FINAL 2023/2024

INTEGRATED DEVELOPMENT PLAN REVIEW

ENDUMENI LOCAL MUNICIPALITY

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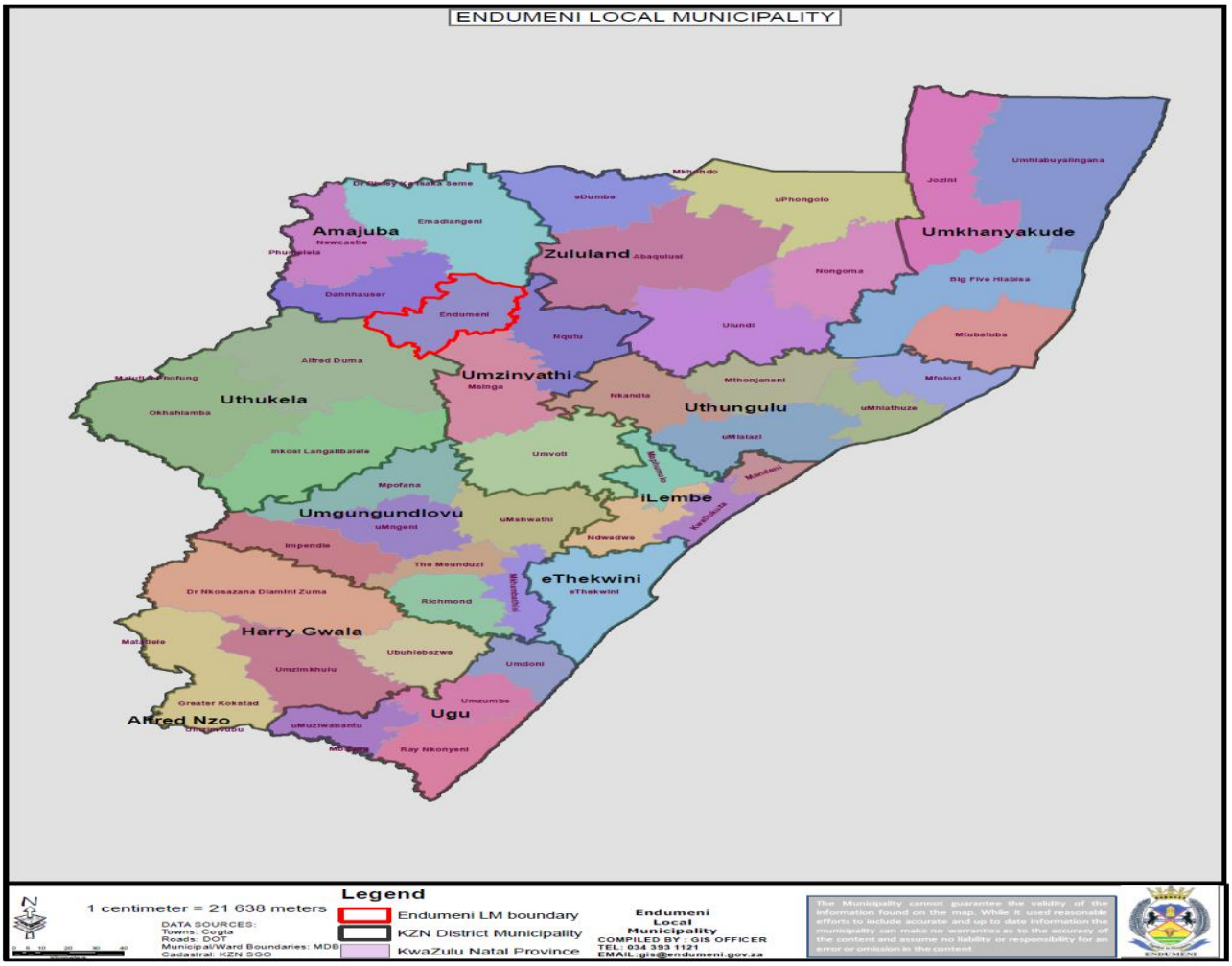
SECTION A: EXECUTIVE SUMMARY

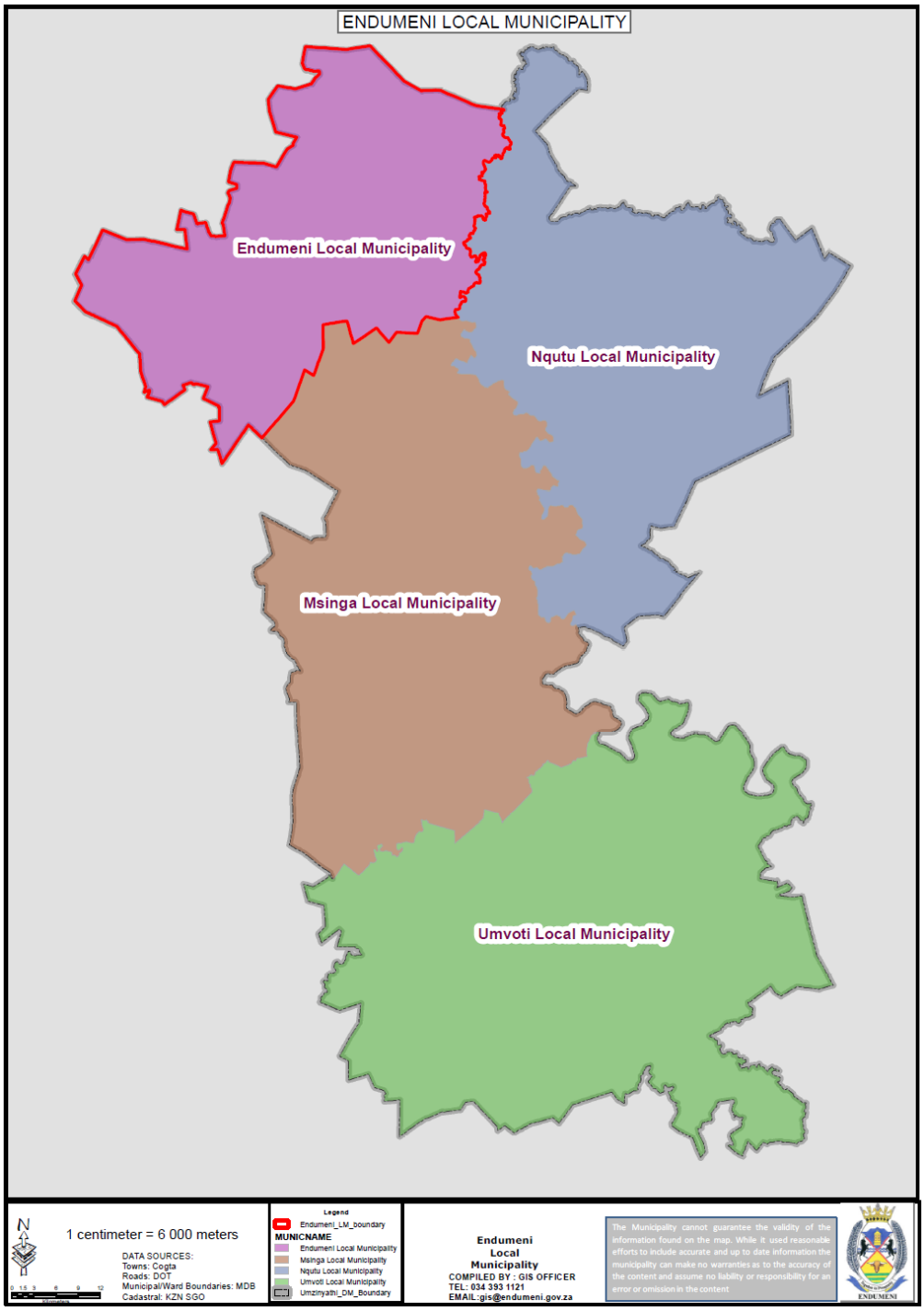
1. WHO ARE WE?

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.

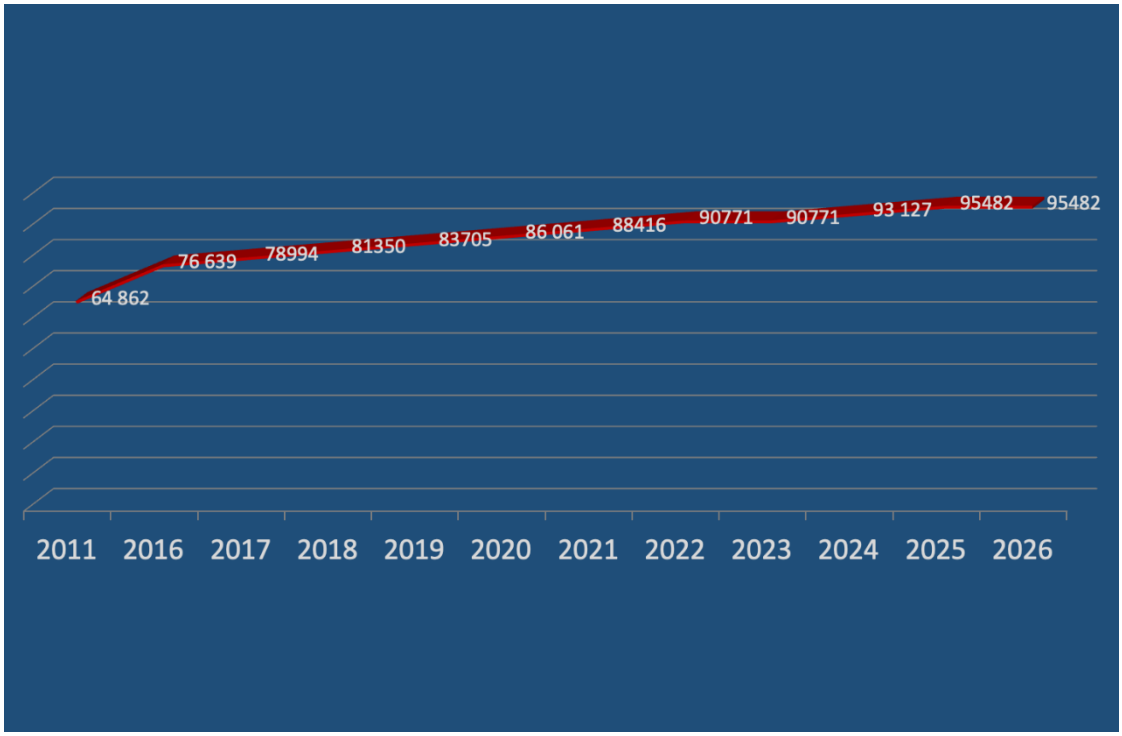


Figure 1 Population Growth Project
Data Source: Statistics South Africa (2016) with Calculations by The Frontline Group

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.

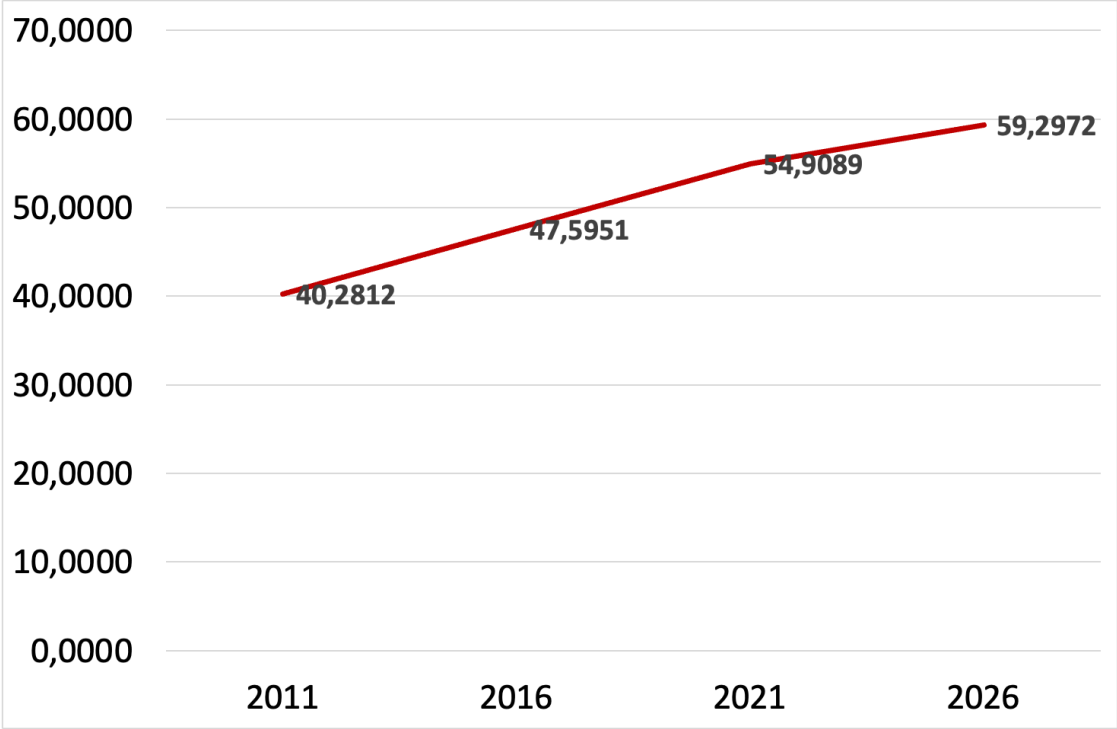


Figure 2 Projection on population density
Source: Statistics South Africa (2016) With Calculations by The Frontline Group

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.

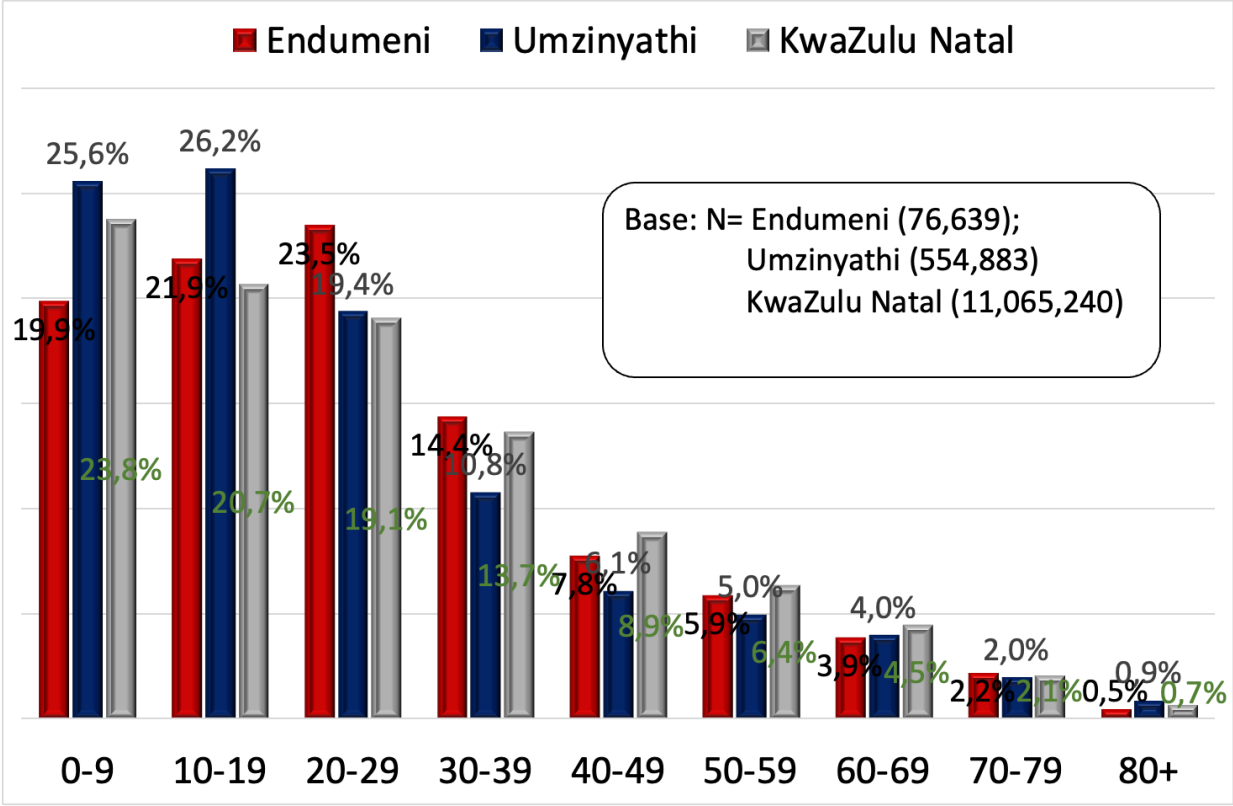


Figure 3 Population by age breakdown
Data Source: Statistics South Africa (2016)

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

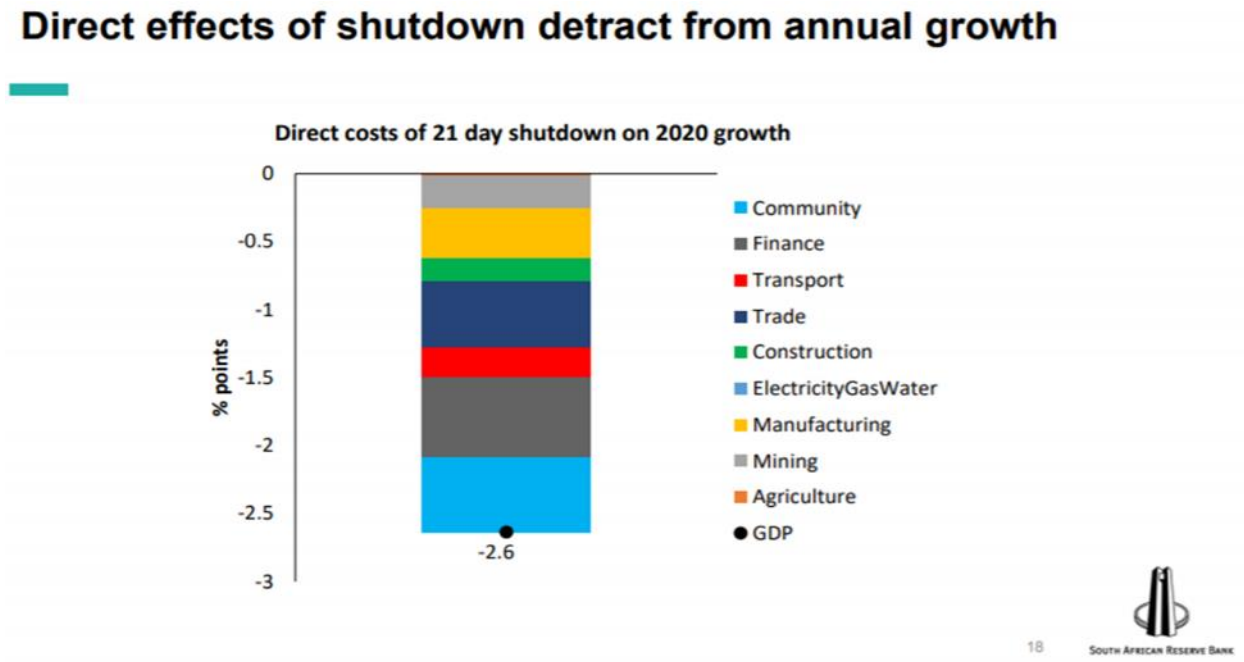


Figure 4 Lockdown Effects

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

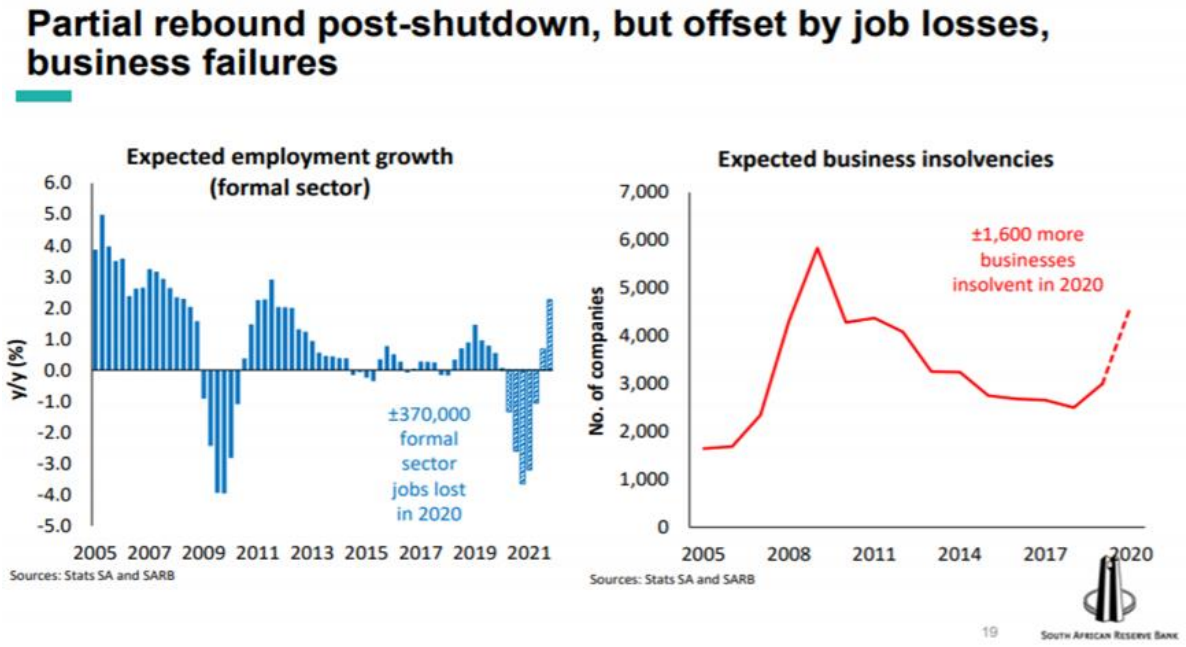


Figure 5 Job Losses Predictions

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.

1.3.2 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.

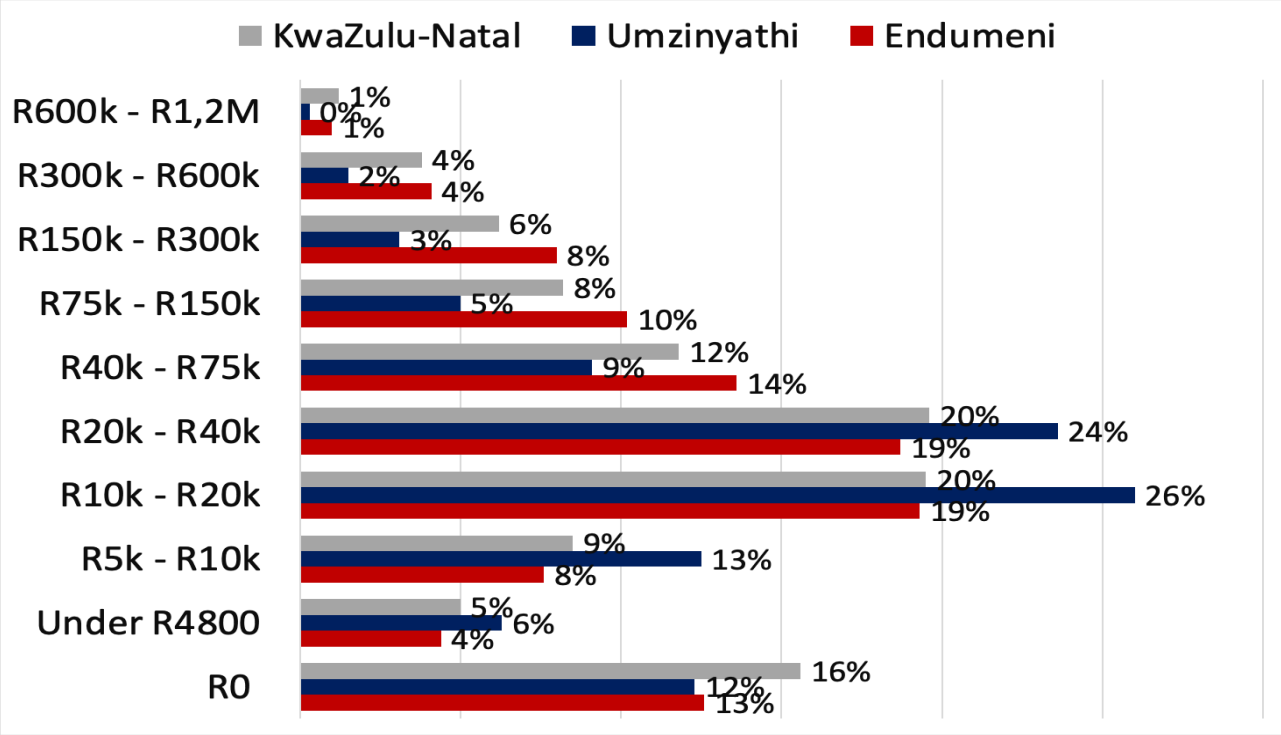


Figure 6 Household Incomes
Data Source: Statistics South Africa (2016)

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).

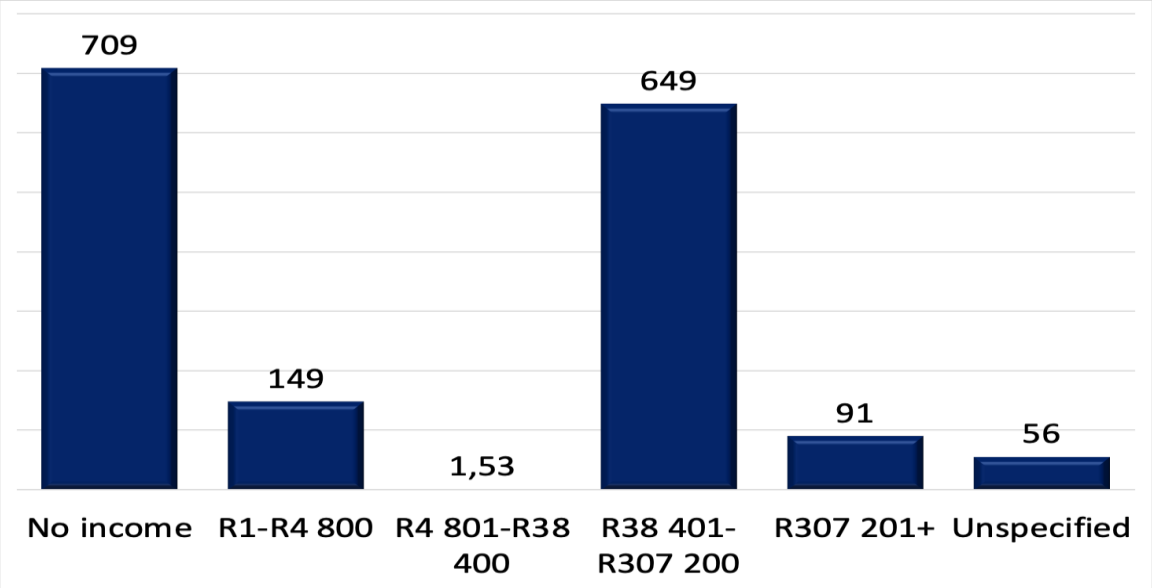


Figure 7 Agricultural Households
Data Source: Statistics South Africa (2016)

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)

1.3.3 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.

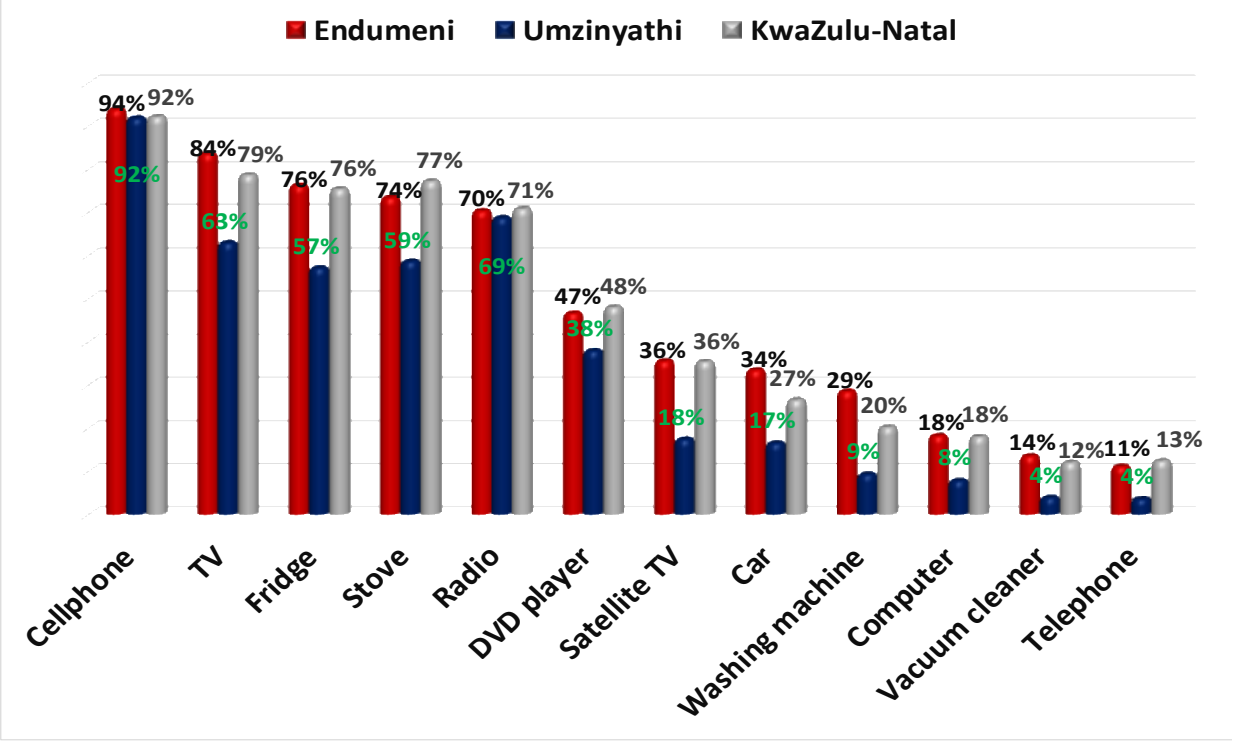


Figure 8 Access to Household assets
Data Source: Statistics South Africa (2016)

1.3.4 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.

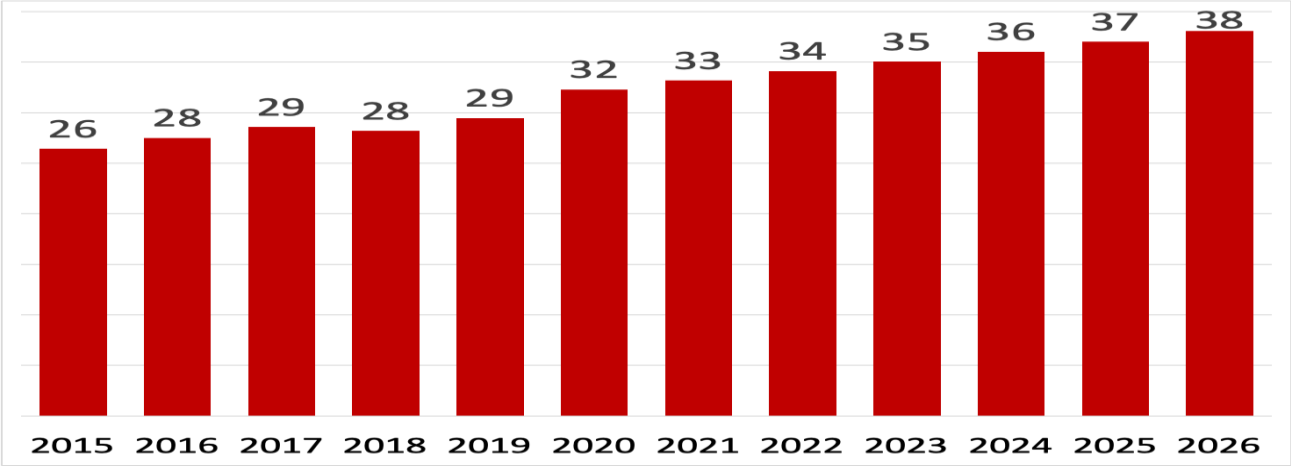


Figure 9 Unemployment Rate

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 2023/2024 IDP, Addressing MEC Comments;
- 2021/2022 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 2023/24 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 2023/24 IDP, Budget and PMS Process Plan submitted to the Department of Co-operative Governance and Traditional Affairs for assessment purposes; • Final 2023/24 IDP, Budget and PMS Process Plan adopted by Council and submitted to the Department of Co-operative Governance and Traditional Affairs, Provincial and National Treasury for consideration. •	**July 2022** **August 2022**	**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	• 1st IDP Steering Committee Convened; • 1st IDP Rep Forum meeting convened; • Draft consolidated data of the situational analysis,	**October 2022**	**R 150 000.00**

	• To identify the implications and impact for the IDP.	programmes and projects; and • Consultative Meetings in all (7) seven wards including the Business Community and Civic Associations		
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.	• 2nd IDP Steering Committee Convened; • 2nd IDP Rep Forum meeting convened; • Holding of the Strategic Planning Session, to serve as a framework for the 2023/24 IDP and 2023/24 Budget; • Draft 2023/24 IDP Review, 2022/24 Budget, 2023/24 Performance Management System and 2023/24 Organogram approved by Council and submitted to the Department of Co-operative Governance and Traditional	**February 2023** **March 2023** **March 2023**	**R70 000.00**

		Affairs, Provincial and National Treasury for assessment purposes.		
Phase 4	Adoption of Revised IDP Adoption of the 2023/24 IDP, 2023/24 Budget, 2023/24 Performance Management System and 2023/24 Organogram by Council.	• Draft 2023/24 IDP Review, 2023/24 Budget, 2023/24 Performance Management System and 2023/24 Organogram advertised for a period of 21 days for public comments and inputs, as required in terms of Section 25(4) of the Municipal Systems Act No. 32 of 2000; • Public Engagements held in all seven (7) wards including the Business Community and Civic Associations as required in terms of Chapter 4 of the Municipal Systems Act (No 32 of 2000) – (Other avenues where the Mayor makes a live presentation of the key programmes and projects of the Draft 2023/24 IDP Review and 2023/24 Budget on the radio and also on the municipal Facebook	**April 2023** **April 2023**	**R100 000.00**

		Page will be explored and also effective utilisation of Ward Committees and Community Development Workers, in order to ensure interaction with the community and stakeholders to provide them with an opportunity to provide inputs); • 3rd IDP Steering Committee Convened; • 3rd IDP Rep Forum meeting convened; • Final 2023/24 IDP Review, 2023/24 Budget, 2023/24 Performance Management System and 2023/24 Organogram adopted by Council. • Final 2023/24 IDP Review, 2023/24 Budget, 2023/24 Performance Management System and 2023/24 Organogram submitted to COGTA, Provincial Treasury and National Treasury for consideration; and	**May 2023** **May 2023** **June 2023** **June 2022**	

		• Advertisements of the Final 2023/24 IDP Review, 2023/24 Budget and 2023/24 Performance Management System.		
TOTAL COST				**R 320 000.00**

Table 6 Development and approval phases 2022/27 IDP

1.4.1 2023/24 IDP, BUDGET AND PMS PROCESS AND PROGRAMME

The 2023/24 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 2023/24 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 2023/24 reflected the status of the following sector plans as they were also highlighted by the MEC in the 2022/27 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 2022/27 MEC COMMENTS

The Final 2022/27 IDP Review was adopted by Council on the 30 June 2022 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 2022/27 IDP Review which have been addressed as part of the Final 2022/27 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	2023/24 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 Recruitment Selection Policy and ITC Policy Framework. 2. 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 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 2022/23 Financial year. 3. 2023/2024 financial year the municipality will consider to employed the more persons living with disability.	Corporate Services
2)	Local Economic Development	1. To Include the review process of LED Strategy in March 2023. 2. To ensure that there are Red Tape Redustion (RTR) initiatives that are oultline in the implementation plan, maintl utilising the recommendatios od the current study	1. The LED Strategy in process of review will be submitted to council on 3o June 2023 for adoption 2. Red Tape Reduction (RTR)will be outlines in the Implementation Plan	1. The LED Strategy was developed during 2022/2027 financial year. 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

3)	Basic Service Delivery and Infrastructure	1. Local Municipality within the District are requiredtoreflecton water and sanitatiothe District through coordination between the District and Local Municipalities. 2. The Municipality is urged to update the electricity project information, which were shared by Eskom during the IDP engagement process. 3. The Municipality is advised to prioritise the development of the lLocal 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.	1. The Water Service Authority (WSA) noted 2. The municipality will ensure that that the electricity project added on the IDP 3. IWMP Noted	1. Planning Economic Development Services 2. Technical Services 3.Technical Services
4)	Municipal Financial Viability and Management	1. The municipality should provide the Investment Register to reflect a synopsis of the funding source linked to the Investment register. To Invest Register will also present a snapshot of whether	1. The municipality noted that Financial Viability Management need to reflect Investment Register in the IDP	1. Financial Viability Management to reflect the Investment Register in the next IDP	1.Budget and Treasury Office

		the municipality is pooling funds for interest purposes or is using the funds as intended in the grant frameworks. 2. The municipality should include an analysis of how strategy is benfitting the municipalit, and what plans are in place to review the strategy.	2. The municipality noted	2. Municipality to include an analysis of how srtrategy is beneffing the municipality	2. Budget and Treasury Office
5)	Good Governance and Public Participation	1. 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 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. 2. With regards to IGR, please indicate in your discussions if strategic			1. Corporate Services

		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. 3. 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. 2. The municipality is commended for giving a notice in the Provincial Gazette and Media before adopting SDF or finalizing any amendments. The SDF does not cover an analysis	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	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.	1. Planning and Economic Development

		of statistics,however, it lacks in packing the past trends elements, which is critical in forecasting of the economic activity and employment trends over the next five years and the impact on the development of the municipal spatial form needs tobe 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.	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 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 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		1. The DDM facilitators work session was held on 09 April 2021, Talana Museum.	1. Planning and Economic Development

		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 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		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 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.	

		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 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 2023/24 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. The IMPS Policy has been developed and proved by council.

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 2023/24 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 April 2023 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 2023/24 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 2023/24 SDIBIP attempted to translate the 2023/24 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 2021/2022 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 2023 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;
- assists a municipality in fulfilling its constitutional mandate as developmental local; and
- 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 2023/24 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 2023/24 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

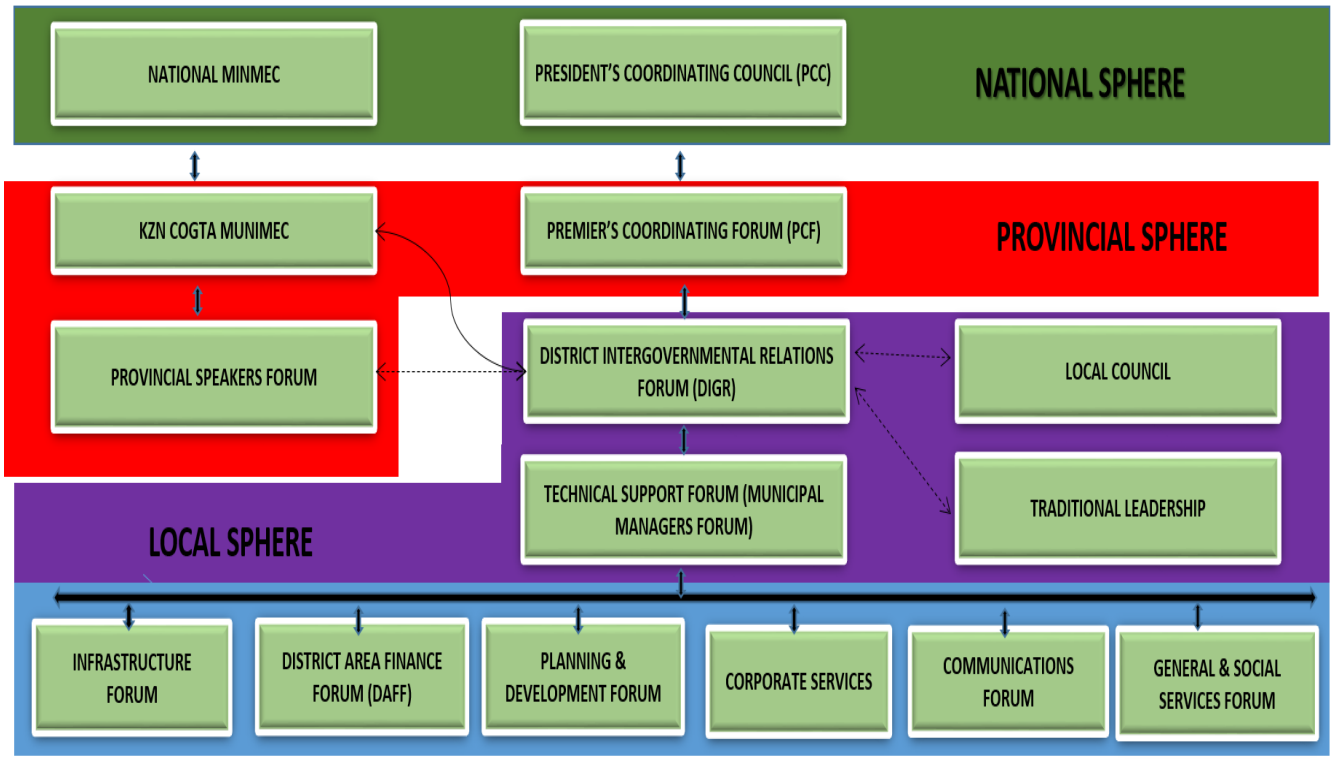


Figure 10:Current IGR Structure

1.14 THE STATE OF THE NATION ADDRESS – 2023 (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) 24 February 2023.

In the address, President sets out government's key policy objectives and deliverables for the year ahead, flag challenges and outline interventions to unlock our nation's potential. During his address, the President also highlights what has been achieved since his last address in 2022. He also reflects on the progress made in implementing the Economic Reconstruction and Recovery Plan (ERRP).

Fast facts

The State of the Nation Address is divided into three parts. The first is the important public participation role in the ceremony when the Civil Guard of Honour welcomes the President and his guests as they walk along the red carpet. This is followed by a state ceremonial, which includes a 21-gun salute and the South African Air Force flypast and finally the official address by the President.

Members of the South African National Defence Force (SANDF) line the route that the President takes to Parliament.

The Military Guard of Honour participates in the ceremony and the military band plays South Africa's national anthem.

In a general election year, two State of the Nation Addresses are delivered.

The State of the Nation Address is one of the rare occasions where the three arms of State, namely the Executive represented by the President, Deputy President, and Ministers; the Judiciary, represented by the country's Chief Justice and the Judge Presidents; and the Legislature, represented by the Members of Parliament gather in one place.

The provincial and local spheres of government are also represented.

GROWING THE ECONOMY AND JOBS

Government's biggest immediate priority is to ensure that South Africa emerges from the pandemic with an economy that creates more jobs and provides more opportunities for those who have been excluded, especially women and young people. Our intent is to leave no one behind. The Economic Reconstruction and Recovery Plan set out by President Cyril Ramaphosa in 2020 is our roadmap for achieving that goal. Under this plan, a broad range of programmes and policies have been put in place to support the growth of small businesses, develop

infrastructure for faster economic growth, encourage investment from inside and outside of South Africa, and more. These measures will enable businesses to grow and create jobs alongside expanded public employment and social protection. We have laid a firm foundation based on the commitments we made for faster growth through our investment drive, economic reforms, public employment programmes and an expanding infrastructure programme.

A national state of disaster is in effect to respond to the energy crisis.

The new Minister of Electricity in the Presidency will work with the Eskom board and management towards ending load shedding.

Amendments to electricity legislation allows private developers to generate electricity, with over 100 projects expected to provide over 9 000 MW of new capacity.

The Industrial Development Corporation will invest close to R9 billion in women–led businesses.

Amendments to the Businesses Act will be finalised to drive regulatory reforms that enable growth in the small business and informal sector.

The Small Enterprise Finance Agency aims to provide R1.4 billion in financing to over 90 000 entrepreneurs.

A partnership with the SA SME Fund will establish a R10 billion fund to support the growth of small- to medium-sized businesses.

The fifth South Africa Investment Conference will be held in April 2023.

The completion of the spectrum auction has unlocked new investment and contributed R14 billion to the fiscus.

PRASA has now reopened 13 commuter rail lines.

Private-public partnerships will be finalised at the ports of Durban and Ngqura this year.

Regulatory processes are being streamlined so that the cannabis and hemp industry can grow.

Progress to increase worker ownership in the economy has resulted in over 400 000 workers holding shares in the firms they work for.

The National Skills Fund will provide R800 million for skills training in the digital and technology sector.

A new cohort of 150 000 school assistants started work at more than 22 000 schools since January.

The revitalised National Youth Service will recruit its first cohort of a further 36 000 young people during 2023.

BUILDING BETTER LIVES

Reducing the impact of poverty through social support and expanding access to services such as healthcare and education is vital to the achievement of a better quality of life for all South Africans. Through a strengthened and expanded social protection system, fewer people will live in poverty and fewer households will experience hunger.

The R350 social relief of distress (SRD) grant is being extended for another year, to the end of March 2024.

We are working to develop a longer-term alternative to replace the SRD Grant.

Efforts to develop South Africa's ability to manufacture vaccines are continuing.

We are working with other African countries and international partners to strengthen the continent's capacity to respond to pandemics.

Progress is being made in preparing for the introduction of the National Health Insurance.

97% of higher learning education sites are zero-rated, enabling free electronic access to lectures and resources.

We have prioritised infrastructure projects to support better livelihoods, especially in roads and water management.

FIGHTING CORRUPTION

Corruption undermines the delivery of services, hampers job creation and investor confidence, and damages public trust in the government. Guided by our National Anti-Corruption Strategy (NACS), government is taking decisive steps to expose and punish corrupt activities in both the public and private sectors, reform our institutions to make them stronger and more transparent and restore a professional and effective public service. We established the NPA Investigating Directorate to prosecute state capture and other significant corruption cases. The Investigating Directorate had by August 2022 enrolled over 20 corruption cases and charged 65 accused. The National Anti-Corruption Advisory Council, consisting of people from across society, is in place to advise on suitable mechanisms to stem corruption, including an overhaul the institutional architecture for combatting corruption.

Present a plan of action in response to the recommendations of the State Capture Inquiry.

Strengthen legislation and other measures to protect whistle-blowers.

Appoint a new head of the Investigating Directorate in the NPA.

Introduce special court rolls for state capture and corruption cases.

MAKING COMMUNITIES SAFER

Crime has a severe impact on the quality of life of all South Africans, particularly the poor. High levels of crime also efforts to stimulate growth, increase investment and reduce poverty. Over the past year, we have continued to direct significant resources and effort to fight crime and keep communities around the country safe. Government continues to visibly increase police presence on the streets as further deterrent to criminal activities, especially in crime hotspots. We have increased the number of police personnel, and 12 000 new police trainees have been recruited to ensure that the South African Police Service (SAPS) urgently gets the capacity it needs. We have appointed new leadership in the SAPS, Hawks, NPA and State Security Agency to ensure the stability, integrity and capability of these key crime-fighting bodies. With more police on the street, with functioning community policing forums and an effective and independent prosecution authority, our people will be able to count on the protection of the state.

An additional 12 000 new police personnel have been recruited to ensure the SAPS has the capacity it needs, and a further 10 000 will be recruited and trained this year.

Specialised multi-disciplinary units have been established to address economic sabotage, extortion at construction sites and vandalism of infrastructure.

Multi-disciplinary economic infrastructure task teams are now operational in 20 identified hotspots.

Community policing forums will be re-established to improve relations and coordination between local police and residents.

The National Strategic Plan on Gender-Based Violence and Femicide is being implemented.

Our security services are developing implementation plans to address the range of recommendations made by the expert panel into the July unrest.

MAKING GOVERNMENT WORK

To address South Africa's social and economic challenges, and to deliver the basic services that enhance quality of life for all citizens, government is working to strengthen the capabilities and resources of provinces and municipalities across the country. This means improving coordination between national, provincial and local governments and ensuring that public servants at all levels have the skills and support they need to do their jobs. Government is implementing a number of interventions to address failures at local government level and improve basic service delivery. These include enhancing the capacity of public representatives and officials, maintaining and upgrading local infrastructure, and invoking the powers of national

government to intervene where municipalities fail to meet their responsibilities. As part of efforts to build a capable state, government is taking measures to minimise the scope for political interference in state-owned enterprises by adopting a centralised model. It is also taking action to transform the public service into a professional and ethical sector. We are amending legislation and strengthening the role of the Public Service Commission to ensure that qualified people are appointed to senior management positions and to move towards creating a single, harmonised public service.

The Presidential SOE Council will establish a state-owned holding company as part of a centralised shareholder model.

We will finalise the SOE Shareholder Management Bill to ensure effective oversight of SOEs.

A framework for the professionalisation of the public service will soon be finalised, including measures for the recruitment of public servants and continuous professional development.

We will introduce integrity assessments and entry exams for recruitment to the public service.

The implementation of the District Development Model to coordinate the work of all spheres of government is continuing.

Lifestyle audits are being implemented across the public service.

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 2023.

In summary, the key focus areas for improvement for the year 2023 in the province will be the following:

STATE OF THE KZN ECONOMY

Madame Speaker, although the domestic economy is experiencing low growth due to a number of factors such as low investment, load-shedding, and persistent external shocks such as the global geo-political factors and low global demand, the provincial economy remains resilient and bouncing back is in the offing.

The KwaZulu-Natal economy witnessed growth in the 3rd quarter of 2022, bouncing back from the doldrums of the 0,4% second quarter contraction, to a 0,9% expansion in the third quarter of 2022.

KwaZulu-Natal unemployment at 30.6% was below the national average of 32.9% in the 3rd quarter of 2022. Unfortunately, however, the province's expanded unemployment remains one of the highest at 46.4% as more and more people are discouraged in finding work opportunities.

We remain resolute in our economic re-calibration, reconstruction and recovery plan which targets increasing the levels of investment in priority sectors, infrastructure development and export development. There will be localisation of economic value-chains, entrepreneurship development, stabilising energy supply through alternative and renewable energy down to household levels and instituting measures to fast tracking economic empowerment.

A YEAR OF DECISIVE ACTION, RENEWAL AND HOPE TO BUILD A BETTER KWAZULU-NATAL

Madame Speaker, President Matamela Cyril Ramaphosa captured the mood of the nation on 09 February when delivering the State of the Nation Address and defined South Africa as a country which rises above adversity, capturing and igniting hope from the clutches of despair. No matter the odds, we remain alive to endless possibilities.

Taking these prevailing factors into consideration, we deliver today's State of the Province Address under the theme: "Taking Decisive Action in the Time of Renewal and Hope as we Rebuild a Better, Prosperous, and Resilient KwaZulu-Natal." Our theme challenges all of us to take our province back on the road to accelerated recovery and growth in the face of the trials and setbacks of the past three years which diverted us from our June 2019 vision as outlined by the 6th administration.

The trials of the past three years forged us into a stronger province, and we are accelerating the pace of economic development, the creation of jobs, and eliminating poverty and suffering among the people of our province.

This 2023 State of the Province Address sets us on the path to our post-Covid19, post-Floods and post-Unrest season with concrete projects and programmes that will change the fortunes of KwaZulu-Natal.

LISTENING TO THE VOICES OF THE PEOPLE

Madame Speaker, ahead of our State of the Province Address, we called for views from our fellow citizens who shared their sentiments about the state of the province. Among them is Siphamandla Nxumalo from Nongoma who wants mechanisation support for farmers. Glenda from Glenwood says crime and grime has escalated and is driving away residents and garbage is not being collected on time.

Sihle Sithole from Durban is calling for investment in the Green Economy while Zola Sishwili from KwaHlabisa requests the Premier to focus on jobs in rural areas.

A medical doctor from Prince Mshiyeni Memorial Hospital expressed frustration with conditions in our health facilities.

These voices include those who appreciate what the caring, pro-poor government of the ANC has done for them. They include those whose lives were changed by the floods and lived in mass care centres. They celebrated Christmas in their decent accommodation and are following the State of the Province from the dignified residences at Astra Building, O'Flaherty, Ntuzuma, Crystal Valley and King Edward Road here in Scottsville.

Madame Speaker, it is these sentiments, aspirations and lived, day-to-day realities and experiences that inform our State of the Province.

We hear the anger and frustration among our fellow citizens. They want answers on delayed projects, they want answers on jobs, business wants a conducive environment to trade and invest. Civil society is calling for partnerships with government. We are attentive to people with disabilities, farm workers and farm dwellers, the Military Veterans, women and the youth. We get it as your government, and we are committing to taking decisive action to address your concerns.

As we commence the first full year of implementing our Programme of Action, decisive interventions will be taken in the following high priority areas:

Energy security plan for KwaZulu-Natal;

Job opportunities for young people and mass employment creation;

Strengthening the fight against Crime, Fraud and Corruption;

Faster implementation of the Economic Recovery, Reconstruction and Transformation Plan;

Delivering quality basic services and maintenance of infrastructure;

Building a capable and agile state machinery to drive implementation.

Madame Speaker, this address builds on the strategic initiatives implemented by this government in the period 2019 – 2022, which are an important catalyst for our Decisive Action, renewal, rebuilding and resilience programme.

We look to the year 2023 as being more than a year of recovery, but also growth, meaningful development and change in the lives of our fellow citizens. NjengoHulumeni asikwazi ukulila ngomonakalo osiphazamisile nje kuphela, okwethu ukuletha izisombululo ezinkingeni zabantu.

INTERVENTIONS AND DECISIVE ACTIONS FOR 2023 AND BEYOND:

RESOLVING THE ENERGY CIRISIS IN KWAZULU-NATAL

Madame Speaker, President Ramaphosa has declared a state of emergency on the energy crisis. As the province of KwaZulu-Natal, our contribution to the national effort is to take the following immediate and decisive actions:

We are establishing a KZN Energy War Room comprising government and strategic partners to oversee the province's response to electricity crisis;

By the end of March 2023, KwaZulu-Natal will appoint a panel of energy experts to coordinate and help accelerate the implementation of the KZN Energy Master Plan;

We are accelerating the rollout of rooftop solar panels to households in the province in line with the pronouncement by the Minister of Finance;

Building standards will be reviewed to ensure new houses are fitted with energy saving equipment and that it is standard for RDP Houses to be fitted with solar rooftops;

Mobilising communities towards energy efficient systems, retrofitting LED lights, using solar heaters and other energy saving devices;

Direct that departments devise plans for government buildings to save energy on a sustainable basis and generating their own electricity;

All departments and municipalities to finalise registers of water infrastructure, hospitals, clinics, schools and other key assets that will be exempted from load-shedding. This includes an energy security plan by sector departments for facilities which cannot be exempted from the grid.

Engaging mobile network operators to provide standby power to ensure critical continuous and connectivity during load-shedding;

Developing an approach to coal for energy and exploiting value-chains to revive the economy and create jobs;

Commence with interventions in the use of alternative energy sources including tapping into the Ocean energy, tidal wave, biogas, hydrogen and renewables;

Extend planned electricity connections to 25 000 households through the INEP Grant from DMRE. A budget of R784-million has been made available. This will bring the electrification connection rate in KwaZulu-Natal to 93.89%;

EThekwini Metro is at an advanced stage in implementing their own energy generation capacity with the first phase covering 400 MW and increasing to 2000 MW by 2030.

Madame Speaker, the abundance of sugarcane gives the Province a competitive edge to become a leader in biofuels, especially in ethanol for blended energy solutions.

The province will use the Richards Bay IDZ to establish itself as an energy hub, and among the list of projects that will be established are the following:

Eskom 300 Mw Gas to Power Plant (R97billion)

Mabasa Energy and Fuels (R10billion)

Phakwe RBGP (R34billion)

NFE BGE Gas Supply(R25billion)

BATTERY ENERGY STORAGE SYSTEMS

A practical step is to ensure that our province plays a part in energy technology development, energy mix, and battery storage implementation programme. KwaZulu-Natal is thus establishing its first energy storage facility under Eskom's flagship Battery Energy Storage System (BESS) project. This will be based in Elandskop BESS within Msunduzi and Impendle Local Municipalities. It is a partnership between Eskom and Hyosung Heavy Industries and will have the capacity to produce 8MW (Mega Watts), equivalent to 32MWh (Mega Watts per hour) of distributed electricity which is enough to power a small town for four hours.

Tidal Energy- Another innovation involves exploring Tidal Energy by looking at our Indian Ocean as a resource. This option uses tidal turbines to convert 80% of the energy of the tides to electricity which is more effective than wind or solar energy systems;

39. Next week the province will hold a webinar with business and industry experts to commence the implementation of our energy security plan. We aim to emerge with a social compact on resolving the load-shedding crisis in the province.

DECISIVE ACTION - Fighting Crime - Building Safe and Secure Communities

Madame Speaker, in the statistics released by Minister of Police recently, KwaZulu-Natal continues to be listed among the most violent provinces especially for women as murder, rape and Gender-Based Violence and Femicide still rate high. The Inanda, uMlazi police stations and Nyanga in the Western Cape registered the highest counts of murder during this period.

We refuse to have our province defined as the rape and murder capital of South Africa because of the killing of ordinary citizens, artists, Amakhosi and Izinduna with impunity. We refuse to live in an age of wanton criminality or to be under any form of reign of impunity.

Clearly, we need fresh and re-energised approaches to tackling crime and we are proposing drastic interventions which will include the following:

CURBING THE PROLIFERATION OF GUNS

Madame Speaker as part of our response to crime, we have asked the Security Cluster to carry out the following raft of measures:

We call for a review and tighter regulation of the possession of firearms and ammunition, limiting the number of rounds a person can purchase. Those contravening the law must face harsher sentences.

Dealing decisively with unlicensed guns, fake gun shops, and guns which are in the hands of illegitimate firearm owners due to deceased estates.

Implementing plans to remove all illegal guns that are terrorising our communities and are also used in the killing our policemen and women.

We welcome the announcement of more boots on the ground following the passing out parade and the allocation of 1800 Police Officers to KwaZulu-Natal. To win the war, we need to attend to the axis of criminality involving the sophisticated networks of criminals which work with corrupt individuals in the criminal justice system.

We have directed that the Department of Transport revive Operation Shanela to focus on violence and crime on our roads and strengthen the fight against crime.

The Province will progressively invest in technology and artificial intelligence to deal with crime. This will include the wide installation of CCTV cameras and microchips to end stock theft and a strategy to deal with illegal liquor trading. We will mobilise business to sponsor cameras and other technologies as part of their contribution in this fight. The province is deploying drones in policing to increase safety and ease data collection;

Our Executive Council has approved the establishment of a new Community Safety Intervention Unit focusing on the safety of Amakhosi and Izinduna. The MEC responsible will expand more during the budget votes;

We will strengthen the role of community in the fight against crime by launching street committees which will work closely with the SAPS and Community Policing Forums.

We will commence educational projects such as positively messaged TV and Radio dramas, Workshops, Camps to drum the message that that crime does not pay, and criminals should not be idolised;

Each department in the province will contribute at least R10 million towards the fight against crime and Provincial Entities will do the same.

We are finalising a Memorandum of Agreement with SANRAL and Municipalities to ensure that their camera systems are synergised for maximum impact. The MOA will facilitate integrated control rooms, sharing of information and response plans.

We will pilot smart policing hotspot areas in the province and increase Gender Based Violence Free Zones.

We will use our own resources prioritised within our budget to ramp up our offensive against crime. This will include boosting the police fleet and deploying technology and working even closely with the private sector.

We will engage National Government for greater powers and involvement as a province - and just in case we are misunderstood, this is not an argument for the backward idea of federalism but an indicator of the urgency of the task at hand.

Consider returning retired detectives to deal with cold cases as it is clear criminals continue to do crime because they are not being caught. This will release detectives to focus their full attention on immediate cases including Gender-Based Violence and Femicide crimes;

Intensify raids in search of guns and drugs in taxi ranks, residential areas, hostels, taverns and similar spots;

To protect vulnerable women and girls, we call on partnerships with the private sector to provide panic buttons linked to police stations. In time, this will be extended to ordinary citizens to curb crime and we invite the private sector to join us in this initiative to build safer communities;

We are proposing that volunteers be recruited to serve at customer service centres in police stations. This will release officers and detectives to carry out the actual work of solving crime and conducting visible policing.

We will explore with the SAPS the use of unemployed graduates in our databases and get LLB graduates in an internship programme to strengthen policing efforts;

We must discuss as a nation the use of DNA for profiling, face recognition technology, biometric readings and others technologies. We propose that every man and woman between 15 and 65 submit themselves for DNA profiling which will be used and accessed by the SAPS and National Prosecuting Authority for crime investigations and prosecution.

GBVF- ENDING THE TRAGEDY OF GENDER BASED VIOLENCE AND FEMICIDE IN OUR LIFE TIME

Madame Speaker, violence against women and girls is not only a tragedy but a major setback to the gains of our democracy. I wish at this point to extend heartfelt condolences to the latest victims of gender-based violence and femicide. Among them is the young girl of seven years old Emihle Nyawose from eMzumbe who was sexually abused and brutally murdered. For the

sake of Emihle and many other victims of GBVF, it is time that we go beyond just condemnation of these incidents but get into action.

Government has already approved a five-year plan to tackle Gender Based Violence and Femicide. This plan has been institutionalised across spheres of government. The Provincial gender machinery has as its priority – creating a gender-based Violence and Femicide free society.

We are strengthening partnerships with stakeholder and other NGOs like KZN Network which is represented here and led by Ms Cookie Adams. Many civil society formations are actively involved through the rapid response teams.

We are forging partnerships in the establishment, training and programmatization of Ward-based GBVF Rapid Response Teams integrated into War Rooms (starting with GBVF Hotspots).

We are coordinating the refurbishment of shelters, 50 Victims Friendly Rooms, developing Gender Based Violence and Femicide App with a panic button and enrol unemployed graduates to be placed in community organizations, driving GBFV programmes through R10-million funding from the Gaming and Betting Board.

War on drugs

Drugs and alcohol abuse are central to the rise in levels of criminality. The Department of Social Development will lead the implementation of the Provincial Drug Master Plan. We have directed our cities and towns to deal decisively with crime and drugs and the province is building two rehabilitation centres this year;

Municipalities are directed to urgently demolish buildings with no owners or take them over if no rates are being paid.

Tackling fraud, maladministration and Corruption and Fighting Corruption

Madame Speaker, the effort to root out corruption at all levels of government continues. The "I do Right" campaign warns stakeholders not to work with officials involved in corrupt activities like collusion, price-fixing and making the state pay more for services and products.

Freezing and Recovery of Money and Assets linked to Crime

Madame Speaker, from 2019 to date, the value of freezing orders, recovery of money and assets has increased to R397million with the most high-value cases being dealt with by the SIU through the Special Tribunal. We are products of revolutionaries amongst them Mama Winnie and Tata Nelson Mandela who at the most difficult moments made the following statement, and I quote, "The time comes in the life of any nation when there remains only two choices, submit or fight".

As Madiba commanded, that time has now come for KwaZulu-Natal and "We shall not submit, and we have no choice but to hit back (at criminals) by all means in our power". In 2023 we are united in taking the battle to criminals and with the above decisive actions and interventions, we are determined to win this war.

DECISIVE ACTION – GROWING THE ECONOMY AND ATTRACTING NEW INVESTMENTS IN 2023 AND BEYOND

Madame Speaker and Hon. Members, one of the most important responses to criminality is to create economic opportunity and to intensify our drive against unemployment, poverty and inequality. Given the importance of both domestic and foreign investment in driving growth and job creation in the province, our entities will this year focus on attracting more strategic investments to the province.

KZN Maritime University

We are capitalising on the Province's position as a maritime gateway and the Department of Economic Development, Tourism and Environmental Affairs, has recently concluded a feasibility study on a proposed Maritime University.

The institution will address the current and future needs of the maritime industry. The feasibility proposes that the KZN Maritime University be established in the Ugu District. Engagements with potential funders are currently under way and future progress on the establishment of the University will be provided by the MEC for Economic Development, Tourism and Environmental Affairs.

Wealth Fund

The Department of Economic Development Tourism and Environmental Affairs has tasked the Moses Kotane Institute with investigating the establishment of a KwaZulu-Natal Wealth Fund (KWF) to be operational during the 2023 financial year. The Revenue made from the fund will provide support to the province's expenditure, especially on infrastructural needs and enhance growth and development in light of the shrinking provincial fiscus.

DECISIVE ACTION – Development of the Cannabis Industry

As announced by the President during the State of the Nation Address, KwaZulu-Natal will commence with the implementation of the Cannabis Master Plan. Four districts have been identified for cannabis production and these are uThukela, uMzinyathi, uMgungundlovu and Harry Gwala. The Department of Agriculture and Rural Development has set aside R10 million for support to cannabis famers. The focus will be on infrastructure and production input. The MEC will elaborate further in due course.

DECISIVE ACTION – Investment Attraction

In 2023/24 Trade and Investment KwaZulu-Natal (TIKZN) plans to attract greenfield investments totalling R8,3 billion which will create 3182 jobs, while facilitating brownfield investments of R611.3 million which will help retain 6 323 jobs. TIKZN will generate a further R2.5 billion from foreign and domestic investors, generating 3500 jobs. This performance is partly a result of high-value projects like the Cato Ridge Logistics Hub and Tinley Manor ClubMed. Investec Property plans to invest more than R6bn to redevelop the old Corobrik site north of Durban into a logistics and distribution which will create 16 000 jobs.

DUBE TRADEPORT SEZ

The Dube Trade Port Corporation (DTPC) will create 700 new permanent jobs and 1023 temporary construction jobs during the 2023/24 through the attraction of private sector investment and supporting the expansion existing tenants on-site, as well as DTPC's own construction activities in developing the Dube TradePort. TradeZone 2 has now been completed and has already attracted investors for the following projects:

R57 million Futurelife food processing facility;

R75 million LM Diapers expansion of personal care manufacturing plant;

R93 million Synergy Blenders processing plant;

AgriZone 2 will be ready this year resulting in an additional 30ha of serviced land being available for agriculture or agri-processing activities.

MARA PHONES UPDATE

Mara Phones ran into financial problems owing to Covid-19 lockdown when there was no trading and operation. The business received a lease of life when Lebashe, the owner of SowetanLIVE and TimesLIVE came on board. More announcements will be made in due course.

TONGAAT HULETT

With regards to Tongaat Hulett, we would like to see the business rescue process concluded as soon as possibl for the company to come back to operation. There are numerous support businesses that rely on the sugar industry.

SAPREF UPDATE

SA's largest crude oil refinery, SAPREF put operations on hold for an indefinite period while a decision is being made about the future of the plant. We are facilitating a meeting with the shareholders of DMRE, SAPREF, Shell and BP, in order to come to some conclusion on the plan to resuscitate or explore options on what is required to bring the facility back to operations as per our previous commitments.

NEWCASTLE AND LADYSMITH SPECIAL ECONOMIC ZONES

Madam Speaker, the province remains committed to the establishment of a leather and textile Special Economic Zones in the Newcastle and Ladysmith corridor. The two will add to the two provincial Special Economic Zones (SEZ) of Dube Trade Port and Richards Bay IDZ and will create 4500 employment opportunities.

Furthermore, infrastructure development at provincial industrial estates such as Madadeni, Isithebe and Ezakheni alone created 1 578 job opportunities during last year with a further 2 660

envisaged in 2023. In addition to the above, KwaZulu-Natal also attracted new investments of R5.5 billion in various sectors which created 8 875 jobs during the year.

Madame Speaker, this demonstrates the true potential of Industrial zones in easing unemployment and stimulating runaway growth and development.

KZN LOGISTICS HUB: A DECISIVE ACTION TO GROW AND TRANSFORM KZN ECONOMY

The Logistics Hub is an ambitious programme spearheaded by Transnet National Ports Authority (TNPA) to expand, refocus and streamline the functioning of the Port of Durban and Richards Bay. The KwaZulu-Natal Logistics Hub has moved into the next phase in seeking to position the Port of Durban as an international container hub and premier automotive port. This will increase port capacity while expanding the Port of Richards Bay dry bulk and developing a Liquified Natural Gas (LNG) terminal.

This programme is expected to attract investment of R140 billion into the two ports over the next ten years. In November last year, TNPA concluded a 25-year concession agreement with VOPAK SA Developments PTY Ltd, to develop, construct, operate and maintain a liquid bulk terminal at the Port of Richards Bay, triggering a R1bn investment which will create an estimated 950 direct and indirect employment opportunities.

In order to establish the Port of Richards Bay as a liquid natural gas importation site, a request for proposals (RFP) has been issued with the aim to appoint an operator by August 2023. This project will increase infrastructure capacity for the handling of strategic commodities in the energy sector. It is expected to create more than 1000 jobs and will, critically, enable 3000MW of additional electricity supply to the national grid in line with the Integrated Resource Plan.

DECISIVE ACTION- Solving Youth Unemployment

Madame Speaker, youth unemployment remains one of the greatest challenges facing our democracy. Repurposing of the KZN Youth Fund is our response to this challenge and in April we will disperse R70million from the Youth Empowerment Fund to applicants who meet the requirements.

For the 2023/24 financial year, we have repurposed the Youth Fund and set aside R100million to benefit more young people in sectors that create jobs as opposed to businesses that employ only a few people. The application window for this year will be announced shortly.

Among the interventions we will be focussing on, is the partnership with Sumitomo/Dunlop to roll out smart centres and cooperatives in townships and rural areas. These cooperatives will be fully owned by young people and will promote local economic growth in the tyre industry.

We are repositioning all our employment programmes to benefit young people and those over 35years and more economic models will be announced by departments during Budget votes. The Executive Council resolved that each department except for the frontline services departments must reprioritize within their budgets an amount of R10million to contribute towards job creation through an intensified Expanded Public Works Programme to benefit youth, women and people with disabilities.

ENTERPRISE DEVELOPMENT- Ithala Development Finance Corporation
Madam Speaker, ITHALA Development Finance Corporation distributed R146-million funding to 293 SMMEs and co-operatives, creating 1 297 employment opportunities for the period up to 31 December 2022. The inaugural window of Operation Vula Fund saw 1016 applications worth R339.2 million being approved for funding in various priority sectors of the economy.

In 2023/24, IDFC plans to distribute business funding of approximately R214 million and facilitate the creation of 2000 job opportunities. It further intends to support Rural and Township based SMMEs and Cooperatives in line with the Investment Policy on Informal and Rural Township Economy.

Working with EDTEA and Department of Trade, Industry and Competition (DTIC), we will support the implementation of the Black Industrialist Program through the provision of rental space and business funding to viable black businesspeople. Ithala is also supporting the launch the following projects in townships and rural areas:

R40 million plywood manufacturing plant close to KwaNongoma.

R100 million logistics hub in Estcourt.

R25 million fuel depot in Mnambithi.

35 million roofing material manufacturing plant in eThekwini.

The total number of jobs that will be created by the above projects are estimated to be 1350.

80 million Gold Mine in Phongola.

80 million Aluminium Fabrication in Richards Bay.

Approximately R130 million has been budgeted toward the properties capex program to conduct reroofing and refurbishments across the properties portfolio which will in turn create approximately 520 construction jobs in the process

BLACK INDUSTRIALIST PROGRAMME

In 2022/23, 35 KZN Black Industrialists have been assisted to access an estimated R700Million of the DTIC Grant Fund with 4000 jobs created. Related to that, the province through TIKZN, attracted R150million investment into the manufacturing of Steel Drums with a projection of 100 employment opportunities being created.

Over the MTEF period, the KZNGBB undertakes to facilitate the creation of 2250 jobs in the Gaming and Betting industry in order to address unemployment. In addition, the entity will provide a 45% Targeted procurement spend towards businesses/entrepreneurs from townships and rural areas. Over 150 women, youth and people with disabilities through economic opportunities within gambling industry will be given opportunities.

DECISIVE ACTION – Mass employment creation

The province has established a Jobs War Room which to date has facilitated over 500 000 job opportunities combined through the EPWP programme across sectors in KwaZulu-Natal.

The value of major infrastructure investments in the province are at R129 billion and jobs created are 389000. In the medium term, major private sector investments toward job creation will be R8,9-billion and 1000 jobs will be created.

Phase I, II and III of the Presidential Youth Employment Initiative since its commencement has delivered 73 566 job opportunities. In 2023, Phase IV of this programme will yield 58 500 job opportunities.

More than 10 000 job opportunities will be created this year throughout the province in housing projects and 1000 youths will be trained as artisans in bricklaying, carpentry and plumbing.

DECISIVE ACTION - IMPROVING ACCESS TO WATER AND SANITATION

Throughout the province, water challenges are reflected every day in women, children and some men standing by the roadside waiting for a truck to deliver what is a vital resource. Our province is working towards improving universal water access. In KwaZulu-Natal as at December 2022, we stood at 88% in the provision of water.

We wish to give an update on the implementation of the catalytic projects that will improve our water situation in the province:

The South Coast Phase 2B - South Coast Pipeline Phase 2: Kelso to Umdoni. Completion is scheduled for Sept 2023;

Maphumulo Plant Upgrade - Project is due to start in March 2023;

uMshwathi Bulk Water Supply phase 4, 5,6 are in progress and all contracts will be finalised in June and October 2023;

Lower uMkomazi Bulk Water Supply Scheme. Design of pipeline and reservoir to start in March 2023. The project will augment water supply to Ugu District Municipality;

The Raising Hazelmere Dam Wall as announced by the President will be completed in March 2023;

Durban Height and Molweni Aqueduct 1 was commissioned in December 2022. Aqueduct 2 to be completed in June 2023;

After years of struggle and protests, the licence to extract water in Jozini Dam has been granted. We are fast-tracking more water licences for KwaZulu-Natal to tap in more dams.

The province has allocated the following amounts to districts in order to improve the water availability factor for households and businesses:

Umzinyathi- R7.5-million for the installation of boreholes in Endumeni, uMvoti, Nquthu and Msinga;

Mkhanyakude - R15-million for the installation of 9 boreholes at Big 5 Hlabisa Municipality. Amajuba - R5.1m for the completion of reticulation pipelines, fittings, water meter chambers, valves and house connections;

Harry Gwala- R30-million for 28 solar-driven boreholes with elevated tank stands and taps, 21 spring water protection and the Franklin Water Upgrade Abstraction Works in Buhlebezwe, Dr Nkosazana Dlamini-Zuma, Greater Kokstad & Mzimkhulu municipalities;

Ugu - R15.3million for St Helen's Rock Water Abstraction Pump System Replacement, Refurbishment and Repairs and R20-million for the Upgrade of Umthamvuna Raw Water Pump Station Electrical Supply & refurbishment/replacement of mechanical equipment. This will serve zones from Southbroom to Port Edward, and further inland to Izingolweni, KwaXolo, KwaNzimakwe, Shombamdlanzi, Shoben/Mbeni;

A further R6,6m for purchase of 2 Water Tankers, the Umthamvuna raw water pump station replacement and refurbishment of mechanical and electrical infrastructure;

Umgungundlovu - R10-million for borehole projects in Umshwathi, Impendle and Mpofana;

Ilembe - R13-million for Sonkombo water supply scheme and R3-million for boreholes in Ndwedwe.

uMhlathuze water has been appointed as an implementing agent to install boreholes across all four Local Municipalities in the Umkhanyakude District.

DECISIVE ACTION - ENTERING THE PROVINCE INTO THE FOURTH INDUSTRIAL REVOLUTION

Madame Speaker, in 2022 the province launched the SMART KZN project involving the roll-out of digital empowerment programs, capacity development, entrepreneurship and data skills. We will fast-track the rollout of Broadband and Connectivity in KwaZulu- Natal. KZN Broadband Phase 1 will cover 1150 sites, the SA Connect Phase 2, 3000 sites and telecommunication companies' Social Obligation will include 8890 sites bringing the total to 13 040 sites.

The province is rolling out Wi-Fi hotspots and Digi-centres in townships and rural centres such as libraries, schools, health youth zones and community service centres. By the end of March 2023, the Richmond and Ndwedwe digital centres will be finalised, together with the Harry Gwala District TechnoHub.

For the first time in KwaZulu-Natal, we will pilot the online registration system. The pilots will be done in two districts of uMgungundlovu and eThekwini. We are serious about launching our province into the 4th industrial revolution.

Ezemvelo KZN Wildlife has become the first government entity in KZN to obtain its Remotely Piloted Aircraft System Operations Certificate (ROC) from the South African Civil Aviation Authority (SACAA) last year. This technology enables the organisation to support scientific research, law enforcement, ecotourism marketing and infrastructure inspections, including Search and Rescue Operations.

DIGITAL SKILLS HUB

To date, 75 youths have received training on mechatronics repair, 25 were trained in big data analytics. The province is converting a school into 4IR skills development centre where 800 young people have been trained on robotics, Internet of Things and drones. To enable access opportunity to these skills of the future we will be setting up digital skills labs in each district.

The province will host the first e-Sporting Olympic this year.

Recently, the province launched a pilot training academy that will introduce drone training and licensing as we move towards the Smart Province.

The Province is working with the Department of Communications and Digital Technologies and its entities is extending services in the Harry Gwala and Ugu districts through the Broadband Access Funds under the Presidential Employment Stimulus.

In addition, National Treasury has approved funds fort the roll-out of digital infrastructure in the following districts over the next 2 years, starting from 2023 which are Amajuba, iLembe, uMkhanyakude, Zululand, King Cetshwayo, uMgungundlovu and uMzinyathi.

DECISIVE ACTION – infrastructure rehabilitation, maintenance and construction

Madame Speaker, the KwaZulu-Natal Department of Transport is implementing flood repairs using its own reprioritised budget of R2.91 billion. The department has further received an allocation of about R580 million which will also go towards flood damages from National Government.

FIXING POTHOLES

Potholes on our roads have dramatically increased and pose a danger to lives and motorists. They increase the cost of traveling and subject citizens to regular tyre bursts, delays in reaching work places and damage to vehicles. We want to resolve this problem once and for all. We are targeting through the Department of Transport to set aside R2,5 billion to fix this problem through our pothole patching and road rehabilitation programme.

The province has a 34 200km declared road network including both blacktop and gravel roads and as a direct response to the challenge of potholes and aging infrastructure over the next three-years, government is going to prioritize the maintenance of infrastructure.

The following identified road network is being rehabilitated back to life starting with major projects, such as:

P389 which is 8 kilometres at the value of R33 million;

P189 which is 6 kilometres at the value of R49 million;

P374 which is 13 kilometres at the value of R61 million;

P395 which is 25 kilometres at the value of R702 million;

P577 which 3.38 kilometres at the value of R69 million; and,

P164 which is 16 kilometres at the value of R224 million.

PROGRESS ON CATALYCTIC INFRASTRUCTURE

The N2/N3 national road upgrade programme is progressing well and is estimated to produce over 15,000 jobs over the duration of the construction. It is estimated that more than R50 billion will be spent on the upgrade programme over a period of 8 years.

The R5,3 billion N2 EB Cloete Interchange will commence construction in the first quarter of 2023.

Through the Passenger Rail Agency of South Africa (PRASA) the following corridors have been rehabilitated and services have resumed:

Durban – Umbongintwini: the service was extended progressively from Merebank to Ezimbokodweni.

Durban – Umlazi to KwaMnyandu and KwaMnyandu to Durban – Durban to KwaMashu and Dalbridge.

Other corridors targeted for service recovery during the 2023/24 financial year are Crossmoor, Pinetown and South Coast lines.

A total of 1453 jobs were created due to flood repairs. SMMEs building services, building material supplies, transport services, plant hire, mobile toilet hire and electrical works have and will continue to benefit from the projects.

CURBING ROAD CARNAGE

Madame Speaker, the dichotomy of our province is that due to human error, even though our road infrastructure is ranked the best, our roads are among the deadliest on the continent. The recent Phongola and the unforgettable Fields Hill accidents are still etched in our memories. To reduce the road carnage, we support the call for a total ban on the use of alcohol while driving. We want the laws to be reviewed such that there is a zero alcohol usage when driving. Alcohol is a common factor in road fatalities and it is time for decisive action.

We must enforce the regulations prohibiting the operation of heavy-duty vehicles such as trucks in areas not demarcated for such vehicles. The laws must be enforced and vehicles be impounded.

. Municipal Officers must get more involved in fighting crime and complement the work of the SAPS. Municipal Police should not just focus on Traffic enforcement. Their duty is community safety beyond traffic law management. Their primary duty is also to detect, prevent and curb crime.

