

FINAL 2022/2027

INTEGRATED DEVELOPMENT PLAN

ENDUMENI LOCAL MUNICIPALITY

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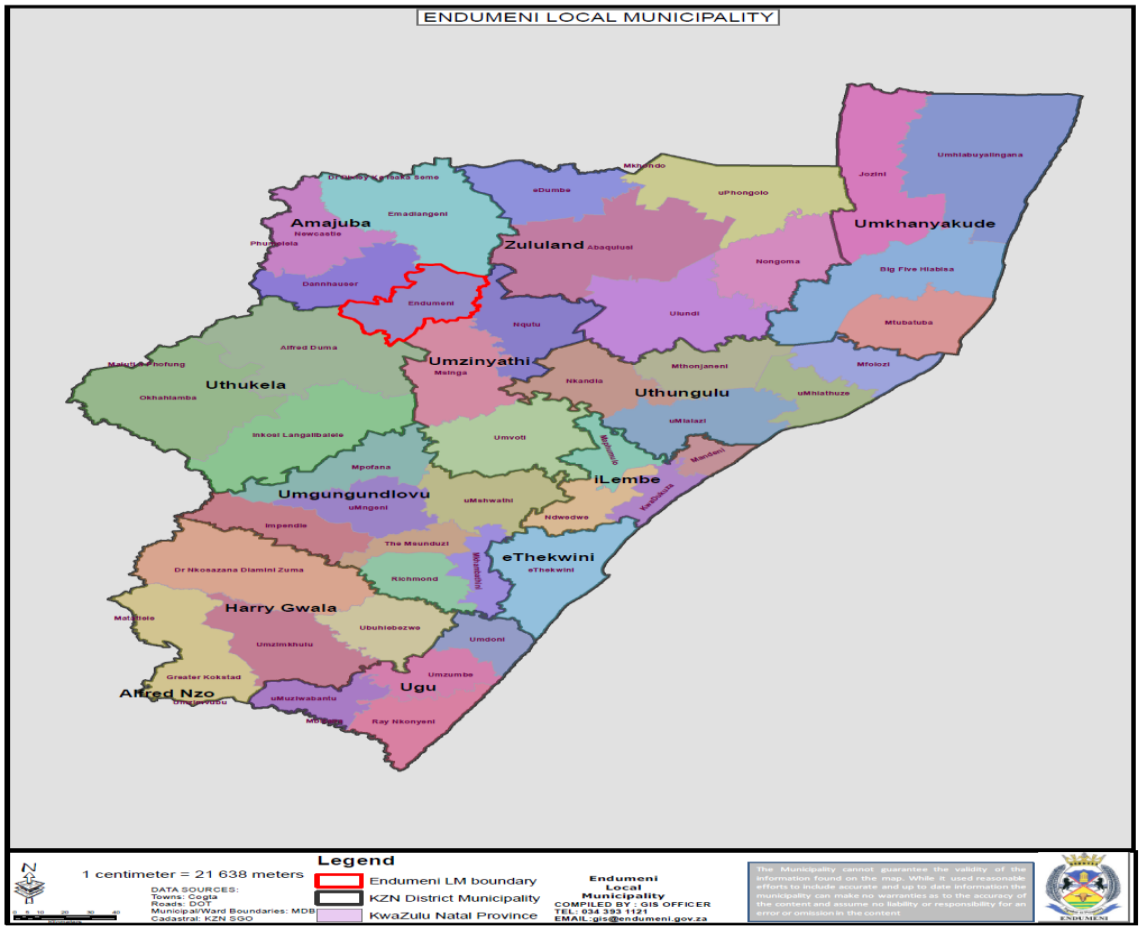
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SECTION A: EXECUTIVE SUMMARY

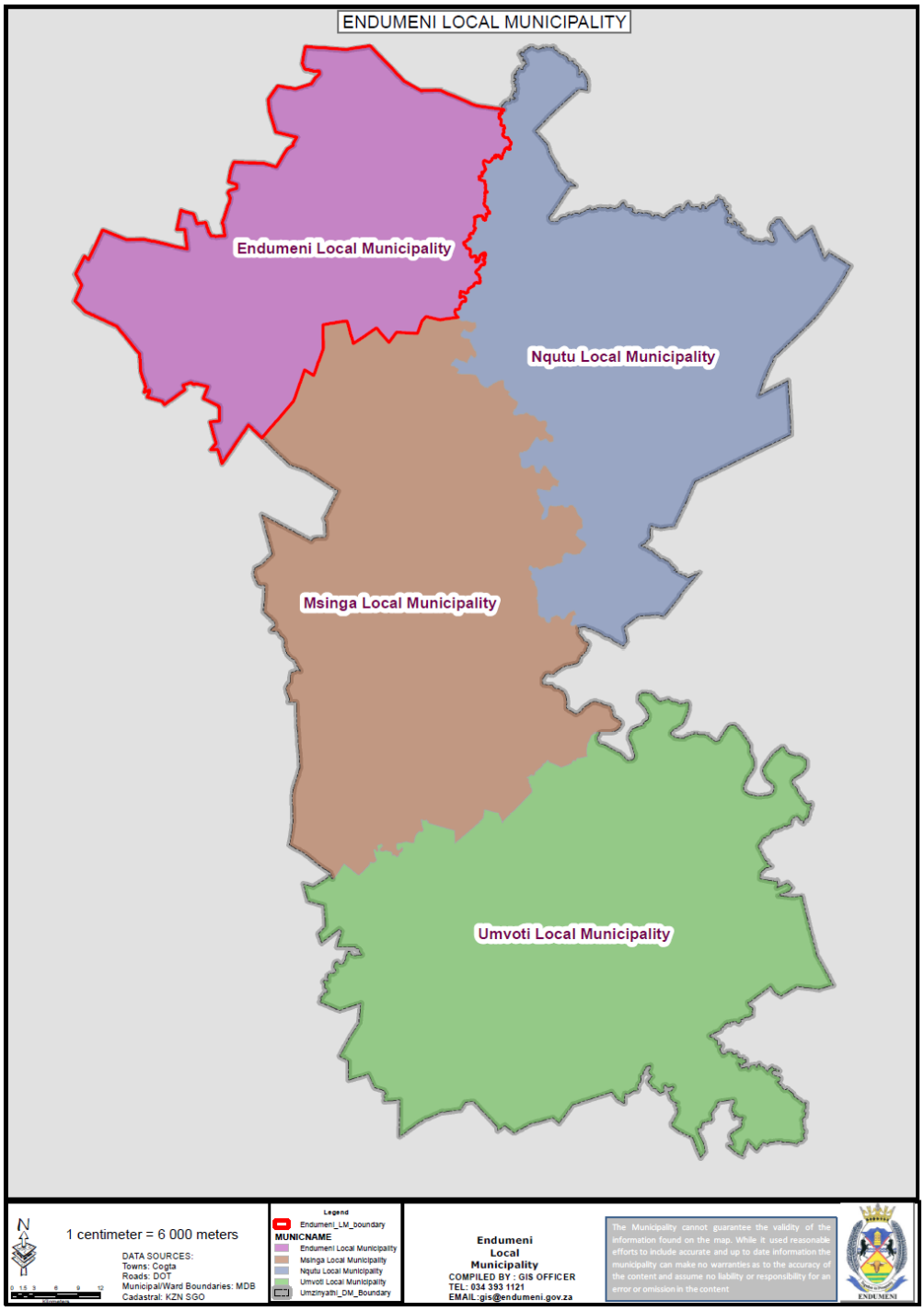
1. WHO ARE WE?

Endumeni is one of the four Local Municipalities located within the District Municipality of Umzinyathi (i.e Nquthu, Msinga and uMvoti local municipality) within the valleys of the Biggarsberg Mountain Range with the two main towns of Dundee and Glencoe located at the base of the Endumeni Mountain.

Endumeni is located on the northern edge of the Umzinyathi District Municipality, and Umzinyathi District Municipality is located in the northern portion of KwaZulu-Natal and is bordered by the Amajuba District Municipality to the North, the Uthukela District Municipality to the Southwest, the Msinga Municipality to the South and Nquthu Local Municipality to the East. The municipality comprises seven wards.



Map 1 Provincial Context



Map 2 District Context

1.1 OVERVIEW OF THE LOCAL MUNICIPALITIES

From the Context Map depicted above it confirms that Endumeni municipal area is one of four local municipalities which are part of Umzinyathi District Municipality. The local municipalities comprising the District includes: Endumeni Local Municipality (KZ 241); Nquthu Local Municipality (KZ 242); Msinga Local Municipality (KZ 244) & uMvoti Local Municipality (KZ 245).

Municipal Logo	Municipal Name	Municipal Characteristics
	Endumeni	This municipality is unique, its population is predominantly urbanised or based on commercial farms and unlike the other local municipalities, there is no tribal authority land. The main town is the Commercial centre, which is Dundee; it has most diversified economy, commercial cattle farming and dairy production and is the centre of the Battlefields tourist region.
	Nquthu	This municipality is typically rural and largely tribal authority where the population is largely previously disadvantaged and relatively dispersed and where services are scarce and often at rudimentary levels. The main town is Nquthu and subsistence agriculture is the main activity in the area.
	Msinga	Owing to its rugged terrain Msinga's population is relatively dispersed and where services exist, they are concentrated along road infrastructure and water sources such as the Tugela River. The main towns are Pomorey and Tugela Ferry, it's the rural region with subsistence farming.

	Umvoti	This local municipality comprises of urban areas, commercial agricultural areas and tribal authority areas all of which exhibit typical characteristics associated with these settlement types. Service levels in urban areas are high except for informal areas, in commercial agricultural areas they are relatively high as farmers provide their own services and in tribal authority areas, they are low to moderate.

Table 1 Overview of Municipalities

1.2 DEMOGRAPHIC PROFILE

The Endumeni Municipality (KZ 241) comprises the towns of Dundee, Glencoe and Wasbank, together with a number of farms astride MR 33, MR 68 and DR 602. The municipal area consists of 7 wards. Within those wards there are no tribal authorities. The comparative population figures for Endumeni Local Municipality for 2011 and 2016 are depicted in Table 1 below and indicates that the municipality experienced a strong increase in population growth. This can be attributed to Endumeni Municipality as being one of the major economic centres of the district.

	Census 2011			CSS 2016		
Municipality	Population	%	Households	N	%	Households
Endumeni	64 862	12.7	16,852	76639	13.8	21134

Source: 1. Statistics SA, Census 2011 and 2016

Table 2 Population Size

When such data is projected, by 2021, the population is estimated at 88,416, and by 2026 it is expected to increase to 95,482. Thomas (2002) observes that increasing population has the potential to increase poverty, especially in the absence of sound and responsive economic policies.

Such policies include social interventions such as family planning awareness, as well as pro-active government planning for infrastructure development. Global trends seem to link population growth to urbanization. Urban renewal / planning is therefore an area which the Endumeni municipality should focus on for the next few years, in preparation for rising urbanization. The population growth projections are presented below.

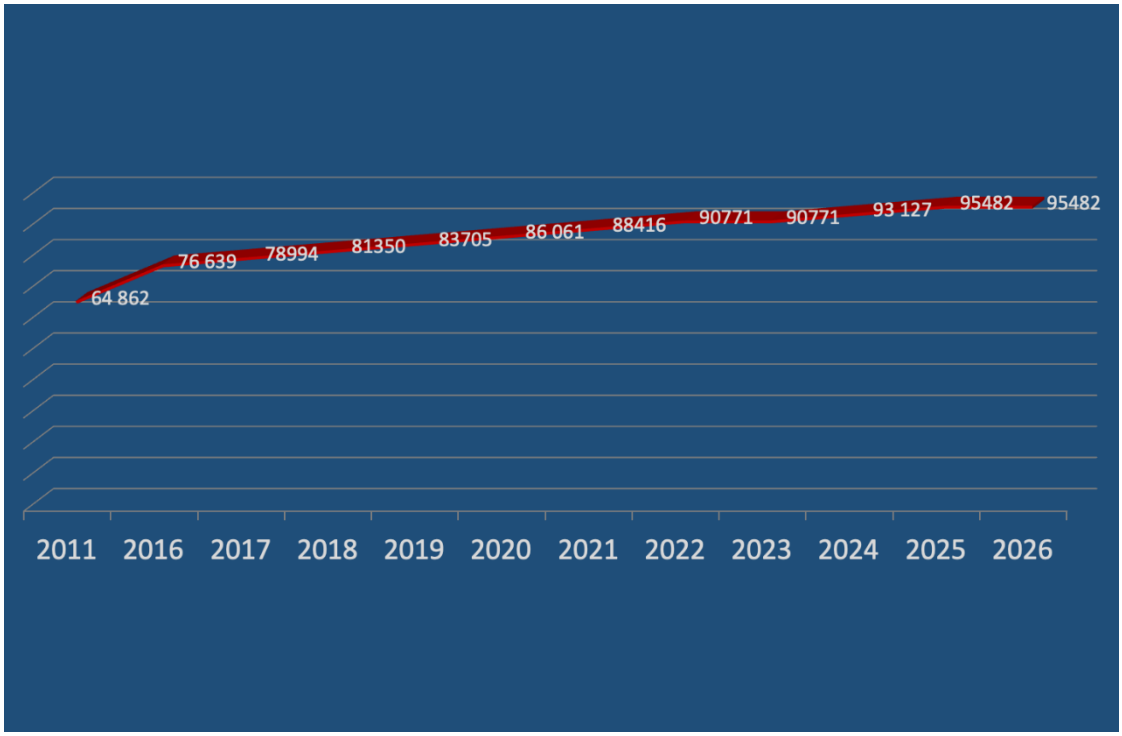


Figure 1 Population Growth Project
Data Source: Statistics South Africa (2016) with Calculations by The Frontline Group

Consequently, the gradient increase of the Endumeni population is expected to rise from 40 people per square kilometre in 2011, to 59 people per square kilometre in 2026. The current population density in the District is 59 people per square Kilometre, while that of the province and national is 100 and 49 respectively.

This is to mean that the current population density in Endumeni is lower than the district, province and nationally. The increase in Endumeni municipality has implications on services delivery, given that with increasing population there is an increasing demand for more basic services. Urban sprawl (characterised by informal settlements and poor living conditions) is a glaring possibility, if there are no strategic and pro-active measures taken to ensure that delivery of basic services does not focus on the current demand only.

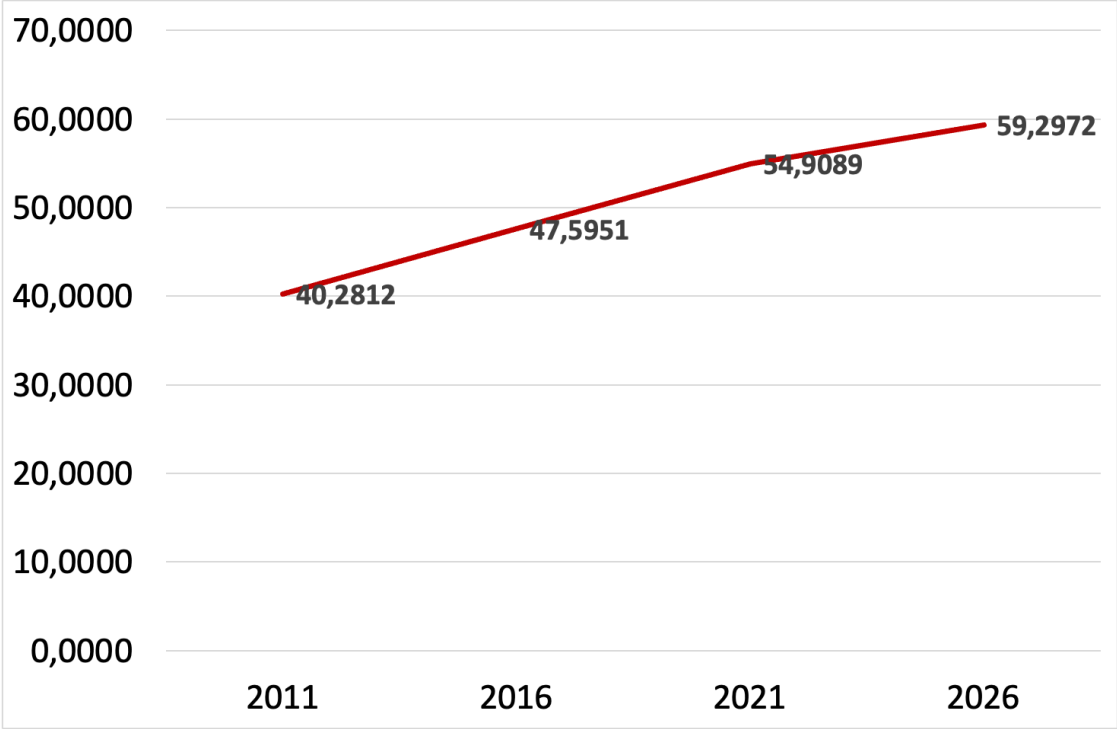


Figure 2 Projection on population density
Source: Statistics South Africa (2016) With Calculations by The Frontline Group

Evidently, in 2016 as the following chart shows, roughly two thirds of Endumeni' s population (65%) is aged under 30 years. The population aged between 20 and 29 (23.5%) is higher than in the district (19.4%) and province (19.1%). When the 30-39 age category is considered, analysis suggests that approximately eight of every ten citizens in Endumeni are under 40 years.

A relatively young population requires innovative economic interventions. The dominance of mining and agriculture may pose challenges to job opportunities, if there are no deliberate efforts to find innovative aspects of traditional sectors for integrating young population. A young population also requires responsive government, given the inclination for social unrest among this younger population. It also requires economic and social interventions modelled after the social and economic needs for younger population. Technology innovation, social programmes integrated into schools, sports and re-creation, skills development -all these are critical in responding to the socio-economic demands of a young population.

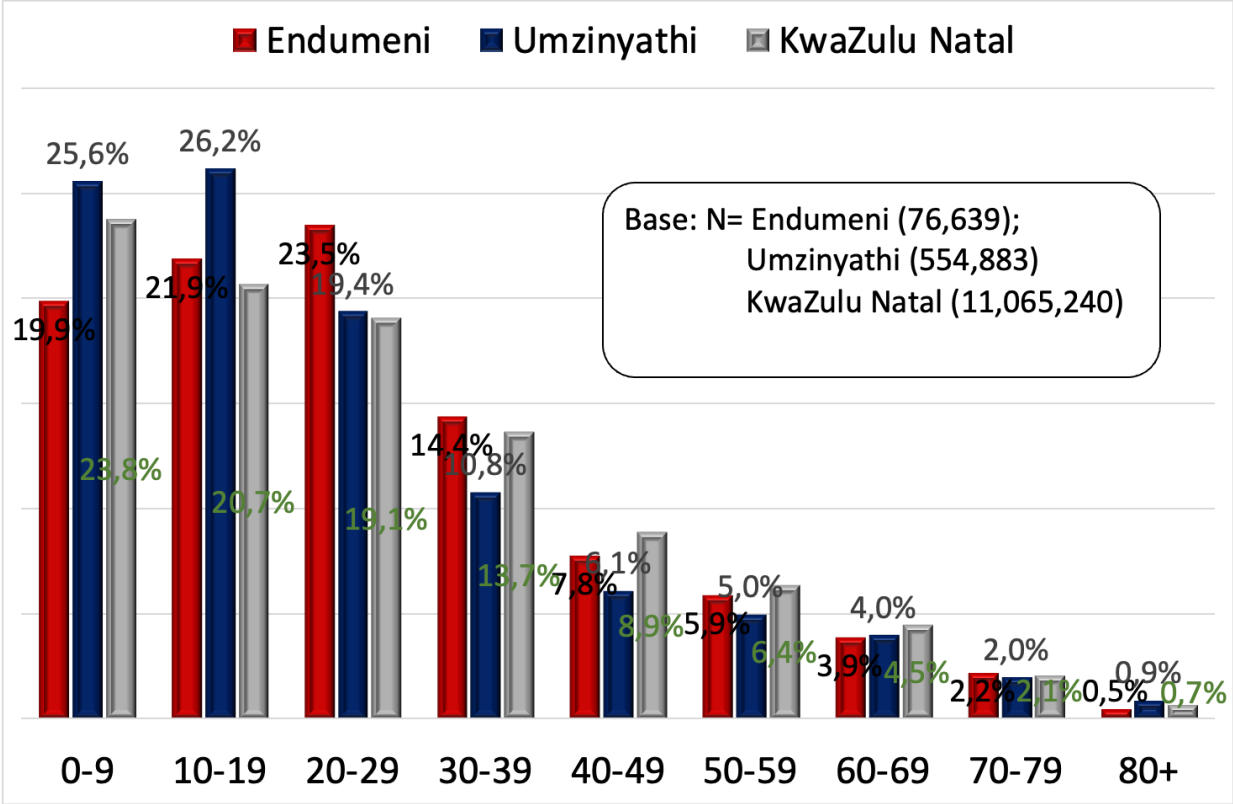


Figure 3 Population by age breakdown
Data Source: Statistics South Africa (2016)

1.3 ECONOMIC PROFILE

1.3.1 CONTEXT

This section which broadly covers the economic profile for the uMzinyathi District, presents the economic indicators. These indicators include annual household income (and then isolating agricultural households), household goods, Gross Value Addition, and annual GDP growth. Household incomes and expenditures are an important measure of livelihood. Household income and expenditure are generally used as a proxy for consumption and provide a reasonably rational determination of the economic status of households (Falkingham and Namazie; 2001). These indicators used as money metric measures of poverty or affluence.

They however tell little of the environment within which such income or expenditure is made and power relations involved in earning or spending. Nevertheless, they remain the best available pointers of economic status.

Other measures of economic performance include Gross value Addition (GVA) and Gross Domestic Product (GDP). GVA the difference between the value of goods and the cost of materials or supplies that are used in producing them. It is a measure of economic activity which eliminates the duplication inherent in the sales value figure which results from the use of products of some establishments as materials or services by others. Value added is thus defined as the gross receipts of a local economy (in this case Endumeni) minus the cost of goods and services purchased from other economies. Value added includes wages, salaries, interest, depreciation, rent, taxes and profit.

The GDP is the total of all value added created in an economy. The value added means the value of goods and services that have been produced minus the value of the goods and services needed to produce them, the so called intermediate consumption.

1.3.2 ECONOMIC PREDICTION AT INCEPTION STAGES OF COVID 19

SARB governor Lesetja Kganyago said the Covid-19 outbreak would have a major health and social impact, and forecasting domestic economic activity presented unprecedented uncertainty. "With that in mind, the bank expects GDP in 2020 to contract by 6.1 percent, compared to the -0.2 percent expected just three weeks ago. GDP is expected to grow by 2.2 percent in 2021 and by 2.7 percent in 2022."

Kganyago said the supply and demand effects of this extension would reduce growth and deepen it in the short-term, as businesses stay shut for longer and households with income spend less. "This will likely also increase job losses, with further consequences for aggregate demand. The impacts will be particularly severe for small businesses, and individuals with earnings in the informal sector."

The Reserve Bank had registered its concerns and perspective on the Global Impact of Covid 19. The looked at both exogenous and endogenous factors. Undoubtedly, these concerns were shared amongst as business and social partners.

a) Exogenous Effects:

- Trading partners affected directly
- Foreign direct investment was severely undermined and compromised

- Tightening financial markets

b) Endogenous Effects:

- Decrease in domestic demand
- Decreased revenue
- Increased public expenditure to safeguard human health/ social wellbeing

The Covid 19 has seen the economies including our small rural ones experiencing unprecedented "Slowbalisation". The state of economic shock is what calls for immediate response and intervention as consolidated in this report and other provincial and national reports.

(i) Shutdown/Lockdown Effect

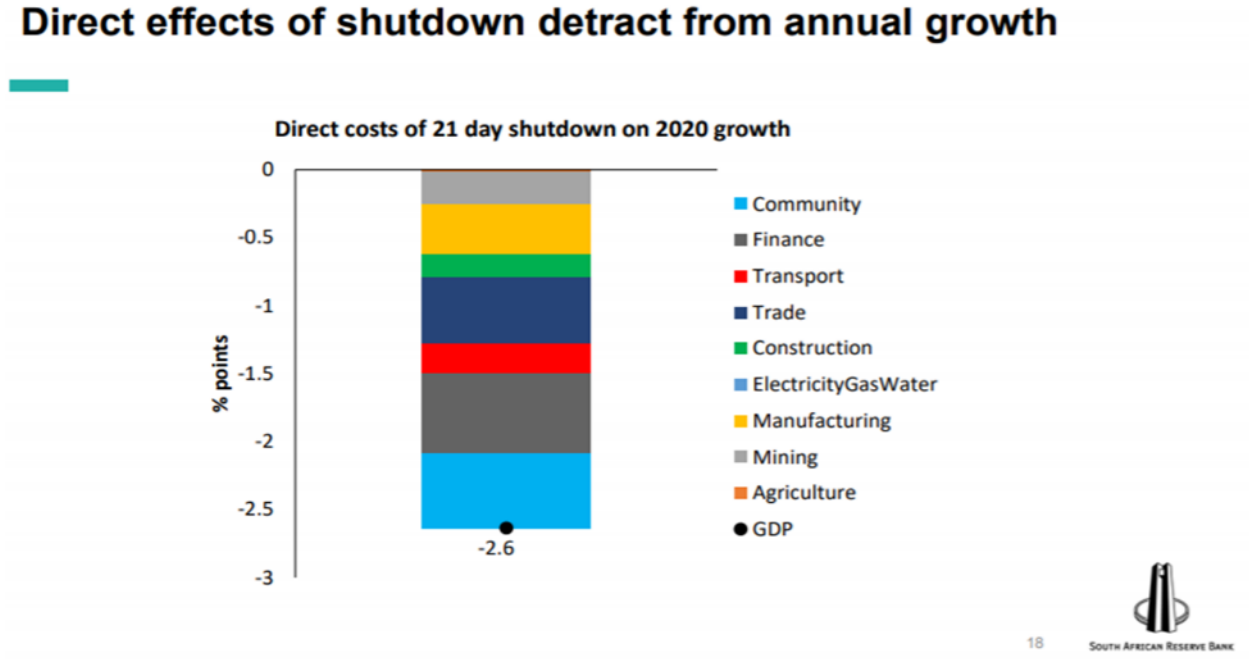


Diagram 1 Effects of shutdown detract from annual growth

The initial 21 days lockdown was envisaged to carry the potential of slowing down economic growth by 2.6%. Unfortunately, it was extended beyond this initial period and leading to an increased and drastic impact on economic front of the country.

(ii) Job Losses Predictions

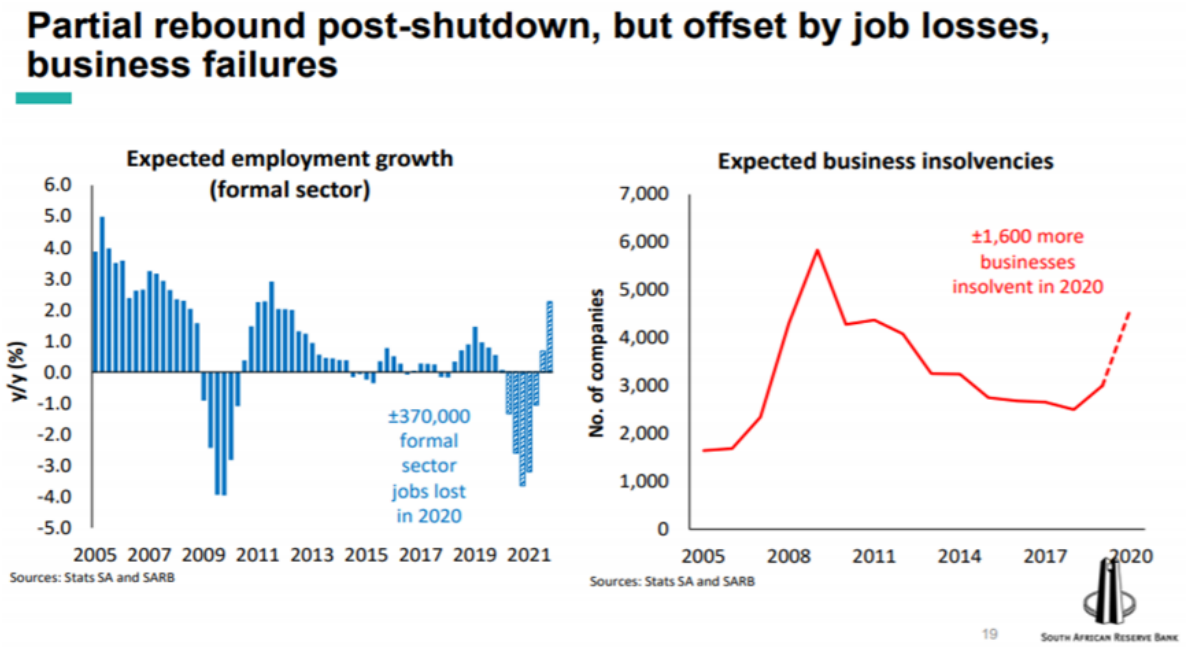


Diagram 2 Job Losses Predictions

The reserve Bank had further predicted serious job losses and substantial business insolvencies as a result of Covid 19. As the country gets back to Level 1, there is clear evidence of such predictions, and the recovery plans are purely meant to address these predicted outcomes.

1.3.3 HOUSEHOLDS INCOME

Returning to household incomes, the 2014/15 Living conditions survey concluded that the average household income in South Africa was R138 168 in 2015. During the same period, male headed households earned an average of R165 853 per annum while female-headed households earned almost half as much (R98 911). During the following LCS (2015/16), the highest household expenditure category (32.55%) was on housing, water, electricity, gas and other fuels, with transport following (16.29%) (Statistics South Africa, 2015). The same survey found that 14% of household expenditure goes to miscellaneous goods which include insurance, personal care items and jewellery. Food, beverages and tobacco is the fourth expenditure category at 13.75%.

The 2015 LCS further noted that the average annual household consumption expenditure for black African-headed households had increased to R67 828 in 2015, compared to R55 920 in 2011. This is an average increase of R2382 per year.

The above in view, as illustrated below, the average household in Endumeni municipality earns between R40,000 and R300,000 annually. This is consistent with the national average. It should be noted however that, as expected in an urban municipality, household incomes in Endumeni are higher than in the District and province. That said, the data below shows that the highest concentration of households is around the R20,000 to R75,000 annual income bracket. Economic development interventions should consider improved income generation.

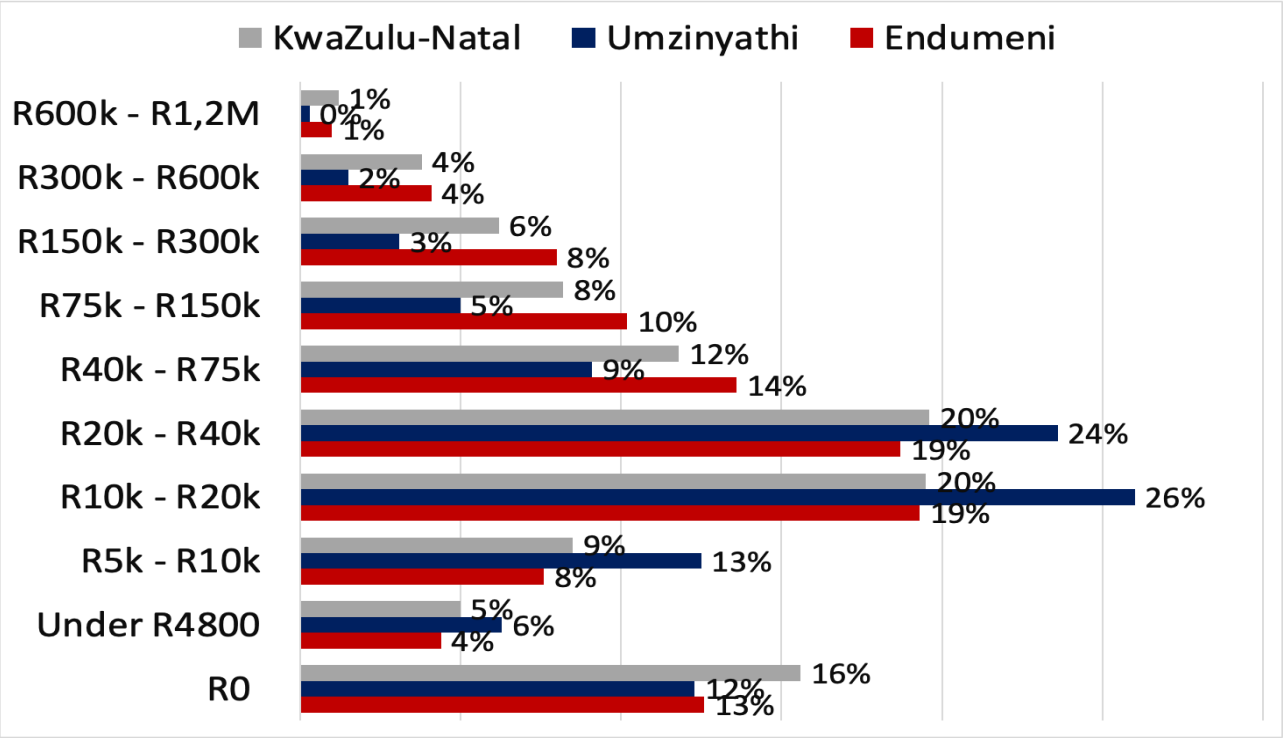


Figure 4 Household Incomes
Data Source: Statistics South Africa (2016)

There are only few agricultural households in Endumeni municipality. Evidently, of the 21,134 households in the municipality (in 2016), only 1654 (which translates to 7.8%) are engaged in agricultural activities. Agricultural Value chain development is a timely intervention given this low number of agricultural households. An interesting dynamic is that of inequality. If we consider that most agricultural households claim not to have any income while an approximately similar number earn between R38000 and R307,000, the inequality gap is wide. This inequality relates to households which engage in subsistence agriculture on one hand, on the other, those which engage in commercial agriculture. Households engaged in subsistence agricultural activities

tend to be trapped in low income levels. Historically, these would be black households, with limited capital for agricultural inputs, limited access to markets and limited access to credit facilities. This inequality requires state intervention -perhaps of a Keynesian type (massive investments to jump start growth).

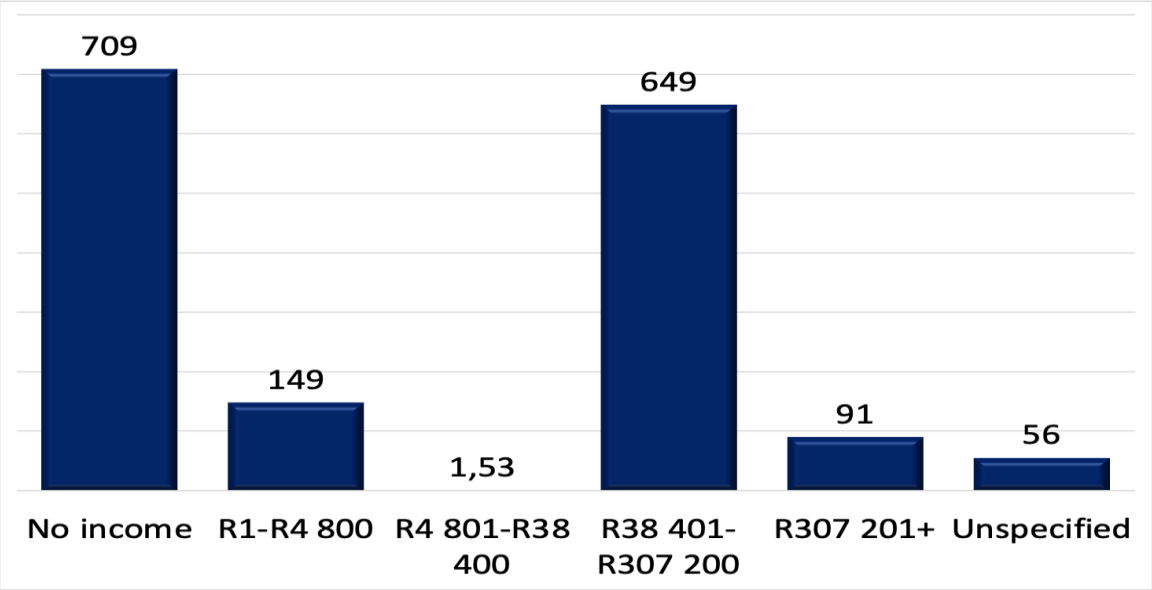


Figure 5 Agricultural Households
Data Source: Statistics South Africa (2016)

If the annual incomes are translated from households to individuals, as shown below, most of the employed labour force in Endumeni earn between R10,000 and R150,000 annual income (65%). In monthly terms, this would range between R800 and R12500. Considering inflation, the pandemic and economic slowdown, the labour force located within these income brackets are economically vulnerable.

	Endumeni	uMzinyathi	KwaZulu-Natal
R0	6,70%	15%	10,70%
Under R4800	3,90%	5,20%	3,70%
R5k - R10k	8,60%	8,90%	6,90%
R10k - R20k	19,10%	23%	18,30%
R20k - R40k	17,70%	14,60%	18,20%
R40k - R75k	15,10%	11,60%	13,50%
R75k - R150k	14,60%	11,50%	12,10%
R150k - R300k	8,80%	5,50%	7,90%
R300k - R600k	2,10%	1,30%	2,80%

R600k - R1.2M	0,40%	0,30%	0,70%
R1.2M - R2.5M	0,20%	0,20%	0,30%
Over R2.5M	0,20%	0,20%	0,20%
Unspecified	2,50%	2,80%	4,90%

Table 3 Employment Income
Data Source: Statistics South Africa (2016)

1.3.4 TABLE 4 EMPLOYMENT INCOME HOUSEHOLDS ASSETS

Considering household assets, 94% of all citizens living in Endumeni have access to mobile phones, 84% claim to possess Television set, while about three quarters claim to own a Fridge. These data are consistent with urban settings. Caution should be exercised on access to these assets, given that the orthodox assumptions of ability to pay for them, maintain them and afford the power supply might not apply in South Africa's peri-urban areas as they do in formal settings. There are ongoing conversations around the non-payment of electricity in most townships, for example.

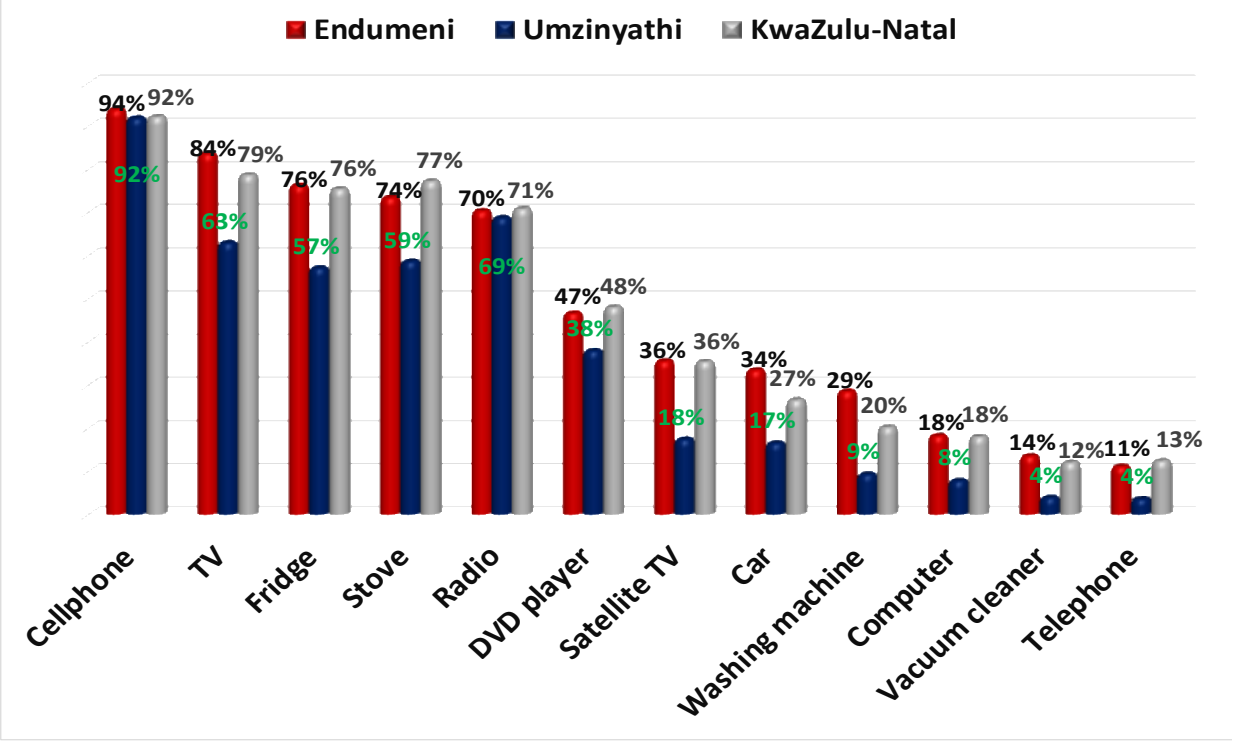


Figure 6 Access to Household assets
Data Source: Statistics South Africa (2016)

1.3.5 EMPLOYMENT / UNEMPLOYMENT

Turning to employment, consistent with the national economy, the formal sector is the largest employer in Endumeni, employing three quarters of the labour force. Comparatively, this is a higher percentage than in both the District and the province. The informal economy in Endumeni only employs paltry 10.3%, much lower than the District (18.5%) and province (12.6%).

This should be an opportunity for the Endumeni municipality to consider SMME support interventions, or business incubation programmes aimed at achieving SMME growth and expansion. Globally, and particularly in the continent, SMMEs provide the highest percentage of employment. South Africa remains an outlier in this context. The trend of increasing numbers of unemployed labour force could be reversed through SMME support.

	Endumeni		uMzinyathi		KwaZulu-Natal	
Do not know	1,60%	242	2%	1,045	2,70%	56,548
In the formal sector	77,10%	11,988	70%	36,377	75,90%	1,583,687
In the informal sector	10,30%	1,601	18,50%	9,594	12,60%	262,032
Private household	11,10%	1,72	9,50%	4,955	8,80%	184,527

Table 5 Employment by Sector

Similar to the rest of South Africa, -and particularly urban areas- unemployment rate has increased steadily from 26% in 2015 to 32% in 2020. The impact of the pandemic on employment is yet to be fully realised. However, early indications suggest that Endumeni is likely to reach 38% unemployment by 2026. Rising unemployment creates higher dependency ratios, with the few employed labour force supporting larger /increasing unemployed relatives and friends. This in turn reduces the disposable incomes of the employed labour force, leading to deference of investments. Ultimately this cycle creates layers of economic vulnerability.

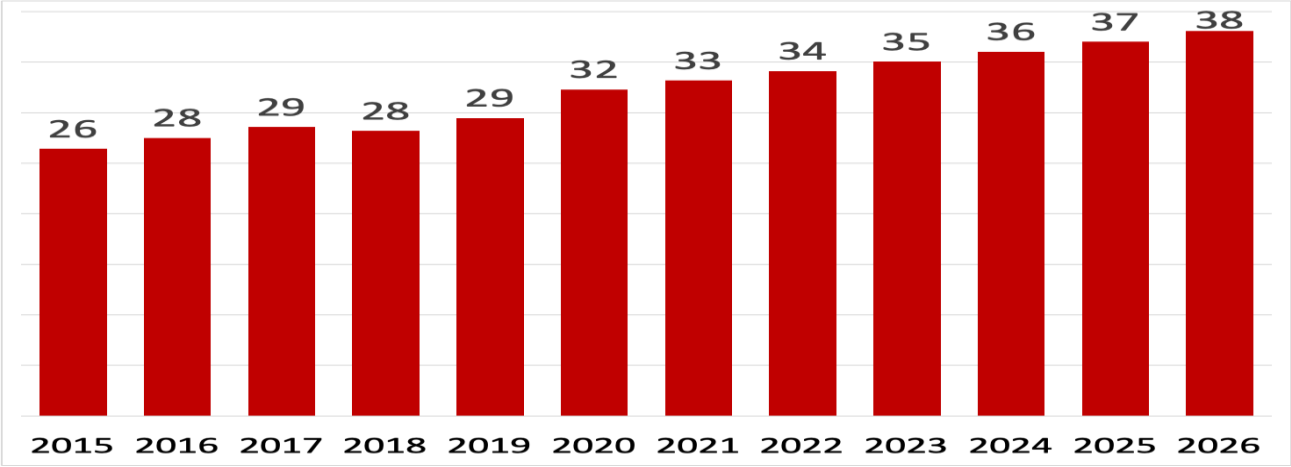


Figure 7 Unemployment Rate

1.4 IDP DEVELOPMENT PROCESS, PHASES & KEY TIME-FRAMES

The development of the IDP involved engagement of various stakeholders. This is well documented in the Process Plan, which is annexed in the IDP. The following is a summary of key activities of the process:

- The Strategic Review of the contents of the 2022/2027 IDP, Addressing MEC Comments;
- 2020/21 AG Report;
- The identification of sector plans; Alignment of IDP/PMS and Budget process;
- Alignment with sector departments and service providers; Integrating IDP and Sector Plans with the resource framework; The review of Spatial Development Framework; and
- The review of three-year financial plan to develop five-year strategic financial plan; The development of Service Delivery and Budget Implementation Plan; and the preparation of the IDP.

VISION

•"A dynamic municipality working together with its partners to deliver sustainable services and advancing towards building better communities"

MISSION

•To provide an effective system of governance and administration aimed at addressing the challenges confronting the Municipality, namely planning for integrated, sustainable growth; economic development; social development; integrated environmental development; the promotion of individual cultures; empowerment; and equity, in a manner befitting our core values.'

VALUES

•Honesty
•Consultation
•Collective Effort
•Good Leadership
•Proactive
•Ubuntu/Humanism

OBJECTIVES

•To generate sufficient revenue for sustainability and viability
•To provide services effectively, timely & economically.
•To revive municipal structures for effective collaboration and optimal functionality
•To align organizational processes, policies & actions with national & best practices
•To streamline planning processes to promote rural & urban
•Economic-viable spatial development
•To sustainably manage the environment

The following phases regarding the development and approval of the 2022/27 IDP were adhered to:

Phase	Activity	Operational Activity	Completion Date	Budget
Phase 1	Preparing for IDP Review • To clearly set out the approach and activities to be undertaken in executing the project; and • To ensure the support and buy-in of all key stakeholders.	• Draft 2022/27 Process Plan submitted to the Department of Co-operative Governance and Traditional Affairs for assessment purposes; • Final 2022/27 Process Plan submitted to the Department of Co-operative Governance and Traditional Affairs for consideration.	**July 2021** **August 2021**	**R0.00**
Phase 2	Gathering of Information and Public Participation • To collect all relevant information that will inform the assessment of the IDP and its implementation; and • To identify the implications and impact for the IDP.	• First IDP Rep Forum meeting convened; • Draft consolidated data of the situational analysis, programmes and projects; and • Consultative Meetings in all seven wards	**September 2021**	**R100 000.00**
Phase 3	Assessment and Evaluation of Information • To revise identified sections of the IDP document; • To prepare revised priority project lists; and • To inform the municipal budget.	• Holding of the Strategic Planning Session, to serve as a framework for the 2022/27 IDP Review and Budget; • Draft 2022/27 IDP, Performance Management System and Organogram approved by Council, and submitted to the	**March 2022** **March 2022**	**R50 000.00**

		Department of Co-operative Governance and Traditional Affairs, Provincial Treasury and National Treasury for assessment purposes.		
Phase 4	Adoption of Revised IDP Adoption of the 2022/27 IDP, Performance Management System and Organogram by Council.	• Draft 2022/27 IDP advertised, as required in terms of Section 25(4) of the Municipal Systems Act No. 32 of 2000; • Public Engagements held in all wards as required in terms of Chapter 4 of the Municipal Systems Act (No 32 of 2000; • Final 2022/27 IDP, Performance Management System, Organogram adopted by Council. • Final 2022/27 IDP, Performance Management System, Organogram submitted to COGTA, Provincial Treasury and National Treasury for consideration; and • Advertisements of the Final 2022/27 IDP.	**April 2022** **April 2022** **June 2022** **July 2022** **July 2022**	**R200 000.00**
	TOTAL COST			**R 300 000.00**

Table 6 Development and approval phases 2022/27 IDP

1.4.1 2022/27 IDP, BUDGET AND PMS PROCESS AND PROGRAMME

The 2022/27 IDP Process and Framework Plan was presented and approved by Council in August 2021, and subsequently submitted to the Department of Co-operative Governance and Traditional Affairs.

1.4.2 KEY BROAD CHALLENGES FACING THE MUNICIPALITY

Following a process of a strategic planning session to be held during 16-18 March 2022, and from the public engagement processes during the compilation of the Draft 2022/27 IDP and beyond, a set of challenges per KPA were identified:

1.4.3 IDP IMPROVEMENTS

The municipality has implemented strategic actions aiming at improving delivery are the key performance areas that underpin "a credible IDP". In this context, preliminary assessment process, each national KPA is briefly addressed in turn in this executive summary as called for in the March IDP review process.

The municipality then went a step further by highlighting the "matters" raised by the MEC of Cooperative Government and Traditional Affairs (COGTA) by then identify "action to be taken" as follows.

The Endumeni Municipality is using the back to basics programme to gauge the challenges raised. The back to basics programme aims to:

- Improve municipal procurement and infrastructure;
- The need to put people (citizens) first to restore confidence in Local Government The need for the introduction of fraud and corruption measures;
- The need to promote sound financial management through measures in place to mitigate electricity loss;
- In the final 2022/27 IDP, the municipality will be implementing the Cabinet Legkotla Resolution in terms of Batho Pele
- Principles: Revision of IDP Framework, incorporating Batho Pele (Section B, 7.1.2)

- Incorporation of Batho Pele Policy and procedure Manual Service Delivery Charter
- Service Delivery Implementation Plan
- Enhance monitoring of Batho Pele principles and monitor their implementation at Local Government level
- Integrate Batho Pele with the Integrated Development plan and Performance Management System (IDP/PMS) reporting Introducing a new approach to service delivery that puts people at the Centre of planning when delivering services
- Improving the image of public service (How customers view us)

The Draft IDP 2022/27 reflected the status of the following sector plans as they were also highlighted by the MEC in the 2021/22 comments. These Sector plans has been aligned to the 1st generation IDP's. Below are the Sector Plans that have been included in the strategic document:

- Operations & Maintenance Management Plan Electricity Sector Plan, Integrated Waste Management Plan (IWMP) Pavement Management System (PMS) Consolidated Infrastructure Plan
- Human Settlement Sector Plan
- Spatial Development Framework Wall to Wall Land Use Scheme Human Resource Strategy

1.5 2021/22 MEC COMMENTS

The Final 2021/22 IDP Review was adopted by Council on the 26 June 2021 and was subsequently submitted to the Department of Co-operative Governance and Traditional Affairs for comments as by Chapter 5, Section 25 of the Municipal Systems Act.

Table 6: The Department of Co-operative Governance and Traditional Affairs has then provided the following comments on the Final 2021/22 IDP Review which have been addressed as part of the Final 2021/22 IDP Review, and the municipality has developed an action plan to address the comments, and are structured as follows in table below:

No.	Key Performance Area	MEC Comments	Response to the MEC Comments	2022/23 Action Plan	Responsible Department
1)	Municipal Transformation and Institutional Development	1. Encourage to develop, adopt and implement Staff Retention Strategy and provide more detail on implementation of Human Resource Strategy and ITC Policy Framework. 2. Report on the 2019/2020 workplace Skilled Plan (WSP). 3. Municipality has employed one person living with disability. I encourage you to continue with your efforts to employ more people living with disabilities.	1. The reviewed Human Capital Strategy is due to be adopted by 30 June 2021 which sets strategic objectives, including staff retention strategy. 2. The 2022/2023 Workplace Skill Plan was submitted to LGSETA in April 2022. 3. The municipality has employed a second person living with disability which makes 2 people living with disability employed by municipality.	1.The Human Capital Strategy will be implemented in 2021/2022 Financial year. 2. The 2022/2023 Workplace Skill Plan acknowledgment letter from LGSETA was received 29 April 2022 3. During 2021/2022 financial year the municipality had employed the second person living with disability.	Corporate Services
2)	Local Economic Development	1. To Include the review process of LED Strategy in March 2021. 2. To Identified priority issued and proposal on Ease of doing business/Red Tape Reduction, Green Economy and	1. The LED Strategy in process of review will be submitted to council on 3o June 2022 for adoption 2. The key priority will be included on the revised LED strategy and be incorporated in 2022/23 IDP Review.	1. The LED Strategy is under review 2. The revised LED Strategy includes the on Ease of doing business/Red Tape Reduction, Green Economy and Township Economic Development	Planning and Economic Development

		Township Economic Development Programmes. To Incorporate these issues in the revised LED Strategy 3. Key infrastructure projects need to be spatially referenced ad include the Social Labour Plans into the strategy. 4. Poverty Eradication Plan to identify and specify 3 priorities per ward for specific interventions.	3. The LED Strategy is currently under review with aligned to National LED Framework and incorporated in 2022/23 IDP Review. 4. 3 Priority identified per ward add on LED Strategy	3. All key infrastructure projects is be mapped and incorporated in IDP. 4. 3 Priority identified per ward add on LED Strategy	
3)	Basic Service Delivery and Infrastructure	1. The Municipality is to improve the information on the Water Service Authority WSA as structured. To provide more information on the water and sanitation infrastructure to be upgraded replaces and decommissioned. 2. The Municipality has dealt with transportation issues in the IDP; however, the Municipality needs to prioritise the development of Local Integrated Transport Plan (LITP).	1. The Water Service Authority (WSA) 2. The municipality notes and agree with the MECs comments. 3. The municipality attempted to seek for external funding from various departments. There was one feedback from MISA that they were dedicating their budget to COVID-19 programmes. The municipality is	1. The Water Service Authority (WSA) noted 2. The municipality will strive to ensure that waste collection is continuous, and targets are met. 3. IWMP Noted 4. Electricity Infrastructure	1. Planning Economic Development Services 2. Technical Services

		3. The Municipality is undertaking solid waste management within the municipality to include the development of the Integrated Waste management Plan (IWMP) and reflect of implementation of this in the IDP. 4. Being that the Municipality is the primary electricity provider, however there is no indication of how the Municipality undertake the maintenance of electricity infrastructure. 5. Request for municipality to indicate in its IDP the budge set aside for the operations and maintenance of the animal pound	undergoing a on a financial strain to include this project in the budget, we do seek for help from the relevant department DOT. The municipality is in progress in developing the maintenance of electricity infrastructure Plan and will be adopted by 30 June 2021 4. Electricity Infrastructure 5. Animal Pounding	5. Allocated budget for the operations and maintenance of pound: R180 000	3. Technical Services 4. Technical Services
4)	Municipal Financial Viability and Management	1. Financial Viability Management need to improve in the next IDP 2. The Revenue Enhancement	1. The municipality noted that Financial Viability Management need to improve in the next IDP 2. The Revenue Enhancement Strategy	1. Financial Viability Management need to improve in the next IDP 2. The Revenue Enhancement Strategy	4. Budget and Treasury Office

		Strategy and include an analysis of how the strategy is benefitting the municipality include the plan to the review the strategy. 3. The Municipality should ensure that the Operations and Maintenance Plans are attached and supported by a budget. The Operations and Maintenance Plans should accommodate a realistic budget towards repairs and maintenance, if not close the value of the PPE value.	3. Endumeni Municipality is in process of developing Electrical maintenance Plan and Civil maintenance Plan.	3. The Electrical Maintenance plan will be submitted to council by 30 June 2021 for approval and Civil Maintenance Plan will be developed in 2022/23 financial Year.	
5)	Good Governance and Public Participation	1. Your Municipality is commended on the coverage and reporting on the Good Governance KPA. 2. all Municipalities are expected to implement the Batho Pele Principles. Your Municipality has not developed the Batho Pele Policy and Procedure Manual and the Service Delivery Improvement Plan (SDIP) (including the identification of 3 services to be improved) as recommended in the IDP			1. Corporate Services

		Framework Guideline. The Municipality is therefore advised to finalise the Draft Batho Pele Policy and to develop the SDIP to ensure compliance with the Batho Pele requirements. 3. With regards to IGR, please indicate in your discussions if strategic pronouncements from National and Provincial structures are discussed and progress monitored at the IGR structures. Further, also please indicate if the reports from the IGR structures are tabled to Council. 4. Fast-track the development, adoption, and implementation of the Community Participation Plan, as it promotes public participation. 5. You are encouraged to provide updated status information on the Audit Committee as the 2016 functionality is outdated. Please indicate if the risk register includes fraud risk.			

		6. Recommended that you enhance the Good Governance SWOT analysis by also including Opportunities and Threats.			
6)	Cross Cutting Intervention	1. Municipality has compiled with Section 26(e) of the MSA and Sections 12 (1) and Sections 20 of the Spatial Planning and Land Use Management Act (SPLUMA), (Act No 16 of 2013) which requires your Municipality to develop the Spatial Development Framework (SDF) and ensure that is included as an annexure to your IDP. The SDF is required to follow Section 2(4) of the Local Government Planning and Performance Management Regulations, 2001 (Reg. 796 of 2001) and the provisions of Section 21 of the SPLUMA, 2013 (Act 16 of 2013). 2. The SDF strategies do not identify role player to be engaged towards realising it. The SDF needs to develop a strategies that will identify the programmes and projects for development of land within the Municipality	1. The municipality has received confirmation from the Department Agriculture Land Reform and Rural Development for the funding of the Endumeni SDF 5-year cycle. The municipal draft SDF has identified strategies for various components, that can be linked to role players, see draft document page 38- 39. The draft SDF further lists proposed projects and programmes that will respond to the status quo in the implementation plan. The draft SDF has included green corridors as strategic assessment areas, to preserve the rivers and possible	1. tabled for adoption with the IDP, June 2022. 2. The 5 year SDP was submitted to the IDP unit to align the two documents and funding to be made available, for projects, to be implemented. 3. The municipality is going through a financial strain. The Precinct Plan will not be funded internally however the municipality has made alternative means to find funding from another sector department and the Umzinyathi Local Economic Agency or by a sector department. 4. Municipality has received confirmation from DALRRD for funding the Review of the Endumeni Singular Land Use Scheme.	1. Planning and Economic Development

		3. The municipality is advised to include strategic assessment of environmental impact. 4. The SDF need to reflect the requirements of engineering infrastructure and services provision for future development needs for the next 5 years. 5. The Municipality is advised to identify the necessary amendments to the Land Use Scheme or actions required to be undertaken in the short-term based on land procedures identified in the Capital Expenditure Framework and in support of the proposals, projects and/or programs identified within the short term. 6. The SDF needs to specify the institutional arrangements necessary for implementation related to both the budget and or the scheme. Furthermore the SDF needs to specify	wetlands in the area of jurisdiction of Endumeni LM. Various infrastructure documents were aligned to the SDF: IWMP, Electricity Master Plan, and WSDP. Which are 5-year plans that are adopted by council. Through out the draft SDF the available infrastructure plans have been incorporated. Additional infrastructure including social amenities have been calculated in the Spatial Proposal Chapter. Under the Implementation Plan Chapter of the draft SDF page 104, the shortened application procedures are identified in all urban townships, this will include all identified new developments within urban townships will be undertaken though shortened procedures, that the SPLUMA Bylaw will need to unpack how, this will call for an amendment of the bylaw and the current land use scheme. The draft SDF has identified focus areas within the Spatial Proposal Chapter that are areas where intervention is needed by both public		

		where necessary of any arrangements undertaken or planned for partnerships in the implementation process. 7. Disaster Management Risk Profile and mapping to be included in the SDF document	and private parties. The draft SDF future identified transactional areas that too will need private and public partnerships to implement the developments. This action has been addressed on page 68 10.4 of the document.		
	Other key observations:				
7)	Strategic thrust of the 6 KPAs and the Service Delivery and Budget Implementation Plan	1. The Implementation Plan needs to be developed in line with the IDP Framework Guideline. 2. The Municipality is commended on the incorporation of the Back-to-Basics Programme in the IDP. 3. Municipality is advised to align the indicators with MFMA Circular 88.	1. To be included on the next Financial Year	2. The new guideline from COGTA will be used to align the indicators.	3. Planning and Economic Development
8)	District Development Model	1. In late 2019, the District Development Model (DDM) was introduced as the service delivery programme for the 6th Administration. This was as a result of the pattern of the 3 spheres of government operating in silos and this was identified as a challenge which led to lack of coherence in		1. The DDM facilitators work session was held on 09 April 2021, Talana Museum. Subsequently to that the DDM workshop was held on 18 May 2021, where the commissions discussed the constrains and desired areas. 2. The first draft of the short term DDM plan will be finalised in June 2021. 3. Going forward the district will be facilitating more IGR sessions with family of	1. Planning and Economic Development

		planning and implementation and has made monitoring and oversight of government's programme difficult, ultimately resulting in the breakdown of IGR. 2. In order for the renewal and rebuilding of a capable developmental state, the DDM was introduced to re-engineer the current IGR Framework Model for greater specification and detail on how the 3 spheres of government will undertake joint planning and fiscal investment. The District Mayors Forum and the Municipal Managers Forums were reconfigured to become the DDM Political and Technical Hubs. 3. The Sub Technical structures (except the legislated structures) evolved to become the ESCID, GSCID, Social and JCPS Clusters operational		municipalities and the sector departments to plan and budget for the long term DDM. DDM profile was adopted and assessed by provincial and national government. Limited Implementation monitoring due to Clusters and Hubs Agendas are not aligned with the DDM profile rather deliberations are based on provincial crisis's. New Roles and Responsibilities have been identified by the Umzinyathi Admin Hub, to focus the discussions in Clusters, and Hubs to focus on the implementation of the DDM profile.	

		within the district space. Participation of all spheres of government is now coordinated within the district space to ensure the alignment and implementation of programmes and projects. 4. You are therefore encouraged to fully participate in the planning and implementation of the DDM through these structures. Please also take note of and participate in the re-engineered shared services Memorandum of Understandings that are currently being developed within the District Family for the purpose of implementation of the DDM.			

Table 7 Action Plan in response to MEC comments

1.6 ENDUMENI PERFORMANCE MANAGEMENT SYSTEMS (PMS)

Performance Management is a strategic approach to management, which equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. Chapter 6: of the Municipal Systems Act (No. 32 of 2000) requires municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to their IDP;
- Publish an annual report on performance for the organization, staff, the public and other spheres of government; Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government; Have their annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and reviewing municipal performance. In addition, the 2001: Municipal Planning and Performance Regulations states that:
- Performance Management System must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;
- Performance Management System must inter alia comply with the requirements of the Systems Act, relates to the municipality's employee performance management processes and be linked to the municipality's ID Endumeni Local Municipality is in the process of reviewing its 2022/23 Organizational Performance System as required in terms of Chapter 6 of the Municipal Systems Act 32 of 2000. The documents which are being developed as part of the process are as follows and consideration is currently being given to the conversion to an electronic system:
- Implementation Plan
- Organizational and Departmental Score Cards PMS Framework
- Individual Performance plans Individual Performance Agreements

The Organizational and Departmental scorecards contain strategies in line with SALGA guidelines and are further compliant with the Provincial Growth and Development Strategy. It has been recommended that the Performance Plans that have been developed for Section 56 Managers be made applicable and be cascaded to all employees. However, to date Endumeni Municipality Performance Management System has been refined to include a system of individual staff appraisals as contemplated per section 67 of the Municipal Systems Act.

The municipality is in the process of cascading PMS to all other levels of the organization. Given the fact that the performance of a municipality is integrally linked to that of staff, it is therefore important to link organizational performance to individual performance and to manage both at the same time, but separately. In this way all employees are working towards a common goal. It is however the responsibility of the employer, to create an environment, which the employees can deliver the objectives and the targets set for them in their performance plans and job descriptions.

The SDBIP gives effect to IDP and budget. The budget gives effect to the strategic priorities. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of- year targets and implementing the budget. The SDBIP measures the operational plan, whilst the PMS measures performance at a strategic level. The SDBIP and the PMS provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for management accountable for its performance.

1.7 INDIVIDUAL PERFORMANCE AGREEMENTS

These Performance Agreements define the municipality's performance expectations of all employees.

1.7.1 WORK PLANS

This is Integral part of the Performance Agreement and informed by institutional outputs and targets as captured in the municipality's IDP and SDBIP.

1.7.2 PERFORMANCE REVIEWS

To be conducted on a quarterly basis and will culminate into an annual performance appraisal.

1.7.3 PERFORMANCE EVALUATION SYSTEM

Employees will be assessed on the extent to which objectives under each KPA have been achieved A score of 1 to 5 should be allocated to each KPA (depending on extent to which the objectives have been achieved).

1.7.4 PERFORMANCE BONUS

Performance bonuses will be paid in recognition of employee outstanding performance in terms of their respective performance reward and incentive policies. Such bonuses will only be paid to employees that completed an assessment period of 12 months.

1.7.5 CHALLENGES IN IMPLEMENTING PERFORMANCE MANAGEMENT

The performance management challenge in organizations has many dimensions in today's environment and creating focused initiatives to overcome these challenges is not a silver bullet approach.

In many cases remuneration schemes are driving the performance system, which creates a number on long term consequences in organizational behaviour and culture.
In other cases, senior management are so focused on scorecard management to hold people accountable that the creation of the scorecard is not aligned with key performance areas, but rather a number of deliverable projects and tasks.

In the 2022/2023 financial year the municipality will intensify its efforts towards cascading PMS beyond Section 54 and Managers as it was the case in the current financial year, but to include

1.8 FIVE YEAR ACTION PLAN

Basic to five-year action programme are the projects which have been reviewed and are shown in Section E. The process of developing the 2022/27 IDP Projects Table was coordinated internally by the Municipality. A series of meetings were convened both individually and collectively with the various line-function Departments within the Municipality, as well as with the

key Sector Departments, and ward committees in order to identify projects that accord with the Municipality's Vision. This resulted in the compilation of a comprehensive schedule of proposed projects as shown in Section F.
The inputs from the Consultative Sessions conducted during the month of November 2021 have also been incorporated as far as possible in this regard.

1.9 MEASURING & MONITORING PROGRESS

PMS cannot be implemented or transplanted directly from another municipality or copied from a textbook or taken from the shelf. Each municipality is unique due to the ever-changing environment in which they operate. Therefore, when developing and implementing a PMS, it is essential that this intervention is properly understood and tested, before implementation, in order to facilitate effective performance. No PMS operates in isolation as it is a systems wide intervention which ensures control in the ultimate achievement of vision/mission, strategic objectives and goals. It is therefore important that the municipality takes ownership and "grows" into its own PMS.

It is important to note that a PMS is dynamic and will change and develop over time to reflect the unique features and institutional dynamics of the municipality. The municipal environment is no exception to this phenomenon and this policy framework lends itself to improvement and positive changes with even more focused alignment to its objectives and performance levels.

With regard to the measuring and monitoring progress in implementation of the IDP and Budget, Endumeni Local Municipality has once again engaged in the process of reviewing and compiling the Service Delivery Budget & Implementation Plan for 2022/23 which will serve as a monitoring tool to assist the Mayor, the municipal manager, senior managers; staff; strategic partners and the community at large in evaluating the performance of the Municipality.

As far as possible the 2022/23 SDIBIP attempted to translate the 2022/23 IDP and Budget in specific actionable objectives; strategies and key performance indicators. This will generally allow for a situation where early detection of poor performance, and measures to mitigate poor performance can easily be established.

Although generally the focus for service delivery performance is associated with the Key Performance Area of Basic Services & infrastructures which involves the delivery of prioritized capital physical projects at ward and community level, however the benefit of the implementation of the PMS system through the SDIBIP is to ensure that the performance of the Endumeni Local Municipality in its totality is monitored, by equally monitoring and evaluating all six legislated Key Performance Areas of a Municipality including the following:

- Cross-Cutting Interventions
- Basic Service Delivery & Infrastructure
- Good Governance and Public Participation
- Municipal Transformation and Institutional
- Development Local Economic Development (LED)
- Financial Viability and Management

1.9.1 MUNICIPAL GOALS, OBJECTIVES & CHALLENGES

Municipal goal is to ensure that all community members within Endumeni have access to basic services. This can be achieved by ensuring that the Key Performance Areas are implemented effectively and efficiently. The following table highlights the municipal priority objectives aligned to the KZN KPAs and demonstrate how they will be measured:

MUNICIPAL GOALS, OBJECTIVES & CHALLENGES

GOALS	OBJECTIVES	CHALLENGES AND HOW THEY WILL BE MEASURED
KPA1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT		
Improve organizational cohesion and effectiveness	Adhering to the Municipal Adopted Policies	Date PMS Framework/Policy reviewed and adopted Date organizational structure reviewed and adopted No. of people form employment equity target groups employed in the three highest levels of management in compliance with approved employment equity plan Date Work Skills Development Plan adopted Date to review and adopt HR Strategy Date 2020/21 Annual Report adopted Date all HR policies reviewed % of litigation cases resolved Date the Communication framework/strategy adopted Number of Special Programmes implemented within the Local Municipality No. of B2B Quarterly Performance Reports submitted to Cogta
GOALS	**OBJECTIVES**	**CHALLENGES AND HOW THEY WILL BE MEASURED**
KPA 2: BASIC SERVICE DELIVERY		

Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Improve Basic services delivery	% of MIG Expenditure by 30 June 2022 Number of existing consumer units with access to electricity Number of new consumer units with access to electricity Number of existing consumer units with access to refuse removal at least once per week Number of new consumer units with access to refuse removal at least once per week Date the Reviewed Indigent Register Adopted By Council Number of new housing units constructed per annum Number of municipal facilities maintained per annum

GOALS	**OBJECTIVE (S)**	**CHALLENGES AND HOW THEY WILL BE MEASURED**
KPA 3: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT		
Create an environment that promotes the development of the local economy and facilitate job creation	Implement LED Strategy and address the MEC comments.	Date the Reviewed LED Strategy Number of LED jobs within the Municipality created per Annum Through Capital projects Number of SMME's Supported through the municipal SCM Processes per annum Date the Annual Mayoral Business Engagement Session convened per annum Number of Business Inspections Conducted Date the Annual Operational Grant transferred to Dundee Tourism Date the Informal Economy Policy Adopted by Council Date the Informal Economy Trading Facilities Erected Date the Annual Endumeni Small Business Week Event Held Number of Endumeni LED Technical Support Implementation Reports Adopted by Council Number of LED Forum Functional
GOALS	**OBJECTIVES**	**CHALLENGES AND HOW THEY WILL BE MEASURED**

KPA 4: MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT		
To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems		Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100) Percentage operating revenue budget implementation (actual operating expenditure/budget operating revenue x 100) Percentage service charges and property rates revenue budget implementation (actual service charges and property rates revenue/budget service charges and property rates revenue x 100) Asset register updated on a monthly basis and report submitted to the MM Review and implementation of debt collection policies, systems and by-laws submitted to ExCo
GOALS	**OBJECTIVES**	**CHALLENGES AND HOW THEY WILL BE MEASURED**
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION		
Promote a culture of participatory and good governance		Number of ward meetings held per ward per annum Number of Audit/ Performance Audit meetings held per annum Date all Performance Plan and Agreements with Senior Managers Date the Annual report submitted to Cogta Number of Quarterly Performance Reports submitted to Council per annum Number of Quarterly Performance Assessments Conducted per annum Number of SDF/IDP/Budget Consultative Sessions Conducted per annum Number of B2B Support Plans and Reports Submitted to Cogta Date unqualified audit report from AG with no matters obtained

		Date the Mid-Year Term Performance Report adopted by Council Number of Updated Quarterly Risk Register adopted by Council Number of MPAC meetings held per annum Number of quarterly reports submitted for the progress made with the reporting process in terms of the MFMA Percentage of complaints addressed Number of Traffic regulations compliance Reports submitted per annum Number of IGR Forum Meetings attended per annum Number of Portfolio Committee Meetings held per annum Number of EXCO Meetings Held per Annum Number of Council Meetings Held per Annum Number of To Management Committee Meetings held per Annum Number of Departmental Meetings Held per annum Number of Labour Forum Meetings held per annum Number of Employment Equity Forum/Committee Meetings held per annum Number of Risk Management Committee Meetings Held per annum Number of LED Forum Meetings held per Annum Number of IDP Steering Committee Meetings Held per annum Number of IDP Representative Forum Meetings Held per
GOALS	**OBJECTIVES**	**CHALLENGES AND HOW THEY WILL BE MEASURED**

KPA 6: CROSS CUTTING INTERVENTIONS		
Effective Spatial Planning, Land Use Management, Environmental Planning & Management; Disaster Management and Building Control and Compliance	Enhance effective implementation of the Spatial Planning, Land Use Management, Environmental Planning & Management; Disaster Management and Building Control and Compliance	Date the reviewed bylaws adopted by Council % IDP credibility ranking achieved Date the PMS Framework Plan adopted by Council Date the Annual Strategic Planning Session conducted Date the reviewed IDP & Sector Plans adopted by Council Number of Quarterly SPLUMA Applications Register submitted to Council per annum Date the Reviewed Spatial Development Framework Adopted by Council Date the Reviewed Land Disposal Policy adopted by Council submitted to Council per annum Date the GIS Policy adopted by Council Date the Reviewed Disaster Management Plan Adopted by Council Date the Annual

		Date the Strategic Environmental Assessment (SEA) Report adopted by Council Date the Inclusive Gap Human Settlement Feasibility Study Report adopted by Council Date the targeted Municipal Farms fenced per annum Number of Municipal Lease Register Submitted to Council Number of Building Control and Enforcement Reports submitted Date the Reviewed Integrated Waste Management Plan adopted by Council Date the Reviewed Wall to Wall Land Use Scheme adopted by Council

Table 8 Municipal Goals, objectives and challenges

SECTION B: PLANNING & DEVELOPMENT PRINCIPLES

1. INTRODUCTION & BACKGROUND

The Integrated Development Planning (IDP) is a process through which municipalities prepare a strategic development plan, for a five-year period. The Integrated Development Plan (IDP) is a product of the integrated development planning process. The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality. All municipalities (i.e. Metros, District Municipalities and Local Municipalities) have to undertake an integrated development planning process to produce integrated development plans (IDPs), as the IDP is a legislative requirement and its legal status supersedes all other plans that guide development at local government level.

1.10 LEGISLATIVE FRAMEWORK

Constitution of the Republic of South Africa, Act 108 of 1996

Section 152, 153 and 195 of the Constitution compels municipalities to perform specific duties and in a certain way including:

- Provide a democratic and accountable government for local communities
- Ensure a provision of services to communities in a sustainable manner Promote social and economic development
- Promote a safe and healthy environment
- To encourage the involvement of communities and community organizations in the matters of local government

Municipal Systems Act (No. 32 of 2000)

According to Chapter 5, Section 32 of the Municipal Systems Act of 2000, all municipalities (i.e. Metros, District Municipalities and Local Municipalities) are required to undertake an integrated development planning process to produce Integrated Development Plans (IDPs). A credible IDP is a single, inclusive strategic plan for the municipality that:

- is based on up to date and accurate statistics and empirical data that can inform strategic decision making;
- integrates, co-ordinates and facilitates service delivery, local economic development and wise land use management within the municipal area of jurisdiction;
- forms the general basis on which annual budgets are developed;

- aligns the resources and capacity of the municipality with the implementation of the plan; and
- assists a municipality in fulfilling its constitutional mandate as developmental local
- government; and facilitates the processes sustainability through vigorous public participation.

Chapter 5, Section 34 of the Municipal Systems Act (No 32 of 2000), requires municipalities to review their IDP's on annual basis to address amongst others but not limited to:

Comments from the MEC for Co-operative Governance need to be considered as part of the IDP preparation process; Consider new Council priorities; New policies (e.g. National Development Plan, Provincial Growth and Development Strategy, Growth Path Municipal Structures Act (No. 117 of 1998)

The Municipal Structures Act No 117 of 1998 makes provision for the powers and functions between the districts and local municipalities. It mandates district wide functions to the district municipalities and critical day to day functions to the local municipalities.

Municipal Finance Management Act (MFMA), (No.56 of 2003)

The annual Budget and the IDP have to be linked to one another and that has been formalized through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act indicates that at least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for:

- The preparation, tabling and approval of the annual Budget; The annual review of:
- The integrated development plan in terms of Section 34 of the Municipal Systems Act, and The Budget related policies
- The tabling and adoption of any amendments to the integrated development plan and budget related policies,
- The consultative processes forming part of the processes referred to in subparagraphs (a), (b) and (c).
- The Disaster Management Act No 53 of 2002

The Disaster Management Act No 53 of 2002, Section 25 requires that each municipality must, within the applicable municipal disaster management framework:

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; regularly review and update its plan: and through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.
- A disaster management plan for a municipal area must-
- Form an integral part of the municipality's integrated development plan;
- Anticipate the types of disaster that are likely to occur in the municipal area and their possible effects; place emphasis on measures that reduce the vulnerability of disaster-prone areas,
- Seek to develop a system of incentives that will promote disaster management in the municipality; identify the areas, communities or households at risk;
- Take into account indigenous knowledge relating to disaster management; promote disaster management research;
- Identify and address weaknesses in capacity to deal with possible disasters;
- Provide for appropriate prevention and mitigation strategies;
- Contain contingency plans and emergency procedures in the event of a disaster,
- A district municipality and the local municipalities within the area of the district municipality must prepare their disaster management plans after consulting each other.
- A municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if it is a district municipality or a local municipality, to every municipal disaster management centre within the area of the district municipality concerned.

- Local Government: Municipal Planning & Performance Management Regulations, 2001. In 2001, the Municipal Planning and Performance Management Regulations were issued to further provide guidelines and clarity on the issues of IDP and PMS.
- The Municipal Planning and Performance Management Regulations provide details on the requirements of the IDP and Performance Management System. Summarily, it is important to indicate this draft 2022/23 IDP has to a greater extent been accordingly compiled and adopted in accordance with the provisions of the above described legislative frameworks and we are very much confident that the final IDP is not just legally compliant but more importantly presents itself as a credible plan that will continue to guide and direct the development agenda of Endumeni Local Municipality

1.11 ALIGNMENT WITH PROVINCIAL AND NATIONAL POLICIES

1.1.1 MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

The 2022-27 MTSF focuses on the following priorities:

- Radical Economic transformation, rapid economic growth and job creation; Rural Development, land and agrarian reform and food security;
- Ensuring access to adequate human settlements and quality basic services Improving the quality of education & training;
- Ensuring quality health care and social security for all citizens; Fighting corruption and crime; and
- Contributing to a better Africa and a better world Social Cohesion and nation building.

1.1.2 THE NATIONAL 14 OUTCOMES

Outcome 1: Improved quality of basic education

Outcome 2: A long and healthy life for all South Africans

Outcome 3: All people in South Africa are protected and feel free

Outcome 4: Decent employment through inclusive economic growth

Outcome 5: A skilled and capable workforce to support inclusive growth

Outcome 6: An efficient, competitive and responsive economic infrastructure network.

Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all

Outcome 8: Sustainable Human Settlements for and improved quality of household life

Outcome 9: A responsive, accountable, effective and efficient Local Government

Outcome 10: Environmental Assets and natural resources that are well protected and continually enhanced

Outcome 11: A better South Africa, a better safer Africa and world

Outcome 12: A development orientated public service and inclusive citizenship

Outcome 13: An inclusive and responsive social protection system

Outcome 14: Nation building and Social cohesion

1.12 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO. 16 OF 2013 (SPLUMA)

1.1.3 DEVELOPMENT PRINCIPLES

The Sustainable Development Goals (SDGs)

"The concept of a developmental state – which applies both to the country and the province is rooted in the Millennium Development Goals (MDGs) adopted by the United Nations. Indeed both the national and provincial government's development strategies and interventions should be viewed in the context of, and measured against, these international development goals which apply to all countries across the globe**.** The MDGs which need to be achieved by 2015 are:

- Eradication of extreme poverty and hunger
- Halve the proportion of people with less than R6.00 per day
- Reduce by half the proportion of people who suffer from
- hunger Achievement of universal primary education
- Ensure that all boys and girls complete a full course of primary schooling Promotion of gender equality and empowerment of women
- Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015
- Reduction in child mortality
- Reduce by two thirds the mortality rate among children under five Improvement of maternal health

- Reduce by three quarters the maternal mortality ratio Combating HIV/AIDS, malaria and other disease
- Halt and begin to reverse the spread of HIV/AIDS
- Halt and begin to reverse the incidence of malaria and other major diseases Ensuring environmental sustainability
- Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources Reduce by half the proportion of people without sustainable access to safe drinking water
- Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020
- Developing a global partnership for development
- Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory, includes a commitment to good governance, development and poverty reduction— Nationally and Internationally
- In cooperation with the developing countries, develop decent and productive work for youth
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries
- In cooperation with the private sector, make available the benefits of new technologies specific information and communication technologies.

1.13 THE NATIONAL DEVELOPMENT PLAN: VISION 2030

The National Development Plan has been prepared by the National Planning Commission, which was appointed by the President and it is not a government department. The purpose of the National Planning Commission serves to advice government on issues impacting long term development. The National Development Plan has a vision and targets to be achieved from now till 2030.

The National Development Plan is a step in the process of charting new path for the country. By 2030, the plan seeks to eliminate poverty and reduce in quality and create employment and it serves to change the life chances of millions of the people. The National Development Plan mainly seeks to address the following main challenges:

- Too few people work;
- The standard of education for most black learners is of poor quality; Infrastructure is of poor quality and under maintained;
- South Africa remains a divided society;
- Corruption is wide spread; and
- Public services are uneven and often of poor quality.

The 2030 targets which are aimed to be achieved by the National Development Plan are as follows:

- Economy and employment
- Reducing unemployment rate by 20% in 2011 to 14% by 2020, and 6% by 2030;
- creation of 11 million jobs by 2030;
- Economic Infrastructure
- People with access to electricity should rise from 70% in 2010, to 95% by 2030;
- Transition to a low carbon economy
- Reducing of green gas emissions by 2025; Inclusive rural economy
- An additional of 643 000 direct jobs and 326 000 indirect jobs in agriculture, agro – processing and related sectors by 2030; Education, training and innovation
- 80% of the schools and learners to achieve 50% and above in literacy, mathematics and science in grades 3, 6 and 9.
- Improve education and training graduation rate to 75% by 2030;
- Health care for all
- Under 20 age group should largely be an HIV free generation Social protection
- Number of public works jobs should rise from the present level to about 1 million in 2015, and then to about 2 million by 2030;
- Building safer communities
- In 2030; people living in South Africa feel safe and have no fear of crime;

- Fighting corruption and enhancing accountability a corruption free society and high adherence to ethics and government accountable to its people
- Transforming society and uniting the country Living society where opportunities are not being determined by race and birth right, seek a united, prosperous and non – racial society

1.1.4 THE REVISED PROVINCIAL GROWTH & DEVELOPMENT STRATEGY

Table: Alignment of the Provincial Growth and Development Strategy to the municipal sectors

The Vision Statement is:

"By 2035 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living indignity and harmony, acting as a gateway to Africa and the World."

The Mission Statement is:

By 2035, the PROVINCE OF KWAZULU-NATAL should have maximized its position as a gateway to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment.

Abject poverty, inequality, unemployment and the current disease burden should be history, basic services must have reached all of its people, domestic and foreign investors are attracted by world class infrastructure and a skilled labour force.

The people will have options on where and how they opt to live, work and play, where the principle of putting people first, living together in dignity and harmony, and where leadership, partnership and prosperity in action, has become a normal way of life.

1.1.5 THE REVISED 2016 KZN PGDS CONTINUES TO:

- Be the primary growth and development strategy for KwaZulu-Natal, but now to 2035;
- Mobilise and synchronise strategic plans and investment priorities in all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners, in order to achieve the desired growth and development goals, objectives and outcomes;
- Spatially contextualize and priorities interventions so as to achieve greater spatial equity;

- Guide clearly defined institutional arrangements that ensure decisive and effective leadership, robust management, thorough implementation and ongoing inclusive reviews of the growth and development plan; and
- Provide a firm basis for monitoring, evaluation and reporting, as well as a framework for public accountability.

This Revised PGDS puts forward 31 strategic objectives to achieve seven strategic goals, as indicated in the table below.

2016 PGDS STRATEGIC GOALS and OBJECTIVES	
STRATEGIC GOAL No	STRATEGIC OBJECTIVE 2016
1. *INCLUSIVE ECONOMIC GROWTH*	*Develop and promote* the agricultural potential of KZN Enhance sectoral development through trade investment and *business retention Enhance spatial economic development* Improve the efficiency, *innovation and variety* of government-led job creation programmes Promote SMME and entrepreneurial development Enhance the Knowledge Economy
2. *HUMAN RESOURCE DEVELOPMENT*	Improve early childhood development, primary and secondary education Support skills development to economic growth Enhance Youth and adult skills development and life-long learning

3. *HUMAN AND COMMUNITY DEVELOPMENT*	Eradicate poverty and improve social welfare services New Wording Enhance health of communities and citizens Safeguard and enhance sustainable livelihoods and food security New Wording Promote sustainable human settlements Enhance safety and security Advance social cohesion and social capital New Wording Promote youth, gender and disability advocacy and the advancement of women
4. *INFRASTRUCTURE DEVELOPMENT*	Development of seaports and airports New Wording Develop road and rail networks Develop ICT infrastructure Ensure availability and sustainable management of water and sanitation for all Ensure access to affordable, reliable, sustainable and modern energy for all Enhance KZN waste management capacity
5. *ENVIRONMENTAL SUSTAINABILITY*	Enhance resilience of ecosystem services New Wording Expand the application of green technologies Adapt and respond climate change

6. *GOVERNANCE AND POLICY*	Strengthen policy, strategy coordination and IGR Build government capacity Eradicate fraud and corruption Promote participative, facilitative and accountable governance
7. *SPATIAL EQUITY*	Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment

Table 9: 2016 PGDS Strategic Goals and Objectives

1.1.6 UMZINYATHI DISTRICT MUNICIPALITY – DISTRICT DEVELOPMENT MODEL

The model is to be perfected, improved and adapted in the process of implementation in each Province & District area guided by the overall objectives of improving and achieving co-ordinated and integrated planning, budgeting and implementation between the 3 spheres and sectors in the district space.

The implementation of the DDM requires: -

- Establishment of the District structures and management frameworks which are integrated with the existing OSS framework
- Developing ONE PLAN in each District space through a 3 phased process:

✓ A district Profile Assessment report

✓ A short term ONE PLAN (18 months – 2yrs horizon)

✓ A longer term ONE PLAN (25-year plan)

Ensure that we bring to life the aspirations of The People Shall Govern & Bring government closer to the people. Developmental change is shaped and owned at district level in partnership with communities, citizens and social partners.

The profile will serve as a basis for discussion and engagements on the baseline and priorities for developing a ONE PLAN for the Districts, by the newly established District Hubs. It is a Status Quo Analysis and a Short-Term Action Plan identifying immediate service delivery actions, and catalytic activities aimed at unlocking developmental projects (Stabilisation Phase).

The profile will:

- provide the District Hub members with a brief overview of the District demographics, and development profile.
- provide a high level assessment of the key strategies and priorities for improvement and transformation in the following: - economic positioning, spatial restructuring, infrastructure engineering, housing and services provisioning, and governance and management.
- identify and collate all current sector and sphere commitments (projects and investments) in the District area for the next 18 months.
- Identify catalytic projects.
- Identify key gaps and areas of misalignment between SDF, IDP and DGDP and gaps between sector plans with the DGDP, SDF and IDP.

1.1.7 DISTRICT DEVELOPMENT MODEL (DDM) OBJECTIVES

To achieve coherent governance: -

- a coordinated District & Metro level approach to business by all 3 spheres- "we are going to do away with this fragmented approach to development."
- 44 Districts and 8 Metros will be the high impact zones for the country.
- Redirect and confirm Co-operative governance & Integrated collaborative planning and implementation undertaken at a District and Metro level by all 3 spheres.
- Institutionalized Long term co planning in ONE PLAN per District & Metro towards Sustainable Development and Spatial Transformation & Equity.
- Integrated Services
- Strengthened M&E
- M/DDM is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government & SOE's to work jointly and to plan and act in unison

- Ensure that we bring to life the aspirations of The People Shall Govern & Bring government closer to the people. Developmental change is shaped and owned at district level in partnership with communities, citizens and social partners

CURRENT IGR STRUCTURE

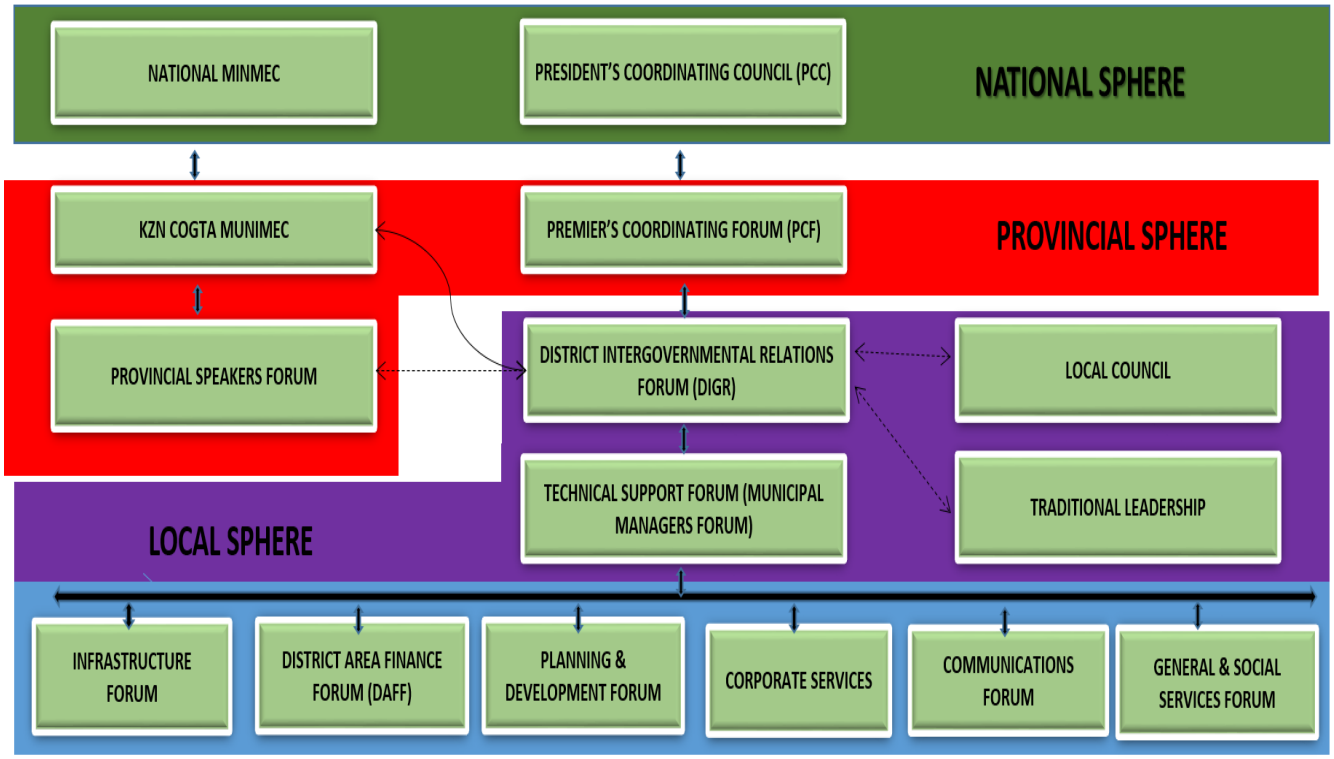


Figure 8:Current IGR Structure

1.14 THE STATE OF THE NATION ADDRESS – 2022 (SONA)

President Cyril Ramaphosa has presented the State of the Nation Address (Sona) to a joint sitting of the two Houses of Parliament (National Assembly and National Council of Provinces) 10 February 2022. President Cyril Ramaphosa' s first State of the Nation Address (SoNA) to the joint sitting of the two houses of Parliament since his appointment in the office in 2019.

PRIORITIES:

- Over-coming the Covid 19 pandemic
- A massive roll-out of infrastructure
- A substantial increase in production
- The rapid expansion of our energy generation capacity
- An employment stimulus to create jobs and support livelihoods

Intention to end the National State of Disaster as soon as we have finalised other measures under the National Health Act, 2003 and other legislation to contain the pandemic. Last year our employment rate reached its highest recorded level. Unemployment has been by low growth, which has in turn resulted from long term decline in investment. We have been taking extra ordinary measures to enable business to grow and create jobs alongside expanded public employment and social protection.

The task of the government is to create the conditions that will enable the private sector to emerge and grow. The electricity crisis one of the greatest threats to economic and social progress. Load shedding continues to have a huge impact on the lives of all South Africans, disrupting business activities and strains on communities.

Infrastructure is central to our economic reconstruction and recovery. Through innovative funding and improved technical capabilities, we have prioritised infrastructure projects to support economic growth and better livelihoods, especially in energy, roads, and water management. Government is introducing an innovative social infrastructure delivery mechanism to address issues that afflict the delivery of school infrastructure. The mechanism will address the speed, financing and funding, quality of delivery, mass employment and maintenance.

In the past year, we launched new master plans in the steel industry, furniture, and global business services. Through these plans, business, government, and labour are working together to increase production and create more jobs in the sector.

State of the Province Address (SOPA)

Honourable Premier of the Province of Kwa- Zulu Natal has presented the State of the Province Address (SoPA) in front of the Provincial Executive, including the Speaker, Deputy Speaker and the Secretary on 25 February 2022.

PRIORITIES:

1. Basic services
2. Job creation
3. Growing the economy
4. Growing SMMEs and Cooperatives

5. Education and Skills Development
6. Human settlement and Sustainable Livelihoods
7. Building a caring and incorruptible government

The KwaZulu Natal province has undergone experiences we could have not imagined at the start of the term. Chief among these has been deadly and devastating impact of the Corona Virus which has laid bare the structural challenges of inequality, poverty and unemployment which also has a race and gender bias.

Our unemployment rate has risen to 28,7% from 23% before pandemic. Our country's economic structure is the primary cause behind our persistently low levels of economic productivity and low growth that is driven by high input costs.

The provincial government continues to pursue infrastructure led government. Transport infrastructure is a catalyst for economic growth, job creation and development. The KZN government welcomes the pronouncement in the SONA that more bridges will be built this year, creating an additional 11 000 jobs.

The government continues to prioritise housing for the most vulnerable to restore their dignity. The government is also in a process of completing 2 767 houses, 355 finance linked individual subsidies provided to households who bought their own properties through loans from financial institutions.

In our governments effort to quicken the temp of job creation while protecting the poor and vulnerable, government managed since last year to create job opportunities through projects and Expanded Public Works Programme targeting young, woman and disabled.
In the year 2022/2023:

- 10 000 job opportunities will be created throughout the province in housing; and
- 1000 youths will be trained as artisans in bricklaying, carpentry, and plumbing.

Government remains focused on implementing the Black Industrialists Programme to drive radical economic transportation and the participation of black people in the mainstream economy.

1.1.8 CHALLENGES WE HAVE HAD TO FACE

- International Geopolitical Uncertainties Persistent
- Low Levels of Economic Growth Continued Drought

1.1.9 HIGHLIGHTS OF PROGRESS WE HAVE MADE IN THE LAST YEAR

- Build and inclusive economy that creates decent jobs
- Transform our rural Areas
- Ensure decent living conditions and sustainable human settlements
- Improve and Expand Education and Training Security
- Fight crime and corruption
- Build a United nation and promote social cohesion
- Commitment to accountability in pursuit of Good Governance

1.1.10 THE SEVEN (7) KZN PRIORITIES

The following are the seven (7) KZN Priorities that each municipality as an implementing agent should strive to address / achieve:

- Job creation;
- Human Resource Development;
- Human & Community Development; Strategic Infrastructure;
- Environment Sustainability;
- Governance & Policy
- Spatial equity

1.15 GOVERNMENT POLICIES AND IMPERATIVES AND HOW THE MUNICIPALITY APPLIES AND ADDRESSES THEM

The following table demonstrates the Government Policies and Imperatives and how Endumeni Municipality applies / addresses them:

GOVERNMENT POLICY	MUNICIPAL ACTION
Medium Term Strategic Framework (MTSF)	The municipality has housing projects that have been approved by the Department of Human Settlement for implementation in ward 6 & 5. Ensuring access to adequate human settlements and quality basic services.
The 14 National Outcomes	The municipality adopted the 2020/21 IDP planning processes and that has been the guiding tool throughout the review process; Endumeni Municipality has implemented a number of community work programmes including amongst others war rooms in all 7 wards, Youth, HIV/AIDS programmes, etc.; Endumeni ensures that Ward Committees are representative and are fully participate in community consultation processes around the IDP, budget and other strategic service delivery issues; Endumeni ensures that the issues raised by the Auditor General are addressed through an action plan
Millennium Development Goals	The municipality of Endumeni will be benchmarking with the City of Dundee Scotland, with the aim of developing a global partnership for development

National Development Plan	Endumeni LM has developed an LED Regeneration Strategy that has initiated projects and programmes that will promote economic growth and development and respond to the NDP. Infrastructure Plan is geared towards providing economic support infrastructure that will facilitate smooth transport of goods and services.
PGDP/PGDS	The revised PGDS has 7 strategic goals, there is significant alignment in terms of the strategic objectives identified in section D of the 2021/22 draft IDP
Umzinyathi District Growth & Development Strategy	The municipality is working together with Umzinyathi District Municipality to ensure that there is alignment within the district family of municipalities
SPLUMA	The Municipality is in the process of finalizing the wall to wall scheme that promotes social inclusion, spatial equity, desirable settlement patterns, rural revitalisation, urban regeneration and sustainable development;
State of The Nation Address (SONA)	The Endumeni Municipality has adopted a LED regeneration strategy in line with the 5th generation IDP. The strategy amongst other issues addresses job creation, boosting economic growth & labour market.

	The municipality has housing projects that have been approved by the Department of Human Settlement for implementation in ward 6 & 5. The municipality in collaboration with Buffalo Coal, Department of Education are in a process of building a school.
State of the Province Address (SOPA)	Crime and corruption, land issues are accounted for in the policies that exist within the governance of Endumeni Through the B2B programme Endumeni Local Municipality plays it role in ensuring the capacity and ability of the state.
Back to Basics Policy	The municipality has appointed a B2B Champion to ensure that the monthly and quarterly reports are submitted to National & Provincial Cogta. The B2B programme has been incorporated to the 2022/2027 IDP an up to date Action plan has been signed & sent to Cogta
The Seven (7) KZN Priorities	Endumeni ensures that all the 7 KZN Priorities are considered in each development. This means that, all projects that are implemented are within the 7 provincial priorities and this is evident with the project lists provided in the IDP.

Table 10 Government Policy and Municipal Action

1 DEMOGRAPHIC CHARACTERISTICS

1.1 POPULATION SIZE

The Endumeni Municipality (KZ 241) comprises the towns of Dundee, Glencoe and Wasbank, together with a number of farms astride MR 33, MR 68 and DR 602. The municipal area consists of 7 wards. Within those wards there are no tribal authorities. The comparative population figures for Endumeni Local Municipality for 2011 and 2016 are depicted in Table 1 below, and indicates that the municipality experienced a strong increase in population growth. This can be attributed to Endumeni Municipality as being one of the major economic centres of the district.

	Census 2011			CSS 2016		
Municipality	Population	%	Households	N	%	Households
Endumeni	64 862	12.7	16,852	76639	13.8	21134

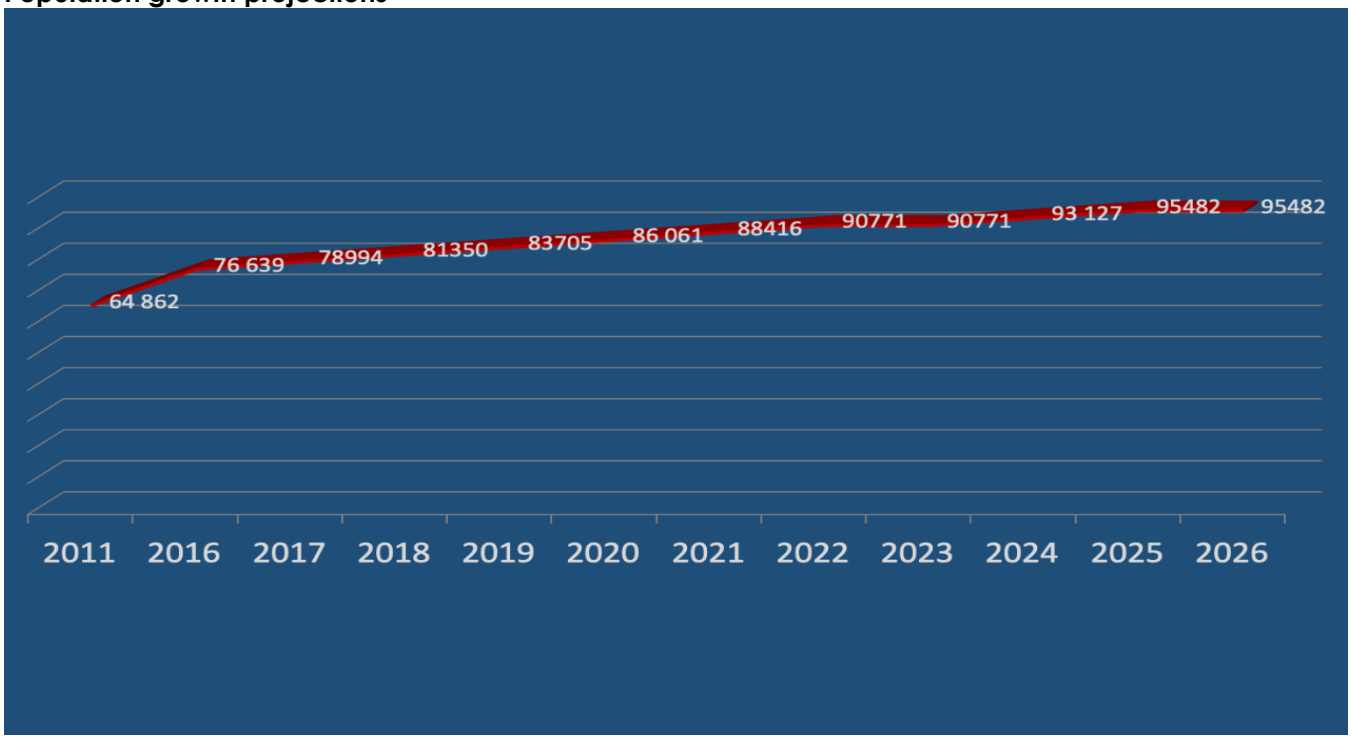
Source : 1. Statistics SA, Census 2011 and 2016

Table 11 Population Size

When such data is projected, by 2021, the population is estimated at 88,416, and by 2026 it is expected to increase to 95,482. Thomas (2002) observes that increasing population has the potential to increase poverty, especially in the absence of sound and responsive economic policies.

Such policies include social interventions such as family planning awareness, as well as pro-active government planning for infrastructure development. Global trends seem to link population growth to urbanization. Urban renewal / planning is therefore an area which the Endumeni municipality should focus on for the next few years, in preparation for rising urbanization. The population growth projections are presented below.

Population growth projections



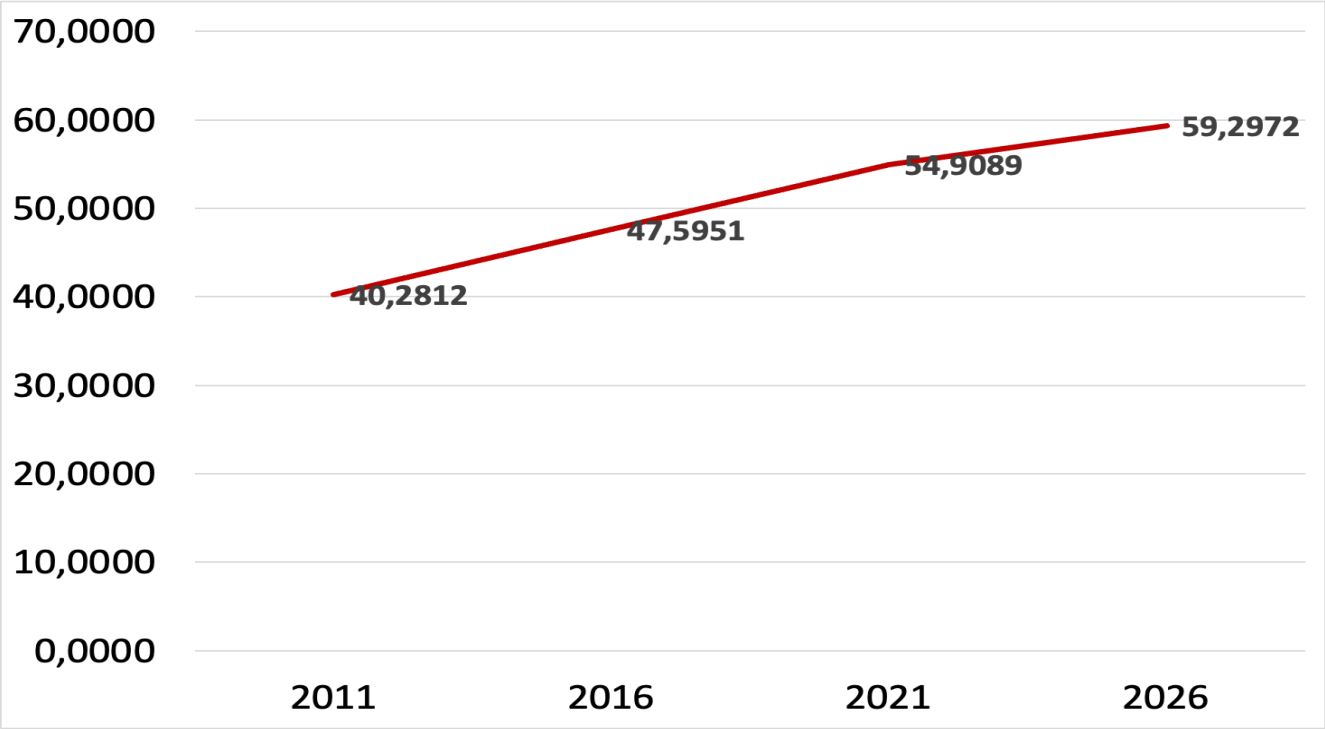
Data Source: Statistics South Africa (2016) with Calculations by The Frontline Group

Figure 9:Population Growth Projections

Consequently, the gradient increase of the Endumeni population is expected to rise from 40 people per square kilometre in 2011, to 59 people per square kilometre in 2026. The current population density in the District is 59 people per square Kilometre, while that of the province and national is 100 and 49 respectively.

This is to mean that the current population density in Endumeni is lower than the district, province and nationally. The increase in Endumeni municipality has implications on services delivery, given that with increasing population there is an increasing demand for more basic services. Urban sprawl (characterised by informal settlements and poor living conditions) is a glaring possibility, if there are no strategic and pro-active measures taken to ensure that delivery of basic services does not focus on the current demand only.

Projections on population density



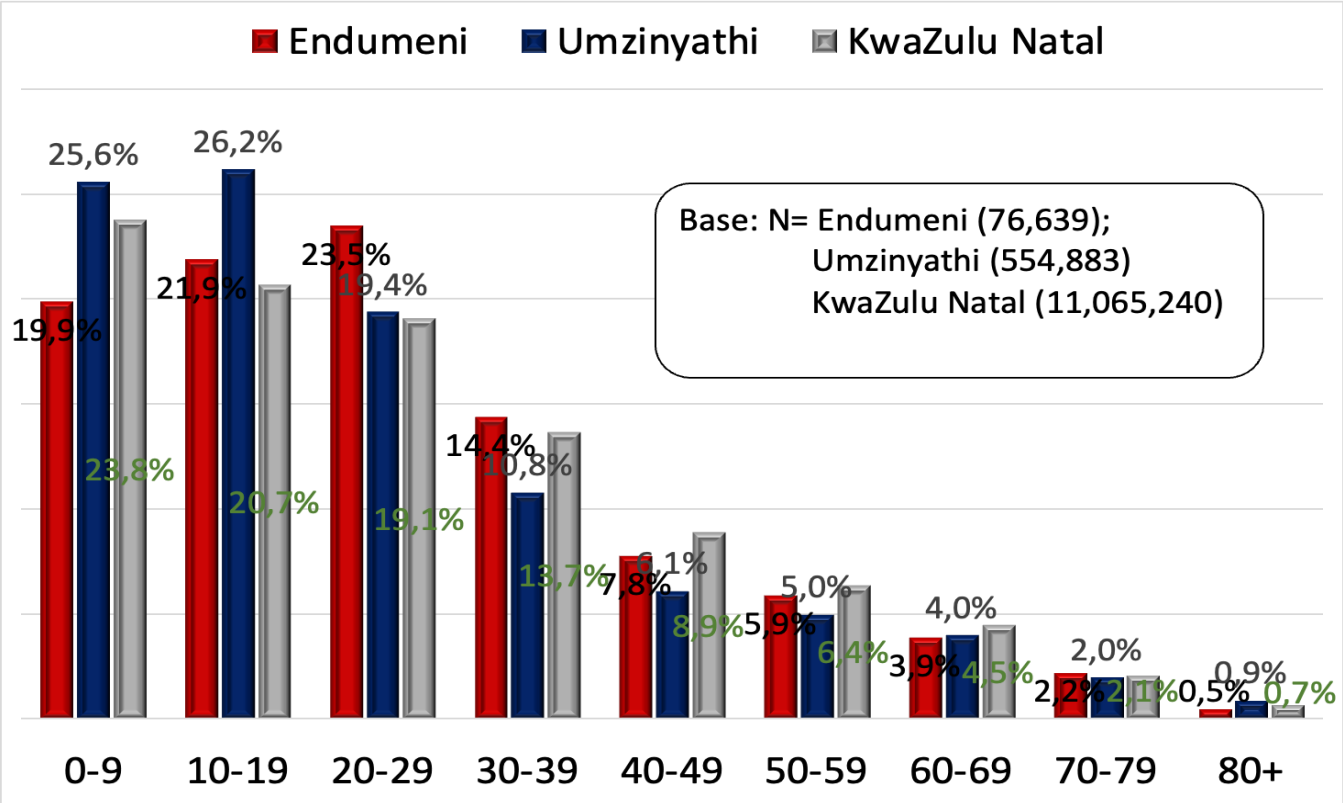
Source: Statistics South Africa (2016) With Calculations by The Frontline Group

Figure 10: Projected Population Density

Evidently, in 2016 as the following chart shows, roughly two thirds of Endumeni' s population (65%) is aged under 30 years. The population aged between 20 and 29 (23.5%) is higher than in the district (19.4%) and province (19.1%). When the 30-39 age category is considered, analysis suggests that approximately eight of every ten citizens in Endumeni are under 40 years. A relatively young population requires innovative economic interventions.

The dominance of mining and agriculture may pose challenges to job opportunities, if there are no deliberate efforts to find innovative aspects of traditional sectors for integrating young population. A young population also requires responsive government, given the inclination for social unrest among this younger population. It also requires economic and social interventions modelled after the social and economic needs for younger population. Technology innovation, social programmes integrated into schools, sports and re-creation, skills development -all these are critical in responding to the socio-economic demands of a young population.

Population by Age Breakdown



Data Source: Statistics South Africa (2016)

Figure 11:Population by Age Breakdown

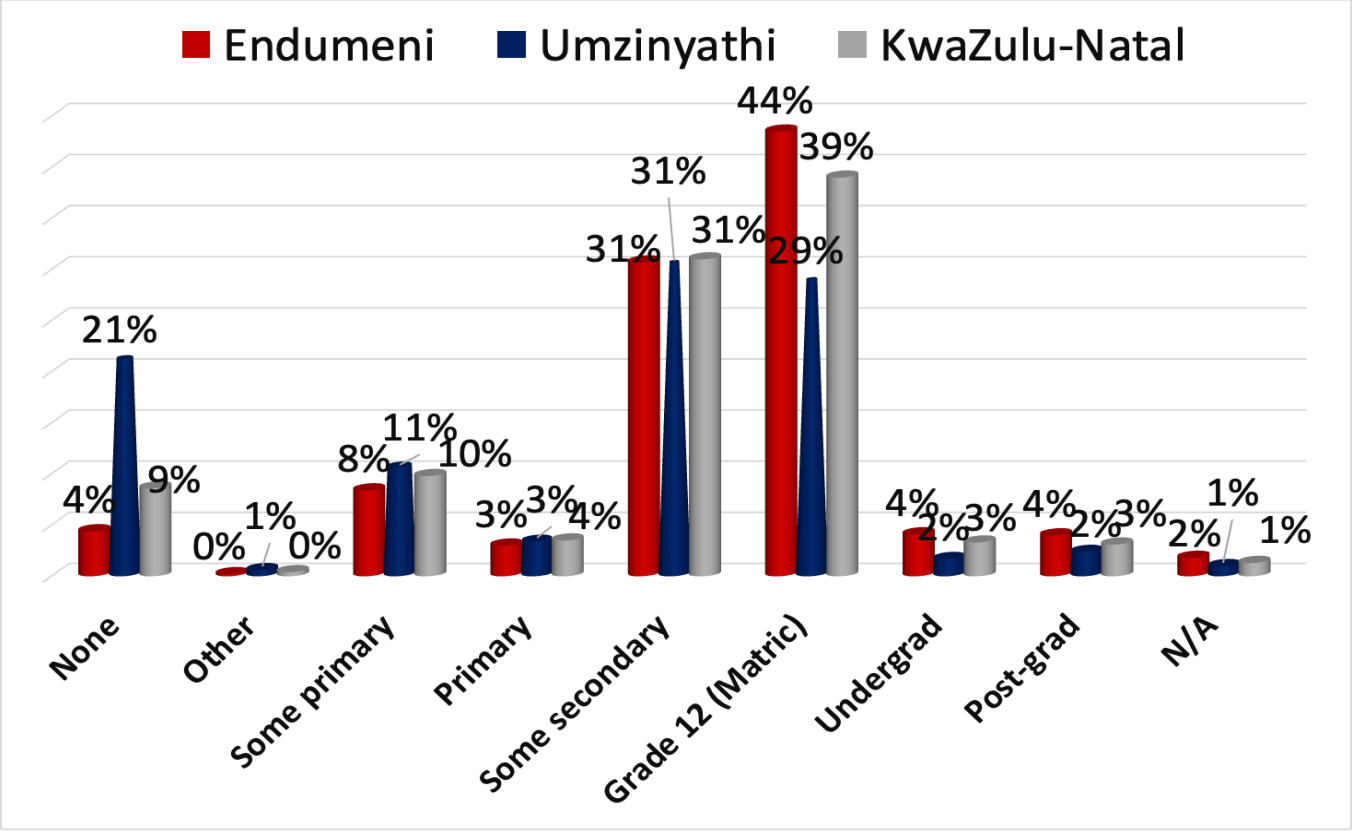
1.2 EDUCATION AND HIV PROFILE

The role of education in development is no longer in question, given the trajectory of most developed countries. In this regard, Ilhan (2011) notes that there is no society which can develop without investment in human capital. Increased social and economic benefits are associated with higher educational attainment (Ilhan, 2011).

The Endumeni municipality website reports that the municipality hosts ten primary schools, six high schools and 'various pre-primary schools'-without giving the specific number of these pre-primary schools. There is also a nationally renowned centre for the physically and mentally handicapped – The Pronobis School and Adult Training Centre, as well as the Educational Environmental centre which accommodates leaners from across the country. Notwithstanding, the 2019/20 Integrated Development Plan laments the shortage of schools in the municipality, observing that the current educational institutions do not meet the population demand.

When educational attainment data for the Endumeni population is compared with the district and the province, the presence of several educational institutions does seem to pay off. This conclusion is arrived at based on the relatively small percentage (4%) who have no formal education in Endumeni, compared to 21% in the district and 9% in the province. Evidently, the municipality records higher percentage of learners who have attained matric, than in the district and the province. The same applies to undergraduate and postgraduate achievement.

Highest Educational Achievement



Data Source: Statistics South Africa (2016)

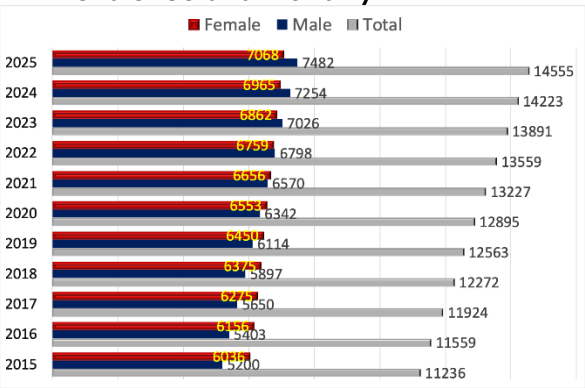
Figure 12 Highest Educational Achievement

Turning to HIV prevalence, South Africa posts the highest number of HIV positive citizens in the world (7.7million-which translates to 20.4% of the population. South Africa is a signatory to the 2016 United Nations political declaration of HIV/AIDS, aimed at achieving 90% of HIV positive patients aware of their status, 90% of those aware should be undergoing treatment, and 90% of those under treatment should demonstrate suppression. This target is known as the 90-90-90 principle. According to the South African Aids Council (SANAC), South Africa has made significant progress towards the 90-90-90 targets. In this light, by 2018, the country had attained the first 90 target, 68% on the second target and 88% on the third target (SANAC, 2018).

