed weekly. From time to time there is an average of 3 % of computers that reported with risks. All risks were cleared and no computers were put on quarantine.

Patch management: There is a dedicated server for windows updates. Updates are monitored weekly. Patches are not tested before they are dispatched. This poses a risk because new patches must be tested to determine whether they won't cause any errors in production environment. There is a server created for testing of patches.

User awareness workshop was conducted on ICT security policies so that users are made aware of all security risks.

g) Records Management and Archiving

Archiving and Document Management is regulated by the Promotion of Access to Information Act (PAIA) and National Archives and Record Service of South Africa and the Records Management Policy and Procedure Manual and as such it deals with overall document management of the institution. The impending need for proper document management has necessitated that Nyandeni Local Municipality integrate its systems to ensure that there is compliance with the relevant Acts and that we properly document institutional information assets. The current implementation of Electronic Document Management Systems (EDMS) bears testimony to the fact that the institution is going with times with regards to contemporal issues around archiving. The municipality is using a three phased approach on implementing EDMS and currently phase one and two have been implemented. The department has disposed unsuccessful job applications as per the approved disposal authority from Provincial Archivist.

h) SWOT Analysis

STRENGTHS	WEAKNESS
1. Functional ICT Steering Committee	1. Internet Downtime still a challenge
2. Good relations with stakeholders	2. Poor environmental controls
3. Strong commitment from the municipality to support ICT initiatives	3. Insufficient budget for Training of Staff and other ICT Requirements
4. High Level of Staff Commitment	4. Poor Records Management
OPPORTUNITIES	THREATS
1. New technology can enhance municipality operations (e.g. fibre link along R61)	1. Increasingly sophisticated security risks and threats
2. Support from SALGA	2. Constant Changing of ICT Technologies
	3. Risk of Fire on Municipal Properties
	4. Risk of Litigations due to non-compliance with new legislation (e.g. POPI Act)

7.10.3. Budget and Treasury Office

The MFMA prescribes that the CFO heads the BTO and that competent finance officials must support the CFO in his role. The competencies of municipal officials assigned to the budget and treasury office must meet the minimum prescribed financial competency levels.

Key delegated functions for BTO are:-

- Revenue Management;
- Expenditure Management
- Supply Chain Management;
- Asset Management;
- Fleet Management; and
- Financial Reporting

The above functions are well detailed under Financial Viability Key Performance Area.

7.10.4. Planning and Development

The Planning and Development Department is responsible for:-

- Town Planning Function;
- Land Use Management
- Building Control
- Human Settlement;
- Co-ordination of Disaster Management
- Local economic Development

The above functions are detailed under basic Service Delivery and also under Local Economic Development.

7.10.5. Community Services

The Community Services Department plays a key role in the delivery of a broad spectrum of Social Services to the Nyandeni Local Municipality. Some of the core functions of this Department include the following:

- Safety and Security;
- Parks and public spaces
- Cleansing;
- Refusal Removal and Solid Waste Disposal;
- Early Childhood Development
- Traffic and Parking; and

The organizational structure is aligned to support the effective delivery of the mandate in terms of the Integrated Development Plan. Additional project, programme and technical skills are required if Nyandeni Local Municipality is to add to the quality and service levels offered to the community.

7.10.6. Infrastructure Development

Infrastructure Department is the foundation upon which the infrastructure of the entire Nyandeni Local Municipality is sustained and managed. It is responsible for the key areas as follows:

Built Infrastructure provision and maintenance

Engineering services

Electricity ;(maintenance of street lights, high mast provision and electrification of households)

Roads and transport services (motorized and non- motorized transport)

Public Amenities;

Storm water management

Transport Planning

Construction and project management

Institutional and Social Development

In line with norms and standards the municipality has established the Institutional and Social Development Office and appointed ISD Officer. The purpose of the Unit is to conduct social facilitation and public participation before the commencement of the projects. The aim is to mitigate potential community protests and misunderstanding that could impact the projects negatively.

CHAPTER 8: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Council has developed a Good Governance Framework that encapsulate the following governance issues

Synergy and alignment in the manner that the municipality executes its Constitutional obligations;

Decision making that is not only consistent with statutory and policy requirements, but also upholds Constitutional principles and the values of the Nyandeni Local Municipality,

Accordingly, the objectives of the framework are to:

- outline the processes to be followed in decision making; document roles and responsibilities of political and administrative structures, the relationships within these structures, office bearers, managers and officials; and
- Outline the authority of office bearers and managers.

Key principle of good governance is the establishment of ethical leadership within the institution by doing the following:

- The need to clearly define the roles and responsibilities of leadership and individual leaders in the organization
- The embedding within the leadership of an ethical culture based on the vision and values of the institution and the Constitutional principles

The King III report defines good governance as follows:

“Good corporate governance is essentially about effective, responsible leadership. Responsible leadership is characterised by the ethical values of responsibility, accountability, fairness and transparency”.

Council ascribes to the following principles of Good Governance

Principles	Detail
Openness and Transparency	Decision should be taken and enforced in accordance with legislation and law
	There should be access to information by public
Rule of Law	Council should abide by the rule of law
Innovation and openness to change	Council should embrace new and efficient solutions
Ethical Conduct	Public good to be placed before individual interest
	There should be effective measures to combat corruption
Competency and capacity	Competency of those who deliver governance to be continuously strengthen to improved output
Sustainability and long term orientation	Needs of future generations have to be considered in policies

Sound financial management	Prudence to observed in financial management
	Planning and Budgeting to done in consultation with citizens
	Risk to be properly estimated and managed
	Charges should not exceed to cost of services
Accountability	Decision makers must take responsibility for their decisions
	There should be effective remedies for maladministration, including consequence management
Participatory	Fostering a system where the public plays an important role in decision-making
	Decision-making processes must be such that the opinion of the public is always considered
Ubuntu	Compassion and humanity premised on the African philosophical dictum that community is the locomotive of all societal development

8.1. Political governance

Nyandeni Local Municipality is a Collective Executive System combined with a ward participatory system and has Eight Standing Committees which are chaired by Political Heads. The Political and administrative seat is situated at Libode

Council meetings are opened to the public

Ordinary Council meetings are convened as per the Council Adopted Calendar. In terms of the Good Governance Framework Council Speaker.

Special Council meetings are convened only when important issues arise that require urgent and immediate attention

Council has 32 wards as per the demarcation.

Political parties and traditional leaders represented in council

Party	Total Seats	Ward Seats	T Seats
African National Congress	19	32	51
ATM	5		5
UDM	2	-	2
DA	1		1
EFF	4		4

CI	1		1
Traditional leaders	2	-	-
Total	74	32	64

8.2. Governance Structures

Structure	Function
Council	Develop and monitor implementation of policies, Adopt Annual budget, IDP and tariffs
Executive Committee	To identify the needs of the community Review and evaluate those needs in order of priority Recommend to the municipal council strategies, programs and services to address priority needs Recommend or determine best methods, including partnership and other approaches to deliver those strategies, programs and services
Standing Committees	Defined in terms of section. 80 of the Structures Act as Committees to assist Executive Committee and the Mayor
Sec 79 Committees	Defined in terms of section 79 of the Structures Act as Committees of Council
Audit Committee	It is appointed in terms of section 166 of the MFMA

8.3. Council committees

Structure	Delegated Function	Executive Committee Member Responsible
SECTION 80 COMMITTEES		
Corporate Services Standing Committee	Human Resource Development Administration	Cllr. S Mbiyozo

Structure	Delegated Function	Executive Committee Member Responsible
	Health and Wellness Maintenance of municipal buildings Information Technology and Communication	
Budget and Treasury Standing Committee	Income and Expenditure Supply Chain Management Assets and Fleet Management Financial viability and Management	Cllr. N Jim
Human Settlement , Spatial development and Disaster management	Spatial Planning Land Use Management Human Settlement Fire Fighting Natural Disasters Provision of Responsive Material	Cllr. N Tyopo
Infrastructure development Services	Construction of roads Maintenance of roads Electricity	Cllr. Z Mevana
Local economy and Rural development	LED and Tourism SMME and Cooperative Development Agriculture and forestry	Cllr. P. Matinise
Special programs, Communications, Sports, Arts and Culture	Sports and Recreation Elderly programs Youth programs Children's programs Women programs Military Veterans Arts and Culture	Cllr Z. Nondlevu

Structure	Delegated Function	Executive Committee Member Responsible
Community Services	Waste management Social programs (SASSA, DOSD, DOH, any government Department charged with basic services delivery) Public Amenities (libraries, cemeteries, pounds) Early childhood Development HIV/Aids and Circumcision Indigents	Cllr T. Matika
Planning, IGR and Research	PLANNING Research IGR	Cllr A Vuthela
SECTION 79 COMMITTEES		
Municipal Public Accounts Committee	<p>Appointed in terms of section. 79 of the Municipal Structures Act: section.79 (1) A Council may establish one or more committees necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers.</p> <p>To consider and evaluate the content of the annual report and to make recommendations to Council when adopting an oversight report on annual report</p> <p>To examine the financial statements and audit report of the municipality</p> <p>To promote good governance, transparency and accountability on the use of municipal resources</p> <p>To perform any other functions assigned to it through a</p>	

Structure	Delegated Function	Executive Committee Member Responsible
	resolution of council within its area of responsibility	
Ethics and Members Interests		
Petitions and Public Participation		
Womens Caucus		

8.4. Municipal Public Accounts Committee (MPAC)

Municipal Public Accounts Committee was established in terms of section 79 of the Local Government: Municipal Structures Act, its main purpose is to perform and exercise oversight over the executive functionaries of council and to ensure good governance in the municipality

Council has determined functions of the committee and agreed on the terms of reference

The Position of MPAC Chairperson has been designated a fulltime position and comprised of 8 members including opposition parties

Functions of MPAC

To consider and evaluate the content of the annual report and to make recommendations to Council when adopting an oversight report on annual report, Mid-year performance assessment report and IDP Process Planning

To examine the financial statements and audit report of the municipality

To promote good governance, transparency and accountability on the use of municipal resources

To perform any other functions assigned to it through a resolution of council within its area of responsibility

8.5. Participation of Traditional Leaders in Council

Two Traditional Leaders are participating in Council

8.6. Management Structures

The Accounting Officer has established the following management structures

- Management Committee (MANCO)

- ICT Governance Committee

- Risk Management Committee

- Local Labour Forum

- Occupational Health and Safety Committee

8.7. Public Participation

The voice of people in nyandeni

This section records the voice of people in Nyandeni in terms of:

The difficulties that the local municipality is facing presently;

The extent to which the municipality is trying to resolve the problem;

How people in the municipality rate the services that they receive; and the importance of services provided by the municipality.

A question was introduced in the Community Survey 2016 that asked households what they considered to be the main problem or difficulty they were facing in their municipality presently. In addition to collecting data about the actual services and the quality of services that households have access to, asking households what they perceive as their main challenge or difficulty provides policymakers and planners with key data on how households understand or feel about their environment and the services in their municipality.

As can be seen, perceived challenges in municipalities differ vastly by municipalities and the analysis of these challenges is key to understanding and delivering services accordingly in the respective province and municipalities (People's views on how municipalities are trying to resolve the problem are provided in Annexures 6 and 7).

Difficulties facing the municipality presently and the extent to which the municipality is trying to resolve the problem

According to the community survey conducted by Stats SA (2016), the top five challenges (in Table 20) that Nyandeni municipality is facing presently are as follows:

Lack of safe and reliable water supply (47% of the population)

Inadequate housing (17% of the population)

Lack of employment opportunity (10% of the population)

Inadequate road (8% of the population)

Lack of reliable electricity supply (5% of the population)

In O.R. Tambo district, people's views about the top five challenges facing the District were as follows:

Lack of safe and reliable water supply (44% of the population)

Inadequate housing (17% of the population)

Lack of employment opportunity (9% of the population)

Inadequate road (9% of the population)

Lack of reliable electricity supply (8% of the population)

Access to safe and reliable water supply is perceived by almost half of the population as the main challenge currently facing the district. This challenge should reflect in the IDP of the district (and of Nyandeni local municipality) as top priority, or else, it will be an indication that the municipality is targeting wrong challenges.

Difficulties facing the municipality presently

	O.R.Tam	Ngquza	Port St	Nyande	Mhlontl	KSD
Lack of safe and reliable w ater	646 872	158 937	84 339	146 693	94 476	162 427
Cost of w ater	62 652	15 219	7 070	13 885	7 927	18 551
Lack of reliable electricity supply	111 097	9 633	12 619	15 687	9 641	63 517
Cost of electricity	28 277	1 460	3 013	4 410	1 458	17 935
Inadequate sanitation/sew	19 681	1 921	5 515	2 273	3 412	6 560
Inadequate refuse/w aste removal	3 189	462	89	444	498	1 696
Inadequate housing	236 342	65 793	24 015	51 121	16 707	78 706
Inadequate roads	127 855	22 704	13 748	23 144	26 518	41 742
Inadequate street lights	5 620	322	59	631	240	4 368
Lack of/inadequate employment	130 956	21 043	11 797	31 510	17 536	49 069
Lack of/inadequate educational	4 495	650	397	598	948	1 903
Violence and crime	22 707	1 303	1 461	3 335	3 830	12 779
Drug abuse	10 091	119	692	3 277	1 870	4 133
Alcohol abuse	5 233	298	644	1 246	704	2 341
Gangsterism	782	252	75	107	41	306
Lack of/inadequate parks and	873	137	38	318	25	355
Lack of/inadequate healthcare	10 915	968	552	1 554	752	7 089
Lack of/inadequate public	4 958	1 198	332	1 438	456	1 533
Corruption	9 529	563	83	1 105	247	7 531
Other	7 133	102	20	3 761	689	2 560
None	7 869	293	220	3 165	1 033	3 158
Unspecified	258	-	-	-	168	89
Grand Total	1 457 303	379 166	779 309	702 189	176 488	349 488

	O.R.Tamb	Ngquza	Port St	Nyande	Mhlontlo	KSD
Lack of safe and reliable w ater	44.4%	52.4%	50.6%	47.4%	49.9%	33.3%
Cost of w ater	4.3%	5.0%	4.2%	4.5%	4.2%	3.8%
Lack of reliable electricity supply	7.6%	3.2%	7.6%	5.1%	5.1%	13.0%
Cost of electricity	1.9%	0.5%	1.8%	1.4%	0.8%	3.7%
Inadequate sanitation/sew	1.4%	0.6%	3.3%	0.7%	1.8%	1.3%
Inadequate refuse/w aste removal	0.2%	0.2%	0.1%	0.1%	0.3%	0.3%
Inadequate housing	16.2%	21.7%	14.4%	16.5%	8.8%	16.1%
Inadequate roads	8.8%	7.5%	8.2%	7.5%	14.0%	8.5%
Inadequate street lights	0.4%	0.1%	0.0%	0.2%	0.1%	0.9%
Lack of/inadequate employment	9.0%	6.9%	7.1%	10.2%	9.3%	10.0%
Lack of/inadequate educational	0.3%	0.2%	0.2%	0.2%	0.5%	0.4%
Violence and crime	1.6%	0.4%	0.9%	1.1%	2.0%	2.6%
Drug abuse	0.7%	0.0%	0.4%	1.1%	1.0%	0.8%
Alcohol abuse	0.4%	0.1%	0.4%	0.4%	0.4%	0.5%
Gangsterism	0.1%	0.1%	0.0%	0.0%	0.0%	0.1%
Lack of/inadequate parks and	0.1%	0.0%	0.0%	0.1%	0.0%	0.1%
Lack of/inadequate healthcare	0.7%	0.3%	0.3%	0.5%	0.4%	1.5%
Lack of/inadequate public	0.3%	0.4%	0.2%	0.5%	0.2%	0.3%
Corruption	0.7%	0.2%	0.0%	0.4%	0.1%	1.5%
Other	0.5%	0.0%	0.0%	1.2%	0.4%	0.5%
None	0.5%	0.1%	0.1%	1.0%	0.5%	0.6%
Unspecified	0.0%	-	-	-	0.1%	0.0%
Grand Total	100%	100%	100%	100%	100%	100%

Source: Statistics South Africa (2016 Community Survey)

The extent to which local municipalities are trying to resolve problem faced by people in the municipality

	Strongly	Disagree	Neither	Agree	Strongly	Not applicable	Unspecified	Total
O.R.Tamb	734	395	113 792	157	39 593	7 869	8 626	1 457
Ngquza	179	75 165	24 847	22 538	992	293	218	303
Port St	95 012	40 329	11 426	14 998	4 773	220	20	166
Nyandeni	139	99 071	24 767	36 373	2 978	3 165	4 232	309
Mhlontlo	80 303	58 363	13 604	33 241	1 919	1 033	712	189
KSD	240	122	39 148	50 303	28 931	3 158	3 443	488
%								
O.R.Tamb	50%	27%	8%	11%	3%	1%	1%	100%
Ngquza	59%	25%	8%	7%	0%	0%	0%	100%
Port St	57%	24%	7%	9%	3%	0%	0%	100%
Nyandeni	45%	32%	8%	12%	1%	1%	1%	100%
Mhlontlo	42%	31%	7%	18%	1%	1%	0%	100%
KSD	49%	25%	8%	10%	6%	1%	1%	100%

Source: Statistics South Africa (2016 Community Survey)

People response to the extent to which Nyandeni is trying to resolve the problems faced by the municipality is as follows:

45% of the population in Nyandeni strongly disagree that the municipality is trying to resolve the problem;

Another 32% of the population in Nyandeni disagree that the municipality is trying to resolve the problem;

Only 12% of the population in Nyandeni are in agreement that the municipality is trying to resolve the problem;

There is a small portion of the population (8%) that are neutral: they neither agree nor disagree; and

Only 1% of the population in Nyandeni strongly agree that the municipality is trying to resolve the current problems.

Annexures 6 and 7 provide the responses for other local municipalities in the province.

Rating the overall quality of services provided by the local municipality

Table 22 shows that of the 309 702 people living in Nyandeni, more than half (53%) are of the opinion that the quality of public clinic is good while 14% think that the quality of public clinic is poor.

Rating the overall quality of services provided by Nyandeni local municipality, 2016

	Good	Average	Poor	No	Do not	Unspecifi	Total
Quality of public clinic	164333	69454	42518	31913	975	508	309702
Quality of electricity supply	186367	64863	29804	22617	5550	500	309702
Quality of the local public	156170	73039	48875	27681	3124	813	309702
Quality of the local police	120943	77720	77529	26572	5891	1046	309702
Quality of refuse removal	28569	68276	68878	137063	6529	386	309702
Quality of toilet/sanitation	154287	81230	60653	11337	1449	746	309702
Quality of the local public	207751	60975	34124	3011	2719	1122	309702
Quality of RDP or gvt subsidised	6642	3163	2880	17	296999	-	309702
	Good	Average	Poor	No	Do not	Unspecifi	Total
Quality of public clinic	53%	22%	14%	10%	0%	0%	100%
Quality of electricity supply	60%	21%	10%	7%	2%	0%	100%
Quality of the local public	50%	24%	16%	9%	1%	0%	100%
Quality of the local police	39%	25%	25%	9%	2%	0%	100%
Quality of refuse removal	9%	22%	22%	44%	2%	0%	100%
Quality of toilet/sanitation	50%	26%	20%	4%	0%	0%	100%
Quality of the local public	67%	20%	11%	1%	1%	0%	100%
Quality of RDP or gvt subsidised	2%	1%	1%	0%	96%	-	100%

Source: Statistics South Africa (2016 Community Survey)

How important are the services?

It was indicated in the demographic section that over 80% of the population in Nyandeni is below the age of 35 years. Table 23 shows how education is viewed by 76% of the population as a “*very important*” instrument to improve the standard of living. There were 725 people in Nyandeni who said education is not important at all. Their honesty is also appreciated.

How people in Nyandeni view the importance of services received from the municipality

	Very	Impor	N impo	Unspe	Total
Importance of ownership of household assets to	220	86	715	1 357	309
Importance of education to improve the standard of	235	72	725	963	309
Importance of employment to improve the standard of	224	80	3	1 213	309
Importance of health to improve the standard of living	227	80	1	302	309
Importance of living conditions to improve the standard	227	80	1	339	309
Importance of safety and security to improve the	217	85	6	555	309
standard of living for the household	239	484	42		702

	Very	Impor	N impo	Unspe	Total
Importance of ownership of household assets to	71.4%	28.0%	0.2	0.4%	100%
Importance of education to improve the standard of	76.0%	23.4%	0.2	0.3%	100%
Importance of employment to improve the standard of	72.5%	26.1%	1.0	0.4%	100%
Importance of health to improve the standard of living	73.6%	25.9%	0.4	0.1%	100%
Importance of living conditions to improve the standard	73.5%	25.9%	0.5	0.1%	100%
Importance of safety and security to improve the	70.1%	27.6%	2.1	0.2%	100%

Source: Statistics South Africa (2016 Community Survey)

Table 23

An attempt was made to record the voice of people in Nyandeni. Four issues were raised:

Firstly, the difficulties that the local municipality is facing presently. Access to safe and reliable water supply was perceived by almost half of the population as the main challenge currently facing the district.

Secondly, the extent to which the municipality is trying to resolve the problem. 45% of the population in Nyandeni strongly disagree that the municipality is trying to resolve the problem

Thirdly, how people in the municipality rate the services that they receive. More than half (53%) of the population in Nyandeni are of the opinion that the quality of public clinic is good.

Lastly, 76% of people in Nyandeni said that education is a very important instrument to uplift the living standard of people.

FUNCTIONAL AREA:		Public Participation				
Current constraints (pain points)		Process Owner	Constraint level (Input/Process/ Output)	Constraint Category (Strategy/Structure/ Process/System/ Resources)	Priority (Low/Medium/High)	Impact (Low/Medium/High)
1	Inadequate and infrequent communication tools to communicate directly with customers	SM - Operations	Process	Strategy	High	High
2	Community feedback is sourced from reactive methods such as petitions	SM - Operations	Process	System	High	High
3	Poor analysis of information from petitions, village and ward committee meetings etc	SM - Operations	Process	System	High	High
4	Poor tracking of complaints received	SM - Operations	Output	System	High	High
5	Over reliance on Ward committees to communicate with customers	SM - Operations	Input and Output	Strategy	High	High
6	No real time information to update communities on project implementation	SM - Operations	Output	System	High	High
7	Inconsistent review of municipal programmes - (Customer Perception surveys not done consistently)	SM - Operations	Output	Strategy and System	High	High
8	No mechanisms to review and ascertain that council resolutions are communicated to communities	SM - Operations	Output	Strategy and System	High	High

In deepening democracy at local level, Citizen Participation and empowerment is at the centre of the government strategy, to this extent. More than 1 million has been allocated for undertaking public participation programmes in all wards, civil society education programmes will be conducted quarterly covering the following topics, roles and responsibilities of citizens in a developmental state, public accountability by politicians and officials and Municipal Finance Management.

➤ Public Participation Plan and Policy

Public Participation Plan and Policy has been reviewed and adopted by Council on 30 June 2022 and it is a five plan. The Public Participation Plan encapsulates the following key issues

- Procedures, systems, process, structures in the public participation process
- Public Participation methods and mechanisms

The public participation mechanism includes the following

In the previous financial year the municipality noted the increase in service delivery protests and

Mayoral Imbizos, these are mayoral public participation meetings conducted by the Executive Committee to provide feedback on municipal performance assessment. The Community and Stakeholder inputs have been taken into account and incorporated into the Three Year Capital Plan. The Imbizos were conducted using a HYBRID Model which is a combination of virtual platform, radio and engagement with specific groups such as Rate Payers

IDP and Budget Public Hearings were held on 19 May 2022 to present IDP and annual budget

➤ **Ward Committee System**

32 Ward Committees (each comprising of 10 members) have been established in terms of section 73 of the Local Government: Municipal Structures Act. Ward Committees have participated in the IDP development process and preparation of the annual budget for 2017-2022. In this regard, ward priorities have been considered and incorporated into the five year Integrated Development Plan. It is expected of each Ward Councillor to convene a Ward Community Meeting within 14 days after an Ordinary Council Meeting.

- **Ward Committees are functional and serve** as a network to share information, resolve common service delivery challenges, serves as performance monitoring and evaluation platform.