As part of our smart policing programme, we will investigate the possibility of the use of body cameras when law enforcement officers are on duty. This will improve safety of law enforcement officers and communities alike..

The Department is recruiting additional capacity to ensure visible traffic law enforcement. Kusazoshuba kwizephulamthetho!

DECISIVE ACTION – Stimulating townships and Rural economies

Madame Speaker, a comprehensive Strategy on Rural and Township Economies (TRERS) has been developed to ensure long money circulation in townships and rural areas and to commit government to set aside specific Township/Rural Budgets. The TRERS was approved by the Executive Council in April 2022 and is currently being rolled out to all the Districts Municipalities.

Procurement must reflect a gender bias in line with policy to develop small business in tourism. Government will henceforth hold workshops, conferences and major local and international events in townships and rural areas.

DECISIVE ACTION- EDUCATION AND SKILLS DEVELOPMENT

111.Madame Speaker, in KwaZulu-Natal we have achieved the goal of bringing universal access to education and the doors of learning have been opened for all. Our focus now is on improving the quality of education and preparing learners for the future world of work and industries where no one is left behind.

112. The Coding and Robotics curriculum is being implemented in 26 out of the targeted 33 schools at foundation phase and at 211 schools for the Intermediate Phase (Grade 7).

At least 95% of children have access to Grade R in public schools which when combined with Grade R learners accessing Independent Schools, takes the total ECD access in the province to 97%.

In KwaZulu-Natal, 402 schools (73 933 Learners) are benefitting from the Learner Transportation Programme, while 2 336 436 Learners are benefitting from the National School Nutrition Programme.

The Province recorded a 6.2% improvement in the matric results and the province has risen from 6th to third in the country.

The province has eradicated mud schools and now target the provision of adequate clean water and sanitation as part of programmes towards "zero schools with pit latrines and bucket systems". Children with special needs are prioritized and school safety for learners and educators is continuously improved.

The province is auditing bridges required for learners to access school during the rainy season in partnership with Department of Transport and Department of Public Works. The Department of Education plans to build 12 new schools in 2023 which includes a Maritime School of

Excellence and an ICT focus school in Amajuba District. We are steadily increasing the number of paperless schools such as seen at Mandla Mthethwa School of Excellence and Anton Lembede School of Innovation and Technology.

Non-Viable Schools

With the Department of Higher Education, Science and Technology the Province aims to convert non-viable schools into learning and training centres or community colleges for artisanal and small business skills.

DECISIVE ACTION – Building a Healthy Society

Madame Speaker, we appreciate progress towards the implementation of the National Health Insurance which will universalise access. No person should be denied access to medical assistance just because they do not have medical aid.

This year, the Department of Health will build 11 new clinics and re-purpose 4 district hospital into regional hospitals. The Department of Health will build a new modern hospital in the northern part of the province. Land has already been handed over for the construction work to commence. The modern state-of-the art Dr Pixley kaSeme Hospital is now operational. This is an achievement and an important success story for our province.

We celebrate that our province was recently declared as malaria free zone. We will not be complacent, but we will continue to implement our Malaria Elimination plan.

A notable and worrying trend is that of emerging lifestyle diseases such as diabetes, hypertension, obesity, heart disease and lung cancer, to mention but a few.

These diseases are caused by among other factors, prolonged exposure to bad habits such an unhealthy diet, smoking, and a lack of physical activity.

The rise in the incidence of sexually transmitted infections, particularly syphilis is also worrying and the upsurge in severe acute malnutrition, which has risen from 1.2 per 1000 patients to 1.6 per 1000 patients.

We call upon all the people of KwaZulu-Natal to embrace an ethos of health promotion, disease prevention, and regular health screening and testing.

E-HEALTH

As part of our ongoing efforts to improve the quality of healthcare access, we will add more healthcare facilities to our ground-breaking e-Health programme.

The new e-Health system will reduce patient waiting times and address the challenge of missing and damaged patient files and lower medico-legal claims. Some 120 students have been recruited to commence the digitisation of the internally developed E-Health System in the province and they start in April.

MAKE ME LOOK LIKE A HOSPITAL:

In 2023 and beyond, we will be further strengthening the "Make Me Look Like A Hospital" programme, which measures hospitals on patient waiting times, infection Prevention and Control, staff attitudes, professionalism, availability of medicines, improved complaints management system, and staff and patients' safety.

In line with this priority, 28 poorly performing hospitals will receive attention.

DECISIVE ACTION -Social Relief of Distress (SRD)

Madame Speaker, Social Relief of Distress (SRD) continues to play a crucial role and has cushioned vulnerable individuals and households from the impact of the COVID-19, the civil unrest of July 2021, as well as the April/May 2022 flood disasters. A total of 53 298 families and 84 134 individuals benefitted from SRD, and we are pleased the President has extended the interventions.

SUPPORT TO NGOs and NPOs

Madame Speaker, in implementing our community development programmes, the province works with NGOs and NPOs as our strategic partners. Through the Department of Social Development, grant funding to the tune of R673.454 million was allocated to NGOs and NPOs. In 2023 we have set aside R799.466 million.

DECISIVE ACTION – BUILDING AN ETHICAL STATE CAPACITY TO IMPLEMENT FASTER

Madame Speaker, the success of all these interventions and actions detailed in this State of the Province Address, depends on the discipline and culture of execution that must be a way of life in our public institutions. To re-instill this waning culture, we are tightening the screws on performance monitoring and evaluation.

We will enhance our monitoring and evaluation capacity. We will be getting statisticians and data analyst to work with our Monitoring and Evaluation Unit in order to give us credible data on the impact of our programmes. We will motivate and reward the many committed and hardworking public servants. We will vigorously implement consequence management on underperformance and wrongdoing.

The lifestyle audits and vetting of Supply Chain and Senior Management Staff will be finalized in 2023. We will implement compulsory capacity building programmes focusing on the areas that were identified in the skills audit exercise that was done recently in respect of the management cadre.

Through the skills audit we have been able to snuff-out fraudsters who faked qualifications. One official was caught and taken through a disciplinary hearing and eventually expelled in the Office of the Premier. He has since been also arrested by the Hawks after the Office of the Premier opened a case against the individual.

This year, we will also finalize the skills audit exercise in respect of lower levels. We will also conduct a study on the productivity of employees in the public service, starting with the senior management cadre.

All employees employed by the provincial government must be fully productive and gainfully employed. We will implement the automated human resource systems. Part of this includes an e-recruitment system. This will shorten the amount of time for the filling of posts. Other interventions will include skilling and re-skilling to respond to current demands.

We will work to reposition the public service training academy to develop a curriculum which talks to the emerging skills.

We have put together a team led by the Office of the Premier which will work on reduction of disciplinary cases, especially prioritizing cases where officials have been suspended for a long period. The team will develop a data base, detect and prevent people who are found guilty in departments, and resign only to resurface in another department or municipality.

RATIONALISATION OF ENTITIES

We will conclude the rationalisation of entities to ensure that they focus on growing the KwaZulu-Natal economy. Decisive action will be taken in resolving inefficiencies to prevent our entities from being a playground for non-performing officials and rogue elements.

DECISIVE ACTION – Turning around Local Government

Madame Speaker, local government is the most important sphere of government because of its close proximity to the people. For government to effectively deliver services, local government must function optimally. There are areas of progress, but we now face some challenges.

The current financial allocation to municipalities in support of their mandate to deliver quality services in the 2022/23 financial year is as follows:

MIG – R3,6 billion for 2022/2023 and R11,3- billion over the MTEF period;

INEP – R480 million for 2022/2023 and R1,4-billion over the MTEF period;

RBIG – R228 million for 2022/2023 and R1-billion over the MTEF period;

WSIG – R940 million for 2022/2023 and R3- billion over the MTEF period.

Based on the latest available reports, KwaZulu-Natal Municipalities have spent only 53,75% of their MIG allocation, 40,4% of WSIG and 30,6% of RBIG. This expenditure performance is below projections and implies that infrastructure grant expenditure as a whole needs to improve.

Reasons for poor performance include late confirmation of projects, delays in planning and registration by municipalities, delays in procurement, delays attributed to Business Forums and

high staff turnover in municipalities. This leads to the Province running the risk of having grant funding recalled.

This is having an adverse effect on communities needing services. Inefficiency unfairly penalises disadvantaged communities.

Going forward, COGTA will be providing support to the municipalities to prevent funds being taken back when people need basic services.

The instability that we see especially in hung municipalities is defocusing councillors. We plead with the leadership of our local government to understand that election outcomes are the will of the people. The people have decided that you must work together.

We are dealing with debts owed to municipalities. Provincial Treasury has been advised to review the baseline budget of departments to include upfront rate payment and for services.

We appreciate the improvement in Audit outcomes and direct COGTA to give more hands-on support to prevent regression.

OPERATION PAY ON TIME

The province of KwaZulu-Natal gave birth to the idea of Operation Pay-On-Time. We have a dedicated team that daily manages Operation Pay-on-Time to ensure service providers are paid on time. While 93% of Departments are paying suppliers within the prescribed 30 days as at the last reporting period of December 2022, payment must be based on receipt of a valid invoice for services rendered with value for money.

DECISIVE ACTION – Operation Clean Audit

In 2022, at least 8 departments received clean audits which was an improvement from 5 in the previous year. Furthermore, 05 departments received unqualified audit opinions and there was a reduction in the number of qualified audits. We want no regression. Forwards ever, Backwards Never!

DECISIVE ACTION - New Smart Coastal City

Madame Speaker, as announced by the President during SONA last year, we are on course to create a new post-apartheid African Smart City. Involving the Eastern Cape and KwaZulu-Natal, two of our districts of Ugu and Harry Gwala are critical players in this historic development. With OR Tambo and Alfred Nzo Municipalities in the Eastern Cape, this project is an exercise in co-ordination, planning and consultation between the 3 spheres of government working with civil society and traditional leadership playing a central role over the past year.

All three spheres of government have agreed to proclaim the project as a Regional SDF zone with the principles of Africanness, Smartness, Integration and Inclusion in mind. Port Shepstone and the Greater Kokstad have started to explore this approach to improve service delivery and to enable those areas to act as catalytic growth nodes in the wider region.

DECISIVE ACTION - Transformed and Sustainable Human Settlements Madame Speaker, the Department of Human Settlements remains seized with the realization of the ANC Governing priority objectives of delivering quality and dignified houses to citizens. To us a house is not only a brick and mortar but a capital and life-time asset.

In 2022, the Department registered the following successes among many:

500 Community Residential Units (CRU) were built and delivered;

6,522 housing units built and delivered through the rural subsidy;

7 001 Breaking New Ground (BNG) units were built and delivered;

3 326 serviced sites were delivered;

332 households received subsidies through the Finance Link Individual Subsidy Programme.

Madam Speaker, in 2023, the Department will be actively involved with the following High Impact Catalytic Projects.

With regards to human settlements, the Conurbia Integrated Residential Development Project in eThekwini Municipality with 28,000 houses in Phase 1 already, has 2,662 units completed and 1,946 transfers effected to date. Construction for Phase 2 commenced in June 2022.

The construction of 232 Gap Market units is anticipated to commence in the first quarter of 2023. Other projects include the following:

eThekwini Inner City: (Social/Rental/GAP housing)

eThekwini: KwaMashu Bridge City Urban Hub:

eThekwini: uMlazi Urban Regeneration:

eThekwini Amaoti Greater Housing Project:

Amajuba: Newcastle: Johnston Blaaubosch Cavan (JBC):

Ilembe: KwaDukuza: Hyde Park:

uMhlathuze: Empangeni

A lot of progress has been made in implementing these projects. The MEC will provide detail during his budget vote.

DECISIVE ACTION – Eradicating OLindela
Madame Speaker we have a programme to decommission all oLindela in eThekwini and other municipalities and this year eThekwini Municipality will decommission five of them. We are proud to say that the Isiphingo Lindela has been targeted through the current development of Kanku Road Project with an approved budget of more than R70, 5 million for 360 sites. Planning has been completed and installation of bulk infrastructure is 95% complete and at least 130 houses are already at various stages of completion.

In 2023, a total of 14 Lindelas will be relocated to various projects and in 2025 the remaining 26 will be relocated thus ending all the 45 Lindelas that currently exist in eThekwini.

STATE LAND FOR HOUSING DEVELOPMENT

The Department of Public Works has finalised the transfer of 14 000 hectares of state land for housing.

DECISIVE ACTION - Provincial Government Precinct

The Provincial Government Precinct is steaming ahead, and statutory compliance requirements and the funding models will be completed in March 2023 while the concepts for the office blocks are targeted for April 2023. The Preliminary Design Concepts for the Legislature and Archives have been completed and stakeholder engagement has commenced to ensure end user acceptance. The Government Precinct will go a long way to cut the state rental bill massively.

DECISIVE ACTION - RADICAL AGRARIAN AND SOCIO-ECONOMIC TRANSFORMATION (RASET)

Madame Speaker, the Radical Agrarian and Socio-Economic Transformation (RASET) initiative remains a far-reaching programme that seeks to transform the structure of the agricultural value-chains. Through RASET, we seek to transform the agricultural sector effectively, and to introduce black farmers into the value- adding segments of the agriculture sector.

DECISIVE ACTION - Establishment of Agri-Hubs (DARD)

The province will commence with the rollout of agri-hubs located in various districts. To this extent an amount to the tune of R152 million has been allocated to the Department of Agriculture and Rural Development over the next three years.

The Red Meat Hub is going to be in both uMgungundlovu and Zululand District Municipality. The uMgungundlovu hub will prioritise Pig and Sheep hubs while Zululand will focus on beef. The Wool, Skin and Hides Treatment Facility will be in uThukela District Municipality. The White Meat Hub will be on the border of eThekwini Municipality and UMgungundlovu District.

The Dairy Hub will be in the Harry Gwala District Municipality, the Fresh Produce Hub in King Cetshwayo Municipality District and the Grain Hub in the Amajuba District Municipality. More

funding institutions have already expressed their desire to partner with the provincial government on implementing this catalytic programme. The MEC will give more on these programmes including Goat farming.

On Food security we will revive our "One Home One Garden" programmes to fight poverty not only in rural areas but our townships as well. The RASET programme must also focus on townships - poverty is exacerbated in townships by non-availability of land. We need more seeds, scooping of dams and mechanisation programmes to support our small-scale farmers.

Farmer Support and Seed Multiplication Programme

The production of our own seeds is vital to ensure food security, and, in this regard, government will support the planting of 6293 ha to produce 10 million seedlings in the period of 12months. 115 jobs for youth will be created from this programme.

Through the department's farmer support intervention programme, over 15 248 subsistence producers were supported with food production initiatives in 2022/23 financial year. The department is planning to support a further 13 455 subsistence producers in the 2023/24 financial year; 978 smallholder producers and 20 black commercial farmers who are producing exclusively for markets. The Department of Agriculture and Rural Development will unpack more during its budget vote.

There is a need to revive or reopen the abattoirs that were previously closed as part of the establishment of District Hubs. The Department must urgently investigate this matter in R34, Glencoe, Dundee and Bambanana. The Department must also check the facility at Hlathikhulu under Inkosi Mkhize.

ENVIRONMENTAL SUSTAINABILITY AND REHABILITATION AS A CUSHION AGAINST POVERTY

Madame Speaker, in 2023 we will bring change in our neighbourhoods. The grass must be cut, in a consistent manner, the streets must be clean, and we must sustain maintenance schedule with impact on clean neighbourhoods. A dedicated programme of clearing illegal dumps including those in townships will be undertaken.

Reclaiming our spaces, building gardens and outside gyms. Lack of cleanliness lead to crime and grime. We will intensify the programme of cleaning roads, freeways, danger and blockages. Working together with local communities, the continued recycling, tree planting and waste to energy initiatives management, cleaning of our ocean shores, beaches, rivers and dams will gain momentum in 2023.

EDTEA will assist UKZN and the Msunduzi municipality to resuscitate their waste to energy initiatives and to divert waste being landfilled at the New England landfill site. Approximately 11 225 employment opportunities have been created, and we will ramp up to employ more than 20 000 youths this year. In addition, EDTEA supports more than 100 waste entrepreneurs per year with financial and non-financial support.

A Recycling Economy Support Programme has been established by the National Department of Environmental Affairs and entrepreneurs that will benefit come from eThekwini Metro, King Cetshwayo and Amajuba Districts. More than R5 million has been made accessible to these wastepreneurs which will be paid out in phases up to 2023/24.

OUR BIODIVERSITY, OUR KEY ASSET

With regards to poaching, a project to install parameter security fences at specific areas in the KZN Wildlife Parks is in progress and information from informer network will be strengthened. The dehorning of rhino has not yet been done on a massive scale in KZN and the high density of rhino is being exploited by poachers from other provinces.

Our parks are vast, and this necessitates the capacitation of a more proactive deployment around the parks. It also calls for budget and funding for deployments to be increased with more regular perimeter patrols by both SAPS and rangers.

More security will be provided on the R618 between Mtubatuba and Hlabisa which is a public road through the Hluhluwe Umfolozi park, and which should be considered for security gating and access control.

DECISIVE ACTION - Bouncing Back Through Tourism

During the 2022 financial year, the province packaged several high level international and domestic events to reposition KZN as Africa's leading conference and event centre. The KwaZulu-Natal Convention Bureau has been hard at work to promote KZN globally as a business events destination. This work has borne fruits and bids secured for the current financial year are over 26 major conferences, exhibitions and meetings being held in the province. This translates into an estimated direct local economic impact of about R220-billion.

Africa's Travel Indaba held in May 2022, had 3700 delegates attending, and 22 KZN SMME's participated.

Improvement in air connectivity is playing a major role in tourism recovery. King Shaka International Airport (KSIA) is the fastest recovering ACSA airport which in passenger numbers breached the 72%-mark year to date in March 2022.

Work is also continuing for the proposed Durban Eye Project in terms of detailed design development for the establishment of a giant observation ferris wheel that will offer a spectacular 360-degree panoramic view of Durban City and the Indian Ocean.

KZN Film Industry

The KZN Film Commission will host a film Indaba during this financial year to discuss means of strengthening the sector to contribute meaningfully to the local economy. A target of 18 development projects and 6 production projects are to be funded and supported in 2023/24 with projects that promote local heritage and isiZulu.

AIRPORT DEVELOPMENT MASTER PLAN

Madame Speaker, figures yearly confirm the fact that tourism cannot be sustainable without a reliable, safe and modern transport system. In this regard, as part of the Airport Development Master Plan expansion and reconfiguration of several regional airports continues. The Margate Airports Terminal has been completed and the department has initiated processes to upgrade Pietermaritzburg, Newcastle and Richards Bay airports. The handing over of Mkuze Airport's newly constructed Terminal Building marked a major rekindling in links with the SADC region's fresh produce markets and opens a new window for tourism.

SPORTS, ARTS, CULTURE AS A TOOL FOR SOCIO-ECONOMIC TRANSFORMATION

The Department is committed to utilize sport as a powerful tool to achieve socio-economic transformation of our society. Traditional Horse-Racing (standard bred) commonly known as Umtelebhelo is on the rise in terms of popularity in all districts within KZN. The Dundee July and all horse racing in rural areas are a growing sport and contributes approximately R20-million to the local economy and creates over job opportunities.

Once this sector is fully operational in accordance with commercial corporate protocols, it is expected to generate over R 100-million per annum. The benefits associated with this sector requires an initial investment of approximately R 148 million over a period of 5 years.

Indigenous Games and the Active Ageing (Golden Games) are some of the key lead programmes in promoting social cohesion and healthy lifestyle in communities, especially amongst the youth. Currently over 170 indigenous games clubs participate in leagues and club championships.

The School Sport programme focuses on mass participation in sport amongst learners with special emphasis on previously disadvantaged urban and rural schools. It is implemented as a special intervention in partnership with the Department of Education to revive school sport.

To date 21 866 learners have participated in school sport programmes at district level. These programmes will be supported and intensified in the years ahead.

Social Cohesion and Moral Regeneration (SCMR)

We will revitalise the Social Cohesion and Moral Regeneration (SCMR) Council which is at the heart of nation building and moral regeneration. The SCMR programme will be driven by Districts with Social Cohesion Advocate structures set up in all communities working with non-profit organisations and other sectors of society.

Biodiversity Economy & Support of Emerging Wildlife Business

Ezemvelo KZN Wildlife has identified important areas for biodiversity and parts of the Province where conservation action is required to prevent further loss and degradation of critical biodiversity. Through its Biodiversity Stewardship Programme (BDS), Ezemvelo seeks to protect

and conserve the Province's rich natural resources and ecosystems within and outside of protected areas working with communal and private assets.

The biodiversity stewardship programmes whose responsibility is to increase conservation estate has achieved a total of 40 500 hectares of land protected under Biodiversity Stewardship in the 2022/2023 cycle.

Ecosystem Restoration and Job Creation

The Invasive Alien Species program demonstrated its impact by creating 7807 jobs for rural communities in the province. Over the past year we re-modelled poor waste management to stimulate the economy with 1000 jobs being created with the R95 million Presidential Employment Stimulus Package allocated to the Province for the implementation of the Solid Innovative Waste Management Program. This pilot program intends to create 4 400 employment opportunities and supports 37 SMMEs in the long term.

Both Ray Nkonyeni (450) and Msunduzi (650) participated in the pilot program from January to March 2022. To date, 3 555 beneficiaries have been recruited and activated and at least 37 SMMEs are also receiving support through the DCoG-MISA partnership.

OUR RECORD OF FULFILLED COMMITMENTS 2019-2022

Madame Speaker, despite our far-reaching difficulties in the period 2019-2022, we still implemented innovative and leading-edge interventions amid all the challenges. Nakhu okunye esikwenzile kulonyaka odlule:

DEFEATING COVID-19

We have weathered the storm of the worst health crisis in human history. Despite the flare-ups of the Covid19 pandemic here our government has led the response to this unprecedented crisis with characteristic aplomb.

We salute the bravery and sacrifices of our frontline workers, emergency personnel, nurses, police, soldiers, doctors, cleaners and general staff who helped the province navigate the worst of times during Covid-19. Sadly, some of them paid with their lives and we are pleased some have taken time off to be with us virtually and are viewing the proceedings on television.

RECOVERY FROM FLOODS

Madame Speaker, when we were hit by the floods in KwaZulu-Natal, the ANC- led government was the first on the ground to the rescue of the citizens, proving beyond reasonable doubt that this is a government that is best suited to the challenges of our time.

Government supported the families who lost loved ones through burials, pycho-social support, food and other immediate needs. Government eliminated all 135 mass care centres and built a total of 1810 temporary residential units. We also supplied 576 building supply vouchers to those whose homes were partially damaged. Madame Speaker all the 4700 displaced families, no one spent Christmas in a Mass Care Centre.

PERMANENT RESETTLEMENT OF FLOOD VICTIMS

In 2023 the Department will commence the provision of permanent solutions in the identified 13 land parcels to have the flood victims permanently rebuild their lives.

RESTORATION OF WATER SUPPLY

With regards to the disrupted water supplies, we can say with certainty that we are now back to full operation. Major Aqueducts and Reservoirs have been attended to and these include uThongathi, Umlazi, Durban Heights Water Treatment Works. The problems that affect Prince Mshiyeni Memorial and the Hambanathi community are receiving priority attention. Most of our beaches are now open and water quality is being monitored on a weekly basis. The Pump Stations which impacted the northern and central beaches of Durban have been repaired.

We wish to assure Honourable Members of this House that this Easter Holiday season will see eThekwini and KwaZulu-Natal bouncing back to its glory days as a tourism mecca of South Africa.

PROGRESS ON SCHOOLS DAMAGED BY FLOODS

Madame Speaker, out of a total 356 schools that were damaged by the floods, 107 have been completed across the province, 23 others will be completed during the first quarter while the 173 will undergo repair and renovation during the current financial year.

REHABILITATION OF INFRASTRUCTURE (Roads and Bridges)

We have fixed the damaged road infrastructure and got our economy functioning again. Among these were the N2 in Amanzimtoti, M4 and R102.

The Department prioritized 730 projects which needed urgent flood repair.

Under Operation Siyazenzela, we are attending to the affected gravel network in areas under Amakhosi. This approach bore fruit in Ugu, iLembe, Zululand, King Cetshwayo, uThukela – and is now being moved to all districts. Through collaboration between the Department of Public Works and Infrastructure, the Department of Transport and Defence we are building 24 Welisizwe Baily bridges in addition to the seven vehicular bridges already built.

BUSINESS AFFECTED DURING FLOODS AND UNRESTS

Most businesses are back to normal and we are nearing our pre-Covid-19 and Pre-Unrests figures. A number of big businesses including malls such as Edendale in Pietermaritzburg, Bridge City in KwaMashu and Springfield Value Centre and Bridge City have reopened.

In ILembe, the rebuilding of Mandeni industrial estate is in progress and most of the affected malls and centres across the district have reopened including KwaDukuza Mall;

In King Cetshwayo District most businesses have long resumed operations and the situation has normalised with the ESikhawini Mall in Esikhaleni township expected to open in June 2023;

In Zululand, in Nongoma which was most affected, almost all the affected shops and malls are now operational;

In uMkhanyakude most malls and shopping centres in the district are currently operational and temporarily displaced workers are now back to work;

UMgungundlovu District - the construction of the Brookside Mall at a cost of R130 million has created 200 construction jobs and +200 permanent jobs. The rebuilding of Edendale Mall at a cost of R231 million has already commenced;

KEY ANNIVERSARIES OF 2023

Madame Speaker, as freedom lovers we continue to draw inspiration from the exemplary leadership and bravery of the warriors in that battle as we prepare for the road ahead.

A key anniversary that punctuates the 2023 year is that on 05 December it will be 10 years since the passing of our first democratically elected President Nelson Mandela. Incidentally, it will also be 5 years since we laid to rest the mortal remains of Mama Winnie Madikizela-Mandela, Madiba's former wife in April 2018. In this SOPA we promise to keep their legacy and the flame of their vision burning.

It is a year that marks 150 years of the birth of a phenomenal and pioneering woman, Nokutela Dube, the first wife of Dr JL Dube.

This year marks the centenary birthday of an outstanding stalwart of our liberation, Moses Mncane Mabhida. We will also mark the centenaries of the birth of renowned authors, Nadine Gordimer as well as Bloke Modisane.

A hundred and twenty years (120) in 1903, HIE Dhlomo was born and in the same year Rev Dr JL Dube, uMafukuzela, founded iLanga lase Natal newspaper.

This is a year to commemorate 50 years of the formation of the United Democratic Front (UDF) which was led by both Archie Gumede and Albertina Sisulu.

This year we celebrate the 50th anniversary of the 1973 Durban Strikes which marked the emergence of a new wave of independent non-racial trade unions. This led to the formation in 1979, of the Federation of South African Trade Unions (FOSATU) and the Congress of South African Trade Unions (COSATU) in 1985.

These anniversaries are reminders us that our freedom was not free, but that it was long and often posed the risk of death. Successive generations like ours owe a great deal of debt and endless gratitude to the many who by their acts of selfless sacrifice, placed their own lives in the line of fire, so that we could be free.

CONCLUDING REMARKS

Madame Speaker, we have used this address to craft the tale of a people whose resilience and tenacity will lift them from the ashes of war and destruction, whose hard work and selfless dedication will help lead a revolution of growth and development that is much needed in KwaZulu-Natal. We are a society toughened in the fires of adversity and through it all we have emerged stronger. We have risen and are renewed to make decisive actions in recovering the lost ground caused by the triple tragedies whose footprints are still visible in every nook and cranny of our province.

In this State of the Province Address, we have outlined decisive actions that will help us usher in great times ahead. We are not broken by challenges because we are Women and Man in the arena of bringing a better life for all.

We are determined to play our part with all our stakeholders to create the KwaZulu-Natal of our dreams where all our children will have the place under the sun.

We are inspired by the words of Theodore Roosevelt and I quote:

"It is not the critic who counts: not the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends himself in a worthy cause; who, at the best, knows, in the end, the triumph of high achievement, and who, at the worst, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat.

In this address we have tabled a roadmap. Measured our progress against previous year's undertakings while charting a detailed implementable plan to take us on the path forward. Every policy announcement, plan and programme in this address has at the heart the well-being, growth and development of KwaZulu-Natal.

Singabantu abangayilahli imbeleko ngokufelwa – kunalokho siyibeka ethala – ngenxa yethemba lokuthi sisazomthola omunye umntwana esizombeletha ngayo. Ziningi izingqinamba esisazobhekana nazo kdwa sizozinqoba ngoba siyisizwe esiyimbumba nenqanawe. Izinselelo ziyasihlanganisa kunokusihlukanisa. Abantu baKwaZulu-Natal badume ngokungalilahli ithemba

WORDS OF APPRECIATION

May I thank the ANC for their trust in my leadership having given me this responsibility at this time. May I thank Members of the Executive Council and in particular, Leader of Government Business Hon Siboniso Duma for your role in ensuring the success of this State of the Province Address.

I wish to thank Honourable Members of the Legislature led by the Speaker for the opportunity to deliver the State of the Province Address 2023 and for all the necessary logistical support.

I also wish to thank the Office of the Premier under the leadership of Director General Dr Nonhlanhla Mkhize and all the Heads of Departments and Members of Staff in provincial government for the hard work in delivering services to the people of KwaZulu-Natal.

Last and certainly not least, may I also express my deep gratitude to members of my family for their unending support and for their understanding and sacrifice.

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 2022/23 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 2022/23 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 2023/24 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

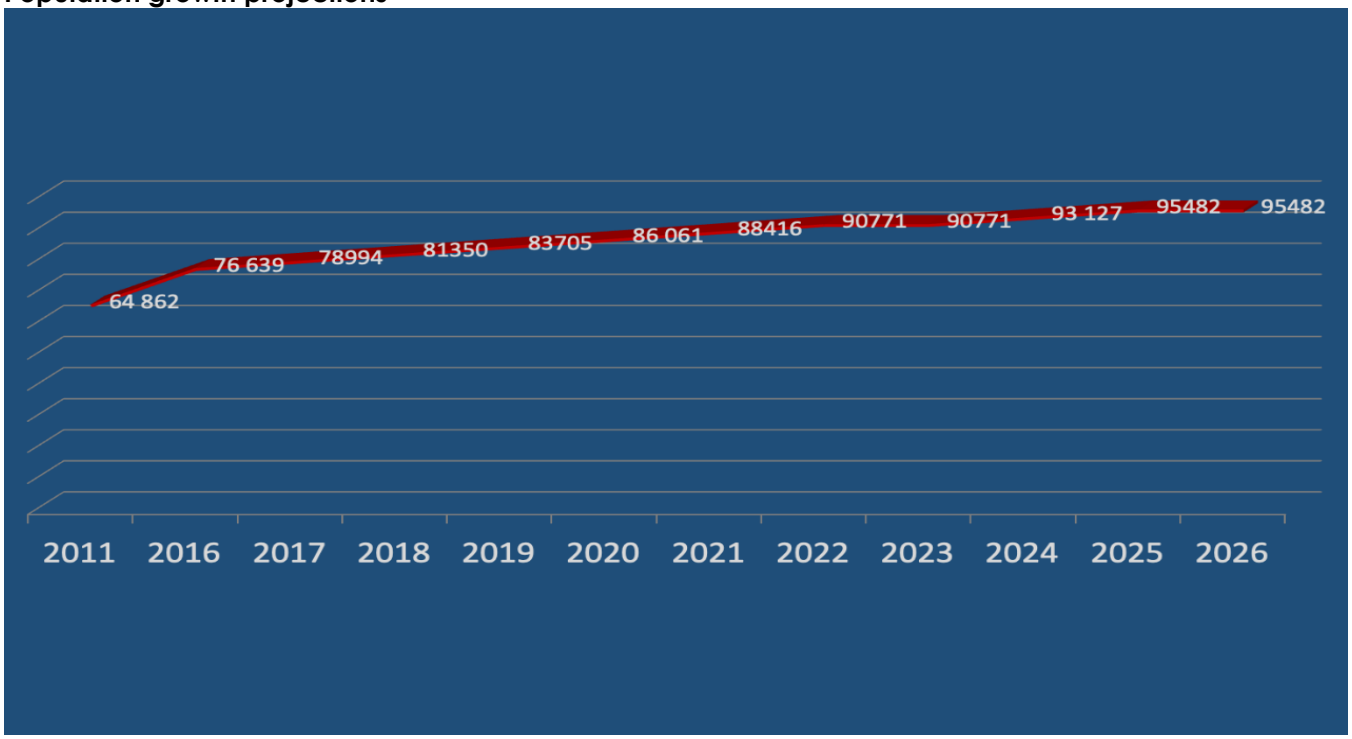
Source : 1. Statistics SA, Census 2011 and 2016

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



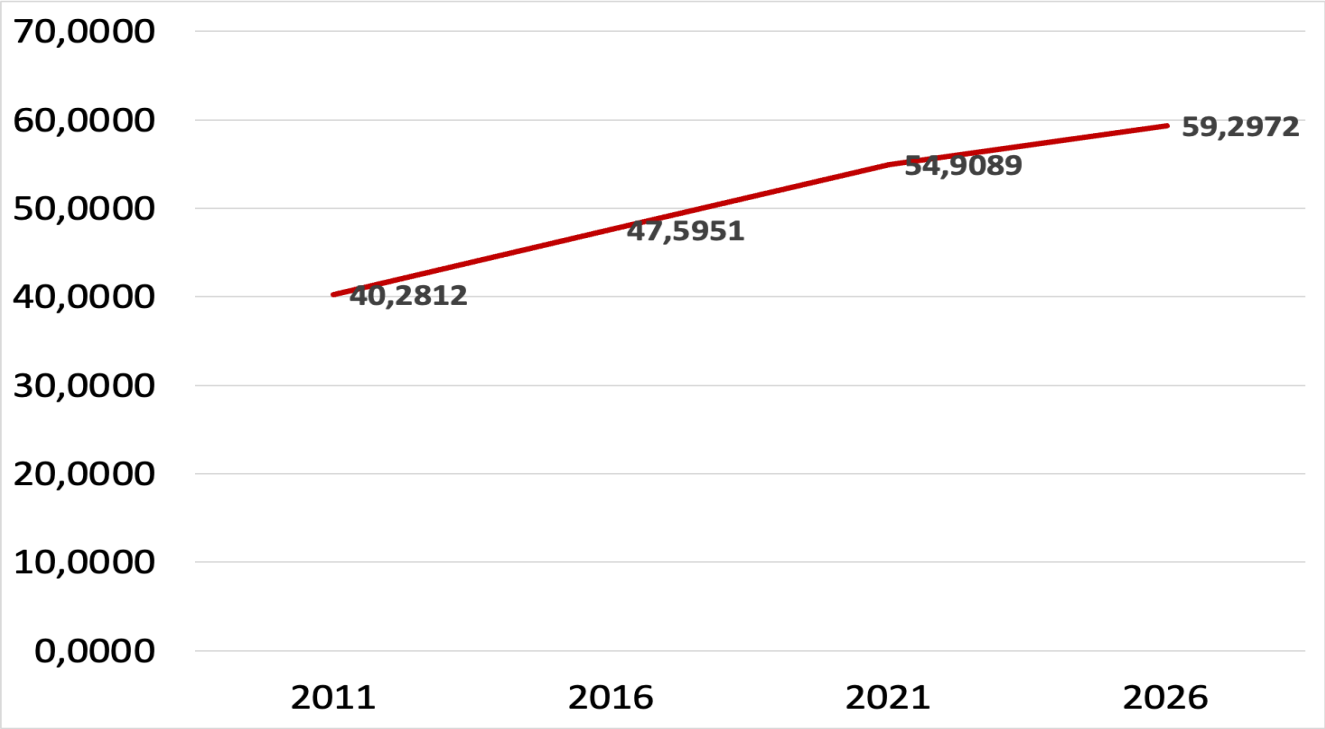
Data Source: Statistics South Africa (2016) with Calculations by The Frontline Group

Figure 11: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



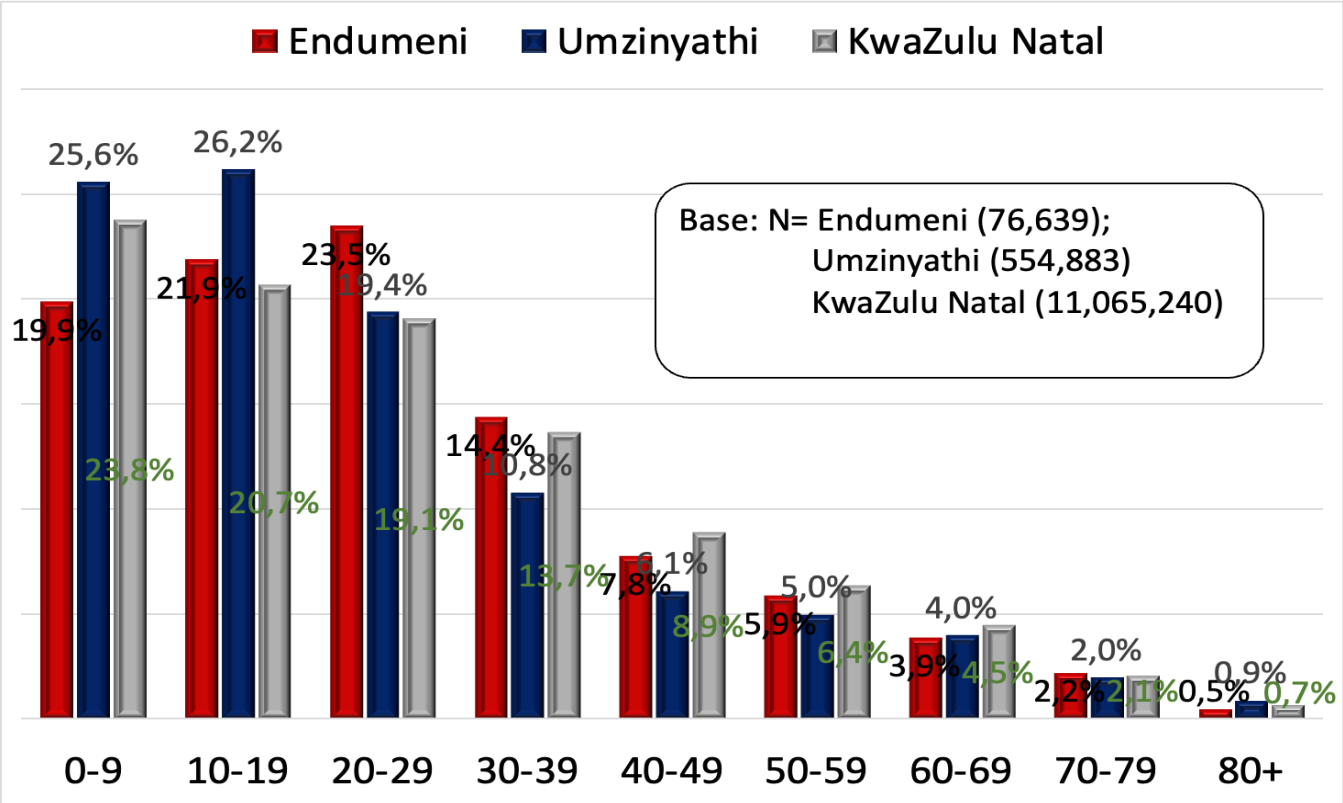
Source: Statistics South Africa (2016) With Calculations by The Frontline Group

Figure 12: 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 13:Population by Age Breakdown

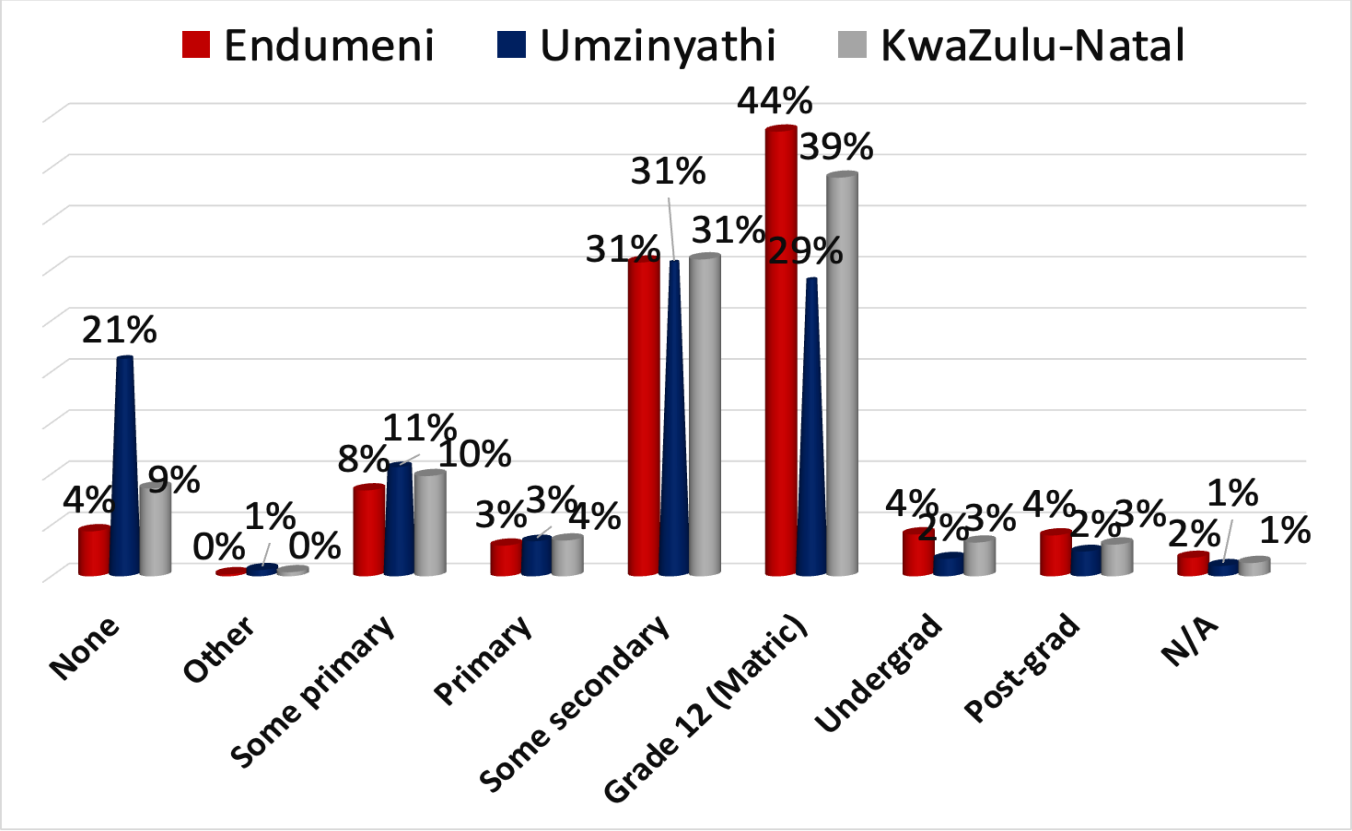
1.2 EDUCATION AND HIV PROFILE

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)

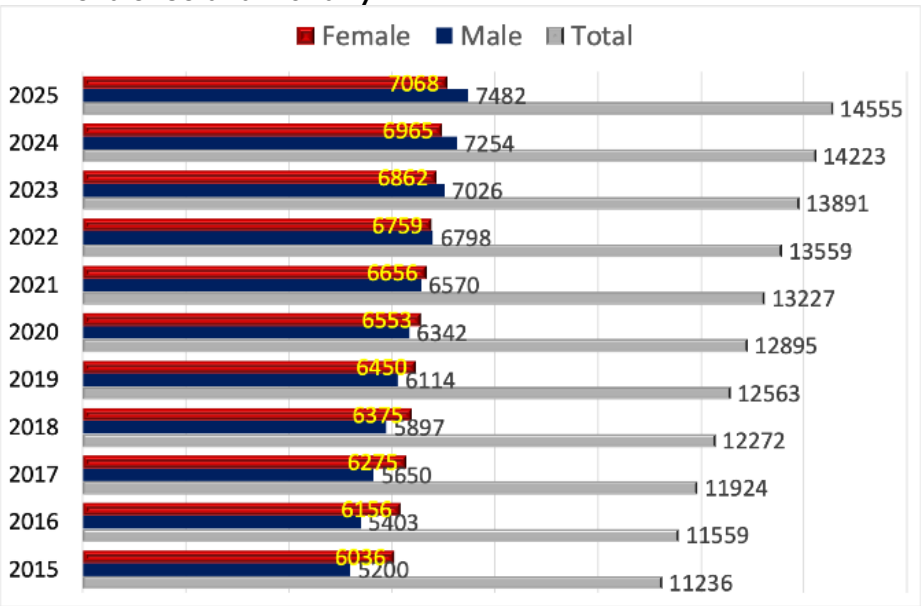
Figure 14 Highest Educational Achievement

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



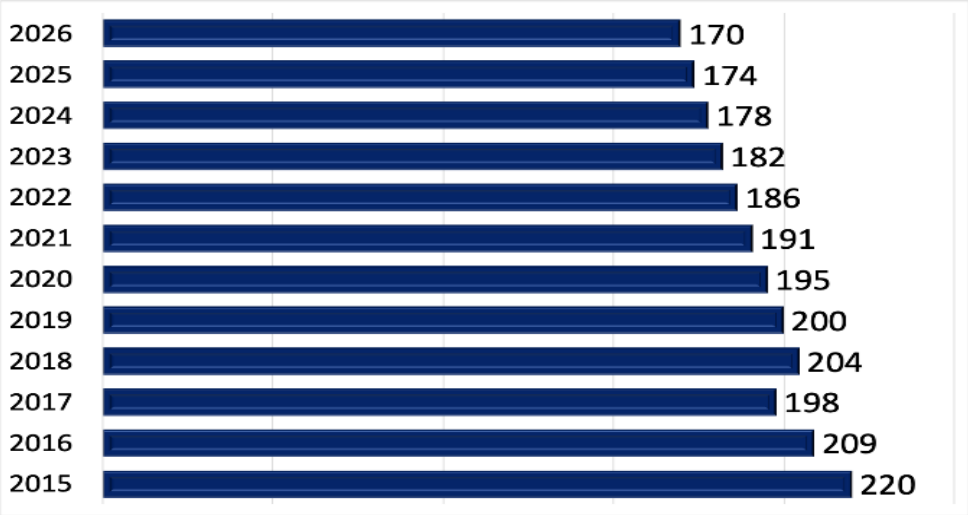


Figure 15: HIV Prevalence and Mortality

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

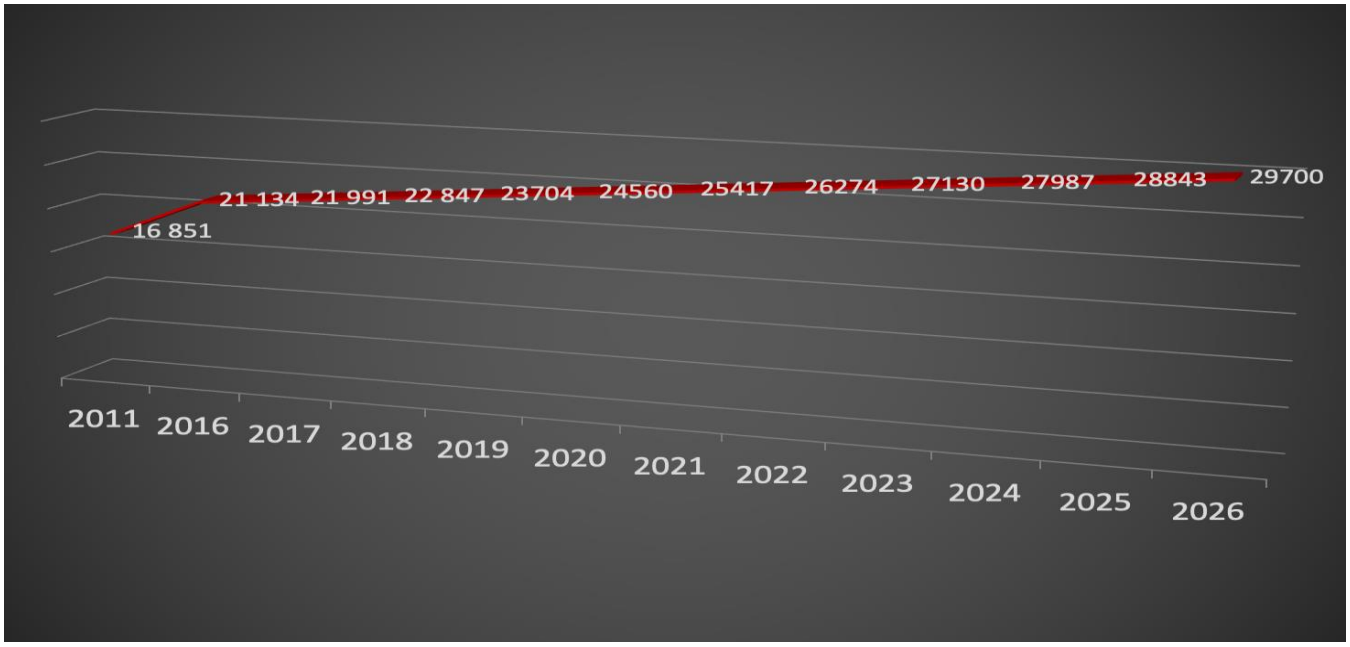


Figure 16 : Projection of Household Growth

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

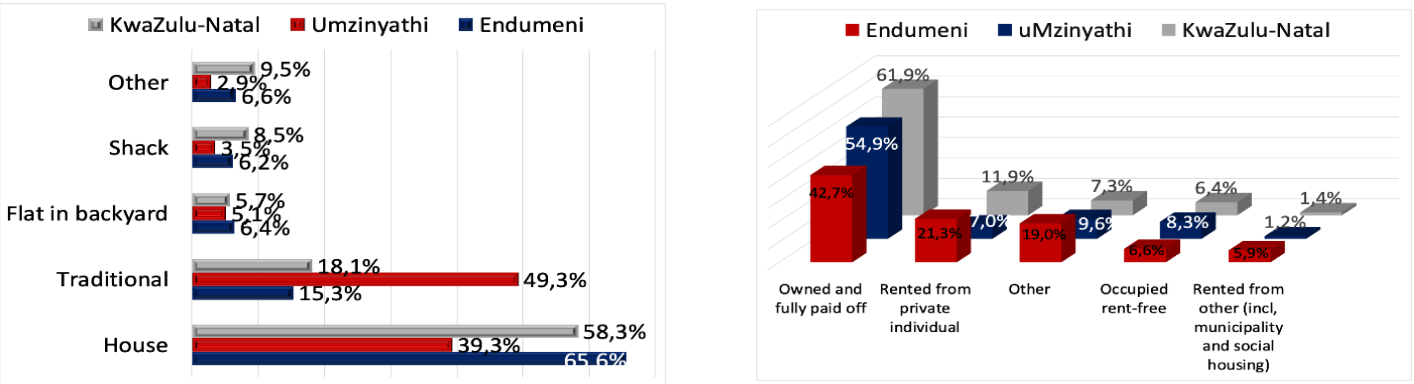


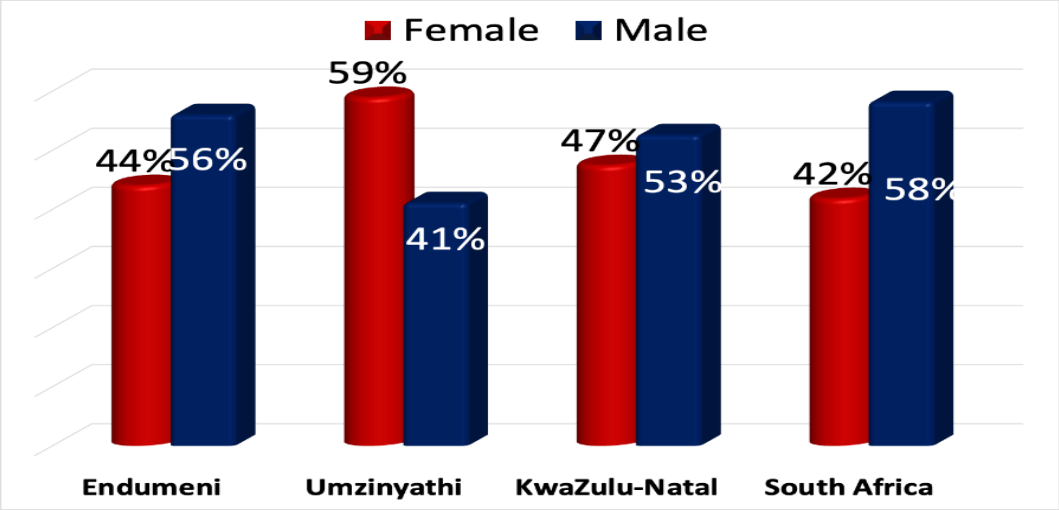
Figure 17: Types of Dwellings

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 18: 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.

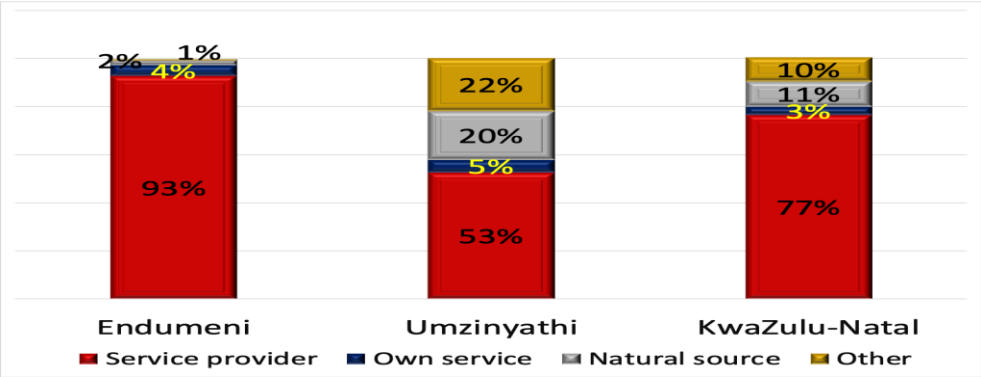
1.5 ACCESS TO WATER

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)

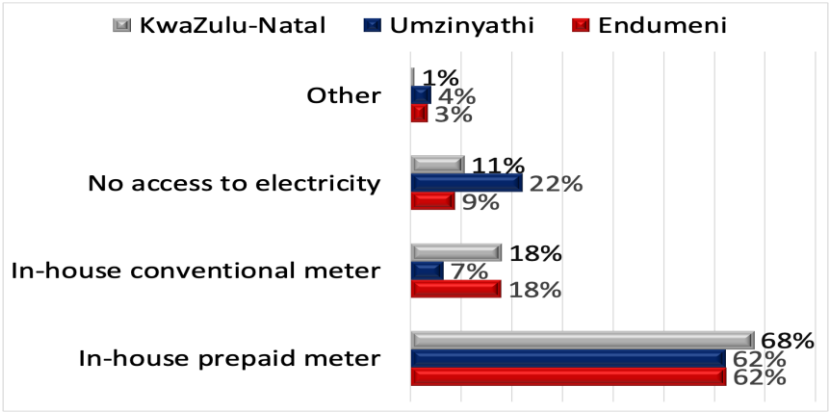
Figure 19: Access to Water

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)

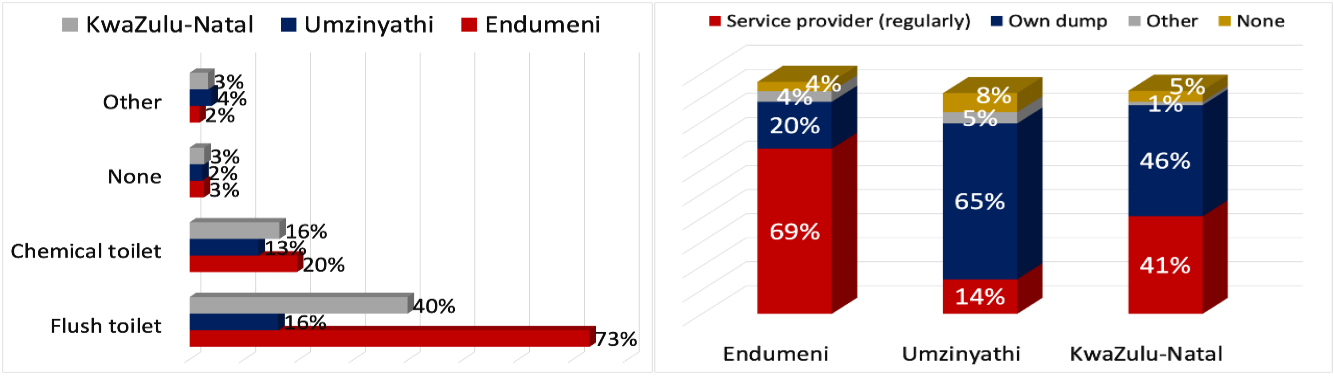
Figure 20: Access to Electricity

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 21: 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

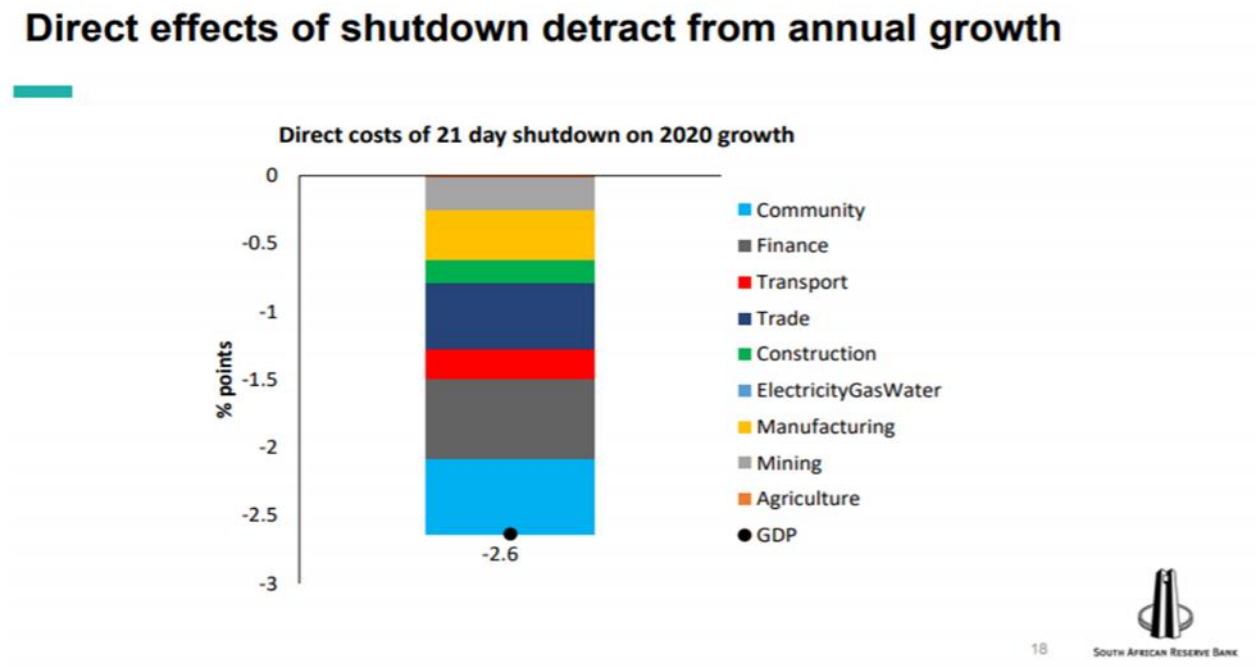


Figure 22: Direct effects of shutdown detract from annual growth

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

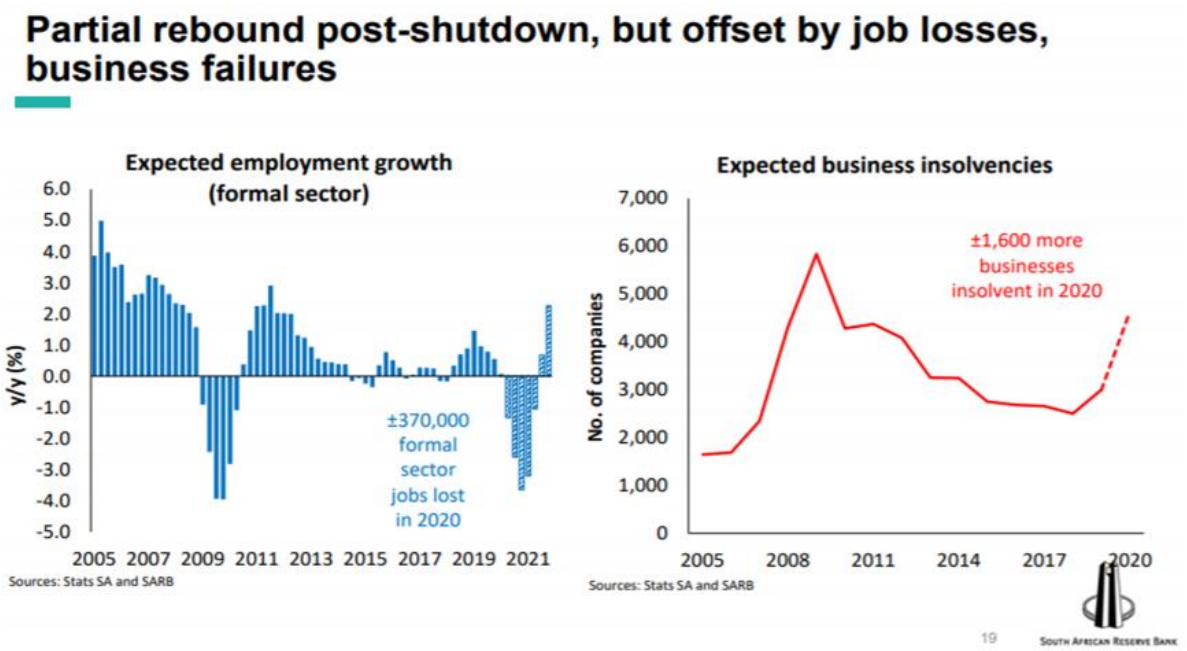


Figure 23 Job Losses Predictions

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

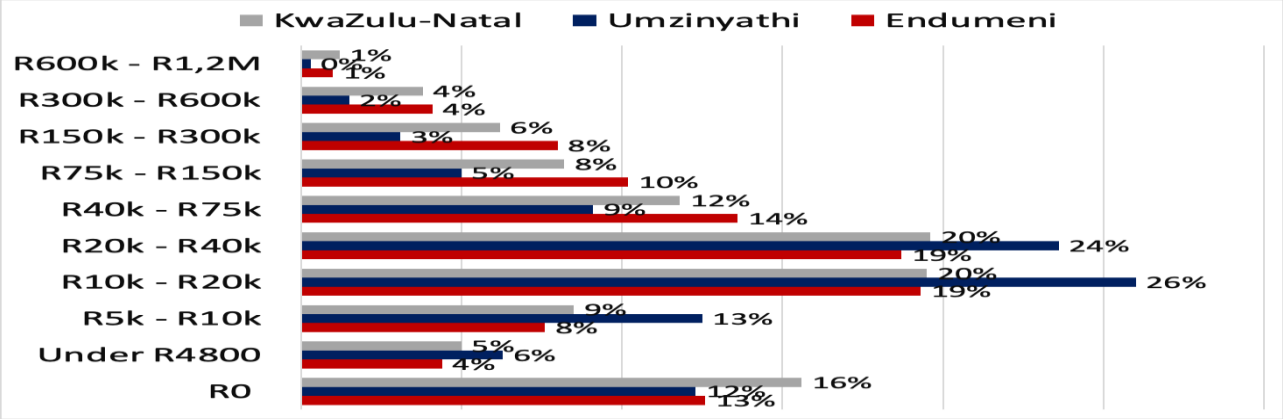
Returning to household incomes, the 2014/15 Living conditions survey concluded that the average household income in South Africa was R138 168 in 2015. During the same period, male headed households earned an average of R165 853 per annum while female-headed households earned almost half as much (R98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



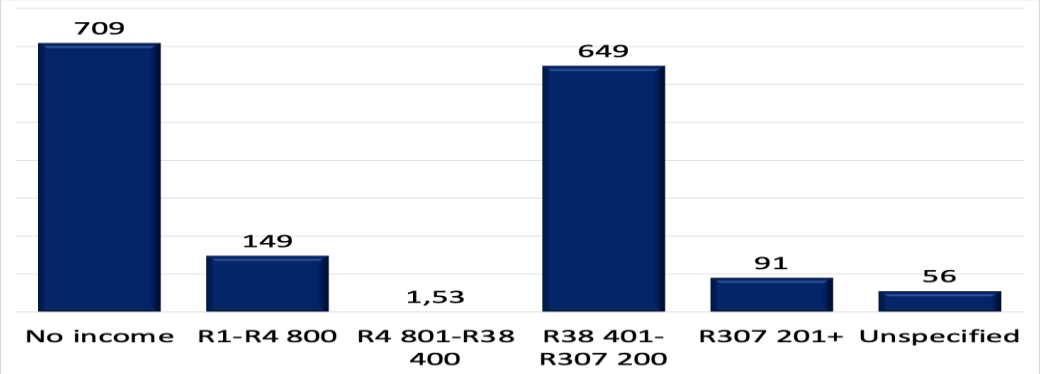
Data Source: Statistics South Africa (2016)

Figure 24: 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 25: 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.

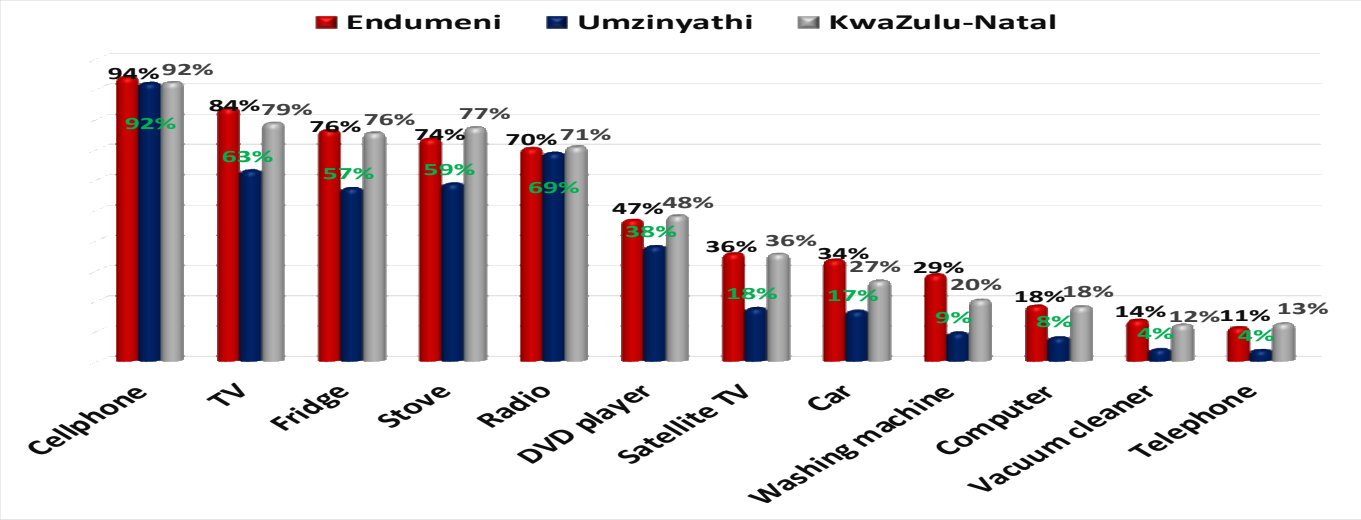


Figure 26 Access to Household Assets
Data Source: Statistics South Africa (2016)

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

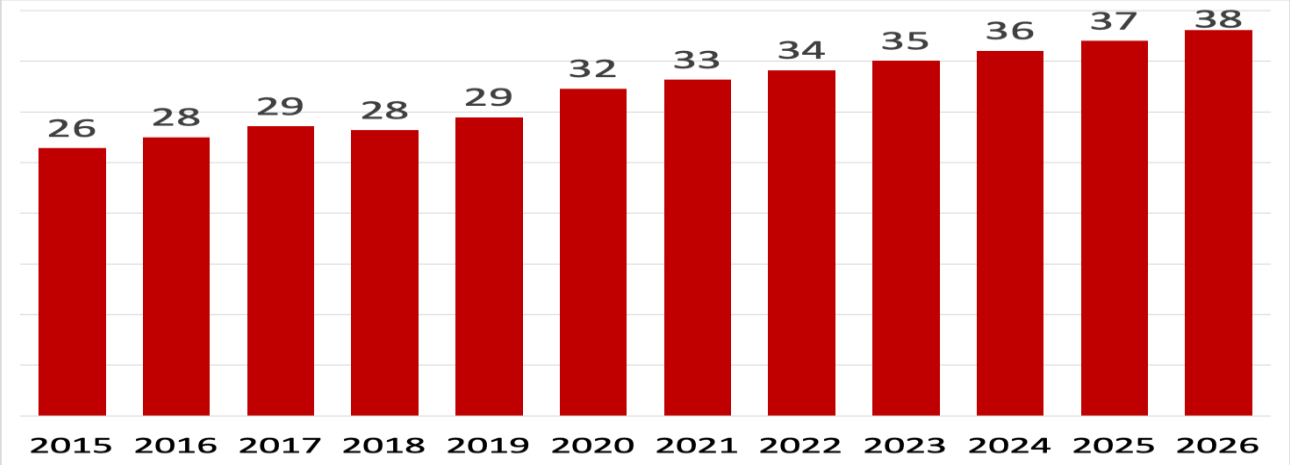


Figure 27: Projected Unemployment rate
Data Source: Statistics South Africa (2016) With Calculations by The Frontline Group

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

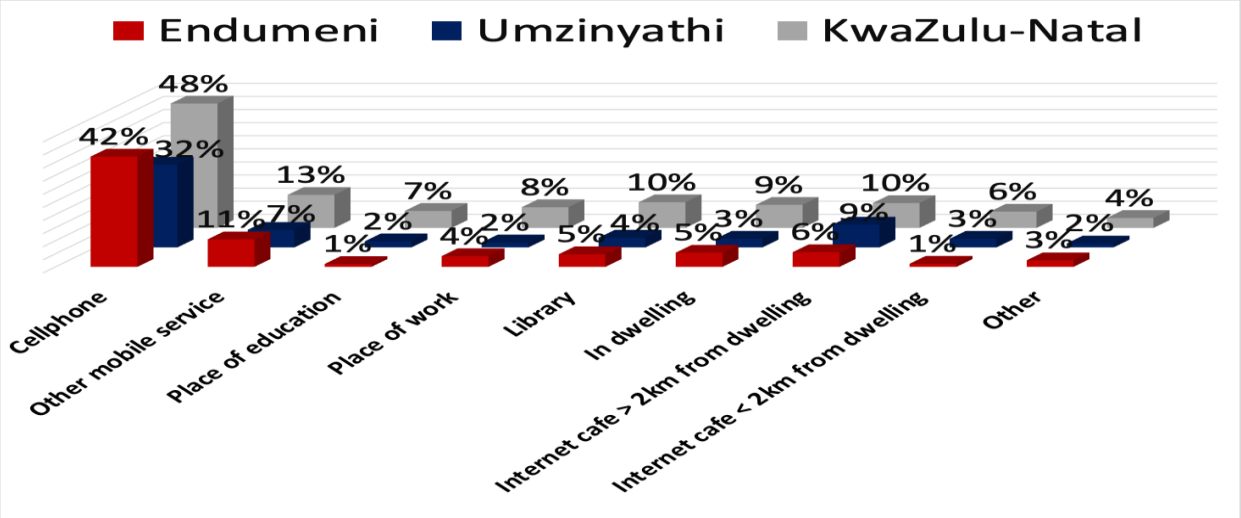


Figure 28: Means of Internet Access
Data Source: Statistics South Africa (2016)

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

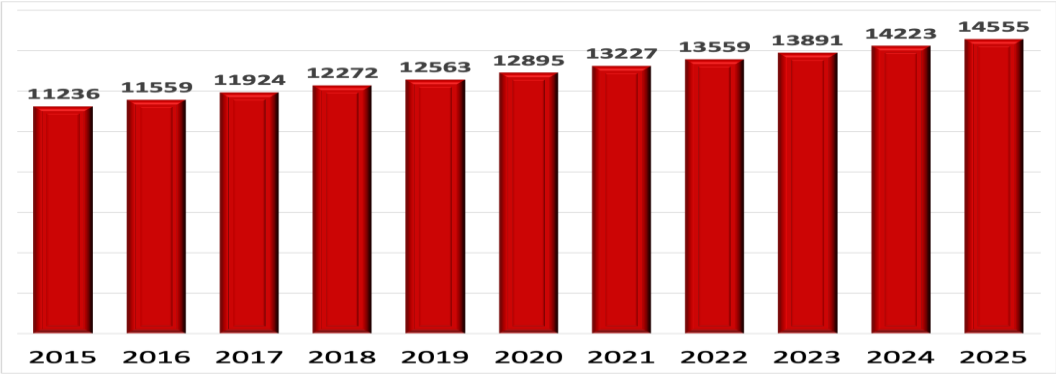


Figure 29: Gross value addition
Data Source: Quantec (2019)

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

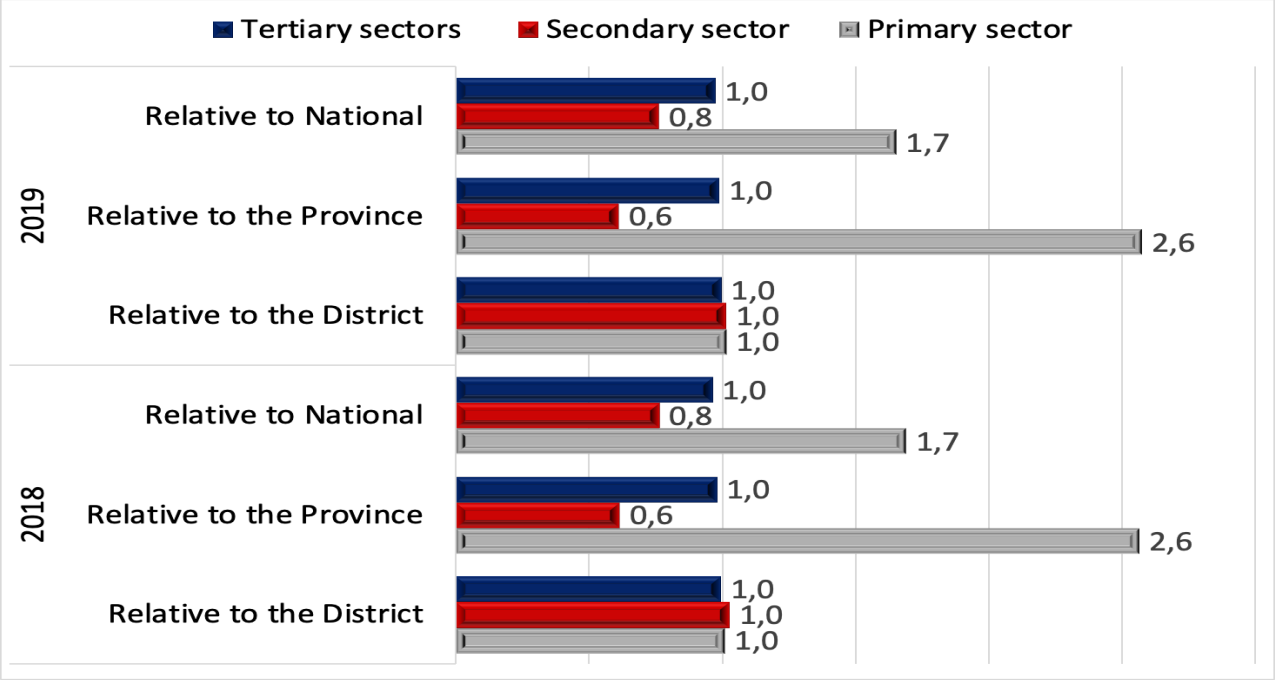


Figure 30: Location Quotient

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.

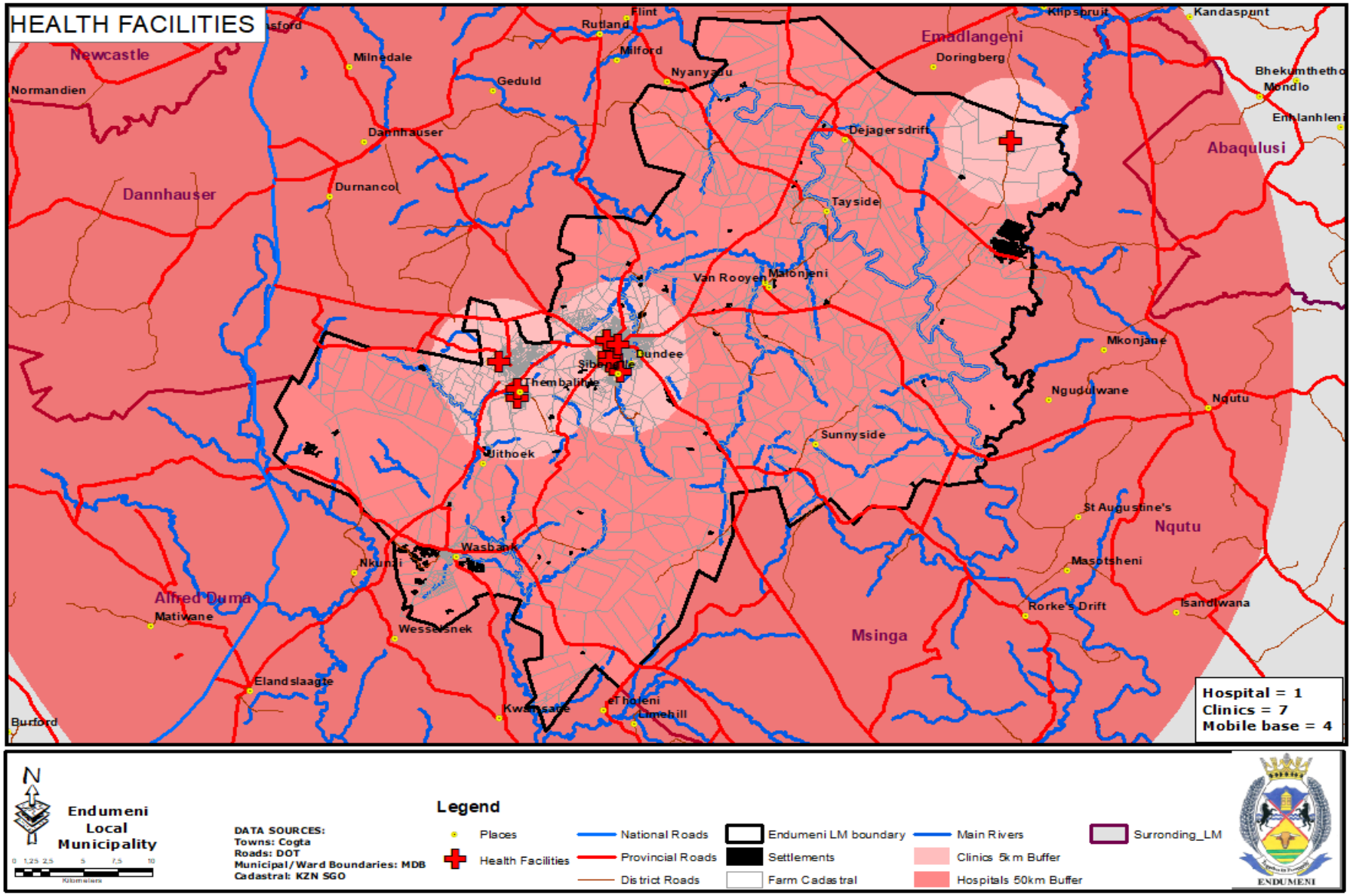
1.17 HEALTH

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

2.1 LOCALITY CONTEXT

2.1.1 PROVINCIAL LOCALITY

Located in the Southeast of the country, along the Indian Ocean and sharing boarders with three other provinces, and the countries of Mozambique, Eswatini and Lesotho (See Plan 2.1) is KwaZulu Natal. It is bounded in the north by Eswatini and Mozambique, to the east by the Indian Ocean, to the south by the Eastern Cape Province, to the west by Lesotho and the Free State province, and to the Northwest by the Mpumalanga Province.