Even then, the number of HIV positive citizens living in Endumeni seems to have increased from 11,236 in 2015 to 13,227 in 2021. This number is projected to increase to 14,555 by 2025. This report however cautions that the threat of the pandemic should not so much be measured in terms of those infected, but in terms of progress towards the 90-90-90 target. As shown below, the number of HIV deaths seem to have decreased from 220 per year in 2015, to 191 in 2021.

Projections suggest that the decrease will remain steady to 170 in 2026. This decline is consistent with the national efforts to achieve the 90-90-90 targets. The Endumeni municipality could create its own database of the 90-90-90 targets, and work towards achieving such target.

HIV Prevalence and Mortality



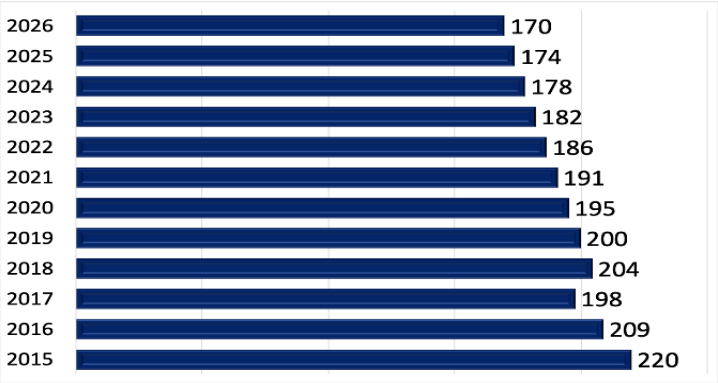


Figure 13: HIV Prevalence and Mortality

1.3 HOUSEHOLD TYPES

Turning to household types, it is important to note that decent housing matters in terms of improved access to health and the ability to participate in the labour market. Decent housing plays a critical role in savings, and investment, in addition to enabling positive social consequences such as identity and self-esteem (Harris and Arku, 2006). These benefits allow better living standards.

In 2016, there were 21 134 households in Endumeni local municipality. This is approximately one fifth of the total number of households in uMzinyathi district. The growth of households is expected to rise steadily to 29,700 in 2026. Interventions in social housing are an important consideration, to avoid urban sprawl. The growth of households is illustrated below.

Projections of Household Growth

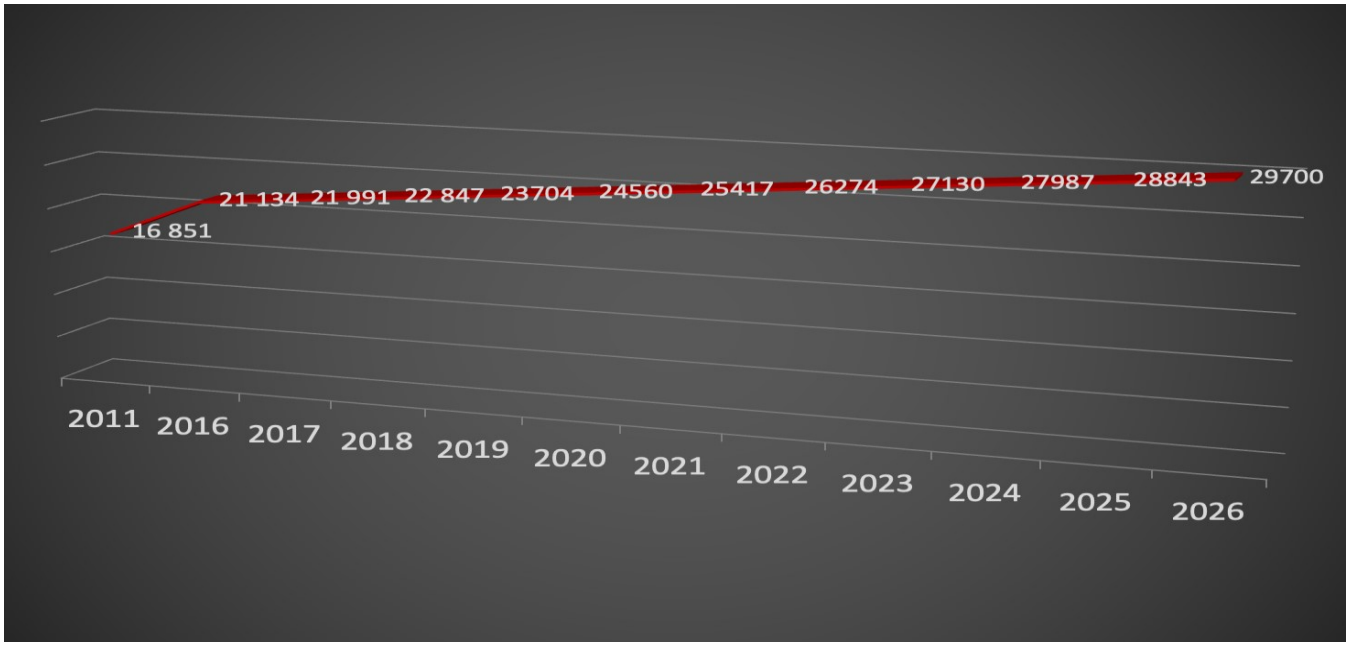


Figure 14 : Projection of Household Growth

Data Source: Statistics South Africa (2016) With Calculations by The Frontline Group

The type of dwelling does link with poverty or social mobility. In particular, overcrowded housing is synonymous with poor living conditions (making this phenomenon an indicator of poverty (See Leventhal and Newman 2010 and Lund et al. 2010). Poor access to basic services by and large, depends on the type of a household. Thus said, as illustrated below, most household types are

houses (65.5%) followed by traditional dwellings (15.3%) and flats (6.4%). 6.2% of all households in Endumeni are informal dwellings (shacks), which is more than 1.5 times the rate of informal dwellings in uMzinyathi (3.49%)

In terms of ownership, 42.7% of households in Endumeni are owned and fully paid off. This percentage is much lower than the district (54.9%) and the province (61.9%). It is worth noting that Endumeni has a reasonable percentage of social housing compared to the district and the province.

Types of Dwellings

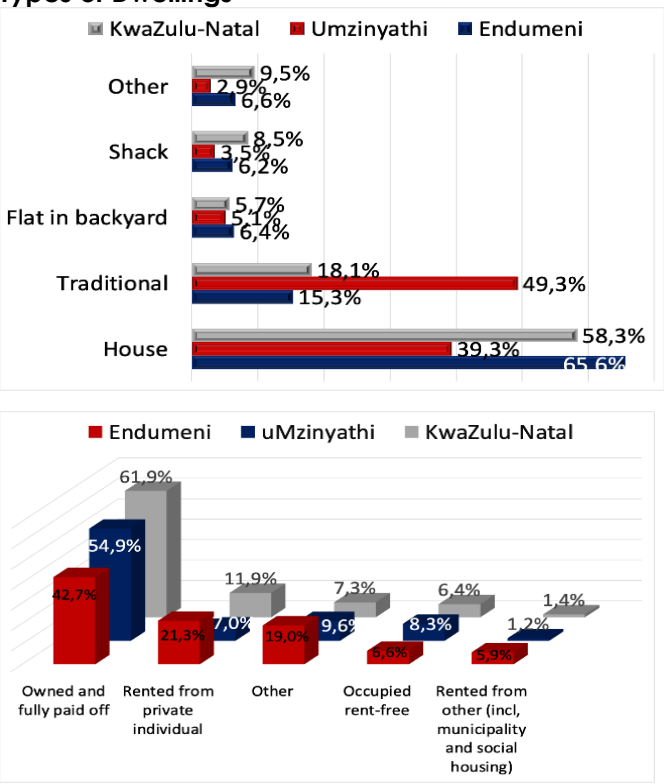


Figure 15: Types of Dwellings

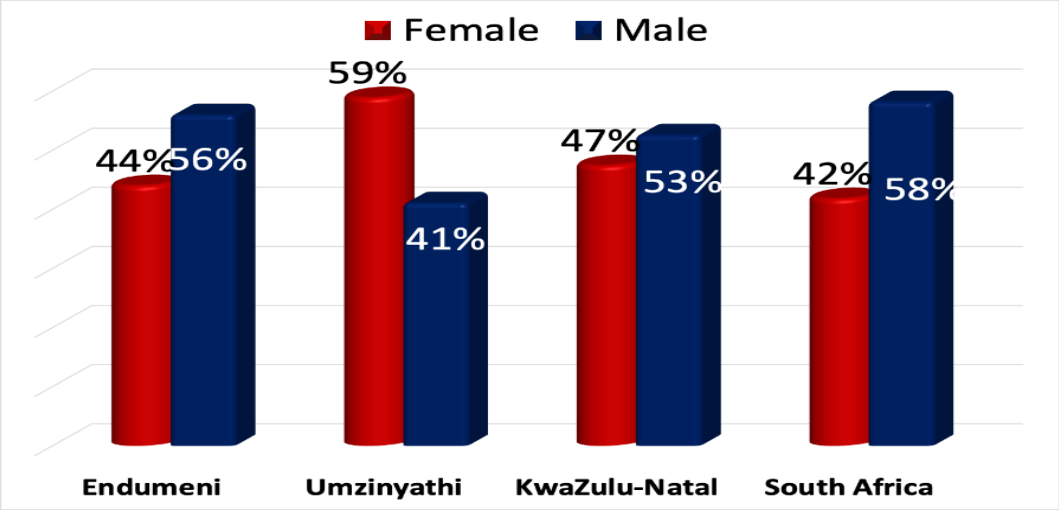
Globally and in South Africa, household headship is an important indicator of the overall characteristics of a given household. According to Rosenhouse, household heads are summed to occupy an hierarchical relationships, they are regularly present in the household they make major decisions in the household and, they provide economic support to the rest of the household members (Rosenhouse 1989;4).

On this basis, women headed households are often more vulnerable than those headed by their male counterparts. Numerous studies suggest that employed women tend to earn lesser than

men, they often have less time to engage in productive market labour -due to care work-, they are discriminated against in access to opportunities (Buvinic and Gupta, 1997). Buvinic and Gupta (1997) further attribute the vulnerability of female headed households to teen pregnancy, as well as political conflicts. Furthermore, the means test approach to social welfare access requires women to leave their care work in order to access social grants. This is an either-or choice in most cases. All these factors enable poverty in female headed households.

The above in perspective, there are more male headed households in Endumeni (56%) than the opposite. The case is different in uMzinyathi, where 59% of the households are female headed. Endumeni' s percentage of lower female headed households than male headed, is consistent with trends in urban areas. Rural areas tend towards a higher number of females headed areas. It is noteworthy, however, that the percentage of female headed households in Endumeni is slightly higher than the national average.

Household Heads



Data Source: Statistics South Africa (2016)

Figure 16: Household Heads

1.4 SERVICE DELIVERY PROFILE

Shortly after 1994, the South African government adopted a developmental local government, guided by Chapter 7 of the Constitution of the Republic of South Africa Act 108 of 1996. This turn was aimed at reversing breaking the structures of the apartheid system, part of which discriminated against delivery of basic services to the black population. The commitment (and promise) to deliver on basic services, however, takes place in a highly charged social and

political space, with citizens demanding faster momentum, and as noted earlier, changing demographic profiles which require pro-active strategy by the state. The local government sphere is the closest to citizens, and therefore at the frontline of service delivery demand -and related conflicts.

Statistics South Africa (2016) reports that two decades on, significant strides have been made. The 2016 Community Survey (2016) reported that nationally, 89,8% of households had access to piped water, 63,4% used flush toilets connected to either the public sewerage or to a local septic system, 63,9% of households receive refuse removal services, and finally, that 87,6% of households had access to electricity.

The survey however cautioned that these figures are more dynamic on provincial and district levels, and they differ, sometimes significantly between urban and rural settings.

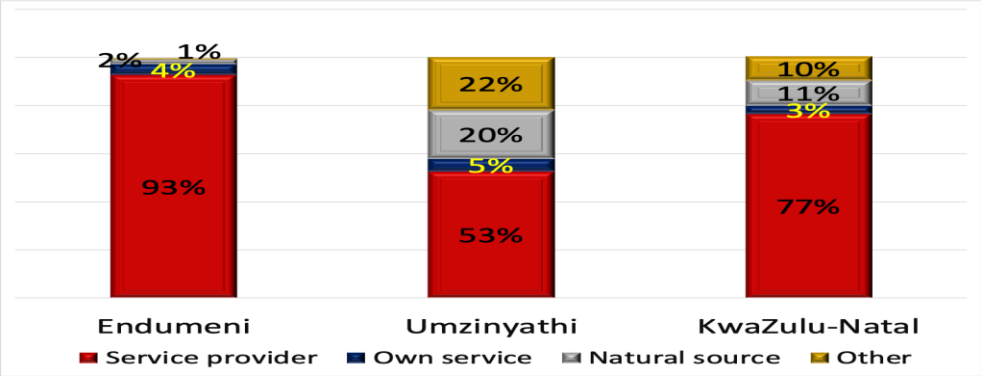
1.5 ACCESS TO WATER

Turning to Endumeni, the Buffalo River and Wasbank River serve the Endumeni municipality well. The main tributaries of Buffalo River are Njiwati, Sterkstroom or Impathi, the Pondenshalana, Nyende, Eerstelling, Basangoma and Blood Rivers. Wasbank River's main tributaries are Mkomazana, KwaMatchokuza, Busana, Klipspruit, Biggarsgatspruit and Blinkwater Streams. Groundwater resources, perennial rivers and streams and stored water in farm dams are the main sources for stock watering purposes, while river flow and stored water in larger dams are the main sources for irrigation, although high-yielding production boreholes may also be important sources of irrigation water in certain areas.

Regarding perennial river flow the Endumeni area is reasonably well-watered with most of the streams. There are also smaller perennial streams on the Dundee plateau. Portable water is supplied via 5 storage dams and a pipeline from the Buffalo River, which is also reticulated by the local authority. There is a water borne sewerage reticulation system, of which the majority of erven is served by this system. The average dry weather flow is 5 mega litres with the plant having been upgraded to a capacity of 12 mega litres to support development initiatives. It is important to note that the biggest threat in the area is the potential pollution of freshwater sources (surface and groundwater) through decanting of mines (Dysfunctional and active).

Accordingly, at 95% access to piped water (denoted as service provider), seems higher than national average (89.8%), the province (77%) and the district (53%). It is safe to conclude that access to water in Endumeni is impressively high for industrial and residential purposes.

Access to Water



Data Source: Statistics South Africa (2016)

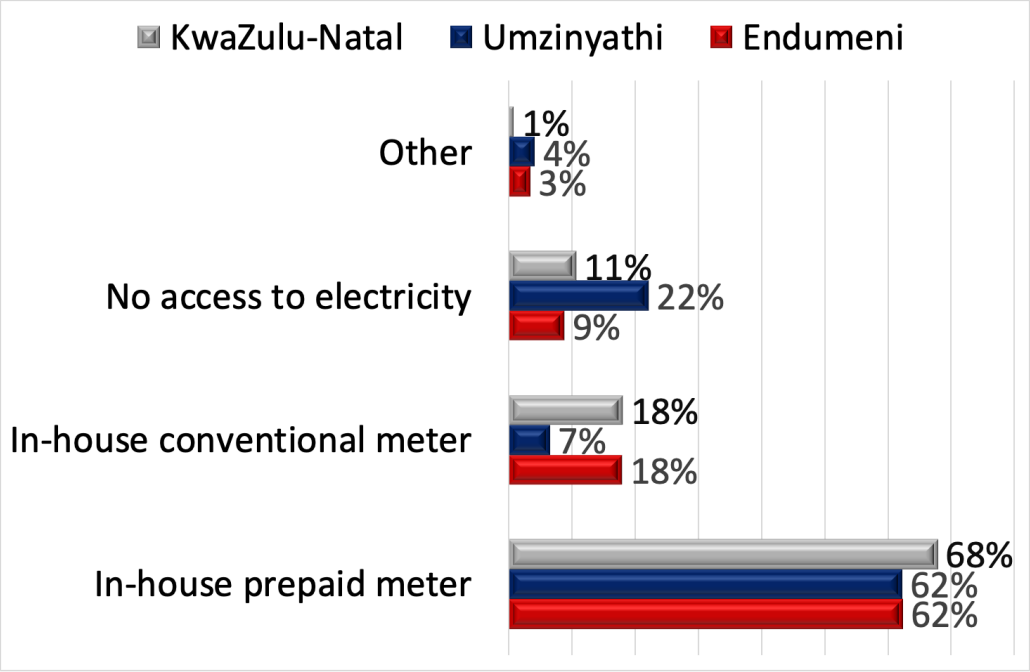
Figure 17: Access to Water

1.6 ELECTRICITY

Electricity is supplied via the national Eskom grid and reticulated by the local authority. In this arrangement, as shown below, 80% of the population has access to pre-paid metres in the house. Or conventional (Eskom) metres.

This percentage is roughly the same as the national average of 81.6% who have access to electricity. Notably, the high number of pre-paid metres is tribute to the municipality, for ease of revenue collection compared to the non-payment challenges linked to the conventional metre. The progress in pre-paid metre delivery should be fast tracked for more revenue benefits, but also easier management of electricity. Also, as illustrated below, 9% of the population claim not to have access to electricity compared to 22% in the district and 11% in the province.

Access to Electricity



Data Source: Statistics South Africa (2016)

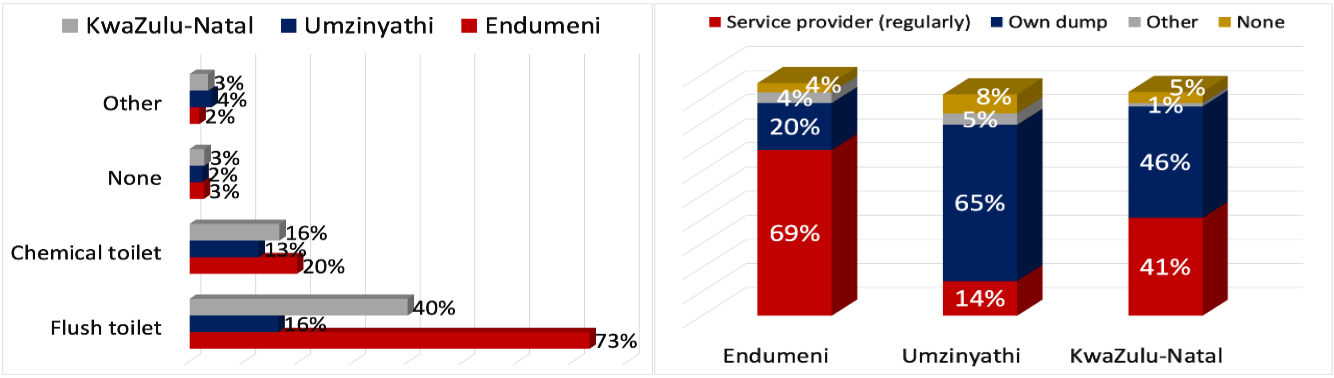
Figure 18: Access to Electricity

1.7 ACCESS TO SANITATION

Sanitation in South Africa is guided by three legislations namely: (a) white Paper on Water Supply and Sanitation (1994); (b) the White Paper on a National Water Policy of South Africa (1997), and (c) the White Paper on Basic Household Sanitation (2001). The white paper on basic household sanitation focuses on rural communities and was therefore supplemented with national sanitation policy of 2012 to cover urban sanitation delivery. The White Paper on basic household sanitation advances that provision of sanitation services should be demand based and community based (DWAF 2001). In addition, the Strategic Framework for Water Services (2003) seeks to achieve easy accessibility of sanitation services. The 2012 national sanitation policy sought to achieve 93% toilet access by 2019.

Evidently, by 2016, Endumeni had achieved 90% target on flush toilet and chemical toilet. This is three times the percentage in the district and more than double the provincial percentage with access to proper toilets.

Access to Sanitation (Toilets and Refuse Removal)



Data Source: Statistics South Africa (2016)

Figure 19: Access to Sanitation

1.8 ECONOMIC PROFILE

1.8.1 CONTEXT

This section which broadly covers the economic profile for the uMzinyathi District, presents the economic indicators. These indicators include annual household income (and then isolating agricultural households), household goods, Gross Value Addition, and annual GDP growth. Household incomes and expenditures are an important measure of livelihood. Household income and expenditure are generally used as a proxy for consumption and provide a reasonably rational determination of the economic status of households (Falkingham and Namazie; 2001). These indicators used as money metric measures of poverty or affluence. They however tell little of the environment within which such income or expenditure is made, and power relations involved in earning or spending. Nevertheless, they remain the best available pointers of economic status.

Other measures of economic performance include Gross value Addition (GVA) and Gross Domestic Product (GDP). GVA the difference between the value of goods and the cost of materials or supplies that are used in producing them. It is a measure of economic activity which eliminates the duplication inherent in the sales value figure which results from the use of products of some establishments as materials or services by others. Value added is thus defined as the gross receipts of a local economy (in this case Endumeni) minus the cost of goods and services purchased from other economies. Value added includes wages, salaries, interest, depreciation, rent, taxes and profit.

The GDP is the total of all value added created in an economy. The value added means the value of goods and services that have been produced minus the value of the goods and services needed to produce them, the so-called intermediate consumption.

1.9 ECONOMIC PREDICTION AT INCEPTION STAGES OF COVID 19

SARB governor Lesetja Kganyago said the Covid-19 outbreak would have a major health and social impact, and forecasting domestic economic activity presented unprecedented uncertainty. "With that in mind, the bank expects GDP in 2020 to contract by 6.1 percent, compared to the -0.2 percent expected just three weeks ago. GDP is expected to grow by 2.2 percent in 2021 and by 2.7 percent in 2022."

Kganyago said the supply and demand effects of this extension would reduce growth and deepen it in the short-term, as businesses stay shut for longer and households with income spend less. "This will likely also increase job losses, with further consequences for aggregate demand. The impacts will be particularly severe for small businesses, and individuals with earnings in the informal sector."

The Reserve Bank had registered its concerns and perspective on the Global Impact of Covid 19. The looked at both exogenous and endogenous factors. Undoubtedly, these concerns were shared amongst as business and social partners.

a) Exogenous Effects:

- Trading partners affected directly
- Foreign direct investment was severely undermined and compromised
- Tightening financial markets

b) Endogenous Effects:

- Decrease in domestic demand
- Decreased revenue
- Increased public expenditure to safeguard human health/ social wellbeing

The Covid 19 has seen the economies including our small rural ones experiencing unprecedented "Slowbalisation". The state of economic shock is what calls for immediate response and intervention as consolidated in this report and other provincial and national reports.

(i) Shutdown/Lockdown Effect

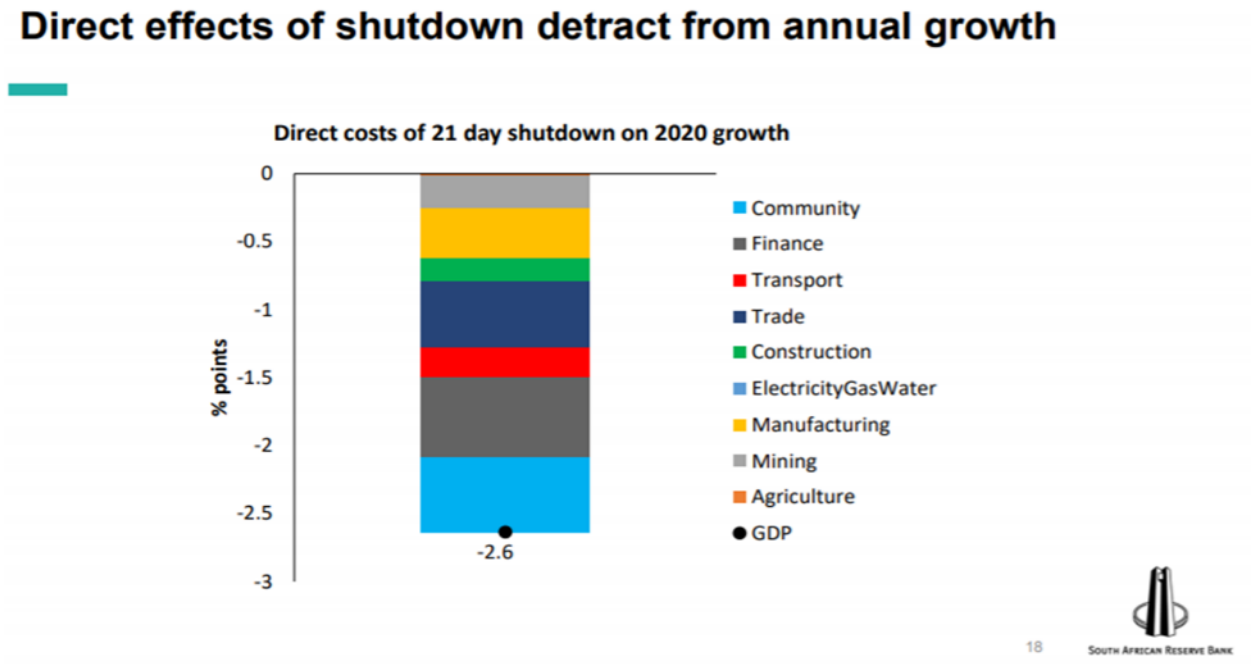


Figure 20: Direct effects of shutdown detract from annual growth

The initial 21 days lockdown was envisaged to carry the potential of slowing down economic growth by 2.6%. Unfortunately, it was extended beyond this initial period and leading to an increased and drastic impact on economic front of the country.

(ii) Job Losses Predictions

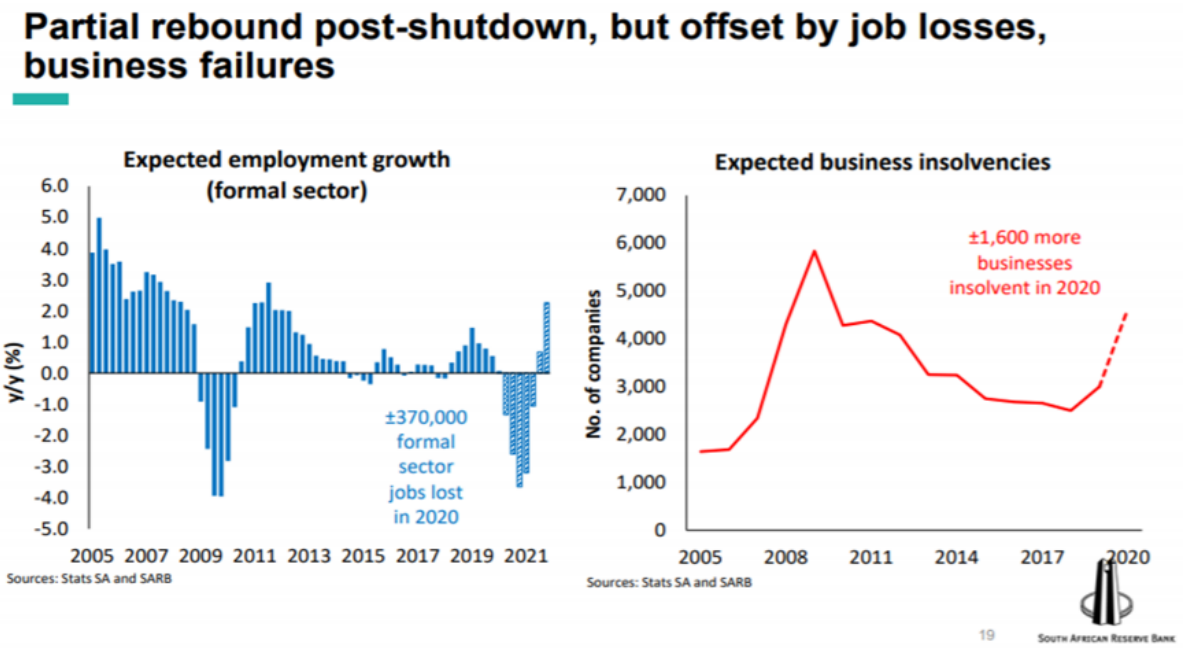


Figure 21 Job Losses Predictions

The reserve Bank had further predicted serious job losses and substantial business insolvencies as a result of Covid 19. As the country gets back to Level 1, there is clear evidence of such predictions and the recovery plans are purely meant to address these predicted outcomes.

1.10 HOUSEHOLDS INCOME

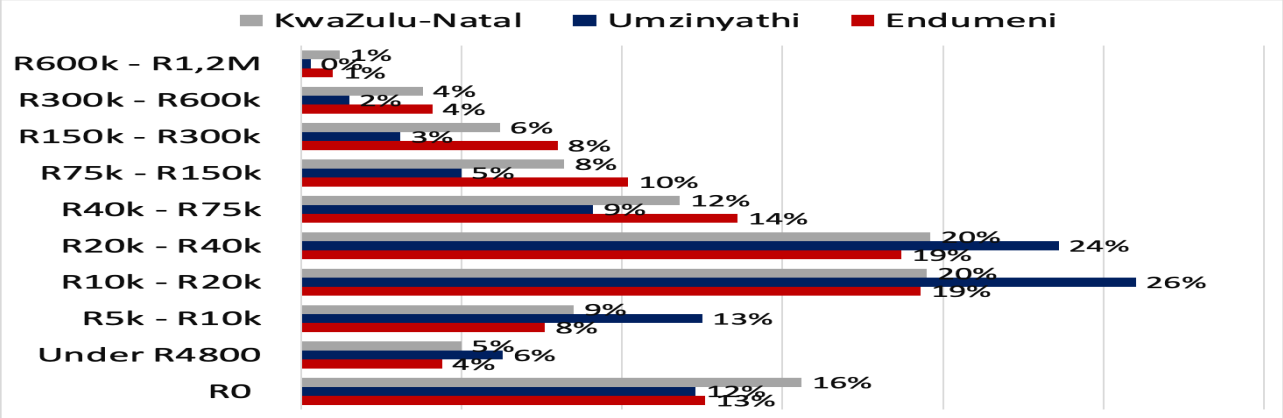
Returning to household incomes, the 2014/15 Living conditions survey concluded that the average household income in South Africa was R138 168 in 2015. During the same period, male headed households earned an average of R165 853 per annum while female-headed households earned almost half as much (R98 911).

During the following LCS (2015/16), the highest household expenditure category (32.55%) was on housing, water, electricity, gas and other fuels, with transport following (16.29%) (Statistics South Africa, 2015). The same survey found that 14% of household expenditure goes to miscellaneous goods which include insurance, personal care items and jewellery. Food, beverages and tobacco is the fourth expenditure category at 13.75%.

The 2015 LCS further noted that the average annual household consumption expenditure for black African-headed households had increased to R67 828 in 2015, compared to R55 920 in 2011. This is an average increase of R2382 per year.

The above in view, as illustrated below, the average household in Endumeni municipality earns between R40,000 and R300,000 annually. This is consistent with the national average. It should be noted however that, as expected in an urban municipality, household incomes in Endumeni are higher than in the District and province. That said, the data below shows that the highest concentration of households is around the R20,000 to R75,000 annual income bracket. Economic development interventions should consider improved income generation.

Household Incomes



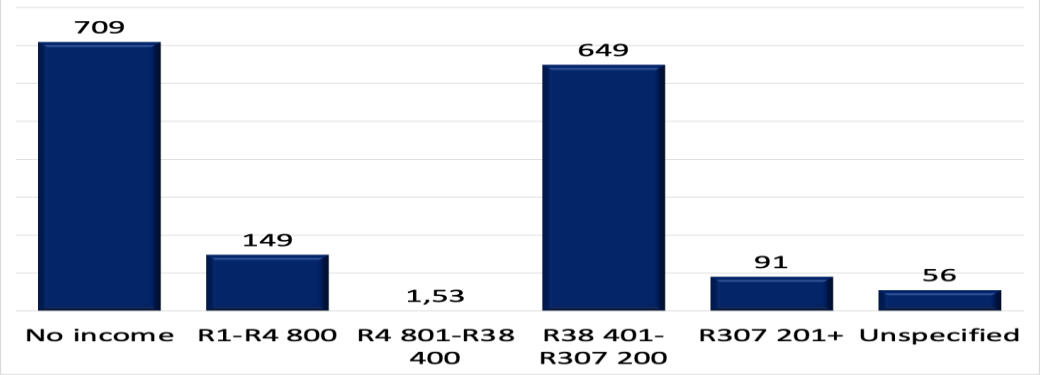
Data Source: Statistics South Africa (2016)

Figure 22: Household Incomes

There are only few agricultural households in Endumeni municipality. Evidently, of the 21,134 households in the municipality (in 2016), only 1654 (which translates to 7.8%) are engaged in agricultural activities. Agricultural Value chain development is a timely intervention given this low number of agricultural households. An interesting dynamic is that of inequality. If we consider that most agricultural households claim not to have any income while an approximately similar number earn between R38000 and R307,000, the inequality gap is wide.

This inequality relates to households which engage in subsistence agriculture on one hand, on the other, those which engage in commercial agriculture. Households engaged in subsistence agricultural activities tend to be trapped in low-income levels. Historically, these would be black households, with limited capital for agricultural inputs, limited access to markets and limited access to credit facilities. This inequality requires state intervention -perhaps of a Keynesian type (massive investments to jump start growth).

Agricultural Households



Data Source: Statistics South Africa (2016)

Figure 23: Agricultural Households

If the annual incomes are translated from households to individuals, as shown below, most of the employed labour force in Endumeni earn between R10,000 and R150,000 annual income (65%). In monthly terms, this would range between R800 and R12500. Considering inflation, the pandemic and economic slowdown, the labour force located within these income brackets are economically vulnerable.

	Endumeni	uMzinyathi	KwaZulu-Natal
R0	6,70%	15%	10,70%
Under R4800	3,90%	5,20%	3,70%
R5k - R10k	8,60%	8,90%	6,90%
R10k - R20k	19,10%	23%	18,30%
R20k - R40k	17,70%	14,60%	18,20%
R40k - R75k	15,10%	11,60%	13,50%
R75k - R150k	14,60%	11,50%	12,10%
R150k - R300k	8,80%	5,50%	7,90%
R300k - R600k	2,10%	1,30%	2,80%
R600k - R1.2M	0,40%	0,30%	0,70%
R1.2M - R2.5M	0,20%	0,20%	0,30%
Over R2.5M	0,20%	0,20%	0,20%
Unspecified	2,50%	2,80%	4,90%

Table 12 Employment Income
Data Source: Statistics South Africa (2016)

1.11 HOUSEHOLDS ASSETS

Considering household assets, 94% of all citizens living in Endumeni have access to mobile phones, 84% claim to possess Television set, while about three quarters claim to own a Fridge.

These data are consistent with urban settings. Caution should be exercised on access to these assets, given that the orthodox assumptions of ability to pay for them, maintain them and afford the power supply might not apply in South Africa's peri-urban areas as they do in formal settings. There are ongoing conversations around the non-payment of electricity in most townships, for example.

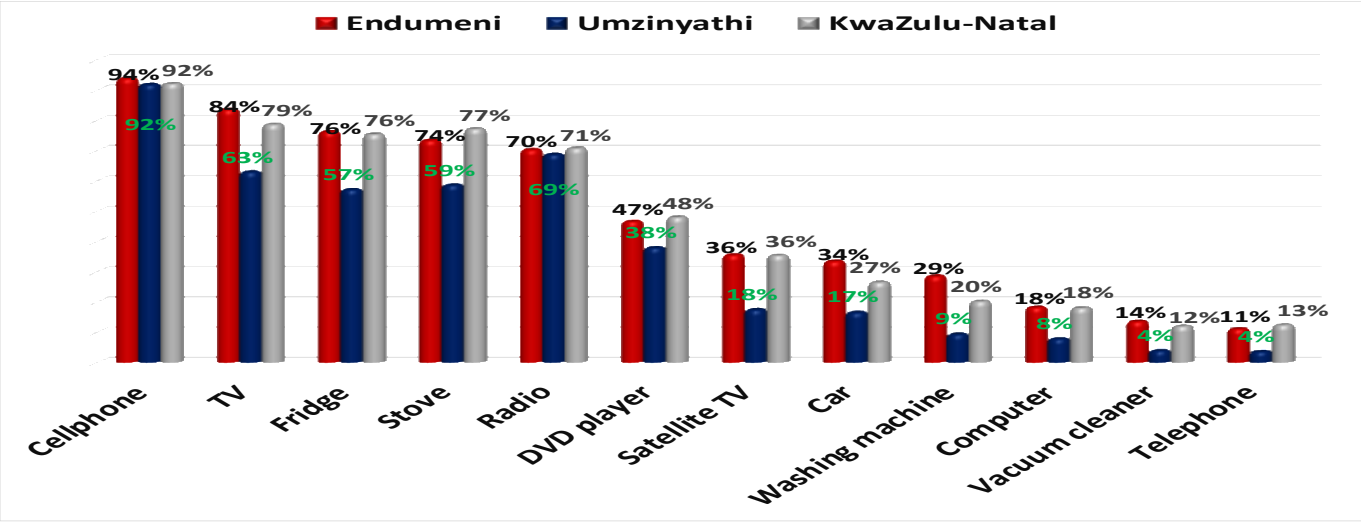


Figure 24 Access to Household Assets
Data Source: Statistics South Africa (2016)

1.12 EMPLOYMENT / UNEMPLOYMENT

Turning to employment, consistent with the national economy, the formal sector is the largest employer in Endumeni, employing three quarters of the labour force. Comparatively, this is a higher percentage than in both the District and the province. The informal economy in Endumeni only employs paltry 10.3%, much lower than the District (18.5%) and province (12.6%).

This should be an opportunity for the Endumeni municipality to consider SMME support interventions, or business incubation programmes aimed at achieving SMME growth and expansion. Globally, and particularly in the continent, SMMEs provide the highest percentage of employment. South Africa remains an outlier in this context. The trend of increasing numbers of unemployed labour force could be reversed through SMME support.

	Endumeni		uMzinyathi		KwaZulu-Natal	
Do not know	1,60%	242	2%	1,045	2,70%	56,548
In the formal sector	77,10%	11,988	70%	36,377	75,90%	1,583,687
In the informal sector	10,30%	1,601	18,50%	9,594	12,60%	262,032
Private household	11,10%	1,72	9,50%	4,955	8,80%	184,527

Table 13 Employment by Sector

Similar to the rest of South Africa, -and particularly urban areas- unemployment rate has increased steadily from 26% in 2015 to 32% in 2020. The impact of the pandemic on employment is yet to be fully realised. However, early indications suggest that Endumeni is likely to reach 38% unemployment by 2026.

Rising unemployment creates higher dependency ratios, with the few employed labour force supporting larger /increasing unemployed relatives and friends. This in turn reduces the disposable incomes of the employed labour force, leading to deference of investments. Ultimately this cycle creates layers of economic vulnerability.

Projected Unemployment Rate

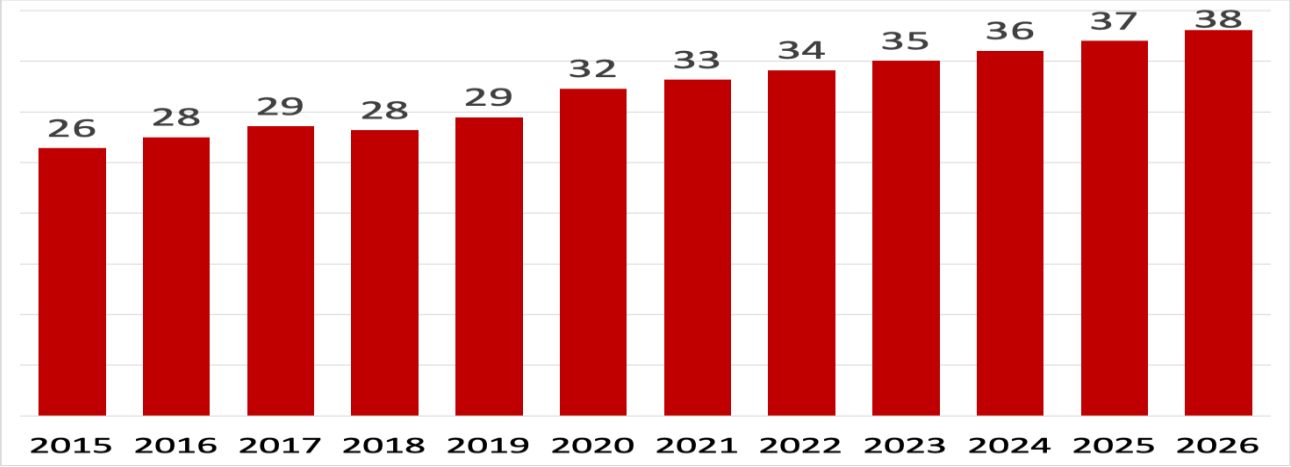


Figure 25: Projected Unemployment rate
Data Source: Statistics South Africa (2016) With Calculations by The Frontline Group

1.13 MEANS OF INTERNET ACCESS

The impact of internet connectivity on development has been widely documented. The World Bank (2009) estimates that a 10% increase in broadband and 10% increase in internet connectivity correlates positively with GDP growth of about 1.38% and 1.12% respectively. Another study by Ericsson, 2013 concludes that doubling broadband speed has the potential to increase GDP growth with 0.3%. It is important however to consider both the number of individuals connected along with the accessibility of the internet. Close to three quarters of South Africans have access to the internet, although less than half are able to access from home.

Means of Internet Access

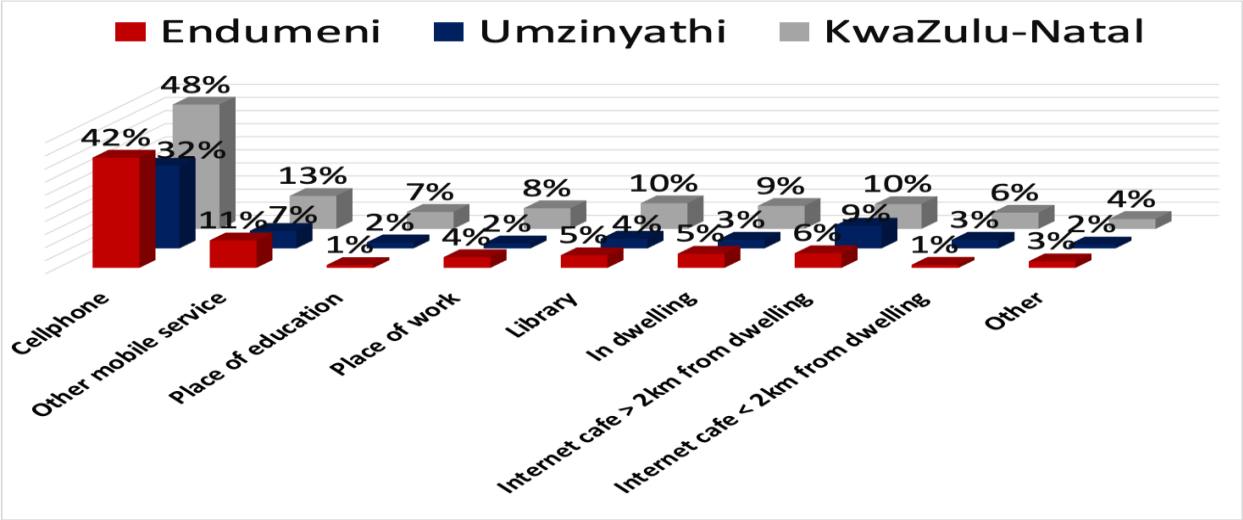


Figure 26: Means of Internet Access
Data Source: Statistics South Africa (2016)

1.14 GROSS VALUE ADDITION

Gross Value Addition has been rising annually, from R11 billion in 2015 to R13 billion in 2021. Projections suggest that by 2025 GVA will potentially rise to R14.5 billion.

Gross Value Addition

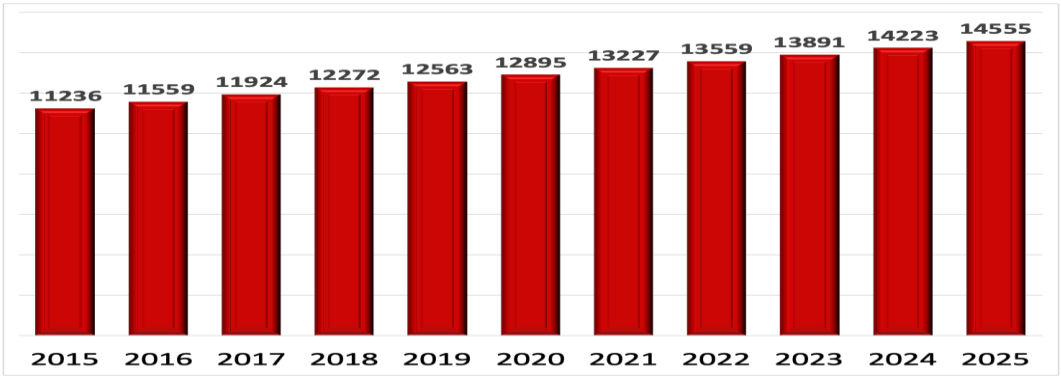


Figure 27: Gross value addition
Data Source: Quantec (2019)

1.15 LOCATION QUOTIENT

Finally, other measures employed in economic analysis include location quotient and Tress Index. Location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region (in this case Endumeni) as compared to the national economy. It reveals what makes a particular region unique in comparison to the

national average. In more exact terms, location quotient is a ratio that compares a region to a larger reference region according to some characteristic or asset. Location quotient is calculated by finding the proportion of the entire economy that a particular industry employ. The average employment for that industry nationally is then divided by the average total employment in the region (in this case Endumeni) for a given year.

In the above light, as illustrated below, Endumeni seems most competitive in the primary sector (agriculture and mining), suggesting that the municipality should focus on improving the performance of this sector. The tertiary sector (services) also provides an opportunity to improve the competitiveness of the municipal economy. As already suggested, value chain approach is recommended as an effective strategy to identify gaps within these sectors, and to find responsive interventions for rapid growth and development of the competitive sectors.

Location Quotient

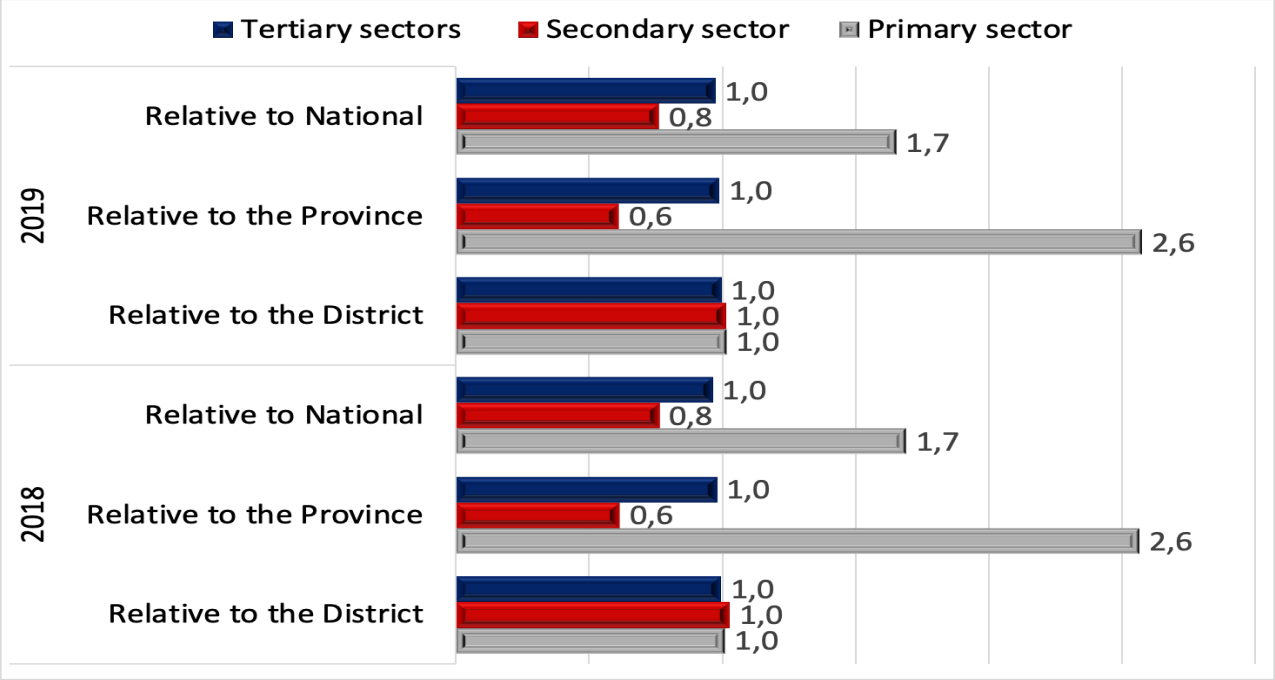


Figure 28: Location Quotient
Data Source: Quantec (2019)

1.16 TOURISM SECTOR

The services that hinder the potential growth of the tourism sector within the municipality that if were made available tourism would thrive. Nineteen of the ENDUMENI accommodation industry are closing and up for sale resulting in the loss of jobs and loss of income in the area. There are also no foreign tourists coming to visit, given that 60-70% of the tourist come from overseas.

The biggest issue is going to be the lack of accommodation in the area. Apart from the covid-19 challenges some of which are the massive pot holes in the roads. The lacking of road signage and no tour guidance. Obtaining trading licences at ENDUMENI remains a challenge. Ageing infrastructure (such as water, sewer, electricity) and security amongst from the covid are one of the challenges for tourism industry. Reviving tourism: capturing the youth by introducing adventure tourism activities such as bungee jumping. Tourism relief fund was only aimed at BEE establishment as a result a lot of business didn't meet that criteria. Requesting to the Endumeni to attend to issues of policies and by-laws.

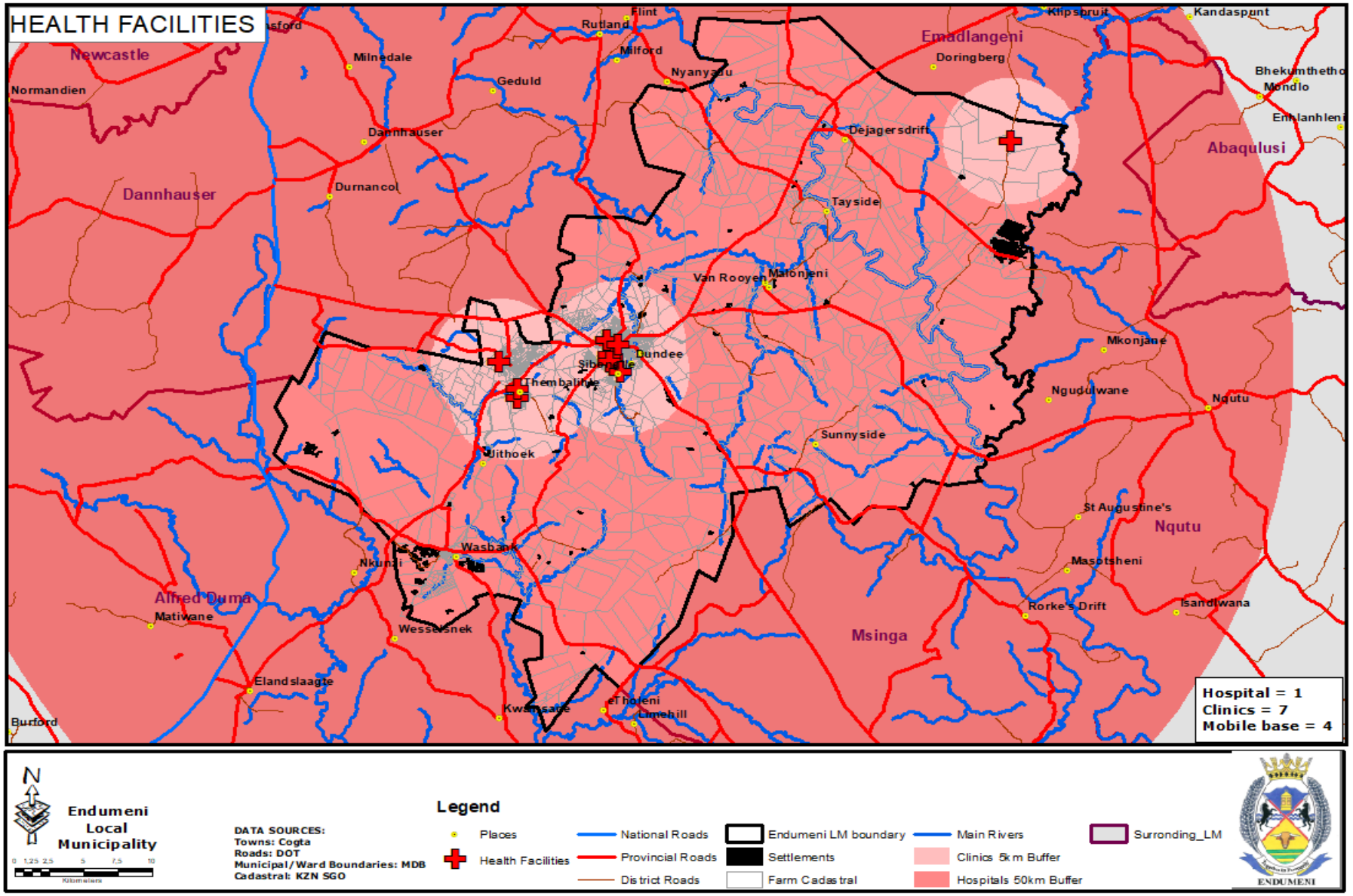
1.17 HEALTH

Optimum walking distances are between 1 to 2.5 km and with a maximum walking distance of 5km. The municipality obviously does not conform to this standard. Facilities are clustered within the urban core of Dundee and Glencoe and facilities are required in the rural and rural satellite nodes, particularly in the north-west of the Municipality. Endumeni is serviced by only one hospital, which is insufficient, notwithstanding the CSIR standards. Should the clinics be geared to handle and stabilize serious medical cases, which they can refer to the hospital, this should not be a problem, on condition that the clinic is accessible via road infrastructure, and that the hospital has the capacity to carry a pre-determined number of people from the Community.

Health

Sub District	District Office	District Hospital	TB Hospital	CHC	Fixed Clinics	Mobile clinics	EMS Base	Forensic Mortuary	Nursing Colleges	Regional Laundry
Endumeni	1	1	0	0	6	2	3. EMS District Office + 1 EMS Base	1	0	**1**
Msinga	0	1	0	1	20	3	1	0	1	**0**
Nquthu	0	1	0	0	15	4	1	0	1	**0**
Umvoti	0	1	1	0	12	3	1	1	0	**0**
District	**1**	**4**	**1**	**1**	**53**	**12**	**4. District Office + 4 EMS Bases**	**2**	**2**	**1**

Table 14: Health
Source: KZN Department of Health



Map 3 Health Facilities

2. KPA: CROSS CUTTING INTERVENTION ANALYSIS

4.1 REGIONAL CONTEXT

Endumeni is one of four Local Municipalities located within the District Municipality of Umzinyathi within the valleys of the Biggarsberg Mountain Range with the two main towns of Dundee and Glencoe located at the base of the Endumeni Mountain. Endumeni is located on the northern edge of the Endumeni LM and is bordered by the Dannhouser and Emadlangeni Local Municipalities to the North, the Alfred Duma Local Municipality to the South West, the Msinga Local Municipality to the South and Nquthu Local Municipality to the East. Endumeni constitutes 11% of the land cover within Umzinyathi DM.,

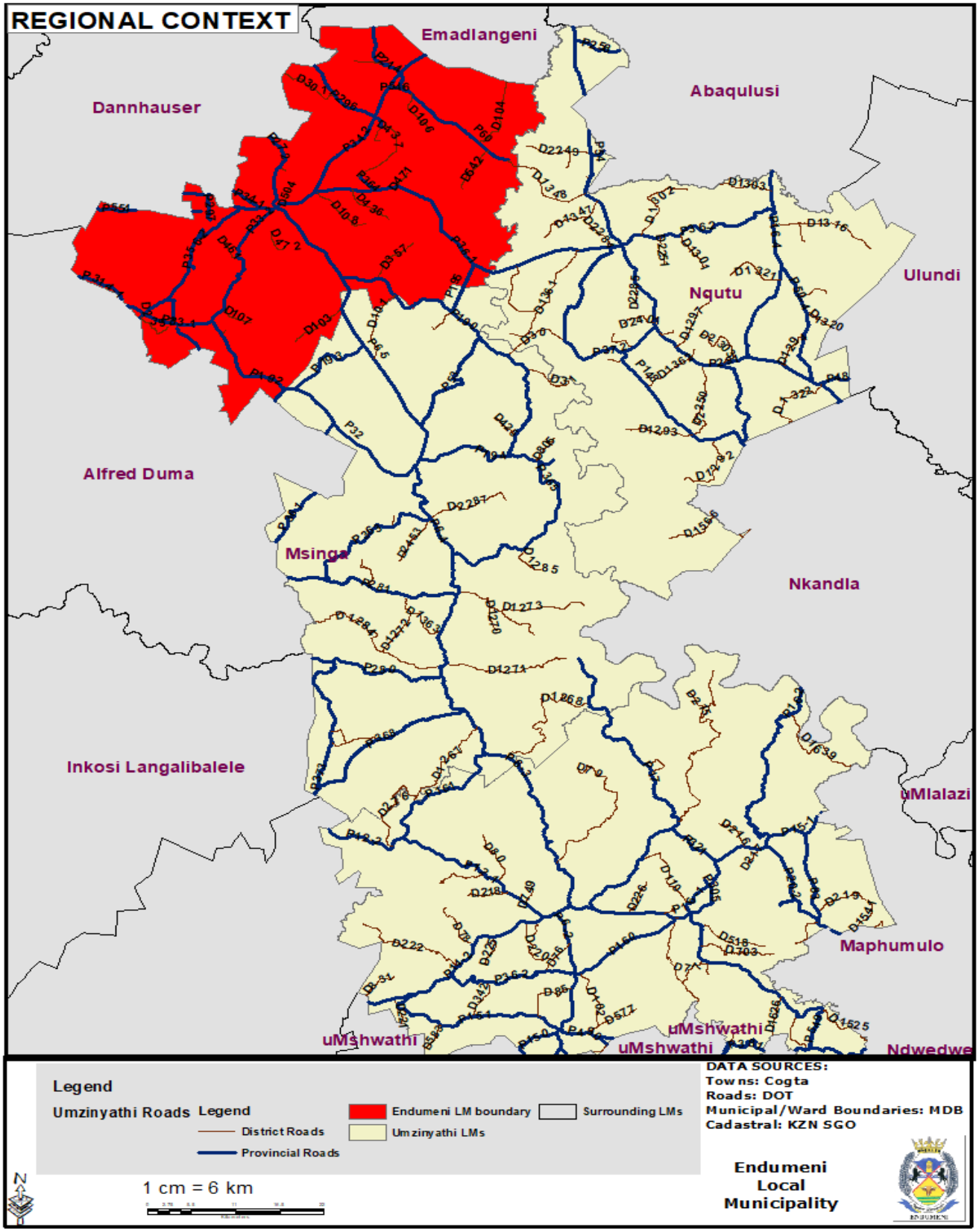
Endumeni is 1,612km^2 in extent, 55km wide from north-east to south-west on the R33/R602 and 30km on the R33/ R621 south- east to north- west. In the context of national transportation systems, the Endumeni Municipality finds itself "out on a limb" situated away from the national road network. At a regional level, the municipality is located on an important regional route servicing the agricultural regions of northern KwaZulu-Natal and southern Mpumalanga.

Endumeni dominates the district economy as it serves as the key administrative, educational and economic centre for the entire district. Dundee is the centre from which tourism based on the cultural heritage of the Zulu Kingdom and 'Battlefields' is emphasized and managed to some extent. Glencoe serves as a secondary centre to Dundee. Together with Amajuba, the area is branded the 'custodian' of the Battlefields region which has international and regional significance. There are no Traditional Authorities within Endumeni Local Municipal jurisdiction.
The Endumeni Municipality is unique in that its population is predominantly **urbanized** or based on commercial farms and unlike the other local municipalities in the District there is no tribal authority land. Dundee is the main economic heart of Endumeni and the administrative centre of the region and has a diversified economy ranging from retail and trade, tourism, farming, mining and administrative centre.

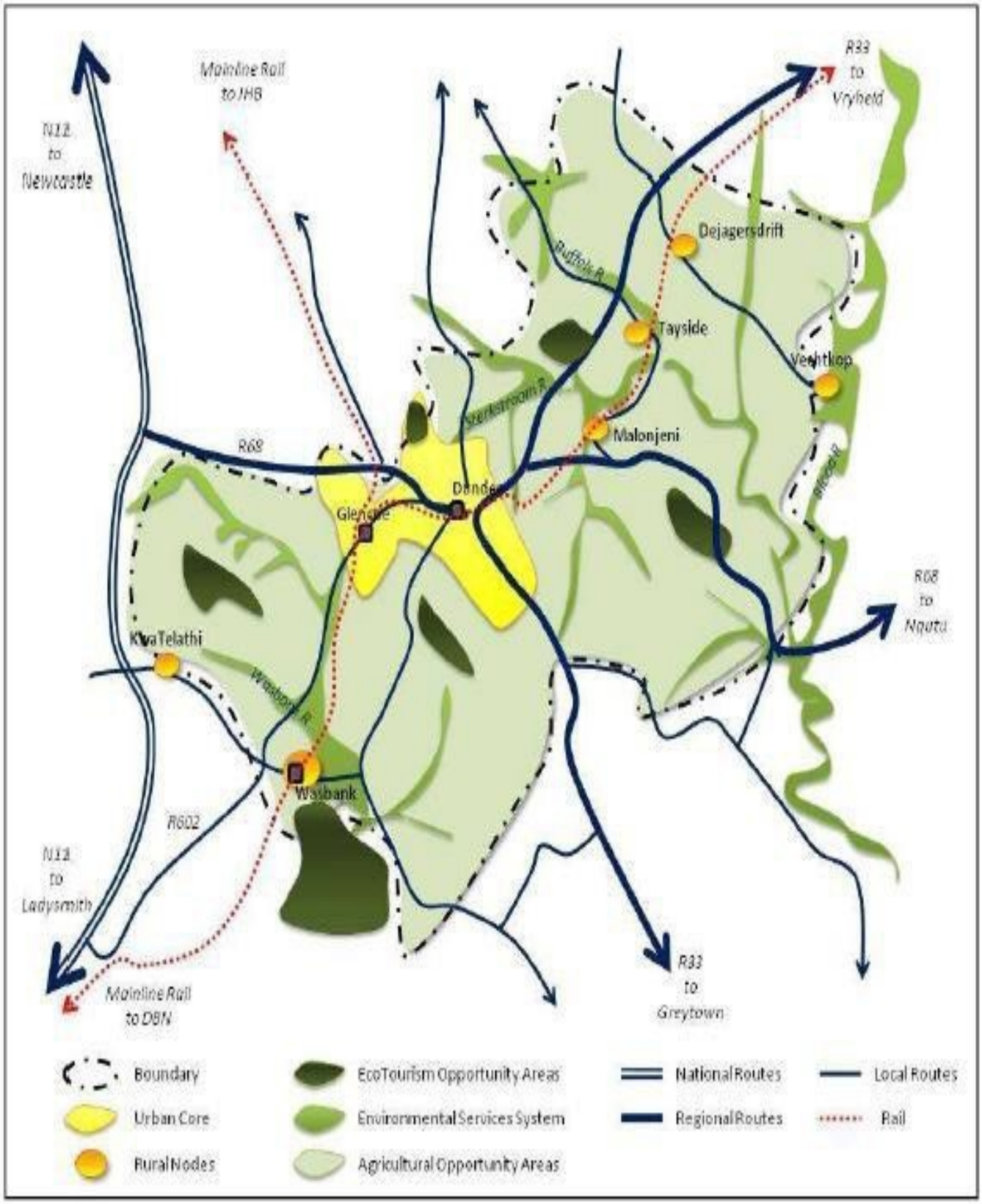
The municipality is located within a well-developed commercial agricultural region and hence, it functions as an important regional rural service center serving the surrounding agricultural hinterland. The municipality only comprises of seven (07) wards.

The topography, hydrology and resources of the area have influenced and determined, to some extent, the physical structure of Endumeni, the patterns of settlement and of the land use within the area. The key towns of Dundee and Glencoe are centrally located within the municipal area and a network of roads radiate out from this central core, taking into account also the routes of the railway lines. Outside of this central core, the only other significant settlement node is Wasbank.

The remainder of the area is predominantly characterized by commercial farming, and land restitution projects. A limited number of small concentrations of people are scattered across the north-west sections of the municipal area. Residential density in the area averages 6-8du/ha in the towns of Dundee and Glencoe, whilst the densities of the satellite townships associated with each Sibongile and Sithembile average densities of 30-35du/ha. The settlement form of the towns is suburban in nature with a predominant grid-layout street pattern. The highest intensity land use occurs in the CBD. The pattern of settlement is fragmented which impacts on thresholds for commercial development, community facilities and public transport. Dundee is 10km from Glencoe and 16km from Wasbank.

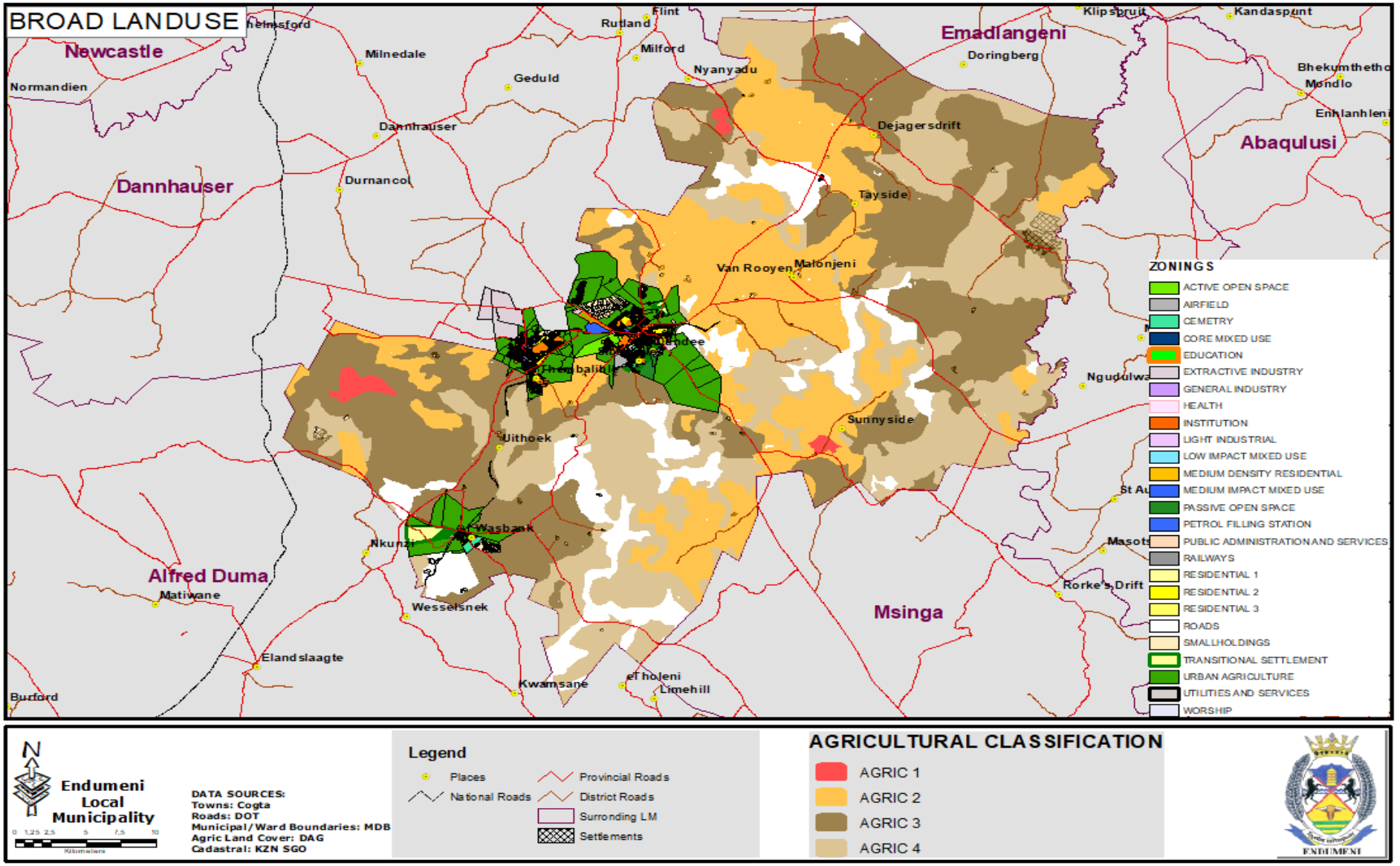


Map 4 Regional context



Map 5 Conceptual Map

4.2 ENVIRONMENTAL ANALYSIS



Map 6 Land Use

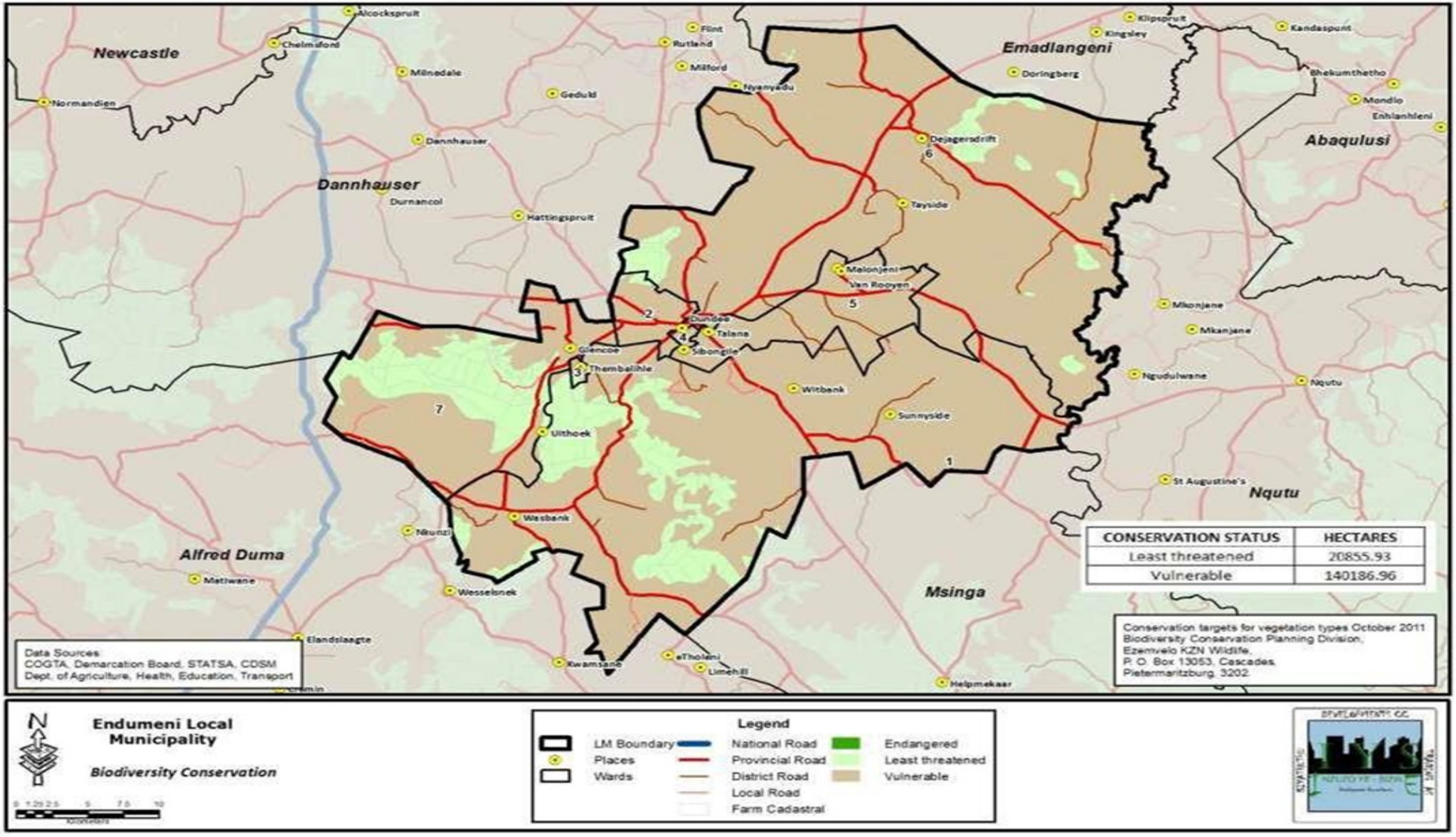
4.2.1 BIODIVERSITY

Key biodiversity assets in Endumeni include large natural areas, terrestrial ESA (Ecological support Areas) and terrestrial CBA (Critical Biodiversity Areas). Large natural areas, which covers most of the municipal area, are more likely to remain intact with lower influences of "edge-effects" from adjacent land uses. Intact areas will support ecosystem processes and functionality, which in turn improves biodiversity conservation. Conversely, land use transformation and impacts from anthropogenic influences increase the probability of "edge effects" on important biodiversity areas.

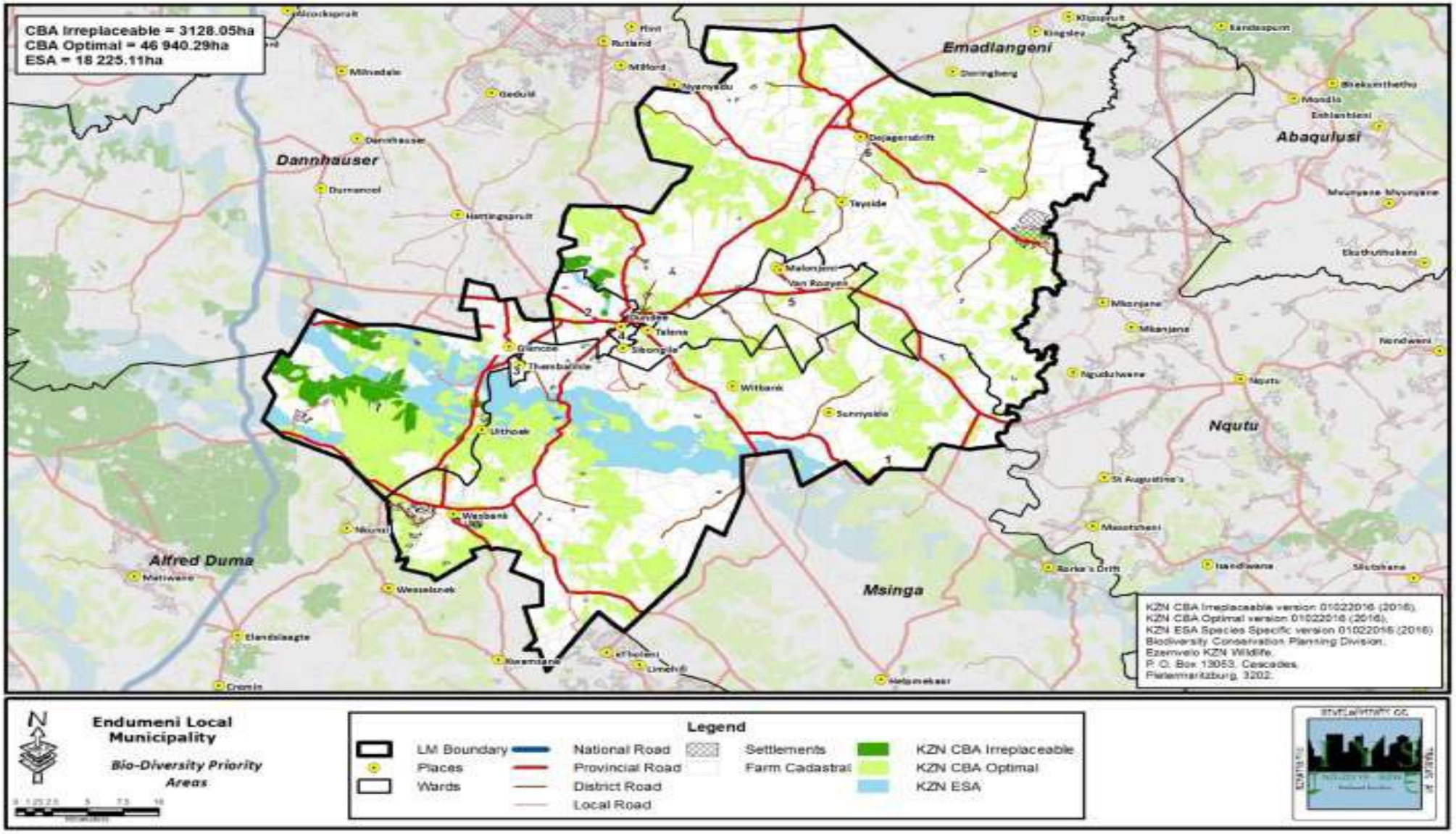
Endumeni Local Municipality has a number of environmental sensitive areas, some of which are not protected.

The Municipality does not have any proclaimed protected areas within its jurisdiction, however, there are few areas that are worth conservation which includes Biggarsberg, Dundee Agricultural RS, Endumeni and Thukela Biosphere. This municipality has extensive area characterised by critical aquatic biodiversity, however according to the Umzinyathi District municipalities environmental profile, Endumeni is dominated by least threatened terrestrial biodiversity. There are no critically endangered (CE) ecosystems within the municipality, majority of the ecosystems fall under the least threatened category.

The healthier and more biodiverse an ecosystem, and the better the maintenance of biodiversity patterns, connectivity and ecosystem processes, the more resilient the biodiversity and ecological support areas will be to climate change impacts.



Map 7 Biodiversity Conservation



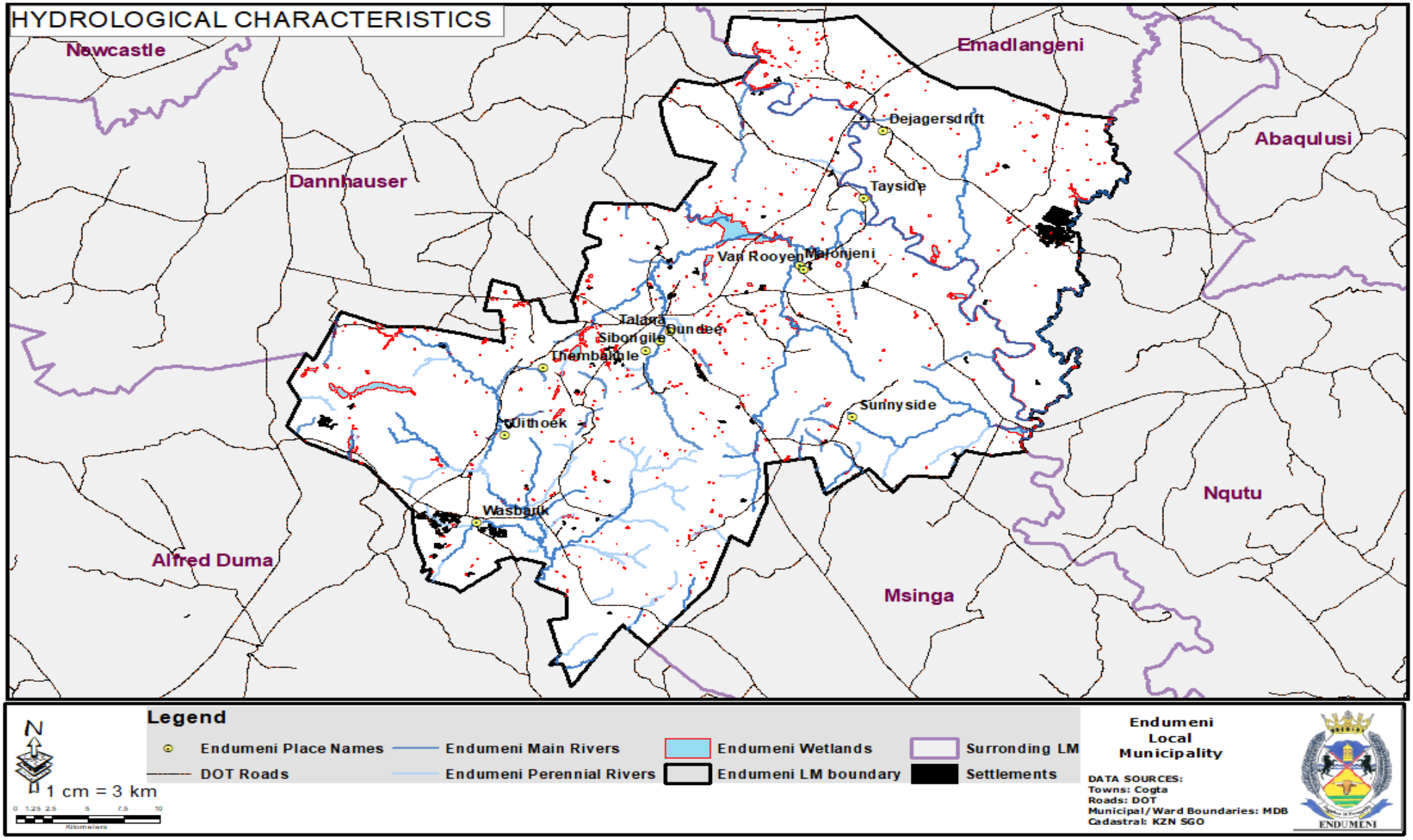
Map 8 Biodiversity Priority Area

4.2.2 HYDROLOGY

Endumeni is home to Buffalo River and Wasbank River. The main tributaries of Buffalo River are Njiwati, Sterkstroom or Impathi, the Pondenshalana, Nyende, Eerstelling, Basangoma and Blood Rivers. Wasbank River's main tributaries are Mkomazana, KwaMatchokuza, Busana, Klipspruit, Biggarsgatspruit and Blinkwater Streams. Groundwater resources, perennial rivers and streams and stored water in farm dams are the main sources for stock watering purposes, while river flow and stored water in larger dams are the main sources for irrigation, although high-yielding production boreholes may also be important sources of irrigation water in certain areas. Regarding perennial river flow the Endumeni area is reasonably well-watered with most of the streams. There are also smaller perennial streams on the Dundee plateau.

Freshwater Ecosystem Priority Areas (FEPA) are important water resource and aquatic ecosystems areas that need protection for promoting sustainable water resource use and achieving the freshwater ecosystem goals of the country.

The biggest threat in the area is the potential pollution of freshwater sources (surface and groundwater) through decanting of mines (Dysfunctional and active).



Map 9 Hydrological characteristics

4.2.3 CLIMATE CHANGE

The municipality has a temperate climate, experiencing warm to hot summers and cold winters. Summers are mostly hot with temperatures exceeding 30 °C. Winters are characterized by frost at the beginning of winter for most of the areas in the municipality.

Endumeni Local municipality is situated within the Umzinyathi District Municipality which falls within the Pongola-Umzimkhulu Hydrological Zone, one of six hydrological zones in South Africa (Department of Environmental Affairs 2013a).

These hydrological zones not only reflect water management areas but have been grouped according to common climatic and hydrological characteristics (Department of Environmental Affairs 2013a).

The following four climate change scenarios have been described for the Pongola-Umzimkhulu Hydrological Zone in the Department of Environmental Affairs' Long Term Adaptation Scenarios Reports:

- Warmer Wetter Scenario: Increased rainfall in spring.
- Hotter Wetter Scenario: Strong increase in rainfall in spring.
- Warmer Drier Scenario: Decreased rainfall in spring, a strong decrease in rainfall during summer and autumn.
- Hotter Drier Scenario: Decreased rainfall in spring, a strong decrease in rainfall in summer and autumn

RENEWABLE ENERGY

The SDF object is to develop Endumeni as a leading centre for renewable Energy and produce green opportunities for local companies and green jobs for the local people. In order tom achieve this objective the municipality through the assistance of National Department of Environmental Affairs to develop a feasibility study, on what will be best viable over the municipality to implement renewable energy.

4.2.4 STRATEGIC ENVIRONMENTAL ASSESSMENT

It is critical for the development of a strategic environmental assessment plan to identify environmentally sensitive areas in order to direct and manage intensive development away from such areas. The biggest threat to the environment and biodiversity in the municipality is pollution and destruction of environmentally sensitive areas.

4.2.5 ENVIRONMENTAL AREAS

The biodiversity assets within Endumeni LM include large natural areas, terrestrial ESA (Ecological support Areas and terrestrial CBA (Critical Biodiversity Areas). Large natural areas, which covers the majority of the municipal area, are more likely to remain intact with lower influences of "edge-effects" from adjacent land uses. Intact areas will support ecosystem processes and functionality, which in turn improves biodiversity conservation. Conversely, land use transformation and impacts from anthropogenic influences increase the probability of "edge effects" on important biodiversity areas.

The goal within Endumeni is to protect, enhance and expand the existing environmental assets base within exiting urban and built areas but also to utilise the opportunity to establish a more robust and integrated open space system within the undeveloped and agricultural areas that will directly meet the needs of the local communities, as well as, respond to wider municipal and regional environmental planning needs with regard to environmental services planning and management. The environmental service areas of Endumeni are ill defined and as a result highly pressurised and fragile. The area contains two primary river systems, the Buffela and Blood Rivers, as well as a number of secondary river systems of the Sterkstroom, Mzinyashana, Wasbank, Nsuze and Sandspruit Rivers. Further sensitive areas have been identified and include the Aden Lloyd Nature Reserve and a number of existing eco-tourism areas including sites of historical or cultural significance such as battlefields, as well as private game farms.

The environmental services areas as reflected on the SDF are derived from the Environmental Plans and Land Capability Assessment undertaken for the Endumeni Municipality. Areas so designated within the municipal area include the major wetlands within the area as well as all rivers. In principal, a 50-metre buffer around major water courses have been designated as environmental services, although it is acknowledged that, in practice, the width of the environmentally sensitive portions of rivers will vary. Although the Alden Lloyd Nature Reserve is a formally protected area, it has not been included under this land use category as it is intended that, whilst it should be managed according to the aforementioned principles, it should also enjoy greater exposure tourism/recreation area and, hence, is accorded an alternative designation.

Endumeni is among a number of municipalities that have had large areas of vegetation transformed because of one kind of land use or another. As is evident in areas within the south/ west of Endumeni in the vicinity of Glencoe and Dundee have experienced widespread land transformation. A number of areas within Endumeni have been flagged for potential

biodiversity conservation. The irreplaceable KZN CBA areas are found within the north of Dundee and few farmlands on the north of Wasbank.

Early identification and protection of core and amenity open space elements in the various river systems. Protection of conservation areas for eco-tourism opportunities i.e. Aden Lloyd Nature Reserve, Kamelkop, Ilanga Game Ranch, Botha Group Game Ranch etc. Protection and enhancement of areas of cultural and historical significance i.e. Fort Pine, Alana Museum, Maria Ratschitz Mission, Karel Landsman's House etc.

Spatial issues	Spatial strategies
• The municipality is located within a well-developed commercial agricultural region and hence, it functions as an important regional rural service centre serving the surrounding agricultural hinterland. • Its location away from the national road network limits any potential development benefits that might otherwise accrue to the Municipal area. The implication is that the Municipality needs to look to its own strengths and • comparative and competitive advantages in order to grow its economy, rather than being able to 'piggy- back' on any spin-offs from development arising from the two main development axes of the Province. • Municipality lacks enforcement on its bylaws hence the vast urban sprawl development and illegal dumping occurring. • Lack of resources to implement the IWMP and promote green economy as a daily routine for the community to sort their household waste. • The municipality is currently undertaking an Alien Invasive Plant Control Management Plan, to manage and control alien invasive species to prevent or minimise harm to the environment and biodiversity in particular.	• Promote a more compact urban form by focusing on and densifying existing urban nodes • Promote a more efficient use of infrastructure, nurture and protect higher potential agricultural land and ensure the appropriate level of protection to environmentally sensitive areas • Promote economic opportunities, including LED and tourism, in appropriate localities and ensure that land use within the municipal area will be able to be managed in a balanced and integrated manner • Promote opportunities for land reform • Accommodate new housing development areas • Develop green corridors to preserve natural water resources. • The LED strategy had identified a buyback centre development within the Glencoe Landfill site • Municipality to review the IWMP. • Municipality strategy to include solar geysers and JoJo tanks to contain water especially during draught and COVID 19 pandemic eras on all new housing developments in the area of jurisdiction. • Municipality has partnered with private institutions, University of Cape Town; to develop weather awareness devise that will alert the

	rural communities when heavy storms are coming and serve the rural communities with lighting conductors. • The municipality is currently faced with a challenge of the demand for development. The municipality has written to the provincial Department of Environmental Affairs to intervein by provisions of funding the Strategic Environmental Assessment, which will assist to combat many environmental issues that is caused by lack of sustainable planning, example KZN floods.

Table 15 Spatial environmental trends

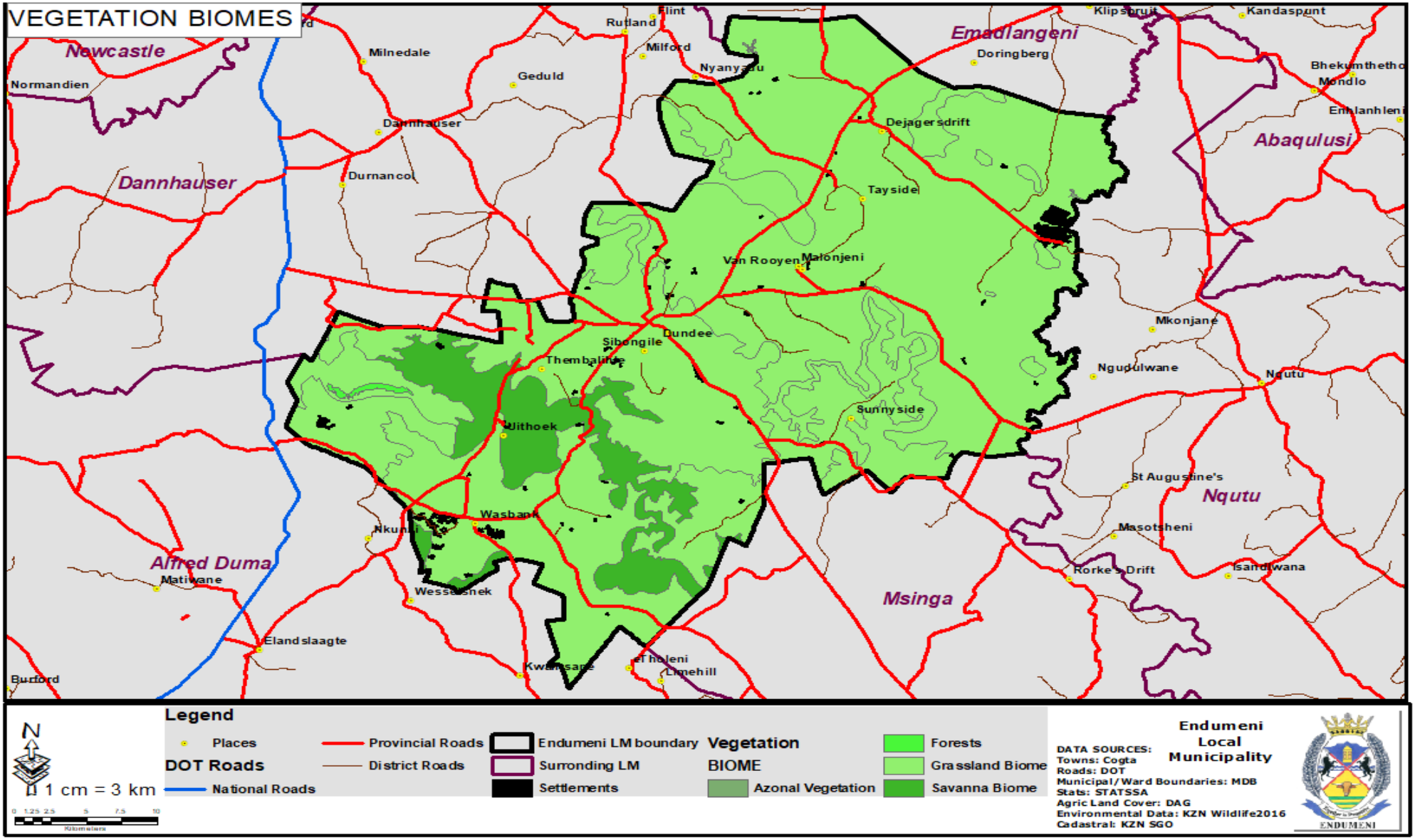
4.2.6 ENVIRONMENTAL ANALYSIS

RIVERS, HYDROLOGICAL WATER FEATURES AND ECOSYSTEM

Endumeni is home to Buffalo River and Wasbank River. The main tributaries of Buffalo River are Njiwati, Sterkstroom or Impathi, the Pondenshalana, Nyende, Eerstelling, Basangoma and Blood Rivers. Wasbank River's main tributaries are Mkomazana, KwaMatchokuza, Busana, Klipspruit, Biggarsgatspruit and Blinkwater Streams. Groundwater resources, perennial rivers and streams and stored water in farm dams are the main sources for stock watering purposes, while river flow and stored water in larger dams are the main sources for irrigation – although high-yielding production boreholes may also be important sources of irrigation water in certain areas. Regarding perennial river flow the Endumeni area is reasonably well-watered with most of the streams. There are also several smaller perennial streams on the Dundee plateau.

Freshwater Ecosystem Priority Areas (FEPA) are important water resource and aquatic ecosystems areas that need protection for promoting sustainable water resource use and achieving the freshwater ecosystem goals of the country. The National Water Act (1998) recognizes that water is a scarce resource and that there is a need for the integrated management of all aspects of water resources. The National FEPA project aims to achieve such integration with the National Environmental Management Biodiversity Act (2004). The implementation of the measures in this Act must be improved in the area, specifically in respect of the protection, conservation, and sustainable use of the water resource assets in the Endumeni.

The biggest threat in the area is the potential pollution of freshwater sources (surface and groundwater) through decanting of mines (difunctional and active).



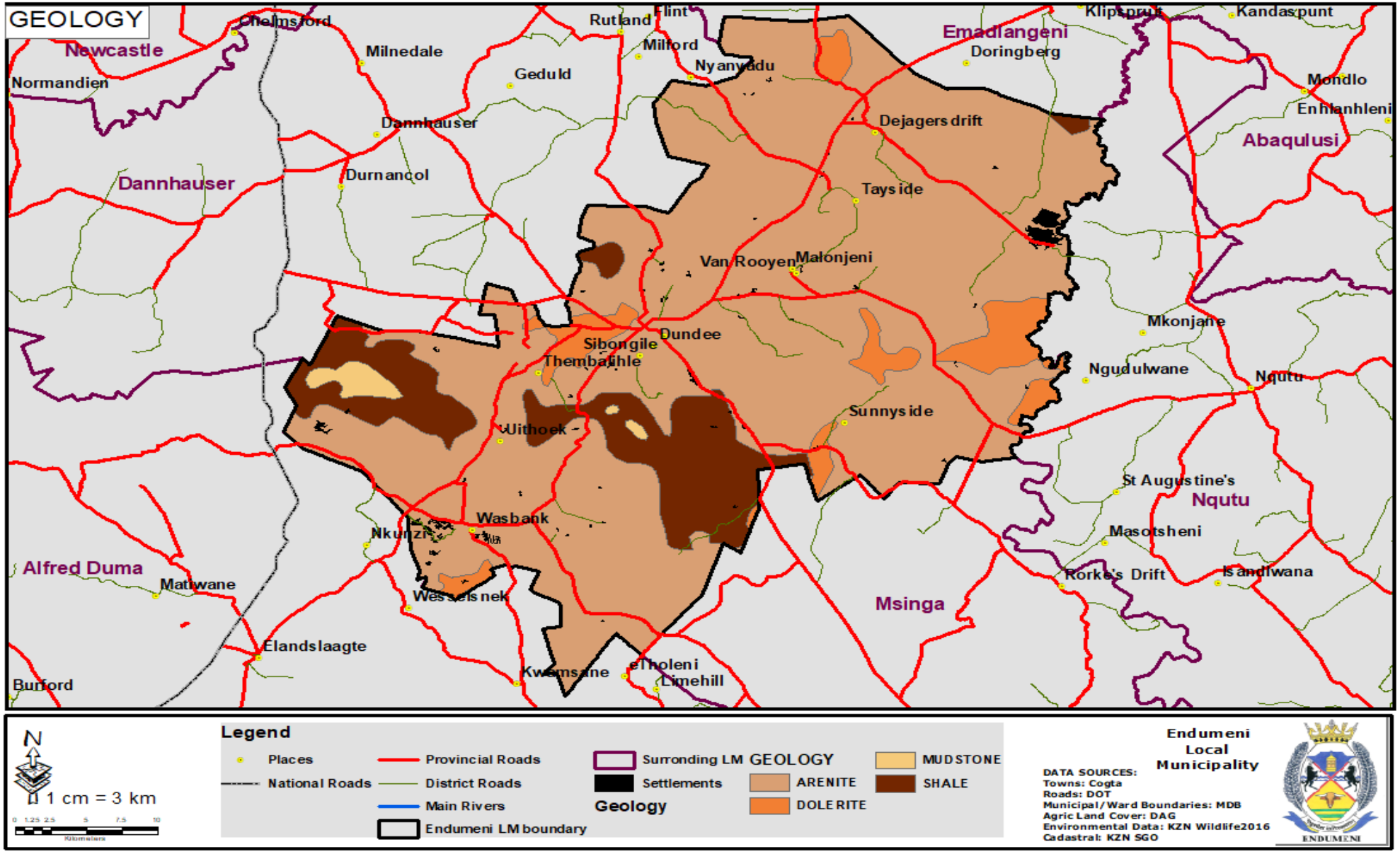
Map 10 Vegetation Biomes

4.2.7 GEOLOGY

Endumeni Municipality comprises of a range of soil geology formations which includes Arenite, Shale and Dolerite. The geology of the site includes Arenites.

Arenites is a sedimentary geological formation found in Karoo Basin region of Southern Africa. It is carbon-rich sedimentary deposit; owing to the high vegetation content of the original sediment i.e. some of the areas that have this type of geological formation contain mineral occurrences for coal mining. Shale is a fine-grained, clastic sedimentary rock composed of mud that is a mix of flakes of clay minerals and tiny fragments (silt-sized particles) of other minerals, especially quartz and calcite. The ratio of clay to other minerals is variable. The study area is known for being underlined by the Vryheid formation of the Ecca Group, in geohydrology, the Ecca group is known for its high yielding capacity. Shale is characterized by breaks along thin laminae or parallel layering or bedding less than one centimetre in thickness, called fissility.

Shales are typically composed of variable amounts of clay minerals and quartz grains and the typical colour is gray. Addition of variable amounts of minor constituents alters the colour of the rock. Dolerite is also widely distributed into both groups of sediments. Although the dolerites occur over large areas, there are usually underlain by shale even on what appears to be dolerite ridges. This also implies that these tend to be very narrow and shale is the most predominant parent material. There are poorly drained soils that occur on older alluvial.



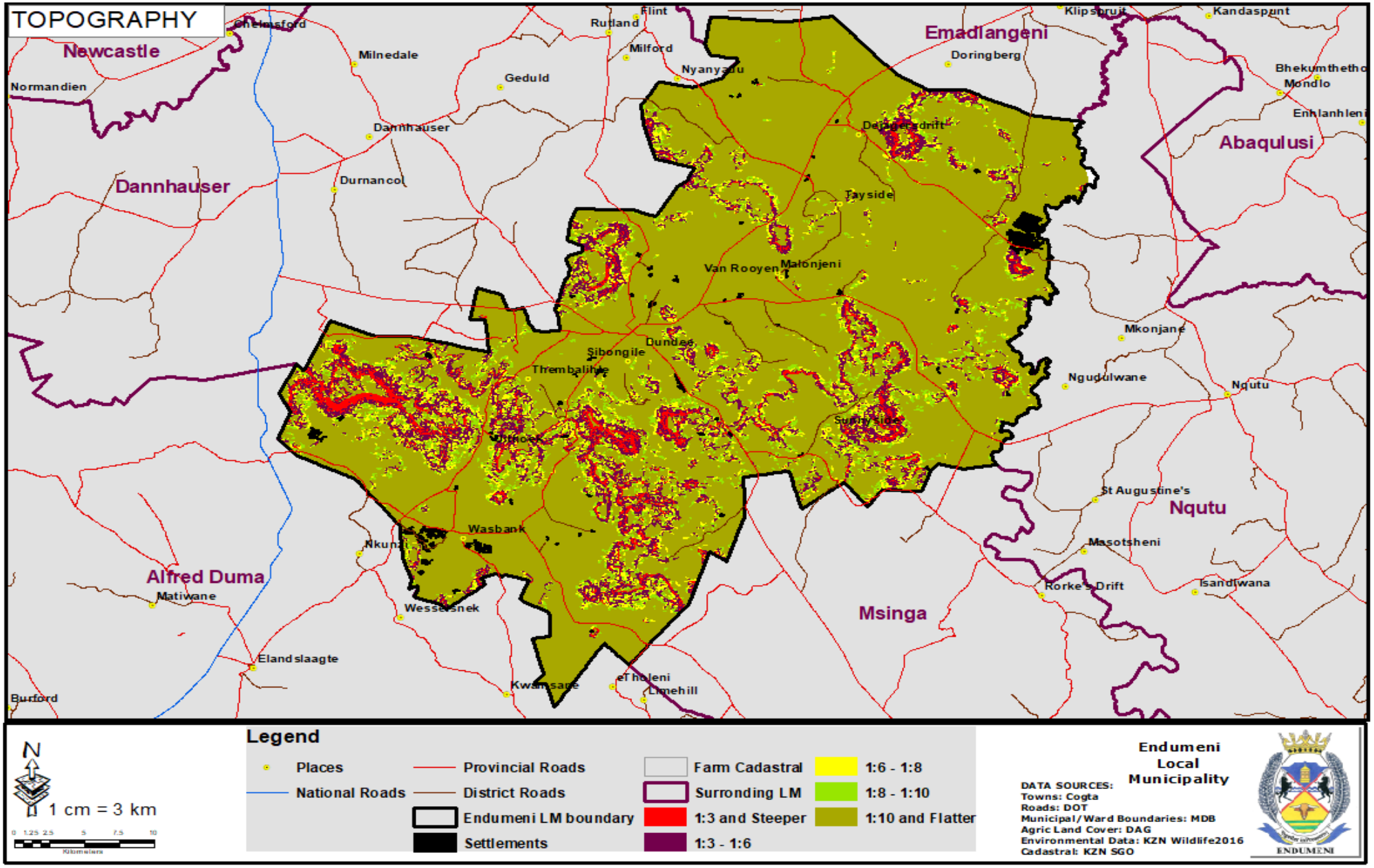
Map 11 Geology

4.2.8 SLOPE ANALYSIS

Endumeni is a generally flat area from a topographical point of view. The broad pattern of slopes in the study area is as follows:

- On the flanks or side slopes of the Biggarsberg mountains and other isolated mountains and koppies as well as along the escarpments separating the higher plateaux and the lower plains: generally steep slopes in the 20-40% range.
- Below these steep rugged areas there is usually a strip of footslope colluvium with slopes typically in the 5-10% range.

On both the higher plateaux and the lower plains, but away from the mountains, koppies and scarps: a pattern of wide gently sloping convex ridges with slopes typically in the 0-4% range but with slightly steeper side slopes before the slope pattern changes from convex to concave-sloping watercourses and fringing areas. Most of the urban developed areas within Endumeni Municipality are located within a flat terrain which implies that further expansion of these areas may not be subjected to any hindrances from a topographical point of view.



Map 12 Topography

4.2.9 CONSERVATION AND PROTECTED AREAS

Endumeni Municipality does not have any proclaimed protected areas within its jurisdiction. However, there are few areas that are worth conservation which includes Biggarsberg, Dundee Agricultural RS, Endumeni and Thukela Biosphere.

4.3 CLIMATE CHANGE

October and (screen) temperatures may fall below 0 degrees C on 14 days in a year. The area lies in the summer season rainfall category, 90% of the mean annual rain falling between September and April. Average annual totals range between 800 and 900mm on the higher ground – the Biggarsberg, decreasing to 725-750mm in the Buffalo River valley and falling to 750mm on the western edge of the Biggarsberg. Likewise, the number of rain days total between 70 and 80 along the ridges of high ground, falling to 60 days or less in the 'rain-shadow' valleys. Most of the rainfall arrives in the form of thunderstorms, intense falls of short duration, often restricted to small areas. Some 35 'thunder days' can be expected each year but only 25% of the thunderstorms produce more than 10mm of rain. Hail occurs between two and three times per year. This is significantly less than areas closer to the Drakensberg where the incidence of hail can rise to 8 days in a year.

Mean annual Temperatures vary between 15 degrees Celsius along the higher ground of the Biggarsberg, rising to nearly 180C along the lower altitude Buffalo River with a standard deviation of about 0,5 degrees C. Extreme maximum temperatures may reach 400C in the valleys around January and minimums can fall as low as -70C in the winter months.

Areas of mitigation Endumeni LM has included the climate change issue in their risk registry as means to of mitigation. Under the human settlement risk registry, the municipality will include solar geysers and JoJo tanks to contain water especially during these times with the COVID 19 pandemic, as part of the specifics when developing new housing developments, for both low cost and middle-income housing.

4.4 DEVELOPMENT CORRIDORS

The development corridors within Endumeni have been located with a provincial context and are therefore named accordingly.

4.4.1 PRIMARY CORRIDOR

The primary corridor within the region is the N11 (Ladysmith to Newcastle). Whilst the N11 does not pass through Endumeni it does provide access to the R602 and R68 for access to the area from the west. This is a key industrial and agricultural corridor.

4.4.2 SECONDARY CORRIDOR

The R33 and R621 form the central spine of the secondary provincial priority corridor. The focus of this corridor is agriculture and tourism.

4.4.3 TERTIARY CORRIDORS

These comprise the lower order roads within the municipal area, including the R33 from Dundee to Wasbank and the R68 to Nqutu and the R33 to Vryheid. Although they are lower order roads, they play an important role in enhancing accessibility to a number of the rural settlements within the municipal area.

4.5 ACTIVITY CORRIDOR

Mixed use activity corridors are located within Dundee and Glencoe. These routes offer an opportunity to provide the highest range and intensity of mixed use activities.

4.6 NODES

- PRIMARY NODE - DUNDEE

An existing multipurpose business, administrative, social service and intermodal transportation terminal centre that services the surrounding urban and rural communities of Endumeni and its neighbouring municipal areas. Dundee is home to the headquarters of the Umzinyathi District Municipality.

- SECONDARY NODE - GLENCOE

This is an existing secondary node that serves the greater Glencoe community with a mix of commercial and social services. The role of the node is to provide essential 'day to day' commercial needs and social and commercial services to immediately adjacent communities. The node should be consolidated with Dundee to form an urban core for Endumeni Local Municipality.

- RURAL SERVICES NODE - WASBANK

An existing settlement that serves the southern region of Endumeni, Wasbank should be consolidated and/or enhanced as village centre that provides support to the development of the rural and agricultural hinterlands of Endumeni.

- RURAL SERVICES SATELITE NODES

Further Rural Service Satellite Nodes are proposed in areas where there is a significant concentration of rural population:

De Jagersdrift Vechtkop Tayside	Malonjeni KwaTelaphi

These nodes perform a similar function to the rural services node but the provision of social facilities can be provided in a non-permanent manner. Such facilities should include mobile clinic, school, mobile welfare services, mobile banking services, postal services, and a basic sports facility.

Spatial Challenges within each node:

The following are the challenges that face Dundee node:

a) Illegible town layout map.
b) Restricted lay-by close to an intersection.
c) Undefined pedestrian walkway.
d) Informal settlements occurring at the extension of Sibongile Township.
e) Some of the private signage overpowers the town's entrance feature.
f) Lack of public amenities like street furniture, ablution facilities
g) Aesthetic quality and character of the town not maintained.
h) Lack of new residential/housing products such as cluster housing.
i) A large number of roads are in dire need for upgrading and maintenance.

DUNDEE NODE SPATIAL PLANNING PROPOSAL

The spatial planning proposals are as follows:

a) Integrated mixed residential development.
b) Informal Settlement Upgrade around Sibongile Township.
c) Development of a road to Glencoe into an Urban Linkage Activity Spine in order to unlock land parcels that could be used for interface development.
d) Delineation of the urban edge in order to promote compact and integrated development.
e) Upgrade of informal settlements, greening and beautification of the entry of the town, from R33 (Craigside).
f) Implementation of Dundee Regeneration Plan.
g) The municipality in collaboration with the Department of Human Settlement has undertaken a study on eradicating informal settlements within Endumeni LM. The study has categorised all seven (7) identified informal settlements in terms of the social and infrastructure needs that can be provided to improve the living conditions of the residents.

h) The municipality in collaboration with the department of Human Settlement is undertaking a middle-income project within ward 2 and 4.

i) The spatial development framework has identified four (4) focus areas within the node of Dundee, where catalytic projects have been identified for those areas in need of intervention: Rehabilitation of the Dundee Industrial Area, preserve or protect wetlands and water causes by having green corridors, upgrade the Dundee Public Facility, and have a nodal plan that will respond to the expansion of the town Dundee especially on the west of the town where there is a development pressure undertaken.

GLENCOE SPATIAL CHALLENGES

The following are the challenges that have been identified:

a) Dilapidated and ageing infrastructure, especially road and stormwater networks.
b) Economic stagnation.
c) Lack of new residential/housing products such as cluster housing.
d) Housing stock within Glencoe comprises mainly of old and tired buildings.
e) A large number of roads are in dire need for upgrading and maintenance.

GLENCOE NODE SPATIAL PLANNING PROPOSAL

a) The spatial planning proposals are as follows:

a. Development of a road to Dundee into an Urban Linkage Activity Spine in order to unlock land parcels that could be used for interface development.
b. Integrated residential development including Middle Income Housing.
c. Land use integration as a means to address the coarse grain-land use pattern.
d. Urban renewal programme which may include infrastructure upgrade, redevelopment, and refurbishment of buildings.
e. CBD expansion including gateway developments at strategic points.
f. Delineation of the urban edge in order to promote compact and integrated development.
g. Preserve the historical buildings and beautify the own with its rich history to attack tourism.
h. New development prospects as the town have a Private Hospital development coming soon, this will trigger new socio- economic opportunities.
i. Rehabilitate Sports ground facilities, include develop an indoor sports facility.

WASBANK SPATIAL CHALLENGES

Spatial issues facing Wasbank could be summarised as follows:

a. Urban renewal programme which may include infrastructure upgrade, redevelopment and refurbishment of buildings.
b. CBD expansion including gateway developments at strategic points.

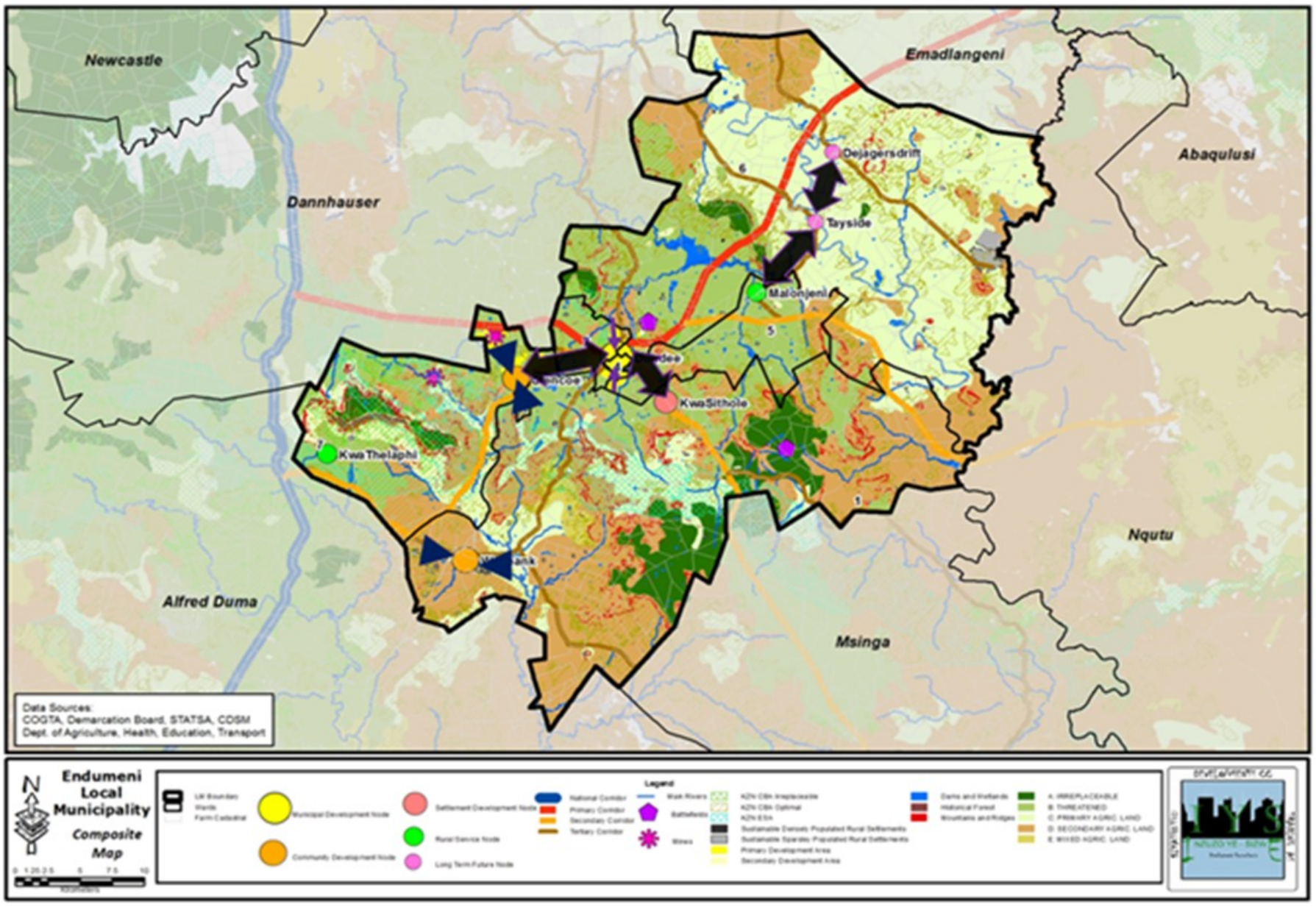
c. Redefining the role of the town. Need to enhance functional and spatial integration into the surrounding areas.

SPATIAL PLANNING PROPOSAL

a) The spatial planning proposals are as follows:
b) Undertake and pilot an urban renewal programme targeting infrastructure upgrade, redevelopment, refurbishment of buildings and amenity building.
c) Development of Gateway at strategic points.

d) Agri- processing plant- as part of the FPSU initiative and proposed Commercialise Goat Farming
e) Civic precinct plan- Expand government services in the area.

DIRECTION FOR FUTURE GROWTH



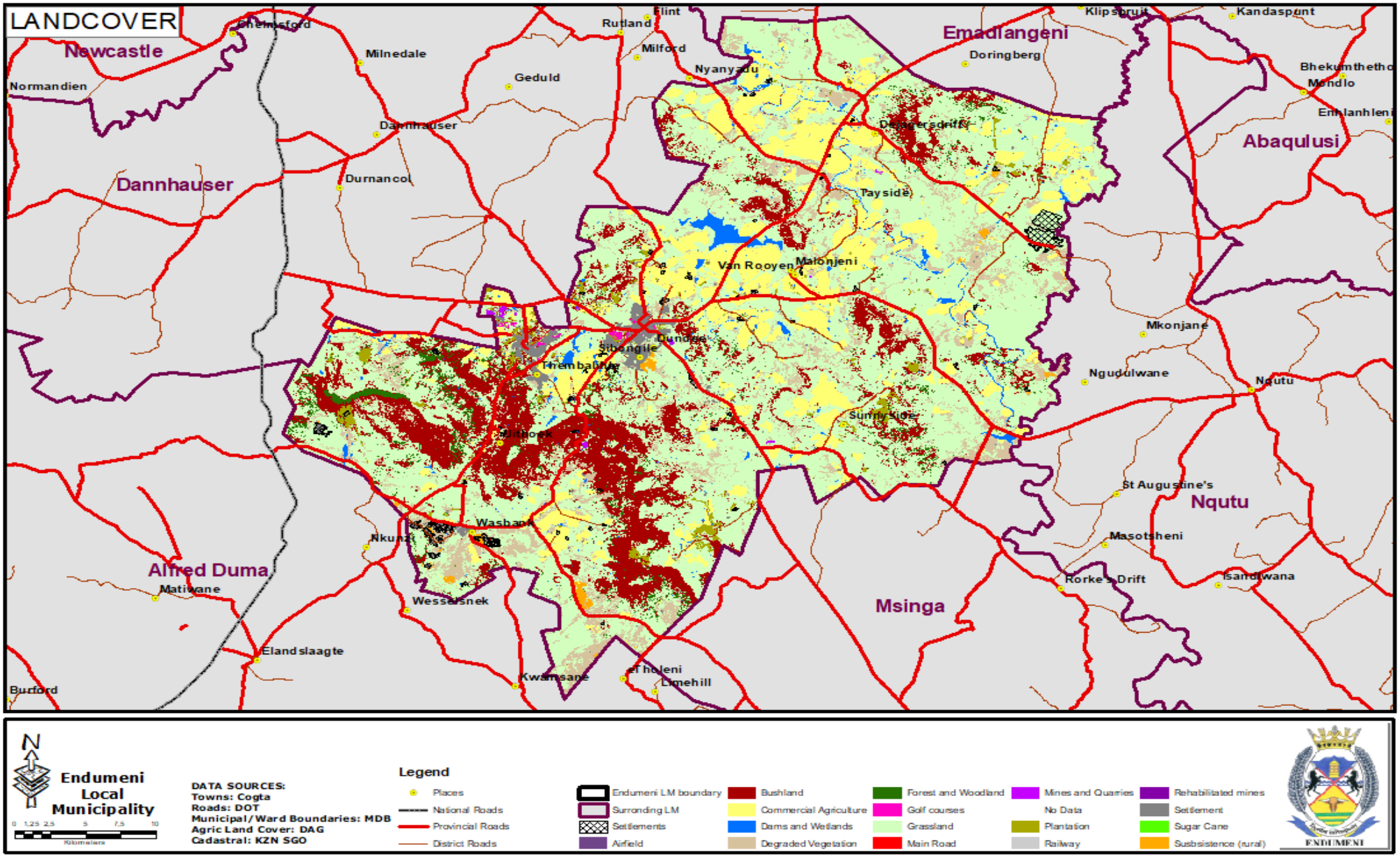
Map 13 Endumeni future growth points

4.6.1 LAND COVER AND BROAD LAND USE

LAND COVER

The land cover of Endumeni Municipal Area can be categorized as follows:

- Urban/ Built-up areas – which includes the dense settlements and towns of Dundee, Glencoe and Wasbank.
- Mountainous areas – which are mostly found on the southern part of Glencoe and few steep/ hilly areas that are spread around different parts of the municipality.
- Natural Grasslands – which are mostly found within the farmlands.
- Surface Water (Rivers, Dams and Tributaries) – which includes Buffalo River and its associated tributaries.