- **Challenges**

Reports from ward committees does not reflect problematic areas at ward level so that the municipality is able to intervene, as a consequence the municipality has been experiencing sporadic service delivery protests

Community satisfaction surveys not conducted regularly to ascertain the level of satisfaction or dissatisfaction thereof

- **Support for ward committees functioning**

Allocated cell phones to all Ward Committee Members

R 1500 stipend paid monthly to 32 Ward Administrators

R 1500 stipend paid monthly to 320 ward committee members (proposed)

The municipality is further responsible for Ward Committee transport cost

The municipality is further assisting Ward Committees with wards office management

All ward committees have been trained on ward governance

- **Functionality of ward committees**

Ward Committee Meetings are convened monthly to consider community issues. Village meetings guided by Back to Basics priority programmes. Ward General Meetings are convened quarterly.

Services delivery issues arising from the above mentioned meetings are then escalated to Council through various Council Committees for consideration and resolutions

As part of the Municipal Support program, the ORTAMBO District municipality has supported Nyandeni municipality with the training of ward committees in the area of report writing and governance.

- **Ward based plans**

The Ward based plans were developed in all 32 Wards in the Nyandeni Municipal jurisdiction. Priority programmes have been included in the IDP and It will be implemented at scale and pace taking into account affordability and cost. However, it should be indicated that due to change in circumstances these Ward Based Plan should be reviewed. The District Municipality is part of the development of Ward Based Plans given the changes occasioned by demarcation processes.

- **Implementation of the integrated service delivery model**

War Rooms have been established in all 32 wards. The ORTAMBO Municipality is currently exploring ways to strengthen and support the Integrated Service Delivery Model. However, operational weaknesses have identified will clear strategies developed to address weaknesses

- **Stakeholder mobilization and engagements**

The municipality has developed a stakeholder register, this is to ensure sure that stakeholders actively participate in areas of interest and where they could make meaningful contribution. To this end, Office of the Mayor has developed a program with includes meetings with Rate Payers, Organised Labour, youth organisations, business sector. Annually, a Stakeholder Indaba is convened to discuss various developmental programmes such as the economy and job creation

- **Community Development Workers**

- **Community Development workers performance monitoring**

28 CDW's has been appointed in various wards with the exception of the following wards , Ward, 8, 14, 22, 26, and 29. CDW Coordinator is responsible for coordinating the work of all CDW's and report to COGTA

Monthly reports are submitted to the CDW Coordinator, who then compile a consolidated monthly report for submission to the municipality and the Department of Local Government and Traditional Affairs (DLGTA).

Reported cases are registered in the case register and referred to the relevant department. When a case has been resolved and concluded, a complainant is being informed about the resolution of that specific case. Quarterly performance reviews are conducted through a round table excersise

- **Achievements**

A memorandum of understanding has been signed with the Department of Local Government and Traditional Affairs to strengthen working relations and to ensure effective

inter-governmental planning and delivery coordination and to improve the quality of democratic participation in decision making processes. CDW are part of the Ward Based War Rooms Committees

- **Interventions**

Nyandeni municipal leadership has committed to promoting sound and good governance culture within the organisation. The main focus areas identified for good governance interventions in this term includes but not limited

Training of new ward committees to improve their effectiveness in advancing goals of public participation

Implementation of the Masiphathisane Integrated Service Delivery Model In all 32 wards
Provision of dedicated administrative support to CDWs and councillors to aid their role as link between council and communities

Establishment of sound mechanisms and systems to discourage corruption and ensure functional internal audit

Continuous engagement with sector departments to improve intergovernmental relations and especially their participation in the implementation of this IDP

Mobilization and coordination of existing resource capacity to enhance our scale of service delivery and economic growth through such initiatives as establishment of PPPs and participation in district wide initiatives including the realisation of commitments made at the recent Economic Growth Summit held by ORTDM and the recent Investment Conference

- **Development forums to support public participation effort**

The following forums have been incorporated into the IGR Cluster system

FORUM	RESPONSIBLE KPA
Transport forum	Basic Service Delivery
Community Police Forums	Basic Service Delivery
LED Forum	LED
Housing Forum	Basic Service Delivery
HIV/Aids/Forum	Good Governance
Municipal Coastal Committee	LED

- **Complaints and petition management system**

The municipality has established a complaints and petition management system that clarifies a business process from receiving complains until it is resolved and closed. These petitions and complains are processed through various council committees including Public Participaton and Petitions Committee, Executive Committee and Council.

The ORTAMBO District Municipality through its IGR and Municipal Support Directorate is supporting the municipality in resolving some of the complaints particularly on health, water and sanitation. To this end a petition register has been developed and is updated regularly.

- **Institutional arrangement**

The Presidential Hotline and Complaints Management System are housed in the Office of the Municipal Manager of which the Council Speaker is the political champion. 2 users have been trained and are responsible for day to day capturing and management of complaints and petitions.

8.8. Communications

8.8.1. Legal/Statutory Framework

Section 152 (1) of the Constitution of the Republic of South Africa states that municipalities must “encourage the involvement of communities and community organisations in matters of local government”.

The Local Government Municipal System Act 32, 2000, as amended, Chapter 4 (16) (a) (i) stipulates that “A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose –encourage and create conditions for the local community to participate in the affairs of the municipality including in preparation, implementation and review of its integrated and development plan.”

Intergovernmental Relations Act 13, 2005, provides for cooperative government between the three spheres of government and all state organs within those spheres and to facilitate co-ordination in the implementation of policy and legislation including effective provision of services.

Local Government Municipal Structures Act informs and states the goal of Communications Unit as that of continuously building public trust and confidence in the integrity of the municipality and government as a whole.

Operational Framework: Nyandeni Council approved the Communications Policy and a five year Communication Strategy.

The Communications Strategy contains a Communication Action Plan that is reviewed annually to ensure relevance; this plan contains an Annual Communication Cycle that serves as a guiding framework for communication activities and programmes.

Nyandeni Local Municipality’s Communications Unit has been clearly and noticeably showing improvement in communication, and as the voice of government in the media, it has been consistently insightful. The functionality of communication is also gaining

momentum through efforts made to improve access to information thus proactively widening the available communication platforms.

Nyandeni Communication and Social Media Policy states that a series of forums for government communicators at national, provincial and local level have been established to ensure collective planning and strategizing around all government communications.

Among these forums is the Local Government Communicators Forum (LGCF) which was established to provide a platform for sharing of information about local government issues and best communication practices. It is driven by the Communications Office of the Eastern Cape Department of Cooperative Governance and Traditional Affairs (CoGTA-EC).

There is also a District Communicators Forum (DCF), a platform in which Communicators from across the Nyandeni Local Municipality. Communication and Social media Policy stipulates that government communication is a coordinated function. The policy recognizes communication as a coordinated strategic and support function of government that must be observed by all government spheres.

Nyandeni LM's communication programme and strategy each year is guided by the President's State of the Nation Address, the State of the Province Address, the National Communications Strategy, and the IDP priorities.

In the context of intergovernmental relations, The Presidency and Government Communications and Information Systems (GCIS) are custodians of government communications. The Republic of South Africa has also made provisions for a legal, statutory and operational framework such as the recently approved National Communication Framework, within which government communications can be achieved.

8.9. Intergovernmental Relations

➤ Adoption of nyandeni IGR forum terms of reference

Terms of Reference have been adopted and serve as the guidelines in managing IGR Forum affairs. Technical IGR Forum is in place, its main mandate is to prepare and make recommendations to Political IGR Forum which is chaired by the Mayor or a delegated person.

➤ **Nyandeni IGR cluster establishment**

In accordance with the Eastern Cape Provincial guidelines the following clusters have to be established to co-ordinate and facilitate development in the Nyandeni Municipal Area

Cluster	KPA	Key Departments
Governance and Administration	Municipal Transformation and Organizational Development Integrated Development Planning Municipal Finance Viability and Management Good Governance and Public Participation Basic Service Delivery Performance Management System	Nyandeni Local Municipality Department of Local Government & Traditional Affairs Provincial Treasury and Planning Office of the Premier OR Tambo DM ECSECC SALGA
Social Transformation Cluster	Comprehensive Health Care Education Special Programmes Social Safety Net Safety and Security Victim Empowerment Food Security and Nutrition Sport and Recreation	Nyandeni Local Municipality Department of Social Development Department of Health Department of Home Affairs Department of Sports, Recreation, Arts & Culture SASSA
Economic Growth and Infrastructure Cluster	Local Economic Development Roads Infrastructure Second Economy Interventions Water Resource Management Electricity Environmental Management	Nyandeni Local Municipality DEDEA Department of Environmental Affairs Department of Agriculture Department of Roads and Transport Department of Water Affairs and Forestry Eskom Telkom Department of Energy

These clusters are also indicative of the core organizational competencies required to support the attainment of the Integrated Development Plan. Our Integrated Development Plan matches our resources and capabilities in order to deliver on our mandate.

➤ **Challenges**

Reduced budget allocation for 2022/2023 particularly on energy provision, human settlement

Non alignment of programs with Government Medium Term Strategic Framework, State of the Province Address

Information provided is not always adequate to help strategic decision making in unlocking and accelerating service delivery, this can be attributed to the lack of training on IGR

Fragmented approach in coordination of programs

Sub-forum are convened but does not systematically feed into the IGR

➤ **Establishment of intermunicipal forum with ksd municipality**

Established in terms of Section 29 of the IGR framework Act, the forum is to serve as a consultative forum for the participating municipalities to discuss and consult each other on matters of mutual interest, including:

Information sharing, best practice and capacity building;

Co-operating on municipal developmental challenges; and

any other matter of strategic importance which affects the interests of the both municipalities

➤ **Specific areas of partnership**

Waste Management

Institutional and Spatial planning

Performance Management System

Local Economic Development

Revenue Enhancement Strategy

Public Safety

8.9. The Special Programmes Unit (SPU)

The Special Programmes Unit is located in the Office of the Mayor and is currently has a compliment of 2 staff members and is headed by an Officer. The Unit is responsible for policy formulation, implementation and coordination of all designated groups. In the main the unit

is responsible for mainstreaming of programmes for designated groups, coordination and mobilisation of various sectors, monitoring and evaluation and capacity building

➤ **Liaison and Networking**

In this review we express the commitment to strengthen relations with stakeholders and facilitate cooperation.

Achievement

Ward Based structures for youth, disable and women's structures have been established

Women Caucus Established and conferred MSA section 79 Status inter alia, the

Committee Chairperson was elected by Council on 29 May 2014

SPU designated groups includes Children, Youth, Women, Disabled, Elderly and Military Veterans.

➤ **Key programmes includes**

Support to sporting codes Soccer, Rugby, Netball, Boxing, etc

Observing Annual Youth Month Programmes, including Solomon Mahlangu Lecture

Observing of National calendar days

Support to HIV and Aids related programmes

Mainstreaming Local Economic Development through poverty alleviation programs

Hosting of Annual Miss Nyandeni to promote youth talent

Support to vulnerable youth and children in school as well campaigns against drug abuse

Special Programmes Unit seek to ensure that the programmes incorporate the designated groups in every facet or area of municipal planning across the board and lobbies for integrated and sensitivity for designated groups. It also has interventions programmes such as Mayors Cup with different codes, for example soccer, netball, rugby, boxing, athletics ect.

The Unit act as an antidote against social ills like teenage pregnancy, drug abuse, to prevent the attacks on elderly people in order to promote youth participation and to empower young women in teaching them about dangers of teenage prednancy. To promote economic development through the support of youth, disability, elderly, women and military veterans projects.

The Unit identified that there is less than enthusiastic participation in the Mayor's Cup and some of our objectives are not realised, the Unit will begin to work with organised sport to ensure signage and if possible integration of Mayor's Cup in the mainstream of organised sport. All this takes place under political supervision of Standing Committee and the Council.

8.10. Legal Services

This unit provides critical support in the management and administration of legal matters that affects the municipality. It is also responsible for contract management, development, and review of municipal bylaws. Furthermore, the unit is responsible for the development and review of effective systems of delegation. The unit is also responsible for the development and implementation of a Litigation management framework.

8.10.1. Municipal bylaws

The various municipal By-Laws have been adopted by Council and accordingly Gazetted in the Eastern Cape Provincial Gazette Date 24 June 2019 Gazette No. 4259 to regulate relations between and the broader community

By laws	<ol style="list-style-type: none"> 1. By- law for the Hire and use of community, arts and cultural facilities 2. Refuse removal bylaw 3. Waste Management By-law 4. Public health 5. Street Trading By-law 6. Public Space By-law 7. Parking Ground By-law 8. Encroachment on property bylaw 9. Funeral undertakers by-law 10. Library and Information services by-law 11. Credit Control and debt collection by Law 12. Advertising signs 13. Credit management By -Law 14. Cemetery bylaw 15. Bylaw relating to nuisances 16. Public road and miscellaneous 17. Pound Management Bylaw 18. Liquor trading hours by-law 19. Undeveloped sites by- law 20. Encroachment on property by-law 21. Public meetings and gatherings by –law 22. Property rates by- law 	24 June 2019
----------------	--	--------------

The following By-laws have been developed and are being reviewed.

1. By-laws relating to the removal of refuse.
1. Public health by- laws
2. Public space by-laws
3. Pound by-laws
4. Parking grounds by-laws
5. Library and information services by-laws
6. Undeveloped site by-laws
7. Rates by-laws
8. Liquor trading hours by-laws

9. By-laws relating to public meetings and gatherings.
10. Cemetery by-laws.
11. By-laws relating to nuisances.
12. Funeral undertakes by-laws.
13. Credit management by-laws.
14. Credit control and debt collection by-laws.
15. Waste management by-laws.
16. Street trading by-laws
17. Bylaws for the Hire & use of community, Arts and Cultural facilities.
18. Encroachment on property by-laws.
19. Building Regulations by-laws.
20. Park and Recreational by-laws.
21. Street naming by law.

System of delegation

Council delegates, where appropriate, the responsibility to exercise legislative and executive authority to the relevant structures of the municipality. A delegation framework and register has been developed and approved by council on the 30 November 2019 with Council Resolution No. 2660/30/11/2018.

Litigation management Framework

The entrenchment of the rule of law as the founding value in the Constitution imposes an obligation on the organ of State to take action or make decision only when authorized by law do so all decisions or actions of the organs of State are, in line with the doctrine of separation of powers, checks and balances susceptible to a judicial review.

Accountability and transparency are one of the values that are key to the functioning of local government. It is because of these values that one of the objects of local government is to provide democratic and accountable government for local communities.

Fundamental in these constitutional values is the demand for legal compliance by organs of State. Poor levels of or lack of compliance with legislative prescripts eventually manifests itself in litigation and consequently unnecessary expenditure in litigation costs and legal fees. It is because of this background that the State is the biggest consumer of legal services in the Republic. Consumption of legal services includes participation in litigation whether for or against organs of State.

It is therefore imperative to ensure transition from reactive litigation management into proactive legal risk management by promoting legal compliance.

This framework is therefore intended to assist Nyandeni Local Municipality to promote a culture of accountability, transparency and respect for the rule of law by so doing mitigating the calamitous effects of litigation in the municipality. It is to ensure that any litigation that the municipality is involved is handled in an efficient manner looking at costs and value for money, which would include prompt instructions to the instructed legal practitioners; early preparation for hearings and thorough consultations. It is also meant to pursue alternative dispute resolution (ADR) as a mechanism to respond to litigation and minimise costs, and further foster peaceful co-existence and amicable settlement between the warring parties. It is to ensure that judgments for and against the municipality are promptly and properly

responded to, either, by noting an appeal or giving guidance in complying with the Court order. And finally it is to ensure that procurement of legal practitioners is done in accordance with a system which is fair, equitable, transparent, competitive and cost-effective.

The advent of Covid-19 has forced us to rapidly embrace technology for purposes of communications. The

Communication Policy has been reviewed and approved by Council in June 2021

8.11. Internal Audit Unit

➤ **Functionality of the audit, risk and performance committee**

Section 166 of the MFMA requires each municipality to have an audit committee. The audit committee is an independent body which must amongst other things advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality on matters relating to internal financial control and internal audits, risk management and performance management.

The Audit, Risk and Performance Committee is comprised of the following members and will serve for a period of three year from the date of appointment:

NAME	DESIGNATION	APPOINTMENT DATE
Ms. N. Ntshanga	Chair - responsible for Finance Management	January 2022 - January 2025
Ms S. Lehlehla	Member responsible for Internal Audit and Risk	January 2022- January 2025
Mr. C Sparg	Responsible for Performance Information and Chair of Financial Misconduct Board	January 2022- January 2025
Mr. S Ntapane	Responsible Legal Matters	January 2020 (extended for 1 year from January 2023 to January 2024)

➤ **Key programmes.**

- Monitoring implementation of the Auditor General recommendations
- Monitoring implementation of the commitments made with the regards to clean audit
- They provide support to Municipal Public Account Committee (MPAC)
- Provide recommendations to council based on the reports analysed and ensuring implementation of recommendations
- Monitor and evaluate adherence to internal controls processes and procedures
- Play meaningful advisory role to management and council.
- Review dfat Annual Financial Statements prior submission to Auditor General
- **The following documents has been approved by Audit Committee and Council**
 - I. Internal Audit Charter
 - II. Audit and Performance Committee Charter

- III. Annual Internal Audit Plan approved
- IV. Framework to regulate Audit Performance

8.11.1. Internal Audit

The municipality has a fully functional Internal Audit Unit and is comprised of the following Manager Internal Audit, 2 x Internal Audit Officers and Secretary. All the posts are filled

Key Programmes approved by the Audit Committee

- ✓ Development of the internal audit strategy
- ✓ Preparation of the annual audit plan
- ✓ Quarterly reports to the audit committee detailing performance against the annual internal audit plan
- ✓ Facilitate the identification, analysis and rating of risk by management
- ✓ Provide support to Audit Committee

8.11.2. Risk Management

The Municipality performs Risk Management functions to ensure compliance with legislation, policies, abide or ensure that strategic objectives are achieved, including fraud prevention. Although risk management is in place, there is a need to conduct continuous awareness campaigns to all levels in the organization to ensure greater participation and ownership by all stakeholders, particularly, the municipal workforce.

The municipality ascribe to the following COSO ERM 2013 Framework principles

Pillar	Principle
Control Environment	Demonstrate integrity and ethical values
	Exercise Oversight Responsibilities
	Establishes Structure, authority and responsibilities
	Demonstrates commitment to competence
	Enforces accountability
Risk Assessment	Specifies suitable objectives
	Identifies and analyzes risk
	Assesses fraud risk
	Identifies and analyzes significant change
Control Activities	Selects and develops control activities
	Selects and develops general controls over
	Technology
	Deploys through policies and procedures
Information & Communication	Uses relevant information
	Communicates internally
	Communicates externally
Monitoring	Conducts ongoing and/or separate evaluations
	Evaluates and communicates deficiencies

➤ **Risk management committee**

The Risk Management Committee is appointed by the Accounting Officer to effectively discharge the delegated responsibilities for risk management responsibilities in terms of Section 62(1)(c) of the Municipal Finance Management Act and those delegated through the Risk Management Charter.

The Committee is chaired by an independent chairperson in order to render independent oversight and advisory. Ms S. Lehlela has been appointed as the Risk Management Committee for a period of three years with effect from January 2022.

The Committee is delegated to review and approve the following documents:

- a. Strategic and Operational Risk Registers.
- b. Risk Management Framework
- c. Risk Management Policy
- d. Risk Management Implementation Plan

➤ **Fraud prevention**

The South African Media, particularly print media, has created a “narrative” that local government is the most corrupt sphere of government. In its position paper titled “Tackling The Scourge of the Corruption-Perception, Local Government and the People’ on Anti-Corruption South African Local Government Association assert that “Whatever local government’s protestations of innocence may be, it must learn that as is the case in law, the perceptions about how it deals with corruption is as important as the reality of measures to combat corruption within the sector. Intolerance to corruption must not only be a mantra, it must be seen to be done’

Fraud Risk Management Policy, the fraud Risk Management Policy was adopted by council on 27 June 2019

Objectives summarised

- The Fraud Risk Management Policy of the NLM supports and fosters a culture of Zero Tolerance towards fraud and other acts of dishonesty. In addition, all fraud will be investigated and followed up by the application of all remedies available within the full extent of the law and the implementation of appropriate prevention and detection controls.
- These prevention controls includes the existing financial and other controls and checking mechanisms as prescribed in the systems, policies, procedures, rules and regulations of the NLM.
- The efficient application of the Municipal Management Finance Act (“MFMA”) and instructions contained in the NLM policies and procedures, circulars and manuals

is one of the most important duties to be applied by every employee in the execution of their daily tasks.

- Whistling Blowing Policy

Priority programmes

- Conduct fraud awareness campaign both internally and externally
- Clarify consequence management process, where there is wrong doing
- Develop Fraud Risk Register
-

Whistle Blowing Policy and its objectives (this policy was approved by council on 27 June 2019)

- To provide guidance for which whistle blowers may in responsible manner disclosure information regarding unlawful or irregular conduct by Councilors, Officials of the Municipality and Service Providers and to provide for the protection of whistle blowers who make a disclosure.
- To provides protection of whistle blowers for disclosures made without malice and in good faith, in defined circumstances in terms of the Protected Disclosure Act, Act 26 of 2000,
- To encourage whistle blowers to raise matters of concern responsibly through the procedures laid down in this policy documents.
- To provide for feedback to the whistle blower following a protected disclosure
- To present means for redress if a whistle blower is dissatisfied with the response of the Municipality to a protected disclosure

CHAPTER 9: FINANCIAL VIABILITY AND MANAGEMENT

The objective of the Financial Viability and Management is to secure sound and sustainable management of the financial affairs of the municipality and to comply with the accounting norms and standards.

National Treasury Municipal revenue budget and expenditure review of 2023 expressly states that “municipal councils, mayors and municipal managers are responsible for ensuring that available revenues are collected, that resources are allocated appropriately, and that procurement and service delivery processes are economical, efficient, effective and equitable”.

9.1. Budget related Policies and By Laws

Adoption process

The following budget related policies were reviewed and adopted as draft by Council on **30 March 2023**.