2.1.2 DISTRICT LOCALITY

The uMzinyathi District Municipality (DC24) is one of the ten districts within KwaZulu-Natal. Endumeni Municipality is bordered in the north by the Amajuba District Municipality, in the west by the uThukela District Municipality, in the southwest by the uMgungundlovu District Municipality, in the southeast by the iLembe District Municipality and in the east by King Cetshwayo District Municipality, as spatially depicted on plan no. 2

The uMzinyathi District consists of four local municipalities, namely: Endumeni, Nquthu, Msinga and Umvoti. The Umzinyathi District has a total area of 8079 km² and has extensive grasslands in the north supporting the primary agricultural sector based on cattle ranching for beef, small scale sheep and mixed farming and maize cultivation. In the southern areas substantial forestry is prevalent. Sugar cane and smaller scale fruit farming such as avocado and kiwi fruit cultivation also occur. Within Endumeni Local Municipality, the town of Dundee has the main economic activities within the district ranging from retail trade, tourism, and farming. Dundee is a centre of tourism activity based on the cultural heritage of the Zulu Kingdom and "Battlefields."

2.1.3 LOCAL LOCALITY PLAN

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 municipality has its administrative seats in its two main towns; Dundee and Glencore, located at the base of the Endumeni Mountain. It also comprises of Wasbank town, together with several farms astride MR33, MR 68 and DR602. The municipality is generally accessed off the N3 highway onto the N11 then proceeding onto the R68 into the Municipal area.

There is no Ingonyama Trust land nor traditional authority within the municipal jurisdiction area. It is 1,612 km^2 in Extent, 55 km wide from North-East to South-West on the R33/ R602 and 30 km on the R33/ R602 Southeast to North-west. It is situated 360 kilometres southeast of Johannesburg and 290 kilometres north of Durban.

The ward boundaries within Endumeni Municipality have changed three times since 2010. In 2011, 2016 and 2020, the current data available for ward information is Census 2011, once the data is available for the latest wards boundaries, the report will be updated accordingly. See plans: 5, 6 and 7 below which spatially depict these changes in ward boundaries.

Endumeni Municipality has the smallest population within the district but dominates the district economy as its serves as the key administrative, educational, and economic centre for the entire district.

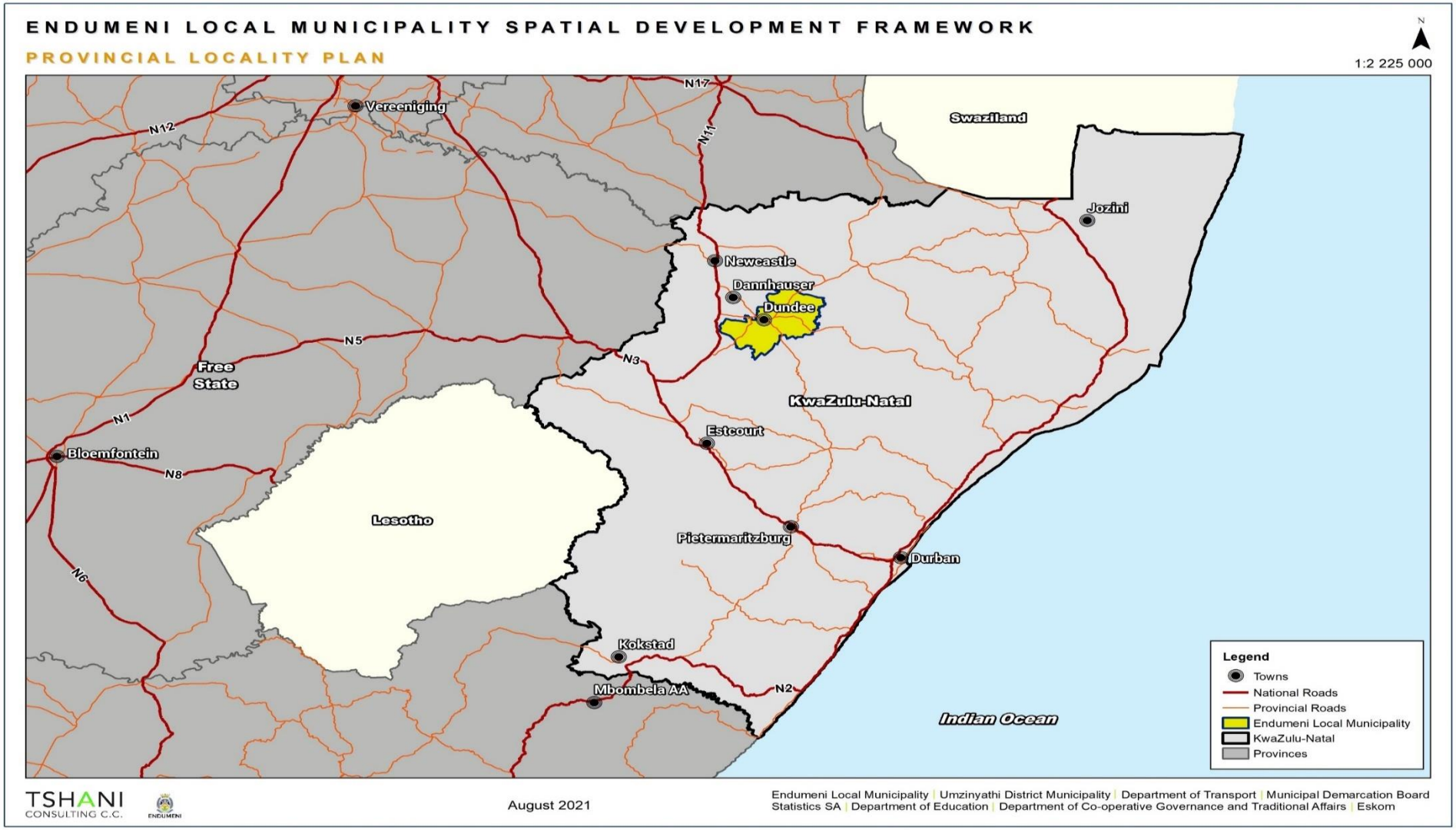
Endumeni Municipality has a diversified economy ranging from retail and trade, tourism, farming, industrial (manufacturing), coal mining and administrative centres.

The municipality is positioned within a well-developed commercial agricultural region and hence, is functions as an important regional rural service centre serving the agricultural vicinity. It exists with multipurpose business, administrative, social service and intermodal transportation terminal centre that services the surrounding urban and rural communities of Endumeni, it is centre from which tourism is based on the cultural heritage of the Zulu Kingdom and 'battlefields' is emphasized and managed to some extent. Cultural assets in the area include.

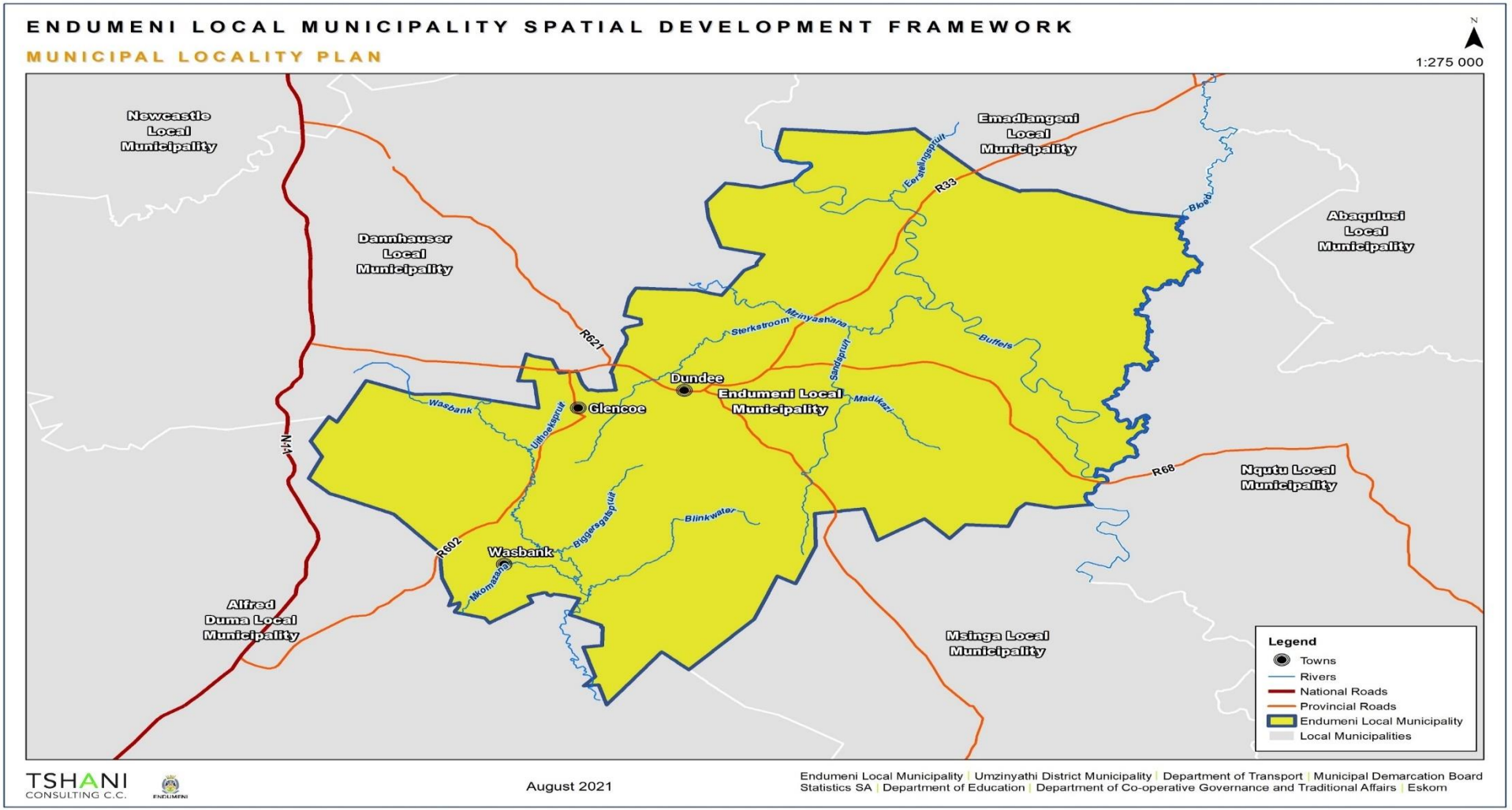
▪ Monuments and Museums (e.g., Talana Museum);

- Battlefields sites (Talana and Lennox Hills);
- Other cultural sites i.e., Talana Zulu Cultural Villafem Iron Age smelting sites;
- Riflemans Road and Red Soldiers March Battlefield Routes; and
- Maria Ratschitz Mission.

Glencoe is the secondary node and serves as a secondary centre to Dundee. The area is branded the 'custodian' of the battlefields region which has international and regional significance. The area is in the Biggarsberg valley in the foothills of Drakensburg.



Map 4 Provincial Locality Plan



Map 5 Endumeni Locality Plan

2.1.4 BROAD LAND USE PATTERNS MIXED USE TOWN AND SURROUNDING TOWNSHIPS

Dundee and Glencoe are the proclaimed towns. These serves as the main town for the municipal area with the highest agglomeration of commercial activities. These towns are surrounded by the associated townships of Sithembile and Sibongile.

2.1.5 RURAL TOWN AND SURROUNDING PERI – URBAN SETTLEMENTS

Wasbank is a rural town with peri-urban settlements around it. This node should include community facilities, commercial and transportation infrastructure to support the residential needs located in the rural hinterland and they are to be developed in a manner that reflects or establishes a clear identity with the community that it serves and the landscape that it is situated in.

2.1.6 SMALL RURAL VILLAGES SETTLEMENTS

There are small rural villages and settlements which are spread-out unsystematically within administrative boundaries of Endumeni Local Municipal jurisdiction. These villages and settlements have very few commercial and social activities within it. The kind of commercial activities are limited to small local convenient shops, taverns as well as scale manufacturing activities (block making) and personnel services such as salons and small-scale agricultural activities (ploughing field and food gardens). The balance of settlement is located either on the commercial farms or within a limited number of small rural settlements i.e., Maria Catholic Mission, KwaTelaphi, Burnside, Malonjeni, Tayside, Vechtkop and Uithoek.

2.1.7 COMMERCIAL AGRICULTURE THE PREDOMINANT LAND USE IN

Endumeni is agriculture. Cultivation is mainly characterized by large areas of commercial dry land activities and dispersed areas of irrigated agriculture. The most productive land occurs around Glencoe, while areas with high to moderately high productivity occur in the north-west. The agricultural activities in the area include the extensive beef/sheep farming, dry land cropping of maize, soya, groundnuts, and sunflower. Field crops are irrigated where there is access to irrigation. The area also has potential for wheat production. In terms of

competitiveness, Endumeni is home to some provincial sector leaders i.e., the largest feedlot in KwaZulu-Natal (Crafcor) and the third largest dairy (Orange Grove).

These two industry leaders both report a market opportunity for small producers in the form of an expanded demand for dairy products in Gauteng and a market for stock feed supply based on chop and mielies.

2.1.8 MINNING SECTOR

The milling sector also has important upstream linkages to small scale mielie producers from both Endumeni and Nquthu. Based on a broad 'agri-potentials' or 'bio-resource' classification by the Department of Agriculture, all agricultural land within the municipal area has been categorized as having either good or poor agricultural potential. The system provides for 8 land capability ranging from prime arable land (Class I) to land which is unsuitable for any agricultural use (Class VIII).

2.1.9 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 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.

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 about 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 several 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 several 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 principle, 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 potential conservation area, it has not been included under this land use category as it is intended that, whilst it should be managed according to the principles, it should also enjoy greater exposure as a tourism/recreation area and, hence, is accorded an alternative designation.

Endumeni is among several 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. Several 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 potential conservation areas for eco-tourism opportunities i.e., Alden Lloyd Nature Reserve, Endumeni mountain, 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.

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 "Wall-to-Wall Schemes" throughout their area of jurisdiction, which will act as a decision-making tool.

This must take place within 5 years from the commencement of the Act. In addition, SPLUMA requires that the wall-to-wall scheme be reviewed every after 5 years to achieve consistency within the Municipal Spatial Development Framework.

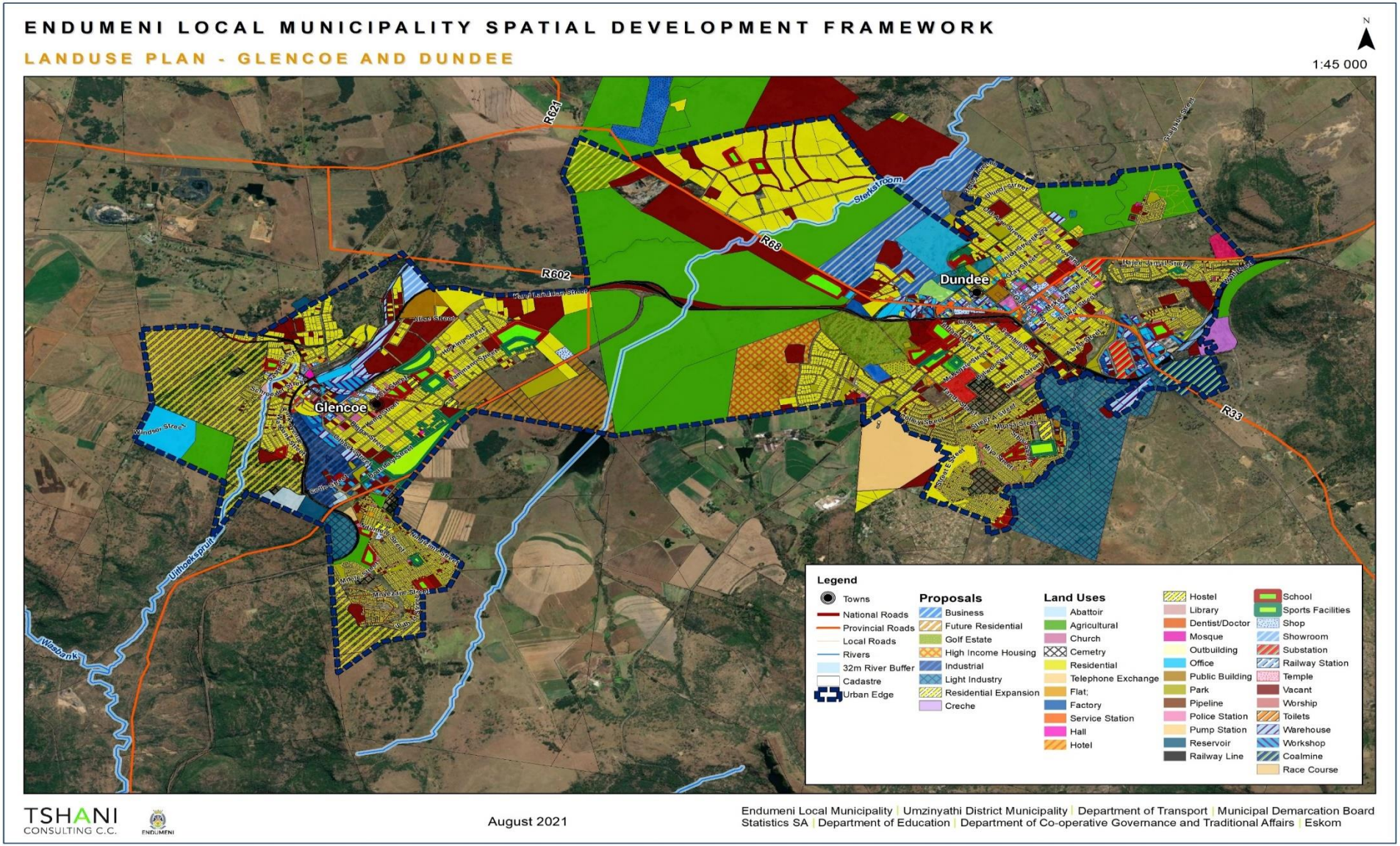
Endumeni has commenced with a process to develop a wall-to-wall land use management scheme for the area of jurisdiction. It must contribute towards sustainable development and improve governance (as it relates to land use management) within Endumeni. As such, alignment, and integration with the other 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 Rural Land Use Norms and Standards as soon as these are gazetted.



Map 6 Landuse Plan – Glencoe and Dundee

2.2 GLENCOE LAND USE

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.

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 are fairly

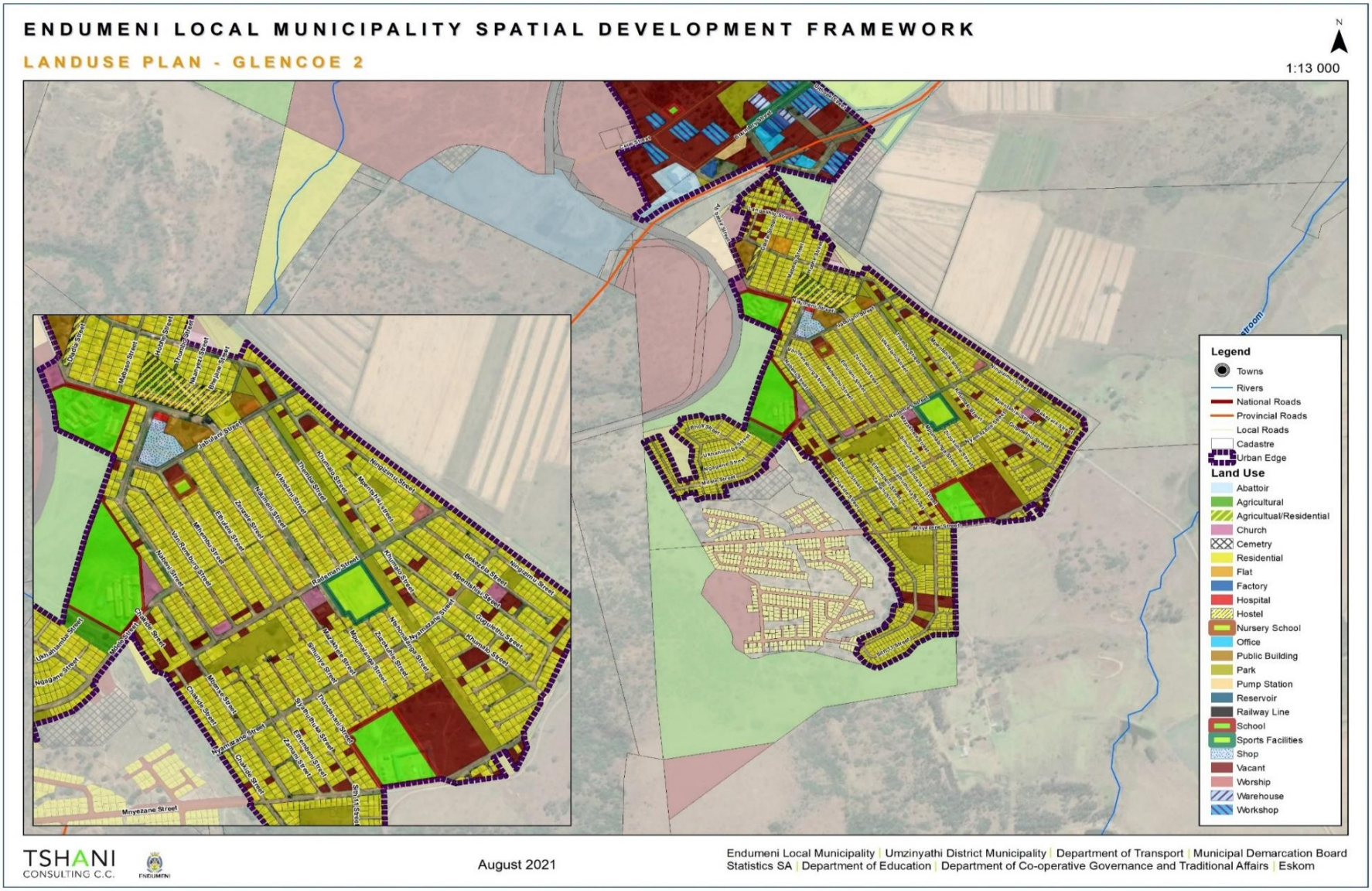
Land Use Pattern:

The land use pattern within Glencoe can be described as follows:

- Commercial Centre: this includes the CBD area with mixed land uses. This is centrally located within the town.
- Railway Station: this station is located on the northern part of the CBD.

• Industrial: these manufacturing, storage and industrial sites are located on the southern part of the municipality.

• Residential: the residential land uses surround the whole town and stretches towards Sithembile Township.



Map 7 Landuse Plan – Glencoe 2

2.3 WASBANK TOWN LAND USE

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 periurban settlements that emerged in the recent years.

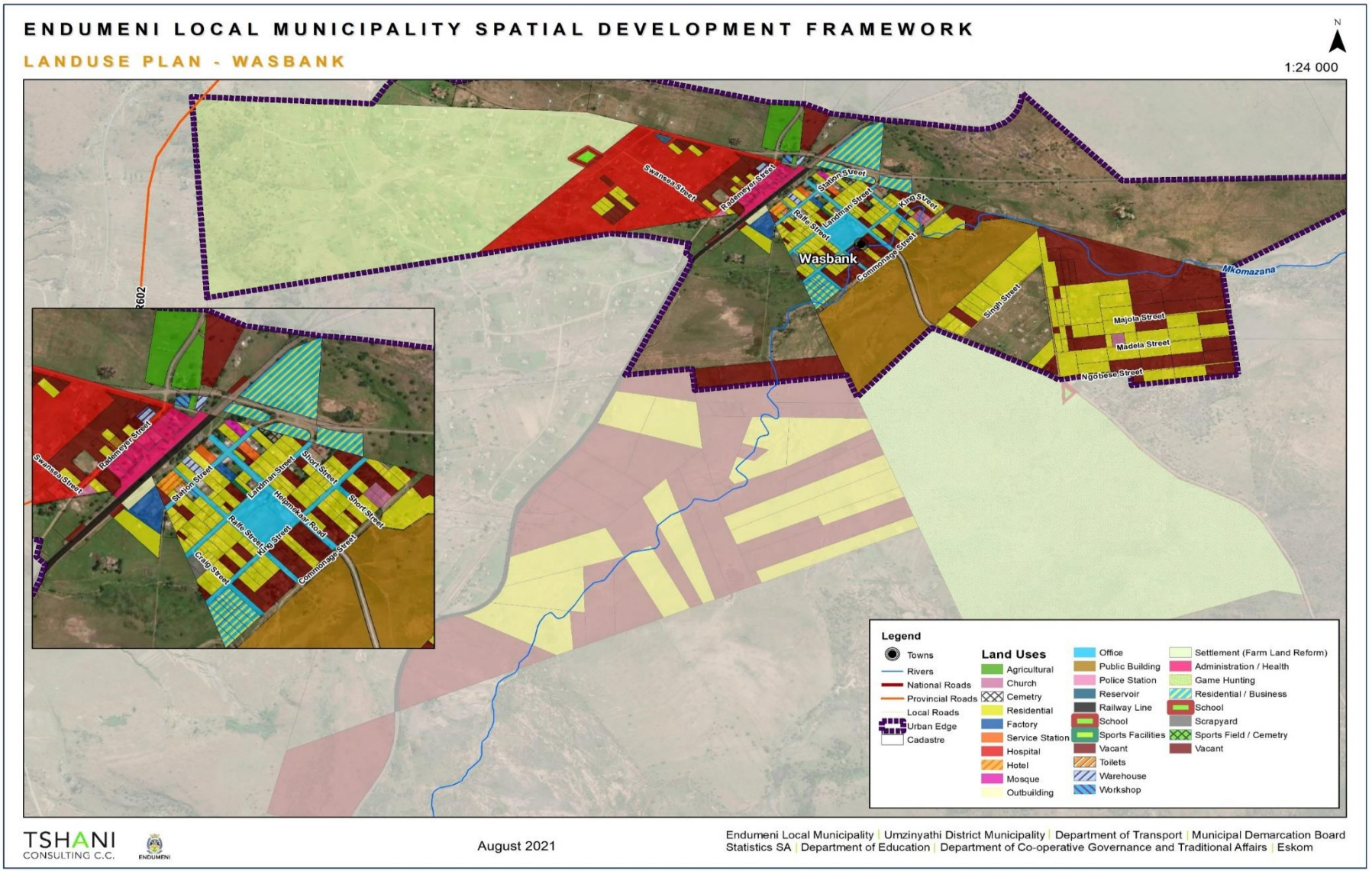
Role and Function: Wasbank is 6.29 km2 in extent and has a total population of 1 323 people. It was developed as a service centre for the surrounding farming community and the rural settlements. It is poorly developed with social and economic infrastructure and has declined in significance as a service centre. As a result, Wasbank has become just another neglected town in the spatial system.

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.

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:

- Residential use dominated by typical old houses.
- Social facilities such as sports fields, schools, churches, community hall and a clinic all located.
- Rural/ Informal settlement occurring as an extension to the township.
- Industrial/ manufacturing land located mainly along the main road.
- Central area which comprises of a range of small scale economic, and business uses.



Map 8 Landuse – Wasbank

2.4 DUNDEE TOWN LAND USE

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.

Role and Function: Dundee is 46.60 km2 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 centre 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.

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.

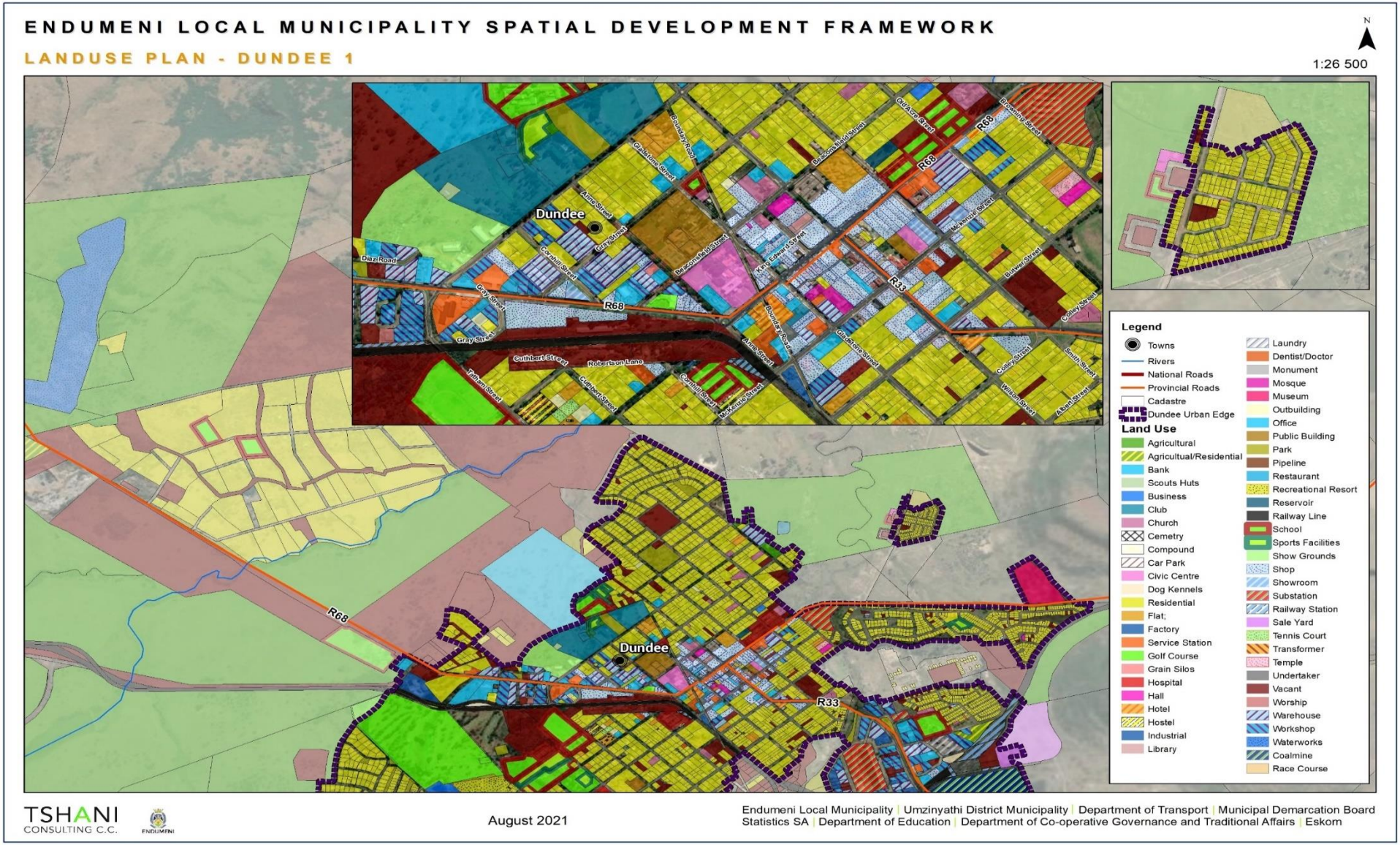
Land Use Pattern: The land use pattern within Dundee can be described as follows:

• Businesses, Offices and Commercial: a clearly defined CBD comprises of diverse land use activities which includes retail and businesses.

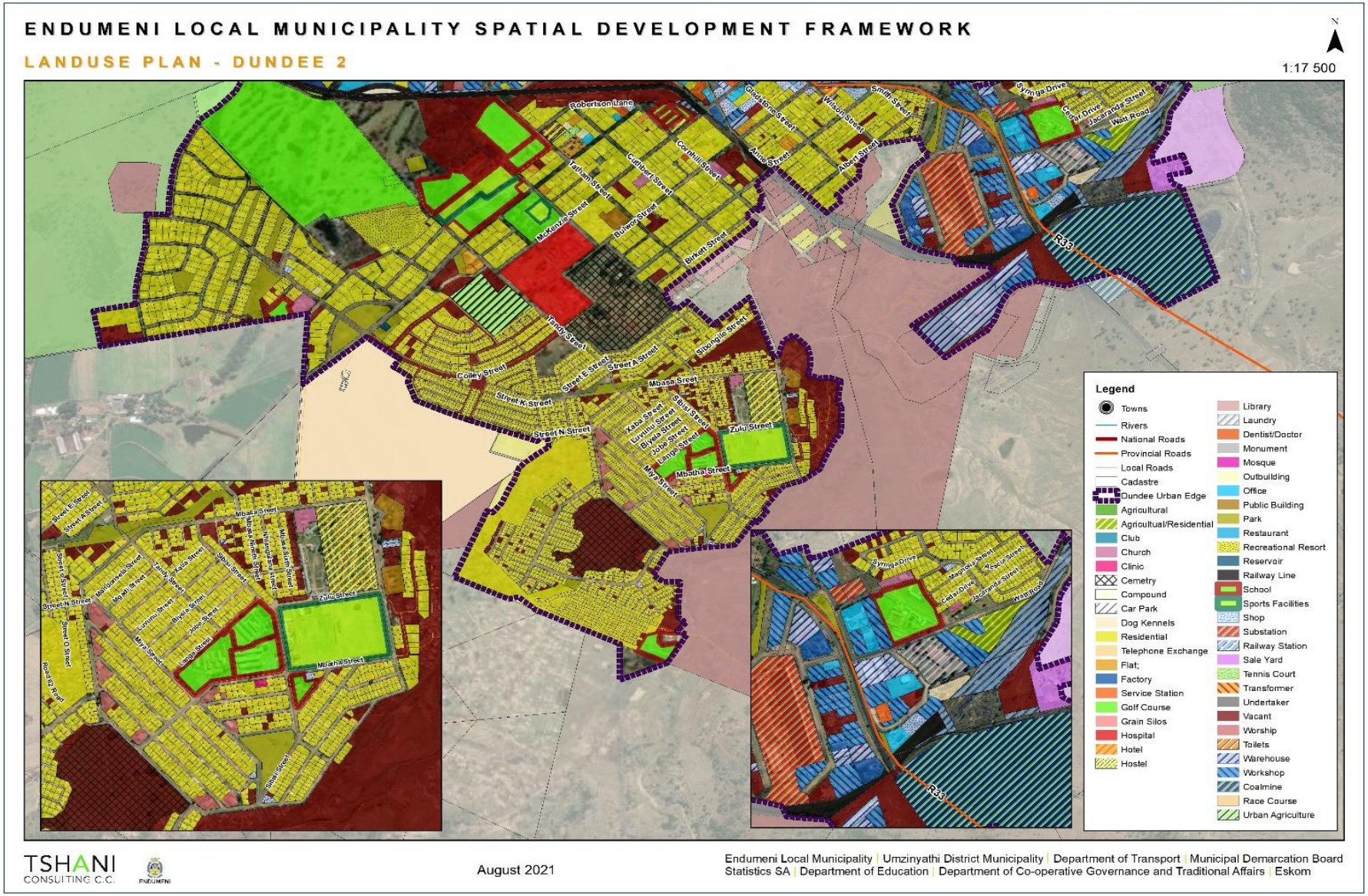
• Tourism accommodation: this includes bed and breakfast establishments and lodges within town.

• Industrial and manufacturing: there are several industrial activities that are found on the southern part of Dundee.

• Residential and social facilities: there are several residential areas which surrounds the town. These exists with the surrounding social activities such as churches and schools

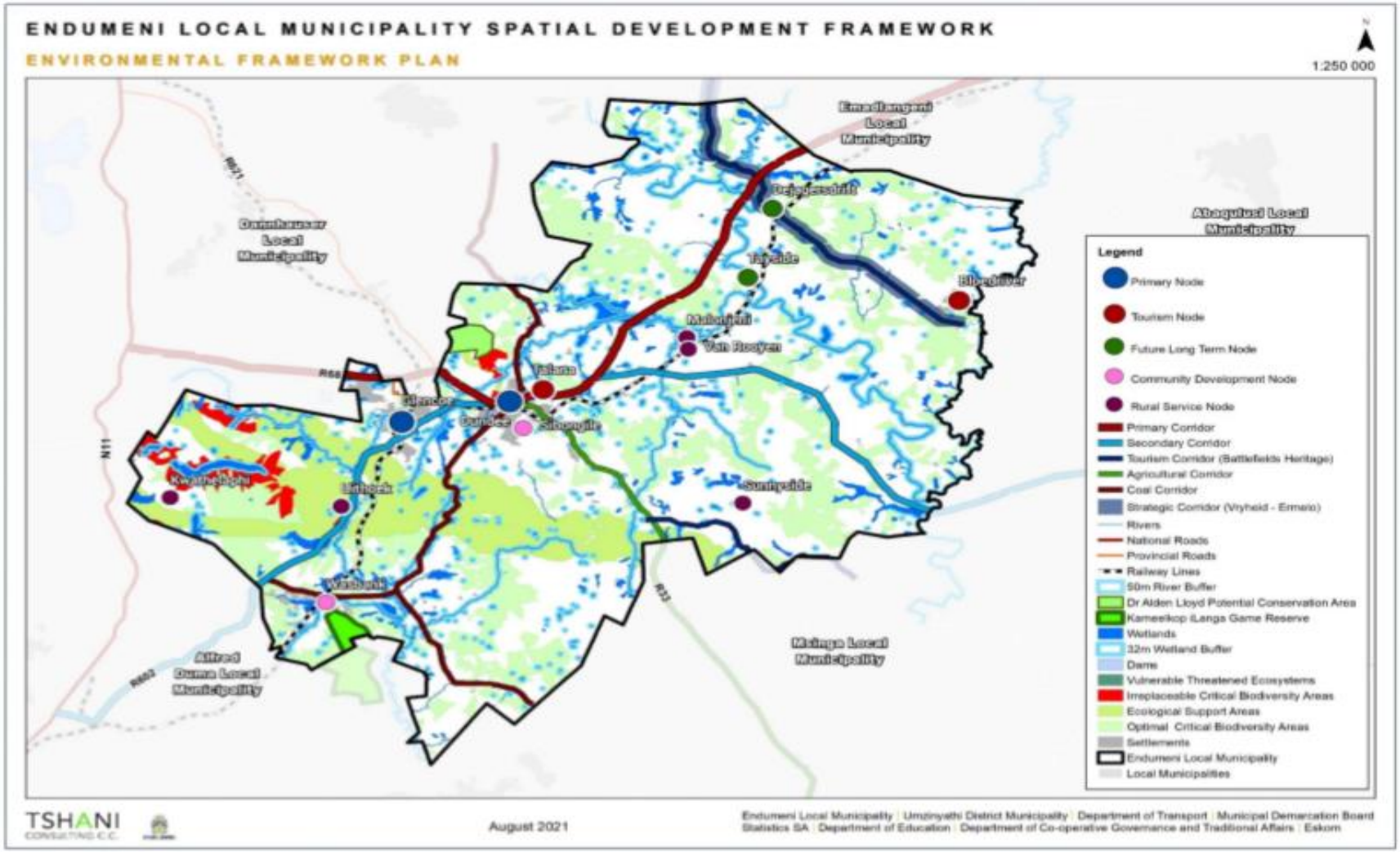


Map 9 Landuse - Dundee 1



Map 10 Landuse = Dundee 2

2.5 ENVIRONMENTAL ANALYSIS



Map 11 Environmetal Framework Plan

2.6 BIO – PHYSICAL ANALYSIS

2.6.1LAND COVER

The broad land use covering the municipal region include:

- Rural Settlements
- Commercial Agriculture
- Plantations
- Forests
- Mines and Quarries Grasslands

2.6.1 AGRICULTURE

The municipality population is largely populated in rural settlements and is considered to have a rich natural resource that gives it a comparative advantage, whilst posing developmental opportunities in agriculture. At present, the structure of the Municipal economy does not promote high rates of economic growth and, because of largely historical factors, is hampered by several blockages, bottlenecks and constraints that limit the level of growth and development in the area.

While the municipality has identified agriculture as a key driver for local economic development, the agricultural sector does not make a large contribution to the district's GDP, and it has continued to maintain a small contribution of 3.87% of the GDP. Despite this, the sector retains its position as the backbone of rural livelihoods within the municipal area.

The importance of agriculture can therefore not be underestimated as an informal rural based activity. When consideration is taken of rural based agriculture, the sector becomes an integral component of the Local Economic Development (LED) landscape, through its ability to provide for community livelihoods, generating employment and fighting endemic poverty in the area.

It is also believed that through the right kinds of investments, the huge potential of the agricultural sector can be better harnessed. These include plans for new dams and associated water supply systems, which can open opportunities for large-scale commercial irrigation projects.

The communal tenure system also results in issues that require creative management approaches, and in this regard, fencing of arable land may bring about improvements. Land claims have affected agriculture production in some areas and a remedy to these challenges will furthermore foster the agriculture-development goals of the Local Municipality.

Limited resources, mainly due to topography limitations and low rainfall, make this area an extensive livestock area with farmers being primarily production of agricultural farming. The above has been further limited by the high input and fuel costs. Irrigated lands or dry lands are utilized to produce high-quality winter feed to produce crops mainly for own use.

The Endumeni Local Municipality has a high potential of Primary Agricultural Land and Secondary Agricultural Land which is generally a positive landscape to encounter within the spatial planning realm.

The entire landscape of the municipality has high potential for agricultural expansion. This can be seen to influence the surrounding local municipalities to network and attract investments from public and private investments. Sugarcane and Plantations Agricultural farming is scattered along the central vicinity of the local municipality.

2.6.2AGRICULTURE LAND CATEGORIES

The purpose of Agriculture land categories classification is to help in the determination of which land parcels should be restricted to agricultural activities and which ones can be subjected to other uses. Agricultural land is classified by The Department of Agriculture into three categories to guide the use of agriculture land.

These include the following categories:

A. Irreplaceable: where land use is limited to only agriculture production only. This may include cropping, keeping of farm infrastructure such as storage facilities and sheds.

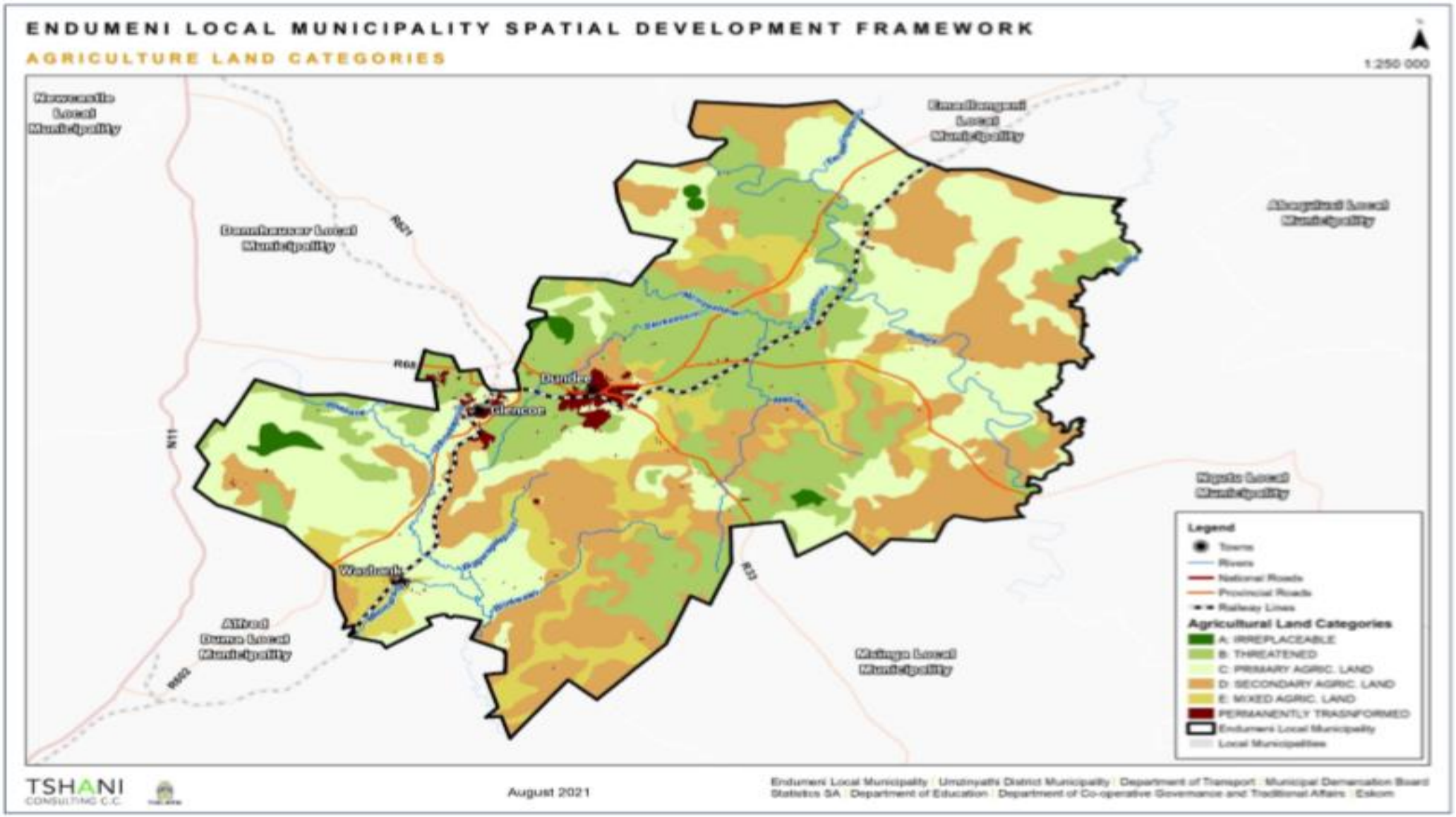
B. Threatened: This category, requires that all effort be made in restricting the land parcels with this classification for mostly agricultural uses. These should be protected from degradation by other uses.

C. Primary Agriculture land use: Category C land is one that has moderate agricultural potential and may require further efforts to a desirable agricultural use. The use of this may include uses in category A and B, such as storage and production infrastructure, with limited agriculture tourism, and research facilities.

D. Secondary Agricultural land use: these areas mostly those with low agricultural potential and are used primarily for other uses, with agriculture being a secondary land use.

E. Mixed Use: Category E lands are mostly with limited arability potential. These are used for other activities such as grazing of animals, conservation, tourism, or development, depending on the demand within h surrounding area.

The agriculture category mapping indicates that the municipal land is mostly covered by category B (Threatened), C (Primary Agriculture Land), D (Secondary Agriculture Land) and E Mixed Use Lands). This implies that the small patches are identified as Primary Agricultural Lands (areas of good potential)



Map 12 Agriculture Land Categories

2.6.2 BIOPHYSICAL

The Endumeni area is mainly commercial farming are with beef cattle, dairy, maize, and irrigated vegetables taking place. 30 to 40% of the soils are medium to high potential soils.

2.6.3 NATURAL RESOURCES

The KwaZulu Natal agricultural department has classified the province into bio resource units.

Of the criteria used for the classification of BRUs, climate (rainfall and temperature in particular), was the most important factor. Other factors used were the soil association codes of the Land Types, plant indicator species and communities, and terrain type.

The municipality 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. There is a high potential for the development of irrigation.

Dry Tall Grassveld

BRG 13 lies in an altitude range of 900 to 1 400 m and is regarded as typical Dry Tall Grassveld, with a MAP of 666 to 745 mm. This BRG is being invaded by Acacia species and will ultimately meet the criteria for BRG 18 unless drastic changes are made in veld management. Duplex and plinthic soil forms are common and erosion a feature in the veld and in cultivated lands. Most of the water courses have been eroded into dongas at some stage but are showing signs of healing.

Plant indicator species: Aristida congesta, Bothriochloa insculpta, Eragrostis superba, Hyparrhenia hirta, Sporobolus pyramidalis, Acacia karroo, A. nilotica, A. sieberiana, Ziziphus mucronata, Diospyros lycioides.

2.6.4 SOUR SANDVELD

Climatically there is an insignificant difference between BRG 13 and BRG 14, but the difference in soil forms is highly important and it is therefore separated as a BRG. The Cedarville Flats area was mapped as BCG 8 in the past, but in fact differs considerably from the BCG 8 areas further north, just as it does from BRG 13.

The most significant similarity this area has to any other is the nature of the sandy soils and so it has been demarcated as BRG 14 for this reason. The difference in climate (this area being much colder than the areas of BRG 14 in the north), is dealt with by providing a separate inventory for the Cedarville Flats.

It is important to note that there are ecotopes within BRG 14 which are atypical in that the soils have a relatively high clay content and are well-drained. These ecotopes should be readily recognised as having all the characteristics and potential of ecotopes of the same definition in BRG 13. Because the climate is very similar, they should have the same agricultural significance and potential as those in BRG 13. A similar situation occurs in BRG 13, where norms for BRG 14 could be applied to sandy ecotopes, that is, ecotopes which have soils with a clay content less than 15%. Duplex soils characterised by poor drainage, are a common feature of BRG 14.

Plant indicator species: Alloteropsis semialata, Andropogon eucomus, Digitaria tricholaenoides, Eragrostis gummiflua, Monocymbium ceresiiforme, Pogonarthria squarrosa.

Potential crops

Dry Bean

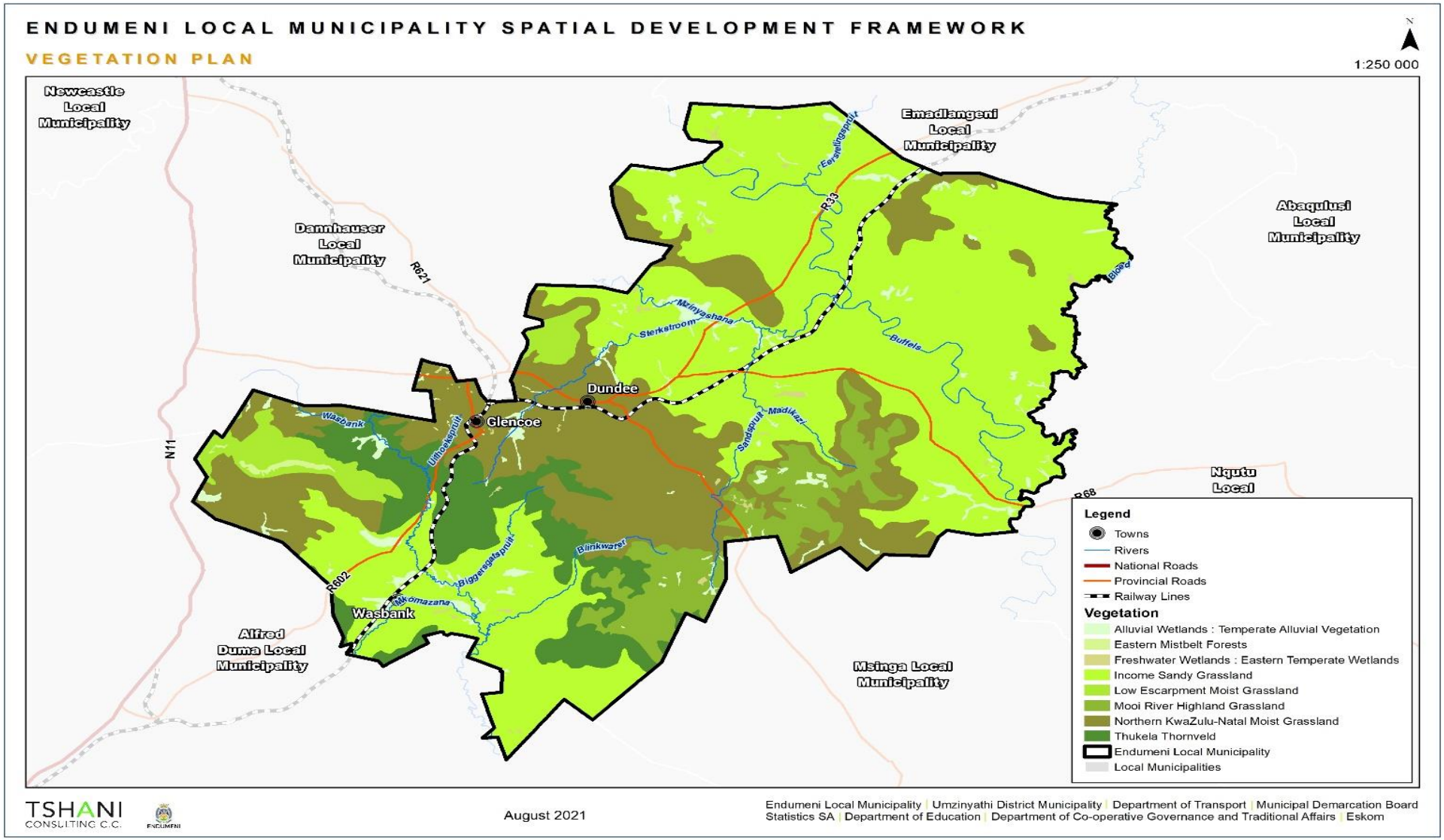
The dry bean is an annual crop which thrives in a warm climate. It grows optimally at temperatures of 18 to 24 °C. The maximum temperature during flowering should not exceed 30 °C for P. vulgaris and 26 °C for P. coccineus. High temperatures during the flowering stage led to abscission of flowers and a low pod set, resulting in yield loss. Day temperatures below 20 °C will delay maturity and cause empty mature pods to develop. Cultivated under rainfed conditions the crop requires a minimum of 400 to 500 mm of rain during the growing season, but an annual total of 600 to 650 mm is considered ideal.

Farmers can usually average between 1,8 tons/ha and 2,2 tons/ha of saleable seed with good dryland production practices. This implies a gross income of about R26 000 per hectare which compares very well with the income from other dryland crop production options.

Maize

Maize (Zea mays) is today the most widely grown grain crop, with global production standing at just over one billion tons. This is 38% of total grain production, which amounts to 2,6 billion tons. (Wheat comes in second at about 750 million tons, and rice third at about 480 million tons). In 2017, South African maize production was 17,5 million tons, a record for the country.
Maize is a warm-weather crop; it is unsuitable for areas with a mean daily temperature of below 19°C, or where the mean summer temperature falls below 23 °C.

In developed countries, maize is consumed mainly as second-cycle produce, in the form of meat, eggs and dairy products. In developing countries, maize is consumed directly and serves as staple diet for some 200 million people. Most people regard maize as a breakfast cereal. However, in a processed form it is also found as fuel (ethanol) and starch. Starch in turn involves enzymatic conversion into products such as sorbitol, dextrine, sorbic and lactic acid, and appears in household items such as beer, ice cream, syrup, shoe polish, glue, fireworks, ink, batteries, mustard, cosmetics, aspirin, and paint.
Other Potential crops may include Potatoes, Sorghum, Soybean, Raspberry and Blackberry, Blueberry (Rabbiteye) production, Sheep, Beef, Cattle, Dairy Broiler, Chickens, Layer Chickens, Pigs, Vegetables, Butternut, Cabbage, Carrots, Garlic, Gherkin, Leek, Mustard, Pumpkin, Cannabis and Timb



Map 13 Vegetation Plan

2.7 RIVERS, HYDROLOGICAL WATER FEATURES AND ECOSYSTEMS

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 riverflow 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 riverflow 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) recognises 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 (dysfunctional and active).

2.8 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.

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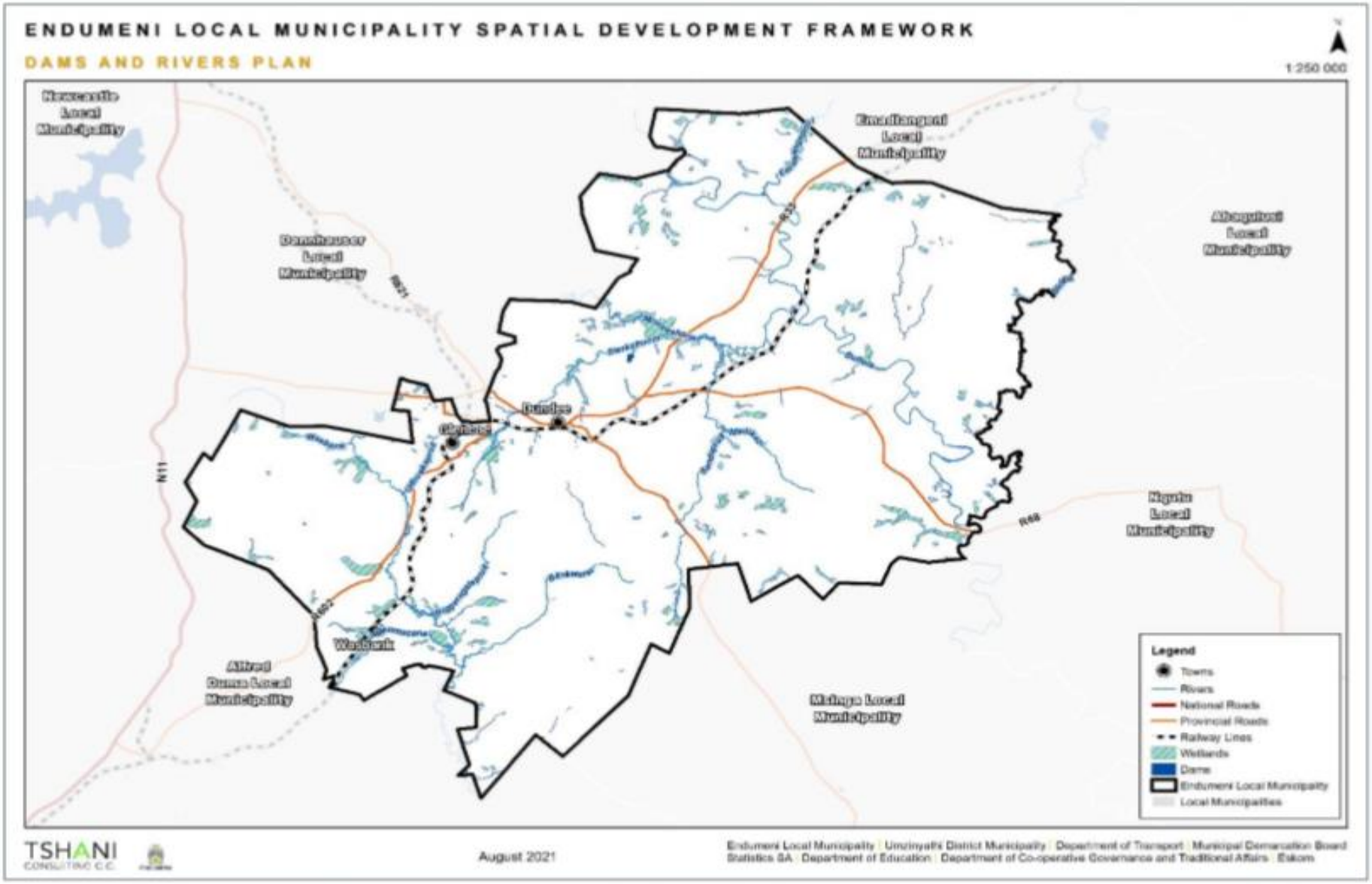


Map 14 Dams & Rivers

2.9 BIODIVERSITY CONSERVATION

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.

2.10 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

2.11 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.

2.11.1 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.

2.12 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 principle, 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.

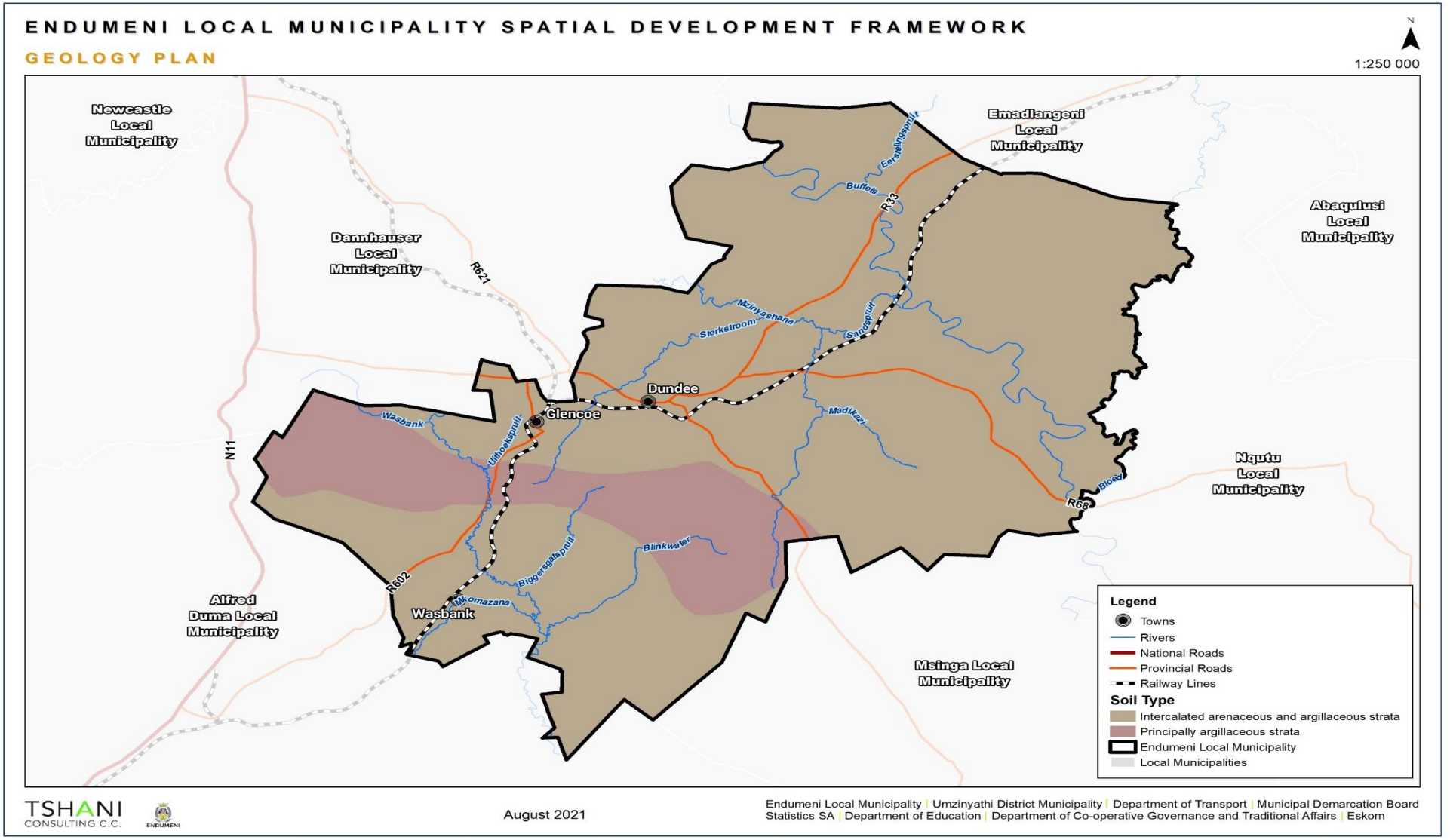
2.13 GEOLOGY

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 15 Geology

2.14 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:

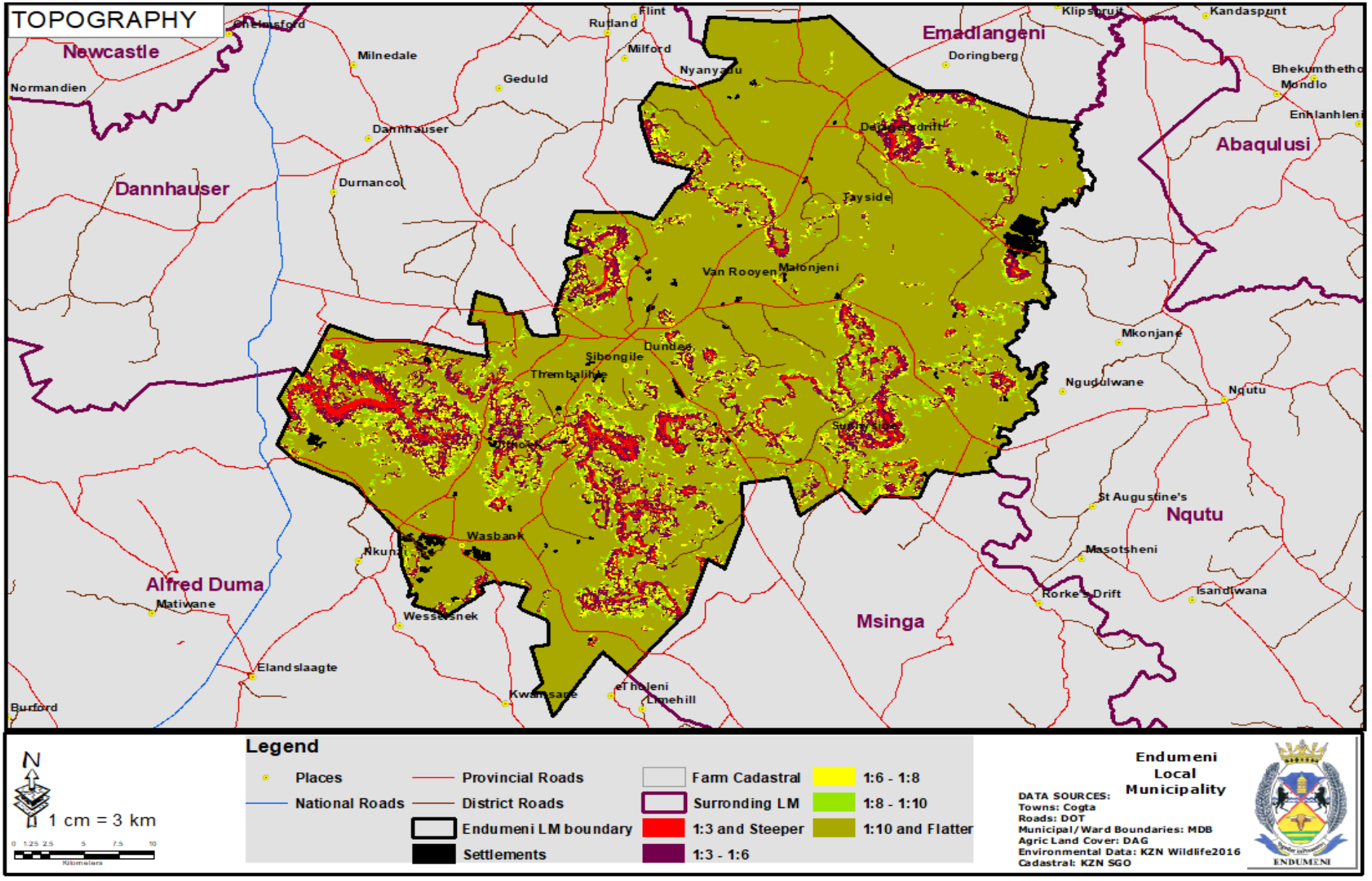
- On the flanks or side slopes of the Biggarsberg mountains and other isolated mountains and koppies as well as along the escarpments separating the higher plateaux and the lower plains: generally steep slopes in the 20-40% range.

- Below these steep rugged areas there is usually a strip of foot slope 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.

2.15 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



Map 16 Topography

2.16 DEVELOPMENT CORRIDORS

Development Corridors are identified for spatial and economic planning purposes, as roads and/or railway routes associated with the movement of goods and people. The high transportation function creates the opportunity for economic activity to take place along these movement corridors, particularly at junctions. These occur at various levels, from local development corridors along the main streets of the towns or even along rivers, to Regional and Provincial Corridors.

Different types of corridors can be distinguished, such as development corridors, movement corridors and cavity corridors.

Corridors are aimed at improving:

- Efficiency in terms of mobility.
- Spatial transformation through connectivity.
- Economic, social, and environmental sustainability.

2.16.1 PROVINCIAL CORRIDOR

The KwaZulu - Natal Province has several important routes and corridors aimed at promoting economic development, which is linked to trade routes, among other factors.

The KwaZulu - Natal PSDF will be used as a base for the identification of corridors within the province, as well as their functions within the province. The province consists of a national road network that consists of the N2 although there are other proposals to develop other major transport routes within the province. The proposed transport routes include the Wild Coast Meander which is aimed to promote the tourism route along the wild coast as well as the N2 Toll Road. The intended town growth along these key routes serves as a base for the regions to be targeted for development and key investments.

2.16.2 DISTRICT CORRIDORS:

The Umzinyathi District Municipality does not have notable National Level access. However, access to the district is mainly via the R33 route, which traverses the district in a north south direction. This access allows the district to tie into the Pietermaritzburg Regional Airfield, as well as to the important nodes such as eThekwini. Key main provincial roads through the Municipality are critical in providing access at a local level within the district and to the surrounding areas.

Finally, there are also several District level roads which provides further access within the municipality.

2.16.3 Local Corridors:

The Endumeni Municipality is the biggest municipality, in terms of area within the Umzinyathi District Municipality. There are several important corridors traversing the municipal area. The following have been identified as corridors within the municipality:

The types of corridors identified within the municipal area are the following:

- Primary Corridor(s);
- Secondary Corridor(s);
- Tertiary Corridor(s);
- Tourism Corridor(s).
- Coal Corridor (s).
- Strategic VENE (Vryheid, Emadlangeni, Newcastle & Ermelo) Corridor

2.16.4PRIMARY CORRIDORS

Primary corridors are aimed at functioning as key mobility routes that promote trade, commerce, and key linkages between other municipalities.

The municipality has the following primary corridors: 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 also a key industrial and agricultural corridor.

2.16.5 SECONDARY CORRIDORS

Secondary corridors support the functions of the primary corridors while extending connectivity to local areas. The secondary corridors identified within the municipality are: R33 and R621 form the central spine of the secondary provincial priority corridor. The focus of this corridor is agriculture and tourism.

2.16.6 TERTIARY CORRIDORS

Tertiary corridors are aimed at promoting mobility and access within local settlements. The Endumeni municipality is home to several rural settlements and access to these settlements is

predominantly through these routes. These compromise 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 several rural settlements within the municipal area.

2.16.7 TOURISM CORRIDORS

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.

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. Tourism potential in settlements and towns along this corridor will be greatly influenced through increased traffic volumes through the R33 and R621.

2.16.8 Strategic VENE (Vryheid, Emadlangeni, Newcastle & Ermelo) Corridor

Agri – Park: Support the development of the Agri-Park proposals for the Zululand, Amajuba, Umzinyathi and Gert Sibande districts, including the Coronation, Dannhauser, Dundee and eMkhondo Agri – hubs and associated linkages to markets and farming support. Develop Agri-hubs for key sectors, including Coronation Agri-Hub for food and meat processing sectors,

Dannhauser Agri-Hub for maize storage and milling, beef abattoir, vegetable packing house and future tannery, Dundee Agri-Hub for meat processing facility, maize milling and storage and vegetable packing facility and eMkhondo Agri-Hub for red meat, agroforestry, vegetables, and maize sectors

2.16.9 STRENGTHEN SECONDARY AND TERTIARY URBAN SETTLEMENTS

- Formalised towns, mainly residential in nature.
- Most community facilities are available at these locations, and therefore provide their resident communities with basic commercial and recreational facilities. More specialised services and facilities are obtained from the primary settlements.

• Opportunity to formalise better employment opportunities at all secondary settlements.
• Examples include Dundee, Dannhauser, Breyten and Amersfoort.

2.16.10 Coal Corridor

According to the strategic corridor development plan 2020, coal corridor activities are occurring within Dundee and Nyanyadu. This coal route also offers the people an opportunity within Nyanyadu to utilizes the services within Dundee due to the proximity of the town. There is a coal corridor being proposed from both towns as seen on Plan

Hattingspruit was established in the 1880s as a coal mining town in KwaZulu-Natal, South Africa. It is situated on the banks of the Tom Worthington Dam. The Farmers Brewery, a modern brewery that brews traditional Austrian and German ales, was established here. This town is easily accessible from Dundee via the R621 is regarded as a coal corridor.

The Provincial SDF mentions the linkage of Richards Bay and Mpumalanga, through Vryheid as bring a Priority 2 route where the National Transport Masterplan 2050 identified the Richards Bay Coal Export Line Corridor which links the coal fields in Mpumalanga to the coal port terminal in Richards Bay. This route has potential linkage to Endumeni via the LM proposed Coal Corridor

2.16.11 AGRICULTURE CORRIDOR

The purpose of these corridors is to provide the agricultural sector with access to higher order roads and eventually to markets for the agricultural products. Public interventions envisaged in this area relate to:

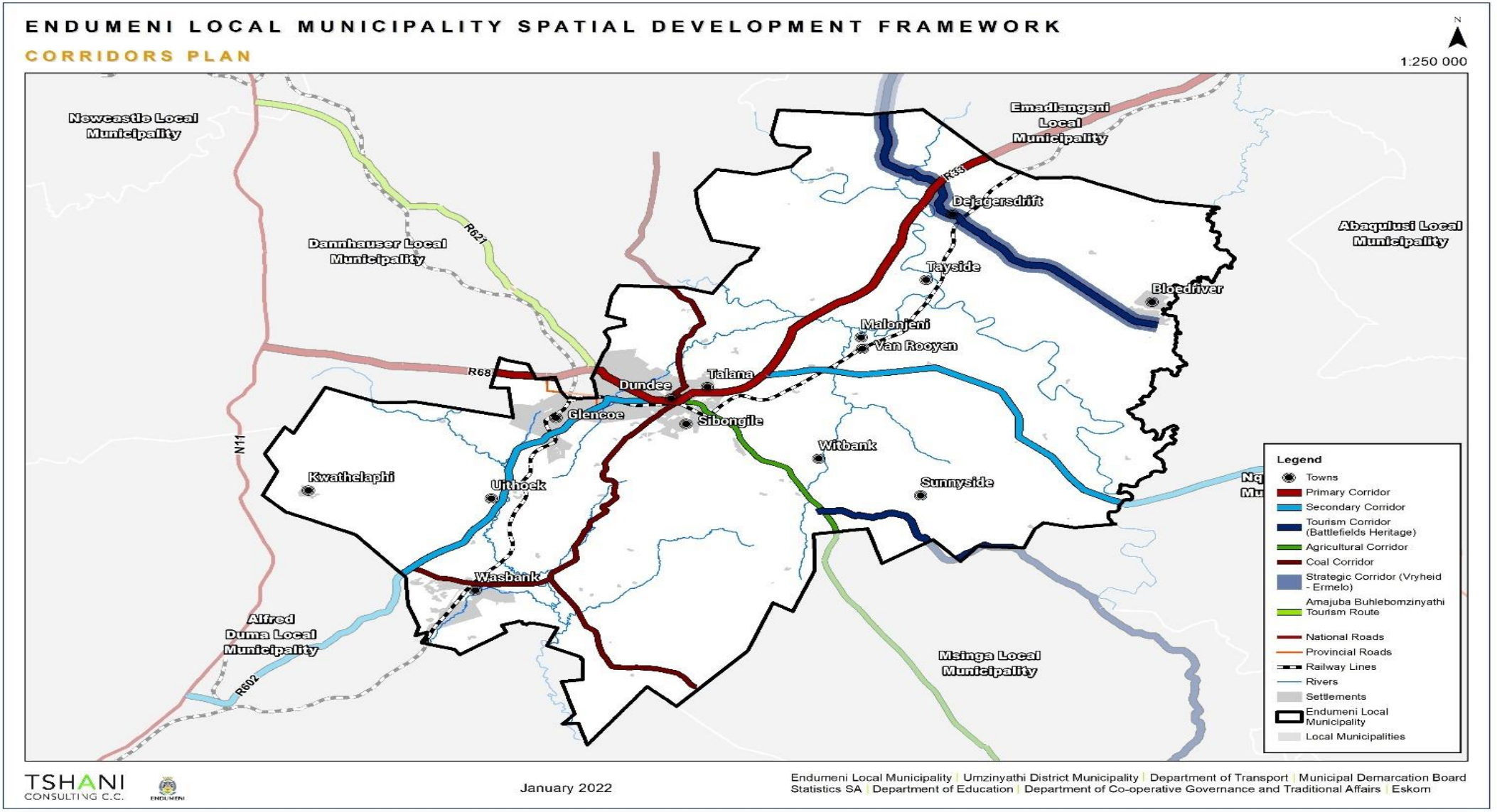
• Establish/ expanding Agro – Processing facilities

Additional income generating opportunities are needed within areas of economic need. Agro processing, especially within an area situated on an agricultural corridor provides the potential for additional income. Agro Processing entails the turning of primary agricultural products into other commodities for market thus, beneficiation of primary agricultural commodities.

• To involve communities in Agro processing the following option can be considered:

Stablishing small-scale, appropriate, and sustainable processing/value adding businesses that are flexible require little capital investment and can be carried out in the home without the need for sophisticated or expensive equipment.

- Expansion of trade opportunities (informal and informal)
- The following routes in Endumeni can be described as an agricultural corridor:
- R33 south to Msinga
- R602 Wasbank to Ladysmith



Map 17 Corridor Plan

2.17 URBAN EDGE

The urban edge is not an isolated management tool, but rather part of a package of urban growth management tools that all need to be employed equally vigorously by the local authority to achieve desired, sustainable, and efficient urban growth management.

Internationally, a sustainable approach to growth management aptly called "smart growth" is seen as the most efficient way of developing urban areas. Smart Growth is a collection of urban development strategies aimed at reducing sprawl and promoting growth that is balanced and fiscally, environmentally, and socially responsible.

Smart Growth tries to promote growth and development in areas with optimal opportunity and offers an antidote to the sprawl that has resulted from unlimited low-density development further and further away from the urban centres. Rather than simply restricting development, smart growth is focused on how and where new development should be accommodated.

Smart growth is an approach to development that encourages a mix of building types and uses, diverse housing and transportation options, development within existing neighbourhoods, and community engagement.

<u>The principles of smart growth are:</u>

• New growth and development must be leveraged to improve existing areas of opportunity.

• Redevelopment of existing areas must be promoted rather than abandoning existing infrastructure and facilities only to rebuild it farther out.

• Development must be "town-centre", transit and pedestrian oriented.

• Integrated, mixed-land uses must be promoted in strategic locations.

It is proposed that, to support the successful implementation of the urban edge, the municipality must focus on employing the following strategies:

• Management Zones along the urban edge.

Well-functioning urban environments are structured around zones of diminishing intensity as it moves away from areas of highest opportunity.

Typically, the fringe of urban areas is characterised by what is termed the urban-rural transition zone, comprising low density urban development, low intensity, extensive land uses and semi-rural activities such as nurseries.

The urban edge should therefore not denote a clear divide between urban and rural, but rather include management zones along the edge that makes provision for a gradual transition from an urban to a rural environment.

The area directly inside the urban edge should look at lower urban intensities, while the areas directly outside the urban edge should make provision for semi-rural and rural residential activities.

• Promoting Infill development refers to the identification of vacant land parcels within the demarcated urban areas, amongst existing developments, and developing these parcels of land according to their optimal development potential levels.

• Promoting Densification in and around strategic locations is an important antidote to urban sprawl as it looks at providing high numbers of housing units in strategic, highly accessible locations with high levels of access to economic and social opportunities.

If the housing demand, or part thereof, can be satisfied through centrally located high quality higher density residential development then there will be less demand for low density residential developments on the periphery.

The secret to success for stimulating the demand for higher density residential living is the quality of the urban environment in which these developments are located. These areas should therefore be focus areas for public investment in infrastructure, social services, streetscape and urban design, open spaces and general high quality, positive performing urban environments.

• Managed expansion refers to the gradual and incremental outward growth of a settlement (i.e., the so-called ripple effect), but within demarcated urban development boundaries (or urban edge), as opposed to leapfrog developments that are not physically and functionally integrated with the main urban area.

2.18 INFILL AND DENSIFICATION

Densification is not an end, but a means to achieve more efficient utilisation of transport, the creation of the necessary population thresholds to support community and business facilities and to prevent low density outward expansion and development on land, which is valuable from an ecological or agricultural perspective.

In the case of pedestrian-orientated communities like those in the Endumeni municipality, densification helps with improving access to key facilities and amenities in the town.

It is proposed that:

• Higher density development should be focused around and within walking distance from major activity areas and transport services.

• Densities should decrease as the distance away from major activity areas increases. Higher densities in the wrong locations or which are removed from major activity areas and transport routes can be harmful to urban efficiency and sustainability.

• Densification should capitalise on existing available infrastructure.

Aspects that may influence the level of densification in a particular local context include:

• Heritage aspects.

• Socio-economic characteristics.

• Topography. General guidelines for densification can be summarised as follows:

• Promote average gross residential density of 30du/ha in urban settlements dependent on public transport.

• Promote average gross residential density of 15du/ha in small rural villages not dependent on public transport.

• Densities should increase toward major access routes and strategic centres, or crossroads as follows: o Medium residential densities >15du/ha - 60du/ha within 1km of major transport route. o High densities - will only be restricted by FAR, coverage and height: In the urban core and CBD 's

• Mixed uses should be considered at higher densities

• Activity / development spines/streets can be promoted along mobility routes if offset and parallel to (service roads) or, perpendicular and linking to activity streets (access routes) are provided.