Map 14 Land Cover

4.6.2 SUMMARY OF SDP/SDF IMPLEMENTATION PLAN

SPLUMA, Act 16 of 2013 Section 21 (b) stipulates that the SDF must have a Spatial Development Plan in place for the implementation of project in the 5-year cycle. The below projects are the implementation project to the SDF concept.

SDF proposed Projects 2022-27			
Project name	Source of funding	Estimated amount	Ward
Promotion and Marketing (Signage) of Tourism of Tourism Routes	EDTEA	R1200 00.00	Municipal wide
Endumeni Tourism Master Plan	EDTEA	R 750 000.00	Municipal Wide
Rural Horse-Riding Precinct Plan	EDTEA, DALRRD, DSRC		5
Agriculture Sector Plan	EDTEA/ DALRRD	R500 000.00	Municipal Wide
Upgrade Sports Facilities	DSR	TBC	Municipal Wide
Indoor Glencoe Sport Facility	DSR	TBC	7
Youth, Elderly, Women, and Disability Programmes	Endumeni LM	TBC	Municipal Wide
O&M Plan for all municipal infrastructure	Endumeni LM	R 800 000.00	Municipal Wide
Roads and Stormwater Upgrades	MIG and DOT	R 7 million	Dundee (Victoria, Smith, Wilson and McKenzie Street, and roads in the industrial area) Glencoe (Karrallandman, Alice, Boundary, Uithook, Glenridge main road, roads in the industrial areas) Wasbank Main Road to the Town and Clinic Sithembile Main Road
IWMP Review	Endumeni LM	Inhouse	Municipal Wide

Greening Projects- Alternative Energy Feasibility Study	EDTEA	R900 000.00	Municipal Wide
Develop Strategic Environmental Assessment (SEA)	EDTEA	R850 000.00	Municipal Wide
Buy back Centre	SLP Project	R1500 000.00	7
Forestdale and Peacevalle Rehabilitation of Green Corridor	EDTEA	R450 000.00	6
Informal Settlement Upgrades	DHOS		4,5,6 and 7
Focus Area Projects			
Endumeni Dundee-Glencoe Transition Zone Precinct Plan	DALRRD	R850 000.00	2 and 7
Wasbank and Glencoe Urban Revitalisation Plan	LED COGTA	R 850 000.00	1 and 7
Sithembile Precinct Plan	LED COGTA/ DALRRD	R 850 000.00	3

Table 16 Summary of SDP/SDF Projects

BROAD LAND USES

Current land use patterns have evolved in response to the spatial structure of Endumeni, settlement patterns, the natural environment and regional access routes and reflects the predominately rural nature of the region within which Endumeni is located. The land use categories are not highly diversified and can be outlined in the below map.

SPATIAL ANALYSIS AND ENVIRONMENTALANALYSIS	
STRENGTHS	**WEAKNESS**
SDF in place	Lack of Implementation of the SDF
Existing baseline procedure in place to guide and regulate development	Lack of enforcement of building control and compliance
Availability of farm/ agricultural land, e.g. municipal owned and LRAD land	Less focus on potential development nodes (tertiary nodes)
Town effectively linked in terms of transportation	Lack of a strategic environmental assessment plan

Environmental planning capacity	Lack of implementation of IWMP
GIS Capacity	
IWMP in place	
OPPORTUNITIES	**THREATS**
Geo-referencing of municipal projects	Lack of new investment into the municipal area
Linkage of the District Infrastructure Plan to SDF	Loss of revenue due to lack of building control and compliance
Job Creation through removal of alien plants and green town	Climate change
Identification and establishment of Truck stop	Degraded environment and soil erosion
Promotion of Public Investments in potential nodes. i.e. Develop strategies, activities should be linked	
Obtaining cleanest/greenest town status	
Job creation through the eradication of alien vegetation	
Development of SEA and climate change response strategy	

TABLE 16: SPATIAL AND ENVIRONMENTAL SWOT ANALYSIS

4.7 DISASTER MANAGEMENT ANALYSIS

4.7.1 MUNICIPAL DISASTER MANAGEMENT CENTRE

The focal point of all in disaster risk management lies in the disaster management, fire and rescue services Centre. The Centre is required to fulfil crucial or important disaster management, fire and rescue functions namely:

- Planning;
- Institutional Capacity;
- Capacity building;
- Response and Recovery;
- Funding

The disaster management, fire and rescue services are strategically placed under the fire station to meet all the requirements as they are first line of responders during disaster and fire incidents. Disaster management, fire and rescue services fall under the office of the Municipal Manager with the intention to report direct to an Accounting Officer.

In terms of the Disaster Management Act (Act No.57 of 2002), Section 43 -50 outlines the establishment and functions of the Centre to ensure an integrated and coordinated approach to Disaster Risk Management within the district.

Endumeni Disaster Management Centre was established in August 2003, is fully functional and it runs 24/7. The Centre is co-shared with uMzinyathi district Municipality as their own disaster management Centre is under construction. The Centre Control Number (034 – 21 222 22).

4.7.2 STATUS OF DM & FIRE SERVICES

Endumeni Local Municipality has successfully appointed the Manager responsible for Disaster Management, Fire and Rescue Services, and Fire Station Officer. Endumeni has further prioritised employing of 10 fully qualified Fire fighters who were volunteers to capacitated Fire and Rescue Servicers sector.

With success of employing the previously EPWP Volunteers permanent, Endumeni Fire and rescue operational time will be changed to a 24/7 normal hours shift with four teams working day and night on normal hours which will reduce excessive working hours, fatigue and unnecessary overtimes and standby allowance but further increase rapid effective emergency response.

All fire - fighters are trained in the following field: Fire Fighting 1&2, Hazmat, Operations and Awareness education. The Senior Manager in Disaster Management report directly to the Head of Department Community Services. Part of the support from DDMC are the volunteers who have received training in the following:

- Basic Firefighting
- Basic First Aid
- Communication
- Basic Disaster Management

4.7.3 RESOURCES

Vehicles

Disaster Management and Fire Emergency Services unit has two vehicles. One fire engine, one sake-bakkie and currently in a process of procuring two (2) more bakkie for Motor Vehicle Incidents to ensure effective response.

Offices

Offices are situated at 8 Diaz Road, Dundee. The offices have a training Centre, sleeping quarters, and a smoke room provided for fire training. The uMzinyathi District Municipality is responsible for the coordinating and regulation of fire services within its area of jurisdiction in line with the Local Government Municipal Structures Amendment act 33 of 2000.

4.7.4 STATUS OF MUNICIPAL DISASTER MANAGEMENT POLICY FRAMEWORK

Section 42 of the Disaster Management Act (Act 57 of 2002) states that each metropolitan and each district municipality must set up and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area.

The Endumeni Local Municipality currently has no municipal disaster management policy framework, but the municipality applies the national and provincial disaster management policy framework for guidance and direction regarding Municipal disaster management affairs, which is in line with the Nation disaster management policy framework.

4.7.5 STATUS OF DISASTER MANAGEMENT PLAN

The Disaster Risk Management Act (Act No.57 of 2002) makes provision in Section 53 that each municipality must prepare a disaster management plan for its area according to the circumstances prevailing in the area.

The local sphere of government is the first line of response and responsibility in the event of a disaster occurring or threatening to occur. In terms of the Disaster Management Act of 2002, the Local Municipality is responsible for the co-ordination and management of the disaster incident until such time that the responsibility escalates to a higher level of Governance.

Through disaster risk management planning and effective co-ordination of all line function response agencies is, therefore, key to saving lives and limiting damage to property, infrastructure, and the environment. In 2013, the municipality developed its management plan

which was adopted in the same year. The DMA requires that it be reviewed. It is currently being reviewed with the support of the District and Provincial Disaster Management Centre.

4.7.6 MUNICIPAL DISASTER MANAGEMENT INTER-DEPARTMENTAL COMMITTEE

The Endumeni Local Municipality has not established a Municipal Inter – Departmental Committee because middle, senior management representatives of the designated line function departments within the municipality are members of the Endumeni Disaster Management Advisory Forum.

This is an internal coordination forum at manager's level where decisions from the Advisory Forum can be implemented and tracked, that forum helps Endumeni Municipality in performing its functions and responsibilities in terms of Disaster Management. for this plan to be implemented successfully it is imperative for the Management Committee to adopt disaster management as a standing agenda point of the meeting. This will ensure that disaster risk management is addressed on a regular and ongoing basis.

4.7.7 DISASTER MANAGEMENT ADVISORY FORUM

Section 51 of the Disaster Management Act (Act 57 of 2002) states that district municipalities may establish a municipal disaster management advisory Forum. According to subsection (1) a forum is a body in which the municipality and other key stakeholders consult one another and co-ordinate their actions on matters relating to disaster management in areas under their authority.

The Disaster Management Advisory Forum of Endumeni Local Municipality was established on 1 March 2011. It is composed of representatives from several relevant organizations who are properly delegated to make decisions on behalf of their organizations. There is commitment and consistency of membership. The roles and functions of the Endumeni Disaster Management Advisory Forums are listed below:

- Be the point of coordination for all the role - players;
- Facilitate cooperation between District, Local and key role - players;
- Develop the capacity and understanding about disaster management amongst the key role - players;

Develop resource sharing arrangements around financing including the delivery of emergency services and responding to emergencies or disasters and; report to key stakeholders including the municipal council, province and national on matters of disaster management. There is also the practitioner's forum in the level of a District Municipality, which is a planning team with the

main objective of coordinating the daily operations of disaster management. This team allows the local municipalities to engage with one another and share their experiences, lessons learned and planning exercise.

At the same time enable the district to coordinate the functions and operations on a district level to ensure that there is no duplication of activities and all aspects of disaster management are dealt with by a responsible authority.

The Committee supposed to meet at least four times a year to facilitate the best possible co – ordination within District, Province, and the municipality. The Disaster management advisory forum exists for integrated and co- ordinations amongst Municipalities as Disasters are usually not limited within political boundaries.

But due to Covid-19 pandemic, which has restricted physical meetings and movements to curb the spread, Endumeni has form part of Covid-19 local JOC which has responsibility to respond, manage and plan on mitigations to as part of national Disaster Management strategy after national disaster has been declared.

NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR
Installation of lightning Conductors	R 100 000, 00	Vulnerable households	2021/22
Provide Post-disaster reconstruction and rehabilitation material	R 200 000, 00	All affected. households	2021/22

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	YEAR
Improve Capacity to Disaster/Fire Risk Reduction			
Endumeni Disaster Management Advisory Forum	R 0	Endumeni Municipality	2021/22
Establishment of the volunteer program	R332 640-00(EPWP X 14)	All Municipal wards	2021/22
Disaster/Fire & Environmental Awareness's	R0	All Municipal wards	2021/22
Fire Risk			
School/Public awareness Campaigns	R 412 800-00 (Fire & Rescue Salaries)	All Municipal wards	2021/22

Building capacity: workshops, training	R 50 000.00	All Municipal wards	2021/22
MITIGATION			
Working on Fire	R 100 000.00	All municipal wards	2021/22
Quarterly drainage Clean-up Campaign	R100 000. 00	All Municipal Wards	2021/22
Covid-19 Public Disinfection Programme	R100 000.00	All Municipal Wards	2021/22
Municipal Building Inspection for fire compliance	R 0	All Municipal Wards	2021/22
Rehabilitation of Stormwater systems & sidewalks	R0	All municipal wards	2021/22
Develop informal settlements bylaws	R0	All municipal wards	2021/22
	RESPONSE		
Post-disaster Social Relief/Reconstruction and rehabilitation material	R2 00 000-00	All affected household	2021/22
Installation of Lightning Conductors	R100 000,00	Vulnerable households	2021/22

DM Programmes/Projects by Stakeholders

Rehabilitation of Stormwater systems & sidewalks	Packs, Sanitation & Cemeteries	All Wards	2021/22
Waste Management & Rehabilitation (Land Field)	R971 179.00	All Wards	2021/22
Building access roads for emergency vehicles	R12 523 250,3	Ward 1, 3,2	2021/22
Climate Change Mitigation programmes (Umzinyathi District &DFFE)	Umzinyathi District & DFFE	All Municipality Wards	2021/22
Covid-19 Testing & Vaccination	Department of Health	All Municipality Wards	2021/22

Specific Climate Change Adaptation Programmes

NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR
Greening and Open Space	R 100 000. 00	Undeveloped Public Open Space	2021/22
Installation of LED Lights (power saving programme)	R200 000.00	All Municipality Wards	2021/22
Gabion Construction	R 0	Streams	2021/22
Planting of vetiver grass	R 100 000. 00	Schools	2021/22
Restore and rehabilitate. degraded land	R 0	All municipal wards	2021/22
Community Reforestation	R 0	All Municipal Wards	2021/22

Table 17 Disaster management and Fire Service Projects and Programmes

The table below provide strengths, weaknesses, opportunities and threats of Endumeni Disaster Management, Fire and Rescue Services.

STRENGTHS	WEAKNESSES
Attributes of the Municipality that is helpful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles: ➢ Disaster Management Plan in place ➢ Disaster Management Framework in place ➢ Contingency Plan in place ➢ Sector Plan in place ➢ Disaster Risk Profile in place ➢ Priority risk of municipality significance have been identifying, assessed and documented. ➢ Fire & Rescue Risk Assessment ➢ Municipal Fire Prevention By-Laws ➢ SANS Standard 10400 (& National Building Regulations Act 103 of 1977. (Fire Inspections. ➢ Fire Brigade Act 99 of 1987	Attributes of the Municipality that is harmful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles: Finance: ➢ Awareness Campaigns (Information Billboards. ➢ Standby allowance for response ➢ Office space and furnisher/ equipment ➢ Staff Shortage. ➢ Fire Response Vehicle (Fire Engine) ➢ Fire Fighter Occupational Health Monitoring. (Annual Medical Check-ups) ➢ Fire & Rescue Services Capacitation ➢ Fire prevention Law enforcement Capacity.

	➢ Semi-Rural Satellite Response Sub-Station (Wasbank)
OPPORTUNITES	**THREATS**
External conditions related to the Municipality that are helpful to successful completion of the project and complying with the Act and the municipal responsibility in terms. of the disaster management principles: ➢ Interdepartmental corroboration especially in drafting the IDP to ensure identification of Disaster Related Projects ➢ Endumeni disaster component should participate in the municipal planners' forum, to cap chronic lack of coordination and inferiority of disaster management functions and priorities.	External conditions related to the Municipality that may hinder the successful completion of the project and complying with the Act and the municipal responsibility in terms of the disaster management principles: ➢ Climate change Mitigation Plan ➢ Capacity - funds, working space. ➢ Environmental degradation/non prioritisation. ➢ Extreme temperatures. ➢ Fire Hydrants Mapping.

Table 18: Endumeni Disaster Management, Fire and Rescue Services SWOT Analysis

4.7.8 CHALLENGES FOR DM AND FIRE SERVICES AS PER SWOT ANALYSIS

- Disaster Management, fire and rescue services are acutely aware of the following challenges as per SWOT analysis.
- Late reporting of incidences during emergency
- Under-staffed, i.e., during fire season it is difficult to for them to extinguish 3 or more fires at different places.
- Shortage of location identification tools(tablets) and Emergency Boards installations for rapid response capacity strategy.
- Shortage of working tools such as Generators, Pumps and new fully equipped and reliable Fire Engine
- Capacity funding
- Lack of investment in disaster risk reduction.
- Lack of an Integrated Risk assessment plan which will be harmonise with IDP to ensure its integration in any development plan as part of mitigation preparedness strategy.
- Lack of political commitment on disaster risk reduction
- Shortage of Fire and Rescue Sub-Stations especial on rural areas such as Wasbank and Thelaphi to ensure rapid response.

- Late reporting of incidences during emergency

4.7.9 DISASTER RISK ASSESSMENT

The Endumeni Municipality risk profile has been developed or in place. It was conducted as ward-based risk assessment in consultation with various community structures. The disaster risk assessment information generated by the uMzinyathi District Municipality was used to produce an indicative risk profile of Endumeni Local Municipality.

The risk profile includes maps that fully represent hazards and disaster risk rating maps, vulnerability, and capacity of Endumeni Disaster Risk Management Centre. Endumeni Local Municipality will soon embark on the review and update and development of the Disaster Management Plan. During this exercise Municipality will review most of the disaster risks previously found because they are adapted to change due to the unpredicted climate change, local municipalities together with the uMzinyathi District Disaster Management Centre will ensure that information on hazards, vulnerability and ability is presented in GIS format.

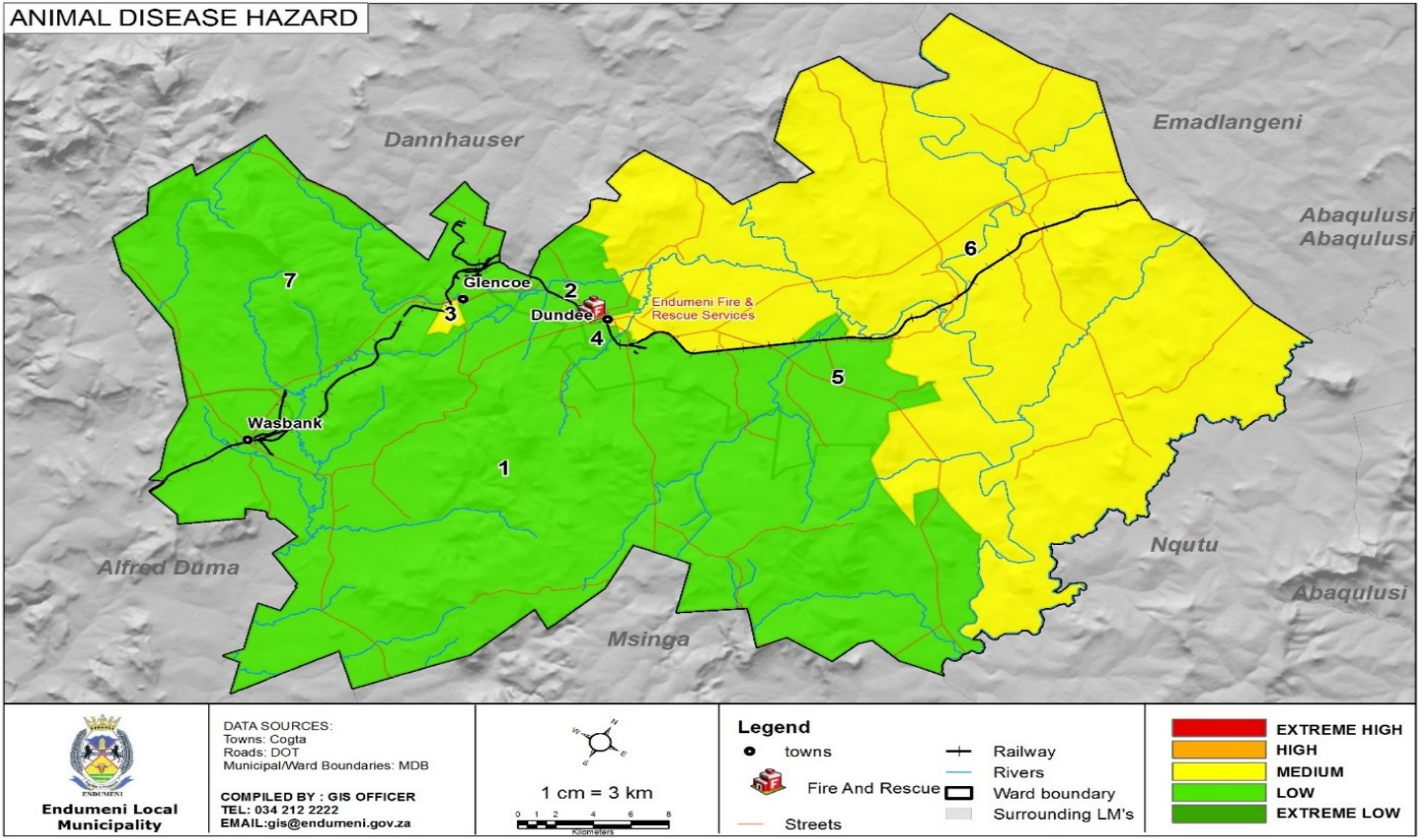
4.7.10 LIST OF PRIORITY HAZARDS

The following disaster risks were identified as priority risks to be addressed by disaster risk reduction as well as preparedness plans. Risk Ratings Category/ Profile are shown below:

Main Category	RISK
Fire Hazards-Veld Fires	**0.90**
Epidemic Disease/Health-Diseases: Human (covid-19)	**0.90**
Hydro-meteorological Hazards - Severe Storms (Lightning)	0.90
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	0.86
Hydro-meteorological Hazards - Floods (River)	0.83
Fire Hazards - Veld/Forest Fires	0.77
Hydro-meteorological Hazards - Severe Storms (Wind, Hail)	0.75
Fire Hazards - Formal & Informal Settlements / Urban Area	0.75
Hydro-meteorological Hazards - Severe Storms (Snow)	0.72
Transport Hazards - Road Transportation	0.71
Geological Hazards - Rock-fall	0.71
Hydro-meteorological - Drought	0.70
Pollution - Air Pollution	0.70
Transport Hazards - Air Transportation	0.69
Transport Hazards - Rail Transportation	0.67
Environmental Degradation - Erosion	0.66
Pollution - Water Pollution	0.65
Disease / Health - Disease: Animal	0.61
Hazardous Material - Hazmat: Spill/Release/Fire/Explosion (Storage & Transportation)	0.59

Pollution - Land Pollution	0.57
Environmental Degradation	0.57
Geological Hazards - Earthquake	0.55
Structural Failure - Dam failure	0.52
Infrastructure Failure / Service Delivery Failure - Information Technology	0.52
Major Event Hazards (Cultural, Religious, Political, Recreational, Commercial, Sport)	0.51
Disease / Health - Disease: Plants	0.46
Civil Unrest - Terrorism	0.45
Civil Unrest - Xenophobic Violence	0.44
Hydro-meteorological Hazards - Extreme Temperatures	0.38
Civil Unrest - Refugees / Displaced People	0.37

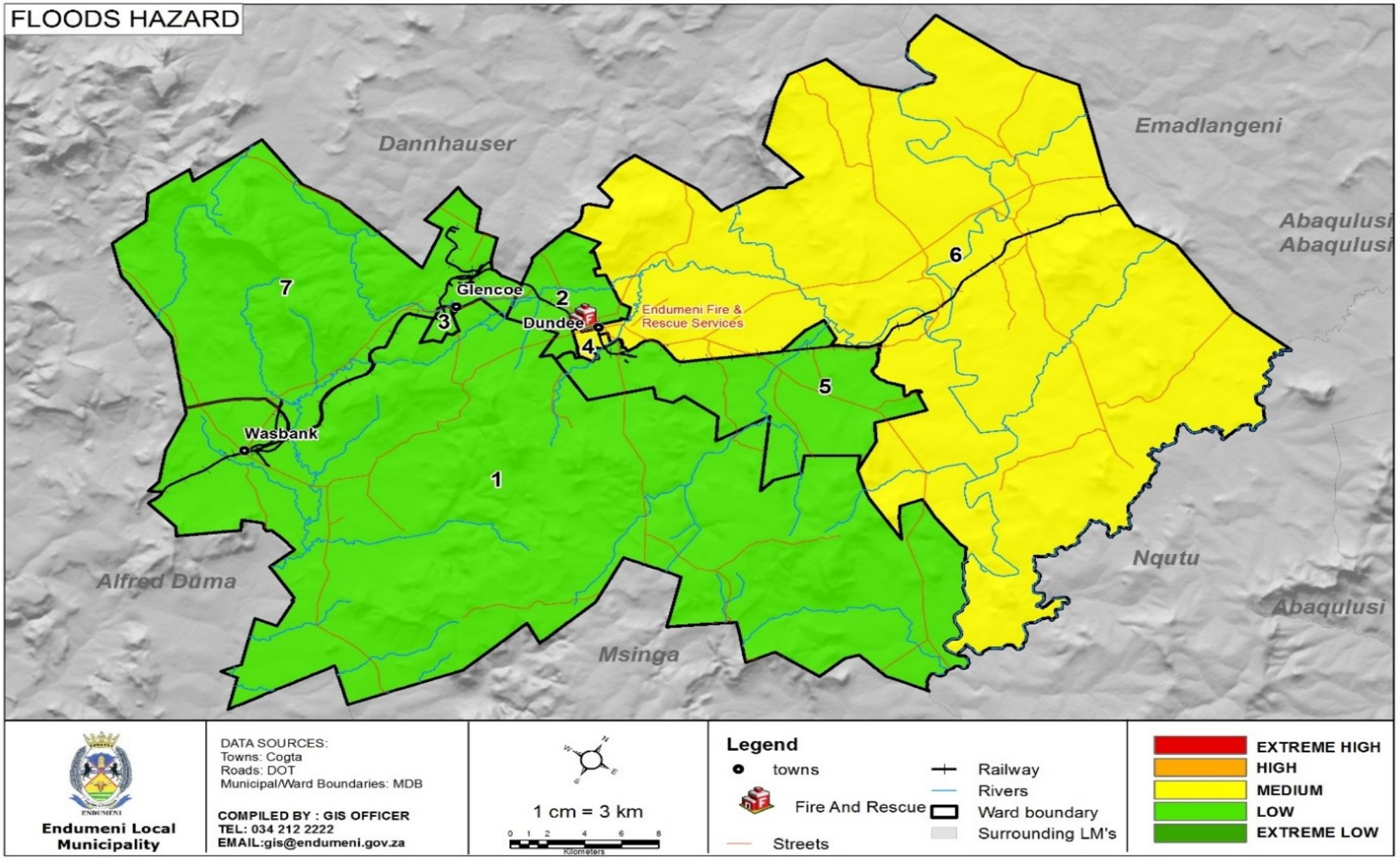
Table 19: Risk Profile



Map 15 Animal Disease Hazard

Map Analysis:
Due the nature Ward 6 in this mapping shows that it is a medium state of rating in terms of Animal Disease hazards, this is since this ward is most formulated by farms which farming is the major economic activities.

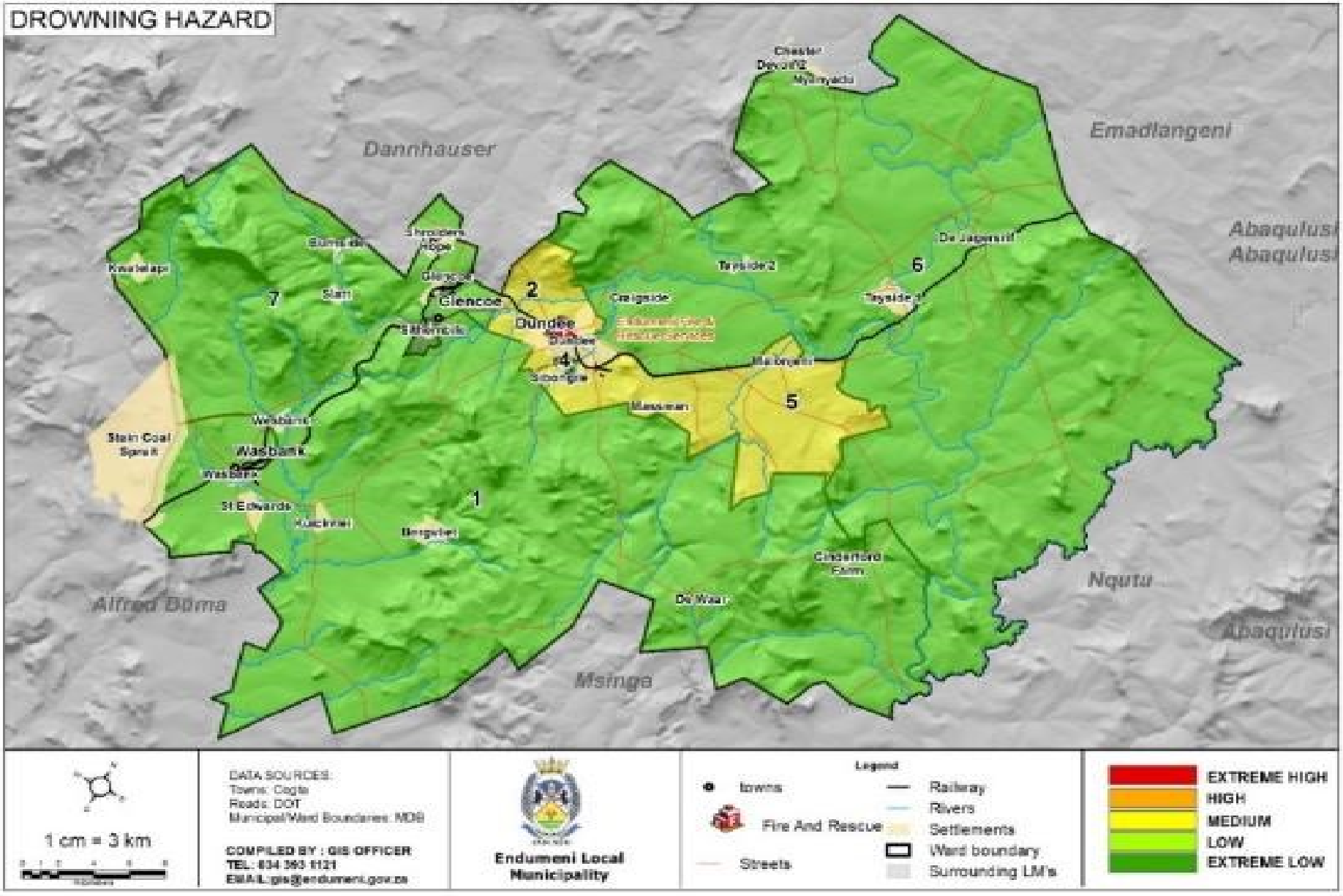
Mitigating
Endumeni Disaster Management responsibilities is to co-ordinate a uniform approach in between farmers and Department of Agriculture to ensure state of readiness and an effective mitigation plan is in place in cases of animal dieses outbreak.



Map 16 Flooding Hazard

Ward Analysis
More cases of foods were reported in ward 6 that made it to be seen as a high flooding zone at Endumeni Local Municipality.

Mitigation Strategy.
Awareness campaigns are planned to mitigate and further investigate the root cause of the flooding incidents reported within that ward.



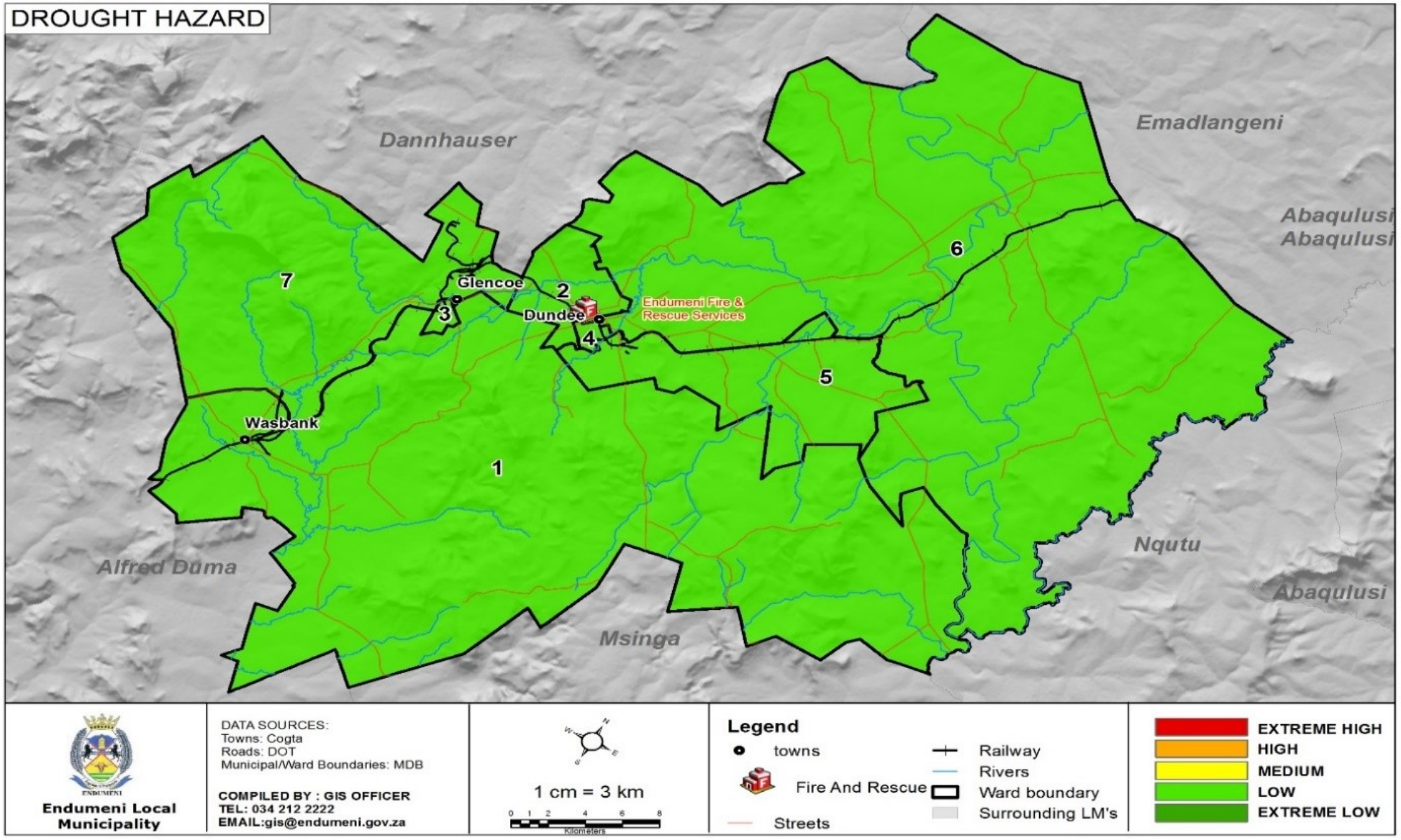
Map 17 Drowning Map

Ward Analysis

Ward 2,3 and 5 is identified as a Highers in terms of drowning, this is due to the rivers and Dams within this ward which pose risk of drowning during crossing or swimming.

Mitigation Strategy.

Wards 2,3 and 5 are the wards with a lot of Dams, swimming polls and dangerous crossings which ENdumeni disaster Management has also engaged with SANDF and Department of Public works on their programme of building bridges on all dangerous crossing and continuous compliance inspection on the dams around the area and swimming pools.



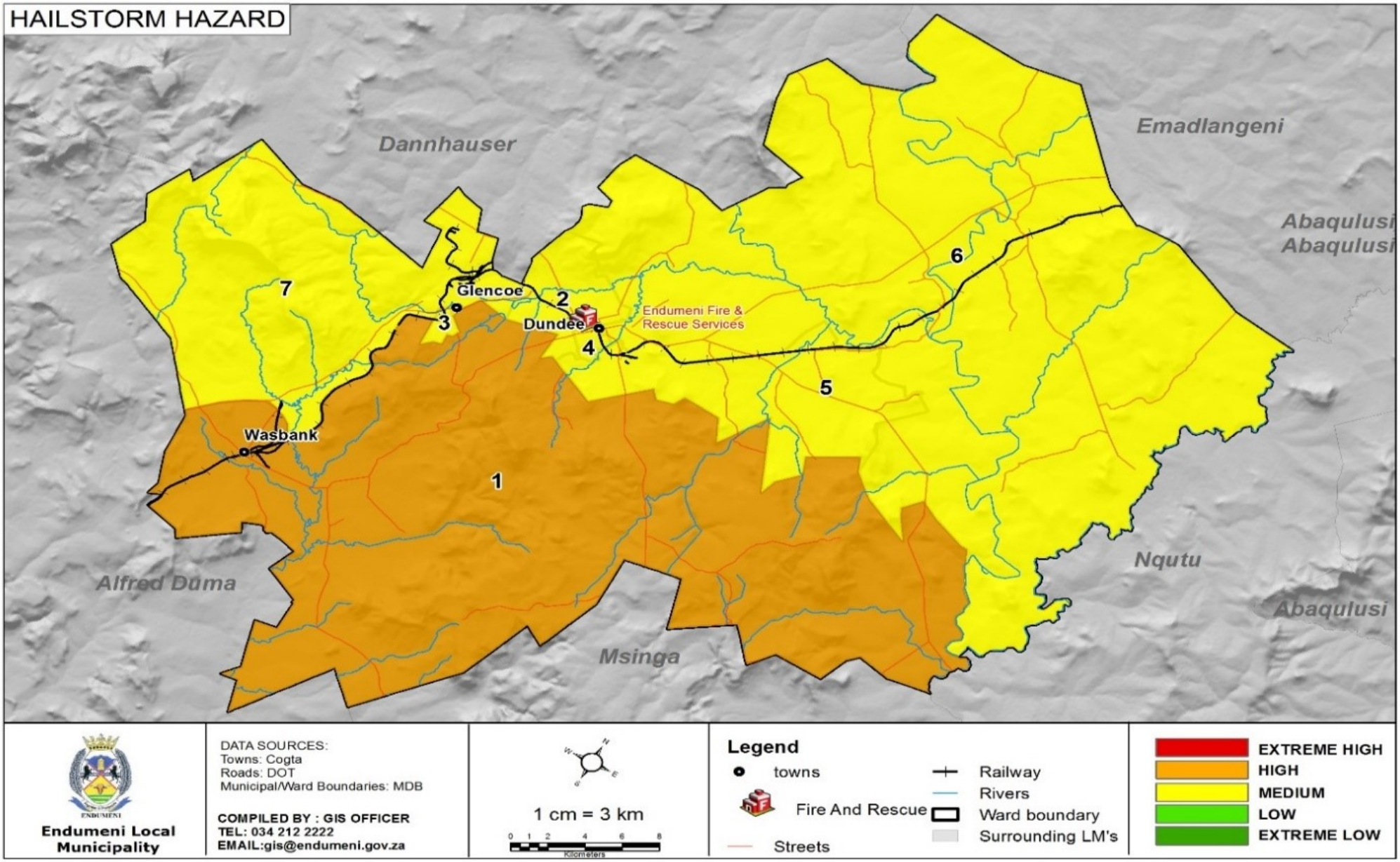
Map 18 Drought Hazard

Map Analysis

With the level of Rain at Endumeni and list surroundings has been seen as a low draught zone as Endumeni Local Municipality does get an opportunity rainy season. although water restriction does occur, but Endumeni Local Municipality has begun an initiative of borehole as stated on its 2022/27 IDP programme to ensure sufficient water is available for all its citizen.

Preventive and Preparedness Strategy

On a 2022/27 IDP programme, Endumeni Local Municipality has budgeted an amount of R2.5 million for drilling of borehole on ward 1,5 and 6 to ensure prevention and preparedness in case of drought.



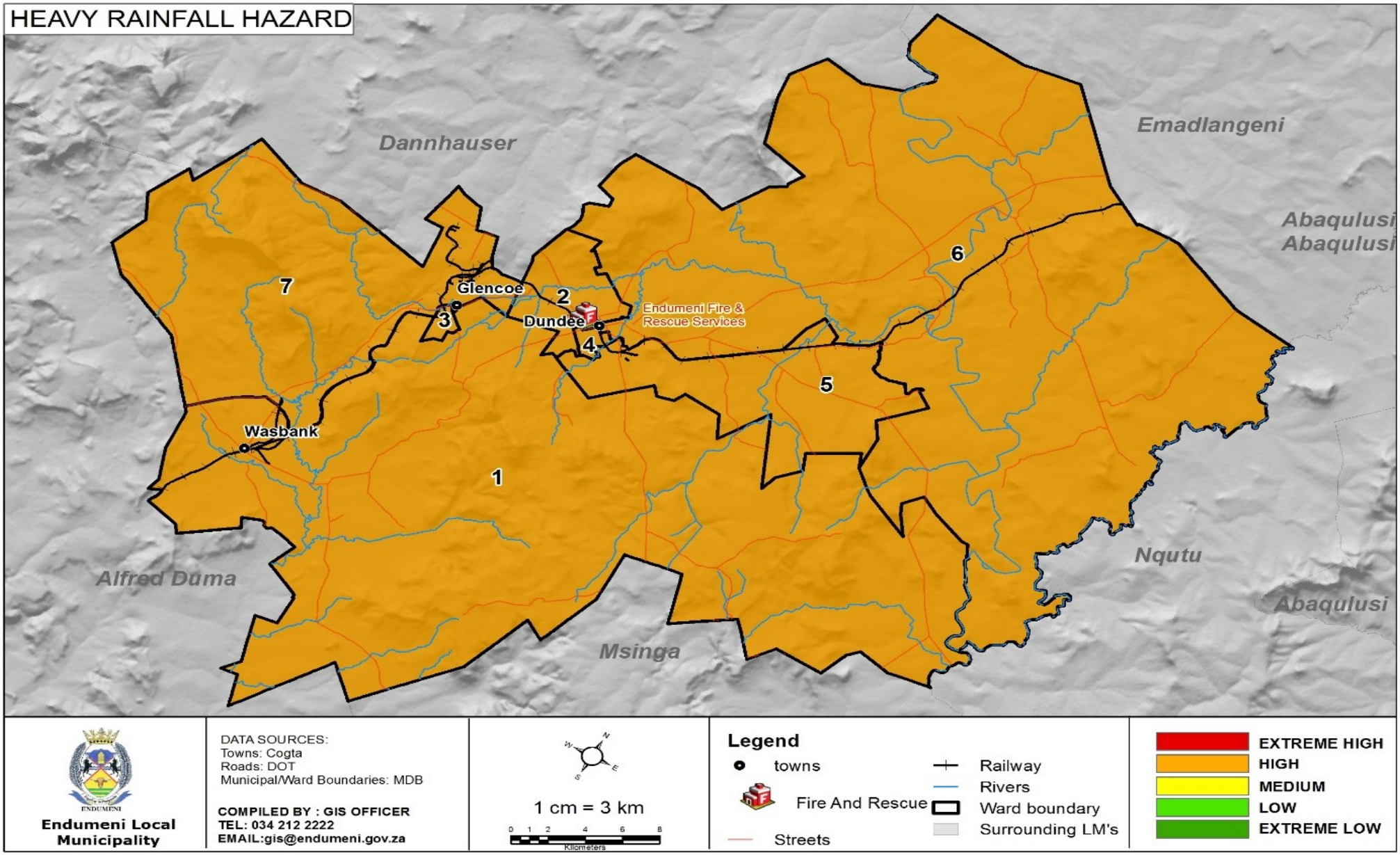
Map 19 Hailstorm Hazard

Map Analysis

Since the weather has become unpredictable due to Climate Change, Hailstorm has been one of the major challenges above yellow ward, but it has cause e more damaged to ward 1 as identified as yellow since ward 1 is an informal rural ward with lot of mud houses and unstable households.

Mitigation

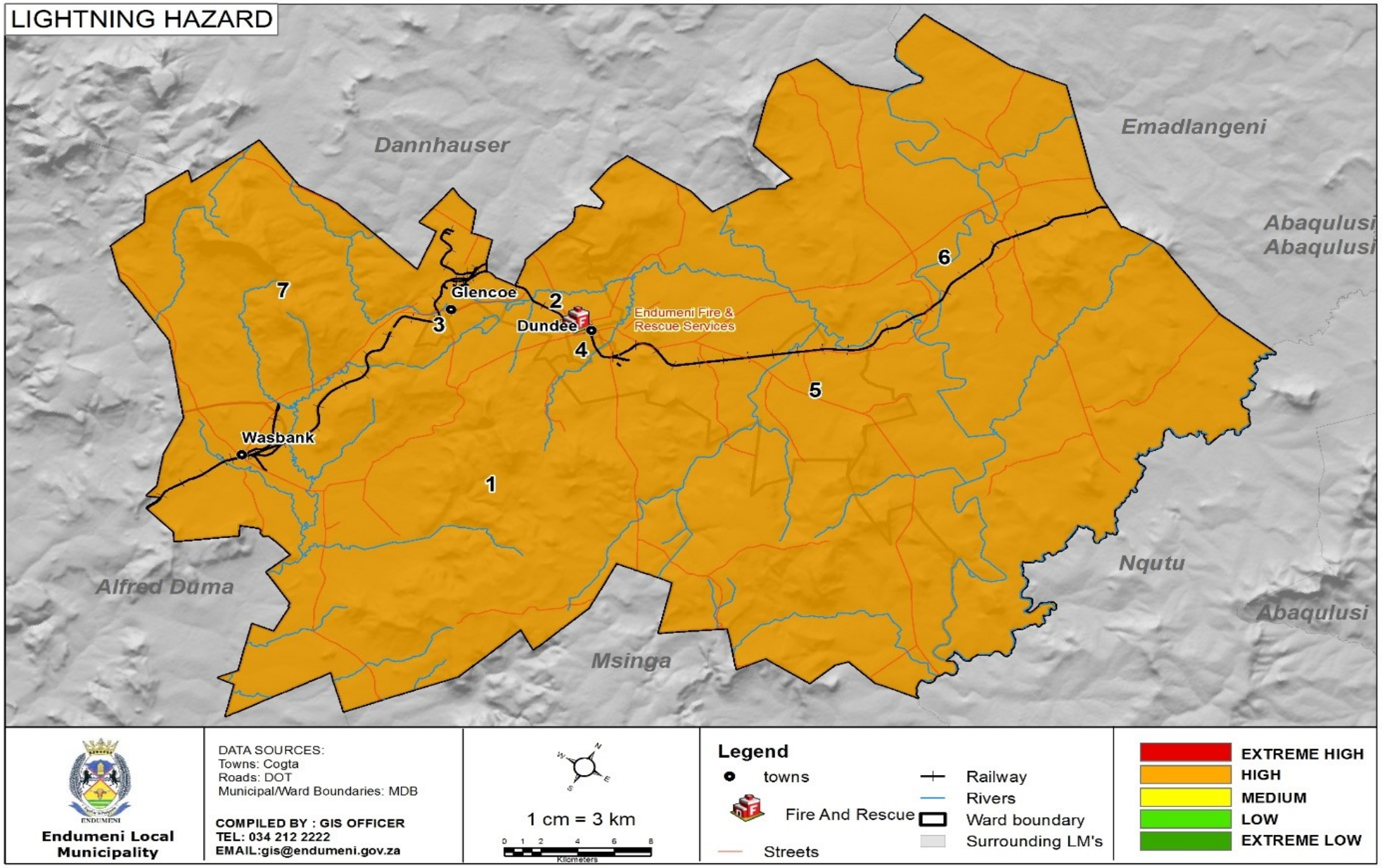
Endumeni Disaster Management has reported a huge number of incident form ward1 and is currently working hand in hand with National/Provincial Disaster Management Centre which has set an intervention through LDM Consultancy to conduct an assessment and provide the mitigation advise on the current vulnerable households.



Map 20 Heavy rainfall Hazard

Map Analysis :
Heavy rains are high in all wards within Endumeni Local Municipality, and this has assisted in mitigating the drought hazards on Map 19. Although rain is of good cause, it also probes danger to the community as part of the wards are still inform rural areas with mud houses.

Mitigation
In other to reduce vulnerability that might cause by heavy rains, Endumeni Local Municipality has included building of RD houses in its IDP 2022/27 to reduce number of mud houses and exposure to heavy rains.



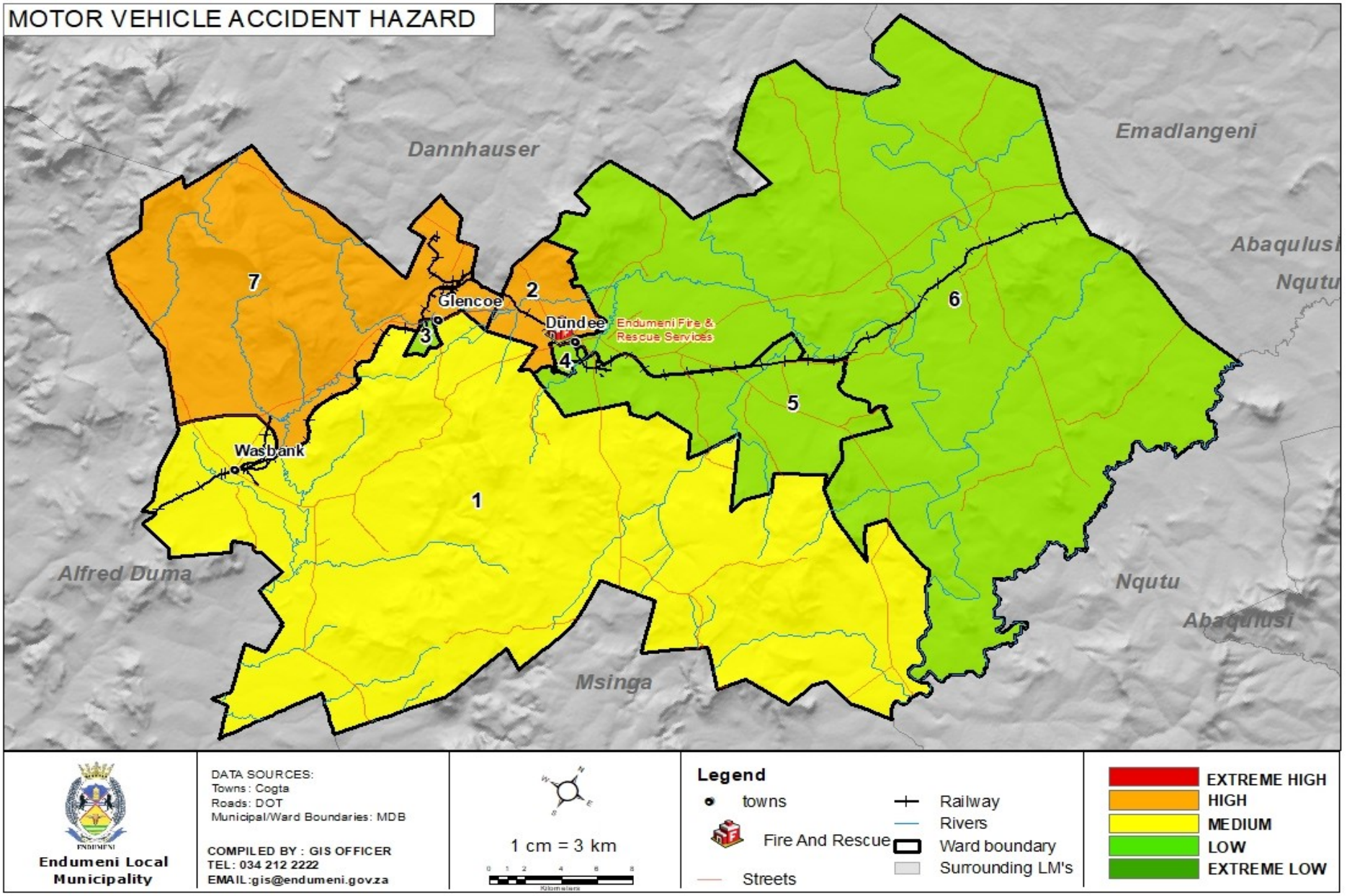
Map 21 Lightning Hazard

Map Analysis

Lightning is one of the dangerous and life-threatening factors during rainy season, Endumeni is between the mountains and the word Endumeni relates to the Thunderstorm wards at Endumeni local municipality are exposed to big chances of lightning strikes.

Mitigation Strategy

Endumeni Local Municipality is continuously allocating funds through its Disaster Management budget to Install Lighting conductors in all wards and all public meeting spaces to mitigate the vulnerability due to lightning.



Map 22 Motor vehicle accident hazard

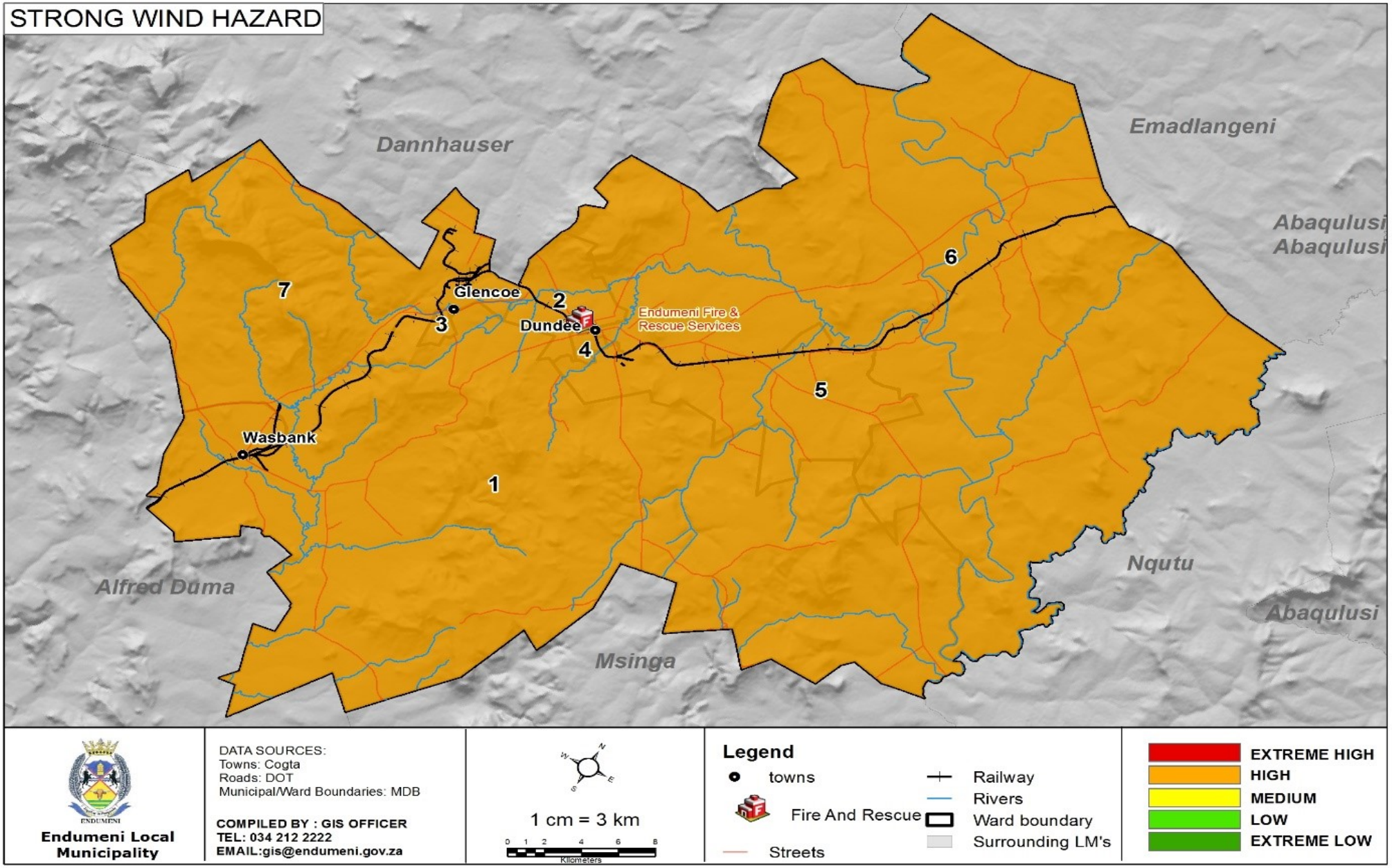
Map Analysis

Ward 2 and Ward 7 are in the towns of eNdumeni are the intersection that connects to different areas ,Ward 7 in the Center between Durban and Johanessbug and lot of Trucks and transportation pasees in this two Wards.It is why eNdumeni has more Motor Vehicle Incidents in this Wards.

Ward 1 is Medium because it is an entry point to ward 7 from Durban and all other wards less vehicles activities.

Mitigation Strategies

Endumeni local municipality has put contruction of roads as one of its core programmes on its 2021/22 IDP and has futher ensure enough policing on its roads to mitigate and reduce level of Motor Vehicles Incidents .



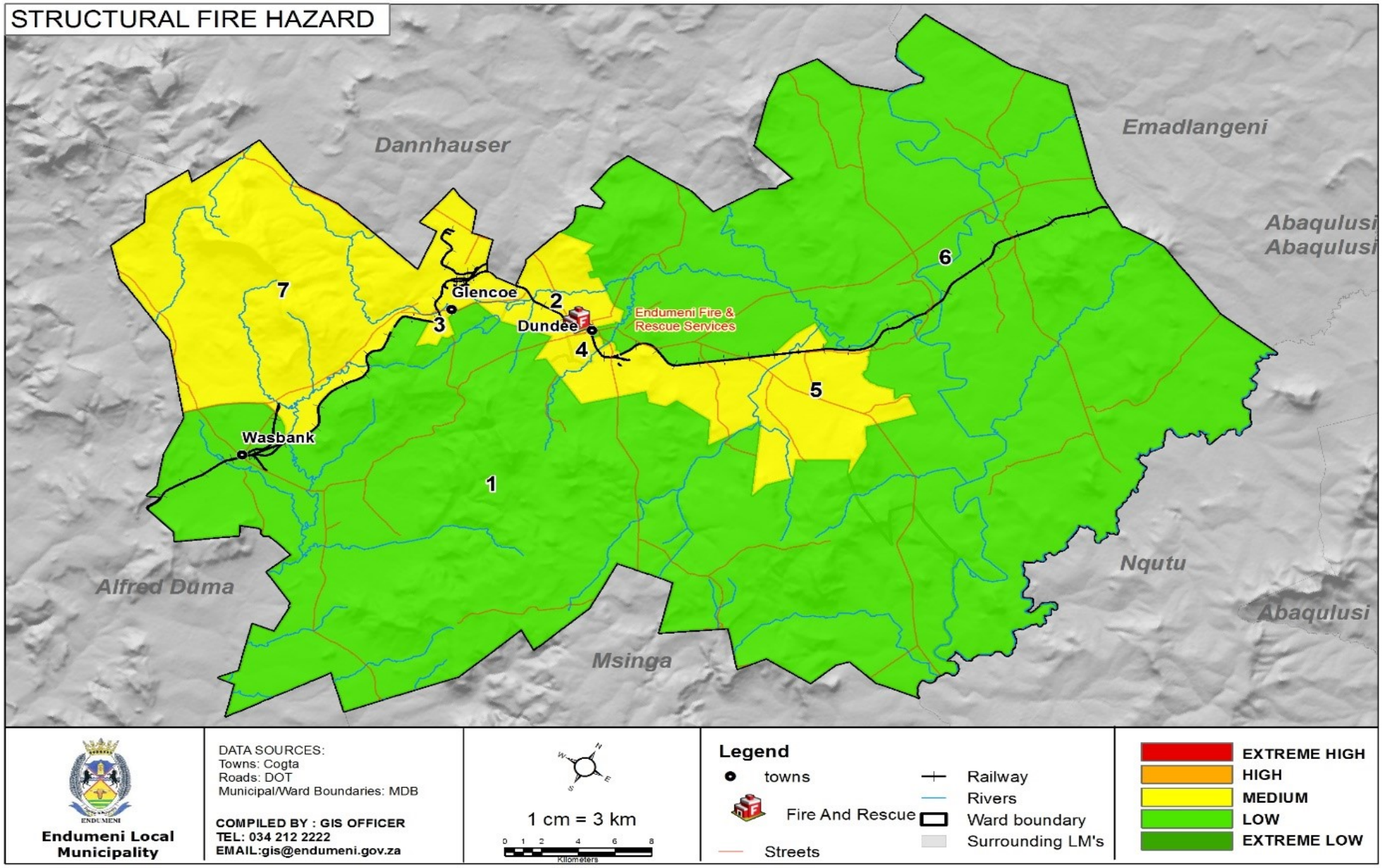
Map 23 Strong Wind Hazard

Map Analysis

Strong wind has affected all wards at Endumeni Local Municipality and is one of the highest climatic hazards with Endumeni. All wards have reported a high number of structural winds blown due to strong wind.

Mitigation

Endumeni through its Disaster awareness programmes has identify the issue of planning trees as one of its high initiatives to focus on not only for climate change but also for minimising the impact of strong winds.



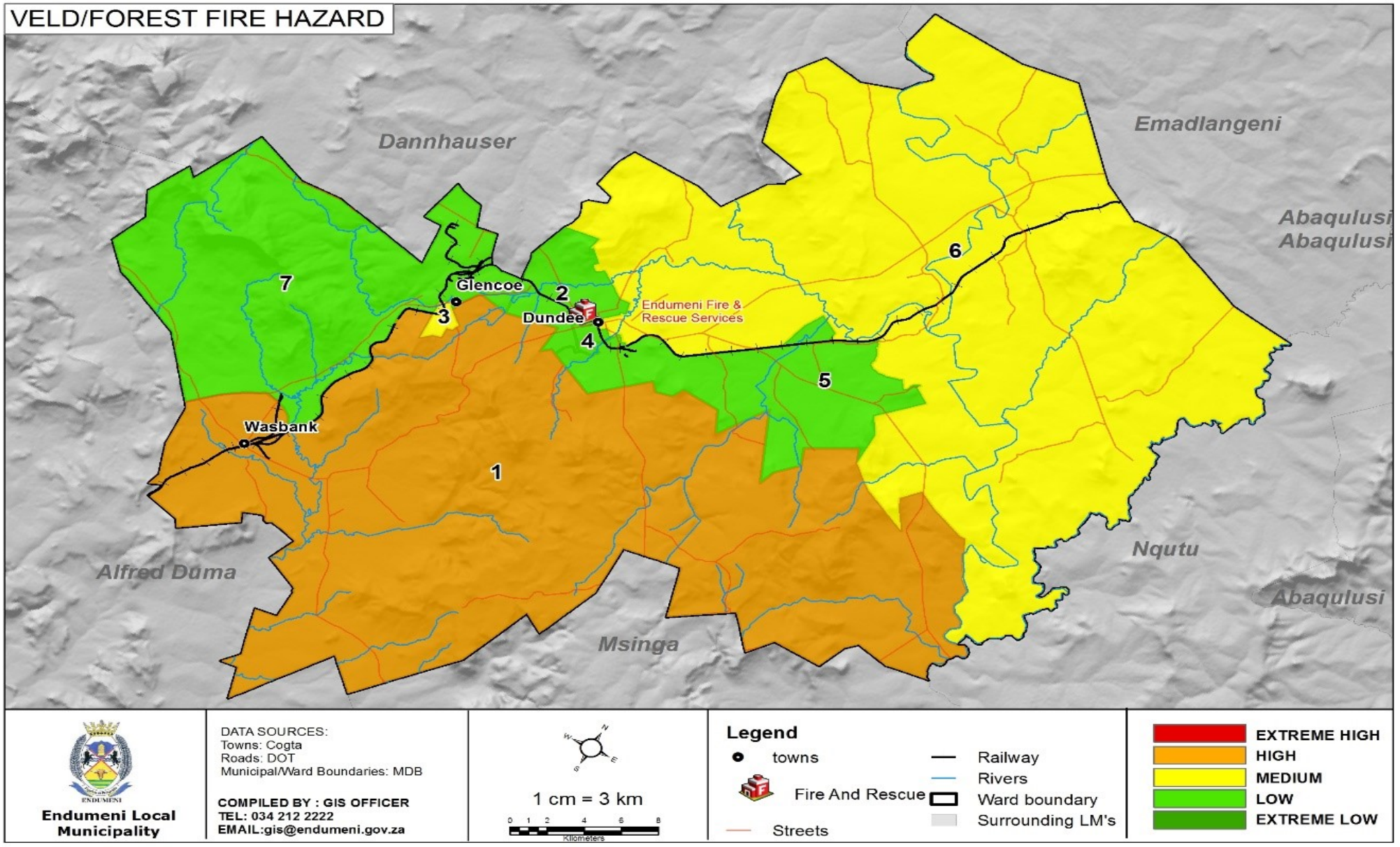
Map 24 Structural Fire Hazard

Map Analysis

As Ward 7,3,2,4,5 is urban and semi–Urban Areas within Endumeni Local Municipality most structural building are based within this wards and probe high level of Structural Fire such as building fire.

Mitigation

Endumeni local Municipality has planned to capacitate its Fire and rescue department by employing 10 fully trained volunteers on permanent basis to ensure swift respond on fire Incidents.



Map 25 Veld fire Hazard

Map Analysis

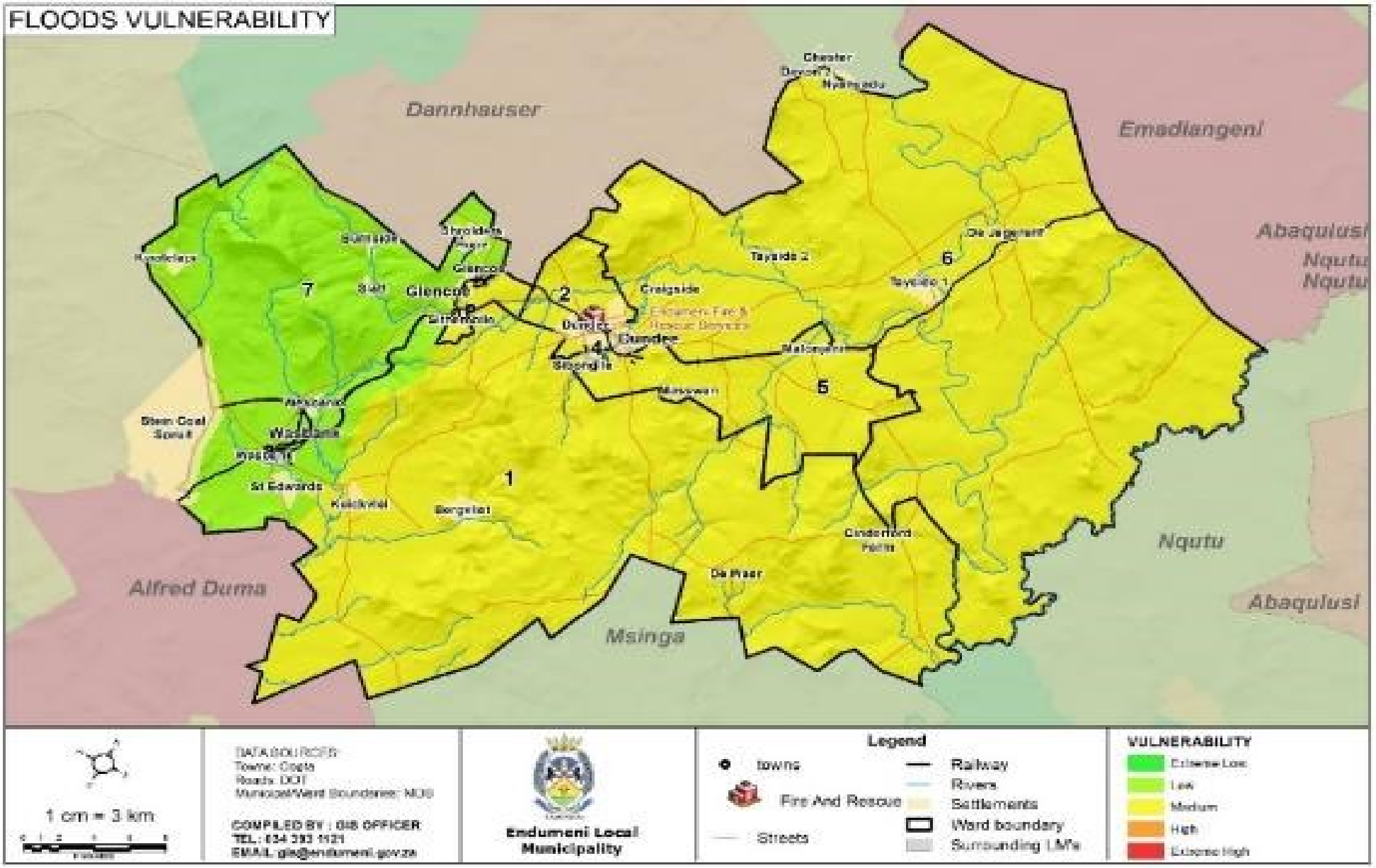
The indicated as yellow Areas in the map (Ward 7,2,4,5) are areas with farmers who were given back to the indigenous people within Endumeni. Most of this farmer has no capacity to deal with fire in their farms of capacity to conduct fire breaks in their farms.

Mitigation

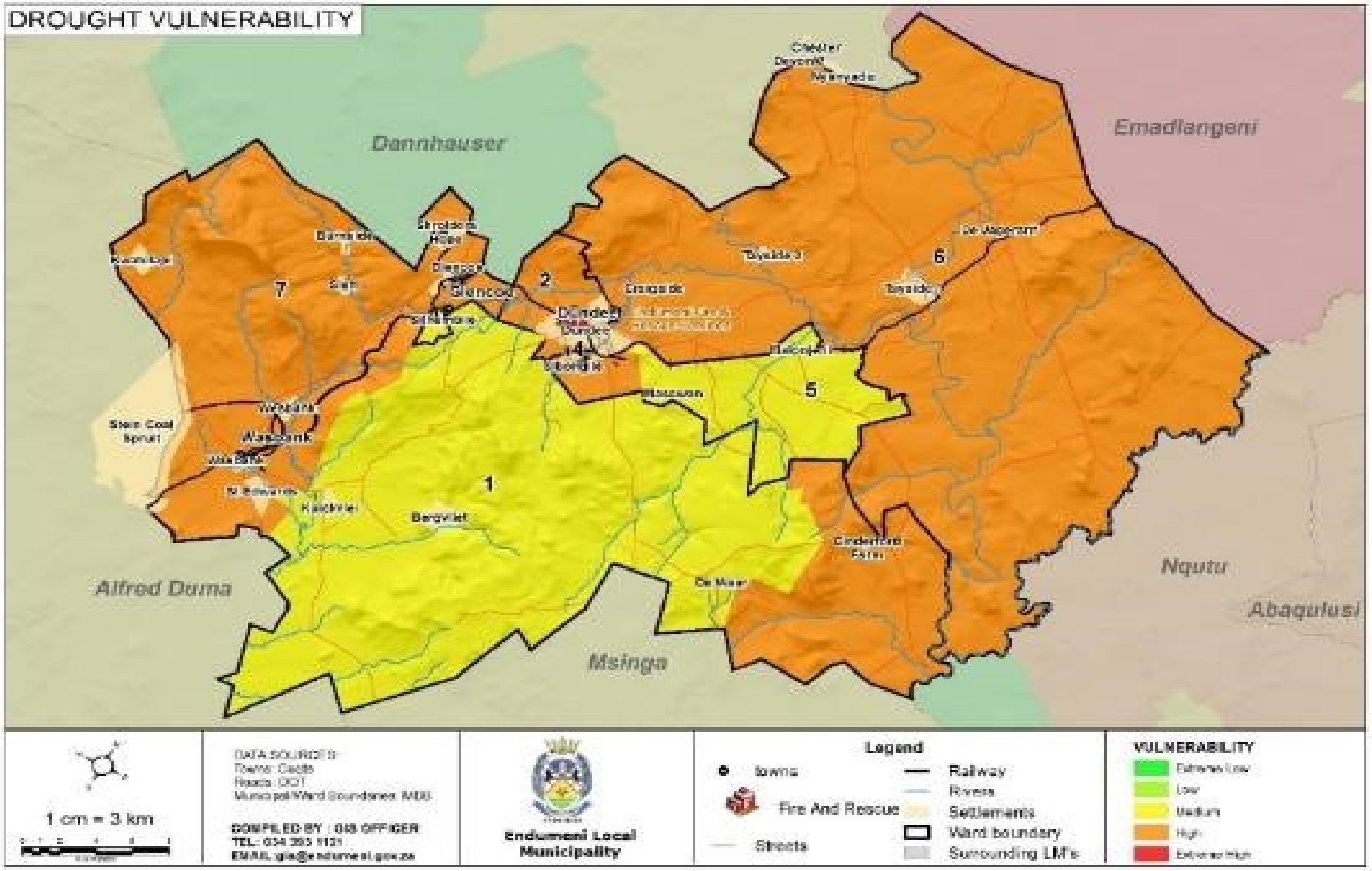
Endumeni Fire and Rescue with Disaster Management has plan to assist the indigenous farmers with fire breaks and capacitate also allocated fund to train them on work on fire programmes to mitigate the level of fire. Endumeni Local Municipality has planned to capacitate its fire and rescue department by employing 10 fire fully trained volunteers and plan to move to a 24/7 hours shift to ensure effective response in cases of fire.

4.8 VULNERABILITY MAPS

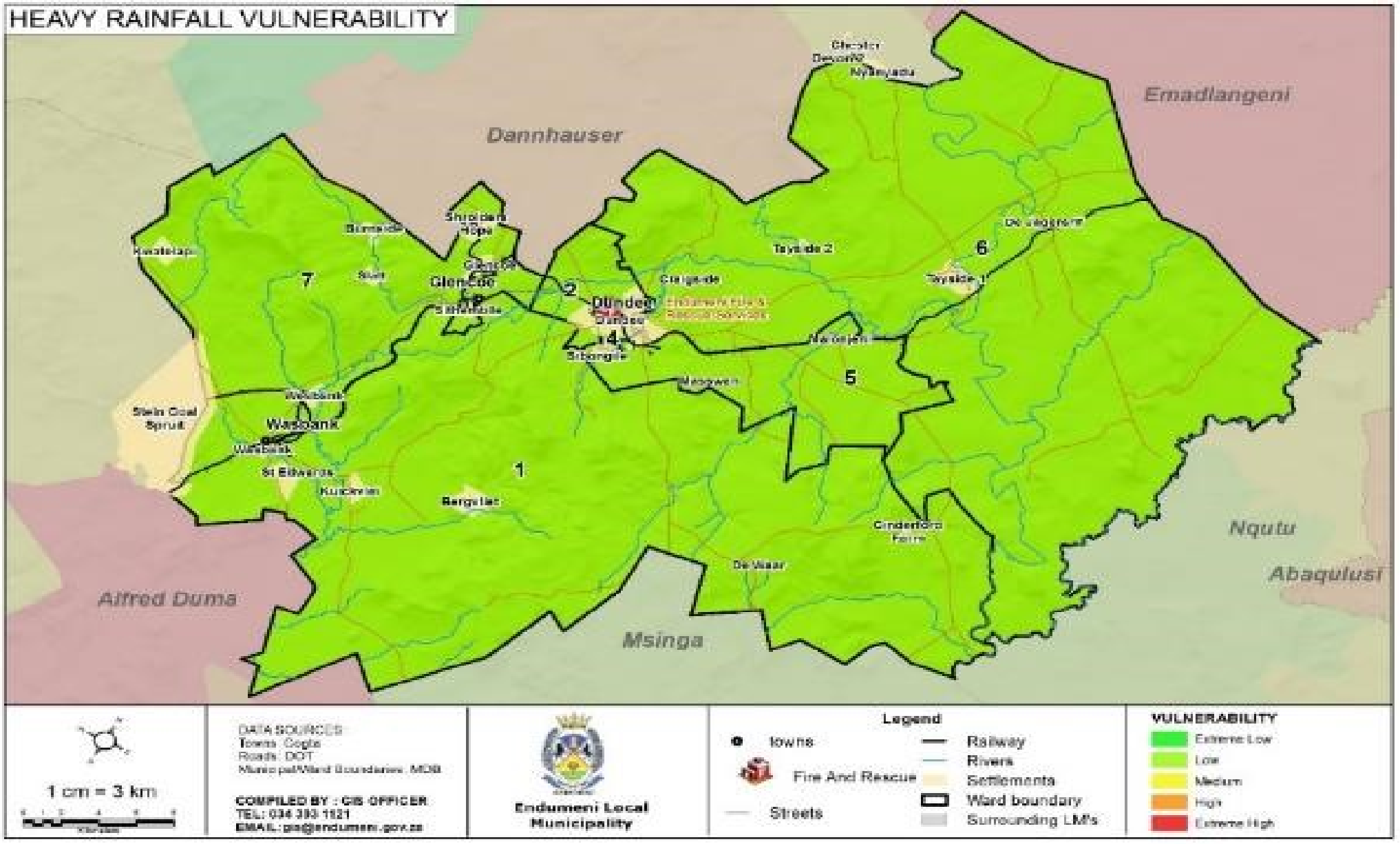
Vulnerability is defined" as the characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard. It a set of prevailing or consequential conditions arising from various physical, social, economic, and environmental factors which increase the susceptibility of a community to the impacts of hazards (UNISDR, 2002:24). Vulnerability maps were produced after careful consideration of critical factors of vulnerability such as political, social, economic, technological and environmental factors.



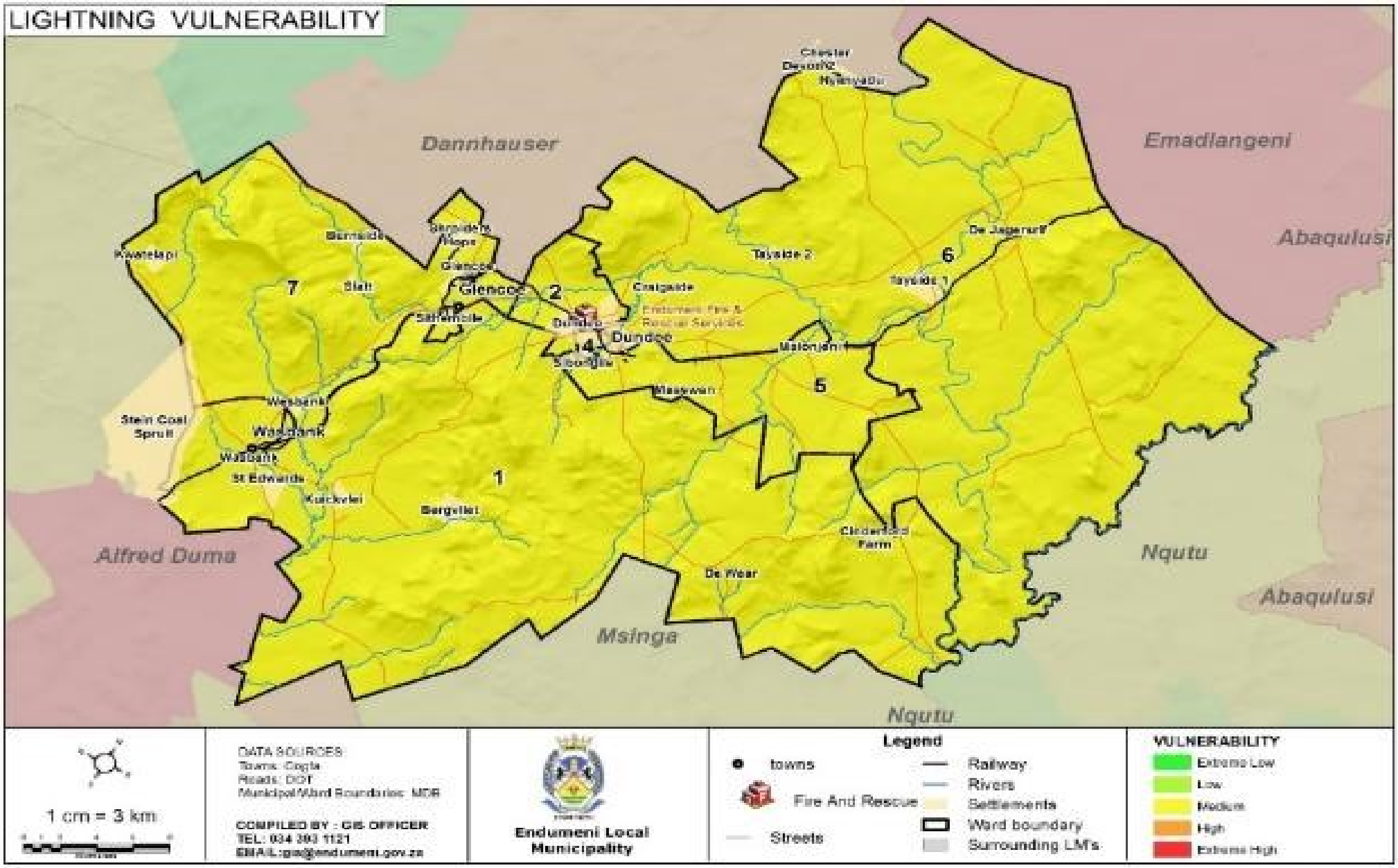
Map 26 Floods vulnerability



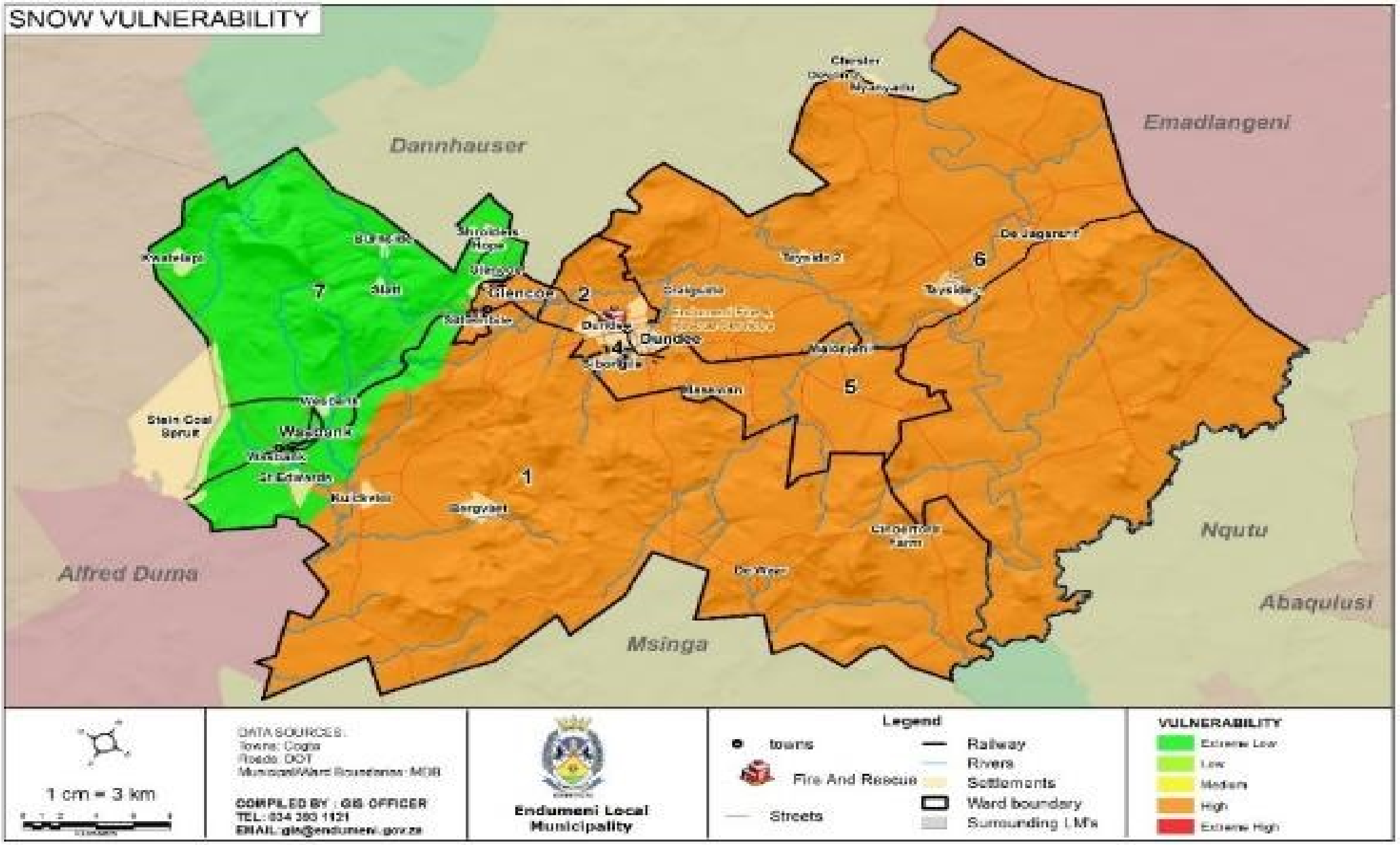
Map 27 Drought vulnerability



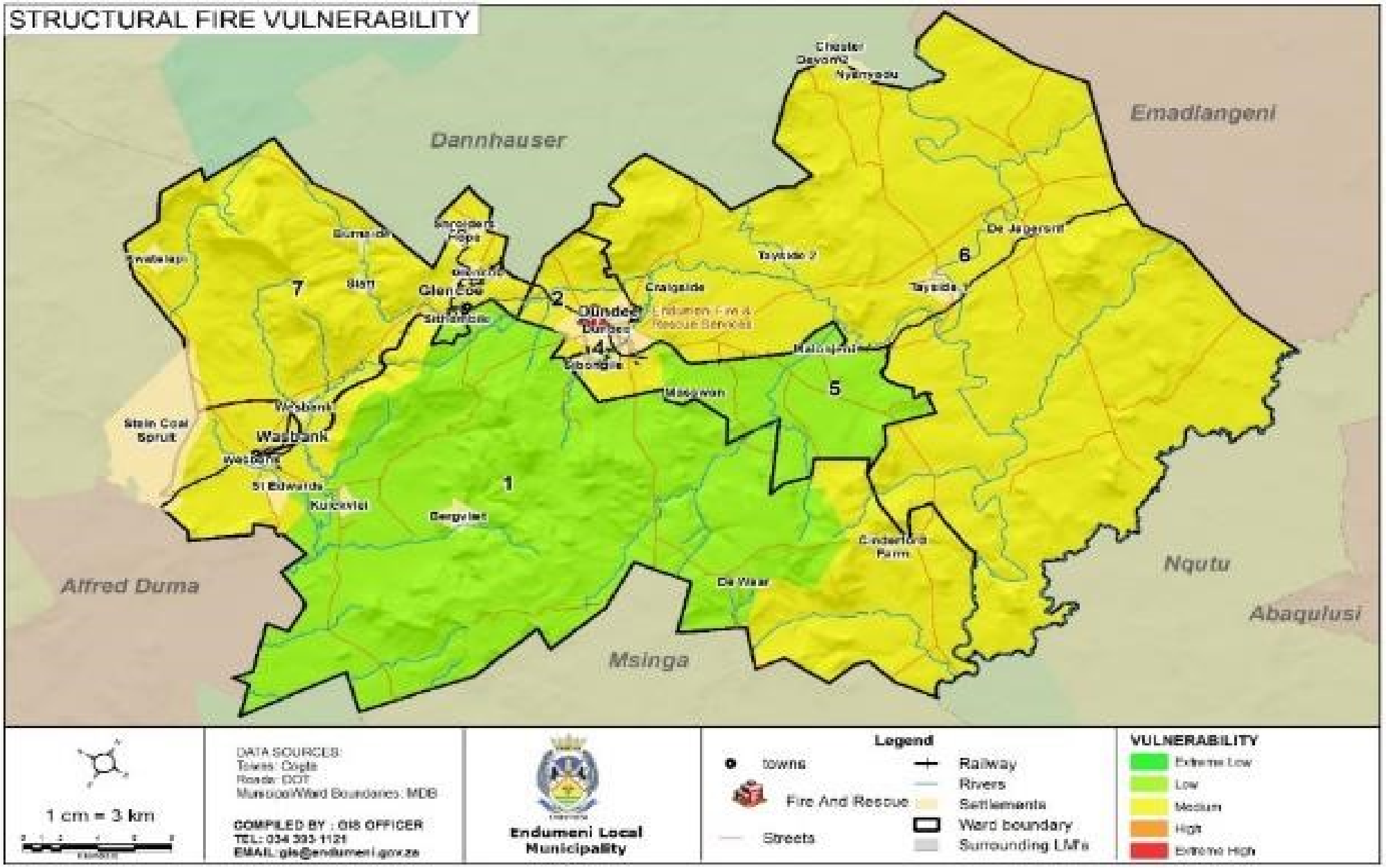
Map 28 Heavy rainfall vulnerability



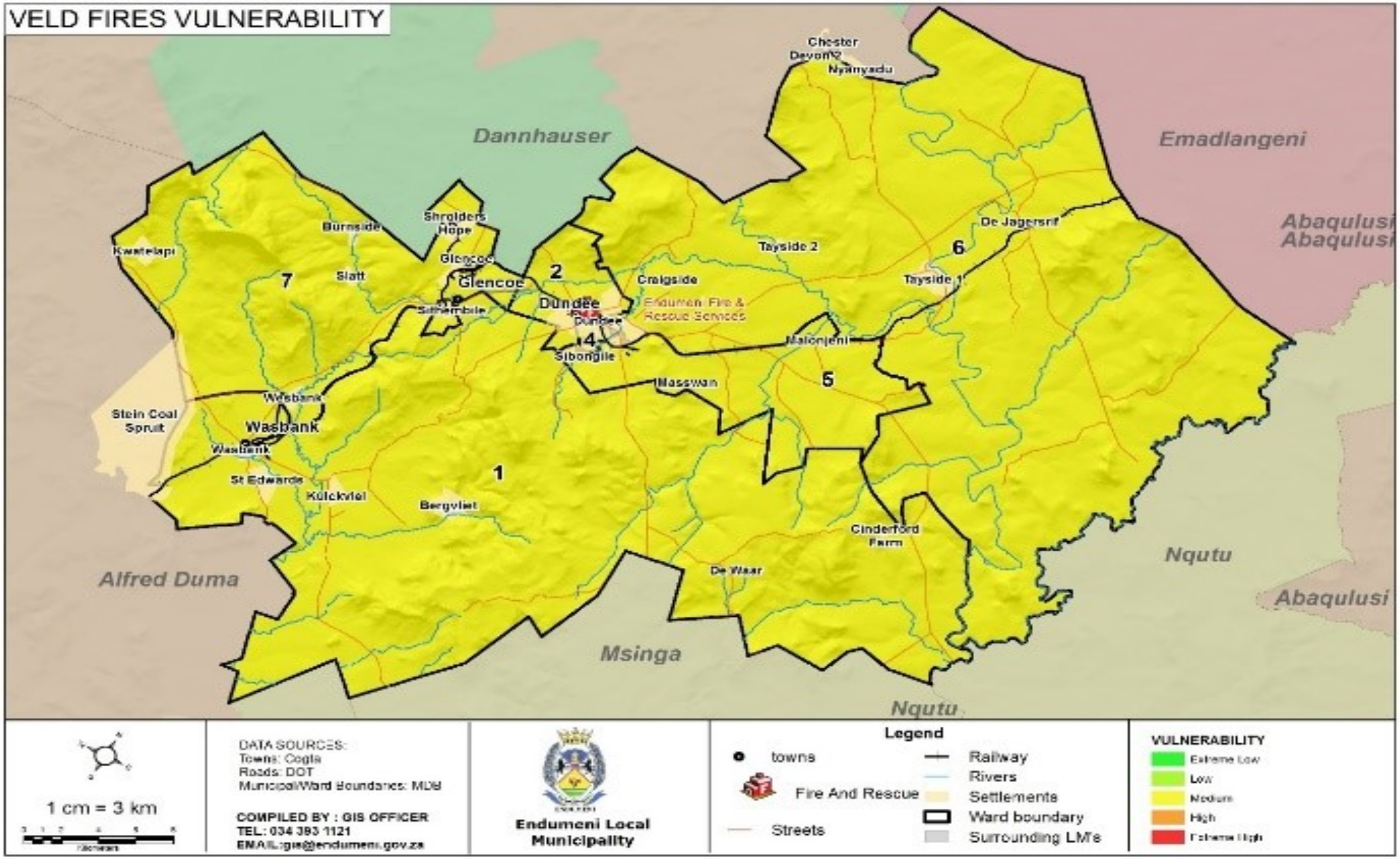
Map 29 Lightning vulnerability



Map 30 Snow vulnerability



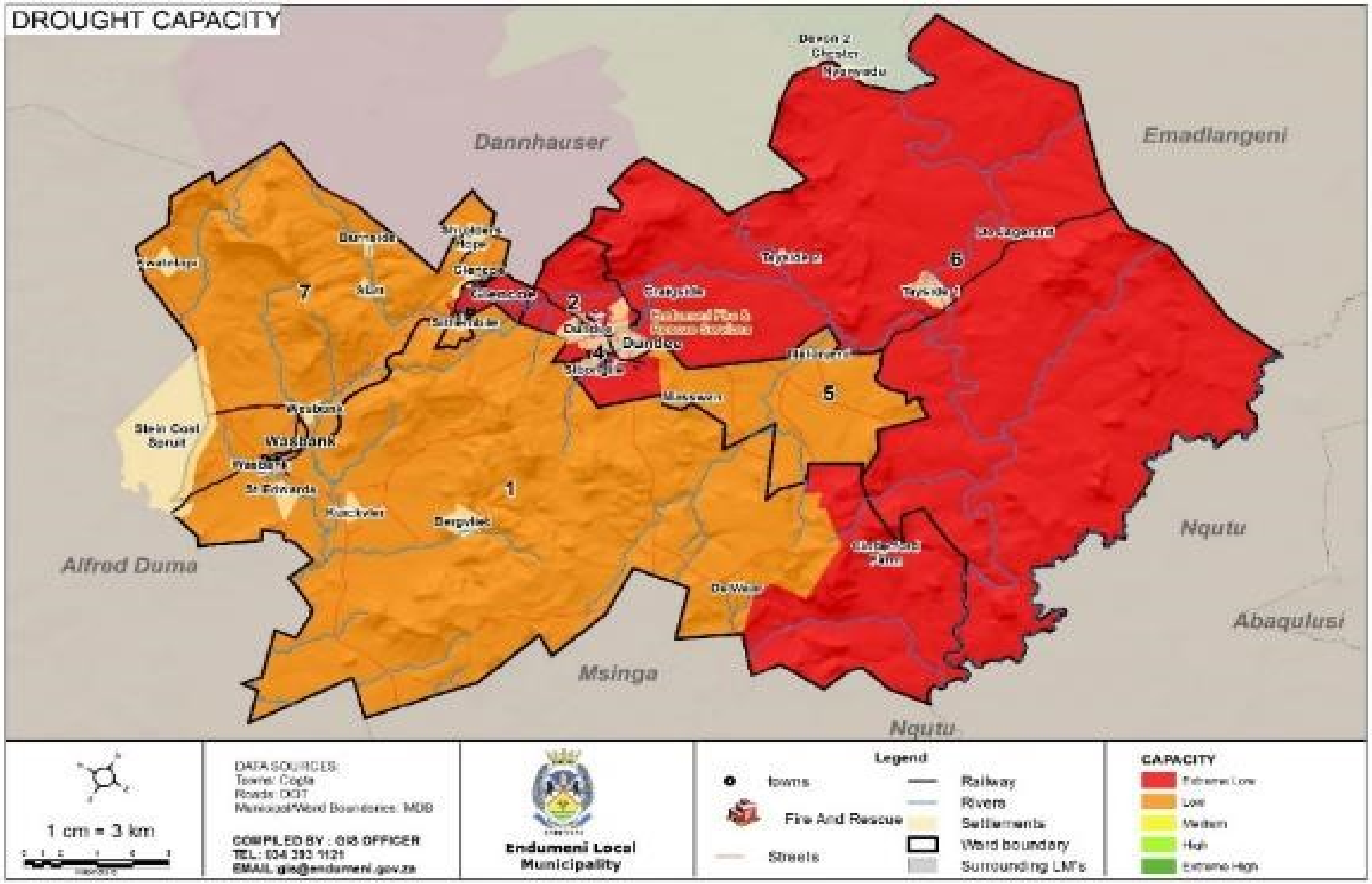
Map 31 Structural Fire Vulnerability



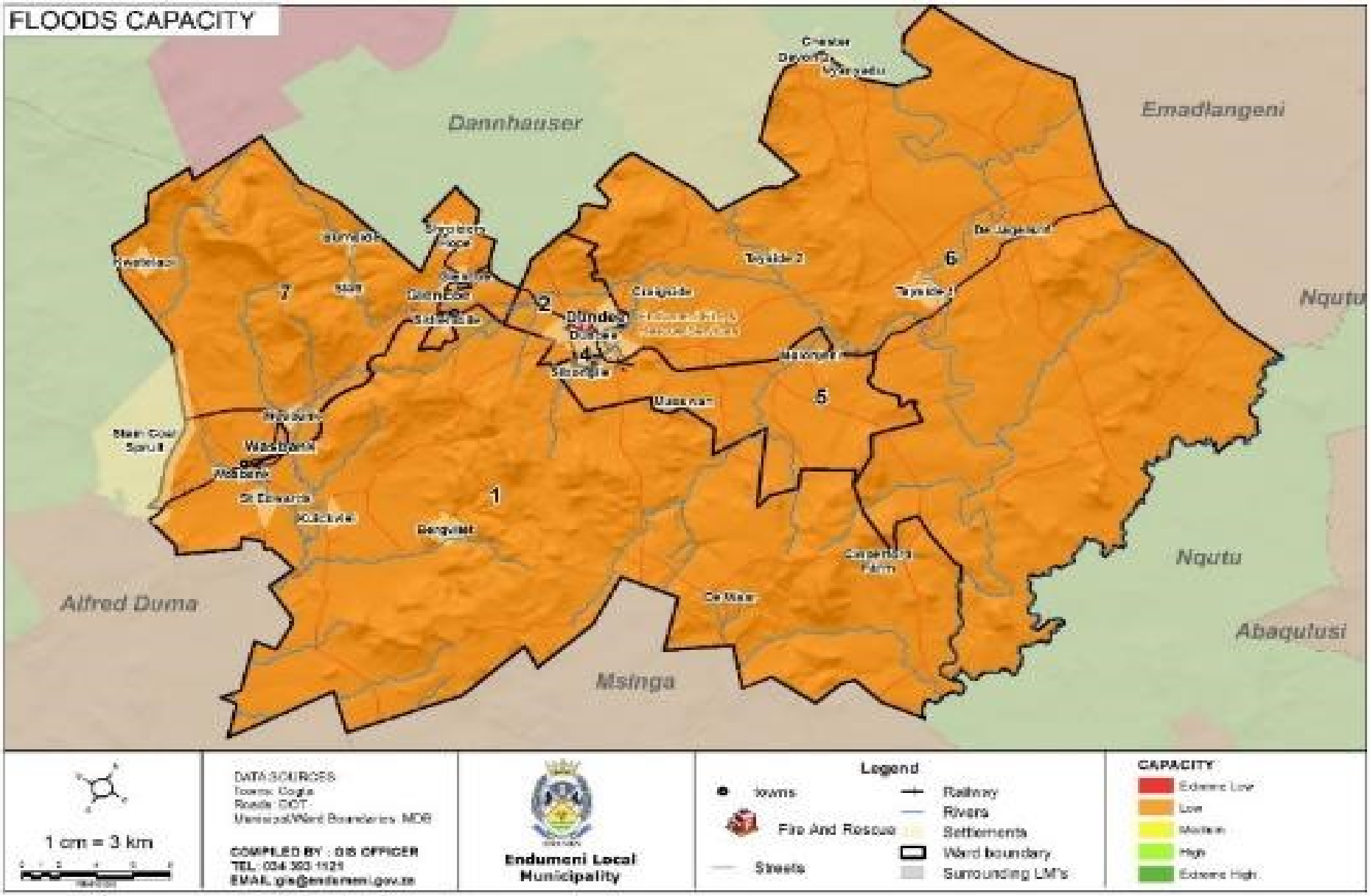
Map 32 Veld Fires Vulnerability

4.9 CAPACITY MAPS

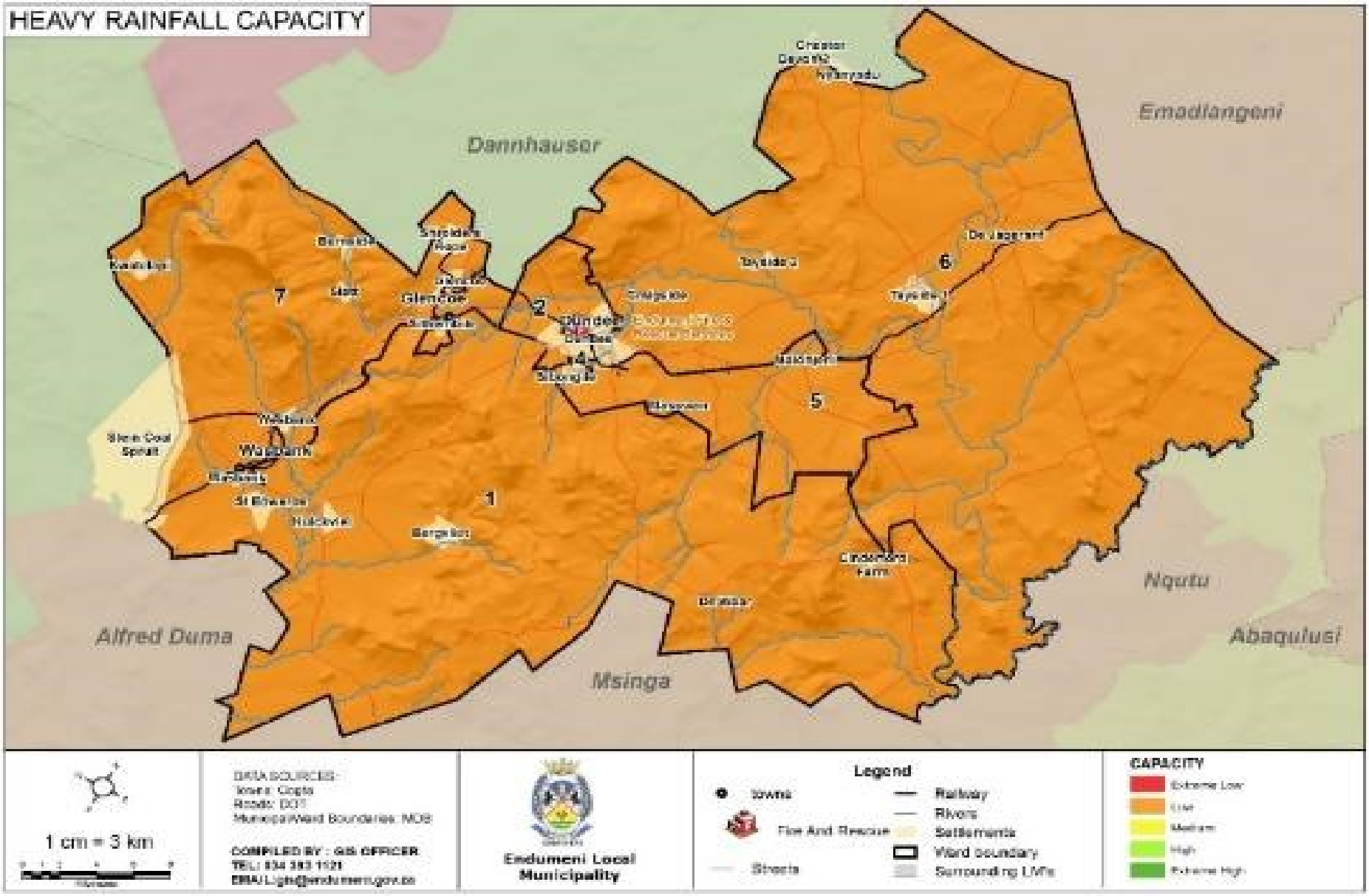
Coping capacity for disaster risk reductions refers to the ability of people, organizations and systems, using available skills and resources, to face and manage adverse conditions such as hazards, emergencies and disasters (UNISDR, 2009). This Capacity maps was be produced after considering critical factors of capacity such as institutional and management capacity, physical/resource capacity, support network and people ca and people capacity and compete.