Sector Plan	Detail
IDP and Budget Policy	This policy sets out the budgeting principles, which Nyandeni Local Municipality will follow in preparing each annual budget, as well as the Integrated Development Planning process through which the municipality will prepare a strategic development plan, for a five-year period.
Virement Policy	This policy aims to provide guidelines to senior management in the use of virements as a mechanism in their day-to-day management of their budgets and to allow flexibility in the use of budgeted funds to enable management to act on occasions such as disasters, unforeseen expenditure or savings, etc. as they arise to accelerate service delivery in a financially responsible manner.
Property Rates Policy	To ensure that property rating in Nyandeni Municipality is carried out in a fair, consistent, considerate and controlled manner, this rate policy is developed in accordance with the provisions of the Local Government: Municipal Property Rates Act, (Act 6 of 2004).
Supply Chain Management Policy	Ensure Supply Chain Management Policy that is fair, equitable, transparent, competitive and cost effective; (c) complies with (l) the Regulations; and

Sector Plan	Detail
	<p>(ii) any minimum norm and standards that may be prescribed in terms of section 168 of the Act;</p> <p>(d) is consistent with other applicable legislation;</p>
Asset Management Policy	<p>This document is provided to assist management and employees of Nyandeni Municipality to implement and maintain consistent, effective and efficient asset management principles.</p> <p>The objective of this document is aimed at:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Safeguarding the assets of the Nyandeni Municipality to ensure effective use of existing resources <input type="checkbox"/> Emphasizing a culture of accountability over assets owned by the Nyandeni Municipality. <input type="checkbox"/> Ensuring that effective controls are communicated to management and staff through clear and comprehensive written documentation. <input type="checkbox"/> Providing a formal set of procedures to ensure that the Nyandeni Municipality's asset policies are achieved and are in compliance with the Municipal Finance Management Act (MFMA) and National Treasury, GRAP and Accounting Standards Board directions, instructions, principals and Guidelines.
Banking and Investment Policy(cash management)	The policy is aimed at gaining the optimal return on investment, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes
Fleet Management Policy	To co-ordinate the management of council transport by means of control measures which are applicable to all political officer bearers, departments, divisions and sections of the Council's operation
	To prescribe requirements relating to the utilization and maintenance of such transport by employees and political office bearers
Tariff Policy on Property Rates	Guide setting and implementation of tariff
Tariff Policy on Service Charges	Guide setting and implementation of tariff

Sector Plan	Detail
Credit Control and Debt Collection Policy	Guide credit control implementation in line with the MFMA
Expenditure Management Policy	To have a standard payment system in place with clear objectives regarding appropriation of funds to expenditure, funding of expenditure, the payment policies and dates which objectives are measurable in terms of service delivery targets
Indigent Policy	Provision of basis services to communities in a sustainable manner within the financial and administrative capacity of the Council
	To provide guidelines and procedures for the subsidization of basic service charges to indigent households
Cost Containment Policy	To minimize the spending on operations more than service delivery projects
Nyandeni Rates By Law	Gazetted on 24 June 2019 with Government Gazette no, 4259
Credit Control and Debt Collection By Law	Gazetted on 24 June 2019 with Government Gazette no, 4259
Credit Management By Law	Gazetted on 24 June 2019 with Government Gazette no, 4259

9.2. Resolution levying property rates in terms of section 14 of the local government municipal property rates Act No. 6 of 2004

Resolution gazetted in the Government Gazette No.4816 dated 03 October 2022

Section 14 of the Municipal Property Rates Act No.6 of 2004 prescribe that a rate is levied by a municipality by resolution passed by the municipal council which a supporting vote of a majority of its members

Notice is hereby given in terms of section 14(1) and (2) of the Local Government: Municipal Property Rates Act, 2004; at its meeting of **30 March 2023**, the Council resolved by way of council resolution number, To levy the rates on property reflected in the schedule below with effect from **1 July 2023**

Category of property	Cent amount in the Rand rate determined for the relevant property category
Residential property	0.0105
Business and commercial property	0.0144
Agricultural	0.0024
Publiced Service infrastructure and Public Benefit Organisation	0.0146



Table A4 : Budget financial performance (revenue and expenditure)

EC155 Nyandeni - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework			
					Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23
R thousand	1											
Revenue By Source												
Property rates	2	15,752	16,669	16,587	17,628	17,628	17,628	17,628	17,786	18,580	19,427	
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-	
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-	
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-	
Service charges - refuse revenue	2	246	326	441	278	278	278	328	294	309	477	
Rental of facilities and equipment		293	152	(33)	75	75	75	75	20	21	22	
Interest earned - external investments		11,827	45,609	12,452	17,157	17,157	17,157	17,157	17,981	19,598	20,480	
Interest earned - outstanding debtors		1,015	950	1,873	1,108	1,108	1,108	1,108	1,262	1,380	1,442	
Dividends received		-	-	-	-	-	-	-	-	-	-	
Fines, penalties and forfeits		757	2,710	329	489	489	489	489	421	456	477	
Licences and permits		2,962	2,672	4,124	5,220	5,220	5,220	5,220	5,220	5,635	5,889	
Agency services		1,351	935	1,222	821	821	821	821	1,300	1,357	1,418	
Transfers and subsidies		234,558	300,013	341,674	311,024	314,082	314,082	314,082	322,274	344,223	362,873	
Other revenue	2	2,522	2,740	1,025	2,031	2,081	2,081	2,081	1,070	1,121	1,172	
Gains		152	1,725	3,355	-	-	-	-	-	-	-	
Total Revenue (excluding capital transfers and contributions)		271,436	374,501	383,049	355,832	358,940	358,940	358,990	367,626	392,680	413,676	
Expenditure By Type												
Employee related costs	2	129,623	138,095	148,709	176,879	179,879	179,879	179,879	188,499	196,780	205,622	
Remuneration of councillors		22,624	23,418	23,444	26,417	26,417	26,417	26,417	27,685	28,904	31,563	
Debt impairment	3	4,491	3,095	6,756	3,697	3,697	3,697	3,697	6,756	6,756	7,060	
Depreciation & asset impairment	2	40,711	35,680	39,918	56,721	56,721	56,721	56,721	58,611	64,140	82,892	
Finance charges	2	92	63	19	-	-	-	-	-	-	-	
Bulk purchases - electricity	2	199	-	-	-	-	-	-	-	-	-	
Inventory consumed	8	8,016	7,063	6,782	9,216	13,945	13,945	13,945	8,459	14,531	14,230	
Contracted services		53,446	52,816	41,468	79,130	96,769	96,769	96,769	75,381	75,050	81,835	
Transfers and subsidies		5,136	6,816	9,617	13,064	18,119	18,119	18,119	15,318	14,863	14,863	
Other expenditure	4, 5	45,154	39,633	38,621	65,993	66,231	66,231	66,231	78,956	64,694	64,893	
Losses		-	-	-	-	-	-	-	-	-	-	
Total Expenditure		309,492	306,678	315,332	431,118	461,779	461,779	461,779	459,665	465,717	502,958	
Surplus/(Deficit)		(38,056)	67,823	67,716	(75,286)	(102,839)	(102,839)	(102,789)	(92,039)	(73,037)	(89,281)	
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		90,046	55,856	92,023	70,034	76,632	76,632	76,632	65,968	68,900	72,020	
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-	
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) after capital transfers & contributions		51,991	123,680	159,740	(5,252)	(26,207)	(26,207)	(26,157)	(26,071)	(4,137)	(17,262)	
Taxation		-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) after taxation		51,991	123,680	159,740	(5,252)	(26,207)	(26,207)	(26,157)	(26,071)	(4,137)	(17,262)	
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) attributable to municipality		51,991	123,680	159,740	(5,252)	(26,207)	(26,207)	(26,157)	(26,071)	(4,137)	(17,262)	
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) for the year		51,991	123,680	159,740	(5,252)	(26,207)	(26,207)	(26,157)	(26,071)	(4,137)	(17,262)	

Explanatory Notes:

Total revenue (excluding capital transfers and contributions) is R367 626 million in 2022/23 and escalates to R392 680 million by 2023/24 and to R413 676 million in 2024/25.

Table A5: Budgeted capital expenditure by vote, functional classification and funding

EC155 Nyandeni - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure, to be appropriated	2										
Vote 12 - Executive AND Council (30: CS)		-	-	-	-	-	-	-	-	-	-
Vote 13 - HRS AND Admin (32: CS)		-	-	-	-	-	-	-	-	-	-
Vote 14 - Community Services (34: CS)		-	-	-	-	-	-	-	-	-	-
Vote 15 - Finance (36: CS)		-	-	-	-	-	-	-	-	-	-
Vote 16 - Road Transport (38: CS)		-	-	-	-	-	-	-	-	-	-
Vote 17 - Planning AND Development (39: CS)		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 12 - Executive AND Council (30: CS)		-	-	-	-	2 182	2 182	2 182	1 400	-	-
Vote 13 - HRS AND Admin (32: CS)		333	(1 408)	-	13 180	13 130	13 130	13 130	11 515	9 001	3 528
Vote 14 - Community Services (34: CS)		257	257	-	1 450	2 780	2 780	2 780	5 795	-	-
Vote 15 - Finance (36: CS)		-	-	-	-	10 000	10 000	10 000	-	-	-
Vote 16 - Road Transport (38: CS)		(3 951)	21	0	93 534	89 096	89 096	89 096	92 468	94 400	103 311
Vote 17 - Planning AND Development (39: CS)		-	-	-	-	11 504	11 504	11 504	1 000	-	-
Capital single-year expenditure sub-total		(3 360)	(1 130)	0	108 164	128 692	128 692	128 692	112 178	103 401	106 839
Total Capital Expenditure - Vote		(3 360)	(1 130)	0	108 164	128 692	128 692	128 692	112 178	103 401	106 839
Capital Expenditure - Functional											
Governance and administration		1 351	(1 408)	(1 409)	12 950	25 132	25 132	25 132	12 550	8 836	3 356
Executive and council		844	-	-	200	2 382	2 382	2 382	1 650	136	160
Finance and administration		506	(1 408)	(1 409)	12 750	22 750	22 750	22 750	10 900	8 700	3 196
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		-	-	1 409	1 530	2 622	2 622	2 622	1 395	-	-
Community and social services		-	-	-	1 450	2 542	2 542	2 542	1 195	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-
Public safety		-	-	1 409	80	80	80	80	200	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		(3 951)	21	0	93 534	100 600	100 600	100 600	93 468	89 400	93 217
Planning and development		-	-	-	16 000	20 504	20 504	20 504	8 000	-	-
Road transport		(3 951)	21	0	77 534	80 096	80 096	80 096	85 468	89 400	93 217
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		257	257	-	150	339	339	339	4 765	5 165	10 266
Energy sources		-	-	-	-	-	-	-	-	5 000	10 094
Water management		-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		257	257	-	150	339	339	339	4 765	165	172
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	(2 343)	(1 130)	0	108 164	128 692	128 692	128 692	112 178	103 401	106 839
Funded by:											
National Government		(2 192)	(49)	0	70 034	76 632	76 632	76 632	65 968	68 900	72 020
Provincial Government		-	327	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	(2 192)	278	0	70 034	76 632	76 632	76 632	65 968	68 900	72 020
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		(6 193)	(1 408)	-	38 130	52 060	52 060	52 060	46 210	34 501	34 820
Total Capital Funding	7	(8 386)	(1 130)	0	108 164	128 692	128 692	128 692	112 178	103 401	106 839

Explanatory Notes:

When comparing the previous budget of R128 692 million (including retention), there is a decrease of R16,5 million which is dominated by the decrease of Animal feed processing plant grant and MIG allocation. For 2022/23 budget is R112 million, in 2023/24 R103 million and in 2024/25 budget is R106 million.

Table A6: Budgeted financial position

EC155 Nyandeni - Table A6 Budgeted Financial Position

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
ASSETS											
Current assets											
Cash		118 001	186 481	158 298	23 158	26 238	26 238	26 238	153 210	188 928	190 851
Call investment deposits	1	70 726	84 990	91 851	222 551	222 551	222 551	222 551	99 974	99 974	99 974
Consumer debtors	1	2 418	3 264	3 086	4 568	4 568	4 568	4 568	6 683	7 206	7 472
Other debtors		7 510	9 436	9 002	5 332	5 332	5 332	5 332	9 039	9 039	9 039
Current portion of long-term receivables		(549)	-	-	-	-	-	-	-	-	-
Inventory	2	253	374	1 025	374	374	374	374	1 025	1 025	1 025
Total current assets		198 361	284 544	263 262	255 982	259 063	259 063	259 063	269 932	306 172	308 361
Non current assets											
Long-term receivables		-	-	-	-	-	-	-	-	-	-
Investments		-	-	-	-	-	-	-	-	-	-
Investment property		70 946	73 755	78 249	73 755	73 755	73 755	73 755	78 249	78 249	78 249
Investment in Associate		-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3	520 230	607 429	669 148	682 616	703 194	703 194	703 194	720 903	706 077	690 683
Biological		-	-	-	-	-	-	-	-	-	-
Intangible		(20 041)	(20 322)	(20 315)	3 323	3 323	3 323	3 323	(18 502)	(18 502)	(18 421)
Other non-current assets		-	-	-	-	-	-	-	-	-	-
Total non current assets		571 135	660 862	727 082	759 694	780 272	780 272	780 272	780 650	765 824	750 511
TOTAL ASSETS		769 496	945 406	990 344	1 015 676	1 039 335	1 039 335	1 039 335	1 050 581	1 071 997	1 058 872
LIABILITIES											
Current liabilities											
Bank overdraft	1	-	-	-	-	-	-	-	-	-	-
Borrowing	4	504	277	65	277	277	277	277	65	65	65
Consumer deposits		-	-	-	-	-	-	-	-	-	-
Trade and other payables	4	17 742	22 195	(68 146)	33 807	33 807	33 807	33 807	18 163	18 163	18 163
Provisions		21 750	29 910	21 580	580	580	580	580	25 681	25 162	25 162
Total current liabilities		39 996	52 382	(46 501)	34 664	34 664	34 664	34 664	43 908	43 390	43 390
Non current liabilities											
Borrowing		-	-	-	-	-	-	-	-	-	-
Provisions		1 110	1 127	14 530	15 571	15 571	15 571	15 571	10 429	10 429	10 429
Total non current liabilities		1 110	1 127	14 530	15 571	15 571	15 571	15 571	10 429	10 429	10 429
TOTAL LIABILITIES		41 106	53 509	(31 971)	50 234	50 234	50 234	50 234	54 337	53 819	53 819
NET ASSETS	5	728 390	891 897	1 022 315	965 442	989 100	989 100	989 100	996 244	1 018 178	1 005 053
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		637 722	761 249	856 966	968 846	1 001 370	1 001 370	1 001 370	990 850	1 012 784	999 659
Reserves	4	5 394	5 394	5 394	-	-	-	-	5 394	5 394	5 394
TOTAL COMMUNITY WEALTH/EQUITY	5	643 116	766 644	862 360	968 846	1 001 370	1 001 370	1 001 370	996 244	1 018 178	1 005 053

Explanatory Notes:

Table A6 is consistent with international standards of good financial management practice, and improves understand ability for councillors and management of the impact of the budget on the statement of financial position (balance sheet).

The municipality cash flow shows a positive position for 2022/23 where current assets reflect an amount of R269 932 million.

Short-term call investments increased from R222, 551 million in 2021/22 to R253, 185 million in 2022/23. The total assets are R1, 050 million in 2022/23, R1, 071 million in 2023/24 and 1,058 million in 2024/25.

Table A7: Budgeted cash flows

EC155 Nyandeni - Table A7 Budgeted Cash Flows

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		33	3 603	-	15 866	15 866	-	-	8 919	9 316	9 740
Service charges		-	90	-	250	250	-	-	172	179	263
Other revenue		2	23 703	58	8 587	8 587	-	-	8 030	8 591	8 978
Transfers and Subsidies - Operational	1	-	277 542	0	311 024	311 024	-	-	322 100	344 152	362 802
Transfers and Subsidies - Capital	1	-	71 007	-	70 034	80 140	-	-	65 968	68 900	72 020
Interest		-	-	-	-	-	-	-	-	-	-
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		-	-	(448 782)	(318 533)	(318 533)	-	-	(385 909)	(380 358)	(398 845)
Finance charges		-	-	-	-	-	-	-	-	-	-
Transfers and Grants	1	-	-	-	-	-	-	-	(8 599)	(14 671)	(14 369)
NET CASH FROM/(USED) OPERATING ACTIVITIES		35	375 946	(448 724)	87 228	97 334	-	-	10 683	36 109	40 588
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(16 559)	-	(396)	(76 916)	(83 941)	-	-	(112 178)	(103 401)	(106 839)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(16 559)	-	(396)	(76 916)	(83 941)	-	-	(112 178)	(103 401)	(106 839)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(16 524)	375 946	(449 119)	10 312	13 392	-	-	(101 495)	(67 292)	(66 251)
Cash/cash equivalents at the year begin:	2	232 056	204 521	198 854	590 659	593 740	-	-	294 553	193 057	125 765
Cash/cash equivalents at the year end:	2	215 532	580 468	(250 265)	600 971	607 132	-	-	193 057	125 765	59 514

Explanatory Notes

The budgeted cash flow statement is the first measurement in determining if the budget is funded. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget. The cash flow of the municipality shows that the municipality will be able to meet its obligations in 2022/23 financial year.

Table A8: Cash backed reserves / accumulated surplus reconciliation

EC155 Nyandeni - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Cash and investments available											
Cash/cash equivalents at the year end	1	215 532	580 468	(250 265)	600 971	607 132	-	-	193 057	125 765	59 514
Other current investments > 90 days		(26 804)	(308 997)	500 414	(355 263)	(358 343)	248 789	248 789	60 127	163 137	231 311
Non current assets - investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		188 728	271 471	250 149	245 709	248 789	248 789	248 789	253 185	288 902	290 825
Application of cash and investments											
Unspent conditional transfers		0	5 860	(1 000)	5 860	5 860	5 860	5 860	(1 861)	(1 861)	(1 861)
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	3	15 359	938	(71 008)	19 102	19 118	27 947	27 947	6 352	6 006	5 852
Other provisions		-	-	-	-	-	-	-	-	-	-
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		15 359	6 798	(72 008)	24 962	24 978	33 807	33 807	4 492	4 146	3 992
Surplus(shortfall)		173 369	264 673	322 157	220 747	223 812	214 983	214 983	248 693	284 756	286 833

Explanatory Notes.

The municipality have the reserves that are cash backed for 2022/23 MTERF. These reserves are fully funded by the short term call investments that are kept by the municipality in the FNB Bankers and Standard Bank Bankers and Ned Bank Bankers.

Table 18: Grants and subsidies

EC155 Nyandeni - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
RECEIPTS:										
Operating Transfers and Grants										
National Government:		219 811	278 778	339 090	308 296	-	311 354	318 415	343 209	361 846
Energy Efficiency and Demand Side Management		-	15 010	5 150	16 067	-	16 067	-	8 000	8 359
Equitable Share		218 111	262 068	331 406	286 893	-	286 893	313 293	329 933	348 046
Local Government Financial Management Grant		1 700	1 700	1 700	1 650	-	1 650	1 650	1 650	1 650
Municipal Disaster Relief Grant		-	-	834	-	-	-	-	-	-
Municipal Infrastructure Grant		-	-	-	3 686	-	3 664	3 472	3 626	3 791
Neighbourhood Development Partnership Grant		-	-	-	-	-	3 081	-	-	-
0		-	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	219 811	278 778	339 090	308 296	-	311 354	318 415	343 209	361 846
Capital Transfers and Grants										
Human Settlement Grant		-	18 879	-	-	-	-	-	-	-
LIBRARY SUBSIDIES		-	700	700	700	-	700	700	700	700
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	-	18 879	-	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		219 811	297 657	339 090	308 296	-	311 354	318 415	343 209	361 846

Explanatory notes:

The municipality has budgeted both operating and capital grants as per the Division of Revenue Act. The municipality has budgeted for the following operating grants: - Equitable share; INEP; EPWP; FMG; MIG and Library Subsidies.

Capital grants: - Municipal Infrastructure Grant

The municipality did not receive grant from the District Municipality in 2021/22 and there is no budget in 2022/23 and in the next coming two years.

9.3. Municipal Grap Compliant Asset Register

Nyandeni Local Municipality have complied with GRAP 17 in compiling the GRAP Asset Register since 2013/14 financial year. All assets are barcoded and included in the Asset Register.

9.4. Financial Recovery Plan in place to Address Cash Flow Problems

EC155 Nyandeni - Table A7 Budgeted Cash Flows

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		33	3 603	-	15 866	15 866	-	-	8 919	9 316	9 740
Service charges		-	90	-	250	250	-	-	172	179	263
Other revenue	2	-	23 703	58	8 587	8 587	-	-	8 030	8 591	8 978
Transfers and Subsidies - Operational	1	-	277 542	0	311 024	311 024	-	-	322 100	344 152	362 802
Transfers and Subsidies - Capital	1	-	71 007	-	70 034	80 140	-	-	65 968	68 900	72 020
Interest		-	-	-	-	-	-	-	-	-	-
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		-	-	(448 782)	(318 533)	(318 533)	-	-	(385 909)	(380 358)	(398 845)
Finance charges		-	-	-	-	-	-	-	-	-	-
Transfers and Grants	1	-	-	-	-	-	-	-	(8 599)	(14 671)	(14 369)
NET CASH FROM/(USED) OPERATING ACTIVITIES		35	375 946	(448 724)	87 228	97 334	-	-	10 683	36 109	40 588
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(16 559)	-	(396)	(76 916)	(83 941)	-	-	(112 178)	(103 401)	(106 839)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(16 559)	-	(396)	(76 916)	(83 941)	-	-	(112 178)	(103 401)	(106 839)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(16 524)	375 946	(449 119)	10 312	13 392	-	-	(101 495)	(67 292)	(66 251)
Cash/cash equivalents at the year begin:	2	232 056	204 521	198 854	590 659	593 740	-	-	294 533	193 057	125 765
Cash/cash equivalents at the year end:	2	215 532	580 468	(250 265)	600 971	607 132	-	-	193 057	125 765	59 514

The municipality's financial health status is good and can be able to meet its financial obligations in the next three financial years.

Financial recovery has been developed and adopted by Council, inter alia, progress reports are compiled as part of MFMA S71, and 52(d) report.

9.5. Bank Accounts for Conditional Grants

The municipality has opened Call Accounts for all conditional grants.

All the reports for conditional grants submitted by regulated time to both National and Provincial Treasury and other relevant stakeholders.

Expenditures:**Repairs & Maintenance**

The municipality have a Repairs and Maintenance Plan in place and the budget is as follows for the two previous years:-

Year	Repairs & Maintenance	Percentage
2020/21	R25 541 000	6%
2021/22	R34 560 000	7,5%
2022/23	R30 133 000	6,5%

The municipality note the 8% norm as per MFMA Circulars; however, 8% could not be met due to budget constraints. The municipality has improved in 2021/22 from 6% to 7,5% .

Capital Budget spending patterns for previous years:

Year	Capital Budget	Actual Spending	Percentage
2019/20	R113 146 000	R87 091 427	77%
2020/21	R130 129 000	R102,185,921	79%
2021/22	R120 963 000	R111,037,545	92%

For the projects that are funded by MIG, the municipality spent 100% in 2021/22 financial year of the overall budget.

Percentage of salary budget (Councillors remuneration and employees cost) to operational budget

Year	Operational Budget	Salaries Spending	Percentage
2019/20	R361 792 651	R165 263 510	46%
2020/21	R453 788 000	R176 458 017	39%
2021/22	R440 820 837	R183 891 372	42%

Percentage of repairs and maintenance on total budget operational budget

Year	Total Budget	Repairs and maintenance Spending	Percentage
2019/20	R365 370 000	R7 708 464	2%
2020/21	R459 376 651	R11 087 102	2,4%
2021/22	R440 820 837	R8 359 587	2%

Percentage on Grants usage

FMG

Year	Total Budget	Amount Spent	Percentage
2019/20	R1 700 000	R1 700 000	100%
2020/21	R1 700 000	R1 700 000	100%
2021/22	R1 700 000	R1 700 000	100%

INEP

Year	Total Budget	Amount spent	Percentage
2019/20	R15 010 000	R15 010 000	100%
2020/21	R5 150 000	R5 150 000	100%
2021/22	R16 067 000	R16 067 000	100%

MIG

Year	Total Budget	Amount spent	Percentage
2019/20	R60 844 000	R55 818 256	92%
2020/21	R79 724 744	R79 724 744	100%
2021/22	R73 270 000	R73 270 000	100%

MIG budget originally in 2020/21 was R74 699 000 and was increased during budget adjustment by the Roll-over of R5 025 744 which was unspent in 2019/20 financial year.

LIBRARY SUBSIDIES

Year	Total Budget	Amount spent	Percentage
2019/20	R700 000	R700 000	100%
2020/21	R700 000	R700 000	100%
2021/22	R700 000	R700 000	100%

EPWP

Year	Total Budget	Amount spent	Percentage
2019/20	R1 444 000	R1 444 000	100%
2020/21	R1 699 000	R1 699 000	100%
2021/22	R1 716 000	R1 716 000	100%

Creditors

Creditors are paid within 30 days on receipt of an invoice as per the MFMA requirement.

9.6. Financial Ratios (2020-21 Financial Statements)

Current Ratio

The municipality had a current ratio of 3.75, which demonstrated that the municipality is in a healthy financial state, where its current assets were almost double the value of the current liabilities. The municipality had a favourable working capital.

Acid Test Ratio

The municipality had an acid test ratio of 3.75, which demonstrated that the municipality had assets that could be quickly turned into cash to settle short term obligations. The municipality had an inventory of R253 475 at year end which is not that much material hence the Acid Test Ratio is equal to the Current Ratio.

Working Capital Ratio

The municipality had a favourable working capital of R142 273 793, however the rate of current assets to total assets was 20%, which means 80% of assets were long term in nature. This is however a small change as compared to previous year where the percentage was 83%.

Financing to Capital expenditure Ratio

The municipality had a ratio of 0%, as there were no long term loans at year end.

Gross Debtors to Annual Revenue Ratio

The municipality had a ratio of 184%. The municipality had a balance of R 11 million of long outstanding debtors. The collection rate is low; the situation is expected to improve after the implementation of credit control policy and collection initiatives.