2.19 ACCESSIBILITY

The proper walking distance must always be used as the measure for accessibility. According to the Guidelines for Human Settlement, Planning and Design, a convenient walking distance to public transport is often interpreted as maximum walking time of 5-10 minutes, and a maximum walking distance of 400/500 metres.

There will be exceptions to these principles, particularly in deep rural areas, but these principles become applicable as soon as densities increase and where there is a need for efficient urban settlements and services.

A comprehensive neighbourhood, in which the actions of daily living, including transportation access, are within walking distance of a person's home, decreases the number of vehicle kilometres travelled by its citizens. Were the same population to live in a conventional suburban development pattern, where daily activities are separated beyond a comfortable walking distance, increased kilometres would be travelled and therefore more roads and parking spaces would be needed.

Traditional urban patterns integrate human activities through a mixture of landscapes and buildings, allowing the walk from one destination to another to be a pleasant alternative to driving.

2.19.1 INTEGRATION

The implementation of the walking distance principle to promote greater access to opportunities for all people will require functional integration.

In conventional suburban development, land and buildings are designated for singular use or activity. In contrast, neighbourhood development should integrate a range of activities and therefore may be better described by its building and design typology.

Fundamentally, integration must intend to maximize continuity and beauty within the public realm and minimize influence on individual building use or design. These issues are also resembled where settlements are characterized by segregation of land uses and low-density development that cannot support public transport, or small businesses. To address these issues and achieve better access and integration, appropriate densification will have to be promoted in settlements.

2.19.2 URBAN EDGES

An urban edge is a demarcated edge line defining the outer limits of urban development for a determined period This refers to areas where full municipal services are provided to land uses other agriculture and the rural, predominantly agricultural, conservation and nature areas. Urban edges are intended to include an adequate supply of land can be efficiently provided with urban services (roads, sewers, water and storm water systems and streetlight) to accommodate the expected growth of the urban areas for a defined period. By providing land for urban uses within the urban edge the rural landscape can be protected from urban sprawl.

One of the major issues that affects the future development and spatial structure of the municipality is urban growth management. It is not possible to achieve the objectives of sustainable access to opportunities and resources if growth implies settling people further from the core area in the urban nodes.

Urban growth management is recognised as the domain of the local municipalities, but it is appropriate for the District Municipality to highlight a strategy and approach that will ensure a consistency in approach between the local municipalities. Utilizing the concept of an urban edge is a tool for managing urban growth.

It is important to articulate the fact that urban edges if are not appropriately implemented can contribute to spatial disintegration and regional inequality. An urban edge does not mean that development cannot occur outside of the urban edge, but it does guide the level and intensity of development that should occur.

The towns of Dundee, Glencoe and Wasbank have been identified as the key urban areas within the municipality. Wasbank is proposed as a third urban centre within the municipality. The plans below depict the existing and proposed urban edges within the three urban areas as well as other important nodes that show development potential within the municipality.

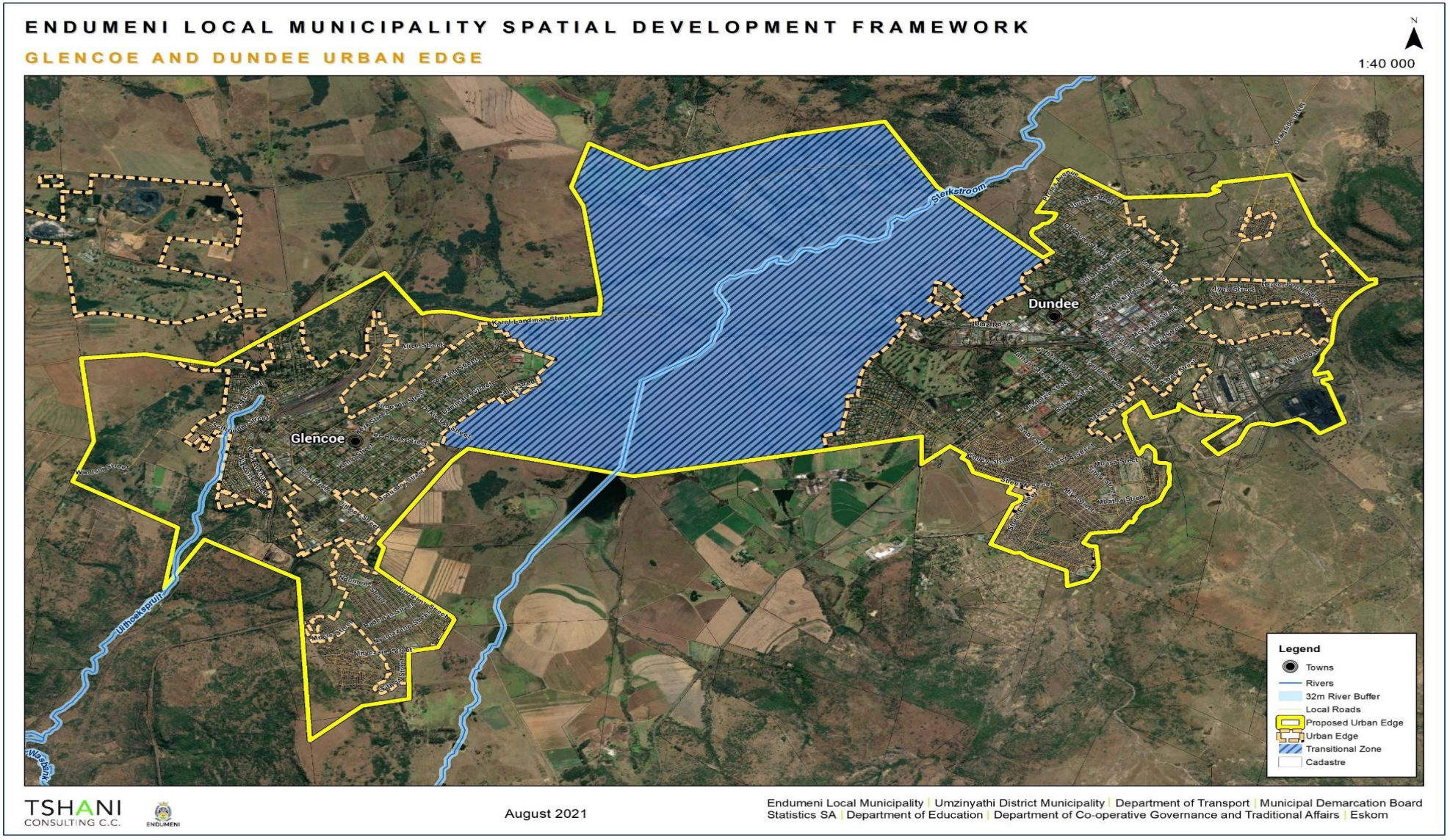
2.19.3 DUNDEE GLENCOE URBAN EDGE:

To ensure alignment to the future development of the Dundee Glencoe node, a proposal for the expansion of the existing urban edge is accommodated here. This expansion of the urban edge is to allow for the growth of the towns in alignment to the current trends in development at the periphery of these towns.

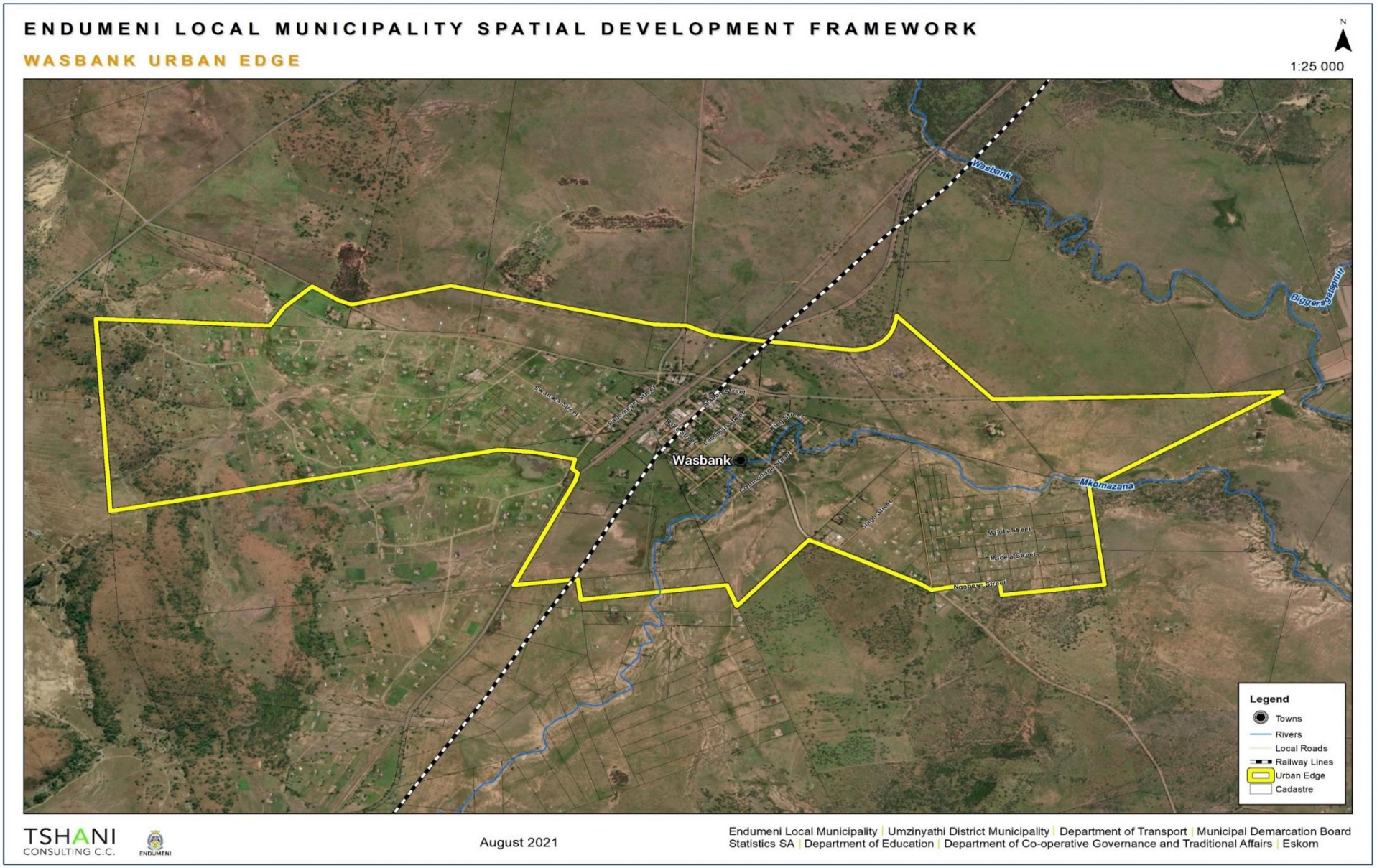
The area between Dundee and Glencoe has been termed the “Transition Zone”, this is to allow for the change is land use to occur gradually and sequentially over time. This is proposed to ensure that developments occur in a sustainable manner where service provision can also occur sequentially and to not put added strain on the service provision for the municipality through leap frogging developments.

2.19.4 WASBANK URBAN EDGE:

The Urban Edge for Wasbank is unchanged through this review. This is due to the current urban edge still being applicable to the future growth of Wasbank town.



Map 18 Glencoe and Dundee Urban Edge



Map 19 Wasbank Urban Edge

2.20 NODES

2.20.1 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.

2.20.2 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.

2.20.3 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.

2.20.4 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.

2.20.5 SPATIAL CHALLENGES WITHIN EACH NODE:

The following are the challenges that face Dundee node:

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

2.20.6 DUNDEE NODE SPATIAL PLANNING PROPOSAL

The spatial planning proposals are as follows:

- Integrated mixed residential development.
- Informal Settlement Upgrade around Sibongile Township.
- 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.
- Delineation of the urban edge in order to promote compact and integrated development.
- Upgrade of informal settlements, greening and beautification of the entry of the town, from R33 (Craigside).
- Implementation of Dundee Regeneration Plan.
- 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.
- The municipality in collaboration with the department of Human Settlement is undertaking a middle-income project within ward 2 and 4.
- 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.

2.20.7 GLENCOE SPATIAL CHALLENGES

The following are the challenges that have been identified:

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

2.20.8 GLENCOE NODE SPATIAL PLANNING PROPOSAL

The spatial planning proposals are as follows:

- 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.
- Integrated residential development including Middle Income Housing.
- Land use integration as a means to address the coarse grain-land use pattern.
- Urban renewal programme which may include infrastructure upgrade, redevelopment, and refurbishment of buildings.
- CBD expansion including gateway developments at strategic points.
- Delineation of the urban edge in order to promote compact and integrated development.
- Preserve the historical buildings and beautify the own with its rich history to attack tourism.
- New development prospects as the town have a Private Hospital development coming soon, this will trigger new socio- economic opportunities.
- Rehabilitate Sports ground facilities, include develop an indoor sports facility.

2.20.9 WASBANK SPATIAL CHALLENGES

Spatial issues facing Wasbank could be summarised as follows:

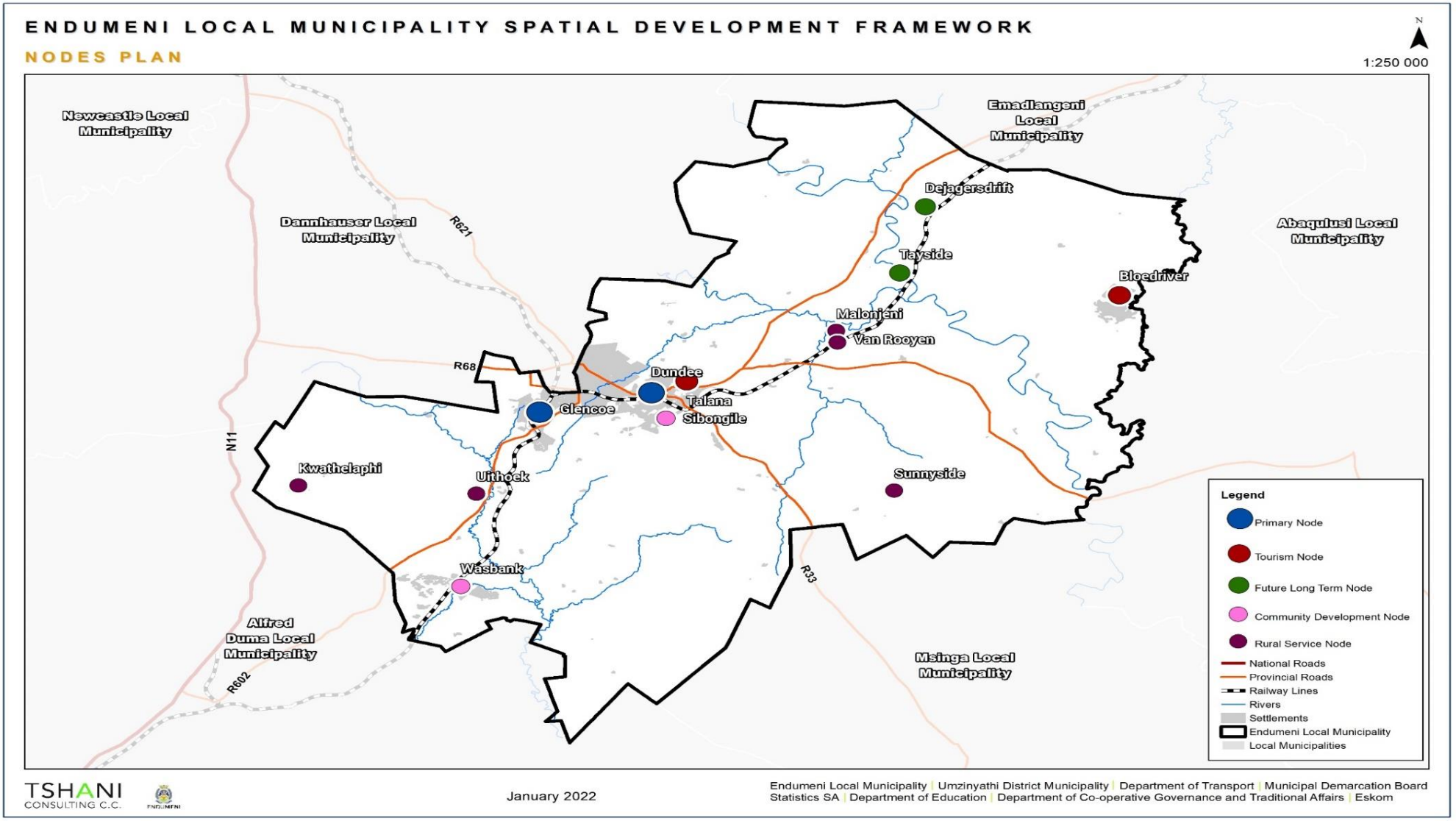
- Urban renewal programme which may include infrastructure upgrade, redevelopment, and refurbishment of buildings.
- CBD expansion including gateway developments at strategic points.
- Redefining the role of the town. Need to enhance functional and spatial integration into the surrounding areas.

2.20.10 SPATIAL PLANNING PROPOSAL

The spatial planning proposals are as follows:

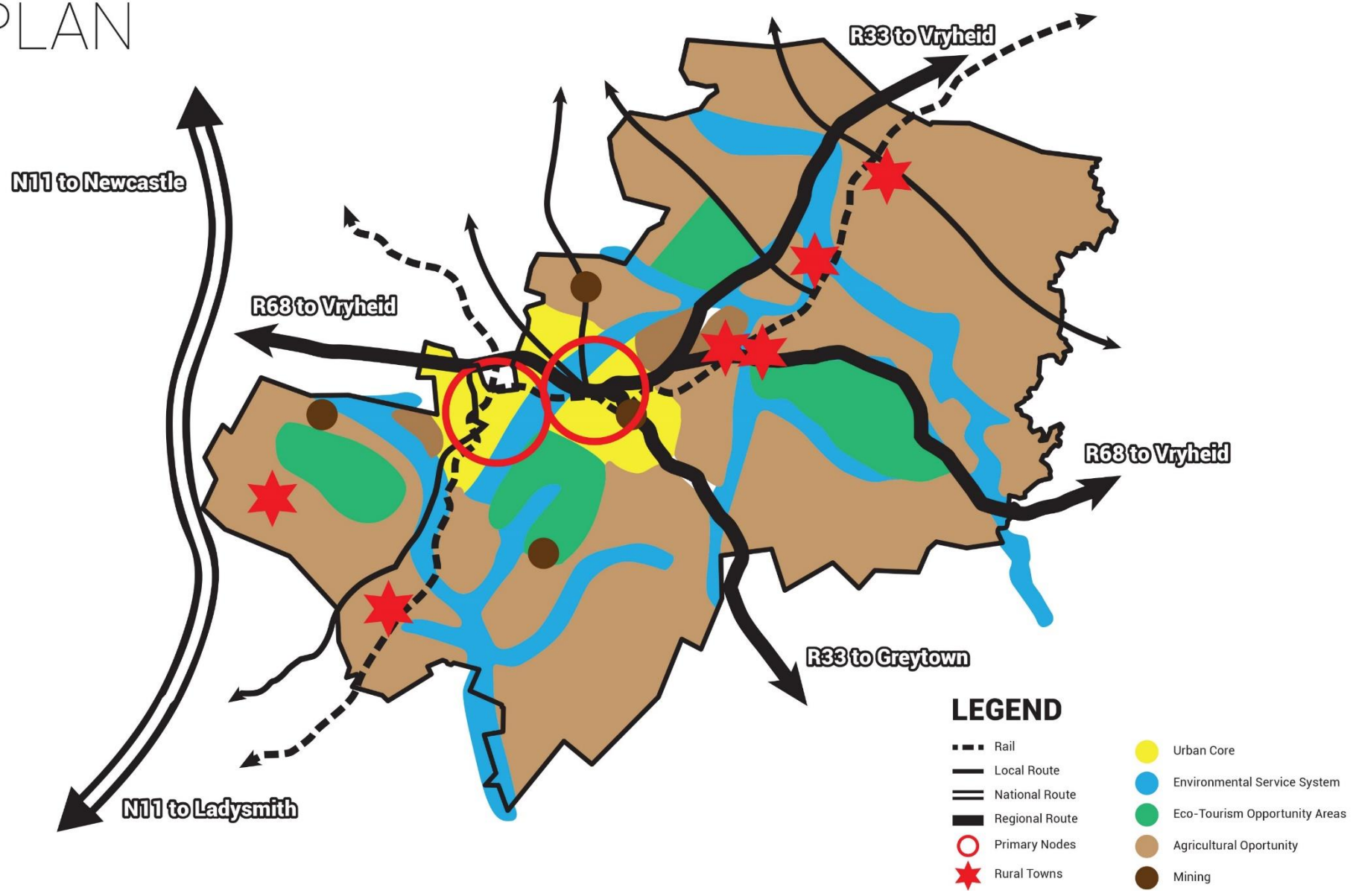
- Undertake and pilot an urban renewal programme targeting infrastructure upgrade, redevelopment, refurbishment of buildings and amenity building.
- Development of Gateway at strategic points.
- Agri- processing plant- as part of the FPSU initiative and proposed Commercialise Goat Farming

- Civic precinct plan- Expand government services in the area.



Map 20 Nodes Plan

CONCEPT
PLAN



Map 21 Conceptual Map

2.20.11 PRIMARY CHALLENGES APPLICABLE TO THIS NODAL AREA

• Lack of strong integration and linkage between the towns Undefined pedestrian walkways.

• Informal settlements occurring at the extension of Sibongile township.

• Some of the private signage overpowers the town's entrance feature.

• Lack of urban design features such as street furniture, ablution facilities

• Aesthetic quality and character of the town not maintained

• Lack of new residential/housing products such as cluster housing, GAP Housing.

• Many roads are in dire need for upgrading and maintenance

The key characteristics of the Glencoe Dundee Node are as follows:

• Acts as the major trade, retail, and service centre for the Local Municipality

• Acts as a service and retail centre for Dannhauser, Nquthu and Msinga neighbouring wards

• Mix of Land uses offering variety, including retail, office, hospitality, administration, industry, tourism, etc.

The Opportunities of the Dundee Glencoe are as follows:

• Glencoe and Dundee is easily accessible from a national and regional perspective with good linkages to surrounding villages and towns

• Development of a road to Dundee into an Urban Linkage Activity Spine to unlock land parcels that could be used for interface development.

• Integration of the towns into one nodal area

• Integration Zone between the towns to allow for sequential development

• Rail connection to Dannhauser offers a sustainable regional link

• Endumeni has an airfield in Dundee that can be upgraded

• Potential for providing alternative routes around the CBD for through traffic

• Has the potential to expand its service offering

Taking cognisance from the Conceptual Spatial Plan, the Land Use Proposals applicable to this Node are as follows:

A. Residential:

To address the housing backlog, critical vacant sites have been identified for residential expansion. This residential expansion is in the form of high income, middle, social housing as well as Small Holdings.

There are more vacant sites just along the R602, which can be classified as a middle-income area, there is potential for it to be converted into low-income status area and possibly have a new layout. This portion of land receives its electrical supply from the municipality.

Above it, on the northern portion there are existing residential sites with also quite a lot of vacant sites, these vacant sites can be accommodated middle income housing development / GAP Housing.

In 1: It is also noted that there is a demand for Student accommodation within Dundee due to the development of the Amajuba FET Collage. A residential site is proposed for the allowance of student accommodation alongside the FET collage, however further student accommodation is proposed to be accommodated within the Transition Zone of the CBD of Dundee in the form of higher density developments of 3-4 storey walk-ups.

This proposal is to allow for students to be within proximity to a mix of uses that the CBD offers.

More development demand from areas of low-income housing groups, which leads to property value increasing.

2.21 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 15 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 17: SPATIAL AND ENVIRONMENTAL SWOT ANALYSIS

2.22 DISASTER MANAGEMENT ANALYSIS

2.22.1 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 Community Services Executive 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).

2.22.2 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. Although Endumeni Disaster, Fire & Rescue Service department had planned to employ 10 fire fighters full time who are trained and employed on an EPWP program, Endumeni has so far managed to employ 6 out 10 fire fighters on contract bases. This initiative will assist in capacitating Fire and Rescue Services department and will further assist in implementation of a 24/7 Fire and Rescue operational plan it intended to. Another initiative of swift responding to rural areas such as Wasbank and KwaThelaphi, Endumeni Disaster Fire and Rescue has proposed/suggested that a "satellite" Fire & Rescue Station should be set at Wasbank Old Library after they have moved to the media Centre. To Capacitate on disaster response, 14 ward based disaster volunteer (2 per ward) have been recruited to assist in disaster hazards mitigations, awareness, and training to capacitate communities on disaster matters.

All 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

2.22.3 RESOURCES

Vehicles

Disaster Management and Fire Emergency Services unit has four response vehicles. One fire engine ***(Although it is old and not reliable),*** three bakkies fully equipped with grass firefighting equipment and one with Motor Vehicle Incident Rescue Equipment.

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.

2.22.4 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 developed its own municipal disaster management policy framework which is in line with e District and the Provincial Disaster Management Policy Framework, and the framework has been adopted by the council, endorsed by the district and the province as an official eNdumeni Disaster Management Framework which makes it to be in line with the District, Provincial and National Disaster Policy Framework as required

2.22.5 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. The new Disaster Management Plan draft has been developed and will be presented to the stakeholders for comments and inputs as part of the process to ensure that disaster is everyone's business. its management plan which was adopted in the same year. An assistance by the District and Provincial Disaster Management Centre is also enjoyed by eNdumeni Local Municipality to ensure that compliance and key responsibilities of disaster Management are adhere.

2.22.6 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.

2.22.7 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 80 000, 00	Vulnerable households	2022/23
Provide Post-disaster reconstruction and rehabilitation material	R 250 000, 00	All affected households.	2022/23

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	YEAR
Improve Capacity to Disaster/Fire Risk Reduction			
Endumeni Disaster Management Advisory Forum	R 10 000-00	Endumeni Municipality	2022/23
Establishment of the Disaster Ward Based volunteer program	R0 (EPWP)	All Municipal wards	2022/23
Disaster/Fire & Environmental Awareness's	R20 000-00	All Municipal wards	2022/23

Fire Risk			
School/Public awareness Campaigns	R 0	All Municipal wards	2022/23
Building capacity: workshops, training	R 0	All Municipal wards	2022/23
MITIGATION			
Working on Fire Awareness's	R 20 000-00	All municipal wards	2022/23
Quarterly drainage Clean-up Campaign	R0 (EPWP)	All Municipal Wards	2022/23
Covid-19 Public Disinfection Programme	R100 000.00	All Municipal Wards	2022/23
Installation of Disaster Digital Awareness Board	R200 000-00	Ward 2 and Ward 7	2022/23
Municipal Building Inspection for fire compliance	R 0	All Municipal Wards	2022/23
Disaster (Weather Alert) Early Warning Installation Programmes with DFFE	R0	All municipal wards	2022/23
Develop informal settlements bylaws	R0	All municipal wards	2022/23
RESPONSE			
Post-disaster Social Relief for Impacted People	R250 000-00	All affected household	2022/23
Post-Disaster Households Rehabilitation allocation (Starter Pack Building Material)	R350 000-00	Vulnerable households	2022/23

DM Programmes/Projects by Stakeholders

Waste Management & Rehabilitation (Land Field)	R971 179.00	All Wards	2022/23
Building access roads for emergency vehicles	R12 523 250,3	Ward 1, 3,2	2022/23
Climate Change Adaptation programmes (Umzinyathi District &DFFE)	Umzinyathi District & DFFE	All Municipality Wards	2022/23

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	2022/23
Storm Water Catchment Program (DEEF ACF Human Settlement Project)	R 1000 000. 00	Section 20/Lindelani – Sibongile location Dundee	2022/23
Restore and rehabilitate. degraded land	R 0	All municipal wards	2022/23
Community Reforestation	R 0	Ward 1,2 and 3	2022/23
Installation of Digital Awareness Boards	R200 000-00	Ward 2 and Ward 7	2022/23

Table 18 List of 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**	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. ➢ 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.

➢ **Municipal Fire Prevention By-Laws** ➢ **SANS Standard 10400 (& National Building Regulations Act 103 of 1977. (Fire Inspections.** ➢ **Fire Brigade Act 99 of 1987**	➢ 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: ➢ Emergency Disaster Response plan during project implementation. ➢ Disaster Emergency Social Budget Relief Budget. ➢ Climate change adaptive Plan for all developmental programmes. ➢ Capacity – funding for community involvement. ➢ Environmental degradation/non prioritisation. ➢ Extreme temperatures. ➢ Fire Hydrants Connectivity (By the District Municipality).

Table 19 SWOT ANALYSIS

2.22.8 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

2.22.9 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.

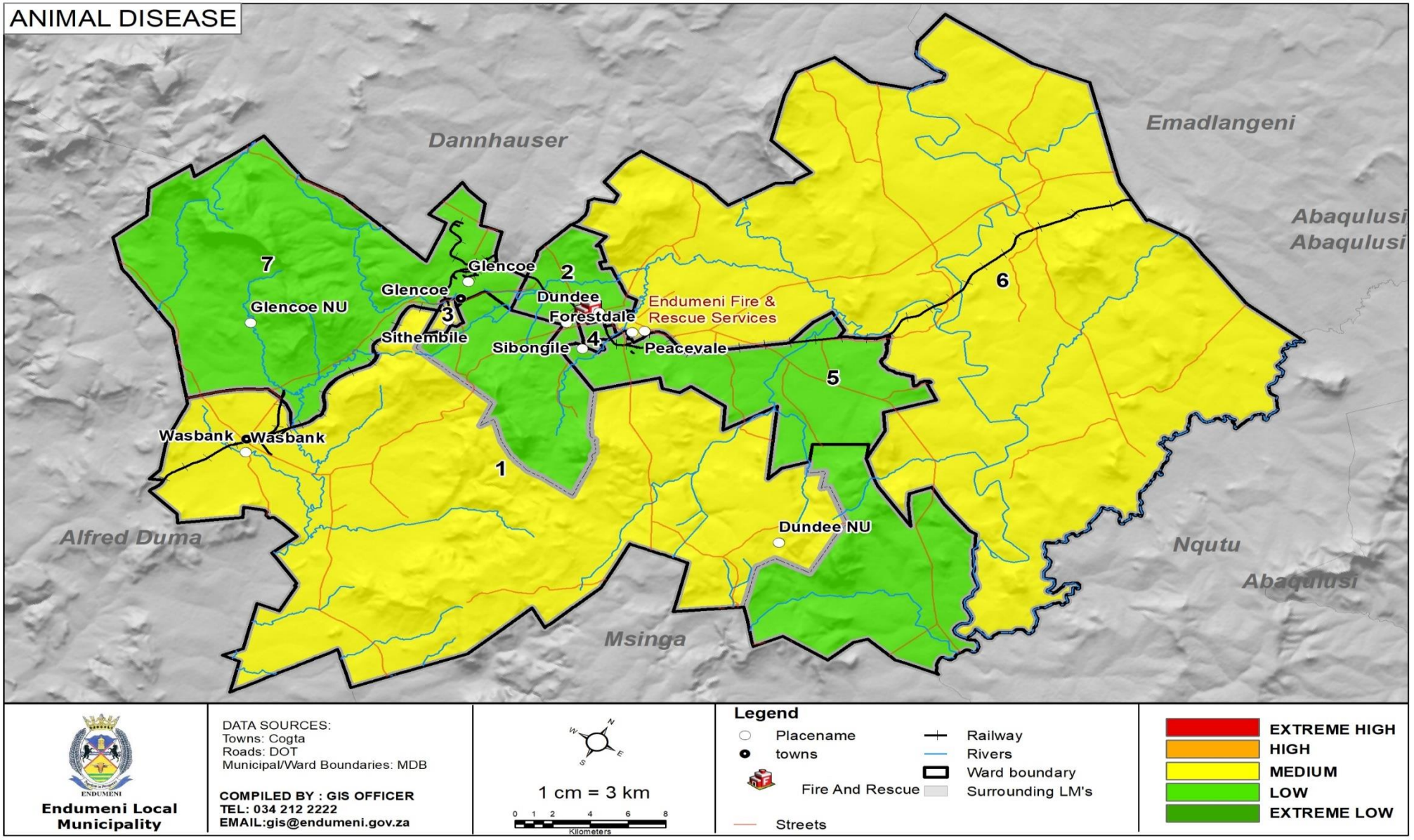
2.22.10 LIST OF PRIORITY HAZARDS

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 20 Priority Hzards



Map 22 Animal Disease

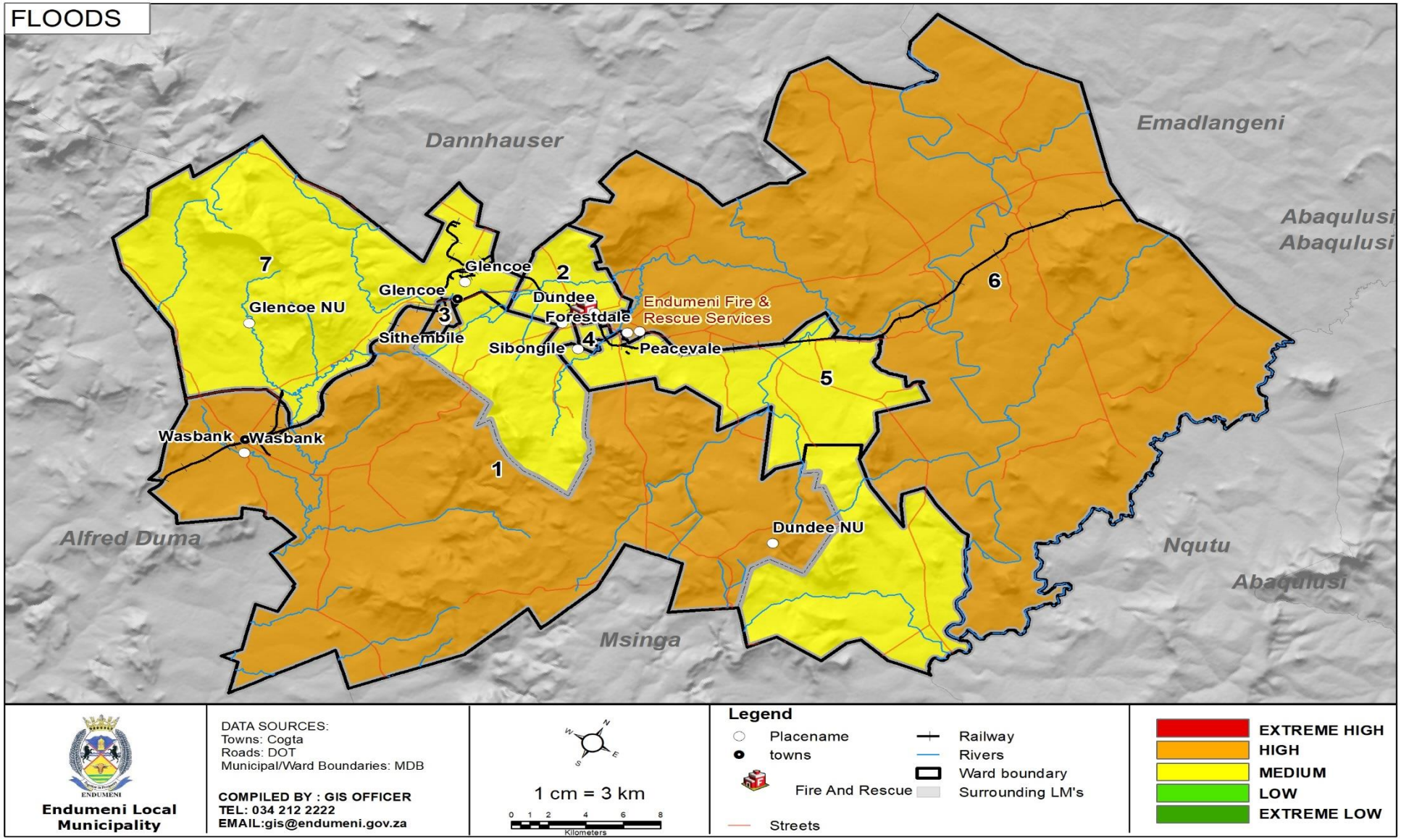
Ward 1 and Ward 6 in this map reflects the medium risk state of rating in terms of Animal Disease hazards ,due to the fact that farming activities in this ward are mainly dominating as form of economic activities and form of living since semi-rural/urban ares such as Wasbank,Kammelkop,kwaSthole 's household form of living is agricultural activitues and farming. by farm.Other wards reflects extremely low due to the current activitiy of pounding all ungurded animals and it has bear fruits and retail the lower risk level of animal dieses and animali related incidents.

Mitigating

Endumeni Disaster Management and Traffic department has edgaged on pounding of non monitterde animals which has bear fpositive results as a form of mittigation.

Local Farmers,Department of Agrictulture and eNdumeni Disaster Management has developed a new form of communication(Whatsaap Group) to ensure co-ordination and unifrorm aproach during animal dieses outbreak,Fire a outbreak and all other animal threthning matters as aform of mittigation and awareness strategy.

Endumeni fire and Rescue services is now part of local farmesrs association and plays a huge role in all strategic animal and fire monitoring plans by the local farmes and the local munmicipality.



Map 23 Floods

Ward Analysis

According to previous financial year flooding incidents, it reflected that high number of serious flooding incidents were reported in ward 1 and ward 6 due to failure of drainage system and nature of wards in terms of development (Semi-Developed Wards). This is also due to high number of dangerous crossings identified and areas are more rural with less access tared access roads and drainage.

Wards such as Ward 3(Marikana),Ward 5 and Ward 2(extension 18) have also been affected and has repoted a high number of flooding incidents caused by non-existence of drainage sysytem and water coming from the mountain.

Ward 3(Marikana),the position of the resevoir which is close to residential areas could cause unexpected flooding which could results into multile fatalities if the reservoir walls breaks.

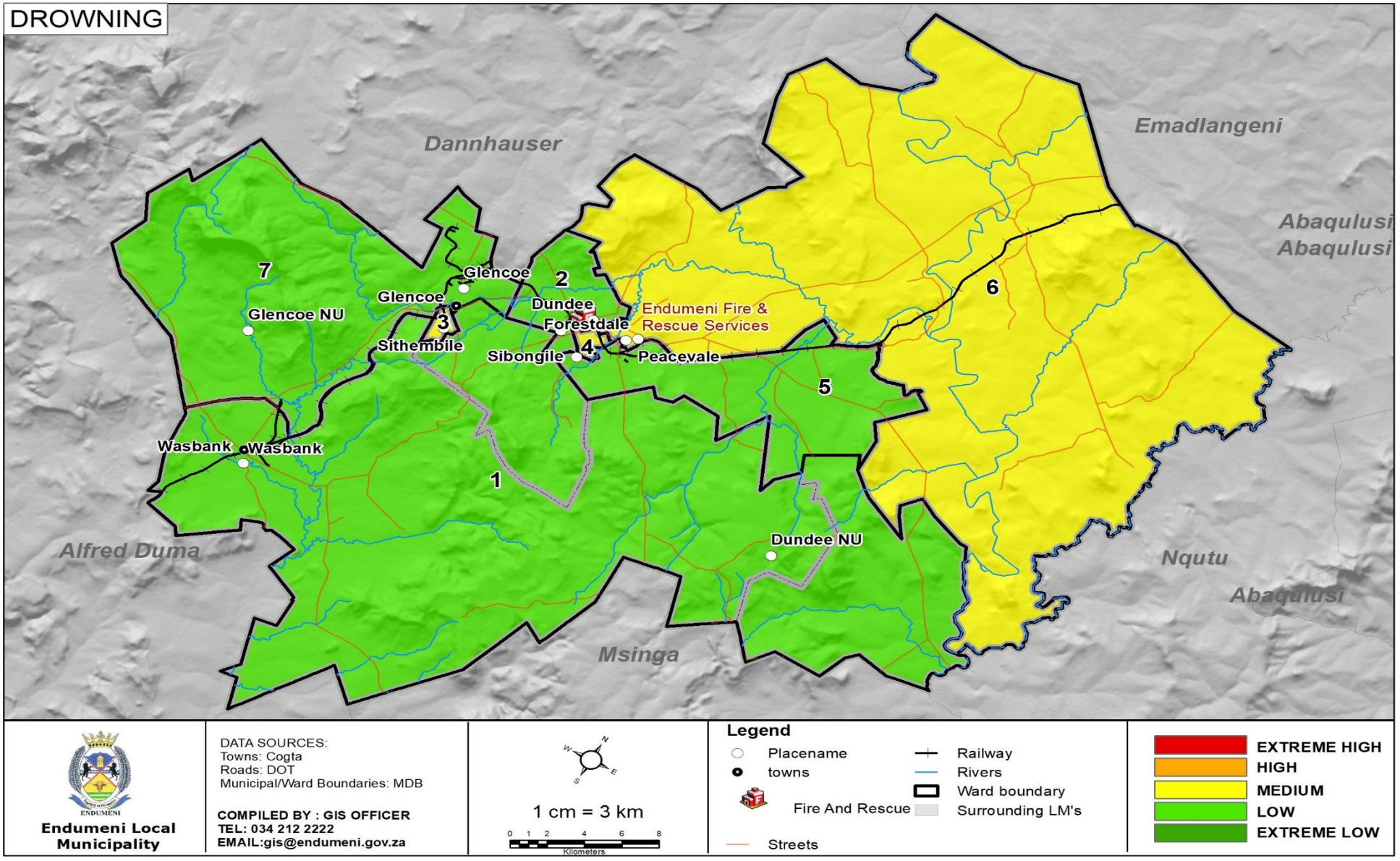
Mitigation Strategy.

Development of effective drainage system with underground water catchment systems to retain the water during flooding season will be an initiative on climate change, water retainment and emergency response facility in those areas.

V-drain system to channel water at Marikana will be recommended during access road construction which will mitigate the impact of water from the mountain to the houses during rainy season.

Continuous monitoring and inspection of the integrity of the reservoir at Marikana is recommended and construction of a diversion water trench between the reservoir and the hoses could serve as a preventative major.

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



Map 24 Drowning

Ward Analysis

Ward 3,4 and 6 is identified as a medium rated wards in terms of drowning, this is due to the rivers and Dams within this ward which pose risk of drowning during crossing or swimming.

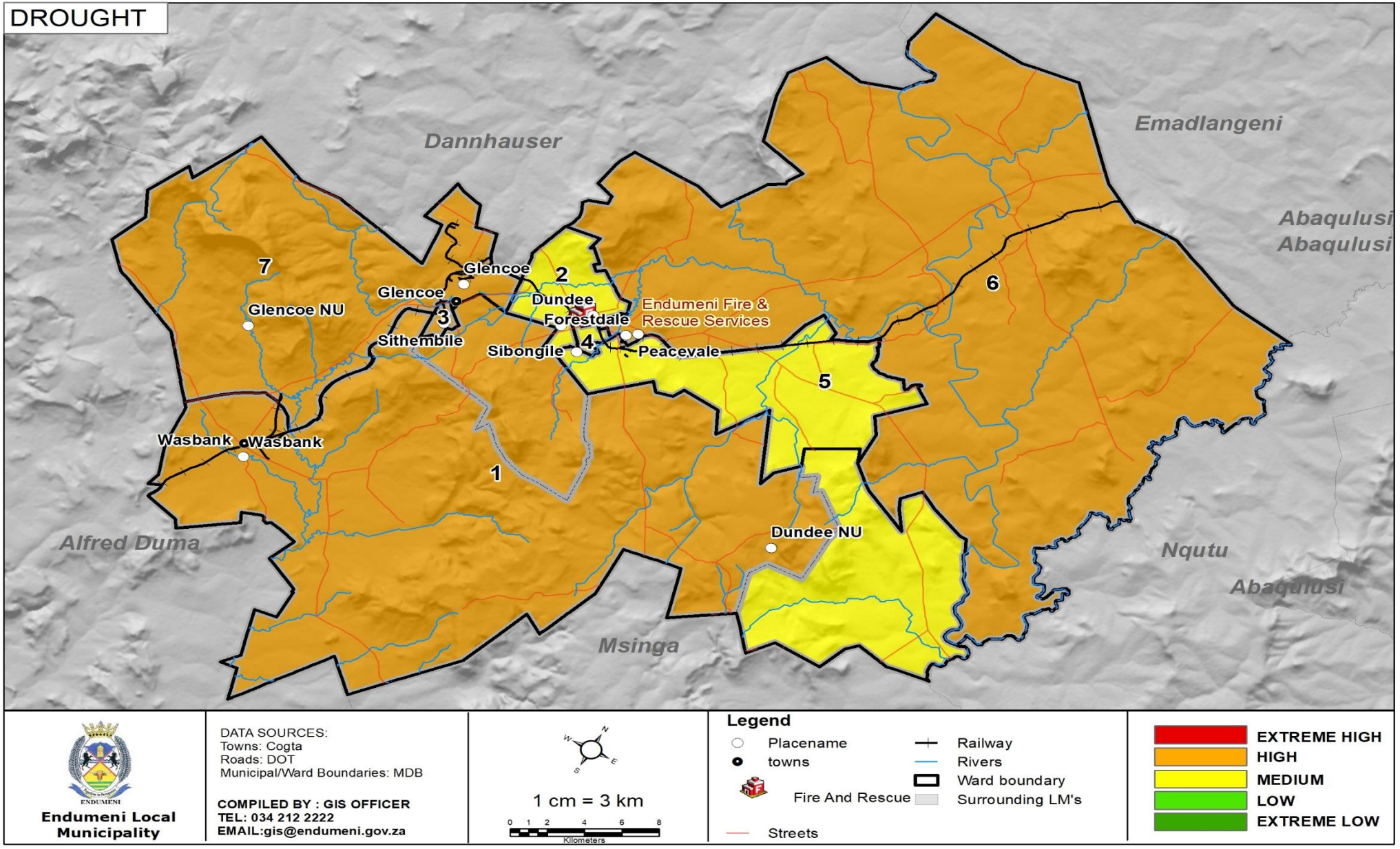
Althoug ward one is rated low,it is due to the fact that no cases have been reported so far,but in remain with high number of dangerous crossings identified.

Mitigation Strategy.

Wards 3,4 and 6 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.

The below listed Areas are identified and submitted to Kwa-Zulu Natal Provicnial Disaster Management Center and SADF as main Dangerous Crossings Areas (Imihosha)at eNdumeni.

	ENDUMENI LOCAL MUNICIPALITY DANGEROUS CROSSING LIST			
DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	WARD NUMBER	COMMUNITY/VILLAGE	ROAD NUMBER
Umzinyathi District Municipality	Endumeni Local Municipality	1	KwaSithole Area	Ohlekweni opposite Community Hall
Umzinyathi District Municipality	Endumeni Local Municipality	1	eBusi Community	Ebusi School Crossing Dam
Umzinyathi District Municipality	Endumeni Local Municipality	1	eBusi Community	Upper Graveyard Crossing
Umzinyathi District Municipality	Endumeni Local Municipality	1	eBusi Community	Kemeelkop Ebusi/Wasbank School Crossing
Umzinyathi District Municipality	Endumeni Local Municipality	1	Fanteni Village	anteni Crossing to Ebusi Combine & Wasbank Primary
Umzinyathi District Municipality	Endumeni Local Municipality	1	Bothas Farm	Bothas to Ebusi
Umzinyathi District Municipality	Endumeni Local Municipality	1	eBusi Community	Ebusi Entabeni(Ndonga Community Cross Over)
Umzinyathi District Municipality	Endumeni Local Municipality	1	KwaSheka Community	KwaSheka to Wesselsnek Combined School
Umzinyathi District Municipality	Endumeni Local Municipality	1	Buyaphile	Umzinyathi Crossing to Springlake Primary School
Umzinyathi District Municipality	Endumeni Local Municipality	3	Sthembile Location	Marikana Main Road Entrance
Umzinyathi District Municipality	Endumeni Local Municipality	1	Mpilonde	Mpilonde River to Emtshilo
Umzinyathi District Municipality	Endumeni Local Municipality	4	Dlamini Village	Pedestrall River Crossing
Umzinyathi District Municipality	Endumeni Local Municipality	4	Dlamini Village	Pedestrall River Crossing



Map 25 Drought

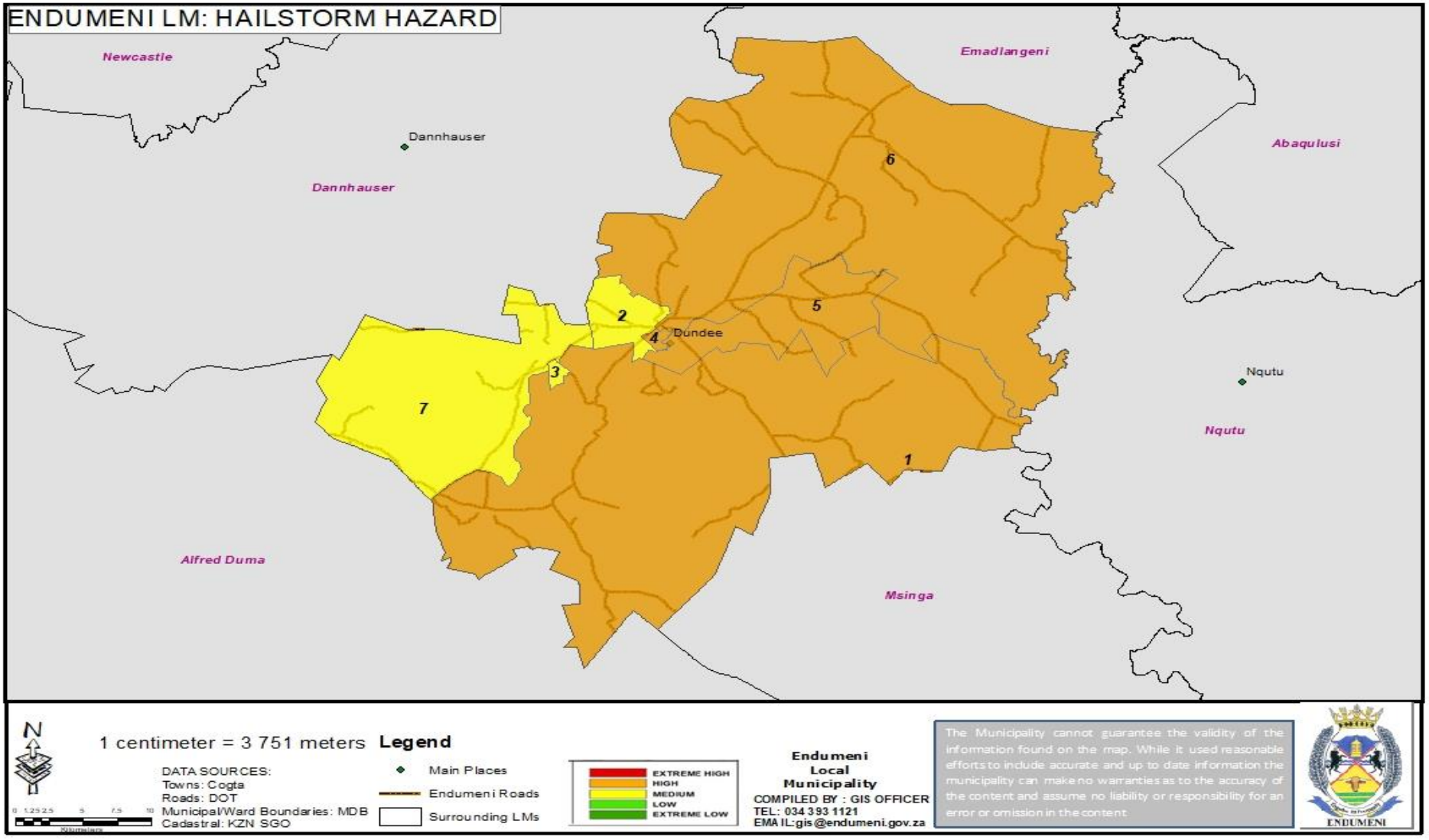
Map Analysis

2022/23 drought has affected all wards at eNdumeni Local Municipality.This was due to low dam levels,Loadsheeding , and aggeing infrastucture which resulted into breakdowns even after rainy days.Endumeni has experineced community unrests due to water crisis and stakeholders such as Al-Imdaad has to intevene to mittigate.

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 IDP 2022/23 programme to ensure sufficient water is available for all its citizen.

Preventive and Preparedness Strategy

Although water supply doesn't form part of local Municipality's government mandated, it still does not take away the fact that local municipalities are at the forefront of basic services delivery community accounting Endumeni Local Municipality has budgeted an amount of R2.5 million for drilling of borehole on ward 1,5 and 6 in 2022/23 financial year to ensure prevention and preparedness in case of drought.



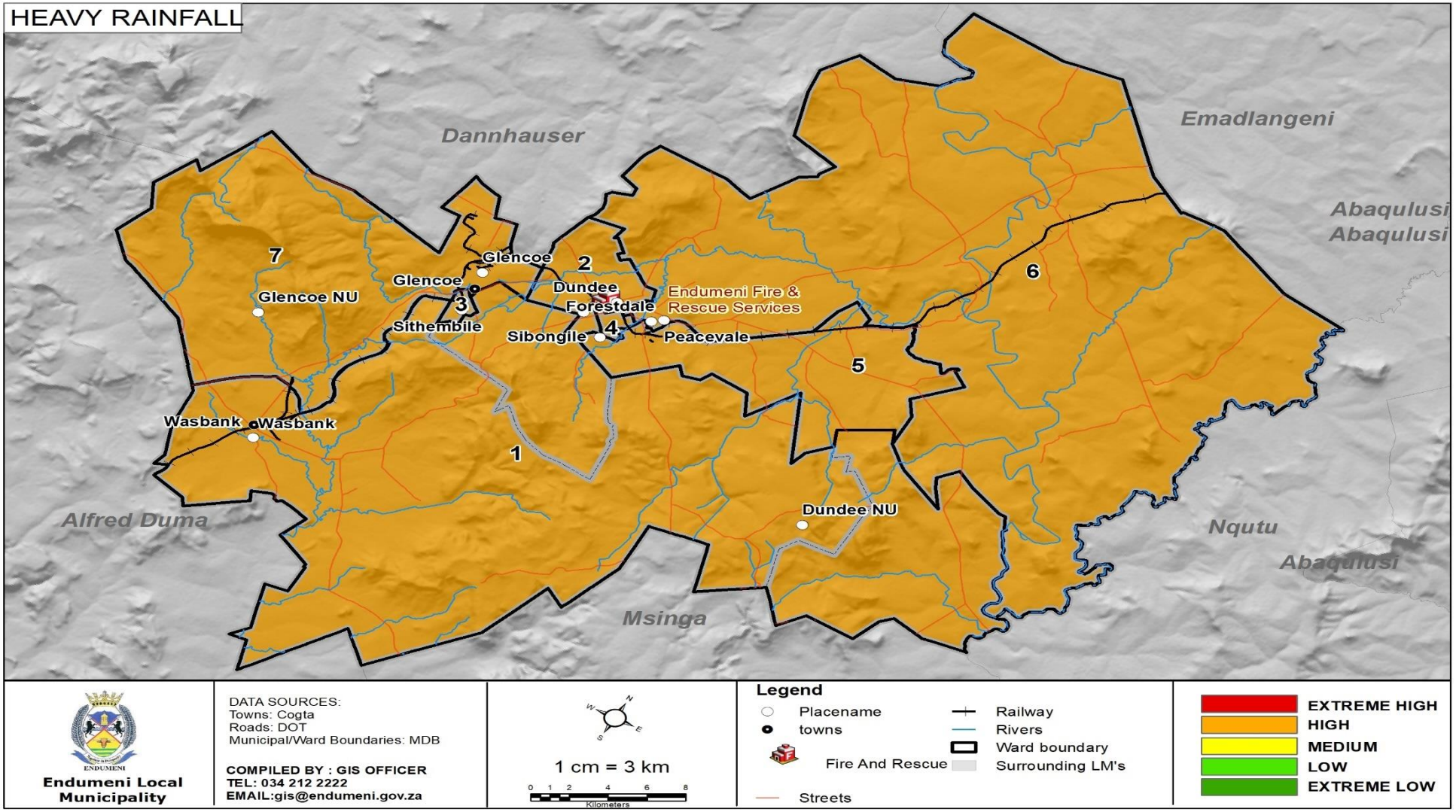
Map 26 Hailstorm Hazard

Map Analysis

Since the weather has become unpredictable due to Climate Change, Hailstorm has been one of the major challenges and has caused serious damages in the red marked wards such as ward 1,7 and 6. Since these wards are now inclusive of rural areas such as eMtshilwane, Kamelkop, Kunene Farm and kwaSheka which are with structured houses built which has a magnitude impact if hailstorm attacks. 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 27 Heavy Rainfall

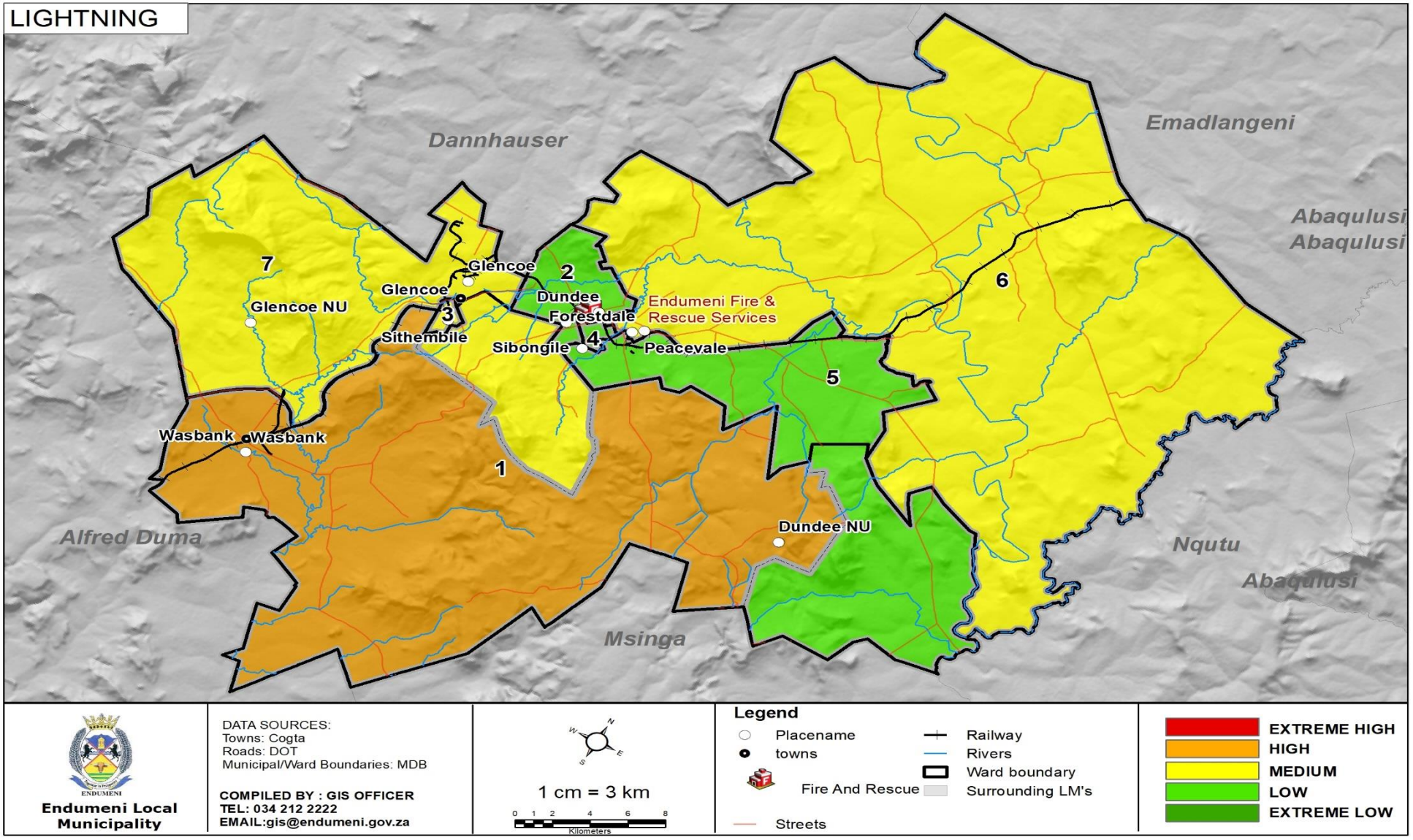
Map Analysis:

The Map reflects that all wards are highly hazardous on Heavy rains within Endumeni Local Municipality, and this has assisted in mitigating the drought hazards on Map 18. Although rain is of good cause, it also probes danger to the community with floods and stagnation on current undergoing department such as Marikana road in ward 3, household negative impacts in rural Areas who has mud houses and flooding in some businesses which becomes an investors threat at eNdumeni LM.

Mitigation

To reduce vulnerability that might cause by heavy rains, eNdumeni disaster Management and Technical services department has developed a strategy of cleaning and unblocking of drainage system in winter to prepare for the next summer season rainy season**.** Seasonal disaster awareness's are conducted in each ward to ensure capacitation of community on how to respond during rainy days is also part of mitigation strategy.

Since Wasbank (Kamelkop) area is grown faster, recommendation of Building more RDP houses in areas such as Wasbank (Kamelkop) should be considered to reduce level of vulnerability and number of homeless people after heavy rain strikes.



Map 28 Lightning Hazard

Map Analysis

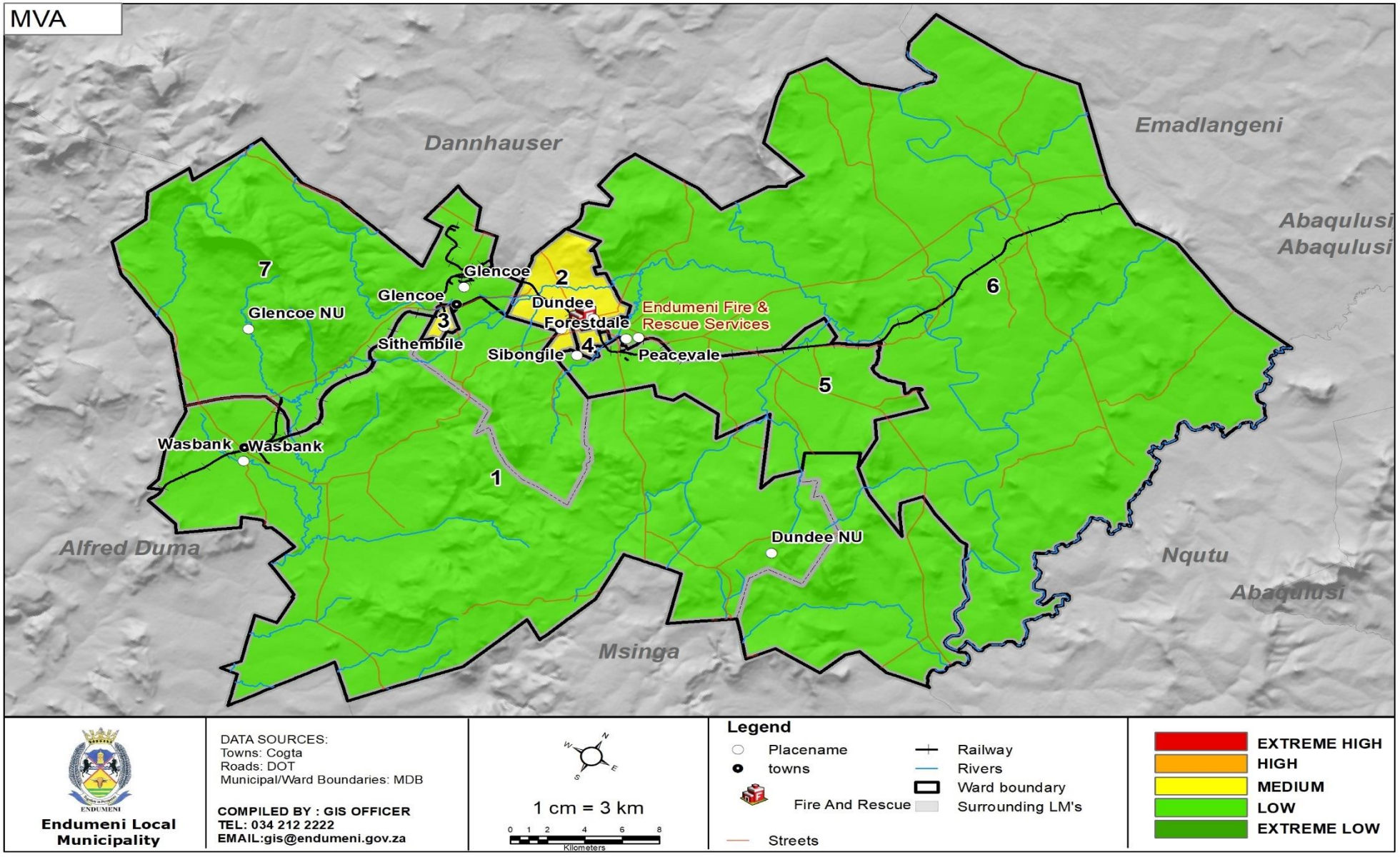
Lightning is one of the dangerous and life-threatening factors during rainy season, Endumeni is between the mountains and the word Endumeni relates to the Thunderstorm wards at Endumeni local municipality are exposed to big chances of lightning strikes.

Areas such as Thelaphi and Wasbank has experienced a high number of lightning incidents and has been identifies as a high rated areas with ward 3 as extremely high since ward 3 has been assess and noted to be an area with far less trees planted in within residential areas. It is therefore likely to be strike by lightning and has a huge negative impact.

Mitigation Strategy

An amount of R80 000 has been proposes on the next financial year to Install lightning conductors at this identified areas. Endumeni Local Municipality is continuously has installed lightning conductors in all public gathering facilities(Halls), parks, libraries and municipal offices except the main office.

A climate change mitigation program of planting trees in each household of ward 3 could assist in mitigating the vulnerability might cause by lightning in case it strikes during summer season.



Map 29 Motor Vehicle Accident Hazard

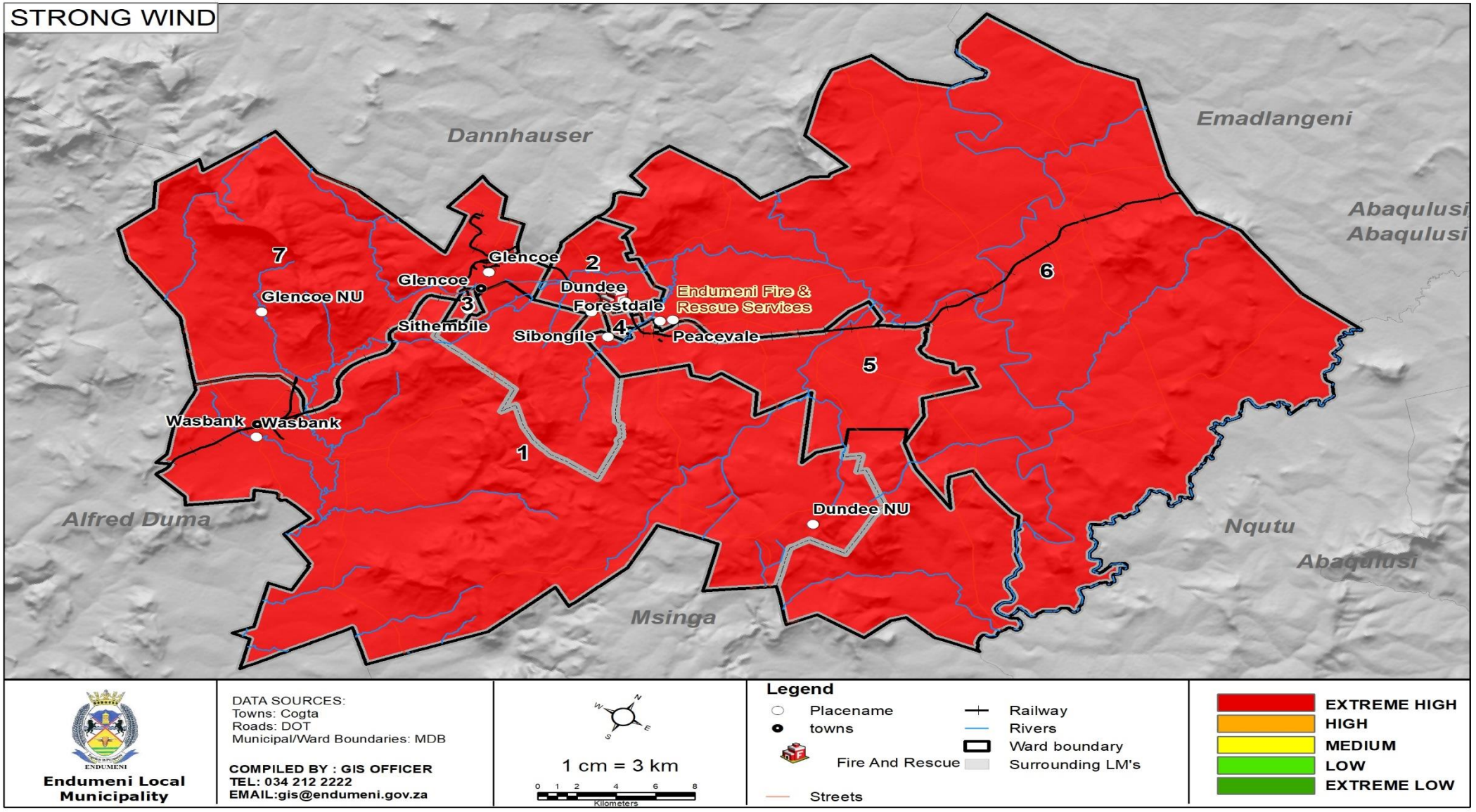
Map Analysis

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 is currently in contruction of one busy road outside dundee CBD as an acces road for trucks during mineal transportation form the mine.as one of its core programmes its has futher ensure enough policing on its roads by training and employeing more traffic officers to mitigate and reduce level of Motor Vehicles Incidents .



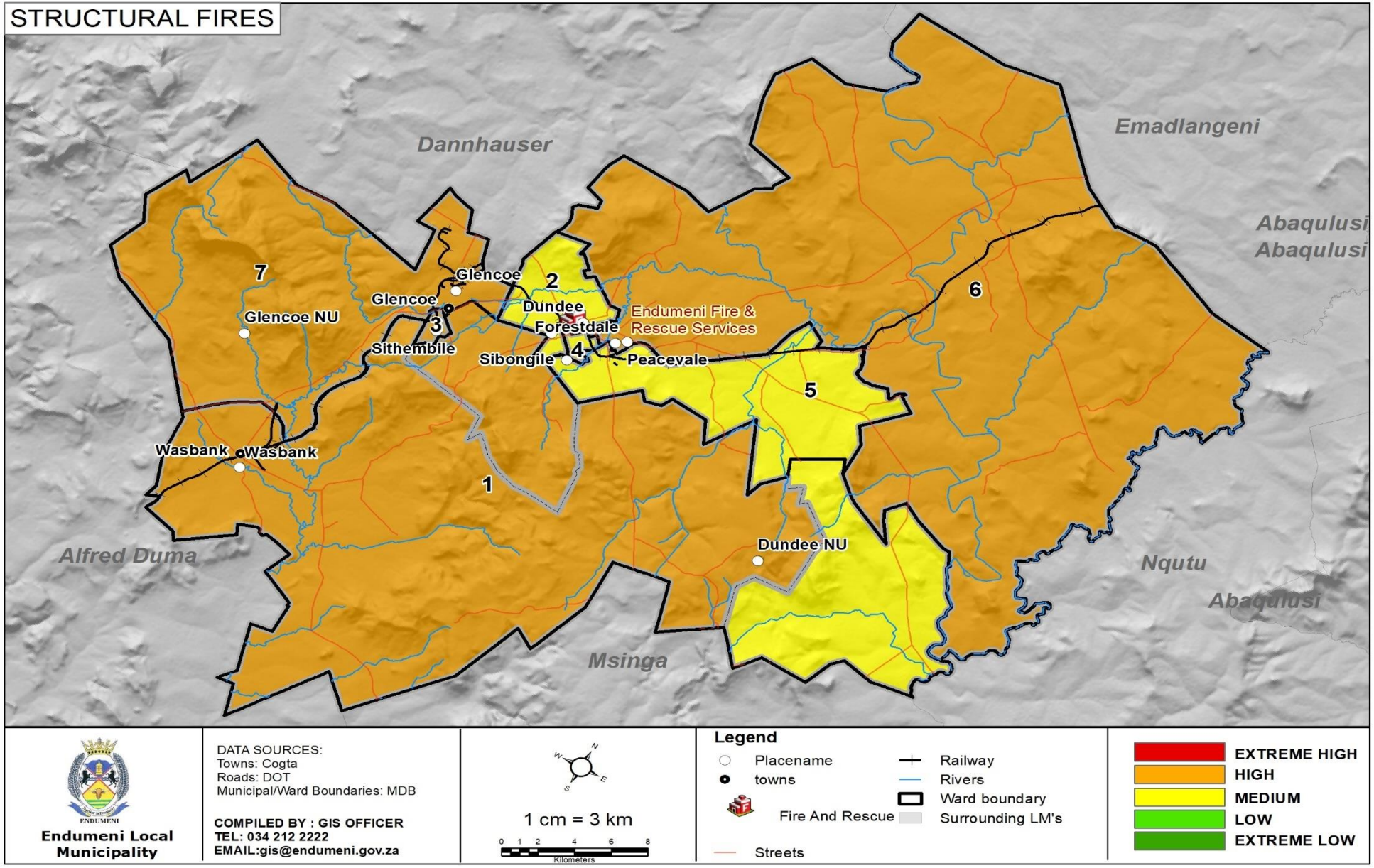
Map 30 StrongWind Hazard

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 strong winds caused incidents. Although it has dropped in number of incidents, but it remains one of the highest weather-related disaster cause of incidents in all wards of eNdumeni. This has resulted to the falling of old trees and structures blown away by wind with high volume of houses been affected in areas such as Wasbank, Thelaphi and others.

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. An initiative of inspection of buildings integrity should also be consider as a form of mitigating the vulnerability during windy season. Inspection integrity of old planted trees exercise should also be considered.



Map 31 Structural Fires

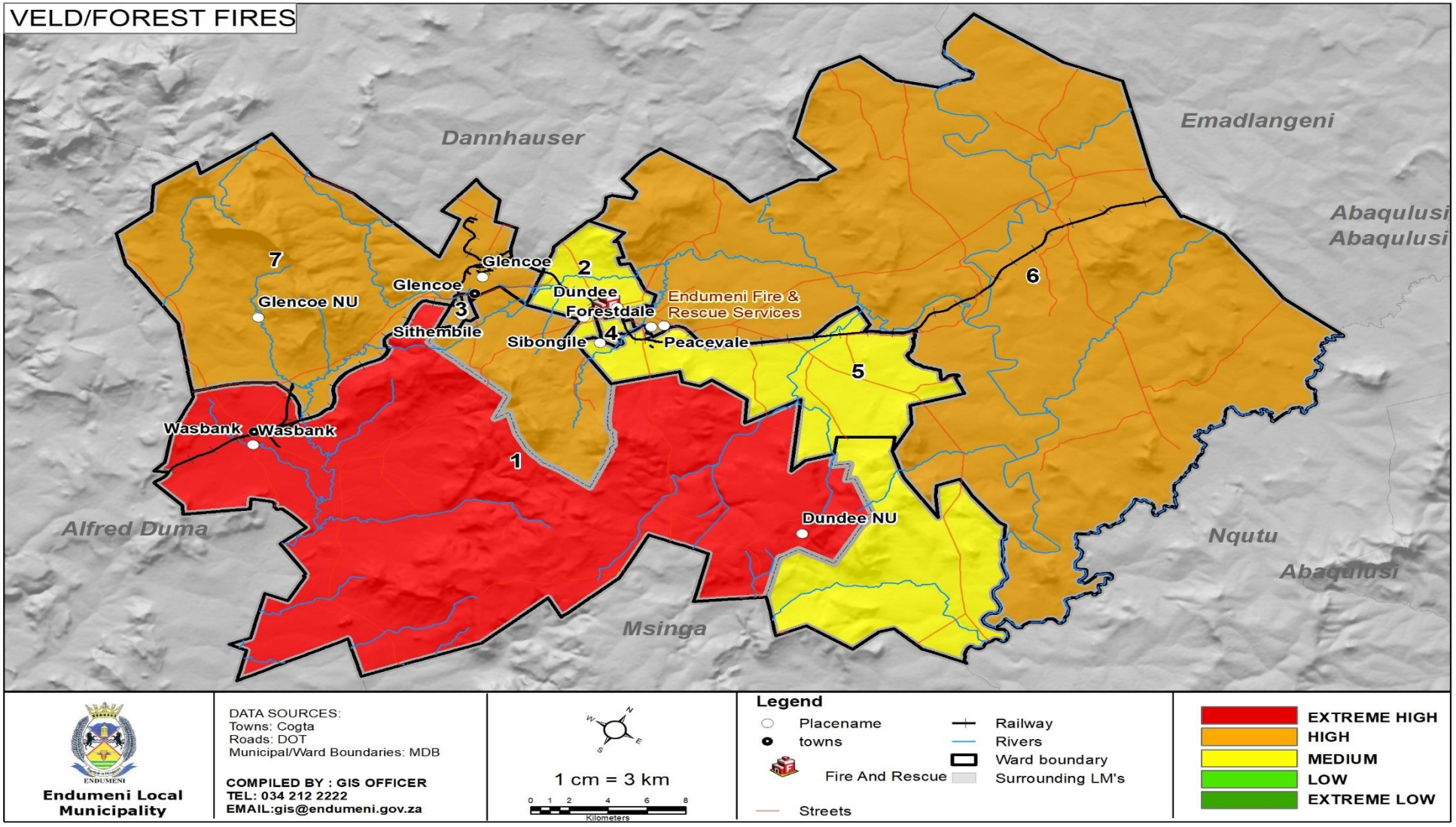
Map Analysis

Ward such as ward 2,4,5 is urban and semi–Urban Areas within Endumeni Local Municipality most structural building are based within this ward and rated as medium Hazardous wards since most of its Structural buildings are gazetted and monitored under fire bylaws and are co-operating in fire compliance inspections and advice to ensure safety of their buildings. Since these above-mentioned wards are within urban areas of eNdumeni, they are also easily accessible during fire incidents as compared to wards such as ward 1(Wasbank), Ward 3(Marikana), Ward 7 Emtshilwane and Ward 6 KwaSthole due to limited access roads. such as building fire. Political instability resulting into community unrest has cause number of structural fire incidents in ward 3 as a result it kept ward 3 on high rating of structural fires in the map of 2022/23 risk mapping update.

Mitigation

Endumeni LM Fire and Rescue has proposed an establishment of satellite fire and rescue sub-station in Wasbank as a strategy for a swift response and has further capacitated ds its sector by engaging in employing fully trained fire fighters permanent so to start operating of a 24/7 shift system and for swift response without fatigue.

Map 29: Veld Fire Hazard



Map 32 Veld Fire Hazard

Map Analysis

The indicated as yellow Areas in the map (Ward ,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. Ward 1 has been identified as red since it is still a challenge to respond on time to that ward as it is far from the fie base. Wards 3,6 and 7 are surrounded by farms who are mainly managed by formally co-ordinated farmers but due to the area being covers by huge grazing land it remains a high risk in winter on veld and forest fire if not managed and co-ordinated properly before dry season time.