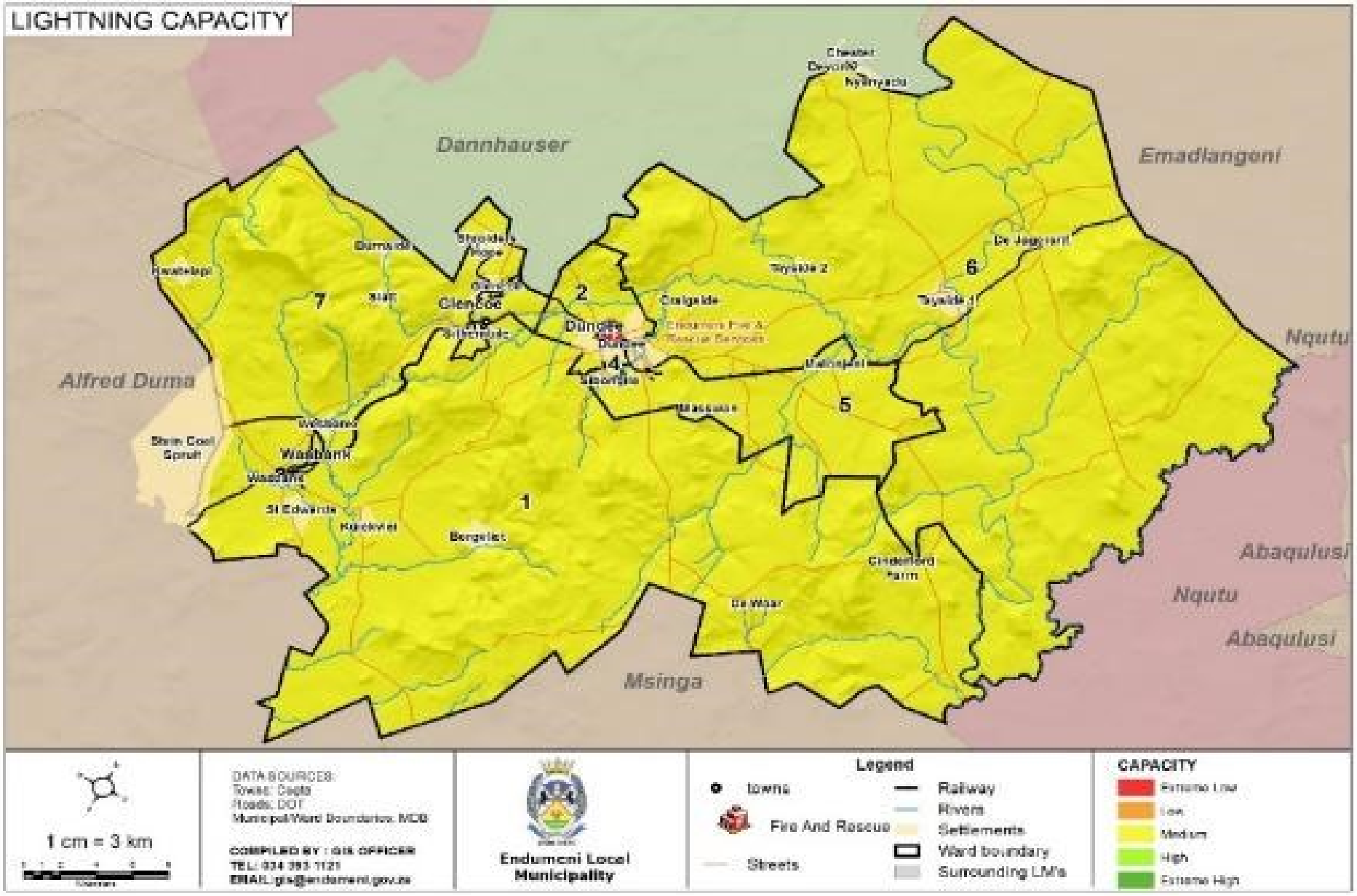
Map 33 Drought Capacity



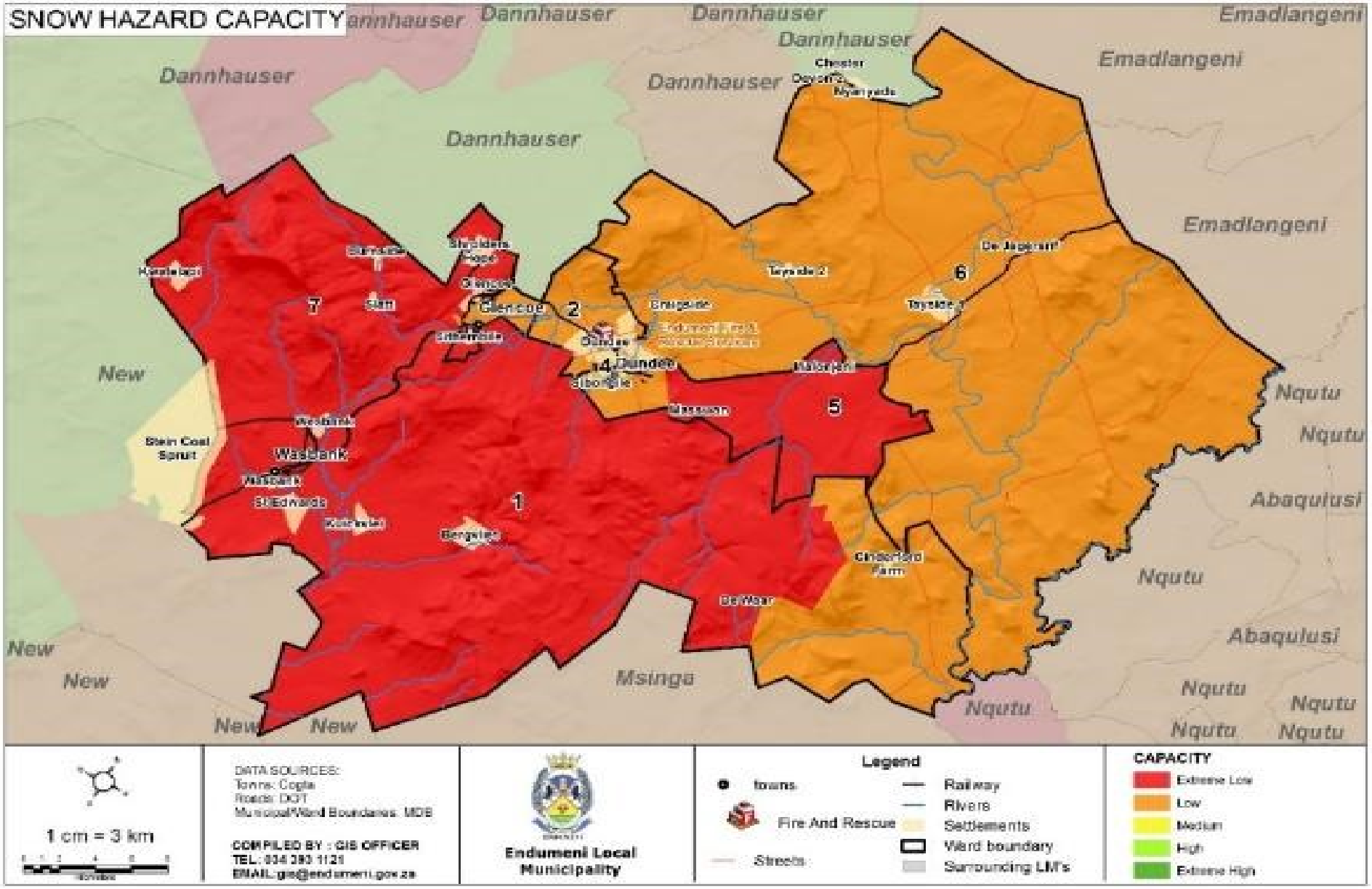
Map 34 Flood Capacity



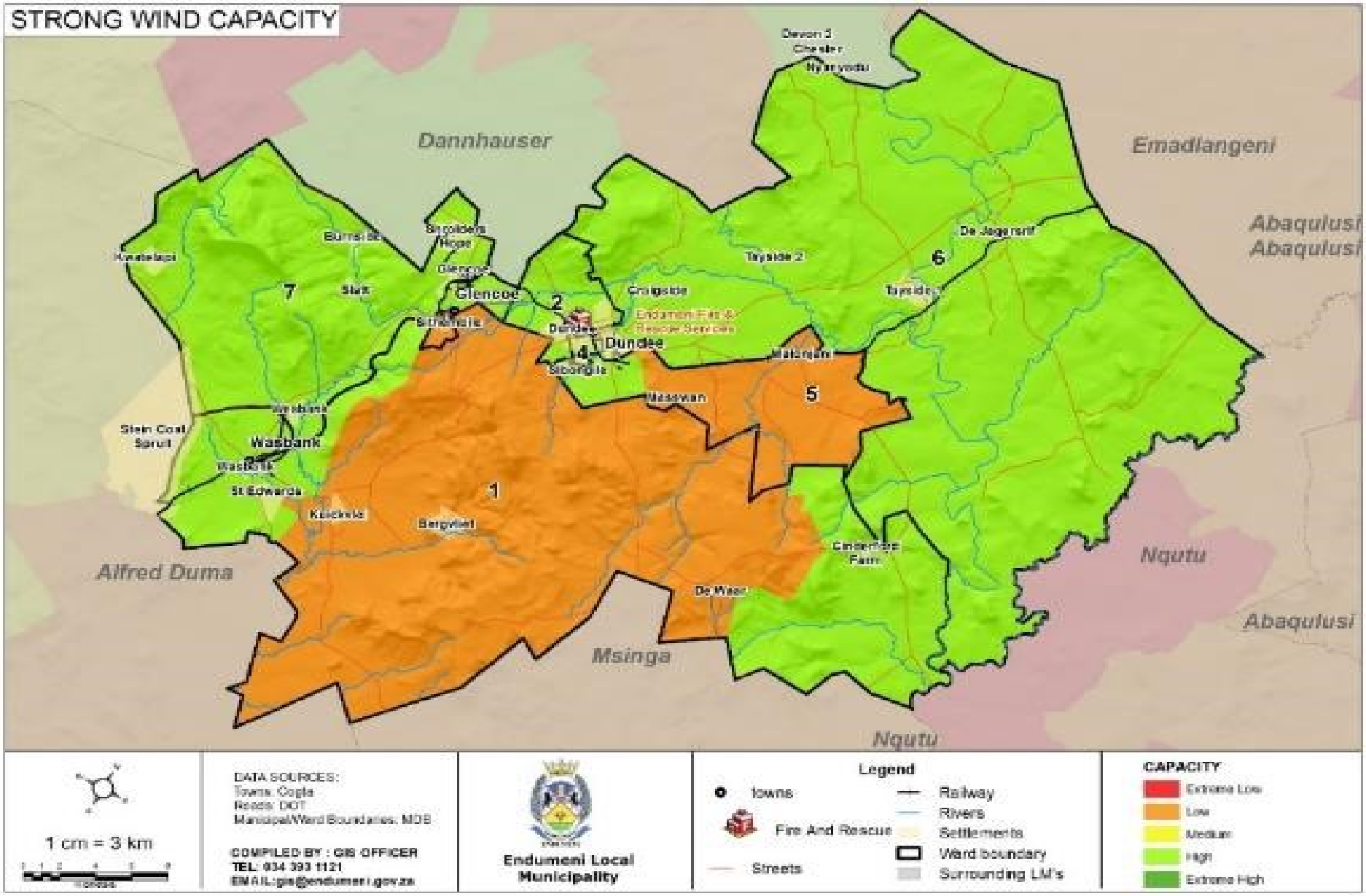
Map 35 Heavy rainfall capacity



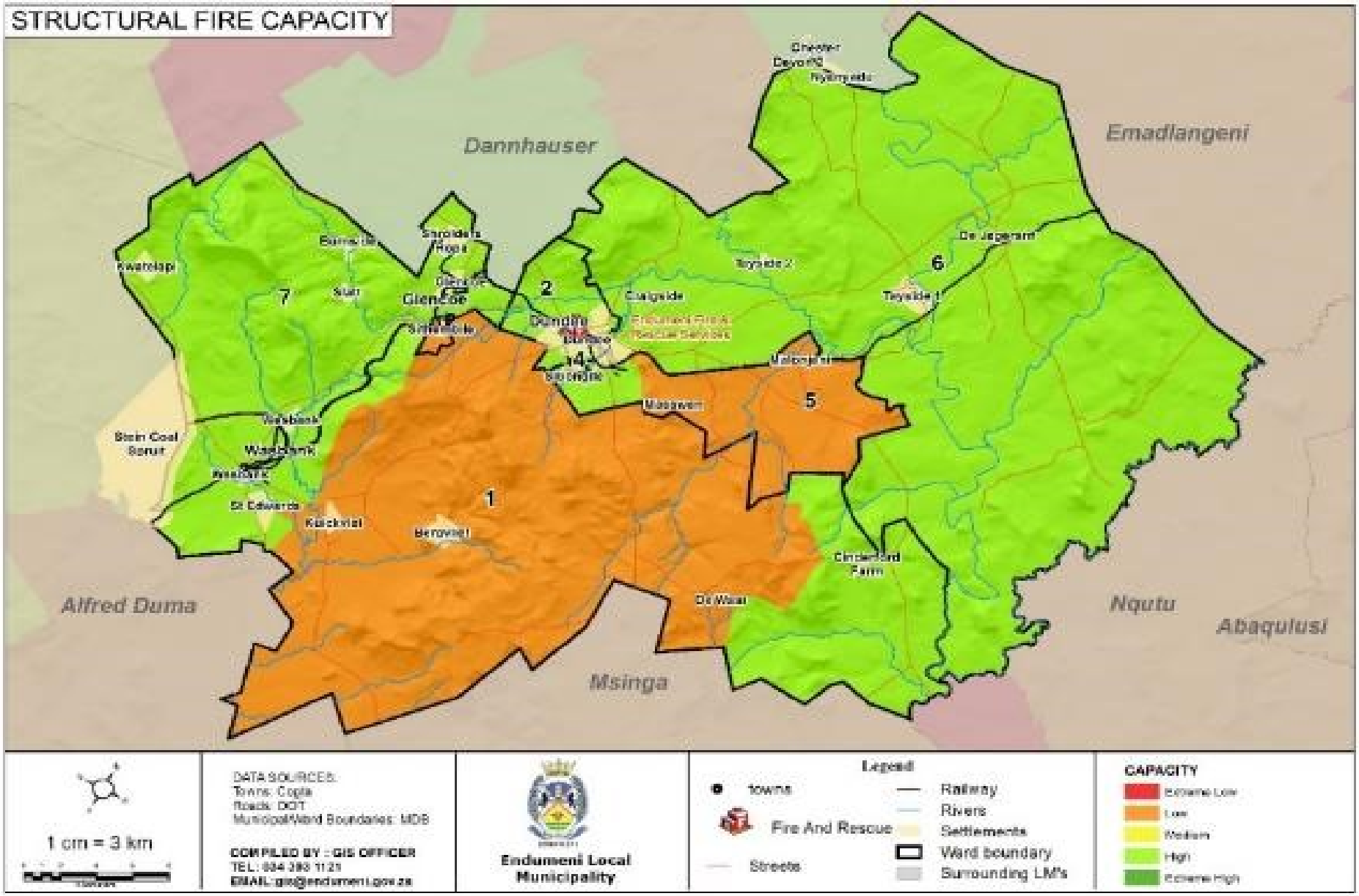
Map 36 Lightning capacity



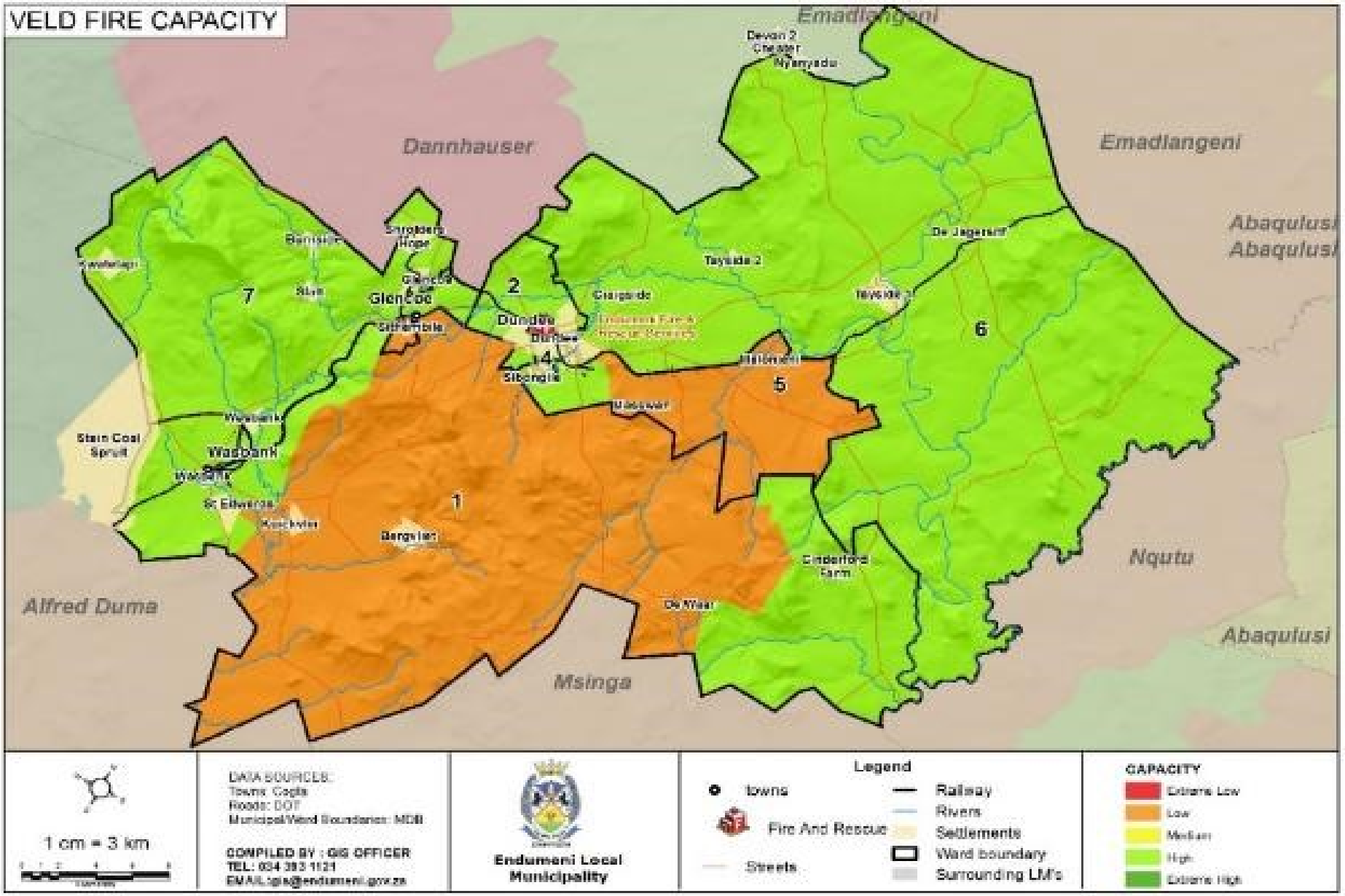
Map 37 Snow Hazard Capacity



Map 38 Strong wind capacity



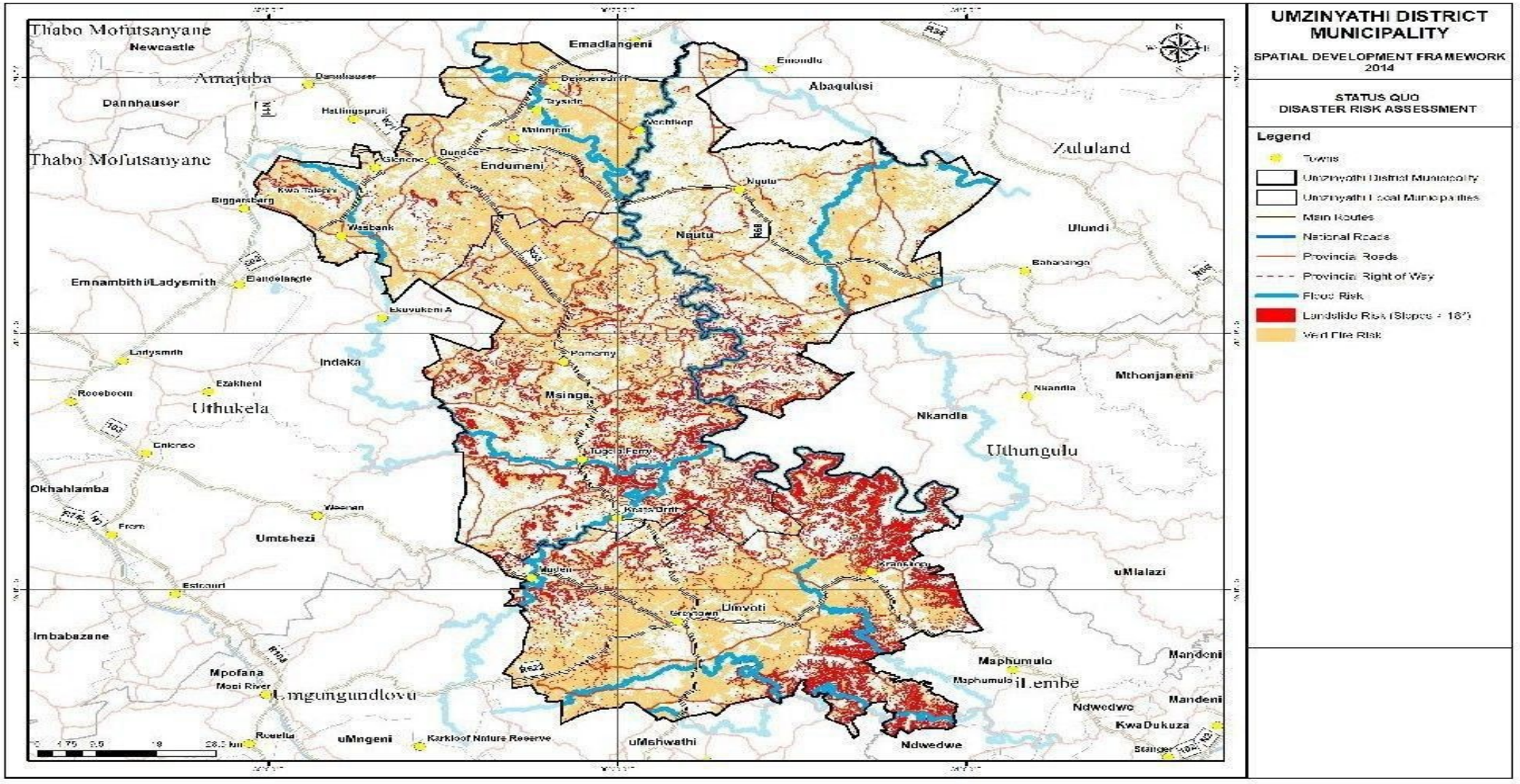
Map 39 Structural Fire Capacity



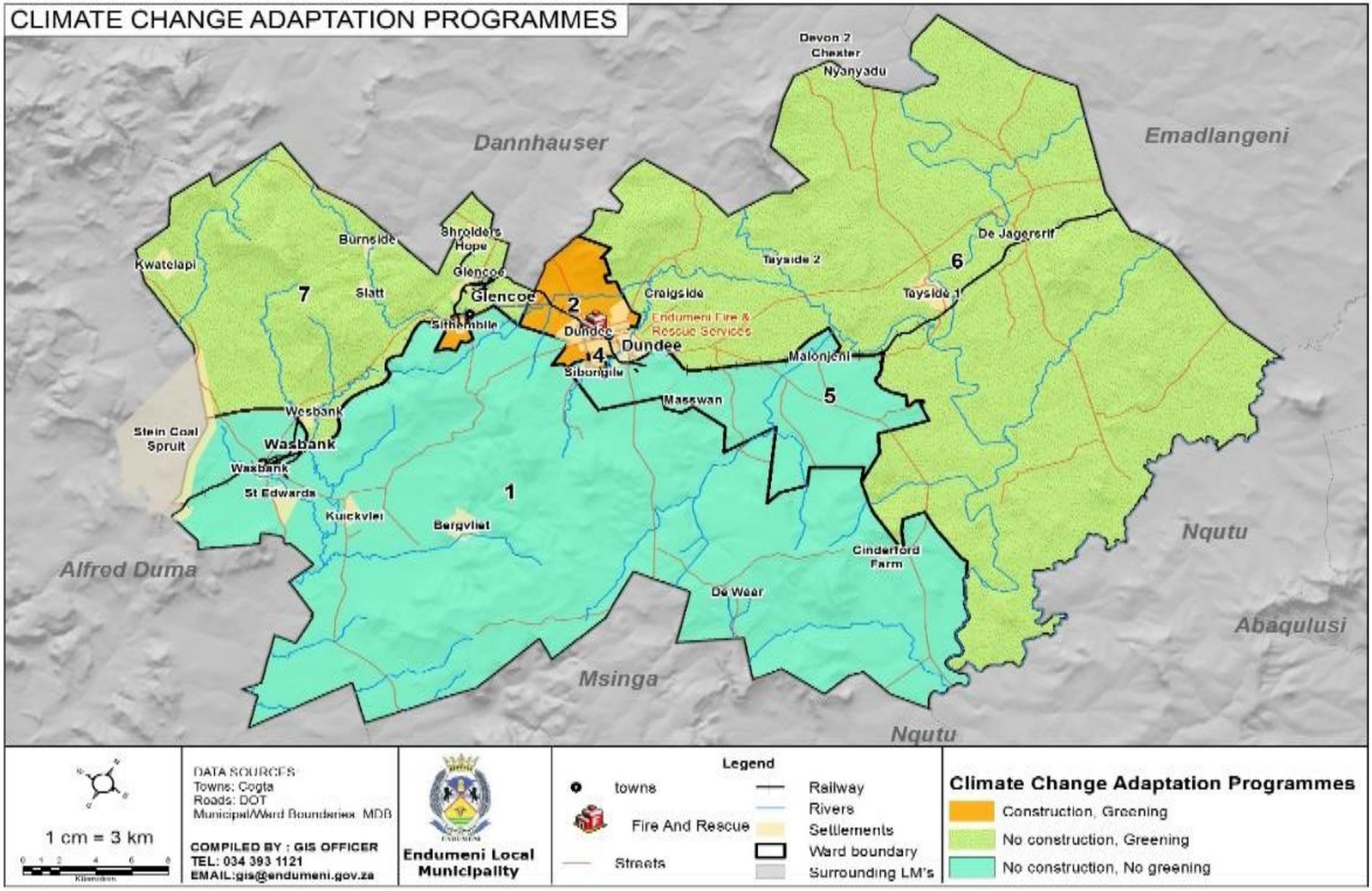
Map 40 Veld fire capacity

4.10 DISASTER RISK RATING MAPS (DISASTER RISK EVALUATION MAPS)

The map below shows the overall for the entire municipality and the states the level of risk.



Map 41 Disaster Risk Evaluation Map



Map 42 Climate change adaption programme

4.11 DISASTER RESPONSE AND RECOVERY

4.11.1 MUNICIPAL CAPACITY IN TERMS RESPONSE AND RECOVERY

Section 53 of the Disaster Management Act (Act 57 of 2002) deals with disaster management plans for municipal areas. Section 53 (1) (k) of the Act prescribes that a disaster management plan must contain contingency plans and emergency procedures in the event of a disaster, providing for prompt disaster response and relief and the procurement of essential goods and services.

The Municipality set aside Disaster management budget annually for the purchase of relief materials in the form of tents, blankets, food parcels and plastic sheeting. This material is provided to victims of disaster incidents when necessary. The municipality does not have necessary capacity to deal with disaster management issues on daily basis as there are only two people dealing with disaster management issues. The mention personnel are strategic as well as operational.

4.11.2 INFORMATION MANAGEMENT AND COMMUNICATION

Information Management

Local Municipality have the responsibility to ensure that all relevant information and reports are submitted to the district Municipalities. The municipality conducts on site visit to monitor, access an extent of the damage, report and evacuate impacts of projects and provide comprehensive reports which include evidence to the KwaZulu-Natal PDMC through uMzinyathi District Municipality. It also provides annual performance evaluations reports to the PDMC within 30 days at the end of the month.

4.11.3 EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

Capacity Building Programmes/ Public Awareness Campaigns

Sections 15 and 20(2) of the Disaster Risk Management Act (Act 57 of 2002) specifies the promotion of education and training, the encouragement of a broad-based culture of risk avoidance, and the promotion of research into all aspects of disaster risk management. This key performance area addresses the development of education and training for disaster risk management and associated professions as well as the inclusion of disaster risk management and risk-avoidance programmes in school curricula. It also outlines that awareness needs to be created within the community. For example, community and school awareness campaigns etc.

Endumeni Local Municipality will continue to develop and implement capacity building and awareness campaigns programmes in order to create knowledgeable communities.

The below table is target *audience* would be communities, community leaders, Operation Sukuma Sakhe, school children Amakhosi and other stakeholder.

1	Provided Shelter to the homeless
2	Co-ordinate & Provide Social relief to the Vulnerable families.
3	Co-ordinate & Monitor Social relief by the private donors
4	Roadblocks with SAPS, Traffic & SANDF to control Illegal people movement
5	Co-ordinated Covid-19 Training for Traffic Officials, Taxi Owners and Taxi Marshals
6	Attend JOC Covid-19 meeting to plan Management Actions on Covid-19 and other disasters
7	Sanitisation of all Public spaces (Ranks, Pension Pay points, Local Taxi waiting Shelters)
8	Monitor Formal & Informal businesses Covid-19 lockdown regulations compliance.
9	Co-ordinated SANDF & SAPS Disaster & Covid-19 Lockdown regulations Community members & Businesses Compliance on Social distance
8	Organise and provide shelter to SANDF
10	Assist in Schools mass sanitisation for re-opening state of readiness
11	Co-ordinated Covid-19 response plan and reediness with department of Health & Dundee Hospital
12	COVID-19 Awareness campaigns through loud hailing and awareness boards
13	Financial assistance to the Municipality on procuring PPE for employees
14	Co-organise Training, Covid-19 safety Plan & Implementation of Testing Station compliance plan for re-opening.
15	Co-ordinate employees COVID-19 capacitation by training before return to work.
16	Procurement of Covid-19 mitigation equipment Sanitisers and temperature screening.
17	Providing support on Covid-19 Vaccination programmes
18	Bio-Waster co-management to prevent covid-19 spread.

Table21: Target Audience

4.11.4ENDUMENI DISASTER MANAGEMENT COVID-19 PROGRAMME

ACTIVITY	FUNDING SOURCE	FUNDING MECHANISM
Stat-up Activities (KPA 1, Enabler 1 **Table 18 Funding for projects**	National Government	
Disaster Risk Management ongoing operations (KPAs 2 and 3)	Endumeni Local Municipality	Own departmental budget
Disaster risk reduction (KPA 2 and 3)	➢ Endumeni Local Municipality ➢ Relevant Spheres of government	➢ Own departmental budget but can augmented by application for funding to the NDMC for special national priority risk reduction projects
Response, recovery and rehabilitation and reconstruction efforts (KPA 4)	Endumeni Local Municipality	Own departmental budget
		Access to central contingency fund once threshold is exceeded
		Municipal Disaster Grant
		Municipal Disaster Recovery Grant
Education, training and capacity-building programmes (Enabler 2)	➢ PDMC ➢ SETA ➢ UMDMC ➢ Endumeni Municipality	Own departmental budget and reimbursement through SETAs
		Public awareness programmes and research activities can also be funded through the private sector, and donor funding
Risk Assessment	➢ Relevant Government ➢ Private Sector ➢ Endumeni Municipality	Own Departmental budget

Table 22: Endumeni Disaster Management Covid-19 Programme

DISASTER MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Attributes of the Municipality that is helpful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles: ➢ Disaster Management Plan in place ➢ Disaster Management Framework in place ➢ Contingency Plan in place ➢ Sector Plan in place ➢ Disaster Risk Profile in place ➢ Priority risk of municipality significance have been identifying, assessed and documented Hazard assessment studies, reports associated maps	Attributes of the Municipality that is harmful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles: Finance: ➢ Awareness Campaigns (Information Billboards. ➢ Standby allowance for response ➢ Office space and furnisher/ equipment ➢ Staff Shortage.
OPPORTUNITIES	**THREATS**
External conditions related to the Municipality that are helpful to successful completion of the project and complying with the Act and the municipal responsibility in terms of the disaster management principles: ➢ Interdepartmental corroboration especially in drafting the IDP to ensure identification of Disaster Related Projects ➢ Endumeni disaster component should participate in the municipal planners' forum, to cap chronic lack of coordination and inferiority of disaster management functions and priorities.	External conditions related to the Municipality that may hinder the successful completion of the project and complying with the Act and the municipal responsibility in terms of the disaster management principles: ➢ Climate change ➢ Capacity - funds, working space. ➢ Environmental degradation ➢ Extreme temperatures

Table 19: Disaster Management SWOT Analysis

5. KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

5.1 BACKGROUND

Municipal transformation and institutional development relates to a fundamental and significant change in the way the municipalities perform their functions and the calibre of human resources used in the delivery of quality services to the communities served. Service delivery planning has changed from municipal centred approach to community participatory approach.

5.1.1 HUMAN RESOURCE STRATEGY

The municipality has adopted a newly developed Human Resource Strategy that is in line with the vision and mission contained in the 5th Generation IDP. In essence the adopted strategy commits to ensuring that the municipality has the necessary human resource capacity that is aligned to the long-term development plans of the municipality. The human resource capacity in the municipality is dedicated to meet the municipal obligation set out by the IDP such as addressing the challenges and mandate brought about by both new service delivery modalities and ongoing transformation of Local Government.

The HR Strategy has detailed the roles and responsibilities of all key municipal departments on how they should perform their duties to achieve the desired goal and objectives of the municipality. It also provides direction on how staff skills should continuously be capacitated.

5.2 ICT POLICY FRAMEWORK

The Municipality has an ICT Framework policy that was adopted by Council on the 24 March 2017. The Public Service Corporate Governance of Information and Communication Technology Policy Framework (2012) stipulates that COBIT should be adopted and implemented as the Governance of ICT Framework on the Governance of ICT layer. COBIT will enable the municipality to achieve their strategic goals by deriving optimal value from ICT through the realisation of benefits and optimising resources and risk.

The figure below demonstrates the different governance layers with their related frameworks and standards.

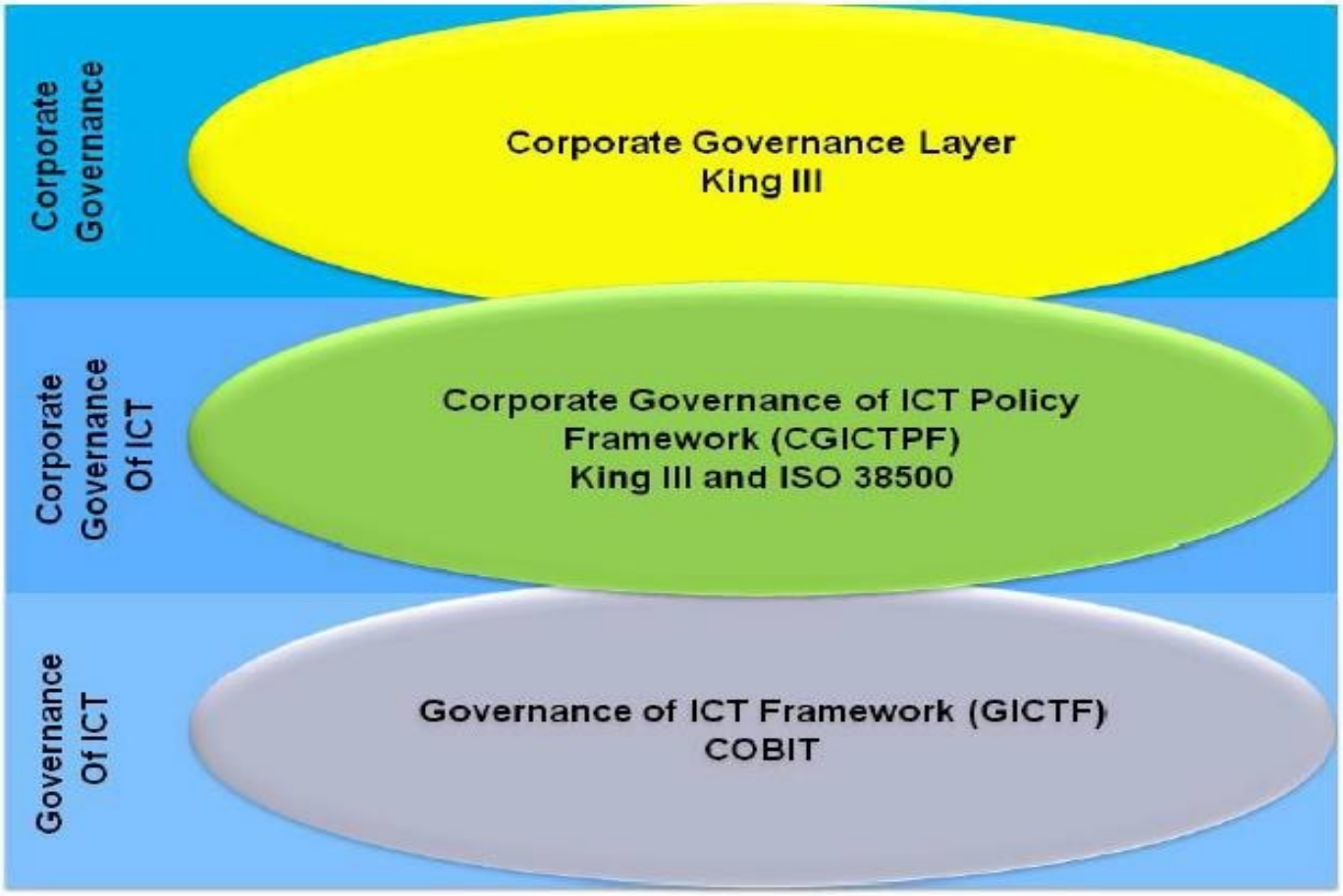


Diagram 3 Government layers

5.3 ORGANIZATION OF ADMINISTRATION

5.3.1 ENDUMENI COUNCIL; EXCO & PORTFOLIO COMMITTEES

The Municipality's Management Team is headed by the Municipal Manager who functions under the political directive of the Mayor. There are four (4) Section 56 Managers existent in the reviewed organizational structure, with one proposed which is Community Services who reports directly to the Municipal Manager namely:

- Chief Financial Officer/ Budget & Treasury Office;
- Executive Manager Corporate Services;
- Executive Manager Technical Services;
- Executive Manager: Planning & Economic Development Services; and
- Executive Manager: Community Services.

MUNICIPAL TRANSFORMATION

The HR strategy has been developed for adoption as part of the 2022. The Endumeni Municipality has a total staff compliment of 378 permanent employees. The organogram for all departments was submitted to the Local Labour Forum as part of the consultation process and it was reviewed and adopted by Council. The employees of the Endumeni Council are represented on the organizational structure as follows:

WORKPLACE PROFILE

The Endumeni municipality's workforce consists of:

- 107 African Females
- 5 Coloured Females 13 Indian Females
- 10 White Females
- 218 African Males 4 Coloured Males 7 Indian Males
- 14 White Males

STAFF MOVEMENT

The Municipality has appointed a number of employees from the beginning of the financial year, but there has been some resignations as well. Appointments 1st of July 2021 to 30 June 2022

- 1st Quarter July to September = 8
- 2nd Quarter October to December = 11
- 3rd Quarter January to March = 10
- 4th Quarter April to June = 5

EXITS JULY 2020 TO JUNE 2021 (death, resignation, retirement, medical board)

	Death	Resignation	Retirement/ pension	Dismissal	Medical board
1st Quarter July to Sept 2020	1	3	3	3	1
2nd Quarter Oct to Dec 2020	1	3	3	0	0
3rd Quarter Jan to March 2021	4	2	3	1	0

Table 20: Exits July 2021 to June 2022

5.3.2 ORGANISATIONAL DEVELOPMENT

The Endumeni Council has, in accordance with Section 43 of the Municipal Structures Act No. 117 of 1998, established an Executive Committee comprising of three members. The Executive Committee is chaired by the Mayor, while the Council is chaired by the Speaker in terms of Section 48 and Section 36 of the Municipal Structures Act (117 of 1998) respectively.

The Executive Committee functions under delegated authority of the Council, except for those powers and functions as determined by Section 160 of the Constitution of South Africa 1996. The Endumeni Municipality is demarcated into 6 wards with active ward committees.

The purpose of the Ward Committees is to assist the Ward Councillors with organizing, consulting and the cascading of information to all stakeholders of the various wards.

5.3.3 POWERS AND FUNCTIONS OF THE ENDUMENI LOCAL MUNICIPALITY

The Endumeni Municipality is a category B Municipality as described in Section 155(1) (b) of the Constitution of the Republic of South Africa 1996. The powers and functions of the Endumeni Municipality is in compliance with Section 156 of the Constitution of the Republic of South Africa, 1996 The Endumeni Municipality is a category B Municipality as described in Section 155(1) (b) of the Constitution of the Republic of South Africa 1996. The following powers and functions of the Endumeni Municipality is in compliance with Section 156 of the Constitution of the Republic of South Africa, 1996.

POWERS & FUNCTIONS	Responsible Department
Building Regulations	Planning & Economic Development Services
Electricity Reticulation	Technical Services
Fire Fighting Services	Office of the Municipal Manager
Local Tourism	Planning & Economic Development Services
Municipal Airport	Planning & Economic Development Services
Municipal Planning	Planning & Economic Development Services
Storm-Water Management System in Built Up area	Technical Services
Trading Regulations	Planning & Economic Development Services

Cemeteries	Technical Services
Cleansing	Technical Services
Billboards and Display of Advertisements in Public Places	Planning & Economic Development Services
Licensing and Control of undertaking that sell food to the public	Umzinyathi District Municipality
Local Amenities	Technical Services
Municipal Parks & Recreation	Technical Services
Municipal Roads	Technical Services
Pounds	Technical Services
Public Places	Technical Services
Refuse Removal, Refuse dumps and Solid Waste disposal	Technical Services
Street Trading	Planning & Economic Development Services
Street Lighting	Technical Services
Traffic and Parking	Technical Services
Libraries	Planning & Economic Development Services
Museums	Planning & Economic Development Services
Municipal Halls and other Municipal Buildings	Planning & Economic Development Services
Financial Planning and Budgeting	Budget & Treasury Office (BTO)
Expenditure and Related Liabilities	Budget & Treasury Office (BTO)
Income and Related Credit Management	Budget & Treasury Office (BTO)
Control of Council's Assets	Budget & Treasury Office (BTO)
Investments	Budget & Treasury Office (BTO)
Financial Reporting	Budget & Treasury Office (BTO)

Table 21: Power and Functions

5.3.4 VACANCY RATE

The Endumeni Local Municipality has a total of Five (5) Departments and the Office of the Municipal Manager which make up a full organizational structure. Namely: Office of the Municipal Manager; Corporate Services; Budget & Treasury Office; Planning & Economic Development, Technical Services and Community Services.

NO	NAME OF DEPARTMENT	NO. OF POSTS IN THE ORGANOGRAM	FILLED
1.	Office of the Municipal Manager	20	**14**
2.	Corporate Services	51	**44**
3.	Technical Services	112	**106**
4.	Planning & Economic Development Services	30	**27**
5.	Budget & Treasury Office	52	**40**
6.	Community Service	246	**224**
	TOTAL	**511**	**455**

Table 22: Filled Positions

The Total Vacancy Rate as per the attached Reviewed Organizational Structure is 11%

5.4 DEPARTMENTS REPRESENTATION

According to the approved 2021/2022 organizational structure, the following departments and sections exists within the Endumeni Local Municipality:

THE OFFICE OF THE MUNICIPAL MANAGER	DEPARTMENT OF CORPORATE SERVICES	DEPARTMENT OF BUDGET & TREASURY OFFICE	DEPARTMENT OF PLANNING & ECONOMIC DEVELOPMENT SERVICES	DEPARTMENT OF TECHNICAL SERVICES	DEPARTMENT OF COMMUNITY SERVICES
PURPOSE Provide leadership to the municipality & support council in fulfilling its mandate	PURPOSE Undertake corporate & administrative services	PURPOSE The efficient management of the finances of the municipality	PURPOSE To provide and coordinate effective Development Planning; Building Control& Compliance; Environmental Planning; Municipal	PURPOSE To provide capital & maintain existing infrastructure	PURPOSE To provide community related services to the residents of the community

FUNCTION	FUNCTION	FUNCTION	FUNCTION	FUNCTIONS	FUNCTIONS
• Communications & Public Relations Batho Pele Coordination Intergovernmental Relations • Internal Auditing Risk Management Legal Services Executive Council Support Services Public Participation • Disaster Management Fire Services • Social programmes	• Human Resources Skills Development & Training • Labour Relations Administration; Information Technology • Fleet Management & Control • Registry Management Printing Services Safety & Security	• Revenue Management Expenditure Management Asset Management • Supply Chain ----------Management (SCM) • Stores Management Budget Reporting & Financial Systems,	• Development Planning Services / Town Planning Services • Geographical information Systems (GIS) • Environmental planning & Management Services • Integrated Development Plan (IDP) and Performance Management Plan (PMS) Building Control and Enforcement Municipal Estate Services • LED & Tourism Services Municipal Enterprises / Facilities	• Civil Engineering Electrical, Mechanical Projects • Technical Administration Human Settlement Implementation • Waste Management Services	• Promotion of environmental health and social development • Control and administer waste management services • Provision of public safety and protection services • Establish and administer municipal enterprises • Provide effective library services

Table 23 Department's representation

5.4.1 STATUS OF CRITICAL POST

The status of the critical positions is as follows:

- The Position of Municipal Manager is filled.
- The Positions of Section 56 Managers are all filled.

5.4.2 THE STATUS OF CRITICAL & BUDGETED POSITIONS:

In accordance with the approved 2021/2022 organizational structure and annual budget, the critical positions in all departments have been filled and this will create an enabling environment for the smooth implementation of the 2022/23 SDBIP.

5.5 WORKPLACE SKILLS PLAN (WSP)

In accordance with the Skills Development Act and kills Levy Act, municipalities have to prepare and review the Workplace Skills Development Plan. During 2021/2022, the municipality reviewed and is implementing the Workplace Skills Development Plan as required by the said Act. The plan seeks to address employee's skills development gaps, scarce skills and also skills audit of the municipality.

The municipality is registered with the Local Government Sector Education and Training Authority (LGSETA), and skills development relating to all levels of employees' functions will be undertaken and integrated into the plan. The municipal employees, Councillors and Ward Committees will be trained on various skills development interventions as part of the Workplace Skills Plan. Skills audit has been undertaken to determine the employees' training needs, and these training needs will form part of the Workplace Skills Plan. The municipality is committed in training and developing its employees thereby improving productivity levels.

5.5.1 EMPLOYMENT EQUITY PLAN

The Employment Equity plan for the next Five (5) years is currently being developed, which should be adopted by 30 June 2022. The municipality has been transforming its management structure and has considered people with disabilities in its employ. Currently there is One (01) woman who is the Head of Department, one (1) person living with disability and Nine (09) coloured employees in the municipality. Likewise, a good percentage of the employees are youth.

The Municipality's vision for Employment Equity is to maximize the benefits of diversity, equal opportunity and fair treatment of employees, to maximize growth of employees so

that the Municipality delivers a high-quality service to the people of Endumeni, particularly the poor and those historically disadvantaged.

5.5.2 RETENTION STRATEGIES

Generally, employers want to hire people who will stay with the company. For obvious practical reasons, employers don't want to hire chronic job-hoppers. The cost of recruiting, selecting and training new staff can be extremely high. Turnover is one of valuable and useful non-performance criteria because it measures employment stability. Many factors should be considered in the measurement of turnover. One is *voluntariness* (whether the employee was dismissed, resigned to take another job with better promotional opportunities, or resigned because of dissatisfaction). Another factor is *functionality* (whether the employee was performing the job effectively or ineffectively).

Research reports are replete with studies which measured the relationship between turnover and performance, which concluded that poor performers were more likely to resign voluntarily than good performers. On the other hand, conventional wisdom is such that an employee who resigns is probably appraised better than an employee who was dismissed. However, some organisations will allow an employee to resign to improve his or her prospects of getting another job, this clouds the value of turnover as a measure of performance.

The attitude towards job-hoppers has also changed over the years. Twenty years ago, job-hoppers were viewed with some suspicion at management level: they seemed unstable and unable to hold a job for long. Today, however, job-hoppers are regarded more positively. Exposure to different jobs is taken to mean that they have more breadth of experience. This is an example of how the same behaviour (turnover) acquires different interpretations over time.

A retention strategy adopted by the council must take the above into account and, be flexible enough to enable the retention of employees with scarce skills and be responsive enough so as to mitigate against the loss of institutional memory.

5.6 SKILLS TO BE RETAINED

(a) Scarce skills: Scarce skills are those skills that are needed to realize the Department's goals and objectives, but which are difficult to recruit and expensive to replace.

(b) Valued Skills: Valued skills are those skills that are not classified as being scarce skills. Examples are employees with qualifications that are valuable to possess and positively contribute to the service delivery goals of the Municipality and the loss thereof will have a negative impact on a Department's ability to meet its goals.

(c) High – Risk skills: High – risk skills are the skills that an employee has attained over a long period of time pertinent to the department through years of service experience and such employee has indicated his/her intention to leave soon.

The list of skills which need to be prioritized in terms of recruitment; retention as well as in our skills development plan is gazetted annually, as Occupations in high demand by the Minister of Higher Education, as the shortage of these skills affects the Municipality as it does every other employer in the country. Occupations in High Demand refers to those occupations that show relatively strong employment growth and/or are experiencing shortages in the labour market or which are expected to be in demand in the future.

These occupations can be found in the latest, Gazette No. 43946, Vol. 66527, 27 November 2020.

It becomes therefore a no-brainer that, we should be taking pro-active steps to prevent finding ourselves in a crisis where we are trying to recruit in these fields after having failed to retain these professionals.

5.6.1 LINK STAFF RETENTION WITH AN EFFECTIVE RECRUITMENT AND SELECTION PROCESS.

A lot of staff losses are caused by unattractive salary packages which came as a result of the implementation of the Job/Task Evaluation. To prevent this, accurate job descriptions must be developed that clearly identifies the core competencies required for successful performance. These job descriptions must be used during the recruitment and selection process. In some cases, it has also been shown to be good practice to "hire for capabilities and train for skills". This is where a person is appointed because he/she has the right capability to be able to do the job even though they may not have the necessary skills required since these can be attained through training.

5.6.2 LINK STAFF RETENTION TO AN EFFECTIVE INDUCTION PROCESS

Best practice studies show that the first few weeks of employment are important for establishing employee commitment to equipment. It is therefore essential that Managers and human resource practitioners lay the foundation for future commitment by being part of the induction process. A good way of addressing this is to have well-structured and dynamic induction programs that stretches from the employee's first day of work employees to read even if they have not started working.

5.7 ORGANISATIONAL STRUCTURE (ATTACH REVIEWED ORGANIZATIONAL STRUCTURE)

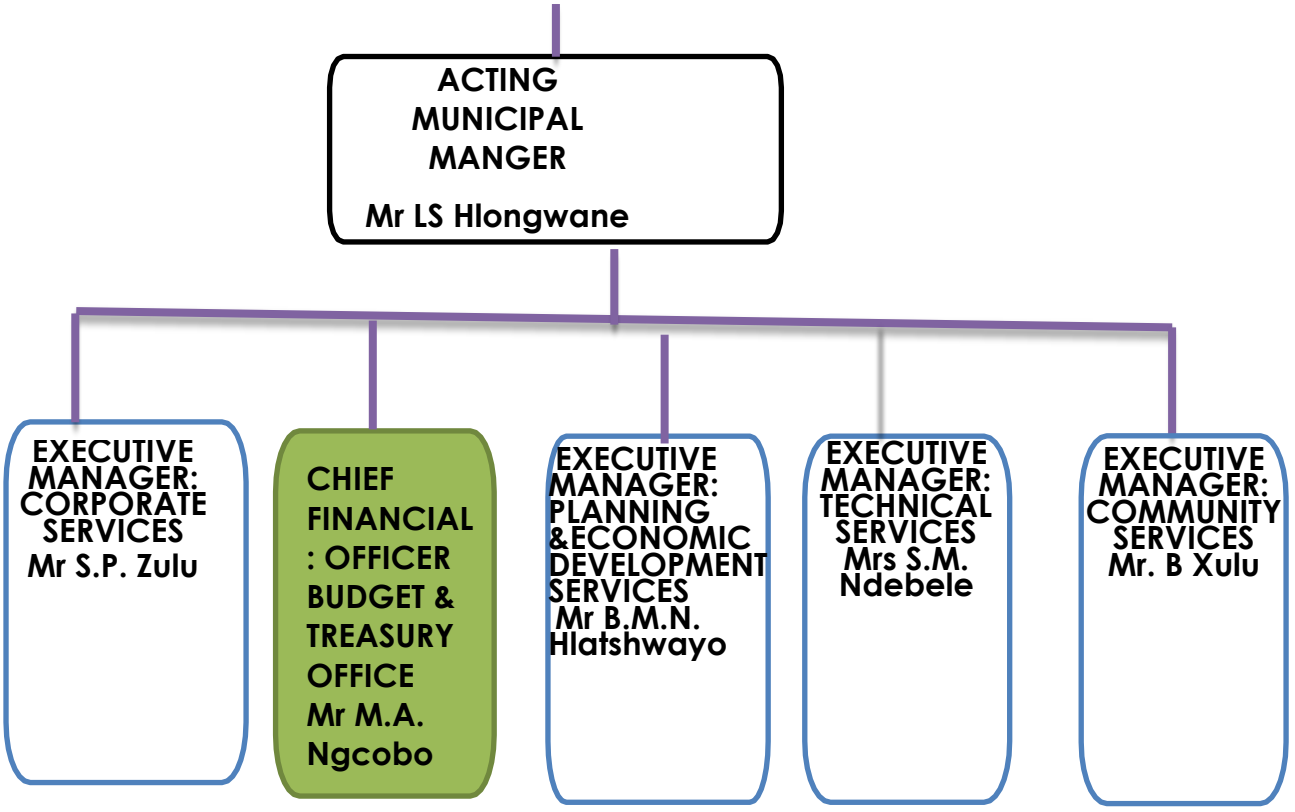


Diagram 4 Organisational Structure

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Capable and Skilled officials	Lack of a Functional EEP Committee
An Aligned Organizational Structure	Lack of Council adopted Staff Retention Strategy
Active & Functional Unions (Local Labour Forum) Forum)	Lack of a Council adopted Succession Planning Policy Framework
A Council Adopted Human Capital Strategy	Slow pace in meeting EEP Targets especially with regards Women Representation at top Management and Middle management levels and with regard to appointment of people living with Disabilities
A Council Adopted Employment Equity Plan	Inconsistent Reporting on EEP to the Department of Labour
A Council Adopted Work Skills Plan (WSP)	Slow pace in implementing the WSP
A Council Adopted ICT Policy Framework	Inconsistent application of regulations (Change Management Strategy)
A Council Adopted IDP and Sector Plans	Lack of a Municipal-Wide Diversity Management Strategy and Plan
A Council Adopted Budget & Budget Related Policies	
A Council Adopted PMS Policy Framework	
A Council Adopted Communication Strategy Plan	
A Council Adopted Policies and Bylaws	
OPPORTUNITIES	**THREATS**

Availability of Various Grant Funding Instruments for Skills	**Losing skilled personnel through natural attrition**
Availability External Technical Support especially from Govt.	**Inability to attract and retain scarce skills**
Development and Implementation of the Diversity Management Plan for the Municipali	**Low staff Morale and reduced productivity levels**

Table 24: Municipal transformation and organisational development SWOT Analysis

4. KPA: BASIC SERVICE DELIVERY

4.1 ACCESS TO WATER

Turning to Endumeni, the Buffalo River and Wasbank River serve the Endumeni municipality well. The main tributaries of Buffalo River are Njiwati, Sterkstroom or Impathi, the Pondenshalana, Nyende, Eerstelling, Basangoma and Blood Rivers. Wasbank River's main tributaries are Mkomazana, KwaMatchokuza, Busana, Klipspruit, Biggarsgatspruit and Blinkwater Streams. Groundwater resources, perennial rivers and streams and stored water in farm dams are the main sources for stock watering purposes, while river flow and stored water in larger dams are the main sources for irrigation, although high-yielding production boreholes may also be important sources of irrigation water in certain areas.

Regarding perennial river flow the Endumeni area is reasonably well-watered with most of the streams. There are also smaller perennial streams on the Dundee plateau. Portable water is supplied via 5 storage dams and a pipeline from the Buffalo River, which is also reticulated by the local authority. There is a water borne sewerage reticulation system, of which the majority of erven is served by this system. The average dry weather flow is 5 mega litres with the plant having been upgraded to a capacity of 12 mega litres to support development initiatives. It is important to note that the biggest threat in the area is the potential pollution of freshwater sources (surface and groundwater) through decanting of mines (Dysfunctional and active).

Accordingly, at 95% access to piped water (denoted as service provider), seems higher than national average (89.8%), the province (77%) and the district (53%). It is safe to conclude that access to water in Endumeni is impressively high for industrial and residential purposes.

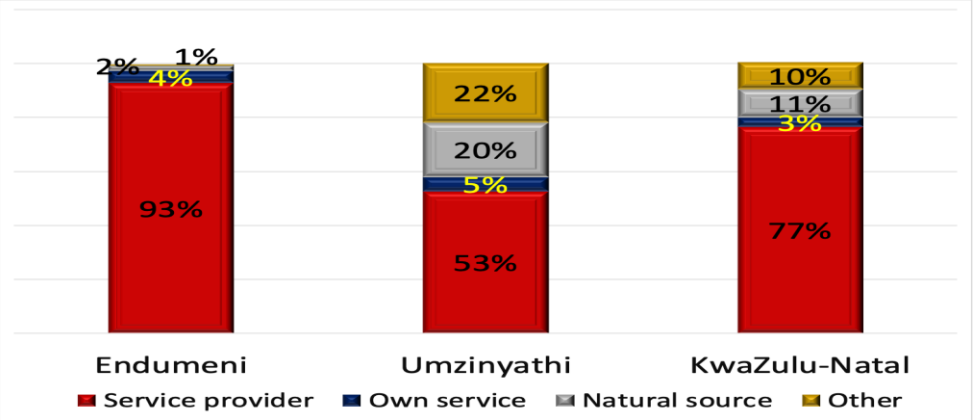


Figure 29 Access to water

Data Source: Statistics South Africa (2016)

4.2 ACCESS TO ELECTRICITY

Electricity is supplied via the national Eskom grid and reticulated by the local authority. In this arrangement, as shown below, 80% of the population has access to pre-paid metres in the house. Or conventional (Eskom) metres. This percentage is roughly the same as the national average of 81.6% who have access to electricity.

Notably, the high number of pre-paid metres is tribute to the municipality, for ease of revenue collection compared to the non-payment challenges linked to the conventional metre. The progress in pre-paid metre delivery should be fast tracked for more revenue benefits, but also easier management of electricity. Also, as illustrated below, 9% of the population claim not to have access to electricity compared to 22% in the district and 11% in the province.

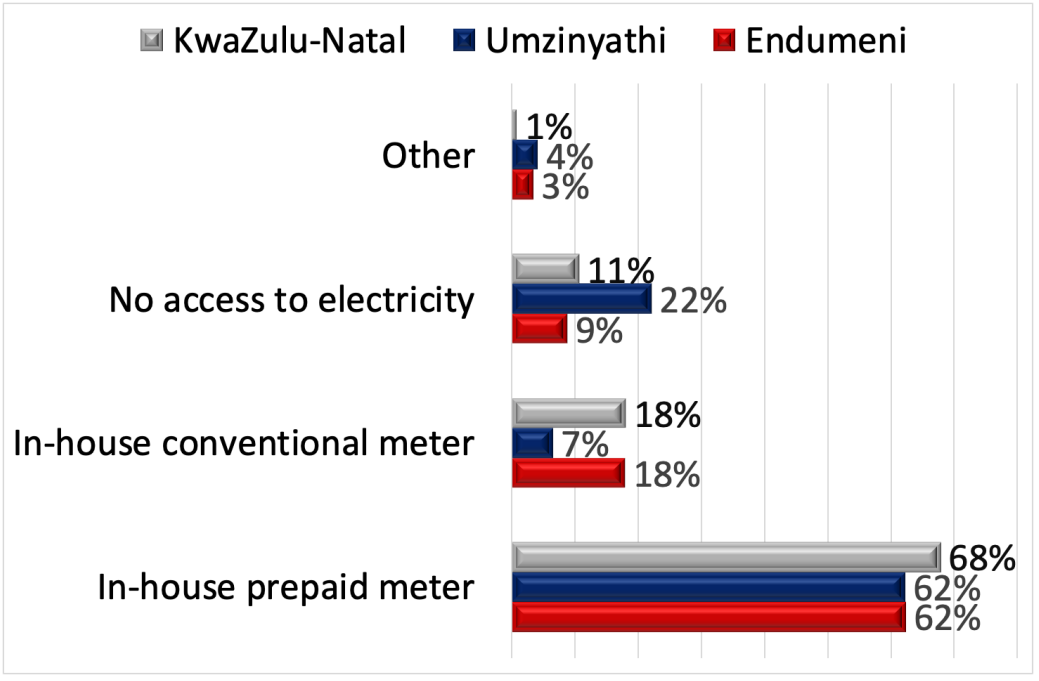


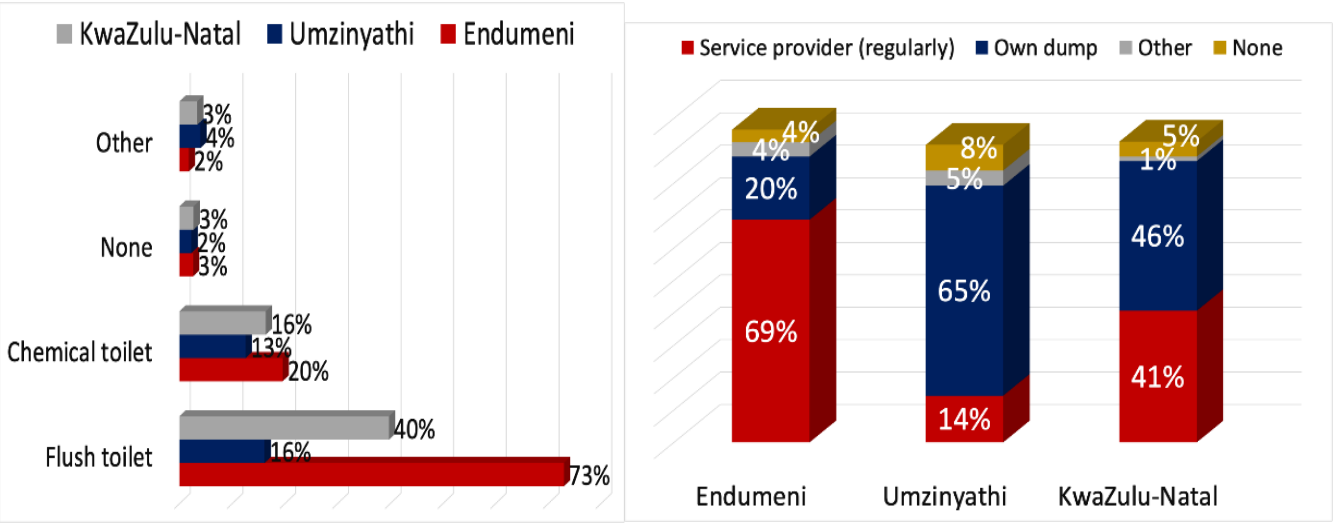
Figure 30 Access to electricity

Data Source: Statistics South Africa (2016)

4.3 ACCESS TO SANITATION

Sanitation in South Africa is guided by three legislations namely: (a) white Paper on Water Supply and Sanitation (1994); (b) the White Paper on a National Water Policy of South Africa (1997), and (c) the White Paper on Basic Household Sanitation (2001). The white paper on basic household sanitation focuses on rural communities, and was therefore supplemented with national sanitation policy of 2012 to cover urban sanitation delivery.

The White Paper on basic household sanitation advances that provision of sanitation services should be demand based and community based (DWAF 2001). In addition, the Strategic Framework for Water Services (2003) seeks to achieve easy accessibility of sanitation services. The 2012 national sanitation policy sought to achieve 93% toilet access by 2019. Evidently, by 2016, Endumeni had achieved 90% target on flush toilet and chemical toilet. This is three times the percentage in the District and more than double the provincial percentage with access to proper toilets.



Data Source: Statistics South Africa (2016)

Figure 31 : Access to Sanitation (Toilets and Refuse Removal)

uMzinyathi DM is the Water Services Authority (WSA) for the entire district in terms of Section 1 of the Water Services Act, 1997. Water in uMzinyathi District Municipality is mainly drawn from natural sources like streams and rivers. The main surface water sources emerge from Buffalo River and a few small dams but during the drought season's water is augmented from Ntshingwayo Dam. Raw water supply is from the Buffalo River which is treated at the Biggarsberg Water Treatment Works with a capacity of 14.6Ml. Reservoirs at treatment plant supplying to Dundee are 7.1Ml with storage of 36hrs.

This water is purified and stored in reservoirs within Dundee near Strathmore Park and in Reservoir next to Glencoe. The majority of the areas within Endumeni are dependent on rudimentary water schemes. uMzinyathi District Municipality has reviewed the bulk water

and sanitation strategy which has quantified the backlogs for each local municipality, funding required to eradicate backlogs and funding sources. The strategy for water is as follows:

- Many small standalone schemes are being planned;
- Planned schemes are very costly – above the Department of Water and Sanitation benchmark guidelines; and
- Serious concerns relate to the availability of reliable and sustainable water sources in the district.

4.4 STRATEGIC ISSUES TO BE ADDRESSED:

- Bulk Schemes to be assessed to extend services to other areas;
- Benefits – reduced capital costs;
- Sustainable water sources as many bore holes are drying up;
- O&M Costs Reduced; shorten construction time and increase speed of service delivery; and
- Avoid duplication of bulk infrastructure costs.

4.5 BULK SEWER INFRASTRUCTURE

According to the Department of Water and Sanitation, the Water Treatment Plant in Dundee is one of the eight (8) that are found within uMzinyathi District Municipality. The total design capacity yield for all eight WWTP is 18.2ML/ day and these still have a spare load of 92,5%. The urban areas such as Dundee are provided with advanced bulk water infrastructure such as Waste Water Treatment Plant (WWTP) and associated reticulation. Treatment of sewer is at the Dundee Wastewater Treatment Works with capacity of 10Ml. Dundee WWTP received a 77,5% score in terms of Blue Water Status which was the highest within Umzinyathi District Municipality.

The provision of sanitation services is also the responsibility of the District Municipality. This includes the delivery of bulk sanitation infrastructure such as the waste water treatment plants. Most of the treatment plant facilities are owned and managed by the District Municipality other treatment plants are privately owned and managed. There are several pump stations in the reticulated areas whilst waste water treatment plants are generally located in urban towns and these in terms provide these towns with a waterborne sewerage system.

The capacity of the existing bulk sanitation infrastructure may need to be confirmed for the purposes of future development. However, there are some parts of the urban areas which are not connected to waterborne sewerage and as such these depend on septic tanks. The rural areas primarily depend on pit latrines, and very few are still using the

bucket system; and the target is to ensure that all the rural areas have pit latrines that meet the RDP standards.

4.6 SOLID WASTE MANAGEMENT

4.6.1 REFUSE REMOVAL AND LANDFILL SITE

According to the available 2011 Census Data which has also been confirmed by the final 2017/2018 Reviewed Integrated Waste Management Plan (IWMP) of Endumeni Local Municipality and IWMP currently under review to be completed and adopted within the 2022/2023 financial year and review will be done internal with as assistance of EDTEA, a total 82% of households have access to decent refuse removal and the remaining 3 500 households have no access at all. It is estimated that, 2895 of the 3 500 households use personal dumping which might constitute illegal dumping.

This service is currently offered in the following areas including Dundee Town, Sibongile Township, Glencoe, Sithembile Township and Wasbank. The municipality has placed skip bins at Stratford farm and Eboni village as a means of introducing refuse removal in rural areas. During the 2015/16 financial year, the municipality purchased a refuse truck which is currently in operation. The municipality owns a licensed Regional Landfill Site which is located within Glencoe Town. The Landfill Site has two cells, which is Cell1 and Cell2. The municipality is currently operating on Cell1 and its life span will come to an end on the year 2030 and the licence number is DC24/WML/003/2010/REV2020/1. Cell2 life span have not been estimated since it is not yet in operation. Refuse is now being dumped in phase 2 in order to cover the linings against being damaged, by wind and sun.

The municipality received funding from COGTA for the implementation of the Small Town Rehabilitation Programme (STR). The municipality has utilized part of the STR Grant funding to purchase a total 35 Skip Bins and 250 swivel bins utilizing which have since been placed on strategic points across the municipal area in order to improve provision of the waste management related services. The Dundee CBD and Glencoe being the major urban centres of the municipality have been major beneficiaries from the STR funding.

For the areas in the Rural areas like KwaThelaphi, Mpilonde, Dejaggers drift, Enyanyeni, Stratford Farm and Kunene Farm, the Municipality is seeking to place skip bins in strategic points. The municipality will empty the skip bins twice per week or as and when they are full.

What is also very important to highlight is that Endumeni Local Municipality has since developed and compiled its Integrated Waste Management Plan (IWMP) referred to as Annexure G of the 2022/27 IDP to demonstrate its strategic resolve to execute its constitutional obligations with regards to the Waste Management Plan. An Implementation Plan has been included in the document, detailing on the implementation of the Plan. The refuse Removal mean to review and implement enforcement which has not been done due to no appointment of Piece offices to perform the duties.

The Municipality strongly believe that what is even more encouraging is that, the reviewed IWMP among other aspects contains a comprehensive implementation plan which guides the Municipality on the type of interventions and decisions to be taken ensure that the provision of the waste management services is indeed extended beyond the urban core, but also incorporate the currently un-serviced areas.
There is currently private Companies conducting recycling in the landfill site and the municipality is in a process of building a buyback Centre. The data base of recyclers is available. The municipality has no formal contract with the Waster Pickers however the waste management unit is planning to formulate the formal contract within the Waste-Pickers in Endumeni.

4.6.2 TERMS AND CONDITIONS FOR PRIVATE RECYCLING COMPANIES AND WASTE-PICKERS AT THE GLENCOE SOLID LANDFILL SITE

The terms and conditions below apply to all private recycling companies and waste-pickers that have consent / permission to utilise the site for recycling purposes from the Endumeni Local Municipality (ELM).

- All members of the private recycling companies and waste-pickers MUST wear PPE at all times when accessing the site and abide to the instructions, rules and regulations provided by the site manager.
- If insufficient PPE is worn by waste-pickers, the ELM has the authority to disallow access to the site until the appropriate PPE is worn, as safety is a priority.
- The private recycling companies take full responsibility of the PPE. Safety and health of the waste-pickers on site, as this will not be the responsibility of the ELM.

- ALL inductions, risk management and first aid training of waste-pickers will be the responsibility of the private recycling companies.
- The ELM has awarded permission to the private recycling companies to access the site for recycling purposes ONLY and the ELM does not take responsibility of the waste-pickers entering the site. The waste-pickers are the full responsibility of the private recycling companies.
- The private recycling companies MUST at all times abide to the instructions provided by a municipal official and will not attempt to overthrow any instructions provided.
- The business relationship between the private recycling companies and waste-pickers is not the responsibility/ concern of the ELM. All business-related conflict must be resolved by the private recycling companies and waste-pickers themselves.
- The waste-pickers are not allowed to leave the site with any recyclables and may only exchange / trade recyclables / conduct business with the private recycling companies that have access to the site by the ELM.
- Private recycling companies that do NOT have access / permission to the site may NOT use the site for recycling purposes nor trade with waste-pickers positioned at the site.
- It is also compulsory for the private recycling companies to attend the landfill committee meetings at the site.
- The private recycling companies take FULL RESPONSIBILTY of recycling in a manner that is safe and healthy, as well as compliant to the landfill license.

- The ELM does not expect the private recycling companies or waste-pickers to contribute to any non-compliances while utilising the site. If this occurs, appropriate action will be taken by the ELM.
- The ELM is contractually bound to ensure the safety of its workers on site, therefore, if there are any conflicts between employees from the ELM, the waste-pickers or members of the private recycling companies, the ELM will ensure the appropriate action is taken and consequences faced by perpetrators.
- If the ELM feels that any of the above rules are breached by the private recycling companies or waste-pickers, the appropriate action will be taken, i.e. banning from the site, fines, etc.

The proposed (2022/27) projects that will be funded by external grants are as follows

- Endumeni Greening Project (Supported by DEFF)
- Eradication of alien invasive species (Application process has commenced with DEFF)
- Buyback Centre (Funding from SLP projects)
- Development and Upgrade of Donald McHardy Dam (Potential investor/funder yet to be identified.)
- Alien Plant Removal in Dundee and Glencoe.

4.6.2 REFUSE IS COLLECTED SCHEDULE FROM MONDAY TO FRIDAY IN THE URBAN ENDUMENI AREAS.

The following is a current programme in urban and business areas and the townships:

Dundee Section A: Suburbs:	**Sibongile**	**Dundee Suburbs: Section B**	**Dundee bulk bins business: section C**	**Glencoe Town – suburbs and industrial refuse collection**	**Glencoe Township Sithembile area/ Marikana**
MONDAY: From Victoria Street – Pronobis School – New Town Area Strathmore Park -Forestdale- New development	MONDAY: Thusi Street to Miya Street – Langa Street to Madonsela street-17 streets	MONDAY: From Victoria street. Pronobis school – new town area- Strathmore park area -11 streets	MONDAY: Bulk bins 1)main office 2)chicken Licken 3) moth hall 5).Rank 6).Shoprite 7).Ok Newtown-bigger Street to Pongola crescent-**15** Street	MONDAY: Monday: Van Rensburg Street to Sarel Cilliers School Area – 12 Streets.	MONDAY: Zanzele street to Themba street-5 streets.
TUESDAY: Smith street – Union street to browning street.	TUESDAY: Avoca area -10 streets (EXTENSION 20) -Rhodesia	TUESDAY: Smith street – Union street to browning street.	TUESDAY:	**Tuesday:** Boundary Road to Van Rensburg Street – **13** Streets	**Tuesday:** Ethuleni street to van Rensburg streets and hostel-**4** streets

			Tuesday: Bulk Bins 1).Shoprite 2). Dundee junior School 3).Hospital 4). Dundee High School 5). Boys Hotel 6). Jeff's Service Station 7). Post Office 9). Main Office 10). Spar 11). Rank 12). Pick' n Pay		-Marikana- 18 streets

			13). Nando' s 14). Dundee Toyota 15). Chicken Licken 16). KFC 17). Ace Hardware 18). North City 19). Royal Hotel 20). Pro Nobis 21). Bears 22). Battlefields 23). UMzinyathi 24). Month Hall 25). Ok 26). Metro 27).Farm track 28).Dundee Panel beaters 29).Da Gama street (2) 30).NPA 31).Department of Public Works 8. Police station -Nando's		

WEDNESDAY: Impati Area –From Wilson Street to Majuba Road • 24 streets in total	WEDNESDAY: Thusi Street to Miya Street – 8 streets Langa Street to Madonsela street 17 streets Bottom part of storks- 10 streets.	WEDNESDAY: Impati area Wilson Street Majuba streets –from to road-24.	WEDNESDAY: Anne Street – Pensymons Street to Testing Grounds – 15 Streets.	WEDNESDAY: All businesses and shops, including industrial Area – Sondela Glencoe Prison 3 Bulk bins at prison Residential area Glencoe.	WEDNESDAY: From Mbense street to road T/ship to Ntebeni street New extension - Sithembile.
THURSDAY: Forestdale Area From – Poplar Crescent to old Acre Street 14 streets in total	THURSDAY: Rhodesia-Dlamini Street to Mbatha street- 20 streets Buffer strip new extension. Lindelani.	THURSDAY: Forestdale Area From – Poplar Crescent to old Acre Street 14 streets in total	THURSDAY: Industrial Area Extension 19- 25 streets	THURSDAY: Biggar Street North to Northfield Area	THURSDAY: Amadoshini T/ship phase 1&2 Wasbank business &Residential Area - 2bulk bins
FRIDAY: Peacevalle Area – Flamingo Drive to Ayob Street • 14 streets in total	FRIDAY: Zwane to Mbatha street-6 streets Rhodesia. France. Extension 18 area-15 streets	FRIDAY: Peacevalle area-from flamingo drive to Ayob street-16 Streets.	FRIDAY: All Businesses and Shops in the CBD Victoria to Albert Street – 13 Streets	FRIDAY: 49 Houses – Indian Area Wasbank Road Area Total of 13 Streets.	FRIDAY: Matshotshobeni T/ship & Red new extension

Table : Programme in Urban and Business Areas and the Townships

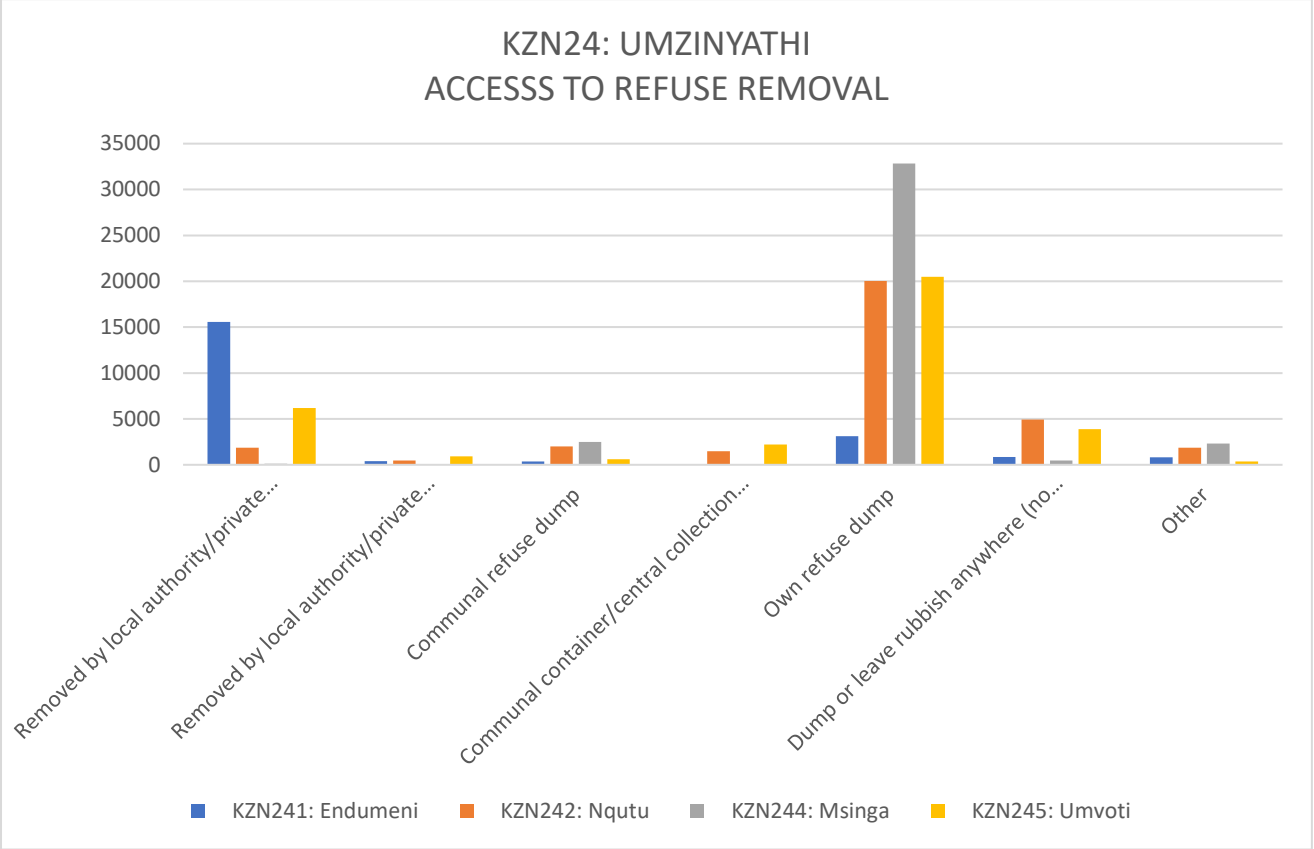


Figure 31 Access to refuse removal

(Source: statistics community survey 2016)

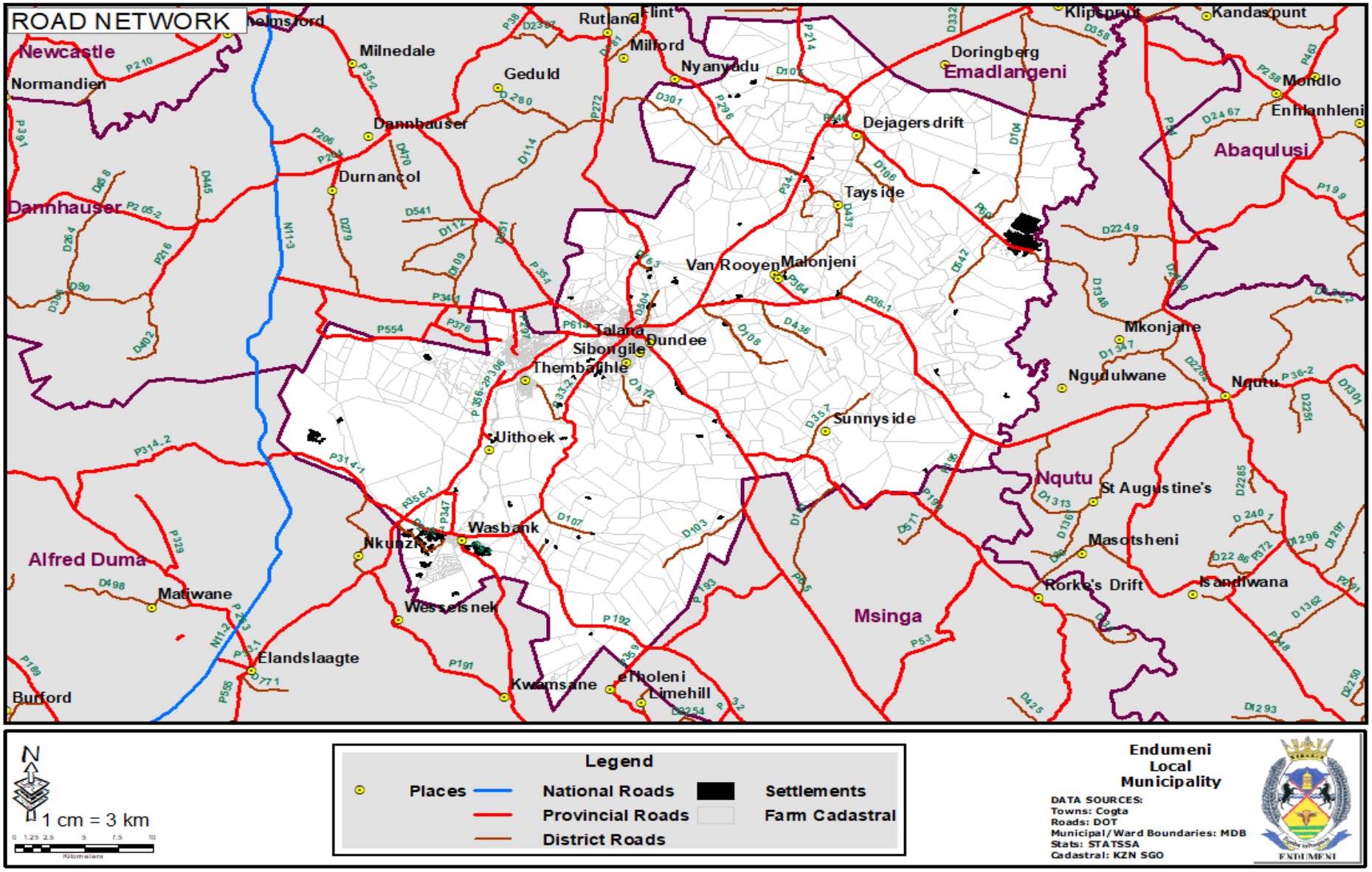
4.7 TRANSPORTATION INFRASTRUCTURE

4.7.1 REGIONAL ROAD NETWORK

At a regional level, Endumeni Municipality is situated away from the national road network. However, N11 (Ladysmith to Newcastle) does provide linkage access via R602 and R68 from the west. It is a key industrial and agricultural route. The municipality is located on an important regional route servicing the agricultural regions of northern KwaZulu-Natal and southern Mpumalanga.

4.7.2 PRIMARY ROAD NETWORK IN ENDUMENI MUNICIPALITY

The R33 is an important provincial corridor which has been identified in the PSEDS as a priority secondary corridor. The R33 which links Dundee to Vryheid, and also to Greytown via Pomeroy and Tugela Ferry, whilst the R33-2 links Dundee to Wasbank, the R602 which links Dundee to Elandslaagte and the N11, the R272 which links Dundee to Hattingspruit and the R621 which links Dundee to Dannhauser.



Map 43 Road Network

4.7.3 TRANSPORT INFRASTRUCTURE

Please note that there are no maps that indicates the status of repairs in the municipal area, we will include it in the next IDP.

Currently we do not have an integrated transport plan, correspondence has been written to DBSA for funding of the plan due to budgetary constraints.
The municipality is responsible for providing of municipal roads only, if there is a requested for national/provincial roads that is done through the intergovernmental processes.

There is an implementation plan, the maintenance plan will be drafted when the conditional assessment has been concluded in the month of July by asset management unit, therefore that will clearly inform the maintenance plan based on the available budget.
The municipality does not have a local transport plan, it has a pavement management system.

4.7.4 AREAS THAT LACK ACCESS TO ELECTRICITY

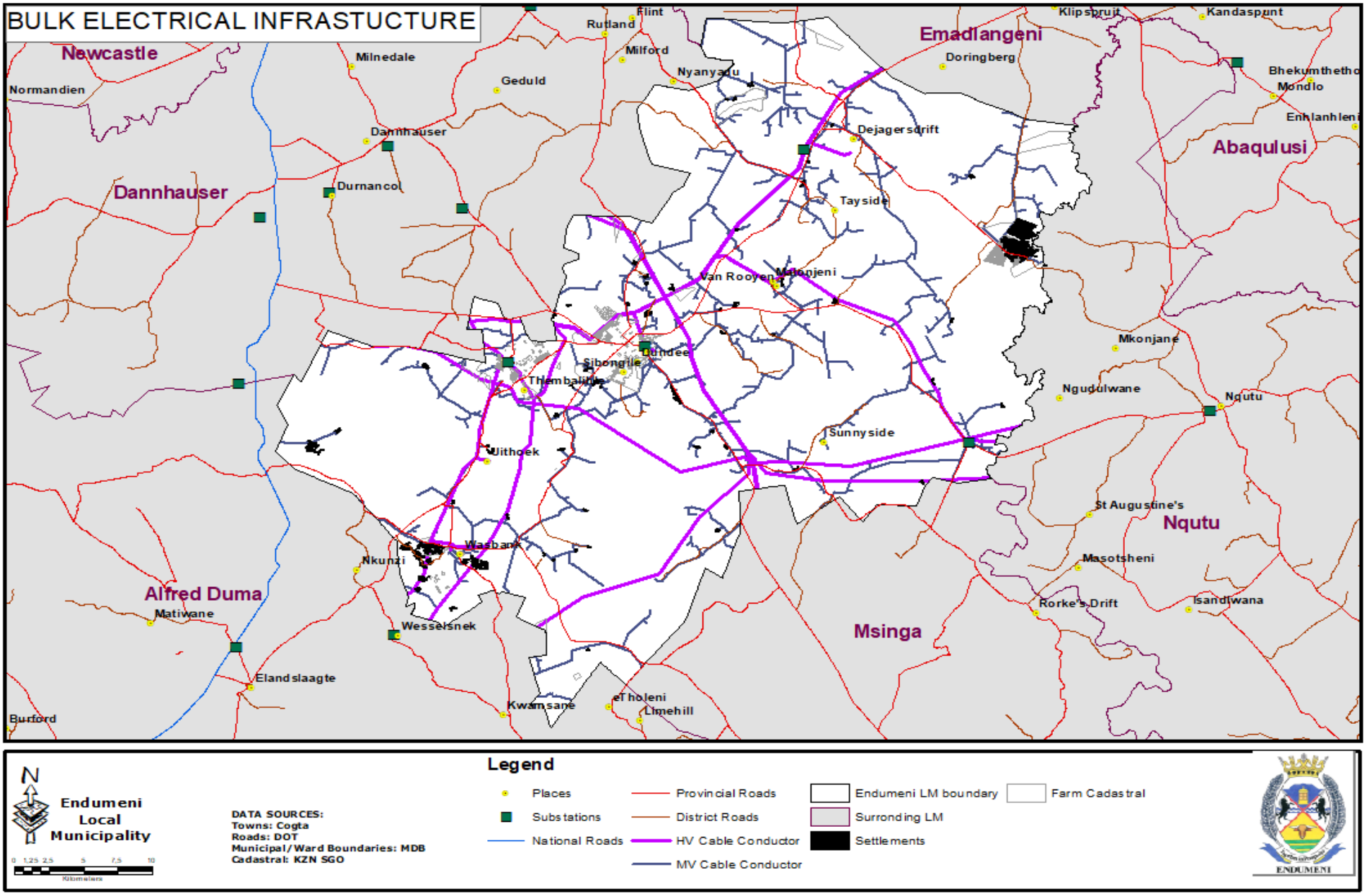
The current reticulation network in Endumeni Municipal area as indicated in map shows areas already electrified and the location within the district of the bulk electricity infrastructure. It is no surprise that the bulk electricity infrastructure is concentrated in areas that have the highest population densities which is mainly along the urban areas.

Endumeni Local Municipality has an Electricity Sector Plan in place, that addresses the objectives set out in the IDP thus forming linkages with Eskom in implementing the plan. The plan has the following objectives:

- To communicate the priorities of the municipality and its people to Eskom;
- Provision of access to make job creation possible;
- Universal access to electricity by 2019, will improve job creation possibilities; and
- Improve Local Economic Development, upgrading of existing electricity in all areas.

There are also a number of HV and MV cables that originate from these substations which distribute electricity within different parts of the municipal area. This is further supported by the MV stations. Data that relates to strained network is currently being sourced from Eskom and it will assist to determine areas that have a strained network load. There are however some clearly defined areas that will not be receiving a supply of grid electricity but will rather be supplied with a non-grid supply, which is mainly solar based. Apart from

the above there is very little direct spatial implications contained in the IEP as the supply of electricity is normally demand driven. Care must however be taken to ensure that areas proposed for major development are located within supply areas or alternatively those earmarked for future upgrade.



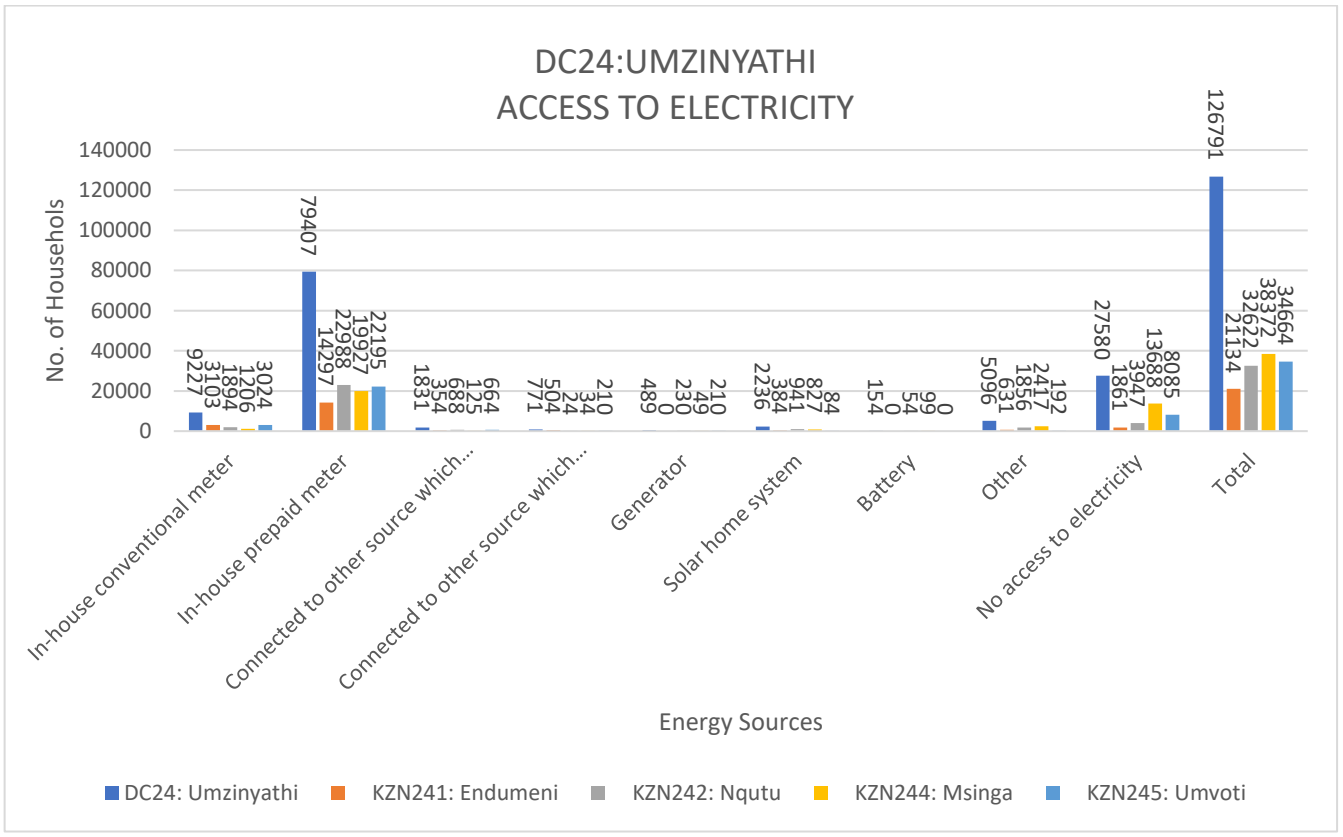
Map 44 Bulk electricity infrastructure

4.7.5 AREAS WITH LACK OF ELECTRICITY

According to the Electricity Provision Sector Plan which is referred to as annexure H of the IDP, it has been confirmed that a total 79.1% of households have electrical connections while 20,9% have no connections and form part of the current electricity backlog. This compels the electricity service providers to outline their plans during the new generations of IDP on how they are planning to eradicate this costly backlog. The main affected areas fall under the operational jurisdiction of Eskom.

Electricity is one of the major necessities required by all the communities. The urban areas and areas along major roads of Endumeni are supplied with electricity by the Eskom power grid. In rural areas, energy for cooking and heat is generated from wood. There is little indigenous wood for use as an energy source and therefore the practice needs to be discouraged.

Opportunities for solar power supply throughout the region should be prioritized in the areas that are difficult to electrify. Access to Electricity is measured according to the energy used for lighting purposes. The absence of appropriate electricity infrastructure can often result in the extensive utilization of firewood for cooking and heating purposes with the resulting potential negative impact on natural vegetation. Limited access to electricity infrastructure often contributes to the general deforestation of the surrounding area, and increased levels of air pollution arising from the use of firewood for cooking and heating purposes.



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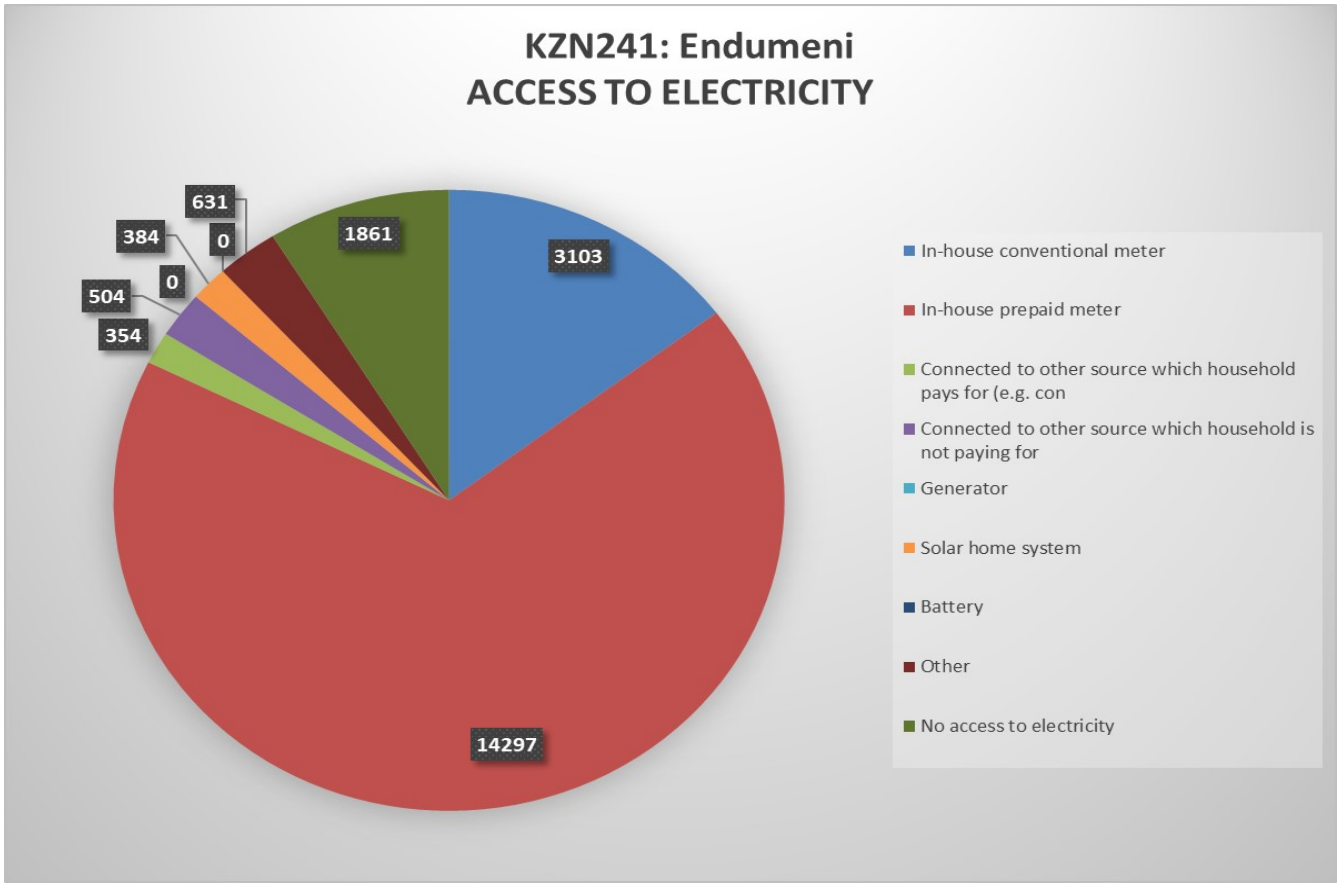
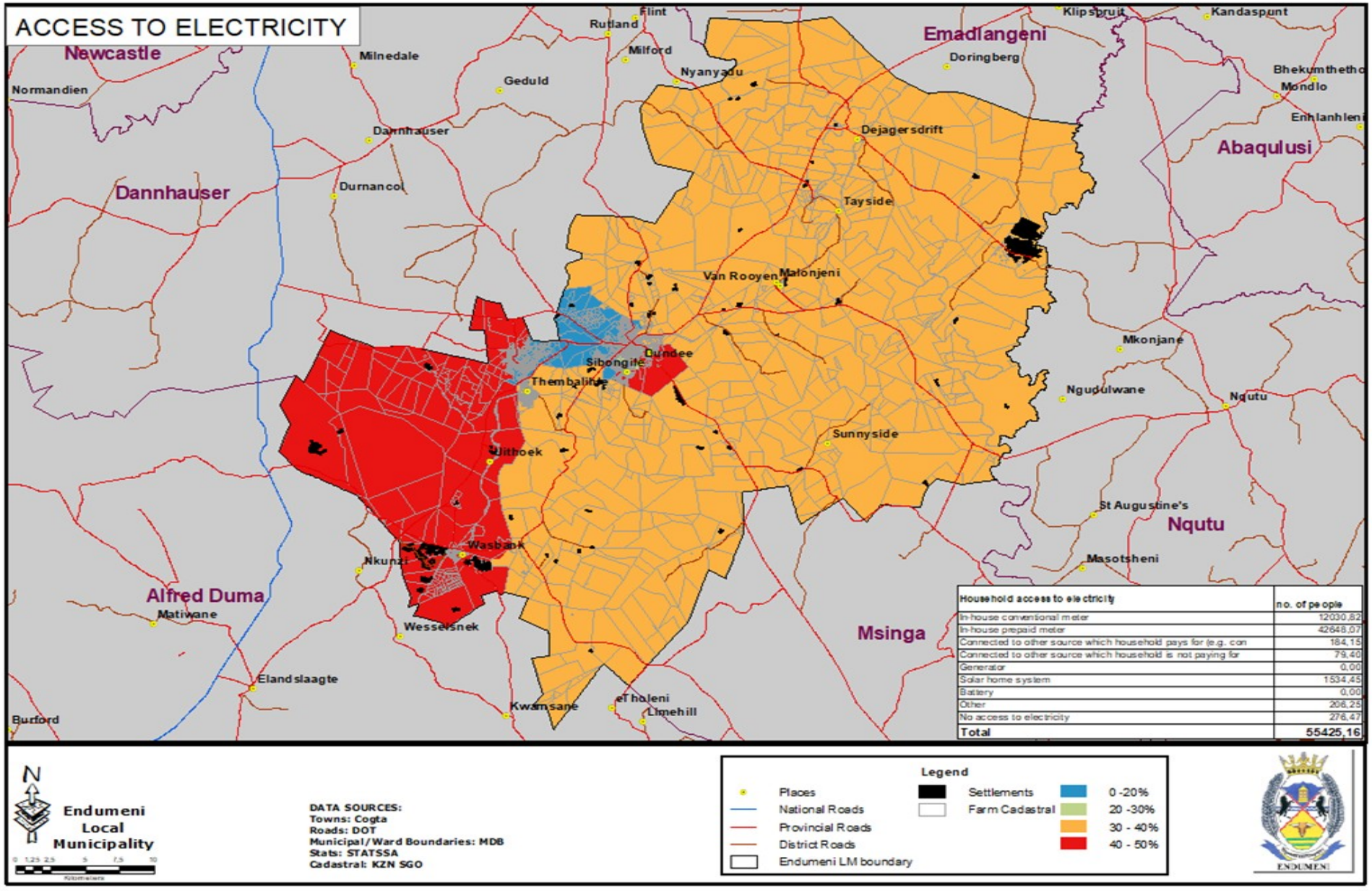


Diagram 5 Electricity
(source: statistic community survey 2016)



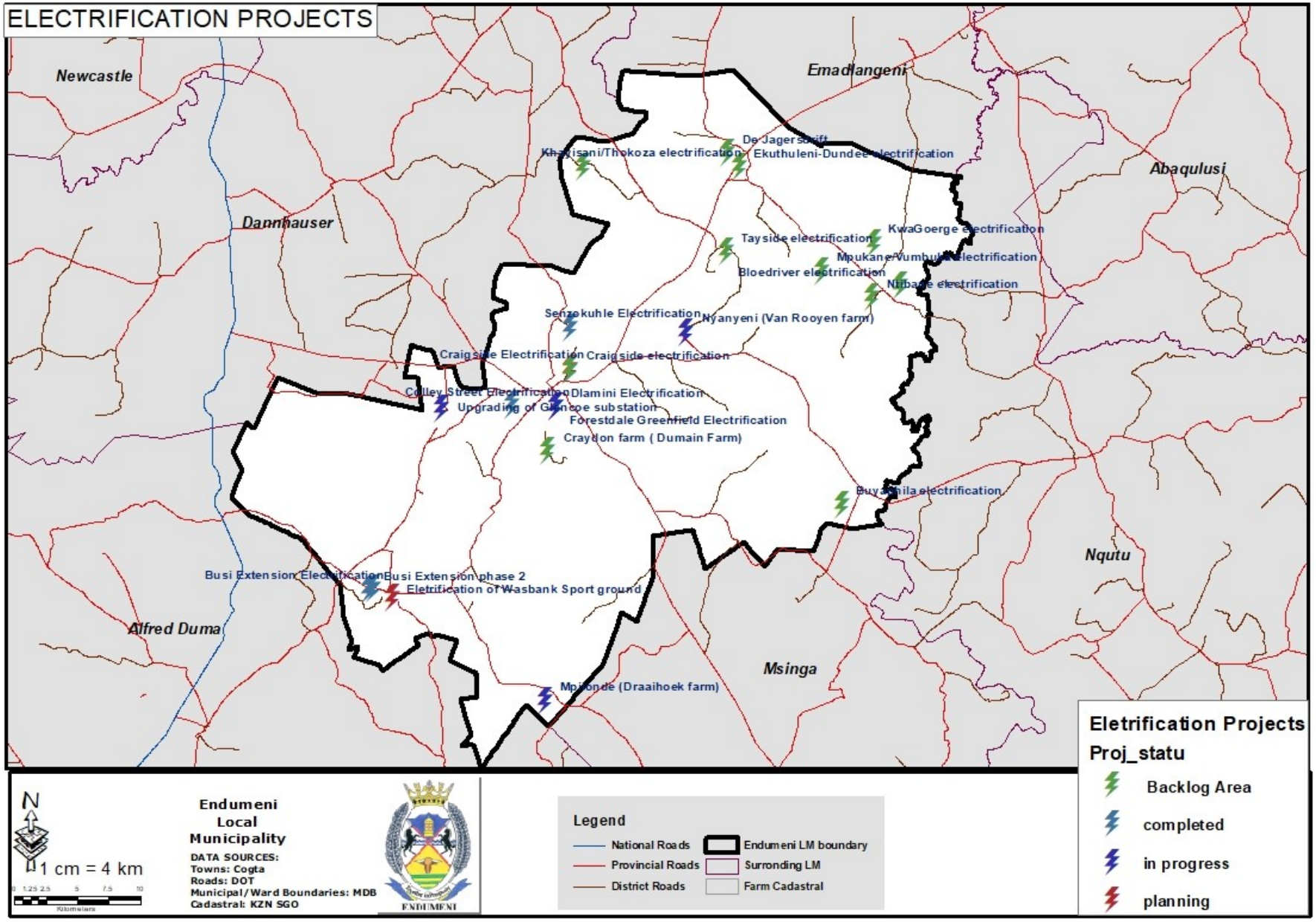
Map 45 Access to electricity

4.7.6 ENERGY / ELECTRICITY PROVIDER

NERSA have issued a license for Endumeni to distribute electricity within the town Of Dundee and Glencoe. Eskom distribute electricity at Wasbank and the rest of the municipality although the municipality is responsible for public lighting throughout the municipality.

The constrain and challenges on the budget has been discovered on this electrical section is inadequate funds. Procurement supply insufficient critical components and leads to negative impact to the maintenance.

The Budget allocated for maintenance is R600 000. 00, due to population growth of Dundee and Glencoe has affected the maintenance. The budget for buildings for electricity installations is R280 000. 00. The day-to-day street light activities is R100.000.00 and for the transformer maintenance is R300.000.00 on yearly basis.

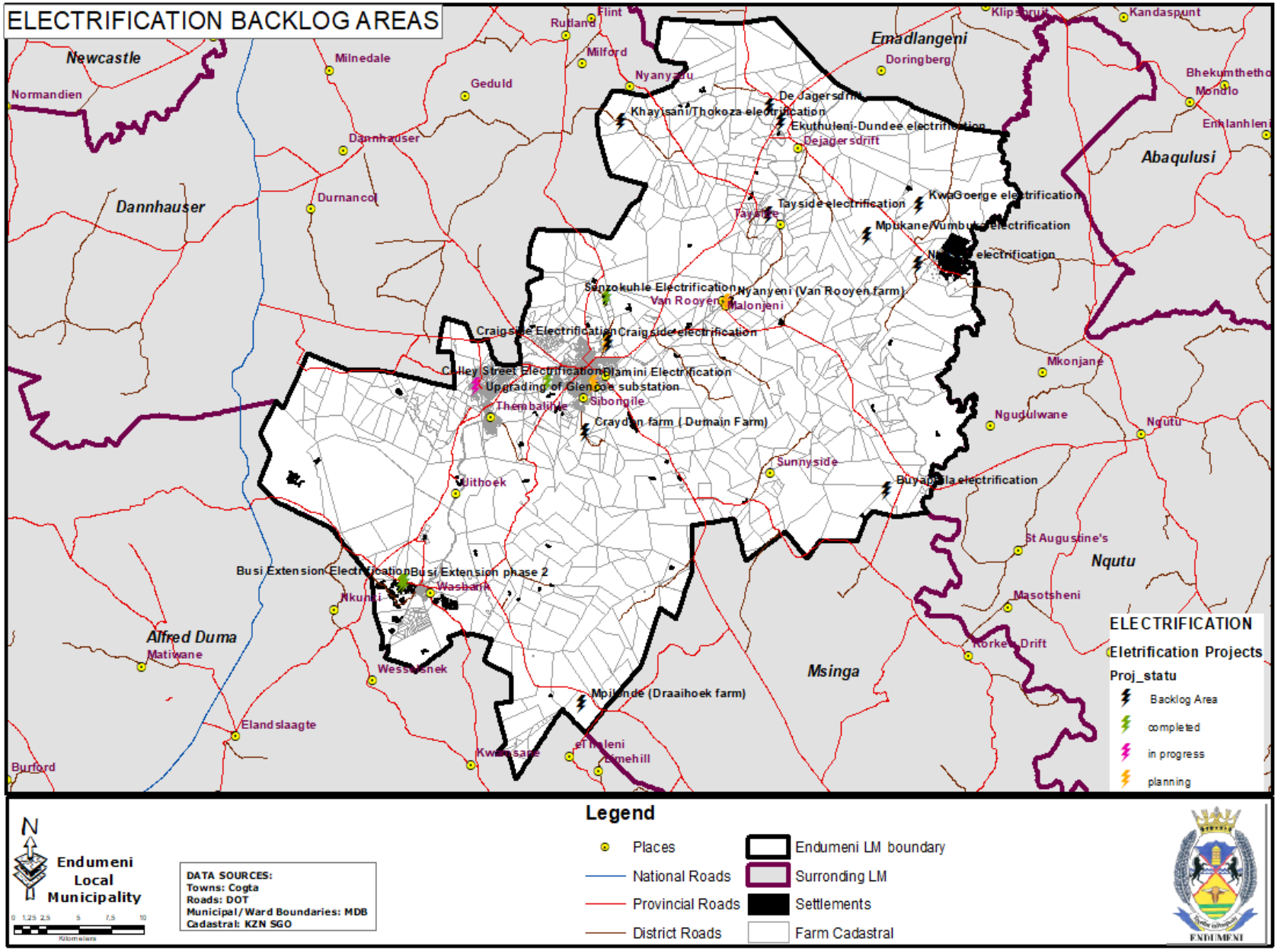


Map 46 Electrification projects

BACKLOG ERADICATIONS ELECTRIFICATION PROGRAMME IN THE ESKOM AREA

AREA	STATUS
KAMMELKOP	COMPLETED
MPILONDE	IN PROGRESS
SENZOKUHLE	COMPLETED
BUYAPHILE/FANKOMO	IN PROGRESS
CRAYDON FARM	BACKLOG
MTHILWANE	IN PROGRESS
NTIBANDE	IN PROGRESS
NTOKOZWENI	BACKLOG
FANTEIN	BACKLOG
DEJAGERSDRIFT	BACKLOG
KHANYISANI	BACKLOG
EKUTHULENI	BACKLOG
VUMBUKA	BACKLOG
KWAGEORGE	BACKLOG

Table 25: Backlog Eradication Electrification Programme in the Eskom Area



Map 47 Electrification Backlog areas

ISSUE	KEY FINDINGS	RECOMMENDATIONS
CLIMATE	The district falls within the coastal summer rainfall areas, with medium to low rainfall. Endumeni LM experiences 700- 800 mm/annum.	Tree planting initiatives should be initiated in all settlement areas for shading purposes to reduce heat stress during summer months. Community forestry initiatives should be implemented to enable carbon sequestration and to benefit from carbon trading programs.
GEOLOGY	Characterised mostly by the sedimentary soils of the Ecca group arenite which is a dominant feature in the District and fragmented patches of Shale, mudstone and dolerite.	The area's coal reserves are marginal, but increasing demand for coal may cause these reserves to become more viable to mine in future. Although mining opportunities are limited, opportunities for further mineral development may be explored.

MINING	Only coal was mined on a large scale in the Endumeni LM. The area around Glencoe and Dundee has a long mining history. There is currently only one active mine in the area although mining continues north of UDM in the Dannhauser and Newcastle areas. The mine offices and washing plant for Slater Coal are located in Dundee on the R33	
TERRAIN MORPHOLOGY	This area is classified as plains with open or low/high hills of ridges and rolling or irregular low lands with low hills or ridges. Endumeni LM also consists of open high hills or ridges and some low mountains may be found south east of Glencoe.	A complex topography (rolling hills and mountains) across large sections of the District has an aesthetic appeal and holds considerable tourism development potential. Steeper slopes and mountainous areas are more inaccessible and are therefore less disturbed. These areas serve as habitat patches and dispersal corridors to a large number of species. It also acts as important water catchment areas. All areas steeper than 18 degrees should be excluded from development. This will not only protect slopes from erosion and landslide risk, but will ensure that ridges will function as dispersal/habitat corridors.

GEOHYDROLOGY	The district has a large reservoir of high quality groundwater which may be developed to the benefit of local communities and economic development. Borehole yield class ranges from 0.5 – 2 median litres per second and electrical conductivity range from 0 – 70 mS/m in the northern and southern areas, and from 70 to more than 300 mS/m in the central area	The Umzinyathi area has a large reservoir of high quality groundwater which may be developed to the benefit of local communities and economic development
SLOPE AND ELEVATION	The general slope of the land varies typically between 1:5 and 1:6 or lower that 9% and it is generally susceptible to soil erosion where it is not carefully and properly managed	
SURFACE WATER	The UDM mainly falls within the Thukela catchment; however portions of two other catchments occur within the district, namely the Mvoti Catchment which is located in the south below Greytown and Kranskop and the Mfolozi catchment which is in the north eastern section of the District, east of Nquthu and Silutshana	Surface water availability is a competitive advantage of the Umzinyathi District. Water should be utilized optimally in a sustainable manner to grow the agricultural, tourism and manufacturing industries. The practice of aquaculture should be promoted as an important tool in food security and job creation. Wetlands should be protected, and degraded wetlands should be rehabilitated as a priority measure to improve water quality, water flow regulation and habitat provision at a regional scale.
RIVERS & WETLANDS	The main rivers within the district are the Buffalo, Mooi and the Mvoti. The major rivers in Endumeni LM are Bloed, Buffels, Mzinyashana, Sandspruit, Wasbank. Wetlands are 539 covering 7274.4ha (4.5%)	

DAMS	The Lake Merthley Dam, which supplies water to Greytown and is the main storage dam in the Mvoti catchment; and the Donald McHardy Dam, which is situated south-east of Glencoe.	
TERRESTRIAL ECOLOGY	There are four biomes in the UDM, namely Wetland, Grassland, Savanna and Forest.	
TERRESTRIAL THREATENED ECOSYSTEMS	The first national list of threatened terrestrial ecosystems for South Africa was gazetted on 9 December 2011 listing all the threatened or protected ecosystems in South Africa in terms of four categories; critically endangered (CR), endangered (EN), vulnerable (VU), or protected. The following threatened ecosystems are encountered in Endumeni LM - 2 vulnerable ecosystems, namely Eastern Temperate Freshwater Wetlands & Low Escarpment Mistbelt forest	

CONSERVATION & PROTECTED AREAS	Protected Areas are areas of land or sea that are formally protected by law and managed mainly for the purpose of biodiversity conservation. Conservation Areas are those areas of land not formally protected by law, but where primary land use is conservation. The known conservancies in UDM include - Doornberg, Gregories Neck, Balgray Farm, Sunset Rest, Biggarsberg, Dundee Agricultural RS, Ilanga, Aalwynkop, Vants Drift, Boschfontein, Ndumeni, Kameelkop, Helpmekaar, Valhalla, Buffelshoek/Umzinyathi Re, Isibindi Eco-Reserve, Fugitives Drift, Thukela Biosphere, Mooi River Valley, Umvoti Vlei, Masonite, Greytown, Umvozaan.	
LANDSCAPE ECOLOGICAL CORRIDORS	The EKZNW (2010) corridor plan identifies corridors as areas of natural to near-natural conditions of vegetation that should ideally be conserved in their natural state in order to maintain linkages within a fragmented landscape. Four (4) corridors are recognised in the UDM, namely - Chelmsford Corridor, Northern Interior Corridor, Tugela Corridor and Tugela North Corridor	

CENTRE OF ENDEMISM	South Africa contains a number of areas where there are high levels of endemism amongst plant species. Endemism means that high proportions of the species are restricted to that area and occur nowhere else. The UDM is located within the Maputaland centre of Endemism. This centre of endemism is a region of approximately 17,000km2 that falls within Mozambique, South Africa and Swaziland.	
FAUNA	The Conservation International Southern African Hotspots Programme (2010) shows that the following fauna species are known to be found in the Maputaland-Pondoland-Albany Hotspot and Maputaland centre.	
BIRDS	The Important Bird & Biodiversity Area (IBA) programme of southern Africa (Barnes, 1998) identifies 124 IBAs in South Africa. IBAs are places of international significance for the conservation of birds and other biodiversity and are sites that together form part of a wider, integrated approach to the conservation and sustainable use of the natural environment. There are 2 IBAs occurring in the UDM, namely Umvoti Vlei and Karkloof IBAs.	

SOIL	In the central area of the Endumeni LM soils with a plinthic criterion, and soils with limited pedological development is found. Where on the western and eastern parts podzolic soils are present, as well as small occurrences of the well- structured soils generally with high clay content and rocks with limited soil close to the boarder of Endumeni and Nquthu. Endumeni LM - soil classes 7, 8, 16, 17, 18, 21, 22, 23 and 24.	The District has some areas with naturally fertile soil and soils of favourable structure, which should be conserved. Sustainable agricultural practices that reduce leaching, erosion, compaction and loss of soil structure, should be promoted. Establishment of hedgerows of indigenous plants should be encouraged in all areas susceptible to wind erosion. Also, crop and grain farmers in areas susceptible to wind erosion, should be encouraged to adopt agro forestry principles which aims to reduce wind erosion in cultivated fields.
AIR	No data on ambient air quality data is available at present for the district. There is no Air Quality Management Plan for UDM. According to UDM (2015b), the air quality across most of the district is relatively good, and this may serve as a positive aspect in place marketing efforts, and increase tourism competitiveness of the area.	The air quality across most of the Umzinyathi area is relatively good, and this may serve as a positive aspect in place marketing efforts, and increase tourism competitiveness of the area.

Table 26: Recommendation from Municipality District EMF

4.8 COMMUNITY FACILITIES

4.8.1 SPORTS AND RECREATIONS

There are number of existing sport facilities within Endumeni. These include Soccer fields, which are within Dundee (Oval, Kallis and Mpumelelo). During the 2015/16, financial year the municipality built a Sports field in the Wasbank area. This indicates that the majority of these facilities are located within the main urban centre (Dundee town). The municipality is investing R4 000 000.00 to build Multi-purpose centre in the Sithembile area on 2017/18 financial year the project is still ongoing. There are five arts and culture events that are co-ordinated by the municipality which includes the following:

- The annual Dundee July
- The Siyaya Emhlangeni
- Heritage Day
- Battlefields Street Carnival
- The learn and Play

These events are considered as important not just in terms of arts and culture, sports and recreation but also has proven to be major contributors to the Local Economic Development agenda of Endumeni Local Municipality.

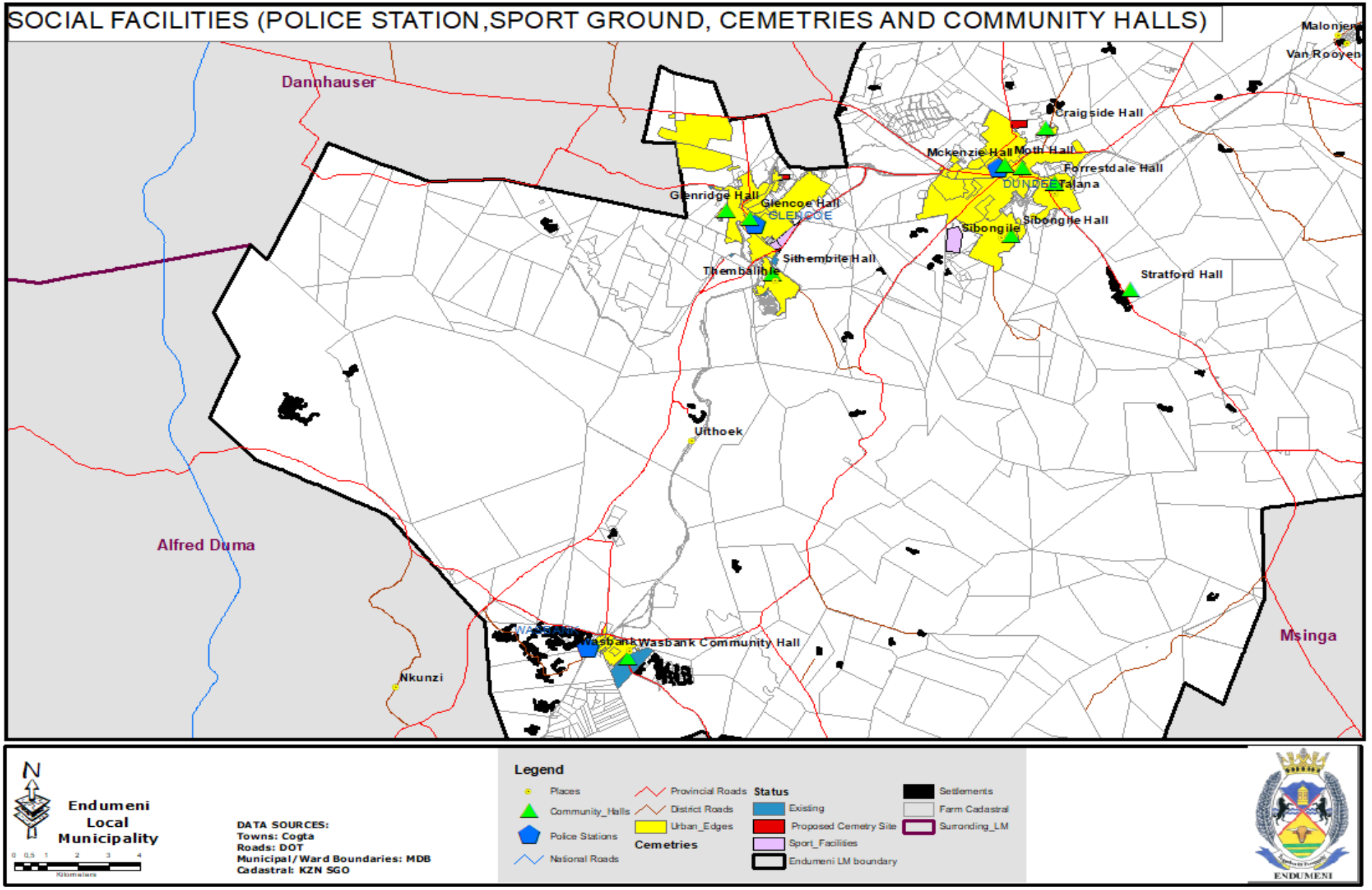
4.8.2 THUSONG CENTRES AND COMMUNITY HALLS

In accordance with the Endumeni 2017-18 IDP, there are six (6) Community Halls in existence. The number of Thusong Centres and Community Halls required for the area versus the currently provided facilities depends on an application of the KwaZulu-Natal Draft Norms and Standards which requires one hall for 5 000 people within a 30-minute walking time or 1.5km walking distance. According to these standards, there are 13 community hall facilities that should be in existence within Endumeni LM. The provision of these facilities is very necessary for rural area such as Endumeni LM.

4.8.3 CEMETERIES

There are numerous cemeteries, and graveyards in the municipal area. These are associated with townscapes, rural landscapes, farmsteads, church land, and battlefields. Although formal cemeteries are reflected in existing data bases there are no accurate records of informal cemeteries and graves. The rural hinterland for instance, indicate

numerous graves and informal cemeteries when studying aerial photographs of the area. However, these are not reflecting in any existing database.



Map 48 Social facilities

4.9 HUMAN SETTLEMENTS

All preliminary studies have been concluded for the project. A preliminary layout plan highlighting various development interventions on the project site has been developed. The project remains constrained due to ongoing land invasions on site that need to be managed by the developer. Availability/confirmation of bulk service infrastructure and service level agreement to be entered into between the developer and water services authority (WSA) before the project can be implemented.

Project Name	Project Type	Project Status	Financial Year	Local Municipality	Total Project Cost	Actual Expenditure 2021/22
Dlamini Forestdale Integrated Housing Project	IRDP	Construction	2019/20 and 2021/22	Endumeni	R32,603,710.53	R11,002,585.11

Table 25: Human Settlements projects

4.10 TELECOMMUNICATIONS

Telecommunication services within the area are provided by Telkom and all licensed cellular phone companies in the country. Telecommunication infrastructure remains one of the major challenges in all the municipal areas, information on infrastructure is difficult to access from the various service providers due to competition. In formal urban settlements majority of the people have access to Telkom services. In rural areas, the majority of people rely on cellular phones. Some key issues faced by the Municipality access to telecommunication service, infrastructure information and a lack of co-ordinated planning to meet the district's needs.

The growing importance of direct access to appropriate telecommunication infrastructure to facilitate access to appropriate sources of information in support of Local Economic Development is becoming an increasingly important development consideration. The inclusion of aspects such as rural telecentres as part of the housing development initiative could play an important role to address this gap.

4.11STATUS OF SECTOR PLAN

The following sector plans have been developed and are hereby submitted for adoption together with the 2022/27 IDP

Municipal Sector Plan	Completed (Y/N)	Adopted (Y/	Adoption Date (if adopted)	Date of Next Review
Approved 2022/203 Annual Budget	Y	Y	30 January 2022	2022/23 FY
2022/27 Draft Spatial Development Framework (SDF)	Y	Y	30 June 2022	2022/27 FY
2022/23 Disaster Management Plan	Y	Y	30 June 2022	2022/27 FY
2022/2023 Reviewed Organizational Structure	Y	Y	30 June 2022	2022/27 FY
2022/2027 Human Settlement Sector Plan (HSSP)	Y	Y	30 June 2022	2022/27 FY
2022/2027 Local Economic Development Strategy (LED) Strategy	Y	Y	30 June 2022	2022/27 FY
2022/27 Integrated Waste Management plan (IWMP)	Y	Y	30 June 2022	2022/27 FY
2022/27 Endumeni Singular Land Use Management Scheme	Y	Y	30 January 2022	2022/2027 FY
2022/27 Electrification Sector Plan	Y	Y	30 June 2022	2022/27 FY
Draft 2022/23 Organizational SDIBIP	Y	Y	26 June 2022	2022/27 FY
Final 2022/2023 Annual Performance Report	Y	Y	30 October 2022	2022/27 FY
Five Year Implementation Plan	Y	Y	30 June 2022	2022/27 FY

Final 2022/2027 IDP & Budget Process Plan	Y	Y	30 September 2022	2022//2027 FY
Final 2022/23 Informal Economy Policy Framework	Y	Y	30 June 2022	2022/2023 FY
Final 2022/2023 Human Resources Capacity Strategy	Y	Y	30 June 2022	2022/27 FY
Final 2022/23 Employment Equity Plan (EEP)	Y	Y	15 January 2022	2022/27 FY
Final 2022/2027 B2B Support Plan	Y	Y	30 June 2022	2022/27 FY

Table 27: Sector Plan

SWOT ANALYSIS OF THE SERVICE DELIVERY AND INFRASTRUCTURE

STRENGTHS	WEAKNESSES
A Council Adopted Electricity Provision Sector Plan	Illegal Electricity connections- loss of potential income
Road network captured A Spatially captured Road Network	Moratorium on bulk water and sanitation on newly established townships
A Council Adopted Integrated Waste Management Plan (IWMP)	Rural housing stock with no access to water and sanitation
A Council Adopted Human Settlement Sector Plan	Multi-purpose centre not being fully 148 realized
Availability of MIG funding	Turn-around times for installation of electricity (multi-sectoral partnerships)
Implementation of the Front-loading Strategy which thus make Development funding readily available	Ageing Roads and storm water drainage Systems

A Fully Fledged Project Management Unit (PMU)	Municipal Airfield in poor condition
A Council Adopted Operations and Maintenance Policy Framework	No municipal Taxi Rank (land available for the purpose) and inadequate provision of taxi lay byes
Capable and Skilled Personnel	Lack of Electricity, Human Settlement and other basic services in rural areas
OPPORTUNITIES	**THREATS**
Availing municipal services to the FET college site	LIFESPAN AND MAINTANANCE: Capacity and state of infrastructure
Establishment of community facilities i.e. Libraries, sports fields, etc	Emerging of informal settlements
Provision of municipal service/bulk to urban area for security of rates	
Securing of funding for Eskom areas	
Explore the purchase privately owned land and transfer of State land	

Table 28: Service delivery and infrastructure SWOT Analysis

5. KPA LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT

5.1 LOCAL ECONOMIC DEVELOPMENT

5.1.1 LED FUNCTIONALITY AND CAPACITY

The Endumeni Local Municipality has once again reviewed its LED Strategy. The primary aims and objectives of the LED regeneration strategy are as follows, The Strategy and Action Plan sets out the Endumeni Municipality's programme for development of the local economy over the period 2022-2027 outlining:

- Our ***Vision*** for Endumeni
- The Governance and Partnership arrangements
- The Policy Context against which the strategy will be delivered
- The Sector Based Economic Context that informs our approach
- The Challenges and Opportunities faced
- The Strategic Priorities and Outcomes which we will seek to achieve
- The Actions that will be prioritised by partners
- How we will ***Monitor, Measure and Report*** on progress

The report is designed to capture sector analysis, challenges and opportunities in that particular sector and further provide strategic priorities envisaged to improve economic performance of the sector thereby achieve broad economic vision of the municipal economic partners. Finally, action programme is presented, and it should commit all the partners to play their respective roles and realise their respective mandates through the realised body of Endumeni Economic Partnership.