Gross debtor days Ratio

The average number of day the debtors are due was 670 days. This demonstrates that the majority of municipal debtors are older than 365 days, thus are potentially bad.

Net debtors to annual revenue Ratio

The municipality had a ratio of 41%. The collection rate is low, so 30% of debtors were provided for impairment at year end. The situation is expected to improve after the implementation of credit control policy and collection initiatives.

Net debtor days Ratio

The average number of days the debtors after provision for impairment was 145 days; there has been an increase as compared to 53 days in previous year, was due to the fact that the municipality did not write off some of its debtors in the current year.

Receivables turnover Ratio

The municipality had a ratio of 100%. This means that the municipality is billing far more than what it is receiving from customers.

Debts written off as a percentage of total expenditure Ratio:

There were no debts written off during the year under review.

Debtors' impairment Ratio:

The ratio was 192%. This demonstrates that a majority of debtors are not recoverable and as such have to be provided for impairments. The main contributing factor is the debt from both households and business accounts. The municipality is in the process of implementing and enforcing the credit control and debt collection policy which will reduce the instance of billing indigent debtors.

Debt Ratio

The debt ratio is 8.29%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

Debt / net asset position ratio

The debt ratio is 1206%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

Non-current liabilities to revenue Ratio

The ratio is 1.74%. The long term liabilities of R6, 1million is far less than the revenue of R 354,5 million, which means the municipality has sufficient funds to meet its long term liabilities.

Total debt to annual operating revenue Ratio

The ratio is 16.3%; this means the revenue sources are sufficient to cover the total debts.

Debt to cash Ratio

The ratio is 4.5%; this means the revenue sources are sufficient to cover the total debts.

Total investments to total assets Ratio

The ratio is 22% of total assets are investments, which symbolizes the favourable financial position of the municipality. This also demonstrates a moderate level of liquidity.

Consultancy Ratio

The total amount spent on consultants was R23,7 million which is 8.32% of the total expenditure cost of R 285.7 million. There has been no material change in terms of percentage when compared to the previous year. The municipality continued to generate its own internal capacity during the year. This is the indicator that the municipality is not overly reliant on consultants.

Fruitless & Wasteful Expenditure Ratio

The municipality incurred penalty interest on late payment of overdue accounts amounting to R2 926. This equated to 0.00% of total expenditure balance of R0 of which R2 926 was written-off by the Council.

Irregular Expenditure Ratio

The municipality incurred irregular expenditure amounting to R147 797 249 during the current year. This equated to 101% of the total expenditure balance of R251 301 509. The balance includes both current year expenditure as well as current year expenditure relating to previous years. Irregular expenditure was as a result of non-compliance with procurement requirements in current year and previous financial years. Irregular relates to the non-compliance on composition of the bid adjudication committee in line with the supply chain management regulation 29. The municipality investigated the irregular expenditure and it was recommended that it should be written off.

There were no disciplinary hearing steps taken during the current year.

Unauthorized expenditure Ratio

The municipality did not incur any unauthorised expenditure during the current year under review.

Unspent grants Ratio

The municipality had no unspent grant, all the grants were fully spent.

9.7. Financial Ratios (2021-22 Financial Statements)

Current Ratio

The municipality had a current ratio of 8.62, which demonstrated that the municipality is in a healthy financial state, where its current assets were almost double the value of the current liabilities. The municipality had a favourable working capital.

Acid Test Ratio

The municipality had an acid test ratio of 8.60, which demonstrated that the municipality had assets that could be quickly turned into cash to settle short term obligations. The municipality had an inventory of R606 091 at year end which is not that much material hence the Acid Test Ratio is equal to the Current Ratio.

Working Capital Ratio

The municipality had a favourable working capital of R142 273 793, however the rate of current assets to total assets was 20%, which means 80% of assets were long term in nature. This is however a small change as compared to previous year where the percentage was 83%.

Financing to Capital expenditure Ratio

The municipality had a ratio of 0%, as there were no long term loans at year end.

Gross Debtors to Annual Revenue Ratio

The municipality had a ratio of 184%. The municipality had a balance of R 11 million of long outstanding debtors. The collection rate is low; the situation is expected to improve after the implementation of credit control policy and collection initiatives and appointment of the debt collector.

Gross debtor days Ratio

The average number of day the debtors are due was 670 days. This demonstrates that the majority of municipal debtors are older than 365 days, thus are potentially bad.

Net debtors to annual revenue Ratio

The municipality had a ratio of 41%. The collection rate is low, so 30% of debtors were provided for impairment at year end. The situation is expected to improve after the implementation of credit control policy and collection initiatives.

Net debtor days Ratio

The average number of days the debtors after provision for impairment was 145 days; there has been an increase as compared to 53 days in previous year, was due to the fact that the municipality did not write off some of its debtors in the current year.

Receivables turnover Ratio

The municipality had a ratio of 100%. This means that the municipality is billing far more than what it is receiving from customers.

Debts written off as a percentage of total expenditure Ratio:

There were no debts written off during the year under review.

Debtors' impairment Ratio:

The ratio was 192%. This demonstrates that a majority of debtors are not recoverable and as such have to be provided for impairments. The main contributing factor is the debt from both households and business accounts. The municipality is in the process of implementing and enforcing the credit control and debt collection policy which will reduce the instance of billing indigent debtors.

Debt Ratio

The debt ratio is 8.29%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

Debt / net asset position ratio

The debt ratio is 1206%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

Non-current liabilities to revenue Ratio

The ratio is 1.74%. The long term liabilities of R6,1million is far less than the revenue of R 354,5 million, which means the municipality has sufficient funds to meet its long term liabilities.

Total debt to annual operating revenue Ratio

The ratio is 13.4%; this means the revenue sources are sufficient to cover the total debts.

Debt to cash Ratio

The ratio is 4.9%; this means the revenue sources are sufficient to cover the total debts.

Total investments to total assets Ratio

The ratio is 32% of total assets are investments, which symbolizes the favourable financial position of the municipality. This also demonstrates a moderate level of liquidity.

Consultancy Ratio

The total amount spent on consultants was R23,7 million which is 8.32% of the total expenditure cost of R 285.7 million. There has been no material change in terms of percentage when compared to the previous year. The municipality continued to generate

its own internal capacity during the year. This is the indicator that the municipality is not overly reliant on consultants.

Fruitless & Wasteful Expenditure Ratio

The municipality incurred penalty interest on late payment of overdue accounts amounting to R3 797. This equated to 0.00% of total expenditure balance of R0 of which R3 797 was written-off by the Council.

Irregular Expenditure Ratio

The municipality incurred irregular expenditure amounting to R111 789 064 during the current year. Irregular expenditure was as a result of non-compliance with procurement requirements in current year and previous financial years. Irregular relates to the non-compliance on composition of the bid adjudication committee in line with the supply chain management regulation 29. The municipality investigated the irregular expenditure and it was recommended that it should be written off.

There were no disciplinary hearing steps taken during the current year.

Unauthorized expenditure Ratio

The municipality did not incur any unauthorised expenditure during the current year under review.

Unspent grants Ratio

The municipality had no unspent conditional grant, all the conditional grants were fully spent.

9.8. Revenue Management

Loans

The municipality does not have loans and did not have for past three years.

The municipality has adopted an integrated revenue enhancement strategy and that is under implementation.

Alignment

The SDBIP is aligned with the Goals and associated Objectives, and the Municipal Budget. (See attached SDBIP as Annexure 1)

Systems of Internal Controls

Systems of Internal Controls are in place and includes the following:

1. Financial management system
2. Segregation of duties
3. Payables
4. Procurement Section
5. Stores
6. Disposal of Assets
7. Debtors
8. Property rates
9. Banking and Receipting
10. Petty cash
11. Safes and strong rooms
12. Inventory
13. Pay Roll
14. Investment Register
15. Bank Reconciliation
16. Leave Management
17. Information, Communication Technology
18. Unauthorised, irregular, fruitless and wasteful expenditure

9.9. Supply Chain Management System

➤ Supply Chain Management Policy

Section 112 of the MFMA prescribes that the each municipality must have a supply chain management policy is fair, equitable, transparent, competitive and cost effective and complies with a prescribed regulatory framework for municipal supply chain management

Nyandeni Municipality has adopted a Supply Chain Management Policy as contemplated in the aforementioned legislative provisions and its regulations. The SCM System is responsible for the following key components

Demand management, acquisition management, Logistics management and disposal management

➤ The Supply Chain Management Unit

Nyandeni Local Municipality has a functional Supply Chain Management Unit which is directly accountable to the Chief Financial Officer as prescribed by the MFMA and supported by the approved SCM Policy. The Unit is composed of the following staff compliment

SCM Manager, two SCM Officers, two SCM Practitioners and Stores Clerk

➤ **Supply Chain Management Bid Committees**

The municipality has a functional Bid Committees which are appointed by the Accounting Officer Annually and have been trained on SCM.

Bid Specification Committee

Bid Evaluation Committee

Bid Adjudication Committee

➤ **Training of SCM Staff on Competency levels**

SCM Staff is trained to ensure that they meet Competency levels. Bid Committee are trained once a year to familiarise them with the reforms introduced by National Treasury.

SUPPLY CHAIN MANAGEMENT TURNAROUND TIME

In line with the SCM policy the average turnaround time for projects above R200 000 is 45 working days while the 7 days quotation is 10 working days.

➤ **Contract Management**

Contract Management System is in place and composed of the Contract Management Register which encapsulate the following features

Date of the goods and services advertised

Appointed details of appointed service providers

Contract price and related details

Payment incurred versus awarded prices

Service Level Agreement signed between the municipality and agencies appointed

IMPLEMENTATION OF THE GENERAL VALUATION ROLL

The Municipality approved a General Valuation Roll in the Council that was held on the 27th of June 2018. That General Valuation Roll was due for implementation on the 1st of July 2018, which indeed it was implemented.

The municipality compiled a Supplementary Valuation Roll in June 2022 by and became effective in 1st July 2022.

The Municipality have the Valuation Roll and updated supplementary valuation roll, which was implemented in 2017/2018. Valuer for development of a Valuation Roll was appointed which was effective from 1 July 2018 as determined by the Minister by Notice in the Gazette for submission of project plan to MEC by municipality: Date of submission 31/03/2017 Section 81 (1B) (a).

The current General Valuation Roll was valid until 30 June 2023, however an application was submitted to the MEC: CoGTA for extension for a period of validity of the current Valuation Roll to 30 June 2024 and next valuation roll to be implemented in July 2024.

Project plan for conducting valuation roll in terms of section 81 (1b) (a) of the local government: municipal property rates amendment act, 2014. (act no. 29 of 2014) adopted by the Council on the 28 February 2023, Council Resolution No. 3098/28-02-2023.

The municipality does promulgate the notice in terms of section 49 for public inspection of valuation roll. The Gazette number will be available once General Valuation Roll is available.

FINANCIAL REPORTING

mSCOA

The Council adopted SCOA Gazette on the 02 July 2014 with Council Resolution No. 2081/02-07-2014.

The implementation plan adopted by the Council on the 11th December 2014 with Council Resolution No. 2223/11-12-2014.

MSCOA Governance

SCOA Steering Committee; Implementation Team, Project Sponsor, Project Manager and Project Champion appointment was approved by the Council on the 25th January 2016 with Council Resolution No. 2380/25-01-2016.

Budget, IDP, AFS, Monthly and quarterly data strings are extracted directly from the financial system and uploaded successfully to LG data portal.

MFMA PRESCRIPTS

The municipality compiled and submitted the following reports by regulated time: -

Section 71

Section 52d

Section 72 and

Annual Reports

PLANNING THE FUTURE OF NYANDENI LOCAL MUNICIPALITY

VISION 2030 DEVELOPMENT PLAN

Nyandeni Local Municipality has adopted a long term plan envisioning the future herewith referred as VISION 2030.

The overall purpose of Nyandeni LM Vision 2030 Development Plan is to articulate the key long-term development priorities of the Nyandeni LM between 2017 and 2032 and beyond. It outlines various strategic priorities and interventions to achieve the related desired district related outcomes linked to the National Development Plan (NDP) and the Provincial Development Plan (PDP) Vision 2032.

The priorities and interventions were informed by various national and provincial policies, such as the National Development Plan (2012), the Eastern Cape Provincial Development Plan (2014), the Eastern Cape Infrastructure Plan (2016), Provincial Economic Development Strategy, etc. It also builds on and complements the Nyandeni LM IDP (2017 – 2022).



Alongside these 5 Goals, the Nyandeni LM Vision 2030 Development Plan, also includes the following 5 pillars:

Pillar One: A significant improvement in the provision of public infrastructure and public services (and a great increase in supporting livelihoods in doing so)

Since the public sector presently dominates the NLM socio-economy it makes strategic sense to try to get better social value from public spending in the District. Better quality public services are a critical enabler of socio-economic development. There is also scope to significantly expand employment through public works and local procurement (particularly locally produced food for school nutrition programmes).

Since the public sector presently dominates the NLM socio-economy it makes strategic sense to try to get better social value from public spending in the District. Better quality public services are a critical enabler of socio-economic development. There is also scope to significantly expand employment through public works and local procurement (particularly locally produced food for school nutrition programmes).

Social infrastructure:

Future priorities are:

- Complete VIP toilet provision programme
- Eskom to complete household electrification programme
- Maintenance of existing and new stand-alone village water schemes
- Reticulation from two new Mthatha bulk water corridors into the new NLM urban development zone
- Municipal waste services to be delivered in new zone and other tourism and transport nodes.

Health:

Future priorities are:

- Programmes to improve child nutrition (early childhood development)
- Implementation of NHI upgrading.

Education and training:

Future priorities are:

- Improve the quality of education in NLM and reduce classroom backlogs.

- KSD TVET campus at Libode to provide skills, particularly for infrastructure, construction and maintenance and modern farming practices (**Itsiya Youth Farming Initiative**). Ideally the Libode campus should be extended and a full range of relevant curricula should be offered (in view of the very youthful population of NLM)
- Development partnerships between Libode TVET campus and, for example, SANRAL, War on Leaks, Youth Farming Initiatives, etc
- Mobilise resources for Libode TVET expansion and upgrading through relevant SETAs, mining companies etc
- NARYSEC should also be scaled-up in NLM
- Focus on improving the skills pipeline for growth sectors and major projects and specifically SETA resource mobilization and curriculum development.

Pillar Two: A well-managed urban development process in which urban nodes are linked by a good quality road and transport network

NLM is urbanizing in an unplanned and haphazard way. Socio-economic development will be enhanced through the creation of competitive towns. These must be well connected by good roads to each other and the rest of SA.

Future priorities are:

- Strong urban planning of Libode-Ngqeleni-Mthatha “urban development zone” is required. This requires joined up planning by NLM, KSD and ORTDM.
- Continued focus of public investment in this area, and ensuring that it becomes a competitive and investment attractive area.
- Municipality must acquire more well-located land that can be made available for investors (see section below on property development).

Road and transport network:

Future priorities are:

- Construction of two main planned roads (R61/N2 and Meander)
- Ensure that the Meander road links to coastal resorts (such as Hluleka)
- Upgrade roads in the new emerging urbanization zone.
- Maintain priority road network (preventative)
- Use employment-intensive methods as much as possible

- Use transport nodes to develop commercial precincts (taxi ranks, hawkers facilities, shops etc)
- Recognise the potential of Mthatha Airport cargo facilities for future NLM development.

Pillar Three: Well protected environmental assets

Various environmental issues threaten socio-economic development, and in particular tourism development and agricultural development.

The environmental issues to be addressed include:

- Land degradationⁱ caused by livestock over-grazing (estimated at 30% in NLM), indicating the need for land rehabilitation projects (and fencing)
- Human settlement encroachment on agricultural land.
- Untreated sewage flowing into rivers (such as Mthatha river)
- Illegal building on the Wild Coast. DEDEAT's Wild Coast Nature Conservation Plan and the nodal development approach need to be strictly enforced.
- Absence of solid waste disposal and recycling systems

Pillar Four: A growing, innovative/responsive and inclusive economy (increasing value-added from ICT/knowledge services, smallholder agriculture, tourism, property development and SMME's/co-ops etc)

The public sector cannot develop NLM by itself. There is a need to grow the enterprise (SMME) sector. All the other strategic objectives are enablers of business growth. There is also a need for specific interventions to grow particular business sectors.

Agriculture:

NLM has the potential to grow the value of production by the farming sector. This is for a number of reasons:

- Good rainfall (700 mm/year), sufficient for rain-fed arable farming.
- 160,000 ha of communal grazing land (unimproved and 30% degraded) and large existing herds of cattle, sheep and goats. There is potential for growth based on more intensive systems, managed pastures and feedlots.
- 40,000 ha of communal arable land.
- Estimated 21,000 ha of *isitiya*.

- 70% of NLM households engage in unpaid farming activity: at Itsiya and on communal lands. Food production (meat, maize, vegs, fruit etc) is happening, but with low productivity. There is potential to grow high-value crops on itsiya (such as berries) with irrigation from roof-water tanks. Logistics systems would need to be devised for aggregation into large-scale supplies.
- A significant proportion of households grow and sell (illegal) cannabis. Household income from this source could increase by many times with controlled legalisation and international market access.
- High potential cultivation zones, such as at Mhlanga (west of Marubeni) and Malungeni (west of Ngqeleni) are well-located for access to large Mthatha food markets and future business opportunities associated with the Wild Coast SEZ and air cargo facilities at Mthatha airport.
- Future partnerships between NLM farmers and commercial entities being planned by DRDAR.
- Opportunities for local production to supply school nutrition programme.
- Niche opportunities, such as indigenous medicinal plants at Hluleka and essential oils.

However, the farming sector faces a number of challenges, such as:

- Past interventions by DRDAR, AsgiSA, Ntinga etc have not created sustainable and profitable agricultural production.
- Large-scale irrigation from river water is limited by small areas of arable land next to perennial rivers.
- Communal land tenure hinders investment by private capital.
- Small farmers have inadequate access to farming knowledge and skills; water infrastructure; fencing; mechanization; inputs (such as seedlings); finance and markets

The future priority is therefore to realise the potentials of the municipality through addressing the various challenges.

A detailed prospectus for partners and investors should be prepared around agricultural development opportunities in NLM, including Isitiya Youth Development Programme. This

should be a broad-based programme to unlock the potentials listed and involve a wide-range of partners.

NLM needs better agricultural interventions that can create and support profitable smallholder enterprises (through, for example, CPPP's, contract farming arrangements/outgrower schemes, and collection/aggregation systems).

Forestry:

Large areas of NLM have moderate and good potential for forestry. There is already 7000 ha of indigenous forest and 3000 ha of plantation forest

Community forestry initiatives are being pursued by Hans Merensky near Qumbu and near Lusikisiki (by Sappi). ECRDA is involved. These companies could be interested in similar projects in NLM.

There are two main issues with community forestry. Firstly, the economic return to communities are fairly small (long-term and small, particularly when there are hundreds of household beneficiaries). Secondly, afforestation takes land away from other land uses (such as grazing and arable farming) that may offer better economic returns.

Future community forestry projects should therefore be approached with due caution.

Community forestry projects demonstrate that CPPP's can work. CPPP's should be more prevalent in more employment-intensive sectors.

Commerce and manufacturing:

NLM has a commercial sector, with shops in the two towns, six rural service centres/transport nodes and some villages. The manufacturing sector is extremely small.

Future priorities are:

- Commercial property developments (see section below)
- Upgrade of Transido complexes
- Attraction of new incubators
- Explore potential of light industry development (e.g. on new N2 Libode-Mthatha corridor).

Tourism:

NLM has considerable tourism development potential based on the eastern coastal escarpment and 20 km of Wild Coast.

Priority for tourism development include:

- Wild Coast Meander linked to new N2 at PSJ

- Access roads from Meander to tourism nodes (Hluleka NR and Mdumbi etc)
- Investment attraction to tourism nodes
- Mdumbi hotel project
- Mlengana Mountain ecotourism project
- Ntlangano Conservancy project
- Possible new hiking trail from Mlengana Mountain to Ntlangano

Property development:

There are many opportunities for private property development in NLM.

Future priorities are:

- Resolve land claims speedily (with assistance from the Land Claims Commission)
- NLM to do a state land audit and get access to state land for property development.
- NLM to acquire communal land for development. DRDLR can assist with this.
- Identify and prioritise land to be titled for private investment (such as coastal tourism nodes; transport nodes; along development corridors and possibly high-potential agricultural zones). This will be in preparation for the proposed ORTD Land and Economic Investment Summit planned for early 2018.

Start-ups, small/micro enterprises and co-operatives (SMME's):

Small enterprises are found in all the sectors reviewed above, with great variation in incomes and formality.

Future priorities are:

- Use e-connecting and e-learning to form local groups of people that share development interests, and are experimenting with the possible.
- Techniques of ABCD should be more widely known and practised
- Virtual and physical (combined) enterprise incubators should be more ubiquitous than at present.

Pillar Five: An efficient and effective public sector with improved ability to give economic governance leadership

Public sector institutions need to be strengthened to support the achievement of the other strategic objectives.

To achieve its developmental mandate the public sector must have strong leadership and much improved management capabilities. NDP and ECPDP have proposals on how this can be achieved.

Economic governance leadership in NLM should have:

- A well-informed about the economic issues facing NLM
- A good understanding of the needs of stakeholders
- A clear development vision and agenda
- An ability to communicate these persuasively to relevant stakeholders.
- An ability to leverage resources from state sector departments and state-owned entities (such as IDC and PIC).

The strategy hinges on three dialectically inextricable intertwined components. These are:

- a) Consolidate institutional stability and robustness
- b) Accelerated quality and sustainable service delivery
- c) Local economic growth and quality of life

These key components should, and do overlap, in terms of timing. However there is also some sequence in terms of focus. The initial focus being on building a formidable municipal organisation; thus consolidate institutional stability and robustness which will, as it is being consolidated, be able to contribute towards improving living environments. The municipality will commit resources to ensure such institutional efficacy leads to sound financial management, effective revenue generation and ultimately financial viability. In terms of governance, although the municipality has managed to establish a functional intergovernmental relations cluster system at both political and administrative levels, its impact in terms ensuring effective integrated development planning and management and establishment institutional cohesion between the municipality and all other critical role partners is still to be realised. The aim is to lobby all other local municipalities within the OR Tambo District to institutionalize an intergovernmental regime that emphasized a district – wide municipal support system.

- a) To support all municipalities in **financial administration** in order for them to be financially sustainable.
- b) To support all municipalities on **human resources** related issues for the purposes of sound management systems and a stable environment in terms of their labour force.
- c) To support all municipalities in **administration** for the purpose of effective operations of Council activities.
- d) To support and assist all municipalities on **technical** issues in order for them to manage their projects and to handle the technical aspects thereof.
- e) To support and assist all municipalities in developing and reviewing their **Integrated Development Plans (IDPs)** and the establishment of **Performance Management Framework which embeds a district-wide enjoyment**

These programmes should in the main be an outcome of shared institutional knowledge and cross – municipal – referencing in which outsourcing of certain support functions is the last resort. The ultimate vision is establishment of a shared services centre towards a seamless district institutional regime. The Nyandeni Local Municipality is not oblivious to the fact that current intergovernmental relations within OR Tambo District are experiencing serious challenges.

Over and above this approach towards effective intergovernmental relations, the municipality will strengthen its advocacy and lobbying capacity towards ensuring improvement of IRG. The strategic focus of such a system should be the following key

objectives. The other crucial element within this component is systematically building public confidence and a reciprocal relationship between the municipality and its citizenry including all stakeholders within its jurisdiction.

This will lead to an institutional service delivery efficacy where sustainable and quality service delivery should lead to development of a law abiding, citizenry with high moral values. This stable economic and political environment will also lead to improved livelihoods characterized by a healthy and skilled citizenry with high moral values enjoying employment in a robust employment creating economy which will in turn lead to better payment for services, better participation in the activities of the municipality, improved accountability by public representatives and municipal administration to the community. This will lead to a municipality that is characterized by improved financial viability, good governance, and qualitative public participation. Such a municipality should be able to deliver services, regulate citizens and businesses, facilitate development, and provide effective support to all Ward Committees and other organs of development to deepen democracy and thus high levels of political stability.