Mitigation

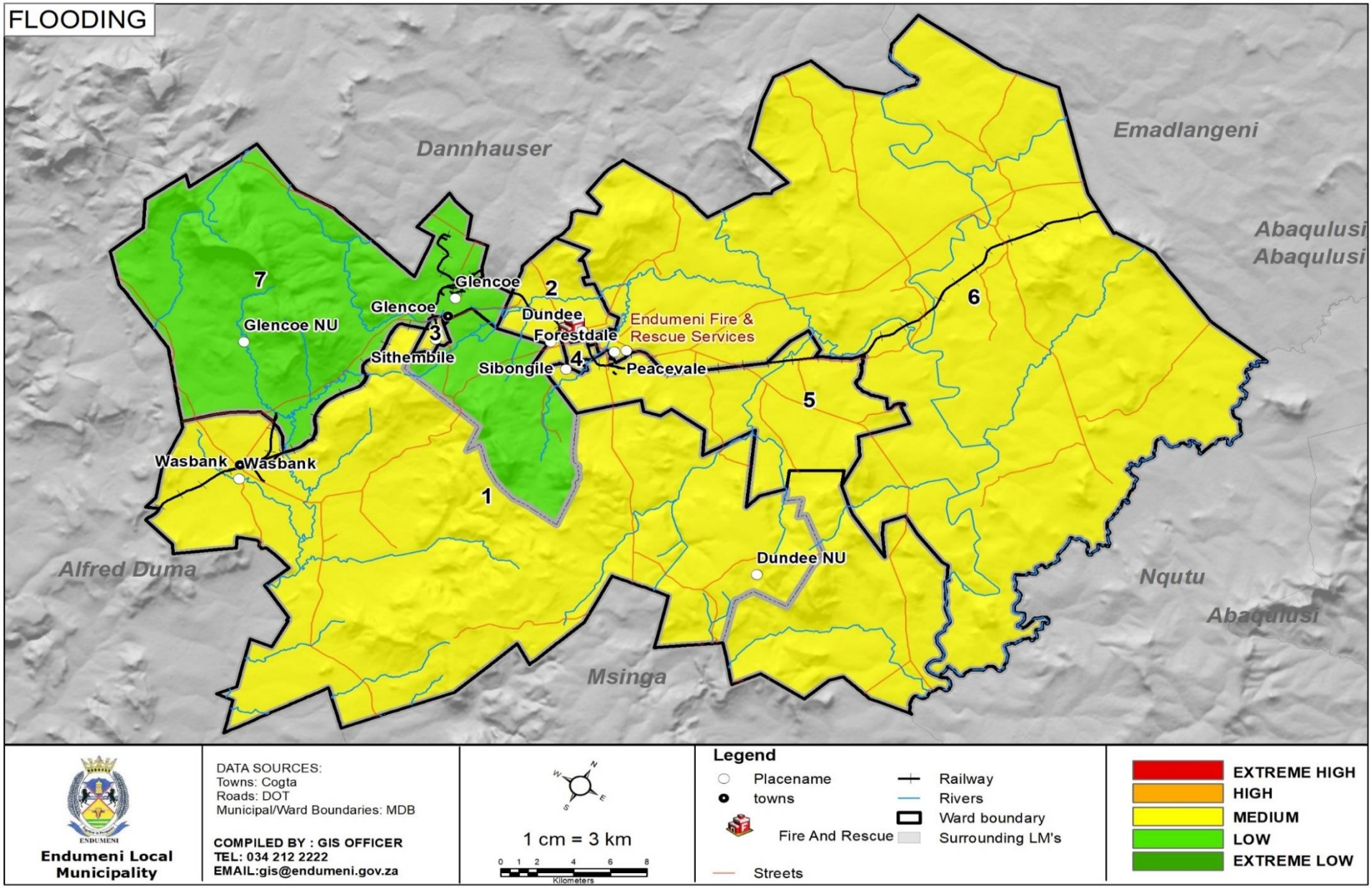
Endumeni Fire and Rescue with Disaster Management has plan to assist the indigenous farmers with fire breaks and capacitate also allocated fund to train them on work on fire programmes to mitigate the level of fire,

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.

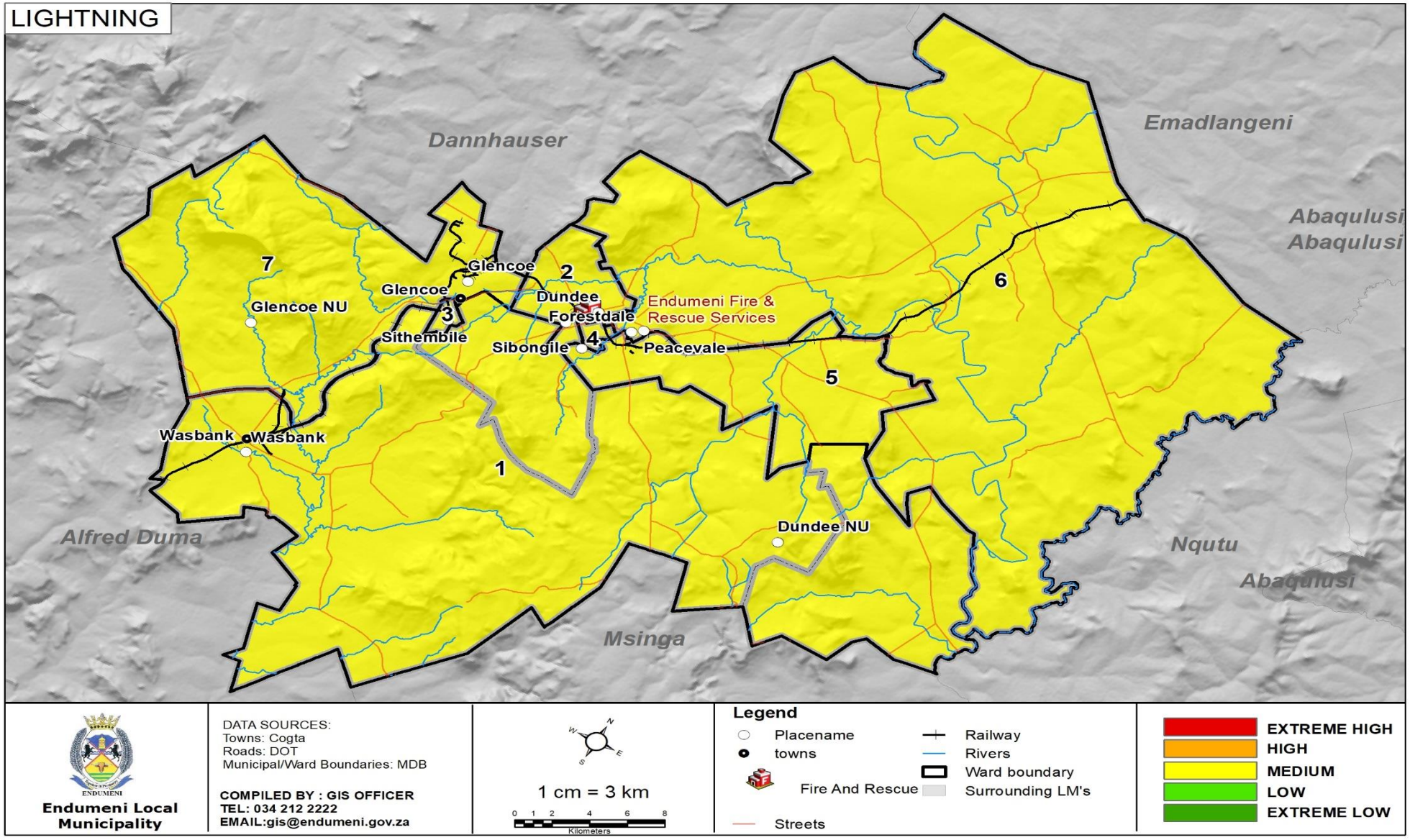
Endumeni Fire and Rescue has also form part of eNdumeni Veld Fire Monitoring Committee which updates and report all veld fire incidents through WhatsApp and arrange fire breaks during winter season.

2.23 VULNERABILITY MAPS

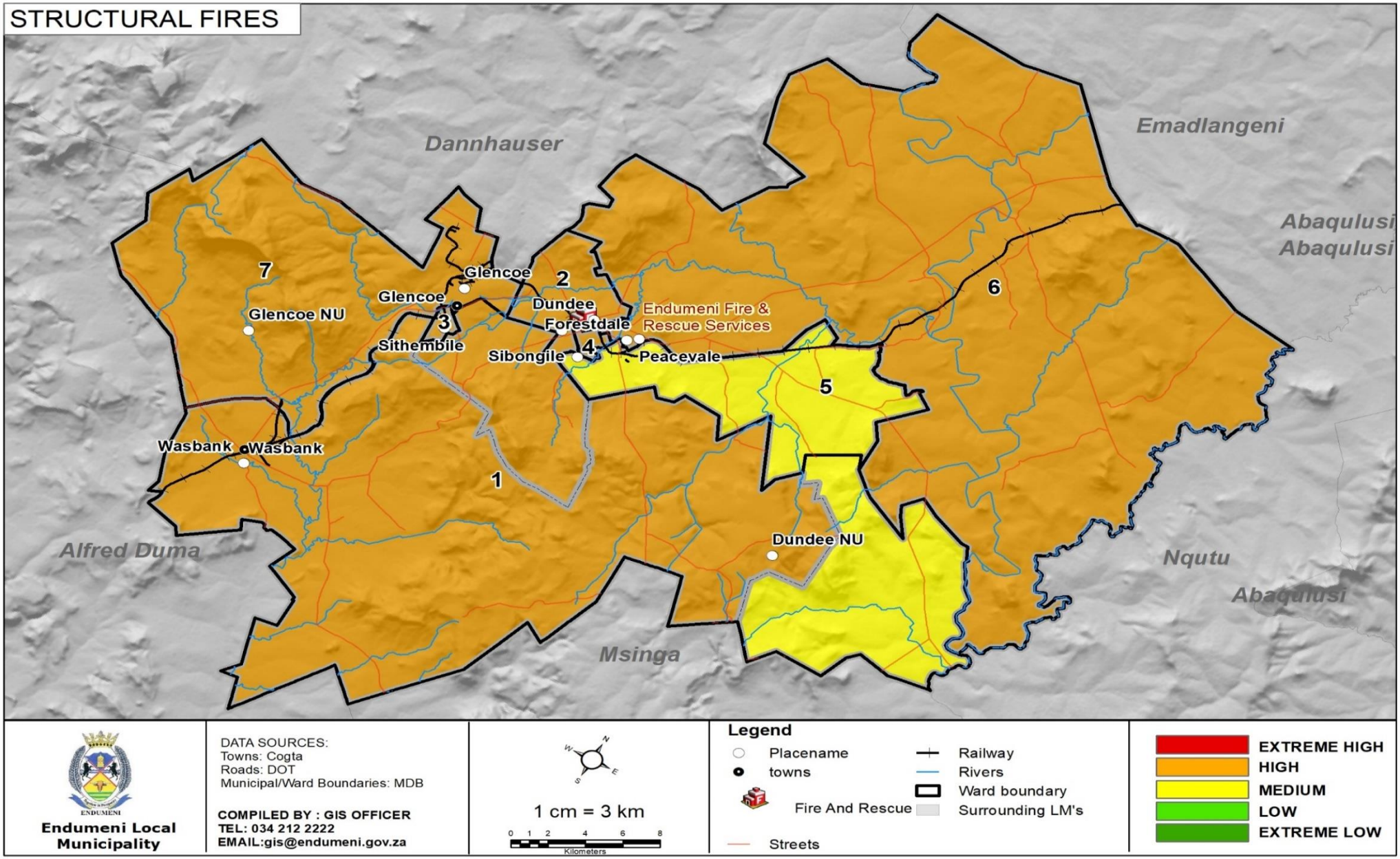
Vulnerability is defined" as the characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard. It a set of prevailing or consequential conditions arising from various physical, social, economic, and environmental factors which increase 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.



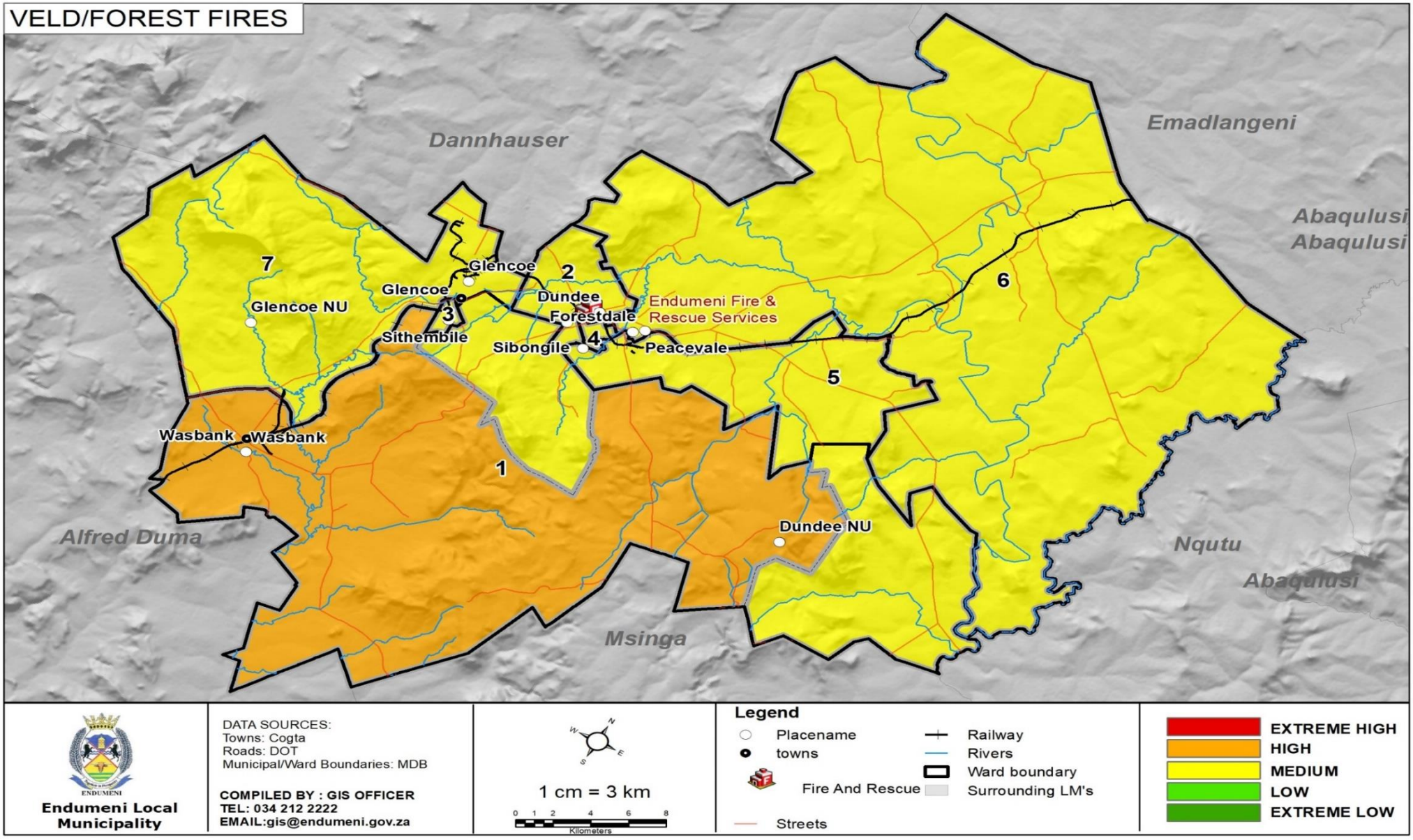
Map 33 Flood Vulnerability



Map 34 Lightning



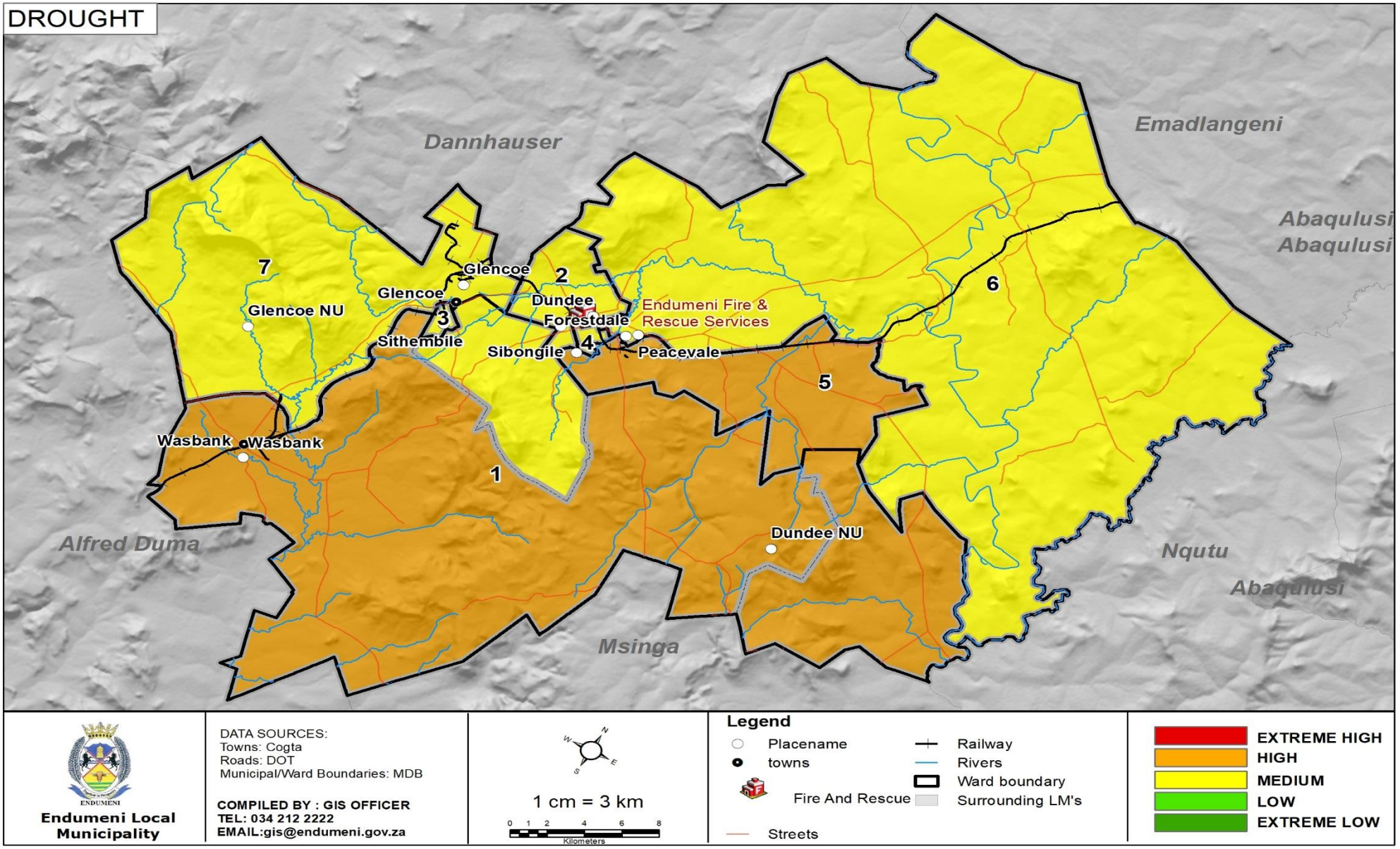
Map 35 Structural Fires



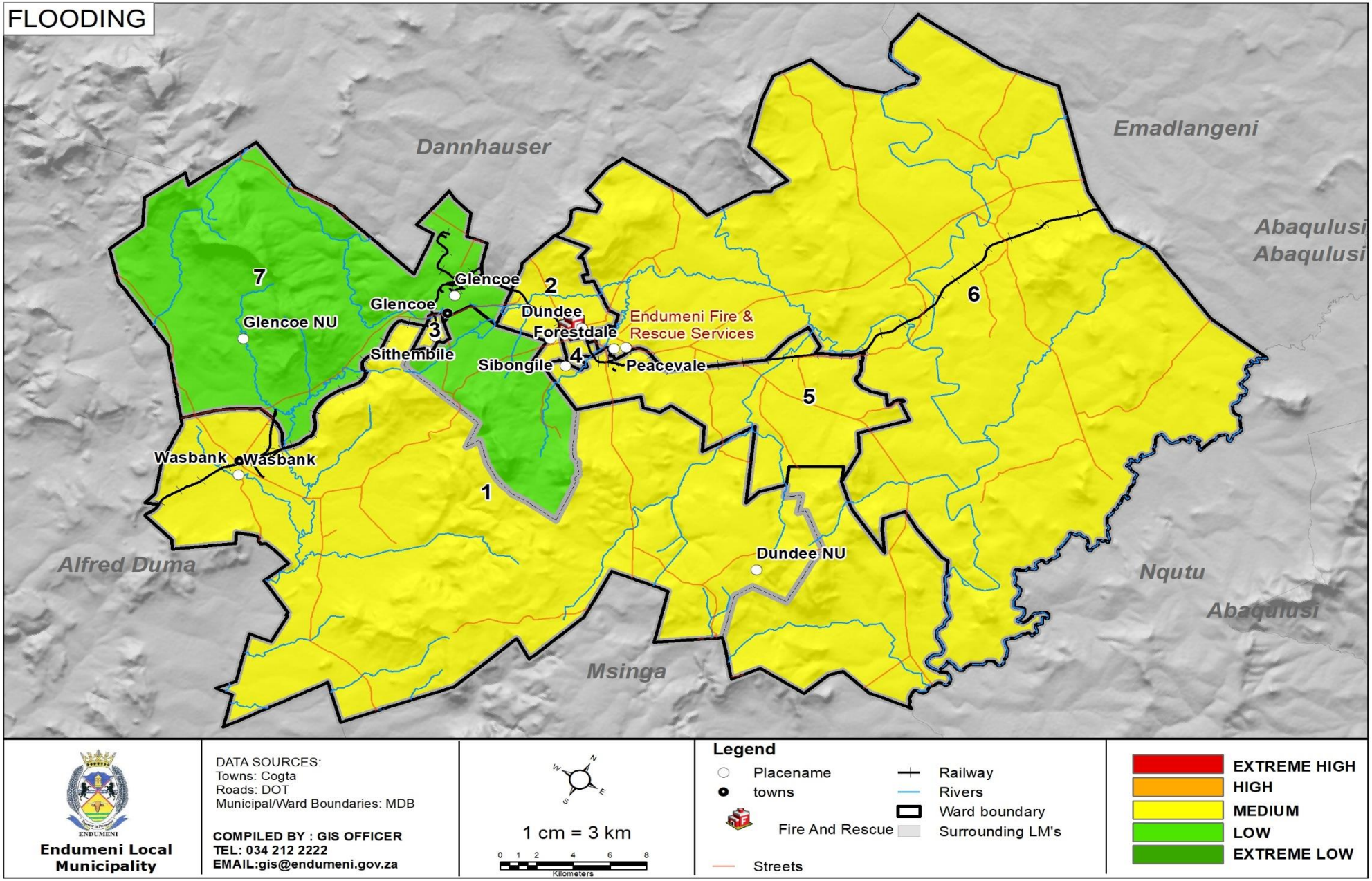
Map 36 Veld Fires

2.24 CAPACITY MAPS

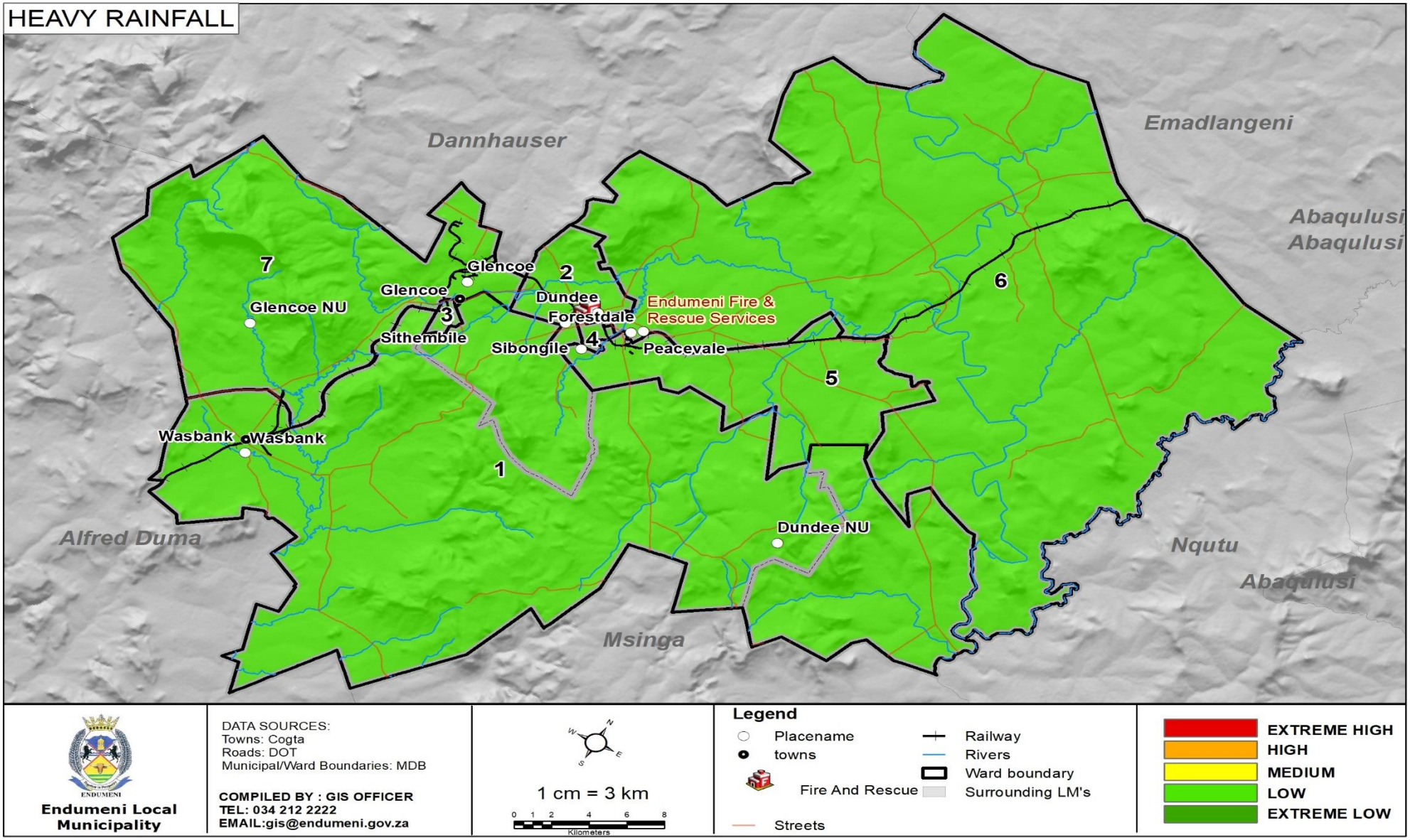
Coping capacity for disaster risk reductions refers to the ability of people, organizations, and systems, using available skills and resources, to face and manage adverse conditions such as hazards, emergencies, and disasters (UNISDR, 2009). This Capacity maps was be produced after considering critical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



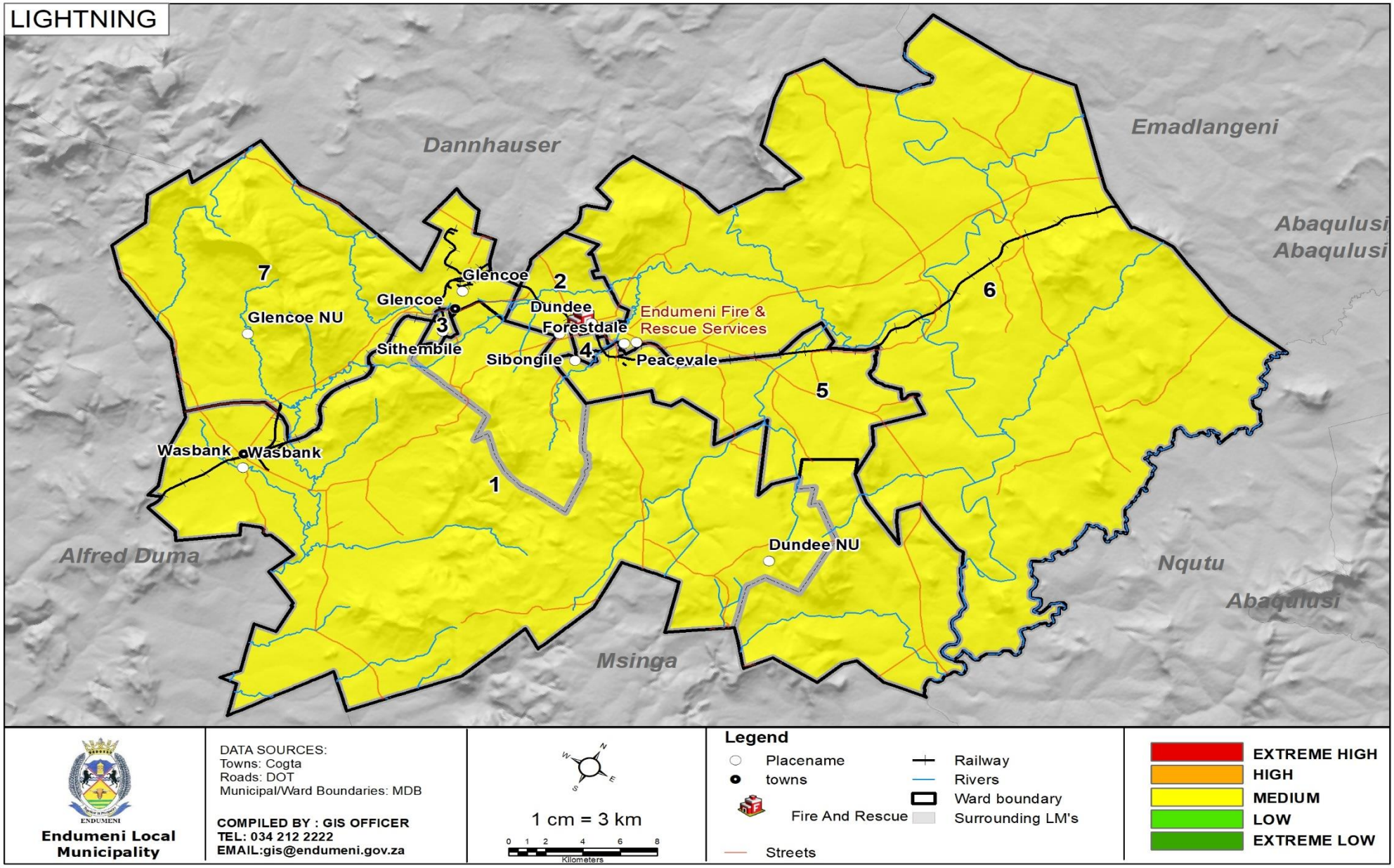
Map 37 Dought Capability



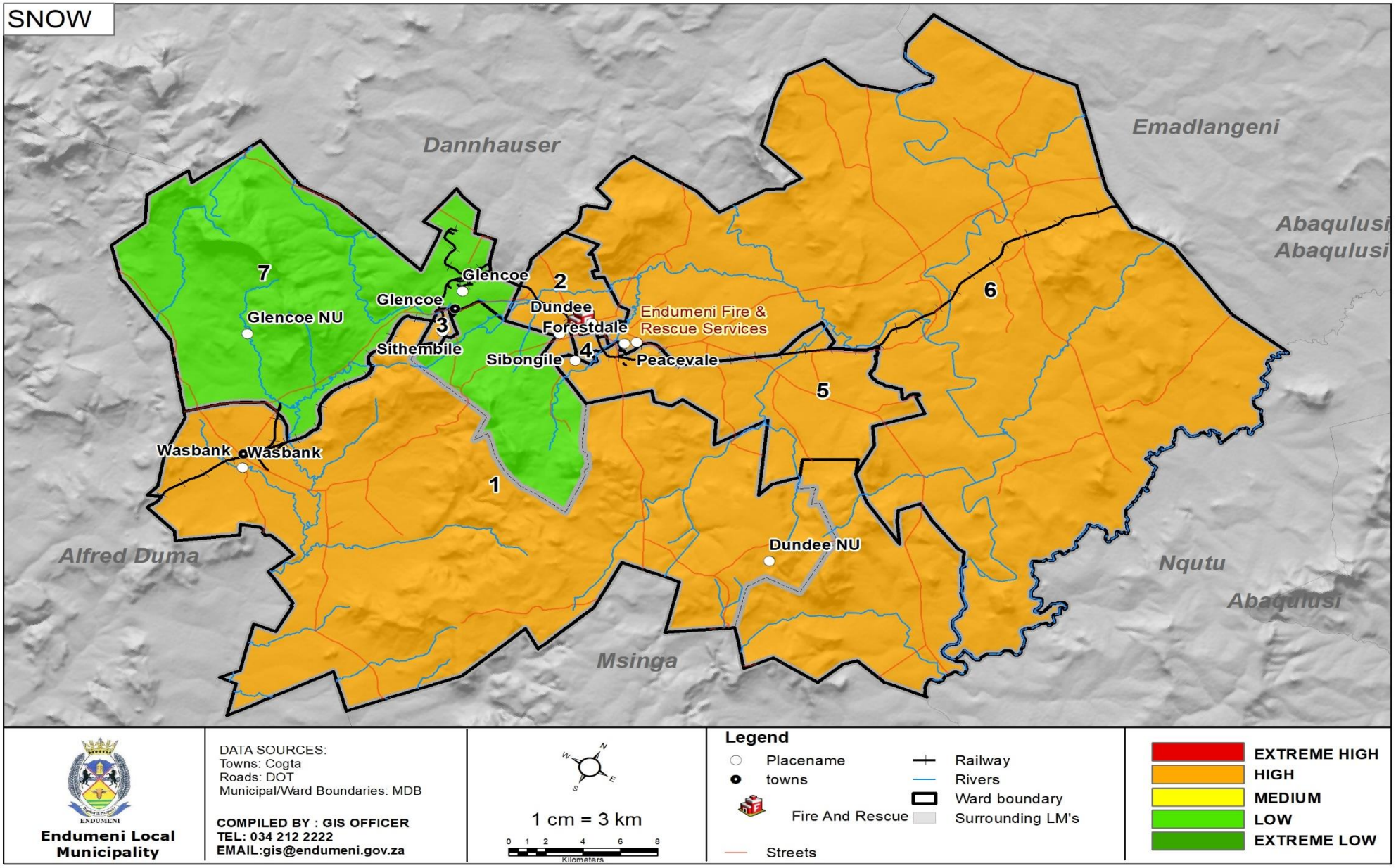
Map 38 Flood Capability



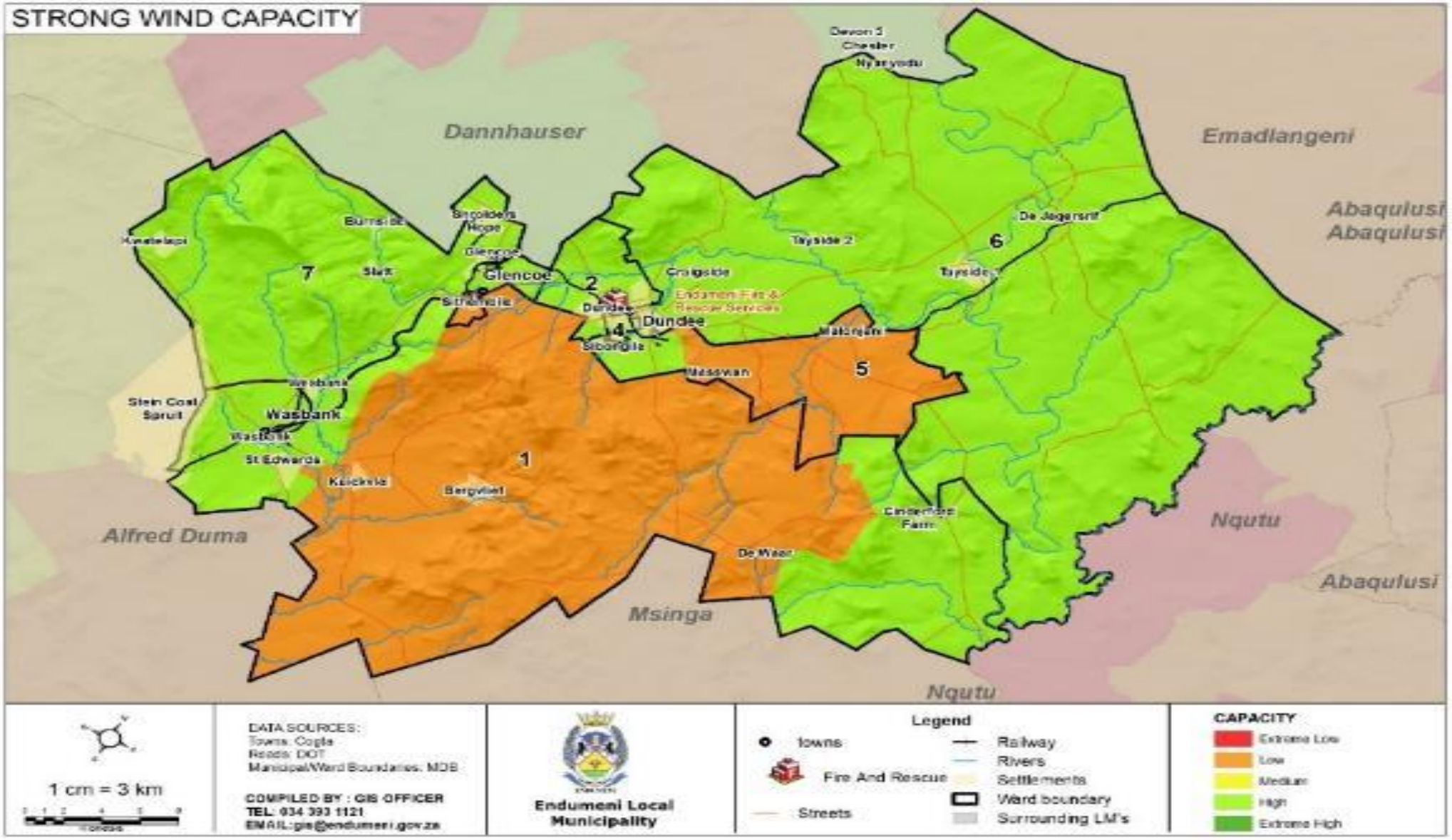
Map 39 Heavy Rainfall



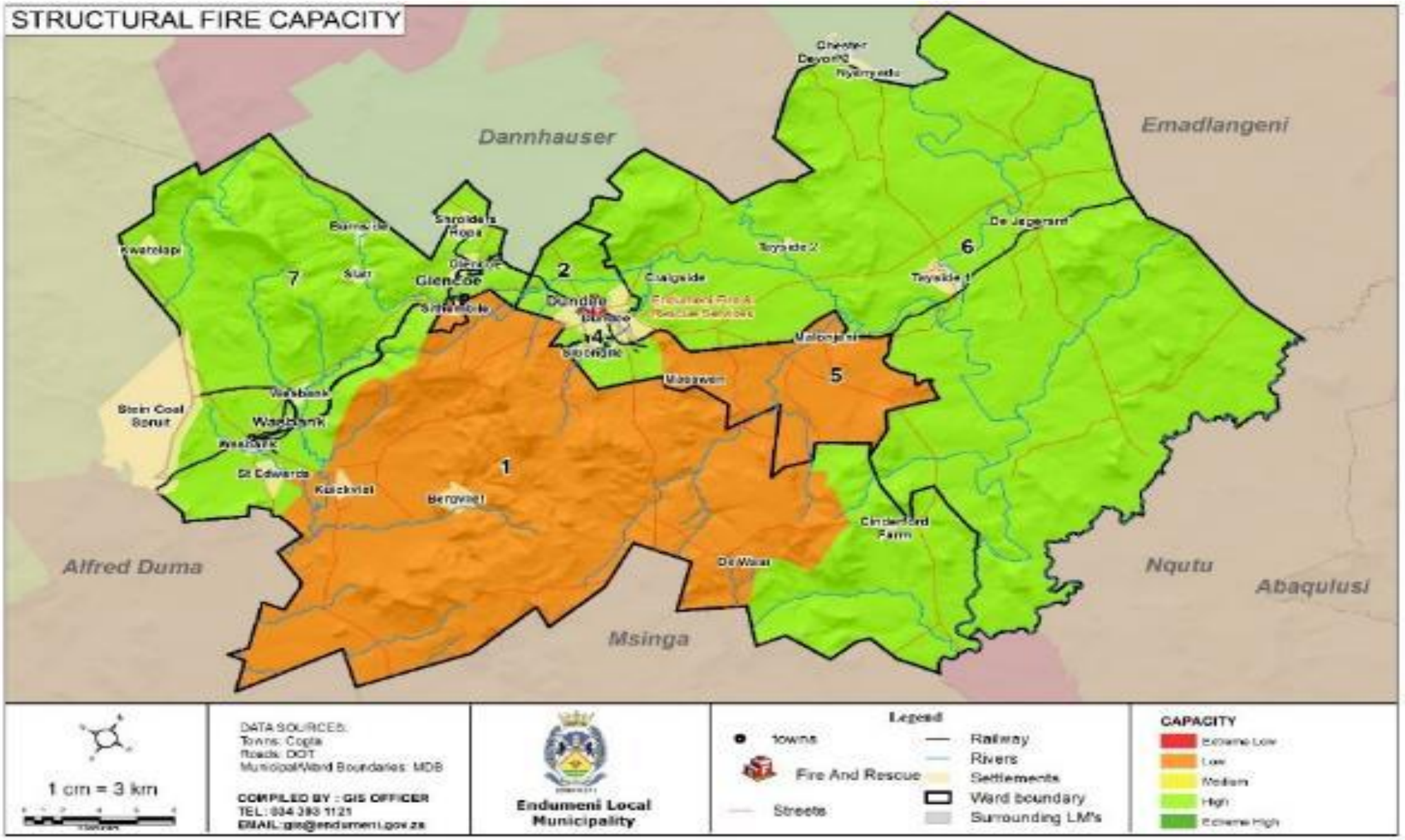
Map 40 Lightning Capacity



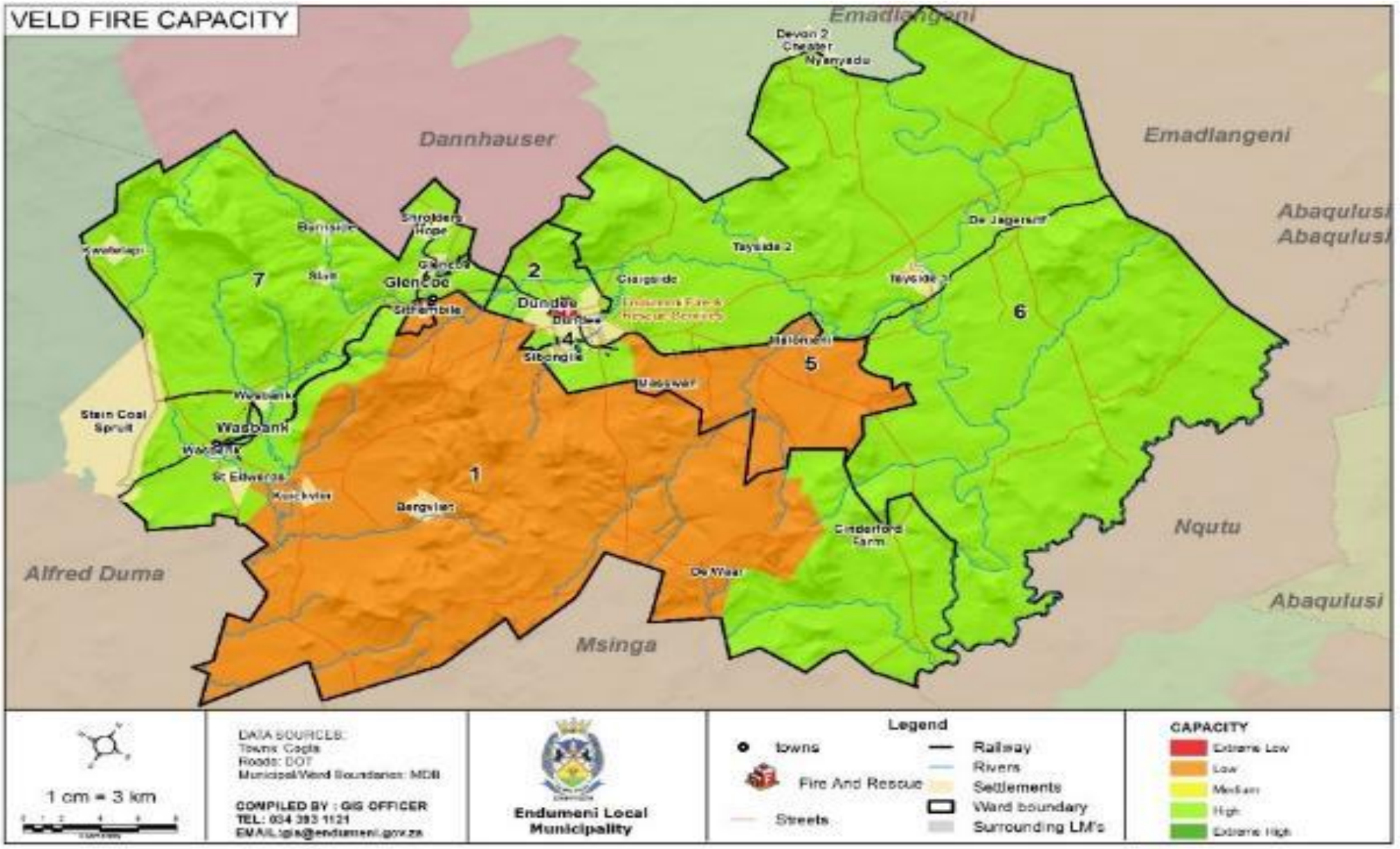
Map 41 Snow Capacity



Map 42 Strong Wind Capacity



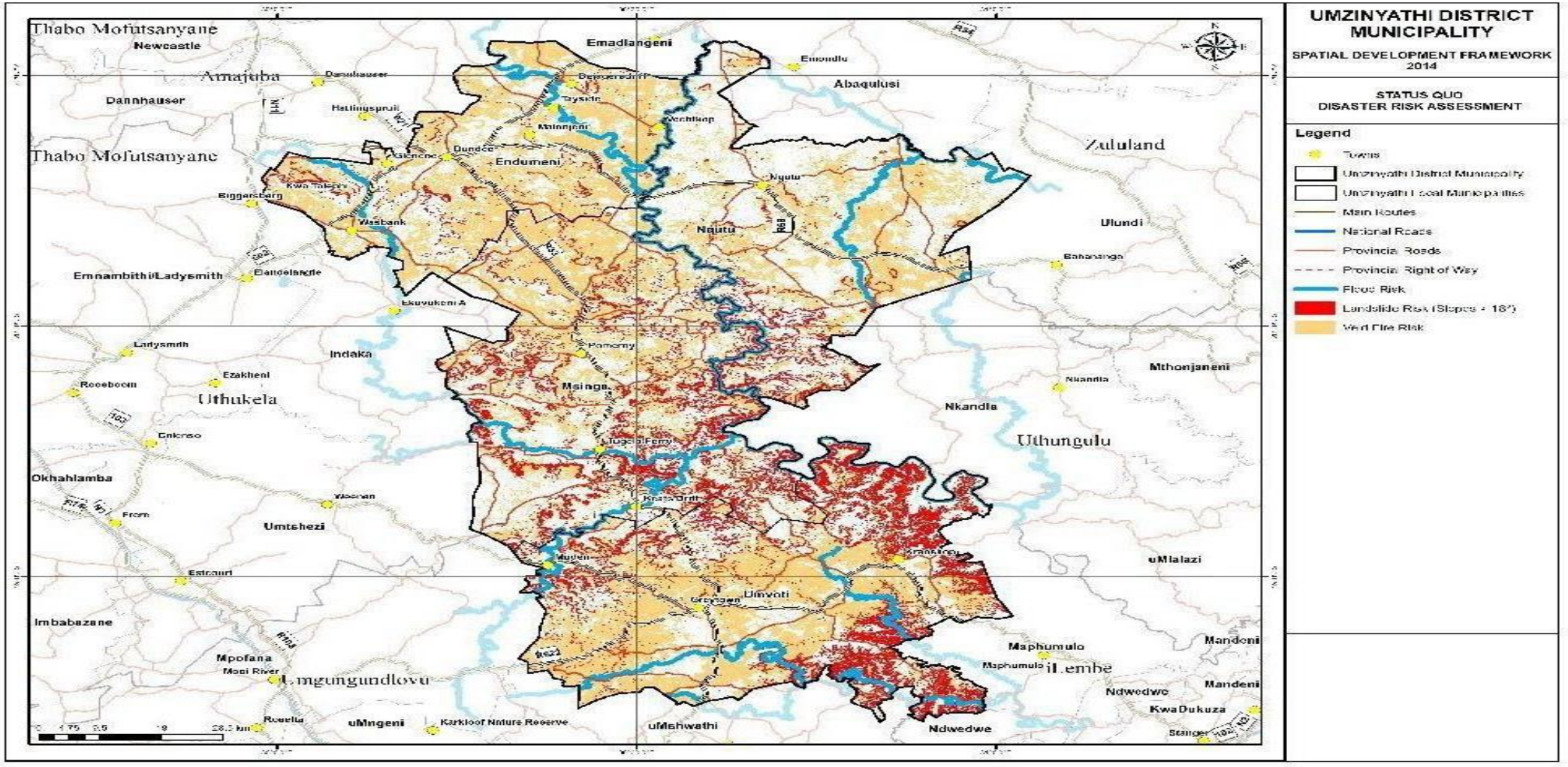
Map 43 Structural Fire Capacity



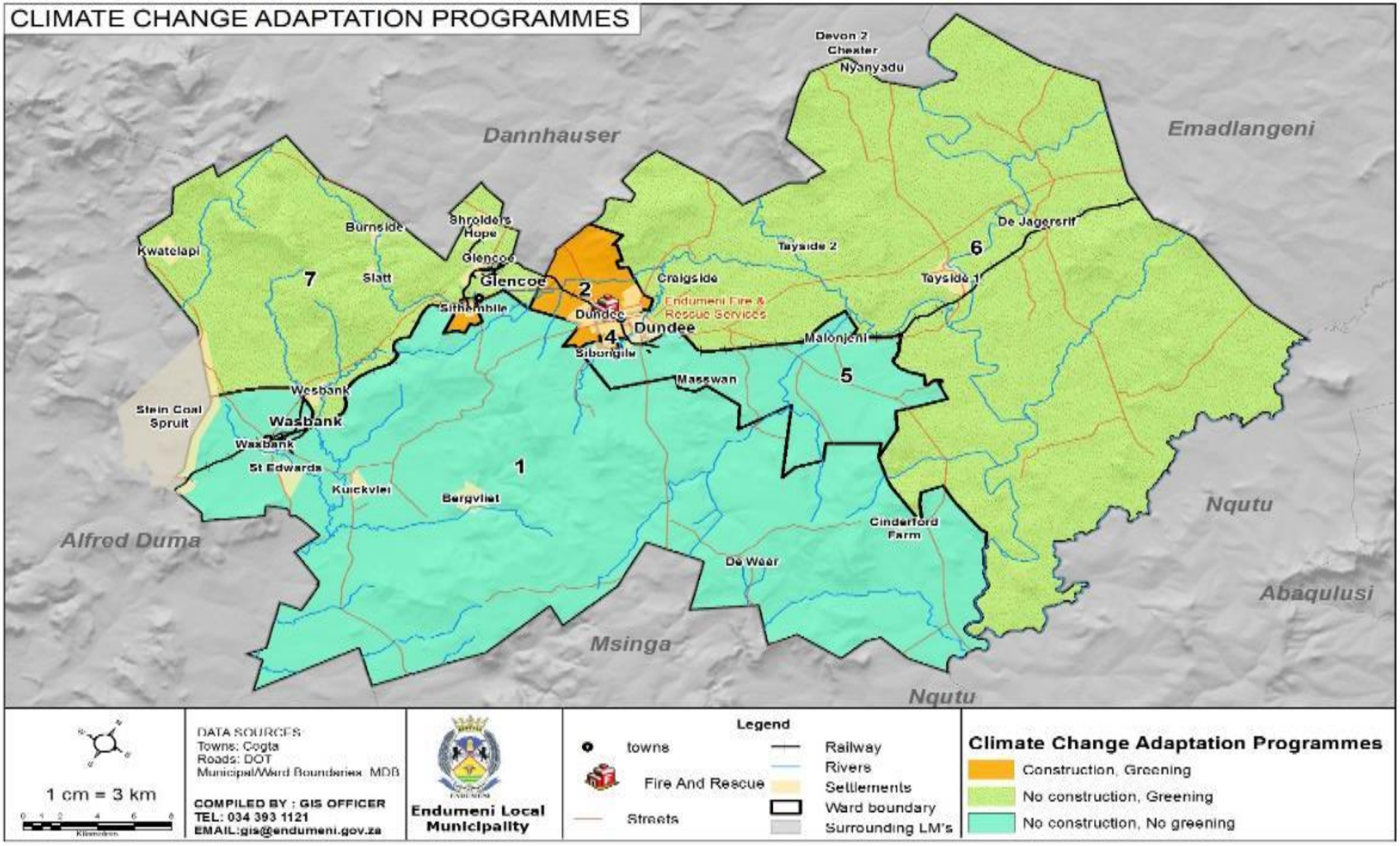
Map 44 Veld Fire Capacity

2.25 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 45 Disaster Risk Evaluation



Map 46 Climate Change Adaptation Programme

2.26 DISASTER RESPONSE AND RECOVERY

2.26.1 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.

2.19.1 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

2.19.2 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. For Endumeni Local Municipality to continue develop and implement capacity building and awareness campaigns programmes to create knowledgeable communities. eNdumeni has

recruited 14 ward-based Disaster Volunteers to the assist and ensure the swift response, awareness's and risk assessment comes from grass root level. The target audience would be communities, community leaders, Operation Sukuma Sakhe, school children Amakhosi and another 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, Covd-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.

2.19.3 ENDUMENI DISASTER MANAGEMENT COVID-19 PROGRAMME

Table 19: FUNDING

ACTIVITY	FUNDING SOURCE	FUNDING MECHANISM
Stat-up Activities (KPA 1, Enabler 1	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.
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 ➢ EPWP	Own departmental budget and reimbursement through SETAs
		Public awareness programmes and research activities will be conducted by Disaster Ward-Based EPWP Volunteers.

Risk Assessment	➢ Relevant Government ➢ Private Sector ➢ Endumeni Municipality	Own Departmental budget

TABLE 20: 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.
OPPORTUNITES	THREATS
External conditions related to the Municipality that are helpful to successful completion of the project and complying	External conditions related to the Municipality that may hinder the successful completion of the project and complying with the Act and the

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.**	municipal responsibility in terms of the disaster management principles: ➢ Climate change ➢ Capacity - funds, working space. ➢ Environmental degradation ➢ Extreme temperatures

3 KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

2.27 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.

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.

3.1 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.

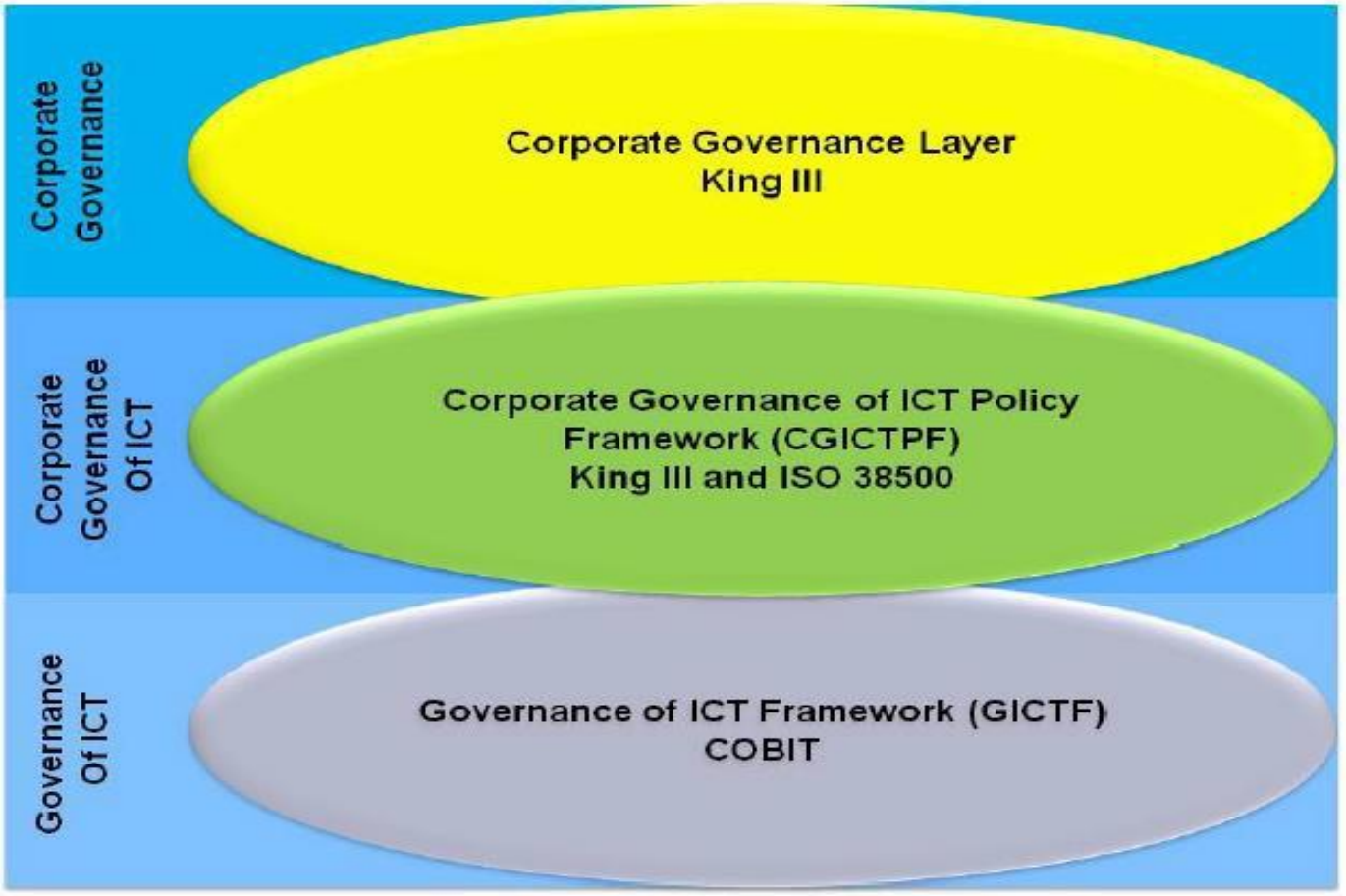


Diagram 1 Government layers

3.2 ORGANIZATION OF ADMINISTRATION

3.2.1 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 five (5) Section 56 Managers in existence in the reviewed organizational structure, who report 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 372 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:

- 116 African Females
- 6 Coloured Females 13 Indian Females
- 9 White Females
- 207 African Males 4 Coloured Males 7 Indian Males
- 12 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 2022 to 3 June 2022

- 2nd Quarter October to December = 0

EXITS OCTOBER 2022 TO DECEMBER 2022 (death, resignation, retirement, medical board)

	De	Resignation	Retirement /	Dismissal	Medical board
1st Quarter July to					
2nd Quarter Oct to	1	1	0	1	**0**
3rd Quarter Jan to					

Table 16: Exits July 2022 to Dec 2022

2.27.1 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. Endumeni Municipality is demarcated into 7 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.

3.1.1 POWERS AND FUNCTIONS OF ENDUMENI LOCAL MUNICIPALITY

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	**Community services**
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	**Community Services**
Cleansing	**Community Services**

Billboards and Display of Advertisements in Public Places	**Planning & Economic Development Services**
Licensing and Control of undertaking that sell food to the	**Planning & Economic Development Services**
Local Amenities	**Technical Services**
Municipal Parks & Recreation	**Community Services**
Municipal Roads	**Technical Services**
Pounds	**Community Services**
Public Places	**Community Services**
Refuse Removal, Refuse dumps and Solid Waste disposal	**Community Services**
Street Trading	**Planning & Economic Development Services**
Street Lighting	**Technical Services**
Traffic and Parking	**Community Services**
Libraries	**Community Services**
Museums	**Community Services**
Municipal Halls	**Community Services**
other Municipal Buildings	**Corporate service**
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 17: Power and Functions

2.27.2 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	**12**
2	Corporate Services	51	**33**
3	Technical Services	112	**99**
4.	Planning & Economic Development Services	30	**27**
5	Budget & Treasury Office	52	**44**
6	Community Service	246	**172**
	TOTAL	**511**	**387**

Table 18: Filled Positions

The Total Vacancy Rate as per the attached Reviewed Organizational Structure is 4.1%

3.2 DEPARTMENTS REPRESENTATION

According to the approved 2022/2023 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	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 19 Department's representation

2.27.3 STATUS OF CRITICAL POST

The status of the critical positions is as follows:

- The Position of Municipal Manager is vacant
- Section 56 Managers are all filled, two are not filled

3.3.5 STATUS OF CRITICAL & BUDGETED POSITIONS:

In accordance with the approved 2022/2023 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.

2.28 WORKPLACE SKILLS PLAN (WSP)

In accordance with the Skills Development Act and skills Levy Act, municipalities have to prepare and review the Workplace Skills Development Plan. During 2022/2023, 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.

2.28.1 EMPLOYMENT EQUITY PLAN

The Employment Equity plan for the next Five (5) years was developed, and adopted on the 30th of 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 Six (09) coloured employees in the municipality. Likewise, a good percentage of the employees are youth.

As part of Employment Equity, the Municipality intends to maximize diversity, equal opportunity, and fair treatment of employees as well as maximize employee growth so that the Municipality provides high-quality services to the residents of Endumeni, especially the poor and historically disadvantaged.

2.28.2 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

2.29 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.

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

In many cases, staff losses are the result of unattractive salary packages that resulted from implementation of the Job/Task Evaluation. In order to prevent this from happening, it is essential that accurate job descriptions be developed which clearly identify the core competencies required for successful performance. These job descriptions must be used during the recruitment and selection process. Occasionally, it has also been demonstrated that it is a good practice to "hire for capabilities and train for skills". This occurs when an individual is appointed based on their ability to do the job, even though they may not possess the required skills since they can be acquired through training.

2.29.2 LINK STAFF RETENTION TO AN EFFECTIVE INDUCTION PROCESS

In studies on best practice, it has been demonstrated that the first few weeks of employment are crucial for establishing an employee's commitment to the equipment. In this regard, it is crucial that managers and human resource practitioners participate in the induction process to lay the foundation for future commitment. An effective way to deal with this is to implement well-structured and dynamic induction programs that span the employees' first day of employment and encourage them to read even if they have not yet begun working.

2.30 ORGANISATIONAL STRUCTURE (ATTACH REVIEWED ORGANIZATIONAL STRUCTURE)

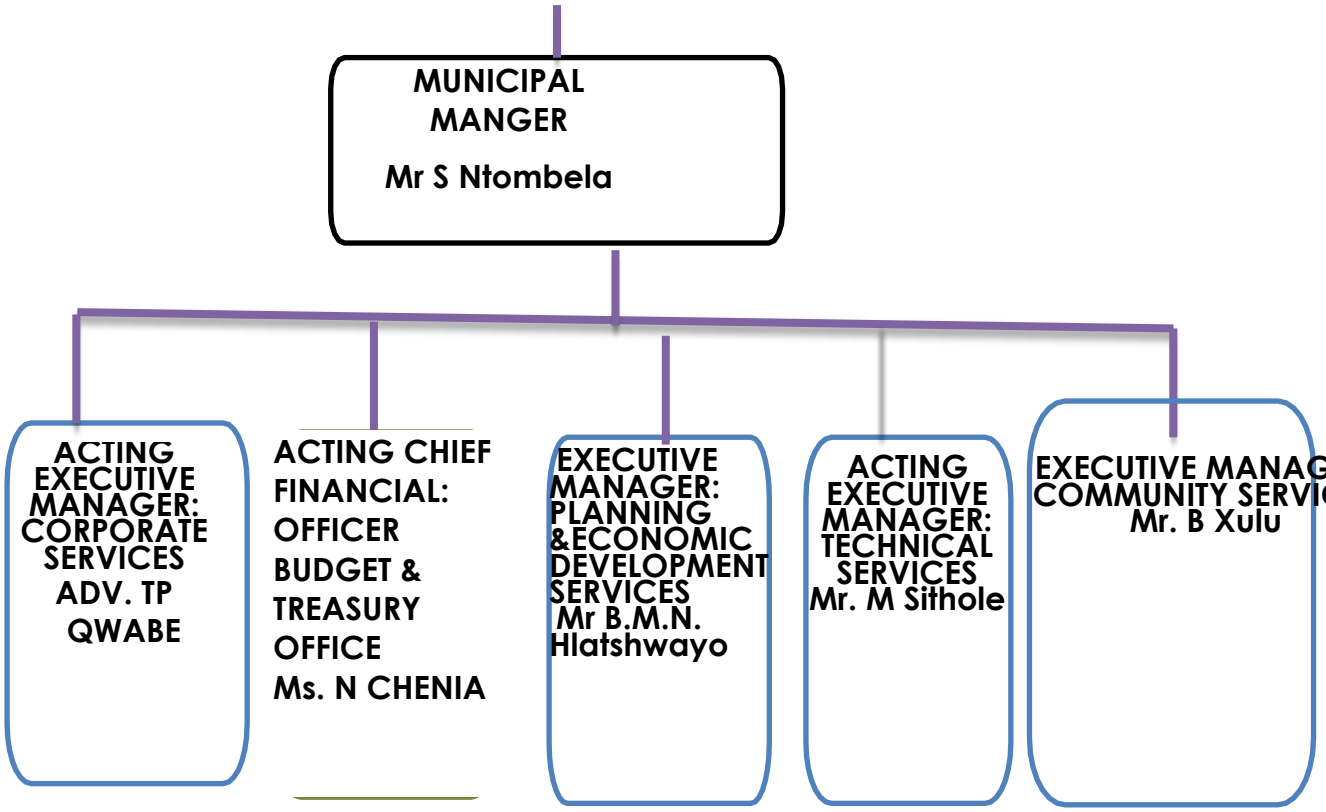


Diagram 2 Organisational Structure

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Capable and Skilled officials	No structured EEP Committee
An Aligned Organizational Structure	Lack of Council adopted Staff Retention Strategy
Active & Functional Unions	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	Lack of management supports in cascading of PMS to lower levels
A Council Adopted Work Skills Plan (WSP)	Slow pace in implementing the WSP due to SCM procurement processes
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	Limited office space
A Council Adopted PMS Policy Framework	Limited resources for maintenance and renovation of municipal infrastructure
A Council Adopted Communication Strategy & Plan	Inadequate security personnel
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 Municipality	**Low staff Morale and reduced productivity levels**

Table 20: 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.

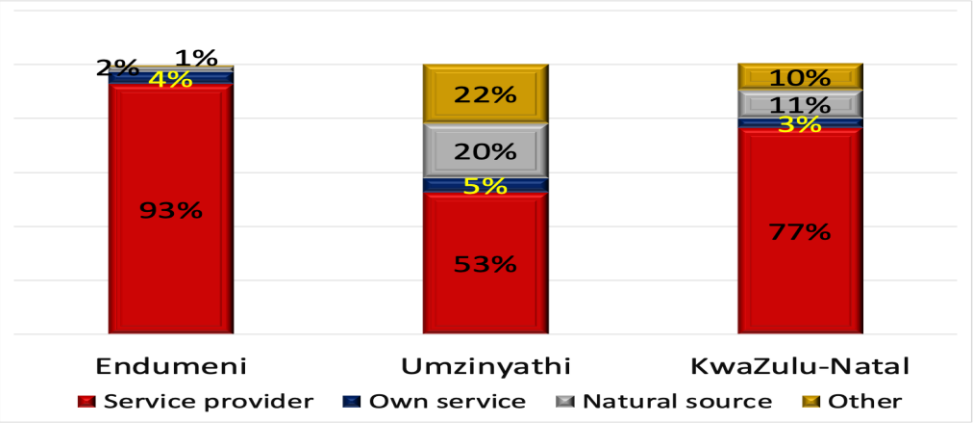


Figure 31 Access to water

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.

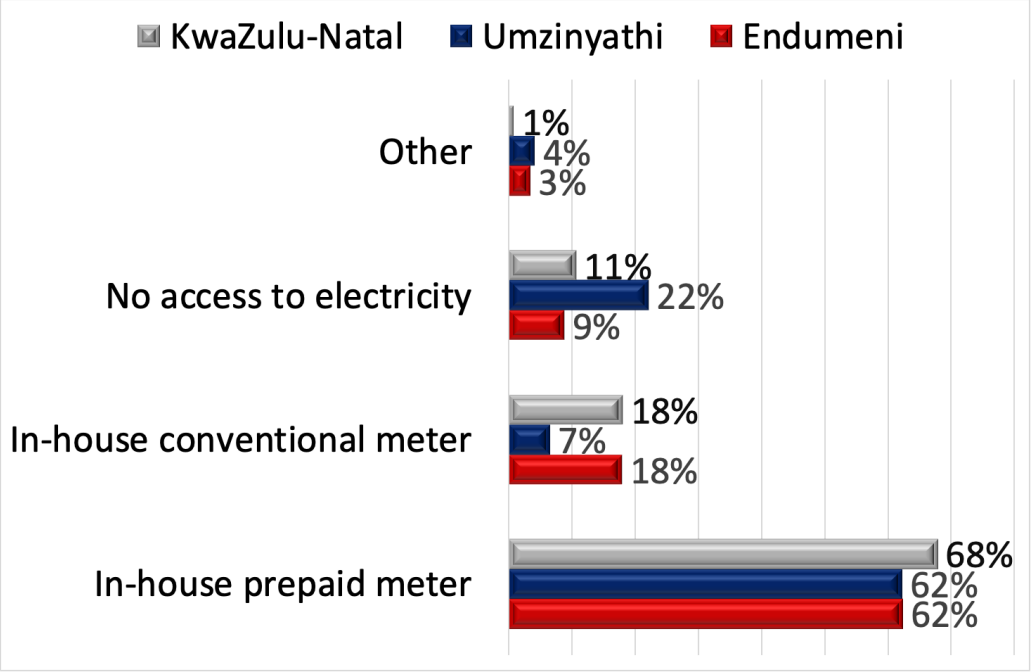


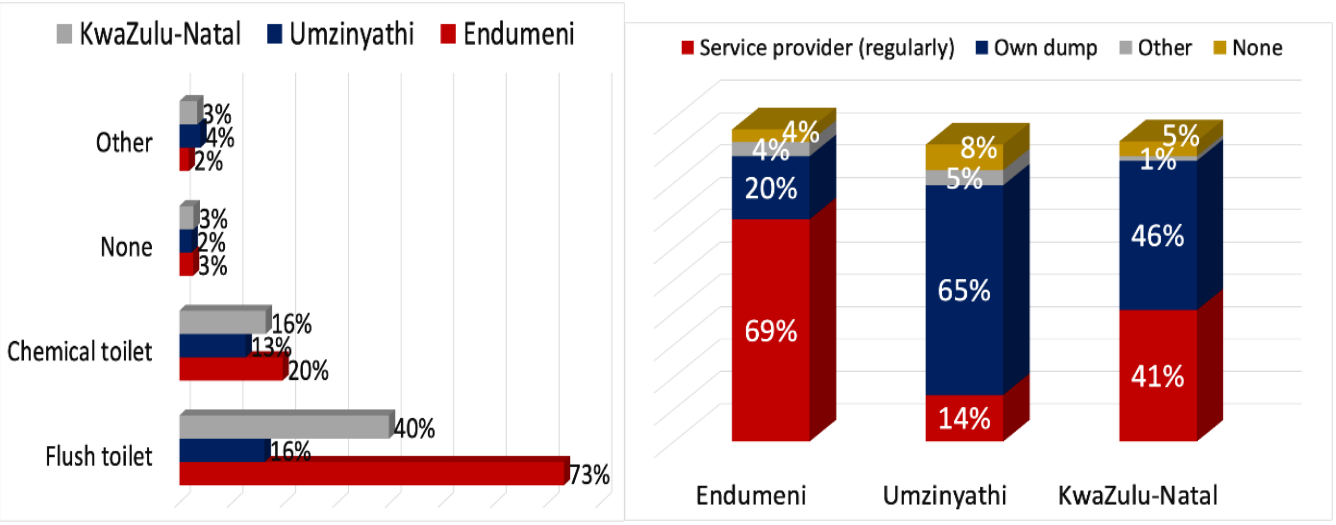
Figure 32 Access to electricity
Data Source: Statistics South Africa (2016)

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

3.1.1 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.

4.6.1 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

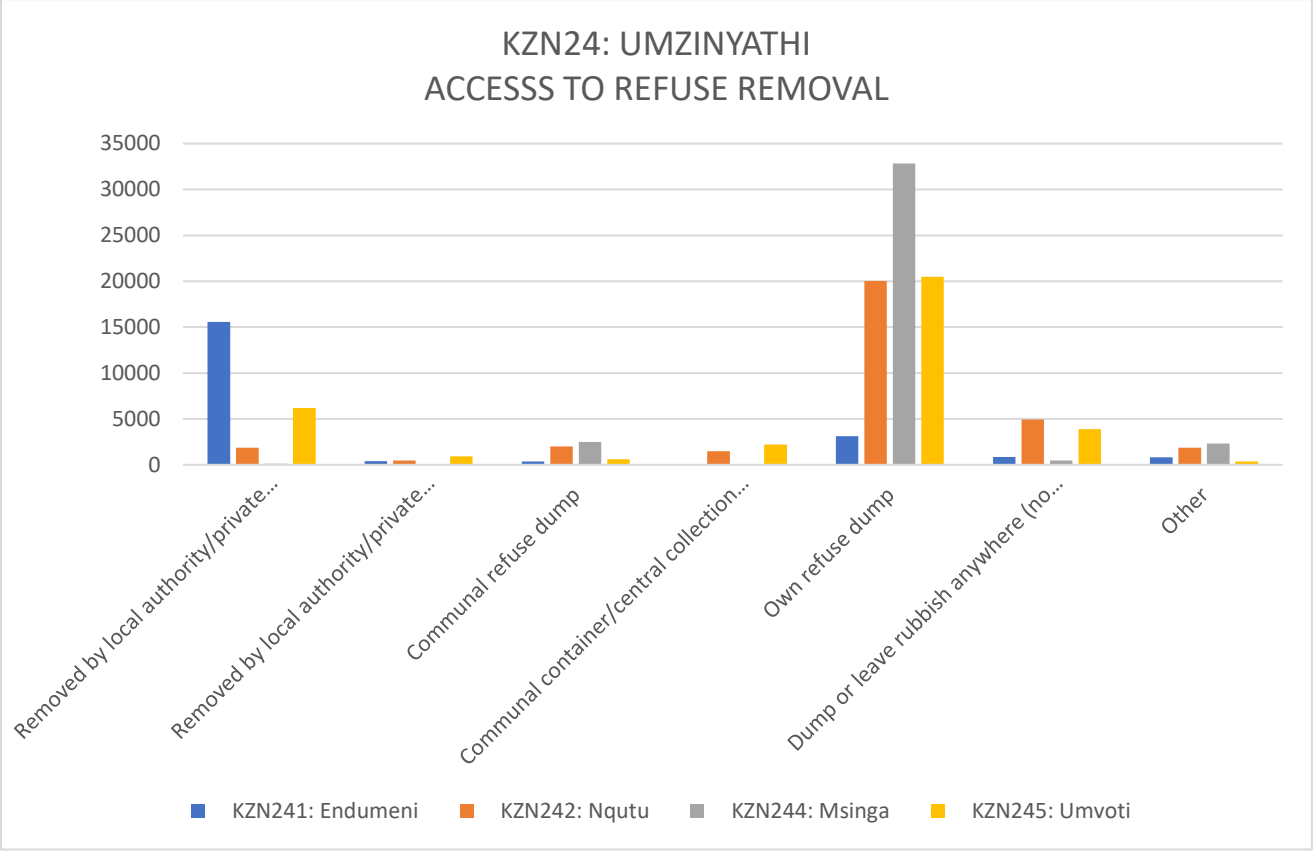


Figure 33 Access to refuse removal

(Source: statistics community survey 2016)

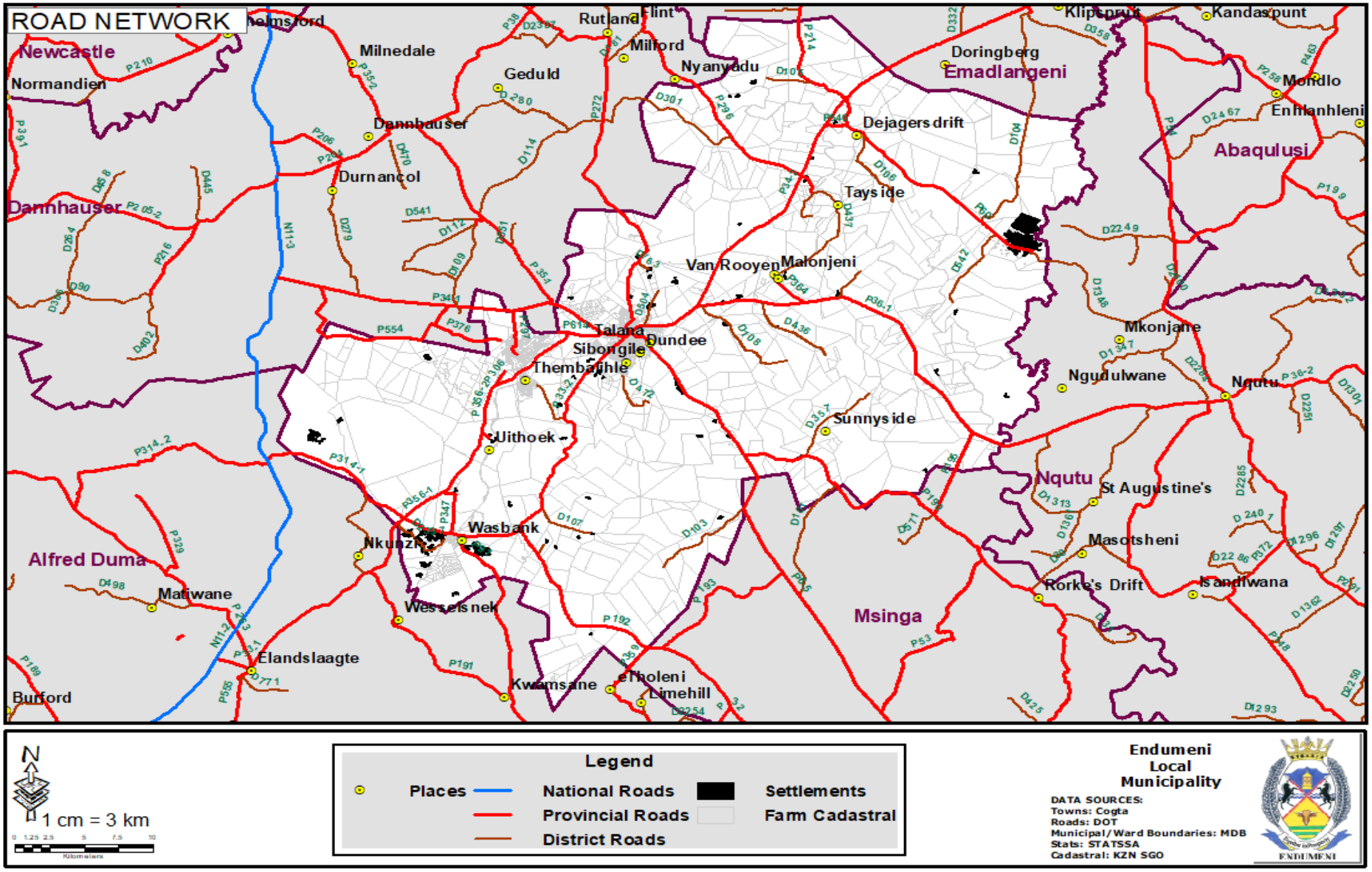
4.7 TRANSPORTATION INFRASTRUCTURE

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 47 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

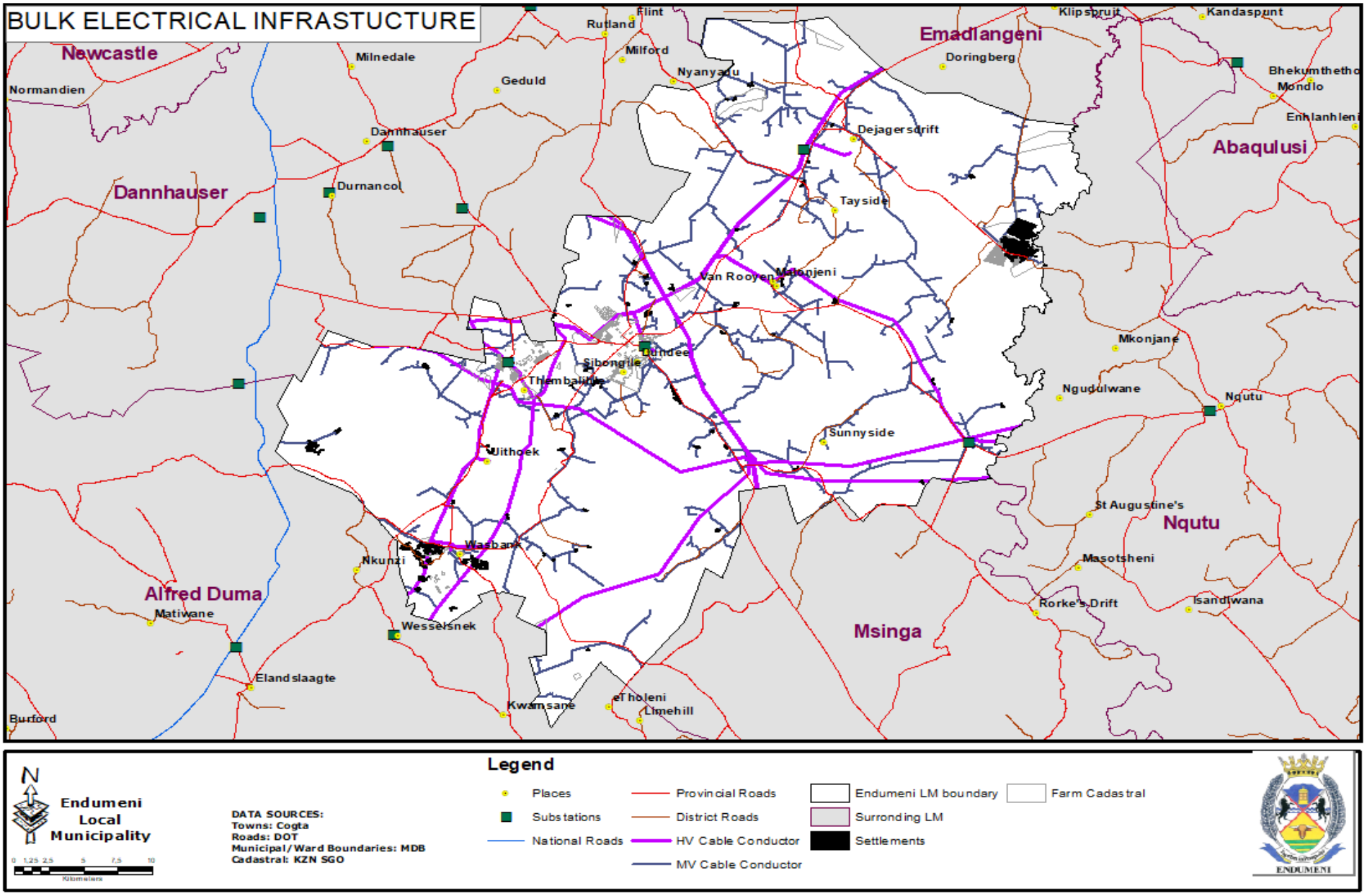
The current reticulation network in Endumeni Municipal area as indicated in map shows areas already electrified and the location within the district of the bulk electricity infrastructure. It is no surprise that the bulk electricity infrastructure is concentrated in areas that have the highest population 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 48 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.