The Strategy and Action Plan underpins the Endumeni Outcome Agreement 2022-2027 and articulates how partners across the municipality will work collaboratively to deliver better economic outcomes for the area and its people. The LED Forum has been resuscitated and sits on quarterly bases to deliberate on economic matters. The progress on the implementation of LED Strategy is reviewed annually.

5.1.2 POLICY/REGULATORY ENVIRONMENT AND ALIGNMENT

With regards to the status of Stakeholder engagement in LED Planning, Implementation and Monitoring it is worth mentioning that, both the reviewed LED Strategy well as the reviewed IDP very serious attention has been put towards this particular aspect. The LED

Strategy in particular advocates for a position which says a Municipality on its own conniver achieve the LED Strategic Objectives it has set itself as outlined in the LED Strategy without working with a variety stakeholders and strategic partners.

In response to the finding of the MEC for CoGTA during the 2021/22 IDP Assessment, Endumeni Municipality from the 2017/202 Financial Year and beyond has prioritized the implementation and institutionalization of the following stakeholder engagements mechanisms in planning and implementation of various economic development interventions and processes within its area of jurisdiction to name just a few:

- Complete the review of the LED Strategy and align it to National LED Framework by July 2021
- Revived the Municipal-Wide LED Forum and operational
- 8-Aside meetings sits quarterly
- Hosting and staging at least two (2) Emerging Framers Engagement Sessions.
- Hosting and staging at least 4 Business Inspections throughout the Municipal area
- Hosting and Staging Informal Economy Sector Workshops/ Seminars
- Facilitating numerous Small Business and Informal Economy Sector Training and Business Skills Training
- Have facilitated and Convened Various Tourism Sector Specific Workshops and Meetings
- Signed a Partnership agreement with Small Enterprise Development Agency (SEDA)
- Signed SLA with uMzinyathi Development Agency
- Have strengthened the relationship of the Municipality with Tourism Sector by Signing a Memorandum of Agreement with the Community Tourism Organization affectionately known as Dundee Tourism
- Initiate the processes towards the re-establishment of the Endumeni Business Chamber

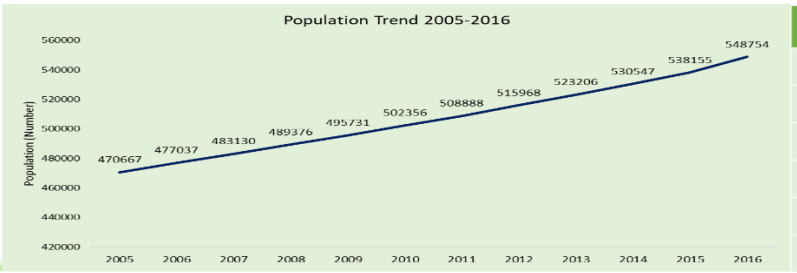
In addition the Municipality through its Planning & Economic Development Department is participating and is involved in a number of joint LED initiatives with a variety if members of the Municipal-wide LED Forum in order to promote collective efforts towards inclusive and radical economic transformation within our municipal area.

The above outlined activities also form part of the KPI's of the performance plan for the Executive Manager Planning & Economic Development. Those KPI's are monitored on a regular basis.

5.1.3 STRATEGIC ECONOMIC ANALYSIS AND INTERVENTIONS

The total population for Endumeni Local municipality was estimated at 64 862 people dispersed across six municipal wards in 2011, while in 2016 the population was estimated at 76 639 (see figure above). The total population grew by 15.6% (11 957) since 2011 and recorded an average annual population growth rate of 3.79 percent. The population is dominated by females accounting for 51 percent of the total population, this may be attributed employment opportunities that reside elsewhere outside of the municipal boundary which in most males are thus obliged to migrate out to get better chances of being employed. This then translates to be one of the reasons for high numbers of female headed households approximately 44 percent of the population within the municipality is female headed.

5.1.4 DISTRICT WIDE ECONOMIC OVERVIEWDISTRICT POPULATION TREND



Year	Projected Population
2016	548 754
2021	588 560
2026	631 253
2031	677 043
2036	726 154
2041	778 828

Local Economic Development Opportunity

Moreover, increased pressure is placed on the district to provide basic services as well as more employment opportunities. Overall, the district shows broadly stable population growth rates which strengthens the districts attractiveness for sustainable investment projects.

Diagram 6 District wide economic overview

3.4.2 Gross Domestic Product

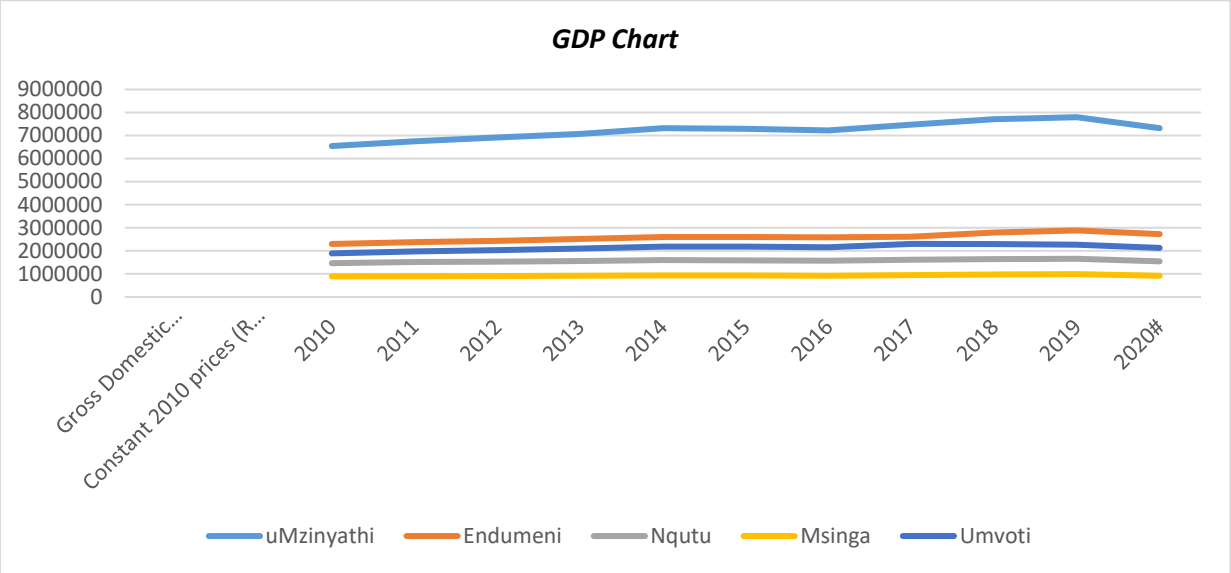


Diagram 7 Gross Domestic Product

Source: Edtea KZN 2020

3.4.3 Annual Economic Growth

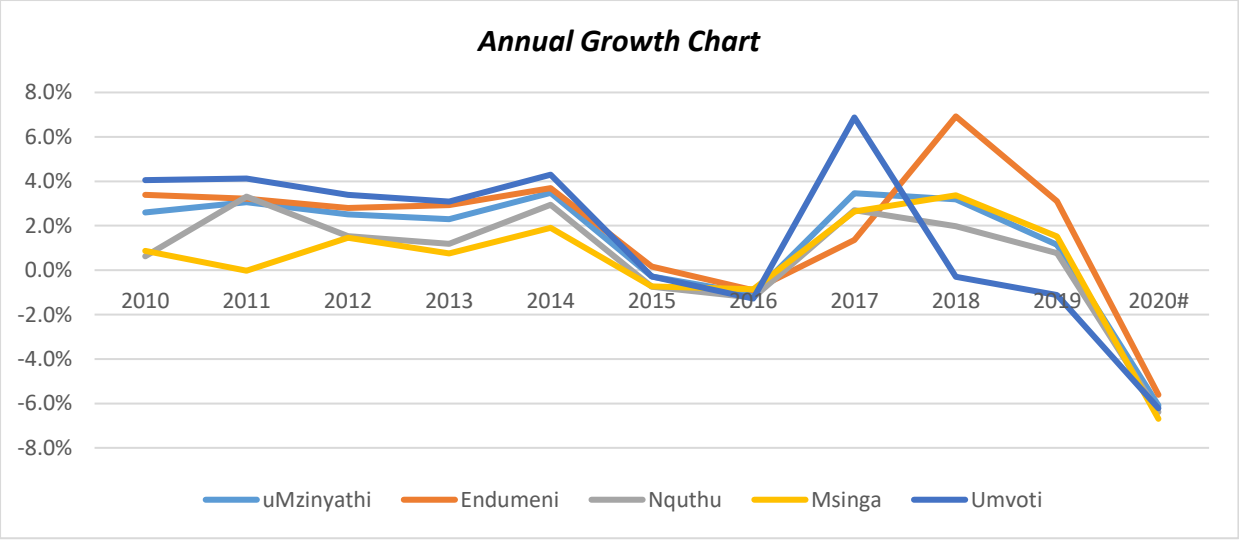


Diagram 8 Annual Economic Chart

Average annual growth	uMzinyathi	Endumeni	Nquthu	Msinga	Umvoti
2010	2,6%	3,4%	0,6%	0,9%	4,1%
2011	3,1%	3,2%	3,3%	0,0%	4,1%
2012	2,5%	2,8%	1,5%	1,5%	3,4%
2013	2,3%	2,9%	1,2%	0,7%	3,1%
2014	3,5%	3,7%	3,0%	1,9%	4,3%
2015	-0,3%	0,2%	-0,7%	-0,7%	-0,3%
2016	-1,1%	-0,9%	-1,2%	-0,9%	-1,3%
2017	3,5%	1,4%	2,7%	2,6%	6,9%
2018	3,2%	6,9%	2,0%	3,4%	-0,3%

2019	1,1%	3,1%	0,8%	1,5%	-1,1%
2020#	-6,1%	-5,6%	-6,4%	-6,7%	-6,2%

Table 29 Annual Economic Growth
Source: Edtea KZN 2020

The uMzinyathi economic landscape is clearly on a downward spiral and dwindling rapidly due to the impact of Covid 19. Prior to Covid 19 there were positive projections of the positive growth even though it was minimal, but it pointed to the promising and labour absorptive economy.

Undoubtedly, the district economy operators have a responsibility to plan workable recovery strategy thereby improve on the desired state of growth and subsequently enable the economy to provide jobs, and business opportunities to all the role players.

3.4.4 Economic Sectors

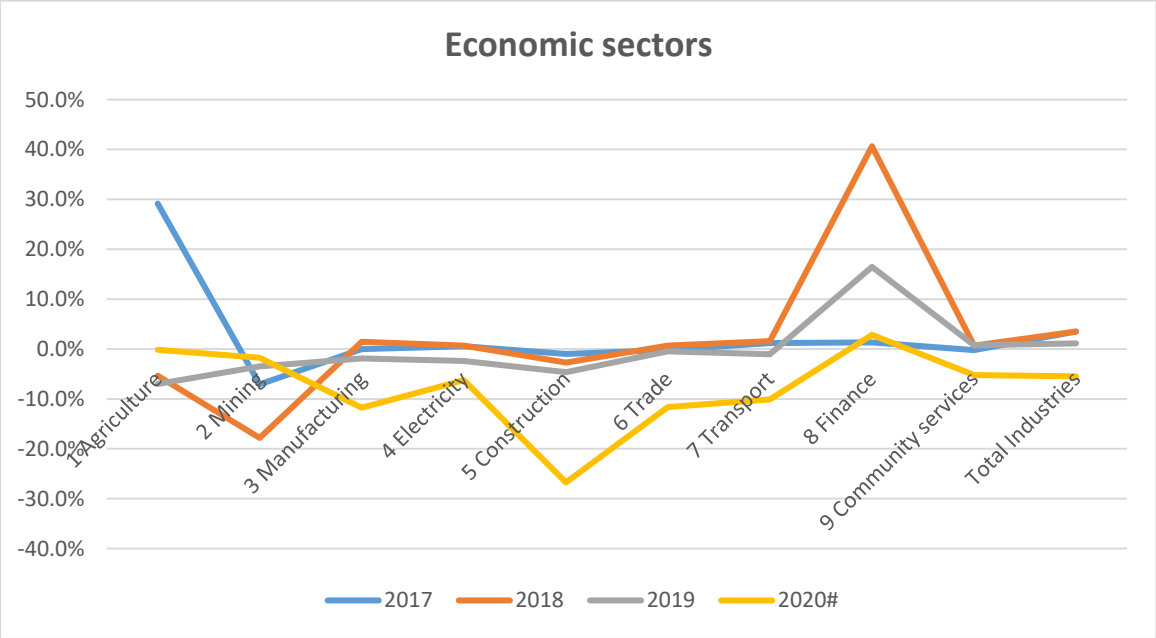


Figure 32 Economic Sectors
Source: Edtea KZN 2020

Average annual growth (%, Constant 2010 prices)				
	Umzinyathi			
	2017	**2018**	**2019**	**2020#**
1 Agriculture	29,2%	-5,4%	-7,0%	-0,2%
2 Mining	-7,1%	-17,8%	-3,5%	-1,8%
3 Manufacturing	0,0%	1,5%	-1,9%	-11,8%
4 Electricity	0,6%	0,7%	-2,4%	-6,2%
5 Construction	-1,0%	-2,7%	-4,6%	-26,7%
6 Trade	-0,2%	0,7%	-0,5%	-11,6%
7 Transport	1,2%	1,6%	-1,0%	-10,1%

8 Finance	1,3%	40,6%	16,5%	2,9%
9 Community services	-0,2%	0,7%	0,8%	-5,2%
Total Industries	**3,5%**	**3,5%**	**1,1%**	**-5,5%**

Table 30 Broad Economic Sectors

The above table presents the annual performance growth of economically active sectors within uMzinyathi. It vividly depicts the negative growth across all the sectors between 2018 and 2020. Undoubtedly, this economy has already been in tatters and needed strong interventions to stimulate it accordingly. The Covid 19 has imposed itself upon the clearly ailing economy and further compounded the economic fortunes of the districts.

The proposed strategies in this plan are definitely geared towards revitalisation of the economy and ensure the achievement of the broad based development to create job opportunities, eradicate poverty and address the ever persisting inequality.

3.4.5 Agriculture Sector- District Level

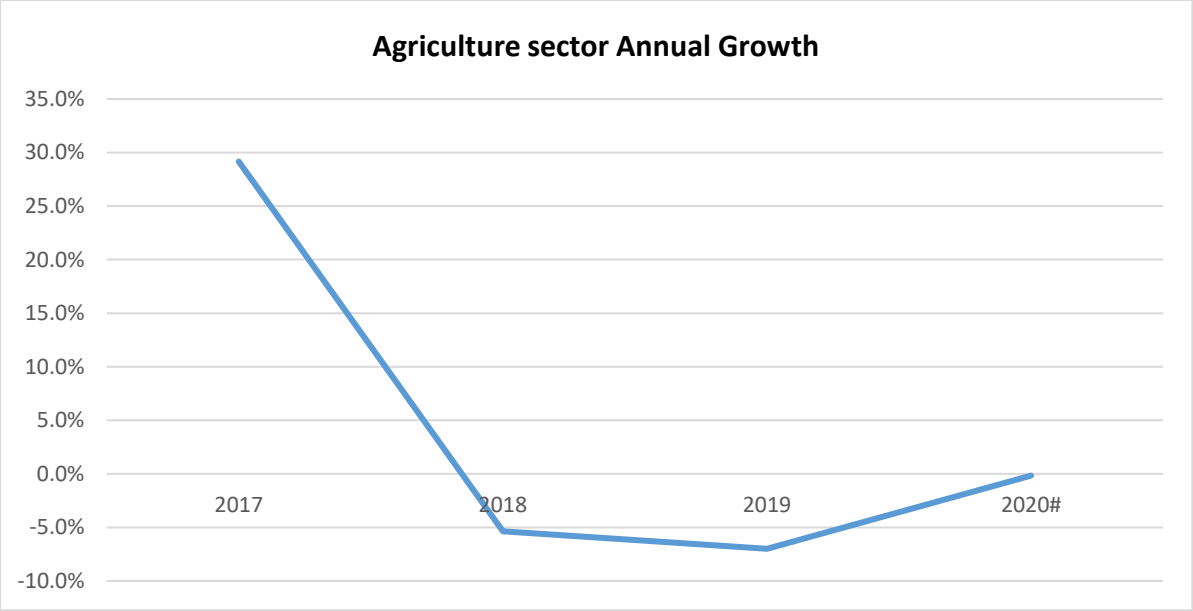


Figure 33 Agriculture Sector District Level

The agricultural sector has been overtime regarded as the backbone of uMzinyathi's economy. To this end, it has experienced unprecedented turbulences which led to decreased production, under-utilisation of land reform farms, shedding of job as well as failure to stimulate and invest in agro-processing initiatives.

During the lockdown period, the country has extended relief packages to the sector and it is reported that at least R7 million was granted to the local emerging farmers. This has suggested an ongoing interest from the sector to revitalise it and ensure that it remains in the fore front of the regional economy in all respect.

3.4.6 Mining Sector – District Level

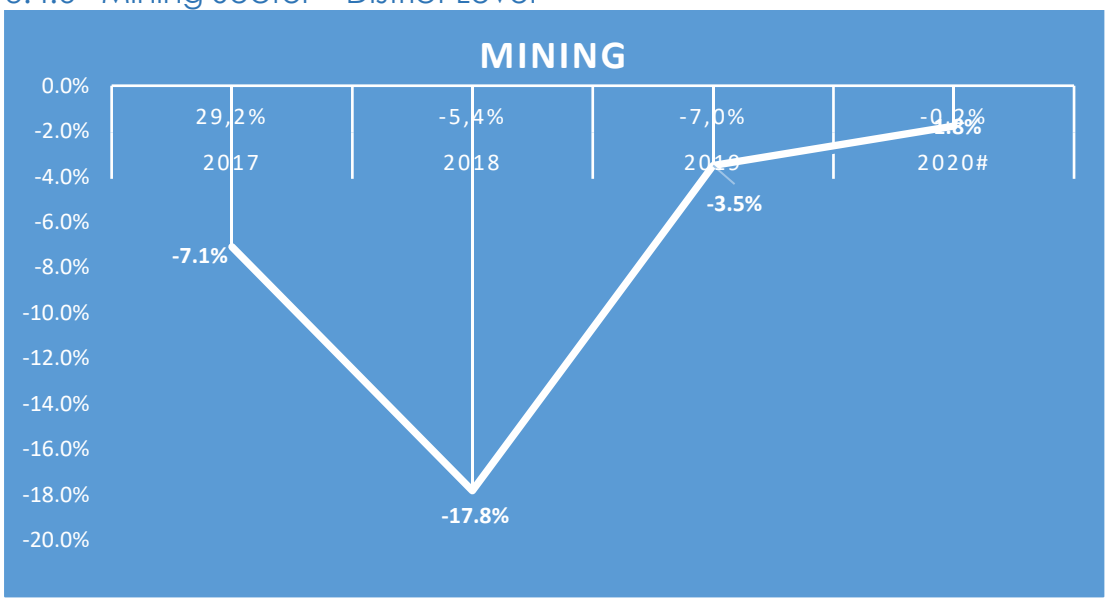


Figure 34 Mining Sector -District Level
Source: Edtea KZN 2020

The mining sector has played a critical role in driving the local economy of uMzinyathi. The annual growth graph suggest that, the sector had experienced difficulties between 2017 and 2018. Nevertheless, there was a clear turn in economic fortunes of the sector from 2018 to 2019. The growth rate was increasing at an increasing rate while it began to slow down towards 2020.

3.4.7 Construction Sector

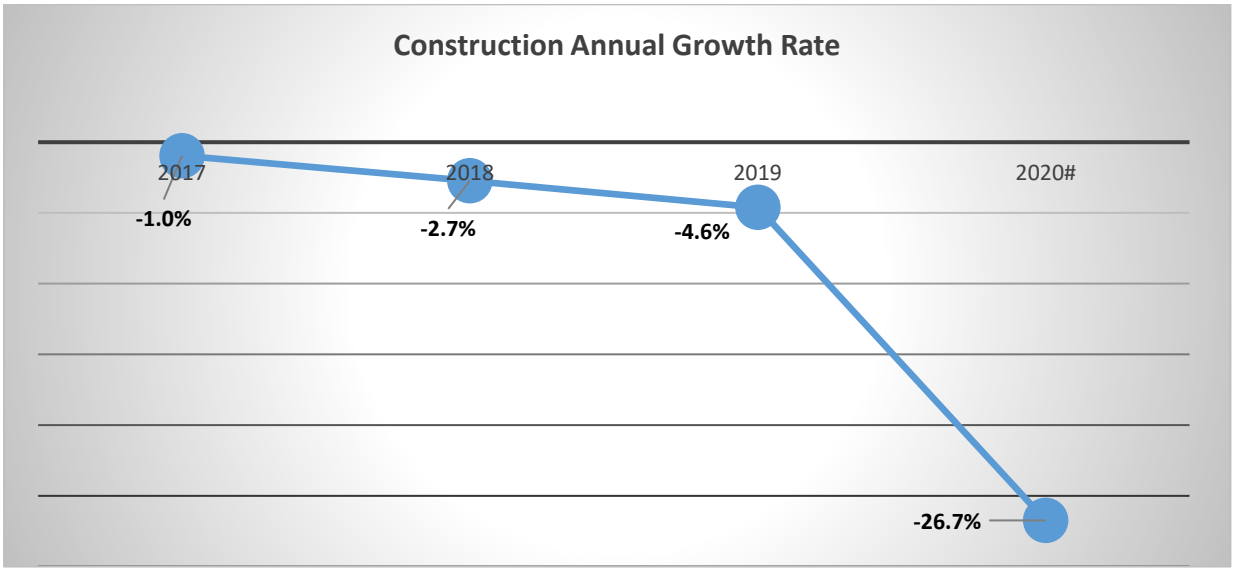


Figure 35 Construction Sector
Source: Edtea KZN 2020

The construction has shown some signs of steady decline from 2017 to 2019. However, the Covid 19 lockdown and ultimate economic shutdown has led to the shutdown of construction activities thereby curb all private and public sector investments planned for the year.

There has been a very sharp decline on the sector's economic activities. Hence, it is estimated that, the local economy has experienced the negative annual growth of at least 26,7% in 2020. The major infrastructure from Municipal Infrastructure Grant has been kept in abeyance for the past five months as March 2020 to September 2020, thereby compromise the expected and associated growth for the year 2020. Furthermore, provincial departments with infrastructure spend allocated for the district were also compelled not to spend their respective allocations.

5.1.5 MAJOR ECONOMIC PROBLEM STATEMENT

The above summarised analysis has suggested a number of challenges facing the local economy. Clearly, the following key points summarises the district economic climate during Covid 19 era:

- Shrinking local economies,
- Shocked market system of demand and supply,

- Severe economic impact on business sustainability,
- High number of job losses,
- Business liquidations and shut downs
- The ongoing state of economic uncertainties and visible despair amongst local communities remain the major area of concern to government.

The government has a daunting task in partnership with social partners to devise means of averting and circumventing probing socio-economic ills.

5.1.6 STATISTICAL ANALYSIS OF ENDUMENI SOCIO-ECONOMIC PROFILE

The Endumeni local municipality forms part of the four constituent municipalities in uMzinyathi District. It is a category B municipality, located 290km north of Durban. Covering 1612.6 square Kilometres, the municipality is the geographic centre of the Kwazulu-Natal province. The municipal economy benefits from its well established and serviced areas for light to medium industry, as well as its variety of service facilities, infrastructure, well established road and rail infrastructure, and a stable labour supply – which makes the municipality an attraction for upcoming and established businesses.

The data was mainly sourced from Quantec and Statistics South Africa (2016 community survey). Annual reports and performance reports from different sources were also used. The Quantec data provides projections until 2019, while the community survey reports only the 2016 data. Some of the data presented in this report makes projections up to and including 2026. The calculations and projections to 2026 were made by The Frontline Group, and the final projected figures are simulated from both data sets. The Frontline Group used the arithmetic projection calculations where the average increases of various demographics between 1996 and 2016 were determined, and then projected using the average annual growth rates over this period.

Data on services delivery were not projected, given that there are too many dynamics which shape basic services delivery. Consequently, the 2016 community survey was used to report the state of these basic services in Endumeni.

As far as economic growth projections are concerned, the 2020 data presented in this report accounted for the National Treasury's national revision of Gross Domestic Product decline by negative 7.2%, attributed to the impact of Covid-19 on the national economy. Although Endumeni combines both rural and urban settings, it's reliance on commercial agriculture and retail links it to regional, national and international market. This in turn exposes the Endumeni economy to the devastating impact of Covid-19. Most urban businesses shut down during the series of lockdowns imposed as containment measures through 2020. Given that specific data on the exact impact of the pandemic in Endumeni, calculations on national trends do provide reasonable approximates for Endumeni local municipality. This report is organized as follows.

The first section reports on the social & demographic profiles of the Endumeni local municipality. This analysis is based on the Statistics South Africa (2016) community survey. This section further includes services delivery profile. The economic profile, which mainly sources data from Quantec, is presented in second section of the analysis.

3.5 SOCIAL AND DEMOGRAPHIC PROFILE

3.5.1 POPULATION SIZE AND AGE

In 2016, Endumeni hosted a total population of 76,639, most of whom are born in Endumeni (95.5%), they are black (84.3%) and isiZulu speaking (81%). Almost all of the population is South African born. Notably, the Endumeni municipality seems relatively racially diverse (to a limited extent) compared to the district and the province. The percentage of white citizens is twice as high as the province-making whites the second largest population group in Endumeni. Indians and/or Asians consist of 6.1% of the population, just below the provincial size (7.9%). The data is presented below.

Population by Race

Column	Endumeni		uMzinyathi		KwaZulu-Natal	
Black African	84.3%	64,623	96.8%	537,028	87%	9,625,934
Coloured	2.3%	1,767	0.5%	2,894	1.2%	134,089
Indian or Asian	6.1%	4,682	1.3%	7,278	7.9%	873,161
White	7.3%	5,567	1.4%	7,683	3.9%	432,056

Total	100%	76,639	100%	554,883	100%	1439306

Table 31: Population by Race
Data Source: Statistics South Africa (2016)

When such data is projected, by 2021, the population is estimated at 88,416, and by 2026 it is expected to increase to 95,482. Thomas (2002) observes that increasing population has the potential to increase poverty, especially in the absence of sound and responsive economic policies.

Such policies include social interventions such as family planning awareness, as well as pro-active government planning for infrastructure development. Global trends seem to link population growth to urbanization. Urban renewal / planning is therefore an area which the Endumeni municipality should focus on for the next few years, in preparation for rising urbanization. The population growth projections are presented below.

Population growth projections

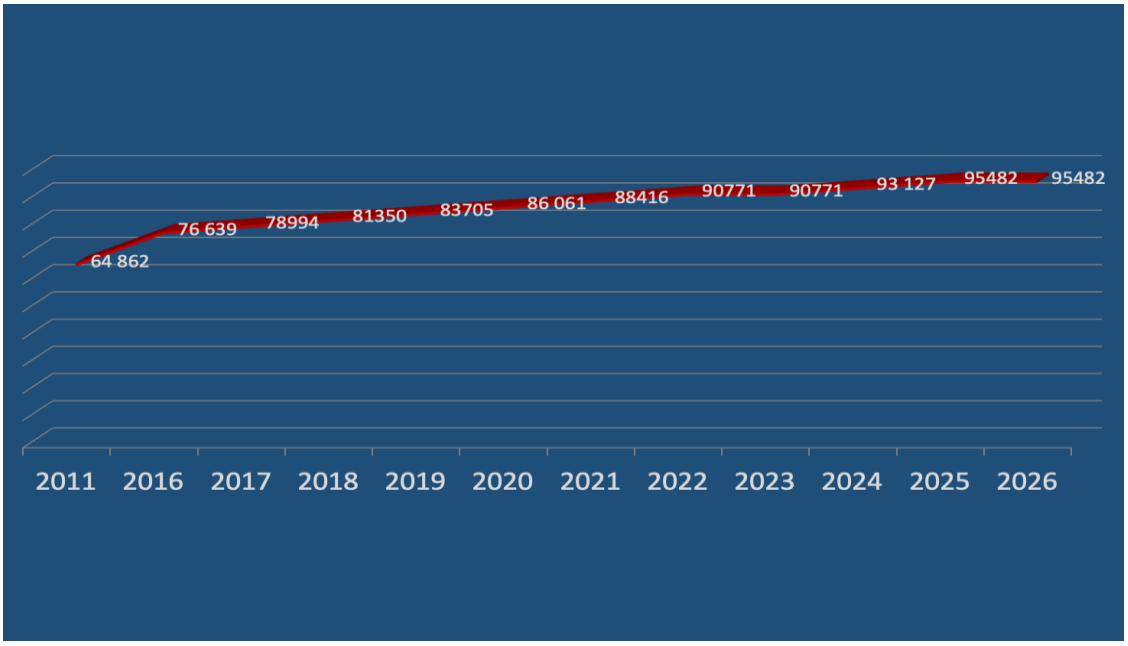


Figure 36 Population Growth Projections
Data Source: Statistics South Africa (2016) with Calculations by The Frontline Group

Consequently, the gradient increase of the Endumeni population is expected to rise from 40 people per square kilometre in 2011, to 59 people per square kilometre in 2026. The current population density in the District is 59 people per square Kilometre, while that of the province and national is 100 and 49 respectively. This is to mean that the current population density in Endumeni is lower than the district, province and

nationally. The increase in Endumeni municipality has implications on services delivery, given that with increasing population there is an increasing demand for more basic services. Urban sprawl (characterised by informal settlements and poor living conditions) is a glaring possibility, if there are no strategic and pro-active measures taken to ensure that delivery of basic services does not focus on the current demand only.

Projections on population density

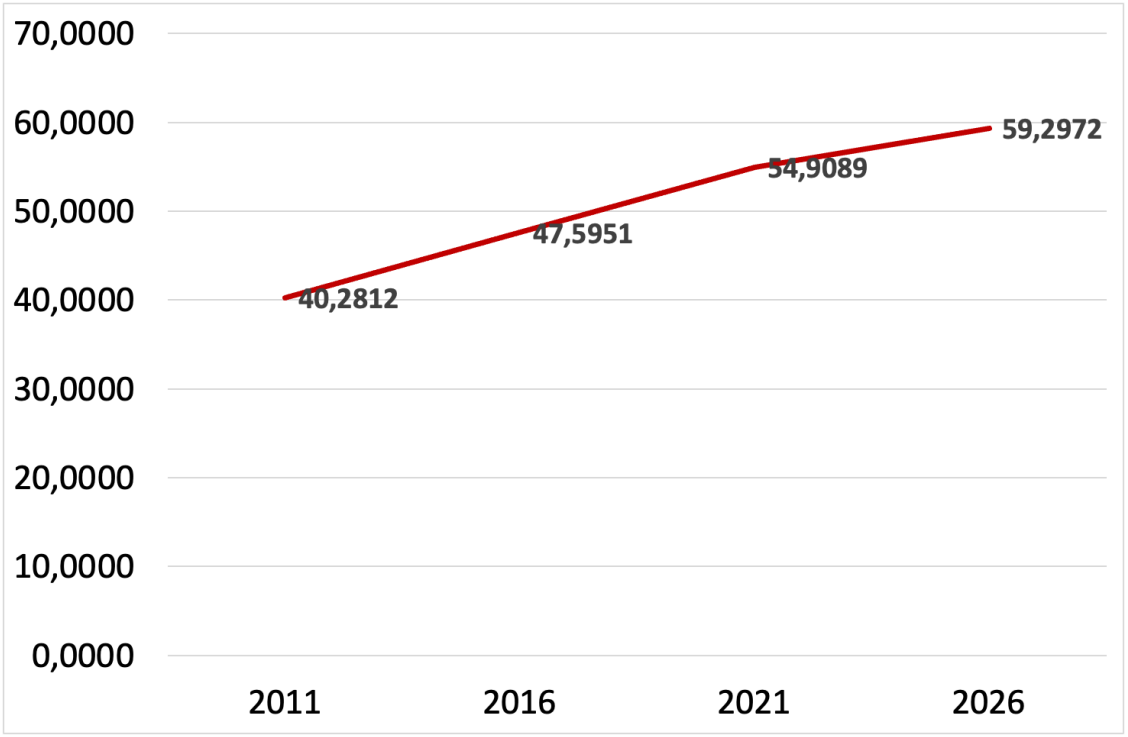


Figure 37 Projections on Population Density
Source: Statistics South Africa (2016) With Calculations by The Frontline Group

Evidently, in 2016 as the following chart shows, roughly two thirds of Endumeni' s population (65%) is aged under 30 years. The population aged between 20 and 29 (23.5%) is higher than in the district (19.4%) and province (19.1%). When the 30-39 age category is considered, analysis suggests that approximately eight of every ten citizens in Endumeni are under 40 years.

A relatively young population requires innovative economic interventions. The dominance of mining and agriculture may pose challenges to job opportunities, if there are no deliberate efforts to find innovative aspects of traditional sectors for integrating young population. A young population also requires responsive government, given the inclination for social unrest among this younger population. It

also requires economic and social interventions modelled after the social and economic needs for younger population. Technology innovation, social programmes integrated into schools, sports and re-creation, skills development -all these are critical in responding to the socio-economic demands of a young population.

Population by Age Breakdown

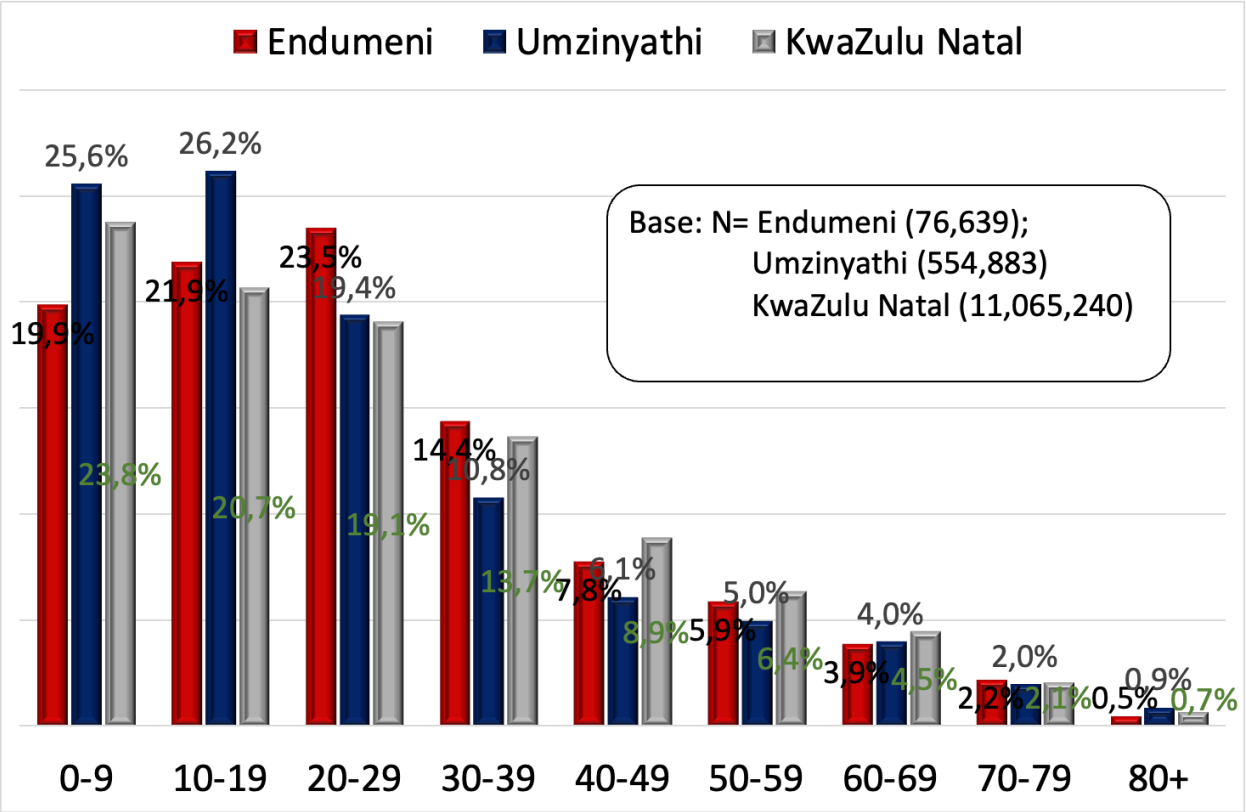


Figure 38 Population by Age Breakdown

Data Source: Statistics South Africa (2016)

Education and HIV profile

The role of education in development is no longer in question, given the trajectory of most developed countries. In this regard, Ilhan (2011) notes that there is no society which can develop without investment in human capital. Increased social and economic benefits are associated with higher educational attainment (Ilhan, 2011). The Endumeni municipality website reports that the municipality hosts ten primary schools, six high schools and 'various pre-primary schools'-without giving the specific number of these pre-primary schools.

There is also a nationally renowned centre for the physically and mentally handicapped – The Pronobis School and Adult Training Centre, as well as the

Educational Environmental centre which accommodates leaners from across the country. Notwithstanding, the 2019/20 Integrated Development Plan laments the shortage of schools in the municipality, observing that the current educational institutions do not meet the population demand.

When educational attainment data for the Endumeni population is compared with the district and the province, the presence of several educational institutions does seem to pay off. This conclusion is arrived at based on the relatively small percentage (4%) who have no formal education in Endumeni, compared to 21% in the district and 9% in the province. Evidently, the municipality records higher percentage of learners who have attained matric, than in the district and the province. The same applies to undergraduate and postgraduate achievement.

Highest Educational Achievement

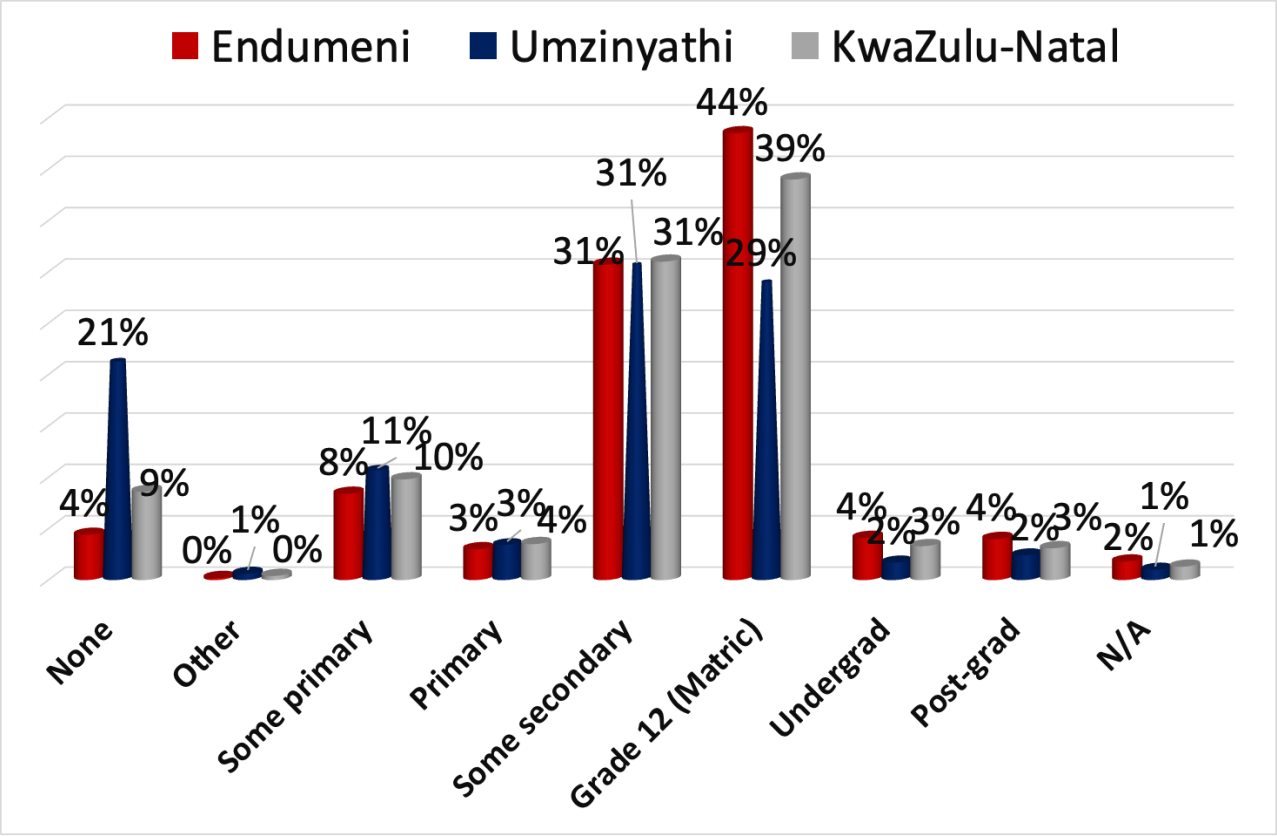


Figure 39 Highest Educational Achievement
Data Source: Statistics South Africa (2016)

Turning to HIV prevalence, South Africa posts the highest number of HIV positive citizens in the world (7.7million-which translates to 20.4% of the population. South Africa is a signatory to the 2016 United Nations political declaration of HIV/AIDS, aimed at achieving 90% of HIV positive patients aware of their status, 90% of those aware

should be undergoing treatment, and 90% of those under treatment should demonstrate suppression. This target is known as the 90-90-90 principle. According to the South African Aids Council (SANAC), South Africa has made significant progress towards the 90-90-90 targets. In this light, by 2018, the country had attained the first 90 target, 68% on the second target and 88% on the third target (SANAC, 2018)
Even then, the number of HIV positive citizens living in Endumeni seems to have increased from 11,236 in 2015 to 13,227 in 2021.

This number is projected to increase to 14,555 by 2025. This report however cautions that the threat of the pandemic should not so much be measured in terms of those infected, but in terms of progress towards the 90-90-90 target. As shown below, the number of HIV deaths seem to have decreased from 220 per year in 2015, to 191 in 2021. Projections suggest that the decrease will remain steady to 170 in 2026. This decline is consistent with the national efforts to achieve the 90-90-90 targets. The Endumeni municipality could create its own database of the 90-90-90 targets, and work towards achieving such target.

HIV Prevalence and Mortality

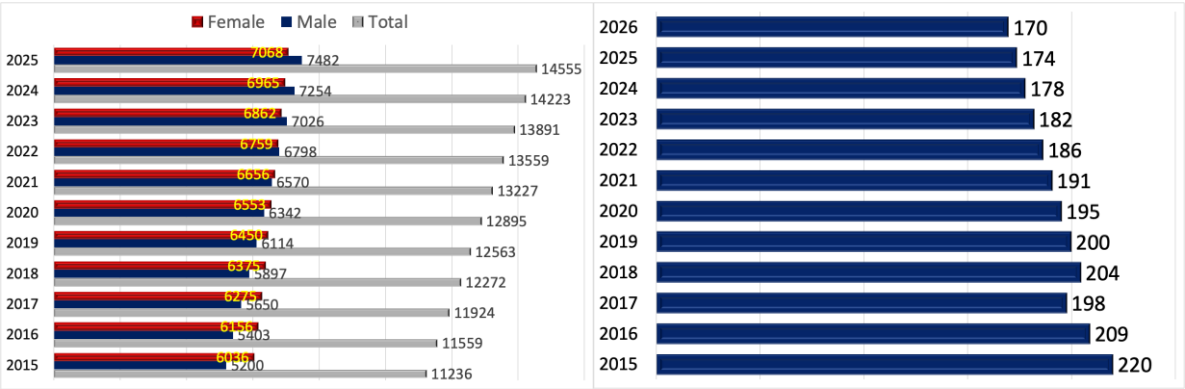


Figure 40 HIV Prevalence and Mortality

Households and Household types

Turning to household types, it is important to note that decent housing matters in terms of improved access to health and the ability to participate in the labour market. Decent housing plays a critical role in savings, and investment, in addition to enabling positive social consequences such as identity and self-esteem (Harris and Arku, 2006). These benefits allow better living standards.

In 2016, there were 21 134 households in Endumeni local municipality. This is approximately one fifth of the total number of households in uMzinyathi district. The growth of households is expected to rise steadily to 29,700 in 2026. Interventions in social housing are an important consideration, to avoid urban sprawl. The growth of households is illustrated below.

Projections of Household Growth

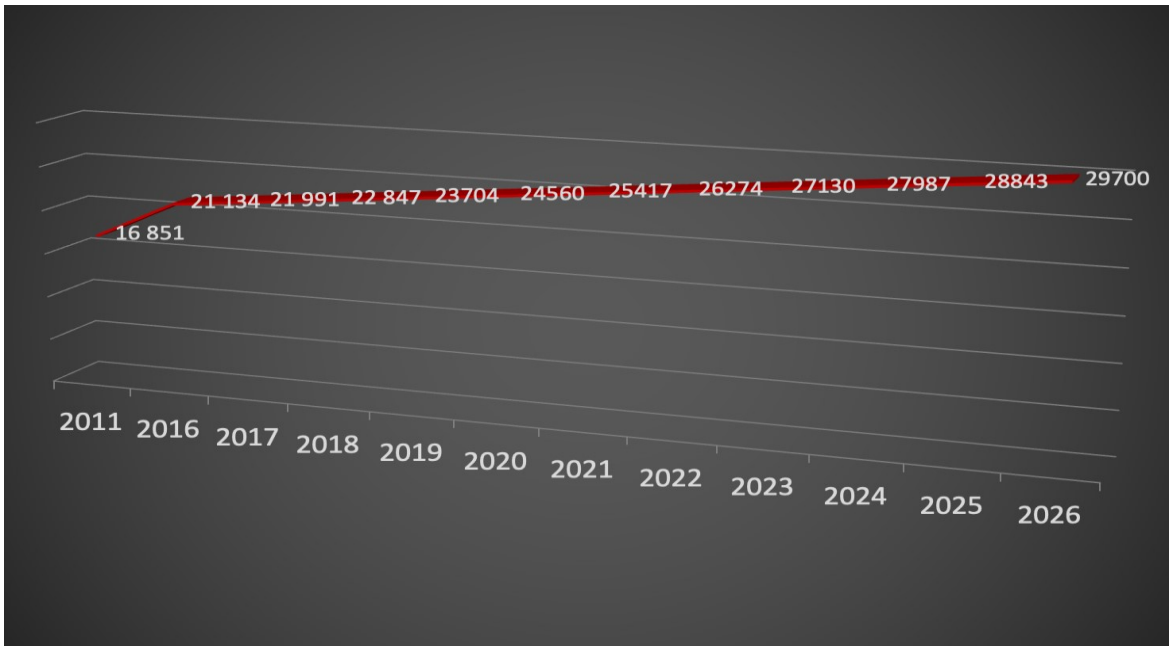


Figure 41 Projection of Household Growth

Data Source: Statistics South Africa (2016) With Calculations by The Frontline Group

The type of dwelling does link with poverty or social mobility. In particular, overcrowded housing is synonymous with poor living conditions (making this phenomenon an indicator of poverty (See Leventhal and Newman 2010 and Lund et al. 2010). Poor access to basic services by and large, depends on the type of a household. Thus said, as illustrated below, most household types are houses (65.5%) followed by traditional dwellings (15.3%) and flats (6.4%). 6.2% of all households in Endumeni are informal dwellings (shacks), which is more than 1.5 times the rate of informal dwellings in uMzinyathi (3.49%)

In terms of ownership, 42.7% of households in Endumeni are owned and fully paid off. This percentage is much lower than the district (54.9%) and the province (61.9%). It is

worth noting that Endumeni has a reasonable percentage of social housing compared to the district and the province.

Types of Dwellings

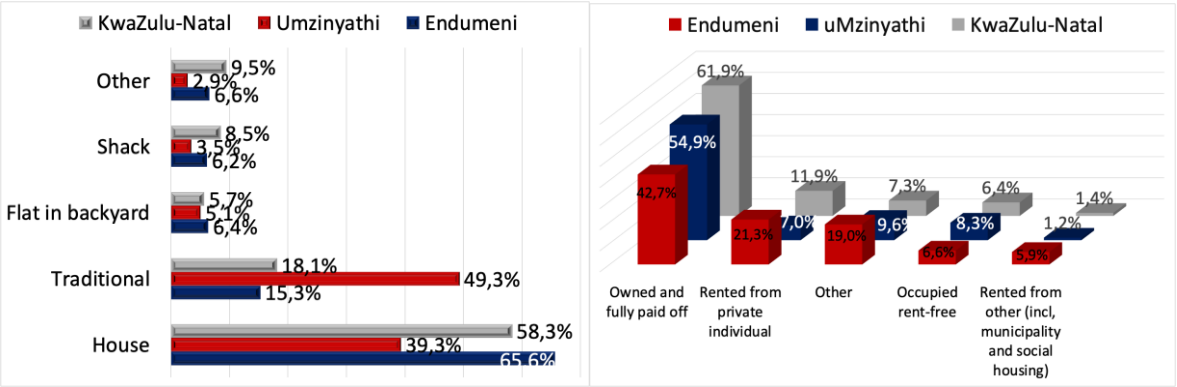


Figure 42 Types of dwellings

Globally and in South Africa, household headship is an important indicator of the overall characteristics of a given household. According to Rosenhouse, household heads are summed to occupy an hierarchical relationships, they are regularly present in the household they make major decisions in the household and, they provide economic support to the rest of the household members (Rosenhouse 1989;4). On this basis, women headed households are often more vulnerable than those headed by their male counterparts.

Numerous studies suggest that employed women tend to earn lesser than men, they often have less time to engage in productive market labour -due to care work-, they are discriminated against in access to opportunities (Buvinic and Gupta, 1997). Buvinic and Gupta (1997) further attribute the vulnerability of female headed households to teen pregnancy, as well as political conflicts. Furthermore, the means test approach to social welfare access requires women to leave their care work in order to access social grants. This is an either-or choice in most cases. All these factors enable poverty in female headed households.

The above in perspective, there are more male headed households in Endumeni (56%) than the opposite. The case is different in uMzinyathi, where 59% of the households are female headed. Endumeni' s percentage of lower female headed

households than male headed, is consistent with trends in urban areas. Rural areas tend towards a higher number of female headed areas. It is noteworthy, however, that the percentage of female headed households in Endumeni is slightly higher than the national average.

Household Heads

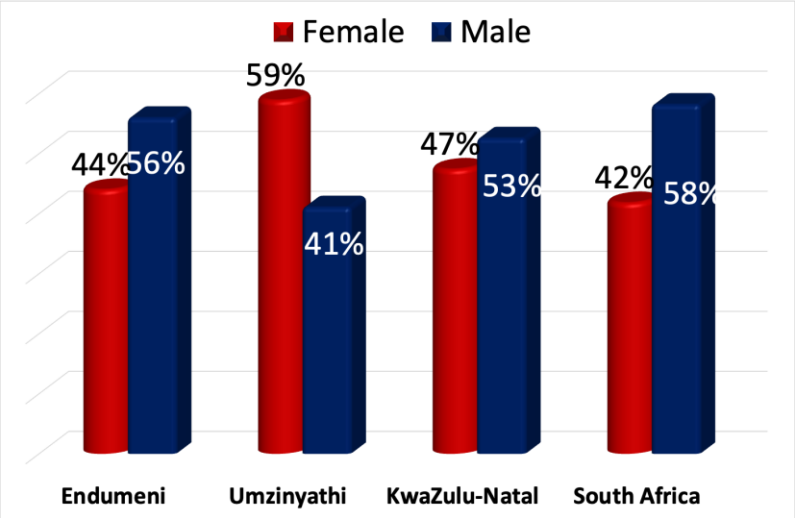
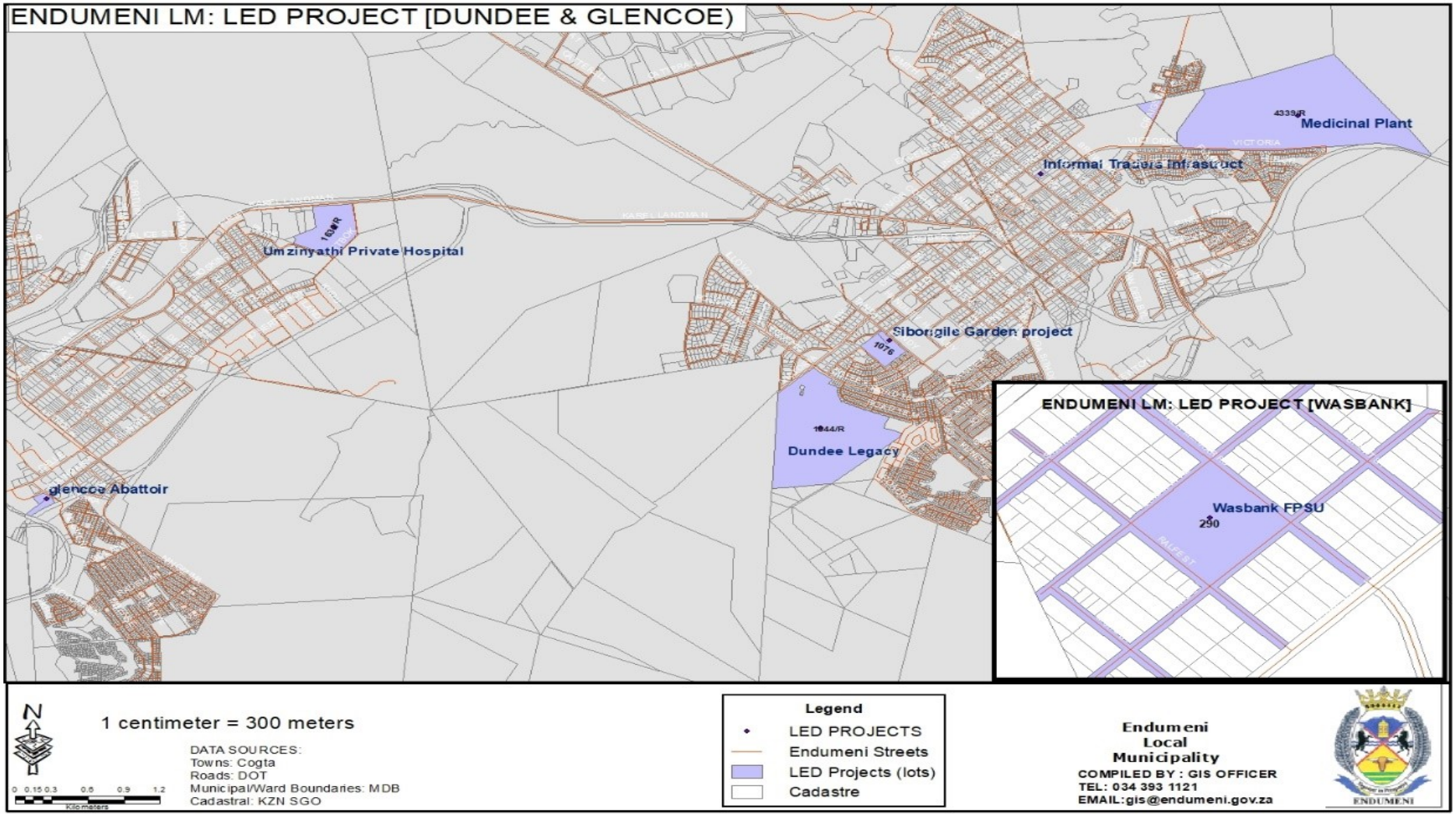
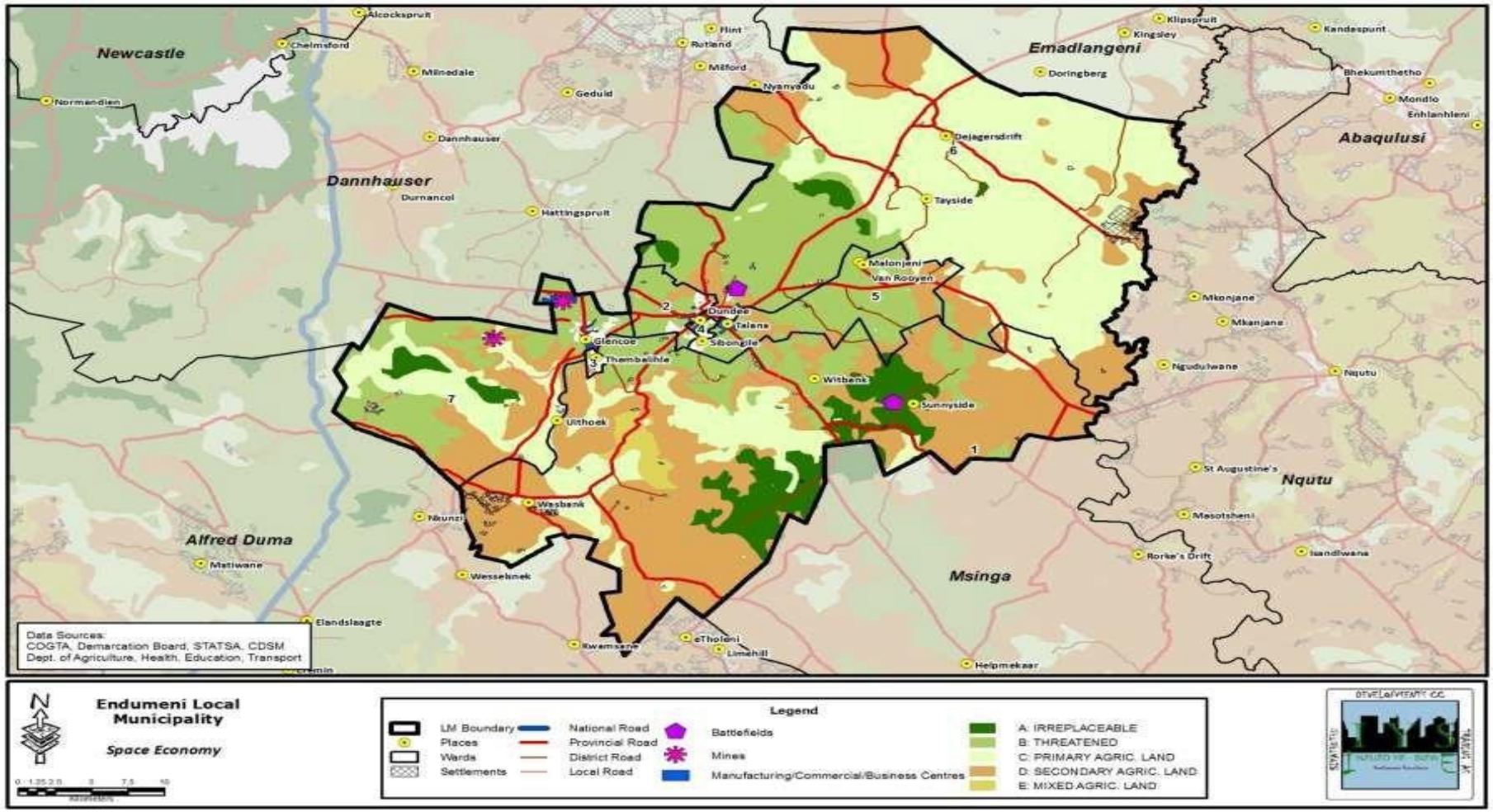


Figure 43 Household Heads

Data Source: Statistics South Africa (2016)



Map 49 LED Projects



Map 50 Space economy

LOCAL ECONOMIC DEVELOPMENT (SWOT ANALYSIS)

STRENGTHS	WEAKNESSES
• Approximately 450ha grazing land at Mphathi • Dipping facility at Buffalo coalfield (no water) • Availability of municipal owned property (land, farms, facilities, buildings, residential property) • Availability of high-quality Anthracite coal for export • SLPs are compiled and implemented • Endumeni is strategically located along several corridors as well as a gateway to several economic centres • Resistant tourism sector • Tourism role-players are keen to keep the sector alive and vibrant • Resistant Mining sector (coal and quarry • N3 Corridor to Durban and Johannesburg • Fully fledged Council • All critical (top management) posts filled	• Minimal government support for emerging livestock farmers • Lack of water and dams for agricultural purposes • Minimal relationship between government and established commercial farmers • Lack of mechanization • No administration and management of the informal economy sector • Minimal access to water and ablution facilities in public areas • No storage facilities for traders • Suppliers are located outside of Endumeni • Lack of clear consistent requirements/guidelines for renewal of compliance certificate (mining) • Water cuts • Load shedding • Limited access to formal sustainable markets for local producers • Commercial farms transferred to communities are under-utilized • High security risk in Dundee CBD - No security cameras throughout the Dundee town as the main economic center of Endumeni • Red tape: Delays in the business licensing process is frustrating on local businesses hindering on grading process for tourism operators • Red Tape: Delays in processes that require involvement of Amafa are a challenge • Poor state and aging infrastructure (bulk and physical) throughout Endumeni • Poor road signage • Lack of funding for LED projects • Lack of understanding on Development Financing • Inadequate operational budget allocation for the LED Unit

	• Inadequate administration of municipal farms being utilized by emerging farmers • Poor revenue collection in townships Collection rate is at 88% far below the accepted Treasury norm which is 95% • Audit outcome has regressed from Unqualified audit opinion in 2018/2019 financial year to a Qualified audit opinion in 2019/2020 financial year
OPPORTUNITIES • Establishment of a custom feedlot facility • Introduction of Bulk-buying concept for local traders • Capacity building for emerging economic role-players across all sectors • Access to global markets • Access to processing facilities for emerging mines • Establishment of a siding facility • Beneficiation • Renewable energy • Incentives • Business Incubation Program • Higher Education institutions to consider providing curriculums that build capacity to support local key economic sectors • Resuscitation of the livestock industry particularly on cattle and piggery • Dairy production • Township tourism • Establishment of a local mortuary • Marketing of Dundee as a gateway linking Endumeni with Bloemfontein, Richardsbay, Johannesburg and Durban • Regional mix-use Sports ground • Waste recycling • Student Accommodation • Construction of a regional dam	**THREATS** • Access to supplies due to COVID-19 restrictions • No access to COVID-19 relief funding • Importation of coal • Closure of ports due to lockdown • Decline in Asian markets due to Asian countries resorting to sourcing locally • Global decrease on rates of coal • Red tape is a barrier to entry for emerging businesses • Prolonged COVID-19 lockdown regulations • Foreign tourism market is currently stagnant • The tourism industry is forecasted to be stagnant until 2023 • Political instability in terms of Endumeni Council • Local Government elections

• Resuscitation of commercial agricultural activities in LRAD farms • Resuscitation of closed mining operations • Private hospital • University	

Table 32: LED SWOT Analysis

3.1.1 STRATEGIC PROGRAMMES RESPONSES

Endumeni has a Gross Domestic Product (GDP) which is estimated R3 377 080 310.10 which accounts for 38, 23% of uMzinyathi District Municipality GDP which is estimated at R 8 833 587 000.00. The economy of the municipality is relatively well developed with Dundee and Glencoe as its major towns having well-established.

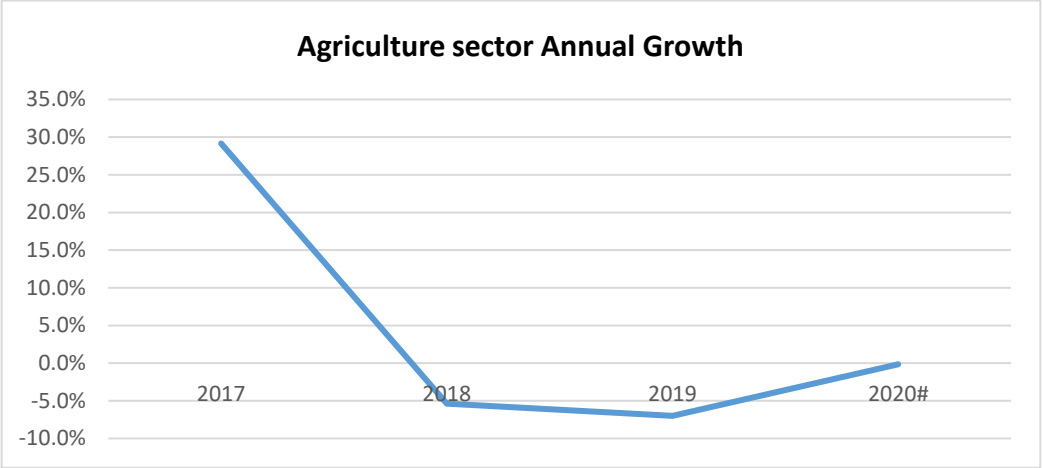
<u>THE SIZE OF THE LOCAL ECONOMY</u>

Endumeni has a Gross Domestic Product (GDP) which is estimated R3 377 080 310.10 which accounts for 38, 23% of uMzinyathi District Municipality GDP which is estimated at R 8 833 587 000.00. The economy of the municipality is relatively well developed with Dundee and Glencoe as its major towns having well-established.

<u>AGRICULTURE</u>

Agriculture is one of the key sectors of the municipality with over twenty-one thousand hectares of land under commercial production. This sector accounts for approximately 8% of the municipality's economy and has a great potential for growth and employment creation. Although the sectors has been growing since 1996 in terms of contribution, its contribution to economic growth has drastically decreased in 2015 experiencing a negative growth rate of -0.0035.

The GDP-R of the municipality has been increasing in relative terms since 1996 to 2015 showing an upward trend as seen in the figure above with the key economic sectors contributing to this including: Community services (26%); trade (15%); finance (14%); manufacturing (12%); transport (9%); mining (9%); agriculture (8%);construction (4%); and electricity (3%). is can however be attributed to numerous factors beyond the control of the municipality including climatic factors such as drought affecting total productions, the rising oil prices affecting the price of fuel, low commodity prices and much more.



Source: Global Insight, 2016

The agricultural sector has been overtime regarded as the backbone of uMzinyathi's economy. To this end, it has experienced unprecedented turbulences which led to decreased production, under-utilisation of land reform farms, shedding of job as well as failure to stimulate and invest in agro-processing initiatives. During the lockdown period, the country has extended relief packages to the sector and it is reported that at least R7 million was granted to the local emerging farmers. This has suggested an ongoing interest from the sector to revitalise it and ensure that it remains in the fore front of the regional economy in all respect.

Agricultural Households

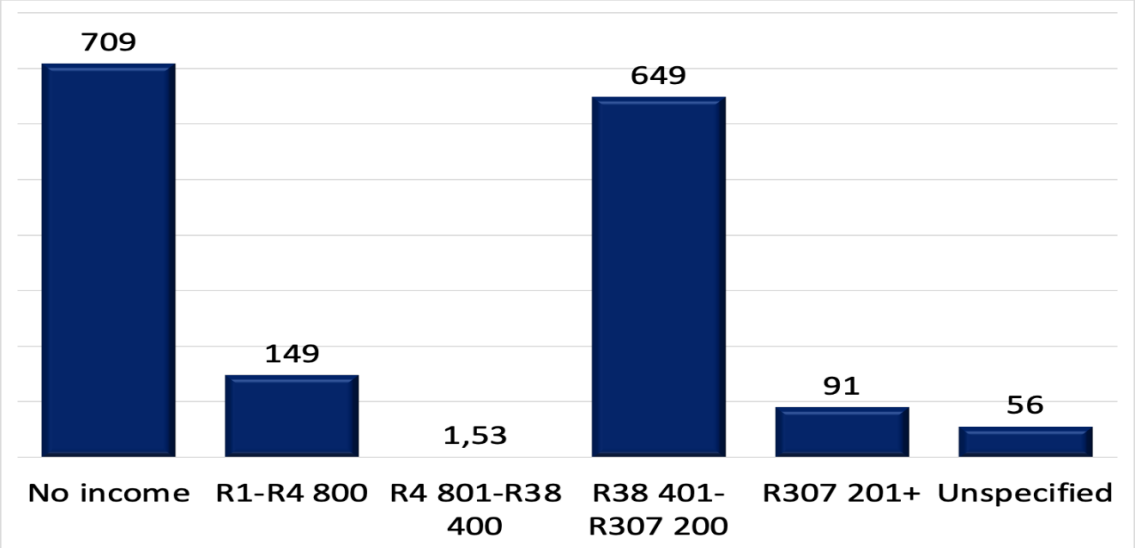
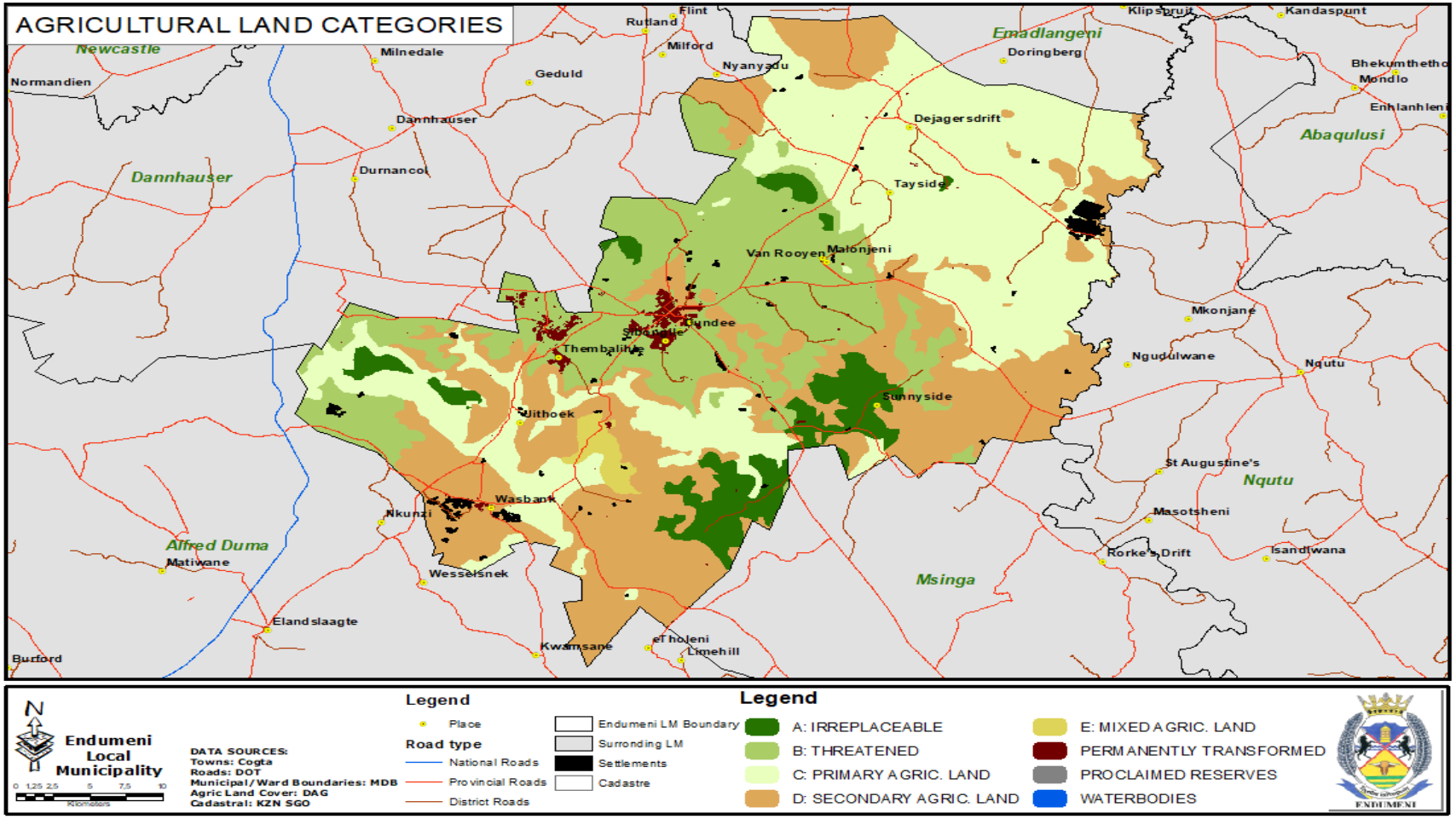
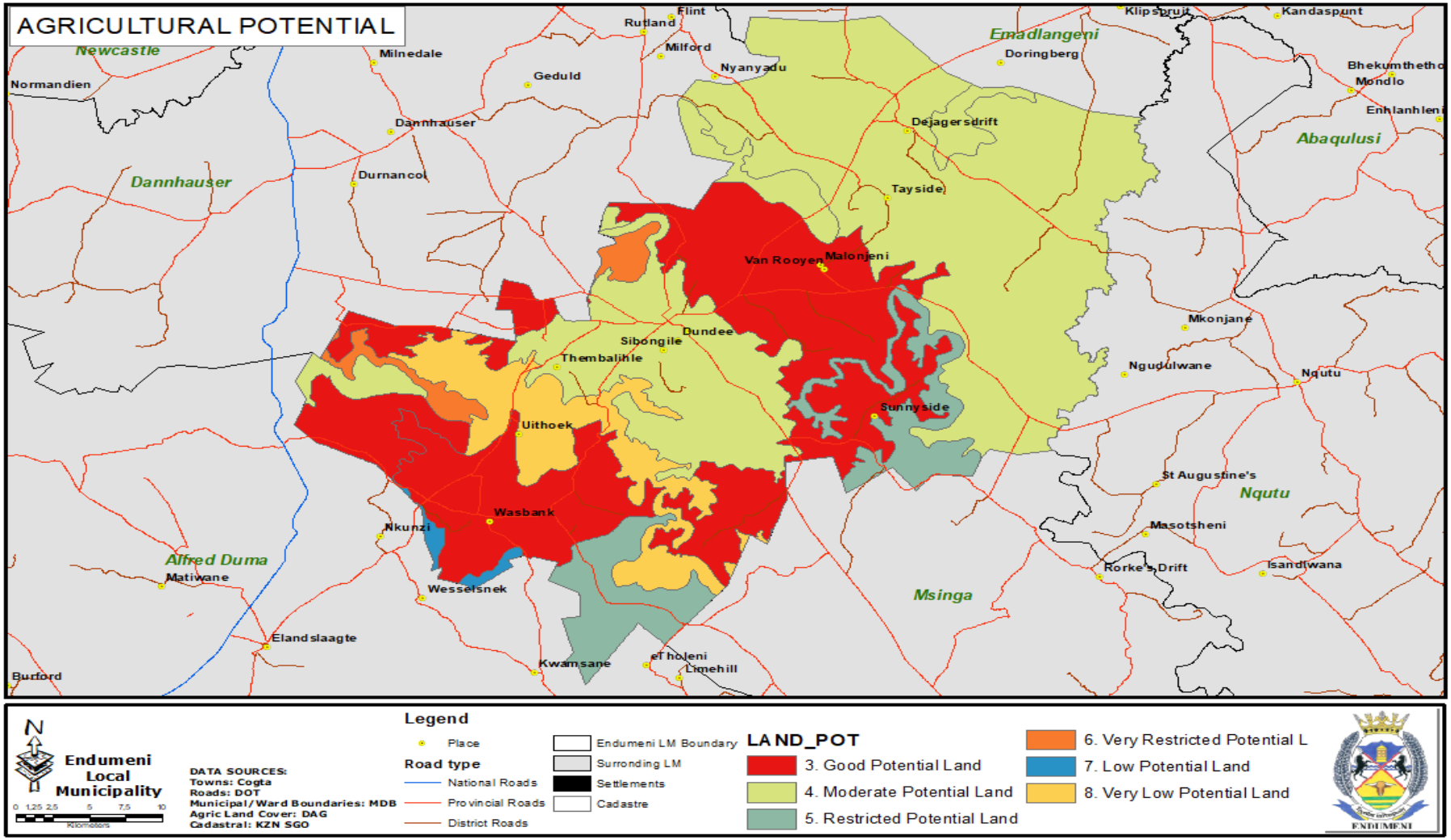


Figure 44 Agricultural Households

Data Source: Statistics South Africa (2016)



Map 51 Agricultural land categories



Map 52 Agricultural potential

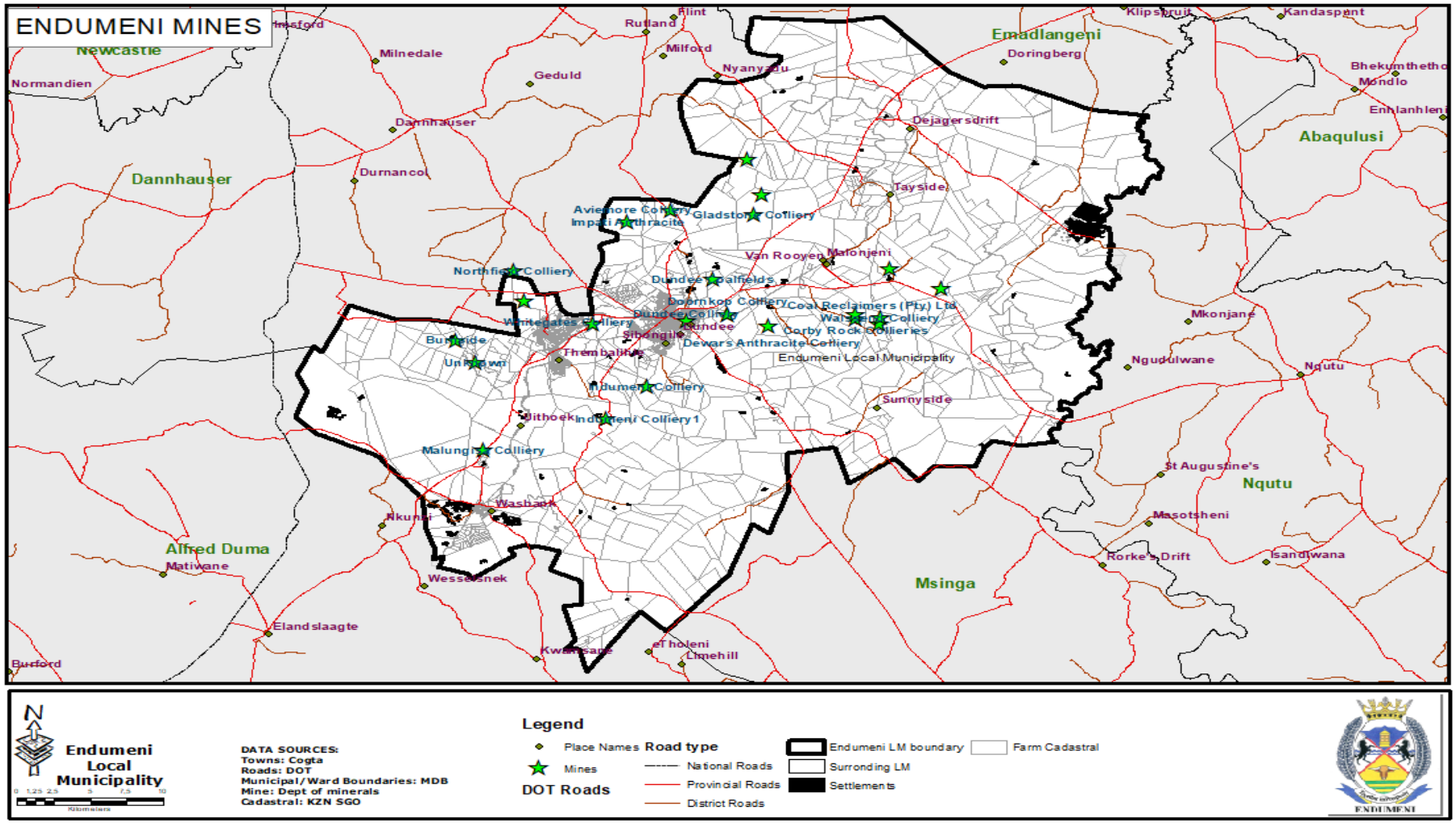
MINING MINERAL OCCURANCES (SLP MANAGEMENT)

There are four are four active mining areas within Endumeni Municipality. These include on the table below :

Mine	Latitude	Longitude	Type
Burnside Colliery	28.18130	30.08810	Coal mine
Northfield Colliery	28.15140	30.12730	Coal mine

Source: http://en.infodesti.com/ZA/Mines/Endumeni - 18 April 2017

The mining sector has been up and down since 1996 experiencing a sharp drop in 2002 of 43% of total contribution. Nonetheless since 2002 the sector began picking once again in terms of contribution nut however experiencing small scale regeneration of the coal belt for SMME development which will hopefully revive not only the SMME's economy but also stimulate investor interest, create employ and grow the overall economy. negative growth over this period. The sector's current contribution of approximately 9% towards local economic contribution. According to the municipal IDP 2016/2017 the industry is in the process of restructuring to promote.



Map 53 Endumeni mines

Endumeni Municipality has a very good working relationship with all mining houses within the area of jurisdiction and the following is the list of approved Social Labour Plans (SLP):

Name of Municipality	Mining Houses	SLP - Project	Budget	Duration	Status
Endumeni Municipality	1. Buffalo Cola Mine	1. Informal Traders Stalls	R 1.950 Million	2019-2023	There are 54 Market Stall that has been erected in Glencoe (8) and Dundee (48),the project will be complete in June 2022
		2. Morningside Crèche	R 2 Million	2019-2023	The site has been secured.
	2. Afrimat (Sunshine Crushers)	1. Construction of classes for Morningside Intermediate School	R 250 000	2019-2023	Four classes completed and pending 5 more classes to be built by 2023.

	3. Corobrick Quarry Mine	Construction of Vukuzenzele Creche at Sibongile Township	R 1 Million	2020-2022	The bid for the appointment of service provider was advertised in June 2022 and closed July 2022.
	4. Ultimate Goal	Construction of Ward 1 access roads	Budget to be determined after roads identified.	2021-2026	Roads to be identified
	5. Umsobomvu Coal (Pty) Ltd	Drilling and Installation of 13 Boreholes for Wards 1, 5, 6 & 7 and beneficiary communities are Fankomo, Buyaphile, Enyanyeni, Mome, Dejargs, Drift, Tayside, Vergkop, Mtshilwane, kwaViki, Livangeli, Mpilonde, kwaSheke, & Stratford farm.	Budget to be determined after geology study report.	2020-2022	The project will commence upon mine operation.

Table 33: Social Labour plans

MANUFATURING AND INDUSTRIES

The manufacturing sector was found to be the fourth largest contributor in the municipality accounting for 14% of the municipal economy with light to medium manufacturing industries. The sector has been growing since 1996 but however declining between 2008 and 2015.

TERTIARY SECTOR

In terms of growth the sectors has had a positive growth from 1996 but experienced a positive decline between the years 2002 and 2008 and further experiencing a negative growth between 2008 and 2015 which may be due to the lack of diversity within this industry. Manufacturing within the municipality is in the form of agro- processing whereby production is directly linked to the agricultural sector which provides inputs. These industries are located within the formal industrial areas of Dundee and Glencoe with some activity related to agro-processing on commercial farms in the area. Within the municipality three major agro-processing activities occur namely dairy processing at the Orange Grove processing plant, maize processing and beef processing inclusive of feedlots and tanneries.

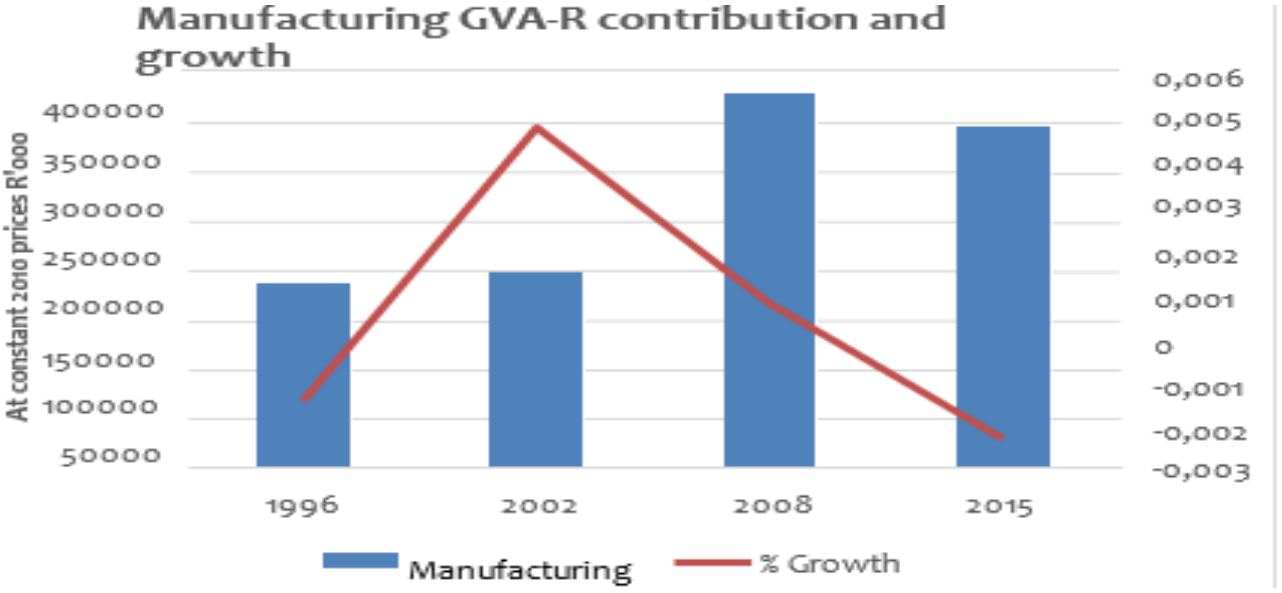


Figure 45 Manufacturing GVA

Source: Global Insight, 2016

ELECTRICITY

The electricity sector is the sector with the least contribution within the locality accounting for approximately 3 percent in 2015. In 1996, 2002 and 2008 the sector experienced growth with a growth increase of 0.0028 percent between 1996 and 2002 but however it sharply declined with an observed negative growth rate of 0.0015 percent and a slight increase of negative 0.0002 percent in 2015.

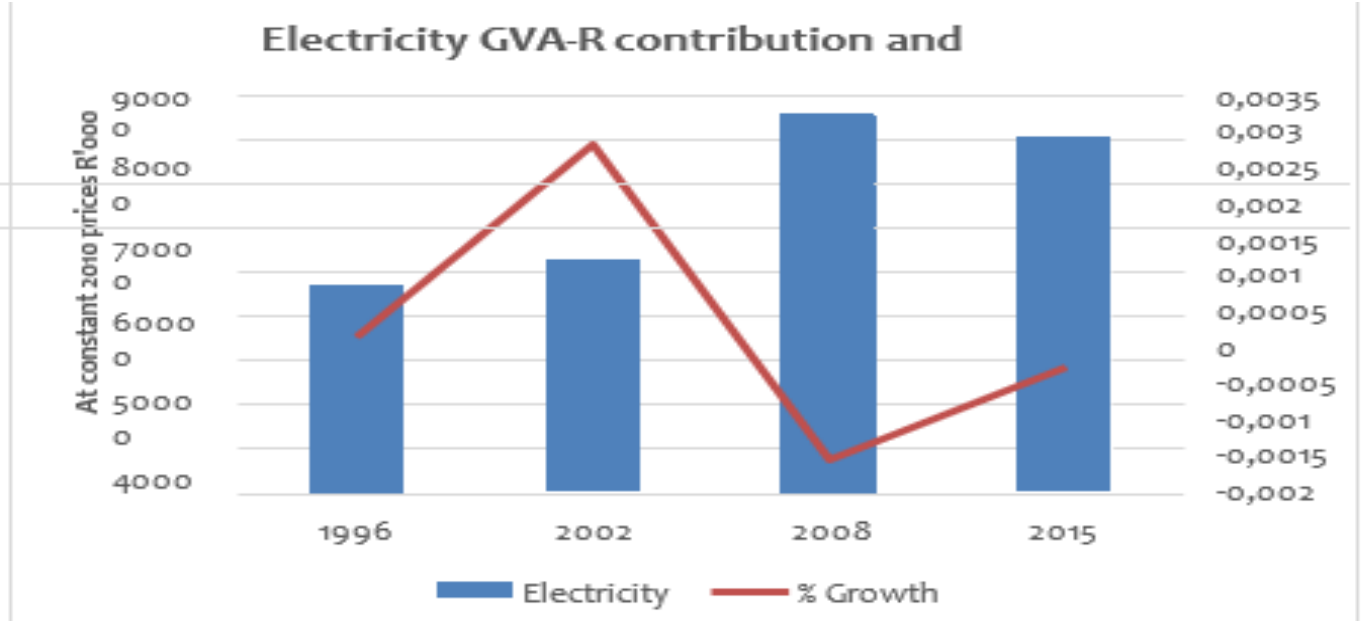


Figure 46 Electricity FGVA

Source: Global Insight, 2016

COMMERCIAL AND BUSINESS SECTOR

The commercial economy of Endumeni mimics that of a small-rural based town. Retail activities dominate, as well as those associated regional administrative activities e.g. government departments. Commercial (retail and office) activities are located within the urban core towns of Dundee and Glencoe. Informal trading occurs in the former township areas and within public nodes in Glencoe and Dundee.

The commercial economy of Endumeni mimics that of a small-rural based town. Retail activities dominate, as well as those associated regional administrative activities e.g. government departments. Commercial (retail and office) activities are located within the urban core towns of Dundee and Glencoe. Informal trading occurs in the former township areas and within public nodes in Glencoe and Dundee. This sector is the third largest contributor to the local economy accounting for approximately 14 percent to the total economy. The sector has been up and down since 1996 with the highest contribution observed in 2002 but however in terms of growth that year experienced negative growth. Since then, the economy has been experiencing positive marginal growth of 0.0026 in 2008 and 0.0028 in 2015.

The trade sector is the second largest contributor to the municipality's regional GVA accounting for approximately 15 percent in 2015. This sector has been growing in terms of total contribution from 1996 although experiencing a negative growth rate between 2002 and 2008 and then rising again between 2008 and 2015 with a growth rate of approximately 0.0005. The decline in employment opportunities in the formal economy over the last decade has seen a growth in the informal sector within the municipality. Consequently, the municipality is in the process of

developing policies for the informal sector to guide the empowerment of upcoming local entrepreneurs accessing the informal economy.

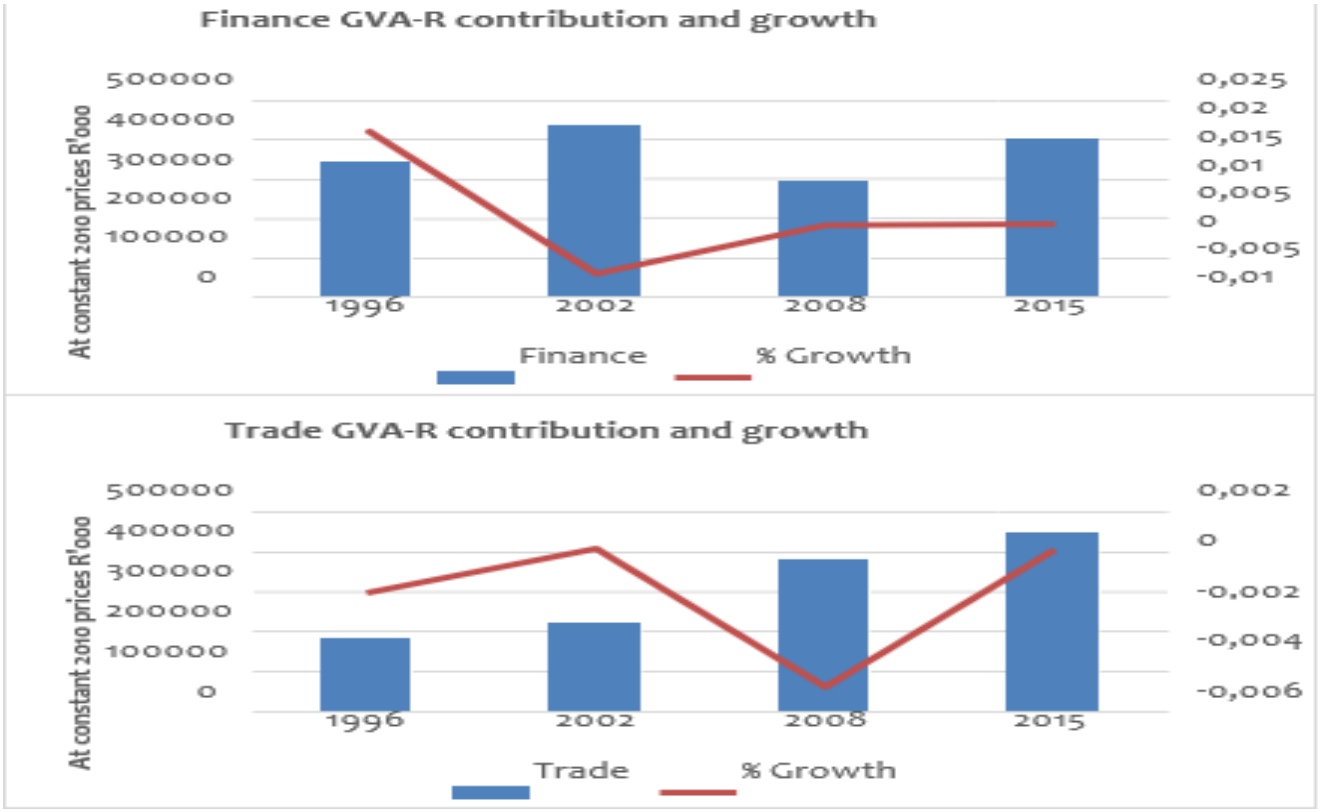


Figure 47 Finance GVA-R

Source: Global Insight, 2016

CONSTRUCTION

The construction sector is one of the sectors with potential for growth in the municipality contributing approximately 4.5 percent towards the local economy. This is evident from the figure above showing the sectors increase in contribution and growth, since 2002 the construction sector has been on the rise moving from a negative growth to a growth of 0.0005 in 2015.

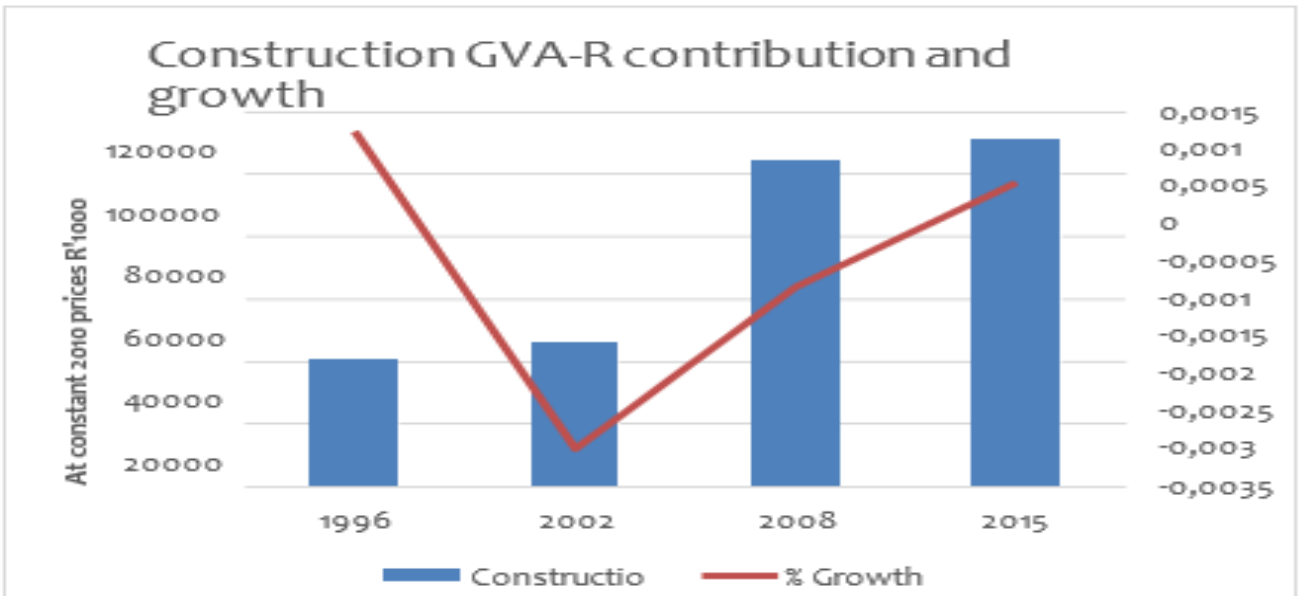


Figure 48 Construction GVA

Source: Global Insight, 2016

COMMUNITY SERVICES

The social services sector is the dominant sector of the municipality contributing a staggering 26 percent towards the local economy in 2015. This sector has been growing in terms of total contribution from 1996 although experiencing a negative growth rate between 1996 and 2002 positive growth is observed from the period between 2002 and 2008 and the period between 2008 and 2015 with a growth rate of approximately 0.0009 and 0.0011 respectively. This suggests that this sector is of great significance in terms of further growing the economy. This positive growth can be attributed to the activities mainly centred in Dundee and Glencoe.

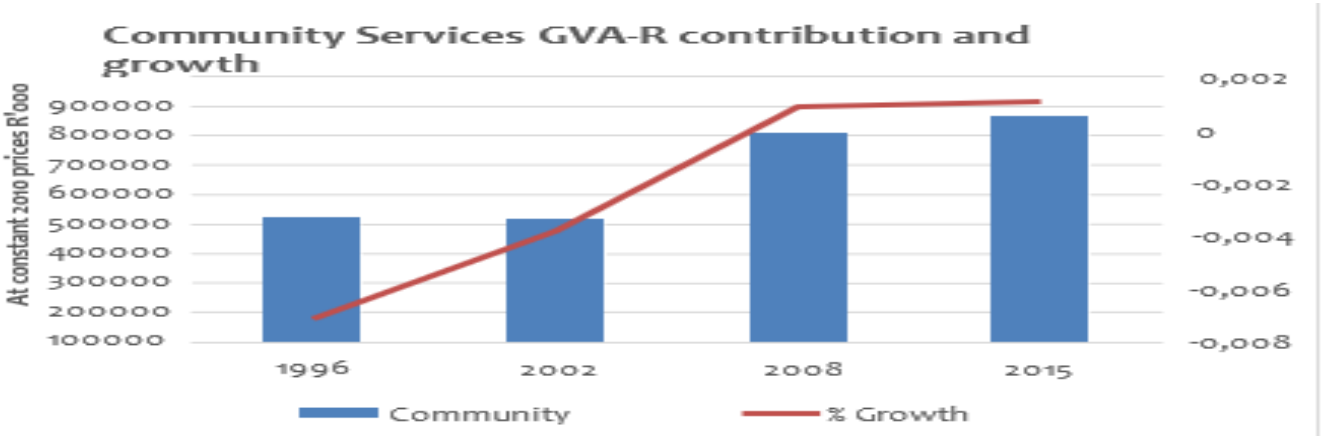


Figure 49 Community Service GVA

TRANSPORT

The transport sector along with the mining sector are the fifth major sectors in terms of contribution accounting for approximately 9 percent to the total economy. Its contribution has been on the rise since 1996 and has more than doubled in 2015, from contributing just over a hundred million in 1996 to approximately two hundred and eighty million in 2015. In 2002, its growth shot from 0.0011 percent in 1996 to 0.0031 in 2002 and further declined 0.0017 in 2008 and 0.0014 in 2015.

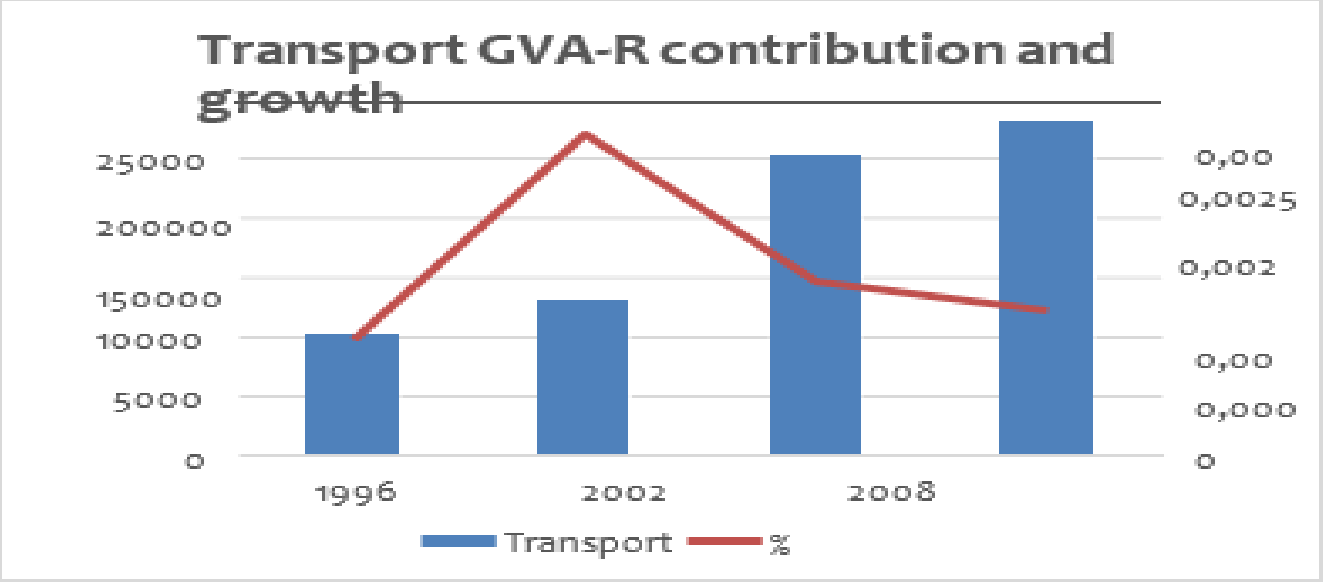


Figure 50 Transport GVA
Source: Global Insight, 20160

INFORMAL TRADE

The decline in employment opportunities in the formal economy over the last decade has seen a growth in the informal sector within the municipality. Consequently, the municipality has developed the informal Economy Development & Support Policy Framework in order to guide the empowerment of upcoming local entrepreneurs accessing the informal economy. Endumeni final Informal Economy policy states that there has been an increase in the number of informal traders within the municipality as a result of job losses suggesting that this is indicative of its significant in employment creation. This form of business activity is increasing because of its flexible working hours as well as the opportunity it provides for additional income generation for the poor.

The policy identifies numerous types of informal trading present within the municipality, including: Street / Curbside trading; trading at transport interchanges; trading in Public Open

Spaces; mobile Traders (roving, bakkies and containers); intersection Trading; special events; car washers; hairdressers; livestock trading; woodworks; clothing and textile manufactures; motor mechanics; electrical and electronics services; catering services; and other. This sector has great potential to grow the local economy if harnessed well. For more details the reader is encouraged to access he final adopted Informal Economy Policy in order have a comprehensive picture about the strategic approach to supporting this important sector of the local economy was estimated at approximately one billion rand while Endumeni was estimated at four hundred and seventy million.

TOURISM SERVICES

The tourism sector within the municipality contributes significantly to the local economy and is dominated by cultural tourism boosted by the Anglo-Zulu and Anglo-Boer war battlefields located in Dundee. However, there has been a significant drop in tourism activities due to Covid-19 pandemic hence travel has been prohibited and that has a huge impact on the economy. Glencoe serves as a secondary centre to Dundee in terms of tourism having cultural assets such as Monuments and Museums (e.g. Talana Museum), Maria Ratschitz Mission, Battlefield sites (Talana and Lennox Hills), Other Cultural sites (i.e. Talana Crafts, Talana Zulu Cultural Village, Iron Age smelting sites) and the Rifleman's Road and Red Soldier's March Battlefield Routes. The municipality is abundantly endowed with exceptional tourism, pleasant climatic conditions, cultural diversity and good infrastructure. These already established tourism services create a competitive tourism destination with a great growth prospect.

LEVERAGE PRIVATE SECTOR FUNDING RESOURCES

The Endumeni Local Municipality wants to embark on a retail sector study for the Dundee and Glencoe Towns. It is noted that according to Census Statistics for the Dundee and Glencoe Area, unemployment levels are extremely high. Therefore, the establishment of a shopping mall within the area will not only create several employment opportunities, but will also impact positively both financially and socially on the local residents. It is envisaged that the development of a retail facility could underpin the emergence of a strong, local economy. At present there is no large scale shopping mall in the Dundee and Glencoe Area. This situation forces most residents to travel towards Newcastle which results in residents paying high transport fees in addition to the movement of goods and capital to outside areas. It is envisaged that with new development in place, the residents of Dundee and its surrounds will now be able to frequent an establishment that is much more accessible. This in turn will

promote the locking of resources within the area which will create conditions for a better standard of living.

The aim is to establish a shopping mall. The proposed above-mentioned project cycle could be initiated with the drafting of a Retail Sector Study for the Dundee, Glencoe Area. This entails the study of disposable income in the Dundee Glencoe Area, the result of which will be an understanding of the spending patterns; and the question of supply and demand within Dundee and Glencoe. This information is important in terms of understanding the critical mass that is required to support the Retail Centre and other such commercial entities. The end product of the Retail Sector Study would then be the development of a Shopping Framework. This would thus allow the Municipality to attract both developers and investors to the area as it would help create an environment of certainty whereby decisions would be based on facts and figures.

MONITORING & EVALUATION PLAN FOR LED

In the 2017/18 MEC comments the municipality was requested to fast-track the development of the Investment Retention Policy, Identify the key economic players, develop the Municipal Safety Plan, to identify to what extent the job creation methods is attempting to tackle the existing number.

This is in progress and a Comprehensive Project matrix for all the LED programmes and projects within the municipal area is being developed and will be presented regularly in the revived LED Forum for monitoring purposes. In addition, all the prioritized interventions implemented by the Municipality have all been incorporated in the 2018/2019 SDIBIP and will be incorporated in the subsequent SDIBIPs which is monitored regularly as part of the Municipality's PMS Policy Framework.

LED CONTRAINTS AND CHALLENGES

The LED Unit of the municipality is functional but under resourced. The municipality has appointed both LED officer and Tourism Officer Positions that were prioritized in the 2017/18 financial year and no longer utilizing Sabalala Consultants for technical support. The LED unit consists of the LED manager, LED officer and Tourism Officer. It is a work in progress and more positions are needed for this unit in order for effective implementation of the LED strategy and the LED Budget must be prioritised each year.

3.1.2 EASE OF DOING BUSINESS/ RED TAPE REDUCTION

1. Definition of Red Tape

Red tape refers to rules, regulations, and/or bureaucratic procedures and processes which are excessively complex. They impose unnecessary delays, inaction and/or costs which exceed their benefits, and/or is no longer effective in achieving the purpose for which they were originally created. The results of red tape include undesirable economic, business and/or social impacts or outcomes because of negatively impacting on productivity. This also involves excessive, or unevenly enforced, regulation or rigid conformity to formal rules that is considered redundant or bureaucratic and hinders or prevents effective action or decision-making (National Red Tape Reduction Guidelines, DTI, 2013).

Red Tape in Municipalities spans across a spectrum of activities and processes which impact on big, medium and small businesses. The role of municipalities is to create an enabling environment within which development can occur. In doing so, there are many legislative requirements, policies and frameworks which dictate and/or provide guidance to their responsibilities. Whilst regulation and procedures are necessary, they can sometimes become encumbrances in achieving the goals and objectives for which they have been formulated.
Small, Medium and Micro Enterprises (SMMEs) receive special attention in the South African public policy. However, despite their extensive contribution to the national Gross Domestic Product (GDP), they are faced with burdensome circumstances. SMMEs are one of the key drivers of economic growth, innovation and have proved to be major contributors to job creation. The Department of Cooperatives Governance and Traditional Affairs has assisted the Municipality with the development of action plan to address redtop issues within the municipality.

2. Red Tape Indicators

Red Tape affects the operation of businesses and the regulations, rules and procedures that are regulate the business operation create undesirable consequences on business, the economy and individuals when not properly implemented. There are three main types of red tape in any given problem as illustrated below:

- Inefficient procedures as a result of administrative management
- Inefficiencies in communication and information exchange
- Rules that have unintended consequences, or fail to properly address problems

Therefore, Endumeni Municipality through EDTEA has provided training of stakeholders in the Online Business License Applications and approval thereof. Moreover, the system has not been

working hence the recap or refresh workshop will need to be done in order to ensure user friendliness of the system to both government officials and the business community. The municipality has finalised reviewing the LED Strategy and the implementation plan of which the Council adopted by the 30 June 2022 .

5.1.6 FUNDING AND IMPLEMETATION

As part of the LED Strategy which was developed by the municipality and due for adoption by the Council during the 2022/23 financial year, the municipality has then prepared the implementation plan which will serve as an implementation, monitoring , evaluation and report tool of the key programmes and projects identified in the LED Strategy. Undoubtedly, the size of the municipal budget might not be allowing any significant implementation of many high impact investment projects. Nevertheless, the packaging of strategically and economically significant initiatives will serve as a catalyst in driving the economic emancipation of the municipality.

In the Local Economic Development Strategy, the municipality has considered various strategic thrust as appropriate measures towards bringing desired economic change. To this end, it would surely be impractical to implement all strategic pillars and their key action areas given the limitedness of resources. Nevertheless, the key priority strategic pillars for implementation are as follows:

(i) Institutional Reconfiguration Strategy
(ii) Infrastructure Development Strategy
(iii) Active Economic Sector Revitalisation Strategy
(iv) Industrial Development and Investment Promotion Strategy
(v) Skills Development and Capacity Building Strategy

By 2030, South Africa's rural communities should have greater opportunities to participate fully in the economic, social and political life of the country. People should be able to access high – quality basic services that enable them to be well- nourished, healthy and increasingly skilled. Rural economies will be supported by **agriculture,** and where possible by **mining**, **tourism, agro-processing and fisheries.**

The driving force behind this will be expansion of irrigated agriculture, supplemented by dry–land production where feasible. In areas with low economic potential, quality education, health care, basic services and social security will support the development of human capital. In areas

with some economic potential, non – agricultural activities (such as agro–industry, tourism, small enterprises or fisheries) will boost development.

The details of the above Strategic Pillars are as follows:

Strategy 1: Institutional Reconfiguration strategy

Outcome 1: Functional economic institutions ranging from Endumeni Economic Partnership, LED Desk, Farmers associations, Business Chambers, Business Leaders forums, Development Agency and Tourism Forums remain central to economic development agenda of the study area.

i. Rationale

The success of economic development implementation programmes requires well-designed and capable structures that are fit and suitable for the purpose.

The level of willingness and enthusiasm from the local partners necessitate the formalization of the relevant forum and execution of the programme as per conditions of the stakeholder arrangements.

(ii) Objectives

- To formalise stakeholder engagements thereby allow them to find common economic ground for Endumeni
- To extend the area of responsibility to all people with vested interest of growing Endumeni to be a home for all races and address collaboratively all existing social ills.
- To understand the scope of planned economic initiatives beyond the public sector or government driven initiatives

(iii) KEY ACTIONS

Programme 1: Establishment of Functional LED Desk

In order to drive and implement economic programmes as envisaged by the Council and Economic Partnership, the municipality must strengthen the LED Desk through appointment of the highly qualified and competent Research and Development Officer, Civil Engineer as well as Development Finance Officers who will enable the municipality to expedite the implementation of its programme with reasonable capacity and understanding.

The success of the LED desk establishment process is dependent purely on the political will to allow free and fair professional processes to appoint competent and most suitable staff to manage and implement the recovery oriented and transformative economic agenda of the region.

Endumeni Proposed LED Organogram

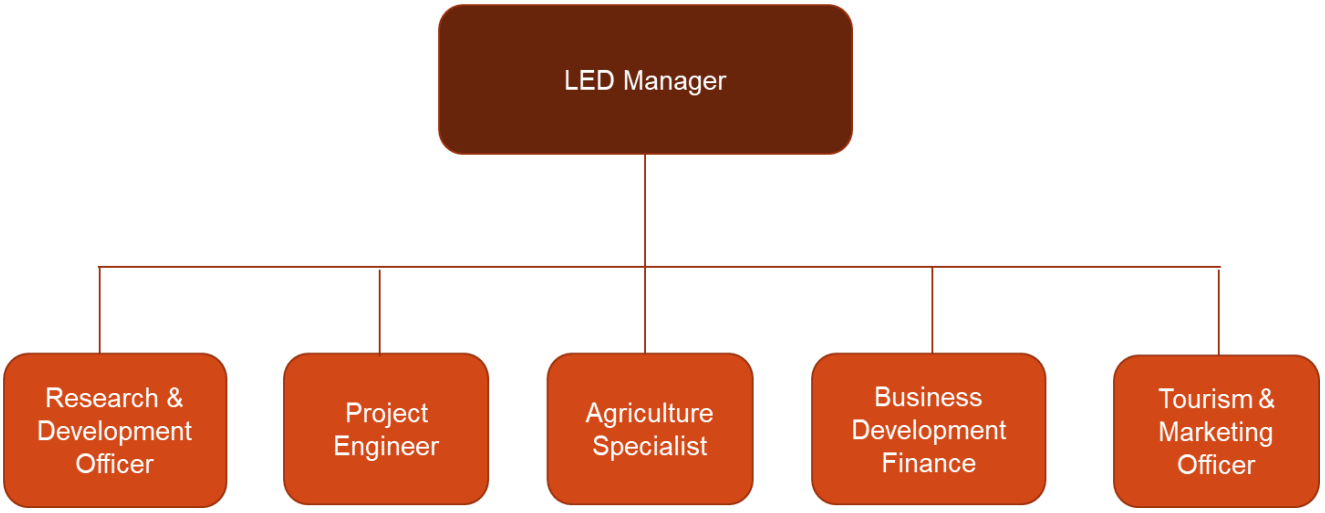


Diagram 9 Propose LED Organogram

Programme 2: Endumeni Economic Partnership Agreement: The Endumeni economic forum is proposed as a newly rejuvenated body of stakeholders that will come together to plan, support and monitor the implementation of economic strategy in Endumeni. In the main, the Partnership forum will sign a memorandum of Understanding with the Council on how the partnership should function. On the other hand, the municipality will commit to provide secretariat and capable incumbents to drive strategy implementation.

Programme 3: Support Economic Development Agency

UMzinyathi Development Agency has been established with a status of being an economic implementing agency of key programmes within the district. The Agency is undoubtedly placed at the right position to manage and guide the district wide economic programme and be responsible for all the catalytic projects. In order to implement proposals contained in this strategy, the Agency remains as the possible source of rescue and solution to the entire district. To this end, the signed Service Level Agreement between the parties provides a unique collaboration and coordination of efforts and resources channelled towards same economic goal.

Programme 4: Establish Business Chamber

In general, the Business Chambers have a strong co-coordinating role to play in any economy and they further represent a united front of businesses that operate in the area. It is always easy to understand the planned business growth in the area through consultation and liaison with the Chamber.

So, the strategy encourages local business people to drive the establishment of their chamber and the council will co-ordinate initial meetings and provide support where necessary. The

KZN Growth Coalition 8-Aside driven structure is currently playing a critical role towards bridging the gap between business and government. Undoubtedly, the continuation of these engagements will surely act as a driving force behind the implementation of key economic or business proposals of this strategy.

Strategy 2: Economic infrastructure development strategy

Outcome 2: Provision of economic infrastructure to primary, secondary, tertiary nodes and development corridors of Endumeni.

i. Rationale for intervention

The economy requires reasonably developed infrastructure for it to grow and develop. Again, the attraction of inward investment is mainly dependent on a conducive environment. Hence, the prioritization of infrastructure improvement remains central to the economic regeneration programme of Endumeni.

ii. Objectives

- To revitalise and revamp the ageing infrastructure within the CBD
- To encourage sector-based investments through improved infrastructure development
- To set the tone for agri-business and tourism city through world class infrastructure requirements
- To ensure access to sustainable water, sanitation and electricity supply for business community

iii. Strategic Focus Areas

Improved economic infrastructure investment will be required in Endumeni as a primary node. The availability of suitable infrastructure is just one of the key factors in investment attraction and business retention programme. Hence, local authorities need to be a step ahead in terms of achieving broad based infrastructure satisfaction of the business fraternity.

- Removal of service delivery backlogs through infrastructure development;
- Infrastructure to support economically viable and sustainable agricultural initiatives;
- Infrastructure to support economically viable and sustainable commercial initiatives;
- Infrastructure to support economically viable and sustainable manufacturing initiatives;
- Economically viable and sustainable informal and formal coal mining initiatives;

- Sustainable water supply for all the above initiatives

Programme 1: CBD road improvement programme

Road infrastructure is more likely to create a conducive environment within the town and thereby allow it to be a central business hub of UMzinyathi. The main road in the CDB that links Buffalo Coal and its mining operations of Aviemore and Zinoju has been a source of concern for a very long time. The municipality has to attend to this road and the entire road network thereby improve the conditions of the CBD.