All of this will have to happen in a context of, and reinforce effective intergovernmental relationships. This positive feedback loop will deliver the vision of the municipality. The reversal of the positive feedback loop, anticipated above, is a real possibility. If the municipality fails to consolidate itself as a robust institution, it will not be able to accelerate service delivery, it will not be able to create the required environment for local economic growth, and it will not be able to contribute towards improving living environments. In turn, livelihoods will not improve, leading to high levels of unemployment with a generally unhealthy and unskilled citizenry with low moral values living in poverty and a lawless local environment. This will in turn erode the legitimacy of the Nyandeni Local Municipality as government. The institution will be characterized by citizen apathy, high levels of non-payment for services, and deteriorating standards of governance. Corruption, in this context, will be inherent and possibly high labour turn – over. Leadership will therefore have to strive to ensure that the feedback loop is not reversed. Difficult choices will have to be made and unpopular strategies will be implemented, where necessary, in support of the positive feedback loop.

In line with this line of strategic thinking, the strategic planning workshop developed a municipal scorecard as presented below.

7.1 National outcomes

For easy reference under listed are the national outcomes alluded to above;

- a) A responsive, accountable, effective and efficient local government system
- b) A developmental – oriented public service and inclusive citizenry
- c) Decent employment through inclusive economic growth

- d) An efficient, competitive and responsive economic infrastructure network
- e) Vibrant, equitable and sustainable rural communities and food security
- f) Improve the quality of basic education
- g) Improve health and life expectancy
- h) All people in South Africa are and feel safe
- i) Sustainable human settlements and improved quality of household life
- j) A skilled capable workforce to support inclusive growth

7.2 Provincial priorities

The high- level assessment of the scorecard was also administered against the provincial objectives to check the extent of confluence with the municipal strategic scorecard. For easy reference, these are listed below;

i. Provincial strategic objectives

- a) Poverty eradication,
- b) Agrarian transformation,
- c) Diversification of manufacturing and tourism,
- d) Massive infrastructure development,
- e) Human resource development and
- f) Public sector transformation.

SCORE-CARDS

The municipal strategic scorecard has been developed, aligned and incorporated into the IDP process. For purposes of this strategic plan, it has not been reviewed. What has been done is a high – level assessment against the national outcomes and the conclusion is that to a greater extent the scorecard covers all essential components that should lead to the municipality achieving these national outcomes.

GOOD GOVERNANCE SCORE CARD

Good Governance												
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
	To strengthen public participation (with communities) by 2027	Promote public participation through civic education and war rooms	Improved understanding of the Municipal Affairs by communities 30 June 2027	Number of civic education conducted by 30 June 2024	GG 01 KPI 01	48 civic education conducted.	All	Conduct forty (40) civic education by 30 June 2023	Conduct forty (40) civic education by 30 June 2024	Conduct forty (40) civic education by 30 June 2025	Conduct forty (40) civic education by 30 June 2026	Conduct forty (40) civic education by 30 June 2027
Public Participation	To strengthen public participation (with communities) by 2027	Promote public participation through civic education and war rooms	Decentralised intergovernmental relations through analysis of stakeholder participation by 30 June 2027	Report on Assessment of war rooms in all 32 wards by 30 June 2024	GG 01 KPI 02	War Rooms Assessment Conducted in wards in 15 wards	All	Assess war rooms in all 32 wards and submit quarterly reports to council by 30 June 2023 (as part of section 52 (d) report)	Assess war rooms in all 32 wards and submit quarterly reports to council by 30 June 2024 (as part of section 52 (d) report)	Assess war rooms in all 32 wards and submit quarterly reports to council by 30 June 2025 (as part of section 52 (d) report)	Assess war rooms in all 32 wards and submit quarterly reports to council by 30 June 2026 (as part of section 52 (d) report)	Assess war rooms in all 32 wards and submit quarterly reports to council by 30 June 2027 (as part of section 52 (d) report)

Good Governance												
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Public Participation	To strengthen public participation (with communities) by 2027	Manage complaints and Petitions.	Reduced number of complaints and petitions by 30 June 2027	Number of complaints and petitions received, attended and updated petition register by 30 June 2024	GG 01 KPI 03	Process 100% of all Received petitions	All	Attend all complaints and petitions received and Update complaints and petition registers and submit report quarterly to Council (as part of section 52 (d) report) by 30 June 2023	Attend all complaints and petitions received and Update complaints and petition registers and submit report quarterly to Council (as part of section 52 (d) report) by 30 June 2024	Attend all complaints and petitions received and Update complaints and petition registers and submit report quarterly to Council (as part of section 52 (d) report) by 30 June 2025	Attend all complaints and petitions received and Update complaints and petition registers and submit report quarterly to Council (as part of section 52 (d) report) by 30 June 2026	Attend all complaints and petitions received and Update complaints and petition registers and submit report quarterly to Council (as part of section 52 (d) report) by 30 June 2027
Public Participation	To strengthen public participation (with communities) by 2027	Stakeholder engagement and mobilization	Improved ward committee and community participation in the processes of the municipality by 30 June 2027	Number of Ward committee sittings and community Meetings held by 30 June 2024	GG 01 KPI 04	Ward committee meetings convened in 32 wards	All	Coordinate 12 ward committee sittings and four community meetings by 30 June 2023	Coordinate 12 ward committee sittings and four community meetings by 30 June 2024	Coordinate 12 ward committee sittings and four community meetings by 30 June 2025	Coordinate 12 ward committee sittings and four community meetings by 30 June 2026	Coordinate 12 ward committee sittings and four community meetings by 30 June 2027

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027	
Public Participation	To strengthen public participation (with communities) by 2027	Stakeholder engagement and mobilization	Improved ward committee and community participation in the processes of the municipality by 30 June 2027	Report on convened strategic planning for IDP Review by 30 June 2024	GG 01 KPI 05	IDP and Budget Public Hearings are conducted annually	All	Conduct 1 IDP & Budget Public Hearing by June 2023	Conduct 1 IDP & Budget Public Hearing by June 2024	Conduct 1 IDP & Budget Public Hearing by June 2025	Conduct 1 IDP & Budget Public Hearing by June 2026	Conduct 1 IDP & Budget Public Hearing by June 2027	
Public Participation	To strengthen public participation (with communities) by 2027	Monitoring and implementation of IDP	Improved ward committee and community participation in the processes of the municipality by 30 June 2027	Number of community outreach and Imbizos programmes conducted by 30 June 2024	GG 01 KPI 06	Coordinated sixteen Community meetings	All	Conduct 2 mayoral Imbizo's (mid year and annual report) by 30 June 2023	Conduct 2 mayoral Imbizo's (mid year and annual report) by 30 June 2024	Conduct 2 mayoral Imbizo's (mid year and annual report) by 30 June 2025	Conduct 2 mayoral Imbizo's (mid year and annual report) by 30 June 2026	Conduct 2 mayoral Imbizo's (mid year and annual report) by 30 June 2027	
Council Affairs	To strengthen effective and efficient performance of council by 30 June 2027	Provide political oversight on municipal functions and programs	Effective and efficient oversight through improved reports by 30 June 2027	Number of Standing Committee meetings convened per each committee by 30 June 2024	GG 02 KPI 07	Council committees are in place	All	Convene six (6) Standing Committee meetings per each committee by 30 June 2023	Convene six (6) Standing Committee meetings per each committee by 30 June 2024	Convene six (6) Standing Committee meetings per each committee by 30 June 2025	Convene six (6) Standing Committee meetings per each committee by 30 June 2026	Convene six (6) Standing Committee meetings per each committee by 30 June 2027	

Good Governance												
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Council Affairs	To strengthen effective and efficient performance of council by 30 June 2022	Provide political oversight on municipal functions and programs	Effective and efficient oversight through improved reports by 30 June 2027	Number of ordinary special executive committee meetings convened by 30 June 2024	GG 02 KPI 08	Executive Committee has been elected and functional	All	convene four ordinary and seven special executive committee meetings by 30 June 2023	convene four ordinary and seven special executive committee meetings by 30 June 2024	convene four ordinary and seven special executive committee meetings by 30 June 2025	convene four ordinary and seven special executive committee meetings by 30 June 2026	convene four ordinary and seven special executive committee meetings by 30 June 2027
Council Affairs	To strengthen effective and efficient performance of council by 30 June 2022	Provide political oversight on municipal functions and programs	Effective and efficient oversight through improved reports by 30 June 2027	Number of ordinary and special Council sittings convened by 30 June 2024	GG 02 KPI 09	Council is elected and functional	All	convene four ordinary and seven special executive committee meetings by 30 June 2023	convene four ordinary and seven special executive committee meetings by 30 June 2024	convene four ordinary and seven special executive committee meetings by 30 June 2025	convene four ordinary and seven special executive committee meetings by 30 June 2026	convene four ordinary and seven special executive committee meetings by 30 June 2027
Council Affairs	To strengthen effective and efficient performance of council by 30 June 2022	Provide political oversight on municipal functions and programs	Effective and efficient oversight through improved reports by 30 June 2027	Number of ordinary and special Council sittings convened by 30 June 2024	GG 02 KPI 10	Council is elected and functional	All	Convene four ordinary and seven special council sittings by 30 June 2023	Convene four ordinary and seven special council sittings by 30 June 2024	Convene four ordinary and seven special council sittings by 30 June 2025	Convene four ordinary and seven special council sittings by 30 June 2026	Convene four ordinary and seven special council sittings by 30 June 2027

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027	
Council Affairs	To strengthen effective and efficient performance of council by 30 June 2022	Open Council Meeting	Effective and efficient oversight through improved reports by 30 June 2027	Number of open council meetings held by 30 June 2024	GG 02 KPI 11	Public participation policy in place (Open Council held in 2021/22	All	hold open Council Meeting at Libode by 30 June 2023	hold open Council Meeting at Libode by 30 June 2024	hold open Council Meeting at Libode by 30 June 2025	hold open Council Meeting at Libode by 30 June 2026	hold open Council Meeting at Libode by 30 June 2027	
Council Affairs	To strengthen effective and efficient performance of council by 30 June 2022		Improved Governance and decision making by June 2027	Number of Capacity Building programmes provided for Councillors by 30 June 2024	GG 02 KPI 12	Six capacity building interventions conducted	All	Provide two capacity building programmes for councillors by 30 June 2023	Provide two capacity building programmes for councillors by 30 June 2024	Provide two capacity building programmes for councillors by 30 June 2025	Provide two capacity building programmes for councillors by 30 June 2026	Provide two capacity building programmes for councillors by 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027	
Council Affairs	To strengthen effective and efficient performance of council by 30 June 2027	Provide political oversight on municipal functions and programs	Effective and efficient oversight through improved reports by 30 June 2027	Number of Section 79 committee meetings convened by 30 June 2024	GG 02 KPI 13	Section 79 committees in place (women's caucus, public participation and petitions management committee members' interest, Municipal Public Accounts Committee)	All	Convene 16 section 79 committee meetings (in total) by 30 June 2023	Convene 16 section 79 committee meetings (in total) by 30 June 2024	Convene 16 section 79 committee meetings (in total) by 30 June 2025	Convene 16 section 79 committee meetings (in total) by 30 June 2026	Convene 16 section 79 committee meetings (in total) by 30 June 2027	
Municipal Planning	To provide Intergrated municipal planning by 2027	Conduct community outreach, Imbizos and development of IDP	Approved and monitored implementation of IDP by Council 30 June 2027	Approved IDP and budget by Council by May 2022 for 2022/2024 financial year by 30 May 2022	GG 03 KPI 14	IDP for 2022/2023 was adopted by Council in May 2022	All	Conduct annual IDP and Budget review for 2022/23 Financial year 2023	Conduct annual IDP and Budget review for 2022/23 Financial year 2024	Conduct annual IDP and Budget review for 2022/23 Financial year 2025	Conduct annual IDP and Budget review for 2022/23 Financial year 2026	Conduct annual IDP and Budget review for 2022/23 Financial year 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027	
	To provide Intergrated municipal planning by 2027	Strategic Planning session for IDP Review	Approved and monitored implementation of IDP by Council 30 June 2027	Approved IDP by Council by 30 May 2022 (for 2022/2023 financial year)	GG 03 KPI 15	Strategic planning held for IDP development review for 2022/2023 Financial Year	All	convene strategic planning for IDP Review by 30 June 2023	convene strategic planning for IDP Review by 30 June 2024	convene strategic planning for IDP Review by 30 June 2025	convene strategic planning for IDP Review by 30 June 2026	convene strategic planning for IDP Review by 30 June 2027	
	To provide Intergrated municipal planning by 2027	Community Satisfaction Survey	Improved community satisfaction level by 30 June 2027	Number of Customer satisfaction survey conducted by 30 June 2024	GG 03 KPI 16	The last survey was conducted in 2017	All	Conduct one community satisfaction survey by 30 June 2023	Conduct one community satisfaction survey by 30 June 2024	Conduct one community satisfaction survey by 30 June 2025	Conduct one community satisfaction survey by 30 June 2026	Conduct one community satisfaction survey by 30 June 2027	
	To provide Intergrated municipal planning by 2027	Improve coordination and collaboration on service delivery by all 3 spheres of government through intergovernmental relations	Improved participation by all sector departments through integration of plans on IDP by June 2027	Number of IGR Fora conducted by 30 June 2024	GG 03 KPI 17	One IGR fora convened in the 2021/2022 Financial year	All	Conduct three (3) IGR fora by 30 June 2023	Conduct three (3) IGR fora by 30 June 2024	Conduct three (3) IGR fora by 30 June 2025	Conduct three (3) IGR fora by 30 June 2026	Conduct three (3) IGR fora by 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027	
	To provide Intergrated municipal planning by 2027	Improve coordination and collaboration on service delivery by all 3 spheres of government through intergovernmental relations	Improved participation by all sector departments through integration of plans on IDP by June 2027	Number of economic and infrastructure development Cluster meetings convened by 30 June 2024	GG 03 KPI 18	Convened four(4) economic and infrastructure development Cluster in 2021/22	All	Convene four(4) economic and infrastructure development Cluster by 30 June 2023	Convene four(4) economic and infrastructure development Cluster by 30 June 2024	Convene four(4) economic and infrastructure development Cluster by 30 June 2025	Convene four(4) economic and infrastructure development Cluster by 30 June 2026	Convene four(4) economic and infrastructure development Cluster by 30 June 2027	
	To provide Intergrated municipal planning by 2027	Improve coordination and collaboration on service delivery by all 3 spheres of government through intergovernmental relations	Improved participation by all sector departments through integration of plans on IDP by June 2027	Number of Governance and administration cluster meetings convened by 30 June 2024	GG 03 KPI 19	Convened two Governance and administration cluster meetings in 2021/22	All	Convene four (4) Governance and administration cluster meetings 30 June 2023	Convene four (4) Governance and administration cluster meetings 30 June 2024	Convene four (4) Governance and administration cluster meetings 30 June 2025	Convene four (4) Governance and administration cluster meetings 30 June 2026	Convene four (4) Governance and administration cluster meetings 30 June 2027	
	To provide Intergrated municipal planning by 2027	Improve coordination and collaboration on service delivery by all 3 spheres of government through	Improved participation by all sector departments through integration of plans on IDP by June 2027	Number of Social transformation cluster meetings convened by 30 June 2024	GG 03 KPI 20	Convened three Social transformation on cluster meetings in 2021/22	All	Convene four (4) Social transformation on cluster meetings by 30 June 2023	Convene four (4) Social transformation on cluster meetings by 30 June 2024	Convene four (4) Social transformation on cluster meetings by 30 June 2025	Convene four (4) Social transformation on cluster meetings by 30 June 2026	Convene four (4) Social transformation on cluster meetings by 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027	
		intergovernmental relations											
Institutional Performance Management	To provide a system for measuring institutional performance by 30 June 2027	Develop tools and mechanisms to manage institutional performance	Incremental implementation of IDP annually	Approved SDBIP by Mayor for 2021/22 financial year by 30 June 2024	GG 04 KPI 21	SDBIP for 2022/23 has been approved	All	Develop and approve SDBIP by 30 June 2023	Develop and approve SDBIP by 30 June 2024	Develop and approve SDBIP by 30 June 2025	Develop and approve SDBIP by 30 June 2026	Develop and approve SDBIP by 30 June 2027	
Institutional Performance Management	To provide a system for measuring institutional performance by 30 June 2027	Receive unqualified audit opinion with no matters of emphasis	realisation of good corporate governance principles by June 2027	AG report with unqualified performance audit opinion for 2020/21 Audit by 30 November 2024	GG 04 KPI 22	Received unqualified audit opinion with matters (2020/21 FY)	All	Obtain unqualified audit opinion (performance) for 2021/22 audit	Obtain unqualified audit opinion (performance) for 2022/23 audit	Obtain unqualified audit opinion (performance) for 2023/24 audit	Obtain unqualified audit opinion (performance) for 2024/25 audit	Obtain unqualified audit opinion (performance) for 2025/26 audit	

Good Governance												
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Institutional Performance Management	To provide a system for measuring institutional performance by 30 June 2027	By complying with MFMA /MSA and related regulations, S52(d), S72, S121 & MSA 46 reports	compliance with National Treasury regulations, norms and standards by June 2027	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2024	GG 09 KPI 038	Reports have been compiled for 2020/21 Financial year+H25:H26	All	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2023	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2024	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2025	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2026	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2027
Institutional Performance Management	To provide a system for measuring institutional performance by 30 June 2027	Provide management oversight on performance	management oversight through audit report by June 2027	Number of management committee meetings convened by 30 June 2024	GG 09 KPI 041	Twelve management committee meetings conducted	All	Convene 12 management meetings by 30 June 2023	Convene 12 management meetings by 30 June 2024	Convene 12 management meetings by 30 June 2025	Convene 12 management meetings by 30 June 2026	Convene 12 management meetings by 30 June 2027
Communication, publicity and marketing	To provide publicity, marketing and media coordination to citizens by 30 June 2027	Marketing and branding of municipality.	Access to information and contribution to own revenue regeneration by June 2027	Report on Installation of one electronic bill board to a strategic point to enhance revenue by 30 June 2024	GG 05 KPI 019	Marketing and branding is ongoing	All	1. Install signage to key service nodes 2.brand municipal assets to be inline with logo and vision by 30 June 2023	1. Install signage to key service nodes 2.brand municipal assets to be inline with logo and vision by 30 June 2024	1. Install signage to key service nodes 2.brand municipal assets to be inline with logo and vision by 30 June 2025	1. Install signage to key service nodes 2.brand municipal assets to be inline with logo and vision by 30 June 2026	1. Install signage to key service nodes 2.brand municipal assets to be inline with logo and vision by 30 June 2027

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027	
Communication, publicity and marketing.	To provide publicity, marketing and media coordination to citizens by 30 June 2027	Provide accurate, timely and reliable information.	communicate programme and service delivery of the municipality through newsletters by 30 June 2027	Number of newsletters produced and published and distributed by 30 June 2024	GG 05 KPI 021	4quarterly newsletters are published and distributed annually	All	Produce and publish 4 quarterly newsletters and distribute 40 000 copies by 30 June 2023	Produce and publish 4 quarterly newsletters and distribute 20 000 copies by 30 June 2024	Produce and publish 4 quarterly newsletters and distribute 20 000 copies by 30 June 2025	Produce and publish 4 quarterly newsletters and distribute 20 000 copies by 30 June 2026	Produce and publish 4 quarterly newsletters and distribute 20 000 copies by 30 June 2027	
Legal Services and By-laws	To administer legal matters and By-laws by 2027	Monitor and manage litigations	Better management of litigations through maintainance of a litigation register by June 2027	Updated litigation register submitted to council quarterly as part Section 52 (d) by 30 June 2024	GG 04 KPI 015	Litigation register is in place and is updated quarterly	All	Update litigation register on old and new cases and submit it to council quarterly as part Section 52 (d) by 30 June 2023	Update litigation register on old and new cases and submit it to council quarterly as part Section 52 (d) by 30 June 2024	Update litigation register on old and new cases and submit it to council quarterly as part Section 52 (d) by 30 June 2025	Update litigation register on old and new cases and submit it to council quarterly as part Section 52 (d) by 30 June 2026	Update litigation register on old and new cases and submit it to council quarterly as part Section 52 (d) by 30 June 2027	
	To administer legal matters and By-laws by 2027	Develop institutional contract management policy and procedure manual	Legally compliant municipal contracts for all departments by June 2027	Reviewed institutional contract management and procedure manual by 30 June 2024	GG 04 KPI 016	Contract mangement policy and procedure manual in place	All	Review institutional contract management policy and procedure manual by 30 June 2023	Review institutional contract management policy and procedure manual by 30 June 2024	Review institutional contract management policy and procedure manual by 30 June 2025	Review institutional contract management policy and procedure manual by 30 June 2026	Review institutional contract management policy and procedure manual by 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027	
	To administer legal matters and By-laws by 2027	Coordinate development and review of by-laws.	law and order through enforcement of by-law by 30 June 2027	Reviewed twenty (20) by 30 June 2024	GG 04 KPI 017	20 By-laws gazzeted	All	Review twenty (20) Municipal By-laws by 30 June 2023	Review twenty (20) Municipal By-laws by 30 June 2024	Review twenty (20) Municipal By-laws by 30 June 2025	Review twenty (20) Municipal By-laws by 30 June 2026	Review twenty (20) Municipal By-laws by 30 June 2027	
	To administer legal matters and By-laws by 2027	Develop and Review the delegation register and standing rules and orders	Approved System of Delegations and standing rules and orders by 2027	Reviewed System of Delegations and Standing Rules and Orders by 30 June 2024	GG 04 KPI 018	System of delegation and standing rules and orders are in place and reviewed annually	All	Review the System of Delegations and Standing Rules and Orders by 30 June 2023	Review the System of Delegations and Standing Rules and Orders by 30 June 2024	Review the System of Delegations and Standing Rules and Orders by 30 June 2025	Review the System of Delegations and Standing Rules and Orders by 30 June 2026	Review the System of Delegations and Standing Rules and Orders by 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027	
Internal Audit Services	To strengthen internal controls by 30 June 2027	Conduct assurance and consulting audits	Guided internal Audit Unit and Audit Committee functioning through approved annual audit committee charter, annual internal audit charter and annual internal audit plan by June 2027	Reviewed 1 audit committee charter, internal audit charter and developed internal audit plan and submitted to Audit committee by 30 June 2024	GG 06 KPI 022	Annual audit committee charter, annual internal audit charter and annual internal audit plan for 2021/2022 financial year are in place	All	Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2023	Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2024	Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2025	Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2026	Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2027	
Internal Audit Services	To strengthen internal controls by 30 June 2027	Conduct assurance and consulting audits	Improved internal controls, systems and procedures by 30 June 2027	Number of internal audit projects carried out as per Audit plan by 30 June 2024	GG 06 KPI 023	Conducted 14 Audits in 2021/22	All	Carry out and report on 16 audit projects as listed in the internal audit plan for the year ending 30 June 2023	Carry out and report on 16 audit projects as listed in the internal audit plan for the year ending 30 June 2024	Carry out and report on 16 audit projects as listed in the internal audit plan for the year ending 30 June 2025	Carry out and report on 16 audit projects as listed in the internal audit plan for the year ending 30 June 2026	Carry out and report on 16 audit projects as listed in the internal audit plan for the year ending 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027	
Internal Audit Services	To strengthen internal controls by 30 June 2027	Provide support to oversight structures.	effective and efficient oversight through improved audit outcomes by 30 June 2027	Number of audit committee meetings convened to perform oversight on Municipal internal controls through internal audit reports by 30 June 2024	GG 06 KPI 024	6 Audit committee meetings held in the 2021/22 financial year	All	Convene 6 audit committee meetings to perform oversight on Municipal internal controls through internal audit reports by 30 June 2023	Convene 6 audit committee meetings to perform oversight on Municipal internal controls through internal audit reports by 30 June 2024	Convene 6 audit committee meetings to perform oversight on Municipal internal controls through internal audit reports by 30 June 2025	Convene 6 audit committee meetings to perform oversight on Municipal internal controls through internal audit reports by 30 June 2026	Convene 6 audit committee meetings to perform oversight on Municipal internal controls through internal audit reports by 30 June 2027	
Institutional Risk Management	To INSTITUTIONALISE risk management processes by 30 June 2027	Identify, assess, mitigate and monitor municipal risks	Guided risk management processes through approved risk management strategy, policy, risk register, risk profile and risk management charter by 30 June 2027	Reviewed risk management profile, risk management charter and risk management framework by 30 June 2024	GG 07 KPI 025	Risk management profile, risk management charter and risk management framework for 2021/22 financial year are in place	All	Review Risk management profile, risk management charter and risk management framework by 30 June 2023	Review Risk management profile, risk management charter and risk management framework by 30 June 2024	Review Risk management profile, risk management charter and risk management framework by 30 June 2025	Review Risk management profile, risk management charter and risk management framework by 30 June 2026	Review Risk management profile, risk management charter and risk management framework by 30 June 2027	