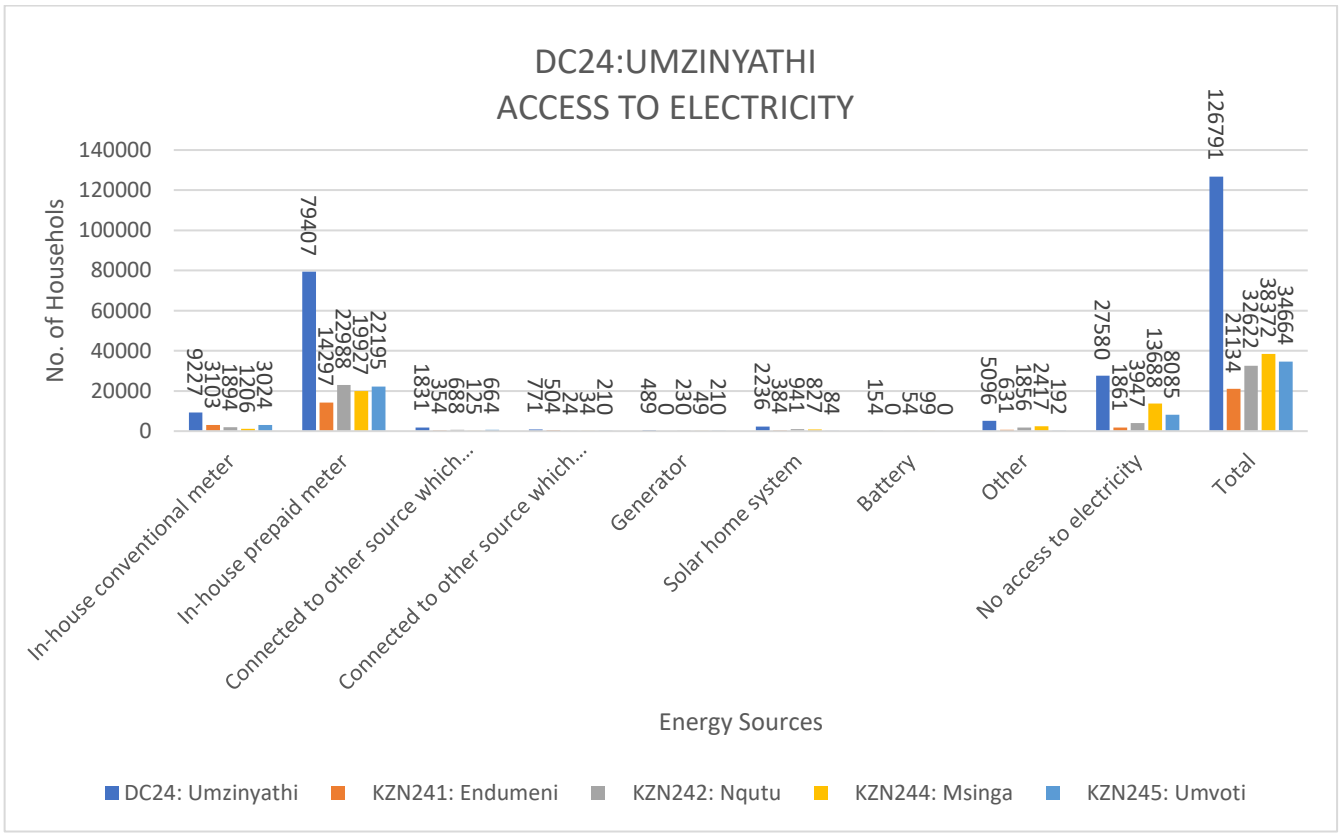


Figure 34 Umzinyathi Access To Electricity

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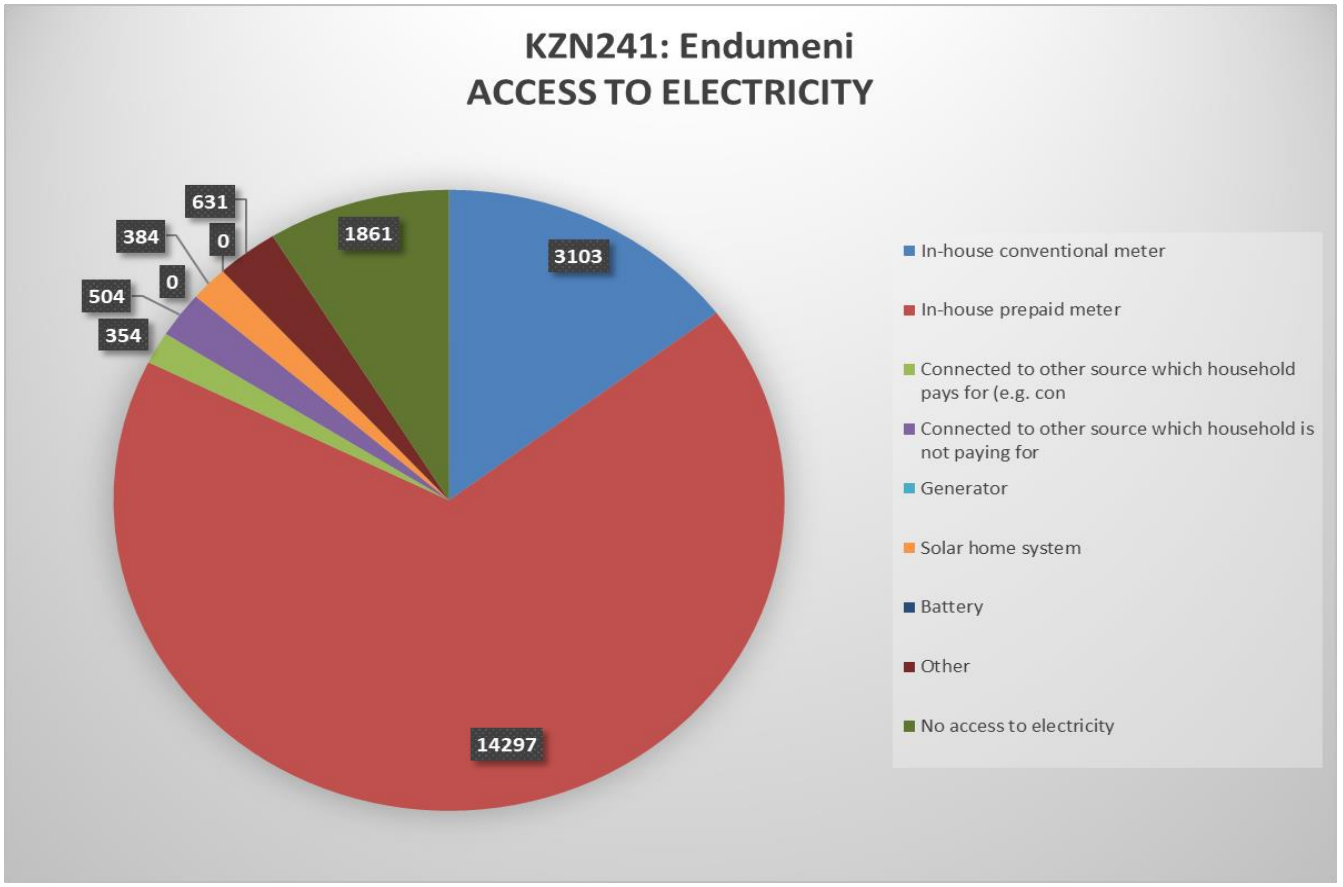
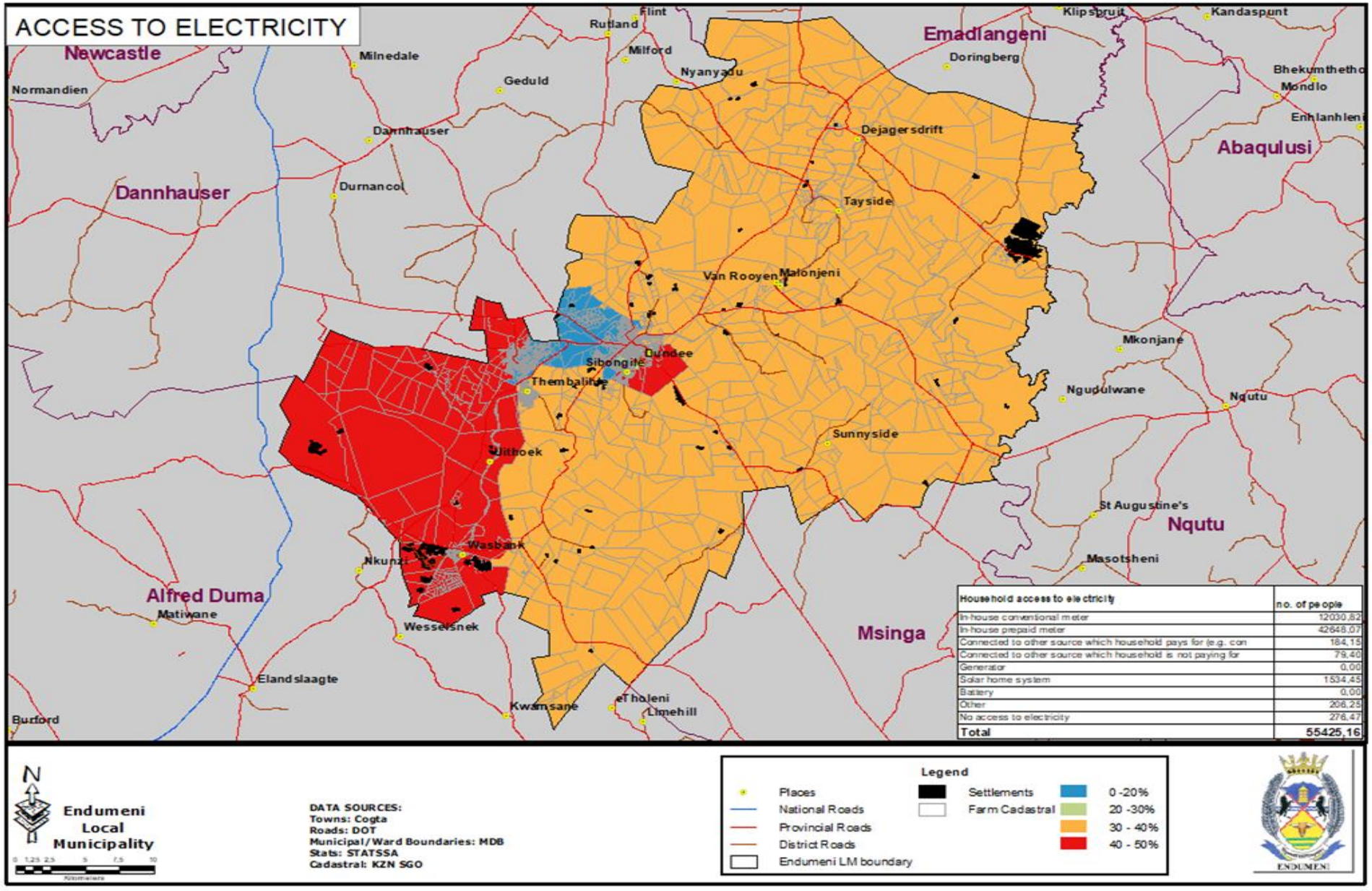


Diagram 3 Electricity

(source: statistic community survey 2016)



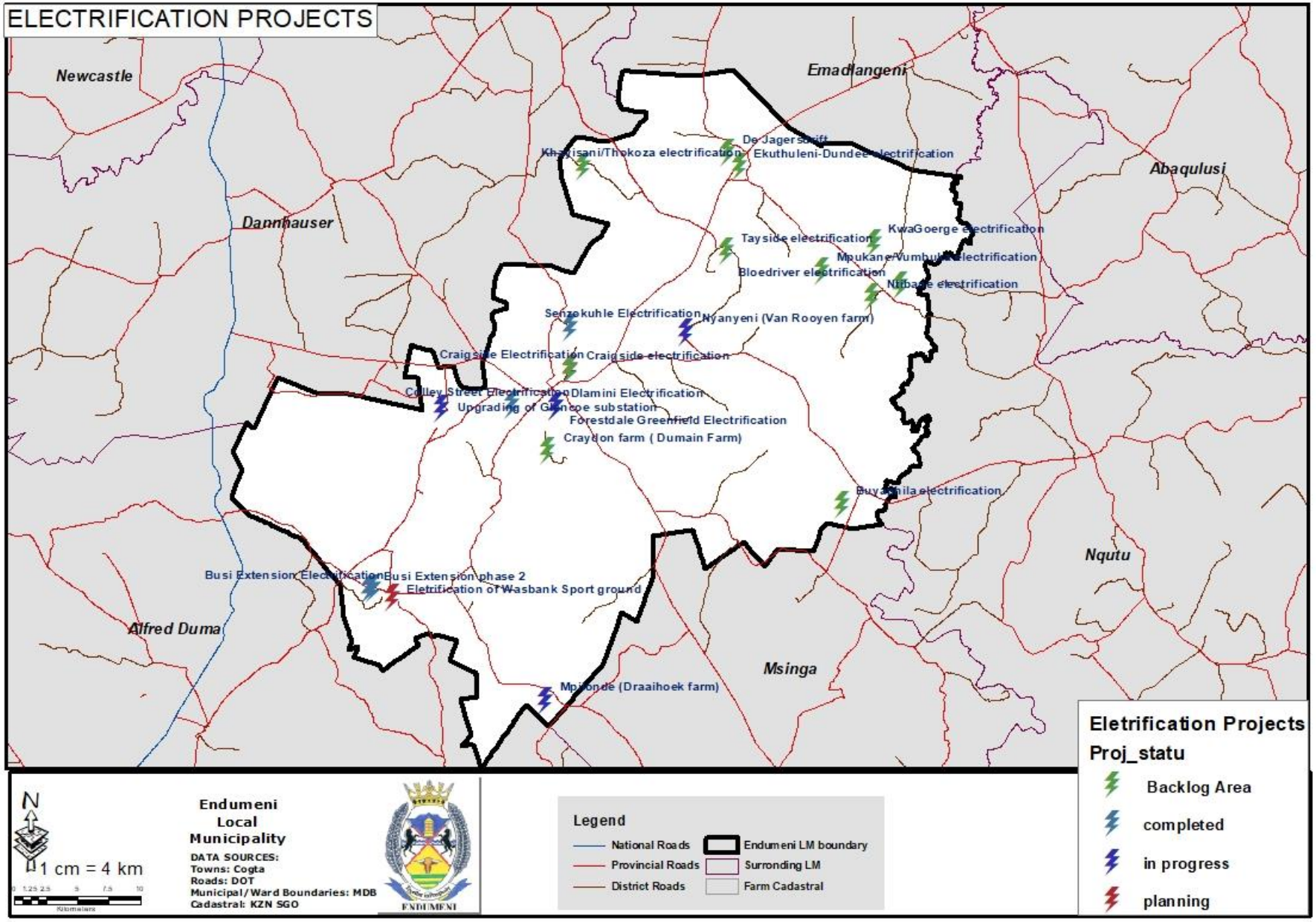
Map 49 Access to electricity

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.

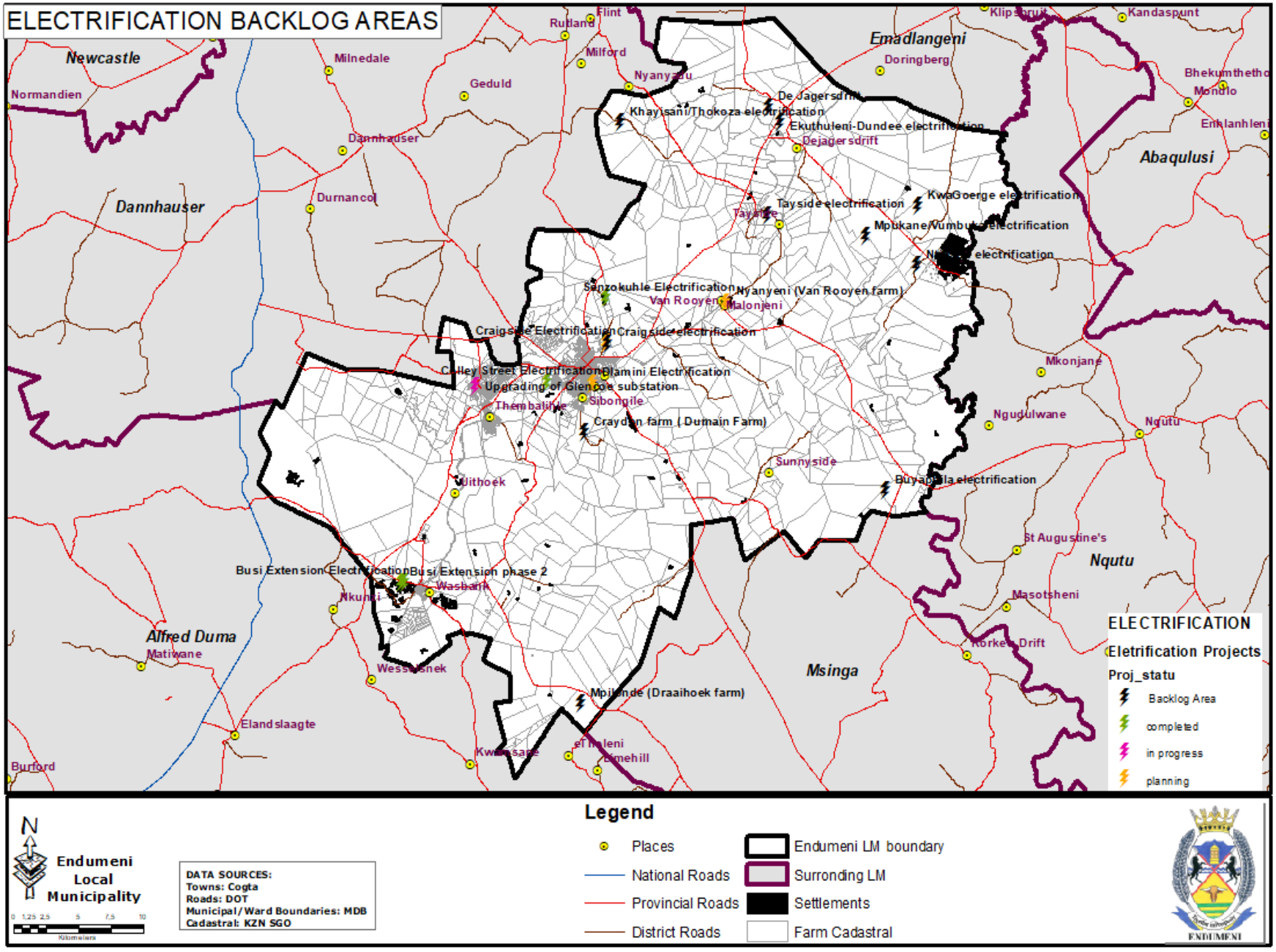


Map 50 Electrification projects

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 21: Backlog Eradication Electrification Programme in the Eskom Area



Map 51 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 22: 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.

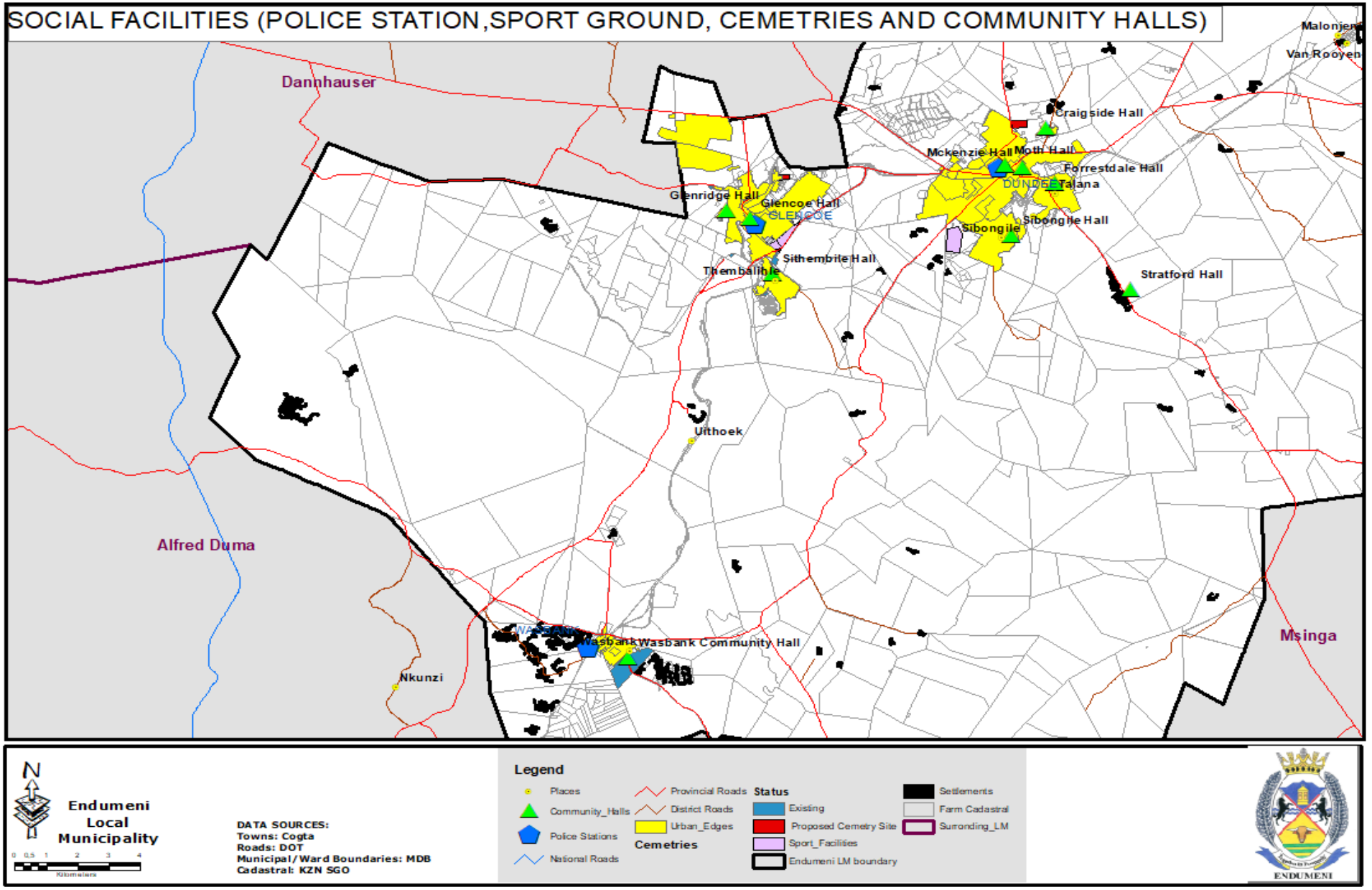
4.8.2 THUSONG CENTRES AND COMMUNITY HALLS

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 52 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.

4.11 STATUS 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 23: 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 Roa Network	Moratorium on bulk water and sanitation on new 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 24: Service delivery and infrastructure SWOT Analysis

5. KPA LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT

5.1 LOCAL ECONOMIC DEVELOPMENT

5.1.2 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.

5.1.3 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

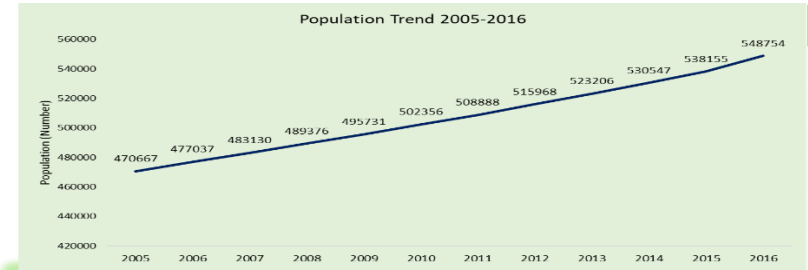
In addition the Municipality through its Planning & Economic Development Department is participating and is involved in a number of joint LED initiatives with a variety if members of the Municipal-wide LED Forum in order to promote collective efforts towards inclusive and radical economic transformation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

5.1.4 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.

2.1.1 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 4 District wide economic overview

3.4.2 Gross Domestic Product

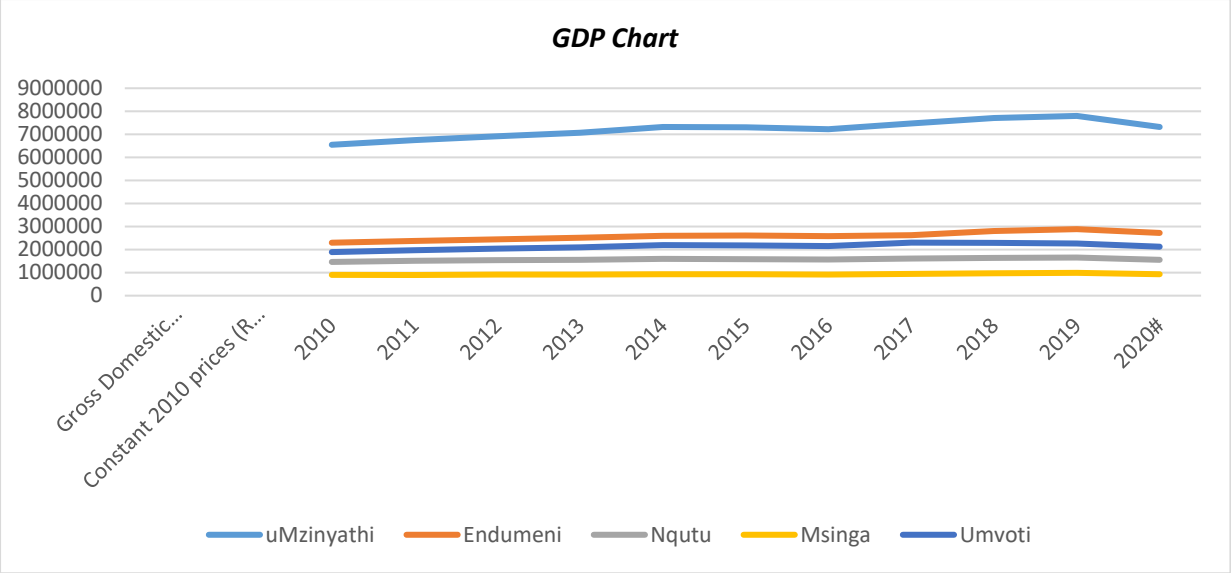


Diagram 5 Gross Domestic Product
Source: Edtea KZN 2020

3.4.3 Annual Economic Growth

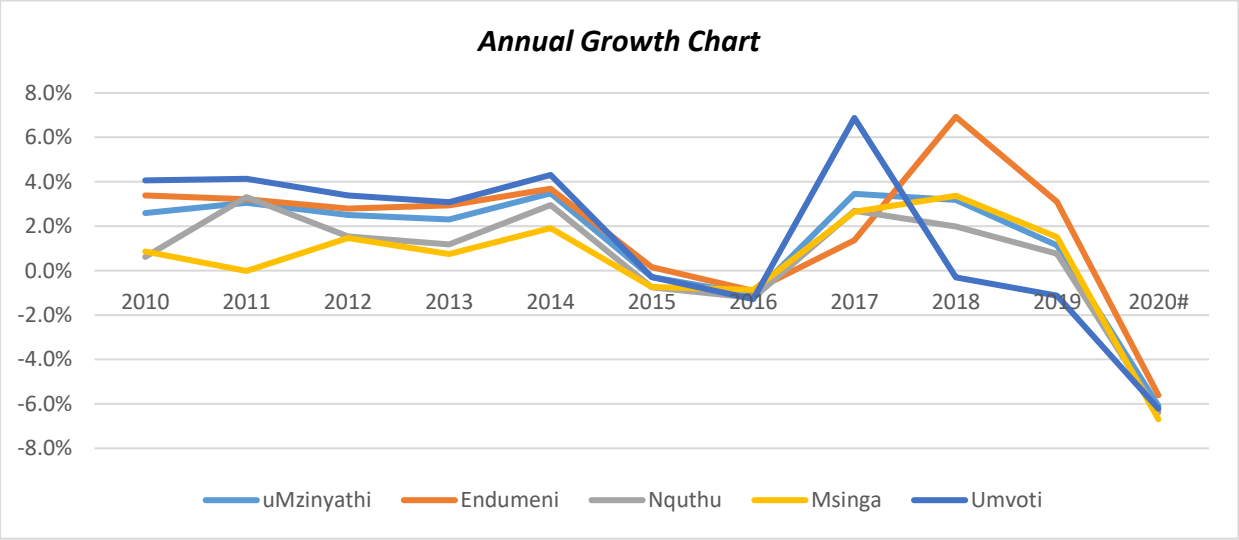


Diagram 6 Annual Economic Chart

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 25 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

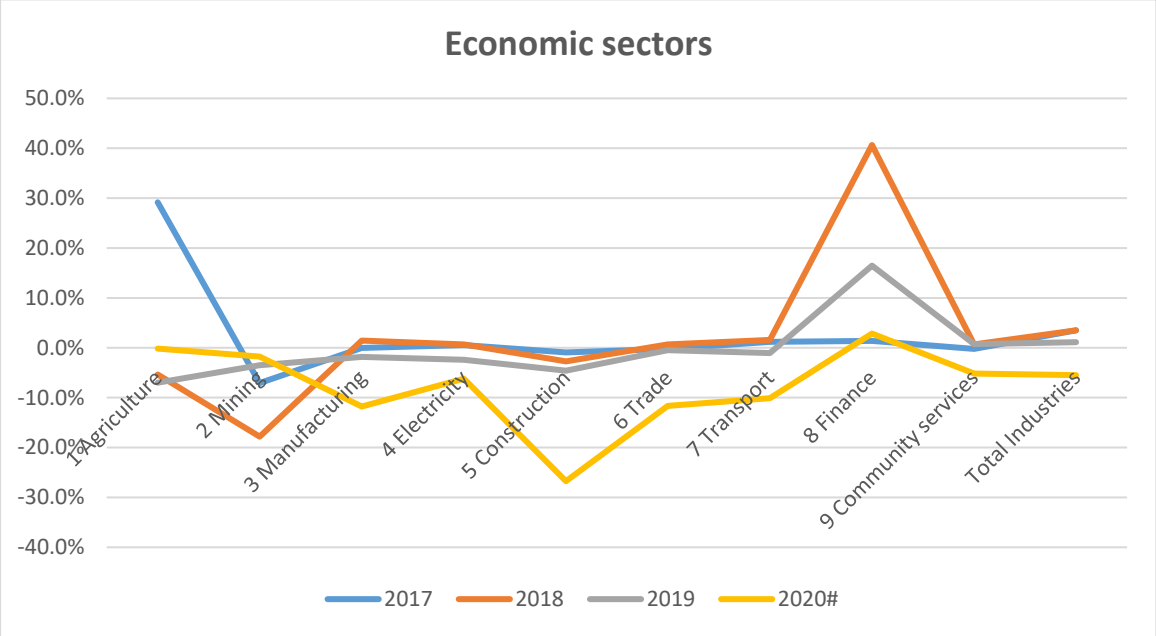


Figure 35 Economic Sectors
Source: Edtea KZN 2020

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 26 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

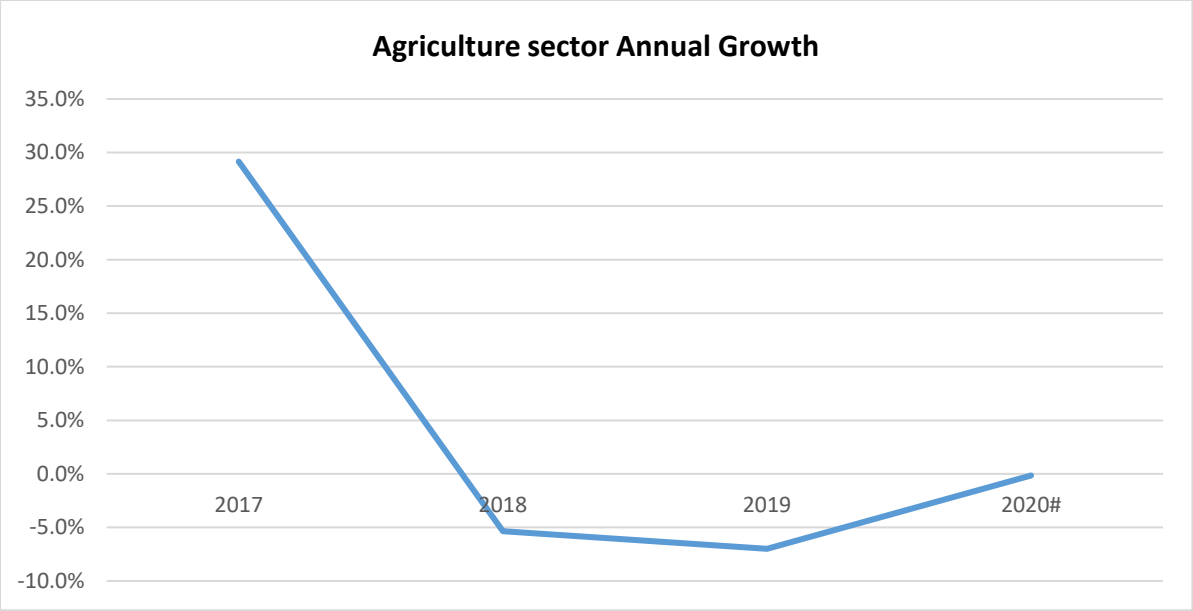


Figure 36 Agriculture Sector District Level

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

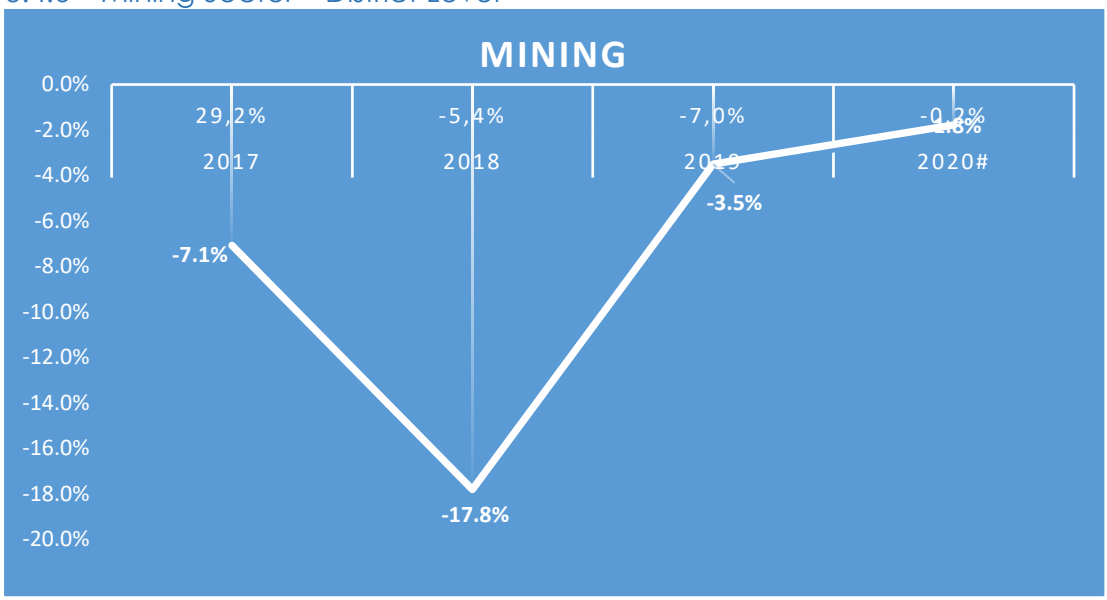


Figure 37 Mining Sector -District Level
Source: Edtea KZN 2020

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

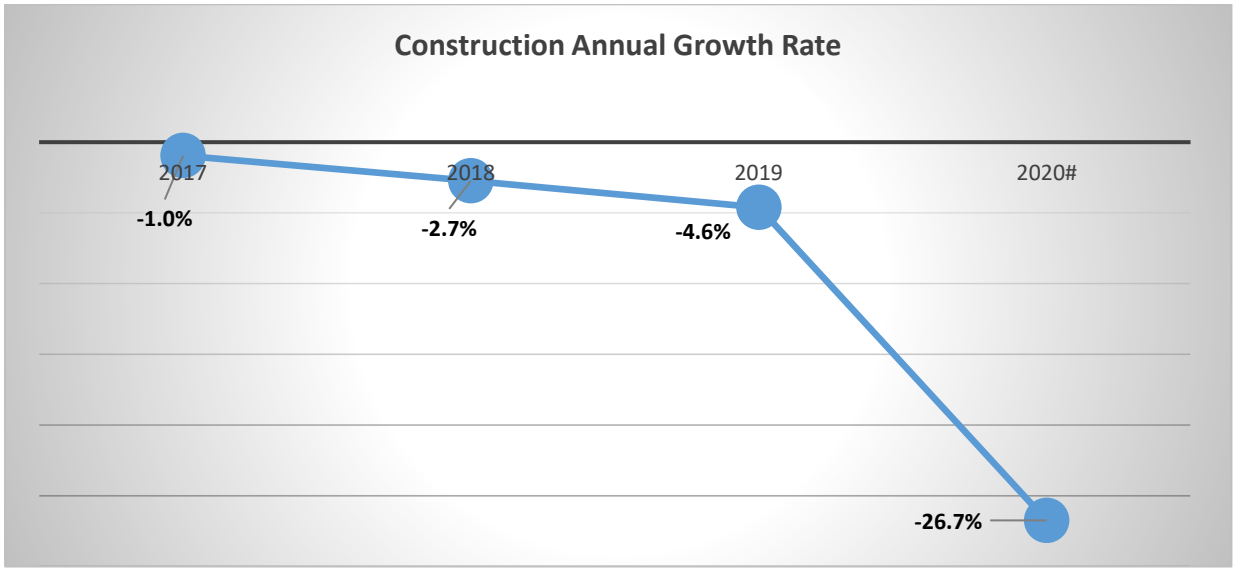


Figure 38 Construction Sector

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.

5.2 SOCIAL AND DEMOGRAPHIC PROFILE

5.2.2 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 27: 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

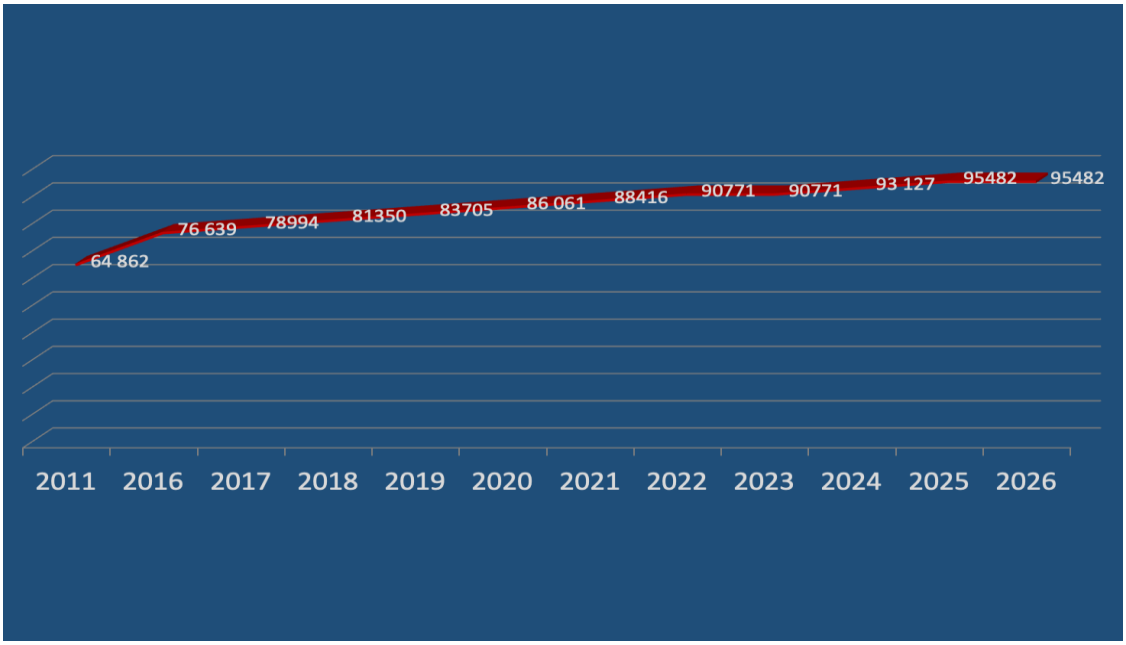


Figure 39 Population Growth Projections
Data Source: Statistics South Africa (2016) with Calculations by The Frontline Group

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

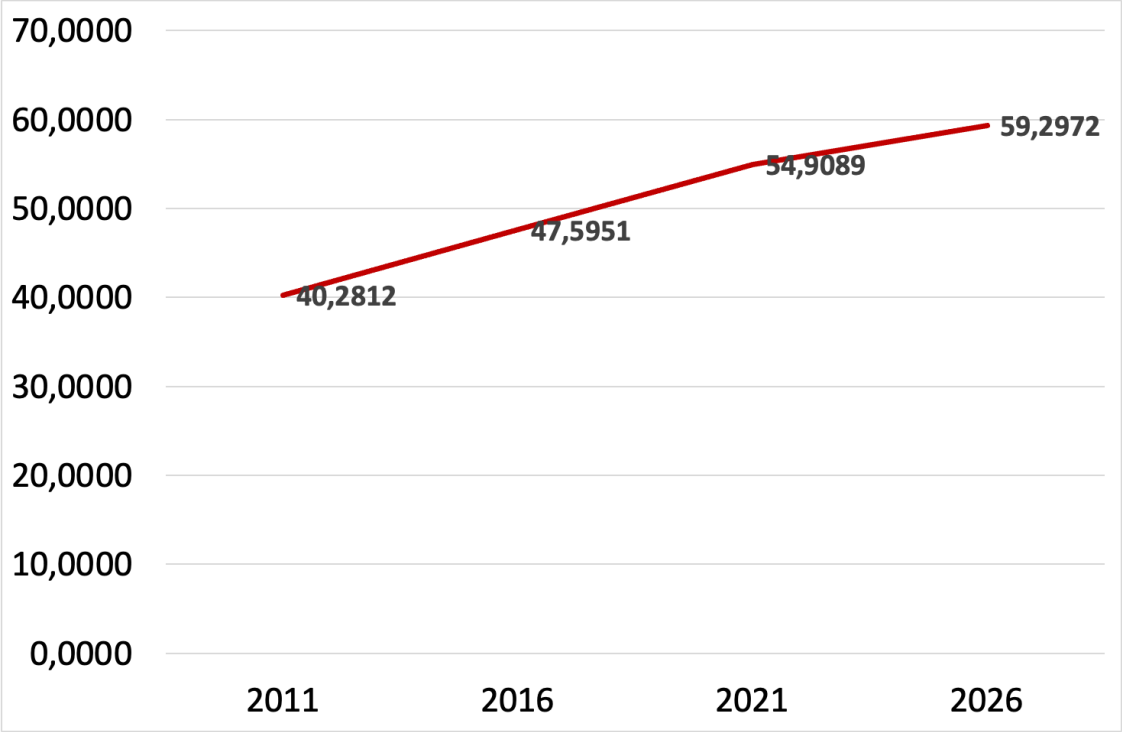


Figure 40 Projections on Population Density
Source: Statistics South Africa (2016) With Calculations by The Frontline Group

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

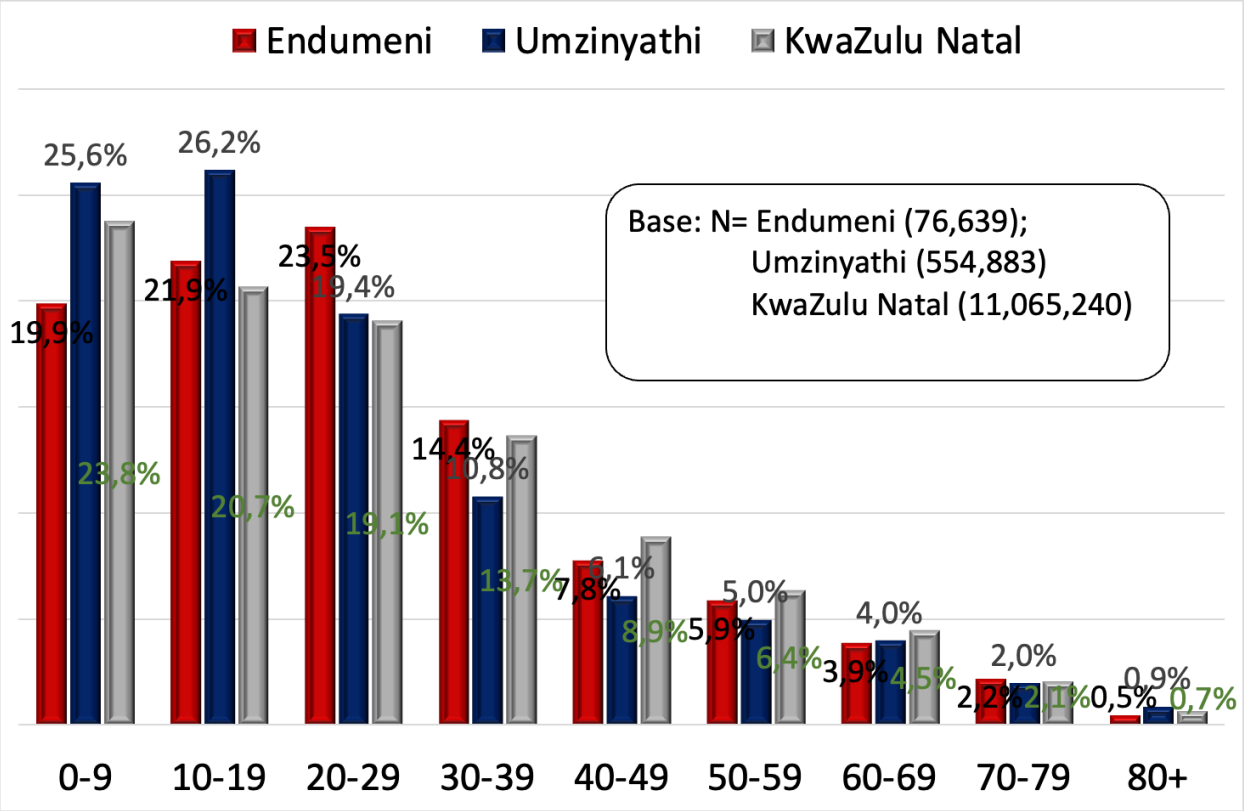


Figure 41 Population by Age Breakdown

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

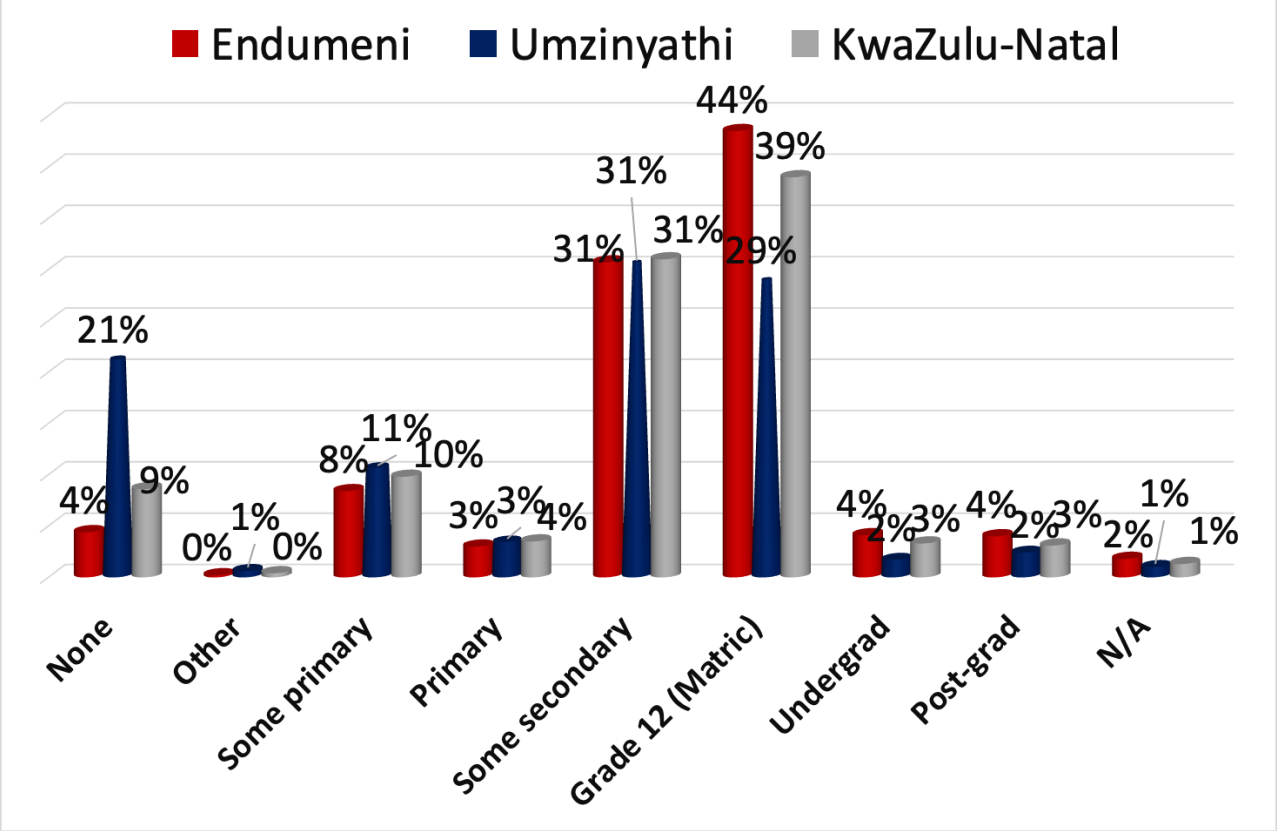


Figure 42 Highest Educational Achievement
Data Source: Statistics South Africa (2016)

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

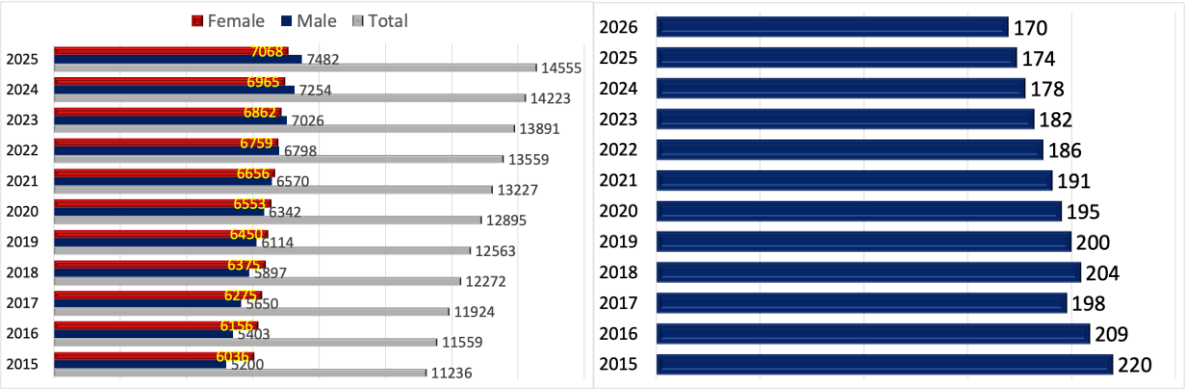


Figure 43 HIV Prevalence and Mortality

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

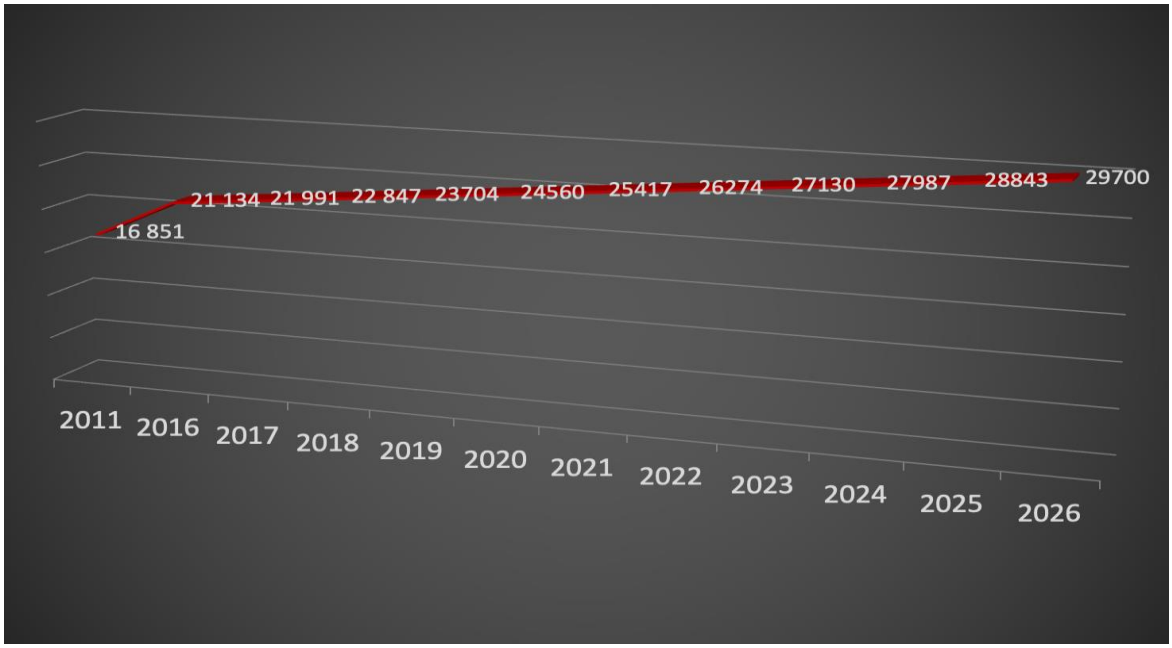


Figure 44 Projection of Household Growth

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

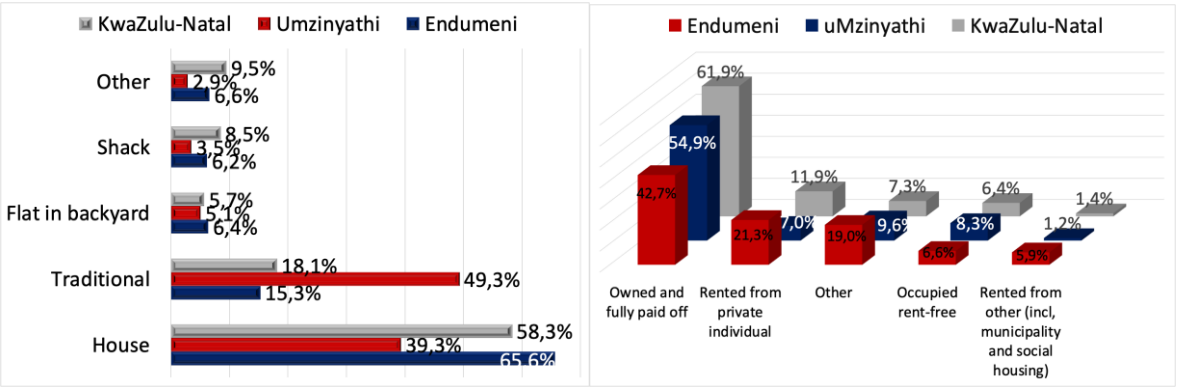


Figure 45 Types of dwellings

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

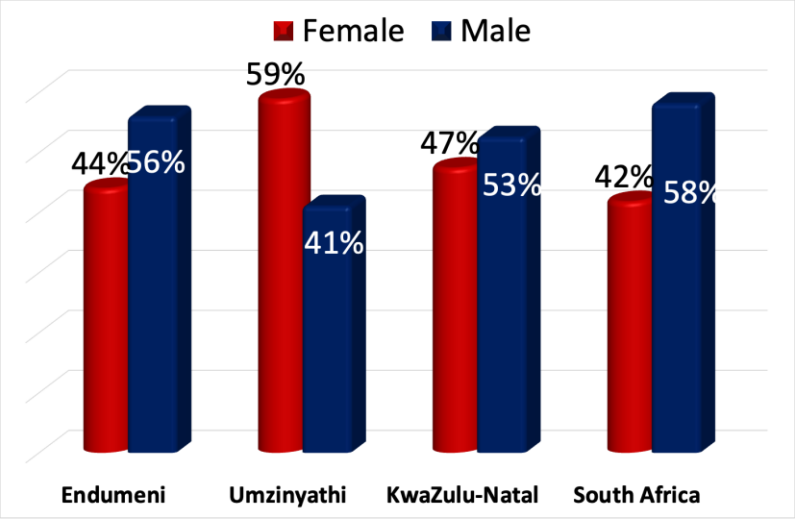
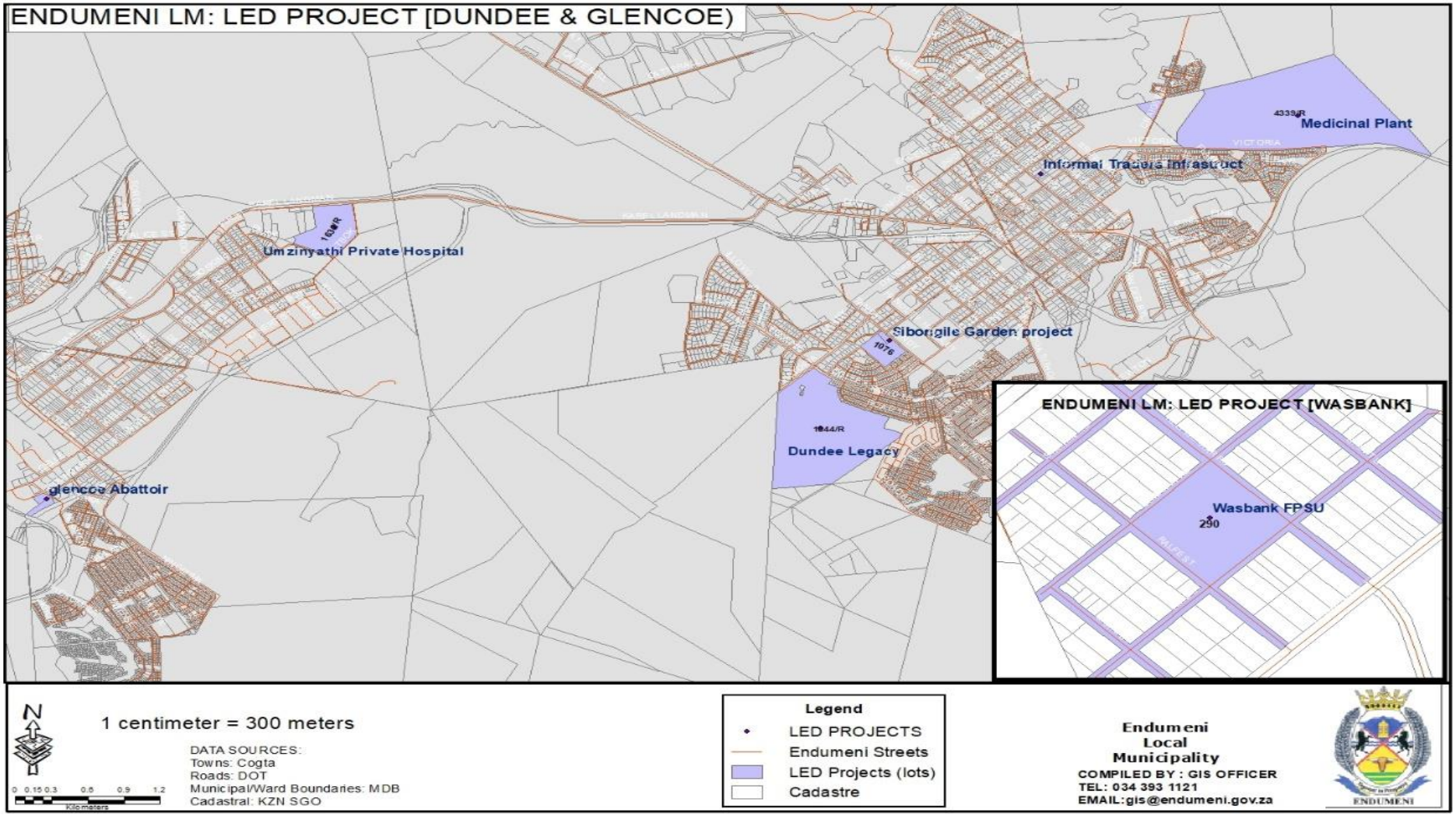
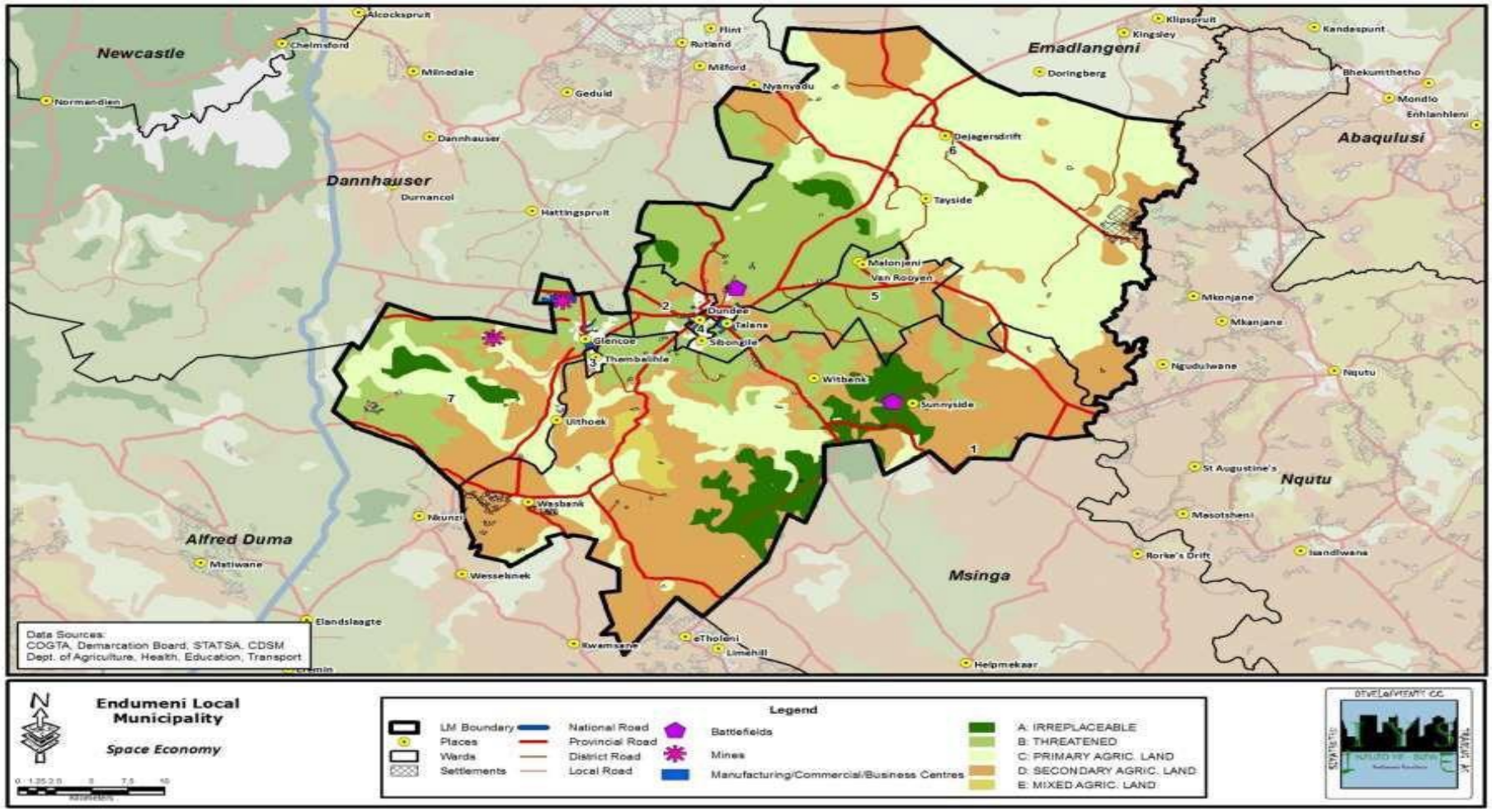


Figure 46 Household Heads

Data Source: Statistics South Africa (2016)



Map 53 LED Projects



Map 54 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 28: LED SWOT Analysis

5.2.2 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.

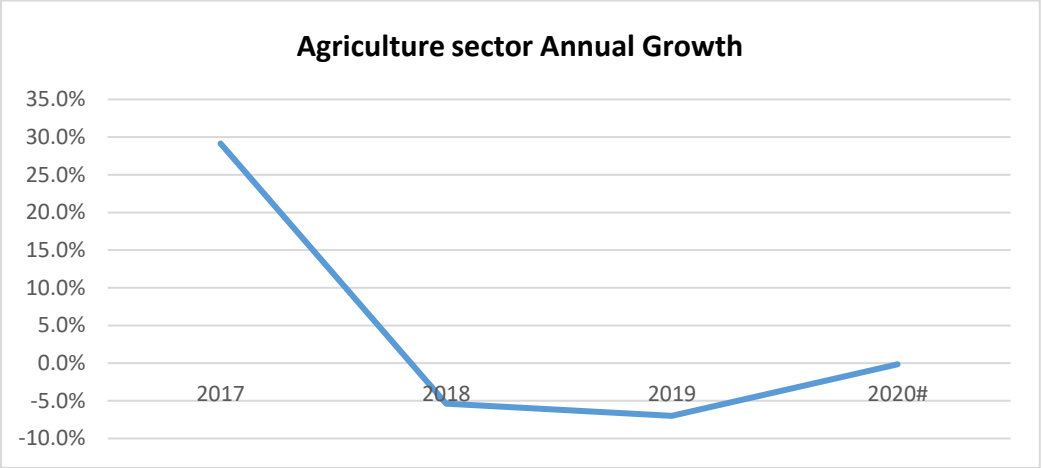
THE SIZE OF THE LOCAL ECONOMY

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.

AGRICULTURE

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

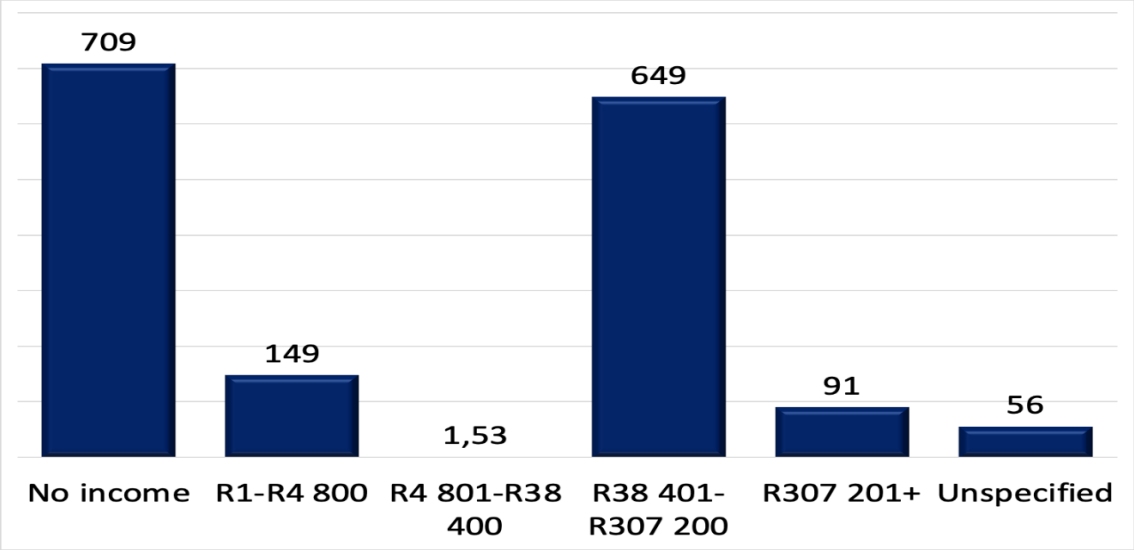
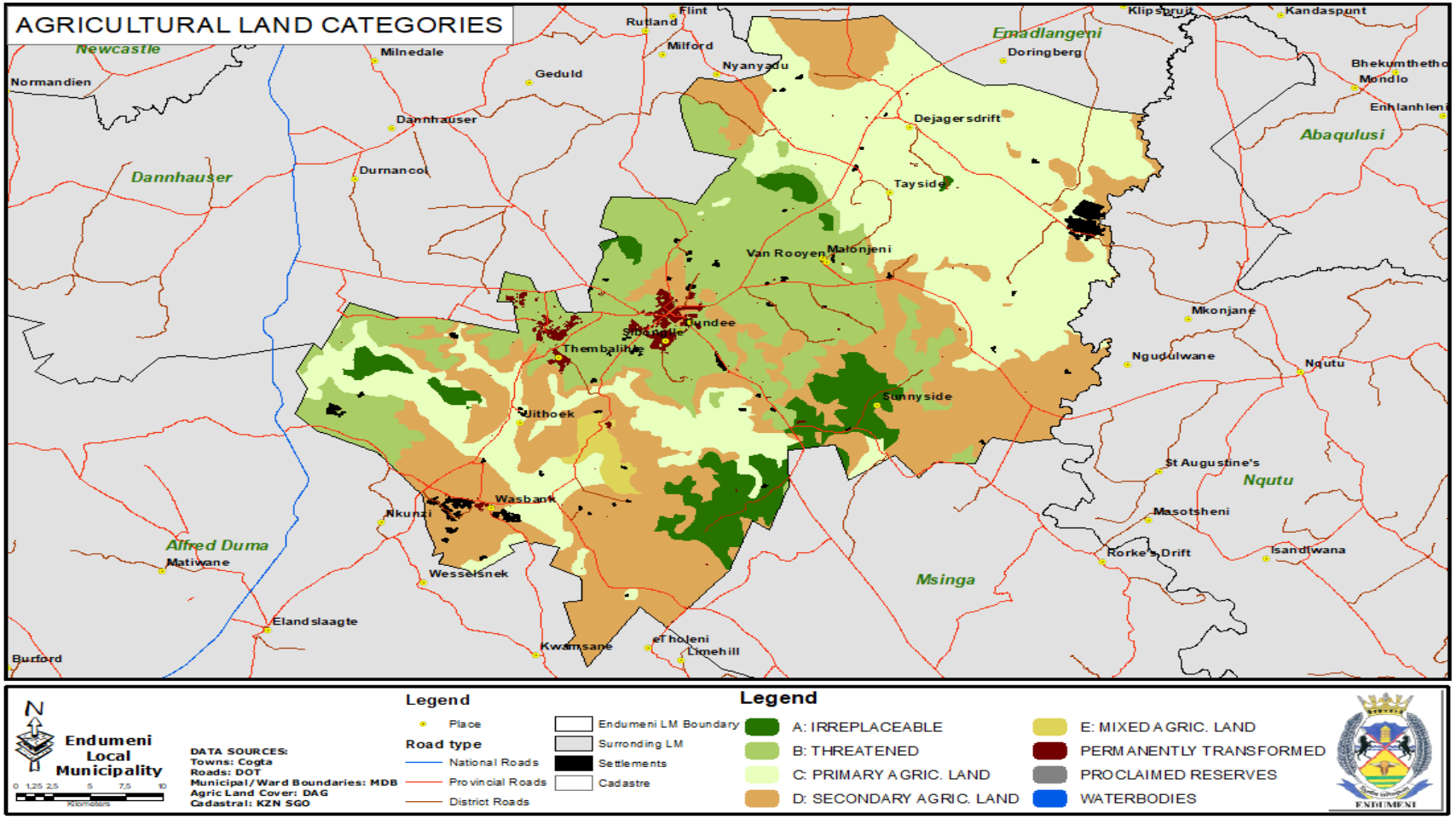
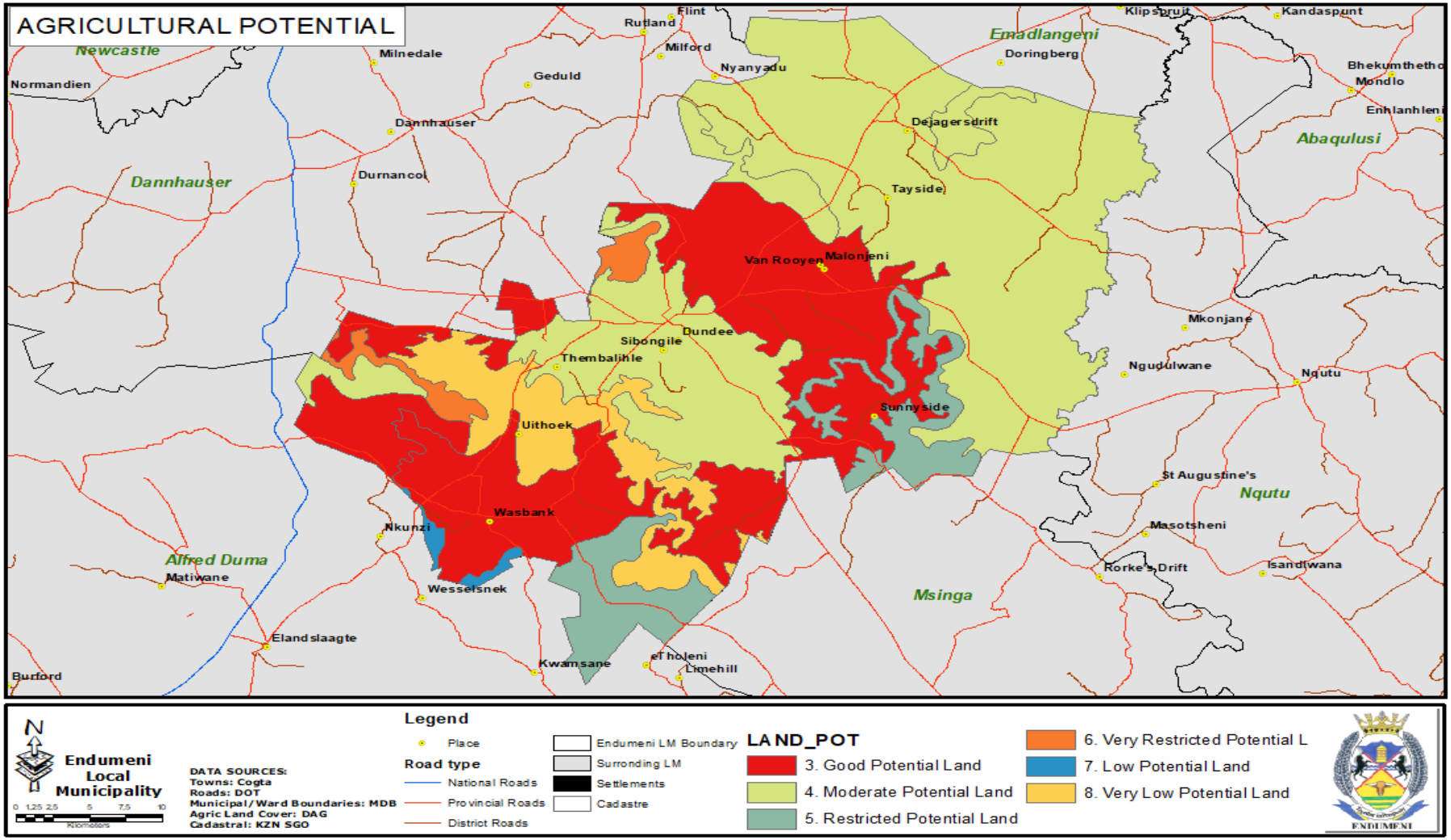


Figure 47 Agricultural Households

Data Source: Statistics South Africa (2016)



Map 55 Agricultural land categories



Map 56 Agricultural potential

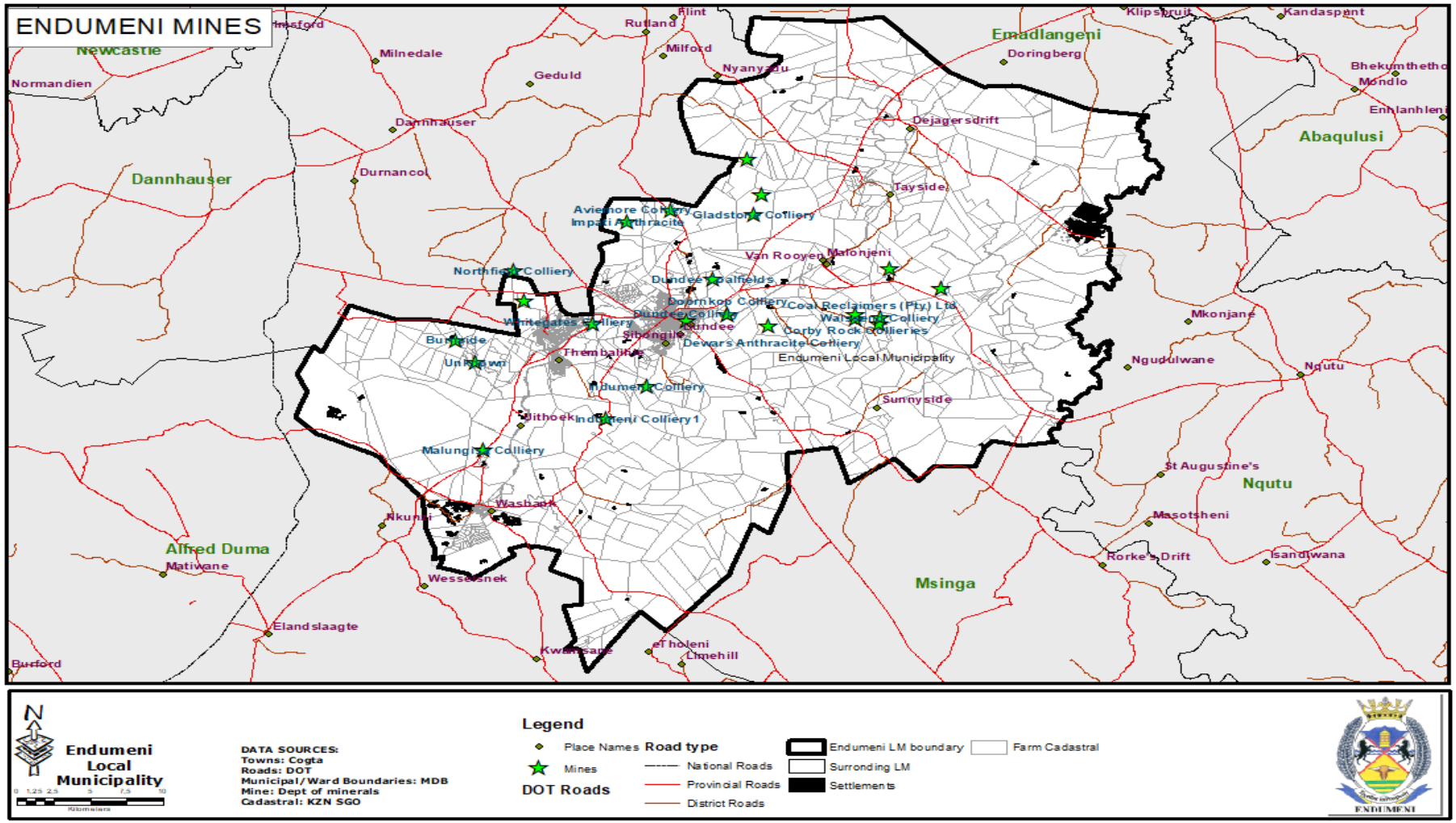
MINING MINERAL OCCURANCES (SLP MANAGEMENT)

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 57 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 29: 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.