CBD Road improvement programme will also include clearing of CBD walk ways where formal businesses are trading informally, which is against the municipal trading by-laws.

Programme 2: Servicing and Improvement of the Industrial Park

This programme seeks to encourage and promote an improved industrialization thereby create necessary job opportunities within Endumeni. To this end, the existing industrial park is not at the level deemed conducive for attraction of investments. Hence, the strategy will stand as a catalyst in the attraction and development of local black industrialists.

In the main, Endumeni will require intelligent, efficient and smart individuals to drive this high-level assignment of mingling with the investor community and finance fraternity in general. Certainly, Endumeni municipality will have to look beyond its limited internal human capacity to partner with strategic bodies with vast and wide experience on investment mobilization to drive this exercise. Hence, the strategy calls for capable cadres to package programme and market industrial land and its related opportunities.

Programme 3: Access Road to Rural Production Based Areas

Access roads remain central to tourism development, agricultural improvement programmes, industrialization, mining and all other socio-economic activities in the study area. The municipality needs to play a central role in coordinating the stakeholders regarding the development of road networks in all nodal points of the municipality. While millions of rands are spent on roads, it is important to achieve alignment of road investment to sustainable economic opportunities. This statement in no way trivializes the social needs of road infrastructure, but rather seeks to encourage calculated balance on this activity.

Programme 4: Provision of Bulk Infrastructure for all active economic sector

The Endumeni municipality has to compile a comprehensive infrastructure investment plan which will take into cognizance the need to develop economic sectors. The Mayor of Endumeni reported during the 8-Aside meeting that the municipality has tried hard to curtail the basic services backlog. However, he appreciated the lack of investment in economic infrastructure which is a call for concern. Thus, the consideration of the municipality is invited to the reality of utilising the Municipal Infrastructure Grant Funding to stimulate infrastructure and create a welcoming and conducive environment for development

Most of the economic sectors in Endumeni, if not all, require adequate access to water in order to thrive and sustain its related economic opportunities.

Bulk services are extremely important to drive and ensure general growth and development within a region. Currently there are challenges around the provision of water to support the housing development which has been kept in abeyance for the longest period of time. A focus of this programme is the development of bulk water and bulk electricity supply capacity to ensure that sufficient water is available now and for future growth and development. Furthermore, the development of bulk electricity supply is critical for growth in the manufacturing sector.

In addition, businesses and manufacturing industries have also been affected by the recent electricity problems affecting South Africa. Further, there is a need to develop the lower cost methods for power generation to be supplied including solar lighting and wind farm "Enviro-power."

Programme 5: Integrated Human Settlement

There is a need for growth of new housing in sustainable locations of Endumeni. New housing sites should be developed in key urban and rural locations. These new housing developments should be affordable and be packaged with all necessary services such as water, sanitation, refuse removal etc. Opportunities should be researched for funding to develop a live-work approach to housing developments.

To this end, Glencoe was earmarked as the rightful place for mixed use precinct which will house middle income accommodation units. The concept of Mkhamba in Ladysmith was viewed as the appropriate model for such a development.

Strategy 3: Active Economic Sector Development Strategy

Outcome 3: Promotion and thriving primary agriculture supported by sustainable Agri-processing initiatives which will lead to rural industrialization.

Outcome 4: Thriving and sustainable tourism with the meaningful participation of all the stakeholders, differentiated products and booming tourism economy for all. Tourism characterised by meaningful transformation of the sector and equal access to opportunities.

Outcome 5: Resilient mining sector that creates job opportunities and provide opportunities for localisation in the form of beneficiation and related services.

Outcome 6: SMME development and Township economy revitalisation- creation of the sustainable SMME sector that runs across all active economic sectors and create jobs for its local citizens.

i. Rationale for Intervention

Agriculture	Tourism	Mining	SMME
• Land Availability for Agricultural Purpose • Primary production development • Encourage localisation through processing of local produce/ products • Human capital available with extensive knowledge • Unlocking rural economic development	• To promote tourism as a critical sector in Endumeni • To improve economic value of the sector through broadening participation of stakeholders • To stimulate infrastructure investment as the means of support and direct improvement of tourism Endumeni • To promote business and investment growth through tourism related activities and initiatives • Potential to exploit its competitive beyond current activities	• To stimulate the recovery trajectory of the mining sector • To enhance access to mining facilities for Black Miners such Coal Wash Bays and Black controlled Sidings • Support miner with prospecting rights to acquire mining licences and spearhead investments	• To broaden sector-based opportunities to emerging business • Utilize the sector as the catalyst for job creation • To ensure youth involvement in business and allow them to be the employers for tomorrow.

Table 34 Rationale for Intervention

ii. Objectives

- To stimulate and support active economic sector activities within Endumeni
- To stimulate Growth and Development in all targeted sectors thereby create sustainable jobs, income and eradicate poverty.
- Maximize full potential of all sectors and facilitate access by enterprising communities into the mainstream economy.

iii. Strategic Focus Area

The targeted sectors are all facing different challenges which are all underpinned by a lack or underinvestment in bulk infrastructure (predominantly water and road infrastructure), a lack of diversification, a need for stronger relationships between stakeholders, limited business support and assistance towards black entrepreneurs.

In order to address these challenges, a number of strategic interventions are required that specifically target the major challenges faced by participants in all these sectors. This includes significant investment into infrastructure such as water, access roads, identification of new potential agricultural opportunities, new mining, and tourism opportunities, improving and strengthening the institutional relationships and partnerships between stakeholders, and provision of support and assistance across sectors as targeted by the stakeholders.

To this end, strategic programmes are identified which pave the way for the identification of related projects aimed at tackling the envisaged challenges. The programmes identified within this strategy, will require concerted effort from the stakeholders to ensure their implementation thereof.

a) Outcome 3 Programmes: Agriculture

Programme 1: Comprehensive Agricultural Master Plan

This programme seeks to develop a comprehensive Master Plan that will allow for a proper food sector revitalisation plan. Endumeni has been regarded as the reliable food basket of the Northern KZN. The maize production, meat/ beef production, piggery and dairy have stood as the anchors of the agriculture. It is now sadly observed and recorded that some of these sub-sectors have dwindled over time creating an indelible mark of adverse outcomes for the economy.

Programme 2: Commodity development and agro-processing

Commodity development is crucial in ensuring diversification and expansion of the agricultural sector and creates a base of which agro-processing can occur. This requires the support of the Agri-parks programme thereby improve local production and access to markets. This should be done in partnership with the Department of Agriculture, Department of Economic Development, Tourism and Environmental Affairs (EDTEA), the Department of Trade and Industry (DTI), and the Agricultural Development Agency (ADA).

The programme further seeks to stimulate agri-based industries which will capitalise on the availability of raw maize, soya, beef, milk, and other meat products within Endumeni. As it stands in 2021, Orange Grove which is one of the South African largest dairy producers based in Dundee, has partnered with the municipality in order to develop local farmers and provide sustainable markets to the farmers. Undoubtedly, these are the positive interventions and initiatives targeted by the stakeholders and viewed as catalytic in their rightful nature.

b) Outcome 4 Programmes: Tourism

Programme 1: Expansion of the tourism attractions and activities

The Endumeni Tourism sector has been heavily dependent on international markets. Covid 19 has since presented unprecedented adverse effect on the sector as a whole. The region has witnessed the collapse of great local events, the stuttering of local accommodation establishment and closer of some of the most affected businesses. To this end, the role players are convinced of a need to expand the basket of tourism attractions thereby create sustainable interest from the domestic tourists.

Programme 2: Information, marketing, and promotion

The provision of information and dissemination of this information to potential tourism markets through advertising is a critical component of tourism. A one-stop information centre and craft hub should be developed in a location that is easily accessible by road. This programme provides solutions specifically identified in order to address the challenges surrounding information and marketing of tourism products, destinations, and attractions.

Programme 3: Tourism specific infrastructure upgrades

A number of tourism attractions within Endumeni are in serious need of infrastructure upgrade. This programme focuses on ensuring that, the new tourism programmes are deemed feasible as a result of such strategic intervention.

Programme 4: Development of Black Owned Tourism Properties and businesses

This programme encourages the municipality to provide facilities such as land and buildings within Dundee to the emerging entrepreneurs and co-operatives to open up businesses, thereby forcefully transforming the representation of Africans within the tourism sector.

c) Outcome 5 Programmes: Mining

Programme 1: Support emerging miners to secure full mining licences and increase production

The Department of Minerals and Energy had reported an increasing number of individual prospecting rights owners as well as those that were awarded mining licences. The programme seeks to support both prospecting rights and mining licence owners to forge ahead with their activities thereby support the local economy to absorb economic shrinkages and create necessary jobs.

Programme 2: Provision and Availability of facilities to the Black Owned mining houses

The existing emerging mines are applauded for their sterling work and performance of entering the mining sector. However, it remains visible that, the struggles of being new in the market coupled with the lack of resources continue to undermine the efforts of these new entrepreneurs. Hence, the programme seeks to encourage government intervention through state owned funding institutions to consider funding deals for acquisition of Coal Washing Facilities and establishment of coal siding along the Transnet railway lines.

Programme 3: Direct Access to Coal Consuming Markets

The Black miners are severely lacking access to markets for their products. To date, they are dependent on the big role players to place their commodities at the market doorstep. The Department of Trade, Industry and Competition will be required to assist the course of the Black child within the mining to advance their interest to the good and supportive coal buyers within the market. The failure to provide this support and assistance will only see black miners remaining the spectators while on the field of play.

d) Outcome 6 Programmes: SMME and Township Revitalisation

Programme 1: Procurement Reform and Accelerated Enterprise and Supplier Development Programme

This programme encourages the government entities and private sector role players to open up doors to the SMME role players through reformation of procurement processes. To this end, procurement reform is not tantamount to fluttering of procurement regulations but it refers to the consideration of bringing the previously disadvantaged in front of the que and ensure accessibility of opportunities. Again, the program urges companies to fast track the enterprise and supplier development programmes aimed at building capacity of the SMMEs.

Programme 2: Township Revitalisation Programme

The township economy has proved attractive to retail investors as well as the SMME foreigners who have found it more profitable. However, the townships around Endumeni remain the true adumbration of the real townships in South Africa. They lack necessary facilities such as Automated Teller Machines (ATM), proper trading spaces such malls, lack light industrial zones to serve as the base of township industrialisation.

This keeps Sibongile and Sithembile residents compelled to spend their fortunes in town where business from other race groups enjoy dominance.

Strategy 4: Industrial development and investment promotion

Outcome 7: Industrialization of Endumeni through Agri-based industries remains viable for long term consideration.

I. Rationale

The need for industrial development strategy emanates from the National development plan and IPAP2 that encourages the creation of rural industries. Endumeni has in the recent past, housed the big manufacturing companies such Beacon a sweet manufacturing as well as Consol a glass manufacturing firm. In addition, a number of maize milling and meat processing first proved to the pillars of Dundee economy. Unfortunately, the disinvestment of some of these companies and closure of maize milling operations have trivialised and compromised the economic significance of the manufacturing and industrialisation at large within Endumeni. Hence, the resuscitation of this sector will surely enable the economy to shoulder the ever present factors of socio-economic ills within the region.

ii. Objectives

- To promote industrial driven and based investments
- To create local jobs based on local resources

- To improve local skills base and attract foreign skills to Endumeni
- To encourage inward investments in Endumeni

iii. Key Focus Areas

Programme 1: Industrial Park Improvement and Expansion

The programme is persuading the authorities to consider proper improvement and expansion of the current industrial park which currently stands on a dilapidated state of affairs. The municipality should consider the utilising of the open space opposite the Buffalo Coal for industrial expansion. Furthermore, it should be in the interest of the municipality to allocate MIG funding to industrial sites servicing and provision of related infrastructure. To this end, Cogta has played a key role through Small Town and Rehabilitation funds towards developing industrial estates or development zones. Undoubtedly, the municipality and local stakeholders should consider this programme and welcome new thinking that seeks to create Agri-based industries as the window of new opportunities.

Programme 2: Infrastructure Provision for Industrial Sites

The servicing of industrial sites will play a key role in attracting domestic investment into the industrial area. Furthermore, the nature of service on the aforementioned sites should be geared to house and accommodate international investors thereby meet the required standards in terms of provided services.

Programme 3: Accessibility of Incentive Schemes for Agri-Industries

The industrial development programme calls for concerted efforts from local stakeholders to keep track of existing and newly proposed industrial incentive schemes. It remains prudent for local players to access these incentives thereby encourage and promote industrial development through structured national government support.

Programme 4: Investment Promotion

The space of investment attraction has remained an extremely contested area amongst the nations, regions and localities. To this end, the Endumeni economic stakeholders have to design and drive a vigorous investment promotion in partnership with Trade and Investment KZN and other parties.

Programme 5: SMME and Local Investor Development

The localization of products and industrial activities requires government to encourage and promote local industrialists to take advantage of local opportunities. The packaging of local opportunities must first appeal to the local business communities. Our SMMEs are urged and encouraged to grow locally and invest in their well understood environment in order to create the necessary jobs.

The SMME development as a free-standing subject has gathered so much support in the country, mainly through the capacity building programmes and funding instruments as executed by various Development Funding Institutions (DFIs).

Strategy 5: Skills Development and Training

Outcome 8: Our Higher and Further Education institutions to drive growth in teaching and research and through supporting knowledge intensive industries. Provide skills in alignment with active economic sector skills demand framework

Rationale for intervention

Training Institutions in Endumeni to serve as a focal point to equip Endumeni labour force and thereby drive economic growth

Objectives

- To support economic growth through learning, teaching, research and commercialisation activities.
- To capacitate the youthful labour force with requisite skills and knowledge thereby open both business and employment opportunities
- To influence Amajuba TVET to provide sector biased and based training programmes for local students in support of new economic agenda
- To increase and intensify accessibility of internship and learner ship programmes in order to benefit new labour entrants of Endumeni
- To influence local organisations to provide training and skill development support to the unemployed and also spearhead multi-skilling of workers for the unforeseeable future

Key Action Areas

To support economic growth through learning, teaching, research and commercialisation activities

a) Develop new markets and work with representatives of key sectors to develop training and educational content which meets future skill requirements at home

b) Build upon existing university research expertise and exploit spin-out and commercialisation opportunities
c) Provide gateways for local and other businesses to access expert staff and skills through a variety of channels, knowledge transfer partnership, sectoral groups, etc
d) Ensure Endumeni' s key sector expertise including new product and transnational project developments actively shape the key sectors within the area.

5.1.7 POTENTIAL EMPLOYMENT/ JOB CREATION

EPWP Phase 4

Overall EPWP Phase 4 Targets Per Sector and Per Financial Year: Endumeni Local Municipality							
Sectors		**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**Overall Target for the whole Municipality**
Infrastructure	**WO**	81	80	81	80	81	**403**
	FTE	27	27	27	27	27	**135**
Environment	**WO**	113	116	120	123	127	**599**
	FTE	49	50	52	54	55	**260**
Social	**WO**	-	-	-	-	-	**-**
	FTE	-	-	-	-	-	**-**
Total	**WO**	**194**	**196**	**201**	**203**	**208**	**1 002**
	FTE	**76**	**77**	**79**	**81**	**82**	**395**

Table 35 EPWP Phase 4

3. Project Monitoring and Reporting

In order to achieve coordinated development in Endumeni, the LED / Tourism Unit will assist with monitoring of progress on implementation of certain private sector and public sector owned initiatives.

b) The development agency

1.1. The 2020 Strategic Planning of the Development Agency

Vision

UMzinyathi District, an inclusive, growing and wealthy economic territory.

UMzinyathi district shall be an investor destination with sustainable vibrant economy based on active economic sectors, world-class economic infrastructure and inclusive participation to provide socioeconomic benefits to the capacitated local people.

Mission statement

UMzinyathi Development Agency exists to be an economic transformation and development governance hub that promotes sustainable employment creation through agriculture, tourism, manufacturing and mining, prioritizing human and business development for the benefit of UMzinyathi district people.

Values

- People centred;
- Integrity;
- Professionalism;
- Accountability; and
- Innovation.

Strategic pillars

Economic sector development 2. Infrastructure development 3. Socio-economic development and transformation 4. Governance, management and investment attraction.

2. Strategic goals and objectives

Our strategic goals

Development, promotion and revitalization of active economic sectors.

- ✓ Demand driven and equally distributed infrastructure and services.
- ✓ Promotion of socio-economic transformation within active economic sectors.
- ✓ Promotion of self-sufficient economic development.

3. Strategic objectives

- ➢ Unleashing the district agricultural potential.
- ➢ Expansion and diversification of the manufacturing activities.
- ➢ Revitalization and support for districts mining activities.
- ➢ Development, support and promotion of the district as a tourist destination.
- ➢ Promotion and practice of green economy.
- ➢ Improve the provision of infrastructure development and services.
- ➢ Facilitate and provide the development and capacitation of role players and beneficiaries of economic development.
- ➢ Improve social development and seizure of economic opportunities by the majority people of the district.
- ➢ Institute inclusive, viable, transparent and accountable governance and management practices.

- Promotion of the district as an investor destination

4. Measurable objectives

1. Improvement of coordination between all parties critical to agricultural development 2. Commodity development

3. Improve the food and drink value chain

4. Practice conservation agriculture

5. Promote inclusive participation within the agricultural sector.

6. Prioritise manufacturing sector policy and planning.

7. Create and conducive environment for SMME participation within the manufacturing sector.

8. Create a conducive environment for business retention and expansion within the manufacturing sector

9. Revive and resuscitate mining the district mining activities

10. Promote inclusive participation within the sector.

11. Promote the expansion of the tourism attractions and activities

12. Ensure information dissemination, marketing and promotion

13. Facilitate provision of tourism specific infrastructure upgrades

14. Support the development of the green economy sector

15. Resume project management role for strategic infrastructure and service projects

16. Advocate for infrastructure development achieve economic development

17. Facilitation of human development for the local people

18. Facilitate the creation of business opportunities for seizure by local people

19. Uphold participative partnership and governance structures.

20. Uphold transparent and accountable management system.

21. Maintain an efficient, adequate and sustainable financing system.

22. Promote investment and mobilise project funding

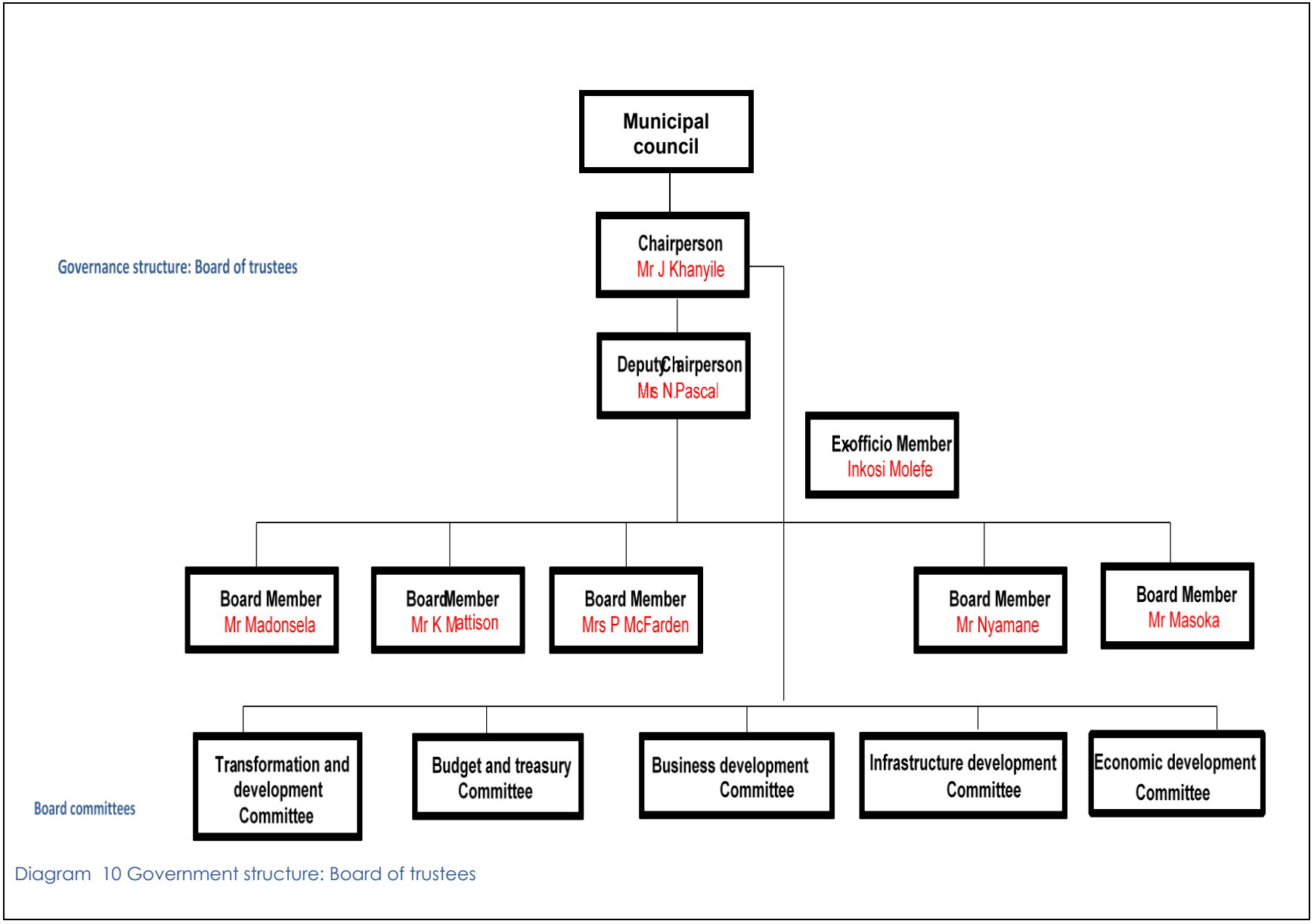


Diagram 10 Government structure: Board of trustees

Agency management

Strategic function identification and allocation

Key Performance Area	Goals	Incumbent	Strategic objectives	Incumbent
1. Economic sector development	1.1 Development, promotion and revitalization of active economic sectors.	Manager: Economic Development	1.1.1 Unleashing the district agricultural potential.	Agricultural development officer
			1.1.2 Expansion and diversification of the manufacturing activities.	SMME / Development Finance officer
			1.1.4 Development, support and promotion of the district as a tourist destination.	Tourism development officer
			1.1.5 Promotion and practice of green economy	Agricultural development Officer
2. Infrastructure development	2.1 Demand driven and equally distributed infrastructure and services	Manager: Infrastructure development	2.1.1 Improve the provision of infrastructure development and services	Regional planner Civil engineers
3. Socio-economic development and transformation	3.1 Promotion of socio-economic transformation within active economic sectors	Manager: Transformation and organizational development	3.1.1 Facilitate and provide the development and capacitation of role players and beneficiaries of economic development	Training and development officer
			3.1.2 Improve social development and seizure of economic opportunities by the majority people of the district.	
4. Governance, management and investment attraction	4.1 Promotion of self-sufficient economic development.	Chief executive officer	4.1.1 Institute inclusive, viable, transparent and accountable governance and management practices	Human resource officer Governance support officer

		Manager: Business development	4.1.2 Promotion of the district as an investor destination	Investment and marketing officer

Table 36 Strategic function identification and allocation

Top management structure

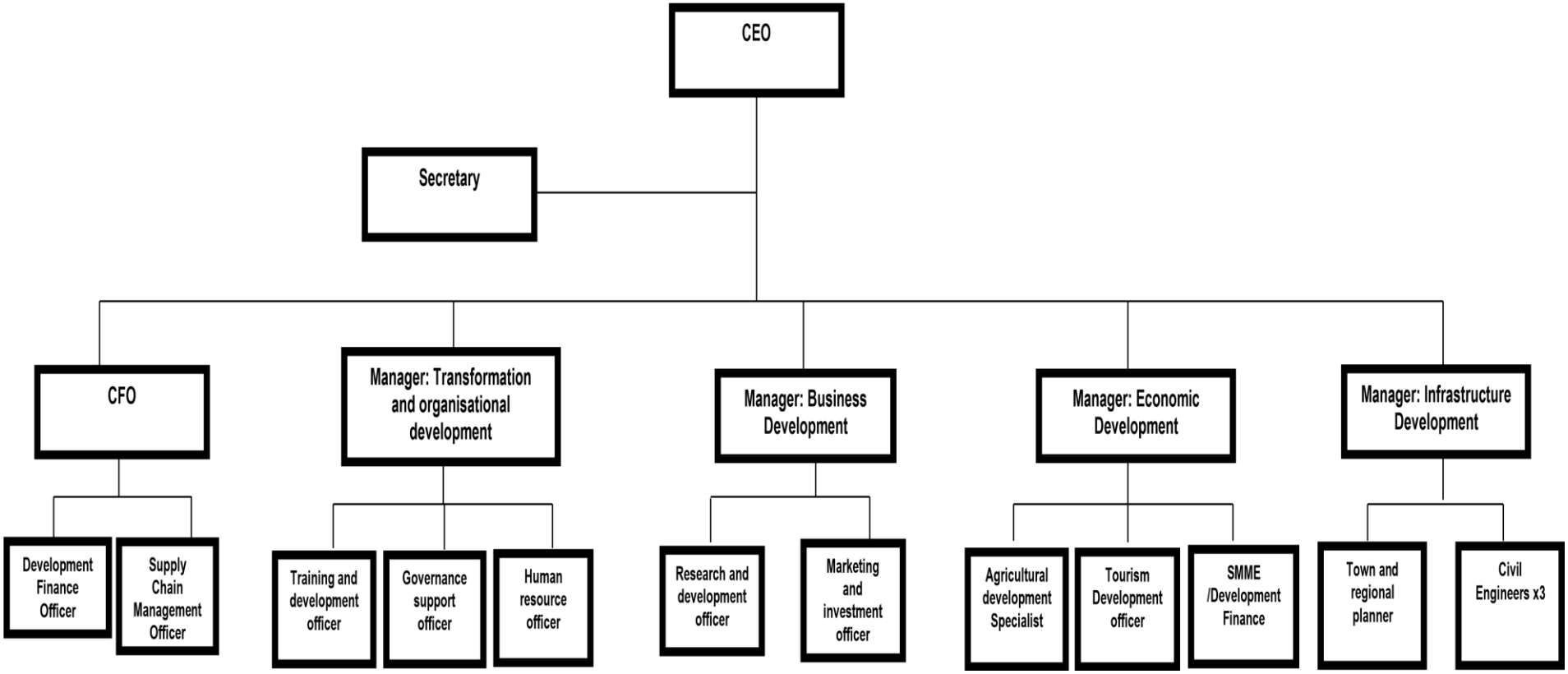


Figure 51 Top management structure

UMzinyathi development agency support

Endumeni Municipality has a very good relationship with Umzinyathi District Development Agency and both parties have signed the Service Level Agreement (SLA) on the 29th January 2021 which then reaffirms the working relationship. The parties agree to undertake a joint planning exercise on Economic Development Framework of the area thereby allow the parties to identify catalytic initiatives that will call for strategic investments into the area. As part of the SLA, Umzinyathi District Development Agency commits to provide a rand-to-rand funding on planning phases of strategic initiatives with potential impact to turn around the economy.

1.1.1 LED IMPLEMENTATION PLAN ALIGNMENT WITH NATIONAL LED FRAMEWORK

NLEDF Pillar One: Building a Diverse & Innovation-driven Local Economies.

Item No.	Main Task	Detailed Activity	Activity Leader	Stakeholders	Budget Required	Available Budget		Possible Funding Sources	Timeframe		Q1-4 - 2022/23	
						From ELM	Other Sources		Start Date	End Date	PI	Details
2.1	Municipal Land Availability	2.1.1 Revive the functionality of Land Committee	LED	ELM,UDDA								
		2.1.2 Review of lease agreements of all municipal farms	LED	ELM,UDDA								
		2.1.3 Determine the potential agricultural use of municipal farms	LED	ELM,UDDA								
		2.1.4 Land allocation to famers as determined in 2.1.3	LED	ELM,UDDA								
		2.1.5 Package land allocation and distribution policy and endorse through Council resolution	LED	ELM,UDDA								
2.4	Crop Production	2.4.1 Identify land reform farms that are suitable for crop production	LED	ELM,UDDA								
		2.4.2 Formalise partnership with land reform beneficiaries	LED	ELM,UDDA								
		2.4.3 Establish Wasbank Farmer Production Support Unit (FPSU)	LED	ELM,UDDA								
		2.4.4 Compilation of operational business plan	LED	ELM,UDDA, ADA								

		2.4.5 Mobilize funding for the implementation of the project	LED	ELM,UDDA, ADA								
		2.4.6 Develop structured intervention programmes in partnership with other stakeholders i.e. RECAP	LED	ELM,UDDA								
		2.4.7 Establishment relationship between commercial farmers and emerging farmers for Mentorship Programme	LED	ELM,UDDA								
2.5	Livestock	2.5.1 Develop partnership agreements with DARD and Endumeni	LED	ELM,UDDA								
		2.5.2 Schedule and hold meetings with DARD and AFT	LED	ELM,UDDA								
		2.5.3 Engage with DARD for the development of community feedlot concept	LED	ELM,UDDA								
		2.5.4 Identify Co-operatives who will own the project and individual project owners	LED	ELM,UDDA								
		2.5.5 Compilation of livestock (feedlot) business plan	LED	ELM,UDDA								
		2.5.6 Mobilize funding for the implementation of the project	LED	ELM,UDDA								
2.6	Piggery Project	2.6.1 Identify farm for the implementation of the project	LED	ELM,UDDA								
		2.6.2 Identify co-operative to run the project / Formalise operation structure	LED	ELM,UDDA								
		2.6.3 Compilation of business plan	LED	ELM,UDDA								
		2.6.4 Mobilization of business funding for the implementation of the project	LED	ELM,UDDA								

2.7	Vegetables Projects	2.7.1 Identify farm where greenhouse tunnels and other vegetable plantation can take place	LED	ELM,UDDA								
		2.7.2 Identify co-operatives to run the project / Formalize operation structure	LED	ELM,UDDA								
		2.7.3 Compilation of business plan	LED	ELM,UDDA								
		2.7.4 Mobilization of business funding for the implementation of the project	LED	ELM,UDDA								
2.8	Dairy Farming	2.8.1 Develop partnership agreements with Orange Grove, DARD and Endumeni	LED	ELM,UDDA								
		2.8.2 Schedule and hold meetings with Orange Grove and DARD	LED	ELM,UDDA								
		2.8.3 Develop a dairy farming concept that will support the demand of Orange Grove	LED	ELM,UDDA								
		2.8.4 Identify co-operatives and individuals who will own the project	LED	ELM,UDDA								
		2.8.5 Compilation of dairy farming business plan	LED	ELM,UDDA								
		2.5.6 Mobilise funding for the implementation of the project	LED	ELM,UDDA								
2.9	Agri- Processing	2.9.1 Schedule and hold meeting with AFT to forge partnership	LED, SP	ELM, AFT, DARD								
		2.9.2 Engage with Orange Grove with an aim of looking at areas of partnership for farmer participation in Agri-processing		ELM, OG, DARD								

2.10	Small Scale Farming Incubation Programme	2.10.1 Develop a small scale farming incubation Programmes	LED, SP	ELM, DARD, AFT, OG, Local Farmers									
		2.10.2 Identify and select farmers who will participate in the Programme											
		2.10.3 Implementation of the incubation Programme											
2.11	Dundee Tourism development	2.11.1 Review the Dundee Race Track precinct plan	LED, SP	ELM, DSR, DAC									
		2.11.2 Engage with DSR on the plan and funding for the implementation of the plan											
		2.11.3 Packaging and Advertising Tours around Endumeni (Agri-Tours, Battlefields, Heritage, Museum etc.)											
		2.11.4 Development of Dundee July Legacy Concept Plan											
		2.11.5 Digitizing Talana Museum Data											
		2.11.6 Mobilize funding for the implementation of the plan											
2.12	Dundee-Vryheid Corridor Development	2.12.1 Upgrade of road between Dundee and Vryheid	ELM	DOT									
		2.12.2 Development of Linkage Concept Plan (Tourism sites)	ELM	ELM, UDDA, UDM									
2.13	Research and Development	2.13.1 Research about local economic opportunities and trends	LED	ELM, UDDA									

Table 37 NLEDF Pillar One

NLEDF Pillar Two: Developing Inclusive Local Economies

Item No.	Main Task	Detailed Activity	Activity Leader	Stakeholders	Budget Required	Available Budget		Possible Funding Sources	Timeframe		Q1-4 - 2022/23	
						From ELM	Other Sources		Start Date	End Date	PI	Details
2.8	Off-take Agreements	2.8.1 Identify Agri-product producers	LED, SP	ELM								
		2.8.2 Schedule and hold meeting with producers, i.e. AFT, feed producers, etc		LED, AFT, OG								
2.9	Agri- Processing	2.9.1 Schedule and hold meeting with AFT to forge partnership	LED, SP	ELM, AFT, DARD								
		2.9.2 Engage with Orange Grove with an aim of looking at areas of partnership for farmer participation in agri-processing		ELM, OG, DARD								
2.10	Small Scale Farming Incubation Programme	2.10.1 Develop a small scale farming incubation programmes	LED, SP	ELM, DARD, AFT, OG, Local Farmers								
		2.10.2 Identify and select farmers who will participate in the programme										
		2.10.3 Implementation of the incubation programme										
2.11	Township Revitalisation Programme	2.11.1 Sibongile Township Revitalisation Programme	LED	ELM, COGTA								
		2.11.2 Sithembile Township Revitalisation Programme	LED	ELM, COGTA								

2.12	Small Town Rehabilitation	2.12.1 Dundee CBD Rehabilitation	LED	ELM, COGTA								
		2.12.2 Dundee Taxi Rank Upgrade	LED	ELM, DOT, COGTA								

Table 38 NLEDF Pillar 2

NLEDF Pillar Three : Developing Learning & Skilful Economies

Item No.	Main Task	Detailed Activity	Activity Leader	Stakeholders	Budget Required	Available Budget		Possible Funding Sources	Timeframe		Q1-4 - 2022/23	
						From ELM	Other Sources		Start Date	End Date	PI	Details
3.1	Training & Development	3.1.1 Provide LED Officials with Sector Specific Training contents and skills that meets the economic demands	LED, SP, HR	ELM, EDTEA								
		3.1.2 Provide Council with training contents that meets the economic demands		ELM, Cogta								

Table 39 NLEDF Pillar 3

NLEDF Pillar Four :Enterprise Development and Support

Item No.	Main Task	Detailed Activity	Activity Leader	Stakeholders	Budget Required	Available Budget		Possible Funding Sources	Timeframe		Q1-4 - 2022/23	
						From ELM	Other Sources		Start Date	End Date	PI	Details
4.1	Investment Promotion Strategy	4.1.1 Development of the Endumeni Municipality Investment Strategy	LED, SP	ELM								

		4.1.2 Development of Endumeni Investment Profile											
		4.1.3 Promotion and marketing of Endumeni Municipality investment opportunities											
4.2	Business Retention Programme	4.2.1 Design and develop Endumeni business retention programmes that will tighten the bond between business and Endumeni Economic Partnership.	LED, SP	ELM									
		4.2.2 Implementation of the business retention Programme											
4.3	Business Incubation Programme	4.3.1 Design and develop Endumeni Business Incubation Programme that will assist SMMEs to grow their businesses	LED	ELM, SEDA, EDTEA									
		4.3.2 Identify and select SMMEs to participate in the Incubation Programme											
		4.3.3 Implementation of the Incubation Programme as outlined in the approved design											

Table 40 NLEDF Pillar 4

NLEDF Pillar Five: Economic Governance and Infrastructure

Item No.	Main Task	Detailed Activity	Activity Leader	Stakeholders	Budget Required	Available Budget	Possible Funding Sources	Timeframe		Q1-4 - 2022/23	
								Start Date	End Date	PI	Details

						From ELM	**Other Sources**						
5.1	LED Planning Capacity	5.1.1	Synergise Stakeholders Partnerships		ELM,UDDA								
	One-Stop Shop	5.1.2	Identify Site and office bearers										
	Infrastructure Investment Plan	5.1.3	Development of the Endumeni Infrastructure Investment Plan	TD	ELM, UDDA								
5.2	Industrial Area Revitalisation	5.2.1	Development of a plan for the servicing of Dundee industrial area	LED, SP, TD	ELM, UDM								
		5.2.2	Road improvement rehabilitation plan		ELM, NDT, Cogta								
		5.2.3	Development of industrial area electricity upgrade		ELM, ESKOM								
		5.2.4	Development of CBD Industrial area expansion plan		ELM, UDM								
5.3	CBD Road Improvement	5.3.1	Develop a CBD infrastructure improvement plan	LED, SP, TD									
		5.3.2	Improvement of Avimore and Buffalo Coal mine road link		ELM, NDT								
		5.3.3	Improvement of roads around the Dundee taxi rank										
		5.3.4	Construction of the Informal Traders Stalls						Buffalo Coal, Wemvula				
		5.3.5	Clearing of pavements for Tourism purposes and Informal Traders appropriate site allocation										

Table 41 NLEDF Pillar 5

NLEDF Pillar Six : Strengthen Local Innovation Systems

Item No.	Main Task	Detailed Activity	Activity Leader	Stakeholders	Budget Required	Available Budget		Possible Funding Sources	Timeframe		Q1-4 - 2022/2023	
						From ELM	Other Sources		Start Date	End Date	PI	Details
6.1	Training & Development	Engage with Amajuba EFT to develop training content that meets the labour market demands (i.e. Research & Science, Agriculture, Tourism and Construction)	LED, SP, HR	ELM, Amajuba EFT								
		Engage with Asikhule Youth Development to develop training content that meets the labour market demands (i.e. Research & Science, Agriculture, Tourism		ELM, Asikhule Youth Development								
		Provide Bursary/Learnerships Programmes for local youth and Construction)		ELM								
		Provide internship/ apprenticeship programmes for trained youth.		ELM, UDDA								
		Develop Science, Research & Technology Centre or Infrastructure		ELM,UDDA, DOE								

Table 42 NLEDF Pillar 6

5.2 SOCIAL DEVELOPMENT

5.2.1 SOCIAL DEVELOPMENT ANALYSIS BROAD BASED COMMUNITY NEED

In the 2021/22 MEC comments, the municipality was advised to give attention to the analysis of the social development challenges and identify three social developmental priorities per ward demonstrating an understanding of participatory planning methodologies. The municipality has undergone an extensive community-based planning in all seven (7) wards.

The 7 wards then generated the following priorities per ward and highlighted 3 that are highly prioritised :

WARD 1

- **Water supply and electricity in Wasbank**
- **Road infrastructure repairs**
- Development of community hall in Fontein
- Request for stormwater pipes to be repaired
- Request for small retail shops in Wasbank
- Skill development for small-scale farmers to keep their livestock.
- Development of internal road networks.
- Request for the installation of lights at the Wasbank Sports field.
- Request for toilets that will cater for people with disability in public spaces.
- **Request for boreholes**.
- Request for RDP houses in Wasbank.
- Request for a creche.
- Request for a mental illness shelter.
- Request for grinding machine that will assist residents with grinding maize meal and wood.
- Request for a tractor that can assist the community with transporting heavy wood and maize meal over the dam.

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
Maintenance (roads, grounds	General Maintenance	Whole ward	Ward	100%	2023-2027

Provision of services (water, sanitation and electricity)	Service Delivery	Rural areas of the ward	Ward	100%	2023-2027
Retail/ Convenient shops	Planning	Whole ward	Ward	100%	2023-2027

Table 43 Ward 1 Priorities

WARD 2 and highlighted 3 that are highly prioritised

- **Request for daily maintenance of road infrastructure.**
- **Request for streetlights to be fixed**
- Request for the sewage problem be addressed in this ward.
- Maintenance of cemeteries
- Request for trucks to have their own designated road .
- **Youth outreach programs**
- Request for cemeteries to be maintained

	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
To ensure health and safety of the community through maintenance of infrastructure	Repair of sewage system	Whole ward	Community	50%	2023-2024
	Clearing of illegal dumping	Whole of Ward 2	Community	100%	Six (6) months
	Construction of roads and humps	Outer edge of ward	Community	100%	2022-2025
To increase employability of the community	Skills Development	Whole Ward 2	School drop outs	60%	2022-2025

Table 44 Ward 2 Priorities

WARD 3

- Update on Road infrastructure project that were supposed to be completed in Marikana.
- Request for the Taxis to also operate in Marikana.
- Request for proper drainage system around Marikana, the Hostels and along the main public transport route.
- Request for a Hostel upgrade project
- Request for the Sithembile Sport field to be fixed and furbished with all the necessary infrastructure to support the various sport activities i.e. Netball, Soccer etc.
- Glencoe cemetery to be extended and maintained frequency.
- Request for Street Lights to be fixed.
- Request for municipality to fix and sell the vacant buildings around Sithembile as they are being vandalized and used by muggers
- Roads at Marikana have potholes, and taxis are unable to access the area.
- Request for more programmes focused on SMMEs and youth skills assistance.

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
Construction of Road infrastructure	**Technical services**	**Whole ward**	**Youth and Community**	**100%**	**2023- 2027**
Hostel upgrade project	Housing	Hostel area	Hostel residents	50%	2023-2027
Reduce substance abuse	Awareness raising	Whole ward	Youth Community	100%	2023-2027

Table 45 Ward 3 Priorities

- Housing Development
- Skills Development
- Job Creation
- Early Childhood development (ECD)
- Schools
- Refurbishment of sport grounds
- Building of a community hall
- Monitor and restrict liquor licenses to Taverns
- Maintenance of infrastructure

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
To increase employability of the community	Skills development	Whole ward	Youth and Community	100%	2023- 2027
Maintenance of infrastructure	Development of Public Space	Whole wards	Community	100%	2023-2027
Construct adequate housing	Housing Construction	Whole ward	Community	30%	2023-2027

Table 46 Ward 4 Priorities

Ward 5

- Stadium infrastructure to be upgraded
- Dlamini Houses to be upgraded.
- Rehab center for drug addition
- Streetlights to be fixed
- Request for the Sibongile sports field to be fixed.
- Request for Sibongile Hostels to be fixed.
- Skills development Programmes focused on agricultural expertise and business growth.

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY	TIMEFRAME

				WILL BENEFIT	
Housing project	Housing Construction	Dlamini	Community	40%	2023-2027
Well maintained and serviced public facilities	Halls and sport facilities Refurbishment of Sport Ground	Sibongile Township	Community Youth	100%	2023-2027
To increase the potential of the youth	Implement a functional rehab center	Sibongile Township	Youth Community	40%	On going

Table 47 Ward 5 Priorities

Ward 6

- Infrastructure development
- Provision of basic services in rural part of the ward
- Income generation activities
- Skills development opportunities for drop outs
- Job opportunities

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
Development of skills	Skills Development	Whole ward	Youth	100%	2023- 2027
Enhancement of tourism skills	Tourism	In all wards	All	100%	2023 -2027
Preservation of wetland	Environmental	All areas with Industries	All	100%	2023 -2027

Table 48 Ward 6 Priorities

Ward 7

- Request for road infrastructure and housing project.
- The project that will promote the youth talent and improve their livelihood.
- Request for Wi-Fi connectivity for the students living within this area.
- KwaThelaphi cemetery to be maintained regularly as it is on municipal land. Furthermore, for the cemetery to be fenced
- Request for more lighting conductors
- Housing project
- Request for a mini library centre of a mobile library in KwaThelaphi
- Request for a creche to be developed in the area.
- Request for employment opportunities within the area.
- Request for electricity supply in the secondary houses. Almost all the main houses have a meter box however conflict arises as the secondary homes depend on the meter boxes that are only in the main house.

OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
Improve accessibility and mobility	Road Construction	Whole ward	All	100%	2023 – 2027
Refurbishment of industrial areas	Industrialization	All areas with Industries	Businesses and whole community	100%	2023 -2027
Establishment of Municipal Service Centre	MSC	Still to be identified	All	100%	2023 -2027

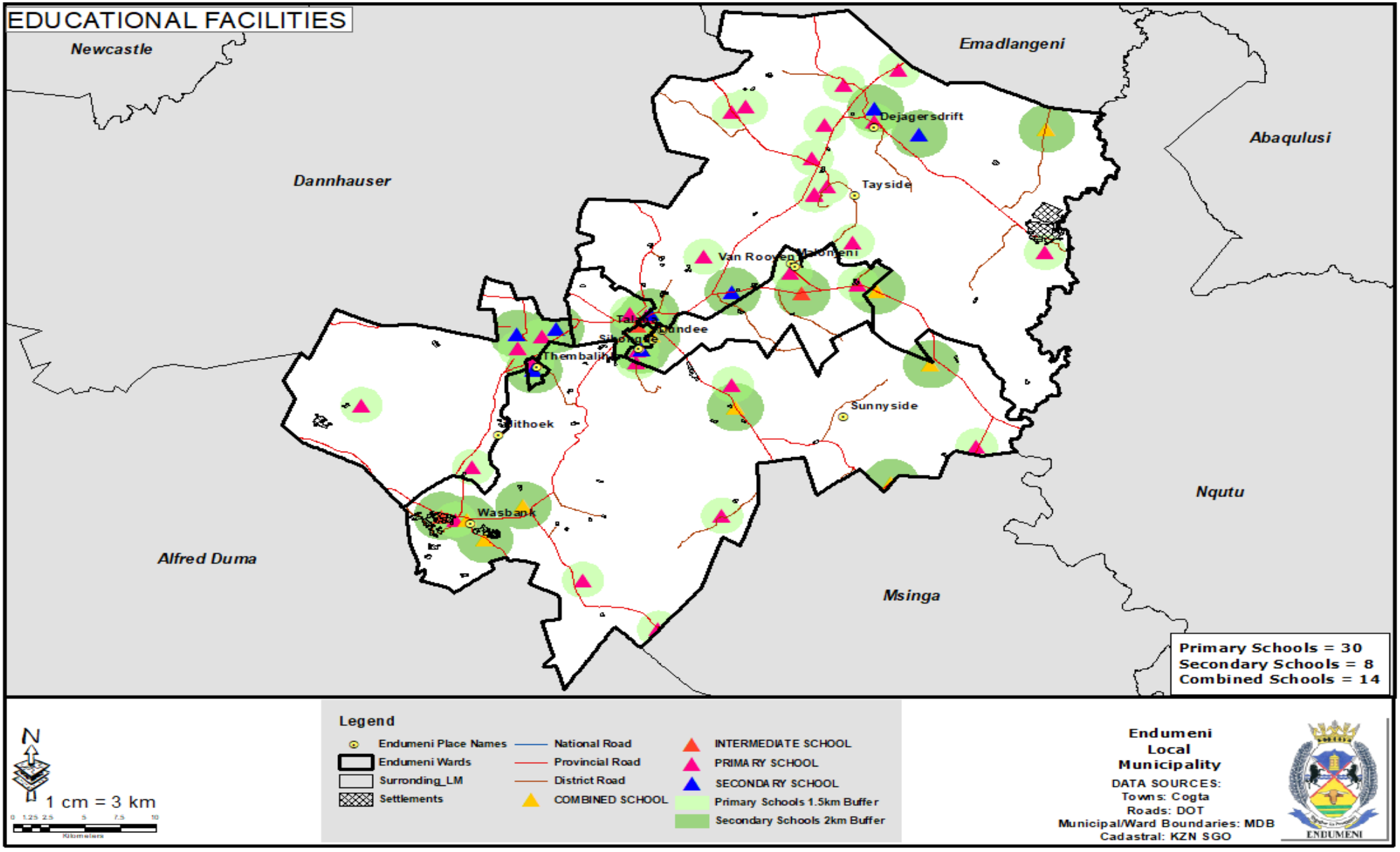
Table 50 Ward 7 Priorities

5.2.2 EDUCATION SECTOR

The educational facilities seem to be fairly spread amongst different parts of the municipal area. Although there are a number of schools in the municipal area, it does not indicate that the condition of those education facilities is up to standard. There are overall 52 schools within the Endumeni LM (30 Primary, 8 Secondary and 18 Combined). The KwaZulu-Natal Draft Norms and Standards suggests that primary schools should be accessible within 1,5km while secondary schools are within a 2km traveling distance. The population catchment threshold differs on the basis on the density requirements whereby the lowest density settlements can be provided with a Micro Primary School for every 60 households while the population catchment which warrants the small Secondary School is 200 households.

What becomes evident from the application of this requirement is that some of the settlements do not have access to schools within the required distance. However, there are areas of the municipality, particularly in the north-west where there are limited primary school facilities. All secondary educational facilities are located within the urban core of Glencoe and Dundee. Small parts of Endumeni do not conform to the 5km service radius of facilities. The location of educational facilities occurs on access corridors (roads).

The challenge, with this number of facilities, will be the maintenance, upgrading and quality of these facilities. Depending on the topography, and natural features such as rivers (which negate access to facilities) accessibility might also pose challenges to the community

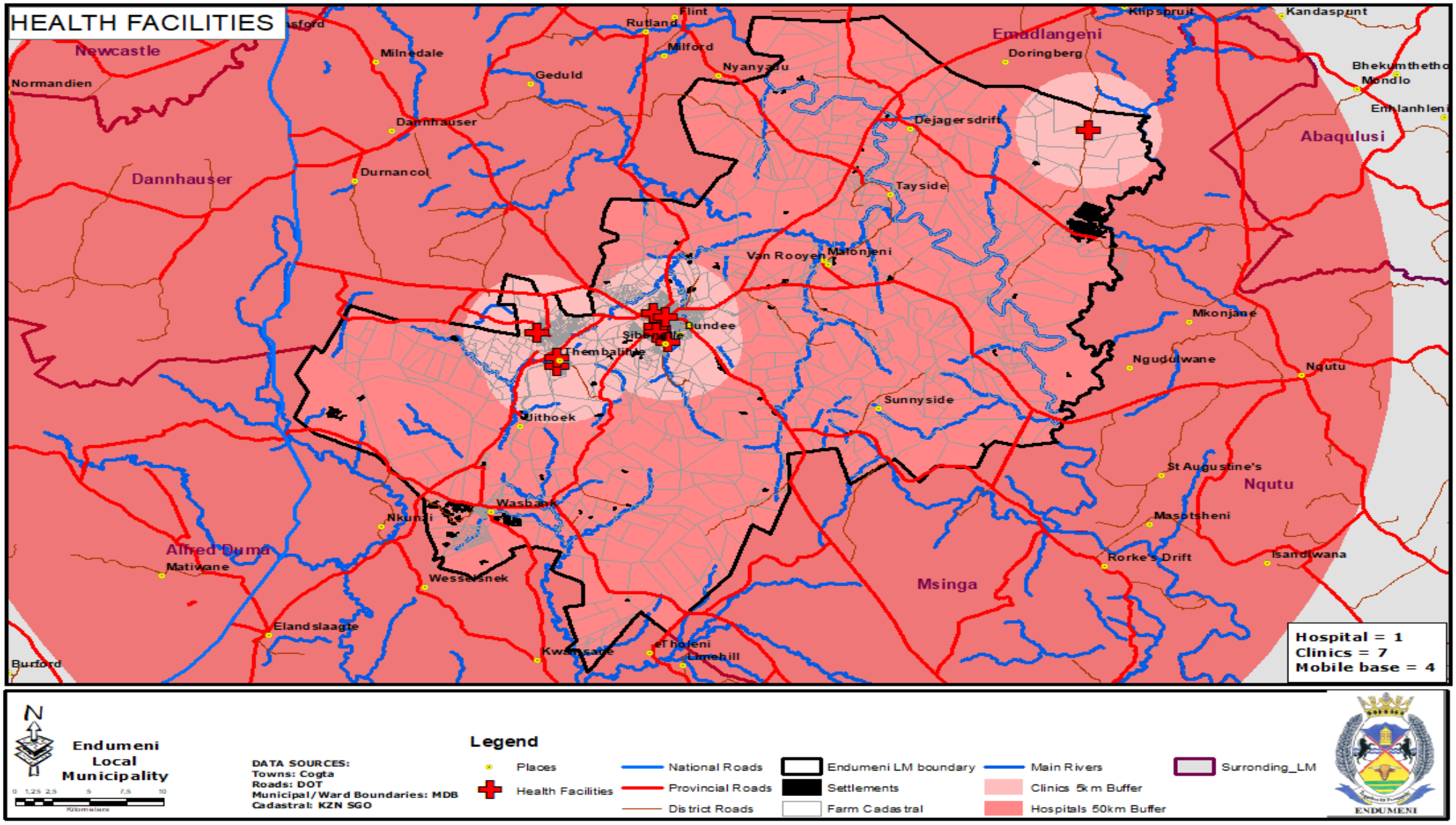


Map 54 Educational facilities

5.2.3 HEALTH SECTOR

There are nine (9) health facilities within Dundee which includes seven clinics, one public hospital and one private hospital. The standards for the provision of Health Facilities are sourced from the KZN Provincial Publication "Guidelines for Planning of Facilities in KwaZulu-Natal". The KZN Department of Health has also developed the Norms and Standards for the provision of health facilities.

According to the Norms and Standards a clinic should be provided within a catchment of 5000 people within a range of 5km. The municipality obviously does not conform to these standards given that there are areas such as Wasbank which are not provided with the health facilities within close proximity. Facilities are clustered within the urban core of Dundee and Glencoe. Facilities are required in the rural and satellite nodes, particularly in the north-west of the Municipality. Endumeni is serviced by only one public hospital located In Dundee.



Map 55 Health facilities

5.2.4 SAFETY AND SECURITY

There are three (3) police stations within Endumeni Municipality. These are located within the urban centres of Dundee, Glencoe and Wasbank. According to the 2013 crime statistics, the highest incidents of criminal activities are taking place in Dundee followed by Glencoe. With reference to the figure above read in conjunction with a table below, Drug-related crime are the highest reported cases which amount to 365 in Dundee. The provincial planning standards suggests that a population 50 000 people needs to be provided with one Police Station at a radius of 10km.

There are few areas that this radius does not reach. Institutionally, the Safety and Security functional areas within the Municipality is spearheaded by the Senior Manager: safety and Security Section within the newly established Department of Community Services. At a strategic level, Endumeni Local Municipality as part of its priorities for 2021/2022 includes the development and adoption of a comprehensive Safety & Security Sector Plan which will be adopted together with the 2021/2022 IDP not later than 30 June 2022.

CRIME	Dundee	Glencoe	Wasbank
Murder	21	7	**1**
Total Sexual Crimes	52	35	**6**
Attempted Murder	8	2	**2**
Assault with the intent to inflict grievous bodily harm	156	88	**14**
Common Assault	290	91	**6**
Common robbery	56	20	**2**
Robbery with aggravating circumstances	90	15	**5**
Arson	3	6	**1**
Malicious damage to property	86	39	**4**
Burglary at non-residential premises	76	24	**1**
Burglary at residential premises	168	93	**10**

Theft of motor vehicle and motorcycle	19	9	**1**
Theft out of or from motor vehicle	52	15	**3**
Stock-theft	54	22	**19**
Illegal possession of firearms and ammunition	**33**	**5**	

Table 51 Crime Stats

Drug-related crime	**365**	**35**	
Driving under the influence of alcohol or drugs	175	46	**15**
All theft not mentioned elsewhere	357	115	**34**
Commercial crime	19	11	**1**
Shoplifting	126	2	**0**
Carjacking	3	0	**0**
Truck hijacking	1	0	**0**
Robbery at residential premises	10	1	**2**
Robbery at non-residential premises	14	5	**1**
Culpable homicide	15	3	**3**
Public violence	1	0	**0**
Crime injuria	22	25	**1**
Neglect and ill-treatment of children	1	0	**0**
Kidnapping	1	2	**1**
TOTAL	**2274**	**716**	**148**

Table 52 Drug-related Crime

5.2.5 COMMUNITY DEVELOPMENT: VULNERABLE GROUPS YOUTH DEVELOPMENT

Through its Social Programmes Section within the Office of the Municipal manager, Endumeni Municipality has the responsibility of co-ordinating the development and promotion of youth development initiatives, establishment of youth desk and youth structures and implementation of procedures, reporting and upliftment of youth programmes.

DEVELOPMENT OF PEOPLE WITH DISABILITIES

The number of people living with disabilities is estimated at 2 677 which accounts for 4% of the total population. The municipality has adopted policies and practices to ensure that these residents are not excluded from any development initiatives that are championed by council.

These include the unbiased employment and recruitment procedures as well as the supply chain management systems. The recently reviewed Employment Equity Plan (EEP) of the Municipality is one of the major tools to ensure that the needs of this sector of the community are accordingly provided. Institutionally, the Municipality does have dedicated personnel as well as dedicated programmes targeting people living with various disabilities.

DEVELOPMENT OF THE ELDERLY

There are two programmes that the municipality undertakes on an annual basis for the development of elderly which are Maiden Camp and Golden Games.

DEVELOPMENT OF WOMEN

According to the demographical data, Endumeni has more females (33 225 which amounts to 51% of the total population) than males. Endumeni Municipality places a very strong emphasis on the employment of women within both the public and private sector.

PEOPLE AFFECTED BY CRIME, HIV/ AIDS AND DRUGS

Endumeni has the highest percentage of HIV+ people, which was 16.49% of the population in 2007. The percentage of AIDS related deaths stood at 61.19% in 2007. The crime statistics also suggests that there are 3138 people affected by criminal activities and 411 affected by drugs.

EARLY CHILDHOOD DEVELOPMENT

The Endumeni Municipality has the responsibility to take care of the children that are still attending the crèches. We give them support in terms of equipment (educational, recreational and sporting). We work hand in hand with the Department of Sport and Recreation, Social Development and Department of Education as the Non-Governmental Organisations that has the responsibility in ensuring that the Early Childhood Development programmes are implemented.

There is also a structure that is aiming at promoting and advocating a culture of children's rights through co-ordinating and effectively monitoring and evaluating the realization of the child's right to survival, development, protection and participation.

LOCAL AIDS COUNCIL

The establishment of a Local Aids Council on the 23rd October 2008 greatly assisted in the Endumeni Council's endeavours in regard to having a unified approach which has become particularly evident in the planning of Endumeni Aids Awareness events. The Endumeni Aids Awareness Events began in 2002 with one event held annually to coincide with World Aids Day. These commenced with the first two in Dundee and then circulated to Glencoe, Wasbank, Sibongile and Sithembile.

In 2008 however, the Endumeni Council decided that smaller events need to be held during the year to reach out to communities on the outskirts and rural areas of Endumeni. On an average, three events were held within a financial year.

In the 2022/23 financial year, the municipality will continue to be working closely with Umzinyathi District Municipality. That will eliminate the duplication of awareness's to be held with the Endumeni Local Municipal area. In Umzinyathi District Municipality, the HIV/AIDS infection rate for 2005 was 23% (Monitor Group, 2006) which is lower than the national average of 27.9% and significantly lower than the 37.5% average for the province of Kwazulu-Natal. The province has the highest HIV prevalence rate in South Africa. According to KZN Department of Health, April-November 2015 data on HIV/AIDS prevalence Endumeni Local Municipality has HIV prevalence of 10.1% which is relatively high than the other local municipalities.

The municipality will be working together with the Department of Health and the District municipality to mitigate the increase of HIV/AIDS within our District. This can be done through IGR structures, sharing of information, awarenesses and alignment.

NB: Generally it is worth mentioning that all there are dedicated programmes and activities targeting various vulnerable groups of society in line with the National Development Plan and Provincial Growth and Development Strategy

and other policy guidelines at all levels, however Endumeni Local Municipality equally believes and implement the principle of mainstreaming and inclusivity.

What this means is that as far as possible the strategic objectives for the development and support of the vulnerable groups are mainstreamed across all programmes and interventions. This is very key to ensuring that although they require dedicated support in order to address the imbalances of the past, but similarly the target audience should not feel excluded from the society but must be treated equally to all other members of society.

STRENGHTS	WEAKNESSES
Facilities for safety and security are fairly spread amongst all three urban areas. Programmes for Nation Building and	Public Facilities (Education & Health) are mainly clustered within the urban centres Crime levels are high Low levels of education
OPPORTUNITIES	THREATS
The provincial programmes for youth, women and children can be successfully piloted within Endumeni	The increase in crime would further discourage investments.
Umzinyathi agency which facilitate Local economic Development	Slow growth on Local Economic
Development Agency as the key driver of economic development.	Lack of LED profiles to attract investors.
Historical sites form part of the rich history and heritage of the area.	Lack alignment with neighbouring municipalities
Economic activities extending from retail trade, tourism and farming.	Lack of access to land for housing/ownership, business which leads to urban sprawl.
Dundee is a centre from which tourism, based o the cultural heritage of the Zulu Kingdom and "Battlefields",	Illegal connection

Table 53 Social Development: SWOT Analysis

6. FINANCIAL VIABILIT AND MANAGEMENT

6.1 CAPITAL FUNDING EXPENDITURE TO ADDRESS SERVICE DELIVERY

The Budget for 2022/23 financial year has been prepared, aligned and integrated into the 2022/23 IDP Review. The budget below also contains indicative figures for 2022/23 and 2024/25.

- The municipal income for 2021/22 was **R382 921 839.00** and it has increased to **R R433 549 000.00** for 2022/23 financial year.
- The expenditure for 2021/22 was **R 403 291 273.00** and it will be increased to **R 433 316 000.00** for 2022/23 financial year, in line with the projected municipal income.
- The budget for capital projects for 2021/22 was **R 26 429 192.00** and it has decreased to **R 17 567 000.00** for 2022/23.

6.2 CAPACITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

MIG funding has been made available for the execution of capital projects. MIG was fully spent in 2021/22 financial year. No roll - over applications were necessary.

6.3 INDIGENT SUPPORT

The indigent policy and register of the municipality are updated on an annual basis, the municipality provides support to indigent households through refuse, rates and electricity based on set criteria, and once the household is approved as indigent. The current Indigent register was implemented as from the 1st of July 2021. New applications for the 2022/23 financial year are currently being accepted by the municipality. There are currently 1599 indigent households, and the breakdown in terms of ward is as follows:

WARDS INDIGENT SUPPORT

WARDS	NO
1	3
2	413
3	226
4	191
5	479
6	232
7	55
TOTAL	**1599**

Table 54 Ward indigent support

The funds that have been allocated for Indigent support from the equitable share for 2022/2023 is R 5,322,894.00, 2023/2024 is R 5,703,986.00 and for 2024/2025 is R:6 112 385

Financial Year	2022/2023	2023/2024	2024/2025
Electricity	1 929 241	2 072 777	2 226 992
Refuse	3 393 653	3 631 209	2 885 393

Table 55 Indigent support

6.4 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The challenge facing the municipality is to successfully turn around the declined cash position and to build a sustainable municipality for the future; Revenue enhancement was developed and approved by Council in phases. The municipality created a new section that will deal with meter auditing that will work in curbing electricity theft. However, more avenues must be explored to curb the electricity theft.

Total Income and Expenditure for period ending 30 June 2022 is as follows:

YEAR TO DATE COLLECTION

Description	YTD Collection
Property Rates	91 522 359
Service charges - electricity revenue	103 201 426
Service charges - refuse revenue	5 677 866
TOTAL	**200 401 651**

Table 56 Total Income and Expenditure for period ending 30 June 2022

6.5 MUNICIPAL CONSUMER DEBT POSITION

The non-payment for municipal services adversely affects the cash flow situation of the municipality. There is a significant loss of electricity revenue from theft of electricity and distribution losses. The bottom line is that if every consumer regularly pays for the services rendered the municipality will improve on service delivery, increase maintenance of existing infrastructure and the provision of additional amenities.

Ward councillors and members of ward committees must play a significant role in creating community awareness of the impact of the practices of theft and non-payment of rates and services and contribute to the accessibility to the areas by council's audit teams. By write off

old debt, we update customer details and cleanse the debtor's book. We can also focus on customer who can afford to pay.

2.1.1 AGE ANALYSIS OF CONSUMER DEBT

The municipality has an age analysis, reasons for constrained collections is due to: Deceased estates:

- Executors are not appointed to finalize the matters of the Deceased.
- Government debt: Human Settlements and Land Reform have not paid their outstanding Rates.
- Meetings have been held with the respective departments.
- Due to Covid 19 many people lost their Job leading low revenue collection as they are not able to settle their debt in time.
- Unemployment and low income.
- Culture of non-payment and tampering of electricity meters still very strong.

DEBTORS AGE ANAYLYSIS

Detail	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total
Debtors Age Analysis by Income Source									
Trade and Other Receivables from Exchange Transactions - Electricity	7 667 298.13	5 958 210.70	2 280 257.00	1 834 930.83	1.05	471 337.26	1 256 357.37	1 875 117.23	**21 343 509.57**
Receivables from Non-exchange Transactions - Property Rates	6 028 082.02	4 201 581.82	2 261 873.05	8 513 993.33	-3 592.33	2 328 469.04	21 324 049.04	43 113 197.33	**87 767 653.30**
Receivables from Exchange Transactions - Waste Management	2 166 484.46	1 544 325.86	1 118 710.53	1 882 996.63	-	882 494.21	4 843 205.65	18 699 905.71	**31 138 123.05**
Receivables from Exchange Transactions - Property Rental Debtors	-	18 464.48	-	15 903.78	-	-	22 116.22	-	**56 484.48**
Interest on Arrear Debtor Accounts	521 001.99	849 597.19	1 020 423.63	2 233 180.87	- 21.35	1 062 352.12	1 787 304.51	16 123 311.18	**23 597 150.14**
Other	-7 186 509.59	595 609.44	-226 806.31	86 377.95	-161 413.49	-11 025.16	798 743.35	22 281 207.36	**16 176 183.54**
Total By Income Source	**9 196 357.01**	**13167789.49**	**6 454 457.90**	**14 567 383.39**	**-165 026.12**	**4 733 627.47**	**30 031 776.14**	**102 092 738.81**	**180 079 104.08**

Debtors Age Analysis By Customer Group									
Organs of State	390 766.63	1 098 495.29	915 535.14	1 936 332.16	20.48	395 273.54	7 051 757.60	5 908 142.92	**17 696 323.77**
Commercial	2 950 566.43	7 188 097.26	2 528 824.21	3 182 049.22	-27 057.42	867 506.04	3 004 537.18	11 285 674.80	**30 980 197.72**
Households	4 418 360.15	4 259 140.84	2 977 478.40	8 754 230.98	-80 060.32	3 269 899.81	20 199 366.23	82 674 034.90	**126 472 450.98**
Other	1 436 663.80	622 056.10	32 620.15	694 771.03	-57 928.86	200 948.08	-223 884.87	2 224 886.19	**4 930 131.61**
Total By Customer Group	**9 196 357.01**	**13 167 789.49**	**6 454 457.90**	**14 567 383.39**	**-165 026.12**	**4 733 627.47**	**30 031 776.14**	**102 092 738.81**	**180 079 104.08**

Table 57 Debtors Age Analysis

6.6 GRANTS AND SUBSIDIES

Government grants make up 24% of the budgeted revenue for 2020/21 This indicates that the municipality is not grant dependent. Grants received for capital expenditure are spent in accordance with the grant conditions. The following table presents a stream of grants that the municipality will receive from national treasury between 2022/23 – 2023/24 financial years.

Grant Description	2022/23	2023/24	2024/25
Equitable Share	60 247 000	65 357 000	**71 086 000**
Municipal Infrastructure Grant	16 782 000	17 346 000	**17 947 000**
INEP	20 100 000	13 000 000	**10 449 000**
Finance Management Grant	2 100 000	2 100 000	**2 100 000**
Expanded Public Works Programme	1 577 000	0	
Energy Efficiency Grant	**0**	**5 000 000**	**5 000 000**

Table 58 National Treasury Grants

6.7 MUNICIPAL INFRASTRUCTURE ASSESTS AND MAINTENANCE

The Municipality has budgeted 2.33% of its property, plant and equipment for maintenance and repairs. In the determination of the 2.33% labour and overhead costs were excluded. Due to financial constraints the municipality is unable to budget for repairs and maintenance at 8% which is a minimum acceptable rate.

In terms of the acquisition of new service delivery Assets, the municipality relies on the five (5) year strategic plan of the municipality known as the IDP. Then utilize the SDBIP for annual review of such.

2.1.2 ASSETS MAINTENANCE PLANS

The electricity infrastructure plan has been developed and will be implemented in the next financial year. The plan is as attached as annexure.

The municipal asset register is maintained monthly to ensure that the assets are properly recorded and maintained. At every financial year end an assessment of the condition of the assets are made and assets are considered for possible impairment. The municipality

endeavours to adhere to the asset management policy in order to ensure the safeguarding of assets.

Heads of departments are responsible for the maintenance of assets falling within their departments. A maintenance plan of assets above a certain threshold should be prepared and submitted to the CFO for budgeting and cash flow purposes.

The municipal repairs and maintenance budget for the 2022/23 financial year amounted to R10,1 million. This is however only 2.33% of operational expenditure. The municipality plans to accommodate a realistic budget towards repairs and maintenance which is near the norm of 8% in the future budgets. A turnaround strategy will have to be employed to improve the financial position and direct more financial resources towards the maintenance of existing infrastructure.

6.8 CURRENT AND PLANNED BORROWINGS

In terms of the loans taken out by the municipality there are no loans currently.

6.9 REMUNERATION AND SALARIES TO TOTAL EXPENDITURE

Total budget for salaries (Employee Related Cost + Councillors Allowance) is R154 198 000.00 which is 36% of the total expenditure budget of R 433 316 000.00

6.10 SUPPLY CHAIN MANAGEMENT

The Municipality has a fully functional Supply Chain Management Unit and all SCM policies and procedures are in place and being implemented accordingly.

SCM POLICY

The municipality had adopted and implemented the supply chain management policy as per s111 & 112 of the MFMA and it is reviewed annually.

ESTABLISHMENT OF SCM UNIT

The municipality has established the supply chain management unit to implement the SCM policy, but it is not fully functioning, more staff is needed.

APPOINTMENT OF BID COMMITTEES

Table 51: Bid committees were established as per SCM Regulation and are fully functioning and is reflected in the table below:

NAME OF THE BID COMMITTEES	NAME & SURNAME OF MEMBERSHIP OER COMMITTEE	RESPONSIBILITY
BID SPECIFICATION COMMITTEE BSC)	Miss M.P Khumalo - Budget Manager Mr SLA Mhlungu - Human Capital Manager Mr S Gcabashe - Human Settlement Manager Mr N. Bezuidenhout - Chief Estate Officer	**CHAIRPERSON** **BSC MEMBER** **BSC MEMBER** **BSC MEMBER** **BSC MEMBER**
BID EVALUATION COMMITTEE (BEC)	Ms N.Z Zulu - SCM Manager Ms M Mbatha - PMU Manager Mr SP Mpontshane - Assets Manager Ms A Dlungwana - Town Planner Mr S Buthelezi – IT Manager	**CHAIRPERSON** **BEC MEMBER** **BEC MEMBER** **BEC MEMBER** **BEC MEMBER**
BID ADJUDICATION COMMITTEE (BAC)	Mr M.A Ngcobo - Chief Financial Officer Mr B.M.N Hlatshwayo - Executive Manager Planning and Economic Development Mr S.P Zulu - Executive Manager Corporate Services Mrs S.M Ndebele - Executive Manager Technical Services Ms N. Chenia - Senior Manager Compliance	**CHAIRPERSON** **BAC MEMBER** **BAC MEMBER** **BAC MEMBER** **BAC MEMBER**

Table 59 BID COMMITEE

Table 60 BID Committee

SCM REPORTING: - Reports on supply chain management implementation are submitted monthly and quarterly to relevant portfolio committees.

Challenges	Risk Mitigation Action Plan	Due Date	Progress to date	Challenges to progress
1. Absence of delegated personnel to deal with Contract Management. 2. Inadequate monitoring of contracts. 3. Incomplete contract register. -insufficient information from user departments. 4. Lack of Service Level Agreements with some service providers. 5. Lack of a strong room for storing of contract documents. 6. Lack of contract management policy. 7. Inadequate periodic review of long-term contract.	1. Development of Contract Management policy. 2. Appointing Contract Management personnel. 3. Developing Service Level Agreement prior commencing of the project. 4. Conduct awareness to user department (for information to be included in the contract register. 5. Remind Project Management Unit to submit variation orders to Council and Supply Chain Management Unit. 6. Perform periodic review of long-term contract.	1. 31 March 2022 2. 30 June 2022 3. Ongoing 4. Ongoing 5. Ongoing 6. Bi-annual	1. In progress (Revised due date30 September 2022) 2. Staff still to be tasked with contract management duties. (Revised due date 30 September 2022) 3. SLA's to be drawn up - Legal section. (Revised due date 31 December 2022) 4. In progress (Revised due date 31 December 2022) 5. Ongoing Revised due date (31 December 2022) 6. in progress (Revised due date 31 December 2022)	1. None 2. None 3. None 4.None 5.None 6 None

1. Different interpretation of Supply Chain Management policies. 2. Lack of training of officials on SCM policies, regulations and processes. 3. Shortage of resources (lack of segregation of duties). 4. Interferences in bid processes 5. False declaration by service providers 6. Lack of CAAT system.	1. To conduct training for Bid Committee member. 2. Conduct training for staff members: - To conduct training for staff members on Supply Chain Management Regulations and policies.	1. 31 July 2022 2. 31 July 2022	1. Not due 2. Not due	1. Not applicable 2. Staff resource constraints within SCM.
1. False declarations by suppliers. 3. Expenditure incurred in contravention of Supply Chain Management processes. 3. Slow implementation of consequence management on cases of financial misconduct. 4. Lack compliance checklist to prevent Unauthorized, Irregular, Fruitless and Wasteful Expenditure.	1. Blacklisting all services providers provided us with false declaration. 2. To request services provider to update their details in the municipal database. 3. To monitor adhere to the procurement plan time frame.	1. Ongoing 2. 30 June 2022 3. Ongoing	1. Municipality will not do business with suppliers who have submitted a false declaration. 2. Not due 3. Adherence to the procurement plan is monitored, however they is a still a challenge.	1. None 2. Not applicable 3. None Adherence to the procurement plan is still exist.

5. Overriding of Supply Chain Management procurement process. 6. Lack of monitoring of contracts. 7. Delays in signing of invoices by user departments. 8. Delays in finalizing disciplinary processes. 9. Lack of consequence management. 11. Lack of due diligence.				
1. Lack of system to detect / verify service providers. 2. Incorrect declaration by service providers. 3. Unethical behavior by state employees. 4. Limited access to national employment database. 5. Limited access to Companies and Intellectual Commission (CIPC).	1. Chief Financial Officer to motivate for procurement of CAAT system. 2. Blacklisting all services providers provided us with false declaration	1. 30 March 2022 2. Ongoing	1. CAAT system not yet procured (Revised due date is 31 December 2022) 2. Suppliers who have provided false declarations are blacklisted.	1. Budget constraints. 2. None

6.11 AUDITOR -GENERAL'S OPINION

MUNICIPALITIES CREDIT RATING: AUDITOR-GENERAL'S OPINION

2019/20	2020/2021
Qualified with Matters	Qualified with Matters

STATUS OF THE MUNICIPAL RISK MANAGEMENT COMMITTEE

Mandate

In compliance with Section 62 (1) (c) (i) of the Municipal Finance Management Act (MFMA) No. 56 of 2003, the Municipality has established a risk management unit within the Office of the Municipality.

Enterprise Risk Management (ERM) forms a critical part of any institution's strategic management. It is the process whereby an institution both methodically and intuitively addresses the risk attached to its activities with the goal of achieving sustained benefit within each activity and across the portfolio of activities. ERM is therefore recognized as an integral part of sound organizational management and is being promoted internationally and in South Africa as good practice applicable not to only in private sector, but also across the public sector spectrum, and this has been legislated as alluded to above.

The underlying premise of risk management is that every governmental body exists to provide value for its stakeholders. Such value is based on the quality of service delivery to the citizens. All institutions face uncertainty, and the challenge for management is to determine how much uncertainty the institution is prepared to accept as it strives to grow stakeholder value. Uncertainty presents both risk and opportunity, with the potential to erode or enhance value. Value is maximized when management sets objectives to strike an optimal balance between growth and related risks, and effectively deploys resources in pursuit of the institution's objectives.

RISK MANAGEMENT POLICY STATEMENT

The municipality recognizes that the management of risks is an integral part of sound management and therefore adopts a comprehensive approach to the management of risk. The features of this approach are outlined in the municipality's Risk Management policy and Strategy.

Effective risk management is imperative to the Endumeni Local Municipality to fulfil its mandate, the service delivery expectations of the public and the performance expectations within the municipality. The realization of our IDP document depends on us being able to take calculated risks in a way that does not jeopardize the direct interests of stakeholders. Sound Management of risk will enable us to anticipate and respond to changes on our service delivery environment as well as make informed decisions under conditions of uncertainty.

RISK MANAGEMENT INFRASTRUCTURE

Endumeni Local Municipality has developed and approved the following risk management policies and strategic documents to give effect towards the implementation of Enterprise Risk Management within the Municipality:

- Risk management policy
- Risk Management Strategy; and
- Anti-corruption strategy and Fraud Prevention Plan

RISK MANAGEMENT UNIT

Responsibilities:

1. To develop and facilitate the implementation an enterprise-wide risk management policy, risk management strategy, risk management implementation plan, Anti-corruption strategy and fraud prevention plan;
2. Conducting risk assessment which involves managing the process of analysing risk as well as identifying, describing and estimating the quantitative and qualitative risks affecting the Municipality;
3. Facilitate the annual risk assessment, control self-assessment exercise and the maintenance of a comprehensive risk register;
4. Monitoring and reviewing processes to ensure that risk and compliance systems are in place;
5. Providing support, education and training to staff, at management level and Councillors on matters relating to risk management;
6. Ensuring that risk management strategy and its supporting processes are implemented;

7. Monitoring the implementation of management action plans to mitigate identified risks.

The Endumeni Local Municipality has identified top ten risk factors within the municipality mainly in the below sections:

1. Inability to attract and retain critical/scarce/technical and suitable skills to the municipality to fulfil the mandate.
2. Failure to provide direction on information technology governance processes.
3. Inability to meet service delivery needs and requirements: Housing development, Road Infrastructure, Electricity provision, Waste collection services, Cemetery Facilities, Infrastructure maintenance
4. Failure to create an enabling environment to develop and grow the local economy.
5. Vulnerability to Fraud and Corruption
6. Possible Failure to achieve clean audit and administration.
7. Inability to achieve the goals as set on the 5-year strategy (IDP) by 2022/2027
8. Failure to manage and sustain municipal finances.
9. Uncoordinated planning to guide future development.
10. Inability to timely recover normal business operations in the event of a disaster / disruptions.

The issue of risk Management remains a standing item in the following committee

- Audit Committee

The municipality has a functional Risk Committee. The members of the Risk Committee are Top Manco & the Chairperson is the Municipal Manager

The table below shows the members of the Endumeni Risk Committee:

Table 61 Risk Committee

NAME OF MEMBER	DESIGNATION
Mr. SD Mbhele	Municipal Manager (Chairperson)
Mr. A Ngcobo	Chief Financial Officer
Mr. B Hlatshwayo	Executive Manager Planning and Economic Development

Mr. S Zulu	Executive Manager Corporate Services
Mr. B Xulu	Executive Manager Community Services
Mrs. S Ndebele	Executive Manager Technical Services

CATEGORY/ KEY AREA	Misstatement/ Non-compliance/Internal control deficiency	FOCUS AREA (FINDING)	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	RECOMMENDATION FROM AG	ACTION PLANS TO BE TAKEN	Due date	PROGRESS AS AT 31 MAY 2021	WHAT ARE THE CHALLENGES	WHAT ASSISTANCE DO YOU NEED	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM / PERSON	STATUS
Assets (Property plant and equipment)	Misstatements in financial statements	Assets selected from the asset register could not be verified for existence	Management did not perform adequate review and monitoring over the preparation of fixed asset register to ensure that accurate information is captured and support the disclosure of PPE in the financial statement.	Management should follow-up on the assets that could not be verified and revisit the assets register population to identify any other assets that have incomplete and ambiguous, then confirm their existence make necessary adjustments to the assets register and financial statements.	Full asset verification will be conducted		Verification will start at the beginning of May		Appointment of Engineers to assist with infrastructure and unbundling of Infrastructure assets.	30-Jun-21	Asset Manager		**In progress**
Assets (Property plant and equipment)	Internal control dificiency	Incorrect classification of asset within the PPE categories	Management did not perform adequate review and monitoring over the preparation of fixed asset register to ensure that accurate information is captured and support the disclosure of PPE in the financial statement.	Management should revisit the assets register population to identify any other assets that could have been incorrectly classified, and make necessary adjustments to the assets register and financial statements.	It was corrected during Audit .		Complete		None	None	Asset Manager		**Resolved**

Assets (Property plant and equipment)	Internal control dificiency	Vehicles involved in the accidents and written-off were incorrectly included in the fixed asset registe	Management did not exercise adequate review and monitoring over the preparation of fixed asset register and presentation and disclosure of PPE in the financial statement	Management should revisit the entire population of transport assets to identified all vehicles that should have been impaired at year-end, and make necessary adjustments to financial statements.	Will be written off in a FAR		in progress		NONE	30-Jun-21	Asset Manager		**In progress**
Assets (Property plant and equipment)	Internal control dificiency	The cost of the asset incorrectly includes the VAT portion	Management did not perform adequate review and monitoring over the preparation of fixed asset register to ensure that accurate information is captured and support the disclosure of PPE in the financial statement.	Management should make necessary adjustments to the assets register and financial statements.	It was corrected during Audit		Complete		None	None	Asset Manager		**Resolved**
Assets (Property plant and equipment)	Internal control dificiency	Assets under construction completed before year end and not transferred to the completed assets category within PPE	Management did not exercise adequate review and monitoring over the preparation of fixed asset register and presentation and disclosure of PPE in the	Management revisit the entire population of assets under construction to identify all other assets that were completed in the prior year and before year-end, which were not moved out of work in progress and subsequently not depreciated, make necessary adjustment	None -It was corrected during the audit		None	PMU	Technical Services to report all projects to Assets unit as soon as the project is completed.		Asset Manager		**Resolved**

			financial statement.	to the financial statements.									
Assets (Property plant and equipment)	Internal control dificiency	Insufficient disclosure for assets that have been under construction for a significantly longer period	Management did not perform sufficient reviews on the financial statements to ensure that all necessary disclosures requirements of the accounting framework were adhered to.	Management must revisit the disclosure on assets under construction in the PPE disclosure note 7 and make necessary adjustments						30-Jun-21	Asset Manager		**In progress**
Assets (Property plant and equipment)	Internal control dificiency	Enhancement costs to the mayoral motor vehicle incorrectly omitted in the capitalised cost price	Management did not perform adequate review and monitoring over the preparation of fixed asset register to ensure that accurate information is captured and support the disclosure of PPE in the financial statement.	Management should revisit the cost and depreciation calculation of the mayoral motor vehicle and make necessary adjustments to the financial statements.	None- It was resolved during audit		None		None	None	Asset Manager		**Resolved**

Assets (Investment Property)	Misstatements in financial statements	Fair value of investment properties not supported by verifiable evidence	Management did not perform adequate review and monitoring over the preparation of fixed asset register and AFS to ensure that accuracy and completeness of reported information.	Management should revisit the investment properties population to ensure that that the reported fair values at year-end are fully supported by valid evidence and make any necessary adjustment in the financial statements disclosure note.	Compare FAR with Valuation Roll and see if theres differences		Verification will start at the beginning of May		None	30-Jun-21	Asset Manager		**In progress**
Assets (Investment Property)	Misstatements in financial statements	Assets selected from the asset register could not be verified for existence (Investment Property)	Management did not perform adequate review and monitoring over the preparation of fixed asset register to ensure that accurate information is captured and support the disclosure of investment properties in the financial statement.	Management should follow-up on the assets that could not be verified and revisit the assets register population to identify any other assets that have incomplete and ambiguous, then confirm their existence make necessary adjustments to the assets register and financial statements.	Full asset verification will be conducted		Verification will start at the beginning of May			30-Jun-21	Asset Manager		**In progress**

Assets (Investment Property)	Internal control dificiency	Casting errors in the investment properties disclosure note	Management did not perform adequate review and monitoring over the preparation of AFS to ensure that accuracy information.	Management should revisit the investment properties disclosure note and make any necessary adjustment in the financial statements.	AFS disclosure notes will be checked for casting errors. Caseware to be implemented.				None		Asset Manager		**Resolved**
Assets (Intangible Assets)	Internal control dificiency	Intangible assets no longer in use were still included in the asset register	Management did not perform adequate review and monitoring over the preparation of fixed asset register and AFS to ensure that accuracy and completeness of reported information.	Management should revisit the intangible assets population to identify all other assets no longer in used and make any necessary adjustment in the financial statements disclosure note	will be written off in a FAR in this financial year.			None	None	30-Jun-21	Asset Manager		**In progress**
Assets (Intangible Assets)	Internal control dificiency	Casting errors in the intangible assets disclosure note	Management did not perform adequate review and monitoring over the preparation of AFS to ensure that accuracy information.	Management should revisit the intangible assets disclosure note and make any necessary adjustment in the financial statements.	AFS disclosure notes will be checked for casting errors. Caseware to be implemented.		May-21		None	30-Jun-21	Asset Manager		**Resolved**

Expenditure Management	Non-compliance with legislation	Effective steps not taken to prevent unauthorised expenditure	Management did not implement adequate controls to prevent re-occurrence of unauthorised expenditure.	Management should follow proper processes to investigate and recover or write-off the unauthorised expenditure, and internal controls should be improved to prevent re-occurrence of incidents that lead to unauthorised expenditure.	Expenditure will be investigated. Stringent controls to prevent this type of expenditure will be implemented						Municipal Manager		
Expenditure Management	Non-compliance with legislation	Effective steps not taken to prevent irregular expenditure	Management did not implement adequate controls to prevent re-occurrence of irregular expenditure.	Management should follow proper processes to investigate and recover or write-off the irregular expenditure, and internal controls should be improved to prevent re-occurrence of incidents that resulted to irregular expenditure.	Expenditure will be investigated. Stringent controls to prevent this type of expenditure will be implemented						Municipal Manager		
Expenditure Management	Non-compliance with legislation	Effective steps not taken to prevent fruitless and Wastefull expenditure	Management did not implement adequate controls to prevent re-occurrence of fruitless and wasteful expenditure	Management should follow proper processes to investigate and recover or write-off the fruitless and wasteful expenditure, and internal controls should be improved to prevent re-occurrence of incidents that resulted in the fruitless expenditure	Expenditure will be investigated. Stringent controls to prevent this type of expenditure will be implemented						Municipal Manager		
Employee Related Costs	Misstatements in financial statements	Incorrect calculation of leave payout	Management did not adequately review the supporting documents to ensure accurate calculation before leave payout was approved.	Management should revisit the leave payout calculation transactions to ensure the correct amounts were paid to employees, and make necessary adjustments in the financial statements	None - Calculation was revisited and is correct		Complete		n/a		Expenditure Manager		Resolved

Employee Related Costs	Misstatements in financial statements	Incorrect calculation of leave encashment	Management did not adequately review the supporting documents to ensure accurate calculation before leave payout was approved.	Management should revisit the leave payout calculation transactions to ensure the correct amounts were paid to employees, and make necessary adjustments in the financial statements.	None - Calculation was revisited and is correct		Complete		n/a		Expenditure Manager		**Resolved**
Employee Related Costs	Internal control dificiency	Reference checks and vetting of qualifications not performed as part of the recruitment process for the new appointments	Management did not adequately monitor the implementation of controls over the recruitments process to ensure it was adequately adhered to.	Management should monitor the correct implementation of the controls in the recruitment process							Human Resource Manager		
Trade and Other Payables	Internal control dificiency	Unpaid supplier invoices incorrectly accounted for exclusive of VAT in the trade creditors balance	Management did not adequately review and implement controls over the processing transactions and reconciliations to ensure that VAT and payables were correctly accounted.	Management should revisit the entire population of trade creditors to identify the unpaid supplier invoices that were recorded toward year-end to assess whether the VAT portion of the invoices were correctly accounted for, and make necessary adjustments in the financials statement.	Journal processed to correct the balance		Complete		n/a		Expenditure Manager		**Resolved**

Procurement and Contract Management	Non-compliance with legislation	Declaration of interest (MBD4) not completed and submitted by suppliers awarded contracts	Management did not adequately review and monitor the internal control to ensure that winning supplier has signed declaration of interest before the contract was awarded.	Management should make necessary adjustment to the irregular expenditure disclosure in the financial statements							SCM Manager		
Procurement and Contract Management	Non-compliance with legislation	Contract awarded to suppliers who were not tax compliant at the time of contract award	Management did not adequately review and monitor internal controls to check central supplier database (CSD) reports to ensure that suppliers were tax compliance before the contracts were awarded	Management should review and monitor the procurement processes to ensure that controls measure meant to prevent non-compliance were adequately implemented before making the final contract award. Management should make necessary adjustment to the irregular expenditure disclosure in the financial statements.	before awards we use csd portal to check tax status		in progress		none	ongoing	SCM Manager		
Procurement and Contract Management	Non-compliance with legislation	Contract awarded to suppliers whose tax status is not verified	Management did not adequately review and monitor internal controls to check central supplier database (CSD) reports to ensure that suppliers were	Management should review and monitor the procurement processes to ensure that controls measure meant to prevent non-compliance were adequately implemented before making the final contract award. Management should make necessary	before awards we use csd portal to check tax status		in progress		None	ongoing	SCM Manager		

			tax compliant before the contracts were awarded	adjustment to the irregular expenditure disclosure in the financial statements.									
Procurement and Contract Management	Non-compliance with legislation	Inadequate reasons for deviating from the official procurement process	Management did not implement adequate controls measure in the procurements processed in order to avoid deviations caused by poor planning.	Management should make necessary adjustment to the irregular expenditure disclosure in the financial statements	user department must implement the procurement plan		in progress		none	ongoing	SCM Manager		
Procurement and Contract Management	Non-compliance with legislation	Minimum threshold for local production and content not specified in invitation to bid	Management did not ensure that bid documentation contain a specific bidding condition specifying the minimum threshold for local production and content, and that bidders submitted declaration certificates for local production and content (MBD 6.2)	Management should include the local content requirements in the bid documents when procuring items covered by designated sectors to ensure compliance with prescribed legislations. For the non-compliances identified above, management should make necessary adjustments in the irregular expenditure disclosure.	checking specifications before advertising		in progress		training for all staff involved in procuring and management	ongoing	SCM Manager		

Procurement and Contract Management	Internal control deficiency	Non-submission of required local content information to the Department of Trade and Industry (DTI)	Management did not implement adequate controls to ensure compliance with prescribed regulations.	Management should on a periodically basis (e.g. weekly/monthly/quarterly) send the email to DTI containing of all required information, and keep that email as evidence of submission.	send correspondence to dti		in progress		personnel from DTI	ongoing	SCM Manager		
Procurement and Contract Management	Non-compliance with legislation	The contract awards were not approved by appropriately delegated official	Management did not adequately monitor the internal controls to ensure that the delegation policy was adhered to during the approval process of contract award.	Management should monitor the implementation of the delegation procedure in the awarding of contracts to ensure compliance with regulation Management should make necessary adjustment to the irregular expenditure disclosure in the financial statements.	in my absentee delegations will be done		in progress			ongoing	SCM Manager		
Procurement and Contract Management	Non-compliance with legislation	Less than three written quotations obtained from different suppliers	Management did not adequately review and monitor the internal controls to ensure that three written quotations were obtained before the goods/services are approved for procurement	Management should monitor the implementation of the SCM regulation to ensure compliance. Management should make necessary adjustment to the irregular expenditure disclosure in the financial statements.	advertise in the media or re advertise		in progress			ongoing	SCM Manager		
Procurement and Contract Management	Non-compliance with legislation	Deviations from the procurement processes	The accounting officer did not exercise adequately	The accounting officer should on a regular basis table to council a report on procurement deviations.	it will be taken to council		in progress			ongoing	SCM Manager		

		not reported to council	oversight to ensure that deviations were tabled to council.										
Procurement and Contract Management	Non-compliance with legislation	No verifiable evidence for benefits and discounts for participating in the transversal contract	Management did not adequately review and monitor internal controls to ensure that an assessment of discounts and benefits is made prior to procuring goods under contracts secured by other organs of state	Management should revisit irregular expenditure disclosure in the annual financial statements to make necessary adjustment as well strengthen the review and monitoring controls on the procurement process.	demand management	a	in progress		demand personnel	ongoing	SCM Manager		
Procurement and Contract Management	Non-compliance with legislation	Supplier within transversal contract was used to procure items that were not within the approved scope	Management did not adequately review and monitor internal controls to ensure goods procured under transversal contracts are procured from correct service providers.	Management should revisit irregular expenditure disclosure in the annual financial statements to make necessary adjustment as well as strengthen the review and monitoring controls on the procurement process.	AFS Amended		Complete			resolved	SCM Manager		
Commitments	Internal control deficiency	Incorrect classification of operational into capital commitment	Management should make necessary adjustment to the commitment's disclosure note, and perform	Management should make necessary adjustment to the commitment's disclosure note, and perform adequate reviews and monitoring of the AFS preparation process to ensure	AFS Amended		Complete				Manager Reporting and SCM Manager		**Resolved**

			adequate reviews and monitoring of the AFS preparation process to ensure accurate information is reported	accurate information is reported.									
Commitments	Internal control deficiency	Incorrect classification between contracted and not-contracted approved commitment	Management did not adequately review and monitor the AFS preparation process to ensure accuracy of information presented.	Management should make necessary adjustment to the commitments disclosure note, and perform adequate reviews and monitoring of the AFS preparation process to ensure accurate information is reported.	AFS Amended		Complete				Manager Reporting and SCM Manager		**Resolved**
Commitments	Internal control deficiency	Incorrect calculation of approved and contracted for commitments amounts	Management did not adequately review and monitor the AFS preparation process to ensure accuracy of information presented.	Management should make necessary adjustment to the commitments disclosure note, and perform adequate reviews and monitoring of the AFS preparation process to ensure accurate information is reported.	AFS Amended		Complete				Manager Reporting and SCM Manager		**Resolved**
Commitments	Internal control dificiency	Capital commitments contracts disclosed not complete	Management did not adequately review and monitor the AFS preparation process to ensure accuracy of information presented.	Management should revisit the disclosure of capital commitments to ensure that all contracts that should have been included in the disclosure are actually included and make necessary adjustment to the commitments disclosure note.	SCM Manager will ensure that contract register is up to date. This will assist in compiling the commitment registers						SCM Manager		**In progress**

Governance	Non-compliance with legislation	Performance evaluation by audit committee not submitted to council	Audit committee did not adequately promote accountability and service delivery through evaluating and monitoring the effectiveness of financial and performance reporting and compliance with legislation.	The audit committee should have a slot in the agenda of at least the mid-year and year-end council meetings to enable it an opportunity to report and advise the council on the performance of the municipality	Management will ensure that Performance Audit Committee do meet on a quarterly basis as per the approved workplan as to ensure that reports are prepared that will be presented to Council bi-annually		1X Performance Audit Committee (26 March 2020)		Not Applicable	30 June 2021	Manager Internal Audit		**In progress**
Governance	Non-compliance with legislation	Disciplinary board not established by the municipality	Management did not implement adequate monitoring controls to ensure compliance the MFMA and other regulations.	The should establish the disciplinary board as it has enough capacity to establish such board and all matters of alleged financial misconduct be referred to the board for investigation and disciplinary hearings.							Municipal Manager		
Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	The reported targets per APR submitted for audit were not consistent and aligned with the planned targets per approved SDBIP	Management did not adequate review the performance information reporting and against the SDBIP to ensure completeness in the reporting of indicators and targets.	Management should revisit the APR and make necessary adjustments to ensure all planned indicators and targets are included in the APR.	Completed						IDP Manager		**Completed**

Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	Reported actual achievement in annual performance report (APR) does not agree to supporting schedules	Management did not adequate review the performance information reporting and supporting schedules to ensure accuracy.	Management should revisit the reported achievement in the APR and make necessary adjustments to ensure it agrees to the supporting schedules provided for audit.	Completed						IDP Manager		**Completed**
Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	The indicators per the planned and approved SDBIP were not included in the APR	Management did not adequate review the performance information reporting and against the SDBIP to ensure completeness in the reporting of indicators and targets.	Management should revisit the APR and make necessary adjustments to ensure all planned indicators and targets are included in the APR	Completed						IDP Manager		**Completed**
Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	Supporting schedules for the reported achievement were not submitted for audit	Management did not implement proper controls in collection and keeping the records to support reported achievements	Management should follow-up and provide the supporting schedules to be audited	In Progress					30-Jun-21	IDP Manager		**In Progress**
Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	Reported indicator per APR was not part of the planned indicators per approved	Management did not adequate review the performance information reporting and against the SDBIP to ensure that	Management should revisit the APR and make necessary adjustments to ensure only planned indicators are included in the APR	Completed						IDP Manager		**Completed**

			only planned indicators were included in the APR										
Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	Planned indicator per approved service delivery budget implementation plan (SDBIP) was not correctly aligned in the Annual performance report (APR) submitted for audit	Management did not adequate review the performance information reporting and against the SDBIP to ensure correct alignment in the reporting of indicators	Management should revisit the APR and make necessary adjustments to ensure all planned indicators are aligned in the APR.	Completed						IDP Manager		**Completed**
Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	Number of m2 of pothole patching indicator is not accurat	Management did not adequate review the performance information reporting and supporting schedules to ensure accurac	Management should revisit the reported achievement in the APR and make necessary adjustments to ensure it agrees to the supporting schedules provided for audit	In Progress					30-Jun-21	IDP Manager		**In Progress**
Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	Number of m2 pothole patching indicator reported achievement could not be verified from the maintenance register	Management did not adequate review the performance information reporting and supporting schedules to ensure accuracy	Management should revisit the reported achievement in the APR and make necessary adjustments to ensure it agrees to the supporting schedules provided for audit	In Progress					30-Jun-21	IDP Manager		**In Progress**

Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	Number of m2 of pothole patching indicator is not complete	Management did not adequately implement and monitor controls during the performance reporting to ensure that the reported achievements were accurate and supported by valid evidence.	Management should implement controls over processing, validation and reconciling of reported performance information in the APR	In Progress					30-Jun-21	IDP Manager		**In Progress**
Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	Reported actual achievement in annual performance report (APR) does not agree to supporting schedules	Management did not adequate review the performance information reporting and supporting schedules to ensure accuracy	Management should revisit the reported achievement in the APR and make necessary adjustments to ensure it agrees to the supporting schedules provided for audit.	completed						IDP Manager		**Completed**
Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	Supporting schedule for the reported achievement was not accurate	Management did not adequate review the performance information reporting and supporting schedules to ensure accuracy	Management should revisit the reported achievement in the APR and make necessary adjustments to ensure that proper assessment of the project before it is reported o	Completed						IDP Manager		**Completed**
Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	Supporting schedules for the reported achievement were not submitted for audit	Management did not implement proper controls in collection and keeping the records to	Management should follow-up and provide the supporting schedules to be audited	In Progress					30-Jun-21	IDP Manager		**In Progress**

			support reported achievements.										
Information Technology Governance	Internal Control Dificiency	Information and Communication Technology governance framework was not adequately implemented	The municipality management did not take the accountability and ensure that the ICT Governance Framework is adequately implemented once the framework was approved by the Council.	The ICT Governance Framework addresses key elements which the municipality should undertake to implement ICT governance. Therefore, the ICT Manager, Corporate Services Executive Manager and Municipal Manager should ensure that the approved ICT Governance Framework initiatives are implemented and compliance to the ICT Governance Framework is monitored on regular basis.	An ICT Maintenance Plan will be formulated A benefit realisation process will be documented. ICT Policies will be workshoped to Council and Management		ICT Policies were workshoped to Council and Management on 23 April 2021			30-Jun-21	IT Manager	ICT Maintenance Plan Benefit realization document Attendence register and Presentation	**Not yet started** **Not yet started** **Completed on 23 April 2021**
Information Technology Governance	Internal Control Dificiency	Information and Communication Technology strategic plan was not adequately designed	The municipality management did not adequately review the ICT strategic plan and ensure that services to be provided by ICT Department to the municipality are adequately addressed. Furthermore, the planned	The ICT Manager, Corporate Services Executive and Municipal Manager should ensure that the ICT strategic plan is adequately designed and aligned to strategic direction and business objectives and the ICT initiatives / projects which are defined on the ICT strategic plan are funded and implemented	Projects which are in progress will be carried out and completed. Where there is no budget availability submissions will be made to BTO to fund project				Funding	30-Jun-22	IT Manager	Project implementation plan	**In progress**

			ICT initiatives / projects were not achieved during 2019-20 financial year as there were not funded.										
Information Technology Governanc e	Internal Control Dificiency	Municipal Standard Charts of Account project governance documents not adequately designed	The municipality management did not take accountability to ensure that MSCOA project governance documents are adequately designed based on project management framework which was adopted by the municipality. The municipality management relied on the service provider to design SMCOA project governance documents and	The ICT Manager, Corporate Services Executive Manager and Municipal Manager should ensure all projects governance documents including the documents for MSCOA project are designed based on project management framework which was adopted by the municipality. Thereafter the project governance documents are approved by municipality officials before they can be implemented.	None						IT Manager		**The Issue Manage ment Plan and SLA queried by AG as to not being signed by the Municipal ity is signed by the then Acting MM who was the project sponsor.**

			implement them. Therefore, the service provider designed the project governance using their adopted project management framework and implemented the documents without the approval of the municipality										
Information Technology Governanc e	Internal Control Dificiency	Return on investment and benefit realisation processes were not developed	The ICT management did not comply to the ICT Governance Framework which indicated that the return on investment and benefit realisation document should be formally established to indicate the processes for measuring the ROI and BR on ICT spending	The ICT Manager and Corporate Service Executive Manager should ensure that the processes of measuring the ROI and BR on ICT spending are formally developed as per approved ICT Governance Framework.	A ROI and benefit realisation process document will be developed					30-Jun-21	IT Manager	ROI and Benefit Realisation document	**Not yet started**

Information Technology Governance	Internal Control Dificiency	Information and Communication Technology risk management process was not adequately implemented	The ICT department and risk management department failed to ensure that the ICT risks were effectively managed and monitored as per approved risk management policy.	The ICT Manager should engage with the Chief Risk Officer and ensure that ICT risk management process is adequately implemented and the ICT risk register is adequately maintained as per approved risk management policy.	ICT Risks to be reviewed and included on the organizational risk register and reported on periodically					30-Jun-21	IT Manager	Risk Register action plan	**In progress**
Information Technology Governance	Internal Control Dificiency	Information and communication technology skills gap analysis was not performed	The municipality management did not take accountability and ensure that ICT skill gap analysis was conducted for 2019-20 financial year.	The ICT Manager and Corporate Services Executive Manager should ensure that ICT skills analysis is conducted to identify skills requirements within the ICT Department. The results of the skills analysis will assist the municipality in capacitating the ICT Department with required skills and can also be used to ensure that skills development plan / training plan is designed for ICT officials based on required skills.	An ICTskills gap will be conducted for ICT staff					30-Jun-21	IT Manager	Report	**Not yet started**
Information Technology Governance	Internal Control Dificiency	Lack of software's management controls	The ICT Department was relying on Finance Department to maintain ICT expenditure and there was no tool to keep the record of	The ICT Manager and Corporate Services Executive Manager should ensure that there is a process in place to monitor ICT expenditure including software's expenditure and there is a tool to log and manage the software's that are	Budget submission will be made in the next budget cycle to procure automated software monitoring tool.					30-Jun-23	IT Manager	Submission for budget request Report from Software Monitoring tool	**Not yet started**

			software's running on the municipality's network.	used by the municipality. The ICT Manager and Corporate Services Executive Manager should also ensure that all software's in use are valid and adequately managed to avoid penalties being charged against the municipality.									
Information Technology Governance	Internal Control Dificiency	Service level agreements were not adequately managed	The municipality management did not take accountability and ensure that the controls to manage and monitor service providers are adequately designed and implemented.	The ICT Manager and Corporate Services Executive Manager should ensure that service level agreements / master agreements / contracts with the above mentioned service providers are adequately designed, discussed and signed by municipality officials and representatives from the service providers.	Bid to be advertised for Traffic Management System					31-Mar-22	IT Manager	Signed SLA	**Munsoft, Payday and BAUD systems being phased out and replaced by ERP system which has an SLA in place** **Not yet started**

Information Technology Security Management	Internal Control Dificiency	Municipality was running outdated operating systems and deployment of antivirus software updates was not adequately monitored	The ICT management did not comply with the approved Antivirus, Firewall and Patch Management Control Policy and ensure that anti-virus software updates are adequately deployed due to aging ICT infrastructure. The municipality could not upgrade the operating systems as the application systems in use were not compatible to the new patches.	The ICT and Corporate Services Executive Managers should ensure that the municipality's ICT infrastructure is updated and workstations are adequately updated with the latest the anti-virus software updates. Should the decision be taken not to apply a particular anti-virus updates, the approval should be obtained from management. The ICT and Corporate Services Executive Managers should also ensure that the application systems in use are compatible to the operating systems latest patches and operating systems are kept up to date with the latest anti-virus updates. And the deployment of anti-virus updates is regularly reviewed as per approved Antivirus, Firewall and Patch Management Control Policy	Municipality is in the process of acquiring a Microsoft Enterprise Agreement which includes licenses for Windows 10, after acquiring the licenses Windows 7 machines will be upgraded to Windows 10. Upon budget availability the municipality will appoint an ICT Security Officer which will be dedicated to the monitoring of ICT security				Budget for ICT Security Officer position	30 June 2021 30 June 2022	IT Manager	Upgrade of Windows 7 workstations Appointment of ICT Security Officer	**In progress** **Budget requested**

Information Technology Security Management	Internal Control Dificiency	Deployment of patches was not adequately implemented	The ICT management did not comply to the approved Antivirus, Firewall and Patch Management Control Policy and ensure that the patches are adequately deployed. Failed patches could be attributed to aging ICT infrastructure and unsupported operating software's.	The ICT Manger and Corporate Service Executive Manager should ensure that the latest and critical patches are deployed within the municipality's ICT environment and deployment of patches is adequately monitored as per approved Antivirus, Firewall and Patch Management Control Policy.	Deploy Systems Center/WSUS with procurement of new domain controller Appoint ICT Securtiy Officer					30 June 2021 30 June 2022	IT Manager	System Center/WSUS Report Appointment of ICT Security Officer	**In Progress** **Budget requested**
Information Technology Security Management	Internal Control Dificiency	Password configuration settings were not configured as per approved End User Security Policy	Controls over Information Technology systems The ICT management did not take accountability and ensure that password settings are adequately configured and activity log is enabled as per approved End User Security Policy	The ICT Manager should ensure that password configuration settings are adequately implemented as per approved End User Security Policy and compliance to the policy is regularly monitored. The ICT Manager should also ensure that the application systems are configured to record users' activities and maintain activity log and the logged activities are regularly reviewed to ensure that only authorised activities are performed by the users	Password compliance test to be conducted and password configurations to be updated on all systems					31-May-21	IT Manager	Password settings screenshot or report	**Not yet started**

Information Technology Security Management	Internal Control Dificiency	Firewall management controls was not adequately designed and implemented	Controls over Information Technology systems The ICT management did not take accountability and ensure that firewall management controls are adequately implemented as per approved Antivirus, Firewall and Patch Management Control Policy. The municipality was using a Fortigate firewall that was supported and maintained by the service provider, Vox Telecoms. As a result, the municipality placed over-reliance on Vox Telecoms to manage and maintain Fortigate firewall.	The ICT Manager should ensure that the firewall rulesets are formally defined and firewall management controls are adequately implemented and managed as per approved Antivirus, Firewall and Patch Management Control Policy and compliance to the policy is regularly monitored.	The firewall rulesets will be formally defined and firewall management controls will be adequately implemented and managed as per approved policy					31-Jul-21	IT Manager	Screenshot from firewall	**Not yet started**

Information Technology Security Management	Internal Control Dificiency	Information and communication technology asset inventory was not maintained	The ICT management did not take accountability and ensure that the ICT assets inventory is maintained as per approved End User Security Policy.	The ICT Manager should ensure that the ICT assets inventory is established and maintained as per approved End User Security Policy.	ICT asset register will be developed					30-Jun-21	IT Manager	ICT Asset Register	**In progress**
Information Technology User Access Management	Internal Control Dificiency	User access management controls were not adequately implemented	The ICT management and systems data owners within the municipality structure did not comply to the approved End User Security policy and ensure that user access management controls are implemented as per approved End User Security policy	The ICT Manager and Corporate Services Executive Manager should ensure that user access management controls are adequately implemented as per approved End User Security policy to address above mentioned weaknesses.	Access rights on systems to be assigned as per job function Generic accounts to be disabled and those with specific users to be named accordingly					30-Jun-21	IT Manager	User Access rights report Screenshot from Active Directory	**In progress** **Not yet started**

Information Technology Service Continuity	Internal Control Dificiency	Disaster recovery plan was not adequately designed	The information and communication technology (ICT) management did not take accountability to ensure that firewall backup procedures are adequately designed and implemented. The firewall was fully outsourced to the service provider. Therefore, ICT management over-relied on the service provider to design and implement the firewall management controls.	DRP to be reviewed to address finding						30-Jun-21	IT Manager	Council Resolution	**Not yet started**
Information Technology Service Continuity	Internal Control Dificiency	Backup management controls were not adequately designed and implemented	The municipality was running off-the-shelve systems which are owned and managed by the various service providers. Therefore, the ICT management and systems data owners	Although the municipality was using off-the-shelf systems, the accountability should be with the municipality as the system data owners to ensure that adequate systems controls are designed and implemented. Therefore, the ICT Manager and systems data owners within structures of the	Monthly backup reports will be submitted to Management					30-Jun-21	IT Manager	Report	**Not yet started**

			within structures of the municipality placed over-reliance on the service providers to perform and manage backups	municipality should ensure that backup management controls are adequately designed, approved and communicated to the relevant officials for implementation.									
Information Technology Change Management	Internal Control Dificiency	Lack of application system change log	The Payday, Munsoft, TCS, Contour, and Baud systems did not have functionality to log changes implemented.	The Information and Communication Technology (ICT) Manager should ensure that the Payday, Munsoft, TCS, Contour and Baud systems are adequately designed and have the functionality to log and extract implemented system changes. The system change log will assist the municipality in recording all unauthorised system changes (updates and upgrades) which can be implemented on Payday, Munsoft, TCS, Contour and Baud systems.	Service providers to be consulted regarding functionality on systemReport to be drawn once functionality available					31 May 202130 September 2021	IT Manager	Minutes from meetingReport	**Not yet startedNot yet started**

Table 62 Internal Audit

MUNICIPAL FINANCE VIABILITY AND MANAGEMENT SWOT ANALYSIS

Strengths	Weaknesses
3-year financial plan	IT internal Controls
3-year investment plan	Loss of Revenue through Energy Theft
Liquidity position of Council (at least 1 months)	Debt collection from government farms
GRAP compliant	Capacity constraints – asset management
95% of collection rate	
Funding of grant in aid	
Fully compliant with MFMA/ Supply Chain Regulations	
A Council adopted Procurement Plan	
OPPORTUNITIES	**THREATS**
INCREASE REVENUE	Electricity Theft
Development of incentives Schemes in the next financial year	
Identification of Child Headed Households	

Table 63 Municipal finance viability and management SWOT Analysis

7. KPA: GOOD GOVERNACE AND PUBLIC PARTICIPATION ANALYSIS

7.1 BACKGROUND

Good Governance is described as "involving fairness, accountability, responsibility and transparency on a foundation of intellectual honesty". Good governance encourages municipal representatives and officials to collaborate with their communities in order to fulfil their needs in a more efficient manner and accountability. The participation of the public in all IDP processes forms the indispensable and integral part of the process and ensures identification with the final product.

7.1.1 2021/2022 IDP REVIEW MEC COMMENTS

The 2021/2022 IDP Review was submitted to the Department of Co-operative Governance and Traditional Affairs for commenting purposes as required by Chapter 5, Section 25 of the Municipal Systems Act. The Department of Co-operative Governance and Traditional Affairs submitted comments on the 2021/2022 IDP Review to the municipality to serve as a base for the development of the 2022/2027 IDP, comments pertaining to the municipal IDP were received, and the municipality developed an action plan to address the comments and is structured as attached in Section C no. 1.

7.1.2 BATHO PELE PRINCIPLES

BP as a concept was officially pronounced by Government in 1997 as an initiative to get public servants to be service oriented or customer focused, to strive for excellence in service delivery and to commit to continuous service delivery improvement. BP was designed as a transparent mechanism to allow customers to hold public servants/ officials accountable for the type of services they deliver.

The White Paper on Transforming Public Service Delivery (1997) provides direction on how service should be rendered informed and guided by the sixteen principles. The Endumeni Municipality has resolved to appoint a designated Batho Pele Coordinator with the aim of ensuring implementation of BP principles is reflected in organisational strategic, operational, budgetary and Service Delivery Improvement Plans. Also to ensure that regular monitoring and evaluation of progress with regards to all BP initiatives through regular reporting is achieved.

Following are the Batho Pele Principles that Endumeni Municipality's administrative and political structures strive to achieve when delivering services to the people:

Batho Pele Principles: -

- **Consultation:** we can only assume to know what our customers want. The only way we can find out for certain is by asking them. This can be done through surveys, questionnaires, meetings, suggestion boxes, izimbizo and by talking to our customers. It's important to report back to customers so they know what to expect, and to our staff so they know what is expected from us.
- **Service Standards**: Citizens should be told about the level and quality of the services they receive. If possible they should be given an opportunity to choose the service they want.
- The standards we set are the tools we can use to measure our performance, and therefore need to be realistic depending on available resources. We should also be able to measure these standards so that everyone can see if they are being met.
- **Access**: There is much more involved when referring to access. It means making it easy for our customers to benefit from the services we provide. Easy access can be made possible by: -having wheelchair ramps, disabled parking bays, taking our services out to the community. Staff attitude may determine how approachable your component/directorate/department is.
- **Courtesy:** We must be polite and friendly to our customers. Customers should be treated with respect and consideration. We must always be willing to assist. Telephone etiquette is vital. All our correspondence must be respectful.
- **Information**: Citizens should be given full accurate information about the public services they are entitled to receive. Information is about reaching all our customers to make sure they are well informed about the services our department provides. This may be done in a number of ways-for example through newspapers, radio, posters and leaflets. It's important to remember that different customers have different needs and they do not all speak the same language.
- **Openness and Transparency**: We should be open about our day to day activities, how much our departments receive, how that money is spent. This information should be available to the public. Annual reports, strategic plans, service commitment charters, etc must be made available to the public
- We should tell our customers where to complain and how to *do it.*

- **Redress:** Redress is making it easy for people to tell us if they are unhappy with our service. We should train staff to deal with complaints in a friendly, helpful manner.
- An apology, full explanation and effective, speedy remedy should be offered when the promised standards of service have not been delivered.
- When complaints are made, we must give our customers a sympathetic ear. Have positive Reponses to complaints.
- **Value for Money**: We need to make the best use of available resources. Avoid wastage of time, money, and other resources. It also means eliminating waste, fraud and corruption and finding new ways of improving services at little or no cost;
- **Encouraging Innovation and Rewarding Excellence:** Innovation: using new ways of doing things Encourage partnerships with different sectors in order to improve service delivery. Rewarding Excellence is also about rewarding the staff who "go the extra mile" in making it all happen.
- **Customer Impact**: If we put all the Batho Pele Principles into practice, we then increase the chances of improvement in our service delivery. This in turn will have a positive impact on our customers. It is about how the nine principles link together to show how we have improved our overall service delivery. Here we look at the benefits we have given to our customers both internally and externally.
- **Leadership and Strategic Direction**: Our leaders must create an atmosphere which allows for creativity. Management must ensure that goals are set and that planning is done.

7.1.3 BATHO PELE POLICY AND PROCEDURE MANUAL

The Endumeni municipality is the process of developing its very own custom made Batho Pele Policy. The aim of the policy is to outline what makes an organization effective in delivering services to the public, and in so doing comply with the principles of Batho Pele. It will also serve as a comprehensive and systematic process to manage the implementation of Batho Pele Principles.

The policy proposed is an adaptation of a model or set of principles of how client centred organizations are run and what makes them successful, based on findings of studying service delivery to the public. The policy will further enable the

municipality to be Batho Pele compliant and infused with reinforcing values, norms and beliefs strongly focused on the public and beneficiaries of their (the departments') services. This culture ensures that the concerns of the public and their needs are at the heart of all key decisions, actions and communications in the departments. The municipality will have adopted the final Batho Pele policy by 30 June 2020 together with the Final 2020/21IDP.

7.1.4 BATHO SERVICE DELIVERY CHARTER

The municipality has recently developed a service delivery charter that describes the general mandate and responsibilities of the Municipality of Endumeni. The services provided by the municipality have been prioritized as the requirements of a standard service delivery charter. The public has been involved notices on the local newspaper and furthermore through war rooms, engagements occur at all levels. Powers and functions of the municipality are clearly defined, and the standards are linked to Objectives & strategies of the municipality. Standards have been developed in a SMART manner that can enable performance against the standards to be easily measured and reported on. The municipal standards are clear in terms of timelines and awareness's will be conducted in order to familiarize the community about them.

7.1.5 SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

The municipality has developed the Service Delivery Improvement Plan in line with its constitutional mandate. The SDIP will outline the current baseline of the municipality; where do our citizens want us to be, and furthermore addresses how do we get there. Key services that require improvement will be identified and the SDIP will be developed on those findings.