Good Governance												
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Institutional Risk Management	To strengthen risk management within the municipality by 30 June 2027	Identify, assess, mitigate and monitor municipal risks	Mitigated fraud and corruption by 30 June 2027	Reviewed fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 April 2024	GG 07 KPI 026	Fraud management risk management policy, fraud risk management plan and whistle blowing policy reviewed	All	Review fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 June 2023	Review fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 June 2024	Review fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 June 2025	Review fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 June 2026	Review fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 June 2027
Institutional Risk Management	To strengthen risk management processes within the municipality by 30 June 2027	Identify, assess, mitigate and monitor municipal risks	Mitigated fraud and corruption by 30 June 2027	Number of anti fraud awareness campaigns conducted by 30 June 2024	GG 07 KPI 027	Conducted four anti fraud awareness campaigns through newsletters	All	Conduct 2 anti fraud awareness campaigns by 30 June 2023	Conduct 2 anti fraud awareness campaigns by 30 June 2024	Conduct 2 anti fraud awareness campaigns by 30 June 2025	Conduct 2 anti fraud awareness campaigns by 30 June 2026	Conduct 2 anti fraud awareness campaigns by 30 June 2027

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027	
Institutional Risk Management	To strengthen risk management processes within the municipality by 30 June 2027	Provide support to risk management committee .	Mitigate risk to desired risk rating (low) by 30 June 2027	Number of risk committee management meeting convened by 30 June 2024	GG 07 KPI 028	Convened 4 risk management committee meetings	All	Convene 4 risk management committee meetings by 30 June 2023	Convene 4 risk management committee meetings by 30 June 2024	Convene 4 risk management committee meetings by 30 June 2025	Convene 4 risk management committee meetings by 30 June 2026	Convene 4 risk management committee meetings by 30 June 2027	
Mainstream Vulnerable groups	To promote equity and inclusiveness of vulnerable groups by 30 June 2027	To contribute to national development priorities on designated groups (women, youth, disabled, children and elderly).	mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of women programmes supported by 30 June 2024	GG 10 KPI 042	Supported four women programmes (Women's Month and 16 Days of Activism against the abuse of women and children)	All	Support two women programmes (Women's Month and 16 Days of Activism against the abuse of women and children) by 30 June 2023	Support two women programmes (Women's Month and 16 Days of Activism against the abuse of women and children) by 30 June 2024	Support two women programmes (Women's Month and 16 Days of Activism against the abuse of women and children) by 30 June 2025	Support two women programmes (Women's Month and 16 Days of Activism against the abuse of women and children) by 30 June 2026	Support two women programmes (Women's Month and 16 Days of Activism against the abuse of women and children) by 30 June 2027	

Good Governance												
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Vulnerable groups and Sports development	To promote equity and inclusiveness of vulnerable groups by 30 June 2027	By providing social support to designated groups	mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of children programmes supported by 30 June 2024	GG 010 KPI 043	Supported two children programs	All	Support two children programs by 30 June 2023 (Back to school & Christmas gifts)	Support two children programs by 30 June 2024 (Back to school & Educational Toys)	Support two children programs by 30 June 2025 (Back to school & Educational Toys)	Support two children programs by 30 June 2026 (Back to school & Educational Toys)	Support two children programs by 30 June 2027 (Back to school & Educational Toys)
Vulnerable groups and Sports development	To promote equity and inclusiveness of vulnerable groups by 30 June 2022	By providing social support to designated groups	mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of elderly persons supported by 30 June 2024	GG 010 KPI 044	Supported one elderly program (Christmas gifts)	All	Support two elderly programs (Golden Games & Christmas gifts) by 30 June 2023	Support two elderly programs (Golden Games & Christmas gifts) by 30 June 2024	Support two elderly programs (Golden Games & Christmas gifts) by 30 June 2025	Support two elderly programs (Golden Games & Christmas gifts) by 30 June 2026	Support two elderly programs (Golden Games & Christmas gifts) by 30 June 2027

Good Governance												
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Vulnerable groups and Sports development	To promote equity and inclusiveness of vulnerable groups by 30 June 2022	By providing social support to designated groups	mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of youth programs supported by 30 June 2024	GG 010 KPI 045	Supported five youth programs	All	Support two Youth programs (Miss Nyandeni & Youth Month commemoration) by 30 June 2023	Support two Youth programs (Miss Nyandeni & Youth Month commemoration) by 30 June 2024	Support two Youth programs (Miss Nyandeni & Youth Month commemoration) by 30 June 2025	Support two Youth programs (Miss Nyandeni & Youth Month commemoration) by 30 June 2026	Support two Youth programs (Miss Nyandeni & Youth Month commemoration) by 30 June 2027
Vulnerable groups and Sports development	To promote equity and inclusiveness of vulnerable groups by 30 June 2022	By providing social support to designated groups	Mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of Disabled persons programs supported by 30 June 2024	GG 010 KPI 046	Provided support to two disabled projects (Vukathethe and Mayihlume Projects)	All	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2023	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2024	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2025	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2026	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2027

Good Governance												
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Vulnerable groups and Sports development	To promote equity and inclusiveness of vulnerable groups by 30 June 2022	By providing social support to designated groups	Mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of days for designated groups commemorated by 30 June 2024	GG 010 KPI 046	New target	All wards	None	Commemorate all days for designated groups: August 9 for Women, June 16 for Youth, first Saturday of November for Childrens, 1 October for Elderly and for Disabled on 3 December by June 2024	Commemorate all days for designated groups: August 9 for Women, June 16 for Youth, first Saturday of November for Childrens, 1 October for Elderly and for Disabled on 3 December by June 2025	Commemorate all days for designated groups: August 9 for Women, June 16 for Youth, first Saturday of November for Childrens, 1 October for Elderly and for Disabled on 3 December by June 2026	Commemorate all days for designated groups: August 9 for Women, June 16 for Youth, first Saturday of November for Childrens, 1 October for Elderly and for Disabled on 3 December by June 2027
and develop Sports, Arts and Culture	To promote Sports, arts and culture by 2027	By providing support to all sporting codes	Promote social coesion and development	Number of sporting codes and cultural activities supported by 30 June 2024		Provided support to four sporting codes (Horse racing, Mayor's cup, Human rights Marathon/ and Ntlaza Rugby)		Support four sporting programs (Mayors' cup, marathon, Ntlaza Rugby development and horse racing) and Cultural activities by 30 June 2023	Support four sporting programs (Mayors' cup, marathon, Ntlaza Rugby development and horse racing) and Youth Festival by 30 June 2024	Support four sporting programs (Mayors' cup, marathon, Ntlaza Rugby development and horse racing) and Youth Festival by 30 June 2025	Support four sporting programs (Mayors' cup, marathon, Ntlaza Rugby development and horse racing) and Youth Festival by 30 June 2026	Support four sporting programs (Mayors' cup, marathon, Ntlaza Rugby development and horse racing) and Youth Festival by 30 June 2027

Good Governance												
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2023/2024	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
								(heritage month)				
Moral regeneration	To promote social cohesion by 2027	Provide support to moral regeneration	Promotion of social cohesion	Number of social cohesion awareness conducted by 30 June 2022		Conducted two social cohesion programmes		Conduct five social cohesion programmes (circumcision, GBV, Anti-Femicides, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2022	Conduct five social cohesion programmes (circumcision, GBV, Anti-Femicides, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2023	Conduct five social cohesion programmes (circumcision, GBV, Anti-Femicides, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2024	Conduct five social cohesion programmes (circumcision, GBV, Anti-Femicides, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2025	

FINANCIAL VIABILITY SCORE CARD

KPA- FINANCIAL VIABILITY													
Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator(5 year indicator)	Indicator Number	Output Indicator (2023/2024)	Baseline	Ward	Annual Target				
									2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Revenue Management	To increase own revenue by 20% in 2027	FV01	Review and implement Intergrated Revenue enhancement strategy	Increased own Revenue Base by 20%	FV01-KP 1	Reviewed and implemented Integrated Revenue Enhancement Strategy by 30 June 2024	Approved Intergrated Revenue Enhancement Strategy is in place		Review and Implement Integrated Revenue Enhancement Strategy by 30 June 2023	Review and Implement Integrated Revenue Enhancement Strategy by 30 June 2024	Review and Implement Integrated Revenue Enhancement Strategy by 30 June 2025	Review and Implement Integrated Revenue Enhancement Strategy by 30 June 2026	Review and Implement Integrated Revenue Enhancement Strategy by 30 June 2027

			Increase collection of municipal debt by 75% of outstanding debt by 30 June 2027	Reduction of debtors book by 75% of the outstanding debt	FV01-KP 2	Percentage of debtors book reduced by 30 June 2024	Debtors Book amount to R28,7 million		Reduce debtors book by R3,7 million by 30 June 2023	Reduce debtors book by R5,9 million by 30 June 2024	Reduce debtors book by R5,9 million by 30 June 2025	Reduce debtors book by R5,9 million by 30 June 2026	Reduce debtors book by R5,9 million by 30 June 2027
			Implementation of Municipal Property Rates Act by 30 June 2027	Approved General Valuation Roll for the next five years (up to) 30 June 2027	FV01-KP 3	Compiled General Valuation Roll by 30 June 2024	General valuation roll in place		Compile Supplementary Valuation Roll by 30 June 2023	Compile General Valuation Roll by 30 June 2024	Compile Supplementary Valuation Roll by 30 June 2025	Compile Supplementary Valuation Roll by 30 June 2026	Compile Supplementary Valuation Roll by 30 June 2027
Expenditure management	To ensure effective and efficient Budget and Expenditure management	FV 02	Develop realistic and credible Budget by 30 June 2027	Funded/Cash backed objectives of the IDP and Budget	FV01-KP 4	Prepared and Approved Budget for 2023/2024 by Council by 30 June 2023	Approved annual budget for 2022/2023 in place		Preparation and approval of Budget for 2022/23 by Council by 31 May 2022	Preparation and approval of Budget for 2023/24 by Council by 31 May 2023	Preparation and approval of Budget for 2024/25 by Council by 31 May 2024	Preparation and approval of Budget for 2025/26 by Council by 31 May 2025	Preparation and approval of Budget for 2026/27 by Council by 31 May 2026

			Adhere to budget reforms and Dora as per MFMA calendar by 30 June 2027	Budget returns, s 52(d) s71, s72 B schedule, and C schedule submitted to Council, Provincial Treasury and National Treasury as per MFMA calendar	FV01-KP 5	Prepared and submitted Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar by 30 June 2024	Complied with MFMA statutory reporting in 2021/2022		Preparation and submission Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Preparation and submission Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Preparation and submission Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Preparation and submission Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Preparation and submission Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar
			100% spent on all grants received by the municipality	100% spent on all grants received by the municipality	FV01-KP 6	% of expenditure on EPWG,MIG ,FMG,INEP, by 30 June 2024	% of Expenditure on EPWG(Expanded Public Works Grant), MIG,FMG,INEP by 30 June 2022		Spend 100% on EPWG,MIG ,FMG,INEP by 30 June 2023	Spend 100% on EPWG,MIG ,FMG,INEP by 30 June 2024	Spend 100% on EPWG,MIG ,FMG,INEP by 30 June 2025	Spend 100% on EPWG,MIG ,FMG,INEP by 30 June 2026	Spend 100% on EPWG,MIG ,FMG,INEP by 30 June 2027

			Payment of creditors within 30 days from receipt of invoice.	Compliance with MFMA S65(2) by 30 June 2027	FV01-KP 7	% payment of all invoices paid within 30 days by 30 June 2024	Creditors are paid within 30 days		100% Payment of all compliant invoices received within 30 days by 30 June 2023	100% Payment of all compliant invoices received within 30 days by 30 June 2024	100% Payment of all compliant invoices received within 30 days by 30 June 2025	100% Payment of all compliant invoices received within 30 days by 30 June 2026	100% Payment of all compliant invoices received within 30 days by 30 June 2027
Asset management	To ensure proper management of municipal assets	FV03	Compile and update the GRAP compliant Asset Register	GRAP Compliant Asset Register by 30 June 2027	FV01-KP 8	Updated GRAP Compliant Asset Register by 30 June 2024	2021/2022 GRAP compliant Asset register in place		Update GRAP Compliant Asset Register by 30 June 2023	Update GRAP Compliant Asset Register by 30 June 2024	Update GRAP Compliant Asset Register by 30 June 2025	Update GRAP Compliant Asset Register by 30 June 2026	Update GRAP Compliant Asset Register by 30 June 2027
			Safeguard the municipal assets through Insurance and provision of adequate security	Municipal assets insured by 30 June 2023	FV01-KP 9	Annual Report on monitoring and insured municipal assets by 30 June 2024	All municipal assets are insured		Monitor and Report on number of Municipal assets insured by 30 June 2023	Monitor and Report on number of Municipal assets insured by 30 June 2024	Monitor and Report on number of Municipal assets insured by 30 June 2025	Monitor and Report on number of Municipal assets insured by 30 June 2026	Monitor and Report on number of Municipal assets insured by 30 June 2027

												June 2027
		To enhance internal controls measures in terms of managing Municipal Fleet.	Fully functional and available municipal fleet to enable departments to function effectively by 30 June 2023	FV01-KP 10	Annual Report on monitoring of municipal fleet by 30 June 2024	Fleet management Policy and Procedures in place		Monitor and report on fleet management by 30 June 2023	Monitor and report on fleet management by 30 June 2024	Monitor and report on fleet management by 30 June 2025	Monitor and report on fleet management by 30 June 2026	Monitor and report on fleet management by 30 June 2027

Supply Chain Management	To implement and maintain a fair, equitable and cost effective supply chain management system	FV 04	Comply with SCM Policy and regulations on procurement of goods and services	Complied with SCM Policy and Regulations by June 2027	FV01-KP 11	Number of reports prepared on the implementation of the SCM policy and submitted to Council, PT and NT by 30 June 2024	Reports on implementation of the SCM policy are submitted quarterly to Council, PT and NT		Prepare four Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2023	Prepare four Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2024	Prepare four Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2025	Prepare four Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2026	Prepare four Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2027
			Strengthen administration of contract management	Proper monitoring of contracts by June 2027	FV01-KP 12	Number of reports prepared on maintained contracts register by June 2024	Contract register is kept and maintained		Prepare four quarterly Reports on maintenance of contracts register by 30 June 2023	Prepare four quarterly Reports on maintenance of contracts register by 30 June 2024	Prepare four quarterly Reports on maintenance of contracts register by 30 June 2025	Prepare four quarterly Reports on maintenance of contracts register by 30 June 2026	Prepare four quarterly Reports on maintenance of contracts register by 30 June 2027

													June 2027
			Co-ordinate development of municipal procurement plan, monitor implementation and report thereof	Approved procurement plans for implementation for enhanced service delivery by June 2027	FV01-KP 13	Report on implementation of Procurement plan for 2023/2024 and developed Procurement plan for 2024/2025 by 30 June 2023	Procurement plans developed and implemented in 2022/2023 financial year		Implement Procurement plan for 2023 and develop procurement plan for 2023/2024 by 30 June 2023	Implement Procurement plan for 2024 and develop procurement plan for 2024/2025 by 30 June 2024	Implement Procurement plan for 2025 and develop procurement plan for 2025/2026 by 30 June 2025	Implement Procurement plan for 2026 and develop procurement plan for 2026/2027 by 30 June 2026	Implement Procurement plan for 2027 and develop procurement plan for 2027/2028 by 30 June 2027
Financial Reporting	To comply with the provisions of MFMA, norms and	FV05	Develop GRAP Compliant Annual Financial Statements (AFS) annually	Compliance with MFMA (S122) by 31 August after end of each financial year	FV01-KP 14	Submitted of AFS (2022/2023) to Treasury, Auditor General by 31 August 2023	GRAP AFS submitted to AG by 31 st August 2022.		Prepare GRAP compliant 2021/2022 AFS and submit to	Prepare GRAP compliant 2022/2023 AFS and submit to	Prepare GRAP compliant 2023/2024 AFS and submit to	Prepare GRAP compliant 2024/2025 AFS and submit to	Prepare GRAP compliant 2025/2026 AFS and submit

	standa rd of Nation al Treasu ry						Auditor General, Provincia l Treasury and National Treasury by 31 August 2022	Auditor General, Provincia l Treasury and National Treasury by 31 August 2023	Auditor General, Provincia l Treasury and National Treasury by 31 August 2024	Auditor General, Provincia l Treasury and National Treasury by 31 August 2025	to Auditor General , Provinc ial Treasu ry and Nation al Treasu ry by 31 August 2026
		Implement integration of MSCOA into the system as per Treasury requirements	Complian ce with MSCOA by 30 June 2027	FV01-KP 15	Submitted mSCOA compliant reports to both Provincial Treasury and national Treasury as per MFMA calendar by 30 June 2024	SCOA implementatio n plan is in place	Submit mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2023	Submit mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2024	Submit mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2025	Submit mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2026	Submit mSCOA reports to both Provinci al Treasury and National Treasury as per MFMA calendar by 30

INSTITUTIONAL DEVELOPMENT SCORE CARD

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2023/2024	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Policy development and review	To provide standard procedures and norms for effective governance and decision making	ID 01	Council Policy Development and Review session	Improved sound governance through uniform systems and mechanism by 30 June 2027	Number of human resource management & ICT policies reviewed and adopted by Council by 30 June 2024	ID 01KPI 1	There are 66 policies currently which exists.		Review 66 policies which were approved by Council by 30 June 2023	Review 66 policies which were approved by Council by 30 June 2024	Review 66 policies which were approved by Council by 30 June 2025	Review 66 policies which were approved by Council by 30 June 2026	Review 66 policies which were approved by Council by 30 June 2027
				Improved sound governance through uniform systems and mechanism by 30 June 2027	Number of Budget and Treasury policies reviewed and adopted by Council by 30 June 2024	ID 01KPI 2	There are 11 policies currently which exists		Review all 11 Budget and Treasury policies by 30 June 2023	Review all 11 Budget and Treasury policies by 30 June 2024	Review all 11 Budget and Treasury policies by 30 June 2025	Review all 11 Budget and Treasury policies by 30 June 2026	Review all 11 Budget and Treasury policies by 30 June 2027
				Improved sound governance through uniform systems and mechanism by 30 June 2027	Number executive and council policies reviewed and adopted by Council by 30 June 2024	ID 01KPI 3	16 Policies are in place		Review all 16 Executive and Council policies by 30 June 2023	Review all 16 executive and council policies by 30 June 2024	Review all 16 executive and council policies by 30 June 2025	Review all 16 executive and council policies by 30 June 2026	Review all 16 executive and council policies by 30 June 2027

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2023/2024	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
				Improved sound governance through uniform systems and mechanism by 30 June 2027	Number of community services management policies reviewed and adopted by Council by 30 June 2024	ID 01KPI 4	There are Five (5) policies that exist		Review all Community Services by-laws policies by 30 June 2024	Review all 5 Community Services Policies by 30 June 2024	Review all 5 Community Services Policies by 30 June 2025	Review all 5 Community Services Policies by 30 June 2026	Review all 5 Community Services Policies by 30 June 2027
				Improved sound governance through uniform systems and mechanism by 30 June 2027	Number of infrastructure policies reviewed, developed by Council by 30 June 2024	ID 01KPI 5	There are 6 policies currently which exists		Develop 1 policy & Review all 6 infrastructure policies by 30 June 2023	Review all 6 Infrastructure Services Policies by 30 June 2024	Review all 6 Infrastructure Services Policies by 30 June 2024	Review all 6 Infrastructure Services Policies by 30 June 2024	Review all 6 Infrastructure Services Policies by 30 June 2024
				Improved sound governance through uniform systems and mechanism by 30 June 2027	Number of planning & development policies reviewed by 30 June 2024	ID 01KPI 6	There are 5 policies which currently exist		Review all 5 planning & development policies by 30 June 2023	Review all 5 planning & development policies by 30 June 2024	Review all 5 planning & development policies by 30 June 2025	Review all 5 planning & development policies by 30 June 2026	Review all 5 planning & development policies by 30 June 2027

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2023/2024	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
				Improved sound governance through uniform systems and mechanism by 30 June 2027	Number of Council Policy development and review sessions held by 30 June 2024	ID KPI 03	Institutional policies are developed and reviewed annually		Convene 1 Policy development and review session by 30 June 2023	Convene 1 Policy development and review session by 30 June 2024	Convene 1 Policy development and review session by 30 June 2025	Convene 1 Policy development and review session by 30 June 2026	Convene 1 Policy development and review session by 30 June 2027
Organisational development	To develop and review an organogram that is aligned to powers, functions and Council priorities	ID 02	Review the Institutional Organogram	Human capital to fulfil IDP objectives 2022/23 to 2026/27	Reviewed Institutional Organogram by Council by 30 June 2024	ID 02 KPI 04	Organogram Reviewed in 2020/21		Review organogram by 30 June 2023	Review organogram by 30 June 2024	Review organogram by 30 June 2025	Review organogram by 30 June 2026	Review organogram by 30 June 2027
			Develop and review Job Descriptions for all posts in the approved organogram	Human capital to fulfil IDP objectives 2022/23 to 2026/27	% of Developed job descriptions for all positions in the approved organogram by 30 December 2024	ID 02 KPI 05	All posts in the current Organogram (21/22) have signed Job Descriptions		Develop 100% job descriptions for all new positions in the approved organogram by 30 December 2023	Develop 100% job descriptions for all new positions in the approved organogram by 30 December 2024	Develop 100% job descriptions for all new positions in the approved organogram by 30 December 2025	Develop 100% job descriptions for all new positions in the approved organogram by 30 December 2026	Develop 100% job descriptions for all new positions in the approved organogram by 30 December 2027

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2023/2024	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
				Human capital to fulfil IDP objectives 2022/23 to 2026/27	% Vacancy Rate on all funded posts by 30 June 2024	ID 02 KPI 06	Current vacancy rate is 6% (21 of 340 posts)		Reduce vacancy rate for all funded posts to 3% by 30 June 2023	Reduce vacancy rate for all funded posts to 3% by 30 June 2024	Reduce vacancy rate for all funded posts to 3% by 30 June 2025	Reduce vacancy rate for all funded posts to 3% by 30 June 2026	Reduce vacancy rate for all funded posts to 3% by 30 June 2027
Skills Development	To build capacity to municipal employees and unemployed in order to have the required competency levels	ID-03	Implementation and monitoring of the Work Place Skills Plan (WSP) annually	Human capital to fulfil IDP objectives 2022/23 to 2026/27	% of approved trainings in the WSP implemented by 30 June 2024	ID 03 KPI 07	58% (18 out of 31 trainings) of WSP is implemented		80% of trainings in the WSP to be implemented by 30 June 2023	80% of trainings in the WSP to be implemented by 30 June 2024	80% of trainings in the WSP to be implemented by 30 June 2025	80% of trainings in the WSP to be implemented by 30 June 2026	80% of trainings in the WSP to be implemented by 30 June 2027
					Number of qualifying employees provided with study assistance by 30 June 2024	ID 03 KPI 08	Provided 10 qualifying employees with study assistance		Provide qualifying employees with study assistance by 30 June 2023	Provide qualifying employees with study assistance by 30 June 2024	Provide qualifying employees with study assistance by 30 June 2025	Provide qualifying employees with study assistance by 30 June 2026	Provide qualifying employees with study assistance by 30 June 2027