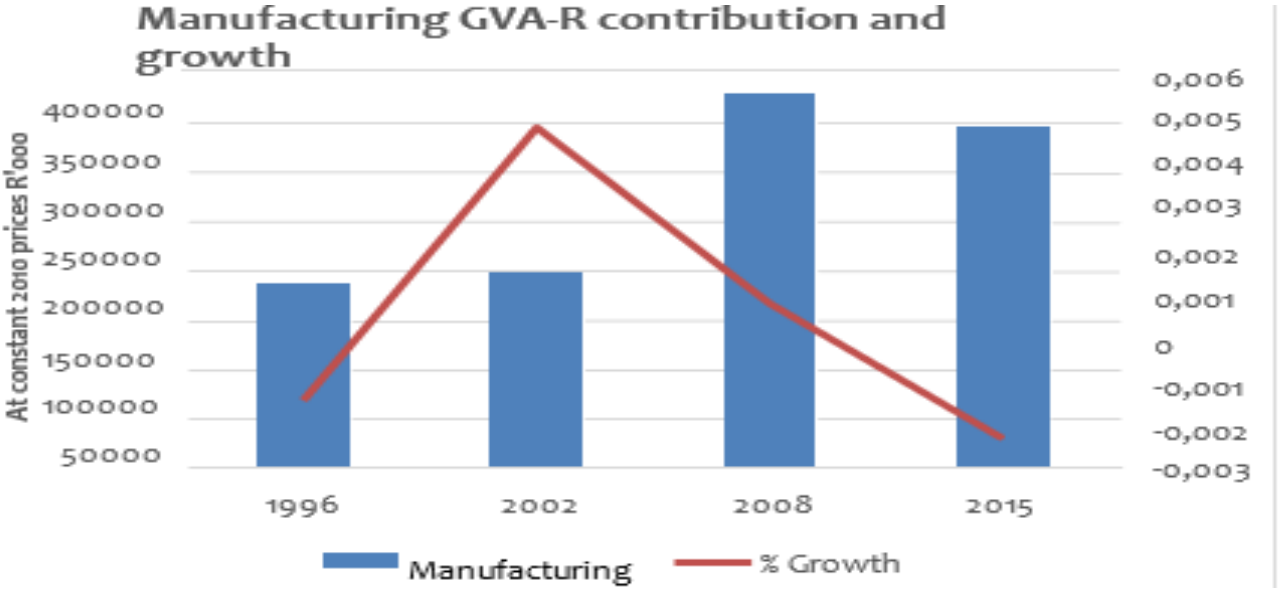


Figure 48 Manufacturing GVA

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.

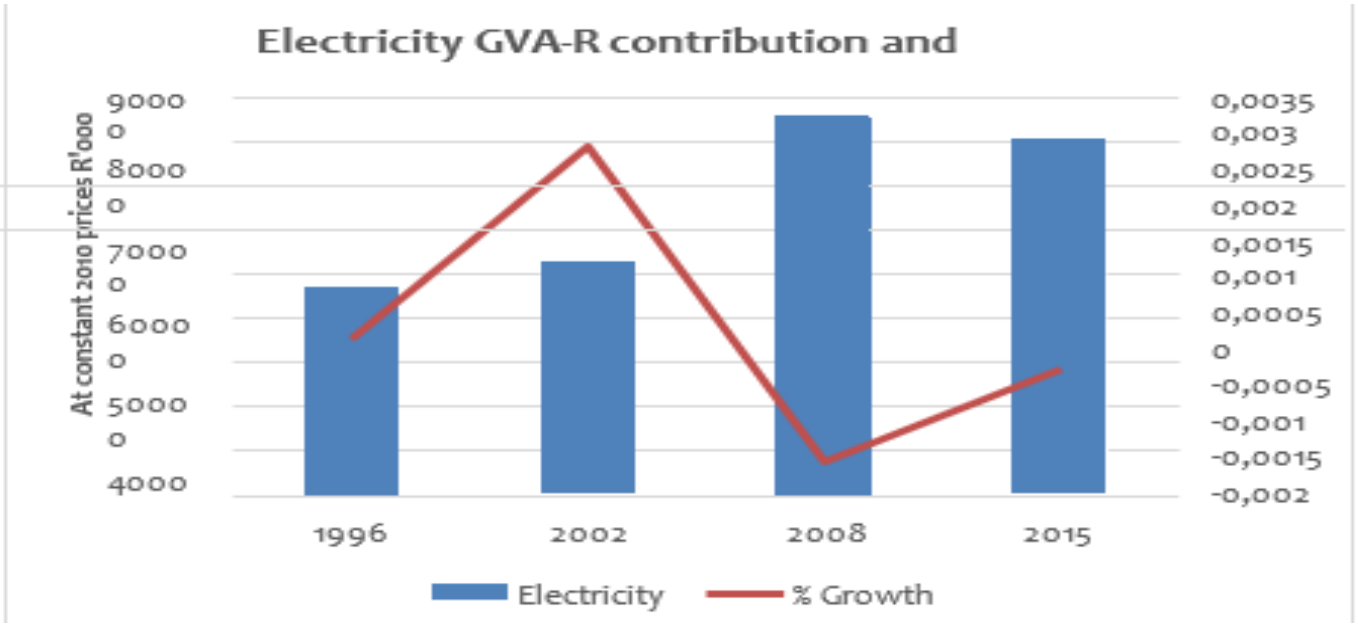


Figure 49 Electricity FGVA

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.

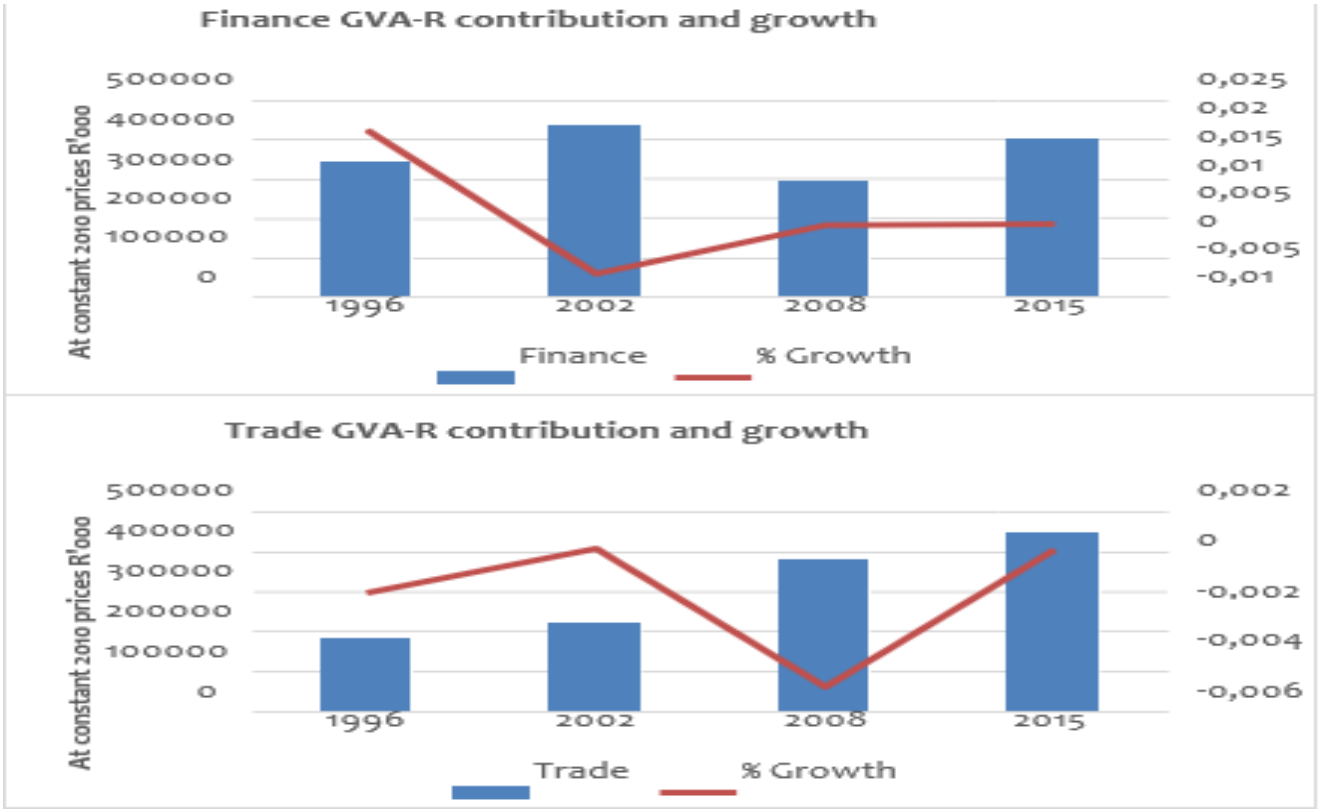


Figure 50 Finance GVA-R

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.

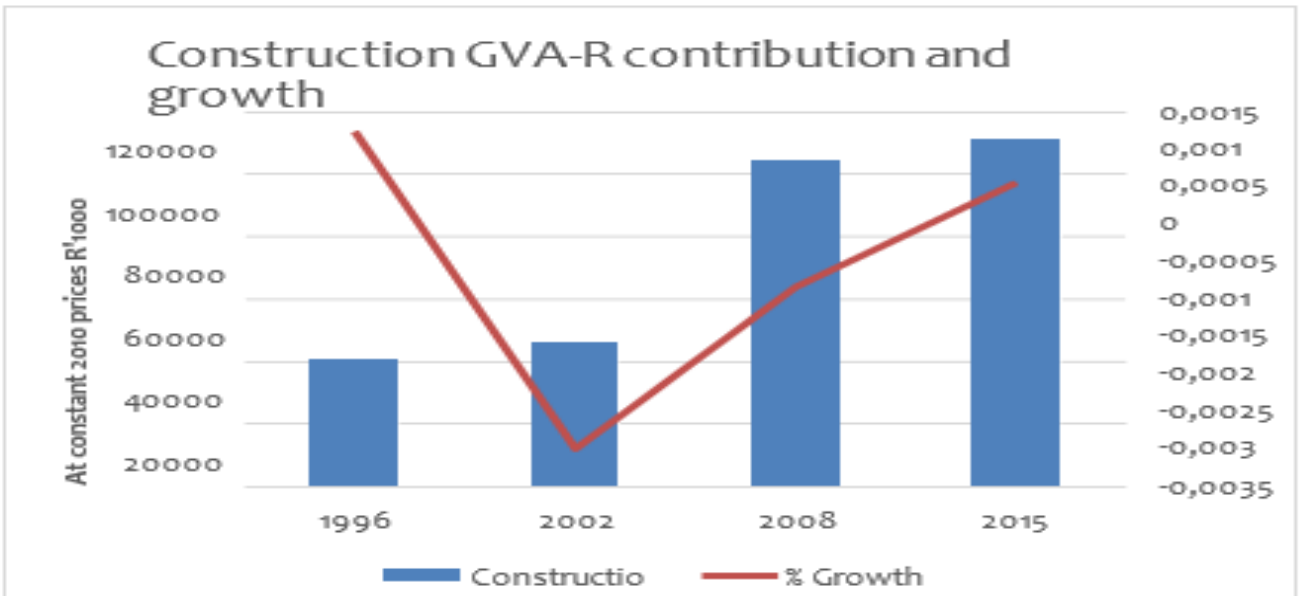


Figure 51 Construction GVA

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.

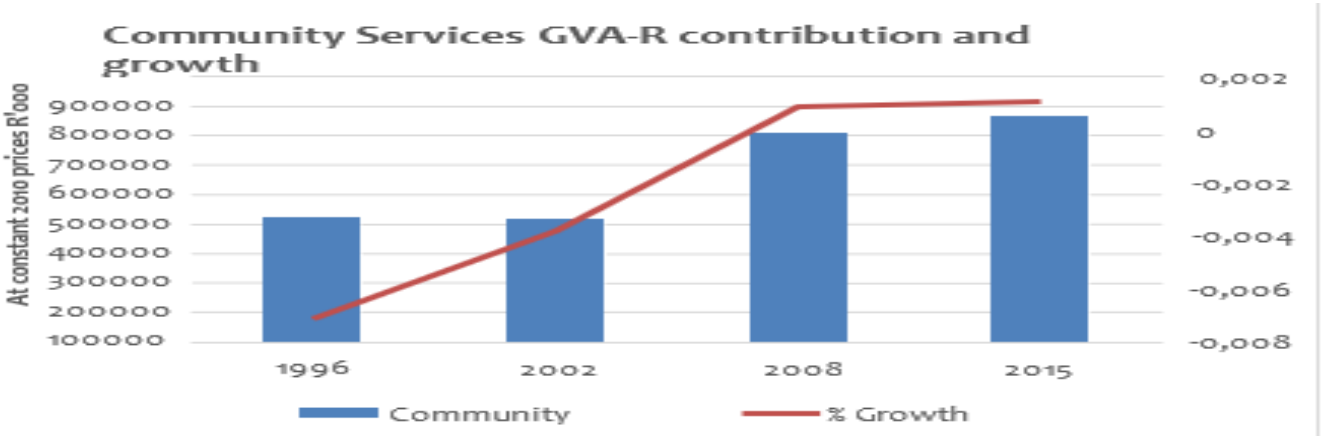


Figure 52 Community Service GVA

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.

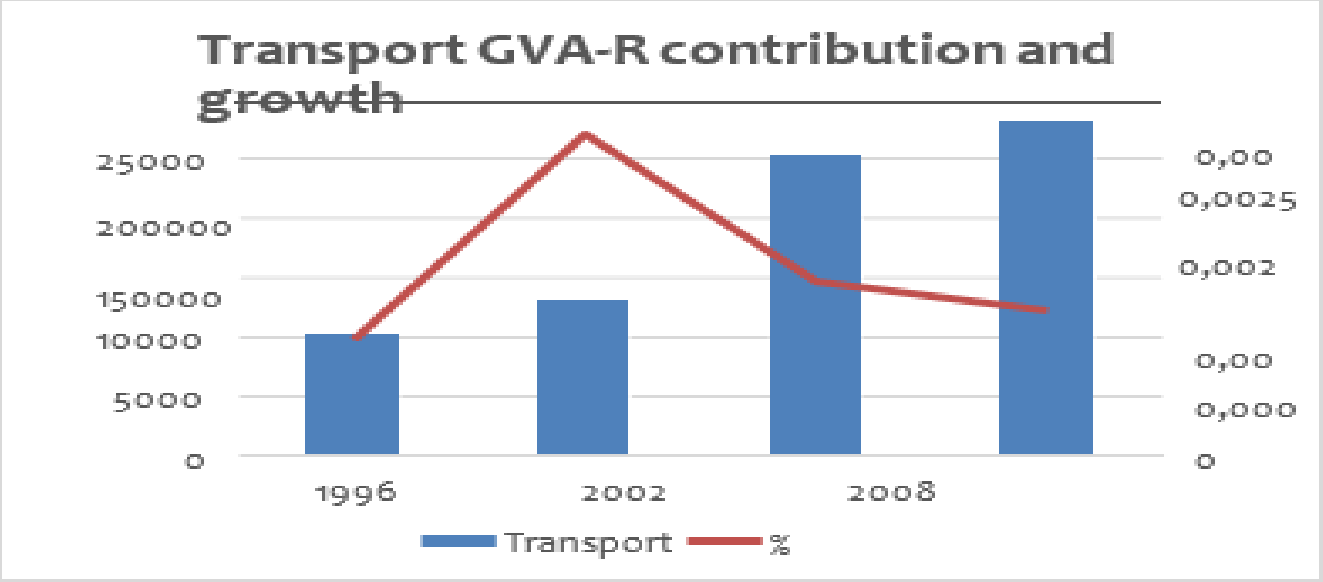


Figure 53 Transport GVA
Source: Global Insight, 20160

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.

3.1.1 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 .

5.2.3 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

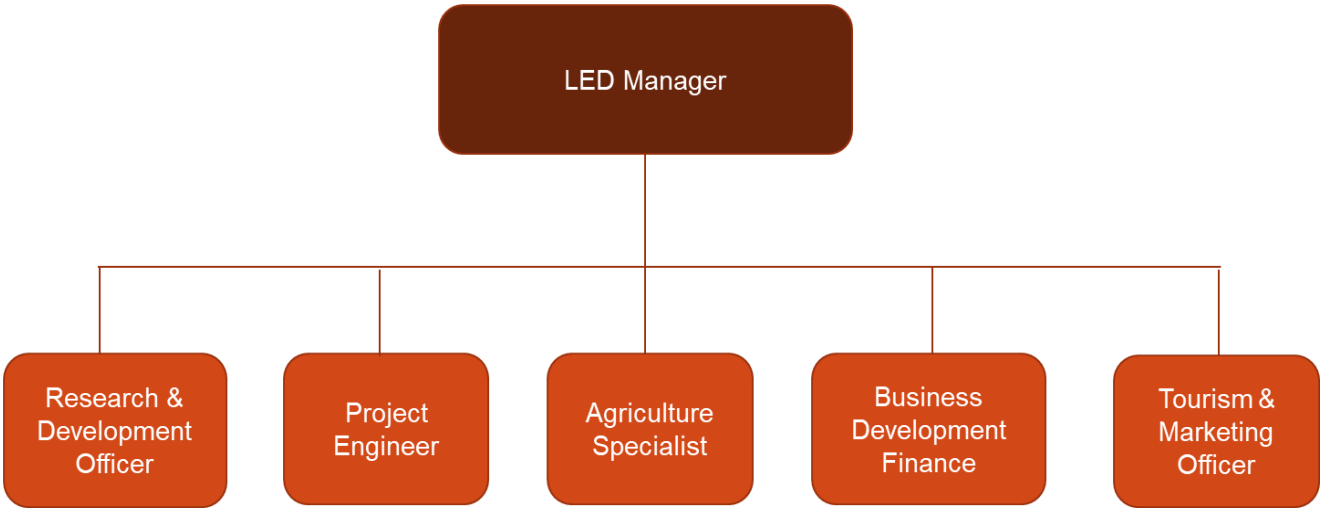


Diagram 7 Propose LED Organogram

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 30 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.

5.2.4 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 31 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

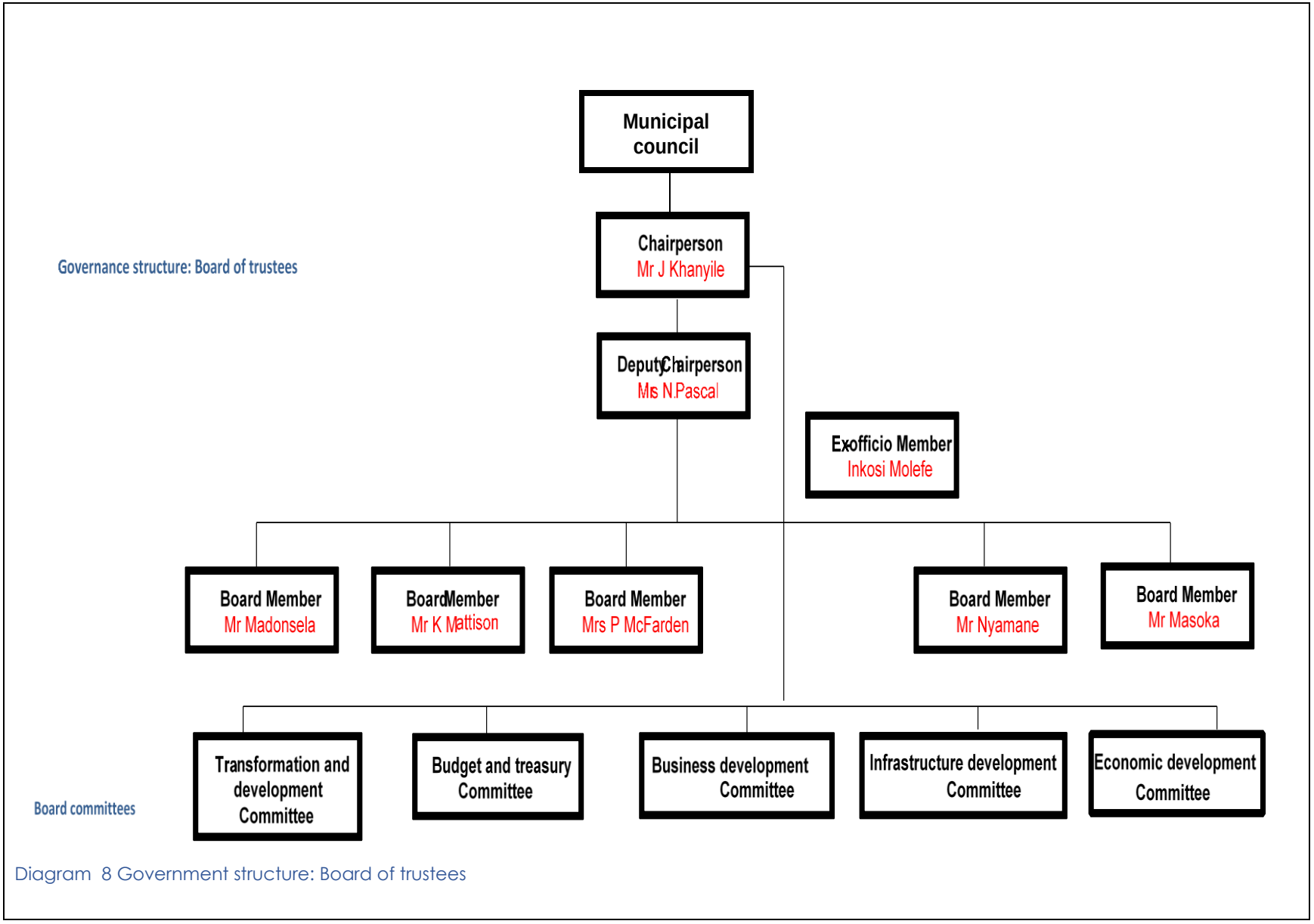


Diagram 8 Government structure: Board of trustees

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 32 Strategic function identification and allocation

Top management structure

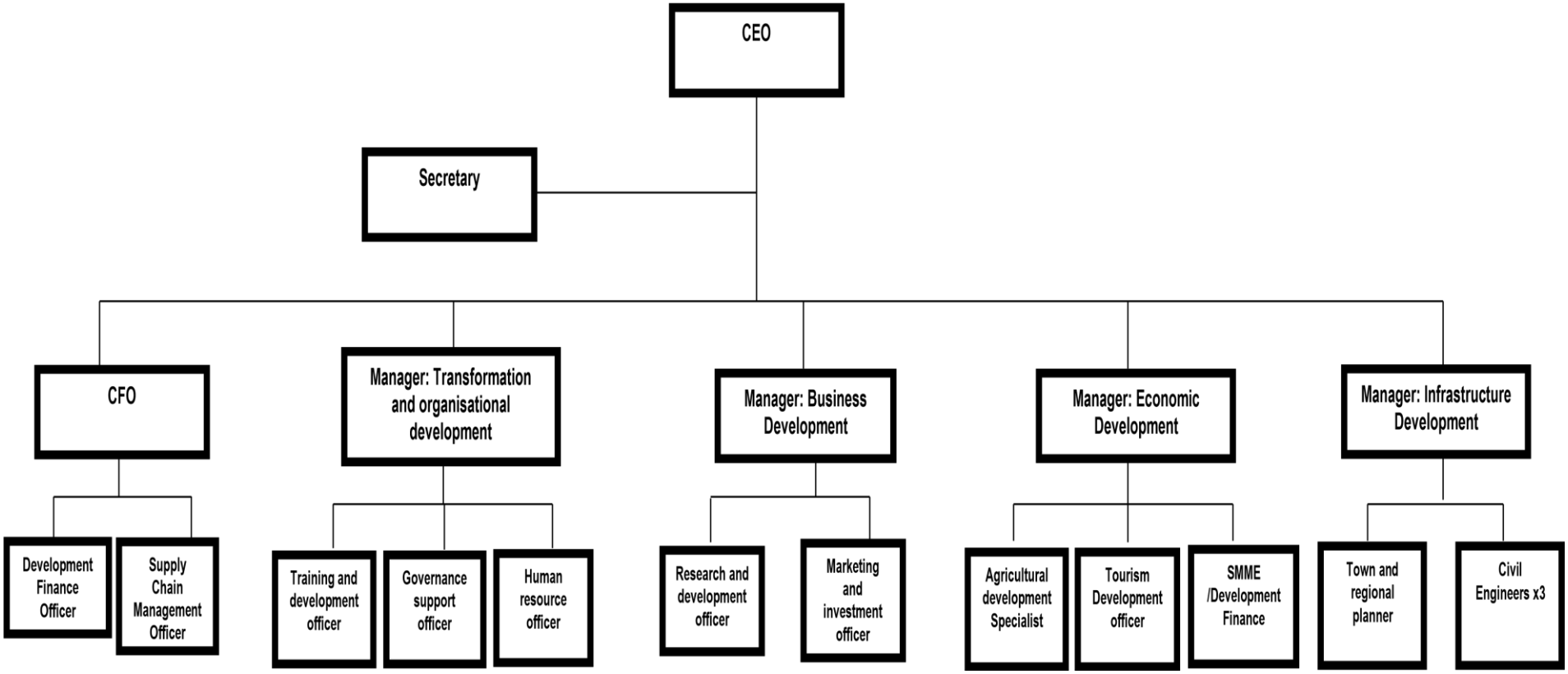


Figure 54 Top management structure

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.

5.2.1 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 33 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 34 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 35 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 36 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	5.2.1	Develop a CBD infrastructure improvement plan	LED, SP, TD									
		5.2.2	Improvement of Avimore and Buffalo Coal mine road link		ELM, NDT								
		5.2.3	Improvement of roads around the Dundee taxi rank										
		5.2.4	Construction of the Informal Traders Stalls						Buffalo Coal, Wemvula				
		5.2.5	Clearing of pavements for Tourism purposes and Informal Traders appropriate site allocation										

Table 37 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 38 NLEDF Pillar 6

5.3 SOCIAL DEVELOPMENT

5.3.1 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 39 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 40 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 41 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 42 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 WILL BENEFIT	TIMEFRAME
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 43 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 44 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 46 Ward 7 Priorities

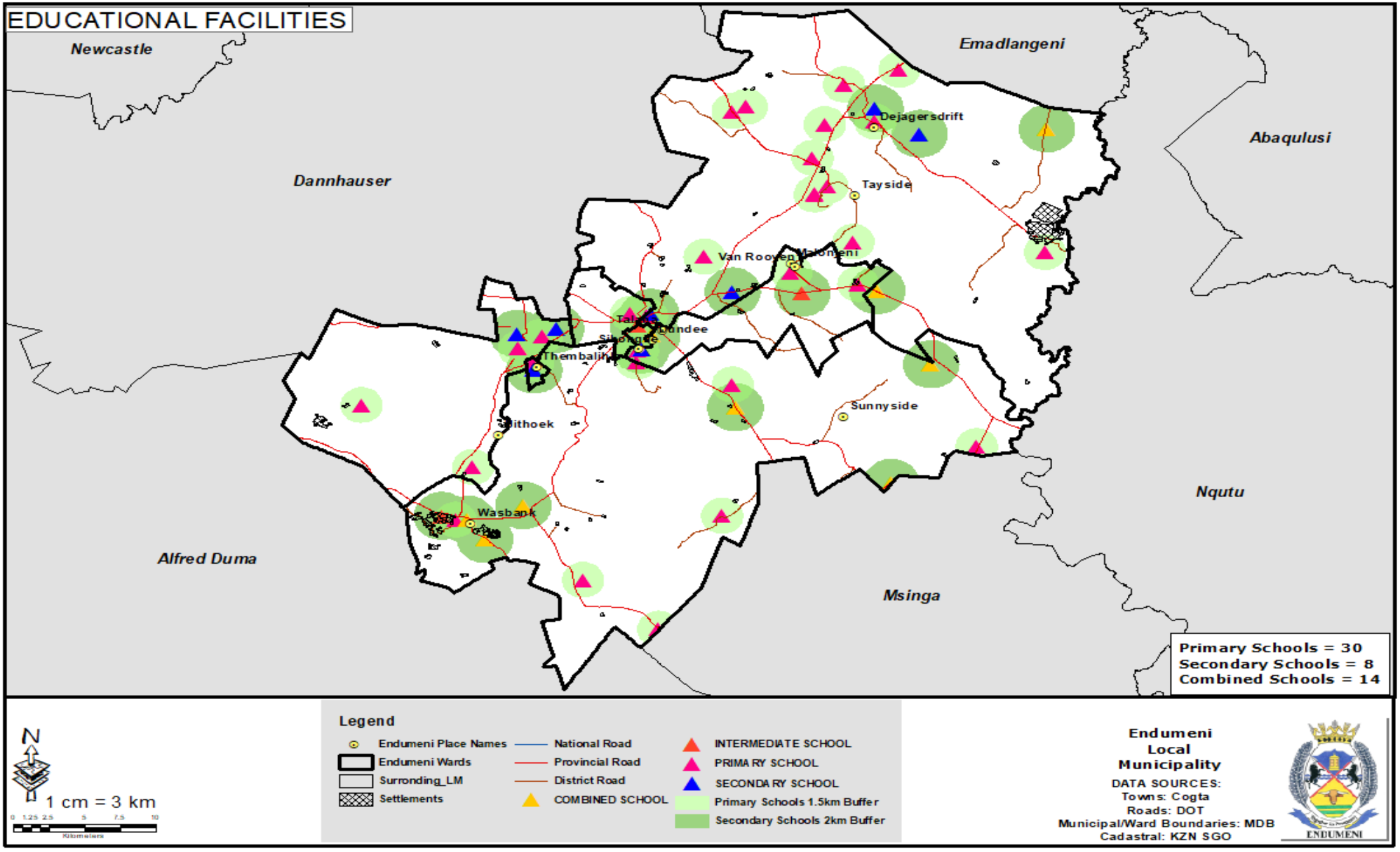
5.3.2 EDUCATION SECTOR

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

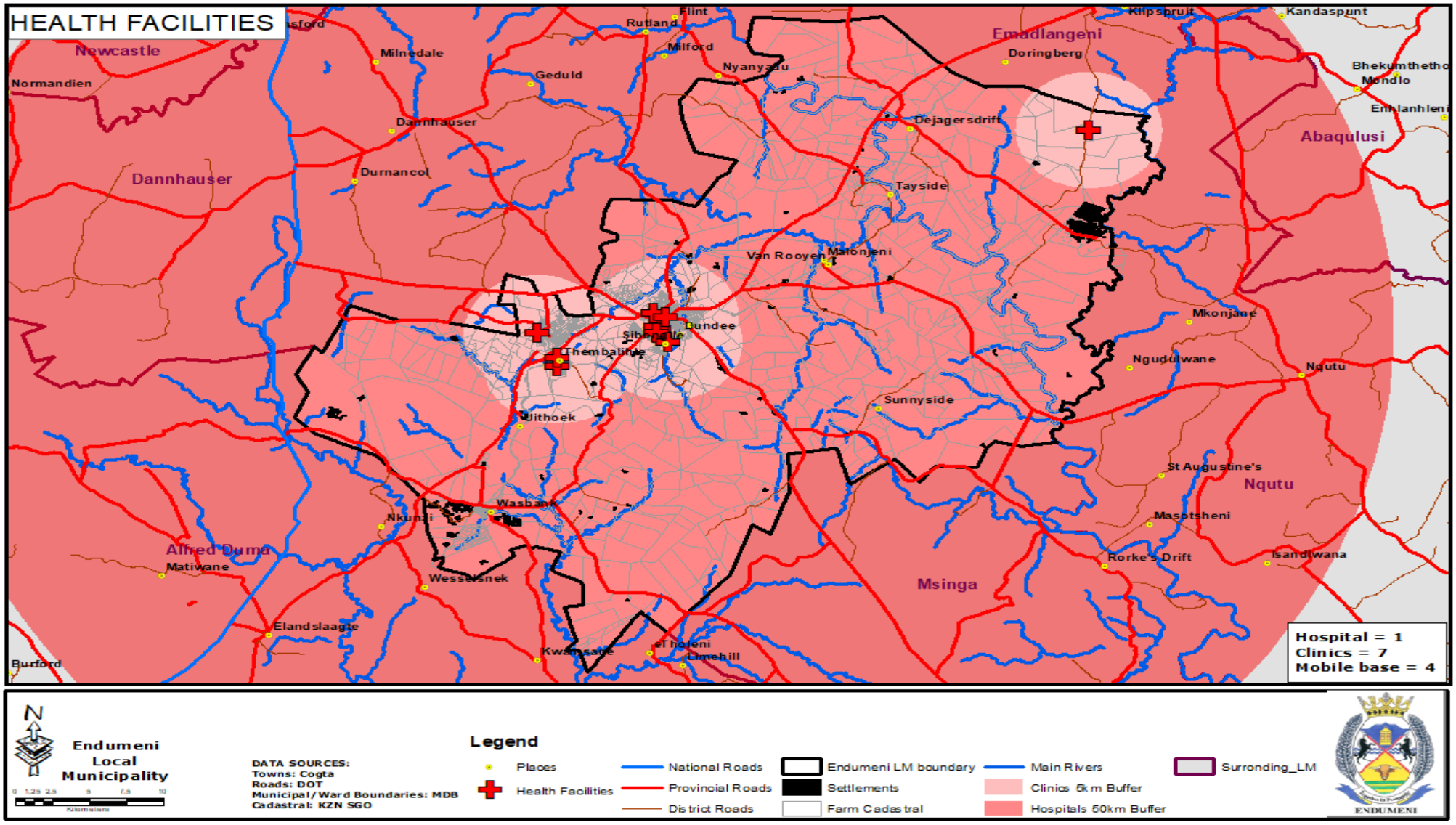


Map 58 Educational facilities

5.3.3 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 59 Health facilities

5.3.4 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 47 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 48 Drug-related Crime

5.3.5 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.	Public Facilities (Education & Health) are mainly clustered within the urban centres
Programmes for Nation Building and	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 c the cultural heritage of the Zulu Kingdom and "Battlefields",	Illegal connection

Table 49 Social Development: SWOT Analysis

6. FINANCIAL VIABILITY AND MANAGEMENT

6.1 CAPITAL FUNDING EXPENDITURE TO ADDRESS SERVICE DELIVERY

The Budget for 2023/24 financial year has been prepared, aligned and integrated into the 2023/24 IDP Review. The budget below also contains indicative figures for 2024/25 and 2025/26.

- The municipal income for 2022/23 was **R416 713 000.00** and it has increased to **R R427 990 627.00** for 2023/24 financial year.
- The expenditure for 2022/23 was **R 403 291 273.00** and it will be increased to **R 443 065 162.00** for 2023/24 financial year, in line with the projected municipal income.
- The budget for capital projects for 2022/23 was **R 17 567 000.00** and it has increased to **R 25 668 700.00** for 2023/24.

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 2022. New applications for the 2022/23 financial year are currently being accepted by the municipality. There are currently 2041 indigent households, and the breakdown in terms of ward is as follows:

WARDS INDIGENT SUPPORT

WARDS	**NO**
1	5
2	430
3	494
4	187
5	507
6	311
7	88
TOTAL	**2041**

Table 50 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	2023/2024	2024/2025	2025/2026
Electricity	1 929 241	2 072 777	2 226 992
Refuse	3 393 653	3 631 209	1 885 393

Table 51 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 52 Total Income and Expenditure for period ending 30 June 2022

Revenue By Source		2023/24 Draft Budget	2023/24 Final Budget	2024/25 Budget	2025/26 Budget
Property rates		128,851,120	106,711,936.00	114,181,772.00	122,174,496.00
Service charges - electricity revenue		162,374,346	182,816,024.48	193,702,466.00	208,068,130.00

Service charges - refuse revenue		24,101,440	24,105,185.00	27,311,024.00	29,220,143.00
Rental of facilities and equipment		1,295,243	1,305,243.00	1,310,177.00	1,327,748.60
Interest earned - external investments		2,000,000	2,000,000.00	2,080,000.00	2,163,200.00
Interest earned - outstanding debtors		-	5,211,145.07	5,558,448.00	5,963,919.00
Fines, penalties and forfeits		23,100,600	25,600,600.00	23,646,320.00	23,675,400.00
Licences and permits		2,995,700	4,458,023.20	4,566,360.13	4,678,033.65
Transfers and subsidies		76,568,300	76,568,300.00	80,736,820.00	84,618,440.00
Other revenue		6,703,878	1,432,024.50	1,466,740.00	1,511,848.00
Gains		-	5,000,000.00	-	-
Total Revenue (excl. capital transfers)		**427,990,627**	**435,208,481.25**	**454,560,127.13**	**483,401,358.25**
Expenditure By Type					
Employee related costs		157,987,336	159,523,646.59	168,986,657.64	178,424,899.38
Remuneration of councillors		6,223,681	5,862,336.00	6,272,702.00	6,649,063.00

Debt impairment		17,463,668	17,463,668.00	19,740,345.00	23,035,836.00
Depreciation & asset impairment		16,284,685	16,504,885.50	17,545,611.00	18,160,315.00
Finance charges		-	-		
Bulk purchases - electricity		162,125,578	175,125,578.00	185,633,113.00	199,741,230.00
Inventory consumed		2,331,607	3,677,607.09	2,217,299.38	2,268,298.27
Contracted services		31,201,597	40,143,851.66	49,800,989.27	46,380,210.37
Transfers and subsidies		310,000	1,533,000.00	1,597,000.00	1,664,000.00
Other expenditure		49,137,010	32,214,182.66	35,461,414.27	37,539,682.57
Losses		-			
Total Expenditure		**443,065,162**	**452,048,755**	**487,255,132**	**513,863,535**
Surplus/(Deficit)		-15,074,535	-16,840,274	-32,695,004	-30,462,176
Transfers and subsidies - capital revenue		25,668,700	25,668,700.00	27,943,000.00	23,791,000.00
Surplus/(Deficit) before capex		**10,594,165**	**8,828,426**	**-4,752,004**	**-6,671,176**
Transfers and subsidies - capital Expenditure		25,668,700	25,668,700	27,943,000	23,791,000.00

Surplus/(Deficit) for the year		**-15,074,535**	**-16,840,274**	**-32,695,004**	**-30,462,176**

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.

6.5.1 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	8,235,782.84	1,032,151.95	928,851.09	525,077.41	-	805,490.59	823,214.87	3,052,436.17	**15,403,004.92**
Receivables from Non-exchange Transactions - Property Rates	8,687,614.82	2,072,559.06	1,804,654.68	1,555,114.82	-	2,754,791.07	12,240,654.87	59,768,835.78	**88,884,225.09**
Receivables from Exchange Transactions - Waste Managemen t	3,411,013.15	1,063,498.90	961,069.44	868,477.84	-374.37	1,614,251.14	4,293,272.78	23,819,544.13	**36,030,753.01**
Receivables from					-			29,278.23	**117,009.81**

Exchange Transactions - Property Rental Debtors	10,456.73	9,798.39	9,792.39	9,792.39		16,902.80	30,988.88		
Interest on Arrear Debtor Accounts	-256.44	-133.24	-115.66	-6,877.40	1,807,007.61	-2.24	4,443,926.72	19,032,854.33	**25,276,403.68**
Other	-2,970,728.49	-3,667,986.34	-924,538.23	-200,547.78	368,638.18	-89,754.52	-1,556,726.73	22,349,157.15	**13,307,513.23**
Total By Income Source	**17,373,882.61**	**509,888.72**	**2,779,713.71**	**2,751,037.28**	**2,175,271.42**	**5,101,678.84**	**20,275,331.39**	**128,052,105.79**	**179,018,909.74**
Debtors Age Analysis By Customer Group									
Organs of State	2,447,291.68	339,510.69	-140,197.18	89,871.60	5,396.63	682,106.44	3,351,686.76	7,045,757.63	**13,821,424.25**
Commercial	6,760,844.60	1,131,865.47	852,793.76	629,057.64	692,079.91	30,185.89	2,316,027.18	14,170,772.11	**26,583,626.55**
Households	7,039,948.29	2,037,703.15	1,786,814.46	1,703,188.59	1,556,231.89	4,259,695.61	12,720,032.81	103,961,355.65	**135,064,970.44**
Other	1,125,798.04	-2,999,190.59	280,302.67	328,919.45	-78,437.01	129,690.90	1,887,584.64	2,874,220.41	**3,548,888.50**

Total By Customer Group	**17,373,882.61**	**509,888.72**	**2,779,713.71**	**2,751,037.28**	**2,175,271.42**	**5,101,678.84**	**20,275,331.39**	**128,052,105.79**	**179,018,909.74**

Table 53 Debtors Age Analysis

6.6 GRANTS AND SUBSIDIES

Government grants make up 22.9% of the budgeted revenue for 2023/24. 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 2023/24 – 2024/25 financial years.

Grant Description	2023/24	2024/25
Equitable Share	66 500 000	**71 086 000**
Municipal Infrastructure Grant	21 700 000	**17 947 000**
INEP	13 000 000	**0**
Finance Management Grant	2 100 000	**2 100 000**
Expanded Public Works Programme	1 500 000	**00**
Energy Efficiency Grant	**5 000 000**	**5 000 000 000**

Table 54 National Treasury Grants

6.7 MUNICIPAL INFRASTRUCTURE ASSESTS AND MAINTENANCE

The Municipality has budgeted 3.35% of its property, plant and equipment for maintenance and repairs. In the determination of the 3.35% 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.

6.7.1 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 2023/24 financial year amounted to R10,1 million. This is however only 3.35% 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 R157 987 336 which is 34.87% of the total expenditure budget of R 443 065 162.00

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 S Buthelezi – ICT Manager Miss L Ngidi - IDP/PMS 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 Mr SP Mpontshane - Assets Manager Mr W Ndlela - Manager: Office of the Mayor Mr P Ntombela – Disaster Manager Mr M Mthembu – Assistant Manager Social Development	**CHAIRPERSON** **BEC MEMBER** **BEC MEMBER** **BEC MEMBER** **BEC MEMBER** **BEC MEMBER** **BEC MEMBER**
BID ADJUDICATION COMMITTEE (BAC)	Mr B.M.N Hlatshwayo - Executive Manager Planning and Economic Development vacant	**CHAIRPERSON** **BAC MEMBER** **BAC MEMBER** **BAC MEMBER**

Table 55 BID COMMITEE

Table 56 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 2023 2. 30 June 2023 3. Ongoing 4. Ongoing 5. Ongoing 6. Bi-annual	1. In progress (Revised due date30 September 2023) 2. Staff still to be tasked with contract management duties. (Revised due date 30 September 2023) 3. SLA's to be drawn up - Legal section. (Revised due date 31 December 2023) 4. In progress (Revised due date 31 December 2023) 5. Ongoing Revised due date (31 December 2023) 6. in progress (Revised due date 31 December 2023)	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 2023 2. 31 July 2023	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 2023 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 2023 2. Ongoing	1. CAAT system not yet procured (Revised due date is 31 December 2023) 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

2020/21	2021/2022
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 57 Risk Committee

NAME OF MEMBER	DESIGNATION
Mr. S Ntombela	**Municipal Manager (Chairperson)**
Ms. N Chenia	**Acting Chief Financial Officer**
Mr. B Hlatshwayo	**Executive Manager Planning and Economic Development**
Adv TP Qwabe	**Acting Executive Manager Corporate Services**
Mr. B Xulu	**Executive Manager Community Services**
Mr. M Sithole	**Acting Executive Manager Technical Services**

Table 58 Internal Audit

FOCUS AREA (FINDING) AND MR REFERENCE	ACTION PLANS TO BE TAKEN	CHALLENGES	REMEDIAL ACTION	WHAT ASSISTANCE DO YOU NEED	COMMENTS (28 FEBRUARY 2023) (WHAT HAS BEEN DONE)
1. Differences between supporting schedules and the actual achieved reported in the Annual Performance Report	Ensure that the data is validated before submission, and undertaking of reconciliations between Revenue and Waste Sections on monthly basis	N/A	Ensuring the accuracy and validity of the information, and undertaking of reconciliations between Revenue and Waste Sections on monthly basis	None	NO COMMENTS
2. Accuracy and Occurrence of actual results achieved reported on the annual performance report	Ensure that the data is validated before submission, and disconnection of the costumer	Validation of Electrical Section and Revenue Section on the system versus hard copies data submitted to the revenue section for removal or addition	Ensuring the accuracy and validity of the information, and Disconnection of the costumer	Forthnightly meeting to be conducted to monitor the progress of updating on the system by the revenue and electrical section	Electrical section was requested to submit all the meter changes to revenue once the meter changes has been done, when required
3. Unauthorised, irregular as well as fruitless and wasteful expenditure not prevented	Strict enforement of UIFWE Reduction Strategy. Monthly monitoring of UIFWE Register. Tabling of UIFWE Regoster (audited) to Council & MPAC.	Delays with MPAC to conculde on items tabled to them.	Regular sitting of MPAC	None	MPAC is currently sitting on quaterly basis

4. Invoices not paid within 30 days	Strict monitoring of invoice register.Date Stamp invoices when received. Cashflow improvement strategies	Low collection rate. Electricity theft.	Disconnections of unpaying customers. Blocking on Prepaid system.Introduction of Debt Incentive.	None	PLEASE NOTE THAT ESKOM INVOICES COULD NOT BE PAID WITHIN 30 DAYS BECAUSE OF CASHFLOW. Management needs to implement a financial recovery plan so that we can honour our payments to Eskom. Expenditure section cannot implement such a plan
5. Transactions in the bank reconciliation not supported – prior year (i.e. 2020/21)	Request assistance from Provincial Treasury for Manual BRS compilation.	Financial Management System Bank Statement Module not correctly configured.	Perform BRS manually until conversion to the new FMS take place.	A resource from Provincial Treasury	New financial system has been acquired that will assist in doing Babk Reconcilliation CURRENT STATUS
6. Transactions in the bank reconciliation not supported – current year (i.e. 2021/22)	Request assistance from Provincial Treasury for Manual BRS compilation.	Financial Management System Bank Statement Module not correctly configured.	Perform BRS manually until conversion to the new FMS take place.	A resource from Provincial Treasury	New financial system has been acquired that will assist in doing Babk Reconcilliation CURRENT STATUS
7. Debtors ageing presented in the AFS does not agree to statements	Adequate review of AFS & Supporting Schedules.	FMS system shortcomings	Apoint a capable FMS	Capable FMS support	Munsoft system has been appointed to take over from Sage during the 2022/23 financial year

8. Endumeni Local Municipality raised itself as a debtor	Financial Management System Billing Module to be correctly configured.	Billing Module configuration.	Financial Management System Billing Module to be correctly configured.	Capable FMS support	Munsoft system has been appointed to take over from Sage during the 2022/23 financial year
9. Differences between supporting schedules and amount in the AFS	Management will ensure that summary reports submitted to the AG also include the same fields as the other submission already made to the AG.	The Revenue Manager was on suspension for the entire financial year CURRENT CHALLENGE	Coordination between the AFS compiler and Revenue Manager to ensure supporting schedules and AFS agree.	None	Understanding between the relevant parties has been reached in terms of the need for coordination.
10. Presentation of trade and other receivables from exchange and non-exchange transactions not presentation in terms of GRAP 1	AFS Reviews for GRAP Compliance before submission to AGSA.	Financial Management System not correctly configured.	Appoint a capable FMS	None	The municipality acquired the new financial management system that will assist in addressing the finding
11. Balance of debtors' with credit balances does agree to age analysis	Management will ensure that the receipts are accurately allocated in the 2023 financial year.	Allocation method within SAGE system.	Apoint a capable FMS	Capable FMS support	Munsoft system has been appointed to take over from Sage during the 2022/23 financial year

12. Non-compliance with leave policy and main collective agreement	Management will implement a new system to address the finding in the 2022/2023 financial year. .	Financial Management and payroll Systems not correctly configured.	Appoint a capable FMS and payroll system	None	Munsoft and payday system has been appointed to take over from Sage during the 2022/23 financial year
13. Consumer debtors with credit balance not allocated at year end	Revenue Management should perform an investigation on the entire balances for sundry creditors to ensure that consumer debtors are identified and are subsequently cleared to the consumer debtors respective accounts NO ACTION	This was a system limitation on Sage. CURRENT CHALLENGE	A capable FMS system has been appointed,	None	As this was a system problem, it should disappear with the new shystem. However the allocations will be reviewed on a monthly basis on the new system for assurance.
14. Differences between supporting schedules and amounts in the AFS	Management will ensure that summary reports submitted to the AG also include the same fields as the other submission already made to the AG.	The Revenue Manager was on suspension for the entire financial year CURRENT CHALLENGE	Coordination between the AFS compiler and Revenue Manager to ensure supporting schedules and AFS agree.	None	Understanding between the relevant parties has been reached in terms of the need for coordination. PLAN
15. Interest and penalties not charged on arrear accounts	Ensure that Sage system is configured correctly to support financial reporting.	Sage system canniot calculate penalties and interest charges correctly CURRENT CHALLENGE	Apoint a capable FMS	Capable FMS support	Munsoft system has been appointed to take over from Sage during the 2022/23 financial year CURRENT STATUS

16. Interest and penalties on arrear debt was not always charged by the system	Ensure that Sage system is configured correctly to support financial reporting	Sage system canniot calculate penalties and interest charges correctly	Apoint a capable FMS	Capable FMS support	Munsoft system has been appointed to take over from Sage during the 2022/23 financial year
17. Investment property not measured at fair value as at year end	The Municipality undertakes to develop and implement a new/ revised policy to cost model in order to comply with GRAP 16 and save costs. The policy change will be affected in the 2023 financial year.	None	Review of asset management and accounting policies	None	A meeting is scheduled for the 6st of March 2023 betweenn the municipality and SDM Consulting to discuss how the municipality will measure its investment properties going forward (Cost model or Revaluation model and the impact thereof).The municipal asset management policy and the accounting policy will be updated accordingly after a conclusion has been made. CURRENT STATUS
18. Land not belonging to the municipality recognised in the financial statements	The Municipality undertakes to investigate the properties in the assets register (registered as NYR Endumeni Municipality (beneficiary name) and assess it against the requirements of IGRAP 18 to determine control of the property. As this is not a process that can be completed within the timeframe remaining, it will be affected in the 2023 financial year. Any adjustments in this regard will be provided together with supporting documents for audit, prior to being processed.	None	Review of asset management and accounting policies	None	The municipality has identified all all properties in the assets register (registerded as NYR Endumeni Municipality (Beneficiary name) that needs to be excluded from the asset register as per Igraap 18 and a list fo those properties will be provided. CURRENT STATUS

	Furthermore, the municipality will 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.				
19. Contract was not awarded to the bidder that scored the highest total number of points	This finding came about due to the intefererence by the previous accounting officer. This was included on the irregular expenditure and investigation is ongoing	Inteference by previous acoounting officer	reported as irregular	none	reported as irregular
20. Existence of assets could not be confirmed	Management should ensure that an adequate physical verification of assets is conducted for all assets included in the fixed asset register. NO ACTION	None	Review of asset management and accounting policies	None	Bi annuall asset verification of all movable aasets is underway and is to be completed by the 31st of Mard 2023, a report of unverified assets will be shared with departments for comments. Date for immovable assets verification will be discussed and confirmed on the 1st of March meeting with SDM Consulting (Our assets consultants) CURRENT STATUS

21. Expenditure not recorded in the correct period (cut-off)	Develop and implement adequate controls to ensure that expenditure is recorded in the accounting records when it is incurred.	None		None	NO COMMENTS
22. Municipal services cost items not adequately supported	The municipality should establish an effective records management system/ processes for the efficient retrieval and storage of information which is referenced and easily accessible NO ACTION	The Revenue Manager was on suspension for the entire financial year	Filing to be upodated	None	Updating of the filing has commenced . QUANTIFY PROGRESS
23. Differences between supporting schedules and amount in the AFS	Develop and implement adequate controls to ensure that reconciliations are performed between the financial statements and underlying records	Financial Management and payroll Systems not correctly configured.	Appoint a capable FMS and payroll system	None	A full reconciliation was performed and forwarded to and accepted by the AG. They did not take certain information into account when raising the query. CURRENT STATUS
24. No employee appointment letter/ employee contract.	A listing of all active casual employees specifically relief staff at the libraries will be extracted from the system. Personel files will be inspected to ensure that an appointment exists for these staff/ or an appointment letter will be drafted for casual employees who have no letters on file.	none	none	none	pulling out the files of casual employees QUANTIFY PROGRESS MADE

25. The DTI was not notified of the successful bidder and the value of the contract	Supply Chain Management shall thoroughly check the supporting document before sending it to DTI and submission will be done on quarterly basis.	none	Supply Chain Management shall thoroughly check the supporting document before sending it to DTI and submission will be done on 2nd quarter yearly	none	all procurement that involves local content is submitted to dti
26. Quotations were not advertised on the website	SCM to work with ICT section to ensure all documents are on the website.	documents disappear no the website and cannot access the website on the work laptop	IT to forward links after upload	need access to the website to upload for ourselves	ongoing
27. Penalties were not invoked and/ or the contract terminated for default (as per the GCC and SCC)	SCM to work with End-User department for guidance when contractual requirements are not met.	resolved	resolved	resolved	The contract management has been delegated to the SCM Practitioner CURRENT STATUS
28. Procurement process to appoint a new provider for continued needs of municipality did not commence timeously.	SCM: Contract Officer or Intern to be given the task of Contract Management.	resolved	resolved	resolved	The contract management has been delegated to the SCM Practitioner CURRENT STATUS
29. Possible conflict of interest in the procurement of goods and services	SCM will contact the Service Provider on this issues, initiate the process to register them on National Treasury's Database as person prohibited from doing business with the public sector.	no personnel for contract management	resolved	resolved	The contract management has been delegated to the SCM Practitioner CURRENT STATUS

30. No policy governing the standby allowance	A policy will be developed then workshopped to the management, LLF, and submitted to Council for adoption.	none currently	none	none	The development of our own policy is being benchmarked against other municipalities and based on guidelines provided by SALGA PROGRESS MADE
31. Newly appointed employees were not in the organogram	A checklist is being implemented to ensure that all processes are followed before an appointment is made. The checklist will be completed by the HR official and signed off by the HR manager.	none	none	none	the queried posts mentioned by the AG are on the organogram. POE is available. QUANTIFY PROGRESS
32. Non-compliance with the Indigent policy	Manager Revenue will create a check list. Manager Revenue will perform testing on a quarterly basis.	The Revenue Manager was on suspension for the entire financial year	A filing system has been devised and is being implemented.	None	External service providers are required to do some of the tests. The filing system is being implemented. CURRENT STATUS
33. Limitation of scope-indigent debtors	Establishment of filing procedure for Indigent Applications.	None	A filing system has been devised and is being implemented.	None	Filing system in the process of being implemented. PROGRESS MADE
34. Completeness of indigent debtors	Establishment of filing procedure for Indigent Applications.	None	Ensure completenes of the indigent list.	None	Filing system in the process of being implemented. Completeness of the list to be checked against physical indigent files.

35. Inadequate verification of indigent applications	Appoint external service provider to verify on behalf of the municipality PLAN TO PROCURE SERVICES	None	The service provider will be appointed.	SCM processes	Filing is in progress QUANTIFY PROGRESS MADE TO DATE
36. Deceased consumers included in the debtors' book	Appoint external service provider to verify on behalf of the municipality PLAN TO PROCURE SERVICES	Upon deaths of a number of our customers title deeds were not transfereed to beneficiaries due to financial constraints but we accept letters of authority from beneficiaries, but we cannot change the ownership of the account until the title is transferred.	The names of the living beneficiaries are joined with the names of the registered deceased owners.	None	N/A NO PROGRESS
37. Deficiencies noted in the consumer listing	Correct capturing on the financial system.	The Revenue Manager was on suspension for the entire financial year CURRENT CHALLENGE	Capturing of new inforamtions is checked for validity, accuracy and completeness.	None	The newly appointed FMS service provider has system generated approval forms for all data capture. The outgoing system did not have them in the beginning, hence the gaps.

38. Theft of electricity by prepaid electricity consumers (prepaid electricity consumers not buying electricity)	Disconnection of the customers cut off list and prepaid meters	None	Disconnection of the customers cut off list distributed on a weekly basis and prepaid meters on a montthly	None	Monthly prepaid list, weekly disconnection list sent to audit team - ongoing CURRENT STATUS
39. No disciplinary committee in the year under review	Financial Misconduct Disciplinary Board to be appointed by the Council.	None	None	None	Invitation to apply has been issued.
40. Weaknesses identified in fraud risk assessment	Management should develop and communicate proper channels for employees to report fraud and fraud risk factors. NO ACTION	None		None	NO COMMENTS OR PROGRESS
41. Projects noted in the Information Technology Strategy and 5-Year Plan not implemented in accordance with the defined 2020-2025 implementation schedule	Management will review and update strategy taking into consideration what can and cannot be achieved during the financial year.	Availability of budget to initiate projects	Submit budget request	Funding	Bids gave been advertised and are waiting for evaluation and adjudication SPECIFY DATES AS PER PROCUREMENT PLAN IT Strategy is being reveiewed and will be submitted to Council for adoption INDICATE STAGE
42. Information and communication technology skills gap analysis not performed	Action to address finding Template has been developed. Skills gap analysis will be conducted for ICT staff.	None	None	None	Template has been developed ANALYSIS CONDUCTED

43. Return on Investment and Benefits Realisation processes have not been formally documented	ROI and BR processes will be documented and presented to IT Steering Committee for adoption.	None	None	None	ROI and BR process document is being dveleoped INDICATE STAGE
44. Inadequate software license register maintained by the municipality	The register will be reviewed and updated to include the gaps in information identified REVIEW ACTION PLAN vs PROGRESS	None	None	None	Enterprise agreement has been sign and a partner has been appointed for the implementation. Waiting for start date from implementation team REVIEW ACTION PLAN vs PROGRESS
45. Key clauses not included in the service level agreement held with Contour Technology (Pty) Ltd	The SLA will be reviewed and updated to address gaps.	None	None	None	SLA will be dicussed in next monthly meeting with Contour scheduled for 21st February 2023 CURRENT STATUS
46. Performance of ICT third party service providers not adequately monitored	Monthly meetings will be held with services providers and report completed.	None	None	None	Monthly meetings with service providers are being held SPECIFY NUMBER OF MEETINGS HELD THUS FAR AND PROGRESS MADE
47. IT Steering Committee did not meet at the frequency prescribed by its terms of reference	The ICT Manager will update TOR for the committee and include a schedule of meetings for the Committee to adopt.	None	None	None	TOR has been updated and will be presented to the Committee in the February 2023 meeting SPECIFY DATE OF THE MEETING
48. Inadequate IT controls relating to the Route Master system	A review on the Route Master controls will be conducted and actions taken to address the gaps identified.	Vacant positions of IT Security Officer and IT Technician	Filling of vacant positions	Funding of position for IT Security Officer Filling of IT Technician position	Service provider has been engaged and will assist with required tasks for system to comply with municipal policies INDICATE PROGRESS MADE

49. Some computers running outdated operating systems	Municipality has entered into a business agreement with SITA in order to address Microsoft licensing gaps.	None	None	None	Enterprise agreement has been sign and a partner has been appointed for the implementation. Waiting for start date from implementation team INDICATE START DATE
50. Windows Server Update Services not functional and deployment of patches therefore not adequately implemented	The municipality is in the process of entering into a business agreement with SITA. Municipality is waiting for SITA to finalise agreement. Once agreement in place Microsoft licenses will be procured and patches will be deployed and monitored.	None	None	None	Enterprise agreement has been sign and a partner has been appointed for the implementation. Waiting for start date from implementation team INDICATE START DATE
51. Inadequate antivirus management processes	Motivation and provisioning of budget will be submitted for approval for the procurement of software and the appointment of a dedicated IT Security Officer to oversee security issues so that they are adequately addressed.	Budget constraints Vacant position of IT Technician	Budget provision Appointment of IT Technician	Funding of position for IT Security Officer Filling of IT Technician position	Management of antivirus sofware being managed by IT Manager and IT Helpdesk INDICATE PROGRESS MADE

52. Password settings not configured as per the approved End User Security Policy for the Contour and Traffic Contravention System	Password settings for Contour have been updated on the 19 October 2022, attached is report on the update. Management will ensure that as part of system functionality password complexity is a requirement when advertising for Traffic Management System.	System limitations	Advertise for procurement of traffic management system with capability to have password complexity enforced	None	Input was provided to user department for specifications of the system. INDICATE PROGRESS MADE
53. Logon attempts on the Windows Active Directory, SAGE 200 Evolution, SAGE 300 People, Contour and Traffic Contravention System not monitored	The ICT Manager will be responsible to ensure that system reviews are conducted while waiting for the ISO position to be funded and filled. Budget will requested to procure Windows AD monitoring tool to monitor and review AD activities.	System limitations	Procure monitoring tool for windows AD	Budget allocation	Reports are being extracted for SAGE300, Contour and SAGE200. Municipality also in the process of migrating to Munsoft FMS and PayDay payroll
54. Inadequate management of the firewall	The service provider will be engaged to address gaps identified and the policy will be reviewed.	None	None	None	Service provider has been engaged waiting for feedback on resolution and way forward. PROGRESS TO DATE
55. Information security incident management processes and procedures not adequately developed by the municipality	The municipality is in the process of drafting a security incident management process document which will be presented to the IT Steering Committee for adoption.	None	None	None	Security Incident Management document is being drafted and will be present to the IT Steering Committee SPECIFY STAGE AND DATE OF THE MEETING

56. User account management information logs not available for Windows Active Directory	Budget will be requested to procure Windows AD monitoring tools to monitor and review AD activities.	System limitations Budget constraints	Procure monitoring tool for windows AD Provision Budget	Budget allocation	NO COMMENTS
57.User account management controls not adequately implemented on the Sage 200 Evolution system	System reviews will periodically be conducted.	Vacant positions of IT Security Officer and IT Technician	Filling of vacant positions	Funding of position for IT Security Officer Filling of IT Technician position	IT Manager is extracting reports and preapring reviews INDICATE PROGRESS MADE THUS FAR
58. Inadequate user account management on the Sage 300 People system	Management will ensure that password reset forms are completed and system reviews are conducted.	Vacant positions of IT Security Officer and IT Technician	Filling of vacant positions	Funding of position for IT Security Officer Filling of IT Technician position	Review report is being prepared by IT Manager INDICATE PROGRESS MADE THUS FAR
59. User account management logs could not be provided for the Contour system	Reviews of the Contour system are in progress with some of the deficiencies already addressed. Once concluded user activities will be reviewed and reported on.	None	None	None	User access rights are currently being reviewed. Input will be solicitated from unit managers/supervisors then access rights updated according to job function and policies
60. User account management information logs could not be provided for the Traffic Contravention System	Management will ensure that as part of system functionality, user account reviews with sufficient information is a requirement when advertising for the Traffic Management System.	Bid document has not been finalized and submitted to BSC by user department	Specifications to be submitted to BSC Bid to be advertised and service provider appointed	None	Input was provided to user department for specifications of the system. BE SPECIFIC

61. Reviews of user access rights assigned on the SAGE 200 Evolution, SAGE 300 People, Contour and Traffic Contravention System not performed	The ICT Manager will see to it that access rights for users are reviewed while waiting for the funding and appointment of the ISO position.	Vacant positions of IT Security Officer and IT Technician	Filling of vacant positions	Funding of position for IT Security Officer Filling of IT Technician position	Review report is being prepared by IT Manager INDICATE PROGRESS MADE THUS FAR
62. System administrator activity reviews not performed for the Windows Active Directory, SAGE 200 Evolution, SAGE 300 People, Contour and Traffic Contravention System	The ICT Manager will see to it that system administrator activities are reviewed while waiting for the funding and appointment of the ISO position.	Vacant positions of IT Security Officer and IT Technician System limitations	Filling of vacant positions Procure tool to monitor Windows AD	Funding of position for IT Security Officer Filling of IT Technician position	Review report is being prepared by IT Manager for systems that can produce the reports PLEASEELABORATE
63. No disaster recovery plan in place	The municipality is currently engaging with SITA. Once cloud services are established DRP will be finalised and tested.	None	None	None	Enterprise agreement has been sign and a partner has been appointed for the implementation. Waiting for start date from implementation team

64. Backup management controls not adequately designed and implemented	• The policy will be reviewed and updated. • Reports will be requested from Contour. • Control mechanisms will be put in place to monitor TCS backups. • Municipality is in the process of establishing a cloud platform which will accommodate storage for offsite backups.	None	None	None	Policy is being reveiwed and will be submitted to Council for adoption INDICATE DATES AND COMPLETED STAGES
65. Program change management controls not adequately implemented	Management will adhere to the Change Management Policy for future changes. With systems that do not have the functionality to extract logs, written confirmation from the service provider/vendor will be requested.	None	None	None	Upgrade plan and memorundum prepared for management to approve for application upgrades INDICATE DATE

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 59 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 2022/2027 IDP REVIEW MEC COMMENTS

The 2022/20227IDP 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 2022/2027 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 2022 together with the Final 2022/2027 IDP.

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 is to reach out to more poverty – stricken communities, with the intention of making impact on those communities in the shortest possible way, and to ensure that communities including the private and public sector join forces to fight against poverty.

Operation Sukuma Programme is the new approach of how government and it social partners fight poverty. Endumeni has the OSS Co-ordinator (Lungile Mchunu) who visits war rooms in all seven (07) Wards.

7.2.1 ENDUMENI LOCAL TASK TEAM

The Local Task Team is consisting of Departmental Officials, NGO's and NPO's. These members are basically also members of the Aids Council, the difference is being that the Local Aids Council is Chaired by the Mayor of Endumeni with relevant Councillors forming the Executive thereof. The LTT term of office is in line with the term of office of Council.

7.2.3 LOCAL TASK TEAM EXECUTIVE

- Mr T Thungo - Chairperson (Department of Agriculture)
- Mrs D Mkhize - Deputy Chairperson (Department of Community Safety and Liaison)
- Ms L Mchunu - Secretary (Endumeni Local Municipality)

- Mrs Moloi - Deputy Secretary (Department of Health)

7.2.4 CHALLENGES

- Failure to visit War rooms on regular bases by the Municipal Officials due to none, availability of transport,
- Poor attendance of Government officials to War rooms,
- Inconsistence sittings of the Local Task Team, and
- Delays in responding to the social ills of the household by the municipality and sector departments.

7.2.5 CONTROL MEASURES

The Local Task Team secretary on numerus occasions should contact the District Task Team secretariat to convene the Local Task Team.

The OSS coordinator submitted a request for transport to the budget unit, and due to financial constrains it is not budgeted.

The Expanded Public Works Programmes (EPWP) beneficiaries are recruited through the war-room profiled households as part of intervention in a fight for poverty.

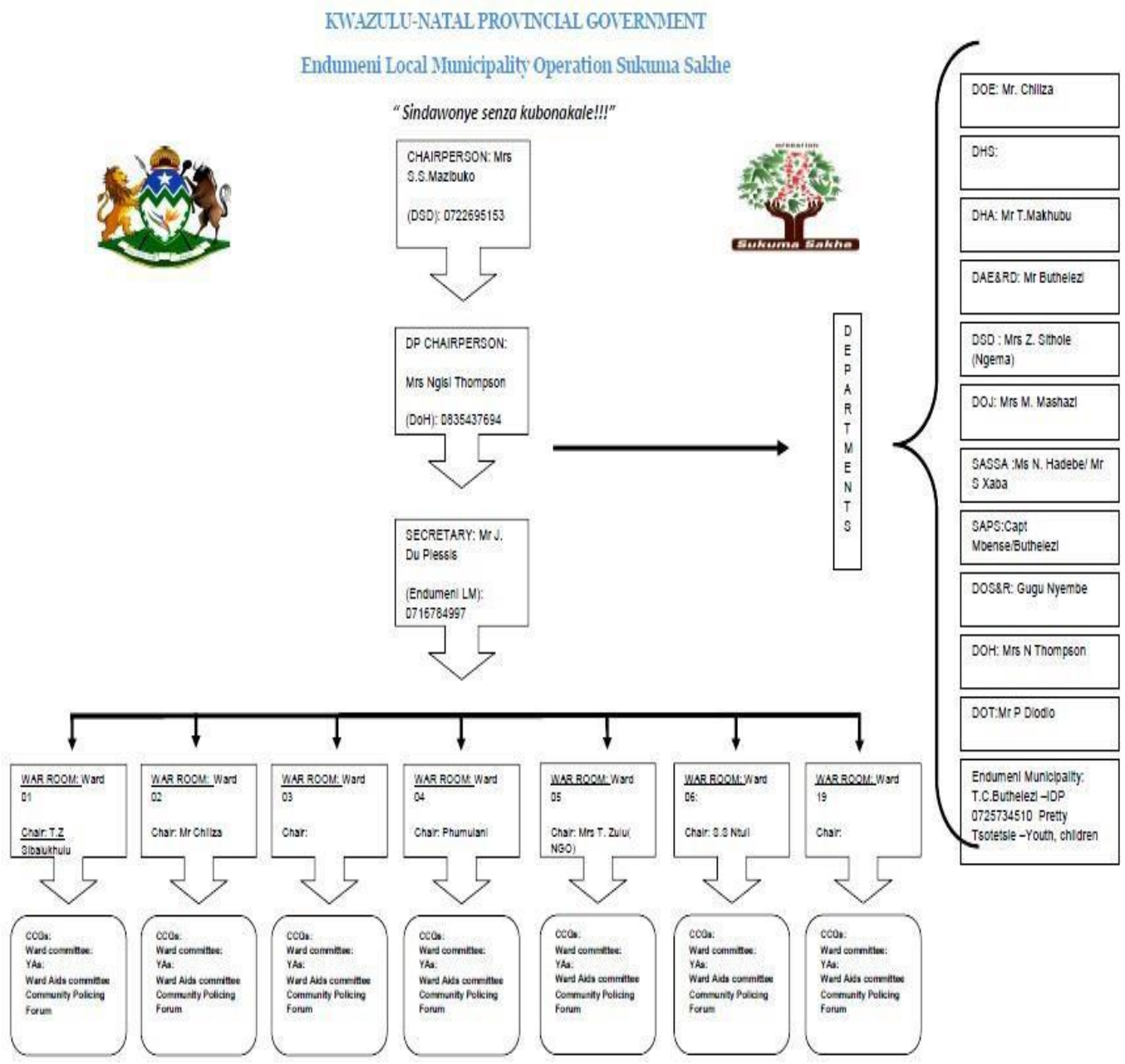


Figure 55 KZN Sukuma Sakhe

7.2.6 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 60 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 61 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 OMMUNICATION 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	Policy is being adhered to	All Heads of Departments and Manager: Human Resource	**30 June 2022**
Nepotism policy	Adopted & to be reviewed during	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	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 62 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 2021/2022 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 COMMITTEE	RESPONSIBILITY
BID SPECIFICATION COMMITTEE BSC)	Miss M.P Khumalo - Budget Manager Mr S Buthelezi – ICT Manager Miss L Ngidi - IDP/PMS Manager Mr S Gcabashe - Human Settlement Manager Development	**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 Mr W Ndlela - Manager: Office of the Mayor Mr P Ntombela – Disaster 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**	**CHAIRPERSON** **BAC MEMBER** **BAC MEMBER** **BAC MEMBER**

Table 63 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.