7.2 OPERATION SUKUMA SAKHE

The main aim of Operation Sukuma Sakhe / War on Poverty campaign is to reach out to more poverty-stricken communities, with the intention of making maximum impact on those communities in the shortest possible way, and also to ensure that communities including the private and the public sector join forces to fight against poverty.

The Operation Sukuma Sakhe programme is the new approach of how government and its social partners would fight poverty. Endumeni has a

designated OSS champion who regular visits war rooms in all municipal wards together with the IGR personnel ensuring the needs of the people are addressed.

7.2.1 FORMATION OF THE ENDUMENI LOCAL TASK TEAM: FLAGSHIP PROGRAMS

During May 2010, the Endumeni Local Task Team was formed with Mrs S S Mazibuko of the Department of Social Development – Dundee and Mr J A du Plessis of the Endumeni Local Municipality as the Secretariat of the Task team. At present there are 35 registered members consisting of Departmental Officials and other organisations. These members are basically also the members of the Endumeni Aids Council, the difference being that the Local Aids Council is chaired by the Mayor of Endumeni with relevant Councillors forming the Executive membership thereof.

The programs from the Office of the Premier administered by the Local Task Team were known as "Flagship Programs" but have recently been changed to "Operation Sukuma Sakhe", meaning Rise up & Build. Although these programs are aimed at Poverty Alleviation they cannot be separated from HIV/AIDS infections as it is a well-known fact that poverty leads to malnutrition which compromises the human immune systems. The Local Task Team meets every first Thursday of the new month and the below figure shows it structure.

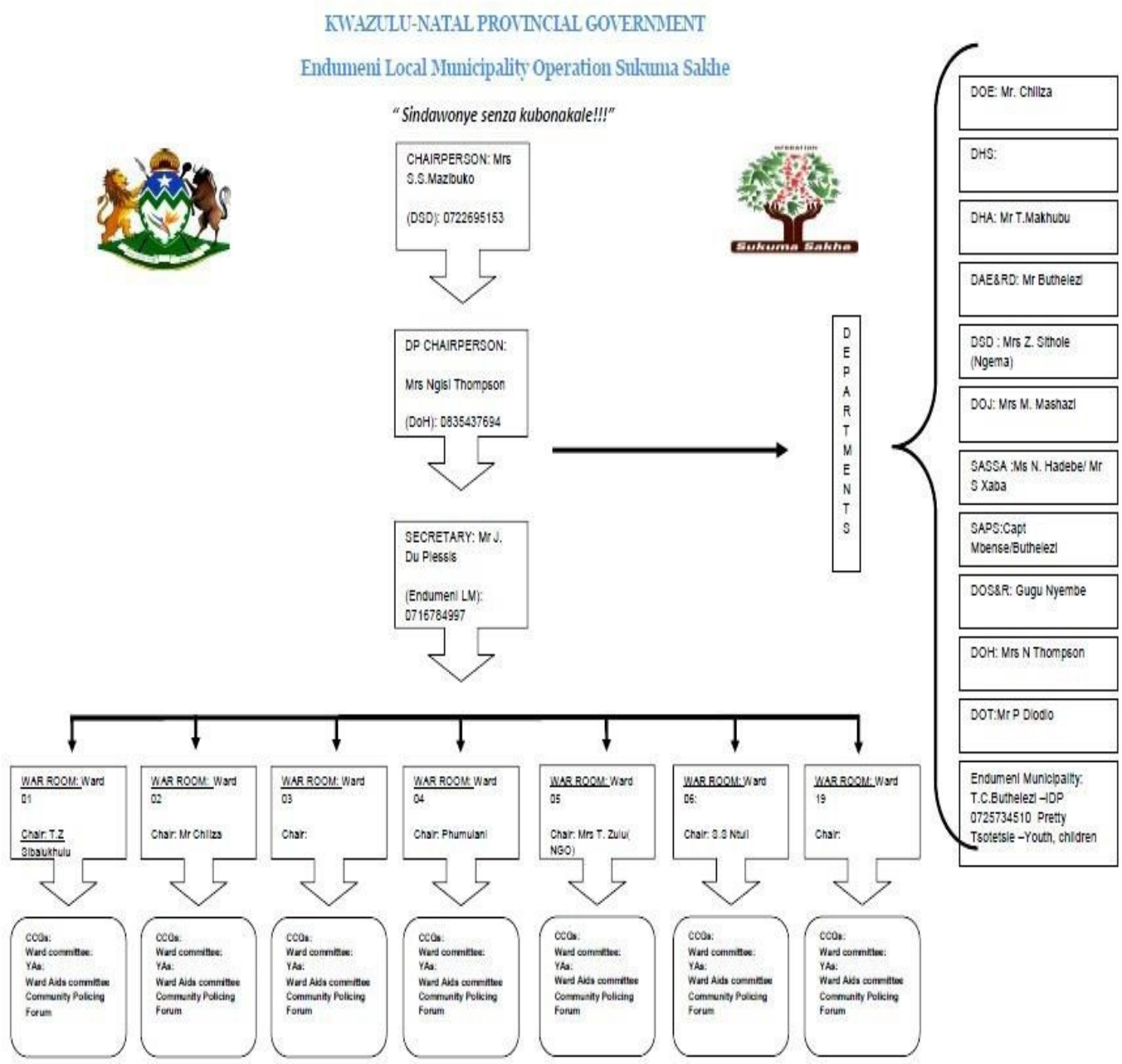


Figure 52 KZN Sukuma Sakhe

7.2.2 IDP ALIGNMENT TO OPERATION SUKUMA SAKHE (OSS)

The Endumeni Local Municipality's together with the Endumeni Local Task Team under the banner of OSS decided to align their operations after the District OSS meeting held on the 27th September 2016 at Mont Hall, Dundee. The below generated formula is yet to be presented to the District OSS Forum for adoption as it was also supported by the Local Task Teams of Nquthu and Msinga.

7.2.3 BACKLOGS

Backlogs are a shared burden of the municipality and sector departments, regardless of the profiling done at ward war room level. Therefore, the shared eradicating

programmes/projects should be classified according to immediate/ short term/ medium term and long term.

Therefore long & medium term programmes/projects should be those featured in the IDP and short term to immediate should be seen as "operational". Therefore, to be reported on the IDP as past financial year activities of the OSS since they can be predicted or planned for.

7.2.4 SERVICE DELIVERY

A Local Strategic Action Plan is therefore needed in order to action and monitor the work done under the banner of OSS. This will help in clearing the confusion in the Powers & Functions of the Municipality vs Sector Departments, and that of the two conflicting financial year structure. Both Municipality and Departments are to generate projects by the end of November. Therefore OSS profiling and IDP "Ward to Ward" public engagements must be done in order to inform departmental projects/budgets before end of October. This will help the Local Strategic Action Plan to have financial commitments from the municipality and sector departments.

7.2.5 CHALLENGES AND SUCCSSES OF WAR- ROOMS SCHEDULED DATES FOR WAR ROOM SITTINGS

Unless advised otherwise well in advance the meetings of the various war rooms shall be take place as per the recommended schedule:

Ward Name	*Place*	*Dates*
Ward 1	Was bank municipal office	Every Wednesday per week @ 11h00
Ward 2	Ext 18 Container	Every Tuesdays per week @ 11h00
Ward 3	Sithembile community Hall	Every Thursday per week@ 11h00
Ward 4	Sibongile old Admin building	Every Friday per week @12h00
Ward 5	Anglican church (Sibongile)	Every Wednesday per week @ 10h00
Ward 6	Mackenzie Hall	Every Wednesday per week @ 10h00
Ward 7	Glencoe Town Hall	Second Wednesday of every month @ 10h00

Table 64 Ward Committee Sitting

7.2.6 WAR ROOM FUNCTIONALITY

All 7 wards are functional. The war room are operating under the supervision of ward councillors as Ward champions and ward war rooms structure. The issues reported by community into war rooms may be referred to relevant stakeholders including the municipality and to the top structure which is Endumeni Local Task team. The most common issues reported during war room meetings in no order of importance includes among others the following:

- Housing issues in all wards Electricity Theft
- Drainage system in all areas which cause flooding in most households Access to Grant-In-Aids and all social ills
- Lack of Access to Job opportunities Sanitation Services (i.e. Toilets) Access to Water
- Disaster issues
- Lack of Access to Waste Management Services Social relief
- Pauper burials Municipal services

- Inconsistent attendance by certain Sector Departments and Municipal Officials at war room meetings Lack of operating Furniture and stationery in some of the War Rooms
- Delays by certain stakeholders in resolving reported challenges and issues

The operation Sukuma Sakhe/LTT sit once every first Tuesday of the month and the structure is operating under the superior of Executive Mayor as a Champion and it has its own structure. The purpose for the structure to sit is tackle all issues reported through war rooms or ward councillors, if the LTT does not get joy on issue referred it to the principal structure. Operation Sukuma sakhe /LTT must work hand with Local municipality because it is fulfilling the needs for communities of that particular LM.

7.2.7 OSS PROGRAMS ON PIPELINE

- Operation mbo in all 7 wards
- Ward profiling/ households profiling
- Isibaya Samadoda campaigns in all Wards to deal with GBV issues
- School uniforms donations Awareness campaigns
- Clean-up campaigns at all angles

7.2.8 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

Endumeni Local Municipality is also committed in training and developing communities through the EPWP programme, thereby promoting economic growth and creating sustainable development. 25% of the MIG projects to be undertaken by the municipality are EPWP compliant.

The municipality during the 2021/22 Financial year, appointed 65 people through the EPWP programme. The Department of Cooperative governance and Traditional Affairs has nominated Endumeni Local Municipality to implement the Community Work Programme in the 2021/22 Financial Year. It is a National funded programme implemented by municipalities. The programme is community driven through partnerships between community, government and civil society. The CWP programme falls under the umbrella programme EPWP in the Non-state sector as public employment programme. The municipality will recruit 450 participants to form part of the programme, and in line with the guiding principles and policies of the programme.

Generally, the programme is progressing according to plan and is indeed beneficiary to the Municipality and the benefitting community members especially those from the vulnerable groups of society, i.e. Women, Youth, Aged, People Living with Disabilities; etc.

7.2.9 BACK TO BASICS PROGRAMME (B2B)

The Endumeni Local municipality is reporting on monthly basis to National Cooperative Governance and Traditional Affairs regarding back to basics. The municipality reports on a quarterly basis to the Provincial Cooperative Governance and Traditional Affairs.

The feedback received has been between 62% and the reason for this constant position in the district is due to the ward functionality and the challenge in filling the critical posts for the municipality. The Municipality is working with Provincial specialists to improve on the issues that put the municipality in a challenged positioned. The reporting is based on the below mentioned pillars.

7.2.10 FIVE PILLARS OF BACK TO BASICS IMPLEMENTATION

- Pillar 1 – Putting People First and Engaging with Communities
- Pillar 2 – Delivering Basic Services
- Pillar 3 – Good Governance
- Pillar 4 – Sound Financial Management
- Pillar 5 – Building Capabilities

7.2.11 THE INTERGOVERMENTAL RELATIONS (IGR) FUNCTIONALITY REPORT

The Constitution of South Africa sets the rules for how government works. There are three spheres of government in South Africa:

- National government.
- Provincial government.
- Local government.

The spheres of government are autonomous and should not be seen as hierarchical. The Constitution says: The spheres of government are distinctive, inter-related and inter-dependent. At the same time, they all operate according to the Constitution and laws and policies made by national Parliament.

The government machinery is made up of three parts:

- The elected members (legislatures) – who represent the public, approve policies and laws and monitor the work of the executive and departments.

- The Cabinet or Executive committee (executive)– who co-ordinate the making of policies and laws and oversee implementation by the government departments.
- The departments and public servants – who are responsible for doing the work of government and account to the Executive Provincial Inter-Governmental Structures

The Premier in each province is responsible for coordinating relationships between national, provincial and local government in the province. A Premier's Inter-Governmental Forum (PIF) consists of the Premier, the local government MEC, other MECs, Metro and District Mayors and other Mayors where necessary. The PIF meets regularly and consults on broad development in the province, as well as on the implementation of national and provincial policy and legislation. It also seeks to coordinate the alignment of provincial and municipal development planning and strategic planning. The PIF reports through the Premier to the PCC.

PIF meetings are usually preceded by PAF (Provincial Advisory Forum) meetings where provincial heads of departments meet with all municipal managers.

The municipality actively participates in the above-mentioned forums.

Endumeni Local Municipality has since appointed dedicated IGR personnel; the appointed official will ensure the participation of relevant officials in various district and provincial level IGR structures as and when required to attend. Among the various IGR Structures the following can be mentioned:

- The Premiers Coordination Forum the Provincial IDP Forum
- The Provincial SPLUMA Forum the Provincial LED Forum
- The District Mayoral Forum
- The District Speakers Forum
- The District Municipal Managers Forum
- The District Planning & Economic Development Forum the District CFO's Forum
- The District IDP Representative Forum the District OSS Task Team
- The District and Local AIDS Council
- District Technical Performance Management Systems Advisory Forum

The above forums have been able to sort out intergovernmental issues at record time due to their functionality. One can then make an example out of the due payment

contributions to the District for the functioning of the District's Development Planning Shared Services utilised by all LMs.

7.2.12 MUNICIPAL STRUCTURES

The Endumeni Municipality appoints representatives to its political structures and external bodies after completion of each municipal election and representations to such Committees and external bodies are listed as follows:

7.2.13 ENDUMENI COUNCIL

Endumeni Local Municipality is made out of Thirteen (13) Councillors from the seven (7) Municipal wards. The Members of Endumeni Council are as follows:

- SPEAKER, CLLR A M NSIBANDE – CHAIRPERSON OF THE COUNCIL
- HIS WORSHIP MAYOR CLLR A S NDLOVU
- DEPUTY MAYOR NOT OCCUPIED
- CLLR. S B MDLULI
- CLLR M S ABDOOL
- CLLR N M GOPIE: CHAIRPERSON OF MPAC
- CLLR. S M KHESWA
- CLLR. M T NGCOBO
- CLLR. S M PHAKATI
- CLLR. Z M SHELEMBE
- CLLR. F N MTHETHWA
- CLLR. X M MSEZANE
- CLLR. L B ZULU

7.2.14 EXECUTIVE COMMITTEE (EXCO)

As per delegation by Endumeni Municipal Council the Executive Committee (EXCO) comprises of the following Councillors with:

- HONOURABLE MAYOR CLLR. A S NDLOVU – Chairperson of the Executive Committee
- CLLR. M S ABDOOL
- CLLR. S B MDLULI

7.2.15 PORTFOLIO COMMITTEES

The municipality has properly constituted all necessary portfolio committees. These committees are functional and are actively involved in monitoring and evaluating progress of projects. All projects that are undertaken in the municipality are presented to the portfolio committees for comments and inputs before proceeding to the next phase

/ level. In this way, the political structure is well-informed on what is happening on project implementation.

The portfolio committees are proportionally represented.

Portfolio Committee	Name of Portfolio Chair	Gender
Finance & Technical	**CLLR A S NDLOVU**	**Male**
Corporate & Community	**CLLR M S ABDOOL**	**Male**
Planning & Economic Development Services	**CLLR S B MDLULI**	**Male**

Table 65 Portfolio Committee

7.2.16 LABOUR FORUM

The Labour Forum is fully functional its members are as follows:

- CLLR M PHAKATI
- CLLR A M NSIBANDE
- CLLR A Z SADECK

7.2.17 THE IDP ORIENTED STRUCTURES WARD COMMITTESS

Endumeni Municipality has elected Ward Committees in all the 7 wards in the municipality are fully functional and active in all development issues affecting their wards and the municipal area at large, however there has been a challenge with sectorial reports submissions and the interventions from the office of the speaker through public participation unit has been required.

These structures are in continuous contact with the community at the ward levels and all issues raised in the meetings are conveyed to the council for consideration. These committees receive ongoing training. The Ward Committees accounts for the work they do via their Ward Councillors to the Office of the Speaker of the Municipality where they are required to submit regular monthly functional reports.

7.2.18 IDP REPRESENTATIVE FORUM (RF FORUM)

Chapter 5 of the Municipal Systems Act (Act 32 of 2000) dictates that every municipality must prepare an IDP and that, the IDP must include representation from members of the community. Endumeni Municipality has established the IDP Representative Forum that represents the interests of all residents in the IDP process.

The IDP Representative Forum comprises of government departments, NGO's that are active in a range of issues, Corporate Service Providers and all other structures that exists within the community. The municipality will continuously identify the groups and ensuring their representation in the IDP Representative Forum. For example, each meeting of the Representative Forum is advertised on local paper, invitations are also delivered using door-to- door in the most accessible addresses, through posters and announcement in social meetings.

In order to ensure maximum participation in the Representative Forum (Rep Forum) meetings from members of the public, representatives and relevant government officials, Rep Forum meetings are to be scheduled as and when required during the key stages of the IDP Process to ensure focused and meaningful contributions by participants.

The first Rep Forum meeting was planned in alignment with the Umzinyathi District, unfortunately the first meeting was never convened due to the Challenges at the District municipality. The Municipality held its REP forum to finalize on issues outstanding for the Draft 2021/22 IDP Review.

Resolution from the meeting for the next financial year is to hold these sessions four (4) times a year and have the terms of reference circulated to each and every stakeholder for a proper functionality.

7.2.19 IDP & BUDGET STEERING COMMITTEE

As part of the IDP preparation process, the IDP/Budget Steering Committee chaired by the Mayor acts as a support to the IDP Representative Forum, the Municipal Manager and the IDP Coordinator/ Manager. This structure will continue functioning throughout the process.

The committee facilitates the participation of the management and other senior officials of municipality in the process. The committee also ensures efficient alignment and co-ordination between IDP projects and the budget to ensure that there is sufficient funding for the proposed projects. The functionality of this committee is to improve the IDP in various areas of expertise and some decisions made are based on its recommendations.

7.3 COMMUNICATION AND PUBLIC PARTICIPATION

The municipality undertakes communication and public participation interventions and activities in accordance with its developed and adopted Integrated Public Participation & Communication Strategy. The purpose was to ensure that there is increased synergy between both the Public Participation and Communication functions when engaging various stakeholders. Endumeni Local Municipality has a fully- fledged public participation and Communication's unit, and every effort has been made to ensure that the two interlinked units conduct their day to day business in an integrated fashion given the interconnectedness of their portfolios. At a very board level the Integrated Public Participation and Communication Plan aims to realize the following objectives:

- Improve communication with the local community as well as other organs of state within the local and provincial spheres of government;
- Enhance accountability, openness, transparency and responsive local government; and
- Inform the community of the activities and intentions of the municipality.

7.4 INTERNAL AUDIT COMMITTE

7.4.5 INTERNAL AUDIT MANDATE

The Internal Audit Unit mandate emanates from Section 165(1) of the Municipal Finance Management Act, No.56 of 2003 (MFMA) which states:

(a) Each municipality and each municipal entity must have an internal audit unit.

(b) Internal Audit unit of a municipality or municipal entity must:

- Prepare a risk-based audit plan and an internal audit program for each financial year;
- Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:
- Internal audit;
- Internal controls;
- Accounting procedures and practices;
- Risk and risk management;
- Performance management;
- Loss control; and

- Compliance with this act, The annual Division of Revenue Act and any other applicable legislation

(c) Perform such other duties as may be assigned to it by the accounting officer

The Internal Audit Charter as adopted by the Performance/Audit Committee regulates the work of the Internal Audit Activities. The Municipality has an approved structure of internal audit unit. Endumeni Municipality has appointed two incumbents under the Internal Audit and are full time in the Municipality being responsible for the co-ordination of the work of the Internal Audit in the Municipality.

7.4.6 The role of Internal Audit

The Institute of Internal Auditors defines internal auditing as:

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

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

Governance

The Internal Audit Activity should assist management in achieving the goals of the Municipality by evaluating the process through which:

- Goals and values are established and communicated.
- The accomplishment of goals is monitored.
- Accountability is ensured and corporate values are preserved.

Controls

Internal Audit should evaluate whether the controls, which management relies on to manage the risks down to acceptable levels, are appropriate and functioning as intended (i.e. are they effective yet efficient) and propose recommendations for enhancement or improvement.

The Internal Audit unit will conduct audits in accordance with the "Code of Ethics" and "Standards for the Professional Practice of Internal Auditing- of The Institute of Internal Auditors, as well as other corporate governance regulations.

Internal Audit Plan

The "Standards for the Professional Practice of Internal Auditing- as issued by the Institute of Internal Auditors requires that: "The internal audit activity's plan of engagements should be based on a risk assessment, undertaken at least annually. The inputs of senior management should be considered in this process."

The critical success factors for an effective Internal Audit Plan are that it:

- Is aligned with strategic objectives of the organisation.
- Covers the strategic risk areas facing the organisation
- Is risk based – addresses the key risks areas/concerns of management.
- Is prepared in consultation with management, the audit committee and external auditors.
- Matches assurance needs with available resources.

The Internal Audit Plan will be aligned with the strategic risks identified and could encompass risk-based, compliance, financial discipline and cyclical reviews.

The output of the risk assessment process at the Municipality will, amongst others, be used to develop the Internal Audit plan by:

The plan for each year will be determined by the priority ranking (based on the risk assessment) of identified audit areas and the expertise and resources available to Internal Audit.

Authority

Internal audit reports via the Accounting Officer administratively and to the Audit Committee functional and has unrestricted access to the Chairperson of Audit Committee, the Accounting Officer and Senior Management.

Internal Audit is authorised to:

- Have unrestricted access to all relevant functions, records, property and personnel.
- Have full and uninhibited access to the Audit Committee and the Accounting Officer.
- Allocate its own resources; determine frequencies, subjects, scope of work to be performed; and apply the techniques required to accomplish its audit objectives.

• Obtain the necessary assistance of personnel in the various departments, sections and units of the Municipality where they perform internal audit reviews, as well as other specialised services from within or outside the organisation.

Internal Audit is not authorised to:

• Perform any operational duties for the Municipality.

• Initiate or approve accounting transactions external to the Internal Audit Activity.

• Direct the activities of any Municipality employee except to the extent that such employees have been appropriately assigned to the internal auditing teams or to otherwise assist the internal auditors in carrying out investigations.

7.4.7 THE AUDIT COMMITTEE

Endumeni municipality has established an Audit Committee in accordance with section 166 of the Municipal Finance Management Act, no 56 of 2003, August 2021Council appointed new audit committee which consists of four (4) members for three (3) years. The role of the Audit Committee is to assist the Council and the Accounting Officer in fulfilling its oversight responsibilities with regard to the integrity of internal control and accounting function.

Internal auditing and external auditing and reporting practices of the municipality and other such duties as may be directed by the Council and Accounting officer, and in so doing shall Advise the municipal council, the political office-bearers, the accounting officer and the management and staff of the municipality on matters relating to :

- Internal Financial Control and Internal Audits;
- Risk Management;
- Accounting Policies;
- The adequacy, reliability and accuracy of financial reporting and information; and
- Performance Management;
- effective governance;
- compliance with the Municipal Finance Management Act, the annual Division of Revenue Act and any other applicable legislation; performance evaluation; and
- any other issues referred to it by the municipality.
- Review the annual financial statements to provide the council of the municipality with an authoritative and credible view of the financial position of the municipality, its efficiency and effectiveness and its overall level of compliance with the Municipal

Finance Management Act, the annual Division of Revenue Act and any other applicable legislation;

- respond to the council on any issues raised by the Auditor-General in the Audit report;
- carry out such investigations into the financial affairs of the municipality as the council of the municipality may request; and perform such other functions as may be prescribed.

In performing its functions, an audit committee-

- Has access to the financial records and other relevant information of the municipality;
- Must liaise with-

The internal audit of the municipality; and the person designated by the Auditor General to audit the financial statements of the municipality.

Audit Committee members are as follows and they served in both Audit committee matters and Performance Audit matters:

- Mr L Africa Chairperson (Resigned in December 2021)
- Ms S Ntuli Member
- Ms M Gabela Member
- Mr S Ngidi Member

7.4.8 AUDIT CHARTER

The Endumeni Local Municipality has approved an Audit Charter. The purpose of the Audit Committee charter is to set out the status, authority, roles and responsibilities of the Audit Committee of the Municipality. The status, authority, roles and responsibilities are in accordance with section 166 of the Municipal Finance Management Act (MFMA), no 56 of 2003 read together with MFMA Circular 65 of 2012 as issued by National Treasury.

Consideration has also been given to the recommendations contained in the King Report IV This charter guides the Audit Committee in fulfilling its obligations.

The role of the Audit Committee is to assist the Endumeni Local Municipality in achieving its strategic goals and objectives, by helping to maintain effective internal controls, risk management, accurate financial reporting and corporate governance principles.

7.4.9 ENDUMENI INTERNAL POLICIES

Endumeni Municipality has developed and adopted the following policies/strategies. These strategies / policies govern developments / interventions in the municipal area. The table below reflects the list of adopted policies / strategies & Bylaws:

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Human Resources Strategy	Adopted & to be reviewed during 2022/2023	Financial position anticipated to pose some challenge.	Executive Manager: Corporate Services	**30 June 2022**
Recruitment and Selection Policy	Adopted & to be reviewed during 2022/2023	None	Executive Manager: Corporate Services	**30 June 2022**
Employment Equity Plan	Adopted & to be reviewed during 2022/2023	Attraction of suitably qualified individuals within designated groups	Executive Manager: Corporate Services	**30 June 2022**
Workplace Skills Plan	Adopted & to be reviewed during 2022/2023	Workplace Skills Plan submitted to Department of Labour timeously by 30 June every year	Manager: Human Resource	**30 June 2022**
Leave Management Policy	Adopted & to be reviewed during 2022/2023	Policy is being adhered to	All Heads of Departments and Manager: Human Resource	**30 June 2022**

Performance Management System Policy Framework	Adopted & to be reviewed during 2022/2023	Performance Management to be extended to other levels of staff	All Heads of Departments	**30 June 2022**
Leave Management Policy	Adopted & to be reviewed during 2022/2023	Policy is being adhered to	All Heads of Departments and Manager: Human Resource	**30 June 2022**
Nepotism policy	Adopted & to be reviewed during 2022/2023	Although the policy is relatively new, no challenges are anticipated.	Municipal Manager and All Heads of Departments	**30 June 2022**
Transfer Policy	Adopted & to be reviewed during 2022/2023	Policy being adhered to. No challenges	All HOD's	**30 June 2022**
Cell phone allowance policy	Adopted & to be reviewed during 2022/2023	Fully implemented	Executive Manager: Corporate Services	**30 June 2022**

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION / PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Job Classification and Grading	Adopted & to be reviewed during 2022/2023	Departments are busy crafting their job descriptions	All Heads of Departments and Manager: Human Resource	**30 June 2022**
Remuneration Benefits	Adopted & to be reviewed during 2022/2023	Unsuccessful salary negotiations result in strike action	Municipal Manager and All Heads of Departments	**30 June 2022**

Conditions of Service	Adopted & to be reviewed during 2022/2023	New agreement signed by member parties of SALGBC	Executive Manager: Corporate Services	**30 June 2022**
Promotion, Demotion and Transfer Policy	Adopted & to be reviewed during 2022/2023	Implementation on an ongoing basis	All Heads of Departments and Manager: Human Resources	**30 June 2022**
HIV/Aids Education and Prevention Programme	Adopted & to be reviewed during 2022/2023	HIV/Aids Council meeting convened regularly who direct and plan all HIV/Aids campaigns and programmes	Senior Manager: Health Services	**30 June 2022**
Succession Plan	Adopted & to be reviewed during 2022/2023	Succession Planning programme for existing staff not yet completed	Senior Manager: Corporate Services and Manager: Human Resources	**30 June 2022**
Sexual Harassment Policy	**Adopted & to be reviewed during 2022/2023**	**Delays in implementation of the charges must be expedited**	**Municipal Manager**	**30 June 2022**

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION / PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Smoking Policy	Adopted & to be reviewed during 2022/2023	Adhered to	All Heads of Departments and Supervisors	**30 June 2022**

Election of Speaker, Mayor and Exco Committee Members	Adopted & to be reviewed during 2022/2023	Adopted	Municipal Manager	**November 2022**
Election of Ward Committee Members	Adopted & to be reviewed during 2022/2023	Adopted	Municipal Manager and Communications Manager	**28 February 2022**
Portfolio Committees	Adopted & to be reviewed during 2022/2023	Adopted	Municipal Manager	**January 2022**
Audit Committee Charter	Adopted & to be reviewed during 2021/2022	Adopted	Municipal Manager	**Annually**
Integrated Development Plan	**To be adopted during 2022/2023**	**To be adopted**	**Executive Manager: Planning & Economic Development Services**	**30 June 2022**

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Informal Economy Management & Support Policy	Adopted & to be reviewed during 2022/2023	Adopted	Executive Manager: Planning & Economic Development Services	30 June 2022
Geographical Information Systems (GIS) Policy	Adopted & to be reviewed during 2022/2023	The Compilation and Adoption of the GIS Policy is for 2021/2022	Executive Manager: Planning & Economic Development Services	30 June 2022
By-Laws and Regulations	Adopted & to be reviewed during 2022/2023	Adopted	Manager: Legal Services	30 June 2022
Standing Rules of Order and Procedure	Adopted & to be reviewed during 2022/2023	Adopted	Municipal Manager	30 June 2022
System and Delegation	Adopted & to be reviewed during 2022/2023	Adopted	Municipal Manager	30 June 2022
IT Policies	Adopted & to be reviewed during 2022/2023	Adopted	Executive Manager: Corporate Services and Chief Financial Officer	30 June 2022
Declaration of Interest by Councillors & Officials	Adopted & to be reviewed during 2022/2023	Adopted	Municipal Manager	30 June 2022

Tariff Policy	Adopted & to be reviewed during 2022/2023	Adopted	Chief Financial Officer	30 June 2022

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION / PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Supply Chain management	Adopted & to be reviewed during 2022/2023	Adopted	Chief Financial Officer	30 June 2022
Fleet Management/ Council Vehicle Policy	Adopted & to be reviewed during 2022/2023	Adopted	Chief Financial Officer	30 June 2022
Indigent Policy	Adopted & to be reviewed during 2022/2023	Renewal and revision annually	Chief Financial Officer	30 June 2022
Subsistence and Travelling Policy	Adopted & to be reviewed during 2022/2023	Revision as and when required	Chief Financial Officer	30 June 2022
Vehicle Use by Councillors	Adopted & to be reviewed during 2022/2023	Implemented	Municipal Manager	30 June 2022
Cash Management and Investment Policy	Adopted & to be reviewed during 2022/2023	Regular review of Investment performance	Chief Financial Officer	30 June 2022

Table 66 Institutional Plans and Policies

7.4.10 MUNICIPAL RISK MANAGEMENT COMMITTEE

The municipality has a functional Risk Committee. The members of the Risk Committee are Top Manco & the Chairperson is independent. However, the municipality employed the Risk Officer during the 2020/2021 financial year as per the Performance Audit Committee Chairperson Recommendations. In addition, the municipality will be appointing an independent Risk Management professional who will serve as the Chairperson of the Risk Management Committee in line with work of the Audit Committee.

In terms of s62(1)I(i) of the Municipal Finance Management Act No. 56 of 2003, the municipality must have and maintain an effective, efficient and transparent system. For financial and risk management and internal control. The municipality has an Anti-Fraud & Anti-corruption Strategy in place, to minimise risk and the members of the Risk Committee are all Heads of Departments and the Municipal Manager.

7.4.11 MUNICIPAL BID COMMITTEES

The municipality's Bid Committee is in place and functional. All tenders go through evaluation under the watchful eye of the bid committee. The committee comprises of members with independent minds and relevant skills.

7.4.12 APPOINTMENT OF BID COMMITTEES

Bid committees were established as per SCM Regulation and are fully functioning. The full complement is reflected in the table below:

Table 69: Appointment of BID Committees

NAME OF THE BID COMMITTEES	NAME & SURNAME OF MEMBERSHIP OER	RESPONSIBILITY
BID SPECIFICATION COMMITTEE BSC)	M.P Khumalo Budget Manager T. Ndlovu LED Manager S.E Ndima Administration Manager M. Mthembu Assistant Manager Social	**CHAIRPERSON BSC** **MEMBER** **BSC MEMBER** **BSC MEMBER** **BSC MEMBER**

BID EVALUATION COMMITTEE (BEC)	Ms N.Z Zulu SCM Manager Ms M Mbatha PMU Manager Mr S. Mhlungu HR Manager Mr Z Mndaweni Environment and waste Manager Mr N. Bezuidenhout Chief	**CHAIRPERSON BEC** **MEMBER** **BEC MEMBER** **BEC MEMBER** **BEC MEMBER**
BID ADJUDICATION COMMITTEE (BAC)	**Mr M.A Ngcobo Chief Financial Officer** **Mr B.M.N Hlatshwayo Executive Manager PLANNING** **Mr S.P Zulu Executive Manager Corporate Services** **Mrs S.M Ndebele Executive Manager Technical Services** **Ms N. Chenia Senior Manager Compliance**	**CHAIRPERSON** **BAC MEMBER** **BAC MEMBER** **BAC MEMBER** **BAC MEMBER**

Table 67 BID COMMITTEES

The committees have fixed dates for meetings every week. BSC sits every Thursdays, BEC sit 5 days after bid closing and BAC sits in days after BEC. The Management has been trained by the Provincial Treasury on Bid committees so as to have a pool of people who are trained on Bid Committees.

7.5 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The municipality has a functional Municipal Public Accounts Committee which is charged with the responsibility to:

- Assist Council to hold the executive and administration to account;
- Councillors are therefore responsible for exercising oversight over both the executive and administration;
- Proper administration of oversight requires Councillors to be fully informed of their own agenda, business or affairs; and

- Councillors are accountable for the performance of the council; hence they must supervise the Municipal Council agenda, in order to achieve the desirable performance.
- The Chairperson of the MPAC is Cllr. Gopie

7.6 MUNICIPAL BYLAWS

The municipality has developed, adopted and promulgated various municipal bylaws. These bylaws are under the custody of various municipal departments and the department ensure the bylaws are adhered implemented. Likewise, all businesses and developments within the municipal area expected to operate within the municipal bylaws.

All bylaws have clear punitive measures should they be breached. The council together with the relevant government stakeholders monitor adherence of businesses on the bylaw and ensure that all culprits face appropriate and laid-out penalties or punishments. The table below reflects the existing municipal bylaws.

7.7 PUBLIC PARTICIPATION ANALYSIS

One of the objectives of local government inn terms of section 152 (1) I of the Constitution of South Africa is to encourage the involvement of communities and community organisations in local government. The White Paper on Local Government puts forward the vision of "developmental local government" which it defines as:

"Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the "quality of their lives."

The vehicle and system for involving the public is given more emphasis in Section 16 of the Municipal Systems Act, which requires that municipalities develop a culture of community Participation and create mechanisms, processes and procedures. These mechanisms would involve communities in planning, performance management, budgeting and service delivery.

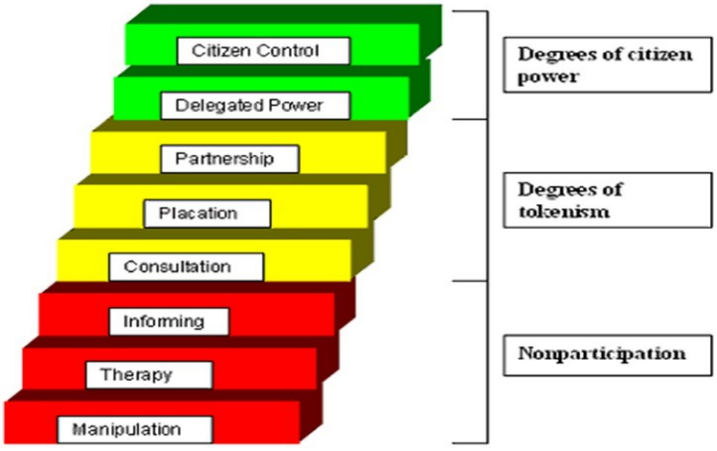
Municipalities are also required to build the capacity of the local community to participate, as well as the capacity of councillors and staff to foster community participation. Emphasis is placed on ensuring representative in terms of age, gender, race, disability, as well as reaching those previously excluded from formal local government structures.

"The purpose of the Endumeni Local Municipality is to facilitate and ensure the provision of infrastructure, services and support, thereby creating an enabling environment for all citizens to utilize their full potential and access opportunities, which enable them to contribute towards a vibrant and sustainable economy with full employment, and thus create a better life for all.

The municipality is in the process of developing a community participation policy. The main purpose of the policy is to provide guidelines for increasing the level of active citizen participation in the decision-making process of local government and to create an enabling environment for civil society in which ordinary citizens and social groups may find platform upon which they voice out their concerns and take part in the fundamental decision making on issues that affect their lives.

SPECIFIC OBJECTIVES OF THE POLICY ENTAIL THE FOLLOWING:

- Strengthening democracy by increasing participation of citizens in local government's decision-making; Developing mutual trust between citizens and local government officials and Councillors;
- Improving communication to allow citizens to have access to information and to feedback to the local government;
- Keeping local government abreast of citizens' needs, which enables the creation of an environment where local government resources are directed to meet the needs;
- Creation of additional resources for development to encourage and promote civic initiatives and public-private partnerships and Promoting programmes for skills capacity enhancement of local government authorities and citizenry



7.7.5 AG COMMENTS AND RESPONSES FOR 2020/2021 FINANCIAL YEAR

Table 70: Our municipality received Qualified Audit Opinion with matters of emphasis for the financial year 2020/2021

CATEGORY/ KEY AREA	Misstatement/ Non-compliance/Internal control deficiency	FOCUS AREA (FINDING) AND MR REFERENCE	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	RECOMMENDATION FROM AG	ACTION PLANS TO BE TAKEN	PROGRESS AS AT 03 June 2022	CHALLENGES	REMEDIAL ACTION
Assets (Property plant and equipment)	Misstatements in financial statements	1. Properties not recorded in the asset register	Reconciliations and reviews of the properties owned by the municipality were not adequately performed by management.	Management should investigate the identified properties and provide reasons for exclusion. Where necessary adjustments should be made to the AFS. Any proposed adjustments in this regard must be provided together with supporting documents for audit, prior to being processed. Furthermore, management should on a regular basis reconcile the asset register to the valuation roll and to the deeds office to ensure a complete and accurate listing of properties.	1. Full asset verification will be conducted by treasury appointed asset consultants. 2. Perform 2. Quality reviews on Fixed Asset Register will be performed by asset manager. 3. Reconciliations between the valuation roll and the FAR by asset manager. The recons and adjustments will be submitted to the CFO	1. KZN Provincial Treasury consultants busy with the verification of assets. 2. Verification has been started for both Immovables and Movables. 3. Meetings held between BTO and DPED.75% Completed by estate section. Asset section will then need to update asset register.	Access issue for some of the sites resolved. Delays in appointment of service provider to compile the asset register.	To conduct reconciliations every financial year.

Cash and Cash Equivalents	Misstatements in financial statements	2. Differences identified between the bank statements and the cash book balance	Management did not implement adequate reviews of the bank reconciliations to ensure that the two balances reconciles to each other	Management should investigate the above misstatement and make the necessary adjustments to the AFS. All proposed adjustments should be provided for audit together with supporting documents before processing	Engage with a system vendor to ensure that the bank recon functionality system issues are rectified. Alternatively procure services of a service provider set-up and support the municipal team to perform the bank reconciliations for past financial years. Reconciliations will be reviewed by CFO and sectional manager.	1. Bank recons completed for July and August 2020. Manual Bank recons are being performed internally	System Technical issues on set-up of the banking module	To perform the bank reconciliations
Consumer Deposits	Misstatements in financial statements	3. Consumer deposits not complete	Management did not implement adequate controls to ensure all the consumer deposits are completely recorded in the register.	Management should investigate the population, and make the necessary adjustments with supporting evidence of the processes implemented for investigation	1. The system vendor will also be consulted to tailor the system and ensure that the relevant details are included on the system for each consumer deposit 2. For the accounts that were not raised on SAGE, there will be an increase in the deposit on the accounts by the clerk after a full recon is completed between the supporting file and the system. 3. The adjustments will be reviewed by the revenue manager	1. Review of Consumer Deposit List. 2. File was given to Revenue for reconciliation. 3. Reconciliation progress at 40%.	Access of information on MunSoft System.	All consumer deposits will be checked to ensure that the consumer deposits transactions during the migration period is completely recorded on the new system.

Revenue from non-exchange transactions	Misstatements in financial statements	4. Discrepancies between the AFS (Revenue from Fines) and supporting schedules	Management did not reconcile the amounts per the financial statements to the underlying records. In addition, management did not perform an adequate review of the annual financial statements to ensure that the amounts disclosed were accurate	Management should investigate the identified variances and make the necessary adjustments to the financial statements. Any proposed adjustments in this regard must be provided together with supporting documents for audit, prior to being processed	Traffic fines register will be prepared by the clerk in the traffic section and reviewed for sign off by the senior manager traffic prior to submission for AFS purposes	Complete - Traffic fines register is currently being reviewed by treasury consultant. Final register will be checked to system at year end.	None	Traffic fines issued per the report will be checked to the system to ensure that the report is accurate and that there are no errors.

Revenue from exchange transactions (Insurance proceeds)	Misstatements in financial statements	5. Proceeds from insurance claims not recognised to surplus or deficit	Management did not perform adequate reviews of the revenue general ledger and supporting documentation during the preparation of the annual financial statements to ensure proper recognition of the proceeds from insurance	Management should investigate the identified misstatement and process correcting journals where necessary. Any proposed adjustment should be provided for audit together with supporting documents before processing. Furthermore, adequate review procedures over the preparation of the annual financial statements should be performed to ensure that all items of revenue are appropriately recognised	Reviews on the reserves will be performed by the senior financial manager at financial year end to ensure that settlement of claims by the insurer is correctly accounted for in surplus and deficit for the year.	Complete	None	All insurance proceeds are correctly accounted for in surplus/deficit for the year.

Procurement and Contract Management	Non-compliance with legislation	8. Contract awarded to suppliers whose tax matters not declared to be in good order.	Resources available to the municipality were not utilised accordingly namely, the Central Supplier Database (CSD). Furthermore, adequate review and monitoring was not undertaken by SCM and finance officials to ensure that all SCM processes were adhered to prior to the finalisation of the award, to ensure that the municipality only considered the bids and awards from suppliers whose tax matters were cleared by SARS	Management should disclose as irregular expenditure the amounts paid to suppliers whose tax compliance status was not cleared by SARS. The irregular expenditure register should be updated with the newly identified transactions. Furthermore, procurement should only be approved by the delegated official once all SCM requirements have been met. Stricter monitoring controls should be implemented to ensure that all SCM requirements have been complied with before expenditure is approved for payment including proper monitoring over the SCM compliance checklist. Appropriate action should be taken against officials who do not comply with the relevant SCM requirements.	1. CSD Compliance Reports will be printed for every stage of the SCM Process by the SCM clerks. 2. Last report must accompany appointment letter. 3. BEC and BAC will check compliance	ongoing process	Ever changing of CSD status of suppliers.	Print CSD Compliance Report for all tenders awarded during 2021/22 FY.

Procurement and Contract Management	Non-compliance with legislation	9. SCM - Reasons for deviation not justifiable	Management did not implement adequate controls measure in the procurements processes as to ensure that the procurement of goods and service is planned and actioned timeously	The accounting officer should investigate the instances reported and make necessary adjustment in the irregular expenditure.Furthermore, procurement should only be approved by the delegated official once all SCM requirements have been met. Stricter monitoring controls should be implemented to ensure that all SCM requirements have been complied with before expenditure is approved for payment including proper monitoring over the SCM compliance checklist. Appropriate action should be taken against officials who do not comply with the relevant SCM requirements.	SCM Manager to ensure strict adherence to Procurement Plan.	ongoing process	None	None

Procurement and Contract Management	Non-compliance with legislation	10. Local contents requirements not applied for procurement requiring local content	The SCM manager and CFO did not adequately implement and monitor compliance with the applicable regulations due to the lack of proper monitoring tools such as adequate compliance checklists.	The Chief Financial Officer must investigate the entire population of awards where goods related to a designated sector for bids that were not advertised or where winning bidders did not comply with the PPR. All payments made on the awards must be disclosed as irregular expenditure. The adjusted financial statements together with supporting documents must be provided for audit purposes. The CFO must further review and enhance the compliance checklist used by management to ensure that all criteria are adequately addressed prior to approval of procurement of goods and services. SCM staff should be trained on the implementation of the checklist to enhance compliance with SCM requirements and the process of identification and recording of irregular expenditure.	SCM Manager to checking specifications before advertising for local content requirements Local content will be included in an SCM checklist to ensure that this is not omitted.	ongoing process	Oversight by SCM Unit.	1. SCM Manager to ensure that all requisitions are checked to include local content where necessary. 2. BSC need to ensure that all bid documents do include local content where necessary.

Procurement and Contract Management	Non-compliance with legislation	11. Performance of providers not monitored on a monthly basis	Management did not adequately provide oversight reviews and monitoring procedures over the performance of the services providers to ensure that the work performed by the service providers is in accordance with the project plan and any project problems are identified early	Management should investigate the instances reported above within the entire population of contracts. Management should ensure that the performance of the service providers is monitored on a monthly basis. Each service provider should have a separate file with monthly reports reflecting the status of the performance level.	1. A separate file with monthly reports to be kept by user and submitted to SCM Manager to monitor deliverables are met on contracts. 2. Formulation of Contract Management Policy	1. Ongoing and other PSP performance were added on SCM Monthly Reports 2. Contract Management Policy has been formulated and ready for approval by Council with other Budget-Related Policies.	None	None
Expenditure Management	Non-compliance with legislation	12. Prevention of Unauthorised, irregular, and fruitless & wasteful expenditure	Management did not implement adequate processes to prevent the occurrence of unauthorised, irregular, fruitless and wasteful expenditure. Furthermore, management did not enable adequate oversight and monitoring over compliance with the MFMA due to the lack of proper monitoring controls such as comprehensive compliance checklists.	All transgressions that led to the incurrence of unauthorised, irregular, fruitless and wasteful expenditure must be investigated with action plans being put in place to prevent the transgressions from occurring again. In addition, the accounting officer should ensure that the expenditure incurred as per the register of all irregular expenditure is investigated by council to determine if a person is liable for such expenditure and that there is adequate consequence management and accountability for non-compliance with policies and regulations.Internal audit must as part of their annual audit plan include audits on compliance with laws and regulations specifically with the requirements above and reviews on the	1. Expenditure will be investigated and stringent controls to identify and prevent this type of expenditure will be implemented by SCM Officials. 2. Establishment of Financial Misconduct Disciplinary Board. 3. Formulation of UIFW Expenditure Policy.	1. Item of UIFW Expenditure to be tabled to BTO & Technical Portfolio, EXCO and Council in April 2022. 2. Formulation of advert by Corporate Services (example was provided to HR). 3. Policy has been formulated and will be included during the approval of Draft Budget 2022/23.	None sitting of MPAC and none appointment of FMDB.	Encourage quarterly sitting of MPAC and advertisement for FMDB members.

				adequacy and operating effectiveness of compliance checklists used by management..				

Consequence Management	Non-compliance with legislation	13. Investigation not conducted into Unauthorised, Irregular, as well as Fruitless and wasteful expenditure incurred	The accounting officer did not provide adequate oversight and monitoring over compliance with the MFMA to ensure that the unauthorised, irregular fruitless and wasteful expenditure incurred in the previous years was investigated.	The accounting officer should ensure that the expenditure incurred as per the register of all unauthorised and irregular, fruitless and expenditure is investigated by the municipal council committee to determine if a person is liable for such expenditure and that there is adequate consequence management and accountability for non-compliance with policies and regulations. The accounting officer must develop and implement a comprehensive compliance checklist, which encompasses all of the requirements relating to unauthorised, irregular, fruitless and wasteful expenditure investigations as outlined in the MFMA. This checklist must be signed and dated by the relevant officials as confirmation that all requirements were complied with in order to isolate accountability.	1. Expenditure will be investigated in accordance with the MFMA. 2. Stringent controls to prevent this type of expenditure will be implemented. 3. Establishment of Financial Misconduct Disciplinary Board.	1. Item of UIFW Expenditure to be tabled to BTO & Technical Portfolio, EXCO and Council in April 2022. 2. Formulation of advert by Corporate Services (example was provided to HR).	None sitting of MPAC and none appointment of FMDB.	Encourage quarterly sitting of MPAC and advertisement for FMDB members.

Assets (Property plant and equipment)	Non-compliance with legislation	17. Assets not physical verified and subsequently written off	Management did not adequately implement proper control systems for the management of assets to ensure continuous reconciliation between the asset register and the physical assets to eliminate the risk of theft, losses, and misuse of assets. Furthermore, management did not implement adequate preventative controls to safeguard municipal assets	Management should investigate the assets that have been written off and find out exactly what has happened to those assets. In addition, management should ensure that all assets recorded in the fixed asset register are accurately recorded, exist and are easily located and verifiable, and frequent reconciliations should be performed to ensure that the controls in place to safeguard the assets are operating effectively.	1. Assets that were written off because they could not be physically verified for 2020/21 will be investigated by the asset manager together with the user department and consultants. 2. Assets for write-off in the current financial year that could not be verified will be submitted to council only after a detailed report is compiled by the user department.	KZN PT Consultants together with Asset Management staff are busy with the investigation report.	1. Departments are not submitting comments. 2. Delays in appointment of a service provider to prepare asser register	Delays to be reported to the respective HODs
Disclosure	Non-compliance with legislation	18. Fruitless & wasteful expenditure disclosed on the annual financial statement is incomplete	Management did not implement adequate processes to ensure that the fruitless & wasteful expenditure disclosed in the financial statements is complete	Management should investigate the above reported instance and process necessary adjustments.	The Manager Legal will scrutinise all cases for any expenditure that is regarded as Fruitless and wasteful expenditure. This information will be submitted to finance by manager legal for inclusion in AFS at financial year end.	Review of UIFW Expenditure Register.	Completeness of the register at year end.	HODs of respective departments must ensure completeness of items of the UIFWE register.

Audit of Pre-determined Objectives (AOPO)	Non-compliance with legislation	14. Key performance indicators (KPIs) were not set in respect of the provision of basic solid waste removal	Management did not implement adequate processes to ensure that KPIs have been established in relation to the provision of basic waste disposal services. In addition, Council did not adequately provide oversight by ensuring that the municipality has established indicators for all services it is required to provide.	The accounting officer should put in place adequate review processes over the preparation of the SDBIP to ensure that the municipality has established indicators and corresponding targets to measure the services to be provided by the municipality.	The Key performance indicator (KPIs) for the provision of basic solid waste removal has been included in the Service Delivery and Budget Implementation Plan (SDBIP) during the adjustment stage. Management is exploring various ways and methods of putting in place a reliable and verifiable process of the Portfolio of Evidence / Method of Verification for the indicator measuring service delivery relating to waste collection, which will then be included at the adjustment stage of the 2021/22 Service Delivery and Budget Implementation Plan.	Completed	None	None

Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	15. Completeness of reported actual achievement for KPI: Number of existing consumers units with access to electricity	Management did not perform adequate reviews and reconciliations between the reported actual achievement and the source documents to ensure that the reported actual achievement is complete.	Management should investigate the discrepancy identified and make the necessary changes to the Annual Performance report (APR). In conducting the investigation, management should analyse the entire population of consumer listing used to report the actual achievement and reconcile it with the source data (billing report) in order to identify complete consumer listing. Any proposed changes in this regard must be submitted for audit, along with supporting documentation, before being processed. The responsible manager should implement adequate review procedures, which includes a reconciliation of the reported consumer listing against the source data on monthly / quarterly bases.	Electrical section to do reconciliation with information from Revenue Section on the monthly basis to check accuracy and reliability of the information in terms of the consumers list.	Electrical and Revenue Section are doing the reconciliations on Monthly Basis to ensure the accuracy and reliability of the information in terms of the consumers list.	None	None

Audit of Pre-determined Objectives (AOPO)	Misstatement in annual performance report	16. Reported achievement for KPI: Number of existing consumer units with access to electricity does not agree to supporting schedules	Management did not adequately review the schedules used for performance information reporting to ensure accuracy.	a) Management should investigate the finding and make the necessary amendments to the APR to ensure that the reported achievement is valid. b) Management should strengthen their reviews to ensure that reported achievements are valid	Electrical section to do reconciliation with information from Revenue Section on the monthly basis to check accuracy and reliability of the information in terms of the consumers list.	Electrical and Revenue Section are doing the reconciliations on Monthly Basis to ensure the accuracy and reliability of the information in terms of the consumers list.	None	None
Assets (Property plant and equipment)	Misstatements in financial statements	1. Assets duplicated in asset register	Management did not allocate sufficient resources to ensure that the asset register is frequently reviewed, maintained and reconciled to the general ledger.	Management should investigate the identified misstatement and make the necessary adjustments to the financial statements. In addition, management should ensure that the asset register is updated on a monthly basis. Monthly reconciliations should also be performed between the general ledger and the register.	All land will be reconciled to the valuation roll by the asset manager. A report with reconciliation will be submitted to the CFO for review.	1. valuation roll sumitted by estate section to asset manager on 30th May 2022, the asset manager still to complete the reconciliation.	Inadequate review of FAR. Delays in appointment of assets consultants	Early submission of FAR for reviews.

Revenue from Exchange transactions	Misstatements in financial statements	2. Consumers incorrectly classified as indigent	Management did not implement effective controls over daily and monthly processing and reconciling of transactions relating to indigent debtors.	Management should ensure that all persons approved to appear on the indigent register qualify to be included. Management should follow-up on the matter above and revisit the calculation of the indigent support to ensure that it only includes valid and qualifying customers in line with the indigent policy.	1. Internal controls over the indigents in accordance with the policy will be implemented to ensure these instances do not occur again. 2. Submit 2021/22 Indigent Register to Auditor General for CAAT's database verification before approval by Council.	1. Ongoing. 2. Register was to be submitted to AG in April 2022 however AG does not do CAATS verification any longer.	Audit General no longer assist municipalities with verifications.	uMvoti Local Municipality has been engaged to check which PSP is assisting them.
Revenue from Exchange transactions	Misstatements in financial statements	3. Indigent debtors not supported by appropriate audit evidence	Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support the financial statements.	Management should implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support the financial statements.	Indigent forms will be safeguarded, proper record keeping will be enforced. The task will be delegated to a revenue official.	1. Revisit all Indigent Applications for 2021/22 to ensure all supporting documents are attached.	None submission of supporting documents by applicants.	Office of the Speaker working together with ward Committees to assist with those applications without supporting documents.
Revenue from Exchange transactions	Misstatements in financial statements	4. Prepaid electricity sales incorrectly classified as revenue from rental of facilities and licenses and permits	Management did not exercise adequate oversight over the preparation of the financial statements to ensure that all revenue transactions are classified correctly.	Management must follow-up on this matter and consider the impact on the populations of the rental of facilities and licenses and permits. Where applicable, adjustments should be processed and the adjustment must be provided to the auditors together with the supporting evidence prior being processed in the AFS.	System controls to be implemented by the service provider to ensure that receipts are allocated to the correct GL accounts. Revenue manager will engage with the system vendor and perform oversight over the processing of all revenue transactions and short codes.	Trial Balance and General Ledger monitoring have started to ensure correct posting.	Financial System challenges.	None

Trade and Other Payables from exchange transactions	Misstatements in financial statements	6. Discrepancies identified between the trial balance and the annual financial statements	Management did not reconcile the amounts per the financial statements to the underlying records. In addition, management did not perform an adequate review of the annual financial statements to ensure that the amounts disclosed were accurate.	· Management should investigate the identified variances and make the necessary adjustments to the financial statements. Any proposed adjustments in this regard must be provided together with supporting documents for audit, prior to being processed. · Furthermore, management should perform adequate reviews and reconciliations between financial statement amounts, general ledger and supporting schedules to ensure that the financial statements submitted for audit are accurate and complete.	System vendor to correct the migration of data to the new system. Accounts to be broken down to agree to the lead sheet and the AFS by service provider	This exercise will be started and monitored during AFS preparations	Inadequate AFS review.	Early submission of Draft AFS for review.
Expenditure Management	Misstatements in financial statements	7. Duplicate payment made to same supplier	Management did not implement adequate reviews over payment approvals as to ensure that service providers are not being paid twice for the same invoice.	· Management should investigate the instance reported above and undertake the necessary consequence management action. · The duplicate payment should be disclosed as fruitless and wasteful expenditure. · Furthermore, management must strengthen review processes over payment approval as to avoid duplicate payments being processed. The receiving end-user department should ensure that they review the supplier tax invoice to verify the period of the service and the amount to be paid prior the payment is	Stringent controls implemented by expenditure manager to ensure this human error does not occur again. Expenditure clerks will scrutinise all statements from suppliers.	Invoice are monitored on a monthly basis.	Financial System parameters not detecting same invoice number.	Invoice register.

				processed. · Management should make every attempt to recover the duplicate payment				
Consequence Management	Non-compliance with legislation	8. The municipal council did not establish a disciplinary board	Management did not implement adequate monitoring controls to ensure compliance the MFMA and other regulations. Council did not adequately provide oversight on the municipality's compliance with municipal regulations on financial misconduct procedures and criminal proceedings due to the lack of compliance control measures such as a comprehensive and adequate compliance checklist.	The municipality should establish the disciplinary board and all matters of alleged financial misconduct be referred to the board for investigation and disciplinary hearings.	Office of the municipal manager will advertise and conclude the appointment of the Disciplinary board in the third quarter of 2021/22	Formulation of advert by Corporate Services (example was provided to HR).	None	None
Supply Chain Management	Non-compliance with legislation	9. Non-submission of required local content information to the Department of Trade and Industry (DTI)	Management should on a periodically basis (e.g. weekly/monthly/quarterly) send the email to DTI containing of all required information, and keep that email as evidence of submission.	Management should follow-up on the assets that could not be verified and revisit the assets register population to identify any other assets that have incomplete and ambiguous, then confirm their existence make necessary adjustments to the assets register and financial statements.	Emails will be send periodically to the DTI by the SCM Manager	RFQs were emailed to DTI.	Going through all tenders to check ones with Local Content requirement.	Tenders to be submitted to DTI Mid-June.

Supply Chain Management	Non-compliance with legislation	10. Municipality did not obtain at least 3 quotations for formal written quotation greater than R10 000	The supply chain management function did not adequately implement the procument process in line with the SCM regulations and the municipality's SCM policy.	Management must ensure that they adequately address all the requirements of the SCM regulations when approving procurements in order to ensure compliance with applicable legislation.	SCM manager will ensure compliance with regulations in obtaining 3 quotes	All regulation 17 items are reported on monthly basis.	Oversight by SCM unit.	Manager SCM ensures all entries for reg 17 are recorded and reported monthly.
Supply Chain Management	Non-compliance with legislation	11. Capability and capacity of suppliers not evaluated for a bid over R200 000	Management did not adequately address all the requirements of the regulation when specifying and evaluating the bid.	Management must ensure that for bids above R200 000, the capability and capacity of providers to execute contracts are thoroughly evaluated before bids are awarded to minimize the risk that providers who are awarded contracts default on contracts or agreements.	Capability and capacity of service providers to execute contracts will be determined on all bids and this will be included In the evaluation checklist document/report by the evaluation committee.	All bids are complying with MFMA and SCM regulations.	None compliance with MFMA and its regulations.	BSC ensures compliance.

Supply Chain Management	Non-compliance with legislation	12. Deviations not reported to council	Management did adequately address all the requirements of the SCM regulations when reporting deviations. In addition, management did not reconcile the amounts per the financial statements to the underlying records and did not perform an adequate review of the annual financial statements to ensure that the amounts disclosed were accurate	Management should investigate the identified instances and make the necessary adjustments to the financial statements. Any proposed adjustments in this regard must be provided together with supporting documents for audit, prior to being processed. Management should also perform adequate reviews and reconciliations between financial statement amounts and supporting schedules to ensure that the financial statements submitted for audit are accurate and complete. In addition, management should ensure to address every requirement of the regulation by paying particular attention to the specific requirements when identifying, processing and reporting deviations.	The SCM report on deviations will be submitted monthly to council by the SCM Manager. The Recommendations on the SCM report will be amended to ensure that council notes the deviations and that discussions and decisions are thereafter minuted by the council.	Amend Recommendations on the monthly SCM Report.	None	None

Audit Committee	Non-compliance with legislation	13. Audit committee not fully functional	The Council did not implement adequate processes to ensure that the audit committee is fully functional.	The council should implement adequate processes to ensure that the audit committee is fully functional. In addition, the audit committee should discharge its responsibilities as outlined in the MFMA and related regulations and keep supporting evidence in a form of minutes of meetings and reports.	Appointment of a new audit committee	Complete	None	None

Commitments	Misstatements in financial statements	14. Overstatement of Commitments	Management did not implement adequate controls to ensure that commitments are accurately and completely recorded.	Management should implement adequate controls to ensure that commitments are accurately and completely recorded. Management should make the appropriate adjustment to the financial statements.	SCM Manager will amend the commitments register to include VAT on expenditure incurred. Commitments will then be recorded net of all expenditure incurred (incl of vat)	Commitment register updated at year end only. The contracts register is updated monthly	No sufficient SCM staff.	Appointment of PSP to compile Commitment Register for 2021/22

Predetermined Objectives	Internal control deficiency	15. Monthly reports not signed by the delegated official and/or engineers	Management did not implement oversight monitoring controls to ensure that reported performance information was reviewed and validated against the portfolio of evidence.	Management should ensure that the delegated officials and the engineers (as independent third parties) also signs the progress reports that pertains to the progress of construction.	Management to ensure that delegated officials and the engineers (as independent third parties) sign the progress reports that pertains to the progress of construction on monthly / quarterly basis	Ongoing	None	None

Information Technology (IT) General Controls,IT Governance	Internal control deficiency	16. Implementation dates not achieved fir projects noted in the Information technology strategy and 5 year plan	The municipality had embarked on implementing a new enterprise resource planning (ERP) system and therefore other ICT projects were delayed.	The municipality should ensure that the Information Technology Strategy and 5-Year Plan is regularly updated and correctly reflects the ICT projects that are planned to be undertaken. Furthermore, management should implement monitoring controls to ensure that projects noted in the Information Technology Strategy and 5-Year Plan are completed within the required timeframes. .	The Strategic Plan will be reviewed and updated and monitoring controls will be implemented.	Strategic Plan is being reviewed and will be submitted to the 13 June 2022 Corporate Services Portfolio Committee	None	None

Information Technology (IT) General Controls,IT Governance	Internal control deficiency	17.Return on investment and benefit realization processes were not developed	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. The municipality had embarked on implementing a new ERP system and all ICT resources were assigned to this project, which resulted in other ICT initiatives and the formal development of processes being delayed.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned. Resources should be assigned to formally develop ROI and BR processes for IT spend. These processes should be documented, approved and distributed to the relevant stakeholders for implementation.	ROI and BR Documents will be developed and distributed to stakeholders.	ROI and BR Document is being drafted. Draft document will be submitted to HOD Corporate Services for approval	None	None

Information Technology (IT) General Controls,IT Governance	Internal control deficiency	18. Information and communication technology skills gap analysis was not performed	The ICT Manager and Human Resources unit did not ensure that management commitments made to resolve the previous audit finding were actioned. The municipality had embarked on implementing a new ERP system and all ICT resources were assigned to this project, which resulted in the skills gap analysis not being performed.	The ICT Manager and Human Resources unit should ensure that management commitments made to address audit findings are adequately and timeously actioned. A skills gap analysis should be conducted to identify skills requirements within the ICT unit. The results of the skills gap analysis should thereafter be utilised to establish a skills development plan / training plan for ICT officials.	ICT skills gap audit will be performed and the results submitted to Skills Development unit to inform Work Skills Plan (WSP).	Assessment template developed	None	None
Information Technology (IT) General Controls,IT Governance	Internal control deficiency	19. Inadequate software license expenditure controls	The ICT Department relied on the Finance Department to maintain records of ICT expenditure including software licenses and there was no tool to keep a record of software running on the municipality's network and associated fees.	A record of ICT expenditure clearly separating software license fees paid from other expenditure should be maintained. A continuous and formally recorded management and monitoring process for software licenses utilised by the municipality should be established. This process should include the utilisation of a tool to record software running on the network of the municipality and associated fees. Furthermore, the ICT Manager should ensure all software in use is valid and adequately managed to avoid the municipality being charged penalties.	The recommendation to automate the monitoring of softwares in use on the municipal network rather than keeping a manual register is noted. Budget will be requested and a tool procured.	Budget request submitted for 2022-2023 FY	Availability of budget	Budget to be allocated

Information Technology (IT) General Controls,IT Governance	Internal control deficiency	20. Service level agreements were not adequately managed	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. The municipality did not renew the master agreements for the Munsoft and Payday systems as they would only be utilised for a portion of the 2020-21 financial year and management did not want to pay the annual fees. Inadequate management and monitoring of SLA's as well as lengthy renewal processes resulted in Contour and Vox agreements not being timeously renewed. Furthermore, the municipality had embarked on implementing a new ERP system and all ICT resources were assigned to this project, which resulted in service provider performance not being formally monitored.	The ICT Manager should ensure the management commitments made to resolve audit findings are actioned. SLA's and master agreements should be proactively monitored and processes to ensure that they are timeously renewed established. All systems that require support from service providers should have a valid agreement in place with formal monitoring of the service provider performance being done by the municipality on a regular basis.	Management will hold formal meetings to monitor SLAs with service providers.	Meetings with services providers scheduled for week of June 2022	None	none
IT Security Management	Internal control deficiency	21. Deployment of patches were not adequately implemented	The WSUS software stopped working and management was therefore unable to generate and monitor information relating to patches deployed.	A tool should be sourced which will allow management to generate and monitor information relating to patches deployed. Furthermore, the ICT Manager should ensure that patches are successfully applied on servers and users machines as soon as they are available, with the timeous remediation of exceptions identified.	Bid for the appointment of service provider has been submitted to BSC and will be advertised.	Bid closed on 8 March 2022 and is with BAC	None	None

IT Security Management	Internal control deficiency	22. Deployment of antivirus software updates was not adequately monitored and outdated systems were being utilised	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. The Windows Server Update Services (WSUS) was not working and ICT could therefore not generate the reports required to comply with the review of antivirus logs section stipulated in the Antivirus, Firewall and Patch Management Control Policy. Furthermore, the municipality was still in the process of replacing outdated operating systems, servers and technologies as part of their ERP system implementation.	The ICT Manager should ensure that management commitments made to resolve audit findings are adequately and timeously actioned. Tools that will allow antivirus reports to be generated should be implemented and compliance to the review of antivirus log requirements stipulated in the Management report of Endumeni Local Municipality Antivirus, Firewall and Patch Management Control Policy ensured. The latest antivirus software updates and version should be timeously deployed by the municipality. Furthermore, the ERP system implementation project should be finalised and outdated operating systems, servers and technologies replaced with supported versions.	The findings raised by auditors are being addressed through various projects some with budget or SCM process dependencies.	Antivirus software installed on all computers. WAN has been upgraded at facilities Bid for operating system licenses is with BAC Budget request submitted for filling position of ICT Security Officer	Vacant position of ICT security officer	Appointment of ICT security officer

IT Security Management	Internal control deficiency	23. Password configuration settings were not configured as per the approved End User Security Policy for the Munsoft, Payday, Contour and Traffic Contravention System	e ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. Furthermore, non-compliance to the Password Control section stipulated in the End User Security Policy was noted as the municipality had embarked on implementing a new ERP system and all ICT resources were assigned to this project. This resulted in the password settings not being reviewed, amended and maintained.	The ICT Manager should ensure that management commitments made to resolve audit findings are adequately and timeously actioned. Password configuration settings on information systems should be updated to comply with the Password Control section stipulated in the End User Security Policy. Furthermore, ICT resources should be assigned to periodically review password settings and ensure they are correctly configured.	Password test will be conducted on systems and password settings for Contour will be updated.Password complexity for Traffic Management system to form part of the specification when new bid is advertised.	Password test report is being prepared and will be submitted to HOD Corporate Services	None	None
IT Security Management	Internal control deficiency	24. Logon attempts on the Windows Active Directory, SAGE Evolution, Munsoft, SAGE 300 People, Payday, Contour and Traffic Contravention System were not monitored	The municipality did not comply with the User and Administrator Activity Monitoring requirements stipulated in the Endumeni Municipality End User Security Policy due to resource constraints, as the position of Information Security Officer (ISO) who would be responsible for reviewing logon attempts was not funded and could not be filled.	The ICT Manager should ensure compliance with the User and Administrator Activity Monitoring requirements stipulated in the Endumeni Municipality End User Security Policy. If the ISO position remains vacant, the responsibility for reviewing logon attempts should be assigned to alternative individuals, with formal evidence of the reviews performed and follow up actions taken to resolve suspicious logon attempts being retained.	Systems reviews will be conducted by ICT and signed off by Executive Manager Corporate Services.	Service provider consulted to address gaps in available reports	System limitation	Report types to be added onto system

IT Security Management	Internal control deficiency	25. Inadequate management of the firewall	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. The municipality was in the process of procuring a new firewall and appointing a new service provider to provide support and maintenance for the firewall, and as a result had not implemented required firewall management controls.	The ICT Manager should ensure that management commitments made to resolve audit findings are adequately and timeously actioned. The process of procuring a new firewall and appointing a new service provider to support and maintain the firewall should be finalised. The required firewall management controls should thereafter be implemented on the new firewall.	Implementation of new firewall to be finalised and recommended controls will be put in place.	Complete	None	None
IT Security Management	Internal control deficiency	26. Information security incident management processes and procedures have not been adequately developed by the municipality	The municipality had embarked on implementing a new ERP system and all ICT resources were assigned to this project. This resulted in other ICT initiatives and the enhancement of processes and procedures being delayed.	Resources should be assigned to enhance the information security incident management processes and procedures of the municipality. Detailed information on the steps to be taken in the event of an information security incident should be included in the ICT policies. Furthermore, information security incident management processes and procedures should be workshopped with all employees and contractors.	Security incident management process and procedure will be developed and circulated to users.	Draft document is being prepared for submission to TMC for adoption	None	None

IT Security Management	Internal control deficiency	27. IT security awareness training conducted did not include some required content	The ICT Manager was not aware of the level of detail required to be included in IT security awareness training sessions. This resulted in the presentation prepared not covering some critical security related items.	The ICT Manager should ensure that the content for IT security awareness trainings includes all critical security related items. The presentation and training materials prepared should be detailed enough to make employees aware of and equip them with appropriate skills to adhere to the information security practices of the municipality.	Security Training awareness material will be updated and users will be workshopped.	Complete	None	None

IT User Access Management	Internal control deficiency	28. User account management information logs were not available for Windows Active Directory	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. User account management information logs were not available on the Windows Active Directory for 2020-21 financial year due to the municipality implementing new servers that were compatible with the new ERP being implemented.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned. User account management information logs should be enabled for the Windows Active Directory. These logs should thereafter be generated by the municipality on a regular basis and formally reviewed to ensure compliance with required controls.	Windows Active Directory does not have a function available to extract the information highlighted by the Auditors. The municipality is in the process of procuring a tool that will be used to generate logs.	Budget request submitted for 2022-2023 FY	None	None

IT User Access Management	Internal control deficiency	29. User account management controls not adequately implemented on SAGE Evolution	The SAGE Evolution system was recently implemented by the municipality and management were still in the process of defining user account management controls and processes. Furthermore, system functionality limitations prevented the municipality from generating some required user account management information logs.	The ICT Manager should ensure that user account management controls and processes are established, documented and consistently implemented for the SAGE Evolution system. Supporting documentation should be completed and approved before any user account management activity is performed. The municipality should liaise with the SAGE Evolution service provider to ensure that the system is enhanced to automatically capture the date that an account is created or access is modified. System generated logs should be available and periodically monitored for all user account management activities performed on SAGE Evolution. Furthermore, the municipality should ensure that the admin account is renamed and uniquely assigned to a specific individual.	Service provider will be engaged to resolve system limitations regarding user account management.	Service provider consulted to address gaps in available reports	None	None

IT User Access Management	Internal control deficiency	30. User account management information logs not available for the Munsoft system	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. User account management information logs were not available for the Munsoft system as it was decommissioned on the 31 March 2021 and management did not have access to a backup of the system in order to generate these logs.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned. The municipality should ensure that when a system is decommissioned adequate records and backups are maintained to allow management to be able to refer back and confirm user account management activities performed	In future extra precaution will be taken towards the extraction of information from systems that are going to be decommissioned.	No immediate action required	None	None
IT User Access Management	Internal control deficiency	31. Inadequate user account management on the SAGE 300 people system	The SAGE 300 People system was recently implemented by the municipality and management were still in the process of defining user account management controls and processes. Furthermore, system functionality limitations prevented the municipality from generating some required user account management information logs.	The ICT Manager should ensure that user account management controls and processes are established, documented and consistently implemented for the SAGE 300 People system. The municipality should liaise with the SAGE 300 People service provider to ensure that the system is enhanced to automatically capture the date that an account is created or terminated. System generated logs should be available and periodically monitored for all user account management activities performed on SAGE 300 People including when user access is amended. Furthermore, supporting documentation should be completed and approved before any user account	The service provider will be engaged to assist with the required reports and for the system to indicate creation date	Service provider consulted to address gaps in available reports	None	None

				management activity or password reset is performed.				

IT User Access Management	Internal control deficiency	32. Inadequate user account management on the Payday system	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. The municipality did not monitor the Payday system to ensure that the create date field was being automatically populated when user accounts were added. User account management reports were not available for the Payday system as it was decommissioned on the 30 April 2021 and management did not have access to a backup of the system in order to generate these reports. Furthermore, a standard naming conversion had not been established and this resulted in duplicate accounts and inconsistencies in the naming of user accounts created on system.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned. The municipality should ensure that when a system is decommissioned adequate records and backups are maintained to allow management to be able to refer back and confirm user account management activities performed. Tracking and monitoring controls should be implemented to ensure that user account management information fields that are automatically populated by the system are completed as intended. Furthermore, a standard naming convention should be established and adhered to whenever new accounts are added onto a system.	Concerns raised by the auditors have been addressed with the implementation of the new system. A standard naming convention has been implemented with the exception of legacy accounts that were created in years prior to the implementation of the naming convention.	Payday no longer in use	None	None

IT User Access Management	Internal control deficiency	33. Inadequate user account management on the Contour system	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. Functionality limitations on the Contour system prevented user account management information logs relating to accounts terminated and password resets from being generated. Furthermore, management did not implement adequate monitoring controls to ensure required amendment request forms were consistently completed and segregation of duties complied with.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned. The municipality should liaise with the Contour service provider to enhance the system to allow for the generation of logs of user accounts terminated and passwords reset. These logs should thereafter be reviewed on a regular basis to confirm compliance with required user account management controls. Management should also ensure that no user account amendments are performed without the required documentation being completed and approved. Furthermore, adequate segregation of duties should be implemented and monitoring controls established so that no user is allowed to change their access rights or unblock their own account on the Contour system.	Service Provider will be engaged to assist in rectifying the deficiencies identified by auditors.	Meetings with services provider scheduled for week of June 2022	None	None

IT User Access Management	Internal control deficiency	34. Inadequate user account management on the Traffic Contravention System	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. System functionality limitations prevented account start and end dates being reflected on the user list generated from the Traffic Contravention System. Furthermore, the list of password reset was not configured to include passwords that have been reset by system administrators.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned. The municipality should liaise with the Traffic Contravention System service provider to enhance the system and allow for account start and end dates to be reflected on the user list. Furthermore, the configuration relating to the password reset list should be amended so that passwords that have been Management report of Endumeni Local Municipality 82 reset by system administrators are included on the report. These lists should be reviewed on a regular basis and utilised to ensure compliance with required user account management controls.	Defiencies raised to be addressed with new appointment as contract with current provider coming to an end in March 2022.	Specifications being drafted and will be submitted to BSC	Moratorium on procurement on projects over R30 000	Decision to be taken by National Treasury or exemption letter

IT User Access Management		35. Reviews of user access rights assigned on the Windows Active Directory, SAGE Evolution, Munsoft, SAGE 300 People, Payday, Contour and Traffic Contravention System were not performed	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned as the municipality was focused on the implementation of its new ERP system. Non-compliance to Review User Access and Permission section documented in the Endumeni Municipality End User Security Policy was noted, as management did not implement adequate measures to perform periodic user access rights reviews.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned. Complianceto the Review User Access and Permission section documented in the Endumeni Municipality End User Security Policy should be ensured across all systems. Periodic reviews of user access rights should be performed with detailed evidence and a record of subsequent actions taken to resolve inappropriate access identified being retained.	User access rights to be reviewed and a report be submitted to Executive Manager Corporate Services.	System limitation for SAGE systems raised with service provider. Budget request submitted for Windows Active Directory Monitoring toolMunsoft and Payday no longer in use.	None	None
IT User Access Management	Internal control deficiency	36. system administrator activity reviews were not performed for the Windows Active Directory, SAGE Evolution, Munsoft, SAGE 300 People, Payday, Contour and Traffic Contravention System.	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned as the municipality was focused on the implementation of its new ERP system. Non-compliance to User and Administrator Activity Monitoring section documented in the Management report of Endumeni Local Municipality 85 Endumeni Municipality End User Security Policy was noted, as management did not implement adequate measures to perform system administrator activity reviews.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned. Compliance with the User and Administrator Activity Monitoring section documented in the Endumeni Municipality End User Security Policy should be ensured across all systems. Periodic reviews of system administrator activities and reconciliations to supporting documents should be performed with detailed evidence being maintained.	System administrator activities to be reviewed and a report be sent to the Executive Manager Corporate Services	System limitation for SAGE systems raised with service provider. Budget request submitted for Windows Active Directory Monitoring tool Munsoft and Payday no longer in use.	Moratorium on procurement on projects over R30 000 and budget availability	Provisioning of budget

IT Service Continuity	Internal control deficiency	37. No disaster recovery plan in place	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. The municipality had embarked on implementing a new ERP system and all ICT resources were assigned to this project. This resulted in other ICT initiatives including the development of the detailed disaster recovery processes and documents being delayed.	The ICT Manager should ensure that management commitments made to resolve audit findings are adequately and timeously actioned. The implementation of the new ERP system should be finalised and management should allocate resources to the development of detailed disaster recovery processes and documents. Once a DRP has been established it should be approved and tested on a periodic basis.	DRP will be reviewed and submitted for adoption.	Bid for cloud infrastructure closed on 8 March 2022 and is awaiting evaluation and adjudication	None	None
IT Service Continuity	Internal control deficiency	38. Backup management controls were not adequately designed and implemented	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. The municipality was running off the shelf systems, which were owned and managed by the various service providers. ICT management and systems data owners within the structures of the municipality placed over reliance on the service providers to perform and manage backups and did not implement adequate controls to monitor the actions of the service providers.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned. Comprehensive backup management controls should be designed, implemented and formally monitored on a regular basis. Furthermore, detailed processes to assess backups performed and managed by service providers should be established by the municipality.	Backup policy will be reviewed and submitted to Council for adoption.	Backup Policy is being reviewed and will be submitted to Portfolio Committee on the 13 June 2022	None	None

IT Program Change	Internal control deficiency	39. A system generated log of program changes was not available for the Windows Active Directory, SAGE Evolution, Munsoft, SAGE 300 People, Payday, Contour and Traffic Contravention System	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. The Windows Active Directory, SAGE Evolution, Munsoft, SAGE 300 People, Payday, Contour and Traffic Contravention System did not have the functionality to generate a consolidated log of program changes that had been implemented.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned.Furthermore, management should liaise with the Windows Active Directory, SAGE Evolution, Munsoft, SAGE 300 People, Payday, Contour and Traffic Contravention System service providers to determine if the systems can be enhanced to allow for the generation of a consolidated log of program changes. Alternatively, a tool should be sourced to extract change logs directly from the systems production environment. Program change logs should be periodically generated and reviewed against approved change management documentation to assist the municipality in identifying unauthorised changes that may have been implemented on IT systems.	Service Providers will be consulted to determine whether system can be enhanced to produce audit logs.	System limitation for SAGE systems raised with service provider. Budget request submitted for Windows Active Directory Monitoring tool	moratorium on procurement on projects over R30 000	Provisioning of budget
Data Migration	Internal control deficiency	40. Data migration discrepancies between the general ledger and financial statements	Management did not implement adequately controls over data migration processes to ensure that the data was migrated accurately from the old financial system.	Management should investigate the identified discrepancies and provide necessary supporting evidence.	System vendor to correct the migration of data to the new system.	None	None	

Table 68 AG Comments and Responses for 2019/20 financial year

7.7.6 KEY CHALLENGES

- Reduction of debt
- Reduce electricity loss
- Non functionality of IGR structure
- Ageing of infrastructure
- Water crisis

GOOD GOVERNACE AND PUBLIC PARTICIPATION SWOT ANALYSIS

GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS	
Strengths	**Weakness**
Public Participation	Inadequate communication
By-laws in place	Policies not always followed
Policies in place	ICT not fully operational
Structures	Internal Audit Section
	No official Communication Plan
IGR	Non-compliance leading to lawsuits
Public Private Partnerships	Failure to tap into existing expertise
	ICT hacking viruses
	Abuse of municipal equipment and property

Table 69 Good Governance and Public Participation SWOT Analysis

7.7.7 WARD BASED PLANS

The Ward based Plans have been developed for all 7 wards of Endumeni Municipality and will be implemented in the next financial year. The municipality has ensured that the priorities have been identified and are aligned with the IDP objectives and strategies.

SECTION D: VISION, GOALS, OBJECTIVES AND STRATEGIC PLANNING

Council and Management held a Strategic Planning Session on the 16 - 18 March 2022, and a new Vision, Mission, and Core Values were developed.

1. THE VISION, MISSION, CORE VALUES AND DEVELOPMENTAL PRIORITIES FOR THE MUNICIPALITY ARE AS FOLLOWS:

1.1 THE VISION, MISSION, CORE VALUES AND DEVELOPMENTAL PRIORITIES FOR THE MUNICIPALITY IS AS FOLLOWS

"A dynamic municipality working together with its partners to deliver sustainable services and advancing towards building better communities"

1.2 MISSION

"To provide an effective system of governance and administration aimed at addressing the challenges confronting the Municipality, namely planning for integrated, sustainable growth; economic development; social development; integrated environmental development; the promotion of individual cultures; empowerment; and equity, in a manner befitting our core values"

1.3 MOTTO

"TOGETHER IN PROSPERITY"

1.4 CORE VALUES

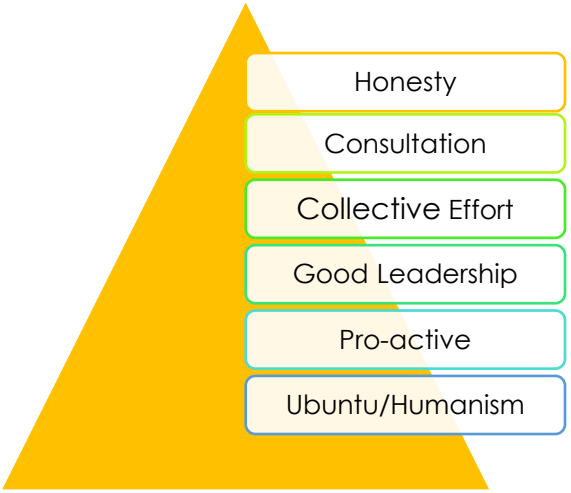


Diagram 11 Core Values

1.5 MUNICIPAL STRATEGIC GOALS

- To promote a democratic and accountable Local Government;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote safe and healthy environment;
- To encourage the involvement of communities and community organizations in the matters of Local Government; and
- To advance radical economic development and transformation.

1.6 MUNICIPAL CHALLENGES

Below are some of the challenges which are being experienced by the municipality.

- Electricity theft;
- Non-payment of services (Poor collection levels);
- Limited resource base;
- Unemployment rate;
- Mushrooming informal settlements;
- Lack of proper management of the land reform farms for the intended purpose;
- Poor road infrastructure;
- Aging Hall infrastructure; and
- Poor protection of water sensitive areas.

1.7 KEY DEVELOPMENT PRIORITIES

Key developmental priorities were developed and prioritised which are used as an instrument in order to realise the developmental mandate, and they are as follows in a priority manner:

NO	PRIORITY	SPECIFIC AREA OF INTERVENTION
1.	Electricity	Infrastructure
2.	Water	Infrastructure
3.	Sanitation	Infrastructure
4.	LED (Inclusive Economic Growth)	Economic Development

5.	Human Settlement	Infrastructure
6.	Access Roads	Infrastructure
7.	Special Programmes • Youth Development • Women and Children • Arts and Culture • People Living with Disabilities • HIV/Aids • Disaster • Bursaries • Public Participation Programmes • Ward Allocation • Strategic Communication	Social
8.	Environmental Management • Waste Management - Regional waste sites • Climate Change	Infrastructure
9.	Social Amenities (Sports Fields, Parks, Swimming Pools, Community Halls, Media Centres, Cemeteries etc)	Social Amenities
10.	Good governance and Policy • Strengthen Policy Implementation • Sound financial management • Anti-fraud and corruption	Governance

Table 70 Development priorities

1.8 STRATEGIC OBJECTIVES

POLICY	•Policy on rehabilitated properties •Policy on land invasion •Policy on naming and renaming of buildings •Policy on business development •Policy on Tender procedures
ECONOMIC	•Investors' confidence •Promote SMME's •Economic incentive policy •Revive industrial structures
SOCIAL	•Youth unemployment •Skills development
TECHNICAL	•Upgrade of ICT infrastructure •Non-technical losses
ENVIRONMENTAL	•Protect tourism assets •Waste-management and recycling •Remove alien plants •Dumping of medical waste and illegal dumping •Proper land use management
LEGAL	•Delay in arbitration cases •Need to enforce by-laws

1.9 ENDUMENI MUNICIPALITY GOALS AND OBJECTIVES ARE ALIGNED WITH KZN PGDS

KZN PGDS STRATEGIC GOALS	Matters to be addressed Goals	Matters to addressed Objectives
Job Creation & Skills Development	- Economically viable municipality prominent in investment and job creation. - Offer skill development workshops that SMME's and unemployed youth can utilize to become entrepreneurs - Identify Ease of Doing Business / Red Tape Reduction as a strategic intervention area with focused interventions.	Improve support to local development
Human Resource Development	- Ensure effective and efficient human resource management - Promote the merge of vacancies with duplicated duties and tasks to preserve municipal funds - Fund for critical vacancies - Rationalization of units	Improve Institutional and Organisational Capacity
Waste & Disaster Management	- Waste Management and recycling - Removal of alien plants - Discharge of medical waste and illegal dumping - Enforce proper land use management - Protect water sensitive areas	Effective implementation of programmes
Strategic Infrastructure	- Budgeting for Operational maintenance - Upgrade of electrical infrastructure - Review unfunded IDP priorities - Water security - Improve road networks - Stormwater drainage system - Upgrade of sewage system	Improve access to basic Services and maintenance of Municipal assets.

Governance and Policy	- Policy on debilitated properties - Policy on land invasion - Policy on naming and renaming f buildings - Policy on business development - Delay in arbitration cases - Need to enforce by laws	Improve functional Municipality oversight committees and elevate coordination of public participatio
Spatial Equity	- Spatial Transformation - Facilitate integrated Land Use - Management and spatial planning	Ensuring Improvement of spatial equity and Land use Scheme

Table 72 Municipal Goals and Objectives

1.10 DEVELOPMENT STRATEGIES

ENDUMENI LOCAL MUNICIPALITY HAS REVIEWED THE DEVELOPED STRATEGIES IN LINE WITH THE DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS COMMENTS AND ALSO DEVELOPMENTAL PRIORITIES IN ORDER FOR THE INTENDED RESULTS TO BE ACHIEVED AND TO ENHANCE THE SERVICE DELIVERY THEREBY IMPROVING THE COMMUNITIES' LIVES. THE FOLLOWING STRATEGIES HAVE BEEN DEVELOPED FOR THE 2022/27 IDP.

ORGANISATIONAL SCORECARD / TOP LAYER SDBIP									
IDP REF. NO.	**OBJECTIVE**	**REF**	**STRATEGIES**	**REF**	**INDICATORS**	**ANNUAL TARGET**	**Responsible Dept**	**Budget**	**Portfolio of Evidence**
MUNICIPAL TRANFORMATION AND INSTITUTIONAL DEVELOPMENT									
MT1	Ensure Functional Performance Management System implemented	MT1.1	Implementation of PMS Policy & Framework	MT1.1.1	Date PMS Framework/Policy reviewed and adopted	30-Jun-23	Planning Department	R 50,000	Council Resolution
				MT1.1.2	No. of performance agreements signed for filled positions of the S54/56 posts	6	Planning Department	N/A	Copies of the signed Performance Agreements
				MT1.1.3	Advertisement of the signed performance agreements and submission to COGTA	31-Aug-22	Planning Department		Copy of advert/ acknowledgement from COGTA

				MT1.1.4	Date Final 2021/22 Annual Report Adopted	31-Mar-23	Planning Department	N/A	Council Resolution
MT2	Improve Institutional and Organisational Capacity	MT2.1	Filling of identified critical posts	MT2.1.1	Date organizational structure reviewed and adopted	30-Jun-23	Corporate Services	N/A	Council Resolution
				MT2.1.2	No. of Performance Agreements signed for filled positions of the S54/56 posts by the 31 June 2022	6	Planning Department	N/A	copies of the signed Performance Agreements
		MT2.2	Employment Equity Plan adopted	MT2.2.1	Number of people from employment equity target Number of persons with disabilities employed in terms of Employment Equity Plan	15-Jan-23	Corporate Services	N/A	Appointment letter
				MT2.2.2	Date of the Employment Equity Plans to be submitted to the Department of Labour	15-Jan-23	Corporate Services	N/A	Proof of submission to Department of labour and Acknowledgment from Department of Labour

		MT2.3	Skills Development Plan adopted and implemented	MT2.3.1	Date Skills Development Plan adopted	30-Jun-23	Corporate Services	N/A	Council Resolution
		MT2.4	Adoption of the Skills Development Plan	MT2.4.1	Date Workplace Skills Development Plan adopted by Council	30-Jun-23	Corporate Services	N/A	Council Resolution
MT3	To ensure an effective and efficient HR systems that addresses Human resources within the municipality	MT3.1	Revised HR Strategy	MT3.1.1	Date Human Capital Strategy reviewed and adopted	30-Jun-23	Corporate Services	N/A	Council Resolution
			Develop and adopt all HR policies	MT3.1.2	Date all Human Capital policies reviewed and adopted	30-Jun-23	Corporate Services	N/A	Council Resolution
			Preparation and submission of the Workplace Skills Plan	MT3.1.3	Date the Final Workplace Skills Plan Submitted to LGSETA	30-Apr-23	Corporate Services	N/A	Acknowledgement of Receipt from the LGSETA

MT4	To ensure the effective and efficient functionality of the municipality.	MT4.1	Develop and adopt I.T. Governance Framework	MT4.1.1	Date all IT policies reviewed and adopted (IT Security Policy; IT Governance Framework; ITC Restore and Backup Policy)	30-Jun-23	Corporate Services		Council Resolution
MT5	Compilation of the Annual Report	MT5.1	Final Annual Report Adopted	MT5.1.1	Date Final 2020/2021 Annual Report Adopted by Council	31-Mar-23	Planning and Economic Development Department	R0.00	Council Resolution
MT6	Effective Labour Relations	MT6.1	Compliance with legal prescripts	MT6.1.1	Number of monthly reports legal & litigation register submitted to Portfolio committee	11	Corporate Services	N/A	Signed Quarterly Reports by the HOD
				MT6.1.2	Number of Monthly report Disciplinary cases submitted to the Portfolio	12	Corporate Services	N/A	Monthly Reports/Minutes
				MT6.1.3	Number of monthly reports on Municipal vehicles with proper audit of kilometres per month	12	Corporate Services	N/A	Monthly Reports with schedule of all municipal vehicles

MT7	Ensure Functional Performance Management implemented	MT7.1	Cascading of Performance Management System	MT7.1.1	Individual Performance Management System Policy adopted by Council	30-Sep-22	Corporate Services	N/A	Council Resolution
				MT7.1.2	Workshop on implementation of Performance Management System to Middle Managers	30-Oct-22	Corporate Services	N/A	Agenda/Attendance Register
MT8	Effective Implementation of Special Programmes	MT8.1	To participate in the Annual Events	MT8.1.1	Annual Dundee July Event	1	Community Services	R250 000	Attendance register/ agenda/ minutes
				MT8.2	Sound programmes for Endumeni residents to be implemented	MT8.2.1	Number of reports for Effective implementation of sound programmes (disabilities, children and youth, elder and widows, arts and culture, sports activities, HIV & AIDS)	40	Community Services
BASIC SERVICE DELIVERY									

BS1	Improve Access to Basic Services	BS1.1	Implementation of Capital projects	BS1.1.1	% Of MIG Expenditure by 30 June 2022	100%	Technical Services	R15,836,000	Signed Expenditure Reports
BS2		BS2.1	Ensuring consumer have access to electricity	BS2.1.1	Number of households with access to electricity in Endumeni area of supply by 30 June 2023	12410	Technical Services	n/a	List of consumers
				BS2.1.1	% INEP Expenditure by 30 June 2023	100%INEP Grant Expenditure by 30 June 2023	Technical Services	R14,110, 000.00	Signed Expenditure Reports
BS3	Improve Access to basic services	BS3.1	Maintenance of Infrastructure	BS3.1.1	m^2 of pothole patching by 30 June 2023	2100 m^2 of pothole patching by 30 June 2023	Technical Services	R920,000.00	Signed Monthly Reports by the HOD
			Ensuring customers have access to dignified burial facility	BS3.1.2	Percentage of completion of Dundee cemetery road construction phase 1 in ward 2	50% of completion of Dundee cemetery road construction phase 1 by 30 June 2023	Technical Services	R 5,442,900	Proof of submission, letter of appointment /Progress report

BS4		BS4.1	Ensuring access to refuse removal in all housing units	BS4.1.1	Total number of formal households and business areas with access to refuse removal once a week	146424	Community Services	N/A	Quarterly report signed by the HOD
				BS4.1.2	Number of skip bins collected once a week	6768	Community Services	N/A	Quarterly report signed by the HOD
		BS4.3	To ensure provision of a safe and secure environment for all Endumeni residents	BS4.3.1	Traffic law enforcement reports submitted to Portfolio Committee	12	Community Services	N/A	Quarterly report signed by the HOD
BS5		BS5.1	Provision of Free Basic Electricity and refuse removal	BS5.1,1	Date of approval of Indigent Policy	31-May-23	Budget and Treasury Office	N/A	Council Resolution
		BS5.1.2	Number of indigent beneficiaries with access to refuse and electricity	2000	Budget and Treasury Office	N/A	Council resolution	BS5.1.2	Number of indigent beneficiaries with access to refuse and electricity basic services

			basic services						
BS6		BS6.1	Improve access to adequate shelter	BS6.1.1	100% completion of Dlamini / Forestdale Housing project by 31 March 2023	100%	Planning and Economic Development	N/A	Completion Certificate
				BS6.1.2	Review of the Implementation Plan for the Human Settlement Sector Plan by the 30 June 2023	30-Jun-23	Planning & Economic Development Department	N/A	Council Resolution
BS7		BS7.2	Improve access to roads	BS7.2.1	Percentage of Construction of Marikana Road in Ward 3	30%	R 5,309,288.63	N/A	Progress report / Completion Certificate
				BS7.2.2	Percentage of Construction Argyle/ Browning Road by 30 June 2023	100% of Construction Argyle/ Browning Road by 30 June 2023	Technical Services	R 9,676,711.37	Progress report / Completion Certificate

BS8	Improve access to basic services	BS8.1	Ensuring consumers have access to electricity	BS8.1.1	Number of new electrification connections in Forestdale/ Dlamini by 30 June 2023	217 no. of new electrification connections in Forestdale / Dlamini by 30 June 2023	Technical Services	R3 689 000.00	Proof of submission Progress report / Completion Certificate/Beneficiary List
				BS8.1.2	Number of new electrification connections in Mpilonde Phase 2 by 30 June 2023	71 no. of new electrification connections in Mpilonde Phase 2 by 30 June 2023	Technical Services	R 4,500,000	Proof of submission Progress report / Completion Certificate/Beneficiary List
				BS8.1.3	Number of new electrification connections in Ntokozweni by 30 June 2023	25 no. of new electrification connections in Ntokozweni by 30 June 2023	Technical Services	R 905,452.00	Proof of submission Progress report / Completion Certificate/Beneficiary List
				BS8.1.4	Number of new electrification connections in Mtshilwane by 30 June 2023	40 no. of new electrification connections in Mtshilwane by 30 June 2023	Technical Services	R 1,200,000.00	Proof of submission Progress report / Completion Certificate/Beneficiary List

LOCAL ECONOMIC DEVELOPMENT									
LED1	Enhancement Endumeni Local Economic Development	LED1.1	Support of local businesses	LED1.1.1	Review of the Implementation for the LED strategy and adopted by council by 30 June 2022	30-Jun-23	Planning & Economic Development Department	N/A	Council Resolution
				LED1.1.2	Number of SMME's supported financially by 30 June 2023	20	Planning & Economic Development Department	R 320,000,00	Signed contacts by SMME's
				LED1.1.3	No of Financial support provided to Dundee CTO by 30 June 2023	1	Planning & Economic Development Department	R 320,000,00	Signed memorandum of agreement / Proof of Payment

				LED1.1.4	Land Investment profile prepared and submitted to the EM: PED by 30 June 2023	30-Jun-23	Planning & Economic Development Department	N/A	Land Investment Profile Report and Confirmation of Receipt by the EM:PED
				LED1.1.5	Undertaking of Township Tourism Programmes	2	Planning & Economic Development Department	R 100,000.00	Pictures / Close Out Report
LED3	Increase of job creation	LED3.1	Create job opportunities	LED3.1.1	Number of EPWP jobs created through EPWP grant and capital projects by 30 June 2023	60	R0	N/A	Number of job creation spreadsheet
GOOD GOVERNANCE & PUBLIC PARTICIPATION									
GG1	Improve functionality of the municipal oversight committees	GG1.1	Effective functionality of the Audit Committee	GG1.1.1	Number of Audit/ Performance Audit Committee Meetings held per annum	4	Budget and Treasury Office	R200.000.00	Minutes/Attendance register
		GG1.2	Oversight meetings held per annum	GG1.2.1	Number of the Council Meetings held per annum	4	Corporate Services	R 0.00	Minutes / Attendance Registers

				GG1.2.2	Number of the ExCo Meetings held per annum	11	Corporate Services	R 0.00	Minutes / Attendance Registers
				GG1.2.3	Number of MPAC meetings held per annum	4	Corporate Services	R 0.00	Minutes / Attendance Registers
				GG1.2.4	Updated Council resolution register circulated to all departments quarterly	4	Corporate Services	N/A	Proof of Distribution/ Delivery Register
GG2	Improve organisational health and safety	GG2.1	To provide for the health safety of employment of in workplace	GG2.1.1	Number of occupation and health and safety meetings held per annum	11	Corporate Services		Minutes/ Attendance Registers
GG3	Create an accountable municipality that encourages good corporate governance	GG3.1	Improved Audit opinion	GG3.1.1	Date unqualified audit report from AG	Unqualified Audit Report	Office of the MM/Finance Department	R 0.00	Audit Report
GG4	Development of credible IDP	GG4.1	IDP Process Plan in Compliance with legislative requirements	GG4.1.1	No. of IDP & Budget consultative meetings held with the Community, Stakeholders and Civic Associations by 30 May 2023	7	Planning & Economic Development Department		Agenda / Attendance Register

GG5	Improve the reporting systems	GG5.1	Efficient reporting in terms of the MFMA	GG5.1.1	Date of approval of section 72 report submitted to council	31-Jan-23	Budget and Treasury Office	R0.00	Council Resolution
				GG5.1.2	Number of MFMA section 71 compliance reports submitted to council	12	Budget and Treasury Office	R0.00	Council Resolution
		GG5.2	Reporting on wasteful and fruitless expenditure	GG5.2.1	Number of SCM quarterly reports submitted to Council (UIFE & deviation register)	4	Budget and Treasury Office	N/A	Council Resolution
		GG5.3	Compliance with MFMA	GG5.3.1	Date the 2022/2023 Adjustment Budget adopted by Council	28-Feb-23	Office of the MM	N/A	Council Resolution
				GG5.3.2	Date the 2023/2024 Draft Budget approved by Council	31-Mar-23	Office of the MM	N/A	Council Resolution
				GG5.3.3	Date 2023/2024 Final Budget adopted by Council	31-May-23	Office of the MM	N/A	Council Resolution
MUNICIPAL FINANCIAL VIABILITY									

FV1	Improved budget implementation in the municipality	FV1.1	Optimize the expenditure of capital budget	FV1.1.1	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)	100%	Budget and Treasury Office	R 24,883,000.00	Monthly Reports
		FV1.2	Optimize expenditure of operational budget	FV1.2.1	Percentage operating revenue budget implementation (actual operating expenditure/budget operating revenue x 100)	100%	Budget and Treasury Office	R401,657,158.00	Monthly Reports
		FV1.3	Optimize actual service charges and property rates revenue	FV1.3.1	Percentage service charges and property rates revenue budget implementation (actual service charges and property rates revenue/budget service charges and property rates revenue x 100)	100%	Budget and Treasury Office	R248,675,546.00	Monthly Reports
FV2	Improved Asset Management	FV2.1	Optimize expenditure of asset and risk management	FV2.1.1	Asset register updated on a monthly basis and report submitted to the CFO	12	Budget and Treasury Office	R0.00	Asset Reconciliation Reports

FV3	Improved implementation of policies and by-laws	FV3.1	Compliance with the MFMA	FV3.1.1	Review and implementation of debt collection policies, systems and by-laws and submitted to Council	31-Mar-23	Budget and Treasury Office	R0.00	Council Resolution
FV4	To reduce electricity theft within the Municipal area	FV4.1	Developme nt of multi approach interventions to curb electrical losses	FV4.1.1	12% to curb electrical losses as per NERSA by 30 June 2023	18%	Technical Services	R0.00	Signed Monthly Report and electricity statistics spreadsheet
FV5	To ensure effective implementation of billing and customer care through improvement of collection rate	FV5.1	Effective implementat ion of billing and customer care through improvemen t of the debtors collection rate	FV5.1.1	DEBTORS MANAGEMENT - Collection Rate Formula : (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue) x 100/1 - The Ratio indicates the collection rate i.e. level of payments. It measures increases or decreases in Debtors relative to annual billed revenue. The indicator reflects the percentage of debtors that has been collected in relation to billed revenue.	80% - 95%	Budget and Treasury Office	R0.00	Signed Monthly Reports by the CFO

				FV5.1.2	DEBTORS MANAGEMENT - Collection Rate Formula : (Year to date Billed Revenue / Year to date Actual Collected Revenue) x 100/1 - The Ratio indicates the collection rate i.e. level of revenue received excluding old debt	80% - 95%	Budget and Treasury Office	R0.00	Signed Monthly Reports by the CFO
FV6	To achieve profitability and liquidity ratios	FV6.1	To achieve profitability and liquidity ratios	FV6.1.1	Cash/Cost Coverage Ratio	Quarterly Cash coverage ratio greater than 2,5	Budget and Treasury Office	R0.00	Signed Monthly Reports by the CFO
				FV6.1.2	Current Ratio	Current Ratio	Budget and Treasury Office	R0.00	Signed Monthly Reports by the CFO
FV7	To monitor the financial viability of the Endumeni Municipality	FV7.1	To monitor the financial viability of the Endumeni Municipality	FV7.1.1	Debt Coverage as defined in the Municipal Planning and Performance Management Regulations (2001) (A=(B-C)/D) (Total Operating Revenue - Operating Grants)/Debt service payments	75:1	Budget and Treasury Office	R0.00	Borrowing Monitoring Report

					due within financial year)				
FV8	To Obtain improved Audit Opinion	FV8.1	Annual financial statements submitted to the AG	FV8.1.1	Audit report from AG obtained	Audit report	Budget and Treasury Office	N/A	Audit Report
				FV8.1.1.2	Percentage 2019/20 AG Action Plan implemented	100%	Budget and Treasury Office	N/A	Updated action plan
				FV8.1.3	Date of submission of annual financial statements to the auditor general	31-Aug-22	Budget and Treasury Office	N/A	Proof of submission
FV9	Improved implementation of policies and by-laws	FV9.1	Compliance with the MFMA	FV9.1.1	Review and implementation of budget related policies, systems and by-laws submitted to Council	31-Mar-23	Budget and Treasury Office	N/A	Council Resolution
FV10	Improve Asset Management	FV10.1	Compliance with the SCM policies	FV10.1	Creditors Payment Period	30 days	Budget and Treasury Office	N/A	Monthly Report
FV11	Improved Asset Management	FV11.1	Optimize expenditure of asset and risk Management	FV11.1.1	Asset register updated on a monthly basis and report submitted to the CFO	12	Budget and Treasury Office	N/A	Fixed Asset register
				FV11.1.2	Asset Bi-annual verification conducted twice a year	2 bi annual verifications	Budget and Treasury Office	N/A	Annual verification report

FV12	To ensure sound financial management systems	FV12.1	Compilation of Bank Reconciliations	FV12.2	Bank reconciliations completed on a monthly basis	12	Budget and Treasury Office	N/A	Monthly report
FV13	To monitor Performance of Service Provider	FV13.1	Reporting on wasteful and fruitless expenditure	FV13.1.1	Number quarterly reports submitted by SCM and section 52 report to Audit Committee	4	Budget and Treasury Office	N/A	Quarterly Report
CROSS CUTTING									
CC1	Development Of a Credible IDP	CC1.1	Revision of a Credible Integrated Development Plan	CC.1.1	% IDP credibility ranking achieved	70%	Planning and Economic Development Department	R0.00	MEC letter; Assessment outcomes
				CC1.1.2	Date IDP, Budget and PMS Process Plan adopted by Council	30-Sep-23	Planning & Economic Development Department	R0.00	Council Resolution
				CC1.1.3	Date the 2023/2024 Annual Strategic Planning Session held	31-Mar-23	Planning & Economic Development Department	R 200,000.00	Agenda / Attendance Register
				CC1.1.4	Date Draft 2023/24 IDP adopted by Council and submitted to COGTA	31-Mar-23	Planning & Economic Development Department	R0.00	Council Resolution / Acknowledgement of Receipt from COGTA
				CC1.1.5	Date Final 2023/24 IDP adopted by Council and submit to COGTA	30-Jun-23	Planning & Economic Development Department	R0.00	Council Resolution / Acknowledgement of Receipt from COGTA

CC2	To ensure improved response to Disasters	CC2.1	Disaster Management	CC2.1.1	Date Disaster Management Plan reviewed and adopted by Council	30-Jun-23	Community Services	R0.00	Council Resolution
				CC2.1.2	Number of responses to reported disasters	All	Community Services	N/A	Quarterly Reports signed by HOD/ Incident forms
				CC2.1.3	Number of disaster / fire awareness campaigns undertaken	20	Community Services	R0.00	Report/ Attendance registers
CC3	Improved Spatial Development Framework	CC3.1	Improve Spatial Development Framework	CC3.1.1	Review of the Spatial Development Framework and adopted by Council by 30 June 2023	30-Jun-23	Planning & Economic Development Department	R0.00	Council Resolution
		CC3.2	Ensure improvement of Land Use Scheme and functionality of Planning Structures	CC3.2.1	Amendment of the Scheme /Rezoning maps submitted to council	30-Jun-23	Planning & Economic Development Department	R0.00	Council Resolution
				CC3.2.2	Appointment of the service provider to compile the Endumeni Municipality Precinct Plan	30-Jun-23	Planning & Economic Development Department	R 300,000.00	Appointment Letter

				CC3.2.3	No of the meetings of the Municipal Planning Tribunal held by 30 June 2023	4	Planning & Economic Development Department	R 100,000.00	Appointment Letter
CC4	Ensure functional Real Estates	CC4.1	Ensuring Contract Management	CC4.1.1	No. of Bi- Annual Municipal Occupation / Leases Registers Submitted to Council by 30 June 2023	2	Planning & Economic Development Department	n/a	Bi-annual Reports/Council Resolution
		CC4.2	Monitoring of municipal Estates	CC4.2.1	Date Supplementary valuation roll compiled on an annual basis	30-Jun-23	Planning & Economic Development Department	R 1300,000.00	Supplementary Valuation roll / Acknowledgement of receipt by the Municipal Manager
				CC4.2.2	No of the Monthly Maintenance Reports produced of the Valuation Roll	12	Planning & Economic Development Department		Confirmation of receipt of the monthly maintenance reports of the Valuation Roll received from the Municipal Valuer by the HOD for PED / Copies of the monthly maintenance reports of the Valuation Roll

				CC4.2.3	New General Valuation Roll compiled and submitted to the Municipal Manager by 31 January 2023	31-Jan-23	Planning & Economic Development Department		Copy of the New General Valuation Roll / Acknowledgement of Receipt by Municipal Manager
				CC4.2.4	Annual Review of the Municipal Land Disposal Policy and to be adopted by Council by 30 June 2023	30-Jun-23	Planning & Economic Development Department	N/A	Council Resolution
				CC4.2.5	Facilitation of Middle-Income Housing Developments - Solicit expressions of interest from private developers	30-Jun-23	Planning & Economic Development Department	N/A	Acknowledgement of receipt of expressions of interest by the HOD - PED
CC5	To ensure sustainable protection and development of the environment	CC5.1	Effective and compliant waste management implementation	CC5.1.1	Environmental and GIS Public awareness campaigns undertaken by 30 June 2022	4	Planning & Economic Development Department	R 60.000.00	Letters of acceptance/ pamphlets

CC6	Enhancing education within Endumeni Local Municipality	CC6.1	Improved Library membership	CC6.1.1	Number of New library memberships	80	Community Services	n/a	Quarterly Reports signed by the HOD

Table 73 2022/2023 IDP STRATEGIES

SECTION E: STRATEGIC MAPPING

1. SPATIAL DEVELOPMENT FRAMEWORK

1.1 BACKGROUND

Endumeni is one of four Local Municipalities located within the District Municipality of Umzinyathi within the valleys of the Biggarsberg Mountain Range with the two main towns of Dundee and Glencoe located at the base of the Indumeni Mountain.

Endumeni is located on the northern edge of the Umzinyathi DM and is bordered by the Amajuba District Municipality to the North, the Uthukela District Municipality to the South West, the Msinga Local Municipality to the South and Nquthu Local Municipality to the East. Endumeni constitutes 11% of the Umzinyathi DM.

Endumeni is 1,612km2 in extent, 55km wide from north-west on the R33/R602 and 30km on the R33/R621 south-east to north-west. In the context of national transportation systems, the Endumeni Municipality finds itself "out on a limb" situated away from the national road network. At a regional level, the municipality is located on an important regional route servicing the agricultural regions of northern KwaZulu-Natal and southern Mpumalanga. Endumeni dominates the district economy as it serves as the key administrative, educational and economic centre for the entire district.
Dundee is the centre from which tourism based on the cultural heritage of the Zulu Kingdom and 'Battlefields' is emphasized and managed to some extent. Glencoe serves as a secondary centre to Dundee. The municipality, in conjunction with its north-western neighbour Dannhouser and Emandlangeni Local Municipalities, is branded as the battlefields region of the Zulu Kingdom spanning a history of conflict between Zulu and Boer, Boer and Brit and Brit and Zulu. This branding is of international and regional significance.

1.2 DUNDEE TOWN

1.2.1 LOCATION

Dundee is centrally located within Endumeni Local Municipality. It is situated in the picturesque valley of the Biggarsberg Mountains in KwaZulu-Natal. It is positioned as a focal point where the major provincial routes diverge within it. This reinforces its status as a municipal node. At a provincial level, it is equidistant from both Johannesburg and Durban.

1.2.2 ROLE AND FUNCTION

Dundee is 46.60 km^2 in terms of geographical size and has a population of 34 924 people. Dundee was established in 1882 as a coal mining town which was discovered by the boer farmers close to the surface. It is the largest town within UMzinyathi District Municipality. Dundee town functions as a regional rural service center to the surrounding agricultural areas. Dundee is a very important administrative and commercial centre for the District and Local Municipalities. It houses both Endumeni and UMzinyathi Municipal Offices. The CBD is currently provided with piped water. Adjoining areas are also well served with water reticulation covers within the CBD and adjoining areas in the immediate vicinity.

1.2.3 STRUCTURE

Dundee is well layout in grid iron pattern which is common for the urban areas. There is a distinct Central Business District surrounded by residential areas and Avon, an industrial area. Light industrial workshops providing farming equipment line Karen Landman at the entrance of the town. The main vehicle routes that traverse the Dundee town CBD are the R33, R602 and R68. While pedestrian activity occurs on all the sidewalks throughout the town, there is a noticeable amount of pedestrian between Sibongile township, the CBD and surrounding residential areas, through the open space alongside Ziga Sithole Road and on Road 17 which going on to Tandy Street.

1.2.4 LAND USE PATTERN

The land use pattern within Dundee can be described as follows:

a) Businesses, Offices and Commercial: a clearly defined CBD comprises of diverse land use activities which includes retail and businesses.
b) Tourism accommodation: this includes bed and breakfast establishments and lodges within town.
c) Industrial and manufacturing: there are several industrial activities that are found on the southern part of Dundee.
d) Residential and social facilities: there are a number of residential areas which surrounds the town. These exist with the surrounding social activities such as churches, schools and parks.

1.2.5 SPATIAL PLANNING CHALLENGES

The following are the challenges that face the town:

a) Illegible town layout map.

b) Restricted lay-by close to an intersection.
c) Undefined pedestrian walkway.
d) Informal settlements occurring at the extension of Sibongile Township.
e) Some of the private signage overpowers the town's entrance feature.
f) Lack of public amenities like street furniture, ablution facilities
g) Aesthetic quality and character of the town not maintained.
h) Lack of new residential/housing products such as cluster housing.
i) A large number of roads are in dire need for upgrading and maintenance.

1.2.6 SPATIAL PLANNING PROPOSAL

The spatial planning proposals are as follows:

a) Integrated mixed residential development.
b) Informal Settlement Upgrade around Sibongile Township.
c) Development of a road to Glencoe into an Urban Linkage Activity Spine in order to unlock land parcels that could be used for interface development.
d) Delineation of the urban edge in order to promote compact and integrated development.
e) Upgrade of informal settlements, greening and beautification of the entry of the town (Craigside).
f) Implementation of Dundee Regeneration Plan.

1.3 GLENCOE TOWN

1.3.1 LOCATION

Glencoe is located 8 km from Dundee Town. It is located on the main route from Ladysmith to Dundee. As the main entry town from Alfred Duma Local Municipality, it is highly accessible and visible at the sub-regional level. It is surrounded by a number of commercial farming areas as well as the mining areas.

1.3.2 ROLE AND FUNCTION

Glencoe is 25.23 km2 in terms of the geographical size and has a total population of 17 548 people. Although Glencoe enjoys a high level of accessibility and visible, the town is very small compared to Dundee. Literature suggests that Glencoe was established in 1934. Its establishment was motivated by the transportation of coal from Dundee to Durban and Johannesburg. It was then considered important to have storage facilities and transportation depo areas for the coal.

Over the years, the town has faced decline and lack of growth. It is currently a small decaying town with dilapidated buildings and roads that are in a state of disrepair. Glencoe currently functions as a struggling commercial and social centre to the surrounding hinterlands. Regardless of the challenges that have defamed it, Glencoe still has a potential to become a notable node to support and contribute towards the economy. The locality of the town is significant because its use to be one of the areas that created and sustained a vast number of job opportunities in the past, but due to the scaling down of the

coalmines in the area, this situation has changed drastically over the years. However, this node is still serving a purpose in terms of the provision of housing and other support infrastructure for tits inhabitants structure.

Glencoe is well layout in grid iron pattern which is common for the urban areas. The town of Glencoe has a clearly demarcated CBD. However, this CBD is physically separated by the Railway line. The residential areas surround both the CBD and the Railway Area. The settlement patterns is fairly organized due to the conventional layout of the towns.

1.3.3 LAND USE PATTERN

The land use pattern within Glencoe can be described as follows:

a) Commercial Centre: this includes the CBD area with mixed land uses. This is centrally located within the town.
b) Railway Station: this station is located on the northern part of the CBD.
c) Industrial: these manufacturing, storage and industrial sites are located on the southern part of the municipality.
d) Residential: the residential land uses surround the whole town and stretches towards Sithembile Township.

1.3.4 SPATIAL PLANNING CHALLENGES

The following are the challenges that have been identified:

a) Dilapidated and ageing infrastructure.
b) Economic stagnation.
c) Lack of new residential/housing products such as cluster housing.
d) Housing stock within Glencoe comprises mainly of old and tired buildings.
e) A large number of roads are in dire need for upgrading and maintenance.

f) Urban decay, un-utilized building that are vandalized due to lack of security and not maintained by their land lords.