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2023/2024	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Staff Provisioning	To attract and retain competent personnel	ID 04	Alignment of the institutional human capital with the IDP objectives	Human capital to fulfil IDP objectives 2022/23 to 2026/27	Reviewed HR plan by 30 June 2024	ID 04 KPI 10	HR Plan in place		Review HR Strategy (Plan) by 30 June 2023	Review HR Strategy (Plan) by 30 June 2024	Review HR Strategy (Plan) by 30 June 2025	Review HR Strategy (Plan) by 30 June 2026	Review HR Strategy (Plan) by 30 June 2027
Compliance with Labour related Legislations and Collective Agreements	To comply with Labour related Legislation and SALGBC Main Collective Agreements	ID 05	Compliance with department of labour employer legislation	Compliance with department of labour employer legislation	% of targets achieved in the EE Plan by 30 June 2024	ID 05 KPI 11	48% of achieved targets in the EE Plan		To achieve 50% of the EE Plan by 30 June 2023	To achieve 50% of the EE Plan by 30 June 2024	To achieve 50% of the EE Plan by 30 June 2025	To achieve 50% of the EE Plan by 30 June 2026	To achieve 50% of the EE Plan by 30 June 2027
				EE Report is submitted by 15 January 2024	EE Report submitted by 15 January 2024	ID 05 KPI 12	Submitted by 15 January annually		Submit EER by 15 January 2023	Submit EER by 15 January 2024	Submit EER by 15 January 2025	Submit EER by 15 January 2026	Submit EER by 15 January 2027
				Compliance with COIDA Return of Earnings annually by June 2024	Submitted COIDA Return of Earnings annually by 30 June 2024	ID 05 KPI 13	Return of Earnings is submitted annually.		Submission of ROE Report to the DoL by 31 May 2023	Submission of ROE Report to the DoL by 31 May 2024	Submission of ROE Report to the DoL by 31 May 2025	Submission of ROE Report to the DoL by 31 May 2026	Submission of ROE Report to the DoL by 31 May 2027

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2023/2024	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
			Maintain sound Labour relations through functional local labour forum	Improved Labour Relations by 15 January 2027	Number of LLF meetings convened by 30 June 2024	ID 05 KPI 14	Convened four (4) Local Labour Forum in 2021/22 FY		Convene 4 LLF meetings by 30 June 2023	Convene 4 LLF meetings by 30 June 2024	Convene 4 LLF meetings by 30 June 2025	Convene 4 LLF meetings by 30 June 2026	Convene 4 LLF meetings by 30 June 2027
			Conduct regular Health and Safety inspections and(OHS) on municipal facilities and monitoring meetings as per OHS Act	Compliance with department of labour employer legislation by June 2027	Number of OHS committee meetings convened by 30 June 2024	ID 05 KPI 15	OHS policy in place, OHS committee in place and Four OHS meetings convened in 2021/22 FY		Convene 4 OHS Committee meeting to monitor compliance of the Act. By 30 June 2023	Convene 4 OHS Committee meeting to monitor compliance of the Act. By 30 June 2024	Convene 4 OHS Committee meeting to monitor compliance of the Act. By 30 June 2025	Convene 4 OHS Committee meeting to monitor compliance of the Act. By 30 June 2026	Convene 4 OHS Committee meeting to monitor compliance of the Act. By 30 June 2027
Employee health and Wellness	To create an Environment that promotes employee health and wellbeing	ID 06	Motivated Workforce by 30 June 2022	Motivated Workforce by 30 June 2027	Developed wellness plan and % report on implementation of wellness plan by 30 June 2024	ID 06 KPI 16	Implemented 72% Wellness Plan programs		Develop and implement wellness plan by 30 June 2023	Develop and implement wellness plan by 30 June 2024	Develop and implement wellness plan by 30 June 2025	Develop and implement wellness plan by 30 June 2026	Develop and implement wellness plan by 30 June 2027

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2023/2024	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Individual Performance Management	To provide a system for measuring institutional performance by 30 June 2027		By Implementing Performance Management System through formal assesment for S56 managers	compliance with National Treasury regulatiosn,norms and standards	Number of Section 56 Managers assesed for annual performance 2019/20 by 30 June 2024	ID 06 KPI HH	Annual Performance assesment was conducted for the year ending 30 June 2018		Conduct formal assesment of senior managers for annual performance 2021/2022 financial year by 30 June 2023	Conduct formal assesment of senior managers for annual performance 2022/2023 financial year by 30 June 2024	Conduct formal assesment of senior managers for annual performance 2023/2024 financial year by 30 June 2025	Conduct formal assesment of senior managers for annual performance 2024/2025 financial year by 30 June 2026	Conduct formal assesment of senior managers for annual performance 2025/2026 financial year by 30 June 2027
			By Implementing Performance Management System through formal assesment for all other municipal staff members	Compliance with Local Government: Municipal Staff Regulations by June 2027	Number of Municipal Staff Members assesed for annual performance 2019/20 by 30 June 2024		Peformance in place		Implement Individual PMS to all Managers (TG 14 - 16) for 2022/23 financial year by June 2023	Conduct formal assesment of all Managers (TG 14 - 16) for annual performance 2022/2023 financial year by 30 June 2024	Conduct formal assesment of all Managers and Officers (TG 11 - 16) for annual performance 2023/2024 financial year by 30 June 2025	Conduct formal assesment of all Managers and Officers (TG 11 - 16) for annual performance 2024/2025 financial year by 30 June 2026	Conduct formal assesment of all municipal staff for annual performance 2025/2026 financial year by 30 June 2027

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2023/2024	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
										June 2024			
Information and Communication Technology	To provide sustainable ICT infrastructure and solutions that support business strategy		Sustainable ICT that supports business strategy	ICT governance framework monitored by June 2027	Number of ICT Steering committee meetings convened by 30 June 2024	ID 06 KPI 17	ICT Governance framework, Policies and ICT Steering Committee in place		Convene 4 ICT Steering committee meetings by 30 June 2023	Convene 4 ICT Steering committee meetings by 30 June 2024	Convene 4 ICT Steering committee meetings by 30 June 2025	Convene 4 ICT Steering committee meetings by 30 June 2026	Convene 4 ICT Steering committee meetings by 30 June 2027
			Appropriate use of ICT for efficient service delivery	Appropriate use of ICT for efficient service delivery by June 2022	Maintained disaster recovery and server room at Ngqeleni Unit by 30 June 2023	ID 06 KPI 18	Functional disaster recovery server and server room already exists at Ngqeleni Unit		Establish alternative disaster recovery centre by 30 June 2023	Maintain disaster recovery server and server room by 30 June 2024	Maintain disaster recovery server and server room by 30 June 2025	Maintain disaster recovery server and server room Unit by 30 June 2026	Maintain disaster recovery server and server room by 30 June 2027

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2023/2024	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
					Report on Maintenance of ICT infrastructure and equipment by 30 June 2023	ID 06 KPI 19	Existing infrastructure and ICT equipment		Maintain ICT infrastructure and equipment as need arises by 30 June 2023	Maintain ICT infrastructure and equipment as need arises by 30 June 2024	Maintain ICT infrastructure and equipment as need arises by 30 June 2025	Maintain ICT infrastructure and equipment as need arises by 30 June 2026	Maintain ICT infrastructure and equipment as need arises by 30 June 2027
			Provide Internet connectivity to municipal customers and communities	Access to information by municipal customers and community through internet connectivity	Number of Wifi Hotspots provided by the municipality by 30 June 2025		New Indicator				Provide 5 wifi hotspots to identified key strategic areas of the municipality by 30 June 2025	Provide 5 wifi hotspots to identified key strategic areas of the municipality by 30 June 2026	Provide 5 wifi hotspots to identified key strategic areas of the municipality by 30 June 2027
Records Management	To comply with national archives and records management	ID 07	Progress report on phase 2 implementation of the electronic document management system by 30 June 2021	Institutional record management in Libode and Ngqeleni by June 2027	Progress report on usage of the Electronic Document Management System (EDMS) by 30 June 2024	ID 07 KPI 20	File plan, Records management policy in place and Phase 2 of EDMS implemented		Maintain electronic document management system by 30 June 2023	Monitor the usage of Electronic Document Management System (EDMS) by 30 June 2024	Monitor the usage of Electronic Document Management System (EDMS) by 30 June 2025	Monitor the usage of Electronic Document Management System (EDMS) by 30 June 2026	Monitor the usage of Electronic Document Management System (EDMS) by 30 June 2027

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2023/2024	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
										June 2024			
Facilities and office Management	To maintain municipal facilities and office management	ID 08	Facility compliant with statutory requirements	NHBC and OHS compliant facility by June 2027	Report on repairs and maintenance of existing buildings provided by 30 June 2024	ID 08 KPI 21	Building maintenance plan is in place		Provide repairs and maintenance of existing buildings as the need arise by 30 June 2023	Provide repairs and maintenance of existing buildings as the need arise by 30 June 2024	Provide repairs and maintenance of existing buildings as the need arise by 30 June 2025	Provide repairs and maintenance of existing buildings as the need arise by 30 June 2026	Provide repairs and maintenance of existing buildings as the need arise by 30 June 2027
			Increased Office Space	Increased Office Space by June 2027	Issued final approval certificate by 30 June 2024	ID 08 KPI 22	Nggeleni Offices practically completed		-				

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2023/2024	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
				Increased Office Space by June 2027	Developed design report for expansion of Libode offices by 30 June 2024	ID 08 KPI 23	Insufficient office space		Construct Libode office extension by 30 June 2023				
Customer Care	To improve customer care services to communities	ID 09	Customer care through realisation of Batho Pele principles	Customer care through realisation of Batho Pele principles by June 2027	Number of awareness workshops conducted on service standards by 30 June 2024	ID 09 KPI 24	Two awareness workshops conducted on service standards		Conduct 2 awareness workshops on Service Standards by 30 June 2023	Conduct 2 awareness workshops on Service Standards by 30 June 2024	Conduct 2 awareness workshops on Service Standards by 30 June 2025	Conduct 2 awareness workshops on Service Standards by 30 June 2026	Conduct 2 awareness workshops on Service Standards by 30 June 2027

LOCAL ECONOMIC DEVELOPMENT SCORE CARD

LOCAL ECONOMIC DEVELOPMENT																					
Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
	To grow inclusive local economies by 30 June 2027		Aggressive contribution to economic growth of the area	Employment rate in the municipal area by 30 June 2027	Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes) by 30 June 2023				Create 1782 work opportunities through Public Employment Programmes by 30 June 2024	Signed annual report and appointment letters			Create 1782 work opportunities through Public Employment Programmes	Signed appointment letters							Senior Manager Planning and Development

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
				Percentage of the labour force classified as unskilled or low-skilled by 30 June 2027	Number of individuals connected to apprenticeships and learnerships through municipal interventions by 30 June 2023				Connect 64 individuals to training on apprenticeships and other relevant Municipal Interventions by 30 June 2024	Signed annual report and attendance register			Connect 16 individuals to training on apprenticeships and other relevant Municipal Interventions	Signed report and attendance register	Connect 16 individuals to training on apprenticeships and other relevant Municipal Interventions	Signed report and attendance register	Connect 16 individuals to training on apprenticeships and other relevant Municipal Interventions	Signed report and attendance register	Connect 16 individuals to training on apprenticeships and other relevant Municipal Interventions	Signed report and attendance register	Senior Manager Planning and Development
	To improve ease of doing		Promote and monitor ease of doing	Average cost to a business to apply	Average time taken to finalise business license application				Finalize all received Business Licences	Copy of business licences			Finalize all received Business Licences	Copy of business licences	Finalize all received Business Licences	Copy of business licences	Finalize all received Business Licences	Copy of business licences	Finalize all received Business Licences	Copy of business licences	Senior Manager Planning

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
	ing business within the Municipal area by 30 June 2027		business	for a construction permit with a municipality by 30 June 2027	ns by 30 June 2023				e applications within a period of 30 days by 30 June 2024				e applications within a period of 30 days		e applications within a period of 30 days		e applications within a period of 30 days		ons within a period of 30 days		nni ng and Development
					Number of Licenced businesses in Libode and Ngqeleni by 30 June 2023				Licence 200 businesses in Libode and Ngqeleni by 30 June 2024				Licence 50 businesses in Libode and Ngqeleni (25 Libode and 25 in	Copy of business licences	Licence 50 businesses in Libode and Ngqeleni (25 Libode and 25 in	Copy of business licences	Licence 50 businesses in Libode and Ngqeleni (25 Libode and 25 in	Copy of business licences	Licence 50 businesses in Libode and Ngqeleni (25 Libode and 25 in	Copy of business licences	Senior Manager Planning and

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
													Ngqeleni		Ngqeleni		Ngqeleni		Ngqeleni		Development
					Average number of days taken to process building application of 500 square meters or more by 30 June 2023				Process all received building applications of 500 square meters within 20 days by 30 June 2024	Signed annual report on processed building applications and copy of applications			Process all received building applications of 500 square meters within 20 days	Signed report on processed building applications and copy of applications	Process all received building applications of 500 square meters within 20 days	Signed report on processed building applications and copy of applications	Process all received building applications of 500 square meters within 20 days	Signed report on processed building applications and copy of applications	Process all received building applications of 500 square meters within 20 days	Signed report on processed building applications and copy of applications	Senior Manager Planning and Development
	Create		Promote sustainable	Capacitated and emp	Number of members of SMME's and			All Wards	Provide training to 80	Signed report and			Provide training to 20	Signed report and	Provide training to 20	Signed report and	Provide training to 20	Signed report and	Provide training to 20 SMME's	Signed report and attende	Senior Manager

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
	conducive environment for economic growth by 30 June 2027		Cooperatives and SMMEs	were d SMM E's and Cooperatives members by 30 June 2027	Cooperatives provided with capacity building by 30 June 2023				SMME's and Cooperatives members as part of capacity building by 30 June 2024	attendance registers			SMME's and Cooperatives members as part of capacity building	attendance registers	SMME's and Cooperatives members as part of capacity building	attendance registers	SMME's and Cooperatives members as part of capacity building	attendance registers	and Cooperatives members as part of capacity building	nce registers	anager Planning and Development
					Report on Light Industrial/Warehousing Development by 30 June 2023			Ward 07 and 21													Senior Manager Planning

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
																					ng and Development
	To create a conducive environment for economic growth by 30		Implement comprehensive food security and nutrition programs	Improved food security and agrarian reform programmes by 30 June 2027	Number of hectares supported with production inputs by 30 June 2023			Ward 17 and all other wards	Support the planting of 1500 hectares of fields with production inputs as a feeder to Animal Feed Plant by 30	Annual Report on delivery of inputs and photos signed by the senior manager			Facilitate the procurement of inputs for planting of 1500 hectares	Signed progress report	Delivery of inputs to beneficiaries of the 1500 hectares	Report on delivery of inputs and photos signed by the senior manager					Senior Manager Planning and Development

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
	June 2027								June 2024												
					Report on Execution of Animal Feed Processing plant Implementation Plan by 30 June 2023			Ward 15	Phased - in setting up of Animal Feed Processing Plant by 30 June 2024	Progress report and photos of Animal Feed Plant signed by Senior Manager Attendance Registers			Acquisition and setting up of plant silos	Report on acquisition and setting up of silos, photos	Initiate procurement processes for the acquisition of processing plant	Progress report on procurement processes signed by Senior Manager	Acquisition and setting up of processing plant	Report on acquisition and setting up of processing plant, photos	Operationalisation of the plant	Progress report on the operationalisation of the plant	Senior Manager Planning and Development
					Report on support provided			Ward 31	Support Dinink				-	-	Provide support	Report on the	-	-	-		Senior

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
					to Dininkosi Hemp Pilot Project by 30 June 2023				osi Hemp Pilot Project with mechanism by 30 June 2024						t in terms of mechanism (hiring of tractor s)	support provided to Dininkosi hemp project signed by Senior Manager					Manager Planning and Development
					Number of small scale projects supported with inputs and equipment by 30 June 2023			16 Wards to be identified	Support 4 Enterpreneurs (1 on Agriculture, 1 on nursery, 1 on grass cutting /greeni						Support 4 Enterpreneurs (1 on Agriculture, 1 on nursery, 1 on grass cutting /greeni	Signed report on support provided to interpreneurs					Senior Manager Planning and Development

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
									ng and 1 on manuf acturing by 30 June 2024						ng and 1 on manuf acturing						op ment
					Number of households supported to plant vegetable gardens by 30 June 2023			All wards	Support "One house hold, one food garden " programme with seeds and seedlings for 320 house holds by 30 June 2024				Develop concept document and request lists from ward council lora	Concept document and lists from ward Council lora	Initiate procurement processes for vegetable seed and seedlings for 320 house holds	Copy of specification and advert	Deliver vegetable seed and seedlings to 320 house holds and monitor planted garden	Signed delivery reports and photos and signed receipt confirmation form/ register	Conduct project visits to do monitoring and evaluation	Monitoring and evaluation reports signed by Senior Manager	Senior Manager Planning and Development

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
	To develop and grow tourism and blue economy for inclusive growth and develop		Promote tourism sector and facilitate development of blue economy	Improved contribution of tourism sector and blue economy to economic growth by 30 June 2027	Number of Tourism programs hosted/attended (Fair Trade Indaba, Tourism month promotion and festive season awareness) by 30 June 2023				Host/attend 4 tourism programmes (Africa's Travel Indaba , Cultural/Arts Festival, Tourism month promotion and festive season awareness) by 30				Host tourism month program	Report on Tourism month program hosted signed by Senior Manager Attendance Registers and photos	1. Hold Tourism festival season Awareness 2. Host Arts culture festival	Tourism Festive season awareness report with photos signed by the senior manager Attendance Register	-	-	Attend to Travel Indaba Exhibition	Travel Indaba Exhibition report signed by Senior Manager, Attendance Registers and photos	Senior Manager Planning and Development

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
	pm ent								June 2024												
					Number of tourism product owners provided with marketing services by 30 June 2023				Provide marketing services to fifteen (15) tourism product owners by 30 June 2024				Provide marketing services to 7 tourism product owners	Report on marketing services provided to 7 tourism product owners signed by Senior Manager Photos and	Provide marketing services to 8 tourism product owners	Report on marketing services provided to 8 tourism product owners signed by Senior Manager Photos and	-	-	-	-	Senior Manager Planning and Development

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility	
														register of product owner		register of product owner						
					Number of lifeguards recruited and assigned along six municipal beaches on seasonal basis by 30 June 2023				Recruit and assign 34 lifeguards along six municipal beaches on seasonal basis by 30 June 2024				-	-	Recruit and assign 34 lifeguards along six municipal beaches for December season	1.Signed report on placement of lifeguards signed by Senior Manager, Appointment letters and signed attention	Recruit and assign 34 lifeguards along six municipal beaches for Easter season	1.Signed report on placement of lifeguards signed by Senior Manager, Appointment letters and signed attention	-	-	Senior Manager Planning and Development	

LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2022/2023)	Indicator Number	Baseline	Ward	2023/2024	Annual means for verification	Budget	Vote number	Quarter 1	Means for verification	Quarter 2	Means for verification	Quarter 3	Means for verification	Quarter 4	Means for verification	Responsibility
																	dance registers		dance registers		
					Number of Blue Economy Programmes the Municipality participated on by 30 June 2023				Participate in Eastern Seaboard Development Workstream by 30 June 2024	Annual Report on participation in Eastern Seaboard Development Workstream and attendance register			Participate in Eastern Seaboard Development Workstream	Report on participation in Eastern Seaboard Development Workstream and attendance register	Participate in Eastern Seaboard Development Workstream	Report on participation in Eastern Seaboard Development Workstream and attendance register	Participate in Eastern Seaboard Development Workstream	Report on participation in Eastern Seaboard Development Workstream and attendance register	Participate in Eastern Seaboard Development Workstream	Report on participation in Eastern Seaboard Development Workstream and attendance register	Senior Manager Planning and Development

INFRASTRUCTURE SCORE CARD

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2023/2024)	Indicator Number	Baseline	Ward	Annual target for 2022/2023	Annual target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual target for 2026/2027
Transport and Roads	Provide integrated transport and Mobility		Construction of 50km of Flexible wearing Course	Improved quality of municipal road network by 2027	Number of kms constructed Low Volume Surfaced Access Road by 30 June 2024			26,23,28,10,7,2,11,12	Tholeni Access Road ward 26, Ntshazini to Ncanzibe ward 23 &28, Sofia Access Road ward 10, Langakazi ward 2 , Libode Internal Street Phase1 ward 7	Libode Internal Street Phase 2 Ward 7, Ngqeleni Internal Street Phase 2 ward 7, Ngolo to Corana ward 11 & 12.	New Rest to Mnca ne/Vgate ward 10,		

Transport and Roads	Provide integrated transport and Mobility		Construction of 300km of Gravel wearing Course	Improved quality of municipal road network by 2027	Number of kms constructed Gravel Access road by 30 June 2024		4,24,20,2,13,16.9,26,24,15,22,17,4,22,30,26,27,3,19,1,3,28,31,19	Mdingi to Mdwili ward 4, Mbange ward 24, Mvilo Access Road and Bridge ward 20	Mabululu to Ncitra Access Road Ward 2, Bidiza to Sundwana AR Ward 13, Mafini FPSU Access Road ward 16	, Dinikosi to Mhlabeni ward 9, Mngcibe Coastal Road ward 26, Nkumandeni ward 24, Khuleka ward 15, Manyoni to Nongxeng ward 22, Mduzulu to Ludaka ward 17, Makhotyan Main	Canzibe Access Road ward 22, Ngxangula to Lutsheko AR ward 30, Coastal AR Ward 26, Mabusini AR 27, Doko dela to Gongo ward 3, Gotsi AR ward 6, Mlwamli AR ward 26, Njima za to	Mfundweni Internal Roads ward 28, Mahobeni to Coza ward 3, Mandlovini to Khubusi Ward 13, Zandukwana Main Road ward 1, Mtomde AR ward 31, Nodushe Access Road and Bridge ward 6, new Area to Magutyana Main Road ward 2, Mhlongwana to Nomcamba ward 19
---------------------	---	--	--	--	--	--	--	---	---	--	--	---

Transport and Roads	Provide integrated transport and mobility		Construction of 300km of Gravel wearing Course	Improved quality of municipal road network by 2027	Number of planned sector plans prepared by 30 June 2024		5	EIA for Mpin dweni access road ward 5, Review Storm water Management Plan, Review Local Integrated Transport Plan	Road ward 4	Dange ni AR ward 19, Zandukwana to Nqitheni Main Road Ward 1 &3	

Transport and Roads	Provide integrated transport and mobility		10km of Non-motorized transport	Improved quality of municipal road network by 2027	Number of kms for Non-Motorized transport path by 30 June 2024		7 & 21		Ngqeleni Non motorised ward 21, Libode Non Motorised ward 7			
Transport and Roads	Provide integrated transport and mobility		Rehabilitation of 250km of gravel wearing course	Improved quality of municipal road network by 2027	Number of km to be rehabilitated by 30 June 2024		10,9,2,6,25,12,2,21,16,17,24,6,2526	Zikhoveni A/R ward 10, Dininkosi A/R Ward 9, Mahahane AR ward 2, Nodushe AR Ward6, Bhucula AR ward 25, Galili AR ward 12,	Mpin dweni AR ward 32, Magcakinia R ward 21, Maqhingeni A/R ward 16, Mhlah lane Ward 17, Buthongweni AR ward 24, Ntsonyeni AR	Ntsonyeni A/R ward 6, Mngcibe A/R ward 25, Malizo JSS to Ntsimbini A/R ward 26		