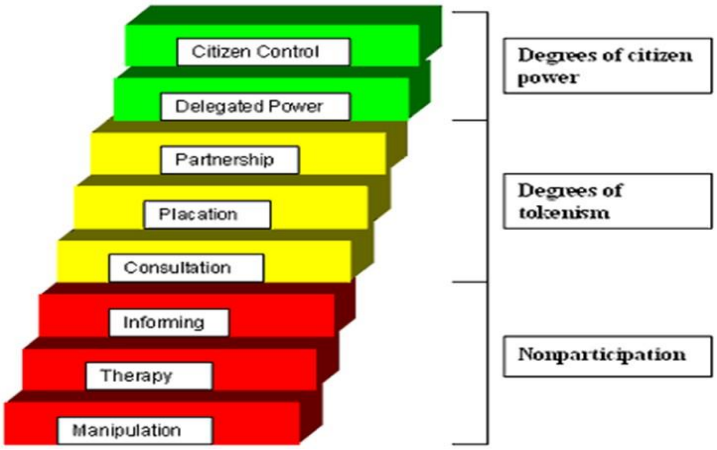
"The purpose of the Endumeni Local Municipality is to facilitate and ensure the provision of infrastructure, services and support, thereby creating an enabling environment for all citizens to utilize their full potential and access opportunities, which enable them to contribute

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

FOCUS AREA (FINDING) AND MR REFERENCE	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	RECOMMENDATION FROM AG	ACTION PLANS TO BE TAKEN	CHALLENGES	REMEDIAL ACTION	WHAT ASSISTANCE DO YOU NEED	DUE DATE	RESPONSIBLE PERSON
1. Differences between supporting schedules and the actual achieved reported in the Annual Performance Report	Management did not implement adequate controls to ensure that achievements per the Annual Performance Report are reconciled to the underlying records of the municipality.	• Develop and implement adequate controls to ensure that reconciliations are performed between the Annual Performance Report and underlying records.	Ensure that the data is validated before submission, and undertaking of reconciliations between Revenue and Waste Sections on monthly basis	N/A	Ensuring the accuracy and validity of the information, and undertaking of reconciliations between Revenue and Waste Sections on monthly basis	None	30-Jun-23	Executive Manager: Community Services

2. Accuracy and Occurrence of actual results achieved reported on the annual performance report	Management did not implement adequate controls to ensure that achievements reported in the Annual Performance Report are validated for validity and accuracy.	• Develop and implement adequate controls to ensure that achievements reported in the Annual Performance Report are valid and accurate. • Examine the whole population and effect appropriate adjustments to the Annual Performance Report.	Ensure that the data is validated before submission, and disconnection of the costumer	Validation of Electrical Section and Revenue Section on the system versus hard copies data submitted to the revenue section for removal or addition	Ensuring the accuracy and validity of the information, and Disconnection of the costumer	Forthnightly meeting to be conducted to monitor the progress of updating on the system by the revenue and electrical section	Fortnighly	Manager Electrical Section and Revenue Manager

3. Unauthorised, irregular as well as fruitless and wasteful expenditure not prevented	There was a lack of adequate preventative controls in place to prevent unauthorised, irregular as well as fruitless and wasteful expenditure. There was a lack of adequate oversight by the accounting officer, chief financial officer and SCM senior management in ensuring that controls are developed, implemented and monitored over procurement and contract management. Management did not adequately monitor the implementation of action plans to address internal control deficiencies relating to external audit findings.	The accounting officer and senior management should ensure that adequate preventative controls are developed in order to prevent unauthorised, irregular as well as fruitless and wasteful expenditure. These controls to include: • Proactive measures, e.g. compliance checklist • Correct budgeting Management should develop and adequately monitor the implementation of action plans to address internal control deficiencies relating to external audit findings.	Strict enforement of UIFWE Reduction Strategy. Monthly monitoring of UIFWE Register. Tabling of UIFWE Regoster (audited) to Council & MPAC.	Delays with MPAC to conculde on items tabled to them.	Regular sitting of MPAC	None	30-Jun-23	Municipal Manager

4. Invoices not paid within 30 days	The controls around receiving, authorising, recording and payment of invoices were not adequately designed and implemented to prevent non-compliance with legislation relating to expenditure management.	It is recommended that management must design and implement adequate internal controls that will ensure the process of receiving, approving and payment of invoices within approved timelines to ensure compliance with laws and regulations and avoid fruitless and wasteful expenditure.	Strict monitoring of invoice register. Date Stamp invoices when received. Cashflow improvement strategies	Low collection rate. Electricity theft.	Disconnections of unpaying customers. Blocking on Prepaid system. Introduction of Debt Incentive.	None	30-Jun-23	CFO

5. Transactions in the bank reconciliation not supported – prior year (i.e. 2020/21)	Controls over daily and monthly processing and reconciling transactions relating to cash and cash equivalents were not adequately implemented. Controls over information technology systems were not adequately designed and implemented to ensure the reliability of the systems and the validity, accuracy and completeness of information. The implementation of action plans to address internal control deficiencies identified and reported in the prior year was not adequately monitored.	It is recommended that: a) Controls over daily and monthly processing and reconciling transactions relating to cash and cash equivalents should be implemented. b) The implementation of action plans to address internal control deficiencies identified and reported in the prior year should be adequately monitored. c) The investigation or assessment of the transactions included in the cash and cash equivalents should be finalised and these treated correctly in the books of the municipality.	Request assistance from Provincial Treasury for Manual BRS compilation.	Financial Management System Bank Statement Module not correctly configured.	Perform BRS manually until conversion to the new FMS take place.	A resource from Provincial Treasury	30-Jun-23	CFO

6. Transactions in the bank reconciliation not supported – current year (i.e. 2021/22)	Controls over daily and monthly processing and reconciling transactions relating to cash and cash equivalents were not adequately implemented. Controls over information technology systems were not adequately designed and implemented to ensure the reliability of the systems and the validity, accuracy and completeness of information. The implementation of action plans to address internal control deficiencies identified and reported in the prior year was not adequately monitored.	It is recommended that: a) Controls over daily and monthly processing and reconciling transactions relating to cash and cash equivalents should be implemented. b) The implementation of action plans to address internal control deficiencies identified and reported in the prior year should be adequately monitored. c) The investigation or assessment of the transactions included in the cash and cash equivalents should be finalised and these treated correctly in the books of the municipality.	Request assistance from Provincial Treasury for Manual BRS compilation.	Financial Management System Bank Statement Module not correctly configured.	Perform BRS manually until conversion to the new FMS take place.	A resource from Provincial Treasury	30-Jun-23	CFO

7. Debtors ageing presented in the AFS does not agree to statements	• Management did not adequately implement controls to ensure that the ageing days per the age analysis agree with the statement or tax invoice • Controls over information technology systems were not adequately designed and implemented to ensure the reliability of the systems and the validity, accuracy and completeness of the information.	• Management should develop and ensure adequate controls are in place to ensure that the age analysis agrees with the statement or tax invoice. • Management should change the information technology system they are currently using.	Adequate review of AFS & Supporting Schedules.	FMS system shortcomings	Apoint a capable FMS	Capable FMS support	30-Jun-23	Revenue Manager

8. Endumeni Local Municipality raised itself as a debtor	Management did not adequately implement controls over the daily and monthly processing of transactions to ensure that the municipality has raised revenue and receivables that are recoverable and in terms of the criteria required by the GRAP standards..	It is recommended that management should, • Develop and implement adequate controls to ensure that debtors are raised for revenue that is not recoverable and represents internal charges. • Effect the necessary adjustments to the annual financial statements to ensure compliance with GRAP.	Financial Management System Billing Module to be correctly configured.	Billing Module configuration.	Financial Management System Billing Module to be correctly configured.	Capable FMS support	30-Jun-23	Revenue Manager
9. Differences between supporting schedules and amount in the AFS	Management did not implement adequate controls to ensure that amounts per the financial statements are reconciled to the underlying records of the municipality.	is recommended that management should; • Provide reasons for the differences, • Develop and implement adequate controls to ensure that reconciliations are performed between the financial statements and underlying records.	Management will ensure that summary reports submitted to the AG also include the same fields as the other submission already made to the AG.	The Revenue Manager was on suspension for the entire financial year CURRENT CHALLENGE	Coordination between the AFS compiler and Revenue Manager to ensure supporting schedules and AFS agree.	None	30-Jun-23	Revenue Manager

10. Presentation of trade and other receivables from exchange and non-exchange transactions not presentation in terms of GRAP 1	Management and audit committee did not adequately review annual financial statements for validity, accuracy, completeness and compliance with GRAP prior to submitting to the Auditor - General South Africa for auditing.	It is recommended that management should: • address the issues as raised above by effecting the necessary adjustments; • ensure that the annual financial statements are adequately reviewed for compliance with GRAP before submitting for auditing.	AFS Reviews for GRAP Compliance before submission to AGSA.	Financial Management System not correctly configured.	Appoint a capable FMS	None	30-Jun-23	CFO
11. Balance of debtors' with credit balances does agree to age analysis	Pertinent information was not captured in a manner that support financial reporting.	Pertinent information should be captured in a manner that support financial reporting	Management will ensure that the receipts are accurately allocated in the 2023 financial year.	Allocation method within SAGE system.	Apoint a capable FMS	Capable FMS support	30-Jun-23	Revenue Manager

12. Non-compliance with leave policy and main collective agreement	Pertinent information relating to staff leave was not captured in a manner that support financial reporting.	It is recommended that: • The staff leave accrual calculation should be revisited and a necessary adjustment effected to the annual financial statements. • Pertinent information relating to staff leave should be captured in a manner that support financial reporting.	Management will implement a new system to address the finding in the 2022/2023 financial year. .	Financial Management and payroll Systems not correctly configured.	Appoint a capable FMS and payroll system	None	30-Jun-23	CFO
13. Consumer debtors with credit balance not allocated at year end	Revenue management did not ensure that the Circular no. 36 of the MFMA has been adhered to.	Revenue management should perform an investigation on the entire balance for sundry creditors to ensure that consumer debtors are identified and are subsequently cleared to the consumer debtors' respective accounts.	Revenue Management should perform an investigation on the entire balances for sundry creditors to ensure that consumer debtors are identified and are subsequently cleared to the consumer debtors respective accounts NO ACTION	This was a system limitation on Sage. CURRENT CHALLENGE	A capable FMS system has been appointed,	None	30-Jun-23	Revenue Manager
14. Differences between supporting schedules and amounts in the AFS	Management did not implement adequate controls to ensure that amounts per the financial statements are reconciled to the underlying records of the municipality.	It is recommended that management should; • Provide reasons for the differences, • Develop and implement adequate controls to ensure that reconciliations are performed between the financial statements and underlying records.	Management will ensure that summary reports submitted to the AG also include the same fields as the other submission already made to the AG.	The Revenue Manager was on suspension for the entire financial year CURRENT CHALLENGE	Coordination between the AFS compiler and Revenue Manager to ensure supporting schedules and AFS agree.	None	30-Jun-23	Revenue Manager

15. Interest and penalties not charged on arrear accounts	Management did not implement adequate controls to ensure that interest is raised on accounts that are in arrears. The Sage system was not configured to support financial reporting.	Ensure that Sage system is configured correctly to support financial reporting.	Ensure that Sage system is configured correctly to support financial reporting.	Sage system canniot calculate penalties and interest charges correctly CURRENT CHALLENGE	Apoint a capable FMS	Capable FMS support	30-Jun-23	Revenue Manager
16. Interest and penalties on arrear debt was not always charged by the system	Management did not implement adequate controls to ensure that interest is raised on accounts that are in arrears. The Sage system was not configured to support financial reporting.	Ensure that Sage system is configured correctly to support financial reporting	Ensure that Sage system is configured correctly to support financial reporting	Sage system canniot calculate penalties and interest charges correctly	Apoint a capable FMS	Capable FMS support	30-Jun-23	Revenue Manager
17. Investment property not measured at fair value as at year end	Management did not implement adequate monitoring and review controls to ensure that investment property assets are valued in accordance with the requirements of GRAP 16.	Management should design and implement adequate monitoring and review controls to ensure that investment property is value in accordance with the requirement of applicable accounting standards.	The Municipality undertakes to develop and implement a new/ revised policy to cost model in order to comply with GRAP 16 and save costs. The policy change will be affected in the 2023 financial year.	None	Review of asset management and accounting policies	None	30-Jun-23	Asset Manager

18. Land not belonging to the municipality recognised in the financial statements	Inadequate monitoring and review of assets information to ensure that assets are accounted correctly in accordance with the requirements of GRAP.	Management should investigate the properties in the assets register and assess it against the requirements of IGRAP 19 to determine control of the property. Where necessary adjustments should be made to Annual Financial Statements.	The Municipality undertakes to investigate the properties in the assets register (registered as NYR Endumeni Municipality (beneficiary name) and assess it against the requirements of IGRAP 18 to determine control of the property. As this is not a process that can be completed within the timeframe remaining, it will be affected in the 2023 financial year. Any adjustments in this regard will be provided together with supporting documents for audit, prior to being processed. Furthermore, the municipality will 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.	None	Review of asset management and accounting policies	None	30-Jun-23	Asset Manager
19. Contract was not awarded to the bidder that scored the highest total number of points	The municipality did not adequately implement and monitor control over compliance with the applicable regulations relating to procurement and contract management.	Management should ensure stricter monitoring controls are implemented to ensure that all SCM requirements have been complied with.	This finding came about due to the intefererence by the previous accounting officer. This was included on the irregular expenditure and investigation is ongoing	Inteference by previous acoounting officer	reported as irregular	none	30/06/2023	Manager: SCM

20. Existence of assets could not be confirmed	Management did not ensure that an adequate physical verification of all assets included in the fixed asset register was conducted.	It is recommended that management should ensure that an adequate physical verification of assets is conducted for all assets included in the fixed asset register.	Management should ensure that an adequate physical verification of assets is conducted for all assets included in the fixed asset register. NO ACTION	None	Review of asset management and accounting policies	None	30-Jun-23	Asset Manager
21. Expenditure not recorded in the correct period (cut-off)	Management did not exercise adequate due care when recording expenditure and adequate reviews were not adequate to ensure that expenditure is recorded in an appropriate period.	It is recommended that management should, • Develop and implement adequate controls to ensure that expenditure is recorded in the accounting records when it is incurred, • Revisit the whole population and effect the necessary adjustments to ensure compliance with GRAP.	Develop and implement adequate controls to ensure that expenditure is recorded in the accounting records when it is incurred,	None		None	30-Jun-23	CFO
22. Municipal services cost items not adequately supported	An effective filing and record keeping system was not in place to ensure that documents requested for audit, are retrieved and provided within the timelines specified in the engagement letter.	It is recommended that: a) the requested information should be furnished forthwith or alternatively advise that said documents cannot be located / do not exist to enable auditor to appropriately conclude the audit. b) the municipality should establish an effective records management system/ processes for the efficient retrieval and storage of information which is referenced and easily accessible.	The municipality should establish an effective records management system/ processes for the efficient retrieval and storage of information which is referenced and easily accessible NO ACTION	The Revenue Manager was on suspension for the entire financial year	Filing to be upodated	None	30-Jun-23	Revenue Manager.

23. Differences between supporting schedules and amount in the AFS	Management did not implement adequate controls to ensure that amounts per the financial statements are reconciled to the underlying records of the municipality.	It is recommended that management should; • Provide reasons for the differences, • Develop and implement adequate controls to ensure that reconciliations are performed between the financial statements and underlying records.	Develop and implement adequate controls to ensure that reconciliations are performed between the financial statements and underlying records	Financial Management and payroll Systems not correctly configured.	Appoint a capable FMS and payroll system	None	30-Jun-23	Manager: Expenditure
24. No employee appointment letter/ employee contract.	Controls relating to employee hours of work, wage rate per day or per hour were not in place to guide payment of casual employees.	It is recommended that contracts should be maintained for casual employees, in order to govern the conditions of employment and remuneration.	A listing of all active casual employees specifically relief staff at the libraries will be extracted from the system. Personel files will be inspected to ensure that an appointment exists for these staff/ or an appointment letter will be drafted for casual employees who have no letters on file.	none	none	none	31-Mar-23	Manager: Human Capital
25. The DTI was not notified of the successful bidder and the value of the contract	The municipality did not adequately implement and monitor control over compliance with the applicable regulations relating to procurement and contract management.	Management should ensure stricter monitoring controls are implemented to ensure that DTI is informed timeously of all successful bidders and the value of the contracts awarded as per instruction notes.	Supply Chain Management shall thoroughly check the supporting document before sending it to DTI and submission will be done on quarterly basis.	none	Supply Chain Management shall thoroughly check the supporting document before sending it to DTI and submission will be done on 2nd quarter yearly	none	31-Mar-23	Manager: SCM

26. Quotations were not advertised on the website	The municipality did not adequately implement and monitor control over compliance with the applicable regulations relating to procurement and contract management.	Management should ensure stricter monitoring controls are implemented to ensure that all SCM requirements have been complied with.	SCM to work with ICT section to ensure all documents are on the website.	documents disappear no the website and cannot access the website on the work laptop	IT to forward links after upload	need access to the website to upload for ourselves	30/06/2023	Manager: SCM

27. Penalties were not invoked and/ or the contract terminated for default (as per the GCC and SCC)	The municipality did not adequately implement and monitor control over compliance with the applicable regulations relating to contract management.	Management should ensure stricter monitoring controls are implemented to ensure that all clauses in the MOA are complied with.	SCM to work with End-User department for guidance when contractual requirements are not met.	resolved	resolved	resolved	30/06/2023	PMU

28. Procurement process to appoint a new provider for continued needs of municipality did not commence timeously.	The municipality did not plan adequately for procurement of continued needs of municipality.	Management should ensure stricter monitoring controls are implemented to ensure that all procurement process commence timeously.	SCM: Contract Officer or Intern to be given the task of Contract Management.	resolved	resolved	resolved	30/06/2023	PMU

29. Possible conflict of interest in the procurement of goods and services	Management did not adequately monitor and review compliance with all relevant supply chain management regulations to ensure compliance with the applicable laws and regulations.	Management should follow-up on the above conflict of interest cases, and take corrective measures action.	SCM will contact the Service Provider on this issues, initiate the process to register them on National Treasury's Database as person prohibited from doing business with the public sector.	no personnel for contract management	resolved	resolved	30/06/2023	PMU

30. No policy governing the standby allowance	Policies and procedures to enable and support the understanding and execution of internal control objectives, processes and responsibilities regarding standby allowance were not established and communicated.	It is recommended that a policy governing standby allowance should be developed and implemented. The policy to cover at least the approval process, calculation of allowance, etc.	A policy will be developed then workshopped to the management, LLF, and submitted to Council for adoption.	none currently	none	none	30-Jun-23	Manager: Human Capital

31. Newly appointed employees were not in the organogram	Compliance with applicable legislation relating to expenditure management was not reviewed and monitored.	It is recommended that management should: • Appointments should be done on posts that are provided for in the organogram. • Ensure that appointments are only done on funded posts.	A checklist is being implemented to ensure that all processes are followed before an appointment is made. The checklist will be completed by the HR official and signed off by the HR manager.	none	none	none	Immediately	Manager: Human Capital

32. Non-compliance with the Indigent policy	Management did not adequately implement controls to ensure that qualifying criteria relating to indigent debtors is complied with before an indigent status is granted.	It is recommended that management should; • Implement controls to ensure that only applications that meet the qualifying criteria are approved. • Implement controls to ensure that only approved applications are included into the indigent debtors list/register.	Manager Revenue will create a check list. Manager Revenue will perform testing on a quarterly basis.	The Revenue Manager was on suspension for the entire financial year	A filing system has been devised and is being implemented.	None	30-Jun-23	Revenue Manager

33. Limitation of scope- indigent debtors	Inadequate record keeping systems to ensure that information can be retrieved and submitted in a timely manner. Lack of commitment to submit the information as per the agreed engagement letter.	• Management should reflect on the reasons why the information could not be provided in a timely manner and consider whether the current record system (including resources) is adequate. • Management should submit the information for audit.	Establishment of filing procedure for Indigent Applications.	None	A filing system has been devised and is being implemented.	None	30-Jun-23	Revenue Manager
34. Completeness of indigent debtors	Inadequate record-keeping systems to ensure that all applications approved are included in the indigent debtors list.	Management should ensure that all approved applications are included into the indigent debtors list.	Establishment of filing procedure for Indigent Applications.	None	Ensure completenes of the indigent list.	None	30-Jun-23	Revenue Manager
35. Inadequate verification of indigent applications	Adequate verification of indigent applications were not adequately performed.	It is recommended that the verification of indigent applications should be enhanced to avoid exceptions raised above.	Appoint external service provider to verify on behalf of the municipality PLAN TO PROCURE SERVICES	None	The service provider will be appointed.	SCM processes	30-Jun-23	Revenue Manager

36. Deceased consumers included in the debtors' book	Verification of information relating to consumers was not done to ensure that deceased consumers are not included in the consumer data base.	It is recommended that management should ensure that consumer information is verified on a regular basis to ensure that that deceased consumers are not included in the consumer data base.	Appoint external service provider to verify on behalf of the municipality PLAN TO PROCURE SERVICES	Upon deaths of a number of our customers title deeds were not transfereed to beneficiaries due to financial constraints but we accept letters of authority from beneficiaries, but we cannot change the ownership of the account until the title is transferred.	The names of the living beneficiaries are joined with the names of the registered deceased owners.	None	30-Jun-23	Revenue Manager

37. Deficiencies noted in the consumer listing	Information captured on the system relating to consumers was not verified for validity, accuracy and completeness.	It is recommended that information captured on the system relating to consumers should be verified for validity, accuracy and completeness.	Correct capturing on the financial system.	The Revenue Manager was on suspension for the entire financial year CURRENT CHALLENGE	Capturing of new inforamtions is checked for validity, accuracy and completeness.	None	30-Jun-23	Revenue Manager

38. Theft of electricity by prepaid electricity consumers (prepaid electricity consumers not buying electricity)	The accounting officer and revenue officials did not ensure the implementation and monitoring of compliance with the municipal credit and debt collection policy. There was a lack of adequate review and monitoring of compliance with applicable laws and regulations relating to revenue management.	It is recommended that management should: • ensure that adequate review and monitoring of compliance with applicable laws and regulations relating to revenue management. • follow internal processes to remedy the non-compliance by prepaid electricity consumers.	Disconnection of the customers cut off list and prepaid meters	None	Disconnection of the customers cut off list distributed on a weekly basis and prepaid meters on a montthly	None	Ongoing, 30 June 2023	Chief Financial Officer and Executive Manager: Technical Services (electrical manager and Revenue Manager)
39. No disciplinary committee in the year under review	Management did not ensure compliance with laws and regulations relating to consequence management.	It is recommended that management should ensure that the process of appointing the disciplinary board is finalised to ensure compliance with laws and regulations.	Financial Misconduct Disciplinary Board to be appointed by the Council.	None	None	None	30-Jun-23	Executive Manager: Corporate Services
40. Weaknesses identified in fraud risk assessment		Management did not design and implement formal controls to identify, assess and respond to fraud risk within the Municipality.	Management should develop and communicate proper channels for employees to report fraud and fraud risk factors. NO ACTION	None		None	30-Jun-23	Municipal Manager

41. Projects noted in the Information Technology Strategy and 5-Year Plan not implemented in accordance with the defined 2020-2025 implementation schedule	**Leadership: Information technology governance framework** • The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. • Project were delayed due to budget unavailability within the municipality.	The ICT Manager should ensure that: • Management commitments made to address audit findings are adequately and timeously actioned. • Budget is made available for the timeous implementation of ICT strategic initiatives identified in the Information Technology Strategy and 5 Year Plan.	Management will review and update strategy taking into consideration what can and cannot be achieved during the financial year.	Availability of budget to initiate projects	Submit budget request	Funding	30-Jun-23	Manager: ICT

42. Information and communication technology skills gap analysis 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 was still in the process of developing an assessment template that would be utilised when conducting the ICT skills gap analysis.	The ICT Manager and Human Resources unit should ensure that management commitments made to address audit findings are adequately and timeously actioned. The development of the assessment template should be finalised and thereafter a skills gap analysis conducted to identify skills required within the ICT unit. The results of the skills gap analysis should be utilised to establish a skills development / training plan for ICT officials and staff.	Action to address finding Template has been developed. Skills gap analysis will be conducted for ICT staff.	None	None	None	28-Feb-23	Manager: ICT

43. Return on Investment and Benefits Realisation processes have not been formally documented	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. The municipality had recently commenced with the process of drafting a Return on Investment and Benefits Realisation document however, this was still in progress and had not been finalised at the time of the audit.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned. The Return on Investment and Benefits Realisation document should be finalised, formally approved and distributed to the relevant stakeholders for implementation.	ROI and BR processes will be documented and presented to IT Steering Committee for adoption.	None	None	None	31-Mar-23	Manager: ICT
44. Inadequate software license register maintained by the municipality	• The municipality put out a tender for the appointment of a new Microsoft partner and procurement of new Microsoft licenses. These licenses would come with the implementation of tools that will help the municipality maintain a record of software running on the network and the associated costs. • The tender process had however not been concluded, as a result the software license register was manually compiled and omitted some information.	The ICT Manager should ensure that: • The municipality prioritises the appointment of the Microsoft partner and implementation of tools to assist with the recording and management of software licenses. • In the interim, the software license register maintained is enhanced to include information relating to start dates, actual number of licenses being used, costs associated and supporting documentation. • Monitoring controls are implemented to ensure that all software in use is valid, expiring software timeously renewed and licenses adequately managed	The register will be reviewed and updated to include the gaps in information identified REVIEW ACTION PLAN vs PROGRESS	None	None	None	31-Mar-23	Manager: ICT

		to avoid the municipality being charged penalties.						
45. Key clauses not included in the service level agreement held with Contour Technology (Pty) Ltd	The municipality did not perform a thorough review of the Contour Technology (Pty) Ltd SLA before it was signed off and this resulted in key clauses not being included in the document. Additionally, a lengthy review process delayed the signing of the SLA within the required timeframes.	The ICT Manager should ensure that: • Adequate communication and consultation with service providers and the municipality's legal services as well as a thorough review of SLAs is performed, to identify and update any gaps before SLAs are agreed to and signed off by all parties. • SLA's are renewed in a timely manner to allow continuous support and maintenance from service providers without any disruptions. • The SLA held with Contour Technology (Pty) Ltd is updated to include omitted key clauses and all required information, agreed to by all parties and formally signed off.	The SLA will be reviewed and updated to address gaps.	None	None	None	31-Mar-23	Manager: ICT

46. Performance of ICT third party service providers not adequately monitored	The ICT Unit is staffed by two people which resulted in capacity constraints and prevented adequate service provider performance review activities from being conducted.	The ICT Manager should ensure that staff within the ICT Unit are freed up in order to enable them to adequately perform required service provider performance review activities. The performance of service providers should be formally monitored on a regular basis with evidence of the feedback given to the service provider being maintained.	Monthly meetings will be held with services providers and report completed.	None	None	None	30-Jun-23	Manager: ICT

47. IT Steering Committee did not meet at the frequency prescribed by its terms of reference	Non-compliance with the Meeting Schedule section of the Information Technology Terms of Reference for Steering Committee was due to the lack of availability of committee members. Meetings were not scheduled for quarter 2 and 4 due to members having to attend other commitments.	The ICT Manager should ensure that: • The Meeting Schedule section of the Information Technology Terms of Reference for Steering Committee is complied with. • ICT Steering Committee meetings are scheduled in advance to ensure that the committee meets at the expected frequency and members have sufficient time to avail themselves so that the required quorum is achieved.	The ICT Manager will update TOR for the committee and include a schedule of meetings for the Committee to adopt.	None	None	None	28-Feb-23	Manager: ICT

48. Inadequate IT controls relating to the Route Master system	ICT policies and procedures were not applied to the Route Master system due to the municipality not deeming it a critical system as it was only used for meter readings.	• The IT governance, security management, user access management, program change management and IT service continuity controls stipulated in the approved ICT policies and procedures of the municipality are applied to the Route Master system. • Continuous monitoring is implemented to confirm that required controls for the Route Master system are being performed, adequate documentation maintained and discrepancies resolved timeously.	A review on the Route Master controls will be conducted and actions taken to address the gaps identified.	Vacant positions of IT Security Officer and IT Technician	Filling of vacant positions	Funding of position for IT Security Officer Filling of IT Technician position	30-Jun-23	Manager: ICT
49. Some computers running outdated operating systems	Budget constraints resulted in outdated software and unsupported infrastructure not being timeously procured in order for the old software and out of warranty infrastructure to be decommissioned.	The ICT Manager should ensure that budget is made available for the procurement and installation of new software and supported infrastructure. Outdated software and unsupported infrastructure should be removed from the ICT environment and replaced with newer and more secure technologies	Municipality has entered into a business agreement with SITA in order to address Microsoft licensing gaps.	None	None	None	31-Mar-23	Manager: ICT

50. Windows Server Update Services not functional and deployment of patches therefore not adequately implemented	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. The tender for the appointment of a new Microsoft partner who would assist the municipality with procuring licenses to utilise WSUS software was still in progress and had not been concluded.	The ICT Manager should ensure that management commitments made to address audit findings are adequately and timeously actioned. The municipality should prioritise finalising the tender for the appointment of the new Microsoft partner and secure licenses to utilise WSUS software for the deployment and monitoring of patches. Furthermore, the ICT Manager should ensure that patches are successfully applied on all servers and user machines as soon as they are available, with the timeous remediation of exceptions identified being undertaken.	The municipality is in the process of entering into a business agreement with SITA. Municipality is waiting for SITA to finalise agreement. Once agreement in place Microsoft licenses will be procured and patches will be deployed and monitored.	None	None	None	31-Mar-23	Manager: ICT
51. Inadequate antivirus management processes	• The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. • Non-compliance with the Review of Antivirus Logs section stipulated in the Antivirus, Firewall and Patch Management Control Policy was attributed to the antivirus software's functionality limitations which prevented logs and exception reports from being generated.	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 are implemented and compliance to the Review of Antivirus Log requirements stipulated in the Antivirus, Firewall and Patch Management Control Policy ensured. • Advance planning is performed to ensure the required funding is made available for renewal of the antivirus	Motivation and provisioning of budget will be submitted for approval for the procurement of software and the appointment of a dedicated IT Security Officer to oversee security issues so that they are adequately addressed.	Budget constraints Vacant position of IT Technician	Budget provision Appointment of IT Technician	Funding of position for IT Security Officer Filling of IT Technician position	30-Jun-23	Manager: ICT

	• Budget constraints prevented the timely renewal of the antivirus software licenses.	software licenses in a timely manner.						
52. Password settings not configured as per the approved End User Security Policy for the Contour and Traffic Contravention System	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. Non-compliance to the Password Control section of the End User Security Policy resulted due to the municipality not having access to amend password configuration settings on the Contour and Traffic Contravention System. Furthermore, management were still in the process of engaging the respective service providers to address the weaknesses noted relating to password settings.	The ICT Manager should ensure that management commitments made to resolve audit findings are adequately and timeously actioned. Password settings on all IT systems should be configured to comply with the Password Control section stipulated in the End User Security Policy. Furthermore, management should expedite the process of engaging with the Contour and Traffic Contravention System service providers to address the weaknesses noted relating to password settings.	Password settings for Contour have been updated on the 19 October 2022, attached is report on the update. Management will ensure that as part of system functionality password complexity is a requirement when advertising for Traffic Management System.	System limitations	Advertise for procurement of traffic management system with capability to have password complexity enforced	None	30-Jun-23	Manager: ICT

53. Logon attempts on the Windows Active Directory, SAGE 200 Evolution, SAGE 300 People, Contour and Traffic Contravention System not monitored	The ICT Manager did not ensure that management commitments made to resolve the previous audit finding were actioned. Non-compliance to the User and Administrator Activity Monitoring requirements stipulated in the Endumeni Municipality End User Security Policy was due to resource constraints, as the position of Information Security Officer (ISO) who would be responsible for reviewing logon attempts was still not funded and could not be filled.	The ICT Manager should ensure that management commitments made to resolve audit findings are adequately and timeously actioned. Management 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 unfunded, the responsibility for generating and 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.	The ICT Manager will be responsible to ensure that system reviews are conducted while waiting for the ISO position to be funded and filled. Budget will requested to procure Windows AD monitoring tool to monitor and review AD activities.	System limitations	Procure monitoring tool for windows AD	Budget allocation	30-Jun-23	Manager: ICT
54. Inadequate management of the firewall	• The ICT Manager did not ensure that the Antivirus, Firewall and Patch Management Control Policy was comprehensively documented and incorporated new leading best practices for firewall management. • The new firewall was implemented on the 01 April 2022 and as a result the municipality was still in the process of establishing required firewall	The ICT Manager should ensure that: • The Antivirus, Firewall and Patch Management Policy is updated to include all required information, approved and distributed to relevant stakeholders for implementation. • The required firewall management controls are implemented on the new firewall and adequate records are kept.	The service provider will be engaged to address gaps identified and the policy will be reviewed.	None	None	None	31-Mar-23	Manager: ICT

	management controls.							

Table 64 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 65 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"

1.1 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"

1.2 MOTTO

"TOGETHER IN PROSPERITY"

1.3 CORE VALUES

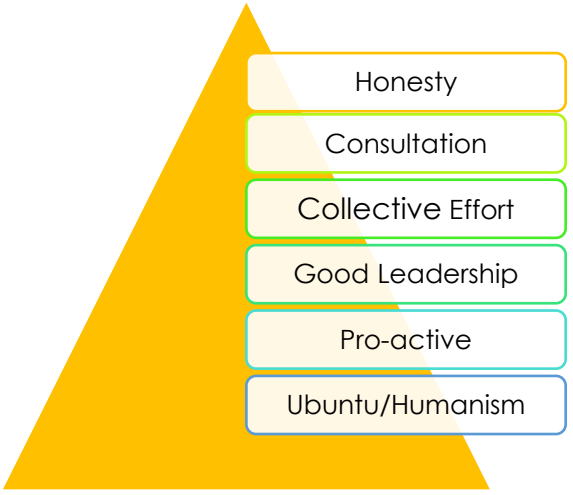


Diagram 9 Core Values

1.4 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.

1.5 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.

1.6 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 66 Development priorities

1.7 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 68 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 2023/24 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-24	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-23	Planning Department		Copy of advert/ acknowledgement from COGTA

				MT1.1.4	Date Final 2022/23 Annual Report Adopted	31-Mar-24	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-24	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 2024	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-24	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-24	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-24	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-24	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-24	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-24	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-24	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-24	Corporate Services		Council Resolution
MT5	Compilation of the Annual Report	MT5.1	Final Annual Report Adopted	MT5.1.1	Date Final 2021/22 Annual Report Adopted by Council	31-Mar-24	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-23	Corporate Services	N/A	Council Resolution

				MT7.1.2	Workshop on implementation of Performance Management System to Middle Managers	30-Oct-23	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		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 2024	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 2024	12410	Technical Services	n/a	List of consumers
				BS2.1.1	% INEP Expenditure by 30 June 2024	100%INEP Grant Expenditure by 30 June 2024	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 2024	2100 m^2 of pothole patching by 30 June 2024	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 2024	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-24	Budget and Treasury Office	N/A	Council Resolution
		BS5.1.2	Number of indigent beneficiaries with access to refuse and electricity basic services	2000	Budget and Treasury Office	N/A	Council resolution	BS5.1.2	Number of indigent beneficiaries with access to refuse and electricity basic services
				BS6.1.2	Review of the Implementation Plan for the Human Settlement Sector Plan by the 30 June 2024	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
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 2024	30-Jun-24	Planning & Economic Development Department	N/A	Council Resolution
				LED1.1.2	Number of SMME's supported financially by 30 June 2024	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 2024	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 2024	30-Jun-24	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 2024	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	GG2.1.1	Number of occupation and health and safety meetings held per annum	11	Corporate Services		Minutes/ Attendance Registers

			of in workplace						
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 2024	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-24	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 2023/24 Adjustment Budget adopted by Council	28-Feb-24	Office of the MM	N/A	Council Resolution
				GG5.3.2	Date the 2023/2024 Draft Budget approved by Council	31-Mar-24	Office of the MM	N/A	Council Resolution
				GG5.3.3	Date 2023/2024 Final Budget adopted by Council	31-May-24	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-24	Budget and Treasury Office	R0.00	Council Resolution
FV4	To reduce electricity theft within the Municipal area	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 2024	18%	Budget and Treasury Office	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 implementation of billing and customer care through improvement 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 due within financial year)	75:1	Budget and Treasury Office	R0.00	Borrowing Monitoring Report
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 2021/22 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-23	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-24	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	75%	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-24	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-24	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-24	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-24	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 2024	30-Jun-24	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-24	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-24	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 2024	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 2024	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-24	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 2024	31-Jan-24	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 2024	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 69 2023/204 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

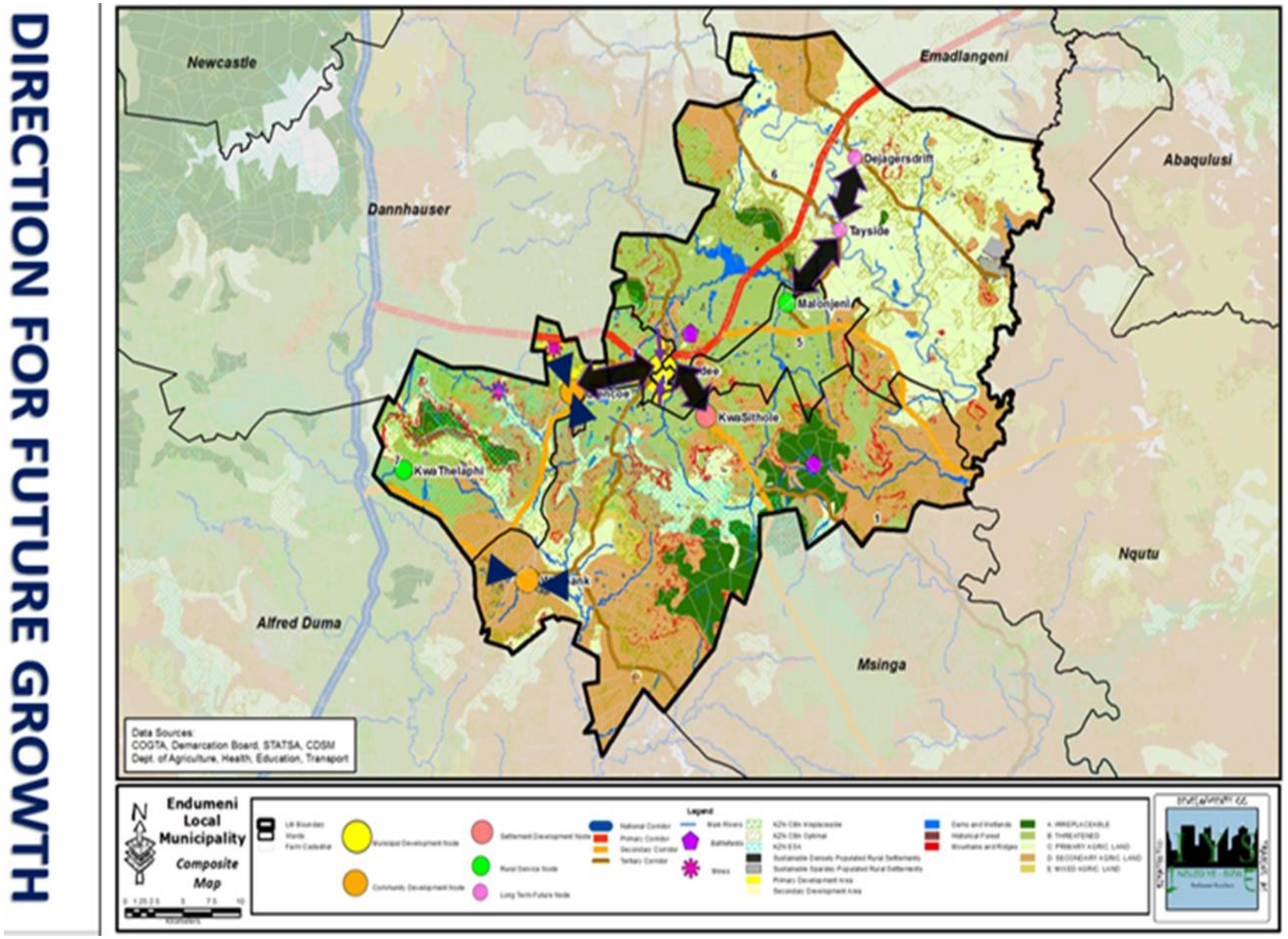
Spatial issues facing Wasbank could be summarised as follows:

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 60 Spatial Planning proposal

- Establishment of Township Tourism that will include utilising of vandalised building, Royal House, as a museum to tell the story of Sibongile and indigenous history.
- In Sibongile Ward 5 and 2, Erf 1280 Sibongile as a suitable site for a museum and ancillary tourism activities, such as arts, crafts, and beadwork. For this to be achieved the LED tourism component requests an area where there could be a designated site for tourism use.

Light Industrial:

- There is also area to the north, which is vacant for business, the area adjacent to the R33 can be used for light industry which can be an advantage for the surrounding residential communities.
- Further light industrial expansion is also proposed within the transition zone towards Glencoe. These can be used for either car repairs, car dealerships or steel workshops.
- Rehabilitation of the industrial park

Mixed use:

- MU 1: Mixed use development is proposed within the transition area of the CBD of Dundee. This is to allow for variety and increased accessibility within the CBD area. Densification is also proposed in this region,with mixed use buildings such as retail on the ground floor, office on the first floor and residential on further floors above. It is proposed that these developments are not more than 4 storeys to allow for a gradual increase in density within this region.
- There is an old, abandoned mine, just above it there are sites which have the potential of being converted into mixed-use developments.

Tourism:

- Tourism currently exists within this nodal area through the Horse-Riding track and the Dundee July annual event. This is the highlight of the town and the municipality. This feature has huge potential for growth to link horse riding tourism to offer rides to paying tourists either within the track or at other sites within the LM such as the hiking trails etc.
- Hiking trails are proposed within this region of the Mpati Mountain trails. Designed trails can be developed for hiking, mountain biking and horse riding. This had potential to be a key feature, and with the support of the hospitality industry, can welcome weekend visitors / overnight stays into the town explore this proposal.
- An introduction to Township site as a key landmark to attack domestic tourism and create inclusive economic for the residents within the township.

- Transportation: The rehabilitation of the Dundee Public Transport Facility, the municipality has made formal engagements with the Department of Transport for funding. The existing public transport facility should not be relocated but rehabilitated.
- The Sibongile township has a challenge with taxis parked on the street, Mbatha Street, an extension of the street is needed, through negotiations with the adjacent school.
- There is a need for a pedestrian friendly movement system which will help make the areas environmentally sustainable. Pedestrian movement system has also been found to have many financial benefits, including convenience, cost savings both to individuals and to the public, increased efficiency of land use, increased liveability, economic benefits from improved public health at individual level, and economic development, among others.

ECONOMIC

- Municipality together with Buffalo Coal Mine are currently developing informal traders' stalls.

ENVIRONMENTAL

- Green corridors between Peaceville and Forestdale
-
- GOVERNMENTAL
- The need to cluster sector departmental offices for convenience of the public, especially public transport users and to create synergy in land uses.

Glencoe

- Land Use Proposals applicable to the Glencoe Node are as follows:
- Residential:
- There are many vacant sites which can be used for social housing, the town is growing and thus providing social housing and businesses.
- The town has a lot of potential to grow due to the vacant land that is available, there is a high residential use to the west and south of the town which can be utilised for township establishments and mixed uses.

  Agricultural
- There is a huge plot of land surrounding the town on either side of the R602 which has great agricultural potential.

Industrial:

- Industrial Expansion is proposed within this region at various strategic land parcels. This is proposed to support the industrial expansion through the manufacturing sector and the agro-processing sectors.
- Rehabilitation of the industrial park

Tourism:

- Tourism within the Glencoe region is proposed through the upliftment and rehabilitation of the dam east of the Glencoe town. This dam has potential to accommodate active and passive recreation through picnics and braais through passive recreation activities and active recreation of canoeing and other water sport activities. This proposal can be linked to the proposal for Dundee of the horse riding and hiking trail tracks in the Mphati Mountains.

Transport:

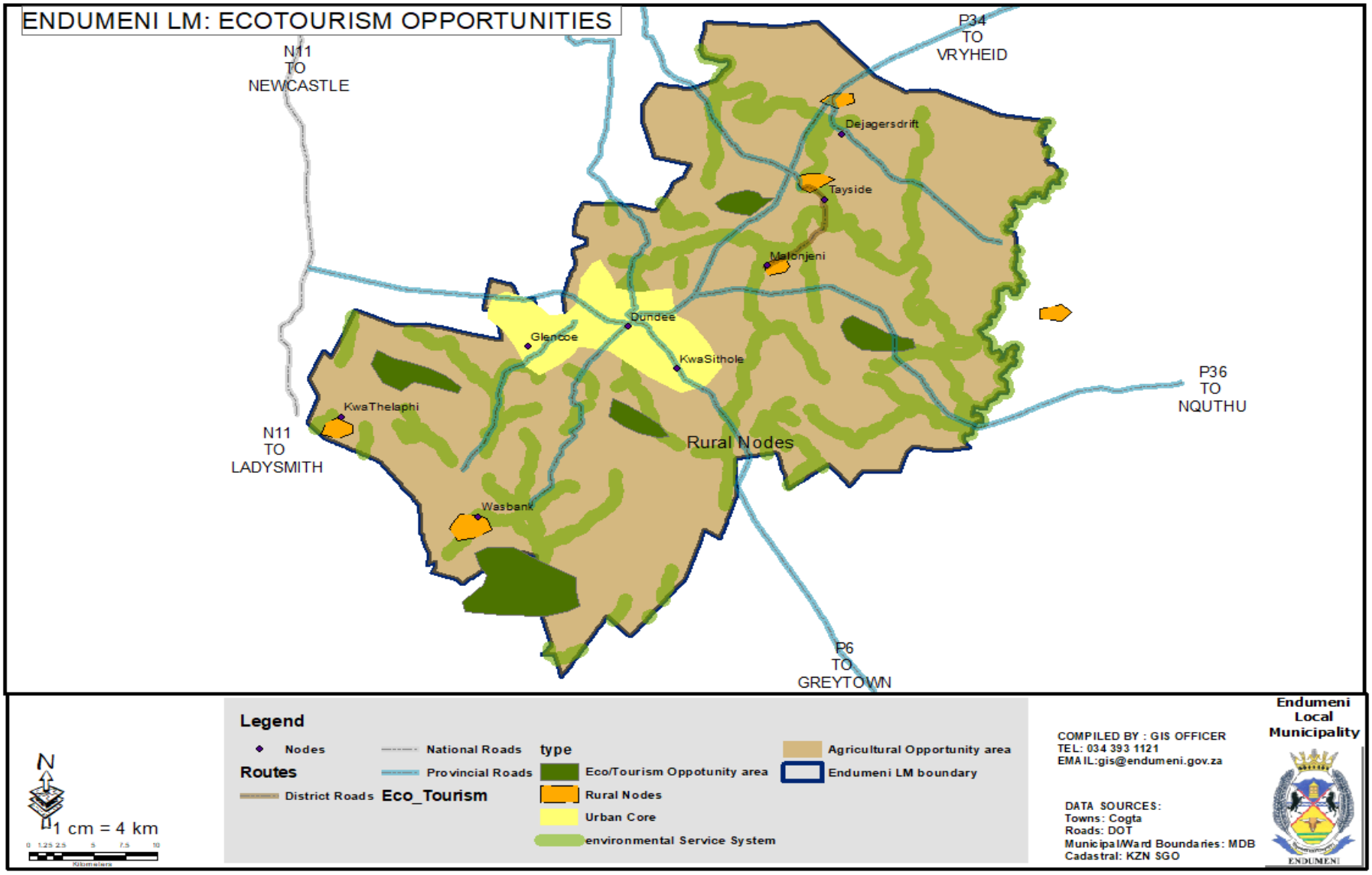
- Sibongile informal taxi rank, on Mbatha street, the municipality needs to negotiate with the adjacent school for land to extend the taxi rank, currently the rank occupies the street which is a hazard to the residents using the road.

Road infrastructure

- Roads make a crucial contribution to economic development and growth and bring important social benefits. They are of vital importance to make a nation grow and develop. In addition, providing access to employment, social, health and education services makes a road network crucial in fighting against poverty. Roads open more areas and stimulate economic and social development. For those reasons, road infrastructure is the most important of all public assets.

Commercial

- The abandonment and forfeiture of real properties with structures thereon is adversely affecting the economic wellbeing of the municipality and is inimical to the health, safety, and welfare of the residents of the surrounding area. It is further found that many of the vacant and abandoned buildings can be rehabilitated, reconstructed, or reused to provide safe and productive industrial or commercial facilities and that such rehabilitation, reconstruction, or reuse would eliminate, remedy, and prevent the adverse conditions described above
    - .



Map 61 Ecotourism opportunities

1.4 LAND USE MANAGEMENT

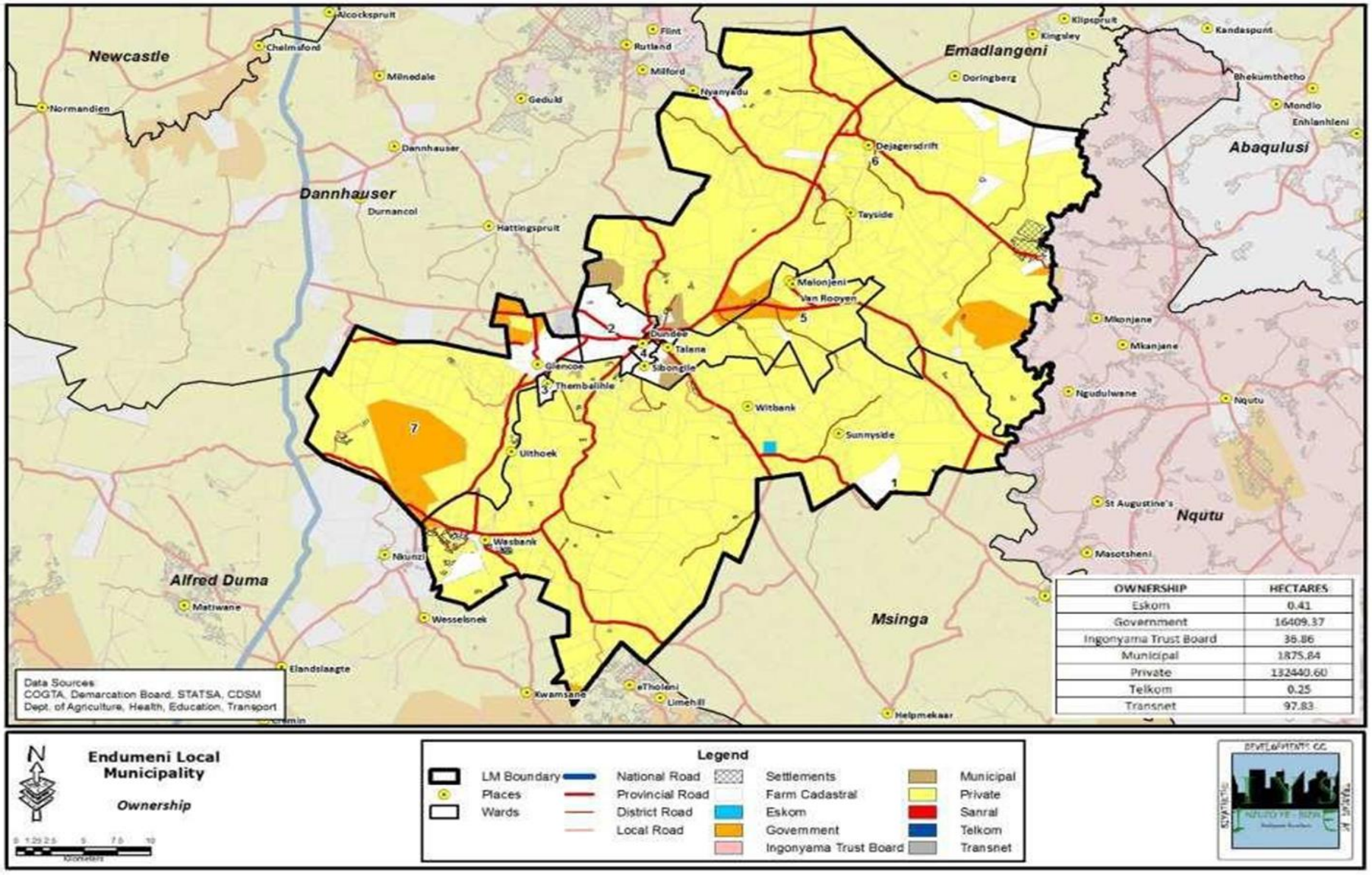
The Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) better known as SPLUMA requires all municipalities across the country to develop and adopt a "Single land use scheme" throughout their area of jurisdiction. This must take place within 5 years from the commencement of the Act. 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.



OWNERSHIP	HECTARES
Eskom	0.41
Government	16409.37
Ingonyama Trust Board	38.86
Municipal	1875.84
Private	132440.60
Telkom	0.25
Transnet	97.83

Map 62 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.

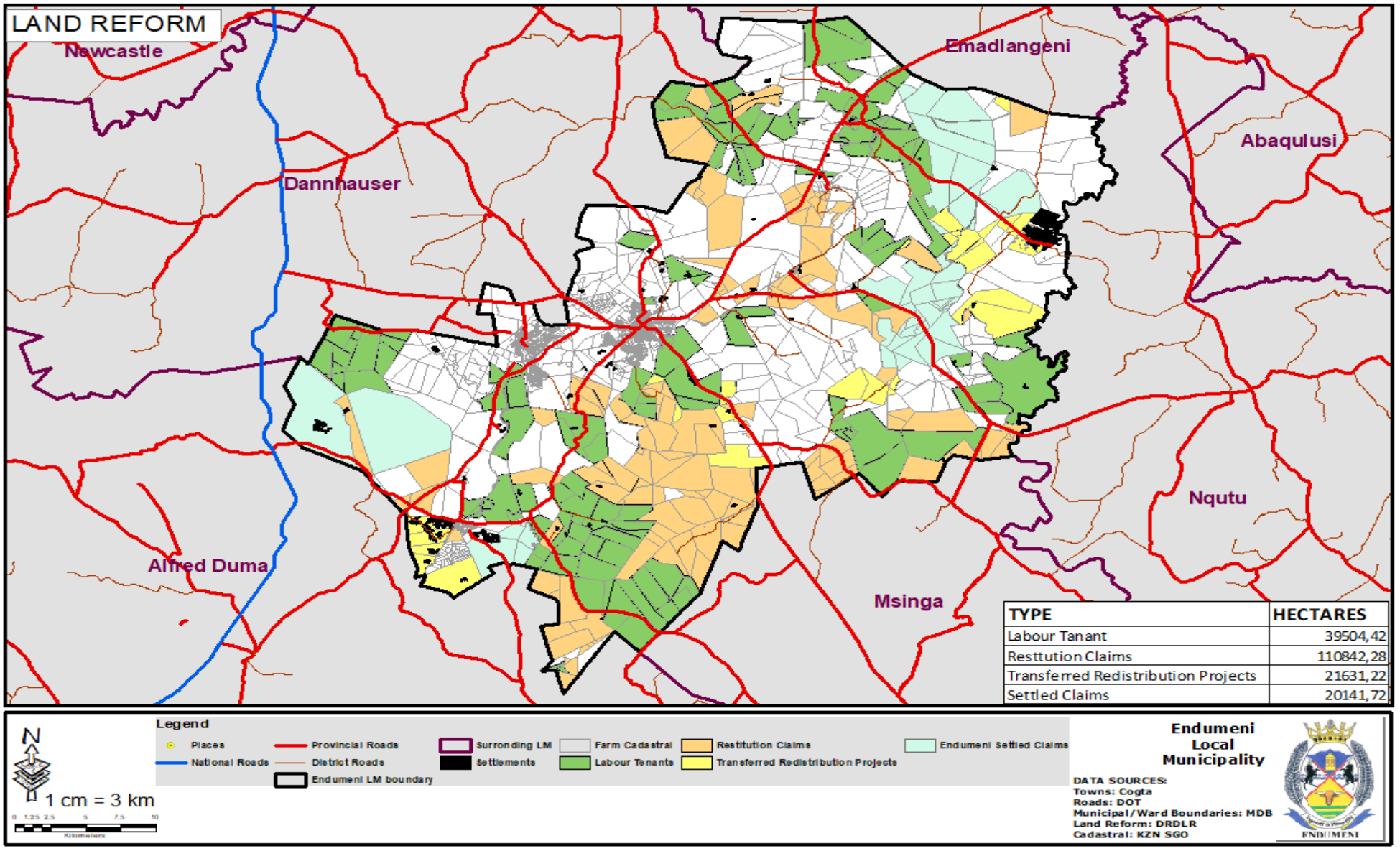
The overarching goal will be to ensure agrarian reform is realized from these projects as these are located within good agricultural land so these should be used as productive farms. The municipality also has a responsibility in terms of promoting proper land use controls which includes avoiding of uncontrolled 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 63 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.

1.9 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

1.9.1 CROSS BOARDER ALIGNMENT

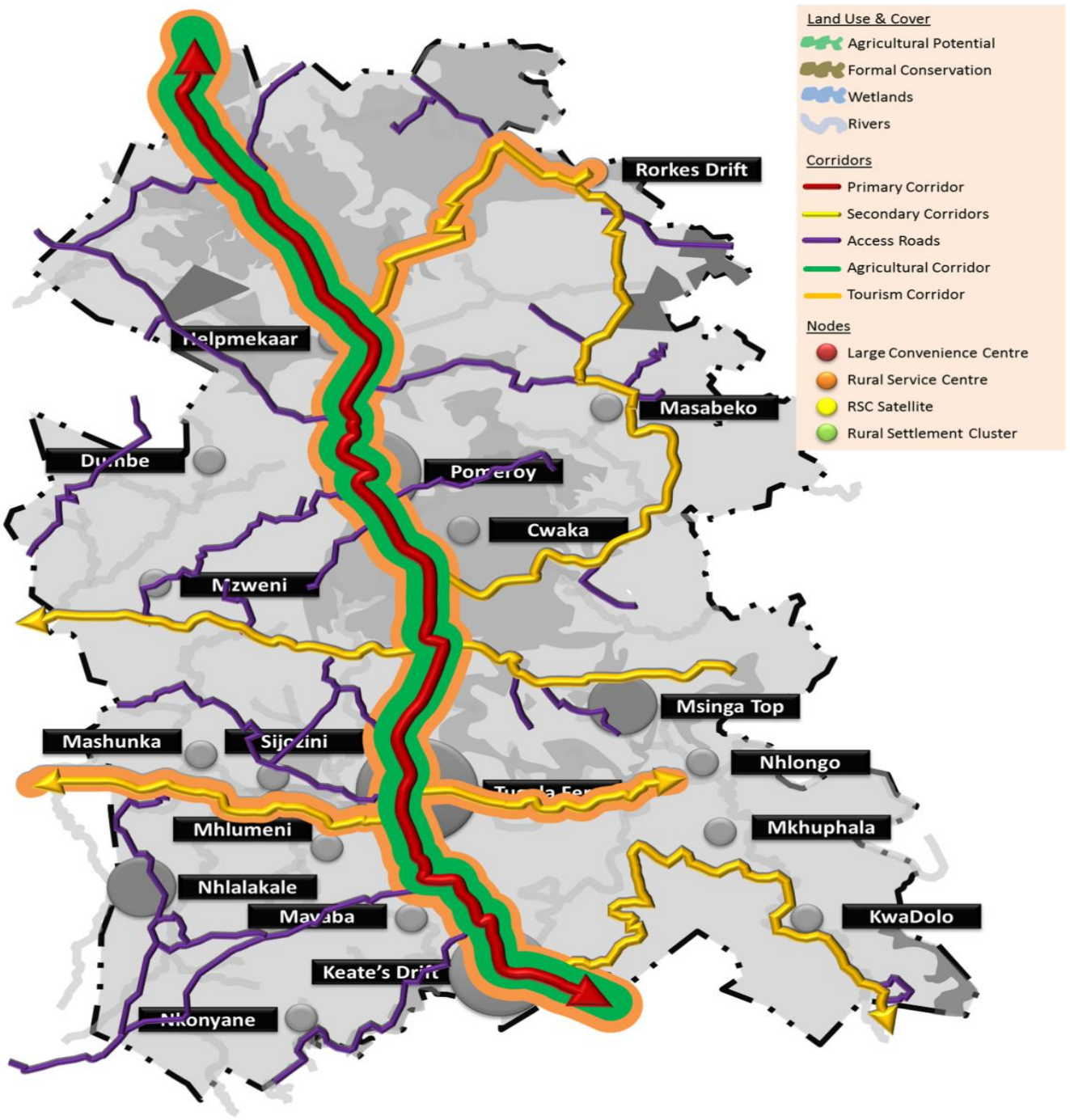
"Cadastral boundaries do not necessarily conform to the characteristics of land, the natural environment, residential activities, economic activities and natural phenomena traverse's municipal, provincial and international boundaries. all municipalities do not possess the required resources to provide services to communities e.g., water. hence the aim of this objective is to ensure that spatial planning is aligned to allow government organisations to take advantage of comparative advantages offered within an area. this also refers to cross boundary provision of services such as education facilities, which can be utilised by communities residing in two municipalities. this allows for cost effective provision of services and is applicable to the provision of civil services, social services, and economic opportunities. alignment of initiatives will also prevent conflicting initiatives and land uses to be implemented on opposite sides of a boundary i.e., mining activities versus tourism due to pristine natural environment." (kwazulu-natal pgds, 2011, p131 – 132)

As per the national and provincial policies and legislation (msa-s26 (d), msa regs s2 (4) (h), municipalities are required to provide a clear indication of how the sdf is aligned with the planning of neighbouring municipalities. endumeni local municipality has a mandate to ensure that its idp follows the planning legislation and policies to give effect to the development of an sdf as spatial representation of the idp. the municipal sdf, in turn, directs and guides strategic investments that are developmental and beneficial within umzinyathi district municipality and across neighbouring district municipalities as well as local municipalities.

It is further reiterated that endumeni local municipality forms an integral part of a larger system of local governance and regional economy. it also influences development in the adjoining regions. cross-border planning issues have become more prevalent and significant. the focus is on strategic or shared development issues that would benefit from a joint approach and engaging with the relevant neighbouring authorities to explore joint operational potential. this section is thus intended to ensure that there is no disharmony between proposals that are suggested by endumeni local municipality's spatial development

FRAMEWORK AND ITS NEIGHBOURING MUNICIPALITIES.

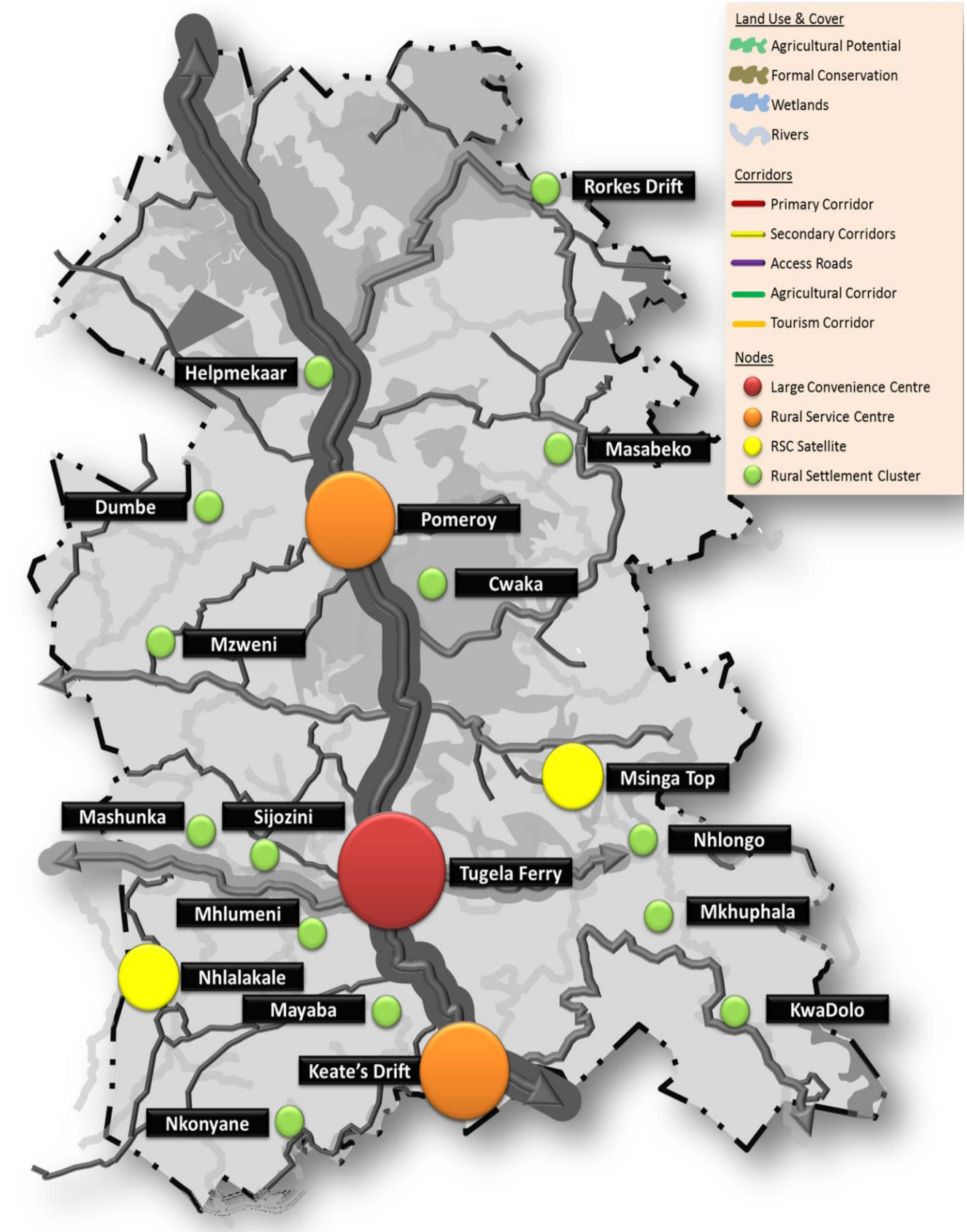
MSINGA LOCAL MUNICIPALITY SDF – PROPOSED CORRIDORS



Source: Vuka Planning Africa 2012

Map 64 Msinga proposed corridor

MSINGA LOCAL MUNICIPALITY SDF – PROPOSED NODES



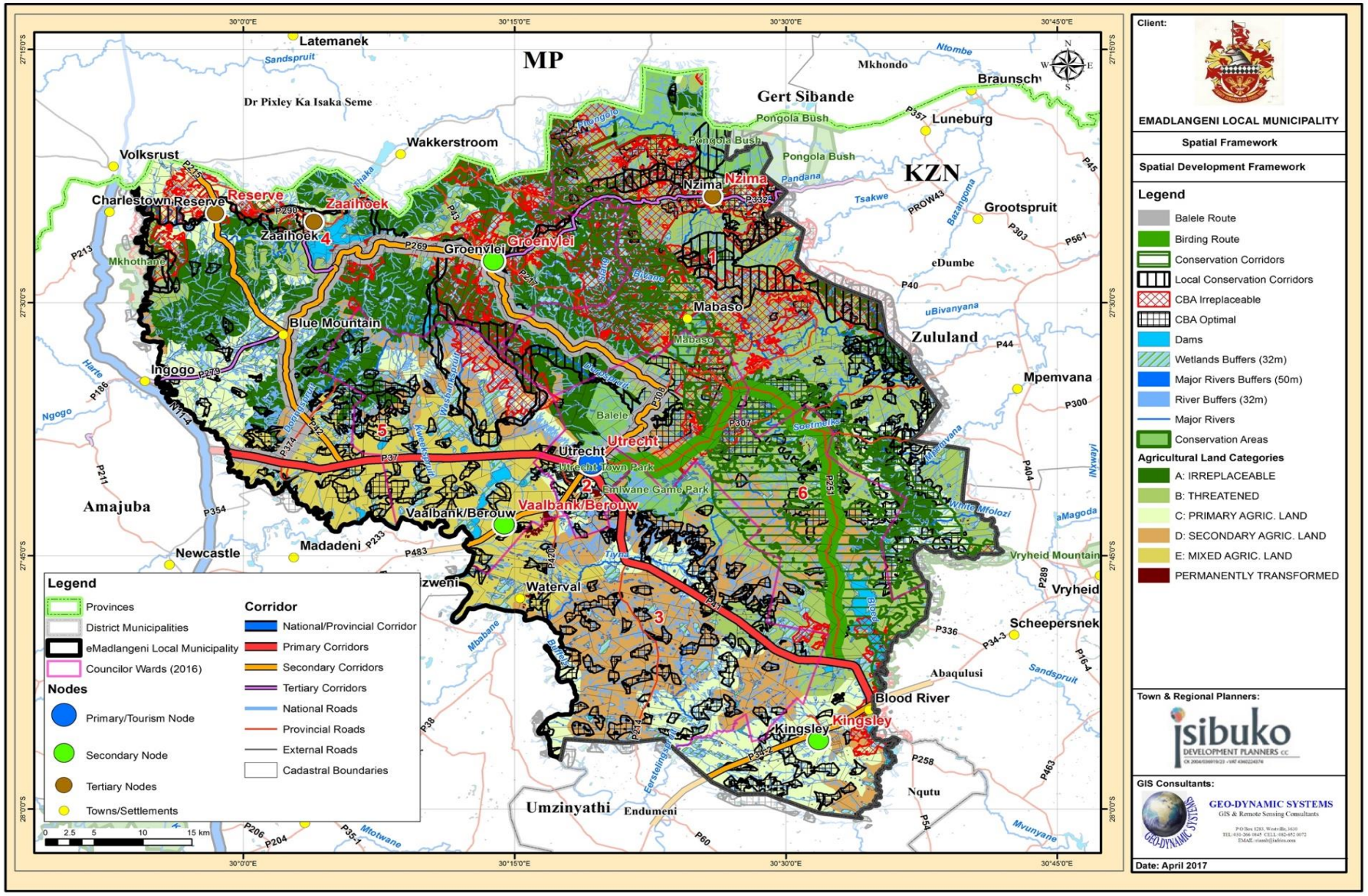
Source: Vuka Planning Africa 2012

Map 65 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

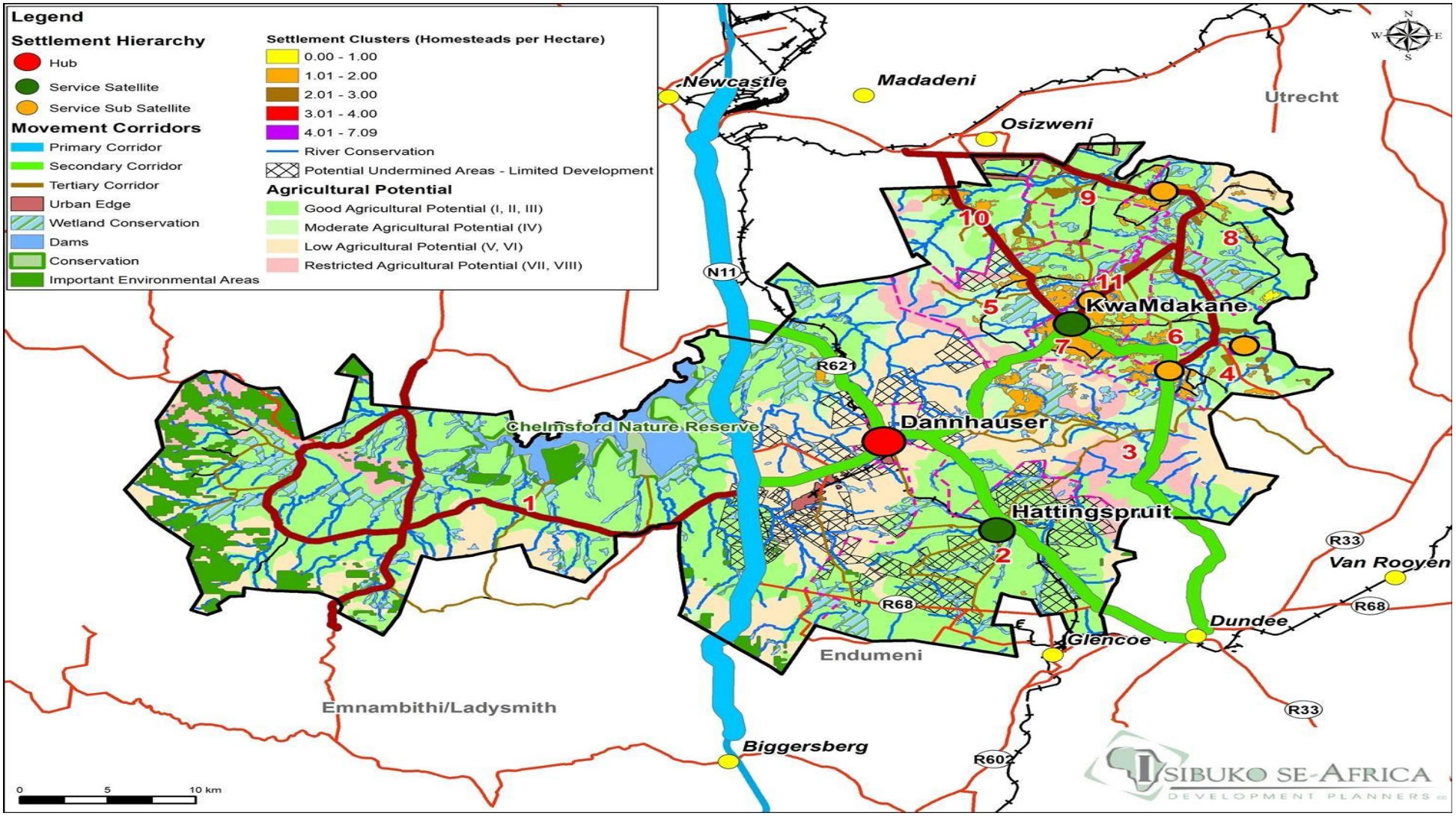


Map 66 Emadlangeni LM SDF

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

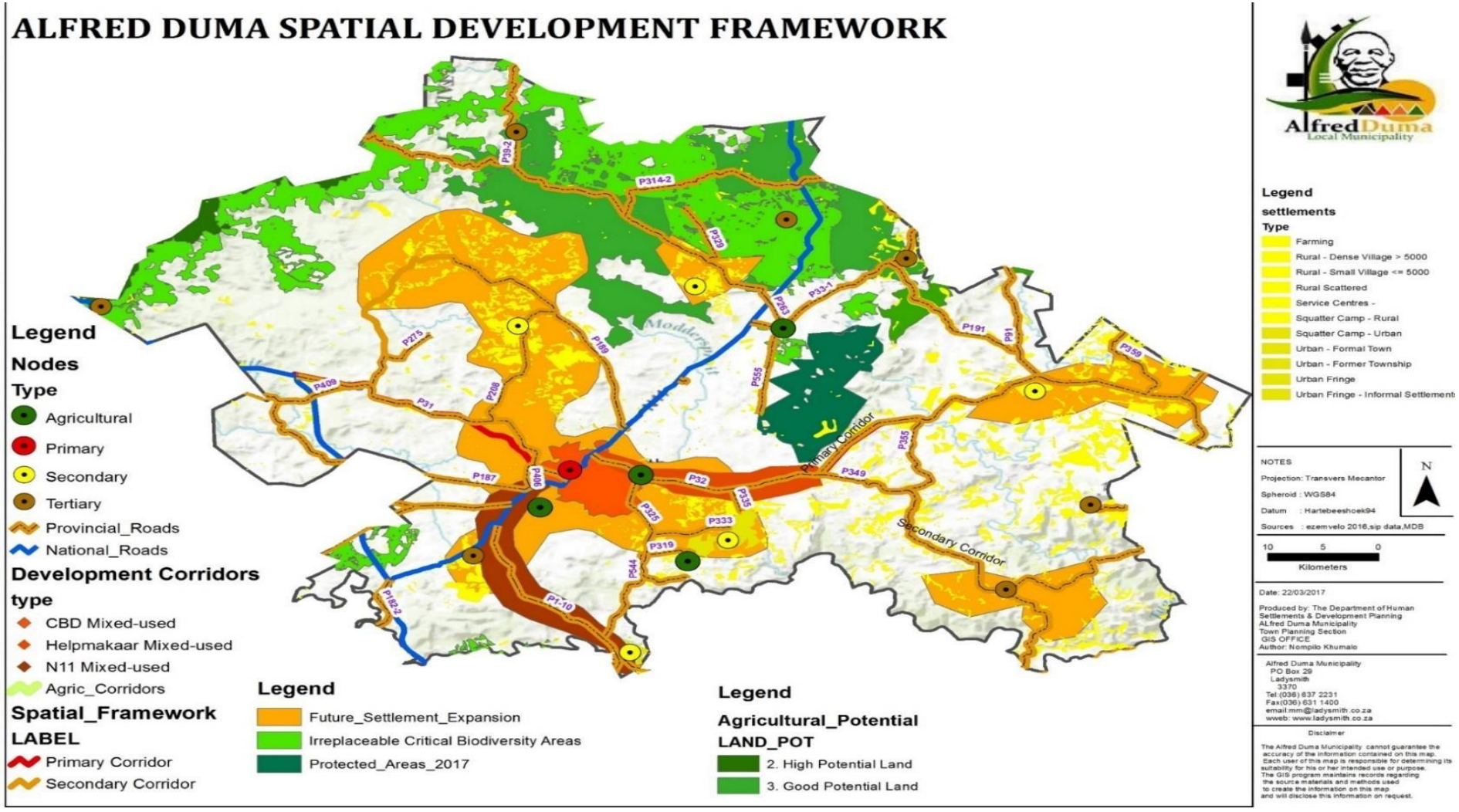


Map 67 Dannhauser SDF

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 68 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,	7	7	7	7	7	7	Operational Budget	

								stakeholders, and Civic Association							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 70 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 71 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 72 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 73 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 74 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 Hall	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 th 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 Sithemb	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.F	Fencing and installing the irrigation syste 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 75 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 76 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 77 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 7 ESKOM Area	12 7	High Mast Lights	R4 200 000.00 R2 450 000.00
				Total	**R47 177 598.53**
			1801	**Municipal Area**	**R6 752 500.00**

Table 78 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).

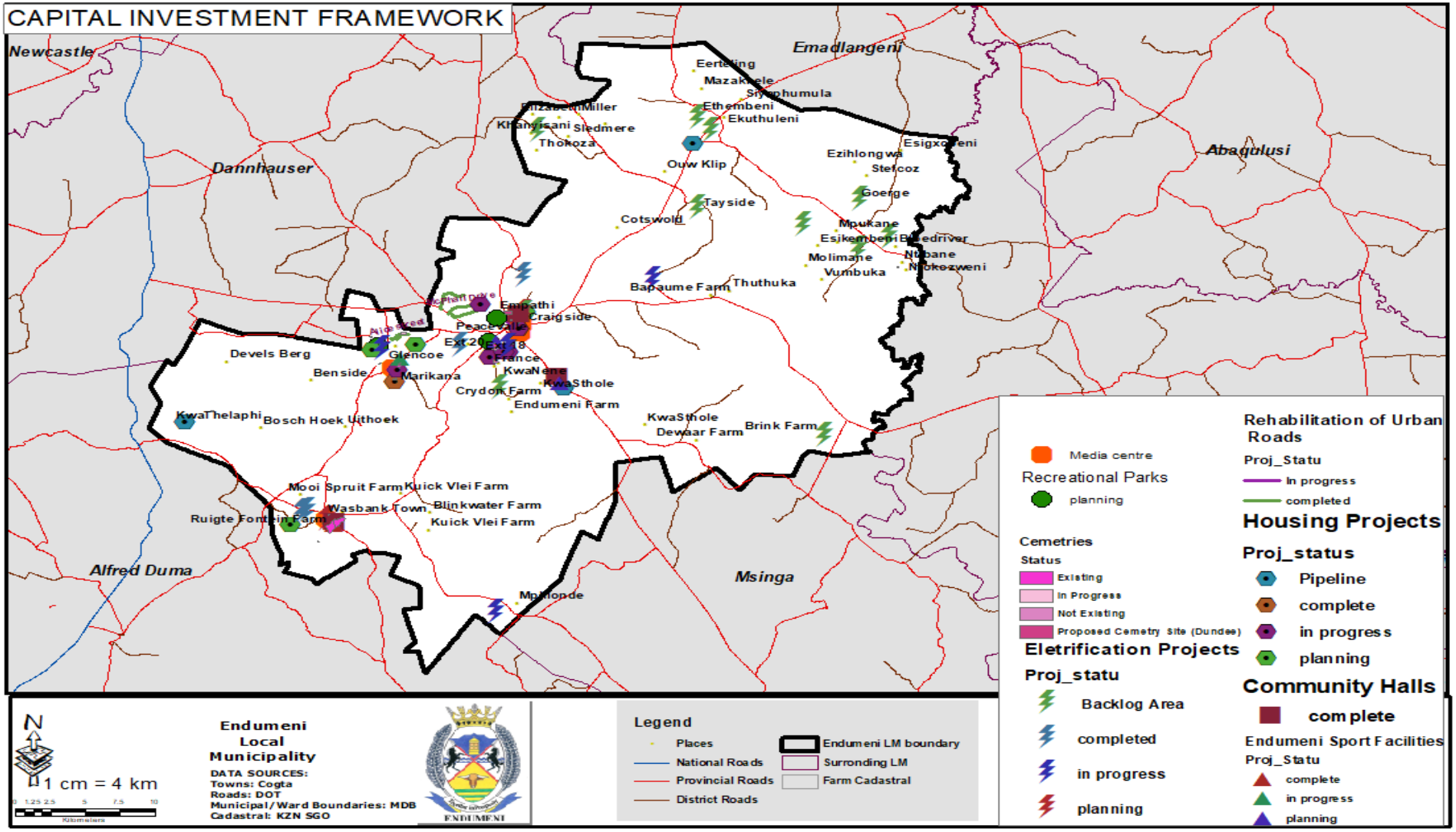
2.7 ENDUMENI HOUSING PROJECTS 2022 -2023

Poject Names	Financial Year	No of Units	Project Value (Planning Stage)	Activity	Reserve for 2022-2023
Endumeni Serviced Site Project(Erf 2291)	2022-2023	247	R866 000.00	Planning	R624 000.00
Craigside Housing Project	2022-2023	378	1.3 million	Planning	R663 000.00
Glencoe EXT.13/16 (Glenridge)	2022-2023	500	1.4 million	Planning	R732 000.00
Wasbank Commonage Housing Project	2022-2023	200	R665 000.00	Planning	R333 000.00
Ruigtefontein Rural Housing Projects	2022-2023	600	1.9 million	Planning	R998 000.00
KwaThelaphi Rural Housing Project	2022-20232	150	R484 000.00	Planning	R242 000.00
Dejagersdrift Rural Housing Project	2022-2023	500	1.6 million	Planning	R832 000.00
Stratford Farm Rural Housing Project	2022-2023	500	1.6 million	Planning	R832 000.00

2.8 WATER AND SANITATION PROJECTS

UMZINYATHI DISTRICT MUNICIPALITY - CAPITAL BUDGET	BUDGET	BUDGET	PROPOSED BUDGET
	2021/2022	2022/2023	2023/2024
WATER SERVICES INFRASTRUCTURE GRANT			
PROJECT NAME			
Biggarsberg Water Supply Scheme	9,558,000	10,121,922	
Endumeni Sanitation	50,438,118	13,403,891	
Drought Relief Programme (Boreholes) – District Wide	8,045,889	8,520,597	
Tayside Abstruction Works	8,045,889	8,520,597	
Ruigtefontein And Kunene Farm Water Reticulation			13,890,564.87

Table 79 Water and Sanitation Projects



Map 69 Capital investment framework

SECTION F: FINANCIAL PLAN

1.FINANCIAL PLAN 2023/2024

This is the executive summary of the Endumeni Local Municipal Financial Plan 2023/24.

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 2023/24 financial year National and Provincial grant allocations are as follows:

- Equitable Share – R66.5m
- Municipal Finance Management Grant (MFMG) – R2.1m
- Municipal Infrastructure Grant (MIG) – R21.7m
- Expanded Public Works Programme (EPWP) – R1.5m
- Energy Efficiency Grant – R5m
- Museum Subsidy – R571 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 **R25 668 700.00** which includes an amount of R20 668 700.00 for MIG projects and R5 000 000.00 for Ennergy Efficiency Grant.

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 2022/23 financial year is calculated as follows:

kWh purchased	55 006 529
kWh sold	34 911 631
Loss	20 094 898
Calculated distribution 8% loss-kWh	4 400 522
Calculated loss due to theft-kWh	15 694 375
Value of loss due to theft **@cost**	R 20 395 629
Value of loss due to theft **@sales**	R 37 006 423

Figure 56 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	24.40%
Glencoe	39.12%

Table 80 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 2023/24 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:**
- There is no tariff increase but the rates have increased due to valuation roll that will be implemented on 01 July 2023. The municipality has decreased rates by 5%

- **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 15.10%.

- **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

Expenditure By Type	
Employee related costs	159,523,646.59
Remuneration of councilors	6,413,069.00
Debt impairment	17 463 668
Depreciation & asset impairment	16,504,885.50
Finance charges	
Bulk purchases - electricity	175,125,578.00
Inventory consumed	3,677,607.09
Contracted services	40,143,851.66
Transfers and subsidies	1,533,000.00
Other expenditure	32,214,182.66
Losses	
Total Expenditure	**452,599,488**

Figure 57 Budget Summary Operation Expenditure for 2023/24

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 2023. 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.

2024/25 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
MATRIC EXCELLENCE AWARDS	150 000
MAYORAL IMBIZO AND SENIOR CITIZENS	450 000
WOMEN AND CHILDREN FUND	150 000
DISASTER FUND	1 820 000
PUBLIC PARTICIPATION PROGRAMMES	380 000
STRATEGIC COMMUNICATIONS	200 000
WARD ALLOCATION EXPENSES	500 000
TOTAL	4 720 000

Figure 58 Social Development Programmes

SECTION G: ANNUAL OPERATION PLAN (SDBIP)

1. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The 2023/2024 Service Delivery and Budget Implementation Plan was approved within 28 days after the adoption of the 2023/24 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 2023/24 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 2023/24 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 2023/24 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 2023.

The municipality will also undertake the quarterly reviews during 2023/24 financial year to monitor performance as per the following quarters:

First quarter	:	July – September 2023
Second quarter	:	October – December 2023
Third quarter	:	January – March 2024
Fourth quarter	:	April – June 2024

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 81 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 82 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	√		

SECTION K: CONTACT DETAILS

Enquiries / comments/ inputs on the Final 2023/2024 Integrated Development Plan (IDP) can be directed to Municipal Manager – Mr S Ntombela as per the following details:

64 Victoria Street Private Bag X 2024; Dundee, 3000

Tell: (034) 212 - 2121(W); **Fax:** (034) 212 – 3856

Email: mm@endumeni.gov.za

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