1.3.5 SPATIAL PLANNING PROPOSAL

The spatial planning proposals are as follows:

a) Towns have the potential to expand, specifically Dundee and Glencoe. The proposal for this is to also aim to impact the provision of Sustainable Human Settlements and transportation movement, as well as the retail and trade sectors.
b) The potential growth of this node is newly based on the Private Hospital development, where catalytic projects will be identified and create inclusive job opportunities for the surrounding communities.
c) Alignment and support to neighboring towns. Assess their needs and consider the impact it would have on Endumeni LM.
d) Integrated residential development including Middle Income Housing.
e) Land use integration as a means to address the course grain-land use pattern.
f) Urban renewal programme which may include infrastructure upgrade, redevelopment and refurbishment of buildings. CBD expansion including gateway developments at strategic points.
g) Delineation of the urban edge in order to promote compact and integrated development.
h) Strengthening spatial linkages with the neighboring settlements such as Sithembile.

1.4 WASBANK TOWN

1.4.1 LOCATION

Wasbank is located 25km southwest of Dundee within proximity to Wasbank River. It is accessible by R602 and P33-1 Provincial Routes from the towns of Dundee and Ladysmith. It is surrounded by the peri-urban settlements that emerged in the recent years.

1.4.2 ROLE AND FUNCTION

Wasbank is 6.29 km^2 in extent and has a total population of 1 323 people. It was developed as a service centre for the surrounding farming community and the rural settlements. It is poorly developed with social and economic infrastructure and has declined in significance as a service centre. As a result, Wasbank has become just another neglected towns in the spatial system.

1.4.3 LAND USE PATTERN

An analysis of the land use pattern in Wasbank reveals that the area is a simple residential area and a typical small town. Land uses in the area include the following:

a) Residential use dominated by typical old houses.
b) Social facilities such as sports fields, schools, churches, community hall and a clinic all located.
c) Rural/ Informal settlement occurring as an extension to the township.
d) Industrial/ manufacturing land located mainly along the main road.
e) Central area which comprises of a range of small scale economic and business uses.

1.4.4 STRUCTURE

Wasbank is laid out in the form of a grid. The advantages of this pattern include the ease efficiency in the delivery of services, and urban structure, which improves functionally, and systemic spread of land uses in space.

1.4.5 SPATIAL PLANNING CHALLENGES

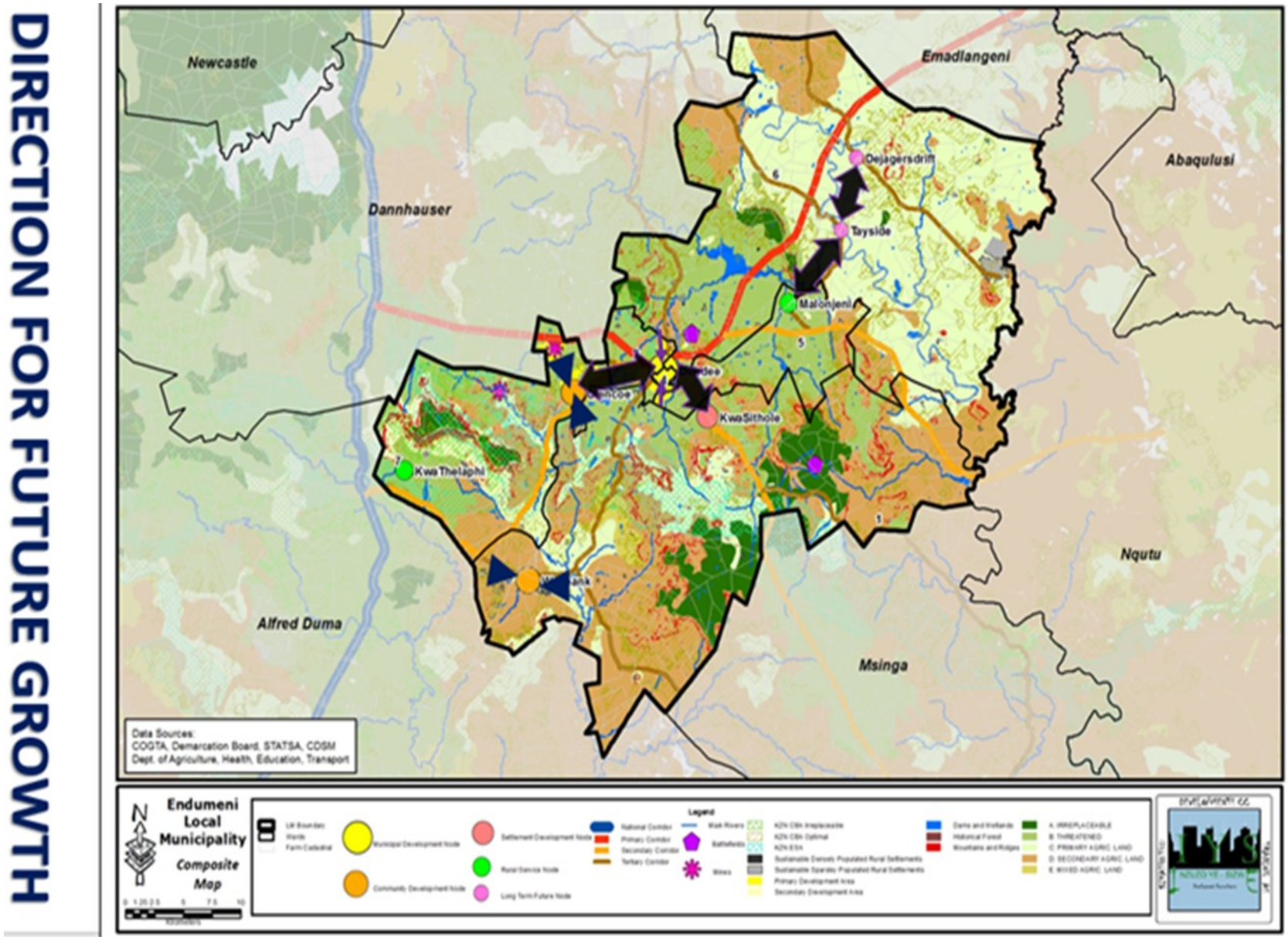
Spatial issues facing Wasbank could be summarised as follows:

a) Urban renewal programme which may include infrastructure upgrade, redevelopment and refurbishment of buildings.
b) CBD expansion including gateway developments at strategic points.
c) Redefining the role of the town.
d) Need to enhance functional and spatial integration into the surrounding areas.

1.4.6 SPATIAL PLANNING PROPOSAL

The spatial planning proposals are as follows:

a) Undertake and pilot an urban renewal programme targeting infrastructure upgrade, redevelopment, refurbishment of buildings and amenity building.
b) Development of Gateway at strategic points.
c) Wasbank Economic Assessment.
d) Urban Edge re-adjustment.



Map 2 Spatial Planning proposal

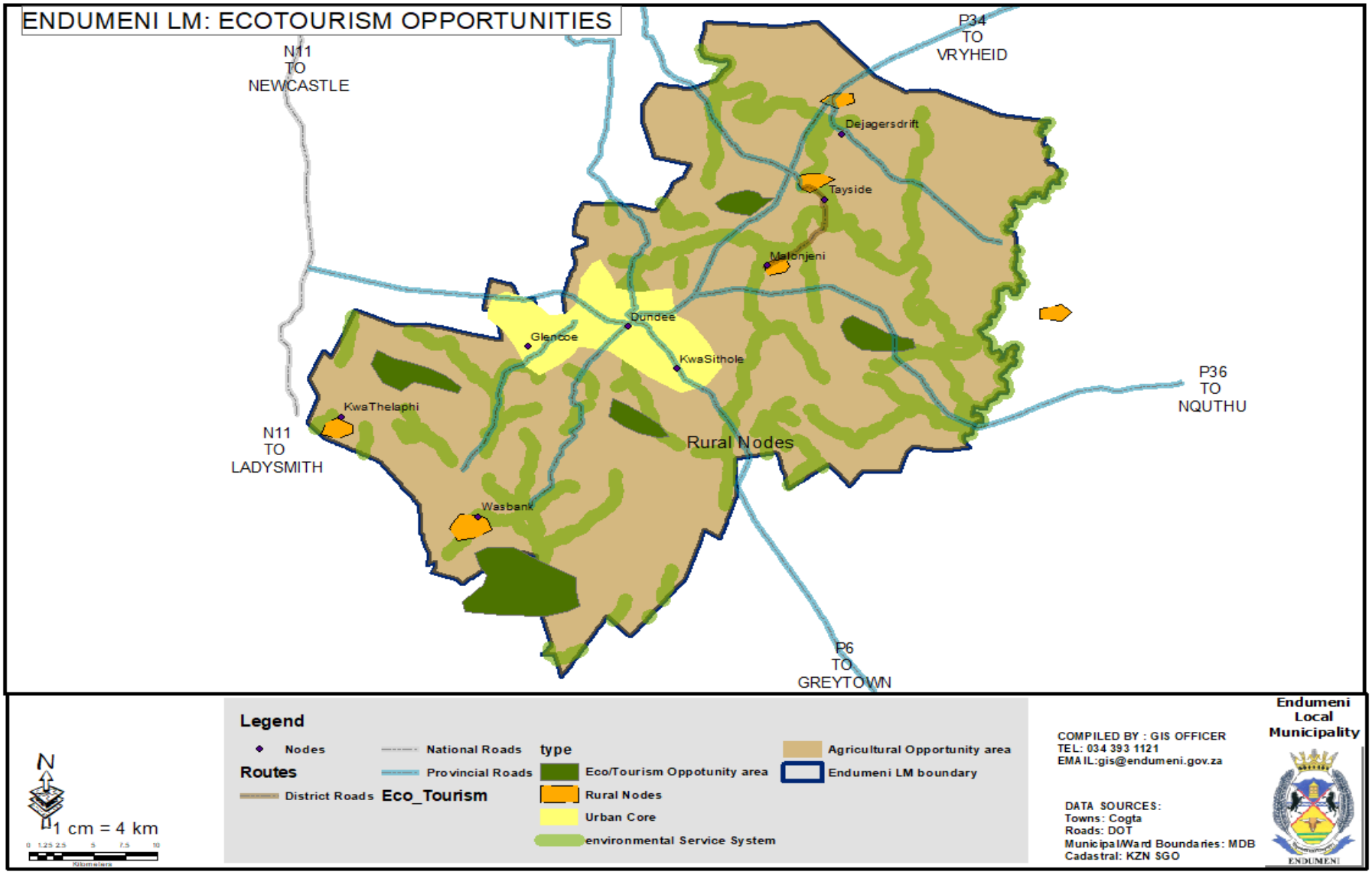
1.5 TOURISM AREAS

Endumeni has few mobility tourisms routes which includes the R33 and Battlefields. A number of farms that are located along these routes have diversified from traditional agricultural land uses to agri- tourism uses over the years. The municipality has a great variety of tourism assets and accommodation establishments (such as hotels, bed and breakfasts and guesthouses). The local tourism sector in Endumeni had a strategy session in regard to developing the tourism market within the municipality. It has been recognized that battlefield tourism is a niche market that does not appeal to everyone. However, the area has numerous interesting and unusual places to offer than just battle sites. There are Zulu cultural experiences, craft and birding routes, the Talana museum, game reserves, fishing in dams and rivers, white- water rafting, horseback safaris and a host of other adventures.

There is a wide range of accommodation available from hotels to caravan parks, as well as, a number of gracious homes that have been turned into tourist accommodation. The KZN PSEDS has identified areas with a large impact on Tourism opportunities, as a consequence Endumeni constitutes Cultural Tourism in accordance to the Plan. This is because it is dominated by cultural tourism, bearing in mind that Dundee is centrally situated to a number of Anglo-Zulu and Anglo-Boer war battlefields. The local Museum, Talana Museum, is one of the foremost museums in the country. Dundee forms a pivotal part of the northern KwaZulu-Natal tourism route, as well as itself being a tourist destination. The R33 and R621 form the central spine of the secondary provincial priority corridor. The focus of this corridor is agriculture and tourism.

Cultural assets in the area include:

- Monuments and Museums (e.g. Talana Museum);
- Maria Ratschitz Mission; Battlefield sites (Talana and Lennox Hills);
- Other Cultural sites i.e .Talana Crafts, Talana Zulu Cultural Villafe, Iron Age smelting sites; and
- Rifleman's Road and Red Soldier's March Battlefield Routes.Tourism is also linked to the natural assets of the region and there are three formal game reserves within Endumeni with potential for more. Kamelkop; Ilanga Game Ranch; and Botha Group Game Ranch.
- A complex topography (rolling hills and mountains) across large sections of the district has an aesthetic appeal and holds considerable tourism development potential.



Map 56 Ecotourism opportunities

1.4 LAND USE MANAGEMENT

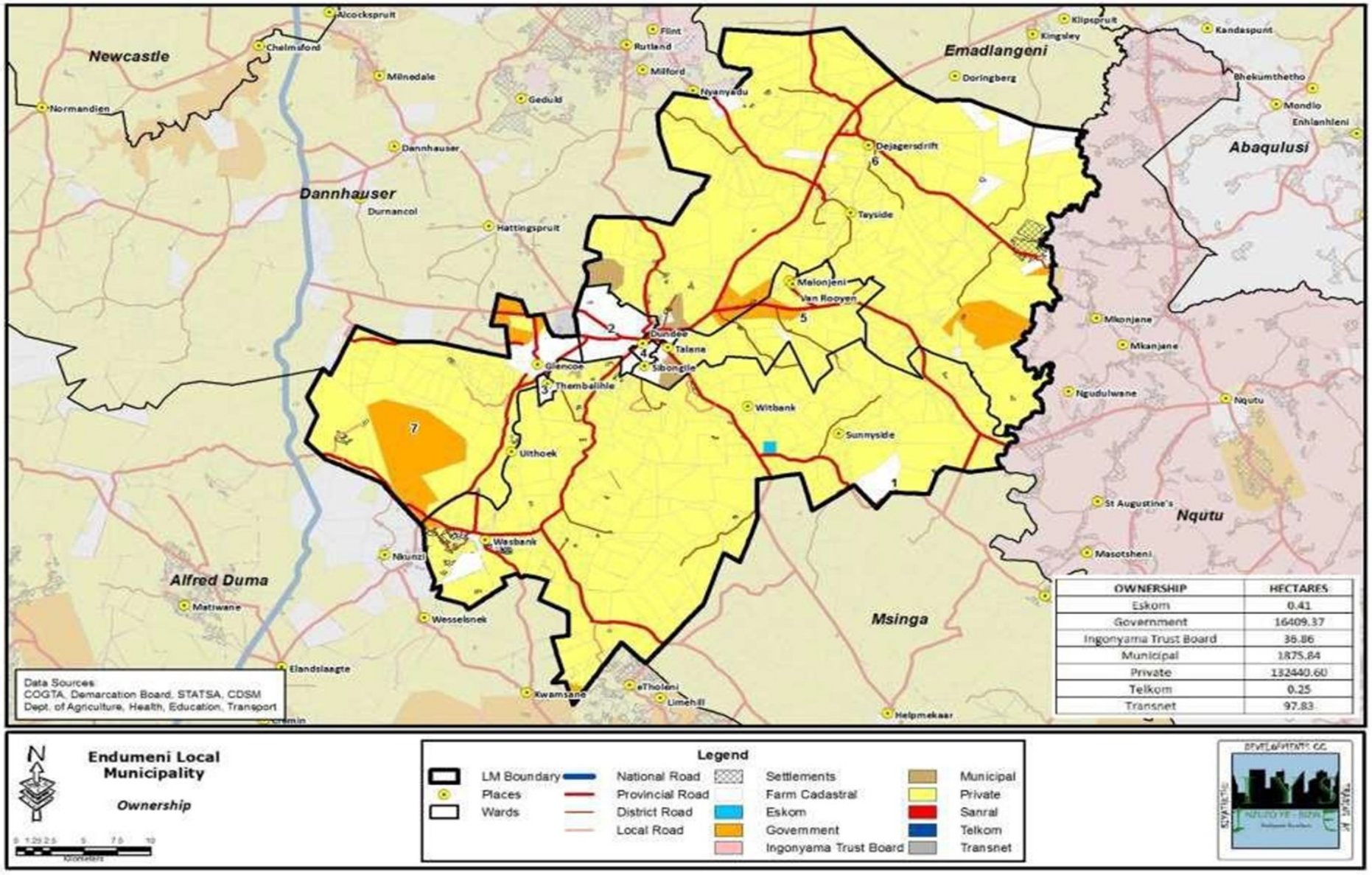
The Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) better known as SPLUMA requires all municipalities across the country to develop and adopt a "Single land use scheme" throughout their area of jurisdiction. This must take place within 5 years from the commencement of the Act. In addition, SPLUMA requires that the single land use scheme be reviewed every after 5 years in order to achieve consistency within the Municipal Spatial Development Framework.

Endumeni has commenced with a process to develop a wall-to-wall land use management scheme for the area of jurisdiction. It must contribute towards sustainable development and improve governance (as it relates to land use management) within Endumeni. As such, alignment and integration with the other tools (land audit, valuation roll, etc.) should be maintained. The introduction of the scheme in rural areas should:

- Provide for the participation of municipal officials in all land allocation processes as undertaken by traditional councils.
- Involve the participation of local communities in Endumeni, particularly traditional councils and other structure that are responsible for spatial planning and land allocation.
- Include the development of maps, systems and procedures for effective decision making to guide traditional councils in the execution of this function. Incorporate the KwaZulu-Natal Land Use Norms and Standards as soon as these are gazette.

1.5 LAND OWNERSHIP

Land ownership within Endumeni is diverse but the dominant owner is Private Ownership (88%). This is followed by Government (11%), Municipal (1,2%) and Transnet (0,1%). The other minimal landowners are Ingonyama Trust Board and Telkom.



Map 57 Land ownership map

1.6 LAND REFORM

A total amount of land that is under claims within Endumeni is estimated at 171 977.92 ha. Labour tenant claims amounts to 39 504.42ha, Restitution Claims occupy 110 842.28ha and the transferred redistribution projects amounts to 21 631.22ha. there are over 1700 beneficiaries for the transferred redistributed projects.

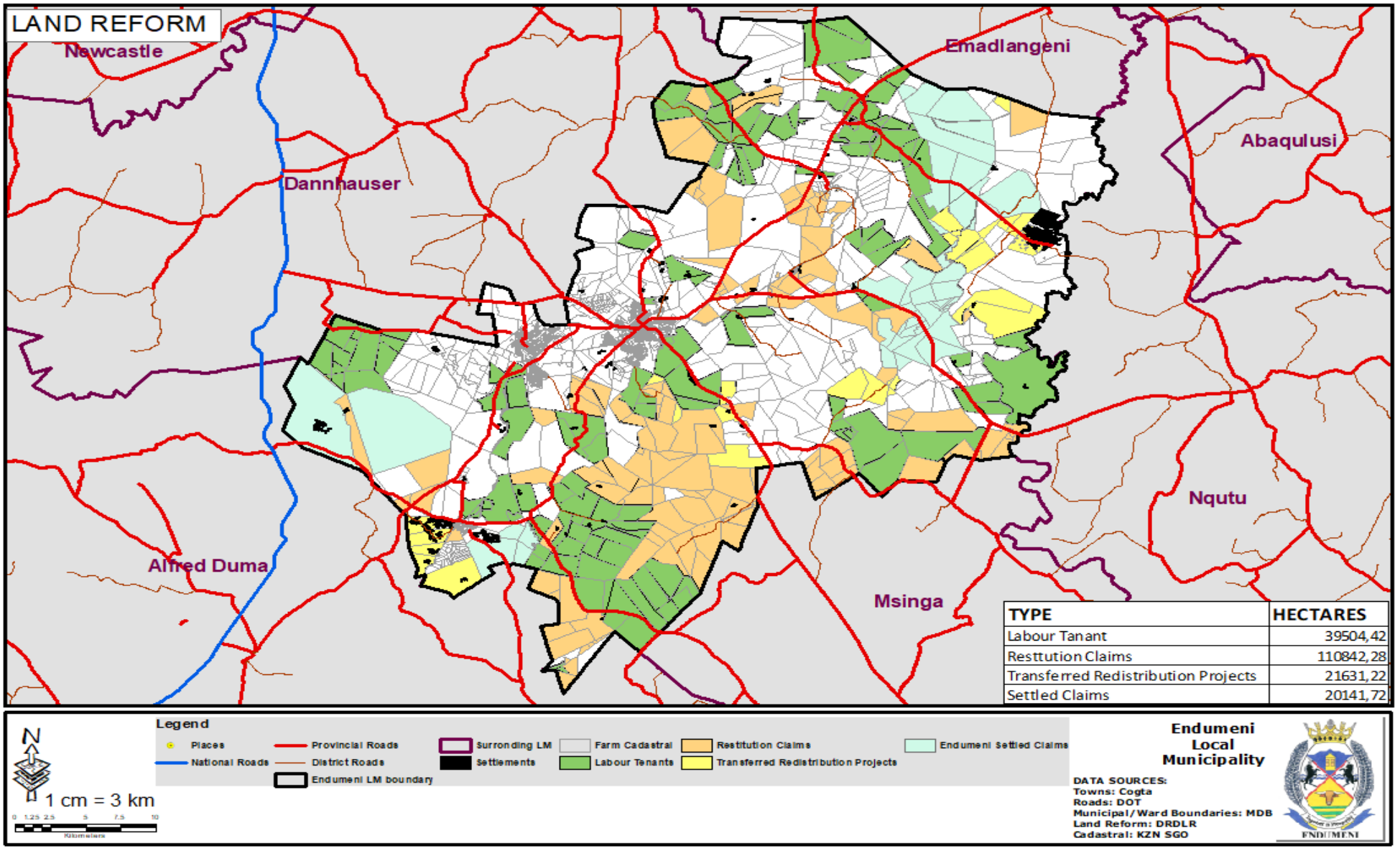
The overarching goal will be to ensure agrarian reform is realized from these projects as these are located within good agricultural land so these should be used as productive farms. The municipality also has a responsibility in terms of promoting proper land use controls which includes avoiding of uncontrolled settlement growth within these agricultural areas. Table 77 below is descriptive indication of these transferred land reform projects.

Project Name	Legal Entity Name	Number of Beneficiaries	Size of the land (Ha
Croydon	Senzangakhona CPA	36	386
Klipspruit	Bazangoma CPA	8	135
Klipspruit / Bozangoma / Bozagane	Bazangoma CPA	8	135
Kuickvlei / Bhekanani	Bhekani CPA	26	314
Ruigtefontein	Ruigtefontein Syndikaat	500	300
Thangeni	Tangeni Land Trust	26	340
Verdruk (Ntekelezwayo)	Ntekelezwayo CPA	20	512
Zisizeni Sithole Community	Zisizeni Sithole CPA	128	1050
Klipfontein	Sondoda CPA	95	1259
Beauvale	Zindela CPA	42	305
Dumain	Lethukuthula CPA	35	520
De Jagersdrift Cluster	Thuthukani CPA	42	600
Dundee Cluster	Entokozweni CPA	200	3200.1152

Project Name	Legal Entity Name	Number of Beneficiaries	Size of the land (Ha)
Dundee Cluster	Khululeka CPA		
Dundee Cluster – Gowrie	Senzokhule CPA		
Wasbank Cluster / Thandanani	Thandanani CPA		
Wasbank Cluster / Zimisele of Dingledale	Zimisele Dingledale CPA	25	2246.1008
De Jagersdrift Cluster	Ethembeni CPA		
De Jagersdrift Cluster	Khanyisani CPA		
De Jagersdrift Cluster	Masakhane CPA		
De Jagersdrift Cluster	Sizanani CPA		
De Jagersdrift Cluster	Thokoza CPA		

De Jagersdrift Cluster	Vukuzenzele CPA		
De Jagersdrift Cluster (spitzkop)	RSA		
De Jagersdrift Cluster	Bambanani CPA		
De Jagersdrift Cluster	Ekuthuleni CPA		
De Jagersdrift Cluster	KwaMthethofanayo CPA		
De Jagersdrift Cluster	Mazakhele CPA		
De Jagersdrift Cluster	Sibonelo-Khwezi CPA		
De Jagersdrift Cluster	Siyaphumula CPA		
De Jagersdrift Cluster	Zamokuhle CPA		
Entabeni CC	Emast Farming cc		
Fankomo	RSA		
Harrowdale	Amalinda Family Trust		
Henessey Trading cc	Henessey Trading cc		
Kuickvlei – Mvelwenhle	Mvelenhle Community Trust		
Langverwacht Farm	The Green Farm Land Trust		
Thangeni	Ekuthuleni CPA		
Tijgerkrantz/ De Jagersdrift	RSA		
Zimisele / Schuilhoek	Zimisele Community Trust		
ZS Sithebe Farming / ZS Sithebe Family	Matshosi Farming CC		

Project Name	**Legal Entity Name**	**Number of Beneficiaries**	**Size of the land (Ha)**
ZZ Farming / Land Bank Project	Mageba Farming cc		
Aletta	RSA		
Battersea Park	Sisonke Land Trust		
Dalry / Phezukomkhono	Phezukomkhono CPA		
TOTAL		1700	17 165.22



Map 58 Land reform

1.7 LANDSCAPE CHARACTER AND BUILT FORM

Endumeni (particularly the town of Dundee) has several old heritage buildings and sites given its position in relation to the historical battlefields. The built form within the town is low rise with most buildings being either single or double storey. The municipality in association with Amafa aKwaZulu needs to play an active role in terms of the protecting these buildings from demolition or any transformative destruction.

The cultural assets in the area include: Battlefields sites (Talana, Blood River/ Ncome, Elandslaagte, Fugitives Drift, Helpmekaar, Isandlwana, Rorkes Drift); Monuments and Museums (Rorkes Drift, Talana Museum, Prince Imperial, Fort Pine, MOTH Museum, Fort Mistake, etc.); Cultural Attractions and Crafts (Bushman Paintings, Iron Age Smelting Site, ELC Craft Centre, Talana Crafts, Talana Zulu Cultural Village); and Maria Ratschitz Mission. There are a number of natural features as well which include: The rivers; Rugged terrain; and Other nature based assets (biodiversity, wetlands, habitats and breeding sites, nature reserves and conservation areas).

Given the fact that these are mainly found within farms, there are limited built form features that may threatened these landscape features. The key goal will be maintaining the existing cultural assets and conserve the natural resources. This importance of these landscape features is evident from the role that these play in terms of tourism within the area and the downstream beneficiation thereof.

1.8 DISASTER MANAGEMENT AREAS

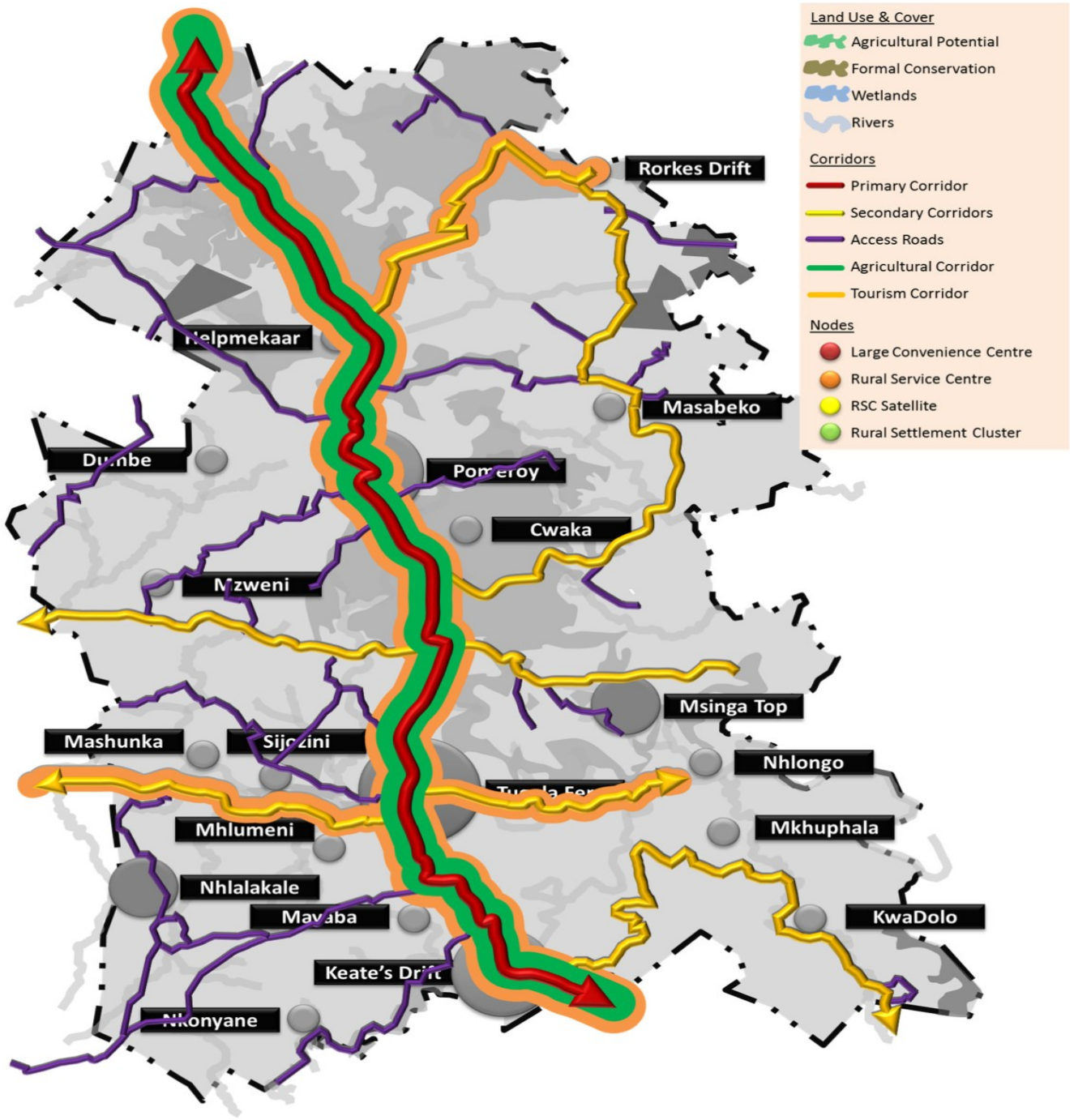
In terms of Section 53 of the Disaster Managements Act of 2002 (Act 57 of 2002), each municipality (Metropolitan, District and Local) must prepare a Disaster Risk Management Plan for its area of responsibility. In order to develop a Disaster Risk Management Plan, it is necessary to conduct a Risk Analysis which will identify and prioritise potential hazards and threats that are likely to occur within the area of responsibility of the Municipality. Endumeni has prepared its Disaster Risk Management Plan which has reflects Disaster Risk Profile, that is unique to the whole of the Endumeni Local Municipality.

NATURAL HAZARDS

The list of high-profile risks that were identified include the following: Floods (landslides); Fire (veld / structural); Drought; Storms (snow/wind/hail); Epidemics (illness); Soil Erosion; Railway; Water Contamination; and Lightning significant hazard between May and June.

SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

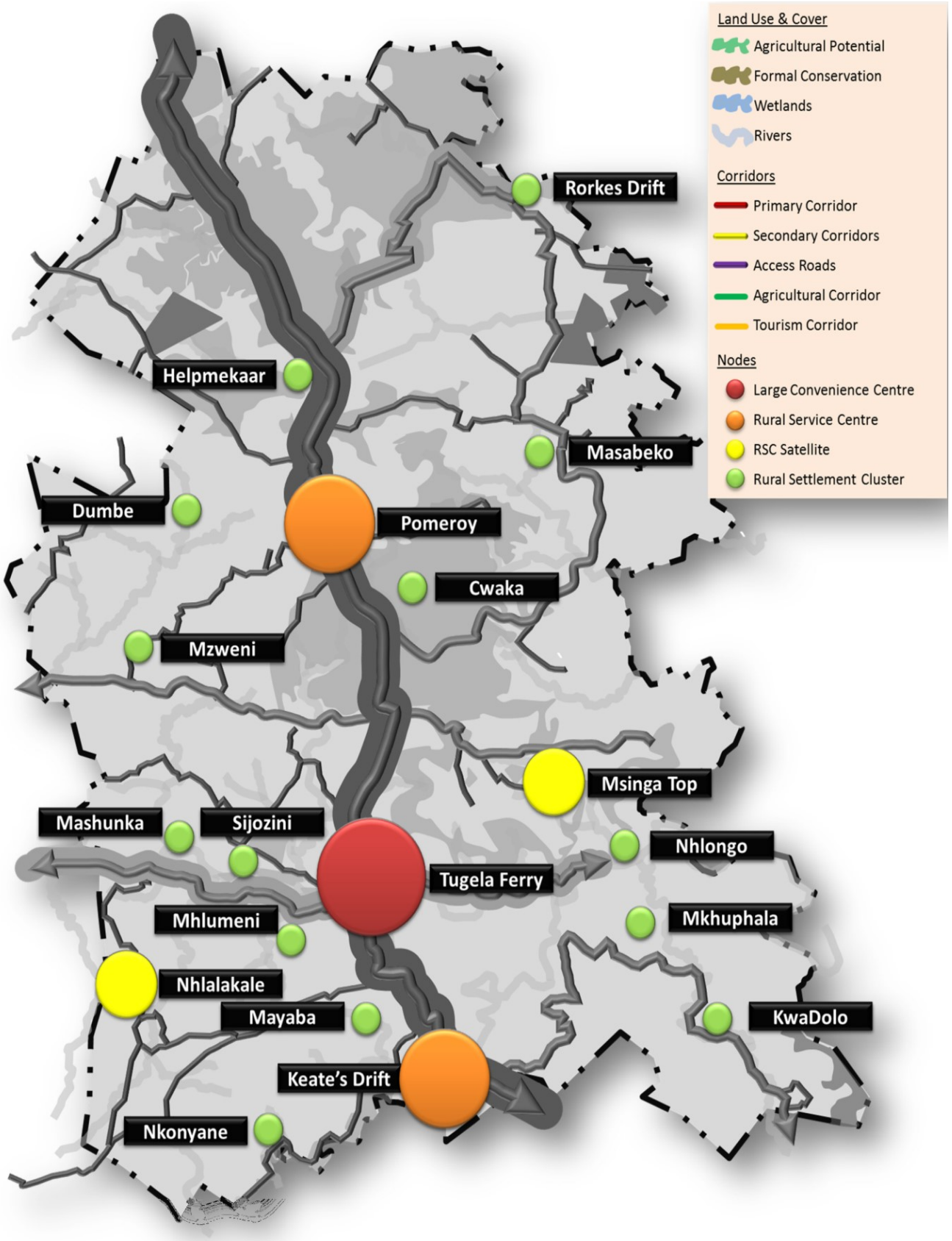
MSINGA LOCAL MUNICIPALITY SDF – PROPOSED CORRIDORS



Source: Vuka Planning Africa 2012

Map 59 Msinga proposed corridor

MSINGA LOCAL MUNICIPALITY SDF – PROPOSED NODES



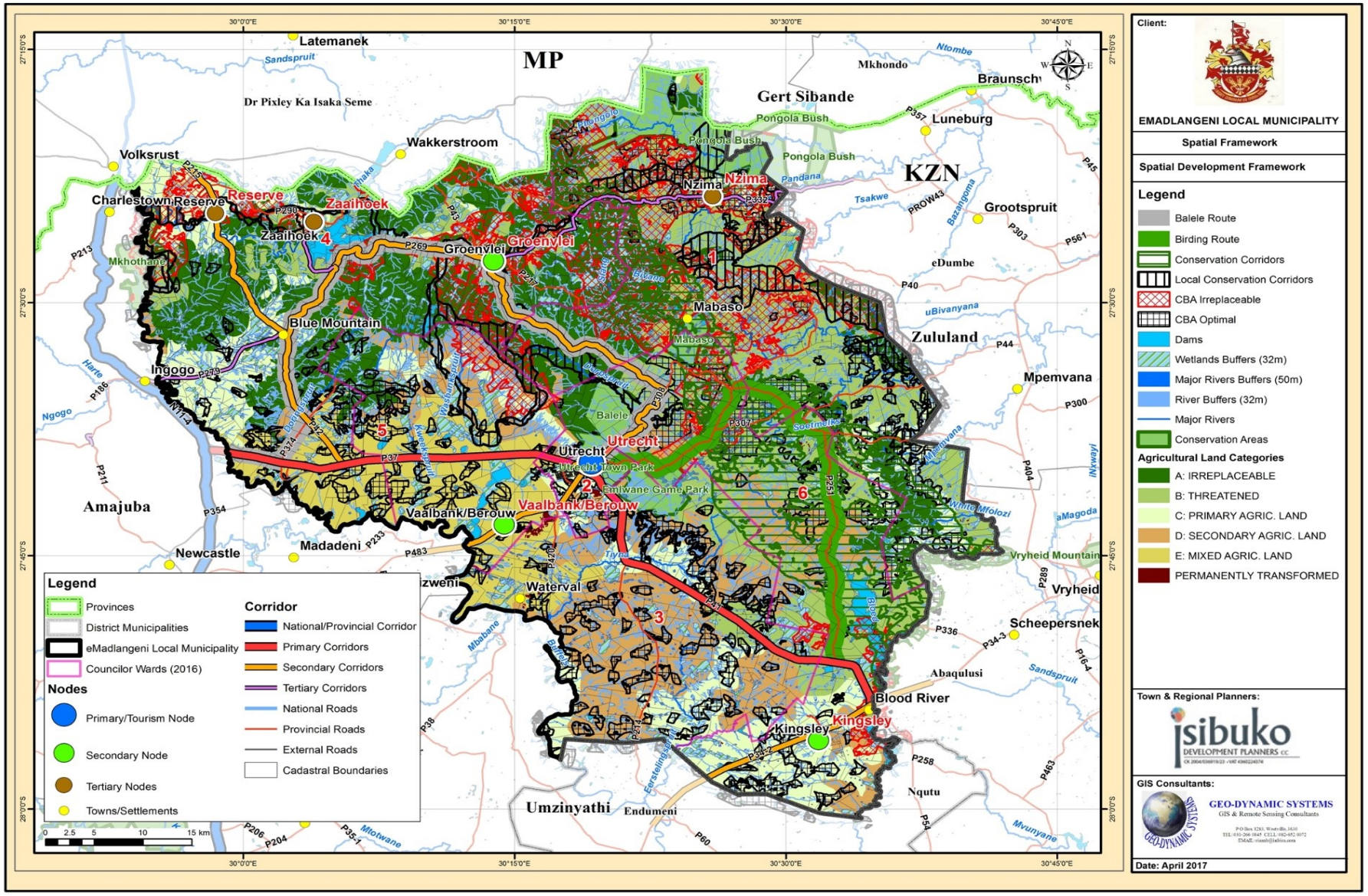
Source: Vuka Planning Africa 2012

Map 60 Msinga proposed nodes

Msinga LM Alignment Aspects

- Development Corridors - R33 is identified a primary corridor. A agriculture and tourism corridor from Pomorey to Helpmekaar and to R74 is also linked to Dundee.
- Cross Boundary Dependencies - Helmekaar Rural Settlement cluster and Rorker Drift rural Service centre. Wasbank node provides government services to wards neighbouring our municipality, including Msinga and Alfred Duma.
- Cross Boundary Co-operation - The provision of services should not be duplicated on the identified nodes within the region. The farming community in the northern part of Msinga use Dundee as a service centre and market for produce rather than the smaller nodes of Pomeroy and Tugela Ferry. The provincial Landscape Corridor traversing the northern section of the municipality links with Endumeni Municipal area.
- Alfred Duma is proposing a retail precinct plan and Endumeni proposal is of a Agri-Processing plant for Goat farming and fresh produce from the FPSU, including a expanding the government precinct plan.
- Potential Contradictions – between Danhauser and Endumeni LMS-mining activities proposed in the Amajuba are located within proximity to an identified biodiversity area in Endumeni. The extent of the mining will need to be determined to ensure that no conflicts occur.

EMADLANGENI LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK

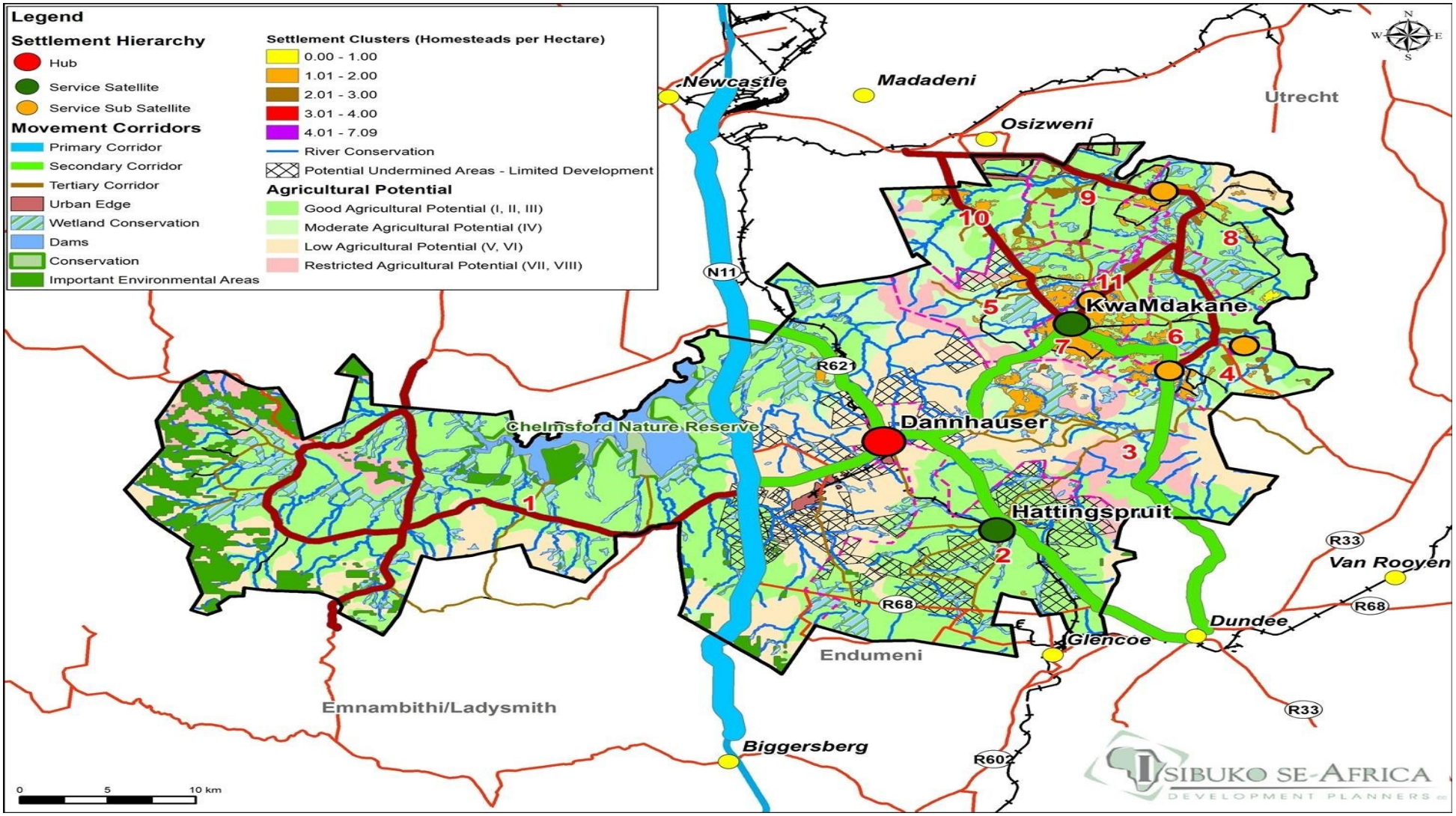


Map 61 Emadlangeni LM SDF

Emadlangeni Local Municipality Alignment Aspects

- Development Corridors - R33 is identified a primary corridor. A tourism corridor from Pomorey to Helpmekaar and to R74 is also linked to Dundee
- Cross Boundary Dependencies - Rural Settlement cluster and Rorker Drift rural Service centre. Coal corridor between Nyanyadu and Dundee. There are a number of social amenities that Emadlangeni shares with Endumeni ward 6 residents, schools, mobile clinics ect.
- Cross Boundary Co-operation - The provision of services should not be duplicated on the identified nodes within the region.
- Potential Contradictions- No potential contradictions discovered.

DANNHAUSER LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK

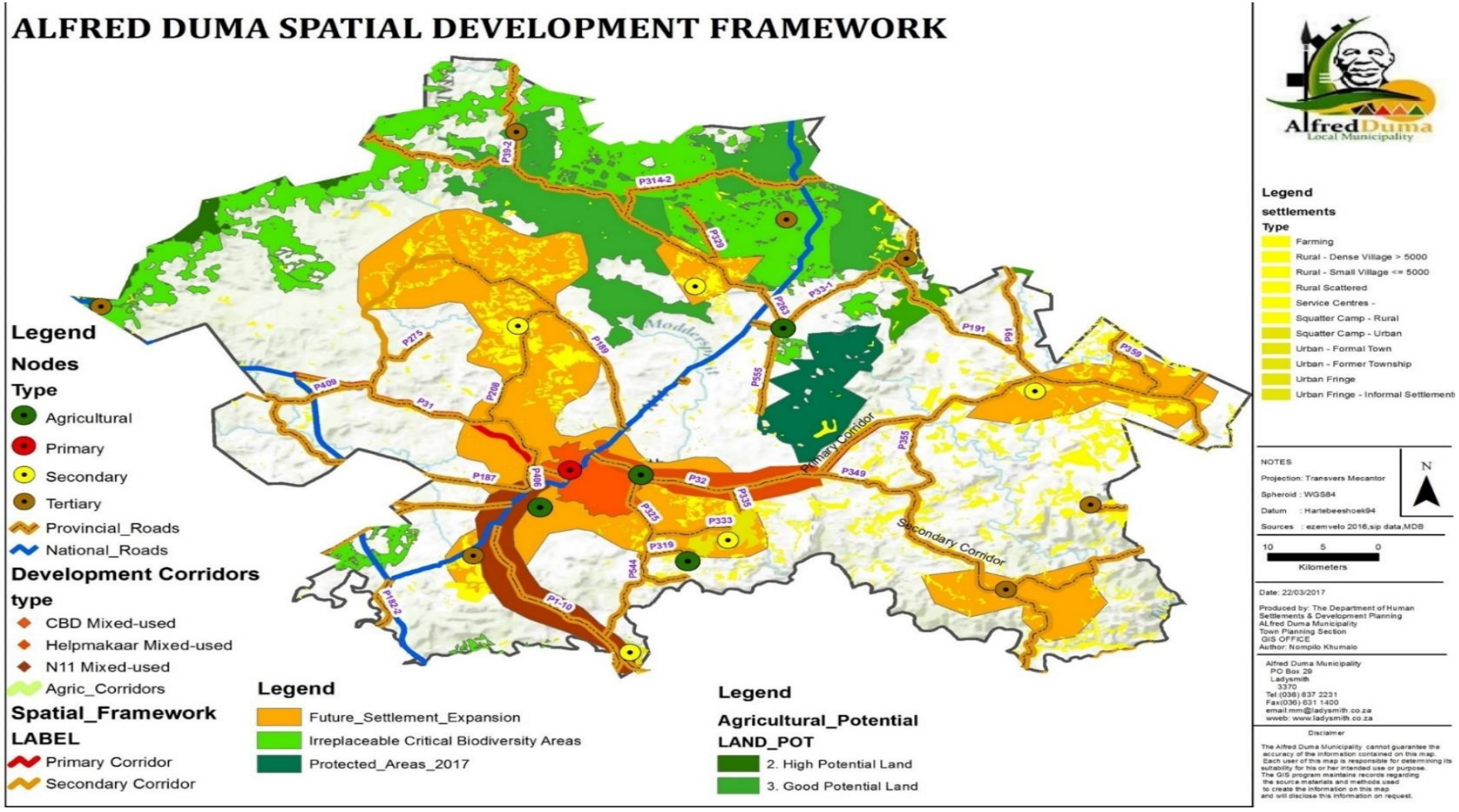


Map 62 Dannhauser SDF

Dannhauser Local Municipality Alignment Aspects

- Development Corridors - R33 is identified a primary corridor which runs through both municipalities.
- Management of high potential agricultural and key industrial mining.
- Dannhauser, Dundee and Glencoe have Functional linkages between this towns.
- Potential Contradictions - mining activities proposed in the Amajuba are located within proximity to an identified biodiversity area in Endumeni. The extent of the mining will need to be determined to ensure that no conflicts occur.

ALFRED DUMA LOCAL MUNICIPALITY SPATIAL DEVELO



Map 63 Alfred Duma SDF

Alfred Duma Local Municipality Alignment Aspects

- Management of high potential agricultural and is a key industrial and agricultural corridor.
- Management of the escarpment as bio-diversity corridor and a source of e.a number of major provincial rivers.
- Ladysmith and Dundee have Functional linkages between this town.
- The N11 does not pass through Endumeni it does provide access to the R602 and R68 for access to the area from the west.

SECTION E.2 IMPLEMENTATION PLAN

1. IMPLEMENTATION PLAN

Endumeni Local Municipality has prepared an implementation plan according to the National Key Performance Areas of the Five Year Strategic Local Government Agenda and they are also aligned to the departments of the municipality in relation to their implementation. The implementation plans serve as the alignment between the IDP and Budget, and they also unpack the strategies in terms of their programmes.

CHALLENGES	IDP No.	KEY PERFORMANCE AREA	GOAL	OBJECTIVE	REF No.	STRATEGY	REF No.	KPI	BASELINE	MTEF TARGETS					Budget Funding Source	Responsible department
										2022/23	2023/24	2024/25	2025/26	2026/27		
Inadequate Skills development	MT1	Municipal Transformation and Institutional Development.		Ensure Functional Performance Management System implemented	MT1.1	Implementation of PMS Policy and Framework	MT1.1.1	Date PMS Framework reviewed and adopted by Council	30-June-2022	30-June-2023	30-June-2024	30-June-2025	30-June-26	30-June-2027	N/A	Planning Economic Development
							MT1.1.2	No. of performance agreements signed for filled positions of s54/56 posts	5	6	6	6	6	6	N/A	Planning Economic Development
							MT1.1.3	Advertisement of the signed performance agreements and submissions to COGTA	31-Aug-2021	31-Aug-2022	31-Aug-2023	31-Aug-2024	31-Aug-2025	31-Aug-2026	N/A	Planning Economic Development

	MT 2		Ensure the review and adoption of	Improve Institutional and organisational Capacity	MT2.1	Filling of identified critical posts	MT2.1.1	Date organisational structure review and adopted	30 June 2022	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	N/A	Corporate Services
			Ensure Effective Efficient Human Resource Management		MT2.2	Employment equity Plan adopted	MT2.2.1	Number of persons with disabilities employed in terms of employment equity plan	30 June 2022	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-June-27	N/A	Corporate Services
							MT2.2.2	Date of the Employment Equity Plans to be submitted to the Department of Labour	30 June 2022	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	N/A	Corporate Services
					MT2.3	Skills development Plan adopted and implemented	MT2.3.1	Date Skills Development Plan adopted	30 June 2022	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	N/A	Corporate Services
					MT2.4	Adoption of the Skills Plan	MT2.4.1	Date of Workplace Skills Development Plan adopted by Council	30-June-2022	30-June-2023	30-June-2024	30-June-2025	30-June-206	30-June 2027	N/A	Corporate Services

	MT 3		Ensure Effective Efficient Human Resource Management	To ensure Effective Efficient Human Resource System that addresses Human Resource within the municipality	MT 3.1	Revised HR Strategy	MT3.1.1	Date Human Capital Strategy review and adopted by Council	30 Jun-2022	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	N/A	Corporate Services
					MT3.2	Develop and adopt all HR policies	MT3.2.1	Date all Human Capital Policies reviewed and adopted	30 Jun-2022	30 Jun-2023	30 Jun-2024	30 Jun-2025	30 Jun-2026	30 Jun-2027	N/A	Corporate Services
					MT 3.3	Preparing and submission of the Workplace Skills Plan	MT3.3.1	Date of final Workplace Skills Plan submitted to LGSTEA	30 Apr-2022	30 Apr-2023	30 Apr-2024	30 Apr-2025	30 Apr-2026	30 Apr-2027	N/A	Corporate Services
Limited access to the municipality ICT system	MT4			To ensure effective and efficient functionality of the municipality	MT4.1	Develop and adopt IT Governance Framework	MT4.1.1	Date all IT policies reviewed and adopted (IT Security Policy, IT Governance Framework, IT Restore and Back Up Policy)	30-Jun-2022	30-Jun-2023	30-Jun-2024	30-Jun-2025	30-Jun-2026	30-Jun-2027	N/A	Corporate Services
	MT5			Compilation of the Annual Report	MT5.1	Final Annual Report adopted	MT5.1.1	Date Final 2020/2021 Annual Report Adopted by Council	31-March-2022	31-Mar-2023	31-Mar-2024	31-Mar-2025	31-Mar-2026	31-Mar-2027	N/A	Planning Economic Development

	MT6			Effective Labour Relations	MT6.1	Compliance with legal prescripts	MT6.1.1	Number of monthly reports legal and litigation register submitted to Portfolio Committee	11	11	11	11	11	11	N/A	Corporate Services
							MT6.1.2	Number of monthly report Disciplinary cases submitted to Portfolio	12	12	12	12	12	12	N/A	Corporate Services
							MT6.1.3	Number of monthly reports on Municipal vehicles with proper audit of kilometres per month	12	12	12	12	12	12	N/A	Corporate Services
	MT7			Ensure Functional Performance Management implemented	MT7.1	Cascading of Performance Management Systems	MT7.1.1	Individual Performance Management System Policy adopted by Council	30-June-2022	0	30-June-2023	30-June-2024	30-June-2025	30-June-2026	N/A	Corporate Services
							MT7.1.2	Workshop on implementation of Performance Management Systems to Middle Managers	30-Oct-2022	30-Oct-2023	30-Oct-2024	30-Oct-2025	30-Oct-2026	30-Oct-2027	N/A	Corporate Services

	MT7			Effective Implementation of Special Programmes	MT8.1	To participate in the Annual Events	MT8.1.1	Number of special Events implemented annually within Endumeni	12 special events implemented	12	12	12	12	12	N/A	Community Services
					MT7.2	Sound programmes for Endumeni residents to be implemented	MT7.2.1	Number of reports for Effective implementation of sound programmes (disabilities, children and youth, elder and widows, arts and culture, sports activities)	48	40 programmes implemented	40 programmes implemented	40 programmes implemented	40 programmes implemented	40 programmes implemented	Capital Project	Community Services
Lengthy project implementation to due lack of misalignment of projects and funds	BS1	BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Eradication of service delivery backlogs and improve access to	Improve Access to Basic services	BS1.1	Implementation of Capital Projects	BS1.1.1	% Of MiG Expenditure by 30 June 2023	100%	100%	100%	100%	100%	100%	MiG	Technical Services
	BS2				BS2.1	Enduring consumers have access to electricity	BS2.1.1	Number of households with access to electricity in Endumeni area of supply by 30 June 2023	11516	11880	11880	11880	11880	11880	N/A	Technical Services
							BS2.1.2	100% of INEP Expenditure by 30 June 2023	0	100%	100%	100&	100%	100%	INEP	Technical Services

Ageing of infrastructure	BS3				BS3.1	Maintenance of infrastructure	BS3.1.1	m² of potholes patching by 30 June 2023	2100m²	2100 m²	2100 m²	2100 m²	2100 m²	2100 m²	Capital budget	Technical Services
					BS 3.2	Ensuring customers have access to dignified burial facility	BS3.2.1	% Of completion of Dundee cemetery road construction phase 1in ward 2	N/A	100%	100%	100%	100%	100%	Capital budget	Technical Services
	BS4				BS4.1	Ensuring access to refuse removal in all housing units	BS4.1.1	Total number of formal household and business area with access to refuse removal once a week	12175	14642 4	1464 24	14642 4	1464 24	14642 4	N/A	Community Services
							BS4.1.2	Number of skip bins collected once a week	141	6768	6768	6768	6768	6768	N/A	Community Services
					BS4.2	Upkeep of the municipal facilities through provision of maintenance	BS4.2.1	Number of reports prepared regarding parks and gardens	12	12	12	12	12	12	N/A	Community Service
							BS4.2.2	Number of reports prepared for regarding maintenance of cemeteries	12	12	12	12	12	12	N/A	Community Service
							BS4.2.3	Number of recreation facilities maintained (sports fields, parks and swimming pools)	20	20	20	20	20	20	N/A	Community Service

					BS4.3	To ensure a safe and secure environment for all Endumeni residents	BS4.3.1	Traffic law enforcement reports submitted to Portfolio Committee	12	12	12	12	12	12	N/A	Community Services
	BS5				BS5.1	Provision of free Basic Electricity and refuse removal	BS5.1.1	Date of approval of Indigent Policy	31-May-2022	31-May-2023	31-May-2024	31-May-2025	31-May2026	31-May-2027	N/A	Budget and treasury Office
							BS5.1.2	Number of indigent beneficiaries with access to refuse and electricity basic services	2000	2000	2000	2000	2000	2000	N/A	Budget and treasury Office
	BS6				BS6.1	Improve access to adequate shelter	BS6.1.1	100% Completion of Dlamini/Forestdale Housing Project BY 31 March 2023	30 Sep-2022	31 Mar-2023	31 Mar-2024	31 Mar-2025	31 Mar-2026	31 Mar-202	Capital Budget	Planning Economic Development
							BS6.1.2	Review of the Implementation Plan for the Human Settlement Sector Plan by the 30 June 2023	100%	100%	100%	100%	100%	100%	N/A	Planning Economic Development

				Improve Access to basic services	BS7.1	Increase workshop efficiency	BS7.1.1	Number of reports submitted of vehicles/plant and equipment repaired within 30 working days	12	12	12	12	12	12	N/A	Technical Services
To reduce electricity loss	BS7				BS7.2	Improve Access to roads	BS7.1.2	Percentage of Construction of Marikana Road in Ward 3 by 31 March 2023	100%	31 Mar-2023	31 Mar-2024	31 Mar-2025	31 Mar-2026	31 Mar-2027	Capital budget	Technical Services
					BS8.1	Ensuring consumer have access to electricity	BS8.1.1	Number of new electrification connection in Kunene Craydon Farm by 30 June 2023	N/A	1016	1016	1016	1016	1016	Capital Budget	Technical Services
							BS 8.1.2	22 Number of new electrification connections in Nyanyeni Phase two by 30 June 2023	N/A	22	22	22	22	22	Capital Budget	Technical Services
Lack of initiative to attract more investors within the area	LED1	LOCAL ECONOMIC DEVELOPMENT	Economically viable municipality	Enhancement of Endumeni Local Economic Development	LED1.1		LED1.1.1	Review of the Implementation for the LED strategy and adopted by council by 30 June 2022	30 June 22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	Operational Budget	Planning Economic Development

						Support of local businesses	LED1.12	Number of SMMEs support by 30 June 2023	4	14	14	14	14	14	Operational Budget	Planning Economic Development
							LED1.1.3	No of Financial support provided to Dundee CTO by 30 June 2023	4	4	4	4	4	4	Capital Budget	Planning Economic Development
							LED1.1.4	Number of Emerging Farmers workshop/sessions conducted by 30 June 2023	2	2	2	2	2	2	Capital Project	Planning Economic Development
							LED2.1.5	Land Investment profile prepared and submitted to the EM: PED by 30 June 2023	0	30-Jun-2023	30-Jun-2024	30-Jun-2025	30-Jun-2026	30-Jun-2027	Capital Budget	Planning Economic Development
							LED1.1.6	Identification of the Wasbank Farmer Production Support Unit Beneficiaries by 30 June 2023	N/A	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	Capital Budget	Planning Economic Development
							LED1.1.7	Number of Anglo Boer War, Anglo Zulu War, Biographical Documents Digitised	N/A	7000 documents	7000 documents	7000 documents	7000 documents	7000 documents	N/A	Planning Economic Development
							LED2.1.8	Undertaking of Township Tourism Programmes	2	2	2	2	2	2	Capital Budget	Planning Economic Development

	LED 2				LED2.1	Creation of job opportunities	LED2. 1.1	Number of jobs created capital project by 30 June 2023	40	60	60	60	60	60		Technical Services
	GG1	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Create an accountable municipality that encourages good corporate governance,	Improve functional of the municipality oversight committees	GG1.1	Functionality of the Oversight Committees	GG1. 1.1	No. of Audit/ Performance Audit committee meeting	4	4	4	4	4	4	N/A	Office of Municipal Manager
					GG1.2	Oversight meetings held per annum	GG1. 2.1	Number of Council meeting held per annum	4	4	4	4	4	4	N/A	Office of Municipal Manager
							GG1. 2.3	Number of Exco meeting Held	8	11	11	11	11	11	N/A	Corporate Services
							GG1. 2.4	Number of MPAC meetings held per annum	4	4	4	4	4	4	N/A	Corporate Services
							GG1. 2.4	Updated Council Resolution Register circulated to all departments quarterly	0	4	4	4	4	4	N/A	Corporate Services
	GG2			Improve organisational health and safety	GG2.1	To provide for the health and safety of employment of workers in the workplace	GG2. 1.1	Number of occupational health and safety meetings held per annum	11	11	11	11	11	11	N/A	Corporate Services
	GG3			Create an accountable municipality that encourage good governance	GG3.1	Improve Audit Opinion	GG3. 1.1	Date unqualified audit report received from AG	Qualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	N/A	Corporate Services
	GG4			Develop a credible IDP	GG4.1		GG4. 1.1	No. IDP/Budget Consultative meetings held with the community, stakeholders, and Civic Association	7	7	7	7	7	7	Operational Budget	Planning Economic Development

	GG5			Improving reporting systems	GG5.1	Efficient reporting in terms of MFMA	GG5. 1.1	Date of approval of Section 72 report submitted to Portfolio Committee	31-Jan-2022	31-Jan-2023	31-Jan-2024	31-Jan-2025	31-Jan-2026	31-Jan-2027		Budget and treasury Office
							GG5. 1.2	Number of MFMA Section 71 compliance report submitted to Portfolio	12	12	12	12	12	12	N/A	Budget and treasury Office
					GG5.2		GG5. 2.1	Number of SCM quarterly reports submitted to Portfolio Committee	4	4	4	4	4	4	N/A	Budget and treasury Office
					GG5.3	Compliance with MFMA	GG5. 3.1	Date of 2022/2023 Adjustment Budget approved by Council	28-Feb-22	28-Feb-23	28-Feb-24	28-Feb-25	28-Feb-26	28-Feb-27	N/A	Budget and treasury Office
							GG5. 3.2	Date of 2023/2024 Draft Budget	31-Mar-22	31-Mar-23	31-Mar-24	31-Mar-25	31-Mar-26	31-Mar-27	N/A	Budget and treasury Office

							GG5.3.3	Date of 2023/2024 Final Budget adopted by Council	31-May-22	31-May-23	31-May-24	31-May-25	31-May-26	31-May-27	N/A	Budget and treasury Office
	GG6			Effective road safety and compliance	GG6.1.1	Ensuring road fitness of drivers and vehicles	GG6.1.2	No. of roadblock held per annum	32	36	36	36	36	36	N/A	Community Services
	GG7			Effective Public Participation	GG7.1	Ensure functional ward committee	GG7.1.1	Number of ward committee meetings held per ward	New indicator	84 meetings 7 wards (1 per meeting per month	84 meetings 7 wards (1 per meeting per month	84 meetings 7 wards (1 per meeting per month	84 meetings 7 wards (1 per meeting per month	84 meetings 7 wards (1 per meeting per month	Capital Budget	Office of Municipal Manager
							GG7.1.2	Number of ward committees' workshops	New indicator	4 workshops	4 workshops	4 workshops	4 workshops	4 workshops	Capital Budget	Office of Municipal Manager
							GG7.1.3	Number of community meetings held per ward	New indicator	28 community meeting &7 wards x 4)	28 community meeting &7 wards x 4)	28 community meeting &7 wards x 4)	28 community meeting &7 wards x 4)	28 community meeting &7 wards x 4)	Capital Budget	Office of Municipal Manager

							GG7.14	Number of ward reports submitted by ward Cllrs	New indicator	28 reports	28 reports	28 reports	28 reports	28 reports	Capital Budget	Office of Municipal Manager
				To ensure effective and efficient internal and external communication strategy	GG7.2	Develop and implement Communication Framework/Strategy	GG7.2.1	Communication Strategy Adoption	New indicator	1	1	1	1	1	Capital Budget	Office of Municipal Manager
							GG7.2.2	Marketing Materials Distributed	New indicator	2	2	2	2	2	Capital Budget	Office of Municipal Manager
							GG7.2.3	External Newsletter	New indicator	2	2	2	2	2	Capital Budget	Office of Municipal Manager
							GG7.2.4	Media Monitoring	New indicator	12	12	12	12	12	N/A	Office of Municipal Manager
	GG8			Improve support to local tourism development	GG8.1	Support local Tourism	GG8.1.1	No. of Monthly Operational reports received from Dundee Tourism CTO by 30 June 2023	11	11	11	11	11	11	N/A	Planning Economic Development
	GG9			Improve reporting systems	GG9.1	Ensure functional Portfolio	GG9.1	Number Portfolio Committee meetings held	11	11	11	11	11	11	N/A	Corporate Services

Lack of implementation of financial management policies, procedure and systems.	FV1	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Promote sound financial management and good governance	Improved budget implementation in the municipality	FV1.1	Optimize the expenditure of capital budget	FV1.1.1	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)	100%	100%	100%	100%	100%	100%	N/A	Budget and treasury Office
					FV1.2	Optimize expenditure of operational budget	FV1.2.1	Percentage operating revenue budget implementation (actual operating expenditure /budget operating revenue x 100)	100%	100%	100%	100%	100%	100%	N/A	Budget and treasury Office
						Optimize actual service charges and property rates revenue	FV1.2.2	Percentage service charges and property rates revenue budget implementation (actual service charges and property rates revenue/budget service charges and property rates revenue x 100)	100%	100%	100%	100%	100%	100%	N/A	Budget and treasury Office
	FV2			Improved Asset Management	FV2.1	Optimize expenditure of asset and risk management	Fv2.1.1	Asset register updated monthly, and report submitted to the CFO	0	12	12	12	12	12	N/A	Budget and treasury Office
	FV3			Improved implementation of policies and by-laws	FV3.1	Compliance with MFMA	FV3.1.1	Review and implementation of debt-collection policies, systems and by-laws and submitted to Council	31-Mar-2022	31-Mar-2023	31-Mar-2024	31-Mar-2025	31-Mar-2026	31-Mar-2027	N/A	Budget and treasury Office

	FV4			To reduce electricity theft within Endumeni Municipality	FV4.1	Development of multi-approach interventions to curb electrical losses	FV4.1.1	12%to curb electrical losses as per NERSA by 30 June 2023	15%	18%	18%	18%	18%	18%	N/A	Budget and treasury Office
	FV5			To ensure effective implementation of billing and customer care through improvement of collection rate	FV5.1	Effective implementation of billing and customer care through improvement of the debtor's collection rate	FV5.1.1	DEBTORS MANAGEMENT - Collection Rate Formula: (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue) x 100/1 - The Ratio indicates the collection rate i.e. level of payments. It measures increases or decreases in Debtors relative to annual billed revenue. The indicator reflects the percentage of debtors that has been collected in relation to billed revenue.	0%	100%	100%	100%	100%	100%	N/A	Budget and Treasury Office
							FV5.1.2	DEBTORS MANAGEMENT- Collection Rate Formula: (Year to date Billed Revenue/ Year to date Actual Collected Revenue) x 100/1 – The Ratio indicates the collection rates i.e. level of revenue received excluding old debt	0	85% – 95%	85% – 95%	85% – 95%	85% – 95%	85% – 95%	N/A	Budget and Treasury Office

	FV6			To achieve profitability and liquidity ratios	FV6.1	To achieve profitability and liquidity ratios	FV6.1.1	Cash/Cost coverage ratio	0	Greater than 2,5	Greater than 2,5	Greater than 2,5	Greater than 2,5	Greater than 2,5	N/A	Budget and Treasury Office
							FV6.1.2	Current Ratio	0	Current ratio	Current ratio	Current ratio	Current ratio	Current ratio	N/A	Budget and Treasury Office
	FV7			To monitor the financial viability of Endumeni Municipality	FV7.1	To monitor the financial viability of Endumeni Municipality	FV7.1.1	Debt Coverage as defined in the Municipal Planning and Performance Management Regulations (2001) (A=(B=C)/D) (Total Operating Grants)/Debt Service payments due within financial year)	75;1	75;1	75;1	75;1	75;1	75;1	N/A	Budget and Treasury Office
				To obtain improved Audit Opinion	FV8.1	Annual Financial Statements submitted to AG	FV8.1.1	Date of submission of Annual Financial Statements to Auditor General	31-Aug-22	31-Aug-23	31-Aug-24	31-Aug-25	31-Aug-26	31-Aug-27	N/A	Budget and Treasury Office
					FV8.2	Improved Audit Opinion	FV8.2.1	Audit report from AG obtained	Audit report	Audit report	Audit report	Audit report	Audit report	Audit report	N/A	Budget and Treasury Office

							FV8.2.2	Percentage 2019/2020 AG Action Plan	100%	100%	100%	100%	100%	100%	N/A	Budget and Treasury Office
	FV8			Improve asset management	FV9.1	Compliance with SCM policies	FV9.1.1	Creditors payment period	30 days	30 days	30 days	30 days	30 days	30 days	N/A	Budget and Treasury Office
	FV10			To optimise Asset Management	FV10.1	Optimize expenditure of asset and risk Management	FV10.1.1	Asset Bi-annual verification conducted twice a year	2 bi- annual verifications 2015/2016	2 bi-annual verifications	2 bi-annual verifications	2 bi-annual verifications	2 bi-annual verifications	2 bi-annual verifications	N/A	Budget and Treasury Office
Poor monitoring of municipal assets	FV11			To ensure sound financial management systems	FV11.1	Compilation of Bank Reconciliations	FV11.1.1	Bank reconciliations completed on a monthly basic	12	12	12	12	12	12	N/A	Budget and Treasury Office
	FV12			To monitor performance of service provider	FV12.1	Reporting on a wasteful and fruitless expenditure	FV12.1.1	Number of quarterly reports submitted by SCM and section 52 report to Audit Committee	4	4	4	4	4	4	N/A	Budget and Treasury Office
	CC1			Efficient and Credible Strategic and Spatial Municipal Planning	CC1.1	Revision of a Credible	CC1.1.1	%IDP credibility ranking achieved	73%	70%	70%	70%	70%	70%	N/A	Planning Economic Development
							CC1.1.2	Date 2023/24 IDP, Budget and PMS Process Plan adopted by Council	30-Sep-22	30-Sep-2023	30-Sep-2024	30-Sep-2025	30-Sep-2026	30-Sep-2027	N/A	Planning Economic Development

						Integrated Development Plan	CC1. 1.3	Date the 2023/24 Annual Strategic Planning Session held	31 March 2022	31 Mar-2023	31 Mar-2024	31 Mar-2025	31 Mar-2026	31 Mar-2027	Capital Budget	Planning Economic Development
							CC1. 1.3	Date Draft 2023/24 IDP approved by Council and submitted to COGTA	31-Mar-2022	31-Mar-2023	31-<ar-2024	31-Mar-2025	31-Mar-2026	31-Mar-2027	N/A	Planning Economic Development
							CC1. 1.4	Date Final 2023/24 IDP approved by Council and submit to COGTA	30-Jun-2022	30-June 2023	30-Jun-2024	30-Jun-2025	30-Jun-2026	30-Jun-2027	N/A	Planning Economic Development
	CC2			To ensure improved response to Disasters	CC2.1	Disaster Management	CC2. 1.1	Date of Disaster Management Plan reviewed and adopted by Council	30-Jun-2022	30-June 2023	30-Jun-2024	30-Jun-2025	30-Jun-2026	30-Jun-2027	N/A	Community Services
							CC2. 1.2	Number of disaster responses	All	All	All	All	All	All	N/A	Community Services
							CC2. 1.3	Number of disaster/fires awaken awareness campaigns undertaken	7	20	20	20	20	20	N/A	Community Services
Illegal land invasion on earmarked land for long term development	CC3	CROSS CUTTING	Geographical System Development	Improve Spatial development Framework	CC3.1	Improve Spatial Development Framework	CC3. 1.1	Review of the Spatial Development Framework and adopted by Council by 30 June 2023	N/A	30 Jun-2023	30 Jun-2024	30 Jun-2025	30 Jun-2026	30 Jun-2027	N/A	Planning Economic Development

Poor compliance with building control					CC3.2	Ensuring improvement of Land use Scheme	CC3.2.1	Review Endumeni Singular Land Use Scheme and to be adopted by 30 June 2023	N/A	30 Jun-2023	30 Jun-2024	30 Jun-2025	30Jun-2026	30 Jun-2027	N/A	Planning Economic Development
							CC3.2.2	Development of the Telecommunication Facility Land Use Policy and to be adopted by Council by 30 June 2023	New indicator	30-Ju2023	30-Jun-2024	30-Jun-2025	30-Jun-2026	30-Jun-2027	N/A	Planning Economic Development
							CC3.2.3	Annual Amendment of the Scheme/ Rezoning Map submitted to Council by 30 June 2023	New indicator	30 Jun-2023	30 Jun-2024	30 Jun-2025	30 Jun-2026	30 Jun-2027	N/A	Planning Economic Development
							CC3.2.4	Appointment of the service provider to compile the Endumeni Municipality Precinct Plan	New indicator	30 Jun-2023	30 Jun-2024	30 Jun-2025	30 Jun-2026	30 Jun-2027	Capital Budget	Planning Economic Development
							CC3.2.5	No. of meetings of Municipal Planning Tribunal	N/A	4	4	4	4	4	N/A	Planning Economic Development
	CC4				CC4.1	Ensuring contract management	CC4.1.1	No. of bi- annual Municipal Occupation / Leases Registers Submitted to Council by 30th June 2023	2	2	2	2	2	2	N/A	Planning Economic Development

Debilitated property and poor upkeeping of properties by residents			To finalise the valuation Roll by 31 January 2022	Ensuring Functional Real Estate	CC4.2	Monitoring of municipal Estate	CC4. 2.1	Date Supplementary valuation roll compiled on an annual basis	N/A	30 Jun 2023	30 Jun 2024	30 Jun 2025	30 Jun 2026	20 Jun 2027	Capital Project	Planning Economic Development
							CC4. 2.2	No. of Monthly maintenance of the Valuation Roll	11	12	12	12	12	12	Capital Project	Planning Economic Development
							CC4. 2.3	New General Valuation Roll compiled and submitted to the Municipal Manager by 31 January 2023	New indicator	31-Jan-23	31-Jan-24	31-Jan-25	31-Jan-26	31-Jan-27	Capital Project	Planning Economic Development
							CC4. 2.4	Annual Review of the Municipal Land Disposal Policy and adopted by Council by 30 June 2023	New indicator	30-Jun-2023	30-Jun-2024	30-Jun-2025	30-Jun-2026	30-Jun-2027	N/A	Planning Economic Development
					CC4.3		CC4. 3.1	Facilitation of Middle-Income Housing Developments - Solicit expressions of interest from private developers	New indicator	30-Jun-2023	30-Jun-2024	30-Jun-2025	30-Jun-2026	30-Jun-2027	N/A	Planning Economic Development
	CC5			Enhancing education within Endumeni Local Municipality	CC5.1	Improved Library membership	CC5. 1.1	Number of New library memberships	80	80	80	80	80	80	N/A	Community Services

Table 74 Implementation plan

2. CAPITAL INFRASTRUCTURE INVESTMENT PROGRAMME FOR 2021/22, 2022/23 AND 2023/24

2.1 MTEF MULTI YEAR CAPITAL PROJECTS

The following table indicates the Medium Expenditure Framework Capital Projects which the municipality has, and which are funded, for implementation during the 2021/22, 2022/23 and 2023/24 financial year.

Category	Number	Municipality	MTEF ALLOCATION PER Financial Year		
C	241	Endumeni	2021/22 (R'000)	2022/23 (R'000)	2023/24 (R'000)
MUNICIPAL INFRASTRUCTURE GRANT (MIG)			15 836	16 782	17 346
MASSIFICATION GRANT			1 600	N/A	N/A
EEDSM GRANT			0	5 000	5 000
INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)			14 110	20 967	13 000

Table 75 MTEF Capital Project

Project Name	Budget	Expenditure	Ward Number	Funder	Status
Construction of Argyle/browning road (1,8km)	R 9.6 million	R 6.5 million	2	MIG	Construction Stage – 60% complete
Construction of Marikana road (1.2km)	R5.3 million	R1,6 million	3	MIG	Construction Stage – 48% complete – contract terminated due to non-performance currently waiting for advertisement stage

Sibongile Substation	R 2 million	R0.27 million	4 and 5	Internal	Construction Stage – 33% complete, waiting for the switch gear delivery on the 4th May 2022
Establishment of new cemeteries in Glencoe	R 0.35 millon	R 0	7	MIG	Planning Stage -Planning Stage -The environmental authorization has been obtained and the general application for water use license has been submitted to Department of water affairs – currently awaiting authorization and therefore proceed to tender stage for next financial year implementation

Project Name	**Budget**	**Expenditure**	**Ward Number**	**Funder**	**Status**
Forestdale/Dlamini Electrification (217HH)	R 3,6 million	R 0	4 and 6	INEP	SCM processes
Electrification of Mpilonde phase 1(75HH))	R 3.5 million	R 3.8 million	1	INEP	Construction Stage – 100% complete
Electrification of Mpilonde phase 2 (71HH)	R 3.2 million	R 1,4 million	1	INEP	Construction Stage – 95% complete
Electrification of Ntokozweni (26hh)	R 0.94	R 0.02 million	6	INEP	SCM processes

Electrification of Mtshilwane (24HH)	R 1.2 million	R 0.032 million	7	INEP	SCM processes
Electrification of Buyaphile/ Fankomo phase 2 (38HH)	R 1.6 million	R 0.00	1	Massification Grant	Waiting for the funding approval

Table 76 Technical Service Projects

2022/23 MIG Financial Year				
	Proposed Budget	Ward Number	Funder	Status
Construction of Marikana road (1.2km)	R10 million	3	MIG	SCM stage
Establishment of new cemeteries in Glencoe	R 0.5 mil	7	MIG	Planning Stage – Multi Year -available space in Dundee is 5158 graves with 30 as number of death per month
Establishment of new cemeteries in Dundee	R 5.4 mil	2	MIG	Planning Stage –Multi year -The environmental authorization has been obtained and the general application has been submitted to Department of water affairs – currently awaiting authorization (available in 738 graves is with 15 as number of death per month)

Kunene Crydom Farm (1016 HH)	R 20.9mil	7	INEP	Planning Stage
Establishment of new cemeteries in Glencoe	R 2 mil	7	MIG	Planning Stage – Multi Year
Establishment of new cemeteries in Dundee	R 10.4 mil	2	MIG	Planning Stage –Multi year -The environmental authorization has been obtained and the general application has been submitted to Department of water affairs – currently awaiting authorization
Stratford Farm Sportfield	R 4 mil	1	MIG	Planning stage

Table 77 MIG Financial Year Budget Technical Services 2022/23

2023/24 MIG Financial Year				
Project Name	**Proposed Budget**	**Ward Number**	**Funder**	**Status**
Establishment of new cemeteries in Glencoe	R 8.8 mil	7	MIG	Planning Stage – Multi Year
Establishment of new cemeteries in Dundee	R 8.2 mil	2	MIG	Planning Stage –Multi year -The environmental authorization has been obtained and the general application has

				been submitted to Department of water affairs – currently awaiting authorization
Upgrading of Gravel Roads	R 2 mil	1	MIG	Planning stage

Table 78 MIG Finacial Year 2023/24

2.2 UNFUNDED CAPITAL PROJECTS

The following indicates the projects which are required to be implemented by the municipality as obtained during the IDP Roadshows and also raised by the 8 Aside Coalition Structure, but they are not yet prioritised and funded as yet, and external funding and forming partnerships with the private sector and also the mining houses which are operating within the municipal jurisdiction, to enable the success implementation of these projects.

No	Project Name	Specific Area of Intervention	Project Location	Funding Source	Estimated Budget
1.	Electrification of Nyanyeni Phase 2 – 22hh	Electricity	5	TBD	2,500,000.00
2.	Electrification of Uithoek, KwaViki Burnside - 30hh	Electricity	7	TBD	1,500,000.00
3.	Upgrading of Glenrigde infrastructure	Electricity	7	TBD	2,500,000.00
4.	Upgrading of Valley view infrastructure	Electricity	7	TBD	2,150,000.00
5	Dundee Main intake Upgrades	Electricity	2,4;5,6	TBD	15,000,000.00
6	Ekuthuleni -122hh	Electricity	6	TBD	R 5,856,000.00

7	Kamelkop- 60hh	Electricity	1	TBD	R 2,924,000.00
8	Thelaphi – 50hh	Electricity	7	TBD	R 2,437,000.00
9.	Stradford Farm – 21hh	Electricity	1	TBD	R 1,100,000.00
10.	KwaNgobese – 15hh	Electricity	6	TBD	R 668,437.50
11.	Fanteni -16hh	Electricity	1	TBD	R 713,000.00
12.	Craydom/Kunene Farm- 1016hh	Electricity	1	TBD	R 39,588,000.00
13.	Forestdale/Dlamini phase 2 -44hh	Electricity	4,6	TBD	R 1,292,000.00
14.	Mpilonde Phase 3= 4	Electricity	1	TBD	R 393,742.00
15.	Buyaphile/Fankomo Phase 2-38hh	Electricity	1	TBD	R 4,500,000.00
16.	Highmast lights – Sibongile 5, Graigeside -2, Stratford Farm 3, Ibusi, 2, Kamelkoop 1, Wasbank 1	Electricity	4,5,1,6	TBD	R 6,850,000.00
17.	Ruigerfontein – 60	Electricity	1	TBD	R 4,766,000.00
18.	KwaSheke -6hh	Electricity	1	TBD	R 267,000.00
19.	Zisize-22hh	Electricity	6	TBD	R 980,562.50
20.	Mzinyana- 100hh	Electricity	1	TBD	R 4,874,865.00
21.	Khwezi – 6hh	Electricity	6	TBD	R 1,023,721.65

22.	Rehabilitation of Commercial Road	Road Infrastructure		TBD	12,800,000.00
23.	Reconstruction of Victoria Street	Road Infrastructure	2, 4 and 6	TBD	R13,500,000.00
24.	Upgrading of gravel roads	Road Infrastructure	All Wards	TBD	TBD
25.	Upgrade of the Rural Horse Riding Facility – Phase 2 (Construction of the Multi purpose Center and Sports Centre and Grand Stands)	Social Amenity	2	TBD	R12,000,000.00
26.	Reconstruction of Sibongile Community Ha	Social Amenity	5	TBD	R 9,800,000.00
27.	Reconstruction of Mpumelelo Stadium	Social Amenity	5	TBD	R 12,000,000.00
28.	Revamping of Sibongile Canteen	Social Amenity	5	TBD	R 1,500,000.00
29.	Establishment of the Business Centre in the CBD	Business	2	TBD	R 75,000,000.00
30.	Development of Sibongile Business Centre	Business	5	TBD	R 45,000,000.00
31.	Refurbishment of the industrial area road network	Road Infrastructure	6	TBD	R 17,000,000.00
32.	Rehabilitation of Craigside Road	Road Infrastructure	6	TBD	R 6,500,000.00
33.	Construction of the Marikana Community Hall	Social Amenity	3	TBD	R 6,500,000.00
34.	Construction of the Stratford Farm Sports facility	Social Amenity	1	TBD	R3,500,000.00
35.	Provision of access roads for all municipal wards	Road Infrastructure	All Wards	TBD	R 14,000,000.00

36.	Rehabilitation of sports facility in Sithembile	Social Amenity	3	TBD	R 1,500,000.00
37.	Upgrade of Dundee Taxi Rank	Social Amenity	2	TBD	TBD
39.	Forestdale Sisonke Nursery	Agriculture	6	TBD	TBD
38.	Craigside Community Gardens	Agriculture	6	TBD	TBD
39.	Re – Construction of Sibongile Community Hall	Social Amenity	5	TBD	R6,500,000.00
40.	Mini Substation 6.6/11 kV 315 kVA	Electricity	7	TBD	350,000.00
41.	Outdoor K3AF Ring Main Unit	Electricity	3	TBD	700,000.00
42.	Ibusi Multi purpose Centre	Social Amenity	1	TBD	R 6,500,000.00
43.	Construction of Ward 2 Community Hall	Social Amenity	2	TBD	R6,500,000.00
44.	Upgrading of the access roads at the Extension 18	Road Infrastructure	2	TBD	TBD
45.	Renaming of the street names	Road Infrastructure	2, 4 and 6	TBD	TBD
46.	Swidi Market Stalls	Social Amenity	5	TBD	TB
47.	Fencing and installing the irrigation system for Bambanani Community Gardens	Agriculture	5	TBD	TBD
48.	Fankomo Community Hall	Social Amenity	2	TBD	R6,500,000.00
49.	Upgrade of access roads at Enyanyeni and Fankomo area	Social Amenity	2	TBD	TBD

Table 79 Unfunded Capital Projects

2.4 ELECTRIFICATION MASTER PLAN

During the 2019/20 financial year, the municipality prepared the electrification master plan which serves to ascertain future growth and upgrading needs of the municipalities 11kV and 6.6Kv distribution networks. The other goals of the electrification master plan are as follows:

- Undertake a physical inspection of the municipalities medium voltage (MV) electricity network;
- Provide a comprehensive single line diagram of the MV network in the electronic format;
- Model the MV network on a suitable power system modelling software and identify any possible weak points;
- Assess electrification needs and backlogs including a growth forecast plan for a ten (10) year period;
- Identification of energy service options including off-grid solutions;
- Analyse the existing networks and determine optimal switching arrangements; and
- Make recommendations on networks strengthening plans with an associated capital plan (CAPEX)

The table below indicates the electrification projects which have been packaged as part of the master plan, which include the project description, estimated costs, timing in terms of the financial year and estimated households to be serviced. These projects have been packaged in terms of the project costs for Dundee and Glencoe, as Wasbank is being supplied by Eskom:

DUNDEE PROJECT COST SUMMARY

No.	Project Description - Dundee MV Network	Estimated costs	Timing	Remarks	Estimate of people likely to benefit from the proposed project
1.	Negotiate with Eskom for a new 20MVA NMD for Dundee Main Intake bulk input point by year 2021.	12,00	2021	Notified Maximum Demand Upgrade: Limitation: Notified Maximum Demand (NMD) Exceedance. Dundee Intake peak maximum demand projected to exceed current NMD by year 2022. The current NMD of the Dundee Main intake substation is 17MVA and it is projected that the peak maximum demand will above this value year 2023. A new NMD of 20MVA has to be negotiated with Eskom Distribution by year 2021.	• 9842 Households
2.	Negotiate with Eskom for a new 20MVA NMD for Dundee Main Intake bulk input point by year 2021.	21,60	2024	Network upgrade: Sibongile A & B Ring is overloaded above 150% cable rating during a single leg cable outage contingency. This will result in increased cable insulation and cable joint failures if the cable is loaded beyond its allowable thermal rise threshold limit. The ring has a 95mm2 XLPE cable currently installed.	• General / Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)

3.	Upgrade the Dundee Central A & B cables to a minimum of 2 x300mm2 XLPE copper cable. Choose one option between or	37,20	2022	Network Upgrade: Dundee A & B Ring is overloaded above 200% cable rating during a single leg cable outage contingency. This will result in increased cable insulation and cable joint failures if the cable is loaded beyond its allowable thermal rise threshold limit. Currently the ring is composed of 95mm2 and 150mm2 XLPE cables in parallel.	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians) • Professionals (protection relays coordination)

4.	Upgrade the Top Town 11KV Ring (Bulwer NR 27-McKenzie NR 3) cables to a minimum of 1 x 150mm2 XLPE copper cable or	28,10	2023	Network Upgrade: Top Town 11KV Ring (Bulwer NR 27-McKenzie NR 3) is overloaded above 226% cable rating during a single leg cable outage contingency. This will result in increased cable insulation and cable joint failures if the cable is loaded beyond its allowable thermal rise threshold limit. Currently the ring has a 70mm2 XLPE cable.	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians) • Professionals: (protection relays coordination)

5.	De-load the ring by splitting it into 2 rings. Two extra MV circuit panel will need to be installed at Dundee Central if this option is chosen.	13,80	2024	Network Upgrade: Business Central Town 11KV Ring (Central NR2- NLK SUB NR 28) is overloaded above154% cable rating during a single leg cable outage contingency. This will result in increased cable insulation and cable joint failures if the cable is loaded beyond its allowable thermal rise threshold limit. Currently the ring has a 70mm2 XLPE cable.	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians) • Professionals: (protection relays coordination)

6.	Upgrade the Bottom Town 11KV Ring (Kajees NR 65 - Dundee Glass MS) cables to a minimum of 1 x 150mm2 XLPE copper cable, or	10,80	2025	Network Upgrade: Bottom Town 11KV Ring (Kajees NR 65 - Dundee Glass MS) is overloaded above 141% cable rating during a single leg cable outage contingency. This will result in increased cable insulation and cable joint failures if the cable is loaded beyond its allowable thermal rise threshold limit. Currently the ring has a 70mm2 XLPE cable.	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians) • Professionals: (protection relays coordination)

7.	Upgrade Craigieburn 6.6kV MV Overhead line to 11kV template to 70oC using a Hare conductor. Change all the transformers on the feeder to 11//0.4KV voltage ratio.	2,00z	2023	Network Upgrade: Craigieburn 6.6kV MV Overhead line is overloaded above 147% conductor acting during peak load periods. This will result in increased line jumper failures if the overhead line is loaded beyond its allowable thermal	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals: (protection relays coordination)
8.	Replace all Dundee Network old oil MV switchgear in a coordinated phased program.	10,00	2021	MV Switchgear Replacement: Craigieburn 6.6kV MV Overhead line is overloaded above 147% conductor acting during peak load periods. This will results in increased line jumper failures if the overhead line is loaded beyond its allowable thermal	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals: (protection relays coordination).
9.	Replace Dundee old power transformer and minisubstations in the MV network in a coordinated phased program.	11,00	2021	MV Power transformer replacement: Most of the oil filled power transformers are in bad maintenance state with visible oil leaks. This exposes the operating personnel and the general public within the substation vicinity to serious fire and flash hazard risks.	• General/ Unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals: (protection relays coordination).
10.	Replace the fencing for Dundee Main Intake Power factor capacitor to prevent	11,00	2021	MV Power transformer replacement: Power factor capacitor banks at the Dundee Main Intake (installation is outside main substation) have no controlled access. The	• General/ Unskilled labourers for the excavation of Fencing routes and installation.

	free access to general public. Also carryout maintenance on capacitor banks.			fence of the installation has broken down there is a high risk of the public/vandals attempting to cut the energised 11Kv cables supplying these bank	• Skilled labourers (Fore-man). • Professionals: (protection relays coordination).
11.	Dundee MV network Protection Relay maintenance and coordination studies	1,50	2020	MV Equipment Protection maintenance and upgrade: Glencoe MV protection checks have not been done for the past 5 to 10 years. It is important to periodically check the correct intended functioning of protection systems to ensure that they will be able to operate and initiate fault isolation.	• General/ Unskilled labours for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
Total Projects estimates		**346,10**			

Table 80 Dundee project cost summary

GLENCOE PROJECT COST SUMMARY

No.	Project Description - Dundee MV Network	Estimated costs	Timing	Remarks	Estimate of people likely to benefit from the proposed project
1.	Negotiate with Eskom for a new 10MVA NMD for Glencoe Bulk input point by year 2020	10,00	2020	Notified Maximum Demand Upgrade: Limitation: Notified Maximum Demand (NMD) Exceedance. Glencoe Intake peak maximum demand projected to exceed current NMD by year 2020. The current NMD of the Glencoe Main intake substation is 7MVA and it is projected that the peak maximum demand will be above this value year 2020.	4339 Households
2.	Upgrade the OK-Value to Sub 3 MS 11 KV Ring (Inner Ring) 16mm2 and 35mm2 PILC cable segments to a minimum of 70mm2 XLPE copper cable.	5,50	2020	Network upgrade: Cable is overloaded during one leg cable outage contingency on the ring.	• General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)

3.	Upgrade the Robor - Sithembile to Abattoir 11kV Ring cables to a minimum of 2 x95mm2 XLPE copper cable and OHL line portion to Hare conductor template at 70oC or	12,00	2024	Limitation: Cable is overloaded during one leg cable outage contingency on the ring. Robor - Sithembile to Abattoir 11kV Ring is limited by 35mm2 XLPE cable and Vlei overhead line segments. The 35mm2 PILC cable segments is overloaded above 260% cable rating during a single leg cable outage contingency.	• General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
4.	Upgrade SAR Sub- to PIETER VAN DERBERG SUB 6.6kV MV Feeder to 1x150mm2 XLPE 11kV cable feeder. Change all the transformers on the feeder to 11//0.4KV voltage ratio. Note that most power transformers in this ring have a dual voltage transformation ratio, (11 - 6.6/0.4KV)	17,00	2025	Network Upgrade: SAR Sub- to Pieter Van Derberg feeder ring is limited by 16mm2 PILC cable segments. The 16mm2 PILC cable segments are overloaded above 500% cable rating during a single leg cable outage contingency.	• General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
		15,00	2025		• General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
5.	Upgrade 2nd Avenue Sub to Civic Sub 6.6 kV MV Ring feeder to 1x70mm2 XLPE 11kV cable	7,20	2022	Avenue Sub to Civic Sub 6.6 kv MV Ring feeder ring is limited by 16mm2 PILC cable segments. The 16mm2 PILC cable segments are overloaded	• General / unskilled labourers for the excavation of cable routes.

	feeder. Change all the transformers on the feeder to 11//0.4KV voltage ratio. Note that most power transformers in this ring have a dual voltage transformation ratio, (11 - 6.6/0.4KV)			above 200% cable rating during a single leg cable outage contingency.	• Skilled labourers (Electricians). • Professionals (protection relays coordination) • General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
6.	Replace all Glencoe Network old oil MV switchgear in a phased coordinated manner.	5,00	2022	MV Switchgear Replacement: Most of the switchgear is oil filled and has been operated beyond its operational life with serious implications of components disintegration inside each switchgear unit. This expose both the network and operating personnel to fire and flash hazard risks during operation	• General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)

7.	Replace Glencoe old power transformer and mini-substations in the MV network in a phased program.	5,00	2020	MV Power transformer replacement: Most of the oil filled power transformers are in bad maintenance state with visible oil leaks. This exposes the operating personnel and the general public within the substation vicinity to serious fire and flash hazard risks.	• General / unskilled labourers for the excavation of cable routes. • Skilled labourers (Electricians). • Professionals (protection relays coordination)
8.	Glencoe MV network Protection Relay maintenance and coordination studies	1,50	2020	MV equipment Protection Maintenance and upgrade: Glencoe MV protection checks have not been done for the past 5 to 10 years. It is important to periodically check the correct intended functioning of protection systems to ensure that they will be able to operate and initiate fault isolation.	• Skilled labourers (Electricians). • Professionals (protection relays coordination)
9.	Install metering on all 11kv substation incomers and feeders	0,80	2020	MV network Statistical Metering: No statistical metering for monitoring loading and energy losses on all MV feeders	• Skilled labourers (Electricians). • Professionals (protection relays coordination)
Total Project Estimate (R (Millions)		**87,80**			

Table 81 Glencoe Project cost summary

2.5 UNFUNDED ELECTRIFICATION PROJECTS

The following table indicates the electrification projects which are required to be implemented by the municipality and Eskom as obtained during the IDP Roadshows, but they are not funded as yet, and external funding and forming partnerships with the private sector and also the mining houses which are operating within the municipal jurisdiction, to enable the success implementation of these projects.

WARD	AREA	AREA OF SUPPLY	ESTIMATED CONNECTIONS	TYPE OF CONNECTION	ESTIMATED BUDGET
Ward 1	Mpilonde Phase 2	ESKOM	75	New Connections	R3 500 000.00
	Craigdomn	ESKOM	800	New Connections	R18 400 000.00
	Kwasheka	ESKOM	25	New Connections	R450 000.00
	Stratford Farm	ESKOM	110	Infills (type 1)	R715 000.00
	Ibusi	ESKOM	70	Infills (type 2)	R665 000.00
Ward 3	Sithembile Area	Municipality	15	New Connections	R52 500.00
Ward 4	Nyanyeni Phase 2	ESKOM	22	RDP Connections	R2 500 000.00
Ward 4 & 6	Forestdale Housing Project	Municipality	261	New Connections	R2 337 521.24
Ward 6	Craigside/Khanyisa/Thokoza	ESKOM	98	New Connections	
	Bloodriver/Mpukane/Vumbuka/ KwaGeorge/Ntibane	ESKOM	48	Infrastructure Link Line	R5 235 414.18
	Ekuthuleni (Dundee)/Dejagersdrift	ESKOM	122	Infrastructure Link Line	R1 193 612.10
	Craigside/Khanyisa/Thokoza	ESKOM	0		
	Bloodriver/Mpukane/Bumbuka/ KwaGeorge/Ntibane	ESKOM	0	House Extensions	R650 000.00
Infills	Endumeni Bulk Extensions	ESKOM	100	New Connections	R720 000.00
Ward 7	Mthilwane	ESKOM	25	New connections	720,000.00
	KwaViki	ESKOM	5	New connections	90,000.00
	Uithoek Farm	ESKOM	15	New connections	270,000.00
	KwaTelaphi	ESKOM	10	Infills (type 1)	65,000.00

Ward 5, 4, 3, 2, 6 and 1	Installation of High Mast Light for Sibongile -5, Sithembile 4, Craigside 2, Stratford Farm 3, Ibusi2, Kameelkop 1, Wasbank 1 and Forestdale 1	12 Municipal Area	12	High Mast Lights	R4 200 000.00
		7 ESKOM Area	7		R2 450 000.00
				Total	**R47 177 598.53**
			1801	**Municipal Area**	**R6 752 500.00**

Table 82 Unfunded Electrification Projects

2.6 HUMAN SETTLEMENT MASTER PLAN

The municipality has a Human Settlement Master Plan in place which is a sector plan of the Integrated Development Plan (IDP) and constitutes a framework to guide the Municipality in performing its functions and executing its mandate in terms of the provision of human settlements in the Municipality as mandated by the Constitution, the National Housing Act and other related human settlement related legislation and policies.

The municipality has been implementing human settlement projects to address the shelter needs of the population and improve the standard of living of the local communities. The projects being implemented fall within different categories and include Integrated Residential Development Programme, Upgrading of Informal Settlements, Rural housing, rectification and others.

The KZN Settlement Spatial Master Plan objectives:

a) Spatial transformation;

b) Compact Settlements and settlement patterns;

c) Connected Settlements and settlement patterns;

d) Integrated Settlements and settlement patterns;

e) Functional residential property market in urban and rural areas; and

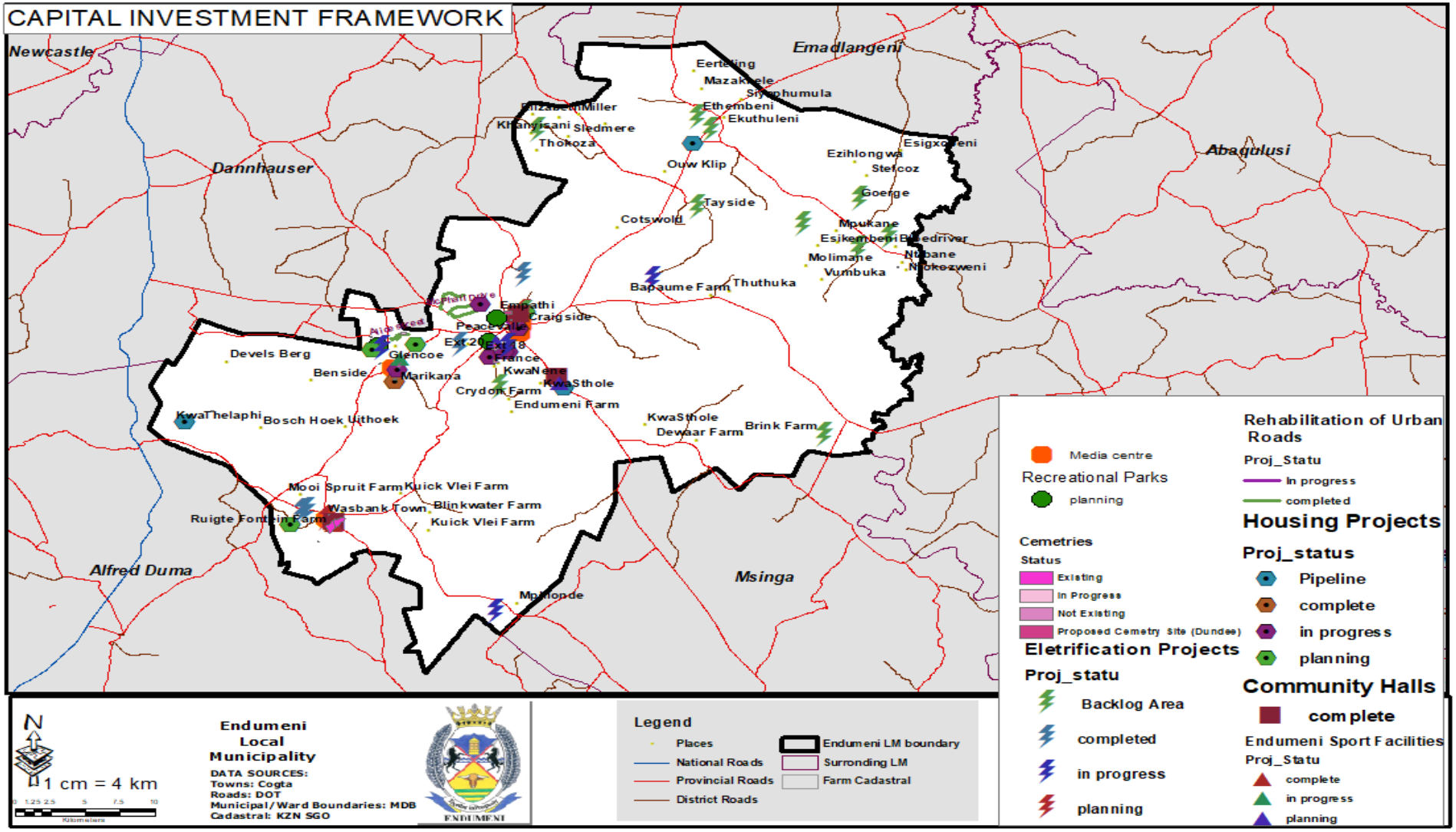
f) Consistent application of principles and objectives across various scales (provincial).

2.7 WATER AND SANITATION PROJECTS

Water and Sanitation Projects

UMZINYATHI DISTRICT MUNICIPALITY - CAPITAL BUDGET	BUDGET	BUDGET	PROPOSED BUDGET
	2020/2021	2021/2022	2022/2023
WATER SERVICES INFRASTRUCTURE GRANT			
PROJECT NAME			
Biggarsberg Water Supply Scheme	8,720,187	9,558,000	10,121,922
Endumeni Sanitation	10 000 00,00	50,438,118	13,403,891
Drought Relief Programme (Boreholes) – District Wide	7,576,167	8,045,889	8,520,597
Tayside Abstruction Works	15,179,831		

Table 83 Water and Sanitation Projects



Map 64 Capital investment framework

SECTION F: FINANCIAL PLAN

1.FINANCIAL PLAN 2022/2023

This is the executive summary of the Endumeni Local Municipal Financial Plan 2022/23.

1.1 BACKGROUND AND PROCESS

The purpose of the annual budget is to provide details of available sources of revenue, expenditure requirements and operational surplus / deficit. It is a tool for implementation of council policies, a basis for control of revenue and expenditure. It also informs the tariff calculations.

The budget process began with the approval of the Budget Process Plan by Council. Inputs and requests were received from the various departments and consolidated by the Budget and Treasury Department.

Similar to the rest of government, municipalities face a difficult fiscal environment. Even as demand for services rises, weak economic growth has put stress on consumer's ability to pay for services, while transfers from national government are growing more slowly than in the past. The local economy is beginning to recover after a short recession in early 2017, however the improvement is insufficient. Growth has remained stagnant at less than 2% and the unemployment remains high at 34.5%.

The budget has been prepared after due consideration of the difficult economic conditions, the current performance of the municipality, as well as its financial position, spending patterns, service delivery capacities and financial and economic indicators. Financial sustainability remains the municipality's primary long-term goal. Management has tried to find a balance in ensuring the financial sustainability of the municipality whilst ensuring that the tariffs are cost reflective and affordable to the community.

1.2 OPERATING BUDGET

With the compilation of the budget, there were numerous requests for expenditure that could not be included in the budget. The reasons for this can be attributed to the significant amount lost due to electricity theft. The municipality is now considering the introduction of split meters to deter and curb the theft. Service delivery related expenditure has however been prioritised.

The national government has been aware of the need to contain costs and Cabinet resolved that all spheres of government, including municipalities and municipal entities must implement measures to contain operational costs and eliminate all non-essential expenditure.

Expenditure line items have yet again been reduced in an effort to contain costs and eliminate non- priority spending. Firm control over expenditure is necessary together with revenue collection and revenue enhancement initiatives. The 2022/23 financial year National and Provincial grant allocations are as follows:

- Equitable Share – R60.2m
- Municipal Finance Management Grant (MFMG) – R2.1m
- Municipal Infrastructure Grant (MIG) – R16.7m
- Expanded Public Works Programme (EPWP) – R1.5m
- Integrated National Electrification Programme (INEP) – R20.9m
- Museum Subsidy – R539 000
- Cyber Cadet Library grant – R1.2m
- Library Subsidy – R3.9m

1.3 CAPITAL BUDGET

The needs identified for capital projects were reviewed more than once. The capital budget amounts to R17,566,900.00 which includes R16,012,900.00 MIG, R54 000 FMG and Internal funds R1,500,000.00

1.4 THEFT OF ELECTRICITY

The theft of electricity continues to remain a significant challenge to the financial sustainability of the municipality. Despite the measures put into place to curb theft in the past years, a significant amount is still lost, and management will implement more stringent controls in the new year. The loss of revenue caused by the theft of electricity (meter-tampering) cannot be over emphasised, we have also included in the budget the cost of auditing of meters within the municipality. The loss of revenue due to electricity theft is dealt with in more detail under the heading challenges.

1.5 CHALLENGES

Due to the economic landscape, municipalities are under pressure to generate revenue. The ability for customers to pay for services is declining. As a result, we continue to still experience meter tamping.

METER TAMPERING (THEFT OF ELECTRICITY)

The theft of electricity continues to remain a significant challenge to the financial sustainability of the municipality. Despite the measures put into place to curb theft in the past years, a significant amount is still lost, and management will continue to explore innovative ways to curb theft and implement more stringent controls in the new year. The

loss of revenue caused by the theft of electricity (meter-tampering) again cannot be over emphasised The Municipality appointed Electrician Meter Auditors to continue inspecting meters in the municipal area and disconnecting the tampered meters. The loss of revenue due to electricity theft is dealt with in more detail under the heading challenges.

The loss of revenue from electricity services due to theft by means of tampering with electricity meters for the first eight months of the 2021/22 financial year is calculated as follows:

kWh Purchased	79,635,585
kWh sold	50,820,113
Loss	28,815,472
Calculated distribution 8% loss -KwH	6,370,845
Calculate lost due to theft	22,444,627

Figure 53 Electricity loss due to electricity theft

Management has implemented an action plan to address this challenge, electrician meter auditors has been appointed and continuously inspect meters in the municipal area and disconnecting the tampered meters. Management has noted that some progress has been made with reducing the theft, however despite the efforts made by the municipality it has also been noted that the community persists in the tampering with the meters.

Management will continue to monitor this matter as this matter has a significant impact on the financial sustainability of the municipality. The reality is that theft of electricity will eventually cause a major cash flow crisis if not addressed. Ward Councillors and members of ward committees have all been engaged and much community awareness initiatives have been implemented to drive this process. Management will continue to explore innovative ways to prevent and detect meter tamper and apply more stringent controls in the area of revenue enhancement and debt collection.

Areas	% losses due to theft
Dundee	24.34%
Glencoe	37.35%

Table 84 Percentage of electricity theft

1.6 NON-PAYMENT FOR RATES AND SERVICES

The rate of non-payment for rates and services leads to the need for a high provision for bad debt. The contribution to the bad debt reserve for 2022/23 is calculated at R17,463,668.00. This contribution again has to be financed.

The municipality has provided incentives to consumers to pay arrear debt and cleanse the debtors book. Management also encourages debtors who are classified as indigent to complete the necessary documentation to ensure that they register as Indigents and take advantage of the additional rebates and free basic services provided to them.

1.7 TARIFF PRINCIPLES

In funding the operational budget, the following criteria provide a good indication of the various levels to which the tariffs for individual services should be adjusted:

- **Trade services**

  Services such as electricity are classified as trade services, where tariffs should be determined in a way that will ensure that the service is delivered at a surplus.

- **Economic Services**

  A service such as refuse removal is classified as an economic service. Tariffs should be set at a level to ensure that expenditure is recovered and that there is at least a break even

- **Subsidised services**

  These are services not classified as Trade or Economic Services and funded from sundry revenue and revenue obtained from property rates.

TARIFF INCREASES

Having consideration of the difficult economic realities of consumers and also the necessity to ensure sustainability, it would be necessary to increase certain tariffs to fund the expenditure provided for in the budget.

- **Rates:**

The rates tariff will increase by 5% from the prior year.

- **Refuse removal:**

In considering the tariffs for this service, a general increase of 5% in related tariffs is required to render a sustainable service.

- **Electricity**

In order to ensure a financial sustainable service, the municipality will increase electricity tariffs by 7.47%.

- **Miscellaneous tariffs**

Miscellaneous tariffs have been adjusted to be cost reflective and have been attached in the tariff of charges section of the budget.

1.8 BUDGET SUMMARY (OPERATIONAL EXPENDITURE) FOR 2022/23 AND TWO OUTER YEARS

Operational Expenditure	2022/23	2023/24	2024/25
Employee related costs	147,974	157,226	165,847
Remuneration of councilors	6,224	6,659	7,059
Debt impairment	17,747	20,054	23,371
Depreciation & asset impairment	16,764	17,625	18,517
Bulk purchases – electricity	160,224	169,838	182,746
Inventory consumed	2,193	2,212	2,263
Contracted services	54,770	55,171	53,379
Transfers and subsidies	1,259	1,261	1,318
Other expenditure	26,161	29,079	31,001
Total Expenditure	**433,316**	**459,126**	**485,501**

Figure 54 Budget Summary Operation Expenditure for 2022/23

1.9 OVERVIEW OF BUDGET RELATED POLICIES OVERVIEW AND MENDMENTS

The Municipality's budget is guided and governed by relevant legislation and budget related policies.

The main purpose of budget related policies is to guide the budget process and inform the projections of the medium-term budget. The following budget related policies, which have been approved by Council or currently under review, are currently in force to ensure an informed smooth budgetary process and financial management of the municipality in line with the Municipal Finance Management Act, other relevant legislation and accounting Standards.

Assessment Rates Policy

Section 3(1) of the Local Government Municipal Rates Act, 6 of 2004, and sections 62(1) of the MFMA determines that a municipality must adopt and implement a rates policy on the levying of rates on rateable properties.

Other Budget related policies

Other budget related policies have been reviewed and the amendments to Council adopted policies.

Legislation compliance status

The Municipal Finance Management Act, No. 56 of 2003 came into effect on 1 July 2004. The following main processes amongst others mentioned below, have been implemented in terms of the Municipal Finance Management Act:

- The budget processes.
- Supply Chain Management.
- GRAP Financial Statements.
- Financial in-year reporting.
- Adjustment budgeting Annual reporting.
- Compilation and implementation of various policies.

The budget and Treasury Office has been established in accordance with the requirements of Service Delivery and Budget Implementation plans are applied as monitoring tools. Audit Committee has been established

Alignment of budget with IDP

- The budget is aligned to the IDP, which is prepared for approval by end of June 2022. In terms of the IDP priorities, capital and maintenance of roads, electricity provision and cemeteries are incorporated in the budget.
- In the financial field financial sustainability has been addressed.

Some of the more important matters that we continue to seek innovative measures in addressing are the following:

- Re - Obtaining the "Clean" audit report, which was previously achieved in 2015/16 financial year.

- Improving the revenue management processes and procedures eliminating the theft of electricity / meter tampering.
- Revenue collection and enhancement strategies.
- Intensification of cost containment measures, in keeping with national guidelines; and
- Ensuring value for money through procurement process.

2022/23 SOCIAL DEVELOPMENT PROGRAMMES

Operating Programmes	Approved Budget 2022/23
H I V AIDS AND OSS	120 000
ARTS AND CULTURE	250 000
SPORT, YOUTH DEVELOPMENT	350 000
RURAL HORSE-RIDING EVENT	250 000
DISABLED PEOPLE	100 000
CIVIC PRESENTATIONS	150 000
BURSARIES	200 000
MAYORAL IMBIZO AND SENIOR CITIZENS	450 000
WOMEN AND CHILDREN FUND	150 000
DISASTER FUND	320 000
PUBLIC PARTICIPATION PROGRAMMES	380 000
STRATEGIC COMMUNICATIONS	200 000
WARD ALLOCATION EXPENSES	350 000
TOTAL	3 270 000

Figure 55 Social Development Programmes

SECTION G: ANNUAL OPERATION PLAN (SDBIP)

1. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The 2022/2023 Service Delivery and Budget Implementation Plan was approved within 28 days after the adoption of the 2022/23 Budget, as required in terms of Municipal Financial Management Act. The Service Delivery and Budget Implementation Plan was prepared in line with the National Treasury circular identifying key components as follows:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (Operating and Capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Detailed capital works plan broken down by ward over three years.

The documents which forms part of the 2022/23 Service Delivery and Budget Implementation Plan are as follows:

- Organisational Service Delivery and Budget Implementation Plan; and
- Departmental Service Delivery and Budget Implementation Plan.

SECTION H: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

1. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Performance Management is a strategic approach to management, which equip leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact.

Chapter 6: of the Municipal Systems Act (No 32 of 2000) requires municipalities to:
A municipality must:

(a) Establish a performance management system that is:

- Commensurate with its resources;
- Best suited to its circumstances; and
- In line with the priorities, objectives, indicators and targets contained in its Integrated Development Plan.

(b) Promote a culture of performance management among its political structures, political office bearers, and councilors in its administration; and

(c) Administer its affairs in an economical, effective, efficient, and accountable manner.

2001: Municipal Planning and Performance Regulations states that:

- Performance Management System must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted; and ;
- Performance Management System must inter alia comply with the requirements of the Systems Act, relates to the municipality's employee performance management processes and be linked to the municipality's IDP.

For the 2022/27 IDP, the municipality has prepared a functional and effective Organisational Performance Management System which will address performance needs of the organization.

In terms of measuring the performance of the municipality in implementing the 2022/27 IDP, the municipality has an effective Performance Management System in place, and has the following documents in place which guide the review, implementation, monitoring and reporting on performance management system:

- Organisational Scorecards and
- Performance Management Framework.

2. INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

Subsequent to the adoption of the 2022/23 Budget , the municipality prepared the Service Delivery and Budget Implementation Plan which was approved by the Mayor within 28 days after the adoption of the Budget which will serve as a monitoring tool for the implementation of the IDP, and then to prepare the performance agreements for the Section 54 and 56 Managers as required by the 2006 Performance Regulations and 2014 regulations on appointment and conditions of employment for Senior Managers which will have to be concluded before the end of July 2022.

The municipality will also undertake the quarterly reviews during 2022/23 financial year to monitor performance as per the following quarters:

First quarter	:	July – September 2022
Second quarter	:	October – December 2022
Third quarter	:	January – March 2023
Fourth quarter	:	April – June 2023

The performance agreements which be concluded will consist of the following documents:

- Annexure A: Performance Plan
- Annexure B: Personal Development Plan
- Annexure C: Financial Disclosure Form
- Annexure D: Code of Conduct

SECTION I: ANNEXURES

No	IDP Components	Comments
I.1	Government and Public Sector Participation, Private Sector and Community Involvement Report	
I.2	Spatial Development Framework	
I.3	Disaster Management Sector Plan	
I.4	Organisational Scorecard	
I.5	Organisational Organogram	
1.6	Financial Plan	
1.7	LED Strategy Implementation Plan	
1.8	Electrification Master Plan	
1.9	Service Delivery and Budget Implementation Plan	
1.10	Performance Management Framework	

Table 85 List of Annexures

SECTION J: APPENDIX

Endumeni Local Municipality has developed a number of Sector Plans, the table hereunder indicates the sector plans that have been prepared by the municipality to date and their status:

Table 86 Table for Appendix

No	Sector Plans	Adopted		Status
		Yes	No	
K 1	Human Settlement Sector Plan	√		
K 2	Local Economic Development Strategy	√		
K 3	Integrated Waste Management Plan	√		
K 4	Wall to Wall Land Use Scheme	√		
K 5	Informal Economy Policy Framework	√		
K 8	Communication Strategy	√		
K 9	Electrification Master Plan	√		
K 10	Batho Pele Implementation Policy and Plan	√		

SECTION K: CONTACT DETAILS

Enquiries / comments/ inputs on the Final 2022/2027 Integrated Development Plan (IDP) can be directed to Acting the Municipal Manager – Mr L.S Hlongwane as per the following details:

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