Transport and Roads	Provide integrated transport and mobility			Improved quality of municipal road network by 2027	Number Stormwater Structures maintained by 30 June 2024			7,21		Ward 6		
Transport and Roads	Provide integrated transport and mobility			Improved quality of municipal road network by 2027	Number of kilometers (gravel road of Routine Access road by 30 June 2024					Libode CBD ward 7	Ngqeleni ward CBD 21	
Transport and Roads	Provide integrated transport and mobility		Maintenance of 600 km of gravel wearing course	Improved quality of municipal road network by 2027	Number of kilometers (gravel road of Routine Access road by 30 June 2024				(Bolotwa to Chunu A/R, Mpendle A/R, Mthomde A/R,Coza A/R,Rolini A/R,ThungwiniA/R,Mahahane A/R,Mcuku A/R ,Lusizini & Cwele A/R			
Transport and Roads	Provide integrated transport and		Maintenance of 600 km of gravel wearing course	Improved quality of municipal road	Number of kilometers (gravel Of road Periodic Access road by 30 June 2024				(Mzonyane A/R , Magozeni A/R, Zinduneni to Bandla A/R,Bhonx			

	mobility			network by 2027				otho to Kham A/R, Sidikideni A/R, Bucula to Mamolweni A/R				
Transport and Roads	Provide integrated transport and mobility		Maintenance of 11.6 Km of Surfaced Roads	Improved quality of municipal road network by 2027	Number of km Maintained of Surfaced Roads by 30 June 2024		7, 21	Libode CBD and Ngqeleni CBD	Libode CBD and Ngqeleni CBD, Donta to Mangwane ni	Libode CBD and Ngqeleni CBD, Donta to Mangwane ni	Libode CBD and Ngqeleni CBD, Donta to Mangwane ni	
Transport and Roads	Provide integrated transport and mobility		Construction of Public Transport Facilities	Increased access to and utilisation of social and community facilities	Number of Constructed Public Transport Facilities by 2024	2 Transport Hub	4,23,26		Marubeni Public Transport Facility ward 4	Canzibe Public Transport Facilities Ward 23	Mthatha Mouth Public Transport Facilities Ward 26	
Housing and Community Facilities	Promote access to community facilities		Provide social community Facilities	Increase access to social facilities	Number of Community Halls constructed by 30 June 2024		16,25,29,12,31,02,10,2,30,9,1,14,23,26,33,13,7,21	In Ward 16,25,29 &12	In ward 31,02,10,22	In ward 30,9,1,14	In ward 23,26,32	In ward 13,7,21

Housing and Community Facilities	Promote access to community facilities		Upgrade 2 existing Sport Fields	Increase access to social facilities	Number of Sport fields upgraded by 30 June 2024		2 Sportfield Facilities	21	Ngqeleni Sport Field ward 21	Detailed Design Reports for the sportfield to be upgraded			
Promote occupational health and safety compliance	Ensure compliance on all projects		Provide health and safety to all projects	Improve health and safety compliance within the Municipality.	Annual Occupational healthy and safety by 30 June 2024		Annual report developed on Occupational (Health and safety)	In all projects					
Promote public participation in all projects	Community involvement in project implementation by 2023		By involving communities in developmental projects (institutional social facilitation)	Decentralised public relations through stakeholder participation	Annual ISD report developed by 30 June 2024		Annual report developed on ISD (institutional social development)	In all projects					

Energy and Electricity	To provide access to energy infrastructure by 2027		Prevent Crime through Installation of Highmasts	Improved Public Safety and Crime Reduction by 2027	Number of Highmast installed by 30 June 2024		4 High Masts Installed	13		Buntiville ward 13, Nyangilizwe ward 11			
Energy and Electricity	To provide access to energy infrastructure by 2027		Prevent Crime through Installation of Street Lights	Improved Public Safety and Crime Reduction by 2027	Upgrade of Street Lights in Libode Town ward 07 and Ngqeleni Town ward 21 by 30 June 2024		Street Lights on R61	7,21		Libode CBD ward 7 Phase 1, Ngqeleni CBD ward 21 Phase 1	Libode CBD ward 7 Phase 2, Ngqeleni CBD ward 21 Phase 2	Libode CBD ward 7 Phase 3, Ngqeleni CBD ward 21 Phase 3	

Energy and Electricity	To provide access to energy infrastructure by 2027		Improve Access to Electricity	Number of dwellings with access to electricity by 2026	Number of households connected into electricity Infrastructure 30 June 2024	1022 dwellings provided with electrical infrastructure by 30 June 2021	20,2,6,16	Number of households connected into electricity Infrastructure (Extensions) in Ward 20 Egoli, ward 2 Zele& Thungwini , ward 6 Mgwenyana ,ward 16 Siwela Mafini and Njova , by 30 June 2023	Bomvini 82 h/h ward 5, Gebane 78h/h ward 5, Mpimbo 37 h/h ward 25, Mzonwane 55h/h ward 25, Mamolweni 58 h/h ward 25, Lwandile 58h/h ward 25, Ntshilini 40h/h ward 26, Zinkumbini 135h/h	61h/h Ngidini ward 18, 39h/h Mhlatyana ward 18, 96h/h in Bhukwini ward 18, 62h/h in Manxweni ward 18, 36h/h Bhakaleni ward 18, 90 h/h in Mbizaward 18, 108 h/h in Ntibane ward 28, 67h/h in	137h/h in University ward 15, 80 Gxokweni ward 15 , 77h/h in Khuleka Phase 2 ward 15 , 55h/h in Mtyu ward 15, 44h/h Nquba ward 17 , 44h/h Guqaward 17, 19h/h Mdu mazulu Phase 3 ward 17 , 49	
------------------------	--	--	--------------------------------------	--	---	--	-----------	--	---	---	--	--

								ward 24, Zixam buzi 55h/h ward 26, Sidan da 78h/h ward 28 , Sizind eni 69h/h ward 28, Mank osini Phase 3 - 57h/h ward 26, Ntsim bini 56 h/h ward 26	Mngci be Phase 2 ward 25,	h/h Mtho njane ni ward 15	
--	--	--	--	--	--	--	--	--	--	--	--

BASIC SERVICE DELIVERY SCORE CARD

NYANDENI PROJECTS AND PARTNERSHIPS

NYANDENI LM -District Development Model Projects

Project Name	Project Type (Description e.g. New, Upgrade, Rehab, Main etc)	Project Scope (Scope including no. of units)	Project Status (Initiation, Concept, Design Development, Design Documentation, Works, Closeout, Handover)	Total Project Cost R'000
Nyandeni Rural ICT	New	Infrastructure Development, ICT Development, Fashion Designer, Editing, Filming, Telenova, Publishing, Trainings and Development, Tour guiding, Heritage, music and film festivals	Concept Stage	R60 000
Nyandeni Animal Feed Processing Plant	New	Planting and Ploughing, Processing, Infrastructure Development, Packaging and transportation, feed manufacturing, Production of Soya Beans, yellow maize, and sunflower, cannabis processing,	Concept Stage	R60 000
Nyandeni Coastal Development (Mthatha Mouth/Mdumbi/Hluleka Coastal Belt)	Upgrade and New	Infrastructure Development (Upgrade of Roads to coast, Hotels, Pedestrian Walkways, Street Lighting), beach Infrastructure, Ocean Economy activities, Chalets Development	Initiation	TBC
Surfacing of T301/DR08301	Upgrade	Bridge Construction, Layer works construction, Road Construction, Drainage Construction, Pedestrian Walkways, Signage and Road Marking	Design Documentation	R240 000

Project Name	Project Type (Description e.g. New, Upgrade, Rehab, Main etc)	Project Scope (Scope including no. of units)	Project Status (Initiation, Concept, Design Development, Design Documentation, Works, Closeout, Handover)	Total Project Cost R'000
Ntlangano Nature Reserve Development	Upgrade	Infrastructure Development (Upgrade of Roads, Hotels, Pedestrian Walkways, Street Lighting), Day visitors infrastructure, Chalets and residential development	Design Development	R60 000
Nyandeni SMME Warehouse Development (Libode and Ngqeleni Warehouse)	New	Earthworks and embankment construction, Layer works, excavations and foundations, structural construction, roofing	Design Development	R45 000
Libode Office Park	New	Building Construction, installation of structural steels, superstructures and foundations, parking and signage.	Concept Stage	R139 000
Nyandeni Cannabis SATIVA Farm	New	Cultivation and planting, fencing and infrastructure development, zoning of land, Processing and Packaging	Initiation	R60 000
Rural Agro Industrialization Finance Initiative	New	Manufacturing and Supply, Production and Agro processing, packaging and transportation.	Initiation	R50 000
Waste Management Program	Upgrade	Review of IWMP, Upgrade of Asset Data, Construction of reliable Infrastructure, procurement of waste Equipment plant and machinery	Concept Stage	R39 000
Electrification of Household backlogs	New	electrification of households, installation of bulk infrastructure	Concept Stage	R175 000

Project Name	Project Type (Description e.g. New, Upgrade, Rehab, Main etc)	Project Scope (Scope including no. of units)	Project Status (Initiation, Concept, Design Development, Design Documentation, Works, Closeout, Handover)	Total Project Cost R'000
Upgrade of Electrical Capacity in Economic Nodes	Upgrade	Upgrade of sub stations in Libode and Ngqeleni, provision of 3 phase line in ploughing fields	Initiation	R40 000
Rural Agro Industrialization Finance Initiative		Manufacturing and Supply, Production and Agro processing, packaging and transportation.	New	R50 000
Development of Parks and Open Spaces		Beautification and landscaping, Infrastructure Investment	New	R50 000
Upgrade of Roads and Stormwater		Intersection Upgrade, surfacing of roads, and Stormwater Development, Traffic Facilities	New	R90 000
Precinct Plan(Libode Investment Plan		Development of Libode Precinct Plan	New	R500 000
Development of Light Industrial Park		Land Packaging and Development of Infrastructure	New	R500 million
Sports Academy		Development of the Academy	New	R200 000
Bulk Water and Sewer Infrastructure		Development Sewer Reticulation and Waste Water Treatment Works	New	R150 000

Project Name	Project Type (Description e.g. New, Upgrade, Rehab, Main etc)	Project Scope (Scope including no. of units)	Project Status (Initiation, Concept, Design Development, Design Documentation, Works, Closeout, Handover)	Total Project Cost R'000
Development of Light Industrial Park		Land Packaging and Development of Infrastructure		R500 000

7.7 Department of Agriculture, Forestry and Fisheries (Combine with Environment)

The Department of Agriculture, Forestry and Fisheries has DAFF invited expression of interest from all communities who want to be included in Small Scale Fisheries herewith referred as “SSF” sector, the objective of the programs are

- Create a sustainable, equitable, small-scale fishing sector
- Secure the well-being and livelihood of small-scale fishing communities
- Maintain the health of marine ecosystems
- Uplift fishing communities by providing appropriate support mechanisms, education and training, infrastructure and participatory management practices.
- Communities and Government co-manages near-shore marine living resources
- Takes fundamental human rights, MLRA principles and international obligations into account
- Give due regard to promoting interests of women, disabled and child-headed households

In Nyandeni the following communities responded to the call for expression of interest

- a. Hluleka
- b. Mamolweni
- c. Lwandile
- d. Mngcibe
- e. Tshani-Mankosi

NYANDENI STATUS OF THE EXISTING STAND ALONE SCHEMES

TYPE OF SCHEMES	TOTAL NUMBER OF SCHEMES	NO OF FUNCTIONAL SCHEMES	NO NON-FUNCTIONAL SCHEMES	% FUNCTIONAL
WTW	7	4	3	57.14%
BOREHOLES SCHEMES	41	28	13	68.29%
HANDPUMP	11	8	3	72.73%
SPRINGS	10	9	1	90%
WEIR	1	0	1	0%
AVARAGE PERFORMANCE OF NYANDENI LM	70	49	21	70%

O.R. TAMBO DISTRICT MUNICIPALITY STATUS QUO OF SCHEMES NYANDENI LM
LIST AND STATUS OF EXISTING STAND ALONE WATER SUPPLY SCHEMES- NYANDENI LM

NO	NAME OF SCHEME	VILLAGES	WARD	STATUS	CHALLENGE	ACTION PLAN	TIME FRAME
1	Mhlanga wtw	Mhlanga ,Nyandeni,Marubeni,Makhotyana,ZinkumbiniGebani Mthombe,Mangwanguleni,Mbhobheleni,Dungu,Nkanga,Zibu ngu,Lukhuni,Bomvini,Sompa,Mthombe,NgoloDokodela,Libode town,Marhewini	31	Partly functional	Damaged eletrical pumps , motors, and switch board.The damage was caused by floods and burst pipe in the pump house, Filter sands need attention and lagoons to be re done. Flood lights need attention. Installation of gas chlorination and back wash system pump	Repair all damaged pumps pipe line and motors	30/03/23
2	Lwandile scheme wtw	Mngcibe, Mzonyana, Lwandile	25	Partly functional	Faulty river pumps and stolen manhole covers		30/03/23
3	Lutsheko Wtw	Zinkozweni(16),Ngxongweni(15),Mtyu(15), Ntlaza(15),Kuleka(15),Katilumla(15)noxova(17), mampondomiseni(15)Madwaleni(17)Mhlahlane(17), Ngidini(18),Bhukwini(18),Sikeleni(18),Njiveni(18),Bhakaleni(1 8) Mandileni(17),Mngazana(21`) Bolotwa(29) Lutsheko (30), Lower Mngamnyani(30),Upper Mnganye(30),Ngamnye(30),Mfabantu(30)	15,16,16, 18,21, 29,30	Partly functional	Failing five sand filter gate valves, Three non functional pumps and motors. Dysfunctional chlorination pumps. vandalised pipe system in various villages, installation of telemetry system	To repair some pumps and booster chlorination	30/03/23

NO	NAME OF SCHEME	VILLAGES	WARD	STATUS	CHALLENGE	ACTION PLAN	TIME FRAME
4	Mtyu Borehole	Mtyu water supply	15	Non functional	Damaged diesel engine	Repair engine in the next financial year	30/03/23
5	Dumase Borehole	Dumase	29	Non functiona	Damaged pump	Repair in the next financial year	30/03/23
6	Cwele-Bandla Borehole	Cwele	20	Non functional	Damaged pump	Repair in the next financial year	30/03/23

NO	NAME OF SCHEME	VILLAGES	WARD	STATUS	CHALLENGE	ACTION PLAN	TIME FRAME
7	Cwele bandla borehole 2	Dangeni,Mnyameni,Lusizine,,Ntshingeni,Zinduneni,Nji maza,Cwele.	19	Non functional	Faulty pump	Repair	30/03/23
8	Godini spring	Godini 1&2	24	Non Functional	Damaged diesel engine	Repair engine in the next financial year	30/03/23
9	Ngqeleni Weir	EXT4, Ngqeleni	15	Non Functional	Faulty pumps	Repair Pumps	30/03/23
10	Coza borehole 1	Mjobeni , Mlomo, Siqikini,Mahobeni and Matolweni.	3	Non Functional	Damaged diesel engine	Repair engine	30/03/23

NO	NAME OF SCHEME	VILLAGES	WARD	STATUS	CHALLENGE	ACTION PLAN	TIME FRAME
11	Coza borehole 2	Nyandeni loliwe,Mlomo,Matolweni,Mahobeni	3	Non Functional	Damaged diesel engine	Repair engine in the next financial year	30/03/23
12	Mdlankomo hand pump	Mdlankomo	08	Non functional	Faulty pump	Repair	30/03/23
13	Magcakini hand pump	Magcakini	08	Non functinal	Faulty pump	Repair	30/03/23
14	Mangwaneni borehole 1	Mangwaneni	14	Non Functional	Faulty pump	Repair	30/03/23
15	Rainy borehole 1	Rainy ,corana	31	Non Functional	Faulty pump	Repair	30/03/23
16	Rainy borehole 2	Rainy ,magqabini	31	Non Functional	No pipe line	Laying of pipe line for 4km length	30/03/23

NO	NAME OF SCHEME	VILLAGES	WARD	STATUS	CHALLENGE	ACTION PLAN	TIME FRAME
17	Zandukwana Borehole 2	Zandukwana	1	Non functional	Damaged diesel engen	Repair	30/03/23
18	Ntibane 3 (HP)	Ntibane	28	Non functional	Damaged pump	Repair BH pump	30/03/23

NO	NAME OF SCHEME	VILLAGES	WARD	STATUS	CHALLENGE	ACTION PLAN	TIME FRAME
19	Thabo Mbeki Borehole 2	Thabo Mbeki	7	Non functional	Damaged pump	Repair pump	30/03/23
20	Gxididi Borehole	Gxididi	10	Non functional	Eskom Stolen Meter	Waiting for Eskom	30/03/23
21	Dokodela Borehole	Gongo dokodela	3	Non function	Blocked by Eskom	Waiting for Eskom	30/03/23
22	Nomadolo Borehole 1	Nomadolo	22	Non functional	Faulty pump	Repair	30/03/23
23	Dalagubha Borehole 1	Dalagubha (masameni)	7	Non functional	Damaged diesel engine	Repair	30/03/23
24	Dalagubha Borehole 1	Dalagubha (masameni)	7	Non functional	Damaged diesel engine	Repair	30/03/23

OR TAMBO DISTRICT DEVELOPMENT MODEL - ONE PLAN PROJECTS

Item	Project name	Municipal Area	Responsible implementing dept/ agency & sector	Project Budget/ Funding	Estimated Project Duration	Development Impact (# of HHs & communities benefitting; jobs to be created; sector targeted youth, women, etc.	Current Implementation Status & Challenges
1	N2 Wild Coast Highway (Msikaba Bridge)	ORTDM	SANRAL	R 1.65 billion	2019 - 2024	Local persons employed, 169 by main contractor, 131 by Sub-Contractors, 114/186 Unskilled/Skilled, 107 SMME	Contractor is projecting to complete end April 2024; 17 months behind on current contract end date
2	Mthatha Airport Road R61 Upgrade (KSD LM)	ORTDM	ECRDA	R650,000,000	3 year construction	Information being sourced from project champions	Design completed. Construction stopped & restarted due to COVID
3	Mzimvubu Multi-Purpose Project (Mhlontlo LM)	ORTDM	DWS & DOE	R230,000,000	2019 - 2026	6700 direct jobs & 600 indirect jobs	Design completed. Construction stopped & restarted due to COVID
4	Wild Coast Meander Road (Coffee Bay Town & road infrastructure) – PSJ, Nyandeni & KSD	ORTDM	SANRAL	R450,000,000	3 year construction	1080 direct jobs	Design Complete
5	Wild Coast SEZ (agro-processing, manufacturing, logistics, etc)	ORTDM	COEGA Development Agency	R1,200,000,000	2020 - 2027	1840 indirect jobs & 3313 direct jobs	Design, status no longer of an SEZ due to insufficient investment
6	SANRAL N2 Wild Coast road (Mtentu Bridge)	IHLM	SANRAL	R3,5 billion	3 year construction	Mtentu Bridge tender has been affected by a Board decision affecting five large tenders that initially went to the Board in December.	The SANRAL Board decided there was a material irregularity in the procedure SANRAL was following requiring the cancellation of the five tenders.

Item	Project name	Municipal Area	Responsible implementing dept/ agency & sector	Project Budget/ Funding	Estimated Project Duration	Development Impact (# of HHs & communities benefitting; jobs to be created; sector targeted youth, women, etc.	Current Implementation Status & Challenges
							This will require the re-tender on the Mtentu Bridge Contract which will be an approx. 10-12 month delay before award can be made.

Item	Project name	Municipal Area	Responsible implementing dept/ agency & sector	Project Budget/ Funding	Estimated Project Duration	Development Impact (# of HHs & communities benefitting; jobs to be	Current Implementation Status & Challenges
------	--------------	----------------	--	-------------------------	----------------------------	---	--

						created; sector targeted youth, women, etc.		
7	Mthatha Economic (SEZ)	Special Zone	KSDLML	OR Tambo DM	R650,000,000	2020 - 2027	Project scope not clearly defined. Impact could be estimated accurately when the scope is finalized.	Design
8	Mzimvubu (water, energy, farming)	Multi-Purpose Project hydro-fish	MLM	DWS & DOE	R25,000,000	2019 - 2025	6700 direct jobs & 600 indirect jobs 150 permanent jobs	Construction stopped & started due to the communities & traditional leaders of amaMpondomise objecting to the construction of Lalini Dam, which is primarily going to be used to generate hydropower
9	Fetsa Tlala & Agric Schemes		ORTDM	DRDA	R 8,024,018	2020 - 2027	Information being sourced, as the project is getting into implementation.	Conceptual Design Complete
10	Port St Johns harbour, aerodrome and irrigation scheme		PSJLM	(Presidency - Infrastructure Fund)	R 12,036,045	2025 - 2035	Presidential Infrastructure Fund projects at conceptual level.	Conceptual Design stage current
11	Tyalarha – Qunu – Vuyani 132kV line refurbishment		KSDLML	Eskom	R 21,181,250	24 months	Scope not costed yet.	Identified project. Currently at conceptual design stage
12	Qunu substation extensions		KSDLML	Eskom	R 74,663,882	24 months	35 jobs	Design, going to Level 1 Investment Committee

13	Qumbu Substation Extensions	KSDLM	Eskom	R 35,802,694	18 months	50 jobs	Design, going to Level 1 Investment Committee
14	New Taweni Substation	KSDLM	Eskom	R 119,325,394	36 months	Jobs Sustained: 50. Mkhambathi and Coza areas 1600 future electrification connections	Completed
15	New Hombe Substation	KSDLM	Eskom	R 119,219,395	36 months	Jobs Sustained: 50. Refurbishment project to replace existing Magwa substation. Provide back up to Dumasi, Mfinizo & Sipaqeni customers and reliability in the Lusikisiki area	Completed

SANRAL PROJECTS IN NYANDENI LOCAL MUNICIPALITY

PROJECT	DESCRIPTION	STATUS
<p>Contract no: N.002-190-2022/2F</p> <p>The Improvement of National Route N2WCR Section 19 between Ngqeleni Interchange (km 6.70) and Libode East (km 30.00)</p>	<p>Type of project: Improvement</p> <p>Scope:</p> <ul style="list-style-type: none"> •Improve the route by constructing additional paved shoulders and/or climbing/passing lanes and the widening of structures followed by an appropriate surfacing. •Community Development projects. <p>Estimated budget: R800 million</p> <p>Number of jobs to be created for local labour on the project: 200</p> <p>Number of SMMEs to work on project: 60</p>	<p>Consultant: Naidu Consulting (PTY) Ltd</p> <p>Main Contractor: Not yet appointed</p> <p>Project status: Design Phase</p> <p>Mobilization period start date: Aug 2026</p> <p>Mobilization duration period: 03 months</p> <p>Construction period: 36 months</p> <p>Design start date: August 2022</p> <p>Construction start date: November 2026</p> <p>Construction end date: TBC</p>

SANRAL PROJECTS IN NYANDENI LOCAL MUNICIPALITY

PROJECT	DESCRIPTION	STATUS
<p>contract no: N.002-190-2022/3F</p> <p>The Improvement of National Route N2WCR Section 19 between Libode East (km 30.00) and Majola T-Junction (KM51)</p>	<p>Type of project: Improvement</p> <p>Scope:</p> <ul style="list-style-type: none"> •Improve the route by constructing additional paved shoulders and/or climbing/passing lanes and the widening of structures followed by an appropriate surfacing. •Community Development projects. <p>Estimated budget: R500 million</p> <p>Number of jobs to be created for local labour on the project: TBC</p> <p>Number of SMMEs to work on project: TBC</p>	<p>Consultant: Not yet appointed, to be appointed in 2023</p> <p>Main Contractor: Not yet appointed</p> <p>Project status: Consultant Tender Stage</p> <p>Project start date: TBC upon appointment of the consultant.</p> <p>Project end date: TBC upon appointment of the consultant.</p>

DEPARTMENT OF ECONOMIC AFFAIRS AND TOURISM

DEDEAT LIST OF PROGRAMS/PROJECTS PROPOSED FOR NYANDENI LM IDP

PROJECT NAME	DESCRIPTION	LOCATION	FUNDER	BUDGET	FINANCIAL YEAR
Informal Business Support Programme (IBSP)	Support of 17 Nyandeni Informal Businesses at R30 000.00 each (provide equipment, working tools, etc)	Nyandeni LM	DEDEAT/ECDC	R510 000.00	2023/24
OR Tambo Climate change program	A Five-year programme whose objectives and deliverables include: To build community resilience and reduce carbon emissions and support municipalities to respond to the impacts of climate change. Projects will be identified and business plans developed after consultative situational analysis with stakeholders	OR Tambo DM & 5 LMs	DEDEAT	R500 000	2023/24
EPWP Waste materials recovery facility expansion: project funded 2022/23 implementation started February 2023	Implement municipal implementation of the approved integrated waste management plan (IWMP)- upgrades of waste materials recovery facility in Libode landfill & Ngqeleni waste transfer station	Libode/Ngqeleni	DEDEAT	R1000 000	2023/24

APPROVAL OF THE DRAFT IDP

THE APPROVAL PROCESS

DECLARATION OF DRAFT TABLING

**Z MASUMPA
MUNICIPAL MANAGER
DATE: MARCH 2023**

ANNEXURE A

DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR 2022-2023